



Municipality of Centre Hastings

# Recreation, Parks and Culture Master Plan

Draft Final Report | May 2023

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**Technical Compendium: Detailed Inventory Sheets** (provided under separate cover)



# 1

## Introduction

## 1.1 What is a Parks, Recreation and Culture Master Plan?

The Master Plan for Centre Hastings will strategically guide and manage municipal planning for parks, recreation, and culture assets and services over the next 10 years. This Plan will further effective planning, budgeting and implementation of stated goals and objectives and help the Municipality guide and manage the development of parks, recreation, and culture assets, services, programming and events.

## 1.2 Purpose and Scope of the Master Plan

The principal objective of the Master Plan 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 to 2033. The Master Plan is an integrated plan that evaluates needs and strategies related to the following:

### Indoor Facilities

- Community Centre/Arena
- Stand-Alone Community Halls

### Outdoor Facilities

- Sports Fields, Sports Courts
- Outdoor Pool, Splash Pad
- Playgrounds, Skate Park, Outdoor Fitness Equipment
- Dog Park, Boat Launches, Public Beach

### Parkland and Trails

- Parks & Open Spaces
- Trail Network

### Service Delivery

- Partnerships, Marketing & Communication
- Internal Resources & Volunteerism
- Programming, Fees & Cost Recovery

The Master Plan provides guidance to develop an appropriate level of service related to recreation for residents. It 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 Municipality. Changes in the wider municipal environment in terms of fiscal priorities can be expected to impact the priorities contained in this Master Plan.

### 1.3 Process Guiding Plan Development

This Master Plan provides a comprehensive, multi-year framework of short (1 to 3 years), medium (4 to 6 years), and long-term (7+ years) priorities for recreation facilities, programs, parks, and trails for the next 10 years within the municipality. Development of the Master Plan involved the following:

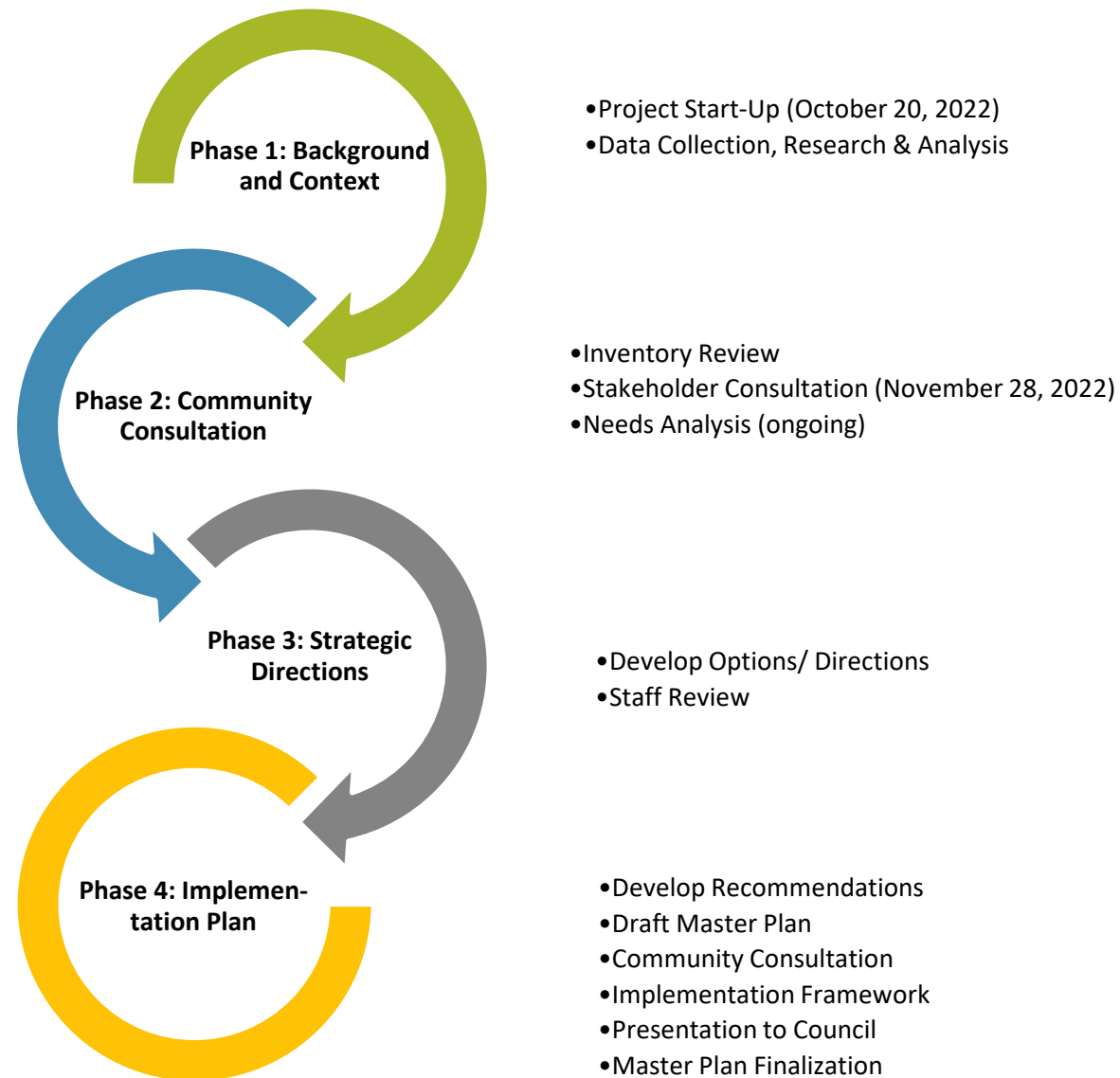
- Review of existing recreation facilities (indoor and outdoor) and programs, including conditions and utilization.
- Public engagement, stakeholder outreach, and Municipal staff and Council engagement. This included two online surveys (1 public, 1 user group) and two community workshops (1 public, 1 with user groups), as well as telephone interviews with key external

stakeholders, and one-on-one interviews with members of Council.

- Analysis of local, regional, and provincial demographic and leisure trends, as well as best practices in other communities.
- Analysis of relevant strategic planning documents, policies, and priorities (local, regional, and provincial) to develop long-term recreation recommendations, which enable the Municipality to strategically take advantage of programming, investment, and partnership opportunities.
- Historic and future population dynamics and demographic change and the impact of this on the delivery of recreation.
- An understanding of the current municipal delivery model for recreation including levels of investment in the sector.
- The identification of gaps and opportunities for the provision of facilities, services and programs that may be addressed through the recommendations of the Master Plan.



Exhibit 1: Study Process





# 2

## Planning in the Context of Changing Needs

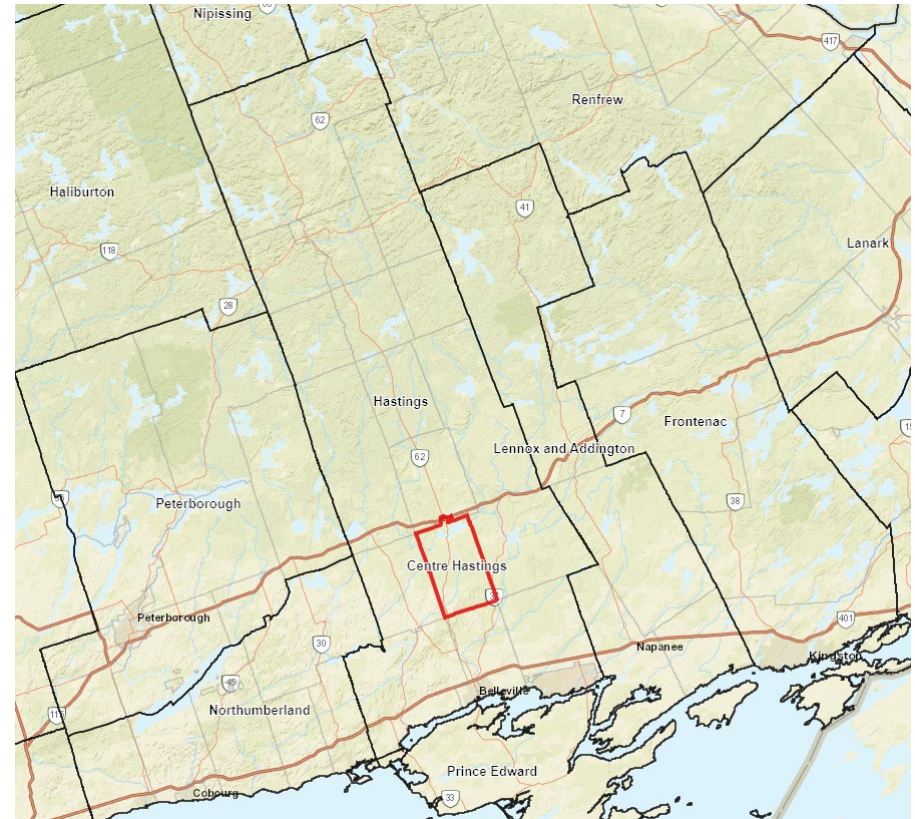


## 2.1 Locational Analysis

The Municipality of Centre Hastings is a lower-tier municipality in eastern Ontario, which was formed January 1, 1998, from an amalgamation of Huntingdon Township with the Village of Madoc. The municipality is surrounded by several other lower-tier municipalities, which together comprise Hastings County, and is bordered on the south by the City of Belleville (a single-tier municipality). Centre Hastings is serviced by Highway 7 and Highway 62 and lies mid-way between Toronto and Ottawa.



Exhibit 2: Locational Context of Centre Hastings within Central/Eastern Ontario



Source: SPM based on ESRI data, 2022.

## 2.2 Strategic Priorities for Recreation

Parks, recreational and cultural facilities are key components to a community's overall quality of life. These resources contribute to the health of residents, as well as the social, environmental, and economic well-being of the community.

The Municipality's recreational and cultural assets, as well as its parks, trails, and open space network, is currently planned through the following supportive regional and municipal policies.

### Hastings County Official Plan

The Hastings County Official Plan (OP) was approved in 2018 and outlines the management of land uses, infrastructure, and natural resources within the County. The County is comprised of 14 lower tier municipalities, including Centre Hastings, and represents the upper-tier level of planning responsibility. At present, the lower-tier municipalities do not have their own Official Plans but are governed by the policies of the County OP in working towards a common planning vision.

The OP promotes both active and passive recreational uses to provide residents with a variety of experiences. It calls for passive recreational parks and open spaces to be incorporated into new and existing residential development. The OP also encourages the continued development of trails for various recreational pursuits and promotes adequate public access to water bodies.

### Centre Hastings Strategic Plan

Forward Together, the Strategic Plan for the Municipality of Centre Hastings (2020-2025) is centered on a vision that reads "A proud heritage. A thriving future. A friendly community committed to sustainable growth". The Plan focuses on five strategic themes, specifically: enhancing resident life satisfaction, creating an environment for local business growth and stability, developing and maintaining infrastructure improvements, attracting and retaining new residents, and improving municipal service delivery and performance. Under these themes are a number of goals – those specifically related to the Parks, Recreation and Culture Master Plan include strategic capital investment to improve infrastructure, optimizing recreational programs, and supporting economic development and tourism.

## 2.3 Planning for a Changing Demographic

### Historic Population Growth

As per 2021 Census data, Centre Hastings has a population of 4,801 residents. The following exhibit shows that the municipality experienced population growth of 5.68% over the 10-year period from 2011 to 2021. This pace of growth is slower than Hastings County over the same period (8.01%) and the province of Ontario (10.68%). It should be noted that the Census demographics for Hastings County also includes the population of the City of Belleville, City of Quinte West, and Tyendinaga Mohawk Territory.

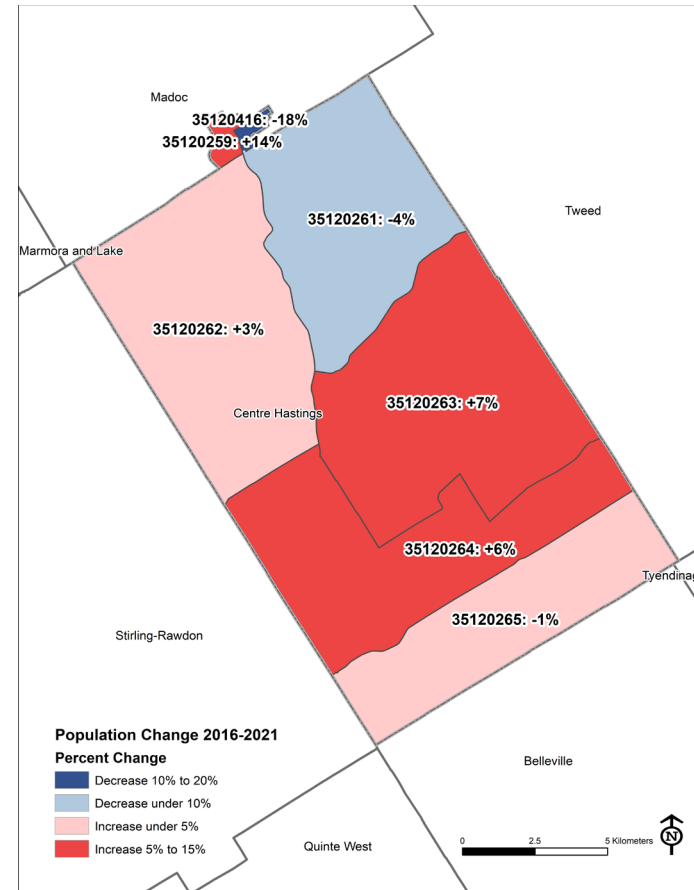
Exhibit 3: Municipality and County Population Change 2011 to 2021

Municipality	2011	2016	2021	% Change 2011-2021
<b>Centre Hastings</b>	4,543	4,774	4,801	5.68%
<b>Hastings County</b>	134,934	136,445	145,746	8.01%

Source: Sierra, Statistics Canada Census 2016, 2021

Between 2016 and 2021, the most significant population growth was experienced in the Dissemination Area<sup>1</sup> on the west side of Madoc village (increased by 14%, or 101 residents) and the rural areas in the central part of the Municipality. Population declines mostly took place in the east side of Madoc village (decreased by 18%, or 150 residents), as well as the area directly to the south.

Exhibit 4: Population Change by Dissemination Area, 2016 to 2021



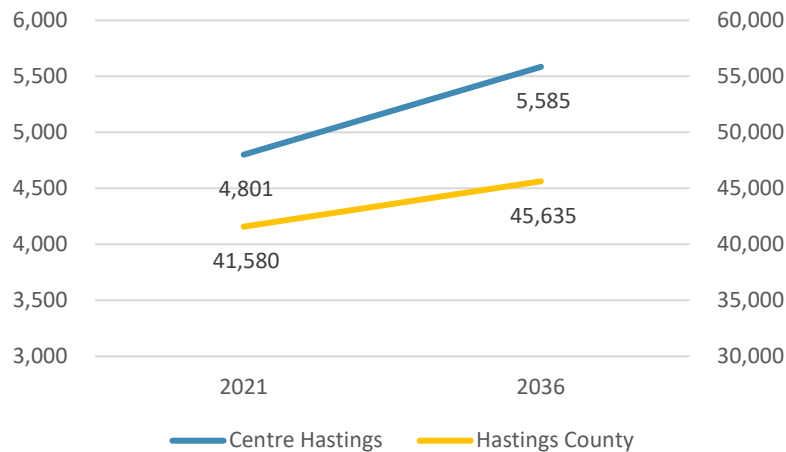
Source: SPM based on Statistics Canada Census data, 2021.

<sup>1</sup> Dissemination Area (DA) is defined by Statistics Canada as small area composed of one or more neighbouring dissemination blocks, with a population of 400 to 700 persons.

## Population Growth Forecast

Hastings County's Official Plan (2018) projects that the population of Centre Hastings will increase by 784 residents by 2036 to approximately 5,585 residents. This represents a 16% increase from the 2021 population. This is a slightly higher rate of growth than is projected for the County as a whole, which is expected to increase by 10%.

Exhibit 5: Projected Population Change (2021-2036)



Source: Sierra, Statistics Canada Census Data 2021, Hastings County Official Plan (2018)

Note: For comparative purposes, the populations of Belleville, Quinte West and Tyendinaga Mohawk Territory have been removed from the Hastings County population figure for 2021, and are not included in 2036 figures in the OP.

## Locations for Future Growth

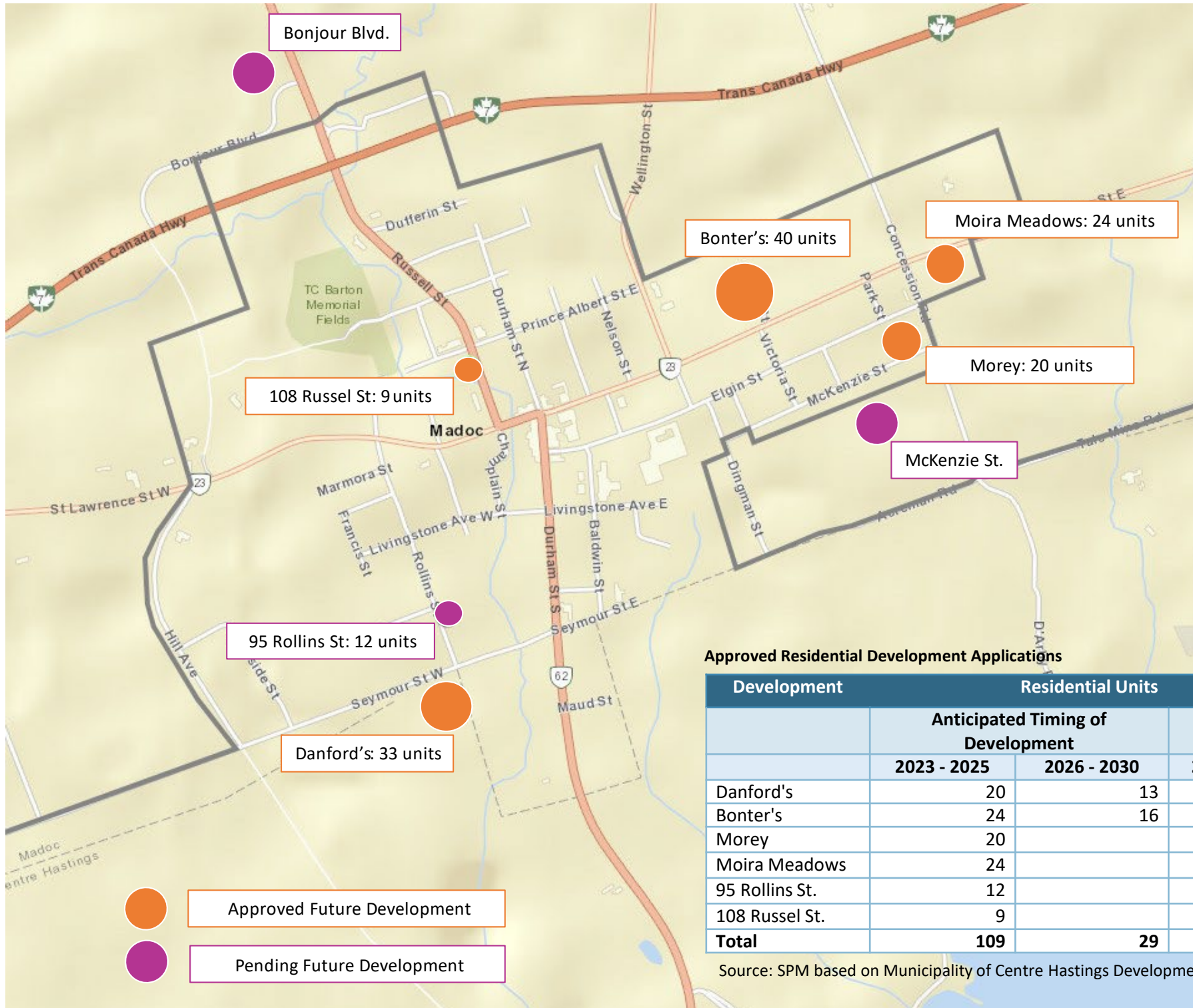
Understanding how much residential growth is planned and where it will be located helps to generally determine the future recreational needs of these new residents and the municipality.

The Municipality currently has several applications for residential development that are under review or have been approved. This growth is expected to take place throughout the Municipality, in the more rural areas of Centre Hastings and in several locations within the village of Madoc specifically.

The residential units and locations slated for future growth within Madoc are identified on the table and summary map below.



Exhibit 6: Approved and Pending Residential Development Map



**Approved Residential Development Applications**

Development	Residential Units		
	Anticipated Timing of Development		Total
	2023 - 2025	2026 - 2030	
Danford's	20	13	33
Bonter's	24	16	40
Morey	20		20
Moira Meadows	24		24
95 Rollins St.	12		12
108 Russel St.	9		9
<b>Total</b>	<b>109</b>	<b>29</b>	<b>138</b>

Source: SPM based on Municipality of Centre Hastings Development Data, 2022.

### Centre Hastings is Aging

The municipality’s age distribution profile aligns with that of the County and is like that found in comparable communities across Ontario. In general, 60% of Centre Hastings’ population is 40 years or older, while adults between 20 and 39 years of age account for 19% of the population. The trend of an aging population is progressing steadily within the municipality. The percentage share of children and youth within the municipality has remained stable, comprising 21% of the population in 2021.

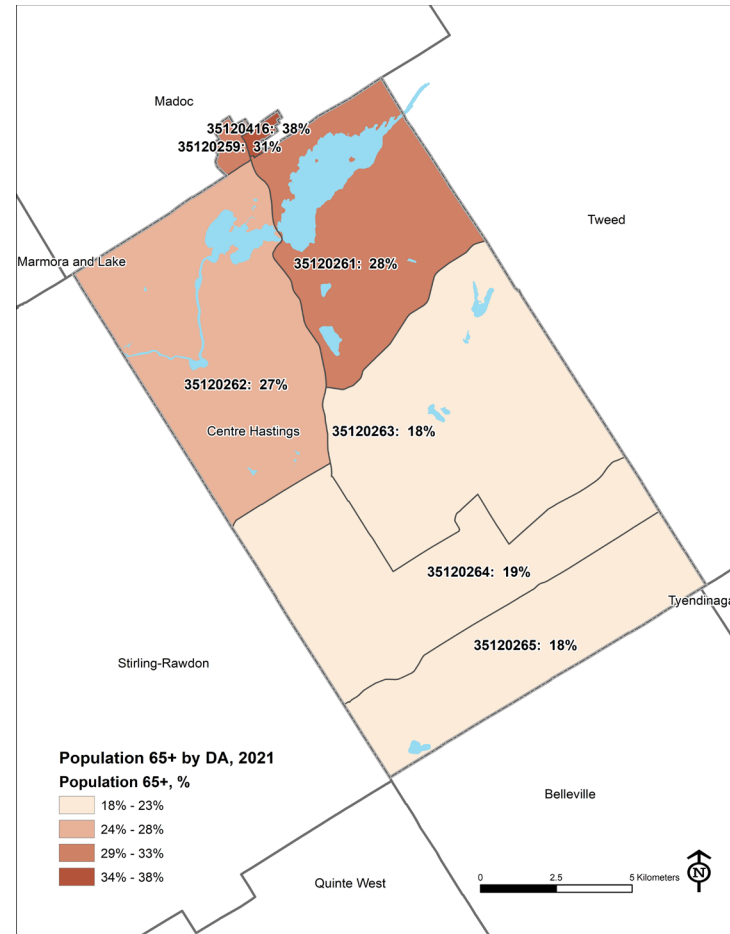
Exhibit 7: Centre Hastings Age Distribution Comparison (2011, 2021)

Age Cohort	2011 Pop.	% Share	2021 Pop.	% Share	Trend
Children (0-9)	470	10%	465	10%	Stable
Youth (10-19)	550	12%	525	11%	Stable
Young Adults (20-39)	915	20%	920	19%	Stable
Adults (40-64)	1,805	40%	1,650	34%	Decreasing
Older Adults (65+)	805	18%	1,230	26%	Increasing
<b>Total</b>	<b>4,545</b>	<b>100%</b>	<b>4,790</b>	<b>100%</b>	

Source: Sierra, Statistics Canada Census Data 2011, 2021.

Areas of the municipality with the highest concentrations of older adults (aged 65+) are focused in the village of Madoc and those areas directly to the south. The more rural areas towards the southern end of the municipality have higher concentrations of children and youth (population under 19 years of age).

