



CANTON / TOWNSHIP
ALFRED & PLANTAGENET



TOWNSHIP OF ALFRED AND PLANTAGENET RECREATION AND CULTURE MASTER PLAN **FINAL REPORT**

October 2020

Prepared for:



CANTON / TOWNSHIP
ALFRED & PLANTAGENET

Prepared by:



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**Alfred and Plantagenet Recreation and Culture Master Plan
Technical Compendium (provided under separate cover):**

Appendix A: Background Report

Appendix B: Survey Analysis

Appendix C: Inventory of Recreation Assets

Appendix D: Recreation Asset Amortization Schedule

1 Introduction

1.1 What is a Recreation and Culture Master Plan?

The Recreation and Culture Master Plan for the Township of Alfred and Plantagenet provides a comprehensive, multi-year framework of short (1-5 years), medium (6-10 years) and longer-term (11+ years) priorities for the development of recreation, parks, trails, leisure and cultural opportunities, resources, services, and facilities in the Township.

This Master Plan is a municipal guidance document designed to further effective planning, budgeting and implementation of stated goals and objectives for recreation, culture, parks and trails in Alfred and Plantagenet until the year 2040.

The Master Plan is a flexible blueprint – many of the recommendations contained in this document are stand-alone and can be implemented separate and apart from decisions required to implement other aspects of the Master Plan. The Master Plan should also be placed in the broader context of all obligations of the Township of Alfred and Plantagenet as a provider of services, facilities and infrastructure. Changes in the wider municipal environment in terms of fiscal priorities, can be expected to impact the priorities contained in this Master Plan.

1.2 Purpose and Scope of the Master Plan

The principal objective of the assignment is to document current municipal recreation assets and develop a series of recommendations and actions to accommodate the current and future recreational needs of the municipality over the next twenty years (to 2040).

The Master Plan addresses a broad range of municipal facilities and programming across the Township, specifically evaluating needs and strategies for the following:

Indoor Recreation Facilities

- Community Centres & Halls
- Libraries

Outdoor Recreation Facilities

- Ball Diamonds & Soccer Fields
- Sport Courts
- Outdoor Swimming Pools
- Parks & Playgrounds
- Marinas & Boat Launches

1.3 Background Report

The Recreation and Culture Master Plan report should be read in conjunction with the associated Background Report and accompanying Survey Analysis. The Background Report presents a summary of findings regarding the inventory of recreation facilities, including utilization, financial performance, and community satisfaction, as well as the process and results of community and stakeholder consultation.

2 The Context of Changing Needs

2.1 Planning for Future Population Growth

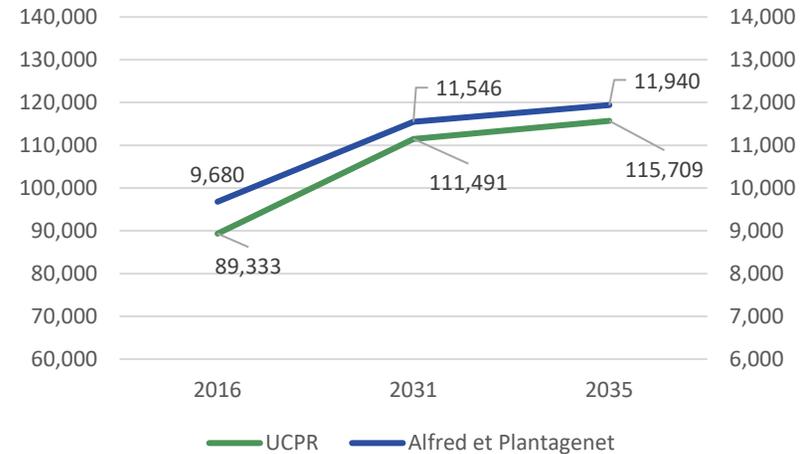
The Background Report for the Recreation and Culture Master Plan identified that the Township is experiencing modest population growth since 1996, with growth focused in Wendover and Alfred. This is expected to continue over the next 15 years. The population is projected to increase by 2,260 people (23%) by 2036 based on a 2012 reference population.

The United Counties of Prescott-Russell (UCPR) 2012 population projections forecasted a population of 93,500 by 2016. The UCPR population in 2016 according to census data was 89,333, showing that the County has been growing slower than expected.

Population in Alfred and Plantagenet was forecasted to be 10,050 in 2016, compared to the 2016 census population of 9,680. The expected 2011-2016 growth rate was 7.4%. The actual growth rate was 1.5%.

These increases in the population base will likely require investment in existing facilities to ensure the continuation of services for current and new residents, as well as the potential for new facilities to ensure the level of service currently provided by the Township is sustained with future growth. Continuous monitoring of future need and demand for recreational facilities and amenities will be important going forward.

Exhibit 1: Population Projections Growth Comparison to 2035



Source: Statistics Canada 2016 Census Data, UCPR Official Plan (2016), Alfred and Plantagenet Official Plan (2015).

2.2 Planning for Key Target Markets

The Background Report further identifies that while the Township is expected to experience aging (similar to many other communities in Ontario), the Township still continues to attract young families. When looking at the age structure of the Township at the village-level, the highest concentrations of children and youth (those 19 years of age or younger) are focused in Wendover and Plantagenet. New residential areas are expected to continue to attract and accommodate new and younger families.

From the perspective of this Master Plan, planning for age-friendly and multi-generational spaces will be important to address the needs of children, youth, young adults as well as older residents (which is more important in rural areas). Investment in recreation

and culture must be viewed as part of the quality of life equation, resident attraction and economic development strategy for the Township and means to achieve growth targets.

2.3 Community Aspirations for Parks & Recreation

Community engagement activities generated input from approximately 500 residents and stakeholders over the course of the Master Plan process. Engagement activities included:

- Four (4) community workshops;
- Staff and senior management meetings and interviews;
- One public online survey – in both French and English, the results of which are provided under separate cover;
- Consultation sessions with students (Grades 7-12); and
- Interviews with external stakeholders (e.g. Conservation Authority, School Board).

The results of these activities provided for an array of responses. A number of common themes and aspirations emerged for the future provision of recreation and culture over the long-term, summarized as follows:



Theme 1: Multi-use Facilities and Community Hubs

Ensure that new and existing facilities are multi-purpose and multi-use; provide space for community hubs and gathering places for residents of all ages and continue to provide co-located activities.



Theme 2: Enhance Programming

Focus on providing adequate programs and associated facilities particularly for youth with an emphasis on art and cultural activities and develop more fitness programming through enhanced partnerships.



Theme 3: Planning for more special events

Plan for more performing/visual arts and entertainment events in the Township showcasing local talent as well as artists from elsewhere.



Theme 4: Waterfront Development

Provide for more recreational opportunities and enhance the waterfront to provide expanded services for residents and tourists.



Theme 5: Collaboration and Partnerships

Expand partnerships with the conservation authority, other environmental organizations, and upper levels of government to promote and expand recreational opportunities on trails and open spaces.

2.4 The Link Between Physical Activity and Wellbeing

The various facets of “wellbeing” often relate to physical and mental health. ‘A Framework for Recreation in Canada: Pathways to Wellness’ (2015) is a national framework that explores the idea of “wellbeing” in the provision of recreation in Canada. The framework guides the continued evolution of recreation in Canada and is a joint initiative of the Interprovincial Sport and Recreation Council and the Canadian Parks and Recreation Association. This framework is premised on the assertion that recreation provides multiple pathways to wellbeing for individuals, communities and for our built and natural environments, and allows for a re-visioning of recreation’s capacity for achieving wellbeing.

The national framework identifies key benefits of recreation and summarizes them as follows:

Enhances mental and physical wellbeing

- The availability and accessibility of parks and recreation facilities promotes increased levels of physical activity, which in turn, enhances self-esteem, personal growth and life satisfaction for people of all abilities.

Enhances social wellbeing

- Provides developmental opportunities for children and youth, which supports social relationships in clubs and organizations. Helps decrease anti-social behaviour

Creates strong families and communities

- Builds social capital in the form of arts, recreation programming, festivals, and parades. Community events

help form relationships between neighbours and promotes positive civic behaviour, mutual caring and voluntarism.

Economic benefits to investing in recreation

- Recreation spending creates jobs, fosters tourism, makes communities more attractive places to live, learn, work, play and visit. “Upstream” investments can also improve individual and community wellbeing, which reduces costs in health care, social services and justice.

A variety of socio-economic factors that can have an influence on participation in physical recreation, including age, income, marital status, place of residence, health challenges, consistent access to recreational opportunities, social media, among others. On a more local level, the following trends related to participation have been observed:

- Participation in informal and unorganized activities is becoming more common than in organized programming.
- Key motivators for participation include a desire to maintain a healthy and active lifestyle.
- Time and/or availability of program offering is commonly cited as a barrier to participating in recreational activities. This is the case in Alfred and Plantagenet and echoed on a provincial scale.

2.5 Changing Trends in Recreation & Culture

There are a number of national, provincial and local trends related to facilitating physical activity and participation in sport.

Recreation Facilities

- **Multi-use and flexible** facilities that act as ‘destinations’ or ‘hubs’ for all residents.
- Consideration for **tourism and sport tourism opportunities** (i.e. tournament and event hosting) in facility planning.
- Facilities and amenities that **encourage complete sustainability** (environmental, economic, and social) focused on zero waste, green building typologies and promoting green lifestyle choices.
- Fully **accessible and inclusive** facilities and amenities means improved opportunities for participation by all people in all recreational pursuits regardless of age, income or ability.

Parkland

- Creating **flexible spaces** to enable a variety of unstructured activities and events by a variety of ages and abilities (e.g. “8 to 80” movement).
- **Green infrastructure** and Low Impact Development (LID) are becoming common in the design and development of parkland and open space.
- Incorporating **natural elements within play places** supports higher levels of play through repeated use and can help to encourage children to get outside and explore.

Libraries

- **Blending recreation, learning and culture** as actively programmed community centres provide added benefits for co-located library services.
- **Infusion of creative activities** including Maker Spaces, community lectures, poetry cafés.
- **Addressing the needs of the commuting population** by arranging for borrowing privileges in neighbouring cities and towns to allow commuting residents to use library services in the municipalities in which they work.

3 Master Plan Values & Priorities

The Master Plan and its recommendations are based on the following principles, vision, goals, and objectives for planning and investment in recreation and culture in Alfred and Plantagenet.

3.1 Key Principles

1. Strategically invest in recreation infrastructure for resident retention, attraction, and economic development to promote tourism.
2. Recognize Wendover, Alfred, Plantagenet, and Lefaivre as the primary hubs for recreation and culture within the Township, focusing facility development in these locations.
3. Address the needs of target populations (youth, seniors) through recreation planning and optimization of existing facilities, ensuring age-friendly, accessible and inclusive recreation and cultural opportunities.
4. Provide an effective range of indoor and outdoor spaces for community recreational and cultural activities and programming.
5. Protect and enhance Alfred and Plantagenet’s riverfronts as an important asset for active and passive recreation, and tourism opportunities.
6. Use recreation planning as a tool to focus on environmental management, active transportation and enhanced access to Alfred and Plantagenet’s natural heritage.

7. Promote and support positive partnerships and alliances to maximize access to recreation and culture facilities, amenities, services and programs.

3.2 The Vision for Recreation & Culture

A vision for recreation and culture in the Township of Alfred and Plantagenet was developed as part of the Master Planning process, and reads:

“Alfred and Plantagenet will strive to provide relevant, in-demand and high-quality community recreational and cultural facilities and services, and contribute to achieving a natural environment that enhances quality of life for all residents in our community.”

3.3 Goals & Objectives

Goal 1: Make recreation and culture accessible to all

Objectives:

- Plan for and invest in multi-use and multi-generational (8-80) spaces – this may include investment in facilities but also parks, trails, and other open spaces.
- Strategic investment in recreation and culture infrastructure for target groups including youth and seniors.
- Co-locate appropriate Township-owned facilities and/or Township resources.

Goal 2: Promote health, wellness and active living through a variety of opportunities.

Objectives:

- Provide and support programs that promote health and wellness and improved quality of life.
- Protect the natural environment and prioritize effective management of these assets for recreational purposes.
- Promote active transportation through a safe and connected network of parks, trails and open space.

Goal 3: Facilities renewal and investment

Objectives:

- Renewal of aging assets based on effective asset management principles and the Township's evolving asset management strategy.
- Priority for investment to maintain existing facilities that have a viable lifespan before investing in new facilities. This requires a comparison of the costs and benefits of facility renewal against new construction.
- Recognize that Township-wide services, the achievement of effective operating scale and cost reductions may lead to the centralization of facilities over time.
- Pursue all opportunities to develop recreation and culture infrastructure by leveraging upper level government and other funding programs that arise over time.

Goal 4: Support, promote and partner for access to facilities and programs

Objectives:

- Encourage community involvement in the operation of facilities and programs.
- Balance the need for local organization of recreation and culture, and facility planning with benefits of co-ordinated township-wide planning and oversight.
- Address service needs in the rural areas including target populations.

