



Haldimand County
**Parks and Recreation
Service Plan - Update**

DRAFT FINAL

July 2019

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- APPENDIX F - Service & Maintenance Standards
- APPENDIX G - Budget & Recommendations

SECTION ONE



*“Haldimand is a giant area full of so much opportunity/possibility ... it has a wide variety of challenges, but it also has amazingly giving and talented people - it needs an orchestrator.”
- Anonymous*



SERVICE PLAN INTRODUCTION

- 1.1 The Purpose
- 1.2 Community Context
- 1.3 Service Plan Process
- 1.4 Report Organization
- 1.5 Definitions & Terminology
- 1.6 The Current Situation
- 1.7 Key Delivery Philosophies

1 INTRODUCTION

THE PURPOSE

The Parks and Recreation Service Plan Update for Haldimand County (herein referred to as the Service Plan) is both a vehicle for implementing new development and renovation projects, and for maintaining and preserving existing facilities and infrastructure. It provides a means for articulating common parks and recreation purpose within Haldimand, and for communicating to its residents, regulatory agencies, and the County at large.

This Service Plan will review and guide policy development and service delivery, prioritize demands and opportunities, assess current recreation facilities and programs, and generate an overall strategic action plan through staff and public engagement. This Plan will effectively instill confidence and guide Council in matters related to the development and sustainability of recreation services and facilities for the next 10+ years, all while improving the overall quality of life in the community.

ALIGNING COUNTY VISIONS

This Plan was strategically developed based on current and future needs of the County and its residents. The strategies and recommendations in this report aim to build upon, and remain consistent with, other County visions. Below is the 2006 Official Plan's vision for recreation (formerly leisure) service delivery within the County:

“Establishing Haldimand County as a great place to play and nurture future generations includes establishing opportunities for leisure. Leisure involves not only the residents of the County but also those who come to visit and share in our rich history and heritage. The opportunities for strategically maximizing our built and natural leisure resources need to be explored. Continuing partnership opportunities with the County’s many recreational and leisure community groups allows for building a high quality of life for current and future residents and creating awareness of our strengths as a preferred destination for tourists.”

- Haldimand County Official Plan (2006)

PROJECT GOALS

1

Develop a Parks Classification and Standards Plan;

2

Update the 2006 Strategic Master Plan recommendations;

3

Review the Recreation, Parks, Trails, Tourism, Forestry, Heritage and Cultural initiatives, strategies and plans, and develop recommendations that are: cohesive, set priorities, identifies time frames for delivery, and estimations for capital operating costs related to implementation from 2018 to 2025.

PROJECT OBJECTIVES

- Improve the quality of life for individuals, families and the overall community of Haldimand County
- Explore organizational potential
- Guide strategic and operational decision-making
- Articulate the planning and development needs and priorities for Recreation, Parks, Heritage and Culture
- Create custom sustainable solutions suitable for Haldimand County

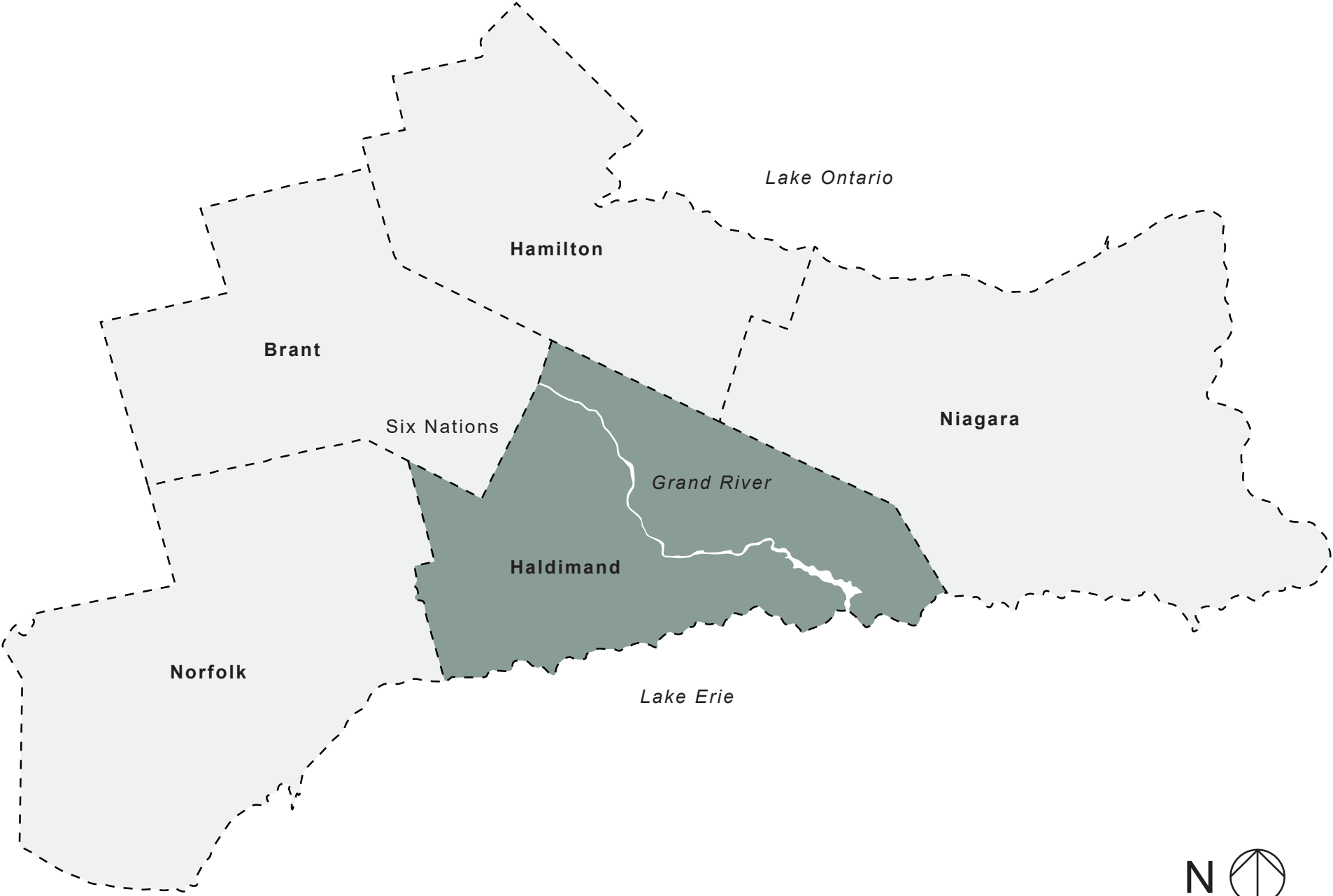
COMMUNITY CONTEXT

Haldimand County is a single-tier municipality bordered by Norfolk County (west), Brant County (north), Hamilton and Niagara Regions (east), and Lake Erie (south). The County, dissected by the meandering Grand River, was formed through the dissolution of the Region of Haldimand-Norfolk in 2001 which included the amalgamation of the former Towns of Dunnville, Cayuga, Caledonia, Haldimand and a portion of the City of Nanticoke. This resulted in modern-day Haldimand County, a primarily rural municipality covering 1252.37 square kilometers or 125,237 hectares. Presently, Haldimand County is home to a population of approximately 45,000 dispersed over six urban areas and 25 rural hamlets (See Table 1-1).

Table 1-1: Urban Areas and Hamlets in Haldimand County

URBAN AREAS	• Caledonia	• Dunnville	• Jarvis
	• Cayuga	• Hagersville	• Townsend
HAMLETS	• Attercliffe Statione	• Garnet	• Sims Lock
	• Blackheath	• Kohler	• South Cayuga
	• Byng	• Lowbanks	• Springvale
	• Canborough	• Moulton Station	• Stromness
	• Canfield	• Nanticoke	• Sweet Corners
	• Decewsville	• Nelles Corners	• Unity Side Road
	• Empire Corners	• Port Maitland	• York
	• Fisherville	• Selkirk	

Figure 1-1: Haldimand Context Map



SERVICE PLAN PROCESS

THE WHOLE IS GREATER THAN THE SUM OF ITS PARTS

Planning for recreation service delivery deals with individual projects and linking parks and open spaces to the recreational and cultural services/facilities of the County. The Parks and Recreation Service Plan Update is designed to ensure the physical environment, both built and natural, operates within the limits of the County's natural systems, meets the recreational and cultural needs and aspirations of its residents and guests, and realizes the County's service delivery goals.

The scope of the Service Plan includes all aspects of County operations related to recreation and cultural activities, services, and facilities and their associated degree of quality. This includes parklands, playgrounds, sports fields, accessibility, safety, appropriate capacity (deficiency or excess in particular areas), technical assessment, capital operating costs, and property and environmental issues.



THE SERVICE PLAN RESPONDS TO THE LONG-RANGE HORIZON

The long-range horizon suggests a future based on goals and growth expectations which can be articulated only in general terms. It can include established projects which are in the programming, design or implementation stages, and contemplated projects which reflect current and projected needs that have yet to be defined. The long-range framework is firmly based on present realities, but extended far enough into the future to provide a comprehensive context for upcoming service delivery planning decisions. The thrust of this horizon is to identify options for future County projects and suggest measures for their protection beyond the 10 year period. However, this Plan also identifies priorities for the more immediate, short, medium and long-term horizons.

THE SERVICE PLAN DIRECTS COMMUNAL ACTION

The Parks and Recreation Service Plan Update directs actions so that the physical environment suits the County's present and future needs, meets corporate goals, and improves the quality of life in Haldimand County. Its existence and content provides a clear direction for the future.

The County is a community of residents, their guests, service groups and businesses. The Senior Management Team and an extensive consultation process provides this community with the means to shape the Plan. The County is a community of landscapes and buildings which give Haldimand a sense of place. The Parks and Recreation Service Plan for Haldimand County responds to and affects (to differing degrees) each of these communities.



THE SERVICE PLAN INTERACTS WITH OTHER COUNTY PLANS

The Parks and Recreation Service Plan Update is a significant piece of the planning process for the County. Any planning for Haldimand should have three primary components: (1) marketing and related needs planning, (2) financial planning and (3) physical or development planning. These should be founded on the broad goals and objectives of the County's mission, specifying the means whereby these identified goals and objectives are to be realized. While each component focuses on a different field, they are highly interdependent – the decisions of one exercise influence and/or respond to the conclusions of another as they are developed and implemented. The exceptional characteristic of the Parks and Recreation Service Plan Update is that its facilities – recreation related buildings and landscapes in this rural municipal context – will usually outlive, yet need to inform and thus serve, a series of County financial and marketing plans.

This Service Plan also builds on the best of previous County actions and decisions. It responds to accomplishments, current thinking, input from residents and completed projects.



THE SERVICE PLAN MUST WORK WITH FISCAL REALITIES

In order to be successfully implemented, the Parks and Recreation Service Plan Update needs to consider current and fiscal realities. The Plan is a vision – it sets realistic policies that can be achieved over time through creative implementation practices and sound, long-term planning.

THE SERVICE PLAN RESPONDS TO TRENDS

The Parks and Recreation Service Plan Update responds to trends in recreation, and rural demographics. Trends across the province and North America include a desire for casual, unstructured participation, self-directed learning, recreation moving outdoors, environmental concerns, urbanization, and an aging society. The plan seeks to reduce barriers and challenges arising from these trends and embraces opportunities for residents and guests of all ages and abilities.



THE PLAN IS STRATEGIC

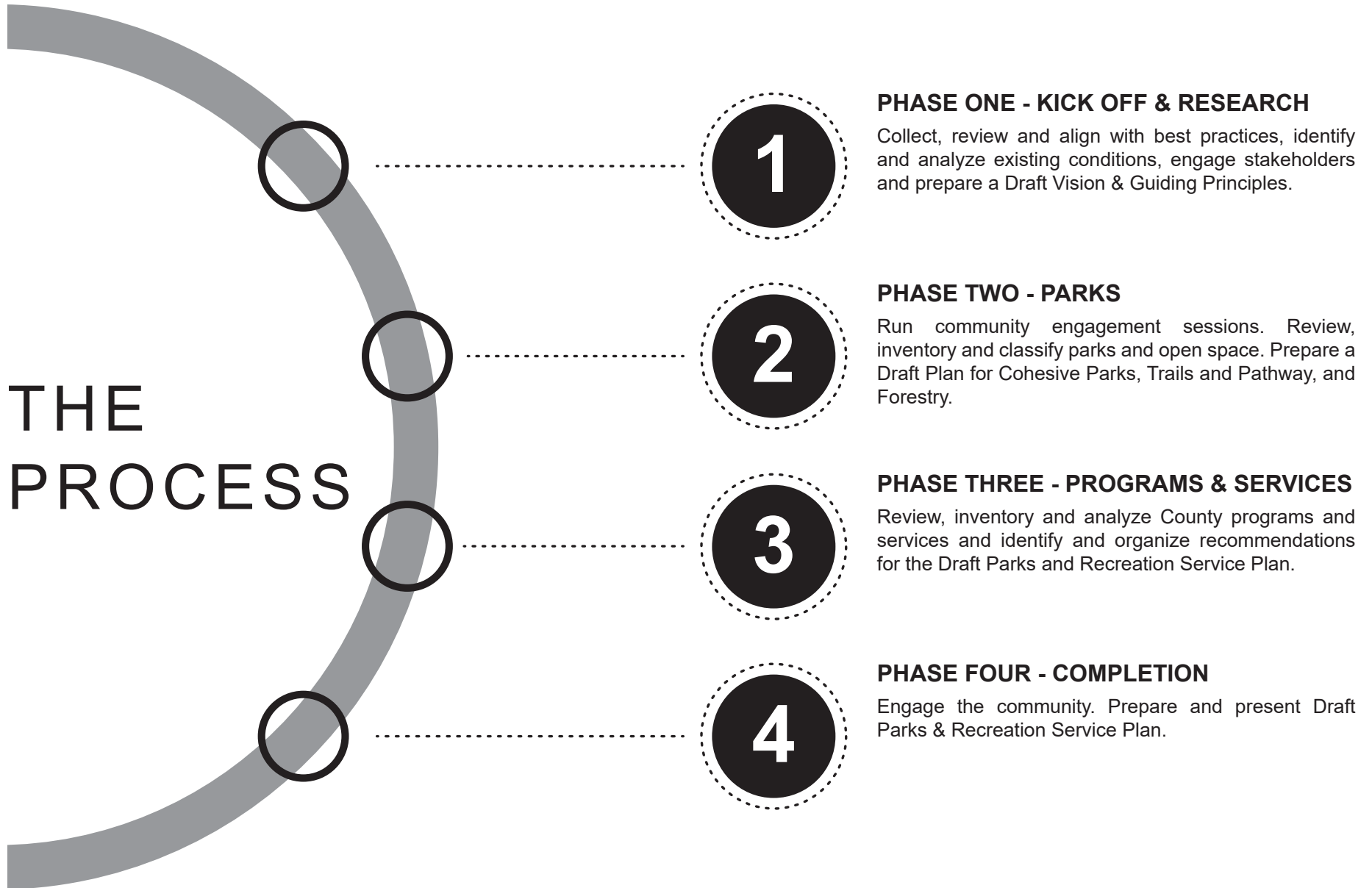
The Service Plan does not describe future recreational landscapes and facilities in absolute detail. It is a set of planning principles which define intent, but not final form. These principles guide physical changes to ensure that general objectives for the County are met, but are flexible enough to accommodate specific needs that may arise in the future.



THE SERVICE PLAN REINFORCES THE BEST AND REPAIRS THE WORST

The Parks and Recreation Service Plan Update identifies the parts of the County that are successful and make it a special place. Likewise, the Plan identifies areas that detract from the County's ability to provide quality services and can benefit from improvement. The Plan seeks to preserve and enhance the positive aspects and repair the negative parts of parks and recreation for the County.

Figure 1-2: The Service Plan Process



REPORT ORGANIZATION

This Parks and Recreation Service Plan is organized as follows:

- Section 1:** **INTRODUCTION**
A general overview of the Plan's purpose, process and scope as it relates to community context, a review of background documents informing this Plan, and definitions to aid in reader comprehension.
- Section 2:** **DEMOGRAPHIC PROFILE**
Provides a summary of the County's demographic characteristics including historical, current and projected populations, age and population distribution, and other factors influencing the County's parks and recreation programs and services.
- Section 3:** **RECREATION TRENDS ANALYSIS**
Identifies and outlines major trends in recreation participation, demand and delivery. Includes direct application on how Haldimand County can respond to current trends to provide successful facility, program and service delivery catered towards the current and future needs of its residents.
- Section 4:** **COMMUNITY CONSULTATION PROCESS**
Discusses and summarizes the key findings from the first stage of the community consultation process where key stakeholders were engaged to comment and speak to the needs and demands of the County and its residents. Combined with later stages of the community consultation process, including public input, this section helps inform and guide the recommendations and implementation of this Plan.

- Section 5:** **GUIDING PRINCIPLES**
Founded by the 2006 Strategic Master Plan, the mission statement and guiding principles were adapted and built upon to meet present day needs, demands and directions for the County and ultimately informs and supports the Plan’s strategic recommendations.
- Section 6:** **PROGRAM ASSESSMENT**
Reviews all available recreation programs within Haldimand, their location, scheduling, and desire (if any) for additional programming. This section also introduces the Program Design Guideline Checklist intended to be a framework for the County when developing new pilot programs or partnerships.
- Section 7:** **FACILITY ASSESSMENT**
Analyzes the existing inventory of indoor and outdoor recreation facilities and measures it against public feedback, best practices, and provision standards in order to formulate guided recommendations. These strategies address geographic distribution, quality of facilities, and necessary actions to satisfy current and future recreation needs.
- Section 8:** **PARKS & OPEN SPACE ASSESSMENT**
Provides an assessment of the County’s parks & open space system. It guides parkland classification, requirements and dedication while discussing other important topics such as trails, waterfront areas, and signage.
- Section 9:** **SERVICE DELIVERY & PARTNERSHIP ANALYSIS**
Reviews and assesses delivery guidelines, human resources, fee policy, cost recovery, volunteer and community support, partnerships, and maintenance standards within the County. Focuses on improvements to internal function, additional partnership opportunities, and streamlining processes to be consistent and financially appropriate.
- Section 10:** **IMPLEMENTATION STRATEGY**
Outlines the priority and phasing of each proposed project/recommendation.
- APPENDICES:**
Detailed information pertaining to the community consultation process, leisure program and facility assessments, parks and open space inventory, project design checklists, service and maintenance standards, and budgets and recommendations.

DEFINITIONS & TERMINOLOGY

Active Living: a holistic approach to personal well-being that combines physical activity with mental, spiritual, and social engagement into a wide range of passive and gentle active leisure pursuits (e.g. yoga, stretching, leisurely walking, cycling, etc.).

Amenities: physical items that support, improve, or are in addition to a facility (i.e. benches, garbage cans, bike racks, etc.)

Community Beautification Grant (CBG): Grant providing funding each year for neighbourhoods, non-profits and other community groups seeking to improve their community. Must follow rules and regulations as defined by the County.

Community Partnership Program (CPP): Program offering investment of time and relevant capital resources for local projects and initiatives that are aligned to impact an agreed upon set of priorities.

Facilities: buildings, structures, fields, or outdoor spaces that support and provide a space for recreation and physical activity.

Open Space: lands intended for preservation or conservation of the County's natural or cultural heritage system, un-programmed green spaces, or linkages for the movement of humans or animals.

Park/Parkland: lands that are suitable for playing fields, play apparatuses, and community recreation facilities.

Programming (outdoor and indoor recreation and culture): refers to intentionally planned activities for which people may or may not register and they may take place indoors or outdoors in or at any of the parks, recreation and culture facilities and amenities.

Recreation: activities related to sports, fitness, and physical activity that a person engages in for physical health, enjoyment, and personal development.

Services: Tasks completed by either County staff, community groups or contractors which betters the County, improves open and park land, facilities and amenities. Also ensure the County is safe, clean and in good repair.

Service/Community Groups: organized individuals that conduct work that traditionally benefit other individuals or groups.

THE CURRENT SITUATION

The following points briefly outline and provide a background to the current situation and offerings of the County:

- In 2009, Council approved that only summer swim lessons and camps were to be offered as programming so as not to compete with community groups and organizations. Two community groups assisted with fundraising for additional amenities for the new Cayuga and Dunnville arenas (i.e. walking tracks).
- In 2010, Council approved a restructuring which divided program delivery and facility operations into two separate divisions. The changes identified the opportunity to develop new partnerships, a partnership policy framework and agreements, and funding programs. This would allow for the creation of initiatives to leverage resources from health, social services, education, and the volunteer sector to support community-based needs in Haldimand County. It also allows for community facilitation and staff engagement on major matters.
- In 2012 Council approved no-charge public swims and skates, free youth and children's shinny, delivery of free Family Day activities and free half-day March Break programs.
- In 2014, Council approved operations funding for event organizers to assist with improving the quality of events and hopefully attendance as well. The County offers no charge services for picnic table delivery, use of the County stage for approved events, etc.

- In 2018, Council approved no-charge Aquafit and Adult Shinny. A non-resident fee was also introduced in Caledonia.
- Halls and Field management fall under the CPP process. The County is responsible for major capital repairs on halls and fields, and in an August 2018 report, operating and capital funding support is being recommended for field management.
- The introduction of the Community Partnership Program (CPP) provided an opportunity for capital funding in partnership with community groups, although no priorities were set on what projects should be completed where and when. Projects such as splash pads, skate parks, outdoor fitness equipment, and pavilions have all been funded by community partnerships (it is also the expectation that future ones should also be funded through the CPP). As applications come forward they are dealt with. Should a capital item be identified earlier than anticipated by a group, funds may be moved up in the capital budget to expedite the opportunity.
- Community Vibrancy Funding (CVF) came from the wind turbine companies and is targeted to address the communities most affected. Principles were established, but no priorities were identified – projects are addressed/supported as they arise.
- For some residents, there are challenges driving from one community to another for programs and facility use.

KEY DELIVERY PHILOSOPHIES

The following are key delivery philosophies of the County:

1. Partnership cornerstone
2. No direct programming
3. Recreation and facilities to assist with addressing social issues and concerns
4. Parks are destinations and gathering places
5. Grassroots approach to building capacity in the community through groups and partnerships – associations not advisories
6. Park designs are environmentally conscious – species, water consumption, techniques, suitable activities, etc.

SECTION TWO



*“Will our parks and recreation facilities be able to support the expected population growth?”
- Anonymous*



DEMOGRAPHIC PROFILE

- 2.1 An Overview
- 2.2 Historic & Current Population Figures
- 2.3 Projected Population - Haldimand County
- 2.4 Projected Population - Local Communities
- 2.5 Age Composition
- 2.6 Household Income & Education

2 DEMOGRAPHIC PROFILE

AN OVERVIEW

Haldimand County, comprised of six urban areas and 25 rural hamlets, experiences a population distribution in which almost half of the population (46%) resides in urban areas. Caledonia has the largest segment of the population housing over one fifth (21%) of the County's residents, with Dunnville and Hagersville being the next largest population centres at 13% and 6%, respectively.

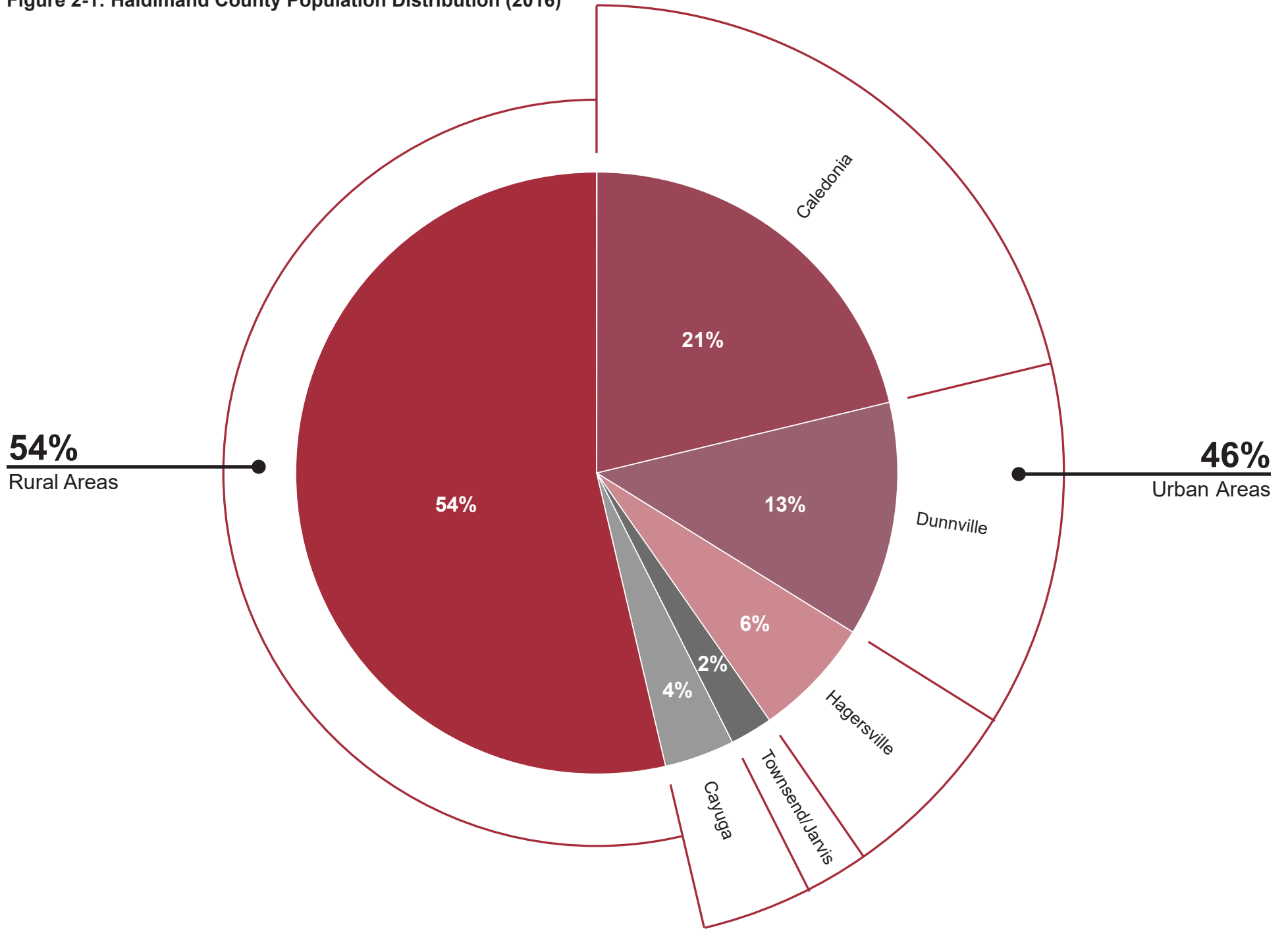
Table 2-1: Population Distribution, 2016

COMMUNITY	POPULATION	% OF POPULATION
Caledonia	9,675	21%
Dunnville	5,760	13%
Hagersville	2,945	6%
Cayuga	1,710	4%
Jarvis/Townsend*	1,040	2%
Rural Areas	24,478	54%

Adapted From: Stats Canada, 2016 Census Data

*There is no census data available for Townsend and there appears to be inaccuracies in the Jarvis population data.

Figure 2-1: Haldimand County Population Distribution (2016)



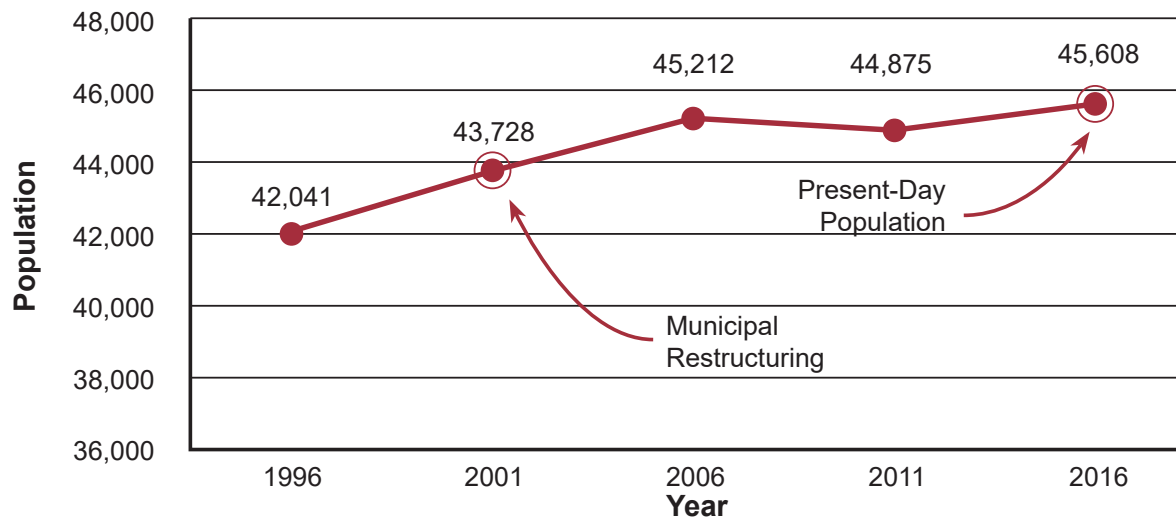
2.2

HISTORIC & CURRENT POPULATION FIGURES

Population data was derived for 1996, prior to the municipal restructuring that occurred in 2001, with a 4% growth between the two population counts. The census data collected in 2006 saw a decline in growth rate to 3.4% over the previous five years for a population total of 45,212.

Despite projected growth, the County's population declined through to 2011 by 0.7% resulting in a total population of 44,875. Haldimand County has since reverted to an upward growth trend with a current population of roughly 45,608 people – a 1.6% increase since 2011 (Statistics Canada, 2016). The population change experienced over the last 20 years is depicted in Figure 2-2.

Figure 2-2: Historic Population of Haldimand County (1996-2016)



Adapted From: Haldimand County - Population, Household & Employment Forecast Update, 2011-2041
Combined with Data From: Statistics Canada, 2017

PROJECTED POPULATION FIGURES - HALDIMAND COUNTY

Haldimand County retained Watson & Associates Ltd. in the summer of 2013 to update the County's 2009 Population, Household and Employment Forecast prepared by Hemson Consulting Ltd. – the same company who created the 2004 Forecast that largely influenced the demographic information found in the 2006 Strategic Master Plan for Leisure Services and Facilities.

The 2014 Growth Forecast Update (2011-2041) prepared by Watson & Associates has since been used as a background to the County's Official Plan Review (OP) and the update of the Development Charges Background Study (2014) and will inform, along with Statistics Canada data, the projected demographic characteristics largely used throughout this Service Plan.

COUNTY-WIDE POPULATION AND HOUSING FORECAST

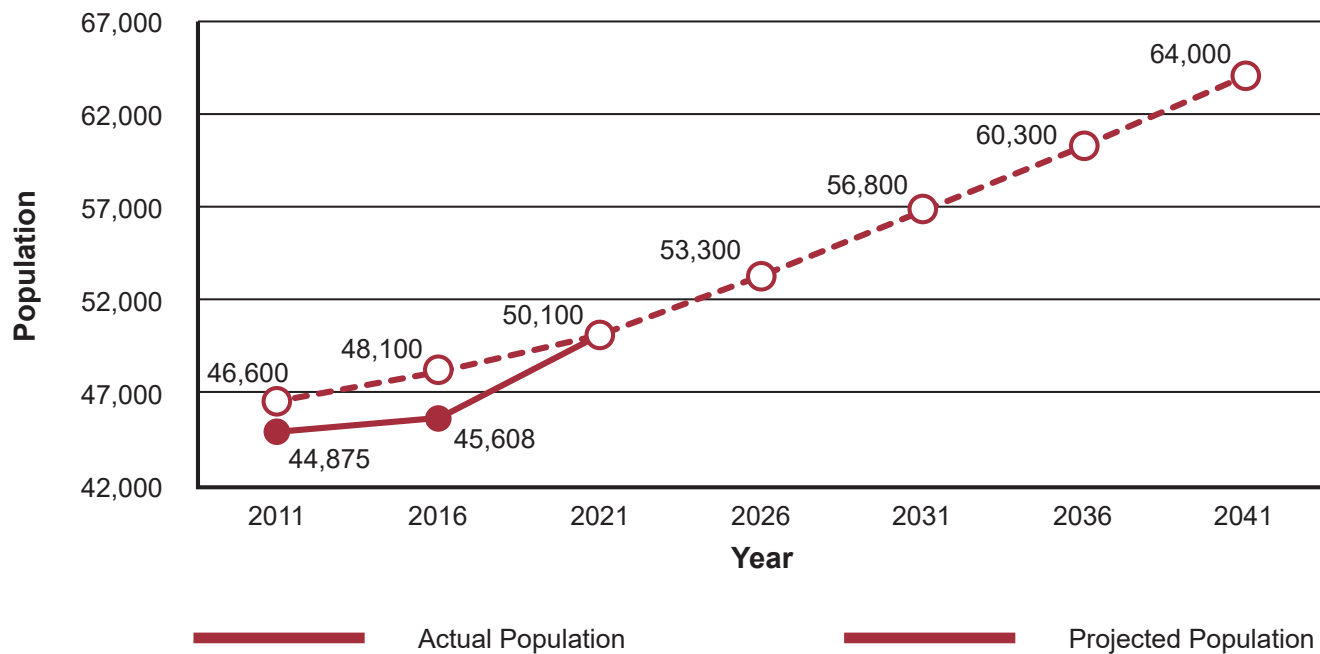
- The County's population will increase by an annual rate of approximately 1.1% (Figure 2-3) from 46,700* to 65,000 (2011-2041) – a similar forecast to the provincial average.
- Haldimand County's housing base will also increase at a rate of 1.1% annually.
- Average occupancy levels declined from 2001 to 2011 from 2.81 to 2.67 people per unit (PPU), largely due to an aging population. The PPU is forecasted to decline to a rate of 2.55 PPU by 2041.
- Low-density housing trends will make up 74% of new housing between 2011 and 2041.
- Medium- and high-density housing forms are also expected to gradually increase over the study period, driven by an aging population and a decrease in housing affordability.
- It is expected that the County will see an increase in diversity with the new developments in Caledonia. This may be accompanied by a demand for recreation opportunities that differ from baseball and soccer (i.e. cricket).

* The County has yet to reach a population of 46,700 as projected by Population, Household and Employment Forecast (2013)

COUNTY-WIDE EMPLOYMENT FORECAST

- Total employment is forecasted to increase at a rate of 1.1% annually from 18,500 (2011) to 25,600 (2041).
- Employment areas will be mainly concentrated in the industrial and commercial office sectors in the County's designated employment areas.
- Population service sectors (i.e. retail, accommodation, food, personal services, education, government, and health care/social services, etc.) will likely increase proportionally with population growth.
- New and increasing opportunities for work at home environments (often geared towards the creative economy) are likely to rise due to improved telecommunications, increased telecommuting opportunities, and flexible work schedules.
- Employment opportunities for the 55+ population (working and semi-retired) will include those which allow flex-time and satellite home office arrangements.

Figure 2-3: Haldimand County Population Forecast (2011-2041)



Adapted From: Haldimand County - Population, Household & Employment Forecast Update, 2011-2041
Combined with Data From: Statistics Canada, 2017

2.4

PROJECTED POPULATION FIGURES - LOCAL COMMUNITIES

The projected populations for Haldimand County's urban and rural areas are illustrated in Table 2-2 below.

Table 2-2: Population Forecasts by Urban Community and Remaining Rural Area (2011-2041)

YEAR	CALEDONIA	CAYUGA	DUNNVILLE	HAGERSVILLE	JARVIS*	TOWNSEND*	REMAINING RURAL	HALDIMAND COUNTY
2011	10,400	1,700	6,000	2,700	2,600	1,200	22,000	46,600
2016	10,800	1,900	6,100	3,100	2,600	1,200	22,400	48,100
2021	12,300	2,100	6,100	3,500	2,600	1,200	22,300	50,100
2026	14,200	2,300	6,300	4,000	2,700	1,200	22,600	53,300
2031	16,600	2,500	6,500	4,500	2,700	1,200	22,800	56,800
2036	18,900	2,700	6,600	5,000	2,800	1,200	23,100	60,300
2041	21,200	2,900	6,800	5,400	2,900	1,200	23,600	64,000

Adapted From: Haldimand County - Population, Household & Employment Forecast Update, 2011-2041

*Inaccuracies may exist in population data for Jarvis and Townsend.

POPULATION, HOUSING AND EMPLOYMENT BY URBAN COMMUNITY AND REMAINING RURAL AREA

- Given Haldimand County's proximity to areas experiencing employment growth (i.e. Hamilton and the Southwestern portion of the Greater Toronto Area (GTA)), the County – and most notably Caledonia – will attract new residential construction across a range of new housing developments. Over 53% of County-wide housing has been allocated to Caledonia for the 2011-2041 period.
- Cayuga and Hagersville will experience similar trends as Caledonia, while Dunnville, Jarvis, and Townsend will experience moderate to low population growth over the same period.
- Historical trends suggest a decline in housing growth in rural areas.
- Affordable housing and local amenities (shopping, entertainment, hospitals, healthcare and other community infrastructure) found in and close to urban centres will continue to be attractive features for new families. This may cause movement away from rural residences.
- The 55-69 age demographic (young seniors) and the 75+ (older seniors) are also expected to make the shift towards a closer proximity to urban centres, although at a lesser extent than younger families.
- Approximately 55% of the County's employment growth will occur in Caledonia over the study period (2011-2041), with the balance shared by other urban centres. This is largely driven by the market potential of the community's vacant employment lands and the demands for population-related service employment opportunities.