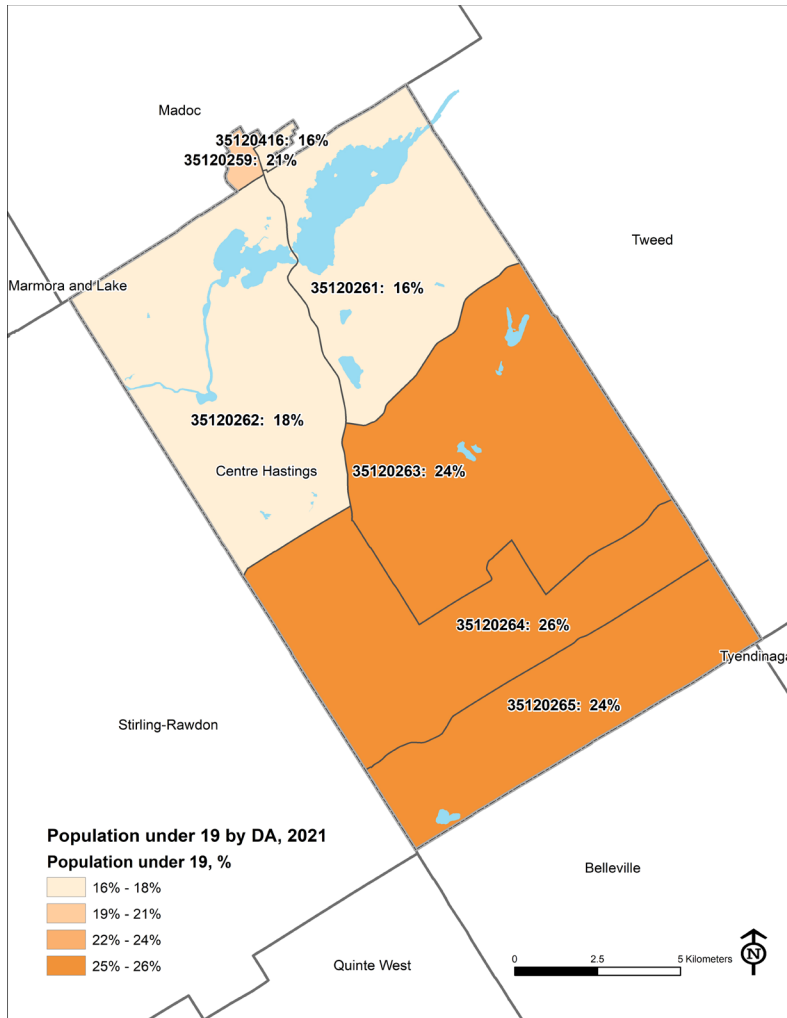
Exhibit 8: Prevalence of Older Adults by Dissemination Area, 2021



Source: SPM based on Statistics Canada Census data, 2021.



Exhibit 9: Prevalence of Children and Youth by Dissemination Area, 2021

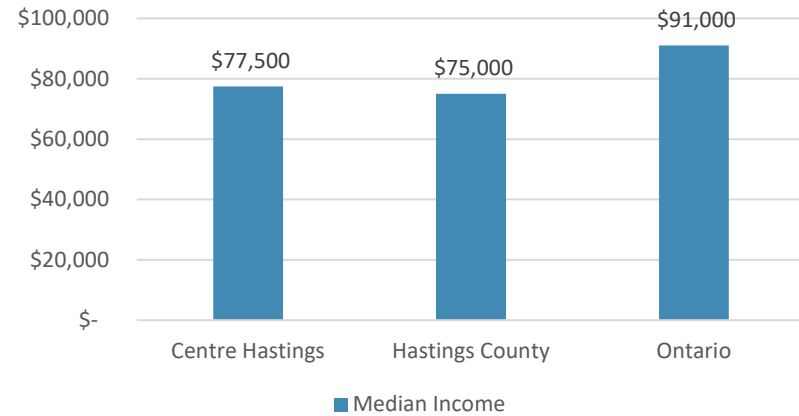


Source: SPM based on Statistics Canada Census data, 2021.

### Income Profile

Centre Hastings has a total median household income of \$77,500. This is slightly higher than the Hastings County average (\$75,000), inclusive of Belleville, Quite West, and Tyendinaga Mohawk Territory. Both the municipality and Hastings County have lower median incomes than that of the province.

Exhibit 10: Total Median Household Income Comparison (2021)

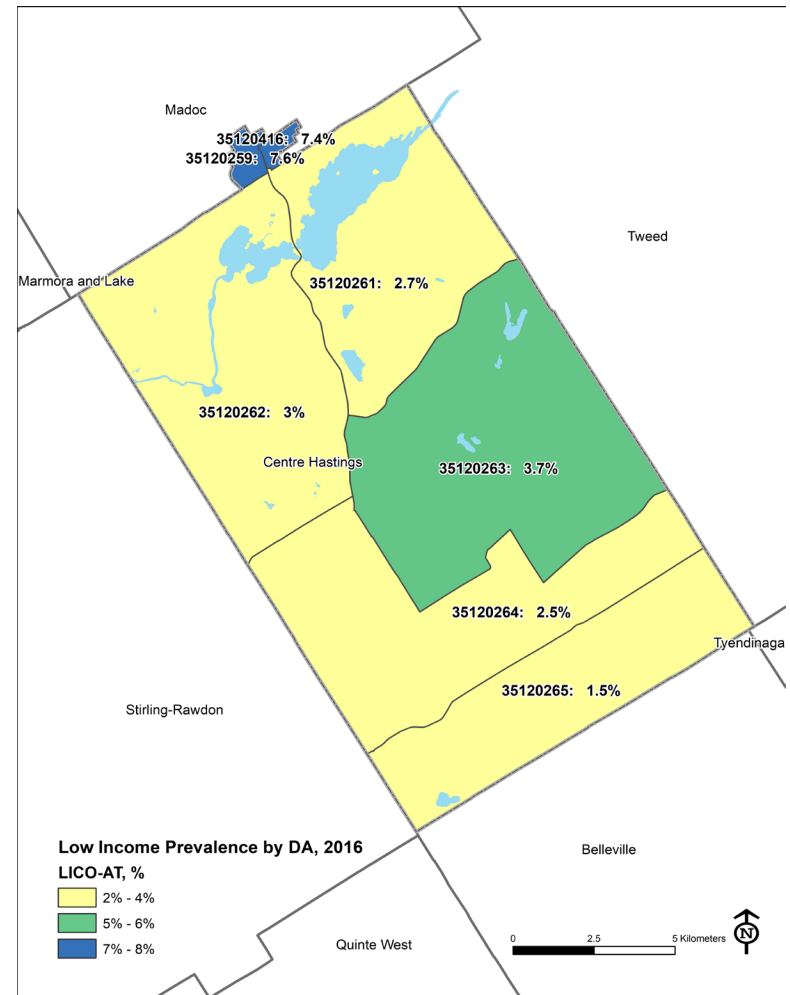


Source: Sierra, Statistics Canada Census Data 2021.

In 2021, 3.8% of Centre Hastings’ population was under the low-income cut-off (after tax) (LICO-AT), which is lower than LICO-AT prevalence in 2016 (4.2%). This is comparable to that of Hastings County, which was at 3.6%, and lower than that of the province at 5.3%.

The geographic areas that have the highest proportions of resident households under the low-income cut-off threshold in 2016 were concentrated within the village of Madoc. At the time of writing, 2016 LICO-AT prevalence is the latest available data at the Dissemination Area level.

Exhibit 11: Prevalence of Residents living under LICO-AT by Dissemination Area, 2016



Source: SPM based on Statistics Canada Census data, 2016.

## 2.4 Overview of Assets

Centre Hastings is home to a collection of parks, trails, indoor and outdoor recreation, and culture facilities that provide residents with the opportunity to engage in a wide range of activities. This includes, but is not limited to, indoor hockey, skating, performing arts, and educational and social activities. These recreational assets are essential for promoting health in communities. Accessibility and utility for youth, families, and adults of all ages and abilities shall be considered to appeal to people at every stage of the life cycle.

The Municipality of Centre Hastings' municipal recreation asset base consists of the following:



### Indoor Recreation Facilities

- 1 Arena
- 4 Stand-Alone Community Halls



### Parkland and Trails

- 10 Parks and/or Recreational Areas
- 4 Trails



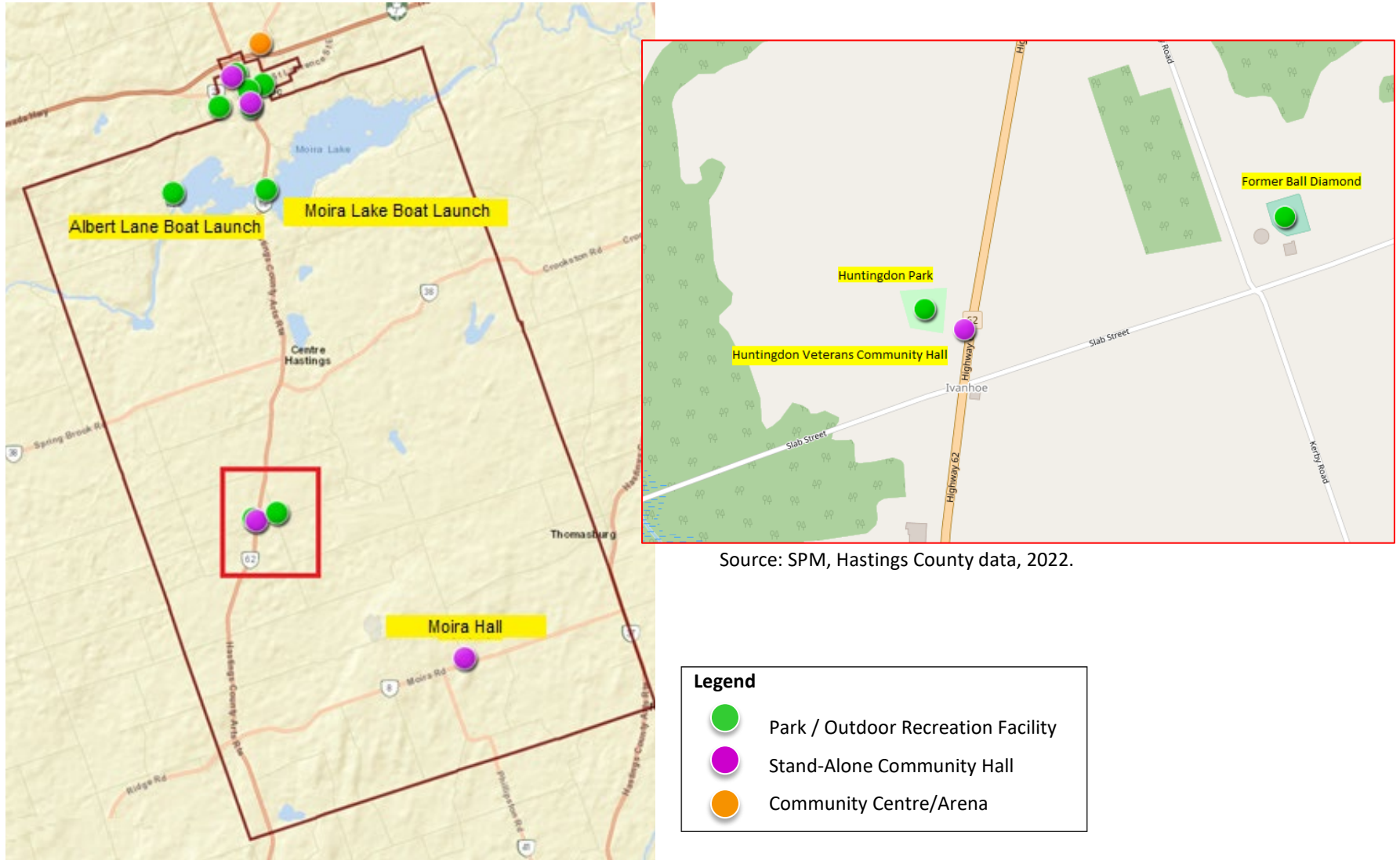
### Outdoor Recreation Facilities

- 2 Ball Diamonds
- 1 Soccer Field
- 2 Tennis Courts
- 1 Outdoor Pool
- 1 Splash Pad
- 3 Playgrounds
- 1 Skate Park
- 3 Beach Volleyball Courts
- 1 Off-Leash Dog Park
- 2 Boat Launches
- 1 Public Beach

The exhibits on the following pages show the locations of the recreation assets within the Municipality as a whole, and within the settlement area (village) of Madoc in particular.

Detailed inventory sheets for each asset are included in the Technical Compendium, provided under separate cover.

Exhibit 12: Parks, Recreation and Culture Assets in Centre Hastings (Rural Areas)

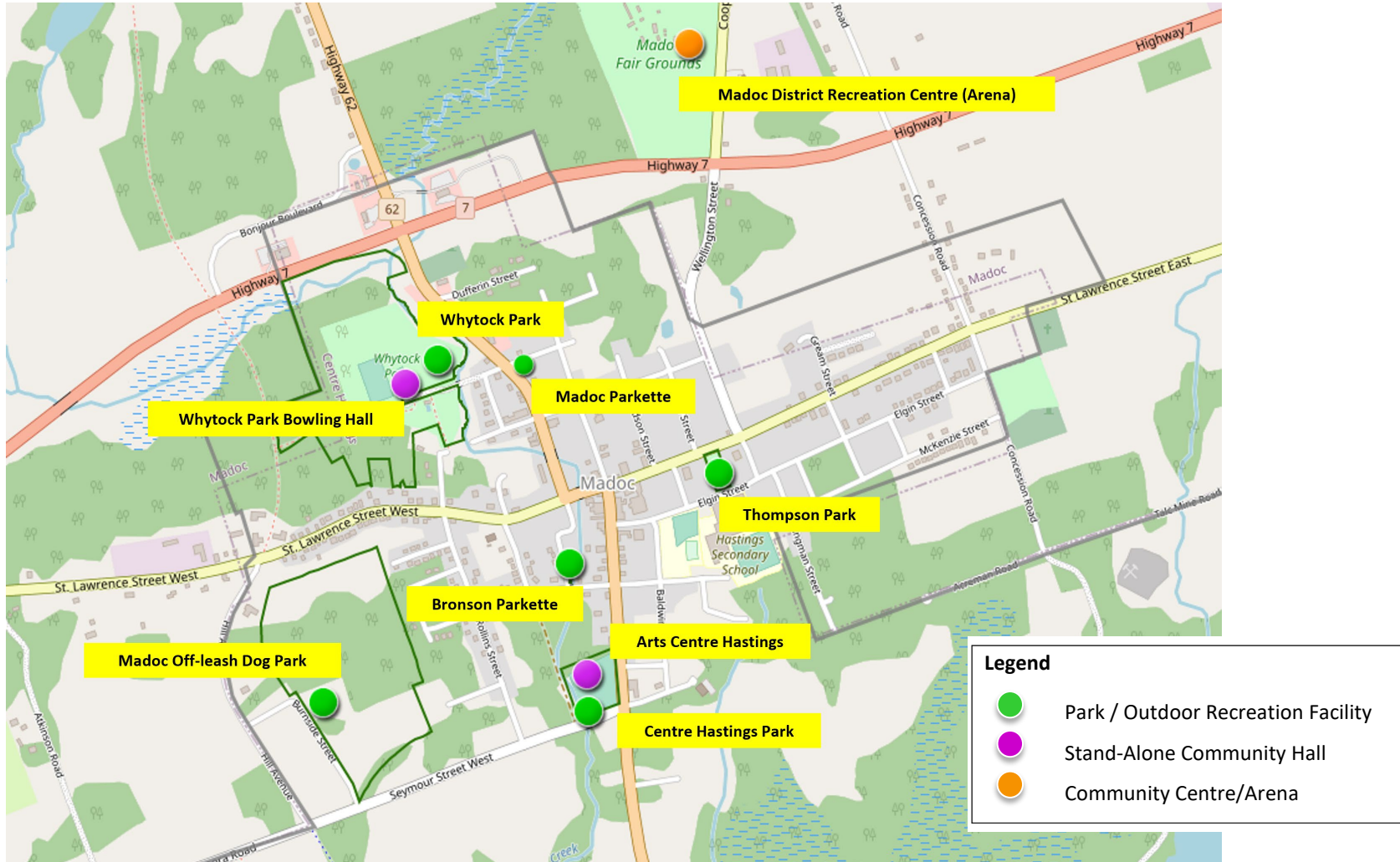


Source: SPM, Hastings County data, 2022.

**Legend**

- Park / Outdoor Recreation Facility
- Stand-Alone Community Hall
- Community Centre/Arena

Exhibit 13: Parks, Recreation and Culture Assets within Settlement Area of Madoc



Source: SPM, Hastings County data, 2022.



## 2.5 Municipal Recreation Investment Priorities

### Historic Spending and Cost Recovery

Under the Public Works arm of the organization, the Parks and Recreation Division manages and maintains parks and recreation assets for the Municipality. The Division is broken down into 3 sub-service areas – Parks and Recreation, Madoc Arena, and facilities.

The Parks and Recreation sub-service is responsible for the maintenance and programming of Whytock Park, Village Square, Centre Hastings Park, the Arts Centre, and the community halls. The Arena sub-service relates to the maintenance and programming of the Madoc Arena, and the Facilities sub-service relates to the stand-alone community halls.

The breakdown for each of the sub-service areas categorizes spending for the 2022 calendar year. The 2022 budget indicates that the Municipality spent nearly \$1 million in operating dollars on parks and recreation. This represents 15.6% of the total operating expenditure for the Municipality

in 2022. Overall cost recovery for the Parks and Recreation Department was 32% in 2022.

*Exhibit 14: Centre Hastings 2022 Parks and Recreation Operating Expenses and Revenue*

Program/Facility	Revenues	Expenses	Net Operating	% Cost Recovery
Arena	\$145,100	\$289,041	(\$143,941)	50%
Parks and Recreation	\$144,700	\$607,000	(\$462,300)	24%
Facilities	\$17,464	\$70,618	(\$53,154)	25%
<b>Total</b>	<b>\$307,264</b>	<b>\$966,659</b>	<b>(\$659,395)</b>	<b>32%</b>

Source: Sierra, data from Centre Hastings 2022 Parks and Recreation Operating Budget.

Based on the 2021 population of 4,801, Centre Hastings spends approximately \$201.35 per capita on recreation operations. The Municipality's spending translates into a higher-than-average spending per capita when compared to the provincial average (\$136) as identified in BMA's Municipal Study 2022<sup>2</sup>. It is important to note that spending amounts per capita can vary greatly across municipalities and are largely dependent on the services provided and facilities held within the municipal portfolio.

<sup>2</sup> BMA Management Consulting Inc., Municipal Study, (2022), <https://www.owensound.ca/en/city-hall/resources/Documents/2022-Municipal-Study-Final.pdf>



## Planned Capital Investments

The Municipality has a number of recreation and culture projects planned for future investment. Planned investments total over \$2 million, with a new outdoor pool accounting for most of the costs (\$1.4 million). Other significant items include tennis courts (\$115,000), a new roof at the arena (\$250,000 project, \$150,000 partial funding obtained through a Trillium Grant), and dressing room floor replacement (\$80,000).

The following table summarizes the items currently planned to 2026, as identified in the 2022 Capital Budget.

Exhibit 15: Planned Capital Projects (2022-2029)

Project	Proposed Year of Investment	Amount
<b>Recreation</b>		
New outdoor pool	2023	\$1,400,000
Seniors Play Structures	2023	\$25,000
Lawnbowl Building Flooring/Windows	2023	\$2,500
Tennis courts	2023	\$115,000
Whytock Park Play equipment	2024	\$25,000
Arts Centre heat pump	2024	\$5,000
Disc golf	2025	\$20,000
<b>Total Recreation</b>		<b>\$1,592,500</b>
<b>Parks</b>		
Bronson Parkette Play equipment	2022	\$11,000

Project	Proposed Year of Investment	Amount
Skate Pad resurfacing	2023	\$15,000
Canteen equipment	2023, 2024, 2026	\$15,000
Splash pad resurfacing/equipment	2023, 2025	\$30,000
Outdoor fitness equipment	2023, 2025	\$22,500
Splash pad chemtrol / pump / feature expansion	2023, 2026	\$18,000
Lawn mowers, weeders	2024	\$18,000
Tree grooming	2024	\$4,500
Replace Electronic Sign at Park	2026	\$15,000
<b>Total Parks</b>		<b>\$149,000</b>
<b>Arena</b>		
Chairs/tables	2023	\$4,000
Roof	2023	\$150,000
Water bottle refilling stations	2023	\$4,000
Public washroom renovation	2023	\$30,000
Canteen Renovations/upgrades	2024	\$10,000
Time clock/score board	2024	\$15,000
Dressing Room flooring	2024, 2026	\$80,000
Lobby Furnace	2025	\$10,000
Cooling tower	2025	\$6,000
Electronic lobby sign	2025	\$10,000
<b>Total Arena</b>		<b>\$319,000</b>
<b>Total</b>		<b>\$2,060,500</b>

### **Broader Capital Planning Initiatives**

Development Charges (DC) recover capital costs associated with growth within a municipality. These capital costs are in addition to the normal costs of developing a subdivision (i.e., internal roads, sewers, watermains, sidewalks, etc.), and are recovered through development charges imposed under the Development Charges Act.

Centre Hastings' Development Charges Background Study (2020) identifies a development-related capital forecast for general services totaling \$1.41 million net municipal capital costs over a ten-year period. \$587,000 (42%) of this is related to parks and recreation. The forecast includes a new disc golf course, new accessible play structure and a pool. It should be noted that \$938,000 from alternative funding sources have been identified and account for contributions towards park facilities.

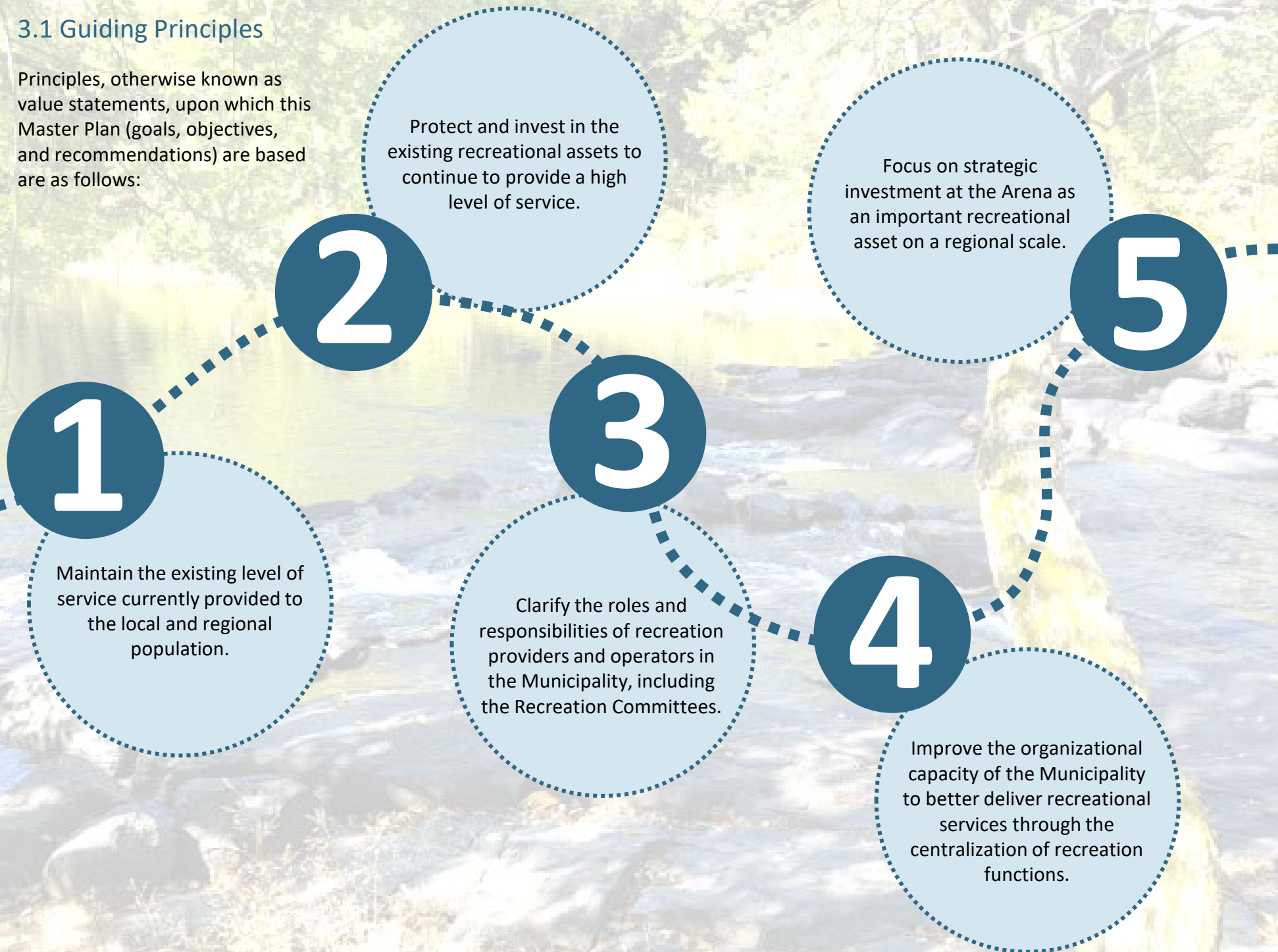


# 3

## Master Plan Framework

### 3.1 Guiding Principles

Principles, otherwise known as value statements, upon which this Master Plan (goals, objectives, and recommendations) are based are as follows:



## 3.2 Goals and Objectives

The general principles, which reflect desired outcomes of this plan, are supported by the following goals. These address the importance of municipal capacity building, particularly in outdoor services, the need for alignment with other service providers and the economic development gains of investing in recreation services.



### Goal 1: Build Municipal and Community Capacity

- ❑ Maintain the municipal role as a partner in the provision of recreation, responsible for service standards and provision of facilities.
- ❑ Continue to promote the Community Development Model of Recreation Service Delivery.
- ❑ Modernize and streamline the delivery, management and tracking of recreation services based on CRM (Customer Relationship Management) principles, and effective technology solutions.