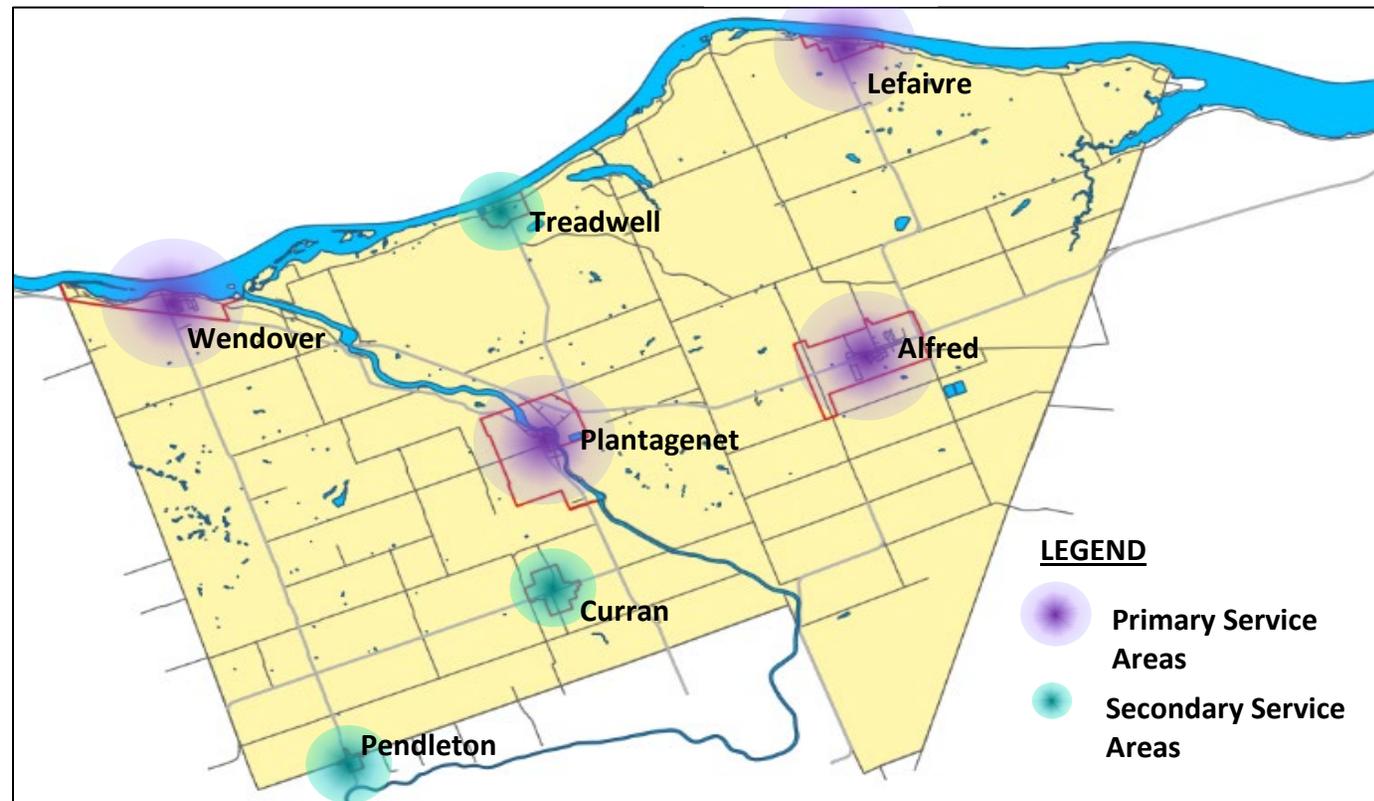
4 Approach to Planning and Service Levels

Due to the geographic reach of the Township there is a need to establish appropriate levels of service for the urban villages as well as for the more rural areas. This will provide a geographic framework to guide future planning and municipal investment. The various settlement areas provide different levels of service based on the nature of the facilities located there. Wendover, Treadwell, Lefaire, Alfred, Plantagenet, Pendleton, and Curran are intended to absorb the most growth and have planning frameworks that support and encourage diversified, mixed-use communities.

As such, this Master Plan recognizes Alfred, Plantagenet, Wendover and Lefaire as primary service areas, offering the broadest range of recreation and culture facilities and services, while Treadwell, Curran and Pendleton are recognized as secondary service areas providing fewer facilities and/or services related to recreation and culture.

The recommended level of service for recreation and culture facilities within the rural villages is premised on maintaining ownership of existing facilities, parkland and boat launches where this is warranted based on a balanced assessment of building condition and utilization.

Exhibit 2: Localized Service Areas



4.1 Service Level Recommendations

| Area of Focus | No. | Recommendation |
|--|-----|--|
| Equitable Provision of Facilities | 1. | Maintain the current distribution of recreation amenities in the Township, where feasible with consideration of future asset management priorities. |
| | 2. | Ensure that future facility renewal and replacement is undertaken with reference to the identified service standards adopted in this plan. Where the level of service is considered to be significantly in excess of comparable standards, the Township should continue to monitor the level of service to determine if a reduction in the service standard is warranted. |
| | 3. | <p>Facilities and services which serve a Township-wide function, such as sports fields, gymnasiums, outdoor pools and all community halls should have a level of service identified for the Township as a whole. This includes new facilities that may be implemented as part of this Master Plan.</p> <p>As Township-owned assets, facilities in each community which serve primarily a local community need should continue to do so but their utilization should, where feasible, include meeting the needs of all residents of the Township.</p> |
| | 4. | <p>The location of any major new recreational asset including sports fields, specialized services or assets (e.g. dog parks) and community centres, as well as the future replacement and/or expansion of major existing community facilities should represent the most appropriate location based primarily on considerations of land ownership (preference for municipal-owned land), site suitability for the proposed use, potential for future expansion in-situ, capital costs associated with servicing and development and co-location opportunities with other municipal recreation infrastructure. The service area boundary for such facilities is Township-wide.</p> |
| | 5. | <p>Localized pedestrian access to parks within a reasonable walking distance of the majority of residents is a goal of this plan. Given the rural nature of much of the Township, this policy applies mainly to the villages that comprise the urban centres of the Township. Nevertheless, by maintaining the geographic distribution of existing assets including both indoor and outdoor facilities, the plan will maintain an equitable level of service across the municipality.</p> |

| Area of Focus | No. | Recommendation |
|------------------------------|-----|--|
| Access to Programming | 6. | The provision of programming availability in each community will be determined by the relevant service providers. By working with its partners, the Township will seek to ensure that community recreation programming is available to each community. Where this is not possible, the Township will work with the community to improve access to services elsewhere in the Township. |
| Alfred College | 7. | Do not seek to purchase Alfred College recreation centre unless this is achievable through a partnership and includes only the land and buildings sufficient to operate the recreation complex (including provision of surface parking, loading and access). |
| | 8. | Should a viable purchaser for the College emerge and the property subsequently transferred, the Township should consider an active partnership as a principal user of part or all of the recreation complex at the College. This assumes that a future owner wishes to retain the sports centre. The likely costs associated with retrofit of the indoor pool, as well as the significant operating costs associated with the facility, suggest that retention of that pool based on a public use revenue model is unlikely. |

5 Service Delivery

5.1 Approach to Service Delivery

At present the Township supports a Community Development Model of recreation provision, balancing its operation of facilities with the facilitation of programs and services led by community user groups and other organizations/non-profits through the provision of publicly accessible recreational facilities.

Existing community-led programs include soccer, baseball, horseshoe, petanque, darts, volleyball, walking clubs, fitness classes, and senior and community development groups. Other key partnerships include: swimming lessons delivered by the Red Cross, and group snowshoe hikes and fitness classes led by the Centre de santé communautaire de l'Estrie, and walking clubs led by Plantagenet Family Health Team and Physio Plantagenet. The Township currently runs the registration for aquatic programs provided by the Red Cross. A Community Use of Schools Agreement also makes the school facilities such as gymnasiums and soccer fields accessible for community use outside of school hours. The ATV Club of Eastern Ontario and the Ontario Federation of Snowmobile Clubs are also active in the area.

In 2018 the Recreation Department spent \$1,028,399.15 in operating costs and had \$769,927.55 in revenue, resulting in a cost recovery ratio of 41%. This amounts to \$106 per capita and includes all costs associated with the delivery of facilities including libraries.

5.2 Programming & Participation

51% of survey respondents (n=356) indicated they participated in recreation programming in the Township in the last 12 months. Based on their feedback, the public is generally satisfied with the

recreation programs on offer in the Township with youth programs being the most popular followed by volunteering, and adult and senior sports and outdoor activities.

26% (n=354) of survey respondents indicated there were barriers to participating in recreation programs. These included a lack of programs of interest, lack of awareness of the program offer and the times at which programs are offered.

New Programming Opportunities

Consultation with the community resulted in numerous suggestions for expanded recreational programs to be offered in the Township. Suggestions from the public survey are summarized in exhibit 3 below. (See Technical Compendium Appendix A for more detail).

Ensuring the provision of recreational programming to target groups (e.g. low-income, youth, seniors, etc.) is an important principle of this Master Plan. With a growing population of older adults, the opportunity exists to offer an expanded suite of senior specific programs, particularly for those in rural areas, as well as inter-generational programs that encourage participation and interaction from all age groups. This could include recreational as well as cultural pursuits (e.g. painting classes, cooking classes, crafts, etc.).

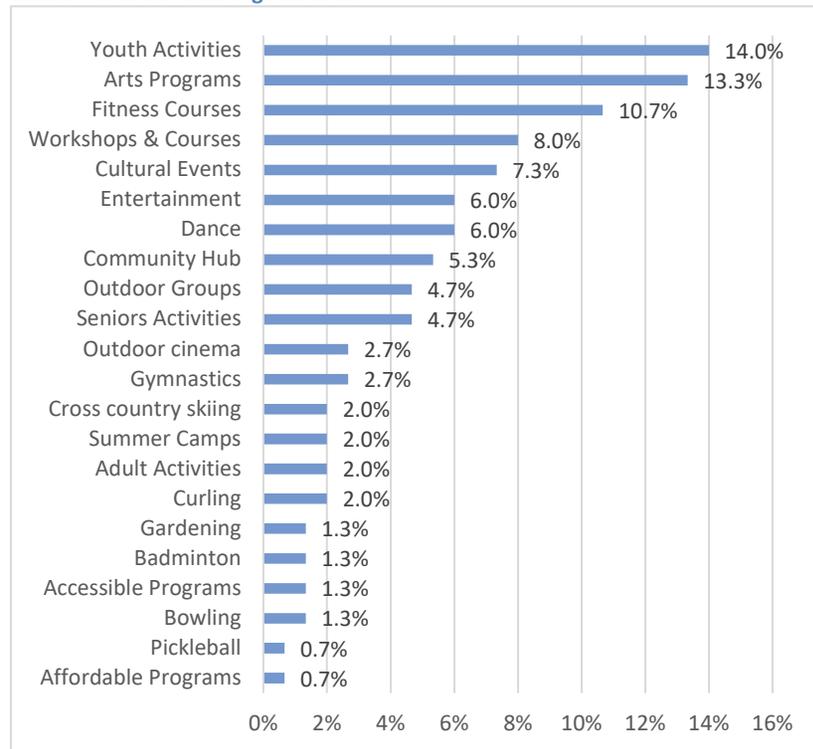
As identified through community engagements it will also be important to focus on providing more programming opportunities and spaces (dedicated or non-dedicated) for youth. Currently, youth activity and well-being is encouraged through the Healthy Kids Community Challenge, a Provincial initiative to help children stay active and develop healthy eating habits.

Issues of concern identified from the student consultation were a lack of activities for all generations and a need for more activities

for teens, as well as more sports leagues, in particular basketball. Top additional recreation related facility wants included a fitness studio/gym, an indoor pool, an arena, additional volleyball and basketball courts and a sports dome.

Opportunities also exist in Alfred and Plantagenet to offer more expanded programs in library spaces. The addition of “maker space” for example can create opportunities for arts and cultural options. This will be contingent on additional space made available in the libraries as a result of maximizing space utilization through the consolidation of community halls and centres and libraries explored in section 6 below.

Exhibit 3: Additional Program Wants



5.3 Special Events

The Township directly delivers Canada Day festivities and the Annual Canoe and Kayak race in addition to supporting local organizations and groups in the delivery of special events including the Wendover Western Festival, the Plantagenet Bean Festival, the RCMP Musical Ride, as well as fishing and sporting tournaments amongst others.

65% of survey respondents (n=346) indicate that they participate in special events in the Township and are generally satisfied with their experiences. Respondents suggested a need for more art and music related events and activities, as well as more organized community events. Suggestions included:

- Art and history exhibitions
- Film screenings, plays and concerts
- Farmer’s Markets
- Environmental Conservation events
- More community luncheons, dinners and potlucks
- Hockey tournaments on outdoor rinks

Continuing to deliver special events and providing support for local organizations to host events will be important going forward and will require organizing Township staff involved in planning, delivering and supporting festivals and events to more effectively support a community-led delivery model as well as to initiate more Township-led events.

5.4 Service Delivery Partnerships

Partnerships are an important component in the provision of recreation, taking a number of forms that include government, non-profit organizations, schools as well as the private sector.

While the provision of recreation and culture services has often relied on municipal governments, municipalities today often need to look outwards for partnerships that can enhance service levels, effectively leveraging public funds.

The Township should continue to foster partnerships as deemed appropriate that can improve service levels and effectively leverage funds including encouraging access to school board facilities through the Community Use of Schools policy. The potential for any new partnerships that could enhance the provision of recreation facilities and programs across the Township should also be examined. This could include the role of non-profit and community organization sectors in the delivery of programming, as well as conservation organizations, the PR Recreational Trail Corporation and the UCPR Tourism Department in the development of expanded recreational, tourism and environmental education opportunities in the trails, and open spaces across the Township.

5.5 Recreation Facility Fee Setting

Indoor and outdoor recreational facilities in Alfred and Plantagenet are currently rented at daily/nightly rates. These rates are comparable to rates in nearby municipalities. However, it is common municipal practice to set hourly rates or per game rates as well as to set lower rates for minor recreation groups in comparison to adult recreation groups and additional fees for the use of lighting. In order to ensure continued fair and equitable pricing, a comprehensive review of user fees should be completed to confirm, validate and prioritize an approach to pricing going forward that is in keeping with best practice. The following should be considered:

- a. The completion of a detailed assessment of the full cost of service (direct and indirect costs) for the delivery of indoor and outdoor facilities and assess whether current levels of

cost recovery across various categories of facilities are acceptable or require improvement; and

- b. Benchmarking fees with comparable communities.
- c. Creation of a new user fee policy.

5.6 Marketing and Communications

The Township currently provides information and communicates with residents about recreation through the Recreation page on the Township's website, social media, and through the bi-annual Recreation Guide. The majority of survey respondents indicated they learn about recreation programs in the Township through social media and word of mouth and that in general, communication about programs and services can be improved.

Opportunities to improve marketing and communication methods for the promotion of services exist through more direct communication with residents through mailing lists and the improvement of the Township's website with online facility booking systems and more detailed information on programs.

5.7 Measuring Performance

Performance measurement is a process for obtaining the necessary information to set goals and strategies, allocate and prioritize resources, inform strategic decisions and report to stakeholders on results. The collection of this data has become common municipal practice and can lead to greater efficiencies and increased community benefit. Key performance indicators that the Recreation Department should track include facility utilization, program registrations and registrant profiles using appropriate booking software available to the Recreation Department. Qualitative inputs

such as user satisfaction and aspirations can also be tracked through customer satisfaction surveys. By adopting greater use of easily

gathered metrics a CRM (Customer Relations Management) approach can lead to better policy outcomes.

