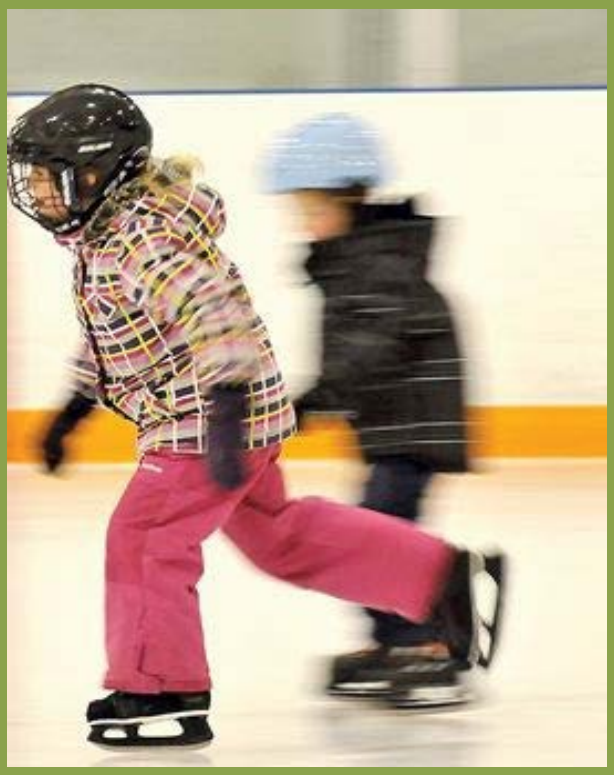
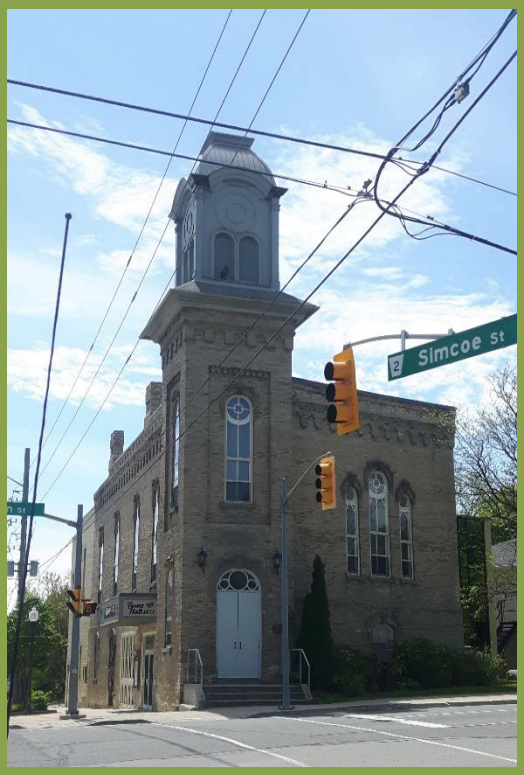
Township of Scugog

Parks, Recreation, and Culture Strategic Master Plan

FINAL | April 2018

Part 2: Master Plan Report





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1 Introduction to the Plan

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

A Parks, Recreation, and Culture Strategic Master Plan is a municipal guiding document that provides a long-term vision, as well as goals and objectives for the provision of facilities and services relating to parks, recreation, and culture over the next decade (10-year timeframe). Sierra Planning and Management was retained by the Township of Scugog to develop a Parks, Recreation, and Culture Strategic Master Plan for the municipality.

1.2 How to Read this Document

This document, *Part 2: Parks, Recreation, and Culture Strategic Master Plan*, contains the vision, goals and principles that will guide the Parks, Recreation, and Culture Master Plan over the next 10 years. This document is to be read in conjunction with *Part 1: Situational Report*, which provides the technical analysis of the existing situation related to parks, recreation, and culture within the Township as relevant to the Plan.

1.3 Aligning the Plan to Council's Strategic Priorities

Township of Scugog Council makes decisions based on key strategic priorities. These priorities are defined within the Township's *Strategic Plan 2016* which provides a vision for the community as follows:

"Preserving our heritage while creating an innovative and vibrant future."

Strategic priorities supported by this Master Plan include:

- Promote awareness of heritage, tourism and agricultural assets;
- Enhance municipal partnerships;
- Improve quality of life for residents in all stages of life;
- Recognize and promote Scugog's countryside;
- Pursue age-friendly community initiatives; and,
- Encourage volunteer initiatives to increase community engagement.

The Master Plan adopts a holistic approach to the delivery of recreation in a manner which serves, at various levels, to support and link priorities of the strategic directions.

1.4 Process Guiding Master Plan Development

The last Parks, Recreation and Culture Strategic Master Plan for the Township of Scugog spanned the years 2007 to 2017. This Master Plan builds on the findings of the previous plan, guiding municipal decision making to the year 2028. While this document builds on its predecessor, together with *Part 1: Situational Report* it is a stand-alone document based on a broad range of independent analyses, accomplished through the following process:

- Community engagement and stakeholder outreach, as well as Township Staff and Council engagement;
- An analysis of local, regional, and provincial demographic and leisure trends, as well as best practice in other communities;
- A Township-wide review of existing parks, recreation and cultural assets (including conditions, revenues and expenses, utilization and planned capital investment) and the establishment of facility provision targets appropriate for Scugog; and,
- An analysis of strategic plans, policies and priorities (local, regional, and provincial) for recreation development over the long-term horizon, to align the Strategic Master Plan recommendations in a way which ensures that the Township is able to take full advantage of programming, investment, and partnership opportunities.

2 Changing Community Needs

2.1 Community Profile

2.1.1 Population Forecasts

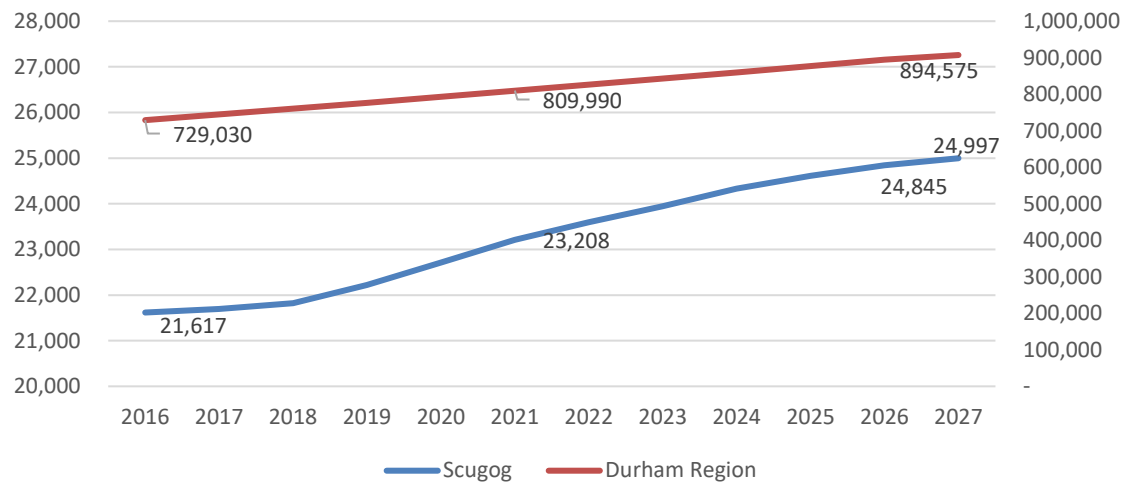
The *Part 1: Situational Report* for the Parks, Recreation, and Culture Strategic Master Plan provides population data based on the recent development forecasts established by the Township for the period from 2017 to 2027. The development forecasts identify a total of 1,425 new units, 1,195 of which are located within the Port Perry Urban Area (provided in Appendix A of the *Situational Report*). The exhibit below identifies the Township's updated population forecasts, which have been calculated based on the development forecasts and the persons per unit by type set out in the Development Charges Background Study[1].

Exhibit 1: Township Population Forecasts

	Current Population (Census)	Projected Population (Township of Scugog)	
	2016	**2022**	**2027**
Township of Scugog	21,617	23,597	24,997
% Change over Period	-	8.3%	5.6%

Source: Township of Scugog Updated Development Projections (2018).

Exhibit 2: Updated Forecasted Population Growth, 2016 - 2027



Source: Township of Scugog Updated Development Projections (2018), Durham Regional Official Plan (2015) and Statisics Canada Census Data (2016).

[1] Singles and Semis = 2.79 PPU, Rows & Other Multiples = 2.30 PPU, Apartments = 1.63 PPU.

Until the updated population projections are released by Durham Region at the completion of the Municipal Comprehensive Review, the Township's new population projections are considered to be the operative projections going forward.

2.1.2 Age Profile

The *Part 1: Situational Report* identifies that the township is expected to continue to experience aging (similar to many other communities in Ontario), however, Scugog is able to attract young families who tend to live in the more rural hamlets – the highest concentrations of children and youth (those 19 years of age or younger) are focused in the south end of Port Perry and Prince Albert, as well as the areas surrounding Seagrave and Caesarea.

Within the context of this Strategic Master Plan, planning for age-friendly and multi-generational spaces will be key to address the needs of children, youth, young adults, as well as older adults. Investment in parks, recreation, and culture must be viewed as an integral part of the quality of life, resident attraction and economic development strategy for the township and as a means to achieve growth targets.

2.2 Community Aspirations for Recreation

The inputs provided during community engagement activities have formed the basis of understanding resident needs and aspirations for recreational opportunities in the Township of Scugog. Activities included:

- June 2017 Community Workshop Listening Session (60+ interested citizens in attendance);
- Initial Public Online Survey (362 responses);
- June 2017 SCRC Ice User Group Meeting (6 SCRC user groups in attendance);
- User Group Online Survey (responses from 22 user groups);
- Staff and senior management meetings and interviews;
- Meetings with the Mayor and Township Council;
- Interviews with key stakeholders with interests in parks, recreation and culture within Scugog (15 individuals / groups interviewed);
- January 2018 Public Validation Session (90+ citizens in attendance); and,
- Final Public Online Survey to confirm the key directions of the Master Plan (58 responses).

An overview of the feedback received in January and February 2018 in response to presentation of the key options and directions for the Master Plan recommendations is provided in Appendix A.

The feedback received provided a wide array of responses and several important themes emerged. These themes are identified and described below.

Theme: Enhance Existing Assets

Building upon the assets that currently exist in the township (i.e. parks, trails, SCRC, etc.) was important to many residents, who identified outdoor assets and recreation services and the SCRC among the greatest assets the Township has to offer.

It is evident that residents utilize a wide variety of recreation facilities within Scugog; in fact, 74% (268 individuals) of respondents to the public survey indicated that they or a family member have visited an outdoor recreation facility in the township, while 83% indicated they used an indoor facility within the past year. Those facilities most used by residents within the last year included:

% of Respondents	Recreation Facility
Outdoor Facilities	
83%	Palmer Park Playground
80%	Scugog Soccer Fields
78%	Palmer Park Splash Pad
70%	Joe Fowler Park Ball Diamonds
58%	Birdseye Pool
54%	Palmer Park Tennis Courts
Indoor Facilities	
86%	Scugog Community Recreation Centre (SCRC)
49%	Latcham Centre
30%	Blackstock Recreation Complex

Source: Parks, Recreation, and Culture Strategic Master Plan Public Online Survey, 2017.

Developing an expanded trail network with improved trail amenities (i.e. washroom facilities, signage and wayfinding, garbage receptacles, etc.) was important to many community members. Additional suggestions included enhancements (including the addition of washroom / change room facilities) to Birdseye Pool and the splash pad at Palmer Park, playgrounds throughout Scugog could include more variety of play structures and developing pickleball courts within existing tennis / multi-purpose courts.

In addition to enhancing existing outdoor recreation assets, respondents identified improvements to indoor recreation facilities that would increase interest or access to recreation and sport programs. An indoor pool was overwhelmingly identified as a key improvement in this regard.

Theme: Planning for All Ages and Abilities

Making all facilities (buildings and parks) accessible for all ages and abilities was identified as an important theme moving forward, meaning the inclusion of Accessibility for Ontarians with Disabilities Act (AODA) requirements. Ensuring compliance with AODA and the Ontario Building Code (OBC) when facilities and amenities are built new, replaced or renovated is now legislation.

In addition, keeping the public parks and trails clean and in good repair is important in enabling and encouraging people to continue to use them.

Through the engagement process, the community indicated that there is a lack of youth space within the Township, and the Latcham Centre, which provides programming for older adults, needs updating. Providing the appropriate recreation amenities for people of all ages and abilities (including older adults and young families) is often a key factor in deciding where they will locate either in retirement or to start a family.

Theme: Health and Wellness

Health and wellbeing was another important theme for many residents. Residents indicated that providing the means for the community to actively participate in healthy choices should come from the Township and be offered through a variety of means (indoor/outdoor, active/passive, etc.).

Additional or improved outdoor activities and space, such as active transportation routes and trails, for residents and families to enjoy together was important to residents.

Theme: Improved Marketing and Communication

Better marketing of the programs and facilities offered by the Township through enhanced communication with the community was another theme that emerged. Representatives from user groups and residents alike would like more communication from the Township, particularly as it relates to maintenance issues at recreation facilities, user fee increases, and promoting and coordinating programs (e.g., on the Township website). Participants saw improved communication as a necessary step for the Township to show a greater interest in user groups and non-Township run programming.

3 The Master Plan

3.1 Master Plan Vision

The 10-year vision for parks, recreation and culture is as follows:

> *"Investment in parks, recreation, and culture facilities and services to meet the needs of all residents in all communities."*

3.2 Guiding Principles

The key principles guiding the recommendations of the Parks, Recreation and Culture Strategic Master Plan include:

1. Address the needs of an aging population through recreation and culture planning.
2. Recreation and culture facilities and programming must be accessible by all.
3. Recognize Port Perry and Blackstock as hubs for recreation and culture within the Township. Focus facility development in these two locations.
4. Adopt a long-term planning framework to guide major decisions of this plan.
5. Seek to explore all opportunities to maximize the use of space and revenue generation associated with facilities through programming.
6. Focus on investing in and maintaining existing facilities, where feasible and fiscally-sustainable, before building new facilities.
7. Fiscal prudence and value for money.
8. Recognize community use of major regional recreation and culture facilities in surrounding municipalities.
9. Recognize the benefits of a regional approach to organizing and delivering recreation and culture services.
10. Embrace the natural environment of Scugog.

3.3 Goals and Objectives

Goal 1: Make parks, recreation and culture accessible to all

Objectives:

- Promote multi-generational facilities for all to enjoy.
- Strategic investment in recreation and culture infrastructure for target groups including youth and seniors.
- Provision of effective range of indoor spaces for public use/programming.

- Co-locate appropriate township-owned facilities and/or township resources.

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

Objectives:

- Provide and support programs that promote health and wellness and improved quality of life.
- Provide structured programming and more passive neighbourhood-based opportunities.
- Protect and enhance the Port Perry Waterfront as the Township's primary location for passive recreation, culture, tourism and visitor services.
- Adopt the principal of highest and best use of waterfront lands.
- Facilitate growth of the Township's existing trail system.

Goal 3: Fiscally sustainable facilities renewal and investment

Objectives:

- Renewal of aging assets based on effective asset management strategy.
- Priority for investment to maintain existing facilities that have a viable lifespan before investing in new facilities.
- Achievement of best practices in facility design and functionality.
- Recognize Township-wide services, achievement of effective operating scale and cost reductions may lead to centralization of facilities over time.
- Utilize underused lands for outdoor recreation and culture uses including innovative approaches to programming.

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

Objectives:

- Encourage community involvement in the operation of facilities and programs.
- Balance the need for local organization of recreation and culture, and facility planning with benefits of co-ordinated township-wide planning and oversight.
- Leverage development opportunities for non-traditional delivery of facilities and services where appropriate (and based on cost-benefit analysis compared to traditional delivery).

