



Township of Cavan Monaghan

Parks and Recreation Master Plan

May 2011

Prepared by:



**Tucker-Reid
& Associates**



Table of Contents

Section	Page
Acknowledgements	iii
Executive Summary	iv
Section 1. Introduction	1
1.1. Purpose of the Parks and Recreation Master Plan.....	1
1.2. Planning Process.....	2
1.3. Master Plan Organization.....	3
Section 2. Community Profile	5
2.1. Regional Location	5
2.2. Historical Population Growth	6
2.3. Age Profile	6
2.4. Population Forecasts	7
2.5. Income, Education and Ethnicity.....	11
Section 3. Trends in Parks and Recreation	13
3.1. Participation Trends	13
3.2. Infrastructure Provision Trends.....	25
3.3. Service Delivery Trends	28
Section 4. Community Consultation	30
4.1. Overview.....	30
4.2. Community (Web) Survey	30
4.3. Stakeholder Surveys	40
4.4. Community Search Conference.....	43
4.5. Public Meeting.....	46
Section 5. Key Findings, Issues, and Opportunities	47
Section 6. Vision and Goals	49
6.1. Vision Statement	49
6.2. Proposed Goals.....	49
Section 7. Service Delivery Assessment	51
7.1. Introduction.....	51
7.2. Purpose of the Service Review and Methodology	51
7.3. The Starting Point – The Rights of Ontarians in Accessing Parks and Recreation Services....	52
7.4. The Benefits of Providing Parks and Recreation Opportunities.....	53
7.5. The Role of the Departments in the Provision of Services.....	54
7.6. Cavan Monaghan Service Delivery Model.....	54
7.7. Service Delivery Objectives and Analysis	55

Section	Page
Section 8. Indoor Facility Assessment	67
8.1. Needs Assessment Methodology	67
8.2. Multi-Use Community Centre	68
8.3. Ice Pads.....	69
8.4. Multi-Purpose Space and Gymnasiums.....	71
8.5. Indoor Soccer.....	73
8.6. Indoor Walking Track.....	76
8.7. Other Indoor Facilities	77
Section 9. Outdoor Facility Assessment	81
9.1. Trails	81
9.2. Soccer Fields	82
9.3. Ball Diamonds.....	85
9.4. Playgrounds	86
9.5. Outdoor Aquatics	87
9.6. Skate Parks	88
9.7. Outdoor Courts (Tennis and Basketball)	88
9.8. Other Outdoor Recreation Facilities and Amenities	90
Section 10. Parks and Open Space Assessment	92
10.1. Parks and Open Space Assessment Overview	92
10.2. Parkland Classification.....	92
10.3. Parkland Acquisition Policies and Guidelines.....	93
10.4. Parkland Inventory	94
10.5. Parkland Standards and Requirements.....	95
10.6. Parks and Open Space Recommendations.....	96
Section 11. Business Plan for a new Multi-Use Community Centre	97
11.1. Summary of Recommended Components for the Proposed Multi-use Community Centre .	98
11.2. Capital Cost Estimates	101
11.3. Funding Considerations.....	104
11.4. Facility Design Considerations.....	106
11.5. Site Selection Considerations	107
11.6. Operating Cost Estimates	109
11.7. Implementation Steps	122
Section 12. Implementation Strategy	124
12.1. Implementation.....	124
12.2. Monitoring and Updating the Plan.....	134
Appendix A – Community (Web) Survey Results	
Appendix B – Stakeholder Group Survey Response Summaries	
Appendix C – Community Search Conference Results	
Appendix D – List of Background Documents	
Appendix E – Parks and Facilities Inventory	

Acknowledgements

We would like to thank all of those who contributed to the development of the Parks and Recreation Master Plan. This document is a product of the vision and dedication of the Master Plan Steering Committee, Township Council, and Municipal Staff. We also extend our thanks to the many residents and community groups in Cavan Monaghan who provided the valuable insights and opinions, whose feedback has made the Plan a document that embodies the core values and beliefs of the local community.

Municipal Council

John Fallis, Mayor

Scott McFadden, Deputy Mayor

Tim Belch (Councillor, North Monaghan Ward)

Jim Chaplin (Councillor, Cavan Ward)

Lynda Todd (Councillor, Millbrook Ward)

Master Plan Steering Committee

Lynda Allair

Tammy AuCoin

John Gouett

Hugh Hoard

Mike Howard

Joanne Sokolowski

Staff Team

Brian Millett, Manager of Community Development & Facilities

Parmik Chahal, Community Development Coordinator

Project Consultants

Monteith Brown Planning Consultants

Tucker-Reid and Associates

MacLennan Jaunkalns Miller Architects

Executive Summary

About the Plan

The Parks and Recreation Master Plan is a strategic policy document for future planning and development of both parks and recreation facilities and services within the Township of Cavan Monaghan. The Plan examines existing parks and recreation opportunities, gathers stakeholder and public feedback to identify aspirations and gaps, and formulates recommendations for facility and service improvements covering the next ten to twenty years. A key focus of this Plan relates to the suitability of a new multi-use community centre to replace the existing Millbrook Community Centre, a task that included the preparation of a business plan for a prospective new multi-use community centre.

The planning process was notable for its inclusion of several opportunities for public input, including a community search conference, community survey, stakeholder questionnaire, key informant interviews, and public meeting. A Steering Committee comprised of community members and staff assisted the consulting team with this project.

Context

To effectively plan for the future, we must first understand the local context –people who live here, the trends affecting leisure participation, and the expressed needs of the people. Cavan Monaghan was formerly three municipalities – each with its own unique identity – that were amalgamated into one township in 1998. The Township’s population is dispersed across a primarily rural area with the largest settlement area being Millbrook, which is located centrally within the municipality. There are an estimated 9,235 residents in Cavan Monaghan and, with a median age of 43, the population is likely to get older over the coming years with the greatest growth forecasted for the 65+ age group.

As a result of its size, the Township has limited resources and a modest inventory of recreational amenities, the most significant being the Millbrook Community Centre and Maple Leaf Park. Residents make good use of these local facilities but are also reliant on services provided in neighbouring communities, most notably the City of Peterborough (including its indoor pools and fitness centres). This is not necessarily a limitation, but rather a reflection of service delivery and funding realities.

Looking to the future, the Township is poised for growth due to its location within the gateway from the Greater Toronto Area to the City of Peterborough and the future extension of Highway 407 and GO Transit. However, the timing, degree, and location of growth are uncertain; these will be guided by a new Official Plan and other privately-initiated land use studies that are currently being undertaken. Decisions regarding the Township’s growth will have an impact on parks and recreation requirements and an update to this Master Plan may be required should these decisions affect the planning assumptions contained within.

Key Findings

Section 12 (Implementation Strategy) contains a listing of the Master Plan's 84 recommendations along with their priority for implementation. These priorities should be communicated to the community and considered in the Township's annual budget process, along with other municipal initiatives and services. The Township's ability to implement these recommendations will depend on a number of factors, such as the rate and location of growth, the cost to provide services (and funding options), availability of suitable land, partnerships, expressed public priorities, etc.

The recommendations are reflective of the direction provided by the following vision statement, which was created to guide the way in which the Township and community deliver and coordinate parks and recreation services:

"Parks and recreation facilities and services in Cavan Monaghan are safe, affordable, and accessible to people of all ages. Leisure opportunities are delivered in partnership with the community with a focus on promoting lifelong personal development, active lifestyles, and community pride and cohesion."

While each of the Plan's recommendations is important in its own right, several key themes and priorities emerged during the creation of this Plan.

1. The lack of sufficient and appropriate facilities is the most significant barrier to participation in the community. Most notably, there is substantial public support for a **new multi-use community centre** to replace the Millbrook Community Centre, which – due to its location in the floodplain and the inability to rectify its deficiencies – will require replacement within the coming years. This is by far the highest priority stated by the community and the degree of public demand is higher than in many communities that are in similar situations. This interest is also accompanied by a willingness by many to increase taxes in order to build/operate such a facility.

Likely indoor components of a new multi-use facility include a single pad arena, hall and multi-use activity space, indoor walking track, and possibly an indoor soccer facility. Recommended outdoor amenities include trail connections, soccer fields, splash pad, playground, and tennis and basketball courts. Additional components may be evaluated through future study and consultation at the appropriate time. A partnership with the local soccer organization is recommended in order for the indoor soccer facility to proceed (at a minimum, the agreement should include an annual rental commitment).

The full cost to build this facility is estimated at \$24.4 million (in 2011\$; excluding land acquisition), but would be reduced to \$16.2 million without the indoor soccer field. These figures should be confirmed once a site for the complex (8-12 hectares) is secured. The cost to operate this facility is estimated to be 20% to 45% more than the existing Millbrook Community Centre, with the lower cost option including the indoor soccer facility (which is projected to operate at a small profit). Alternate uses for the Millbrook Community Centre should be explored.

The new complex should be designed to serve all age groups in the community (including seniors), which will require the expansion of current Township staffing levels to allow for a greater role in

program delivery. Site securement, partnership evaluation, and a funding strategy are key next steps for the Township in achieving this recommendation. Considerations for site selection, funding, and facility design are contained in Section 11 (Business Plan) of the Master Plan.

2. In addition to a new multi-use community centre, there is a strong need for improvements to existing parks and **outdoor recreational amenities**. In particular, there is a substantial demand for improved soccer fields at Maple Leaf Park, additional soccer fields, addressing playground gaps and upgrades, and implementation of the Township's Trail Master Plan. As mentioned earlier, additional outdoor facilities are also recommended for the new community centre site, including a splash pad.
3. The Township is doing well in terms of its overall supply of **parkland**, although it is recognized that flat, well drained land is at a premium. As such, maximizing the use of existing lands is critical and options should be explored to ensure that the Millbrook Fairgrounds remains a well used community asset. Acquisition of an appropriate site for the new multi-use community centre should also be a very high priority for the Township.
4. It is recognized that the Township does not have the resources or capacity to meet every public need and expectation. **Partnerships** and collaboration between the Township and community groups are vital to successfully expand services to local residents. This includes working with groups such as volunteer and service clubs, community organizations, schools, government agencies, and even the private sector. The Township's support, facilitation, and recognition of community efforts will build stronger relationships and enhance local leisure opportunities.
5. As mentioned, the community is aging and there is a growing emphasis being placed on the promotion of physical activity as a means of achieving **community and individual wellness**. Continued efforts must be placed on serving all segments of the community, including children, youth, adults, and seniors, as well as under-represented groups such as persons with disabilities and low income earners. Working with its partners, the Township is urged to make advances that generate positive impacts on healthy lifestyles, civic pride, and community cohesion. Examples include the pursuit of the Youth Friendly Community designation, the development of a Physical Activity Plan and an accessibility to recreation policy, and hosting regular meetings with stakeholder groups.
6. Behind the scenes, there is also a need to formalize the Township's parks and recreation **policies, guidelines, and organizational practices**. This is an important step in the evolution to becoming a more service-oriented agency that is focused on facilitating community activities (i.e., community development) and actively providing programs where there is demand but no appropriate provider. These changes will have implications on staffing, most notably a Recreation Coordinator for the new multi-use community centre and the extension of the part-time Community Development Coordinator position to full-time.

Examples of new initiatives include the development of a program and service plan, customer service standards, volunteer recognition events, development of facility allocation policies, and enhanced staff training. Many more related recommendations are included in Section 7 (Service Delivery Assessment) of the Master Plan.

Section 1. Introduction

Note: The Township's Official Plan is currently being drafted and studies have recently been initiated by a land developer concerning a sizable amount of land. As a result, the location, timing, and level of growth in the Township are somewhat uncertain, particularly over the longer-term. To the degree possible, these initiatives have been considered in this report. To respond to this uncertainty, where appropriate the Master Plan has linked key recommendations to population thresholds rather than specific timeframes. Nevertheless, once these processes are resolved, an update to the Parks and Recreation Master Plan may be required.

1.1. Purpose of the Parks and Recreation Master Plan

The Township of Cavan Monaghan is located in the southwest corner of the County of Peterborough in the gateway from the Greater Toronto Area (GTA) to the City and County of Peterborough. The Township was established in 1998 and is the result of the amalgamation of the former Townships of Cavan, North Monaghan, and the former Village of Millbrook. The Township has a population of approximately 9,235 that is spread over a total area of 306 square kilometres.

The Parks and Recreation Master Plan is a strategic policy document for future planning and development of both parks and recreation facilities and services within the Township. The Master Plan takes a broad examination of parks and recreation opportunities that exist in the Township, gathers stakeholder feedback to identify aspirations and gaps, and develops an action framework pertaining to future facility needs. In addition, a key focus of the Plan has been placed on identifying a suitable fit for a new multi-use community centre to replace the Millbrook Community Centre; this task included the preparation of a business plan. The planning horizon for the Master Plan is for the next twenty years, with an emphasis on those priorities that require implementation in the next five to ten years.

The Terms of Reference for this project outlined several objectives of scope for the project, which have been addressed through the master planning process, including the following:

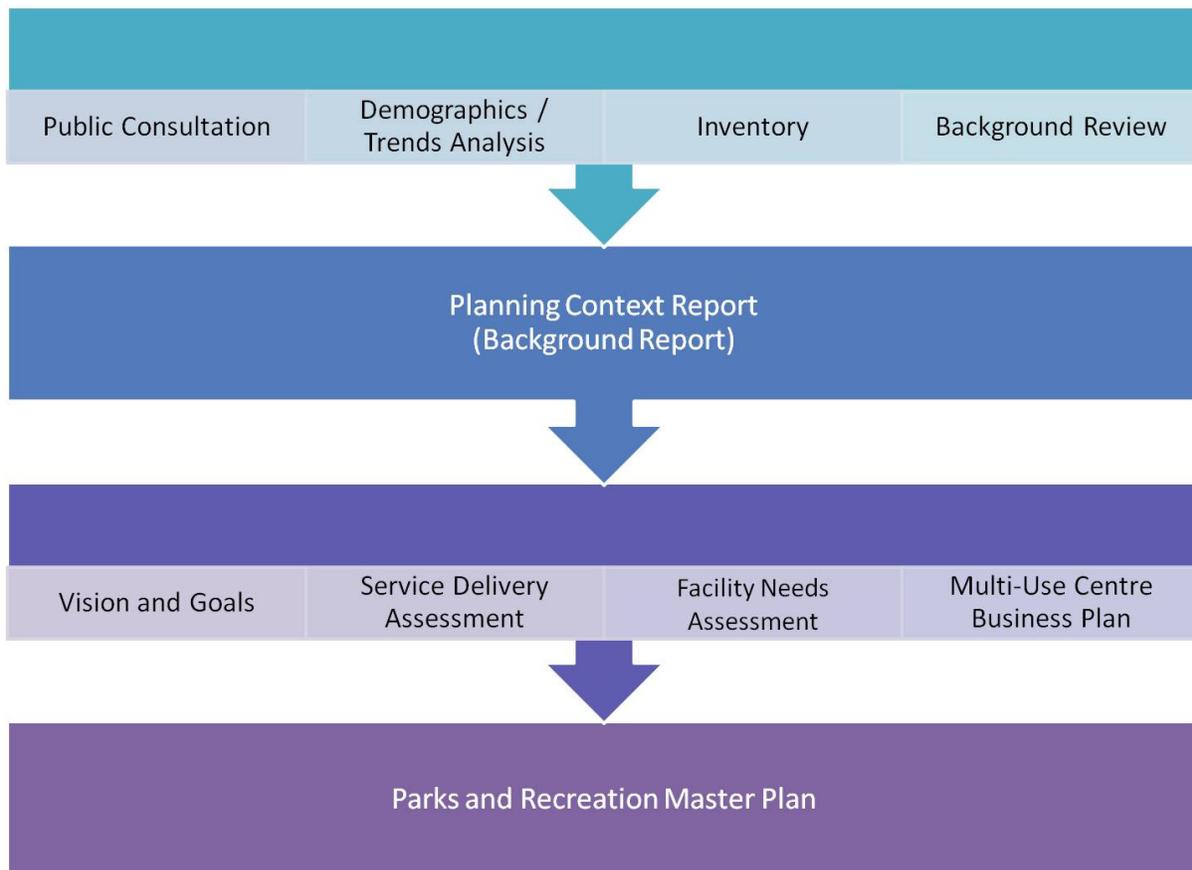
- Collect information on the Township's current parks and recreation facilities;
- Analyze how the current parks and recreation facilities are being used;
- Analyze service capacity of current parks and recreation;
- Analyze growth areas and their implications on parks and recreation services;
- Conduct a needs assessment for a multi-use community centre;
- Prioritize services to meet community needs and sector trends;
- Identify resources required to develop or expand services;
- Analyze service delivery structures and staffing needs;
- Identify management and operational practices that are effective and efficient;
- Integrate the Master Plan with the Township's future strategic planning;
- Produce a Master Plan with a business plan concept for a new multi-use community centre.

1.2. Planning Process

The master planning process for this project included two deliverables, conducted in separate phases (the Planning Context Report and the Parks and Recreation Master Plan).

Phase 1 involved the preparation of a Planning Context Report, which provided the basis for the Master Plan. This report contained a review of the applicable background documents, research of relevant trends, inventories of the Township’s parks and recreation assets, and the results of the community consultation program. The primary sections of the Planning Context Report have been integrated into this Parks and Recreation Master Plan.

Phase 2 included a number of assessments that led to the recommendations contained within this Parks and Recreation Master Plan. The following schematic illustrates the interrelation of the various components of the master planning process.



1.3. Master Plan Organization

The Parks and Recreation Master Plan is organized as follows:

Section 1: Introduction

Describes the Report's purpose and the Project's overall objectives.

Section 2: Community Profile

Contains an overview of the Township's demographic characteristics and population projections.

Section 3: Trends in Parks and Recreation

Contains an overview of major activity and facility provision trends and their relevance to Cavan Monaghan's parks and recreation system.

Section 4: Community Consultation

Outlines and evaluates the public's perceptions of the current state of leisure in Cavan Monaghan as well as future needs, opportunities and challenges as identified through the public consultation program.

Section 5: Key Findings, Issues, and Opportunities

Identifies the key findings, as well as the primary issues and opportunities that are addressed in the Parks and Recreation Master Plan.

Section 6: Vision and Goals

Outlines a Vision Statement for the Parks and Recreation Master Plan and a series of corresponding goals.

Section 7: Service Delivery Assessment

Presents the benefits of providing parks and recreation and examines the role of Cavan Monaghan departments in the provision of services as well as their current service delivery model. Recommendations are provided to improve the Township's service delivery.

Section 8: Indoor Facility Assessment

Examines the current supply of indoor recreation facilities and in some cases, provision targets have been identified in order to assess current and future need. Recommendations are provided to enhance the level of service offered by the Township.

Section 9: Outdoor Facility Assessment

Examines the current supply of outdoor recreation facilities and in some cases, provision targets have been identified in order to assess current and future need. Recommendations are provided to enhance the level of service offered by the Township.

Section 10: Parks and Open Space Assessment

Examines the current supply of parks and open space supplies and policies.

Section 11: Business Case for a New Multi-Use Community Centre

Provides an overview of the recommended components of the proposed multi-use centre, including capital and operating cost estimates, as well as considerations for funding facility design and site selection. Recommendations are provided for the implementation of these considerations.

Section 12: Implementation Strategy

Contains a summary of the Master Plan's recommendations with priority and resource implications identified for each. A process for monitoring and updating the plan is also provided in this section.

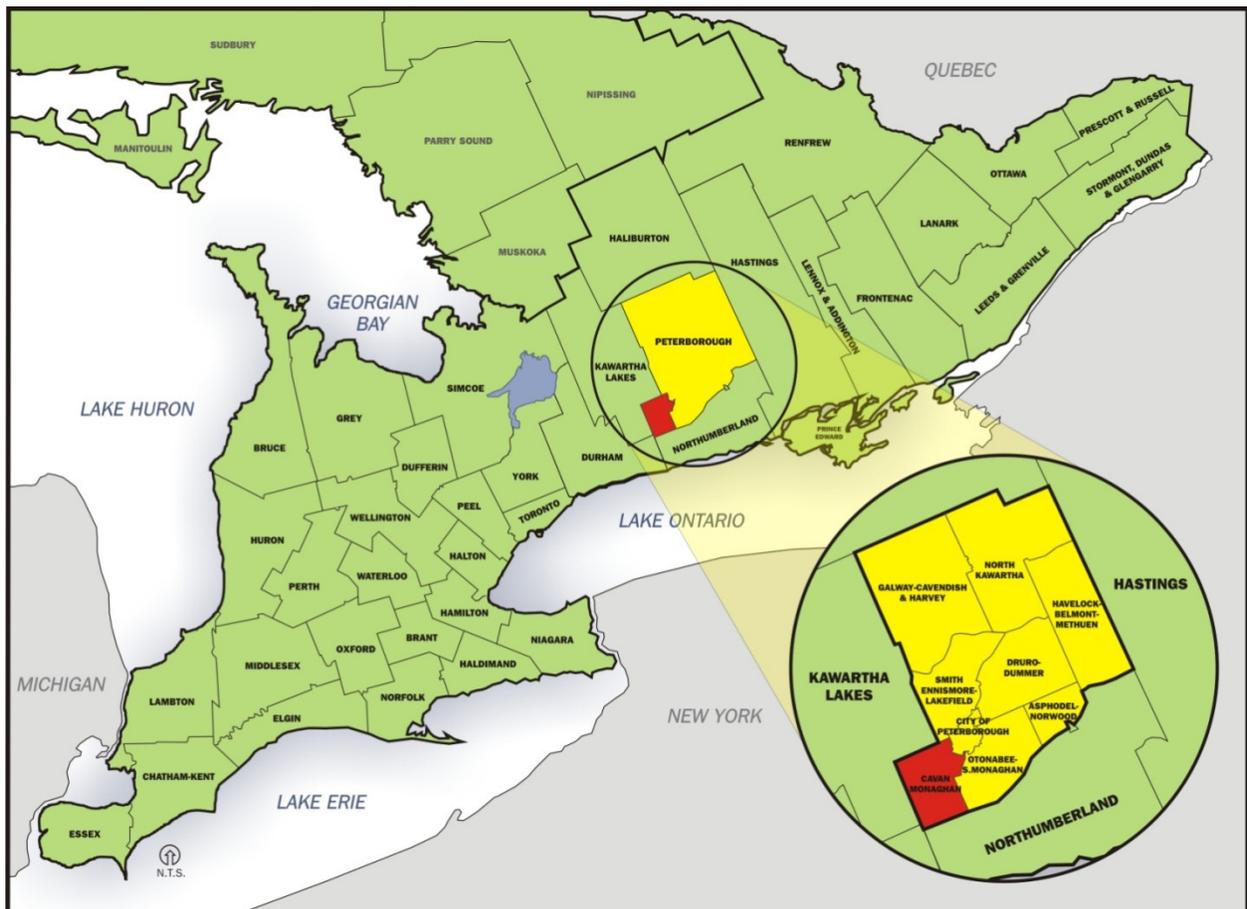
Section 2. Community Profile

2.1. Regional Location

Understanding the Township's community profile is an important step towards determining parks and recreation needs. Identification of the characteristics (e.g., ages, incomes, ethnicities, etc.) and number of people residing in the community is imperative in order to truly understand local needs.

The Township of Cavan Monaghan is located in the southwest portion of the County of Peterborough in the immediate east of the GTA and adjacent to the south-western boundary of the City of Peterborough. Future population growth will be largely due to the Township's proximity to Peterborough and the GTA, as well as the proposed extension of Highway 407, which will enhance accessibility to GTA communities.

Township of Cavan Monaghan Regional Context Map

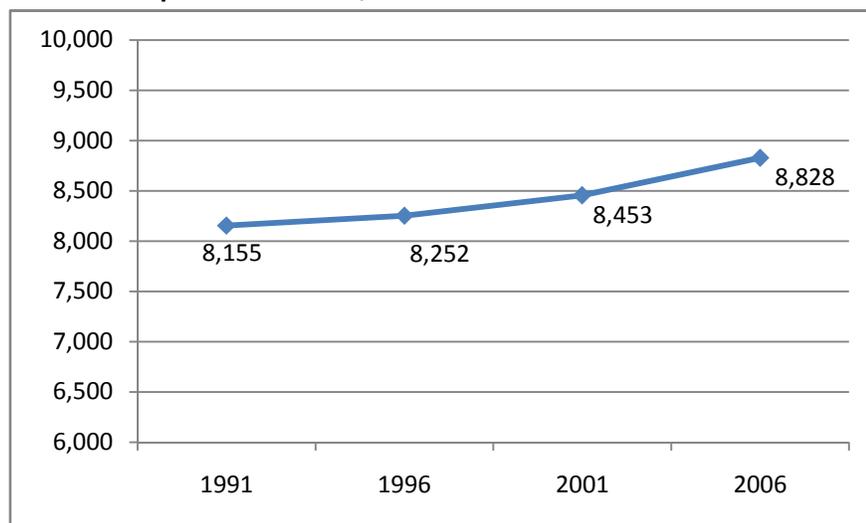


2.2. Historical Population Growth

The Township of Cavan Monaghan has observed slow population growth over the last fifteen years, having grown by 673 persons between 1991 and 2006 (an average of 45 persons per year). 56% of this growth occurred within the 5-year period between 2001 and 2006.

The 2006 Census recorded Cavan Monaghan's population at 8,828, representing a 4.4% increase since the year 2001. The current population estimate for the Township is 9,235 persons (source: Municipal Property Assessment Corporation).

Historical Population Growth, 1991-2006



Source: Statistics Canada Census, 1991-2006; does not include Census undercount

2.3. Age Profile

Age plays an important role in determining the types of activities that are pursued by residents. For example, children and teens are more likely to participate in organized active sports such as hockey or soccer than older adults, many of whom prefer more passive activities such as personal fitness or hiking.

According to the 2006 Census, the Township's median age is 42.5, which is similar to Peterborough Census Metropolitan Area (CMA) average of 42.8 and the slightly older than the provincial median of 39.0 years. The population of Cavan Monaghan is aging, as evidenced by the Township's median age of 39.1 years in 2001; 45% of the Townships' population is age 45 and older (compared to 40% for the province as a whole). This aging of the population is a common demographic trend that is being observed across Canada. Cavan Monaghan's population can be expected to continue to age throughout the foreseeable future, although the degree and form of new housing growth will play a role in determining the composition and age of future residents.

The following table illustrates the older profile of Cavan Monaghan quite well. As of 2006, the Township had far fewer residents in the 20 to 44 age group than Peterborough CMA and the province (28% v. 30.5% and 35%, respectively); this is the primary child-bearing age group, suggesting that the Township's long-term population growth will be modest unless it is supplemented through in-migration.

Comparison of Populations by Age Cohort, Cavan Monaghan and Ontario, 2006

Age Cohort	Population (2006)					
	Cavan Monaghan		Peterborough CMA		Ontario	
	#	%	#	%	#	%
0-4	370	4.2%	5,075	4.4%	670,770	5.5%
5-14	1,205	13.6%	13,265	11.4%	1,540,035	12.7%
15-19	735	8.3%	8,405	7.2%	833,115	6.9%
20-24	525	5.9%	8,710	7.5%	797,255	6.6%
25-44	1,985	22.5%	26,840	23.0%	3,452,055	28.4%
45-54	1,615	18.3%	18,145	15.6%	1,861,370	15.3%
55-64	1,220	13.8%	14,950	12.8%	1,356,515	11.2%
65-74	585	6.6%	10,210	8.8%	868,190	7.1%
75-84	415	4.7%	8,000	6.9%	589,180	4.8%
85+	175	2.0%	2,970	2.5%	191,810	1.6%
TOTAL	8,828	100%	116,570	100%	12,160,282	100%

Totals may not add due to rounding.

Source: Statistics Canada Census, 2006; does not include Census undercount

2.4. Population Forecasts

Multiple population forecasts have been prepared for the Township of Cavan Monaghan, each presenting a slightly different projection of growth:

- 1) Cavan Monaghan 2010 Development Charges Background Study,
- 2) Draft 2010 Cavan Monaghan Official Plan, and
- 3) County of Peterborough Population Projection 2006-2036.

1) Cavan Monaghan 2010 Development Charges Background Study

The Cavan Monaghan 2010 Development Charges Background Study estimates that the Township's population will increase by 2,900 persons between 2010 and 2028, resulting in a population of **11,735 in 2028**. To accommodate this growth, the Township is estimated to grow by 912 households from 3,119 households in 2010 to 4,301 households in 2028.

Through the Development Charges Background Study, this household growth has been allocated to Millbrook, Fraserville and Cavan Monaghan's Rural Area. Millbrook was projected to grow by 354

housing units; Fraserville was projected to grow by 684 housing units; and the Rural Area was projected to grow by 144 housing units. The Development Charges Background Study allocated 58% of housing growth to Fraserville in accordance with the Fraserville Secondary Plan. The construction of these units is contingent upon the provision of services to Fraserville, a proposal that is currently under deliberation by Township Council.

2) Draft 2010 Cavan Monaghan Official Plan

Through the Draft Cavan Monaghan Official Plan, the Township is forecasted to grow by 3,350 persons between 2006 and 2031 to reach a total population of **12,250 in 2031**. Similar to the Development Charges Background Study, a considerable amount (49%) of the Township's household growth has been allocated to Fraserville, while 26% has been allocated to Millbrook, 8% to Hamlets and 17% to the Countryside. This Official Plan is in draft form and not in effect; it could be subject to further adjustments.

3) County of Peterborough Population Projection 2006-2036

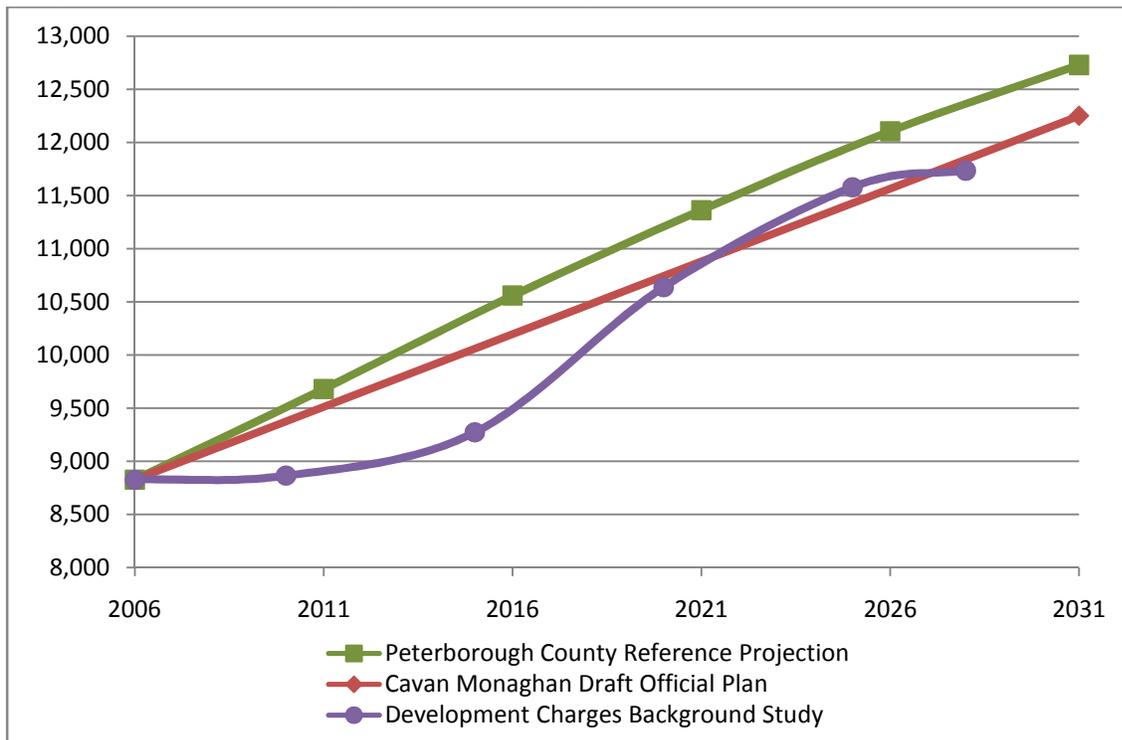
The County of Peterborough created a population forecast in 2008 that projects and allocates growth within the County using high, medium and low growth scenarios for all municipalities. The reference (medium growth) scenario forecasts a population of **12,728 by 2031 for Cavan Monaghan**. As of 2006, Cavan Monaghan received approximately 15.6% of the County growth; this is expected to grow through time and reach 17.1% by 2031.

The County is predicting increased population growth in Cavan Monaghan due to its proximity to Highway 115 and 35 and spill-over from the GTA. Additional factors that bolster growth include potential employment opportunities in Durham and Oshawa as well as improvements to the transportation system such as an extension of Highway 407 and a new GO Transit rail line through Cavan Monaghan to Peterborough.

Comparison of Cavan Monaghan Population Projections

The population projections discussed earlier can be seen in the following figure for convenient comparison. Overall, the forecasts are very similar, particularly when looking at a 10-15 year horizon (2020-2025), which is the timeframe of this Master Plan. Should these projections come to bear, the Township can be expected to grow by 1.6% to 1.7% per year between now and 2031, recognizing that there are likely to be fluctuations in this percentage from year to year. This rate of growth is greater than the Township has experienced in recent times (0.5% growth per year from 1991 to 2006), but is indicative of the Township's growing appeal and its potential for growth as a result of the extension of Highway 407 and a new GO Transit rail line (timing unknown).

Comparison of Cavan Monaghan Population Projections



Source: Cavan Monaghan Development Charges Background Study 2010; County of Peterborough Population Projections 2006-2036; Draft Cavan Monaghan Official Plan 2010

Age Cohort Projections

Population forecasts for Cavan Monaghan by age cohort are not included in any of the aforementioned reports. The County of Peterborough report, however, contains a projection of the entire County's population by age cohort. From this analysis, the following findings can be extracted, many of which could be applicable to Cavan Monaghan.

- The proportion of people in the younger age group, persons less than 20 years of age, is forecasted to decrease as a percentage of the population (from 22% in 2006 to 19% in 2036). Depending on the rate of growth, however, this age group could increase in overall numbers (as could the 20-44 and 45-64 age groups – see below).
- The age group from 20 to 44 years of age is forecasted to decrease as a percentage of the population (from 31% in 2006 to 27% in 2036).
- The middle aged age group, 45 to 64 years of age is forecasted to decrease as a percentage of the population (from 29% in 2006 to 27% in 2036).
- The 65 and older age group is forecasted to be the only age group to increase as a percentage of the population (from 18% in 2006 to 27% in 2036). This is the most pronounced change anticipated for the local age structure.

Geographic Distribution of the Population

Millbrook is the Township's largest settlement area. The current Official Plan also designates Fraserville as an urban settlement area and identifies the following as hamlets: Bailieboro, Cavan, Five Mile Turn, Ida, Mount Pleasant, South Monaghan, and Springville.

2010 data from MPAC provides a population breakdown by municipal ward:

- Cavan Ward – 6,252 residents
- Millbrook Ward – 1,591 residents
- North Monaghan Ward – 1,392 residents

As mentioned, the Township is currently in the process of drafting a new Official Plan that will guide development in Cavan Monaghan for the next twenty years. Through the Official Plan, the allocation of future growth within existing or expanded settlement areas will be addressed. While previous planning documents have identified Fraserville as a key growth area, this cannot occur unless municipal water and sewer services are installed; options for servicing are still being discussed. Until the Official Plan is approved, the location of the Township's future growth remains uncertain. The timing of growth is also uncertain and could be impacted by the extension of Highway 407 and a new GO Transit rail line into Cavan Monaghan.

It bears noting, however, that a land developer (Brookfield Homes) has recently purchased a considerable amount of land in the Township and has initiated a study examining the growth potential for an approximately 23,500 acre area in the north-eastern portion of the Township. Although unlikely to be resolved for some time, the outcome of this process should be carefully monitored as it could have significant implications on the Township's parks and recreation facility and service requirements. Should additional development potential be identified through this process, an update to the Parks and Recreation Master Plan may be required.

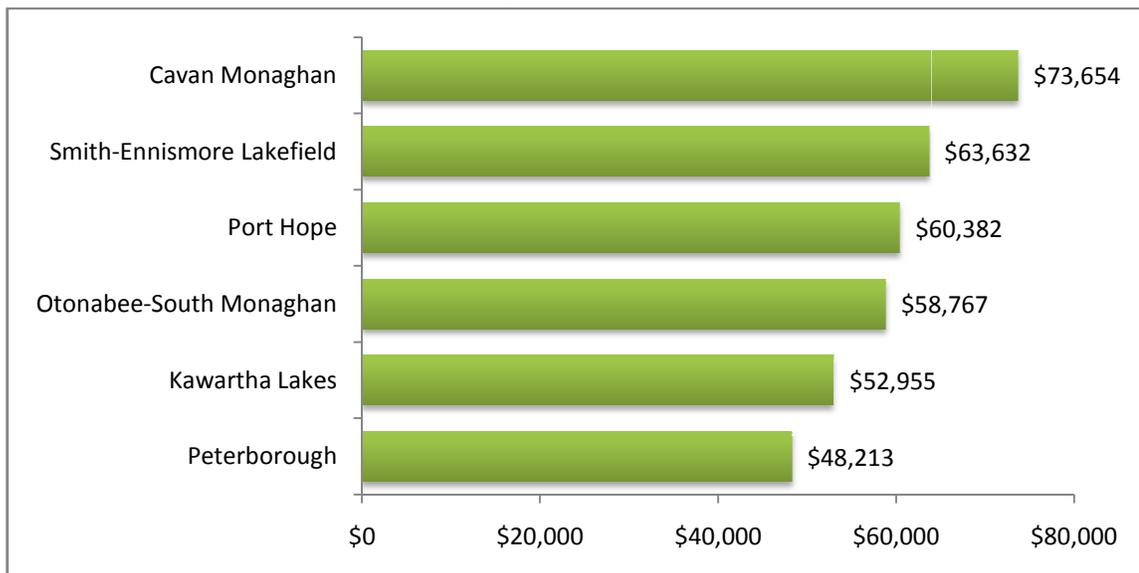
Lastly, there is the possibility of annexation from the adjacent City of Peterborough. While there are currently no formal proposals for annexation, as the City grows and gets closer to its ultimate build-out, there is concern locally about the potential annexation of lands in the Northeast corner of the municipality. This topic also bears monitoring and could prompt an update to the Parks and Recreation Master Plan at some point in the future.

2.5. Income, Education and Ethnicity

Research suggests that income and education are variables which tend to influence participation in physical pursuits. Generally speaking, the higher the level of income and education attained, the more likely a person is to participate in recreational activities. Income can impact participation in recreational activities by serving as a barrier to participation for some households due to the cost of being involved in certain activities; therefore, higher household income tends to correlate with higher participation in recreational activities.

The 2006 Census found that the Township's median income for all Census families to be \$73,654, which is higher than the provincial median of \$60,445, suggesting that recreational participation in Cavan Monaghan may be at an above average rate.

Median Income of All Private Households, 2005



Source: Statistics Canada Census, 2006.

Across Canada, almost 75% of children in low income families rarely participate in organized sports; the local Peterborough County-City Health Unit reports that approximately 1 in 10 families live in poverty within the County and City of Peterborough and that 4.1% of households in Cavan Monaghan are classified as 'low income'.¹

Additional research compiled by Statistics Canada shows that a person's income tends to increase with age, with the highest incomes being associated with the 55 to 65 age cohort. This group includes members of the 'Baby Boom' generation who are generally wealthier than past generations of older

¹ Root Causes of Poverty Working Group. (2008). *Poverty in Peterborough City and County*. Mayor's Action Committee. November 2008.

adults; many older adults will likely have accrued sufficient savings to pursue their chosen recreation and leisure activities.

The level of education attained can also impact participation rates, with many studies correlating increased participation levels with higher degrees of education. A review of the 2006 Census data reveals that a lower proportion of residents of the Township of Cavan Monaghan have attained a University certificate, diploma or degree compared to the provincial figures, but a higher proportion of citizens have earned a college CEGEP or other non-university certificate or diploma compared to both the Peterborough CMA and the Province of Ontario as shown on the following table. This data suggest that the Township of Cavan Monaghan may expect similar participation as compared to the Peterborough CMA and provincial averages.

Educational Attainment within Cavan Monaghan and Provincially

Level Attained	Population (15 years and over)		
	Cavan Monaghan	Peterborough CMA	Ontario
No Certificate, diploma or degree	23.8%	23.3%	22.2%
High school certificate or equivalent	26.2%	28.4%	26.8%
Apprenticeship or trades certificate or diploma	9.7%	8.9%	8.0%
College, CEGEP or other non-university certificate or diploma	25.5%	22.4%	18.4%
University certificate or diploma below the bachelor level	1.9%	2.6%	4.1%
University certificate, diploma or degree	12.7%	14.5%	20.5%

Totals may not add due to rounding.

