



Township of Mulmur

# Recreation Master Plan

September 2020



# Contents

- 1 Introduction ..... 1
  - 1.1 What is a Recreation Master Plan?..... 1
  - 1.2 Purpose and Scope of the Master Plan..... 1
  - 1.3 Plan Development Process ..... 2
- 2 The Context of Changing Needs..... 3
  - 2.1 Locational Analysis..... 3
  - 2.2 Planning for a Changing Demographic..... 5
  - 2.3 Community Aspirations for Recreation ..... 9
  - 2.4 Trends & Best Practice ..... 10
    - 2.4.1 Indoor Recreation Infrastructure ..... 10
    - 2.4.2 Emerging Sport Opportunities ..... 11
    - 2.4.3 Parkland Design and Development..... 11
  - 2.5 The Link Between Physical Activity and Wellbeing..... 13
- 3 Master Plan Values & Priorities ..... 14
  - 3.1 Key Principles ..... 14
  - 3.2 The Vision for Recreation..... 14
  - 3.3 Goals & Objectives ..... 15
  - 3.4 Approach to Planning and Service Levels ..... 16
- 4 Service Delivery and Programming..... 19
  - 4.1 Current Model of Service Delivery..... 19
  - 4.2 Effective Partnerships ..... 19
  - 4.3 Identified Programming Needs..... 20
  - 4.4 Marketing and Communications..... 22
  - 4.5 Fees & Cost Recovery..... 22
- 5 Overview of Assets..... 24
- 6 Indoor Recreation Facilities ..... 26
  - 6.1 North Dufferin Community Centre (NDCC)..... 26
    - 6.1.1 Utilization ..... 26
    - 6.1.2 Standard of Provision..... 27
    - 6.1.3 Building Condition..... 29
    - 6.1.4 Site Observations ..... 29
    - 6.1.5 What We Heard ..... 30

6.1.6	Operating Financials.....	32
6.1.7	The Strategy for the NDCC .....	33
6.2	Community Room at Township Offices .....	35
6.3	Other Indoor Recreation Facilities .....	35
7	Parkland & Trails .....	38
7.1	Parkland Supply.....	38
7.2	Parkland Standard of Provision.....	39
7.3	Parkland Development & Design .....	40
7.4	Trail Network .....	41
8	Outdoor Recreation Amenities .....	45
8.1	Ball Diamonds .....	45
8.2	Basketball Courts .....	47
8.3	Playgrounds.....	48
8.4	Other Outdoor Recreation Amenities.....	51
9	Implementation Strategy .....	54
9.1	Reviewing & Updating the Plan .....	54
9.2	Detailed Phasing Framework .....	54

**Appendix**

Appendix A: Demographic Mapping

# 1 Introduction

## 1.1 What is a Recreation Master Plan?

The purpose of the Recreation Master Plan for Mulmur is to strategically guide and manage municipal planning for parks and recreation assets and services over the next 10 years (to 2030). This Plan will further effective planning, budgeting and implementation of stated goals and objectives for recreation, parks and trails and help the Township guide and manage the development of parks and recreation assets, services, programming and events.

## 1.2 Purpose and Scope of the Master Plan

The principal objective of the Master Plan is to document current municipal recreation assets and develop a series of recommendations and actions to accommodate the current and future recreational needs of the municipality over the next ten years (to 2030). The Master Plan is an integrated plan that evaluates needs and strategies related to the following:

<b>Indoor Facilities</b>	<b>Outdoor Amenities</b>	<b>Parkland &amp; Trails</b>	<b>Service Delivery</b>
<ul style="list-style-type: none"><li>• Community Centre / Arena</li></ul>	<ul style="list-style-type: none"><li>• Sports Fields</li><li>• Sports Courts</li><li>• Playgrounds</li></ul>	<ul style="list-style-type: none"><li>• Parks &amp; Open Space</li><li>• Trail Network</li></ul>	<ul style="list-style-type: none"><li>• Partnerships</li><li>• Programming</li></ul>

The Master Plan provides guidance to develop an appropriate level of service related to recreation for Mulmur residents. It is a flexible blueprint – many of the recommendations contained in this document are stand-alone and can be implemented separate and apart from decisions required to implement other aspects of the Master Plan. The Master Plan should also be placed in the broader context of all obligations of the Township of Mulmur. Changes in the wider municipal environment in terms of fiscal priorities, can be expected to impact the priorities contained in this Master Plan.

### 1.3 Plan Development Process

Ongoing changes in population and demographics, as well as the landscape of delivery of programs and services, has resulted in the need for an evaluation of the Town’s recreation delivery system. In accomplishing this, the process of developing this Master Plan required:

- A township-wide review of existing assets (including facility conditions, revenues and expenditures, utilization, planned capital investment and standards of provision on a population basis).
- Public engagement activities and outreach with key internal and external stakeholders.
- Analysis of local, regional, and provincial demographic and leisure trends, as well as best practices in other communities.
- Review of strategic plans, policies, and priorities (local, regional, and provincial) to develop long-term recreation recommendations that enable the Township to take full advantage of programming, investment, and partnership opportunities.
- Historic and forecasted population dynamics and demographic change and the impact of this on the delivery of recreation.
- An understanding of the current municipal delivery model for recreation including levels of investment in the sector.
- Identification of gaps and opportunities for the provision of facilities, services and programs that may be addressed through the recommendations of the Master Plan.

**Exhibit 1: Study Process**

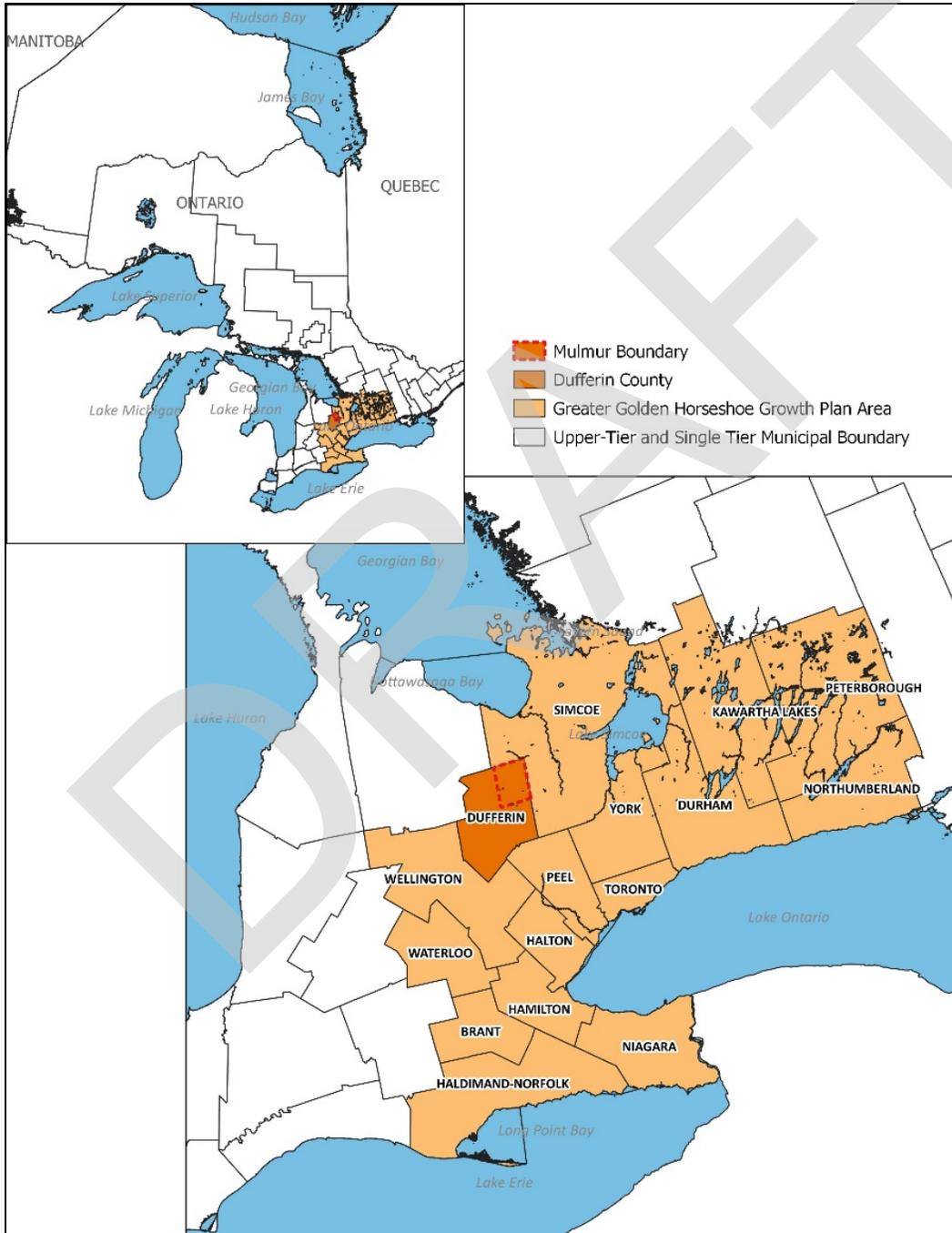


## 2 The Context of Changing Needs

### 2.1 Locational Analysis

The Township of Mulmur is a lower-tier municipality in the northeast portion of Dufferin County and lies within the Greater Golden Horseshoe Growth Plan Area.

**Exhibit 2: Regional Location of Mulmur**

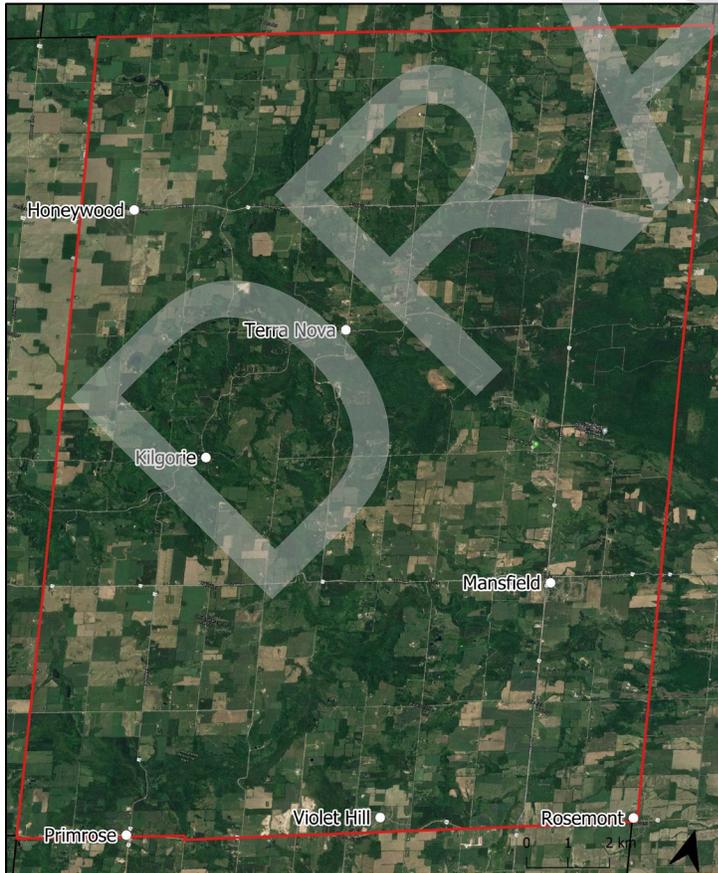


The Township of Mulmur is one of eight lower-tier municipalities within Dufferin County's jurisdiction. The Town of Orangeville is the largest urban centre and county seat, with just over half the population.

Dufferin County Lower Tier Municipalities	2016 Population
Orangeville	28,900
Mono	8,609
Shelburne	8,126
Amaranth	4,079
Mulmur	3,478
Melancthon	3,008
Grand Valley	2,956
East Garafraxa	2,579
<b>Dufferin County Total</b>	<b>61,735</b>

The Township includes six hamlets and settlement areas: Mansfield, Honeywood, Terra Nova, Kilgorie, Primrose, Rosemont, and Violet Hill, shown in the map below.

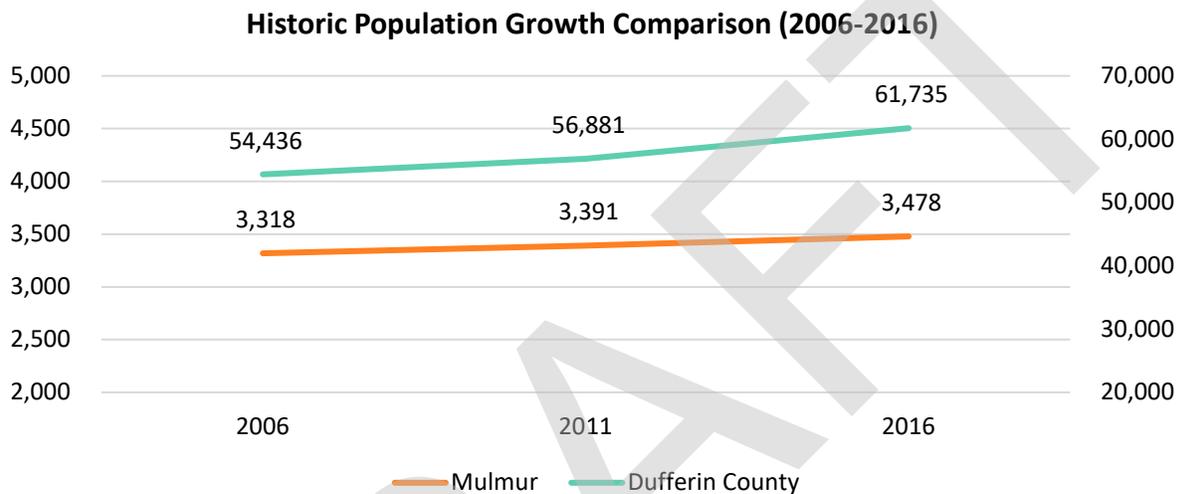
**Exhibit 3: Population Centres within the Township of Mulmur**



## 2.2 Planning for a Changing Demographic

As per the 2016 Census data, the Mulmur’s population is 3,478 residents with a population of 70 people of Indigenous identity, including First Nations and Métis. The Township’s community profile indicates a seasonal population of an additional 6,200 residents.

The following chart compares population growth in the Township and the County from 2006 to 2016. Over this period Mulmur experienced population growth of 4.8%. This is compared to population growth in Dufferin County of 13.4% over the same period.



Source: SPM based on Statistics Canada Census Data, 2011, 2016.

The recommendations and service levels identified within this report utilize the most recent growth projections in the 2019 Development Charge Study, the Dufferin County Official Plan, and the Growth Plan for the Greater Golden Horseshoe.

The Growth Plan for the Greater Golden Horseshoe establishes a population forecast for the County of 80,000 people in 2031. Based on this forecast, the Township’s population is expected to increase to approximately 4,290 by 2031, an increase of 23%. The compound growth rate based on these projections is 1.41% per year over the 15-year period.

### Exhibit 4: Estimated Population Projections to 2031

Municipality / Year	2016	2021	2026	2031	2016-2031 Pop. Growth	2016-2031 Pop. Growth Rates
<b>Dufferin County Projections</b>						
Total Population	61,735	67,306	73,380	80,000	18,265	30%
<b>Township of Mulmur Projections</b>						
Total Population	3,478	3,749	4,019	4,290	812	23%

Source: Sierra Planning and Management based on the Dufferin County Official Plan and Township of Mulmur Development Charge Study, 2019.

Investment in recreation must be viewed as part of the quality of life equation, resident attraction and economic development strategy for the Township and means to achieve growth targets.

### **2.2.1 Areas to Accommodate Future Growth**

From 2006 to 2016, the greatest amount of population growth has been in the southeast of the Township, in and around Mansfield. There was more modest growth in the south-central area containing Violet Hill. There was a modest population decline in the western part of the Township containing Honeywood, Kilgorie, and Primrose. Appendix A provides mapping details related to population change.

Mansfield, Honeywood, and Terra Nova have been designated as settlement areas in the Official Plan, with much of the growth anticipated to occur in Mansfield, where most of the residential land designated for development is located. The average number of new dwellings per year in the Township was 16.6 from 2012 to 2018, growing from 10 at the beginning of the period to 23 at the end.

It is important to note that servicing constraints may limit the amount of growth. The Official Plan states that Mansfield will be served by a municipal water system and private sewage disposal systems. The Plan states that development should only occur when detailed hydrogeological studies are provided to confirm that the use of private septic systems will not adversely affect the groundwater supplies and ensure that there is sufficient water available to meet demand.

The Official Plan and Primrose Employment Lands Secondary Plan designates Primrose as the focus of industrial, commercial, institutional, and related development, with most employment lands located in the Primrose Business Park.

### **2.2.2 Aging Demographics**

While the Township is expected to continue to experience aging (similar to many other communities in Ontario), it is still important to provide recreation opportunities to attract young families to the Township and to provide opportunities for those currently living in the Township. Children and youth (population under 19 years of age) are fairly even geographically distributed within Mulmur, but with a slightly higher percentage in the southeast around Mansfield, as well as the northwest around Honeywood, west of Terra Nova, and west of Kilgorie. It should also be noted that there is a significant youth population to the northwest of Mulmur in Grey Highlands.

Areas with the highest proportion of older adults (65+) are in the central, southwestern, and northeastern parts of the township including Primrose, Terra Nova, and Kilgorie.

See Appendix A for mapping details related to age distribution across the Township.