3.4 The Approach to Planning

The following recommendations cover a range of considerations for the provision of indoor and outdoor recreation facilities as well as parks, open space, trails, and cultural facilities; specifically, as it relates to capital investment and development and the implementation of projects over the 10-year life of this Strategic Master Plan.

Master Plan recommendations have been informed by a variety of inputs. Recommendations outlined in this document are the product of a balanced assessment of the following long-term capital planning and asset management factors:

- Defined levels of service for each class or category of facility dependent on the nature and scale of use of amenities (i.e. township, community and/or neighbourhood level of service as appropriate);

- Current and projected population-based and participation-based standards of provision and the implications of forecasted resident growth on current levels of service;

- An assessment of the capital implications of aging infrastructure and options to enhance the delivery and operation of assets through future investment and other efficiencies; and,

- Community "needs and wants" as expressed through public engagement. Community needs and wants are those that are expressed by members of the public, stakeholders and community groups. They reflect the aspirations of the community as communicated through the public engagement process associated with the Master Plan process.

These identified aspirations are balanced by population- and participation-based standards of provision - guidelines to inform decision-making regarding the appropriate range of facilities at township, community, and neighbourhood scales. They reflect, in part, expected utilization of a given facility versus its capacity, and accordingly expected revenues and subsidization.

Population-based standards of provision can provide a more general picture of the required population to support a facility, while participation-based standards of provision more accurately reflect local recreation and leisure trends. Scugog's existing levels of provision are identified in the *Part 1: Situational Report*.

4 Indoor Recreation Facilities Recommendations

The following recommendations relate to indoor recreation facilities in the township, the actions for which have been determined through an evaluation of existing utilization and demand, facility conditions, capital and operating costs, and acceptable standards of provision.

4.1 Arenas

The *Part 1: Situational Report* plan identifies the existing distribution of facilities, historic circumstance and invested volunteer and community resources in Blackstock and Port Perry. Based on the geographic organization of the municipality, these two communities form existing and future recreation hubs. While Blackstock represents a small community in and of itself, it provides a service centre for the eastern parts of the municipality in much the same way as Port Perry does for the hamlets to the north and west. This role should continue.

At the same time, the principles of effective service delivery, operational efficiencies and avoidance of unnecessary capital expenditures must be translated into clear decisions as to the future role of the Blackstock Recreation Complex.

Based on the current evidence of arena utilization (95% of prime-time ice time at SCRC is booked, and 76% at Blackstock), as well as consideration of current standards of provision (1 ice pad per 8,647 residents / 576 total registered participants), there is no requirement over the plan period to provide a net additional supply of indoor ice. The acceptable range for the provision of ice pads within similar communities is 1 ice pad per 450 youth registered participants to 700 total registered participants. However, it is important to plan for the longer term and to recognize that the metrics of utilization coupled with anticipated population growth will likely increase the demand for ice time in the municipality beyond the planning horizon. Accordingly, the development of a fourth ice pad sometime beyond the 10-year horizon of this plan is an important consideration in determining the appropriate location of a Blackstock replacement facility.

Blackstock Arena is both undersized and in poor condition. The estimated capital costs to maintain the arena in its current functional state (as an undersized, older arena) is $4.65 million. Accordingly, it is recommended that the existing Blackstock Arena be decommissioned. This decommissioning is contingent on the provision of a replacement ice surface in the Township of Scugog. Further, decommissioning should only occur once the new, additional ice surface is operational unless the facility is rebuilt in situ.

Recommendation(s): Blackstock Arena

1. Decommission Blackstock Arena (by year 5 of this plan) and construct a new single pad facility (with capacity for expansion in-situ for a second ice surface) at the same location in Blackstock. Development at Blackstock would be based on a site master planning process (the initial parts of which are being developed under separate cover) to determine the most appropriate building footprint, site access/egress and organization of other uses on-site.

In order to justify the development of the Township's replacement ice at Blackstock, the Township should consider the development of additional facilities as part of the building to support not only the capital costs associated with the development of a single pad, but also the operational costs associated with a standalone venue. Specifically, the Township should consider developing additional uses including ancillary meeting room space but also a double gymnasium which is a demonstrated need for the township as a whole (see Section 4.2). The replacement of the Blackstock Arena, in conjunction with the development of gymnasium facilities, should be the primary focus of capital investment for major facilities going forward.

Additional Recommendation(s): Arenas

2. Over the short-term, invest only in essential maintenance for the arena at the Blackstock Recreation Complex for continued public safety.

3. Maintain existing ice pads and associated amenities at the SCRC in good condition for use by the community. In addition, this Plan recognizes that the SCRC will remain the Township's premier sports and recreation venue based on the range of uses comprised at the site, its location relative to the Port Perry Urban Area, local schools and the scale of future development land available at the complex.

4. Pursuant to the recommendation to develop a new facility at the site of the Blackstock Recreation Complex, undertake a feasibility exercise to further establish the uses, options, design, capital cost and operational business case for the new facility. This planning exercise will involve the following key elements:

    - *Consult with the community at large as well as all recreation and cultural user groups to determine the overall scale of opportunity for development at the Blackstock Recreation Complex and Fairgrounds. This consultation should also include the results of the current analysis of broader site planning and recreation enhancements that can occur at the Blackstock Fairgrounds which has demonstrated that the constraints of the overall site will be relevant to*

the community's choice of indoor and outdoor uses that can be accommodated;

- *Undertake the necessary functional space programming, functional and concept design, capital cost analysis, site planning and operational financial planning to inform the development implementation plan;*
- *Establish a capital funding strategy for the proposed development; and*
- *Complete both the feasibility plan and funding strategy within 18 months of the approval of this Master Plan in order to meet the recommended timeline of replacement of the Blackstock Arena within 5 years.*

5. As part of the consultation process identified in Recommendation 4, the Township should initiate discussions with the Blackstock Curling Club (experiencing declining membership) and the Port Perry Curling Club to work towards both clubs utilizing the Port Perry Curling Club facility once the existing Blackstock Arena is decommissioned.

    - *This will reduce the significant cost and "down time" of converting the Blackstock Arena ice from a hockey pad to curling sheets and allow for improved utilization of the Port Perry Curling Club facility.*

4.2 Multi-Purpose Gymnasium and/or Field House

The Township does not currently own any gymnasium facilities; these are provided within local schools and churches within the Township. The opportunity exists, and the need is evident for a municipally controlled and programmed space for dry-land recreation use. At present, the capacity of the Township to effectively develop its programs is limited by the lack of suitable indoor space (i.e. none of the community halls have suitable space for sports, such as volleyball).

This Master Plan adopts the concept of a multi-purpose gymnasium and/or field house building which should be co-located with other facilities. In conjunction with the recommended development of a new single pad facility in Blackstock to replace the existing facility, there is the opportunity to develop a multi-purpose gymnasium and/or field house. This is justified in terms of reducing overall capital costs, providing multi-use and colocation opportunities, and creating greater efficiency in operating costs compared to a single pad arena by itself. A number of users identified the need for additional dry-land program space and the development of the gymnasium in association with a single pad arena further justifies the development of a single pad venue.

The multi-purpose gymnasium and/or field house opportunity represents a township-wide service. As such, its development does not need to occur in Port Perry as it does not represent a localized service nor one that would be harmed by the additional drive-time for a majority of residents. Importantly, location as part of a Blackstock redevelopment would enable the

principle of multi-use (arena and additional major recreational facilities) to be achieved, to the benefit of facility users.

The scale of this facility is open to further analysis and site planning requirements as well as capital cost considerations. This facility does not need to be configured to meet the footprint demands of specialized users such as indoor soccer.

Recommendation(s): Multi-Purpose Gymnasium and/or Field House

6. As part of the planning for the development of a new facility at Blackstock, consider the development of a multi-purpose gymnasium and/or field house space (with multi-use flooring) that can accommodate a range of uses and users.

4.3 Indoor Pool

While there is an outdoor pool within the Township's facility portfolio, there is currently no indoor aquatics facility within the Township of Scugog. However, there are a number of aquatics facilities in the regional supply, within Durham Region as well as several other relevant geographies.

The 2018 Analysis for Indoor Pool Options Report[2] identifies that Durham Region is home to 15 indoor pools, which translates to a level of provision of 1 pool per 43,057 population. This standard is reasonable and does not suggest that the region is under-served. The North Durham area has a lower standard of service reflective of the limited number of pools, however, residents have adjusted their patterns of usage for the limitations of supply by utilizing pools in the south.

Respondents to the public survey indicated that they often use the Legends Centre Pool in Oshawa (67% of 217 question respondents[3]) and Uxpool in Uxbridge (48%), followed by the Whitby Civic Recreation Complex Pool (20%).

Based on these findings, the use of indoor pools in Scugog is regional in nature – that is, residents are willing to travel further afield from their own municipalities in order to access indoor pools. Notwithstanding, as the populations in these areas grow over time, and the use of traditional pools declines relative to the more modern facilities, there is reason to believe that over the long-term the development of an indoor pool in Scugog would serve to meet an unmet demand.

It is important to remember that the Township of Uxbridge has plans to develop a new indoor aquatic centre. Should this happen in the medium term, it may influence the degree of demand for a new pool in Scugog. At present, the available research from the recent public online

[2] As per Township of Scugog Staff Report COMS-2018-024, approved March 19, 2018.
[3] When asked 'Which indoor pools do you use outside of Scugog?'

survey indicates that 72% of respondents identified the need for an indoor pool in Scugog. This then speaks to the issue of quality of service, rather than quantity measures as referenced above. Ideally, residents (based on respondents) would prefer a facility located in closer proximity.

This Plan identifies the primary focus of capital investment for major facilities is a replacement for the Blackstock Arena and the development of multi-purpose gymnasium and/or field house facilities, and therefore, does not recommend the construction of an indoor pool in the immediate future. However, it is recommended that given the support which currently exists within the community for the development of a pool, subject to Township priorities and the availability of funding, the consideration of a pool may be relevant later in the plan period. This could be in response to population growth, the potential for funding, and possible changes to the regional supply of pools over the plan period.

Should the Township decide to invest in a pool at that time, the most effective location is the SCRC site. It is likely that this site would result in the lowest capital cost compared to a standalone building, as well as comparatively lower operating costs and higher levels of customer satisfaction.

It is not uncommon for aquatics facilities to operate in a deficit position which are sizeable relative to the operating deficits of arenas. However, there are considerable social benefits associated with having an indoor pool that represents an important community hub. These benefits need to be weighed against the costs to determine the value associated with incurring deficits.
Municipalities have traditionally been the providers of the first resort for facilities which do not have strong private profit opportunities. The YMCA has been another important provider across Ontario and beyond, as has the institutional sector (principally universities). Examples of operating arrangements for YMCA's with pool facilities are provided below.

Exhibit 3: YMCA Case Study Examples of Operating Arrangements

YMCA Facility	Operating Arrangements
Clarence-Rockland YMCA	For first five (5) years of operation, the City of Clarence-Rockland is obligated to provide deficit funding subject to a subsidy cap. If / when surplus occurs, the City recovers its subsidy paid over first 5 years.
London YMCA	Joint venture partnership with the City of London for a 40-year term, after which the building and land become property of the YMCA.
Quinte West YMCA	The City of Quinte West partnered with the YMCA, who now run the facility through an operating agreement, which is based on the principle that it will be financially viable (neither City nor YMCA is required to subsidize the facility's operation). Direct operating costs of the programs and facility are the responsibility of the YMCA. Any surpluses after first five (5) years are to the account of the YMCA.

It is not appropriate to view the deficits as reason enough to avoid investing in indoor aquatics. There are many important local services which deficit propositions are, and their value is established over time (e.g. libraries and other recreational assets). The same is true with pools. In addition, there are benefits in terms of quality of life improvements, and the attraction of the community to existing and future residents because of the public investment in community infrastructure. As per this Plan, the primary focus of capital investment for major facilities is a replacement for Blackstock Arena and the development of multi-purpose gymnasium and/or field house facilities, however the initial planning required for the development of an indoor pool should commence in the short-term.

Recommendation(s): Indoor Pool

7. In the short-term, commence planning (Feasibility Study and Business Plan) for the development of an aquatics facility, to be located at the SCRC.

8. Monitor the demand for indoor pool use and changes to the supply and utilization of aquatic facilities / pools in the region on an on-going and periodic basis as a key input to future facility planning.

9. Continue to plan over the longer term for an indoor pool on the site of the SCRC. This can include both conceptual and more detailed design planning, as well as initiation of a reserve fund to build capital contributions for the ultimate development of a pool.

10. Investigate cost sharing opportunities for a pool with potential partners, including the YMCA of Greater Toronto.

4.4 Community Halls (Stand-Alone)

Scugog has 12 community halls, 10 of which are stand-alone facilities. Two co-located community halls are located within larger community centres or buildings, specifically the Scugog Community Recreation Centre (SCRC) and Blackstock Recreation Complex (BRC), while the Latcham Centre is run as the older adult centre and is discussed separately in Section 4.5.

The stand-alone halls, typically located within the rural hamlets, have varying operating arrangements – some have hall boards that manage the bookings and operations of their respective hall, while others are booked and managed by the Township (*Part 1: Situational Report* provides further details).

Moving forward the Township must consider the following in determining the future viability and/or potential decommissioning of stand-alone community halls:

- Building condition: halls in poor condition, accessibility issues and major renovation requirements (capital investment over the next 10 years);

- Regularity of use of the building: halls with historically low utilization (i.e. less than 15%);
- Co-location: halls with other major recreation and civic infrastructure.

In addition, the presence of historic or heritage value should be considered. Based on the above factors, a preliminary assessment of the stand-alone halls is provided for Township consideration.

Exhibit 4: Future Considerations for Maintaining Stand-Alone Halls

Hall	Condition	Required Capital Costs (next 10 years)	Utilization Rate (last available year)	Co-located	Consider for Decommissioning	Comments
Caesarea Hall	Very Poor	$540,165	12%	No	✓	Consult with users.
Cartwright Old Town Hall	Very Poor	$56,774	3%	Yes	✓	Septic system disconnected in 2017 – hall is no longer rentable.
Greenbank Hall	Fair	$89,087	15%	Yes	✗	Work with Board to improve marketing and programming for expanded use of facility.
Latcham Centre	Fair	$1,110,554	45%	Yes	✓	Refer to Section 4.5 of report for details.
Nestleton Hall	Good	$0	21%	Yes	✗	Work with Board to improve marketing and programming for expanded use of facility.
Prince Albert Hall	Good	$0	12%	No	✗	Work with Board to improve marketing and programming for expanded use of facility.
Scout Hall	Good	$0	n/a	Yes	✗	Continue to lease facility to Big Brothers Big Sisters.
Scugog Island Hall	Very Poor	$55,444	10%	No	✓	Consult with users.
Seagrave Club House	Good	$0	<1%	Yes	✗	Work with newly formed Board to improve marketing and programming for expanded use of facility.
Utica Hall	Fair	$0	4%	No	✓	Consult with users.

Recently, many of the stand-alone halls have experienced low utilization rates, as several are booked for less than 15% of the available hours. The Township and the hall boards (where applicable), should work together to continue and expand promotion of these facilities as viable and affordable locations for event and programming rentals. The opportunity exists to investigate the viability of developing additional Township-run recreational programs (i.e. low-impact exercise classes, specialized camps, etc.) that are suitable for such locations, to be offered outside of Port Perry.

Recommendation(s): Community Halls (Stand-Alone)

11. Subject to consultation and confirmation of demand, the Township should seek to decommission stand-alone halls (such as Caesarea Hall, Cartwright Old Town Hall, Scugog Island Hall, and Utica Hall) and opt to dispose of the land via the sale for other uses. This can help to alleviate strained Township maintenance efforts and costs. The proceeds from any sale of property should be directed to a reserve for Township-wide improvements or re-investment in priority parks, recreation and culture facilities.

12. For those community halls that are to remain in operation, the Township should continue to work with the hall boards to market the halls as affordable community space for events and non-sport-based programming.

