



Township of Ashfield-Colborne-Wawanosh

PARKS AND RECREATION STRATEGIC PLAN



April 2023

Prepared by thinc design in association
with Mehak, Kelly & Associates and
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Ashfield-Colborne-Wawanosh

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April 2023

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LAND ACKNOWLEDGMENT

The Township of Ashfield-Colborne-Wawanosh acknowledges that the land upon which it is located is the traditional territory of the Anishinaabe (A-nish-in-ah-bay), Haudenosaunee (Hode-en-o-shownee) and Neutral peoples. There is recognition of First Peoples' continued stewardship of the land and water, and that this territory was subject to the Dish with One Spoon wampum, under which multiple nations agreed to care for the land and resources by the Great Lakes in peace.

The Township would also like to acknowledge and recognize the Upper Canada Treaties signed in regards to this land, which include Treaty #29 and Treaty #45 1/2, and our roles as treaty people, committed to moving forward in the spirit of reconciliation, gratitude, and respect with all First Nation, Métis and Inuit people.

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Saltford Road Trail

1.0 Introduction

1.1 Overview

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

This document comprises the Township of Ashfield-Colborne-Wawanosh (ACW) Parks and Recreation Strategic Plan. It is a high level document that addresses the need for recreation programs and events, facilities, parks and trails, and their delivery to ACW residents until the end of its timeframe – 2032. Information for the Strategic Plan was provided by the Township and gathered through research activities – including extensive consultation with the community. A detailed report on the results of community consultation was submitted to the Township under a separate cover, some of which is reproduced in the Strategic Plan in full or summary form.

The Strategic Plan considers the Township’s position within the larger ‘community’ of providers, including other area municipalities. The municipality’s role

as a facilitator to volunteer groups, not-for-profit agencies, and the private sector is a central premise. As such, it works with, and supports, these other providers to deliver services in a variety of ways. As in most Ontario communities, the Township has a long-standing working relationship with local volunteers, who are key providers of recreation programs and services. Strengthening these, and other, working relationships is a key part of the service delivery system.

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

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

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

1.2 Process

The process of developing this Strategic Plan comprised four phases, as outlined below:

Phase 1: Background Review

The first phase primarily consisted of collecting and reviewing background documents, municipal data, researching trends, and conducting a site tour of parks, recreation facilities, and waterfront locations through the Township. The results of this phase included inventories of indoor and outdoor facilities, open spaces and programs. This information helped establish the context and current state of parks and recreation in ACW.

Phase 2: Community Consultation

A series of engagement activities were facilitated with the community to discuss the current and future state of parks, trails, and facilities in ACW. In collaboration with Township staff, the public consultation phase was developed to optimize engagement opportunities for all ACW constituents, community organizations, user groups, Township Council and staff, and other stakeholders with an interest in parks and recreation in ACW. The consultation approach consisted of six key tactics including an online engagement web page hosted on Huron County Connects, a random household telephone survey, interviews with Township Council, staff and other stakeholders, a survey of parks and facility user groups, and a community open house. The consultation program was administered from August 2022 to February 2023. A Community Priorities Report detailing the results of community consultation was submitted to ACW staff.

Phase 3: Draft Plan

Phase 3 focused on developing and revising the draft Strategic Plan following discussions with staff and feedback from the community.

Phase 4: Final Plan

The final phase involves revising the Draft Strategic Plan and submitting the final Parks and Recreation Strategic Plan to Council for approval.



2.0 Background and Community Context

2.1 Geographic Context

The Township of ACW is a geographically large municipality, at 586.9 square kilometres. The land use is predominantly agricultural, so there is a low population density of 10 people per square kilometre.

ACW is bordered by Huron-Kinloss to the north, North Huron to the east, Goderich and Central Huron to the south, and Lake Huron along the west coast (Figure 2-1). Within ACW there are seven main villages (Auburn, Benmiller, Dungannon, Port Albert, Saltford, South of Lucknow, and St. Helens), and seven hamlets (Amberley, Belfast, Kingsbridge, Kintail, Lochalsh, Nile, and St. Augustine), in addition to permanent and seasonal residences along the lakeshore.

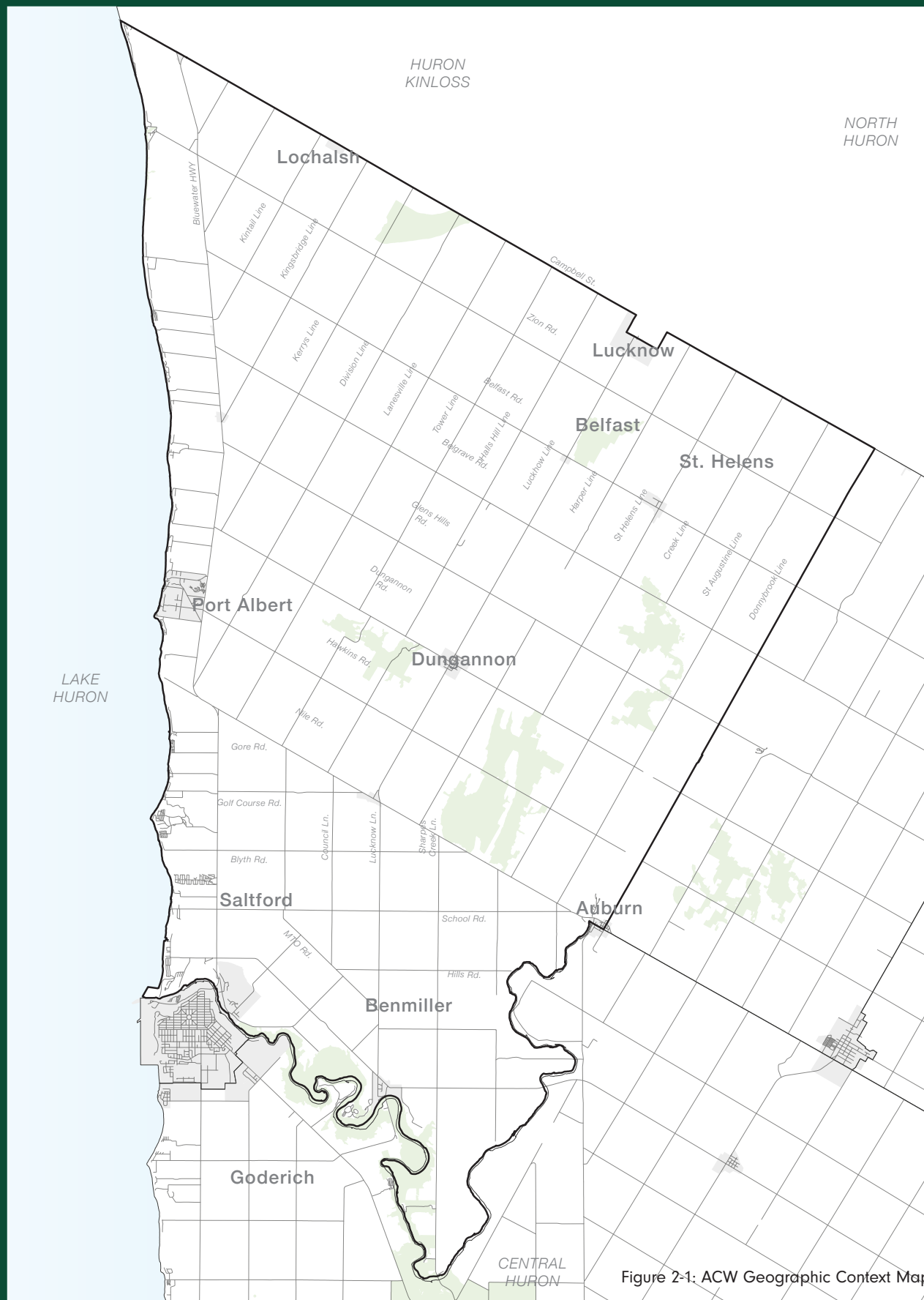


Figure 2-1: ACW Geographic Context Map

2.2 Socio-Demographic Profile

The socio-demographic profile highlights the current and projected populations, population age distribution, and settlement areas for ACW. It also includes comparative socio-demographic data for Huron County and the Province of Ontario. Table 2-1 below highlights key population data for ACW and Huron County from the 2021 Canada Census. The Township has a population of 5,885, and a low population density of 10 people per square kilometre, owing to the fact that land-use in the Township is largely agricultural.

Table 2-1: Ashfield-Colborne-Wawanosh and Huron County population and population density

	ACW	HURON COUNTY
Population	5,885	61,366
Population density per square kilometre	10.0	18.1
Land area in square kilometres	586.9	3,398.3

Source: [2021 Canadian Census](#)

Table 2-2 illustrates the current and projected populations for the Township of Ashfield-Colborne-Wawanosh and Huron County from 2022 to 2032. According to these figures, Ashfield-Colborne-Wawanosh is projected to grow by 17.6% (1,053 residents) over the next 10 years (2022-2032), and during the term of the Parks and Recreation Strategic Plan. Comparatively, the population of Huron County is projected to grow by 12.4% (8,045 residents) during the same period.

Table 2-2: Municipality of Ashfield-Colborne-Wawanosh and Huron County current and projected populations, 2022 – 2032

	ACW		HURON COUNTY
2022	5,993*		64,907**
2027	6,542*		68,958**
2032	7,046*		72,952**

Source: * Residential Population Forecast 2022-2047, Development Charges Background Study 2022, and **[Ontario Population Projections Update, 2022-2046](#)

Table 2-3 illustrates the population age distribution for the Township of Ashfield-Colborne-Wawanosh, Huron County, and Ontario in 2021. The population distribution of ACW and Huron County are very similar. Both have considerably lower proportions of population below the age of 20, and high proportions of population aged 50 years and older.

Table 2-3: Age distribution of Population in ACW, Huron County, and Ontario, 2021

AGE GROUP	0-4	5-14	15-19	20-49	50-64	65-74	75+	TOTAL
ACW	380	670	300	1,540	1,360	1,045	590	5,885
Percent of Total	6.5%	11.4%	5.0%	26.2%	23.1%	17.8%	10.0%	100%
Huron County	3,415	6,980	3,240	18,800	13,060	9,220	6,655	61,370
Percent of Total	5.6%	11.4%	5.3%	30.6%	21.3%	15.0%	10.8%	100%
Ontario	683,515	1,568,280	801,455	4,690,275	11,948,005	1,504,495	1,133,210	14,223,940
Percent of Total	4.8%	11%	18.8%	19.8%	20.2%	17.4%	8%	100%

Source: [2021 Canadian Census](#)

Table 2-4 illustrates the age distribution of the projected population for Huron County at the beginning, mid-point, and end of the Plan's term (2022, 2027, 2032). As the data shows, the proportion of population under age 50, and between ages 65 – 74 will remain stable; the proportion of population 50 – 64 years old will decline; and the proportion of those aged 75 and over will grow considerably. We expect the same trend seen at the County level to occur in ACW as well, generally.

Table 2-4: Projected Huron County Age Distribution, 2026 - 2032

AGE GROUP	0-4	5-14	15-19	20-49	50-64	65-74	75+	TOTAL
Huron County, 2022	3,490	7,311	3,592	20,669	13,461	9,193	7,191	64,907
Percent of Total	5.4%	11.3%	5.5%	31.8%	20.7%	14.1%	11.1%	100%
Huron County, 2027	3,638	7,730	3,860	22,128	12,689	9,991	8,922	68,958
Percent of Total	5.3%	11.2%	5.5.0%	32.1%	18.4%	14.5%	12.9%	100%
Huron County, 2032	3,838	7,958	4,266	23,668	12,183	10,274	10,765	72,952
Percent of Total	5.3%	10.9%	5.8%	32.4%	16.7%	14.1%	14.8%	100%

Source: Population Projections for Ontario's 49 Census Divisions, Statistics Canada for 2021 and Ontario Ministry of Finance projections (Summer 2022)

Table 2-5 illustrates the number of households and estimated populations of each settlement area in Ashfield-Colborne-Wawanosh.

Table 2-5: Population of settlement areas in Ashfield-Colborne-Wawanosh

SETTLEMENT NAME	HOUSEHOLDS	POPULATION ESTIMATES *
VILLAGES		
Auburn	47	122
Benmiller	66	172
Dungannon	129	335
Port Albert	299	777
Saltford	161	419
South of Lucknow	26	75
St. Helens**	39**	101
HAMLETS		
Amberley	5	13
Belfast	5	13
Kingsbridge	17	44
Kintail	5	13
Lochalsh	5	13
Nile	41	107
St. Augustine	5	13
LAKESHORE RESIDENTIAL		
Areas designated Lakeshore Residential	550	1430
RESIDENTIAL PARK		
Areas designated Residential Park	1028	2673

Source: Township of Ashfield-Colborne-Wawanosh Official Plan, 2021.* Population estimates were calculated based on average household size (2.6), according to the 2021 Ontario Census Profile

**Addition proposed in the OPA No. 12

2.3 Plans and Studies Reviewed

A number of relevant plans, studies and agreements were considered in developing the Recreation Master Plan, including:

- ACW Development Charges Background Study, 2022
- ACW Official Plan, 2021 consolidation
- ACW Strategic Plan, 2020
- ACW Communications Strategy, 2021
- Municipal Servicing Guidelines, 2020
- Parks and Recreation Asset Data (2021)
- Recreation budgets
- Facility schedules/use data
- Existing agreements with users/providers
- Policies and bylaws
- Huron County Cultural Plan (2022-2023)



Amberly Beach

2.4 Parks and Recreation Service Provisions: New and Emerging Trends

2.4.1 Healthy Active Living

A broad definition of healthy active living encompasses two key aspects, the first of which focuses on individual lifestyle choices that contribute to health, such as increasing physical activity, eating healthier foods, and/or spending more time outdoors and away from screens. The second focuses on the healthier physical environments that support health and wellness, and includes initiatives that support the restoration, protection and enhancement of natural ecosystems. The former aspect largely represents a ‘traditional’ description of healthy active living, however the latter has emerged in more recent years and offers an expanded understanding aligning with increasingly global imperatives around environmental sustainability. A useful tool to better understand this is provided in A Framework for Recreation in Canada: Pathways to Wellbeing (2015) developed by Canadian Parks and Recreation Association and the Interprovincial Sport and Recreation Council.

A Framework for Recreation in Canada: Pathways to Wellbeing (2015)

This framework provides an expanded approach to address healthy active living in parks and recreation services, and features five goals and priorities:

1. Foster active living
2. Increase inclusion and access
3. Connect people and nature
4. Provide supportive physical and social environments
5. Sustain capacity in the recreation sector

In addition to recognizing the importance of the built and natural environments in influencing health and well-being, this framework also prioritizes people-oriented initiatives that align well with health promotion frameworks put forth in other national and provincial initiatives.

- Built form, street networks, and neighbourhoods can be designed to encourage walking and cycling, making it easier for people to integrate physical activity into their daily routines. The design of outdoor spaces can improve accessibility to increase their use and enjoyment by people of all ages and abilities. Beyond physical health, recreation facilities, parks, and public spaces also help people to achieve socially connected lives.
- The health and quality of the natural environment can be improved through tree planting, removal of invasive species, planting native plants, restoring habitat, restoring shorelines, introducing organic community gardens etc. These actions have a direct impact on air and water quality and create an overall healthier environment in which to live, work and play. They also create beautified, animated spaces that draw people to spend time in them. In addition, studies have shown greater stress and anxiety reduction in people when they spend time around trees, naturalized spaces, as opposed to urban environments.

2.4.2 Adult Programming

Historically, municipalities have focused on providing parks and recreation services to children, youth and seniors. Early approaches to organized recreation were rooted in providing safer, healthier activities, and relief from crowded tenement neighbourhoods for children. Over time, and with the development of recreation as a formal public service, the combined health and social objectives of these services retained an emphasis on those who were least likely to have the private means to purchase their leisure activities, now expanded to include youth and seniors. Since adults were in their earning years and the primary purpose of public services was to fill gaps in the market, services for this age group were limited.

In recent years, however, we have seen a noticeable increase in adult interest in municipal recreation services for themselves. Anecdotal reasons for this trend are likely a blend of increased awareness of the importance of physical activity for long-term health, overall declines in disposable income and growth and greater sophistication in the provision and delivery of public recreation services. At the same time, current research indicates that adults are not acting on this awareness and interest. A recent ParticipACTION report card on physical activity among Canadian adults

(December, 2021)² shows much higher “grades” in the areas of conceptual and environmental indicators than in activating, daily behaviours. The report suggests that beyond individual and environmental characteristics, there is a progressive decline in participation in activities that require a time commitment, specific movements and/or intense physical effort. Sport participation, muscle strengthening activities, balance activities and active transportation all scored grades D to F. The F grade in active transportation is a particularly interesting finding, given the promotion of active transportation and the increasing efforts of municipalities to make it safe and easy to access so people can integrate it into their daily lives. The highest behavioural grades achieved are for light to medium-intensity activities that can be integrated into daily life. If the evolution to a highly active culture is viewed as a long-term social goal, and these findings are indicators of current progression to that end, it appears there is more work to do in the Bs and Cs before the Ds and Fs can improve. In terms of municipal programming for adults, therefore, progress in the foreseeable future may need to focus on additional ways to translate the desire to be active into introductory “first steps” that provide flexible access to low to medium intensity activities.

2 <https://www.participation.com/the-science/2021-adult-report-card/#/?playlistId=0&videoid=0>

2.4.3 Accessibility

While certain aspects of accessibility are legislated, opportunities to exceed minimum standards should be pursued wherever feasible. The ultimate goal of advocating and legislative measures to ensure accessibility and inclusion is to make it the social norm by proactively integrating accessibility considerations in all aspects of parks and recreation servicing provisions. Supporting Accessibility means:

“Removing the barriers faced by individuals with a variety of disabilities (including, but not limited to: physical, sensory, cognitive, learning, mental health) and the various barriers (including attitudinal and systemic) that impede an individual’s ability to participate in social, cultural, political, and economic life. Disabilities can be temporary or permanent. As we age our abilities change and therefore an inaccessible society is one designed to include everybody; both people with disabilities and people who self-identify as non-disabled.”³

3 City for All Women Initiative. (2015). Advancing Equity and Inclusion. A Guide for Municipalities. Ottawa. p. 17.

It is an incremental process, however, that is often contingent on other initiatives. Legislated Accessibility for Ontarians with Disabilities Act (AODA) improvements, for example, are implemented as public facilities and spaces are newly built or significantly renovated. These are often major capital projects that can only be undertaken infrequently.



Lucknow & District Sports Complex, Pool

Universal Design

There is justification to go beyond the minimum, technically prescribed standards and integrate other approaches to improving facilities and outdoor spaces that optimize inclusivity for the widest range of ages and abilities, to avoid having to upgrade again if minimum standards change. The application of universal design principles, which fundamentally accepts that individuals experience and engage spaces differently, is guided by a framework that encourages the design of public space to meet the needs of the widest range of potential users.⁴

Accessible Programming: Safari Walking Group⁵

Community groups have long been effective leaders in advancing accessible programming. Organizations led by persons with disabilities not only deeply understand the existing accessibility barriers, but often have well connected networks of partners and participants. Based in the City of Toronto, the Safari Walking Group is an example of one such community based organization. The Organization offers exploratory walks on a weekly basis around Toronto's natural green spaces for persons who are blind or with vision impairment.

4 Centre for Excellence in Universal Design, What is Universal Design? <https://universaldesign.ie/What-is-Universal-Design/>

5 https://www.thestar.com/life/2019/11/07/blind-walking-group-finds-magic-and-music-on-the-beach-boardwalk.html?utm_source=share-bar&utm_medium=user&utm_campaign=user-share

2.4.4 Declining Volunteerism

Volunteerism is a key feature of thriving communities across Canada. For many, the contribution of resources often in the form of time, labour, skills or charitable donations is a demonstration of community and civic engagement. According to the 2018 General Social Survey on Giving, Volunteering and Participating (GSS-GVP)⁶, Statistics Canada reported that 8 in 10 of Canadians aged 15 years and older, reported volunteering either formally or informally. In addition to the social benefit volunteers provide, other research has also reported that volunteers feel an enhanced sense of worth, self-confidence and self-esteem. However, although the public, non-profit and grassroots sectors continue to expand, and the demand for volunteers remains, formal volunteering has steadily declined in Canada over the last decade.

Volunteer Demographic and Engagement Trends

Demographically, volunteer trends have largely remained consistent. According to the same 2018 survey by Statistics Canada, younger generations are generally more likely to participate in both formal and informal volunteer opportunities than older generations. However, although older Canadians within the 73-100 age cohort

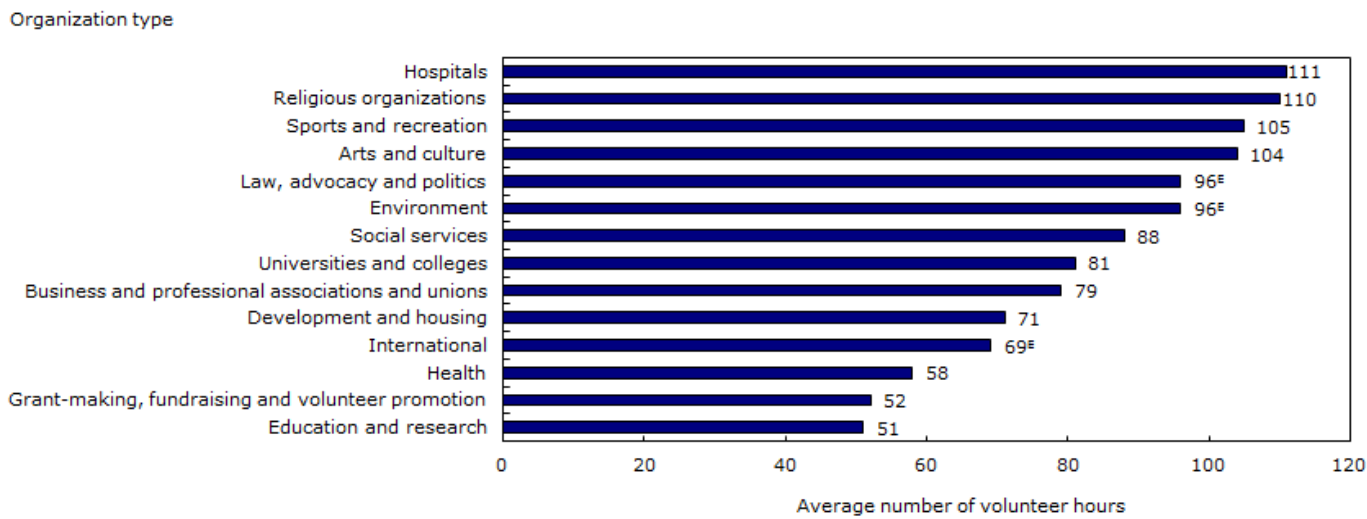
were less likely to volunteer formally, they were the most likely to contribute the most volunteer hours.

The underlying motivations for volunteering notably differ among age cohorts. Key motivating factors for younger generations, namely Generation Z (ages 15-22)* are related to improving future employment prospects. The completion of education and graduation requirements which mandate volunteering through co-op and community service is a notable factor. For Millennials (ages 23-37)*, Generation X (ages 38-52), Baby Boomers (ages 53-72)* and Matures (ages 73 +)*, the development of skills, and “a desire to support a political or social cause, or religious or spiritual beliefs” are more relevant motivational factors for volunteering. The GSS-GVP 2018 also provides interesting insight into what types of organizations attract high levels of volunteer engagement. Sports and recreation organizations were identified as having the third highest levels of engagement, with hospitals and religious organizations ranking the highest (see Figure 2-2).

⁶ <https://www150.statcan.gc.ca/n1/daily-quotidien/210423/dq210423a-eng.htm>

* Note the age ranges provided of the generational groups are as of 2018, the year of the study.

Figure 2-2: Average annual volunteer hours, by organization type, among formal volunteers aged 15 and over, 2018



[±] use with caution
Note: Categories are not mutually exclusive.
Source: Statistics Canada, General Social Survey, Giving, Volunteering, and Participating, 2018.

Barriers to Volunteer Engagement

The volunteer sector exhibits some notable barriers that have been identified and documented by researchers and practitioners. Commonly identified factors for volunteer engagement as described by Volunteer Toronto, Canada’s largest volunteer centre include:

- “Language: a role may require a specific level of a certain language skill
- Physical: a role may require sitting, standing, moving quickly or other physical requirements
- Skill Level: a role may require (or perceived to require) a certain level of proficiency with a skill
- Time: a role may require much more time than might be needed, or not enough time for volunteer interest

- Location: a role may take place in a location that is not easily accessible, or limited to those with access to personal transportation
- Financial: a role may require a certain level of wealth for a volunteer to be able to give their time
- Expectation: a role may have expectations that are unrealistic to some or many volunteers”⁷

7 Volunteer Toronto, Removing Barriers to Volunteering: Resource Guide and Workbook, pg 2

In addition to these factors, administrative and AODA accessibility barriers are also identified as key challenges by researchers. Administrative barriers refers to the process of obtaining the necessary vulnerable sector checks that prospective volunteers are required to present to the organization they are interested in volunteering for.

“Volunteer screening is an important process for charitable organizations, to protect the clients they serve and to ensure the legitimacy and integrity of the organization. Volunteer screening is a broad, ten-step process that Public Safety Canada recommends charitable organizations use for screening prospective volunteers. These ten steps include safeguards such as completing reference checks for volunteers, engaging volunteers in safety and policy training, and maintaining regular and ongoing volunteer supervision as they perform their roles.”⁸

Research conducted by Cardus (2022)⁹ identifies that although vulnerable sector checks are important, the processes present barriers for both volunteers and charitable organizations associated with cost and accessibility. For example, applicants are often required to pay out of pocket for vulnerable sector

checks, sufficient proficiency in English is essential, and the limitations of the justice system on the reporting and prosecution of sexual assault can limit the effectiveness of vulnerable sector checks. When compounded, these barriers can limit the eligibility of minority immigrant and refugee populations, and present liability concerns for interested volunteer employers and charitable organizations.

COVID-19 and the Volunteer Sector

In recent years, the limitations of the COVID-19 pandemic on the volunteer sector are also notable. Interestingly, some practitioners reported that in 2021 they experienced an upswing in volunteer interest. However, a year later interest in volunteerism has declined almost 20% and experts have cited pandemic fatigue, the fear of getting infected, and financial barriers as main contributing factors.

8 <https://www.cardus.ca/research/communities/reports/vulnerable-sector-check-costs-remain-a-barrier-for-volunteers/>

9 <https://www.cardus.ca/research/communities/reports/vulnerable-sector-check-costs-remain-a-barrier-for-volunteers/>

2.4.5 Vandalism

To a certain degree, the vandalism or damage of public amenities such as equipment found in public parks, or recreation facilities is widely acknowledged to be unavoidable. The nature of public facing facilities makes them more susceptible to frequent interaction with the public, and therefore increases the opportunity for defacement. However, municipal, provincial and even national parks across Canada and the rest of North America have seen a spike in vandalism since the onset of the COVID-19 pandemic. Frequent targets of vandalism (e.g., graffiti), damage or theft include public restrooms, signage¹⁰, play equipment¹¹, sports field equipment (e.g., soccer, cricket, baseball)¹², benches¹³, and even significant ecological and natural features¹⁴. The illegal dumping of garbage and litter¹⁵ has also increasingly become a concern.

Although public space practitioners largely acknowledge it is unlikely that all forms of vandalism and damage can be prevented, it is worth noting that vandalism and other forms of destructive activity often occur around dimly lit, unsupervised, enclosed or isolated areas. In an effort to address these occurrences, municipalities across Canada have attempted a variety of approaches to address these issues. For example, the application of design strategies to restrict or prevent unwanted behaviour, also known as ‘defensive design’ has been used to attempt to avert the occurrence of this behavior. However, some industry experts suggest that these strategies are not the most effective practice.¹⁶

Beyond introducing design interventions such as anti-graffiti treatments, establishing effective communication channels (i.e. community facebook groups, newsletters, and publicizing contact information) with local communities and visitors to report incidents can be effective. Developing partnerships with local organizations to steward public spaces and parks has also demonstrated to be an effective approach¹⁷. Municipalities are also applying creative and artistic solutions to address and prevent vandalism. Working in collaboration with local artists, youth and businesses, municipalities across

10 <https://www.thestar.com/local-huntsville/news/crime/2022/07/11/bathrooms-vandalized-signs-spray-painted-at-huntsville-park-july-11.html>

11 <https://lfpres.com/news/local-news/at-popular-park-senseless-damage-mounts-and-frustration-grows>

12 <https://kitchener.ctvnews.ca/gordon-chaplin-park-cricket-pitch-in-cambridge-vandalized-1.6015164>

13 <https://www.pembrokeobserver.com/news/local-news/pembroke-horticultural-society-discovers-vandalism-at-pansy-patch-park>

14 <https://www.nationalgeographic.com/travel/article/visitors-vandalize-trespass-national-parks-during-coronavirus-pandemic>

15 <https://www.cbc.ca/news/canada/toronto/ontario-parks-clean-campaign-1.6105439>

16 <https://www.cbc.ca/news/canada/sudbury/defensive-design-terrace-galvin-donovan-loitering-1.5708231>

17 <https://www.pps.org/article/torontosafety7>

Canada have begun to leverage local partnerships to address issues that impact municipalities at large.

2.4.6 Environmentally Focused Parks and Waterfront Planning and Management: Naturalization

Naturalization is the process of allowing natural plant growth to occur and managing that growth by typically removing or limiting non-native and invasive species and planting, while encouraging the growth of desired native species. Naturalization is an effective strategy for improving ecosystem health, and in turn building climate change resilience. Naturalization, for all its benefits, comes with two main challenges. First, some residents interpret naturalized landscapes as messy and unkempt, leading them to complain and lobby the Township to remove it. Second, contrary to appearances, in the early stages of plant growth the naturalized spaces can require more maintenance and specialized knowledge than lawns (for a limited time while the plants adjust to planting), increasing demand on already stretched staff resources than mowing.

