



February 2023

Town of Greater Napanee Recreation Master Plan



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Introduction & Background

Recreation Master Plan is a policy document that **assists in determining current and future requirements and needs** for recreation facilities and assets, parks & trails, and recreation programs for the Town.

The previous Recreation Master Plan was developed in 2011. Population change, development, new policies and emerging trends support the need for a new vision-driven plan for parks, trails, recreation facilities, open spaces, community programs and service delivery, as well as events development.

The 2022 Recreation Master Plan **provides recommendations** to guide the Town’s policy-making and, together with other policy documents, **informs future investment** priorities over the next **10-years**, until 2032.

The recommendations of this Master Plan offer a framework for the provision of quality and sustainable access to a range of recreational opportunities both for residents and visitors.

The Plan outlines short (1-3 years), medium (4-6 years), and longer-term (7-10 years) priorities to sustain and grow the recreation offer in the Town of Greater Napanee. Many of the recommendations are stand-alone and can be implemented separate and apart from decisions required to implement other aspects of the Plan.

The actions identified within this Plan are based on a balanced assessment of existing community needs weighted against fiscal, operational and implementation realities, as well as considerations of projected demand and future needs for servicing.

Master Plan Scope

The Master Plan identifies investments, policies, and processes to support recreational service needs focusing on the four broad categories: indoor recreation, outdoor recreation, parkland and trails, and service delivery and programming.

			
<p>Indoor Recreation</p> <p>Examples include: Community Centres & Halls Arenas Gymnasias Indoor Pools</p>	<p>Outdoor Recreation</p> <p>Examples include: Sports Fields & Courts Playgrounds Outdoor Ice Rinks Walking & Running Tracks Community Gardens</p>	<p>Parkland & Trails</p> <p>Waterfront & Amenities</p> <p>Active Transportation & Recreation (ATR) Network</p>	<p>Service Delivery & Programs</p> <p>Examples include: Child & Family / Youth / Seniors Programs Arts & Culture Programs Community Events</p>

The Master Plan presents:

- An analysis of the current and projected population trends and the anticipated needs;
- An inventory of facilities and an assessment of the adequacy of facility supply & quality;
- An assessment of gaps in existing facilities, service delivery and programming based on the current inventory, recreation needs and the current and future level of service;
- A prioritized suite of actions to ensure the successful implementation of recommendations over the planning period and beyond; and
- A comprehensive implementation plan.

STRENGTHS OF THE TOWN AND DRIVERS OF THIS MASTER PLAN

Strengths of Greater Napanee and drivers of the Plan include:

Unique characteristics of the Town – its communities and heritage

Natural resources including:

- Scenic riverfront and expansive waterfront;
- A variety of parks and open spaces as well as connections to County and Ontario multi-use trails and the Water Front Trail.

Converging trends in population change:

- Ageing population, similar to other Ontario municipalities;
- Younger residents and families moving to Greater Napanee from larger municipalities (reasons include economic; health and safety; and remote work opportunities)

The need for a plan that sustains successes and effects change

Effective Asset Management

Enhanced operational efficiency

Community engagement & support

Proximity to major urban centres

Tourism development opportunities

ABOUT THE PLAN: TOWN'S STRATEGIC VISION

Aligning the Plan with Town's Strategic Planning Framework

It is important that the Plan align with the broader palette of policies and plans governing the direction of the Town across its service and asset mandates.

The Town of Greater Napanee is undergoing its service delivery and strategic plan review.

The Master Plan has been developed to align with the Vision and the five priority areas identified in the Draft Strategic Plan (2022-2027).

This actionable Recreation Master Plan **contributes to the Town's Strategic Vision of an active and vibrant community** - and key priority areas.

Objectives that are central to the future development of parkland and recreation facilities in Greater Napanee include:

Objectives

High Quality Services

The Town strives to ensure:

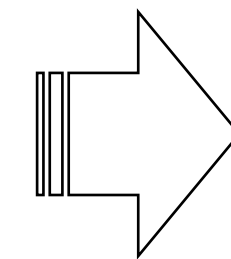
- Increased sustainability** and resident satisfaction with the availability and quality of green space,
- Increased satisfaction** with customer service, and
- Increased community participation** in recreation activities and community events.

Service Directions of the Master Plan:

Recreation related goals of the Town Strategy inform **key directions of the Master Plan:**

1. **Leverage Partnerships and Co-Operation**
2. **Delivering High Quality Outdoor Recreation Facilities**
3. **Strategic Improvement to Indoor Facilities and Services**
4. **Implementing Change** (focus on core services, communication and outreach, and effective asset management)
5. **Forward Planning for Parks, Open Spaces and Trails**

Vision & Priority Areas



- Engaging with residents & user groups
- Determining infrastructure needs
- Integrated planning and coordination



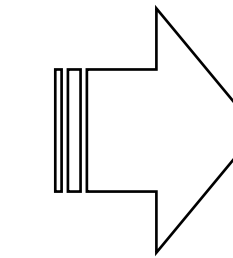
- High quality customer service
- Continuous improvement to operations
- Quality municipal assets
- Feedback mechanisms



- Promoting green space
- Reducing environmental impacts
- Balanced use & preservation of green space
- Greening municipal assets and fleet



- Promoting Greater Napanee as a year-round destination with events and attractions for residents and visitors





2.

POLICIES AND STANDARDS

Integrated Municipal Planning

The relationship between planning for growth and the nature, location and scale of community facilities is increasingly important for the growing Town. Community facilities are funded from a range of sources including Development Charges, Parkland Acquisition, developer contributions, government grants and the tax base. Achieving the right mix of community facilities and parks, in the right locations and at the appropriate scale to meet the goals of the Town for a hierarchy of parks and facilities to meet local neighbourhood, community and town-wide needs is essential to good planning.

Provincial Regulations

In 2020, Bill 197 regulation 509/20 under the Planning Act to implement Community Benefits Charges (CBCs) made significant changes to Section 37 (bonusing) of the Planning Act. The new regulation reverses the initial move (through Bill 108) to integrate development charges (DCs), parkland dedication / cash-in-lieu, and Section 37 benefits into Community Benefits Charges (CBCs). CBCs effectively only replace Section 37 benefits, while development charges (DCs) and parkland dedication continue to remain separate requirements. At present the prescribed amount of land value that can be charged is set by regulation at 4% of land value.

Consequent to these changes in the Planning Act municipalities fund development related community infrastructure, in part, through:

- Development Charges:** includes soft services such as recreation;
- Conveyance of land for park purposes** (2% for commercial/ industrial, 5% and alternative requirements for residential) under Section 42/51 of the Planning Act;
- Community Benefits Charges (CBCs):**
 - Development charges and parkland dedication continue to remain separate requirements and can be used interchangeably.
 - CBCs and DCs can be used interchangeably to fund eligible services, however, the capital costs that are funded through CBCs must not also be funded by DCs or under parkland dedication. CBCs are more flexible and can cover capital costs of facilities, services and matters required because of development or redevelopment.
 - At present the prescribed amount of land value that can be charged is set by regulation at 4% of land value.

Importantly, once a municipality has included a cost in its DC by-law, a CBC cannot be used to collect for the same item.

The key directions and recommendations included within this Master Plan can provide important inputs to a Community Benefits Strategy.

Municipal Plans and Policies

The Town is currently in the process of updating its **Official Plan** (the current version is dated 2014). The existing Official Plan includes the following provisions:

- Recreation goals and objectives:
 - maximize the use of existing facilities;
 - provide for a range of recreational and cultural services;
 - eliminate duplication and achieving cost effectiveness in the delivery of services.
- A policy to provide for parks and refers to the Recreation Master Plan for guidance (Section 4.9.3 Policies);
- A provision that park locations may be incorporated into the OP by amendment;
- A parkland hierarchy and standards of provision (Section 7.4 Recreation).

Parkland Typology, the Town of Greater Napanee Official Plan

Type of Park	Description
Neighbourhood Parks	Serve recreation needs of a neighbourhood; Located within walking distance of the neighborhood it serves; Size: 1.6 - 4.0 ha serving a 3,000-4,000 residents; Rural areas – park size: 1.2 Ha per 1,000 residents.
Community Parks	Serve more than one neighbourhood and may be designed for both active and passive recreational activities. Size 4 - 10 hectares
District Parks	May serve the specialized passive and active recreational needs, including: fields for major competitive sports needs, agricultural fair grounds, trail systems, and enjoyment of the natural environment. Size varies.

Parkland Acquisition provisions, including land dedication and cash-in-lieu of such lands, with the consequent valuation of lands and use of monies in accordance with the provisions of the Planning Act. Conveyance of land for recreation and park purposes:

- up to 5% of the residential subdivision lands;
- land dedication at the rate of 1 ha per 300 units; and
- up to 2% for commercial/industrial.

The OP update will need to reflect the recent changes to the Planning Act through Bill 108 and Bill 197.

The Town's **Development Charges By-law (No. 2022-0059)** includes Parks & Recreation Services among categories development charges are imposed for; stipulates that DCs can fund capital costs.

Town is currently developing a **Parkland Dedication and Cash-in-Lieu of Parkland Dedication By-law**. This By-law will need to conform with recent changes to the Planning Act and be in line with policies identified in the updated Official Plan (currently underway).

Recreation Policies

The Town has an up-to-date **Fees and Charges By-law** (2022-001) which identifies the current fee schedules for use of Town recreation facilities and enrollment in Town-run programs.

The **Ice/Floor Rental Policy** (Allocation Policy, 2014) standardizes procedures pertaining to the use of the arena. The policy does not include a lot of details related to priority of users or minimum share of ice time for minor groups which is typically included to ensure equitable use by community users. The Town is currently in the process of updating its Allocation Policy.

Outdoor Ice Surfaces on Municipal Property Policy: Allows groups or organizations to submit a request to construct and maintain outdoor ice surfaces on municipal property. Upon approval the Council will direct the Utilities department to make fire hydrants available. The applicants are to comply with the policy and monitor condition and maintain the rinks.

Asset Management Planning

Asset management planning is the basis of effective implementation of recommendations for both indoor and outdoor facilities. An ongoing commitment on the part of the Town to include parks and recreation facilities, including trails, fleet and equipment, in current asset management plans is a necessary condition for annual implementation of lifecycle replacement plans, replacement of equipment and park installations, and building capital reserves from operations to fund future capital expenditure.

The Town's **Strategic Asset Management Policy** (2019) sets a consistent framework for implementing asset management across the organization and provides transparency and accountability to stakeholders. The policy indicates the need for asset management planning to be fully integrated into the annual budgeting and long-term financial planning processes. The AMP is reviewed every 5 years.

The current **Asset Management Plan (2022) provides assessment of core assets**, including community halls and core assets under parks and land improvement items (benches, recreation areas, grass areas, paved areas, and waste receptacles). The current AMP does not include all recreation assets or specify replacement requirements for all recreation facilities (e.g., outdoor sports fields/courts, boat launches, playgrounds).

Ontario Regulation 588/17 stipulates that by July 1, 2023, municipalities must prepare an asset management plan for all municipal infrastructure (beyond the core assets). This should include all recreational assets and infrastructure (e.g., sports field infrastructure, playgrounds, etc.).

The development of the Asset Management Plan for Core and Non-core assets is to take place in 2023-2024. The updated AMP should include all recreational assets and infrastructure (e.g., sports field infrastructure, playgrounds, etc.) and be developed with consideration for recommendations of this Master Plan.

Accessibility

With the introduction of the **Accessibility for Ontarians with Disabilities Act, 2005 (AODA)**, the Provincial Government legislated standards for all levels of government, the private sector and non-profit organizations related to providing services and spaces that are more accessible to people with disabilities. The legislation applies to all public facilities and spaces that are being newly construction or significantly renovated. The goal of the province is that Ontario be fully accessible by 2025.

The OP Section 5.12 Accessibility states that universal access to publicly accessible spaces, including parks, open spaces and buildings will be ensured by creating a connected network of streets, parks and open spaces retrofitting municipal buildings, and encouraging owners of private buildings through education and retrofit programs.

In its **Multi-year Accessibility Plan (2018-2022)** the Town commits to improving accessibility of "all new and redeveloped Municipal owned and operated spaces and facilities" and to continued development of accessible and inclusive recreation and culture programs and events. Accessibility improvements are to be considered during the maintenance of facilities, trails, parks and public spaces; improvements to parking, washrooms, and park furniture.

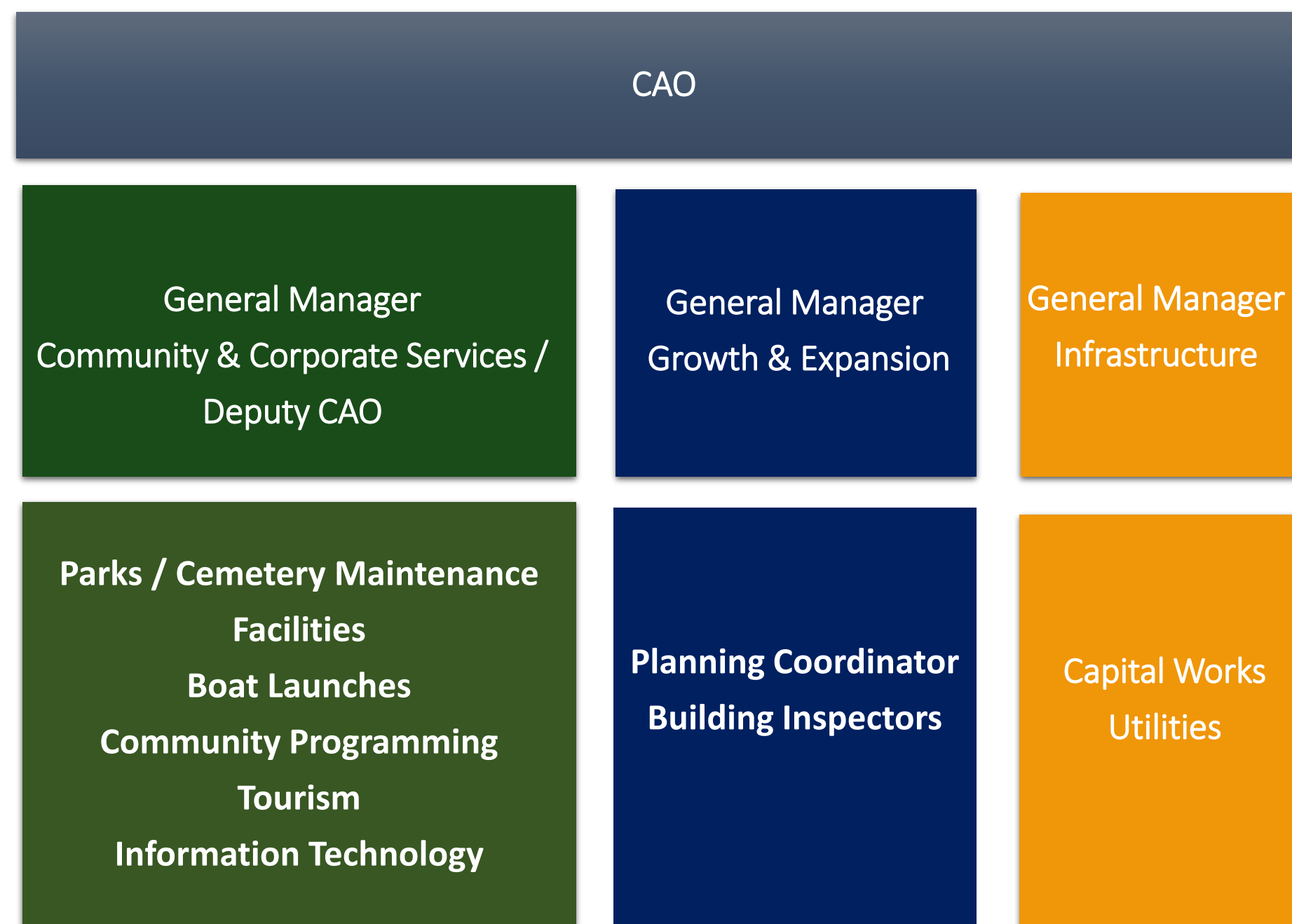
Regular Review of the Plan

Responsibility for implementation of the Master Plan rests with the CAO and the General Manager of Community and Corporate Services / Deputy CAO (including community programming, tourism, parks and cemetery maintenance, boat launches, and information technology) and the General Manager of Growth and Expansion (including planning coordinator, property standards and building inspectors).

Unless delegated to senior management, the implementation of all recommendations is at the discretion of Council.

The growth management principles of the plan should be reviewed on a timely and on-going basis. As the Town's recreational facilities and services evolve over time, the Town should estimate and plan for necessary staff additions. The overall implementation of the plan as well as the review of principal assumptions underlying the plan, its vision and key objectives should be reviewed in the fifth year of the plan.

The Town of Greater Napanee Organizational Structure: Parks and Recreation



Organizational Structure: Community & Corporate Services - Programs, Parks, Cemeteries and Recreation



FUTURE DIRECTIONS

- Any updates to the Town's Official Plan, as it relates to parks, open space and/or community facilities, should have regard for the recommendations of the Recreation Master Plan.
- The development process should align with any new Parkland Dedication Policy that provides a framework for parkland dedication requirements (i.e. prescription and guidance for the scale, configuration and location of new parks and infrastructure) as well as details of how cash-in-lieu payments are calculated.
- Review and alignment of the Town's Asset Management Plan with existing parks and open space amenities with the goal of understanding the impacts of aging infrastructure on future parks expenditures. This realignment should reflect the current inventory of assets, identify the physical condition of the infrastructure, establish current replacement costs, and set priorities for asset replacement and/or removal.
- Review and update of the Town's Accessibility Plan to meet and, where possible, exceed provisions of the AODA and the Town's existing Plan, for example, consideration for accessibility of buildings, play areas/structures, etc.
- Any proposal for significant capital investment including the receipt and development of parkland should be assessed for operational staffing and financial implications.

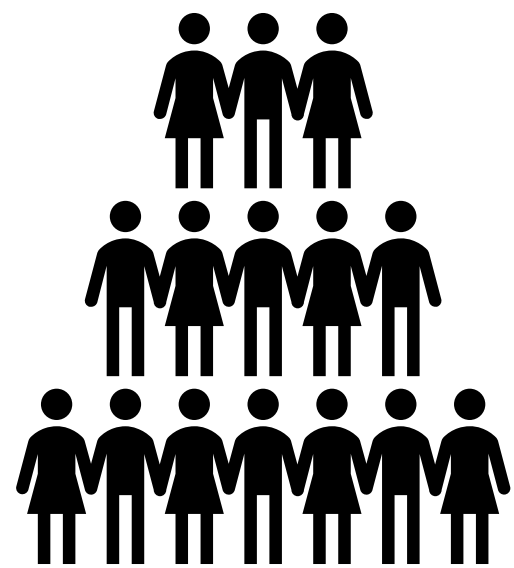


3.

SITUATIONAL ANALYSIS

COMMUNITY PROFILE

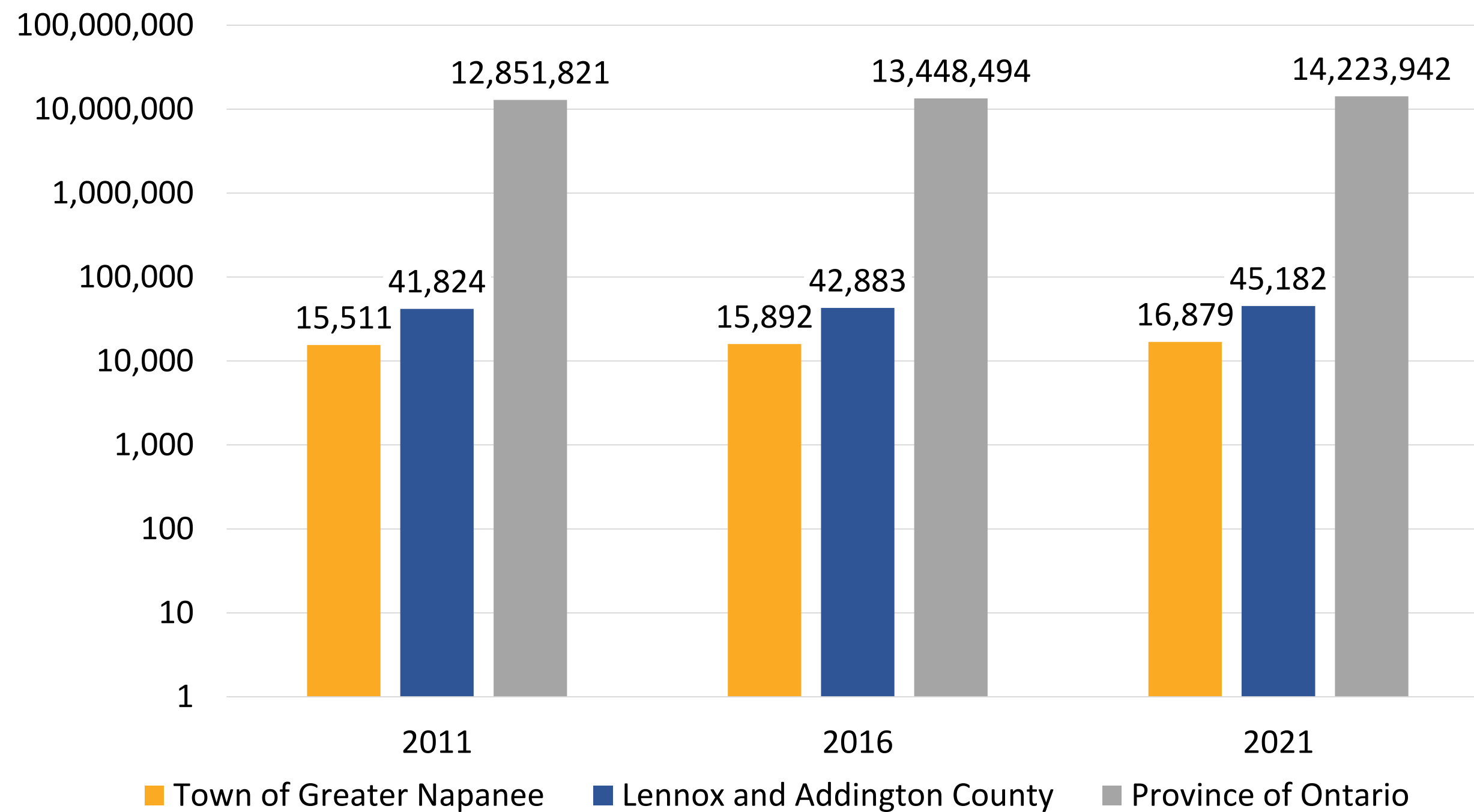
2021 Permanent Population: 16,879



↑ 6.2%

Seasonal population: **2,125**
(2022 Estimates)

In 2016-2021, Greater Napanee population increased at a higher rate, compared the County and the Province



Greater Napanee 2016-2021 population surpassed both the County and the Province:

	2016 Population	2011-2016 Change, %	2021 Population	2016-2021 Change, %
Greater Napanee	15,892	2.5%	16,879	6.2%
Lennox and Addington	42,883	2.5%	45,182	5.4%
Ontario	13,448,494	4.6%	14,223,942	5.8%

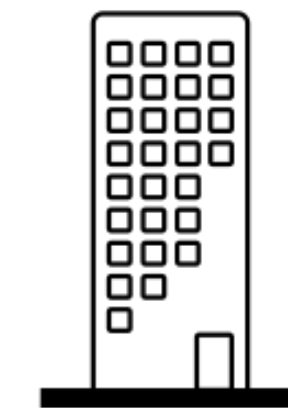
Household Size and Number of Dwellings, 2011 – 2021

Town of Greater Napanee	2011	2016	2021
Average Household Size, Persons	2.4	2.3	2.3
Private dwellings occupied by usual residents	6,325	6,580	6,868
Change in the number of private dwellings	--	4%	4.4%

Dwellings by Type, 2021 - 2032



82%
Single, semi-detached or row houses



18%
apartment buildings or other types

Growth Forecast, Town of Greater Napanee

	2031 Population	2021-2031 Change, %	2036 Population	2021-2036 Change, %
Permanent Population	18,512	10%	19,174	14%
Net Change from 2021	+1,633		+2,295	
Permanent Dwelling Units	7,703	12%	8,015	17%
Net Change from 2021	+835		+1,147	
Person Per Unit (PPU)	2.4		2.39	

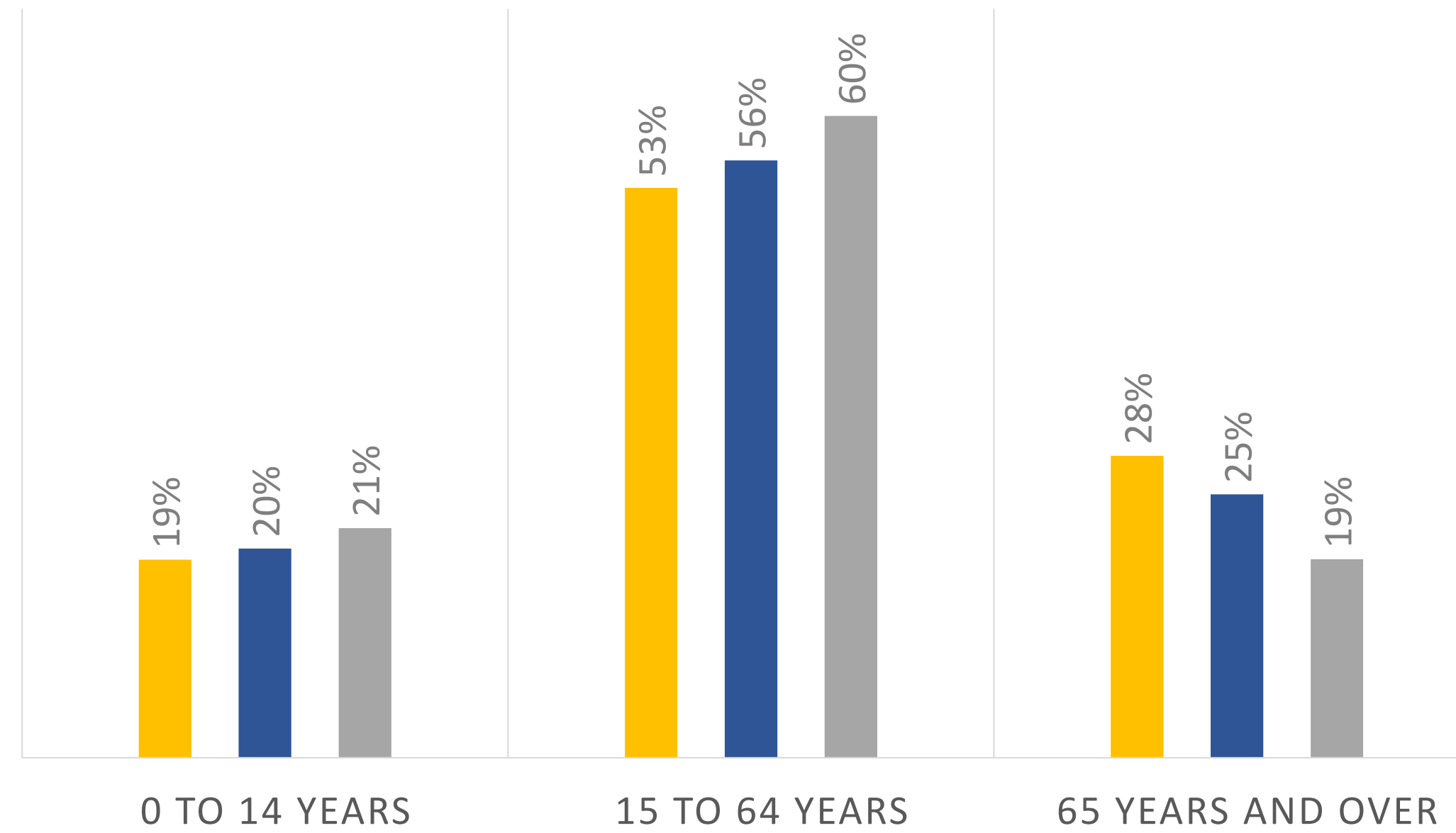
Notes: Total population includes institutional population and excludes seasonal residents. Seasonal Population projected to remain unchanged: 2,215 persons / 593 units. Permanent population projections, excluding Census Undercount of approximately 2.5%.