Source: Statistics Canada Census, 2006.

The 2006 Census reported that 8% of Cavan Monaghan’s residents are immigrants, which is less than the Peterborough CMA average of 9% and less than a third of the provincial measure of 28%. Although the Township of Cavan Monaghan is generally more homogeneous than the province as a whole, national immigration trends suggest that the level of ethnic diversification will increase; this is a trend that could be seen locally as well. As such, consideration of non-traditional programming options may need to increase over time, as well as sensitivity to a variety of leisure preferences and expectations.

Section 3. Trends in Parks and Recreation

Effective planning for Cavan Monaghan's current and future residents requires the identification and constant monitoring of existing and emerging trends that could potentially affect facility, program and service needs.

In a municipal setting, recreation services are provided and facilitated with the full knowledge of demographics, community interests, trends, social issues and desired community outcomes. Continued communications and consultation with community groups and agencies to address gaps in the delivery of service and developing interventions together continues to be a winning model. From a recreation and active living standpoint, there are common trends that municipalities are addressing to better engage the community in living healthy lifestyles that will assist Cavan Monaghan in providing and facilitating well rounded and meaningful opportunities for the residents.

The following is a summary of major trends in participation, infrastructure provision and service delivery, based largely on information collected from recent provincial and national research. These broad trends have then been supplemented with a discussion of that trend within Cavan Monaghan.

3.1. Participation Trends

a) Physical Inactivity and Obesity

Canada is facing a national health crisis caused by a combination of physical inactivity, increased time in front of the television, computer screens and video games and poor eating decisions within most populations across the country. The combined effect of these unhealthy lifestyle choices has resulted in a dramatic rise in the number of overweight/obese and inactive Canadians. In particular, the proportion of obese children across Canada has increased threefold in the past 25 years, and less than half of all Canadian children are active enough to achieve optimal growth and development². The number of overweight and obese Canadians has tripled (quadrupled in some age groups) between 1981 and 2009³. In fact, there is an increasing body of evidence that suggests that for the first time in history, the current younger generation will not have the longevity or quality of life enjoyed by their parents. From a local perspective, the alarming rates of childhood and youth obesity provide a strong basis for ongoing support to programs which foster improved levels of activity. Young Canadian adults have been experiencing decreased fitness levels between 1981 and 2009; in 1981, only 5% of men and 6% of women between the ages 20 and 39 were considered at high risk for health problems, but those

² Health Canada and the Public Health Agency of Canada. (2006). *It's your health*. Retrieved October 1, 2010 from: <http://www.hc-sc.gc.ca/hl-vs/iyh-vsv/life-vie/obes-eng.php>.

³ Statistics Canada. (2010). *Canadian health measures survey*.

percentages increased to 21% of men and 31% of women by 2009⁴. Health risks of obesity include Type 2 diabetes, mental health problems (e.g. depression, low self-esteem), high blood pressure and stroke⁵. Regular physical activity and sport participation can serve as preventive measures for these diseases, and help reduce health care costs, as physical inactivity costs Canadians \$5.3 billion annually in direct and indirect costs⁶.

There has been a tremendous amount of research and publications generated about the negative effects of inactive lifestyles. Several of the key considerations are summarized below:

- It has been proven that regular physical activity and sport participation are simple and relatively inexpensive antidotes to a number of chronic health conditions including obesity, Type 2 diabetes and certain forms of cancer.
- There is worldwide consensus that lifestyle and behavioural choices, such as being active and eating healthfully, are preventative measures that will help to reduce future financial burdens on health care systems. The estimated annual health care cost in Canada directly attributable to physical inactivity is estimated to be \$5.3 billion.
- Over the past two decades, fiscal pressures on governments and institutions have resulted in a reduction of programs that encourage lifelong activity – for example, there has been a substantial reduction in the quality and quantity of sport and physical activity programs offered by the education system.
- Despite widespread knowledge about the consequences of unhealthy weights, there has been a dramatic rise in the number of overweight Canadians over the past 30 years. A 2005 Statistics Canada Report indicated that one in three people who were of normal weight in 1995 were overweight or even obese less than a decade later.
- Over 2/3 of Canadian children are not active enough for optimal growth and development (CFLRI, 1998). Children are becoming progressively overweight, weaker and less flexible. The prevalence of obesity for children aged 7-13 has tripled over the last 15 years (Tremblay and Williams, 2000).
- The average child spends 3 - 5 hours a day watching TV alone, and children in Canada are among the highest in the world in time spent playing video games. (Canadian Medical Association Journal).
- Researchers agree that environmental, behavioural, social, cultural and genetic factors all contribute to increasing levels of unhealthy weights. Solutions are found through the implementation of a “population health approach” which promotes multi-agency approach with each playing their part.

⁴ Ibid.

⁵ Health Canada and the Public Health Agency of Canada. (2006). *It's your health*. Retrieved October 1, 2010 from: <http://www.hc-sc.gc.ca/hl-vs/iyh-vsv/life-vie/obes-eng.php>.

⁶ True Sport (2008). *The true sport report*. Retrieved October 1, 2010 from: http://www.truesportpur.ca/files/tsreport/TS_report_EN_webdownload.pdf.

The clear benefits of leading an active lifestyle include the following personal health benefits:

- The slowing of physical decline by over 50%;
- More rapid recovery following a serious illness;
- Prospects for increasing social networks;
- Older adults who are physically active are more self-confident, more independent and enjoy life more than older adults who are sedentary (Government of Canada, 1983);
- Those who were physically active earlier in life tend to physically active later in life;
- Significantly reduces the risk of heart disease, stroke, type 2 diabetes and some forms of cancer (colon, breast and lung);
- In childhood and adolescence, physical activity leads to increased bone mass and bone strength (Paffebarger,1991); and
- Contributes to mental health – including reducing stress, depression and increasing emotional and psychological well being.

Federal, provincial and municipal governments are responding to this issue by developing strategies to increase awareness about opportunities for greater participation in regular physical activity, as well as to encourage individuals to make wise food choices. The notion of being physically active and maintaining healthy weights through proper diet has become main stream.

Cavan Monaghan has become part of the growing movement that has been initiated by senior levels of government as well as organizations with a mandate to promote and/or support healthy living behaviours. It is important to be aligned with all like-minded organizations and existing initiatives that can help to encourage residents to eat healthily, be physically active or to participate in active recreation and sport endeavours. A collective effort can make a meaningful difference in the lifestyle choices of the residents over time, yet it must be realized that these multi-levelled interventions will take decades (not years) to make an impact.

The benefits of being physically active far outweigh the choice to be sedentary. Cavan Monaghan will need to initiate efforts and work in concert with community agencies and partners with a long term commitment. Initiatives should be focused on education and awareness, prevention, promoting existing opportunities, evidence-based interventions, collaboration, community engagement and measuring outcomes.

Local Context

The *Community Action Plan* for the City and County of Peterborough aims to create built environments that support healthy living. The Plan focuses on increasing physical activity, active transportation (i.e. walking and cycling), and transit use among residents. The Plan promotes planning for and constructing recreational opportunities dispersed throughout the County to increase their availability and ease of use. The goal is to decrease inactivity and obesity as well as increase overall health of the residents of Peterborough County. In addition, the Peterborough County-City Health Unit is currently in the early stages of establishing a Healthy Communities

Partnership that will seek to promote and educate about several facets of healthy communities, including physical activity. The Ontario Ministry of Health Promotion and Sport also currently has Healthy Communities Fund aimed at providing non-capital grants for projects and policies that seek to address two or more risk factors (physical inactivity being one).

b) Aging Population

Cavan Monaghan will experience an increase of older adult residents over the next two decades. Statistics Canada data indicates that Cavan Monaghan's seniors population (those over the age of 65 years) equals approximately 13.3% in 2006. The World Health Organization predicts that the average lifespan of Canadians will increase to 81 years by the year 2025.

Members of the 'Baby Boomer' demographic are quickly reaching retirement age, resulting in a significant 'greying' of the population and greater demand for the programs and activities aimed at older adults. This generation may be shifting away from traditional seniors' activities and towards more active recreation, seeking quality wellness and active living opportunities. This wave of aging baby boomers will place stress on the current provision of services for older adults and seniors in Cavan Monaghan. Older adults will be participating longer and trends indicate that persons over 65 are beginning to use their time differently from previous generations of the same age cohort. Some have always been active and involved in terms of the use of their leisure time while others are just being introduced to what is available to them during their newly found free time.

Municipalities are beginning to witness changes in the way services for older adults are being delivered under the notion that "younger" older adults seem to want to be regarded simply as "adults" and not "seniors". While there is still a need for the traditional older adult spaces in communities, older adults are registering for adult programs and participating in mainstream fitness classes, fitness centres and using parks for active and passive pursuits. All indications are showing the "new older adult" will continue to be more physically active and may look for more adventurous activities to stimulate their interests. Research also shows that some may chose to advocate for various causes in their spare time versus the use of their time for community volunteerism.

There is considerable segmentation of the older adult/senior market and it is not only based on age, but also physical, mental and social abilities, income, and ethnicity. As such, there will still be some that reflect the historical interests for seniors, such as curling, card playing, and carpet bowling, but this will represent a small portion of the total senior population. Between 2005 and 2031, the number of Canadian seniors is expected to increase from 4 million to 9 million⁷.

⁷ Federal/Provincial/territorial (F/T/P) Committee of Officials (Seniors). (2006). *Healthy aging in Canada: a new vision, a vital investment from evidence to action*. Retrieved October 1, 2010 from: http://www.phac-aspc.gc.ca/seniors-aines/publications/pro/healthy-sante/haging_newvision/vision-rpt/index-eng.php.

The New Retirement Survey of older adults completed by Merrill Lynch and released in 2005⁸ had some interesting findings that could impact the facilitation/provision of services to older adults in the future. Findings of the survey are telling in terms of the use of time and changing perspectives:

- Baby boomers intend to keep working after retirement; possibly part-time work or launching new careers
- Older adults will live longer but plan to be “younger” longer
- There will be a strong balance between work and a small percentage never plan to work again for a living
- Boomers are moving to put others first (family, community) instead of themselves (previously coined as the “Me” generation). This change in attitude may be tapped for an increase in volunteerism
- Men want to relax more and spend more time with their spouse
- Women see retirement as providing more time for career development, community involvement and personal growth

Baby boomers are more prepared for retirement from a financial perspective than many previous generations. Municipalities are moving away from discounts for older adults to pricing of programs and services and offering subsidies for those who have an inability to pay due to lower income levels.

Specific considerations in addressing the delivery of services for older adults could include:

- An increase in use of adult opportunities and services by older adults
- Continued input into the program offerings through the use of an seniors program advisory committees and opportunities for input through focus groups
- More actively engaging and including the older adult populations in the delivery of services
- Recognizing that the percentage of persons with disabilities will increase over time and that physical accessibility for all programs and services will become more critical for older adults
- Considering park amenities such as shade, water and washrooms to accommodate use by older populations
- Increased daytime use of community centres and other recreation facilities

Local Context

With the already prominent local older adult population increasing in number, there will be a greater demand for services for this age group. This is likely to manifest itself in increasing requests for ‘active’ seniors’ activities (e.g., fitness and wellness, sports, etc.) and personal interest activities (e.g., trips, education, arts, etc.). Because the growing older adult segments are generally wealthier and more mobile, they will seek quality services and be willing to travel farther to access them. The range of services offered in multi-use facilities are a good fit with this trend. While not as strong of a growth area, demand is likely to continue for passive and less rigorous leisure activities that promote socialization and generate community cohesion.

For some of the Township’s older residents, Millbrook Manor and Centennial Place provide long-term care for seniors in the area and offer recreation, entertainment and religious opportunities for residents.

⁸ The New Retirement Survey, 2005, Merrill Lynch, Harris Interactive, Dychtwald, Ken PhD.

c) Overcoming Challenges for Residents with Disabilities

The purpose of the *Accessibility for Ontarians with Disabilities Act* is to “improve opportunities for persons with disabilities and to provide for their involvement in the identification, removal and prevention of barriers to their full participation in the life of the province”⁹ (c.32, s.1). Barriers are defined to include anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability, including physical, architectural, informational, communicational, attitudinal, technological, or policy/practice barriers. For recreation and parks facilities, this could include accessibility to facilities, ramps to entrances, proper lighting, clearly marked identification signs, removal of barriers for the pedestrian paths (e.g., garbage bins) and hand rails. Inclusive program opportunities should also be considered as a method of integration.

Local Context

In compliance with the *Accessibility for Ontarians with Disabilities Act*, the Township of Cavan Monaghan created their own Accessibility Plan in 2003 and has prepared yearly updates since that time. The plan provides objectives for the Township and assesses the accessibility of municipal facilities and services. The 2009 update to the Accessibility Plan included Accessible Customer Service Standards training for Township staff, contractors and third party service providers; an audit of all municipal facilities (planned for 2010); and a continued commitment to ensuring that all residents have access to goods and services. Due to its age and development restrictions, it is unlikely that the Millbrook Community Centre will be able to be made fully compliant once the built environment standards for accessibility are put into effect. The Township has set a goal of becoming fully compliant with the legislation by 2017.

d) Focus on Youth

Youth from the ages 10 to 20 years have been a priority focus in most municipalities for the last 10 - 20 years. This age cohort represents approximately 16% of the Cavan Monaghan population. In servicing and building capacity in youth, it must be realized that this age group has varied interests and engaging youth must use different resources and approaches. The most successful approaches result from face to face interaction with youth to form relationships of trust where youth gather.

- Research indicates that engaged youth in healthy and active pursuits will increase their chances of having positive outcomes in health, education and income security.
- The National Longitudinal Study on Children and Youth (NLSCY) developed by Human Resources Development Canada and Statistics Canada has found that:
 - Children and youth who participate in organized activities outside of school such as sports, music, the arts or clubs tend to have higher self-esteem, interact better with friends and perform somewhat better in school

⁹ Ontarians with Disabilities Act, 2001

- An estimated 87% of Canadian children aged 4 to 15 participated in organized activities outside of school, leaving about 13% of children who rarely or never participated.
- Among young people aged 12 to 15, those who rarely or never participated in organized sports were more likely to report having lower self-esteem and difficulties with friends. They were also more likely to smoke.
- Participation peaks in early teens (92%) and decreases (82%) by the time youth reach the age of 14 – 15 years. Girls drop out at a greater rate than boys
- Children and youth coming from backgrounds of lower income and lower levels of education are less likely to participate in recreation and leisure pursuits.
- Youth who do participate have better scholastic results, have lower incidences of dropping out of school and have higher self esteem, better health and a positive outlook on their future.

Further, the Centre of Excellence for Youth Engagement found that risk-associated behaviour is mitigated by meaningful youth engagement – when youth become involved, the following decreased:

- Alcohol consumption
- Smoking
- Recreational drug use
- Risky sexual practices
- Violent behaviour, delinquency and crime
- Emotional problems
- School failure and early leaving

Similarly, youth engagement was shown to have positive effects on:

- Self-esteem
- Physical activity
- School performance
- Commitment to friends, families and communities

The evidence-based case is made to invest in youth using all available resources in a community and the results will enable youth to become engaged citizens gaining better chances of becoming successful adults.

While it is important to understand the benefits of youth engagement and participation in recreation and cultural pursuits, it is equally important to understand the barriers to participation. Barriers must be addressed in order to provide accessible opportunities for youth to become engaged and move to self governing their pursuits and activities.

Financial

This age group generally has disposable income and many marketing campaigns for entertainment, clothing and accessories are aimed at the youth cohort. This cannot be said for all youth and research shows that income has everything to do with whether one participates in structured and non structured recreation and sport activities. Low cost or no cost opportunities must be easily accessible. Cavan Monaghan has a fee subsidy process that assists youth in participating in the pursuit of choice, but supporting all youth to play will be the challenge.

Transportation

Transportation is often cited as a barrier for youth and seniors who would otherwise want to participate in activities offered throughout the municipality. This is especially the case in Cavan Monaghan given the rural setting.

Communications and Social Networking

Knowing what is available for youth and how to become engaged is often cited as a barrier to participation. Cavan Monaghan has no listed opportunities for youth in the Services Guide. The use of Facebook, Twitter and other technologies to encourage communication and participation has proven successful in other jurisdictions and could be used more broadly in Cavan Monaghan.

Program Structure

Recent studies have shown that youth prefer unstructured opportunities where they can drop in and participate in an activity of choice. While some structured programming is attractive to youth, many would like the choice to have casual unstructured opportunities provided for them. Youth-centric centres also provide a starting point for youth who may be interested in developing leadership skills and gaining employment.

Sport Focus Limits Full Participation

Youth have varied interests. Not all youth are interested in sports, yet many service providers assume that youth want to play sports and program/enable sport activities. Many efforts are taken currently in Cavan Monaghan to engage youth in discussions about how they chose to use their spare time and what appeals to them. Empowering youth to be self directed in deciding and organizing events and activities leaves a legacy of skilled youth leaders.

Family and Parental Support

The family has a large influence as to whether youth are encouraged to participate in recreational and cultural pursuits. Persons with lower incomes and lower levels of education do not participate to the same extent as youth with financial means and parents with higher educational backgrounds. Particular emphasis must be taken to emphasize the importance and benefits of recreation, sport and culture to all families in order to increase family support for young adults to become engaged.

Peer Influence

Peer influence plays a part in what activities one might be interested in. Feeling safe and supported prompts youth to go out in groups or at least with one other friend.

Gender Balance

Girls drop out of recreational, sports and cultural pursuits more often than boys. Females need to feel safe and in a supportive environment. Understanding their respective needs and supporting them to participate will increase participation over time. Having the discussion with girls as to the barriers they face and supporting “Girls Only” activities has proven beneficial in recreation, culture and sport settings.

Play Works – “Ontario Needs to Come Out and Play” - Leading Practice in Youth Development:

Play Works was formed to begin the discussion and compile research as to what environments will maximize youth participation in recreational pursuits. This particular group of organizations is concerned with the declining resources and programs directed toward youth and the results of increased crime, violence, bullying and obesity. The Play Works collective maximizes the experience and knowledge of like-minded organizations that exist to support youth engagement and development.

The Play Works Partners include 4-H Ontario, Arts Network for Children and Youth, Boys and Girls Clubs of Ontario, Educational Research, Laidlaw Foundation, Ontario Physical and Health Education Association, Ontario Young People’s Alliance, Sport Alliance of Ontario, Parks and Recreation Ontario, YMCA Ontario and Youth.

The partnership through research has developed criteria that describe what needs to be in place to support youth to play and reap the benefits of play. Each year, cities are awarded the designation of being a “Youth Friendly Communities” and the mayors are recognized and awarded the Youth Friendly designation. Cities must demonstrate that they have at least 10 of the 16 criteria addressed. 25 municipalities, communities and neighbourhoods have been awarded this designation in Ontario since 2005.

The simply stated criterion includes:

1. Youth have options for play in their community
2. Youth are formally connected to the community
3. Facilities are dedicated to youth play
4. It is easy for youth to find information about play activities in the community
5. The community supports public youth events
6. The community celebrates and recognizes its youth
7. The community commits funding for youth play
8. The community supports positive youth development
9. The community supports youth volunteerism and leadership development
10. The community has effective community partnerships to support youth
11. Youth activism and advocacy for play is nurtured
12. Youth feel comfortable in their own community
13. Youth can get to the play programs that are offered
14. Schools support the youth friendly approach
15. Adults champion the need for youth play
16. Play is accessible to youth with disabilities

These criteria can be considered quality assurance standards by which Cavan Monaghan and community partners can test the effectiveness of the delivery system to support youth. It is suggested that the Township strengthen its approach to ensuring a “Youth Friendly Community”.

e) Quality Assurance Initiatives – Parks and Recreation Ontario’s (PRO) High 5 – Principles of Healthy Child Development

Parks and Recreation Ontario (PRO) has developed a quality assurance model in the delivery of recreation programs and services to children – High 5. The model focuses on the principles of healthy child development and provides a training module and accreditation opportunities for organizations delivered by qualified trainers across Ontario.

The principles ensure that children will receive the greatest opportunity for a quality recreation and sport experience:

- A caring adult in an instructor or leader
- The opportunity to form friendships
- The opportunity to play in an enjoyable environment
- The environment to master new skills
- The encouragement to participate and have a positive experience
- The program design guideline ensures safety, inclusion of developmentally appropriate activities and a welcoming environment

This program will ensure that instructors are using child friendly and age appropriate techniques as well as safe and enjoyable teaching methodologies.

Local Context

Many of the municipalities surrounding the Township of Cavan Monaghan are accredited High 5 organizations, including the City of Peterborough and the Municipality of Port Hope. As a result, the Peterborough Sport and Wellness Centre, along the border of Cavan Monaghan and Peterborough and is utilized by many residents of the Township, is a member of the High 5 program.

f) Sport Development and Sport for Life

The Canadian Sport for Life movement has developed the Long Term Athlete Development Program (LTAD) which highlights the values and benefits of sport to both the individual and the community at large. The program describes a continuum of sport development which is athlete centred and moves a participant/athlete through the stages from participant to elite athlete and on to adopting an active lifestyle throughout one's life.

The continuum delivers on best practices, sport research and is based on principles that emphasize ethics, fun and appropriate age and cognitive related development. The LTAD program provides resources and a speakers program and relies on implementation at the provincial and community levels. There is clear alignment with the goals of the Canadian Sport Policy and a program at the community level will be most successful when a collective of participants, parents, educators, health experts and stakeholders are involved to create a community vision and each play their part. The continuum of long term athlete/participant development includes the following:



Collaboration at a national, provincial and local level will be a prerequisite for increasing the amount of daily physical activity and sport participation by Canadians. There is broad consensus that one of the key tools in achieving these important physical activity and sport goals will be through the efforts of “local champions” who will be both role models and advocates for the physical activity and sport cause. Cavan Monaghan will need to continue its efforts to ensure that all residents have no barriers to participation, that resources and knowledge support a value based sport delivery system and further that the sport and activity participation is a lifelong endeavour.

Local Context

Cavan Monaghan's soccer program promotes long term athlete development to create active lifestyles. The age range of participants in the Maple Leaf Soccer Club/Cavan FC range from as young as 3 years old to adulthood. The soccer club is highly competitive and promotes the continuum of long term athlete/participant development above.

g) Lack of Free Time

‘Lack of time’ as a barrier to participation is largely a result of the evolving employment and family structures in Canada. Commuting, home-based occupations, night shifts and weekend work are creating the need to have leisure services open later and the need to promote drop-in opportunities. Similarly, the changing face of the Canadian family, with many lone-parent families, is putting significant time pressures and constraints on recreation and leisure participation. This is an important demographic group to consider, as the 2006 Statistics Canada Census data revealed that 16% of all census families are lone-parent. The average Canadian has only 6 hours of free time a day (including 2 hours devoted to TV) and is presented with an unprecedented range of opportunities in the marketplace (e.g. the Internet, video games, etc.) which are consuming more time. Not surprisingly, the 65+ age group has the greatest amount of free time and those in the 25-44 age cohort have the least (3 hours). This supports the notion that casual and unstructured activities, as well as events and programs for older adults, will offer the greatest opportunity for growth.

Local Context

The community survey, although not statistically significant, revealed that the top four activities conducted by Cavan Monaghan residents are typically self-scheduled or drop-in type activities: walking or hiking for leisure (84%); swimming (71%); aerobics, fitness or weight-training (62%), or use of playground equipment (57%). Self-scheduled/drop-in recreation opportunities are popular in Cavan Monaghan and their future provision should be strongly considered.

h) Income and Affordability of Recreation and Leisure Opportunities

Level of income can be a significant barrier to participation in leisure pursuits, particularly in organized, structured environments. Municipalities are facing increasing pressure to offer affordable recreation programs and subsidies to promote participation among all user groups. In general, older adults have more disposable income to spend on leisure pursuits, while young families, youth, and economically disadvantaged individuals may find it difficult to afford to pursue a healthy lifestyle through participation in recreation. Statistics Canada has identified that the richest 10% of the Canadian population have seen an increase in their income by 14%, while the poorest 10% have seen an income increase of less than 1%. The term ‘working poor’ has been put forward in recent years to describe the financial situation of many Canadians who have a job but do not have any additional funds beyond paying for life necessities (due to the increasing cost of living).

Local Context

The Charter for Recreation and Parks in Ontario states that “everyone in Ontario has a right to quality, accessible and inclusive recreation and parks services in their communities – services that are essential for the health of Ontarians, the quality of life in our communities and the sustainability of our environment.” As mentioned earlier, approximately 4% of households in Cavan Monaghan live in poverty. The Peterborough County-City Health Unit promotes poverty-related initiatives to

improve the nutrition, income and housing for impoverished families in order to increase overall health and quality of life. In addition, many local organizations have informal subsidy programs that facilitate the participation of children in lower income households.

i) Arts and Cultural Participation

Arts and culture have been long recognized as providing a multitude of benefits to those involved by allowing individuals to creatively express themselves, diversify the level of cultural understanding for themselves and others, provide inspiration, and recognize significant community contributions. Nationwide, absolute attendance for most arts and culture events has increased over the past 2 to 3 decades; however, these increases have not generally kept pace with population growth. The 'Baby Boom' generation may create renewed interest in the arts and cultural sector due to greater amounts of free time and increased disposable incomes. Art and cultural classes have been reduced in many schools, thereby shifting the responsibility of provision for these opportunities to the municipality and the community.

Local Context

The Township of Cavan Monaghan has recently initiated a cultural mapping exercise to conduct a systematic identification of local cultural assets and resources. The process will map tangible and intangible cultural resources in the Township such as; community organizations, cultural industries, cultural occupations, cultural heritage, natural heritage, festivals and events, and facilities and spaces. The mapping exercise will provide Cavan Monaghan with a comprehensive overview of cultural resources within the Township and is expected to be completed in 2011.

3.2. Infrastructure Provision Trends

a) Aging Infrastructure

A 2006 study by Parks and Recreation Ontario identified that 30-50% of recreation facilities in Ontario are near the end of their useful life. In fact, infrastructure province-wide is chronically underfunded¹⁰. Recently, considerable investment in infrastructure has been made from both federal and provincial governments. In 2009, over \$900 million was invested in sport and recreation infrastructure in Ontario by all levels of government¹¹.

¹⁰ Parks and Recreation Ontario. (2006). *Ontario sport and recreation infrastructure study*. Retrieved from: <http://216.13.76.142.PRONtario.index.htm>

¹¹ Parks and Recreation Ontario. (2009). *2009 annual report*. Retrieved October 4, 2010 from: http://www.prontario.org/index.php/ci_id/6164.htm.

Local Context

The existing Millbrook Community Centre is quite old and antiquated. It does not embody modern facility design (it is undersized and only has 4 change rooms), and due to its location in a floodplain, it cannot be properly renovated or expanded. A feasibility study for the creation of a new Multi-Use Community Centre aimed at replacing the existing Community Centre is being conducted as a component of this Parks and Recreation Master Plan.

b) Emerging Recreation Activities

Across Ontario, there are numerous recreation and leisure facilities that are increasing in popularity and the provision of such facilities is becoming more widespread, especially in larger municipalities. These facilities include, but may not be limited to:

- Multi-use Sports Fields, including artificial turf
- Skateboard Parks
- BMX Bike Parks
- Spray Pads
- Climbing Walls
- Accessible Playgrounds
- Indoor Soccer Facilities
- Cricket Pitches

Local Context

The Township of Cavan Monaghan is adjacent to and within a short travel distance from the City of Peterborough. As a larger municipality, Peterborough offers more diverse recreation opportunities than Cavan Monaghan with amenities such as: community centres; swimming pools; ice rinks; baseball diamonds; soccer, field lacrosse, and rugby fields; campgrounds; parks; open spaces; festivals; and more. This Master Plan examines the need for many of these emerging recreation facilities in Cavan Monaghan.

c) Increased Interest in Trails and Hiking

A survey by the American National Association of Homebuilders found that trails are the most desired feature in a community, especially in new subdivisions.¹² Respondents indicated that they would choose a new community based on the type and extent of the trail system. Trails are a cost-effective method to increase physical activity levels and support positive interaction between the community and the natural environment. In an Ontario survey, 28% of respondents stated that a lack of pleasant places to walk or bike is a barrier to participation. In addition to trails gaining in popularity, a recent study from the Centres for Disease Control and Prevention found that the “creating or enhancing access to parks led to a 26.5% increase in the percentage of people exercising more than three times per week.”¹³

¹² National Association of Homebuilders. (2002). *Home buyers survey*. Retrieved from www.nahb.org.

¹³ Centres for Disease Control and Prevention. (2005). *Increasing physical activity*. pp.11.

Local Context

In April 2010, the Otonabee Region Conservation Authority prepared a Trail Master Plan for the Township of Cavan Monaghan. The Plan utilizes the existing network of parks, open space, trails, scenic routes and natural corridors in Cavan Monaghan and creates links between them to significantly enhance the trail system and make Cavan Monaghan more accessible for recreational trail users. The Millbrook Valley Trails is an existing network of trails managed jointly by the Township of Cavan Monaghan and the Millbrook Valley Trails Committee. These trails follow the Baxter Creek Corridor and link Millpond Park, Medd's Mountain and the Millbrook Fairgrounds with the MNR Provincial Fishing and Recreation Area and the 4th Line Theatre. There are also informal trails throughout the Township, on unopened road allowances and public lands that are used by residents and visitors. The continued improvement of the Township's trail system is a high priority for the community.

d) Increased Environmental Awareness and Stewardship

The importance of environmental protection is increasingly being recognized by society. As the population ages and people become more aware of the benefits of environmental protection, demand for passive settings that connect people to nature is increasing. Municipalities are placing a greater emphasis on the 'development' of passive park space (e.g., woodlots, prairie grasslands, flower gardens, civic gathering spaces, etc.), often times ensuring that a portion of new active parks remains in a more natural state. Naturalized park spaces (whether by 'maintaining' a site in its natural state or 'returning' a site to its natural state) are becoming more popular and are consistent with many of the principles related to environmental stewardship; they are also more cost effective than manicured park spaces. Naturalization typically involves reduced grass cutting and pesticide use, as well as the planting of native species, which should be accompanied by a public education program to create awareness in the community of the environmental benefits of this approach.

Local Context

The Township's Current Official Plan sets the environmental goal of protecting significant natural and cultural heritage features. This goal is supported by objectives which include: supporting the evaluation of natural and cultural heritage features to determine their significance; documenting those features that are significant; and providing for the review of all land use changes which could impact these features and encouraging mitigating measures in accordance with Best Management Practices.

3.3. Service Delivery Trends

a) Financing and Partnerships

According to Statistics Canada, in 2004 Canadian municipalities spent an average of 12.3% of their annual budget on recreation and culture and the Canadian Federal government spent 2% of its annual budget on this industry. In other words, the bulk of the financing for this sector in Canada is derived at the local level. Municipalities are looking to other opportunities, aside from the traditional methods (e.g., property taxes and user fees), to raise revenues for recreation.

Many communities are pursuing partnership approaches that dramatically differ from the traditional service delivery mechanism. Partnerships, alliances and collaborative relationships of varying types are required in today's economy to effectively and efficiently provide for the leisure needs of citizens. Not only is there growing interest in public-private partnerships (P3s), but also in arrangements with Trusts acting on behalf of community organizations and in formal operating or cost sharing relationships with school boards as well as use/community groups. The challenge is to create relationships that provide mutual benefit to those involved in the partnerships while protecting the interest of those affected by them.

Local Context

The Millbrook Valley Trails were developed through a partnership between the Township of Cavan Monaghan, Otonabee Conservation, the Ontario Ministry of Natural Resources, Peterborough County Stewardship, Human Resources Development Canada, the Canada Millennium Partnership Program, community groups, and volunteers. The idea was first introduced in 1998 and has grown to the trail system that exists today. Programs such as the Old Millbrook School Family Centre have also formed partnerships/sponsorship agreements with local businesses or government grant programs to fund their operation.

In terms of financing, the Township benefits from hosting the OLG Slots at Kawartha Downs. Since it opened in 1999, the Township has received more than \$34 million in non-tax gaming revenue¹⁴. It will be at the discretion of Township Council whether or not to use some of the future slot revenue toward improving parks and recreation facilities.

b) Volunteerism

Volunteers are essential to the operation of a large number of leisure programs, including special events and programs for children, and many municipalities rely heavily on their assistance. The 2007 *National Survey of Giving, Volunteering and Participating* has indicated that volunteerism is rising slightly, but our experience in several other communities suggests that many leisure organizations still struggle in finding

¹⁴ <http://www.peterboroughexaminer.com/ArticleDisplay.aspx?e=2676928>. Accessed November 2010.

volunteers. One key result of the national survey was that 18% of the volunteer hours in Canada are in the sports and recreation sector, which is the highest of all sectors. However, while 46% of Canadians (15 years or older) volunteered in 2007, it must be noted that the absolute average volunteer hours per year decreased from 168 hours per year to 166. The rate of volunteerism by those between the ages 15 and 24 has doubled from 29% in 2000 to 58% in 2007, perhaps largely due to the addition of mandatory volunteer hours for high school students as a part of the high school curriculum.

Local Context

Since Cavan Monaghan is a small municipality, a considerable amount of responsibility is placed on volunteers to organize and run local initiatives and programs, which they have done. All sporting activities in the Township are volunteer run and the time commitment is growing. The Millbrook Valley Trails system is also managed by a volunteer organization (Millbrook Valley Trails Steering Committee). One small example is Cavan Monaghan's Adopt-A-Road program, which allows volunteers to enhance the local litter collection along the Township's road right-of-ways.

c) Technological Advancements

In recent years, the adoption of new technologies into service delivery models has provided many municipalities and community groups with a more advanced and streamlined process to track participation levels, improve scheduling and provide quick registration for participants. With the number of homes with internet access steadily increasing, municipalities are able to provide a wealth of pertinent information on municipal websites. In addition, most age groups are capable of navigating the internet, to varying degrees.

Local Context

To increase transparency and accessibility by residents of Cavan Monaghan, the Township has made a number of documents available on its website (using the FilePro application). In addition, the Township's website provides telephone and email contact information for municipal staff as well as township-related news. Facility schedules are available for viewing on the website and, through the use of the 'Book King' scheduling module, residents can book facilities as well.

Section 4. Community Consultation

4.1. Overview

Community consultation is a key component of any master planning process as it provides insight into the perceived needs of the public, stakeholders, staff and members of local government. Locally collected data, when combined with an analysis of national and provincial trends and other factors, provides a solid foundation upon which to build the Parks and Recreation Master Plan. This Plan has employed the following public participation tools:

- community (web) survey,
- stakeholder group survey,
- key informant interviews,
- community search conference, and
- public meeting

These consultation methods provide valuable input regarding strengths, challenges, needs and concerns of local residents of Cavan Monaghan. The findings of these consultation efforts have been used as a basis for the assessment of parks and recreation facility and service delivery needs. Please note that the information presented is specific to each consultation tool and has not been considered in the context of other research or consultation initiatives. Where appropriate, this input has been integrated into subsequent sections of this Parks and Recreation Master Plan.

4.2. Community (Web) Survey

To assist in the preparation of the Master Plan, a community survey was made available through the Cavan Monaghan website in October and November of 2010. The survey collected information on the attitudes of the respondents towards various aspects of parks and recreation activities, usage, facilities, options and priorities; in addition, the survey asked specific questions about a new multi-use community centre. The Township publicized the survey through media releases and local stakeholder groups were notified and asked to generate awareness among their membership.

A total of 348 surveys were completed, which is a strong level of response, representing approximately 11% of the Township's households and 14% of its residents. Respondents were encouraged to be 16 years of age or older and reside in the Township of Cavan Monaghan; responses were limited to one per household. Because this was a self-administered survey, most questions do not have a full complement of responses, as some respondents chose to skip some questions; instances of non-response have been removed from the data analysis.

It should be noted that, as with any voluntary survey, there is likely a level of bias in the results. Those that have an interest in parks and recreation (such as families with children and teens) are more likely to complete the survey, as they have an interest in the improvement of leisure facilities and services. Furthermore, with the survey being available primarily on the Township's website, those without ready access to a computer were not as likely to complete it. To mitigate this, hard copies were distributed to a local retirement home in order to boost responses from those that may otherwise have not completed the survey. Because the survey was voluntary and not a random sampling of Cavan Monaghan residents, it is not statistically significant, nor is it representative of the Township's overall population (older adults and seniors were under-represented). Although some opinions are likely overstated, the survey is effective at identifying general levels of interest and prioritizing needs.

This section summarizes and correlates the principal findings of the community survey, with comparisons to other communities where similar research has been undertaken (where applicable). The full summary of results can be found in Appendix A, including a summary of the open-ended comments.

Household Participation in Recreation Activities

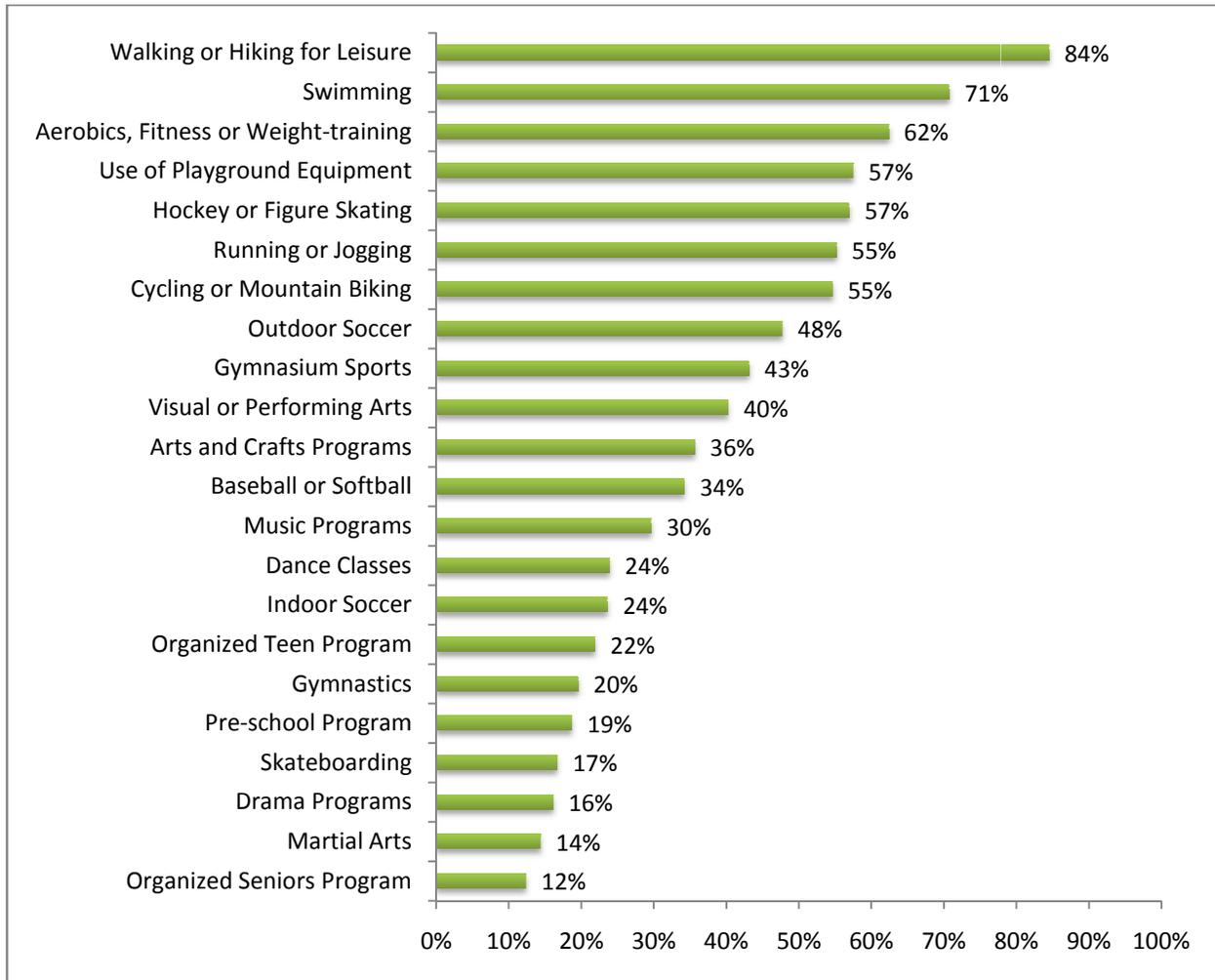
Respondents were asked whether anyone in their household participated in specific recreation and leisure activities in the past 12 months.

