

TOWNSHIP OF ALNWICK/HALDIMAND PARKS MASTER PLAN

APRIL 2018 | FINAL REPORT



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I Project Overview

The Parks Master Plan for the Township of Alnwick/Haldimand is a 20-year planning document to guide the prioritization of municipal investment in recreation and community facilities, parks and open spaces, trails and water access areas.

As a municipal guidance document, the plan is designed to further effective planning, budgeting and implementation of stated goals and objectives for facilities in the Township until the year 2038.

The Master Plan should be placed within the broader context of all obligations of the Township as a provider of services, facilities and infrastructure.

Changes in the wider municipal environment in terms of fiscal priorities can be expected to impact the priorities contained in this Master Plan.

I.1 Scope of Work

This Master Plan centres on 3 core elements of study:

- A full review of the 5 community centres and 3 public libraries to determine their viability and sustainability as a core municipal service;
- A high-level arena feasibility review to guide the future of the existing Haldimand Memorial Arena and the Township's local and regional role in indoor ice provision; and,
- A high-level feasibility study of playing fields, parks, boat launch and trails outlining the demand and need for improvements, expansion and/or the potential addition or repurposing of outdoor assets as required of the 20-year planning timeframe.

In addition to the above, this document makes recommendations for service improvements that are expected to enhance recreational opportunities for current and future residents in the Township. This includes a re-evaluation of the Township's role in program delivery and volunteer attraction and retention – and which can be expected to have staffing and other resource implications.

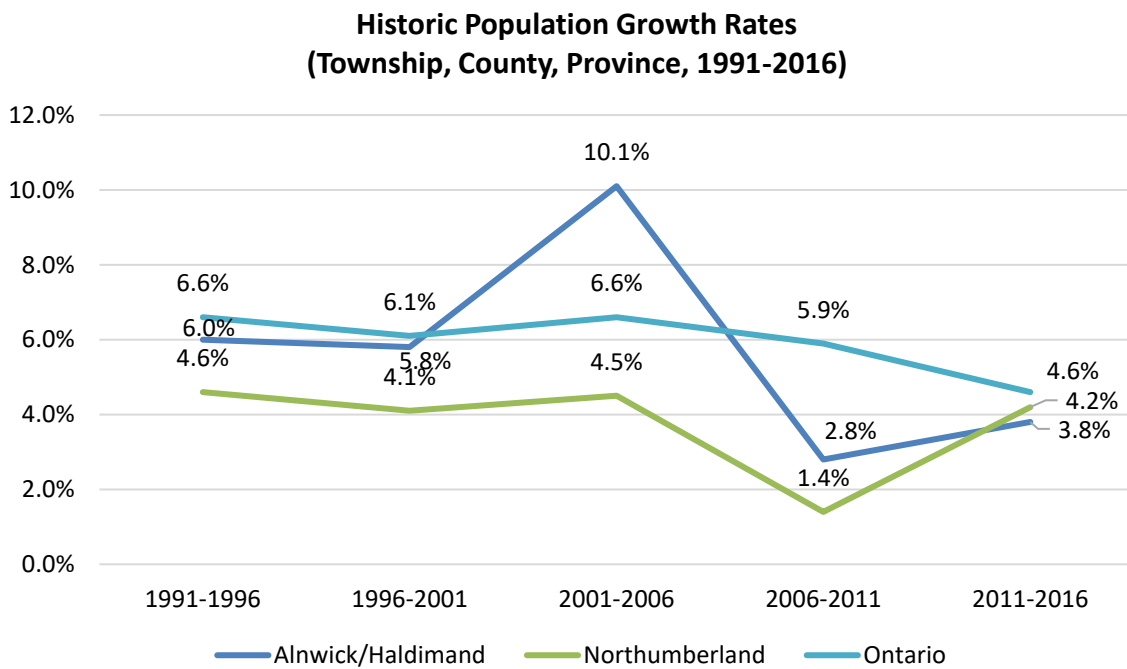
2 Township Context

2.1 Demographics

The Township of Alnwick/Haldimand is a lower-tier municipality located in the centre of Northumberland County. The Township is comprised of nine (9) hamlets including Grafton (on communal water), Lakeport, Wicklow, Vernonville, Eddystone, Roseneath, Burnley, Centreton and Fenella.

Statistics Canada identified that as of the 2016 Census, the Township of Alnwick/Haldimand had a population of 6,869 permanent residents, representing a 3.8% increase from the 2011 Census population of 6,617.

Exhibit 1: Historic Population Growth Rates (Township, County, Province, 1991-2016)

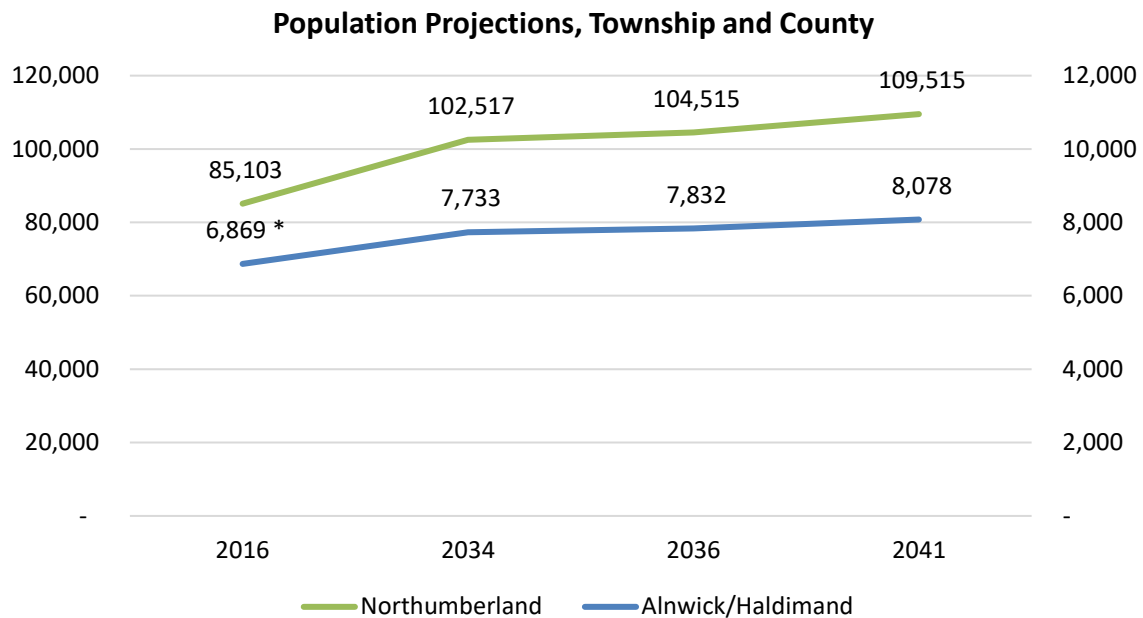


Source: Statistics Canada Census Data, 1991, 1996, 2001, 2006, 2011, 2016.

2.1.1 Forecast Change

Since 1991, the Township has continued to experience a marginal increase in its population. This trend is forecast to continue over the next 24 years (to 2041). Over the 20-year life of the Master Plan (to 2038), the Township’s Official Plan identifies that the population of Alnwick/Haldimand is projected to increase by 963 persons between 2016 and 2036.

Exhibit 2: Population Projections, Township and County



Source: Northumberland County Official Plan, 2016.

*2016 Census data

2.2 Planning and Development

2.2.1 Focus for New Development in the Township

Both the County Official Plan (COP) and the Township of Alnwick/Haldimand Official Plan (AHOP) identify that designated *Rural Settlements* (defined as ‘hamlets’ in the AHOP) should be the focus for new development in the Township to meet its growth forecast in the Plan horizon to 2041.

The ‘hamlets’ are: Grafton, Lakeport, Wicklow, Vernonville, Eddystone, Roseneath, Centreton, Burnley, and Fenella, within which a mix of uses (primarily through infilling, intensification, or the rounding-out of existing built-up areas) are permissible, including:

- Residential (low and medium density residential uses and B&Bs – AHOP section 5.2.4)
- Commercial (generally supplying local commercial needs - AHOP section 5.2.5)
- Industrial (generally small-scale/of limited extent, and provided that they are not incompatible with the residential nature of the Hamlets – AHOP section 5.2.7)
- Recreational, institutional uses, parkland and community facilities – (AHOP 5.2.8)

However, Centreton and Burnley are entirely located on the Oak Ridges Moraine (as is part of Fenella), and are designated as ‘Countryside – Rural Settlement’ within which the type and form of permissible development is more restricted.

2.2.2 Servicing

Within Grafton, new development shall be required to connect to the municipal water supply system, although consideration may also be given to communal sewage system to service development (AHOP section 5.2.3).

No other hamlet has, or is planned to have, a municipal water system, and therefore in those locations new residential, commercial and industrial development is limited to only that which does not require sanitary sewers and municipal water.

2.3 Strategic Priorities

2.3.1 Northumberland County Official Plan

Approved: November 2016

The County Official Plan (COP) is an overarching policy managing growth and change in Northumberland County, and to which Township policies and plans are required to conform. County Official Plan prioritizes the development of complete communities, quality of the built and natural environments and economic diversification to support existing residents as well as an additional 24,000 people between 2011 and 2041. The COP supports the provision of a range and mix of uses, recreational amenities and open space areas to support healthy communities.

Section A2 of the COP outlines guiding principles for planning and development and which inform goals, objectives and recommendations of this Master Plan as follows:

- A2.3. To direct most forms of development to urban areas where full services are available and to support the efficient use of land and infrastructure to meet the needs of present and future residents and businesses and ensure that an adequate supply of land and housing choices are available for present and future residents.
- A2.4. To protect and enhance the character of existing urban areas and rural settlement areas, and to maintain them as **diverse, livable, safe, thriving and attractive communities**.
- A2.5. To recognize **downtowns, historic areas or districts as mixed-use, vibrant places for living, entertainment, leisure, commerce and civic activities**, and to promote the preservation and reuse of historic resources, to assist in the retention of local and County history and heritage and the reinforcement of community character.
- A2.7. To invest in, program and optimally maintain a diverse and **interconnected system of public spaces** that feature convenient, and comfortable access, **encourage safe and**

healthy environments, minimize hazards and attract and appropriately serve all components of the population.

- A2.8. To establish an **integrated transportation system** that safely and efficiently accommodates **various modes of transportation** including trains, automobiles, trucks, and public transit, cycling and walking.
- A2.9. **To ensure that the construction of all infrastructure, or expansions to existing infrastructure, occurs in a manner that is compatible with adjacent land uses and minimizes social and environmental impacts, with consideration given to the long-term maintenance, operational and financial consequences of the decision.**
- A2.10. **To protect natural heritage features** and areas and their associated ecological functions so that they can be enjoyed by future generations and serve as a legacy to all peoples within the County.

2.3.2 *Township of Alnwick Haldimand Official Plan*

In keeping with County planning policies, the Township's 2015 OP provides that:

Infrastructure and Public Service Facilities

- Infrastructure and Public Service Facilities shall be provided in a **coordinated, efficient and cost-effective manner** that considers impacts from climate change while accommodating projected needs.
- **Planning for infrastructure and public service facilities shall be coordinated and integrated with land use planning so that they are financially viable over their life cycle**, which may be demonstrated through asset management planning, and available to meet current and projected needs.
- Where opportunities exist, the **Township will encourage the co-location of public service facilities into community hubs.**

Cost of Servicing Development

- **In order to minimize the cost of services** provided by all public agencies, development should be permitted in locations where demands on public services will be minimized, where such development will most effectively help pay for existing services, or where **new services can be provided most economically.**
- **Recreational development outside of settlement areas shall be resource-based recreational development** that is compatible with the natural environment and surrounding land uses.

Natural Environment

- Protect the various natural features in the Township (i.e., rural landscape, forested areas, varying topography, streams, wetlands and waterfront), as they are important assets to the Municipality, making it attractive for recreational and residential development.

2.3.3 *The Township of Alnwick/Haldimand Strategic Plan (2015-2018)* *Updated February 2017*

The Strategic Plan for the Township outlines a vision for the Township as follows: “unified from Lake to Lake, our community is rooted in rural traditions and lifestyle. We enjoy a fulfilling life here, in all four seasons. We learn from nature, celebrate diversity, and embrace progress as an accessible, inclusive community.”

Priorities for community services and parks and open space planning crosscut a number of strategic goals of Council and the corporation namely:

- Practice open, accountable and sustainable government to inform and involve all people.
- Provide services that protect people, property and the environment, promoting healthy lifestyles.
- Address infrastructure, investment and renewal.
- Promote economic development.
- Develop new recreation opportunities for the public.

Guiding policies for the Township place an emphasis on planning for investment and infrastructure and services in a manner which supports the co-location of public services where feasible to secure capital and operating efficiencies. This Master Plan recognizes this as well as other requirements to address growth and other community needs linked to population growth and change.

With respect to this Master Plan, the requirement to addressing an aging stock of indoor and outdoor infrastructure is central to protecting and sustaining access to quality recreational opportunities for residents. Actions of this Plan support municipal service delivery improvements and, where possible, new investment, replacement, repurposing and/or the co-location of assets is recommended to enhance financial, operational, service and other efficiencies for the Township.

2.4 Identifying the Facility Service Areas

The identification of recreation service areas in the Township provides a geographic framework within which future planning and municipal investment in facilities (indoor and outdoor) is to be guided. This can also be expected to impact the scale of programming options which may be accommodated within these areas.

Recreation service areas respond to primary issues of planning as follows:

1. Upper and lower-tier policy directives to ensure efficient levels of service delivery and which correspond with growth and population objectives of the County and Township; namely ensuring facilities and programs are designed and located in a manner where significant populations may be serviced (i.e. greater densities exist to support infrastructure) and which may be accessed by a broad range of residents;
2. The need to establish a level of service for both rural and more urbanized contexts of the Township in a balanced manner that considers fiscal, operating and capital planning impacts as well as community aspirations. While major 'destination' infrastructure can be expected to be located in proximity to more dense population areas in the Township, establishing a minimum level of facility service for smaller settlement areas is also important; and,
3. Service areas should not only be defined by the scale of resident populations but also prioritized based on the range of supporting retail, commercial, accommodation and relative ease of access from local, regional and provincial arterials and which can be expected to support greater levels of recreational tourism and economic development.