Table 2-3: Haldimand County Percentage Share of Housing Growth (2011-2041)

LOCAL COMMUNITY	% OF 2011 COUNTY HOUSING	% of 2011-2041 COUNTY HOUSING GROWTH	% of 2041 COUNTY HOUSING
Caledonia	21%	53%	31%
Cayuga	4%	6%	5%
Dunnville	15%	7%	12%
Hagersville	6%	13%	8%
Jarvis	5%	3%	5%
Townsend	2%	1%	2%
Remaining Rural	46%	18%	38%
Haldimand County	100%	100%	100%

Adapted From: Haldimand County - Population, Household & Employment Forecast Update, 2011-2041

AGE COMPOSITION

Using age groups in line with previous Master Plan documents, the following Age Structure Chart shows age group population forecasts over the course of four time periods, and identifies increases and decreases within each age group over a 10-year period. The following observations and conclusions are consistent with residential growth patterns predicted for the County for same time period:

Table 2-4 (a): Haldimand County Age Structure (2011-2041)

POPULATION GROUP	2011	2021	2031	2041
Youth (0-9)	11%	9%	11%	10%
Teen (10-19)	14%	11%	10%	11%
Young Adult (20-34)	17%	21%	18%	17%
Adult (35-54)	29%	22%	24%	27%
Young Senior (55-69)	19%	23%	18%	15%
Senior (70+)	10%	14%	19%	20%

Adapted From: Haldimand County - Population, Household & Employment Forecast Update, 2011-2041
 Bold values indicate significant changes

Table 2-4 (b): Haldimand County Age Structure – Youth & Teen Demographic (2011-2041)

POPULATION GROUP	2011	2021	2031	2041
Youth (0-9)	4,880	4,720	6,300	6,650
		-160	+1,580	+350
		-3%	+33%	+6%

POPULATION GROUP	2011	2021	2031	2041
Teen (10-19)	6,510	5,470	5,560	7,330
		-1,040	+90	+1,770
		-16%	+2%	+32%

Adapted From: Haldimand County - Population, Household & Employment Forecast Update, 2011-2041
 Bold values indicate significant changes

SUMMARY:

- Both the Youth and Teen population are expected to decline through to the year 2021 - due to possible movement away from home (Teen group) and influx of Young Adults who have yet to start a family (Youth group).
- The Youth group is expected to experience a significant increase by the year 2031 which is likely attributed to the influx of new residents beginning to start families.
- The Teen population is expected to increase steadily after 2031, as the expanding Youth population ages.
- Both the Youth and Teen demographics are consistently the smallest groups over the time frame and are the smallest in terms of the overall population of Haldimand County.

WHAT DOES THIS MEAN FOR PARKS & RECREATION?

- The Youth and Teen programming currently available in Haldimand County is likely to be sufficient in regards to meeting short-term population demands, but the County must continually cater to the evolving interests of its residents over the time period.
- Additional recreation accommodations for the youth demographic should be met mid-2020's to meet the high demand expected by 2031.
- Additional accommodations for the Teen demographic are likely not required until mid-2030 to meet the demand closer to 2041.

Table 2-4 (c): Haldimand County Age Structure – Young Adult & Adult Demographic (2011-2041)

POPULATION GROUP	2011	2021	2031	2041
Young Adult (20-34)	7,800	10,570	10,420	10,560
		+2,770	-150	+140
		+36%	-1%	+1%

POPULATION GROUP	2011	2021	2031	2041
Adult (35-54)	13,510	11,020	13,730	17,030
		-2,490	+2,710	+3,300
		-18%	+25%	+24%

Adapted From: Haldimand County - Population, Household & Employment Forecast Update, 2011-2041
 Bold values indicate significant changes

SUMMARY:

- The Young Adult population group increases significantly through to 2021 and generally maintains its size throughout the remainder of the time frame. This change is due to new developments and expected residential growth in Caledonia.
- The Adult population (ages 35-54) decreased substantially until 2021, but significantly rebounds by 2031.
- The Adult population is consistently the largest demographic in Haldimand County.

WHAT DOES THIS MEAN FOR PARKS & RECREATION?

- Recreation opportunities geared towards the Young Adult and Adult demographic groups will be very important for the entire duration of the next 20+ year time frame.

Table 2-4 (d): Haldimand County Age Structure – Young Senior & Senior Demographic (2011-2041)

POPULATION GROUP	2011	2021	2031	2041
Young Senior (55-69)	8,940	11,400	10,180	9,400
		+2,460	-1,220	-780
		+28%	-11%	-8%

POPULATION GROUP	2011	2021	2031	2041
Senior (70+)	4,750	6,900	10,560	12,800
		+2,150	+3,660	+2,240
		+45%	+53%	+21%

Adapted From: Haldimand County - Population, Household & Employment Forecast Update, 2011-2041
 Bold values indicate significant changes

SUMMARY:

- The Young Senior demographic grows substantially until 2021, then experiences a consistent decrease through to 2041, likely due to the decline in the Adult group preceding the 2021 count.
- The Senior demographic increases significantly throughout the study period with the biggest growth experienced into the year 2031.
- The Senior demographic is consistently the fastest growing demographic over the next 30 years.

WHAT DOES THIS MEAN FOR PARKS & RECREATION?

- Appropriate recreational activities and programming catered towards the Senior demographic will be paramount over the next 30 years.

HOUSEHOLD INCOME & EDUCATION

Haldimand's median individual income from the 2016 census is \$34,754, slightly higher than the Ontario median individual income of \$33,539. The median family income in Haldimand County is \$89,697 which is slightly lower than the Ontario median family income of \$91,089. Therefore, data shows that Haldimand can expect similar recreational participation rates as the Ontario averages.

In terms of low income, Haldimand County maintains a lower percentage of low income individuals than the Ontario average (10.5% vs 14.4%). However, there are significant differences between communities. Dunnville has the highest percentage of low income levels across all age groups with a median of 21.1%. Caledonia maintains very low percentages of low income levels with an average of 5.5%.

For education attainment, Haldimand has a higher percentage of minimally educated residents, with 55.3% having a highschool diploma or less, the Ontario average is 49%. Within Haldimand County, Caledonia has the lowest percentage of minimally educated residents at 46.1%, and Dunnville has the highest at 63.6%.

Table 2-5: Average Individual Income

COMMUNITY	AVERAGE INDIVIDUAL INCOME (2015)
Cayuga	\$ 35,296.00
Caledonia	\$ 41,368.00
Dunnville	\$ 27,234.00
Jarvis	\$ 35,040.00
Hagersville	\$ 34,912.00
Haldimand Average	\$ 34,754.00
Ontario Average	\$ 33,539.00

Adapted From: Stats Canada, 2016 Census Data

Table 2-6: Average Family Income

COMMUNITY	AVERAGE FAMILY INCOME (2015)
Cayuga (2.9)	\$ 88,320.00
Caledonia (3.1)	\$ 108,800.00
Dunnville (2.8)	\$ 66,656.00
Jarvis (3.0)	\$ 79,445.00
Hagersville (2.8)	\$ 83,712.00
Haldimand Average (3.0)	\$ 89,697.00
Ontario Average (3.1)	\$ 91,089.00

Adapted From: Stats Canada, 2016 Census Data
 (#) Indicates average number of people per household

SUMMARY:

- Haldimand County fairs well with Ontario averages in terms of income and education levels.
- Within Haldimand County, the data shows that Caledonia has the highest income (approximately 19% above provincial average) and education levels. This is in line with the younger growing families that reside in Caledonia.
- Dunnville has the lowest income (approximately 27% below provincial average) and education levels within Haldimand County. This is in line with having a larger retired senior population.

WHAT DOES THIS MEAN FOR PARKS & RECREATION?

- Trends indicate that higher income levels equate to increased participation in sports and recreational activities.
- These figures are significant to help with understanding affordability as a potential barrier to accessing various recreational activities and leisure pursuits across the County.
- Residents in Caledonia are more likely to be able to access higher-cost recreational activities.
- Residents in Dunnville will most likely require more financial assistance to access recreational activities and programming.
- Travel to out of town recreational facilities may be a barrier for many residents, particularly in Dunnville.

SECTION THREE



The County's parks and recreation facilities and services must respond to the anticipated change in demographics and its associated influence on trends in leisure participation, demand, and service delivery.



LEISURE TREND ANALYSIS

- 3.1 Overview
- 3.2 Trends in Leisure Participation
- 3.3 Trends in Leisure Demand
- 3.4 Trends in Leisure Delivery

3 LEISURE TREND ANALYSIS

AN OVERVIEW

This section summarizes the major trends in participation, demand for, and the delivery of recreational activities and services. The trends identified in this section are based largely on information collected from stakeholder consultation, facility reviews, current market research, and reviews of Provincial and Federal Parks and Recreation documents.

Haldimand County has maintained a steady population base for a number of years. In fact, after a slight decline in population from 2006 – 2011, the population has recently surpassed its 2006 population of approximately 45,212 people. With new residential developments in Caledonia secured, population forecasts will be very specific and will reflect some demographics different than seen now. Current trends following this new resident demographic (mostly migrating from larger, more affluent urban centres) will reflect a greater range of user interests, ethnic diversities, and user needs. Notwithstanding, the existing demographic will undergo changes in their own right – specifically an aging population will become more urbanized, placing specific demands on the County's recreation service delivery.

The following trends, covering topics regarding Leisure Participation, Leisure Demand, and Leisure Delivery, are generalized trends that have been identified across the Province. Each section highlights specific areas significant to Haldimand County

TRENDS IN LEISURE PARTICIPATION



PHYSICAL INACTIVITY



- Approximately 50% of youth and adults in Ontario are not active enough for optimal health;
- In the last two decades, obesity rates have increased over two and a half times among Canadian adults;
- “More than 3 in 10 children ages 2 to 17 years old fell into the ‘overweight’ or ‘obese’ categories” (Chai, 2016); and
- Popularity of video gaming, social technologies, and personal devices are key contributors to the decrease in physical activity.

BARRIERS TO PHYSICAL INACTIVITY



- Lack of available free time is the primary reason for physical inactivity;
- The “commuter culture” has people spending more time on the road than on foot;
- Affordable recreation, especially for organized sports, due to registration fees and equipment costs, is a key barrier to participation for lower income families; and
- Accessibility to recreational activities in smaller rural communities is challenged by distance and lack of transportation networks.



CHILDREN & YOUTH



- Children least likely to participate in organized activities were those from lower income families, those with very young parents – some with single parents – and those with caregivers of a lower education level;
- Families with higher incomes and post secondary education have more active children;
- Children of recent immigrants are less likely to participate; and
- In Canada, sports participation was highest in smaller towns or cities with a population between 10,000 and 50,000 (58%), whereas rural areas had the lowest with only 48% participation.



ADULTS & ACTIVE SENIORS



- With more time available for this age group, unstructured, self-scheduled, drop-in activities are preferred;
- Remain physically active through organized sport and group activities;
- More interested in outdoor programming, arts and cultural activities;
- More educated and affluent than in the past, residents have higher expectations for quality amenities and service delivery;
- Two distinct groups of seniors are emerging: younger seniors (55-69) and older seniors (70+);
- The “Baby Boomers” are becoming the younger senior demographic, placing higher demands on services directed at this age group;
- There are increased interests in technological pursuits (computer and Internet type activities), natural health and self-care, and more passive physical activities;
- Seniors are generally more wealthy and physically active than in the past; and
- A generation of low income seniors is still prevalent.

TRENDS IN LEISURE DEMAND



ALTERNATIVES FOR RECREATION



- Growing emphasis on non-structured recreation activities;
- New popularity for a variety of field sports such as ultimate frisbee, rugby, disc golf, cricket, field hockey, etc.
- Passive outdoor recreation will increase the demand for more parks, trails, and outdoor experience-based activities such as birdwatching, community gardening, etc;
- Non-traditional sports such as BMX, beach volleyball, and skateboarding continue to be popular activities for the socially active youth group. According to Pickleball Canada, the number of Canadians playing pickleball has doubled over the last two years from 6,000 to 12,000 players (Pickleball Canada, 2017); and
- Court surfaces (i.e. tennis) are being modified to accept additional and alternative uses.

TRADITIONAL ORGANIZED SPORTS



- Participation in organized sport is stable to declining in Canada;
- All genders report lower sport participation rates over time, as do members of all age groups 18 years of age and older;
- Soccer was rated the top team sport in Canada (hockey second), scoring highest in all youth age groups, across all provinces and for both girls and boys. It is also favoured by new Canadians; and
- Organized activities generally have more appeal to children and youth, and will lose further ground as the young seniors mature.



OTHER TEAM-BASED SPORTS



- Basketball and volleyball, as versatile, low-demand court sports, maintain in terms of popularity, and are widely offered through high school programming;
- Team sports appealing to new Canadians include rugby and cricket which are becoming more popular at many levels. Rugby is becoming more common at both the club and high school level;
- Tennis participation increased significantly from 2011–2012 (latest data) showing a 32% increase in participation rates with youth responsible for the new interest (Tennis Canada, 2014);
- Curling and lawn bowling continue to be popular recreational sports for adults;
- Gymnastics and twirling are recreational activities geared towards the younger youth demographic and are a good way to encourage activity at a young age; and
- Disc sports (ultimate frisbee and disc golf) are newer sports that have appeal to a wider market at all levels (Provincial, National and International).



AQUATICS



- Swimming is the most popular (non-team) sport in Canada with over a 20% participation rate in all youth categories;
- ‘Swimming pools’ can include wading pools, active spa pools, specific waterpark areas, and associated therapeutic pools to accommodate a wide variety of user groups;
- Many schools make use of public swimming pools for their recreational activities and school swim teams;
- Dated and outdoor pools (often high maintenance) are being re-evaluated in favour of full season indoor facilities where demand prevails;
- Splash pads (unsupervised) are the new ‘playground’ during the summer months and have replaced the dated wading pool; and
- Year-round staffing of pools place challenges on small communities where the lifeguarding population is often served by university-bound people.



PERSONAL FITNESS & SOFT LEISURE

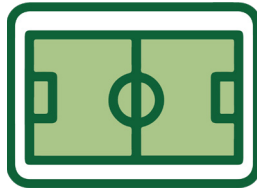


- The majority of Baby Boomers and many adults are turning towards ‘softer’ or more unconventional recreational activities such as group fitness classes, obstacle course fitness, CrossFit, and yoga;
- Many of these activities benefit from multi-use facilities including studios, gymnasiums or mixed-use sport complexes and can occur either indoors or outdoors;
- Trends in indoor activities include Zumba, Pilates, relaxation classes, spinning, CrossFit, rock climbing, high intensity interval training (HIIT), etc.; and
- Outdoor trends include walking, jogging, cycling, outdoor exercise stations, golf, and bird watching.

TRENDS IN LEISURE DELIVERY



SPORTS FIELDS



- The development of multi-field sport parks support operational efficiencies, tournament opportunities, and tourism-related revenue potential;
- Larger fields can be sub-divided to accommodate smaller playing fields and alternative sports (i.e. ultimate frisbee, rugby, etc.);
- Municipalities are building multi-field sport parks through partnerships with sport groups as well as private sector corporate sponsorships;
- Indoor sport houses or 'field houses' are in high demand to increase year-round participation for field play and walking and jogging tracks; and
- Higher facility use increases the demand for quality amenities such as shade and seating for spectators, washroom and change room access, parking, and night lighting.

NATURAL PARKS & GREENWAYS



- Trends in environmental awareness, stewardship, and conservation are at the forefront of new park spaces and the redevelopment of existing parks;
- Residual green spaces (bio-swales, wildlife or butterfly gardens, tree planting programs, etc.) are being designed to support natural systems;
- The supply of interpretation and information panels in natural parks are a means to further educate the public on the value of such systems and how these systems contribute to the greater community; and
- Natural systems and greenways, with limited development potential, provide an existing framework for connectivity within a community.

FLEXIBLE INDOOR FACILITIES



- With a smaller percentage of the population participating in organized sports, and with many alternative recreation opportunities available, the cost of building specialized facilities for each sport is difficult to rationalize;
- Flexible building spaces can incorporate additional services such as libraries, community services, child care, banquet facilities, meeting rooms, etc.;
- New gyms are designed as full-sized, flexible space facilities to accommodate a wide range of indoor sports (i.e. soccer, basketball, volleyball, badminton, etc.) and other community recreation activities;
- Municipalities with smaller and dispersed populations tend to have more traditional and economical 'stand-alone' community centers; and
- Traditional summer arena sports such as ball hockey have declined in smaller communities, causing summer arena closures, yet opens the door for flexible summer indoor event space (tent sales, trade shows, etc.).

COMMUNITY PARKS & OPEN SPACES



- Local community parks are considered an essential part of community living and provide a sense of well-being for community members;
- Parks provide a venue for unstructured activities for all age groups such as random play, picnicking, dog walking and resting. Many parks take advantage of natural amenities such as ponds and rivers, and form a connection to local ecological systems and trail networks;
- Consumer expectations include high-quality amenities such as benches, waste receptacles, walkways, and signage; and
- Most municipalities expect new residential developments to include planned park space(s) as part of a development agreement.

SPORT & NATURE-BASED TOURISM



- Parks, recreation, and cultural facilities contribute to the tourism market;
- The family recreation market, directly related to tourism, is growing and creating the need for more multi-purpose and destination facilities (i.e. outdoor waterparks, unique educational opportunities, waterfront parks, tournament sites, etc.); and
- 'Staycation' or 'Homecation' is a continuing trend which offers more affordable, environmentally-friendly and community-supportive holiday options.

TECHNOLOGICAL INTERESTS



- 'Stay at home' recreation activities are more readily accessible due to DVD's, Wii gaming systems, and other interactive technologies;
- Access to a broader global market via the Internet and social media allows the consumer to reach more specialized and otherwise unobtainable instruction in their own homes (i.e. on-line yoga instruction);
- The senior demographic is becoming more comfortable with newer technologies and are interested in keeping up to date with the latest advancements;
- Youth prefer technologically oriented modes of 'play'; and
- Rural communities are slowly catching up with increased cellular connectivity, but many older seniors still use more traditional means of communication (i.e. newspapers, flyers, bulletin boards, etc.).

TRAILS, PATHS & BIKE LANES



- When compared to municipal facilities (local sports clubs – private or public), walking trails and parks are significantly more popular for physical activity across all income levels;
- Bicycle trails, pathways, and linkages are outdoor facilities which serve people of all ages, as well as future generations with only limited reinvestment over time;
- Expanded and improved walking trails and cycling routes with associated amenities (i.e. trail heads, information kiosks, seating, signage, distance markers, designated lanes, etc.) are in high demand;
- Trails are destinations for tourism and provide economic value; and
- Trails are an important part of a community's connectivity in terms of accessibility (active transportation) and broader community network (i.e. links to other communities and destinations).

FESTIVALS & SPECIAL EVENTS



- Community-hosted festivals and functions contribute to social and cultural benefits for residents and tourists;
- The trend towards assisting festival organizers financially has been slowly increasing as municipalities recognize what is at stake if the events do not operate versus what is to gain if they do; and
- Many rural communities promote cultural awareness, local amenities, and/or heritage assets via interactive trails, scenic drives, hiking and/or cycling tours.

ENVIRONMENTAL TRENDS IN RECREATION



- Children and youth, in particular, are becoming more environmentally conscious in their day-to-day decisions;
- Environmentally-friendly terms such as green footprint, eco-friendly, sustainable, etc., are used more frequently. The environmental impact of certain recreational activities will have stronger implications in the future regarding overall sustainability;
- Activities which negatively impact the environment or utilize large amounts of energy will be scrutinized;
- Lower maintenance strategies (i.e. less grass cutting, no pesticides, native tree planting, etc.) are becoming more popular; and
- Activities with higher environmental impacts (i.e. power boating, indoor swimming, down hill skiing, etc.) are less favourable than environmentally friendly activities such as lake swimming, hiking, canoeing or cross-country skiing.

VOLUNTEERISM



- Trends indicate that on a national and provincial scale, volunteers are declining in numbers, yet those who do volunteer are doing so more often;
- In 2013, older seniors aged 75+ were the least likely to volunteer (27%), followed by those aged 65 to 74 (38%);
- Younger people aged 15 to 19 were by far the most likely to do some volunteer work (two thirds of them did so - 66%, unchanged from 2010), due to the community service requirement by Ontario secondary schools; and
- Trends indicate that the new senior demographic is less likely to volunteer than in previous generations, therefore contributing to a greater shortage in the future.

FUNDING, USER FEES & PARTNERSHIPS



- Participation from local businesses and service groups can increase community pride;
- Corporate sponsorships provide cost-sharing to assist with services and programming (i.e. Tim Hortons Skate Days, etc); and
- Many municipalities are using promotions through advertising to create additional revenue (i.e. advertising in community information booklets, arenas, etc.).

SECTION FOUR



The County can play a role in introducing new residents to programs, activities, and facilities being offered while continuing to provide support to outside organizations who may be tasked with running these initiatives.



COMMUNITY CONSULTATION PROCESS

- 4.1 An Overview
- 4.2 Internal Stakeholder Interviews
- 4.3 External Stakeholder Interviews
- 4.4 Public Meeting
- 4.5 Online Survey
- 4.6 Summary of Public Consultation

4 COMMUNITY CONSULTATION PROCESS

4.1

AN OVERVIEW

An extensive consultation process provides valuable insight into the inner workings of the County and sheds light on public needs, wants, concerns, and perceptions in regards to the current and future state of Haldimand's parks and recreation infrastructure, programs, and services. This information, paired with best practices, trends, and current supply helps formulate guided recommendations with the community in mind. The consultation process utilized a number of public participation tools including:

- Internal stakeholder interviews;
- Six community engagement sessions (public meetings);
- An online survey;
- External stakeholder interviews (i.e. sport groups and recreation associations); and
- An online feedback form.

The internal stakeholder interviews were conducted in the latter half of 2017 to gather information on five key themes - demographics, facility quality, current needs, service delivery, and future demand. The external stakeholder interviews were geared towards understanding participation levels and whether County facilities and programming satisfy the current and anticipated future needs of sport and recreation groups. Public meetings were conducted to gain insight into the public perceptions of the County's parks and recreation services and infrastructure. An online feedback tool provided a platform to allow the public to forward their feedback directly to the consultants. Collectively these approaches amassed input that informed the Plan's recommendations.

INTERNAL STAKEHOLDER CONSULTATION

As part of the overall consultation process, one-on-one interviews were scheduled with the Mayor, members of Council and the County's senior staff. A total of 10 interviews were held in July 2017 with the following representatives:

Ken Hewitt, Mayor
Rob Shirton, Councillor
Don Boyle, CAO
Hugh Hanley, General Manager, Community Services
Craig Manley, General Manager, Planning and Economic Development
Phil Mete, Manager, Facilities and Parks Operation
David Aldred, Acting Manager, Facilities and Parks Operation
Mike Evers, Manager of Planning
Mark Merritt, Treasurer
Sheila Wilson, Manager, Community Development and Partnerships
Bernie Corbett, Councillor
Craig Grice, Councillor

Note: These interviews were conducted with the commitment that comments would not be specifically identifiable to any one person in order to encourage candid input.

A summary of the 5 main themes emerging from these discussions follows in the immediately proceeding pages. The in-depth interview responses are then summarized by question within their respective themes. These answers, although valuable, are detailed and elaborate and therefore can be found in Appendix A.

THEME 1: DEMOGRAPHICS - A COUNTY IN TRANSITION



Haldimand County is experiencing uneven population transitions impacting the types and numbers of parks and recreation programs required. The rapid growth in Caledonia – with an influx of younger families – will create an increased demand in that community. At the same time, other communities are showing increased senior populations resulting in more of a demand for senior programming. The County will be tasked with a difficult but unique opportunity to address the demographic shifts occurring across Haldimand’s communities, by providing adequate and quality programs and facilities designed to address these differences.

THEME 2: FACILITY QUALITY



In general, the number of facilities in the County is adequate to address the influx of population, requiring only minor modifications to respond to evolving resident needs. The County believes that a generalist philosophy will serve area residents best, providing functional, utilitarian, quality facilities to ensure that all residents have access to basic services. However, some also thought that ‘State of the Art’ facilities would be best if they were affordable.

Concerns arose as Staff expressed some challenges they foresee in maintaining increasing numbers of community assets at current staffing and budget levels. Additionally the County does not have established standards for maintenance for the various parks and recreation facilities. Solutions are underway to help mitigate these concerns with an ‘Asset Management Plan’ expected to create an inventory of all parks and recreation assets. Staff also recommended specifying the type of facility and its associated maintenance standards. These standards would provide a foundation for reviewing the appropriate levels of human and financial resources needed to retain asset value and provide a safe and acceptable level of service for residents.

THEME 3: SERVICE DELIVERY



Some staff suggested that the current structure, in which separate departments are responsible for operations and programming, is impacting service delivery. Among the challenges reported, staff are not available to provide weekend rentals of community halls, access to walking tracks is limited in the summer, and maintenance staff schedules are not aligned with peak facility use. Higher maintenance requirements are not in line with small budgets. Concerns were also noted regarding the disconnect between available programs and awareness about the programs. The County needs to do a better job with outreach and letting the residents know what is available through proactive measures rather than reactive ones.

Volunteer committees play a large role in providing recreational programs and managing County facilities. This is a cost-effective way to provide the number and variety of services available and desired in Haldimand County. There are some concerns that this model may not be viable in the long run as the volunteer base ages and expectations change with the influx of new residents.

THEME 4: CURRENT NEEDS & DEMANDS



Perhaps due to the aging population in some communities, or to the budding trends in active transportation, those interviewed agreed that trail use is growing and this increasing popularity of hiking and cycling should be supported through continued investment in trail development (both on and off-road). Meeting these demands would include the development of new trails, improving the quality of existing ones (through better maintenance, resurfacing, and providing additional amenities such as lighting, signage and other components of place-making), as well as better connecting existing trails with communities.

Although this past year has seen a decline in hockey registrations and no summer programming was offered, the arenas are still used for over half of the year – the longest seasonal duration of all the County’s facilities. These arenas also contribute to a sense of community building and pride – something that is important with the influx of people coming into the area. Staff suggested that new activities such as pickleball, and arts and cultural based programming have the potential to be well received.

The need/demand for an indoor aquatic centre has been something that has continually been brought to the table although opinions on providing an indoor pool are mixed. There is public pressure for a pool and many would like to ‘get it done’. Others are concerned about the operational costs and whether there would be sufficient demand to justify the expense. Regardless of one’s take, year-round programming in Haldimand County is seemingly desired.

Providing and maintaining neighbourhood amenities such as playgrounds and splash pads within each community was also noted as a priority along with providing larger centralized facilities.

THEME 5: LOOKING INTO THE FUTURE



Looking into the future, Haldimand appears to be a County in transition. While the rapid growth in Caledonia is expected to result in an influx of younger families, other communities are experiencing an aging population and the County must be willing and ready to meet the demands brought on by these changes. While catering to the needs of current and future residents, what is just as important to the livelihood of the County is its ability to take advantage of its waterfront infrastructure to target the tourism industry. Through beautification, increased access, boat launches, and place-making amenities, Haldimand’s waterfront has the potential to be a significant tourism asset and an important economic driver for the County.

The County can also play a role in introducing the new residents to the programs, activities and facilities being offered while continuing to provide support to outside organizations who may be tasked with running these initiatives. Additionally, the development of a more integrated and connective trail network will provide both old and new residents with a means of exploring their community in its entirety. Parks and recreational opportunities and participation in local programs foster a sense of community building and pride and gives residents a way to get to know their neighbours.

Lafortune Park was recognized as an important asset with unbridled opportunity for multiple recreational activities. This park should be considered for future recreational expansion and should be done so in conjunction with the Friends of Lafortune group.

4.3

EXTERNAL STAKEHOLDER CONSULTATION

SPORT ASSOCIATION & RECREATION GROUP INTERVIEWS

The sport association & recreation group interviews were conducted over the phone and via e-mail. In total, 40 groups were contacted. Seven of those were unresponsive and never returned phone calls or e-mails. Groups were contacted twice if the first attempt was unresponsive. Table 4-1 illustrates groups in which correspondence took place.

The associations who participated were happy to offer information, comments, and express concerns. The interview process was beneficial in revealing and confirming scenarios when compared against recreation planning standards. The groups were asked about their participation numbers, participation growth or decline, age brackets of participants, what facilities they use, and their communication with the County.

Table 4-1: External Stakeholder Correspondence

Sport Association & Recreation Groups	Contacted	No Contact	Unresponsive	Info Available Online
Soccer				
Dunnville United Soccer Club	✓			
Dunnville Youth Soccer Club- unresponsive	✓			
Haldimand Youth Soccer: Cal, Cay & Hag Branches	✓			
Hockey				
Caledonia & District Minor Hockey	✓			
Caledonia Old Timers	✓		X	
Caledonia Profit Corvairs Jr. B Hockey	✓		X	✓
Cayuga & District Minor Hockey Association	✓			
Cayuga Men's League	✓			
Dunnville Minor Hockey	✓			
Dunnville Junior C Mudcats	✓		X	✓
Dunnville Mudcat Old Timers	✓			
Fisherville Hockey Team	✓			
Hagersville Minor Hockey	✓			
Hagersville Hawks Jr. D Hockey Club	✓		X	✓
Haldimand Girls Hockey	✓		X	✓
Hootersville Hockey Club				
Other Ice Sports				
Caledonia Ringette Association	✓			
Caledonia Skating Club	✓		X	
Cayuga Skating Club	✓		X	
Dunnville Skating Club	✓			
Hagersville Skating Club	✓			
Hagersville Skating Club	✓			
Ball				
Caledonia Minor Hardball	✓		X	
Caledonia Athletic Softball Association (CASA)	✓		X	
Caledonia Mixed League	✓			
Haldimand County Minor Ball	✓			
Haldimand Ladies 3-Pitch	✓			
Haldimand Men's Slow-Pitch	✓			
Cayuga Minor Ball	✓			
Dunnville Minor Fastball	✓			
Dunnville Co-ed League	✓			
Dunnville Men's Slow Pitch	✓			
Dunnville Woman's Slow-Pitch	✓			
Fisherville Minor Sport		X		
Fisherville Men's & Ladies Slow-Pitch		X		
Fisherville Park Operating Committee	✓			
Jarvis Minor Ball	✓			
Hagersville Minor Ball	✓			
Other				
Hagersville Lawn Bowling	✓			
Caledonia Lawn Bowling	✓			

KEY HIGHLIGHTS:

BOOKING FACILITIES

- Groups who interacted with the Facility Booking Coordinator had only praises for her ability to work with groups and book fields and facilities.

MAINTENANCE OF FACILITIES

- Groups expressed that they have never had an issue with County staff who maintain any of the facilities/ fields. If groups had a concern, they felt it was generally dealt with (note: this is in regards to immediate solutions, i.e. replacement of a home plate); and
- Many groups did admit they send all requests and concerns through the Facility Booking Coordinator even though it is outside her scope, however they did not know who else to contact.

CONCERNS

- Available funding;
- Delayed response time for larger requests; and
- Availability of certain facilities.

Groups commented, with mild frustration, that the funding the County provides hardly covers the cost they incur while maintaining fields. Delayed response times for larger requests were also a concern. In fact, some groups realized they had yet to receive a response from the County only when the topic arose in the interview. The lack of response caused some concern for organizations as they were trying to anticipate and plan for the upcoming season. The final concern was the availability of certain facilities. Some groups noted they maximized their allotted facility/field time and select groups were withholding increasing their participation age bracket because no additional field time was available (i.e. Hagersville Minor Hockey, Dunnville Co-ed League, and Dunnville's Men's and Woman's Slow Pitch).

PUBLIC MEETING

As part of the community consultation process, public meetings were held in each of the five urban centres (with two held in Cayuga), to share information gathered, to outline a draft Vision and Guiding Principles, and to seek community input in regards to prioritization, strengths, and challenges of the County's parks and recreation system.

THE MEETINGS:

January 31st 2018 - Cayuga (Afternoon Session) - **20 Participants**
January 31st 2018 - Cayuga (Evening Session) - **13 Participants**
February 5th 2018 - Jarvis/Townsend - **12 Participants**
February 7th 2018 - Caledonia - **33 Participants**
February 13th 2018 - Hagersville - **1 Participant***
February 28th 2018 - Dunnville - **13 Participants**

*Original meeting day rescheduled due to inclement weather.

THE PRESENTATION:

The community consultation session commenced with a presentation by the consultant providing the public with a summary of the project to date. Information was shared regarding the project overview, objectives, process, and the newly refined and developed Guiding Principles. The presentation wrapped up with a synopsis on key findings regarding population, trends and existing conditions as well as an overview of themes emerging from the internal stakeholder consultation process. Following the presentation, attendees were broken into groups to work through two planned exercises.

THE EXERCISES:

THE GUIDING PRINCIPLES EXERCISE

The purpose of this exercise was to provide an opportunity for participants to review and comment on the proposed Guiding Principles. Attendees broke out into groups to discuss the guiding principles. After the discussion, each person individually identified how important they felt each Guiding Principle was for Haldimand's parks and Recreation, they then selected their top "Top 5" principles, and identified their "Top Priority. Space was given for participants to provide any additional comments about each principle or the option to write their own.

THE COMMUNITY ASSET EXERCISE

The purpose of this exercise was to hear and understand the participant's parks and recreation priorities for their communities. While remaining in groups, attendees were asked to work through a chart to identify assets, needs and priorities and concerns for the community (and County) in each of the following three categories: (1) Parks & Trails, (2) Facilities, and (3) Services.

KEY FINDINGS:

- There is an evident need/desire for an indoor pool/multi-use recreation centre;
- County residents do not consider on-road bike routes to be part of the trails network. Many feel as though the on-road networks are unsafe, but could be improved with the addition of paved shoulders;
- Parks are well-valued assets in the community and they will continue to be if properly programmed, adequately maintained, and accessibly designed in response to the needs of the public;
- Haldimand residents would like to see more youth, adult, and senior programming including indoor and outdoor opportunities; and
- Residents would like better access to, and communication of, information regarding the County's recreation facilities and programming.

The remainder of the results of the public meeting are summarized and integrated with the results of the following Online Survey. Results are broken down by major urban centre. Detailed results can be found in Appendix A.

4.4

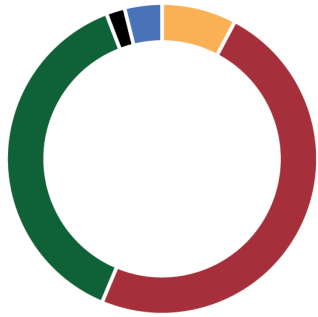
ONLINE SURVEY

In attempts to reach a larger audience and target those community members unable to attend the public meetings, an online survey was created and distributed to Haldimand residents.

The presentation material was packaged to allow respondents to view the information prior to completing the survey. The survey itself was set up in a way that emulated the activities conducted at, and gathered the same information as, the community engagement sessions.

There were a total of 240 respondents which, combined with the 92 public meeting attendees, created a larger pool from which to draw information. Because the information sought was the same across both platforms of data collection, the results have been amalgamated and organized by community. The results of the public consultation are summarized on the following pages.

RESULTS: CALEDONIA



PARK ASSETS

- Parks
- Trails
- Bike Routes
- Other
- Waterfront Opportunities



FACILITY ASSETS

- Outdoor Aquatics
- Skate Parks
- Soccer Fields
- Arenas
- Libraries
- Community Centres/Halls
- Court Sports
- Ball Diamonds

NEEDS & PRIORITIES:

- Indoor pool/indoor recreation facility
- Public boat launch
- Lafortune Park (parkings, amenities, waterfront access)
- Trails through Black Creek Park
- More youth/adult/senior programming (active & affordable)
- Riverfront (more trails & beautification)
- More picnic areas (tables, pavilions, concrete pads, etc.)
- Alternative outdoor play (gardens, games areas, etc.)
- Seneca Park (safe crossings to new development & further programming)
- Better online booking (arenas)
- More ball diamonds and lighting of existing fields (soccer and ball)
- Trail parking lot maintenance in the winter

CONCERNS:

- More safe cycling opportunities
- Improved trail connections (e.g. Rotary Riverfront, Chippewa, Riverwalk, Lafortune, etc.)
- Accessibility & safety of Rotary Riverfront Trail
- Addition of more washrooms and better maintenance of existing at waterfront parks
- Update playgrounds (i.e. safety, accessibility, etc.)
- Need for continual monitoring of usage and facilities over the next few years due to new development
- Better access to parks and recreation information
- Enforcement in parks is needed (vandalism, inappropriate activities, etc.)
- Access to resources for the Horticultural Society (i.e. water)
- Desire for an actual walking track at the arena

TOP 5 GUIDING PRINCIPLES:



ENVIRONMENTAL
CONSIDERATION



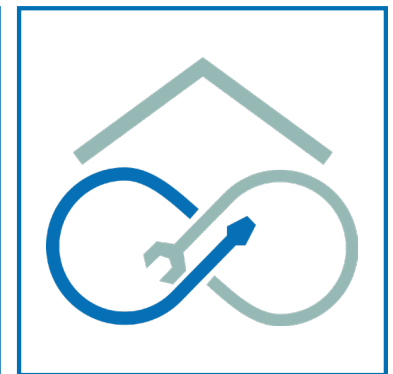
HEALTH &
WELLNESS



NATURAL
FEATURES

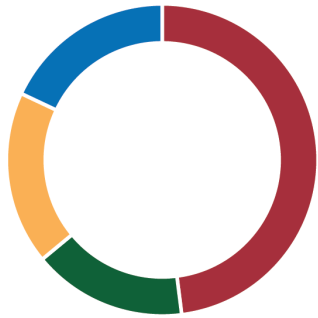


OPPORTUNITIES
FOR ALL



SUSTAINABILITY

RESULTS: CAYUGA



PARK ASSETS

- Parks
- Trails
- Waterfront Opportunities
- Courthouse Grounds



FACILITY ASSETS

- Ball Diamonds
- Skate Parks
- Tennis Courts
- Arenas
- Libraries
- Community Centres/Halls
- Museum & Archives
- Other
- Soccer Fields

NEEDS & PRIORITIES:

- Indoor pool/indoor recreation facility
- Accessible paths and more trails
- Enhance Kinsmen Park (parking, improve lighting, walking paths, benches, etc.)
- Additional parking at Bob Baigent Memorial Park (including for boat trailers)
- Include history boards & interpretive signage in parks and along trails
- Improve Village Green (e.g. replace pavilion, improve space to hold community events, etc.)
- Get the MTO to repair the north section of Bob Baigent Park
- Improve access to information (print, telephone & online, etc.)
- Make the County website more user-friendly

CONCERNS:

- Maintenance and repair of existing boat launch at Bob Baigent Park
- More washrooms and better washroom maintenance at Bob Baigent Park
- Location of existing skatepark - needs enhancement, better lighting and/or relocation
- Inaccessibility of proposed Rail Trail
- Need a safe place for kids to play away from the water and busy roads
- Concern over what is happening at the site of the current Administration Building and the property surrounding the museum

TOP 5 GUIDING PRINCIPLES:



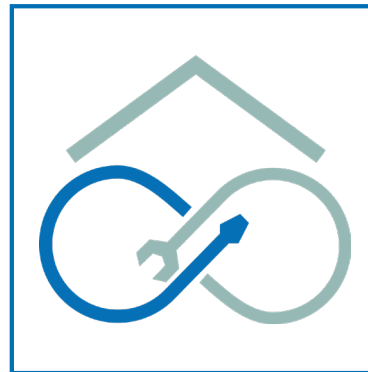
HEALTH &
WELLNESS



NATURAL
FEATURES



OPPORTUNITIES
FOR ALL

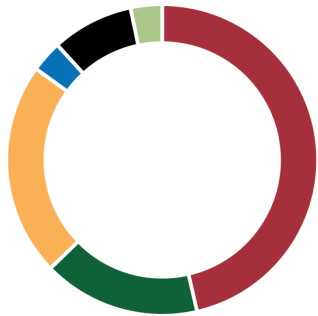


SUSTAINABILITY



VOLUNTEERISM

RESULTS: DUNNVILLE



PARK ASSETS

- Parks
- Trails
- Waterfront Opportunities
- Bike Routes
- Non-County Park Areas
- Other



FACILITY ASSETS

- Outdoor Aquatics
- Skate Parks
- Court Sports
- Arenas
- Libraries
- Community Centres/Halls
- Market Place
- Track
- Soccer Fields
- Ball Diamonds

NEEDS & PRIORITIES:

- Indoor pool/indoor recreation facility
- Senior centre and more senior/youth programming
- Public transportation between communities to access recreational programming and facilities
- History boards in parks and along trails (Haldimand is proud of its heritage)
- Something for residents to do in the winter months
- Alternative forms of outdoor recreation (pickleball lines on sport courts, outdoor exercise equipment, etc.)
- An additional ball diamond
- Upgrade the pool at Lion's park, consider the addition of a splashpad (location to be determined), and potential decommissioning of the wading pool
- Park enhancements (Rail Trail, Central Park, etc.)
- Connect the trail from Ramsey Park to the Dunnville Soccer Complex
- Off-leash dog park

CONCERNS:

- Need for real-time, flexible and central booking of facilities
- Better communications between County and residents in regards to accessing information regarding programming and events
- Heightened accessibility of paths, beaches, etc.
- Lost opportunity regarding lack of summer use of arenas
- Consistency and scheduling of maintenance of ball diamonds
- Enforcement in parks is needed (vandalism, inappropriate activities, etc.)
- Youth centres need to be more inclusive
- Concern over the Lifespan Centre being too expensive to rent
- Safety and maintenance of the public beach (broken glass, rusty metal, grooming, paths, etc.)