Similar to other communities, walking or hiking for leisure was ranked as the most popular activity (84%) in Cavan Monaghan, followed by swimming (71%), aerobics, fitness or weight-training (62%), use of playground equipment (57%), hockey or figure skating (57%), running or jogging (55%), cycling or mountain biking (55%), outdoor soccer (48%), gymnasium sports (43%), among others. Through surveys in other communities, we have found that walking and hiking for leisure and swimming tend to rank highly in municipalities; these are also ranked first and second in Cavan Monaghan. Interest in hockey and figure skating rated slightly higher in Cavan Monaghan when compared to surveys in most other communities.

It is worth noting that the five most popular activities are generally unstructured activities that are flexibly scheduled; trends suggest that self-scheduled, unorganized activities are growing in popularity.

The following figure displays the most popular leisure activities within Cavan Monaghan. Lower participation is evident for activities for which there are no local facilities (e.g., skateboarding, indoor soccer, etc.).

Household Participation in Various Leisure Activities, past 12 months (% of households)



While 57% of respondents indicated that they have participated in hockey or figure skating in the past 12 months, 79% indicated that they have visited the Millbrook Community Centre in that time. This suggests that the facility is used for more than just ice activities and is of great importance to the Township.

Respondents were asked what percentage of their household’s parks and recreation needs are met within Cavan Monaghan. 3% said that ‘all’ of their leisure needs are met within Cavan Monaghan; 10% said ‘most’; 23% said ‘about half’; 49% said ‘some’; and 9% said ‘none’ (the remaining 5% were unsure or did not respond). This means that approximately 81% of residents go outside of the Township on a regular basis to pursue their recreational activities.

Relative to other municipalities that we have surveyed, a very low proportion of respondents indicated that ‘all’ of their leisure needs are met within the Township of Cavan Monaghan. This is not surprising given the Township’s limited supply of parks and recreation facilities and programs, as well as its

proximity to the City of Peterborough. Nevertheless, it would appear that residents are participating in more activities outside of the Township than in it, which suggests that there is considerable pent-up demand for local recreational opportunities.

To better understand why residents travel outside of Cavan Monaghan for leisure activities, respondents were asked which activities they or members of their household participate in outside of the Township and why. The activities most often pursued the most are listed in the following table, along with the number of mentions received.

Swimming (151, representing 43% of the responses) and fitness/aerobics/weight training/gym (91, representing 26% of the responses) were the most pursued activities outside of Cavan Monaghan; these were also the second and third most participated activities in the Township.

Primary Leisure Activities Undertaken Outside of Cavan Monaghan

Activity	Total Number of Responses
Swimming	151
Fitness/Aerobics/Weight Training/Gym	91
Hockey	37
Soccer (Indoor/Outdoor)	27
Dance	24
Gymnastics	16
Baseball/Hardball/Softball	13
Cycling/Biking	13
Lacrosse	11
Arts	9
Running/Jogging	9
Volleyball	9
Walking	8
Football	6
Golf	6
Hiking	6
Music	6
Track and Field	6

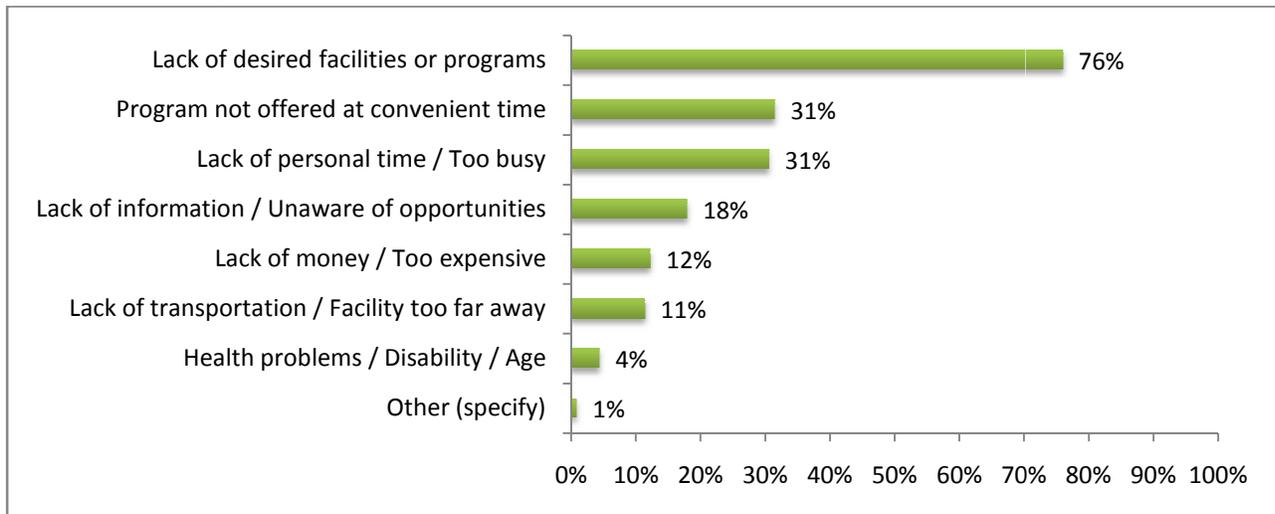
The reasons for pursuing these activities outside the Township were varied. The most commonly stated reason was ‘facility/program not available in the area’ (79%) followed by ‘quality of facility/program is superior’ (24%), and ‘facility/program not available in the area at the preferred time’ (12%).

Barriers to Participation

The respondents were asked if their household is able to participate in parks and recreation activities as often as they would like. 32% of the respondents indicated that they are able to participate in recreation activities as often as they would like and 59% stated that they do not (the remaining 9% were not sure or did not respond).

When asked why they were not able to participate in recreation activities as often as they would like, 76% indicated the 'lack of desired facilities or programs', followed by 'program not offered at convenient time' (31%), and 'lack of personal time/too busy' (31%); see the following chart (note: all percentages refer to the subset that indicated they could not participate as often as they would like).

Barriers to Participation



In over 40 such surveys conducted by the consultant in the past ten years, this is only the second time that 'lack of time' has not been the primary response. With 76% citing a 'lack of desired facilities or programs', it is clear that the respondents feel strongly that there are significant gaps in the Township's provision of leisure opportunities.

To assess latent demand for programs not offered in Cavan Monaghan, respondents were asked if there are any parks or recreation activities that members of their household would like to see offered that are not currently available. 76% of respondents indicated that there are programs that they would like to see offered. Due to the open-ended nature of the community survey, many respondents recommended facilities instead of programs. For the purposes of this summary, those facility recommendations were changed to activity suggestions wherever possible.

In terms of program gaps, swimming and swimming-related activities were mentioned most frequently (144, 41% of all survey respondents), followed by fitness/exercise/aerobics equipment and classes (27,

8% of all survey respondents) and gymnasium sports (27, 8% of all survey respondents). The top responses were as follows:

Programs Not Offered in Cavan Monaghan

Activity	Total Number of Responses
Swimming	144
Fitness/Exercise/Aerobics Equipment and Classes	79
Gymnasium Sports (incl. Basketball, Volleyball, and Badminton)	27
Dance Classes	15
Playground	14
Soccer, Indoor	13
Children's Programs	10
Soccer	10
Baseball/Hardball/Softball	10
Track and Field	9
Yoga/Pilates	9
Tennis	8
Hockey	8

Assessment of Public Facilities and Programs

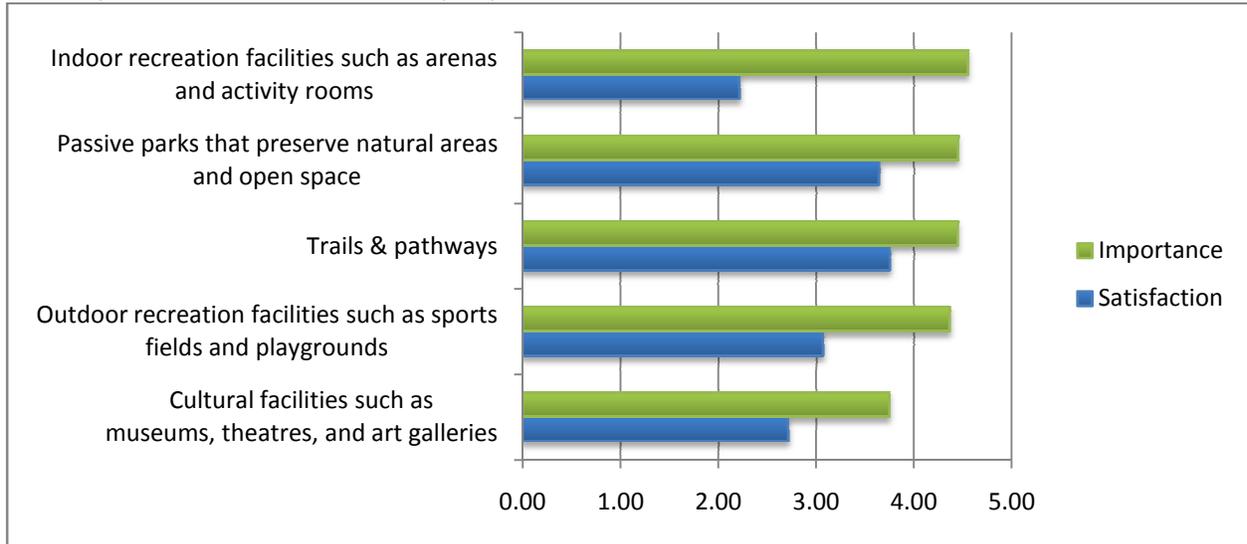
Respondents who earlier indicated that they had visited the Millbrook Community Centre and Arena (this constituted 79% of all surveys) were asked to rate the adequacy of the facility on a scale from 1 to 5, where 1 is 'completely inadequate' and 5 is 'excellent'. The average response was 2.23 on the scale of 1 to 5, with most of the responses in the 'poor' (2) category.

Respondents were asked to rate how important various facility types are to their households and their general level of satisfaction with these facilities, both on a scale of 1 to 5. Categories included indoor recreation facilities, passive parks and open space, trails and pathways, outdoor recreation facilities, and cultural facilities.

The results suggest that indoor recreation facilities are the most important to respondents, followed closely by parks and open space, trails and pathways, and outdoor recreation facilities. Cultural facilities rated the lowest in terms of importance, but still received substantial support.

In all five categories, the respondents' level of satisfaction was lower than their importance rating. Respondents were most satisfied with Cavan Monaghan's trails and pathways, followed by parks and open space, and outdoor recreation facilities (all three had satisfaction ratings above the average). More people were unsatisfied with cultural facilities and indoor recreation facilities than were satisfied. The results can be seen in the following table.

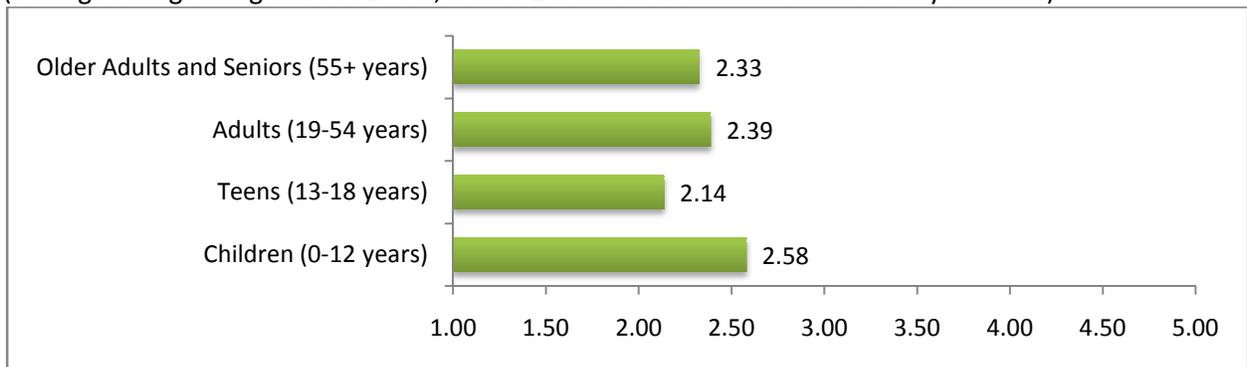
Importance and Satisfaction for Various Facilities (average ratings using scale of 1 to 5, where 1 is not at all important/satisfied and 5 is very important/satisfied)



Typically, when the importance ratings are higher than the satisfaction ratings, this indicates a service gap, suggesting that residents’ expectations are not being met. Gaps are evident in all areas that were surveyed, with the most notable being indoor recreation facilities. From our research in other communities, this gap (representing more than two full points on the scale of 1 to 5) is considerable.

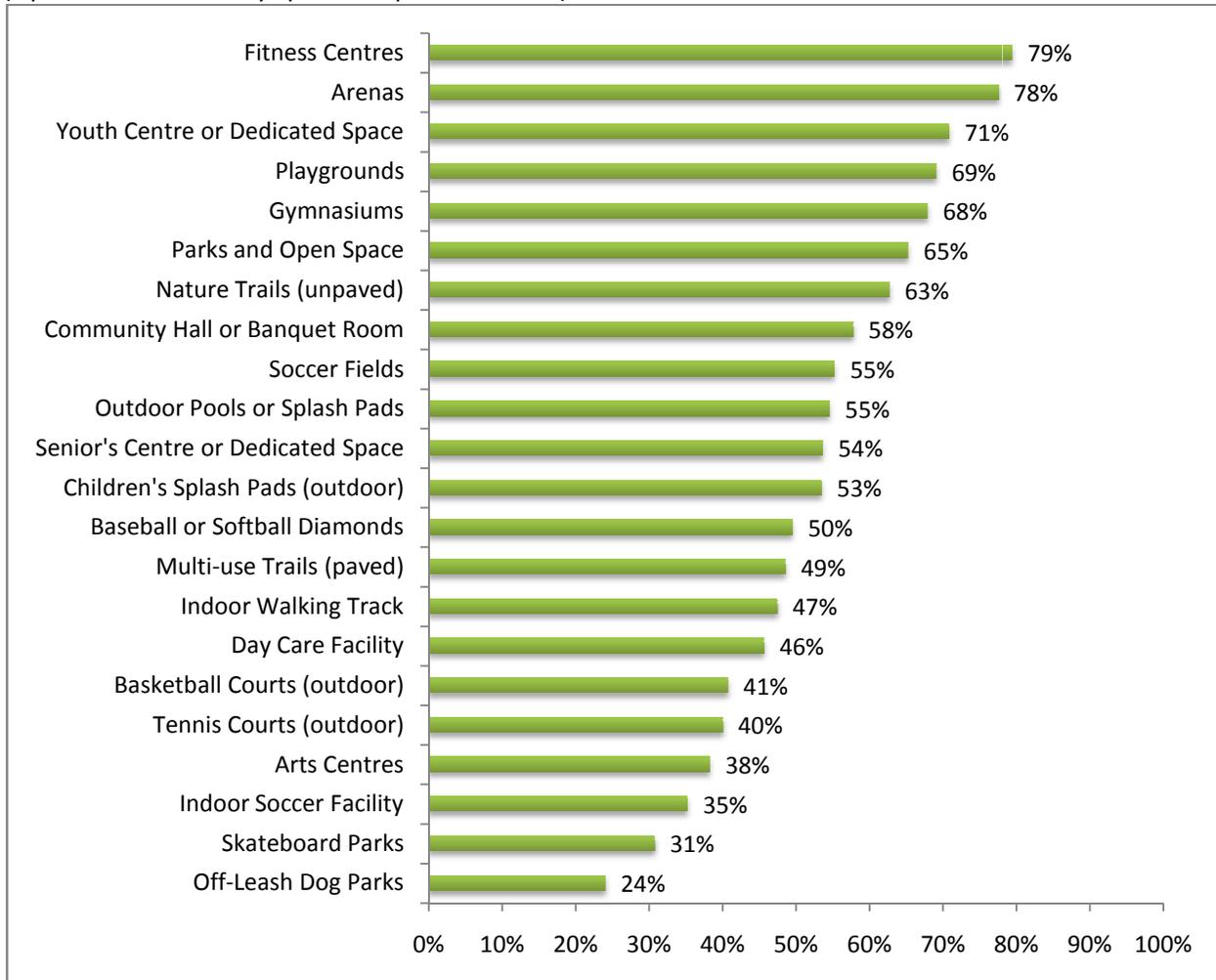
To gauge the impressions of level of serve to resident of different ages, respondents were asked to rate their level of satisfaction with the parks and recreation opportunities for the following age groups: children (1-12 years), teens (13-18 years), adults (19-54 years), and seniors (55+ years). Satisfaction with opportunities for children ranked the highest, followed by adults, seniors, and teens (in descending order of satisfaction). For all age groups, however, approximately twice as many (or more) respondents were unsatisfied than were satisfied, indicating a gap in provision. The levels of satisfaction for leisure opportunities by age group can be seen in the following chart.

Satisfaction with Parks and Recreation Opportunities for Each Age Category
(average ratings using scale of 1 to 5, where 1 is not at all satisfied and 5 is very satisfied)



To assess where respondents feel municipal resources should be allocated, they were asked which facilities should receive additional public funding (either for new construction or improvements to existing facilities). Respondents were asked to answer on a scale of 1 to 5, where 1 meant 'don't spend' and five meant 'definitely spend'. The figures in the following table represent the sum of the respondents that recorded either a 4 or 5 on the scale (i.e., those that support additional spending).

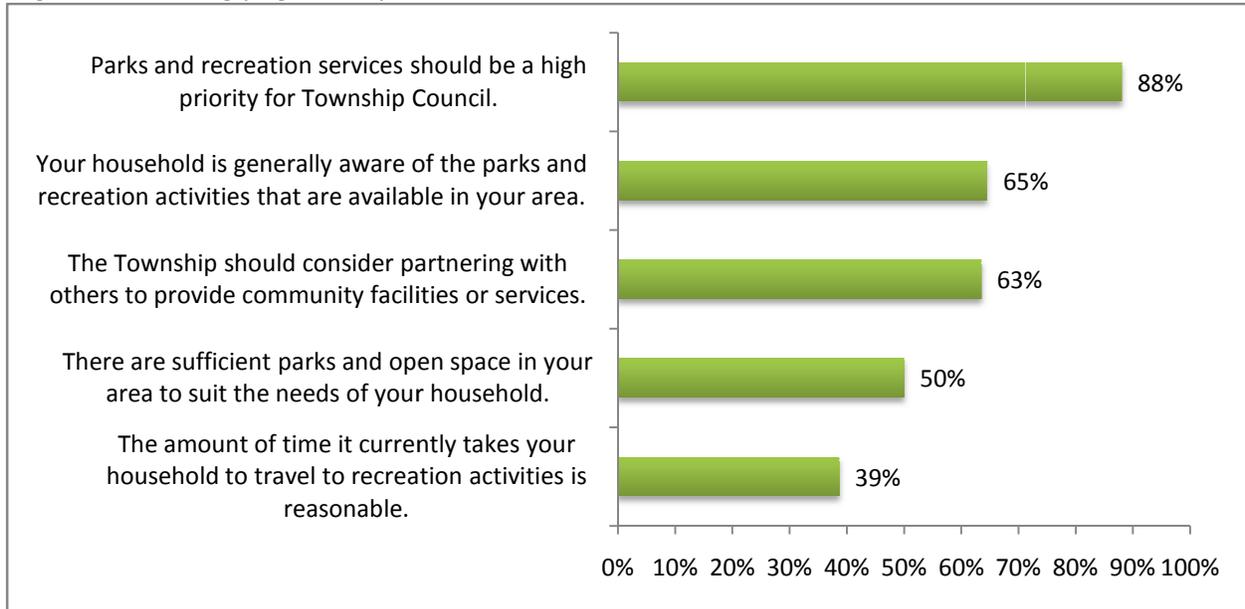
Percent that Support Additional Public Spending on Various Facilities
(‘spend’ and ‘definitely spend’ responses shown)



The facility type thought to be most in need of additional public spending was fitness centres (79%), followed by arenas (78%), youth or dedicated space (71%), playgrounds (69%), and gymnasiums (68%). Given the response bias associated with this survey, it is not surprising to see high levels of support for facility improvements and construction. It is noteworthy that 6 of the top 9 facility requests are indoor facilities. Further, trails (unpaved and paved) ranked toward the middle of the priority list; the public considers them to be much higher priorities in most other communities that we have surveyed.

Respondents were asked how they agree with a number of statements about parks and recreation priorities in Cavan Monaghan on a scale of 1 to 5 where 1 is 'strongly disagree' and 5 is 'strongly agree'. 89% support the statement "parks and recreation services should be a high priority for Township Council". Conversely, only 40% support the statement "the amount of time it currently takes your household to travel to recreation activities is reasonable", suggesting that many people feel they are travelling too far to access their leisure activities.

Level of Agreement with Statement about Parks and Recreation
(‘agree’ and ‘strongly agree’ responses shown)

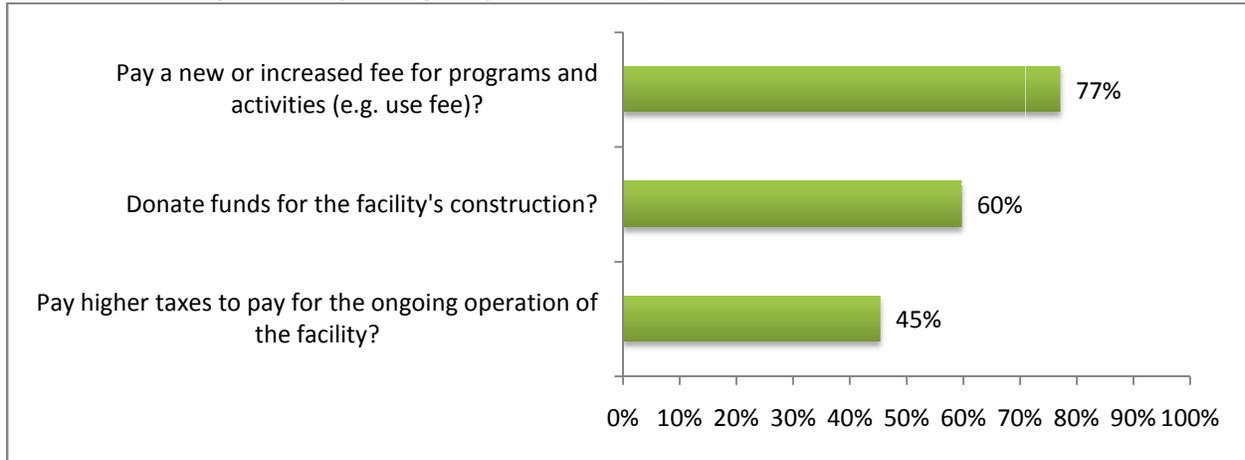


Multi-Use Community Facility

The respondents were then asked how important a multi-use facility (incorporating any of the facilities mentioned in the previous question) would be to their household, using a scale of 1 to 5 where 1 is 'not at all important' and 5 is 'very important'. The average response was 4.56 on the scale of 1 to 5, with 93% indicating that it would be important or very important to them.

The respondents were then asked that, if the Township was to pursue the development of a multi-use community facility, how willing they would be to support its development through various means, using a scale of 1 to 5 where 1 is 'not at all willing' and 5 is 'very willing' (see the following graph; 'don't know' responses have been omitted from the figures). Respondents were most willing to pay a new or increased fee for programs and activities (77%), followed by donating funds to the facility's construction (60%), and paying higher taxes to pay for the ongoing operation of the facility (45%; conversely, 34% did not want to pay higher taxes and 21% were unsure).

Willingness to Support Development of New Multi-Use Facility
(‘somewhat willing’ and ‘very willing’ responses shown)



Demographics

- The average household size in Cavan Monaghan is 2.92 based on the 2006 Census. The survey average was approximately 3.57 people per household. This is indicative of response bias, with families being more likely to complete the survey.
- The respondents’ average age was 47 years old.
- The demographic breakdown per household differs from the 2006 Census as seen in the table below. Families with children were more likely to respond to the survey; conversely, older adults and seniors (age 55+) were under-represented.

Household Demographic Breakdown

	Community Survey		Census (2006)
	#	%	%
under 10 years	213	19%	10%
10-19 years	237	21%	16%
20-34 years	117	11%	14%
35-54 years	390	35%	33%
55-69 years	121	11%	18%
70 and over	35	3%	9%

- 40% of the respondents live in Millbrook, 38% live in or near other smaller settlement areas (including rural areas), and 23% live nearer to Millbrook than other settlement areas. It is likely that the Millbrook area was slightly over-represented in the survey.
- 66% of respondents provided their annual household income levels:
 - 29% of household incomes were less than \$60,000;
 - 38% were between \$60,000 and \$100,000; and
 - 32% were above \$100,000.

4.3. Stakeholder Surveys

Methodology

A stakeholder group survey was created to gather information from community groups regarding participation statistics, organizational mandate, facility usage and needs, and future requirements. Stakeholder groups were also asked to provide input regarding the importance of a multi-use community centre that would replace the Millbrook Community Centre, including its potential impact on their membership, critical components, location, and the likelihood of renting, leasing or donating to the facility.

All community organizations known to the municipality (including those listed in the Township's Services Guide and those that use municipal facilities and parks) were e-mailed the survey on multiple occasions; the Township also made follow-up phone calls and provided hard copies of the survey where required. Of the 64 groups that were sent surveys, 30 completed them by the November 2010 deadline.

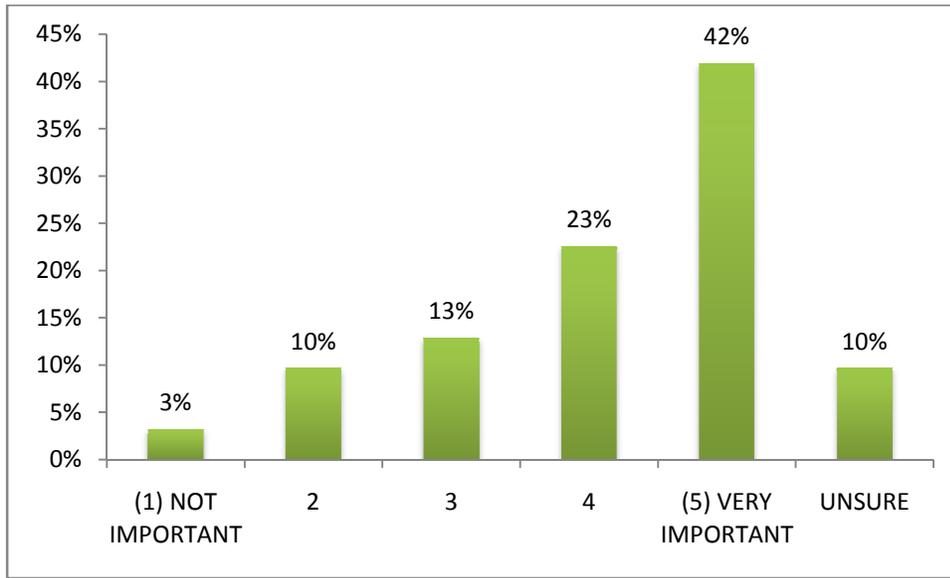
Summaries of each group's submission are provided in Appendix B and include all survey responses received as of November 17, 2010. Responses have been grouped according to general area of service and include elaboration on responses listed where applicable and relevant.

Analysis

The groups that responded to the stakeholder group survey ranged in size from 12 members (Friday Night Shinny) to 2400 members (Cavan Monaghan Libraries), with an average size of 176 members and a median size of 50 members. Most groups that provided information about the residency of their membership indicated that between 75% and 100% of their members are residents of Cavan Monaghan. Exceptions included the Ice Wizards (20% local), Peterborough Women's Ball Hockey Association (50% local), Nexicom (50% local), Millbrook Non Profit Housing Corporation (60% local), Maple Leaf Soccer Club/Cavan FC (65% local), and Millbrook Super Bees Hockey Club (65% local). Groups were asked about their intentions to expand, reduce or maintain a constant membership; of those that responded to this question, 12 groups (just less than half) anticipated expansion, 17 groups (just more than half) felt they would experience no change, and 1 group felt it would reduce its membership.

When asked to rate how important a new multi-use community centre would be to their organization on a scale of 1 (not at all important) to 5 (very important), the average response was 4, with 65% stating that a new multi-use community centre would be important or very important to their group.

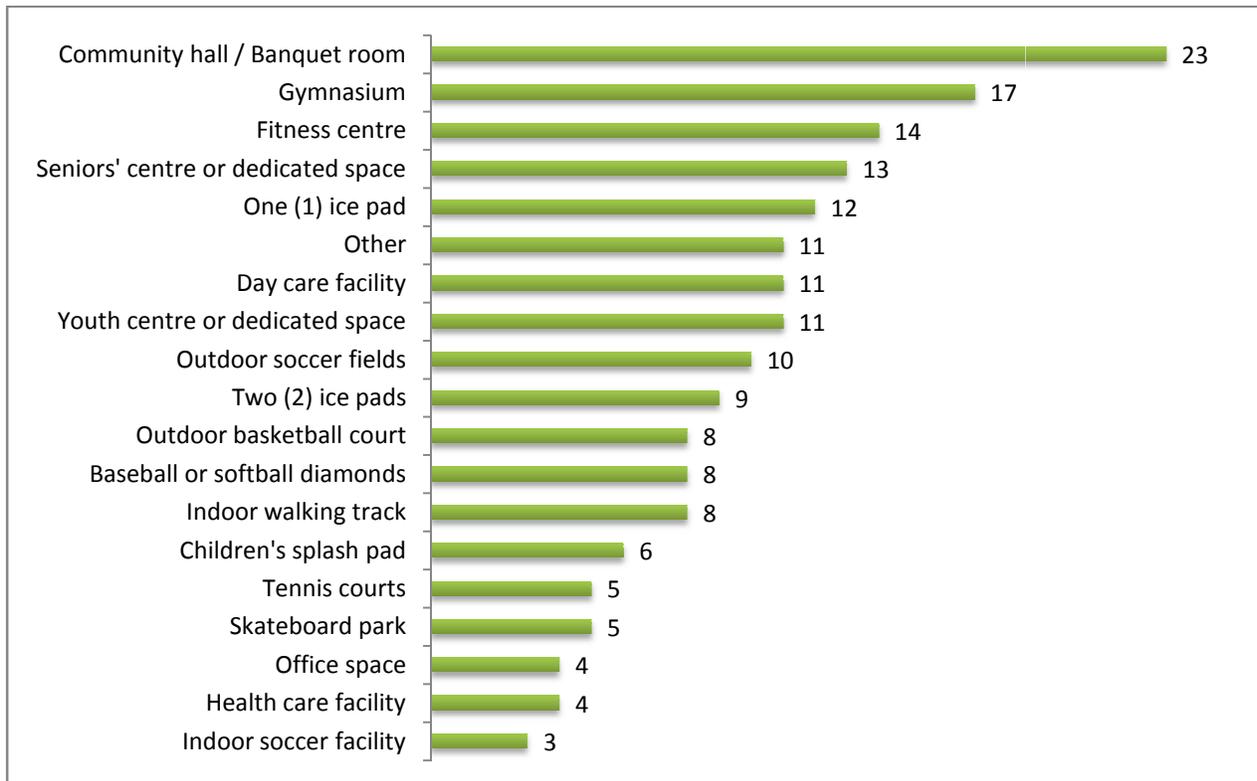
Importance of a New Multi-Use Community Centre



The survey then asked respondents, “if the Township builds a community centre, which of the following components does your organization feel are absolutely critical to its success?” The results are shown in the following graph; multiple responses were allowed.

Amenities that were Mentioned as Critical Components of a New Community Centre

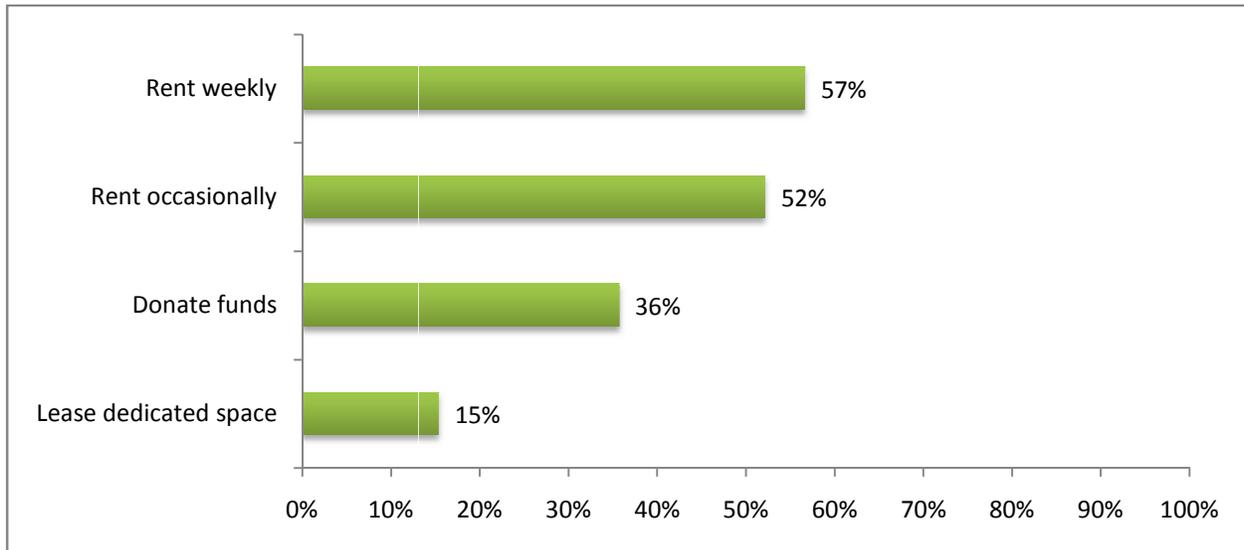
(# of responses; maximum of 30)



The most commonly mentioned component was a community hall/banquet room, followed by a gymnasium, a fitness centre, seniors' dedicated space, and one ice pad (as opposed to two). Respondents were given the opportunity to suggest other amenities that were not included in this list; examples include libraries, storage, outdoor running track, meeting rooms, pool, outdoor skating rink, display cases, parking, indoor tennis, field facilities for athletics, and low user fees.

Groups were then asked how likely their organization would be to rent the new facility, donate funds towards its development, or lease dedicated facility space. Results are illustrated in the following graph.

Likelihood of Renting or Leasing Space, or Donating to Development of a New Community Centre



57% (17 groups) indicated that they are likely to rent the facility on at least a weekly basis. 52% (12 groups) indicated that they are likely to rent the facility on occasion (monthly or less). 36% (10 groups) indicated that they are likely to donate funds toward the development of the facility. 15% (4 groups) indicated that they are likely to lease dedicated space at the proposed facility.

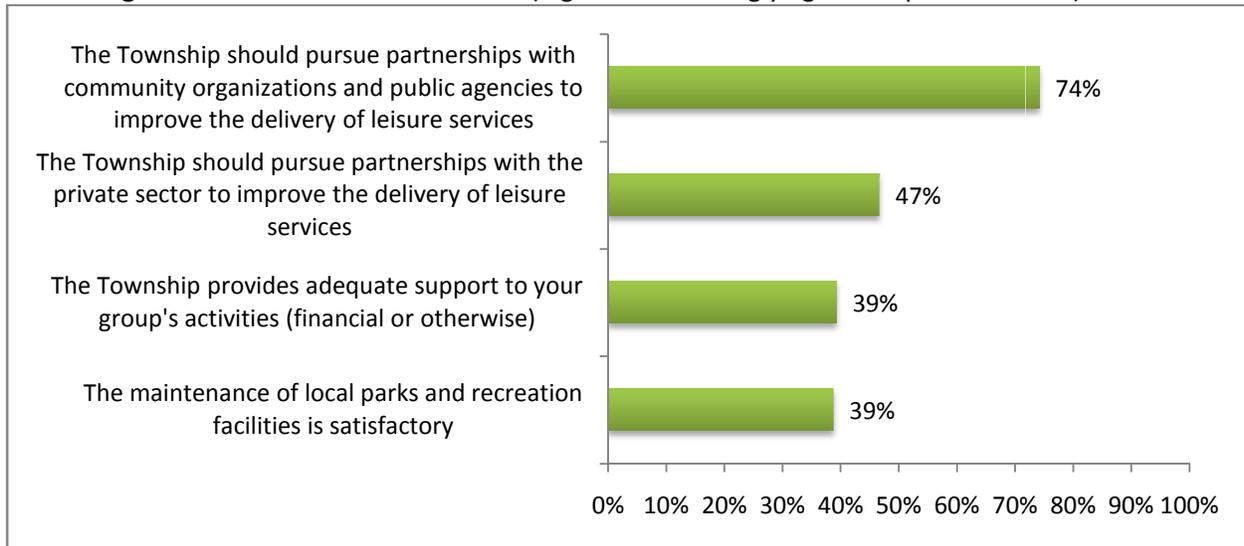
With respect to future needs, the stakeholder survey included the following questions:

- What parks or recreation facilities does your group currently use?
 - What, if anything, do you feel needs to be improved?
- Will your group require access to any new park or recreation facilities in the next five to ten years?
 - What additional facilities, program spaces and supporting spaces (e.g., meeting rooms, storage space, etc.) will your group require?
- Overall, what is the most pressing need or concern currently facing your group?

Of the organizations that responded to the question regarding additional access to new park or recreation facilities, 16 responded that they would need additional access and 14 would not. Further responses to these questions are included within the summaries contained in Appendix B.

Organizations were also asked to state their level of agreement with four prepared statements using a scale of 1 to 5 where 1 is 'strongly disagree' and 5 is 'strongly agree'. Most groups would appear to be satisfied with the level of municipal assistance and maintenance; they also generally support partnerships in the development of a new multi-use community centre. Results are illustrated in the following graph, which shows those that agreed or strongly agreed.

Level of Agreement with Given Statements ('agree' and 'strongly agree' responses shown)



4.4. Community Search Conference

A community search conference was conducted by the consultants on October 27, 2010 at the Cavan Monaghan Township Office. The purpose of the search conference was to provide a venue within which members of the community could share ideas, listen to the perspectives of others and work together to identify pressing needs and think about creative solutions. Attendees were selected and invited by the Township based on their involvement in the local recreation sector; the session was also open to the general public. The session was attended by approximately 20 people, representing a number of community organizations, as well as members of the Steering Committee and two members of Council.

Participants were seated at tables with other stakeholders, one of whom served as a recorder and facilitator; each table was asked to respond to a series of questions. The first question asked what participants valued most about Cavan Monaghan. Next, three questions were asked to gather stakeholder views on the state of Cavan Monaghan's indoor and outdoor recreation facilities as well as

programming and service delivery. Responses to these three questions were prioritized within each table and presented back to the group at large. Results have been summarized below; please see Appendix C for detailed lists of responses to all four questions.

Question 1: What do we value most about Cavan Monaghan?

Participants value a broad range of characteristics of Cavan Monaghan, including its strong sense of community where residents care strongly about their quality of life and bettering their community. Residents are proud of their many festivals and events and their artistic community, including the 4th Line Theatre. Participants care for and respect the beauty of their natural environment and historic downtown and admire the rural character of the Township. Cavan Monaghan’s geographic location and convenient accessibility to a number of nearby major urban centres is also a key to the area’s quality of life.

The following graphic illustrates the most commonly valued elements of the Township of Cavan Monaghan, based on key words used to respond to this question (the larger the text, the more frequent the mention).



Question 2: How can we improve parks and open spaces in Cavan Monaghan?

As noted below, the desire for more or improved soccer fields and facilities is strong in Cavan Monaghan, as are the installation of bike lanes and improvements to Maple Leaf Park. Other high priority items discussed included facilities for seniors and youth, maximizing the Fairgrounds property, accessibility, trees/shade and benches in parks, promotion of existing assets, an outdoor bandshell, and small parks and playgrounds scattered around the Township.

The following is a listing of the highest priorities for parks and open spaces, as identified through the Community Search Conference's prioritization exercise (top responses listed in priority order; number of mentions in parentheses):

- More/improved soccer fields and facilities (12)
- Bike Lines along County Roads (8)
- Present Maple Leaf Park is not adequate (6)
- More use of Fairgrounds (6)
- Shelter from elements (trees and constructed) at all parks (5)
- Senior-focused facilities (5)

Question 3: How can we improve indoor recreation facilities in Cavan Monaghan?

A new multi-use facility was the top priority among the participants at the search conference, and the majority of the discussion was focused around what the new facility should contain and how it should be designed. Participants felt that the new facility should be environmentally friendly and Leadership in Energy and Environmental Design (LEED) certified. Features that participants would like to see included in the new facility include an indoor track, community rooms, a banquet facility with a stage and kitchen, cultural/music space, a gymnasium, ice pad(s), swimming pool, indoor soccer, offices, and meeting rooms. Discussion was also generated about potential locations for a new multi-use centre, as well as funding sources and operating parameters.