### Goal 2: Enhance Opportunities for Recreation

- ❑ Enrich the recreation sector, stimulate program development, and bolster the operational capacity of the stand-alone Community Halls and key parks.
- ❑ Strengthen partnerships of interest and capacity between the Municipality and recreation providers, from a program delivery, marketing, administration, and volunteer training perspective.
- ❑ Encourage and support the development of a strong volunteer sector for program development and operational requirements.



### Goal 3: Strategic Investment in Facilities

- ❑ Maintain and enhance, where feasible and fiscally sustainable, the useful life of existing indoor and outdoor recreation facilities through an asset management-based approach.
- ❑ Aspire to improve community and tourist access to recreation facilities on a four-seasons basis.
- ❑ Maximize community access for target groups, such as older adult and youth populations.
- ❑ Maximize access to existing trail network through connectors, location of new parkland, and on-street active transportation routes.



### Goal 4: Enhanced Commitment to Regional Facility Solutions

- ❑ Renew, improve, and enhance the existing Arena Cost Sharing Agreement.
- ❑ Work with municipal partners to evaluate regional recreational infrastructure to help inform future requirements.
- ❑ Pursue effective partnerships and joint planning for major new recreation infrastructure.
- ❑ Support and implement regional (County) level goals for trails and tourism development through the implementation of this Master Plan.

### 3.3 The Approach to Planning and Service Areas

#### The Approach to Planning for Recreation Facilities

This Master Plan identifies service standards for the provision of recreation facilities, including those related to open space standards, policies governing parkland dedications, and parkland amenities.

The Municipality currently does not systematically document service standards for recreation facilities, parks, and trails. Service standards are not limited to population and participation ratios but include a range of other quantitative measures (such as utilization of facilities, program fill rates, and facility condition indexes) as well as a range of qualitative measures such as functionality of space, degree of conformity with AODA requirements, age, and quality of facilities. As an example, aging and low-quality play equipment should be identified and budgeted for replacement to ensure operable parks are serviced with installations that meet consumer expectations but also are not beyond their planned service life. Accordingly, the asset-specific recommendations of this plan form a consolidated statement of expected service standards.

#### Defining Service Areas

Due to the geographic scope of the municipality, there is a need to establish appropriate levels of service for the settlement area as well as for the more rural areas. This provides a framework to guide future planning and municipal investment in recreation.

At present, recreational facilities are focused in Huntingdon and Madoc – the identified location for future growth within the Municipality. Therefore, this Master Plan recognizes Madoc and Huntingdon as the primary service areas, offering the broadest range of recreational facilities and services.



### 3.4 Framework Recommendations

Topic Area	Recommendation
<b>Approach to Planning</b>	1. Adopt the service standards identified within this Master Plan in order to effectively plan for new and/or revitalized recreation facilities, parks, and trails over the Plan period.
<b>Service Areas</b>	2. Any major recreation infrastructure (e.g., sports fields, community centres, etc.), as well a future replacement and/or expansion of existing facilities, should be located within one of the primary service areas (Madoc and Huntingdon). The location should represent the most appropriate site based on considerations of land ownership, site suitability, co-location with other municipal recreation infrastructure, and capital costs associated with servicing and development.



# 4

## Service Delivery and Programming

## 4.1 Current Model of Service Delivery

Centre Hastings has adopted a Community Development Model for recreation delivery. Specifically:

- Event hosting and other activities/programs are primarily delivered by the volunteer sector (e.g., minor sport, Recreation Committees).
- The Municipality plays a supportive role through the provision of access to facilities.
- Where little to no options exist in the private and/or volunteer market to adequately service the needs of the community, the Municipality provides specialty programs (i.e., swimming and camps).

At present, the delivery of most programs and services relies on community groups and individual instructors. The current role of staff is to facilitate and assist groups with the delivery of service through allocation of facilities and administration. The Municipality provides marketing and promotion of municipal, private, and volunteer-run programs and activities through several methods (i.e., municipal website, social media posts, etc.).

Centre Hastings offers the direct provision of facilities (i.e., Arena) and leisure opportunities (i.e., Madoc Outdoor Pool) in a limited manner. Through consultation, the community indicated that they would like to see the role of the

Municipality expanded to be the provider of a broader range of services, creating greater opportunity for engagement and community participation.

### Implications

With the current service delivery model for recreation relying heavily on community groups and individual instructors, the need for continuous community engagement and active volunteers is elevated. This Master Plan supports maintaining the Community Development Model for the delivery of services, resulting in the need to ensure continuous community engagement, and attracting and retaining volunteers.

## 4.2 Approach to Asset Management

Centre Hastings prepared an Asset Management Plan (AMP) in 2015. The AMP provides guidance for how a group of assets is managed over time. Asset classes contained in the AMP include major hard infrastructure, such as road systems, bridges, water and wastewater distribution, buildings, and facilities, drinking water treatment and pumping, wastewater treatment, and equipment.

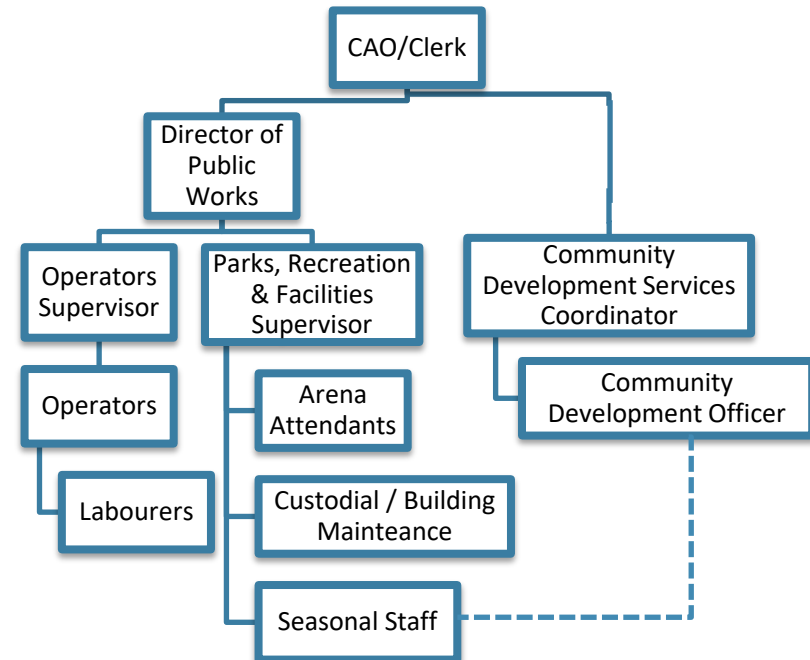
Ontario Regulation 588/17 stipulates that by July 1, 2023, municipalities must prepare an asset management plan for all municipal infrastructure (beyond the core assets); this should include all recreational assets and infrastructure (e.g., sports field infrastructure, playgrounds, etc.).

## Implications

To improve the ways in which the Municipality plans for its infrastructure, including its recreation infrastructure in the future, the existing AMP needs updating. In this regard, planning for the operation, maintenance, renewal, replacement, and disposal of municipal infrastructure should be expanded to also focus on recreation and community facilities, open space, and parks within the Municipality's portfolio.

## 4.3 Internal Resources

In terms of internal resources, the Public Works Department, working closely with Community Development Services (reporting directly to the CAO), dedicate the following resources to the provision of parks and recreation services:



The current portfolio of parks and recreation facilities that require maintenance, and therefore internal resources, is broad. With the current complement of staff, the departments work together to undertake the following:

- Maintenance and operation of 10 park properties (as identified within the asset inventory in Section 7). This includes playgrounds, sports fields, open spaces, etc.
- Maintenance and operation of major municipal indoor facilities (i.e., arena, stand-alone community halls, etc.) and ancillary buildings in parks (i.e., storage sheds, washrooms, canteens, etc.).

In some instances, the maintenance and operation of these assets is undertaken in conjunction with the individual Hall/Park Recreation Committees, requiring time and coordination efforts by municipal staff.

Seasonal programs offered directly by the Municipality (e.g., aquatics and camps) are coordinated by the Community Development Officer.

Effective operation of municipal services in Centre Hastings is reliant on a variety of paid staff ranging from part-time seasonal/contract staff to general management. The impacts of the Pandemic are expected to be felt in terms of the reduced number of accredited staff to assist with municipal programs (aquatics and camps) and facility operations. This is particularly apparent in aquatic services which relies upon high numbers of trained lifeguards and others on part-time contracts. Ensuring the supply of properly trained staff is as much a constraint to overcome as is funding capital works. It is therefore important that the implementation of this Master Plan emphasize the need for effective human resources

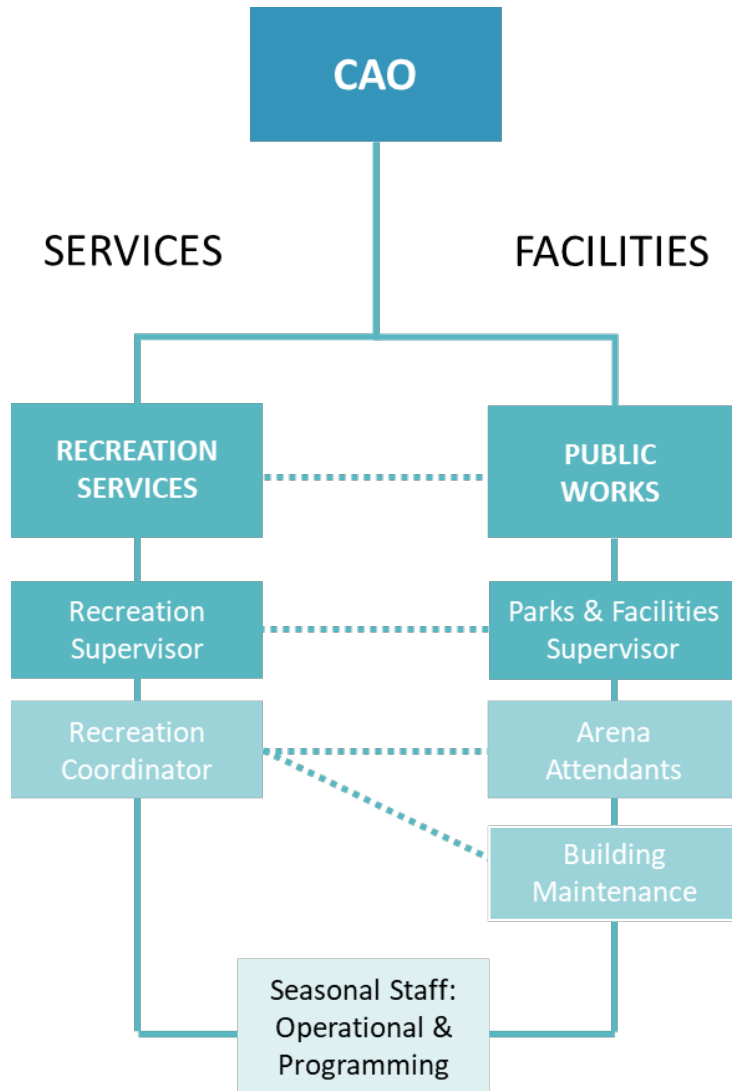
planning and a proactive strategy of recruitment for part-time positions.

### Implications

In order to best serve the residents of Centre Hastings from a recreational perspective, all operational requirements (including bookings, programming, registrations, maintenance, etc.) are recommended to be centralized and be under full Municipal control (as detailed in Section 4.5). For this to happen effectively, it is recommended that a Recreation Services division be developed that would oversee the services side of recreation in the Municipality. This would occur over time as control over the recreational assets is gained by the Municipality, and would eventually be expanded to include program development, program registrations, program staff, and facility bookings.

A new Recreation Services division would not necessarily be at the departmental level, but recreation services in general (as they expand) need to be better integrated with the Public Works Department, which would continue to oversee the operation and maintenance of parks and facilities. The two entities should be linked in many ways, as indicated on the diagram below.

Exhibit 16: Relationship Diagram - Recreation Services and Facilities



The planning and development of a revitalized outdoor pool will have impacts on the operating budget, including the requirement for additional staff at that location. In addition, the upgrading of Thompson Park and other outdoor amenities will also impact the existing staffing compliment, likely requiring additional resources to maintain the properties beyond the current service level.

Continuous monitoring and review of internal staffing resources will be important as the recommendations identified within this Plan are implemented.

#### 4.4 Bolstering Volunteerism

Centre Hastings' recreation model is predicated on the delivery of certain services and programs by user groups, service clubs, and community organizations. The municipality is heavily reliant on the efforts of these community groups who complement municipal staff and assist in a variety of ways, often being in public facing roles. These organized groups of coaches, administrators and community builders are most often volunteers even if they are supported by paid staff.

The Municipality is experiencing challenges in attracting and retaining volunteers to support the Community Development Model of service delivery. This includes challenges related to a lack of available time and an aging population. Going forward, it will be important for the Municipality to continue to support the efforts of the local groups and clubs in programming, activity, and event development.



The Municipality has an existing Volunteer Policy (ADM-007, By-law 2019-11) in place. This document outlines the process for volunteer recruitment, training, responsibilities, appreciation, and evaluation. The policy also outlines the guiding principles that the Municipality uses for the Municipal Volunteer Program, including participation, dedicated and qualified people, recognition, balance, training.

Municipalities often find success with recruiting and retaining volunteers when they provide a range of volunteer opportunities that enable people to get involved in ways that suit their schedules and meet their needs. It is recognized that those with young children often represent a good source of long-term volunteerism as their children participate in the various programs offered, they are repeatedly motivated to volunteer their time and contribute to their community. Creating skills-based volunteer opportunities (i.e., free skills development/training) is another way to motivate people to get involved, as well as ensuring strong relationships between municipal staff and volunteers.

### Implications

It is important that the implementation of this Master Plan emphasize the need for a proactive strategy of recruitment and training for volunteer positions. To address this, the Master Plan recommends developing a more robust Municipal Volunteering Training and Opportunities Program. This should include researching best practices in this regard across Ontario, committing budget and staff time, and developing

metrics to measure success of a volunteer capacity building project. It should also involve canvassing local user groups for their specific needs, including the volunteer Committees of the Community Halls/Parks, and developing online, public-facing information to attract, retain and celebrate local volunteers in recreation and community development.

## 4.5 Recreation Committees

The Municipality of Centre Hastings has a parks and recreation-related advisory committee that reports directly to Council –the Recreation Advisory Committee. This Committee is complemented by non-municipal hall- or park-specific recreation committees for some of the larger assets. This includes the Huntingdon Recreation Committee, Centre Hastings Park Recreation Committee, and the Whytock Park/Pool Recreation Committee. These are described below.

### Centre Hastings Recreation Advisory Committee

Under By-law 2019-12, the Recreation Advisory Committee is mandated to take on the following:

- Make recommendations to Council, the CAO and staff on matters that will foster and enhance recreational services in Centre Hastings.
- Coordinate leisure, sports, recreational, and cultural activities, and services with existing and potential providers.

- Promote participation in leisure, sports, recreational and cultural activities that enrich the community.
- Review the quality of parks and facilities regarding safety and accessibility.
- Support activities that promote and enhance quality of life and opportunities, encourage development and sustainability of local community recreation, and support and help maintain/ improve recreation services and facilities.

### Hall/Park Specific Recreation Committees

The Municipality operates in conjunction with Recreation Committees for each of the halls and/or park facilities. The structure of having various Recreation Committees in place is historic and has been significant in terms of providing recreational spaces and programming to the community.

Operationally, municipal funding is provided to each of the Recreation Committees to be able to undertake necessary operations tasks (i.e., minor upgrades, running concession, etc.). For example, the Huntingdon Recreation Committee maintains and operates the Huntingdon Park and Huntingdon Veterans Community Hall, and the Centre Hastings Park Committee runs the concession stand and skateboard rental kiosk at Centre Hastings Park. As long as the Recreation Committees are in place, operational funding should continue,

but a review of the amount of required funding should be undertaken to make the best use of these facilities.

These Committees often get involved in fundraising for improvements to the parks and/or facilities. Recently, this included actively fundraising for renovation of the outdoor pool, but also for items that should be part of the municipal capital budget requirements (i.e., parking lot asphalt replacement). Capital maintenance requirements, such as the repaving of a parking lot, should be included within the municipal asset management planning process and funding should be allocated accordingly.

With maintenance and operating responsibilities split between the Community Development Officer and Public Works Department and potentially others, the Recreation Committees noted during engagement activities that a clear path of communication with the Municipality is sometimes difficult.

### Implications

In the short-term, a review of the operational financial needs of each of the Hall/Park-Specific Committees should be undertaken to ensure that resident's tax dollars are being disbursed and spent in the most efficient and sustainable way.

The existing historical structure of individual Committees for specific parks and halls is not a sustainable one. The Committees currently struggle with attracting and retaining

volunteers, and even if they can attract new volunteers, these individuals will have less experience and knowledge will be lost over time.

The goal over the long-term should be to move away from individually focused entities and bring the operation of all parks and recreational assets (halls) to come under municipal responsibility and be centrally controlled. This would require the municipality to gain the sufficient staff to do the work that the Hall/Park-Specific Recreation Committees currently undertake. This will lead to clarity of control as it relates to the properties, staffing, programming, etc. When this happens, the Committee based volunteers can still be involved with fundraising opportunities and other community-based initiatives, in a “Friends of...” capacity.

At such a point in time when the Municipality controls all recreational assets, the Recreation Advisory Committee of Council becomes even more essential. If feasible, this Committee should have representation from each of the former Park/Hall-Specific Committees.

## 4.6 Effective Partnerships

In general, local user and service groups play a key role in the local recreation delivery system. Some of the Municipality’s partners for the provision of indoor and outdoor recreation facilities and programs include Quinte Conservation, Lower Trent Conservation, Eastern Ontario Trail Alliance, and the

Hastings and Prince Edward District School Board, among others.

### Quinte Conservation

Quinte Conservation and Centre Hastings often partner to offer educational and outreach programs at special events held by the Municipality or local groups, as well as with local schools to engage children. Recent events that have been hosted by Quinte Conservation and held in partnership with the Municipality include tree planting along Deer Creek to naturalize the area (also in partnership with the Madoc Lions Club), water sampling at Centre Hastings Park, and a community tree giveaway run by the Municipality and supported by Quinte Conservation.

Additionally, Centre Hastings has an agreement in place with Quinte Conservation for the lease of land for the maintained portion of Whytock Park. The agreement, dated April 2021, is in effect for five years (to 2026), with the possibility of renewing for 5 consecutive terms. The agreement stipulates that the Municipality shall maintain and operate the property as public park lands only. Any modifications to the property or any of the built infrastructure that currently exists on site, must be authorized by the Conservation Authority.

With Whytock Park having frontage on Deer Creek, Quinte Conservation is actively undertaking forest restoration projects at the site and will continue to do so in the future.

### **Lower Trent Conservation**

Centre Hastings partners with Lower Trent Conservation (LTC) as it relates to programming and event participation (i.e., plowing matches). A recent example of a programming partnership was the Tri-County Children’s Water Festival that was hosted by LTC and held in Quinte West with participation from Centre Hastings.

LTC jointly owns one property (17 acres) within the jurisdiction of Centre Hastings, however it is not promoted for public use and has no formal recreation infrastructure. LTC, along with Centre Hastings and the Township of Stirling-Rawdon, purchased the property in 2002 to protect a significant source area (headwaters) for Rawdon Creek.

### **Eastern Ontario Trail Alliance**

The Eastern Ontario Trail Alliance (EOTA) has a License of Occupation agreement with Centre Hastings to maintain and operate the 22km section of the Trail of Two Lakes that lies within the Municipality. A variety of users (i.e., hiking, biking, ATViing, snowmobiling, cross country skiing, etc.) actively use this trail with minimal conflict between these users. In addition to annual municipal funding, the EOTA has, in the past, secured grant funding for specific improvements to the trail within Centre Hastings - the most recent project included rehabilitation of the footbridge across Moira Lake.

The EOTA is currently in the process of developing an Asset Management Plan that will help the group with forward planning for all their trail assets.

### **Hastings and Prince Edward District School Board**

The Hastings and Prince Edward District School Board (HPEDSB) operates one school in Centre Hastings, located in the village of Madoc – Central Hastings School. This school serves children and youth of all ages from kindergarten to Grade 12 from Tweed, Marmora, Madoc, and Centre Hastings. The school is an amalgamation of the existing school with the former Madoc Public School, which was located on an adjacent property (now demolished). The School Board recently embarked on a process to design and develop a new outdoor recreation (green) space as part of Central Hastings School (on the former public school site), which will be completed through discussions with local residents. Given the centrality of the site within the village of Madoc, and with consideration for amenities that were previously on the school property, the opportunity exists for the Municipality to work closely with the HPEDSB to identify specific elements of the design and develop a space that can serve the needs of the community at large in addition to the needs of the students.

### **Implications**

Partnerships continue to be important in the provision of parks, recreation, and culture, taking a number of forms and include government, non-profit organizations, schools as well as the private sector. These partnerships should be

maintained, strengthened, and expanded as Centre Hastings grows and as new/renewed recreation infrastructure is developed.

As it relates to the school board's future recreation space, it is recommended that the site be developed for a range of recreational pursuits that meet the school boards recreational requirements. While there is no immediate need for parkland in this area (Thompson Park is directly across the street), it will be fundamental to include play elements for elementary level children (K- Grade 6), there is also an opportunity to develop a range of innovative uses and winterized opportunities. One such use may be a sportsplex consisting of an artificial turf field / gym with an air supported dome that can accommodate winter programming for the school and the community (through the Community Use of Schools Policy).

## 4.7 Marketing and Communications

The Municipality currently uses the Parks, Recreation and Culture portal on the new municipal website to provide information related to recreation facilities (indoor and outdoor), and community groups who operate within Centre Hastings. There is room to improve the functionality of this webpage to enhance access to recreation-related information.

Opportunities include developing an online facility booking and program registration system, as well as a quarterly newsletter (i.e., e-blasts) to keep the public informed on upcoming programs and events. As the program offer is

expanded in the future, an online registration tool will aide to track and assess program take-up and success.

### Implications

Developing an online booking/registration tool is intended to improve customer relations management (CRM), reduce staff time dedicated to bookings management, and enhance revenue incrementally.

## 4.8 Fees and Cost Recovery

The various fees and charges that Centre Hasting's imposes are governed by By-law 2023-13, which establishes fees for the use of facilities and services. The By-law includes fee schedules for a variety of items, from administrative and finance related charges, landfill, and waste management fees, to facility rentals, program rates, and fees related to parks and recreation.

At present, there are no rental costs associated with use of the sports fields (ball diamonds or soccer field). Instead, the fees for ball diamond usage are collected from local teams who pay \$500 per team for the use of the field (including maintenance and general upkeep). If an organization wanted to book/rent a sports field, there is no established framework (hourly rate) in place for any intermittent use of the fields.

The Municipality does not currently have a formal User Fee Policy to guide levels of cost recovery and subsidization. This



will be important going forward to ensure prudent capital and operational planning across the departments. Municipal cost recovery for Parks and Recreation is estimated at 32% based on Centre Hasting's 2022 Operating Budget. The completion of a User Fee Study should address the appropriateness of the current level of cost recovery.

### Implications

Reviewing the existing user fee structure through the development of a detailed User Fee Study and resulting User Fee Policy will help the Municipality to confirm the true cost of service for the delivery of recreation.

#### Best Practice in Developing User Fee Policies for Recreation

Recreation User Fee Policies are founded on recreation service priorities as defined by strategic and master plan priorities and are typically based on the following approach to subsidization and fee categorization:

- **Stream 1:** Programs and services that have been historically subsidized and are otherwise deemed as essential such as minor ice, 'learn to' activities for children and youth, camps, etc., are provided with the greatest levels of subsidy. A core principle being that a range of recreational services should be available to all citizens and that no resident be excluded from participating in recreational activities because of an inability to pay.

- **Stream 2:** Programs and services catering to adult recreation and/or more advanced skill development, as well as the use of facilities that serve non-basic recreation needs, receive the least amount of subsidization.
- **Stream 3:** Fees that are charged to commercial users or otherwise for which public subsidization is unwarranted (weddings, room rentals, private swimming lessons). This includes eliminating subsidization of activities such as for-profit tournaments and special events.

Additionally, the quality of the asset and experience should inform the pricing rationale. Development of new recreational infrastructure that improves the quality of the playing environment and other amenities including the enhancement of spectator viewing, improved training facilities, etc., should be priced higher to reflect these standards compared to existing infrastructure. Similarly, with respect to programming, the cost and quality of space both influence pricing and reflect the higher quality experience provided by new or improved infrastructure.

Finally, some municipalities have applied a user fee surcharge across all user fees (rental charges and program rates) as a mechanism to fund ongoing maintenance requirements on a 'pay-per-use' basis. Surcharges may be progressively introduced but are for the expressed purpose of funding necessary capital replacement or improvement of items and is expected to be utilized annually and with demonstrable results to the residents and other users of these facilities.

### Facility-Specific Operating Financials and Cost Recovery

The Municipality's operating budget provides a breakdown of revenues and expenses for some of the key assets. This includes the Arena, Moira Hall, Huntingdon Veterans Community Hall, Centre Hastings Park (includes the Arts Centre), Huntingdon Park, Whytock Park, and the Madoc Outdoor Pool.

A review of the operating financials and cost recovery for each asset was undertaken using figures from the 2023 operating budget (2022 actual revenues and expenses). A summary of this review is provided in the adjacent table.