TOP 5 GUIDING PRINCIPLES:



HEALTH & WELLNESS



LOCAL/COUNTY IDENTITY



NATURAL FEATURES

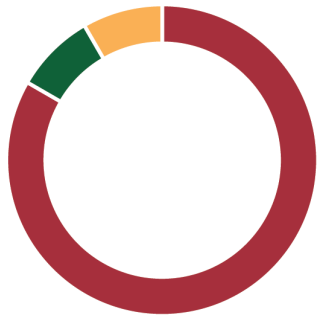


OPPORTUNITIES FOR ALL



SERVICE DELIVERY

RESULTS: HAGERSVILLE



PARK ASSETS

- Parks
- Trails
- Bike Routes



FACILITY ASSETS

- Sport Courts
- Outdoor Aquatics
- Arenas
- Libraries
- Community Centres/Halls
- Pavilion
- Soccer Fields
- Ball Diamonds
- Skate Parks

NEEDS & PRIORITIES:

- Indoor pool/indoor recreation facility
- Paved paths at parks going to park amenities (e.g. Lions Park)
- New arena
- A trail system
- Need for soccer fields and better maintenance of existing (weeds, lining, player benches, etc.)
- Online maintenance reporting system
- Need for real-time, flexible and central booking of facilities
- Additional storage at arena
- Service groups should have easier opportunities to improve public places
- Off-leash dog park

CONCERNS:

- Accessibility of arena (access to spectator area - railings needed)
- Bookings
- Unsafe cycling trails (on-road) - need paved shoulders or off-road trails

TOP 6 GUIDING PRINCIPLES:



HEALTH &
WELLNESS



ENVIRONMENTAL
CONSIDERATION



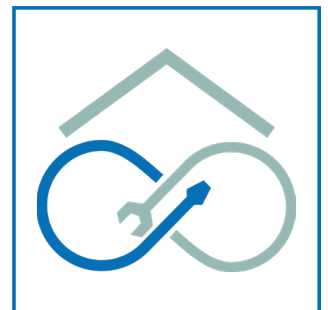
LOCAL/COUNTY
IDENTITY



NATURAL
FEATURES

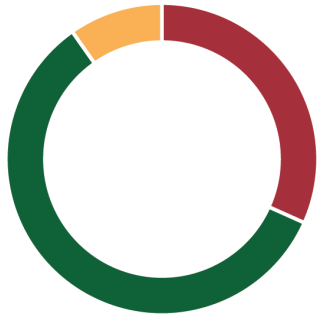


OPPORTUNITIES
FOR ALL



SUSTAINABILITY

RESULTS: JARVIS/TOWNSEND

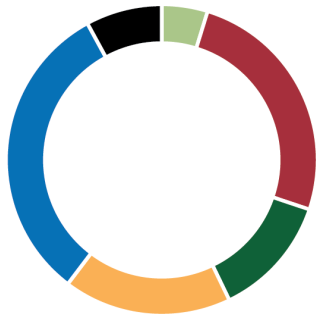


PARK ASSETS

- Parks
- Trails
- Bike Routes

NEEDS & PRIORITIES:

- Indoor pool/indoor recreation facility
- Trails and trail connections associated with new developments
- Ball diamond upgrades (bleachers, backstop, etc.)
- Potential need for an additional diamond
- Alternative sport facilities (soccer fields, outdoor ice rink, indoor recreation, etc.)
- Outdoor aquatics (outdoor pool, wading pool, or splashpad)
- Adult and senior programming/facilities
- Pathway upgrades in Townsend



FACILITY ASSETS

- Ball Diamonds
- Court Sports
- Libraries
- Community Centres/Halls
- Other
- Soccer Fields

CONCERNS:

- Service groups are doing a great job, but they shouldn't be relied on too heavily
- Lighting at the tennis courts do not work
- Ensure that the new developments have sidewalks
- Playground at Elmvale Park needs an upgrade
- Better access to skate park (e.g. unlocked)
- Need safe on-road cycling routes

TOP 6 GUIDING PRINCIPLES:



COMMITMENT



COMMUNITY PARTNERSHIP



HEALTH & WELLNESS



LOCAL/COUNTY IDENTITY

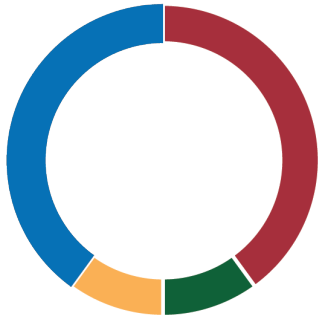


NATURAL FEATURES



OPPORTUNITIES FOR ALL

RESULTS: RURAL AREAS



PARK ASSETS

- Parks
- Trails
- Bike Routes
- Waterfront Opportunities

NEEDS & PRIORITIES:

- Online maintenance reporting system (i.e. to tell the Maintenance Department when something needs to be fixed or addressed)
- Pickleball lines on tennis courts
- Maximize waterfront opportunities and programming



FACILITY ASSETS

- Ball Diamonds
- Skateparks
- Outdoor Multi-Sport Facility
- Community Centres/Halls
- Libraries
- Arenas
- Other

CONCERNS:

- Safer cycling routes (e.g. paved shoulders)
- Better communication in regards to what programming and facilities are available to County residents
- Better maintenance of Lake Erie shoreline

TOP 6 GUIDING PRINCIPLES:



COMMITMENT



COMMUNITY PARTNERSHIP



HEALTH & WELLNESS



LOCAL/COUNTY IDENTITY



OPPORTUNITIES FOR ALL



SERVICE DELIVERY

SUMMARY OF PUBLIC CONSULTATION

The topic of an indoor pool was identified as being outside the scope of this project, however the public consultation process revealed a significant amount of frustration and anticipation regarding an indoor aquatic facility. The community's desire for an indoor pool was observed repeatedly through tallies in the "Needs" and "Priorities" categories, specifically in Caledonia, Cayuga, Dunnville, and Hagersville. Jarvis, Townsend and Rural areas also indicated a desire for such a facility, however tally numbers were significantly less which could be attributed to fewer respondents from those areas, as well as a more immediate desire for outdoor aquatic facilities, which these areas do not currently have. This desire for an indoor aquatic facility has been acknowledged and appropriate recommendations have been made regarding next steps.

Since feedback focused largely on an indoor pool facility, other facilities and services did not appear to be as intensely desired. Although there were individual community requests that have been noted, there were common themes that did appear repeatedly including:

- More off-road trail facilities are needed;
- Parks are well-valued;
- Maintenance of parks can be improved;
- Residents would like to see more youth, adult and senior programming;
- The waterfront should be better utilized and programmed, and
- Improved access to and communication of information is needed.

While the previous pages indicated the Guiding Principles that were most valued by each individual urban centre, the following page indicates which Guiding Principles were the top priority of the County as a whole. These included: Local Identity, Opportunities for All, Natural Features, Health and Wellness, Sustainability, and Service Delivery.



LOCAL/COUNTY
IDENTITY



COMMITMENT



OPPORTUNITIES
FOR ALL



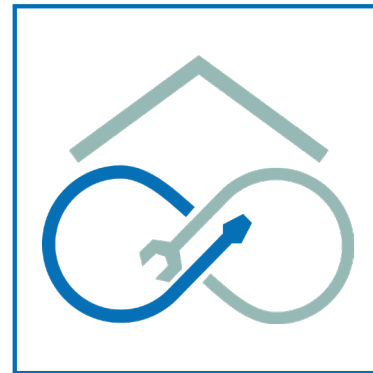
NATURAL
FEATURES



ECONOMIC DEVELOPMENT
& TOURISM



HEALTH &
WELLNESS



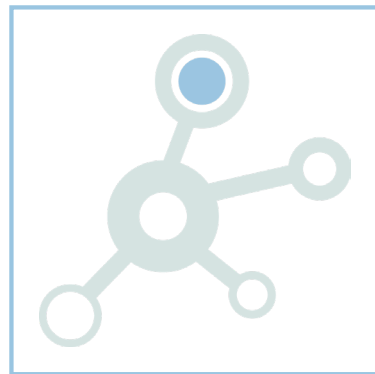
SUSTAINABILITY



SERVICE
DELIVERY



VOLUNTEERISM



CONNECTIVITY



ENVIRONMENTAL
CONSIDERATION



COMMUNITY
PARTNERSHIP

SECTION FIVE



*“Consideration [should be taken] for what can be provided and supported by the County at large, while maintaining opportunities for local towns and hamlets to enhance local-based opportunity.”
-Anonymous*



GUIDING PRINCIPLES

- 5.1 Mission Statement
- 5.2 Guiding Principles
- 5.3 General Strategies

5 GUIDING PRINCIPLES

5.1

MISSION STATEMENT

The Mission Statement developed in the 2006 Strategic Master Plan for Services & Facilities was adopted for the 2018 Service Plan update, with the exception of the word leisure, and is expressed as:

“Parks, recreation and culture opportunities are an inherent right of Haldimand County residents and shall be provided to enrich the quality of life and promote healthy living, while reflecting the unique interests and needs of the many local communities in the County. A strong focus will be placed upon engaging residents, especially the youth, to foster a healthy and vibrant community atmosphere through the provision of recreation services, programs and facilities.”

- Strategic Master Plan for Leisure Services and Facilities (2006)

GUIDING PRINCIPLES

The following Guiding Principles – established through the 2006 Strategic plan and updated through the 2018 Parks and Recreation Service Plan process – are intended to guide the development and implementation of the Plans' recommendations and future decision-making related to Parks, Recreation, Heritage and Culture services and facilities.



2018 RECOMMENDATIONS - GUIDING PRINCIPLES

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

NEW

1. The Guiding Principles should be considered in each action and decision the County makes in terms of parks, recreation, and service delivery. If a recommendation does not directly respond to at least one of the guiding principles, the County should reconsider whether or not it is in the best interest of its residents. Particular attention should be paid to the County's six most favourable guiding principles.



LOCAL/COUNTY IDENTITY

DISCUSSION POINT:

It is important to acknowledge and respect local communities and their inherent connection to 'home place' within the broader County.

2006 PRINCIPLE:

Respect the associations that residents have to their communities while working together as a single-tier municipality. The County will distribute resources fairly to provide services work toward meeting the needs of Haldimand County residents.

PROPOSED UPDATE:

Respect the inherent connections that residents have with their local communities while working together as a County to distribute resources to meet the needs of all Haldimand residents.



OPPORTUNITIES FOR ALL

DISCUSSION POINT:

Youth are an important demographic to target to ensure that opportunities for a healthy lifestyle are met at a young age. However, in highlighting this demographic, other groups are not being identified with the same level of consideration. Principles need to be flexible to accommodate change as demographics are constantly changing. It is recommended to adjust this principle to one that maintains fairness and inclusion for all demographics regardless of age, gender, race, etc.

2006 PRINCIPLE:

Invest in organized and unorganized youth activities by providing opportunities that will engage youth in meaningful physical activity and encourage them to take an interest in community involvement.

PROPOSED UPDATE:

Re-title: Opportunities for ALL
Invest in organized and unstructured accessible opportunities for physical recreation, activities and leisure services that will engage all residents of Haldimand County, regardless of age, activity level, gender, or race.



NATURAL FEATURES

DISCUSSION POINT:

Haldimand's waterfront areas and shorelines are an important natural asset that contribute to the many active recreation opportunities within the County. Additionally, Haldimand has many conservation areas, forests, and natural trails that are also worthy of consideration. It is recommended to broaden this principle to include all of it's natural areas.

2006 PRINCIPLE:

Protect the Grand River and Lake Erie shorelines and provide appropriate public access to the water so that everybody can safely enjoy these natural features that define the County.

PROPOSED UPDATE:

Re-title: Natural Features
Protect and promote Haldimand's many natural assets such as its waterfront shorelines, forests, parks, conservation areas and associated trails and provide appropriate public access to ensure that everyone can safely enjoy the natural features that Haldimand County has to offer.



HEALTH & WELLNESS

DISCUSSION POINT:

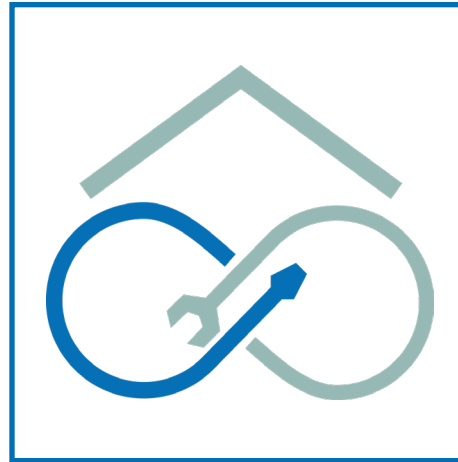
As the backbone principle upon which a parks and recreation system is built, health and wellness categorizes the main purpose for providing physical activities and leisure services to residents. Consideration should also be given to ensure that facilities and services are accessible to all levels of participation – through physical access (including transportation), affordable programming and tangible communications to ensure that all user groups are adequately and fairly accommodated.

2006 PRINCIPLE:

Provide the opportunities for a healthy lifestyle, social interaction and making Haldimand County an attractive place to live through a well managed and high quality parks, recreation, heritage and cultural system.

PROPOSED UPDATE:

The County will provide a well-managed, high quality, accessible parks, recreation, heritage and culture system that supports all abilities, healthy lifestyles, and social interaction.



SUSTAINABILITY

DISCUSSION POINT:

Responsible decisions for facility and infrastructure maintenance and new developments that respond to needs, wants and available funds are required to engage and maintain public support. Sustainable facilities and programs mean maintenance costs and revenues are in line. Support of a sustainable system that equates maintenance expenses with income revenue justifies decision-making surrounding infrastructure and program maintenance as well as new developments.

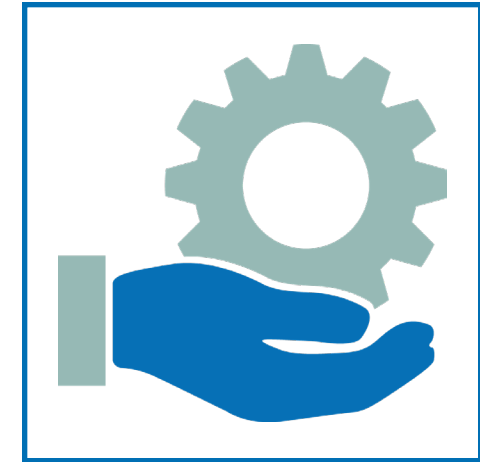
2006 PRINCIPLE:

Monitor usage and condition of services and facilities in order to provide a high level of service to residents while making reasonable efforts to properly maintain a system that County residents take pride in.

PROPOSED UPDATE:

Re-title: Sustainability

The County will maintain, maximize and monitor use of existing programs, facilities and infrastructure prior to new development and services to ensure sustainable-based decision-making and fiscal responsibility to the broader community.



SERVICE DELIVERY

DISCUSSION POINT:

Parks, recreation, culture and heritage are provided as services by the County, and as such, have associated costs. All efforts should be made to ensure that services are cost-effective, sustainable, and are presented in an open, friendly manner to benefit the community.

2006 PRINCIPLE:

Services will be provided within a fiscally responsible framework to ensure that all residents are able to afford to participate in parks, recreation, heritage and cultural activities, utilizing innovative partnerships whenever possible.

PROPOSED UPDATE:

The County will provide its residents an accountable recreation and parks service delivery system within a fiscally responsible framework that includes consideration for innovative partnerships between County departments and with community organizations and businesses.



COMMITMENT

DISCUSSION POINT:

Helps to ensure the County is prepared to provide facilities and services to promote the overall well-being of residents within Haldimand. Consideration should be given to changing needs.

2006 PRINCIPLE:

Recognize the importance that parks, recreation, heritage and culture play in the quality of life of Haldimand County and strive to provide the necessary community and political support to ensure that these services and facilities are properly delivered, maintained and enhanced.

PROPOSED UPDATE:

In recognizing the importance that parks, recreation, heritage and culture system play in the quality of life in Haldimand County, the County will strive to provide on-going support to ensure that these services and facilities meet the changing needs of all residents.



ECONOMIC DEVELOPMENT & TOURISM

DISCUSSION POINT:

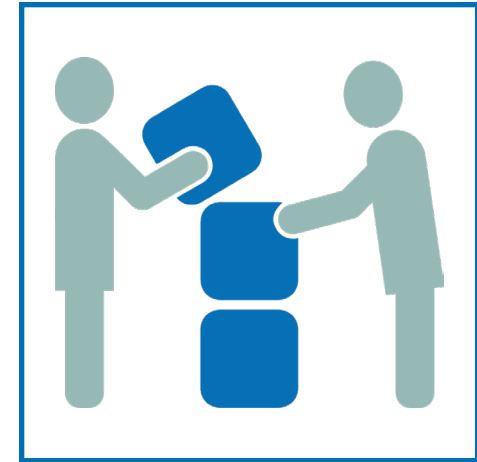
As an important economic development sector, the tourism market and parks, recreation and leisure are closely associated. By offering quality facilities and services to its residents as a priority, Haldimand will be in a better position to attract and facilitate guests and visitors to the County. The recommendation is to shift this principle to one of Economic Development, that promotes quality and value to residents, and therefore will inherently promote its assets to the tourism market.

2006 PRINCIPLE:

Promote the beauty of Haldimand County to others by enhancing the abundant natural amenities, developing an infrastructure capable of providing a pleasurable tourist experience and marketing the opportunities to non-residents.

PROPOSED UPDATE:

Re-title: Economic Development
By providing and promoting high-quality recreation, parks, heritage, and cultural opportunities to it's residents, Haldimand will be supporting and enhancing economic development and tourism potential.



VOLUNTEERISM

DISCUSSION POINT:

The County ultimately relies and respects the contributions provided by its volunteers. Individuals, organizations, and other not-for-profit groups extend a helping hand or pick up the costs associated with service delivery.

2006 PRINCIPLE:

Continue to provide support to the many volunteer organizations that are the backbone of the system.

PROPOSED UPDATE:

The County will continue to recognize, value, and support the many individual volunteers and community organizations that provide parks, recreation, heritage, and cultural services.



CONNECTIVITY

DISCUSSION POINTS:

At both the physical and social levels, connectivity is the network that binds individual communities and allows them to operate as a collective whole. The principle can expand to include social connectivity via communications, and the potential for active transportation as a means for encouraging physical activity.

2006 PRINCIPLE:

Identify and capitalize upon opportunities that would improve physical connectivity within and between communities (and along the waterfront), such as the establishment of a comprehensive trail network.

PROPOSED UPDATE:

The County will identify, enhance and develop opportunities that would improve physical and social connectivity within and between communities. Networks will include physical trails, active transportation, and inclusive, accessible communications.



ENVIRONMENTAL CONSIDERATION

DISCUSSION POINTS:

In efforts to respond to consumer demand, management decisions surrounding maintenance, consumption, and disposal are centred around environmental consequence. Going green, or at least limiting the carbon footprint can only be a positive model guiding accountable decision-making. The green argument can be included when buying local, keeping sustainable, purchasing green supplies, limiting energy consumption, or even using green energy. As a principle, environmental consideration is a valued addition to guide County decision-making.

PROPOSED PRINCIPLE:

The County will consider and evaluate environmental consequences in the delivery and maintenance of its Parks and Recreation services, in efforts to provide a more environmentally-friendly system.



COMMUNITY PARTNERSHIP

DISCUSSION POINTS:

It is important to recognize the value that community partnerships bring to the County and its residents. Without partnership - largely due to ongoing challenges of providing efficient and cost-effective services - far less would come to fruition. Due to its composition and large geographic area, the County relies heavily on partnerships with service groups, government agencies, schools, businesses, and volunteers to realize its parks and recreation potential. These groups should be valued, guided, and supported.

PROPOSED PRINCIPLE:

The County will continue to support and build innovative partnerships between the County, community organizations, and businesses to deliver quality programs, services, facility operation, and construction.

SECTION SIX



The aging population and the population shift towards urban areas is influencing where programs are located and what is offered – it is vital that parks and recreation program and service delivery respond to this.



LEISURE PROGRAM ASSESSMENT

- 6.1 An Overview
- 6.2 Program Role & Assessment
- 6.3 Program Design Guideline Checklist

⑥ LEISURE PROGRAM ASSESSMENT

AN OVERVIEW

This section reviews all available recreation programs within Haldimand, their location, designated times, and determines if there is a desire for additional programs. Overall, the County provides 'standard' programs, similar to many other municipalities. Many of these programs capitalize on the County's large recreation facilities.

DESIRE FOR ADDITIONAL PROGRAMS

In general, the public expressed a desire for increased programs for various age brackets. The dispersed geographic distribution of Haldimand residents is a challenge for programming as selecting an optimal facility to host programs may not always appease everyone. The aging population and the population shift towards urban areas is influencing where programs are located and what is offered – it is vital that parks and recreation program and service delivery respond to this.

PROGRAM ROLE & ASSESSMENT

CURRENT INVENTORY

Haldimand offers a range of programs and activities throughout the year that are primarily located at the arenas and outdoor pool facilities, many of these are free of charge and open to the public.



ARENA PROGRAMS

Overall the programs supported by the County accommodate and provide dedicated time-appropriate facility use for most age brackets. The scheduling of ice time related programs follows a logical structure, as youth and teen hockey is provided after school hours, and senior-focused programs are scheduled during the work day. Open figure skating and women's hockey are the only programs offered in limited locations (Dunnville and Hagersville).

POOL-USE PROGRAMS

Haldimand's three outdoor pool locations each offer various programs. Swimming lessons, swim to survive, fitness swim, and public swim are offered at all locations, while family swim and aqua fit are offered in Dunnville and Hagersville only. Specialized instruction is required for all lessons, swim to survive, and aqua fit. However, the public swims, family swim, and fitness swim do not have personnel outside of staff lifeguards (similar to area maintenance staff).

CURRENT INVENTORY CONTINUED

CULTURAL & HERITAGE PROGRAMS

Haldimand's six libraries and three museums provide cultural and heritage programs throughout the year. The available programs offer a wide variety of activities including but not limited to, crafts, book clubs, art exhibitions, and heritage focused programs, all offered at various times and days. Program information and associated costs are listed in the community guides.

OTHER PROGRAMS & LOCATIONS

Haldimand Abilities exists in partnership with the County to provide specialized programs and services tailored to participants with a variety of abilities. The organization also offers their own programming at their Hagersville location.

The current Senior programming includes Sit to be Fit (+ beginner), Brain Fit, and Nordic Pole Walking all which utilize the arenas. There are additional programs available through the Seniors Drop-In Centre in Cayuga. However, information regarding program location is inconsistent across community guides and County website calendars.

Kids camps are offered primarily in the summer and typically cater to ages 4-12 with the exception of leadership camp being 12+. Camp programs rotate throughout the County at the primary urban centres (Caledonia, Cayuga, Dunnville, and Hagersville).

Other organizations offering programming include the Community Support Centre: Haldimand-Norfolk (Caledonia), and the Dunnville Youth Impact Centre. These organizations work independently from the County and, as such, their internal programming is not advertised in any of the County publications.

WHAT WE HEARD



Based on consultation feedback there is a general desire for more programming that appeals and fulfills deficient areas in senior and young senior programming, healthy active adult programming (mid-day), youth programming (including teens), and arts and culture activities. The County currently offers March Break Camps free of charge, however they are only offered as half-day camps. Although appreciative for the free service, some residents stated that the limited timing makes it difficult to pick their children up from camp and they are often still in need of childcare for the rest of the workday.

The public consultation process brought to light a mixed review of the currently available swim programming. Some participants thought the programs were well-conducted and reasonably priced, while others expressed an opposing view point. The public did comment on the proximity of large bodies of water (i.e. rivers and lakes) surrounding Haldimand and therefore, the importance of everyone learning how to swim in case of emergency situations.



ANALYSIS

ARENA PROGRAMS

One scheduling drawback is that adult ice programs are generally in the morning or mid-afternoon, which only accommodates those who are retired, self-employed, or have a flexible schedule; conversely, they do not interfere with peak ice time demands. Test pilot programs would offer the opportunity for adults to participate in recreation programs during more desirable hours, but a fee review should be associated if the new test pilot program interferes with peak ice time.

Similar to adult scheduling, women's hockey (as requested) is offered mid-afternoon. This poses a challenge to those who work with inflexible schedules, therefore, there are less participants. Open figure skating typically draws school-aged participants, and is offered after school hours. Currently women's hockey and figure skating are only offered in Hagersville. This is challenging because Hagersville has the highest ice pad to participation ratio (585 participants: one ice pad) among the County arenas (note: the ratio comparison does not include the additional free ice use programs, only organized sports). At the current time, the Hagersville Arena is the only arena that does not include a surcharge for use. The upcoming fee review plans to eliminate the surcharge at all Haldimand arenas, essentially lowering the lowest common denominator. Doing so may make other arenas more appealing and might alleviate some of the overuse experienced by the Hagersville Arena.

POOL PROGRAMS

Based on the importance of swimming skills due to the proximity of open water in and around the County, Haldimand should continue to provide swim-to-survive programming, and review participation levels and the demand for programming as new residents move into the County.

OTHER PROGRAMS & LOCATIONS

The County currently provides adequate programming, but there is a demand for additional programming options, especially due to the projected population growth. Prior to any additional program development, the County should improve their distribution of information (i.e. website and community guides). At current, neither the website nor the community guide successfully convey information in a clear, unified, or timely manner.

Programming can be offered through three (3) different frameworks: 1) County-driven, 2) partnerships, and 3) external sourcing. A combination of all three frameworks appears to be an appropriate avenue for Haldimand. The County does not have the capacity to run all programs, the volunteer-power of service groups are dwindling, and purely tasking external providers with program delivery would likely increase participation costs.

New program development should be explored through a trial/test-pilot basis because it provides opportunity to change, alter or cancel the trial if deemed unsuccessful (refer to the Program Design Guideline Checklist in the Section 6.3).

Additional programs should be offered in a financially accessible manner. Haldimand offers March Break camps for free, but a cost review should be conducted if and when the program is extended to full-day camps. Programs that use County facilities should also coordinate with the specific facility schedule to ensure amenities are consistently available – this includes walking tracks within the arenas during the summer months.



2018 RECOMMENDATIONS - PROGRAMMING

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

2. The County should continue to be involved as a direct programmer in areas where introductory level skills, instruction/training, broad appeal, and affordability are key criteria, and where there are no suitable non-municipal providers available to offer the services (i.e. Swimming, March Break Camps, etc).
3. The County should increase its emphasis on coordinating and facilitating recreation services within the community. When supporting programming provided by non-municipal agencies/groups, the County should consider the following:

INFORMATION & COORDINATION

1. Act as an “information broker” by centralizing information about program providers and opportunities within the community in an effort to provide enhanced customer service and to identify gaps and duplications in recreation programming.
2. Coordinate the efforts of community organizations through sharing of non-financial resources and involving all associated parties in the assessment of program needs.
3. Offer promotion and publicity opportunities for recreation programs offered by both municipal and non-municipal providers, throughout the County.

PROGRAM SUPPLY & IMPLEMENTATION

4. Advertise/recruit/partner with other organizations and providers to diversify the supply of programs using existing halls, spaces & parks.
 5. Continually review program needs through the implementation of a formalized procedure.
 6. Support the recruitment, training, and recognition of service groups/volunteers at a grassroots level in the provision of recreation programs in Haldimand County.
4. As the County and community recreation service providers explore new programming opportunities, all parties should continue to operate without competing with each other and instead complement the types of services that are delivered.

NEW (GENERAL)

5. The County should increase the clarity and distribution of information (i.e. website, community guides, etc.) regarding recreation programs offered (whether external or internal).

RECOMMENDATIONS CONTINUED

6. Convene and lead a healthy community stakeholder workshop consisting of other agencies, non-profit organizations, and program providers on how to improve health and programs within Haldimand County.
7. Support program opportunities in the following deficient areas:
 - Senior programming
 - Young Senior - healthy, active adult programming (mid-day) to suit newer trends
 - Youth programming
 - Arts & Culture
8. Actively develop and seek partners for small pilot programs each year to test new activities, locations and participation. Establish evaluation criteria for each pilot program and identify requirements to ensure if a program is viable for continuation. See Program Design Guideline Checklist (Section 6.3).
9. Continually evaluate the geographic distribution of programs, and review if necessary programs need to be added to specific locations. Alternatively, investigate the possibility of a transportation program to connect residents to recreation programs in other Haldimand locations. Coordinate with other divisions (Health, Economic Development, etc.) (See Senior's Centres rec. 26).

NEW (KIDS/YOUTH)

10. Consider extending March Break kids camps to be full-days (to accommodate the standard workday schedule), understanding that a fee-review should be conducted to determine if it is still financially responsible to be offered free-of-charge.
11. The County and community recreation service providers should explore ways to increase teen "drop-in" and unstructured recreational opportunities.
12. Develop free or low-cost teen programs that focus on life skills and developmental assets such as leadership, community service, outdoor education, and health.

NEW (ARENAS)

13. Hagersville currently exceeds the 1 ice pad to 550 user ratio. Monitor usage following the recent fee changes review (surcharge lift), if use continues to exceed ratio Haldimand should work with the Hagersville user groups to investigate how to reallocate use to other arenas (i.e. move open figure skating & women's hockey for one season as a test pilot). Note: this is ultimately based on scheduling opportunities.
14. Continue to test pilot adult ice programs (after school and work hours) to identify if there is a desire and high demand.

PROGRAM DESIGN GUIDELINE CHECKLIST

The Program Design Guideline Checklist is intended to be a framework for the County when developing new pilot programs or partnerships. It is structured to be a 'tear-away' section that can be used independently of the Service Plan. Overall, it highlights considerations from the initial stages of program development to the final program evaluation.



PROGRAM DESIGN GUIDELINE CHECKLIST

INTRODUCTION

This guide is designed to outline processes and provide a checklist to assist the Haldimand County in designing, planning, and implementing a new recreation program.

BENEFITS OF COMMUNITY PROGRAMS

- Create friendships
- Opportunity to 'Know your Neighbour'
- Provides a sense of belonging
- Community pride
- Creates safe communities
- Community support
- Learn new skills
- Share your talents and skills
- Explore community history
- Promote a healthy lifestyle
- Teach lifelong skills and tools
- Fun!

The following sections should be used as a reference to create safe, fun and inclusive recreation programs for community members, visitors and neighbours alike.

GETTING STARTED

The County should begin every recreation program development process by asking one vital question: "is there an identified interest or need for this program?" If yes, then the County can begin developing the program. To ensure all programs are created equally and all aspects of the program are fully defined and understood, the following checklist should always be used as a foundation to program development.

THE CHECKLIST

IN THE BEGINNING:

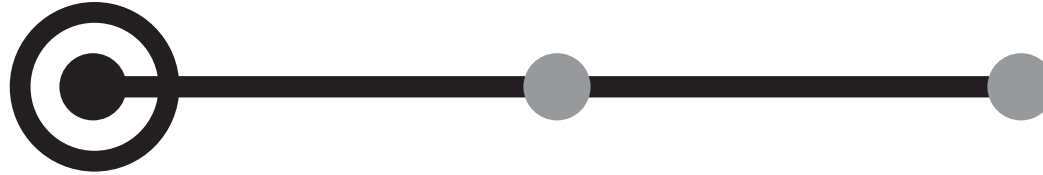
1. Define and organize the program goals
2. Understand the emerging trends, demographics, and potential barrier(s) to participation
3. Determine the funding sources, possible partnerships, budget development and fee structure

IN THE MIDDLE:

4. Choose/plan/develop the program spaces, program date and time, and market and advertise the program

IN THE END

5. Define the registration process and program delivery
6. Program evaluation



IN THE BEGINNING



1. Define and organize the program goals...

It is important to understand the desired outcomes of this program, as well as the opportunities it will create for community members and visitors alike. It is important to always create new opportunities and fill any existing gaps when developing new programs.

An organizational committee is recommended for any new program development. These committees should be composed of individuals who specialize in finance, marketing, site and facility set-up, as well as volunteer and staff recruiters. These committee members are the backbone of any new program and should have the time, understanding, commitment, and creativity to develop the program.

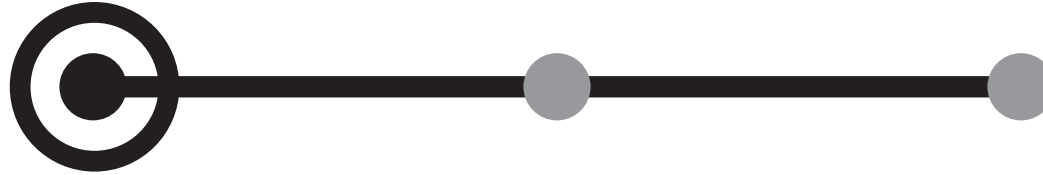


2. Understand the emerging trends, demographics, and potential barrier(s) to participation...

A thorough understanding of the community trends, demographics and potential barriers is vital in developing a successful, community-friendly program. Knowing the emerging trends in the area will determine if one program should be created prior to another, or even developed at all. The County should explore the possibility of partnering with other nearby communities who offer existing programs not currently offered in the County prior to developing a brand new program.

Based on the demographics of the County, it should be determined if there is enough capacity and interest to successfully implement and run the proposed program without suffering a substantial financial loss. This should also be considered when increasing capacity of existing programs – programs and participation can grow, but not at a loss. The needs of the County will determine if a test pilot program, survey, or focus group should first be explored prior to program development.

All participation barriers should be considered and as many as possible should be addressed with potential solutions or program adjustments (i.e. income, accessibility, program location, program day and time, and age of participants, etc.).



3. Determine the funding sources, possible partnerships, budget development and fee structure...

The County should explore the possibility of partnering with existing providers to offer a unique program specific to Haldimand County. Potential partnerships can include but are not limited to county organizations (i.e. libraries, schools and school boards, subject experts, etc.) and other parent, youth, or senior groups, as well as local businesses and organizations (i.e. Rotary Clubs).

These partnerships can additionally be explored as a source of funding. There are a variety of grants, incentive programs and financial assistance programs available from the Province of Ontario, large corporations, and even local community businesses (see Section 9 - Partnerships for more details). Partnerships should also be considered for coaches, instructors, and program moderators. Specifically, three partnership opportunities should be explored:

1. County-owned and operated
2. County and partner
3. Private enterprise owned and operated

It should also be determined if the program is independent or franchised (i.e. Tim Hortons day). If the program is offered through an external source, it is highly recommended that there be a contract to ensure completion of the program from start to finish (a year-length contract is recommended).

Once the background details have been finalized, it is then time to develop the budget for the program and the fee structure for its users. When creating the budget, it is important to understand what expenses are associated with running this program and who pays for the operation of the program (i.e. residents, participants, sponsors, grants, etc.). The fee structure should have expectations clearly defined (i.e. whether or not the County expect to make money on the program). It is highly suggested that a market comparison of similar programs in other Counties be explored to ensure Haldimand has realistic expectations of the program. A budget tracking system should be implemented and monitored to understand the financial success (or loss) of the program.



IN THE MIDDLE

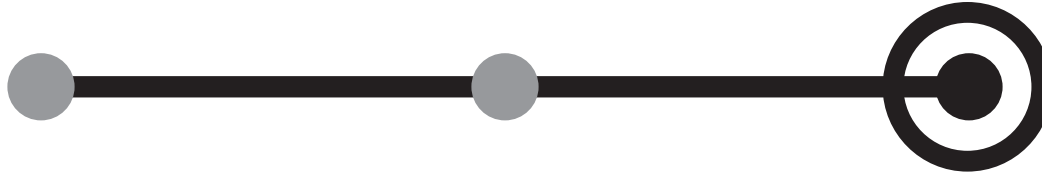
4. Choose/plan/develop the program spaces, program date and time, and market and advertise the program...