From the perspective of this Master Plan, planning for age-friendly and multi-generational spaces will be important to address the needs of children, youth, young adults as well as older residents (which is more important in rural areas to counteract rural isolation). This is of growing importance as the population ages. As shown in the exhibits below, the share of the population under 19 years old has dropped from 26% in 2006 to 20% in 2016, with the share of population over the age of 65 (older adults) rising from 13% to 18%. Mulmur’s population profile is slightly older than the County as a whole.

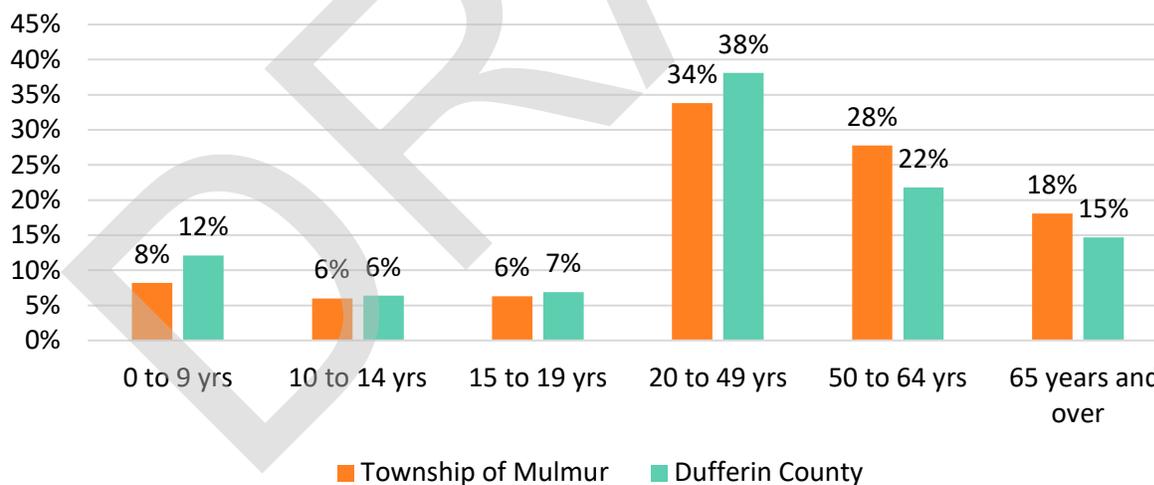
Continuous monitoring of future need and demand for recreational facilities and amenities will be important going forward to ensure the continuation of services and to sustain the current level of service provided in the Township.

**Exhibit 5: Mulmur Population Age Profile 2006 - 2016**

Age Cohort	2006 Pop.	% Share	2016 Pop.	% Share
Children (0-9)	345	10%	285	8%
Youth (10-19)	530	16%	430	12%
Young Adults (20-39)	645	19%	665	19%
Adults (40-64)	1385	42%	1480	42%
Older Adults (65+)	425	13%	630	18%
<b>Total</b>	<b>3330</b>	<b>100%</b>	<b>3490</b>	<b>100%</b>

Source: SPM based on Statistics Canada Census Data, 2006 and 2016

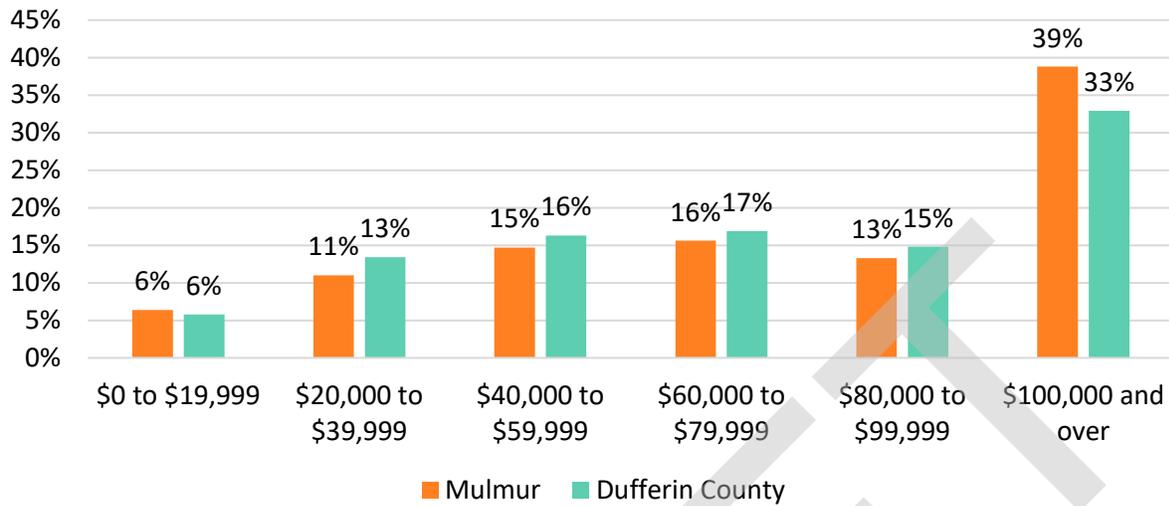
**Exhibit 6: Township and County Age Distribution**



### 2.2.3 Considerations of Income

As per the 2016 census, Mulmur has a median household income after tax of \$82,816, moderately higher than that for Dufferin County as a whole (\$77,256). 38.8% of households have an income of over \$100,000, compared to 32.9% for the County.

**Exhibit 7: Township of Mulmur and Dufferin County 2016 (After Tax) Comparison**



In 2016, 4.2% of Mulmur’s population was under the Low-Income Cut-Off Threshold, after tax (LICO-AT)<sup>1</sup>. This is slightly above the County as a whole at 3.9%, but well below the 9.8% in Ontario as a whole.

The geographic areas that had the highest proportions of resident household under the Low-Income Threshold in 2016 were mostly focused near the north-east of the Township. See Appendix A for mapping details.

<sup>1</sup> Statistics Canada defines low-income cut-off (after tax) as: Income levels at which families or persons not in economic families spend 20 percentage points more than average of their after-tax income on food, shelter and clothing.

## 2.3 Community Aspirations for Recreation

Over the course of the Master Plan process community engagement activities generated input from nearly 500 residents and stakeholders through various methods, including:

- One community workshop;
- One public online survey – the results of which are provided under separate cover; and
- Staff and senior management interviews.

The results of these activities provided for an array of responses. Several common themes and aspirations emerged for the future provision of recreation over the long-term, summarized as follows:

### **Theme 1: Multi-Use Facilities**

- Provide a variety of spaces within facilities that are flexible for multi-purpose use for community gathering, and places for residents of all ages and abilities to participate in recreational pursuits.

### **Theme 2: Enhanced Programming**

- Expand the programs offered to residents, with consideration for the changing demographics and community needs through enhanced partnerships.

### **Theme 3: Inclusive and Accessible**

- Upgrade and renew existing facilities to ensure compliance with AODA requirements to enable access by all residents.

### **Theme 4: Improved Communications**

- Enhance communication between the Township and its residents to provide key information related to recreation, community events, and other happenings.

## 2.4 Trends & Best Practice

### 2.4.1 Service Delivery

Key trends that have emerged in service delivery methods for recreational and sport programming include:

- **Volunteerism** – National trends show a decline in volunteerism, however those who volunteer are doing so on a more frequent basis;
- **Performance measures** – Recreation sector performance measures are increasingly shifting from outputs to outcomes (shift from output measures such as capital costs, number of registrants to outcome measures such as how the program benefited the community and health indicators);
- **Partnerships** – Communities are increasingly entering into partnership agreements with community groups and the private sector to maximize cost efficiencies; and
- **Creating Community Hubs** – the need to animate neighbourhoods with an increase of recreational activity, and work with local groups to determine neighbourhood needs. A community gathering space that provides a range of programming can create a greater sense of belonging, empowerment, and cohesion within diverse populations.

### 2.4.2 Indoor Recreation Infrastructure

Well designed and functioning recreation and sport facilities, trails and parks is key to creating and maintaining healthy communities. Current trends and best practice related to the design and functionality of indoor and outdoor recreation facilities are summarized below.

#### Multi-Use Facilities

There is an increasing focus on creating flexible multi-use “destination” facilities as recreation, entertainment and family centres and community hubs.

#### Accessibility

Improving accessibility within recreation facilities for people with disabilities due to the passing of the Accessibility for Ontarians with Disabilities Act (AODA) where



Flexible Multi-Purpose Spaces, Oak Ridges Community Centre (top) / Meadowvale Community Centre (bottom)

municipalities are required to improve opportunities for participation for people with disabilities through the removal of barriers, with the goal of making Ontario fully accessible by 2025.

## Sustainability

There is an increasing focus on the overall sustainability of a facility (e.g. net zero/carbon neutral) rather than achieving a specific certification program status (e.g. LEED).

### 2.4.3 Parkland Design and Development

While each municipality sets its own goals and priorities in the development of its parkland system, common trends that can have an impact on the development / redevelopment of parks, trails, and other outdoor facilities include demographic changes (e.g. aging communities and rising senior needs for passive pursuits), participation trends in traditional field sports, active transportation and active living, and linking recreation and leisure services to resident's quality of life.

The Township should aim to incorporate key design trends and best practices into the design and/or redesign of parks in the future. These include:

#### Inclusion and Accessibility

Accessibility requirements under the Design of Public Spaces Standard of the *Accessibility for Ontarians with Disabilities Act (AODA)* apply to new construction and the redevelopment of elements in public spaces, including parks, trails and other public amenities. Design Standards for Public Spaces encompasses recreational trails, outdoor public use eating areas, outdoor play spaces, exterior paths of travel (e.g. sidewalks), accessible parking, and maintenance, among others.

Ensuring that all park amenities, including play facilities, are welcoming and easily navigable for all ages and abilities is an important consideration. It is important to consider not only mobility devices, but those with cognitive and other issues (i.e. autism, sensory disorders, visual and hearing impairments, etc.). Many park designers are striving to include all types of ages and abilities within the same play / park space by designing amenities that can be used in a multitude of ways.

Current common practice is to engage the community throughout the park design and development stage.

#### Nature Based Play

Natural play elements are increasingly becoming more prominent in playground planning. Many benefits of connecting children with nature have been documented, including that a child's social, psychological, academic, and physical health is positively affected when they have frequent contact with nature. Mixing elements of the natural environment with the built environment only enhances the play experience and often see the highest use. One of the main

things that natural play environments combat is static play elements or park designs that children may get bored with quickly. Incorporating natural elements with play places supports higher levels of play through repeated use and can help to encourage children to get outside and explore.

### Outdoor Fitness Equipment

There is a trend in many communities to design parks and their amenities that appeal to older adults. The outdoor gym trend is one of these amenities, often including various mechanical devices ranging from simple sit-up stations to rowing machines, elliptical trainers and leg presses. Signs indicate that the devices are intended for people aged 12 and older, however, in public parks there is no control over the age or skill level of users, and there is no supervision. The equipment does have moving parts and is subject to often harsh winter conditions. Therefore, safety is often a consideration for municipalities, however the benefits to residents often outweigh these concerns.

### Maintenance and Sustainability

Many municipalities are facing strained budgets when it comes to the maintenance and operation of public spaces, as new parks and facilities are acquired through the development process. In order to reduce the maintenance and operational requirements for parkland and park amenities, park development and renewal in the future municipal governments are now contemplating sustainability practices, specifically related to:

- Designs that encourage sustainable maintenance practices; (e.g. xeriscapes, naturalized landscapes, etc.);
- Incorporating native, drought-resistant vegetation features (to reduce watering requirements); and
- Utilizing durable materials and infrastructure (i.e. furniture, play equipment, etc.).



Nature-Based Playground, Salisbury, NB



Bamboo Climbing Structures, Valleyfield, QC



Fitness Stations, Peterborough, ON

## 2.5 The Link Between Physical Activity and Wellbeing

The various facets of “wellbeing” often relate to physical and mental health. ‘A Framework for Recreation in Canada: Pathways to Wellness’ (2015) is a national framework that explores the idea of “wellbeing” in the provision of recreation in Canada. The framework guides the continued evolution of recreation in Canada and is a joint initiative of the Interprovincial Sport and Recreation Council and the Canadian Parks and Recreation Association. This framework is premised on the assertion that recreation provides multiple pathways to wellbeing for individuals, communities and for our built and natural environments, and allows for a re-visioning of recreation’s capacity for achieving wellbeing. The national framework identifies key benefits of recreation and summarizes them as follows:

### Enhances Mental and Physical Wellbeing

- The availability and accessibility of parks and recreation facilities promotes increased levels of physical activity, which in turn, enhances self-esteem, personal growth, and life satisfaction for people of all abilities.

### Enhances Social Wellbeing

- Provides developmental opportunities for children and youth, which supports social relationships in clubs and organizations. Helps decrease anti-social behaviour.

### Creates Strong Families and Communities

- Builds social capital in the form of arts, recreation programming, festivals, and parades. Community events help form relationships between neighbours and promotes positive civic behaviour, mutual caring and volunteerism.

### Economic Benefits to Investing in Recreation

- Recreation spending creates jobs, fosters tourism, makes communities more attractive places to live, learn, work, play and visit. “Upstream” investments can also improve individual and community wellbeing, which reduces costs in health care, social services and justice.

A variety of socio-economic factors can have an influence on participation in physical recreation including age, income, marital status, place of residence, health challenges, consistent access to recreational opportunities, social media, among others. On a more local level, the following trends related to participation have been observed:

- Participation in informal and unorganized activities is becoming more common than in organized programming.
- Key motivators for participation include a desire to maintain a healthy, active lifestyle.
- Time and/or availability of program offering is commonly cited as a barrier to participating in recreational activities.

## 3 Master Plan Values & Priorities

The Master Plan and its recommendations are based on the following vision, principles, goals, and objectives for planning and investment in recreation in Mulmur.

### 3.1 The Vision for Recreation

A proposed vision for recreation in the Township of Mulmur was developed as part of the Master Planning process, and reads:

“The Township of Mulmur will maximize the benefits of accessing recreation in the community, with a focus on the provision of services and renewed facilities, to meet 21<sup>st</sup> Century resident needs.”

### 3.2 Planning Principles

The Master Plan and its recommendations are based on the following principles for planning:

- 1 Prudent advancement of the expansion of recreation services through improved programming and facility investment.
- 2 Strategically invest in recreation infrastructure for resident retention and attraction (e.g. young families).
- 3 Adopt an asset management approach to investment in infrastructure that reflects prudent capital investment. This includes consideration for replacing, decommissioning and/or repurposing assets where warranted.
- 4 Recognize Mansfield and Honeywood as the primary hubs, and Terra Nova as a secondary hub, for recreation within the Township, focusing facility development in these locations.
- 5 Address the needs of target populations (youth and seniors) through recreation planning and optimization of existing facilities, ensuring recreation facilities and opportunities are inclusive and accessible for all.
- 6 Provide an effective range of indoor and outdoor spaces for community recreation activities and programming.
- 7 Protect and enhance Mulmur’s natural environment as important assets for active and passive recreation, and tourist opportunities.

### 3.3 Goals & Objectives

**Goal 1:**  
**Make parks and recreation accessible to all**

#### Objectives:

- Plan for and invest in multi-use and multi-generational (8-80) spaces – this may include investment in indoor facilities but also parks, trails, and other open spaces.
- Strategic investment in recreation infrastructure for target groups including youth and seniors.
- Co-locate appropriate township-owned facilities and/or township resources.

**Goal 2:**  
**Promote health, wellness, and active living**

#### Objectives:

- Provide and support programs and seeking partnerships with organizations or groups that promote health, wellness, and quality of life.
- Protect the natural environment and prioritize effective management of these assets for recreational purposes.
- Facilitate the growth of existing trail systems and promote active transportation through integrated networks of parks, trails, and open spaces.

**Goal 3:**  
**Facility renewal and investment**

#### Objectives:

- Renewal of aging assets based on effective asset management principles.
- Priority for investment to maintain existing facilities that have a viable lifespan before investing in new facilities. This requires a comparison of the costs and benefits of facility renewal against new construction.
- Pursue all opportunities to develop recreation infrastructure by leveraging upper level government and other funding programs that arise over time.

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

#### Objectives:

- Balance the need for local organization of recreation and facility planning with benefits of coordinated township-wide planning and oversight.
- Encourage community involvement in the development and operating of programs.

