



Recreation & Community Services Staff Report

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Final Review:	Senior Management Team

Recommendation:

That the Council of the Township of Woolwich, considering Report R07-2024 respecting the 2024 Parks and Parks and Recreation Master Plan:

1. Approve the 2024 Parks and Recreation Master Plan and endorse the strategic directions set out in the plan (Attachment 1);
2. Approve in principle, the need for a community park and multi-use recreation facility in Breslau and to report back to Council with a recommended site by 2028;
3. Approve in principle, the need for additional parkland and outdoor amenities in Elmira and direct staff to develop a parkland acquisition strategy by 2028;
4. Adopt the new Parks Classification system into the Township Official Plan and the Landscape and Design Guidelines; and
5. Direct staff to include the necessary policies in the Township's Official Plan and to subsequently prepare a Parkland Dedication By-law for Council's consideration in 2025 to permit the Township to require conveyance or payment-in-lieu as a condition of development or re-development as well as using the alternative requirements, as provided for in section 42 of the Planning Act.

Background:

Council authorized staff to undertake a Parks and Recreation Master Plan to assess the future needs for parkland and related amenities considering anticipated population growth within the Township. The plan will guide the Township on parkland acquisition in new developments or redevelopment within the built-up area, determining the appropriate

park sizes, specifying the form, function and types of amenities/programming that would be accommodated, and identifying requirements for larger community parks.

The project faced delays early in the process associated with the pandemic and staff resources. Development Services restarted the project with NPG Consultants, taking on some of the analysis including the Needs Assessment, Background Study and draft Parks and Recreation Master Plan (Master Plan) while continuing with their work on the Official Plan. The project scope did expand to include additional aspects relating to recreation but did not include a fulsome review of indoor facilities, services or the provision of recreation programs. This original scope was needed to update the Official Plan accordingly and include the appropriate policies specific to parkland and parkland dedication. The plan was funded through provincial modernization funding.

The process involved evidence-based research that included a review of best practices, trends in parks and recreation, demographics, community feedback, stakeholder surveys, policy analysis, and an inventory of existing parks and recreation facilities. The Master Plan provides a guide for staff in both Recreation and Community Services and Development Services on various recreational needs while broadly laying out how to address those needs and maintain service levels in the urban communities to 2051.

The Benefits of Parks and Recreation

Parks and Recreation amenities provide significant benefits to communities and are a vital public service. In recent years, there has been a shift in planning for complete communities that offer opportunities to play, live, shop and work, with a strong emphasis providing recreational amenities and programming, as well as community connectivity.

Parks and recreation systems contribute to health and well-being, facilitating social interaction, building community spirit, providing a sense of space and connectivity. Parks and recreation provide opportunities for people of all ages and abilities to be active and learn new skills, connect with one another, share ideas, and experience diversity. These opportunities help to build a strong sense of belonging to one's community.

The benefits of parks and recreation are widely recognized including through evidence-based national/provincial charters such as Parks for All, the Framework for Recreation in Canada, and the Ontario Culture Strategy.

Comments:

Development of the Master Plan involved research that included a review of best practices, trends in parks and recreation, demographics, community feedback, policy analysis, and an assessment/inventory of existing parks and recreation facilities. The needs assessment evaluated gaps in services, identifying emerging recreation needs which can differ in various communities.

Staff recommend that Council approve the 2024 Parks and Recreation Master Plan, and all service levels, recommendations, best practices and guidelines as presented, and direct staff to work to implement various action items of the Master Plan through the annual work plan and budget process.

While approving the recommendations contained within this report and the Master Plan are important strategic directions for Council to support, any major future projects, recommendations and/or feasibility studies would come back to Council for formal approval either through a staff report or during the annual budget process.

Planning Context and Implications

Provincial Policy Statement (PPS)

The PPS notes that healthy, active communities are promoted through the provision of equitably accessible parks and recreation facilities. The Growth Plan supports the achievement of complete communities through the expansion of convenient access to “*an appropriate supply of safe, publicly accessible open spaces, parks, trails, and other recreational facilities.*”

Regional Official Plan (ROP)

ROPA 6 added 1,907 hectares of land to settlement areas in the Township for urban development. The ROW Official Plan establishes a long-term framework for where and how the Region and its area municipalities should grow and develop based on forecasted growth to 2051. The Master plan relies on the regional growth allocated to the Township by the ROP which will drive the need for additional parkland and recreation facilities. The ROP does not have a dedicated section that addresses parks, trails and recreational facilities, it does state that an equitable community offers residents access to recreation, mobility, and other services to meet their needs, while a thriving community with a 15-minute neighbourhood is one that provides within walkable distances access to a variety of public parks and open spaces and opportunity for recreation and entertainment.

