

# PARKS & RECREATION MASTER PLAN

PRINCE EDWARD COUNTY



# ACKNOWLEDGEMENTS

The creation of the Parks and Recreation Master Plan for Prince Edward County required engagement and collaboration with a range of local stakeholders, as well as the public to ensure final deliverables encompass the community's values, priorities and planning needs for the long-term.

Each participant in this project provided valuable contributions to the plan development process – from initial engagement to plan finalization. Thank you for participating!

The Project Team would also like to thank the Mayor and members of Council, as well as staff, for their constructive participation and direction offered over the course of the project.



View from James A. Taylor Millennium Lookout  
Photo: Sierra Planning & Management

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## HOW TO READ THIS PLAN:

>> The Parks and Recreation Master Plan Phase 1: Background Report, produced as a precursor to this Master Plan, functions as a situational analysis of the issues related to the parks and recreation sector in the County and serves to inform the directions and recommendations set out in this Plan. It presents detailed findings regarding the inventory of recreation facilities, including utilization, condition, operating considerations, and appropriate levels of service. It should be read in conjunction with this Master Plan.



Festival of Contemporary Dance Performance on a pond  
Photo: Sarah Kirby

# THE MASTER PLAN

>> The Parks and Recreation Master Plan represents the first of its kind for Prince Edward County.

This document will guide municipal investment in parks and recreation over the next 10 years. The Plan will assist the County in guiding and managing the direction of parks, open spaces, programs, events, facilities, and amenities in a cost effective and sustainable manner.

The Master Plan addresses a wide range of assets, programs, and services related to parks and recreation, including:



**Outdoor Facilities**

- Ball Diamonds
- Soccer Fields
- Multi-Use Courts
- Skate Parks
- Playgrounds
- Outdoor Fitness Equipment
- Splash Pads
- Beaches
- Boat Launches
- Horse Ring



**Parks and Trails**

- Active and Passive Parkland
- Open / Green Space Network
- Trail Network



**Service Delivery**

- Service Standards
- Programming and Events
- Partnerships (internal and external)
- Operating Agreements
- Lease Agreements
- Internal Resources



**Indoor Facilities**

- Community Centres
- Indoor Ice
- Crystal Palace
- Stand-Alone Town Halls
- Museum Properties

## Aligning the Plan with Strategic Initiatives >>

>> Several policies, at the municipal, provincial and national level, affect the County's future growth and land use planning. Several documents were reviewed as part of the Background Report and have been considered in the development of recommendations provided in this document. Aligning the Parks and Recreation Master Plan with corporate strategic initiatives and objectives is critical in order to be an effective document for future planning by the County.

**National Framework:** Canadian Framework for Recreation in Canada: The Pathway to Wellbeing.

**Provincial Policy Documents:** Ontario Planning Act, Provincial Policy Statement, Ontario Regulation 588/17.

**Municipal Policy Documents:** Prince Edward County Official Plan, Picton-Hallowell Secondary Plan, Wellington Urban Centre Secondary Plan, Development Charges Background Study.

**Parks and Recreation-Related Documents:** Destination Development Strategy, Tourism Management Plan, Museums Strategic Plan.

**Other Background Reports:** Community Safety and Well-Being Plan, Destination Marketing Organization, Asset Management Plan, Master Servicing Plans for Wellington and Picton.

>> The 2023-2026 Strategic Plan for Prince Edward County builds on the previous strategic plan, adopted in 2020 and provides a renewed set of strategic priorities:



## The Master Plan Process >>

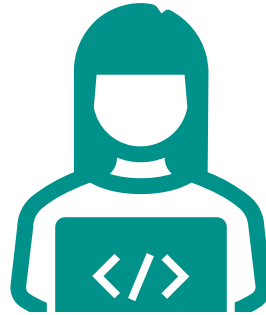
The project required an integrated and multi-phased approach. The general framework for the development of the Master Plan is provided below.