Municipalities are often caught in the middle as they attempt to moderate between residents who dislike naturalization in parks and residents who want more naturalization for its

environmental benefits. Joan Iverson Nassauer is a landscape architect in the field of ecological design, who has studied this problem extensively:

“Novel landscape designs that improve ecological quality may not be appreciated or maintained if recognizable landscape language that communicates human intention is not part of the landscape. Similarly, ecologically valuable remnant landscapes may not be protected or maintained if the human intention to care for the landscape is not apparent. Landscape language that communicates human intention, particularly intention to care for the landscape, offers a powerful vocabulary for design to improve ecological quality. Ecological function is not readily recognizable to those who are not educated to look for it. Furthermore, the appearance of many indigenous ecosystems and wildlife habitats violates cultural norms for the neat appearance of landscapes.”¹⁸

A key direction from that paper that could support efforts in naturalization is to implement “cues to care” – actions that increase the intentionality of naturalized spaces so that it is obvious that the space is deliberate, and that someone is caring for and grooming it. Some of these ‘cues’ or grooming practices include:

- Bold patterns/clean lines: While naturalized areas will naturally drift and change over time, the initial plantings should be laid out and confined to clear

¹⁸ Nassauer, J. I. (1995). Messy Ecosystems, Orderly Frames. *Landscape Journal*, 14(2), 161–170

patterns or lines. This will help slowly introduce the idea to residents who request neat gardens

- Bird feeders and pollinator gardens: Bird feeders and plants for pollinators (e.g. Butterfly and bee gardens) communicate the intention of the place (a place for nature), and reinforce the fact that it is not abandoned or neglected. Also, encouraging birds could increase wildlife sighting and appreciation by residents
- Borders: Borders have the quick ability to make any collection of plants look neater, and can be made by fences, plantings, shrubs, or by mowing around the edges
- Signage: Educational signage describing the plants and/or process in the naturalized area, may also help increase community understanding and, therefore, acceptance. Signage should also encourage visitors to stay out of the area, to avoid trampling plants and exposure to ticks

The Township should implement some of these practices in future naturalized areas to increase resident support and acceptance. Potential sites for naturalization should be chosen in consultation with the community, and certain parks are suggested in the section on park specific recommendations. Consultation is an opportunity to educate about naturalization, and to come up with a design plan that pleases residents. A naturalized garden, border, or section could be added to almost any park if the resources are available.

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Petrie Park

3.0 Programs and Events

3.1 Programs and Overview

The public engagement phase of this project revealed important insight into the current supply and availability of programs and events in ACW, program use patterns, and programming demands. Detailed results from the consultation process conducted during Phase 2 are further described in the Community Priorities Report.

The current supply of programs in ACW includes a range of sports, arts, community and agriculture focused activities. The Township of ACW primarily facilitates active and sports-based programming

through the Lucknow and District Sports Complex, which functions as a key community hub for residents within ACW and surrounding municipalities, particularly Huron-Kinloss.

Local community organizations offer sports related programs, clubs and social activities, arts/artisan and music programs, outdoor nature based activities, learning programs, and seniors programs. A sample of programs offered by these providers is listed in Table 3-1.

Table 3-1: Sample of programs provided in the Township of ACW

SAMPLE OF PROVIDERS	SAMPLE OF PROGRAMS PROVIDED	SAMPLE OF FACILITIES USED
Lucknow and District Recreation Department	Skating, swimming lessons, youth summer sports camp, etc.	Lucknow Sports Complex (eg. arena floor, ice rink, outdoor pool, meeting rooms)
Ontario Early Years Centre (Bruce County Children’s Services)	Drop-in programs, parenting and child development	Dave Farrish Champions Chamber (Lucknow Sports Complex)
Dungannon Community Alliance	Dungannon Farmers Market	Dungannon Park
Community Providers	Yoga, euchre	Benmiller Community Hall

A variety of recreation, culture, agritourism, and community building/fundraising events are also hosted by a range of providers in ACW. These events are primarily organized and facilitated by non-profit organizations and community providers. Agriculture-based groups in ACW draw many visitors to the Township for hallmark events, including the Dungannon Super Pull, the Dungannon Pro Rodeo and the Lucknow 4-H Dairy Invitational Show. Table 3-2 provides a sample of events provided in the Township of ACW.

Table 3-2: Sample of events provided in the Township of ACW

SAMPLE OF PROVIDERS	SAMPLE OF EVENTS PROVIDED	SAMPLE OF FACILITIES USED
St. Joseph’s Kingsbridge Community	Musicals, concerts, community dinners	Kingbridge Centre
Port Albert Citizens Association	Community Breakfast & Silent Auction	Christ Church
Dungannon Agricultural Society	Dungannon Pro Rodeo, Dungannon Little County Fair,	Dungannon Agricultural Society grounds
Port Albert & District Recreational Society	Annual Port Albert Beef BBQ & Parade to the Beach, Quincy Co-ed Ball Tournament	Petrie Park

Random Resident Household Survey

According to the random survey of 200 resident households, 52% (104 respondents) identified that they and/or other members of their household use recreation facilities or programs offered by the Lucknow & District Recreation Department. The top four programs and/or activities respondents identified participating in at the Lucknow District Complex included:

- Public skating (51%),
- Public swimming/splash pad (48%),
- Community events/meetings (46%),
- Trail activities (43%)

Survey respondents were also asked to indicate if they participate in programs outside of ACW. Approximately one third (34% or 68 respondents) indicated that they do participate in recreation programs, events or activities outside the Township of ACW. Of those who indicated that they do, the most commonly identified municipalities include Goderich (56%), North Huron (32%), and Huron-Kinloss (outside of the Lucknow District Sports Complex) (24%).

Commonly identified for traveling to other communities for recreation included the availability of better programs and facilities, the availability of services not found locally in ACW, and better access to all age programming and activities.

Among all residents surveyed, more than half (54% or 108 respondents) identified that there is nothing preventing their participation in recreation programs and activities. Frequently cited reasons for not participating included:

- No programs or activities of interest to them are offered (16%)
- Not knowing what is available (13%)
- Lack of time (13%)
- Cost (8%)

When asked to indicate if additional programs and activities are needed in ACW, 29% (58 respondents) agreed. Of those that think more programs are needed, the largest proportion of survey respondents indicated that both active/sports and non-sports based recreation programs would be of interest to all age groups, with the exception of seniors ages 65-75 who were identified as an age group interested primarily in non-sports recreation programs and activities (Table 3-3). Notably, high school age (13-19 years), and young adults (20-34 years) cohorts received the most responses indicating interest in both active and non-sport related activities among all age groups.

Huron County Connects Mini-Survey (Online)

The online survey was made available via the ACW Parks and Recreation Strategic Plan Community Consultation Hub, which was hosted by County of Huron's platform Huron County Connects. Respondents to the online survey are self-selected, and may include respondents from individuals with a range of interest in parks and recreation in ACW.

Respondents were first asked to identify their level of satisfaction with three service areas – parks, trails and waterfronts; recreation facilities, and programs and activities. Respondents identified the availability of programs and activities as the least satisfactory, with 41% of respondents feeling 'disappointed'. When asked to indicate how they prefer to participate in recreation, the top four responses were:

- Spending time in nature/at the waterfront (30%)
- Self-directed sports/physical activity (27%)
- Organized sports (24%)
- Social activities (20%)

When asked to identify their top priorities for improvements and expansion in the three service areas, programs, activities and events ranked the lowest (22%).

User Group Survey

Facility and park user groups in ACW were also invited to participate in a survey to better understand their programming focus, facility needs, and anticipated future growth. A total of 7 user groups¹⁹ responded to the survey, the majority of whom indicating that their programs serve all age groups.

Among the seven respondents, three user groups identified that they anticipate a growth of 25% in program participation or event attendance in the next 5-10 years. Two groups anticipate 15-20% growth, and another 2 anticipate 5-10% growth. When asked to indicate the top three factors contributing to stable or changing participant/attendance levels over the next 5 years, respondents indicated: interest in our program/event focus (6), our programs are socially interactive/fun (6), overall population growth in the area (5). When asked to identify how the Township of ACW could better assist them (3 respondents), the top three responses were: volunteer outreach, fundraising, and assistance with funding applications. Furthermore, when asked to indicate their group's views concerning financial support for recreation service development (6 respondents), a majority

¹⁹ A total of 9 user groups were invited to participate in the survey. A total of 7 user groups completed the survey in full, with two respondents submitting incomplete surveys. For the purpose of this Plan, the incomplete survey were not included in this assessment.

Table 3-3: Age groups interested in participating in active and non-sport related recreation programs and activities.

AGE GROUP	ACTIVE/ SPORT	NON- SPORT	BOTH
Pre-Schoolers (0-4 years)	9%	10%	16%
Elementary School Age (5-12 years)	16%	17%	21%
High School Age (13-19 years)	12%	14%	26%
Young Adults (20-34 years)	12%	14%	26%
Adults (35-54 years)	14%	10%	21%
Adults (55-64 years)	7%	9%	16%
Seniors (65-75 years)	2%	10%	3%
Senior (75 years and older)	-	3%	2%

of respondents (5) agree that they would “help with fundraising activities for facility development.”

Four respondents reported that they do not anticipate that growth in their group’s program and event participation will require additional access to facilities in the next 5-10 years, two user groups reported that they do anticipate additional access needs, and one group indicated ‘uncertain’. Of those who identified that they do anticipate future additional access to facilities, one respondent identified the following types of facilities and spaces needed: ball diamonds, tennis courts,

pickleball courts, ice rink, meeting spaces, storage, kitchen facilities, open park space and multi-purpose sport courts. Three groups agreed that the Township of ACW could better assist their organization in developing and providing programs, activities and events. The remaining user groups indicated ‘no’ (2 respondents) and ‘uncertain’ (2 respondents).

Council and Staff Interviews

Interviews with the Township of ACW Council and staff also offered insightful information regarding programs and events, and provided context for program administration, programming priorities, and partnership opportunities.

A number of key programming goals were identified in these interviews. These overarching goals include the Township continuing to make a consistent effort to facilitate cooperation and integration between the ACW settlement areas through community-wide programming, advancing equitable and inclusive programming for persons with disabilities and seniors, and continued investment in the Townships, agritourism industry to sustain interest year-round.

A series of key challenges impacting programming in ACW were also identified, including:

- lack of space and busy scheduling (e.g. ice arena at the Lucknow Sports Complex)
- challenges with decreased availability of program instructors (hiring and retaining trained staff, e.g. lifeguards), which directly impacts the ability to offer core programs
- lack of space for parents to wait and/or go to while waiting for children to attend their scheduled programs

Community Open House

The ACW community was also invited to participate in a community open houses to learn more about the Parks and Recreation Strategic Plan, and to contribute feedback. This open forum encouraged attendees to expand on their interests in future programs and events in ACW.

A range of ideas were expressed by attendees, including:

- connecting with local school boards and parent associations to enable community use of schools for recreation programs
- investment in multi-generational recreation opportunities (e.g. community gardening)
- interest in updating the Dungannon Agricultural Society Pavillion to include a pickleball or shuffleboard court
- investment in public art (e.g. the use of vacant walls in settlement areas as an opportunity to paint murals)

3.2 Programs Assessment and Recommendations

As reflected in the results of the public consultation, within the context of ACW there is not an overwhelming demand for more programs and events. However, the population of ACW is projected to grow by 17.6% (1,053 residents) during the term of the Plan. As such, increased demand for programs and events is a reasonable expectation. While reported demand is low, it is still important for the Township to support programs for residents in order to foster and build healthy, active and supportive communities. New programs may also generate more participation locally, as well as contribute to increased use of existing assets.

3.2.1 Supporting Existing Programs

Within the context of ACW, investing in strategies to enhance existing program and event offering would be a good approach the reasons described above.. Different approaches can be used to better support existing programs and events including:

- fostering partnership opportunities with existing program providers in neighboring municipalities (i.e. Huron County Library, North Huron, and Huron-Kinloss) to engage residents in existing programs
- maintain the use of the Township of ACW calendar, and continue efforts to leverage social media channels to increase marketing and promotion of programs in the Township. Explore different communication tools (weekly school emails, ACW newsletters, mail outs) to engage and reach permanent and seasonal residents with limited access to the internet.
- offer project grants for community specific placemaking activities or initiatives
- hire additional staff to coordinate and facilitate community programs, offer administrative support to program providers (e.g. navigating resources made available by the Township, and insurance requirements).

- document, track and evaluate program demands and participation levels by ACW residents to better respond to residents interests, and strategically plan for future program expansion

By continuing to refine and promote program and event offerings through these approaches, residents and visitors will also be enticed to participate even if they previously were uninterested.

Volunteer Management: Recruitment and Retention

A key challenge identified by program providers in ACW is related to volunteer recruitment and retention. As expanded in the previous section describing parks and recreation service provision trends (Section 2.4), a decline in volunteerism has been a consistent trend prior to 2020, and has only been additionally impacted by the limitations introduced by COVID-19 in communities across Canada. Although there is no singular approach that can resolve this deficit, volunteer management strategies that support a more reciprocal relationship between organizations and volunteers is a useful step forward to building a culture of volunteerism.

Volunteer management strategies can be useful for organizations of any size and scale, and are tools to help formalize volunteer engagement practices that

may be traditionally more informal²⁰.

As described by the Citizen Information Board based in the UK, sustainable and successful volunteer management strategies also require the organization to reflect on key questions that inform and influence the volunteers experience.

For example, questions can include:

- “Why [do] you have volunteers?
- What is their role?
- What limits, if any, are there to the range of activities volunteers get involved in?
- What can you offer volunteers?”²¹

By responding to these questions, both the organization and prospective volunteer can begin to gain a better understanding of how volunteers can contribute to achieving organizational objectives. Other components that are useful to include when developing a volunteer management strategy are: developing a written volunteer role description, designating an organizational role to manage volunteers, and developing policies and procedures to clearly communicate what volunteers can anticipate in their role (e.g. how volunteers can apply for expenses).

20 Managing Volunteers: A Good Practice Guide. Citizen Information Board, 2008.

https://www.citizensinformationboard.ie/downloads/training/Managing_Volunteers_08.pdf

21 Managing Volunteers: A Good Practice Guide. Citizen Information Board, 2008. p. 19

Reflecting on these key components will also support a more strategic approach to recruiting and retaining volunteers. Attracting volunteers requires organizations to consider how they are perceived by the public and how the organization can highlight the positive aspects of volunteering with them.²² For example, by understanding what motivates volunteers, organizations may strategically offer some benefits (e.g. certifications, education credits, skills development) that may appeal to a wider audience. Volunteer recruitment campaigns can also occur on an ongoing or per project basis. Some strategies include:

- “Word of mouth- let the team and board know what opportunities are available
- Print eye catching leaflets and posters
- Attend promotional events
- Have a stand in the local shopping center or library
- Invite people to an information meeting
- Give talks to target groups”²³

A key aspect of recruiting and retaining volunteers also includes ensuring that volunteers feel supported. Developing a system in which volunteers can have a seamless experience onboarding and beginning their role, performing their role, providing feedback on their experience, and acknowledgement of their work

is essential. The Citizen Information Board highlights that the resources provided to volunteers will largely vary by each volunteer²⁴, and that “support and supervision are about enabling the volunteers to do the job to the best of their ability and to the satisfaction of the organization.

It’s also about saying thanks.” This can involve:

- “Agree[ing] to meet the volunteer shortly after they start volunteering to review how things are going. Exchange feedback and clarify what, if any, issues have arisen
- Decide what support and supervision each role or volunteer requires,
- Prepare properly by finding out what the volunteer has been doing, acknowledge specific work that they have done and get feedback on the training they attended, and
- Have an open door policy for volunteers to talk to you at other times”²⁵

22 Managing Volunteers: A Good Practice Guide. Citizen Information Board, 2008. p. 35

23 Managing Volunteers: A Good Practice Guide. Citizen Information Board, 2008. p. 36

24 Managing Volunteers: A Good Practice Guide. Citizen Information Board, 2008. p. 51

25 Managing Volunteers: A Good Practice Guide. Citizen Information Board, 2008. p. 52

Additionally, acknowledging the contributions of volunteers should be encouraged. This allows for volunteers to feel appreciated for their work, and can help to establish important foundations for recurring volunteer participation. Methods can range from holding volunteer appreciation events, taking action on volunteer ideas and engaging volunteers in long range events or programs where interest is expressed.

Volunteer Management Cycle

The Citizen Information Board (UK) provides a useful overview of the key aspects of volunteer recruitment, management, policies and procedures, and offers a useful chart diagram illustrating a volunteer management cycle²⁶ that is broadly relevant to various organizations structure or size.



Figure 3-1: Diagram of a volunteer management Cycle

26 Managing Volunteers: A Good Practice Guide. Citizen Information Board, 2008. p. 13

Recommendations

- P 1. Continue to support existing programs and foster partnerships with other program providers.
- P 2. Developing marketing and communication strategies to amplify awareness of available programs and events.
- P 3. Provide support to recreation program providers to streamline and facilitate administrative responsibilities.
- P 4. Develop recruitment and retention strategies to engage volunteers.

3.2.2 Age Specific Program Needs

Recalling the results of the resident survey, only approximately a third (29%) of telephone survey respondents agreed that more programs are needed in ACW. Among all the age cohorts, elementary school (5-12 years), highschool (13-19 years), young adults (20-34), and adults (35-54) were identified as groups who would be interested in both active and non-sport related activities. Within the context of ACW, generally there are more options for active and sports related programs than non-sports related programs. Sports related programs for these age groups include the Youth Summer Sports Camp, and Lucknow Minor Soccer (facilitated by the Lucknow & District Recreation Department), the Benmiller Slo Pitch League and the Huron-Bruce Minor Hockey League. Non-sports related programs are limited to some community based events facilitated by the local organizations including the Dungannon YOUTH Group, and the Kingbridge Centre.

With regards to children, the Township of ACW should expand its outreach to the Brookside Public School to engage children and families to better understand the interests of children in the Township. As the primary education institution within the Township, Brookside Public School may

have already developed communication channels that can be used to amplify the Township's outreach efforts.

Youth can be a difficult age cohort to program for, as interests are frequently changing, and participation may decrease with the increased demands from school, part-time jobs, and desire to socialize with friends in casual settings. Youth may respond well to drop-in active and social activities, such as drop-in shinny, and ultimate frisbee, as it allows them to participate with their social group. Expanding ball sport program offerings such as soccer and basketball to indoor facilities may also engage this age cohort. The Township can accomplish this by supporting existing community clubs to expand their program offerings, or organize these programs directly. Additionally, youth-centred social space where teens can 'hang out' would also likely be well received, based on survey results. Outdoor amenities, such as outdoor rinks, skateparks, etc. are also amenable for teen use, either self-directed or programmed.

Another consideration for adults and seniors (as expanded below) is the timing of programs. When considering adults who have children, evening classes can be hard to attend due to family duties and/or taking children to their own activities which must be in the evening because of school during the day. This was typically the case for adults as well, who traditionally

work during the day. However, with the pandemic many people have been working from home, and a work-from-home or hybrid approach to work may be here to stay.

This presents the possibility that adults can attend a program during the day, on their lunch hour for example. For many parents, this would be ideal as it keeps their evenings free for family duties. Seniors are also known to prefer daytime activities when facilities are quieter, and to avoid travel at night. While in the past day-time programs may not have been well-attended, the Township should implement a small number at key locations to see if they are well received by the community.

The Township should provide or support others in providing expanded programming options over the term of the plan to meet the needs of the current population and the growth that is expected. Selecting specific programs, and who will provide them, can be determined in communication with local groups. For example, formats for feedback can include annual or community biannual provider roundtables, consultation with Brookside Public School, and parent committees.

Seniors Programming

Nearly a third (27.8%) of ACW residents are 65 years of age and older. Future population projections for Huron County also demonstrate an aging population over the next 10 years, with the proportion of people over the age of 75+ steadily increasing. Reflecting on the results from the public consultation phase, residents expressed interest in more senior focused programming (e.g., exercise classes) that support the inclusion of community members with mobility or cognitive disabilities. However, outside of programs broadly geared to adults, there are few seniors-only programs in ACW, aside from the VON SMART Program held at the Lucknow Sports Complex, events hosted by the Dungannon Senior Citizens and the Tuesday Trompers walking group organized by the Maitland Trails Association. Furthermore, with the Dungannon Senior Centre evolving into the Dungannon Community Centre, ensuring seniors continue to be supported by accessible active and non-sport activities will be critical.

In order to expand on and create successful seniors programs, a number of key considerations should be acknowledged. For example, some seniors may not be comfortable with the use of intricate technology programs or tools. Seniors may also reside in areas within the Township that do not have access

to reliable internet, and may require alternative methods of communication and outreach. Methods can include mail-outs, and targeted home visits that seek to directly engage with seniors. Accommodations and accessibility for all mobility types is also critical to ensure that seniors do not experience significant barriers to accessing programs, events, and services. An approach to strategically address these considerations and guide future recreation program development can be through the formation of a volunteer run recreation committee composed of seniors from the ACW community. Supported by the Township of ACW, this seniors recreation committee can function by developing ideas for programming and events, conduct and participate in seniors outreach activities, and represent the interest of seniors within the community. Potential community collaborators that already provide support can include the Dungannon Senior Centre and Dungannon YOUTH Group.

Recommendations

- P 5. Expand outreach to local schools (e.g. Brookside Public School, Goderich Public School, St. Mary's Goderich Catholic School) to engage children and families to better understand programs and activities of interest to serve younger demographics.
- P 6. Expand youth sport/active programs.
- P 7. Consider options for a youth-oriented indoor spaces (e.g. youth hub) in existing facilities.
- P 8. Expand seniors (ages 65+) focused programming.
- P 9. Consider the development of a seniors recreation committee, and conduct outreach with potential community collaborators including the Dungannon Senior Centre and the Dungannon YOUTH Group.

3.2.3 Arts, Culture and Local Heritage

Growing support for arts, culture and heritage programs and activities has been an evident trend in municipalities across Canada. Although there is no one size fits all approach, some municipalities have designated discrete budgets to arts and culture planning, and have integrated arts and culture into local industry and tourism to expand its impact.

Within the context of Huron County, the Huron County Cultural Plan (2022-2023) states,

"The Cultural Plan employs municipal cultural practices of Creative Placemaking, Collaboration, Social Inclusion, Communications and Leadership to achieve the following five goals over the next three years.

1. Leverage arts, culture and heritage to drive growth and transformation in a way that adds to the character and quality of place in the community.
2. Provide easy access to information on what is happening in Huron County in order to generate more awareness and greater participation.
3. Build capacity with the cultural sector by encouraging collaboration and knowledge and resource sharing among networks of cultural practitioners in local culture.
4. Ensure that everyone in Huron County is welcome and encouraged to participate in local culture.

5. The County of Huron supports the sustainability and viability of the local arts, culture and heritage sector by providing support and leadership.”²⁷

Supported by the Huron County Cultural Plan (2022–2023), ACW can leverage local opportunities to enhance arts, cultural and heritage offerings within the Township.

The primary arts and culture programmers in ACW are community organizations, namely St. Joseph’s Kingsbridge Community, which largely facilitates seasonal events (e.g. music concerts, plays), and other community organized events (e.g. St. Helens Fish Fry, and Dungannon Rib Night). The consultation phase revealed a general interest in the Township making a concerted effort to facilitate cooperation and interaction between settlement areas through municipal-wide programming. Arts and culture programs and events can be used to enhance place-based community building by encouraging local communities to foster and develop a sense of collective identity. It also revealed that overall, within the Township of ACW there are more options for sports and active based programs than non-sports related (including arts and culture) activities for any age group. Expanding arts, culture and local heritage programs can not only

diversify program offerings, but also help cultivate ACW’s unique identity in Huron County.

Agriculture Focused Programming

The Township of ACW has a strong agriculture industry, which will remain a key pillar in ACW’s future as described in the Township’s Official Plan. The Official Plan identifies a series of goals including:

- to actively promote and encourage farm operators to use best management practices that protect and enhance the environmental features and mitigate the impact of climate change and extreme weather events;
- to promote food production for local consumption, increase food security and reduce greenhouse gas emissions;
- to encourage agri-tourism including development of farmer’s markets

As a key character component of the ACW Official Plan, providing agriculture and agritourism focused programs and events can uniquely position the Township to support the local economy and support relationship building among the local regional community. ACW is already host to a series of agriculture-focused events including the Dungannon Farmers Market, the Dungannon Pro Rodeo, and the Lucknow 4-H Dairy Invitational Show. Continued growth of workshops and

²⁷ <https://www.huroncountylibrary.ca/wp-content/uploads/2022/02/Huron-County-Cultural-Plan-2020-2023-FINAL-2-003.pdf>

educational programming such as the Talk Ask Listen Workshop hosted by the Do More Agriculture Foundation offers a good opportunity to facilitate important support for mental health and wellness support for this demographic.

Recommendation

P 10. Expand agriculture based programs and events.

3.2.4 Outdoor Programs

ACW residents largely acknowledge the existing natural and environmental landscape (i.e. parks, trails and waterfronts) as a key asset to the Township. When asked to indicate how residents prefer to participate in recreation (in the online mini-survey), spending time in nature/at the waterfront was identified among the top four responses (30%). When asked to indicate the general types of programs/activities user groups provide, “outdoor nature-based” was frequently identified by organizations such as Dungannon Agricultural Society, Dungannon Senior Centre, and Port Albert & District Recreational Society.

Local arts, culture and local heritage programs and events discussed previously can also be explored through outdoor recreation. Other opportunities for nature-based programs can include

early childhood education programs, community stewardship and leadership programs, plant identification and local ecology, and landmark and heritage focused programs and events. Potential program and event collaborations with the Maitland Trail Association, Brookside Public School, the Menesetung Bridge Association, and other local institutions and historical sites can offer unique arts, culture and heritage outdoor experiences for the ACW community, addressing the dual goals of increased arts/culture and outdoor programming. Key amenities to support outdoor programs can include appropriate seating, shading, restrooms/porta potties and water fountains. Park improvements are further described in Section 5.0 Open Space.

Recommendations

P 11. Build stronger ties between communities, and contribute to placemaking by encouraging and supporting arts and culture programs and events.

P 12. Explore opportunities for outdoor and heritage program collaboration with local organizations such as the Maitland Trail Association, the Menesetung Bridge Association, among others.

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Lucknow & District Sports Complex, B-RAD Skate Board Park

4.0 Facilities

4.1 Overview of Supply

ACW residents are served by municipally owned/operated, other public and not-for-profit recreation facilities. Municipal facilities include those that are jointly owned and operated by the Townships of ACW and Huron-Kinloss at the Lucknow and District Sports Complex and others in ACW that are not part of this partnership, including St. Helen's Hall and Benmiller Community Hall. Municipal facilities are supplemented by Brookside Public School, and those owned by not-for-profit groups including the Dungannon Seniors Centre, the Dungannon Agricultural Society and the Lucknow Community Centre, which is immediately adjacent to the Sports Complex grounds in Huron-Kinloss.

The Lucknow and District Sports Complex is managed and operated jointly by the Townships under the Lucknow and District Joint Recreation Board. The Lucknow and District Recreation Department is the operating arm of the Board. The facilities that the Department is responsible for include those located at the Lucknow and District Sports Complex site:

Indoor: single pad arena, Paul Henderson Hall, Dave Farrish Champion Chambers, administration offices for the Department, the Lucknow Health and Fitness Centre,

which is leased to a private operator, and the Lucknow Tourism Office, which is operated by the Township of Huron-Kinloss.

Outdoor: swimming pool, Caledonia Park Ball Diamond, splash pad, B-RAD skatepark, volleyball court, pavilions and playground, and grounds associated with the outdoor area including Lions Park.

Facilities in **other locations** of ACW and Huron-Kinloss Townships for which the Recreation Department is responsible for administration/scheduling, operations and/or maintenance that are also covered by the joint agreement include:

- the Kinsmen ball diamond in Lucknow, Huron-Kinloss (associated park is maintained by Huron-Kinloss)
- the two Benmiller ball diamonds at Benmiller Community Hall, in ACW (associated park is maintained by ACW)
- the Dungannon ball diamond, which is the north diamond at the Dungannon Agricultural Society Grounds, in ACW (the only diamond at this location maintained by the Department)
- the three Kinsmen Soccer Fields and all associated grounds, washroom pavilion, and parking lot, in Lucknow, Huron-Kinloss

4.2 Assessment

The resident telephone survey revealed limited interest in new/expanded indoor facilities to provide programs or activities that respondents' households would use. Over two-thirds (68.5% or 137 respondents) indicated no need for more facilities, with the balance (31.5% or 63) reporting interest in additional indoor facilities. Among those noting the need for new facilities, an indoor pool was requested by 22% (24 respondents) and workout and spin/cardio spaces were noted by 12% (13) and 11% (12) respondents, respectively. Facilities for outdoor scheduled use such as ball diamonds and multi-purpose fields were considerably less popular than those for self-directed, unstructured use such as more walking paths within parks, more trails/connectivity across the Township, and for amenities like washrooms and water fountains, and/or increased maintenance of parks/trails.

As part of the Strategic Plan's preparation, all facility user groups were contacted and requested to complete a survey. Only nine surveys were received out of 24 invitations, of which two were incomplete. This is a low response rate, some of which might be attributed to the fact that groups using jointly owned facilities were contacted shortly before ACW's study started, by consultants preparing a Master Plan for Huron-Kinloss. If the groups participated in consultation for the Huron-Kinloss Plan,

they may have declined to engage in a second similar process so soon afterwards. The consultation process for ACW's Plan, however, included several other mechanisms for engagement that offset the lack of response from user groups, and detailed scheduling information provided by the Township was used to inform facility use. Assessments for ACW's Plan were also conducted independently of those prepared for Huron-Kinloss and may present differing suggested directions. At the same time, the recommendations for facilities and amenities governed by the agreement emerging from both Plans will need to be considered by the two partner municipalities before implementation decisions are made.

4.2.1 Indoor Scheduled Facilities

Ice Pads

Appendix A contains a diagrammatic representation of the Lucknow and District Sports Complex Arena ice schedule from October 2021 to April 2022, using the peak week for each month. Table 4-1 shows prime time ice use for each of these weeks, except for January 2022 during which rentals were canceled.

Arena operating hours per week total 105, of which 65 comprise prime time (35 hours Monday to Friday and 30 hours Saturday and Sunday). During the busiest months, prime time use ranged from 43.0 hours per

week in October to 54.5 hours per week in February, or 66% to 84% of prime time, respectively.

The one arena user group that responded to the survey indicated no need for additional access to facilities during the term of the Strategic Plan, and one group reported future need for an ice rink. Staff indicated that there is interest in 1.5 hours of ice time at the Sports Complex arena that cannot be accommodated due to preference for times that are not currently available for booking. As use levels show, prime time is busy. At the same time, it is not used to capacity, which may require

local groups to continue to use ice at other area arenas if they cannot use times that are available at the Complex.