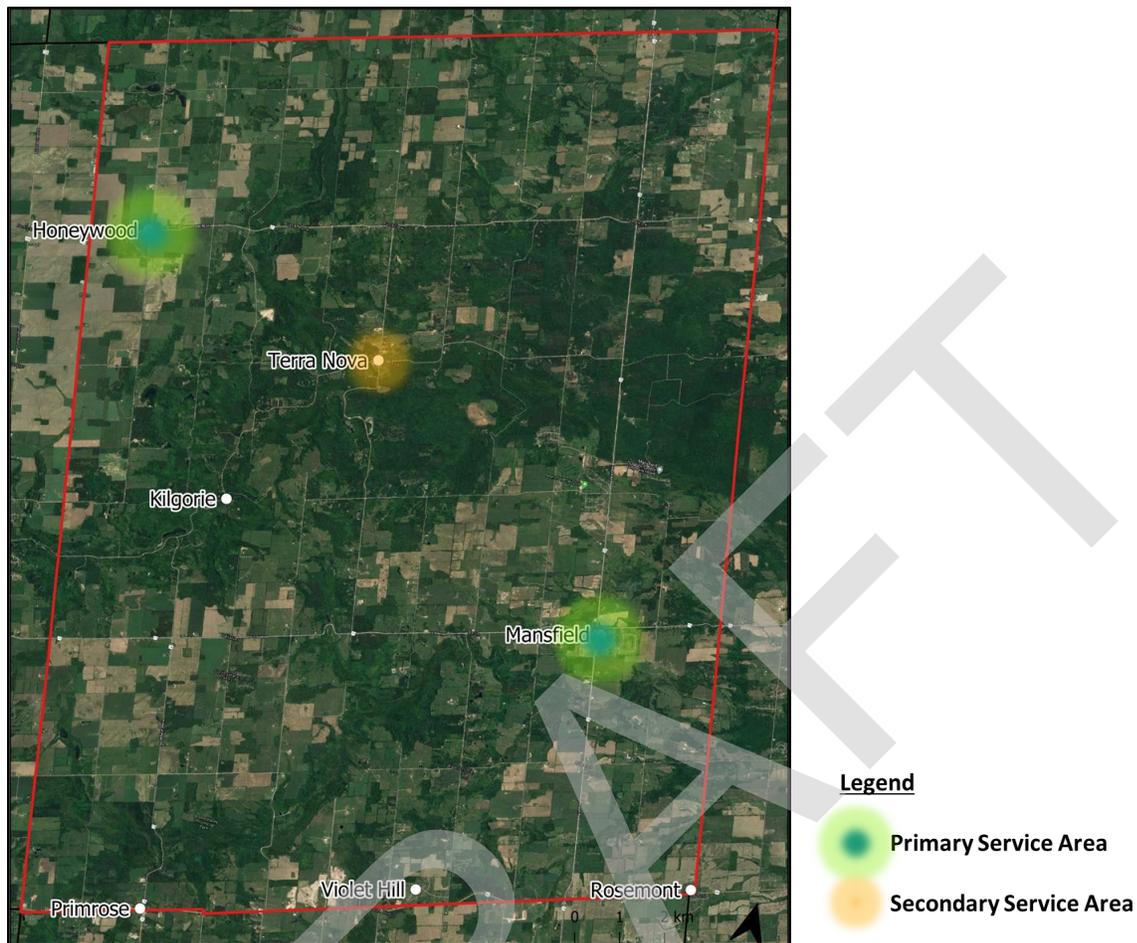
### 3.4 Approach to Planning and Service Levels

The recommendations of this Master Plan cover a range of considerations for the provision of indoor and outdoor recreation facilities as well as parks, open space, and trails, specifically as it relates to capital investment and development and the implementation of projects over the 10-year life of this Plan. The recommendations have been informed by a variety of inputs, and are the product of a balanced assessment of the following long-term capital planning and asset management factors:

- Defined levels of service for each class or category of facility dependent on the nature and scale of use of amenities (i.e. township, community and/or neighbourhood level of service, as appropriate);
- Current and projected population-based standards of provision and the implications of forecasted resident growth on current levels of service;
- Capital implications of aging infrastructure and options to enhance the delivery and operation of assets through future investment and other efficiencies; and
- Community “needs and wants” as expressed through public engagement. Community needs and wants are those that are expressed by members of the public, stakeholders, and community groups. They reflect the aspirations of the community as communicated through the public engagement activities associated with the Master Plan process.

Due to the geographic reach of the Township, there is a need to establish appropriate levels of service for the settlement areas as well as for the more rural areas. This provides a framework to guide future planning and municipal investment in recreation. At present, recreational facilities are focused in Honeywood (at the NDCC) and Mansfield – the identified location for future growth within the Township. Therefore, this Master Plan recognizes Mansfield and Honeywood as primary service areas, offering the broadest range of recreational facilities and services. The third settlement area of Terra Nova, the location of the Township offices, is recognized as a secondary service area providing fewer facilities and/or services related to recreation. This echoes the policies within the official plan to provide sufficient parks, open spaces, and recreational opportunities in or near settlement areas within the Township.

**Exhibit 8: Service Area Nodes**



### 3.5 Approach to Asset Management

The Township has an existing Asset Management Plan (AMP) developed in 2016 which covers the typical hard municipal infrastructure such as bridges, roads, and buildings. With a recognition that in many parts of Ontario, existing infrastructure is degrading faster than it is being repaired or replaced, the Province implemented the Asset Management Planning for Municipal Infrastructure Regulation, O. Reg. 588/17, which came into effect in January 2018.

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

### Recommendations: Service Levels

1. Maintain the current distribution of recreation amenities in the Township with Honeywood and Mansfield as primary service areas, and Terra Nova as a secondary service area. Future asset management priorities should also be considered.
2. Implement and update the 2016 Asset Management Plan, as per O. Reg. 588/17, retaining a specific and enhanced focus on recreation and community facilities, open space, and parks in addition to the traditional emphasis on hard infrastructure.
3. The location of any major recreation infrastructure (e.g. sports fields, community centres, etc.), as well a future replacement and/or expansion of existing facilities, should represent the most appropriate location based on considerations of land ownership, site suitability, co-location with other municipal recreation infrastructure, and capital costs associated with servicing and development.

DRAFT

## 4 Service Delivery and Programming

### 4.1 Current Model of Service Delivery

The Township is the primary provider of indoor and outdoor publicly accessible recreation facilities. Mulmur's Recreation Department currently plays a role in the direct delivery of drop-in programming (public skating) within the NDCC and is responsible for the maintenance and management of outdoor recreation assets (e.g. playgrounds, ball diamonds, etc.).

The Township currently supports a Community Development Model for the provision of recreation services, balancing its operation with facilitating programs and services led by other organizations/non-profits at municipal facilities and other public and private facilities. The delivery of services in Mulmur is also supported by several agencies and key stakeholders, including:

- Upper Grand District School Board;
- Nottawasaga Conservation Authority;
- Dufferin County (Forest Tracts);
- Ontario Parks (Boyne Valley Provincial Park, Pine River Provincial Fishing Area); and
- Others, including Mansfield Ski Club, Mansfield Outdoor Centre, Rawhide Adventures, Toronto & North York Hunt, and Unicamp of Ontario.

While this model is effective, evolving the role that the Township plays in the provision of recreation will be important going forward.

### 4.2 Effective Partnerships

While the provision of recreation services has traditionally relied on municipal governments, communities are increasingly entering into partnership agreements with community groups and the private sector to maximize cost efficiencies. Partnerships continue to be an important aspect to the provision of recreation services in Mulmur.

Currently, the Township partners with community-based organizations that utilize Township facilities to provide recreation programs and services, providing recreational opportunities for a range of residents. These community partners/organizations include:

#### Hockey / Skating

Ice sports are provided through a variety of leagues and organizations, including Honeywood Minor Hockey, Shelburne Minor Hockey, Ladies Hockey League, Honeywood Figure Skating Club, among others.

## Baseball

Ball leagues that program at the Township's ball diamonds include Mansfield Minor Ball and Mansfield Mens League.

## Township of Melancthon

The Township of Mulmur currently partners with the Township of Melancthon to collectively operate the North Dufferin Community Centre, through a Management Board. A cost-sharing agreement is currently in place, where capital and operating costs are shared equally by each municipality. Continuing this cost-sharing agreement with Melancthon is important going forward.

### Recommendations: Service Delivery & Effective Partnerships

4. Maintain a Community Development Model for the delivery of recreation in the Township. Under this model, where volunteer and agency groups have historically serviced the recreation programming needs of the community, the Township should continue to support these initiatives through the provision of access to facilities for activities.
5. Investigate opportunities for new and/or expanded partnerships to improve service levels, enhance program delivery, and leverage public funding.
6. Continue the cost-sharing agreement with the Township of Melancthon for the operation and maintenance of the NDCC / a new multi-use recreation facility in Honeywood.

## 4.3 Identified Programming Needs

Existing programs offered by the Township are limited to drop-in public skating activities at the NDCC. Respondents to the public survey indicated that they mostly participate in public skating (38%), hockey (22%), and learn to skate programs (16%) in Mulmur. Yoga was also a common program with 7% of respondents having participated over the past year – this is provided in neighbouring communities.

30% of survey respondents (n=198) indicated that there are programs they would like to access that are not currently offered by the Township. Engagement with the community at large resulted in numerous suggestions for an expanded suite of recreational programs. Suggestions for programming, to be offered either by the Township or local community organizations, included the following:

Fitness Programs	General Interest Programs
<ul style="list-style-type: none"> <li>• Gymnastics</li> <li>• Fitness for Older Adults, such as chair Pilates and chair yoga</li> <li>• Aerobics for all ages</li> <li>• Drop-In Pickleball</li> <li>• Dance Classes</li> <li>• Cycle Club for Teens, Adults</li> <li>• Yoga, Zumba, Tai Chi</li> <li>• Boxing, Martial Arts</li> <li>• Learn to Skate for Teens, Adults</li> <li>• Walking / Hiking Club</li> </ul>	<ul style="list-style-type: none"> <li>• Technology / Computers for Older Adults</li> <li>• Safety and First Aid</li> <li>• Cooking</li> <li>• Gardening</li> <li>• Arts and Crafts for all ages</li> <li>• Bridge, Cards</li> <li>• Shuffleboard</li> <li>• Book Club</li> </ul>

A lack of awareness of the programs that are currently offered was identified by survey respondents as the primary barrier limiting their participation in recreation programming. This was followed by a lack of desired programming being offered (36% of respondents), distance / location of facilities or programs (22%), and a lack of appropriate facilities (22%) to host such programs.

With a growing population of older adults, the opportunity exists to offer intergenerational programs in Mulmur that encourage participation and interaction from all age groups. Going forward, it will also be important to focus on providing programming opportunities and spaces for Mulmur’s youth. Opportunities to strengthen programming through municipal partnerships will also need to be explored to take advantage of synergies between neighbouring municipalities, Dufferin County, the public library, or others, to bolster programming opportunities within the Township. As a first step, these initiatives could be explored and/or implemented by a summer student hired by the Township as a pilot project.

<p><b>Recommendations: Programming Needs</b></p> <ol style="list-style-type: none"> <li>7. Work with community groups and local partners to expand the suite of traditional and non-traditional programs offered through new or expanded partnerships (e.g. Library, County, sports groups, Ontario Parks, and other agencies), ensuring programming for all age groups, with a special focus on youth and seniors. This can help to enhance the utilization of existing recreation infrastructure.</li> <li>8. As programming levels increase, develop a methodology to track program registrations and assess the rate of take-up for programs offered by the Township or its partners. Continuous tracking can help determine the complement of programs that should be offered in the future.</li> </ol>
--

## 4.4 Marketing and Communications

In response to consultation that identified a lack of awareness of programs available to the community, the Township can take a lead role in helping promote the recreational opportunities available to residents. The Township should seek to promote communications and awareness of available programs, drop-in activities, and other events undertaken by third parties using the Township's facilities.

The opportunity exists to improve marketing and communication methods for the promotion of services exist through the development of a community services directory on the Township's website and in print form (e.g. Community Guide). In addition to a service directory, Community Guides often provide other important municipal information to residents, such as waste collection schedules, planned construction projects, and so on. This should also include a listing of available space for rent within parks, community centres, and sports fields that can be provided to the community for specialized events or activities.

### **Recommendations: Marketing & Communications**

9. Develop a 'Community Guide' for the Township that includes recreation and leisure resources. The guide should include a community calendar of events and provides details on all programs offered in Mulmur (municipal / non-municipal), complete with contact information of organizers for programs that are not directly delivered by the Township. This should be an online / digital information tool with hardcopies located in key municipal facilities or distributed directly to residents and provided on an annual or semi-annual basis.

## 4.5 Fees & Cost Recovery

The Township of Mulmur establishes user rates for facility rentals on an annual basis. The current user fee structure subsidizes access to recreation for key groups, including minor participation. At present, the Township does not have a formal User Fee Policy in place to guide levels of cost recovery and subsidization.

In order to ensure continued fair and equitable pricing, a comprehensive review of user fees should be completed to confirm, validate and prioritize an approach to pricing going forward that is in keeping with best practice and to address the appropriateness of the current level of cost recovery of the Recreation Department and the current user fees being charged. Municipal cost recovery for recreation is estimated at 21% based on the Township's 2019 Operating Budget, which is relatively low.

### Recommendations: Fees & Cost Recovery

10. Review, on an annual basis, the user fees and pricing schedule for facility and park rentals and programming fees (as appropriate). Rate setting should be informed by principles for cost recovery and subsidization, as determined by the Township.

DRAFT

## 5 Overview of Assets

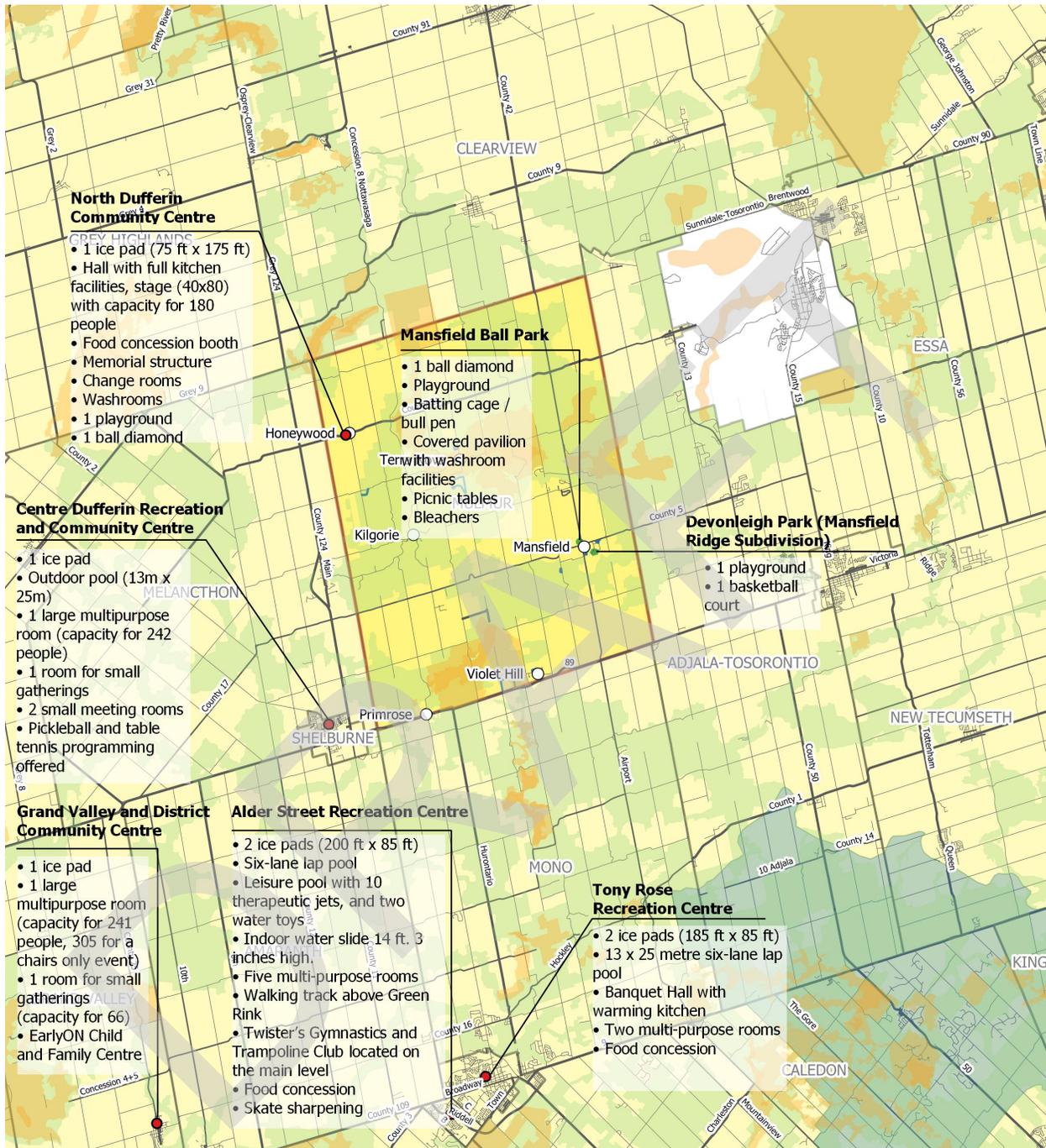
The Township of Mulmur is in proximity to larger population centres, such as Orangeville, that provide a wide variety of indoor and outdoor recreational assets for use by residents. These hubs service both their local community as well as the broader regional population by providing larger-scale facilities with a variety of amenities that are not found in Mulmur (e.g. indoor pools, multi-surface arenas, multi-purpose rooms, outdoor amenities).

The Township of Mulmur’s municipal recreation asset base provides services on a more localized level, and consists of the following:

<p><b>Indoor Recreation Facilities</b></p>	<ul style="list-style-type: none"> <li>• 1 ice pad</li> <li>• 2 community rooms</li> </ul>	
<p><b>Outdoor Recreation Amenities</b></p>	<ul style="list-style-type: none"> <li>• 2 ball diamonds</li> <li>• 1 basketball court</li> <li>• 3 playgrounds</li> </ul>	
<p><b>Parkland and Trails</b></p>	<ul style="list-style-type: none"> <li>• 3 municipal parks totalling 7.1 hectares</li> <li>• 130 km of trails (not Township owned)</li> </ul>	

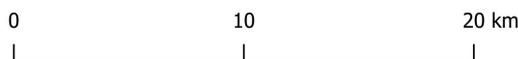
The exhibit on the following page shows the locations of both the local and regional recreation assets in proximity to, and within, the Township of Mulmur.