The following is a listing of the highest priorities for indoor recreation, as identified through the Community Search Conference's prioritization exercise (top responses listed in priority order; number of mentions in parentheses):

- New Multi-Use Facility (12)
- Eco-Friendly Building/LEED certified (7)
- Indoor Running/Walking Track (7)
- Community Rooms/Flexible Space (7)
- Banquet Facility with Stage and Kitchen (6)
- Cultural Space (5)
- Gymnasium (5)

Question 4: How can we improve programming and service delivery in Cavan Monaghan?

Participants identified the need for increased funding and programming partnerships between the Township and various community groups. In order to foster greater collaboration with community groups there was also an identified desire to increase communication with Township Council through a community calendar, the Township website, a newsletter and evening Council meetings. Participants felt that some initiatives are not necessarily linked to the provision of new facilities and can begin

Section 5. Key Findings, Issues, and Opportunities

The following are key findings from the demographic profile, trends research, and public consultation program as they pertain to the Township of Cavan Monaghan Parks and Recreation Master Plan. Each of these items is accounted for (directly or indirectly) in subsequent sections of this Master Plan and should be kept in mind when the Township begins the Plan's implementation.

- 1) Given its older age profile, the Township's long-term population growth will be modest unless it is supplemented through in-migration. The aging of the population is expected to continue as the older adults and seniors' age groups are likely to see pronounced increases over the next twenty years. The size of the child and youth population is not likely to grow substantially.
- 2) The Township's population can be expected to grow by 1.6% to 1.7% per year between now and 2031, recognizing that there are likely to be fluctuations in this percentage from year to year. This is more than twice recent rates of growth, but still only represents approximately 150 to 200 additional residents per year.
- 3) There is considerable uncertainty regarding the location/distribution of future growth in the Township and this matter will likely remain unresolved until the new Official Plan is approved.
- 4) The Township's large land base and dispersed population makes it difficult to ensure that recreation programs and facilities are accessible to all residents. With many settlement areas being quite small, they may lack the critical mass to justify the expansion of recreation facilities and parks. As a result, centralization of facilities in the largest community (Millbrook) is logical, but not necessarily appropriate in all circumstances (e.g., playgrounds, open space, trails, etc.).
- 5) The Township has a limited supply of recreation facilities and parks. A significant proportion of residents travel to other communities to participate in activities, notably swimming and fitness. Being close to the City of Peterborough means that many Cavan Monaghan residents have reasonable access to leisure services that are more commonly provide in larger communities.
- 6) There is considerable support for a new multi-use community centre to replace the Millbrook Community Centre; there is little debate that this facility is inadequate and requires replacement (due to its location in the floodplain and the inability to rectify its deficiencies). This is by far the highest priority stated by the community and the degree of public demand is higher than what we have seen in many communities that are in similar situations. This interest is also accompanied by a stated willingness by a slight majority to increase taxes in order to build/operate such a facility. At the same time, many organizations have cited concern over rental rates at existing facilities, suggesting that affordability will be a key consideration.
- 7) The potential to incorporate a variety of components and activities into a new community facility should be considered, such as an arena, fitness, youth space, gymnasium, hall/banquet space, indoor track, and possibly a pool and/or indoor soccer facility. The Township is currently undertaking a cultural planning exercise that may identify opportunities to serve this sector as well. Market share, partnerships, financial performance, and site selection will be key factors in

determining the viability and fit for a new community complex. Support was also found for making the facility environmentally-friendly (e.g., LEED certified).

- 8) Community organizations have expressed a willingness to expand their memberships and services. To do this, ongoing support is required from the Township; this could include improved communication (particularly with Council), grant facilitation, creation of a parks and recreation committee, etc. Several groups have even suggested that they should have a role in the operation and/or funding of a new multi-use centre. Partnerships and collaboration between the Township and community groups would appear to be appropriate methods for expanding services to Township residents.
- 9) Improvements to existing parks (most notably Maple Leaf Park) and outdoor recreation facility supplies may also be required. Higher priority suggestions involved playgrounds, soccer fields, trails, and splash pads. In terms of Maple Leaf Park, its high water table and lack of municipal water services can create challenges. Flat, well drained land is at a premium in the municipality, which is one reason why the under-utilized Millbrook Fairgrounds property was frequently raised as an option for future facility development.

Based on these findings, as well as the project's Terms of Reference, several key issues and opportunities pertaining to parks and recreation in the Township of Cavan Monaghan have emerged. Direction on many of these topics is provided through the analysis contained within the Master Plan's subsequent sections. The following list is not intended to be exhaustive nor indicative of future actions.

- Demonstrated desire for a new multi-use facility and demands for other facilities and park amenities.
- Gaps and the equitable distribution of parks, open spaces and recreation facilities in the Township.
- Improvements to existing parks and facilities and the potential re-use of under-utilized buildings.
- The availability of leisure resources in nearby communities (e.g., Peterborough) and their impact on service delivery in Cavan Monaghan.
- Parkland classification and standards.
- Active transportation and integration of bike trail and path networks.
- Fostering new partnerships and increasing communication in service delivery.
- Recreation and leisure opportunities for youth and seniors, including risk factors and physical accessibility.
- Gradual shifting trend from sports to active living, including the need to promote community and individual wellness.
- Accessibility to all programs, events and spaces for all community participants.
- Financial sustainability and opportunities for revenue generation.
- Formalization of the Township's parks and recreation policies and guidelines.
- Review of organizational practices and staffing levels within the Parks and Recreation and Community Development Departments.

Section 6. Vision and Goals

This section identifies a vision statement and preliminary goals to guide the development and implementation of the Master Plan's recommendations, as well as future decision making for the Township of Cavan Monaghan.

6.1. Vision Statement

A 'vision' is an inspiring statement describing an ideal future state. Setting a vision for the Departments in the delivery of service is the initial step in setting a strategic path forward. A vision statement depicts how the Departments want to be viewed in the future and compels people to work together to achieve the vision over time. Council, residents and staff must embrace the importance of healthy and active lifestyles and each play a role in ensuring that recreation is a lifelong opportunity within the community. The following vision statement is offered for consideration and adoption:

“Parks and recreation facilities and services in Cavan Monaghan are safe, affordable, and accessible to people of all ages. Leisure opportunities are delivered in partnership with the community with a focus on promoting lifelong personal development, active lifestyles, and community pride and cohesion.”

Over time, this vision will allow the needs of all residents to be considered and will encourage the proper provision of high quality leisure opportunities that will assist residents in achieving their personal and community goals.

6.2. Proposed Goals

The Master Plan's goals are intended to be high level, directional statements that articulate the overall context for what is intended to be accomplished. Goals are ideals that the Township of Cavan Monaghan and the community should strive to achieve over time as they pertain to parks and recreation opportunities. The Master Plan includes specific recommendations pertaining to each goal.

The following goals – embracing the provision of parks and recreation facilities, programs, and services – are proposed for the Township of Cavan Monaghan’s Parks and Recreation Master Plan:

1. Opportunities for all

All residents, regardless of age and ability to pay, will have opportunities to benefit from an appropriate range of parks and recreation programs, services and facilities.

2. Recognition of the Benefits of Parks and Recreation

The positive impact of parks and recreation on healthy lifestyles, civic pride, and community cohesion will be fostered.

3. Sustainable Provision of Parks and Facilities

Long-term planning that matches resources (financial, human, physical, environmental, technological, informational, etc.) with local needs will lead to sustainable and responsive parks and recreation facilities for current and future residents.

4. Equitable Geographic Accessibility

While it is recognized that the Township is geographically large and has a dispersed population, the equitable distribution of parks and recreation opportunities will be encouraged to ensure that all residents have the chance to participate in locally provided activities.

5. Maximizing Partnerships and Community Resources

Strong partnerships will help the Township and the community achieve service excellence. The Township’s support, facilitation, and recognition of community efforts will build stronger relationships and enhance local leisure opportunities.

6. Effective Communication and Organization

The Township will ensure that its service delivery system remains responsive to local needs and includes meaningful avenues for communication and consultation with the community.

Section 7. Service Delivery Assessment

7.1. Introduction

The Cavan Monaghan Economic & Community Development Department and the Parks & Facilities Department serves the public in providing and facilitating a range of parks, recreation and cultural opportunities and experiences.

Note: The Economic Development & Community Development Department has a role to work with community partners to build community capacity in the delivery of services, while the Parks & Facilities Department has a role to provide facilities, trails and parks and a rounded program. This report will outline an overall view of the delivery of service and recommendations for the future. The allocation of resources will be left to the two departments to determine.

Facilities are well utilized and the public appreciate the services offered. In times when resources must be well justified, it is important to be clear about the work of the Departments, its mission, vision, and service objectives and priorities. Articulating Departmental priorities will assist municipal staff in placing resources where they are needed and will be most effective.

7.2. Purpose of the Service Review and Methodology

A cross-section of staff from the Economic & Community Development and Parks & Facilities Departments met to discuss their common focus in supporting the Parks and Recreation and Master Plan objectives, service delivery and priorities.

Staff is clear about their immediate responsibilities, the role that the community groups play in augmenting services and the limited resources available. In this light, the Departments must be clear of their respective roles, service objectives and how best to work together with the community to maximize resources and deliver the highest level of service. The discussion as to service priorities is critical to indicate how staff time and resources should be allocated in the future. All of this work will ensure that residents receive the greatest return on the investment of their tax dollar and respective user fees. To this end, the staff in the departments participated in a workshop to:

- Clarify the Departments' vision, role and service objectives.
- Set service delivery priorities based on emerging trends, pent up demands and social issues.
- Address operational issues that require attention in order for the public to receive an optimal level of service.

This exercise served to focus staff on rationalizing and prioritizing the Town's programs, facilities and services pertaining to parks, recreation and culture, which will ultimately guide the implementation of recommendations arising from the Master Plan.

The process included:

- Discussion of the Departmental mission, vision, and corporate values;
- A review of background documentation and discussion regarding the current state of the delivery/facilitation of services;
- Recognition of the role of the Departments in both actively providing services and supporting groups who also provide recreation, parks and sport opportunities in the community;
- A discussion and refinement of a draft set of service objectives;
- Recognition of the Departments' strengths, challenges and future opportunities; and
- Analysis of the service objectives, future focus and priorities.

7.3. The Starting Point – The Rights of Ontarians in Accessing Parks and Recreation Services

The Township committed to providing each and every citizen with safe and enjoyable experiences and believes that each citizen has rights in accessing services. The following describes these basic rights and the Township's responsibility in working to ensure equitable access for all residents regardless of their status and background.

We believe that every citizen in Cavan Monaghan should have access to:

- *Participation*: Participate in quality, safe, affordable recreation and culture programs that are in harmony with the diversity of the community.
- *Active Living*: Be physically active through participation in both organized and informal sports, recreational, and cultural activities.
- *Nature & the Outdoors*: Experience nature and access to open spaces within their communities.
- *Enriching Experiences*: Experience the arts, culture, heritage, sports and recreation.
- *A Welcoming & Inclusive Community*: Be included in activities that build strong communities, engaged citizens and healthy family life.
- *Engagement*: Be engaged in the planning of recreation, parks, and culture in their communities and to participate in volunteer activities.

Source: Adapted from the Charter for Recreation and Parks in Ontario

7.4. The Benefits of Providing Parks and Recreation Opportunities

The Canadian Parks and Recreation Association produced a summary document of research and findings that highlights the benefits of participation in recreational, cultural and parks pursuits. Research dictates that the provision of parks, recreation and cultural opportunities is an essential service that enhances the community. Cavan Monaghan must continually keep participation and the benefits in the public eye through social marketing efforts as residents better embrace healthy and active lifestyles. The benefits are described as follows¹⁵:

Essential to Personal Health

- Combats diabetes, heart disease, cancer, obesity, and respiratory illnesses
- Prevents site specific cancers (colon, breast and lung)
- Reduces stress, depression and contributes to emotional/psychological well being
- Utilized in therapeutic settings to restore physical, mental and social capacities and abilities

Key to Human Development

- Essential to the development of our children and youth in strengthening social, motor, creativity and intellectual capabilities
- Develops adults to their full potential (social, intellectual, creative, physical and spiritual)

Essential to the Quality of Life

- Builds self esteem and positive self image
- Enhances life satisfaction levels
- Nurtures growth, acquisition of life skills for those with a disability

Reduces Anti-Social Behaviours

- Reduces self-destructive behaviours and negative social activities in youth
- Provides an antidote to smoking, substance abuse, suicide and depression
- Reduces crime, particularly effective with at risk/delinquent youths
- Builds understanding between diverse cultures
- Reduces isolation, loneliness and alienation

Builds Families and Communities

- Families that play together – stay together. Children and youth remain connected; couples that share leisure interests are more likely to stay together
- Provides safe, developmental opportunities for latch key children and youth
- Produces leaders who support their communities in many ways
- Builds social skills and stimulates participation in community life
- Provides the catalyst that builds strong self-sufficient communities

Pay Now or Pay Later

- Reduces the costs of social services, intervention and foster care
- Reduces crime and social dysfunction – police, justice and incarceration costs

¹⁵ Canadian Parks and Recreation Association, *The Benefits of Parks and Recreation*.

7.5. The Role of the Departments in the Provision of Services

The role of the Cavan Monaghan Economic & Community Development and Parks & Facilities Departments in providing equitable service delivery is to review and respond to the entire parks, recreation and cultural needs of the community. This does not mean that the municipality must provide all services directly, but should foster cooperation with community groups to deliver a wide range of services and opportunities. These approaches include:

- Understanding the demographics, community issues and emerging trends
- Identifying needs and partner with key providers and stakeholders
- Determining gaps and needed improvements
- Building community capacity in order for the community partners to respond and to provide services and programs independently
- Working to include all residents, as well as pay particular focus on under-represented and underserved groups
- Providing the direct delivery of facilities and programs where gaps exist or the capacity is not present in the community
- Playing an ongoing supportive role to community groups and partners in their endeavours
- Recruiting, training, supervising and recognizing volunteers
- Building and fostering partnerships in the delivery of services
- Engaging the community in meaningful participation through planning, decision making and program and service delivery
- Measuring and evaluating the effectiveness of the delivery system and make adjustments where they are warranted

7.6. Cavan Monaghan Service Delivery Model

Cavan Monaghan has defined its service delivery model as one that places the emphasis of the delivery of most programs and services in the capable hands of community groups. The role of the staff is to facilitate and assist groups with the delivery of service through planning, providing assistance with research, administration, allocation of facilities, and legislative requirements. Essentially the community relies on volunteerism with assistance from staff where it is needed.

Community development within recreation and leisure services represents a type of service approach that is highly dependent on citizen participation, particularly for citizens who are vulnerable. Overall, community development aims to empower both individuals and local communities through involvement, education, skill development, and proposed changes in existing conditions. These aims are achieved through such practitioner roles as research and reconnaissance, education, group development, facilitation and advocacy.

- Hutchison and Nogradi

Cavan Monaghan offers the direct provision of facilities and casual leisure opportunities and utilizes a community development approach to the delivery of programs and sports. It is the community's hope that a broader range of services and opportunities can be offered using this approach, creating greater community capacity and participation as a result.

While there is a strong offering of sport opportunities such as soccer, hockey, figure skating, public skating, baseball, trail use, etc., there is no overall planning mechanism to test and ensure that all ages have equitable access to programs and services. There is also no mechanism for ensuring that programs and services are available for all ages, genders and abilities. The recommendations of this Master Plan propose that better planning and execution of the community development model be addressed in the future. Further, the Plan recommends that the municipality deliver programs directly where there is a gap in the delivery of service with little to no community capacity to act on this need.

The articulation of a meaningful vision and departmental role, service objectives and priorities is foundational to the Cavan Monaghan's success. All combined work efforts of the Departments, stakeholders, volunteers and staff must be aligned with what the community deems important. This information will assist the public and interested community groups in knowing what the mandate of the departments is and where the focus of resources and energies lie. Staff will benefit from having one consistent message that can be reinforced in staff manuals, at training sessions, and alignment with the setting of annual departmental and individual plans. The residents will gain from having a delivery system that asks for their input and cooperation in the delivery of services so that the system can accommodate maximum participation. Everyone gains!

7.7. Service Delivery Objectives and Analysis

It is clear as to what the Departments of Economic & Community Development and Parks & Facilities are setting out to achieve through the articulation of a vision, role and goals for the delivery of services. In a climate where resources are limited, it is imperative to focus on critical priorities that do not create a greater strain on resources but seek to deliver quality services and to include a greater proportion of the population in leisure activities. The following service objectives were garnered through Canada-wide research completed by Professional Environmental and Recreation Consultants (PERC) to capture the overall service objectives of a typical municipal recreation and parks department.

The following table adapts the appropriate goals and objectives to the Cavan Monaghan context and provides an assessment of the current level of service and future opportunities. All goals and objectives have the same general level of priority. Specific recommendations for each of these objectives are also provided below and summarized in Section 12 (Implementation Strategy).

Goal One: Opportunities for all

All residents, regardless of age and ability to pay, will have opportunities to benefit from an appropriate range of parks and recreation programs, services and facilities.

Service Objective 1.1: To provide and facilitate recreational activities for all age groups (pre-school, children, youth, adults and older adults).

<p><i>Description:</i></p> <p>A well planned range of recreational choices for all age groups and abilities supports the full development of residents in ensuring social, intellectual, physical and emotional development.</p>	<p><i>Current Level of Service and Future Opportunities:</i></p> <p>Each organization works independently to provide a sport or recreational opportunity within the community. There is no clear vision and no collective efforts evident to formulate a vision for the whole community and allocate responsibility for each organization to play its part to deliver on the vision of a healthy and active community. A collective approach is required to ensure that all residents have access to these opportunities and further that a wide ranges of choices exist.</p> <p>There is a corporate policy that requires all recreation leaders working with children and vulnerable adults to have a Police Security check; this standard is not required of all sports and community groups on a consistent basis.</p> <p>Ongoing and regular discussions with varying age groups would provide the municipality with an understanding of the current needs of the residents.</p> <p>Cavan Monaghan would benefit from the ongoing research provided through the Play Works Partnership for Youth and as well to provide a quality assurance framework for Youth Friendly Communities.</p>
--	--

Recommendations:

1. Complete an annual inventory and gap analysis of all recreation, parks and cultural services available to residents categorized by age grouping, gender and activity type (active, visual and performing arts, sports, etc.).
2. Develop a program and service plan that addresses facilitating/providing a balance of opportunities for all ages, genders, and abilities through partners and community groups.
3. Prepare to build capacity where there are service gaps and provide programs directly where there is no community capacity to do so.
4. Utilizing the Parks and Recreation High 5 Quality Assurance Program, provide training to service providers specializing in child development to ensure safety and quality assurance.

5. Register with the Play Works for Youth network to receive the latest research on youth development and register as a Youth Friendly Community.
6. Work with youth to determine the best way to communicate program, volunteerism and work opportunities.
7. Host annual focus groups with older adults to best determine the services required, service delivery mechanisms and to promote volunteer opportunities.
8. Prior to opening the new multi-use community centre, develop a space allocation policy in collaboration with community organizations. The policy should establish a fair, equitable, and transparent process for allocating space (e.g., ice, floor space, meeting rooms, etc.), with priority being given to youth, residents, and non-profit groups.

Service Objective 1.2: To facilitate and encourage community events, festivals, social and sporting events.	
<p><i>Description:</i></p> <p>Special events and celebrating milestones and history within Cavan Monaghan serve to bring all age groups together regardless of background. The coordination of the events through volunteers increases community capacity and the celebration itself promotes community cohesion and social opportunities, preventing isolation and creating pride. Often there are economic impacts to the business community.</p>	<p><i>Current Level of Service and Future Opportunities:</i></p> <p>The municipality plays a role in allocating space and setting up for community events. The annual events such as the Annual Family Day Fishing Derby, the Millbrook Fair, Millbrook Car Show and Christmas in the Village are events organized by community organizations and supported by the Township. There is currently no provision of staff talent or time to facilitate community events and develop a community events plan that would serve to increase visitation to the community, highlight community assets and strengthen community pride and cohesion.</p>

- Recommendations:**
9. Complete a gap analysis of community events that encourage social interaction, learning, sporting events, and community visitation. Develop a plan in concert with community groups and the business community to highlight unique local activities and opportunities.

Service Objective 1.3: To facilitate and support performing and visual arts opportunities.

<p><i>Description:</i></p> <p>Performing and visual arts create a vibrancy of creativity in Cavan Monaghan. Residents gain balance in their lives through creative expression in both performing and visual arts opportunities. Further, studies have shown economic rejuvenation often begins with placing emphasis on creativity and support to the arts.</p>	<p><i>Current Level of Service and Future Opportunities:</i></p> <p>Cavan Monaghan has a strong performing arts emphasis through the 4th Line Theatre and a visual arts thrust through local artists and commercial arts organizations. Annual events promote the arts and local artists and these have economic impacts to local businesses. The cultural mapping exercise will broaden visual arts opportunities through further consultation and gaining input from local artists as to how this sector can be strengthened.</p>
---	--

Recommendations:

10. Complete the audit and cultural mapping exercise with a view to promoting and strengthening arts and cultural opportunities within Cavan Monaghan.
11. Meet annually with arts and cultural representatives to foster open dialogue on needs, programs, opportunities and successes.
12. Develop a multi-year plan that sets about to identify arts and cultural needs within Cavan Monaghan and develops strategies to address them.

Service Objective 1.4: To promote and facilitate the participation of persons with diverse backgrounds in recreational opportunities.

<p><i>Description:</i></p> <p>Greater understanding of differences can be overcome by providing opportunities to encourage interchange between generations and persons from different backgrounds and abilities within Cavan Monaghan. Full integration encourages inclusion, greater community cohesion and richer understanding.</p>	<p><i>Current Level of Service and Future Opportunities:</i></p> <p>Cavan Monaghan has an accessibility plan as per the requirements of the <i>Accessibility for Ontarians with Disabilities Act</i> and updates the plan on an annual basis. There are no direct arrangements with associations supporting persons with disabilities to ensure that there is equitable access to programs and services. The Sledge Hockey Association rents ice time to offer sledge hockey as an opportunity in the community as part of a regional league.</p> <p>There is a total visible minority population of 100 residents and 100 residents that speak non official languages within the home. Therefore, no recommendations are made to address language barriers at this time.</p> <p>Just fewer than 7% of the population live at the Lower Income Cut-off (LICO) and there is an income disparity between lone parent families and two parent families, thus warranting measures to include families where income is a barrier.</p>
--	--

Recommendations:

13. Continue to implement the Township's Accessibility Plan and the Accessibility Standards for Customer Service, with the inclusion of annual reviews to determine what further measures can be taken to reduce barriers to participation in recreation, parks and cultural activities.
14. Develop a policy that addresses access to recreation, sport and cultural activities for persons experiencing unemployment and low incomes, as well as persons with disabilities.
15. Work with sport and community groups to address access for persons with low incomes.

Service Objective 1.5: To educate residents about the benefits of parks, recreation and leisure services and promote the opportunities.

<p><i>Description:</i></p> <p>Residents need consistent messaging with respect to the benefits of participating in and using municipal services.</p> <p>Encouragement and support will ensure that participation can result in healthy and active lifestyles which enable lifelong learning and development. Residents benefit from a central source of information and knowledge in accessing various leisure opportunities.</p>	<p><i>Current Level of Service and Future Opportunities:</i></p> <p>There are clear benefits to the participation in parks, culture and recreational opportunities. The role of staff and Council in building a strong and vibrant community is to promote the benefits and encourage residents to participate and get involved in casual and more formalized opportunities. A simple clear social marketing strategy that promotes the benefits of participation would serve to encourage and strengthen individuals and the community in the health and social benefits.</p>
---	--

Recommendations:

- 16. Develop a simplistic social marketing strategy that utilizes existing communications vehicles to promote local events and the importance of participating in recreation, parks, sporting and cultural activities and its benefits to one’s social, emotional, physical and spiritual well being and health.
- 17. Recognize and celebrate Recreation and Parks Month in June of each year utilizing tools provided by Parks and Recreation Ontario.

Goal Two: Recognition of the Benefits of Parks and Recreation

The positive impact of parks and recreation on healthy lifestyles, civic pride, and community cohesion will be fostered.

Service Objective 2.1: To promote the benefits of higher levels of physical activity and to see an outcome of community and individual health improvements.

<p><i>Description:</i></p> <p>The current inactivity and obesity issue facing Canadians requiring interventions both from a public policy and program provision perspective. Community collectives from health, recreation and social services play a large role in providing public education, encouragement and opportunities to improve the overall health of the community and individuals within it.</p>	<p><i>Current Level of Service and Future Opportunities:</i></p> <p>There is no visible and purposeful initiative that prompts residents to become more active through local messaging and social marketing. There are many likely partners including sports, community and service groups as well as the Public Health Unit. Through the emerging Healthy Communities Partnership, a collective discussion regarding developing opportunities in concert would share the responsibility of encouraging and rewarding residents of becoming more active more often.</p>
---	---

Recommendations:

18. Develop a working committee consisting of community groups, churches, school representatives, the Public Health Unit, as well as a Provincial Ministry of Health Promotion and Sport representative to develop a plan and utilize existing tools to educate and promote physical activity within Cavan Monaghan.
19. Utilize the corporate website to promote physical activity and assist residents and community groups to monitor activity levels.
20. Coordinate the use of post-secondary student internships and cooperative programs within educational institutions to animate Cavan Monaghan with opportunities for physical activities.
21. Engage in the World Record Walk Day initiative (www.worldrecordwalk.ca) in October of each year that serves to prompt residents to get out and walk. Record the total number of kilometres that the community walks that day.

Goal Three: Sustainable Provision of Parks and Facilities

Long-term planning that matches resources (financial, human, physical, environmental, technological, informational, etc.) with local needs will lead to sustainable and responsive parks and recreation facilities for current and future residents.

Service Objective 3.1: To plan and implement parks and open spaces, community greening initiatives and to support and enhance the natural environment and engage residents in environmental stewardship opportunities.

Description:

There must be a balance in the provision of open spaces in a community. While it is important to provide spaces for sports and physical activity, it is equally important to provide natural environments and community gardening opportunities. The natural environment provides simple sights and sounds that enhance reflection and inner rejuvenation as well as habitats for flora and fauna. In order to reduce gas emissions, staff works with stakeholders to design and implement active and green transportation corridors. These alternative transportation opportunities assist in reducing negative impacts on the natural environment and encourage residents to be more active.

Current Level of Service and Future Opportunities:

Cavan Monaghan takes a strong leadership role and must continue to place this as a priority for the health of future generations.

Specifically, Cavan Monaghan supports the development of the trail system through the Trail Master Plan and works in concert with local groups and conservation authorities to protect, enhance and educate residents and visitors on ongoing stewardship. Staff maintains the system and volunteers work to improve the system and provide stewardship efforts.

<i>Description:</i>	<i>Current Level of Service and Future Opportunities:</i>
<p>The whole community benefits through efforts to protect and enhance the natural environment. Not only is there a benefit in terms of cleaner air, water and green spaces but the creation of natural environments provides natural habitats for flora and fauna. Public access to these environments provides education through interpretation and provides a greater understanding of the importance of protecting the natural environment. There is a real need and interest in engaging the public in becoming stewards of the environment. Individuals can make a great difference in the quality of the air, water and green space through volunteer efforts, educational opportunities and experiential learning.</p>	

Recommendations:

- 22. Develop an overall greening strategy for Cavan Monaghan that speaks to environmentally friendly practices in the delivery of service and management of facilities and parks, naturalization, elimination of pesticides in green spaces, community gardening, beautification efforts, tree planting initiatives, a percentage target of the municipality that should be covered in trees, and a recognition program.
- 23. Meet with volunteer groups that are already engaged in greening initiatives to determine their needs and contributions to the greening strategy.
- 24. Investigate the contributions that the Communities in Bloom initiative may have to offer toward Cavan Monaghan’s greening strategy.

See also Sections 8, 9, and 10 of this Master Plan

Goal Four: Equitable Geographic Accessibility

While it is recognized that the Township is geographically large and has a dispersed population, the equitable distribution of parks and recreation opportunities will be encouraged to ensure that all residents have the chance to participate in locally provided activities.

Service Objective 4.1: To provide safe and welcoming facilities, parks and green space that will enable the meaningful provision of parks, recreation and cultural services.

Description:

The municipality will encourage an equitably distributed system of parks, trails, and facilities to ensure that leisure opportunities are locally responsive and accessible.

Current Level of Service and Future Opportunities:

See Sections 8, 9, and 10 of this Master Plan

Recommendations:

See Sections 8, 9, and 10 of this Master Plan

Goal Five: Maximizing Partnerships and Community Resources

Strong partnerships will help the Township and the community achieve service excellence. The Township's support, facilitation, and recognition of community efforts will build stronger relationships and enhance local leisure opportunities.

Service Objective 5.1: To provide support to local groups in the provision of recreation, parks and cultural services through community development initiatives.

Description:

Local not-for-profit and volunteer groups usually form to rise to a need in the community and provide valued programs and services. The departments' role is to gain an understanding of community needs and build community capacity to deliver on these needs through support to local groups. Support can include training, assistance with governance, conflict resolution, sharing new research and trend information, assisting with grant applications and alternate forms of revenue, providing space and amenities, and providing ongoing encouragement and appreciation.

Current Level of Service and Future Opportunities:

Currently the municipality employs a Community Development Coordinator for 25 hours per week. The role of this person is to understand community needs and support building capacity in the community to deliver on both recreation and economic development needs. The priorities of this position to date have been to garner funding and manage major studies and initiatives such as the Parks and Recreation Master Plan and the mapping of cultural entities and opportunities. A more strategic and measured role for this position is appropriate.

Recommendations:

25. Create a Parks, Recreation and Culture Advisory Committee to solicit community guidance and assistance in the delivery of leisure services. The committee should consist of local volunteers and representation from Township Council.
26. Host annual planning sessions with sport, arts and community organizations to discuss the community needs and the ability of the existing groups to respond.
27. Develop tools to assist community groups in development of governance structures, constitutions, fiscal management, training, planning and strategy development, seeking grant opportunities and communications at a minimum.
28. Continue with the Community Funding Grants Program to community groups and align grant criteria with the current needs of the community and program and service needs.
29. Address the feasibility of developing partnerships that would serve to augment service delivery, create a partnership framework, and develop a standard partnership agreement.
30. Provide staff training on the elements of community development so that building capacity with community groups and developing new community groups becomes a shared responsibility with central leadership.
31. Consider the extension of the Community Development Coordinator to a full-time and permanent position.

Service Objective 5.2: To engage volunteers and partners in the provision of parks and recreation services.

Description:

The global evidence of a well supported volunteer infrastructure is seen in the degree of civic engagement and the pride and results of collective volunteer efforts.

While large scale results are significant, the contribution to the individual's development is also of critical importance. Centralized efforts to recruit, train, supervise, retain and recognize volunteers serves to build the capacity of a strong human infrastructure.

Current Level of Service and Future Opportunities:

There are many volunteers that provide and oversee recreational and sporting opportunities in Cavan Monaghan and – in the past – a recognition program thanked volunteers for their time and efforts. There is growing evidence that the volunteers are over taxed and further that recruitment of new volunteers is appropriate to maintain and increase the level of service in the future.

Recommendations:

- 32. Develop a Volunteer Program that articulates Cavan Monaghan’s approaches to recruit, train, supervise, evaluate and recognize volunteers, as well as promote the benefits of volunteerism.
- 33. Initiate a process to formally recognize volunteers on an annual basis and informally on a more regular basis.
- 34. Develop a centralizing volunteer posting mechanism (possibly on the municipal website) that allows groups to post volunteer opportunities and share stories about volunteerism.
- 35. Work with local schools to coordinate the use of volunteers through the 40 hours of volunteerism required from each post-secondary student in Ontario.

Goal Six: Effective Communication and Organization

The Township will ensure that its service delivery system remains responsive to local needs and includes meaningful avenues for communication and consultation with the community.

Service Objective 6.1: To provide residents with quality opportunities through the dedication of a well qualified and effective staff team.

Description:

The delivery and facilitation of parks, recreation and cultural service requires the expertise of a well qualified and highly effective staff team. There are over 100 legislative acts that govern the delivery of services and staff must be on the leading edge on recent developments in organizational effectiveness, communications, technology, fiscal management, human resources, leadership, quality assurance, management of facilities, parks and trails, program and service delivery, partnership development, and community development, amongst other operational policies and procedures.

Current Level of Service and Future Opportunities:

A full review of the organizational effectiveness of the departments and the operations revealed that there is tremendous staff dedication and a philosophy of continuous improvement which are very positive signals. There are many improvement initiatives that require attention including legislative compliance, coordination with community groups and partners, review of policies and procedures, and professional development planning.

In setting the rates and fees by-law in the future there should be a relationship to the cost of providing the service and a requirement for community consultation.

Concession operations at the arena and Maple Leaf Park are not considered a core service and, as such, should be generating a net profit to offset the costs of other programs and services. These operations are currently operating in a deficit position and require a review as to whether they should continue to be operated in-house or through a third party (note: an RFP was recently issued for outsourcing this service).

Recommendations:

36. Staff responsible for the delivery/facilitation of parks, recreation and cultural services should meet regularly to discuss the vision and role of the departments (as recommended through the Master Plan) and to discuss the operational implications of aligning with these statements.
37. Council should formally adopt the service delivery model recommended in this Master Plan. This model is based on community development principles and building capacity within the community to deliver services, with the municipality addressing gaps through the direct delivery of service.
38. Complete a review of the existing policies and procedures to ensure that they are relevant, updated and appropriate to the delivery of service in Cavan Monaghan.
39. Review job descriptions, job parameters and individual work plans before the Master Plan recommendations are implemented.
40. Create a professional development plan for each staff person that reflects the skill development needed to implement the recommendations housed in the Master Plan.
41. Develop customer service standards for the delivery/facilitation of services and test customer satisfaction levels annually.
42. Develop a Communications Plan that articulates the key messages, how often they need to be delivered, as well as the appropriate communications vehicle. The Communications Plan should also address; visual identity, internal and external communications, promotion of programs, services, public education, listening strategies, and the delivery of key social messages.
43. Participate in the training available through the Lifestyle Information Network regarding legislative compliance and implement the tools available to audit legislative compliance in the delivery of services.
44. Ensure that all staff receives training in Occupational Health and Safety and Risk Management.
45. Develop and confirm a meaningful set of performance measures that tests the effectiveness and efficiencies in the delivery of parks, recreation and cultural services in Cavan Monaghan and report annually to the public and Council.
46. Ensure that rates and fees are based on the cost to deliver the service and that there is community consultation in developing a rates and fees schedule.
47. Review the concession operations with a view to making a net profit internally or outsourcing the operations to a third party (note: an RFP was recently issued for outsourcing this service).

Section 8. Indoor Facility Assessment

8.1. Needs Assessment Methodology

In identifying the current deficiencies and future needs relating to recreation facilities, parks, and open space, the assessment examines both provision (i.e., the total number of each facility type as determined by applying ‘targets’) and geographic distribution (where the facilities/parks are physically located, in relation to the population). Both are integral components of the analysis and it is important that each be given equal weight in cases where multiple facilities/amenities are required.

“Provision targets” represent a recommended measure of the demand for recreation areas and facilities. They help to identify current and future facility and park requirements in terms of total demand, but do not provide direction on geographic gap areas. The targets are created based on a combination of accepted industry standards, market-driven factors (such as demand/participation, trends and demographics), and the past and present circumstances of the community, as well as public input.

Provision targets can be population-based (e.g., 1 tennis court per 5,000 residents) or participant-based (e.g. 1 ice pad per 650 ice sport participants). The needs analysis incorporates the several local inputs before deciding on an appropriate target that is right for Cavan Monaghan. It is important to remember that the recommended targets are goals that the Township and other providers in Cavan Monaghan should strive to achieve – although they may not be realized for a variety of reasons, the key is to continue to work toward meeting them.

Once the standards are established, they are compared to the current facility supply and population figures to determine the degree of under or over supply currently and in the future. In cases where more than one facility is required, the distribution of these facilities relative to the distribution of the population is considered, with the intent of ensuring that there is equitable access provided to all residents.

8.2. Multi-Use Community Centre

The Township of Cavan Monaghan has one community centre; the Millbrook Community Centre (comprised of a single pad arena and an upper level hall/multi-purpose room). Due to its age and its location in a floodplain, replacement of this facility is seen by many in the community as a high priority. The Township also has additional indoor facilities such as the gymnasium at the Cavan Monaghan Township Office; however the overall Township supply of recreational facilities is limited when compared to more urbanized centres. The respondents of the web survey were in strong support of a new multi-use community centre with 93% indicating that a new facility is either important or very important to them.

The Key Directions from Peterborough's Vision 2010 Strategic Plan Update for Recreation Parks and Culture identified the priority for future new facilities that serve a variety of community needs under one roof. It is important to be conscientious of any plans to construct or expand a multi-use community centre in Peterborough, which may alter regional supply and the demand for a community centre in Cavan Monaghan.

A business plan for a new multi-use community centre has been developed as a component of this Master Plan (see Section 11). The following section provides recommendations for the various components that may be included in the proposed multi-use community centre.

Recommendations

48. A new multi-use community centre should be developed to replace the existing Millbrook Community Centre. Potential components of the proposed Multi-use Community Centre include: one ice pad; an indoor soccer facility; multi-use banquet, activity, and meeting space; and a walking track. Key considerations for the next stage in the facility's planning include partnerships for the facility's construction and operation and site selection. The Centre may also be designed to act as an Emergency Evacuation Centre for the area.
49. Once a site is secured for the new Multi-use Community Centre and construction is underway, the Township should initiate a process to evaluate options for the existing Millbrook Community Centre building and site, such as alternate civic uses, leasing to a third party, redevelopment as a park site, and outright disposition. Once replaced by the new Multi-use Community Centre, the existing Millbrook Community Centre building will not be required to meet the core recreational needs of the Township. Its renewal may be cost prohibitive and is further complicated by its location in a floodplain.

8.3. Ice Pads

The arena at the Millbrook Community Centre was originally constructed in 1951 and re-built in 1977 due to damage from a nearby explosion. The facility contains one ice pad (75' x 175'), four change rooms, and a second floor hall. Approximately 300 spectators can be seated in the viewing area; however, it can be inaccessible to persons with mobility impairments, parents with strollers, etc. The lack of an elevator to the second floor hall is also a significant physical accessibility barrier.

Over three quarters (79%) of the households sampled in the web survey have recently used the Millbrook Community Centre; 69% of these individuals rate the facility as being poor or inadequate in meeting their needs. Furthermore, 78% felt that arenas should be a high priority for municipal spending. This suggests that skating and ice sports are valued activities within the community and improvements are desired.

In terms of the existing arena, public input during the Master Plan process included numerous recommendations for additional dressing room space; there are too few dressing rooms in the current Millbrook Community Centre (4), which are also undersized and cannot be expanded due to the floodplain restrictions. With only an arena floor and upper hall, the facility is also limited in the range of recreational activities that it can accommodate; by modern standards it cannot be considered to be a multi-use or multi-generational facility.

Based on a typical week during the 2010/2011 season, the arena is well utilized during prime hours by minor hockey, figure skating, and adult hockey, with only one or two one-hour blocks of ice being unrented. In communities where arena is at its highest, the prime hours are typically filled exclusively by minor hockey and figure skating. However, in Cavan Monaghan, adult hockey leagues generally occupy the arena four nights out of the week between 8pm and 10pm (as well as Sunday mornings), which are prime time hours. This is an indication that the arena is well utilized, but not under significant pressure for additional youth sport rentals.

While there is only one arena in Cavan Monaghan, there are about 12 single or twin pad arenas within a 45 minute drive of Millbrook (these drive times may vary based on a resident's location within the Township). The regional supply of arenas is healthy, with trends suggesting that the demand for ice time in some arenas is lessening due to declining child and youth populations; as a result, some communities, such as Port Hope, have delayed plans for arena expansion. As a result, it is possible that existing arenas in surrounding communities may be able to accommodate some of the demand generated by Cavan Monaghan residents, particularly those that live near the outer boundaries of the Township.

Based upon our experience in similarly sized municipalities with urban and rural characteristics, a service level of 1 ice pad per 650 registered participants is appropriate for Cavan Monaghan, particularly given its current mix of ice sports and utilization levels. This recommended target takes into consideration the participation levels and the amount of ice time currently used at the local arena. Specifically, it

recognizes that: youth should receive first priority for ice allocation; some adult utilization may occur during “shoulder” hours; and there is limited public skating and tournament offerings. Should any of these assumptions change in the future, the recommended provision target may require adjustment.