The highest level of prime time use in the period considered in relation to ACW's current population represents a per capita weekly supply of 0.009 hours (54.5/5,993). Applying this figure to 2032's forecasted population of 7,046 indicates the need for 63.4 hours of prime time per week at current levels of participation in ice sports/activities at the arena. With 65 weekly hours of prime time available, projected use is very close to 100% capacity. It is important to consider, however, that the Sports Complex serves both ACW and

Table 4-1: Prime time ice use peak weeks 2021/2022

	2021 PEAK WEEK/MONTH			2022 PEAK WEEK/MONTH		
	Oct. 24	Nov. 14	Dec. 5	Feb. 20	Mar. 13	Apr. 3
Sunday	9.0	10.5	8.5	12.5	8.0	9.0
Monday	4.0	6.0	6.0	5.0	2.5	3.5
Tuesday	4.0	5.0	5.0	6.0	4.5	3.0
Wednesday	5.5	6.0	5.5	6.0	7.0	3.0
Thursday	5.0	6.0	6.0	6.0	7.0	3.0
Friday	4.5	5.0	4.5	6.5	5.0	0.0
Saturday	11.0	12.0	13.5	12.5	10.5	0.0
Total	43.0	50.5	49.0	54.5	44.5	21.5

Huron-Kinloss. A more representative indicator of per capita supply, therefore, should include the population of Huron-Kinloss. The combined current population of both municipalities is 13,716, which represents a per capita weekly supply of 0.004 hours or less than half that using ACW's population alone. Assuming Huron-Kinloss experiences the same proportionate increase in population as ACW by 2032 (17.6%), total population for both municipalities will be 23,176. This level of growth indicates that, at current levels of participation in ice programs, 92.7 hours of weekly prime time will be needed to meet demand in 2032 or 27.7 hours more than is currently available.

Regardless of the estimate used, growth in demand by 2032 will be insufficient to warrant a second ice pad. Participation rates that exceed population growth alone would need to increase considerably to generate the use needed to warrant investment in a second ice pad (i.e., through twinning or building another arena). Ideally, confirmed use of close to capacity of a second pad is the 'tipping point' at which another facility should be considered.

The diagram in Appendix A shows the times during the week that are typically open and largely comprise hours that users are not interested in booking – early morning and late night times. There is also a considerable amount of weekday,

daytime (non-prime time) available. While understandably not preferred times, the financial implications of adding a second to supply are significant and should not be considered until other options to using available times are investigated. Potentially feasible responses to accommodating growth in demand for prime time include moving to longer operating hours, combined with scheduling adjustments, additional fee differentials, and allocating time based on policy (section 6.0 Service Delivery discusses policy). The arena now charges a differential rate for prime and non-prime time. A third 'discounted' rate could be considered to incentivize the use of early morning and late night hours.

Recommendation

- F 1. Investigate options, including longer operating hours, allocation policy, additional fee differentials, to accommodate growing demand over the term of the Strategic Plan for prime ice time at the Lucknow and District Sports Complex Arena, to optimize use of available hours.

General Program Space

There are a variety of indoor spaces for recreation programming that serve ACW residents, including:

- Paul Henderson Hall, Dave Farrish Champion Chambers, and the Lucknow Health and Fitness Centre, in Huron-Kinloss at the jointly owned Lucknow and District Sports Complex. The Hall (capacity 145) on the upper level, is accessible and has a kitchen and bar, and washrooms (family, men's, and women's). The Chambers is on the main level with a capacity of 100 people.
- During the spring and summer months the arena floor at the Sports Complex (capacity 1,333) is used for programs and events.
- St. Helen's Hall and Benmiller Community Hall (upper and lower) in ACW, owned by the Township
- Dungannon Seniors Centre, the Dungannon Agricultural Society and Kingsbridge Centre in ACW, owned and operated by not-for-profit organizations. The Agricultural Society Hall is approximately 1,500 square feet with a stage, can seat up to 200, is equipped with a large kitchen and is wheelchair accessible.
- Lucknow Community Centre, which is a not-for-profit facility that is immediately adjacent to the Sports Complex grounds in Huron-Kinloss. It can accommodate up to 480 people

in the main hall. It also has a meeting room (capacity roughly 40), a large catering kitchen, and licensed bar.

As older facilities, the existing supply of indoor spaces is not always ideal for certain types of activity interests due to both space and design limitations. The Lucknow Health and Fitness Centre room at the District Sports Complex is appropriately used for its purpose and is anticipated to continue being leased to the Centre operator/programmer. Other rooms within the Sports Complex were designed for, and are still well suited for meetings, social events, dinners, etc. While also providing space for small group activities, they are not able to accommodate more physically active programs that require larger, open floor areas.

Although no relevant user groups responded to the survey, staff indicated that indoor pickleball and shuffleboard players are interested in dedicated facilities, which is in keeping with general trends. These activities use/have used the arena floor during ice-out months. Pickleball recently relocated from the Lucknow and District Sports Complex to the Lucknow Community Centre to be able to operate year-round. Shuffleboard is currently limited to summer months since there is no suitable indoor space at the Lucknow and District Complex during ice-in season.

Available information indicates limited use of the arena floor from April 10 to September 17, 2022. The arena floor was used as follows during this ice-out season (pickleball was not shown on the schedule):

- ball hockey on seven Thursday evenings from April through May for a total of 24 hours
- shuffleboard on 14 Wednesday afternoons from June through August for a total of 21 hours (pre-COVID, the typical number of weeks was 20 running from mid-April to mid-September)
- a one-day 4H Dairy Show for 14 hours in August, and the September Lucknow Fair for a total of 30 hours over two days.

Although these use levels may increase as post-COVID community activity grows, and the issue of year-round use cannot be addressed at the arena, accommodating activities such as pickleball and shuffleboard alone by providing new facilities does not appear to be warranted. Collective demand for these and other program needs, however, could support the provision of appropriately designed multi-purpose space as a possible addition to the Lucknow and District Sports Complex.

Table 4-2 summarizes the use documented in online calendars for indoor spaces in the Complex and at the

Benmiller Hall (upper and lower) from February 2019 to February 2020 and from August to December 2022. It tallies uses by number of types, bookings and hours. The full year before the COVID pandemic (February 2019 to February 2022) is considered typical of use levels, while the five 2022 months are provided to show the reintroduction of use post COVID.

This information shows the potential to accommodate considerably more use for community activity in each of these spaces. The 2019 totals, averaged over 12 months, range from 13.5 to 46 hours of use per month. As noted above, these spaces are not well suited to active indoor programming and are also not likely suitable for the full range of program opportunities in the community. At the same time, the current use of existing facilities should be reviewed and assessed in terms of their potential to accommodate program expansion/development, and to identify which needs are unable to be met with the existing supply. This 'unmet' need can then be considered in terms of new space.

The Dungannon Agricultural Society's online calendar for the same time period shows very little use, and St. Helen's Hall does not post a calendar. The Dungannon Seniors Centre²⁸ and the

²⁸ The user group survey results included three responses from organized users of Dungannon Park and Dungannon Community Centre. The groups names provided on the

Table 4-2: Use of municipal indoor spaces 2019 and 2022

	PAUL HENDERSON HALL			DAVE FARRISH CHAMPION CHAMBERS			BENMILLER HALL LOWER*			BENMILLER HALL UPPER*		
	#types	#book	#hrs	#types	#book	#hrs	#types	#book	#hrs	#types	#book	#hrs
2019												
Feb-Nov.	1	104	156.5	1	43	64.5	17	57	262.5	13	58	409.0
Dec.	6	21	40.5	6	17	51.5	1	4	24.0	2	14	121.0
2020												
Jan.	8	20	62.0	9	22	71.0	1	1	3.0	2	3	9.0
Feb.	7	20	49.0	5	18	37.0	1	1	6.0	2	4	12.0
Total	-	165	308	-	100	160.0	-	63	295.5	-	79	551.0
2022												
Aug.	2	2	11.0	4	10	56.5	1	2	23.75	1	1	14.0
Sept.	1	1	3.0	6	12	36.5	1	5	58.0	1	4	48.0
Oct.	4	4	18.5	7	17	39.5	1	3	36.0	1	3	41.0
Nov.	2	5	21.0	7	17	40.75	0	0	0.0	1	4	40.0
Dec.	3	5	30.25	8	15	28.25	0	0	0.0	1	4	39.0
Total	-	17	94.25	-	61	145.0	-	10	117.75	5	16	182.0

* 21.0 hours not assigned to upper or lower hall from February 2019 to February 2020 and 26.0 in August and September 2022

Kingsbridge Centre are programmed by their respective not-for-profit owner/operators. The survey results showed a wide range of regular programs and events occurring at the Seniors' Centre for a variety of age groups – including a Youth Group. The extent to which the Centre is used in relation to programming potential, however, is not known.

Viewed collectively, municipally owned space for general programming does not account for a large portion of supply. The bulk of space is owned/operated by not-for-profit groups. The Township should collaborate with these organizations and facility users to determine the extent to which these spaces (along with municipal supply) could be better used to accommodate existing and develop new programs that are of interest to the community. Consultation activities should include the organizations that participated in the survey and other providers including Kingsbridge Centre, Lucknow Community Centre, and Brookside Public School.

An assessment of all existing community facilities – municipal and other-owned – from a potential programming perspective can identify such opportunities. In some cases, capital improvements and ongoing maintenance requirements may be needed to provide more amenable

spaces to meet needs. Survey respondents indicated the need for improvements to the Dungannon and Agricultural Society halls. As non-municipal facilities, depending on the extent of required improvements to meet assessed needs, the Township could provide support for capital improvements through formal agreements, in exchange for guaranteed access to facilities for community programming.

Upon completing this assessment, demand for programs and activities that cannot be accommodated through improvements to existing facilities and their use should be apparent. At this point, the need to consider adding a multi-purpose space to the Lucknow and District Sports Complex designed to address specific requirements that cannot be met with existing facilities may emerge (e.g., court floor areas). This would require the services of an architect who specializes in the design of recreation spaces to ensure that the resulting space can be integrated into the existing building and aligned with specific program needs while optimizing its multi-purpose potential.

A related topic to facility access and use is the report by parents and caregivers for an area to wait for children while they attend programs/activities at the smaller facilities around Town. These facilities lack a common area or lobby space, and in the rural setting there are little to no

surveys were the Dungannon Senior Citizens Centre, the Dungannon Community Centre, and the Dungannon Youth Group.

options to go kill time at a store or food establishment. In addition, due to the distance of many homes to the halls, it does not make sense for many parents to drop-off and go back home before coming back to pick up. This leaves parents waiting in their car, which is not ideal particularly in the winter. As lobbies are currently available for this purpose, clarification with users is required to determine the specifics of their interest in additional/other spaces, and if they can be accommodated. It may be possible to configure a waiting area in some of the halls, with seating etc. for parents.

Recommendations

F 2. Undertake a provider-wide planning exercise to align available indoor spaces with program/activity needs/interests and prepare the agreements and budgets necessary to improve/enhance selected spaces to accommodate community program needs.

F 3. If the provider-wide facility assessment, with appropriate capital investments/agreements, reveals a deficit in appropriate space for needed programs/activities, adding a multi-purpose space to the Lucknow and District Sports Complex should be investigated through a formal study.

F 4. Investigate opportunities to provide a waiting area inside smaller facilities where children's programs take place.

Kitchen at Henderson Hall

As a Public Health certified facility, the Henderson Hall kitchen offers opportunities to program and generate revenues in hours outside rentals for social events. A certified kitchen can be used for a variety of food and nutrition programs, as well as projects/activities related to communal and/or commercial use of the kitchen. This contributes to both optimizing facility use for community programming and generating revenue through rentals.

This is a trend in many municipalities. The Township of North Glengarry for example, has recently embarked on this type of initiative. Their website notes, “Now accepting bookings: The Township of North Glengarry has partnered with the Eastern Ontario Health Unit to launch the new “North Glengarry Community Kitchen” pilot project. This initiative will enable food producers to rent time at the North Glengarry Community Kitchen, located at the Maxville & District Sports Complex (25 Fair Street, Maxville) so that they can produce food items for resale. The cost is \$50 per day and food producers are required to have their Food Handlers Certificate and have their recipe validated by the EOHU.”²⁹

Recommendation

- F 5. Facilitate expanded community programming and rentals to local food producers at the Henderson Hall kitchen.

²⁹ <https://www.northglengarry.ca/en/things-to-do/community-kitchens-program.aspx>

Indoor Pool and Cardio/fitness Facility

Thirty-one percent (63 respondents) of survey respondents think new or expanded indoor facilities are needed to provide programs and activities. Those most frequently requested were a pool, workout and spin/cardio rooms. Other, open-ended responses were program rather than facility related.

An indoor pool is not financially feasible for municipalities with small population bases. Typically, a market approaching a population of 30,000 is needed to warrant the capital investment and carry the associated operating deficit. The ACW community is well served by the Lucknow and District Sports Complex outdoor pool during the summer months, for a variety of programs/activities and residents appear to be satisfied with its operation. ACW is also part of the market served by the indoor pool at the Maitland Recreation Centre in Goderich. The Township should not consider providing an indoor pool during the term of this Plan.

The Lucknow Health and Fitness Centre, which is leased to a private operator in the arena building, provides members with workout/cardio equipment, fitness classes and personal training services. Members can access the Centre 24/7 to use the squash court and/or weight training and cardio equipment. It is not clear if community interest is for

increased capacity at the Centre to be able to accommodate more members or if the expectation is that the Township should offer the same services at a lower cost. If the latter, it is not recommended that the Township compete with existing businesses in the community if to do so would duplicate services or detract from their viability. If there is unmet demand that can be met by expanding the Health and Fitness Centre within the arena building or elsewhere, or by introducing a la carte services, investigating this option should be considered as part of the next lease renewal. In the interim, requests for programs/participation that cannot be accommodated, and might be provided at the Centre, should be monitored.

Recommendations

- F 6. Continue to program the outdoor pool for both instruction and recreational swim.
- F 7. Do not develop an indoor pool and cardio/ fitness facility, and monitor the need for increased access to services offered at the Sports Complex by the Health and Fitness Centre.

4.2.2 Outdoor Scheduled Facilities

Ball Diamonds

There are six (6) ball diamonds in ACW, of which four (4) are municipally owned and two (one lit) are on the Dungannon Agricultural Society grounds. The lit diamond at the Lucknow and District Sports Complex (Caledonia diamond) is the premier municipal facility. Other Township diamonds include two (one lit) at Benmiller Community Hall and Park, and one (lit) at the Lucknow Kinsmen Community Park. The Lucknow and District Recreation Department maintains and schedules the north diamond at the Agricultural Society grounds through an agreement with the Society.

The groups responding to the survey indicated they use the Benmiller ball diamond (1 group) and Dungannon ball diamond (3 groups) at the Agricultural Society Park. There appears to be interest in requesting funds from ACW Township or the Lucknow and District Recreation Department to improve/upgrade the latter diamond.

Based on weekday ball diamond scheduling for the busiest month of the 2022 season (July), prime time for ball diamonds comprises Monday through Thursday evenings, starting at 6pm and ending at 10pm for lit diamonds, and 6pm

to 8/8:30pm for unlit diamonds. Over the course of the month:

- Benmiller upper (lit) was used 12 times for a total of 24 hours
- Benmiller lower diamond was used 14 times for a total of 17.5 hours
- Dungannon north (lit) was used 6 times for a total of 9.0 hours
- Kinsmen diamond (lit) was used 26 times for a total of 39 hours
- Caledonia diamond (lit) was used 28 times for a total of 35.5 hours

A diagrammatic representation of the schedule is provided in Appendix A. As the diagram shows, unused time exceeds used time. Use on all the diamonds is well below capacity and – especially collectively – they can accommodate considerably more use. The diamonds are also generally high quality, providing all users – children, youth and adults – with good facilities. The oldest child/youth group to use the fields is Girls U13, which suggests an opportunity to promote older youth (male and female) involvement in baseball, which could be accommodated later in the evenings on lit diamonds if necessary.

Based on these findings, reported interest in additional access to ball diamonds and related programming will be met with available facilities. The potential need for facility improvements to the Dungannon field should be investigated with user groups, to determine specific requirements

and opportunities to contribute to these through an agreement with the Agricultural Society.

Monitoring and tracking use over time (discussed in Service Delivery) will verify demand to possibly reschedule use to better accommodate younger age groups earlier in the evening over the long-term. At the same time, there is considerable capacity to do this with existing facilities.

Recommendations

F 8.

The existing number of ball diamonds is sufficient to meet demand to the end of the planning term.

F 9.

Consult with user groups and the Dungannon Agricultural Society to determine the need for improvements at the Dungannon diamond and the appropriate level of municipal support to implement required upgrades.

Soccer Fields

There are three (3) soccer fields at the Kinsmen Field: one regulation size (175 x 350 ft.), and two small fields (150 ft x 300 ft.). Based on weekday scheduling for the month of July 2022, as depicted in Appendix A, there is potential for the fields to accommodate considerably more use, while still allowing time to rest fields. Many evenings are unused on the smaller fields, even though U10 and under age levels comprise the largest user group. There is one U18 girls’ group and the Stallions that use the large field.

There appears to be a lack of regular soccer participation among youth and especially boys over the U10 level. There may be opportunities to generate increased participation in soccer among older age groups to support expanded youth activity, especially by incentivizing the current U10s to continue as they age into their teenage years.

Although demand for other field sports (e.g., lacrosse, rugby, etc.) is not apparent now, it may emerge in future and the Township can be prepared to allocate time on soccer fields for diverse uses, as fields are both underutilized and capable of hosting other field sports. The fields are currently used on some weekends for youth tournaments, a use for which there might be a wider market. The Township should consider promoting the use of the

fields regionally for both soccer and other sports and, in support of multi-use, refer to them in future as ‘sports’ or ‘playing’ fields.

Recommendations

F 10.

The existing number of soccer fields is sufficient to meet demand to the end of the planning term

F 11.

Anticipate future need to allocate time on fields for other sports such as lacrosse and rugby

F 12.

Promote fields for regional activity such as tournaments

Tennis/Pickleball Courts

There are no tennis or pickleball courts in ACW. With no courts in the Township, residents must travel outside the community to participate in these activities. Travel to Goderich to participate in pickleball was noted in community consultation. The use of Goderich’s courts is not club-based – they are available to all. ACW Township made a capital contribution to the development of the Town’s courts so that its residents could also be served. As noted on Huron-Kinloss, website, pickleball lines have been added to six tennis courts in the Township at the following locations: Victoria Park, Attawandaron, Huronville, Langdon Park, Lions Park, and Point Clark Community Centre. While there are no pickleball courts within ACW, there is access to facilities in the area. In consultation with the Huron-Kinloss, therefore, promoting the courts in the Township to ACW residents should be considered.

Pickleball is a rapidly growing sport. While the trend is a North American wide phenomenon, “a recent Ipsos survey indicates there are around 900,000 households in Canada playing the sport, up from an estimated 350,000 two years

ago.”³⁰ There are a number of factors that will likely support continued growth in participation,³¹ including:

- its recognition as a legitimate sport, with both recreational and competitive categories
- play, in terms of rules and physical intensity, is relatively easy
- an all-ages appeal
- national organizational commitment to growing participation
- it can be played year-round indoors and outdoors, with appropriate facilities
- participants report that it is fun as well as physically beneficial

Despite the overall growth in pickleball participation, the need to add to the supply of courts in ACW requires confirmation.

As noted above, there are six locations in the general area with courts available for public use. While the distance to some of these is likely a factor that deters ACW residents from using them, there are no tennis courts within the Township to provide a way to meet demand relatively inexpensively by adding lines to convert to dual use for both tennis and pickleball.

Capital investment in developing a new facility for tennis/pickleball should only be considered if consistent unmet demand emerges beyond that which can be accommodated by the approaches discussed above. At that time, an appropriate location within the Township would need to be selected considering its proximity to residential areas, as nuisance noise complaints are frequently raised in communities where homes are nearby.

Recommendations

- F 13. Inform the community of the Township’s capital support for developing Goderich pickleball courts as means of providing ACW residents with access to facilities for their use.
- F 14. Consult with the Township of Huron-Kinloss about promoting the tennis/pickleball courts in its parks for use by ACW residents.
- F 15. Further capital investment in new facilities for tennis/pickleball should occur only in response to consistent, confirmed demand that cannot be accommodated with available facilities.

30 <https://www.msn.com/en-ca/news/canada/pickleball-is-one-of-canadas-fastest-growing-sports-but-the-paddleand-ball-can-make-a-racket/ar-AAU7GoR>

31 <https://www.selkirk.com/pickleballs-growth>

4.2.3 Accessibility

ACW is represented on the Huron County Accessibility Advisory Committee (HCAAC). The HCAAC is a joint committee with upper and lower tier municipalities (County and towns/townships within its boundaries) working together on accessibility initiatives. The Committee is supported by the Accessibility Coordinator and four non-voting members.³²

Huron County AAC prepares and publishes an accessibility report annually, and includes a summary of work completed by each of its member municipalities. The 2023 Plan is available and posted on the Township's website, with ACW's summary included in Appendix 3 (p. 39).

In ACW, accessibility work has been completed in the Sports Complex halls. The Township has recently received a grant to install a fully accessible washroom (with a self-cleaning toilet) in Ashfield Park with a proposed start-up date of spring 2023 for this work. As a County level body, the HCAAC reports are limited in their content about accessibility progress in its member municipalities. The local community should be informed of the outcomes of accessibility work in ACW, as well as the independent efforts of the Township or community organizations in advancing accessibility. Posting a brief annual report/

update on project completions and plans on the municipal website will help keep residents informed about initiatives in this area of work.

Recommendation

- F 16. Promote plans and accomplishments in ACW on recreation services accessibility improvements by posting a brief annual report.

32 <https://www.huroncounty.ca/administration/accessibility/hcaac/>

4.2.4 Asset Management

The Lucknow and District Recreation Department's Asset Assessment/Equipment Replacement Plan for 2022 to 2036 outlines anticipated capital costs year by year for each of its facilities.

The Plan's development is ongoing and it is updated as cost assessments are completed. Costs that relate to assets at the Lucknow and District Sports Complex, and, align with the term if the Strategic Plan, will be shared by ACW and the Township of Huron-Kinloss.

The municipality is set to develop an updated asset management plan in 2023, which will include the parks and recreation services not associated with the Lucknow and District Recreation Department. The Township has an Asset Management Policy that sets out the purpose, guiding principles, statutory requirements, internal responsibilities, and relationship to general corporate planning for this work. The 2023 Plan will replace the 2013 Asset Management Plan that was prepared by Public Sector Digest.

Recommendation

- F 17. Prepare updated Asset Management Plan for ACW in 2023.



Dungannon Park

5.0 Open Space

This section contains the open spaces assessment and recommendations. For the purpose of this Plan, the term “open spaces” refers to parks, beaches, water access points and trails (see Figure 5-1, Figure 5-2, Figure 5-3, Figure 5-4, Figure 5-5 for maps of existing spaces). This section covers all aspects of open spaces (such as shade, maintenance, amenities, etc.). While scheduled outdoor facilities are discussed in Section 6, this section covers unscheduled park facilities such as playgrounds, dog parks, etc.

The sections below contain general and site-specific recommendations for open spaces in ACW. First, Township-wide open space recommendations are discussed for all types of open spaces (parks, beaches, water access points, and trails). Then, additional recommendations are separated further into four parts:

- general and site-specific parks recommendations
- general and site-specific beach and water access recommendations
- undeveloped Township parcels and unopened right-of-way recommendations
- general and site-specific trail recommendations

5.1 Township-Wide Open Space Recommendations

The following Township-wide recommendations are directed to all open spaces in ACW, including parks, beaches, water access points, and trails. They are discussed below under the following headings:

- open space strategies
- accessibility and connectivity

- Park
- Beach/Water Access
- Undeveloped Property or Unopened Right-Of Way
- ACW Trail Property
- Huron County Tract
- Maitland Valley Conservation Authority
- Ontario Parks

Existing Parks

- p1 Ashfield Park
- p2 Kinsmen Soccer Fields
- p3 Lucknow Kinsman Community Park
- p4 Lucknow District Sports Complex, Lions Park, and Skate Park
- p5 St. Helen’s Hall & Playground
- p6 Petrie Park
- p7 Dungannon Agricultural Society
- p8 Joseph Street Park
- p9 Dungannon Park
- p10 Benmiller Community Hall & Baseball Diamond

Existing Beach/Water Access

- w1 Amberley Road Beach Access
- w2 MacKenzie Camp Road ROW
- w3 Kimberly Drive
- w4 Port Albert Beach Road
- w5 Ashfield Street ROW
- w6 Sunset Beach Road Beach Access
- w7 David Drive

Undeveloped Property or Unopened Right-Of Way

- m1 South Street Open Space
- m2 Berry Avenue
- m3 James Street Parcels, Joseph Street Parcels, and the Dungannon Well Reservoir
- m4 Century Heights
- m5 Maitland View Estates Park
- m6 Saltford Road
- m7 Municipal Well/Pump House

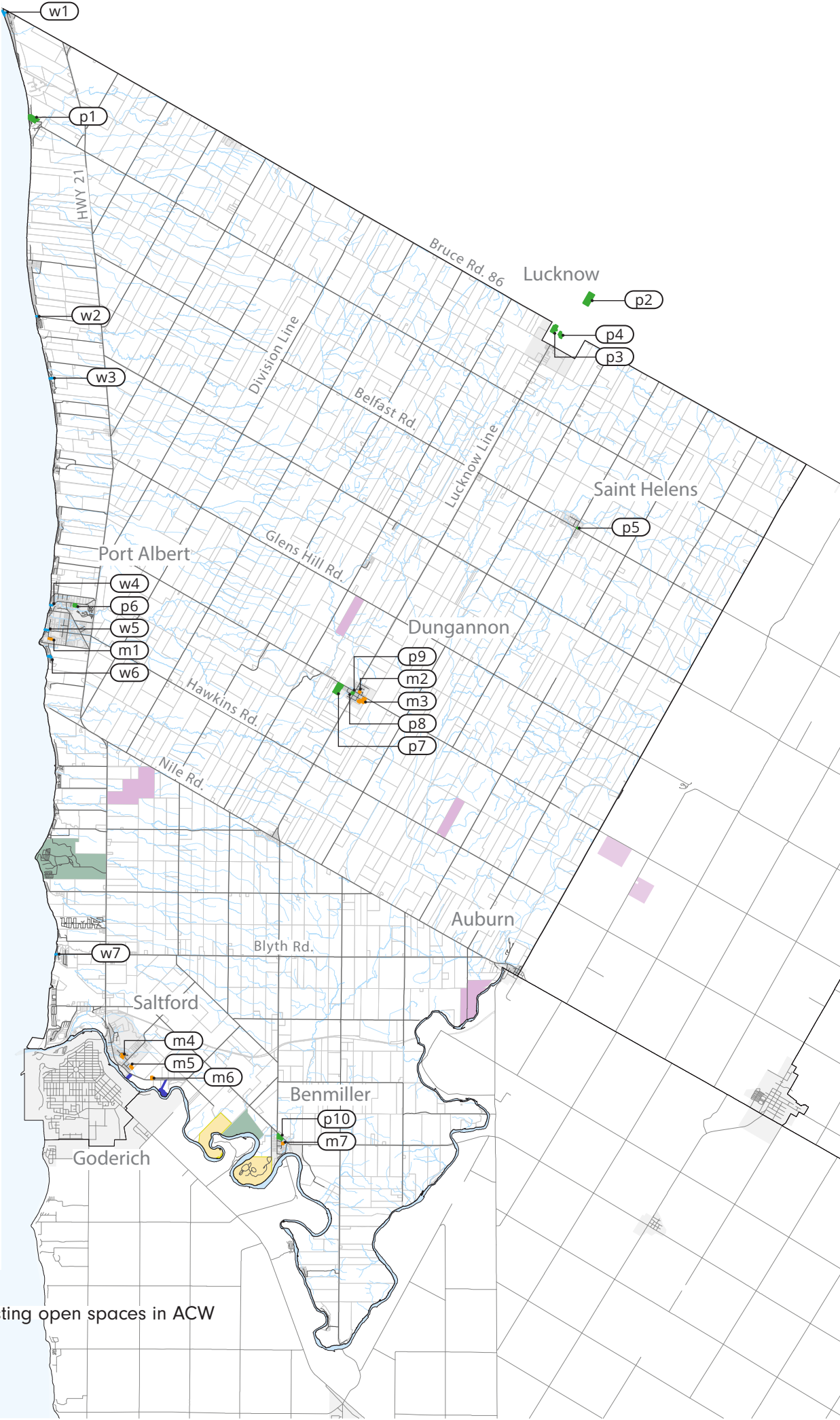
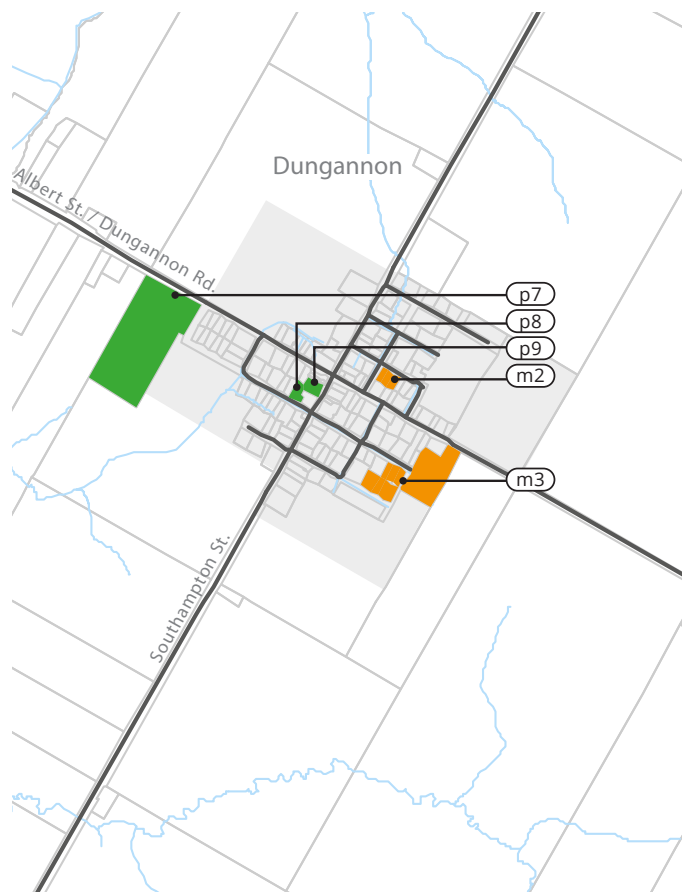
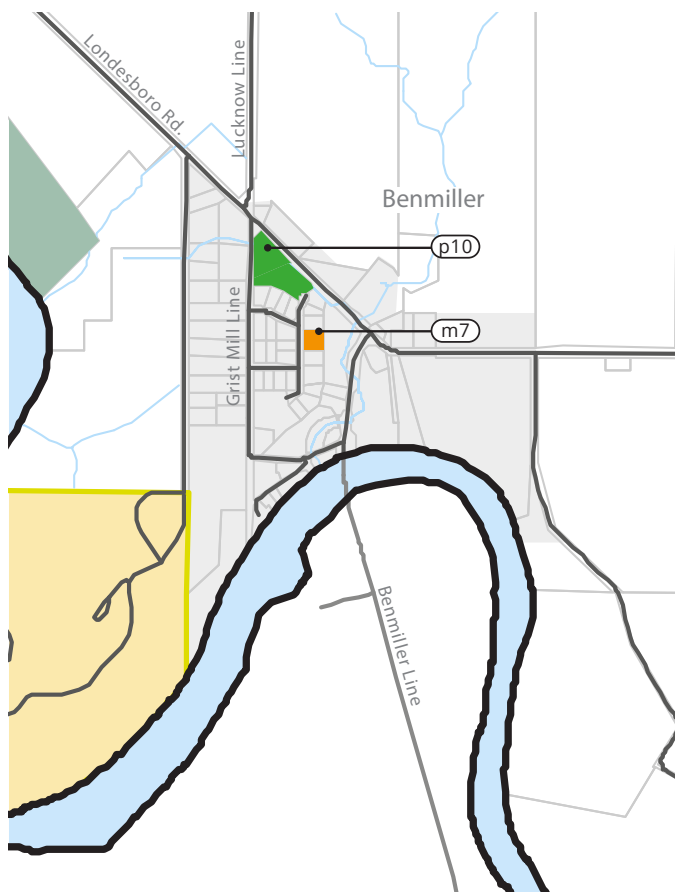