SPM, Data Source: Town of Greater Napanee D.C. Study 2022, Table 3-1 Residential Growth Forecast Summary

Population Age Structure, Comparison, 2016-2021

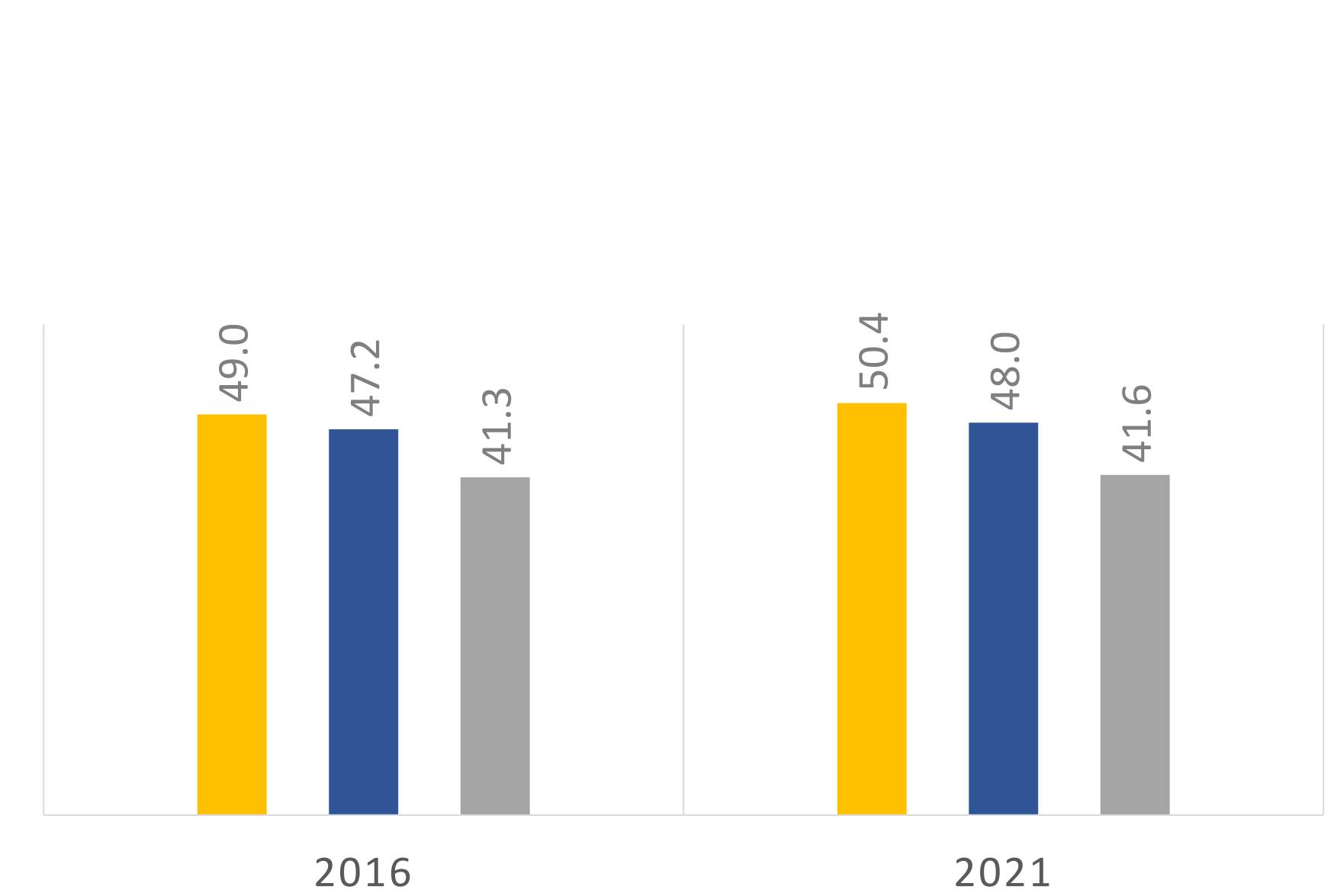
POPULATION BY BROAD AGE GROUP, 2021

Greater Napanee Lennox and Addington Ontario



MEDIAN AGE, 2016-2021

Greater Napanee Lennox and Addington Ontario

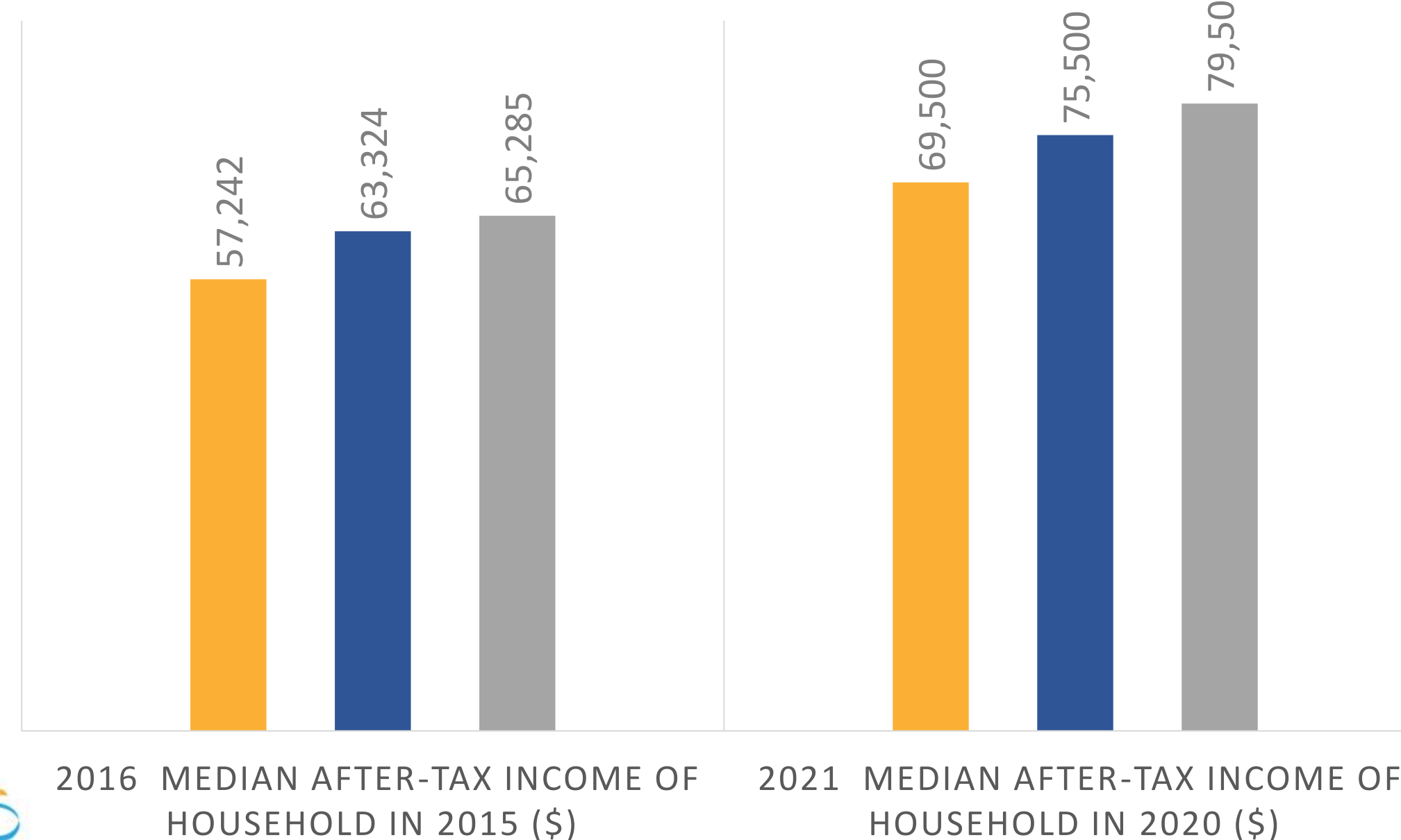


- Town's portion of 65+ population is larger than in Ontario and County; while the portion of youth population is smaller.
- Town's median age is higher, compared to the County and Province.

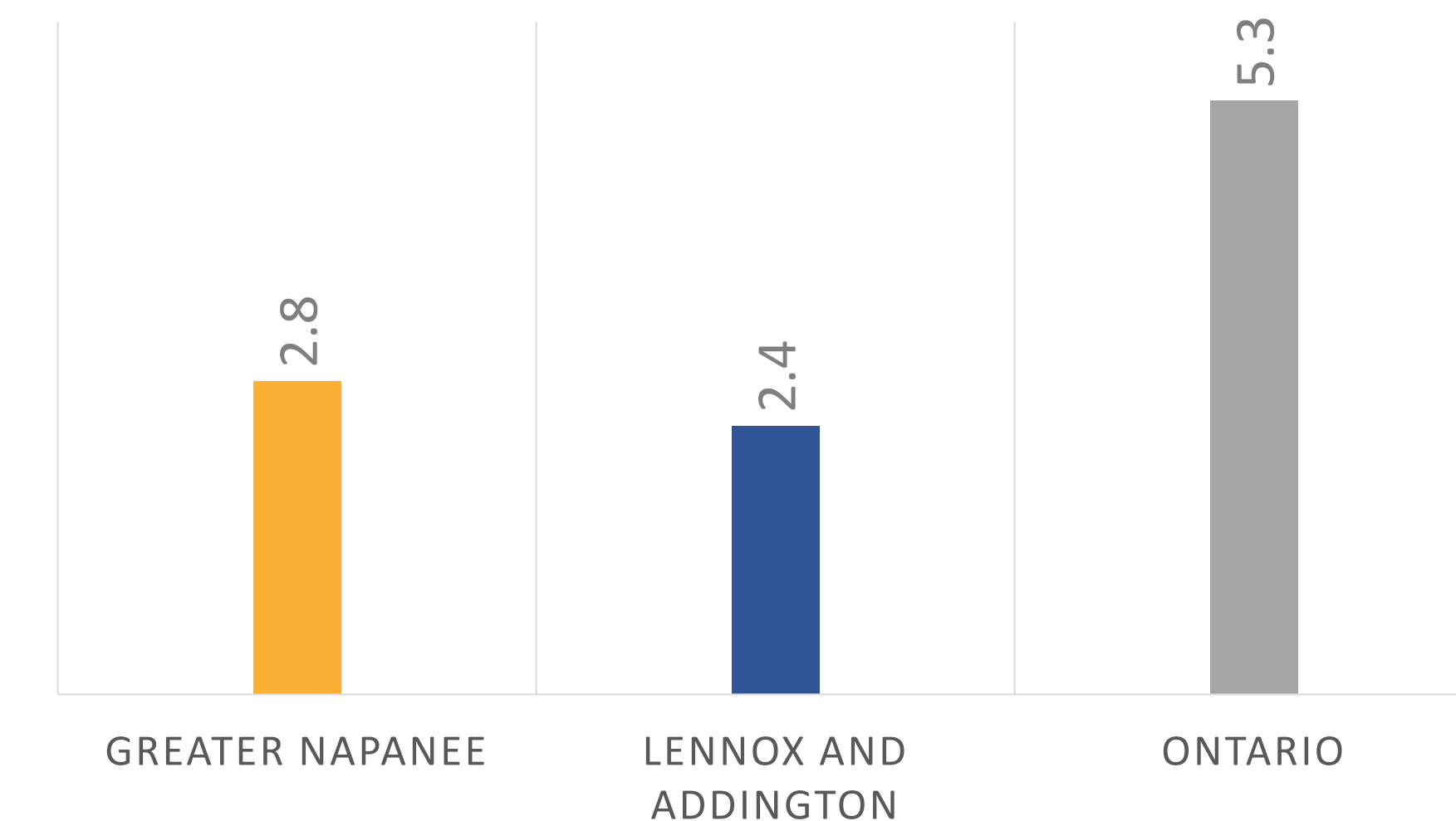
Socio-Economic Trends, Comparison, 2021

HOUSEHOLD MEDIAN AFTER-TAX INCOME (\$), 2021

Greater Napanee Lennox and Addington Ontario



PREVALENCE OF LOW INCOME BASED ON THE LOW-INCOME CUT-OFFS, AFTER TAX (LICO-AT) (%)



- Median household income after tax in the Town is lower, compared to County and Ontario.
- Prevalence of low income (measured as LICO-AT) is higher than in the County, but significantly lower than in the Province.

SITUATIONAL ANALYSIS: A GROWING TOWN

Future Development

The Recreation Master Plan should inform the process of land use planning and development control activities to ensure that the goals of the plan are met as a result of future development.

As of 2022, five (5) **multi-use residential development projects** are under way.

Estimated **1,040+ new units** are planned.

With an estimated rate of 2.37 person per unit (DC Study), the number of residents is expected to increase by **2,500 + persons**.

Future Growth is currently concentrated in the urban area of the Town of Greater Napanee.

As the population continues to grow, the Town need to expand its capacity to serve a larger population.

Total Number of New Units	+ 1,040
Total Number of New Residents	+ 2,500

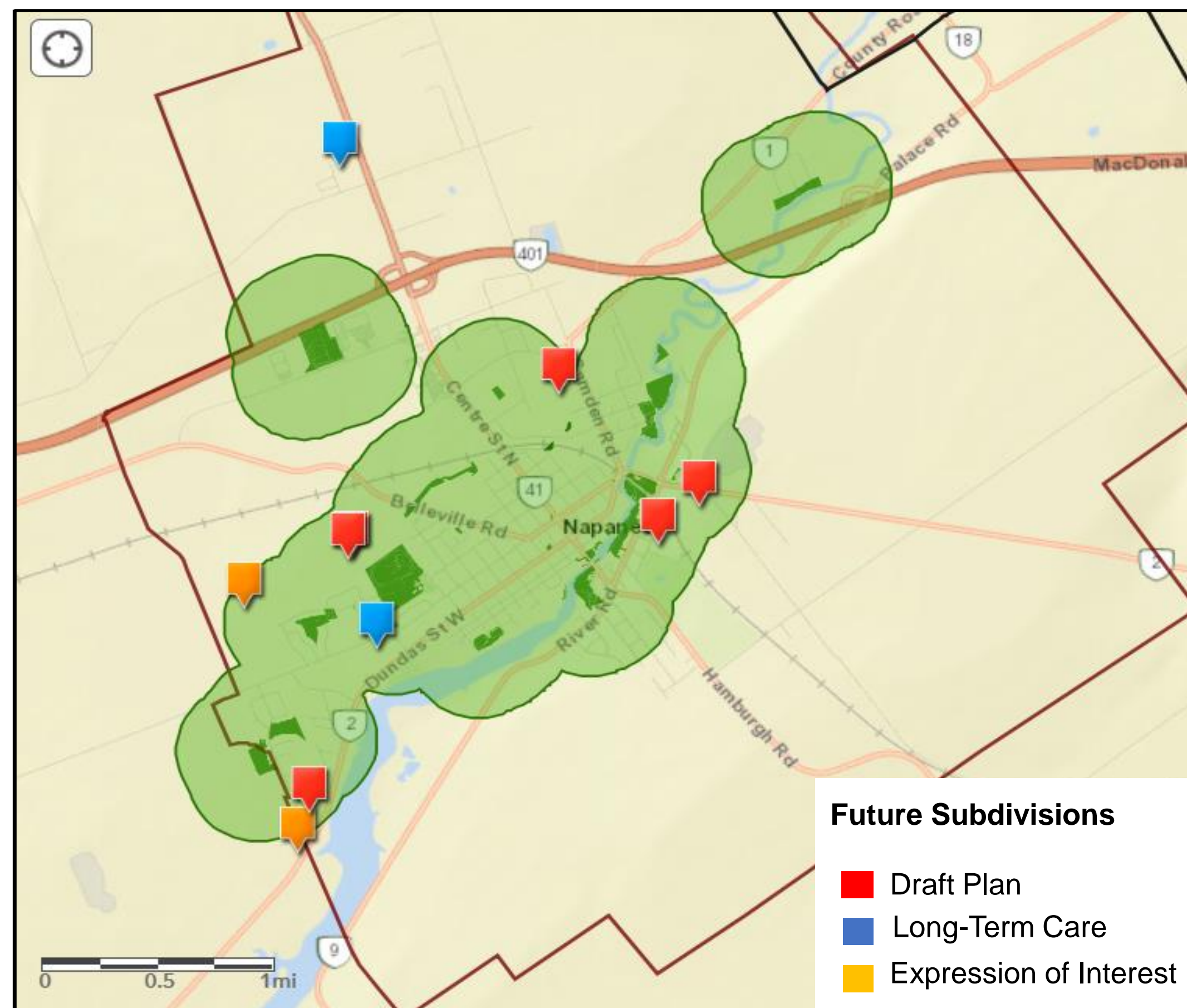
Anticipated Impacts

The new development and new subdivisions are anticipated to increase demand for indoor and outdoor recreation facilities and amenities, parkland (parks, trails and open spaces).

The growth and increase in demand and supply will require additional financial and human resources.

Developing a comprehensive long-term capital plan with considerations for growth and proactive lifecycle strategy can be helpful to minimize dependency on grant funding and increase the capacity.

Future Development: Location and Population Increase (Number of New Residents)



	Development				
PPU = 2.37	Fairway Park Subdivision	Limestone Ridge	Millhouse Yards	Richmond Park Homes	West Bridge Estates
# Units	25	487	152	376	N/A
Number of Residents	59	1,154	360	891	N/A

Population Change

In Greater Napanee similar to many other Ontario municipalities two trends contribute to population change:

- A trend of ageing population – the share of persons aged 65+ increases and at the same time;
- An increase of younger residents and families who are moving to Greater Napanee from larger municipalities (reasons include economic; health and safety; and remote work opportunities).

FUTURE DIRECTIONS

- As the population continues to grow, the Town need to expand its capacity to provide parks and recreation services to a larger population.
- The new residential development and new subdivisions are anticipated to increase demand for indoor and outdoor recreation facilities and amenities, parkland.
- Future Growth is currently concentrated in the urban area of the Town of Greater Napanee. New residential areas need to have access to parks, trails, recreation facilities and services. Availability and access to these amenities should be considered in the development and the planning process.

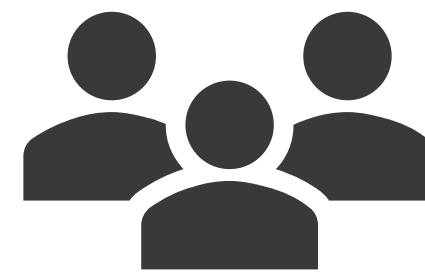


4.

CONSULTATION OUTCOMES

CONSULTATION PROCESS

- ✓ Dedicated project webpage
- ✓ Social media presence and outreach
- ✓ Online public survey (**547 responses**)
- ✓ User Groups Survey (**50 responses**)
- ✓ Indoor and Outdoor User Group Meetings
- ✓ Stakeholder Interviews (incl. Town Staff and recreation providers)



KEY THEMES

Theme 1: An indoor pool or a multi-use recreation centre with a pool

Theme 2: In addition to the pool: gymnasium, fitness & community spaces

Theme 3: Better maintenance of outdoor facilities and park amenities

Theme 4: Greater range of programming, e.g., swimming programs, programs for youth, seniors and families

Theme 5: Removing barriers to participation: Accessibility, Affordability, Equity

Theme 6: General satisfaction with facilities and support for organized sports (hockey and baseball)

Theme 7: Needed other recreation and sport facilities & programs, e.g., arts, culture, unstructured / self-guided sports and outdoor activities

KEY HIGHLIGHTS

Indoor Recreation

- Indoor aquatics facility or multi-purpose facility with an indoor pool
- Facilities for different age groups
- Accessibility / sustainability
- Gym to accommodate indoor programs including fitness, wellness, basketball, volleyball, tennis, pickleball
- Satisfaction with facilities for hockey and baseball
- More recreation opportunities beyond organized sports: arts & culture, unstructured / self-guided sports (e.g., basketball, fitness)

Programming / Special Events

- Aquatic Programs, incl. swimming lessons / aquafit
- Affordability of programs – remove barriers to participation
- Unstructured sports and activities
- Active transportation & recreation
- Monitoring usage & adapting programming of facilities (e.g., more time for women's hockey)
- Programs for children & youth (11-17), including arts, sports
- Seniors (fitness, aquafit, pickleball)
- Year-round indoor and outdoor recreation opportunities

Outdoor Recreation

- More court sports (basketball, volleyball, tennis, pickleball)
 - Better maintenance of sports fields and courts
 - Additional amenities (splash pads, shade structures, washrooms)
 - Active transportation & recreation infrastructure (sidewalks, bicycle lanes & parking)
 - Outdoor pools
 - Unstructured sports and outdoor activities (e.g., soccer, basketball, beach volleyball)
- Winter:**
- More outdoor skating rinks
 - Year-round trails

Parkland, Trails, Waterfront

- Better maintenance of parks & amenities
- Off-leash dog areas / dog parks
- More and better-connected trails for a variety of activities, including waterfront trails / boardwalks
- Water access: better maintained & more boat launches / docks
- Adding new and connecting trails
- Year round trails
- Year round activities in parks

Current Trends in Recreation

Indoor Recreation

Aquatics – Emerging aquatic facility designs (fitness and leisure swimming, therapeutic programs for seniors, and splash pads/water parks for children, accessible facilities).

Accessibility – making indoor and outdoor facilities accessible for people of all ages and abilities. Indoor facilities must comply with the provincial Accessibility regulations (AODA). Encouraging cycling and walking to access facilities.

Flexible multi-use, multi-generational – Increasing focus on creating flexible multi-use “destination” facilities as recreation, entertainment and family centres and community hubs.

Multi-purpose facilities

Sport tourism – Throughout Canada, sport tourism represents a growing market and providing facilities to accommodate this is an important consideration.

Sustainability – Increasing focus on the overall sustainability of a facility (e.g., net zero/carbon neutral).

Outdoor Recreation

Active transportation infrastructure for commute and recreation – improves safety, accessibility, and affordability of recreation.

Basketball (established but growing in demand among youth),

Beach volleyball,

Cricket (growing in demand),

Pickleball (growing in popularity),

Tennis (established but growing in demand),

Trails – developing new and connecting local and regional trails,

Waterfront development and placemaking;

Unstructured and self-guided activities, including hiking, cycling, jogging, skating, snowshoeing, skiing, yoga and fitness in parks, / unorganized sports: soccer, hockey, etc.

Youth parks: Mountain biking, skateboard parks, BMX / Pump Tracks.

Parkland & Open Spaces

Accessible Design Standards – Many municipalities have created their own Accessibility Guidelines for development that exceed the minimum Ontario standards.

Active and Passive Parkland – Open space areas that include or are suitable for the development of more structured and less structured recreational facilities and activities, respectively.

Age-Friendly Approach – Parks and open spaces are increasingly designed as inclusive spaces for example by providing multi-generational amenities.

Equity and Inclusivity – The amenities and services provided within parks and open spaces should be accessible and affordable to all, regardless of age, race, ethnicity, gender, sexual orientation, socio-economic status, or physical and cognitive abilities.

Improving links and connections – Connecting Trails, Parks, Facilities, establishing Active Transportation routes

Sustainable Design Strategies – The inclusion of Low Impact Development site design strategies aim to improve storm water management quality.

Programming & Events

Removing Barriers to Participation – Promoting and fostering participation in physical activity for **all ages, diverse identities, social and economic backgrounds and various abilities;**

Promoting Active Transportation to support access to recreation opportunities and facilities;

The need to **(re)assess opportunities diversify** the suite of program options to address changes in preferences for participation;

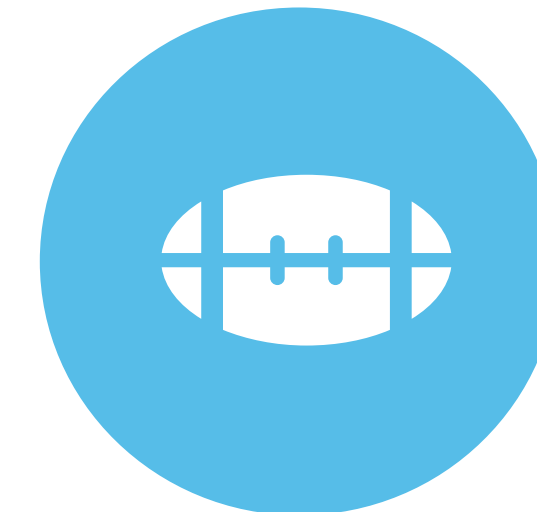
The **decline in sport participation** in favour of **unorganized and/or self-directed** leisure activity;

Increase in the **uptake of outdoor activities in all seasons** as a result of COVID epidemics;

Effective monitoring systems help inform municipal responses to parks and recreation program demand.

KEY EMERGING THEMES

Generally good supply of and investment in organized sports infrastructure and programs (e.g. baseball, hockey, soccer); but more is needed to support self-guided sports, recreation, and cultural activities



Investments into a new indoor pool or a multi-use recreation centre with an indoor pool.

Regional co-ordination (developing support structures)

Access to community, health, wellness and physical activity facilities, programs and services for urban and rural communities (affordability, geographic distribution, etc.)



Investment in multi-use for the broadest range of access to recreation (flexible used and adaptability)

Risk mitigation and business planning approach(es) to facility investment and service delivery

Age-friendly, affordable & inclusive recreation

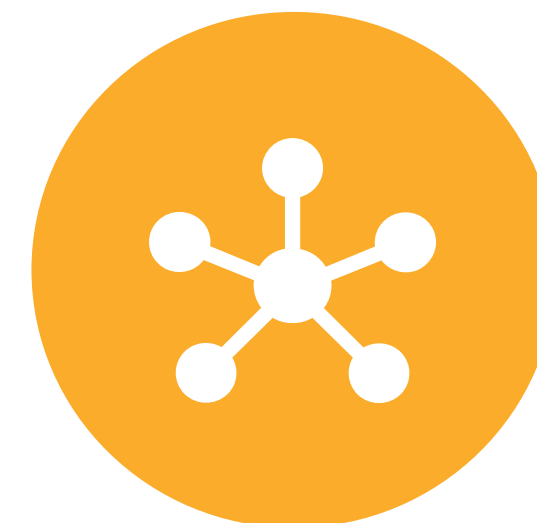
Accessible (barrier-free) infrastructure



Defining and refining partnerships (e.g. with schools and other recreation service providers; supporting volunteers)

Efficient and effective asset management

Investment in infrastructure based on urban and rural requirements



Strengthening the Town's role as a tourism destination and regional recreation centre/service area, e.g. developing and investing in the Town's riverfront and regional level recreation facilities.



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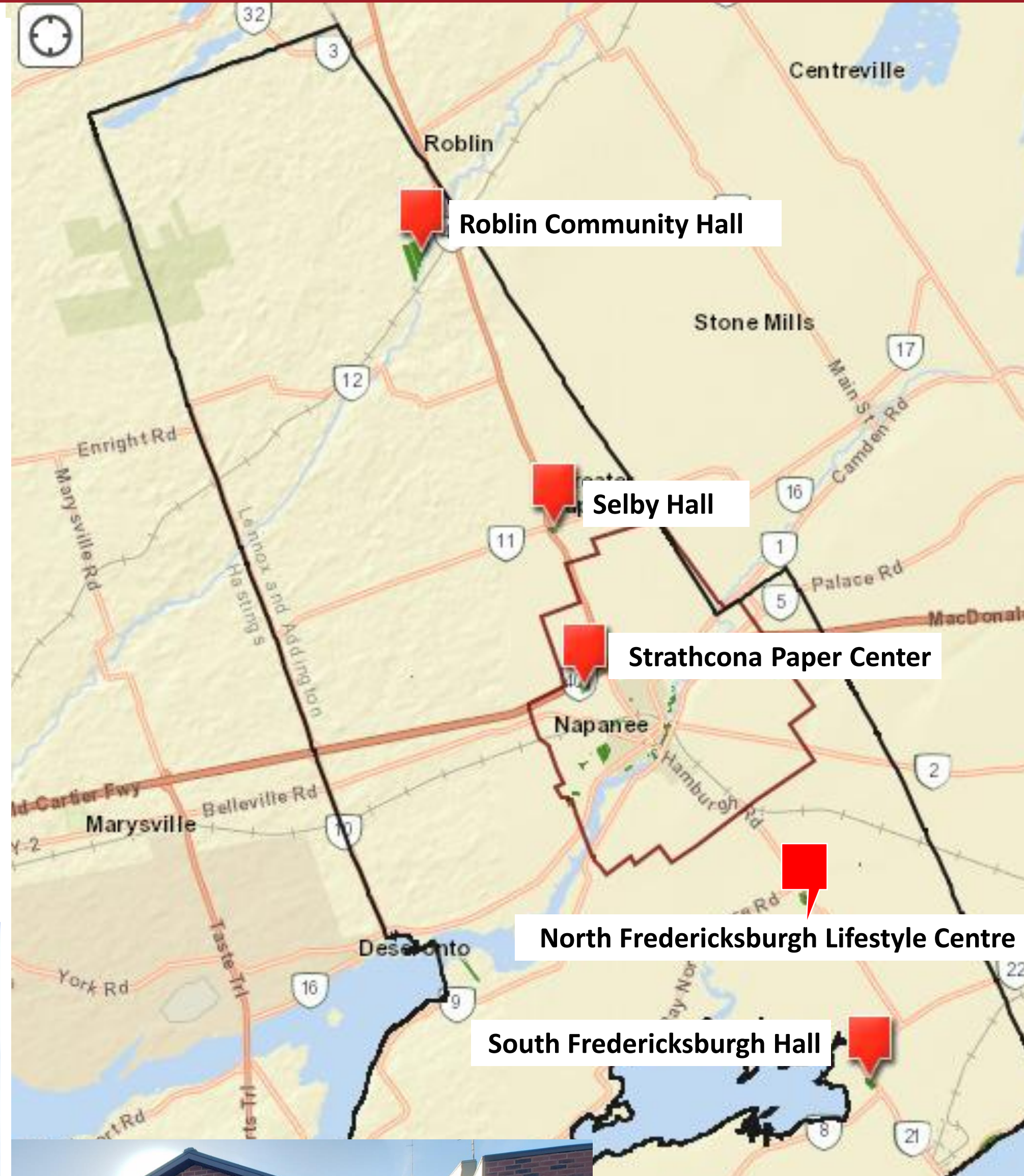
INDOOR FACILITIES

COMMUNITY CENTRES & HALLS

The Town of Greater Napanee owns and maintains several recreation halls that provide space for community gathering and initiatives; offer a range of programs; and generate volunteerism.