13. For those community halls that are to remain in operation, investigate the viability of providing additional programming in stand-alone community halls within hamlets, as appropriate.

4.5 Latcham Centre

The Latcham Centre, situated on Port Perry's waterfront, functions mainly as a space for older adult programming and activities. The centre is not fully accessible and is in fair condition, beyond its useful life.

Phase 2 of the Waterfront Revitalization Project (currently underway) will address the redevelopment potential of the Old Mill building and surrounding lands, including the Latcham Centre. Therefore, no infrastructure investments should be made at this time.

Within this context, the opportunity exists to investigate the relocation of the older adult centre to be collocated with other activities and spaces that are typically used by older adults, such as lawn bowling.

Recommendation(s): Latcham Centre

14. Dependant on the outcomes of the Phase 2 Waterfront Revitalization project, explore possible future locations/options for the Seniors Centre (e.g. SCRC, waterfront location, Lawn Bowling Club) in the long-term.

4.6 Youth Centre

The Township currently does not provide a dedicated space for youth within its facilities. Consultation indicated that providing youth-oriented programming and a dedicated space for the youth demographic (i.e. teens and pre-teens) is important to residents. Youth facilities are often most successful if they are integrated with other community facilities, as it relates to customer service and operations, and when they provide a variety of equipment, games and furnishings.

Discussions with Township staff indicated that the 2,200 square foot space above Pad 2 at the SCRC, which is currently home to the Scugog Shores Heritage Centre and Archives, is planned to be renovated into two spaces, a drop-in Youth Centre, and a space for general recreation programming, providing space for fitness and other recreation-focused programs for all ages.

At present, it is understood that spin classes are being provided at the firehall due to a lack of appropriate program space. This renovation would provide two new much-needed recreation spaces within the community and is contingent on the relocation of the Heritage Centre and Archives materials (see Section 7.1 for further details).

Recommendation(s): Youth Centre

15. Continue with plans to redevelop the 2nd floor of the SCRC to be a drop-in Youth Centre and general recreational program space.

5 Outdoor Recreation Facility Recommendations

The *Part 1: Situational Report* provides a review of the existing sports fields, sport courts, activity areas, and playgrounds available within the Township's parks system. The following recommendations for outdoor recreation facilities are intended to provide strategic direction that will enable the Township to address the key issues / areas of focus that emerged from the inventory and analysis undertaken for the development of the Master Plan.

5.1 Ball Diamonds

Ball diamonds are typically provided on a neighbourhood scale, meaning that residents are unlikely to travel across communities to use these amenities. Given the size and scale of the township, this means that ball diamonds are typically provided within each community, and many of the hamlets in Scugog has its own ball diamond (with the exception of Caesarea and Utica).

Since the development of the *Part 1: Situational Report*, it is understood that some of the ball diamonds are in very poor condition and essentially unusable, namely the Port Perry Fairground diamond, Blackstock diamond, and the small diamond at Seagrave. This reduces the supply from 12 diamonds to 9 within the municipal supply, which translates to a current level of provision of ball diamonds of one per 2,402 residents or 56 total registered participants. Target participation standards of provision for ball diamonds are typically in the range of one diamond per 80 youth registered participants to 100 total registered participants for a community comparable to Scugog.

Population growth to 2027 will keep the provision of ball diamonds within an acceptable range, therefore, it is not recommended that the Township actively look to develop additional ball diamonds. This Master Plan does recommend the maintenance of existing ball diamonds, conducting capital repairs for assets in poor condition.

As ball diamonds in rural locations become due for replacement / renewal, the opportunity exists to engage with the local community to determine whether the ball diamond should be replaced in-situ or, perhaps, the space be re-purposed and used for alternative passive or active recreational uses. This decision should be made through a community consultation process.

The ball diamonds at Joe Fowler Park are well-used facilities within the Township, however, the location in Port Perry's signature waterfront park is not entirely suitable and does not represent the best use of publicly accessible waterfront land. It is noted that during the daytime in the summer months the diamonds are often vacant, while the infrastructure may inhibit alternative recreation and/or leisure activities from taking place. When the facilities are due for replacement, the Township should relocate the ball diamonds at Joe Fowler Park to an alternative location, such as the Scugog Soccer Fields or Port Perry Fairgrounds. This would allow for an expanded and usable waterfront park area that could better facilitate special events (i.e. Canada Day, Ribfest, etc.), alternative recreation activities and leisure programming, and/or general passive green space.

Recommendation(s): Ball Diamonds

16. Maintain existing ball diamonds, conducting required capital repairs for assets in critical and poor condition. When those ball diamonds located in rural areas are due for renewal, conduct public consultation to determine the future use of the space (i.e. whether it is to remains as a ball diamond or should be utilized for alternative / new recreational activities).

17. Monitor and assess ball diamond utilization and capacity on an on-going and periodic basis as a key input to future facility planning. This should consider:

    - *Registration data for each sport association reserving diamonds / fields should be obtained and subsequently tracked annually and evaluated relative to participation-based service standards. This can also help to anticipate local trends and changes in outdoor sport participation; and,*

    - *Periodic reviews of diamond / field scheduling and participation in consultation with user groups to monitor facility performance and capacity. This can also assist in identifying facility improvements and future needs.*

18. When the Joe Fowler ball diamonds are due for replacement, the Township should relocate the diamonds to the Scugog Soccer Fields or Port Perry Fairgrounds.

19. Do not invest in additional ball diamonds over the ten-year planning period.

5.2 Soccer Fields

The Township of Scugog owns 15 soccer fields of varying sizes; 14 fields at the Scugog Soccer Fields which are programmed and managed by the Scugog Soccer Association, and 1 field at Cartwright Sports Fields, programmed by Cartwright Sports and Recreation. To determine the existing standard of provision, full-size field equivalencies must be assessed based on the following:

- 1 Full-size Lit = 1.5 fields
- 1 Full-size Unlit = 1.0 fields
- 1 Mid-size Unlit = 0.75 fields
- 1 Mini Unlit = 0.5 fields
- 1 Micro-mini Unlit = 0.25 fields

Taking these equivalencies into consideration, the Township currently has 10.75 full-size field equivalents, as detailed below:

Exhibit 5: Soccer Field Equivalents by Location

Soccer Fields						
Park Name / Location	**Full-Size**		**Mid-Size**	**Mini**	**Micro-Mini**	**Total**
	Lit	Unlit	Unlit	Unlit	Unlit	
Scugog Soccer Fields	-	5	5	-	4	14
Cartwright Sports Fields	-	1	-	-	-	1
Total Fields	**0**	**6**	**5**	**0**	**4**	**15**
Total Full-size Field Equivalents	**0**	**6**	**3.75**	**0**	**1**	**10.75**

Based on population growth to 2027, the provision standard for soccer fields will be kept within an acceptable range. In addition, with a current participation standard of provision of 1 field per 47 total registered participants, and even if the participation rate significantly increases, the Township will not require any additional fields over the ten-year planning period. Communities of a comparable size and composition typically provide soccer fields on a basis of 1 field per 80 youth registered participants to 100 total registered participants. The potential to re-purpose some of the soccer fields at the Scugog Soccer Fields for other recreational uses (i.e. ball diamonds if moved from Joe Fowler Park in the long-term) should be considered if the participation in organized soccer continues to decrease. This should be monitored on an on-going basis (as per Recommendation 17).

Recommendation(s): Soccer Fields

20. In the short term, maintain existing soccer fields, as warranted, conducting required capital repairs for assets in poor condition.

21. Monitor and assess soccer field utilization and capacity on an on-going and periodic basis as a key input to facility planning and investment. This should include the considerations as identified for ball diamonds (Recommendation 17).

22. Continue to support the operation and maintenance of certain facilities by user groups (i.e. soccer user groups maintain and operate the Scugog Soccer Fields).

23. If some soccer fields are re-purposed for other recreational uses, explore opportunities to enhance the capacity of remaining soccer fields at Scugog Soccer Fields for regular game play, events and tournaments, as warranted (i.e. lighting of fields, bleachers, etc.).

24. Do not invest in additional soccer fields over the ten-year planning period.

5.3 Birdseye Pool

Scugog's outdoor pool, Birdseye Pool, is located on the Port Perry waterfront and typically open for the summer months, from late June to the end of August. There has been a general increase in swimming lesson registrants between 2012 and 2017. In 2017 the Township changed the format for swimming lessons and saw a significant increase in the take-up of lessons (137%).

The 2017 Asset Inventory lists Birdseye Pool as being in "Fair" condition, with 16 years of useful life remaining. Refurbished in 2001, the pool requires ongoing maintenance and upgrades as required. The 2017 Capital budget included improvements for a pool heater replacement ($10,000), a water feature replacement to meet standards ($10,000) and new shade awning ($13,000). There are also plans to ensure the pool house will meet AODA standards and $300,000 has been estimated for this project.

Should the development of an indoor pool be realized in the future, the Township should gauge financial feasibility for the continued support of both the indoor and outdoor pool. This should be based on the understanding that the outdoor pool will largely serve a casual recreation function rather than being the location for organized aquatic sports and education. If an indoor pool is not realized, the Township should upgrade the pool and building as necessary, to include change rooms / washrooms facilities.

While the 2018 Analysis of Indoor Pool Options explored a variety of options, it does not specifically assess the opportunity to cover the existing outdoor pool to create an indoor venue for aquatics. However, this option would not significantly change the limited capacity of the existing facility - it would remain as a concrete pool that is in fair condition. The cost of enclosure would likely be significant, and therefore does not represent a recommended solution to the Township's indoor pool issues.

Recommendation(s): Birdseye Pool

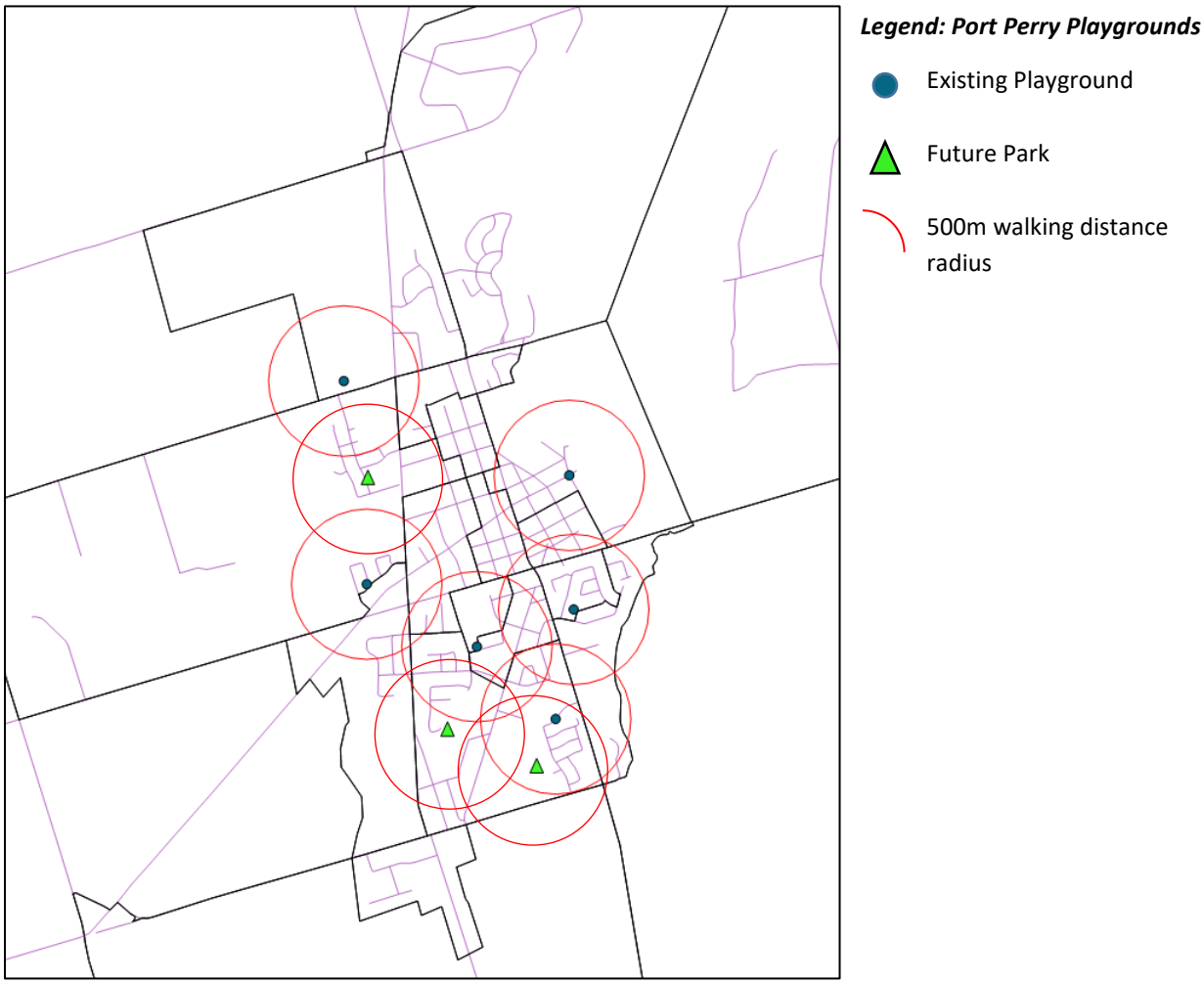
25. Maintain the Birdseye Pool in good condition over the duration of the plan period.
26. Determine the financial feasibility for continued subsidization of Birdseye Pool if an indoor pool is built in the long-term.

5.4 Playgrounds

With 15 existing Township-owned playgrounds in Scugog, the Township is generally well served with one playground per 129 children (ages 0-9). These facilities are generally geographically dispersed throughout the rural areas and within the urban centre of Port Perry, based on a 500m walking distance. Taking into consideration the three planned future playgrounds (anticipated to be built between 2019 and 2021), there is a lack of playground facilities in the northern portion of Port Perry (see Exhibit 3 for details). This corresponds with the fact that this

area is an adult lifestyle community, Canterbury Commons, and therefore, amenities geared towards adults and older adults are more appropriate.

Exhibit 6: Playground Locations within Port Perry



Through consultation with the community it became clear that providing a wider variety of equipment is important, as many residents felt that the playgrounds and play structures provided throughout the Township are all very similar. Existing playgrounds are typically small and insignificant, and therefore, moving forward, preference should be for larger park / playground sites with more variety of equipment. Therefore, the opportunity exists to rethink the traditional approach to the design of playgrounds and other park amenities. This often means designing important park amenities that spark imagination, creative play, attract a wide variety of users and enhance the neighbourhood or community as a whole.

Developing key activity focal points for multiple generations on a neighbourhood level with smaller scaled playground equipment, as well as part of the planning of larger scale, township-

or community-wide parks with larger scale play equipment of a more varied nature is important moving forward. Current trends and innovations to achieve this include:

- **Nature-based play** – Incorporating natural elements into park designs or playgrounds supports higher levels of play through repeated use and can help to encourage children to get outside and explore. This can be done through:
    - Using reclaimed / natural materials in the play area (i.e. logs for balance, boulders for climbing, etc.);
    - Providing learning experiences outside, which may include sensory gardens, educational signage, community gardens, etc.; and,
    - Including naturalized passive areas into the design of traditional sports complexes, providing a broader appeal to citizens, and in turn allowing for multiple users of key facilities.
- **Theming** – Inspired play spaces that reflect local history of the area. For example, a playground with a boating theme may be a reference to Scugog's past as a significant waterfront destination.
- **Inclusiveness and accessibility** – Providing play facilities and other park amenities that are welcoming to all ages and abilities (i.e. mobility, cognitive, etc.). Designs should therefore strive to include all ages and abilities within the same play / park space designing amenities that can be used in a variety of ways.
- **Multi-generational features** – Inclusion of outdoor gym equipment, park pathways and seating areas, broadens the appeal of park amenities to adults and older adults. This should be considered where playground usage has declined, those areas with an aging demographic, and/or new development that caters primarily to older adults (i.e. Canterbury Commons, etc.).