The cost recovery rate of the stand-alone halls, at 27% for Huntingdon Hall, and 21% for Moira Hall, is significantly lower than that of the arena. This is quite typical for these types of historical hall buildings that get used on an occasional basis at best. The arena had a 50% cost recovery rate in 2022, which is generally in line with other arenas of a similar vintage and usage patterns. Increased usage and programming of these facilities can improve the cost recovery rates and reduce the deficits.

Exhibit 17: Summary of Facility-Specific Operating Positions and Cost Recovery

	2022 Actuals			
	Revenues	Expenses	Net Operating Income (NOI)	% Cost Recovery
<b>Indoor Facilities</b>				
Madoc Arena	\$ 145,100	\$ 289,041	\$ (143,941)	50%
Huntingdon Veterans Community Hall	\$ 12,752	\$ 47,940	\$ (35,188)	27%
Moira Hall	\$ 4,712	\$ 22,678	\$ (17,966)	21%
<b>Indoor Facilities Total</b>	<b>\$ 162,564</b>	<b>\$ 359,659</b>	<b>\$(197,095)</b>	<b>45%</b>
<b>Outdoor Facilities</b>				
Centre Hastings Park (incl. Arts Centre)	\$ 49,450	\$ 227,277	\$(177,827)	22%
Huntingdon Park	\$ 8,730	\$ 25,043	\$ (16,313)	35%
Whytock Park	\$ 18,497	\$ 64,723	\$ (46,226)	29%
Madoc Outdoor Pool	\$ 29,099	\$ 84,175	\$ (55,076)	35%
<b>Outdoor Facilities Total</b>	<b>\$ 105,776</b>	<b>\$ 401,218</b>	<b>\$(295,442)</b>	<b>26%</b>
<b>Facilities Total</b>	<b>\$ 268,340</b>	<b>\$ 760,877</b>	<b>\$(492,537)</b>	<b>35%</b>

Source: SPM based on Centre Hastings 2023 Operating Budget.

It is observed that staffing levels/expenditures at some park locations is high relative to the revenues being brought in. An example of this is at Centre Hastings Park, where there are staff required to run the canteen, rental shop, and splash pad in the summer. This results in the lowest cost recovery rate of the outdoor facilities analyzed, at 22%.

Under normal operational circumstances, the Madoc Outdoor Pool operates with an average annual deficit in and around \$50,000, with a cost recovery rate in the range of 35-40%. This is typical for outdoor pools of this age and typology.

### Implications

To provide better alignment between how a facility is used and the net cost associated with it, the Municipality should consider establishing cost recovery targets for the above facilities. This should be included as part of a comprehensive approach to developing metrics to assess the operational performance of the Arenas, Community Halls, major parks, and outdoor facilities.

It is important to note that the financial performance of the arena is not to be assessed on the same basis as the community halls or the larger parks, as these assets differ significantly in usage and operating costs. Including smaller parks or trails in operating cost recovery is not recommended given the nature of these assets as public open space with limited recreational amenities.

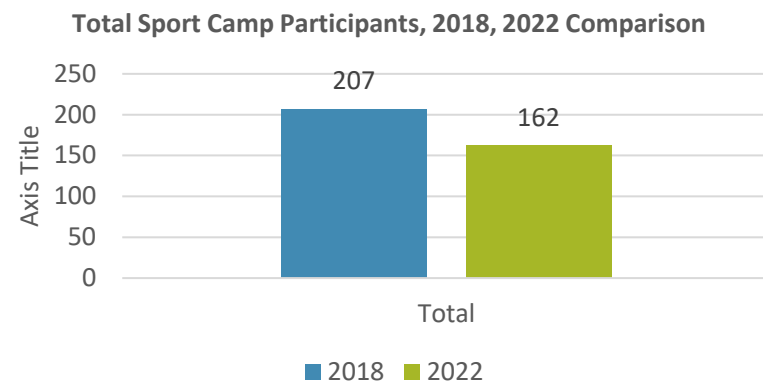
## 4.9 Identified Program Needs

Centre Hastings currently provides the following direct programming on a seasonal basis:

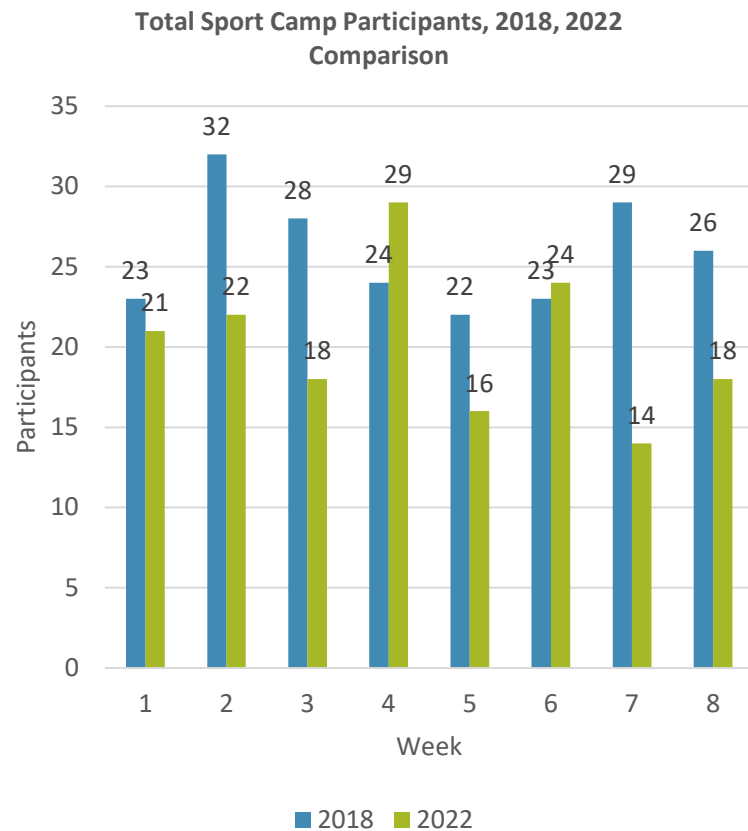
- Sports Camp (at Whytock Park); and
- Swimming Lessons and Aquatic Programs (at Madoc Outdoor Pool).

### Sport Camp

The Municipality runs a sport camp out of Whytock Park during the summer months (July and August). In 2018 there were 207 participants, while in 2022 there were 162 participants, a decrease of 28%. Data was not available for 2019 and the camp did not run in 2020 and 2021 due to the Pandemic.



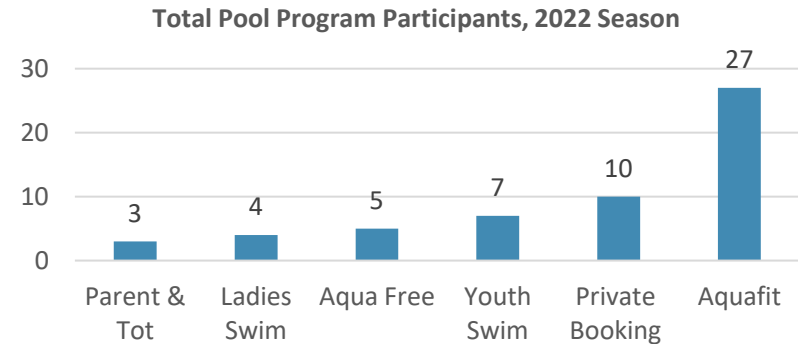
When taking a more detailed view of sport camp participation in 2018 and 2022, there has generally been a decrease in the number of participants that register for each week. There are a few exceptions including the last week of July and the second week of August, where 2022 saw slightly more participants than in 2018.



**Madoc Outdoor Pool**

The Municipality runs aquatic programs out of the Madoc Outdoor Pool at Whytock Park during the summer months (July and August). A variety of programs are offered including Aquafit, youth swim, ladies swim, parent and tot, as well as private bookings. The program offer has changed since the last time programs were offered (in 2019, pre-Pandemic) and therefore can not be compared to previous data in any meaningful way.

In 2022, the pool had a total of 323 person visits that took part in the public swim times. This number grew to 642 person visits when including the sport camp participants, for an average of 80 person visits to the pool each week of operation. Aquafit was the most popular program in 2022 with 27 total participants. However, when considered over an 8-week operating season, this only equates to just over 3 participants per week.



### Future Program Opportunities

There is a strong correlation between programming and the revenue generation capacity of facilities. With respect to outdoor facilities such as ball diamonds, the programming of these facilities is delivered by user groups such as Ivanhoe Slo Pitch. With respect to indoor facilities, the arena is not actively used during the summer months.

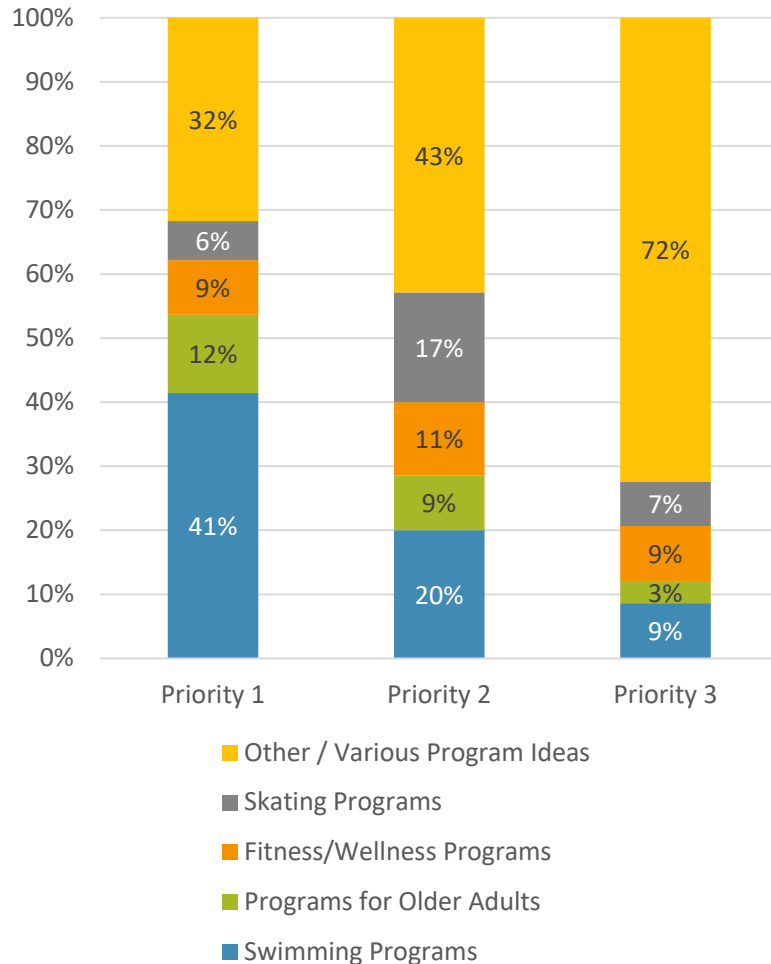
Based on the above, it is observed that the existing facilities within Centre Hastings are not generally operating at optimal capacity. This is reflected in the overall cost recovery for recreation and parks (on programs, services and facilities combined), which averaged 32% based on recent budget information. This Master Plan recommends that the Municipality seek to improve the level of cost recovery through improved facility utilization and program opportunities and review of the existing user fee structure (as described in Section 4.7).

While the current offering of directly delivered programs is limited at present, a majority (76%) of respondents to the public survey indicated that they believe the Municipality has a role to play in delivering recreation programs to its residents. With a wide range of responses obtained, the top activities that respondents identified that should be provided by the Municipality to its residents became clear. This includes aquatic programming, programs for older adults, fitness, and general wellness programming, and learn to skate programs. Some of these programs are already offered by the

Municipality, such as learn to swim and other aquatic programs.

While programming is delivered mostly by community groups, the opportunity exists to improve the overall program offer provided by the Municipality through developing stronger partnerships with private instructors, community groups/associations, and local service clubs to provide these services, as appropriate. When needed programs cannot be provided by the private sector or community groups, Centre Hastings should assess the feasibility of providing these programs directly.

**Public Survey Results: Top Priorities for Municipal Programming**



Potential programs areas that could be built upon, as identified through the public survey, include:

- Learn-to programs (i.e., expanded learn to swim, learn to skate);
- Fitness programs (i.e., yoga, tai chi, aerobics); and,
- Programs for Older Adults (i.e., art classes, fitness, indoor walking).

#### **Implications**

Continuing the provision of camps and swimming programming by the Municipality (where no community provider exists) to the community will be important going forward. It was clear through engagement activities that expanding the program offer is also important to residents, this includes fitness programs geared to the older adult demographic. This will require further involvement of community groups and/or individual instructors.

The Municipality has the potential to develop new partnerships to improve the program offer (municipal or otherwise) within Centre Hastings. This could be done through provision of rental space from the Municipality that is required for programs to occur, or other means.



## 4.10 Service Delivery and Programming Recommendations

Topic Area	Recommendation
<b>Current Model of Service Delivery</b>	3. Continue to maintain a Community Development Model for the municipal delivery of parks, recreation, and culture in the Municipality.
<b>Approach to Asset Management</b>	4. Review, assess and align the Municipal Asset Management Plan with existing parks and open space amenities with the goal of understanding the impacts of aging infrastructure on future parks expenditures. This realignment should reflect the current inventory of assets, identify the current physical condition of the assets, establish current replacement costs, and set priorities for asset replacement and/or removal.
	5. Update existing asset management plans, including estimates of future lifecycle capital expenditure, based on the findings of the Building Condition Assessment Report prepared by WGD Architects. As needed, commission further assessment of items listed as in need of replacement or nearing the end of service life.
<b>Internal Resources</b>	6. Enhance recruitment practices as necessary to avoid staff shortages in recreation services as it relates to part-time and contract positions (i.e., aquatics).
	7. The Municipality should seek to establish a Recreation Services division to oversee the services side of the provision of recreation (e.g., bookings, programming, registrations, etc.).
	8. Evaluate internal resources and additional requirements on a continuous / annual basis, and as the parks and recreation facilities are renewed per this Plan.
<b>Bolstering Volunteerism</b>	9. Continue to support and prioritize the sustained involvement of the local service clubs in the Municipality. Emphasis should be placed on supporting the development of volunteers and programs of outreach to meet the needs of residents for a greater array of recreation and cultural pursuits.

Topic Area	Recommendation
	10. Build upon the existing Volunteer Policy to develop a more robust Municipal Volunteering Training and Opportunities Program.
<b>Recreation Committees</b>	11. In the short term, undertake an assessment of the funding requirements, from an operational standpoint, to be provided to the Recreation Committee(s) to operate the park and recreational assets most efficiently and effectively.
	12. Over the Plan period, as Municipal staff resources allow, phase out the individual Hall/Park-Specific Recreation Committees. The responsibilities of these Committees should be centralized under the control of the Municipality to streamline operations, funding, and support objectivity amongst the assets.
<b>Effective Partnerships</b>	13. Continue to partner with the Quinte and Lower Trent Conservation Authorities to provide specialized events and programming to the community.
	14. Initiate discussions with Quinte Conservation regarding the purchase of the Whytock Park property to achieve full municipal control over the park's continued success and future development opportunities.
	15. Continue to work closely with the Hastings Prince Edward District School Board (HPEDSB) as they progress with the design and development of the new recreation space, adjacent to Centre Hastings School. Consider innovative play elements and other opportunities, such as a winterized sportsplex for year-round play by the school as well as local groups.
<b>Marketing and Communications</b>	16. Develop an online / digital information tool to inform the public of programs, activities, and events happening on a year-round basis. This should include programming offered by community groups, and private instructors utilizing municipal facilities. This could be complemented by print advertisements, as appropriate.

Topic Area	Recommendation
	17. Implement a comprehensive online, publicly accessible recreation facility booking tool on the municipal website to enable more varied programming supplied by instructors in a range of activities at the Arena and Community Halls. Similarly, an online rental registration tool will provide for real-time confirmations of availability, price and permitting.
<b>Fees and Cost Recovery</b>	18. Undertake a review of the Municipal user fee structure through the development of a detailed User Fee Study and resulting User Fee Policy to confirm the true cost of service for the delivery of recreation. This will need to be updated as new facilities and/or programs are implemented.
	19. Consider establishing a series of cost recovery targets for specific facilities as part of a comprehensive approach to developing metrics to assess the operational performance of the Arena, Community Halls, Outdoor Pool and major parks. This should represent a policy of better alignment between how a facility is used and the associated net costs.
<b>Identified Program Needs</b>	20. Recreation programming should continue to be implemented by the volunteers and other community providers operating in the municipal facilities under agreement with the Municipality. A priority for the Municipality should be to advocate for programs, better use of the existing facilities, and, over time, undertake direct programming.
	21. Program development should continue to represent a partnership between local providers and the Municipality as building owner. Over the course of the plan period, the Municipality should facilitate programming opportunities that reflect the community's needs, based on, in part, outreach to residents and the effective use of the quarterly newsletter.
	22. Continue to work with partner groups to identify and facilitate structured and non-structured recreation programming in public spaces that align with community and neighbourhood needs.



# 5

## The Future of the Arena

## 5.1 Facility Description

The Madoc and District Recreation Centre (MDRC) was built in 1976 and lies in the Township of Madoc. The building is approximately 27,500 square feet in size and includes the following amenities:

- 1 ice sheet
- Approximately 250 spectator seats
- Concession and warm viewing area / lobby
- 6 dressing rooms

### Utilization

The ice surface at the MDRC is primarily used by local sport groups, including Centre Hastings Minor Hockey Association, Bruce Lee House League Hockey, and Learn to Skate Program. Free public skating is offered by the Municipality on Saturdays and Sundays, as well as Moms and Tots Skate, and Seniors Skate on Mondays. In the summer the arena is used for ball hockey (Bruce Lee House League Ball Hockey), dances, craft shows and trade fairs.

The prime-time (PT) utilization rate for the ice surface at the Arena is based on the following assumptions:

- Ice is available from mid-September to the end of April.

- Prime-time consists of weekday evenings (4:30pm to 10:00pm) and weekend days and evenings (7:00am to 10:00pm).

Based on data provided by the Municipality, and calculated based on a typical week of use, the prime-time utilization of the arena during the 2021/2022 season was estimated to be around 60%.

2021/2022 Season	Total PT Hours Booked	Total PT Hours Available	% Utilized during PT
Madoc and District Recreation Centre Arena	1,087	1,811	60%

### Standard of Provision

As a shared facility between the two municipalities, the standard of provision as it relates to ice has been calculated on a population basis to include the populations of both municipalities. With one ice pad in the two municipalities, the existing population-based service level for indoor ice provision is 1 pad per 6,486 residents.

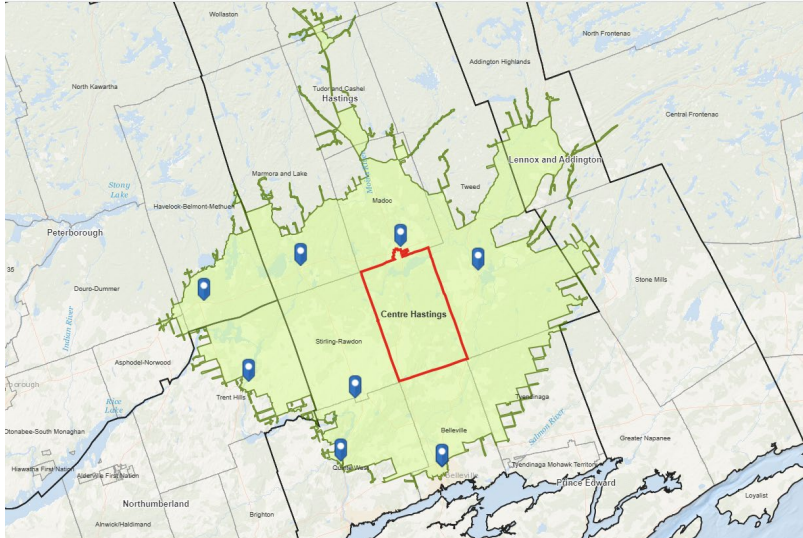
This Master Plan recognizes that the Madoc Arena is important within the regional ice circuit. When considering ice on a regional scale, there are over 10 additional ice sheets within the broader regional area. Arenas have historically been provided in smaller, rural communities throughout

Ontario, and therefore typically result in a high standard of provision when compared to larger communities.

It should be noted that the Municipality of Centre Hastings currently has a cost sharing agreement with neighbouring municipalities for operation of the Stirling-Rawdon Arena.

It is also important to note that the Municipality of Trent Hills, in partnership with the Northumberland YMCA, is planning to develop the Campbellford Recreation and Wellness Centre, which will include an ice rink, as well as an aquatic facility with a lane pool and therapy pool, fitness centre and multi-purpose room.

*Exhibit 18: Regional Supply of Ice (within a 35-minute Drive Time of Madoc)*



Source: SPM, 2022.

## Condition

A Building Condition Assessment (BCA) of the arena was undertaken in December 2022 by WGD Architects. The BCA ranks the arena a 'C' on the Condition Rating Index since it is due for some mechanical equipment replacement (based on its age), including a header trench, but notes that the facility is otherwise well maintained. The report identifies that there are some functional constraints with the building design, such as the dressing rooms design, but indicates that the layout is not unusual for an arena of this vintage.

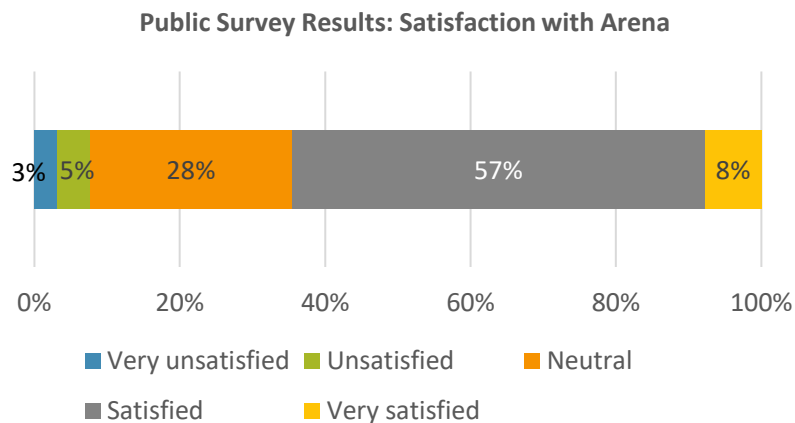
The BCA estimates that over the next five years required capital improvements will be in the order of \$2.14 million. This includes significant allocations for replacement of the existing roof (accounts for over half of the estimated capital requirements at \$1.16 million). Other items of note include replacement of the brine header and piping under arena floor, interior painting, and replacement of the ice plant compressor, and condenser and pump.

The Asset Management Plan (2015), identifies that the replacement date for the arena is 2035 (12 years of useful life remaining, based on a useful life of 60 years). However, it is recognized that with adequate capital investment and attention to ongoing maintenance over an arena's lifespan, these facilities often provide more years of service than the useful lifespan quoted above would indicate.



## What We Heard

A majority (72%) of public survey respondents indicated that they use the arena in a typical year. Of those users, 65% are either 'satisfied' or 'very satisfied' with their experience at the Arena.



Improvements to the arena, as identified through the public survey include:

- Washrooms need some attention (i.e., minor repairs and upgrades).
- Larger warm area for spectators.
- Sound system needs upgrading.
- Address the water damage on the arena roof.

## Implications

The Madoc Arena is an important part of the regional ice circuit and therefore should be maintained for continued use over the Plan period and beyond, with improvements being undertaken as per the recent Building Condition Assessment.

Based on existing standards of provision, utilization, and what we heard from the community there is no need for additional ice in Centre Hastings at this time. There is, in fact, additional unused capacity at the arena during the ice season that could be utilized by hockey groups in the broader area, or for other programming purposes. Seeking improvements to the utilization of the facility through expanded programming opportunities should be explored.

## 5.2 Lease Agreement

The arena is located on the Madoc Fair Grounds, the site of the Madoc Fair. There is currently a lease agreement in place (dated 2016, for a period of 20 years, with a right to renew for 20 additional years under same conditions) between the Municipality and the Madoc and District Agricultural Society (MDAS) for lease of the land to operate a Community Centre (the Arena). The agreement stipulates that the MDAS will have exclusive use of the arena for a one-week period on an annual basis to conduct the Madoc Fair, and for five days preceding the commencement of the Fair.

The Fair Grounds is an underutilized property (typically only used during the Madoc Fair). While the land is not in municipal ownership or even within the boundaries of the Municipality, there are potential opportunities to utilize the land for recreational pursuits during other times of the year.

### Implications

From a regional perspective, the site of the Madoc Arena is an important one. Sited at the intersection of two significant highways (Highways 7 and 62), the location provides a high degree of access for the broader community. Any future consideration for the amalgamation of ice should recognize the importance of this site. In this regard, the Municipality and its potential partners, should consider gaining access to/ expanding the lease agreement to include more of the land surrounding the arena – at present, the lease covers 3 acres of land on the Fair Grounds.

## 5.3 Cost Share Agreements

### Historic Cost Share Agreements

Since the Arena was built in 1976, there has been a cost sharing agreement in place with the participating municipalities as it relates to operating and capital costs for the facility. At the time, this included the Township of Madoc, the Village of Madoc and the Township of Huntingdon (the latter two of which have since amalgamated to form the Municipality of Centre Hastings).