5.8 Service Delivery Recommendations

| Area of Focus | No. | Recommendation |
|--|-----|---|
| Approach to Service Delivery | 9. | Continue to maintain a Community Development Model for the municipal delivery of parks, recreation and culture in the Township of Alfred and Plantagenet. Under this model, where volunteer and agency groups have historically serviced the recreation programming needs of the local community, the Township supports these initiatives through the provision of access to facilities for activities. |
| | 10. | Continue to facilitate access to gymnasiums through partnerships with the school board to allow programs to be offered within these facilities through Community Use Policies |
| | 11. | Continue to work closely with the Public Works Department to implement park (re)development projects and prioritize / maintain outdoor assets throughout the Township through improved joint Asset Management Planning. |
| | 12. | Implement and update the 2016 Asset Management Plan, as per O. Reg. 588/17, retaining a specific and enhanced focus on recreation and community facilities, open space and parks in addition to the traditional emphasis on hard infrastructure. In the context of changes to the treatment of soft infrastructure arising from Bill 108, this is important as a basis for maintaining levels of service through effective prioritization for asset renewal and replacement. |
| Programming & Participation | 13. | Work with community groups and local partners to strengthen existing programming and expand the suite of traditional and non-traditional programs offered through new or expanded partnerships ensuring programming for all age groups but with a special focus on youth and seniors. Programs can include additional youth and adult sports leagues, arts and crafts, dance, fitness courses, skill courses, cultural activities, night courses for adults, family evening activities, and daytime activities for seniors. |

| Area of Focus | No. | Recommendation |
|--|-----|---|
| Age-Specific Policies and Programming | 14. | As part of the development of the Provincially mandated Community Safety and Well-being Plan, develop clear age-specific policies focusing on youth and seniors. This plan should recognize the range of needs of different youth and senior age groups and focus on programming for rural seniors and youth. |
| | 15. | Continue to uphold the vision of the “Healthy Kids Community Challenge” through continuous efforts to provide youth with options to become more active by providing space in community halls / centres and ensuring information about programs, activities and healthy eating habits are regularly communicated. |
| Special Events | 16. | Promote the development of more cultural (i.e. performing arts, fine arts, etc.) and sporting events in Alfred and Plantagenet by working with local event organizers to evolve the range of events to better include cultural themes. This could include art and history exhibitions, art in the park events, weekly summer concert or play series, farmer’s markets, environmental conservation events, outdoor rink hockey tournaments, indoor and outdoor movie screenings, angling tournaments, canoeing/kayaking events, as well as trail walking and cycling events, among others. |
| Strengthening Service Delivery Through Partnerships | 17. | Where feasible, explore opportunities to partner with corporate sponsors and community organizations to enhance service levels and maximize the impact of the use of public funds (e.g. facility naming / sponsorship, operation of spaces, program delivery, etc.). This policy should be pursued at a corporate Township level for all service delivery. Develop a corporate sponsorship policy to direct efforts in this regard. |
| Accessing Recreation Through Fee Setting | 18. | Undertake a comprehensive review of current user fees and pricing schedule as it relates to facility and parks rentals, and equipment rentals, and consider setting hourly rates and differing rates for minor and adult recreation groups. This review should include a detailed assessment of current rates in surrounding municipalities and determine appropriate cost recovery ratios and rates for future programming opportunities. The existing User Fees and Rental Rates By-law should be adjusted accordingly. |
| Marketing and Communications | 19. | In pursuit of its role in community development, the Township should promote communications and awareness of available programs, drop-in activities and other events undertaken by third |

| Area of Focus | No. | Recommendation |
|------------------------------|-----|---|
| Measuring Performance | | <p>parties using the Township’s facilities. This should also include pool schedules and potentially a listing of available space within parks, community halls and fields that can be provided to the community for specialized events or activities.</p> <p>This recommendation ties into the requirement to more fully monitor the use of the assets under the ownership and control of the municipality.</p> <p>In response to consultation that identified a lack of awareness of programs available to the community, the Township can take a leading role in helping promote the opportunities available to residents. This can include the option to sign-up to an email list for updates on upcoming events or program registration dates or to have a hardcopy of the leisure guide delivered by mail. It can also include the continued development of the Parks and Recreation webpage to include more details of programs offered by community partners including registration dates.</p> |
| | 20. | Consult with the community and user group partners on a regular basis related to changing preferences, demand for activities, facility needs, and required improvements to the Township’s recreation service delivery model. Progressively address methods to improve the delivery of services over time and look for opportunities to fill gaps in services |
| | 21. | <p>Develop simple but meaningful performance measures that can be used to assess the Department’s performance year over year. For example, metrics can include:</p> <ul style="list-style-type: none"> - The number and variety of programs operated out of Township venues including both indoor and outdoor spaces; - The effective and sustained level of participation in these activities by season; - The effective maintenance of existing partnerships such as with the School Boards through “Community Use of Schools” policy. - Improved level of satisfaction of residents through an annual survey of resident satisfaction with parks, recreation and cultural services. |
| | 22. | Track the utilization and participation of Township-owned assets as well as those owned by partner organizations (e.g. the local school boards). The receipt of program registrations of user groups that rent Township facilities should be made a condition of all rental information. |

| Area of Focus | No. | Recommendation |
|---------------|-----|--|
| | | <p>More detailed facility booking data (i.e. hourly bookings by user groups) should be collected as well as the rate of individual program take-up and utilization of facilities in the Township. Understanding the “fill-rates” of classes offered by others in the Township’s facilities is an important input to determining the effectiveness of the use of Township facilities to meet the goals of recreation and leisure services. Continuous tracking will help the Township in decision-making related to the complement of programs and facilities that should be available.</p> |
| | 23. | <p>As program opportunities grow, utilize the latest recreation specific software to manage the interface with customers and potential customers.</p> |

6 Indoor Recreation Facilities

The Township is the main provider of indoor recreation facilities consisting of 7 community centres and 5 libraries. These facilities provide space for community rentals and user groups to undertake their program activities. In addition, there are 4¹ gymnasiums located at the Catholic schools in the Township under the jurisdiction of the Conseil scolaire de district catholiques de l'Est ontarien.(CSDCEO). The Centre un Pas pour Soi is a private facility that offers fitness and martial arts classes that operates independently from the municipality.

Residents also use indoor facilities throughout the region in Clarence-Rockland, St-Isidore, and Hawkesbury. Fifty four percent (54%;n=358) of survey respondents indicated they travel outside of Alfred and Plantagenet to access arena facilities and 70% (n=356) indicated they travel to access other indoor facilities. Fitness gyms, swimming pools, sports domes, and gymnasiums were the indoor facilities most traveled to.

Exhibit 5 on the next page summarizes the existing supply and geographic distribution of indoor recreation facilities in the Township.

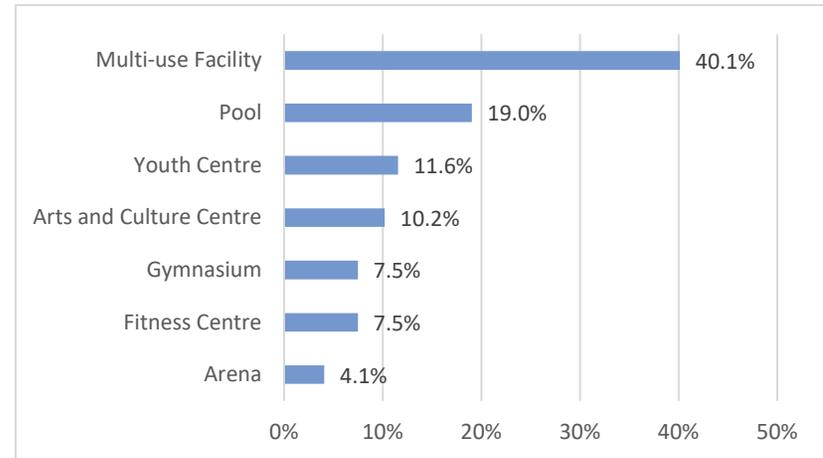
6.1 Identified Needs

Fifty four percent (54%) of survey respondents (n=323) indicated a need for additional indoor facilities in the Township. Through engagement activities the community has identified a need for more community gathering spaces that allow for engagement in

¹ In addition to the active supply, Alfred College has an additional supply of 1 gymnasium that is currently not in use.

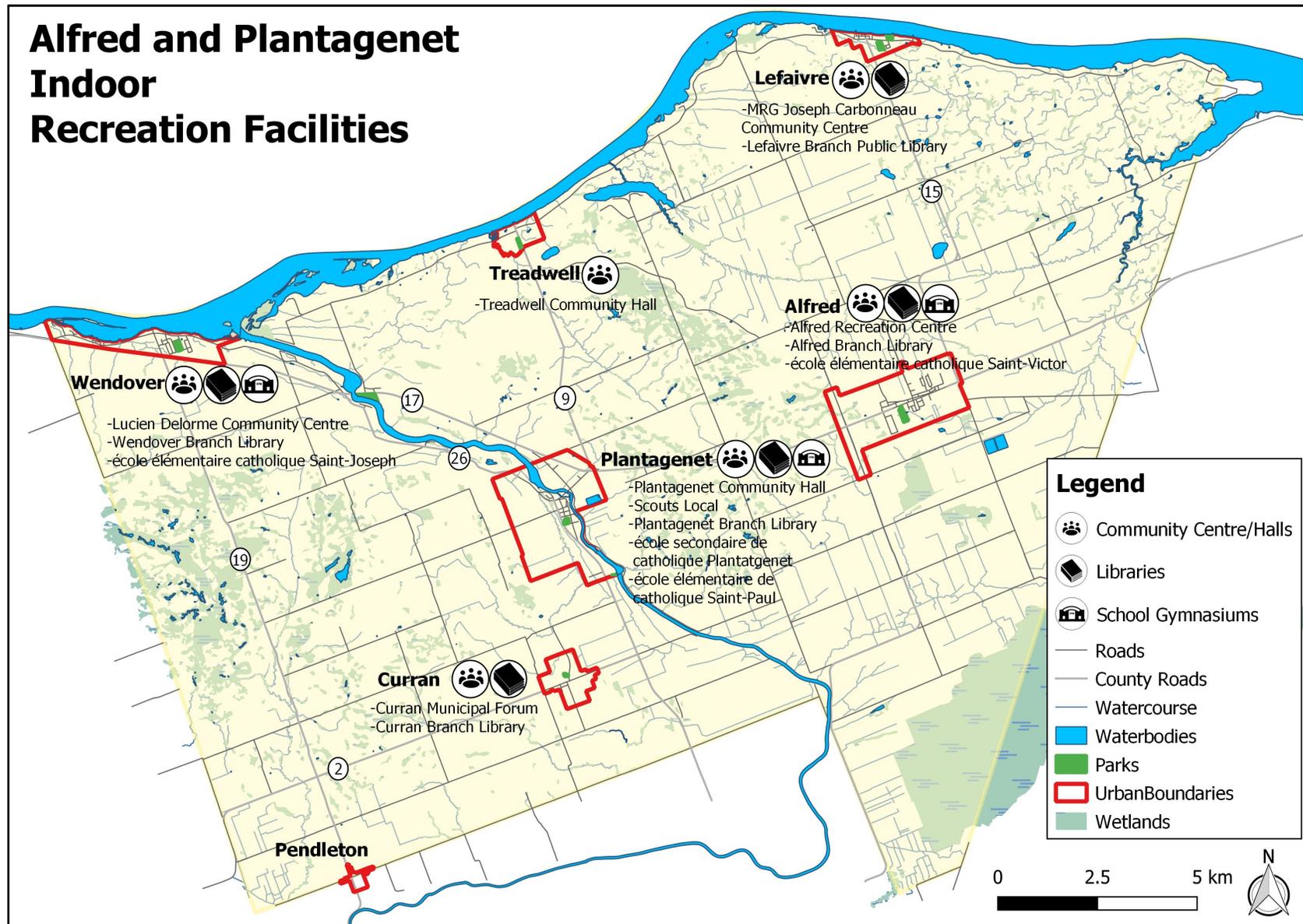
more arts and cultural activities, as well as a range of more informal and flexible drop-in activities particularly for youth and seniors to help create a better sense of place and belonging in the community and to combat rural isolation. These findings are reflected in the top facility wants identified from the public survey below.

Exhibit 4: Additional Indoor Facility Wants



There is currently no indoor aquatics facility in the Township, however, there are two outdoor pools, as well as two indoor pools accessible to most of the Township within a 30 min drivetime in Clarence-Rockland and Hawkesbury. While an indoor pool was the second most desired indoor facility, similar-sized communities to that of Alfred and Plantagenet don't generally build new municipal indoor pools as they are major capital investments and an expensive asset to operate often running a deficit of between \$350,000 to \$500,000 annually.

Exhibit 5: Map of Indoor Facilities in Alfred et Plantagenet



6.2 Community Halls and Centres

Alfred and Plantagenet is currently well serviced by the existing community centres and halls with a service standard of 1 per 1,383 population. Community halls and centres that share building space with the libraries include the Scouts Local and the Lucien Delorme Community Centre. Overall, survey respondents were satisfied with these facilities, although in general it was identified that they are in need of updated features, more frequent cleaning, as well as modernization and aesthetic upgrades and renovations to make them more inviting and comfortable (see Technical Compendium Appendix A for more detail).

Booking data indicates that Wendover is the most well utilized followed by Plantagenet and the MRG Joseph Charbonneau CC, while the Curran Municipal Forum and Treadwell are the least utilized. However, Treadwell has seen steady increase in bookings between 2016 and 2018. Cost recovery is low overall with the exception of Lucien Delorme Community Centre due to bar revenues and declining maintenance and operating costs.

These facilities are aging, having been built 30-70 years ago, therefore capital investments can be expected to maintain levels of functionality to sustain their appeal and enhance quality of life benefits for residents. As these assets are an important part of each community maintaining them in good condition and undertaking general improvements and enhancements where necessary is recommended.