Bird's Eye View of PEC's Western Beaches  
Photo: Sierra Planning & Management

## Community Engagement >>

The Parks and Recreation Master Plan was developed through extensive community engagement. Over the course of the project the consulting team engaged with a range of stakeholders such as community groups, sport organizations, recreation committees, public, private, and not-for-profit agencies, as well as the public in identifying current needs, issues, and priorities as it relates to developing parks and recreation in the County.

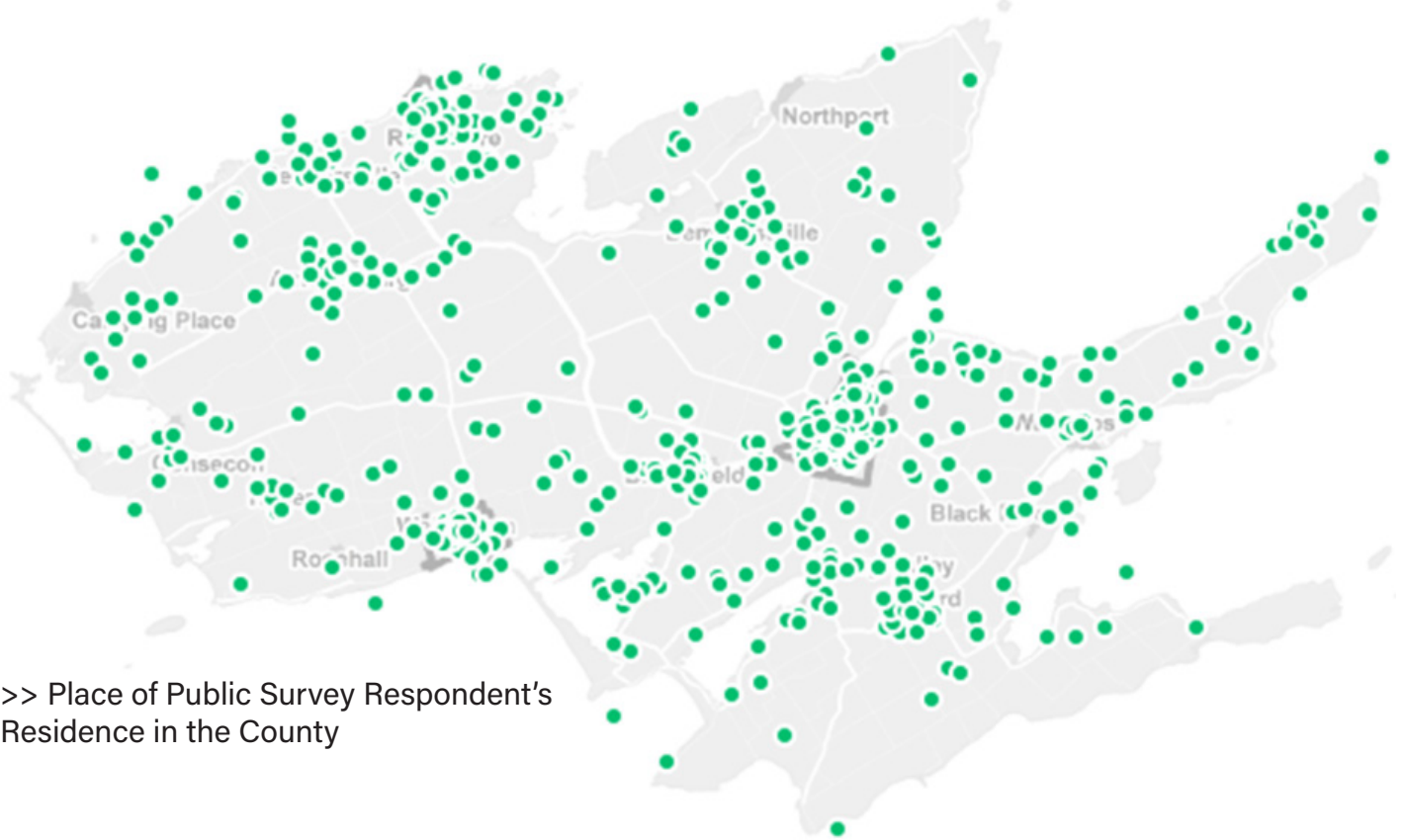


## Public Online Survey:

Available online between March and April 2023.