Recommendation(s): Playgrounds

27. Adopt a standard of provision of one playground location available within 400 to 800m of new residential development areas, and as a guideline for identifying and resolving potential gaps within existing residential areas, to provide convenient access for residents and households with children.

    - *The inclusion of playgrounds within larger Neighbourhood or Community Parks is preferred over located them in smaller land parcels (as per Recommendations 44). This may help to reduce operational and maintenance requirements in the future.*

28. Coordinate playground locations in parks with those available or planned at local schools to maximize access, variety and appeal to children of all ages.

29. Continue to address current standards for safety and accessibility of play structures through on-going renewal / replacement when asset management determines an asset is in poor condition.

30. Review and consider trends and innovations in playground design and development (potential for alternatives to traditional playground structures), such as nature-based play elements, themed playgrounds, inclusiveness and accessibility, and multi-generational features.

    - *When developing new parks with playgrounds, or revitalizing existing playgrounds, consider the demographic of the area and/or usage of the existing playground in determining the appropriate park elements. This should be done in conjunction with the community's participation in the design process (as per Recommendation 49).*

31. Develop smaller scale playgrounds within Neighbourhood Parks to include junior and senior play elements (as appropriate) with theming to reflect the local heritage; and larger scale playgrounds within Community Parks to include junior and senior play elements (as appropriate) focused on accessible and inclusive design.

5.5 Tennis Courts

With 6 tennis courts currently in its inventory, Scugog's population is generally well served in this regard with 3 courts at Joe Fowler Park in Port Perry, 2 courts at Ianson Park in Greenbank and 1 court at Seagrave Park. It should be noted that in addition to public use, the tennis courts at Joe Fowler Park are also used and programmed by the Port Perry Tennis Club.

The courts at Joe Fowler Park are considered to be in "Good" condition as per the Township's 2017 Asset Inventory. Information provided by the Tennis Club indicated that they are generally satisfied with the facility, however, it was noted that some of the fencing is beginning to sag in some areas and may require attention, and a clubhouse facility would be beneficial. Concern was also expressed related to fly balls coming onto the tennis courts, which is dangerous for tennis players.

The Tennis Club indicated that it has experienced steady membership rates over the past five (5) years, with continued attraction of youth members. This is off-set by older members who retire from playing tennis.

Among this older adult demographic, there is a growing interest in pickleball. With expressed interest in developing facilities that can accommodate pickleball from the community during the public meetings and in response to the online survey, the potential exists to re-purpose the existing tennis courts at Seagrave Park) to be multi-purpose, including to be used for pickleball. These courts are currently in very poor condition and require investment. Any storage requirements could likely be accommodated in the Seagrave Clubhouse.

Recommendation(s): Tennis Courts

32. Maintain existing tennis courts at Palmer Park and Ianson Park in good condition for use by the community.

33. Work with the Port Perry Tennis Club to investigate the feasibility of developing a Clubhouse that includes washroom facilities for public use. If determined to be feasible, this should be developed in conjunction with any redevelopment of Joe Fowler Park, contingent on the relocation of the ball diamonds to an alternative location.

34. Repurpose the existing tennis courts at Seagrave Park to be multi-use sport courts, including use for pickleball. Once operational, continually monitor the use of Seagrave Park multi-use sport courts. If and/or when demand dictates, investigate the potential to repurpose the existing tennis courts at Ianson Park as a second location for multi-use sport courts.

35. As new parkland is developed, the opportunity exists to consider the inclusion of outdoor multi-use / pickleball courts.
    - *In this regard, the Township should consider the development of outdoor pickleball courts as part of new parkland development within the Canterbury Common redevelopment, which is an adult lifestyle community.*

5.6 Basketball Courts

The Township currently provides a full-size basketball court at Ianson Park in Greenbank, and half-court facilities at Putsey Park, Apple Valley Park, Poplar Park and Herbert A. Bruce Park. In addition, basketball nets are provided at two school properties within Scugog.

With the area surrounding Caesarea having a higher proportion of children and youth compared to other parts of the Township, with a skateboard park at Putsey Park, the opportunity exists to expand the basketball facilities at this location to be full-size.

Recommendation(s): Basketball Courts

36. Maintain the existing basketball court at Ianson Park in good condition for use by the community.

37. Investigate the potential and community interest to expand the half-court at Putsey Park to be a full-size basketball court. Co-located with the skateboard park, this would provide improved youth-focused activities in a centralized location in the eastern portion of the Township.

5.7 Skateboard Parks

With three (3) skateboard parks, and based on population standards, Scugog provides a higher level of provision (one skate park per 865 youth) for skateboard parks than many comparable communities which typically plan for a target range of 1 skate park per 1,000 to 3,000 youth.

The skateboard facilities within the Township are generally well-used, while consultation indicated that the skateboard park at the SCRC is insufficient for users and in need of upgrading. In addition, the skateboard park in Blackstock is not visible from much of the site and is also in need of upgrading. It is recommended that the skate parks at the SCRC and the Blackstock Fairgrounds be upgraded and replaced with permanent concrete structures that may be utilized by other action sport participants (i.e. scooters, BMX bikes, etc.). This should be completed through a formal design process that includes the general community and youth consultation.

Recommendation(s): Skateboard Parks

38. Maintain existing skateboard park in Caesarea in good condition for community use.

39. Undertake a design process to formalize the skate parks at the SCRC and at the Blackstock Fairgrounds with concrete structures. Explore opportunities to include facilities for other action sports.

5.8 Splash Pads

Splash pads are typically provided on a township-wide basis, as they can be expensive to operate and often require more frequent maintenance than other amenities. The existing splash pad, a popular attraction at Palmer Park on Port Perry's waterfront, is in fair condition and in need of repairs. Through discussions, staff indicated that there is some leaking occurring, adding additional costs to the operation of the facility.

While public consultation indicated that the size of the facility is small and could be expanded in the future, the location of the splash pad was also identified as a concern, as it is located directly adjacent to the ball diamonds.

In terms of levels of provision, the target standard of provision is typically 1 splash pad per 2,500 to 5,000 children (0-9 years old), as observed in comparable communities. Scugog's current standard of provision is 1 pad per 1,940 children, which is a higher standard than the comparable range, therefore, no additional splash pad facilities are recommended within the Plan period.

Recommendation(s): Splash Pads

40. Invest in critical upgrades and maintenance in the short term to maintain existing splash pad at Palmer Park in good condition for community use.

41. Plan for the replacement of the existing splash pad to be relocated to the Birdseye Pool area to allow for operational efficiencies through co-location. Once the new splash pad at Birdseye Pool is operational, decommission the existing splash pad at Palmer Park.

6 Parks, Open Space, and Trails Recommendations

The Township of Scugog has a variety of public parks, open spaces, waterfront access locations and trails, providing residents and visitors to a variety of built environments and natural landscapes for both active and passive outdoor recreational uses.

To maximize the value of this important outdoor infrastructure and continue to contribute to a high quality of life for residents, this Master Plan supports continued investment in parks, water access, trails and related outdoor recreational facilities. The following provides Master Plan recommendations related to parks, open space, and trails within the Township's portfolio.

6.1 General Parkland Provision

The Township's *Official Plan* (2014) guides parks planning, an important part of municipal land use decision making. The Township's *Official Plan* contains specific policies regarding the provision of municipal parkland. Section 7.2 of Scugog's *Official Plan* identifies a 'Parkland Classification System' to guide the development, design and acquisition of parks within the Township. Each park typology defines the purpose and function, size, location, and varying facilities appropriate to be located within each typology.

Exhibit 4 provides a summary of this Classification System. The Master Plan is in general agreement with the Parkland Classification System, and current definitions of Township, Community, and Neighbourhood Parks categories are appropriate and should continue to be applied. Developing new Parkettes, as noted in the *Official Plan* is typically discouraged, however may be warranted where specific demand is identified.

Recommendation(s): Parkland Classification

42. Continue to apply the existing Parkland Classification System, as detailed in the Township's *Official Plan.*

Exhibit 7: Parkland Classification System Summary

Typology	Purpose/ Function	Size / Provision Standard	Location	Facilities
Township Parks *Includes: Port Perry Waterfront Parks, Scugog Community Recreation Centre, Blackstock Recreation Complex / Fairgrounds, Port Perry Fairgrounds.*	Serves entire Township. Active / passive recreation. Social/cultural activities, events.	Large and spacious. Provided at combined standard with Community Parks of 3.0 ha per 1,000 population.	Accessible location for entire Township. Connections with open space and trail system. Frontage on Arterial / Collector roads.	Focal points for township-wide and tourist events. Multi-purpose functions.
Community Parks	Serve community and surrounding area. Active / passive recreation.	Adequate to provide range of recreation facilities. Provided at a combined standard with Township Parks of 3.0 ha per 1,000 population.	Widely distributed throughout Township, generally geared towards hamlets. Frontage on Arterial / Collector road. Located adjacent to schools, natural areas or environmental features.	Community focal points. Facilities for family recreation.
Neighbourhood Parks	Serve neighbourhood and surrounding area. Active / passive recreation.		Centrally located within neighbourhood(s). Frontage on Collector / Local road. Located adjacent to schools, natural areas or environmental features.	Neighbourhood focal points. Facilities for families with preschoolers, informal games, etc.
Parkettes *New parkettes are typically discouraged in favour of developing larger Neighbourhood or Community Parks.*	Serve immediate local area. Limited small-scale passive recreation.	Adequate to provide limited passive activities.	Where specific demand identified. Where site conditions warrant.	Limited passive recreation activities, natural areas.

Source: Township of Scugog Official Plan (Section 7.2), Office Consolidation, November 2014.

6.1.1 Securing Future Parkland

The current inventory of Township parks and the outdoor recreation facilities and amenities provided within them is detailed in the *Part 1: Situational Report*.

Based on standards of parkland provision for similar communities, parkland is targeted to be provided within the range of 2.0 and 4.0 hectares per 1,000 residents. As a whole, the Township of Scugog currently provides 3.32 ha of parkland (exclusive of trails) per 1,000 residents, while the Township's *Official Plan* identifies a target level of provision of 4.0 hectares per 1,000 residents.

Exhibit 8: Parkland Standard of Provision

Township Parks Hierarchy	Total Parks	Size (ha)	Current Level of Provision	Target Level of Provision (as per Township Official Plan)
Township & Community Parks	12	61.41	2.84 hectares per 1,000 residents	3.0 hectares per 1,000 residents
Neighbourhood Parks & Parkettes	20	10.40	0.48 hectares per 1,000 residents	1.0 hectares per 1,000 residents
Total	**32**	**71.81**	**3.32 hectares per 1,000 residents**	**4.0 hectares per 1,000 residents**

The more rural communities traditionally have lower standards of parkland provision given there is typically greater access to open space by local residents. In order to provide the target level of provision as set out in the *Official Plan*, the total amount of future parkland needs by type are provided below:

Exhibit 9: Future Parkland Requirements (by Type)

Type	2016	2022	2027
Population	21,617	23,597	24,997
Total Parkland (ha)	**71.81**	**94.40 (+22.59)**	**100.00 (+28.19)**
Township & Community Parks (ha)	61.41	70.80 (+9.39)	75.00 (+13.59)
Neighbourhood Parks & Parkettes (ha)	10.40	23.60 (+13.20*)	25.00 (+14.60*)

* *Note: Includes 1.07 ha comprising 3 planned future parks to be built in 2019 and 2021.*

As the population increases over time, the standard of parkland provision in the Township will decrease without the development of additional parkland. It is noted that there is a potential gap in parkland / Neighbourhood Parks within the north end of Port Perry, and that the Port Perry Fairgrounds are not utilized to their full potential. Notwithstanding this, when considering requirements for additional parkland, it is not only about how much land is used, but rather the

quality of spaces, facilities and how it is programmed that is more important. This presents the opportunity to re-evaluate the Port Perry Fairgrounds in more detail to determine how the Township Park land could be better utilized in the future (refer to Section 6.2 for details) as well as the inclusion of parkland within the Canterbury Commons re-development. It is important to remember that standards are one single measure and do not consider the community's benefit of programmed space and amenities over simply supplying additional land.

Therefore, the acquisition of parkland must be strategic and considered not only in terms of the quantity, but also the quality of acquired municipal land. Parkland acquisitions in areas of growth and future developments must be considered based on their connectivity to the existing parks, open space and trails system, street frontage, and ease of accessibility. It should also be of sufficient size and configuration to allow for the development of a variety of active and passive amenities, with a priority to develop larger Neighbourhood or Community Parks (as appropriate) over smaller parkettes.

Recommendation(s): Provision of Parkland

43. Maintain existing parkland in the rural hamlets as outdoor recreation hubs for their respective communities.

44. Proactively pursue a parkland service provision target of 4.0 hectares per 1,000 population over the term of the Plan, specific to Township, Community and Neighbourhood Parks.

45. Target the acquisition of 28.19 hectares of new parkland by 2027, to address growth related needs, where warranted with a priority for larger Neighbourhood or Community Parks, which may require land assembly, rather than smaller parcels as typically provided by developers.

6.1.2 Parkland Acquisition Strategies

The Township primarily acquires new parkland through the land dedication or cash-in-lieu of parkland requirements of the *Ontario Planning Act* to facilitate the provision of new parks within new developments, or in areas of intensification and redevelopment. The *Planning Act* enables municipalities to require the conveyance of land for parks or other public recreational purposes as a requirement of land division or development. As an alternative, the *Act* also sets out that municipalities may require the payment of cash-in-lieu of parkland that is otherwise required to be dedicated. For example, the cash-in-lieu alternative can be used when the parcel for parkland offered by the developer is too small to develop recreational facilities of any significance on the site.

The Township's *Official Plan* (Section 9.12) sets out policies related to parkland dedication (or cash-in-lieu thereof), specifically:

"The Township shall require that, as a condition of development or redevelopment or the approval of a plan of subdivision of land in the Township, land be conveyed or dedicated to the Township for park or other public recreational purposes … in accordance with the following:

- *For residential purposes: 5 % of land being developed or 1 hectare per 300 dwelling units, whichever is greater;*
- *For industrial or commercial purposes: 2 % of the land being developed; and,*
- *For mixed-use developments: 1 hectare per 300 dwelling units."*

Additionally, recent changes to the *Planning Act* (amendments to Bill 73 came into effect July 1, 2016) requires municipalities to develop a Parks Master Plan that examines the need for parkland, in order to be able to use an alternative rate for parkland dedication requirements.

Recommendation(s): Parkland Dedication and Acquisition Strategies

46. Maximize the supply of available parkland through a range of strategies, including dedication by development, donations, accessing grants, land trusts, conservation easements, land exchange, partnerships, agreements and direct purchase.
47. Continue to consider cash-in-lieu of parkland and acquisition of additional parkland by other means where land acquired through dedication by development is insufficient in size or shape for the intended park function.
48. Continue to require parkland dedication through *Official Plan* policy, as prescribed in the *Planning Act,* including alternative conveyance requirements, through physical parkland acquisition or cash-in-lieu of parkland. Update relevant policies within the *Official Plan*, through the amendment process, to conform with the changes to the *Planning Act.*
49. Continue to work with local school boards in the planning and provision of proximate school-park grounds, as per Sections 7.2.2 and 7.2.3 of the Township *Official Plan.*

6.2 Parkland Planning, Design and Development

The *Part 1: Situational Report* summarizes key trends and best practices that will influence the design and development of parks in the future related to accessibility standards, safety, sustainability, connectivity, operational considerations, flexible and multi-use spaces, landscape treatments and use of native plantings, and other design trends. Considering these trends as well as new and creative facility ideas and activities can help to reduce maintenance and operational requirements.