At this stage, the County has a thorough understanding of the community's needs and desires for a program, and understands how similar programs are run in other Counties. Haldimand is now ready to choose the program spaces, the program date and times of operation, and begin advertising and marketing the program to residents.

The County should look at what program spaces are available and suitable for the program (i.e. ice hockey cannot be offered without an ice pad). Appropriate space, available equipment, change rooms and accessibility are all important aspects to consider as well as the type of facility available (indoor vs. outdoor venues).

Once an adequate location has been determined, the County should seek availability and work to book days and times to run the program that will allow for the most participation (see the aforementioned potential barriers to participation).

The County shall now begin marketing and advertising for the program. The promotional information should be clear, concise, and include all relevant information such as program details, times, location(s), fees, contact information, registration information, and the cancellation policy. This information should be broadcast in a variety of media outlets such as, but not limited to, the County website, the recreation and culture guide, the local newspaper, magazines, radio advertisements, and highlighted on the community calendar.



IN THE END

5. Define the registration process and program delivery...

The County should clearly define the registration process for the program. Determine the best method to register (i.e. online, phone, email, etc.) and who shall collect and record all the pertinent information (i.e. name, address, division, age, medical conditions, allergies, etc.).

All staff must be confirmed and qualified to deliver the program they are offering (i.e. certification, training, CPR, etc.), and a criminal record check shall be required of all program staff. A written contract is recommended for all coaches, instructors, and staff, as well as a proof of liability. WSIB, CRA, and the County's insurance provider shall all be informed of any new programs, changes, or increases to any and all programs offered. Once participants have registered, and staff have been hired, the County can deliver the program.

There should be a program orientation offered to all staff and volunteers which shall include safety training, roles and responsibility orientation, a review of all required equipment and supplies as well as a reminder of the registration process.

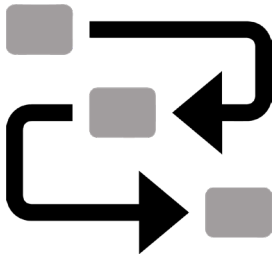


6. Program evaluation

A program evaluation is a vital part of any recreation services and should take place during all phases of a program.

It is suggested that a variety of methods be used to gather feedback (focus groups, online surveys, social media, questionnaires, etc.). Staff, volunteers, participants, parents and other associated parties should be encouraged to complete the evaluations. These evaluations can include criteria like, but not limited to, the following:

- Day/time/location of program
- Program content
- Equipment
- Efficiencies of program
- New or missing opportunities



NEXT STEPS

It is recommended that this Guideline is first used on a County-run test pilot program (based on a need and desire from the community) in order for staff to become familiar with, and review and test each phase. Once the test pilot is complete, and the County is confident using the guide, it should be marketed to external program providers illustrating clear, sequential steps and how the County may or may not have streamlined the process. It is paramount staff use the guide consistently and conduct unbiased assessments to ensure all programs are evaluated equally.

SECTION SEVEN



While many residents are pleased with the supply of existing outdoor recreation facilities, there are other activities gaining popularity that require new facilities or existing facility modification to satisfy those needs



LEISURE FACILITY ASSESSMENT

- 7.1 An Overview
- 7.2 Indoor Facilities
- 7.3 Outdoor Facilities



LEISURE FACILITY ASSESSMENT

AN OVERVIEW

The recreation facility recommendations for Haldimand County are in response to an assessment and analysis of current facility inventory, public feedback, participant data, population projections and recreation trends.

When possible, current and future facility requirements are determined using participant-based data, as it is more indicative of actual County-specific use/demand than population-based information. However, this is not always possible, therefore two methodological approaches were used to project future facility needs:

1. With participant-based data available the total number of sport-specific participants was divided by each community's population to determine a "User Percentage". The User Percentage was then used on future population predictions and applied to specific provision standards for each facility. The result is a total number of facilities required based on user percentage.
2. With participant-based data unavailable, the sport-specific provision standard is applied directly to the population, whether that be the entire population or a specific age cohort (i.e. youth ages 10-19, etc.).

The findings determine if there currently are, or will be, facility surpluses or deficits. The results are evaluated based on community feedback and geographic distribution to determine necessary actions and the time period in which they are required.

BEST PRACTICES IN PROVISION LEVELS

The following best practices highlight the target number of facilities recommended to serve either a specific user group or a segment of the population. When applied to populations, targets address whole populations which are most reflective of large urban centres or a collective population. Given the rural nature of Haldimand County, with approximately 54% of its population living outside of the 5 main urban centres (as reflected in the Canada Census data), provision standards should be used as a guideline only. Information from community consultation and stakeholder interviews will be used collectively with best practice targets to form appropriate recommendations.

Table 7-1 compares the provision standards from the 2006 Strategic Plan to other communities of similar size and composition as Haldimand County.

Table 7-1: Best Practices in Recreation Facility Provision Standards

		Haldimand (2006 P&R Master Plan)	County of Brant	Norfolk County	Centre Wellington	Cavan Monaghan	Guelph-Eramosa
Population		45,608	36,707	64,044	28,191	45,608	12,854
Area (km ²)		1,251 km ²	843 km ²	1607 km ²	407 km ²	306 km ²	291 km ²
INDOOR	Ice Pad	1/ 550 users	1/750 users	-	1/700 users	1/650 users	-
	Swimming Pool	1/45,000 pop Smaller communities could be 1/25,000 pop. if in concentrated urban area	1/25,000-50,000 pop.	1/-50,000 pop.	1/35,000 (not needed at this time)	1/25,000-40,000 pop.	1/25,000 - 30,000 pop.
	Gymnasium	1/50,000 pop.	1/50,000-100,000 pop.	-	1/40,000 pop	-	1/50,000 pop .
	Indoor Soccer	-	-	For communities bigger than 50,000 people	For communities bigger than 100,000 people	1/700-800 users	-
OUTDOOR	Soccer Pitch	1/50 users	1/90-100 users (multi use)	-	1 per 75-90 players	1/100 users	1/65 users
	Tennis Court	1/5,000 pop.	-	-	1/ 100 users or 1/4,000 pop.	1/5,000 pop.	1/4,000 pop.
	Ball Diamond	1/80 users	1/90-100 users	-	1/ 100 users or 1/4,000 pop.	1/120 users	1/3,000 pop.
	Basketball Court	1 full court/750 youth (ages 10-19)	-	-	1/800 youth	1 full court /1,000 youth (ages 10-19)	1 full court /1,000 youth (ages 10-19)
	Skatepark	1 per urban area (5) or 1/3,000 youth	-	-	1/5,000 youth	-	-
	Parklands	3 hectares per 1,000 residents - 0.75 Hectares per 1000 residents for Neighbourhood Parks 2.25/1000 for Community Parks	3 hectares per 1,000 residents	Community Parks - 1 ha per 1000 residents Neighbourhood Parks - 1 ha per 1000 residents Parkette - 0.3 ha per 1000 residents	3 hectares per 1,000 residents	3 hectares per 1,000 residents	3.7 hectares of parkland per 1,000 residents 5% land area or 1 hectare per 300 dwellings
	Splash Pad	-	-	-	1/3,500 youth aged 0-9	-	-
	Outdoor Ice Rink	-	-	-	-	-	-
	Playground	One site per 1,493 pop. or 1/206 children	1 within every 400-800m	-	-	-	-

7.2

INDOOR FACILITIES

Table 7-2 inventories Haldimand County's indoor recreation facilities and showcases the recommended provision standards as a basis for the evaluation and geographic distribution of facility supply. These standards are intended to be specific to Haldimand County.

Table 7-2: Indoor Facility Inventory & Provision Standards (County-Owned Facilities Only)

FACILITY TYPE	COUNTY INVENTORY	RECOMMENDED PROVISION LEVEL	CURRENT PROVISION LEVEL	REFER TO PAGE:
Ice Pads	5	1 per 550 organized participants	1 per 418 participants	94
Indoor Pools	0	1 per 45,000 population Smaller communities could be 1/25,000 pop. if in concentrated urban area	n/a	98
Community Centres/ Meeting Halls ¹	27 ¹	n/a	n/a	100
Senior's Centres	1	n/a	n/a	103
Youth Centres ²	0	n/a	n/a	105
Gymnasiums ³	0	1 per 50,000 population	n/a	107

¹ 24 of the County's 27 community centres/halls are operated by independent community partners.

² There is 1 Youth Centre in the County but it operated by a private group.

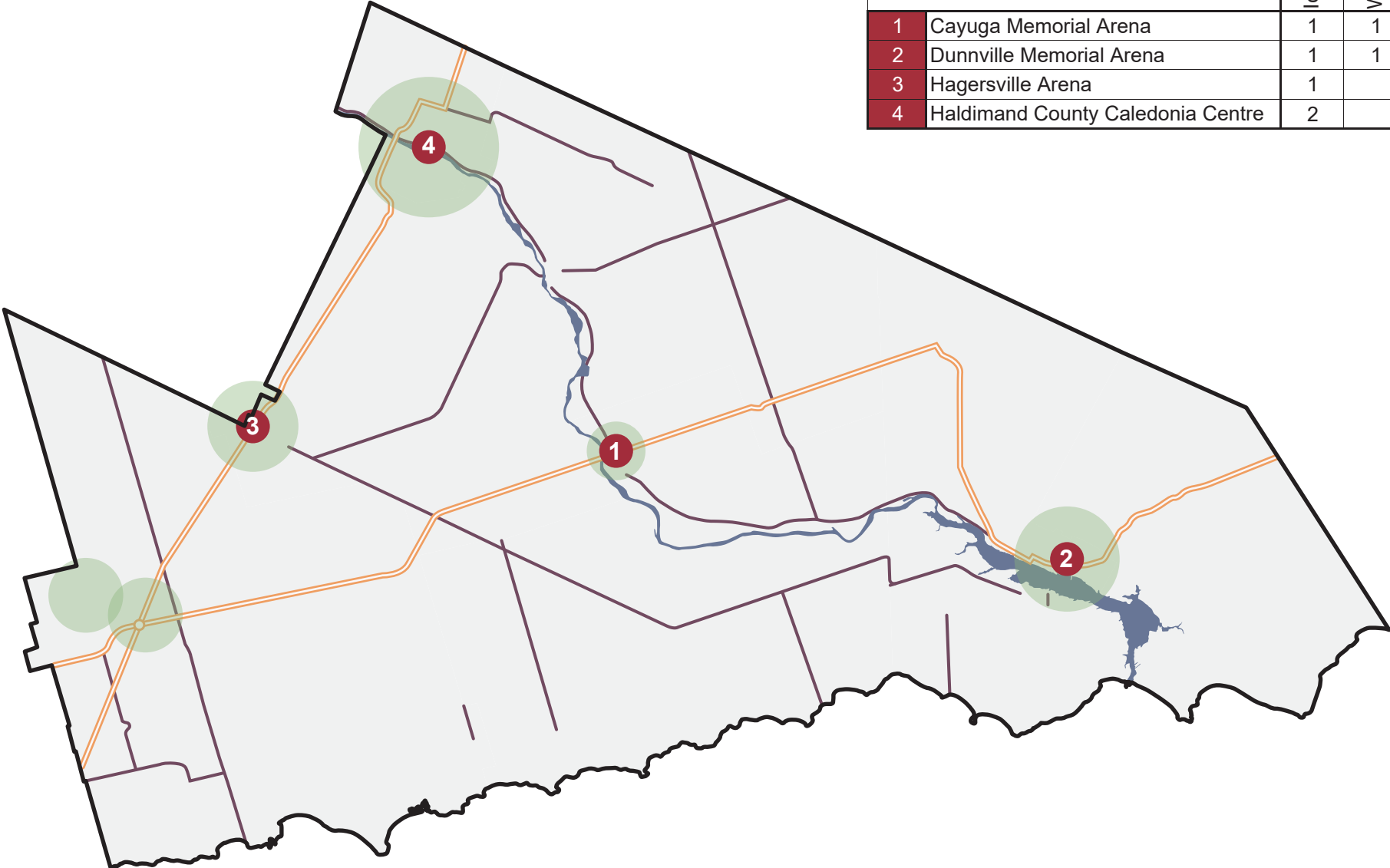
³ There are no County-owned gymnasiums, but some user groups use school gymnasiums after hours.

ARENAS

Table 7-3: Arena Tally

		Ice Pad	Walking Track	Event/ Meeting Space
1	Cayuga Memorial Arena	1	1	1
2	Dunnville Memorial Arena	1	1	1
3	Hagersville Arena	1		1
4	Haldimand County Caledonia Centre	2		1

Figure 7-1: Distribution of Arenas





INVENTORY

Haldimand County has four arenas with one located in each of Caledonia, Cayuga, Hagersville, and Dunnville. Caledonia is the only location with a second ice pad. It should be noted that the grounds surrounding the Dunnville Arena have space for an expansion of existing facilities to accommodate an additional ice pad, if required.

Hagersville is the last standing “older” arena the County continues to operate, as the other three were recently replaced. While all arenas serve multiple functions, Cayuga’s arena is the only ice surfaced also used by the Haldimand Curling Club. The summer of 2017 was the first in recent years to not maintain ice year-round in Caledonia. Due to low numbers, Council has decided to re-instate summer ice in Caledonia in the form of a test pilot program over the next three years, starting the summer of 2018.

The 2006 recommendations outline a standard of one arena per 550 users. This provisions still remains true and in line with other standard provisions.



WHAT WE HEARD

According to the sport association interviews, there is a concern over both a high demand for ice time, and a lack of storage at the Hagersville Arena. Due to changes in Hockey Canada regulations and requirements in coaching administration, Hagersville Minor Hockey requires more storage space for tyke equipment (i.e. bumpers). They felt that to satisfy their additional storage, there would have to be a reallocation of space among the Hagersville Arena user groups.

The online survey provided mixed reviews on the quality and condition of the Hagersville arena. In regards to the recent arena upgrades and changes, there were some positive responses, but others felt as the County was merely providing a “band-aid” solution.



ANALYSIS

Based on current users, the County does not require any additional arenas or ice pads. Hagersville Arena has the highest ice pad user ratio, but it is not high enough to justify an additional rink. The forthcoming lift in surcharge fees at other Haldimand arenas may help alleviate issues surrounding ice time availability. In addition, the possibility of relocating a few of the County ice-use programs could help reduce the high demand if people are willing to travel to other arenas.

By 2006, female participation in hockey was increasing and the recommendations highlighted the need to add additional smaller change rooms to accommodate the gender shift. Since then, additional rooms have been accommodated, but there is another social shift towards “all-gender” inclusively. This includes accommodation for all genders, regardless of their sexual orientation. Due to the nature of change rooms, the County should once again investigate available space for an all-gender change room. All-gender washrooms can typically be accommodated by the single family stall, but signage should be updated to reflect this inclusion.

Table 7-4 outlines the 2016 census data and the anticipated future population growth. The number of required ice rinks assumes the percentage of users in 2017 will remain consistent, therefore informing the number of future participants as the population grows.

Table 7-4: Ice Rink Demand Forecast

Location	2016 Pop.	Number of Users	User Percentage (of pop.)	Required Ice Pads for 2016 pop. (1:550) ²	Existing Rinks	2021 Pop. Est.	Number of Users based on User % ¹	Required Ice Pads for 2021 pop. (1:550) ²	2026 Pop. Est.	Number of Users based on User % ¹	Required Ice Pads for 2026 pop. (1:550) ²
Caledonia ³	9,675	717	7.41%	1.30	2	12,300	911.53	1.66	14,200	1052.34	1.91
Dunnville	5,760	406	7.05%	0.74	1	6,100	429.97	0.78	6,300	444.06	0.81
Hagersville	2,945	585	19.86%	1.06	1	3,500	695.25	1.26	4,000	794.57	1.44
Cayuga ³	1,710	380	22.22%	0.69	1	2,100	466.67	0.85	2,300	511.11	0.93
Overall⁴	45,608	2,088	4.58%	3.80	5	50,100	2293.65	4.17	53,300	2440.15	4.44

¹ Assumes the 2017 participation levels remain constant

² Uses 1:550 provision standard

³ Non-Responsive Groups: Caledonia Figure Skating Club, Cayuga Figure Skating Club, and Caledonia Oldtimers

⁴ Haldimand Rivercats Hockey participation divided between arena locations



2018 RECOMMENDATIONS - ICE PADS

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

15. The County should continue to maintain a standard provision of one ice pad per 550 organized users. The standard provision should be reviewed after 10 years. The existing arena supply is satisfactory and no additional ice pads are required during the planning period (see Programming, rec. 13-14).
16. The County should proceed with their plan for a 3-year pilot project for summer ice in Caledonia. At the end of the trial, the County should evaluate use and determine whether or not usage is sufficient to continue year-round operations.
17. Any existing facilities should undergo layout reconfiguration to ensure all washrooms and changerooms are provided.
 - 5 Changerooms Total (min.): (4) male or female use, (1) all gender/family
 - 3 Washroom Types: male, female, all gender/family
18. The County should undertake facility, programming, and participation audits throughout the next 10 years to accommodate the anticipated population growth (i.e. audits every 2 years), with infrastructure planning to occur only after the County has experienced continual participation increase.

NEW

19. All arenas should be made accessible.
20. Railings should be installed in the Hagersville Arena to improve access to the spectator area.
21. Adequate space accommodations (i.e. storage) should be made within all arenas to assist user groups who must act in accordance with Canadian sport mandates (i.e. including new equipment requirements from Hockey Canada).

INDOOR POOLS



INVENTORY

There are no municipally-owned or operated indoor pools in Haldimand County. Residents seeking indoor swimming opportunities must travel to Brantford, Hamilton, Port Colborne, Simcoe or Welland.



WHAT WE HEARD

The public consultation process revealed significant frustration and anticipation regarding an indoor aquatic facility. There was a definitive response indicating a desire for an indoor pool despite the associated high capital and operational costs. Many respondents suggested that an indoor multi-use recreation facility be constructed in conjunction with an indoor aquatic facility.



ANALYSIS

An indoor pool was identified to be outside the scope of this project. However, given the public demand, community feedback has been taken into consideration and applicable recommendations have been made.

The possibility of an indoor pool facility should be treated as an opportunity to create a multi-use recreational facility for Haldimand residents that could act as its own 'neighbourhood'. This topic should be further explored to determine the feasibility and justification for:

- a) Potential locations - land's capacity to grow, evolve and be added to over time (25-30 years);
- b) Feasibility and acquisition of land within 5 years;
- c) Indoor amenities (i.e. pool, gymnasium, fitness, climbing wall, youth room, senior's centre, etc.);
- d) Outdoor amenities (i.e. parks, fields, skate parks, playgrounds, passive spaces, etc.); and
- e) Possibility of developing surrounding areas to support users (i.e. stores, accommodations, connectivity by trails and roads, etc.).



2018 RECOMMENDATIONS - INDOOR POOLS

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

NEW

22. Conduct a Multi-Use Recreation Complex Feasibility Study in the next one to three years time. The study should include/encompass the feasibility of an indoor aquatic centre in conjunction with an indoor multi-purpose recreation facility to determine associated costs, potential locations, possible amenities, partnership options, etc. A multi-purpose facility will save on capital costs, will be the most operationally efficient for the County, and will provide a centralized location for the community members' indoor recreation needs.

COMMUNITY HALLS/ MEETING SPACE

INVENTORY



There are 27 community halls within Haldimand (not including schools or churches), and the majority are operated in partnership with the County or are owned/operated by a third party. The halls and meeting rooms are spread across the County, some operating as a stand-alone structure, while others are combined with arenas or other facilities. Many of the community halls double as meeting space, and a few halls have the ability to be subdivided into smaller rooms. To book a hall or meeting space, only three facilities are booked through the County and the remaining rooms have individual contacts. Table 7-5 on the following page provides a list of community halls and meeting spaces as well as their operator. At current, the County does not require any additional community halls or meeting space.

WHAT WE HEARD



Community Halls are well-valued assets in the community. The majority of people are satisfied with community halls operated by service groups and find booking relatively easy. The maintenance of these halls is also commended (i.e. Lions Community Centre in Jarvis).

ANALYSIS



The number of community halls is a result of the geographic distribution of Haldimand. Each community has its own facility that acts like a 'hub' for the immediate local community. Since the County amalgamated, the quantity appears as a surplus. The challenge lies in how frequently these facilities are used because booking is managed and operated through a secondary party. Traditionally, many of these facilities are managed by retirees and an older demographic.

Due to the age of some of the facilities and the challenge making them all compliant with guidelines provided by the Accessibility for Ontarians with Disabilities Act (AODA), users should be informed if a facility is not accessible. This advanced notice would hopefully deter any challenges or complaints about facility accessibility for the interim. As the population ages, these complaints are to be expected and will have to be addressed in the future. When upgrades or renovations occur on a building that is challenging to update to AODA compliance, the County should at minimum maintain the existing level of accessibility, if not improve it. Upgrades and renovations should never reduce the accessibility of a building or facility.

Table 7-5: Community Halls & Meeting Spaces

		Event/ Meeting Space	Facility Operated by the County	Facility Operated by a Community Partner	Facility Operated by Public Group
Caledonia					
1	Caledonia Fair Board (Exhibition Hall)	2			✓
2	Caledonia Kinsmen Hall	1			✓
3	Caledonia Legion, Branch 154	1		✓	
4	Caledonia Lions Hall	1		✓	
5	Caledonia Masonic Centre	1		✓	
6	Haldimand County Caledonia Centre (Remax Room)	1	✓		
Cayuga					
7	Cayuga Arena (McSorely Family Hall)	1	✓		
8	Cayuga Kinsmen Community Centre	1		✓	
Dunnville					
9	Dunnville Amity Lodge	1			✓
10	Dunnville Kinsmen Hall	1		✓	
11	Dunnville Community Lifespan Centre ¹	1		✓	
12	Dunnville Optimist Hall	2			✓
Hagersville					
13	Hagersville Arena (Almas Room)	1	✓		
14	Hagersville Agricultural Community Centre	1		✓	
15	Hagersville Community Centre	3		✓	
Jarvis/Townsend					
16	Jarvis Community Centre	1		✓	
17	Townsend Lions Hall	1		✓	
Rural Areas					
18	Blackheath Lions Hall	1			✓
19	Canboro Community Centre	1		✓	
20	Canfield Hall Community Centre	1		✓	
21	Cheapside Community Hall	1		✓	
22	Fisherville Community Centre	1		✓	
23	Lowbanks Community Centre	1		✓	
24	Nanticoke Community Centre	1		✓	
25	Rainham Centre Community Hall	1		✓	
26	Selkirk Centennial Community Centre	1		✓	
27	Seneca Centennial Hall	1		✓	

¹ One room that can be divided into two separate spaces



2018 RECOMMENDATIONS - COMMUNITY CENTRES/MEETING HALLS

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

23. The County, through the Haldimand County Community Hall Management Committees, should evaluate existing community meeting spaces for their potential to accommodate a wider range of programming opportunities (where feasible).

Where facilities are under-utilized and do not achieve an acceptable level of cost-effectiveness, the County should consider options for:

- (a) expanding marketing efforts;
- (b) modifying these facilities where demand warrants (i.e. upgrading, making them more multi-purpose, etc.); or
- (c) disposing of these facilities (i.e. sale or long-term lease of the facility to a community organization, selling the property outright, etc.).

The County should continue to review community halls/meeting space every 5 years.

NEW

24. The County should continue highlighting which community halls and facilities meet accessibility standards. If a facility does not meet accessibility standards, it should be made explicitly clear to people who are interested in booking or using the facility.

SENIORS CENTRES



INVENTORY

Currently Haldimand only has one Seniors Centre located in Cayuga. There are an additional two non-profit organizations that focus on program delivery for seniors - Haldimand Abilities in Hagersville, and the Community Support Centre: Haldimand-Norfolk in Caledonia. Dunnville is the only core urban location that does not have a facility or external provider for a senior centre. Other non-formal senior programming can take place in community halls, group meeting spaces, etc., however these are often self-regulated.



WHAT WE HEARD

The community consultation processes revealed a desire for more structured senior activities and locations, including dedicated space and programming. This desire was expressed County-wide and not location-dependent.



ANALYSIS

The trend of aging seniors is still a dominating factor within all recreation planning. The 55+ cohort will continue to increase in size, but the young senior is still very mobile and tends to be regularly active. Based on the demographics for the Greater Golden Horseshoe, the young senior age bracket will peak by 2021 and then shift into the 70+ bracket by 2031.

The demographics and income in Dunnville indicates they are in need for a seniors centre or easy access to a centre. Development of a recreation transit system dedicated to assisting citizens move around the County and accessing facilities and programs could be provided as an alternative to a dedicated facility. Due to 'centres' having operating costs, any new senior centres should be developed in conjunction with another facility. The centres should be multi-use, flexible, programmable space, and be designed to ensure that they have a secondary function if they are to be converted for an alternative use in the future.



2018 RECOMMENDATIONS - SENIOR'S CENTRES

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

25. A senior's centre should ideally be provided as part of a multi-use recreation complex within the next ten years (pending outcome of Indoor Pool rec. 22). In the interim, other strategic locations throughout the County (i.e. Dunnville) should be investigated for a potential senior's centre. Pending other municipal projects, there may be a possibility of developing a senior's centre in conjunction with another appropriate facility or to capitalize on a pre-existing facility. The facility should offer dedicated space for seniors as well as cross-programming opportunities with adjacent recreation facilities and links with health services, where possible. A Senior Centre Feasibility Study may be required.

NEW

26. Investigate the viability/feasibility of providing a Transit System to assist Haldimand residents with access to recreation facilities within the County. Note: This touches on the larger scheme of the County's consideration and deliberation of transit, yet it would certainly help in the delivery of programs (See programming rec. 9).

YOUTH CENTRES



INVENTORY

Similar to other municipalities, youth centres are usually provided by external, non-profit organizations who typically have their own space and programming. The only youth centre in Haldimand is the Dunnville Youth Impact Centre and it is a non-profit, charitable, Christian organization.



WHAT WE HEARD

Similar to seniors centres, there was a County-wide response and desire for more youth focused programming and space. Comments from the survey response should be used with caution due to anonymity and possibility of an adult's perception of what is needed rather than input from youth themselves.



ANALYSIS

Haldimand has an abundance of community halls and meeting space. The County should capitalize on existing space, but not at the sacrifice of location. Not all youth drive, or have access to a vehicle, so any youth centres or programming should be accessible by bike or foot. Youth should also be considered in the development process to ensure the space and programming is desirable to that demographic. If a youth centre is included in a multi-use space, youth should have a designated area that is deemed 'theirs'. This would create a space in which they feel comfortable, and could have fixed components dedicated specifically for youth (i.e. computer stations, games, etc.). Providing programs and opportunities for youth extends past 'organized sports' and needs to include unstructured opportunities that follow youth trends.

Approaching 2021, there will be a decrease in the number of youth in Haldimand, followed by a significant growth between 2031 and 2041. Given the demographic decrease, it is not immediately imperative the County develop a brand new youth centre. In the interim, the county should work with existing groups to develop programming at existing facilities. Test pilot sites are a good way to determine the need and desire in an area before developing anything permanent.



2018 RECOMMENDATIONS - YOUTH CENTRES

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

27. It is recommended that the County work with community organizations, libraries, and schools to enhance programming and programming sites for youth activities. Youth should be consulted in any public consultation process, especially when designing youth-focus facilities and programming.

NEW

28. A youth centre should be developed prior to the surge of the youth demographic in 2041. In the interim, pilot sites should be tested over the next 5-10 years before revisiting permanent locations in 2028. Consider versatile space to accommodate additional user groups (i.e. seniors). Dedicated space for youth would be necessary. Centres should be inclusive and non-denominational.
29. Possible youth centre locations could include, but are not limited to:
 - Surplus “halls/meeting space” or the option to retrofit vacant urban space through possible CIP and EDI initiatives;
 - Consider facilities with the capacity for all-day (permanent) use with amenities catering to youth (e.g. computer stations); and
 - A youth centre should ideally be provided as part of a multi-use recreation complex within the next ten years (pending outcome of Indoor Pool rec. 22).

GYMNASIUM SPACE



INVENTORY

Haldimand does not currently have a County-owned gymnasium. There are user groups who use school gymnasiums after hours, but the County is not involved with scheduling or use.

The recommendation of one public gymnasium per 50,000 people remains consistent with other planning standards.



WHAT WE HEARD

Members of the Haldimand community were adamant that more indoor recreation opportunities be made available for residents. This was deemed imperative given the seasonality of the County and the lack of activities available during winter months. The majority of people who expressed interest in such a facility were adults and those of the young senior populations.



ANALYSIS

There is no immediate need for a public, county operated gymnasium but it should be considered in 2021 as the population increases to 50,000. Any future facility should be constructed in a multi-use building or added to an existing facility, to reduce maintenance and maximize operating costs.

In the interim, the County has a surplus of other facilities (halls and ice surfaces) they could use to determine if there is a demand for a proper gymnasium. Height and space requirements for specific sports and activities would be limited to certain venues. The County should also investigate if they can better partner with school boards to utilize their existing facilities. One challenge with school gymnasiums is they are only offered after school hours, which does not cater to the young senior and senior demographic who seek mid-day activities.



2018 RECOMMENDATIONS - GYMNASIUMS

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

30. It is recommended that Haldimand County maintain a standard of providing one public gymnasium per 50,000 population.

Therefore, a new gymnasium development should be considered in 2021 to meet the anticipated population growth. A gymnasium is suggested to be constructed as part of a multi-use recreation complex to maximize operational efficiencies and diversify service provision through cross-programming opportunities.

In the interim, explore alternative spaces to use as gymnasium space (i.e. halls and ice surfaces) to determine demand for a proper gymnasium space. Other locations can also be considered (i.e. existing building retrofits and additions).

31. Continue to work with the School Boards to seek adequate arrangements with regards to gymnasium facilities and scheduling.

7.3

OUTDOOR FACILITIES

Table 7-6 provides a list of Haldimand County’s indoor recreation facilities and recommended provision standards to act as a basis for the evaluation and geographic distribution of facility supply. These standards are intended to be Haldimand specific.

Table 7-6: Outdoor Facility Inventory & Provision Standards (County-Owned Facilities Only)

FACILITY TYPE	COUNTY INVENTORY	RECOMMENDED PROVISION LEVEL	CURRENT PROVISION LEVEL	REFER TO PAGE:
Soccer Fields ^{1,3}	45	1 per every 50 participants	1 per 40 participants	110
Ball Diamonds ^{2,3}	33	1 per every 80 participants	1 per 54 participants	114
Basketball Courts	10	1 full court per 750 youth	1 per 561 youth	118
Tennis Courts	11	1 court per 4,000 population	1 per 4,146 population	121
Skateboard Parks	5 ⁴	1 per urban area	1 per urban area	125
Outdoor Swimming Pools	3	No additional pools are recommended	n/a	128
Outdoor Ice Rinks	2	-	n/a	131
Playground Locations	25	1 within 500-metres of all residential areas in the County's urban areas	n/a	133
Off-Leash Dog Parks	0	-	n/a	137
Other Sport Fields/Courts	0	-	n/a	140

¹ Includes soccer fields leased and or maintained by local soccer organizations.

² Includes ball diamonds owned, leased and or maintained by local ball organizations.

³ Each lit soccer or ball diamond is considered to be equivalent to two unlit fields/diamonds to due their extended opportunity for evening play.

⁴ The skate park in Townsend is a modular skate park.

SOCCER FIELDS

Figure 7-2: Distribution of Soccer Fields

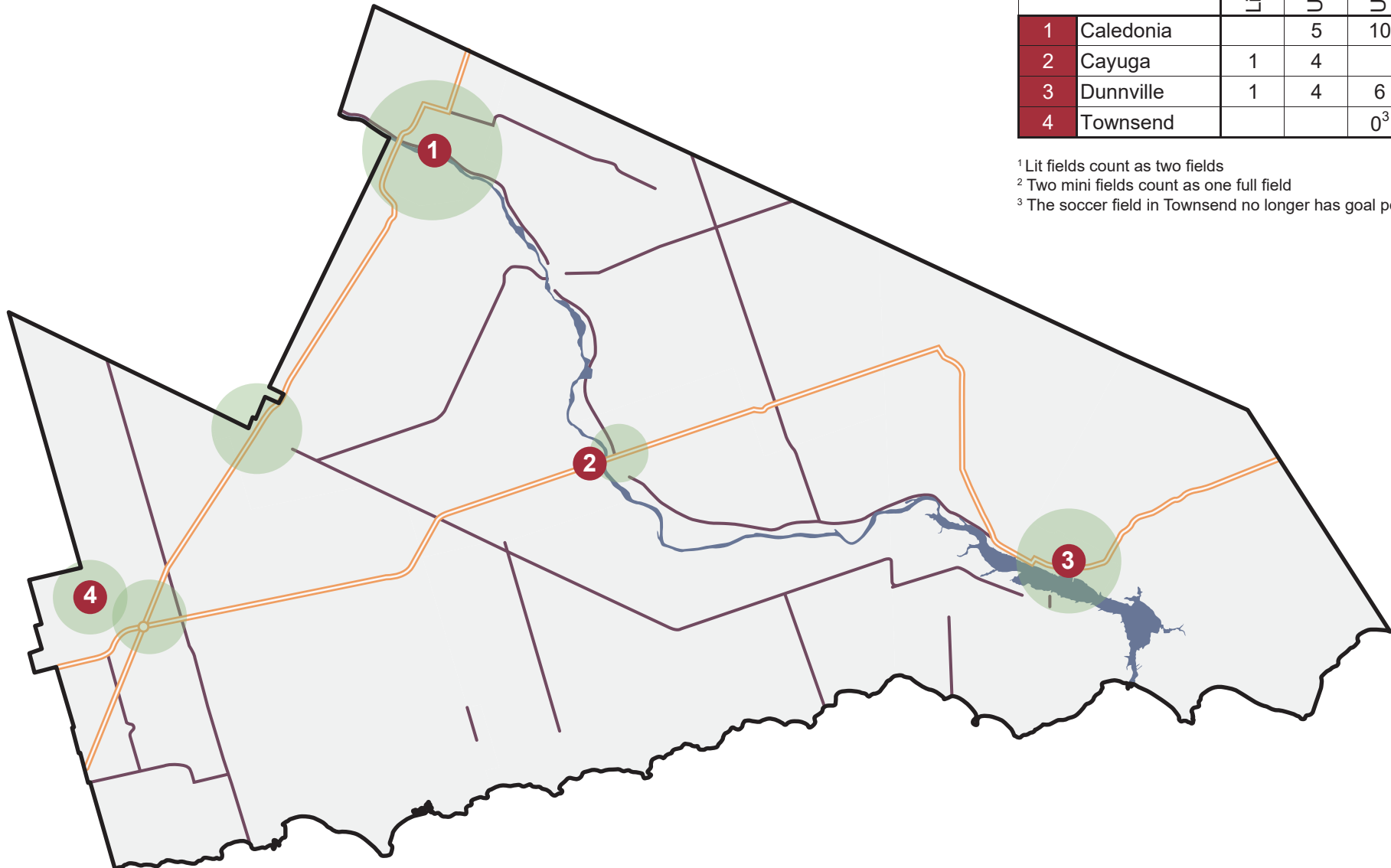


Table 7-7: Soccer Field Tally

		Lit Soccer Full ¹	Unlit Soccer Full	Unlit Soccer Intermed.	Unlit Soccer Mini ²
1	Caledonia		5	10	4
2	Cayuga	1	4		7
3	Dunnville	1	4	6	3
4	Townsend			0 ³	

¹ Lit fields count as two fields

² Two mini fields count as one full field

³ The soccer field in Townsend no longer has goal posts



INVENTORY

They County's soccer fields are solely located in Caledonia, Cayuga and Dunnville and includes:

- 2 Full Lit Fields;
- 13 Unlit Full Fields;
- 16 Unlit Intermediate Fields, and
- 14 Mini Fields

for a total of forty-five (45) fields. The majority of Haldimand soccer fields are centrally located within a 'Sport Complex' setting (Activity Park), which clusters the fields and their associated maintenance responsibilities together. Field maintenance within the complexes is based on various agreements with the user groups at each location. The 2006 Soccer Field Recommendations suggested the County adopt a standard of one soccer field per 50 participants. This standard is conservative but remains consistent with other standards.



WHAT WE HEARD

Participant inventory was gathered through the sport association/recreation group phone call surveys. Participation numbers were gathered for all Soccer Associations other than Dunnville Youth Soccer, whom were unreachable. The limited information for Dunnville reduced the ability to recommend anything specific for their Soccer Complex.

Haldimand Youth Soccer (Hagersville Branch) uses the local high school field as the County does not own any soccer fields in Hagersville. The Hagersville Branch expressed a desire for County fields because field maintenance is conducted by the school board and is out of their control. Additionally, the group feels they are using the available space as best as possible but have reached available capacity. They have a large number of returning youth (due to the new youth programming), which will further stress available space as they users graduate to using larger fields. If new fields were to be established in Hagersville, it would be ideal to keep them centrally located and connected to the town to ensure young referees are able to access the fields (i.e. bike/walk).

Haldimand Youth Soccer (Caledonia Branch) expressed concern over the uncertainty of field supply with the new sub-division development and associated increased population.



ANALYSIS

Out of the 45 available fields, only two are equipped with lights. The lit fields count as two because of the ability to extend field use into night-time hours, while mini fields are considered as only a half field because of their limited use. Therefore, County wide, there are 40 available fields once lights and mini fields are considered.

Based on current participation numbers, there is a County-wide surplus of fields but they are not evenly distributed by demand. At a local level, Caledonia will require an additional three fields and Hagersville will require one additional field by 2021. Within Cayuga, they will have a surplus of three fields in 2021.

Jarvis and Townsend also do not have a soccer field. It was commented on in the community consultation process that the only sport fields available in the two areas are programmed for baseball.

Table 7-8 outlines the 2016 census data and the anticipated future population growth. The number of required fields assumes the percentage of users in 2017 will remain constant, therefore informing the number of future participants as the population grows.