Township Official Plan

The key objective of the Townships Official Plan (OP) is to provide opportunities for both active and passive recreational pursuits through the provision of parkland, sports fields, community facilities, and natural areas to satisfy the recreational needs of existing and future residents. The OP recognizes the importance of parks, open spaces and recreational facilities, and seeks to protect and continue to expand the parkland and open space areas to improve the quality of life.

Most new parkland will be provided in new neighbourhoods developed on lands within Designated Greenfield Areas adjacent to the Built-Up Areas of Elmira and Breslau. In such cases, lands will be identified during the planning and development approvals process and provided via parkland dedication requirements. Population growth accommodated via intensification of Built-up Areas is typically serviced by existing parks.

Parkland Dedication By-Law

The subdivision rates are collected to pay for park amenities, under Section 51.1 of the Planning Act, and are applied to residential/industrial and commercial subdivision or consent approvals. A Parkland By-Law is not required under Section 51.1 as this requirement is administered through the draft plan conditions or consent approval conditions.

The Master Plan recommends that Council adopt a Parkland Dedication By-Law in 2025 under section 42 of the Planning Act. The Township can currently collect parkland under section 51.1 of the Planning Act through plan of subdivision or consent applications. A Parkland Dedication By-Law is required to be passed by Council to apply a parkland dedication requirement under Section 42 of the Planning Act which would permit that all parkland or cash in lieu to be collected for development and redevelopment through site plan approval and building permit process. Section 42 (4) also allows the Township to pass a parkland by-law to use alternative density rates to calculate the parkland dedication requirement (i.e. 1 ha per 600 units) subject to including policies in the OP.

This By-Law is apt to provide financial contribution towards the implementation of parkland amenities where plans of subdivisions typically provide neighbourhood parks of limited size.

Staff anticipate that sufficient parkland will be received for small, neighbourhood parks (less than 2 acres) through parkland dedication from plans of subdivisions on the horizon. It is important to note that funds generated from a future Parkland Dedication By-Law can not be used to purchase vacant land for future parkland.

Of note, the Township has implemented an alternative approach to generate parkland funding that was developed with the Southwood 4 and Midwest subdivisions which could be included in a future Parkland Dedication By-Law (Attachment 3).

Projected Population Growth

The Master Plan uses population estimates that reflect the regional growth forecasted by the province to 2051 and allocated through the ROW Official Plan. To estimate future needs, this plan considers the preceding in combination with existing Township service levels and target ranges established through a review of parks and recreation provisions in other municipalities.

Understanding how much parkland should be acquired to support growth and maintain existing service levels is a **primary focus** of the Master Plan.

Township of Woolwich Community Strategic Plan

The Master Plan embodies much of the new Community Strategic Plan's mission and vision to:

1. *Promote and facilitate a commitment to community connection through facilities and new public spaces and embodying the Play, Live, Work model facilitating social connections that reinforce and expand community ties so that each resident feels a sense of belonging; and*
2. *Provide services and amenities to create an environment where Woolwich communities can flourish.*

A key result of the Community Strategic Plan is the development of a Parks and Recreation Master Plan that will systematically address the growing demand for parkland, recreational activities and promote inclusive, accessible, and sustainable recreational opportunities that contribute to the overall quality of life for residents.

Parks and Recreation Master Plan – Vision and Goals

Parks and Recreation opportunities are vital to the development of healthy communities, where residents can connect, play and learn. As growth occurs, it is crucial to invest in the maintenance and expansion of services to ensure all residents have equitable access to Parks and Recreation. The vision, goals, objectives and recommendations of this Master Plan have been integrated from community engagement, best practices, research along with forecasted population growth, industry standards and existing service levels.

Vision

Woolwich's parks and recreation system is inclusive, sustainable and adaptable to meet the needs of the growing and diverse community, while building community connections and contributed to an improved quality of life.