**681** community member responses

**97%** of survey respondents are full-time or seasonal County residents.



>> Place of Public Survey Respondent's Residence in the County



## Continuous Outreach to External Stakeholders:

**8** interviews conducted with:

- Quinte Conservation Authority
- Hastings Prince Edward District School Board
- Prince Edward Fitness and Aquatic Centre
- Ontario Parks
- South Shore Joint Initiative
- Group related to Public Art considerations
- Prince Edward Agricultural Society
- Prince Edward Curling Club



## User Group Online Survey:

Available online between March and August 2023.

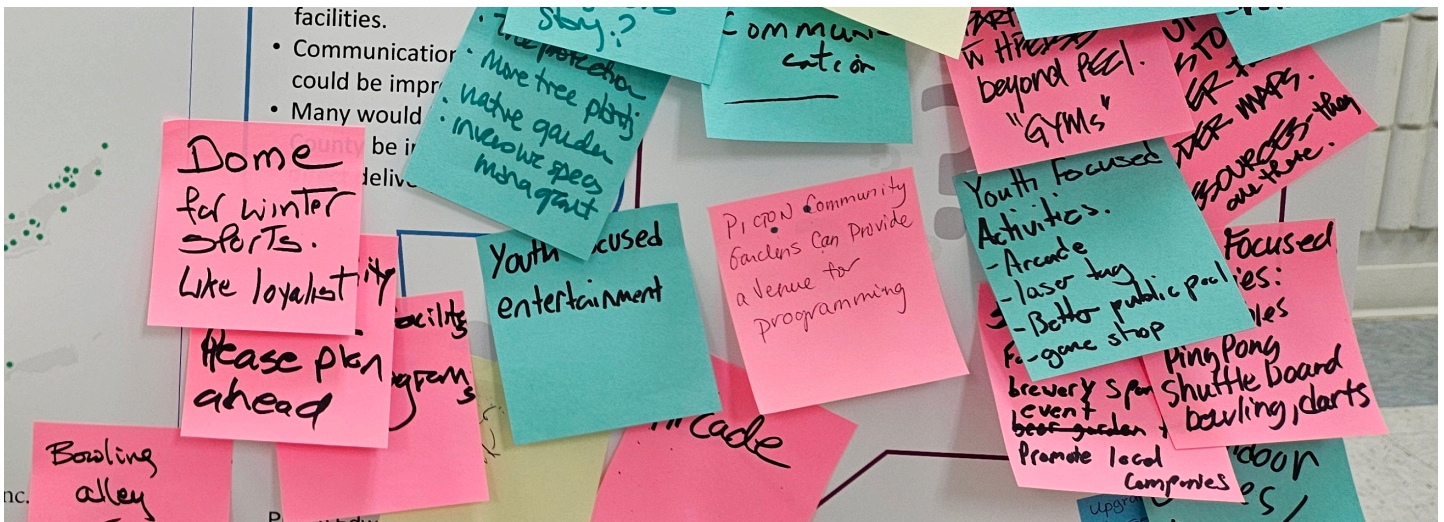
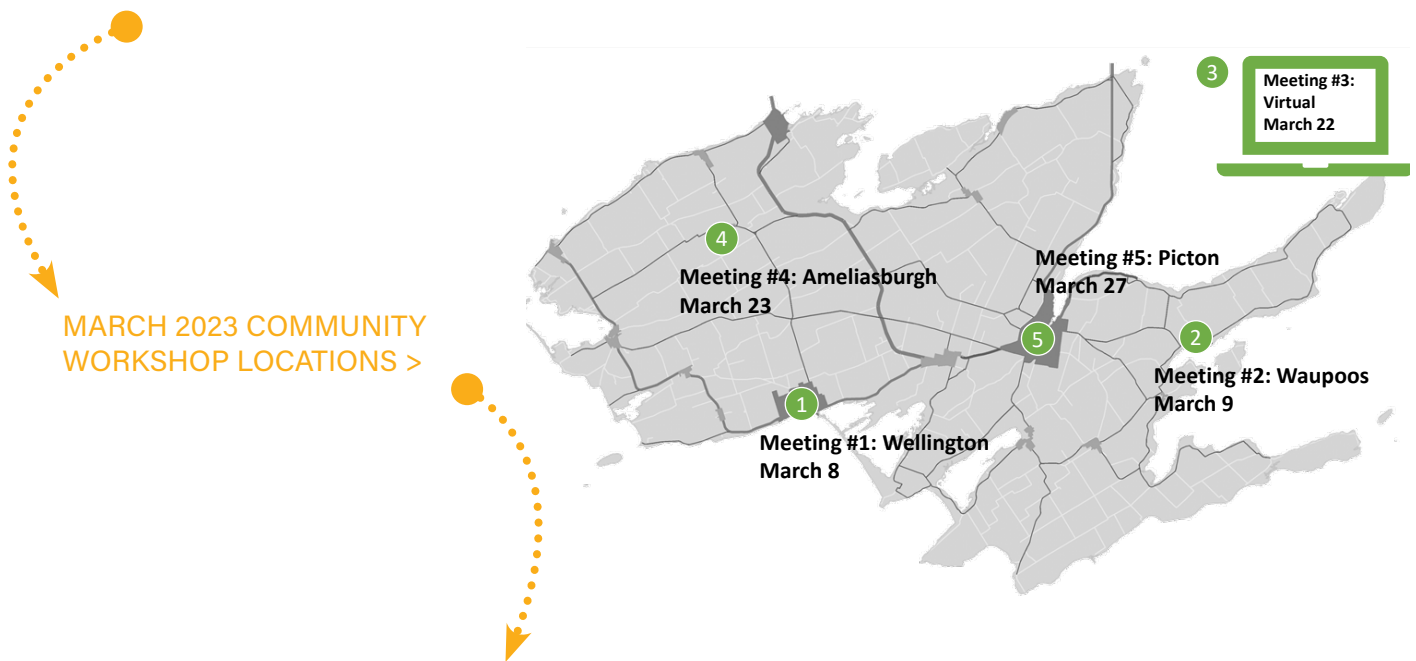
**46** stakeholder group responses