Each municipality contributed capital dollars to the development of the Arena, with The Township of Madoc contributing \$200,000 and Centre Hastings (Village of Madoc and Township of Huntingdon combined) contributing \$400,000 in 1976.

The original cost share split was developed on a usage percentage basis for both operating and capital requirements. The 1976 agreement identified Centre Hastings' share as 71.43% and Madoc Township's share at 28.57%. Subsequent updates to the agreement revised the split to be 60%/40% respectively.

### Recent Cost Share Agreement

The Municipality of Centre Hastings recently had an agreement in place with the Township of Madoc with respect to the operation and maintenance of the Recreation Centre (Arena). The most recent agreement ended on December 31, 2021.

The agreement stipulated the following:

Centre Hastings:

- Is responsible for the operation and maintenance of the facility; and,

- Shall set all fees and charges for the use of the facility (and all revenues shall be used for the operation and maintenance of the facility).
- Upon termination of the agreement, the ownership of the facility lies with Centre Hastings.

#### Township of Madoc:

- Residents of Madoc can rent/use the facility on the same terms as are in place for the residents of Centre Hastings;
- Will pay \$67,500 as its share of the operating expenses for the first year of the term for use of the facility. In each subsequent year, Madoc will pay its operating payment based on the Consumer Price Index (CPI). This is calculated by multiplying the operating payment of the previous year by the ratio of the Ontario All Items CPI at November of the current year to the Ontario All Items CPI at November of the previous year; and,
- Will pay \$18,000 as its share of the capital expenditure for the first year of the term for use of the facility. In subsequent years, the capital payment is calculated in the same way as the operating payment (based on CPI).

In lieu of a new agreement, in October 2021, the Township of Madoc resolved to pay the Municipality of Centre Hastings \$45,000 annually for 2022 and 2023 (a reduced amount than the amount of \$67,500+ identified in the most recent agreement). A new agreement is required to ensure an equitable and justifiable cost sharing proposition.

#### Implications

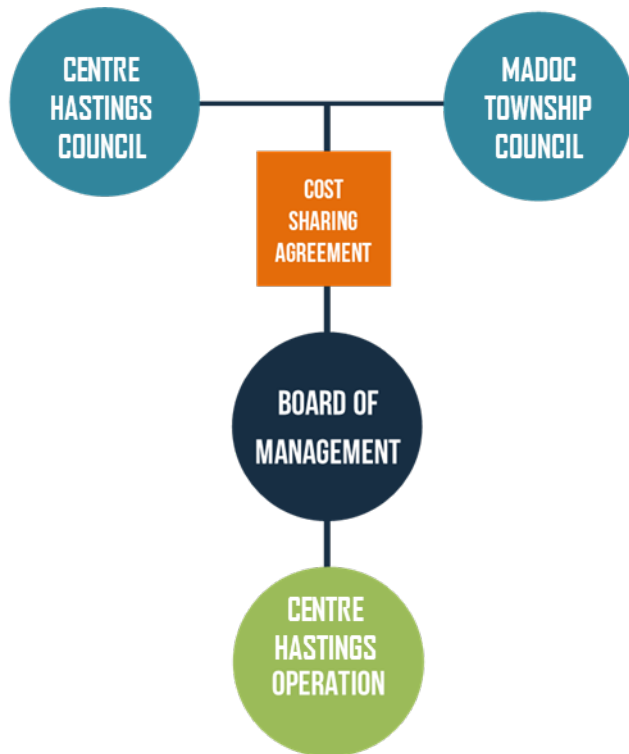
In order for the facility to operate most effectively in the future, the Municipality should initiate discussions with the Township of Madoc to develop a new cost sharing agreement. The basis of the cost sharing arrangement requires further review and analysis, but are often established on one of the following metrics or a blended approach:

- Property assessment / weighted assessment;
- Actual cost of services;
- Proportionate share of population;
- Blended approach: Assessment and actual cost; or
- Blended approach: Assessment and population.

## 5.4 Review of Governance Models

In the past, the Arena was operated by a Board of Management, jointly comprised of members from the Township of Madoc and the Municipality of Centre Hastings. Co-management of the facility was structured as follows:

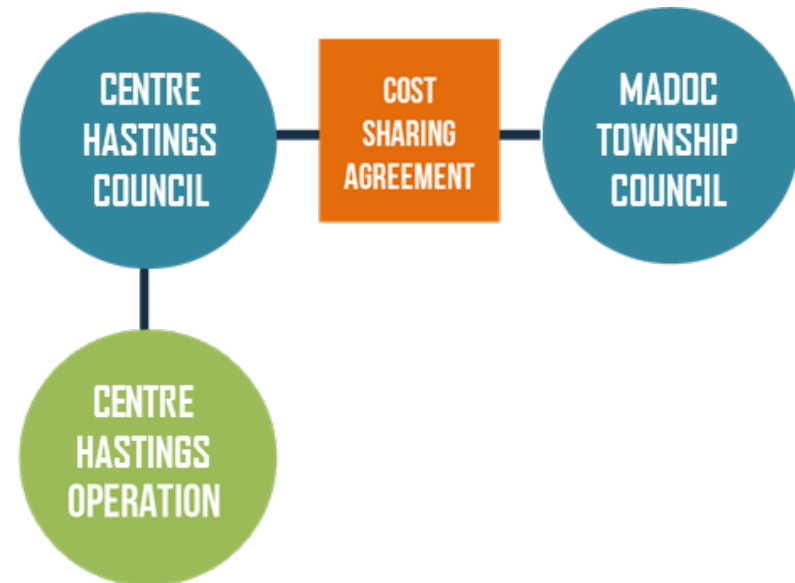
*Exhibit 19: Co-Management Governance Structure*



It is understood that the Joint Board was dissolved in 2012 for a variety of reasons at which time an Advisory Committee of Council for the Madoc Arena was formed. The Committee has never been formalized.

The Arena is currently operated by the Municipality of Centre Hastings, with the costs for operating and capital expenses shared between the municipalities (a new agreement is required). The existing arrangement is structured as follows:

*Exhibit 20: Single Municipal Management Governance Structure*



The choice of operational model and associated governance for a facility that is co-funded by two or more institutional entities should reflect the most efficient means by which to operate the facility successfully while also ensuring accountability and transparency in operations. These goals of efficiency, quality of service, accountability and transparency are not mutually exclusive of one another.

Where the operations of the facility necessitate a high degree of managerial experience and/or technical competence, the governance model needs to reflect a staffing and reporting structure that takes full advantage of the relative staff resources of each of the funders.

Where one municipality is better equipped to provide managerial oversight, this advantage should be incorporated into the staff reporting hierarchy as well as the governance model.

### Implications

As it relates to models of governance for the Madoc Arena, a Board of Management is a good one and should be reconsidered. If the historical preference is not for a Board to be reinstated, then the Advisory Committee becomes very important, and, at a minimum, must be formalized. The Advisory Committee governance model should be structured as follows:

Exhibit 21: Advisory Committee Governance Structure



## 5.5 Arena Recommendations

Topic Area	Recommendation
<b>The Future of the Arena</b>	23. Maintain the arena in good condition as the Municipality’s primary indoor recreation service centre and community hub, investing in necessary building improvements informed by investment priorities identified in the Building Condition Assessment.
	24. Monitor the utilization of ice, requiring all user groups to report their membership / participation numbers to the Municipality on an annual basis.
	25. Develop an Ice Allocation Policy (as demand increases) through meetings with ice user groups to determine each group’s ice needs and other requirements, to ensure fair allocation of ice to the public and current and future user groups.
	26. Work with community partners to assess the potential for additional revenue opportunities through enhanced programming of the arena during the ice season as well as during the summer months.
	27. Work with the Township of Madoc to develop a new cost sharing agreement for the operation and maintenance of the Madoc Arena. This should be centered on a reasonable cost share formula based on an equitable and justifiable rationale.
	28. Work with the Township of Madoc to identify and formalize a preferred model for joint governance of the Arena.
	29. Through discussions with the Madoc District Agricultural Society, the Municipality and its prospective partners, should consider gaining access to/expanding the lease agreement for the Arena to include more land if a regional ice facility were to be contemplated over the long term.





# 6

## Other Indoor Recreation Assets

## 6.1 Stand-Alone Community Halls

Centre Hastings is home to four municipal multi-use community halls that facilitate both recreation and social activities:

- Arts Centre Hastings
- Huntingdon Veterans Community Hall
- Whytock Park/Lawn Bowling Hall
- Moira Hall

The **Arts Centre Hastings** is in downtown Madoc, within Centre Hastings Park, and hosts a variety of performance events. The building is approximately 4,000 square feet in size and has a capacity of 80 people. Outdoor performances can accommodate up to 500 people. It has state of the art lighting, visual aids and sound systems, washrooms, and a kitchenette. The building itself was built by students of the Sustainable Building and Design Program at Fleming College in 2009, with funding from the Municipality.

**Huntingdon Veterans Community Hall** is in Ivanhoe (10 minutes south of Madoc) and has a capacity of 230 people (150 seated). The main hall was renovated in 2012 and includes a new sound system, lighting, washrooms, and kitchen.

The **Whytock Park/Lawn Bowling Hall** is located on land leased from the Quinte Conservation Authority in Madoc. The building was constructed in 1992, has a capacity of 76 people

(52 seated), and is used for seminars and meetings, small receptions, and card parties. Synonym

**Moira Hall** is situated in a renovated (2009) church, located in a country setting in Moira at the southern end of the Municipality. The hall can accommodate 368 people (214 seated) and is accessible. The hall is used for larger events, such as family reunions, weddings, art exhibits, craft sales, etc. The Municipality has an existing agreement with Centre Hastings People Helping People for the lease of Moira Hall to 2030. Under the agreement, People Helping People is responsible for the day-to-day operation of the facility, including interior caretaking and maintenance as well as rental functions. Any form of renovations must be approved by the owner, the Municipality.

### Condition

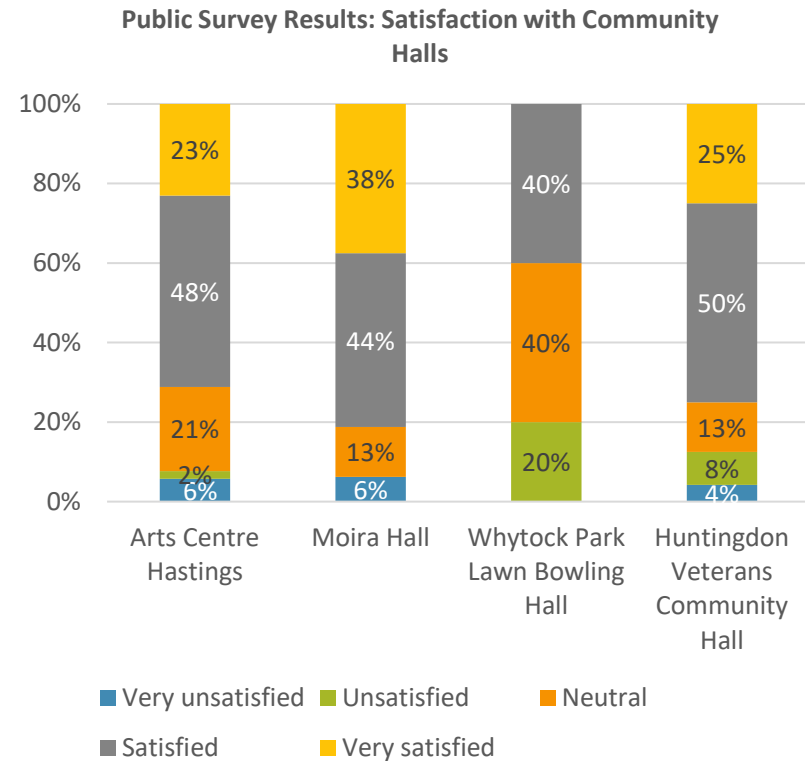
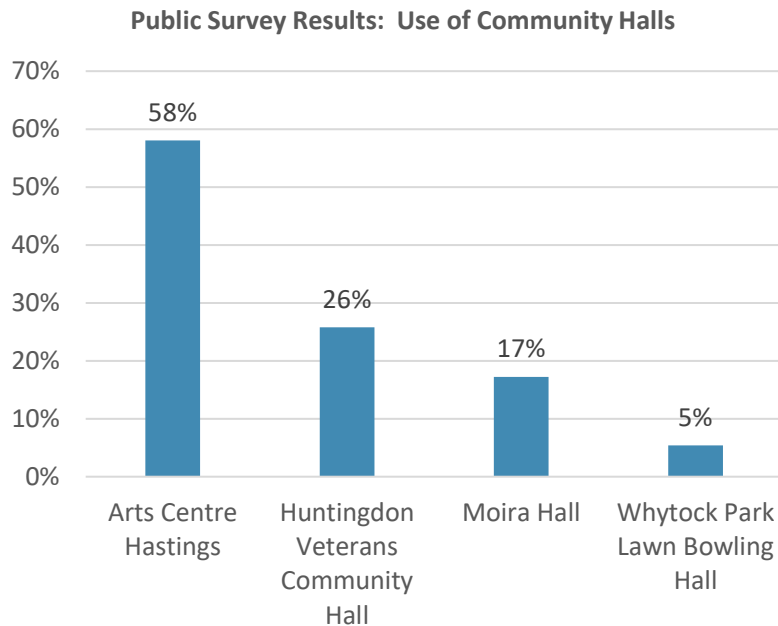
The Arts Centre Hastings was assessed as part of the Building Condition Assessment (BCA) undertaken by WGD Architects. The BCA indicates that the Arts Centre is generally in good repair (ranks between a 'C' and 'B' on the Condition Rating Index) but will require nearly \$100,000 in capital investment over the next five years to maintain it in good condition. This includes capital costs for such items as a ground source heat pump, solar PV array, carpet replacement, and interior painting, among other smaller items.

The condition of the other facilities is unknown at this time, however, based on a visual assessment by the consulting team appear to be in generally fair condition.

**What We Heard**

Of the 93 respondents who use indoor facilities, 58% (or 54 respondents) have used the Arts Centre. This was followed by Huntingdon Veterans Community Hall at 26%, Moira Hall at 17%, and Whytock Park Hall being used by 5% of question respondents.

Overall, the public users of these facilities are generally satisfied with their experience. Of the community halls, the highest level of user satisfaction was with Moira Hall (82% of users were either ‘satisfied’ or ‘very satisfied’). This was followed closely by Huntingdon Veterans Community Hall (75% were either ‘satisfied’ or ‘very satisfied’), and the Arts Centre where 71% of users were either ‘satisfied’ or ‘very satisfied’.



Respondents suggested that the halls are generally underutilized and that there is an opportunity to better use them for local recreational programming. It was also noted that Huntingdon Veterans Community Hall could benefit from upgraded technology and the Arts Centre's acoustic properties need improvement for live performances.

### Implications

In order to obtain a full appreciation for the physical state of the stand-alone halls, Building Condition Assessments for the remaining facilities should be undertaken. Identification of the required works/improvements to be completed at these facilities will inform future maintenance regiments, enabling the Municipality to continue to provide the facilities in good condition over the Plan period.

Understanding how often and when the stand-alone halls are used is another important consideration going forward. In this respect, booking and/or utilization data should be obtained from the hall operator (i.e., Hall Committees, and People Helping People for Moira Hall). This should be obtained on an annual basis going forward.

With utilization of these facilities likely on the lower end, as is typical for facilities of this vintage and character (historical village/community hall), the Municipality should strive to improve the overall use of the halls through public or private rentals and/or expanded programming by community partners.

## 6.2 Gymnasia

There is no municipal standard double gymnasium in Centre Hastings at present. Central Hastings School provides a gymnasium that is used mainly by students during class time and for extracurricular activities, but also by local sport organizations such as the Centre Hastings Badminton Club through the Ministry of Education's Community Use of Schools Policy.

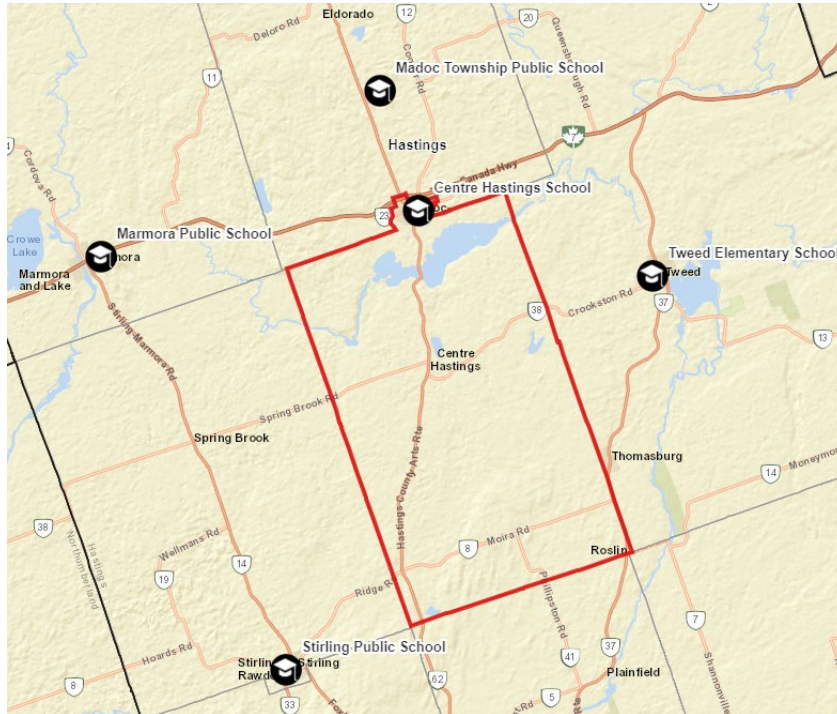
Within the general area, there are 4 additional school gymnasiums that are available for community use outside of school hours. This includes Marmora Public School, Madoc Township Public School (near Hazzards Corners), Tweed Elementary School, and Stirling Public School. There are also several schools with gymnasiums further south in Belleville's rural and urban areas.

While some survey respondents (10) identified that they would like to see a new gymnasium in Centre Hastings, the population base does not support the development of such a facility at this time (typically provided at 1 gymnasium per 15,000 residents).

### Implications

With the current supply of school gymnasiums available for community use, there is no immediate need for a municipal gymnasium to be developed in Centre Hastings.

Exhibit 22: Supply of School Gymnasiums within the General Area



Source: SPM based on HPEDSB School District Mapping, 2022.

### 6.3 Youth-Focused Space

At present, there is one indoor space specifically geared towards youth within the Municipality, Foundations Youth Centre in Madoc. This facility is not municipally owned or operated but is run by a non-profit organization.

Engagement activities indicated that providing more activities and/or safe spaces for youth to interact and spend time would be beneficial.

#### Implications

The opportunity to work with Foundations Youth Centre to expand its programming, activities and general outreach to Centre Hastings' youth community should be fully explored. This should extend to other youth-focused organizations that operate locally, or within the broader region as well.

## 6.4 Other Indoor Recreation Assets Recommendations

Topic Area	Recommendation
<b>Stand-Alone Community Halls</b>	30. Undertake Building Condition Assessments for Huntingdon Veterans Community Hall, Moira Hall, and Whytock Lawn Bowling Hall.
	31. Maintain the existing community halls in good condition, undertaking general improvements as per the requirements of Building Condition Assessments and through sound asset management planning.
	32. Collaborate with the Hall Recreation Committees and external organizations to collect booking/utilization data from community halls in Centre Hastings on an annual basis.
	33. Expand promotion of the community halls as viable and affordable locations for event and programming rentals.
	34. Working with community partners, assess the potential for additional revenue opportunities through enhanced programming of the spaces (i.e., low-impact exercise classes, specialized camps, etc.) that are suitable for such locations.
<b>Gymnasias</b>	35. Continue to liaise with the HPEDSB to promote community use of space at the Centre Hastings School (indoor and outdoor) through the Community Use of Schools Policy, and other partnerships, as appropriate.
<b>Youth-Focused Space</b>	36. Work with local/regional youth-focused service organizations to explore the viability of expanding youth programming, activities, and outreach within Centre Hastings.





# 7

## Parkland and Trails

## 7.1 Parkland Supply and Standard of Provision

### Supply

The Municipality's current supply of parkland includes 10 parcels comprising 27.00 hectares (ha).

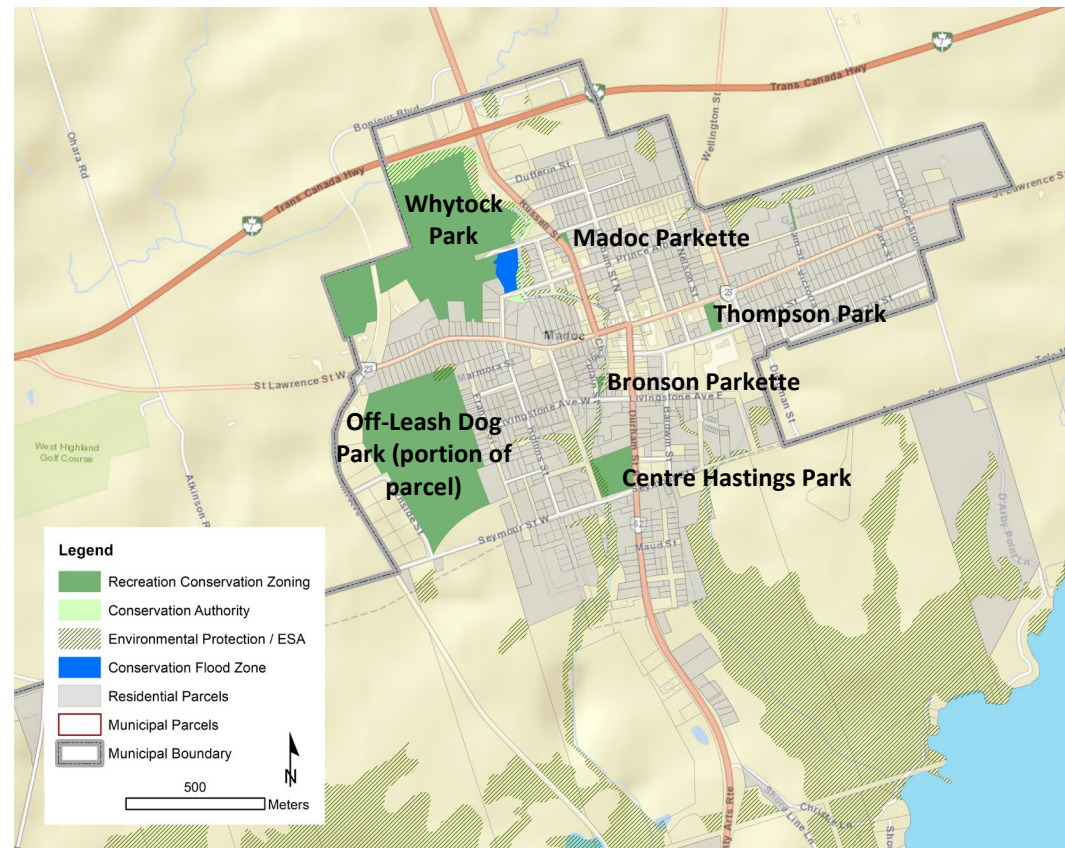
Exhibit 23: Municipal Supply of Parkland

Municipal Parkland	Size (ha)	Classification
Centre Hastings Park	1.97	Municipality-Wide
Huntingdon Park	1.55	Community
Thompson Park	0.40	Neighbourhood
Whytock Park	20.42	Municipality-Wide
Bronson Parkette	0.10	Neighbourhood
Madoc Parkette	0.07	Neighbourhood
Ball Diamond at Public Works Yard	0.42	Community
Madoc Off-Leash Dog Park	1.21	Municipality-Wide
Moira Lake Boat Launch	0.75	Municipality-Wide
Albert Lane Boat Launch	0.11	Municipality-Wide
<b>TOTAL MUNICIPAL SUPPLY</b>	<b>27.00</b>	

It is notable that Whytock Park currently accounts for 75% of the municipal supply of parkland on land leased from QCA. Going forward, it will be important to keep this property available for use by the public as it is a major asset within the municipality for recreational pursuits.

Most of the parkland supply (89% or 24.17 ha) is located within the village of Madoc.

Exhibit 24: Parkland Supply within Madoc Village



## Standard of Provision

Based on the supply, the current standard of provision is 5.6 hectares per 1,000 residents, which is at the higher end based on the level of provision observed in other municipalities of a similar character. Communities of a comparable size and composition typically provide between 2.0 and 4.0 hectares of total parkland for every 1,000 population. This includes both active parks and passive open spaces.

This Master Plan recommends adopting a minimum of 4.0 hectares per 1,000 new residents over the planning period. This results in the Municipality requiring an additional 3.1 ha of parkland by 2036.

*Exhibit 25: Additional Parkland Requirements over Plan Period*

	2021	2026	2031	2036
	Census	Estimated		
<b>Population</b>	4,801	4,986	5,144	5,585
<b>Population Added from 2021</b>	-	185	343	784
<b>Parkland Provision Comparable</b>	Minimum of 4.0 ha / 1,000 new population			
<b>Additional Parkland Required</b>	-	0.7	1.4	3.1

## Implications

As part of future parkland planning, there is a need to strategically acquire fewer but larger consolidated parkland parcels that can accommodate a range of active recreation uses. The acquisition of future parkland should be focused in the village of Madoc as the primary area to accommodate future growth.