Approximately 550 participants were registered in ice sports at the Millbrook Community Centre for the 2010 season. The arena’s largest users (in terms of booked time) are Millbrook & District Minor Hockey Association and the Millbrook Figure Skating Club. A number of other users (e.g. adult and school teams) also book time, while some time slots (mostly daytime) are also available for public skating programs. According to Millbrook Minor Hockey, approximately 200 players are currently registered in their organization, while the Township indicates that approximately 100 participants are registered in the Figure Skating Club and approximately 250 players are registered in adult hockey. Many of these players are from the Township; however, some participants originate from other municipalities.

Application of the recommended provision target (1 ice pad per 650 registered participants) places the Township at a reasonable level of service; there may be a slight surplus, but demand is generally equal to supply. Over time, it is expected that demand will gradually increase; however, low growth in the child and youth age groups will limit the degree of this increase. At the present forecasted growth rates (Township-wide population of 12,105 by 2026), the provision of a second ice pad cannot be justified within the timeframe of this Master Plan. Should the Township’s growth outlook change, future facility needs (including the need for a second ice pad) should be re-examined.

Based on the current projections, if a second ice pad is added to the municipal supply within the study period, there is a very strong possibility that it will be underutilized by current standards. The Township’s return on investment on two ice pads would be subject to a high degree of risk and could lead to a significant financial deficit for Cavan Monaghan.

With that being said, the development of a twin ice pad facility is more operationally efficient and responsive to customer needs in comparison to two separate arenas. The operation and maintenance costs and duties of a twin ice pad facility are nearly the same as a single ice pad facility. As such, if the Township’s population grows beyond currently forecasted levels to a point that a second ice pad can be justified in the long-term, the Township should consider twinning the arena at the proposed multi-use community centre. Therefore, the new facility should be designed so as to allow for future expansion, if and when there becomes sufficient demand.

Recommendation

50. The proposed multi-use community centre should include a single ice pad to replace the rink at the existing Millbrook Community Centre. This arena should consist of an NHL-size rink with seating for approximately 400 spectators, 6 change rooms, and other support spaces. In the event that future demand warrants, the new multi-use community centre should be designed so as to allow for the long-term expansion of the arena to include a second ice pad.

8.4. Multi-Purpose Space and Gymnasiums

Multi-purpose meeting spaces in Cavan Monaghan are provided through the Township Office Gymnasium, the Millbrook Community Centre, and through non-profit organizations such as the Legion and Lions Club.

The Cavan Monaghan Township Office is a former elementary school that has been converted to serve the Township's needs. The small gymnasium of the former school has remained and is available for rental. The second floor of the Millbrook Community Centre contains a multi-purpose room that is also available for rental; this room is used by sports associations and members of the community for a variety of activities. With no ramps or elevator to the second floor, the multi-purpose room at the Community Centre poses accessibility issues to those with mobility impairments.

There are many community organizations and special interest groups in Cavan Monaghan, a great deal of whom rely on rental spaces for their meetings and events. For example, the Lions Club hall (constructed in 1903 and originally used as a school) is limited by size constraints and may need to be replaced sometime in the near future due to its deteriorating condition and required accessibility upgrades. Eventually, the Lions Club may be faced with the option of replacing their current structure or teaming with the Township to provide community space in the new multi-use community centre.

During the stakeholder survey, respondents were asked to list the critical components of a new community centre. The top two space requests among stakeholders were a community hall/banquet room (72%) and a gymnasium (53%). Many stakeholder groups indicate that the need for a community room or banquet hall with a kitchen is one of their most pressing needs so they may hold meetings and events.

The web survey revealed that there is an interest in both a gymnasium and community hall/banquet room in a new multi-use community centre. 68% of survey respondents support spending additional public funds on a new gymnasium, and 58% of respondents support spending additional public funds on a community hall or banquet room (ranking 5th and 8th out of 22 facility types, respectively).

Single-purpose, stand-alone community halls, however, are generally design templates of the past. Instead, meeting facilities are being incorporated into multi-use community facilities to take advantage to economies of scale associated with operation and maintenance and to maximize rental and cross-programming opportunities. In order to meet a variety of recreation and cultural needs, community meeting and multi-purpose spaces should form important parts of a new multi-use community centre in Cavan Monaghan.

Promoting higher levels of physical activity is one of the key objectives established in this Master Plan, as is facilitating recreational activities and community events for all age groups. Active healthy living activities can generally all be accommodated within properly designed multi-use spaces (e.g., with

suitable flooring, ceiling height, storage, etc.). The spaces recommended for the multi-use community centre are intended to be suitable for a wide range of community programming and rentals, such as introductory dance, martial arts, aerobics, after-school programs, arts and crafts, birthday parties, meetings, dinners/banquets, etc.

Specifically, the following multi-use spaces are recommended for consideration in the proposed multi-use community centre design (note: further definition of these spaces may be required during latter stages of the design process):

- Banquet Hall/Multi-use Space
 - 4,000 to 5,000 square feet (250-300 person capacity, seated at rectangular tables); this is approximately 25 to 35% larger than the upstairs hall at the existing Millbrook Community Centre
 - access to commercial kitchen (as opposed to a warming kitchen), washrooms, storage, stage, etc.
 - divisible so as to allow for smaller functions or two functions simultaneously
 - available for banquets, shows, programs, meetings, cultural events, etc.
 - could also serve as an emergency reception for the Township in the event of a catastrophe
- Activity Studio
 - approximately 1,200 square feet
 - wood sprung floor to accommodate aerobics, dance, and similar activities
 - also available for other active programming for all ages
- Meeting/Club Room
 - approximately 800 square feet (possibly divisible)
 - available for meetings, courses, arts activities, etc.
 - opportunities for use of this space (through partnerships with community organizations such as the Lions Club, etc.) should be explored; note: exclusive access or dedicated storage may be required under this arrangement

It bears noting that the primary reason for providing this space is for accommodating recreational activities and community events. While the space will also be available for banquets and private rentals of a social nature, the design of the space should not take away from its ability to accommodate more active forms of community programming. The question of whether or not the banquet space could be licensed for beer/liquor sales may require further discussion prior to the design stage. Certainly, having the ability for it to be licensed would increase its level of use (and revenue potential). Conversely, having a licensed facility may create competition with other providers in the areas, such as the Legion (which is a self-funded community organization that relies on revenues generated from events and bar sales).

Another item that will require further discussion is how community groups could fit into the new facility. One possible example is the Lions Club, a group that could benefit from a space in the new community

centre given that their existing building is not capable of meeting the community's long-term needs. In addition to hosting meetings for their members, the Lions and their partners organize several breakfasts and dinners throughout the year. The current Lions building is also used by many community organizations for meetings and programs. It is envisioned that these activities could be transferred to the new multi-use community centre and accommodated within the spaces recommended above. The degree to which the Lions Club participates in the community centre's funding and operation should be discussed, as well as whether or not their activities can be accommodated within shared or dedicated space within the complex. The involvement of other community-serving, not-for-profit groups in the use of the multi-use community centre should also be considered at the appropriate point in the facility's planning process.

The existing gymnasium at the Township Office will continue to play a valuable role on meeting localized demand for active recreational pursuits, as will the gymnasiums in local schools. Currently, there is not enough demonstrated demand for a gymnasium to be included in the new multi-use community centre; many activities associated with gymnasiums, however, could be accommodated within the recommended community hall and meeting/multi-purpose spaces.

Recommendations

51. A community hall (with a commercial kitchen), activity studio, and meeting/club room should be included in the new multi-use community centre. The primary reason for providing this space is for accommodating recreational activities and community events; however, it will also likely be used for private functions of a social nature.
52. The Township and Lions Club should work together to develop a strategy that addresses the group's long-term space needs. This may involve the integration of the Club into the new multi-use community centre. Should any organization require dedicated space within the proposed facility, a memorandum of understanding should be developed prior to the facility's design.

8.5. Indoor Soccer

There are no indoor soccer facilities in the Township of Cavan Monaghan. There are currently two indoor turf facilities within driving distance of Cavan Monaghan; the SPIPLEX Sports Dome in Peterborough and the Bowmanville Indoor Soccer Centre.

Across the Province, outdoor soccer has overtaken hockey as the most popular youth sport in most communities and its popularity is expanding into all seasons, which requires indoor facilities. According to the web survey, 48% of respondents had at least one member of their household participate in outdoor soccer during the past year.

The development of indoor turf facilities is an emerging, but widespread trend across Canada; the following points provide a brief overview of some of the key drivers behind this:

- Demand for soccer has risen dramatically over the past two decades. This can be attributed to the gender neutrality of soccer, its affordability, its relevance to a wide range of ethno-cultural groups, and increased exposure at all levels. Indoor soccer appeals to a smaller market segment than the outdoor game, but has the potential to grow in popularity, particularly with trends suggesting increased interest in adult soccer.¹⁶
- The number one reason for not participating in sports activities is “lack of time”. Indoor facilities are not affected by the weather the way that outdoor fields are and, as such, allow people to participate when they have the time.
- The capacity of many soccer organizations is maturing, resulting in a greater emphasis on year-round player development and training excellence.
- Sports other than soccer are also emerging and seeing the benefit of year-round play and training opportunities. Depending on their design, indoor turf facilities can be utilized for a number of sports in addition to soccer; including lacrosse, football, ultimate frisbee, golf practice, baseball training, lawn bowling, special events and party rentals.
- The design of indoor sports facilities is improving. For example:
 - the recent introduction of “field turf” technology provides a more natural, grass-like surface;
 - numerous construction options and facility components are available, including air supported domes, which are more affordable than pre-engineered structures and are gaining support in several communities; and
 - many communities are building them as part of other community complexes to make use of economies of scale and to accommodate cross-programming opportunities.
- Most indoor turf facilities generate strong cash flows and healthy profit margins, but can be challenged to maximize usage during the summer and daytime hours (rates are typically \$100 to \$150 per hour for youth groups during prime season; rates are generally higher for adult groups and non-residents). While not necessarily revenue generators, the inclusion of an indoor walking track and utilization of the field for pre-school and senior programs during the daytime can add significant benefit to the community.

In other communities, indoor soccer facilities are often operated in partnership with local soccer clubs or private organizations to reduce construction and/or operating costs and to maximize usage. Relationships between municipal governments, other public agencies, and community organizations have represented valuable ways to offer service delivery benefits for years. If operations are maximized, many indoor turf facilities can generate strong cash flows and healthy profit margins. A partnership with a local soccer club would be beneficial for both the Township and the soccer club. Consistent use by the soccer club and additional use by other groups would ensure that an indoor soccer field is utilized to its full capacity. Furthermore, the existing SPIPLEX Sports Dome in Peterborough is operating at or near

¹⁶ Provincially, the number of indoor soccer players registered with the Ontario Soccer Association increased by 107% between 1998/99 and 2008/09. Indoor soccer currently generates nearly 25% as many registrants as outdoor soccer (with greater balance between youth and adults). If the supply of indoor facilities was not constrained, it is likely that growth would be even higher.

capacity, which could mean additional business for an indoor soccer facility in Cavan Monaghan if regional demand remains high and the supply of proper facilities remains low.

Calculating demand for indoor sports facilities can be an imprecise exercise for a variety of reasons, most notably that there are no hard and fast provision targets that can be applied – communities provide them at dramatically different rates¹⁷. Further, it is likely that demand is constrained by supply (both locally and regionally), so it is difficult to identify an accurate projection of indoor players.

While it is uncommon for a small community such as Cavan Monaghan to have an indoor soccer venue, its location within a larger regional market and the success of Maple Leaf Soccer Club/Cavan FC would create a unique opportunity for the Township. Reliance on local organizations is crucial to not only projecting future demand, but also the long-term usage and financial success of the facility.

Depending on the variety of sports, youth/adult mix, and the balance of special events, house league, competitive, and instructional programs, a reasonable capacity for an indoor soccer facility during the peak season is 700 to 800 registered participants per field. With a greater emphasis on training and instructional programs, this number can be decreased; conversely, a greater emphasis on adult recreational play and rentals would likely increase the number of players. There are currently 771 players in Maple Leaf Soccer Club/Cavan FC's outdoor soccer programs. Cavan FC has indicated that they could use an indoor soccer facility for 70-84 hours per week, which would fill the majority of available time (October–April; daytime excepted). Given this commitment and the many benefits of such a facility to the community, it is recommended that the Township (working in partnership with Maple Leaf Soccer Club/Cavan FC) consider the inclusion of an indoor soccer facility as part of the proposed multi-use community centre.

Achieving maximum use of an indoor soccer facility would require a significant commitment from Maple Leaf Soccer Club/Cavan FC. This could manifest itself through capital funding (possibly through a multi-year loan repayment, which is a common approach in other communities), as well as guaranteed utilization (e.g., a defined number of rentals per week at a predetermined hourly rate) and potentially operation of the facility. Utilization outside of these allocated hours could then be opened to other local and regional groups and individuals, ideally guided by a policy that sets priorities for allocation.

As mentioned, indoor soccer facilities are not just for soccer. They can be well used by the pre-school and seniors' communities during the daytime (e.g., for light exercise, carpet bowling, mom and tot programs, etc.). As discussed in the next section, an indoor soccer facility could also be combined with other recommended facility types such as an indoor walking track, which could encircle the soccer field. These uses not only help to maximize the facility's utilization, but they also make it multi-generational and multi-use.

¹⁷ From our experience, we have found that nearly every urban community in Central and Southwestern Ontario with a population over 100,000 has at least one public or private indoor turf facility; more and more, smaller municipalities are also offering this level of service.

Although there is no mandatory dimension for community-serving indoor soccer fields, most indoor fields are generally 200 feet by 100 feet. This size of field allows for 5-a-side play and is more economical to build than a larger 330 foot by 200 foot field, which is the size of a typical full size outdoor field. Another option is to construct a two-field complex (200 feet by 200 feet) with a cloth divider to allow for 2 games at once. While there is currently insufficient demand for a two-field complex, options for expansion during a future phase should be considered when designing the multi-use community centre.

An indoor soccer facility can be located in an air-supported dome or a pre-engineered building. Air-supported domes are less expensive to construct and can be taken down in the summer (if desired), but have shorter functional lives (15-20 years), have poor external aesthetics, and provide a less comfortable playing environment. A pre-engineered building has a longer functional life, better playing environment and more acceptable external aesthetics; however, it is more expensive to construct.

As discussed in Section 9.2 of this Master Plan, the Township of Cavan Monaghan also has a deficit of outdoor soccer fields. A portion of this demand can potentially be met through the provision of an indoor soccer facility.

Recommendation

53. The Township should explore possibilities for an indoor soccer facility as a component of the proposed multi-use community centre. An acceptable partnership with Maple Leaf Soccer Club/Cavan FC (outlining usage and/or financial commitments, at a minimum) in the form of a memorandum of understanding is required for this component to be included within the facility's design.

8.6. Indoor Walking Track

The Township of Cavan Monaghan does not currently have an indoor walking track.

Multi-use recreation centres are able to provide a year-round venue for physical activity. Many facilities are now including indoor walking tracks in response to high levels of demand. The web survey suggests that an indoor walking track is desired by residents of Cavan Monaghan, with 47% of respondents indicating that they support municipal investment in the facility.

There are numerous facility designs that allow for walking tracks to be easily accommodated, such as encircling an indoor soccer field, gymnasium, ice rink or other space (often elevated from a second storey). The track surface can also be made of a rubber composite that lessens the effects of high impact walking (e.g. stress on knee and ankle joints) and should have designated lanes for walking and jogging.

An indoor walking track can be a low cost facility option in terms of capital and operating costs (although it is not likely to be revenue-generating), and would ideally be placed around an indoor soccer field at the proposed multi-use community centre (or elevated above the outer edges of the ice rink, depending on the design). This amenity has been found in other communities to be well used in the winter season (and also year-round) and would assist in improving physical activity levels for many residents, particularly the aging population that is seeking more recreational opportunities.

Recommendation

54. An indoor walking track should be included in the new multi-use community centre to provide year-round walking and running opportunities for Township residents of all ages. A determination of the most appropriate location of the walking track (e.g., around the indoor soccer field or elevated above the outer edges of the ice rink) should be made at the detailed design stage.

8.7. Other Indoor Facilities

Indoor Swimming Pool

The web survey revealed that 71% of survey respondents have participated in swimming (indoor and/or outdoor) in the past year. 43% of survey respondents have left Cavan Monaghan to swim, which is not surprising since there are no municipally provided aquatic facilities. Indoor pool provision levels in small communities are normally in the range of one facility for every 25,000 to 40,000 residents; a range that the Township is not expected to reach within the next twenty or more years. There are many indoor pools in surrounding communities that are currently utilized by residents of Cavan Monaghan (such as the Peterborough Sport and Wellness Centre in Peterborough, Newcastle & District Recreation Centre in Newcastle, and the Jack Burger Sports Complex in Port Hope).

Any community would benefit from having an indoor swimming and/or therapeutic pool, the major deciding factor relates to economics (how much money is the community willing to spend to build it and to support it on an ongoing basis?) weighed against community benefit. It must be emphasized that a municipally-operated indoor pool is virtually assured to run an operating deficit in the hundreds of thousands of dollars each year, due largely to the high staffing and utility costs. Other components (such as a membership-based fitness centre) must be included in the facility concept in order to generate revenues to offset a portion of the pool costs.

In terms of the local market, the size of the Township's child and youth population is not expected to change substantially over the next ten to twenty years. Although swimming is identified as a favoured recreation activity for people of all ages, participation declines with age. This suggests that the demand

for instructional swimming lessons is not likely to increase. Because swimming lessons represent an important revenue stream for indoor pools, this would further exacerbate the net operating loss of such a facility.

Cavan Monaghan does not have a sufficient population base for an indoor municipal aquatic facility, and the Township's population is not anticipated to be large enough to support an indoor aquatic facility until well beyond the timeframe of this Master Plan. If a municipal pool were constructed in Cavan Monaghan, it would not attract the level of usage that is typical in such a facility and would represent a significant financial challenge to the community. For these reasons, an indoor pool is not recommended as a component of the new multi-use community centre.

Fitness Facility

There are no private or municipal fitness centres in Cavan Monaghan. The Peterborough Sport and Wellness Centre is located at the Township's eastern boundary and is a well used facility that serves as a regional destination for many Cavan Monaghan residents.

An activity studio capable of accommodating aerobics, dance and fitness programs is recommended in the proposed multi-use community centre. This studio could contain a storage alcove or room for fitness equipment including balls, mats and steps, but it is not envisioned as a membership-based facility with extensive equipment. Through the use of the multi-use spaces (particularly the activity studio), a focus should be placed on active living, wellness, and introductory recreational programs for all ages, including seniors.

Equipment-based facilities (e.g., free weights, treadmills, workout stations, etc.) usually are capital intensive with high overhead costs to maintain and service machinery. Cost recovery for fitness centres can be challenging, but is possible if there is sufficient market demand, membership retention is healthy, and near-market rates can be obtained. If the Township were to operate a fitness facility, it would incur significant organizational and service delivery costs as this represents a new level of service.

The Township's small and dispersed population base and the prevalence of full-service fitness centres in nearby Peterborough will negatively impact Cavan Monaghan's ability to draw residents to a local fitness centre, should one be developed. Nevertheless, given the expressed desire for such a facility (79% of web survey respondents supported a fitness facility), municipal entry into equipment-based fitness could be considered; however, the level of justification for providing this service is beyond the scope of this Master Plan. A market demand study and additional public consultation (in addition to discussions with potential partners) is required to determine an appropriate response to the inclusion of an equipment-based fitness centre within the proposed multi-use community centre.

Recommendation

55. During the design phase of the proposed multi-use community centre, the Township should examine in more detail the demand for and financial implications of including a modestly-size equipment-based fitness centre.

Dedicated Seniors' and Youth Spaces

Cavan Monaghan's population is aging. Becoming an "age-friendly" community is an important objective that requires investments in several areas, including practices, programs, and facilities. Making the Township's leisure opportunities more accessible and responsive to the specific needs of older persons will require collaboration between government agencies, community organizations, businesses, and citizens.

There is considerable segmentation of the older adult / senior market and it is not only based on age, but also physical, mental and social abilities, income, and ethnicity. Many older adults remain very active, while others prefer more passive pursuits. With the 'Baby Boomer' demographic expected to drive a significant portion of seniors' services over the next twenty-plus years, the focus of the Township's program and facility strategy should be on increasing the opportunities for active seniors, including wellness and active living opportunities. The potential range of services offered in multi-use facilities are a good fit with this trend.

The ways in which this Master Plan responds to the needs of older adults are many. Most notably, the facilities recommended in this Master Plan (e.g. the proposed arena, indoor soccer field, indoor walking track, multi-purpose space, and gymnasium) will significantly enhance the recreation opportunities for all ages, including seniors.

At present, there are no dedicated recreation spaces for use by senior citizens or youth in the Township, although several facilities are well used by these age groups. Dedicated space for youth and/or seniors is not recommended in the design of the multi-use community centre; however, programs and drop-in opportunities for these markets should be high priorities within the new facility.

Recommendation

56. Programs and drop-in opportunities for youth and seniors should be high priorities within the new multi-use community centre.

Arts & Cultural Space

The Township of Cavan Monaghan is currently undertaking a cultural mapping exercise aimed at identifying local cultural assets and resources, which is often the first step in establishing a long-term strategy for the arts and cultural community. Many of the Township's existing facilities, as well as the spaces being recommended in the new multi-use community centre, are able to accommodate a wide variety of cultural organizations and activities. Cavan Monaghan is a very artistic community and opportunities for promoting and accommodating local artists and events should continue to be a priority. Local arts and cultural stakeholders should be consulted in the design of the new multi-use community centre to ensure that their needs are given appropriate consideration.

Recommendation

57. Local arts and cultural stakeholders should be consulted in the design of the new multi-use community centre to ensure that their needs are given appropriate consideration.

Section 9. Outdoor Facility Assessment

Note: For an explanation of the needs assessment methodology, please see Section 8.1.

9.1. Trails

Cavan Monaghan has a small but established network of trails consisting of the Millbrook Valley Trails, which are managed jointly by the Township and the Millbrook Valley Trails Committee. These trails follow the Baxter Creek Corridor and link Millpond Park, Medd's Mountain, and the Millbrook Fairgrounds with the MNR Provincial Fishing and Recreation Area and the 4th Line Theatre. There are also informal trails that are used by residents and visitors throughout the Township on unopened road allowances. Other trails located within Cavan Monaghan include several routes maintained by members of the Ontario Federation of Snowmobile Clubs. Several trails also exist in adjacent municipalities, including the Ganaraska Hiking Trail, Oak Ridges Trail, Trans Canada Trail, and Victoria Rail Trail – these are not currently linked to any trails in the Township, although efforts are underway.

In most communities, walking and/or hiking emerges as the most popular recreation activity undertaken by residents. Cavan Monaghan is no exception, as 84% of respondents to the web survey reported participation in walking or hiking for leisure within the past 12 months. In general, as age increases, so too does the propensity to identify walking as a favourite leisure time activity. This bodes well for future demand given that the older adult/senior age groups are experiencing high growth within Cavan Monaghan.

The web survey revealed that Township residents are supportive of improving the trail system. 63% of respondents support spending additional public funds on unpaved nature trails and 49% of respondents support spending additional public funds on paved multi-use trails (ranking 7th and 14th out of 22 facility types, respectively).

The Cavan Monaghan Trail Master Plan was prepared by Otonabee Conservation in April 2010 and is intended to serve as a framework for the development of future trails and passive recreational opportunities within the Township. The Plan contains 19 recommendations, including:

- Development of linkages to five existing regional trails (Ganaraska Hiking Trail, Oak Ridges Trail, Trans Canada Trail, Millbrook Valley Trails, and Victoria Rail Trail)
- Establishment of trails on four unopened road allowances (Fallis Line, Larmer Line, Tapley ¼ Line, and Dranoel Road)
- Development of four scenic routes (Cavan Swamp Loop, Cavan Creek Scenic Route, Baxter Creek Scenic Route, and Squirrel Creek Scenic Route)
- The development of an action-oriented implementation program for the Trail Master Plan
- Clarification of roles and responsibilities for the coordination and implementation of the Trail Master Plan
- Trail considerations for new development/redevelopment plans

- Other specific recommendations relating to partnerships, budget, education, liability, signage, acquisition/disposal, public input, environmental considerations, ownership, management, etc.

Due to established corridors and natural features, most of the proposed trail linkages are in the southern portion of the Township. Once several of the proposed trails have been developed, the Township should seek to update its Trail Master Plan, with a focus on establishing trail opportunities in under-serviced areas.

Recommendations

58. Priority should be placed on implementing the recommendations contained in the Cavan Monaghan Trail Master Plan. Once several of the proposed trails have been developed, the Township should seek to update its Trail Master Plan, with a focus on establishing trail opportunities in under-serviced areas.
59. Trail linkages to the new multi-use community centre should be investigated as part of the facility's site selection and development.

9.2. Soccer Fields

The Township of Cavan Monaghan provides 2 full sized unlit soccer fields, both at Maple Leaf Park (each may be divided into two mini fields). There are presently no lit soccer fields in the Township. The Maple Leaf Soccer Club/Cavan FC also occasionally uses elementary school fields for practices; however, these fields are not included in the active inventory due to their lower quality.

Due to its low equipment costs, international appeal, and high fitness quotient, soccer is a very popular sport amongst today's younger generations. Participation in the Maple Leaf Soccer Club and Cavan FC has grown by almost 200 participants in the past two years; from 573 in 2008 to 771 in 2010. This rapid increase is largely the result of two causes: (1) the recent assignment of Cavan FC as a feeder club for Toronto FC, which has attracted a number of competitive soccer players to the Cavan FC team; and (2) the recent expansion of the U4 league (ages 4 and under).

With the 'soccer explosion' that began in the mid-1990s, we are starting to witness a corresponding interest in adult soccer opportunities. As the youth of today grow into adulthood, increased demand for adult soccer teams can be expected. Provincially, the number of participants in Ontario's adult soccer leagues has increased by 83% since the year 2000, but participation rates generally appear to be levelling off.

48% of the web survey respondents indicated that they or someone in their household had participated in soccer in the past twelve months and 55% of survey respondents support spending additional public funds on outdoor soccer fields (ranking them 11th out of 22 facility types).

With nearly 800 players, the Maple Leaf Soccer Club/Cavan FC is a dynamic organization that continues to grow its programs and its reach. The group draws a sizeable portion (30-40%) of its members from outside the Township and this is expected to continue. Although the Club's house league membership is relatively stable, the organization expects to see increased interest in its adult and Cavan FC (academy) programs.

Accommodating this many players on only two full size fields (and a small number of elementary school fields on occasion) is a remarkable feat. Typically, needs would be projected using a market-driven field provision target in the range of 1 field for every 100 participants, with lit fields being equivalent to 1.5 fields due to their extended availability. Based on 771 participants, this would mean that local demand could be as high as seven or eight soccer fields (two to three times more than at present). It is possible that the specific circumstances around the Maple Leaf Soccer Club/Cavan FC (e.g., mix of programs, scheduling practices, etc.) are so unique that this generic provision target does not apply.

Our experience in assessing field capacities in other communities suggests that there is currently a strong need for additional soccer fields in Cavan Monaghan. This is confirmed by a recent request from the local soccer organization for lighting of both existing fields and the provision of additional practice fields. Unfortunately, with the speed at which the Maple Leaf Soccer Club/Cavan FC are expanding their programs, it is difficult to accurately predict longer-term field needs. Regional factors may also come into play and the City of Peterborough is building new fields in partnership with Trent University (Sir Sandford Fleming is also looking to develop new fields). As such, a flexible approach is recommended, with a focus on short-term field expansion and ongoing monitoring of registration and participation levels.

Cavan Monaghan is quickly being known as a strong soccer community and, in order for this to continue, additional investment in its infrastructure must be made a priority. To address current and short-term needs (i.e., next five to ten years), it is recommended that the Township – in partnership with the Maple Leaf Soccer Club/Cavan FC – pursue the development of two (2) full-size soccer fields at a location to be determined, as well as lighting of one or both fields at Maple Leaf Park. Strong consideration should be given to locating these new fields adjacent to an existing or future park or recreation facility (e.g., the new multi-use community centre) in order to benefit from shared support infrastructure (e.g., parking, washrooms, concessions, storage, etc.); the longer-term expansion potential of this site should also be a consideration.

The Key Directions from Peterborough's Vision 2010 Strategic Plan Update for Recreation Parks and Culture identified the priority to construct more sports fields for activities such as soccer, rugby and cricket. While Cavan Monaghan has a strong soccer program and demand for more fields, it is important

to be conscientious of any plans to construct new fields in Peterborough, which may alter regional supply and the demand for soccer fields in Cavan Monaghan.

In Cavan Monaghan, new soccer fields should be developed as full-size soccer fields to permit full utilization by a variety of age groups. With the use of temporary goals, full-size fields can also be used for mini soccer, as is currently happening in Maple Leaf Park.

Throughout the consultation process undertaken for this Master Plan, it has been identified that the quality of the fields at Maple Leaf Park requires improvements. Maple Leaf Park is adjacent to a swampy area and as such, the ball diamonds and soccer fields are often wet. Solutions to remedy these issues should be pursued by the Township in partnership with the Maple Leaf Soccer Club/Cavan FC.

An additional issue concerning the soccer fields is the absence of field lighting, which is a common practice to generate additional playable hours on an existing field. Lighting would allow the opportunity for older teens and adults to play soccer in the evenings while the younger players utilize the daylight hours. As mentioned earlier, the installation of lighting is recommended for one or both fields at Maple Leaf Park (it may be cost effective to light both fields if the middle row of standards can light both fields).

Recommendations

60. Seek opportunities to improve the playability of the grass surface on both the upper and lower soccer fields at Maple Leaf Park, which are uneven and often wet. The Township should also work with park users to resolve any outstanding parking issues at this park.
61. Following the turf improvements to the soccer fields at Maple Leaf Park, install lighting on one or both fields to allow for evening play (it may be cost effective to light both fields if the middle row of standards can light both fields).
62. Develop two additional soccer fields (full size, possibly with lights) on flat, well drained land to accommodate current and short to medium-term needs. Strong consideration should be given to locating these fields adjacent to the proposed multi-use community centre or an existing or future park or recreational facility in order to benefit from shared support infrastructure (e.g. parking, washrooms, concessions, storage). The longer-term expansion potential of this site should also be a key consideration.

9.3. Ball Diamonds

There are a total of two municipal ball diamonds in Cavan Monaghan (both at Maple Leaf Park), one of which is lit. Each lit ball diamond is considered to be equivalent to 2 unlit diamonds due to the extended play opportunities, therefore the effective supply of municipal diamonds is 3 (unlit equivalents). Some lower quality diamonds also exist at local schools, but are not included in the active inventory.

Provincially, baseball and softball have been experiencing declining participation rates, particularly at the youth level. From our experience, the sport tends to be more popular (per capita) in rural communities, although regional differences do exist. Compared to soccer and other field sports (which are youth-dominated), baseball and softball are adult-dominated sports that are trying to boost declining youth participation figures. With youth participation in soccer significantly outpacing baseball registration, there are concerns that this will lead to a reduced pool of adult players in the long-term.

In Cavan Monaghan, youth baseball registration is generally steady at about 75-100 members per year (80 were registered in 2010). The majority of baseball participants in Cavan Monaghan are adults (340) who can take full advantage of the lit diamonds and play during the evening and night. Including youth and adults, there are approximately 420 ball players that use the two diamonds at Maple Leaf Park.

Through the consultation program, the primary request relating to ball diamonds was for the level of maintenance to be improved. 25% of stakeholder survey respondents indicated that new baseball or softball diamonds are of critical importance to a new multi-use community centre. The web survey revealed that 35% of households participated in baseball or softball in the past 12 months, and 50% of respondents support spending additional public funds on new ball diamonds (ranking 13th out of 22 facility types).

Application of a recommended participant-based target of 1 diamond (unlit equivalent) per 120 participants suggests that the Township may have a slight deficit of ball diamonds. However, the need for additional ball diamonds was not brought forward as a substantial issue through the public and stakeholder input phase. Furthermore, because of the high proportion of adult players (who require less diamond time than most youth teams), it is possible that the provision target is slightly aggressive. Given recent trends suggesting stable demand in the sport and concerns over the long-term viability of baseball, no new ball diamonds are recommended at this time. Should participation in baseball grow considerably, particularly at the youth level, consideration could be given to developing another diamond within the next 5 to 10 years.

Recommendation

63. Participation in baseball and softball, particularly at the youth level, should be monitored in order to determine long-term needs. Should participation increase considerably, consideration could be given to developing another diamond within the next 5 to 10 years.

9.4. Playgrounds

The Township of Cavan Monaghan currently has three play structures and five swing sets at a total of five parks (Maple Leaf Park, Peace Park, Cedar Valley Park, Old Schoolhouse, and Edgewood Park). Playgrounds also exist at local elementary schools.

Playgrounds serve as a neighbourhood level amenity which can provide opportunities for early childhood leisure. Modern design templates for these facilities focus on providing safe structures that are consistent with Canadian Standards Association (CSA) guidelines. In many locations, traditional steel design structures have been replaced by creative play structures that include softer surfaces, creative and cognitive stimuli and/or barrier free components for children with special needs.

The web survey undertaken for this study demonstrated strong demand for additional or improved playgrounds, with 57% of respondents indicating that they have used playground equipment in the past 12 months; making it the fourth most frequently used facility type in the Township. Furthermore, 69% of respondents support spending additional public funds on playgrounds; making them the third most requested facility type.

The provision of playground facilities is generally best determined by geographic distribution. It is recommended that a playground be provided within approximately 500 metres (roughly a five to ten minute walk time) of all built-up residential areas; this should be applied in all future or expanded settlement areas as well. This service radius should be unobstructed by major barriers such as waterways, railway lines, highways, etc. An analysis of the geographic distribution of Cavan Monaghan's playgrounds has revealed that there are playgrounds present in many of the Township's built-up areas, including Millbrook, Cavan, North Monaghan, and Cedar Valley.

This analysis identified an absence of playground facilities on the west side of Millbrook. It is recommended that the Township investigate opportunities for establishing a playground location on the west side of Millbrook to provide improved access to residents living in this area. There are no playgrounds at present among the rural estate homes in the Township, such as those along Tapley Line; however, due to the area's lower density and sizable backyards, a playground is not recommended for this area. Depending on the location of the proposed multi-use community centre and the presence of outdoor recreation facilities, a playground at this site should also be considered.

Many of the Township's playgrounds are outdated (e.g. Cedar Valley Park) and may not be compliant with the guidelines established by the CSA and/or modern designs. It is recommended that the Township establish a playground replacement/upgrade program (with guaranteed annual funding) that allows the highest priority playground repairs and replacements to be completed.

Recommendations

64. The Township of Cavan Monaghan should establish a playground replacement/upgrade program with guaranteed annual funding that allows for proactive repairs and replacements.
65. The Township should investigate opportunities for the establishment of a playground on the west side of Millbrook to provide improved access to residents living in this area. One possibility is a partnership with the Millbrook Agricultural Society to replace antiquated equipment on this site. A playground may also be required at the site of the proposed multi-use community centre.

9.5. Outdoor Aquatics

The Township of Cavan Monaghan does not currently offer any outdoor aquatics facilities, such as splash pads, swimming pools, or wading pools.

Many communities are moving away from constructing outdoor pools and wading pools in favour of splash pads, which are generally focused on serving children below the age of 14. Splash pads provide a fun and social environment through which children can keep cool during the summer months and are more cost-effective than outdoor pools (in terms of both construction and operation). Splash pads are smaller than outdoor pools, have no standing water, and do not require lifeguards. 53% of web survey respondents support spending additional public funds on an outdoor splash pad (ranking 10th out of 22 facility types).

The provision of splash pads is prevalent in communities large and small, even in municipalities as small as 5,000 people (often made possible through fundraising from a local service club). Splash pads can be built to any size and design, and generally the larger they are, the greater their draw in the community. Residents of Cavan Monaghan currently travel to the Riverview Park & Zoo (Peterborough's only splash park) and Madoc to visit splash pads.

The construction of a splash pad in Cavan Monaghan is recommended in order to serve local residents and visitors to the community. With washrooms and other infrastructure already in place, the proposed multi-use community centre would be a logical location for a splash pad. Another option that may be considered is at the Old Millbrook School site, which is also an important destination in the community.

Recommendation

66. Develop a splash pad in order to provide a fun aquatic environment for children (residents and visitors). Consideration should be given to locating the splash pad at the proposed multi-use community centre or the Old Millbrook School.

9.6. Skate Parks

The Township of Cavan Monaghan currently has a small skate park outside of the Old Millbrook School.

Although once considered a fad, skateboarding has demonstrated sustained longevity and has become a mainstream pursuit among many children, youth and - to a lesser extent - young adults. Skate parks are increasingly being viewed as positive venues that respond to the interests of skateboarders, BMX cyclists, and inline skaters. The unstructured, unscheduled, and low cost nature of the sport also adds to its appeal.

In the web survey, 17% of respondents indicated that they had visited a skateboard park in the past year, and 30% of respondents support spending additional public funds on skateboard parks, the facility second to last in demand. It is common for community surveys to place a low priority on skateboard parks due to the negative perceptions that are often associated with them (e.g., noise, vandalism, loitering, etc.). However, our experience in other communities suggests that not only can skate parks be positive community elements, but also that demand is quite high amongst male youths.

There may be opportunities for the Township to expand the current skateboard park through the addition of new ramps or rails. As the main users of the park, the Township's youth should be consulted prior to any change to the skateboard park to determine areas of need. This can permit an opportunity for youth to become engaged in the future of their recreation facilities.

Recommendation

67. With the support of the community and demonstrated local demand, the Township should be open to the possibility of adding additional ramps or rails to the existing skateboard park at the Old Millbrook School.

9.7. Outdoor Courts (Tennis and Basketball)

Note: Tennis and basketball courts are analyzed together in this Master Plan due to their similar design/footprint and opportunities for multi-use court construction.

The Township currently offers one half basketball court in Cedar Valley Park; the remainder of the basketball hoops are supplied by local schools. The Township has no outdoor tennis courts.

Trends research suggests that interest in tennis has declined since its peak in the 1970s, but that there is potential for increasing participation from the 'baby boomer' generation (a market that is growing in Cavan Monaghan). Experience also suggests that interest in tennis varies greatly between municipalities and can be influenced by the existing level of service and ethnic composition.

Conversely, basketball is considered to be a growth sport, especially among communities with large and/or growing concentrations of youth (the size of Cavan Monaghan's youth population is expected to remain relatively stable). Demand for outdoor basketball courts has been found to be high in many urban areas, and they can often be easily incorporated into local parks, thus allowing easy access (by foot or by bicycle) and opportunity for spontaneous, informal play. Unlike tennis, however, many residences have outdoor hoops that can meet much of the demand. The web survey reported moderate interest in both basketball and tennis; 41% of survey respondents support spending additional public funds on basketball courts, and 40% indicated the same for tennis courts (ranked 17th and 18th, respectively, out of 22 facility types).

The required number of tennis and basketball courts can be determined through the use of provision targets that are appropriate for Cavan Monaghan. For tennis courts, a population-based target of 1 court per 5,000 people is recommended. With an estimated population of 9,235 people, the target approaches 2 tennis courts. The provision of two tennis courts is recommended for the proposed multi-use community centre site.

For Cavan Monaghan, an age cohort-based target of 1 basketball court per 1,000 youth aged 10-19 is recommended (with half courts counting as 0.5 full-court equivalents). In 2006, Cavan Monaghan had a youth population (age 10-19) of approximately 1,400 persons, suggesting that the Township should provide 1.5 basketball courts. The Township has a half-court at Cedar Valley Park (0.5 full court equivalent), leaving a deficit of 1 full basketball court. The provision of a full basketball court is recommended for the proposed multi-use community centre site.

As a method of maximizing efficiencies associated with capital investment, maintenance and space requirements, many municipalities are beginning to construct multi-use courts that can accommodate basketball, ball hockey, and/or winter skating. Multi-use courts are beneficial from the standpoint that they can accommodate a wide range of neighbourhood interests, spanning all four seasons. This type of design should be considered for the court recommended at the multi-use community centre site.

Recommendations

68. One multi-purpose court (basketball, ball hockey, and possibly outdoor skating) should be included at the multi-use community centre site.
69. Two tennis courts should be included at the multi-use community centre site.

9.8. Other Outdoor Recreation Facilities and Amenities

Outdoor Ice Skating Rinks

Historically, Canadians have had an affinity for outdoor skating rinks and there is a substantial demand in many communities for these facilities. Unfortunately, with unpredictable weather patterns, natural outdoor rinks can have a limited operating season. Although artificial rinks are typically able to operate for a slightly longer season, their costs are substantially higher than those of natural rinks and they are seldom provided in smaller communities. The development of a new artificial outdoor skating rink is not recommended for Cavan Monaghan; however, the possibility of establishing a natural rink on the multi-purpose court proposed for the multi-use community centre should be explored. Further, future uses for the existing Millbrook Community Centre could consider the re-use of the existing ice pad and refrigeration system for outdoor skating.