Community Centres & Halls: 5

- SPC Community spaces:
 - Banquet Hall (capacity 300 people)
 - Large Lounge (40 people)
 - Small Lounge (25 people)
- South Fredericksburgh Hall
 - Capacity for 200 people | Full kitchen
- Selby Hall
 - Capacity for 150 people | Full kitchen
- Roblin Community Hall
 - Capacity for 75 people | Full kitchen
- North Fredericksburgh Lifestyle Centre



CONDITION ASSESSMENT (Asset Management Plan 2022)

Municipal Asset	Average Condition, %	Avg. Condition Rating
North Fredericksburgh Hall	15%	Very Poor
South Fredericksburgh Hall	43%	Fair
Selby Hall	43%	Fair
Strathcona Paper Centre (SPC)	66%	Good
Roblin Fire Station	83%	Good
<i>Avg. Condition of all municipal buildings (for comparison)</i>	51%	<i>Fair</i>

UTILIZATION: Community Halls and Meeting Spaces are well used

- Public survey respondents use all facilities and are generally satisfied with their experiences. Most used - SPC, followed by Selby Hall, North and South Fredericksburgh Halls and Roblin (Table below).

FUTURE DIRECTIONS

- Monitor the condition of halls, if the average condition declines, “re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the buildings and facilities.” (Asset Management Plan 2022).
- Improving accessibility as part of maintenance / repairs to the facilities (to comply with and, where possible, exceed provisions of AODA and the Town’s Accessibility Plan).
- User groups expressed an interest in an in-town Arts Centre with meeting, performing, exhibition and storage space to be shared by culture and art groups in the community.



Utilization: Community Halls and Meeting Spaces

UTILIZATION Community Hall / Meeting Space	Total Hours Available	2019 Total Hours Used	Utilization (%)	2022 Total Hours Used	Utilization (%)
SPC Meeting Spaces					
SPC Banquet Hall	5,110	1,724	34%	1,553	30%
SPC Small Upper Lounge	5,110	482	9%	140	3%
SPC Large Lounge	5,110	547	11%	310	6%
Selby Community Hall	5,110	1,168	23%	379	7%
South Fred Community Hall	5,110	668	13%	336	7%
North Fred Lifestyles Centre	5,110	1,815	36%	1,081	21%

Note: Roblin Hall utilization statistics not available

Selby Community Hall

Strathcona Paper Centre

Roblin Community Hall

ARENAS – INDOOR ICE

Arenas Municipal Supply

Strathcona Paper Center Arena

Opened in 2004

Features include:

- 2 NHL sized ice surfaces (200' x 85')
- Goodyear Rink – seating for 1,000
- Home Hardware Rink – seating for 200
- Rinks open August to May
- Retail Space: 7,000 sq. ft.

The Arena is important as

- **A well-used Town’s sports facility:**
Based on a typical week/prime time ice usage is **68% of the time** (of which 80% - children/youth).
- Hosts local adult and junior men’s and women’s hockey leagues.
- A major regional sport tourism and entertainment facility & destination.
- Hosts provincial and national hockey championships, curling, cultural events, trade shows.

Observed Standards:

1 ice pad 1 per 10,000 residents
(or 1 per 450 participants under 19)

Current & Future Standards:

2021: 1 ice pad per 8,440 residents
2032: 1 ice pad per 9,256 residents

Ice Utilization

SPC arenas operate from 7am to 12am (17 hours) daily over 10 months (August to May).

ICE UTILIZATION	2019	%	2022	%
SPC Goodyear Rink	2,409	51%	2,450	51%
SPC Home Hardware Rink	2,859	60%	2,786	59%
Total Hours Ice Usage	5,267	55%	5,236	55%

Ice Utilization – Prime Time: 68%

Usage per week: 100 hours (80 youth / 20 adults)

Prime Time: 148 hours per week

(Monday-Friday 4pm-12am / Weekend 7am-12am)

Current & Future Supply: Population Based Standards

Ice Provision	2021	2026	2032	2036
Town Population	16,879	17,006	18,512	19,174
Target Standard	1 ice pad per 10,000 residents			
Town-wide Needs	1.69	1.70	1.85	1.92
Existing Supply	2.0	2.0	2.0	2.0
Surplus (Deficit)	0.3	0.3	0.1	0.1

Current & Future Supply: Participation Based Standards (Minor Reg. Participants)

Ice Provision	2021	2026	2032	2036
Minor Participants	560	564	614	636
Target Standard	1 per 450 minor registered participants			
Town-wide Needs	1.24	1.25	1.36	1.41
Existing Supply	2.0	2.0	2.0	2.0
Surplus (Deficit)	0.76	0.75	0.64	0.59

Observations:

Newer facility & significant supply of indoor ice in Town.

Monitor the need for accessibility improvements: make sure that the facility meets and, where possible, exceeds AODA requirements.

More flexible usage-based programming, e.g. more time needed for women’s hockey (minors and adults).

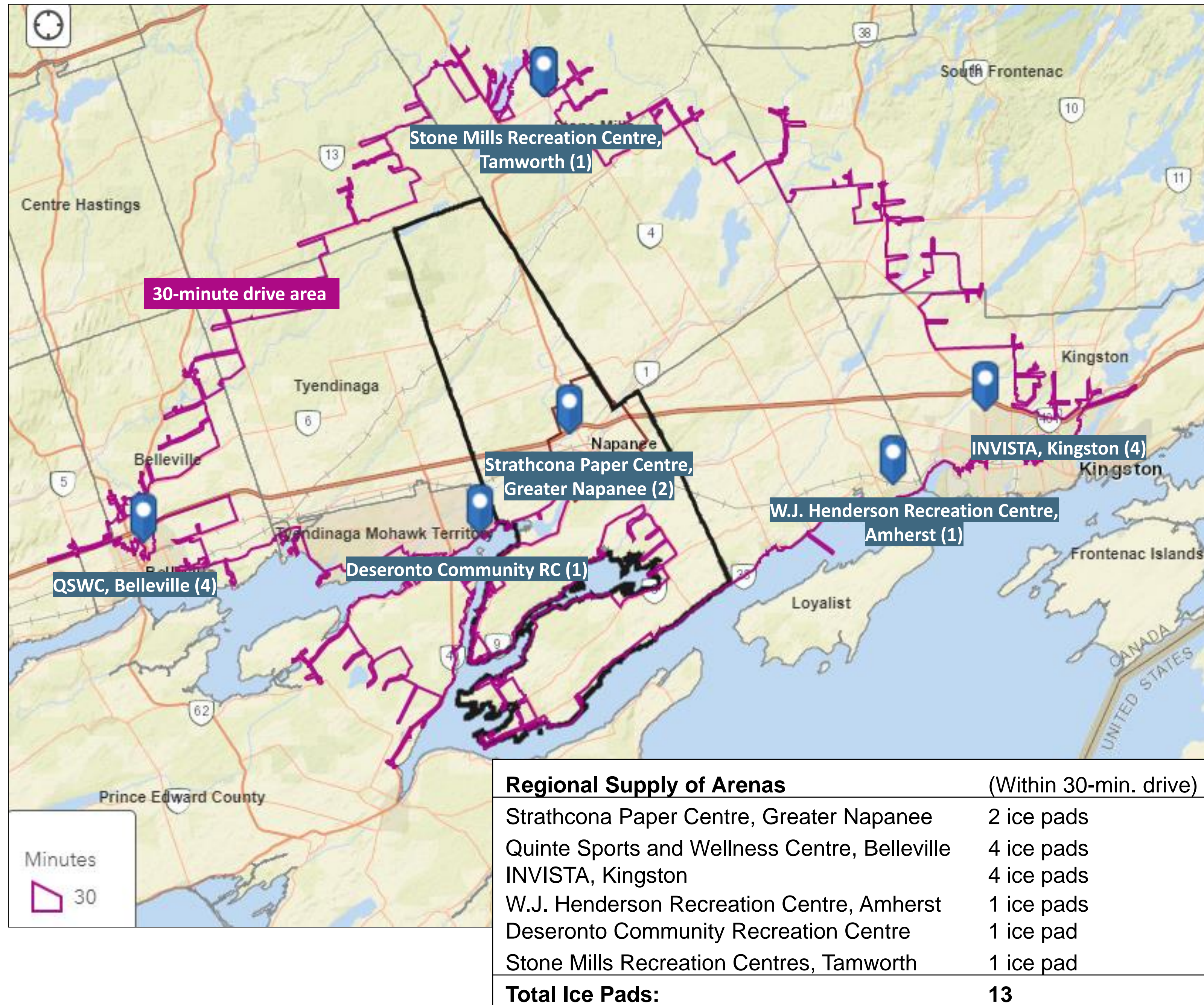


Strathcona Paper Center Arena

ARENAS – INDOOR ICE

Arenas Regional Supply

Regional Supply of Arenas within 30 minute drive time from Greater Napanee



Arenas are regional level facilities that not only serve the local residents but provide services (both competition and recreation) on a broader regional scale. The region is defined here 30 minute drive time to the Strathcona Paper Centre.

The ice pads at the Strathcona Paper Centre serve a hub for competition and general recreation both in Greater Napanee and in the nearby municipalities. A total of 13 ice pads are located within 30 minute drive time from SPC.

On a population basis, Greater Napanee currently provides indoor ice at a standard of

- 1 ice pad per 9,438 residents regionally
- 1 ice pad per 8,440 Greater Napanee residents

Regional Ice Supply: Deficit / Surplus

Facility	Ownership	Current Standard	Projected Population	
		2021 (Census)	2032	2036
	Municipal	16,879	18,512	19,174
		Regional Population (30 min drive)		
		122,568	132,780	
Ice Pads	2	8,440	9,256	9,587
Ice Pads (Regional Supply)	13	9,428	10,214	

By 2032 (the end of the Plan period), maintaining the existing standard of provision and with consideration for population growth, there will be a deficit of 0.3 ice pads.

Regional Ice Supply: Deficit / Surplus

Ice Provision - Regional	2021	2032
Regional Population	122,568	132,780
Target Standard	1 ice pad per 10,000 residents	
Region-wide Needs	12.3	13.3
Existing Supply	13	13
Surplus (Deficit)	0.7	(0.3)

AQUATIC FACILITIES: INDOOR POOLS

Indoor Pools Regional Supply

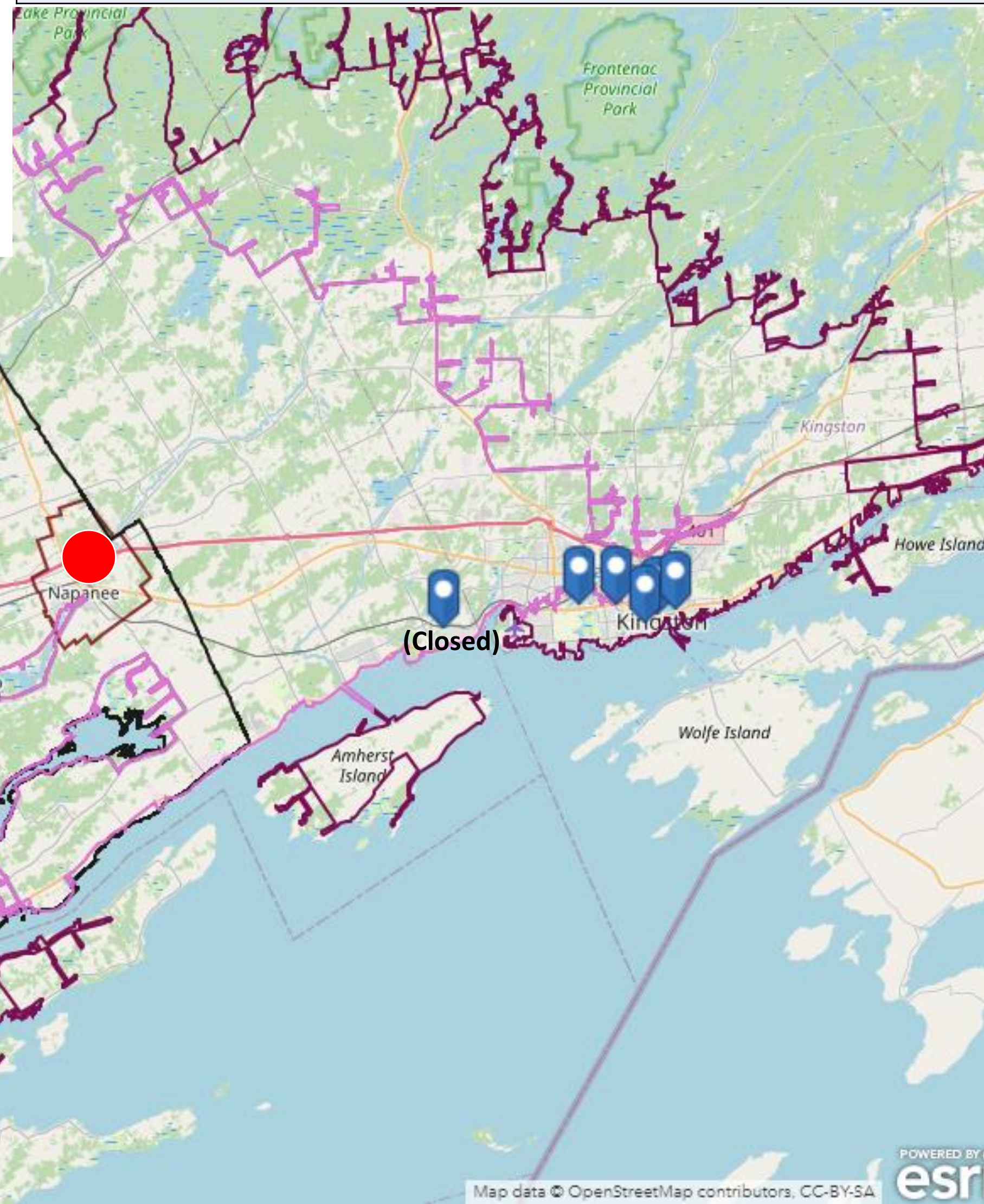
10 operating indoor pools within 45 minute drive-time from the centre of the urban area

- ❑ QSWC Aquatic Centre, Belleville (1)
- ❑ Prince Edward Fitness & Aquatic Centre (1)
- ❑ Artillery Park Aquatic Centre, Kingston (1)
- ❑ Queen's Athletics and Recreation Center (0.5)
- ❑ YMCA Kingston (0.5)
- ❑ YMCA Belleville (0.5)
- ❑ YMCA Trenton (0.5)
- ❑ RecPlex, Trenton (Airforce) (0.25)
- ❑ Kingston Airforce (0.25)
- ❑ Boys & Girls Club, Kingston (0.25)
- ❑ WJ Henderson, Amherstview (closed) (0)

Total municipal indoor pool equivalents

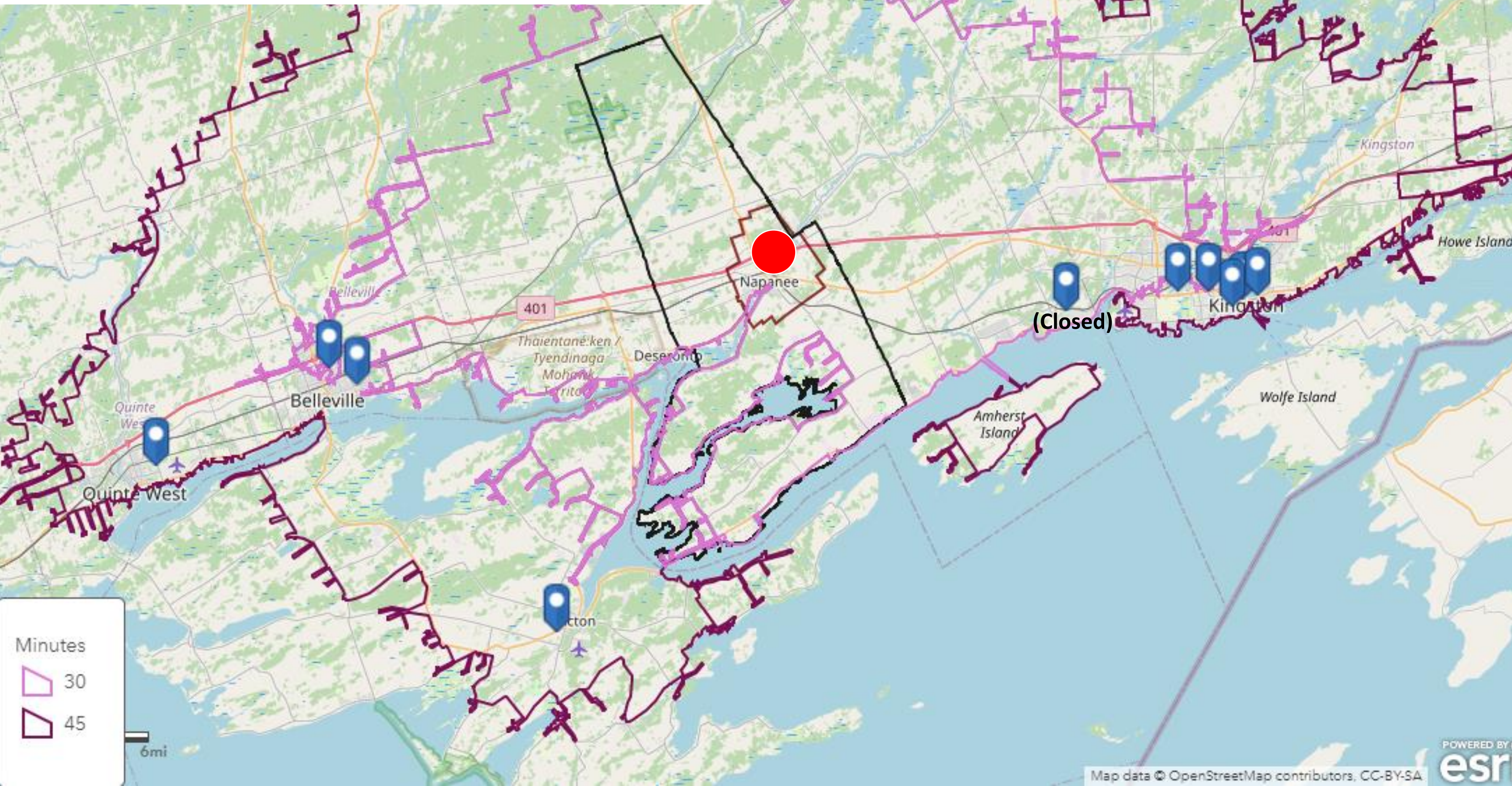
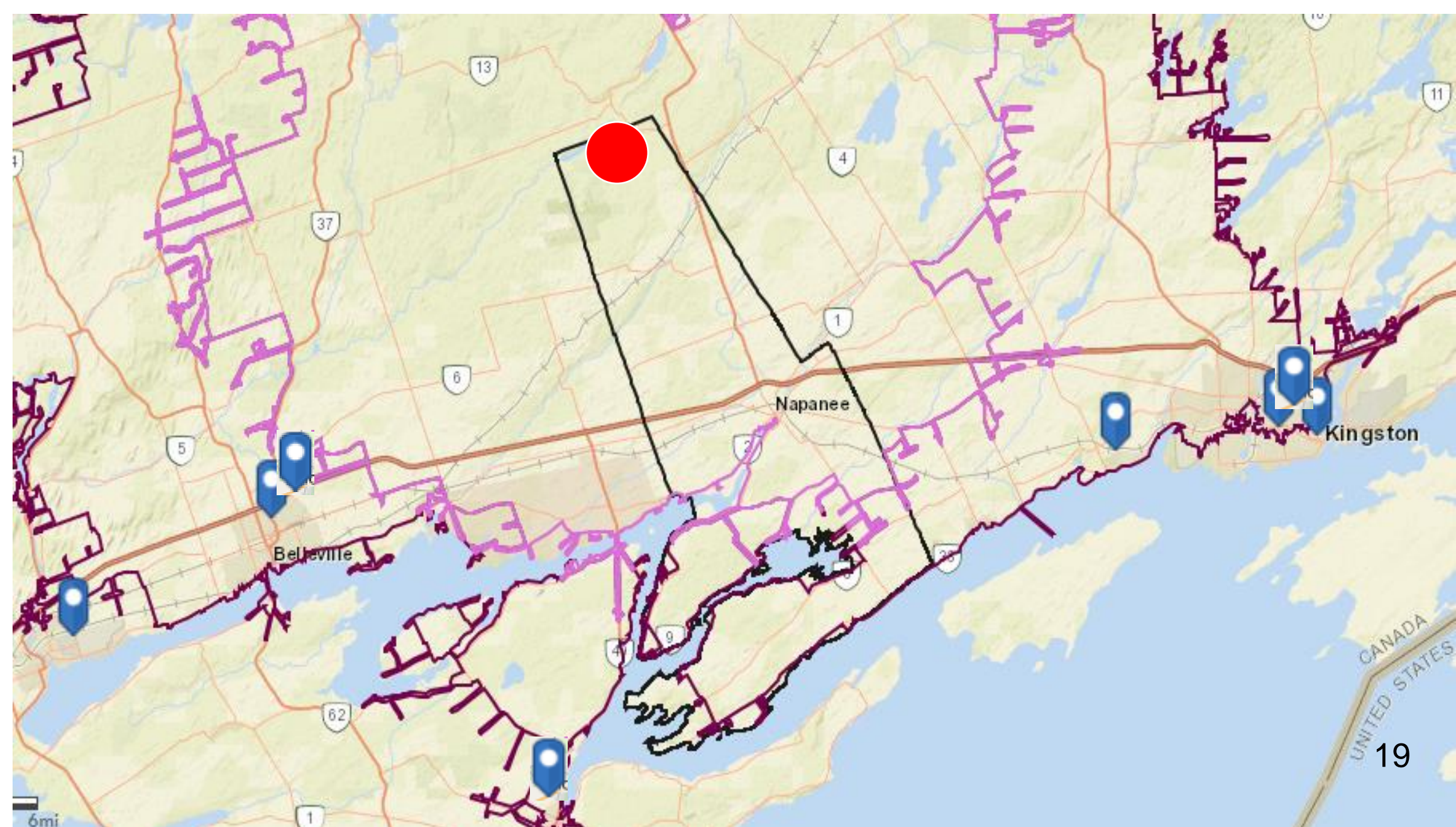
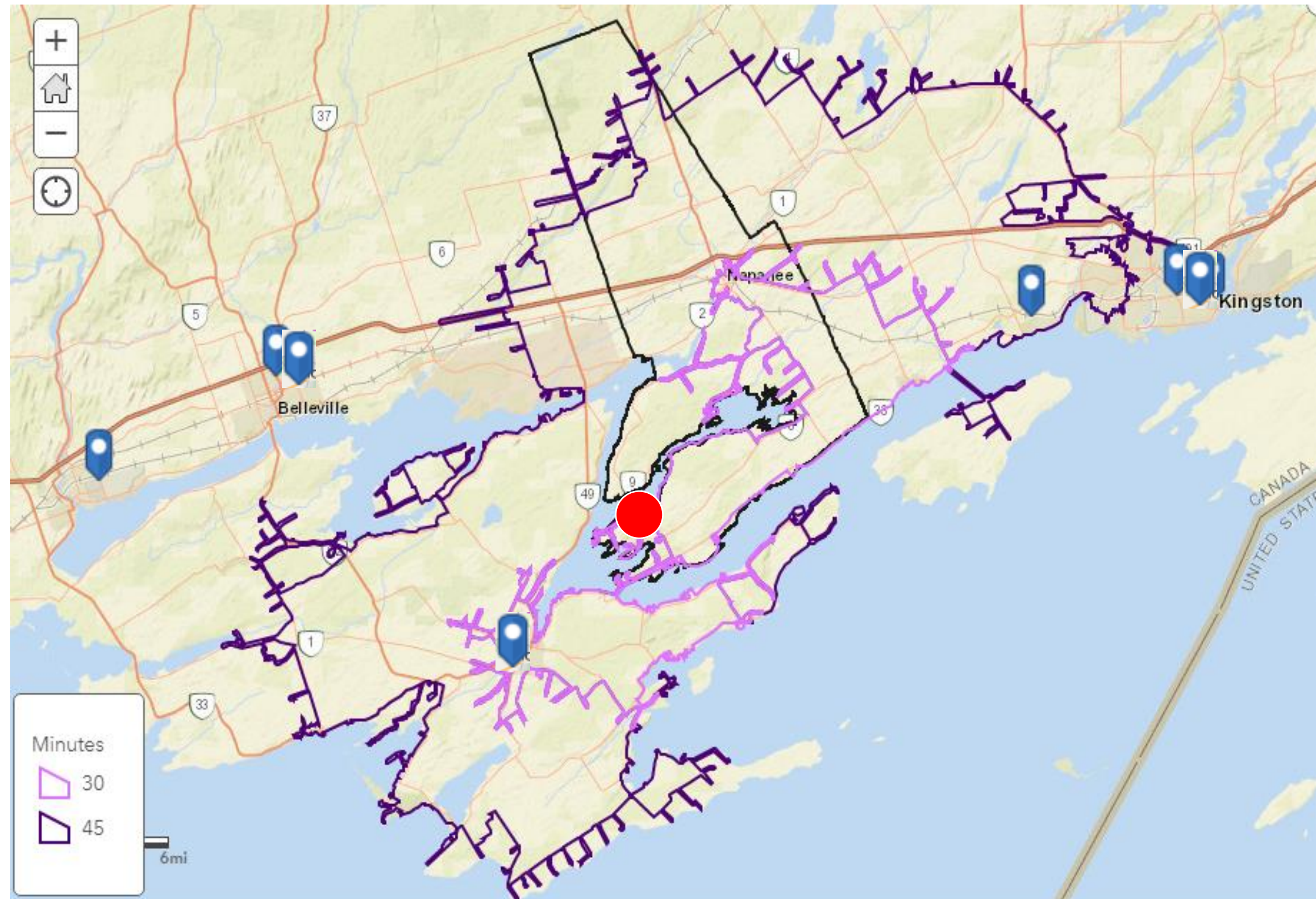
- **within 45 min: 6.25**
- **within 30 min: 1.5 (Belleville pools)**

Site	Current Standard		Future Standard	
	2021 population	2021 Standard	2031 population	2031 Standard
Drive Time (30 minutes)	122,568	1 pool per 81,712 pop.	132,780	1 pool per 88,520 pop.
Drive Time (45 minutes)	323,806	1 pool per 51,809 pop.	335,960	1 pool per 53,754 pop.
Typical Standard: 1 pool per 35,000 regional population				



Regional Supply – Accessibility

Accessibility is different for urban and rural areas of the Town. Maps below show accessibility of existing aquatics facilities for residents of rural areas to the north and south of the Greater Napanee urban area.



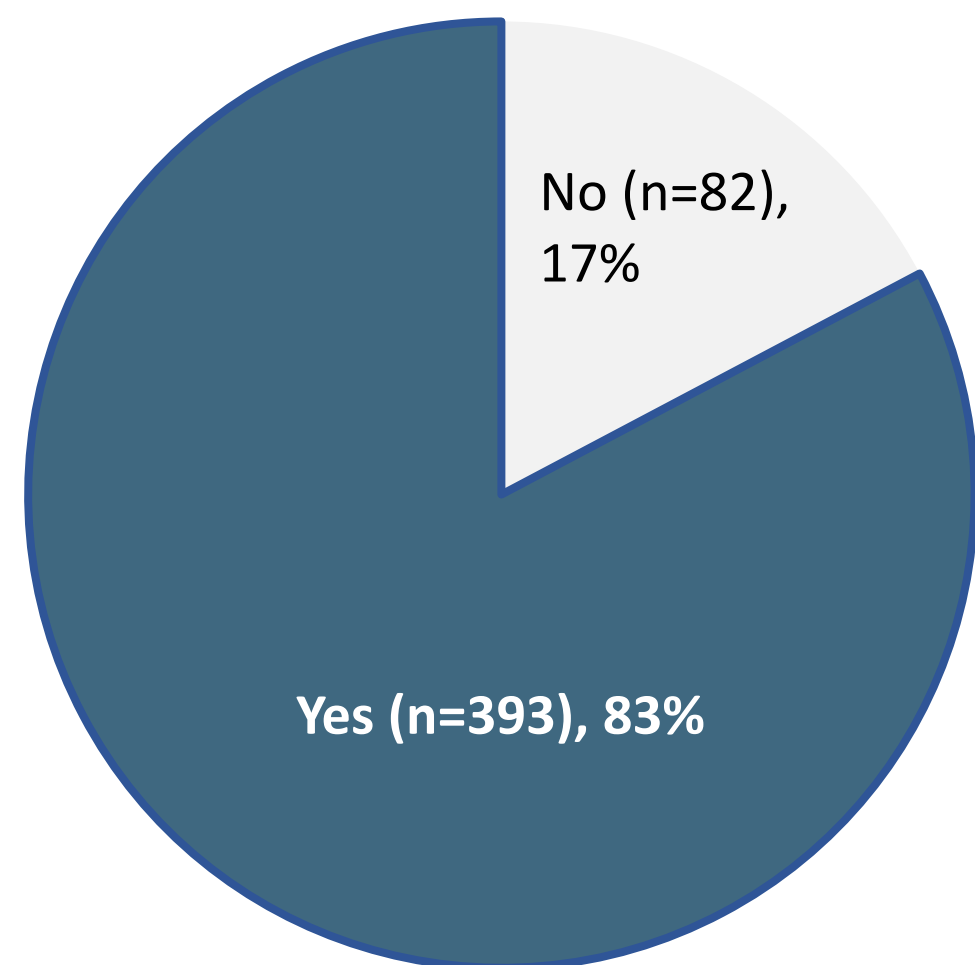
AQUATIC FACILITIES: AN INDOOR POOL / A MULTI-USE FACILITY

Consultation Results:

Q.22. Which type of facilities do you use the most OUTSIDE of Greater Napanee?