When existing parks and / or their associated amenities are identified for renewal or changes, new parkland is acquired, and as new projects come forward through other local initiatives, information will need to be gathered from a variety of other parks and recreation planning exercises, including this Master Plan and Asset Management Plan/information, among others, in order to fully understand the existing level of service, forecasted community recreation needs, and socio-demographics of the community. Maximizing multi-use, year-round, multi-generational, flexible park spaces shall be a key consideration moving forward.

As previously identified, the Township is planning the development of three (3) future parks as part of residential growth within Port Perry. Through a high-level review of these locations, it was determined that the areas where the new parks are planned have the highest concentrations of youth (under 19 years) within Port Perry, and the southern area where two (2) new parks are planned also has a high number of older adults compared to other areas of Port Perry. The amenities that will be provided as part of each park development should be determined with consideration for the anticipated demographic profile of residents, trends and innovations in park design, inclusion and accessibility, and operating and maintenance sustainability. Potential amenities may include outdoor fitness equipment, naturalized play features and community gardens, seating and gathering nodes, multi-use sport courts, among others.

Recommendation(s): Parkland Planning, Design and Development

50. Encourage and facilitate the community's participation in park design, development and renewal projects by obtaining community input during the planning and design process and encouraging partnerships and joint ventures in park development and renewal.

51. In order to guide future park design and development, continuously evaluate potential park revitalization projects, with specific consideration for:
    - *Overall park condition;*
    - *Changing recreation needs within the local / township-wide community;*
    - *Historic and forecast population growth and demographic changes;*
    - *Existing park utilization and amenity supply;*

- *Partnership opportunities and the role of other service / facility providers (i.e. school boards);*
- *Best practice and trends in park design; and,*
- *Feedback from community consultation.*

52. Review current park maintenance standards and update to include best practices related to environmental and fiscal sustainability. Current best practices include consideration of the following:
    - *Differentiation in park and facility function, use and classification based on the parkland hierarchy, for example, natural areas have different management requirements than sports fields.*
    - *Naturalized landscapes, xeriscapes, etc. within all parks;*
    - *Reduction of watering requirements through the utilization of drought-tolerant vegetation; and,*
    - *Durable infrastructure (i.e. play equipment) and materials (i.e. site furniture, etc.).*

In Port Perry, where much of the population growth is occurring within the Township, there are some parklands which can be categorized as "underutilized", namely the Port Perry Fairgrounds, as previously identified. It was noted during the field review, that the Fairgrounds are formally used only three (3) days of the year for the Port Perry Fair, and are used on a casual basis beyond the Fair (walkers and joggers often use the track, and local families use the ball diamond for casual play).

The potential exists to further develop the Port Perry Fairgrounds into a recreation and/or cultural hub for use year-round. For example, developing outdoor cultural programming with an amphitheatre space may provide an additional outdoor cultural venue for performance within the urban centre. The site master planning process will determine the appropriate future uses of the site and should include a significant community engagement component.

Recommendation(s): Port Perry Fairgrounds

53. Strive for better utilization of the Port Perry Fairgrounds to become a true campus for recreation and/or culture to optimize usage options.

6.3 Waterfront Amenities

Public access to Lake Scugog is available at the Port Perry Waterfront and at four municipal boat launches located throughout the Township (*Part 1: Situational Report* provides locational details). The Port Perry Waterfront is a focal point for community gathering and events within the township. Through consultation, the waterfront was identified as an important recreation and leisure hub within the township, with many community members using Palmer Park and Birdseye Park on a regular basis.

As the Township experiences growth in the future, and as more people visit Scugog to explore the rural nature within the GTA, Scugog should look to protect existing, and secure future, waterfront lands for public use. Developing a strategy for public water access will be important to ensure appropriate levels of access and use are aligned with facility development, and to direct future investments. The strategy should also address balancing the level of public access and facilities with the conservation efforts and objectives that are currently underway (i.e. Lake Scugog Enhancement Project, etc.). Consideration for the purchase of important waterfront properties as they become available is recommended, however it is noted that these opportunities may be limited.

Recommendation(s): Waterfront Access

54. Identify priority areas for the future securement of waterfront lands and consider purchasing key waterfront properties when opportunities become available and identify potential partners and/or other approaches (i.e. land trusts, easements, etc.) where the lands cannot be acquired into public ownership.

55. Based on the above, actively pursue the purchase of targeted priority waterfront lands for public parkland and/or water access purposes as lands become available, while balancing environmental considerations.

The four (4) municipal boat launches owned by the Township are all in poor or very poor condition. The Port Perry boat launch is used for motorized boat launching as well as by the rowing club. The opportunity exists to expand the support amenities provided at this location to include those used by other human-powered, non-motorized boating activities (i.e. canoeing, kayaking, paddle boarding, etc.).

Recommendation(s): Boat Launches

56. Maintain existing boat launch assets in good condition to be used by the community.

57. Explore opportunities to provide additional amenities for paddle-related activities at the Port Perry boat launch location (non-motorized put-ins, staging area, etc.).

58. As part of the asset management planning for waterfront access (i.e. boat launches) locations, develop maintenance standards, repair and lifecycle replacement needs of public water access points/boat launches and related assets.

6.4 Trails and Connections

The trail network within Scugog provides residents with an opportunity for both active and passive recreation. While there is an abundance of trails within the township boundaries (239 km), Scugog owns and maintains a small proportion of these trails, mainly located within the Township parks and open spaces. Consultation indicated that there is a lack of awareness of the recreational trails within the township.

While the Township-owned trail network is currently limited in size and coverage, there is a future opportunity to further develop this network through partnerships, joint ventures, and other collaborative means (i.e. with the Lake Simcoe Region Conservation Authority, Central Lake Ontario Conservation Authority, and other local partners). Working with these partners to better promote and market the trail system within the Township is also important. This could be done through a variety of means, including improved directional and informational signage, updated trail mapping (online and print versions), as well as promotion through social media channels.

As a broad recommendation, this Master Plan supports and promotes working towards the development of a continuous trail system, whereby new parkland is acquired with consideration to how it can fit into the open space and trails network.

Recommendation(s): Trails and Connections

59. Work with trail partners to develop a Trail Strategy for the trail network within Scugog to address important gaps in the existing trail system. This work should link in with the planned development of a Cycling Plan and should be done through an iterative community and stakeholder engagement process. As part of this Strategy, develop a trails hierarchy within which new and existing trails can be identified and planned.

60. Building on the Durham Region Trail Network, develop trail loops to the hamlets throughout the Township as well as on- and off-road active transportation linkages within Port Perry.

61. Continue to work with the Region to enhance Regional cycling tourism routes and develop the Primary Cycling Network within Scugog, specifically the North Oshawa to Scugog Connection.

62. Explore further partnership opportunities for future trail development, existing trail improvement and maintenance and promotions and marketing materials.

63. Continue to support the partnership with Port Perry High School outdoor education program to develop trails at Nonquon Environmental Education Centre.

64. Continue to promote the use of the Scugog Island Crown Lands as a natural adventure area and provincially significant wetland.

65. Improve trail support facilities by adding rest/staging areas, garbage receptacles, and signage, at key locations (as required).

66. As the trail network is an important part of the waterfront as a destination, develop strategic lookout locations with views to Lake Scugog along the existing waterfront trails, as well as natural and cultural interpretive signage.

7 Cultural Facility Recommendations

Scugog is home to several cultural facilities, that is the Scugog Shores Heritage Centre and Archives, Museum Village, Town Hall 1873, and the Kent Farndale Gallery which is located within the Scugog Memorial Public Library. The recommendations provided below are focused on these important cultural assets.

7.1 Scugog Shores Heritage Centre and Archives & Museum Village

As identified in the *Part 1: Situational Report* the Scugog Shores Museum includes two parts:

- Scugog Shores Heritage Centre and Archives, located on the 2nd floor of the SCRC (above Pad 2); and,
- Scugog Shores Museum Village, located on Scugog Island.

At present, the Heritage Centre and Archives does not experience much foot traffic, and is sometimes used for recreational activities, such as recreational programs (e.g. spinning classes) and camps, due to a lack of appropriate fitness space at the SCRC. To maximize the recreational space at the SCRC, the Heritage Centre and Archives are recommended to be relocated to the Museum Village, where a new climate-controlled storage facility is being planned. This will enable the Township to re-purpose the 2nd floor of the SCRC to be used for general recreational programming as well as a drop-in Youth Centre facility.

Recommendation(s): Scugog Shores Heritage Centre and Archives & Museum Village

67. Consolidate heritage resources to be located at Museum Village on Scugog Island.
68. Continue with plans to repurpose the Heritage Centre and Archives (2nd floor of SCRC above Pad 2) to be general recreation program space and a drop-in Youth Centre.
69. Explore the potential for a Museum presence in the repurposed Old Mill building to enhance interest in local heritage resources and complement tourism to the waterfront area of Port Perry.

7.2 Town Hall 1873

Town Hall 1873 is a performing arts centre that was established in 1973 by a local theatre group when the building was identified for demolition. The property is owned by the Township and leased to the performing arts organization, Town Hall 1873 which is run by a Board of Directors. The heritage building is generally in good repair, with some critical repairs required in the short-

term, including reconstruction of the Bell Tower, as identified within the Township's 2017 Asset Inventory.

The facility currently hosts a variety of shows and performances annually, including theatrical performances, musical concerts, dance recitals, and other specialty acts. A summer theatre festival is also held at the facility during the summer months and over the past few years a local theatre group has successfully partnered with the Township to develop a theatre camp (registration for which is provided through the Townships registration system).

Discussions with some of the community groups that use Town Hall 1873 indicated a number of issues and opportunities related to the facility. These are summarized in the *Part 1: Situational Report.*

Recommendation(s): Town Hall 1873

70. Continue with plans to reconstruct the Bell Tower at Town Hall 1873 to maintain the heritage attributes of the structure, ensure public safety, and maintain Township assets in good condition.

71. Continue to partner with community user groups / organization to provide theatre camps and/or cultural programming during the summer month(s) at Town Hall 1873. This may include exploring the potential to expand this programming to take place throughout the year.

72. Leverage the relationship between the Township and Town Hall 1873 building to encourage better use of the facility through:
    - *Continuing to raise the profile of the facility's online presence through the Township's website; and,*
    - *Working with the Town Hall 1873 Board and the Economic Development and Tourism Advisory Committee to promote the facility (and others within the Township) as a performance venue and tourist attraction within Scugog.*

7.3 Kent Farndale Gallery

The Kent Farndale Gallery is part of the Scugog Memorial Public Library, which had nearly 150,000 visits in 2016[3]. This dual-purpose facility was the main component of the first phase of Scugog's Waterfront Revitalization project in 2011, at which time both the Library and the Gallery were renovated and expanded. This facility now acts as one of the major cultural hubs within the community.

[3] Visitation statistics for the gallery are not recorded separately since it is an integral part of the library.

Through discussions with user groups, it became evident that it was often difficult to take advantage of the gallery space due to the existing operating hours of the facility.

There is potential to build upon the success of the Library and Gallery, by expanding the presence of the arts, culture and heritage at the waterfront. Future partnerships with the Old Mill building (as part of the second phase of the Waterfront Revitalization) should be explored in this regard.

Recommendation(s): Kent Farndale Gallery

73. Explore opportunities to enhance the arts, culture and historical presence at the waterfront, including potential future partnerships with the Old Mill building.

8 Programming and Service Delivery Recommendations

The recommendations identified within this section of the report provide an overarching framework for municipal administration, delivery and management of parks, recreation and culture programs and services to further maximize Township and community partnership resources over the 10-year life of the plan. Recommendations have been informed by a range of analysis including:

- A review of registration rates for programs and services provided by the Township;
- Community engagement and feedback of the benefits, successes and challenges with existing programs and services from an end-user perspective;
- A review of the demographic, lifestyle, growth-related and organizational trends impacting the current levels of service, and program take-up; and,
- An assessment of current partnerships and policies impacting delivery and the identification of future opportunities to enhance these structures to facilitate the provision of a broad range of opportunities for resident participation in recreation.

8.1 The Township's Approach to Delivery

The Township of Scugog supports a community development model of recreation delivery. More specifically, the Township's role is two-fold:

1. **Direct program delivery:** The primary provider of major recreation facilities (e.g. indoor ice) and programs where there is no similar offer in the private and volunteer sector (i.e. public skating).
2. **Indirect program delivery:** Where volunteer groups have historically serviced the recreation programming needs of the local community, the Township supports a Community Development Model by facilitating these initiatives through the provision of facilities for activities.

This blended approach to program delivery is centered on providing the broadest range of access to recreation to residents in a way that is supportive of diversity of needs, income, abilities and interests.

The primary municipal department related to the delivery of recreational activities and programs is the Recreation and Culture Section of the Community Services Department. This department has responsibility for the operations and maintenance of all indoor and outdoor Community Services recreation facilities.

Recommendation(s): Approach to Service Delivery

74. Continue to maintain a Community Development Model for the municipal delivery of parks, recreation and culture in the Township of Scugog. Under this model, where volunteer groups have historically serviced the recreation programming needs of the local community, the Township supports these initiatives through the provision of access to facilities for activities.

8.2 Internal Resources and Support for Service Delivery

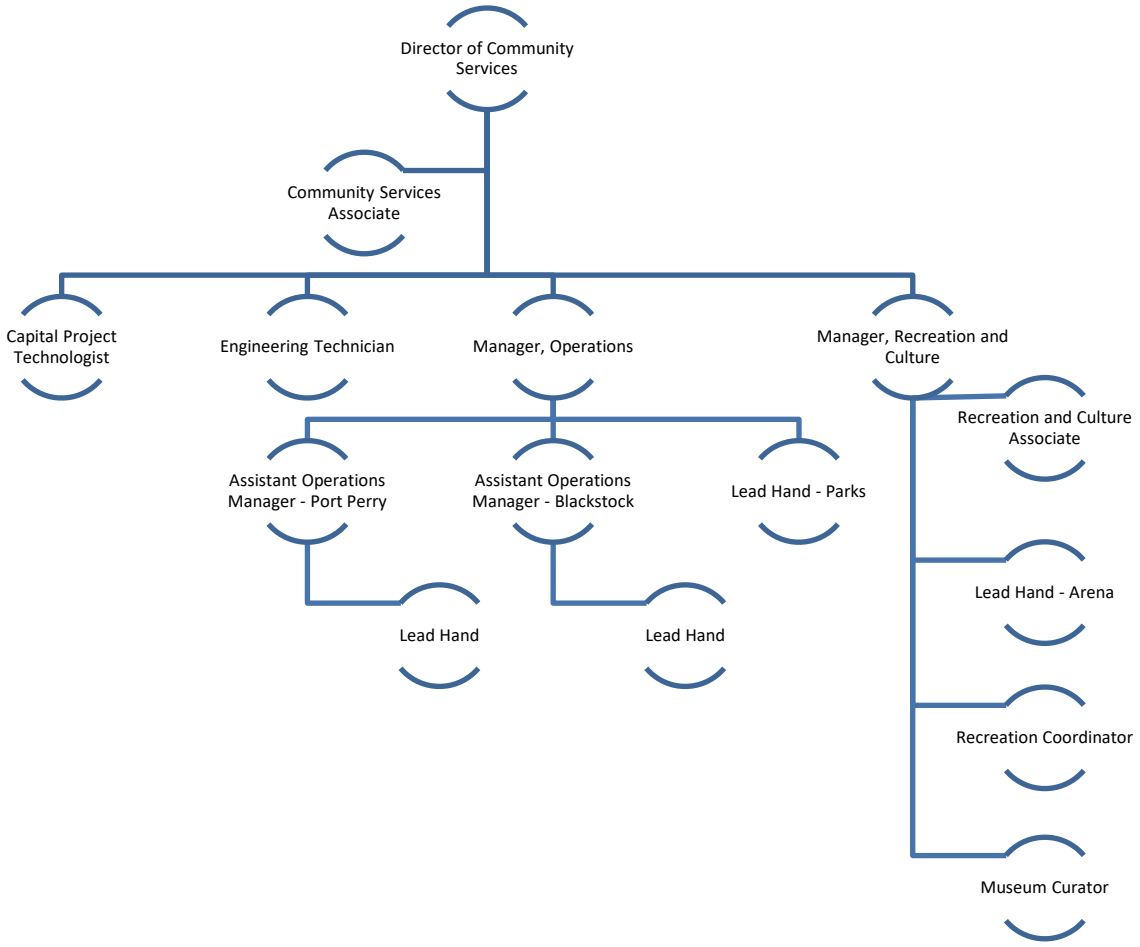
The municipal departments primarily responsible for the delivery of recreation in Scugog is the Community Services Department. The mandate of this Department comprises the administration and operation of all indoor and outdoor recreation facilities.