Table 7-8: Soccer Field Demand Forecast

	2016 Pop.	User Percentage (of pop.)	Number of Users Based on User % ¹	Required Fields for 2017 Pop. (1:50) ²	Existing Fields	2021 Pop. Est.	Number of Users Based on User % ¹	Required Fields for 2021 Pop. (1:50) ²	2026 Pop. Est.	Number of Users Based on User % ¹	Required Fields for 2026 Pop. (1:50) ²
Caledonia	9,675	8.27%	800.00	16.00	17.00	12300	1,017.05	20.34	14,200	1,174.16	23.48
Cayuga	1,710	14.62%	250.00	5.00	9.50	2100	307.02	6.14	2,300	336.26	6.73
Dunnville ³	5,760				13.50	6100			6,300		
Hagersville	2,945	9.85%	290.00	5.80	0	3500	344.65	6.89	4,000	393.89	7.88
Jarvis/Townsend	1,040				0	3800			3,900		
Rural	24,478				0	22300			22,600		
Total	45608	3.60%	1,641.00	32.82	40.00	50100	1,802.62	36.05	53,300	1,917.76	38.36

¹ Assumes the 2017 participation levels remain constant

² Uses 1:50 user provision standard

³ Non-Responsive Groups: Dunnville Youth Soccer



2018 RECOMMENDATIONS - FIELDS

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

32. Haldimand should continue to maintain a standard of one soccer field for every 50 participants. The County and local soccer clubs should monitor registration levels to ensure that this standard and the supply remains appropriate in future years.
33. Based on the recommended provision standard, the overall County has a surplus of fields, but specific urban centres will be at deficit in the future. Strategies for meeting demands include expanding existing complexes, converting under-used ball diamonds in County parks for soccer use, increasing usage of school fields, or adding lights to an existing field in order to expand the functional supply.
 - Caledonia will require an additional three (3) fields by 2021. Until additional fields are constructed, the County should consult with user groups to investigate if select teams would use the surplus fields available in Cayuga. The County could also investigate the Cayuga fields for alternative field use (i.e. ultimate frisbee, etc.).
 - The County does not own any fields in Hagersville. The association uses the high school, but it is reaching capacity. They will require one (1) additional field in 2021. The County should identify/develop a centrally-located field within Hagersville.
 - In the medium term, the County should investigate the need for a field for either Jarvis or Townsend to provide alternative recreation opportunities other than baseball.
34. In assessing supply and demand, each lit field should be considered equivalent to 2 unlit soccer fields due to the increased usage potential of the lit facility. The County should investigate the use of lights to minimize area footprint and maintenance. Consult user groups to determine preferences and partnership opportunities for lit vs. unlit fields prior to development.
35. The County should continue to cluster field complexes (to reduce maintenance costs and benefit from better use of resources), but not at the sacrifice/disregard of stand-alone fields when required.
36. Dunnville Soccer Complex fields are reported to be of adequate condition in regards to water-related damage. Any additional field expansion at the Dunnville Complex should consider drainage and new maintenance standards.
37. The County should continue to use and follow the Field Management Grant policy in regards to coordination between HYS and the County.

BASEBALL DIAMONDS

¹ Lit fields count as two fields

² Practice Scrub fields will not be included in the active field count

³ Of the 8 diamonds in Caledonia, 6 are located at Henning Park which is privately owned

⁴ Includes Dunnville Lions Park diamond as a "lit" field although the lights do not cover the full extent of the outfield

⁵ Lights no longer functional

⁶ Decommissioned

Figure 7-3: Distribution of Ball Diamonds

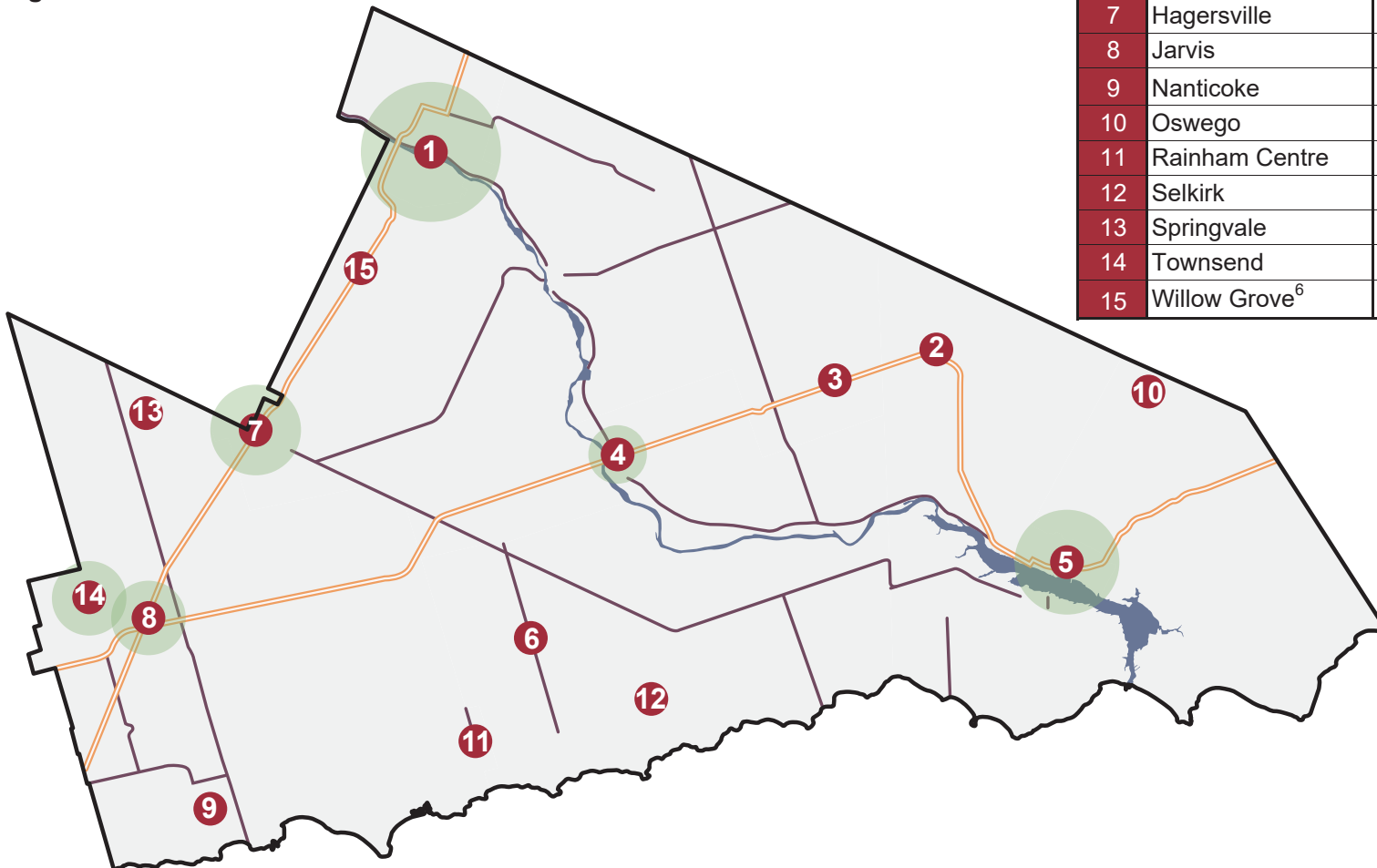


Table 7-9: Ball Diamond Tally

		Lit Baseball ¹	Unlit Baseball	Lit Softball ¹	Unlit Softball	Practice Scrub ²
1	Caledonia ³	1	1	2	4	0 ⁶
2	Canborough					1
3	Canfield					1
4	Cayuga			1		
5	Dunnville			3 ⁴	1	
6	Fisherville			2	1	
7	Hagersville			2	1	
8	Jarvis			2		1
9	Nanticoke				1 ⁵	
10	Oswego					1
11	Rainham Centre					1
12	Selkirk			1		1
13	Springvale				1	1
14	Townsend			1	1	
15	Willow Grove ⁶			0	0	



INVENTORY

Throughout the County there are a total of thirty-three (33) ball diamonds distributed as follows:

- 1 Lit Baseball Diamond
- 1 Unlit Baseball Diamond
- 14 Lit Softball Diamonds
- 10 Unlit Softball Diamonds
- 7 Practice Scrub Fields

Of the 33 fields available in Haldimand, 26 locations are considered acceptable for game use (does not include practice scrub). As lit diamonds are counted as two diamonds due to the extended opportunity for evening use, this results in a total of 41 diamonds available for game use (26 diamonds + all lit diamonds equaling two).

It should be noted this total includes Henning Park which is privately owned and operated, but still contributes to the overall supply of diamonds available in Caledonia, as well as recreation opportunities for citizens. While fields are distributed across the County in both urban and rural areas, the majority of diamonds deemed to be 'practice scrub' are often located in rural areas. The 2006 Ball Diamond Recommendations suggested the County adopt a standard of one diamond per eighty (80) participants. This standard remains consistent with other standards, however does not include scrub fields.



WHAT WE HEARD

Participation inventory was gathered through sport association/recreation group phone-call surveys. Many groups provided total participation numbers or the number of teams, plus players per team. There were a few unresponsive teams which reduces the accuracy of diamonds potentially required in the future.

The results of the surveys indicated ball groups are “just making due” with the fields that are available. Some adult groups indicated they are “holding off” on increasing the participation age brackets due to the lack of available fields and organization, while other adult groups have continued to expand.

One group was disappointed in the conversion of the Edinburgh Square diamond into a passive park (“practice scrub”) without consultation. The Caledonia Athletic Softball Association (CASA) historically was responsible for maintaining the diamond, but since they were no longer using the field themselves, it was converted to a passive park receiving little to no maintenance (outfield grass is still cut). The baseball group, who also used the fields, feels the location and size of the diamond is great for younger players as they do not have to go to larger complexes, often located on the periphery of communities. This group has since experienced a decrease in participation.



ANALYSIS

Based on the participation levels and the provision standard (1 diamond per 80 participants), 23.7 diamonds are required. On a County-wide level, this leaves the County with a surplus of diamonds.

At a local level, based on the participation numbers and provision standards, there is a field deficit in Caledonia and Dunnville. This reinforces feedback received from the local ball groups.

To satisfy the number of required diamonds at current participation levels, Caledonia requires an additional diamond immediately and another three diamonds by 2021. In addition, the diamond currently located at Edinburgh Square Park (deemed 'practice scrub' and not considered acceptable for game use) is slated for removal due to a lack of parking and safety issues surrounding its proximity to the road. Decisions related to any kind of park changes warrant a community consultation process to determine future use.

Dunnville also requires an additional field immediately, however this could be satisfied by extending the lights at Lions Park (note: Dunnville Lions Park diamond was counted as one due to the cast of the lights not extending far enough into the outfield for adult night games). Dunnville has added a 'tyke' field to Kinsmen Park, and while this field does not cater to all age groups, it may help alleviate some of the demand placed on existing fields for the time being. However, the County should continue to explore additional adult-sized ball diamond options in Dunnville.

Table 7-10 outlines the 2016 census data and the anticipated future population growth. The number of required diamonds assumes the percentage of users in 2017 will remain consistent, therefore informing the number of future participants as the population grows.

Table 7-10: Ball Diamond Demand Forecast

	2016 Pop.	Users Percentage	Number of Users Based on User % ¹	Required Fields for 2017 Pop. (1:80) ²	Existing Diamonds	2021 Pop. Est.	Number of Users Based on User % ¹	Required Fields for 2021 Pop. (1:80) ²	2026 Pop. Est.	Number of Users Based on User % ¹	Required Fields for 2026 Pop. (1:80) ²
Caledonia ⁴	9,675	9.92%	960.00	12.00	11	12,300	1,220.47	15.26	14,200	1,408.99	17.61
Cayuga ⁴	1,710				2	2,100			2,300		
Dunnville ³	5,760	9.95%	573.00	7.16	6	6,100	606.82	7.59	6,300	626.72	7.83
Hagersville	2,945	6.79%	200.00	2.50	5	3,500	237.69	2.97	4,000	271.65	3.40
Jarvis/Townsend	1,040	16.35%	170.00	2.13	7	3,800	621.15	7.76	3,900	637.50	7.97
Rural ^{4,5}	24,478				9	22,300			22,600		
Total	45,608	4.75%	2,165	27.06	40	50,100	2,378.23	29.73	53,300	2,530.14	31.63

¹ Assumes the 2017 participation levels remain constant

² Uses 1:80 user provision standard

³ Dunnville Lions Park diamond was counted as one (1) due to the outfield lights not extending far enough for adult games

⁴ Non-Responsive Groups: Caledonia Minor Hardball, Caledonia Athletic Softball (analysis uses 2006 report participation), and Cayuga Minor Hardball. Unknown contact for Fisherville Men's and Ladies Slo-Pitch and Fisherville Minor Sports.

⁵ Grand River, River Dogs Gihe'gowahneh (Haldimand Minor Ball) participation divided between field locations



2018 RECOMMENDATIONS - BALL DIAMONDS

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

38. The County should maintain the standard of one playable ball diamond for every 80 participants (does not include scrub fields). Based on this standard, the overall County has a surplus of diamonds, but specific urban centres are at a deficit.
39. Based on the overall County-wide diamond to user ratio, there is a surplus of fields, but at a local level there remains diamond deficits in Caledonia and Dunnville.
 - Based on the rate of participation, Caledonia needs one (1) field immediately and an additional three (3) by 2021.
 - Dunnville requires one (1) additional field immediately. Note: While the installation of a new tyke field at Kinsmen Park in 2018 will satisfy field demand for youth games, it is likely that there will still be a field shortage for practice space and adult leagues may have to continue to withhold an increase in participation numbers.
 - If participation percentages remain constant, Dunnville will require an additional ball diamond by 2026.
 - Should the need for additional park facilities (i.e. soccer fields) arise in the future, certain ball diamonds (specific locations to be determined) can potentially be converted without negatively impacting the supply of diamonds due to the County-wide surplus. The County should investigate which fields are surplus and reprogram this space if needed; unlit fields should be decommissioned first.
 - If more fields are deemed necessary, the County could consider upgrading scrub fields and/or upgrading an existing field to include light standards to satisfy demands, prior to full, new development.
40. Decisions to remove ball diamonds from the system (if required for other uses) should be made in consultation with local ball associations. It may also be appropriate to consider upgrading or installing lights on an existing diamond if one or more fields are redeveloped for non-baseball purposes; this will help to improve the quality of, and maximize the usage of, existing diamonds.
41. Each lit diamond should be considered to be equivalent to two unlit diamonds due to the increased usage potential of the lit facility.
42. Should requests be received from the community for additional ball diamonds, the County should continue to evaluate participation levels and do so in partnership with local organizations.

BASKETBALL COURTS

Figure 7-4: Distribution of Basketball Courts

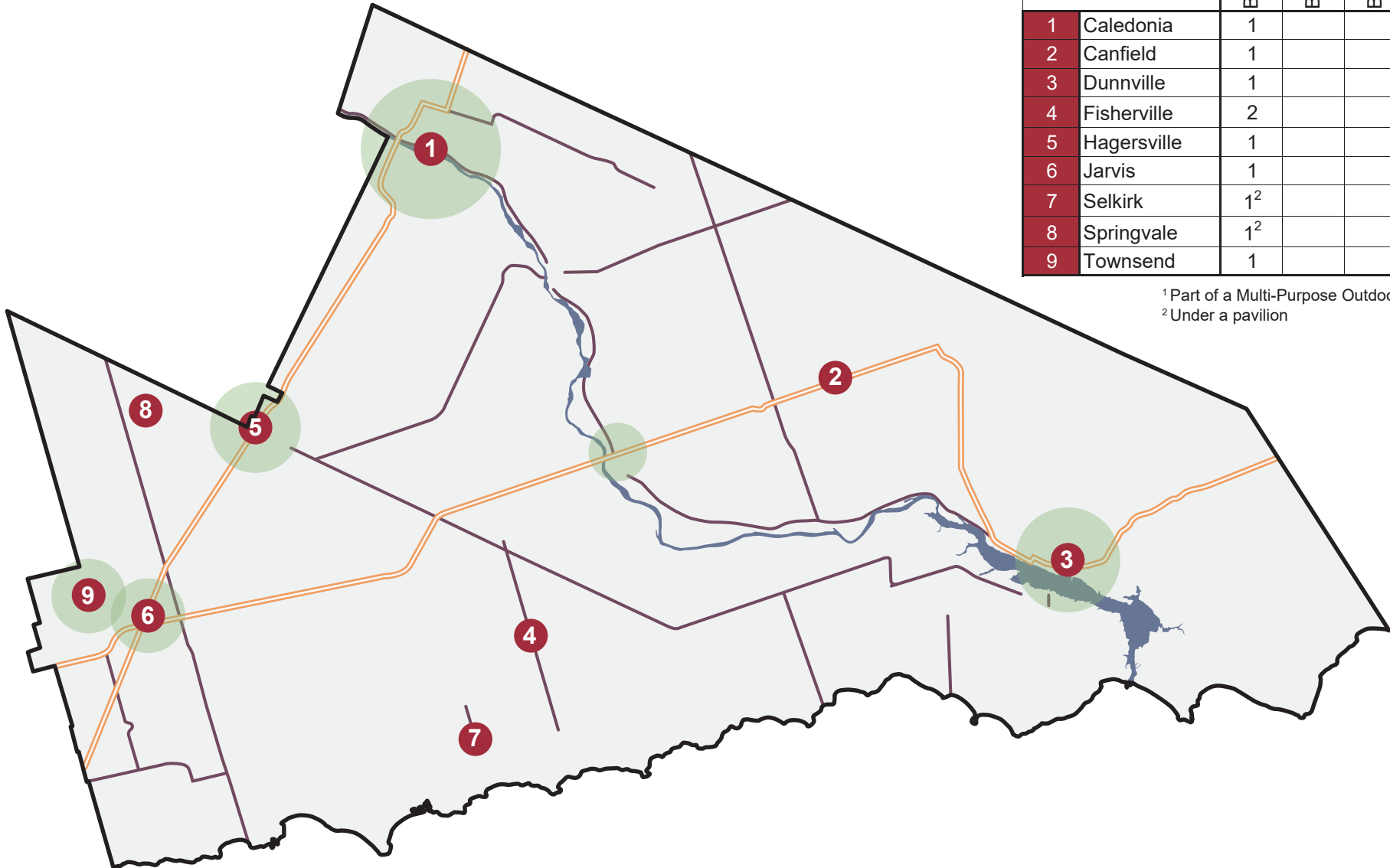


Table 7-11: Basketball Court Tally

		Basketball Full Court	Basketball Half Court	Basketball Single Hoop	Multi-Use Courts
1	Caledonia	1			Y
2	Canfield	1			Y
3	Dunnville	1			Y
4	Fisherville	2			Y ¹
5	Hagersville	1			Y
6	Jarvis	1			Y
7	Selkirk	1 ²			
8	Springvale	1 ²			
9	Townsend	1			Y

¹ Part of a Multi-Purpose Outdoor Facility

² Under a pavilion



INVENTORY

Across the County, there are ten (10) full basketball courts, located in Caledonia (1), Canfield (1), Dunnville (1), Fisherville (2), Hagersville (1), Jarvis (1), Selkirk (1), Springvale (1), and Townsend (1). The only urban area without a court is Cayuga.

The Avalon development draft park plan illustrates the intent to include basketball courts (2), indicating potential additional courts in Caledonia.

The 2006 service standard recommendation suggested one basketball court is provided per 750 youth (ages 10-19), irrespective of half vs. full courts. This suggested service standard is still applicable and in line with other standards used in Ontario.



WHAT WE HEARD

County residents appear to be satisfied with the basketball court facilities. The multi-sport lines have also been well-received.



ANALYSIS

Based on the 2016 census data, there were 5605 youth within Haldimand (ages 10-19), 2640 within urban/town areas and 2965 in the rural areas. Based on the provision standard of 1 court per 750 youth, a total of 7.47 courts would be required to satisfy the 2018 population.

In a County-wide context, there is an excess of courts - currently 10 full courts to satisfy the current youth population. However, if the standard provision ratio is applied at a community context, Caledonia is at a deficit of 0.93 courts. Given the anticipated growth in Caledonia, additional courts are required immediately.

Cayuga, although lacking in youth population (190 in 2016), is the only major urban centre in the County without a basketball court. The County should consider exploring Cayuga as a future location for a basketball court.

Figure 7-12: Basketball Court Demand Forecast

	2016 Youth Pop.	Required Courts for 2016 Pop. (1:750 youth) ¹	Existing
Caledonia	1445	1.93	1
Cayuga	190	0.25	0
Dunnville	585	0.78	1
Hagersville	300	0.40	1
Jarvis	120	0.16	1
Townsend	n/a	0.00	1
Rural Areas	2965	3.95	5
Total:	5,605	7.47	10

¹ Uses a 1:750 youth provision standard



2018 RECOMMENDATIONS - BASKETBALL COURTS

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

- 43. The County should adopt a provision standard of one court per 750 youth (ages 10-19). This could apply to either full or half courts.
- 44. Currently, the overall County ratio exceeds the required standard provision (i.e. there is a surplus of courts). Yet, based on local population ratios, Caledonia will require an additional court in the short-term, while Cayuga does not currently have a court. Therefore, the County should:
 - Investigate a future court location within Cayuga;
 - Ensure courts are included in the future Avalon development (Caledonia);
 - A basketball court may be included in a future multi-use recreation complex; and
 - Investigate if any courts are not being used and are considered surplus (decommission or find alternative use if necessary).

Half courts are preferred over full courts and siting of the courts within parks should consider implications related to visibility, vandalism, safety, accessibility and noise impacts to surrounding properties.

TENNIS COURTS

Figure 7-5: Distribution of Tennis Courts

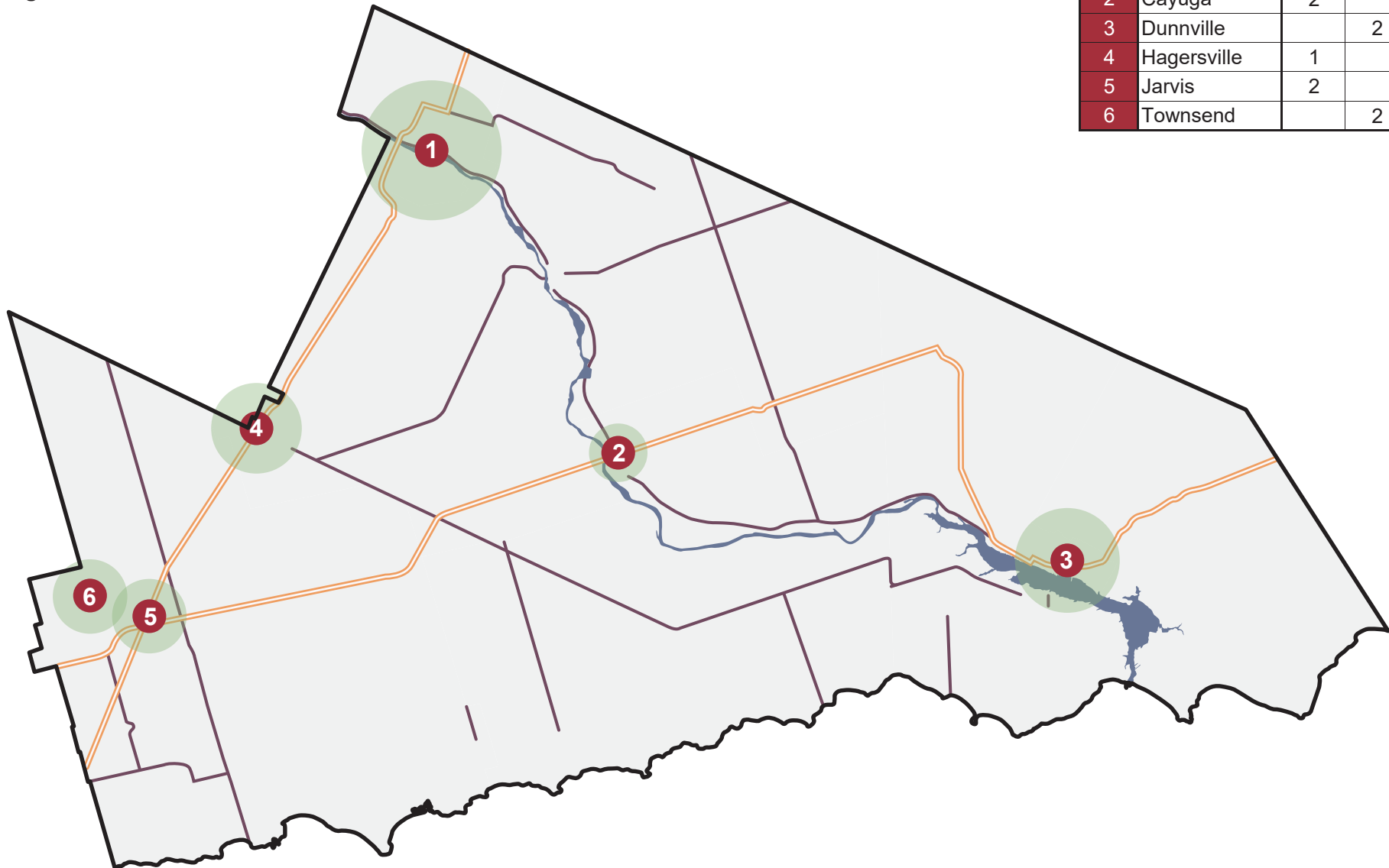


Table 7-13: Tennis Court Tally

		Lit Tennis	Unlit Tennis	Multi-Use Courts
1	Caledonia	2		
2	Cayuga	2		
3	Dunnville		2	
4	Hagersville	1		
5	Jarvis	2		
6	Townsend		2	



INVENTORY

There are eleven tennis courts across Haldimand, all in various conditions and experiencing varying use. Not included in the inventory is court space at Townsend Forest Park that is currently being used for an alternative use (modular skate park facility). There are still two active tennis courts at this location.

The tennis courts in Cayuga Kinsmen Park were previously managed by an independent group, but were recently turned over to the County in 2017. All of the courts are lined for tennis, but do not accommodate other court uses/sports that could use the same net (i.e. pickleball). It should be noted that all tennis courts are located within urban areas - there are no courts in the rural areas.



WHAT WE HEARD

Pickleball continues to be a popular trend among the young senior population. From the online survey, there is a group of people from Jarvis that currently travel out of the County for pickleball courts.



ANALYSIS

The demand and distribution of tennis courts is unbalanced which is likely due to the trend of developing two courts at one time (as outlined in the 2006 recommendations). Development of courts in pairs maximizes the required fencing more than a stand-alone court, but in locations similar to Jarvis and Townsend this results in a surplus of courts.

At the local level, aside from Caledonia and the rural areas, the rest of Haldimand experiences a surplus of courts. Caledonia has a deficit of 0.42 courts, and the rural areas have a deficit of 6.12. Based on population alone, the provision standard suggests there should be six tennis courts located in the rural areas, but the dispersal of the population over a large geographic area makes this difficult to achieve. Previously, there were tennis courts located in Selkirk which have since been removed and may be an indication that there is not a concentrated demand for tennis courts in these areas. However, demand should be closely monitored into the future and the supply of tennis courts in rural communities should respond accordingly.

Table 7-14 outlines the 2016 census data and the anticipated future population growth. The number of required courts uses the standard provision of 1:4000 population, therefore informing the number of future participants as the population grows.

Table 7-14: Tennis Court Demand Forecast

	2016 Pop.	Required Courts for 2016 Pop. (1:4000) ¹	Existing	2021 Pop. Est.	Required Courts for 2021 Pop. (1:4000) ¹	2026 Pop. Est.	Required Courts for 2026 Pop. (1:4000) ¹
Caledonia	9,675	2.42	2	12,300	3.08	14,200	3.55
Cayuga	1,710	0.43	2	2,100	0.53	2,300	0.58
Dunnville	5,760	1.44	2	6,100	1.53	6,300	1.58
Hagersville	2,945	0.74	1	3,500	0.88	4,000	1.00
Jarvis/Townsend	1,040	0.26	4	3,800	0.95	3,900	0.98
Rural	24,478	6.12	0	22,300	5.58	22,600	5.65
Total	45,608	11.40	11	50,100	12.53	53,300	13.33

¹ Uses a 1:4000 population provision standard



2018 RECOMMENDATIONS - TENNIS COURTS

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

- 45. The County should adopt a new standard of one public tennis court for every 4,000 people to accommodate shared-court uses (i.e. tennis and pickleball).
- 46. County-wide there is a surplus of tennis courts. However, the County should maintain all courts and review if use increases with the addition of pickleball lines (see Tennis Court, rec. 48).
 - There is a demand for an extra 0.42 court in Caledonia (2018). Since courts should be developed in clusters of two it is recommended that Caledonia receive an additional two (2) courts. Ensure these courts are included in the Avalon park development to meet standards until 2026.

RECOMMENDATIONS CONTINUED

NEW

47. The County should continue to develop a minimum of two courts per site in the more urban settings, but consideration should be given to developing single courts in rural areas. All future courts and/or any court resurfacing should be designed to be multi-use and flexible (i.e. pickleball).
48. The County could use the existing inactive court in Townsend (Forest Park) as a test pilot project for pickleball lines and monitor use. (Note: this may cause a user conflict with the adjacent skate park, but if a divider fence was erected and a separate entrance used, this could serve as a good trial site).
49. Cayuga's tennis courts require upgrading and resurfacing. Possible relocation could be considered, and if so it is recommended it coincide with a community consultation process.

SKATEBOARD PARKS

Figure 7-6: Distribution of Skate Parks

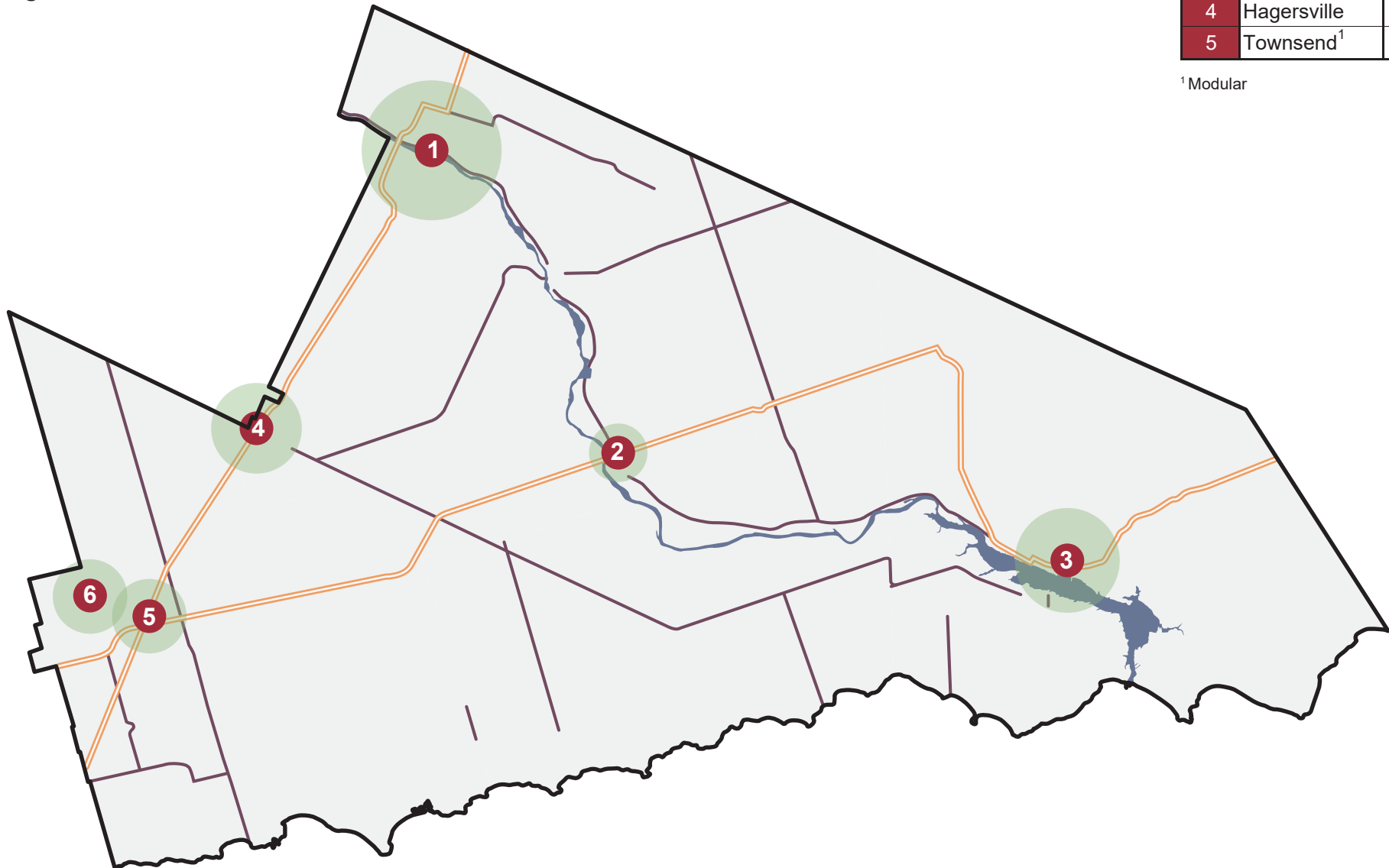


Table 7-15: Skate Park Tally

		Skatepark
1	Caledonia	1
2	Cayuga	1
3	Dunnville	1
4	Hagersville	1
5	Townsend ¹	0.5

¹ Modular



INVENTORY

In total there are five (5) skate park facilities in the County located at:

- McKinnon Park (Caledonia);
- Kinsmen Park (Cayuga);
- Lions Park (Dunnville);
- Lions Park (Hagersville); and
- Forest Park (Townsend).

The skate park facilities in Caledonia, Cayuga, Dunnville, and Hagersville are fixed structures, while the skate park in Townsend is modular (located on a decommissioned tennis court). It is important to note that skate parks are currently partner-funded, in that if a community desires a skate park facility they must go through the CPP process.



WHAT WE HEARD

Skate parks appear to be highly-valued and well-used assets in the County. The Skate park in Cayuga is slated for upgrades in 2020 and residents have expressed concerns that the current location of Kinsmen Park might not be the most ideal spot for this type of facility.

Another concern brought about through the public consultation process is the presence of some unlawful activities occurring at the skate park. Additional lighting or better monitoring and enforcement was suggested to mitigate these concerns.



ANALYSIS

Skate boarding and BMXing continue to grow in popularity throughout the youth demographic. Best practices suggest a standard provision of one skate park per 3,000 youth (ages 10-19) in urban areas. However, due to Haldimand County's unique composition and large geographic area, it is difficult to apply such a provision. The previous service plan suggested a standard of one skate park per urban area (Jarvis/Townsend considered to be one) - this provision remains true.

The skate park in Cayuga is being replaced in 2020 and it is recommended that either an alternative site be considered, or further development and programming occur in Kinsmen Park to increase safety and attract more users.

It appears as though the modular skate park in Townsend is sufficient, but its use should be closely monitored to determine if a fixed park is necessary. In the interim, the County should replace and/or upgrade any modular components that are worn out.

Additionally, the County should closely monitor whether an additional skate park is required on the north side of the river in Caledonia to satisfy any associated demand with the new development. Rivers act as a major barrier to accessibility of spaces and therefore McKinnon Park might not be an attainable location for some.



2018 RECOMMENDATIONS - SKATEBOARD PARKS

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

50. A skateboard park should be provided in each of the County's five urban areas. Previously, the modular skate park in Townsend satisfied the demand for both Jarvis and Townsend, however due to transportation barriers the demand for a separate facility in Jarvis should be explored. Additional skate parks could be supported in small areas if sufficient community support exists. Note: Historically the desire for a skate park has gone through the CPP process.
51. Local youth and skateboarders (as well as in-line skaters and trick cyclists) should be consulted prior to determining a specific location and design for any new facility.
52. Consideration should be given to incorporating small-scale, introductory skate facilities within parks. This should begin with modular units on an existing court or hard surface as a trial facility.

NEW

53. Additional modular components could be added at Townsend's skate park if Jarvis experiences forecasted growth and an associated increase in demand. The County should reassess the need for a permanent skate park facility in the Jarvis/Townsend area in 10 years.
54. With the new developments in Caledonia, the County should closely monitor usage of, and demand placed on the existing skate park facility at McKinnon Park. A second facility may be deemed necessary in the northern part of Caledonia. It should be noted that the river poses a major barrier and has an influence on the park's service area radius. McKinnon Park may be inaccessible to youth on the other side of the Grand River.
55. The County should maintain the scheduled upgrades for Cayuga (2020) and Hagersville (2021).