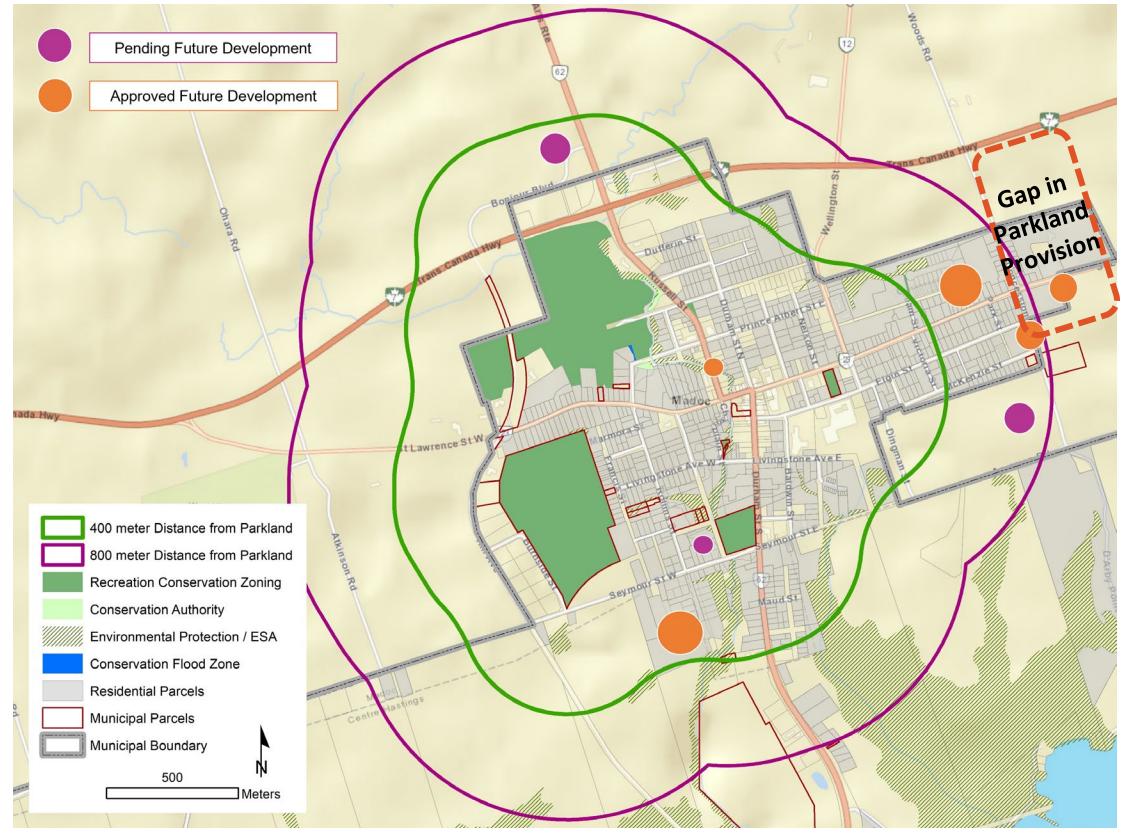
## Parkland Walkability Assessment

Assessment of the equitable distribution of parkland within major residential areas (those with over 500 residents) is typically completed on a walkability basis. Providing parkland and/or open space within 400 to 800 metres / a 5 -10 minute walk of residences is typically considered a target service level.

The exhibit below illustrates the geographic coverage of parkland based on a 400m and 800m radius from each location. In general, the village Madoc has good geographic coverage of parkland, apart from the eastern most extents of St. Lawrence Street East. This area currently lacks parkland, with Thompson Park being the closest park. This eastern area is also proposed to house future development (in the order of 84 residential units by 2030) making the future need for local parkland even more pronounced.

Parkland within the rural areas of the Municipality can not be assessed based on walkability, as they are typically provided as centralized hubs for dispersed residential populations.

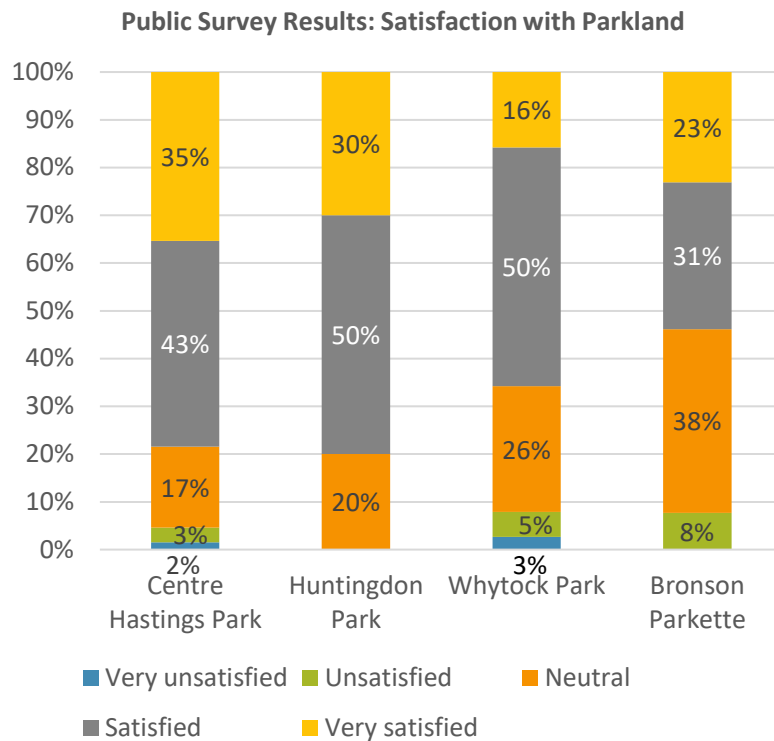
Exhibit 26: Walkability Map based on a 400m to 800m Radius from Existing Parkland





## What We Heard

Of the 94 respondents to the question about parkland satisfaction, a majority were generally satisfied with their experience at all parks they visited. Bronson Park had the lowest level of satisfaction of all the parks, with just over half of the respondents who use this park (13 in total) being 'satisfied' or 'very satisfied'.



## 7.2 Parkland Classification

The Municipality does not maintain an existing parkland hierarchy to classify parks. For the purposes of this Master Plan municipal parkland has been classified based on form function and level of service, as proposed in the exhibit on the following page.

### Implications

Adopting a Parkland Classification System will provide the Municipality with directives related to the purpose and function of parkland. Potential parkland, provided by developers for example, can be assessed against such a hierarchy to determine whether it is appropriate to be acquired by the Municipality.

Exhibit 27: Parkland Hierarchy

Classification	Purpose/Function	Service Area	Size	Location	Parks
<b>Municipality-Wide Parks</b>	Active / Passive Recreation.  Sport, social/ cultural activities, events.  Specialized facilities.	Serves Municipality wide function.	Large and spacious.  Minimum of 1.5 hectares.	Accessible location for entire Municipality.  Frontage on Arterial / Collector Roads.  Located adjacent to municipal buildings, natural areas, or environmental features.	Centre Hastings Park, Whytock Park, Moira Lake Boat Launch, Albert Lane Boat Launch, Madoc Off-Leash Dog Park
<b>Community Parks</b>	Active / Passive Recreation.  Community Focal Points.	Serves community and surrounding area.	Adequate size to provide a range of recreation facilities.  Minimum of 1.0 hectare.	Frontage on Arterial / Collector Roads.	Huntingdon Park, Ball Diamond at Public Works Yard
<b>Neighbourhood Parks</b>	Active / Passive Recreation.  Neighbourhood Focal Points.	Serves local neighbourhood (400 to 800m, 5-to-10-minute walk to major residential areas).	Adequate to provide limited recreation facilities.	Centrally located within neighbourhood(s).	Thompson Park, Bronson Parkette, Madoc Parkette



### 7.3 Parkland Acquisition and Dedication

Parkland acquisition in Centre Hastings is governed by the County Official Plan and is mostly done via the land dedication or cash-in-lieu (CIL) of parkland requirements of the *Ontario Planning Act* to support the provision of parkland within new development areas, or intensification / redevelopment areas. The *Planning Act* enables the Municipality to require the conveyance of land for parks or other public recreation purposes as a condition of land development. Section 6.2.12 of the Official Plan identifies that the lower-tier municipalities are encouraged to take part or all of the maximum:

- five percent parkland dedication for residential development, and
- two percent dedication for commercial/industrial development.

The *Planning Act*, and subsequently the County Official Plan, also sets out an alternative which identifies that municipalities may require the payment of cash-in-lieu of parkland that is required to be dedicated. This alternative is best utilized when the parcel for parkland offered by the developers is too small to accommodate any significant recreational facilities.

Acquired parkland must be of a sufficient size and configuration to accommodate the development of a variety of active and passive amenities. Therefore, in principle, there

should be a priority for developing larger Neighbourhood or Community Parks over smaller park parcels. This could be accomplished through a mix of parkland dedication (as required) and cash-in-lieu funding.

Future parkland acquisition should be guided by the following:

- Providing a balance of both active and passive parkland opportunities.
- Geographic distribution within the Municipality, with specific regard for local access to neighbourhood parks.
- Opportunity-based and strategic acquisition of:
  - Parkland to accommodate the expansion of existing community parks.
  - Natural corridors, areas, and open space (that can accommodate trails).
  - Important linkages to create and expand a connected parks, open space, and trails network.
  - Land required for specialized facilities that support local or regional events, tourism, or specific recreational programs.

## Implications

The opportunity exists to develop guidelines for parkland acquisition (e.g. prioritizing larger, more centralized parcels potentially through land assembly) and when to accept cash-in-lieu of parkland (traditional/alternative rate). This can be done through the development of a Parkland Dedication Policy and enacting By-Law.

A focus on cash-in-lieu (CIL) should be identified as the preferred method of parkland dedication for new developments as per the requirements of the Planning Act. This will enable the Municipality to pool resources in order to acquire larger park parcels that can be used for a variety of active and passive recreational uses.

## 7.4 Trail Network

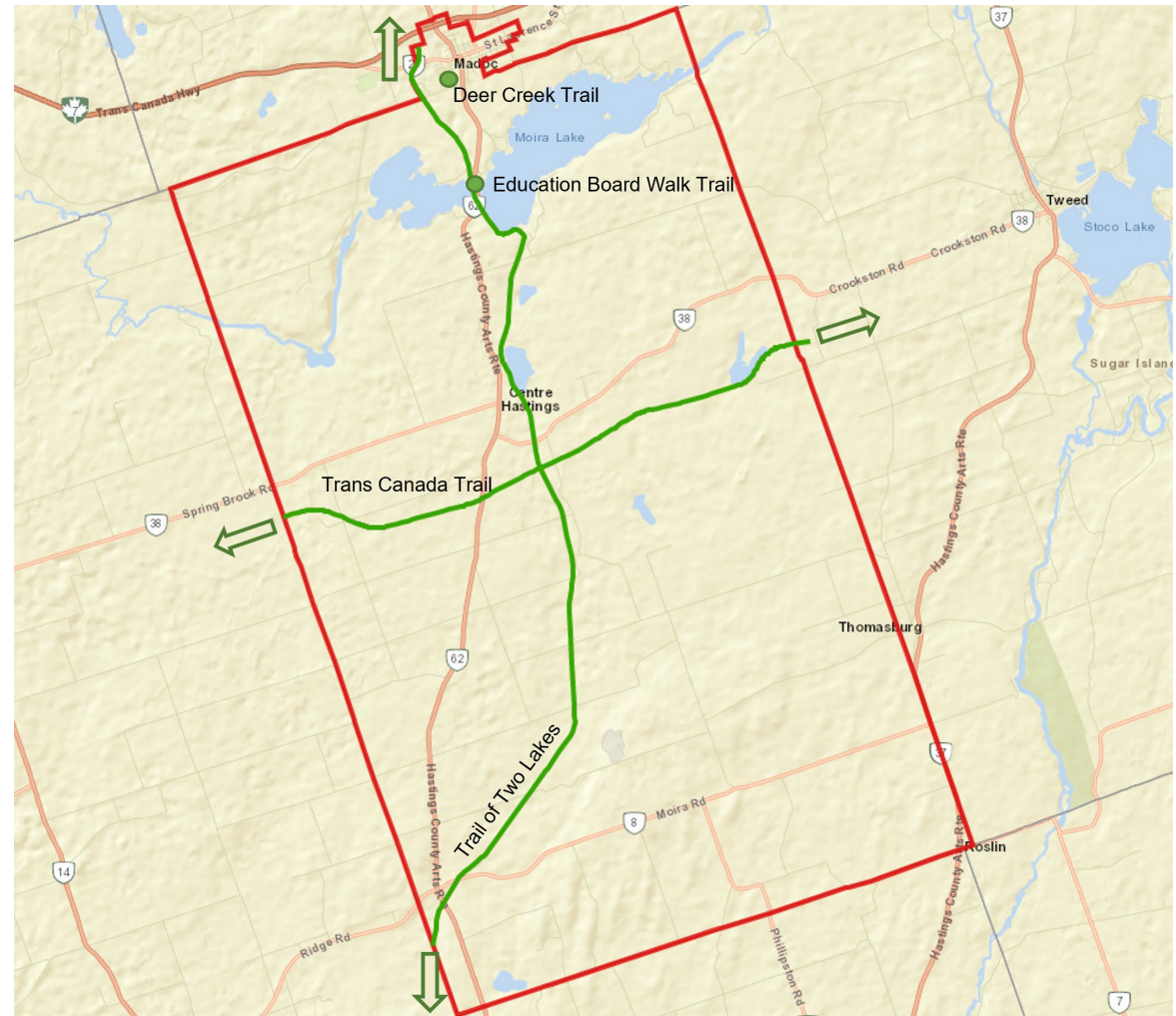
Trails are an important part of the Municipality's active transportation network and can be used to connect residents to critical amenities within the village of Madoc, including health professionals, business districts, local shops, etc.

Two major trail systems traverse the landscape within Centre Hastings, including the Trail of Two Lakes and the Trans Canada Trail. As previously identified, the Trail of Two Lakes is operated and maintained by the Eastern Ontario Trail Association.



*Trail of Two Lakes: Pedestrian Bridge Crossing Moira Lake (Kramp Crossing)*

*Exhibit 28: Map of Trail Assets in Centre Hastings*



Source: SPM based on Hastings County data, 2022.

Within the village of Madoc, the Deer Creek Trail follows the unopened road allowance (extension of St. Peters Street South) between Livingstone Avenue West and Seymour Street East. There is also a small (150m) Educational Boardwalk Trail at Moira Lake, near the boat launch area.



Educational Boardwalk Trail

Exhibit 29: Map of Trail Assets in the Village of Madoc

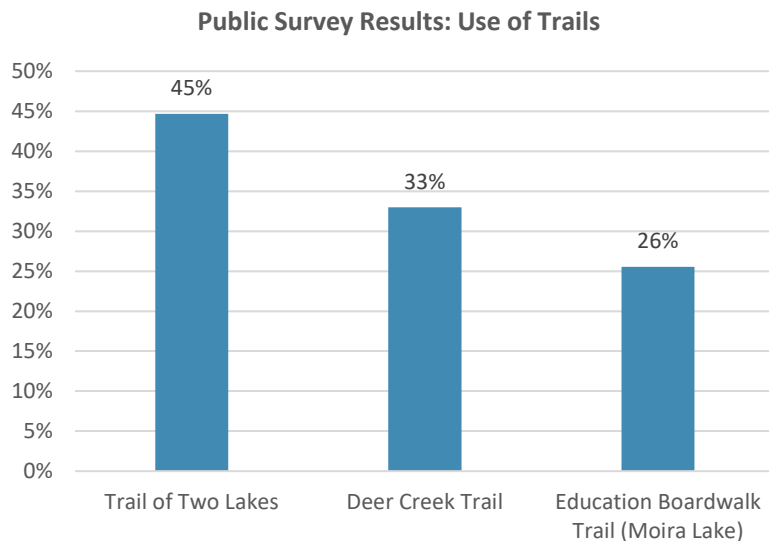


Source: SPM based on Hastings County data, 2022.



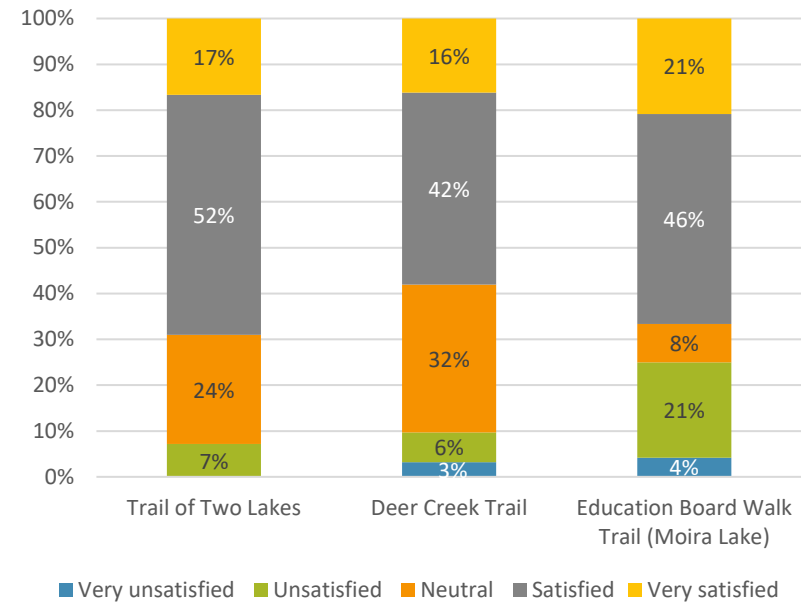
## What We Heard

Of the 94 public survey respondents who have used parks and/or trails, 45% have used the Trail of Two Lakes, 33% have used Deer Creek Trail, and 26% have used the Educational Boardwalk Trail at Moira Lake.



Many of the public survey respondents who used trails are satisfied with their experience. The Educational Boardwalk Trail had the highest level of dissatisfaction, with litter clean-up and general maintenance being referenced as an issue.

**Public Survey Results: Satisfaction with Trails**



Comments received from public survey respondents can be summarized as follows:

- General maintenance is an issue, including garbage removal, and trimming of trees and vegetation.
- Concern was expressed over the current physical (structural) state of the Boardwalk Trail at Moira Lake.
- General safety and security of the trails was identified as a concern.

- Improved amenities for trail users were identified as needed. This included mention of benches at scenic areas, kilometre markers, and informational and/or education signage.
- Improved connections between and to/from the trails for safe on and off-road travel within the Municipality. Suggestions include:
  - A loop between Centre Hastings Park, Whytock Park, and Bronson Parkette.
  - A trail connecting Deer Creek Trail and the Trail of Two Lakes with Downtown.
  - Use of road allowance between Talc Mine and Crystal Beach Road for multi-use trail.
  - General improvements to sidewalk connectivity in Madoc.

explored include linking the Trail of Two Lakes with the village of Madoc (potentially through Whytock Park) to enhance tourism and economic development within the core area.

### Implications

Trails and active transportation routes are an important consideration as part of the overall parks and recreation network within Centre Hastings.

This Master Plan recommends that the Municipality work with local trail groups to identify additional recreational trail development opportunities and additional/improved trail amenities. A potential connection opportunity that should be



## 7.5 Parkland and Trails Recommendations

Topic Area	Recommendation
<b>Parkland Supply and Standard of Provision</b>	37. Adopt a minimum level of provision of 4.0 ha of parkland per 1,000 new population to continue to provide an equitable level of parkland for new residents.
	38. Plan to acquire 3.1 hectares of parkland by 2036 to meet parkland needs associated with projected population growth. Any new parkland should be focused in the east end of Madoc village where there is an existing gap in parkland supply.
<b>Parkland Classification</b>	39. Adopt a parkland classification system / hierarchy per this plan as a basis for planning for and acquiring, designing, developing, and programming parkland.
<b>Parkland Acquisition and Dedication</b>	40. Develop a parkland dedication and cash in lieu of parkland dedication by-law (and associated policy) to apply common principles and practices as it relates to whether to require dedication of land versus cash-in-lieu of parkland dedication. Given the intent to develop parkland more strategically, the use of CIL may be beneficial for the development of parkland acquisition capital reserves.
	41. Evaluate opportunities, as it relates to alternative acquisition strategies, to advance the principles and targets of this Master Plan. This should focus on gaps in parkland found within geographic areas of Madoc village (east end of St. Lawrence Street East).
	42. Consider the acquisition of undevelopable natural open space areas, through the development process and other means of securement to provide opportunities for enhanced conservation, compatible public access and linkages to parks and open spaces as per Section 51(25)(b) of the Planning Act. This land should not be accepted as part of the parkland dedication requirement (i.e., no credit is to be applied).
<b>Trail Network</b>	43. Continue to maintain the municipal trail network in good condition for community use through engaging volunteers and employing sound management practices.

Topic Area	Recommendation
	44. Work with local partners (i.e., Eastern Ontario Trail Alliance, Conservation Authorities), to explore opportunities to enhance trail amenities, including educational and informational signage, kilometre markers, trail heads and rest areas, and garbage receptacles.
	45. Work with landowners, the development community, and local authorities to explore opportunities to increase connectivity, create linkages and expand opportunities to enhance recreational trail networks and pedestrian connections, including linkages to municipal destinations, parks and open spaces, schools / institutions, residential and employment areas.
	46. Encourage the conveyance of trail corridors, over and above parkland dedication, through land donations, conveyance of undevelopable lands, rights of access, etc.



# 8

## Outdoor Recreation Assets

Centre Hastings' active outdoor recreation assets are provided within the parkland supply. The following table identifies the types of facilities that are located within each of the parks / open spaces.

Exhibit 30: Parkland Inventory of Outdoor Recreation Facilities

Municipal Outdoor Facilities	Amenities												Notes	
	Soccer Field	Softball Diamond	Skate / Scooter Park	Tennis Court	Beach Volleyball	Playground	Splash Pad	Outdoor Pool	Off-Leash Dog park	Outdoor Fitness Equipment	Boat Launch	Canteen / Support Building		Community Hall
Centre Hastings Park			1			1	1					1	1	Junior and senior skate parks.
Huntingdon Park		1				1						1	1	
Thompson Park				2		1								
Whytock Park	1				3			1				1	1	Also includes horseshoe pits and remote control car pad.
Bronson Parkette									1					
Madoc Parkette														Passive in nature.
Ball Diamond at Public Works Yard		1												
Madoc Off-Leash Dog Park								1						
Moira Lake Boat Launch												1		
Albert Lane Boat Launch												1		
<b>TOTAL MUNICIPAL SUPPLY</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>3</b>	

## 8.1 Ball Diamonds

### Supply

There are two ball diamonds in Centre Hastings; both are located in Ivanhoe - one at Huntingdon Park and the other at the Public Works Yard/Fire Station No. 1 on Slab Street at Kerby Road.

The Huntingdon Park ball diamond is a senior softball diamond with perimeter fencing, players benches, spectator bleachers, and lighting (counted as 1.5 diamonds based on diamond equivalents<sup>3</sup>). There is also a canteen and washroom building (constructed in 1985).

The ball diamond at the Public Works Yard/Fire Station No. 1 is a senior softball diamond with perimeter fencing. It does not have lighting or any spectator amenities.

### Service Level

With 2.5 ball diamonds in the current supply (based on equivalencies), the Municipality is providing ball diamonds at a standard of 1 diamond per 1,920 residents. Based on population growth estimates, the standard can be expected to decrease to 1 diamond per 2,234 residents by 2036. Typically, ball diamonds are targeted to be provided at a standard of 1 per 3,000 residents. This is deemed to be an appropriate

target for Centre Hastings considering local conditions and other external variables.

Based on the membership data provided by local ball clubs, there are 115 participants that utilize the ball diamonds. This equates to 1 ball diamond per 46 registered participants. This is higher than comparable levels of provision observed in similar communities which is often in the range of 1 diamond per 90-100 registered participants.

### Utilization

Based on feedback from engagement activities, the diamond at Huntingdon Park is the main facility used by local ball clubs and is used on Wednesday and Friday evenings between 7pm and 10pm and on the last Saturday of the summer for the Ivanhoe Ball playoffs. There are occasional instances when other ball clubs utilize the field for tournaments or other municipalities have used it for team practices. Additionally, the local Amish and Modern Mennonite communities use the diamond/field once a year for game play and public picnicking.

It is understood that the ball diamond at the Public Works Yard / Fire Station #1 was once used on a regular basis but is now rarely used by local ball clubs (a few times per year at most) but does improve the ability to host tournaments.

<sup>3</sup> Senior diamonds with lighting equate to 1.5 diamonds due to the

potential for extended playing time.

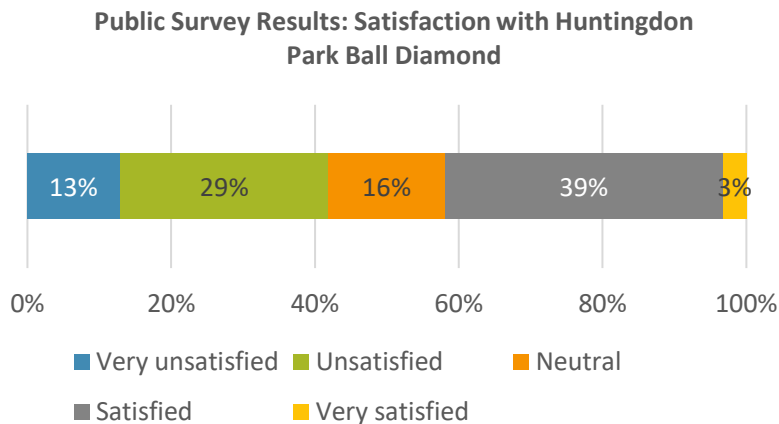
## Condition

The Huntingdon Park ball diamond is generally in fair condition. However, it is noted that the backstop fencing is rusting and bent in some locations, the bases are weathered, and the paint is chipping on the 2 large bleachers.