The Department's programming mandate is split between 'dry-land', ice and sport programming including, but not limited to, fitness, public skating, camps, pickleball, older adult programming as well as active and creative arts programming. Other responsibilities within the purview of the Community Services Department include supporting major events in municipal parks, liaising with user groups and planning for new parks, trails and waterfront infrastructure.

The initiation of and implementation of new facilities, specifically investment in a new multi-use community facility at Blackstock is expected to have staffing implications. The initiation of a business planning exercise for a new multi-use facility, will determine in more detail the nature of net additional staff requirements. As an example, additional building maintenance staff will likely be warranted given investment in significant additional gross floor area and the need for facilities of this caliber to provide on-site maintenance. Likewise, reception and front-line staff requirements will need to be considered (whether these are part-time versus full-time complements).

In September 2016, the Township underwent a corporate restructuring to re-position the corporation for optimal performance. This exercise resulted in the following organization structure for the Community Services department:

Exhibit 10: Organizational Structure of Community Services Department



The above staff members are all permanent full-time employees. In addition, there are a number of part-time, full-time, seasonal and student employees within the department, resulting in a total of 16 operations staff, 15 parks staff, 51 recreation staff, 3.5 museum staff, and 21 arena staff. A detailed breakdown of staffing is provided in Appendix B.

Current and Future Challenges

Through discussions with staff it was noted that parks operating staff is often strained during the summer months, particularly during the Communities in Bloom competition. The Township has had past success in the program with many parks with horticultural features, however there are often not enough operations and maintenance staff to properly tend to these features.

It was also noted that programming at the museum is often limited in terms of staffing resources and for larger events, the museum often draws on recreation staff for help.

A detailed organizational review of the Community Programs, Parks and Recreation Commission is not within the scope of this Master Plan and is not to be substituted for the completion of a more detailed assessment of current and projected staffing needs as is recommended in this document.

Recommendation(s): Internal Resources and Support for Service Delivery

75. Conduct a Workforce Gap Analysis/Staffing Strategy and Departmental Organizational Review of the Community Services Department to identify options to further enhance the management and staffing structure in light of known areas of constraint and giving consideration to the implications of growth on the continued effectiveness of the Department and with consideration for the following:
    - *The impact of business planning for a new multi-use facility on staffing requirements;*
    - *To address understaffing for existing parks services and in light of the proposed increase in parkland and facilities; and,*
    - *Available staff supports for special events.*
76. Continue to monitor the impact of internal and external pressures on recreation and parks staffing requirements linked to the maintenance of appropriate levels of programming, facility and service delivery.
77. Continuously assess and monitor, as it relates to park services, operational resource needs to address existing and continued growth, expansion and diversification of parks and related quality and maintenance standards.

8.3 Program Delivery and Participation

The municipal program offer can be divided into 3 broad categories: Fitness and Wellness Programs, Summer Camps, and Aquatics. Approximately 54% of online public survey respondents indicated they had participated in Township-delivered recreational programs in the last year; Children's summer camps and general interest programs were most often participated in, followed by adult general interest programs.

Based on feedback, public satisfaction with the municipal program offer is general high, with over 80% of respondents indicating the variety of programs offered met or exceeded their expectations. This is supported by an analysis of historic annual registrations for all municipal recreation programs provided by the Township's Recreation and Culture Section, as detailed below.

Fitness / Wellness Programs

Between 2013 and 2017, the total number of registrants for all fitness and wellness related programs offered by the Township increased by over 50%.

Summer Camps

Registered participation in summer camps for children has continually increased between 2013 and 2017, with an overall increase of 97%. The past two years have seen the highest increases in participation.

Aquatics

Swimming lessons at Birdseye Pool have seen an increase in registrants from 2013 to 2017. In 2017 the format for swimming lessons changed and based on the significant increase in registrants for lessons (137% increase from 2016), it appears that the public has embraced this change.

Overall, the range of input received from the public is in line with national and provincial trends in recreation participation. These shifts are, in part, the result of busier lifestyles, changing family and socio-economic structures (including diversified forms of employment and the proliferation of shift and seasonal work) and has resulted in a reduction in free time for many Canadians. Most notable is the decline in sport participation in favour of unorganized and/or self-directed leisure activity. This does not speak to a declined need for municipal recreation service, rather to the need to (re)assess opportunities to diversify the suite of program options that addresses changes in preferences for participation. To do this effectively, monitoring systems must be implemented and should inform the municipal response to parks, recreation and culture program demand.

Recommendation(s): Continue Existing Programs

78. Continue to monitor new activity and program trends to evolve the suite of programs offered by the Township over time.

79. Continue to track program registrations and facility bookings and assess the rate of take-up for individual programs on an annual basis. The Township should focus efforts on maintaining and expanding those programs which have the highest demand based on historic registration patterns.
    - *This should involve developing and initiating a customer service and monitoring system to annually assess resident/user satisfaction with programs and services (this may include online and/or intercept surveys).*

80. Work with organized user groups to collect data and monitor changes in registration by sport/ program (i.e. demand for sport, etc.) and market conditions over time.

8.3.1 Addressing Gaps and Emerging Program Opportunities

The current program offer, as detailed within the 2017/18 Leisure Activity Guide, reflects a strong base of programming. Potential gaps include programs and activities for infants and toddlers, youth over the age of 13 and adults, as well as older adults who are seeking fitness-specific options offered at convenient times for those that work traditional hours (i.e. in the mornings or evenings). Program development for these markets should be addressed over time, with a focus on those options that are not provided in the volunteer and/or private sector. It will be important for the Township to explore those non-traditional/niche opportunities desired by the local market.

The development of a multi-purpose gymnasium and/or field house space will present further opportunities for program development. Effectively programming this space will be important to efficiently operating the facility. The Township will need to evaluate its own capacity/appetite to operate this space itself or whether this is best done through partnerships.

It is a principle of this Master Plan that the Township seek to explore all opportunity to maximize the use space and revenue generation associated with facilities through programming (expanded, new and/or emerging sport).

Recommendation(s): Expanded Program Opportunities

81. Target children, older youth, and older adults through the development of non-traditional recreational programming options, such as a Youth Drop-In Centre and programs offered within a new general recreation programming space, to enhance the utilization of existing infrastructure (i.e. 2nd floor of SCRC, Latcham Centre in evenings and on weekends).

82. Explore new program opportunities for fitness and sport with the development of a new multi-purpose gymnasium and/or field house. The Township should weigh the operating implications of a) directly programming and operating fitness space with the new space, or b) partnering with a local operator to manage the space on its behalf.

8.3.2 Affordable Opportunities and Accessibility

Existing policies and procedures that seek to ensure fair community access to space include the approach to user fee setting through to municipal booking procedures. The investment in new indoor amenities (i.e. replacement ice pad, gymnasium / field house, etc.) should trigger a review of current ice/facility allocation practices to ensure standards are in keeping with the typical operation of facilities of this nature.

The Township of Scugog, as a public information provider, supports access to information through its existing website and seasonal Leisure Activity Guide. This Master plan supports the

continued use of these mechanisms; and are to be developed in accordance with the Township's *Accessibility Plan*.

While only 5% of survey respondents identified cost to be a prohibiting factor for accessing recreation programs, to facilitate access to Township-operated programs for all residents, the Township should provide creative pricing options including:

- Examine the interest in providing 'drop-in' program options for adults as a means of meeting the variable schedule of this target market.
- Explore '2 for 1' initiatives (2 programs at the cost of 1) for select categories of programs (i.e. for children, youth and seniors) to help stimulate increased participation and provide additional affordable programming options to the Township's teen and older demographic.

In addition, the above pricing strategies may help to promote the use of the new recreational program space to be developed on the 2nd floor of the SCRC.

Recommendation(s): Access to Facilities and Programs

83. Continue to regularly review the Township's ice/facility allocation policies and evaluate the effectiveness of its implementation. This should be done through consultation with user groups to understand the level of satisfaction with the allocation process. Where deemed necessary, the policy should be revised and updated.
84. As part of the review exercise, the Township should seek to, as best as possible, protect public skate times for affordable access to activities for residents.
85. Develop creative pricing strategies to enhance affordable access to and active participation in programs. This could include providing 'drop-in' adult programs, 2 programs for the price of 1, etc.

8.3.3 Use Agreements with Schools

Indoor recreation programming in the Township is currently focused at the SCRC and local schools in Port Perry, however, at this time there is no formal use agreement between the Township of Scugog and the local school boards for joint use of facilities.

Community use of school policies vary by educational institution and related school board procedures. Available facilities generally include classrooms, gymnasiums, cafeterias and/or outside recreation areas (e.g. sports fields, basketball courts and play structures) depending on the amenities available at each institution. Most school facilities are available to community

groups after school hours and sometimes for a fee dependent on custodial and audiovisual needs.

School amenities represent a supplement to the recreation and park facility supply which provides additional opportunities to access recreation in the Township (for example, gymnasium space for indoor sports which is not currently within the municipal supply). The servicing of community sport and recreational needs, public access to these facilities is tertiary to school/school board activities (both during and outside of normal school hours). Recognizing potential conflicts in community demands, the Township of Scugog should continue to support fair community access to school-owned recreational amenities.

Recommendation(s): Working with Schools / School Boards

86. Continue to maintain and encourage access to School Board facilities as supported through provincial Community Use of School policies. This should include engaging school boards in an assessment of existing community use agreements to improve community access to school recreation facilities by:
    - *Ensuring current levels of satisfaction with facility access through the engagement of user groups which utilize school amenities.*
    - *Working with school boards to identify user needs through shared access to information on community group bookings of school facilities, as a means of measuring community demand and being able to meaningfully assist groups in maximizing the use of schools.*
    - *In monitoring utilization, assist in identifying customer satisfaction issues with facilities.*
87. Continue to investigate opportunities to strengthen the Township's relationship with local school boards for school use of public assets. This will be important to the implementation of the new (replaced 3rd pad) ice pad and gymnasium / field house space in the Township of Scugog.

8.4 Improved Communications with Culture Groups

Through discussions with stakeholders, it was evident that a number of cultural user groups felt the Township could improve its communication with the users of its facilities. The Township currently hosts an ice user group meeting on an annual basis to review and assess their ice needs for the season (see Section 9.1.2 for details). The opportunity exists to develop a Cultural Forum in the same manner, to regularly obtain feedback on any issues or opportunities related to facilities, from the perspective of culture groups.

In addition, many cultural stakeholders felt that the Township needed to better recognize arts and culture as an important component related to quality of life, as "improving quality of life for

residents in all stages of life" is a strategic priority of Council, as is "promoting awareness of heritage, tourism and agricultural assets". An annual Cultural Forum can help to raise the profile of arts and culture as a contributor to overall quality of life within the Township.

Recommendation(s): Cultural Forum

88. Host a Cultural Forum on an annual basis with local agents of culture program delivery (culture user groups) and other local culture organizations to enhance partnerships and investment in arts, heritage and culture within the Township.

9 Funding and Financing Recommendations

9.1 Planning for Operational Sustainability

9.1.1 Cost Recovery

The Township's cost recovery for recreation, parks, and trails (on programs, services and facilities combined) was approximately 32% in 2016 based on 2016 Financial Information Return (FIR) data published by the Ministry of Municipal Affairs and Housing (MMAH) (latest available data). This level of cost recovery is comparable to that observed in similar communities[4]. As part of the commitment to the Strategic Plan priorities, the Township should consider setting a 3-year goal for improved cost recovery – principally in terms of direct cost recovery (excluding facility operations). This, however, is dependent in part on the expenses associated with operating new infrastructure and municipal capacity to accommodate demand and optimize revenue potential of spaces through programming. In addition, this will be impacted by the municipal approach to the setting of user fees.

It is important to recognize the fact that with the implementation of new facilities (i.e. replacement ice pad, gymnasium / field house space) in future years, it is inevitable that overall portfolio costs will rise; unless of course, other existing facilities are either decommissioned, re-purposed to alternative lower cost use, divested or operating liabilities are transferred to other partners.

Recommendation(s): Cost Recovery

89. Establish (at the discretion of the Township) target cost recovery rates in the delivery of facilities and services / programs.

9.1.2 Approach to User Fees and Rental Allocation

Township of Scugog *By-Law #05-17* and accompanying Schedule F (Community Services Department - Recreation) sets out user group rate categories for ice time, fields, community halls and meeting rooms. This by-law principally addresses user fee and rental rates and confirms the Township's partnership with the school boards in facilitating school-day access to municipally owned facilities. The Township currently does not have a User Fee Policy to accompany this by-law.

It is recommended that the Township develop a municipal User Fee Policy that confirms, validates and prioritizes an approach to pricing in keeping with best practice; and, as it relates to

[4] Based on a review of similar communities (with urban centres and rural populations) including the Township of Uxbridge (54% cost recovery), Township of Brock (36%), and Town of Whitchurch-Stouffville (33%).

annual fee setting, provides for higher levels of direct subsidy for those categories of programs and services which teach essential life and safety skills to persons of all ages and provide basic/essential introductory programming for children, youth and seniors and encourage active living, as detailed in the conceptual model below.

Exhibit 11: Conceptual Approach to User Fees

Benefit Category	Type of Service	Tax vs. Fees	Cost Recovery	Level of Subsidy
Community	Public	100% taxes	No Cost Recovery	Full Subsidy
More Community, less individual	Public / Individual	Mostly taxes, some user fees	Partial Cost Recovery	Some Subsidy
More individual, less community	Public / Individual	Mostly user fees, some taxes	Partial Cost Recovery	Some Subsidy
Individual only	Individual	100% user fees	Full Cost Recovery	No Subsidy

The User Fee Policy should be informed through a detailed assessment of the direct and indirect costs of providing the service / delivering the programs and assess whether current levels of cost recovery across various categories of programs are acceptable or require improvement. The Township's current program fee rates and cost recovery should be evaluated against other comparable communities (benchmarking).

Within this context, the Township should consider price differentiation should new facilities (replacement ice pad, gymnasium / field house space) be developed, not only to reflect greater cost recovery for new investment but also in recognition of the superior quality of these facilities. As an alternative, the value of new facilities developed in the future should be factored into the overall rise in user fees in future years.

Recommendation(s): User Fee Policies

90. Develop a municipal User Fee Policy that identifies an approach to pricing in keeping with best practice.

91. In developing a User Fee Policy, the Community Services Department should complete a detailed assessment of the full cost of service (direct and indirect costs) for the delivery of programs and assess whether existing levels of cost recovery are acceptable. The current fee rates and cost recovery should be evaluated through a benchmarking exercise.

Each year, Community Services staff develop an Ice Allocation Policy, which is derived from meeting annually with ice user groups to review and assess their ice needs for the season. Ice needs and requests for each group are considered in the development of the Ice Allocation Policy and associated schedule. As stipulated in the Ice Allocation Policy (2017), the Township recognizes the need to consider the following when managing the allocation of indoor ice:

- Coordinated allocation of its various facilities to make the most effective and efficient use of facilities;
- To provide appropriate time slots and opportunities for all levels and types of users;
- To promote and allow growth toward maximum utilization of facilities;
- To service the demand and warranted change resulting from changing demographics and recreation/leisure trends by maintaining sufficient flexibility of scheduling;
- To accommodate local community user groups; and,
- To establish a clear priority listing for allocation of available facility time.