OUTDOOR AQUATICS

Figure 7-7: Distribution of Outdoor Swimming Pools

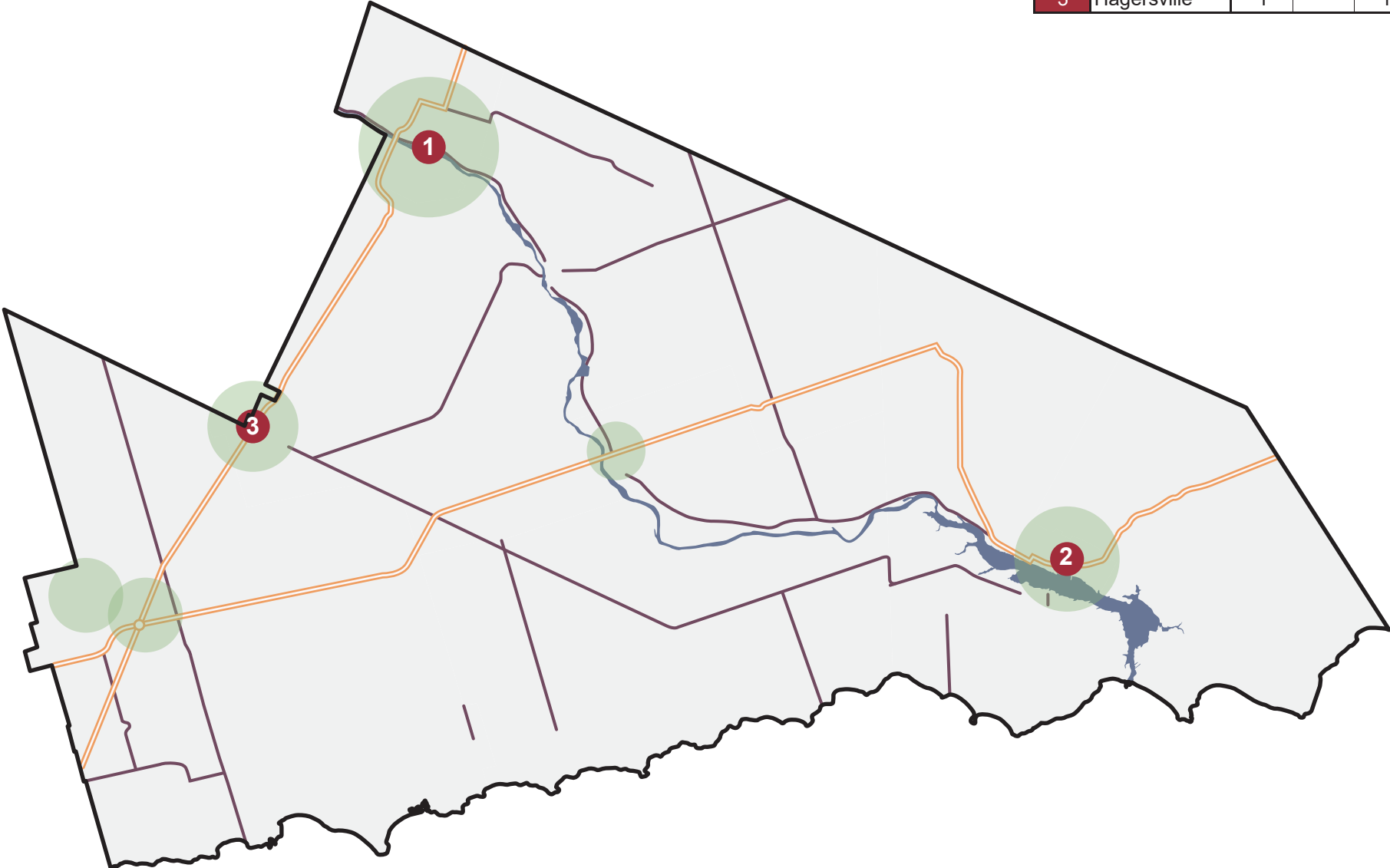


Table 7-16: Outdoor Swimming Pool Tally

		Outdoor Pool	Wading Pool	Splash Pad
1	Caledonia	1		1
2	Dunnville	1	1	
3	Hagersville	1		1



INVENTORY

In total there are three (3) outdoor swimming pools in Haldimand County located at:

- Caledonia Lions Pool at Kinsmen Park;
- Dunnville Lions Pool at Lions Park; and
- Hagersville Lions Pool at Lions Park

Caledonia and Hagersville each have a splash pad located in conjunction with the pools at Kinsmen and Lions Park, respectively. It is important to note that splash pads are currently partner-funded, in that if a community desires a splash pad facility they must go through the CPP process. Dunnville is the last community in the County to have a wading pool which is located at Central Park. Some of the outdoor pool buildings are dated, but the County is doing a good job designating money for repairs/replacement.



WHAT WE HEARD

Overall Haldimand County's outdoor aquatic facilities are well-valued by the community. It appears as though there are Dunnville residents who would like to see their wading pool decommissioned and replaced with a splash pad, not necessarily at the same location. A few residents noted that the wading pool was often cold in the summer because it had to be drained and refilled each day.

Jarvis residents have expressed interest in an outdoor aquatic facility, as they are one of two urban centres (other than Cayuga) without any outdoor aquatics.



ANALYSIS

Recent trends show wading pools are being replaced with splash pads and water play facilities, which are often safer, less costly, and provide more interactive opportunities for children. The County should consider decommissioning the wading pool at Central Park in Dunnville and replacing it with a splash pad. It is recommended the location of any future splash pad occur at Lions Park with the outdoor pool. This will save on operational efficiencies and is a much safer location than Central Park.

The County should closely monitor the usage of the splash pad and outdoor pool at Caledonia Kinsmen Park as the population increases with the new developments. If it appears the facilities are consistently over capacity, consideration should be given to another water play facility in Caledonia.

If an indoor pool facility comes to fruition, the County could consider decommissioning an outdoor pool to save on operating costs while still being able to absorb the demand. The County should not discount shorelines and waterfront parks for aquatic opportunities. Through the recommended Waterfront Master Plan, there is an opportunity to designate and design more waterfront spaces for public use and enjoyment.

Given that Haldimand residents live in close proximity to the Grand River and Lake Erie, aquatic skills are a necessary component of livelihood and the County should consider this in its supply of aquatic facilities.



2018 RECOMMENDATIONS - OUTDOOR SWIMMING POOLS

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

56. It is recommended that the County eliminate the wading pool at Dunnville Central Park and replace it with a splash pad elsewhere in Dunnville, possibly at Lion's Park. Note: Historically the desire for a splash pad has gone through the CPP process.
57. No additional outdoor pools are recommended. The County should maintain the Dunnville pool building replacement and maintenance schedule in 2020 and 2022, respectively.

OUTDOOR ICE RINKS

Figure 7-8: Distribution of Outdoor Ice Rinks

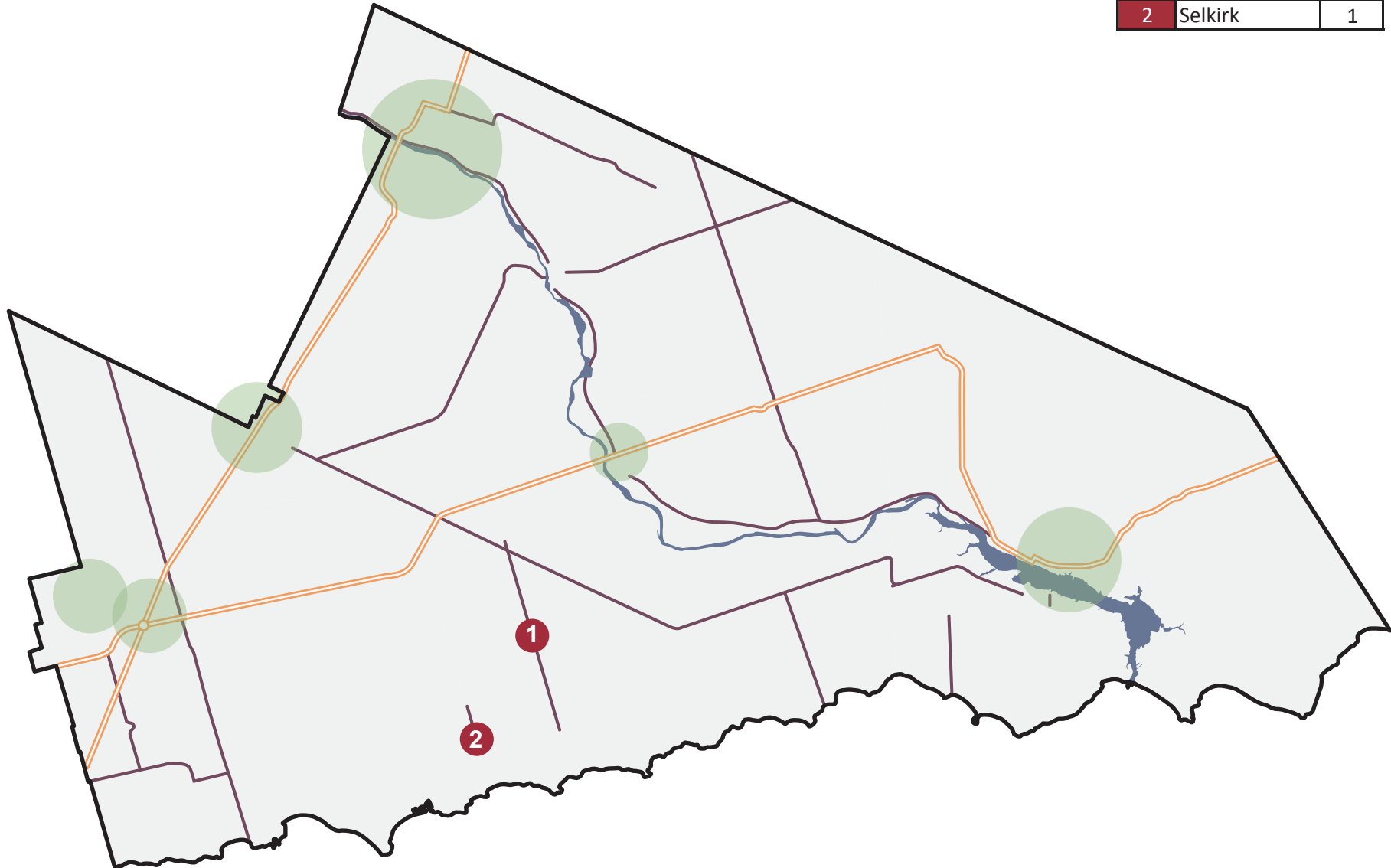


Table 7-17: Outdoor Ice Rink Tally

		Outdoor Ice Rink
1	Fisherville	1
2	Selkirk	1



INVENTORY

There are currently two (2) outdoor ice rinks in Haldimand County. The one located in Selkirk park is a boarded rink with a chain-link fence at either end to help block errant shots from leaving the rink. During the summer season, grass grows within the confines of the rink, therefore this rink does not appear to have any organized summer use. The second outdoor rink structure, located at Fisherville Park opened in the fall of 2015, and acts as a multi-purpose outdoor facility. It is a 76-foot by 140 foot steel-roofed structure that serves as an ice rink in the winter and doubles as a ball hockey surface and basketball courts in the summer months. This facility was made possible due to the efforts and support of the Fisherville Lions in conjunction with the County, the Ontario Trillium Association and many generous donors.



WHAT WE HEARD

Both these facilities have been well-received and provide Haldimand residents with options for unstructured outdoor recreation (i.e. pick-up shinny) in the winter months. In addition, the Fisherville facility efficiently uses the space for summertime recreational opportunities.



ANALYSIS

Winter months, especially in areas that experience significant seasonality, present recreation practitioners with the challenge of providing sufficient outdoor recreation opportunities for its residents. Outdoor ice rinks, and like facilities, help fill these gaps and provide users with spaces for unstructured, winter play.

The County should keep in mind other areas that might offer unique, unintended outdoor recreation opportunities for residents (i.e. toboggan hills, cross-country ski trails, etc.) and should ensure continued use is made possible in a safe manner.

PLAYGROUND LOCATIONS

Figure 7-9: Distribution of Playgrounds

¹ Parks with more than one playground pad are still counted as one playground

² A swing set is counted as a playground if no other play equipment is present

³ Decewsville park has a "make-shift" playground in which components appear to be modular and provided by local residents.

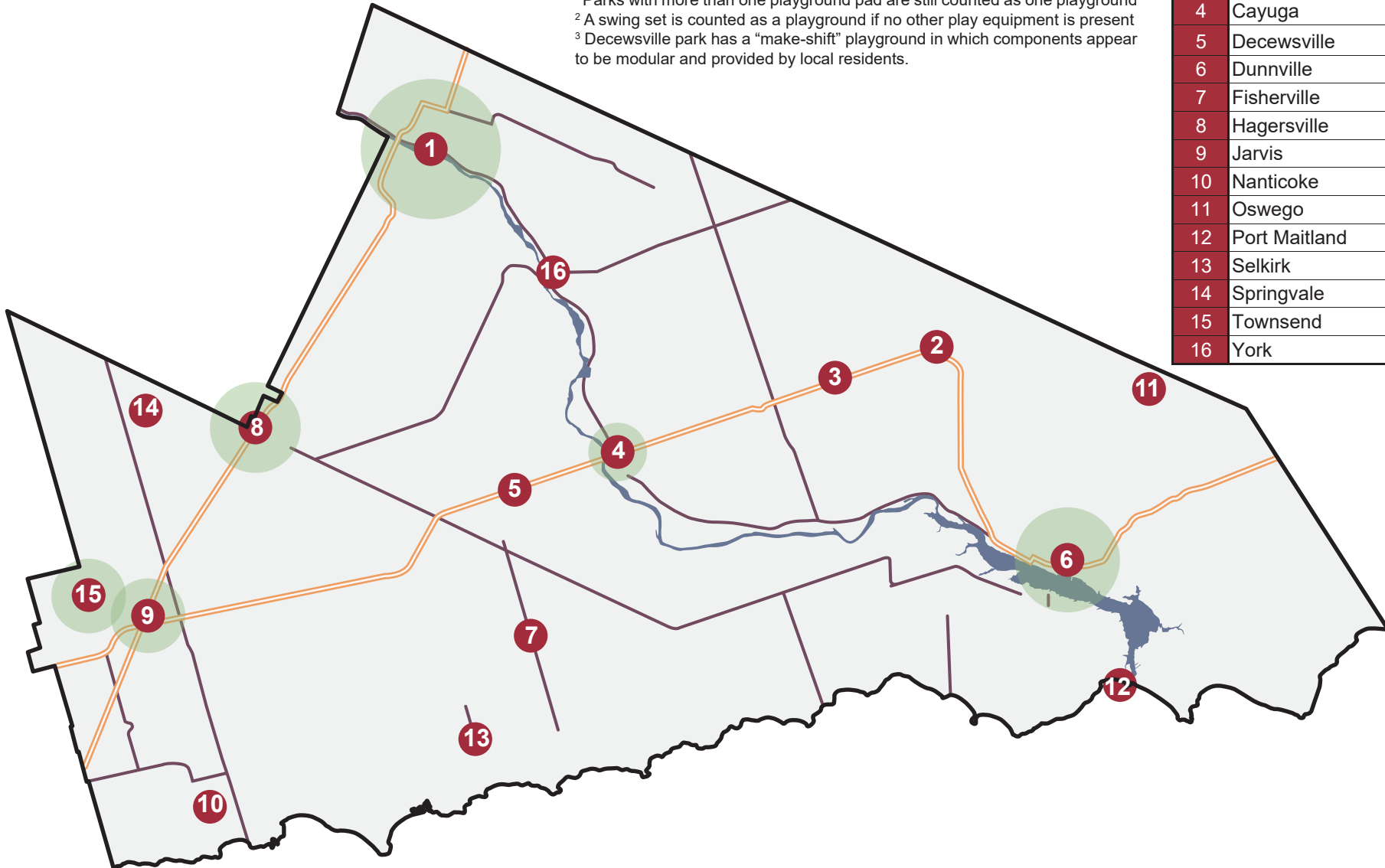


Table 7-18: Playground Tally

		Playground ¹²
1	Caledonia	7
2	Canborough	1
3	Canfield	1
4	Cayuga	1
5	Decewsville	0 ³
6	Dunnville	3
7	Fisherville	1
8	Hagersville	3
9	Jarvis	1
10	Nanticoke	1
11	Oswego	1
12	Port Maitland	1
13	Selkirk	1
14	Springvale	1
15	Townsend	1
16	York	1



INVENTORY

In total there are twenty-five (25) playground locations in Haldimand County. This makes up almost half of all County park spaces (55), and over half if you eliminate nature parks, greenways and activity parks from the equation. The County's current supply equates to approximately one playground site per 1,824 residents and approximately one playground location per 210 children ages 5 to 14. The playground equipment at each park varies in complexity and design, including both creative and traditional play structures. Of the 25 playgrounds, 21 have swing sets. Caledonia has the largest concentration of playgrounds with 7, while Cayuga is the only urban area with only one playground.

Through the playground replacement program, the County has been striving to make all new or upgraded playgrounds accessible, which includes play equipment as well as surfacing and access to garbages and benches.



WHAT WE HEARD

In general, it was heard that playgrounds are well-valued assets in the County, and overall the public are pleased with the current supply. There was mention that given the new developments in Caledonia, Seneca Park could serve as a potential location for a new playground. There are some playgrounds that currently do not meet safety standard (i.e. Burke Estates Park) as well as others that would benefit from an upgrade (i.e. Elmvale Park). In general the public is grateful for the shift towards more accessible playgrounds, however they would like improved access to the seat belts for the adaptive swing seats.



ANALYSIS

Unlike most recreation facilities, the recommended level of service is not based on user percentages or population, but rather on service area. The standard provision requires that one play structure exist within a 500m radius (5 to 10 minute walking distance) from all residential areas in the County's urban core so long as the user does not have to cross a major barrier (i.e. highway, river, or rail line). It is understood that special exceptions may need to be made for rural areas in that the service area for rural playgrounds may be greater due to dispersed populations.

Currently if a 500m radius is applied to all playgrounds in urban areas (**See Appendix C**), there appears to be the largest service gaps in Cayuga (North and South ends) and in Dunnville (Central and East ends). The County should explore adding play equipment in locations that will help close the service gaps (i.e. Gardiner Park in Dunnville or Kinsmen Park in Cayuga). It should be noted that some gap areas (or areas that would provide the best solution for future playground placement) do not currently contain any County-owned parkland. The County should investigate these gap areas and determine if opportunities or solutions exist to alleviate the holes in playground supply.

ANALYSIS CONTINUED

The 2006 Strategic Plan stated that “creative play” structures are designed to be used by children of all ages (i.e. from 2 to 14), whereas “traditional play” equipment caters largely to an older age group (i.e. from 5 to 14). If you look at the composition of these play structures previously assigned as each, this statement remains true. However, some of the play structures previously classified as “creative” lack creative components. It is suggested the County reconsider the definition of creative vs traditional play. The newly installed playground at McKinnon Park serve as an example of “creative” play equipment.

Playgrounds can still be classified by target age group, but it is also recommended the County adopt a newly defined classification of creative vs traditional play and re-evaluate each playground as such.

Each playground, especially any new or upgraded one, should strive to include at least one play structure catered to the broader age group (“creative”), but can occur in conjunction with “traditional” equipment.



2018 RECOMMENDATIONS - PLAYGROUNDS

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

58. Where possible, provide one creative playground within a 500-metre radius of built-up residential developments in major settlement areas, without crossing any major barriers (i.e. rivers, etc.).
59. The County should explore opportunities to address gaps in playground distribution as opportunities arise. Gap areas still exist in Dunnville and Cayuga. Community consultation processes are recommended to assess demand and potential location for new playground developments (See Parks (General) rec. 79).
60. Parks with accessible playgrounds should be appropriately advertised.



RECOMMENDATIONS CONTINUED

NEW

61. The County should consider redefining their definition of “Creative” vs “Traditional” play structures. What fell under the category of Creative play in 2006 (e.g. a steering wheel feature) no longer justifies the classification in the present day. Creative play can include interactive components, adventure play, theming, nature playgrounds, etc. (e.g. McKinnon Park in Caledonia). If a new definition is adopted, the County should re-classify existing playgrounds. The County can maintain a classification category based on age, but it should not be referred to as “Creative” vs “Traditional”.
62. All new residential developments should have a creative playground within a 500m radius.
63. The County should continue their replacement of existing adaptive swing seats with those that do not require residents to request access to seat belts. Adaptive seats should be ready-to-use on site.
64. The County should upgrade the play structure at Decewsville Park as it appears neighbouring residents are bringing their own modular equipment to the play surface. The County should consult local community residents regarding their needs and desires.

OFF-LEASH DOG PARK



INVENTORY

There are currently no designated off-leash dog parks in Haldimand County.



WHAT WE HEARD

There appears to be a strong desire for off-leash dog parks in the County. A group of residents put together a proposal through the Community Capital Grants project, but the group quickly disbanded once they found out that they would have to cover 65% of the of the costs and be responsible for maintenance. Members of the public have expressed their willingness to travel to a dog park and therefore would be satisfied with a few locations spread throughout the County.



ANALYSIS

The trend to accommodate off-leash parks is slowly taking hold in many rural communities. Municipal by-laws require the use of leashes and therefore there are few opportunities for off-leash use in most parks. Dog parks are not only places to exercise dogs freely, but they are also valued spaces for social interaction.

There are currently no off-leash dog parks in Haldimand County, although interest has been demonstrated through the community consultation process. There is currently no provision standard for off-leash parks, therefore the development of such a park is usually driven by interested community members, neighborhood dog walking groups, and local dog clubs. Off-leash parks make use of lands that might not be suitable for other traditional park use, never-the-less, some key criteria should be followed for development purposes.



ANALYSIS CONTINUED

Interest in the development of an off-leash park should be demonstrated by a volunteer group, with an application to the County outlining a proposal for location, management, maintenance and enforcement. Often only an unstructured open space might be required, with or without containment.

The following guidelines may be used to establish and manage off-leash dog parks:

1. Environmentally sensitive areas are not appropriate;
2. High use parks with multiple activities are not suitable;
3. Adequate visual and noise buffering features should separate the off-leash area from residential areas;
4. Areas near on-road access, parking or trails are preferable;
5. Off-leash areas should be clearly delineated with a natural barrier or fence to distinguish off-leash and on-leash spaces;
6. Signage should identify off-leash areas at the access portal and highlight terms of use (i.e. etiquette and clean up);
7. Locate off-leash areas away from designated use areas or paths (pedestrian, cycling, picnic areas), to limit areas of conflict;
8. Avoid areas directly adjacent to residential areas; and
9. All leash-free areas must be evaluated periodically with input from surrounding residents to ensure the park is maintained and used appropriately.

Haldimand County should explore the possibility of creating a leash-free zone on a trial basis by request and in partnership with interested community groups. Potential sites might include West End Park in Hagersville, Kinsmen Park in Cayuga, and/or Oneida Park. Currently the inclusion of an off-leash dog park has been provided in the conceptual design for the Avalon Development. The County should partner with community groups interested in the establishment, maintenance and ongoing management of off-leash parks. This includes the development of an appropriate cost-sharing agreement.

Alternative sites for off-leash dog parks include decommissioned ball parks and tennis courts that may be contained by an existing fence. Fencing from decommissioned parks might also be made available for an alternative site. Off-season use of ball parks for off-leash use might be considered with appropriate maintenance plans in place.

The County should consult neighboring residents prior to the development of an off-leash park to confirm need and suitability.



2018 RECOMMENDATIONS - OFF-LEASH DOG PARK

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

65. Haldimand County should explore the possibility of creating a leash-free zone on a trial basis. Potential sites should be identified and evaluated based, at a minimum, on the criteria established in this Service Plan Update.
66. Pending the outcome of the trial, the County should develop additional leash-free zones (recommended one in each urban area) in partnership with interested community organizations through the Community Partnership Program.
 - An off-leash dog park should be a recommended amenity with any new residential development (i.e. Avalon Development).
 - Other potential sites might include West End Park (Hagersville), Kinsmen Park (Cayuga), and any decommissioned ball parks (i.e. Fred Prince Ball Diamond).

OTHER SPORTS



INVENTORY

Baseball, soccer, basketball and tennis appear to be the most popular outdoor sports in Haldimand County and therefore the existing facilities respond to those needs. High schools do offer residents a few additional opportunities that include an outdoor track as well as fields which are sometimes used for football, lacrosse and other field sports.



WHAT WE HEARD

While many residents are pleased with the supply of existing outdoor recreation facilities, there are other activities gaining popularity that require new facilities or existing facility modification to satisfy those needs. Pickleball and disc golf are the two most desired alternative activities that arose from the public consultation process. A few residents noted that if you do not play baseball or soccer, there are very few other outdoor recreation opportunities available.



ANALYSIS

Trends show a growing interest in non-traditional and other team-based sports such as pickleball, rugby, football, ultimate frisbee, cricket, and lacrosse. While the County shows an invested interest in popular sports such as baseball and soccer it is important to cater to other outdoor recreation needs such as considering multi-sport court lines on tennis courts. This is especially important with the anticipated population rise, and associated diversity expected in Caledonia.

Note: Council recently approved a disc golf course to be located at Lafortune Park (see Tennis Court and Lafortune Park recommendations, respectively.)

SECTION EIGHT



Haldimand County is surrounded by an extensive natural system of waterways, forests, and greenspaces. The potential of these spaces should be maximized for residents and their visitors.



PARKS & OPEN SPACE ASSESSMENT

- 8.1 Parkland Classification
- 8.2 Parkland Requirements & Dedication
- 8.3 Inventory of Parkland
- 8.4 Nature Parks
- 8.5 Trails
- 8.6 Waterfront Areas & Boat Launches
- 8.7 Signage
- 8.8 Other Parks

8 PARKS & OPEN SPACE ASSESSMENT

PARKLAND CLASSIFICATION

AN OVERVIEW

Public parks and open spaces are integral components providing residents and visitors with diverse spaces, activities and atmospheres. They not only provide the land base for outdoor facilities and recreation activities, but they also promote the protection of natural features, provide linkages, and act as visual and social icons for the neighbouring communities. Parks provide opportunities for both passive and active recreation, and structured as well as unstructured play - many do both.

A well-defined parkland classification system is imperative as it guides policy framework, helps to direct development, and strategically focuses planning, acquisition, and management of existing and future parks. If adopted and managed properly, parkland classification can equitably respond to community needs and expectations, fill voids in distribution and provide a high degree of accessibility to all.

HISTORICAL CLASSIFICATION OF PARKLAND

The 2006 Strategic Master Plan for Leisure Services & Facilities was developed while the County was in the process of preparing its first Official Plan since amalgamation. At the time there were no specific policy regimes in place, so information pertaining to parkland classification, land-use designations, acquisition, and parkland dedication was merged from prior Plans specific to individual towns.

The proposed Official Plan for Haldimand County suggested two different classifications of parks and open space: (1) Neighbourhood Parks, and (2) Community Parks. The 2006 Strategic Plan proposed a modified park classification system based on the types and character of parks resulting in four classifications of parkland: (1) Neighbourhood Parks, (2) Community Parks, (3) County-Wide Parks, and (4) Linear Parks.

Due to the concurrent timing of Plan creation, the Official Plan was amended adopt the 2006 Strategic Plan's suggested parkland classification system for Haldimand County.

A NEW APPROACH TO PARKLAND CLASSIFICATION

Traditionally parkland classification has used a system defining parks by size, service area and available amenities. The 2006 Strategic Plan, like many other towns have historically done, adopted this method. While these are important criteria, classifying parks solely based on these categories does the park system, and ultimately its users, a disservice. By concentrating strictly on size, service area and amenities, many parks have been designed and developed with active recreation and single-use amenities (sports fields, etc.) as the primary focus of the park, with everything else as an afterthought. While this does benefit some user groups, it leaves many residents and visitors unsatisfied and with unmet needs.

The new approach to a traditional classification, sometimes referred to as a hierarchy, aims to focus more on how a park can be programmed or developed based on character. This method of classification still supports traditional park uses and needs, but aims to create a variety of spaces (programmed or unprogrammed) that become an integral component and vital to the livelihood of each community it serves and the County as a whole. By using this approach to classification, parks can be developed and managed to maintain the integrity and appropriate function of each park. In understanding and identifying specific park uses, space demands, and functions, planners can design parks to not only ensure compatibility with the surrounding community but use these spaces to complement the social fabric of the County.

A MODIFIED PARK CLASSIFICATION SYSTEM FOR HALDIMAND COUNTY

Based on the new approach to classification, it is proposed that the County adopt two (2) hierarchies of classification each with their own associated sub-categories. The two broad categories include: (1) Parkland Classification and (2) Open Space Classification.

In reference to this Plan, a Park (or parkland) refers to a parcel of land owned, leased or managed by the County with the primary purpose of providing residents and visitors with passive and/or active recreational opportunities. Parks can remain primarily in their natural state or can be developed to include an array of built recreational amenities (playgrounds, pools, trails, and sports fields, etc.).

In reference to this Plan, open space refers to parcels of land, also dedicated as park space, but with the primary function of environment and habitat protection. These areas tend to be left relatively undeveloped for the purpose of passive recreation. Their location and character are often dependent upon natural features (forests, waterbodies, etc.).

PROPOSED CLASSIFICATION OF PARKLAND

The following section outlines the basic descriptions of the proposed Parks and Open Space Classification system for Haldimand County. Regardless of whether a park is County-operated or operated and maintained by another organization, it is recommended this classification is adopted.

PARKLAND CLASSIFICATION - RECOMMENDED

1. COMMUNITY COMMON:

A small parcel of open spaces containing limited to no recreational facilities but serves the purpose of a small, central gathering space for a local neighbourhood. These are existing spaces that may convert to alternative park uses over time.

2. NEIGHBOURHOOD PARK:

A small, centrally-located park within the neighbourhood it is intending to serve. It is meant to be the physical, visual and social icon of the local neighbourhood. Largely accessed via pedestrian links, this site provides passive recreation opportunities for young children while providing a pleasant environment for adult residents.

3. COMMUNITY PARK:

These are often the signature parks of each community (sometimes with enough draw to bring residents from all around the County). They provide a focus for active recreation (organized and/or unorganized) in the community. They are often multi-purpose and cater to activities for all ages. They are essentially enhanced neighbourhood parks (with specialized sport fields, play structures, and gathering areas) designed in response to the needs of the community it serves.

4. ACTIVITY PARK:

These are specific sport-focused parks with the primary function of active recreation and organized play. They can be singular or multi-sport parks. Activity parks are more often used for sport tournaments than community parks due to their large size and greater number of facilities.

5. WATERFRONT PARK:

These parks are exclusively located on the banks of the Grand River, its tributaries, or the shores of Lake Erie. They are often linear in nature, but are not categorized as a greenway because their primary function is waterfront access and enjoyment in addition to environmental protection.

PARKLAND CLASSIFICATION - OPTIONAL

6. CULTURAL PARK:

These parks highlight the County's and/or each individual community's unique cultural and historic identity. They provide a space for public gathering, social interaction, public art, and cultural activities. These parks will often be home to monuments, memorials or artifacts associated with the area.

7. STREETSCAPES:

Streetscapes, although not typically included in parkland classification, have the opportunity to provide valuable linkages for pedestrians that can be visually appealing and contribute to urban forestry.

OPEN SPACE CLASSIFICATION - RECOMMENDED

1. NATURE PARKS:

A large passive park that provides a unique function to County residents as well as tourists. These parks are intended for low-intensity, dispersed recreation and enjoyment.

2. GREENWAYS:

A greenway is essentially a linear park that provides corridors for open space, physical barriers and trails that provide active transportation linkages throughout the County. The purpose of a greenway is to maximize connections between parks, other points of interest (i.e. recreation facilities, schools, residential and retail areas, etc.), and neighbourhood trail systems.

The proposed Parkland and Open Space Classification system, with its associated definitions, character, function, amenities, and uses is further illustrated in Table 8.1 and Appendix D.

Table 8-1a: 2018 Haldimand County Parkland Classification (Proposed)

	DESCRIPTION	CHARACTER	FUNCTION	LOCATION	ACCESS	AMENITIES	SIZE	SERVICE AREA	PROVISION STANDARD	HALDIMAND EXAMPLES
COMMUNITY COMMON	A small parcel of open spaces containing limited to no recreational facilities but serves the purpose of a small, central gathering space for a local neighbourhood. These are existing spaces that may convert to alternative park uses over time. Consult with local neighbourhood for potential/future desired programming options if needed.	<ul style="list-style-type: none"> Maintained Relatively flat Affords the opportunity for sun or shade Mix of open space and treed areas 	<ul style="list-style-type: none"> Small, local gatherings Provides a space for important social interactions Informal play 	<ul style="list-style-type: none"> These are presently located parcels The County should work with community groups and local residents to identify re-use opportunities for these spaces, likely in the form of a passive Neighbourhood park 	<ul style="list-style-type: none"> Largely accessed via pedestrian links Parking, if available, should be on-street only 	<ul style="list-style-type: none"> Open area for informal play or gathering Community gardens Picnic facilities Benches and garbage cans 	N/A	N/A	N/A	<ul style="list-style-type: none"> Twin Heights Park Gardiner Park Ravine Park
NEIGHBOURHOOD PARK	A small, centrally-located park within the neighbourhood it is intending to serve. It is meant to be the physical, visual and social icon of the local neighbourhood. Largely accessed via pedestrian links, this site provides passive recreation opportunities for young children while providing a pleasant environment for adult residents.	<ul style="list-style-type: none"> Maintained Relatively flat Affords the opportunity for sun or shade Mix of open space and treed areas Should portray the unique character of the local neighbourhood 	<ul style="list-style-type: none"> Primarily passive recreation Opportunities for play Space for small social gatherings May provide opportunities for smaller, active recreation facilities (especially in rural areas) 	<ul style="list-style-type: none"> Centrally located within neighbourhoods Safe and convenient walking distance of residential areas (less than 10 minutes walk) Street frontage for visibility and safety 	<ul style="list-style-type: none"> Largely accessed via pedestrian links Parking should be on-street only 	<ul style="list-style-type: none"> Play equipment (tot lot) Benches and garbage Limited supply of passive-oriented leisure amenities (e.g., pathways, gazebo, gardens etc.) May include areas of passive open space/natural landscapes 	Typically 0.5 to 2.0 hectares although existing parks may be smaller	Neighbourhood (approx. 10 minute walk) Playgrounds serve a 500m walking radius.	0.75 hectares per 1,000 population	<ul style="list-style-type: none"> Williamson Woods West End Park Durobin Park
COMMUNITY PARK	These are often the signature parks of each community (sometimes with enough draw to bring residents from all around the County). They provide a focus for active recreation (organized and/or unorganized) in the community. They are often multi-purpose and cater to activities for all ages. They are essentially enhanced neighbourhood parks (with specialized sport fields, play structures, and gathering areas) designed in response to the needs of the community it serves.	<ul style="list-style-type: none"> Flat (for sport use) May use natural landforms for place making with accessibility in mind Open space and vegetated areas Shade, both natural (trees) and manufactured (shade structures) Maintained and naturalized Specific use areas that are programmed May be along the waterfront, taking advantage of vistas 	<ul style="list-style-type: none"> Active use (unorganized or major sport activities) May be used for tournaments Large gatherings Tourism (especially if the park has significant destination structures or features) Potential river or lake access Viewpoints 	<ul style="list-style-type: none"> Generally located within an urban area (for pedestrian access) and on an arterial or collector road (for vehicular access) Street frontage to provide sightlines for access and safety Centrally located in each community in order to maximize neighbourhood catchment areas 	<ul style="list-style-type: none"> Ensure safe access and street crossings designated for pedestrians/cyclists Provide sufficient on-site (off-street) parking for vehicular access Pathway connections/links to the community, adjacent parks, schools, etc. Should provide accessible opportunities to users of all mobilities and abilities 	<ul style="list-style-type: none"> Single or multi-sport fields Hard courts Play equipment Walking paths/trails Picnic areas (pavilions, picnic tables, etc.) Garbage cans, benches, bicycle racks, restroom facilities Destination play structures and water play features Youth activities (skatepark, BMX, etc.) Exercise equipment Parking lot(s) Open space/natural areas Trees, gardens, landscaping Viewpoints Winter sports area (rink, tobogganing, arena) Lighting Public art, sculptures, etc. 	Typically 3 to 10 ha Some Community Parks in rural areas may be smaller due to space limitations	Community and - in specific cases - the entire County Typically a 20 minute walk (1500m walk radius)	3 hectares per 1,000 population	<ul style="list-style-type: none"> Caledonia Kinsmen Park Dunnville Lions Park Hagersville Lions Park
ACTIVITY PARK	These are specific sport-focused parks with primary function of active recreation and organized play. They can be singular or multi-sport parks. Activity parks are more often used for sport tournaments than community parks due to their larger size and greater number of facilities.	<ul style="list-style-type: none"> Flat Well-drained Active use Open Well-maintained 	<ul style="list-style-type: none"> Active recreation Sport and athletics Tournaments/tourism 	<ul style="list-style-type: none"> Should be buffered from residential areas to avoid noise pollution Often located in industrial areas Sometimes on the outskirts of a community Near a main road May be located on the same site as an indoor recreation facility 	<ul style="list-style-type: none"> Incorporate sufficient street frontage to enhance visibility and recognizability (especially for those travelling for tournaments) Ensure convenient vehicular access Provide sufficient on-site parking Trail connections should be considered 	<ul style="list-style-type: none"> Senior athletic fields/diamonds May also include mini or intermediate sport field sizing On-site parking Restrooms Picnic/rest areas (pavilion, picnic tables, concession, etc.) Maintenance buildings May include pathways Play area (optional) Player benches, batting cage, bleachers, etc. 	3 ha minimum The size of these parks will vary due to sport hosting requirements	County 3-4 km radius	1.0 hectares per 1,000 population	<ul style="list-style-type: none"> Broechler Park Dunnville Soccer Complex <p><i>Note: Currently the county only has singular sport activity parks, but that is not to say that a combined soccer and ball facility cannot co-exist on the same site in the future.</i></p>
WATERFRONT PARK	These parks are exclusively located on the banks of the Grand River, its tributaries, or the shores of Lake Erie. They are more often than not linear in nature, but are not categorized as a greenway because their primary function is waterfront access and enjoyment, in addition to environmental protection.	<ul style="list-style-type: none"> Lake or riverfront Passive Shoreline Space for small gatherings 	<ul style="list-style-type: none"> Water access Views Environmental protection Small gatherings and passive recreation 	<ul style="list-style-type: none"> Lakefront Riverfront Road's edge or end at waterfront Often in relatively close proximity to a community's urban core 	<ul style="list-style-type: none"> Ensure safe access via walking or cycling Should be easily accessed by vehicles with adequate parking available for automobiles and boat trailers Parking may need to be roadside 	<ul style="list-style-type: none"> Boat launch Parking (boat trailer) Pavilion, picnic tables, etc. Benches, garbage cans, bicycle parking, restrooms, etc. Pathways, boardwalks, overlooks or promenades, etc. Interpretive panels, monuments, statues and public art, etc. Pending size of site, may include other forms of passive recreation (e.g. playground) 	Varies, often linear - subject to availability of space	Surrounding community, typically 1km radius	N/A	<ul style="list-style-type: none"> Bob Baigent Memorial Park William Wingfield Park Esplanade Park

Table 8-1b: 2018 Haldimand County Parkland Classification (Proposed)