The following map illustrates recreation service areas in the Township and which have informed individual actions/recommendations outlined in this Master Plan:

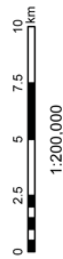
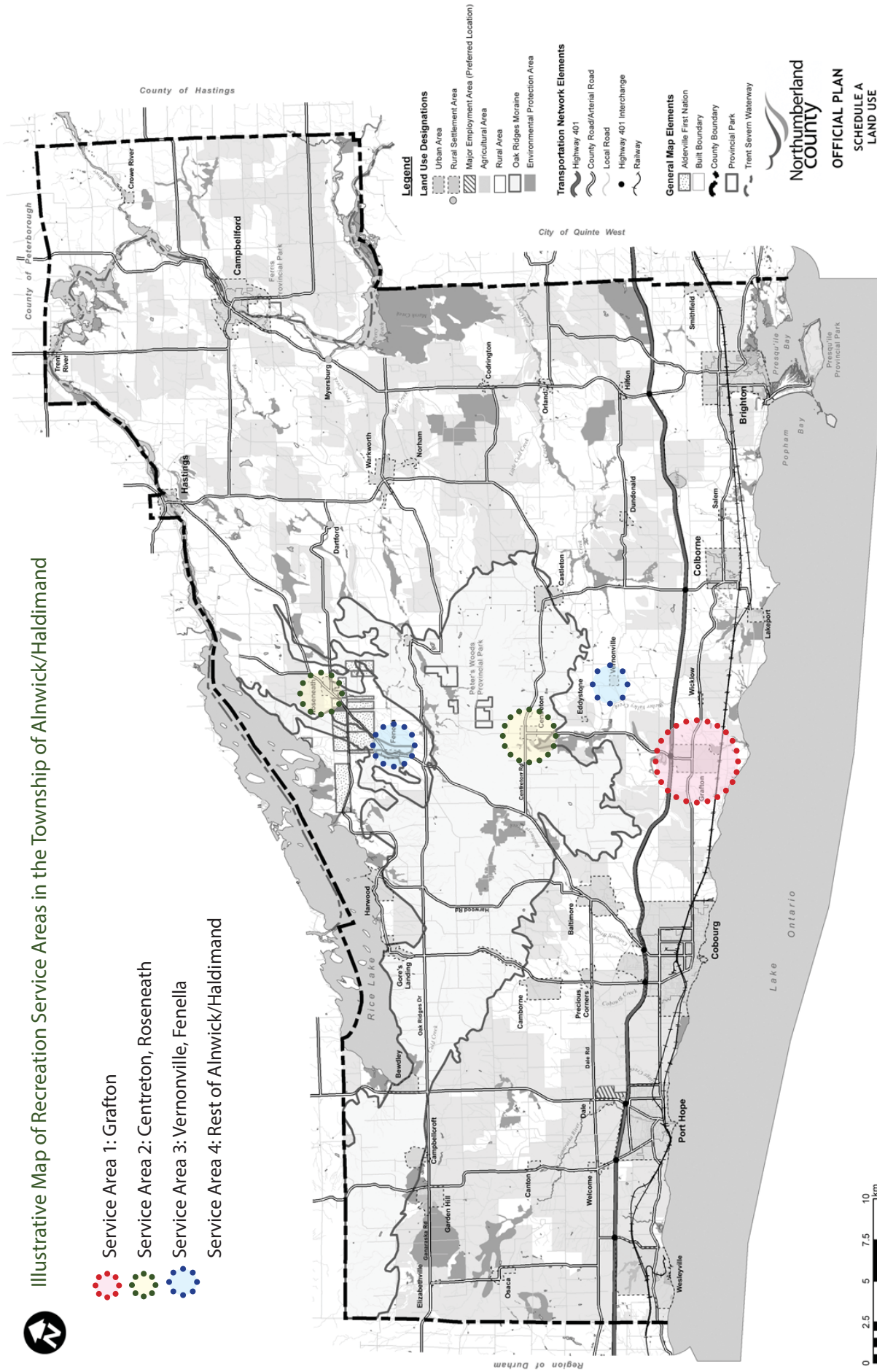
Exhibit 3: Characterization of Recreation Service Areas in the Township of Alnwick/Haldimand

Area	Locality	Level of Service/Description
Service Area 1	Grafton	Settlement(s) feature the greatest level of population density, commercial/retail services and is a planned growth node in the municipality. Major infrastructure such as arenas, a community library, indoor and outdoor aquatic features, tournament-scale facilities, parks, playgrounds and so on may be located within this service area.
Service Area 2	Centreton, Roseneath	Mid-sized hamlets and which are planned to accommodate modest population growth. These areas may have a smaller retail and commercial presence but are somewhat geographically central and accessible to the broader population. These areas do not warrant investment in large capital facilities such as arenas. These areas may be serviced by community meeting facilities, a community library, parks, playground(s) and other outdoor infrastructure.
Service Area 3	Vernonville, Fenella	Mid-to small sized hamlets which may have some population density but are not geographically central or accessible to the broader population. These areas may have little to no active commercial or retail uses or significant population densities to support efficiencies in the delivery of major recreational infrastructure. These areas may be serviced by outdoor parks and open space including playgrounds, civic spaces such as small, natural amphitheaters, sport courts etc. as appropriate
Service Area 4	All other areas	Largely rural and has little to no population density to support investment in active sport infrastructure such as arenas, ball diamonds etc. The focus of investment in these areas are to centre on recreational tourism opportunities associated with trails, boat launches/docks and water access etc.



Illustrative Map of Recreation Service Areas in the Township of Alnwick/Haldimand

-  Service Area 1: Grafton
-  Service Area 2: Centreton, Roseneath
-  Service Area 3: Vernonville, Fenella
- Service Area 4: Rest of Alnwick/Haldimand



1:200,000

Legend

Land Use Designations

- Urban Area
- Rural Settlement Area
- Major Employment Area (Preferred Location)
- Agricultural Area
- Rural Area
- Oak Ridges Moraine
- Environmental Protection Area

Transportation Network Elements

- Highway 401
- County Road/Aerial Road
- Local Road
- Highway 401 Interchange
- Railway

General Map Elements

- Alderleville First Nation
- Built Boundary
- County Boundary
- Provincial Park
- Trent Severn Waterway



**OFFICIAL PLAN
SCHEDULE A
LAND USE**

3 Facility Service Delivery

3.1 Municipal Facility Standards & Targets

3.1.1 *Per Capita Spending on Recreation, Park and Library Services*

The Township of Alnwick/Haldimand spent a total of \$736,560 in operating expenditures on Recreation, Parks and Library Services in 2016 – that is roughly \$107 per capita in municipal spending for these services.

3.1.2 *Use of Facility Standards*

The following section provides a review of standards of provision for the categories of facilities subject to review under this Master Plan. Standards represent important guidelines, however no one plan or standard can be applied to every community. They must rather be adapted to locally expressed needs, values, interests, and financial capabilities. For example, an acceptable provincial standard for the provision of community centres would be 1 per 20,000-35,000 population. This standard is not necessarily applicable to the Township and surrounding areas where geographically dispersed populations and historic patterns of development have influenced facility investment and servicing.

We have provided our professional opinion on the range of facilities in the Township. The adoption of this Master Plan should include recognition of the importance of the use of service and facility standards. Changes to the rate of growth of the community do not alter the standards but instead impact the point at which population growth triggers the need for investment.

An appropriate use of standards can aid in decision-making well in advance of achieving the population triggers that justify investment in facilities. Standards present the necessary framework to help plan for sustainable infrastructure. This, in part, results from the fact that standards broadly reflect the experience of other communities as well as the balance between the cost of facilities and community need.

3.1.3 *Facility & Targets Standards in Alnwick/Haldimand*

The following table outlines those applicable comparable standards which reflect not only trends in facility provision in the surrounding area but also which reasonably reflect the community's need based on utilization, municipal financial capacity and other factors of viability in facility delivery.

Exhibit 4: Current and Projected Standards of Provision for Indoor and Outdoor Facilities in the Township of Alnwick/Haldimand

	Ownership			Current and Forecast Standard (1 per Population)			Target
	Total Supply	Township	School Board	2016	2036	2041	Standard
Indoor Facilities							
Arena(s)	1	1	0	6,869	7,832	8,078	1 per 7,000 to 10,000 population
Community Centres	5	5	0	1,374	1,566	1,616	1 per 2,000 to 3000 population
Meeting Space	5	5		1,374	1,566	1,616	No comparable target
Gymnasium(s)*	2	0	2	3,435	3,916	4,039	1 municipal gym per 7,000 to 10,000 population
Outdoor Facilities							
Ball Diamonds	8	6	2	859	979	1,010	1 ball diamond per 1,000 to 2,000 population
Soccer Fields	2	0	2	3,435	3,916	4,039	1 soccer field per 1,000 to 2,000 population
Play Structures	7	4	3	981	1,119	1,154	See Section 6.3.3 of this Master Plan
Boat Launches	6	6		1,145	1,305	1,346	No comparable target
				Current and Forecast Population Standard			Target Standard
				2016	2036	2041	
Parks	24.91	Hectares (Ha.)	Ha per 1,000 population	3.63	3.18	3.08	2-4 hectares per 1,000 population

3.1.4 Addressing Library Standards

With respect to libraries, population-based facility standards must be complimented by an evaluation of other service-related standards. Other factors influencing facility and service delivery include square footage per capita, hours of service (opening hours), populations served, level of circulation activity, etc. All of these taken together provide a more holistic picture of facility and service delivery. The following provides a review of service delivery standards for small branch libraries servicing similar populations across Ontario:

Exhibit 5: Minimum Population/Circulation Transactions to Support a Library based on ARUPLO Minimum Standards of Operation for Small Library Branches

ARUPLO Minimum Standards of Operation for Small Library Branches *		Township 2016 Branch Comparison			
		Centreton	Grafton	Roseneath	Total
Minimum people per branch catchment area	1,000	2,026	2,517	2,326	6,869
Branch minimum circulation transactions per year	8,000	7,499	8,633	9,270	25,402
Sq. Ft. of library space per capita for small branches	1 sq. ft. per capita	1	2	2	2
Minimum branch hrs of service per week	20 - 25 hours	13	16	14	

* Small Branches are defined to serve catchment areas of 1,000-5,000 population

3.2 Community Aspirations

A series of community input activities has formed the basis of understanding of resident needs and aspirations for park and recreation opportunities in the Township. These included:

- Public Online Survey (October 20, 2017 to December 08, 2017);
- User Group Online Survey (until November 24, 2017);
- Initial Community Workshop (November 22, 2017); and,
- Public Meeting (February 22, 2018).

Combined, over 200 participant responses gathered throughout the community engagement process brought out several emerging key themes, and which are identified and described below.

Theme: Arena: State of repair and facilities

58% of online survey respondents identified that they were either 'satisfied' or 'very satisfied' with their experience at the Haldimand Memorial Arena. However, circa 22% of respondents were dissatisfied with the facility (the highest rate of dissatisfaction with any of the Township's indoor facilities). The principal reasons given were: the aging, dated and small hockey facilities relative to other facilities outside the Township; the poor state of repair of some areas of the building; and a lack of useable community spaces. These observations were reaffirmed in the two community forums.

Accordingly, many residents consider that an improvement in the quality and size of arena facilities (e.g. larger ice surface, washroom and change room expansion, wheelchair accessibility, and co-location of a multi-use community/function space) would enhance the user experience.

Theme: Improving quality of, and access to, rural-based leisure pursuits

Both the online survey and community forums highlighted that informal outdoor activities, such as hiking, cycling, fishing and camping are popular leisure pursuits amongst residents. This was identified as being principally due to the Township's rural setting, and proximity to lakes, rivers and existing trails.

Many residents considered that additional promotion of existing facilities (e.g. signage and increased marketing), more regular maintenance, and upgrading/expansion of the trail network (e.g. introducing safe walking routes for seniors, bicycle trails, etc.) would improve the existing user experience and attract more usage.

Theme: Maintenance of ball diamonds and playgrounds

Those residents who were dissatisfied with ball diamonds identified that this was due to poor maintenance (e.g. grass-cutting, scoreboards), and that the facilities should be improved.

Parks and playgrounds were also perceived to be old/out-of-date, and some potentially unsafe. Many residents considered that the equipment should be repaired/replaced, with the range of play equipment to support both younger and older children also expanded.

Theme: Community Centre and Library programming & coordination

Volunteerism was highlighted as being a positive attribute of recreation and leisure provision in the Township, and one which has historically been necessary when devising and delivering community centre and library programming.

A key theme arising was the need to consider a potential role for the municipality in coordinating indoor and outdoor recreation and leisure programming to reduce the reliance on volunteers.

In terms of the type of programming, many residents considered that there should be a wider variety of programs (including fitness), and additional programming targeted specifically at seniors, young children, and teenagers. Increased 'cross-pollination' of library and community centre programming should also be considered.

Additionally, when asked about their priorities for planning for the future of community centres attendees at the public open house regarding Master Plan directions ranked the presence of significant heritage/historical value and capital and operating considerations as criteria of high importance. This was followed by considerations of the regularity of use of these buildings.

4 Recommendations

4.1 Defining a Core level of Municipal Service

The following outlines the vision, goals and objectives for parks and recreation. The following statements are aspirational, recognizing that the ability to meet these will be dependent on available municipal funds and other resources as well as competing priorities as may arise from time-to-time.

VISION:

A vibrant community that offers fulfilling recreational, leisure and social opportunities that support healthy and active lifestyles for residents and visitors and celebrates our rural and natural heritage.

In achieving this vision, the following mission, goals and objectives echo those of the Township's Strategic Plan in light of priorities for parks, recreation and library services.

MISSION:

Alnwick/Haldimand is committed to providing a comprehensive range of high-quality **parks and recreation** services through resource and **asset** management, fiscal accountability and **effective partnerships**.

Municipal Delivery and Service Goals & Objectives

Indoor and Outdoor Facilities Goal#1: Address infrastructure investment and renewal	To ensure long-term capital planning for infrastructure renewal as a principle of operational sustainability and efficient facility maintenance: this includes planning for new build infrastructure.
	Optimize existing assets where feasible and fiscally-sustainable, in part, through investment in multi-use and/or co-located amenities.
	Leverage partnerships for community access to non-municipally-owned space where there are gaps existing in the Township supply of facilities.

Municipal Delivery and Service Goals & Objectives

<p>Services & Programs</p> <p><i>Goal #2: Provide services that support the health and wellness of people and natural environments and promotes healthy lifestyles</i></p>	<p>To embrace and develop the role of the Township in the delivery of municipal-wide programs for children, youth, adults and seniors.</p> <p>To engage in collaborative leadership and strengthening partnerships with community groups, non-profits and institutions to optimize the delivery of parks and recreation.</p> <p>To improve and initiate systems and tools to facilitate clear, timely and consistent access to information and services in a manner that unifies the community.</p>
<p>Parks, Trails and Open Space</p> <p><i>Goal#3: Invest in quality outdoor environments</i></p>	<p>To continue to champion environmental stewardship and the protection of Townships natural resources and attractions.</p> <p>Develop and promote the Township’s systems of trails in a manner that interconnects the community (as well as its recreational and waterfront assets) from ‘lake to lake’.</p> <p>To plan for and invest in parks, trails, beaches and docks in a manner that recognizes the economic development impacts of these assets in supporting tourism and visitation.</p>

5 Planning for Indoor Facilities

The following recommendations cover a range of matters pertaining to the provision of indoor and outdoor facilities, parks, trails, open space, programming and services in the Township of Alnwick/Haldimand over the 20-year planning period to 2038.

5.1 Haldimand Memorial Arena

The Haldimand Memorial Arena is a 68-year old facility, and while well-maintained and functional, has been extended beyond its estimated useful life through routine repairs, maintenance and upgrades.

Exhibit 6: Supply of Indoor Ice in Northumberland County



Source: Graphic by Sierra Planning and Management

5.1.1 Considerations for Future Planning

The indoor ice at the arena services a regional market that spans Northumberland County. This is supported by the regionality of the membership base for minor hockey (which pulls players from all across Northumberland County). The facility functions as part of the core arena circuit off of Highway 401 and which includes indoor ice venues in Port Hope and Cobourg. The

regional draw for ice is also supported by the current level of service for indoor ice provision in the Township which in 2017 was 1 indoor ice surface per 456 registered participants. This compares to a standard of 1 indoor ice pad per 450 to 700 registered participants observed across the Province and which is comparable to some communities in the Greater Toronto Area. The Township of Alnwick/Haldimand has been able to retain a high participation standard of indoor ice provision typical of more urbanized contexts because of its role in the regional supply.

A range of background analyses completed as part of the December 2017 *Interim/Background Report*, which accompanies this document, indicates there is room for greater use of the existing arena. The opportunity to achieve greater utilization of this facility in its current form¹, however, is expected to be limited over the long-term despite recent improvements in the maintenance of this facility. There are a number of reasons for this, including the age and limitations of the configuration of spaces within the building (namely the under-sized ice surface, small lobby and change room facilities) which do not serve to competitively position the venue to attract organized and/or leisure use of the ice – particular compared to other neighbourhood venues which have benefited from more recent investment in arenas.

The 2016 Building Condition Assessment for the Haldimand Memorial Arena identified that overall the arena building is considered to be in fair condition. The Condition Assessment also, however, identified that there are pressing State of Good Repair (SOGR) items that need to be addressed within the next 3 years and which include aging mechanical, electrical and refrigeration systems; settling on the arena pad and foundation structure; and aging finishes. Capital costs to address the needs of the arena are detailed in the table below:

Exhibit 7: Summary of State of Good Repair Costs for the Haldimand Memorial Arena

Building Element	Immediate Costs (Year 1)	Year 2	Year 3	Year 4+	Total
Structure	\$20,000	\$300,000	-	-	\$320,000
Building Envelope	-	-	\$670,000	-	\$670,000
Interior Finishes	\$30,000	\$191,000	\$175,000	-	\$396,000
Fire Protection Systems, Elevators & Lifts, Mechanical Systems, Electrical Systems	\$280,500	\$350,000	\$725,500	\$20,500	\$1,376,500
Arena Systems	\$35,000	-	\$1,970,000	-	\$2,005,000
Sitework	\$17,000	\$12,000	\$400,000	-	\$429,000
Reports / Studies	\$25,000	-	-	-	\$25,000
Total (in 2016 Dollars)	\$407,500	\$853,000	\$3,940,500	\$20,500	\$5,221,500
% of Total Costs	7.8%	16.3%	75.5%	0.4%	100%

¹ Prime-time utilization is estimated at 63% annually and is defined to include available ice as weekdays 4pm to close, and all day on weekends.