Recommendation

70. The possibility of establishing a natural rink on the multi-purpose court proposed for the multi-use community centre should be explored. Alternately, future uses for the existing Millbrook Community Centre may also consider the re-use of the existing ice pad and refrigeration system for outdoor skating.

All-Season Activities

Suggestions for all-season usage (i.e. winter activities) of Cavan Monaghan's parks were received during the Master Plan's public consultation sessions, including the community search conference and web survey. Specifically, the opportunity to utilize Maple Leaf Park during the winter to participate in activities such as walking, snowshoeing and cross-country skiing was identified. This would require the Township to amend the Parks By-Law and plow the parking lot. The Township should consider opening Maple Leaf Park during the winter (perhaps on a trial-basis) to provide the opportunity for residents to participate in winter activities in the park, such as cross-country skiing. The possibility of developing a municipal riding stable has also been requested in the past.

Recommendation

71. Consider opening Maple Leaf Park (perhaps on a trial basis) during the winter to provide residents with an opportunity to participate in winter activities, such as cross-country skiing.

Off-Leash Dog Parks

There are presently no designated off-leash dog parks in Cavan Monaghan and very little interest for the establishment of a park was expressed through the Master Plan's community consultation. The web survey revealed that there is very little support for off-leash dog parks as 25% of respondents support spending additional public funds on an off-leash dog park; the lowest percentage for any listed facility.

Off-leash dog parks provide pet owners with the opportunity to exercise and socialize their dogs in a controlled area. Dog parks should not be viewed as being facilities strictly for pets; observations in other municipalities suggest that they are also beneficial for residents and community interaction. Their development and operation often involves partnerships with the community.

However, there is little need for dog parks in rural municipalities such as Cavan Monaghan since there are generally sufficient private open spaces for dogs available. As such, no off-leash dog parks are recommended for the Township of Cavan Monaghan at this time.

Other Facilities

Within the Township and surrounding areas, there are some leisure and sport interest groups and organizations that appeal to a narrower margin of the population, such as (but not limited to) curling, gymnastics, football, rugby, cricket, lacrosse, horseback riding, etc. Although it is recognized that these pursuits are worthwhile and beneficial, there are limitations on the ability and/or responsibility of the Township of Cavan Monaghan to supply such groups with the needed facilities.

While it is possible that the participants in these niche recreation activities may desire additional facilities in the future, this demand is representative of a relatively small group of residents. Among other things, the provision of Township-funded facilities needs to consider the number of persons that benefit from any particular facility, as well as the cost-benefit and the goals of this Master Plan.

Cavan Monaghan should remain open to discussion from new and emerging sport and leisure groups and evaluate capital proposals through a formal partnership framework. The Township can respond to requests through improved facilities, advice on how to share resources, or where and how to partner with other providers.

Recommendation

72. Undertake a needs/feasibility study for the establishment of a riding stable involving the municipality and local partners. This study should include consultation with stakeholders and the public, as well as assessments of demand levels, financial implications, and site/location considerations.

Section 10. Parks and Open Space Assessment

10.1. Parks and Open Space Assessment Overview

The Township's current parkland and open space supplies, policies, acquisition methods, and future parkland requirements are examined in this section. Parks provide the land base that supports many recreation amenities and their continued provision and enhancement can enhance the quality of life for the community as a whole. Specifically, this assessment:

- Reviews the parkland policies contained in the 2005 Cavan Monaghan Official Plan and 2010 Draft Official Plan;
- Reviews current standards for parkland acquisition, with consideration to their requirements under the *Planning Act*, and
- Identifies future parkland needs.

'Parks' refer to lands owned, leased, and/or managed by the Township that are developed and maintained primarily for active or passive recreational use by the community. Parks typically contain built recreational or community amenities (such as sports fields, playgrounds, etc.) and are used for both organized and unorganized activities. In Cavan Monaghan, parkland is acquired through various means, including dedication under the *Planning Act*.

'Open Space lands' are intended to provide for the protection and conservation of systems and to recognize other pockets of land requiring protection from development (e.g., hazard lands, environmental protection lands, environmentally sensitive areas, etc.). In general, open spaces allow for the provision of: physical and visual linkages within the Township; pedestrian and bicycle paths; connections between parks and open spaces; and access to valleys and waterfront areas.

10.2. Parkland Classification

The 2005 Cavan-Millbrook-North Monaghan Official Plan establishes a hierarchy of parks in the Township (see table below). Cavan Monaghan has established three park types: Neighbourhood, Community and Township Parks. These categories are in common use amongst many other small urban/rural municipalities.

Classification	Size
Neighbourhood Park	4 – 5 acres (1.62 – 2.02 ha)
Community Park	5 – 15 acres (3.24 – 6.07 ha)
Township Park	15 – 20 acres (6.07 – 8.09 ha)

Source: Township of Cavan-Millbrook-North Monaghan Official Plan, 2005

The Draft 2010 Official Plan proposes a similar hierarchy, but leaves most of the details to be established in the Zoning By-law. Parkland hierarchies are important for the guidance of parkland acquisition and development, and can include recommendations on park size, uses, activities, functions and locations. These specific policies are absent in the Draft 2010 Cavan Monaghan Official Plan and could be considered in its next revision.

The identification of park uses, activities and functions can assist the community in understanding what a new park may include and can also help ensure compatibility with neighbouring landowners. For a variety of reasons, including intensity of use, space demands, noise/disruption, etc., some uses are more appropriate in certain types of parks. Playgrounds (considered to be a basic unit of most park construction) are appropriate in all park types, but lit sports fields should not be contained in Neighbourhood Parks due to their significant size and impacts (e.g. lighting, parking, hours of use, etc.).

10.3. Parkland Acquisition Policies and Guidelines

There are several provincial and municipal regulations, policies and guidelines governing the acquisition and location of parkland, with the *Planning Act* and the Cavan Monaghan Official Plan being chief among them. The *Planning Act* (R.S.O., 1990) establishes a framework for the dedication of parkland and possible alternatives for the dedication of land for park and recreation purposes. Through the Draft 2010 Cavan Monaghan Official Plan (and supported by the *Planning Act*), the Township requires parkland conveyance as a condition of planning approval. Provisions for parkland dedication include 5% of land area or 1 hectare per 300 dwelling units for residential developments, redevelopments and subdivisions; 2% of land area for industrial developments, redevelopments and subdivisions; and 1 hectare per 300 dwelling units (but no less than 2% of land area for mixed-use developments).

The Draft Official Plan states that all parkland conveyed to the Township shall be free of all encumbrances and hazards such as flooding and shall not be contaminated. Moreover, valley lands, lands required for drainage purposes or stormwater management, lands susceptible to flooding, or lands otherwise unsuitable for development will not be accepted as statutory parkland dedication. Because flat and well drained land (which is a requirement for active parks) is in short supply in the Township, this policy is appropriate and should be stringently enforced.

According to the Draft Official Plan, Council may waive the land conveyance requirement in favour of cash-in-lieu of parkland dedication or require a combination of cash and land where:

- i. The use of alternative parkland dedication policy consumes more than 10% of the site area thereby rendering the site undevelopable;
- ii. The amount of land for parkland dedication does not result in a sufficient area for park development; or
- iii. The dedication of land is not deemed necessary.

Of note, Subsection 51(25)(b) of the *Planning Act*, affecting the conveyance of land for pedestrian and bicycle pathways, was recently amended. The *Planning Act* now allows the dedication of land for “pedestrian pathways, bicycle pathways and public transit rights of way” as a condition of plan of subdivision approval, at the municipality’s discretion. While this provision does not affect parkland supplies, it is a useful tool for the acquisition of linear corridors and trails that support and link parks and natural features. It is recommended that the Township consider permitting the conveyance of land for pathways in the Draft 2010 Cavan Monaghan Official Plan.

10.4. Parkland Inventory

The Township inventory of parkland includes seven parks and open space properties covering a land base of approximately 27.55 hectares. The table below lists the seven parks, their size and amenities offered. In all, the supply of parkland translates into an average of 3.0 hectares of parkland per 1,000 residents (based on a 2010 population of 9,235).

Municipal Park	Estimated Size (ha)	Amenities
Cedar Valley Park	0.14	Swing set with 2 youth and 2 infant seats, one elephant climber, half basketball court
Edgewood Park	1.02	Swing set with 2 youth and 2 infant seats
Maple Leaf Park	21.14	2 intermediate level softball diamonds (1 illuminated), 2 full size soccer fields (each can be divided into 2 small fields), field house with accessible washrooms, kitchen, storage, playground
Old Millbrook School	1.36	Playground, skateboard park
Peace Park	2.94	Playground and youth swings Site contains Bruce Johnson Library
Station Park	0.04	Open air shelter
Whitfield Landing	0.91	Boat launch and dock
Total	27.55	

Supplementing this inventory are a number of properties owned by public, non-profit, and private sector organizations that are used for parks and recreation activities. Most notable are local schools and the Millbrook Fairgrounds. The Township should work with the Millbrook Agricultural Society to explore opportunities to maximize use of the Fairgrounds property, such as attracting outdoor shows across all four seasons.

10.5. Parkland Standards and Requirements

Parkland supplies can be measured using a variety of methods. Many municipalities use population-based targets to calculate and plan their supply of parkland.

Through the parkland dedication enabled by the *Planning Act*, municipalities can generally expect to receive parkland at a rate of 1.1 to 1.7 hectares per 1,000 residents (depending on proposed densities and persons per unit). Given that most communities target parkland provision rates in the range of 2 to 4 hectares per 1,000 residents, this means that parkland dedication requirements may not be sufficient on their own to meet needs. Cavan Monaghan’s parkland provision currently stands at approximately 3.0 hectares of parkland per 1,000 residents, resting squarely in the centre of the target range.

At present, the Current and Draft Township Official Plans do not include a parkland provision target. It is recommended that the Township strive to maintain a minimum service level of 3.0 hectares of parkland per 1,000 residents to ensure that sufficient supplies are available to current and future generations. The table below illustrates how this parkland service level will affect the need for future parkland, assuming no new parkland is added to the supply.

Parkland	2006†	2010*	2011‡	2016‡	2021‡	2026‡
Population	8,828	9,235	9,680	10,559	11,362	12,105
Supply	27.6 ha					
Parkland Provision Target (minimum)	3.0 ha/1,000 population					
Parkland Required (ha)	26.5	27.7	29.0	31.7	34.1	36.3
Surplus (Deficit)	1.1	(0.2)	(1.5)	(4.1)	(6.5)	(8.8)

Source: †Statistics Canada 2006 Census; *MPAC, 2010; ‡ Peterborough County Population Projection, 2006

If the Township wishes to maintain a parkland service level similar to what it is currently providing, a minimum of 9 hectares of new parkland will be required by 2026 at the currently projected rate of growth, much of which would likely be provided by parkland dedication (and cash-in-lieu). Greater population growth would trigger greater parkland requirements.

A portion of the required parkland is recommended to be provided at the site of the proposed multi-use community centre in order to provide for soccer fields, outdoor courts, a splash pad, etc. Preliminary estimates suggest that 8 hectares of flat land are required for the first phase of the centre/park’s construction, with another 4 hectares being set aside for future expansion. Not all of this land should be counted against the Township’s future parkland requirements, as much of the land will be occupied by indoor recreation facilities. Furthermore, as the settlement areas in the Township grow, there may be a need to expand existing parks or to establish new parks in other areas of Cavan Monaghan. Equity is a key element in the provision of parkland and, therefore, parks should be accessible from every urban neighbourhood. It is one’s access to recreational opportunities, parks and open space that helps to define the Township’s quality of life.

10.6. Parks and Open Space Recommendations

73. Consideration should be given to updating Section 4.5 of the Draft 2010 Cavan Monaghan Official Plan to expand upon the parkland hierarchy by providing direction relating to (but not limited to) future park classification, size, use, and location considerations.
74. Consider permitting the conveyance of land for pathways in the Draft 2010 Cavan Monaghan Official Plan as permitted by Section 51 of the *Planning Act*.
75. Continue to maximize *Planning Act* provisions in acquiring parkland and establishing a linked open space system.
76. The Township should strive to achieve a parkland provision target of 3.0 hectares of parkland per 1,000 residents.
77. The Township should place a high priority on acquiring a sufficient land base for the proposed multi-use community centre in the short-term. Approximately 8 hectares (20 acres) of flat land are required for the proposed facilities, with another 4 hectares (10 acres) being ideal to accommodate some degree of future expansion.
78. The Township should work with the Millbrook Agricultural Society to explore opportunities to maximize use of the Fairgrounds property, such as attracting outdoor shows across all four seasons.

Section 11. Business Plan for a new Multi-Use Community Centre

Located within a floodplain and unable to be expanded, the present Millbrook Community Centre is deficient and offers opportunities for a fairly narrow range of recreational activities (mostly ice-related). As has become increasingly clear in recent years, the Township should be placing a very high priority on decommissioning this facility and replacing it with a multi-use complex at another site.

The following objectives have been created to help guide the facility's overall mandate:

- To provide a larger and more modern community facility capable of meeting current and future needs.
- To create a versatile complex that is multi-use, multi-purpose, and multi-generational.
- To reduce barriers to physical accessibility and to be accessible and safe to all residents.
- To ensure that sustainable design and construction practices are followed in relation to the Centre's future design and construction.

Trends support the consolidation of recreation amenities through the provision of multi-use and multi-generational facilities. Locations that accommodate various activities simultaneously are not only more convenient for residents, but they also create activity hubs that are critical to the vitality and health of a community. Multi-use centres become local destinations that can revitalize small and rural communities, as they generate a critical mass that can encourage greater physical and economic activity. Capital and operational cost efficiencies are also key advantages and the opportunity to incorporate 'green' technologies cannot be overlooked.

With any major undertaking, however, there are inherent challenges if the potential benefits are to be achieved. With such a large geographic area and a dispersed population base, selecting a location that is appropriate for most Cavan Monaghan residents could be politically challenging. Furthermore, in order to maximize value to the community, partnerships with local organizations in the funding and operation of the facility must be established (future partners will depend on the characteristics and location of the site, as well as the evolving nature of the complex). Nurturing these relationships can be complicated and time-consuming, but is imperative to the long-term success of the facility and recreational offerings in the Township. The proposed multi-use community centre will also require the Township to become more involved in the areas of programming, facility management, and marketing, each of which are very limited functions at the present time. Coordinated, thoughtful, and proactive planning must be the cornerstones upon which the new multi-use community centre is built.

Throughout this Master Plan process, the community has offered many suggestions for the functions and design of a new multi-use community centre. Building upon this input and the analysis contained in Sections 8 and 9, this section of the Parks and Recreation Master Plan provides further definition to the

recommended spaces and activities. In addition, this section also contains a discussion relating to other items of the proposed multi-use community centre, including:

- capital cost estimates
- funding considerations
- facility design considerations
- site selection considerations
- operating cost estimates
- implementation steps

11.1. Summary of Recommended Components for the Proposed Multi-use Community Centre

In researching which facility components should be included in the proposed Multi-Use Community Centre, the following information was considered:

- the input received from the public, stakeholders, and staff;
- an understanding of the existing parks and facilities within the Township and how they are used;
- a review of other facilities located within the regional market;
- the Township's demographic profile and forecast;
- trends in recreation and leisure programs and utilization;
- opportunities and barriers in accessing existing spaces/services within the community;
- known partnership opportunities;
- the need to meet both current needs, and anticipated future demand based on the Township's population profile.

Two primary options have been developed for the proposed Multi-Use Community Centre:

Option 1: arena and community hall/multi-use space

Option 2: arena, community hall/multi-use space, and indoor soccer facility with walking track

The primary difference between the two scenarios is that Option 2 includes an indoor soccer facility with walking track and requires a commitment from the local soccer organization in order to proceed. Capital and operating cost estimates have been developed for each of these options. Other options may be explored during the design process, depending on community input and partner mix (e.g., fitness centre, cultural space, leasable space).

The following components and approximate sizes (to be refined during the future design stage) are recommended in the proposed Multi-Use Community Centre. The space program should be considered preliminary and subject to change during future stages of the project. Further refinement of this program and the associated capital costs is recommended prior to the facility's construction.

Parks and Recreation Master Plan
Section 11: Business Plan for a New Multi-Use Community Centre

OPTION 1: Multi-use Community Centre – Indoor Components		
Component	Details/Assumptions	Proposed Floor Area (sf)*
Arena	<ul style="list-style-type: none"> One NHL size ice surface, 200' X 85' with perimeter circulation and team benches and 400 spectator seating capacity. The seating configuration affects gross floor area and construction cost. On-grade seating opposite the team benches results in 4 seating rows and results in a wider structural span. Second level seating above the team room results in a more compact floor plan but necessitates wheelchair access to the upper level. Future expansion potential for addition of second ice pad, should there be sufficient demand in the long-term 	28,000
Arena Team Rooms	<ul style="list-style-type: none"> 6 Team dressing rooms, with one convertible to a coaches change rooms. Team rooms should be a minimum of 420sf. Some team rooms can be interconnected or useable as open family skate change rooms. This area also includes a first aid area, referee change rooms and storage. 	4,200
Refrigeration and Service Area	<ul style="list-style-type: none"> The service end of the arena includes the ice plant/refrigeration room, ice resurfer & snow melting pit, maintenance and workshop areas 	3,200
Community Hall	<ul style="list-style-type: none"> Multi-purpose banquet hall, divisible into two separately accessible rooms with a moveable wall (acoustically rated) with table and chair storage, 4,000 sq. ft. Commercial kitchen for food preparation or catered food warm up and kitchen storage (requires an exhausted vent hood with an NFPA approved fire suppression system). 	5,000
Multi-Purpose Activity Studio	<ul style="list-style-type: none"> Resilient floor surface for aerobics, dance and fitness programs. Storage alcove or room for fitness equipment including balls, mats and steps. Floor configuration can be a sprung wood floor or a poured in place elastomeric (waterproof) resilient floor. Cost can vary with amount of acoustic wall & ceiling finishes. 	1,200
Meeting Room	<ul style="list-style-type: none"> Meeting/Club room (potentially in partnership with Lions Club or other organization); approximately 800sf; possibly divisible 	800
Lobby and Administration Area	<ul style="list-style-type: none"> Main public entrance & vestibule, central public lobby, administration offices, public washrooms and snack bar. 	3,000
Public Circulation	<ul style="list-style-type: none"> Corridors, concourse, vestibule and entrances. 	2,000
Mechanical, Electrical & Service Spaces	<ul style="list-style-type: none"> M & E rooms include designated rooms for boilers, air handling equipment, sprinkler valves, electrical panels, communications/computer equipment, garbage rooms, recycling container rooms as well as pump & water treatment facilities. 	2,500
Wall and shaft gross-up factor	<ul style="list-style-type: none"> Gross floor area includes exterior and interior wall assemblies, mechanical supply, return and transfer shafts, plumbing chases. 	6,000
Fitness Centre, Cultural Space/Stage, Leasable Space	<ul style="list-style-type: none"> To be determined based on further study 	n/a
Total – Option 1		55,900sf

* sizes are approximate and to be confirmed at the design stage, along with partnered components

Parks and Recreation Master Plan
Section 11: Business Plan for a New Multi-Use Community Centre

OPTION 2: Multi-use Community Centre – Indoor Components		
Component	Details/Assumptions	Proposed Floor Area (sf)*
Same as Option 1	<ul style="list-style-type: none"> • Arena • Arena Team Rooms • Refrigeration and Service Area • Community Hall • Multi-Purpose Activity Studio • Meeting Room • Lobby and Administration Area 	45,400
Indoor Soccer Facility	<p><i>The design of this component requires further discussion with the local soccer organization.</i></p> <p><i>At this time, the assumptions are as follows:</i></p> <ul style="list-style-type: none"> • 1 indoor in-fill turf playing surface (approximately 200 feet by 100 feet) and support spaces (e.g., team rooms, equipment storage and club offices) – constructed within a pre-engineered free building (as opposed to an air inflated dome) • Future expansion potential for addition of second indoor field, should there be sufficient demand in the long-term 	25,000
Walking Track	<ul style="list-style-type: none"> • Walking track with elastomeric resilient surface and lane lines. The track location affects gross floor area and construction cost. An on-grade track surrounding the soccer field results in a wider field and an increased structural span. Second level suspended tracks result in a more compact floor plan but necessitate wheelchair access to the upper level. Suspended (or structurally cantilevered tracks) increase the cost/size of supporting columns and roof members. Elevated tracks allow for continuous track operation with separate programming of field activities. 	5,000
Public Circulation	<ul style="list-style-type: none"> • Corridors, concourse, vestibule and entrances. 	3,500
Mechanical, Electrical & Service Spaces	<ul style="list-style-type: none"> • M & E rooms include designated rooms for boilers, air handling equipment, sprinkler valves, electrical panels, communications/computer equipment, garbage rooms, recycling container rooms as well as pump & water treatment facilities. 	4,000
Wall and shaft gross-up factor	<ul style="list-style-type: none"> • Gross floor area includes exterior and interior wall assemblies, mechanical supply, return and transfer shafts, plumbing chases. 	6,000
Fitness Centre, Cultural Space/Stage, Leasable Space	<ul style="list-style-type: none"> • To be determined based on further study 	n/a
Total – Option 2		88,900sf

* sizes are approximate and to be confirmed at the design stage, along with partnered components

In addition to the recommended indoor components, consideration should be given to locating the following outdoor components (as identified in Section 9) at the site of the proposed Multi-use Community Centre:

- 2 soccer fields (full size, unlit)
- playground
- 1 splash pad
- 1 basketball/multi-purpose court
- 2 tennis courts
- parks depot (to be determined)

These outdoor components are not included in the capital or operating cost estimates that follow; however, their impact on the required parcel size has been considered in this analysis.

11.2. Capital Cost Estimates

All budget estimates contained in this report are in 2011 Canadian dollars. Budgets for future years should be increased to account for such factors as inflation conditions in the construction industry. While the amount of this increase is purely speculative, we suggest a minimum of 5% per year for budgeting purposes.

It bears noting that construction costs can vary significantly due to instability of material costs, labour costs, and other economic factors. The estimates in this report represent a basic level of building construction and finishes. This budget is based on a very preliminary concept only and should be considered as a Class D budget (+/- 20%).

The cost estimates exclude land acquisition, development charges, capital financing, and capital replacement. Furthermore, the scope of this analysis does not include consideration of potential future uses of the existing Millbrook Community Centre, nor the financial implications thereof.

The capital construction cost assumes that the Township would pursue LEED (Leadership in Energy and Environmental Design) Silver certification, which is a program that recognizes green building practices in areas such as energy conservation and demand management. The prevailing philosophy is that these upgrades will not only reduce the facility's environmental impact, but also result in incremental cost savings due to energy efficiencies to the point that they will pay for themselves over time.

At this time, a phased approach to construction is not recommended (except for the longer-term possibility of adding a second ice pad and/or indoor sports field, as needs warrant). The budgets presented here are based on all the work being completed as a single construction project. Should the Township decide to utilize phase construction of the facility, the construction cost is likely to increase.

Parks and Recreation Master Plan
Section 11: Business Plan for a New Multi-Use Community Centre

Option 1: Estimated Capital Costs (excluding land acquisition)

Construction - Components	Floor Area (sf)	Rate (\$/sf)	Cost (\$)	Notes
Arena	28,000	\$195	\$5,460,000	
Arena Team Rooms	4,200	\$225	\$945,000	
Refrigeration and Service Area	3,200	\$180	\$576,000	
Community Hall	5,000	\$250	\$1,250,000	
Multi-Purpose Activity Studio	1,200	\$200	\$240,000	
Meeting Room	800	\$200	\$160,000	
Lobby and Administration Area	3,000	\$250	\$750,000	
Public Circulation	2,000	\$200	\$400,000	
Mechanical, Electrical & Service Spaces	2,500	\$180	\$450,000	1
Wall and shaft gross-up factor	6,000	\$180	\$1,080,000	
Subtotal - Construction	55,900sf		\$11,311,000	2
Site Development, Fees & Contingency			Cost (\$)	Notes
Assume 220 parking spaces @ \$3200/per space			\$704,000	
Furniture and Equipment			\$400,000	3
Permits and Charges (by municipality)			--	
Consulting Fees			\$735,000	4
10% Construction Contingency			\$1,130,000	5
15% LEED Silver Construction Premium			\$1,850,000	6
LEED Energy Modeling and Consulting Fee			\$65,000	
Subtotal – Site Development, Fees & Contingency			\$4,884,000	
Total Project Estimate			\$16,195,000	7

Notes:

1. Mechanical and electrical is assumed to be indoor. External HVAC equipment can be roof mounted to decrease indoor area, but results in outdoor servicing and increased exposure of the equipment to deterioration.
2. Does not include cultural space/leasable space
3. Furniture estimate includes office furnishings as well as Community Hall tables and chairs, and basic kitchen equipment. Please note that the selection of certain commercial kitchen equipment items can increase the kitchen cost. This category includes interior building and way-finding signage but does not include exterior site signage. The cost of the ice resurfacers is not included.
4. Consulting fees include full professional services for architectural, structural engineering, mechanical engineering, electrical engineering, civil engineering and landscape architectural services. Geotechnical investigations and the owner's inspection and testing costs are not included in the consulting fee estimate. The basic consulting fees include for the design of an OBC compliant facility with supporting sustainable and energy efficient design principles.
5. The estimates do not include a "design" contingency, therefore, it is important that the municipality have a clear picture of the specific spaces, features, and finishes within the proposed complex. A reserve for items to be added to or revised within the space programme should be considered.
6. Including the facility for certification in the LEED program or targeting an elevated LEED compliance level requires a minimum 15% increase in the Capital Cost estimate as well as additional consulting fees for energy modeling and LEED compliance.
7. Capital construction cost and fee estimates are based on the current construction climate; yearly escalation should be added depending on the proposed construction date. This estimate assumes a rational "pre-engineered" structural system.

Parks and Recreation Master Plan
Section 11: Business Plan for a New Multi-Use Community Centre

Option 2: Estimated Capital Costs (excluding land acquisition)

Construction - Components	Floor Area (sf)	Rate (\$/sf)	Cost (\$)	Notes
Arena	28,000	\$195	\$5,460,000	
Arena Team Rooms	4,200	\$225	\$945,000	
Refrigeration and Service Area	3,200	\$180	\$576,000	
Community Hall	5,000	\$250	\$1,250,000	
Multi-Purpose Activity Studio	1,200	\$200	\$240,000	
Meeting Room	800	\$200	\$160,000	
Indoor Soccer Facility	25,000	\$180	\$4,500,000	1
Walking Track	5,000	\$200	\$1,000,000	2
Lobby and Administration Area	3,000	\$250	\$755,000	
Public Circulation	3,500	\$200	\$700,000	
Mechanical, Electrical & Service Spaces	4,000	\$180	\$720,000	3
Wall and shaft gross-up factor	6,000	\$180	\$1,080,000	
Subtotal - Construction	95,900sf		\$17,381,000	4
Site Development, Fees & Contingency			Cost (\$)	Notes
Assume 285 parking spaces @ \$3200/per space			\$912,000	
Furniture and Equipment			\$500,000	5
Permits and Charges (by municipality)			--	
Consulting Fees			\$1,130,000	6
10% Construction Contingency			\$1,700,000	7
15% LEED Silver Construction Premium			\$2,700,000	8
LEED Energy Modeling and Consulting Fee			\$75,000	
Subtotal – Site Development, Fees & Contingency			\$7,017,000	
Total Project Estimate			\$24,398,000	9

Notes:

- Infill artificial turf field estimate is \$6/sq. ft. depending on selection of underfield drainage, resilient sub-base, sand/rubber granule mixture.
- Walking track surface estimate is \$14/sq. ft. depending on base layer composition/depth, track surface and line colour.
- Mechanical and electrical is assumed to be indoor. External HVAC equipment can be roof mounted to decrease indoor area, but results in outdoor servicing and increased exposure of the equipment to deterioration.
- Does not include cultural space/leasable space
- Furniture estimate includes office furnishings as well as Community Hall tables and chairs, and basic kitchen equipment. Please note that the selection of certain commercial kitchen equipment items can increase the kitchen cost. This category includes interior building and way-finding signage but does not include exterior site signage. The cost of the ice resurfer is not included.
- Consulting fees include full professional services for architectural, structural engineering, mechanical engineering, electrical engineering, civil engineering and landscape architectural services. Geotechnical investigations and the owner's inspection and testing costs are not included in the consulting fee estimate. The basic consulting fees include for the design of an OBC compliant facility with supporting sustainable and energy efficient design principles.
- The estimates do not include a "design" contingency, therefore, it is important that the municipality have a clear picture of the specific spaces, features, and finishes within the proposed complex. A reserve for items to be added to or revised within the space programme should be considered.
- Including the facility for certification in the LEED program or targeting an elevated LEED compliance level requires a minimum 15% increase in the Capital Cost estimate as well as additional consulting fees for energy modeling and LEED compliance.
- Capital construction cost and fee estimates are based on the current construction climate; yearly escalation should be added depending on the proposed construction date. This estimate assumes a rational "pre-engineered" structural system.

The Township has studied the feasibility of constructing a new community centre – in one form or another – in the past. Previous studies (most notably the Municipal Services Complex Report, 2001) have supported a facility concept similar to the one being proposed in this Master Plan, with the notable exception of the indoor soccer component. Past cost estimates for the centre’s construction have been considerably lower than what is now being suggested. This is due to a number of reasons:

- the cost estimates in this Master Plan are intentionally conservative as there are still many unknown factors with potentially significant cost implications, including the suitability of the site, the types of finishes, the form of construction (e.g., design-bid-build, design-build), and the ultimate facility design; as such, these uncertainties are reflected in the construction and design contingencies, which are appropriate for this stage in the facility’s planning (Class D estimates);
- market rates for supplies (most notably steel and any oil-based product) and labour have risen dramatically within the past 5-10 years; it is not uncommon for construction costs to have doubled during this timeframe;
- facility designs and resident expectations continue to evolve, requiring a greater attention to detail and new features that are focused on user comfort;
- the overall size of facilities are increasing due to accessibility requirements and general design principles (e.g., no longer would you build an arena with less than six dressing rooms); and
- new technologies are emerging, such as those associated with LEED certification; the cost to install energy-efficient systems increases the front-end cost of facility construction, with the expectation that there will be a return on investment over the longer-term.

11.3. Funding Considerations

It is our understanding that funding scenarios for a new Multi-use Community Centre have yet to be formally discussed by Township Council. As such, we are not aware of a firm funding commitment (aside from \$100,000 that was committed into a reserve in the 2010 budget) or reliable fund-raising initiatives that could underwrite a substantial portion of the facility’s development cost.

In 2009, the Federal and Provincial governments announced significant one-time grant programs (Building Canada Fund, Economic Stimulus Fund, and Recreation Infrastructure Canada) aimed at renewing aging infrastructure, including parks and recreation. This funding was successfully leveraged by many communities and has resulted in several new facilities in the region, such as the new North Kawartha Community Centre.

Presently, there are no formal provincial or federal infrastructure programs from which municipalities are able to receive financial assistance to develop or renovate sport and recreation facilities. While it is not currently known when the next recreation infrastructure funding program will begin, common thinking is that it will be difficult for either level of government to come close to the investments that

have been recently announced. Consequently, new projects are likely to have at least short-term difficulty in attracting funding assistance from senior levels of government.

Other potential funding sources for the new multi-use community centre include the following; each of these would have to be studied in more detail at the next phase of the process:

- Fundraising – most municipalities engage in community fundraising as part of facility development or redevelopment strategies.
- Loan Guarantees – the provision of a loan guarantee to (incorporated) community organizations to build infrastructure specifically for their needs – usually for facilities considered to be beyond “basic levels of service”.
- Capital Surcharge – an additional charge over and above user fees that is directed towards the reserve account to pay for specific capital projects or to pay off a capital debt.
- Development Charges – fees that are assessed against land development projects in order to help fund the cost of capital infrastructure needed to service growth (note: cannot be used to fund replacement infrastructure offering the same level of service).
- Naming Rights – selling the rights to have a corporation's name associated with a facility or a component of the facility.
- Public-Private Partnerships – involving the private sector in one or more aspects of a building's design, construction, operations or financing.
- Slot Revenue – the Township receives a portion of the revenue associated with the OLG Slots at Kawartha Downs, which are located within the Township.
- Tax Levy – at Council's discretion, taxes could be re-allocated or increased in order to fund a portion or the entire capital infrastructure.

It is estimated that the total construction and development for the new Multi-Use Community Centre would amount to a cost of between \$16.2 and \$24.4 million, plus land acquisition and unforeseen site development costs. In the absence of funds from other sources, the municipality would be required to underwrite the entire capital cost of development and construction. If the full amount were financed at a conservative municipal borrowing rate of 6% and assuming a 20-year amortization, the annual debt service charge would range between \$1.4 and \$2.1 million. Based on the preceding terms, the Township would annually save \$85,440 in annual debt service charges for every \$1 million reduction in the borrowed amount. Therefore, the allocation of municipal reserve and development charges funds would greatly enhance the financial sustainability of the project.

11.4. Facility Design Considerations

As indicated earlier, it is assumed that the Township would pursue LEED Silver certification for the Multi-use Community Centre. Additional design considerations relating include the following, which should be accommodated where possible through future planning stages:

- The entrance of the Centre should promote a welcoming atmosphere, including appropriate lighting and use of windows, open and casual front desk, and a lounge/lobby area. The facility should have a single point control desk for efficient staffing and ease of maintenance.
- The entries should be visible from the approaches to the building and the visibility of the entire exterior is important also for passive safety and security.
- The building should be organized with a clear public circulation system with all program rooms visible from a lobby and entrance. Blind corridors should be avoided.
- The facility should be designed on CPTED principles, with clear visibility from the control and administration directly to a well lit site and parking area.
- The building should encourage opportunities for casual interaction, including space for parents waiting for children in programs.
- Where possible, each “multi-purpose” space should have access to the main hallway of the Centre, as well as access to a sink for washing/clean-up. The flooring for each “multi-purpose” space should be reflective of the type of activities envisioned for the space.
- Public washrooms should have view baffles without doors for aural control; washroom entrances should be clearly visible from the public lobby and the control desk.
- The building should respond to the site, making connections to adjacent parks, paths and exterior terraces.
- The building should not only embrace LEED principles but work on all environmental levels. It should be oriented to work in harmony with the landforms of the site and take advantage of the ‘low-tech’ assistance of the site sun and wind angles.
- The building should take advantage of balanced natural light for low-glare interior illumination and reduced energy costs.
- The building should be based on a clear organization that anticipates future growth and program expansion without disrupting the operation of the facility.
- The mechanical and electrical systems should leverage the benefits of the building type, including heat recovery on the refrigeration system, re-use of low grade recycled heat and energy efficient fluorescent lighting in the large arena and soccer halls.
- The Centre should also be designed to act as an Emergency Evacuation Centre for the area (i.e., provide shelter and food to people affected by significant local or regional emergencies).

11.5. Site Selection Considerations

The Township has not yet identified a preferred site for the complex. Locating it at the site of the current Millbrook Community Centre is not an option due to the facility's location in the floodplain, not to mention its small size. To our knowledge, there are currently no vacant municipally-owned lands that are large enough to accommodate the proposed facility. If this is in fact the case, the Township will need to consider securing private lands, either through a long-term lease, land swap, or outright purchase.

Evaluating and selecting a preferred site for the proposed Multi-Use Community Centre is vitally important to the facility's ultimate success. The location needs to be chosen with care, so as to embody as many key characteristics as possible. Maximizing accessibility to as many residents as possible (both now and in the future) should certainly be one of the key objectives; however, there is also a need to ensure that the site (and the facility) can be properly serviced, is compatible with adjacent land uses, can be cost effectively developed, and so on.

The site can also have a dramatic impact on the facility's construction cost. Servicing potential, stormwater management, traffic and road access, soil condition, available infrastructure, etc. can all result in significant budget implications.

Through the public consultation program, several sites have been suggested by local stakeholders. Accessibility and proximity to residents are the most common characteristics that the community is looking for in the site. As a result, the most common suggestions were to locate the facility within or near to Millbrook, which is the Township's largest urban settlement area. Millbrook offers good access to Highway 115 and is also the location of the existing Millbrook Community Centre. The former Millbrook Correctional Centre site (currently owned by the Ontario Realty Corporation) and the Millbrook Fairgrounds (owned primarily by the Millbrook Agricultural Society) were frequently mentioned as desired sites by local residents. The intersection of Highway 115 and County Road 10 (which leads into Millbrook, approximately 4 kilometres to the south) represents the geographic centre of the Township; however, a lack of municipal water services to this location likely eliminates it from consideration.

It is not within the scope of this Master Plan to evaluate potential sites for the new community centre; rather, its intent is to develop an approach for selecting a preferred site. The following steps are recommended for identifying a preferred site:

- 1) Township Council should formally appoint a sub-committee to facilitate the search and selection process. The sub-committee should be comprised of key staff, including personnel from the Administration, Economic & Community Development, Parks & Facilities, and/or Planning & Building Services Departments.

- 2) The sub-committee should establish a list of mandatory site requirements, such as a minimum lot size, general location, availability, etc. These mandatory requirements will be used as initial screening criteria for short-listing.
- 3) A list of potential sites (municipal and private lands) meeting the mandatory requirements should be generated using available tools, including GIS, assessment data, etc. Each of these sites will be further evaluated in a subsequent step.
- 4) The sub-committee should establish a list of preferred (non-mandatory) site characteristics relating to constraints, accessibility, zoning, expansion potential, etc. Because the degree to which the sites meet the characteristics may vary and because some characteristics may be more important than others, a weighting and rating system should be devised. Weightings could range from 1 to 5 (with 5 being used for the most important criteria) and ratings could range from 0 to 2 (0 = inadequate; 1 = acceptable; 2 = ideal). This approach reduces subjectivity and provides a strong and rational basis for evaluating potential sites. Sample criteria are provided below.

Sample Criteria for Evaluating Potential Sites

Location & Access
The site is accessible to as many Township residents as possible.
The site is located along an arterial or collector road, is in the vicinity of a sidewalk or trail, and has barrier-free access.
Focal Point Potential
The site is located at or has potential to be a community focal point and the site is at a highly visible location.
Site Development Potential
The site area, shape, and potential building envelope are sufficient for the proposed use (including outdoor amenities) and provide a reasonable level of flexibility in design.
The site is able to accommodate enough on-site and/or adjacent parking.
Community Compatibility
The facility would be compatible (in terms of building design, scale, landscaping, setbacks, etc.) with the surrounding area/buildings.
Known Constraints
The site is: <ul style="list-style-type: none"> • relatively flat and well-drained; • not impacted by a geographic barrier (e.g., watercourse, rail line); • not restricted by easement/man-made obstructions; • not a brownfield location requiring site decommissioning that would unduly delay the project or incur significant costs.
Suitable infrastructure (e.g., sewers, water, etc.) exists (or will exist) on or adjacent to the site.
The site does not require the elimination of necessary parkland or other vital land use.
Planning Approval Status
The site complies with Official Plan policies and has acceptable Zoning By-law regulations.
Availability and Cost of Site
The site is owned by the Township (preferable) or the site can be purchased for a reasonable amount (as deemed acceptable by Council).
Expansion Potential
The site possesses long-term expansion potential.

Amenity Opportunities
The site has the ability to enhance and support other facilities, accommodate potential partners, and generate increased usage due to proximity to other destinations.
The site offers the potential for economies of scale in construction and/or operation due to the co-location of other municipal services.

Note: weightings and ratings should be developed for each criterion.

- 5) Information should be compiled on each of these properties in order to facilitate the evaluation. The data required depends on the criteria chosen by the sub-committee in the previous step.
- 6) The short-listed sites should be evaluated using the weighting and rating system (ratings are multiplied against the weights, which added together to determine the final score). The most acceptable site will be the one that scores the highest.
- 7) The scoring of the short-listed sites should be presented to Township Council. Direction should be provided by Council to begin the negotiation process to secure the site preferred by Council.

11.6. Operating Cost Estimates

Current Millbrook Community Centre Operations

Currently, the Millbrook Community Centre consists of an arena, an upstairs hall, and associated support facilities accommodated in approximately 30,500 square feet of building space. In 2009, the Centre generated nearly \$200,000 in revenue, with 84% of its revenue generated by ice/hall rentals and skating programs, as well as 16% from concession sales. In 2009, wages and benefits made up about half (52%) of the Centre's operating expenses, while utilities represented 18% of operating costs.

The total annual cost to operate the existing Millbrook Community Centre amounted to about \$375,700 in 2009, leaving an operating subsidy of approximately \$176,000 (see table below).