Figure 5-1: Map of existing open spaces in ACW



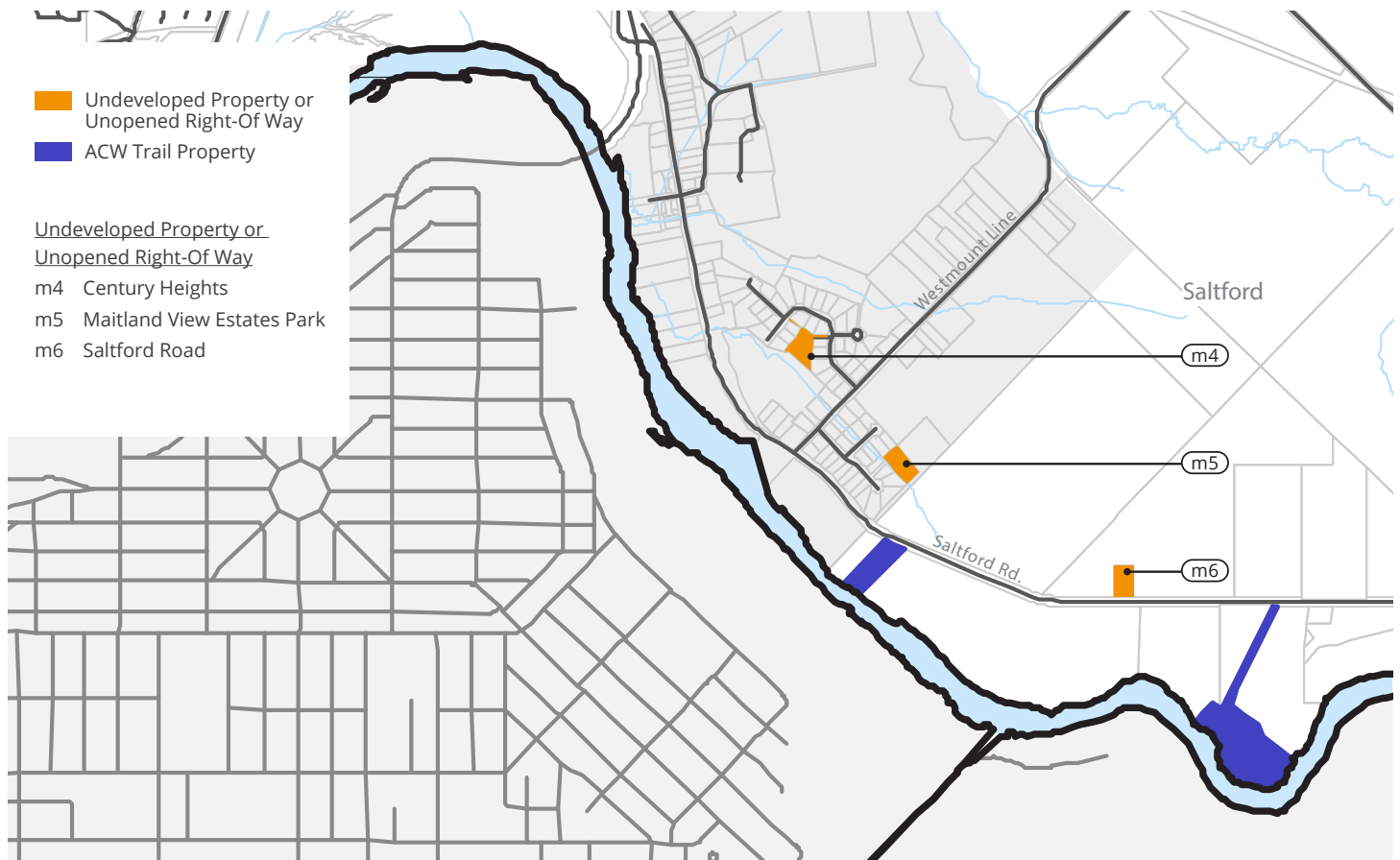


Figure 5-5: Map of existing open spaces in Saltford

5.1.1 Open Space Strategies

Signage Strategy

A signage strategy aims to develop visual consistency for the placement and design of signage in ACW, including safety, wayfinding and interpretive signage. Signage is very important for the information it conveys, and in many cases, the more information the better. However, when signs are added piece-meal, it can result in cluttered and confusing signage that is both an eye sore and difficult to interpret for readers. A strategy will help the Township provide adequate information that is helpful to readers, and that is visually appealing. The strategy should do the following:

- provide location, hierarchy, and graphic style/design for all types of signage
- include road and highway signage to local and regional destinations
- include signage for water access points, no parking signage, beach rules and regulations
- be implemented over time in conjunction with trail improvement/development projects
- always be included in budgeting for trail projects
- incorporate the ACW logo
- develop standards for the strategic placement of signage

examples of new signage includes, but is not limited to:

- no parking signage on road and/or parking signage in the lot
- this way to trail
- trail rules and regulations

As new parks and trails get developed, the signage strategy should be followed. Where there is already existing signage in open spaces, signage updates should be implemented over time in conjunction with trail and park improvement/development projects. Signage should always be included in budgeting for park and trail projects.

Public Art Strategy

Public art and public spaces go hand in hand in placemaking. Having a public art strategy would support art in the community in two ways: first, by outlining the process and parameters for adding art to public spaces (e.g., if a group approaches with interest in doing a mural); and second, sets a framework/process for embedding art in public spaces as they are being developed, rather than adding art as an afterthought (e.g., by identifying the types of places that should have specialized paving, road painting, art installations etc.).

A public art strategy helps to plan, organize, and facilitate opportunities

for, and the implementation, of public art throughout ACW parks, trails and new developments. There should be opportunities for standalone pieces, as well as artistic elements integrated directly into infrastructure. Artistic features can be incorporated into engineering or architectural features (e.g., railings, lighting, paving patterns, shade structures, signage, site furniture, etc.). There is currently a proposal for a mural at Dungannon Park, and the public art strategy would help facilitate the mural’s development and the process to determine its content.

5.1.2 Accessibility and Connectivity

To improve accessibility and connectivity in ACW, the Township should strive to connect new parks to existing parks, beaches, trails and amenities. Adding more off-road connections between sites would support and encourage active transportation as well (e.g., walking or biking to the park or community centre rather than driving where possible). As existing parks get updated, if possible, new trail connections should be developed to connect parks to the trail network. Improved accessibility at parks and facilities was mentioned as a priority during community consultations. Existing

and new parks and trails should meet AODA standards. To improve accessibility, the Township should:

- connect park amenities together with paths
- provide accessible surfacing and play equipment
- provide accessible parking stalls

This Plan recommends that new parks and trails should be prioritized first. After this, there could be a phased approach to improving accessibility for existing parks and trails.

Recommendations

- | | |
|-------|--|
| OS 1. | Develop a signage strategy. |
| OS 2. | Develop a public art strategy. |
| OS 3. | Connect parks to the trail network. |
| OS 4. | Parks and trails should meet Accessibility for Ontarians with Disabilities Act (AODA) standards. |

5.2 General Park Recommendations

- Park Supply and Distribution
- Comfort and Safety in Parks
- Non-scheduled Park Facilities

Introduction and Park Inventory

There are 10 parks in ACW with a total area of over 240 hectares. Table 5-1 highlights existing parks, their location, and size.. A full table highlighting existing amenities can be found in Appendix B.

The following general recommendations, which apply to all parks in ACW, are discussed under the following headings:

Table 5-1: Existing parks inventory

NAME	SETTLEMENT AREA	SIZE (HA)
Ashfield Park	Amberly	43.5
Kinsmen Soccer Fields	Lucknow	73.9
Lucknow District Sports Complex, Lions Park, and Skate Park	Lucknow	31.0
Lucknow Kinsman Community Park*	Lucknow	14.4
St. Helen's Hall & Playground	St. Helens	0.0
Petrie Park	Port Albert	8.9
Dungannon Agricultural Society	Dungannon	57.3
Joseph Street Park	Dungannon	1.5
Dungannon Park	Dungannon	1.8
Benmiller Community Hall & Baseball Diamond	Benmiller	7.9

*ACW only maintains the baseball diamond at this park currently

5.2.1 Park Supply and Distribution

The park supply must be considered in ACW's specific context. Growth is slower and less dense, and many residents have access to more private recreation spaces (e.g., large lots, waterfront properties), therefore the need for public greenspace is not as pressing. However, public green spaces and parks offer residents more than the benefits associated with private outdoor spaces, such as community-building, by providing a place for people of all ages to come together, recreate, and socialize. All new residential developments should incorporate parkland and connect, whenever possible, to the larger open space network in ACW.

The goal of analyzing parkland distribution is to determine where ACW should focus on adding new parks first. The existing settlement areas of ACW are currently well served by parks, and most settlement areas have at least 1 or 2 parks. In order to improve the supply and distribution of parks, ACW should:

- develop new parks in Saltford and Benmiller
- update and improve Ashfield Park

Another way to improve parkland supply is to adopt a minimum park size goal. Moving forward, this Plan recommends a minimum park size goal of 1.2 hectares for all future parks. Small parcel size can limit the type

and amount of facilities parks can provide, leaving potential for service gaps of larger facilities. Larger parks generally allow for greater opportunity for the co-location of park amenities, as well as the provision of multi-sport complexes, large sport fields, and nature enjoyment. While achieving this goal may not always be possible, one method is to combine parkland parcels to create larger parks in new subdivisions.

Non-municipal greenspaces in ACW are a large and important part of parkland supply, and include:

- Camp Menesetung
- Falls Reserve Conservation Area
- Point Farms Provincial Park (only accessible if camping)
- Brookside Public School (AMDSB)
- Dungannon Agricultural Society

The Township should develop and foster relationships with the organizations responsible for these non-municipal recreational spaces. While these green spaces are not municipally-owned, the community would benefit from additional opportunities for use and increased awareness of activities in these spaces. Some examples of what this could look like include establishing relationships and regular communication between these organizations and the Township, promoting each other's events and programs through their respective marketing channels, partnering in providing new/further developing existing programs, etc.

5.2.2 Comfort and Safety in Parks

Providing comfort and safety amenities in parks is important for encouraging use of parks, particularly prolonged use (e.g., for events, picnics, programs, etc.), and maintaining safety during extreme heat (preventing heat stroke, sun burn etc.). Opportunities to provide more shade should be identified and implemented as new parks are developed and existing parks are upgraded. Shade can be provided through the appropriate placement of trees and/or shade structures. Additionally, whenever possible, the Township should ensure washrooms and water fountains are provided at public parks, especially major parks. If necessary, the washrooms could be the portable variety. There is already a plan to develop accessible washrooms at the top of Ashfield Park.

5.2.3 Non-Scheduled Park Facilities

There are no hard-and-fast rules for how many non-scheduled park facilities should be provided, as it depends on many factors in any given municipality, such as demographics, geographic spread, funding, other types of recreation opportunities, etc. However, the previous Ministry of Culture and Recreation did provide some general guidelines to help act as a benchmark (Table 5-2), and these have been drawn upon in the discussion below. We have provided reasoning where our recommendations do not align with the guidelines.

Playgrounds

There are currently eight playgrounds in ACW on both municipal and non-municipal lands. Existing playgrounds are located at:

- Lucknow Kinsmen Community Park (playground is not currently under the Lucknow and District Recreation Department agreement)
- Petrie Park
- Joseph Street Park
- Brookside Public School (non-municipal; AMDSB)
- Dungannon Agricultural Society (non-municipal; DAS)
- St. Helen’s Hall & Playground
- Victoria Park (in Huron Kinloss – potential addition to supply – the facilities section discusses adding this park to the Lucknow and District Recreation Department Agreement)

Some communities in ACW would benefit from the addition of play equipment, which would improve the distribution and access to play equipment in ACW overall. Ideally, the Township should aim for one playground in each community and in each major park. Potential locations for new playgrounds include existing parks as well as undeveloped open spaces:

- Ashfield Park
- South Street Open Space, Port Albert
- Century Heights Park, Saltford
- Municipal Well/Pump House, Benmiller

Table 5-2: Non-scheduled parks facilities guidelines based on population

FACILITY/AMENITY	NUMBER RECOMMENDED PER POPULATION	NUMBER RECOMMENDED FOR A POPULATION OF 7,000 (ACW ESTIMATED POPULATION FOR 2032)
Outdoor Ice Rink	1 per 5,000	1
Basketball Court	1 per 5,000	1
Splash Pad	1 per 5,000	1

Splash Pad

There are currently no splash pads located on ACW lands, however there is one located at the Lucknow District Sports Complex and Lions Park. With a service target of one splash pad per 5,000 people, this is being met currently by the splash pad at Lucknow. However, splash pads are an amenity in high demand, and the Township could consider adding another splash pad near the end of the term of this Plan to accommodate population growth. If added, it is recommended the splash pad be located in Dungannon, the geographic centre of ACW.

Basketball Courts

Basketball courts were mentioned frequently in consultations. There are currently two basketball half-courts in ACW on municipally-owned lands. One half-court is located at Petrie Park, and the other at Joseph Street Park. There is also a full-sized basketball court located on non-municipal property at Brookside Public School, and a multi-sport court (tennis, pickleball, basketball) at Victoria Park in Huron-Kinloss. The suggested service target for basketball courts is 1 per 5,000 people. While the community has some access to the full court at the school, the only others that are open to the public are half courts. As such, it would be ideal for the Township to upgrade one of the half courts (see recommendations for Joseph Street Park) to a full-sized

court. The facilities section also discusses the possibility of adding Victoria Park to the Lucknow and District Recreation Department agreement (recommendation F15), which would add one more full court to the supply.

Skate parks and Outdoor Rinks

There are currently no skate parks in ACW, however there are two nearby. One is located at the Lucknow District Sports Complex and Lions Park and the other is located at Bannister Park in Goderich. Based on the existing conditions, no new skate parks are recommended for ACW at this time.

There is one outdoor skating rink at the Dungannon Agricultural Society. The pavilion rink gets flooded each winter and is available for anyone to use and for scheduled games on a first come first served basis. With a service target of one outdoor ice rink per 5000 people, ACW is meeting this target with the existing rink and no new rinks are required within the term of this Plan.

Tennis and Pickleball

As discussed in the Facilities Section, this Plan does not recommend adding any new multi-purpose tennis/pickleball facilities during the term of this Plan. However, for future reference, if demand materializes,

the following should be considered for choosing the ideal location for pickleball/ tennis courts:

- large enough to accommodate two tennis courts with four pickleball courts
- large enough to expand with one or two more tennis courts (including another two or four pickleball courts (0.4 ha))
- able to accommodate associated facilities and amenities, such as parking, washrooms, seating, paths, etc.
- away from residential areas to limit noise

The Township would need to conduct a facility fit (including community consultation and full design concept) to determine the best location for a new facility. Potential locations for consideration include Ashfield Park and at the Dungannon Agricultural Society.

Event Spaces

The following parks in ACW have a pavilion or gazebo, which provide ample event space in the Township:

- Ashfield Park
- Kinsmen Soccer Fields
- Dungannon Park
- Falls Reserve Conservation Area
- Lucknow District Sports Complex, Lions Park, and Skate Park
- Dungannon Agricultural Society
- St. Helen's Hall & Playground

- Benmiller Community Hall & Baseball Diamond

These pavilions range in size, condition, and supporting amenities (i.e., access to washrooms, potable water, parking etc.). Smaller, simpler pavilions are ideal for supporting everyday use, picnics, team use during practices etc. For larger pavilions that would be suitable for hosting events – that is, where there is nearby access to washrooms, drinking water, ample parking etc. – the Township should develop a plan to provide a power source, and potentially water hookups (where there are none) for events. In some instances event spaces are already located next to community centres, which could provide power and water sources. There should also be a plan to provide additional garbage and recycling bins for events.

Dog Park

There are currently no dog parks in ACW, but there is one in Goderich and one in Auburn. Dog parks are growing in popularity, even in rural areas, where owners are looking for safe places to exercise and socialize their dogs. While a desire for dog parks did not come through strongly in consultations, this is something the Township should monitor demand for. If more demand materializes, a potentially suitable site would be the Dungannon Well Reservoir (see Site-specific Recommendations below).

Recommendations

- OS 5. Ensure new residential developments incorporate adequate parkland and, when possible, ensure new parks are connected by pedestrian trails or pathways to existing parks, trails and amenities.
- OS 6. Ensure parks are provided to all communities in the Township.
- OS 7. Adopt a minimum park size of 1.2 ha.
- OS 8. Continue to develop and foster relationships with providers of non-municipal parks and green spaces.
- OS 9. Continue to provide/add more washrooms and water fountains to public parks.
- OS 10. When undertaking park upgrades and developing new parks, ensure sufficient shade is provided.
- OS 11. Develop playgrounds such that there is one in each community, and in each major park.
- OS 12. Develop a splash pad in the late term, if demand materializes.

- OS 13. Add a full basketball court to the supply by expanding an existing half court.
- OS 14. Maintain existing pavilions on Township property, and add a power and water source if possible.
- OS 15. Monitor demand for a dog park.

5.3 Site-Specific Park Recommendations

Specific recommendations for the following parks are discussed below:

- Ashfield Park
- Kinsmen Soccer Fields
- Lucknow Kinsmen Community Park
- Petrie Park
- Joseph Street Park
- Dungannon Park
- Lucknow District Sports Complex, Lions Park, and Skate Park
- Dungannon Agricultural Society
- St. Helen's Hall & Playground
- Benmiller Community Hall & Baseball Diamond

Ashfield Park

The Township should develop a 'concept plan' for Ashfield Park to determine the design of the park and the amount and type of amenities and facilities possible. This could be prepared by Township staff, or by hiring outside services. The public should be allowed to review and comment on the 'concept plan' before it is finalized. The 'concept plan' should include:

- wayfinding signage to direct the public to site amenities and the beach
- interpretive signage (birds, animals, plants, etc)
- selective trimming to create views of the lake
- paths connecting park amenities, parking and trails
- a parking and traffic strategy to help mitigate illegal parking on the road down to the beach

Potential amenities to include in the design of the 'concept plan' include, but are not limited to a playground and a shade structure (pickleball courts as well, if demand materializes). It is also recommended the Township naturalize the perimeter forest edges of the upper park through a low-maintenance natural attenuation regime, creating habitat for birds and pollinators while reducing the amount of mowing and maintenance. Areas undergoing naturalization should always be accompanied by signage

explaining the process, plants used, habitat and pollination attributes etc. to educate and earn support from the public.

Additionally, the Township should explore creating a lookout area at the top of the park with views to the water. From the road the lake is not visible, so by creating a lookout, a connection will be made to the water, and provide an opportunity for people to sit and enjoy the view, without having to drive down to the parking lot - which may also help ease parking pressures. This will likely involve selected pruning, and may involve external consultation from an engineer. The lookout should be accessible and connected to the rest of the park.

Recommendations

OS 16.

Develop a ‘concept plan’ for Ashfield Park.

OS 17.

Naturalize forest edges at Ashfield Park, and provide educational signage.

OS 18.

Explore opportunity for a lookout at Ashfield Park with views to the water.

Lucknow Kinsmen Community Park

Spectator seating near the ball diamond should be inspected for safety and updated if required. The Township should consider adding the adjacent playground area to the recreation agreement under the Lucknow & District Recreation Department as families using the ball diamond most likely are using the playground as well. The diamond and playground are together on one parcel, so the same logic that applies to shared maintenance of the ball diamond should apply to the playground as well. Updates to the playground, such as replacing equipment and adding paths, should be recommended to the Lucknow Department by ACW as repairs are needed.

At Lucknow Kinsmen Community Park, the Township should provide the following updates:

- ensure spectator seating is safe and replaced as required
- ensure access to amenities is possible (i.e. bike racks, garbages, seating) with paths, as well as limiting the crowding of park elements (not currently part of agreement, but would be if agreement expanded to include the park)
- prune overhanging street trees (not currently part of agreement, but would be if agreement expanded to include the park)

- improve grass area by planting a hardier groundcover near the diamond

Recommendation

OS 19. Update spectator seating at Lucknow Kinsmen Community Park.

Petrie Park

Petrie Park is the main park for the Port Albert community, one of the larger settlement areas in the Township, with many families. The Port Albert & District Recreation Society³³ is a community group that stewards and advocates for the park and organizes community events and fundraisers for local initiatives. Any developments at Petrie Park should be done in collaboration with this group.

Community consultations revealed concern on the safety of the park's entrance, as the road the park is on is quite steep, cars drive fast, and the configuration and lack of visibility at the entrance can be hazardous for pedestrians and cyclists. There was also considerable interest in cycling and trails in Port Albert (discussed further under Trails Recommendations). There are not many opportunities for youth recreation aside from playgrounds, basketball, and beaches outside of Lucknow, which is a 20 minute drive from Port Albert. We recommend providing a pump track at Petrie Park to provide a youth (and adult!) recreation amenity closer to the central and southern portions of the Township. This amenity also ties in well with developing cycling trails/routes in Port Albert.

33 <https://www.portalbertyrecreation.ca/>

As the park is an important community asset, the Township should add the following elements:

- Additional paths between park amenities and the parking area
- Line markings and signage to create a safer park entrance for pedestrians and cyclists
- A pump track
- Naturalize forest edges through a low-maintenance natural attenuation regime, creating habitat for birds and pollinators while reducing the amount of mowing and maintenance
- Ensure pathways and the playground (when updated) are AODA accessible

Recommendations

OS 20.

Add additional accessible paths in Petrie Park.

OS 21.

Create a safer park entrance at Petrie Park.

OS 22.

Add a pump track to Petrie Park.

OS 23.

Naturalize forest edges at Petrie Park, and include educational signage.

Dungannon Park and Joseph Street Park

Joseph Street Park and Dungannon Park form one contiguous parcel, and for the community, it is all considered “Dungannon Park”. Together they are the main park for the Dungannon community, and the park is supported by an active community group, the Dungannon Community Alliance, that have fundraised for amenities and stewarded the park (Figure 5-66). The Dungannon Seniors Centre and Youth Group also hold events at this park.

The Dungannon Park has been recently updated with new pathways and a pavilion (see Appendix B). On the Joseph Street Park side, the amenities are in poor condition. The Township should replace the following elements:

- Play equipment and play surfacing (including swings and bars)
- Half-court basketball with new full court, new surfacing and line painting
- Paths and connect to amenities and adjacent Dungannon Park and sidewalks

Furthermore, the Township should explore opportunities for partnerships with local businesses for the provision of new play equipment, such as with an agricultural theme.

Joseph Street park is also the recommended location for a community



Coming Soon



The New
**DUNGANNON
PARK**

Located at the corner of
Southampton & Joseph Streets

For more information & site plans visit
www.facebook.com/Dungannon-Community-Alliance
or email acwdca@gmail.com

We are reaching out to you for Donations to
Support this Project

- In General
- In Memory of a Loved One
- Christmas Gift

Please call 519-955-4164 to Donate Today



*Thank You to the Township of ACW for completing Phase One
We are happy to announce the Dungannon Lions received funding to build a Veteran's Memorial*



All cheques payable to the
Township of Ashfield-Colborne- Wawanosh
A tax deductible receipt will be issued



TOWNSHIP OF
ASHFIELD - COLBORNE - WAWANOSH

Figure 5-6: Example of a flyer Issued by the Dungannon Community Alliance

garden pilot project. The pilot project would explore opportunities for collaboration with community groups to help organize and set up the garden. If the pilot project is successful, it could expand to other parcels in Dungannon (such as James Street parcels).

There is also an opportunity to create a multi-use space on the paved area/ parking lot adjacent to Joseph Street Park. The space should double as a parking lot and an event space (for pop-up markets, etc.). It should be resurfaced with fun

line painting (Figure 5-77). The multi-use space and the existing park should be better connected by removing the tall hedges separating the parcels and adding signage denoting the area as a multi-use space. These changes would further support the use of Joseph Street/ Dungannon Parks as a community hub and space for events.

Furthermore, the Township should explore opportunities for partnerships with local businesses for the provision of new play equipment, such as with an agricultural theme.



Figure 5-7: Example of thermoplastic line marking in a playground³³

33 <http://Thermoplastic Line Markings in a Playground>

Joseph Street park is also the recommended location for a community garden pilot project. The pilot project would explore opportunities for collaboration with community groups to help organize and set up the garden. If the pilot project is successful, it could expand to other parcels in Dungannon (such as James Street parcels).

Recommendations

- OS 24. Replace the play equipment and surfacing at Joseph Street Park.
- OS 25. Replace the half basketball court with a full-sized court at Joseph Street Park.
- OS 26. Replace and add new paths to better connect the site at Joseph Street Park.
- OS 27. Create a multi-use space on the parcel adjacent to Joseph Street Park.

Lucknow District Sports Complex, Lucknow Lions Park, and B-RAD Skate Park

The Lions Park, Skate Park, and outdoor facilities at the Lucknow District Sport Complex (i.e. the Caledonia diamond, greenspace) form the major park and outdoor recreation area in ACW (not including beaches). The Township should update the following elements at Lucknow District Sports Complex, Lions Park, and Skate Park:

- Replace parking surface and add line painting
- Update splash pad as it reaches the end of its lifespan
- Update and improve skate park by adding more elements and larger concrete surface
- Improve volleyball court, replace sand, and add benches

The park would also benefit from additional paths to ensure all site amenities are connected (i.e parking, Lions Club, playground, etc.). The parking lot could be improved with new surfacing, and lines for optimal parking.

Recommendations

- OS 28. Update parking surface at Lucknow District Sports Complex.
- OS 29. Update splash pad as required at Lucknow District Sports Complex.
- OS 30. Update and improve skate park Lucknow District Sports Complex.
- OS 31. Update volleyball court Lucknow District Sports Complex.
- OS 32. Add additional paths to connect park amenities at Lucknow District Sports Complex.

Dungannon Agricultural Society

Since the Dungannon Agricultural Society provides a valuable public space but is not a municipal property, the Township should continue to work with the group as a provider of parkland and recreation.

St. Helen’s Hall & Playground

This small area of outdoor space would benefit from additional paths that connect the Hall building to the pavilion and the playground. The playground and surfacing should be replaced as their lifespan expires.

Recommendations

OS 33. Add additional paths to connect the site at St. Helen’s Hall & Playground.

OS 34. Replace playground and surfacing as required at St. Helen’s Hall & Playground.

Benmiller Community Hall & Baseball Diamond

The Benmiller Community Hall & Baseball Diamond are the main public spaces in the Benmiller community. The park is used by ball teams (discussed further in the facilities section), and for private parties that rent the Hall and use the adjoining outdoor space. The Township should develop a concept design to help plan the future of Benmiller Community Hall & Diamond. The concept plan should aim to:

- Improve the grass area by the patio by planting a more hardy groundcover
- Update the ball diamond with new seating, bases infield, and covered player benches
- Update the play equipment
- Add accessible paths connecting the outdoor patio area to park amenities and the parking lot
- Improve safety along Londesboro Road by adding planting and fencing along the road

Recommendation

OS 35. Develop a concept plan for Benmiller Community Hall & Baseball Diamond which includes ball diamond updates, updated play equipment, and accessible paths.

Table 5-3: Non-scheduled parks facilities guidelines based on population

NAME	SETTLEMENT AREA	OWNERS	"SIZE (HA)"	OPEN AREAS AND GREEN SPACE	"WATER/BEACH ACCESS (YES/NO)"	WALKING TRAILS/ PATHS	WASHROOM FACILITIES	PARKING
Amberley Road Beach Access	Amberly	Township	4.1		YES	YES		YES
MacKenzie Camp Road ROW	Kintail	Township	0.3					
Kimberly Drive	Goderich	Township	3.7		YES			
Port Albert Beach Road	Port Albert	Township	1.1		YES		YES	YES
Ashfield Street ROW	Amberly	Township	2.8					
Sunset Beach Road Beach Access	Dunlop	Township	1.2		YES	YES		
David Drive	Port Albert	Township	4.1	YES	YES			

5.4 General Beach and Water Access Recommendations

Introduction

This Plan identifies seven additional beaches and water access points that do not currently function as parks. Parks with beaches and water access points are discussed in the General Park Recommendations and Site-specific Park Recommendations above. Table 5-3 identifies the existing conditions of each beach and water access point.

Water Access Strategy

The Township should develop a strategy to assess, update, and enhance the Township's beach and water accesses. The strategy should:

- Determine ownership, existing amenities, and type of vessels (if any) each access point can serve and create a classification system. The classification system should guide maintenance and any development to occur on the sites.
- Inventory aging infrastructure and parking needs and develop a plan for improving the sites over time.
- Undertake a detailed assessment of each site, identifying required improvements, scheduling repairs, and regular monitoring after improvements.