Source: CCI Group Building Condition Assessment (2016)

Per the 2016 Building Condition report, SOGR items are expected to result in around \$5.2M in building repair and replacement items over the next 3 years. This Master Plan recognizes that ‘doing nothing’ is not an option as the majority of SOGR requirements are related to life safety requirements for the building (e.g. fire code and other system requirements).

5.1.2 The Strategy for Haldimand Memorial Arena

This Master Plan supports the retention of indoor ice in the Township of Alnwick/Haldimand. The existing arena is one of the most used recreational facilities in the Township and one of the few municipal indoor assets that attracts users from outside of the Township. Annual operating deficits for the Haldimand Memorial Arena are typical of single-pad venues and may be reduced if additional utilization is achieved. A decision to not invest in indoor ice in the Township can be expected to result in a full loss of the local indoor ice user base, most of which are children and youth but also include adult users. Goals of this plan support the development of opportunities for target groups such as children and youth as part of the quality of life equation/strategy to retain and attract young families in the Township – a loss of indoor ice is contrary to this objective.

This Master Plan recommends the Township of Alnwick/Haldimand plan for and subsequently invest in a new single-pad arena as part of the multi-use community facility over the short-term period of this plan.

While a major renovation of this existing facility may be possible, this will not necessarily result in a significant capital cost savings when compared to a new venue and is expected to trigger Accessibility for Ontarians with Disabilities Act (AODA) requirements under the Ontario Building Code (OBC) to bring the facility to full accessibility. These costs were not considered by the 2016 Building Condition Assessment and are not included in the 2016 capital cost estimate of \$5.2 M. There may also be a likely loss of the current user base – whether permanent or temporary – as a result of the ice surface being inoperative during renovations.

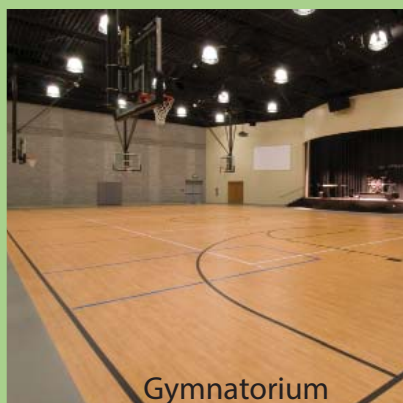
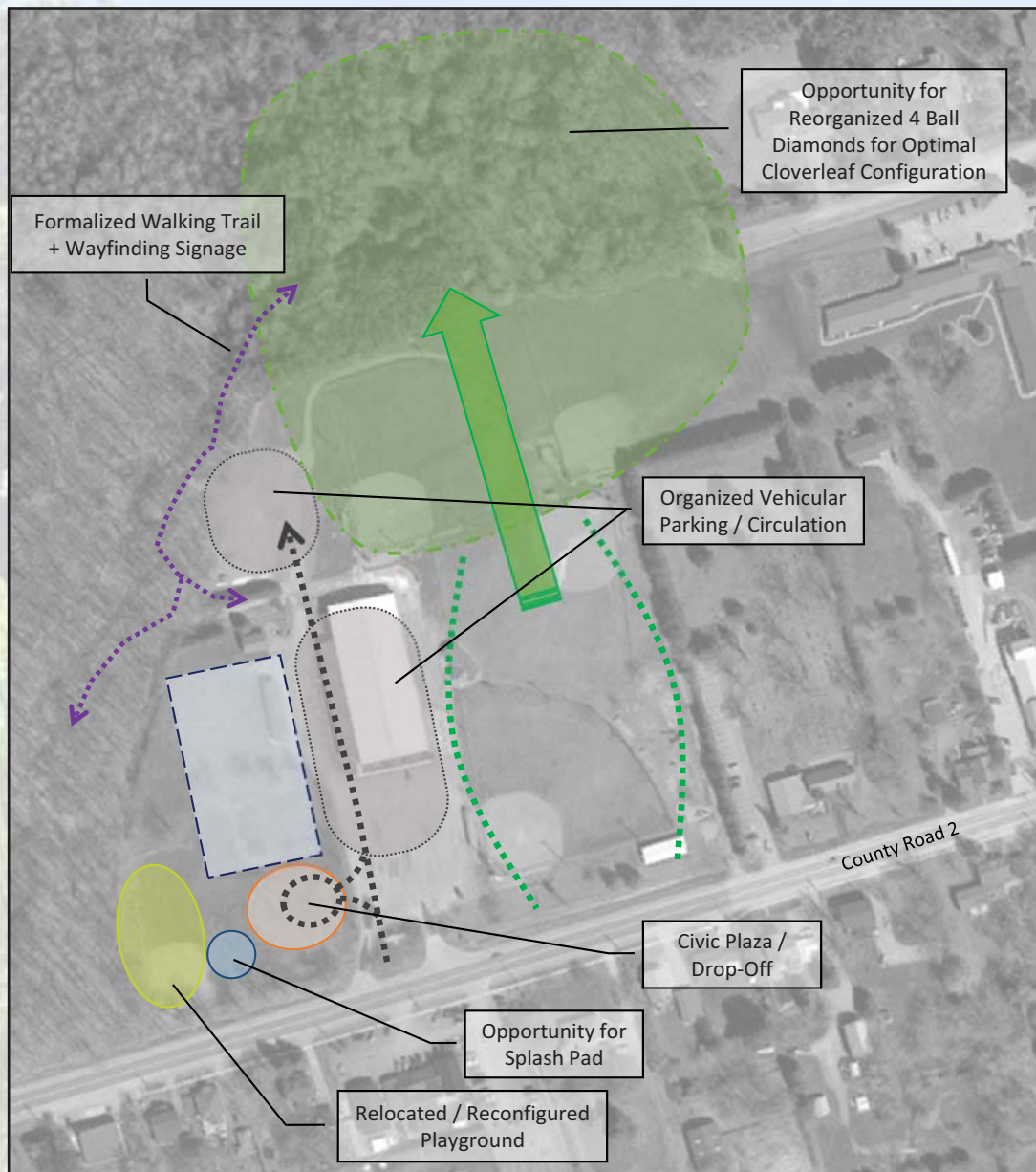
The current arena site is the preferred location for replacement arena, one which would require a phased development (to prevent existing ice users from being displaced) and reconfiguration of the existing site to potentially re-position the existing ball diamonds (depicted below). The site has strategic proximity to the Highway 401 and has a history of ease of access for the community as well as regional markets. Work completed as part of this Master Plan identified potential site development constraints related to Environmental Protection lands on the property and which should be to be confirmed/investigated as part of a Detailed Site Assessment and Feasibility Study for a new arena. The Study should also result in the development preferred functional space program and concept for the new facility including outdoor recreational opportunities and site planning. The Study should also result in a detailed operating proforma for the new facility complete with cost and revenues projections associate with each space.

The Municipality has the opportunity to refresh this very important site and should seek to accommodate additional community and recreational uses (beyond ice) within a new facility. This may include municipal office space, a gymnasium, indoor walking track, potentially a re-located library and other community uses not previously contemplated by the Township, but which can be expected to refresh and enhance the community recreation offer for all ages and abilities for the long-term (even beyond this Master Plan).

Recommendation(s): Arena Feasibility Planning

- 1. Undertake a Detailed Site Assessment and Feasibility Analysis for a new replacement single-pad at the existing Haldimand Memorial Arena site.** The Feasibility Analysis should include the development of options for functional space programs and concepts for a new arena as part of the multi-use community facility comprising:
 - 1 standard competitive NHL-sized ice surface;
 - A new community library;
 - Indoor playground/play space;
 - A gymnasium/gymnatorium;
 - Modern washroom and changeroom facilities (including family washrooms);
 - An indoor walking track to support year-round fitness for all age groups;
 - A community centre component including a community kitchen, multi-use space for events and activities;
 - On-site storage and ample parking;
 - Potentially the reconfiguration of the existing 4 senior ball diamonds (retaining lighting for 2 diamonds) as part for site plan improvements to create a premium field venue with vehicular access and spectator enhancements for tournaments;
 - An outdoor play area including, a splash pad and potentially skate/scooter spot; and,
 - Office space for municipal staff (the scale of which is to be determined).
- 2. Based on the outcomes of a Detailed Site Assessment and Feasibility Study invest in a new multi-use community recreation facility and single-pad arena by the year 2021.**
- 3. With the successful implementation of a new arena, decommission the existing Haldimand Memorial Arena.**

MEMORIAL ARENA SITE: OPPORTUNITIES



Gymnasium



Library Reading Nooks



Conceptual opportunities only (not approved and subject to consultation and feasibility testing)

5.2 Community Centres

The Township owns and operates 5 community centres including facilities in Grafton, Centreton, Fenella, Vernonville and Roseneath, and at a level of service standard of 1 community centre per 1,000 population. This is significantly higher than generally observed across the Province and is a historic level of service. Each community centre is managed by a local community centre board with requirements to report to the Township and its Council on the annual operating performance of these buildings. The *Interim Report*, which accompanies this Master Plan, provides a review of community centre utilization, which is typically low and is variable across facilities.

A number of factors have resulted in a change in the culture of use of these facilities and which include:

Commuting & Changing Lifestyle Patterns

Approximately 90% of the Township's employed labour force ages 15 and over commutes outside of the Township for work (approximately 2,550 people based on the 2016 Census). The majority of the commuting labour force travels for employment in other parts of Northumberland County (1,395 persons). Added to this is the lack of a high school presence in the Township and which results in close to another 900-youth commuting to school outside of the Township on a daily basis.

This has impacted the role of community centres. Once more central to social and civic life, relative mobility of residents and access to other recreational opportunities outside of the Township has been a contributing factor in declining utilization. This is particularly the case for those community centres which offer little in the way of organized programming.

Shifts in Volunteerism

Approximately 44% of the national population age 15 years and older (or 12.7 million Canadians) participated in some form of volunteer work in 2013 (latest available data). Despite what has been a relative decline in the share of persons volunteering on an annual basis (from 46% of persons 15 years or older in 2007 to 44% in 2013), those who do volunteer are doing so more often. Nonetheless, Canadians are reporting fewer volunteering hours (a 4% decline from 13,249,000 hours in 2010 to 12,716,000 hours in 2013). Similar trends have been observed in the Township of Alnwick/Haldimand and has in the past resulted in limited capacity of some of the volunteer boards to sustain the operation of these facilities over a period of time. This situation compromises the levels of service these assets are able to offer their respective communities over the long-term.

Shifts in Demand for Recreation and Leisure

Community and lifestyle trends dictate how individuals recreate. Increasingly, shifts in recreation participation are being observed at the national level. These shifts are, in part, the result of busier lifestyles, changing family and socio-economic structures (including diversified forms of employment and the proliferation of shift and seasonal work) and has resulted in a reduction in free time for many Canadians. Most notable is the decline in sport participation in

favour of unorganized and/or self-directed leisure activity. This does not speak to a declined need for municipal recreation service, rather it speaks to the need to (re)assess opportunities diversify the suite of program options to address changes in preferences for participation.

As research indicates, leisure activities that required less time commitment, had flexible drop-in opportunities, were easier to access, and were provided in multi-use facilities (offering a variety of programs so an entire family can recreate when it is most convenient for them) had a higher participation rate among Canadians.

5.2.1 The Approach to Planning for Community Centres

An objective of this Master Plan is to identify an appropriate level of service for facilities, and specifically, to determine the viability and sustainability of community centres as a core municipal service.

Based on utilization (the highest being around 60% use for the Grafton location and which is linked to the operation of the YMCA daycare²) these facilities are underutilized. The presence of relatively minimal operating expenditures is insufficient municipal justification for retaining the full number of these buildings given the relative underutilization of a number of these assets and which is more fully explored in the *Interim Report* which accompanies this Plan.

Therefore, the decision to dispose of one or more of these assets is not simply a financial one³ but must directly address the core level of service that these facilities should provide to the community and future generations. Based on municipal policy and public aspirations gathered through consultation, community centres should serve as active, programmed community hubs that feature a range of regular uses and services for a range of ages and abilities and should support co-located services to facilitate municipal service efficiencies. This cannot be effectively supported by a service model solely dependent on volunteers. If the service standard for community centres is to improve now or in the future this will require municipal involvement in programming these facilities – this means fewer community centre locations for a more effective use of Township resources. This also means a shift in the culture of use of community centres and resident travel to centralized service locations.

The following are key criteria which have informed recommendations regarding the retention/disposition of community centres:

- Co-location with other major recreation and civic infrastructure which supports not only the use of the community centre but other major municipal service operations (e.g. libraries);

² As known at the time of this Plan

³ while operating deficits remain relatively modest; ongoing aging, capital costs and other resource requirements (staff time, etc.) to support the maintenance of these assets is also a matter for consideration

- The relative capital and operating costs to retain these facilities giving consideration to the age of venues;
- Regularity of use of the building. Specifically, the presence of regular programming and the relatively range of groups serviced by the spaces (including children, youth, adults and seniors) but also which support use by organized community/sport groups. This also includes the existence of a viable lease to support revenue-generation;
- Presence of significant built heritage/historic value to the Township and/or Province; and
- Existence of a viable alternative (value-added) community recreation use for the facility if not retained as a community centre.

5.2.2 The Strategy for Community Centres

Based on the above and a review of use of these facilities as detailed in the *Interim Report*, the following comprises the strategy for community centres:

- It is recommended that the Township continue to retain community centre locations in Grafton, Centreton and Roseneath. These facilities are linked to libraries and other lease and/or government related services and serve to support further development of the model for community hubs.

Any decision to dispose of one or more of these locations would significantly impact municipal library services and which is not contemplated by this plan given the rising utilization of the library branches, the range of educational, developmental and social opportunities these facilities provide and the ongoing retention of a level of service that is in keeping with standards of provision of the Association of Rural and Public Libraries in Ontario (ARUPLO).

- The Fenella Community Centre and Vernonville Community Centre face similar and yet unique challenges in that:
 - Both facilities are largely single-purpose structures and service a relatively small populous and user base (i.e. programming is minimal and there are no active leases supporting these facilities).
 - The Vernonville Community Centre had little to no revenue generating activity in the last few years and is essentially operating at almost full municipal subsidy (this facility had a cost recovery rate of 4% in 2016).
 - The Fenella Community Centre has seen an increase in annual rentals however cost recovery is inflated given the Municipality does not incur some of the required maintenance cost as these are carried by the Community Centre Board. Further, the Fenella Community Centre facility is a 5-minute driving

distance from the Roseneath Community Centre and is a geographic duplication of service.

- Both facilities have marginal expenditures: with Vernonville Community Centre at approximately \$8,000 per annum and the Fenella Community Centre at \$21,000⁴ per annum. Based on short-term costs, these facilities appear viable for retention. On the basis of long term operating impacts (20 years), these facilities are projected to cost an estimated \$778,000 in operating costs over the life of this Master Plan (assuming there are no significant increases in operational expenses beyond annual escalation). See the exhibit below:

Exhibit 8: Financial Impact Analysis - Operating Costs Projections for Community Centres

		Base Yr.		Current Yr.		
		2016	2017	2018	2028	2038
<i>Escalation(p.a.)</i>	3%	1.00%	1.03%	1.06%	1.43%	1.92%
	20-Year Cumulative Total					
Grafton Community Centre	\$940,991	\$35,404	\$35,768	\$36,148	\$40,940	\$48,378
Centreton Community Centre	\$587,683	\$22,111	\$22,339	\$22,576	\$25,568	\$30,214
Alnwick Civic Centre	\$1,170,627	\$44,043	\$44,497	\$44,969	\$50,930	\$60,184
Fenella Community Centre	\$555,511	\$20,900	\$21,116	\$21,340	\$24,169	\$28,560
Vernonville Community Centre	\$222,342	\$8,365	\$8,451	\$8,541	\$9,673	\$11,431
Total Operating Costs	\$3,122,984	\$130,823	\$132,171	\$133,573	\$151,280	\$178,765

Note: 3% Annual Escalation applied to Operating Costs.