Exhibit 6: Annual Community Centre and Hall Bookings

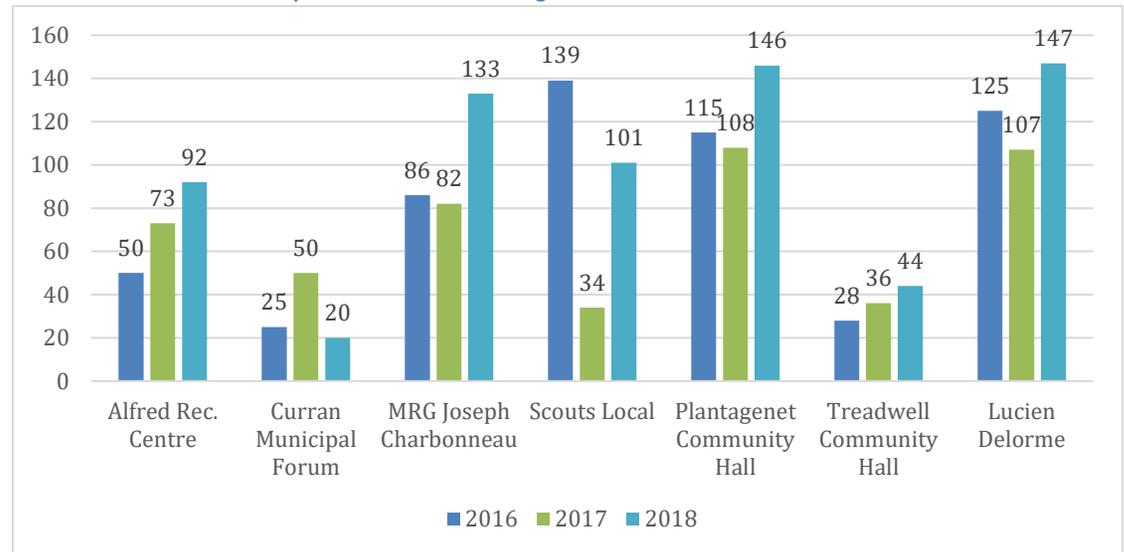
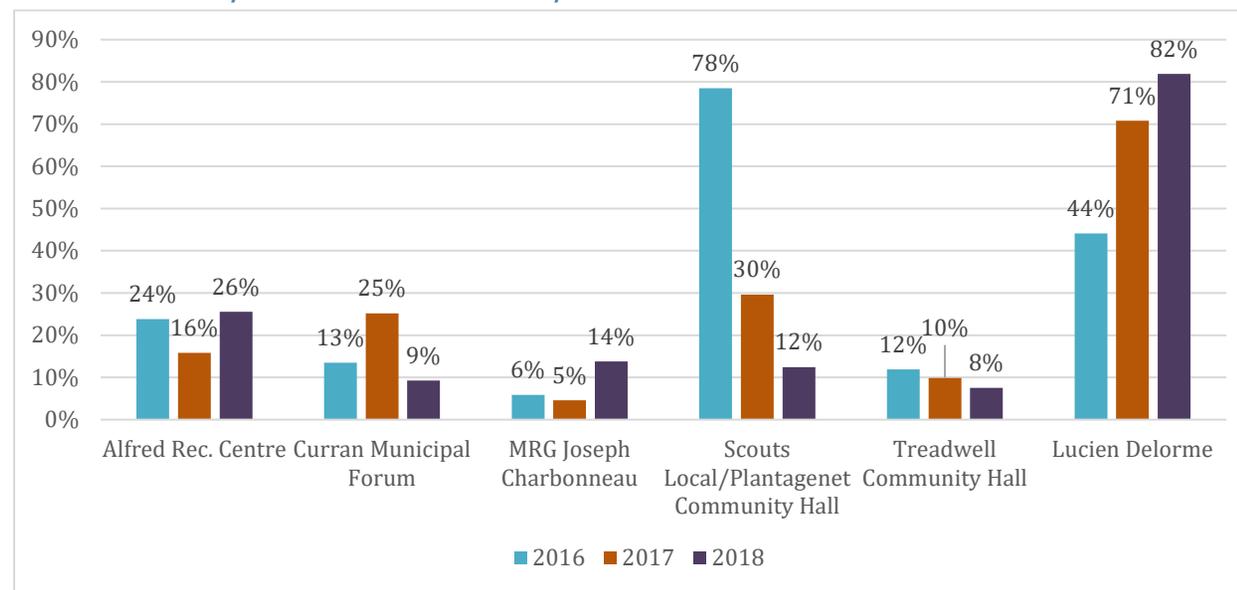


Exhibit 7: Community Centres and Halls Cost Recovery



6.3 Community Halls and Centres Recommendations

| Facility | No. | Recommendation |
|--|-----|---|
| Community Halls - General | 24. | Maintain existing community halls and centres in good condition by conducting building condition assessments and through asset management planning. |
| Scouts Local | 25. | Specifically, assess the condition and future longevity of the existing Scouts Local building as well as other built infrastructure on this park site. |
| Curran Library Building and Scouts Local | 26. | <p>Contingent on the planned provision of a new multi-use community centre serving the Township as a whole, the Township should assess the feasibility of decommissioning the Curran Library building. With respect to the Scouts Local, its scale and location within the park suggests that a range of other uses are possible, including leases to recreation user groups or specialised activities (gym club, boxing clubs, martial arts, other, etc);</p> <p>Part of the consideration in determining the future of these building should include the following:</p> <ol style="list-style-type: none"> 1. Potential re-use of the Curran library building for sports related uses (warming centre for example, change rooms, etc., at a minimized cost to the municipality; 2. Potential relocation options for current users of the Scouts Local, and potential alternative uses and users of the Scouts Local as part of the park; |
| Plantagenet Community Hall | 27. | <p>Conduct a full building condition assessment; maintain the building as a vital community hub and invest as necessary.</p> <p>Ensure that capital planning for lifecycle repairs to this 1940's building is undertaken on an annual update basis with a 10 year capital plan horizon (we note that expenses on capital repairs to the order of \$195,000 in 2018 were expensed as operating costs. Going forward, detailed capital planning for future investments in lifecycle repairs will avoid resorting to operating accounts).</p> |
| Treadwell Community Centre | 28. | Maintain and seek to ensure better cost recovery through greater usage. |

| | | |
|----------------------------|-----|---|
| Wendover Community Centre | 29. | <p>Undertake building condition assessment for this important community hub; Maintain and invest as necessary. Consider the potential for future development of this large site to accommodate other community uses as may be identified in the future – including a range of potential outdoor uses.</p> <p>Improve the organization of the park through investment in hard surface paths, landscaping and other amenities for the community.</p> |
| Lefaiivre Community Centre | 30. | <p>Undertake necessary building condition assessment; maintain and enhance the building and its associated outdoor uses as a significant community campus.</p> <p>Consider the potential for long term master planning of the site to provide additional park amenities including hardscape walking trails.</p> <p>With the addition of the St-Joseph’s school site in the community under Township ownership and the potential for its recreational development, address the future of these sites in an integrated manner. For example, the lands south of the Community Centre parking lot could be considered for disposal for residential development.</p> |
| Curran Municipal Hall | 31. | Maintain and invest as necessary based on capital lifecycle planning. |
| Alfred Recreation Centre | 32. | The building is nearing its functional life expectancy and therefore requires an assessment of condition and future capital costs over the period of this master plan. A replacement may be warranted over the long term or the services provided by this asset part of a multi-use centre associated with this site. (see related recommendation 56 for the Alfred-Laroque Park site as a whole). |
| Revenue Growth | 33. | Expand promotion of the community halls as viable and affordable locations for event and programming rentals. This may result in additional revenue opportunities through enhanced programming of the spaces that are suitable for such locations (i.e. low-impact exercise, specialized camps, arts and culture activities). |

6.4 Libraries

There are currently 5 libraries within the Township located in Alfred, Curran, Lefaiivre, Plantagenet and Wendover. According to benchmarks in library services outlined by the Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO) these branches are serving catchment areas below the small branch definition of 5,000 people per catchment area. Based on updated information from the Township the libraries are currently not meeting the minimum square feet of library space guidelines of 2,500 – 5,000 square feet. Benchmarks indicate there is also room to improve the number of service hours at each location. Responses from the public survey support these findings as residents have indicated the need for more library opening hours, and have identified a lack of space as preventing a wider range uses and programming to be undertaken. Overall, survey respondents indicated they were satisfied with the libraries, however higher rates of dissatisfaction were expressed for libraries than for the community centres and halls. In general, respondents indicated a need for modernization and updated features in the libraries as well as updated book collections. (See Technical Compendium Appendix A for more detail).

While each library serves a local population, the above analysis indicates a case can be made for consolidation of library services into fewer libraries with expanded services, allowing for more space for programming in one larger facility, as well as foregoing the need for future substantive operating and capital costs to continue the upkeep of aging facilities.

Exhibit 8: Annual Library Visitations

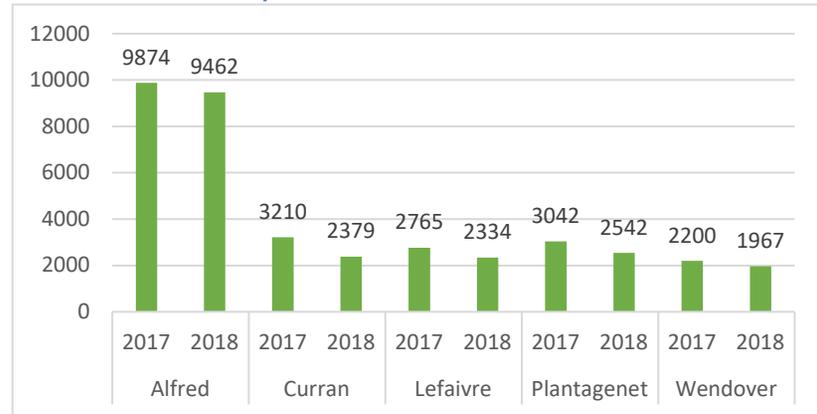
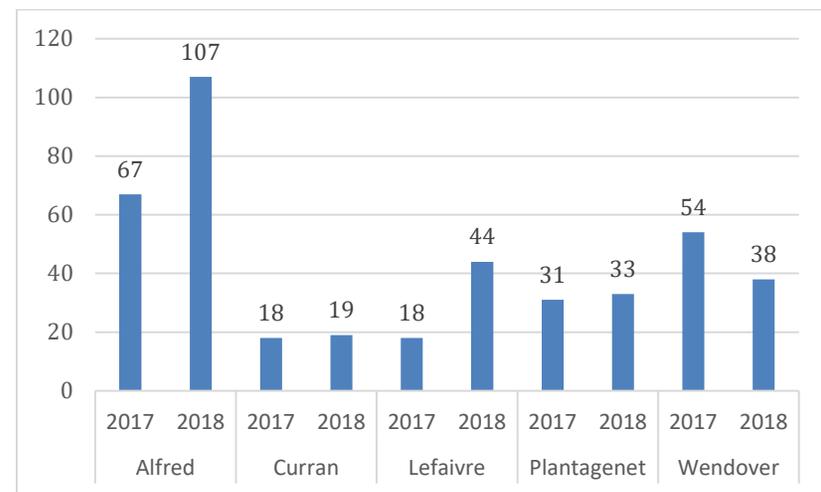


Exhibit 9: New Library Members



6.5 Libraries Recommendations

| Area of Focus | No. | Recommendation |
|--|-----|---|
| Service Standard | 34. | The Township should progressively implement a libraries strategy that ensures that the current inventory of library facilities and operations more effectively aligns with the realities of smaller populations within the communities served. This will require consolidation of services at several locations. |
| Near Term Consolidation | 35. | The library services at the Plantagenet and Curran locations should be consolidated. The Township should seek to terminate the use of both the Scouts Hall and Curran Library for library services and consider the future of those building assets based on other needs of the community as well as the viability of retaining these buildings over the longer term. Should the development of a multi-use facility be pursued, this may provide the opportunity to decommission both the Scouts Hall and Curran Library. |
| Options for Serving Needs of Alfred Community | 36. | <p>The Township should not seek to relocate the Alfred Branch Library to the Alfred College front campus building. Recognizing the need to relocate the library due to the expiration of the lease of the premises, the Township should seek another location within Alfred, potentially as part of the development of a new multi-use facility should a site in Alfred be an option.</p> <p>The importance of a modern library facility serving the population bases of both Plantagenet and Alfred afford an opportunity to consider a modern library facility as part of a multi-use community centre serving all of the Township and located in either Plantagenet or Alfred. The opportunity then exists for scaling the library to eventually become the central library hub, with satellite locations in Wendover and Lefaivre.</p> <p>If retention of a standalone local library branch in Alfred is deemed essential by Council, the Township should seek to find a long-term location in a commercial property either developed on Township-owned land in proximity to main street (Old Highway 17) or in leased commercial premises. This is not the preferred recommendation.</p> |

| Area of Focus | No. | Recommendation |
|------------------------|-----|--|
| Retain Wendover | 37. | <p>The Library in Wendover should be maintained over the medium term despite its comparatively lower level of use at present. As a growing community, the opportunity for ready access to local library resources is considered important and the community centre has capacity to retain this service.</p> <p>Over the longer term, the Township should consider the potential for centralising the library services to a main branch as part of a modern, state of the art community centre as recommended, while maintaining the Lefaiivre branch. Part of the consideration of whether to retain Wendover or consolidate with a central branch depends on the location of any new multi-use community recreation centre.</p> |

6.6 Prospects for a new Multi-Use Community Centre

Based on community needs identified from public engagements and discussed above, demand for a multi-use community centre facility that allows for indoor sport and fitness activities as well as acting as a community hub and gathering space for programs and informal drop-in activities particularly for youth and seniors has been identified. Based on the key principles of this plan to strategically invest in recreation infrastructure, to address the needs of target populations, and provide an effective range of indoor and outdoor spaces for community recreational and cultural activities, this Master Plan recommends undertaking a feasibility study for the development of a multi-use community centre. Potential locations for the centre are presented in the exhibits below based on a smaller and larger indicative footprint.

(EXAMPLES ONLY)

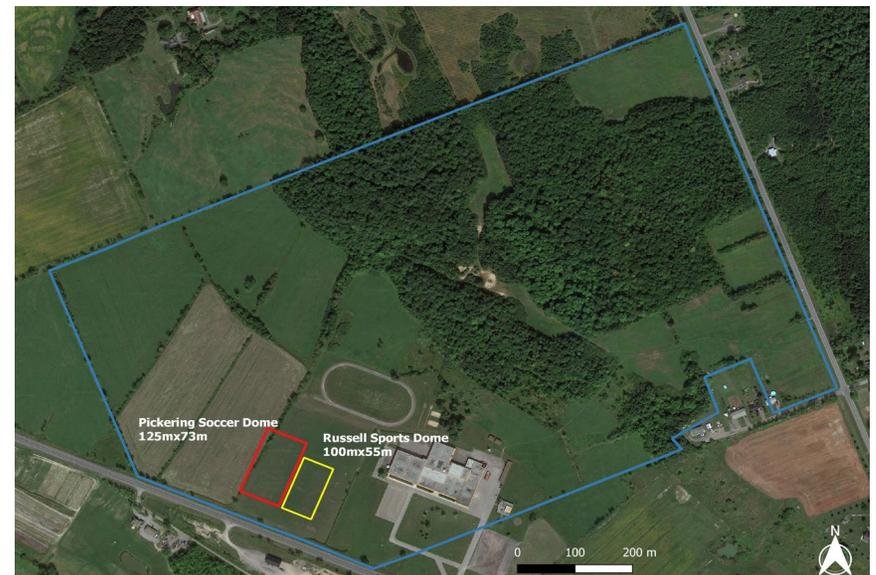
Exhibit 10: Alfred-Larocque Park Site



Exhibit 11: Alfred College Lower Campus Site



Exhibit 12: Plantagenet Catholic High School Site



6.7 Prospects for a new Multi-Use Community Centre Recommendations

The following defining conditions are relevant to the below recommendations for the planning and development of a multi-use community centre:

- Requirements for additional gymnasium space is not evident, however all such facilities are controlled by school boards (there are no municipally owned largescale indoor gymnasiums and multi-use spaces);
- Alfred is underserved with gymnasium space whereas Plantagenet and Wendover are better served;
- Significant demand for a multi-use community centre developed to a modern standard has been identified through public engagements;
- Alfred College gymnasium is likely not a viable option;
- The Plantagenet High School location raises the issue of land ownership – it is a municipally funded and operated community centre located on lands not owned by the Township.