Q8: Do you feel the Town of Greater Napanee needs any additional or new indoor recreation facilities? (Answered: 475)



Out of 393 respondents who answered “Yes” 92% suggested an indoor pool or a mixed-use recreation centre (some suggested indoor & outdoor pool)

Responses include:

- Indoor pool (some include outdoor pool)
- Aquatics centre
- Multi-use recreation facility with an indoor pool, gymnasium, fitness and community space, recreation centre

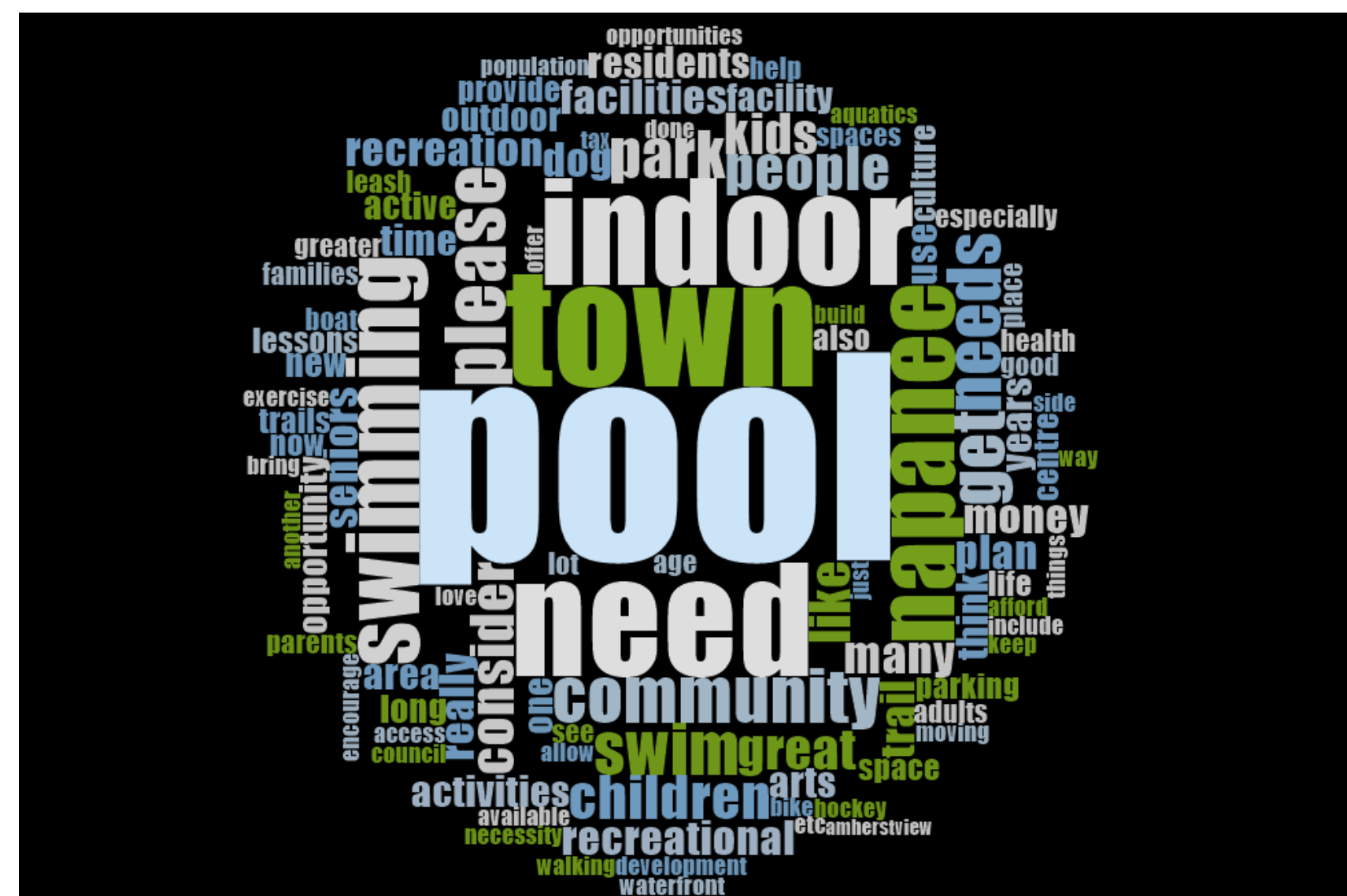
Q.25 What, in your opinion, are the top 3 activities that the Town should be providing to its residents?

Priority 1 (n=330): Swimming & aquatics (71%), children's camps and programs, fitness, outdoor activities such as parks and trails, skating, cycling, walking, hockey, aerobics, art and culture, basketball, soccer, bowling, yoga, music, baseball, and other sports.

Priority 2 (n=274): Swimming and aquatic programs and lessons (overwhelmingly), fitness, skating, outdoor, walking, children's programs and activities, senior's programs, cycling, soccer, hockey, bowling, basketball, yoga, basketball and other sports.

Priority 3 (n=193): Swimming, outdoor, walking, kids' programs and playgrounds, indoor activities, arts, skating, youth activities, adult activities, affordability, fitness, seniors' programs, aerobics, cycling, gyms, baseball, cooking, dance, hockey, basketball, festivals, gymnastics, wellness, yoga, boating, bowling, canoeing, other sports and activities.

Q31. For any other comments you would like to include for consideration to the Master Plan, please use this space (Answered: 129)



Needs and suggestions expressed in the **Public Survey** correspond with the Town's 2018 indoor pool feasibility study options:

1. an aquatic facility; or
2. a multi-use aquatics / fitness facility.

User Groups Survey:

An aquatic facility or a multi-use centre with a pool will benefit sports groups, senior activity groups, and health and rehabilitation groups.

FUTURE DIRECTIONS

- Determine capital costs.
- Determine precise component parts of the future aquatics centre.
- The planning for a new indoor pool or a multi-use community recreation complex with an indoor pool should include consideration at the feasibility assessment stage of co-location advantages with other municipal functions.



6.

OUTDOOR FACILITIES

SPORT FIELDS & BALL DIAMONDS

Municipal Supply:

The Town offers **9 baseball fields** and **15 soccer fields**.

The current population based standards:

- **1 Baseball Diamond per 1,350 residents**, and
- **1 soccer field per 2,251 residents**.

- Greater Napanee Soccer Club reports 650-700 participants under the age of 19.
- The membership is anticipated to stay stable or increase.
- The current number of minor users equates to 1 field per 54 participants. Which is higher than the observed standard of 1 field per 80 participants.

Ball Diamonds: 9



Ball Diamonds – 9 (12.5 field equivalents)	Senior Lit	Junior
Napanee Fairgrounds Sports Complex	2	
North Fredericksburgh Sports Complex	2	1
Selby Ball Diamond	1	
Roblin Ball Diamond	1	
South Fredericksburgh Ball Diamond	1	
Dorland Ball Diamond	1	
Total	8	1

Rectangular Fields: 15



Soccer Fields - 15 (7.5 field equivalents)	Full-Size		Mid-Size	Mini
	Lit	Unlit	Unlit	Unlit
Alcorn-Francis Memorial Field	1			
Strathcona South Fields				4
King Street Soccer Field			1	
Kinsmen Soccer Field			1	
North Fredericksburgh Soccer Field				2
North Fredericksburgh U6 Area Field		1		
South Fredericksburgh Soccer Fields		1		2
Total	1	4	2	8

Based on the population standard, the Town may require an additional soccer field by 2036.

Supply	(Field Equivalents)	Population			Population Estimates		Target Standard	Fields Surplus	
		2021 (Census)	2032	2036	2032	2036			
Ball Diamonds	12.5	1,350	1,481	1,534	1 / 3,000	6.3	6.1		
Soccer Fields	7.5	2,251	2,468	2,557	1 / 2,500	0.1	-0.2		

Observed Standards

The population-based standards of Greater Napanee compares favourably to supply of sports fields in similar-sized communities.

Field Type	Observed Standards
Ball Diamonds	1 per 2,000 - 4,000 residents 1 per 80 registered participants
Rectangular Fields	1 per 1,500 - 3,000 residents 1 per 80 registered participants

Trends in Field Sports

- Growth of permanent population with school age children.
- Minor field sports are organized on a sub-regional scale.
- Decreasing demand for fields by organized sport.
- Increasing demand for self-organized sport activities such as soccer.
- Developing rectangular fields in multi-field configurations (clusters) to create hubs for field sports to accommodate the future need for rectangular fields.

FUTURE DIRECTIONS

- Developing *Sports Field Improvement Strategy* (field turf, irrigation of Town's SPC sports Fields, other matters assessed) as part of a feasibility exercise in 2023 or 2024.
- Assessing condition and maintenance needs of all sports fields, with the focus on the fields outside Fairgrounds.
- Maintaining rectangular fields in good condition for community use, undertaking general maintenance and improvements as required.
- Monitoring demand – adjust time and programs based on needs of existing and emerging sports groups.

SPORT FIELDS & BALL DIAMONDS

Sports Fields Utilization

Utilization is estimated based on the calculated utilization time and usage data for 2019-2022 provided by the Town.

Baseball Diamonds and Soccer Fields Utilization in 2019-2022

- Rectangular fields are generally utilized from mid-May to mid-October.
- Lit fields offer more available hours than those that are not lit based on the following prime-time hours:
 - Monday to Friday 4:00pm to 8:30pm (unlit) / 11:00pm (lit);
 - Saturday and Sunday 8:00am to 8:30pm (unlit) / 11:00pm (lit).

Baseball Diamonds:

The most utilized fields are Fairgrounds, followed by Selby and North Fredericksburgh ball diamonds.

The South Fredericksburgh diamond has the lowest utilization rate.

Soccer Fields:

The more utilized soccer fields are the SPC South Field, Alcom Francis Field, and South Fredericksburgh Field (1).

South Fredericksburgh (2 and 3) Fields and SPC North Fields have the lowest utilization rate.

Baseball Diamonds	Hours / Season	2019	% Utilization	2022	% Utilization
FG Richard Dickson	1,365	430	32%	533	39%
FG Robert Paul	1,365	424	31%	472	35%
North Fred Diamond 1	1,365	279	20%	243	18%
North Fred Diamond 2	1,365	195	14%	193	14%
North Fred Diamond 3 (unlit)	998	93	9%	85	8%
Selby Diamond	1,365	213	16%	247	18%
Roblin Diamond	1,365	83	6%	128	9%
South Fred Diamond	1,365	32	2%	20	1%
Eddie Gallagher (Dorland)	1,365	62	5%	93	7%

Soccer Fields	Hours / Season	2019	% Utilization	2022	% Utilization
Alcorn-Francis (SPC) (lit)	1,365	60	4%	99	7%
SPC South Field	998	24	2%	125	13%
King Street	998	18	2%	48	5%
Kinsmen	998	24	2%	48	5%
North Fred Full Field	998	12	1%	43	4%
North Fred U6 Area	998	24	2%	25	3%
South Fred Field 1	998	32	3%	72	7%
South Fred Field 2	998	32	3%	26	3%
South Fred Field 3	998	26	3%	26	3%
SPC North Field	998	0	0%	25	3%

Source: Sierra Planning and Management, Usage Data Provided by the Town of Greater Napanee.
Hours and utilization calculated (SPM)

SPORT COURTS

Sport Courts Supply:

3 Tennis Courts
(2 municipal +1 NDSS)

3 Basketball Courts
(2 municipal + 1 NDSS)

2 Beach Volleyball Courts

Indoor Sport Courts
(Schools & Fair Board)

6 School-based Gymnasia

Indoor pickleball courts -
Old Arena (170 York St.)

Trends in court-based sports

- Basketball and beach volleyball gaining in popularity among youth
- Pickleball is a growing sport among adults and seniors
- Multi-purpose courts for multi-use play
- Increasing demand for self-organized sports e.g. soccer, basketball, volleyball, ball hockey, pickleball
- Co-locating courts (e.g. lit basketball court / ball hockey)
- Basketball /ball hockey courts can be repurposed into outdoor skating rinks in the winter
- Access to school-based facilities for public use is limited; municipal gymnasia are offered as part of multi-use centres

Current and Observed Standards

Court Type	Current Standards 2022	Future Standards 2032	Observed Standards
Tennis / Pickleball	1 per 5,626 residents	1 per 6,171 residents	1 per 5,000 residents
Basketball	1 per 563 youth (age 10-19)	1 per 617 youth (age 10-19)	1 per 800 youth (age 10-19)
Beach Volleyball	1 per 8,440 residents	1 per 9,256 residents	--

FUTURE DIRECTIONS

- Building two (2) outdoor tennis courts and organizing four (4) outdoor pickleball courts.
- Flexible programming – Monitoring changing demand for outdoor activities, fields and courts. For example, access to school-based facilities could change as a result of the Pandemic.
- Monitoring demand for basketball and volleyball – as population increases and needs change additional facilities may be needed in different areas of the Town.
- Meetings with user groups or otherwise surveying the needs of user groups to understand the changes and demand for court sports.
- Maintaining existing facilities in good condition for community use; and optimizing the use of fields & courts.
- Studying feasibility of a multi-use centre to improve community access to year-round gymnasium-based sports and activities and fitness space.
- Building additional basketball courts in the medium term.
- Improving accessibility as part of maintenance / repairs to the facilities (to comply with and, where possible, exceed provisions of AODA and the Town’s Accessibility Plan).



Greater Napanee Future Needs:

Supply	2021 (Census)	Pop. 2032	Pop.2036	Target Standard	2032	2036
Courts	16,879	18,512	19,174	1 court / Pop.	Fields Deficit / Surplus	
Tennis Courts	5,626	6,171	6,391	1 / 5,000	-0.7	-0.8
Pickleball Courts				1 / 5,000	-3.7	-3.8
Basketball Courts	563	617	639	1 / 800 youth	0.7	0.6



7.

PARKS, TRAILS, WATERFRONT & ACTIVE TRANSPORTATION

WATERFRONT & BOAT LAUNCHES

Waterfront & Boat Launches

The Town offers riverfront walks and lake access, including waterfront parks and boat launches.

A strategy for maximizing the potential of the public launches is required.

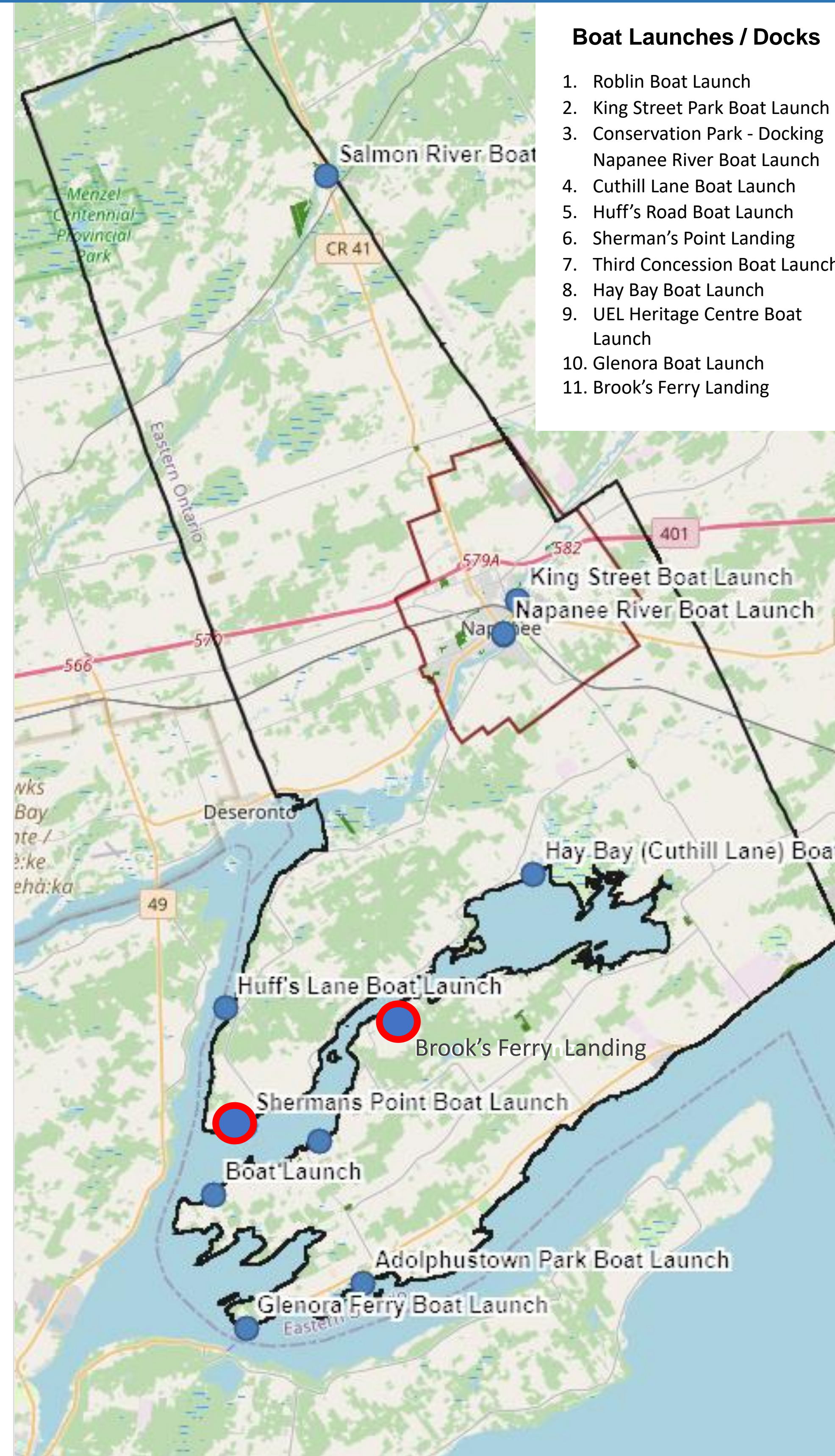
Municipal boat launches, docks and river access points are available for residents and visitors to enjoy walks, water activities and views.

Water access is a theme of the plan and a strategy for maximizing the potential of the public launches is required.

Improvements and enhancements to the existing boat launches as well as the development of a broader waterfront access strategy.

Napanee Riverfront Amenities:

- Public dock;
- Picnic area;
- New walking trail leading up to the falls and fountain;
- Pavilion;
- Splash pad and playground; and
- Public washroom facilities.



FUTURE DIRECTIONS

- Develop a strategy for maximizing the potential of the public launches as well as a broader waterfront access strategy.
- Develop a Master Plan to retain and further develop Brook's Ferry Landing Site, which has significant potential for public enjoyment of grounds.
- Boat Launches' signage, wayfinding and online information enhancements.
- Replacement of Sherman's Landing Washroom in the short term. Develop a site master plan for the park and launch to consider options for enhanced services, in the medium term.

Enjoying walks, bike-rides, views & water activities



Boat Launches and Docks



PARKLAND SUPPLY & CLASSIFICATION

Parks and Open Spaces

Parks and open spaces are essential community assets. While they represent physical capital, their true value is realized across the wide range of benefits parks provide to a community, including physical, mental, social / cultural, environmental, conservation and economic.

The Town offers **17 parks** as well as natural open spaces and waterfront.

Based on the parks classification outlined in this Plan (on the following page), the Town offers 5 destination parks, 8 community parks, 2 neighbourhood parks and 2 parkettes.

Park	Description	Area (Ha)
Napanee Fairgrounds	Destination Park	11.3
Springside Park	Destination Park	1.6
Conservation Park	Destination Park	1.8
Sherman's Point Park	Destination Park	0.3
Brooks Ferry Landing Park	Destination Park	0.4
Roblin Ball Park	Community Park	1.8
Selby Ball Park	Community Park	2.2
South Fredericksburgh Park	Community Park	3.1
Rotary Park & Splash Pad	Community Park	0.5
Kinsmen Park	Community Park	1.0
King St Park	Community Park	1.0
Dorland Park	Community Park	1.7
North Fredericksburgh Park	Community Park	5.1
Cherrywood Park	Neighbourhood Park	5.3
Huron Park	Neighbourhood Park	1.5
Winchester Park	Neighbourhood Park	1.8
Cadet Park Hill	Parkette	0.6
Lions Park	Parkette	0.4
Total Area		41.4

Two Conversation Authorities – Cataraqui Region Conservation Authority and Quinte Conservation – provide environmental expertise and programming.

Current Parkland Supply

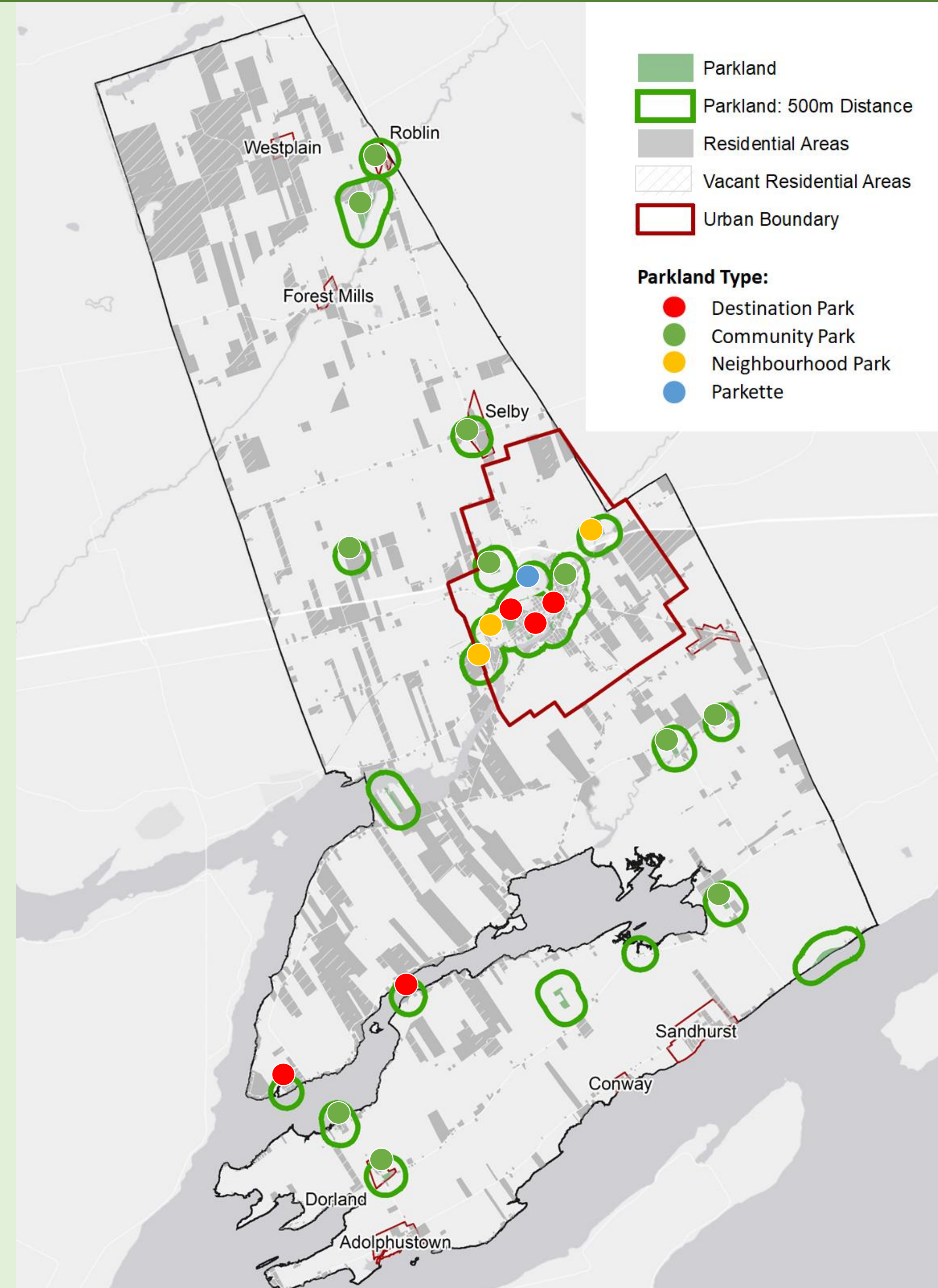
- ❑ **17 Parks**
- ❑ **Total Area:** 41 Hectares
- ❑ **2022 Standard:** 2.4 Ha per 1,000 population

For comparison, typical observed standard: **minimum of 2-4 ha per 1,000 residents**

- ❑ The current parkland supply exceeds the 2ha standard but is below the 4ha standard

Standards of Parkland Provision

- In an **urban setting**, a reasonable expectation is that parks with public amenities are within a reasonable walking distance of most residential areas. Guidelines vary but an accepted approach is **500 to 800 meters** of most residential areas.
- In a **rural setting** – an approach is to **determine whether there is an imbalance between the amount and location of parkland and the location of settlement areas.**
- Currently, the Town has a good coverage in the urban area and a healthy parkland/residencies balance in rural areas currently and should **maintain this situation in the future.**
- **Residential development will provide additional parkland within the urban area.** The future parkland is shown on the next page and included in the parkland supply.



Greater Napanee Parkland Distribution and Access: 500 meters from Parks and OS

PROPOSED PARKLAND HIERARCHY

Park Classification	Service Area	Optimal Size	Potential Uses/Facilities
Destination Parks	Municipal/regional/provincially significant destinations.	Varies	Active and/or passive recreation opportunities that meet both the needs of Town residents but are also of interest to visitors / tourists . Often related to the provision of major recreation or leisure activities and may include significant natural or historic elements, waterfront and/or major access to water. Parks with boat launches (equipped with concrete launch and parking).
Community Parks	Municipal: Serve more than one neighbourhood within the town but are not intended to serve the Town as a whole.	Min. 1.0-4.0 hectares	Active and/or passive uses. Include more intensive recreational uses such as sports fields, sports courts, playgrounds, water play , may include access to water / boat launches, amenity/support buildings and on-site parking (adequate for the uses the park provides).
Neighbourhood Parks	Local: Cater to the recreation needs of residents who live in the general vicinity and can easily walk/bike to the park.	Min. 0.5 hectares	Combination of active and passive recreation opportunities. Include minor sports fields, multi-purpose sports courts, playgrounds, and informal play areas .
Parkettes	Local: They are generally located in urban or residential areas, providing connections to larger parks and open spaces.	Less than 0.5 hectares	Small open spaces that have no or limited recreational facilities. Passive programming such as opportunities for seating (rest) and temporary gathering.
General Open Spaces	Municipal/local: undeveloped lands accessible to the public.	Varies	Active and passive recreation activities. These spaces may include pedestrian pathways, bicycle trails, community gardens, open lawn areas and remnant parcels of open land.
Natural Open Spaces	Regional/municipal/local: undeveloped lands accessible to the public that contain significant natural features (e.g., woodlots, wetlands, watercourses, wildlife habitat).	Varies	These spaces may include passive recreation activities that do not negatively impact ecological and biological functions of their natural surroundings.



PARKLAND SUPPLY

Development, Population Growth & Increasing Demand for Parkland

As of 2022, five (5) multi-use residential development projects are under way.

Estimated 1,040+ new units are planned. With average 2.37 person per unit rate, the number of residents is expected to increase by 2,500+ persons.