Exhibit 9: Estimated 20-Year Operating Cost Impacts resulting from decommissioning the Fenella and Vernonville Community Centres

20-Year Cumulative Operating Costs/Impacts	
Status Quo	\$3,122,984
Decommissioning Scenario	\$2,345,132
Difference/Potential Operating Savings to the Township of Alnwick/Haldimand	\$777,852

Note: the decommissioning scenario assumes the costs to operate the Fenella and Vernonville facilities are not incurred.

Source: Estimates by Sierra Planning and Management based on financial data provided by the Township of Alnwick/Haldimand

⁴ As incurred by the Township.

- Taken as a whole, the long-term operating costs (and which exclude anticipated capital repairs required for these aging facilities) are significant considering the relatively limited services supported by these assets. As these facilities continue to age these are expected to incur new capital costs.

On the basis of short-term costs and current facility conditions, there is no immediate need to decommission or dispose of either the Fenella Community Centre or Vernonville Community Centre. During this time the Municipality should seek to work with the respective boards to generate viable lease/long-term rental uses to at minimum bring these facilities to revenue neutrality.

Longer-term, based on all the above factors including the level of service limitations of these facilities, where revenue neutrality is unachievable for these assets, this Master Plan recommends that the Fenella and Vernonville community centres be decommissioned as community centres and deemed as surplus assets. The process for planning is as follows:

- **Phase 1 (Years 1 to 2): Working with Community Centre Boards, seek to validate the presence, or a lack thereof, of viable opportunities to optimize the use of these facilities.**

This is to be facilitated through municipally-led Expression of Interest for long-term rentals/lease opportunities for the Fenella and Vernonville community centres and which are to be complementary to the operation of these facilities (fitness, art studios, dance/drama, social services, etc.) and – if feasible based on the nature of space at these facilities – support some level of public access to these facilities. The Expression of Interest period should last for 6 months to one year. Viable opportunities are defined to be uses which result revenue neutrality for these facilities and are to be implemented over the period of another year and evaluated effectiveness and renewal.

- **Phase 2 (Years 2-4): Evaluation of Opportunities for Disposition.**

In the event that no viable Expressions of Interests (EOI) come to the fore, the Township may consider options for the disposition of these community centres (the timing of which may be phase-based on available opportunities at that time) and which may include the sale of land for other uses per the Township's Sale of Surplus Lands By-Law.

- **Phase 3 (Year 5): Implementation of Disposition.**

The Municipality may seek to dispose of this assets via the market. The 2014 assessment value for these facilities was some \$400,000 for the FCC and \$100,000 for the VCC (a combined value of \$500,000 in property assessment for both facilities) and which may be directed to support a capital reserve for parks and recreation.

Community Centres as Community Hubs

The Grafton, Centreton and Alnwick community centres all support a broader base of public services – these include libraries, daycare services, employment and/or postal services. Over time, these community centres have transformed to a leisure-centric mandate to include elements of social service. In so doing, the Township of Alnwick/Haldimand, in partnership with its community centre boards, has made what are initial and promising steps to improve the function of these buildings as community hubs.

At the core of the Provincial movement to encourage the development of community hubs in Ontario is recognition of the need to make better use of public properties – primarily schools in the light of recent closures resulting from accommodation reviews and which now has evolved to include broader consideration for public buildings. For example, the Community Health Capital Program (CHCP) provided through the Ministry of Health and Long-Term Care has been redesigned to support capital and operating funding applications to support the co-location and integration of multiple health and social services and which is not limited to the use of school properties.

This Master Plan recommends that the Township of Alnwick/Haldimand seek to explore all opportunities to optimize its Grafton, Centreton and Alnwick community centre locations as community hubs and which may include enhancing these buildings to better support recreation and leisure but also Early Years education, community health, developmental and other services. Tapping into these synergies, as available, reflect best practice in rural community planning and service delivery. This is also important given the relative aging of the community which may render the need for residents to access such services “closer to home”.

The ability to accomplish the above will allow be advantageous to the municipality given the Grafton, Centreton and Alnwick community centre locations service the ‘geographic spine’ (specifically the north, central and southern portions) of the Township and offer an appropriate geographic distribution across the urban and rural portions of the Township - notably each of these facilities are within a 10-15-minute driving radius of each other.

The Ministry of Health and Long-Term Care’s Community Health Programs

Capital Policy seeks to provide capital and operating funding support to Community Health Centres, Aboriginal Health Access Centres, Community Based Mental Health and Addictions (MH&As) Agencies, Public Health Units, Family Health Teams, and Nurse Practitioner Led Clinics through the following relevant streams:

- **Single Provider Project Based Funding:** Provides funding for capital projects (for new facilities and/or service locations) that support a single community health service provider.
- **Integrated Facilities Project Based Funding:** Provides funding for capital projects involving service delivery by multiple community health service providers from one (1) location.

Recommendations: Community Centres

- 4. Continue to invest in repairs and maintenance requirements for the Grafton Community Centre, Centreton Community Centre and Alnwick Civic Centre.**
- 5. As part of a *Detailed Site Assessment and Feasibility Study* for a new multi-use community facility and arena, evaluate the opportunity to invest in new community centre space as a component of the new building. This would reduce the number of small community meeting spaces in Grafton (namely the existing Grafton Community Centre meeting room and the second-floor community space at the Haldimand Memorial Arena) by consolidating these into one indoor venue.**
- 6. With the closure of the existing Fire Hall in Roseneath, undertake a Space Optimization Study for this building to determine architectural solutions (including concepts and capital costs) to:**
 - Reuse/repurpose the existing Fire Hall for other community and service uses and which may include a satellite storage location for parks and recreation, the reconfiguration of office space to better support existing postal and employment services as well as new opportunities;
 - An enhanced/expanded library facility;
 - Formal lobby/reception area;
 - Enhanced community centre space to include a smaller auditorium equipped to accommodate community events and other recreational uses as determined in consultation with the community and Community Centre Board.
- 7. Explore regional/County-level partnership opportunities to enhance the range of services available to residents within community centres. This includes working with Northumberland County and the Haliburton, Kawartha, Pine Ridge District Health Unit to determine future opportunities to locate a satellite office(s)/services within the Grafton Community Centre, Centreton Community Centre and/or Alnwick Civic Centre.**
- 8. With respect to the Fenella and Vernonville Community Centres, the following steps for future planning are recommended:**
 - **Short-term (Years 1-5)**
 - Year 1: Undertake a municipally-led Expression of Interest (EOI) process for a period of up to one year with an aim to attract long-term rentals/lease opportunities complementary to the operation of community centres (fitness, art studios, dance/drama, etc.). Viable

Recommendations: Community Centres

opportunities are to be determined on the basis of a business plan that will allow these facilities to achieve revenue-neutrality.

- Year 2: Evaluate EOIs and implement preferred opportunities over a period of 1 year. Monitor and evaluate the effectiveness of EOI solutions.
 - Year 3: Should viable uses be unable to be generated within these facilities and/or EOI rental/lease opportunities result in the termination of said uses for any reason, the Municipality may at this time be planning to decommission these in Year 3.
 - Year 4-5: Decommission the Fenella and Vernonville Community Centres.
- **Medium Term (Year 5)**
 - Year 6: Implementation of the disposition of assets may extend into Year 6 of implementation (if phased).
 - Any proceeds from the sale of lands/property should be directed to a capital reserve for parks and recreation.
 - Any uses at the Fenella Community Centre should be transferred to the Alnwick Civic Centre. Any uses at the Vernonville Community Centre should be transferred to the Centreton Community Centre.

5.3 Libraries

The Township of Alnwick/Haldimand operates three (3) community library branches: the Bette LeBarr Branch (Grafton); the Centreton Public Library (Centreton); and the Roseneath Public Library (Roseneath).

The *Interim Report* which accompanies this Master Plan provides a detailed review of the operational performance of these facilities and which may be summarized as follows:

- Library cardholders represent 26% of Township's population; approximately 1,753 individuals in 2016 (up from 1,512 persons in 2014). Cardholders are almost evenly split between each branch location (663 at the Bette LeBarr Branch, 570 for Roseneath and 520 for Centreton);
- In general, the utilization of these facilities has increased in the last 3 years:

- Materials in circulation have increased at the Centreton branch to 7,499 items loaned. At the Grafton branch material circulation has generally remained stable (with 8,633 items in circulation). Of all 3 branches, Roseneath retains the highest level of materials in circulation despite a modest decline (-5%) in materials on loan in 2016 to account for 9,270 items in circulation.
- Similarly, while all branches have seen an increase in library internet utilization, this has been most significant at the Roseneath location followed by the Centreton branch. In conversation with Library staff it is understood that this is likely due to existing internet service limitations in Roseneath (that is, a lack of high speed internet availability for private residences), and therefore, residents utilize this feature at the Roseneath Branch. Over the last 3 years the Roseneath branch in particular has become a hub for accessing this service and which has increased by 283% to 4,754 uses. Over the same time period internet use at the Centreton location increased by 327% to account for 3,126 uses. The Grafton Branch saw a 237% increase to 1,235 internet uses.
- E-book rentals have remained relatively stable but are not as well utilized as traditional materials.
- A thrust to improve programming options at the Centreton location accounted for just over 300 registered participants for activities at this branch in 2016, however, programming across all branches is generally minimal and was not a core feature of the library services in the Township at the time of this Master Plan.

This is to be an area of focus for growth for local libraries over the period of this Master Plan, one which is not only a function of physical space but also staff availability and capacity to deliver these options.

Exhibit 10: 3 Year Historic Trends in Library Utilization (2014 to 2016)

	2014	2015	2016	% Change
Monthly Circulation				
Centreton	6,826	6,635	7,499	26%
Grafton	8,657	7,920	8,633	30%
Roseneath	9,748	9,865	9,270	33%
OverDrive Audio	178	320	518	2%
OverDrive E-books	1,786	2,400	2,544	9%
Total	27,195	27,140	28,464	100%
Internet Usage				
Centreton	367	1,196	1,235	14%
Grafton	732	3,362	3,126	34%
Roseneath	1,240	4,461	4,754	52%
Total	2,339	9,019	9,115	100%
Programs				
Centreton	229	327	331	72%

Grafton	99	110	53	11%
Roseneath	115	96	77	17%
Total	443	533	461	100%
# of Card Holders				
Centreton	437	479	520	30%
Grafton	556	614	663	38%
Roseneath	519	553	570	33%
Total	1,512	1,646	1,753	100%

Source: Township of Alnwick//Haldimand

5.3.1 The Role of Libraries and Community Expectations for Services

Indoor recreational infrastructure such as libraries function as literacy and education centres but also as social and civic hubs. Community engagement as part of the Master Plan process indicates there is demand for improved library services and which include:

- **Longer opening hours:** this should be given particular consideration in view of the significant commuting habits of residents. This is supported by Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO) Guidelines for Rural/Urban Public Library Systems which indicate the Township offers fewer branch service hours than recommended (See Section 3.1.4 of this Plan, Exhibit 5).
- **Greater programming options:** beyond children, to include opportunities for adults and seniors. The Township currently offers the least programming hours compared to other communities in the County; and,
- **A wider assortment of reading materials:** and which can be expected to be impacted by available space to accommodate this.

In addition to the above, the responses to the public online survey for the Master Plan speaks to an appreciation for the investment in civic space; namely reading nooks as featured at the Centreton branch and which are largely not featured in the Grafton and Roseneath locations. This speaks to the changing expectations of residents for services, in part due to an appreciation of library services in other parts of the County and Province.

Library services have and continue to evolve. The Township of Alnwick/Haldimand should continue to optimize the way it delivers its own services to not only address the above community aspirations but also best practice in service delivery in across the Province. Recommendations as it relates to programs and services are provided in Section 8 of this Master Plan.

Operational Performance of Libraries

Combined, the subsidy associated with operating 3 branch locations is equivalent to the current municipal subsidy for the indoor ice at an average annual municipal contribution of \$165,500 over the last 3 years towards library operations. The annual municipal contributions for library services is relatively modest and compares well to other public libraries in the County and other communities of similar size in southern Ontario (as illustrated in the following exhibits):

Exhibit 11: Review of 2016 Operating Performance of Public Libraries in the Northumberland County

Library Location	Self Generated Revenue*	Municipal Contribution	Donations/ Grants/Contract Revenues/Other	Total Revenues**	Total Expenditures	% Municipal Contribution of Expenses
Cramahe	\$ 4,693	\$ 200,052	\$ 35,992	\$ 240,737	\$ 240,737	83%
Alnwick/Haldimand	\$ 2,631	\$ 169,570	\$ 31,029	\$ 203,230	\$ 203,230	83%
Hamilton Twp	\$ -	\$ 270,220	\$ 19,180	\$ 289,400	\$ 289,400	93%
Brighton	\$ 12,054	\$ 386,715	\$ 49,269	\$ 448,038	\$ 551,996	70%
Port Hope	\$ 23,631	\$ 666,968	\$ 49,125	\$ 739,724	\$ 752,302	89%
Cobourg**	\$ 46,457	\$ 782,581	\$ 735,200	\$ 1,564,238	\$ 1,609,835	49%

Library Location	# Main Library	# Branches open 12 hrs per week or more	# Branches open less than 12 hours per week	Total # Libraries	# of Programs	Program registrations	Population Served
Cramahe	1	1	0	2	284	3,256	6,355
Alnwick/Haldimand	0	3	0	3	52	477	6,869
Hamilton Twp	0	0	0	0	0	0	10,942
Brighton	1	0	1	2	182	3,616	11,844
Port Hope	1	0	1	2	255	4,478	16,753
Cobourg**	1	1	1	3	894	11,924	19,440

* Self-generating revenues are defined to include fines, fees, sales/fundraising, room rentals, café revenue, etc.
 ** Donations and other revenues for the Cobourg Library include annual municipal contributions (contract revenues) from the Hamilton Township which are paid to the Town of Cobourg to delivery of branch library locations in Hamilton Township.

Source: 2016 Ontario Public Library Statistics – Open Source Data

As depicted in the exhibit above, Alnwick/Haldimand is not the only municipality in Northumberland County that supports a multiple branch model for library services. With the exception of Cobourg, which has an operating model supported by contracted revenue contributions from Hamilton Township, Alnwick/Haldimand's 2016 municipal contribution as a share of annual operating expenses (83%) was comparable to other Northumberland County municipalities – namely Cramahe Township (83%), Hamilton Township (93%) and Port Hope

(89%). In nominal terms, the Township of Alnwick/Haldimand directed the least amount of operating dollars towards the operation of its libraries in 2016.

Regardless of a relatively favourable operating position in comparative terms, there is room to improve the financial performance of local branch libraries. The table above illustrates that Alnwick/Haldimand offers fewer programming options for its residents compared to the surrounding areas and has limited the amount of self-generating revenues associated with these facilities. This speaks to the need to consider the following as priorities over the next 20 years:

- Opportunities to develop the libraries' programming mandate through a dedicated Community Programs Manager in Parks and Recreation as a cross-appointment to assist with the development of library programs.
- The need to conduct a library user fee/pricing strategy as part of a broader User Fee Study, including parks and recreation, to determine the appropriateness of current levels of subsidization in keeping with best practice.
- Given the recent investment in the Centreton location, the need to optimize and enhance the available library space in Grafton and Roseneath to better accommodate programming and other leisure aspirations of the public. This Master Plan identifies short-term and longer-term solutions to accomplish this. Long-term solutions are dependent on the outcomes of a *Detailed Site Assessment and Feasibility Study* for a new multi-use community facility in Grafton and a *Space Optimization Study* in Roseneath.

Actions supporting item 3 above is addressed in the following recommendations. The implementation of items 1 and 2 above are more fully addressed in Section 8 of this document.