## Exhibit 9: Township and Regional Recreation Facilities



### Recreation Facilities

- Community
- Recreation Centres
- Other Township Owned Properties
- Areas of Natural and Scientific Interest
- Oak Ridges Moraine Planning Area
- Natural Heritage System Area
- Highway
- Secondary highway/major street
- Local street



## 6 Indoor Recreation Facilities

### 6.1 North Dufferin Community Centre (NDCC)

The NDCC, built in 1965, is approximately 27,424 square feet in size, in a two-storey structure. The facility consists of an undersized ice surface (75ft x 175ft) with associated changerooms, washrooms and spectator seating, and the Nordruff Room, located on the second floor, which has a stage, kitchen facilities, and washrooms. A standard NHL ice rink measures 200 feet by 85 feet wide.

The community centre is situated in Honeywood, in the northwest portion of the Township. The centre is located adjacent to the Fire Hall and outdoor space, which includes a ball diamond, playground, and memorial structure. At present, the NDCC is a community hub for recreation as it is the only indoor recreation facility in the Township.

While the facility is in the Township of Mulmur, the Township of Melancthon (directly to the west) shares the operating and capital cost requirements, as it is an important community centre for their residents as well.

#### 6.1.1 Utilization

To calculate the prime-time utilization rate of the ice surface and Norduff Room at the NDCC, the following assumptions were employed:

- Weekday evenings (4:00pm to 10:00pm)
- Weekend days and evenings (8:00am to 10:00pm)

#### Ice Surface

The ice surface is primarily used by local sport groups, including Honeywood Minor Hockey Association, Honeywood Mens Recreational Hockey, Shelburne Minor Hockey, Ladies Hockey, Honeywood Hockey Moms, Fiddlers, Hillbillies, and Honeywood Figure Skating Club. The Hockey Training Institute also booked time at the facility over the past few years, however the group has since moved out of Mulmur and it is assumed that they will no longer be using the NDCC. Additionally, free public skating is offered on Sundays, and the dry floor has been used for ball hockey in the past (not at present).

Based on data provided by the Township, utilization of the ice surface has remained relatively steady over the past 4 seasons; however, it is consistently low – around 50%.

#### Exhibit 10: Prime Time Utilization Rate for NDCC Ice Surface

Ice Surface (NDCC)	2016	2017	2018	2019
Prime Time Hours Booked	822	757	723	887
Weeks Operational (Ice In)	26	27	26.5	30
Prime Time Hours Available	1508	1566	1537	1740
<b>Prime Time Utilization Rate (%)</b>	<b>55%</b>	<b>48%</b>	<b>47%</b>	<b>51%</b>

Note: Prime time hours available vary annually based on the number of weeks the ice is operational.

#### Norduff Room

The Norduff Room (hall on 2nd floor) is typically rented for banquets, weddings, family reunions, meetings, and used by clubs. Based on the data provided by the Township, the utilization of the Norduff Room is low (less than 5%), however, it is important to note that low utilization rates (often less than 10% or 15%) are common for community hall facilities that are in rural locations, close to larger population centres, and in need of upgrades.

A review of recent utilization rates for similar facilities in comparable communities shows that use of the Norduff Room is in line with the rates experienced elsewhere. For example, the Town of Erin's most rural community hall has an annual utilization rate of 2%, while the more urban hall facilities ranged from 5% to 16% annually. Similarly, the Township of Scugog has a variety of hall facilities (urban/rural, stand-alone, and as part of a larger arena complex), with utilization rates ranging from less than 1% to 21%.

#### 6.1.2 Standard of Provision

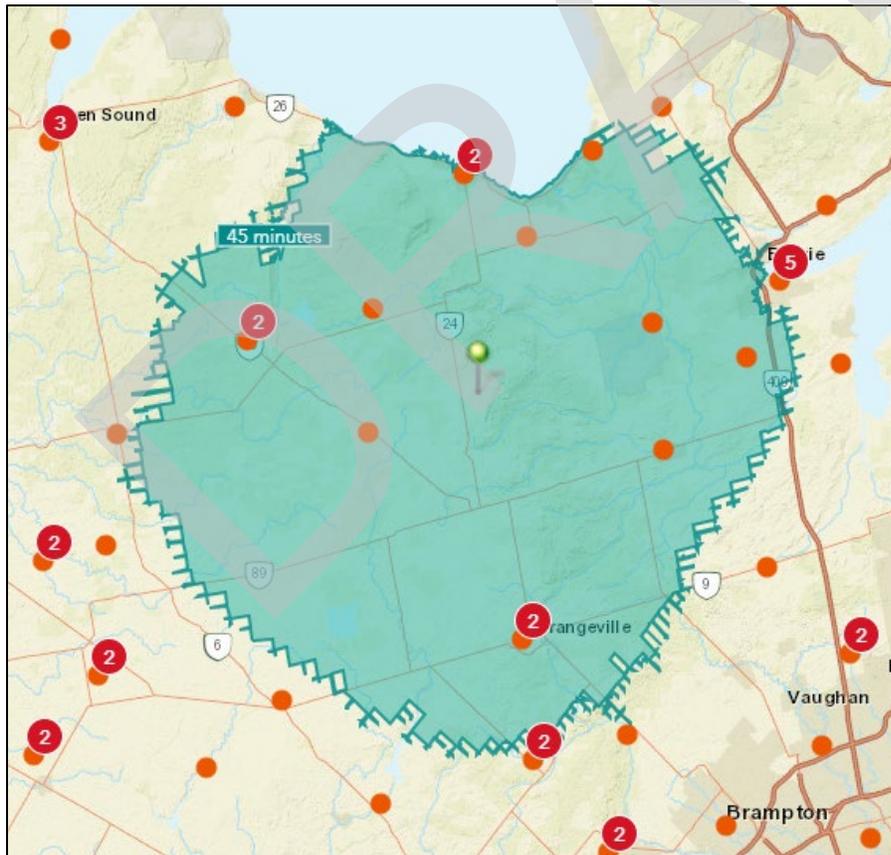
As a shared facility between the two municipalities, the standard of provision as it relates to ice has been calculated on a population basis to include the populations of both municipalities. With one ice pad in the Townships, the existing population-based service level for indoor ice provision is 1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

This Master Plan recognizes that the NDCC is an important arena within the regional ice circuit. When considering ice on a regional scale (those arenas within a 45-minute drive of the NDCC), ice is provided at 1 sheet per 9,438 residents. Arenas have historically been provided in smaller, rural communities throughout Ontario, and therefore typically result in a high standard of provision when compared to larger communities.

**Exhibit 11: Regional Supply of Ice Arenas**

Municipality	Pads	Facility/ies	Population	Standard of Provision
Town of New Tecumseth	2	Alliston Arena, Beeton Arena	41,439	1 per 20,720
Orangeville	4	Alder Street Arena, Tony Rose Memorial Arena	28,900	1 per 7,225
Collingwood	2	Collingwood Arena, Eddie Bush Memorial Arena	21,793	1 per 10,897
Essa Township	2	Angus Arena, Thornton Arena	21,083	1 per 10,542
Wasaga Beach	1	Wasaga Arena	20,675	1 per 20,675
Clearview	1	Stayner Arena	14,151	1 per 14,151
Grey Highlands	4	Flesherton & District Arena, Markdale Arena	9,480	1 per 2,370
Shelburne	1	CDRC	8,126	1 per 8,126
Southgate	1	Dundalk Arena	7,190	1 per 7,190
Mulmur / Melancthon	1	NDCC	6,486	1 per 6,486
<b>Total</b>	<b>19</b>		<b>179,323</b>	<b>1 per 9,438</b>

**Exhibit 12: Map of Regional Ice Supply**



### 6.1.3 Building Condition

A high-level visual review of the NDCC building was conducted by WGD Architects to determine the general state of repair and functionality. This review was conducted as part of a more detailed Efficiency Review for the NDCC (provided to the Townships under separate cover).

General observations indicate that the facility is generally tired and, in many respects, does not meet user needs. This is especially true for accessibility. By 2025 municipalities are required to provide accessible public facilities. This relates to circulation, water closet facilities and spectator viewing for the arena. In general, the facility is due for major additions and alterations to make it a more usable facility for the community.

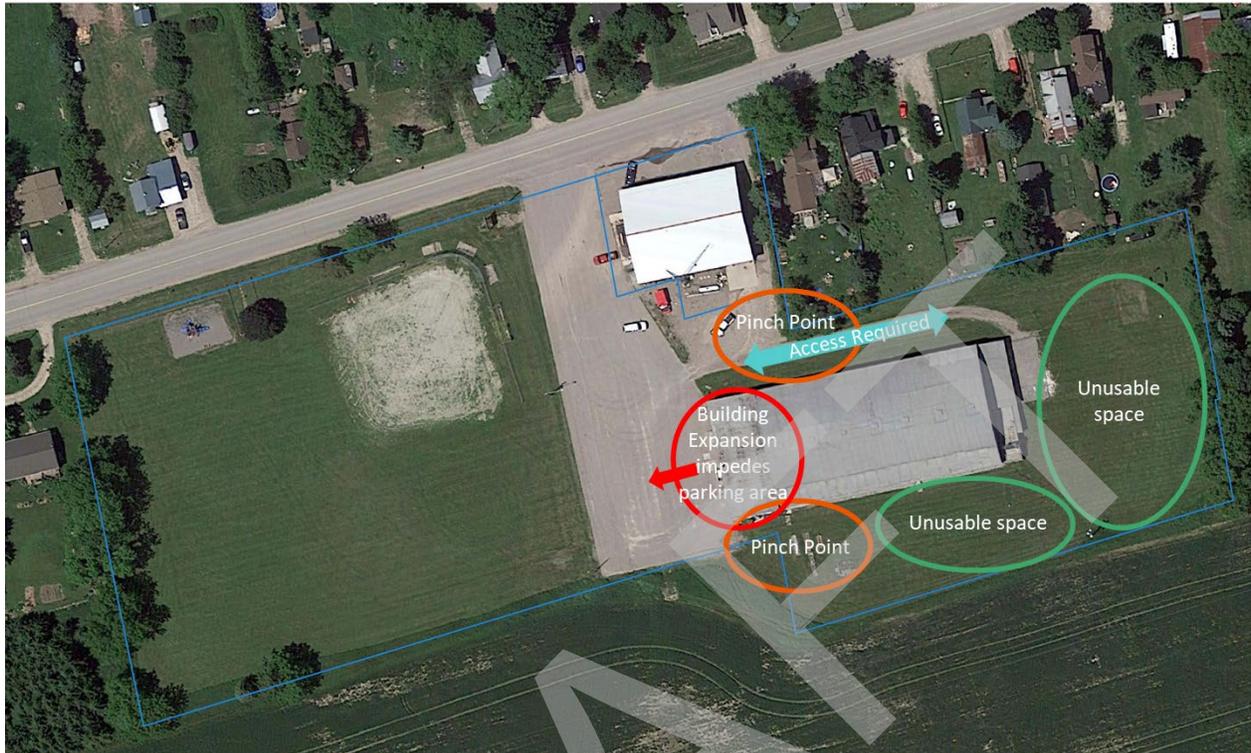
The Township had previously developed a listing of specific repairs and improvements required for the NDCC building with an associated order of importance – this was provided for review as part of the assessment. The review of condition conducted for the current work generally supports the required repairs and improvements identified by the Township. An order of magnitude cost estimate for the necessary replacement and repairs totals over \$2 million in hard construction costs.

### 6.1.4 Site Observations

Through the development of the Efficiency Review for the NDCC, several issues related to the existing site and siting of the building were observed, including:

- Restricts use of outdoor amenity space on the east side of the arena;
- Pinch points at the north and south limits of the site where the arena lies;
- Requirements for access to the ice plant located on the east side of the arena limits expansion capabilities to some degree; and
- Any future expansion of the building would need to occur on the west side, impeding the currently limited parking area and outdoor space for recreational activities.

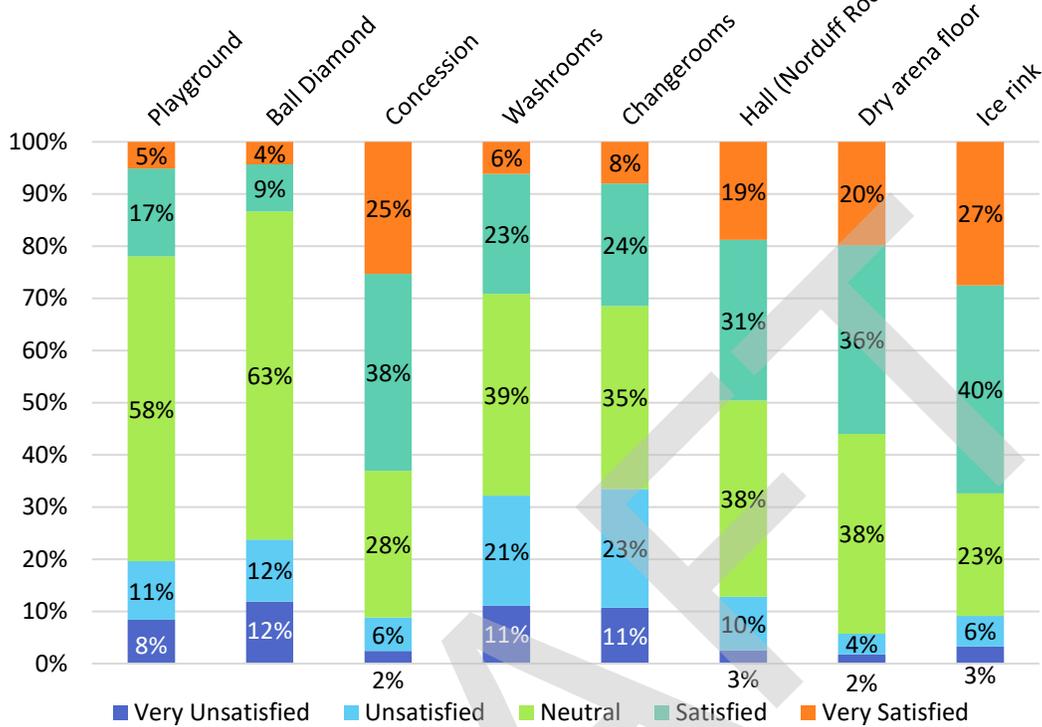
### Exhibit 13: NDCC Site Observations



#### 6.1.5 What We Heard

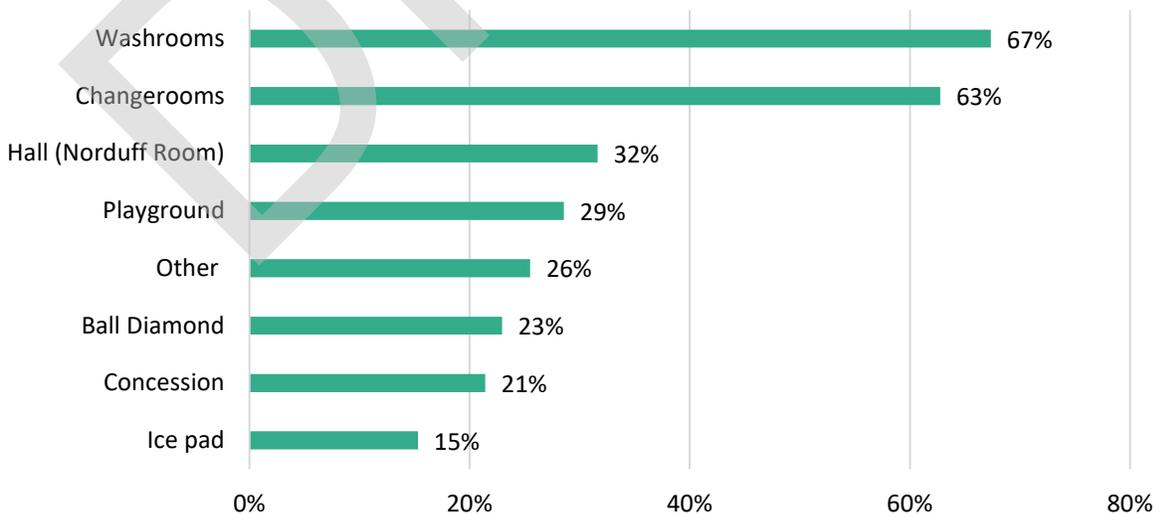
The ice rink had the highest level of satisfaction, with 67% of respondents indicating they were either 'satisfied' or 'very satisfied'. This was followed by the concession with 63% of respondents being 'satisfied' or 'very satisfied', and the Norduff Room with 50% of respondents being 'satisfied' or 'very satisfied'. The changerooms and washrooms, as well as the outdoor amenities had higher levels of neutrality and/or dissatisfaction.

**Please rate your satisfaction with the amenities provided at the NDCC  
(n=282)**



80% of respondents (n=238) felt that upgrades or improvements were needed at the NDCC. Washrooms and changeroom improvements were identified by the most people as areas of upgrading.

**What existing amenities would you like to see upgraded/expanded?  
Please check all that apply. (n=196)**



Access to, and accessibility within the facility, as well as equipment and space improvements were identified as key barriers affecting resident’s participation in activities and programs at the NDCC. In order to enable improved access and participation at the NDCC, respondents provided a variety of suggestions, many of which centred around general facility modernization and accessibility issues, including:

- Improved lobby area;
- Additional spectator seating in the ice rink;
- Expanded / reorganized parking lot with drop off area; and
- Accessible washrooms, elevator to access second floor, automatic door openers, etc.