The Strategy should include collaboration with neighbouring municipalities and conservation authorities to create standards for physical design, signage, amenities, and messaging to help mitigate environmental impacts.

A key outcome of the Water Access Strategy would be a clear and concrete plan for inspection and maintenance (after having determined specifics related to ownership, leases, ROWs, etc.). For the locations where ACW is deemed responsible, the Township should inspect

all stairs and/or access paths regularly to determine if they are in need of repairs or replacement.

The Township should install rescue stations and location identifiers along its waterfront. Each station should include a life preserver ring on a rope, as well as a location identifier number so when someone calls 911 they can give their location to the emergency operator. These stations should be located at key locations along the waterfront (determined through the Water Access Strategy), and planned and designed in consultation with the ACW Fire Service.

Recommendations

OS 36.

Develop a Water Access Strategy that includes at minimum:

- Detailed inventory and classification of all water accesses, including ownership and agreements
- An inspection and maintenance plan
- A waterfront safety plan

OS 37.

Inspect and maintain ACW owned and operated beaches and water access points.

5.5 Site-Specific Beach and Water Access Recommendations

Use pressure on ACW beaches is currently manageable, with the main concerns being parking at Ashfield Park, and the need for an additional beach in the Port Albert Area that can accommodate similar use as Ashfield Park (though with the development of another beach area, pressure would be reduced on Ashfield Park, and split between the two sites). Tourism was also not a priority identified through Council, staff, and community consultations, so the additional beach would be to satisfy community use rather than accommodate visitors. In sum, demand and need for beaches would be satisfied by the upgrades to Ashfield Park (described previously) and development of a new beach area in Port Albert. However, this section provides some additional potential sites that would be suitable for future development, if demand and need materializes. Further exploration into the need for development in certain locations and suitability of each site would be determined through the Water Access Strategy discussed earlier. This section also addresses maintenance and minor improvements at smaller beach accesses.

Specific recommendations for the following beaches and water access points are discussed below:

- Amberley Road Beach Access
- MacKenzie Camp Road ROW
- Kimberly Drive
- Port Albert Beach Road
- New Port Albert Beach: Ashfield Street ROW or David Drive
- Sunset Beach Road Beach Access

Amberley Road Beach Access

This site provides access to Amberley Beach. It is recommended the path be updated with accessible surfacing, such as asphalt or crushed granite. Additionally, signage should be added and/or updated according to the signage strategy. Signage that should be added includes: “This way to the beach” directional signage, and beach rules and regulations signage.

Recommendations

OS 38. Update path and improve accessibility at Amberley Road Beach Access.

OS 39. Add and update signage at Amberley Road Beach Access.

MacKenzie Camp Road Right-Of-Way (ROW)

The Township should develop a plan to prevent and repair damage to the road from erosion, including an ongoing inspection and maintenance schedule. Additional signage should also be added according to the signage strategy, which includes:

- No parking
- This way to beach
- Beach rules and regulations

Recommendations

OS 40. Develop plan to address erosion and an ongoing inspection and maintenance schedule at MacKenzie Camp Road ROW.

OS 41. Add signage at MacKenzie Camp Road ROW.

Kimberly Drive

If demand materializes, an additional water access point could be developed at Kimberly Drive, as it is located in an area with fewer water access points (between Port Albert and Ashfield Park). Specialists may need to be hired to determine the stability of the slope and design of the path, such as geotechnical engineers. If a path to the water is developed, a small parking area should be added on Kimberly Drive. Signage should be added according to the signage strategy, which includes at minimum, parking signage, “this way to beach”, and beach rules and regulations. Suitability of developing this site would be further explored in the Water Access Strategy.

Recommendation

OS 42. Develop a new water access point at Kimberly Drive if demand materializes, including:

- a small parking lot
- signage

Port Albert Beach Road

Recommendations for Port Albert Beach Road include updates to the parking area and signage. The Township should update the parking lot with road markings and parking stall lines to maximize space. Signage should also be updated at the beach, particularly around the parking lot. The Township should try to consolidate signage at the beach entrance to avoid cluttering and add a “This way to the beach” sign at the top of the road to direct people down to the water.

Recommendations

OS 43. Update parking to road markings and parking stall lines at Port Albert Beach Road.

OS 44. Add and consolidate additional signage according to the signage strategy at Port Albert Beach Road.

Additional Beach Access in Port Albert: Ashfield Street Right-Of-Way (ROW) or David Drive

With residential development in the Port Albert area and existing pressure on Port Albert beach, a new beach should be developed in Port Albert. Two possible locations include the Ashfield Street right of way or David Drive. The Water Access Strategy recommended earlier would help to determine the most suitable location. This work would include enlisting the services of specialists to determine the stability of the slope and design the path, such as geotechnical engineers. Along with the new access path, a small parking area should be developed and as well as appropriate signage according to the signage strategy.

Recommendation

- OS 45. Through the Water Access Strategy, determine the need for an additional beach access in Port Albert, and the suitability of Ashfield Street ROW or David Drive for development. The new beach should also include a small parking area and signage.



Port Albert Beach

Sunset Beach Road Beach Access

Sunset Beach Road Beach Access is the only municipal beach in the southern end of the Township. It is a secluded beach, accessed along a long wooded pathway. The Township should explore the possibility of providing street parking along Sunset Beach Road, on the north side. This parking area could be paid parking through a meter or app, to help control traffic volume. Associated parking signage and clear directional signage (to guide people to the beach, as the path is not clear/easy to follow) should be provided according to the signage strategy.

Recommendations

- OS 46. Develop on-street parking on the northside of Sunset Beach Road.
- OS 47. Provide directional signage on the pathway to Sunset Beach Road Beach Access.



5.6 Undeveloped Municipal Parcels and Unopened Right-Of-Way Recommendations

Specific recommendations for the following seven undeveloped municipal parcels and unopened right-of-ways (ROWs) are listed in Table 5-4 and discussed below:

- South Street Parcel
- Berry Avenue Parcels
- James Street Parcels, Joseph Street Parcels and Dungannon Well Reservoir
- Century Heights Parcels
- Maitland View Estates Park
- Saltford Road Parcels
- Municipal Well/Pump House in Benmiller

South Street Parcel

This Plan recommends the South Street Parcel be developed in the later term into a new park with trees, seating and a playground, providing recreational space to the south of Port Albert. Currently, the South Street Parcel is inaccessible, and does not have frontage on any existing roads or trails. Access to this parcel should be developed through the Huron Street Right-Of-Way (ROW) in conjunction with the development of the new park.

Table 5-4: Existing Municipal Parcels and Unopened Right-Of-Ways

NAME	SETTLEMENT AREA	OWNERS	SIZE (HA)
South Street Open Space	Port Albert	Township	3.8
Berry Avenue	Dungannon	Township	2.5
James Street Parcels, Joseph Street Parcels, and the Dungannon Well Reservoir	Dungannon	Township	23.5
Century Heights	Saltford	Township	6.3
Maitland View Estates Park	Saltford	Township	5.8
Saltford Road	Saltford	Township	5.8
Municipal Well/Pump House	Benmiller	Township	3.2

Recommendations

- OS 48. Develop a new park at the South Street Parcel.
- OS 49. Provide access to the South Street Parcel through the Huron Street ROW.

Berry Avenue Parcels

The Berry Avenue Parcels (three adjacent parcels) are located in Dungannon. The Township should develop a passive park with seating, shade, and natural planting. If additional future residential development occurs in Dungannon, a playground could be added to this location.

Recommendation

- OS 50. Develop a new park at the Berry Avenue Parcels.

James Street Parcels, Joseph Street Parcels and the Dungannon Well Reservoir

In Dungannon, three parcels on Joseph Street, four parcels on James Street, and the Dungannon Well Reservoir property should be combined and developed into a new park with trails. The Township should develop a 'concept plan' to determine the design of the park and trail network. Community consultations revealed a great interest in more trails in the Township. The

public should be allowed to review and comment on the 'concept plan' before it is finalized.

Potential recreation opportunities for the site include a trail network across all parcels with access points to Joseph Street and Dungannon Road. The trail network should include multi-use and secondary trails, as well as dog-friendly trails. As discussed earlier, if demand materialized for a dog park, this would be an ideal location for a dog park (on the Well Reservoir property), with connections to the dog-friendly trails. The new park should include a new parking lot off of Dungannon Road.

Recommendation

- OS 51. Develop a 'concept plan' for a park and trail system on the James Street Parcels, Joseph Street Parcels and the Dungannon Well Reservoir.



Sunset Beach Rd

Century Heights Parcel

The Century Heights Parcel is located in a residential area in Saltford on an existing well/pump house. Saltford is expected to have significant residential growth, and as such would benefit from an additional park for the community. The Township should develop the parcel into a new park with trees, seating, and a playground. Signage should be included according to the signage strategy. Opportunities for street parking stalls nearby should also be explored.

Recommendation

OS 52. Develop a new park on the Century Heights Parcel.

Maitland View Estates Parcel

The Maitland View Estates Parcel is located in Saltford's east side along the river, and could be another potential recreation asset for the Saltford community. There are no recommendations for this parcel at this time, but the Township should hold onto this parcel for potential recreational use in the future if needed and determine if developing the site is possible.

Recommendation

OS 53. Monitor need for recreation in Saltford, and determine if the Maitland View Estates Parcel is developable for future recreational use.

Saltford Road Parcel

The Township should explore the opportunity to provide a parking area for the Saltford Road trails at this location, as currently there is no parking. If a parking area is possible, a safe crossing location and path along the road (a safe distance away) should also be provided to access the trails on the other side of the road. Wayfinding signage should also be provided, directing people between the trails and new parking lot.

Recommendation

OS 54. Determine if a parking area is possible on the Saltford Road Parcel.

Municipal Well/Pump House in Benmiller

Consultations with staff indicated that this would be an ideal location for the development of a new park in Benmiller. Firstly, a 'concept plan' should be developed for the new park, and should include a playground, seating, and paths.

Recommendation

OS 55. Develop a 'concept plan' for a new park at Municipal Well/Pump House in Benmiller.

5.7 General Trail Recommendations

Introduction and Trail Inventory

There are 12 trails in ACW, each identified in Table 5-5 and Figure 5-8.

The following general recommendations apply to all trails in ACW. Since some trails are not owned or operated by the Township, any recommendations pertaining to non-municipal trails should be made in consultation with the operating body. Site-specific Trail Recommendations are discussed later in this section. Here, general trail recommendations are discussed under the following five headings:

- Improve Connectivity
- Trail Maintenance
- All-Season Trails
- Trail Partnerships
- Trail Feasibility Studies

Improve Connectivity

In general, the Township should aim to connect existing facilities, parks, beaches, green spaces and communities together whenever possible. The goal is to improve overall connectivity of the Township through a connected trail network. The Township should expand the trail network on existing municipal parcels and explore new connections whenever new parcels are added.

Trail Maintenance

As new trails are added to the Township, a maintenance strategy should be implemented and followed. The Township should establish a trail maintenance best practices document to synchronize maintenance techniques with staff. Trail building training programs for staff and volunteers will help ease the workload and provide consistency when developing new trails. Since funding for trail maintenance can be expensive, the Township should set aside funds for when repairs are needed that might require outside help (such as a contractor).

All-Season Trails

As new trails get developed in ACW, the Township should consider winter maintenance as part of the design process, and should identify and design some trails to be easier for winter maintenance. Winter activities should be

Table 5-5: Existing trails inventory

NAME	SETTLEMENT AREA	OWNERS
Goderich Heritage Walking Trail	Goderich	Town of Goderich
Sheppardton Tract	Goderich	Huron County
Moreland Tract	St. Augustine	Huron County
Stingel Tract	Dungannon	Huron County
Robertson Tract	Auburn	Huron County
Lucknow Community Greenway Trail	Lucknow	Huron Kinloss
Falls Reserve Conservation Area	Benmiller	Maitland Valley Conservation Authority
Maitland Trail	Various	Maitland Valley Conservation Authority
Morris Tract Provincial Nature Reserve	Goderich	Ontario Parks
Point Farms Trails	Goderich	Ontario Parks
Goderich to Guelph Trail (G2G)	Various	TBD
Saltford Road Trail West	Saltford	Township
Saltford Road Trail East	Saltford	Township

considered when designing trails, such as snowshoeing and cross country skiing, as well as trails to be salted and cleared for walking and accessibility. Feedback from consultations mentioned the desire for more winter opportunities, and in addition, supporting outdoor activities in all seasons has significant benefits to health and wellness, as discussed in the trends section.

Trail Partnerships

Non-municipally owned and managed trails currently provide a large portion of the available trails in ACW. The Township should continue to work in partnership with Huron County, the Town of Goderich, Ontario Parks, Maitland Valley Conservation Authority, the Maitland Trails Association, G2G and RTO4 to provide public trails that are safe and enjoyable for ACW residents and visitors. The Maitland Trails Association is a well established group with hundreds of volunteers, and the executives are keen to collaborate with the Township on trail initiatives.

Trail Feasibility Studies

The Township should conduct two feasibility studies to determine the possibility of adding two new public trails. The first site is located on the Glen's Hill Road property. The second site is made up of two parcels, the Mud Lake and West Wawanosh Landfill properties. The feasibility studies may include a number of assessments, such as environmental components and concept plans. If it is determined trails are possible at one of the sites, the Township should facilitate site rehabilitation according to the feasibility study. Site rehabilitation may include tree and native species planting, soil restoration and/or capping, water testing, and monitoring over time.

- Park
- Beach/Water Access
- Undeveloped Property or Unopened Right-Of Way
- ACW Trail Property
- Huron County Tract
- Maitland Valley Conservation Authority
- Ontario Parks

Regional Trails

- t1 Goderich to Guelph Trail (G2G)

Huron County Tracts

- t2 Moreland Tract
- t3 Sheppardton Tract
- t4 Stingel Tract
- t5 Robertson Tract

Ontario Parks

- t6 Point Farms Trails
- t7 Morris Tract Provincial Nature Reserve

Maitland Valley Conservation Authority

- t8 Maitland Trail
- t9 Falls Reserve Conservation Area

Urban Trails

- t10 Lucknow Community Greenway Trail
- t11 Goderich Heritage Walking Trail

ACW Trails

- t12 Saltford Road Trail West
- t13 Saltford Road Trail East

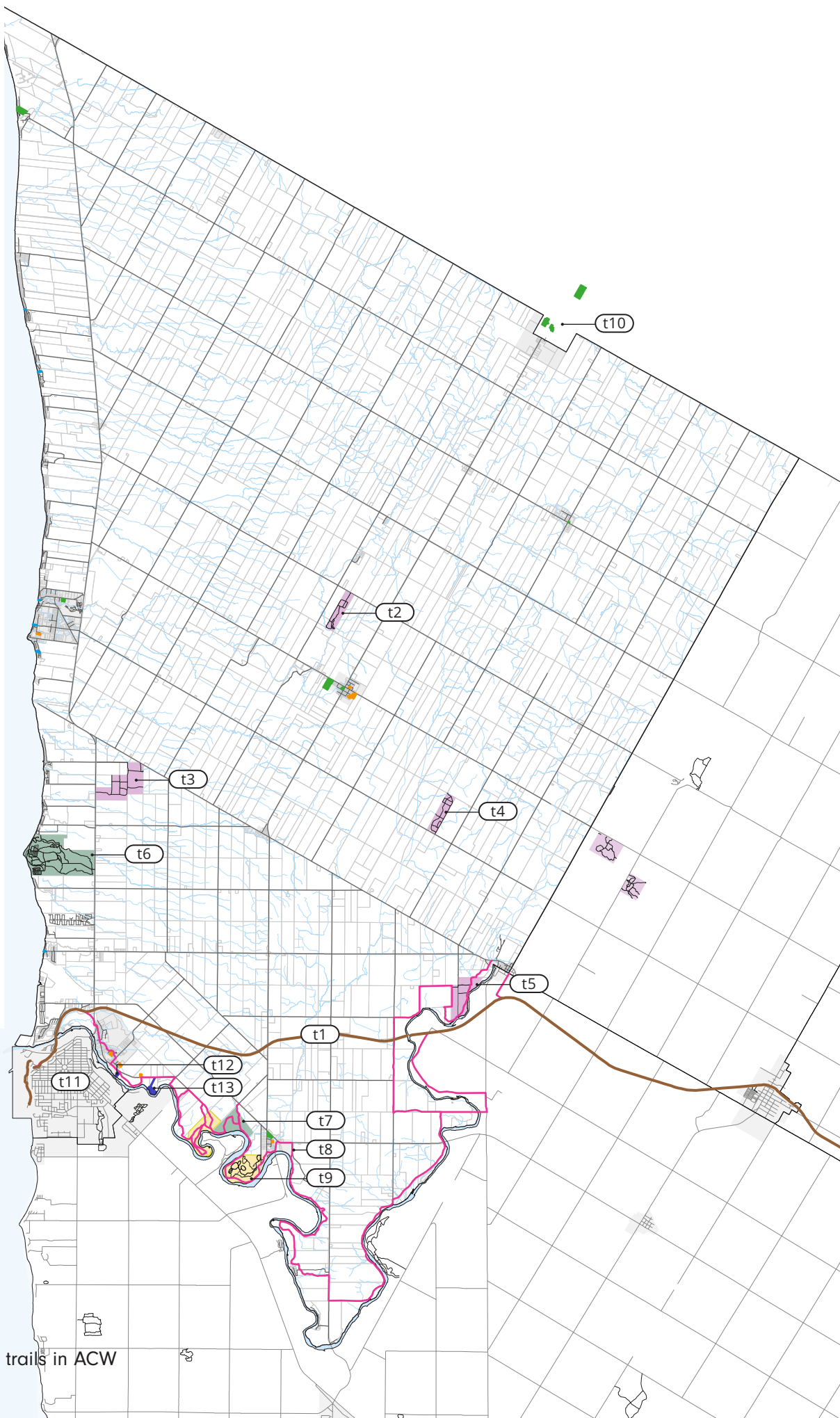


Figure 5-8: Map of existing trails in ACW

Recommendations

- OS 56. Aim to improve connectivity between parks and facilities through trail development and improvements.
- OS 57. Develop trail maintenance standards and training for staff to follow.
- OS 58. Allocate funding and seek grants for trail maintenance.
- OS 59. Explore opportunity to provide year-round/seasonal maintenance on popular trails.
- OS 60. Continue to develop partnerships for the provision of trails.
- OS 61. Conduct a trails feasibility study at the Glen's Hill Road property.
- OS 62. Conduct a trails feasibility study at the the Mud Lake and West Wawanosh Landfill properties.

5.8 Trail Development Recommendations

As trails were featured regularly in community consultations, this Plan provides specific recommendations for the development of new/expanded trails, as discussed below:

- Saltford Road Trail Properties
- Active Transportation along Highway 21
- Maitland Trail to Goderich to Guelph Trail
- Melbourne Street and North Street Connection
- Victoria Street Unopened Right-Of-Way (ROW)
- Melbourne Street and Central Sydenham Street Connection
- South Street and Huron Street South Connection
- South of North Street Parcel
- Sydenham Street Parcel

These trails are mapped in Figures 5-9, 5-10, and 5-11.

Saltford Road Trail Properties

Recommendation OS 54 recommends assessing the possibility of developing a parking area on the Saltford Road Property (discussed above under Undeveloped Municipal Parcels and Unopened Right-Of-Way Recommendations). If that assessment results in the ability to provide more parking, the Township should update and further develop the trails on the Saltford Road properties (east and west). Trail rules and regulations signage should be added to encourage the culture of ‘leave no trace’ (per Signage strategy). If parking is not possible, regular maintenance of existing trails should continue, with updated signage provided.

Recommendations

OS 63. If development of parking is possible, update and develop trails on the Saltford Road properties (east and west).

OS 64. Update signage, including ‘leave no trace’ signage at the Saltford Road Trail West property.

Active Transportation along Highway 21

The Township should explore the potential for an off-road multi-use trail along Highway 21. Collaboration will be required between the County, MTO, and the Town of Goderich and the Township of Huron-Kinloss. The trail should be modeled after similar trails, such as the trail between Grand Bend and the Pinery Provincial Park. The trail should be developed in smaller phases over time, such as:

- Between Goderich and Port Albert
- Between Port Albert and Ashfield Park
- Between Ashfield Park and Kincardine

Recommendation

OS 65. Work with the County, MTO, and neighbouring municipalities to develop active transportation along Highway 21.

- Park
- Beach/Water Access
- Undeveloped Property or Unopened Right-Of Way
- ACW Trail Property
- Recommended Trail Study
- Huron County Tract
- Maitland Valley Conservation Authority
- Ontario Parks

Trail Updates

- t12 Saltford Road Trail West
- t13 Saltford Road Trail East

New Trails

- t14 Active Transportation along Highway 21
- t15 Melbourne Street and North Street Connection
- t16 Melbourne Street and Central Sydenham Street
- t17 Sydenham Street Parcel
- t18 Victoria Street Unopened Right-Of-Way (ROW)
- t19 South Street and Huron Street South Connection
- t20 Maitland Trail to Goderich to Guelph Trail (G2G)

Trail Feasibility Studies

- t21 Glen's Hill Road Property
- t22 Mud Lake and West Wawanosh Landfill Properties

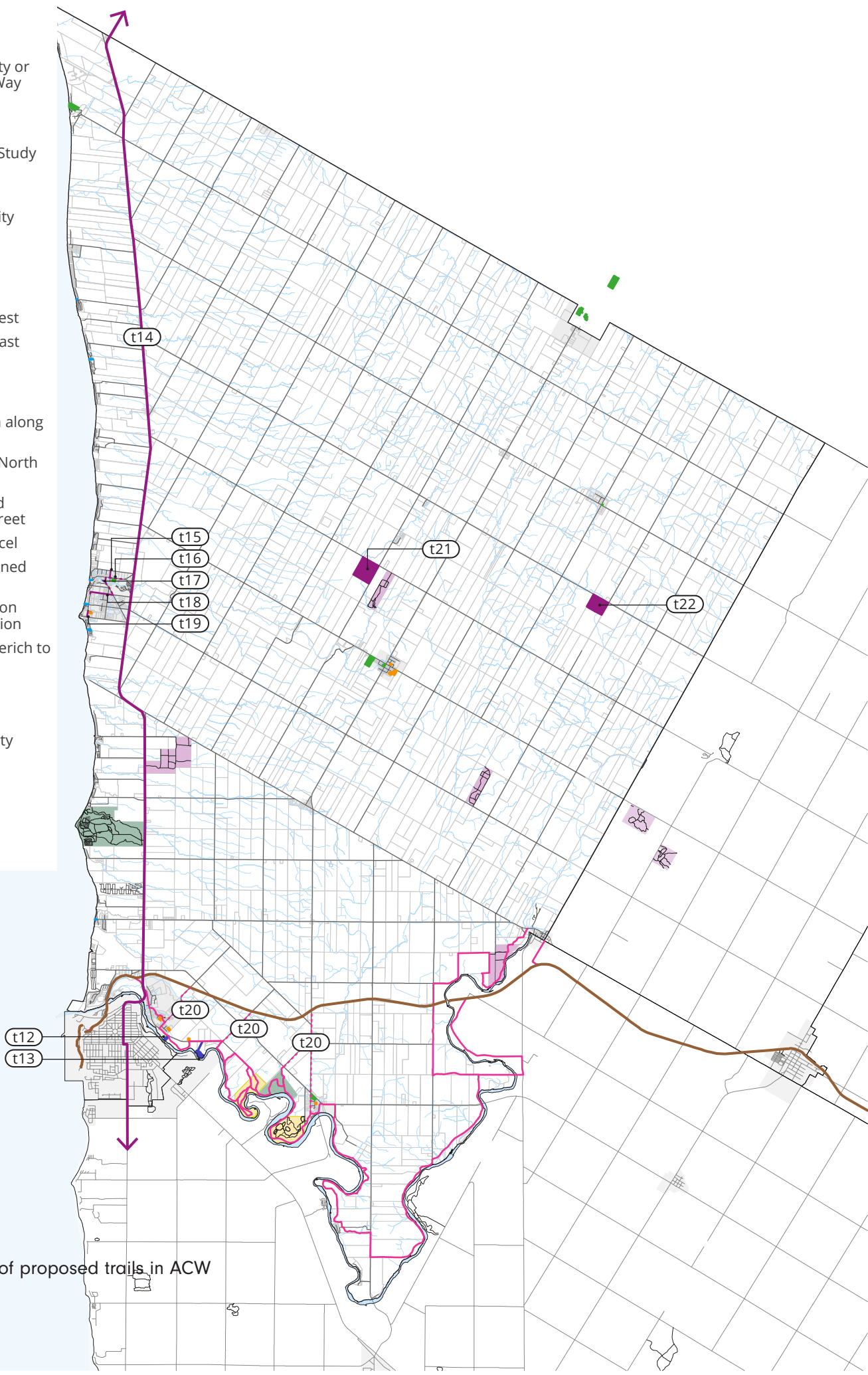


Figure 5-9: Map of proposed trails in ACW

- Park
- Beach/Water Access
- Undeveloped Property or Unopened Right-Of Way
- Recommended Trail Study

Trail Updates

- t12 Saltford Road Trail West
- t13 Saltford Road Trail East

New Trails

- t14 Active Transportation along Highway 21
- t15 Melbourne Street and North Street Connection
- t16 Melbourne Street and Central Sydenham Street
- t17 Sydenham Street Parcel
- t18 Victoria Street Unopened Right-Of-Way (ROW)
- t19 South Street and Huron Street South Connection
- t20 Maitland Trail to Goderich to Guelph Trail (G2G)

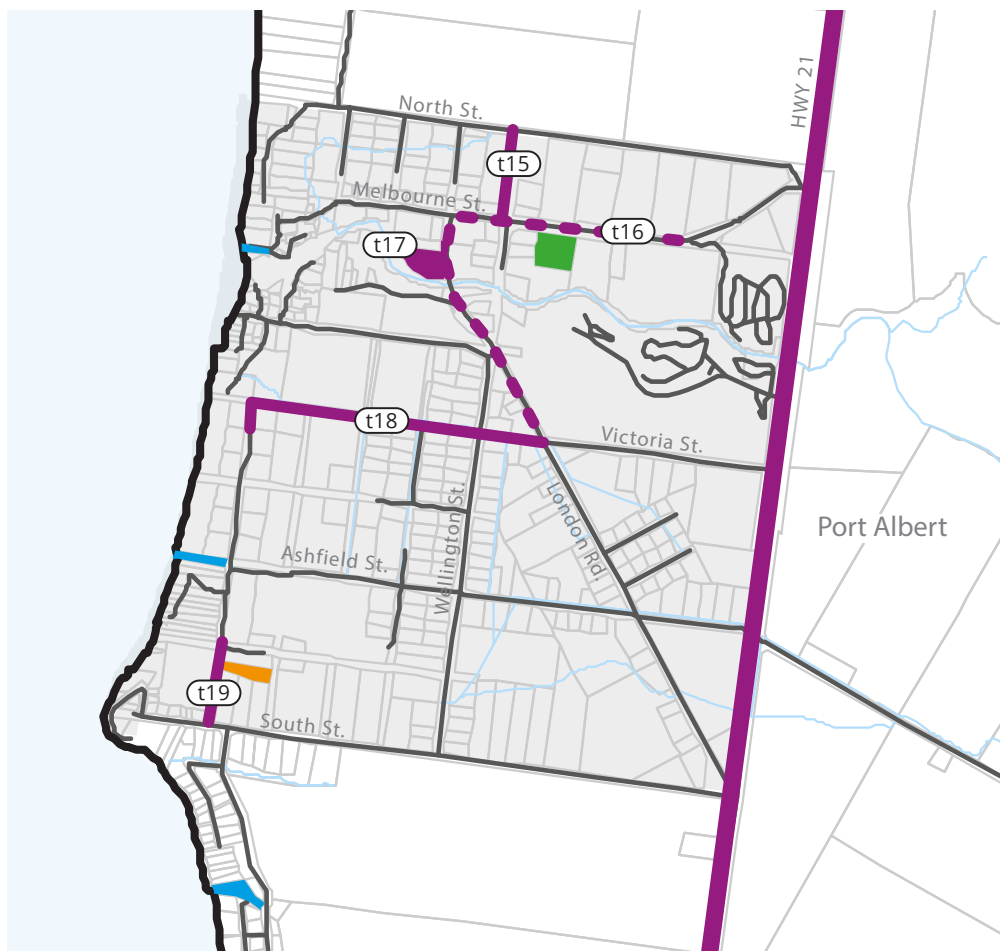


Figure 5-10: Map of proposed trails in Port Albert

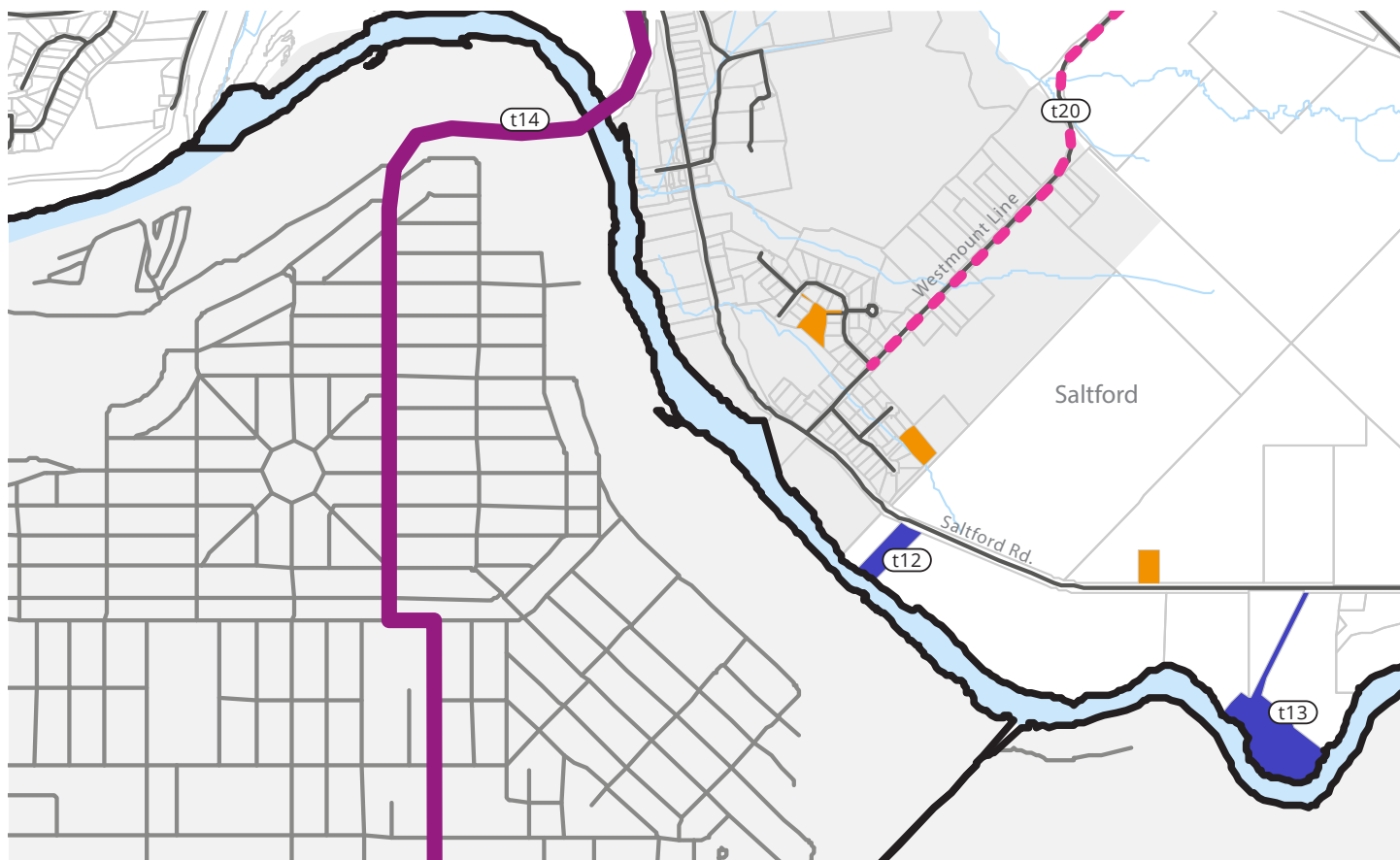


Figure 5-11: Map of proposed trails in Saltford

Goderich to Guelph and Maitland Trails Connections

Another active transportation route in ACW should be developed between the Goderich to Guelph Trail (G2G) and the Maitland Trail to create smaller loops. The trail could be a paved shoulder or shared on-road route, and identified through clear signage. Four potential connections have been identified in the Goderich, Saltford and Benmiller areas:

- Westmount Line
- Saltford Street
- Lucknow Line and Grist Mill Line
- Morris Tract Line

Recommendation

OS 66. Create small loops between the Maitland Trail and G2G Trail.