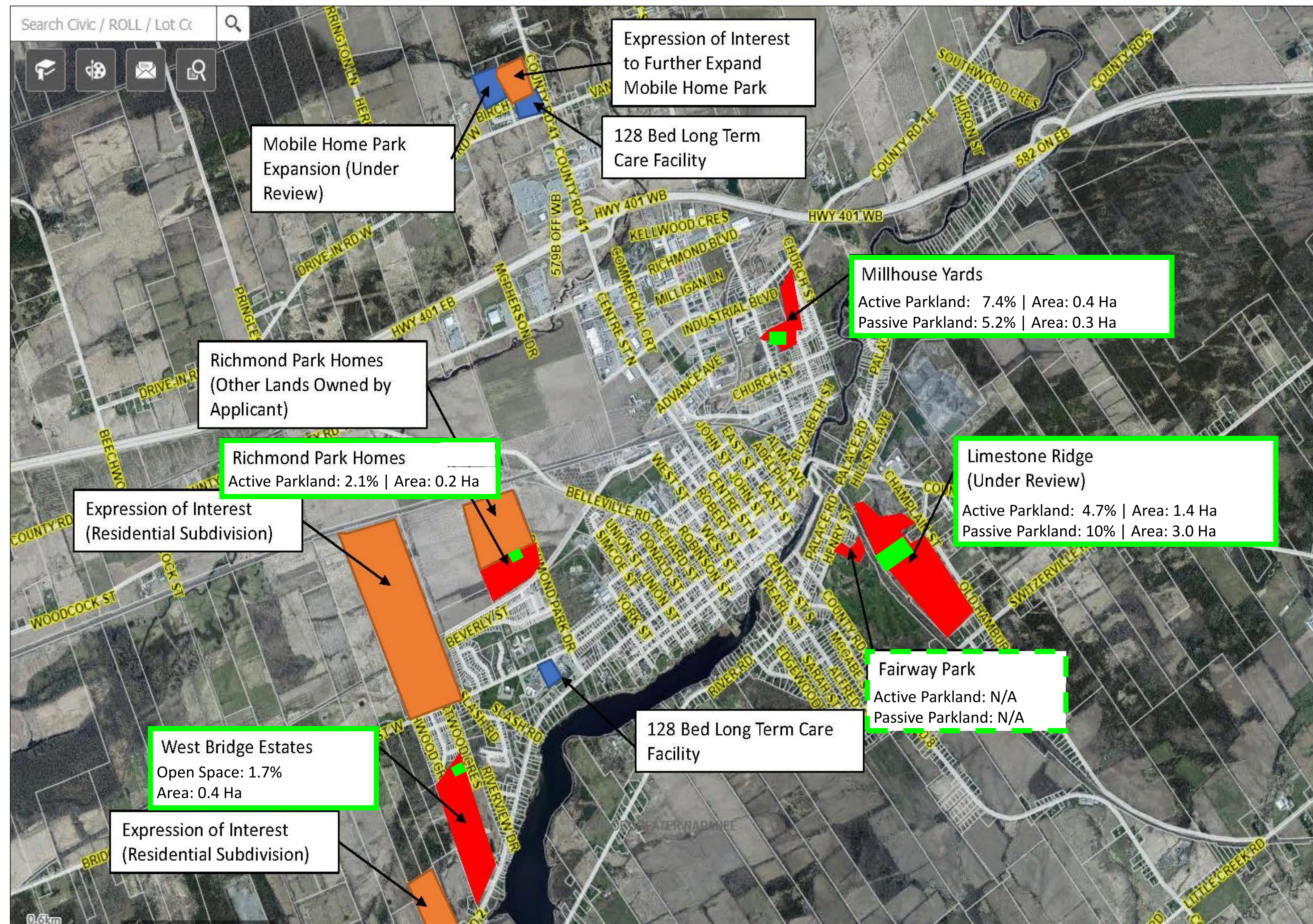
Parkland is planned to increase by over 5.7 hectares. (Some plans and expressions of interest do not yet provide data on size or location of parkland).

The map shows the current residential development, including Draft Approved Subdivisions and Draft Plan Application Under Review. The map shows residential projects including draft approved subdivisions and other large projects with residential components.

Location of future parkland and the amount of parkland / open space as area and percentage of the total development area are indicated for each development (where information is available).

Planned New Units	1,040+
Estimated New Residents	2,500+
Planned New Parkland	5.7+ Hectares

Draft Approved Subdivisions and Draft Plan Application Under Review: Location and Size of Parkland



*N/A – Parkland / open space information not available at the time of writing the Plan.

■ – planned parkland (may include parkland and/or open space)

PARKLAND SUPPLY

Planned Future Parkland

Draft plans include **5.7 hectares** of new parkland (both active and passive), primarily within the Town's urban area (including Cherrywood Park currently under construction). Adding the future parkland to the existing supply increases the overall **parkland supply to 47 hectares**.

Parkland Standard (including planned parkland) is 2.8 hectares per 1,000 population

In the future, the Town should **maintain this standard at a minimum** and as new development comes in and the population grows. This will require 6 hectares of parkland by 2032 and 8 hectares of parkland by 2036 in addition to the parkland supply (existing and planned) as of 2022.

Setting a more ambitious standard (e.g., 4 hectares per person) would require a more proactive approach to parkland dedication and acquisition as additional 30 hectares will be required by 2036.

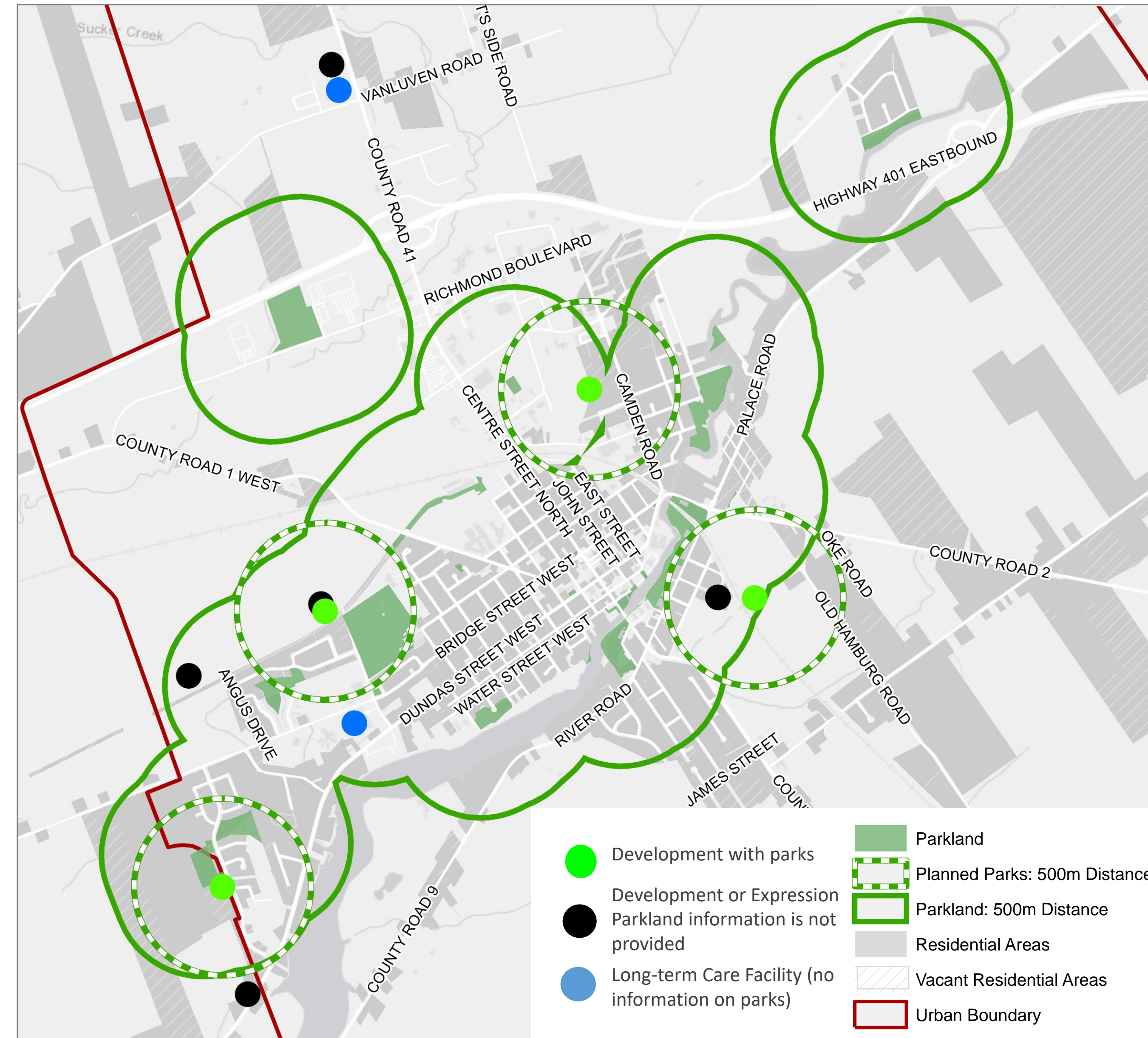
The table below shows existing municipal supply of parkland and the change in standard without new investment in parkland.

Typical Standard: 2-4 ha per 1,000 population		Change in standard with no new investment in parkland		
		Census pop.	Projected Population*	
Total Parkland Supply in 2022		2021	2032	2036
<i>Excluding Town's Protected Environmental Lands</i>				
47	Hectares	16,879	18,977	19,656
Parkland Supply Standard based on the current parkland	Hectares/ 1,000 pop.	2.78	2.48	2.39
Parkland Surplus / Deficit	Hectares/ 1,000 pop.	0.78	-0.31	-0.39
Total parkland required to meet the typical standard of 2.9ha / 1,000 population	Hectares	47.0	52.8	54.7
Parkland Surplus: Hectares of parkland over the parkland required to meet the 2 ha standard	Hectares	0.0	-5.8	-7.7

*Permanent population projections, including Census Undercount of approximately 2.5%

The Town owns 9.2 hectares of decommissioned rail lands from Dairy Avenue to the edge of the town. Developing these lands as parkland (e.g. a trail) would further **increase the existing standard to 3.4 Ha per 1,000 population**. Trail user groups have been advocating for the Rail Path Trail. Suggestions for the development of new trails are discussed in more detail later in this Plan.

Parkland Accessibility: Current and Future Parkland (Based on Development Plans)



Future Parkland (as Planned in the Draft Approved Subdivisions and an Under Review Draft Plan Application)

Total Units & Parkland (Ha) (Planned)		Development				
		Fairway Park Subdivision	Limestone Ridge	Millhouse Yards	West Bridge Estates	Richmond Park Homes
Number of Units		25	487	152	N/A	376
Parks & OS total (Ha)	5.7		4.4	0.7	0.37	0.2
Parkland Active (Ha)	2.0	Information Not Available	1.4	0.4		0.2
Parkland Passive / OS (Ha)	3.7		3.0	0.3	0.37	

PARKLAND DESIGN AND DEVELOPMENT

Parks and Open Space Design Standards

To ensure a consistent approach for the design and development of parkland, open space and trails, the Town should undertake the development of a Parks and Open Space Design Standards Manual.

The manual should align with any new Parkland Dedication Policy that will offer prescription and guidance for the scale, configuration and location of new parks and infrastructure.

Purpose: To provide clear and consistent communication with regards to expectations for the planning, design, and implementation of recreation facilities in parks.

The manual should provide an overview of general policies and guidelines, describe minimum performance standards, metrics and requirements associated with the delivery of parks and open spaces, and provide a compilation of typical details that standardize the baseline for construction including layout, minimum design criteria, materials, and product selection.

Further, the Parks and Open Space Design Standards Manual should specifically address the following key items:

- Accessible Design Standards - Policies / requirements above and beyond AODA.
- Sports Field / Sports Court Design Standards.
- Signage and Wayfinding Standards - Improve the quality and quantity of signage and mapping for parks, open spaces, and trails.
- Storm Water Management Facility Design Standards: For SWM ponds / facilities (new construction and redevelopment) including a list of key requirements - LIDs; contribution to the active transportation network.
- Approved Plant Material Species for Parks and Open Spaces.
- Park Construction Standards: communicates the minimum requirements / design standards for new construction.

Parks and Open Space Development

The Town leads design and development for new parks and for the renewal and rehabilitation of existing parks. Specific park projects may also involve developer and/or community volunteer service and contributions to fundraising, and resourcing of design and construction.

This is determined on a park-by-park basis as new parkland is acquired, existing parks are identified for renewal, and as new projects come forward through local initiatives, proposals, requests, and funding opportunities.

Larger projects typically require outsourcing to provide the required specialized expertise involving landscape architecture, engineering, geotechnical, lighting, and other advisors to design the park.

The current Town's Official Plan assigns to the Town the responsibility for tree planting / landscaping planning for public areas and as part of new development approval (Section 5.5.8.1 Policies):

- a) Council may require the submission of a landscape and/or tree planting plan as part of the approval of new subdivision development consistent with the intent of the Urban Design Policies of this Plan.
- b) Council will develop a plan for tree planting and/or landscaping for road allowances and public areas such as parks and civic properties.** Such tree planting and/or landscaping plan will take into account the functionality of the existing spaces and location of existing infrastructure

Engagement is an important part of park planning and design that meets the needs of residents and user groups. This includes 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.

FUTURE DIRECTIONS

- Maintain the current level of parkland supply of 2.9 hectares per person, at a minimum.
- In line with the Town's sustainable development and climate change mitigation priorities strive to achieve 4 hectares per 1,000 population by 2036.
- Maintain a walkable distance (500m) for neighbourhood parks in the urban area.
- Finalize a review of the current Parkland Dedication and Cash-in-Lieu of Parkland Dedication By-law to achieve best practice in the design, development, operation and maintenance of the Town's parks and trails.
- Create a Parks and Open Space Design Standards Manual to ensure a consistent approach for the design and development of parkland, open space and trails, the Town.
- Developer-built parks and trails must adhere to the Town's guidelines and standards for park design and development, as per the recommendations of this Master Plan.
- Develop strategies that clearly define municipal processes and policies and standards for community and stakeholder engagement in park design, development, and renewal projects.

PARKLAND OPERATIONS AND SERVICES

Sustainable Operations and Maintenance

High quality customer services are ensured through municipal assets that are well maintained and managed and sufficiently funded. Efficient Asset management contributes to the Town's strategic goal of modernizing systems for effective & efficient service delivery.

The Town should continue to seek opportunities for operational efficiencies in new capital projects as well as the allocation of sufficient resources to address ongoing inventory and state of repair monitoring, maintenance and lifecycle needs.

Ongoing parks operations and management needs are expected to continue to change and adapt with the expansion and diversification of park assets and facilities as it relates to staffing and resources, policies, by-laws, and budgets.

Sustaining the quality and capacity of parks requires both capital investments in the development and renewal of parks, as well as corresponding parks operating and service delivery resources.

Park Assets Management Tasks include:

- Town staff coordinate and undertake the day-to-day maintenance and operations of parks.
- Town staff conducts monthly visual inspections of state of good repair.
- Annually, the Town commissions inspection of parks and assets (before the summer season).
- The Town commissions regular inspection of playgrounds and playground equipment and maintenance.

Enhanced Asset Management

The Town's Asset Management Plan (2022) identifies the following risks to delivering quality service and areas of potential improvement in parks asset management:

Data Refinement and Staff Capacity

- Refined data collection to support data-driven strategies to address infrastructure needs.
- Ensuring sufficient financial and human resources to perform data collection, regular inspections and maintenance tasks.

Ageing Infrastructure

- Ageing infrastructure (e.g., playgrounds) requires more frequent assessment and maintenance, safety assessment and proactive management.
- Recommendations include: an enhanced asset management strategy, annual capital funding strategies, and additional investment into asset management.

Planning for Population Growth

- Developing a long-term capital plan that takes into account population change and developing a proactive lifecycle strategy will contribute to continuous improvement of asset management.

Natural Vegetation and Tree Management

In line with the Town's strategic goal of environmental sustainability, efficient tree management is important for enhancing greenspace and reducing environmental impacts.

Adequate resourcing for effective asset management requires keeping current and accurate information. This extends to trees and vegetation as well. The Town of Greater Napanee currently does not have a tree inventory or associated management plan.

Improvements in the extent and nature of tree canopy in the Town are long-term goals that require a detailed understanding of the existing inventory as well as the specific needs and opportunities for additions to the canopy.

The Town should consider both urban and rural canopy goals, and policies specific to public versus private lands.

FUTURE DIRECTIONS

- Address issues outlined in the Asset Management Plan, including the development of:
 - A comprehensive long-term capital plan with consideration for growth.
 - A proactive life-cycle strategy for parks and recreation assets.
 - Monitoring municipal staff needs to ensure sufficient staff capacity to implement data-driven proactive asset management strategies.
- In coordination with the Parkland Classification System, undertake a review of maintenance and operations inputs / requirements to assess existing parks operations service levels and identify areas for improvement.
- Develop a Parks Maintenance Strategy to review and assess current Key Performance Indicators (KPIs) as it relates to parks maintenance and assess strategies for the reduction of inputs.

Tree Management & Natural Vegetation

- Developing a Tree Management Plan to review and assess current tree canopy issues and identify strategies for management (maintenance, removals, replacement, enhancement).

A Tree Management Plan outlines a clear set of policies and objectives to guide the protection and care of a Town's green infrastructure.

These types of plans typically include:

- A plan to inventory and assess existing trees.
- Plans to pro-actively manage problems, including invasive species, pests, and pathogens.
- Identifying the qualification of Town Staff (or Third Parties) who tend to trees.
- Establishing a standard of care and schedules for regular risk assessments.

PLAYGROUNDS AND PLAY STRUCTURES

Playgrounds and Play Structures

Greater Napanee offers 14 playgrounds and a Skatepark.

Two parks feature accessible playgrounds: Cherrywood Park (2022) and Rotary Park (2017).

Generally, the Town provides adequate supply of playgrounds and play structures. However, as noted in the 2022 AMP, some playgrounds are ageing and in general playgrounds require proactive approach to management and regular safety inspections. Typically, a life time of a playground is 15 years, when a play structure reaches the 14-year mark, replacement should begin to be planned for.

The 2022 CSA inspection results are summarized in the Table below.

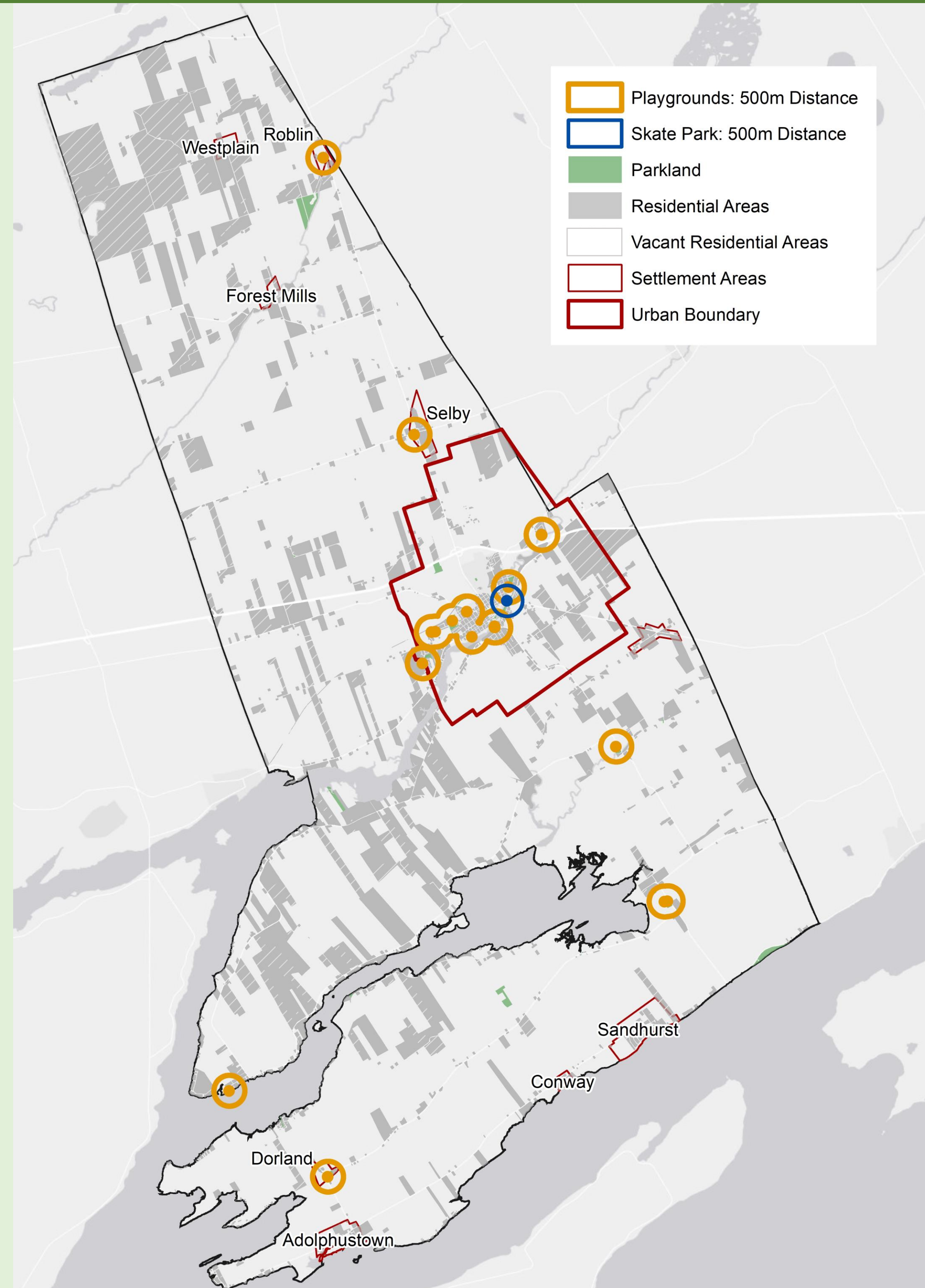
Playgrounds:	Playground Inspection	Protective Surface	Date of Mfg.	Years Beyond the 14-year mark
1 DORLAND PARK	100% Safe	50% Safe	2000	-8
2 GRANGE CRESCENT PARK	100% Safe	50% Safe	2003	-5
3 HURON PARK	50% Safe	50% Safe	2003	-5
4 KING ST PARK	Not Safe	34% Safe	2019	11
5 KINSMEN PARK	100% Safe	50% Safe	2002	-6
6 NAPANEE FAIRGROUNDS	Not Safe	Safe	2021	13
7 NORTH FREDERICKSBURGH	Not Safe	Not Safe	2001	-7
8 ROBLIN BALL PARK	100% Safe	50% Safe	2000	-8
9 ROTARY PARK & SPLASH PAD	90% Safe	60% Safe	2017	9
10 SELBY BALL PARK	75% Safe	50% Safe	unknown	
11 SHERMAN'S POINT PARK	100% safe	50% Safe	2002	-6
12 SOUTH FREDERICKSBURGH	75% Safe	100% Safe	unknown	
13 WINCHESTER PARK 5	100% Not Safe	50% Safe	2005	-3
14 CHERRYWOOD PARK	Compliant with CSA Z614:2020		Built in 2022	13
15 NAPANEE SKATEPARK, SPRINGSIDE PARK			Built in 2012	4

CSA Inspection Recommendations include:

- Protective surfacing top-up, drainage improvements, etc.
- Addressing wear of play equipment and other safety concerns (vandalism, loose or missing parts, etc.)
- Signage requirements:
 - Permanent signage with the operator's contact information, readily identifiable and visible.
 - Signage indicating age groups for which playgrounds are intended.

FUTURE DIRECTIONS

- The Town 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.
- 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.).
- This methodology and standard of provision is recommended to continue as new development occurs.
- Implement recommendations outlined in the Asset Management Plan regarding lifecycle strategy: manage playgrounds proactively, ensure safety by conducting regular CSA inspections, allocate funding to address the ageing infrastructure, including play structures.
- Opportunities for Building New Accessible Playgrounds: Upgrading play structures that are more than 14 years old represent an opportunity of upgrading to new play structures that meet the most recent safety and accessibility standards.
- Playgrounds and play equipment should be updated to meet safety inspection recommendations and, where possible, upgrades should include accessible options.
- Upgrade of the skatepark could be an opportunity to involve local youth and local businesses in design and planning of this recreation asset.



Greater Napanee Play Structures Distribution and Access within 500 meters

Playgrounds: Generally equitable distribution in urban areas - playgrounds located within walkable distance of 500 meters from more densely populated residential areas.

ACTIVE PARK AMENITIES

Playgrounds: 14



Good supply in the urban area: generally equitable distribution - playgrounds located within walkable distance (500 meters) from residencies.

Accessible Playgrounds:

- Rotary park and
- Cherrywood Park.

Outdoor Ice Rink: 1



1 ice rink per 16,879

Typical standard: 1 ice rink per 4,000–5,000 residents

Public Survey: Additional outdoor rinks needed.

Splash Pad: 1



Rotary Park splash pad

Opened in 2017

Operations:

June - September, daily
10am - 8pm

User activated

Skateboard Park: 1



Springside Park

Assessment of condition is needed.

Public Survey:

More facilities and activities for youth ages 11-17 needed.

Off-leash Dog Park



Dogs on-leash are welcome in parks & trails, but

No dedicated off-leash dog parks/areas in Town

Consultation: off-leash areas/dog-parks are needed

Winter Activities



Approach:

General equitable distribution of outdoor rinks, parks, open space and trails across the Town to support winter activities

FUTURE DIRECTIONS

PARKS

- Range of Small Park Plans (e.g., design for dog park(s), based on our review of inventory, Fair ground enhancement, trail connection assessments.
- Adopt in the Official Plan a Parkland Hierarchy and Classification system as contained in this plan. The hierarchy, together with specific recommendations with respect to major outdoor facilities, open space and trails, should closely inform the Town's strategy of parkland acquisition, the type and size of parks to be developed, and their location within the Town. It should also be relied upon in determining the appropriate mix of new and/or replacement amenities within parks and the associated role of parks in supporting community events.
- Monitor parkland accessibility based on the urban and rural standards of access to parkland as stated in the plan. This is applicable to all current and future development.
- It is recommended that the Town builds an off-leash dog park, subject to appropriate design and siting, in the short term. Assess feasibility of locating dog parks in the urban area and in the rural area (e.g., South Fredericksburgh). Additional dog parks in Town may be considered as the need arises.

AMENITIES

- Continue implementing the Outdoor Rink policy to support residents and volunteers in organizing outdoor skating rinks in the winter in urban and rural areas.
- Consider additional amenities for winter outdoor activities e.g. organizing a skating trail, maintained skiing trails, etc.

TRAILS

Why Are Trails Important?

Why do we need More?

Trails are an essential part of the Town's active recreation network - destinations in their own right and key tourism opportunities. Trails are connectors – linking parks, open space and water. Maintaining and expanding the trail network requires ongoing partnership. Establishing a range of trails to suit the varied needs of the public is good public policy.

The Town of Greater Napanee maintains and operates **six trails** with the total length of **4.56 kilometers**

Greater Napanee Trails and Paths (Length, meters)

Trail Description	Meters
Belleville Rd. Trail	1,354
Cherrywood Park Nature Trail	1,250
Fairgrounds Walking Track	837
Springside River Trail	782
Conservation Park Boardwalk	210
Thomas St. Walkway	127
Total Length (Meters)	4,560

Menzel Centennial - a conservation trail, maintained by Ontario Parks, located in the rural area of Roblin.

The Town has potential to further expand its trail network and improve connections utilizing Town-owned lands, leveraging opportunities that emerge with new development, and working with the County and the Conservation Authorities.

For example, the Town owns a decommissioned rail path that could be converted into a trail.

What We Have Heard:

- More walking trails around town.
- Increase the number of hiking trails – connecting them to County trails.
- Better maintenance of trails for walking and cycling.

Specific suggestions include:

- Better maintaining and, if possible, lighting the Fairground walking track (including during the winter).
- Expanding the boardwalk on the north side of the Napanee River.
- Building a multiuse trail using the existing rail line that currently runs from Dairy Avenue in Napanee to Strathcona.
- In the future, this new multi-use trail can link to the Cataraqui Trail (which connects Strathcona and Smith Falls).

FUTURE DIRECTIONS

- Study feasibility and expand the boardwalk along the north side of the river and connect the new trails with the existing trails on the south side of the river.
- Study feasibility and build a multiuse trail utilizing the decommissioned rail line (from Dairy Avenue in Napanee to Strathcona).
- Develop a trail maintenance strategy; explore opportunities for path and trail improvements, including maintenance and lighting.
- Coordinate trail development plans with the Cataraqui Regional Conservation Authority and the County to connect Napanee residents to the Cataraqui Trail and the existing vast trail system.



POTENTIAL NEW TRAILS AND CONNECTIONS

Riverfront

In the urban area, the walk from Springside Park to Conservation Park is about 1,000 meters along the Napanee River (Springside River Trail – 782m and Conservation Park Boardwalk – 210m).

The Riverfront area consists of 8.2 hectares of land, comprised primarily of Town-owned parkland. These parks and open spaces include a picnic area; a walking trail up to the falls and fountain; a pavilion; a splash pad and playground; public washroom facilities.

Waterfront Strategy

A Waterfront Strategy supports creating connected and accessible Riverfront areas that balance animated and quiet spaces and water access locations, open to all, on a year-round basis. The Strategy takes a holistic view of the Town's Riverfront and defines focus areas of prioritization. Specifically, this Plan prioritizes the development of a riverfront trail to the North of the Napanee River in the Urban Area and Sections of the Great Lakes Waterfront Trail.

The strategy is to leverage the potential of the waterfront and riverfront for residents, visitors, and businesses alike. This RMP offers starting points that can be further developed in consultation with residents and stakeholders (including Transportation Department, Conservation Authorities, land-owners, etc.).

This Plan offers starting points that can be further developed in consultation with residents and stakeholders (including Transportation Department, Conservation Authorities, land-owners, etc.).