### 6.1.6 Operating Financials

Based on a 5-year average, the NDCC has operated with a \$86,000 deficit (before Township contributions). Rental revenues have remained relatively stable, with prime-time rentals increasing since 2016. While wages have increased, other expenses such as insurance and hydro have decreased over the past 5 years.

It is noted that the contributions provided by both municipalities have increased significantly over the past 5 years to support the operation of the facility. It is commonplace for municipal recreation facilities to operate with a deficit.

**Exhibit 14: Historic Operating Financials, 2016-2020**

	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	5-Year Average
Revenues	\$ 144,241	\$ 133,148	\$ 129,457	\$ 113,734	\$ 131,506	\$ 130,417
Expenses	\$ 217,471	\$ 183,458	\$ 209,592	\$ 234,607	\$ 236,361	\$ 216,298
<b>NOI Before</b>						
<b>Contributions</b>	<b>\$ (73,230)</b>	<b>\$ (50,310)</b>	<b>\$ (80,135)</b>	<b>\$ (120,873)</b>	<b>\$ (104,855)</b>	<b>\$ (85,881)</b>
Twp. Contributions	\$ 44,500	\$ 64,740	\$ 50,554	\$ 110,048	\$ 104,854	\$ 74,939
<b>NOI After</b>						
<b>Contributions</b>	<b>\$ (28,730)</b>	<b>\$ 14,430</b>	<b>\$ (29,581)</b>	<b>\$ (10,825)</b>	<b>\$ (1)</b>	<b>\$ (10,941)</b>

### 6.1.7 The Strategy for the NDCC

This Master Plan supports the retention of indoor ice in Mulmur. The goals of this Plan provide for the development of opportunities for target groups, such as children and youth as part of the quality of life equation to retain and attract young families to the Township – a loss of indoor ice would contradict this objective.

Based on the existing standard of provision, utilization and what we heard from the community, there is no need for additional ice to be provided within the Township. However, with an undersized rink at present, replacing the ice to be a full-size pad (85ft x 200ft), addressing the needs for new / expanded changerooms, and enhanced lobby space is warranted. The need for improved parking and the community space (Norduff Room) to be accessible by all members of the community and meet AODA requirements are of equal importance.

Beyond ice, the NDCC is an important hub for the community as it is the only indoor recreation facility in the Township. There is an opportunity to provide balanced services with additional programming at this hub, thereby developing recreation in Mulmur in general. Therefore, building additional / improved community space as part of a multi-use recreation facility will be important for the community going forward.

While a more detailed Efficiency Review of the NDCC has been completed under separate cover, the presumption is that the Township will invest in a new building and develop the services and programming offered in an appropriate way to activate the facility. Therefore, it is recommended that the Township replace the existing NDCC with a new multi-use recreation facility / community centre. The NDCC Efficiency Review Report focuses on the Honeywood location to ensure its proximity to the Township of Melancthon residents (which currently shares the cost of operating the facility), with the facility's preferred siting in an alternative location on the property. This would allow for the development of an NHL size ice pad, appropriately sized changerooms, and the inclusion of community space to be located on the ground floor, without compromising any elements of design requirements, and enable the existing ice pad to be used in the interim until the new facility is fully operational. Renovation of the existing facility in its existing location would not appropriately address the concerns identified.

The Master Plan recognizes the need to service Mulmur's growing population in Mansfield - the Township will need to consider this when determining the best location for a new multi-use recreation facility. However, if a new multi-use recreation facility is to be a cost-shared proposition in the future, the location in which it is developed will need to reflect this consideration. Extending the existing cost sharing agreement to the new facility would be required if it is located in Honeywood, but also including the outdoor amenities provided at the site in such an agreement should be explored.

### Recommendations: North Dufferin Community Centre

11. Immediately initiate the development of a) funding strategy to assess and secure sources of capital funding for a new replacement single-pad multi-use recreation facility. A range of sources should be explored, including all levels of government and potential non-profit partners; and b) operational business case for a new multi-use community centre.
12. Following the development of a funding strategy and operational business case for a new multi-use recreation facility, initiate the design progression required to move the project towards implementation. This includes detailed program requirements (to be confirmed through a public engagement process, and discussions with staff and Council), schematic design, and design development phases.
13. The Township should seek to design, develop, and commission a new multi-use recreation facility and community centre within 5 years.
14. With the successful implementation of a new multi-use recreation facility, decommission the existing NDCC building.

## 6.2 Community Room at Township Offices

In addition to the Norduff Room at the NDCC, there is a community room on the lower level of the Township office building, located in Terra Nova. This space, approximately 3,000 sq. ft. in size, is used on an occasional basis for community meetings, special events and other public uses.

The potential exists to increase the utilization of this space through expanding the programs offered within the Township and could be used for a wide variety of activities such as fitness classes, arts and crafts programs, and community group meetings. This may require some upgrades and/or retrofitting the space to be appropriate for such programs.

### **Recommendations: Community Room at Township Offices**

15. Expand the promotion of the community room at the Township Offices as a viable and affordable location for events and programming rentals.
16. Evaluate the potential for increased revenue opportunities through enhanced programming (municipal or non-municipal) that are suitable for the community room at the Township Offices.

## 6.3 Other Indoor Recreation Facilities

In addition to the arena and community rooms, a high-level assessment of other indoor recreation facilities that are not currently provided by the Township was undertaken to review future opportunities over the plan period and beyond.

### **Gymnasiums**

Gymnasiums are often provided and controlled by local school boards (e.g. Primrose Elementary School) or places of worship, however these facilities are often not designed to the standard required for adult game play. While requirements for a gymnasium is not evident, engagement activities identified the need for appropriate indoor space to take part in unstructured sports and recreation activities as part of a multi-use community centre.

As Mansfield is expected to be the primary location for future population growth, the opportunity exists for the development of a multi-use community centre to serve Mansfield residents locally. A facility of this type could potentially include a municipal standard gymnasium and other dry uses such as multi-purpose rooms, complemented by outdoor amenities depending on the configuration of an identified site. This is a long-term proposition, which will likely occur beyond the timeframe identified in this Plan.

### **Indoor Pools**

The current supply of pools within the region provides a variety of indoor aquatics options for Mulmur residents based on needs. Survey respondents indicated that they use indoor pools provided in Orangeville, Brampton, Collingwood, Wasaga Beach and at Base Borden.

While some survey respondents (12) identified that they would like to see an indoor pool in Mulmur, the population base does not support the development of an indoor pool (typically provided at 1 pool per 30,000 to 40,000 residents). Therefore, the development of an indoor pool in Mulmur is not recommended over the Plan period.

### **Fitness Studios / Multi-Purpose Rooms**

In order to offer a suite of programs to residents, having the appropriate space(s) to hold the programs is important. The need for appropriate space for a variety of programs (fitness or otherwise) was identified by 9 survey respondents, as well as workshop attendees. Survey respondents indicated that they access these facilities in Creemore (for yoga, tai chi, and pickleball), Orangeville, Shelburne, Alliston, Wasaga Beach and Everett.

The opportunity exists for inclusion of multi-purpose space as part of a renewed / revitalized NDCC and/or through the development of a new facility in Mansfield in the future.

### **Youth and Senior Space**

Space for youth and older adults can be dedicated or non-dedicated space. Providing non-dedicated space for youth and older adults enables increased interactions with all generations.

From a regional perspective, Orangeville currently provides dedicated space for both youth and older adults, while Shelburne provides older adult space for residents. Engagement activities identified the need for more opportunities for both youth and older adult programming to be offered in Mulmur. These programs could be provided within multi-purpose space as part of a renewed / revitalized NDCC and/or at a future facility in Mansfield.

### **Walking Track**

Indoor walking tracks are increasingly being included as part of new ice and/or gymnasium spaces. Walking clubs for older adults often utilize these facilities during the non-prime hours, animating the facility during the day which often have low utilization.

### **Weight / Cardio Room**

Weight / cardio rooms are typically supplied by private providers. The current supply of weight / cardio rooms in region (both public and private) provides options for Mulmur residents. Survey respondents indicated that they currently access these facilities in Orangeville, Shelburne, Owen Sound, Wasaga Beach, Alliston, and Base Borden.

3 survey respondents indicated that they would like to see a weight / cardio room in Mulmur, however these facilities require oversight staffing and are therefore not recommended to be offered by the Township.

**Recommendations: Prospect for a New Community Centre**

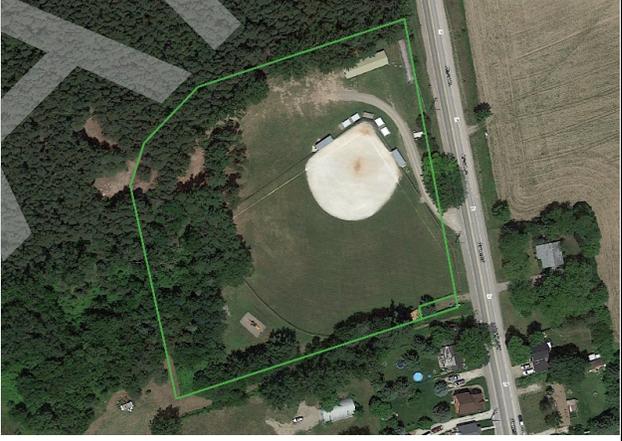
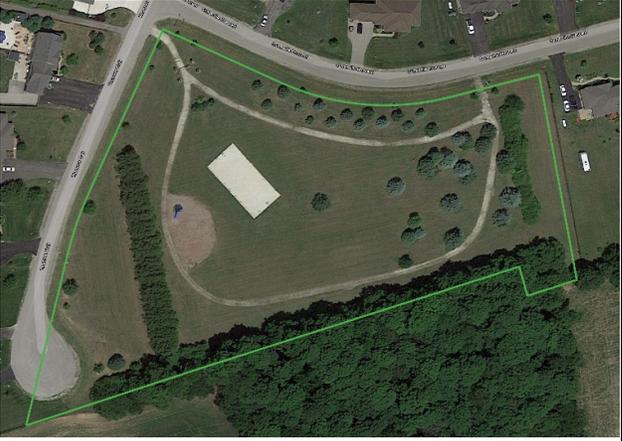
17. Contingent on the replacement ice arena and multi-use recreation facility being located in Honeywood, over the Plan period and as the population grows in Mansfield, continue to monitor community demand for flexible indoor recreation space that can accommodate a variety of structured and unstructured activities in Mansfield. This would likely be a dry use facility (no ice, no pool) as a long-term proposition (beyond the Plan period). The facility could include a multi-use activity court / gymnasium, flexible community space for programming and rentals, and/or meeting rooms.

DRAFT

## 7 Parkland & Trails

### 7.1 Parkland Supply

The Township owns and maintains parkland for recreational uses in 3 locations totaling 7.1 hectares:

Park Name	Features	Map
Honeywood Park	<ul style="list-style-type: none"> <li>• Size: 3.19 ha</li> <li>• 1 ball diamond (unlit junior)</li> <li>• Playground</li> <li>• Memorial Structure</li> <li>• Adjacent to NDCC and Fire Hall</li> </ul>	
Mansfield Ball Park	<ul style="list-style-type: none"> <li>• Size: 1.61 ha</li> <li>• 1 ball diamond (unlit senior)</li> <li>• Playground</li> <li>• Park Building (concession, washrooms, picnic pavilion)</li> <li>• Benches</li> </ul>	
Devonleigh Park (Mansfield Subdivision)	<ul style="list-style-type: none"> <li>• Size: 2.33 ha</li> <li>• Basketball Court</li> <li>• Playground</li> <li>• Walking path</li> <li>• Open lawn</li> <li>• Benches</li> </ul>	

There is also maintained open space behind the Township offices in Terra Nova that, while not designated parkland, has the potential to be used for recreation activities or other amenities. It is also important to note that there is a naturalized parcel of land (not currently maintained as parkland) owned by the Township in Violet Hill.

Other Township-Owned Open Space	Features	Map
Township Offices	<ul style="list-style-type: none"> <li>• Size: 1.0 ha</li> <li>• Maintained open space only</li> <li>• No amenities</li> </ul>	
Kingsland Ave., Violet Hill	<ul style="list-style-type: none"> <li>• Size: 3.7 ha</li> <li>• Naturalized / forested parcel</li> <li>• No amenities</li> </ul>	

Beyond the municipal supply, there are 809 hectares of Dufferin County Forest Tracts, and over 500 hectares of Ontario Parks properties that are publicly accessible for recreational purposes.

## 7.2 Parkland Standard of Provision

Based on the three properties designated as parkland, the current standard of provision of parkland is 2.0 hectares per 1,000 residents. This is a comparable standard to other municipalities of similar characteristics. If the open space at the Township offices and in Violet Hill is included, the standard of provision would increase to 3.4 hectares per 1,000 residents.

	Total	Area	Current Standard	Comparable Target
Parkland	3	7.1 ha	2.0 ha per 1,000 population	2.0 - 2.5 ha per 1,000 population in rural locations

To maintain a minimum standard of 2.0 ha per 1,000 population over the Plan period, an additional 0.7 hectares of parkland will be required by 2030 based on population growth estimates.

### 7.3 Parkland Development & Design

The design and development of parks has traditionally been led by the Township. Certain park projects and specific facility development may also involve developer and/or community volunteer contributions to fundraising and resourcing for design and construction of specific park projects.

Section 2.4.3 of this report summarizes the key trends and practices related to the design and development of parkland. Through implementation, these trends can serve to enhance the overall user experience and contribute to resident’s quality of life. Ease of access to, and inclusivity within, parks, open space and trails encourages use by a broad range of users. Designing a linked and easily navigable network of parks and trails, incorporating a variety of amenities and barrier-free designs, designing for active and passive uses as well as structured and unstructured play, and providing the appropriate parking facilities (vehicular, bicycle or otherwise) are important considerations for the Township in the future. As parks are developed and/or redeveloped, all park, trail and open space amenities must be designed to AODA standards.

It is becoming common practice to engage with the community throughout the park design and development process to ensure the amenities that are identified as needed are considered for inclusion. The Township should investigate ways in which the community can be involved as it relates to park development and/or redevelopment.

As part of the planning for a new multi-use recreation facility in Honeywood to replace the NDCC, and due to the relocation of the building to another location on the site, the park area designated for outdoor recreation will need to be relocated and designed appropriately. The opportunity for the Townships of Mulmur and Melancthon to work together to develop and operate / maintain the outdoor areas, in addition to the indoor facility, should be explored.

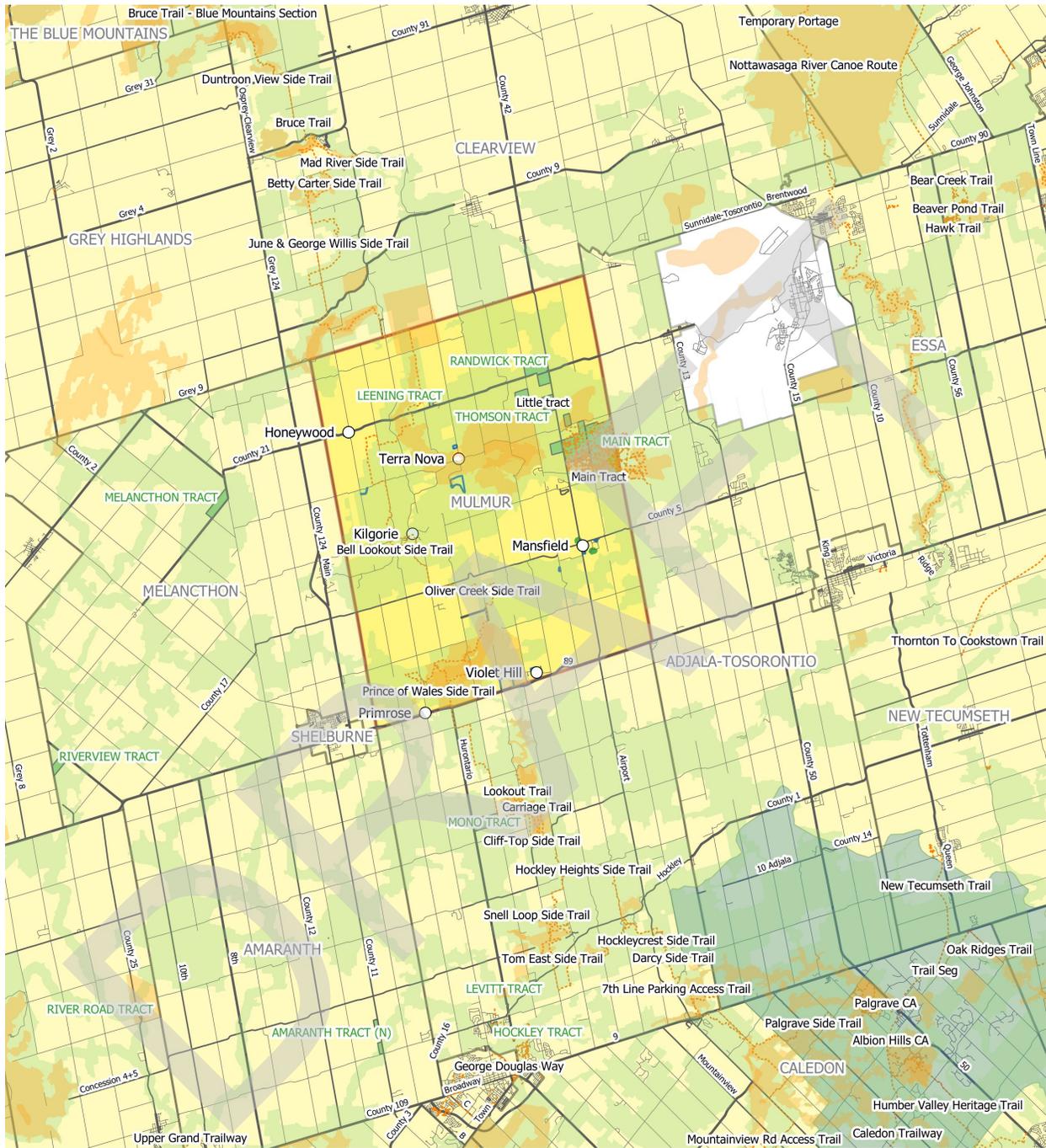
### Recommendations: Parkland

18. Maintain a minimum parkland provision standard of 2.0 hectares of parkland per 1,000 residents over the course of the Plan period. This results in an additional 0.7 hectares of parkland by the year 2030 based on estimated population growth.
19. Maintain existing parkland within the settlement areas as outdoor recreation hubs for their respective communities.
20. As new subdivisions are planned and designed, the Township should ensure that each neighbourhood has appropriate access to parkland and/or open space.
21. Ensure that new parks are designed with the user's comfort, safety, and accessibility in mind, through use of CPTED (or similar) principles, as well as adhering to AODA Design Standards.
22. Encourage and facilitate the community's participation in park design, development and renewal projects by obtaining public input during the planning and design process, fostering partnerships and joint ventures in park development/renewal, and promoting awareness of park projects and initiatives through effective public communications.