Goals

1. **Facilitate an Equitable, Accessible and Inclusive Parks and Recreation system**
 - a. Incorporate universal design standards into Parks and Recreation facilities to support barrier-free environments for people of all ages and abilities.
 - b. Ensure that publicly funded parks and recreation opportunities will be affordable, with some being free to access.
 - c. Provide facilities for passive and organized play (e.g. multi-use spaces) to support a range of activities, interests, and abilities.
 - d. Incorporate crime prevention through environmental design measures to promote safety in all parks and recreational facilities.

2. Promote Opportunities for Health Living, Aging-In-Place, and Community Building

- a. Provide a range of recreational programs that address the needs and interests of residents of all ages and abilities.
- b. Facilitate place-making opportunities for cultural pursuits, events and socialization.
- c. Educate residents on program offerings and the various amenities and recreational opportunities offered by the Township.
- d. Explore community partnerships to deliver mutually beneficial projects.

3. Provide Well-Designed and sustainable Parks and Recreation Facilities

- a) Invest, maintain, and upgrade parks and recreation facilities to ensure the longevity of infrastructure.
- b) Incorporate energy efficient design and sustainable practices in parks and recreation facilities.
- c) Integrate green infrastructure and shade as a key design element in the planning, development, or retrofit of parks and recreation facilities.
- d) Seek opportunities to use facilities efficiently and for multiple purposes.

Master Plan – Community Engagement

The community engagement phase provided a better understanding of community needs and concerns regarding parks and recreation facilities. This phase included community surveys with 278 survey responses and several stakeholder questionnaires. The feedback was geared towards understanding community opinions on *access* to facilities, *quality* of recreational facilities and *barriers* to participation in recreation programs, namely:

- 24% of respondents had concerns that parks are not accessible (pathways) or conveniently situated.
- Respondents also identified needs for inclusive features and amenities.
- Cleanliness, safety, features and proximity were important factors which influenced use of parks.
- 44% indicated the need for trail and playground improvements.
- 34% expressed a preference for upgrades of facilities.
- Most respondents indicated satisfaction with existing quantity of facilities and noted the importance of facility maintenance and updates.
- Factors impacting participation included lack of times, lack of desired facilities.
- 20% acknowledged cost as a challenge to participation.
- Most respondents were satisfied with existing sports fields.
- 24% expressed a desire to expand the variety of organized programs/activities.
- 50% of respondents participate in Township recreation programs.
- 27% of respondents participate in programs outside the Township, in Guelph, Kitchener and Waterloo.

The surveys did not seek feedback on specific amenities for individual settlement areas. Additional community engagement will occur prior to implementation on specific initiatives or significant investment in new amenities.

Master Plan – Park, Facility and Programming Implications

Parks System

The Master Plan details the parks system through a new parks classification system, an inventory of parkland, a needs assessment and a high-level parks plan. The inventory is divided into *active use* parks and *passive use* parkland. Only active use parks and future parkland needed for active use parks are being considered as part of the needs assessment in the plan.

Currently, the Township's Park system includes 234 hectares of land with Active Use Parkland totalling 78 hectares and Passive Parkland totalling 156 hectares.

The OP permits the Township to undertake a Parks and Recreation Master Plan to establish a hierarchy of parkland and facilities as well as to identify deficiencies and making recommendations for potential future acquisition/development of parkland, open space and recreation facilities. The parks system establishes size, use, service area and scale of amenities. This is a critical component of the Master Plan and related outcomes.

New Parkland Classification System

- Neighbourhood Park
- Community Park
- Specialized/Cultural Park
- Connector Park
- Natural Area/Open Space

Parkland Supply and Future Need

The needs assessment focused on active parkland only because of the limited usability of passive lands for park development. The Township's current 78 hectares of active parkland equates to a service level of 2.47 hectares per 1000 residents. This falls in the lower range of 2-4 ha per 1000 residents that most Ontario municipalities provide. The parkland inventory illustrates how the current parkland supply for each urban settlement will be negatively impacted as growth occurs if additional community parks are not developed.

Active Parkland

To maintain the Township's current service level of 2.5 ha per 1000 residents, the needs assessment estimates that the Township would need just over 50 hectares of additional active parkland by 2051 primarily in the form of large, community parks.

Neighbourhood Parks (under 2 acres)

Neighbourhood parks are typically located within a 500-meter walk from most neighbourhoods and may include a playground, multi-use pad or open park space. The Master Plan notes that sufficient smaller, neighbourhood parks (2 acres) will be received through parkland dedication as development occurs to meet the growth-related need as greenfield areas are developed.