	DESCRIPTION	CHARACTER	FUNCTION	LOCATION	ACCESS	AMENITIES	SIZE	SERVICE AREA	PROVISION STANDARD	HALDIMAND EXAMPLES
CULTURAL PARK*	These parks highlight the County's and/or each individual community's unique cultural and historic identity. They provide a space for public gathering, social interaction, public art, and cultural activities. These parks will often be home to monuments, memorials or artifacts associated with the area.	<ul style="list-style-type: none"> Portrays County/Community identity Inspirational and informative Affords the opportunity for sun or shade 	<ul style="list-style-type: none"> Often a passive, reflective space Social focal point for gatherings and cultural events 	<ul style="list-style-type: none"> Primarily located in an urban core - often centrally located In close proximity to other community facilities such as museums and libraries 	<ul style="list-style-type: none"> Ideally has a minimum of two street frontages to maintain adequate sightlines Should be able accessible via trails, pathways or at a minimum, sidewalks 	<ul style="list-style-type: none"> Gathering space Monuments, memorials, sculptures, etc. Public art Horticultural beds and decorative plantings Interpretation Benches, garbages, bicycle racks, shade structures, etc. Park pathways May include a water feature (e.g. fountain) 	Varies depending on function, open space opportunity, neighbourhood design, and use.	Serves all community residents, beyond that - variable - based on draw of amenities	0.6 hectares per 1,000 residents	<ul style="list-style-type: none"> Village Green Centennial Park Edinburgh Square Park
STREETSCAPES*	Streetscapes, although not typically included in parkland classification, have the opportunity to provide valuable linkages for pedestrians that can be visually appealing and contribute to urban forestry.	<ul style="list-style-type: none"> Often urban in nature Emphasis on seasonal adornment Can be representative of unique culture or heritage of each respective community 	<ul style="list-style-type: none"> Aesthetic appeal Connections Heritage/cultural expression Visibility 	<ul style="list-style-type: none"> Urban sidewalks Street crossings (especially if at a trail connection node) Valuable where typical park or trail extensions aren't possible due to infrastructure development 	<ul style="list-style-type: none"> Primarily by foot Ensure safe access via walking or cycling 	<ul style="list-style-type: none"> Hanging baskets Planters Banners Decorative or highlighted paving Façade unification programs 	N/A	N/A	N/A	

*Optional, but recommended

Table 8-1c: 2018 Haldimand County Open Space Classification (Proposed)

	Description	Character	Function	Location	Access	Amenities	Size	Service Area	Provision Standard	Haldimand Examples
Nature Park	A large passive park that provides a unique function to County residents as well as tourists. These parks are intended for low-intensity, dispersed recreation and enjoyment.	<ul style="list-style-type: none"> Typically undeveloped, municipally-owned parcels of land Often in a natural state (e.g. woodlots, floodplains, open space, etc.) May include sites containing tourist attractions, day camps, etc. Ideally linked to the greater parkway system 	<ul style="list-style-type: none"> Primarily passive recreation Affords users a unique and immersive experience Environment and habitat protection Will often provide educational or interpretive information 	<ul style="list-style-type: none"> Often dependent upon natural features (forests, waterbodies, etc.) Widely distributed amongst both urban or rural areas Generally located along an arterial or collector road 	<ul style="list-style-type: none"> Primarily be accessed by vehicle Sufficient parking must be made available Ideally accessible by trails or pathways 	<ul style="list-style-type: none"> Sufficient parking areas Informational, unpaved trails Restroom facilities (can be portable) Linkages to the County's trail system Interpretive and educational signs Rest or small gathering areas (benches, garbage cans, picnic tables, etc.) Ancillary amenities 	Varies, but often larger than 10 hectares	Entire County & beyond	Acquisition is based on opportunity and the need to protect natural lands.	<ul style="list-style-type: none"> LaFortune Park Marshall Woodlot
Greenway	<p>A greenway is essentially a linear park that provides corridors for open space, physical barriers and trails that provide active transportation linkages throughout the County.</p> <p>The purpose of a greenway is to maximize connections between parks, other points of interest (e.g., leisure facilities, schools, residential and retail areas, etc.), and neighbourhood trail systems.</p> <p><i>Note: The term greenway is preferred over linear park because it emphasizes the importance of habitat linkages and environmental buffering and consideration. Development of these linear parks is a high priority.</i></p>	<ul style="list-style-type: none"> Linear Pathway system Linked nodes Frequent access points 	<ul style="list-style-type: none"> Creates connections within the parks and open space system Provides an emphasis on active transportation (walking, jogging, cycling, etc.) Provides linkages Supplements other trail development Environment and habitat protection Encourages the development of continuous greenspace 	<ul style="list-style-type: none"> Located throughout the County (but outside of other public parks) Often in rights-of-way Old rail or utility corridors Can be located along waterways, roadways or natural features Provides linkages to and may encompass adjacent pockets of open space/natural areas 	<ul style="list-style-type: none"> Primarily accessed by foot or bicycle Accessory parking may be permitted 	<ul style="list-style-type: none"> Pathways (gravel, paved, etc.) Trailhead Benches, rest nodes, garbage cans Wayfinding and/or interpretive signage Trees, shrubs, planting beds Formalized viewpoints Contains limited leisure facilities (such as play equipment, pavilions, picnic areas, etc.) Accessory parking Restrooms and lighting may be available Dog waste dispenser 	Varies, but should be sufficient size to accommodate trail-related activities, desired connections and buffer spaces (minimum width of 15 metres is recommended)	Entire County & beyond Will often serve a 500m radius.	Provision should be based on need for linkages not land-based requirements	<ul style="list-style-type: none"> Rail Park Haller Heights Patterson Park



2018 RECOMMENDATIONS - PARKLAND CLASSIFICATION

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

68. It is recommended that the County adopt a classification system with the following amendments in which there will now be two (2) broad categories - (1) Parkland Classification and (2) Open Space Classification.
- The Parkland Classification will consist of five (5) sub-categories: Community Commons, Neighbourhood Parks, Community Parks, Activity Parks, and Waterfront Parks. While the intent of the Neighbourhood and Community Park types remain the same as what was proposed in the 2006 Service Plan, there are minor departures that should be considered (**See Table 8-1a and Appendix D**).
 - The Open Space Classification will consist of two (2) sub-categories: Nature Parks and Greenways. The intent of the greenway is similar to that of the 2006 classification of a Linear Park, with minor departures (**See Table 8-1c and Appendix D**).

NEW

69. Although optional, it is recommended that the County adopt a sixth (6th) sub-classification of Parkland to include 'Cultural Parks'. These parks highlight the County's and/or each individual community's unique cultural and historic identity.
70. Streetscapes, although not typically included in parkland classification, have the opportunity to provide valuable linkages for pedestrians that can be visually appealing and contribute to urban forestry. It is recommended that the County consider adding 'Streetscapes' as the seventh (7th) sub-category of the Parkland Classification. Streetscape trees are also accounted for within the Forestry Management Inventory.

8.2

PARKLAND REQUIREMENTS & DEDICATION

Haldimand County currently has an assortment of greenspace, parks, trails and open space. The standard for parkland provision is based on a standard parkland area unit per population unit.

The standard used in the 2006 Strategic Master Plan (SMP) for community and neighbourhood parklands was 3 hectares per 1000 people. At the time of the 2006 SMP, the County had adequate supply of parkland with a rate of 4.4 hectares per 1000 people, well above the provision standard. Review of other Counties of similar size concludes that this ratio is still adequate and considered appropriate.

Current inventory reflects new parkland categories as recommended in this update. Parkland inventory includes the combined size (in hectares) of Community Parks, Neighbourhood Parks, Cultural Parks, Waterfront Parks, and Community Commons. The following chart indicates that Haldimand meets the minimum standard for available parkland up until 2041 when the existing parkland falls just below the provisional supply. Using the standard of 3 hectares per 1000 residents, the current population requires 137 hectares of parkland. With the current availability of 183 hectares, the County exceeds the required need for parkland. This does not include additional parklands being developed with new residential developments. As a standard, this suggests that unless there is a demonstrated need for a new park in terms of proximity to a residential neighbourhood (i.e. to fill a void between neighbourhood parks) the County could also use cash-in-lieu funds to update and improve its current parks and trails or to expand its trail network.

Table 8-2: Current and Forecasted Parkland Provision Levels

	2016 ¹	2021	2026	2031	2041
Projected Population	45,608	50,100	53,300	56,750	63,770
Parkland Requirement (ha)	136.82	150.30	159.90	170.25	191.31
Current Supply (ha)	182.98	182.98	182.98	182.98	182.98

¹ Based off of actual 2016 population (Stats Canada, 2016)

New parklands are predominantly acquired through the development process, with requirements to provide adequate parkland to support the proposed development. An overall assessment of available parks and trails is a valuable tool to assist with decision-making in regards to allocating lands and possible funds to develop and improve parks, trails and associated facilities within the County. There are two methods for acquiring parklands through the development process: by actual 'land' dedication for the use of a park (a priority option if parkland is required for the new development) and as a 'cash-in-lieu' option that allows the County to distribute funds based on priority of need.

New changes in legislation, specifically The Smart Growth for Our Communities Act, 2015, has reformed the Development Charges Act and the Planning Act, effective as of July 1, 2016. It includes some key legislation that will effect park planning. The Act will:

- Promote and protect green spaces by encouraging more municipalities to develop plans that help determine the need for parkland in the municipality;
- Make the development charges system - a system for municipalities to help cover the costs necessary for growth from developers - more predictable, transparent and accountable by creating clearer reporting requirements for capital projects that municipalities are financing through development charges; and
- Make the collection and use of money paid by developers for higher and denser developments, as well as for parkland, more transparent and accountable.

The Smart Growth for Our Communities Act, 2015 (Bill 73) implemented the following changes:

A. Alternative Parkland Rate for Cash-in-Lieu Dedications:

The maximum alternative parkland rate changes from 1ha for 300 units to 1 ha for every 500 units for cash-in lieu. This incentive encourages the provision of land for park use, rather than collecting money. It will also provide parkland more quickly (rather than taking time to purchase other lands for parks) and address the current needs of communities. Review and development of the Official Plan Policy related to parkland will be required for the rate adjustment.

The current cash-in-lieu value of \$350 per lot/unit (in former Nanicoke & Dunnville) and \$250 per lot/unit (in former Haldimand) has remained constant since 2003, and should be reviewed and updated to reflect current 'industry' standards. The County should examine different approaches (through a best practice survey of counties and/or municipalities of similar size and character) to determine an appropriate and fair value amount for cash-in-lieu alternatives. Two common approaches include land appraisal or market assessment and the 'flat fee' approach. Considerations should be given to available vacant land values, severance potential (i.e. agricultural land has a premium severance requirement causing potentially higher percentage values for parkland dedication that may be costly or potentially prohibitive), administration ease, time of value determination, development parcel sizes and infrastructure requirements, and default clauses to allow optional appraisal valuation, etc.

Implementation Considerations:

Maximum rates for parkland dedication are now the following:

- No change to standard rate based on percentage of land in development (i.e. 5% of land – this standard rate has traditionally been most commonly used for greenfield development)
- Alternative rate (1ha to 300 units) retained when land for parks is being provided;
- For cash-in-lieu, and alternative rate changes from 1 ha to 300 units to 1 ha for every 500 units. This new rate will override any existing cash-in-lieu rate that exceeds 1 ha for 500 units; and
- The new maximum rate does not apply where payments or arrangements for payments have already been made.

B. Parks Plans:

Requirement for municipalities to develop parks plans in consultation with school boards and, as appropriate, the public, prior to adopting new/updated alternative parkland official plan policies. This better positions municipalities to strategically plan for parks and be prepared for potential opportunities to acquire parkland to meet community needs.

Implementation Considerations:

Municipalities are required to consult with every school board that has jurisdiction in the municipality when preparing parks plans.

Parks Plans are not required:

- If municipalities use 2% and 5% parkland dedication rates; and
- For existing official plans already containing policies dealing with alternative parkland – in these cases, park plans are required only at such time as municipality adopts new alternative parkland rate policies in their official plan.

While it is recognized that many recommendations might be similar to a Parks and Recreation Master Plan, a Parks Plan, in consultation with the school boards, can identify opportunities and discuss future surplus school sites and plan accordingly. The Parks Plan must be prepared in consultation with the school boards prior to developing or updating official plan policies for the alternative parkland rate.

C. Reporting for Density Bonusing and Parkland Fees:

Municipal treasurers must provide council with an annual financial statement on monies collected for parkland and Section 37 funds. This enhanced transparency and accountability regarding the use of bonusing and parkland monies will offer more opportunities for citizens to see how and where fees are spent and to identify any issues to their local politicians.

Implementation Considerations:

Money collected under Section 37 and parkland dedication provisions of the Planning Act will be subject to a detailed financial statement that shall be made available to the public.



2018 RECOMMENDATIONS - PARKLAND REQUIREMENTS & DEDICATION

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

71. The County should strive to maintain a standard of at least 3 hectares of public parkland (neighbourhood and community parks only) per 1,000 residents in new and existing residential areas. This guideline can be further broken down into 0.75 hectares/1000 for Neighbourhood Parks and 2.25 hectares/1000 for Community Parks.

Under the suggested provision rate, the County has adequate parkland until 2041. As new development occurs the walking radius should prevail to determine if parkland is required as a priority over cash-in-lieu.

72. Nature Parks and Greenways should be considered for acquisition as part of the County's parkland dedication requirements should there not be a demonstrated need for other parks within the community of the development. Otherwise, these parks should be acquired through negotiation, long-term lease agreement, and similar opportunities (i.e. Conservation Authorities).
73. Within the urban areas and hamlets of the County, parkland dedication in the form of land should be required whenever suitable parkland does not already exist within 500-metres of the development.
74. Undersized parcels received for park development purposes may be sold with the revenues utilized to offset improvements to existing parks and facilities within its respective local community. It is recommended that the County define criteria for undersized parcels. The smallest park category is a Neighbourhood Park at 0.5 hectares.

NEW

75. Priority areas for parkland acquisition should be established based upon overall provision and distribution.
76. When considering a change to alternative parkland rates, Haldimand County will be required to consult with the existing school boards in the County to prepare a Parks Plan to identify and discuss future surplus school sites that would align with, support, and/or complement Haldimand's current parkland inventory and service delivery strategy.
77. The County should consider adoption of the alternative parkland dedication rate of 1 ha for every 500 units as endorsed by the Smart Growth for Our Communities Act. An Official Plan Policy amendment would be required to facilitate this change.



2018 RECOMMENDATIONS - CONTINUED

78. Update the Official Plan to better align with Bill 73 and key changes in the Planning Act (Parkland) including considerations for:
1. Maximum alternative parkland rate for cash-in-lieu (see rec. 100);
 2. Municipal and school board partnerships (see rec 95); and
 3. Annual reporting on monies collected for parkland and Section 37 funds.

INVENTORY OF PARKLAND

The County currently has over 260 hectares of public parkland that includes Lafortune Park (a former campground converted to day-use area) and Marshall Woodlot, but excludes Henning Park which is owned and operated by Caledonia Minor Hardball. Not included in the count, but vital components and well-valued assets to the County include its many conservation areas, day-use parks, campgrounds and forests which are further outlined in Section 8.8

It is recommended that the County still abide by the provision standards set out in the 2006 Service Plan whereby Haldimand County should provide “Neighbourhood” and “Community” parkland at a provision of 3 ha per 1000 residents.

If the new classification system is adopted, “Community Common,” “Cultural Park,” and “Activity Park” will be included in this provision whereby “Greenway” (previously Linear Parks), “Waterfront Park” and “Nature Parks” (previously County-Wide Parks) will be excluded.

The following provision standards are applied in Table 8-2 by community and parkland classification type.

Table 8-2: Existing Parkland Inventory by Community & Classification

Community	Community Common (ha)	Neighbourhood (ha)	Community (ha)	Waterfront (ha)	Activity (ha)	Cultural (ha)	Total ¹	Recommended
Caledonia	0.07	5.92	5.92	0.19	55.3	0.73	68.13	29.025
Dunnville	0.65	-	11.98	1.57	32.1	3.08	49.38	17.28
Hagersville	-	0.13	11.22	-	-	-	11.35	8.84
Cayuga	-	-	0.81	1.92	8.49	0.49	11.71	5.13
Jarvis / Townsend	1.26	-	6.98	-	-	-	8.24	3.12
Rural Areas	5.15	1.77	27.13	0.12	-	-	34.17	73.43
TOTAL	7.13	7.82	64.04	3.8	95.89	4.3	182.98	136.82

¹ Does not include Nature Parks or Greenways

FINDINGS

- The current supply of parkland (182.98 ha) currently exceeds the required supply of 136.82 hectares.
- All urban areas exceed parkland provision requirements
- Rural Haldimand does not meet the current parkland requirements. This is attributed to the fact that rural areas equate to approximately 54% of Haldimand’s population, yet it is spread out over a very large geographic area. This configuration often results in parks of smaller size scattered throughout rural hamlets.
- The 2006 Strategic plan used Neighbourhood Park and Community Park areas to determine these values, however with the new Parkland Classification recommendations for this Service Plan, Community Commons and Neighbourhood, Community, Waterfront, Activity, and Cultural Parks are included. Greenways and Nature Parks are excluded.



2018 RECOMMENDATIONS - INVENTORY OF PARKLAND

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

NEW (GENERAL)

79. The County should conduct a Park Design Consultation Process for each of the County's urban centres that takes the public feedback and recommendations from this Service Plan and applies it to future park planning. (Public Facilitation + Park Design Study)
80. The County should be accommodating and supportive of the local Horticultural Societies (i.e. Caledonia Horticultural Society) in their efforts to maintain plant beds throughout the County (i.e. planning, lines of communication, access to water, etc.).
81. In the design of new parks, or in the replacement of plant material at existing parks, the County should be compliant with the Forest Strategy and Management Plan (i.e. strive to include native plant material whenever possible).
82. When designing new parks, or reconfiguring old spaces, the County should be careful in the siting of new plantings and amenities and take into consideration alternative uses for park space. New park design should strive to maintain use of park flexibility (i.e. new plantings at Dunnville Lions park have impeded the ability for users to toboggan in winter months).
83. The County should consider supporting community garden plots (raised beds for accessibility) as an initiative. This may be attempted on a trial basis. Site selection and planning should be done in consultation with the public and the local Horticultural Societies.
84. Outdoor fitness equipment should be considered in park planning/programming in each of Haldimand's urban centres. Currently Caledonia, Cayuga, and Fisherville are the only locations with outdoor fitness equipment.
85. When designing parks, consideration should be taken to ensure they are programmed to cater to the needs of all Haldimand residents (ages, abilities, etc).
86. The County should explore "safe park crossings" at intersections near major park access points. This could be achieved through decorative paving to heighten visibility.

NEW (SPECIFIC)

87. See Park Inventory Pages (**Appendix D**) for specific park recommendations regarding upgrades, replacement, repair, etc.

8.4

NATURE PARKS

AN OVERVIEW:

Nature Parks, formally known as County-Wide Parks are important not only for places of recreation, but for environmental protection and community identity. These spaces are large passive parks that provide a unique function to County residents as well as tourists. Nature parks are intended for low-intensity, dispersed recreation and enjoyment. Often left in their natural state, these are great places for habitat protection and environmental or interpretive learning opportunities. If properly programmed, these places can be meccas for all residents of the County, with external appeal for tourists.

There are three Nature Parks in Haldimand County - Lafortune Park, Marshall Woodlot, and Black Creek Nature area - all of which are not programmed to their full potential.

LAFORTUNE PARK:

Lafortune Park is 36 hectare park that was a former campground that has since been converted into a day-use area which includes walking trails, pavilions, waterfront views, and remnants of old campground amenities.

The park came about because of a bequest from Perry LaFortune - the park's original landowner, someone who was deemed a 'man ahead of his time'. In 1969, following his death, his Last Will and Testament stated that his 'Riverview Farm' be transferred to the then Township of Seneca with the covenant that the property be used for a "municipal park". The property was operated by the Grand River Conservation Authority (GRCA) as a campground and conservation area until 1994 when it was transferred to the "Town of Haldimand". It wasn't until January 1, 2001 that the Corporation of Haldimand County became its owner and operator. Not long after (2003), Council discontinued seasonal campground activities and since 2004 Lafortune Park has been strictly a day-use park/conservation area.

LAFORTUNE PARK CONTINUED:

Within the last five years the County received an order from the Ontario Superior Court of Justice stating that the County could now sell the property if the funds were used for recreational trails in the Caledonia area. However, this was not well-received by the public, who wished to keep this area as a public park.

This park as it stands now, offers a plethora of opportunities that are largely untapped. A community group, Friends of LaFortune, has taken proactive planning measures intended to improve the parks general function and appeal. Some of their plans for the park include but are not limited to, general clean up and maintenance, improving public river access, more parking areas, use for education and learning, and a potential disc golf course. It is recommended that the County work closely with, and support this group as well their parties' interested in improving this space as a public park, now and into the future. Given the size of Lafortune, a Park Master Plan focusing on waterfront access/improvement, nature trails, environmental protection and the inclusion of support amenities should be pursued.

MARSHALL WOODLOT:

Marshall Woodlot, also known as Marshall Memorial Woodlot, is a 32 hectare woodlot of Carolinian forest and wildlife preserve located just outside of Dunnville. The site was donated to the County in 2005 by Judge David Marshall, in loving memory of Dr. A. H. Marshall and his wife Ora Marshall, with the intent for passive recreational use. Its main access point is located at the end of Gillian drive where users are greeted by minimal roadside parking, a memorial stone and a County standard park identification sign located at the beginning of the trail. At the time of inventory the trail was overgrown and largely unusable. This park also affords many opportunities if planned and harnessed properly (i.e. nature trails, interpretation, environmental education, birding, etc.).

BLACK CREEK NATURE AREA:

Black Creek Nature area is a passive park that is located in north-eastern Caledonia, bordered by a subdivision to the south, and Black Creek and a forested area to the north. Black Creek Park is an extension of Haller Heights Park (located to the west) and is similar in composition in that it serves/benefits many of the residents with houses bordering the park. With the new subdivision being built to the north, an opportunity exists to create a trail system connecting the new and older areas of Caledonia.

THOMPSON CREEK RESTORATION AREA

The Thompson Creek Restoration Project was initiated more than 20 years ago by the Dunnville Bioregion Association, a partnership of many local groups including the then-Town of Dunnville, Ducks Unlimited, the Ministry of Natural Resources, Grand River Conservation Authority and other parties interested in conservation. The objective of the group was to:

- Preserve and manage the wetland area and the related habitat;
- Complete a natural pathway system;
- Create and maintain an arboretum of Carolinian species (trees, tall grasses, bushes);
- Label species in the arboretum (trees, tall grasses and bushes);
- Install waterfowl and songbird nesting structures;
- Install signage supporting the 'outdoor classroom' (the pavilion at Dunnville Centennial Park) including the history and significance of the area; and,
- Install educational signage along the pathways.

Most recently, Council approved a Community Partnership Program (CPP) proposal to revisit the original project and build upon it (PED-COM-09-2018, Dunnville Thompson Creek Rehabilitation), including taking advantage of other recent initiatives surrounding the wetland including the enhancements of Centennial Park and Lions Park



2018 RECOMMENDATIONS - NATURE PARKS

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

88. The County should facilitate the development of a Master Plan for Lafortune Park that will examine the specific capabilities of the site, identify preferred activities through public input and research, and develop a business case in order to identify the short and long-term capital and operational costs. This master plan process should be conducted in consultation with the Friends of Lafortune group. In undertaking this study, special consideration should be given to waterfront access and enhancement, pathways, gathering spaces, and adequate parking.
89. The County should facilitate the development of a Master Plan for Marshall Woodlot. Special consideration should be given to the inclusion of nature trails and support amenities (i.e. parking lots, washrooms, signage, etc.).

TRAILS

AN OVERVIEW

Collectively, trails and parkland are part of an overall open space network. Haldimand Trails can be found linking parks to neighbourhoods, other trails, urban centres and other parkland systems. Haldimand's Official Plan was amended in 2013 to include trail related policies as per recommendations from the Haldimand County Trails Master Plan and Partnership Framework Study 2009 (TMP) the development of which was a key recommendation in the 2006 Parks Master Plan. The TMP included 19 specific trail development recommendations and 15 additional recommendations for establishing and managing partnerships relating to the trails network. Recommendations for staffing, communications, community support, funding, trail building and maintenance, liability and risk management, and partnerships were provided. The purpose of the Trails section in this report is to inventory existing trails, and to acknowledge community input regarding the current trails as a recreational facility within the Haldimand Parks and Recreation system.

The Haldimand Official Plan classifies trails into 3 specific routes (County Wide Routes, Local Routes, and Special Use Routes) in efforts to create a variety of trail types that would service a variety of uses and experience levels. For the purpose of this report, trails have been inventoried based on their intended use and location. Most of these trails have been identified (or 'named') and mapped on various promotional materials.

The 2009 Trails Master Plan identified 94 kms of existing on-road and off-road trails, with a projection of 509 kms by 2015. Specific locations and lengths of individual trails were not identified – only totals were provided. As of 2018, there are approximately 428kms of on-road and off-road trails. For details (type, length, location) pertaining to existing trails refer to the existing 2018 Trails Inventory Table in **Appendix C**.

The following new trails have been developed since the completion of the 2009 TMP:

- The Chippewa Trail from Hamilton border to Haldimand Rd 66. (2.7kms)
- Connector trail to Niagara Blue Heron Way (1.1km)
- Waterfront Way, Selkirk (approx. 0.2kms)
- Wingfield Walkway, Dunnville (.65kms)
- Jarvis walking path in new development and sport field; (approx. 1.7kms)
- Kinsmen Park path, Caledonia (approx. 0.8kms)
- Road cycling upgrades to River Road from Caledonia to Dunnville;
- Road cycling upgrades on Cheapside Rd 20 to the lake.
- Road shoulder paving



CURRENT INVENTORY - EXISTING HALDIMAND TRAIL TYPES

For the purpose of this report, trails, walking and cycling routes, and pathways have been inventoried based on the following trails types:

ON-ROAD CYCLING ROUTES:

Haldimand's on-road cycling routes are 'designated' cycling routes found on the existing road network, but do not include any specific accommodation for cyclists such as a paved shoulder or designated bicycle lane. These trails have been identified on the Haldimand Hiking and Cycling Map. Information includes trail length, difficulty, condition, amenities, trail heads and points of interest. There are 10 designated routes, totaling 308 kms. Currently, these form the basis of the 'County-wide' routes.

OFF-ROAD MULTI-USE OR WALKING TRAILS:

Off-road trails are those found as part of a linear greenbelt or corridor system. They may be connected to parks, conservation areas, woodlots and forests, beaches or other open space systems. Off-road trails usually accommodate pedestrian use, but may also be designed to accommodate other users as well such as cyclists, equestrians, ATV use, etc. These trails have been named as specific routes, and are located in and outside of urban areas. Haldimand currently has 120 kms of off-road multi-use trails.

PARK PATHS:

Park paths are the main pedestrian thoroughfare dissecting existing parks. They often connect parks with surrounding neighbourhoods and trail networks. Park paths can be multi- or single-use. They may be paved or granular, but they are intentional, providing a connection between two or more points. Park paths are generally un-named. Haldimand currently has approximately 8 km of park paths.

URBAN TRAILS:

Initiated by the non-profit group 'Caledonia on the Move', urban trail routes, located on existing sidewalks, have been identified and mapped for Caledonia, Dunnville, Hagersville and Cayuga. Informative brochures include route details (length, terrain, difficulty level and points of interest) and offer supportive information about the benefits of walking, and living in a walkable community. Maps are produced and supported by the Haldimand-Norfolk Health Unit. Approximately 113 kms of urban trail routes are identified in Haldimand communities.

ATV TRAILS:

There are 2 ATV trails operated by the Haldimand Area ATV Club (on private land), totaling approximately 20 kms.



WHAT WE HEARD

Consistent with previous master plans, new trails, as a general category, continue to be highly valued by community members. Through the community survey it was found that more off road trails and safe cycling routes with paved shoulders were desired over designated sidewalk or road routes. Accessibility was noted as a concern for many existing trails. Trail development should remain a high priority for Haldimand County. It was found that many of the trail improvements noted in the Community survey were previously recommended in the TMP 2009, and are still being considered for future development. Some key concerns identified in the survey include:

- Ensure trails are accessible;
- Connect communities with existing rail lines (Jarvis and Townsend, Caledonia to Hagersville)
- Use trails to connect communities and connect with other established trails such as the Chippewa Trail;
- Pave the road shoulder from Caledonia to LaFortune Park to help with accessibility and parking pressures in the park;
- Develop trails in Hagersville;



ANALYSIS

It is recommended that the TMP 2009 be reviewed and updated to include a current trails inventory, and re-visit recommendations for trail development to reflect both past and new trail developments, new neighbourhoods, and changing demographics. Updates should be considered on a five year cycle.

Parkland Dedication and Trail Development:

New trail development is currently included as part of the Parkland Dedication process for new residential developments (specifically the McClung development). Connections with existing trails is a requirement identified in the Official Plan for development plans to enhance the trail network as a whole.

Partnerships and Trail Development:

The Partnership Framework Study provides recommendations to be considered by Haldimand County when establishing and managing partnerships relating to the trails network. Currently, one community groups are assisting with trail maintenance etc. The Community Partnership Program (CPP) has assisted in the development of the Jarvis Lions Park Trail and Pathways, as well as trail amenities such as the Caledonia Rotary Trail Pavilion and York Historical Trail Sign.



2018 RECOMMENDATIONS - TRAILS

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

90. The 2009 Trails Master Plan (TMP) should be updated following a 5 year update cycle.
91. Until the TMP update is in place, Recreation Services Division staff (with the cooperation of the Planning and Economic Development Department) should continue to develop trail routes and linkages that support public demand/need and the TMP.

Plans for new trail developments should include:

1. In-community linkages
 2. Marshall Woodlot
 3. Dunnville to Cayuga
 4. Niagara to Dunnville Canal
92. The TMP Update should include consideration for public-access trails established on lands not under the control or ownership of the County. The County should establish policies that address concerns relating to the development, long-term access agreements, and maintenance of trails on non-municipal lands.

NEW

93. These recommendations are intended to support the recommendations identified in the current Trails Master Plan. The updated TMP should adopt this Service Plan's recommendations as part of a comprehensive plan for future action.
94. Priority should be given to the development of off-road trails, rail trails, trail connections (through parks, between communities, and with other established trails), and on-road routes with paved shoulders, as per the TMP.
95. Trails should, where possible and when relevant, include interpretive kiosks or panels to accommodate educational programming (i.e. nature, history, environment, etc).



2018 RECOMMENDATIONS - CONTINUED

96. For trails that are maintained by a partnering community group, consideration should be given to provide all-season maintenance for public parking lots and associated amenities.
97. Improve accessibility (specifically in regards to cycling safety) to LaFortune Park from Caledonia through the development of paved shoulders.

WATERFRONT AREAS & BOAT LAUNCHES

ACCESS

Haldimand County's proximity to the Grand River and the Lake Erie shoreline is one of the County's greatest assets, yet it is hardly maximized to its full potential. These areas afford opportunities for tourism, watercraft transportation, waterfront vistas, staging areas, and protection of environmentally sensitive areas. One of the biggest concerns surrounding the waterfront is the lack of public access. Currently there are only four public boat launches in the County at the following locations:

- Bob Baigent Memorial Park (Cayuga)
- Wingfield Park (Dunnville)
- Port Maitland Esplanade Park (Port Maitland)
- Port Maitland East Park (Port Maitland)

There used to be a boat launch at Lafortune Park (Caledonia) however it is no longer active and there is nearby competition from commercial boat launches.

BEACHES

There are currently four beaches in the County which are found at Rock Point Provincial Park, James N. Allan Provincial Park, Haldimand Conservation Area, and Port Maitland Beach. The public identified concerns with the accessibility, safety (cleanliness) and maintenance of Port Maitland Beach. Immediate action should be taken to address these issues and make this a safe and enjoyable environment for all.

The County's waterfront areas have largely untapped potential that extend beyond the scope of this project. Therefore it is suggested that the County develop a Waterfront Master Plan.



2018 RECOMMENDATIONS - WATERFRONT AREAS & BOAT LAUNCHES

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

98. The County should proceed with the plan to create and adopt a Waterfront Master Plan that can identify strategies to improve public access to the lake front and the Grand River. This could include exploring strategic partnerships with agencies that manage shoreline properties to better coordinate the protection and promotion of the County's shoreline. Improving parking at public beaches, as well as access to boat launch facilities in the Caledonia area should also be priorities, the latter possibly being achieved through improvements at Lafortune Park.

The Waterfront Master Plan could include:

- River and Lake Access Points
- Tourism destinations along the waterfront
- Environmental/shoreline protection policies/strategies
- Active transportation routes along the waterfront
- Amenities for recreationists
- Acknowledge private businesses who support water-focused tourism

NEW

99. MTO to repair/renovate park area/river access at bridge in Cayuga.
100. The County should consider further developing lake or river front parks by maximizing views, providing park amenities (washrooms, shelters, interpretive panels, furnishings, waste receptacles, etc.) heightening staging areas, forming trail connections and focusing on proper maintenance and beautification. .
101. Explore potential partnership arrangements (i.e. Friends of the Beach/River) to encourage waterfront stewardship.
102. Consider partnering with the local RTO and the Grand River Conservation Authority for development of River Access Points along the Grand River.

OTHER PARKS, FORESTS & CONSERVATION AREAS

AN OVERVIEW

Although the majority of this report is focused on County-owned and/or operated parks, it is important to note that there are many non-profit, public, and private sector organizations which own properties that supplement the County's parkland supply. Notable places include school grounds, provincial parks, conservation areas and designated forests.

PROVINCIAL PARKS

JAMES N. ALLAN PROVINCIAL PARK:

James N. Allan Provincial Park is located on the North shore of Lake Erie, approximately 7 kilometers from Dunnville. The park encompasses roughly 60 hectares of forest and wetlands, and includes an undeveloped shoreline offering 100 metres of fine sand beaches and a one kilometer pebble beach. The park can be accessed by boat or by vehicle via King's Row. Technically this is a non-operating park and therefore no official activities or facilities are offered. However, the park remains a good spot for swimming, boating, walking, and bird-watching.

ROCK POINT PROVINCIAL PARK:

Rock Point Provincial Park was established in 1957 and serves as a day-use picnic and overnight campground area. The park boasts many intriguing ecological features including exposed coral reef fossils embedded in a limestone shelf dating back to over 350 million years, sand dunes, over 260 bird species, and a place for fall monarch butterfly migration. Other park amenities include a one km sandy beach for swimming, a two km Woodlot Trail that traverses through forests, wetlands, farm fields, and leads to a viewing platform, an outcrop for fishing, and permissible hunting after the park closes for the season.

SELKIRK PROVINCIAL PARK:

Selkirk Provincial Park is a 72 hectare land parcel – approximately 15 minutes east of Port Dover. The park was established in 1967 and affords users with a car-camping campground and a large day-use picnic area with beach access. The park is also host to Wheeler's Walk Trail – a 1.5 km hiking trail that traverses a marsh wetland via a boardwalk, travels through a white pine forested area, and offers users many birding opportunities.

FORESTS

HEDLEY FOREST (NPCA):

This woodlot was purchased in 1967 by the Niagara Peninsula Conservation Authority (NPCA) to preserve its natural heritage. The Hedley Forest is a 17-hectare conservation area that is home to a diverse array of flora and fauna. Red, sugar and silver maples, combined with red oak, white oak and white ash help maintain water and soil resources while providing wildlife habitat to white tail deer and many songbirds. Users can hike the forest trail and take in the natural beauty and surroundings.

CONSERVATION AREAS

BYNG ISLAND CONSERVATION AREA – DUNNVILLE (GRCA):

Byng Island Conservation Area is a 190-hectare area that is comprised of wetlands, creeks, Carolinian forests and the lower stretch of the heritage Grand River offering boaters, campers, and day-use visitors with an opportunity for recreation and exploration.

The park has three boat launches, a picnic area with sand volleyball courts, playgrounds, and a large 1000-person capacity swimming pool. The park's campsites can accommodate anything from RVs to tents with serviced, unserviced and riverfront sites available. This riverfront park is just one of 11 Grand River Parks and provides opportunity for pedal boats, kayaks and canoe rentals while also enabling anglers to fish for both lake and river species.

There is a two kilometer nature trail located on the west side of the park that affords users with an opportunity for passive recreation, the chance to view a variety of wetland-dependent birds, including shorebirds, migrating fowl and raptors, and experience some of the best the area has to offer.

HALDIMAND CONSERVATION AREA – SELKIRK (LPRCA):

The Haldimand Conservation Area, nestled minutes from Selkirk along the shores of Lake Erie, is owned and operated by the Long Point Region Conservation Authority (LPRCA). The conservation area offers amenities for both day-use visitors and campers alike, boasting over 230 campsites, swimming and bird-watching opportunities, as well as picnic tables, pavilions and a play area.

RUIGROK TRACT (NPCA):

The Ruigrok Tract, located in Dunnville, is a 75 hectare conservation area owned and managed by the Niagara Peninsula Conservation Authority. It is part of, and protects a portion of the Caistor-Canborough Slough Forest – one of the most extensive woodlots still remaining in the region. Considered to be a wildlife and forest management area, there are limited public facilities available, but users are encouraged to enjoy the diversity of tree species and natural beauty of the area.

CANBOROUGH CONSERVATION AREA (NPCA):

Canborough Conservation Area is a 6 hectare piece of land that helps to protect the floodplain of the Welland River. This property has been leased to the Town of Dunnville and currently operates as a passive recreational park – Canborough Park. The park has a swing set and a grass-infield, unlit ball diamond. Users are also able launch their kayaks or canoes and fish on the banks of the river.

TAQUANYAH CONSERVATION AREA (GRCA):

The Taquanyah Conservation Area is a 136-hectare property located just west of Cayuga. The site, once home to a large dam and reservoir, can be accessed from a parking area on Decewsville Road. This land was restored and rehabilitation with the addition of new wetlands, ponds, trails and other vegetation. Today, the site boasts a network of trails that meander through forests, near wetlands and Mill Creek. The trails contain interpretive signage that provides users with an explanation of the natural features of the area. The plot of land also houses the Taquanyah Nature Centre which offers a variety of hands-on programs geared towards teaching students environmental concepts that aim to foster appreciate of the natural environment.

OSWEGO CREEK CONSERVATION AREA (NPCA):

The Oswego Creek Conservation Area, owned and maintained by the Niagara Peninsula Conservation Authority, is a 6 hectare plot of land located in Dunnville. The site is maintained for the purpose of floodplain management and therefore is not a publicly accessed site at present.