Site size is an important consideration and potential exists to build municipally-owned state of the art field turf as an adjacent use to any multi-use community centre. Improving the long term capacity of the community to serve its residents without reliance on school board property is an important long term aspiration of this plan.

| Facility | No. | Recommendation |
|-------------------------|-----|---|
| Form of New Development | 38. | <p>The Township should seek to develop a facility that is representative of a field house rather than a traditional double gymnasium.</p> <p>The Township should invest in further best practice research (in addition to this master plan) regarding the costs and benefits of different forms of development to meet the needs of the community over the next 20 years.</p> <p>Specifically, this should include:</p> <ul style="list-style-type: none"> - a determination of the benefits of an air-supported dome which can be developed as a single volume space with multi-use potential. An important consideration is the approach to providing floorspace to different uses under one roof and the choice between multi-sport flooring, field turf or other flooring. It is possible to develop a sports dome as a dedicated sports venue with multi-programming opportunity without associated community facilities developed as part of the building – while this is not ideal, it reflects |

| | | |
|-------------------------------|-----|---|
| | | <p>the cost-minimization that can be achieved by developing an air-supported dome rather than a 50 year community centre built to an institutional quality of building and systems.</p> <ul style="list-style-type: none"> - Determination of the benefits of a fixed walled and roof structure as part of a modern multi-use community centre. It is not advisable to develop a standalone field house without additional community uses as part of that facility. This arises because of the costs associated with a more durable building and the opportunity to reduce the incremental capital and operating costs associated with co-located functions such as community meeting rooms, youth or seniors shared or dedicated space, community kitchens, potential small gymnasium space (hardwood floor), library services, walking tracks and more. |
| Implementation Process | 39. | <p>Undertake a feasibility study to determine both the appropriate form of development as well as the most suitable location and associated future development opportunities as part of a campus. This should be based on the essential criteria as follows:</p> <ol style="list-style-type: none"> 1. Value for money and opportunity to develop a funding model; 2. Most appropriate long -term strategy to maximise the range of community needs as demonstrated in this plan; 3. Take advantage of the potential for long-term operating efficiencies through centralization of services on an appropriate basis for Township-wide services; 4. Secure a location that provides for maximum municipal control over the planning, development and operation of the building and enables expansion in-situ in the future as may be warranted. |
| Funding Strategy | 40. | <p>Contingent on the results of the analysis, invest in the necessary funding strategy and operational business case; part of the business case should comprise community discussions as to the savings and long-term efficiencies that can arise from decommissioning certain buildings and which can form part of the funding model for a new facility. The Township should seek to design, develop and commission a new multi-use community centre within 5 years.</p> |

7 Outdoor Recreation Amenities

7.1 Overview of Outdoor Recreation Amenities

Based on population and user group participation standards the Township as a whole is generally well-served by the existing outdoor facilities and no additional amenities will be required over the planning period. Exhibit 16 and 17 on the next pages summarize the geographic distribution of outdoor amenities and the current supply, service levels, and projected service levels.

Identified Needs

Results from the public survey indicate that residents are generally satisfied with the outdoor facilities. Respondents indicated they were the most satisfied with the parks, playgrounds, ball diamonds and pools. Respondents were least satisfied with the skateboard park, marinas and boat launches and volleyball courts.

Key themes that emerged from public engagements were a need for a dog park, more snowshoe and walking trails, improved bike paths and improvements to the Plantaganet ball diamond. Respondents expressed concern with the condition of the boat launches, noting safety issues and that larger boats cannot launch due to the lack of water depth. Respondents also indicated a desire to see more amenities along the riverfront such as benches, shade shelter, pathways and barbecues to offer more recreational opportunities and attract tourists.

Out of the 70% of survey respondents that indicated they travel outside of the Township to access other outdoor recreation facilities, national and provincial parks, and skateboard and bicycle parks were the most common.

55% of survey respondents (n=342) indicated a need for additional outdoor recreation amenities. Suggestions are indicated in the chart below. (See Technical Compendium Appendix A for more detail).

Exhibit 13: Additional Outdoor Amenity Wants

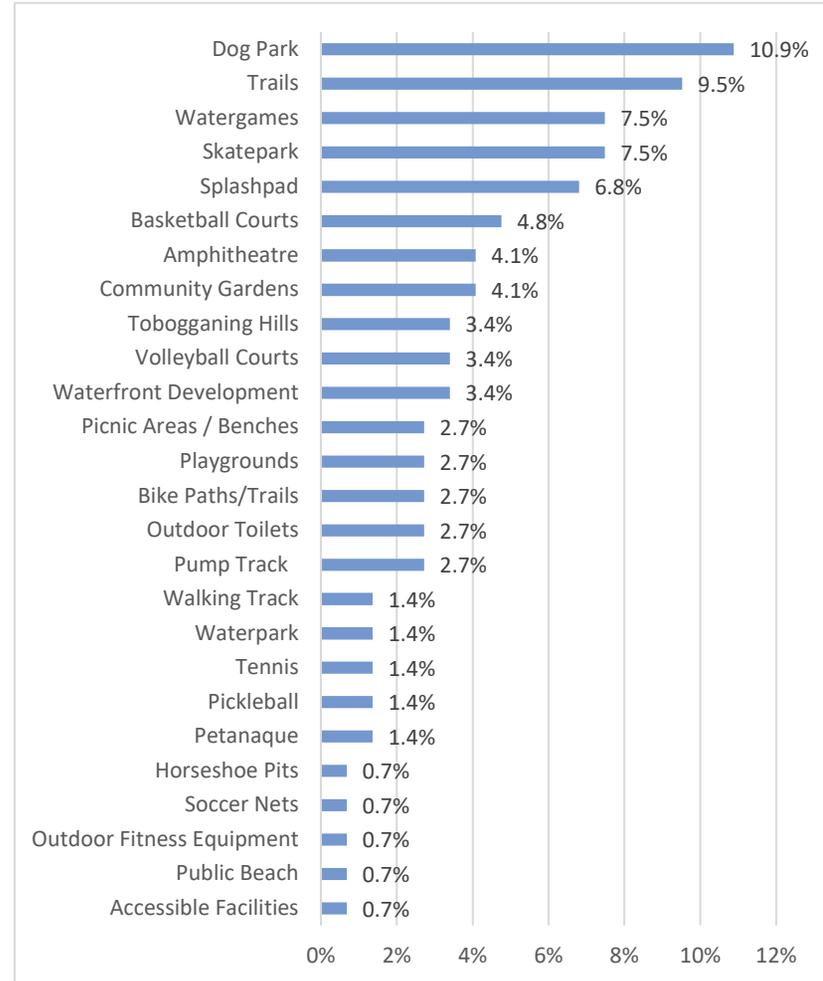


Exhibit 14: Map of Outdoor Recreation Facilities in Alfred and Plantagenet

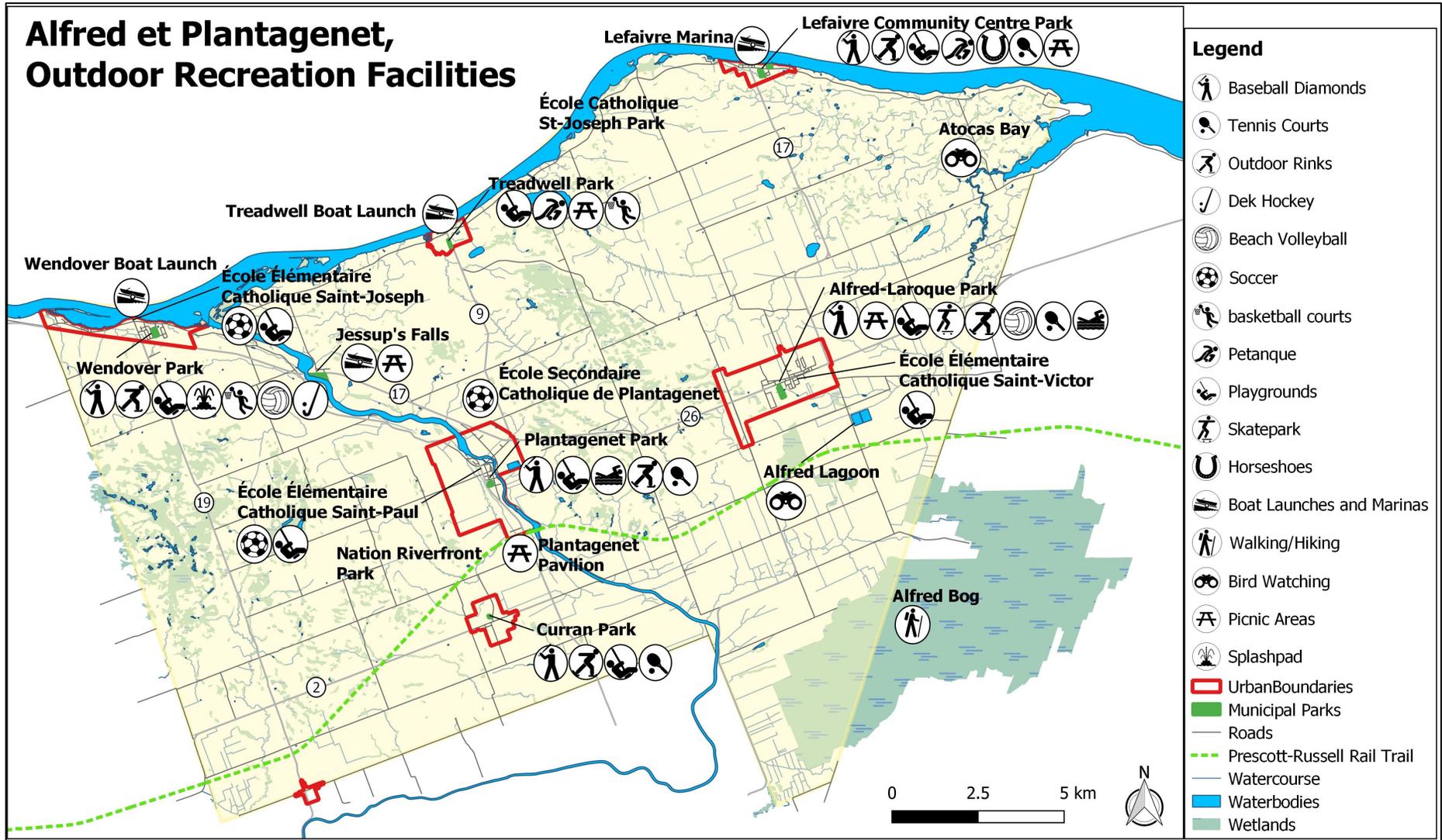


Exhibit 15: Outdoor Recreation Amenity Supply and Service Level Summary

| Facility | Supply | Service Level Target | Current Service Level | Projected Service Level 2021 | Projected Service Level 2031 |
|-------------------------|---------------------------|--|---|--------------------------------|--------------------------------|
| Ball Diamonds | 9.5 ('effective supply') | 1: 90 registered participants | 1: 30 registered participants | 1: 32 registered participants* | 1:36 registered participants* |
| Soccer Fields | 4.75 ('effective supply') | 1: 80 registered participants | 1: 42 registered participants | 1: 45 registered participants* | 1: 50 registered participants* |
| Basketball Courts | 1.5** | 1: 800 youth (ages 10-19) | 1: 607 youth (ages 10-19) | 1 : 654 youth (ages 10-19) | 1 : 723 youth (ages 10-19) |
| Playgrounds | 9*** | 1 playground within 400m - 800m of major residential areas | Population based standard not applicable to playgrounds | N/A | N/A |
| Skate Parks | 1 | 1: 5,000 youth (ages 10-19) | 1: 910 youth (ages 10-19) | 1: 981 youth (ages 10-19) | 1: 1,085 youth (ages 10-19) |
| Splash Pads | 1 | 1: 5,000 children (ages 0-9) | 1 : 1,010 children (ages 0-9) | 1 : 1,180 children (ages 0-9) | 1 : 1,540 children (ages 0-9) |
| Outdoor Ice Rinks | 5 | 1: 4,000 residents | 1: 1,936 residents | 1: 2,088 residents | 1: 2,310 residents |
| Tennis Courts | 6 | 1: per 4,000 residents | 1: 1,613 residents | 1: 1,740 residents | 1: 1,925 residents |
| Beach Volleyball Courts | 3 | Not Applicable | 1: 3,227 residents | 1: 3,480 residents | 1: 3,850 residents |
| Petanque Courts | 2 | Not Applicable | 1: 4,840 residents | 1: 5,220 residents | 1: 5,775 residents |
| Horseshoe Pits | 1 | Not Applicable | 1: 9,680 residents | 1: 10,440 residents | 1: 11,550 residents |
| Boat Launches/Marinas | 3 | Not Applicable | 1: 3,227 residents | 1: 3,480 residents | 1: 3,850 residents |
| Outdoor Swimming Pools | 2 | Not Applicable | 1: 4,840 residents | 1: 5,220 residents | 1: 5,775 residents |

*Projections assume that the proportion of registered participants to population remains the same over the planning period.

**Half-courts have been counted as 0.5 courts.

*** Includes 3 playgrounds owned by the school board.

7.2 Playgrounds

The Township owns and operates 6 playgrounds. There also 3 school board owned playgrounds for a total of 9 playgrounds.

Existing Standard

One playground within 400m to 800m of residential areas is typically considered as the target service level for playgrounds in (instead of using population standards). Treadwell, and Curran are currently meeting this standard, while small service gaps exist in the villages of Alfred, Plantagenet and Lefavre. As the residential areas are still within a reasonable distance of the parks and playgrounds, as well as due to the small population in each village, additional playgrounds and parks are not likely needed in these areas. Wendover has a larger service gap to the west. Playground service levels are shown in the following exhibits.