FUTURE DIRECTIONS

- Bolster partnerships with waterfront and adjacent landowners as well as the business community to improve connections between the waterfront and the downtown core to help activate the waterfront and stimulate additional economic activity in Greater Napanee.
- Consider the following potential future trails and connections in the Waterfront Master Plan Update, and in the ongoing planning and design of waterfront spaces:
 - Expanding the Riverfront Trail to the North of the Napanee River**
 - Study feasibility of expanding the Riverfront to the North of the Napanee River and link the new trail with the existing Riverfront trail. Located steps away from downtown and residential areas, this expansion will create new opportunities for residents, visitors and local businesses.

Proposed Rail Path Trail



Potential Connection to Cataraqui Trail

Legend

- █ Rail Corridor (Municipal, Vacant)
- █ Trails
- █ Future Trails
- █ Parks
- Urban Area
- Residential Parcels
- Vacant Residential Parcels

0.5 KM
1:15,000

Riverfront Trail Expansion Potential

Potential expansion of the Trail North Side of the River & Connection to the Springside Park and the Conservation Area Trails



TRAILS

Trail Networks in Greater Napanee

Greater Napanee is well-connected to the County and Ontario Trail networks.

Developing sections of the Great Lakes Waterfront Trail

Explore opportunities to improve usability for different transportation modes of the Greater Napanee sections of the Great Lakes Waterfront Trail. Consult with Greater Napanee trail user groups, local businesses, the Great Lakes Waterfront Trail board and other stakeholders.

Work with the Transportation Department, Conservation Authorities, local businesses, the Great Lakes Waterfront Trail, and other stakeholders to improve usability and enhance the appeal of the waterfront trails for residents and tourists (e.g., install paved shoulders, create safe spaces for walking and cycling).

Two routes for the Great Lakes Waterfront Trail in Napanee:

Waterfront: Two routes for the Great Lakes Waterfront Trail in Napanee and provide opportunities for leveraging tourism opportunities. These trails follow roads and creating safe spaces for walking and cycling could help improve these trails and encourage tourism in the Township.

Napanee to Deseronto Trail: A scenic secondary route loops around Hay Bay's shoreline on County Rd 9 and South Shore Rd.

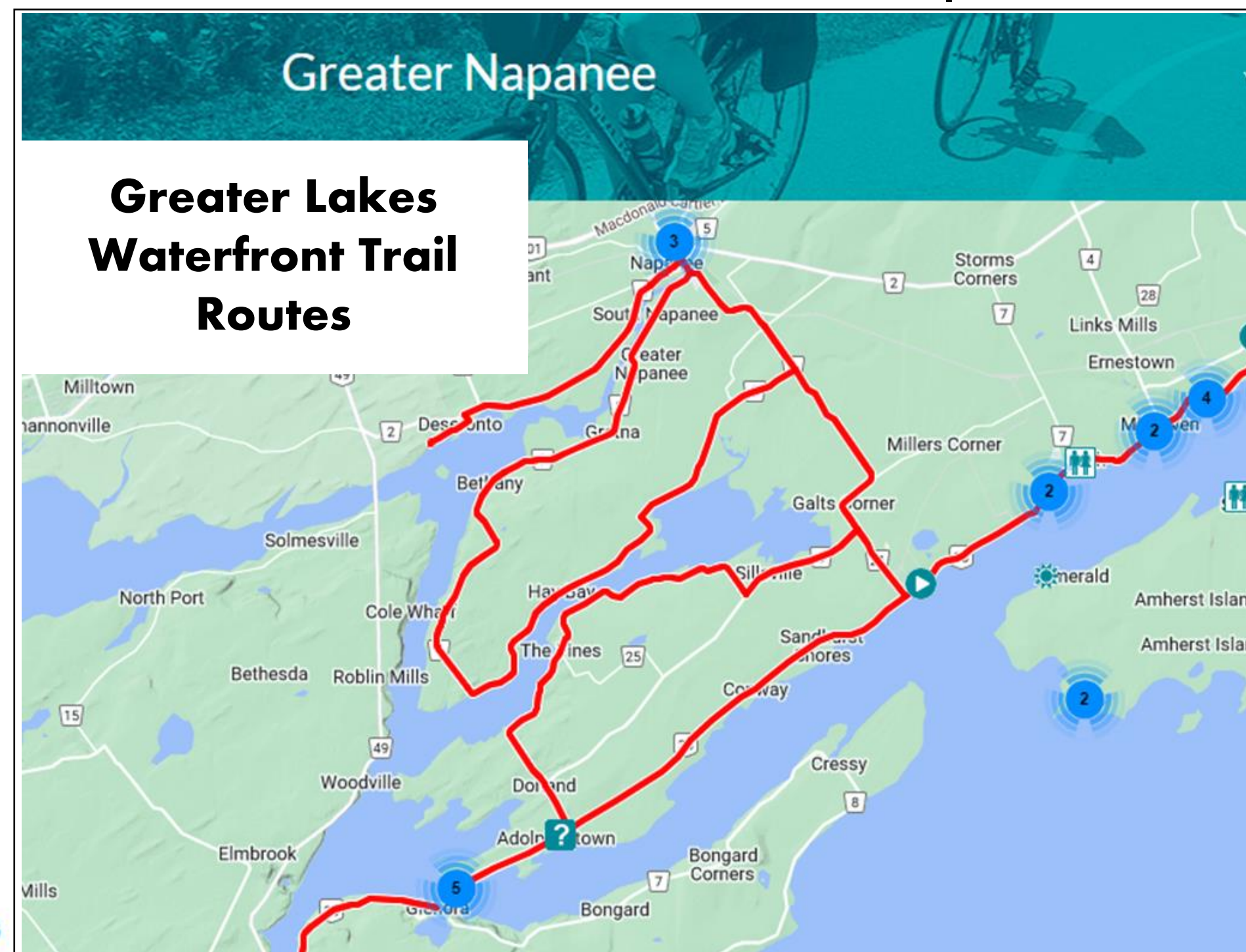
Loyalist Parkway Route: A signed trail that connects Greater Napanee to Prince Edward County via the Glenora ferry, which you board at Adolphstown.

- Infrastructure: Roads & Paths
- Activities: Hiking & Walking, Cycling

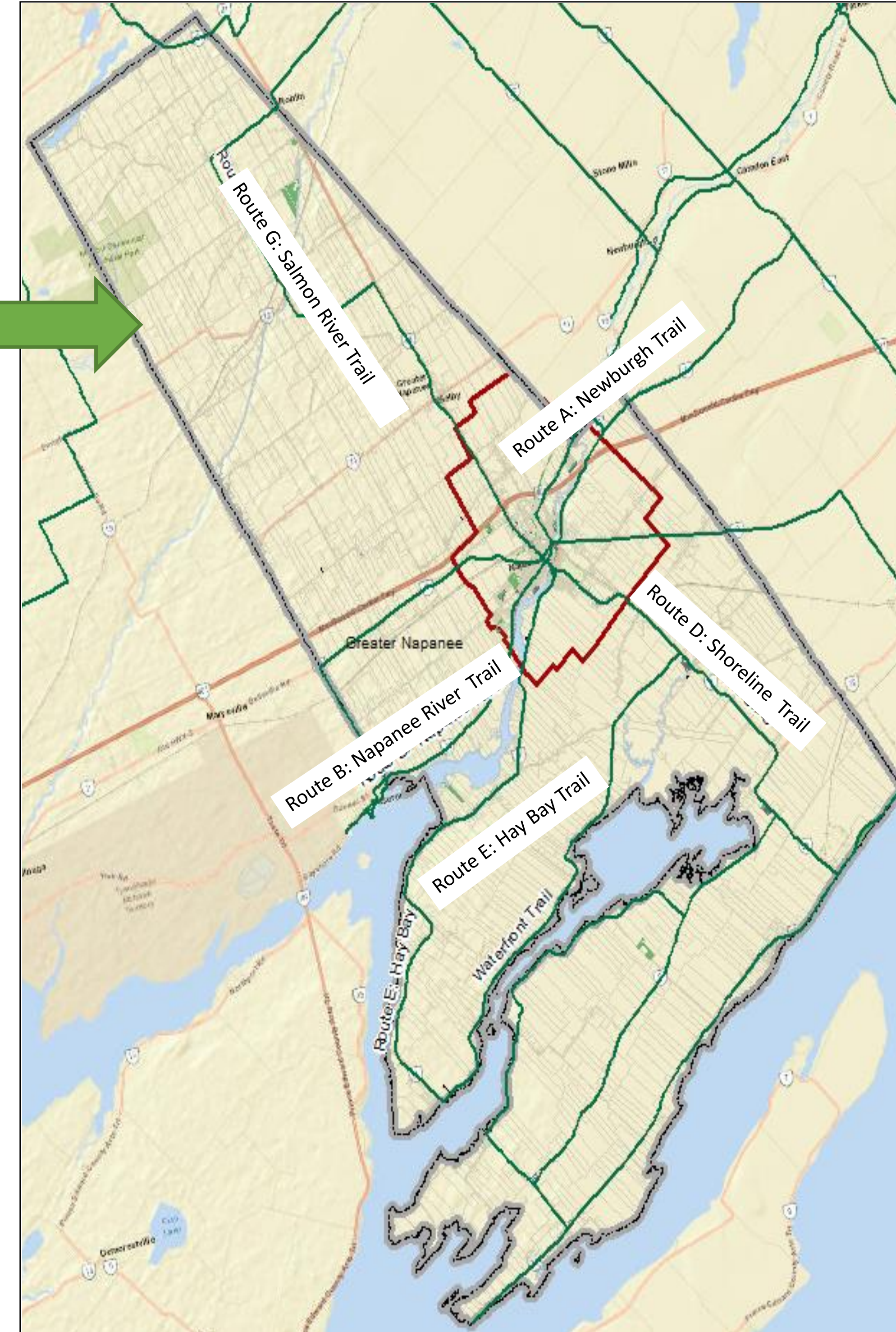
The Lennox and Addington County cycling trails: 6 looping routes located within Greater Napanee

Name (Cycling Route Numbering based on County System)	Cycling loop Length	Difficulty
Route A: Newburgh Trail & Cycling Route	30 km	Moderate
Route B: Napanee River Trail & Cycling Route	1.5 km 24 km	Moderate
Route D: Shoreline Trail & Cycling Route	71 km	Moderate
Route E: Hay Bay Trail & Cycling Route	44 km	Easy
5. Route G: Salmon River Trails & Route	54 km	Easy

Sections of the Water front Trail in Greater Napanee



Lennox and Addington County Cycling Trail Routes in Greater Napanee



ACTIVE TRANSPORTATION & RECREATION (ATR)

Active Transportation & Recreation (ATR) Network

An ATR network is an essential community asset that connects recreation facilities and other Town destinations. A safe and connected system of sidewalks and bicycle lanes enables and supports walking, cycling and other active modes of transportation and recreation.

An ATR network offers residents and visitors affordable and equitable recreation opportunities.

Supply:

Regional: Waterfront Trail and 6 of the 12 L&A County cycling routes via the Town of Greater Napanee. (See Trails section for details).

Local: Limited supply of cycling infrastructure (bicycle lanes and bicycle parking) connecting parks, trails and other recreation facilities.

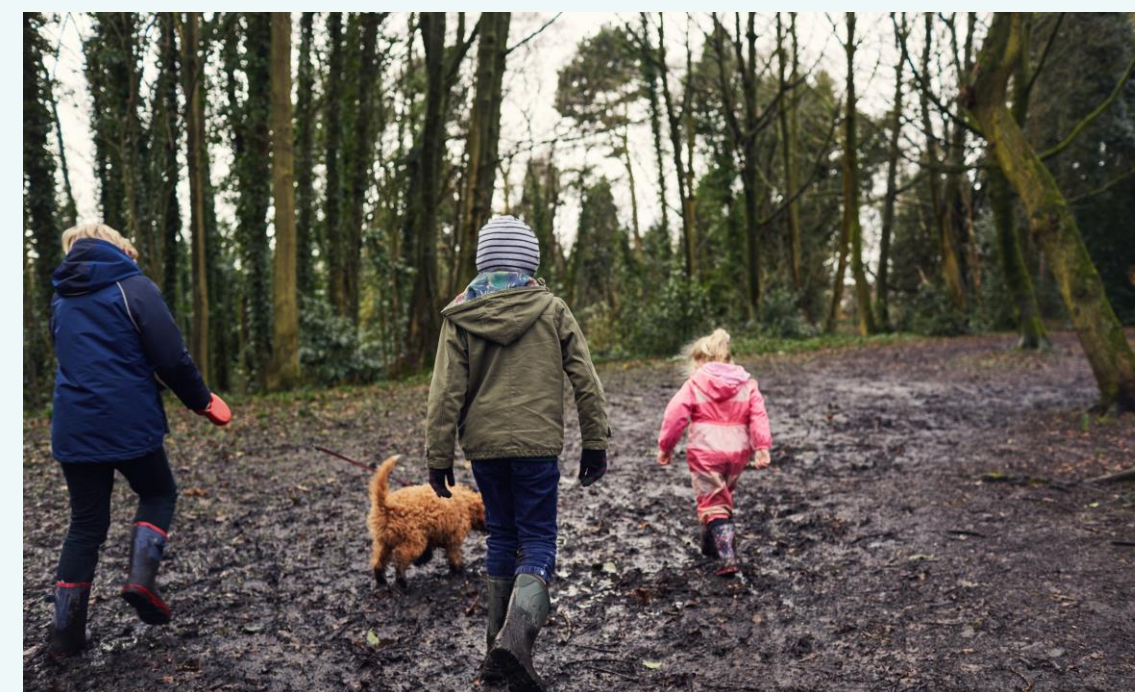


Benefits of AT include:

- Active lifestyle;
- Sustainability & equity;
- Accessibility & inclusivity;
- Affordability;
- Access to outdoor and indoor recreation facilities;
- Increasing tourism opportunities;
- Providing alternative forms of recreation & transportation to reduce sedentary activities such as driving.

Connections:

- Connecting Communities;
- Linking Recreational Facilities;
- Connecting people and nature;
- Connecting people and facilities
- Providing year-round accessible and equitable recreation and safer transportation options.



AT Planning - Funding & Support

- Infrastructure Canada provides funding to regions and municipalities to develop AT plans and build active transportation infrastructure, including bicycle lanes, trails and pathways, and bicycle parking;
- Both Canada and Ontario AT Strategies encourage promotion of active transportation and development of AT infrastructure.



National Active Transportation Strategy

2021-2026



FUTURE DIRECTIONS

- ❑ Contribute to the implementation of the County's *Naturally L&A* branding by promoting and supporting local AT initiatives.
- ❑ Enhancing safety of trails and paths with hard shoulders.
- ❑ Coordinate with the County and the Town's Transport department the development of a comprehensive plan to promote and sustain Active Transportation.
- ❑ Explore opportunities to fund the AT planning and infrastructure development such as Infrastructure Canada Fund, Province of Ontario and other sources.
- ❑ Consult with AT groups and the community to identify current and future needs; plan and implement connections to trails, parks, waterfront, recreation facilities and regional / provincial AT networks.





8.

PROGRAMMING AND SERVICE DELIVERY

PROGRAMMING AND SERVICE DELIVERY

Trends Impacting Participation

Promoting and fostering participation in physical activity for all ages is an important priority moving forward. This means continuing to focus on children and youth but also expanding to meet the needs of the aging population.

Research indicates that this current generation of older adults tends to be more physically active than previous generations. Potential implications in recreation include a decreased emphasis on team sports; growth of wellness and fitness programs; and an increased demand for a wider variety of active and leisure programming pursuits and opportunities.

The decline in sport participation in favour of unorganized and/or self-directed leisure activity.

This speaks to the need to (re)assess opportunities diversify the suite of program options to address changes in preferences for participation. To do this successfully, effective monitoring systems must be implemented and should inform the municipal response to parks and recreation program demand.

Post COVID-Pandemic trends include increased interest in outdoor activities, year-round, and a need for more space when participating in the indoor activities.



Overview of Program Offer

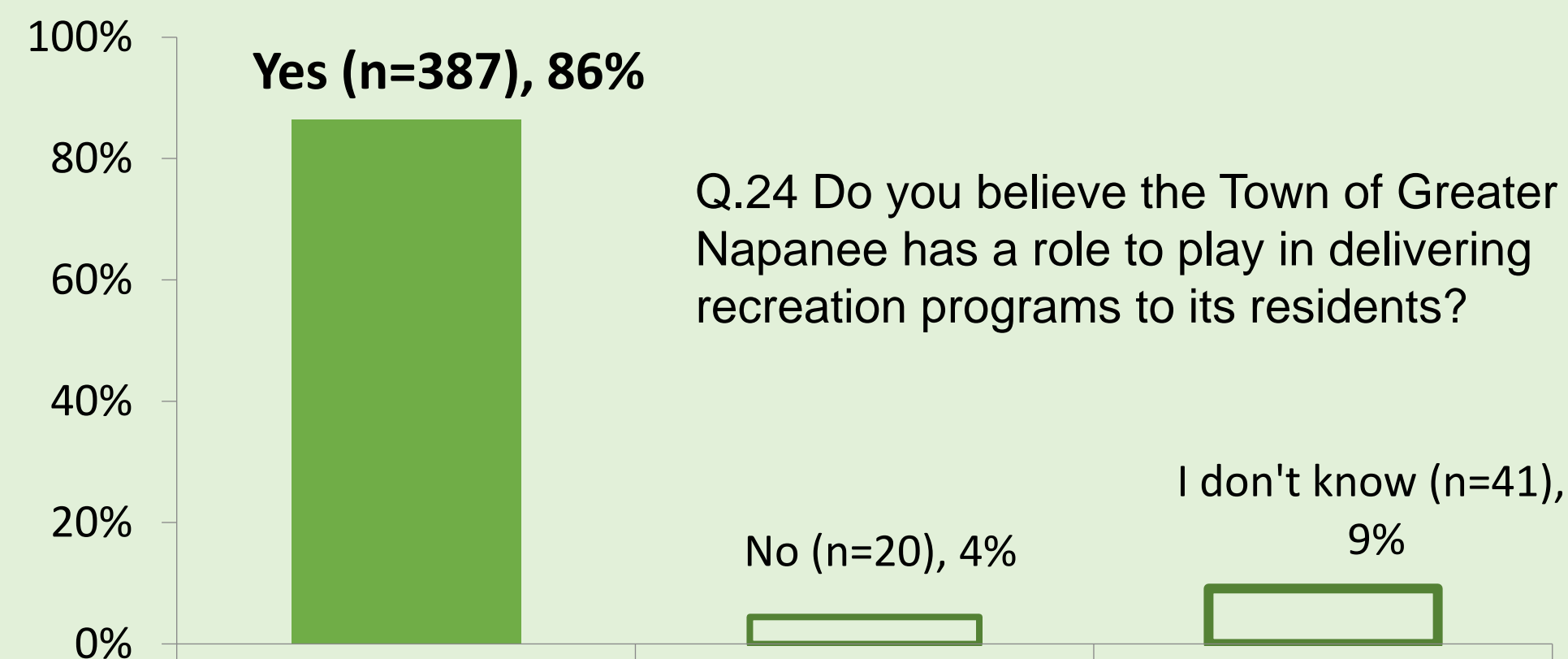
The Town implements the Community Development Model for service delivery through municipal facilitation of programming delivered by third parties. The Town offers some municipal programming (including fitness and skating) and connects residents to user groups, clubs, organizations and event organizers.

Public survey participants report that 51% belong to a sport club or a user groups and 49% do not.

86% of survey participants agree that the Town of Greater Napanee has a role to play in delivering recreation programs to its residents.

Suggestions by respondents to the public survey for improving the overall experience with recreation programs included:

- Swimming and aquatic programs and lessons;
- More programs in general (especially outside work and school hours);
- More programs and activities for youth (ages 11-17);
- Children's programs;
- Seniors' programs;
- More options for affordable (i.e. free or lower cost) programs;
- Arts, culture, music;
- Fitness, wellness, yoga;
- Basketball, soccer, hockey, skating, pickleball;
- General interest programs



FUTURE DIRECTIONS

- Maintain the Community development model for service delivery.
- Act on the public desire for enhanced program offer. Increases in direct or indirect programming will require additional resources.
- Improve access to indoor aquatics facilities in nearby communities through transportation-related funding.
- Improvements to online marketing of recreation services, including seasonal program guides.
- Software enhancements including customer interface and improved internal facilities maintenance tracking software (as part of asset management).
- Maintain partnerships and joint use agreements with the School Board and Fair Board.
- Continued development of accessible and inclusive recreation and culture programs and events.
- Enhanced digital marketing and recreation branding.



THE VALUE OF INVESTMENT IN RECREATION & PARKS

The Value of Investment in Recreation and Parks

As a direct provider of recreation and parks facilities, services, and programs the Town of Greater Napanee invests significant operating dollars in the delivery of these assets.

Between 2019 and 2021 the Town spent on average \$2.5 million in operating dollars on recreation facilities, community halls, parks, trails and recreation programs every year. This translates to an average of \$148 per person. For comparison, average spending per person in Ontario was \$150 per person in 2019-2020.

Counting in the average annual cost recovery rate of 55% in 2019-2022, the average net per capita recreation spending per year is \$67.

Indoor facilities: The share of SPC related costs was on average 78% of the total recreation spending, generating 90% of revenue in 2019-2021.

SPC has the highest cost recovery rate of around 70%, followed by South Fredericksburgh Hall. North Fredericksburgh Hall has the lowest rate. Until 2019, Selby Hall used generated revenues from lease to a third party organization.

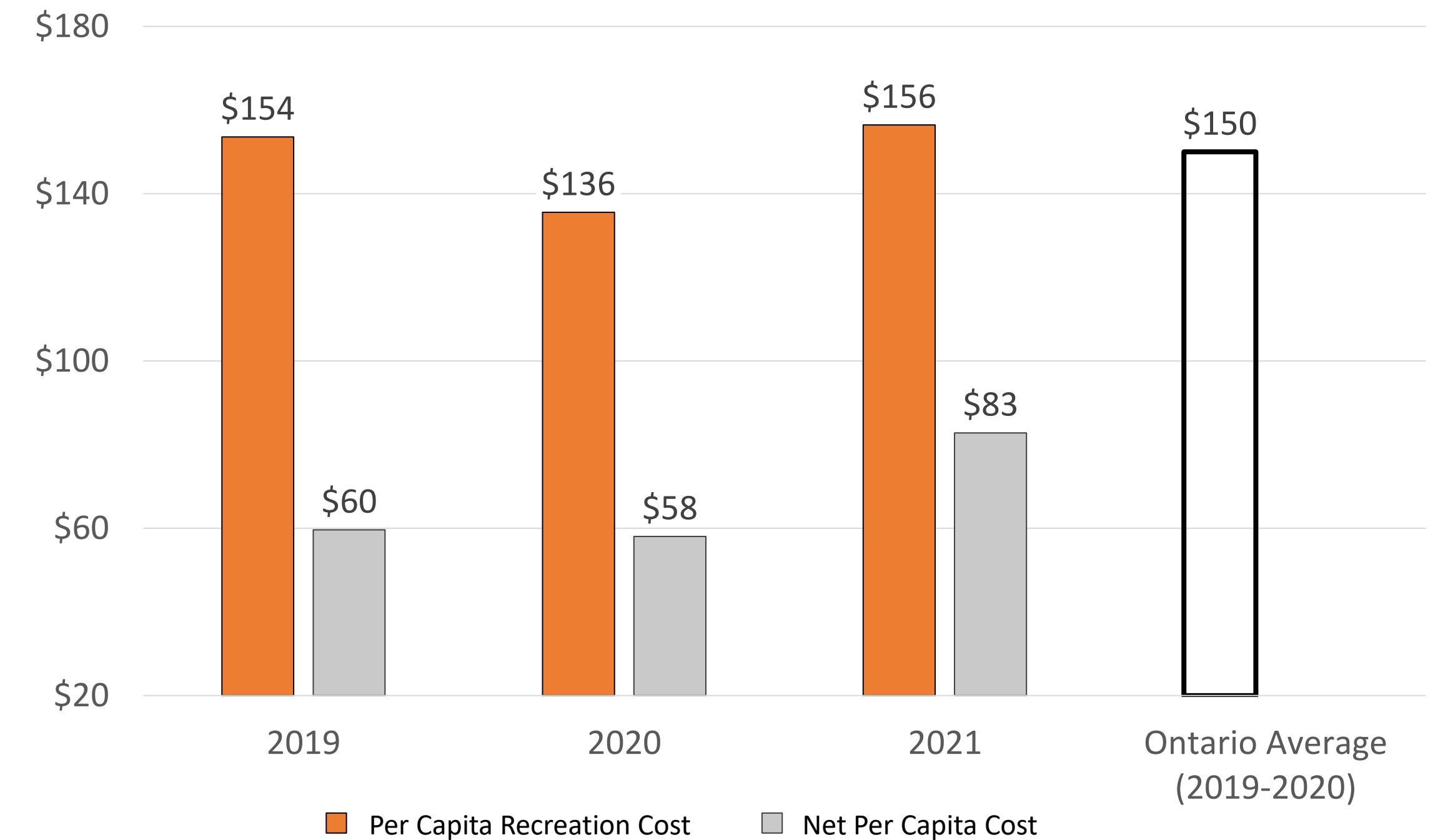
Outdoor Facilities & Parks:

The share of spending on parks and outdoor facilities was on average 15% of the total recreation spending and generating on average 4% of revenue in 2019-2021.

Operations and maintenance of parks (and park assets) and trails bear significantly larger costs, compared to other recreation facilities. The recovery rate is about 6%.

Boat launches and Sport Fields have average cost recovery rates of about 40% and 25%, respectively. These facilities require regular monitoring and maintenance.

Greater Napanee Recreation Total and Net Cost per Capita, 2019-2021



Cost Recovery and Spend per Capita

Town of Greater Napanee	Revenue			Expenses			Net (Expenses - Revenues), \$			Cost Recovery, %		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Parks and Recreation												
Parks	\$ 25,577.00	\$ 16,400.00	\$ 21,812.00	(\$297,547.00)	(\$347,829.00)	(\$524,638.00)	(\$271,970.00)	(\$331,429.00)	(\$502,826.00)	9%	5%	4%
Ball Diamonds	\$ 31,829.00	\$ 8,186.00	\$ 16,987.00	(\$85,520.00)	(\$55,061.00)	(\$99,782.00)	(\$53,691.00)	(\$46,875.00)	(\$82,795.00)	37%	15%	17%
Boat Launch	\$ 3,939.00	\$ 2,503.00	\$ 2,110.00	(\$5,864.00)	(\$3,312.00)	(\$8,057.00)	(\$1,925.00)	(\$809.00)	(\$5,947.00)	67%	76%	26%
Strathcona Paper Centre	\$ 1,456,417.00	\$ 1,273,876.00	\$ 1,195,757.00	(\$2,018,213.00)	(\$1,797,010.00)	(\$1,894,927.00)	(\$561,796.00)	(\$523,134.00)	(\$699,170.00)	72%	71%	63%
Selby Hall	\$ 54,941.00	\$ 3,244.00	\$ 934.00	(\$53,602.00)	(\$34,449.00)	(\$35,688.00)	\$1,339.00	(\$31,205.00)	(\$34,754.00)	102%	9%	3%
North Fred Hall	\$ -	\$ 158.00	\$ -	(\$77,530.00)	(\$20,442.00)	(\$44,483.00)	(\$77,530.00)	(\$20,284.00)	(\$44,483.00)	0%	1%	0%
South Fred Hall	\$ 13,004.00	\$ 3,745.00	\$ 4,762.00	(\$54,103.00)	(\$29,821.00)	(\$32,740.00)	(\$41,099.00)	(\$26,076.00)	(\$27,978.00)	24%	13%	15%
Sub-Total	\$ 1,585,707	\$ 1,308,112	\$ 1,242,362	(\$2,592,379)	(\$2,287,924)	(\$2,640,315)	(\$1,006,672)	(\$979,812)	(\$1,397,953)	61%	57%	47%
Spend per Cap. Total				\$154	\$136	\$156	\$60	\$58	\$83			

Notes: Until 2019 Selby Hall generated revenue leasing space, which explains a high recovery rate in 2019.



9.

GUIDING PRINCIPLES & SERVICE DIRECTIONS

1

Proactive planning and Strategic investment in recreation infrastructure

2

Well-maintained and sustainable Infrastructure

3

Ensure Organizational Capacity to Plan, Manage and Execute the RMP

4

Providing High Quality Services

5

Integrated RMP and Asset Management Planning

6

Promote Healthy and Safe Community and Environmental sustainability

7

Effective & Efficient Service Delivery

8

Increased sustainability and resident satisfaction with the availability and quality of recreation facilities and parkland



Leverage Partnerships & Co-Operation



Delivering High Quality Outdoor Recreation Facilities



Strategic Improvement to Indoor Facilities and Services



Implementing Change
(focus on core services, communication and outreach, and effective asset management)



Forward Planning for Parks, Open Spaces and Trails



10.

RECOMMENDATIONS & IMPLEMENTATION FRAMEWORK

RESOURCING THE PLAN

Planning for Infrastructure Funding

This Recreation Master Plan is designed to direct municipal decision-makers in addressing priorities for planning and investment recreation services.