The ball diamond at the Public Works Yard / Fire Station #1 is not regularly maintained or mowed (i.e., overgrown with weeds), and is therefore considered to be in poor condition.

## What We Heard

31 public survey respondents indicated that they use the ball diamond at Huntingdon Park. These users were split in their overall satisfaction with the existing facility.



Comments from the public and user group surveys indicated that there are some improvements required at the Huntingdon Park Ball Diamond. These can be summarized as follows:

- Outfield improvements required: weed management, field rolling/repair of holes and uneven ground.
- Infield improvements required: replenish/level gravel, new rubber bases, additional netting for safety, upgraded players benches and spectator bleachers.
- Backstop fencing and diamond lighting require updating / repair.
- Washroom facilities could be better maintained.

## Implications

Based on population standards, utilization, and what we heard from the community, there is no need for additional ball diamonds over the planning period. The Municipality should continue to maintain the Huntingdon ball diamond in good condition for regular use by the community.

As it relates to the ball diamond at the Public Works Yard, it is recommended that the Municipality maintain it for use by ball clubs. Improvements to the facility will need to be undertaken, and future rehabilitation of the field may promote its use again if there is growth in ball clubs / teams



locally – these teams should justify the need for the facility to be revitalized. While the Public Works ball diamond is in a deteriorated state, it is an important part of the inventory for tournament play and future use by the community. If the Public Works diamond were to be removed from the supply (decreases to 1.5 diamonds), the current standard of provision would be 1 diamond per 3,201 residents, decreasing to 1 diamond per 3,723 residents by 2036. This would represent a lower standard of provision for ball diamonds than is typically targeted in comparable municipalities.

Consideration of participation numbers is also important. The Municipality should seek to continue to monitor the number of actual participants using the ball diamonds on an annual basis through the gathering of membership data from the user groups.

## T.C. Barton Soccer Field

### Supply

There is one unlit full sized (senior) soccer field located at Whytock Park. Beyond the municipal supply, there are two unlit senior soccer fields provided at Centre Hastings School.

### Service Level

With 1 soccer field in the current municipal supply the existing standard of provision of soccer fields is 1 per 4,801 residents. Based on population growth estimates, the standard can be expected to decrease to 1 field per 5,585 residents by 2036. If the school soccer fields were to be included in the supply, the current standard of provision would improve to 1 field per 1,600 residents, decreasing to 1 field per 1,862 residents by 2036. Typically, soccer fields are targeted to be provided at a standard of 1 per 2,000 residents in communities where there are active soccer groups. This is deemed to be an appropriate target for Centre Hastings considering local conditions and with inclusion of the school fields in the inventory.

### Utilization

The Municipality indicated that this facility is not actively programmed and is rarely used by local groups, other than the Quinte Youth Unlimited (QYU) Soccer Camp, which uses it for one week during the summer.

### Condition

The field is currently mowed by the Municipality but is not maintained to a standard for any sort of competitive play. There are no player or spectator amenities associated with the field (i.e., no players benches, bleachers, etc). There are also no nets in the goal posts (QYU brings their own nets to install for Soccer Camp).

### What We Heard

While there are limited regular users of the soccer field, the installation of permanent soccer nets at the field was identified as important.

### Implications

With 2 senior soccer fields located at Centre Hastings School, coupled with the fact that the municipal field is rarely used, the Municipality should consider the removal of the soccer field at Whytock Park to enable the space to be utilized for alternative/unstructured recreational activities and uses. To determine what these activities/uses should be, it is recommended that the Municipality undertake a master planning exercise for Whytock Park (once it is under full municipal control) as a hub for recreation in Centre Hastings.

## 8.2 Sport Courts

### Supply

Centre Hastings is home to two tennis courts, located at Thompson Park in Madoc. The courts have an asphalt base with lines painted on top.

The Municipality currently does not have pickleball courts or basketball courts (dedicated or otherwise). At present, pickleball is typically played indoors at gym facilities in neighbouring jurisdictions.

### Service Level

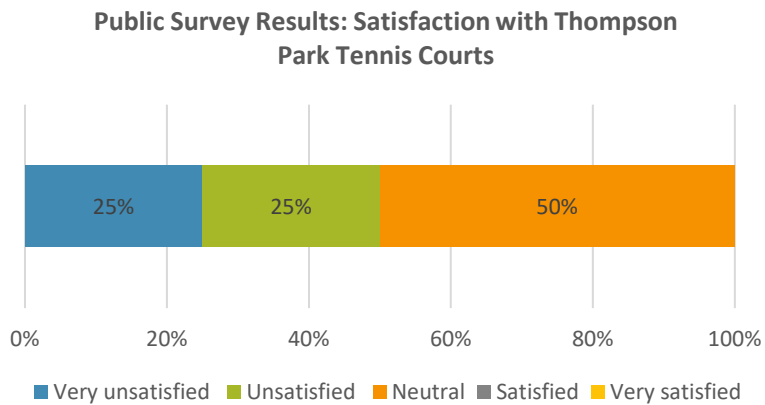
Based on the current population of 4,801, Centre Hastings provides tennis courts at a service level of 1 court per 2,400 residents. This is higher than the standard in comparable communities which is typically in the range of 1 tennis court per 5,000 residents.

As pickleball is a relatively new sport in Ontario, typical standards of provision for pickleball courts are varied based on the need and demand of each community. Providing pickleball courts (whether dedicated or non-dedicated) at a similar standard as tennis courts are provided (1:5,000 residents) is becoming more and more common in communities where the demand is high.

Basketball courts are typically targeted to be provided at a standard of 1 per 700 to 800 youth (aged 10-19 years).

## What We Heard

Public survey respondents who use the Thompson Park Tennis Courts are not satisfied with their experience at the facility. Public survey respondents indicated that the tennis courts are in disrepair and that only one net is put up on a regular basis.



## Implications

While there is no formalized pickleball group (or tennis) in the Municipality, there are several interested pickleball players, as indicated through engagement activities.

With an aging population, interest in pickleball is anticipated to be strong and grow over the Plan period. The opportunity exists to include pickleball as part of the redevelopment of the tennis courts at Thompson Park to be multi-use sport court (e.g., shared with tennis and basketball). There are numerous

examples of multi-use sport courts across Ontario and regionally, including those at North Marysburgh Town Hall in Prince Edward County.

## 8.3 Madoc Outdoor Pool

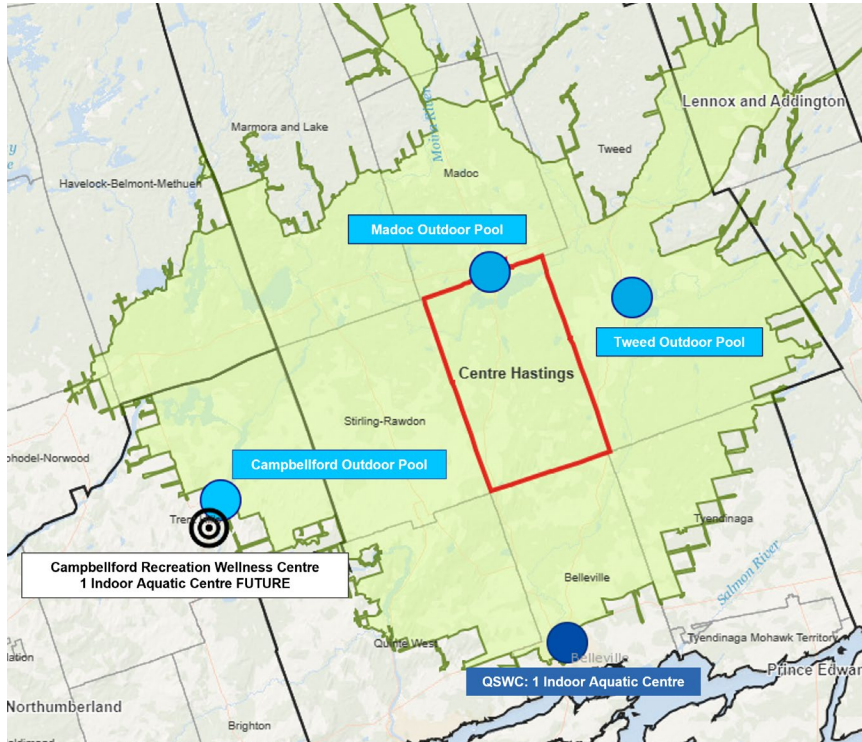
### Supply

The Madoc Pool, built in 1990, is the Municipality's only aquatic facility. Located at Whytock Park, the facility features a large main pool (measures approximately 18m x 10m) with a separate wading pool (measures approximately 5.5m x 4.5m). There is also a building associated with the pool that mainly functions as washrooms/changerooms, storage space, and a station for lifeguards and instructors.

The Municipality currently has plans to renovate the outdoor pool to be a 25m facility, with additional leisure elements. Fundraising for this effort has been ongoing for some time.

From a broader perspective, outdoor pools are also supplied in Tweed and Campbellford. In terms of indoor aquatic facilities, these are typically provided in larger urban centres, or areas where a clear need is defined. Belleville provides a large aquatic facility at the Quinte Sport and Wellness Centre, and Trent Hills is developing a new aquatic centre as part of the Campbellford Recreation and Wellness Centre, slated to be operational by 2024.

Exhibit 31: Supply of Indoor and Outdoor Pools within the General Area



Source: SPM, 2022.

**Utilization**

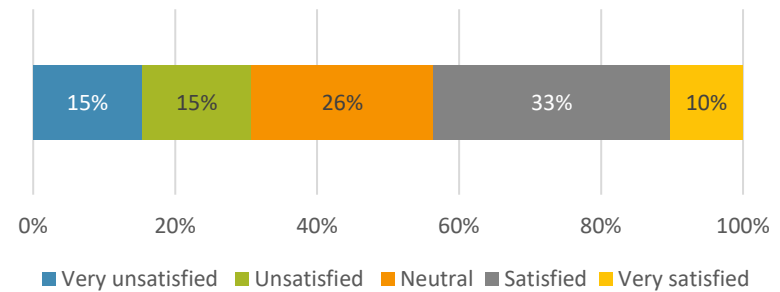
In 2022, the pool was open from 9am to 5pm Tuesday to Friday and Saturday from 9am to 4pm during July and August. It was closed on Sundays and Mondays.

During the 2022 summer season, there were a total of 698 person visits to the pool, including sport camp participants, program registrants, and drop-in swimmers for public swim times.

**What We Heard**

39 respondents to the public survey indicated that they use the outdoor pool in Madoc. 43% of these users were generally satisfied with their experience, while 30% were not satisfied in some way.

Public Survey Results: Satisfaction with Madoc Outdoor Pool



Respondents to the public survey indicated that the pool is often closed for repairs and in need of attention, including replacement of the pool lining. Some indicated that the water temperature is often cold making it uncomfortable for swimmers. Some respondents also suggested that there needs to be more free swim times and that programs for

adults could be offered at more appropriate times (i.e., early morning, evenings) for those that work during the day.

When asked about new or additional facilities needed in Centre Hastings, 18 public survey respondents identified a pool. This included a mixture of responses suggesting upgrades to the existing outdoor pool and the need for a new indoor pool.

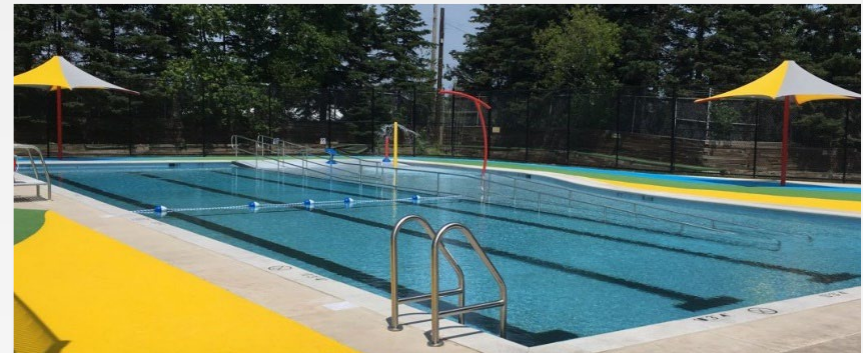
### Implications

The current supply of pools within the region provides a variety of indoor and outdoor aquatics options for Centre Hastings residents based on needs. 47 respondents to the public survey indicated that they use indoor pools in other municipalities.

While some survey respondents (37) identified that they would like to see an indoor pool in Centre Hastings, the population base does not support the development of an indoor pool (typically provided at 1 pool per 30,000 residents). Therefore, the Municipality should focus efforts on revitalizing the existing outdoor pool. The development of an indoor pool in Centre Hastings is not recommended over the Plan period.

### Best Practice: East End Pool, Moncton, New Brunswick

- 25m 3 lane outdoor pool with splash pad elements and entry ramp
- Replaced a 22m 4-lane pool and adjacent wading pool
- Includes shade umbrellas and rubberized anti-slip decking
- Washroom/changeroom facilities
- Programs include Seniors Leisure Swim, Lap Swims, Parent and Tots Swim
- Located adjacent to the Moncton East Youth Centre and lies within East End Park



## 8.4 Splash Pad

### Supply

The Municipality owns and operates one splash pad, located in Centre Hastings Park. It is a 4,000 square foot area with a variety of spray elements. There are shaded and non-shaded seating areas for family and/or guardians to enjoy.

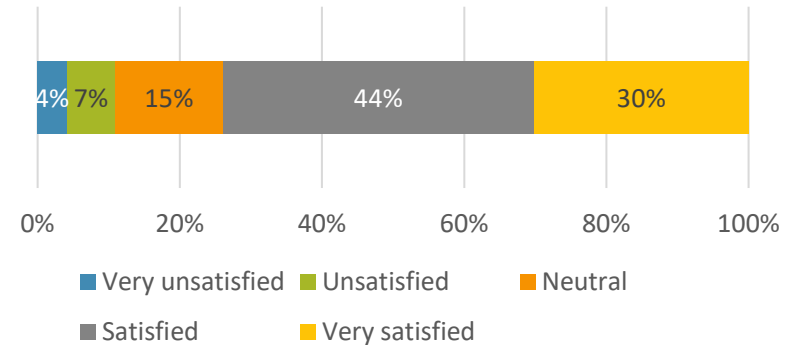
### Service Level

The Municipality currently provides 1 splash pad per 465 children. This will decrease to 1 per 559 children by 2036. This level of provision is well within the typical standards provided elsewhere, which are closer to 1 splash pad per 2,500 children. However, it is noted that residents of neighbouring communities travel to Centre Hastings to utilize this facility, so the actual population serviced by the splash pad is likely much higher.

### What We Heard

Public survey respondents that indicated they use the splash pad at Centre Hastings Park accounts for 73 responses. Of these respondents, 74% identified that they were either 'satisfied' or 'very satisfied'. Comments received indicated that the splash pad is not always functioning and needs to be better maintained/repaired.

Public Survey Results: Satisfaction with Centre Hastings Splash Pad



### Implications

Based on population standards, the Municipality is well served by its existing splash pad. In order to ensure the facility continues to serve the local and broader community, ongoing maintenance will be required for optimal operation and functionality.



## 8.5 Playgrounds

### Supply

The Municipality owns and operates 3 playgrounds, located at Centre Hastings Park, Thompson Park, and Huntingdon Park. The playground at Centre Hastings Park is a large 3-deck mega tower structure, while the other two playgrounds are smaller in size.

### Standard of Provision

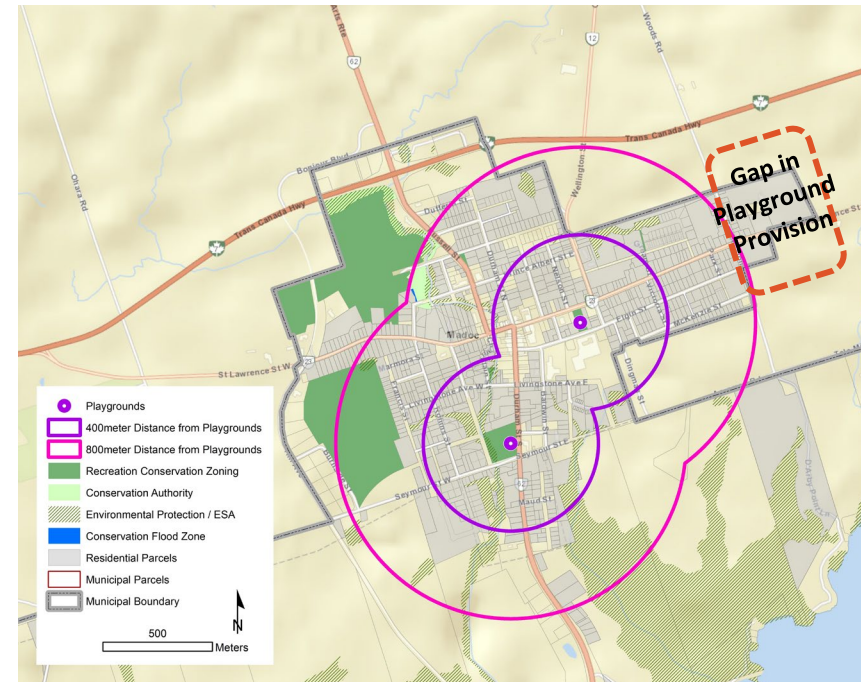
An industry standard for target service levels for playgrounds is typically one playground within 400 metres to 800 metres (5 to 10-minute walk) of major residential areas without major barriers impeding access.

While the two playgrounds in Madoc serve the central area, with new future residential development located in the east, there is a gap in the provision of playgrounds.

### What We Heard

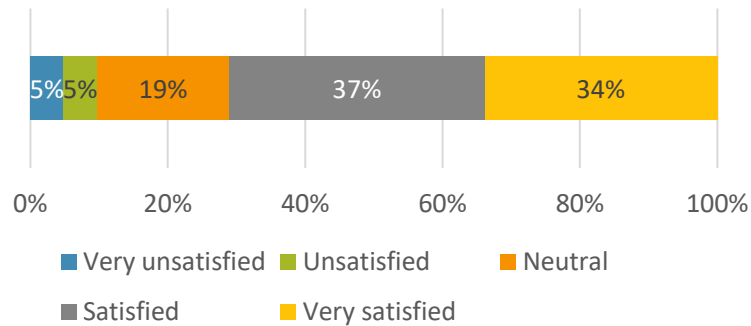
62 respondents to the public survey indicated that they use playgrounds in Centre Hastings. Overall, most people (67%) are satisfied with their experience at the playgrounds.

Exhibit 32: Playground Distribution in Madoc Village



Source: SPM, 2023.

Public Survey Results: Satisfaction with Playgrounds



Comments from the public survey indicated that there is a need for junior play equipment at Centre Hastings Park for young children who are older than toddlers but not big enough to enjoy the large structure safely. There was also concern expressed regarding the safety of the playground at Thompson Park.

The Master Plan calls for the continued maintenance of the existing playgrounds to be in good condition for community use, addressing current standards for safety and accessibility of play structures through the development of a playground replacement strategy. Typically, when a play structure reaches the 14-year mark, replacement should begin to be planned for.

## Implications

While the Municipality is growing older overall, there are young families residing and moving to Centre Hastings as well and catering to the needs of this demographic is also important.

There are opportunities to improve the spatial distribution of playgrounds within Madoc Village based on a 500 m radius (unimpeded by major obstacles) to address the gap in service identified in the east. This will need to be determined through community engagement and founded in the demographic composition of the immediate area.

Additionally, improvements to existing playgrounds may be necessary (as indicated through engagement) and should be carried out according to future asset management planning exercises. Consideration for inclusive, accessible, and naturalized play elements will also be important going forward.

## 8.6 Skate Park

### Supply

The skate park is in Centre Hastings Park and features a main skate park and a bunny pad for beginners. The main skate park is 12,700 square feet and includes a 6' mini bowl with waterfall, various ledges including a hip transfer angled ledge, rails and double roller, and a mix of street and transition. The

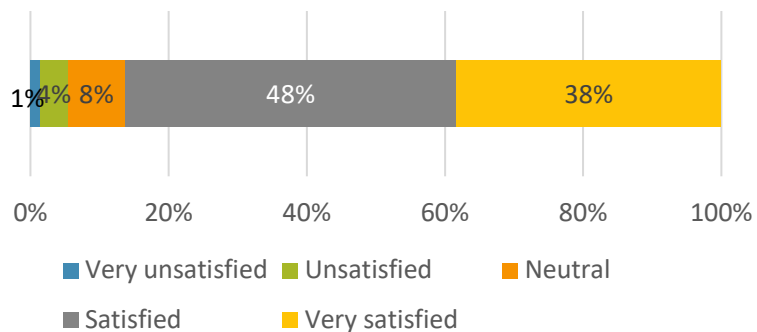
bunny pad is 3,500 square feet is for beginner skaters with gentler obstacles and rolls.

The Municipality offers scooter, skateboard and bike rentals at the skate park, and free helmet rentals. The skate park canteen building, which offers snacks and short order meals, was constructed in 1997.

### What We Heard

A total of 73 public survey respondents utilize the skate park at Centre Hastings Park. Most of the user respondents (86%) are 'satisfied' or 'very satisfied' with their experience.

Public Survey Results: Satisfaction with Centre Hastings Skate Park



Comments from the public survey regarding the skate park were mostly related to the maintenance of the amenity, including litter removal. Improved safety and security of the area was also identified as a need.

### Implications

There is no immediate need for additional skatepark facilities within the Municipality based on service level by population. The Municipality should continue to operate and maintain the existing skate park going forward, undertaking improvements as necessary.

## 8.7 Madoc Off-Leash Dog Park

### Supply

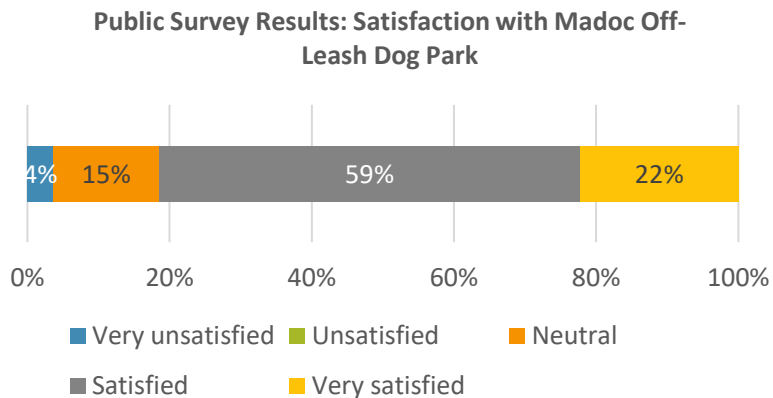
The off-leash dog park is located off Burnside Street (near Hill Avenue) in Madoc, developed on 3 acres of land leased from the Municipality in 2014. There are 2 separate fenced areas for large and small breeds, as well as a parking area. The dog park is operational from dawn to dusk April to November, weather permitting.

### Lease Agreement

The Park is operated by the Madoc Off Leash Dog Park Association under a ten-year lease to use the municipal property (expires in 2023). As stipulated in the agreement, the Association is responsible for the maintenance of the off-leash dog area, including but not limited to grass cutting and trimming, brush removal and fence maintenance. The Association is also responsible for maintaining an off-street parking area.

## What We Heard

27 public survey respondents identified that they use the off-leash dog park in Madoc. Of these users, a majority (71%) are satisfied with their experience. Comments from the public survey related to the dog park were focused on owner and dog safety, and a lack of owner responsibility as it relates to picking up after their dog.



## Implications

Dog parks are often considered a specialized service level provided by municipalities to their residents, developed based on demand for such facilities. Over the term of the existing lease, the management, operations, and maintenance of the Off-Leash Dog Park has gradually fallen on the Municipality to oversee. It is recommended that once the lease expires, the Off-Leash Dog Park be brought under municipal operation.

## 8.8 Beach Volleyball Courts

### Supply

The Municipality supplies 3 beach volleyball courts, located at Whytock Park. The courts are utilized for:

- Drop-in / pick-up volleyball games offered for free by the Centre Hastings Volleyball Pick-Up League.
- Volleyball Camp offered by Quinte Youth Unlimited.
- Centre Hastings School students utilizes the courts for instruction and game play.

### What We Heard

Users of the beach volleyball courts were interested in the continued upkeep and improvement to these facilities for sustained use, specifically noting that increased raking of sand, removal of wild parsnip, and implementing a better-quality system to allow for net adjustment would allow for an improved experience.

### Implications

While there is no typical standard of provision for beach volleyball courts, maintaining these assets for future use by the community is important. The Municipality should monitor participation and utilization of the existing courts over the Plan period. The provision of additional courts in the long-term should be based on demand and interest.

## 8.9 Outdoor Fitness Equipment

### Supply

Outdoor fitness equipment is located at Bronson Parkette. It is understood that in general the park and equipment are not well used by the community. The park is somewhat isolated within a residential area and only offers the fitness equipment – there are no other recreational amenities provided at this location.