Recommendations: Capital Planning for Libraries

- 9. Continue to invest in necessary repairs and upgrades to the Centreton Library. Recommendations for improvements to Centreton Park are to be considered as part of boarder site development opportunities for this facility and which may include a reading garden for the Libraries Summer Reading Program. See precedent imagery in following site concept as an example.**
- 10. Short-term: Continue to invest in essential repairs and maintenance at the Bette LeBarr Library in Grafton.**
- 11. Short-term: As part of a *Detailed Site Assessment and Feasibility Study* for a new multi-use facility in Grafton, evaluate the opportunity to develop a new library as part of a single-phase development or modular addition to the complex over the long-term.**
- 12. Medium to long-term: Subject to the result of a *Detailed Site Assessment and Feasibility Study* seek to invest in a new library in Grafton as part of a multi-use**

Recommendations: Capital Planning for Libraries

facility. Should the decision be made to proceed with a modular addition at a later time, the re-location of the existing community centre to a new multi-use facility in the medium-term will allow the Grafton library to expand in its current location to include the upstairs community meeting area as an interim solution to address the current lack of programming space.

13. Long-term: With the implementation of a new multi-use facility in Grafton, invest in a new, enhanced library to support additional space components as follows:

- Reading nooks and pods;
- Digital/maker space for arts and crafts and other programs for children, youth, adults and seniors; and,
- A community-scale media room to support movie and documentary showings and other community programming such as lectures, small theatre performances, etc.

14. Long-term: If a new library is implemented in Grafton, retain the existing Grafton Library building and historic Town Hall as a lease property; working with the existing YMCA Daycare tenant to expand/optimize its occupancy in this building.

15. As part of a *Space Optimization Study* for the Alnwick Civic Centre, evaluate the architectural and structural opportunities to enhance and potentially expand the existing library branch at this location. Concepts and resulting capital cost estimates should include consideration for the addition of a formal library reception area, reading nooks, multi-use programs room(s), as well as dedicated office space for library staff.

6 Parkland & Open Space

The Township of Alnwick/Haldimand has Community and Neighbourhood park locations across its hamlets representing a supply of 2.61 hectares per 1,000 population. Including the Nawautin Nature Reserve and Special Open Space Areas such as Wicklow Beach, the standard increases to 3.59 hectares per 1,000 population. This is in keeping with standards observed across other communities in Ontario and which typically range between 2 to 4 hectares per 1,000 population.






As illustrated in Exhibit 13 below, even if projected growth occurs as planned, the Township is expected to remain well within an acceptable range of parkland provision with some capacity to reduce the supply of parkland where these assets are deemed to be significantly underutilized and generally inefficient in meeting community needs.

6.1 Categorizing the Inventory of Parkland





Existing park locations are generally well-maintained. Opportunities to improve the delivery of these assets centre on the need to establish a level of service for parks which clarifies the role of each location, an appropriate geographic distribution based on size, scale and function. In general, parks and open space in the Township fall within the following categories:


- **Waterfront Parks:** are typically co-located with water access locations such as docks and may feature a small beach, play equipment and picnic benches.
- **Destination Parks/Special Open Space:** are distinct in size and may also function as visitor attractions. This may include major waterfront parks and/or the nature sanctuary/environmentally-sensitive lands.
- **Community Parks:** vary in size and include active uses such as sport fields and play structures. In the context of Alnwick/Haldimand, these parks are generally co-located with larger recreational infrastructure such as a community centre, docks, arena, library, etc.
- **Neighbourhood Parks:** may or may not include play equipment and are typically not of a sufficient size to accommodate sports fields or other active recreation uses of scale.

Exhibit 12: Summary of Parkland Inventory and Classification

Asset	Features	Condition	Classification
Active Parkland (Total Parkland: 16.90 hectares)			
Haldimand Arena Park 	<ul style="list-style-type: none"> Size: 13.68 hectares Baseball (5: 2 lit, 2 not lit and one junior field; 1km Walking Trail; Playground; Benches, Waste Receptacles 	Primary baseball facility for township, well maintained. Site furnishings and playground are worn and showing age; in need of maintenance.	Community Park/Destination Park
Centreton Park 	<ul style="list-style-type: none"> Size: 2.53 hectares Baseball (1), Playground, Open Lawn, Small Parking Lot, Benches, Waste Receptacle 	Baseball diamond only visible through outlines in grass (decommissioned); Playground is worn and showing age.	Community Park
Centreton Playground 	<ul style="list-style-type: none"> Size: 0.28 hectares Park Signage, Playground, Open Lawn, Small Parking Lot, Benches, Waste Receptacles 	Community playground, with open lawn area for various activities. Limited parking. Well maintained.	Community Park
Sandy Bay Public Beach/Park 	<ul style="list-style-type: none"> Size: 0.21 hectares Swing Set, Sandbox, Open Lawn, Beach Area, Small Parking area (adjacent to roadway), Small Washroom Structure, Picnic Tables 	Site furnishings and playground are worn and showing age; in need of maintenance. Washroom structure in need of repair. Beach area minimal. No park signage. Limited parking.	Waterfront Park/Neighbourhood Park
Vernonville Community Centre Park 	<ul style="list-style-type: none"> Size: 0.20 hectares Community Centre, Storage Shed, Picnic Benches, Playground, Sandbox, Small Parking Area 	Relatively new playground (community fundraised and developed within the last 4-5 years); observed to be in good condition and well maintained.	Community Park

Asset	Features	Condition	Classification
Passive Parkland/Open Space (Total Parkland: 6.58 hectares)			
Roseneath Parkette 	<ul style="list-style-type: none"> Size: 0.31 hectares Small Gazebo, Open Lawn Area, Small Parking area, Benches 	Well maintained parkette. No signage.	Community Park
Stonafton Community Park 	<ul style="list-style-type: none"> Size: 0.69 hectares Park Signage, Open Lawn, Asphalt Trail ("Stonafton Path") 	Well maintained park with recently installed asphalt trail. Trail terminates at St. Andrews Drive and Johnston Court with no trail markings or gates/bollards. No site amenities/furnishings.	Neighbourhood Park
Nawautin Nature Sanctuary 	<ul style="list-style-type: none"> Size: 5.58 hectares Two (2) Entrances to Nature Sanctuary with Small Parking Areas, Entrance Signages with Trail Maps, Beach Area, Benches, Waste Receptacles 	Large nature area with wide natural trails and numerous seating opportunities. Nature Sanctuary marked well with signage. Well maintained.	Destination Park/Special Open Space
Water Access (Total Parkland: 1.15 hectares)			
Wicklow Boat Launch/ Public Park 	<ul style="list-style-type: none"> Size: 1.15 hectares Boat Launch, Large Parking Area, Waste Receptacles, Picnic Bench, Entrance Signage, Waterfront Trail Map, 	Large boat launch area (in partnership with Waterfront Trail), well maintained. Entrance signage is worn and showing age. Some erosion occurring along water bank. Opportunities for	Destination Park/Special Open Space/ Waterfront Park

Asset	Features	Condition	Classification
		further seating should be explored.	
Sandy Bay Boat Launch 	<ul style="list-style-type: none"> Boat Launch, Informal Parking, Picnic Benches, Open Lawn Area 	Boat launch is showing age and in need of maintenance. No boat launch signage. No formal parking. Overall site is well maintained.	Special Open Space
Merrill Road Boat Launch 	<ul style="list-style-type: none"> Boat Launch 	Boat launch is showing age and in need of maintenance. No boat launch signage or parking. Difficult area to access with no turn-around availability for boat trailers.	Special Open Space
Dunnette Landing Road Boat Launch 	<ul style="list-style-type: none"> Boat Launch 	Boat launch is showing age and in need of maintenance. No boat launch signage or parking.	Special Open Space
Ingham Road Boat Launch 	<ul style="list-style-type: none"> Boat Launch 	Boat launch is showing age and in need of maintenance. No boat launch signage or parking.	Special Open Space
Curtis Point Boat Launch	<ul style="list-style-type: none"> Boat Launch 	Boat launch is showing age and in need of maintenance. No boat launch signage or	Special Open Space

Asset	Features	Condition	Classification
		parking. Difficult area to access with no turn-around availability for boat trailers.	

Source: Sierra Planning and Management based on Inventory Review by GSP Group Inc.

Exhibit 13: Summary of Parkland Supply, Current and Forecast Provision

Type of Parkland	Total Size	2016 Standard of Provision	2041 Projected Standard
Community Parkland	17.00 ha	2.47 ha per 1,000 population	2.10 ha per 1,000 population
Neighbourhood Parkland	0.9 ha	0.13 ha per 1,000 population	0.11 ha per 1,000 population
Destination Parks/Special Open Space	6.73 ha	0.98 ha per 1,000 population	0.83 ha per 1,000 population
Total	24.63 ha	3.59 ha per 1,000 population	3.05 ha per 1,000 population

Source: Sierra Planning and Management based on Inventory Review by GSP Group Inc.

6.2 Recommended Levels of Service for Parkland

Principles for planning and investing in parkland are as follows:

- That the Township align itself with other communities in Ontario and adopt the principle that one park/playground be provided within a 400m to 800m radius in Service Area 1. This standard is suitable for more urbanized and densely populated areas such as Grafton where new neighbourhoods are planned to be developed;
- Service Areas 1 (Grafton) and 2 (Centreton and Roseneath) should comprise at least 1 community park location;
- In all other areas where community parks exist and are feasible for retention, these are to be maintained and optimized per recommendations of this Master Plan.
- In general, investment in Neighbourhood Parks will be limited to Service Area 1, in keeping with item 1 above. This is in keeping with provisions of the Township's Official Plan.

Recommendations: Park Design, Development and Service Levels

- 16. The Township should seek to update and adopt the Parkland Classification System outlined in this Master Plan as part of future updates/reviews to its Official Plan. The Parkland Classification System is to guide future planning, design, development and programming parkland.**
- 17. Evaluate opportunities to implement park-specific improvements (as well as disposition opportunities) outlined in Exhibits 14 and 15 as the basis for future investment in the design, development and renewal/rehabilitation of parkland.**
 - Where opportunities for disposition are implemented, any revenue generated as a result of the proposed sale of the surplus land is to be directed toward a capital reserve for parks and recreation.
- 18. Continue to monitor parkland service levels and growth in the community and seek to acquire parkland as appropriate based on the form and pace of development of new neighbourhoods. Future acquisition of parkland through conveyance by development is to occur in accordance with the Township's Official Plan as governed by the Ontario Planning Act.**
- 19. Where new parkland is required, this is to be done strategically to support the following priorities of this Master Plan:**
 - To facilitate the expansion of existing parks where warranted;
 - To facilitate linkages between parks, open space and/or trails systems;
 - To secure or otherwise seek to protect special areas such as water access locations/waterfront lands, natural corridors etc.; and,
 - Otherwise facilitate the implementation of actions of this Master Plan.
- 20. Where cash-in-lieu of the land conveyance by development is accepted by the Town, this is to be determined by the Township's Official Plan as governed by the Ontario Planning Act.**
- 21. Funds generated through the use of cash in-lieu of land conveyance is to be used to support the acquisition of new parkland, improvement of existing parks, investment in recreation facilities and the acquisition of machinery for public recreational uses as governed by the Township's Official Plan in accordance with the Ontario Planning Act.**
- 22. Adopt the following approach to the Park Design and Development Process:**
 - Project Initiation and Concept Development;

Recommendations: Park Design, Development and Service Levels

- Concept Finalization through Public Consultation;
- Choice of Preferred approach to Development (Staff-led or Competitive Tender);
- Site Preparation and Execution of Project; and,
- Site Inspections, Compliance and Ongoing Monitoring.

With respect to the park development process, the Township should develop outline the range of roles and level of staff involvement in each stage of the design and development process.

23. The Township should seek to implement high-quality park design solutions, and which consider the following best practice and innovations in parkland development:

- Seek to incorporate physical accessibility features as part of future park rehabilitation requirements;
- Seek to incorporate civic landmarks and/or memorials which celebrate the Township's history both within parks and along trail routes (potentially through a Wayfinding and Signage Strategy);
- Seek to offer year-round recreational opportunities and which support both formal (organized) and informal (self-directed) use of park spaces; and,
- Seek to incorporate principles of Crime Prevention Through Environmental Design (CPTED) in future park development/rehabilitation initiatives.

24. Approve and implement a comprehensive Wayfinding and Signage Strategy for parks, trails, facilities and open space in the Township. The subsequent concept provides an example of wayfinding and signage for the Township of Alnwick/Haldimand.

25. Develop a Park Maintenance Strategy based on the parks and open space hierarchy proposed by this Master Plan. Specifically, active community parks and destination parks should be prioritized for the highest level of routine maintenance.

6.3 Active Parks and Play Areas

Regardless of service levels (community, neighbourhood, etc.), parkland may comprise active sport or recreational infrastructure or be largely passive. In general, active park space can support a range of pursuits and may include formal playgrounds and sports fields. The Township of Alnwick/Haldimand offer 5 active park locations as follows:

Exhibit 14: Potential Improvements for Active Park Locations

Park Name	Classification	Potential Improvement
Sandy Bay Public Beach/Park	Waterfront Park/ Neighbourhood Park	<ul style="list-style-type: none"> • Ongoing maintenance • Investment in park signage (regulatory and wayfinding) • Conduct necessary washroom repairs • Consider investment in a naturalized playground apparatus and low ropes as a replacement solution for play structure • Swing set replacement
Centreton Playground	Community Park	<ul style="list-style-type: none"> • Plantings and beautification • Formalize small parking area • Invest in new playground equipment when replacement is triggered • Consider the addition of a small natural outdoor amphitheatre and which may support outdoor readings associated with the library • Create a linking pedestrian walk between park and community centre/library to create a 'campus-feel'
Centreton Park (Nielsen Street)	Community Park (defunct)	<ul style="list-style-type: none"> • Seek to dispose of property (sale)
Haldimand Memorial Arena & Park	Community Park/ Destination Park	<ul style="list-style-type: none"> • As part of site planning for a replacement arena: <ul style="list-style-type: none"> ○ Repurpose the underutilized junior ball diamond to accommodate 1 splash pad and children's activity area (scooter spot etc.); ○ Evaluate the opportunity to reconfigure and enhance the senior ball diamonds to support better access and tournament hosting. ○ Evaluate the opportunity to invest in a multi-use court and which may double as outdoor rink for multi-seasonal use.
Vernonville Community Centre & Park	Community Park	<ul style="list-style-type: none"> • Continue to maintain in the short-term • The future of the playground is dependent on the long-term solution to the Vernonville Community

Park Name	Classification	Potential Improvement
		Centre. If the latter is decommissioned, this site location is not ideal for re-investment in a play structure.

The above table presents a range of potential improvements for each active park and which are more fully described below, and which are to be actioned based on the subsequent recommendations:

6.3.1 Ball Diamonds

Within the Township's parks there are 6 existing baseball diamonds (softball diamonds), including 5 ball diamonds at Haldimand Memorial Arena (2 senior diamonds with lighting, 2 senior diamonds without lighting, and one junior diamond), and 1 older baseball diamond at Centreton Park (inactive). An additional senior ball diamond (with lighting) is available at the Roseneath Fairgrounds and which is not within municipal ownership.

The existing baseball diamonds at the Haldimand Memorial Arena should continue to be maintained and utilization monitored. Working with local user groups, the Township should continue to ensure field conditions meet the requirements for play. With the highly accessible location of the ball diamonds in Grafton at the Arena site, close to Highway 401, and the supporting facilities and multi-field configuration for tournament use offered in this location, it is possible that the Township could see increased demands for the use of this park due to broader regional influences.

The baseball diamond at Centreton Park, however, is aged with infield/outfield limits not well defined as a result of this facility being inactive. This speaks to a lack of demand for a ball diamond in this location and which is further impacted by the park's relatively distant location outside of the core hamlet area of Centreton. Minor sport use of ball diamond facilities in the Township is currently focused at facilities at the Haldimand Memorial Arena, which generally support extended and competitive play given the presence of multiple diamonds and two lit fields with spectator seating. Given the above, and the presence of an ample standard of parkland provision, it is recommended that the Township consider Centreton Park as a land disposition opportunity. Proceeds from the sale of this facility should be used to fund a capital reserve for Township-wide parkland improvements.