The Township should seek to establish similar allocation policies as new facilities (i.e. multi-purpose gymnasium and/or field house space) are developed in the future. The allocation policy/ies should clearly identify priority level for allocation scheduling, any residency requirements, minimum commitments, and requirements for securing prime-time and non-prime time access.

Recommendation(s): Allocation Policies

92. Continue to develop an Ice Allocation Policy on an annual basis in consultation with ice user groups.

93. As the need arises, develop additional Facility Allocation Policies for new facilities.

9.2 Approach to Capital Reserve

9.2.1 Reserves for New Facilities

For all municipal capital assets that represent sunk costs over time, the creation of a capital reserve will help to pay for necessary renovations and the replacement of major building components as these facilities continue to age. With new facilities, the Township of Scugog should align itself with other municipalities within the Province that have attempted to consistently apply the principles of a capital reserve to be built into the operating finances of the facilities in question. This represents forward planning which is essential to long-term sustainability and should be central to any asset management plan. For practical reasons, it is often not possible to operate a capital reserve on the basis of the expected lifecycle of a building as this represents a significant annual allocation to such reserves. However, we would suggest

that following common practice in other municipalities, 1-2% of the original capital cost of new building infrastructure should be allocated to a capital reserve(s).

9.2.2 Other Mechanisms

Additionally, the operating savings that result from a required decommissioning of an asset may be allocated towards funding capital reserve(s) for parks and recreation facilities. Additionally, where decommissioning results in the sale of lands for other uses, these proceeds may also be used to fund a capital reserve. For example, a decision to decommission and dispose of a stand-alone community centre and lands may result in the proceeds of sale being directed to support a capital reserve for a new multi-use community facility in Blackstock, subject to Council direction.

Recommendation(s): Capital Reserve Fund

94. That the Township ensure that for all new build facilities, and the SCRC, 1%-2% of the original capital cost of new building infrastructure be allocated to a capital reserve(s). This should be built into the business plan and annual operational expense budgets for these facilities.

95. That the Township explore all opportunities to redirect operating savings or proceeds from the sale or decommissioning of any assets to fund capital reserve(s) for new parks, recreation and culture infrastructure.

10 Implementation

10.1 Protocols for Reviewing and Updating the Master 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 individual recommendations have potential impacts on several municipal departments, and therefore, the development of an Interdepartmental Working Group is recommended to provide an appropriate mechanism for regularly reviewing and evaluating progress and successful achievement of targets of this Plan, allowing for accountability.

Progress in the implementation of this Strategic Master Plan should be outlined within a staff report to the Township of Scugog Council on an annual basis.

Recognizing the long-term scope (10-year period) of this Master Plan, this document and its recommendations should be subject to internal departmental review every three years to determine and re-adjust, as necessary, the timing of recommendations in light of unforeseen shifts in the municipal planning environment.

Recommendation(s): Internal Master Plan Review

96. Develop an interdepartmental working group comprising senior management from the Community Services Department and other relevant municipal departments to regularly review (recommended every 3 years) and evaluation the progress of plan recommendations.

10.2 Recommended Phasing Plan

The following represents a phased approach to the planning and implementation of capital projects directly related to investment in new infrastructure as recommended by this Strategic Master Plan. Recommendations related to general maintenance, program, service and policy-based enhancements as well as performance monitoring can be expected to occur on an ongoing basis and/or over time based on municipal capacity and resources, as indicated in the framework below:

Exhibit 12: Implementation Framework Schematic

	No.	Indoor Recreation Facility Recommendations	Short-Term 1-2 years	Medium-Term 3-6 years	Long-Term 7+
Arenas	1	Decommission Blackstock Arena (by year 5 of this plan) and construct a new single pad facility (with capacity for expansion in-situ for a second ice surface) at the same location in Blackstock. Development at Blackstock would be based on a site master planning process (the initial parts of which are being developed under separate cover) to determine the most appropriate building footprint, site access/egress and organization of other uses on-site.			
	2	Over the short-term, invest only in essential maintenance for the arena at the Blackstock Recreation Complex for continued public safety.			
	3	Maintain existing ice pads and associated amenities at the SCRC in good condition for use by the community. In addition, this Plan recognizes that the SCRC will remain the Township's premier sports and recreation venue based on the range of uses comprised at the site, its location relative to the Port Perry Urban Area, local schools and the scale of future development land available at the complex.			
	4	the site of the Blackstock Recreation Complex, undertake a feasibility exercise to further establish the uses, options, design, capital cost and operational business case for the new facility.			
	5	As part of the consultation process identified in Recommendation 4, the Township should initiate discussions with the Blackstock Curling Club (experiencing declining membership) and the Port Perry Curling Club to work towards both clubs utilizing the Port Perry Curling Club facility once the existing Blackstock Arena is decommissioned.			
Gymnasium / Field House	6	As part of the planning for the development of a new facility at Blackstock, consider the development of a multi-purpose gymnasium and/or field house space (with multi-use flooring) that can accommodate a range of uses and users.			
Indoor Pool	7	In the short-term, commence planning (Feasibility Study and Business Plan) for the development of an aquatics facility, to be located at the SCRC.			
	8	Monitor the demand for indoor pool use and changes to the supply and utilization of aquatic facilities / pools in the region on an on-going and periodic basis as a key input to future facility planning.			
	9	Continue to plan over the longer term for an indoor pool on the site of the SCRC. This can include both conceptual and more detailed design planning as well as initiation of a reserve fund to build capital contributions for the ultimate development of a pool.			
	10	Investigate cost sharing opportunities for a pool with potential partners, including the YMCA of Greater Toronto.			

		Indoor Recreation Facility Recommendations	Short-Term 1-2 years	Medium-Term 3-6 years	Long-Term 7+
Community Halls (Stand-Alone)	11	Subject to consultation and confirmation of demand, the Township should seek to decommission stand-alone halls (such as Caesarea Hall, Cartwright Old Town Hall, Scugog Island Hall, and Utica Hall) and opt to dispose of the land via the sale for other uses. This can help to alleviate strained Township maintenance efforts and costs. The proceeds from any sale of property should be directed to a reserve for Township-wide improvements or re-investment in priority parks, recreation and culture facilities.			
	12	For those community halls that are to remain in operation, the Township should continue to work with the hall boards to market the halls as affordable community space for events and non-sport-based programming.			
	13	For those community halls that are to remain in operation, investigate the viability of providing additional programming in stand-alone community halls within hamlets, as appropriate.			
Latcham Centre	14	Dependant on the outcomes of the Phase 2 Waterfront Revitalization project, explore possible future locations/options for the Seniors Centre (e.g. SCRC, waterfront location, Lawn Bowling Club) in the long-term.			
Youth Centre	15	Continue with plans to redevelop the 2nd floor of the SCRC to be a drop-in Youth Centre and general recreational program space.			

		Outdoor Recreation Facility Recommendations	Short-Term 1-2 years	Medium-Term 3-6 years	Long-Term 7+
Ball Diamonds	16	Maintain existing ball diamonds, conducting required capital repairs for assets in critical and poor condition. When those ball diamonds located in rural areas are due for renewal, conduct public consultation to determine the future use of the space (i.e. whether it is to remains as a ball diamond or should be utilized for alternative / new recreational activities).			
	17	Monitor and assess ball diamond utilization and capacity on an on-going and periodic basis as a key input to future facility planning. This should consider: • Registration data for each sport association reserving diamonds / fields should be obtained and subsequently tracked annually and evaluated relative to participation-based service standards. This can also help to anticipate local trends and changes in outdoor sport participation; and, • Periodic reviews of diamond / field scheduling and participation in consultation with user groups to monitor facility performance and capacity. This can also assist in identifying facility improvements and future needs.			
	18	When the Joe Fowler ball diamonds are due for replacement, the Township should relocate the diamonds to the Scugog Soccer Fields or Port Perry Fairgrounds.			
	19	Do not invest in additional ball diamonds over the ten-year planning period.			

		Outdoor Recreation Facility Recommendations	Short-Term	Medium-Term	Long-Term
			1-2 years	3-6 years	7+
Soccer Fields	20	warranted, conducting required capital repairs for assets in poor condition.			
	21	Monitor and assess soccer field utilization and capacity on an on-going and periodic basis as a key input to facility planning and investment. This should include the considerations as identified for ball diamonds (Recommendation 17).			
	22	Continue to support the operation and maintenance of certain facilities by user groups (i.e. soccer user groups maintain and operate the Scugog Soccer Fields).			
	23	If some soccer fields are re-purposed for other recreational uses, explore opportunities to enhance the capacity of remaining soccer fields at Scugog Soccer Fields for regular game play, events and tournaments, as warranted (i.e. lighting of fields, bleachers, etc.).			
	24	Do not invest in additional soccer fields over the ten-year planning period.			
Birdseye Pool	25	Maintain the Birdseye Pool in good condition over the duration of the plan period.			
	26	Determine the financial feasibility for continued subsidization of Birdseye Pool if an indoor pool is built in the long-term.			
Playgrounds	27	Adopt a standard of provision of one playground location available within 400 to 800m of new residential development areas, and as a guideline for identifying and resolving potential gaps within existing residential areas, to provide convenient access for residents and households with children.			
	28	Coordinate playground locations in parks with those available or planned at local schools to maximize access, variety and appeal to children of all ages.			
	29	Continue to address current standards for safety and accessibility of play structures through on-going renewal / replacement when asset management determines an asset is in poor condition.			
	30	Review and consider trends and innovations in playground design and development (potential for alternatives to traditional playground structures), such as nature-based play elements, themed playgrounds, inclusiveness and accessibility, and multi-generational features.			
	31	Develop smaller scale playgrounds within Neighbourhood Parks to include junior and senior play elements (as appropriate) with theming to reflect the local heritage; and larger scale playgrounds within Community Parks to include junior and senior play elements (as appropriate) focused on accessible and inclusive design.			

		Outdoor Recreation Facility Recommendations	Short-Term	Medium-Term	Long-Term
			1-2 years	3-6 years	7+
Tennis Courts	32	Maintain existing tennis courts at Palmer Park and Ianson Park in good condition for use by the community.			
	33	Work with the Port Perry Tennis Club to investigate the feasibility of developing a Clubhouse that includes washroom facilities for public use. If determined to be feasible, this should be developed in conjunction with any redevelopment of Joe Fowler Park, contingent on the relocation of the ball diamonds to an alternative location.			
	34	Repurpose the existing tennis courts at Seagrave Park to be multi-use sport courts, including use for pickleball. Once operational, continually monitor the use of Seagrave Park multi-use sport courts. If and/or when demand dictates, investigate the potential to repurpose the existing tennis courts at Ianson Park as a second location for multi-use sport			
	35	As new parkland is developed, the opportunity exists to consider the inclusion of outdoor multi-use / pickleball courts. In this regard, the Township should consider the development of outdoor pickleball courts as part of new parkland development within the Canterbury Common redevelopment, which is an adult lifestyle community.			
Basketball Courts	36	Maintain the existing basketball court at Ianson Park in good condition for use by the community.			
	37	Investigate the potential and community interest to expand the half-court at Putsey Park to be a full-size basketball court. Co-located with the skateboard park, this would provide improved youth-focused activities in a centralized location in the eastern portion of the Township.			
Skateboard Parks	38	Maintain existing skateboard park in Caesarea in good condition for community use.			
	39	Undertake a design process to formalize the skate parks at the SCRC and at the Blackstock Fairgrounds with concrete structures to address safety concerns. Explore opportunities to include facilities for other action sports.			
Splash Pads	40	Invest in critical upgrades and maintenance in the short term to maintain existing splash pad in good condition for community use.			
	41	Plan for the replacement of the existing splash pad to be relocated to the Birdseye Pool area to allow for operational efficiencies through co-location. Once the new splash pad at Birdseye Pool is operational, decommission the existing splash pad at Palmer Park.			

		Parks, Open Space, and Trails Recommendations	Short-Term	Medium-Term	Long-Term
			1-2 years	3-6 years	7+
Parkland Classification	42	Continue to apply the existing Parkland Classification System, as detailed in the Township's Official Plan.			
Provision of Parkland	43	Maintain existing parkland in the rural hamlets as outdoor recreation hubs for their respective communities.			
	44	Proactively pursue a parkland service provision target of 4.0 hectares per 1,000 population over the term of the Plan, specific to Township, Community and Neighbourhood Parks.			
	45	Target the acquisition of 28.19 hectares of new parkland by 2027, to address growth related needs, where warranted with a priority for larger Neighbourhood or Community Parks, which may require land assembly, rather than smaller parcels as typically provided by developers.			
Parkland Dedication and Acquisition Strategies	46	Maximize the supply of available parkland through a range of strategies, including dedication by development, donations, accessing grants, land trusts, conservation easements, land exchange, partnerships, agreements and direct purchase.			
	47	Continue to consider cash-in-lieu of parkland and acquisition of additional parkland by other means where land acquired through dedication by development is insufficient in size or shape for the intended park function.			
	48	Continue to require parkland dedication through Official Plan policy, as prescribed in the Planning Act, including alternative conveyance requirements, through physical parkland acquisition or cash-in-lieu of parkland. Update relevant policies within the Official Plan, through the amendment process, to conform with the changes to the Planning Act.			
	49	Continue to work with local school boards in the planning and provision of proximate school-park grounds, as per Sections 7.2.2 and 7.2.3 of the Township Official Plan.			

		Parks, Open Space, and Trails Recommendations	Short-Term	Medium-Term	Long-Term
			1-2 years	3-6 years	7+
Parkland Planning, Design and Development	50	Encourage and facilitate the community's participation in park design, development and renewal projects by obtaining community input during the planning and design process and encouraging partnerships and joint ventures in park development and renewal.			
	51	In order to guide future park design and development, continuously evaluate potential park revitalization projects, with specific consideration for: • Overall park condition; • Changing recreation needs within the local / township-wide community; • Historic and forecast population growth and demographic changes; • Existing park utilization and amenity supply; • Partnership opportunities and the role of other service / facility providers (i.e. school boards); • Best practice and trends in park design; and, • Feedback from community consultation.			
	52	Review current park maintenance standards and update to include best practices related to environmental and fiscal sustainability. Current best practices include consideration of the following: • Differentiation in park and facility function, use and classification based on the parkland hierarchy, for example, natural areas have different management requirements than sports fields. • Naturalized landscapes, xeriscapes, etc. within all parks; • Reduction of watering requirements through the utilization of drought-tolerant vegetation; and, • Durable infrastructure (i.e. play equipment) and materials (i.e. site furniture, etc.).			
Port Perry Fairgrounds	53	Strive for better utilization of the Port Perry Fairgrounds to become a true campus for recreation and/or culture to optimize usage options.			
Waterfront Access	54	Identify priority areas for the future securement of waterfront lands and consider purchasing key waterfront properties when opportunities become available and identify potential partners and/or other approaches (i.e. land trusts, easements, etc.) where the lands cannot be acquired into public ownership.			
	55	Based on the above, actively pursue the purchase of targeted priority waterfront lands for public parkland and/or water access purposes as lands become available, while balancing environmental considerations.			