Exhibit 16: Wendover Playground Service Level

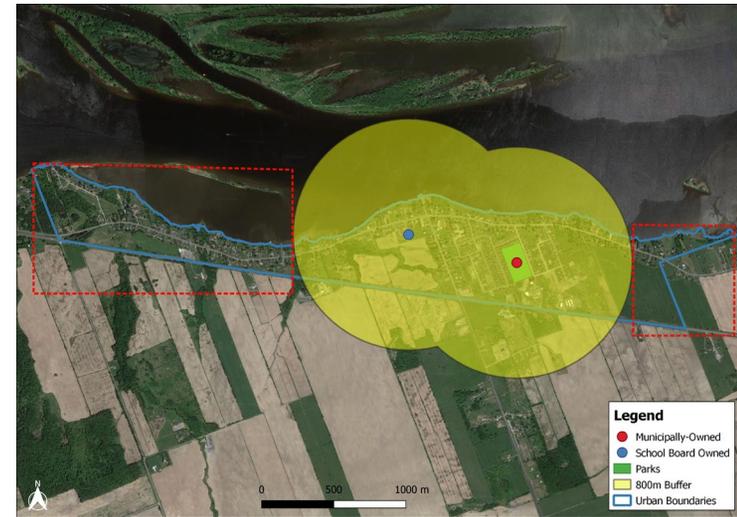


Exhibit 17: Lefavre Playground Service Level



Exhibit 18: Alfred Playground Service Level



Exhibit 19: Plantagenet Playground Service Level



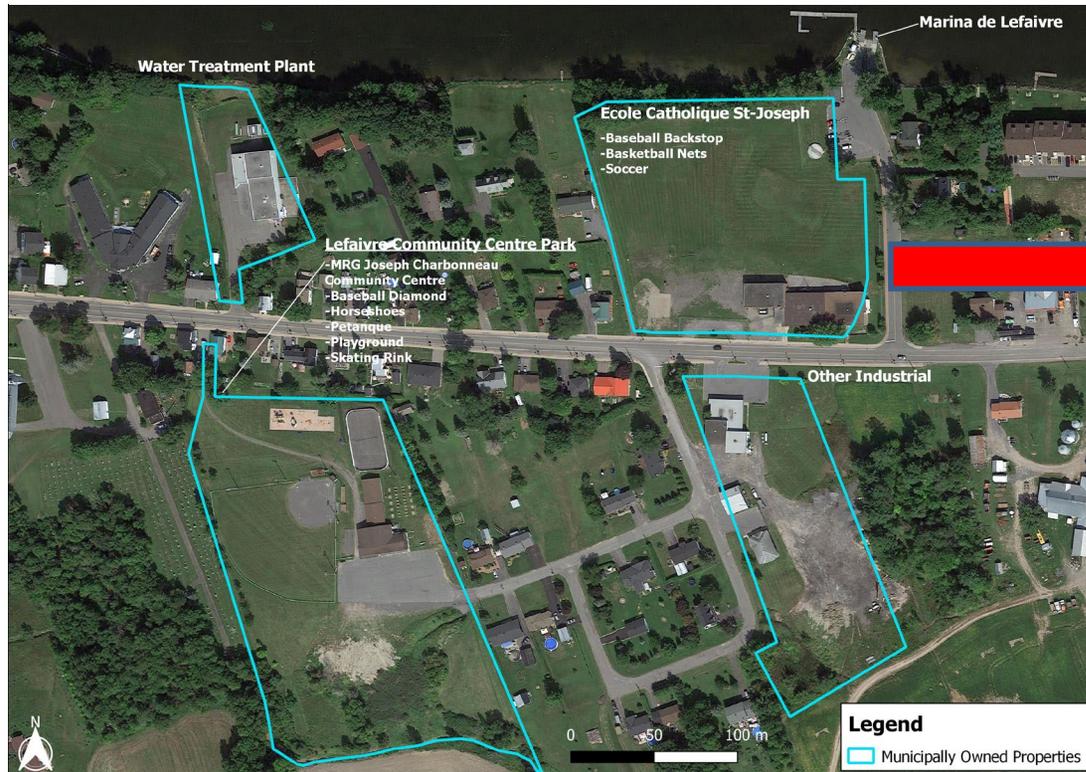
7.3 St-Joseph's Site Assessment and Lefaivre Marina

The Township recently took ownership of the closed St-Joseph's Catholic School site in December of 2016, with the demolition of the old school structure expected in 2020. The site is currently used for the Township-run Canada day celebrations. Results of the public survey have indicated that residents are favourable to the redevelopment of the site to improve recreation opportunities.

There are three important parcels in proximity to one another that should be assessed for future use and investment in a co-ordinated way:

- **Lefaivre Community Centre Park:** this large parcel is underutilized and could potentially be rationalized by disposition of the lands generally south of the parking lot;
- **The former municipal building and public works yard:** while the frontage of this site including the municipal building could represent an opportunity for repurposing, the balance of this site is currently in use for public works operations; and
- **The St. Joseph's school site and Marina:** This very large site has the potential for a regionally significant public park.

Exhibit 20: St-Joseph Catholic School Site



| Facility | No. | Recommendation |
|--------------------------------------|-----|--|
| Asset Management-Led Approach | 41. | <p>The Township should adopt its Asset Management Plan (AMP) process as importance guidance regarding the priorities for capital planning for its range of outdoor amenities, facilities, open space and trails.</p> <p>Subject to the annual budgetary needs of the Township, follow the lifecycle replacement prescriptions which arise from the AMP. Conduct necessary condition assessment to provide the necessary decision-making and capital planning process to determine if replacement is warranted based on the amortization schedules of the AMP (i.e. verify as always the proforma assessment that underlies the AMP); extend the life of infrastructure based on the full range of considerations with public safety, quality, functionality, capital and operating costs firmly in mind.</p> |
| Playgrounds | 42. | Adopt a service-level target of 1 playground location accessible within a 400m to 800m walking distance of residential dwellings in new residential development areas, to ensure convenient access for residents and, in particular, households with children. |
| | 43. | Assess the feasibility of developing one (1) new playground structure in Wendover’s west residential area to address the service gap. |
| | 44. | Maintain the existing play equipment in good condition for continued use by the community. General maintenance and operational improvements should be assessed through an expanded Asset Management Planning exercise. |
| | 45. | Follow CSA guidelines for playground construction and ensure that all playgrounds are regularly inspected and maintained by trained staff. |
| | 46. | Review and consider trends and innovations in playground design and development, with a potential for alternatives to traditional playground structures (i.e. naturalized playgrounds, etc.). This may help to reduce maintenance requirements. |
| Outdoor Ice Skating Rinks | 47. | Continue to maintain existing ice rinks across the Township for community use. |

| Facility | No. | Recommendation |
|--|-----|--|
| | 48. | Investigate the feasibility of selecting a rink for longer term planning for a weather protection roof to provide for better programming of local seasonal ice rinks (1 location only due to cost). Greatest opportunity is in Wendover. |
| Soccer Fields | 49. | Continue to facilitate access to soccer fields through partnership with the school board through maintenance of the community use policy. |
| Basketball Courts | 50. | Continue to install basketball nets in outdoor rinks to increase the geographic distribution of outdoor basketball courts in the Township, based on local demand and demographics. |
| Youth Activities | 51. | Explore opportunities on a project-by-project basis for smaller scale active sport facilities such as skate spots, a pump track, or if demand exists, a BMX park. |
| Off-Leash Dog Park | 52. | The Township should assess the potential to develop one or more off-leash dog parks on underutilized parkland and seek public input as part of the process of confirming an appropriate location(s) and park design(s). |
| Waterfront, Marinas and Boat Launches | 53. | Continue to maintain and operate the existing boat launches and marina for community use. |
| Treadwell Park | 54. | The Township should retain and maintain the park for public access including the picnic shelter, playground and basketball net; The Township should decommission the diamond, and consider (subject to servicing) the potential of this location as one of the locations to study if a smaller dedicated sports dome is selected as the form of development of a new multi-use building. |
| Plantagenet Park | 55. | Improve the diamond (lighting), undertake condition assessment for aquatics facilities, develop a plan for the repurposing of the Scouts Local building and consider an indoor use of the Scouts Local. |

| Facility | No. | Recommendation |
|--|-----|--|
| Alfred-Larocque Park | 56. | <p>As a major asset to the municipality as a whole, consider undertaking a full master plan for the park as a whole. Specifically:</p> <ul style="list-style-type: none"> - Consider master planning for the lands which comprise the entire part and the link to the forest lands, to develop and improve passive recreation opportunities; - Consider a trails linkage to the forested lands to the southwest; - Maintain and invest in the Recreation Centre in the short to medium term subject to planning analysis for a prospective new multi-use building and or central library in the Plantagenet-Alfred corridor. - In the short-term invest in improved landscaping close to the recreation centre - Undertake condition assessment for aquatics facility |
| Curran Park | 57. | <p>Consider the needs of the community through future consultation in respect of the potential to decommission the library in this location and repurpose the building;</p> <p>The Township should consider decommissioning the existing ball diamond given its significant lack of use for a number of years.</p> <p>The Township should consider decommissioning the existing tennis court and embark on a park redesign concept plan as a basis for implementing any future asset management policies. The concept plan can be tied into the consultation we suggest in this recommendation regarding community needs in the park and decommissioning of the library.</p> |
| St-Joseph's Catholic School Site and Lefavre Marina | 58. | <p>The Township should undertake combined planning for the three adjacent sites (St-Josephs, Lefavre Marina, and Lefavre Park/Community Centre) through an integrated design master plan for the long-term development of each site.</p> |

| Facility | No. | Recommendation |
|----------|-----|--|
| | 59. | The Township should continue to operate the Marina while plans are developed for the comprehensive investment in a regional park at the St-Joseph playing field. In the long-run, opportunity may exist for greater commercialization of the marina allied to the seasonal operations of the St. Joseph site as a destination park. |
| | 60. | <p>Maintain and invest in the St-Jospeh site as the Township venue for Canada Day celebrations and develop further event hosting capacity. Over time, develop a park design for the site that could potentially include the following:</p> <ul style="list-style-type: none"> a. Develop the waterfront of the site, potentially with hardscape options including but not limited to: <ul style="list-style-type: none"> i. Boardwalk or hardscape 4-season pathway/promenade and shoreline bank protection/steps to shoreline ii. Lookout and associated amenities iii. Faux beach at top of bank or other seasonal water-front features b. Associated with waterfront landscape enhancement, develop the potential of the marina as a destination to / from the water by better integrating the marina as part of the new waterfront park. This could include: <ul style="list-style-type: none"> i. Expanding parking and access ii. Enabling seasonal commercial services (food, rentals) in the park in proximity to the marina iii. Create opportunities for small and large events in proximity to the marina including park design elements to enable smaller gatherings, classes, and commercial events; c. Assess options for the school building lands. This is expected to include a review of the highest and best use of the road frontage recognizing the covenants which govern the future sale of these lands. As part of this assessment consider the impacts of private development of the frontage lands versus the opportunity to create a signature public park and dynamic view corridor to the Ottawa River. |

| Facility | No. | Recommendation |
|----------|-----|---|
| | | Undertake park design options for the entire site for event hosting including use of the natural grade of the site for a seasonal amphitheatre and adjacent lawns. Consider the full opportunity for passive use of the site when not used for events and the capacity for general permitting for group activities/sports. This excludes any formal establishment of playing fields in favour of informal open space. |
| | 61. | Maintain the lands currently in use by public works until such time as relocation of operations is actively considered. At that time, consider the potential for disposition of the lands. |
| | 62. | Consult with the public regarding improvements to the existing Lefaiivre Community Park which could include 3-season trail development within the park to promote community health and wellbeing. As part of this, consider if disposition of lands in the southern part of the site is warranted. |

8 Parkland, Trails & Open Space

8.1 Parkland Classification & Supply

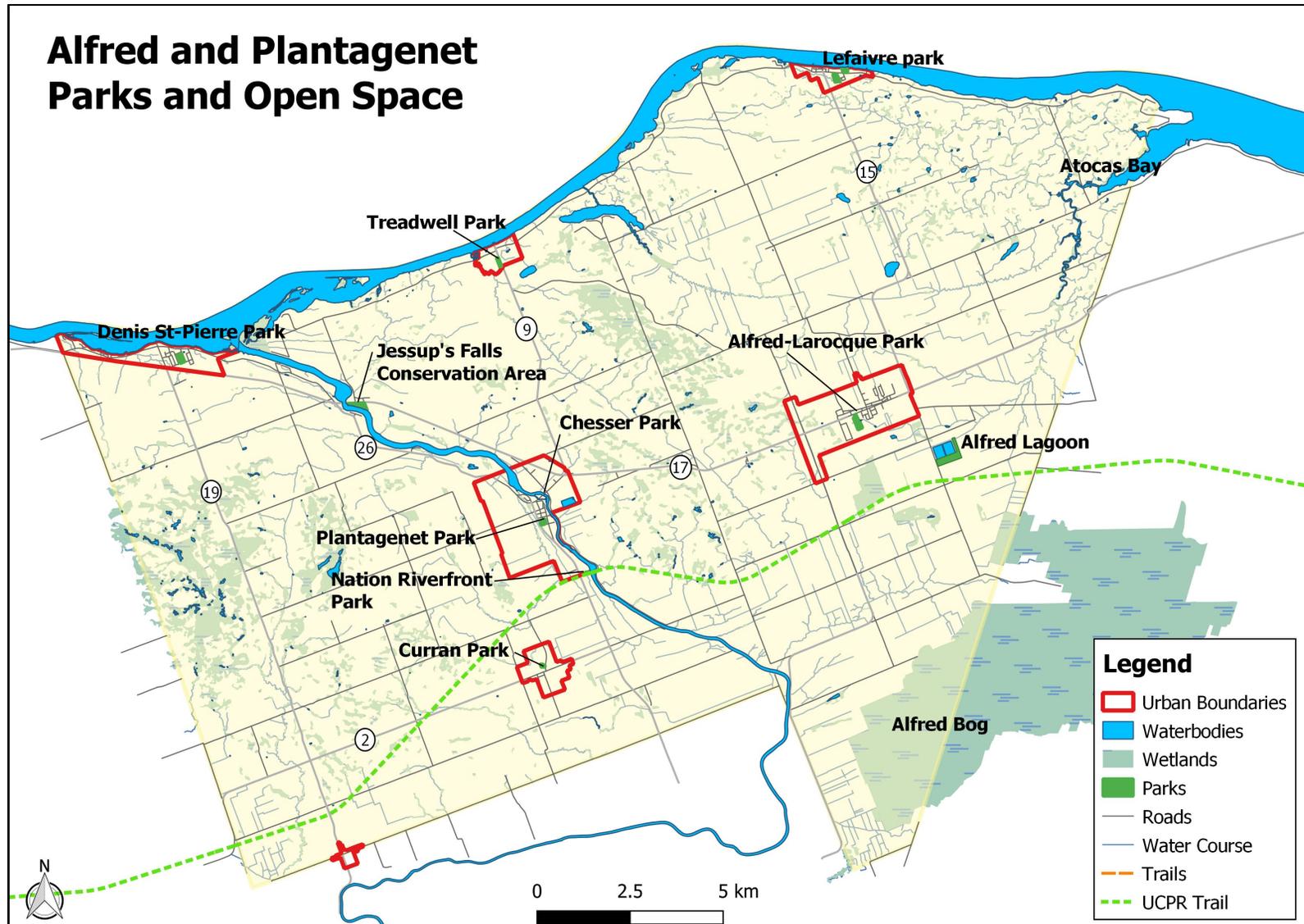
The Township's current supply of parkland includes 10 parcels comprised of 25.1 ha. The current standard of provision is 2.6 hectares per 1,000 residents, which is a comparable standard to other municipalities of similar character. To maintain this standard over the planning period will require an additional 0.5 ha of parkland. Included in the parkland supply is the Jessups' Falls Conservation Area; a 5.6 ha site that is actively managed by the South Nation Conservation Authority with a cost sharing agreement in place with the Township. The conservation area is frequently used with 11,387 visitors in 2018 and 16,824 in 2017.