The Town 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.

Recommendations related to the development of new facilities and repurposing of existing ones require detailed consideration of how these required changes will be implemented. This means further design and concept planning, but also an assessment and technical feasibility of repurposing. All of which will require public consultation, review and approval.

Growth-related and replacement infrastructure needs are likely to create challenges to the recommended timeline for implementing the plan. At the same time, tax-based funding capacity itself is enhanced year over year through population and employment growth, and the real estate development and local service economy that supports growth.

Enhanced funding capacity is also achieved through progressive infrastructure investment which raises the 10-Year Average Level of Service as the basis for future Development Charges.

Funding Sources

Funding sources for implementation of capital works should include the full array of options available to the Town, namely:

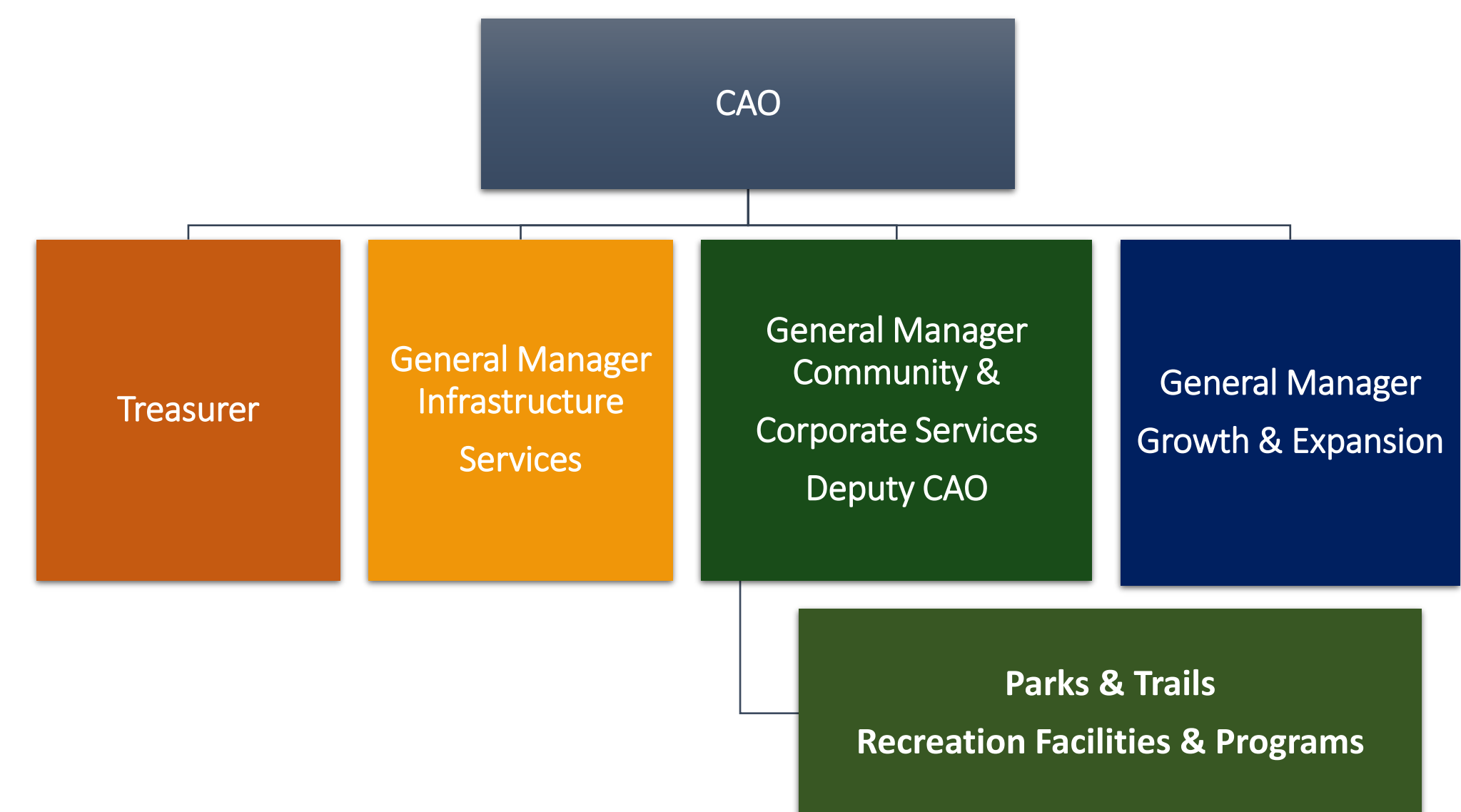
- Development charge funding, assumed to be a major source of funding for development within the 10-year period of this plan;
- Government infrastructure grants including annual Gas Tax funding and the Infrastructure Canada *Investing in Canada Infrastructure Program*;
- Active pursuit of developer-installed recreation amenities as part of development agreements;
- Utilization of front-ending agreements with developers to ensure parkland and other development occurs in a timely manner and in advance of the gradual build-out of community sub-divisions;
- Parkland Acquisition funding and the build-up of reserves from cash-in-lieu;
- Appropriate use of Community Benefit Charge to meet community needs unfunded from other available capital sources;
- Capital revenue from disposition of land owned by the Town at Highest and Best Use value;
- Development of separate capital reserves as appropriate to fund additional land acquisition;
- Capital reserve accounts to fund annual investment in asset lifecycle replacement and state of good repair (SOGR) projects; and
- Commencement of a major facilities capital reserve from operations to assist in meeting the costs of developing a new multi-use community recreation complex. This should commence in the budget cycle with a 5 to 7 year horizon to align with the planned timing of construction.

Ensuring Sufficient Operational Support

The implementation of the Recreation Master Plan recommendations will require a range of staff support and partnerships. Commitment and administrative oversight from senior management will be critical for effective implementation. Any addition of facilities and increase in direct programming by Town will require staff resources.

Individual recommendations crosscut a range of municipal departments including Community Corporate Services, Infrastructure Services, Growth and Expansion (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.

The Town should review progress in the implementation of this Master Plan annually to determine, and adjust as necessary, the timing of recommendations to align with any changes in facility utilization or provision, shifts in the municipal planning environment, or with actual population growth.



Recommendations and Proposed Phasing Framework

The Master Plan provides a detailed phasing framework that summarizes the general timeframe for implementing recommendations of this Plan. 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. Recommendations related to general maintenance, program, service and policy-based enhancements as well as performance monitoring can be expected to occur on an ongoing basis and/or over time based on municipal capacity and resources.

The Plan outlines short (1-3 years), medium (4-6 years), and longer-term (7-10 years) priorities to sustain and grow the recreation offer of the Town of Greater Napanee. Many of the recommendations are stand-alone and can be implemented separate and apart from decisions required to implement other aspects of the Plan. Others are ongoing and represent existing commitments and policy directions that should be continued.

The Master Plan addresses a wide range of services that together comprise the current and future municipal mandate in parks and recreation services. Not all current municipal initiatives and services are necessarily referenced in this plan and represent operational matters that are aligned with the goals and objectives of this Plan.

Service Direction: Leverage Partnerships and Co-Operation Recommendations		Short Term 1-3 years	Medium Term 4-6 years	Long Term 7-10 years
Embrace Partnerships				
1	<p>Develop mechanism to always be aware of potential partnerships between the Town and its government, not-for-profit, and other partners.</p> <p>As examples, the Lions Club and Rotary Club, along with Farmers Insurance as active in their support for trails development in the municipality. Such interest (including financial contributions) should be met with active planning by the municipality to achieve the expansion and improvement of trails.</p> <p>More specifically in developing and utilizing recreation assets and services, the Town should seek to maximize the opportunities for collaboration with the Mohawks of the Bay of Quinte, the Quinte and Cataraqui Conservation Authorities, School Boards and existing and potential non-profit service providers in the Region. This can include the existing partnerships with the Napanee District Secondary School (NDSS) and Southview Public School, organizations such as the Boys and Girls Club program at the North Fredericksburgh Lifestyle Centre, as well as potential partners such as the Kingston, Frontenac, Lennox and Addington Health Unit.</p>	Ongoing		
2	<p>Continue to maintain the online Volunteer page on the Town’s website with public-facing information and volunteer opportunities to attract, retain and celebrate local volunteers in sports, recreation and community development. Continue investing in Volunteering Training and Opportunities Program.</p> <p>Continue supporting the development of volunteers and the programs of outreach to meet the needs of residents for a greater array of recreation and cultural pursuits, access to trails, and access to the water. Continue to support the efforts of the local user groups and clubs in event development, utilizing the built and other assets of the Town.</p>	Ongoing		
3	<p>Build capacity for serving the needs of the population, including the potential for tourism, sport tourism, and related hosting capacity through leveraging municipal partnerships, including with the County and neighbouring municipalities.</p>		X	

Service Direction: Leverage Partnerships and Co-Operation Recommendations		Short Term 1-3 years	Medium Term 4-6 years	Long Term 7-10 years
	Facilities providing services at the regional level such as the Arena or a future indoor pool should inform the potential for inter-municipal service agreements.			
4	<p>Develop a Municipal Partnership Policy to address unplanned, new, and emerging, outdoor facility requests for partnership as they are brought forward.</p> <p>This should include a set of criteria for evaluating community-based project proposals (i.e., consideration as to whether the proposed partnership is in the wider public interest.</p>		X	
Municipal Programming				
5	<p>The Town should work progressively to take on more direct programming responsibility in those activities for which is has a traditional role as facility provider. At the same time, the Town should advance the needs for a diverse range of recreation needs – such as non-traditional sports – by either providing access to facilities or partnering to improve the capacity of community volunteers to provide these services.</p> <p>Municipal programming is currently limited to CanSkate, Preschool Skate and Public Skating programs as well as 4 on 4 hockey in the spring. Historically, the Town operated minor softball programs. The Town should partner with existing clubs where this is working well but focus its efforts where there are gaps – a current example is the opportunity for the Town to operate a ball hockey league which was terminated by the local club).</p> <p>The Town should identify both the administration and instructor requirements associated with potential programming and allocated multi-year operational and capital budget commitments to ensure success.</p> <p>Should the Town develop both an aquatics centre and associated gymnasium space within the life of this Master Plan, a full municipal programming strategy will be required.</p>	X	X	X

Service Direction: Leverage Partnerships and Co-Operation Recommendations		Short Term 1-3 years	Medium Term 4-6 years	Long Term 7-10 years
6	<p>The Town should facilitate programming opportunities that reflect the community’s needs, based in part on outreach to residents, and the effective use of its recreation website and social media.</p> <p>A priority for the Town should be to address barriers to participation in municipal sports and recreation programs and events. Such barriers can be based on age or ability, identity, ethnic or socio-economic backgrounds, etc.</p>	X	X	X
7	<p>Support Community and Regional Events</p> <p>Support events development in the post-COVID period, including support for a wide range of community events from the community at large.</p>		X	
8	<p>Continue to work with user groups to identify and facilitate structured and non-structured recreation programming in public spaces that align with community and neighbourhood needs.</p>	X	X	X
9	<p>Seniors Services</p> <p>The Town should continue to promote seniors services at each of its facilities and facilitate senior access to a range of age appropriate sports and cultural clubs. This includes ongoing support for the work of the Lennox and Addington Seniors Outreach Services and the 55+ Activity Centre.</p> <p>On a project by project basis, collaborate with relevant service clubs to support projects which benefit seniors including the work of the KFL+A Public Health and its training programs for frontline service providers including municipal staff.</p>	X	X	X
10	<p>Maintain and Enhance Fairgrounds Partnership Policy</p> <p>The Napanee Fairgrounds represent a major attraction for the Town and its residents. The combination of uses on the site, mature trees and landscape, topography and mix of active recreation and passive recreation uses, makes this facility in the heart of town a crucial asset to protect and enhance going forward.</p>	X		

Service Direction: Leverage Partnerships and Co-Operation Recommendations		Short Term 1-3 years	Medium Term 4-6 years	Long Term 7-10 years
	<p>The current success of the Fairgrounds is based on a strong partnership with the Town. This partnership and the needs of both the Agricultural Society and the Town of Greater Napanee should underpin this plan as a primary objective.</p> <p>Securing the long-term operating arrangements, cost divisions and support of Agricultural Society volunteers should be an immediate priority of this plan.</p> <p>Active considerations to improve the facilities over the course of the plan should include:</p> <ul style="list-style-type: none"> • Improving existing sports fields • Improving the existing track used for walking/running • Maintain and potentially enhance the dog park, including fencing and the formalization of operating responsibilities • Plan for the long-term future of the Old Arena 			
11	<p>Curling</p> <p>The Town should work collaboratively to support the curling club. This should range from technical and other advice related to physical plant and ice making issues, to assistance with funding applications, event management and promotion. Over the term of the Master Plan, the Town is encouraged to consider the range of possibilities for securing the long-term future of the curling club.</p> <p>This plan recognizes the importance of curling to the community and the stability of the current membership at the Fairgrounds Curling facility. This 4 sheet complex is expected to face significant building system lifecycle replacement costs over the next 10 years. It is understood that a 30 year capital reserve fund is being built.</p>	X	X	X

Service Direction: Delivering High Quality Outdoor Recreation Facilities Recommendations		1-3 years	4-6 years	7-10 years
Outdoor Active Recreation Facilities				
Preamble: The Town of Greater Napanee has a sufficient numeric supply of active sports fields comprising rectangular fields and diamonds. Quality of this infrastructure is variable and lifecycle planning necessitates capital expenditure on maintaining and improving the existing supply.				
Rectangular Sports Fields				
12	<p>Develop a Sportsfield Improvement Strategy to assess options for field turf installation, irrigation costs, maintenance, and other matters.</p> <p>This strategy represents a policy for priority capital projects to improve and sustain the existing portfolio of all sports fields. Rectangular fields are addressed as part of this strategy which should also include design solutions for accommodating emerging sports on the Town’s existing sports fields as non-dedicated uses.</p>	X		
13	<p>Achieve State of Good Repair. Over the life of the Plan maintain existing soccer fields in good condition, undertaking general maintenance and improvements as identified, commencing with higher level observations of playing condition contained in this Master Plan.</p> <p>This is a capital plan outcome of the above referenced Sportsfield Improvement Strategy. Its success rests upon annual assessment of both demand (field utilization) and sportsfield conditions as well as reference to planned redevelopment or additions to existing fields.</p>		X	

	Service Direction: Delivering High Quality Outdoor Recreation Facilities Recommendations	1-3 years	4-6 years	7-10 years
14	<p>Recommended Major Investment at SPC Alcorn-Frances Soccer Field. Over the medium term of the plan, consider resurfacing of the existing principal soccer field at the SPC to address challenges of the existing drainage system and install irrigation.</p> <p>Alternatively consider replacing with synthetic field turf and designating the pitch as the Town’s premium facility. Adopt a differential pricing strategy to ensure fee structure reflects the higher quality from either natural or field turf options compared to existing standards of field quality.</p>		X	
15	<p>Consult further with user groups regarding major investment in soccer facility upgrades.</p> <p>Consultation can also include:</p> <ul style="list-style-type: none"> • A master plan exercise for sports field improvements and addition of a second full size field (demisable into junior and mini-field play) at North Fredericksburgh; • Operational improvements such as partial fencing to assist in ball recovery; • Feasibility assessment of possible improvements to the Kinsmen field (or its relocation and enhancement to a full-size field); and • Contingency planning for possible loss of south field (at SPC) if building is expanded in the future. 	X		
16	<p>Policy Supports: Maintain informal partnership with the NDSS High School and Southview public school for access to their soccer fields.</p> <p>Improve the allocation of soccer field time by location to better meet the needs of all users. Investment in improvements at the SPC fields will necessitate a new allocations and pricing policy.</p>			

Service Direction: Delivering High Quality Outdoor Recreation Facilities Recommendations		1-3 years	4-6 years	7-10 years
Diamond Sports Fields				
17	<p>Maintain the existing supply of ball diamonds pending an assessment of conversion potential (South Fredericksburgh only)</p> <p>The Town appears to have a sufficient supply of ball diamonds (likely a surplus) and an good geographic distribution across the Town’s urban and rural areas. As always with consideration of the needs for ball diamonds, the numeric supply is often less relevant than the size, specifications and quality of the various fields used for child, youth and senior play and competitive versus recreational. There are a number of high quality fields with associated lighting and location as part of large recreation complexes. This is a significant attribute for the town.</p>	X	X	
18	<p>Undertake a master plan exercise to determine the capacity for a redevelopment of the South Fredericksburgh Community Centre outdoor fields campus to determine the highest and best recreational use.</p> <p>The ball diamond is the least used within the portfolio and an older, now decommissioned junior play diamond at the north end of the property is unused space. Coupled with a plan to remove or replace the washroom building and improve the appearance of facilities in this area, consideration should be given to how this large land holding can contribute to future sports-related land needs of the Town. Future considerations should include emerging and niche sports as well as those that differentiate the Town from its competition.</p>	X		
19	<p>Undertake SOGR maintenance and enhancement of the existing diamonds particularly the diamonds located at the Fairgrounds which are supported by considerable patron, and spectator amenities.</p> <p>See further recommendations on repair and maintenance included in section titled Physical Planning at the Community Parks.</p>		X	

Service Direction: Delivering High Quality Outdoor Recreation Facilities Recommendations		1-3 years	4-6 years	7-10 years
Other Sports Fields and Related				
20	<p>Retain the land base for development of new recreational needs over the life of the plan.</p> <p>The Town has a good supply of recreational parkland. The needs of regionally-emerging and niche sports (cricket in particular but also preferences for the use of sports fields for other multi-use opportunities such as Ultimate Frizbee, Disc Golf, and track and field to name a few, should be monitored over the course of the plan.</p>			X
21	<p>In the short term, maintain the Fairgrounds facilities for year-round use, including during the winter. Maintain the surface to support walking and other winter activities on the grounds; consider installing lighting.</p>	X		
Sport Courts				
22	<p>Basketball Courts: Improve the existing municipal courts and consider over the medium term development of half or full court outdoor basketball courts in a greater number of the parks – specifically to ensure that locations in the north and south of the Town have reasonable access to these youth-focused facilities.</p> <p>Plans have been established previously for multi-sport courts at the King St. Park as well as North and South Fredericksburgh campuses. With respect to Basketball, the Town is encouraged to maintain this innovation and add multi-court facilities as well as simple half courts as appropriate. The Fairgrounds should also be considered for a signature facility given its centrality to the community.</p> <p>Once improvements and initial additions are made, monitor the demand and usage of the basketball courts to appropriately determine future need.</p>		X	

Service Direction: Delivering High Quality Outdoor Recreation Facilities Recommendations		1-3 years	4-6 years	7-10 years
23	<p>Tennis Courts: Maintain an understanding of future demand by monitoring use of existing municipal courts. With the decision to forego courts at the South Fredericksburgh campus, an additional 2 courts should be developed elsewhere in the Town by the end of the plan period.</p> <p>Planning for tennis should recognize that demand exists for dual use of the courts from pickleball users until such time as dedicated outdoor pickleball courts are developed. There is also the potential for multi-sport court configurations that will further spread the utilization of these courts among a range of users.</p> <p>Install a tennis wall.</p> <p>The installation of a tennis wall at an appropriate location is a very significant contribution to developing interest in the sport among prospective players and enabling easy and efficient training regimes for existing players.</p>			X
24	<p>Pickleball: The Town should invest in the lining of its two courts at North Fredericksburgh Lifestyle Centre (very timely as the surface will be completed in 2023) to house a total of 4 pickleball courts. This equates to the number likely to be needed based on an acceptable level of service for outdoor pickleball courts if other non-dedicated courts are developed (such as proposed at the King St. Park).</p> <p>The Town owns portable pickleball nets and can support up to 6 pickleball courts. Typically, pickleball played on existing tennis courts involves the two pickleball courts, one on either side of the tennis net. As the dimensions of a tennis court are considerably larger than a pickleball court (120'x60' versus 44'x20'), it is possible (not required in Napanee) to achieve four pickleball courts on a single tennis court.</p> <p>The High School is encouraged to also maintain its commitment to pickleball on its two tennis courts.</p>	X		

Service Direction: Delivering High Quality Outdoor Recreation Facilities Recommendations		1-3 years	4-6 years	7-10 years
25	<p>Over the long term, it is advisable to support the proper development of both tennis and pickleball by creating dedicated pickleball courts, such as a complex of 4 courts in a single location.</p> <p>With the loss of the South Fredericksburgh tennis courts, the Town should work collaboratively with the High School to ensure full and equal public access for tennis and pickleball. As a contingency, the Town should consider the placement of 2 new tennis courts within the urban area of Napanee (see Tennis above).</p>			X
Playgrounds				
26	<p>Ensure that new playgrounds are planned in accordance with the demographics of population growth and change anticipated in the new subdivisions.</p> <p>This should include consultation with local residents relating to playground design. The inclusion of playgrounds co-located with other recreational amenities should be a goal where possible.</p>	X	X	X
27	<p>Perform maintenance, repairs and upgrades to play structures and protective surface as per CSA safety inspection recommendations. Develop a replacement program for existing playgrounds grounded in the objectives of this master plan but with reference to the Town’s ongoing asset management planning.</p> <p>This will require the collection of specific data regarding remaining service life of existing installations as part of the existing AMP data base. As a target, the Town should seek to replace existing play equipment based on its published service life as recommended by the manufacturer, observed condition and a general limit of 15 years as a trigger for replacement. The existing playgrounds with equipment beyond its service life should be identified and prioritized for replacement over the plan period based on an annual capital budget.</p>	X	X	X
28	<p>In the short term, ensure that all playgrounds and play equipment meet CSA safety standards. Where possible, upgrades and replacements should include accessible options.</p>	X		

	Service Direction: Delivering High Quality Outdoor Recreation Facilities Recommendations	1-3 years	4-6 years	7-10 years
29	<p>Prepare standards for playground design (for both new construction and replacement) including a list of key requirements - evaluation of play value, accessibility, thermal comfort, etc.).</p> <p>Include playgrounds and play structures into a proactive life-cycle strategy for overall parks and recreation assets and a comprehensive long-term capital plan with consideration for growth.</p>	X		
30	<p>Where possible ensure that playgrounds are located within a reasonable walking distance for the majority of urban residents.</p> <p>This metric should include access to playgrounds located on school property. As new development occurs the Town should maintain the standard of provision of playgrounds within an urban context - within 500 to 800 m of major residential areas without any major barriers impeding access (i.e., railways, major roads, waterways, etc.).</p>	X	X	X
Other Active Uses in Parks and Open Spaces				
31	<p>Dog Parks: An additional off-leash dog park is required.</p> <p>The current dog park at the Fairground has potential for further development. The Town should work with the Agricultural Society to seek an increase in the capacity of the dog park at that location. Further, the Town should consider the opportunity for a dog park at Winchester Park.</p> <p>As a long-term proposition, consider the potential for a municipal off-leash dog park located in one of the remaining community centre parks: North or South Fredericksburgh, Roblin and Selby.</p> <p>It is further recommended that the operation of off-leash dog parks rest with the municipality and the number of such parks is balanced with the municipal operational and staff resources available. Accordingly, this may limit the number of dog parks developed over the plan to the existing Fairground dog park plus one or two others in locations that can be readily serviced on a daily basis. The design of the parks be simplified such that daily and seasonal upkeep of the dog park is as efficient as possible.</p>	X	X	

	Service Direction: Delivering High Quality Outdoor Recreation Facilities Recommendations	1-3 years	4-6 years	7-10 years
32	Maintain the Town’s Outdoor Ice Surfaces on Municipal Property Policy , monitor and update (as needed) to ensure it adequately meets the desired division of responsibilities related to maintenance and operation of natural ice rinks in the Town. This is an example of focus for winter programming, that has become a trend as a result of the COVID pandemic.	X	X	X
33	Maintain the existing skate (Greater Napanee Skate Park) in good condition for community use, undertaking general maintenance and strategic improvements as required. Conduct condition assessment and assess the service life of the skatepark as part of the 2024-2025 Asset Management Plan development process.	X	X	X
34	Splash Pads: The recent development of the Rotary Park splash pad provides a good level of service for the Town. However, where new parks or redesigned playgrounds are considered during the plan period, water play features should be considered subject to the priorities of the local residential community and cost feasibility.		X	X
	Boat Launches			
35	Commence a condition assessment of existing boat launches and docks as an important element of the next phase of the Town’s Asset Management Plan (2024).	X		
36	Enhance signage, wayfinding and online information to improve wayfinding and promote Boat launches. Allocate operating dollars to engage in necessary planning, retaining design services and project management.			X
37	Invest in new facilities: Retain and further develop the Brook’s Landing site, which has significant potential for public enjoyment as a waterfront park. Demolish the existing disused washroom building and improve the immediate aesthetics of the site; assess the condition of the existing metal staircase. In the short-term (in 2023 or 2024), initiate a Site Master Plan exercise to establish the long-term vision for these lands.	X		

Service Direction: Delivering High Quality Outdoor Recreation Facilities Recommendations		1-3 years	4-6 years	7-10 years
38	<p>Invest in New Facilities: Replace Sherman’s Point Landing Washroom in the immediate term (2023) with a permanent building. In the medium term, develop a site master plan for the park and boat launch to consider options for enhanced services.</p> <p>Sherman’s Point Landing is a significant access point leading to the waters of the Bay of Quinte and its inlets. Despite its distant location and proximity to existing residential properties, this site should be fully maintained over the long term.</p>	X	X	
Physical Improvement Plans for Parks				
Preamble: BCAs, field quality reviews and further AMP input will assist in defining the needs and timing for capital improvement.				
39	<p>Undertake physical planning at the community parks:</p> <p>Remove the South Fredericksburgh Washroom building which has been unused for some time. Depending on the demand for use of the fields, consider seasonal washroom facilities located more appropriately in relation to the fields.</p> <p>Improve the condition of existing outdoor basketball courts.</p> <p>Specific improvements recommended at the following parks:</p> <p>South Fredericksburgh:</p> <ul style="list-style-type: none"> • Replace fencing as necessary at ball diamond • Improve ball diamond infield • Resurface parking area and re-seed lawns in vicinity of washroom, parking and building • Replace aging play equipment (estimated as 2001 installation) and playground surface 	X	X	X

Service Direction: Delivering High Quality Outdoor Recreation Facilities Recommendations	1-3 years	4-6 years	7-10 years
<ul style="list-style-type: none"> • Re-utilize decommissioned tennis court for new court complex such as multi-sport court, pump track or mini-skate park (younger age groups) based on further community consultation. <p>North Fredericksburgh:</p> <ul style="list-style-type: none"> • Undertake State of Good Repair (SOGR) work on covered picnic shelter and room • Undertake SOGR work on the two-storey club house based on commissioning a building condition assessment (BCA) • Replace the aging play equipment and replace associated playground surface • Consider expanding the size of the Disc Golf from the current 6 holes to 9 holes • Undertake aesthetic improvements to land at the front of the park • Undertake community consultation prior to design of replacement infrastructure <p>Roblin Community Centre Park:</p> <ul style="list-style-type: none"> • Replace the aging play equipment and replace associated playground surface. Undertake community consultation prior to the design of replacement infrastructure <p>Selby Community Park:</p> <ul style="list-style-type: none"> • Replace the aging play equipment and swing set and associated playground surface. Undertake community consultation prior to design of replacement infrastructure 			

Service Direction: Delivering High Quality Outdoor Recreation Facilities Recommendations		1-3 years	4-6 years	7-10 years
Waterfront Access Strategy				
40	<p>Undertake Waterfront and Riverfront Infrastructure Planning</p> <p>Town should undertake a waterfront/shoreline planning strategy tied to the development of a separate town-wide and regionally connected active transportation master plan. The strategy should aim to create connected and accessible waterfront open to all, on a year-round basis. The Strategy should take a holistic view of the Town’s waterfront including the Riverfront in the urban centre and lake access in rural areas of Greater Napanee.</p> <p>The Waterfront Strategy should define priorities including the maintenance and enhancement of boat launches and landside amenities in certain of these locations, the quality of wayfinding and signage and trails development (including water access areas along the Great Lakes Waterfront Trail).</p>		X	
41	<p>In the short term, maintain the Riverfront Boardwalk in good condition. Include the Boardwalk in the asset management strategy and plan.</p>	X		
42	<p>In the short to medium term, study feasibility of expanding the trail/boardwalk along the north side of the river and connecting the new trail with the existing trails South of the Napanee River.</p>		X	
43	<p>Throughout the Plan term, consult with stakeholders and user groups about the ways to enhance Riverfront and waterfront.</p> <p>Seek partnership with the County and Conservation authorities (as needed) and local trail associations.</p>	Ongoing		