### Implications

In order to improve utilization of the fitness equipment, the feasibility of relocating the outdoor fitness equipment to be co-located with other recreational facilities/amenities at Whytock Park should be explored.

## 8.10 Boat Launches

### Supply

There are two municipally operated boat launches within Centre Hastings.

The main boat launch is located off Highway 62 and is maintained and operated by the Madoc Kiwanis Club. The immediate area has ample parking, washrooms, and a shaded picnic area.

The secondary boat launch is located on the western side of Moira Lake at the terminus of Reynolds Lane at Albert Lane. This location is used significantly less than the main boat launch.

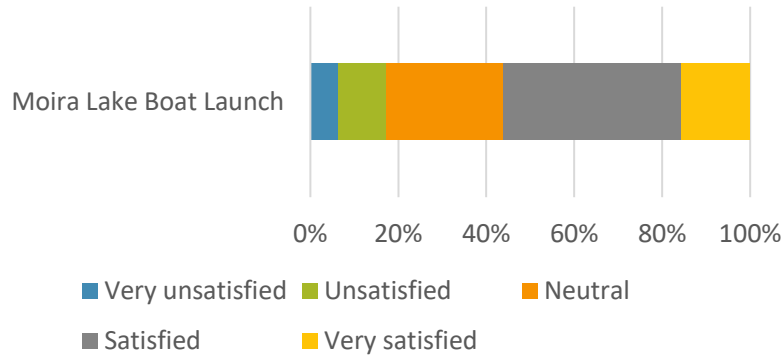
### Lease Agreement

The main boat launch property (Highway 62) is currently leased by the Municipality from the Ministry of Natural Resources and Forestry (MNR), with a land permit in place to 2031. The land permit stipulates the permitted uses of the site to include those that are pre-existing - public parking, boat launching, use of beach area, and seasonal operation of the chip truck.

### What We Heard

Public survey respondents indicated that the main boat launch could be better maintained (i.e., weed removal, regular cleaning, etc.), and needs improved security and surveillance. Other comments related to the need for improved user amenities, such as benches and improved washroom facilities that are always available.

**Public Survey Results: Satisfaction with Moira Lake Boat Launch**



### Implications

Maintaining the existing boat launches within the Municipality is important going forward. The potential exists to seek out additional opportunities for public boat launching and/or access to the water in general.

Improved facilities, coupled with the appropriate signage and/or advertising, can support the promotion of tourism and economic development in the local community.

## 8.11 Public Beaches

### Supply

At present, there is a lack of good quality beaches within the Municipality that are available for public access. As understood through engagement activities, the existing beach at Moira Lake is very close to the boat launch area and there is a perceived (or real) safety concern for beach users.

### What We Heard

Many respondents indicated that they would like to see a formalized and designated area for lake swimming at Moira Lake. The potential for a roped-off beach area with benches was identified.

### Implications

Lake/river swimming is an important activity in communities that possess these assets. Encouraging Moira Lake as a safe place for public swimming should be coupled with improvements to the existing public beach at the Moira Lake Boat Launch.

It should be noted that the Municipality has initiated engagement related to beach improvements at this location with numerous environmental governing bodies, including Quinte Conservation, the Ministry of Natural Resources and Forestry (MNRF), and the Department of Fisheries and Oceans



(DFO). These initial consultations indicate that adding sand at this location may be difficult to achieve due to its potential impacts on surrounding fish habitat.

## 8.12 Outdoor Ice

### Supply

At present, the Municipality does not provide any outdoor ice or opportunities for outdoor skating. From a regional perspective, Tweed currently provides a skating trail (non-mechanical) and uses its Zamboni for grooming.

### What We Heard

There is an interest among indoor ice users in outdoor skating as an option in the winter months, including not only an outdoor rink but also a skating trail. Examples of skating trails cited during user group discussions included Laurentian Valley.

Outdoor ice rinks of this nature often double as facilities for other sports during the shoulder and summer months (e.g., ball hockey, lacrosse, etc.) and could be programmable throughout the year.

### Implications

Due to the challenges and costs associated with maintaining outdoor ice rinks, these are municipal-wide facilities. They are best provided by way of opportunity and demand-based rather than a service standard.

The opportunity exists for Centre Hastings to work with neighbouring municipalities to promote facilities of this nature (or other recreation facilities and/or programs that are not available in nearby municipalities) so that all residents are aware of and can enjoy them. This can also help to reduce duplication of specialized facilities and programs within the region.

Additionally, if community groups propose to implement and oversee the maintenance and operation of an outdoor ice rink in Centre Hastings in the future, support for such initiatives will be important. This may include the provision of land within municipal parks for the purposes of developing a temporary outdoor ice rink, and/or the supply of water for rink flooding.

## 8.13 Outdoor Recreation Assets Recommendations

Topic Area	Recommendation
<b>Ball Diamonds</b>	47. Maintain the ball diamond at Huntingdon Park in good condition for continued use by the community over the Plan period.
	48. Undertake improvements to the ball diamond at Huntingdon Park including field leveling, netting replacement, infield maintenance, and fencing improvements. This process should include engagement with current ball diamond user groups.
	49. Require ball diamond user groups to provide registration numbers on an annual basis. The collection of this data will enable the Municipality to monitor and assess ball diamond utilization and capacity more accurately on an on-going and periodic basis over the longer-term.
	50. Maintain the ball diamond at the Public Works Yard, undertaking improvements to the facility to be usable for team play / tournaments over the Plan period.
<b>T.C. Barton Soccer Field</b>	51. Consider the removal of the soccer field at Whytock Park to enable the space to be utilized for alternative recreational activities and uses (to be determined through a master plan for the park).
	52. Undertake a master planning exercise for Whytock Park (once purchased from Quinte Conservation Authority) to be developed as a hub for recreation in Centre Hastings.
<b>Sport Courts</b>	53. Continue with plans to improve the tennis courts at Thompson Park, with consideration for multi-use sport courts that can accommodate both tennis and pickleball. Basketball nets should also be contemplated as part of the multi-use courts at Thompson Park.
<b>Madoc Outdoor Pool</b>	54. Prior to any rehabilitation or renovation of the outdoor pool, undertake a detailed Building Condition Assessment (BCA) of the Madoc Outdoor Pool and its systems.
	55. Contingent on the outcomes of the BCA, continue with plans to renovate the outdoor pool to provide an improved service level to the community for seasonal use.

Topic Area	Recommendation
<b>Splash Pad</b>	56. Maintain the splash pad at Centre Hastings Park in good condition for continued use by the community over the Plan period, undertaking improvements as required based on sound asset management practices.
<b>Playgrounds</b>	57. Develop a playground replacement strategy through appropriate asset management planning. Any play structure that has reached a 14-year age trigger should be phased for replacement immediately.
	58. Adopt a service-level target of 1 playground location accessible within a 500m walking distance of residential dwellings in new residential development areas, to ensure convenient access for residents and households with children in particular.
	59. Continue with plans to install playground equipment at Bronson Parkette and Whytock Park for use by the local community.
	60. Develop additional playgrounds on newly acquired parkland as part of future subdivision planning to serve new neighbourhoods as they are developed.
	61. 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 in the future.
<b>Skate Park</b>	62. Maintain the skate park at Centre Hastings Park in good condition for continued use by the community over the Plan period, undertaking improvements as required based on sound asset management practices.
	63. In conjunction with Recommendation 19, analyse the practices and procedures associated with the operations of the skate park rentals and canteen and determine ways in which the services can be delivered in a more efficient and sustainable manner.

Topic Area	Recommendation
<b>Madoc Off-Leash Dog Park</b>	64. Once the lease agreement with the Dog Park Association expires, the Municipality should assume operation of the facility in order to maintain the off-leash dog park in good condition for continued use by the community over the Plan period.
<b>Beach Volleyball Courts</b>	65. Maintain the beach volleyball courts in good condition for continued use by the community, monitoring participation and utilization, over the Plan period.
<b>Outdoor Fitness Equipment</b>	66. Explore the feasibility of relocating the outdoor fitness equipment to Whytock Park to be co-located with other recreational amenities and increase utilization.
<b>Boat Launches</b>	67. Maintain the existing boat launches in good condition for continued use by the community over the Plan period. General maintenance and operational improvements should be assessed through an expanded Asset Management Planning exercise.
	68. Explore opportunities for improved / additional water access points either through improvement to municipally owned lands (i.e. municipal road allowances) or through partnerships with community organizations.
	69. Provide clear signage at the Moira Lake Boat Launch indicating the permitted uses as well as directions and rules for vehicle parking in order to mitigate any conflicts between boaters and swimmers.
	70. Work with local or Provincial tourism, boating and fishing organizations to enhance awareness and promotion of the boat launches and the boating and angling opportunities in the Municipality.
<b>Public Beaches</b>	71. Continue to engage with the relevant authorities to explore the feasibility of undertaking improvements to the existing beach at Moira Lake, including improvements to prevent conflicts between parking requirements and public use of the area for swimming.
<b>Outdoor Ice</b>	72. Work with neighbouring municipalities to promote and increase resident awareness of local recreation facilities and/or programs that are not available in other nearby municipalities.



# 9

## Master Plan Implementation

This Master Plan is designed to direct municipal decision-making to address priorities for planning and investment in recreation, parks, and culture. Recommendations related to the development of new facilities and renovation, or 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 - all of which will require public review and approval.

The Municipality 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.

## 9.1 Reviewing and Updating the Plan

Staff support and partnerships will be required to successfully implement the recommendations identified within this document, there also needs to be a commitment by senior management and administrative oversight for effective implementation.

The Master Plan is a flexible document and recognizing the long-term scope (10-year period) of planning for recreation facilities, services, and programs. **This document and its recommendations should be subject to internal departmental review every three (3) years** to determine and

re-adjust, as necessary, the timing of recommendations to align with shifts in the municipal planning environment, actual population growth, and any changes in facility utilization or provision.

## 9.2 Detailed Phasing Framework

This section summarizes the general suggested timeframe for implementing the recommendations of this Plan. Some actions commence with due diligence (as in the case of facilities) moving through to implementation. Other recommendations are immediate requirements – this is particularly true of those policy and administration related requirements which set the tone for future recreation planning priorities.

The timing assigned to individual recommendations is an estimate and provides a general indication of when the need to implement the actions could be considered, with consideration of other future variables, and includes:

- **Immediate:** to be initiated in Year 1
- **Short Term:** to be initiated in Years 2-3
- **Medium Term:** to be initiated in Years 4-6
- **Long Term:** to be initiated in Years 7-10
- **Ongoing:** continuous over the Plan period.



Exhibit 33: Recommended Implementation Matrix

Topic Area	Recommendation	Timing
<b>Master Plan Framework</b>		
<b>Approach to Planning</b>	1. Adopt the service standards identified within this Master Plan in order to effectively plan for new and/or revitalized recreation facilities, parks, and trails over the Plan period.	Immediate
<b>Service Areas</b>	2. Any major recreation infrastructure (e.g., sports fields, community centres, etc.), as well a future replacement and/or expansion of existing facilities, should be located within one of the primary service areas (Madoc and Huntingdon). The location should represent the most appropriate site based on considerations of land ownership, site suitability, co-location with other municipal recreation infrastructure, and capital costs associated with servicing and development.	Ongoing
<b>Service Delivery and Programming</b>		
<b>Current Model of Service Delivery</b>	3. Continue to maintain a Community Development Model for the municipal delivery of parks, recreation, and culture in the Municipality.	Ongoing
<b>Approach to Asset Management</b>	4. Review, assess and align the Municipal Asset Management Plan with existing parks and open space amenities with the goal of understanding the impacts of aging infrastructure on future parks expenditures. This realignment should reflect the current inventory of assets, identify the current physical condition of the assets, establish current replacement costs, and set priorities for asset replacement and/or removal.	Short Term
	5. Update existing asset management plans, including estimates of future lifecycle capital expenditure, based on the findings of the Building Condition Assessment Report prepared by WGD Architects. As needed, commission further assessment of items listed as in need of replacement or nearing the end of service life.	Short Term

Topic Area	Recommendation	Timing
<b>Internal Resources</b>	6. Enhance recruitment practices as necessary to avoid staff shortages in recreation services as it relates to part-time and contract positions (i.e., aquatics).	Immediate
	7. The Municipality should seek to establish a Recreation Services division to oversee the services side of the provision of recreation (e.g., bookings, programming, registrations, etc.).	Medium Term
	8. Evaluate internal resources and additional requirements on a continuous / annual basis, and as the parks and recreation facilities are renewed per this Plan.	Ongoing
<b>Bolstering Volunteerism</b>	9. Continue to support and prioritize the sustained involvement of the local service clubs in the Municipality. Emphasis should be placed on supporting the development of volunteers and programs of outreach to meet the needs of residents for a greater array of recreation and cultural pursuits.	Ongoing
	10. Build upon the existing Volunteer Policy to develop a more robust Municipal Volunteering Training and Opportunities Program.	Short Term
<b>Recreation Committees</b>	11. In the short term, undertake an assessment of the funding requirements, from an operational standpoint, to be provided to the Recreation Committee(s) to operate the park and recreational assets most efficiently and effectively.	Short Term
	12. Over the Plan period, as Municipal staff resources allow, phase out the individual Hall/Park-Specific Recreation Committees. The responsibilities of these Committees should be centralized under the control of the Municipality to streamline operations, funding, and support objectivity amongst the assets.	Ongoing
<b>Effective Partnerships</b>	13. Continue to partner with the Quinte and Lower Trent Conservation Authorities to provide specialized events and programming to the community.	Ongoing

Topic Area	Recommendation	Timing
	14. Initiate discussions with Quinte Conservation regarding the purchase of the Whytock Park property to achieve full municipal control over the park's continued success and future development opportunities.	Immediate
	15. Continue to work closely with the Hastings Prince Edward District School Board (HPEDSB) as they progress with the design and development of the new recreation space, adjacent to Centre Hastings School. Consider innovative play elements and other opportunities, such as a winterized sportsplex for year-round play by the school as well as local groups.	Ongoing
<b>Marketing and Communications</b>	16. Develop an online / digital information tool to inform the public of programs, activities, and events happening on a year-round basis. This should include programming offered by community groups, and private instructors utilizing municipal facilities. This could be complemented by print advertisements, as appropriate.	Short Term
	17. Implement a comprehensive online, publicly accessible recreation facility booking tool on the municipal website to enable more varied programming supplied by instructors in a range of activities at the Arena and Community Halls. Similarly, an online rental registration tool will provide for real-time confirmations of availability, price and permitting.	Medium Term
<b>Fees and Cost Recovery</b>	18. Undertake a review of the Municipal user fee structure through the development of a detailed User Fee Study and resulting User Fee Policy to confirm the true cost of service for the delivery of recreation. This will need to be updated as new facilities and/or programs are implemented.	Short Term
	19. Consider establishing a series of cost recovery targets for specific facilities as part of a comprehensive approach to developing metrics to assess the operational performance of the Arena, Community Halls, Outdoor Pool and major parks. This	Short Term

Topic Area	Recommendation	Timing
	should represent a policy of better alignment between how a facility is used and the associated net costs.	
<b>Identified Program Needs</b>	20. Recreation programming should continue to be implemented by the volunteers and other community providers operating in the municipal facilities under agreement with the Municipality. A priority for the Municipality should be to advocate for programs, better use of the existing facilities, and, over time, undertake direct programming.	Ongoing
	21. Program development should continue to represent a partnership between local providers and the Municipality as building owner. Over the course of the plan period, the Municipality should facilitate programming opportunities that reflect the community's needs, based on, in part, outreach to residents and the effective use of the quarterly newsletter.	Ongoing
	22. Continue to work with partner groups to identify and facilitate structured and non-structured recreation programming in public spaces that align with community and neighbourhood needs.	Ongoing
<b>Madoc District Community Centre (Arena)</b>		
<b>The Future of the Arena</b>	23. Maintain the arena in good condition as the Municipality's primary indoor recreation service centre and community hub, investing in necessary building improvements informed by investment priorities identified in the Building Condition Assessment.	Ongoing
	24. Monitor the utilization of ice, requiring all user groups to report their membership / participation numbers to the Municipality on an annual basis.	Ongoing

Topic Area	Recommendation	Timing
	25. Develop an Ice Allocation Policy (as demand increases) through meetings with ice user groups to determine each group's ice needs and other requirements, to ensure fair allocation of ice to the public and current and future user groups.	Medium Term
	26. Work with community partners to assess the potential for additional revenue opportunities through enhanced programming of the arena during the ice season as well as during the summer months.	Short Term
	27. Work with the Township of Madoc to develop a new cost sharing agreement for the operation and maintenance of the Madoc Arena. This should be centered on a reasonable cost share formula based on an equitable and justifiable rational.	Immediate
	28. Work with the Township of Madoc to identify and formalize a preferred model for joint governance of the Arena.	Immediate
	29. Through discussions with the Madoc District Agricultural Society, the Municipality and its prospective partners, should consider gaining access to/expanding the lease agreement for the Arena to include more land if a regional ice facility were to be contemplated over the long term.	Long Term
<b>Other Indoor Recreation Assets</b>		
<b>Stand-Alone Community Halls</b>	30. Undertake Building Condition Assessments for Huntingdon Veterans Community Hall, Moira Hall, and Whytock Lawn Bowling Hall.	Medium Term
	31. Maintain the existing community halls in good condition, undertaking general improvements as per the requirements of Building Condition Assessments and through sound asset management planning.	Ongoing
	32. Collaborate with the Hall Recreation Committees and external organizations to collect booking/utilization data from community halls in Centre Hastings on an annual basis.	Ongoing

Topic Area	Recommendation	Timing
	33. Expand promotion of the community halls as viable and affordable locations for event and programming rentals.	Ongoing
	34. Working with community partners, assess the potential for additional revenue opportunities through enhanced programming of the spaces (i.e., low-impact exercise classes, specialized camps, etc.) that are suitable for such locations.	Short Term
<b>Gymnasia</b>	35. Continue to liaise with the HPEDSB to promote community use of space at the Centre Hastings School (indoor and outdoor) through the Community Use of Schools Policy, and other partnerships, as appropriate.	Ongoing
<b>Youth-Focused Space</b>	36. Work with local/regional youth-focused service organizations to explore the viability of expanding youth programming, activities, and outreach within Centre Hastings.	Short Term
<b>Parkland and Trails</b>		
<b>Parkland Supply and Standard of Provision</b>	37. Adopt a minimum level of provision of 4.0 ha of parkland per 1,000 new population to continue to provide an equitable level of parkland for new residents.	Immediate
	38. Plan to acquire 3.1 hectares of parkland by 2036 to meet parkland needs associated with projected population growth. Any new parkland should be focused in the east end of Madoc village where there is an existing gap in parkland supply.	Ongoing
<b>Parkland Classification</b>	39. Adopt a parkland classification system / hierarchy per this plan as a basis for planning for and acquiring, designing, developing, and programming parkland.	Immediate
<b>Parkland Acquisition and Dedication</b>	40. Develop a parkland dedication and cash in lieu of parkland dedication by-law (and associated policy) to apply common principles and practices as it relates to whether to require dedication of land versus cash-in-lieu of parkland dedication.	Immediate



Topic Area	Recommendation	Timing
	Given the intent to develop parkland more strategically, the use of CIL may be beneficial for the development of parkland acquisition capital reserves.	
	41. Evaluate opportunities, as it relates to alternative acquisition strategies, to advance the principles and targets of this Master Plan. This should focus on gaps in parkland found within geographic areas of Madoc village (east end of St. Lawrence Street East).	Ongoing
	42. Consider the acquisition of undevelopable natural open space areas, through the development process and other means of securement to provide opportunities for enhanced conservation, compatible public access and linkages to parks and open spaces as per Section 51(25)(b) of the Planning Act. This land should not be accepted as part of the parkland dedication requirement (i.e., no credit is to be applied).	Ongoing
<b>Trail Network</b>	43. Continue to maintain the municipal trail network in good condition for community use through engaging volunteers and employing sound management practices.	Ongoing
	44. Work with local partners (i.e., Eastern Ontario Trail Alliance, Conservation Authorities), to explore opportunities to enhance trail amenities, including educational and informational signage, kilometre markers, trail heads and rest areas, and garbage receptacles.	Short Term
	45. Work with landowners, the development community, and local authorities to explore opportunities to increase connectivity, create linkages and expand opportunities to enhance recreational trail networks and pedestrian connections, including linkages to municipal destinations, parks and open spaces, schools / institutions, residential and employment areas.	Ongoing

Topic Area	Recommendation	Timing
	46. Encourage the conveyance of trail corridors, over and above parkland dedication, through land donations, conveyance of undevelopable lands, rights of access, etc.	Ongoing
<b>Outdoor Recreation Facilities</b>		
<b>Ball Diamonds</b>	47. Maintain the ball diamond at Huntingdon Park in good condition for continued use by the community over the Plan period.	Ongoing
	48. Undertake improvements to the ball diamond at Huntingdon Park including field leveling, netting replacement, infield maintenance, and fencing improvements. This process should include engagement with current ball diamond user groups.	Short Term
	49. Require ball diamond user groups to provide registration numbers on an annual basis. The collection of this data will enable the Municipality to monitor and assess ball diamond utilization and capacity more accurately on an on-going and periodic basis over the longer-term.	Ongoing
	50. Maintain the ball diamond at the Public Works Yard, undertaking improvements to the facility to be usable for team play / tournaments over the Plan period.	Short Term
<b>T.C. Barton Soccer Field</b>	51. Consider the removal of the soccer field at Whytock Park to enable the space to be utilized for alternative recreational activities and uses (to be determined through a master plan for the park).	Short Term
	52. Undertake a master planning exercise for Whytock Park (once purchased from Quinte Conservation Authority) to be developed as a hub for recreation in Centre Hastings.	Short Term
<b>Sport Courts</b>	53. Continue with plans to improve the tennis courts at Thompson Park, with consideration for multi-use sport courts that can accommodate both tennis and pickleball. Basketball nets should also be contemplated as part of the multi-use courts at Thompson Park.	Immediate

Topic Area	Recommendation	Timing
Madoc Outdoor Pool	54. Prior to any rehabilitation or renovation of the outdoor pool, undertake a detailed Building Condition Assessment (BCA) of the Madoc Outdoor Pool and its systems.	Immediate
	55. Contingent on the outcomes of the BCA, continue with plans to renovate the outdoor pool to provide an improved service level to the community for seasonal use.	Short Term
Splash Pad	56. Maintain the splash pad at Centre Hastings Park in good condition for continued use by the community over the Plan period, undertaking improvements as required based on sound asset management practices.	Ongoing
Playgrounds	57. Develop a playground replacement strategy through appropriate asset management planning. Any play structure that has reached a 14-year age trigger should be phased for replacement immediately.	Immediate
	58. Adopt a service-level target of 1 playground location accessible within a 500m walking distance of residential dwellings in new residential development areas, to ensure convenient access for residents and households with children in particular.	Immediate
	59. Continue with plans to install playground equipment at Bronson Parkette and Whytock Park for use by the local community.	Immediate
	60. Develop additional playgrounds on newly acquired parkland as part of future subdivision planning to serve new neighbourhoods as they are developed.	Ongoing
	61. 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 in the future.	Ongoing

Topic Area	Recommendation	Timing
<b>Skate Park</b>	62. Maintain the skate park at Centre Hastings Park in good condition for continued use by the community over the Plan period, undertaking improvements as required based on sound asset management practices.	Ongoing
	63. In conjunction with Recommendation 19, analyse the practices and procedures associated with the operations of the skate park rentals and canteen and determine ways in which the services can be delivered in a more efficient and sustainable manner.	Short Term
<b>Madoc Off-Leash Dog Park</b>	64. Once the lease agreement with the Dog Park Association expires, the Municipality should assume operation of the facility in order to maintain the off-leash dog park in good condition for continued use by the community over the Plan period.	Immediate
<b>Beach Volleyball Courts</b>	65. Maintain the beach volleyball courts in good condition for continued use by the community, monitoring participation and utilization, over the Plan period.	Ongoing
<b>Outdoor Fitness Equipment</b>	66. Explore the feasibility of relocating the outdoor fitness equipment to Whytock Park to be co-located with other recreational amenities and increase utilization.	Immediate
<b>Boat Launches</b>	67. Maintain the existing boat launches in good condition for continued use by the community over the Plan period. General maintenance and operational improvements should be assessed through an expanded Asset Management Planning exercise.	Ongoing
	68. Explore opportunities for improved / additional water access points either through improvement to municipally owned lands (i.e. municipal road allowances) or through partnerships with community organizations.	Medium Term
	69. Provide clear signage at the Moira Lake Boat Launch indicating the permitted uses as well as directions and rules for vehicle parking in order to mitigate any conflicts between boaters and swimmers.	Short Term

Topic Area	Recommendation	Timing
	70. Work with local or Provincial tourism, boating and fishing organizations to enhance awareness and promotion of the boat launches and the boating and angling opportunities in the Municipality.	Medium Term
<b>Public Beaches</b>	71. Continue to engage with the relevant authorities to explore the feasibility of undertaking improvements to the existing beach at Moira Lake, including improvements to prevent conflicts between parking requirements and public use of the area for swimming.	Ongoing
<b>Outdoor Ice</b>	72. Work with neighbouring municipalities to promote and increase resident awareness of local recreation facilities and/or programs that are not available in other nearby municipalities.	Ongoing