Community Parks (over 2 acres)

Community parks are large parks that may include sports fields, outdoor amenities, trail links and various recreation facilities and are typically at least 5 acres. With population growth and as development occurs, Breslau and Elmira are estimated to progressively fall into a parkland deficit for large community parks.

In locating future recreation facilities, the plan recommends that the Township consider preferred locations and timing to develop (2) additional community parks by 2031 in Breslau. Ideally, one located to serve the new residential areas north of the rail corridor.

Similarly, forecast growth and the geography of designated greenfield areas in Elmira indicated that an additional (2) community parks will be needed along the western and southern edges. The Township could explore expanding existing community parks such as Lion's Park in Elmira.

Parks – Rural Settlements

Outside of Breslau and Elmira, where population growth is not an overriding concern, recreational facilities in rural settlements generally serve smaller populations that are not expected to change appreciably. For these settlements, the main consideration will be ensuring use aligns with capital and operating costs. The Master Plan recommends monitoring review to ensure needs are being met and establish if outdoor facilities are receiving sufficient use to warrant their longer-term maintenance and renewal costs.

Breslau Community Park and Facility

The Master Plan recommends the Township begin planning for a new community park and recreation facility in Breslau to support the long-term growth and development anticipated for that community. This will progressively represent a service gap as the eventual build-out of lands will be large enough to support a multi-use recreation facility comparable to the Woolwich Memorial Centre. The Master Plan recommends identifying and securing lands as a key action item to implement in the next 5 years.

Planning for new amenities will ensure the provision and equitable distribution of parks, facilities, trails and programs throughout the Township based on maintaining established levels of service to accommodate forecasted growth.

Master planning is an important tool that allows informed decision making and appropriate planning to ensure equitable funding and resources are available to support growth in our larger urban areas. At present, there is deficiency in the southern half of the Township, with most major amenities currently situated in the northern half. The goal of the plan was to develop a long-term, proactive plan that defines priorities, refines standards, supports budgeting and resources, and service levels for the future facilities

Recreation Facilities

Chapter 5 of the Master Plan provides an inventory of the Township's outdoor and recreation facilities.

Outdoor Park Amenities – Service Standard

Ball Diamonds - Adequate level of diamonds to meet minimum provision targets over the next decade. Staff will continue to monitor utilization rates in all communities to determine whether redistribution/repurposing of diamonds is warranted.

Soccer Fields - The Township currently exceeds the minimum standard provision however as growth occurs additional soccer fields will need to be included in expanded community parks.

Playgrounds - The Township is currently meeting a service area standard that most residences in settlements are within 500 m of a neighbourhood park or playground.

Tennis Courts - Based on the current provision of 1 court per 5000 residents, the Township will need to consider increasing the supply of courts and multi-use pads by 2031.

Outdoor Ice Rinks - There are 5 outdoor rinks operated by volunteer groups or Recreation Associations.

Skateboard Parks - The current service provision is 1 skatepark per 30,000 residents.

Splash Pads – The current service provision is 1 splash pad per 15,000 residents.

Trails -The Township provides 4 km per 1000 residents with the average service level in the Region of 1 km per 1000 residents, although not all trails are on municipal property.

Gifted Facilities and Amenities

Based on past practise, the provision of additional gifted amenities (non-core assets) is based on interest and financial support from the community and should be considered on a case-by-case basis. Staff note the importance of Council considering true operating costs associated with a gifted capital project. Often operational costs can not be accommodated within existing budgets with limited staff resources and funding to assume additional asset repair, maintenance, and eventual replacement.

Indoor Recreation Facilities

The Master Plan recognizes the valuable space community centres offer to deliver programs, help residents stay active, healthy and engaged.

Woolwich Memorial Centre

Community centres vary significantly in size and scope across the province. For indoor aquatic centres the recommended service level is 1 per 25,000-50,000 residents. For arenas, the recommended service level is 1 per 10,000-15,000. These service levels suggest additional facilities will be needed in the medium to longer term, most likely strategically located in the southern half to serve the growing population in Breslau. The WMC continues to welcome over 300,000 visitors annually.

The Master Plan recommends that a feasibility study be undertaken to determine unmet needs and utilized capacity in the northern half of the Township. The study would consider the cost-effectiveness and financial sustainability of additional facilities or expansion of existing facilities.