The Township's Official Plan does not classify parks into a parkland hierarchy. For the purposes of this Master Plan municipal parkland (including the Jessup's Falls Conservation Area) has been classified based on form function and level of service, as proposed in exhibit 23.

The map on the following page illustrates the geographic distribution of parkland across the Township.

Exhibit 21: Parkland Classification System

| Classification | Purpose/ Function | Service Area | Total Parcels | Area (ha.) | Current Standard | Parks |
|--------------------------------|---|--|------------------|---------------|---|--|
| <i>Township Parks</i> | Active / Passive Recreation Sport, Social/cultural activities, events | Serves Township- wide function | 6 | 18.7 | 1.9 hectares per 1,000 residents | Alfred- Larocque, Denis St- Pierre, Lefavre, Plantagenet, Ecole Catholique St. Joseph's, Jessup's Falls Conservation Area |
| <i>Community Parks</i> | Active / Passive Recreation Community focal points | Serves local community / surrounding area. | 2 | 3.5 | 0.4 hectares per 1,000 residents | Treadwell, Curran |
| <i>Neighbourhood Parks</i> | Active/Passive Recreation Neighbourhood focal points | local neighbourhood, 400m to 800m (5 - 10 minute walk). | 2 | 2.9 | 0.3 hectares per 1,000 residents | Chesser Park, Nation Riverside Park |
| Total (Rounded) | | | 10 | 25.1 | 2.6 hectares per 1,000 residents | |



8.2 Trails and Natural Environmental Lands

Complementing the Township's supply of parkland are trails, open spaces and conservation lands that provide for a range of recreational opportunities.

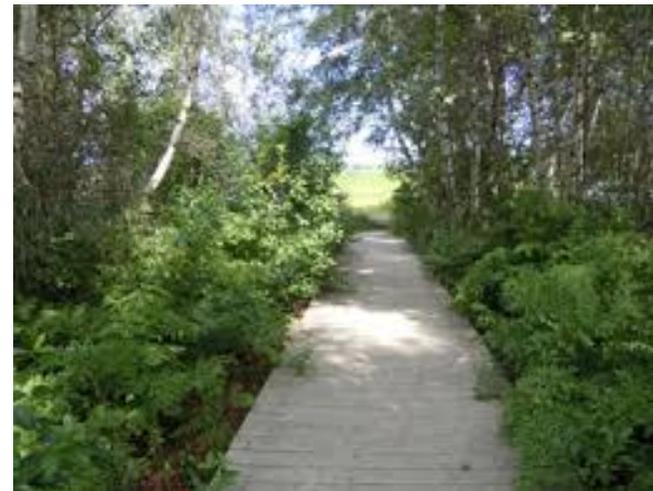
Running through the Township is the United Counties of Prescott-Russell Recreation Trail (UCPR Trail), a 72km corridor along the former CN railway right-of-way, currently managed by the Prescott and Russell Recreational Trail Corporation. The trail is part of the Prescott Russell Regional Cycling Network which also consists of a road network of county roads, some of which have paved shoulders, and municipal roads without paved shoulders in the Township. The UCPR Trail is one of the main links that connects the Île-de-Montréal to the National Capital Region of Canada (Ottawa and Gatineau) and is considered the backbone of the regional tourist and recreation network connecting living environments, recreational infrastructure and natural heritage assets. The trail is open for use by cyclists, hikers, runners, as well as skiers, snowshoers and snowmobilers in the winter. The primary access point in the Township is at the Plantagenet Pavilion. Other trails include ATV and snowmobile trails maintained by the ATV Club of Eastern Ontario and the Ontario Federation of Snowmobile Clubs.

Open spaces and conservation areas within the Township include Alfred Bog, Alfred Lagoon and Atocas Bay. Alfred Bog, located in the southeastern boundary of the Township is the largest high-quality peat bog in Southern Ontario and is designated as a Class 1 Wetland and Area of Natural and Scientific Interest (ANSI). Consisting of land purchased over the years from private landowners by conservation organizations, the lands currently contain a 273m boardwalk with interpretive signage maintained by the SNCA. In partnership with the conservation organizations there is opportunity for the

Township to expand the boardwalk and with it environmental education and tourism opportunities.

Birdwatching opportunities are also available at the municipally-owned Alfred Lagoon, which contains a bird watching tower, and on Ducks Unlimited-owned lands in Atocas Bay at the northeastern boundary of the Township. These sites currently lack any trail or pathway infrastructure and present an opportunity to further develop trails, provide more active living opportunities and promote Alfred et Plantagenet as a birdwatching destination in partnership with conservation organizations and the County Tourism Department.

The SNCA also issues hunting permits on their lands through the Township.



Alfred Bog Walk

8.3 Achieving Appropriate Parkland Service Levels

Changes to Ontario’s planning legislation - specifically, the introduction of the Community Benefits Strategy and resulting Community Benefits Charge (CBC) required of municipalities through the enacted *More Homes, More Choices Act*, Bill 108, results in amendments to the Planning Act, Development Charges (DC) Act, as well as other statutes that will have significant implications for how municipalities pay for and supply new parkland. Legislative changes include, but are not limited to:

- Removal of Alternative Parkland Dedication/Cash-in-Lieu rates;
- Limiting the use of parkland base rate under the Planning Act, Sections 42 (Parkland) and 51 (Plan of Subdivision); and

Municipalities will either transition to a Community Benefits Charge regime or continue to request parkland conveyance at the basic parkland provision rates included under Section 42(1) of the *Planning Act* if they are not collecting community benefits charges. The alternative requirements have been repealed, as has Section 37.

In order to charge for Community Benefits, a Community Benefits Strategy must be in place justifying the capital expenditures. Depending on how this is implemented, it may mean a reduction in funds and potential parkland acquisition overall through the development process. The proposed mechanism for parkland acquisition through the CBC is based on a prescribed percentage of the market value of land the day before building permit issuance. The proposed maximum percentages are as follows:

- Single Tier municipalities: 15%
- Lower Tier municipalities: 10%
- Upper Tier municipalities: 5%

The date for proclamation of the changes has not been established at this time.

Regarding the impacts on the current master planning work, there needs to be flexibility in terms of the recommendations and approaches taken to matters relating to parkland – its acquisition, location, and ultimately the level of service. The community needs reflected in any master plan become the basis for future capital planning, and therefore, the implementation of a parks, recreation and culture master plan will be subject to careful monitoring for its applicability and conformity with the new policy environment. Recommendations included within this Master Plan that may be impacted by these changes related to parkland in particular, as included within this section of the report.

8.4 Parkland, Trails & Open Space Recommendations

| Area of Focus | No. | Recommendation |
|---|-----|--|
| Parkland Classification & Supply | 63. | Maintain the current parkland provision standard of 2.6 hectares per 1,000 residents over the course of the Plan period. This results in an additional 0.5 hectares of parkland by the year 2031 based on estimated population growth. |
| | 64. | Maintain existing parkland within the villages as outdoor recreation hubs for their respective communities. |
| | 65. | Adopt a Parkland Classification System, per this Plan, as the Township’s planning policy direction, organizing hierarchy and approach for acquiring, designing, developing and programming parkland in the future. |
| | 66. | Explore opportunities to maximize use of Treadwell Park as a gathering place in Alfred and Plantagenet including attracting more outdoor events and shows on a year-round basis. |
| | 67. | Maintain cost sharing agreement with SNCA for Jessup’s Falls Conservation Area and facilitate partnership’s with community groups (i.e. Lions Club) for future improvements such as a new sitting area. |
| 2098 | 68. | Continue to monitor the progress of Bill 108 and the associated changes to the <i>Planning Act</i> as it pertains to parkland acquisition and update policy documents accordingly. |
| | 69. | Meet the parkland standard by utilizing a variety of acquisition strategies as required. This may include parkland dedication by development, donation of land, accessing grants, land trusts, conservation easements, land exchange, partnership agreements and/or direct purchase. |
| | 70. | Pursue the acquisition of natural areas and strategic waterfront parcels for parkland and seek partnerships with waterfront landowners to further provide recreational opportunities along the waterfront such as walking or cycling paths. |

| Area of Focus | No. | Recommendation |
|---|-----|--|
| | 71. | Update the Township's <i>Official Plan</i> to include policies that make clear the intentions of the Township with respect to achievement of all parkland-related service levels as a basis for the development approval process. This update should include the Parkland Classification System and may be done at the time of the next comprehensive review or through an amendment to the Official Plan. |
| | 72. | Explore a partnership with the Agricultural Research Institute of Ontario (ARIO) for the development of the defunct recreation fields and ecological forest on the upper campus grounds into recreational opportunities (i.e. dog park, walking paths, potential multi-use facility location). |
| Parkland Design & Amenities | 73. | Encourage and facilitate the community's participation in park design, development and renewal projects by obtaining public input during the planning and design process, fostering partnerships and joint ventures in park development/renewal, and promoting awareness of park projects and initiatives through effective public communications. |
| | 74. | When planning for new parks, the Township should consider the potential operational impacts and assess the future resource implications of each aspect / amenity. |
| | 75. | When designing new parks or revitalizing existing parks assess the feasibility of installing outdoor fitness equipment and other alternative or naturalized play elements in underutilized spaces or through replacement of conventional playground equipment. |
| | 76. | Ensure that new parks are designed with the user's comfort, safety and accessibility in mind, through use of Crime Prevention Through Environmental Design (CPTED) or similar principles as well as adhering to AODA Design Standards. |
| Environmental Management | 77. | Incorporate LID (Low-Impact Design) measures within parks, as new parks are developed, or as existing parks are revitalized, where feasible. This can help to promote environmental sustainability within the Township. |
| Natural Environmental Lands, Trails and Pathways | 78. | Explore partnerships with local organizations, groups and/or businesses (i.e. SNCA, PR Recreational Trail Corporation, ARIO etc.) to maintain existing trails and develop future multi-seasonal trails to a municipal standard to provide a range of opportunities in the summer and winter months. The types of permitted uses should be evaluated on a trail-by-trail basis. Continue to expand upon the |

| Area of Focus | No. | Recommendation |
|---------------|-----|---|
| | | existing natural parks and trail systems and engage in restoration activities as a means to develop corridors that serve ecological, passive recreational and active transportation purposes and to meet the Official Plan goal of achieving 30% natural landcover. |
| | 79. | Explore partnerships and operating agreements with SNCA, UCPR Tourism, Ducks Unlimited and other local and regional environmental and bird watching organizations for the revitalization and expansion of recreation infrastructure including, Alfred Bog and Atocas Bay, and the bird observatory tower in Alfred Lagoon. Work with these partners to further promote these sites as recreational opportunities and tourist attractions. |
| | 80. | The Township recognizes the recreational value of Alfred Bog and supports efforts to enhance public access and enjoyment of this unique eco-system. The Township supports improvements to the existing boardwalk and trailhead infrastructure and signage and will work in partnership with the South Nation Conservation Authority and Ontario Parks, as appropriate. |
| | 81. | Recognize and promote hunting and trapping on conservation authority lands as a recreational use and opportunity in the Township. |
| | 82. | Continually develop innovative and engaging initiatives, in partnership with SNCA and other experts in environmental management, that encourage environmental stewardship and the role of individuals in maintaining and enhancing ecological systems in Alfred et Plantagenet. |

9 Implementation Strategy

This Master Plan is designed to direct municipal decision-making to address priorities for planning and investment in parks and recreation. Recommendations related to the development of new facilities and repurposing of existing ones require detailed consideration of how these required changes will come about – that means further design and concept planning, but also an assessment and technical feasibility of repurposing. All of which will require public review and approval.