		Parks, Open Space, and Trails Recommendations	Short-Term	Medium-Term	Long-Term
			1-2 years	3-6 years	7+
Boat Launches	56	Maintain existing boat launch assets in good condition to be used by the community.			
	57	Explore opportunities to provide additional amenities for paddle-related activities at the Port Perry boat launch location (non-motorized put-ins, staging area, etc.).			
	58	As part of the asset management planning for waterfront access (i.e. boat launches) locations, develop maintenance standards, repair and lifecycle replacement needs of public water access points/boat launches and related assets.			
Trails and Connections	59	Work with trail partners to develop a Trail Strategy for the trail network within Scugog to address important gaps in the existing trail system. This work should link in with the planned development of a Cycling Plan and should be done through an iterative community and stakeholder engagement process. As part of this Strategy, develop a trails hierarchy within which new and existing trails can be identified and planned.			
	60	Building on the Durham Region Trail Network, develop trail loops to the hamlets throughout the Township as well as on- and off-road active transportation linkages within Port Perry.			
	61	Continue to work with the Region to enhance Regional cycling tourism routes and develop the Primary Cycling Network within Scugog, specifically the North Oshawa to Scugog Connection.			
	62	Explore further partnership opportunities for future trail development, existing trail improvement and maintenance and promotions and marketing materials.			
	63	Continue to support the partnership with Port Perry High School outdoor education program to develop trails at Nonquon Environmental Education Centre.			
	64	Continue to promote the use of the Scugog Island Crown Lands as a natural adventure area and provincially significant wetland.			
	65	Improve trail support facilities by adding rest/staging areas, garbage receptacles, and signage, at key locations (as required).			
	66	As the trail network is an important part of the waterfront as a destination, develop strategic lookout locations with views to Lake Scugog along the existing waterfront trails, as well as natural and cultural interpretive signage.			

		Cultural Facility Recommendations	Short-Term	Medium-Term	Long-Term
			1-2 years	3-6 years	7+
Scugog Shores Heritage Centre and Archives & Museum Village	67	Consolidate heritage resources to be located at Museum Village on Scugog Island.			
	68	Continue with plans to repurpose the Heritage Centre and Archives (2nd floor of SCRC above Pad 2) to be general recreation program space and a drop-in Youth Centre.			
	69	Explore the potential for a Museum presence in the repurposed Old Mill building to enhance interest in local heritage resources and complement tourism to the waterfront area of Port Perry.			
Town Hall 1873	70	Continue with plans to reconstruct the Bell Tower at Town Hall 1873 to maintain the heritage attributes of the structure, ensure public safety, and maintain Township assets in good condition.			
	71	Continue to partner with community user groups / organization to provide theatre camps and/or cultural programming during the summer month(s) at Town Hall 1873. This may include exploring the potential to expand this programming to take place throughout the year.			
	72	Leverage the relationship between the Township and Town Hall 1873 building to encourage better use of the facility through: • Continuing to raise the profile of the facility's online presence through the Township's website; and, • Working with the Town Hall 1873 Board and the Economic Development and Tourism Advisory Committee to promote the facility (and others within the Township) as a performance venue and tourist attraction within Scugog.			
Kent Farndale Gallery	73	Explore opportunities to enhance the arts, culture and historical presence at the waterfront, including potential future partnerships with the Old Mill building.			

		Programming and Service Delivery Recommendations	Short-Term	Medium-Term	Long-Term
			1-2 years	3-6 years	7+
Approach to Service Delivery	74	Continue to maintain a Community Development Model for the municipal delivery of parks, recreation and culture in the Township of Scugog. Under this model, where volunteer groups have historically serviced the recreation programming needs of the local community, the Township supports these initiatives through the provision of access to facilities for activities.			

		Programming and Service Delivery Recommendations	Short-Term	Medium-Term	Long-Term
			1-2 years	3-6 years	7+
Internal Resources and Support for Service Delivery	75	Conduct a Workforce Gap Analysis/Staffing Strategy and Departmental Organizational Review of the Community Services Department to identify options to further enhance the management and staffing structure in light of known areas of constraint and giving consideration to the implications of growth on the continued effectiveness of the Department and with consideration for the following: • The impact of business planning for a new multi-use facility on staffing requirements; • To address understaffing for existing parks services and in light of the proposed increase in parkland and facilities; and, • Available staff supports for special events.			
	76	Continue to monitor the impact of internal and external pressures on recreation and parks staffing requirements linked to the maintenance of appropriate levels of programming, facility and service delivery.			
	77	Continuously assess and monitor, as it relates to park services, operational resource needs to address existing and continued growth, expansion and diversification of parks and related quality and maintenance standards.			
Continue Existing Programs	78	Continue to monitor new activity and program trends to evolve the suite of programs offered by the Township over time.			
	79	Continue to track program registrations and facility bookings and assess the rate of take-up for individual programs on an annual basis. The Township should focus efforts on maintaining and expanding those programs which have the highest demand based on historic registration patterns. • This should involve developing and initiating a customer service and monitoring system to annually assess resident/user satisfaction with programs and services (this may include online and/or intercept surveys).			
	80	Work with organized user groups to collect data and monitor changes in registration by sport/ program (i.e. demand for sport, etc.) and market conditions over time.			
Expanded Program Opportunities	81	Target children, older youth, and older adults through the development of non-traditional recreational programming options, such as a Youth Drop-In Centre and programs offered within a new general recreation programming space, to enhance the utilization of existing infrastructure (i.e. 2nd floor of SCRC, Latcham Centre in evenings and on weekends).			
	82	Explore new program opportunities for fitness and sport with the development of a new multi-purpose gymnasium and/or field house. The Township should weigh the operating implications of a) directly programming and operating fitness space with the new space, or b) partnering with a local operator to manage the space on its behalf.			

		Programming and Service Delivery Recommendations	Short-Term	Medium-Term	Long-Term
			1-2 years	3-6 years	7+
Access to Facilities and Programs	83	Continue to regularly review the Township's ice/facility allocation policies and evaluate the effectiveness of its implementation. This should be done through consultation with user groups to understand the level of satisfaction with the allocation process. Where deemed necessary, the policy should be revised and updated.			
	84	As part of the review exercise, the Township should seek to, as best as possible, protect public skate times for affordable access to activities for residents.			
	85	Develop creative pricing strategies to enhance affordable access to and active participation in programs. This could include providing 'drop-in' adult programs, 2 programs for the price of 1, etc.			
Working with Schools / School Boards	86	Continue to maintain and encourage access to School Board facilities as supported through provincial Community Use of School policies. This should include engaging school boards in an assessment of existing community use agreements to improve community access to school recreation facilities by: • Ensuring current levels of satisfaction with facility access through the engagement of user groups which utilize school amenities. • Working with school boards to identify user needs through shared access to information on community group bookings of school facilities, as a means of measuring community demand and being able to meaningfully assist groups in maximizing the use of schools. • In monitoring utilization, assist in identifying customer satisfaction issues with facilities.			
	87	Continue to investigate opportunities to strengthen the Township's relationship with local school boards for school use of public assets. This will be important to the implementation of the new (replaced 3rd pad) ice pad and gymnasium / field house space in the Township of Scugog.			
Cultural Forum	88	Host a Cultural Forum on an annual basis with local agents of culture program delivery (culture user groups) and other local culture organizations to enhance partnerships and investment in arts, heritage and culture within the Township.			

		Funding and Financing Recommendations	Short-Term	Medium-Term	Long-Term
			1-2 years	3-6 years	7+
Cost Recovery	89	Establish (at the discretion of the Township) target cost recovery rates in the delivery of facilities and services / programs.			
User Fee Policies	90	Develop a municipal User Fee Policy that identifies an approach to pricing in keeping with best practice.			
	91	In developing a User Fee Policy, the Community Services Department should complete a detailed assessment of the full cost of service (direct and indirect costs) for the delivery of programs and assess whether existing levels of cost recovery are acceptable. The current fee rates and cost recovery should be evaluated through a benchmarking exercise.			
Allocation Policies	92	Continue to develop an Ice Allocation Policy on an annual basis in consultation with ice user groups.			
	93	As the need arises, develop additional Facility Allocation Policies for new facilities.			
Capital Reserve Fund	94	That the Township ensure that for all new build facilities, and the SCRC, 1%-2% of the original capital cost of new building infrastructure be allocated to a capital reserve(s). This should be built into the business plan and annual operational expense budgets for these facilities.			
	95	That the Township explore all opportunities to redirect operating savings or proceeds from the sale or decommissioning of any assets to fund capital reserve(s) for new parks, recreation and culture infrastructure.			

		Implementation Recommendations	Short-Term	Medium-Term	Long-Term
			1-2 years	3-6 years	7+
Internal Master Plan Review	96	Develop an interdepartmental working group comprising senior management from the Community Services Department and other relevant municipal departments to regularly review (recommended every 3 years) and evaluation the progress of plan recommendations.			

Appendix A: Summary of Additional Community Engagement Activities

Prior to developing the Parks, Recreation and Culture Strategic Master Plan document, the Consulting Team and Township continued the community engagement process. This consisted of a second Community Workshop, as well as a final public online feedback survey. These activities are described below.

Community Workshop #2

A second community workshop was held on January 17, 2018 at the Scugog Community Recreation Centre. The purpose of this session was to present the key options and directions of the recommendations to the public and obtain feedback and validation to move forward and develop a Master Plan document. It is estimated that there were over 90 interested community members in attendance.

The sessions began with a presentation followed by a "walk-about" where participants were asked to provide feedback on display panels where key questions were posed. The following provides a summary of the feedback received as it relates to the key strategies presented.

Arena Strategy

A majority of participants identified their preference to keep Blackstock as a hub for indoor ice within the Township, rather than expanding the SCRC. Many responses mentioned the opportunity to rebuild the existing rink and include additional amenities, such as a gymnasium and/or fitness space, etc.

Indoor Gymnasium / Field House

The responses were split when asked "If the Township were to invest in a multi-use indoor gymnasium / field house space, where should it be located?" between Port Perry (SCRC) and Blackstock (BRC) with 4 responses each. The kinds of activities that attendees would like to see accommodated in this type of space included dry land training opportunities, yoga, pilates, martial arts, and rock climbing.

Indoor Pool

While some participants indicated that they think an indoor pool should be an immediate priority, others identified it as a long-term goal.

Sports Fields

Comments from the public indicated that while many expressed their interest in keeping the ball diamonds at the waterfront, there was also discussion around safety issues the diamonds present as well as the underused Port Perry Fairgrounds property.

Trails

A number of attendees highlighted the importance of the Township providing the appropriate infrastructure for residents to partake in active transportation (walking, cycling, and other non-motorized means). Connections between communities and with the waterfront were specifically identified.

Cultural Facilities

One of the main points of discussion was related to Town Hall 1873's aging technical facilities and improving the facility to accommodate a broader range of events.

Programming and Services

Suggested improvements to the Township's program and service offer included the provision of more indoor activities that don't involve skating, the need for a fitness / wellness facility, and aquatics programs for seniors, among others.

Final Public Online Feedback Survey

The final online feedback survey was available through the Township's website from January 23 to February 11, 2018. The presentation materials from the public meeting were also posted online to provide those who were not in attendance with some basic information. The survey garnered 58 responses, and was premised on three key questions:

- Based on the materials presented at the public meeting, are you in general agreement with the Vision and Goals of the Master Plan? (65% of respondents answered yes).
- What aspects of the key directions do you like?
- What aspects of the key directions do you not like?

A wide variety of responses were obtained from the two latter questions, as summarized below.

Specific key directions that respondents were on-side with included:

- A multi-use indoor gymnasium and/or field house facility for year-round use;
- A new ice surface / recreation facility to replace the existing arena at Blackstock Recreation Complex (in existing location);
- Focusing heritage, arts and culture at the waterfront (Old Mill development); and,
- Diverse recreation and culture facility and program options for all people (especially youth and seniors).

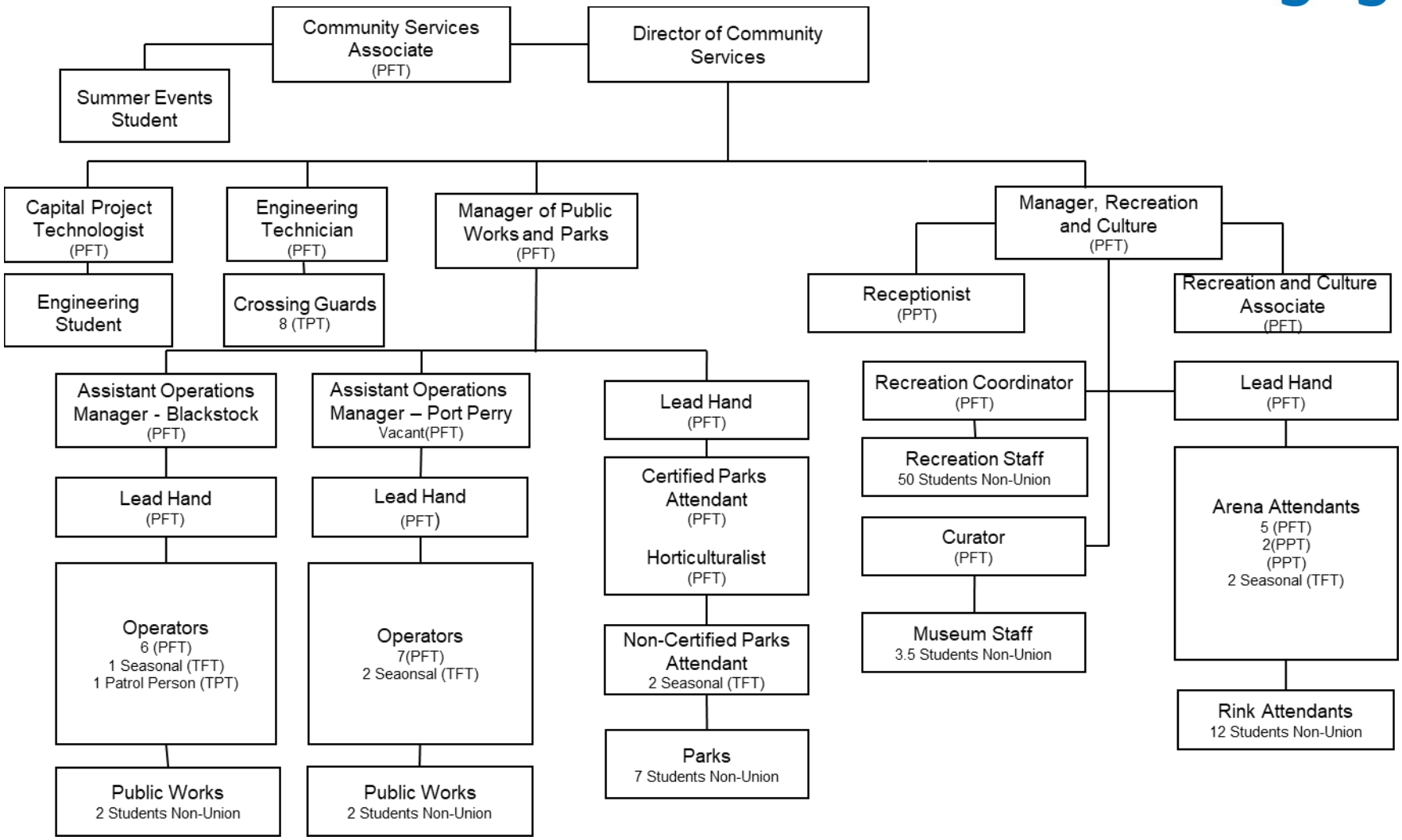
The respondent comments that were not in favour of certain directions were mostly related to the location of a replacement ice pad for the Blackstock Arena. There were responses in favour of keeping Blackstock as a recreation and culture hub to service the eastern portion of the Township and surrounding area, while others indicated that centralizing these facilities within Port Perry was preferred.

Appendix B: Community Services Department Staffing Breakdown

Appendix B: Community Services Department Staffing Breakdown

	Total Staff	Staff Breakdown
Operations		
Operators (Port Perry)	8	7 PFT 1 seasonal (TFT)
Operators (Blackstock)	8	6 PFT 1 seasonal (TFT) 1 patrol person (TPT)
Parks		
Certified Parks Attendant	1	1 PFT
Horticulturalist	1	1 PFT
Non-Certified Parks Attendant	2	2 seasonal (TFT)
Public Works and Parks	11	11 students non-union
Recreation		
Receptionist	1	1 PPT
Recreation Staff	50	50 students non-union
Museum		
Museum Staff	3.5	3.5 students non-union (May to August)
Arena		
Arena Attendants	9	5 PFT 2 PPT 2 seasonal (TFT)
Rink Attendants	12	12 students non-union

Appendix B: Community Services Department Existing Organization



Sierra Planning and Management

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