Port Albert Trail Connections

The following recommendations are to improve the access and safety to Petrie Park in Port Albert. It is recommended the connections utilize unopened right-of-ways (ROWs) to provide off-road options. The following four connections are recommended and discussed below:

- Melbourne Street and North Street Connection
- Victoria Street Unopened Right-Of-Way (ROW)
- Melbourne Street and Central Sydenham Street Connection
- South Street and Huron Street South Connection

Melbourne Street and North Street Connection

A connection between Melbourne Street and North Street can be made using unopened rights-of-way (ROW) north of Central Wellington Street. The connection should be a multi-use trail connection to North Street, near Petrie Park.

Victoria Street Unopened Right-Of-Way (ROW)

The Township should construct a multi-use trail in conjunction with other construction and watermain projects, and the already planned naturalization corridor. The trail would connect London Road and Huron Street South through an unopened ROW along Victoria Street. The trail would run

through the naturalization corridor with native shrub, tree, and perennial planting, as well as a reduced mowing regime.

Melbourne Street and Central Sydenham Street Connection

There is an opportunity to create new safe connections from the surrounding community to Petrie Park in Port Albert. The Township should explore options for a paved shoulder, shared on-road trail, or off-road multi-use trail along Melbourne Street and Central Sydenham Street.

South Street and Huron Street South Connection

The Township should develop a multi-use trail in conjunction with the development of the South Street Parcel (discussed above under Municipal Parcels and Unopened Right-Of-Way Recommendations). The connection should be a multi-use trail between South Street and Huron Street.

Recommendations

- OS 67. Develop a trail connection between Melbourne Street and North Street.
- OS 68. Develop a trail connection along the Victoria Street Unopened ROW.
- OS 69. Develop safe connections between Petrie Park and the surrounding community in Port Albert.
- OS 70. Develop a connection between South Street and Huron Street.

South of North Street Parcel

This parcel is a large green space, connected to the unopened right-of-way (ROW) north of Central Wellington Street. The Township should develop a trail loop with a small parking area and seating. The parcel should be naturalized through a low-maintenance natural attenuation regime, creating habitat for birds and pollinators while reducing the amount of mowing and maintenance. A connection to Petrie Park should be developed in conjunction with the park, as well as a crosswalk across Melbourne Street with signage and line painting.

Recommendation

OS 71. Develop a trail loop on the South of North Street Parcel.

Sydenham Street Parcel

The Township should explore the opportunity for a trail network at this site. Specialists may need to be hired to conduct an environmental assessment, determine the stability of the lands, and design the trail. The new trailhead should include a parking lot, potentially located across the street, and signage according to the signage strategy.

Recommendation

OS 72. Develop a trail network on the Sydenham Street Parcel.

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6.0 Service Delivery

6.1 Overview

Parks and recreation service delivery by the Township of ACW is tied to its commitment to jointly provided services at the Lucknow and District Sports Complex with the Township of Huron-Kinloss through the Lucknow and District Recreation Department. The Lucknow and District Joint Recreation Board Agreement governs this arrangement.

The Parks & Recreation Service Delivery and Modernization Opportunities Review (SDMOR) prepared for Huron-Kinloss in 2021 (Dillon Consulting) recommended directions pertaining to both the Township and the Lucknow and District Recreation Department. Those related to the former will also affect the Township of ACW, as a partner to the Agreement and its application in operations. Where appropriate, the Review's relevant directions are noted in the following assessment. As with the Strategy's facilities recommendations for the Lucknow and District Sports Complex, these recommendations also need to be considered by the two partner municipalities before implementation decisions are made.

6.2 Assessment

The assessment is presented under the following main headings:

- organizational structure for service delivery
- service development and support
- policy
- financing service development
- planning, monitoring and evaluation

6.2.1 Organizational Structure for Service Delivery

The partial provision of recreation services through a joint Department is not a common feature of Ontario municipalities. In its responsibilities for the Lucknow and District Sports Complex, ACW and Huron-Kinloss work together through the Lucknow and District Joint Recreation Board and Department. In effect, ACW is 50% 'responsible' for delivery for the services covered by the Agreement and 100% 'responsible' for delivery of other parks and recreation services within the municipal boundaries of ACW. This arrangement is illustrated in Figure 6-1.

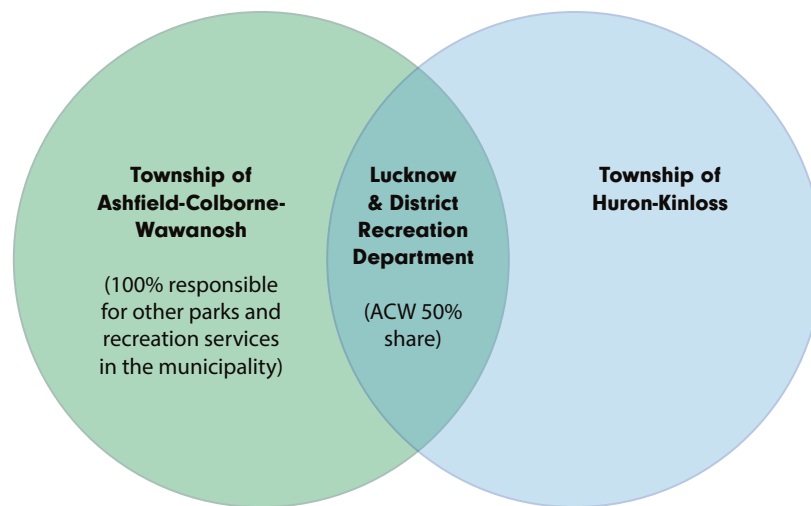


Figure 6-1: Conceptual arrangement for park and recreation service delivery

Joint Service Delivery at the Lucknow and District Sports Complex

This approach to delivering parks and recreation services has enabled the partner municipalities to provide a higher level of service to their residents than might otherwise be the case if they were acting independently. As noted in the facilities discussion, major indoor and outdoor facilities that provide organized programs and activities for both communities are governed by the Lucknow and District Joint Recreation Board Agreement (2014).³⁴ (Municipal facilities and parks that are more locally oriented are overseen by the Township outside of the Agreement).

Key terms of the Agreement governing this partnership include:

- an annually appointed Board of three members (and one alternate representative) from each Township Council
- annual operating deficits for recreation facilities, recreation programs and approved capital projects are shared 50%/50% between the two Townships, subject to conditions in the Agreement
- costs of all future capital additions, replacements or improvements shall be approved in writing by the municipal Councils before commencement of any such project not included in the annual operating estimates
- board shall encourage, assist, and where necessary, conduct and promote recreation programs that meet the

³⁴ 2014 is most recent version. Agreement has been in place since 2002. Separate agreements cover the Benmiller diamonds (2018) and the Dungannon ball diamond (2020).

needs and interests of the Townships' residents, which shall include the social, cultural and physical aspects of recreation for both males and females in each age group

- Board may hire appropriately qualified staff to operate and maintain the facilities and programs or may tender any or all of these duties
- Board shall review cost sharing provisions every four years and make any required mutually agreed upon changes to the formula to take effect in January of the following year
- Agreement can be cancelled at any time with unanimous consent of both parties, with a year's notice of intention from December 31st of the year of notice

Under the Agreement, the Lucknow and District Recreation Department is managed and operated by staff that report to the Board. Department staff include a Facility Manager/Recreation Coordinator, two full-time facility operations/maintenance staff and a number of part time staff. Summer aquatics and sports camp staff comprise the seasonal component.

The agreement is working well and there does not appear to be need for major revisions/amendments. Some interest was expressed in reviewing it to better understand the full scope of work and responsibilities, to find/improve efficiencies and to formalize processes. This will

involve consultations with relevant staff of the Lucknow and District Recreation Department, the Board, the two Townships, and groups that use facilities and are subject to processes/procedures, to identify areas that require improvement. Areas for possible improvements to processes are discussed below under monitoring, planning and evaluation.

In terms of clarifying the scope of assets that are covered by the joint agreement, the facilities discussion in Section 4.0 of the Strategy outlines the relevant indoor and outdoor facilities at the Complex site as well as those at park/community sites elsewhere in the two Townships. Some of these are covered by separate agreements as they have been added to the primary Agreement in more recent years. The Agreement could include such a list, either in the body or in an appendix. It would be updated, as required, should more facilities/spaces be brought into the.

As discussed in previous sections of the Strategy, the potential to include additional facilities (e.g., tennis/pickleball/basketball courts in Victoria Park) or the whole of Victoria Park in Huron-Kinloss would need to be addressed at the Board level before adding them to the Agreement.

The 2014 Agreement refers to the Lucknow and District Joint Recreation Complex Board. The common name, used on signage and on the Township's website, is

the Lucknow and District Sports Complex. It is recommended that the Lucknow and District Sports Complex be renamed the Lucknow and District Recreation Complex to:

- better reflect the intent of the Lucknow and District Joint Recreation Board Agreement (2014): Board shall encourage, assist, and where necessary, conduct and promote recreation programs that meet the needs and interests of the Townships' residents. Programs shall include the social, cultural and physical aspects of recreation for both males and females in each age group
- incorporate the evolved definition of recreation as noted in A Framework for Recreation in Canada (2015): "Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing."³⁵
- align more closely with the intent of the Community Safety and Well-being Plan for Huron County (June 2021), which was adopted by ACW in By-law no. 44-2021

Recommendations

- SD 1. Continue the Lucknow and District Joint Recreation Board Agreement considering the need to name all relevant facilities and/or additions to the facilities/spaces covered in the Agreement, at the next review or as appropriate.
- SD 2. Change the name of the Lucknow and District Sports Complex to one that aligns with the name in the Joint Agreement and better reflects its purpose and programming.

35 Canadian Parks and Recreation Association/ Interprovincial Sport and Recreation Council (February 2015). A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing. Ottawa: Canadian Recreation and Parks Association. 40 pages. www.lin.ca

Service Delivery Outside the Joint Agreement

ACW also provides parks and recreation services outside the joint agreement at other locations in the municipality. In this role, its work involves both capital and operations/maintenance for parks, beach/water access points, and trails, and supporting non-municipal organizations such as the Dungannon Community Alliance (DCA) and the Port Albert & District Recreational Society (PADRS) in their service provision. Responsibility for parks, waterfront areas and trails falls to the Public Works Department under the direction of its Superintendent. Administrative staff provide community-based organizations with assistance, as needed, to implement local initiatives.

It is anticipated that these responsibilities will remain part of the Township's role in service delivery, and that it will continue to operate largely as an indirect provider by facilitating provision of services through support to other groups/organizations. Aspects of this role/function that could be strengthened are discussed below under service development and support.

Recommendation

- SD 3. Retain and build the Township's primary role of indirect provision in delivering parks and recreation services in ACW by supporting the efforts of non-municipal organizations and groups.

6.2.2. Service Development and Support

Collaborations and Agreements

There are a number of community-based organizations in ACW that are involved in providing recreation services. The Township has successfully collaborated with some of these groups in the past, and it is apparent that there is interest and willingness by community-based organizations to assume responsibility for local initiatives with municipal support.

The Port Albert & District Recreational Society (PADRS) is a non-profit volunteer group of permanent and seasonal residents that (among various initiatives) fundraises for developing, and maintains, Petrie Park – a 2.2 acre green space in Port Albert which was purchased by ACW in 2018, with a monetary contribution from the Society. Since the purchase and institution of an agreement between the Society and the Township, the community has worked to accomplish the following:

- clearing the tree line and removing brush, and planting new trees
- providing a road into the park
- adding township/park signage
- installing playground equipment and basketball court
- adding ball diamond benches and baseline fencing
- providing four picnic tables and two benches

Possible future projects include portable soccer nets, perimeter walking trail and benches, a pavilion, and water/hydro service for social functions and events.

The Dungannon Community Alliance (DCA)³⁶ is a collaboration of five service groups in the Dungannon area with the support of the Township ACW. The service groups include the Dungannon Seniors Club, Dungannon Youth Group, Dungannon Agricultural Society, Dungannon Lions Club and the Dungannon United Church. This group is working to develop the Dungannon Green Space Creation in the village centre as a barrier free, accessible place for all to connect and address the issue of rural isolation. The two-phase project is almost finished transforming what was a vacant lot into a community green space in the heart of Dungannon:

- Phase 1: included site excavation and restoration work to level ground and bury water lines, the addition of topsoil and grass seed, and walkway creation.
- Phase 2: includes electrical services, planting trees, a cenotaph, pavilion/gazebo, drinking water fill station, park benches, and a gaga pit.

In addition to contributions of the member groups, additional funding for this project has come from other sources including West Wawanosh Mutual Insurance, the Township of ACW, New Horizons Seniors Program, Veterans Affairs Canada, Huron County/Healthy Kids Community Challenge, and local businesses and individuals.

³⁶ Source: <https://acwtownship.ca/residents/recreation-facilities/parks/dungannon-park>

The Dungannon Seniors Centre (operating as the Dungannon Community Centre) is a refurbished church and is the hub for most of the DCA members' programs, activities and events. There is interest in municipal support to assess, plan and budget for needed repairs to the building as well as assistance with applications for available grants.

The Dungannon Senior Citizens Centre is the not-for-profit that owns the building. It operates as the Dungannon Community Centre in recognition of the need for all local residents to have a centre, and to overcome service fragmentation across age groups.

Three user group surveys relevant to the Centre were received: one each from the Dungannon Seniors Club, the Dungannon Community Centre and the Dungannon Youth Group. Collectively, these groups reported providing the following programs, activities and events to the community:

- heritage programs
- arts/artisan programs: childrens' arts activities; tie dye kits at park
- fitness/wellness: yoga, H.I.T. workouts
- club/social: Youth Group, Cards and Coffee, Bingo
- outdoor nature-based/stewardship: Environmental Camp
- learning programs
- seniors programs
- music programs: Ukulele lessons

Events included Christmas in the Country Easter Egg Hunt, GamesNight, potlucks, dinners, fundraisers, Kids Korner (children's Christmas gifts), and Earth Day garbage pickup. Other services noted were Friday Chip wagon, 3rd place space making, social programs/food security. These groups also provide volunteers for the farmers market and tractor pull.

While the need for access to additional facilities in the next five to ten years was not indicated, each of the three groups indicated anticipating growth in their membership/participants by at least 20%. At the same time, there is concern about the following facility deficiencies: lack of support facilities/amenities; inadequate parking; not AODA accessible; inadequate storage; aging/out of date infrastructure; not well maintained; the need for Dungannon Park equipment upgrades; DCC building repairs and poor heating/insulation.

It is apparent that this Centre is a well-established, active community hub that delivers a wide variety of needed recreation services to all age groups. As such, it should be supported to ensure its continued viability. The Township can strengthen its role as an indirect service provider by supporting the efforts of the work of these volunteer organizations. Assistance is needed in assessing, planning and budgeting for needed upgrades/repair to the building and site,

ongoing operating costs and in applying for available grants. The Township should consult with the DCA to clarify these and other support requirements and enter a formal agreement with the Seniors Citizens Centre (as the registered not-for-profit organization) to implement this collaboration.

The Dungannon Agricultural Society (DAS)

is a non-profit volunteer run organization. The mandate of the DAS is to encourage an awareness of agriculture and to help facilitate community events on site for this purpose as well as rent its grounds, facilities/spaces to other providers of programs and events. Each winter the Society floods the pavilion to provide an ice rink, which is free for use and is also available for scheduled games. Two baseball diamonds – one of which is scheduled by the Lucknow and District Recreation Department – are available for both baseball and softball, as is an outdoor play area for children.

The survey response from the Society indicates their Hall and Park are used for a variety of community activities such as baseball, tennis/pickleball, hockey, figure skating, and club/social. Events include the Dungannon Super Pull, Dungannon Fair, and the Dungannon Pro Rodeo. It was noted that infrastructure is aging/out of date, and support facilities/amenities are lacking.

While the Township does not currently have formal agreements with the DAS for recreation purposes (other than for the Dungannon ball diamond), there are facilities/assets here that could be accessed in future if required. The grounds, for example, could provide the space for events if supported by needed amenities. While strong interest in an ice rink did not emerge in consultation activities, upgrading the pavilion for this purpose remains an option to consider. This type of collaboration, however, might best be covered by the Lucknow and District Joint Recreation Agreement as it is facility specific- similar to the ball diamond.

Auburn Community Centre

The Auburn Community Centre is owned by the Municipality of Central Huron and comprises a hall, ball diamond, playground, dog park and basketball courts. The community of Auburn straddles three municipalities - Central Huron, North Huron and ACW. As such, the Community Centre serves residents of all three municipalities.

Residents of Auburn reported that local recreation opportunities have been community driven, including fundraising for the playground, dog park and improvements to the Community Hall. Program initiatives include pickleball, yoga, and - in the past - exercise classes. They have planted seedlings to generate an urban forest, and the local horticultural

society provides education, recreation, and social opportunities for residents of all ages.

In 2005, ACW entered an agreement with the Municipality of Central Huron to share responsibility for assets owned by Central Huron that served ACW residents. A Community Hall Board was formed to comprise a minimum of three members, including one Council member from Central Huron, ACW and North Huron. The Board was encouraged to seek representation from Auburn-based community groups (e.g., Lions Club), and to include one member at large.

The agreement notes that any capital and operating expenses in excess of the Auburn Community Hall revenues shall be shared based on the following percentages:

- Municipality of Central Huron 50%
- Municipality of Ashfield-Colborne-Wawanosh 25%
- Municipality of North Huron 25%

Each year, Central Huron is responsible to circulate the consolidated operations and capital budgets to the partner municipalities for approval. The most recent financial statements indicate that ACW paid 28.2% of these costs. It is anticipated that the agreement will continue to operate as it stands unless there is reason to review and revise it based on a recommendation of the Board to Central Huron.

Lucknow Community Centre

The Lucknow Lion's Club, Lucknow Kinsmen, and the Lucknow Agricultural Society own and operate the Lucknow Community Centre, which is located south of the Lucknow and District Sports Complex. As noted above, pickleball has recently moved into the community centre to be able to accommodate year-round indoor activity. Opportunities for additional collaborations with the Community Centre may emerge. Its location in Huron-Kinloss and its proximity to the Lucknow and District Sports Complex, however, suggest that any future agreements would be handled by the Joint Recreation Board.

Community consultation revealed interest in seeing these types of collaborative relationships increase, along with clarification on how community groups can navigate Township processes in establishing them. Specific reference was made to exploring parks and recreation partnership opportunities associated with new development lands, the marina, and airport. Interest in working with local schools to access facilities for recreation was also reported.

As noted above, ongoing operating costs supporting non-municipal service providers is in keeping with an indirect role in service provision and so, as appropriate, should be the focus of the Township in growing or improving recreation opportunities in the community. At the

same time, an indirect role still requires municipal resources to sustain, whether it comprises direct financial support or services-in-kind. For these reasons, collaborations should only be entered based on evidence of need, the existence of constituted volunteer groups or other formal agencies with which to partner, and formal agreements between the Township and these parties. The existence of the Lucknow and District Sports Complex and the joint agreement between ACW and Huron-Kinloss for its operation adds the need to consider the most appropriate organization – the Township of ACW or the Joint Board – to enter future agreements with other providers, on a case-by-case basis. Service planning and evaluation, as discussed below, will assist in determining these directions.

Recommendations

- SD 4. Consult with the Dungannon Community Alliance (DCA) to determine the type and extent of support needed to upgrade/maintain the Dungannon Community Centre and prepare an agreement for this purpose.
- SD 5. Build on experience and success in community-based partnerships and collaborations to expand these types of relationships, evidenced by community need and available service providers, and clarify associated processes in establishing formal agreements.
- SD 6. Future collaborations/partnerships should be supported by formal agreements with the Township or the Lucknow and District Joint Recreation Board, as appropriate.

Staffing

Program Developer/Coordinator

The Strategic Plan identifies a range of areas for improvements and growth in recreation services in ACW, all of which will require more staff capacity to implement. In some cases, staff will be responding to the needs of groups seeking Township support. In other cases – and particularly in program and event development – staff will need to proactively work with existing and potential providers to plan, deliver and evaluate services.

Current staff positions that are not designated as such provide support to community groups as required. Moving beyond current capacity to do so, however, and to incorporate the outreach, relationship building, coordination and administrative support to grow services will likely require more staff time dedicated to this purpose. Sustaining and supporting existing groups and identifying/facilitating new opportunities for community-based initiatives is an ongoing task.

The 2021 SDMOR (Dillon Consulting) included parks and recreation services jointly provided by ACW and Huron-Kinloss through the Lucknow and District Joint Recreation Board. As such, certain of the report's recommendations – although directed to Huron-Kinloss – are also relevant to ACW as a partner at the Board level, and to the Township's interests in

improving the contributions of non-joint services to the community-wide parks and recreation system.

A key theme in the SDMOR report was moving to 'borderless services' between the Lucknow and District Recreation Department and parks and recreation services offered by Huron-Kinloss outside the Department's mandated responsibilities. As part of this vision, it was recommended that a separate Program Coordinator role be instituted to, "focus on recreational programming, program development and coordinating with Lucknow Recreation" (p. iii). It was also noted that this position might be shared between Huron-Kinloss and the Lucknow and District Recreation Department as per the existing 50/50 split in the joint agreement. (It is noted that ACW would pay 50% of the joint portion of such a position).

As no Program Coordinator is currently listed on the Huron-Kinloss website, it is not known if this recommendation was implemented. Nevertheless, it presents a potential direction to consider with respect to ACW's Strategic Plan. The Lucknow and District Recreation Department staff complement already includes a Facility Manager/Recreation Coordinator, and the primary need related to programming the facilities for which the Department is responsible for accommodating/scheduling organized use. Program,

activity and event development, and coordination by building relationships and using all community facilities in the area is work that appears to require additional support. As such, there could be merit in ACW and Huron-Kinloss sharing a Program Developer/Coordinator to work alongside the District Sport Complex Facility Manager and staff to coordinate this work with the Lucknow and District Recreation Department's activities. The overall objective of this 'collaboration' would be to identify need, source providers, determine and formalize municipal support, and direct programs/activities/events to the appropriate facilities. This would enable more efficient, streamlined service planning and operations across the three jurisdictions, one of which will continue to be shared.

This direction aligns with the 2020-23 corporate Strategic Action Plan's goal: Community Development - Continue with playground/recreation/lakeshore initiatives.

Recommendation

SD 7. Hire and consider sharing a Program Developer/Coordinator with Huron-Kinloss to work alongside the District Sports Complex Facility Manager/Recreation Coordinator to build and facilitate programs and events and optimize the use of all available community facilities.

Summer Aquatics Staff

ACW is currently implementing new measures to this end including wage increases, a signing bonus, and reimbursements for training. The costs for these initiatives will be incorporated in the annual operating budget.

Hiring and retaining trained aquatics staff was identified as a key challenge by the Township. There is a shortage of qualified staff in many municipalities, which is attributed to a variety of factors:

- extensive training, and significant investment of time and money for certification, for what is a part-time job for most

- remuneration for these positions, in relation to other part-time jobs, does not reflect the investment required to qualify
- more students are taking on extra course work or jobs related to their field of study
- mandated facility closures during COVID disrupted ongoing training programs, and those that lost their jobs as instructors or lifeguards may have moved on

Strategies to overcome this shortage that are being tested in some municipalities include:

- an accelerated training/certification program for pre-teens/teens with an extensive swim background
- financial aid that can be applied to cover training courses, and/or reducing the cost of courses
- proactively recruiting at high schools

There may be merit to shifting the focus from lifeguard/instructor as a student job, to other groups who are seeking part-time work, such as retirees, stay-at-home parents or newcomers to the community who may be interested. Adults who worked in aquatics as students may require less training to be recertified, providing a potential pool of recruits to target. In a recent media article it was noted, "People who once worked as lifeguards but have had their National Lifeguard certification

expire now have a shorter path to get recertified. Instead of a full 40-hour course, the recertification course is five hours.”³⁷ As part of the Lucknow and District Sports Complex, initiatives in staffing for the pool would fall to the Joint Recreation Board.

Recommendation

- SD 8. Evaluate newly introduced measures to attract and/or retain Sports Complex aquatics staff and continue to develop initiatives, as required.

6.2.3 Policy

In the introduction to its Municipal Policy Manual,³⁸ Strathcona County, Alberta provides a succinct explanation on policy and its purpose:

What is policy?

Policy is a guideline for employees to follow in making decisions best for Strathcona County. It provides a framework for the delegation of decision making, eliminates misunderstandings, reduces uncertainties and enables goals and objectives to be met. Some latitude is allowed in decision making, dependent upon circumstances, otherwise it would be considered a rule or procedure. However, in making decisions, the intent of the policy must be followed.

³⁷ Jessica Lovell. Guelph Mercury. Monday, September 5, 2022.

³⁸ <https://www.strathcona.ca/council-county/bylaws-and-policies/municipal-policy-handbook/>

What is the purpose of policy?

Policies are intended to:

- promote common understanding of Council's policy objectives
- provide direction to allow Administration to meet council's policy objectives
- facilitate better and more timely decisions
- ensure uniformity in the interpretation and implementation of policy
- allow personnel to know what is expected of them
- ensure that similar situations are handled consistently
- promote delegation of decision making to the level that must face the problem or situation when it arises
- encourage coordination and integration of actions and plans within and across functional areas and departments
- address problems or situations that are repetitive or recurring

For existing and future groups that may form around new program/activities opportunities in ACW, areas of policy that should be considered focus on volunteer community group support for ongoing programs/activities and events. Policy development takes time and effort – and involves consulting those affected in its formulation. Those discussed here, therefore, cannot reasonably be addressed

concurrently. Community group affiliation policy will help the Township delineate its role in supporting volunteer groups and, therefore, may be a preferred first effort.

Support to Volunteers

Community Grants Policy (By-Law 65 -2016)

This is an existing Township policy. Its purpose is reproduced here:

Council recognizes that such groups provide important benefits within the communities they serve. Council is committed to treating requests for grants from these groups in a consistent, fair, and equitable manner, subject to established priorities and budget. This policy promotes public awareness of the principles and guidelines by which Council:

- provides an accessible, open, and transparent application and decision-making process for considering and responding to requests for grants, and
- establishes a timeline for the submission and processing of such requests, so that Council can conduct a meaningful comparison and achieve an equitable distribution of support

The policy outlines the eligibility, limitations and application process for a grant from the Township, which is defined as: an allocation of Township resources made by Council to a group in the form of money

and/or the use of facilities or staff, or the waiver of fee-for-use charges, to assist in starting, operating, or expanding a service.

As discussed below, a Community Group Affiliation Policy focuses on in-kind services, with direct service funding being addressed separately. The Community Grant Policy, therefore, could be reviewed in conjunction with developing a Community Group Affiliation Policy to ensure each addresses mutually exclusive and complementary areas of support to volunteer groups.

The Grant Policy does not include a date for review, which may be required as additional policy is developed and it is determined that a regular review of all policies is needed or if each should be reviewed only as required. The approach to review should be included in the policy itself.

Community Group Affiliation Policy

Affiliation policy outlines municipal support available to volunteer community groups that are eligible to receive it. Although only three groups identified needed areas of support from the Township, at least one indicated need for assistance with each of the following options presented in the survey:

- securing insurance
- volunteer recruitment, training and/or recognition
- fundraising
- assistance with funding applications
- marketing and promotion
- communicating with the municipality
- facilitating partnerships

Two groups noted other items: 1) groundskeeping (snow removal, grass cutting), street lights, lawn rolling; 2) provide free garbage pickup for our events, exemption from property tax (non-profit), grants for art supplies.

Future program and service development will also benefit from municipal policy that supports their delivery through community based providers. The Township should consider developing a policy aimed at equity and consistency in municipal assistance provided to volunteer groups, and promote awareness of the help that is available.

A Community Group Affiliation Policy describes the services available from the municipality to registered community groups in providing their program and services. Although not-for-profit community groups or organizations must be registered to receive municipal assistance, registration does not guarantee support. A standard, typically annual, registration/application process for eligible groups interested in municipal assistance “affiliates” them with the municipality and establishes a formal, consistent process for reviewing requests and monitoring policy effectiveness. Municipal staff review the applications and make recommendations to Council for approval. The support provided is typically in-kind, with major funding provided through a separate mechanism (Community Grants Policy: By-Law 65 -2016, as noted above). The extent of services available to affiliated groups depends on the capacity of the municipality to provide them.