## 7.4 Trail Network

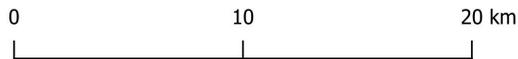
There are approximately 130 kilometres of trails within Mulmur, however none are under Township ownership. The local trail network is comprised of 80 kilometres of trails within Dufferin County Forest Tracts, and 50 kilometres of Bruce Trail which connects to a broader network of trails across Ontario.

### Exhibit 15: Mulmur's Local and Regional Trail Network



**Forest and Trails**

- Community
- Dufferin County Forest Tracts
- Trail
- Highway
- Secondary highway/major street
- Local street
- Areas of Natural and Scientific Interest
- Natural Heritage System Area
- OakRidges Moraine Planning Area

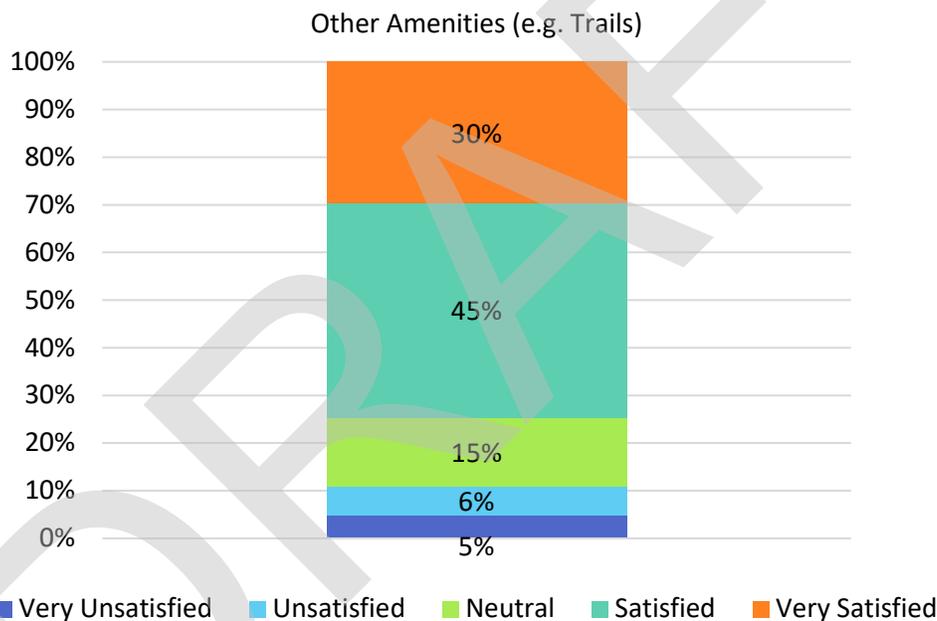


67% of survey respondents (n=209) indicated that they use other amenities not owned by the Township, a majority of which identified use of the Bruce Trail and/or the trails within the Dufferin County Forest Tracts.

In general, respondents were satisfied with the trails provided in Mulmur. Specific comments regarding improvements to the Dufferin County Forest Tract Trails included:

- Increasing the shared use of single-track trails to include equestrian, bicycle, pedestrian, dog walkers, etc., and providing sharing etiquette (through signage) for users; and
- Improved signage, trail maps, loop identifiers and markers, and visitor information.

**Please rate your satisfaction with Other Amenities that are not Municipally-Owned, Including Trails**



With a growing older adult population across the province, walking for leisure or exercise is increasing as a top recreational activity being undertaken. Trails and active transportation routes are therefore a key consideration as part of the overall recreational network in Mulmur.

Trails in Mulmur are used by not only residents of the Township but also visitors and tourists. Ensuring that adequate trail-related information is available to visitors as well as residents will be important going forward. Use of technology such as smart phone applications (app), could be employed to provide trail routing information, trail etiquette, and locations for parking, that could be accessed from anywhere. It is understood that Dufferin County is currently in the process of developing such an app; Mulmur should work to support this effort.

Additionally, subdivision planning is an opportunity to create connectedness within and beyond neighbourhoods and to allow access to parkland, open space and the broader regional trail network. Requiring these key connections as a condition of the development process should be set out through Official Plan policies.

#### **Recommendations: Trail Network**

23. Work with Dufferin County and local stakeholders, trail groups and the community to identify required improvements and barrier-free access opportunities within the Dufferin County Forest Tracts, as well as to determine locations for trail-related amenity improvements (e.g. parking, signage, portable washrooms, etc.).
24. Develop policies in the Township's Official Plan to require the dedication of land for pedestrian and bicycle pathways as a condition of the subdivision of land, as provided for under the Planning Act (s. 51(25)(b)).

## 8 Outdoor Recreation Amenities

Mulmur’s indoor recreation facilities are complemented by an inventory of outdoor assets, providing residents with the opportunity to engage in both active and passive recreation and leisure pursuits. These facilities are concentrated in the Mansfield and Honeywood settlement areas.

### 8.1 Ball Diamonds

#### Supply & Utilization

There are currently 2 ball diamonds in the Township’s supply, one located at Mansfield Ball Park and one located adjacent to the NDCC in Honeywood.

It is understood that the Mansfield Ball Diamond is booked by baseball groups, namely Adult Men’s Baseball and Mansfield Minor Baseball, for regular practices and games during the summer months. Based on data provided by the Township, the diamond is understood to be well used, with bookings accounting for nearly 50% of available time on weekday evenings and weekends (prime time hours<sup>2</sup>).

**Exhibit 16: Mansfield Ball Diamond Prime Time Utilization, 2017-2019**

	2017	2018	2019
Adult Men's Baseball	58	56	60
Mansfield Minor Baseball	305	292	237
Total Prime Time Hours Booked	363	348	297
Total Prime Time Hours Available	795	742	636
<b>Prime Time Utilization Rate (%)</b>	<b>46%</b>	<b>47%</b>	<b>47%</b>

Note: The total hours available differs from year to year based on the number of weeks the ball diamond is available for play, as maintained by the Township.

The ball diamond at the NDCC was built in 1978 and is not currently used for any formal practices or game play.

#### Standard of Provision

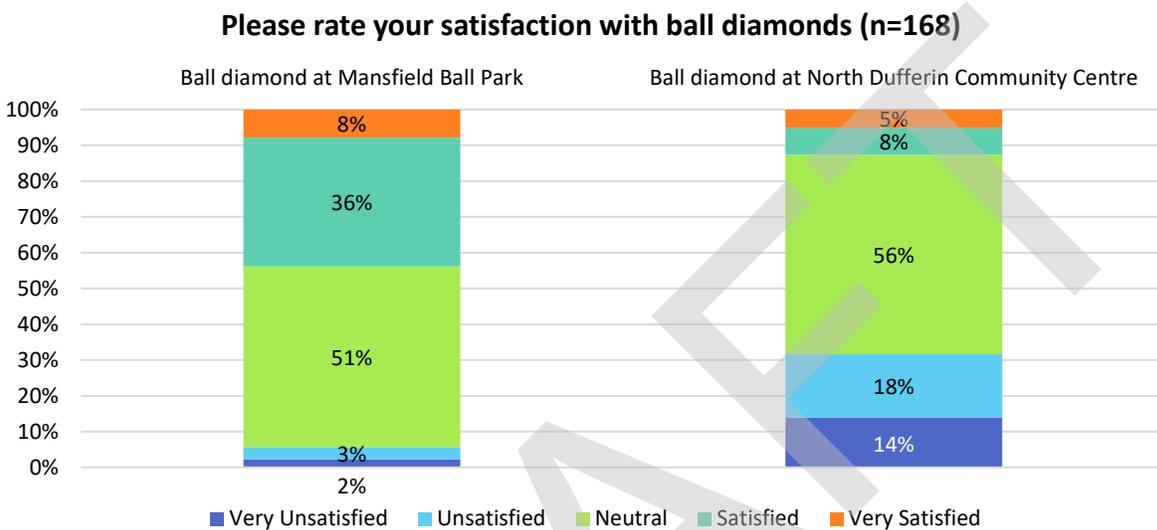
With 2 ball diamonds in the current supply, the Township is providing ball diamonds at a standard of 1 diamond per 1,739 residents. Based on population growth estimates, the standard can be expected to decrease to 1 diamond per 2,145 residents by 2031. Typically, ball diamonds are targeted to be provided at a standard of 1 per 3,000 to 3,500 residents. This is deemed to be an appropriate target for Mulmur considering local conditions and other external variables.

---

<sup>2</sup> Prime time hours can be defined as weekday evenings between 4pm and 9pm, and all day on weekends (8am to 9pm).

## What We Heard

Engagement activities indicated the need for upgrades and/or refurbishment of both existing diamonds to improve usability by the community – many comments related to the improvement of the NDCC ball diamond were general in nature due to its poor current state, while specific suggestions for improvement included outfield diamond maintenance and lighting at Mansfield Ball Park.



Respondents to the public survey indicated that they also use ball diamonds outside of Mulmur, most notably in Shelburne, Hornings Mills, Badjeros, Orangeville, Dundalk, Lisle and Grand Valley.

Based on population standards, utilization rates and what we heard from the community, there is no need for additional ball diamonds over the Plan period. With Mansfield Ball Diamond being the main ball facility in the Township, this asset should be maintained and potentially improved for player satisfaction. Working with local user groups, the Township should continue to monitor demand and ensure field conditions meet the requirements for game play.

As observed on site, and identified through engagement activities, the ball diamond in Honeywood is aged with infield/outfield limits not well defined as a result of inactivity and is a smaller size facility than the diamond in Mansfield and therefore can not easily accommodate youth and adult play. In general, this speaks to a lack of demand in this location and is impacted by the relative distance from the more populous areas in the Township's southern portion. It is recommended that the Township decommission the ball diamond in Honeywood to enable the development of a new multi-use recreation facility on the site, which is envisioned to be complemented by alternative outdoor recreation opportunities, and/or alternative recreation amenities, as appropriate.

### Recommendations: Ball Diamonds

25. Continue to maintain the ball diamond at Mansfield Ball Park in good condition for continued use by the community over the Plan period. Explore the feasibility of undertaking improvements to the ball diamond at Mansfield Ball Park including field leveling, netting replacement, track maintenance, the provision of shaded spectator seating areas, and batting cage improvements. This process should commence immediately and include engagement with current ball diamond user groups.
26. Require ball diamond user groups to provide registration numbers on an annual basis. The collection of this data will enable the Township to monitor and assess ball diamond utilization and capacity more accurately on an on-going and periodic basis over the longer-term.
27. Assess the feasibility of investing in lighting at the Mansfield Ball Park to enable extended seasonal and evening play / increase the capacity of this facility.
28. Formally decommission the ball diamond at Honeywood Park.

## 8.2 Basketball Courts

### Supply & Utilization

There is currently one basketball court in the Township located at Devonleigh Park in the Mansfield Subdivision, installed in 2011. Use of this amenity is understood to be on a casual basis, as is typical for municipal outdoor basketball courts.

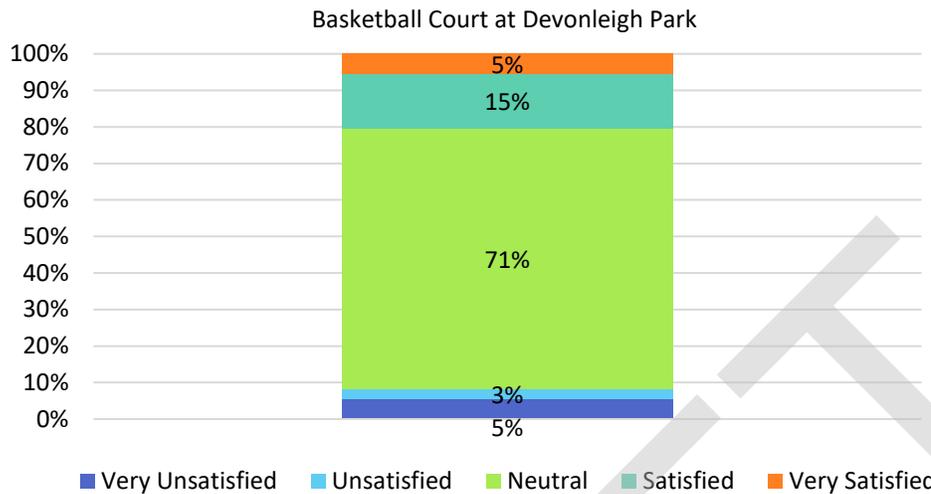
### Standard of Provision

Standards for basketball courts are typically based on the youth population – those aged 10-19 years. With one basketball court, the Township currently provides 1 court per 430 youth. If the percentage share of youth is to remain consistent to 2030, and with no change in the supply, the standard of provision is expected to decrease to 1 court per 722 youth by 2030, which is within an acceptable range. Comparable targets in similar communities is typically 1 basketball court per 800 youth.

### What We Heard

Through consultation, it is understood that residents also use basketball courts / nets in Shelburne and Orangeville. Respondents to the public survey indicated that the nets at Devonleigh Park are in need of repair / replacement, and some would like to see an additional basketball court in Mulmur, potentially in Honeywood at the NDCC site.

### Please rate your satisfaction with basketball courts (n=73)



Based on population standards and engagement activities there is no need for additional basketball courts over the Plan period.

#### Recommendations: Basketball Courts

29. Continue to maintain the basketball court at Devonleigh Park in good condition for continued use by the community over the Plan period. Plan for net repair / replacement in the short-term to improve usability of this amenity.

## 8.3 Playgrounds

### Supply

There are currently 3 playgrounds within the Townships supply, at the NDCC, Mansfield Ball Park, and Devonleigh Park. This is supplemented by a playground at Primrose Elementary School which is maintained by the local school board.

### Standard of Provision

Within an urban context, playgrounds are often targeted to be provided within 500 to 800 m of major residential areas without any major barriers impeding access (i.e. railways, major roads, waterways, etc.). With Mulmur being largely rural in nature, playgrounds have historically been provided within the settlements areas and co-located with other amenities (e.g. at the NDCC and Mansfield Ball Park). More recently, with newer development in the Mansfield area (Mansfield Subdivision), parkland, and subsequently playground amenities, have been provided to serve these residents. This methodology and standard of provision is recommended to continue as new development occurs.

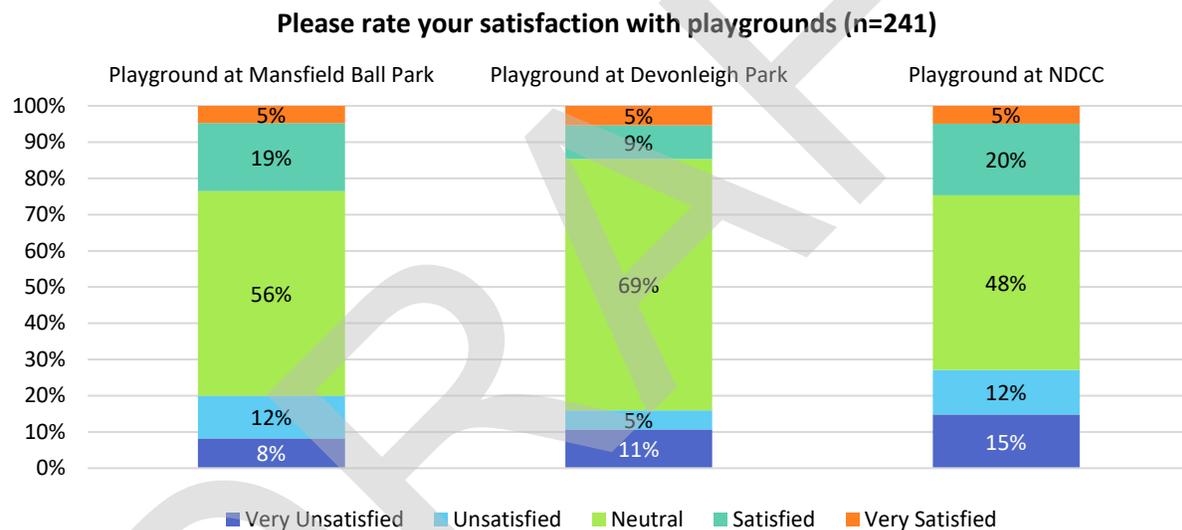
## Condition

The playgrounds at the NDCC and Devonleigh Park are nearing end of life (installed in 2006), while playground at Mansfield Ball Park has approximately 5 years left in useful lifespan (installed in 2011).