Millbrook Community Centre	2009 (actual)
Ice/Hall Rental and Skating	\$166,952
Concession Sales	\$32,630
Total Revenues	\$199,612
Labour	\$195,641
Utilities	\$65,985
Operations	\$71,302
Maintenance	\$19,329
Concession Supplies	\$23,447
Total Expenses	\$375,704
Net Cost	\$176,092

Totals may not add due to rounding

Operating Cost Estimates – Proposed Multi-use Community Centre

The assumptions employed for this business analysis are based upon an initial examination of the operating and financial performance of the existing Millbrook Community Centre. Revenue and cost data, facility use profiles, allocation approaches, rates and fees, staffing profiles, etc. were extrapolated from the existing arena facility. This information was combined with industry norms and operating patterns of other multi-use centres to develop the basic assumptions for each component of the new project. The assumptions that underpin the financial projections for each development option are specifically identified within the appropriate section of this report.

The financial projections included in this section assume the Township would run the facility. Although there are some examples where community organizations are adequately equipped to run these sorts of facilities, generally they are unable to respond to municipal concerns or requirements regarding risk obligations, compliance with preset standards of operation, board member or senior staff secession issues, etc. Furthermore, given the nature of this complex and its market, it is unlikely that a private sector organization would be willing to invest equity in this project without an expectation of a return on its investment (i.e., from net proceeds or subsidy from the Township). However, if alternative management arrangements are considered in the future (e.g., contract the management and operations to a third-party), the self-managed approach could be used as a municipal comparator against which management proposals could be evaluated.

The operations of the proposed development have been divided into independent business units to illustrate the operating and financial implications of the various components. Each unit would have specific and identifiable functions and would involve staff dedicated to each of the particular service environments. The business units would include:

- *General Administration*: Includes the team of staff that manages and administers the operations of the new centre as well as costs associated with their administration functions (i.e., supplies, telephone, repairs and maintenance of common areas, etc.).
- *Arena*: Includes revenue and costs associated with ice rentals and concessions.
- *Community Hall & Multi-use Rooms*: Includes revenue and operating costs associated with programs and rentals located in the community hall and activity/meeting rooms.
- *Indoor Soccer/Multi-use Field & Walking Track*: Includes rental income and associated operating costs for the indoor multi-use turf field and associated walking track. This component is an option to the centre's development, with a requirement for community partnerships.

The following sections provide details and financial implications of each of these business units. In order to provide a five year financial projection, revenues have been escalated 3% per year and expenses have been increased by 2% per year to account for inflation (in accordance with typical municipal pricing philosophies). The costs to operate and maintain any outdoor recreation facilities have not been included in this analysis.

General Administration

Note: This business unit, which would oversee the operation of the entire community centre, does not include expenses associated with the optional indoor soccer/multi-use field and walking track. This is required in order to illustrate the differences between the two options (one with and one without the indoor field/track). To the degree possible, the general administrative expenses that can be specifically tied to the indoor field/track are included with that particular business unit.

Members of the General Administration team would include a Facility Manager (existing), an Operations Supervisor, and a part-time Recreation Coordinator. This represents an increase to the Township's current staffing complement, but is similar to the approach taken by small urban/rural communities in multi-use facilities. This model provides for a basic level of service that – according to public input received through the Master Plan consultation program – is consistent with resident expectations. This model still relies on a number of part-time personnel (largely associated with the arena) and does not allow for enhanced programming or customer service responsibilities that are sometimes associated with multi-use facilities within larger urban centres.

Under this model, it is anticipated that the Township's Parks and Facilities Supervisor position would become the Facility Manager position and would remain in charge of other existing facilities, in addition to supervising the daily operations of the additional business units associated with the new community centre. The Manager would be assisted by an Operations Supervisor who would oversee all aspects of the physical plant including facility and equipment maintenance, cleaning and repair. Additionally, it is assumed that a Recreation Coordinator (part-time) would be added to develop and coordinate recreation and active living programs and events, as well as to assist with scheduling associated with the complex and other aspects of the Township's recreation and parks system.

The Township does not currently play an active role in recreation programming, whether through direct provision or community development (i.e., assisting the community to provide its own programs). Section 7 of this Master Plan recommends that the Township adopt a service delivery model based on community development principles and capacity building, with the municipality addressing gaps through the direct delivery of service. To achieve this, additional staff will be required, as the current staff complement is fully allocated to other responsibilities. Creating a part-time Recreation Coordinator position would be a logical first step in achieving this recommendation. Although this staff would work out of the new facility, they would also oversee program development at other locations within the Township, including special events. Consideration could be given to expanding this position to full-time should demand warrant.

The General Administration team would ultimately be responsible for the operation of the entire complex and would develop systems that would allow each of the other business units to operate toward specific objectives. The team would also work to ensure that each business unit was capable of meeting financial and service performance thresholds determined as part of the annual budgeting

process. To maintain a cost-efficient approach to operations, many members of the team would combine their administrative duties with operating functions on either a scheduled or an as-needed basis.

Salary and wage levels of the General Administration team are estimated as follows. The Manager represents the current position. The equivalent payroll expense (approximately \$65,000) has been deducted from the staff costs of the arena business unit.

Position	Compensation
Facility Manager (existing)	\$65,000
Operations Supervisor	\$45,000
Recreation Coordinator (part-time)	\$25,000
F/T & P/T Blended Benefits	20%

The following assumptions have been employed in determining the annual cost implications of the General Administration unit:

- Total indoor build space (lobby and reception area, washrooms, facility offices, and circulation space) for which this business unit would be responsible is 6,500 square feet.
- The utility cost of the common areas is estimated at \$3.75 per square foot annually. This is a rough estimate based on the experience of other municipalities; the utility rate in Cavan Monaghan will be unique to the Township and will also be affected by the energy-efficiency of the installed systems.
- This unit is also responsible for general operational expenses, office supplies, communications, travel, personnel costs (uniforms, etc.), vehicle expenses, contract and custodial services, insurance, etc. An incremental increase has been applied to these items to reflect the larger building footprint. Insurance is a significant portion of the overall operational costs and can vary based on local experience and insurance carrier.
- The only revenue production by this business unit is advertising revenue, for which a modest contribution has been assumed. If the Township were to lease out office or other space to tenants (which is not contemplated in this analysis), the revenues would be associated with this unit.

The following table provides the first and fifth year financial projection for the General Administration unit based upon the preceding assumptions.

General Administration Unit	Year 1	Year 5
<i>Revenues:</i>		
Advertising	\$7,500	\$8,441
Total Revenues	\$7,500	\$8,441
<i>Expenses:</i>		
Labour and Benefits	\$162,000	\$175,354
Utilities	\$24,375	\$26,384
Operations	\$85,575	\$92,629
Total Expenses	\$271,950	\$294,367
Net Cost	\$264,450	\$285,926

Arena

The needs assessment found that local demand for ice time is limited to one ice pad and, given current population forecasts, this level of service should be sufficient for many years to come. As has been recommended for the indoor soccer facility, an agreement should be sought from one or more major user groups (e.g., Millbrook Minor Hockey, Millbrook Figure Skating Club, etc.) guaranteeing a minimum number of annual rental hours. Should demand increase significantly, consideration may be given to twinning the proposed facility; twin pad arena configurations are more economical than two stand-alone single pad due to economies of scale.

This analysis assumes that the proposed Multi-use Community Centre would contain one ice pad and that the Millbrook Community Centre would be decommissioned, resulting in a transfer of arena operations and usage to the new facility. Furthermore, it is assumed that a new arena complex would conform to the municipality’s current mode of operation.

The following assumptions have been employed in the financial projections for the arena business unit:

- Prime time ice is defined as being 5:00 p.m. to 11:00 p.m. on weekdays and 7 a.m. to 11:00 p.m. on weekends. This produces a total of 62 hours per week.
- Minor (youth) groups would utilize 71% of weekly available prime-time hours (a total of 44 hours per week). This represents an increase of approximately 7% over current hours. As demand increases, youth organizations may replace some adult groups in prime time slots.
- Adult groups would use 24% of weekly available prime-time hours (a total of 14.5 hours per week). This is consistent with current usage levels. Over time as youth demand increases, some adult groups may shift into non-prime time slots.

- The arena would accommodate two public skating sessions per week (including 2 hours in prime time), in addition to tot skating, shinny, etc. Revenue from public skating programs is reflected at approximately 20 skaters per public skate session and 8 skaters per other session.
- 2% of prime time ice would not be rented on a consistent basis due to insufficient demand or unpaid cancellations (a total of 1.5 hours per week).
- A total of 10 hours of available weekly non prime-time hours (daytime and late night) would be rented (excluding public skating, tot skating, shinny, etc.). This represents an increase of approximately 50% over current hours.
- Although the winter ice season would be 30 weeks (mid-September to mid-April), the 'core' season would be 26 weeks. There would be no summer ice.
- A total of 4 hours of floor time per week would be rented during the non-ice season for ball hockey, youth activities, events, dances, etc. Currently, summer demand is quite limited, but with a new facility and Recreation Coordinator, we expect there may be some potential to expand summer rentals.
- Ice rate rentals would increase by approximately 15% to closer reflect current market rates and as a result of an increase in level of service. Even with the revised rates, the arena would be reasonably priced compared to other facilities within adjacent communities and there may be support for further increasing some rate categories over time. The following chart illustrates the proposed rate schedule.

<i>all rates exclude HST</i>	Existing Rates/ hour (2010)	Proposed Rates/ hour	Average Regional Rates/hour
Minor Sports	\$90	\$105	\$135
Adult, Prime Time (excl. minor sports)	\$120	\$140	\$170
Late Night Ice	\$80	\$95	\$110
Day Ice	\$55	\$70	\$100
Summer Floor Rental	\$30	\$40	\$70

- Labour and operating costs would be proportionally the same as the current operating profile of the Millbrook Community Centre, with some adjustments for a more modern facility. This includes an allowance for arena attendants and concession staff.
- Total indoor build space for which this business unit would be responsible is 35,400 square feet.
- Operating costs including utilities, cleaning, supplies and equipment maintenance have been projected at \$2.50 per square foot for all arena spaces. An increase of approximately 10-15% over current utility rates has been applied due to rising energy costs. The potential cost savings through the use of geothermal or other energy-conserving technologies for arena refrigeration are not accounted for in this analysis.
- Maintenance costs have been projected at \$0.70 per square foot, which is consistent with current levels. With a new facility, this amount may be over-estimated at the outset, but will be appropriate to carry as a cost item in future years.

- This business unit also contains costs and revenues associated with the concession, which is assumed to continue to be municipally-run. Concession costs and revenues have been accelerated by 20% over 2009 figures due to the centre’s enhanced level of service and expected increase in utilization due to the new arena and multi-use components.

The following table provides the first and fifth year financial projections of the arena business unit.

Arena Unit	Year 1	Year 5
<i>Revenues:</i>		
Rentals (ice and floor)	\$195,600	\$220,150
Public Skating & Programs	\$4,940	\$5,560
Concession Revenue	\$39,157	\$44,072
Total Revenues	\$239,697	\$269,781
<i>Expenses:</i>		
Labour and Benefits*	\$106,445	\$115,219
Utilities	\$88,500	\$95,795
Maintenance	\$25,000	\$27,061
Concession Supplies	\$28,136	\$30,456
Total Expenses	\$248,081	\$268,531
Net Cost	\$8,384	(\$1,250)

* excludes facility manager, operations supervisor (accounted for under the General Administration unit)

The new single pad arena located at the Multi-use Community Centre would realize financial advantages over the existing arena for a number of reasons. Its revenue potential would be enhanced by about 20% to 25% because the rental rates would be higher, as would the level of utilization. This would not only augment rental revenues but also complement miscellaneous revenue such as concession sales. Additionally, it is anticipated that the new building would be energy-efficient and would be relatively easy to maintain.

Community Hall & Multi-use Rooms

The new Multi-use Community Centre contains a number of program spaces that can be used for various activities. Frequently, recreation departments embrace the active living concept (integrating physical activity into daily life) by taking steps to encourage community members to become and/or stay physically active. It is likely that activities such as group exercise classes, yoga, aerobics, tai chi, and flexibility training would be offered in the multi-use space and/or activity studio, to a broad cross-section of participants.

In Cavan Monaghan, the part-time Recreation Coordinator at the new Multi-use Community Centre (which is captured under the General Administration business unit) could – gradually over time – develop programs and services that are both in keeping with active living trends and that are consistent with needs and preferences of Township residents. In similar cases elsewhere, volunteers have been utilized to broaden the program delivery opportunities without elevating staff costs.

These activities will be led by contract Program Leaders/Instructors, with administrative support from the Recreation Coordinator. It is outside the scope of this Plan to define the program mix for the community centre and, therefore, only a very modest program complement has been assigned to this business unit at this time. All Township-led programs are expected to operate at a cost recovery level, meaning that the direct cost for running a program (e.g., instructor and supplies, but excluding room charges) would be fully recouped through the program fee.

It is anticipated that the multi-purpose rooms will be rented to local groups for a variety of purposes including meetings, social get-togethers, fundraisers, dry land training for ice users, etc. Rental rates would generally be based upon 3-hour blocks to accommodate the group's needs plus setup/teardown time.

The following assumptions have been employed in the projections for the multi-use spaces in the complex:

General notes – all spaces

- Each space would generally be available for rentals and program activity year round, but for the purposes of the projections, a 40 week operating season has been employed.
- Modest community programming (e.g., dance, martial arts, aerobics, etc.) has been proposed, with usage largely being directed toward the activity studio and community hall. These activities would be led by contract Program Leaders/Instructors and have been projected to operate at a cost recovery level.
- The Recreation Coordinator's compensation has been included in General Administration business unit. Further, facility attendants would be responsible for room set-up and tear-down; these labour costs are included in the Arena business unit.
- Operating costs including utilities, cleaning, supplies and maintenance have been projected at \$0.70 per square foot for all multi-use spaces. Utility costs have been projected at \$3.75 per square foot.

Banquet Hall/Multi-use Space

- The hall would be approximately 5,000 square feet (including the kitchen) and be designed to accommodate a variety of group and individual activities including banquets, shows, programs, day camps, meetings, cultural events, etc. This floor area includes a movable dividing wall, storage, stage, and a commercial kitchen for baking/cooking and warming.

- The hall would be rented an average of 16 hours per week (excluding municipal use) and would generate an average of \$40 per hour. For the purpose of this analysis, it is assumed that all rentals would be unlicensed. The question of whether or not the banquet space could be licensed for liquor sales should be determined prior at the design stage.

Activity Studio

- The activity studio would be 1,200 square feet with a sprung hardwood floor to accommodate aerobics, dance, and similar activities.
- The activity studio would produce an average of \$25 per hour for rentals and would be utilized 8 hours per week for general rentals (excluding municipal use).

Meeting/Club Room

- The meeting/club room would be 800 square feet and would be available for meetings, courses, arts activities, etc.
- The meeting room would be rented in three-hour blocks of time at an average rate of \$50 per block (approximately \$17/hour) and would be utilized 12 hours per week (4 rental blocks) for general rentals (excluding municipal use).
- It has been recommended that the Township explore possible partnerships with community groups such as (but not limited to) the Lions Club. Should a partnership for shared or exclusive use be established, the aforementioned assumptions may require adjustment. Consistent rent from any one tenant has not been accounted for in this analysis.

The following table provides the first and fifth year financial projections of the multi-use space business unit.

Community Hall & Multi-use Rooms Unit	Year 1	Year 5
<i>Revenues:</i>		
Hall/Room Rentals	\$41,600	\$46,821
Recreation Programs	\$15,750	\$17,727
Total Revenues	\$57,350	\$64,548
<i>Expenses:</i>		
Labour and Benefits	\$7,560	\$8,183
Utilities	\$26,250	\$28,414
Supplies	\$8,190	\$8,865
Maintenance	\$4,900	\$5,304
Total Expenses	\$46,900	\$50,766
Net Cost	(\$10,450)	(\$13,782)

Indoor Soccer/Multi-use Field & Walking Track (contingent upon a partnership)

This analysis assumes that the proposed Multi-use Community Centre would contain one indoor soccer/multi-use field (approximately 200 feet by 100 feet), with a perimeter walking track. This facility component has the potential to generate considerable revenues through rentals to outside groups; however, it should not proceed without a Memorandum of Understanding/Agreement from a major user group (e.g., Maple Leaf Soccer Club/Cavan FC) guaranteeing a minimum number of annual rental hours. This commitment is absolutely critical to this facility option proceeding.

For indoor soccer facilities, the large majority of usage occurs in prime time during the fall, winter, and early spring. Although many sports can utilize the field (e.g., ultimate Frisbee, football, baseball training, carpet bowling, etc.), soccer would be the primary activity. The regional under-supply of indoor sports facilities – coupled with the multi-purpose nature of the indoor field – is expected to assist the Township in achieving strong utilization levels.

Based on input from the Maple Leaf Soccer Club/Cavan FC, this analysis assumes that there would be near full utilization of prime time hours during the peak season (96% of prime time hours for 28 weeks of the year), with most of this being rented by a major tenant and being used for youth soccer. Although indoor soccer is a relatively new and fast growing market with no known upper limit for demand, being a small municipality there is some risk in offering this level of service – this is why this space has been identified as an optional component requiring a partnered approach.

Being largely a rental component of a larger facility, labour costs for the indoor field are relatively low as most staff are already in place. However, the indoor soccer field and walking track will generate considerable usage, thereby elevating the community centre to an entirely new level of customer service. By adding this component, there will be a need for reception staff that would be responsible for the expanded clerical and customer service duties. Reception coverage is proposed for about two-thirds of the centre's operating hours, with the focus being on peak times for the walking track and field/arena. Although the part-time reception staff will serve the entire community centre, it is the addition of the indoor soccer field and walking track that trigger this requirement. As such, these costs have been associated with this business unit.

Other than custodial responsibilities that are common to the entire centre, there are no additional maintenance responsibilities. There is the potential for the Township to lead limited daytime programming on the field; these costs are captured under the hall and multi-use room business unit.

Not to be lost in this component is the walking track, which will provide residents with a safe and warm place to walk/jog during the winter months and even hot or rainy days. Many communities are incorporating similar tracks into their facilities as a way to offer opportunities for low-cost physical activity for all age and ability groups. No revenues are associated with the usage of the walking track, which has been positioned as a free element within the centre.

The following assumptions have been employed in the financial projections for this business unit:

- Prime time is defined as being 5:00 p.m. to 10:00 p.m. on weekdays and 8:00 a.m. to 8:30 p.m. on weekends. This produces a total of 50 hours per week.
- The field would be available for 50 weeks per year. Peak season is October to April (28 weeks). Non-peak season is 22 weeks.
- Minor (youth) groups would utilize 80% of available prime-time hours (a total of 40 hours per week) during peak season.
- Adult groups would use 16% of weekly available prime-time hours (a total of 8 hours per week) during peak season. For the purposes of this analysis, non-resident groups are treated the same as adult groups.
- 4% of prime time would not be rented on a consistent basis due to insufficient demand or unpaid cancellations (a total of 2 hours per week).
- A total of 4 hours of available weekly non prime-time hours would be occupied during peak season largely by schools and third party rentals.
- A total of 4 hours per week would be occupied during the non-peak season by a mixture of youth and adult groups (residents and non-residents).
- The following chart illustrates a proposed rate schedule for the indoor soccer field. It is important to note that these rates are approximately 15% below market rates in most municipally-operated facilities and up to 35% less expensive than rates at the privately-run Spiplex in Peterborough. Although these rates are conservative, it is important that they not be set too high as to make them unaffordable for key user groups.

<i>all rates exclude HST</i>	Proposed Rates/hour	Average Regional Rates/hour
Minor/Youth (peak season)	\$120	\$160
Adult/Non-resident – prime time (peak season)	\$150	\$175
Non-prime time (peak season)	\$100	\$120
Non-peak Season	\$80	\$120

- Total indoor build space for which this business unit would be responsible is 30,000 square feet. Operating costs including utilities, cleaning, supplies and maintenance have been projected at \$0.75 per square foot. Utility costs have been projected at \$2.50 per square foot.
- The indoor soccer facility could accommodate Township-directed recreational programming during non-prime hours. These programs (e.g., tot ball, fitness, seniors’ carpet bowling, etc.) would likely be limited in number and have been accounted for in the community hall and multi-use rooms business unit. The operation of soccer leagues would not be a municipal initiative.
- The reception desk of the multi-use centre would be staffed for 60 hours of 110 operating hours per week. This cost is attributable to the indoor soccer and walking track business unit due to its impact on the centre’s overall utilization levels. The part-time Recreation Coordinators’ compensation has been included in General Administration projections above.

- The walking track would be available for use free of charge. Once the facility opens, the Township should monitor demand to decide if it is appropriate to require a nominal usage fee or annual membership fee for the walking track.

The following table provides the first and fifth year financial projections of the indoor soccer/walking track business unit.

Indoor Soccer/Multi-use Field & Walking Track Unit	Year 1	Year 5
<i>Revenues:</i>		
Field Rentals	\$185,120	\$208,354
Additional Concession Revenue	\$19,579	\$22,036
Total Revenues	\$204,699	\$230,390
<i>Expenses:</i>		
Labour and Benefits	\$50,400	\$54,555
Additional Concession Supplies	\$14,068	\$15,228
Utilities	\$75,000	\$81,182
Maintenance & Operations	\$22,500	\$24,355
Total Expenses	\$161,968	\$175,320
Net Cost	(\$42,730)	(\$55,070)

Consolidated Financial Projections

This analysis is to illustrate the financial implications of two project options, exclusive of debt financing and capital replacement. It bears reiterating that the Township’s decisions regarding pricing, programs, and allocation could either positively or negatively influence the facility’s operating performance.

A number of factors could change between now and when the new community centre would begin operations. Therefore, it is recommended that in preparing the budget for the expanded facility, staff re-examine and adjust as necessary the business and operating assumptions that underpin the financial projections presented herein.

The following table illustrates the financial performance of the facility (Option 1 – without an indoor soccer field) in the first and fifth year of its operations. Under this option, the facility would produce a first-year operating deficit of about \$255,000. Based upon the operating and pricing assumptions described in previous sections, the centre’s net cost would climb to approximately \$262,500 by the fifth-year of operations. Although Option 1 is most similar to the current Millbrook Community Centre, it results in a higher net cost for a number of reasons: the larger building footprint; higher utility costs; the

addition of an activity studio and meeting room; and the addition of staff to better manage a modern complex and to offer limited community programming.

Option 1 (without Indoor Soccer Facility)	Year 1	Year 5
<i>Revenues:</i>		
General Administration	\$7,500	\$8,441
Arena	\$239,697	\$269,781
Community Hall & Multi-use Rooms	\$57,350	\$64,548
Total Revenues	\$304,547	\$342,771
<i>Expenses:</i>		
General Administration	\$264,450	\$285,926
Arena	\$248,081	\$268,531
Community Hall & Multi-use Rooms	\$46,900	\$50,766
Total Expenses	\$559,431	\$605,223
Net Cost	\$254,884	\$262,453

The following table illustrates the financial performance of the facility (Option 2 – with an indoor soccer field and walking track) in the first and fifth year of its operations. Under this option, the facility would produce a first-year operating deficit of about \$212,000. Based upon the operating and pricing assumptions described in previous sections, the centre’s net cost would be reduced to approximately \$207,000 by the fifth-year of operations.

Option 2 (with Indoor Soccer Facility)	Year 1	Year 5
<i>Revenues:</i>		
General Administration	\$7,500	\$8,441
Arena	\$239,697	\$269,781
Community Hall & Multi-use Rooms	\$57,350	\$64,548
Indoor Soccer Field/Walking Track	\$204,699	\$230,390
Total Revenues	\$509,246	\$573,161
<i>Expenses:</i>		
General Administration	\$264,450	\$285,926
Arena	\$248,081	\$268,531
Community Hall & Multi-use Rooms	\$46,900	\$50,766
Indoor Soccer Field/Walking Track	\$161,968	\$175,320
Total Expenses	\$721,400	\$780,543
Net Cost	\$212,154	\$207,382

Comparatively, Option 2 results in a lower annual net cost than Option 1 (by about \$43,000 to \$55,000 per year). Both scenarios result in an annual net cost (rather than profit). When compared to the existing operations at the Millbrook Community Centre (a net cost of approximately \$176,000 per year), Option 2 would require the Township to subsidize the new facility by an additional \$36,000 per year in its first year of operations, while Option 1 would result in an additional annual expense of \$79,000 in the first year.

Also of note, a capital reserve fund is recommended to address future replacement costs, but has not been included in the operating costs. As well, these funds can be used annually to ensure that minor adjustments are made to the mechanical, electrical and plumbing systems – as well as the building envelope (roof, pointing, etc.) – to extend the life of the facility. Industry standards suggest a reasonable annual reserve fund contribution would be 1.5% to 2% of the building’s replacement cost. The total amount of this annual contribution will vary depending on the final construction cost (not including site development and fees). As a point of reference, a \$15 million building would require a contribution to this reserve of \$150,000 per year at 1.0%, a rate which is below the recommended standard but reasonable for a small municipality.

11.7. Implementation Steps

The ordered tasks below are intended to guide the Township of Cavan Monaghan in the development of the proposed Multi-Use Community Centre.

Given that it will take some time for this project to receive final approval, to secure funding, to establish partnership parameters, to complete the design and tender process, and to construct the facility, it is anticipated that the implementation process will take three years at a minimum. Even this may be aggressive as there are many factors that could delay this project even further (e.g., fundraising, site requirements, partner requirements, etc.).

-
1. Approve the Master Plan in principle, in particular Section 11 (business plan for a new multi-use community centre). To the degree possible, confirm the facility components.

 2. Undertake a site selection process that identifies, evaluates (using an established set of criteria), and ultimately selects the preferred site for the multi-use community centre. Secure the site in municipal ownership.

 3. Establish a financial plan for funding the construction and operation of the new multi-use community centre. Create concept plans and a site master plan.

4. Engage a fundraising team to lead this aspect of the project, should it be a component of the financial plan. Initiate grant applications (as appropriate).

5. Consider the capital and operating budget implications and other municipal priorities to establish a target date for the design and construction of facility.

6. Obtain Township Council approval to proceed with the design and development of the facility. Initiate the fundraising campaign.

7. Determine if any facility components will be pursued through the issuance of a Request for Proposals from potential community partners. If a community partner is likely, prepare basic planning principles that would guide the Township's partnership decisions and then obtain Council's authorization to negotiate an acceptable partnership for the development and operation of the facility or specific components.

Based on this assessment, establish the development (project delivery) and operational approach for the proposed facility.

8. Implement the development process in a timeframe consistent with the target date, including:
 - appointing or hiring a project manager
 - documenting design preferences for architect
 - commencing detailed design process
 - reaching consensus on appropriate design and approvals
 - undertaking construction
 - hiring and training facility staff
 - opening facility
-

Recommendations

79. Confirm the proposed space program, capital cost estimates, and operating cost estimates following the acquisition of a site for the multi-use community centre, but prior to the facility's design phase.
80. The Township should evaluate and establish a goal for community fundraising following the design phase of the multi-use community centre.

Section 12. Implementation Strategy

12.1. Implementation

The implementation strategy consists of the objectives and recommendations found in Sections 7 to 11, divided into tables based on the six goals of the Master Plan. This framework is intended to assist in the development of priorities and timeframes for implementation. This is suggested as a way of ensuring that the most critical success factors are dealt with in a timely fashion, while the less critical (yet important) recommendations are implemented over time.

Priority is generally synonymous with timing – the higher the priority, the sooner the recommendation should be implemented. All recommendations are important and, if properly implemented, will benefit leisure services within Cavan Monaghan. The priority of recommendations is organized into three categories:

- High (H) = Short-term Priority (1-3 years)
- Medium (M) = Medium-term Priority (4-6 years)
- Low (L) = Longer-term Priority (7-10+ years)

Priority/timing has been determined based on an assessment of need, as identified throughout the Master Plan process (including public consultation, trend and demographic analysis, assessments of facilities, parks, programs, and services, etc.) and is based upon ideal circumstances. Budget pressures, changes in participation rates or demographics, availability of volunteer resources, and other factors may impact upon the implementation of the proposed recommendations.

It bears noting that the recommendations are based upon what is needed and not necessarily what is financially achievable by the Township at the present time. The full implementation of this Plan will require the pursuit of senior government grant money and the establishment of various partnerships and collaborations with community organizations, schools, agencies, and the private sector. Furthermore, due to limited staff resources, it is not likely possible for all recommendations to be implemented immediately. The Township should reconcile the recommendations with its fiscal capacity and focus on the highest priority items.

Determining priorities is an exercise that should be revisited each year prior to the capital and operating budget development exercise. Readjusting resource allocations is critical in a climate where base funding is not increasing substantially and resources need to be maximized in order to garner the greatest gain to the community. Factors that might change priorities year to year would include:

- safety issues that need to be addressed immediately
- new legislation and other local requirements
- changing service standards
- public input
- emerging trends
- pent-up demands
- socio-demographic changes

The Township has limited resources and cannot afford to do everything that the community desires; this is one of the primary reasons for undertaking a Master Plan in the first place. Although Cavan Monaghan may be challenged in providing the appropriate financial resources to meet the provision targets recommended in this Plan, the Township has an obligation to make every reasonable effort to implement these strategies through a variety of appropriate and acceptable means.

Lastly, as noted earlier, the rate, location, and timing, of the Township’s future population growth are somewhat uncertain, particularly over the longer-term. Continued monitoring of planning studies and development proposals is essential to proper planning for parks and recreation services and infrastructure. Should there be a sizable adjustment to the Township’s population forecasts, an update to the Parks and Recreation Master Plan may be required.

Note: In the following tables, the recommendations are numbered according to the order in which they are presented in the body of the Master Plan (sections 7 to 11). They are not intended to be sequential.

Goal 1: Opportunities for All – All residents, regardless of age and ability to pay, will have opportunities to benefit from an appropriate range of parks and recreation programs, services and facilities.

#	Recommendations	Priority		
		H	M	L
Objective 1.1: To provide and facilitate recreational activities for all age groups (pre-school, children, youth, adults and older adults).				
1.	Complete an annual inventory and gap analysis of all recreation, parks and cultural services available to residents categorized by age grouping, gender and activity type (active, visual and performing arts, sports, etc.).	●		
2.	Develop a program and service plan that addresses facilitating/providing a balance of opportunities for all ages, genders, and abilities through partners and community groups.	●		
3.	Prepare to build capacity where there are service gaps and provide programs directly where there is no community capacity to do so.		●	
4.	Utilizing the Parks and Recreation High 5 Quality Assurance Program, provide training to service providers specializing in child development to ensure safety and quality assurance.	●		
5.	Register with the Play Works for Youth network to receive the latest research on youth development and register as a Youth Friendly Community.		●	
6.	Work with youth to determine the best way to communicate program, volunteerism and work opportunities.		●	
7.	Host annual focus groups with older adults to best determine the services required, service delivery mechanisms and to promote volunteer opportunities.	●		

#	Recommendations	Priority		
		H	M	L
8.	Prior to opening the new multi-use community centre, develop a space allocation policy in collaboration with community organizations. The policy should establish a fair, equitable, and transparent process for allocating space (e.g., ice, floor space, meeting rooms, etc.), with priority being given to youth, residents, and non-profit groups.		●	
Objective 1.2: To facilitate and encourage community events, festivals, social and sporting events.				
9.	Complete a gap analysis of community events that encourage social interaction, learning, sporting events, and community visitation. Develop a plan in concert with community groups and the business community to highlight unique local activities and opportunities.		●	
Objective 1.3: To facilitate and support performing and visual arts opportunities.				
10.	Complete the audit and cultural mapping exercise with a view to promoting and strengthening arts and cultural opportunities within Cavan Monaghan.	●		
11.	Meet annually with arts and cultural representatives to foster open dialogue on needs, programs, opportunities and successes.	●		
12.	Develop a multi-year plan that sets about to identify arts and cultural needs within Cavan Monaghan and develops strategies to address them.			●
Objective 1.4: To promote and facilitate the participation of persons with diverse backgrounds in recreational opportunities.				
13.	Continue to implement the Township's Accessibility Plan and the Accessibility Standards for Customer Service, with the inclusion of annual reviews to determine what further measures can be taken to reduce barriers to participation in recreation, parks and cultural activities.	●		
14.	Develop a policy that addresses access to recreation, sport and cultural activities for persons experiencing unemployment and low incomes, as well as persons with disabilities.	●		
15.	Work with sport and community groups to address access for persons with low incomes.	●		
Objective 1.5: To educate residents about the benefits of parks, recreation and leisure services and promote the opportunities.				
16.	Develop a simplistic social marketing strategy that utilizes existing communications vehicles to promote local events and the importance of participating in recreation, parks, sporting and cultural activities and its benefits to one's social, emotional, physical and spiritual well being and health.	●		
17.	Recognize and celebrate Recreation and Parks Month in June of each year utilizing tools provided by Parks and Recreation Ontario.		●	

Goal 2: Recognize the Benefits of Parks and Recreation - The positive impact of parks and recreation on healthy lifestyles, civic pride, and community cohesion will be fostered.

#	Recommendations	Priority		
		H	M	L
Objective 2.1: To promote the benefits of higher levels of physical activity and to see an outcome of community and individual health improvements.				
18.	Develop a working committee consisting of community groups, churches, school representatives, the Public Health Unit, as well as a Provincial Ministry of Health Promotion and Sport representative to develop a plan and utilize existing tools to educate and promote physical activity within Cavan Monaghan.	●		
19.	Utilize the corporate website to promote physical activity and assist residents and community groups to monitor activity levels.	●		
20.	Coordinate the use of post-secondary student internships and cooperative programs within educational institutions to animate Cavan Monaghan with opportunities for physical activities.		●	
21.	Engage in the World Record Walk Day initiative (www.worldrecordwalk.ca) in October of each year that serves to prompt residents to get out and walk. Record the total number of kilometres that the community walks that day.		●	

Note: Goals 3 and 4 are combined due to similarities relating to infrastructure provision.

Goal 3: Sustainable Provision of Parks and Facilities – Long-term planning that matches resources (financial, human, physical, environmental, technological, informational, etc.) with local needs will lead to sustainable and responsive parks and recreation facilities for current and future residents.

Goal 4: Equitable Geographic Accessibility - While it is recognized that the Township is geographically large and has a dispersed population, the equitable distribution of parks and recreation opportunities will be encouraged to ensure that all residents have the chance to participate in locally provided activities.

#	Recommendations	Priority		
		H	M	L
Objective 3.1: To plan and implement parks and open spaces, community greening initiatives and to support and enhance the natural environment and engage residents in environmental stewardship opportunities.				
22.	Develop an overall greening strategy for Cavan Monaghan that speaks to environmentally friendly practices in the delivery of service and management of facilities and parks, naturalization, elimination of pesticides in green spaces, community gardening, beautification efforts, tree planting initiatives, a percentage target of the municipality that should be covered in trees, and a recognition program.		●	
23.	Meet with volunteer groups that are already engaged in greening initiatives to determine their needs and contributions to the greening strategy.	●		
24.	Investigate the contributions that the Communities in Bloom initiative may have to offer toward Cavan Monaghan’s greening strategy.		●	

Objective 4.1: To provide safe and welcoming facilities, parks and green space that will enable the meaningful provision of parks, recreation and cultural services.

#	Recommendations	Priority		
		H	M	L
48.	A new multi-use community centre should be developed to replace the existing Millbrook Community Centre. Potential components of the proposed Multi-use Community Centre include: one ice pad; an indoor soccer facility; multi-use banquet, activity, and meeting space; and a walking track. Key considerations for the next stage in the facility's planning include partnerships for the facility's construction and operation and site selection. The Centre may also be designed to act as an Emergency Evacuation Centre for the area.	●	●	
79.	Confirm the proposed space program, capital cost estimates, and operating cost estimates following the acquisition of a site for the multi-use community centre, but prior to the facility's design phase.	●		
80.	The Township should evaluate and establish a goal for community fundraising following the design phase of the multi-use community centre.	●		
49.	Once a site is secured for the new Multi-use Community Centre and construction is underway, the Township should initiate a process to evaluate options for the existing Millbrook Community Centre building and site, such as alternate civic uses, leasing to a third party, redevelopment as a park site, and outright disposition. Once replaced by the new Multi-use Community Centre, the existing Millbrook Community Centre building will not be required to meet the core recreational needs of the Township. Its renewal may be cost prohibitive and is further complicated by its location in a floodplain.		●	
50.	The proposed multi-use community centre should include a single ice pad to replace the rink at the existing Millbrook Community Centre. This arena should consist of an NHL-size rink with seating for approximately 400 spectators, 6 change rooms, and other support spaces. In the event that future demand warrants, the new multi-use community centre should be designed so as to allow for the long-term expansion of the arena to include a second ice pad.		●	
51.	A community hall (with a commercial kitchen), activity studio, and meeting/club room should be included in the new multi-use community centre. The primary reason for providing this space is for accommodating recreational activities and community events; however, it will also likely be used for private functions of a social nature.		●	
52.	The Township and Lions Club should work together to develop a strategy that addresses the group's long-term space needs. This may involve the integration of the Club into the new multi-use community centre. Should any organization require dedicated space within the proposed facility, a memorandum of understanding should be developed prior to the facility's design.	●		

#	Recommendations	Priority		
		H	M	L
53.	The Township should explore possibilities for an indoor soccer facility as a component of the proposed multi-use community centre. An acceptable partnership with Maple Leaf Soccer Club/Cavan FC (outlining usage and/or financial commitments, at a minimum) in the form of a memorandum of understanding is required for this component to be included within the facility's design.		●	
54.	An indoor walking track should be included in the new multi-use community centre to provide year-round walking and running opportunities for Township residents of all ages. A determination of the most appropriate location of the walking track (e.g., around the indoor soccer field or elevated above the outer edges of the ice rink) should be made at the detailed design stage.		●	
55.	During the design phase of the proposed multi-use community centre, the Township should examine in more detail the demand for and financial implications of including a modestly-size equipment-based fitness centre.		●	
59.	Trail linkages to the new multi-use community centre should be investigated as part of the facility's site selection and development.	●		
58.	Priority should be placed on implementing the recommendations contained in the Cavan Monaghan Trail Master Plan. Once several of the proposed trails have been developed, the Township should seek to update its Trail Master Plan, with a focus on establishing trail opportunities in under-served areas.	●	●	
60.	Seek opportunities to improve the playability of the grass surface on both the upper and lower soccer fields at Maple Leaf Park, which are uneven and often wet. The Township should also work with park users to resolve any outstanding parking issues at this park.	●		
61.	Following the turf improvements to the soccer fields at Maple Leaf Park, install lighting on one or both fields to allow for evening play (it may be cost effective to light both fields if the middle row of standards can light both fields).	●		
62.	Develop two additional soccer fields (full size, possibly with lights) on flat, well drained land to accommodate current and short to medium-term needs. Strong consideration should be given to locating these fields adjacent to the proposed multi-use community centre or an existing or future park or recreational facility in order to benefit from shared support infrastructure (e.g. parking, washrooms, concessions, storage). The longer-term expansion potential of this site should also be a key consideration.		●	
63.	Participation in baseball and softball, particularly at the youth level, should be monitored in order to determine long-term needs. Should participation increase considerably, consideration could be given to developing another diamond within the next 5 to 10 years.			●

#	Recommendations	Priority		
		H	M	L
64.	The Township of Cavan Monaghan should establish a playground replacement/upgrade program with guaranteed annual funding that allows for proactive repairs and replacements.	●		
65.	The Township should investigate opportunities for the establishment of a playground on the west side of Millbrook to provide improved access to residents living in this area. One possibility is a partnership with the Millbrook Agricultural Society to replace antiquated equipment on this site. A playground may also be required at the site of the proposed multi-use community centre.		●	
66.	Develop a splash pad in order to provide a fun aquatic environment for children (residents and visitors). Consideration should be given to locating the splash pad at the proposed multi-use community centre or the Old Millbrook School.		●	
67.	With the support of the community and demonstrated local demand, the Township should be open to the possibility of adding additional ramps or rails to the existing skateboard park at the Old Millbrook School.			●
68.	One multi-purpose court (basketball, ball hockey, and possibly outdoor skating) should be included at the multi-use community centre site.		●	
69.	Two tennis courts should be included at the multi-use community centre site.		●	
70.	The possibility of establishing a natural rink on the multi-purpose court proposed for the multi-use community centre should be explored. Alternately, future uses for the existing Millbrook Community Centre may also consider the re-use of the existing ice pad and refrigeration system for outdoor skating.		●	
71.	Consider opening Maple Leaf Park (perhaps on a trial basis) during the winter to provide residents with an opportunity to participate in winter activities, such as cross-country skiing.			●
72.	Undertake a needs/feasibility study for the establishment of a riding stable involving the municipality and local partners. This study should include consultation with stakeholders and the public, as well as assessments of demand levels, financial implications, and site/location considerations.			●
73.	Consideration should be given to updating Section 4.5 of the Draft 2010 Cavan Monaghan Official Plan to expand upon the parkland hierarchy by providing direction relating to (but not limited to) future park classification, size, use, and location considerations.		●	
74.	Consider permitting the conveyance of land for pathways in the Draft 2010 Cavan Monaghan Official Plan as permitted by Section 51 of the <i>Planning Act</i> .		●	
75.	Continue to maximize <i>Planning Act</i> provisions in acquiring parkland and establishing a linked open space system.	●		

#	Recommendations	Priority		
		H	M	L
76.	The Township should strive to achieve a parkland provision target of 3.0 hectares of parkland per 1,000 residents.	●		
77.	The Township should place a high priority on acquiring a sufficient land base for the proposed multi-use community centre in the short-term. Approximately 8 hectares (20 acres) of flat land are required for the proposed facilities, with another 4 hectares (10 acres) being ideal to accommodate some degree of future expansion.	●		
78.	The Township should work with the Millbrook Agricultural Society to explore opportunities to maximize use of the Fairgrounds property, such as attracting outdoor shows across all four seasons.		●	

Goal 5: Maximizing Partnerships and Community Resources – Strong partnerships will help the Township and the community achieve service excellence. The Township’s support, facilitation, and recognition of community efforts will build stronger relationships and enhance local leisure opportunities.