Service Direction: Strategic Improvement to Indoor Facilities and Services Recommendations		1-3 years	4-6 years	7-10 years
	Ice Arena			
	<i>Maintain the Facility and the Current Level of Service</i>			
44	<p>Ensure Effective Management and Operation of the Strathcona Paper Centre</p> <p>As a regionally significant facility, the facility is well used, strategically located and includes meeting space, adjoining sportsfields and commercial services. The Town should ensure that effective online booking systems, customer service operations and building operations staffing at this building are priorities over the plan period and beyond.</p> <p>Budgets should be established (or continued as the case may be) for staff training, certification programs and membership of relevant professional organizations such as the Ontario Recreation Facilities Association.</p>	Ongoing		
45	<p>The Town should focus on effective lifecycle planning for the Strathcona Paper Centre based on a fully funded annual capital reserve contribution</p> <p>The building is approaching 20 years old (30 years at the end of the plan period), and lifecycle planning is essential to fully understand the range of future costs that will be incurred over the course of the plan and beyond.</p> <p>The capital reserve should be based on an assessment of lifecycle costs expected to be incurred based on individual building systems, furniture, fixtures and equipment (FF&E) over the next 20 years. The Annual Average Lifecycle Capital Investment (AALCI) necessary will reflect upgrades to building systems in both the near term as well as those over the longer term.</p>		X	
46	<p>Conserve the land base around the Strathcona Paper Centre for Future in-situ expansion</p> <p>The Town does not require a net additional indoor ice surface over the plan period to 2032. Over the longer term, and dependent on ice utilization rates of the existing ice pads, population growth may warrant consideration of a third pad. Should the Town develop an aquatics centre as an addition to the SPC, this will further focus attention on effective site planning, parking and the future of the north and south sports fields at this location. The protection of land for additional recreational infrastructure on site (including ice, gymnasium or other uses) is warranted as a contingency and should be</p>	Ongoing		

Service Direction: Strategic Improvement to Indoor Facilities and Services Recommendations		1-3 years	4-6 years	7-10 years
	further considered as part of a feasibility exercise for the addition of aquatics at this location. Ensuring in-situ expansion capacity does not commit the Town to developing new uses at this site, nor does it limit the Town’s ability to consider alternative site and development options.			
47	<p>The assessment of the technical and financial feasibility of expanding the SPC to include an aquatic centre should also assess upgrades to the main building complex.</p> <p>Without limiting the range of matters to be considered, the study of an aquatics addition should entail a comprehensive assessment of the opportunities for the entire recreation campus and the SPC building. As examples, the potential to include pre-identified improvements to the building including major building systems upgrades, energy retrofit and other long-term building investments; the potential for additional services (walking track, climbing wall, studio space, gymnasium, etc.) should also be considered from the perspective of suitability, technical feasibility, site planning, cost and business planning.</p> <p>As part of any feasibility exercise, the potential need to relocate an existing sports field (likely the southern field) should also be part of the overall review.</p>	X		
48	<p>Based on feedback from consultees, the Town should review its annual ice allocation policies to ensure that it maximizes the value proposition for user groups.</p> <p>Typically, the challenge of balancing community ice needs against the opportunity for tournament bookings and special events, is one that is best addressed through annual discussion and review of policies, allocations and origin (resident versus non-resident) of users. This is a practice that the Town already follows and should be maintained going forward.</p>	X	X	

Service Direction: Strategic Improvement to Indoor Facilities and Services Recommendations		1-3 years	4-6 years	7-10 years
	Future Indoor Pool and Modern Dry-Floor Space			
	<i>Conduct Detailed Next Stage Feasibility Planning for Aquatics</i>			
	<p>Preamble: Strong support exists for an indoor pool or a multi-use facility with an indoor pool.</p> <p>The municipality currently does not own or operate a gymnasium. The development of a new multiuse facility could help address both the aquatics and a highly flexible, programmable, and year-round facility to serve all residents, including target groups of youth and seniors.</p>			
49	<p>As an immediate priority, undertake a feasibility assessment of an indoor pool or a new multi-use community recreation facility with an indoor pool (building on the findings of the 2018 indoor pool feasibility study). If feasible, planning for implementation and opening of the complex by the summer 2028.</p> <p>The 2018 study was limited in scope and requires a comprehensive redefinition of options, resting on the assumption of full municipal responsibility for operating deficits. Address the question of site location as part of a comprehensive assessment that enables a precise estimation of capital cost and operating costs and revenues. This should include drill-down on the building engineering feasibility and cost of building as an addition to the SPC versus a stand alone location.</p> <p>Include public consultation on design inclusions and partnership assessment for potential inter-municipal cost sharing.</p> <p>Scope of the feasibility must be flexible enough to include broader opportunities for the SPC, the value of developing a double gymnasium and openness to considering the needs of prospective municipal partners. Investigate the strengths of capital funding requests of government that involve key benefits: multiple municipal partners; indigenous community opportunities; energy consumption innovations and progress toward Net Zero in building design.</p> <p>Analysis of fundraising capacity of the community should not be comprised in this feasibility study, but undertaken only after decisions have been taken to move the project forward following completion of an initial feasibility assessment and council support for implementation of next steps.</p>	X		

Service Direction: Strategic Improvement to Indoor Facilities and Services Recommendations		1-3 years	4-6 years	7-10 years
50	<p>Concurrent with the commitment to undertake the next steps in feasibility planning for a new aquatics complex, pursue short-term actions to improve access to aquatics.</p> <p>Town management has indicated the value of facilitating access to existing regional pools for members of the community that would benefit and who are willing to travel. This may not necessarily equate to organization of transportation but can include facilitating groups to travel together through information exchange, as well as advocating with other municipalities for pool and program access on behalf of residents.</p> <p>The capacity to meet local needs for aquatics also rests on there being a supply of certified instructors and lifeguards. Accordingly, the Town should work with the local hotels that have indoor (Class B) guest pools to rent time in these venues and offer certification programs (if possible). Where Municipal Class A pool are required as part of this process, the Town should rent time in those facilities in Kingston and/or Belleville and offer the program. The intended output is local staffing capacity for a new aquatics centre in Napanee. This program should scale up to align with the planned opening of a new pool.</p>	X		

Service Direction: Strategic Improvement to Indoor Facilities and Services Recommendations		1-3 years	4-6 years	7-10 years
	Community Halls and Meeting Spaces			
51	<p>Undertake a Building Condition Assessment for each Community Hall</p> <p>While the Asset Management Plan reports on a number of variables, each of the halls located within the recreation centres including the SPC should be subject to detailed Building Condition Assessment (BCA) every 5 years.</p>		X	
52	<p>Maintain each of the existing community halls over the plan period and seek to improve their utilization either through direct programming or facilitation of programming, events and rentals.</p> <p>Work with user groups and community members to expand community use of the stand-alone community halls for Town-run programming and as viable and affordable locations for events and programming rentals, to improve utilization.</p> <p>Monitor utilization and demand of the community centres to maximize use and revenue generation. Investigate the potential for long-term partnerships for program development. Conduct appropriate planning for capital improvements including accessibility and energy audits as appropriate, renovation and expansion (where there is a business case) at each venue.</p>			X
53	<p>Designate the SPC, North Fredericksburgh Recreation Centre and Selby as community hubs for purposes of prioritizing the location of any enhanced level of programming.</p>		X	
54	<p>Conduct public and stakeholder consultations and explore opportunities for an in-town Arts Centre with meeting, performing, exhibition and storage space to be shared by culture and art groups in the community.</p>			
55	<p>Conduct mid-plan operational health check.</p> <p>In Year 5 of the plan undertake a comprehensive "health check" assessment of each community hall and meeting space. For each, the assessment should address the current and expected future needs in programming and / or space; annual utilization and success in developing the range of programs, financial performance, and short to medium term capital expenditure needs (building and property lifecycle costs).</p>		X	

Service Direction: Implementing Change		1-3 years	4-6 years	7-10 years
Resourcing the Plan – Providing Effective Organization				
56	<p>Recommendation: Focus on Core Services</p> <p>While recognizing the important role played by Community & Corporate Services staff, recreation facilities, parks, trails and open space in the wider civic life of the community, the Town should focus its recreation facilities and operations staffing complement on the delivery of core services. These are the planning, programming, maintenance and oversight of the Town’s recreational infrastructure and services.</p> <p>The Town is not over-staffed and without the necessary checks and balances, the potential exists for staff resources to be stretched, negatively impacting the overall level of service to residents.</p> <p>Management should actively manage the growth in demand for existing staff to service non-recreational services, including the support for events and festivals which bring with them tourism dollars. Accordingly, support for all non-core services should be direct, based on identified budgets for involvement by Town staff.</p>		Ongoing	
57	Progressively act on the public desire for enhanced program offer. Fund from operations additional program resources including instruction by third parties. Establish a general allocation fund for enhanced programming and instruction commencing in 2023 and maintained annually.		X	
58	Provide a capital budget allocation for modest consulting advice for succession planning for non-unionized staff that are retiring within the next 5 years. This includes advice from HR and head-hunter firms to replace skilled staff due to retirement in the early years of the plan.		X	
59	Consulting or advisory resources to assist with renegotiating a long-term agreement with the Fair Board.			

Service Direction: Implementing Change		1-3 years	4-6 years	7-10 years
Resourcing the Plan: Communications and Outreach				
60	Improve the Recreation website. Enhance Town online marketing of recreation services including seasonal guides and develop recreational branding. This would require additional staff time (contract) or out-sourcing improvement to Town online marketing.		X	
61	Continue maintaining and enhancing software: <ol style="list-style-type: none"> 1. Continue improving customer relationship management (CRM) approaches and supporting technology. 2. Continue enhancing and improving internal facilities maintenance software for tracking as part of asset management. 			
Effective and Efficient Asset Management				
62	Review, update and align the Town’s Asset Management Plan with existing parks and open space amenities with the goal of understanding the impacts of ageing infrastructure on future parks expenditures. This realignment should reflect the current inventory of assets, identify the physical condition of the infrastructure, establish replacement costs, and set priorities for asset replacement and/or removal.	X		
63	<p>Integrate the asset management responsibilities of the Recreation Master Plan and the Asset Management Plan.</p> <p>Implement the 2022 AMP recommendation to “continuously refine the Town’s asset management program” and proactively manage recreation assets, including:</p> <ul style="list-style-type: none"> - “Review data to update and maintain a complete and accurate dataset - Develop a condition assessment strategy with a regular schedule - Review and update lifecycle management strategies - Development and regularly review short- and long-term plans to meet capital requirements - Measure current levels of service and identify sustainable proposed levels of service” 	Ongoing		

Service Direction: Implementing Change		1-3 years	4-6 years	7-10 years
64	<p>Review and update the Town’s Multi-Year Accessibility Improvement Plan (2018-2022) for municipal recreation buildings including the community halls, arenas, parks amenities and trails.</p> <p>The strategy should itemize priorities for improvements across the portfolio of buildings and develop a short, medium and long term (10 year) forecast of required expenditure.</p>	X		
65	<p>Fleet and Equipment Management</p> <p>Invest in Fleet and Equipment necessary to efficiently operate and maintain outdoor assets. This includes purchase or lease of vehicles as appropriate for the use of recreation division staff in the performance of their duties.</p> <p>The additional portfolio (Cemeteries) and scale of municipality warrant investment in fleet for staff use and efficiency of purpose.</p> <p>As a large area municipality and with a wide range of open space management obligations including approximately forty pioneer cemeteries, the Town should develop an appropriate time and cost management model for its summer operations. This includes establishing the scale of fleet, equipment and most effective location for storage buildings in order to maintain the overall portfolio of properties in the most efficient manner. The ultimate capital plan should represent a development charge-fundable level of service, and, over time, will be offset by the operating cost savings likely to accrue from greater efficiencies such as reductions in fuel use, staff travel time, and maintenance costs of fleet and equipment.</p>		X	X
66	<p>For existing recreation assets that are not subject to planned upgrade or lifecycle renewal projects, develop annual state of good repair (SOGR) budgets to address deferred maintenance matters.</p> <p>In so doing, this budget can help ensure that minor capital items ranging from painting to repair and maintenance are addressed within a reasonable period rather than deferred unnecessarily. The upkeep of facilities and their visual appearance remain important to the public perception of the Town.</p>		X	

Service Direction: Implementing Change		1-3 years	4-6 years	7-10 years
	Cost Recovery			
67	<p>Review the municipal user fee model and cost recovery targets for the Community Halls and the SPC Arena.</p> <p>Cost recovery targets should be approached as guidelines and indicators of the desired outcome in financial terms from the provision of recreation services. The Town should adopt an “Enterprise Model” of recreation services management which balances subsidization, revenue generation (fees), efficiency of delivery in public recreation services, and public (community) benefits.</p>		X	

Service Direction: Forward Planning for Parks, Open Spaces and Trails Recommendations		1-3 years	4-6 years	7-10 years
Proactive Planning for Parkland, Open Space and Trails				
68	<p>Any updates to the Town’s Official Plan (currently under review), as it relates to parks, open space and/or community facilities, should have regard for the recommendations of the Recreation Master Plan.</p> <p>For further clarity this includes parkland acquisition and development policies, parkland hierarchy and distribution of parks, their design, form, function, and operational needs to create a sustainable parks system. Ensure that the updated Town’s Official Plan reflects the aim and intent of this master plan with respect to facilities, open space and trails, with special regard for the development of parkland dedication policies and developer contributions to parks development.</p>	X		
<p>Policy Changes to the Recreation Objectives of the Official Plan</p> <p>As part of the ongoing Official Plan Review process, consider revisions to Section 3.9.1 Community, Cultural and Recreation Objectives, with the following items:</p> <ul style="list-style-type: none"> • Additional objective of maintaining the existing level of service and access to public open space and community facilities in the rural areas of the Town; • Maximize the control of development planning to meet the stated objectives of open space supply, trails linkages, and facilities provision using the Planning Act approvals process and development agreements; • Appropriate development of additional water access points to serve both residents and tourists; • Integrate recreation and cultural heritage planning with associated plans for active transportation and tourism; • Position the Town and its strategic setting as a full service, four season recreation destination by adding key municipal indoor and outdoor facilities, programming and passive recreation opportunities; and • Link recreation planning to achieving the goals of Section 3.10. Design of Attractive and Healthy Communities Goal by pursuing the development of park design standards as well as improved public realm and streetscapes in the downtown core. 		Part of recommendation above		

Service Direction: Forward Planning for Parks, Open Spaces and Trails Recommendations	1-3 years	4-6 years	7-10 years
<p>Changes to the Open Space Policies of the Official Plan</p> <p>Consider the following augmentation of the existing plan as part of the Official Plan Review:</p> <ul style="list-style-type: none"> • Augment Section 4.9.3. c) to promote not only sufficient vehicle parking and access points for recreation projects but linkage to a comprehensive system of on-road and off-road active transportation routes. • Remove wording in Section 4.9. 3 g) and replace with a statements that parks development (and redevelopment/retrofit) should comply with all provisions of the Town’s Recreation Master Plan in-force at the time. Further, that in the built-up urban areas, best practice and innovation should be applied to the design and implementation of high quality public space that meets the intended standards of the Recreation Master Plan for access to parks and open space. As required this can include hardscape parks and parkettes, privately operated public space (POPS), and other approaches as appropriate. • There are no changes required to the existing language in Section 4.9.6 Division of Land and Open Space Acquisition. Consider additional clauses in respect of the following: <ul style="list-style-type: none"> ○ The Town will work with landowners for the donation of lands to the Town, including use of the Federal Ecological Gifts Program; ○ The Town will promote the involvement of land conservation trusts where this meets the objectives of the Town, including opportunities for public access; ○ That the receipt by the Town of environmentally significant lands, hazard lands, and other unusable green spaces will be considered but is not permissible as part of a land dedication requirement for parkland purposes. ○ That the policies of the Official Plan in respect of parkland acquisition will be implemented through the Town’s Parkland Conveyance By-Law as may be amended from time to time. ○ Reference the potential for the Town to adopt a Community Benefits Charge Strategy and subsequent Community Benefits Charge if it determines the value of this funding tool in specific instances of future development. 			

Service Direction: Forward Planning for Parks, Open Spaces and Trails Recommendations		1-3 years	4-6 years	7-10 years
	<p>Changes to the Recreation Policies of the Official Plan</p> <ul style="list-style-type: none"> • Provide reference to the target open space standard of 3 hectares per 1000 residents in the Town as a minimum standard, to be generally accessible public open space whether comprised in municipal or other ownership; • Remove and replace the existing Section 7.4.1 Standards and replace with the parks and open space typology and hierarchy as contained in this Recreation Master Plan. Include clear statements in the Official Plan and implementing Parkland Conveyance By-Law that the determination of dedication of land versus CIL, as well as any requirement for the municipality to purchase additional land for parkland within a proposed development area, will be guided by the adoption of the hierarchy. 			
69	<p>Develop strategies that clearly define municipal processes and policies for / standards for Community Engagement / Stakeholder Engagement as it relates to parks and trails design, development, and renewal projects.</p> <p>This includes obtaining public input during the planning and design process, fostering partnerships and joint ventures in trail development/renewal, and promoting awareness of trail projects and initiatives through effective public communications.</p>		X	
Parkland Hierarchy and Classification and Service Standard				
70	<p>Adopt in the Official Plan a Parkland Hierarchy and Classification system as contained in this Master Plan.</p> <p>The hierarchy, together with specific recommendations with respect to major outdoor facilities, open space and trails, should closely inform the Town’s strategy of parkland acquisition, the type and size of parks to be developed, and their location within the Town. It should also be relied upon in determining the appropriate mix of new and/or replacement amenities within parks and the associated role of parks in supporting community events.</p> <p>Designate riverfront parks and the Napanee River and Sherman’s Point boat launches as Destination Parks for purposes of operational support and future capital planning. Note Glenora Ferry and Hay Bay launches are non-Town owned.</p>	X		

Service Direction: Forward Planning for Parks, Open Spaces and Trails Recommendations		1-3 years	4-6 years	7-10 years
71	<p>The Town should adopt a standard of residential access to a neighbourhood or community park within 500 metres, representing a walkable scale of provision.</p> <p>Those future developments that do not currently identify a location or scale of future parkland will be required to provide dedicated land in order to meet the walkability threshold. The determination of whether this is comprised in a community-scale park, neighbourhood park or combination of several parks, will be determined by the Town as part of its implementation of this plan via the development control process.</p>	X	X	X
72	<p>The Town should review opportunity for a scoped addition of several parkettes within the urban area of Napanee, to increase the diversity of open space.</p> <p>The majority of parks are “Community” in nature, reflective of the large service areas in the rural areas. The relatively few neighbourhood parks are in the Napanee urban area and there are very few parkettes. Despite being covered by the 500 metre walkability radius, the existing urban area could benefit from a level of public space enhancement including potentially the addition of several parkettes. These are areas that provide for quick and easy access to simple amenities (such as seating and simple play structures) that would add greenspace to the urban grid. See also recommendation to integrate public realm planning with CIP policies.</p>		X	X
Parks Design Standards				
73	<p>As a longer term goal, develop a parks design standards policy that should be used to guide the design process, choice of materials and design elements, construction and subsequent operation of the new developed or renovated park. This policy should be informed by the parkland classification and hierarchy.</p> <p>Design Standards are for the purpose of providing baseline construction details and facility layout requirements to guide the development of parks and open spaces (including both town-built and developer-built) and may include (but not be limited to):</p> <ul style="list-style-type: none"> ▪ Park Accessibility and Inclusive Design Standards. ▪ Park Identification and Wayfinding Standards. 			X

Service Direction: Forward Planning for Parks, Open Spaces and Trails Recommendations		1-3 years	4-6 years	7-10 years
	<ul style="list-style-type: none"> ▪ Sports Fields Standards ▪ Sports Courts Standards ▪ Playground Standards ▪ Splash Pad / Water Play Standards ▪ Site Furnishing, Fencing and Structures Standards ▪ Planting Standards (including an approved species list) ▪ Drainage and Earthworks Standards <p>At the discretion of the Town, consider the development of a tree canopy policy for the urban area and parks to guide maintenance, removals, replacement, enhancement.</p>			
Parks Operation Standards				
74	<p>Develop a Parks Operations and Maintenance Standards manual to review and assess current Key Performance Indicators (KPIs) as it relates to parks operations and maintenance.</p> <p>Consider the use of technology to track maintenance inputs / work orders and other activities to improve information flow, as well time and cost efficiency. Budget annually for necessary expenses to maintain this standards-based approach to operations and maintenance.</p>		X	
75	<p>Parks By-Law: If the Town does not have a Parks By-Law, a medium term objective should be the development of a by-law.</p> <p>As a public document, it outlines the Town’s overall policy towards its parks and open spaces, their intended range of uses, the responsibilities of park users including not-for-profit and for profit service providers licensed from time to time by the Town, and the Town’s commitment to maintenance, events management and prioritizing resident needs.</p>		X	

Service Direction: Forward Planning for Parks, Open Spaces and Trails Recommendations		1-3 years	4-6 years	7-10 years
	Parkland Acquisitions Policies			
76	<p>Parkland Conveyance By-Law</p> <p>The Town should augment and adopt its Draft Parkland Conveyance Policy to apply common principles and practices to development approvals as it relates to the choice of dedication of land versus cash-in-lieu of parkland dedication.</p> <p>The draft policy is a strong document and has appropriate provisions not only for the conveyance of parkland using the traditional dedication and cash in lieu (CIL) measures under the Planning Act but also the Alternative Rate provisions applicable to higher density development. What constitutes acceptable land dedication is referenced as is the discretion that the municipality holds in determining scale, configuration, location and other matters before accepting land dedication.</p> <p>For additional clarity, the new policy should outline those circumstances under which a conveyance of land will not be accepted and where cash-in-lieu of parkland will be considered as follows:</p> <ul style="list-style-type: none"> • Reference to the Town’s parks hierarchy and the need for parks of a certain scale, which cannot be accommodated on the applicant’s lands; • Insufficient size or configuration (e.g., no opportunities for land assembly to create new parks); • Hazardous or flood prone areas; • Steep or unstable slopes; • Any land having unsuitable or unstable soil conditions for intended recreation facilities; • Utility rights-of-way or easements; • Any land containing an easement, encumbrance or right-of-use that limits or restricts the Town’s use of the land; • Provincial or locally significant wetlands or woodlands; 	X		

Service Direction: Forward Planning for Parks, Open Spaces and Trails Recommendations	1-3 years	4-6 years	7-10 years
<ul style="list-style-type: none"> • Required setbacks and buffer lands from natural features such as wetlands and watercourses; • Roadways or walkways being conveyed for non-parkland purposes; and, • Lands that are deemed to be contaminated. <p>In addition to the above, Cash-in-Lieu of Parkland may be considered:</p> <ul style="list-style-type: none"> • Where lands are deemed to be of an insufficient size, unusable or otherwise unsuitable for recreational purposes; • Where the conveyance of parkland from the site would reduce the number of dwelling units or the floor space of the development or redevelopment to the extent that the development or redevelopment is unfeasible; and • Where an area being developed or redeveloped is already well served with parkland. <p>This by-law should be supported by:</p> <ol style="list-style-type: none"> i) the addition of language that speaks directly to the strategy of the Town as to when and under what circumstance it will use of dedication versus CIL. This includes reference to the proposed parks hierarchy which is also a recommendation under this plan; ii) a supporting Parks By-Law (also addressed in this plan); iii) language within the Official Plan that further emphasizes the Town’s policy with respect to parkland requirements under the Planning Act, the nature and desirable features of land dedications and the expectations of developers in achieving communities that include adequate park and open space systems and amenities; iv) identify adequately designed trails as potential parkland dedications where appropriate as determined by the Town; and v) identify that should the Town determine that constrained land is acceptable for dedication, appropriate discount in value is reflected. 			

Service Direction: Forward Planning for Parks, Open Spaces and Trails Recommendations		1-3 years	4-6 years	7-10 years
77	<p>Consider future use of agreements providing for Development Charge credits in exchange for developer-built parks and trails as a strategy to advance the timing of development of parks in new development areas.</p> <p>Developer-built parks and/or trails must adhere to the Town’s guidelines and standards for park and trail design and development, as per the recommendations of this Master Plan.</p>	Ongoing		
78	<p>Consider the acquisition of undevelopable natural open space areas, through the development process and other means of securement to provide opportunities for enhanced conservation, compatible public access and linkages to parks and open spaces.</p>	Ongoing		
79	<p>Disposition By-Law</p> <p>As part of a comprehensive approach to effective management of its parks and open spaces, the Town should develop a municipal property disposition policy and by-law.</p> <p>This should include a clear process of establishing the need for parkland and whether individual parcels of land contribute to the intended function of the overall parks system. If deemed surplus, land can be disposed of and revenues utilized for parkland acquisition or development in other parts of the Town. Generally, parkland subject to disposition would be limited to lands which are small, fragmented parcels of limited utility within the wider parks and open space system.</p>		X	
Trails and Active Transportation Planning				
80	<p>Maintain existing trails in good condition and seek appropriate new trail connections.</p> <p>Work with landowners, the development community, and local authorities to explore opportunities to increase connectivity, create linkages and expand opportunities to enhance recreational trail networks, including linkages to municipal destinations, community hubs, parks and open spaces, schools / institutions, residential and employment areas.</p>	Ongoing		

Service Direction: Forward Planning for Parks, Open Spaces and Trails Recommendations		1-3 years	4-6 years	7-10 years
81	<p>Coordinate with the County to develop of a comprehensive plan to promote and sustain Active transportation and recreation in Town.</p> <p>Explore opportunities to fund the AT planning and infrastructure development such as Infrastructure Canada Fund, Province of Ontario and other sources. Consult with AT groups and the community to identify current and future needs; plan and implement connections to trails, parks, waterfront, recreation facilities and regional / provincial AT networks. (See Trails recommendations for specific suggestions to improve trail linkages.) Contribute to the implementation of the County’s <i>Naturally L&A</i> branding by promoting and supporting local active transportation planning and initiatives reflecting the needs of user groups.</p>		X	X
82	<p>Study the feasibility and build the North Riverfront Trail.</p> <p>In the short to medium term, study feasibility and way to extend the trail/boardwalk along the north side of the river and connect the new trails with the existing trails south of the river.</p> <p>Consult with relevant user groups, trail groups, and stakeholders in the process of the trail development.</p>		X	
83	<p>Study the feasibility of developing and build a New Rail Path Trail by developing the decommissioned rail path from Dairy Avenue in Napanee to Strathcona Paper Mill. This can be achieved in two phases: Phase 1 - Developing a section of the trail within the Town (by developing the Town parcels) and Phase 2 – building partnerships to develop the trail beyond the boundaries of Greater Napanee.</p> <ul style="list-style-type: none"> • In the short to medium term, study the feasibility of converting the decommissioned rail path from Dairy Avenue in Napanee within the urban boundary by developing Town owned lands. • In the medium term explore feasibility and potential partnerships of extending the trail beyond the Greater Napanee Boundary to Strathcona Paper Mill. • Consult with relevant user groups and stakeholders regarding their needs, plans and vision for the trail. <p>Partner with the County, trail associations (in Greater Napanee and in the County), user groups and other potential partners to connect the Rail Path Trail to the Cataraqui Trail, which starts at the Strathcona Paper Mill.</p>		X	X

Service Direction: Forward Planning for Parks, Open Spaces and Trails Recommendations		1-3 years	4-6 years	7-10 years
84	Enhance safety of trails and recreation paths for pedestrians and cyclists (e.g., installing hard shoulders to safely accommodate cyclists and other users of the sections of trails that follow roads).	X	X	X
85	Maintain and improve signage (identification, wayfinding, warning and environmental education), mapping and promotional materials associated with existing Town’s recreational trails.			X
86	<p>The Link to Community Improvement Planning</p> <p>Implementing the Official Plan policies of enhancing community design, the Recreation Master Plan should contribute as relevant to the community improvement goals of the Town.</p> <p>This falls mainly in the area of public realm enhancements that go alongside Planning Act Section 28 incentives to private property. As consultation identified, there is a well-founded belief that improved pedestrian environments (lighting, sidewalks improvement, seating and active transportation opportunities) are warranted for urban Napanee.</p>			X

Service Direction: Implementation Recommendations		1-3 years	4-6 years	7-10 years
Monitoring and Updating				
87	<p>Using the Capital and Operating Budget process as a reasonable framework, the Town should generally review progress in the implementation of this Master Plan annually to determine, and adjust as necessary, the timing of recommendations to align with any significant changes in financial and staff resources, available capital and operating funding programs, land use changes or unforeseen community needs.</p> <p>The overall implementation of the plan as well as the review of principal assumptions underlying the plan, its vision and key objectives should be reviewed in the fifth year of the plan.</p>	X	X	
Staffing				
88	<p>Recognize, estimate and plan for necessary contract, part-time, seasonal full-time and permanent full-time staff additions as the Town’s recreational facilities and services evolve over time.</p> <p>Any proposal for significant capital investment including the receipt and development of parkland should be assessed for operational staffing and financial implications. Based on this plan, staff should ensure that there is alignment between service expectations and the capacity of the Town to deliver services based on its staff compliment, required technical and other skills, available technology and established departmental priorities.</p> <p>The Town should seek to maintain IT solutions that create efficiencies in all aspects of its recreational mandate.</p>	Ongoing		
Funding and Financing				
89	<p>Development Charges By-Law Alignment</p> <p>The recommended capital works contained in this plan should inform the next iteration of the Development Charges capital schedule for growth-related capital expenditures.</p> <p>Development within the period leading to the next five-year revision of the DC charge should inform the level of service calculations and available DC funding cap. At this time, the recreation capital work in the 2022 DC Background Study and proposed schedule of charges includes parks-related development items are in alignment with the provisions of this Plan.</p>		X	

February 2023