## 6 Community Workshops:

Conducted in March 2023 (4 in-person workshop held in 4 locations across the County, and 1 virtual workshop) and February 2024 (1 Public Information Centre).

**180+** community members in attendance



> FEBRUARY 2024 PUBLIC INFORMATION CENTRE

# A CHANGING COMMUNITY

>> Planning for recreation facilities and services requires an understanding of the dynamics of the community and how it is changing. The primary drivers of change which have impacted the need for greater planning and investment in recreation in Prince Edward County include:

## DRIVERS OF CHANGE >>



**Family attraction and retention** to position itself as a place to live, work, and play.



Community demand for **additional and enhanced recreational opportunities;**



**Shifts in demographics** (Growing older);



Need to address challenges and provide solutions for a **large geography and limited resources;**



Diversifying demand from the **growing seasonal/part-time population;**



Recreation and Leisure as an important part of a **healthy lifestyle;**



Reassessing the **recreation service delivery model;**



Future population **growth focused in two centres;**

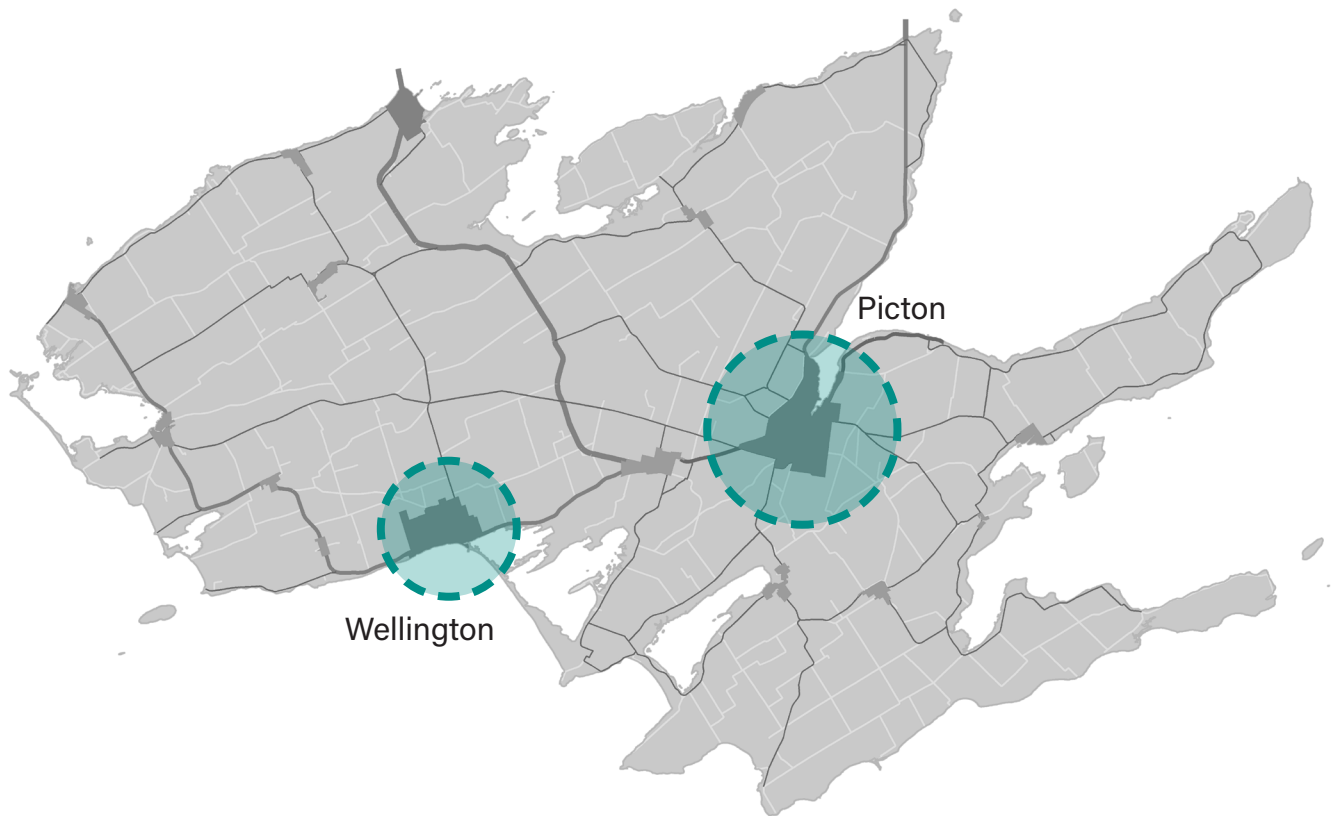


**Changing visitor/tourist preferences and needs.**



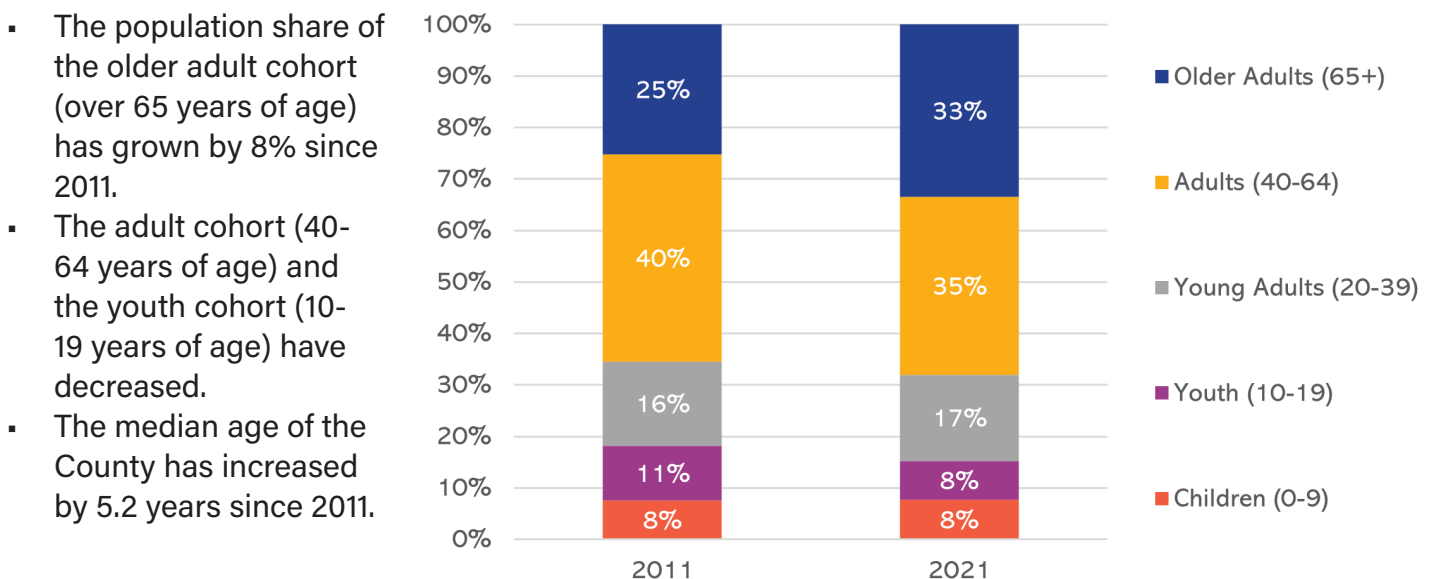
Niigaanwewidam James Sinclair speaking to a group of students at the A Path Forward exhibit at Macaulay Heritage Park  
Photo: Prince Edward County