St. Jacobs Arena

Based on forecast population growth to 2051, the 3 rinks (St. Jacobs and WMC) will maintain the target range for the northern half of the Township. To maintain the existing service level of 1 rink per 10,000 residents the Township will need to add an additional ice rink by 2041.

Breslau Community Centre

The Master Plan does not establish target service levels recommendations for community centres. The BCC facility usage rate is quite high at 5,000 visitors per month engaging in a diverse range of activities and programs, facility rentals, senior's activities and a new library branch. While no minimum target service levels are set, as Breslau's population increases it will progressively require a community centre comparable to the WMC in size and range of facilities/amenities based on current service levels and the provincial threshold of aquatic facilities at 1 pool per 25,000-30,000 residents and the provision of ice rinks at 1 rink per 10,000 residents.

The Master Plan recommends the Township develop a strategy in the near term to address how it will meet the medium- and longer-term need for an aquatic centre and arenas. This strategy should consider the feasibility for a new facility comparable to the WMC versus the cost-effectiveness and financial sustainability of expanding existing facilities. This feasibility study should be conducted before the residents in Breslau / southern Woolwich exceeds 20,000 residents.

Partnerships

Both staff and the Master Plan recommend the importance of collaboration with adjacent municipalities for financial sustainability where possible. Staff note the importance of continued discussion with area municipalities to align on master plan outcomes and to review 10-year capital plan forecasts to identify opportunities to partner early on in the planning process. This could include a potential partnership with the City of Kitchener or others. Additionally, exploration and evaluation of partnerships with school boards and other third-party partners should be included as part of a future feasibility study to support the long-term viability of any major asset renewal, replacement or new build utilizing shared resources and funding

Facilities - Rural Community Centres

The needs assessment did not establish a service level for rural community centres. It is recommended that the Township maintain current service levels for rural community centres, it should monitor usage and review their role in the parks and recreation system and the communities they serve where they are found to be significantly underutilized. The Township is not aiming for the same service standards for community parks and larger recreation facilities in the small settlement areas.

Recreation Programming and Usage

While an analysis of program operations was not a focus of this Master Plan, staff felt an overview of program offerings was warranted.

Arena Usage

Prime-time ice is defined as weeknights between 5:00 pm and 11:30 pm and on weekends between 6:30 am and 11:00 pm. A typical week would see overall usage levels of prime-time ice at 89% representing 169.25 hours booked out of 190 hours.

Ice Programs

The Township provides various recreation skating programs with 7,293 participants in 2022/2023 versus 4,343 participants in 2021/2022. Participation over the last 3 years has increased drastically reflecting a demand in unstructured drop-in recreation programs.

Pool Usage

The WMC pool is a highly sought out public facility due to its ability to accommodate a wide range of programs for various ages, interests and abilities.

In 2023, the pool experienced strong attendance and participation rates with 18,361 visits for drop-in swim programs, 5,134 registered for swim programs which reflects an 87% utilization rate based on capacity, and 200 participants registered for leadership courses.

Master Plan – Major Action Items and Action Items

The Master Plan outlines several strategic directions, action items and recommendations to consider that allows for a staged implementation of the plan over the next decade while planning for growth.

Action Items

Action items are provided to address significant capital investments identified in the Master Plan, particularly with respect to parkland acquisition.

Strategic Directions

Strategic Directions provide guidance and best practices that should be adopted or employed. Best Practices include, for example:

- Minimizing barriers to participation
- Creating opportunities to meet emerging trends
- Establishing new and fostering existing partnerships

Recommendations and Implications

The Master Plan recommends maintaining current service delivery standards, including the range of amenities, facilities and programming provided. Staff recognizes that recreation systems will evolve based on demographics, trends, needs and resources.

Planning for Growth

Planning for growth was a **key focus** of the needs assessment prepared for this master plan. To provide high-level guidance on parkland requirements and facility needs to 2051. Appropriate service levels were established based on the existing parks and recreation systems and a review of other Ontario municipalities.

The plan provides guidance on future needs for a parkland acquisition strategy to ensure adequate physical space is available for new or expanded recreation facilities as population growth warrants them with the supply of large parcels of land available in short supply.

Breslau and Elmira will experience significant growth with each settlement reaching a population over 20,000. Both will require additional parkland for a community park with new or expanded recreational facilities.