OTHER

RUTHVEN PARK & TRAILS:

Ruthven Park National Historic Site is a 1,500-acre country estate located in Haldmand County that was called home to five generations of the Thompson family. Now owned by The Lower Grand River Land Trust Inc., the site remains to conserve the natural and cultural heritage and landscape for the enjoyment its visitors. With a significant portion of the property within the confines of the North Cayuga Slough Forest, the environmentally sensitive area boasts five walking trails engaging users with an opportunity to discover the picturesque landscape. Visitors can experience beach and river views, immerse themselves in forests and blankets of wildflowers, all while being surrounded by songbirds, butterflies and woodland plants. Portions of the site are wheel chair accessible, have day-use picnic areas, free parking and can be accessed through a pay-what-you-can donation.

SIGNAGE



INVENTORY

Since the last Parks and Recreation Service Plan, Haldimand has completed considerable work in regards to their standard park identification signage and have installed them at the majority of their County-owned parks. Similar to many parks and recreation amenities, signs require maintenance. There were a few select signs that are in need of replacement and/or repair. Missing standard park identification signs include:

- Black Creek Nature Area
- Haller Heights Park (sign is present, but address and/or location is incorrect)
- McKinnon Park
- Highland Heights Park (missing address on sign)
- West End Park
- Rainham Centre Park
- South Side Dam Park
- Townsend Central Park



WHAT WE HEARD

The general public is appreciative and receptive to the standard park identification signage. Consistent and adequately placed signs are often perceived to unify the system, contribute to community pride, and make the parks network visible and identifiable to residents and visitors alike.

The public identified that continued maintenance of signage is important as it is often a person's first look at a park space and is representative of the quality of care given to the entire facility. Vandalism should be addressed immediately to maintain a good public image.

On many occasions residents communicated a desire for history boards and interpretive signage in parks and along trails. The County is proud of its heritage and feels as though signage would be a way to communicate this.



ANALYSIS

Recreation signage is now being expanded from individual parks signs to include wayfinding and navigation. Haldimand can further improve their sign implementation to include active transportation, recreation tourism interpretation, water routes, and destinations. Additional signage can also capitalize on health and wellness where routes are outlined and are traditionally close to places of work and home. Routes and signage that are health and wellness focused are often in partnership with external health agencies and providers.



2018 RECOMMENDATIONS - SIGNAGE

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

103. The County should continue its installation of County Standard Park Identification Signs that address/include:

- New park developments
- Water Access Points
- Replacement of Damaged Signs
- Maintenance & Graffiti Removal

NEW

104. Haldimand Health and Wellness has identified and suggested urban walking routes. The County should partner with the group to identify signage opportunities for these routes.

SECTION NINE



Haldimand's volunteer base extensively contributes to the maintenance, operations and beautification of the County. They are the backbone of many communities, and the continuation of these groups is paramount.



SERVICE DELIVERY & PARTNERSHIP ANALYSIS

- 9.1 An Overview
- 9.2 Delivery Guidelines
- 9.3 Human Resources
- 9.4 Fee Policies
- 9.5 Cost Recovery
- 9.6 Volunteer & Community Support
- 9.7 Partnerships
- 9.8 Maintenance Standards

9 SERVICE DELIVERY & PARTNERSHIP ANALYSIS

AN OVERVIEW

This section reviews and assesses delivery guidelines, human resources, fee policy, cost recovery, volunteer and community support, partnerships, and maintenance standards within Haldimand County. This section analyzes the delivery of parks and recreation in a non-tangible context (i.e. not facility or field-based). Recommendations focus on improvements to internal function, additional partnership opportunities, and streamlining processes to be consistent and financially appropriate.

OVER-ARCHING SERVICE DELIVERY

There is an overwhelming desire for overall improvements to the delivery and organization of parks and recreation services which include programs, access to information, and internal structure. The consultation process highlighted other areas needing improvement – internal governance, response times, and/or the County website, etc.

CHALLENGES FACING SERVICE DELIVERY

The main challenges Haldimand face are balancing staff, the delivery of services, and maintaining financial responsibility. Improvements to the overall system increase efficiencies and reduce wasted time, resources, and efforts. Additionally, the overall service delivery will need to withstand the anticipated population growth.

DELIVERY GUIDELINES

CURRENT INVENTORY

The 2006 recommendations suggested the creation and adoption of a 'Performance Planning Model', however this was not adopted. Based on County framework, the delivery of recreation, parks, and programming is divided across departments.



INFORMATION COMMUNICATION

There are three methods of information access and distribution within Haldimand County. Public members can find information about programs, facilities, and activities through: (1) the County's semi-annual community guides, (2) the County website, and (3) independent (non-county) groups/organization websites or social media pages.

The community guide contains information that includes County office locations, services, garbage days, facilities, programs and activities. These documents are distributed County-wide twice a year. These guides are traditionally designed to appeal to the public through the use of creative colours, fonts, and pictures to break up large blocks of text.

The County website provides information similar to that provided in the community guides, and helps to ensure the most information reaches the greatest number of people. The County's updated website displays the information in a clear and easy-to-find manner.

Information available on independent organizations/groups' websites or social media platforms tends to vary over the course of time from that provided by the County in the community guide and/or on the website. This is often due to dates/times changing between issue dates of the community guides, etc. The distribution of this information falls outside the scope and control of County, but the County should be proactive in seeking/confirming the most up-to-date information.



CURRENT INVENTORY CONTINUED

COMMUNITY HALLS

There are 24 hall facilities containing various sized meeting, activity rooms, and/or hall spaces. Twenty of these hall facilities are owned by Haldimand, and all associated capital costs are covered by the County, while operating costs (general maintenance, utilities, etc.) are covered by partnering service groups through the Community Partnership Program. The remaining 4 hall facilities are owned and operated publicly (by service groups).

Haldimand's Community Halls have a unique place within their respective community. They offer a more personal service and maintain a local character that the community can identify with. As such, the County respects and values these relationships with service groups as a means to fostering autonomy within the community.

SPORTS FIELDS & ARENAS

Sports fields are managed through partnerships with various sport groups through the Field Management Program. As cost recovery has been an issue, a new Field Management Study is currently being considered.

Haldimand owns and operates all facilities and meeting rooms associated with their three arenas. Booking policies, especially for arena use, are complex. Risk management, insurance requirements and fee structures for different user groups vary considerably, which makes last-minute and on-side booking difficult. This highlights the need for a central and regulated booking arrangement.

WHAT WE HEARD



Stakeholder interviews indicated frustration with the internal structure and how service delivery is organized within the County, the split division of operations and management results in communication gaps and poor delivery. The community feels this can be resolved through coordination of roles and responsibilities delegated by a general manager.

The on-line public survey demonstrated a desire for a 'real time' on-line booking system, new website, and overall easier access to information. The public would like to have more flexibility with the 4-hour block of time required for facility rental agreements.



ANALYSIS

INTERNAL SERVICE DELIVERY

Due to the complexity of user fee policies, surrounding insurance, participation numbers, and fee structures, 'real time' booking (i.e. booking a space as needed, when needed, on the day it is needed) is not a realistic tool to accommodate a more flexible booking arrangement. The booking requirements are best handled by a specific point person (from the County) to ensure consistency and accuracy with complex booking policies. However, it is recommended that the policy requiring a minimum of a 4-hour time block be revisited to offer more flexibility for various user groups requiring less arena ice time, especially during the summer months.

It is recommended that an Internal Governance Audit be conducted, and only after then, should the most equipped group be designated to carry out the responsibilities associated with parks and recreation. The assigned group should adopt a framework that is more useful to County structure and ensure it is used consistently. Refer to Human Resource rec. 111 for further detail regarding the internal audit.

COMMUNITY GUIDE

Accounting for the volume of information provided in the community guides, the aesthetics of these documents should not compromise the organization and consistency of information delivery. There are organizational inconsistencies between Haldimand's Spring/Summer 2017 and the Fall/Winter 2017/2018 community guides, such as the Haldimand Abilities programs being listed under 'Community References' in the Spring/Summer 2017 guide but under 'Programming & Activities' in the Fall/Winter 2017/2018 guide. The same information carried forward from year to year should remain under the same heading/chapter and be presented in the same format.

Additionally, community guides are public documents and should adhere to accessibility guidelines. This includes the careful selection of colour, typefaces, hierarchy of font size, alignments, and page layouts. Over-use of colour and fonts can be confusing to readers with visual impairments or those using reading aids.

COUNTY WEBSITE

The organization and presentation of information on websites and in-print documents can be done in various ways, however it is suggested to follow emerging trends. One such trend is the organization of recreation information by age bracket. Several municipalities and counties surrounding Haldimand have organized their information by age/demographic, making information easier to access. The quantity of information between websites and community guides varies, but at minimum, one should use age categories as an organizational method.

A significant portion of recreation opportunities are provided through private (non-County-run) organizations and associations. These opportunities can be found listed in the second half of the community guides but are not directly available on the County website, minimizing the accessibility of this information. The County should embrace and support these groups and their contribution to health and volunteerism by providing a full directory listed on the website.



2018 RECOMMENDATIONS - DELIVERY GUIDELINES

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in Chapter 10.

REMAINS RELEVANT/UPDATED

105. The Senior Management Team should develop a priority listing of projects based on the recommendations in this Service Plan that would be suitable for Community Partnership opportunities.
106. After the audit is complete (see Human Resources rec. 111) the County should identify the most equipped group to carry out the delivery of recreation. The assigned group should follow the same service delivery model to maintain consistency across the County.
107. The County should continue to use a community-centric approach and open lines of communication when formalizing relationship responsibilities between the County and another organizations.

NEW

108. At times of County website updates, ensure that parks and recreation service delivery content is adequately reflected and accessible.
109. Conduct a critical review & update of the community guides to:
 - Ensure guides are in compliance with Ontario Accessibility guidelines (AODA); and
 - Develop a system and format to ensure consistent organization of information.
110. Develop a policy framework that assists groups who want to provide recreation programming. Refer to 'Program Design Checklist' (Section 6.2 of this Service Plan).

HUMAN RESOURCES

CURRENT INVENTORY

In comparison to other single-tiered Ontario municipalities, the Haldimand County has a well-developed Municipal Administration structure containing defined roles and responsibilities. Much of the organization of the Municipal Administration is easily accessible to the public via the County website.



The Haldimand County Management “Organization Chart and Contact Information” can be found on the County website. This is a great resource for the public, tourists, potential contractors, service providers, and out-of-County individuals looking to be directed to the appropriate person. This resource, although extremely useful is out of date (2015) and should be updated and then continue to be displayed.

The Municipal Administration structure, as listed on the website, can be broken down into the following five sections:

1. Community Services:

- Emergency Services, Grandview Lodge, Facility & Parks Operations, and Haldimand County Public Library

2. Corporate Services

- Clerks, Finance, Human Resources, Information Systems, and Support Services

3. Health and Social Services

- Haldimand Norfolk Health Unit, Haldimand & Norfolk Social Services, and Social Housing

4. Public Works

- Engineering Services, Fleet and Equipment Operations, Roads Operations, Solid Waste Operations, and Water and Wastewater Operations

5. Planning and Economic Development

- Building Controls and By-law Enforcement, Economic Development and Tourism, Community Development and Partnerships, and Planning and Development

Note: All divisions report to the Office of the CAO.

Although the County has a clearly-defined Municipal Administration structure, the following analysis and recommendations should be used to streamline processes, improve communications (within and between departments, and with the community), and increase efficiencies. Increasing the efficiencies of the Municipal Administration is paramount due to the expected population growth of Haldimand County.

WHAT WE HEARD

During a variety of discussions with sporting and volunteer groups, County staff, and community members, the issue of how the County addresses complaints was raised repeatedly. After further exploration into this issue, it was determined that the County could improve all aspects of handling complaints – from the initial complaint receipt, to addressing and resolving the complaint, to following through and confirming resolution.

These issues are common among rural municipalities due to a lack of man-power and budgeting, and as such, are to be expected in Haldimand. However, with the expected population growth it is important to address bureaucratic management and streamline efficiencies with policies to resolve community complaints and concerns in a timely fashion.





ANALYSIS

Parks and Recreation Facility Management falls under the Community Services department, whereas the Facility Booking Clerk is contained under the Planning and Economic Development department. To ensure open, clear communication and constant discussion, these two roles should be kept under the same department and report to the same manager. These positions report to a different manager and are one step removed from each other - this impacts the ease of communicating repairs, complaints, updates and concerns raised by the public. This communication breakdown negatively impacts the ability of the County to translate complaints into actionable solutions.

The County's delay in addressing complaints negatively impacts the public perception of communication within the Municipal Administration. This is often because complaints are perceived to be not readily translated into action by County staff. As Haldimand County grows, it is important to have an efficient and effective Municipal Administration which the community members have confidence contacting to address concerns and complaints.

In addition, there are inconsistencies in information displayed on the County website regarding the organizational structure of Municipal Administration. This is likely due to the charts not being updated consistently, and older files remaining available to the public. One example is the organization of the Planning and Economic Development department - the structure displayed on the County website in chart form is inconsistent when compared to the Planning and Economic Development webpage.

The following recommendations consider staff and stakeholder comments and concerns, the results of the public consultations, as well as the analysis of the issues to be resolved and processes to be streamlined.



2018 RECOMMENDATIONS - HUMAN RESOURCES

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

111. To provide rationale of expansion of service or the need for additional staff positions, the County should have a formalized **Internal Governance Audit** conducted by an external third party to ensure:

- all roles and responsibilities by existing staff are being fulfilled;
- ease of communication between departments; and
- suggestions of restructuring within departments

With the growing population, an audit is vital in identify gaps, communication issues, and/or inefficiencies within departments and overall governance of the County.

An additional audit (**Service Operators Audit**), excluding Roads Operations, should also focus on the parks and arena staff by an external third party to ensure:

- all roles and responsibilities are being fulfilled; and
- adequate staff and equipment exist to properly maintain parks and recreation facilities to the suggested maintenance and service standards.

112. The functional responsibilities of the Community Development Coordinator should be refocused to align with the outcomes of the internal governance audit. (Pending outcome of Human Resources rec.111).

113. Develop policy and procedure by which organizations utilizing County parks and facilities are required to supply the County with data on the number and age of their participants on an annual basis for the purposes of monitoring usage and demand for recreation facilities and programs.

Additionally, the County should record the number of program participants and age categories for all programs that are County-run and for those that are public and/or private that use County facilities.

114. Subject to the Service Operators Audit outcome, implement rotation practices for part-time, temporary, and full-time staff. Parks staff shall be split in the winter months to maintain snow removal (in parks) and operate the rinks and then returned to parks during summer months.

115. The Community Development and Partnerships division shall work in conjunction with service groups/ volunteers, community groups, and other members of the County to improve the delivery of recreation programs. This can include but is not limited to, resource determination, financial savings, conflict resolution, improved training, instruction, communication channels, and exploring the potential benefit of contracting specific services.



2018 RECOMMENDATIONS - HUMAN RESOURCES CONTINUED

NEW

116. The County should develop and adopt a policy in which all complaints be acknowledged within 48 hours, excluding weekends and statutory holidays. This policy should outline proposed timelines of addressing the complaints based on scale, severity, and safety of complaint.
- An automated e-mail should be distributed as a first response acknowledging the receipt of complaint.
 - The County should then follow-up with a secondary response within 48 hours, outlining the plan of action.
 - A final correspondence should be sent confirming the resolution of the issue.
117. The County should use their available resources to develop a system to monitor and track responses to complaints. This information will provide a real-time maintenance response report which can then be used to analyze staffing and determine if extra maintenance positions are required.
118. The County should investigate two possible staff positions to aid in the guidance and direction of the County's parks and recreation service delivery (Pending the outcome of Human Resources rec. 111).

Parks Planner - to drive the Service Plan's recommendations (i.e. monitoring standards, park retrofits, facilitation of community input for new park designs, etc.).

Recreation Programmer - to assist with managing CPP applications and volunteer group training, health and safety, and maintenance agreements.

FEE POLICIES

CURRENT INVENTORY

Haldimand currently offers many programs free of cost which typically use facilities with large maintenance and overhead costs including various skating programs, drop-in shinny, public swims, etc. The only Haldimand recreation programs that have fee charges are the registered swim programs and the summer camps.



While the County does offer some free programming (i.e. free skating and swims), there are no other financial assistance program in place to assist lower income families who may not be able to afford other recreation programs. Financial assistance gaps can be addressed using programs such as Jump Start for Kids and Kids Ability. These programs provide a framework for financial assistance for recreation, sports, and equipment, reducing the overall cost of participation. The County already includes a Jump Start advertisement in the Community Guides, but Haldimand does not have a chapter with Kids Ability, whereas Norfolk does (also refer to Section 9.7 - Partnerships).

Haldimand's urban areas are spread across a large geographic distance. Many of these urban areas are within the same or shorter driving distance to a neighbouring municipal centres. This has resulted in some Haldimand residents using the facilities and programs in other municipalities.



WHAT WE HEARD

The ice user groups were the only groups to comment on the fee associated with the use of a County-owned facility. These groups felt ice time was expensive. There was little to no mention or comment on fees associated with the remaining Haldimand-supplied programs throughout the consultation process.



ANALYSIS

Given the anticipated population growth, the County should re-evaluate their fee policy and recreation user fees to determine if free admission is sustainable. A fee policy review, coupled with the development of a financial assistance program, would help Haldimand provide the best services for the wide range of incomes in the County.

Due to the large geographic distribution of Haldimand's population, there is the potential for the County to partner with neighbouring municipalities to develop a cost-sharing program. This scenario is useful when there are facilities Haldimand residents use located outside of the County. Development of a cost-sharing program would help offset costs Haldimand residents pay to these other communities.



2018 RECOMMENDATIONS - FEE POLICIES

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

119. The County should re-evaluate their current fee charges on a 5 year cycle in anticipation of population growth and identify if the current fee structure is sustainable with an increased population and users.
120. The County should continue with subsidized programming for children (i.e. JumpStart, Kids Can Play, etc.) and consider other 'best fit' programs given resources and demographics. Such programs partially cover the cost of registration fees, identified program materials, supplies and equipment, assistive devices, related supports, and/or transportation for Haldimand residents for whom subsidized services are essential. The County could also partner with an existing grassroots organization who will manage and distribute financial assistance.



2018 RECOMMENDATIONS - FEE POLICIES CONTINUED

121. The County should clearly publicize and improve communications in its Leisure Guide that financial assistance programs are available to those that qualify.

NEW

122. The County should continue to review all program fees on a yearly basis to consider if the program is best offered as a free program, or should be maintained with minimal cost recovery, or as a potential income making program. A review of program fees offered in neighbouring counties could be used as an industry standard to enable Haldimand to maintain a competitive edge for possible competing services from other regions.

123. The County should investigate cost sharing partnerships with neighbouring municipalities/county's to allow Haldimand residents access to programs and facilities not offered within the County borders.

COST RECOVERY

ANALYSIS



The costs to maintain and operate recreation facilities, fields, and parks are continuously increasing. These maintenance and operational costs can be recovered through a variety of sources – rental fees, user fees, admissions, etc. These fees should be increased to offset maintenance and operation costs as required. Caution should be taken when increasing the fees so to do so at an incremental rate in a way that is appropriate and specific to the County.

The County should continue to pursue cost recovery for the delivery of programs and recreation, but not at the sacrifice of affordable program pricing for youth and higher risk groups.

The County should continue to employ the 2006 Cost Recovery recommendations.



2018 RECOMMENDATIONS - COST RECOVERY

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

124. The County should continue to monitor, survey, and seek public opinion regarding the delivery of recreation services as well as maintain a database for use in performance measurement (i.e. participant registration, demographic profiles, direct and indirect costs of services, etc.).
125. The County should continue to review its capital conservation fund for existing recreation facilities to accommodate long-term renewal and/or replacement

VOLUNTEER & COMMUNITY SUPPORT

CURRENT INVENTORY



The majority of the County's volunteers currently operate out of service and community groups, such as the Lions and Kinsmen Clubs. This volunteer base extensively contributes to the maintenance, operations and beautification of the County. They are the backbone of many communities, and the continuation of these groups is paramount. However, trends indicate there is a decline in the number of volunteers, as many are retired/senior, and others who wish to volunteer are seeking different opportunities than those which previously existed. The declining volunteer trend is affecting community and service groups, which is negatively impacting the County as there are less volunteers to complete necessary tasks.

Currently, Haldimand is not directly involved with volunteer organization or distribution of volunteer opportunities. The County's volunteers are self-organized, work through an organization (i.e. Youth Soccer, Service Groups, etc.), or contribute to a non-profit. Within the Community Guides there is a list of organizations people may be interested in volunteering for, and the person seeking opportunity contacts the group individually.



WHAT WE HEARD

Throughout the public consultation process there was an overwhelming praise and support for all the work the volunteers and service groups have done throughout the County. Many suggested, without these groups very little would be offered in terms of parks and recreation facility supply and service delivery. Many acknowledged that volunteers should be used, appreciated, thanked, but it is important to not rely too heavily on or take advantage of their generosity.



ANALYSIS

Volunteers are goal-oriented and want to feel as though they are getting something in return from their volunteering. The “do-good, feel-good” trend is affecting recruitment numbers – if individuals do not feel as though they are appreciated, they do not want to volunteer. Haldimand currently offers a one-night thank you dinner for volunteers, and while this should continue, the County should also explore additional options of thanking its volunteers. Specifically, the County should ask volunteers how they would like to be recognized. Some examples of volunteer appreciation can include, but are not limited to, a thank-you dinner, hand-written thank you cards, a “Thank A Volunteer” page in the Community Guide (this can be dual-purposed as a volunteer recruitment page), and volunteer of the month and year awards/recognition.

The list of volunteer options within the Community Guide is too general and should be broken down to target specific groups. If applying to volunteer is too difficult, many individuals will often stop the application process. This “ease of access” is an opportunity for Haldimand to assist with recruitment for the community and service groups. The Community Guide can include a variety of information to make the “how and where to volunteer” search easier:

- Provide a list or rotating ‘opportunities board’ for individuals whom seek opportunities. If the job board is clear and specific in outlining tasks, hopeful volunteers will see exactly what is available, and the appropriate person to contact.
- Within the community guide, have a page which highlights the community and service groups as a “thank you.” Included on this page can be a list of the currently operational community and service groups with contact information for future volunteers to reach out to.
- Within community guides or other published County materials, include a “Benefits of Volunteering” page - this is an easy way to have provide a positive reminder of all the good that can come from volunteering.
- In the “General Inquiries” section of the community guide, there should be a contact list for individuals looking to volunteer.



ANALYSIS CONTINUED

Development of a staff position as a 'Volunteer Coordinator' would assist in the organization, promotion, and partnership of potential volunteers with groups who require help. This position could be responsible for providing the basic training required by all volunteers (i.e. health & safety, WHMIS, etc.), and ensuring volunteers have all necessary requirements and proper training as required by County insurance. The Volunteer Coordinator can also handle volunteer requests and placement of new volunteers within different service groups. If implemented in such a way, the Volunteer Coordinator could work closely with the community and service groups to identify needs and gaps within the volunteer network, and actively find individuals to fill those roles.

Currently, the volunteer base within Haldimand County is primarily provided through community and service groups. These groups are noticing declining participation numbers, which provides an opportunity for the County to assist in volunteer recruitment. Haldimand should take an active role in helping to recruit new volunteers to provide to the community and service groups while additionally creating new and unique volunteer roles that may attract a different volunteer demographic (i.e. on-line volunteering, task- or role-specific volunteer positions, minimal commitment roles with more flexibility, etc.). It is important to note that the County should work closely with the community and service groups to provide the requested support and members but still allow the groups freedom to operate at their discretion.

The County should also consider the 40 hours of community service required by all graduating high school students as an opportunity to gain volunteers. The County should then work to retain these volunteers as many high school students generally complete only the mandated hours, and then cease their volunteer services.

With the Ontario-wide volunteer trend declining it is important for Haldimand to monitor the status of its volunteer base. By understanding the number of volunteers, their demographics and the roles they fill, a severe sudden decline of volunteers can likely be prevented through increased recruitment efforts. Since the volunteer base in Haldimand is largely composed of community and service groups, it is important for the County to record volunteer information and statistics from those groups to understand the services volunteers provide.



2018 RECOMMENDATIONS - VOLUNTEER & COMMUNITY SUPPORT

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

NEW

126. To foster community pride and participation, the County should consider incorporating more volunteer opportunities as service demands increase with development growth.
127. The County currently recognizes volunteers/service groups with an evening recognition event, which should be continued. However, alternative means of volunteer recognition should also be explored to accommodate all preferences of recognition (i.e. hand-written cards, volunteer of the month, etc.).
128. The County should advertise which volunteer positions are available that qualify for the mandatory secondary school volunteer hours.

PARTNERSHIPS

CURRENT INVENTORY



A well-developed Parks and Recreation Master Plan is vital in ensuring residents and visitors are able to enjoy all the benefits a community has to offer. A complete plan can help to attract tourists, and increase participation levels, community engagement, and sense of community pride. It is also important to consider the issue of funding for the operation, maintenance and sustainability of the programs and facilities, when providing the recreation services outlined in the Parks and Recreation Master Plan.

The County currently provides partnership opportunities and grant funding to community groups and or individuals. These opportunities help to initiate, enhance or amend a new or existing facility or service on County land through a comprehensive Community Partnership Program (CPP). This 'umbrella' program manages applications and grant funding (capital and operating) in four areas: 1) Community Capital Projects, 2) Community Beautification, 3) Community Halls (on municipal property, with a valid lease agreement) and 4) Field Management (on municipal property, with a valid lease agreement). Operating and programming costs are not covered by this program. Community partners and individuals are often independently eligible for grants that the County does not otherwise have access to. With grant support from the County, the community groups are eligible for more money, which produces a mutually beneficial system for both County and partnering group.

Also available to support community organized events and festivals is the Major Festival and Event Enhancement Grant Program. This program offers assistance to eligible groups who meet the program criteria. Grants are offered to assist with event programming, administration, publicity and marketing. The County also assists with a no-charge supply of the venue (park, stage, hall) and the supply, delivery and removal of event amenities such as picnic tables, garbage cans, etc. Examples of events that are eligible for the grant are the Mudcat Festival, Caledonia Canada Day Celebrations, Hagersville Lions Summers End Festival, Caledonia Fair, Dunnville Fair, and Major Sporting Events (provincial or national championships).

The County's Corporate Strategic Priorities are noted as key principles in guiding grant approvals. Priorities include: Growing Our Local Economy by Creating Economic Opportunity, Community Vibrancy and Healthy Community, and Corporate Image and Efficient Government.



ANALYSIS

With the Partnership Program and grants in place, the County is able to offset costs associated with capital improvements, new facilities, beautification projects, and assist groups with major events and festivals. These initiatives are often spearheaded by eager community members and volunteer groups. The initiatives with the most interest and engagement from community members are often those which tend to be pursued first. Careful monitoring during the application process should align with community needs as determined in the Parks and Recreation Service Plan.

Through the various available partnership programs, such as the CPP and the Festival and Events Enhancement Grants, Haldimand staff has managed a very challenging, labour-intensive and constructive volunteer network. Generally, staff have been engaged in the process by:

- Assisting over 336 volunteer and service groups with CPP application details (correct information regarding financial plans, professional drawings, arbourist reports, land ownership issues, etc.), requests and questions;
- Supporting Council with decisions, the CPP process, and interfacing with community concerns;
- Managing project openings, volunteer recognition, and project reconciliation;
- Reviewing project completion to ensure accountability; and
- hiring of pool and summer staff.

This unique partnership approach has proven to be very effective in providing the community with first class, community-driven capital projects and financial benefits to the County. The programs maintain a very positive success rate, but operate with different sharing formulas. Select programs are equal sharing between the County and partner groups, with other at different ratios. However, with increased residential development, new community members may have different expectations in regards to recreational services and facilities provided by the County and how they are delivered and funded. The County should embark on a review of neighbouring community partnership programs to ensure that the existing cost sharing ratios are a reasonable expectation of its old and new community members.

Since its inception in 2006, the Community Beautification Program (CBP) has provided 209 grants to 13 communities with a total value of \$1,641,148 (30% from County funding, 70% from group contribution). The Community Partnership Program (from 2011 - 2017) has provided assistance with the development of 30 completed projects for a total value of \$3,206,065 (24% CPP funding, 22% County funding, and 54% from the partnering community groups). Over 83 events were made possible through the Festival & Event Enhancement Grant process, with 14 grants offered in 2017.

In addition to the CPP, there are a wide variety of Corporation sponsored, National and Provincially funded grants, financial assistance, and health incentive programs available for residents of the County to use that should be investigated as alternative funding sources. See **Appendix B** for a sample listing of available (2018) programs. The County currently promotes Jump Start for Kids, but does not subscribe to other available funding avenues (such as Kids Ability).

There are currently no grants available to assist with recreation programming. Inclusion of a program grant/partnership framework would assist the County's programs and further develop relationships with program providers. The County should reach out to businesses and corporations to fund a 'recreation day' (i.e. Tim Horton's Public Skate Day), Clean Up day, or Adopt a Trail to encourage and explore alternative partnership avenues.

Specific challenges facing Haldimand staff in managing the Partnership Programs include issues regarding program supervision, bookings, management of high volumes of application requests, and union requirements regarding job tasking and duties.



2018 RECOMMENDATIONS - PARTNERSHIPS

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

REMAINS RELEVANT/UPDATED

130. The County should continue to provide grants (through the Community Partnership Program), but should expand to include partnership opportunities for programming and operations.

NEW

131. The County should continue to facilitate and encourage 'Local Business' sponsor days (i.e. Tim Hortons public skate, camp scholarships, etc.) to encourage community development and social programming.
132. The County should continue to revisit the value of funding available for CPP grants as population and facility use increase.
133. The County should re-evaluate the CPP grant financial percentage ratio to be more equitable and foster collaborative building efforts.
134. The County should continue to explore National and Provincially funded grants, financial assistance, and health incentive programs to increase participation levels of all community offered programs.
135. The County should work with community groups and programmed recreation groups to determine if needs are being met, and if not, determine if there is an applicable grant/financial assistance program which can be accessed.

MAINTENANCE STANDARDS

CURRENT INVENTORY



The County of Haldimand has many parks and recreation facilities for the enjoyment and use by residents, visitors and tourists. To ensure all amenities are utilized to their full potential, it is important for them to be maintained and serviced in a manner in which they are safe, accessible and fully operational. A clear and thorough understanding of the maintenance required to operate these facilities is vital to guarantee they fulfill the needs and requirements of the County.

Based on the current maintenance schedule, it was found that there is confusion between who is responsible for which task (County or volunteer-based), and the frequency of task completion (i.e. how often to mow the soccer fields).

WHAT WE HEARD



The community members feel there needs to be a more organized way of coordinating the service and maintenance of facilities and parks, in addition to improving efficiencies in dealing with complaints/concerns.



ANALYSIS

A tear-away document titled Haldimand Maintenance Standards is located in **Appendix F** and includes detailed service and maintenance standards for parks, trails and recreation facilities. These standards include, but are not limited to, responsibilities, timing, final appearance, and monitoring standards and are developed in a way to ensure all facilities are in good repair, are safe, accessible, and are operationally sound.

Based on other comparable services standards and input from a turf management specialist, these Service and Maintenance Standards were developed specifically for Haldimand County. Each standard has been customized in order for Haldimand to streamline its maintenance practices. A detailed timeline of processes, tasks and recommendations used to keep parks, trails and recreation facilities in top operational form are included.

These standards should be adhered to, not only by County maintenance staff, but all user-groups, maintenance personnel, contractors and/or volunteer groups. This is important to ensure all maintenance within the County follows the same guidelines, regardless of who performs the servicing and maintenance tasks.



2018 RECOMMENDATIONS - MAINTENANCE STANDARDS

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

NEW

136. The County should review and adopt the proposed County Service & Maintenance Standards (**See Appendix F**) as part of the Official Plan.

137. The County should develop a process for ensuring that the maintenance standards are being met by all responsible individuals (i.e. staff, volunteers, service groups, etc.) which includes identifying maintenance deficiencies, facilitating appropriate training and providing a means of documenting maintenance activities and schedules.

The County should have a specified process/system and line of communication in place to receive and address complaints. (See Human Resources rec. 116).

138. Implement an adoption program to help with maintenance (i.e. beaches and waterfront, trails, parks, and roads). Market to local businesses and provide advertising on recognition signage to acknowledge participating groups. Alternatively, the marketing plan collects a fee for the advertising and contracts out to groups.

139.

More frequent and thorough maintenance should be conducted at waterfront areas (i.e. Port Maitland Beach - current conditions are deemed unsanitary and unsafe). Although swimming is not promoted at this beach due to the undertow, it should not deter proper maintenance. **Review Maintenance Standards in Appendix F.**

140.

SECTION TEN



This Service Plan responds to the 2006 recommendations but also accounts for new recommendations developed throughout this process. As the County moves forward, future implementation should always maintain and apply consistent considerations to ensure continuity and longevity within the County



IMPLEMENTATION STRATEGY

10.1 Implementation Plan

10 IMPLEMENTATION STRATEGY

10.1

IMPLEMENTATION PLAN

The 2018 Service Plan responds to the 2006 recommendations but also accounts for new recommendations developed throughout the update process. The implementation plan is a management tool for the Parks and Recreation Service Plan and is the final component that guides actionable items within a given time-frame and prioritization. The following section discusses, in detail, the format, organization, and structure for the Recommendations found in **Appendix G** including information pertaining to phasing, priorities, and budget. This section also equips the County with a secondary checklist that should help maintain and guide consistent considerations for future action items.

PHASING

Priority phasing is broken down into the following five categories:

- Immediate (2020)
- Short Term (2021-2023)
- Medium Term (2024-2027)
- Long Term (2028+)

- On Going (-): no time frame is given because on going items should be continually addressed and used in all parks and recreation decision-making.

PRIORITY LEVELS

In addition to phasing, each recommendation has been given an assigned priority level. Priorities are listed one to four, plus general considerations:

1. Recommendations that address safety concerns, items that require a specific population for viability, and any additional master plans or studies that will inform changes or improvements.
2. Recommendations to address access (physical and non-physical) items.
3. Recommendations that suggest the upgrading of facilities or services, actions that need to be revisited in the future, or alteration of existing facility/ program.
4. Recommendations for new items.

GC. General Considerations, recommendations that do not have a priority but are still applicable to the overall parks and recreation goals and guiding principles

GUIDING PRINCIPLES

Each recommendation applies, and responds to a specific set of Guiding Principles. As long as suggested recommendations, now and into the future, align with the County and community-derived “Guiding Principles” it can be assumed that the recommendation is in the best interest of the County and it’s residents.

BUDGET

Each recommendation with an associated dollar value has been translated into the budget found in **Appendix G**. The budget also includes line items that address park-specific upgrades or improvements (i.e. new playground surfacing, etc.). The identified costs account for new items, upgrades, implementation, and studies; figures do not account for property/land costs. Certain items are already accounted for in the County’s 2018-2027 Capital Budget (CB), plus suggested capital budget increases are indicated with an asterisk (CB*).

SUPPORTING CHECKLIST

As the County moves forward, future implementation or action items should always maintain and apply consistent considerations to ensure continuity and longevity within Haldimand parks and recreation. The following categories are guidelines that act as a secondary checklist to accompany the recommendations found in **Appendix G**.

SAFETY FIRST

- Parks and recreation user safety is always the highest priority. This should be evaluated on a continual bases as community members provide comments/complaints, and as the County and its facilities undergo renovations and new developments.
- Personal safety is a broad-spectrum requirement that is basic to all aspects of the environment, including spatial clarity and legibility, signage and orientation, lighting and visibility, planting, paving materials, and winter walkability/mobility, as well as ramp gradients, traffic controls, and safety alert devices.

FIX WHAT IS BROKEN

- Prior to the development of any new additional facilities or programs, there should be evaluation of any items that are broken, lack function, or are not operating at maximum efficiency.
- Communication with the public is critical to gaining trust and support from the community.

FINANCIAL RESPONSIBILITY

- All projects should be financially responsible and respect the County and community to ensure future longevity.
- Projects should be subjected to life-cycle costing to determine the best fit between capital costs, operating costs, and ongoing maintenance costs.
- Projects should be designed to reduce maintenance costs.
- All design should reduce energy and resource consumption.
- Projects should incorporate the most efficient technologies available as well as sustainable design principles.

RESPOND TO THE COUNTY CONTEXT

- Parks and recreation facilities should be organized on the site to make new function and circulation routes compatible with those of neighbouring/related buildings, terrain, natural areas, trailways and open spaces.
- Demands from long term and new residents should be met with compromise while maintaining reasonable expectations.

RESPOND TO THE EXTERIOR COUNTY CONTEXT

- Parks and recreation decisions and associated implementation should be aware and respond to the external pressures outside of the County

BARRIER FREE ACCESS

- County recreation buildings, and their associated open spaces, should be barrier free, including clear unobstructed paths for the visually and mobility impaired. Create logical, intuitive guides to major destinations within the recreation landscape.

FACILITY / OPEN SPACE RELATIONSHIPS

- Haldimand facilities, and their associated open spaces should establish a mutually supportive relationship in which indoor and outdoor spaces animate and are connected to each other.
- County recreational buildings should define open spaces as distinct spatial volumes with a strong sense of identity and place for Haldimand. Recreational buildings and structures facing adjacent open spaces, terrain and thoroughfares should be treated as fronts and should activate the 'public' environment.
- Recreational facilities/buildings should enhance the clarity, safety and efficiency of Haldimand roads and pedestrian routes.
- Existing high-quality open spaces should be protected and enhanced.
- New open spaces should form part of a continuous network and link to neighboring trails and parks.

SITE USE AND ORGANIZATION

- Land use efficiency should be maximized.
- Sites should be selected to assist the rationalization of movement and utility infrastructure.

MONITORING

- Monitoring is often forgotten but is a critical tool to maintain evaluation of parks and recreation facilities. Large facilities like arenas always have financial and structural monitoring, but this needs to extend to include parks, open spaces, trails, and smaller facilities.



2018 RECOMMENDATIONS - IMPLEMENTATION

The following recommendations are either new, remain relevant or have been updated (from the 2006 Strategic Plan) to best support this 2018 Service Plan. They have been captured in chart format found in **Appendix G**.

NEW

142. The Haldimand Parks and Recreation Service Plan should be updated every 5 years.