#	Recommendations	Priority		
		H	M	L
Objective 5.1: To provide support to local groups in the provision of recreation, parks and cultural services through community development initiatives.				
25.	Create a Parks, Recreation and Culture Advisory Committee to solicit community guidance and assistance in the delivery of leisure services. The committee should consist of local volunteers and representation from Township Council.	●		
26.	Host annual planning sessions with sport, arts and community organizations to discuss the community needs and the ability of the existing groups to respond.	●		
27.	Develop tools to assist community groups in development of governance structures, constitutions, fiscal management, training, planning and strategy development, seeking grant opportunities and communications at a minimum.		●	
28.	Continue with the Community Funding Grants Program to community groups and align grant criteria with the current needs of the community and program and service needs.	●		
29.	Address the feasibility of developing partnerships that would serve to augment service delivery, create a partnership framework, and develop a standard partnership agreement.		●	
30.	Provide staff training on the elements of community development so that building capacity with community groups and developing new community groups becomes a shared responsibility with central leadership.	●		

#	Recommendations	Priority		
		H	M	L
31.	Consider the extension of the Community Development Coordinator to a full-time and permanent position.	●		
56.	Programs and drop-in opportunities for youth and seniors should be high priorities within the new multi-use community centre.	●		
57.	Local arts and cultural stakeholders should be consulted in the design of the new multi-use community centre to ensure that their needs are given appropriate consideration.	●		
Objective 5.2: To engage volunteers and partners in the provision of parks and recreation services.				
32.	Develop a Volunteer Program that articulates Cavan Monaghan’s approaches to recruit, train, supervise, evaluate and recognize volunteers, as well as promote the benefits of volunteerism.	●		
33.	Initiate a process to formally recognize volunteers on an annual basis and informally on a more regular basis.	●		
34.	Develop a centralizing volunteer posting mechanism (possibly on the municipal website) that allows groups to post volunteer opportunities and share stories about volunteerism.	●		
35.	Work with local schools to coordinate the use of volunteers through the 40 hours of volunteerism required from each post-secondary student in Ontario.		●	

Goal 6: Effective Communication and Organization – The Township will ensure that its service delivery system remains responsive to local needs and includes meaningful avenues for communication and consultation with the community.

#	Recommendations	Priority		
		H	M	L
Objective 6.1: To provide residents with quality opportunities through the dedication of a well qualified and effective staff team.				
36.	Staff responsible for the delivery/facilitation of parks, recreation and cultural services should meet regularly to discuss the vision and role of the departments (as recommended through the Master Plan) and to discuss the operational implications of aligning with these statements.	●		
37.	Council should formally adopt the service delivery model recommended in this Master Plan. This model is based on community development principles and building capacity within the community to deliver services, with the municipality addressing gaps through the direct delivery of service.	●		
38.	Complete a review of the existing policies and procedures to ensure that they are relevant, updated and appropriate to the delivery of service in Cavan Monaghan.	●		

#	Recommendations	Priority		
		H	M	L
39.	Review job descriptions, job parameters and individual work plans before the Master Plan recommendations are implemented.	●		
40.	Create a professional development plan for each staff person that reflects the skill development needed to implement the recommendations housed in the Master Plan.	●		
41.	Develop customer service standards for the delivery/facilitation of services and test customer satisfaction levels annually.	●		
42.	Develop a Communications Plan that articulates the key messages, how often they need to be delivered, as well as the appropriate communications vehicle. The Communications Plan should also address; visual identity, internal and external communications, promotion of programs, services, public education, listening strategies, and the delivery of key social messages.	●		
43.	Participate in the training available through the Lifestyle Information Network regarding legislative compliance and implement the tools available to audit legislative compliance in the delivery of services.	●		
44.	Ensure that all staff receives training in Occupational Health and Safety and Risk Management.	●		
45.	Develop and confirm a meaningful set of performance measures that tests the effectiveness and efficiencies in the delivery of parks, recreation and cultural services in Cavan Monaghan and report annually to the public and Council.		●	
46.	Ensure that rates and fees are based on the cost to deliver the service and that there is community consultation in developing a rates and fees schedule.		●	
47.	Review the concession operations with a view to making a net profit internally or outsourcing the operations to a third party (note: an RFP was recently issued for outsourcing this service).	●		

12.2. Monitoring and Updating the Plan

The Township of Cavan Monaghan should continue to review, assess, and revise the recommendations of the Parks and Recreation Master Plan in order to ensure that they remain reflective of current realities and responsive to the changing needs of the community. This will require monitoring of activity patterns, conducting annual reviews of the achievements of the Plan, determining which actions have or have not been implemented, tracking satisfaction levels of residents, and undertaking a detailed ten-year update to the Plan.

To properly monitor the Plan, some additional tasks are required, including the monitoring of participation levels by the Township. Ongoing tracking of recommendations should also be the responsibility of staff. Tracking should include status updates at the discretion of senior management or Council.

Through the monitoring of participation levels and qualitative considerations, adjustment of resource allocations, and implementation of shifts in political pressures and direction, it is possible that certain components of the Plan will require updating.

Furthermore, as noted earlier, the Township's Official Plan is currently being drafted and studies have recently been initiated by a land developer concerning a sizable amount of land. As a result, the location, timing, and level of growth in the Township are somewhat uncertain, particularly over the longer-term. Once these processes are resolved, an update to the Parks and Recreation Master Plan may be required.

Updating the Plan requires a commitment from all staff involved in the delivery of community services, Council, and the public. An appropriate time for an update of the Plan is prior to the annual budgeting process.

The following steps may be used to conduct an annual review of the Master Plan.

- 1) Review of the past year (recommendations implemented, capital projects undertaken, success/failure of new and existing initiatives, changes in participation levels, issues arising from the public and community groups, etc.).
- 2) Issues impacting the coming year (anticipated financial and operational constraints, political pressures, etc.).
- 3) Review of Plan for direction regarding its recommendations.
- 4) Staff identification of recommendations to be implemented in the short term. Due to implications identified during steps 1 and 2, the output of this task may result in the identification of projects or timing that does not correspond with the recommendations of the Plan.

- 5) Prioritization of short term projects and determination of which projects should be implemented in the coming year based upon criteria established by staff (e.g., financial limitations, community input, partnership/funding potential, etc.).
- 6) Preparation of staff report. If staff recommendations and priorities differ significantly from those recommended in the Master Plan, the report should detail the reasons for the new direction. If staff recommendations support those established in the Plan, the report should explain how their recommendations conform to the direction of the Plan.
- 7) Communication to staff and Council regarding the status of projects, criteria used to prioritize projects, and projects to be implemented in the coming year.
- 8) Budget requests/revisions as necessary.

Recommendations – Monitoring & Updating the Plan

81. This Parks and Recreation Master Plan should be used as a resource in developing Cavan Monaghan's long-term capital forecast.
82. Continue to seek partners and alternative funding mechanisms to supplement existing resources and to enable full implementation of the Parks and Recreation Master Plan's capital program.
83. Implement a system for the regular monitoring and reporting on the progress of Parks and Recreation Master Plan.
84. Determine if an update or a full review of the Parks and Recreation Master Plan is required in 2016 (or sooner, depending on the degree and/or location of population growth in the municipality).

Appendix A – Community (Web) Survey Results

Appendix B - Stakeholder Group Survey Response Summaries

Note: The following information represents the opinions of the community stakeholder groups and are not recommendations of the consultant. This data will help to inform the needs assessment phase of the Master Plan.

Sports Groups

Millbrook and District Minor Hockey Association

The Millbrook and District Minor Hockey Association has been in operation for decades and currently has 195 members aged 5 to 20. The Association provides and encourages hockey for all youth while stressing the fundamentals of good citizenship and competitive sportsmanship. They provide a regular skills development program as well as Ontario Minor Hockey Association representative and house league hockey for all ages. The group uses the Millbrook Arena 31.5 hours a week and it is very likely that they would rent parts of a new facility on at least a weekly basis. The most pressing issues for the group are accessing ice time, adequate dressing rooms for all players, and the rentals costs for the arena's community room.

Sunday Night Hockey League

The Sunday Night Hockey League was established in 1971-1972, and now has 84 members and a waiting list of 8 people. The participants range from 19 to 59 years of age, and 85% live in Cavan Monaghan. The group uses the Millbrook Arena weekly (and on occasional Saturdays), and feels the concession during tournaments needs improvement. The group would like to see a larger ice surface at a new multi-use community centre within 2 miles of Millbrook.

Millbrook Super Bees Hockey Club

The Millbrook Super Bees Hockey Club is a Men's Recreational Hockey Club that has been in operation for over 25 years and has 39 members between the ages of 35 and 50. The club uses the Millbrook Arena once per week and would like to see improved dressing rooms and showers, increased parking and increased access to the event room. They would like to see an ice pad in the new multi-use centre as well as large change rooms. The club believes that the current arena should continue operation after the opening of the multi-use facility since it still functions in an acceptable manner.

Razorbacks Hockey Club

The Razorbacks Hockey Club has 15 members between the ages of 36 and 60 years. They use the Millbrook Arena once or twice a week and would like to see improved dressing rooms and an improved ice surface.

Ice Wizards

The Ice Wizards are a ladies' pick-up hockey group that has 22 members between the ages of 24 and 69, 20% of whom live in the Township of Cavan Monaghan. The group uses the Millbrook Arena once per week and does not anticipate needing access to any new park or recreation facilities in the next five to ten years.

Friday Night Shinny

The Friday Night Shinny group consists of 12 members, 90% of whom live in the Township of Cavan Monaghan. The group uses the Millbrook Arena weekly, and would like to see better ice, earlier ice time, and a longer season. The Friday Night Shinny group feels that a new multi-use community centre should be located in a settled area, particularly in Millbrook, possibly by the old school.

Cavan Blazers Oldtimers Hockey Club

The Cavan Blazers Oldtimers Hockey Club was established in 1970 to provide men's over-35 hockey and has 16 members and a waiting list of 4; the age range of participants is 35-60 years old. The group uses the Millbrook Arena once per week and feels that the dressing rooms need improvement. The most pressing need for the group is to have sufficient dressing room space.

Nexicom

A group of 15 Nexicom employees between the ages of 20 and 60, 50% of whom live in Cavan Monaghan, play pick-up hockey at lunchtime on Fridays. The Millbrook Arena suits their needs, but the group feels that a new facility would be good for the community and should be centrally located.

Holy Cross Hurricanes (Peterborough) Boys Hockey

This high school hockey team was established in 1998 and has 20 members between the ages of 15 and 17. The team uses the Millbrook Arena for games and practices, and feels that the ice surface is too small. The team did express an interest in new facilities in the next five to ten years.

Peterborough Women's Ball Hockey Association (PWBHA)

The PWBHA was established in 2008 and has grown to 85 members between the ages of 14 and 63. They offer women's ball hockey through the Ontario Ball Hockey Association, including opportunities for competitive play. The group uses the Millbrook Arena once a week during the summer, and would like to see improved dressing rooms and an increased floor size.

Maple Leaf Soccer Club/Cavan FC

The Maple Leaf Soccer Club is a youth and adult house league soccer club that started in 1991; Cavan FC is a competitive soccer club that started in 2007. Together they have 771 participants between the ages of 3 and 40. The clubs use Maple Leaf Park, Millbrook-South Cavan Public School and North Cavan Public School to practice and hold games. They would like to see lights added to the fields at Maple Leaf Park,

as well as improved field maintenance and storage space. The soccer clubs suggested a need for meeting rooms and secure storage space in the new multi-use community centre, as well as an indoor training and playing facility. Other priorities included outdoor FIFA-sized fields with seating.

Millbrook Youth Baseball

Millbrook Youth Baseball has 80 participants between the ages of 4 and 15, 90% of whom live in the Township. The group uses Maple Leaf Park 6 days per week throughout the summer, and would like to see improvements to the baseball infield and the backstops on both diamonds. Millbrook Youth Baseball will require access to new park or recreation facilities in the next five to ten years, particularly the use of meeting rooms, storage space for ball equipment, and concession stands. With respect to a new multi-use community centre, the group acknowledges the importance of this type of facility for seniors and youth in the community, and would like to see a large enough indoor facility for practice in the winter months. The organization feels that the size of the property and a location in the middle of the Township should be considered. The most pressing concern for Millbrook Youth Baseball is the cost to rent the baseball diamonds.

MC 30 Plus Ball

The MC 30 Plus Ball is a social, co-ed slo-pitch softball league for adults 30 years of age and older. This league is at least 15 years old and had 90 members between the ages of 30 and 55 in 2010. The league utilizes the ball diamonds at Maple Leaf Park one evening per week (Sunday) from park opening through Labour Day, and also held 2 Saturday tournaments and some weeknight events this past summer. The league would like to see the outfield levelled, the infield sloped for drainage, a change in surface material on the south diamond, and repairs to backstops, as well as being interested in having storage for baseball equipment during the season and the off-season. The league feels that if a new multi-use community centre included baseball diamonds, it would provide the league with additional exposure and allow for growth in participation and also provide a better venue for organizing ball tournaments. The league feels that a new multi-use community centre could be at one of the following locations: near Maple Leaf Park; on the old jail property; somewhere near the Municipal office; or near the OLG Slots.

Phantoms Athletics

Phantoms Athletics is a track and field club that has 50 youth members between the ages of 4 and 13. The club offers both recreational and high performance training, meeting weekly throughout the year. The club is hoping to expand into the 'field' activities of track and field, but does not have the appropriate facilities. Phantoms Athletics uses Crestwood High School once per week, Maple Leaf Park and Wellness Centre Field four times each per year for cross country practices. The club feels it needs a running track and field facilities (e.g., shot put, long jump pits, discuss, etc.) and a local gymnasium, as the organization currently has to travel to Oshawa and Peterborough for track and field facilities. Specifically, Phantoms Athletics would like to see a 200-metre indoor running track, a 400-metre outdoor running track, a running long jump pit, and a shot put area at a new multi-use community centre, which the group feels should be close to Highway 115 and Peterborough, and be centrally

located between Millbrook and Stewart Line (12th) in Cavan/Ida. The most pressing need for the organization is the lack of facilities.

The Millbillies

The Millbillies is a community organization that has been in existence for approximately ten years; members participate in skating, line dancing, hiking, and biking. The group has 15-25 participants aged 60-85. The group uses the Millbrook Arena, the gymnasium at the Municipal office and the Millbrook Valley trails. They would like to have a multi-use centre where their indoor activities can be held. Their most pressing concern is the condensation that drips onto the ice surface at the existing arena.

Millbrook Tai Chi

Millbrook Tai Chi, established in 1998, has 10-12 participants between the ages of 40 and 85, all of whom live in the Township. The group practices tai chi – a non-competitive, relaxing, stress-reducing exercise. Millbrook Tai Chi uses the arena meeting room once per week, but will be moving to the gymnasium in January 2011, even though the gym is not ideal because of the echo. The group will not require access to new facilities in five to ten years, but feels that a new multi-use community centre should be in Millbrook. Millbrook Tai Chi finds the arena meeting room suitable, but too expensive.

Shindokan Judo Club

The Shindokan Judo Club has 15 members between the ages of 6 and 55, 80% of whom live in Cavan Monaghan. The group teaches judo at the municipal gymnasium two times per week. The club would like to see a room that is approximately 30 feet by 50 feet in a new multi-use community centre at a location close to Millbrook. The most pressing concern for the Shindokan Judo Club is that membership is low and the rental cost of the hall is prohibitive. In addition, protecting expensive mats from use by other organizations is important as the group does not have the funds to replace them.

Millbrook Fitness

Millbrook Fitness was established approximately 25 years ago with the goal to offer a fitness program locally with affordable membership fees. The group maintains a membership of approximately 25 people between the ages of 55 and 73. Millbrook Fitness currently uses the gymnasium at the Township office twice a week and has indicated that they would like to rent parts of the proposed new facility on a weekly basis. The most pressing issue for Millbrook Fitness is the need for an easily accessible and centrally located facility.

Cultural Organizations

4th Line Theatre

The 4th Line Theatre was established in 1992 to present plays written by and about Canadians, with its mandate being to preserve and promote our Canadian cultural heritage through the development and presentation of regionally based, environmentally staged, historical dramas. The group is currently seeking funding to expand its ability to educate and train young, emerging artists in the field of theatre production. 4th Line Theatre utilizes the Lions Club building 5-7 times per year, the Legion 1-2 times per year, and Centreville Church Hall 5-10 times per year. The group feels that the Lions Club is too small and requires set up, and the availability of the Legion needs improvement. In the next five to ten years, 4th Line Theatre will need meeting space for groups of 5-50 people, rehearsal space, workshop space, and costume storage. The group suggests that a new multi-use community centre have a large multi-use area, be accessible, and include smaller studios, as well as having parking, be safe and located in downtown Millbrook. The most pressing issues for the 4th Line Theatre include offering artists' activities year round, accessible storage, and meeting space.

Millbrook Cavan Historical Society

The Millbrook Cavan Historical Society was established in 1987 to participate in the preservation of artefacts and education regarding issues related to heritage in the Township. The group currently has 65 members between the ages of 35 and 80 and is seeking to expand by participating in actively documenting the heritage and history of the Township, resurrecting and preserving Needlers Mill, and assisting with the development of heritage planning guidelines. The Millbrook Cavan Historical Society utilizes Millpond Park rarely, but would like to see a renovated shelter as well as a new gazebo added to the shore. The group is in need of meeting rooms capable of supporting up to 10 people, and feel that a new multi-use community centre is very important as bringing together non-profit groups under one roof would enable information sharing. The Millbrook Cavan Historical Society suggests that a new multi-use community centre be built close to Maple Leaf Park or another outdoor facility. The most pressing issue for the group is re-establishing and maintaining a presence in the Township.

Millbrook Community Garden

The Millbrook Community Garden, established in 2009, increases local food security by directly supporting the Millbrook and District Food Share and by providing community members access to local garden plots. The Community Garden is growing and currently has 25 members with ages ranging from 4 to 75, all of whom are from Cavan Monaghan. The group currently uses the Old Millbrook School grounds from April to October and have indicated that they may be willing to rent parts of a new facility on an occasional basis. The most pressing concern facing the Millbrook Community Garden is the attraction and retention of volunteers.

Millbrook 3-Minute International Film Festival

Established in 2006, the Millbrook 3-Minute International Film Festival has 7 committee members and 300-500 attendees at the annual gala, which provides an opportunity for people to make a film and have it shown to an audience. The Film Festival uses the Arena and Old Millbrook School once each per year, and needs a warm room that will hold 400 people (i.e., large indoor theatre-compatible event space with audio-video, projection screen, food storage area, tables and lighting). The group feels that a new multi-use community centre should be easily accessible to village residents and have parking. The most pressing need for this group is a larger community hall that is multi-purpose, not just for sports.

Not-for-profit and Service Organizations

The Old Millbrook School Family Centre

The Old Millbrook School Family Centre was incorporated in 2001 and is a non-profit agency dedicated to the care, nurturing and wellbeing of children. The Centre takes a community-directed approach to providing accessible programs, services and resources that are aimed at meeting the needs of children and families in Cavan Monaghan. The group serves 50 families, 98% of which come from Cavan Monaghan. The group struggles to grow due to a lack of administrative support, which is its most pressing concern.

Millbrook and District Lions Club *(note: 3 entries were received from this organization)*

The Millbrook and District Lions Club was established in 1942 and has between 70 and 80 members that range in age from 35 to 92 years, 98% of whom live in the Township. The group's motto is "We serve", which compels members to help individuals, community organizations and the community as a whole through fundraising and donations. The group is constantly looking for new ways to contribute to the community, but the existing Lions Club facility is limited to 72 people, which means the club is at capacity, although it would like to expand. In addition, concerns have been raised about moisture in the basement and the energy efficiency of the existing Lions Club facility. The group uses the Lions Den three times per week, and although the group feels that the Township keeps the building well maintained, it is limited in size and may not meet new regulations for accessibility. The group would consider a move to another facility that would better suit its needs, but it would also be a financial issue. With respect to a new multi-use community centre, the Lions Club would like to see driving minimized for as many people as possible, suggesting that the facility should be located as close to Millbrook as possible, either at the Fairgrounds or on County Road 10, south of Highway 115, near the present municipal building. The group's most pressing concerns are fundraising, coordination with other community agencies, and the needs of seniors.

Millbrook Non-Profit Housing Corporation *(note: 2 entries were received from this organization)*

The Millbrook Non-Profit Housing Corporation was established in 1982 and serves participants ranging in age from 60 to 93, 60% of whom live within the Township. The seniors within the organization run bus trips, dinners, movie nights, games and bingo dates as well as participating in shuffleboard, hockey and darts. The group uses the arena three mornings a week and periodically travel to the Wellness Centre in Peterborough to go swimming. The most pressing need or concern facing the group is accessibility for handicapped individuals. Furthermore, there is a need for programs for the senior population in the area. The group will need access to a new recreation facility as the old arena is not accessible and is outdated and has limited parking. The group would like to see an elevator if the new multi-purpose community centre is multi-level, and suggests that youth and seniors could share dedicated space. The group feels that a new community centre should be located in the Millbrook area.

Other Organizations

Cavan Monaghan Libraries

Cavan Monaghan Libraries was established in 1898 and currently serves 2400 members, 95% of whom reside within the Township. The Libraries are seeking to expand through more outreach to the community and ultimately increasing its membership base. There is a perceived need for a new library as both existing libraries have limited capacity for further growth. Cavan Monaghan Libraries feels that a new multi-use community centre should be located just outside Millbrook with easy access to other parts of the Township, near the Municipal office or near the Lions Den. The most pressing concern for the group is sustainability, both in terms of funding and the need for growth space in the libraries. They believe that there is need for a new library space, possibly in the new community centre, although there is no determined time frame.

[Note: The analysis of library facility needs is outside the scope of this Master Plan.]

Millbrook Valley Trails Committee

The Millbrook Valley Trails Committee was established in 1998 and has 12 members plus one additional person on a waiting list. Participants range in age from 35 to 80 and all live in Cavan Monaghan. The mandate of the organization is to preserve, promote, and enhance the Millbrook Valley trails and the environment surrounding the trails. The group would like to expand the existing trails system by linking to others in nearby jurisdictions. The Millbrook Valley Trails Committee makes use of Medd's Mountain Park and the Fairgrounds daily and feels that both need improved signage, trail maintenance and a poop-n-scoop program; in addition, the group would like to see fencing at Medd's Mountain Park. In the next five to ten years, the group sees increased trail usage requiring access to the washrooms at the arena, as well as meeting rooms, storage space, and shelter at Medd's Mountain Park. The group might make use of a new multi-use community centre, depending on its location, and feels that ample parking, 'green' design, and a regulation size ice rink should be included in the design. The facility should be

located within walking distance of a downtown area (i.e., Millbrook), perhaps at the old jail site or near the Municipal building. The most pressing issues for the committee include maintenance challenges, the need for greater availability and engagement with the Township's parks staff to help with trail maintenance.

Millbrook BIA

The Millbrook BIA has 50 members, and its aim is "to increase business by improving the physical environment in Millbrook through the development of special events, beautification, promotion and advertising. The BIA provides a mechanism for lobbying, organizing and financing programs that would not be available to independent businesses by other means." The BIA uses the Township office once per month for meetings, and does not anticipate requiring access to any new park or recreation facilities in the next five to ten years. The BIA feels that a new multi-use community centre should be in close proximity to the village, near the Township Office or the old jail property.

Millbrook Cavan United Church

The Millbrook Cavan United Church was established in 1854 and currently has 228 members. The church performs outreach in the community through a variety of programs and projects. The church would like to expand, but needs a large enough venue to accommodate 300 people at concerts and serve meals to 200 people, etc., perhaps as part of a multi-use facility that has a large kitchen and partitioned area. The church would like access to storage space, a stage or raised area, seniors' activity area, and washrooms. The group feels that there is need for a new facility with a large kitchen and a large seating area with adjustable partitions. A multi-use community centre should have ample parking, be accessible, be located outside of Millbrook, and include a regulation size ice pad with plenty of seating (750-1,000 people), spacious lobby entrance, canteen area, and washrooms. The church's most pressing need is a spacious, multi-purpose community centre with fully accessible entry, and a large well-equipped kitchen facility, multi-purpose rooms and a large entertainment room.

Millbrook South Cavan Public School

The Millbrook South Cavan Public School offers education, extra-curricular activities and community use after school hours.

Appendix C – Community Search Conference Results

Note: *The following information represents the opinions of the public and are not recommendations of the consultant. This data will help to inform the needs assessment phase of the Master Plan.*

Question 1: What do you value most about Cavan Monaghan?

- Sense of Community (4)
- Community Involvement (4)
- Geographic Location (4)
 - Access to communities
- Historic Downtown/Heritage/History (4)
- Safe, Caring and Aware/community security (3)
- Picturesque, scenic, beautiful landscape (3)
- Clean Environment (3)
- Artistic/Creative/Culture (2)
- Mill Pond and Trails
 - Festivals and Events (2)
 - Top 2% of creative communities
- 4th Line Theatre (3)
- Locally produced farm foods, farming community (3)
- Rural character (2)
- Downtown Core
 - Dedication to downtown
 - Quaint
 - Architecture (2)
- People willing to help each other
- Infrastructure
- Essential Services
- Family-oriented
- Wholesome
- Green spaces
- Community centre downtown (accessible by kids)
- Many sports opportunities
- Growing Diversity
- All basic services available
- Wealthy community (Kawartha Downs)
- Higher medium income
- Growth in recreation programs (soccer)

Question 2: How can we improve parks and open spaces in Cavan Monaghan?

- More/improved soccer fields and facilities (12)
- Bike Lines along County Roads (8)
- Present Maple Leaf Park is not adequate (6)
- More use of Fairgrounds (6)
- Shelter from elements (trees and constructed) at all parks (5)
- Senior-focused facilities (5)
- Youth/Teen facilities (4)
- Accessible Outdoor Recreation Facilities (4)
- Promotion of existing assets (4)
- Physical rehabilitation centre (4)
- Benches in parks (4)
- Small parks around Township that are walkable/better placed playgrounds (4)
- Outdoor bandshell/amphitheatre with natural seating (4)
- Maple Leaf Park should be open and accessible during winter (3)
- Walking and running track (3)
- Walkability (3)
- ATV Trails (2)
- Expand Millbrook Trails (2), e.g., rail trails
- Maple Leaf Park washrooms inadequate (2)
- Open-air ice rink (2)
- Keep rental and user fees at a reasonable rate (2)
- Modernized Facilities (2)
- Splash Pad (2)
- Track and Field facilities (field portion) (2)
- Open green spaces for unorganized activities (1)
- Areas to 'hang out' and have BBQs, picnics, etc (1)
- Improve/expand snowmobile trails
- Utilize Mill Pond More
- Swings in Maple Leaf Park playground
- Artificial turf
- Proper baseball diamonds

Question 3: How can we improve indoor recreation facilities in Cavan Monaghan?

- New Multi-Use Facility (12)
- Eco-Friendly Building/LEED certified (7)
- Indoor Running/Walking Track (7)
- Community Rooms/flexible space (7)
 - Split in half
- Banquet facility with stage and kitchen (6)
- Cultural space (5)
- Gymnasium (5)
- Swimming/therapy pool/endless pool (4)
- Indoor soccer (4)
- Partnership with fairground (4)
- Auditorium/community meeting area (4)
- Offices for local community groups (3)
- Ice Pad in new facility (3)
- Twin ice pads (3)
- Larger dressing rooms (3)
- Who is willing to pay for a new facility? (3)
- Leverage economic benefits (3)
- Senior Friendly (3)
- Curling rink (2)
- Accessible (2)
- Maintainable/Well Maintained (2)
- Cardio exercise machines (2)
- Youth space with semi-structured activities (2)
- Supervised children's play area (1)
- Meeting rooms (1)
- Music room (1)
- Barrier Free/Accessible (1)
- Location in Millbrook would be good for businesses (1)
- Not located in Millbrook because of land demand
- Smaller multi-use facilities around township (community halls) (1)
- Spipler Improvements (1)
- Library branch
- Healthy living centre/classes
- Fill old arena with some of the amenities mentioned above
- Turn old arena into outdoor ice surface (winter) and market (summer)
- More seating in arena
- Township provide shuttle service to facility
- Free tables
- Adequate parking

Question 4: How can we improve programming and service delivery in Cavan Monaghan?

- Funding and program partnerships with Township and Community groups (together) (17)
- Improved communication between Council/Township and community organizations (12)
- Council Communication (9)
 - Community calendar, website, newsletter
- Council meetings should be in the evening (6)
- Some new initiatives can start right away without a new facility (4)
- Facilitate outside grants (4)
- Organized ongoing parks and recreation committee (4)
- Community involvement in running new facility (4)
- Township support for volunteer-run organizations (4)
- Efficiency Review Committee (3)
- Community group representation at Council meetings (3)
- Volunteer advisory committees – standing committee to look at issues (3)
- Oversight board to coordinate users of facility (3)
- Township-provided facilities, community-provided programs (3)
- Look at programs/facilities from other jurisdictions (2)
- Reasonable fees – especially for main users (i.e. hockey, soccer) (2)
- Volunteer appreciation event (1)
- Organized child supervision at facility (1)
- Township should donate space and resources to community organizations (1)
- Citizen-driven initiatives
- Lowered facility costs for service groups
- Programs for pre-teens and teens
- More parent volunteers
- Concession food at Maple Leaf Park is not healthy
- Year-round programming
- Indoor soccer programs

Appendix D – List of Background Documents

- 1) Cavan Monaghan Trails Master Plan 2010, (Otonabee Region Conservation Authority)
- 2) Cavan-Millbrook-North Monaghan Growth Analysis Study, 2006 (Watson & Associates Economists Ltd.)
- 3) City of Peterborough Vision 2010, A Strategic Plan Update for Recreation, Parks and Culture
- 4) Community Action Plan: City-County of Peterborough (Peterborough County-City Health Unit)
- 5) Corporation of the Township of Cavan-Millbrook-North Monaghan Sports, Culture & Tourism Partnerships (SCTP) Application
- 6) Draft Township of Cavan Monaghan Official Plan, May 30, 2010
- 7) Environmental Health Status Report 2010, Peterborough County-City Health Unit
- 8) Fraserville Secondary Plan, Township of Cavan-Millbrook-North Monaghan, 2005 (Clark Consulting Services)
- 9) Peterborough & the Kawarthas Premier-Ranked Tourist Destinations Project, 2008 (Brain Trust Marketing & Communications)
- 10) Population Projections: The County of Peterborough, 2006-2036, (Lapointe Consulting Inc. For the Peterborough Planning Department, 2008)
- 11) Poverty in Peterborough City and County, 2008
- 12) Township of Cavan Monaghan 2009 Accessibility Plan
- 13) Township of Cavan Monaghan 2010 Development Charge Background Study (Watson & Associates Economists Ltd.)
- 14) Township of Cavan Monaghan 2010 Services Guide
- 15) Township of Cavan Monaghan Official Plan Update: Growth Options Discussion Paper, 2009 (Meridian Planning Consultants Inc.)
- 16) Township of Cavan-Millbrook-North Monaghan Municipal Services Complex Feasibility Study, 2001 (Re Think Group)
- 17) Township of Cavan-Millbrook-North Monaghan Official Plan, 2005
- 18) Township of Cavan-Millbrook-North Monaghan By-Law Number 2007-17, being a By-Law to Impose and Consolidate User Fees and Charges
- 19) Township of Cavan Monaghan, Municipal Cultural Resource Mapping (Request for Proposal), June 24, 2010

Appendix E – Parks and Facilities Inventory

The majority of the Township's recreation services and facilities are located in and around Millbrook, with some parks and programs available in the former municipalities of Cavan and North Monaghan. This appendix contains a listing of key facilities and parks.

The principal indoor recreation facility in Cavan Monaghan is the Millbrook Community Centre. The Community Centre houses an arena with seating for 300 people, four change rooms, a canteen, and a multi-purpose hall (upstairs). The facility has several deficiencies: it is older (it was re-built in 1977), undersized (the ice surface is 75 feet by 175 feet), has only four change rooms, and does not have a lift/elevator to the second floor. A feasibility study for a new Multi-Use Community Centre is being developed as a portion of the Parks and Recreation Master Plan. A complete listing of indoor facilities within Cavan Monaghan can be found below.

The principal outdoor recreation facility in Cavan Monaghan is Maple Leaf Park, which contains two softball diamonds (one of which is illuminated), two full-sized soccer fields (which can each be divided into two smaller fields), a field house (with accessible washrooms, kitchen and storage), a storage facility (lawn maintenance equipment and user group storage), and a playground. Complete listings of outdoor facilities and parks within Cavan Monaghan can also be found below.

Cavan Monaghan is within close proximity to a number of larger communities, namely Peterborough, with recreation facilities in which its residents can participate in leisure activities. The community survey revealed that a considerable amount of Cavan Monaghan's residents are leaving the Township to participate in recreation activities that are not available locally.

Indoor Recreation Facility Inventory

Municipal Leisure Facilities

Millbrook Community Centre

The Millbrook Community Centre includes the Township's arena and a multi-purpose hall. The arena has seating for 300 persons, 4 change rooms and a canteen. The multi-purpose hall has a capacity of 220 persons with 2,500 square feet of usable space; 4,000 square feet with storage, kitchen and washrooms.

Cavan Monaghan Municipal Office

The Cavan Monaghan Municipal Office is located in a converted school and contains a gymnasium, in addition to the Township's administrative offices.

Needler's Mill

Owned by the Otonabee Region Conservation Authority and managed by the Township, Needler's Mill is currently used for storage. The Mill is in disrepair and its long-term maintenance is a point of ongoing discussion. It is located adjacent to Millbrook Pond and the Millbrook Community Centre.

The Old Millbrook Fire Hall

The Old Millbrook Fire Hall is leased by the Township to the Cavan-Monaghan Firefighters Association and contains a museum and a private meeting room.

The Old Millbrook School

The Old Millbrook School is a designated heritage site and contains a branch library, family resource centre, playground, skateboard park, and community garden.

Lion's Den

The Millbrook Lion's Den is an old school house that was converted into a hall. It has a capacity of 75 people and contains a kitchen and a bar. The Lion's Den is also accompanied by 3 acres of open space. The Lion's Den is owned by the Township and leased to the Lion's Club.

Libraries

Cavan Monaghan Libraries operates two facilities: the Millbrook Library and the Bruce Johnston Branch Library. The Millbrook Library was moved into the Old Millbrook School in 1999, where it shared space with the Food Share, Old Millbrook School Family Centre, Community Policing, and 4th Line Theatre offices. The Bruce Johnston Branch is located in the northern part of the municipality and was moved to the former North Monaghan Municipal Office in 1999, which was subsequently expanded in 2004.

Non-municipal Leisure Facilities

There are a number of non-municipally owned recreation facilities within Cavan Monaghan, including:

Millbrook Legion

The Millbrook Legion has a licensed hall with capacity for 200 people and a club room with capacity for 80 people.

Millbrook Fairgrounds

In addition to its large outdoor open space, this property contains several exhibit and storage buildings that are used for the Millbrook Fair. The property is managed by the Millbrook Agricultural Society, which owns the majority of the Fairgrounds land (the Township owns a minority stake of the land).

Millbrook Bowling Lanes

The Millbrook Bowling Lanes offers five pin bowling in Millbrook.

Kawartha Downs and Speedway

The Kawartha Downs and Speedway offers horse racing, car racing, slot machines and a number of multi-purpose rooms that can accommodate concerts, performances, conferences, parties and events of all sizes.

Peterborough Speedway

Peterborough Speedway offers enduro series racing and other car racing just west of Peterborough.

Peterborough Curling Club

Just west of Peterborough City limits, the Peterborough Curling Club contains 6 sheets of curling ice and has an upper level hall overlooking the ice.

Champion's Gymnastics Facilities

Champion's Gymnastics Facilities, just west of Peterborough, offers recreational gymnastics classes to children as young as three years up to teenagers.

Churches

Community organizations may also utilize several churches in the Township for recreation purposes.

Significant Indoor Recreation Facilities in Surrounding Municipalities

As mentioned, there are several facilities within driving distance of Cavan Monaghan that also provide recreational services, many of which are accessible to Township residents. Notable facilities within about 45-minute drive of Millbrook include:

City of Peterborough

- Evinrude Centre (twin ice pads, multi-purpose room)
- Kinsmen Civic Centre (twin ice pads, meeting room)
- Northcrest Arena (ice pad)
- Peterborough Memorial Centre (ice pad)
- Peterborough Sport & Wellness Centre (swimming pool, fitness centre, gymnasium, multi-use rooms, outdoor fields)
- Peterborough YMCA (swimming pool, fitness centre, gymnasium, squash/raquetball)
- Queen Alexandra Community Centre (seniors' centre)
- Trent University (swimming pool, student recreational facilities)

Hamilton Township

- Bewdley Community Centre (ice pad, multi-purpose room, library, outdoor amenities)

Township of Otonabee-South Monaghan

- Memorial Community Centre (ice pad, curling rink, multi-purpose room)

Township of Smith-Ennismore-Lakefield

- Lakefield-Smith Community Centre (ice pad)

City of Kawartha Lakes

- Emily/Omemee Community Centre (ice pad)

Municipality of Port Hope

- Jack Burger Sports Complex (ice pad, swimming pool)
- Ruth Clarke Activity Centre for Seniors (seniors' centre)

Municipality of Clarington

- Bowmanville Indoor Soccer/Lacrosse Bowl (indoor artificial field)
- Clarington Fitness Centre (swimming pool, squash courts, fitness centre)
- Courtice Community Complex (swimming pool, multi-purpose room, fitness centre)
- Darlington Sports Centre (ice pad)
- Garnet B. Rickard Recreation Complex (twin ice pads, multi-purpose room)
- Newcastle & District Recreation Complex (swimming pool, gymnasium, meeting room)

Schools

One secondary school and two elementary schools are contained within Cavan Monaghan, which have gymnasiums and outdoor recreation facilities.

- Crestwood Secondary School (Secondary); near boundary with the City of Peterborough
- Millbrook-South Cavan Public School (Elementary)
- North Cavan Public School (Elementary)
- James Strath Public School (Elementary); immediately adjacent to Cavan Monaghan in the City of Peterborough
- South Monaghan Public School (Elementary); immediately adjacent to Cavan Monaghan in Bailieboro (but in the Township of Otonabee-South Monaghan)

Parks and Outdoor Recreation Facility Inventory

The Township of Cavan Monaghan maintains six parks and open space properties totalling 27.55 hectares. Parks include:

- Maple Leaf Park:
 - two ball diamonds (one lit), two full size soccer fields (each can be programmed as two mini fields), creative play structure, concession/washroom/storage buildings
- Peace Park:
 - creative play structure, open space (small)
- Cedar Valley Park
 - creative and traditional play structure, half basketball court, open space
- Old Millbrook School
 - Playground, skateboard park
- Edgewood Park
 - swing set
- Station Park
 - open air shelter
- Whitfield Landing
 - boat launch and dock

Other notable outdoor facilities include:

- Old Millbrook School:
 - playground, community garden, skateboard park
- Millbrook Fairgrounds:
 - traditional play equipment
- Local Schools:
 - practice sports fields (baseball diamonds, soccer fields), playgrounds, basketball courts and tennis courts

Although there is land behind the Municipal Offices (containing an old baseball backstop and soccer goal posts), these fields are unsuitable for use and are not part of the Township's active inventory.