The policy specifies criteria for affiliation and the services available to affiliated groups. Requirements for affiliation include items such as delivering programs and services that align with municipal goals/objectives in, for example, in the Parks and Recreation Strategic Plan; being an incorporated not-for-profit group operated by a volunteer board or executive committee; ensuring membership/participation in the group is available

to all residents in the community; meeting criteria to measure the merit of the group’s programs/services (e.g., does not duplicate existing programs/services, fosters physical activity/healthy lifestyles, enables social inclusion etc.); the group’s primary focus is ACW. Given the joint nature of the District Recreation Department, this last requirement may need to be designed to better reflect this situation. Stipulations could include, for example, a minimum proportion of ACW residents as members/program participants.

While several of the benefits to be considered may already be provided (informally if not through policy) to local volunteer groups in ACW, it may be useful to bring these – and others identified through consultation – into a single policy. It can be used to provide clarity and consistency in terms of the range of support services available to volunteer groups and what they must do to be eligible to be, and remain, affiliated. Benefits to affiliated groups might include:

- facilities and equipment: free or proportionate discounted fees for use of facilities, spaces, equipment
- marketing and promotion: distribution of approved promotional materials at municipal facilities and assistance with contacts for the local media
- grants and insurance: assistance from municipality in securing liability

insurance, sourcing potential grants, and/or completing applications for non-municipal grant programs (e.g., Ontario Trillium Foundation, private sector, etc.)

- volunteer recruitment: posting volunteer needs for upcoming program season on the Township's website
- leadership training and development: course rebates for community volunteer development to a maximum amount/person/ course (e.g., \$50/year) to a maximum amount per group/ organization (e.g., \$200/year), provided the course is a core component of the organization/group's mandate, with priority being given to certain courses

The policy can also be structured to simplify its application over time. Specifying support in terms of, for example, percentage discounts on facility rentals, can help simplify fee schedules that change on a regular basis. The way support is provided can also vary. While not precluding assistance to individual groups when needed, support in some areas can be collective. Assistance with accessing external funding, for example, can include group training sessions on writing grant applications.

Event Policy

There are a number of events held in ACW each year, some of which were noted by the groups that responded to the survey.

Events – including both community and visitor-oriented ones – are becoming a larger component of community recreation services. They require careful planning and coordination to implement, and all incur costs to deliver. At the same time, all events can be potential revenue-generators and there is an increasing emphasis on hosting visitor-attractive events in most communities to this purpose. The Township, therefore, should be prepared to address interest in both types of events. As labour intensive work, the Strategic Plan does not anticipate a large role for the Township in delivering its own events. The focus, therefore, is on supporting volunteer-driven events for which a municipal policy should be developed, including distinguishing between community and visitor-oriented events.

A systematic approach to event planning and delivery can help optimize municipal support to community groups that operate events. Municipal policies and procedures in this area of service provide consistency in planning and running events held on municipal property, as well as those held on non-municipal properties that could impact municipal services. Establishing a municipal event policy serves to:

- articulate the Township's role in planning and delivering of events
- provide consistency in information for the public and community

organizations regarding municipal supports and services such as in-kind staffing, municipal services provision, cost recovery, and financial contributions to community groups

- support interdepartmental teamwork and clarify roles and responsibilities for municipal staff and volunteers to support event planning, promotion, attendance, and management (inter-departmental teams would likely include the Clerk's Office, Fire Services, Emergency Services, etc.)
- address cost recovery for municipal services from event services (waste management, EMS, traffic management, labour, and repairs).

Staff Support and Administrative Procedures

A policy can establish consistency and clarity on the roles and responsibilities of both Township staff and community groups in delivering events including dedicated resources provided through in-kind staff contributions to support event delivery. Municipalities generally provide support in facilitating event applications, permits, and coordination of municipal services through an events team. Internally, policies should also be established to identify municipal staff contribution by department. In ACW, the proposed Program Developer/Coordinator would be the staff position responsible

for this work, including coordination with the Lucknow and District Recreation Department, as required.

Financial Support & Cost Recovery

An events policy can establish the municipality's position in providing financial support for qualified events. This can include fee waivers, cash grants or in-kind services. The fee waiver or cash grant is often tied to the cost of municipal services required to stage the event. A separate budget could be set up for this type of funding.

Costs for services that the municipality determines should be recovered (e.g., waste management, traffic management, labour, etc.) can be specified in the policy. While requiring organizers to pay certain costs may reduce the viability of some community events, it clarifies the costs of municipal services to provide them, and can be used to identify where volunteers will be needed to offset total costs.

Policies and procedures vary and can be directed internally to clarifying municipal staff supports and inter-departmental collaboration and establishing cost recovery approaches or externally to organizations on guidelines and fees, adherence to municipal by-laws, and impacts on municipal service requirements. North Grenville's Festivals

& Special Events Policy and Procedures³⁹ includes a detailed policy with forms, procedures and guidelines for delivering events.

Visitor Oriented Events

There may also be merit to separating community-serving events from those designed to attract visitors to the Township, to ensure that the municipality's contributions are in line with its capacity and the anticipated 'return on investment.' In ACW, the possibility of sharing a Program Developer/Coordinator with Huron-Kinloss could result in more opportunities to host larger, regionally attractive events. The following criteria are suggested for determining an event's designation as visitor attractive. The event:

- must be open to the public and is expected to bring a substantial number of people into the community, and
- is expected to create a positive economic development impact for the community, and
- is expected to promote the area regionally, provincially, nationally or internationally.

In summary, the components of the events policy should include:

- an internal team of event management staff from various departments
- an outline of the responsibilities of municipal team departments and event organizers
- the support available by type of event such as use of municipal supplies (e.g. portable event fencing, trash cans, etc.); delivery and pick up of municipal equipment; assistance with developing a marketing/advertising plan, economic impact survey and analysis for visitor focused events
- a process for event organizers to apply for funds or in-kind supports
- a manual that includes standard forms and procedures, which may include guidelines for event organizers, event operations, vendor agreements, emergency procedures and volunteer registration
- a cost recovery framework
- as required, approaches to transportation/traffic management plans to improve access to and from event sites.

Facility Allocation Policy

Facility allocation policy distributes community use in municipally owned and operated facilities according to set 'use/user priorities', and a scheduling process that occurs at regular intervals throughout the year. Municipal recreation's typical focus on children and youth programming usually puts programs serving these age

³⁹ <https://www.northgrenville.ca/component/edocman/application-licenses-and-permits/festivals-and-events>

groups at the top of the priority list for allocation. Other uses/users are organized in 'descending' order from those most closely aligned with municipal service objectives to residents and non-residents. While current levels of facility use in ACW do not suggest competing demands for available facility time, population growth along with new program development may generate demand that warrants a formal approach to allocation may be required in future.

The overall purpose of allocation policy is to provide consistent and equitable access to facilities based on municipal service objectives. It can include supporting continued programming by existing groups, encouraging program provision by new groups, and ensuring that facilities are used as intended for program development purposes.

Policy items to consider are:

- facilities to be included
- definitions of seasons, prime and non-prime time and relevant allocation distinctions
- user groups that should be reflected (e.g., age groups; profit/non-profit groups; special populations; male/ female-serving groups; and established/new groups)
- types of uses to be reflected (e.g., recreation skill level/advanced skill level; type of activity such as sport,

fitness, arts, social; subsidized/revenue-producing; special events; closed/open to public, etc.)

- procedure/protocols for scheduling, payments, rainouts, changes in bookings/cancellations, refunds, etc.
- allocating tournament time to identified user groups (e.g., adults), to incorporate revenue-generating use of facilities.

The priorities assigned to each of these elements will have implications for program/activity providers, participants/users and the municipality, and should be evaluated on the basis of how they achieve the policy's intended purposes.

In ACW, allocation policy for ice time at the arena may be needed during the term of the Plan. If tennis and pickleball courts provided at some point in the future and are designed as dual use facilities, a separate allocation policy may be needed to ensure each type of use is provided with equitable access to both prime and non-prime time for organized and casual use, as appropriate.

Inclusion Policy

In community consultation, advancing equity and inclusion was reported as a priority, and providing more accessible options for all ages was also noted. Some participants noted that recreation and program costs can be prohibitive for larger families.

Parks and Recreation Ontario's audit of the 2015 Framework for Recreation in Canada⁴⁰ references several policy areas for consideration by municipalities. These encompass the need to address concerns regarding affordability, diversity and inclusion. While attention may be paid in practice to some or all of these concerns, interest in documented policy is becoming more apparent.

Inclusion policy can be corporate-wide or specific to recreation services. The latter focuses on the topics addressed in the Framework:

- affordable access
- enabling people of all ages to participate in recreation
- actively engaging persons of diverse and racialized backgrounds in developing, leading and evaluating recreation and park activities
- working with Aboriginal communities in pursuit of all five goals in the Framework for Recreation in Canada 2015
- applying a gender equity lens when developing and monitoring policies, programs and practices to facilitate full participation of women and girls in all types of recreation

- ensuring non-discrimination of, and providing a welcoming and safe environment for, people of all sexual orientations and sexual identities
- working with persons with disabilities to facilitate their full participation in recreation across all settings by removing physical and emotional barriers
- addressing the unique challenges to access and service capacity in rural and remote communities

This policy would look to integrate legislated requirements with those that extend beyond AODA. It could also be used to link efforts on inclusion that the Municipality pursues in the areas of facilities and programs.

Inclusion can be narrowly or broadly defined. In formulating relevant policy, therefore, the meaning of 'inclusion' and what it will encompass is important to clarify as it represents a promise to the community. It should, therefore, be tied to the capacity of the municipality to realize stated goals and objectives, and specify where this will require assistance from

40 <https://www.prontario.org/public/policy/Framework%20Audit%20Tool%20V%201.pdf>

other public or not-for-profit agencies to achieve. Otherwise, it may be viewed as a meaningless gesture when stated intentions are not achieved.

Recommendations

SD 9.

Develop a community group affiliation policy to provide clarity and consistency in terms of the range of support services available to all volunteer groups and what they must do to be eligible to be, and remain, affiliated.

SD 10.

Consult with volunteer recreation groups to confirm the type and extent of required assistance to sustain/grow their programs/ events, and to inform development of the policy within the capacity of the Township to provide support.

SD 11.

Review the Community Grant Policy in conjunction with developing an affiliation policy to ensure each addresses mutually exclusive areas and complementary areas of support to volunteer groups.

SD 12.

Develop an event policy to guide Township support to providers for, and management of, community-oriented and visitor-attractive events.

SD 13.

As required, develop a facility allocation policy for the arena.

SD 14.

Develop a social inclusion policy.

6.2.4 Financing Service Development

Service improvements in ACW will require various approaches to financing, in addition to government funding programs. Municipalities in general are looking for opportunities to increase revenue streams and sources of capital. Moreover, recently introduced provincial legislation is impacting previously available development-related sources of income. Community willingness to support parks and recreation service development, and several approaches to help finance these, are discussed below.

Tables 6.1 shows the Strategic Plan’s household survey results on suggested ways to generate funds for parks and recreation service development in ACW. Clearly, the most favoured methods focus on direct payment/support by individual decisions to do so, as opposed to tax support by all.

Among the six user groups that reported their level of agreement with options to supporting service development for their use, five indicated their organization would help with fundraising for facility development, one noted willingness to contribute to facility capital costs, and none agreed to start paying or paying higher user fees to improve the quality of recreation facilities they use.

Among the approaches to financing services outlined below, those that are likely most relevant to ACW in the short term include: commemorative tree and bench, donations, advertising and sponsorship, and last-minute ice. The first two are likely the easiest to institute and, if developed and promoted first, could help generate funding soon. The latter two are in place now but might benefit from

Table 6-1: Conceptual Arrangement for Parks and Recreation Services Delivery

METHOD OF SUPPORT		RESIDENT HOUSEHOLD SURVEY (200 RESPONDENTS)
Paying	Paying more fees to use services	33%
	Accepting an increase in property taxes	5%
Donating	Donating an amenity for a park (e.g., bench, tree, picnic table)	20%
	Donating money to a capital campaign	25%

supporting policy. Capital campaigns, naming rights, and user fee policy may be more relevant in later years to support service improvements/expansion.

Commemorative Tree and Bench Program

These types of programs are designed to encourage citizens to commemorate people or events through donations that ‘purchase’ parks-based amenities, some of which are eligible for charitable tax receipts. A sample of municipal programs reveals some that encompass a potentially broader scope for community support, while others are more specific. The City of Greater Sudbury’s Parks Services Donation and Memorial Program allows the public to “make donations to commemorate a special person, a momentous occasion or simply donate as a philanthropic gesture to beautify a community park. Donations towards the purchase of park enhancements or memorial gifts can include park benches, trees (hardwood and conifers), bike racks, picnic tables, sun shelters, sports equipment (basketball standards, tennis nets, soccer goals, etc.), playground structures, other options to be discussed with Parks Services.”⁴¹ The policy also notes that donations for parks are guided by site-specific plans.

Strathcona County’s (Alberta) Parkland Memorial Program notes:

“The Parkland Memorial Program provides individuals, groups and organizations with the opportunity to beautify Parkland in Strathcona County by planting trees or installing Parkland Amenities in remembrance, observance or acknowledgment of an appropriate event, occasion or individual. Approval of applications will be based on aesthetic considerations, improvements to the level of service to our Parkland users and with the intention of facilitating planned development in our Parkland. “Amenity” means any bench, table, park furnishing or other structure or development that increases the physical or material comfort of the park. It may include a memorial plaque.”⁴²

Donation Programs

A general donation program could be considered to support recreation services, although it would likely need to include other areas to which residents could donate. The City of Toronto includes an opportunity to donate to specific service areas in its tax mailouts. This Voluntary Contribution program notes, “You can make a voluntary contribution (donation) to support a variety of City programs and services that matter to you. You can make a donation in any amount from \$1 up to \$50,000 [to specified categories, which

41 Source: <https://agendasonline.greatersudbury.ca/?pg=feed&action=file&attachment=5992.pdf>

42 Source: <https://www.strathcona.ca/community-families/community-programs/parkland-memorial-program/>

include]: children; youth and parenting; history art, and culture; parks, gardens and beaches."⁴³

These are only four of 12 categories listed on the insert, including general revenues. Potential categories for the Township of ACW could include recreation services in general or be refined to allow contributions to be directed to specific facility improvement projects or program areas.

Advertising and Sponsorship

These policies are designed to generate revenue for the corporation while ensuring acceptability from various perspectives: legal, appropriate content/images/messages, timeframe of agreements, etc.

ACW's current rates and fees by-law (23-2022) includes advertising rates for arena boards, ice resurfacers, and ice logo ranging from \$50.00 to \$475.00 (+HST) per year. Sponsorship rates are \$95.00 and \$75.00 (+HST) per event for public skating and public swimming, respectively.

If needed in future to clarify the parameters of advertising and sponsorship opportunities, a formal policy could be developed to outline the content, locations, types, processes and fees for purchasing

advertising space at municipal buildings, outdoor facilities, etc. and for sponsoring projects and events.

Last Minute Ice

Last Minute Ice rentals can help generate revenue to offset arena operating costs, and help optimize facility use. Fees for last minute are included in ACW's rates and fees by-law (23-2022). With two days advance notice, casual ice use can be rented for \$50.00 (+HST) per hour. Should the municipality determine the need for changes or greater clarity to this procedure, the City of Owen Sound⁴⁴ provides an example of parameters in its program:

- last minute ice is considered within 24 hours of the time of booking
- will not apply to statutory holidays unless the facility is scheduled to be open
- is not and cannot be used to replace regular bookings
- regular bookings cannot be cancelled to book Last Minute Ice. All requirements of the City's Ice Allocation Policy will apply (e.g., conditions of use, insurance)
- a rental contract provided by the City must be signed and proof of insurance must be provided prior to use

⁴³ Source: <https://www.toronto.ca/services-payments/property-taxes-utilities/property-tax/voluntary-contributionoption/>

⁴⁴ Source: <https://www.owensound.ca/en/exploring/ice-rental.aspx>

- bookings are final and are non-refundable
- bookings are for minimum of one hour
- one hour rental is equivalent to 50 minutes of ice time and 10 minutes for ice resurfacing
- city reserves the right to limit last minute ice bookings where it is considered to be used for profit or gain or is being abused to replace or in the place of a regular ice booking
- is booked on a first come, first serve basis
- city reserves the right to cancel or amend the implementation of last-minute ice at any time at its discretion

Community Capital Campaigns

Capital campaigns can be used to raise funds for large building projects, as well as for smaller, community-supported initiatives that contribute to parks and recreation infrastructure. If, for example, multi-purpose space is added to the Sports Complex, a community capital campaign could be conducted to raise funds specifically for this purpose.

Key elements of this approach to planned fundraising include: a predetermined monetary goal attached to a concrete project, sufficient lead time to raise funds, an end date to fundraising, broad-based community involvement in the effort, and ongoing communications about its

progress. Often, incentives are provided to motivate contributions (e.g., matching funds, public recognition of donors, etc.).

Park/Facility Naming Rights

Financial support can be recognized by naming a park or facility after the donor. In recent years, the practice of naming places after individuals has come under fire as public pressure emerges to rename institutions, streets, and other public spaces when the namesake's worthiness is called into question – whether this is an individual or a business/commercial enterprise. A possible way to preclude this eventuality is to provide a highly visible plaque in the park or facility that acknowledges the individual or business that contributed to its development, while choosing a formal name that is relevant to/reflects the community as a whole.

In addition to the benefits noted above, multiple donors can be equally recognized for their contributions, which opens the door for a wider reaching campaign and possibly various levels of support. For an individual or organization to be considered for sole naming rights, however, a minimum contribution should be set that is in keeping with the cost of providing the park or facility.

Service Pricing

As in the case in all communities, there is limited capacity to both maintain low fees and improve parks and recreation services. In smaller communities, however, it can be particularly difficult to balance the two as expectations are high in terms of service variety and quality while the potential to fund them is constrained by a relatively small tax base. Moreover, expanding existing or adding new services to supply will increase municipal provision costs.

As noted in Table 6.1, there is noticeably more support for increases in user fees than property taxes – with limited interest in the latter as a means of financing parks and recreation services. Although rates and fees are currently increased proportionately on a regular basis, this practice is not supported by an underlying policy. Residents’ receptivity to greater fee increases would need to be investigated to determine the nature and extent of their willingness to pay. This presents an opportunity for a formal review of pricing in relation to the costs of service provision.

A detailed assessment of current provision costs and recovery targets, and consultation with the community on proposed principles for setting fees may require professional services in pricing policy. As is currently the case, most of the fees and charges will likely continue to be associated with facilities under the District

Recreation Department, especially if services are added to the Joint Agreement. A pricing policy study, therefore, would also be a joint initiative.

Recommendations

SD 15.

Develop programs related to revenue generation to help finance parks and recreation services in the following areas: commemorative tree and bench, donations, advertising and sponsorship, last minute ice, community capital campaigns, and park/ facility naming.

SD 16.

Consider the need to review pricing in relation to the costs of service provision.

6.2.5 Planning, Monitoring and Evaluation

The overarching goal of planning, monitoring and evaluating parks and recreation services is to contribute to informed decision-making. The process works to distinguish between community 'needs' and 'wants', to respond to 'needs' in the most judicious way, and to monitor the efficacy of the response. Since the delivery system for these services comprises a range of providers, and coordination among these groups in their day-to-day service provision is ideal to make the most of available resources, a collective approach to planning is preferred. Joint service planning by all key providers in the community should occur on a regular basis, with a view to integrating the efforts of all in the parks and recreation system.

The Township can take a leadership role in convening with other agencies and community groups and identifying the role each will play in implementation. Key organizations to this work are noted in previous sections of the Strategy. This will help ensure a comprehensive, whole community approach to service planning and provision, especially as programming activity grows and involves more parties.

The overall process involves:

- verifying community service needs/demands
- determining which of these can reasonably be addressed
- detailing the program/service response by area (parks, trails, facilities, programs and/or delivery)
- determining the delivery method and, if appropriate, the organizations to share in provision
- developing budgets to support the action(s)
- monitoring and evaluating the outcomes
- incorporating evaluations in subsequent actions

The number of sessions per year in which all participants should engage can be determined collectively. At least one full-group session per year, however, would be required. Ideally, it should be scheduled to align with both program and budget planning but this might not be possible with multiple participants. Smaller group meetings throughout the year may also be needed to deal with specific topics emerging from the collective session or unforeseen issues. Events, for example, may require separate planning sessions.

The first activity noted above, "verifying community service needs/demands," may involve periodic research to clarify program and service needs by age group,

content and delivery method. The Strategic Plan surveys revealed areas of interest that can be used as starting points for further investigation with the community, with those that emerged as most preferred and can be offered most easily should be pursued first. Moreover, programs that can potentially address several areas of interest simultaneously should be considered in the early stages of new service development. A comprehensive process that works for the Township and the community, therefore, should be developed and implemented in the short-term, and it can grow over time.

The act of coming together itself will facilitate communication among the various organizations involved in sport and recreation services, and promote innovative thinking for collaboration in areas of mutual interest/benefit. As an ACW-wide forum, it will provide a platform to address the previously noted goal of developing community-wide program services. It will also help identify areas of common concern among groups that can be addressed collectively. Some of the concerns expressed by groups that participated in consultations were not major issues but, if addressed, would improve their services to the community.

Ongoing service monitoring and evaluation will also inform planning to address needs year over year. Recreation management software, as indicated below, can generate

information on a variety of variables to use in service planning. Monitoring use of facilities during times of casual use such as tennis/pickleball courts will help confirm use for different activities and the need for improved or additional facilities. These facilities can be visited on a random, rotating basis throughout the year to record use levels and types. As outdoor facilities are used largely in the summer, this task could be assigned to a student position.

Parks and Recreation Ontario's Manual entitled Measuring Customer Value and Satisfaction for Parks and Recreation⁴⁵ is a practical guide to supporting service evaluation work. As noted in the Manual, it is "intended to enable providers of parks and recreation to easily and consistently assess customer value and related issues. [It] includes a common set of core questions and an enhanced set of questions that can be used by providers to evaluate the effectiveness of their programs and services, as well as advice on approaches to administering surveys" (p. 1).

The ability to evaluate progress will require annual targets that can be measured. For example, a program objective for an upcoming budget year may be to introduce four new programs in areas of particular interest emerging from the

45 <https://www.prontario.org/public/training/Measuring%20value.pdf>

Strategic Plan’s consultation. Each new program is essentially a pilot designed to optimize participation and should be evaluated upon completion to determine future options to continue – with any required adjustments – or discontinue. The results of each year’s programming would provide the basis for reporting on outcomes and planning for the upcoming year. Volunteers’ experience should also be evaluated to identify areas where it can be improved to enhance the program so that existing volunteers will see their contributions are valued, and potential new participants will benefit from a well-designed approach.

Many commentators have predicted permanent shifts in the demand for recreation services post-COVID, and the need for municipalities to respond accordingly. The actual implications of the pandemic, however, will only become apparent over time. For example, the expectation that more people will continue to work from home on flexible schedules can be anticipated to translate into greater levels of demand for recreation programs/ access to facilities in traditionally non-peak times. Monitoring these factors will contribute to verifying anticipated changes in recreation service needs and the need to adjust municipal delivery responses to this demand.

If the Strategic Plan’s progress is monitored, evaluated and updated annually, and there are no major unforeseen changes affecting its continued relevance, it should undergo a comprehensive review and update in ten (10) years, at the conclusion of its term.

Recommendations

SD 17.

The Township should take the lead in instituting formal, community-wide planning for parks and recreation services.

SD 18.

Request other interested parties to participate in planning activities, as need or as opportunity arises.

SD 19.

Institute ongoing service monitoring and evaluation to inform service planning in the areas of facility/space use, programs and events.

SD 20.

Develop annual planning targets to allow outcomes to be measured and reported.

SD 21.

Integrate evaluation outcomes into annual planning and budgeting and conduct Strategic Plan update in 10 years.

Recreation Management Software

Digital platforms are increasingly being adopted for recreation services management, with functions that collect and store much of the information required for planning purposes. Moreover, digital platforms can contribute to better use of staff resources. Manual scheduling and registration, for example, occupies considerable staff time, making it difficult to commit time to other important tasks related to implementing the Strategy – notably program development/diversification and volunteer support. A comprehensive planning function will require additional digital capabilities and the Township should investigate purchasing or upgrading its existing software management system to facilitate data collection, manipulation, and reporting as input to determining service needs and potential costs.

The extent to which data management can be shared with the Lucknow and District Recreation Department should be investigated in view of potential efficiencies to be gained from shared investment/use. As noted elsewhere, the 2021 SDMOR for Huron-Kinloss (Dillon Consulting) recommended, “Service delivery can be enhanced by encouraging a ‘borderless service’ mindset in facilities management and recreational programming” (p. vii). The report also supported digitizing facilities management

and program use to optimize service delivery (p. vi) and exploring an expanded sharing agreement with Lucknow and District Recreation Department (p. vii).⁴⁶ While the Strategic Plan’s recommendation to implement recreation management software is not contingent on sharing with other jurisdictions, this option should be investigated for its potential to reduce costs and expand coordination under the Joint Agreement. To be optimally effective, comparable data from non-municipal providers would also need to be gathered and included in the selected digital platform.

Recommendations

- SD 22. Purchase and implement or upgrade existing software management system to provide comprehensive functions related to parks and recreation services planning, monitoring, evaluating, reporting, and budgeting.
- SD 23. Consider the potential to share digitization software purchase and use with Lucknow and District Recreation Department under the Joint Agreement.

46 Discussed under main headings in the Dillon Consulting report: Process Streamlining and Technology, and Costs and Operational Efficiencies

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7.0 Implementation

7.1 Introduction

This section outlines the proposed implementation strategy for the Strategic Plan's recommendations. Following a discussion of key considerations, the recommendations are presented by the service areas in the Strategic Plan: Programs and Events (P), Facilities (F), Open Spaces and Trails (OS), and Service Delivery (SD). Recommendations are accompanied by anticipated costs and timelines for completion of discrete tasks. For a more complete explanation of each recommendation, please refer to the corresponding discussion in the preceding sections.

The Strategic Plan should be considered a living document. In monitoring and evaluating its progress, changes that result from work completed should be reflected in regular reviews that track the initiation, progress and completion of each item as they are implemented through annual work plans and budgets.

7.2 Implementation Considerations

The proposed roll-out of recommendations is based on information available at the time of Plan development and includes the following considerations:

7.2.1 Operations, Capital Projects and Studies

Of the 199 recommendations, the majority are operational in nature. Their implementation would be undertaken by staff as part of their day-to-day activities. There are 17 recommendations to undertake supplementary studies, which are assigned estimated budget allocations for execution, and 41 capital project recommendations. This includes both improvements/repairs to existing facilities, as well as the design and construction of new parks and amenities.

7.2.2 Dependencies and Efficiencies

While recommendations are described as discrete initiatives, many are interrelated and need to be considered within the larger context of achieving efficiencies in implementation. Some recommendations must be initiated and completed before other recommendations can begin, while others may benefit from being undertaken simultaneously in terms of process efficiency and to take a more fulsome approach to improvements. We have

taken these factors into consideration in determining when each recommendation should be implemented.

7.3 Cost Distribution and Summary

The implementation sequence attempts to distribute costs as evenly as possible over the ten-year timeframe of the Strategic Plan. The total cost of all projects over the ten-year schedule is approximately \$2,299,000, with \$874,500 allocated for the short term (see Table 7-1).

Table 7-2 (in Section 7.4 below) details the costs of each recommendation in each of the four areas. It is important to note that the budgeted amounts contained in the Strategic Plan do not account for grants that may become available from time to time for specific initiatives and, therefore, cannot be anticipated. The cost to the Township, therefore, will be reduced by the amount of funding that it is successful in

Table 7-1: Cost Summary of the Parks and Recreation Strategic Plan’s Recommendations
(Costs for capital projects and studies)

SERVICE AREA	TIMING			TOTAL COST
	SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
Programs and Events	\$0	\$0	\$0	\$0
Facilities	\$0	\$30,000	\$0	\$30,000
Open Space and Parks	\$605,000	\$489,000	\$550,000	\$1,149,000
Trails	\$28,000	\$118,000	\$152,000	\$298,000
Service Delivery	\$241,500	\$249,500	\$331,000	\$822,000
Total Cost	\$874,500	\$886,500	\$1,033,000	\$2,299,000

receiving from upper levels of government (or other potential sources). The same applies for new partnerships that may develop that can help with cost sharing.

The cost figures include only initiatives for which discrete, order of magnitude estimates could be provided. Process and operations recommendations that will be assigned to staff, ongoing operating and maintenance costs, and recommendations that require additional investigation by the Township to confirm costs, are not included. These have been colour-coded in Table 7-2 and would be in addition to the figures provided here.

Another factor to consider is cost premiums/fluctuations due to the lingering impacts of the COVID-19 pandemic and inflation, which makes it especially difficult to attach firm estimates to recommendations. This is particularly true at a Strategic Plan level where the potential range in design and the quality of materials and finishes are also unknown and are determined by the Township at the project design/construction phase.

7.3.2 Staff Resources

In view of the anticipated work to implement the Strategic Plan, an additional staff person should be hired to provide the Township with the staff capacity for program/service expansion related to recommended new initiatives. Support is needed for existing

program and operations staff as well as administratively for the Deputy-Clerk/Communications Co-ordinator, who is currently responsible for recreation. An allowance of \$ 64,000 per year has been added to the implementation strategy to provide assistance in these areas (see SD.7). Successful Plan implementation and service development over time, however, may point to the need for additional staff to effectively serve the community. The Township can monitor the potential need to increase staffing in specific areas through the results of ongoing service evaluations in terms of program/service growth.

7.3.3 Flexibility

The proposed schedule reflects a reasonable roll-out, assuming no major obstacles to activation. However, it is expected that some projects may need to be delayed due to unforeseen circumstances. There may also be opportunities to “fast-track” other initiatives.

Recommendations identified as ongoing initiatives are to be carried through each year to the end of the Plan’s term. Their applicability throughout the entire period, however, will depend on evolving needs in relation to service development. Program expansion, for example, for specific interests may be sufficient to meet demand in considerably less than ten years (subject to potential changes

based on continuation of monitoring and verification of need). The point at which this will happen, however, is unknown and thus not identified as an “end-date” in implementation.