The strategy recommended by this Master Plan is to address the need for a future major indoor facility by developing a new multi-use recreation facility in Breslau to better serve the southern half of the Township and support Breslau's growth and development.

Existing Parks and Recreation System

While not the central focus of this Master Plan, the importance of maintenance, improvement, and/or renewal of existing assets cannot be overstated.

Given the growth forecast for the Township, it will be imperative that a strong asset management approach is adopted. As the Township has limited resources, there will be a need to consider these capital needs, their timing, together with those assets required to support growth. Equally important is recognizing and committing to on-going annual operational costs and staff resources required for additional assets acquired by the Township because of growth, community needs or third-party partnerships.

Through the process, and from the public consultation, it became clear that the recreation needs of the community differed from one settlement to another, notably the needs of Elmira and surrounding settlements versus Breslau and surrounding settlements. NPG and the Township used this in the development of tailored recommendations for north and southern portions of the Township.

Development Charges Background Study (DC)

The recent DC Background Study detailed the existing service level and determined future gross capital costs for parks and recreation services. Gross capital costs were determined to be \$41.3 million (approximately). \$17.2 million was determined to be net growth-related capital costs. Included in the study, is a proposed Breslau Community Centre Complex. The DCA allows municipalities to impose charges to cover capital costs for increased need for services which includes parks and recreation services but *not* the acquisition of lands.

Interdepartmental Impacts:

The Master Plan and recommendations will impact the following departments in addition to Recreation:

- Infrastructure Services – with respect to asset management, integration of active transportation with parks and trails;
- Development Services – acquisition of parkland, planning for recreation through new development and implementation of the Landscape and Design Guidelines;
- Financial Services in relation to future financial feasibility studies and 5-year capital plan relating to new facilities and or amenities; and,
- All departments in relation to implementation of the Master Plan in relation to the new Community Strategic Plan.

Financial Impacts:

Increased population growth with the need to sustain standard levels of service will have financial implications associated with:

- Increased capital expenses required to provide additional parks, park amenities, and facilities over the next decade;
- Increased operating expenses and staffing resources to maintain these parks and facilities as growth occurs;
- Increased capital expenses required to acquire park lands for large community parks over and above those provided through parkland dedication;
- New infrastructure, facilities and amenities will be funded through a combination of Development Charges, Cash-in-lieu, Parkland Dedication through development applications and future budget allocations; and,
- Additionally, future financial feasibility studies will look to maximize corporate donations, sponsorship, leased property, third-party partnerships and user fees to assist an appropriate funding model and best use of taxpayer dollars.

Community Strategic Plan Impacts:

The Master Plan embodies much of the new Community Strategic Plan’s mission and vision to:

1. Promote and facilitate a commitment to community connection through facilities and new public spaces and embodying the Play, Live, Work model facilitating social connections that reinforce and expand community ties so that each resident feels a sense of belonging; and
2. Provide services and amenities to create an environment where Woolwich communities can flourish.

The Master Plan aligns with the Township Strategic Plan priorities including:

- Cultivate long-term economic prosperity: As a guide it will allow staged growth of parks and recreation consistent with our staged residential growth and inform long-term capital plans.
- Empower communities to be adaptable and engaged. The plan promotes the expansion of inclusive public spaces to promote feelings of belonging amongst community members.
- Provide effective and open leadership including creation of partnerships.
- Maintain an innovative customer service focus. Ultimately, the entire plan is a guide to serve the community into the future and contribute to the Township’s long-term soft service and infrastructure plans

Conclusion:

The Parks and Recreation Master Plan was developed as a guide for service levels for both current and future parks and recreation needs across the Township for the next decade. With anticipated growth, the parks and recreation system will need to change and adapt to changes in demographics, social and cultural makeup of the Township.

The Master Plan provides a strong foundation for the medium and longer-term planning. The plan highlights the best practices and trends, summarizes the results of an on-line survey, provides an inventory of facilities and identifies high-level needs based on population estimates to over the next decade.

The Master Plan notes the sustainability of the services and assets is a foremost consideration and that the ability and willingness to meet capital and operational costs, now and in the future, will play a major role in shaping decisions.

Attachments:

1. 2024 Parks and Recreation Master Plan
2. Established Recreation and Community Services Department Levels of Service
3. Alternative Parkland Funding Approach