Recommendations: Ball Diamonds

- 26. Monitor and assess ball diamond utilization on an annual and on-going basis. This should occur in the following fashion to inform future facilities planning and investment:**

- Registration data for each sport group utilizing these facilities is to be track year-over-year, with an annual requirement for groups to report their registration as part of a facility allocation process for the Township;
- Weekly and seasonal availability and use hours of each diamond are to be tracked; and,
- Changes in ball diamond registration and facility use are to inform and assist staff in monitoring the capacity of fields as well as consultations with user groups regarding facility performance in order to identify facility improvements and needs. Typical participant-based provision-level standards range from 1 ball diamond per 80 to 100 ball program participants/registrations. Ball diamonds with lighting can be considered as equivalent to 1.5 unlit diamonds with the additional hours of availability in the evenings.

27. Should participation in ball sport (namely softball) continue to grow over time, the Township may seek to invest in lighting additional fields to extend/increase the capacity of these facilities.

28. Subject to a site plan for a new arena/multi-use community facility, re-reconfigure and reinvest in 2 lit senior ball diamonds and 2 unlit senior ball diamonds at the Haldimand Memorial Arena site in a manner that optimizes spectator use, vehicular access and tournament hosting and games at this facility. This should be done in consultation with user groups.

6.3.2 Multi Use Sport Courts and Fields

The Township of Alnwick/Haldimand does not maintain any multi-use soccer fields or outdoor sport courts. These opportunities may be explored as part of campus planning, if is the decision is made to relocate the existing arena to a new site, and should be investigated in consultation with the local soccer club and residents as part of a *Detailed Site Assessment and Feasibility Study* for a new multi-use community centre.

Recommendation: Multi-use Sport Courts

29. The existing park at the Haldimand Arena site would be a good location for investment in a multi-use outdoor court. The capacity of the site to accommodate this should be evaluated as part of a Detailed Site Assessment and Feasibility Study for a new multi-use community facility and arena. Outdoor multi-use courts also present opportunities for year-round use as skating rinks.

6.3.3 *Playgrounds Multi-Generational/Adult Play Space*

The municipality owns and maintains 5 playgrounds/play structures across various park locations and which should continue to be maintained and invested in per recommendations of this Master Plan, which are summarized below.

Most parks in the Township are designed to provide play spaces for children and are generally not designed to support adult or older adult leisure. Multi-generational park designs have become a feature in a number of public parks as municipalities recognize the importance of providing adult fitness and play opportunities in these settings. This is a future opportunity for the Township of Alnwick/Haldimand and is a gap that should be addressed, and which is supported by community consultation as part of this Master Plan. The ability to ensure that parks are not only multi-functional but also multi-generational is important to ensure residents have a wide variety of opportunities to participation in both organized and self-directed recreation and leisure. There are a number of low impact, multi-generational opportunities which may be considered. These include:

- **Disc Golf:** Also known as Frisbee Golf, is played in a similar fashion to traditional golf except instead of a club and ball, players throw plastic flying discs/frisbees at specially designed target baskets. This activity has been featured at a number of waterfront trails, parks and nature preserves in Canada and the United States. A potential location for this would be Nawautin Nature Sanctuary as course apparatus is generally unobtrusive and requires very little maintenance.
- **Naturalized Playgrounds and Low Rope Course:** In a format and design appropriate for playgrounds, small children as well as adults.
- **Beach Volleyball Courts:** At select waterfront park locations, as appropriate.

6.3.4 *Alternative Outdoor Aquatics*

There are no splash pad facilities in the Township of Alnwick/Haldimand. Roughly 41% of online survey respondent indicated that they drive to Cobourg to use its splash pad facilities. Comparable standard of provision as observed across the Province support 1 splash pad per 2,000 to 5,000 children age 0 to 10 years of age. The opportunity exists to invest in a splash pad as part of an outdoor campus for a new arena/multi-use facility. A second location is not anticipated to be required over the life of this Master Plan but may be considered for Service Area 2 where community demand and demographics (that is a significant population of children ages 0 to 10 years).

Recommendations: Play Areas

- 30. Develop a playground replacement strategy. Any play structure that has reached a 14-year age trigger should be phased for replacement immediately.**

31. Continue to maintain existing playgrounds in the Township:

- The future of the playground at the Vernonville Community Centre is dependent on the long-term solution to this building. If the latter is decommissioned, this site location is not ideal for re-investment in a play structure;

32. Invest in one splash pad as part of site development for a new arena/multi-use community centre at the Haldimand Memorial Arena property.**33. With respect to Sandy Bay Beach Park and Wicklow Public Park, the Township should consider investing in naturalized playgrounds at the point of the 14-year trigger for replacement of existing play structures in these locations. Naturalized playgrounds are conducive to the waterfront settings of these parks and may reduce the requirement for staff maintenance of these facilities.****34. Seek to enhance the Roseneath Parkette to include a dedicated multi-use/walking trail with connection to the Alnwick Civic Centre, Fairgrounds and existing cycling trail network in the Township (see the subsequent concept). This is a low-impact opportunity to integrate/link the community of Roseneath to the broader recreational fabric of the Township.****35. Invest in multi-generational park features. This includes consideration for activity areas conducive to adult play and fitness such as disc golf, low rope course and beach volleyball courts at appropriate waterfront and/or park locations.**

6.4 Passive Parkland

The following are potential improvements for passive park areas in the Township and which should be evaluated:

Exhibit 15: Potential Improvements for Passive Parkland Locations

Park Name	Classification	Potential Improvement
Stonafton Community Park	Neighborhood Park	<ul style="list-style-type: none"> ● Continue to maintain this park and invest in park signage ● Evaluate the opportunities for beautification (low-impact amenities such as e.g. benches)
Roseneath Parkette	Community Park	<ul style="list-style-type: none"> ● See subsequent concepts in this report ● Continue to maintain this park and invest in park signage ● Potential opportunity for a walking trail/loop
Nawautin Nature Sanctuary	Special Open Space	<ul style="list-style-type: none"> ● See subsequent concepts in this report ● Updated wayfinding and signage as part of a comprehensive Town-wide strategy

Park Name	Classification	Potential Improvement
		<ul style="list-style-type: none">• Potential opportunity for a low-impact disc golf course as part of existing walking trails

Outdoor Experiences

The Township of Alnwick/Haldimand lies within the Kawarthas Northumberland Regional Tourism Organization (RTO) 8 area. RTO 8 attracts roughly \$5.6 million visitors to the area⁵. Roughly 57% of visitors to the region were same-day visits, largely by Ontario residents. A review of the profile of travellers to the region indicates the following:

- Almost half of visitors were pleasure-seeking travelers, while close to another 50% of persons primarily travelled to the area to visit friends and relatives;
- Peak visitation periods are the spring, summer, early autumn months;
- The largest share (74%) of overnight visitors stayed in private homes and cottages mostly for a period of 1 to 2 nights;
- Aside from visiting, friends and relatives, the most popular visitor activities were outdoor sports/activities (namely boating, fishing, beaches visits, hiking, camping, canoeing) and sport events; and,
- 60% of visitors were between the ages of 35 and 66.

Given this context, this Master Plan recognizes that municipally-owned water access areas, docks and beaches are a key component of leisure for both residents and visitors to the Township. Specifically, public access to the waterfront areas is a key consideration, not only for the benefits that this provides to local residents, but also represents a significant tourism and economic development opportunity and resource.

6.5 Nawautin Nature Sanctuary

Nawautin Nature Sanctuary is a 5.58 hectares wetland sanctuary which features a variety of wildlife including birds. The sanctuary features a number of small ponds and a walking trails/loop offering users direct connections/access to the Grafton Waterfront Trail which runs parallel to Lake Ontario.

The Sanctuary is a quiet natural habit prioritized for protection and conservation. Based on a 2017 field review, signage and park amenities were observed to be generally well maintained. The Sanctuary is an important natural asset in the Township and offers a self-guided experience for residents and visitors – an experience which recommendations of this Master Plan serve to protect. As part the Township’s system of publicly-accessible waterfront assets, this open space area should feature prominently in the Township’s tourism marketing strategy given the profile of visitors to the Township.

⁵ Based on 2016 Travel Statistics published by the Ontario Ministry of Tourism, Culture and Sport.

Recommendations: Nawautin Nature Sanctuary

- 36. As part of a comprehensive Wayfinding and Signage Strategy for parks, trails, facilities and open space, update signage and wayfinding features at the Nawautin Nature Sanctuary.**
- 37. Seek to implement new self-guided programming opportunities such as geo-caching and disc-golf to enhance the range of leisure opportunities available to visitors and residents. Geocaching programming should be in keeping with themes of environmental education and stewardship and, as with the opportunity for disc-golf, be linked to the existing trail network within the Sanctuary.**
 - New programs and activities should be featured in the Township's tourism marketing strategy.
- 38. Continue to partner with the community and local school on tree planning and clean-up initiatives at the Sanctuary.**
- 39. Determine the viability of enhancing the main access to the Sanctuary on Lakeshore Road through the use of prominent signage and a formal lay-by parking area/rest stop along Lakeshore Road. This may minimize public parking in residential areas to access the site and would also function as a rest stop for cyclists and vehicular travellers.**

6.6 Water Access Areas

The Township owns 6 water access locations including boat launches and beaches (5 access points on Rice Lake and 1 on Lake Ontario). There are 6 boat launches available at these water access locations, which are designed for trailered, motorized water-craft to access the lakes. The following are challenges with the current water access locations:

- Lack of clear and visible signage and wayfinding: making it a challenge for potential users and visitors to identify these facilities distinctly from the surrounding residences; and,
- Vehicular access to these locations are generally undefined.

Water access locations have been ranked based on the Detailed Site Assessment features and developmental potential of sites to support enhanced visitor and resident opportunities for recreation as follows and which should serve as a basis for prioritizing future investment in these facilities:

Exhibit 16: Prioritized Water Access Locations based on Detailed Site Assessment Features and Development Potential

	Wicklow	Sandy Bay	Dunnette Landing	Merrill	Ingham	Curtis Point
Site capacity for Alternative Recreational Use⁶	High	High	Low	Low	Low	Low
Ease of vehicular access	High	Medium	Medium	Low	Low	Low
Wayfinding and Signage Opportunity	High	High	High	High	High	High
Capacity to accommodate passive civic features (public benches etc.)	High	High	Medium	Low	Low	Low
Ease of access from provincial or regional road	High	Medium	Medium	Low	Low	Low
Proximity to other public recreational assets (trails, parks and open space etc.)	Medium	Medium-Low	Medium-Low	Low	Low	Low
Overall	High	Medium	Medium	Low	Low	Low

Based on the above criteria, water access locations have been ranked as primary, secondary and tertiary. The following opportunities for investment and improvements are to be evaluated and implemented by the Township:

Exhibit 17: Potential Improvements to Water Access Areas

Classification	Facility	Potential Improvements
Primary Water Access Locations	Wicklow Beach & Boat Launch	<ul style="list-style-type: none"> • See the subsequent concept • Potential children's play area (naturalized playground and low-ropes) • Development of a gazebo/look-out area • Benches/picnic area/shelter • Comfort station (temporary) • Small designated beach area • Signage and wayfinding • Definition of secondary parking area • Signed trail linkages to nearby Conservation Area and Nature Sanctuary

⁶ Including little to no conflicting abutting/adjacent uses (e.g. private residences)

Classification	Facility	Potential Improvements
Secondary Water Access Locations	Sandy Bay Boat Launch	<ul style="list-style-type: none"> • Benches/picnic benches • Signage (regulatory and wayfinding) • Definition of parking and vehicular circulation improvements
	Dunnette Boat Launch	<ul style="list-style-type: none"> • Benches/picnic benches • Signage (regulatory and wayfinding) • Definition of parking and vehicular circulation improvements
Tertiary Water Access Locations	Merrill Boat Launch	<ul style="list-style-type: none"> • Signage (regulatory and wayfinding)
	Curtis Point Boat Launch	<ul style="list-style-type: none"> • Signage (regulatory and wayfinding)
	Ingham Boat Launch	<ul style="list-style-type: none"> • Signage (regulatory and wayfinding)

Recommendations: Water Access Areas

40. Adopt the following Classification System for Water Access locations and evaluate the opportunity for the improvement for each water access location as outlined in Exhibit 17 of this Master Plan.

- Primary Water Access Locations offer the greatest opportunity for development to include other complementary waterfront recreation uses for all-day use. These locations are supported by road access and parking, temporary washrooms, boat launch facilities and/or beach and play areas. In general access to the facilities are not limited by encumbrance related to abutting private uses and can accommodate greater volumes of public use;
- Secondary Water Access Locations support have a lower capacity for to accommodate public access and may feature some alternative recreation uses; and,
- Tertiary Water Access Locations support minimal facility development and have greater access constraints including restricted turning radius. Access to there facilities are generally restricted due to abutting private uses and these locations feature no other alternative recreational uses (i.e. single-purpose docks/put-ins only).

Recommendations: Water Access Areas

- 41. Develop a by-law and/or policies for water access locations that establish regulations/terms of use for these facilities including maintenance and operational requirements.**
- 42. Initiate a capital investment and maintenance plan and which prioritizes planning for primary water access locations as major resident and tourism assets.**
- 43. Continue ongoing (seasonal) monitoring of the quality and condition of docks/put-in areas for public safety.**
- 44. Commission a detailed condition assessment of docks and boat launches and initiate resulting requirements for the replacement and repair of infrastructure. Condition assessments are to be undertaken every 5 years as an asset management practice.**
- 45. As part of Wayfinding and Signage Plan and the broader strategy for marketing leisure services in the Township (see Section 6.7), promote public water access locations as well as the respective terms of use for these facilities, hours of operation, available amenities at each location and other advisories as relevant including public safety information.**

6.7 Trails

The Township's trail system includes local, county and provincial trail networks as follows:

- **Provincial Trails Inventory**
 - Oak Ridges Moraine Trail – 20.37 km
- **County Trails Inventory**
 - Northumberland County Forest Trails - 117.27 km
 - Waterfront Trail - 17.85 km (which links to Ontario's Great Lakes Waterfront Trail system)
 - Cycling Routes - 112.64 km
- **Local Trails Inventory**
 - Haldimand Memorial Arena Walking Trail
 - Nawautin Nature Sanctuary Walking Trails – 5.31 km

The Township includes trails which form part of the wider Northumberland County Forest, Oak Ridges Moraine and Waterfront trail networks. Public trails are a significant recreational resource in Alnwick/Haldimand including on- and off-road trails as well as cycling routes.

Township trails include the existing nature trails at Haldimand Memorial Arena and Nawautin Nature Sanctuary, and the paved multi-use trail at Stonafton Path. Larger trail systems and regional connections include a section of the Oak Ridges Moraine Trail through the geographic centre of the Township, the Northumberland County Forest Trails, trails within Peter's Woods Provincial Park, the Lake Ontario Waterfront Trail, and on-road cycling routes.

Comments received at community workshops, as part of the public survey, and in stakeholder interviews, identify that the existing trails are regularly used and enjoyed by residents, and qualitative and quantitative enhancements to the network would be welcomed.

To this end, consideration has been given to the potential for linking existing networks, as well as options to make existing and future trails accessible to a wider range of users (safer routes away from roads, and consideration of trail width, surfacing and maintenance to allow wheelchair and strollers).

The extent to which the trails are and can be advertised (including signage), provision of ancillary trail features (benches, stop-off places, etc.), and possibilities for shared use (pedestrians and cyclists) have also been explored.

Recommendations: Trails

46. Explore opportunities for local trail enhancements, namely:

- The development of a walking/cycling trail in Roseneath to connect the Roseneath Parkette, Fairgrounds/Alnwick Civic Centre to the broader system of trails; and,
- On- and off-road, non-motorized trails connections from Wicklow Beach to the neighboring Conservation Area and Nawautin Nature Sanctuary.

47. A comprehensive Wayfinding and Signage Strategy for parks, trails, facilities and open space is to include the implementation of the design and development of outdoor trail maps.

- Seek to incorporate civic landmarks and/or memorials which celebrate the Township's history both within parks and along trail routes (potentially through the Wayfinding and Signage Strategy).

48. As part of the Township's tourism strategy, develop marketing materials such as trail brochures and maps. These should be hard copy as well suited to mobile/online mediums (interactive) and which should be incorporated into a

Recommendations: Trails

corporate redesign of the municipal website (See Section 8 of this Master Plan for further recommendations).