The recommendations shown as time-limited endeavors may also extend beyond the years shown. It may take longer to complete the identified activities and/ or completing a recommendation may result in a new system component or procedure. Recommendations to establish formal agreements or contracts, for example, are shown as time-limited for negotiating arrangements that will create new, ongoing relationships between the Township and other providers (e.g., volunteers, agencies, etc.)

7.4 Anticipated Costs and Timing

Table 7-2 outlines the anticipated costs and timeframe for implementing each of the Strategic Plan’s recommendations, which are assigned to the following categories by colour:

-  Operating Costs
-  Capital Costs
-  Cost For Study to be Undertaken

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation

	Operating Costs		Capital Costs		Cost For Study to be Undertaken
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RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
Programs and Events					
P 1. Continue to support existing programs and foster partnerships with other program providers.	Page. 45				
P 2. Developing marketing and communication strategies to amplify awareness of available programs and events.	Page. 45				
P 3. Provide support to recreation program providers to streamline and facilitate administrative responsibilities.	Page. 45				
P 4. Develop recruitment and retention strategies to engage volunteers.	Page. 45				
P 5. Expand outreach to local schools (e.g. Brookside Public School, Goderich Public School, St. Mary’s Goderich Catholic School) to engage children and families to better understand programs and activities of interest to serve younger demographics.	Page. 48				
P 6. Expand youth sport/active programs.	Page. 48				
P 7. Consider options for a youth-oriented indoor spaces (e.g. youth hub) in existing facilities.	Page. 48				
P 8. Expand seniors (ages 65+) focused programming.	Page. 48				

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
P 9. Consider the development of a seniors recreation committee, and conduct outreach with potential community collaborators including the Dungannon Senior Centre and the Dungannon YOUTH Group.	Page. 48				
P 10. Expand agriculture based programs and events.	Page. 50				
P 11. Build stronger ties between communities, and contribute to placemaking by encouraging and supporting arts and culture programs and events.	Page. 50				
P 12. Explore opportunities for outdoor and heritage program collaboration with local organizations such as the Maitland Trail Association, the Menesetung Bridge Association, among others.	Page. 50				
Total Cost for Programs and Events		\$0	\$0	\$0	

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

Operating Cost

Capital Costs

Cost For Study to be Undertaken

RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
Facilities					
F 1. Investigate options, including longer operating hours, allocation policy, additional fee differentials, to accommodate growing demand over the term of the Strategic Plan for prime ice time at the Lucknow and District Sports Complex Arena, to optimize use of available hours. ⁴⁷	Page. 56				
F 2. Undertake a provider-wide planning exercise to align available indoor spaces with program/activity needs/ interests and prepare the agreements and budgets necessary to improve/ enhance selected spaces to accommodate community program needs.	Page. 61				
F 3. If the provider-wide facility assessment, with appropriate capital investments/agreements, reveals a deficit in appropriate space for needed programs/activities, adding a multi-purpose space to the Lucknow and District Sports Complex should be investigated through a formal study. ⁴⁸	Page. 61		\$30,000		\$30,000

⁴⁷ as required, based on demand

⁴⁸ estimated fee is for study on multi-purpose space only

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
F 4. Investigate opportunities to provide a waiting area inside smaller facilities where children's programs take place.	Page. 61				
F 5. Facilitate expanded community programming and rentals to local food producers at the Henderson Hall kitchen.	Page. 62				
F 6. Continue to program the outdoor pool for both instruction and recreational swim. ⁴⁹	Page. 63				
F 7. Do not develop an indoor pool and cardio/ fitness facility, and monitor the need for increased access to services offered at the Sports Complex by the Health and Fitness Centre. ⁵⁰	Page. 63				
F 8. The existing number of ball diamonds is sufficient to meet demand to the end of the planning term. ⁵¹	Page. 65				
F 9. Consult with user groups and the Dungannon Agricultural Society to determine the need for improvements at the Dungannon diamond and the appropriate level of municipal support to implement required upgrades.	Page. 65				

⁴⁹ estimated fee is for study on multi-purpose space only

⁵⁰ no action required

⁵¹ no action required

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
F 10. The existing number of soccer fields is sufficient to meet demand to the end of the planning term ⁵²	Page. 66				
F 11. Anticipate future need to allocate time on fields for other sports such as lacrosse and rugby	Page. 66				
F 12. Promote fields for regional activity such as tournaments	Page. 66				
F 13. Inform the community of the Township's capital support for developing Goderich pickleball courts as means of providing ACW residents with access to facilities for their use.	Page. 67				
F 14. Consult with the Township of Huron-Kinloss about promoting the tennis/pickleball courts in its parks for use by ACW residents.	Page. 67				
F 15. Further capital investment in new facilities for tennis/pickleball should occur only in response to consistent, confirmed demand that cannot be accommodated with available facilities.	Page. 67				
F 16. Promote plans and accomplishments in ACW on recreation services accessibility improvements by posting a brief annual report.	Page. 68				

52 no action required

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
F 17. Prepare updated Asset Management Plan for ACW in 2023. ⁵³	Page. 68	Not part of recreation budget*			
Total Facilities Cost		\$0	\$30,000	\$0	\$30,000

53 The 2023 AMP update was approved in the 2022 budget and the project has been carried forward for completion in 2023. The total cost is 68,600 and ACW was approved for funding of \$50,000 to complete the project through FCM's Municipal Asset Management Program. You could note the total cost and indicate it's not part of the recreation budget.

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

	Operating Cost		Capital Costs		Cost For Study to be Undertaken
RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
Open Spaces					
OS 1. Develop a signage strategy. ⁵⁴	Page. 76	Absorbed in operating budget/staff responsibilities			
OS 2. Develop a public art strategy. ⁵⁵	Page. 76	Absorbed in operating budget/staff responsibilities			
OS 3. Connect parks to the trail network. ⁵⁶	Page. 76				
OS 4. Parks and trails should meet Accessibility for Ontarians with Disabilities Act (AODA) standards.	Page. 76				
OS 5. Ensure new residential developments incorporate adequate parkland and, when possible, ensure new parks are connected by pedestrian trails or pathways to existing parks, trails and amenities.	Page. 83				
OS 6. Ensure parks are provided to all communities in the Township.	Page. 83				
OS 7. Adopt a minimum park size of 1.2 ha.	Page. 83				
OS 8. Continue to develop and foster relationships with providers of non-municipal parks and green spaces.	Page. 83				
OS 9. Continue to provide/ add more washrooms and water fountains to public parks.	Page. 83				

54 Study done in-house

55 Study done in-house

56 Costs absorbed by other recommendations

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
OS 10. When undertaking park upgrades and developing new parks, ensure sufficient shade is provided.	Page. 83				
OS 11. Develop playgrounds such that there is one in each community, and in each major park. ⁵⁷	Page. 83	\$100,000	\$200,000	\$100,000	\$400,000
OS 12. Develop a splash pad in the late term, if demand materializes.	Page. 83			\$100,000	\$100,000
OS 13. Add a full basketball court to the supply by expanding an existing half court.	Page. 83	See OS 29			
OS 14. Maintain existing pavilions on Township property, and add a power and water source if possible.	Page. 83				
OS 15. Monitor demand for a dog park.	Page. 83				
OS 16. Develop a 'concept plan' for Ashfield Park.	Page. 85	\$5,000			\$5,000
OS 17. Naturalize forest edges at Ashfield Park, and provide educational signage. ⁵⁸	Page. 85	\$4,000			\$4,000
OS 18. Explore opportunity for a lookout at Ashfield Park with views to the water. ⁵⁹	Page. 85				
OS 19. Update spectator seating at Lucknow Kinsmen Community Park.	Page. 86	\$50,000			\$50,000

57 Four playgrounds are recommended at \$100,000 each (includes surfacing and play equipment). They should be implemented in the following order: 1. Ashfield Park; 2. Century Heights Park, Saltford; 3. Municipal Well/Pump House, Benmiller; 4. South Street Open Space, Port Albert

58 Cost includes two interpretive panels. This is intending to be a low-maintenance natural attenuation regime, so no planting is required - just maintenance, invasive species removal, etc.

59 This should happen in conjunction with the 'concept plan' (OS16)

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
OS 20. Add additional accessible paths in Petrie Park.	Page. 87		\$60,000		\$60,000
OS 21. Create a safer park entrance at Petrie Park. ⁶⁰	Page. 87	\$15,000			\$15,000
OS 22. Add a pump track to Petrie Park.	Page. 87			\$80,000	\$80,000
OS 23. Naturalize forest edges at Petrie Park, and include educational signage.	Page. 87		\$2,000		\$2,000
OS 24. Replace the play equipment and surfacing at Joseph Street Park.	Page. 90	\$80,000			\$80,000
OS 25. Replace the half basketball court with a full-sized court at Joseph Street Park.		\$60,000			\$60,000
OS 26. Replace and add new paths to better connect the site at Joseph Street Park.	Page. 90	\$30,000			\$30,000
OS 27. Create a multi-use space on the parcel adjacent to Joseph Street Park.	Page. 90	\$30,000			\$30,000
OS 28. Update parking surface at Lucknow District Sports Complex.	Page. 91			\$70,000	\$70,000
OS 29. Update splash pad as required at Lucknow District Sports Complex.	Page. 91			\$80,000	\$80,000
OS 30. Update and improve skate park Lucknow District Sports Complex.	Page. 91		\$50,000		\$50,000
OS 31. Update volleyball court Lucknow District Sports Complex.	Page. 91	\$60,000			\$60,000

60 Includes line marking and signage

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
OS 32. Add additional paths to connect park amenities at Lucknow District Sports Complex.	Page. 91	\$80,000			\$80,000
OS 33. Add additional paths to connect the site at St. Helen's Hall & Playground.	Page. 92		\$40,000		\$40,000
OS 34. Replace playground and surfacing as required at St. Helen's Hall & Playground.	Page. 92		\$80,000		\$80,000
OS 35. Develop a concept plan for Benmiller Community Hall & Baseball Diamond which includes ball diamond updates, updated play equipment, and accessible paths.	Page. 92	\$40,000			\$40,000
OS 36. Develop a Water Access Strategy that includes at minimum: - Detailed inventory and classification of all water accesses, including ownership and agreements - An inspection and maintenance plan - A waterfront safety plan	Page. 95	\$30,000			\$30,000
OS 37. Inspect and maintain ACW owned and operated beaches and water access points.	Page. 95				
OS 38. Update path and improve accessibility at Amberley Road Beach Access.	Page. 96			\$60,000	\$60,000

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
OS 39. Add and update signage at Amberley Road Beach Access. ⁶¹	Page. 96	\$4,000			\$4,000
OS 40. Develop plan to address erosion and an ongoing inspection and maintenance schedule at MacKenzie Camp Road ROW. ⁶²	Page. 96	Absorbed in operating budget/staff responsibilities			
OS 41. Add signage at MacKenzie Camp Road ROW. ⁶³	Page. 96	\$4,000			\$4,000
OS 42. Develop a new water access point at Kimberly Drive if demand materializes, including: - a small parking lot - signage ⁶⁴	Page. 97			\$150,000	\$150,000
OS 43. Update parking to road markings and parking stall lines at Port Albert Beach Road.	Page. 97	\$5,000			\$5,000
OS 44. Add and consolidate additional signage according to the signage strategy at Port Albert Beach Road.	Page. 97				

61 Includes directional signage and trail markings

62 Study done in-house

63 Includes directional signage and trail markings

64 Includes three wayfinding signs, and trail markers

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
OS 45. Through the Water Access Strategy, determine the need for an additional beach access in Port Albert, and the suitability of Ashfield Street ROW or David Drive for development. The new beach should also include a small parking area and signage.	Page. 98	see OS 45			
OS 46. Develop on-street parking on the northside of Sunset Beach Road.	Page. 100				
OS 47. Provide directional signage on the pathway to Sunset Beach Road Beach Access. ⁶⁵	Page. 100	\$8,000			\$8,000
OS 48. Develop a new park at the South Street Parcel.	Page. 102			\$20,000	\$20,000
OS 49. Provide access to the South Street Parcel through the Huron Street ROW.	Page. 102	Costs absorbed by other recommendations			
OS 50. Develop a new park at the Berry Avenue Parcels.	Page. 102			\$20,000	\$20,000
OS 51. Develop a 'concept plan' for a park and trail system on the James Street Parcels, Joseph Street Parcels and the Dungannon Well Reservoir.	Page. 102		\$40,000		\$40,000
OS 52. Develop a new park on the Century Heights Parcel. ⁶⁶	Page. 104		\$170,000		\$170,000

⁶⁵ Includes playground and surfacing (\$100,000), paths (\$30,000), 6 trees (\$30,000), 2 benches (\$4000), 1 picnic table (\$4000) (rounded up)

⁶⁶ Includes playground and surfacing (\$100,000), paths (\$30,000), 6 trees (\$30,000), 2 benches (\$4000), 1 picnic table (\$4000) (rounded up)

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued




 Operating Cost		 Capital Costs		 Cost For Study to be Undertaken	
RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
OS 53. Monitor need for recreation in Saltford, and determine if the Maitland View Estates Parcel is developable for future recreational use.	Page. 104				
OS 54. Determine if a parking area is possible on the Saltford Road Parcel.	Page. 104				
OS 55. Develop a 'concept plan' for a new park at Municipal Well/Pump House in Benmiller.	Page. 104			\$5,000	
Total Cost Open Spaces		\$605,000	\$489,000	\$550,000	\$1,149,000

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

Operating Cost		Capital Costs		Cost For Study to be Undertaken	
RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
Trails					
OS 56. Aim to improve connectivity between parks and facilities through trail development and improvements.	Page. 109	Absorbed in operating budget/staff responsibilities			
OS 57. Develop trail maintenance standards and training for staff to follow.	Page. 109	Absorbed in operating budget/staff responsibilities			
OS 58. Allocate funding and seek grants for trail maintenance.	Page. 102				
OS 59. Explore opportunity to provide year-round/seasonal maintenance on popular trails.	Page. 109				
OS 60. Continue to develop partnerships for the provision of trails.	Page. 109				
OS 61. Conduct a trails feasibility study at the Glen's Hill Road property.	Page. 109			\$40,000	\$40,000
OS 62. Conduct a trails feasibility study at the the Mud Lake and West Wawanosh Landfill properties.	Page. 109		\$40,000		\$40,000
OS 63. If development of parking is possible, update and develop trails on the Saltford Road properties (east and west).	Page. 110		\$40,000		\$40,000
OS 64. Update signage, including 'leave no trace' signage at the Saltford Road Trail West property.	Page. 110	\$6,000			\$6,000

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
OS 65. Work with the County, MTO, and neighbouring municipalities to develop active transportation along Highway 21. ⁶⁷	Page. 110	Absorbed in operating budget/staff responsibilities			
OS 66. Create small loops between the Maitland Trail and G2G Trail.	Page. 113			\$40,000	\$40,000
OS 67. Develop a trail connection between Melbourne Street and North Street. ⁶⁸	Page. 114		\$10,000		\$10,000
OS 68. Develop a trail connection along the Victoria Street Unopened ROW. ⁶⁹	Page. 114	\$22,000			\$22,000
OS 69. Develop safe connections between Petrie Park and the surrounding community in Port Albert. ⁷⁰	Page. 114	Costs absorbed by other recommendations. Refer to OS 78, 79, and 80.			
OS 70. Develop a connection between South Street and Huron Street.			\$28,000		\$28,000
OS 71. Develop a trail loop on the South of North Street Parcel. ⁷¹	Page. 115			\$36,000	\$36,000
OS 72. Develop a trail network on the Sydenham Street Parcel. ⁷²	Page. 115			\$36,000	\$36,000
Total Cost Trails		\$28,000	\$118,000	\$152,000	\$298,000

67 Cost covers one 2 km on-road route (existing surface with signage). Dedicated bike lane would be more like \$100,000

68 Cost covers one 2 km on-road route (existing surface with signage). Dedicated bike lane would be more like \$100,000

69 Approx. 70 m multi-use trail

70 Approx. 170 m multi-use trail

71 Approx. 500 m natural trail

72 Approx. 500 m natural trail

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

 Operating Cost
  Capital Costs
  Cost For Study to be Undertaken

RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
Service Delivery					
SD 1. Continue the Lucknow and District Joint Recreation Board Agreement considering the need to name all relevant facilities and/or additions to the facilities/spaces covered in the Agreement, at the next review or as appropriate. ⁷³	Page. 120				
SD 2. Change the name of the Lucknow and District Sports Complex to one that aligns with the name in the Joint Agreement and better reflects its purpose and programming. ⁷⁴	Page. 120				
SD 3. Retain and build the Township's primary role of indirect provision in delivering parks and recreation services in ACW by supporting the efforts of non-municipal organizations and groups.	Page. 121				
SD 4. Consult with the Dungannon Community Alliance (DCA) to determine the type and extent of support needed to upgrade/ maintain the Dungannon Community Centre and prepare an agreement for this purpose.	Page. 127				

⁷³ or at next review, if not in this timeframe

⁷⁴ or at next review, if not in this timeframe

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
SD 5. Build on experience and success in community-based partnerships and collaborations to expand these types of relationships, evidenced by community need and available service providers, and clarify associated processes in establishing formal agreements.	Page. 127				
SD 6. Future collaborations/partnerships should be supported by formal agreements with the Township or the Lucknow and District Joint Recreation Board, as appropriate.	Page. 127				
SD 7. Hire and consider sharing a Program Developer/Coordinator with Huron-Kinloss to work alongside the District Sports Complex Facility Manager/ Recreation Coordinator to build and facilitate programs and events and optimize the use of all available community facilities. ⁷⁵	Page. 129	\$192,000	\$192,000	\$256,000	\$640,000
SD 8. Evaluate newly introduced measures to attract and/or retain Sports Complex aquatics staff and continue to develop initiatives, as required.	Page. 130	\$22,500	\$22,500	\$75,000	\$120,000

⁷⁵ \$64,000 per year

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
SD 9. Develop a community group affiliation policy to provide clarity and consistency in terms of the range of support services available to all volunteer groups and what they must do to be eligible to be, and remain, affiliated.	Page. 139				
SD 10. Consult with volunteer recreation groups to confirm the type and extent of required assistance to sustain/grow their programs/ events, and to inform development of the policy within the capacity of the Township to provide support.	Page. 139				
SD 11. Review the Community Grant Policy in conjunction with developing an affiliation policy to ensure each addresses mutually exclusive areas and complementary areas of support to volunteer groups.	Page. 139				
SD 12. Develop an event policy to guide Township support to providers for, and management of, community-oriented and visitor-attractive events.	Page. 139				
SD 13. As required, develop a facility allocation policy for the arena. ⁷⁶	Page. 139				
SD 14. Develop a social inclusion policy.	Page. 139				

⁷⁶ if not done in-house

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
SD 15. Develop programs related to revenue generation to help finance parks and recreation services in the following areas: commemorative tree and bench, donations, advertising and sponsorship, last minute ice, community capital campaigns, and park/ facility naming.	Page. 144				
SD 16. Consider the need to review pricing in relation to the costs of service provision. ⁷⁷	Page. 144		\$35,000		\$35,000
SD 17. The Township should take the lead in instituting formal, community-wide planning for parks and recreation services.	Page. 147				
SD 18. Request other interested parties to participate in planning activities, as need or as opportunity arises.	Page. 147				
SD 19. Institute ongoing service monitoring and evaluation to inform service planning in the areas of facility/space use, programs and events. ⁷⁸	Page. 147				
SD 20. Develop annual planning targets to allow outcomes to be measured and reported. ⁷⁹	Page. 147				

77 ongoing process

78 ongoing process

79 ongoing process

Table 7-2: Anticipated Costs and Time Frame for Strategic Plan Recommendation Implementation, continued

 Operating Cost
  Capital Costs
  Cost For Study to be Undertaken

RECOMMENDATION	PAGE	TIMING			TOTAL COST
		SHORT TERM (1-3 YEARS)	MEDIUM TERM (4-6 YEARS)	LONG-TERM (7-10 YEARS)	
SD 21. Integrate evaluation outcomes into annual planning and budgeting and conduct Strategic Plan update in 10 years. ⁸⁰	Page. 147				
SD 22. Purchase and implement or upgrade existing software management system to provide comprehensive functions related to parks and recreation services planning, monitoring, evaluating, reporting, and budgeting.	Page. 148				
SD 23. Consider the potential to share digitization software purchase and use with Lucknow and District Recreation Department under the Joint Agreement.	Page. 148				
Total Cost Service Delivery		\$214,500	\$249,500	\$331,000	\$497,100
TOTALS		\$847,500	\$939,500	\$870,100	\$2,308,100

80 ongoing process

APPENDIX A: LUCKNOW ARENA ICE, BALL DIAMOND, AND SOCCER FIELD SCHEDULE

Table A-1: Lucknow arena ice schedule (October 2021 to April 2022 (Peak Week Each Month))

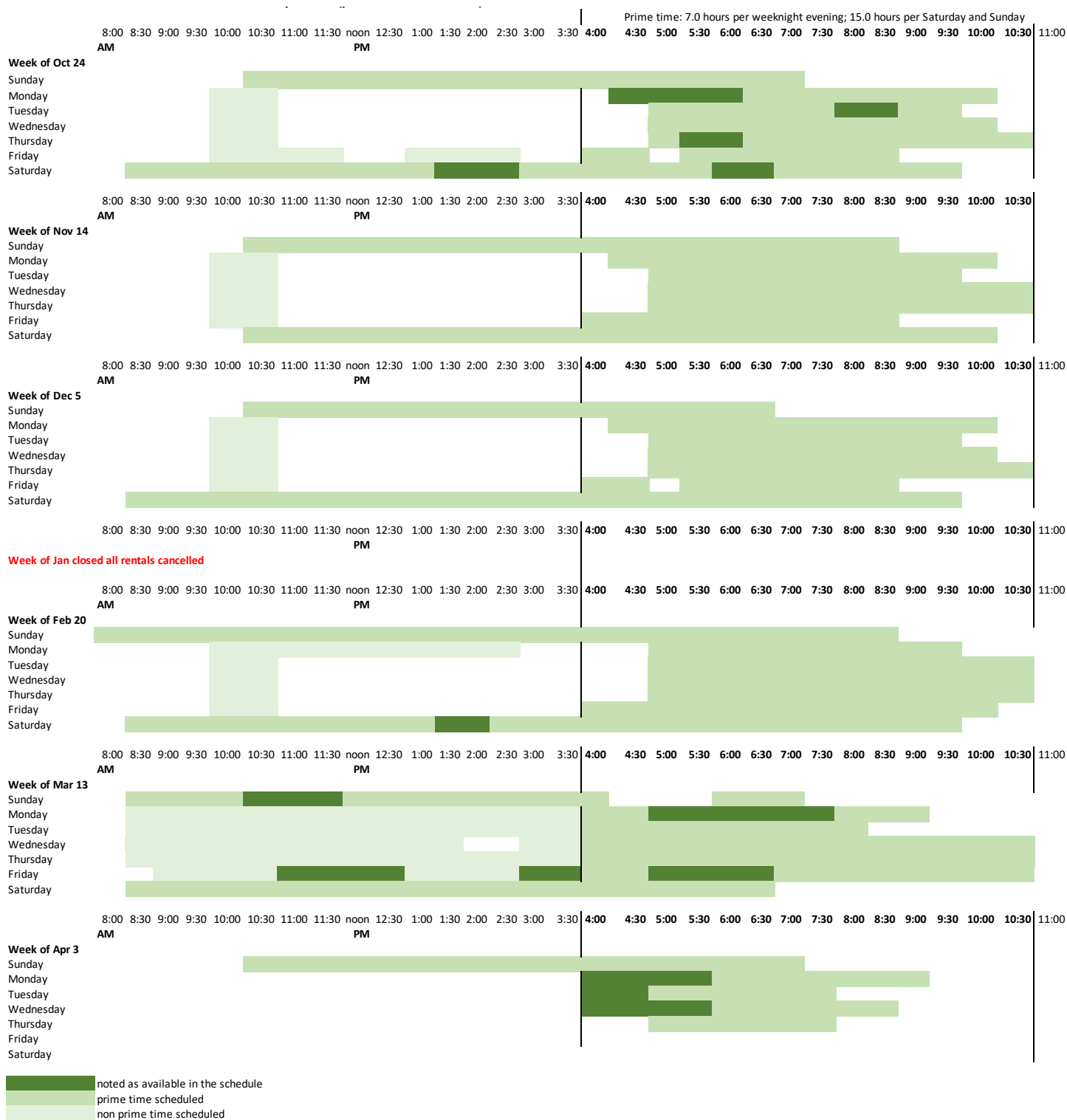


Table A-2: Ball diamond schedule (July 2022)

[illegible]

LSP = Ladies Slo-pitch BSP = Benmiller Slo-pitch MSP = Men's Slo-pitch

Table A-3: Soccer field schedule (July 2022)

[illegible]

APPENDIX B: OPEN SPACE INVENTORIES AND DUNGANNON PARK CONCEPT

Table B-1: Detailed existing parks inventory

NAME	SETTLEMENT AREA	OWNERS	M2	"SIZE (HA)"	OPEN AREAS AND GREEN SPACE	WATER/ BEACH ACCESS	WALKING TRAILS/ PATHS	PLAY EQUIPMENT	SKATEBOARD PARK	BASKETBALL COURT	BASEBALL DIAMOND	TRACK FIELD	SOCCER FIELD	VOLLEYBALL COURT	ICE SKATING/H OCKEY RINK	SPLASH PAD	TRACK / SHOW RING	PICNIC AREA	PAVILLION/ GAZEBO	BIKE RACKS	POOL	WASHROOM FACILITIES	PARKING
Ashfield Park	Amberly	Township	43465	43.5	YES	YES												YES	YES			YES	YES
Kinsmen Soccer Fields	Lucknow	Township	73916	73.9	YES								YES					YES	YES	YES		YES	YES
Lucknow District Sports Complex, Lions Park, and Skate Park	Lucknow	Township	30958	31.0	YES			YES	YES		YES			YES		YES		YES	YES	YES	YES	YES	YES
Lucknow Kinsman Community Park	Lucknow	Huron Kinloss	14416	14.4				YES			YES												YES
St. Helen's Hall & Playground	Saint Helens	Township		0.0				YES										YES	YES				YES
Petrie Park	Port Albert	Township	8893	8.9	YES			YES		YES	YES							YES				YES	YES
Dungannon Agricultural Society	Dungannon	Non-Municipal	57329	57.3	YES			YES			YES	YES			YES		YES	YES	YES				YES
Joseph Street Park	Dungannon	Township	1511	1.5	YES		YES	YES		YES								YES					YES
Dungannon Park	Dungannon	Township	1827	1.8	YES		YES											YES	YES				
Benmiller Community Hall & Baseball Diamond	Benmiller	Township	7857	7.9	YES						YES							YES	YES			YES	YES

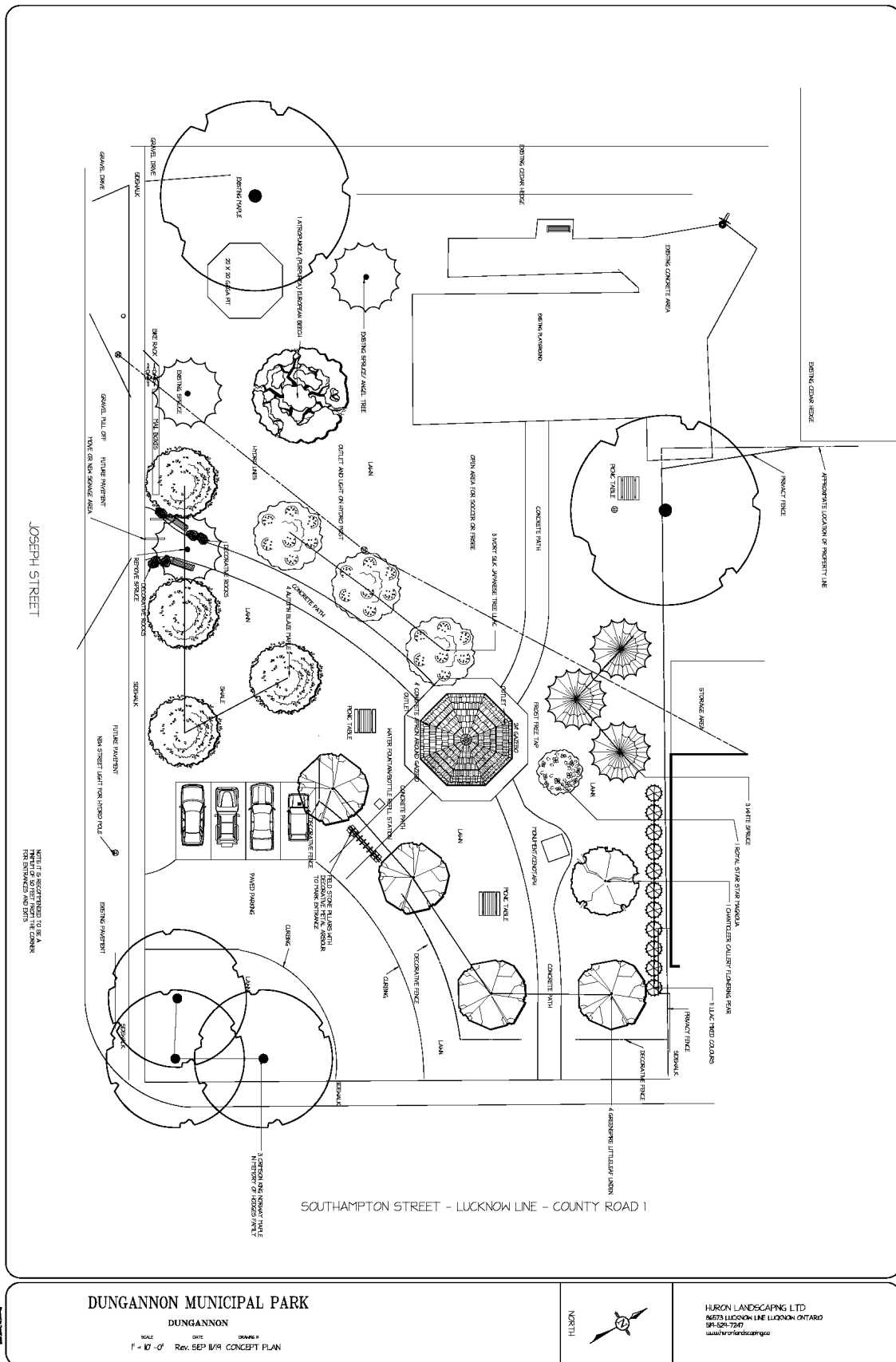


Figure B-I: Dungannon Park concept map