## What We Heard

Respondents to the public survey identified the need for playground upgrades at NDCC and Mansfield Ball Park. The location of both playgrounds were identified as unsafe – with the NDCC playground being too close to the road, and the Mansfield Ball Park playground being situated far from the road near the wooded area.

Based on survey results, the highest level of dissatisfaction was with the NDCC playground, while respondents noted that the playground in Devonleigh is not suitable for toddlers, did not have enough variety, and there is no swing set.



Survey respondents indicated that they also use playgrounds located in Alliston, Orangeville, Shelburne, Collingwood and Hornings Mills. Some of these facilities, especially those located in the larger communities, provide a broader variety of play structures for children of all ages and abilities, and are often co-located with other recreation amenities for children and youth within parks.

## Strategy for Playgrounds

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

With the anticipated development of a new multi-use recreation facility in Honeywood to be located on the eastern side of the site (where the playground is currently located), the playground will need to be decommissioned in the short-term to enable building construction to occur. The playground should be replaced in an appropriate location on site; this should be determined through a detailed site planning exercise.

### Recommendations: Playgrounds

30. Develop a playground replacement strategy through appropriate asset management planning. Any play structure that has reached a 14-year age trigger should be phased for replacement immediately.
31. The Township should seek to replace the playground at Devonleigh Park immediately, considering a range of user ages and abilities in the design. Engagement with the local community should be undertaken to ensure that local needs are met.
32. Decommission the playground at Honeywood Park (NDCC site) in the short-term. A new playground is recommended to be developed elsewhere on the site. If Honeywood is the chosen site for a new multi-use recreation facility, the planning for this facility (and the site as a whole) should be undertaken with the community's engagement.
33. When the play structures at the Mansfield Ball Park require replacement, consider relocating it within the park to improve safety of users. This should occur in the medium-term.
34. Review and consider trends and innovations in playground design and development, with a potential for alternatives to traditional playground structures (i.e. naturalized playgrounds, etc.). This may help to reduce maintenance requirements in the future.
35. Develop additional playgrounds on newly acquired parkland as part of future subdivision planning to serve new neighbourhoods as they are developed.

## 8.4 Other Outdoor Recreation Amenities

Similar to the analysis undertaken for indoor recreation facilities, a high-level review of other outdoor recreation amenities that are not currently provided by the Township was completed to assess future opportunities over the plan period and beyond.

### Soccer / Multi-Use Fields

At present, soccer is typically accommodated in nearby communities, with survey respondents indicating that they use soccer fields in Shelburne, Orangeville, Clearview, and at Base Borden. It should be noted that there is a junior size soccer field at Primrose Elementary School, however the quality of the field is unknown at this time.

The popularity of emerging field sports, such as cricket, ultimate frisbee, rugby, etc., is growing across the province, and is typically concentrated in larger urban areas. The demand for dedicated fields for these emerging sports is currently being met elsewhere and there is no demand for the Township to provide these amenities.

While there was no express demand identified through community engagement for soccer fields, opportunities exist to provide flexible / unstructured field space to accommodate a variety of activities at the renewed / revitalized NDCC site or alternative location (e.g. Mansfield). Additionally, there is outdoor space at the Township offices that have the potential to accommodate smaller-size mini soccer field(s), however, sports fields are often best provided in conjunction with other outdoor recreation amenities (e.g. playgrounds, sport courts, etc.).

### Tennis & Pickleball Courts

There are no tennis courts currently being provided by the municipality, and therefore tennis is accommodated in nearby communities. Survey respondents indicated that they use courts in Creemore, Orangeville, Alliston, and Mono.

Pickleball is widely recognized as one of the fastest growing sports in North America. This sport can be played indoors in a gym type setting or outdoors on court facilities (2 pickleball courts generally fit on 1 tennis court).

Multi-use court facilities that can accommodate a variety of court sports such as tennis, pickleball, and basketball are a growing trend in outdoor recreation and should be explored by the Township as new parkland is developed and/or redeveloped.

### Splash Pads

Splash pads are currently provided in the nearby communities of Alliston, Orangeville, Everett, and Thronton. While there are instances where small rural municipalities have decided to invest in splash pads, these facilities are typically provided at a standard of 1 splash pad per 2,500 to 5,000 children. With a number of splash pads located within a short drive and with a

limited population base in Mulmur, the development of a splash pad is not recommended over the Plan period.

### **Outdoor Pools**

Survey respondents indicated that they travel to use the outdoor pools located in nearby communities, namely Shelburne and Stayner. Today, outdoor pools are often provided based on the historical existence of these facilities within a municipality, with few municipalities developing new outdoor pools. An outdoor pool is not recommended to be developed over the Plan period.

### **BMX / Skateboard Parks**

At present, skateboard and/or BMX facilities are provided in Orangeville, Shelburne, Collingwood, and Dundalk. BMX and/or Skateboard parks provide unique recreation opportunities for children and youth and are typically provided at a community level in areas of concentrated populations, often at a standard of one per 5,000 youth (aged 10-19 years). While Mulmur's current and future population base does not necessarily meet this threshold, providing recreational opportunities for youth, as a target population, is often an important focus for municipalities. Therefore, the potential exists to explore opportunities to provide skateboard / BMX facilities in Mansfield as part of new parkland and/or indoor recreation facility development.

### **Outdoor Ice-Skating Rinks**

Outdoor ice-skating rinks are typically provided when there is demand from the local community and are often developed in communities where local groups will assist with the operations and maintenance requirements.

At present, outdoor ice rinks are provided in nearby Orangeville, Shelburne, Collingwood, and Barrie. While only a limited number of survey respondents identified that they would like to see the development of an outdoor ice rink at Devonleigh Park, the Township could explore the feasibility to develop an outdoor rink through partnership with a local community group(s) for operation and maintenance.

### **Outdoor Exercise Equipment**

Outdoor exercise equipment (e.g. trim trail) provides opportunities for recreation for all ages and abilities and is often developed when there is local demand. These facilities, when co-located with other outdoor or indoor (e.g. walking track) recreational amenities, can be appealing features for recreation users.

### Recommendations: Other Outdoor Recreation Amenities

36. As new parkland is developed in Mansfield, consider planning for the development of new multi-use courts in the medium or long term for local use. A multi-use court facility can accommodate a variety of court sports, including tennis, pickleball, and basketball.
37. Investigate the feasibility of developing a skateboard / BMX park to improve the offer of recreation amenities for youth in Mulmur. This would best be suited to be located in Mansfield, where new subdivisions, and therefore parkland, are being developed.
38. Work with local community groups to determine the feasibility and willingness to develop and maintain / operate an outdoor ice rink at Devonleigh Park or an alternative location in Mulmur.
39. Explore opportunities for the development of outdoor exercise equipment. Appropriate locations for developing outdoor exercise equipment may include at the Township Offices (if co-located with other amenities) or at a preferred location in Mansfield.

## 9 Implementation Strategy

This Master Plan is designed to direct municipal decision-making to address priorities for planning and investment in parks and recreation. Recommendations related to the development of new facilities and repurposing of existing ones require detailed consideration of how these required changes will come about – that means further design and concept planning, but also an assessment and technical feasibility of repurposing. All of which will require public review and approval.

The Township will need to further evaluate and investigate the feasibility of implementing individual recommendations/actions through formal study (as may occasionally be required) as well as on an annual basis as part of the municipal planning and budgetary process.

### 9.1 Reviewing & Updating the Plan

While a range of staff support and partnerships will be required to implement the recommendations, commitment and administrative oversight from senior management will be critical for effective implementation.

Individual recommendations crosscut a range of municipal divisions including Recreation, Public Works, Planning, and Finance. The development of an Interdepartmental Working Group is recommended to provide an appropriate mechanism for regularly reviewing and evaluating progress and successful achievement of targets of this Plan and will enable accountability.

Annual progress in the implementation of this Master Plan should be reviewed to determine, and re-adjust as necessary, the timing of recommendations to align with shifts in the municipal planning environment, actual population growth and any changes in facility utilization or provision.

### 9.2 Detailed Phasing Framework

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

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



### 9.2.1 Ongoing Recommendations (2020-2030)

#	Recommendation	Priority
1	Maintain the current distribution of recreation amenities in the Township with Honeywood and Mansfield as primary service areas, and Terra Nova as a secondary service area. Future asset management priorities should also be considered.	High
3	The location of any major recreation infrastructure (e.g. sports fields, community centres, etc.), as well a future replacement and/or expansion of existing facilities, should represent the most appropriate location based on considerations of land ownership, site suitability, co-location with other municipal recreation infrastructure, and capital costs associated with servicing and development.	High
4	Maintain a Community Development Model for the delivery of recreation in the Township. Under this model, where volunteer and agency groups have historically serviced the recreation programming needs of the community, the Township should continue to support these initiatives through the provision of access to facilities for activities.	High
5	Investigate opportunities for new and/or expanded partnerships to improve service levels, enhance program delivery, and leverage public funding.	High
6	Continue the cost-sharing agreement with the Township of Melancthon for the operation and maintenance of the NDCC / a new multi-use recreation facility in Honeywood.	High
7	Work with community groups and local partners to expand the suite of traditional and non-traditional programs offered through new or expanded partnerships (e.g. Library, County, sports groups, Ontario Parks, and other agencies), ensuring programming for all age groups, with a special focus on youth and seniors. This can help to enhance the utilization of existing recreation infrastructure.	High
10	Review, on an annual basis, the user fees and pricing schedule for facility and park rentals and programming fees (as appropriate). Rate setting	High

#	Recommendation	Priority
	should be informed by principles for cost recovery and subsidization, as determined by the Township.	
18	Maintain a minimum parkland provision standard of 2.0 hectares of parkland per 1,000 residents over the course of the Plan period. This results in an additional 0.7 hectares of parkland by the year 2030 based on estimated population growth.	High
19	Maintain existing parkland within the settlement areas as outdoor recreation hubs for their respective communities.	High
20	As new subdivisions are planned and designed, the Township should ensure that each neighbourhood has appropriate access to parkland and/or open space.	High
21	Ensure that new parks are designed with the user's comfort, safety, and accessibility in mind, through use of CPTED (or similar) principles, as well as adhering to AODA Design Standards.	High
22	Encourage and facilitate the community's participation in park design, development and renewal projects by obtaining public input during the planning and design process, fostering partnerships and joint ventures in park development/renewal, and promoting awareness of park projects and initiatives through effective public communications.	High
25	Continue to maintain the ball diamond at Mansfield Ball Park in good condition for continued use by the community over the Plan period. Explore the feasibility of undertaking improvements to the ball diamond at Mansfield Ball Park including field leveling, netting replacement, track maintenance, the provision of shaded spectator seating areas, and batting cage improvements. This process should commence immediately and include engagement with current ball diamond user groups.	High
26	Require ball diamond user groups to provide registration numbers on an annual basis. The collection of this data will enable the Township to monitor and assess ball diamond utilization and capacity more accurately on an on-going and periodic basis over the longer-term.	High
29	Continue to maintain the basketball court at Devonleigh Park in good condition for continued use by the community over the Plan period. Plan for net repair / replacement in the short-term to improve usability of this amenity.	High
34	Review and consider trends and innovations in playground design and development, with a potential for alternatives to traditional playground structures (i.e. naturalized playgrounds, etc.). This may help to reduce maintenance requirements in the future.	Medium
35	Develop additional playgrounds on newly acquired parkland as part of future subdivision planning to serve new neighbourhoods as they are developed.	High

### 9.2.2 Immediate Recommendations (Year 1)

#	Recommendation	Priority
11	Immediately initiate the development of a) funding strategy to assess and secure sources of capital funding for a new replacement single-pad multi-use recreation facility. A range of sources should be explored, including all levels of government and potential non-profit partners; and b) operational business case for a new multi-use community centre.	High
15	Expand the promotion of the community room at the Township Offices as viable and affordable location for events and programming rentals.	High
16	Evaluate the potential for increased revenue opportunities through enhanced programming (municipal or non-municipal) that are suitable for the community room at the Township Offices.	High
30	Develop a playground replacement strategy through appropriate asset management planning. Any play structure that has reached a 14-year age trigger should be phased for replacement immediately.	High
31	The Township should seek to replace the playground at Devonleigh Park immediately, considering a range of user ages and abilities in the design. Engagement with the local community should be undertaken to ensure that local needs are met.	High

### 9.2.3 Short-Term Recommendations (Years 2-3)

#	Recommendation	Priority
2	Implement and update the 2016 Asset Management Plan, as per O. Reg. 588/17, retaining a specific and enhanced focus on recreation and community facilities, open space, and parks in addition to the traditional emphasis on hard infrastructure.	High
9	Develop a 'Community Guide' for the Township that includes recreation and leisure resources. The guide should include a community calendar of events and provides details on all programs offered in Mulmur (municipal / non-municipal), complete with contact information of organizers for programs that are not directly delivered by the Township. This should be an online / digital information tool with hardcopies located in key municipal facilities or distributed directly to residents and provided on an annual or semi-annual basis.	High
12	Following the development of a funding strategy and operational business case for a new multi-use recreation facility, initiate the design progression required to move the project towards implementation. This includes detailed program requirements (to be confirmed through a public engagement process, and discussions with staff and Council), schematic design, and design development phases.	High

#	Recommendation	Priority
23	Work with Dufferin County and local stakeholders, trail groups and the community to identify required improvements and barrier-free access opportunities within the Dufferin County Forest Tracts, as well as to determine locations for trail-related amenity improvements (e.g. parking, signage, portable washrooms, etc.).	High
24	Develop policies in the Township's Official Plan to require the dedication of land for pedestrian and bicycle pathways as a condition of the subdivision of land, as provided for under the Planning Act (s. 51(25)(b)).	High
27	Assess the feasibility of investing in lighting at the Mansfield Ball Park to enable extended seasonal and evening play / increase the capacity of this facility.	High
28	Formally decommission the ball diamond at Honeywood Park.	High
32	Decommission the playground at Honeywood Park (NDCC site) in the short-term. A new playground is recommended to be developed elsewhere on the site. If Honeywood is the chosen site for a new multi-use recreation facility, the planning for this facility (and the site as a whole) should be undertaken with the community's engagement.	High
38	Work with local community groups to determine the feasibility and willingness to develop and maintain / operate an outdoor ice rink at Devonleigh Park or an alternative location in Mulmur.	Low
39	Explore opportunities for the development of outdoor exercise equipment. Appropriate locations for developing outdoor exercise equipment may include at the Township Offices (if co-located with other amenities) or at a preferred location in Mansfield.	Medium

#### 9.2.4 Medium-Term Recommendations (Years 4-6)

#	Recommendation	Priority
8	As programming levels increase, develop a methodology to track program registrations and assess the rate of take-up for programs offered by the Township or its partners. Continuous tracking can help determine the complement of programs that should be offered in the future.	High
13	The Township should seek to design, develop, and commission a new multi-use recreation facility and community centre within 5 years.	High
14	With the successful implementation of a new multi-use recreation facility, decommission the existing NDCC building.	High
33	When the play structures at the Mansfield Ball Park require replacement, consider relocating it within the park to improve safety of users. This should occur in the medium-term.	High
36	As new parkland is developed in Mansfield, consider planning for the development of new multi-use courts in the medium or long term for	Medium

#	Recommendation	Priority
	local use. A multi-use court facility can accommodate a variety of court sports, including tennis, pickleball, and basketball.	
37	Investigate the feasibility of developing a skateboard / BMX park to improve the offer of recreation amenities for youth in Mulmur. This would best be suited to be located in Mansfield, where new subdivisions, and therefore parkland, are being developed.	Medium

### 9.2.5 Long-Term Recommendations (Years 7-10)

#	Recommendation	Priority
17	Contingent on the replacement ice arena and multi-use recreation facility being located in Honeywood, over the Plan period and as the population grows in Mansfield, continue to monitor community demand for flexible indoor recreation space that can accommodate a variety of structured and unstructured activities in Mansfield. This would likely be a dry use facility (no ice, no pool) as a long-term proposition (beyond the Plan period). The facility could include a multi-use activity court / gymnasium, flexible community space for programming and rentals, and/or meeting rooms.	Medium

### 9.3 Capital Cost Implications

For the Township to plan effectively over the long-term related to recreation facilities and programs, the following provides an indication of the anticipated capital cost implications associated with those notable recommendations for which capital (one-time) costs apply. The relative capital costs are shown in general terms – actual costs will need to be developed by Township staff through implementation plans and long-range budgeting processes.