- In addition to the above, each community centre should serve to provide visitor information services. This may take the form of a marketing and promotional booths/notice boards.

7 General Approach to Capital Planning

In general, the following recommendations reflect best practice in planning for facilities.

Recommendation: Approach to Facilities Planning

49. Conduct a staff interim review of this Master Plan every 3 to 5 years and ensure adequate resourcing is available to support the implementation of the Parks Master Plan based on annual priorities.

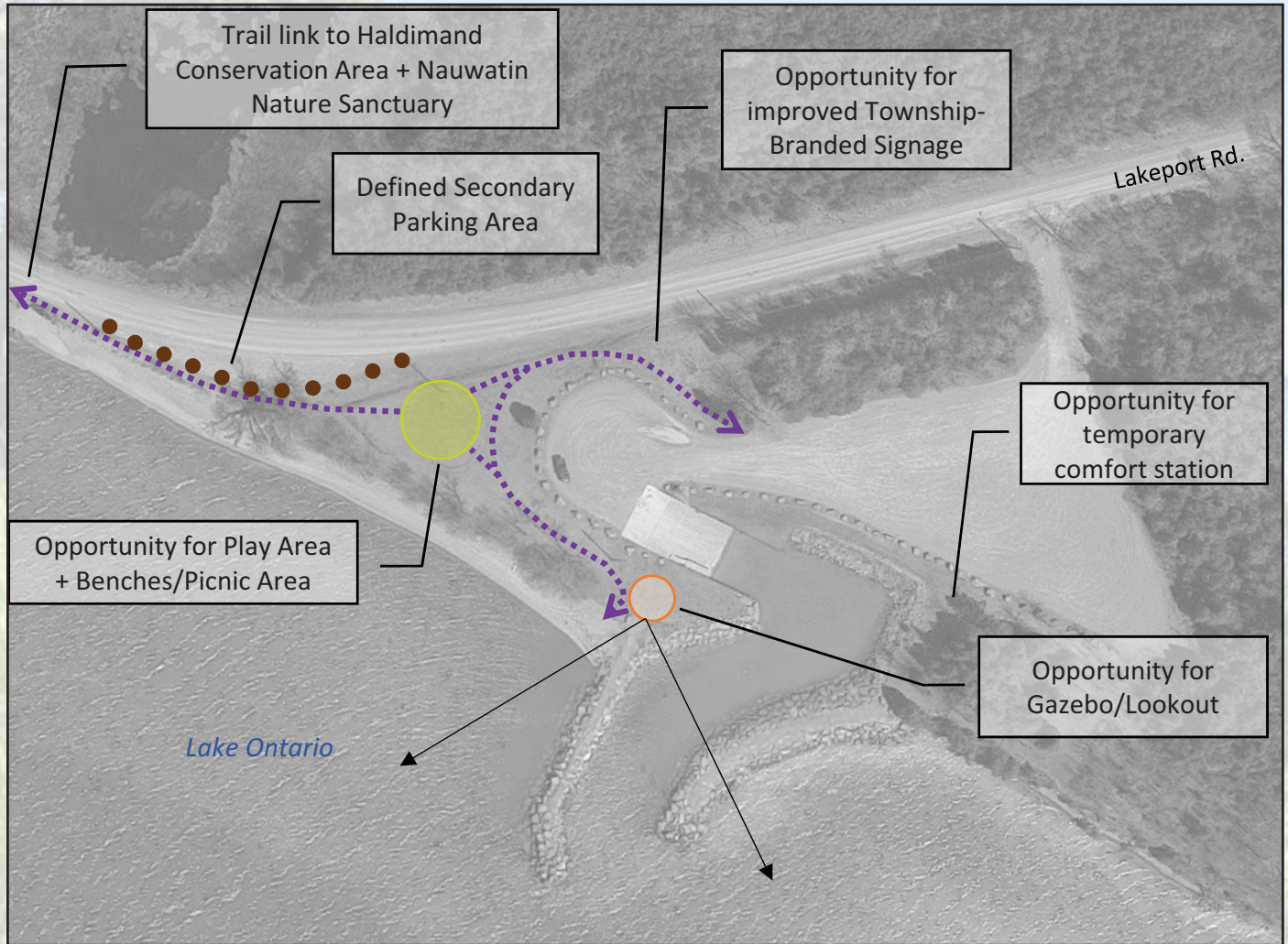
50. Conduct routine and detailed condition assessments for major parks and recreation infrastructure as an immediate priority. This includes confirming essential capital costs required for the Haldimand Memorial Arena which must be addressed in the immediate term subject to investment in a new multi-use community centre and arena. This also includes municipally-owned community centres, libraries, sport fields, play structures and other key assets where reasonable. Assessment reports should:

- Outline those immediate versus longer-term state of good repair and AODA items and associated costs required for individual assets;
- Be updated on a minimum basis of once every five years;
- Inform annual maintenance and long-term capital budgets for parks, Recreation and library assets.

51. Develop a long-term (10-year) capital for parks, recreation and libraries. This should incorporate the capital priorities of this Parks Master Plan and detailed condition assessments as a framework for prioritizing investment in facilities. With respect to those facilities that are not subject to replacement or decommissioning, the framework for prioritizing costs identified by condition assessments is as follows:

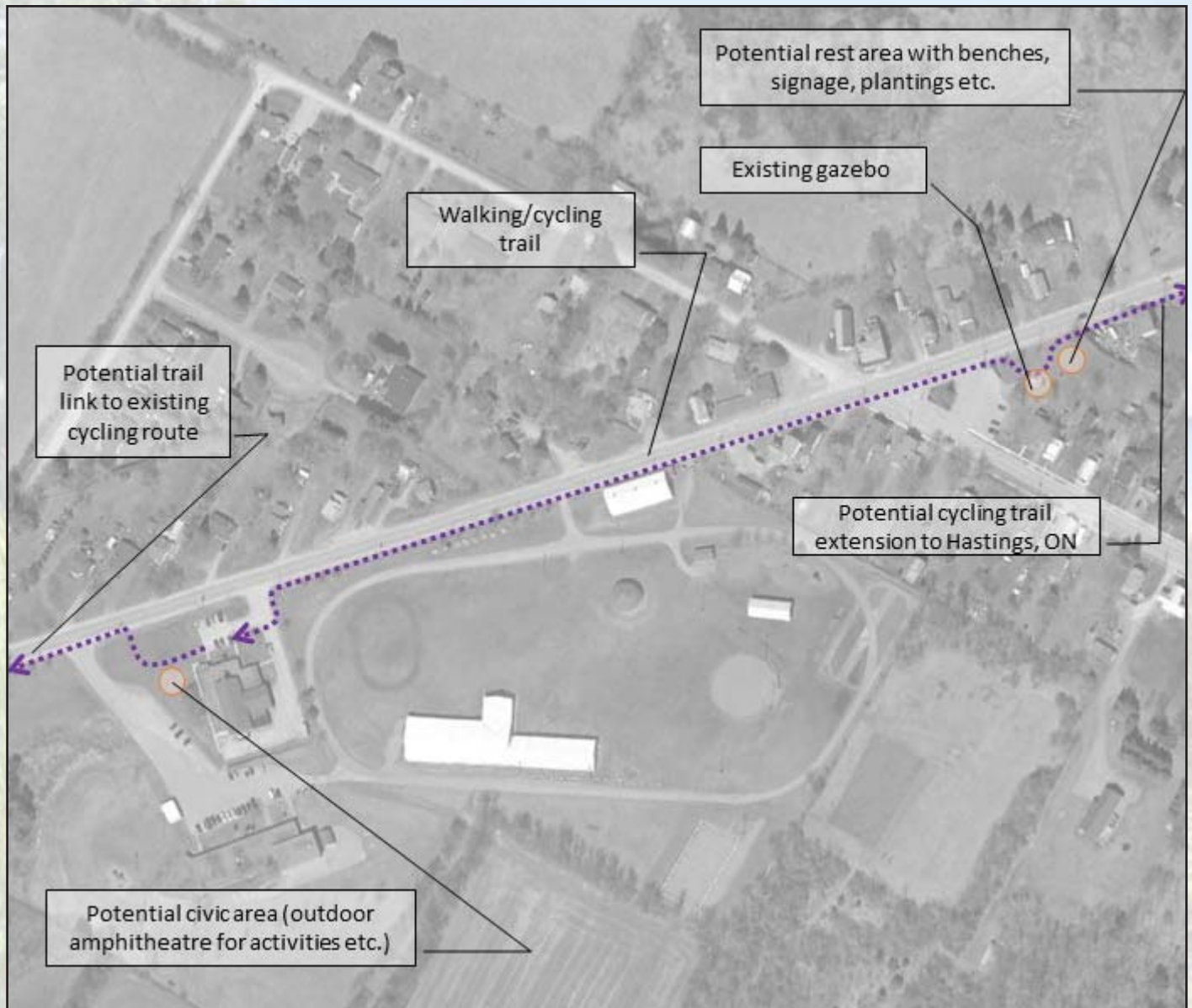
- Priority 1: Items that address life safety with respect to structural competence and/or building code requirements for fire safety;
- Priority 2: Items that involve the protection of building envelopes or structures from deterioration due to external conditions;
- Priority 3: Items that reduce greenhouse gas/utility consumption in order to reduce the carbon footprint;
- Priority 4: All other code compliance items and all remaining items.

WICKLOW BEACH: OPPORTUNITIES



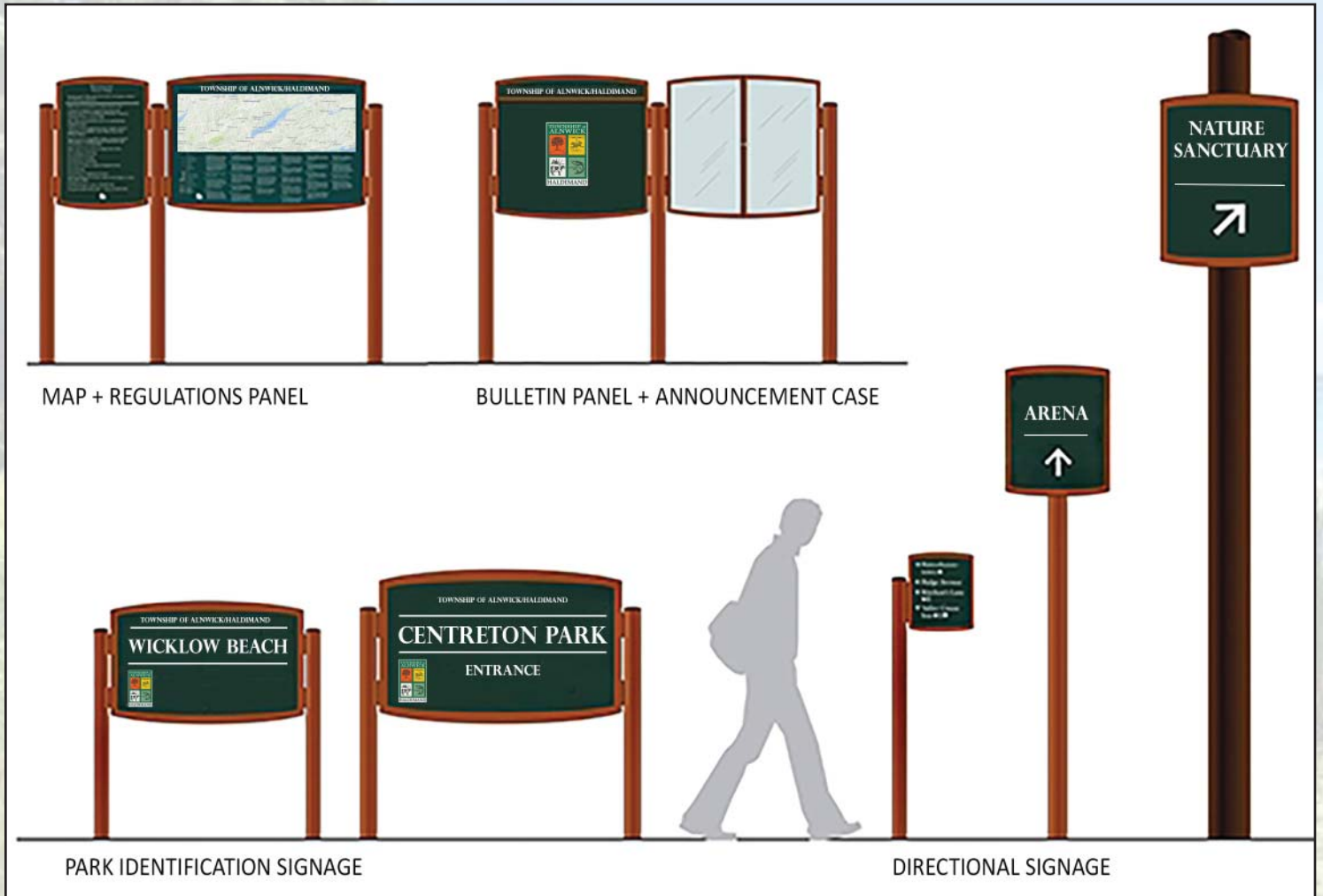
Conceptual opportunities only (not approved and subject to consultation)

COHESIVE SIGNAGE SYSTEM: OPPORTUNITIES



Conceptual opportunities only (not approved and subject to consultation)

COHESIVE SIGNAGE SYSTEM: OPPORTUNITIES



Conceptual opportunities only (not approved and subject to consultation)

8 Services and Programs

8.1 The Model for Service Delivery

The Township of Alnwick/Haldimand has historically not played a significant role in the direct delivery of parks and recreation programs. Where facilities are operated by the Township, these spaces are available for rent to user groups for the delivery of their activities. Where facilities are otherwise managed by community centre boards, these spaces are available for use for board-direct activities as well as community rentals. In this manner, the Township of Alnwick/Haldimand supports a Community Development Model for the delivery of parks and recreation. Under this model, the Township is principally a facility provider and relies largely on community groups programs and activities through the deliver of space.

The Master Plan is predicated on the retention of a Community Development Model of service delivery but with modifications. These modifications primarily address:

8.2 Support for Volunteerism

The need to address what has been observed by many in the community to be diminishing volunteer capacity to address the local programming needs of this community. This is in part due to the relative aging of volunteers. Additionally, as individuals transition out of volunteer roles (particularly as their children age or other interests are pursued), program delivery becomes unsustainable. This poses a number of challenges from a public interest perspective – the most important being inconsistencies in addressing community needs and the public enjoyment of these activities and spaces.

In consultation with representatives of local community centre boards, there are evident challenges faced with program delivery. These challenges include sourcing expert instructors, developing an understanding of community market demand for activities prior to initiating programs (i.e. predicting levels of participation and cost recovery), as well as purchasing and storing equipment for activities – all of which are time intensive prospects for volunteers. Where programs have been successful, community centre boards have made significant efforts to overcome these challenges. Examples include weekday fitness at the Centreton Community Centre.

This Master Plan recognizes the important role community centre boards have played in the delivery of parks and recreation programming. This Plan also identified that there is a role for the Township to play in assisting volunteer boards to effectively continue this mandate through the provision of occasional resource and advisory assistance to the boards in the form of a Community Programs Officer.

Beyond this, however, there is the need to develop a Volunteer Attraction, Recruitment and Retention Strategy for the Township, to foster a culture of volunteerism among younger residents, including children and which may be a responsibility and feature or role of a Community Programs Officer.

8.3 Embracing a Role for the Township in Program Delivery

The role of the Community Programs Officer is to be two-fold:

- With a core emphasis on developing and delivering new program opportunities in municipally-managed/operated facilities – that is, programs that service broad Township-wide recreation needs, as opposed to community-specific interests which are more appropriately delivered by community boards and groups.
- As a secondary focus, the Community Program Officer should act as an occasional liaison for community centre boards and the Library Board, attending meetings on a quarterly basis (or semi-annual basis) to help identify areas where the municipality may offer support to promote board-delivered programming. This may include marketing and promotions as well as coordinating resource or partnership opportunities between boards where feasible.