The Township will need to further evaluate and investigate the feasibility of implementing individual recommendations/actions through formal study (as may occasionally be required) as well as on an annual basis as part of the municipal planning and budgetary process.

environment, actual population growth and any changes in facility utilization or provision.



| No. | Service Level Recommendations | Timing | | |
|-----|---|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| | Access to Programming | | | |
| 6. | The provision of programming availability in each community will be determined by the relevant service providers. By working with its partners, the Township will seek to ensure that community recreation programming is available to each community. Where this is not possible, the Township will work with the community to improve access to services elsewhere in the Township. | | | |

| No. | Service Delivery Recommendations | Timing | | |
|-----|--|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| | Approach to Service Delivery | | | |
| 10. | Continue to facilitate access to gymnasiums through partnerships with the school board to allow programs to be offered within these facilities through the Community Use Policies. | | | |
| 11. | Continue to work closely with the Public Works Department to implement park (re)development projects and prioritize / maintain outdoor assets throughout the Township through improved joint Asset Management Planning. | | | |
| 12. | Implement and update the 2016 Asset Management Plan, as per O. Reg. 588/17, retaining a specific and enhanced focus on recreation and community facilities, open space and parks in addition to the traditional emphasis on hard infrastructure. In the context of changes to the treatment of soft infrastructure arising from Bill 108, this is important as a basis for maintaining levels of service through effective prioritization for asset renewal and replacement. | | | |

| No. | Service Delivery Recommendations | Timing | | |
|-----|---|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| | Programming and Participation | | | |
| 13. | Work with community groups and local partners to strengthen existing programming and expand the suite of traditional and non-traditional programs offered through new or expanded partnerships ensuring programming for all age groups but with a special focus on youth and seniors. | | | |
| | Age-Specific Policies and Programming | | | |
| 14. | As part of the development of the Provincially mandated Community Safety and Well-being Plan, develop clear policies that address age-specific needs with a focus on youth and seniors. This plan should recognize the range of needs of different youth and seniors age groups, as well as focus on programming for rural seniors and youth. | | | |
| | Special Events | | | |
| 16. | Promote the development of more cultural (i.e. performing arts, fine arts, etc.) and sporting events in Alfred et Plantagenet by working with local event organizers to evolve the range of events to better include cultural themes. This could include art and history exhibitions, art in the park events, weekly summer concert or play series, farmer's markets, environmental conservation events, outdoor rink hockey tournaments, indoor and outdoor movie screenings, trail walking and cycling events, among others | | | |
| | Strengthening Service Delivery Through Partnerships | | | |
| 17. | Where feasible, explore opportunities to partner with corporate sponsors and community organizations to enhance service levels and maximize the impact of the use of public funds (e.g. facility naming / sponsorship, operation of spaces, program delivery, etc.). This policy should be pursued at a corporate Township level for all service delivery. Develop a corporate sponsorship policy to direct efforts in this regard. | | | |

| No. | Service Delivery Recommendations | Timing | | |
|-----|--|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| | Accessing Recreation Through Fee Setting | | | |
| 18. | Undertake a comprehensive review of current user fees and pricing schedule as it relates to facility and parks rentals and equipment rentals and consider setting hourly rates and differing rates for minor and adult recreation groups. This review should include a detailed assessment of current rates in surrounding municipalities and determine appropriate cost recovery ratios and rates for future programming opportunities. The existing User Fees and Rental Rates By-law should be adjusted accordingly. | | | |
| | Marketing and Communications | | | |
| 19. | In pursuit of its role in community development, the Township should promote communications and awareness of available programs, drop-in activities and other events undertaken by third parties using the Township's facilities. | | | |
| | Measuring Performance | | | |
| 21. | Develop simple but meaningful performance measures that can be used to assess the Department's performance year over year. For example, metrics can include: <ul style="list-style-type: none"> - The number and variety of programs operated out of Township venues including both indoor and outdoor spaces; - The effective and sustained level of participation in these activities by season; - The effective maintenance of existing partnerships such as with the School Boards through "Community Use of Schools" policy. Improved level of satisfaction of residents through an annual survey of resident satisfaction with parks, recreation and cultural services. | | | |

| No. | Service Delivery Recommendations | Timing | | |
|-----|--|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| 22. | Track the utilization and participation of Township-owned assets as well as those owned by partner organizations (e.g. the local school boards). The receipt of program registrations of user groups that rent Township facilities should be made a condition of all rental information. | | | |
| 23. | As program opportunities grow, utilize the latest recreation specific software to manage the interface with customers and potential customers. | | | |

| No. | Community Halls and Centres Recommendations | Timing | | |
|-----|---|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| | Community Halls - General | | | |
| 24. | Maintain existing community halls and centres in good condition by conducting building condition assessments for the community halls and centres and through asset management planning. | | | |
| | Scouts Local | | | |
| 25. | Specifically, assess the condition and future longevity of the existing Scouts Local building as well as other built infrastructure on this park site. | | | |
| | Curran Library Building and Scouts Local | | | |
| 26. | Contingent on the planned provision of a new multi-use community centre serving the township as a whole , the Township should assess the feasibility of decommissioning the Curran Library building. With respect to the Scouts Local, its scale and location within the park suggests that a range of other uses are possible, including leases to recreation user groups or specialised activities (gym club, boxing clubs, martial arts, other, etc); | | | |

| No. | Community Halls and Centres Recommendations | Timing | | |
|-----|--|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| | Plantagenet Community Hall | | | |
| 27. | <p>Conduct a full building condition assessment; maintain the building as a vital community hub and invest as necessary;</p> <p>Ensure that capital planning for lifecycle repairs to this 1940 building is undertaken on an annual update basis with a 10 year capital plan horizon (we note that expenses on capital repairs to the order of \$195,000 in 2018 were expensed as operating costs. Going forward, detailed capital planning for future investments in lifecycle repairs will avoid resorting to operating accounts).</p> | | | |
| | Treadwell Community Centre | | | |
| 28. | Maintain and seek to ensure better cost recovery through greater usage. | | | |
| | Wendover Community Centre | | | |
| 29. | Undertake building condition assessment for this important community hub; Maintain and invest as necessary. Consider the potential for future development of this large site to accommodate other community uses as may be identified in the future – including a range of potential outdoor uses. | | | |
| | Lefaivre Community Centre | | | |
| 30. | <p>Undertake necessary building condition assessment; maintain and enhance the building and its associated outdoor uses as a significant community campus.</p> <p>Consider the potential for long term master planning of the site to provide additional park amenities including hardscape walking trails.</p> | | | |

| No. | Community Halls and Centres Recommendations | Timing | | |
|-----|--|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| | With the addition of the school site in the community under Township ownership and the potential for its recreational development, address the future of these sites in an integrated manner. For example, the lands south of the Community Centre parking lot could be considered for disposal for residential development. | | | |
| | Alfred Recreation Centre | | | |
| 32. | The building is nearing its functional life expectancy and therefore requires an assessment of condition and future capital costs over the period of this master plan. A replacement may be warranted over the long term or the services provided by this asset part of a multi-use centre associated with this site. (see related recommendations for the Alfred Park site as a whole). | | | |
| | Revenue Growth | | | |
| 33. | Expand promotion of the community halls as viable and affordable locations for event and programming rentals. This may result in additional revenue opportunities through enhanced programming of the spaces that are suitable for such locations (i.e. low-impact exercise, specialized camps, arts and culture activities). | | | |

| No. | Libraries Recommendations | Timing | | |
|-----|--|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| | Service Standard | | | |
| 34. | The Township should progressively implement a libraries strategy that ensures that the current inventory of library facilities and operations more effectively aligns with the realities of smaller populations within the communities served. This will require consolidation of services at several locations. | | | |
| | Near Term Consolidation | | | |
| 35. | The library services at the Plantagenet and Curran locations should be consolidated. The Township should seek to terminate the use of both the Scouts Hall and Curran Library for library services and consider the future of those building assets based on other needs of the community as well as the viability of retaining these buildings over the longer term. Should the development of a multi-use facility be pursued, this may provide the opportunity to decommission both the Scouts Hall and Curran Library. | | | |
| | Options for Serving Needs of Alfred Community | | | |
| 36. | The Township should not seek to relocate the Alfred Branch Library to the Alfred College front campus building. Recognizing the need to relocate the library due to the expiration of the lease of the premises, the Township should seek another location within Alfred, potentially as part of the development of a new multi-use facility should a site in Alfred be an option. | | | |

| No. | Prospects for a new Multi-use Community Centre Recommendations | Timing | | |
|-----|--|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| | Implementation Process | | | |
| 39. | <p>Undertake a feasibility study to determine both the appropriate form of development as well as the most suitable location and associated future development opportunities as part of a campus. This should be based on the essential criteria as follows:</p> <ol style="list-style-type: none"> 1. Value for money and opportunity to develop a funding model 2. Most appropriate long-term strategy to maximise the range of community needs as demonstrated in this plan 3. Take advantage of the potential for long-term operating efficiencies through centralization of services on an appropriate basis for Township-wide services <p>Secure a location that provides for maximum municipal control over the planning, development and operation of the building and enables expansion in-situ in the future as may be warranted.</p> | | | |
| | Funding Strategy | | | |
| 40. | <p>Contingent on the results of the analysis, invest in the necessary funding strategy and operational business case; part of the business case should comprise community discussions as to the savings and long-term efficiencies that can arise from decommissioning certain buildings and which can form part of the funding model for a new facility.</p> | | | |

| No. | Outdoor Recreation Amenities | Timing | | |
|-----|--|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| | Playgrounds | | | |
| 43. | Assess the feasibility of developing one (1) new playground structure in Wendover's west residential area to address the service gap. | | | |
| | Outdoor Ice Skating Rinks | | | |
| 48. | Investigate the feasibility of selecting a rink for longer term planning for a weather protection roof to provide for better programming of local seasonal ice rinks (1 location only due to cost). Greatest opportunity is in Wendover. | | | |
| | Youth Activities | | | |
| 51. | Explore opportunities on a project-by-project basis for smaller scale active sport facilities such as 'skate spots' or 'pump tracks' in either Wendover or Plantagenet to improve the geographic distribution of these facilities across the Township. | | | |
| | Off-Leash Dog Park | | | |
| 52. | The Township should assess the potential to develop off-leash dog parks in underutilized park spaces (e.g. Plantagenet Park, Treadwell Park, Chesser Park). | | | |
| | Waterfront, Marinas and Boat Launches | | | |
| 53. | Continue to maintain and operate the existing boat launches and marina for community use. | | | |

| No. | Outdoor Recreation Amenities | Timing | | |
|-----|--|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| | Treadwell Park | | | |
| 54. | The Township should retain and maintain the park for public access including the picnic shelter, playground and basketball net; The Township should decommission the diamond, and consider (subject to servicing) the potential of this location as one of the locations to study if a smaller dedicated sports dome is selected as the form of development of a new multi-use building. | | | |
| | Plantagenet Park | | | |
| 55. | Improve the diamond (lighting), undertake condition assessment for aquatics facilities, develop a plan for the repurposing of the Scouts Local building and consider an indoor use of the Scouts Local. | | | |
| | Alfred-Larocque Park | | | |
| 56. | <p>As a major asset to the municipality as a whole, consider undertaking a full master plan for the park as a whole. Specifically:</p> <ul style="list-style-type: none"> - Consider master planning for the lands which comprise the entire part and the link to the forest lands, to develop and improve passive recreation opportunities; - Consider a trails linkage to the forested lands to the southwest; - Maintain and invest in the Recreation Centre in the short to medium term subject to planning analysis for a prospective new multi-use building and or central library in the Plantagenet-Alfred corridor. - In the short-term invest in improved landscaping close to the recreation centre <p>Undertake condition assessment for aquatics facility</p> | | | |

| No. | Outdoor Recreation Amenities | Timing | | |
|-----|--|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| | Curran Park | | | |
| 57. | <p>Consider the needs of the community through future consultation in respect of the potential to decommission the library in this location and repurpose the building;</p> <p>The Township should consider decommissioning the existing ball diamond given its significant lack of use for a number of years.</p> <p>The Township should consider decommissioning the existing tennis court and embark on a park redesign concept plan as a basis for implementing any future asset management policies. The concept plan can be tied into the consultation we suggest in this recommendation regarding community needs in the park and decommissioning of the library.</p> | | | |
| | St-Joseph's Catholic School Site and Lefaivre Marina | | | |
| 58. | The Township should undertake combined planning for the three sites through an integrated design master plan for the long-term development of each site. | | | |
| 59. | The Township should continue to operate the Marina while plans are developed for the comprehensive investment of a regional park. In the long-run opportunity may exist for greater commercialization of the marina allied to the seasonal operations of the St. Joseph playing field as a destination park. | | | |

| No. | Outdoor Recreation Amenities | Timing | | |
|-----|--|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| 60. | <p>Maintain and invest in the school site as the Township venue for Canada Day celebrations and develop further event hosting capacity. Over time, develop a park design for the site that could potentially include the following:</p> <ul style="list-style-type: none"> a. Develop the waterfront of the site. b. Associated with waterfront landscape enhancement, develop the potential of the marina as a destination to / from the water by better integrating the marina as part of the new waterfront park. c. Assess options for the school building lands. This is expected to include a review of the highest and best use of the road frontage recognizing the covenants which govern the future sale of these lands. As part of this assessment consider the impacts of private development of the frontage lands versus the opportunity to create a signature public park and dynamic view corridor to the Ottawa River. <p>Undertake park design options for the entire site for event hosting including use of the natural grade of the site for a seasonal amphitheatre and adjacent lawns. Consider the full opportunity for passive use of the site when not used for events and the capacity for general permitting for group activities/sports. This excludes any formal establishment of playing fields in favour or informal open space.</p> | | | |
| 61. | <p>Maintain the lands currently in use by public works until such time as relocation of operations is actively considered. At that time, consider the potential for disposition of the lands.</p> | | | |

| No. | Outdoor Recreation Amenities | Timing | | |
|-----|---|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| 62. | Consult with the public regarding improvements to the existing Lefaivre Community Park which could include 3-season trail development within the park to promote community health and wellbeing. As part of this, consider if disposition of lands in the southern part of the site is warranted. | | | |

| No. | Parkland, Trails & Open Space Recommendations | Timing | | |
|-----|--|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| | Parkland Classification & Supply | | | |
| 66. | Explore opportunities to maximize use of Treadwell Park as a gathering place in Alfred and Plantagenet including attracting more outdoor events and shows on a year-round basis. Purchase the lot for community amenities adjacent to the boat launch. | | | |
| | Parkland Acquisition | | | |
| 71. | Update the Township's <i>Official Plan</i> to include policies that make clear the intentions of the Township with respect to achievement of all parkland-related service levels as a basis for the development approval process. This update should include the Parkland Classification System and may be done at the time of the next comprehensive review or through an amendment to the Official Plan. | | | |

| No. | Parkland, Trails & Open Space Recommendations | Timing | | |
|--|---|---------------------------|-----------------------------|----------------------------|
| | | Years 1-5 (Short Term) | Years 6-10 (Medium Term) | Years 11-20 (Long Term) |
| 72. | Explore a partnership with the Agricultural Research Institute of Ontario (ARIO) for the development of the defunct recreation fields and ecological forest on the upper campus grounds into recreational opportunities (i.e. dog park, walking paths, potential multi-use facility location). | | | |
| Natural Environmental Lands Trails and Pathways | | | | |
| 78. | Explore partnerships with local organizations, groups and/or businesses (i.e. SNCA, PR Recreational Trail Corporation, FERCA etc.) to maintain existing trails and develop future multi-seasonal trails to a municipal standard to provide a range of opportunities in the summer and winter months. The types of permitted uses should be evaluated on a trail-by-trail basis. Continue to expand upon the existing natural parks and trail systems and engage in restoration activities as a means to develop corridors that serve ecological, passive recreational and active transportation purposes and to meet the Official Plan goal of achieving 30% natural landcover. | | | |
| 79. | Explore partnerships and operating agreements with SNCA, UCPR Tourism, Ducks Unlimited and other local and regional environmental and bird watching organizations for the revitalization and expansion of recreation infrastructure including, Alfred Bog and Atocas Bay, and the bird observatory tower in Alfred Lagoon. Work with these partners to further promote these sites as recreational opportunities and tourist attractions. | | | |
| 80. | The Township recognizes the recreational value of Alfred Bog and supports efforts to enhance public access and enjoyment of this unique ecosystem. The Township supports improvements to the existing boardwalk and trailhead infrastructure and signage and will work in partnership with the South Nation Conservation Authority and Ontario Parks, as appropriate. | | | |