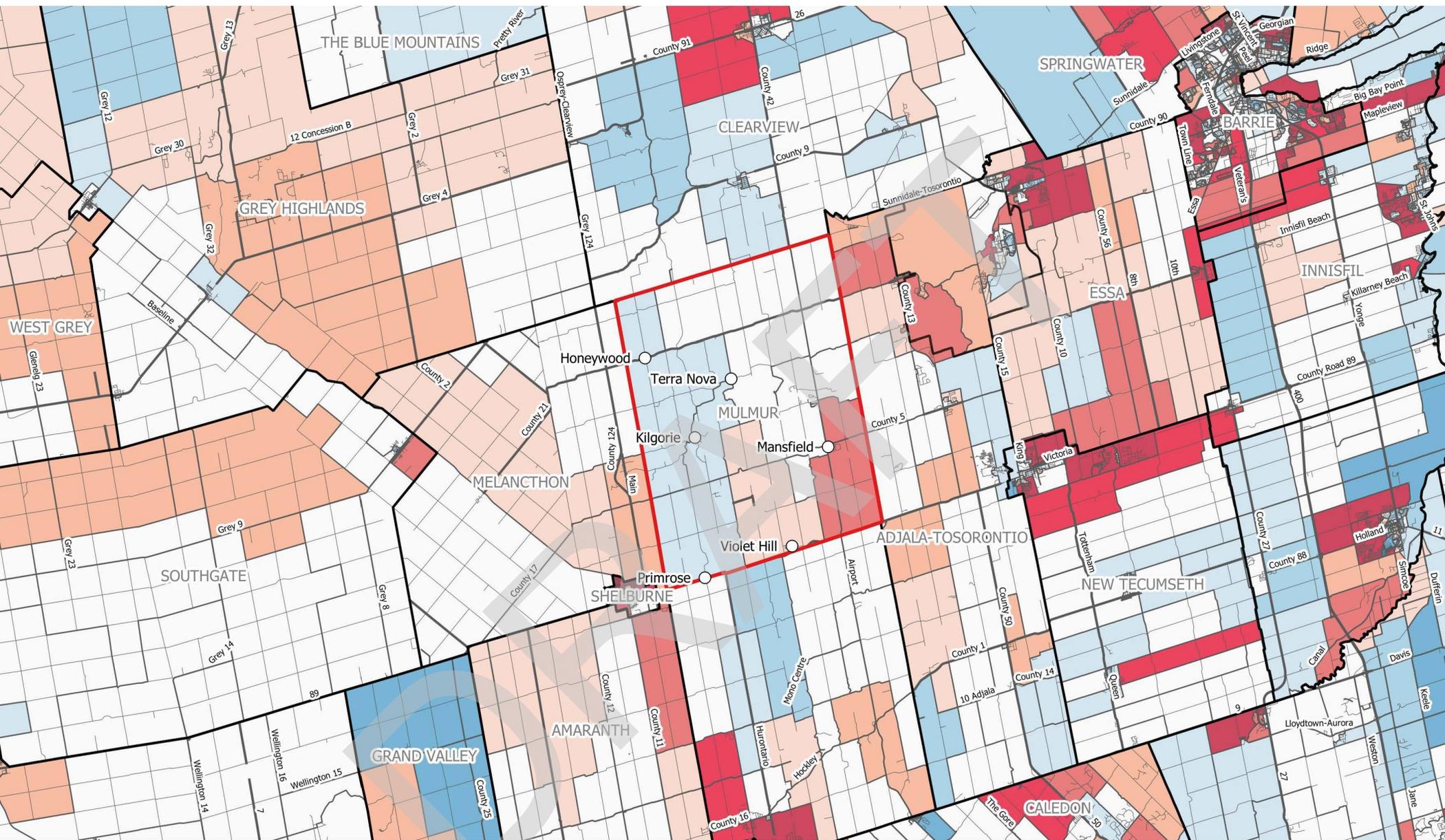
#### Capital Cost Implications:

\$ - under \$50,000  
 \$\$ - \$50,000 - \$1M  
 \$\$\$ - over \$1M

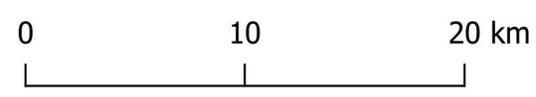
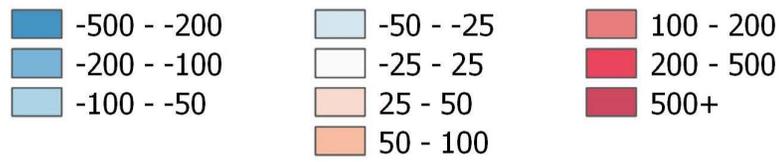
It is important to note that many of the recommendations have other resource implications related to staff time, and operations and maintenance considerations.

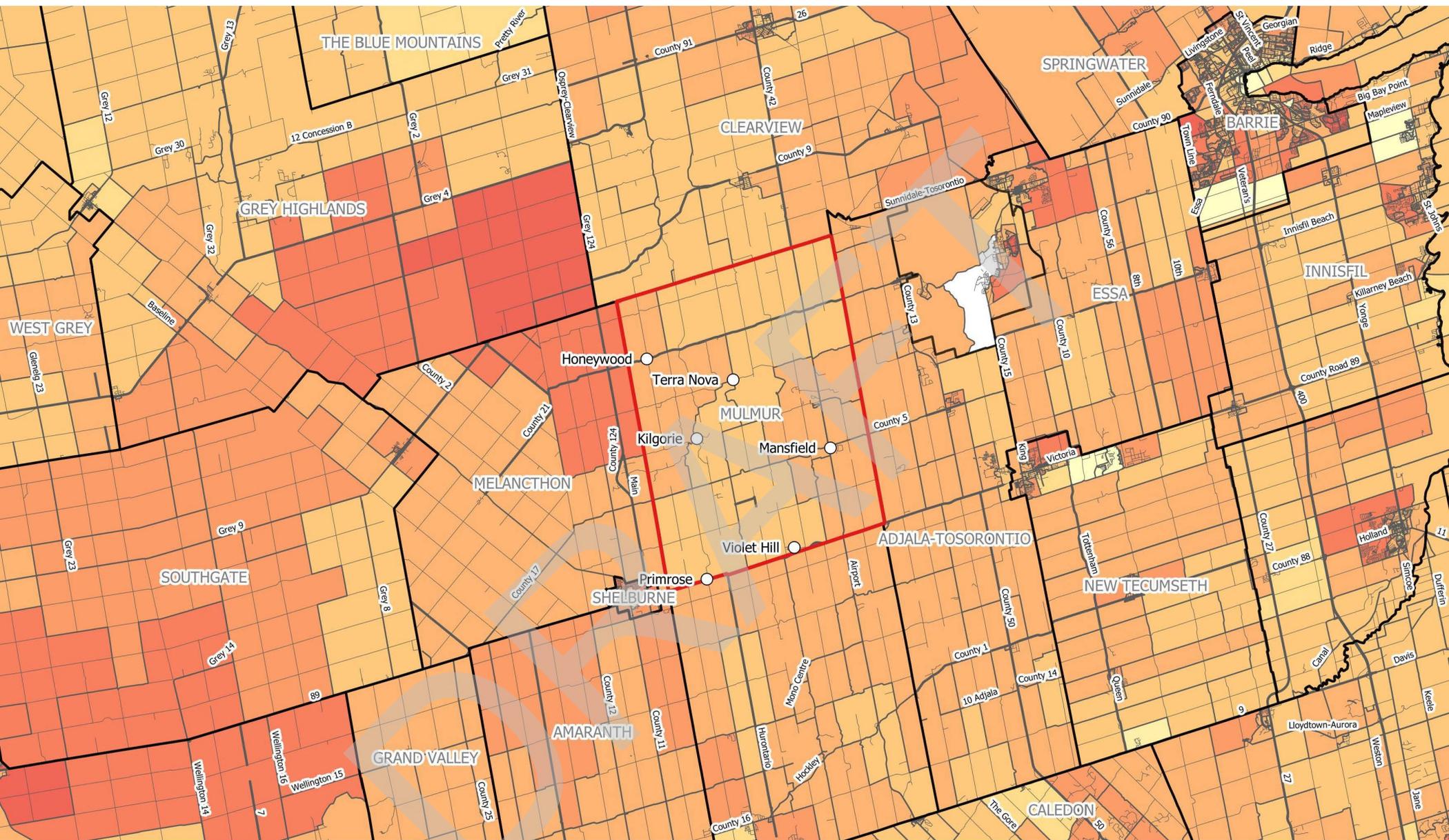
#	Action	Capital Cost Implications
2	Update Asset Management Plan to include Recreation Assets	\$
11	Funding Strategy for new Multi-Use Recreation Facility	\$
12	Design Process for new Multi-Use Recreation Facility	\$\$
13	Develop new Multi-Use Recreation Facility	\$\$\$
25	Mansfield Ball Diamond General Improvements (depending on level of improvements undertaken)	\$+
27	Mansfield Ball Diamond Lighting	\$\$
29	Devonleigh Park Basketball Net Repair / Replacement	\$
31	Devonleigh Playground Replacement	\$\$
35	Develop new playgrounds as neighbourhoods develop	\$\$
36	Multi-Use Court Facility	\$\$
37	Skateboard / BMX park	\$\$
39	Outdoor Exercise Equipment	\$

# Appendix A: Demographic Mapping

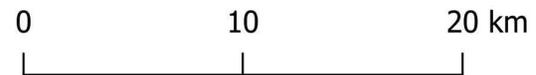
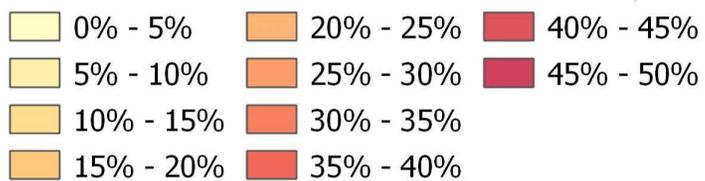


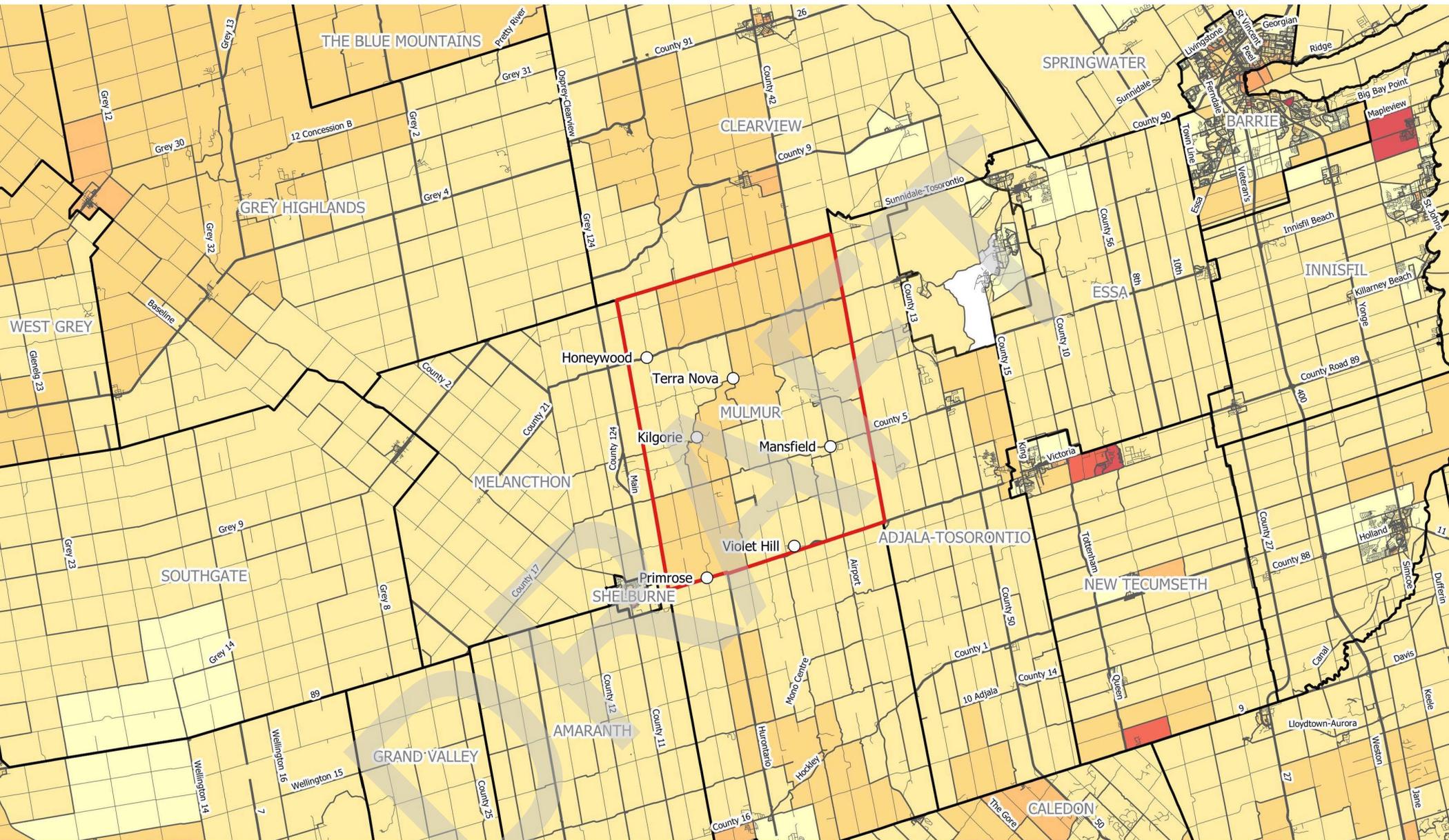
**Population change, 2006-2016**



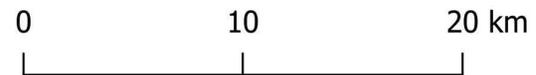


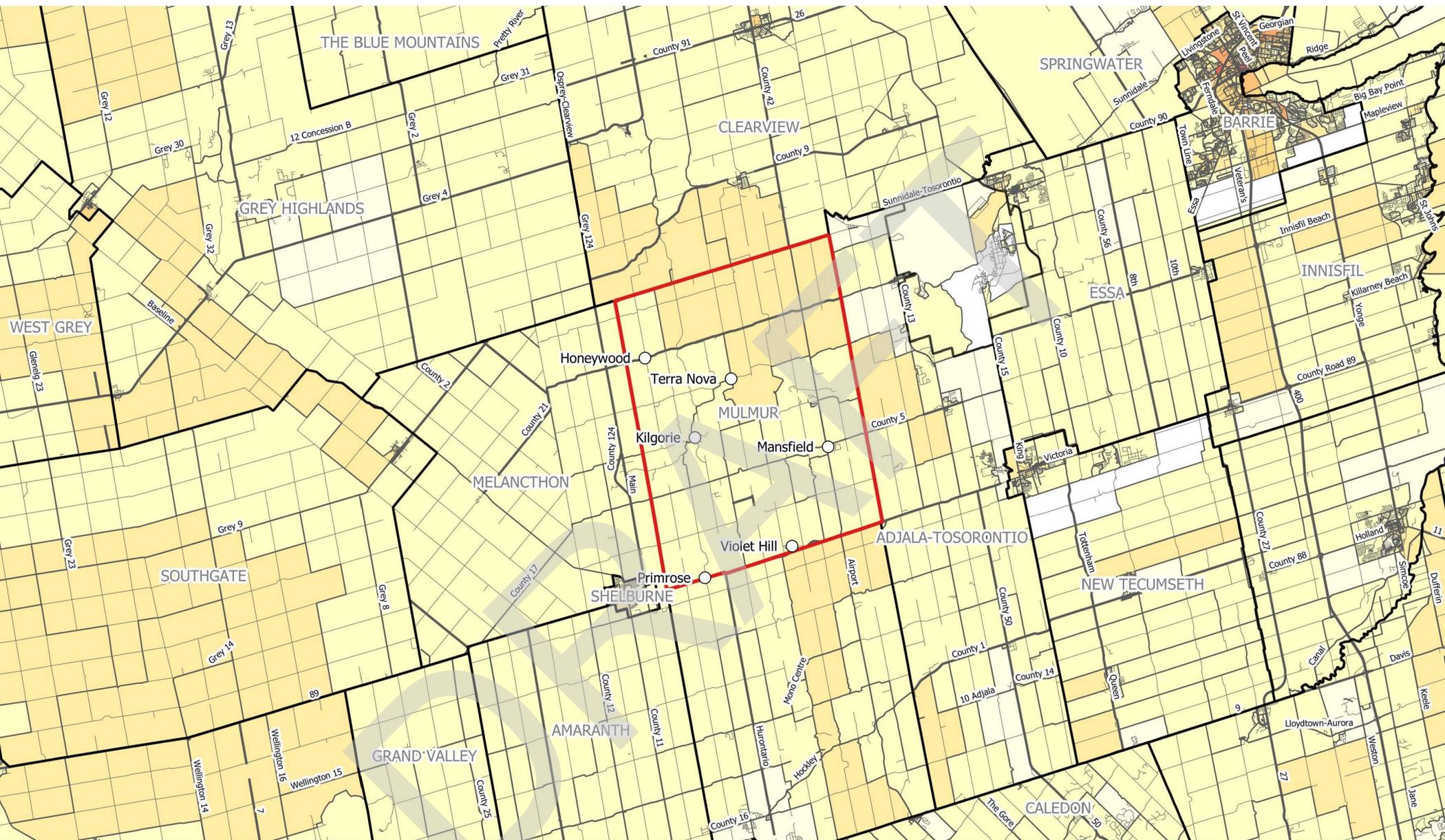
**Under 19, percent total population, 2016**



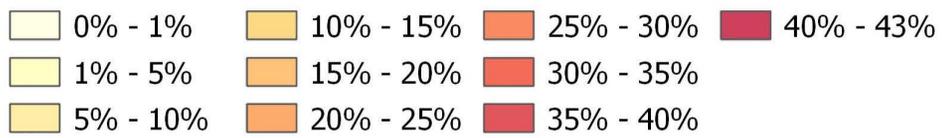


**Over 65, percent total population, 2016**





**Population within the Low-income cut-off, after tax (LICO-AT)**



DRYFET



**Sierra Planning and Management**  
advice • strategy • implementation