The role of the Community Programs Officer will only become more important with the initiation of a new multi-use facility. In order to maximize investment in, and the operation of, a new multi-use facility, the Township should have full operational control over this complex and its spaces and will be required to program these spaces effectively to optimize revenue-generation.

A more detailed job description for a Community Programs Officer is provided in the recommendations below and is a timely consideration given the level of community interest in recreating locally. This is essential to facilitating community health, wellness and active living as well as allowing residents to age in place where desired and may assist in minimizing the isolation of seniors.

Approximately 81% of Master Plan online survey respondents (or 132 persons) stated they believed the Township of Alnwick/Haldimand has a role to play in delivering recreation programs to its residents. Respondents were also asked what they considered should be the priorities for programming. The key trends arising from the responses were fitness and activities for children and seniors. Reoccurring suggestions on potential programs included:

- Activities for children, e.g. Beavers and Scouts, After-school Clubs, summer camps, etc.;
- ‘Learn to skate’ classes;
- Exercise/health and wellbeing classes for all ages and fitness levels/abilities e.g. yoga, aerobics, using gym equipment;
- Walking groups;
- Seniors programming; and,
- Wider variety of community-participation events.

Additionally, deficiencies in local programming options was one of the most cited reasons for resident use of recreation facilities outside of the Township. Namely, the top three reasons given for resident use of facilities elsewhere were:

- The facilities are not offered in the Township (65%);
- The range of programming at the facility(ies) meets their needs (37%); and,
- The overall quality and functionality of the facility meets their needs (32%).

Understanding this and the strategic priorities of Council, this Master Plan views the impact of a Community Programs Officer more broadly than parks and recreation but also as a function of enhancing the quality of life offer in the Township.

8.4 Marketing and Communications

Another gap in the existing parks, recreation and library service mandate is the need for a municipal marketing and communications strategy around these services. Chiefly this should involve:

- The complete redesign of the Township's corporate website to create a consolidated landing page/portal for community services including parks, recreation and libraries and to bring all facets of the municipal website into conformity with the Ontario Accessible Customer Service Standard (Ont. Reg. 429/07) which requires municipal communications to be modified and upgraded to better serve the needs of individuals with disabilities by the year 2025.
- The implementation of an annual Recreation and Leisure Services Guide as a marketing and promotion tool which profiles available facilities, facility mapping and locations, rental rates, available time of operation and booking contacts, year-round and seasonal programs and events and program and registration forms, active community groups and other pertinent community services information including those available at the County level.
- An online Community Calendar that profiles upcoming events and programs including any additions or rescheduling notifications that may not be captured in the Recreation and Leisure Services Guide at the time of publication. This tool may also be developed to support corporate services more broadly and include Council's Calendar of meetings.
- An online interactive facility map tool for residents and visitors and which may include virtual tours of facilities.
- All web-based solutions should be mobile-friendly/compatible.

8.5 Policies and Planning

Enhanced and efficient service delivery is as much the result of a working commitment to ensure ongoing and timely response to community needs as it is to the development and institution of policies and procedures to progressively and regularly address changes in community demand and access to recreation and facilities over time.

The Township of Alnwick/Haldimand has made important efforts to make its facilities available to user groups at affordable rates, however, this has been done in the absence of a comprehensive user fee strategy. A comprehensive user fee strategy serves to identify and establish a process of achieving an appropriate level of subsidy and rate setting based on a multi-disciplinary and financial analysis of the true cost of delivering parks, recreation and library services (direct and indirect), benchmarking municipal rates and fee subsidy practices with other County jurisdictions as well as an assessment of the level of tolerance for changes in fees through community consultation. User fee strategies and policies establish principles and approaches to rate setting in a manner which is transparent, standardized and prioritizes the subsidization of users (e.g. minor sport, not-for-profits) in a manner that ensures equity in the delivery of services. This is an important element of service delivery which should guide staff and Council decision-making and is a recommendation of this Master Plan.

The User Fee Strategy should also serve as the basis for the development of standardized lease or long-term rental arrangements for municipal facilities.

Recommendations: Programs and Services

52. Fund and implement a staff position for the full-time Community Programs Officer with primary responsibility for developing, implementing and marketing programs and activities within Township managed facilities. Duties include:

- Piloting a range of program options recommended by the public as documented in the Master Plan including after-school clubs (potentially in partnership with libraries), learn to skate classes, recreation summer camps as well as activities for seniors;
- Development of a Volunteer Attraction, Recruitment and Retention Strategy for the Township;
- Management of the implementation of a municipal marketing and communications strategy for parks, recreation and library services including the development of an annual Recreation and Leisure Services Guide (online and hardcopy for annual dissemination with tax bills);
- Partnership development at the County- and local-level including school boards; and,

Recommendations: Programs and Services

- As a secondary focus, serving as an occasional liaison to community centre boards where there are joint opportunities for program development. In this regard, a Community Programs Officer may lead the Expression of Interest process to attract new uses to identified community centres per recommendations of this Master Plan.

53. Develop a Volunteer Attraction, Recruitment and Retention Strategy for the Township of Alnwick/Haldimand and which should include the implementation of community volunteer recognition and awards as a means of instilling a culture of volunteerism in the Township.

54. Commission a comprehensive User Fee Study and Policy for the Township of Alnwick/Haldimand. A User Fee Study and Policy is to outline a sustainable basis for reducing municipal subsidy on activities where possible and supporting ongoing subsidy where appropriate.

This exercise should result in a comprehensive approach to pricing in keeping with municipal best practice, pricing comparators in surrounding municipalities, etc., as well as ensuring pricing for premium playing environments and other recreation amenities reflect the quality of the infrastructure.

55. Adopt, by by-law, a User Fee Policy for Township-owned recreation and community facilities and seek to review and standardize leases and long-term/dedicated space rental agreements/arrangement per the recommendations of a User Fee Strategy and Policy. Where rental rates are required to be increased or agreements need to be 'grandfathered', these changes are to be phased in over time based on groups ability to pay.

56. User fees are to be updated on an annual basis and are subject to Council approval. New recreational infrastructure (such as a new multi-use facility) that improves the quality of the playing environments and other benefits, should be priced higher to reflect these standards compared to existing infrastructure. This includes not only new facilities but those undergoing incremental or substantive one-off renovation which also improves facility conditions for the end user.

57. Develop a facility rental and allocation policy to include use agreements for space including maintenance protocols and the responsibilities of renters.

58. Undertake a comprehensive redesign of the Township's corporate website to bring all facets of the municipal website into conformity with the Ontario Accessible Customer Service Standard (Ont. Reg. 429/07), including recommendations for enhanced content for parks and recreation per this Master Plan. As part of this exercise, the municipality may explore the costs-benefits of contracting out some or all of its website maintenance duties to a third-party webmaster.

Recommendations: Programs and Services**59. Develop a Recreation and Leisure Services Guide for the Township of Alnwick/Haldimand:**

- Explore opportunities to achieve revenue generation through the sale of print advertising space within the booklet to offset costs associated with producing the Guide; and,
- Investigate a range of community-wide dissemination mechanisms including hard-copies at local recreation venues, hosting of an online (and downloadable) version of the Guide on the municipal website.

60. With respect to libraries, continue the practice of developing annual business plans for these facilities. Business planning should outline ongoing and new operational endeavours for the upcoming year. This includes a review the year-over-year historic performance of programs and activities; outlining any gaps/challenges to service to be addressed in the upcoming year as well as any budgetary and partnership implications of these initiatives.

61. Library program options should continue to be expanded. This will be important to the performance of a new library in Grafton in the longer -term and which may include lectures, documentary nights, arts and crafts etc. Existing and new library program fees as established should be reviewed as part of a User Fee Study (see recommendation 55).

9 Implementation & Planning for Capital

The implementation of recommendations will be contingent on future financial and other corporate demands placed on the Township and the specifics of implementing individual actions will need to be evaluated on an annual basis.

9.1 Addressing Capital Needs

The Master Plan makes recommendations for the new and continued investment in facilities – this includes the requirement to continue to address essential upgrades and improvements to the existing arena in lieu of implementing a replacement solution for this facility and the maintenance of key community centre locations. In light of what can be significant capital dollars to fulfill these needs, this Plan proposes the following capital financing mechanism be evaluated and implemented by the Township:

Exhibit 18: Master Plan Capital Financing Mechanisms



Recommendation 62: Establish a Capital Reserve for a New Multi-Use Facility

Any operating savings that result from the decommissioning of an asset may be allocated towards funding capital reserve(s) for a new multi-use facility.

Additionally, where decommissioning results in the sale of lands for other uses, these proceeds may also be used to fund a capital reserve.



Recommendation 63: Financing Capital through Annual Operating Budgets

For all new build facilities and those assest not subject to repurposing or decommissioning considerations, approximately 1-2% of the original capital costs for assets is to be allocated to a capital reserve(s) for these assets. This should be built into annual operational expense budgets for facilities.



Recommendation 64: Establish a capital surcharge on User Fees

Seek to establish an annual surcharge (a minimum of 3-5%) on all park user fees to be directed towards necessary capital replacement or improvement items for recreation, parks and trails infrastructure.

9.2 Funding Opportunities for new infrastructure

Beyond the above policy and operational practices which may support in new infrastructure, there are a number of potential funding sources to help meet the capital costs of a new multi-use facility. Municipalities across Ontario and Canada have been innovative in identifying funding sources for major capital projects. Typical categories of funding include the following and which should be explored by the Township of Alnwick/Haldimand:

Exhibit 19: Categories of Finding Opportunities

Type of Financing	Likelihoods (Risks)
Upper level of government capital funding (grants)	Potential sources exist and are described within the table below.
Capitalization of naming rights	The potential for naming rights for a new facility (as well as individual community/meeting spaces associated with the facility) should be explored.
Donations / Fundraising	Working with the local community, institutions and groups.

Municipal debenture is also a prospect that should be evaluated. The scale of initial debenture depends on other capital funding sources committed prior to project construction.

9.3 Funding from Upper Levels of Government

Possible sources for capital grant funding for new, and in some instances improvements to existing infrastructure, are outlined below. Funding opportunities from upper levels of government as may vary on an annual basis should be routinely monitored by the Township.

Exhibit 20: Grant Funding Opportunities from Upper Levels of Government

Grant	Costs Supported		Description
	Capital	Operating	
Investing in Canada Infrastructure Plan	Y	N	\$407,159,893 towards community, culture and recreation infrastructure to build stronger communities and improve social inclusion. Ontario will provide \$335,906,912 in provincial funding.
Building Canada - Small Communities Fund	Y	Y	Eligible recreational infrastructure projects include large facilities or complexes which support physical activity such as arenas, gymnasiums, sports fields, sports-specific courts as well as community centres that offer programming to the community at large (incl. segments of the population), fitness trails and bike paths. Collaborative projects are also supported, namely those which embody sustainable planning principles and promote

Grant	Costs Supported		Description
	Capital	Operating	
			<p>the integration of public infrastructure such as a multi-use facility including a library.</p> <p>Non-capital projects such as collaborative feasibility studies and planning studies for public infrastructure are also supported under this fund. 1/3 cost share split between the Federal/Provincial/Local governments.</p>
Gas Tax Funding	Y	N	<p>Communities are able to use the federal GTF towards:</p> <ul style="list-style-type: none"> • Brownfield redevelopment • Culture • Tourism • Sport • Recreation <p>The 2014-2019 allocation to GTF for Ontario projects is \$3,873,734,778. Specific allocations to municipalities are determined through federal-provincial-territorial GTF agreements.</p>
GST/HST Rebate for Municipalities	Y	N	Provides communities with resources to address infrastructure priorities, including construction and maintenance of new and existing public facilities.
Capital Investment Stream (Ontario Trillium Fund)	Y	N	Types of projects funded include new construction, renovations or repairs to community spaces as well as the purchase of land or building. Funding ranges: \$5,000 to \$150,000 for up to 1 year.
Ontario Trillium Fund Investment Stream: Seed Grants	N	Y	Funding support provided for feasibility studies for new projects which address new or better ways of doing things (more efficiently or effectively), respond to emerging issues in a community and support active living for Ontarians.
Ontario Municipal Commuter Cycling Program	Y	Y	All Ontario municipalities are eligible for annual funding to support up to 80% of costs associated with their implementation of eligible commuter cycling projects.

9.4 Timing Framework

The following outlines the recommended timing for the implementation of key (select) recommendations of this Master Plan:

Rec #		Short-term Year 1- 5	Medium-Term Year 6-10	Long-term Year 11+
All Facilities				
50	Conduct routine and detailed condition assessments for major parks and recreation infrastructure as an immediate priority.			
Arena Planning				
1	Undertake a Detailed Site Assessment and Feasibility Analysis for a new replacement single-pad at the existing Haldimand Memorial Arena site.			
2	Based on the outcomes of a Detailed Site Assessment and Feasibility Study invest in a new multi-use community recreation facility and single-pad arena by the year 2021.			
Community Centre Planning				
4	Continue to invest in repairs and maintenance requirements for the Grafton Community Centre, Centreton Community Centre and Alnwick Civic Centre.			
5	As part of a Detailed Site Assessment and Feasibility Study for a new multi-use community facility and arena, evaluate the opportunity to invest in new community centre space as a component of the new building.			
6	Undertake a Space Optimization Study for the Alnwick Civic Centre to determine architectural solutions to reuse/repurpose the Fire Hall for other community and service uses			
8	Undertake a municipally-led Expression of Interest (EOI) process to attract long-term rentals/lease opportunities complementary to the operation of the Vernonville and Fenella community centres			
8	Decommission the Fenella and Vernonville Community Centres.			

Rec #		Short-term Year 1-5	Medium-Term Year 6-10	Long-term Year 11+
Planning for Libraries				
9	Continue to invest in necessary repairs and upgrades to the Centreton Library.			
10	Continue to invest in essential repairs and maintenance at the Bette LeBarr Library in Grafton.			
12	Subject to the result of a Detailed Site Assessment and Feasibility Study seek to invest in a new library in Grafton as part of a multi-use facility.			
15	As part of a Space Optimization Study for the Alnwick Civic Centre, evaluate the architectural and structural opportunities to enhance and potentially expand the existing library branch at this location.			
Planning for Parks, Open Space and Water Access Areas				
17	Evaluate opportunities to implement park-specific improvements (as well as disposition opportunities) recommended by the Master Plan.			
24	Approve and implement a comprehensive Wayfinding and Signage Strategy for parks, trails, facilities and open space in the Township			
28	Subject to a site planning, re-configure and reinvest in 2 lit senior ball diamonds and 2 unlit senior ball diamonds at the Haldimand Memorial Arena site			
29	Subject to site planning invest in a multi-use outdoor court at the Haldimand Memorial Arena site.			
30	Develop a playground replacement strategy. Any play structure that has reached a 14-year age trigger should be phased for replacement immediately.			
31	Invest in one splash pad as part of site development for a new arena/multi-use community centre at the Haldimand Memorial Arena property			
33	With respect to Sandy Bay Beach Park and Wicklow Public Park, the Township should consider investing in naturalized playgrounds in these locations.			

Rec #		Short-term Year 1- 5	Medium-Term Year 6-10	Long-term Year 11+
35	Invest in multi-generational park features. This includes consideration for activity areas conducive to adult play and fitness such as disc golf, low rope course and beach volleyball courts at appropriate waterfront and/or park locations.			
39	Determine the viability of enhancing the main access to the Sanctuary on Lakeshore Road through the use of prominent signage and a formal lay-by parking area/rest stop along Lakeshore Road.			
44	Commission a detailed condition assessment of docks and boat launches and initiate resulting requirements for the replacement and repair of infrastructure.			
46	Explore opportunities for local trail enhancements as proposed by the Master Plan and concepts.			
47-48	As part of the Township's tourism strategy, develop marketing materials such as trail brochures and maps (to complement a Wayfinding and Signage Strategy)			
Programs and Services				
52	Fund and implement a staff position for the full-time Community Programs Officer with primary responsibility for developing, implementing and marketing programs and activities within Township managed facilities.			
53	Develop a Volunteer Attraction, Recruitment and Retention Strategy			
54	Commission a comprehensive User Fee Study and Policy			
58	Undertake a comprehensive redesign of the Township's corporate website			
59	Develop a Recreation and Leisure Services Guide			

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