## Future growth will be focused in Picton and Wellington, the two largest settlement areas >>



## The County is Growing Older >>

Prince Edward County: Age Cohort Comparison, 2011-2021





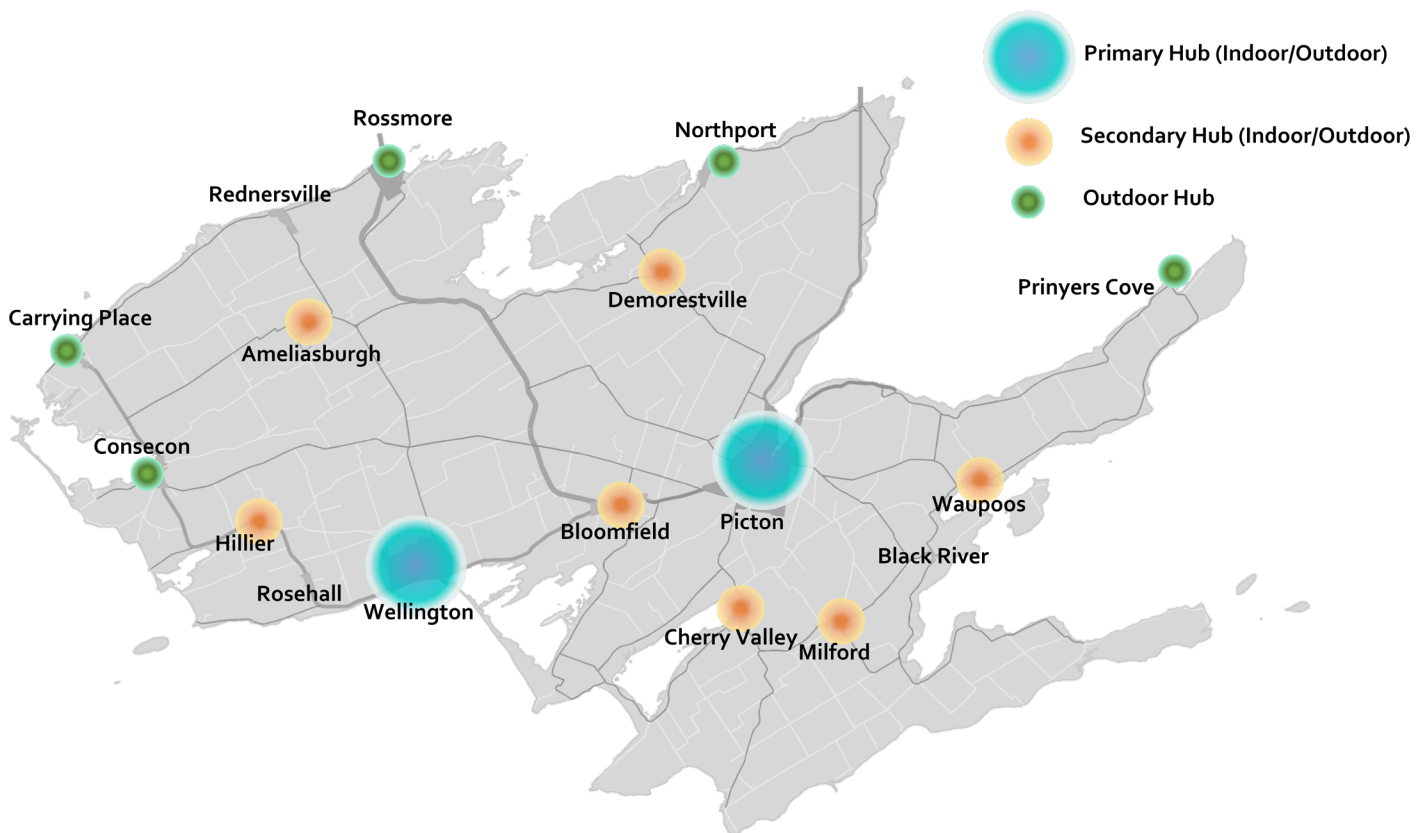
# PLAN FRAMEWORK

The Parks and Recreation Master Plan is framed by three pillars and a series of subsequent strategic directions. These are accompanied by several key action items, as detailed on the following pages, recommended for successful implementation of the Plan.

PILLARS	Community Recreation Hubs	Service Delivery Excellence	Parks & Outdoor Facilities
<b>STRATEGIC DIRECTIONS</b>	<ul style="list-style-type: none"> <li>• Designate Hubs for Recreation</li> <li>• Recognize the Importance of the Assets</li> <li>• Proactive Planning for Indoor Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver Effective Recreation Services</li> <li>• Establish Appropriate Levels of Subsidization</li> <li>• Improving Service Delivery Through Partnerships</li> <li>• Create Vibrant Museum Experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Investment in Outdoor Facilities</li> <li>• Consider New and Emerging Facilities</li> <li>• Actively Plan New Parkland</li> <li>• Right-Size the Parkland Portfolio</li> <li>• Strengthen the Trail Network</li> </ul>

# COMMUNITY RECREATION HUBS

Recreation facilities act as hubs within the communities in which they serve and are historical in nature, developed as the gathering place for the former towns and hamlets that comprise the County today. Recreation hubs in the County are comprised of both indoor and outdoor amenities, often grouped together but also provided independently. These are important spaces for the wards in which they are located, serving the residents with a place to socialize, recreate, and partake in a variety of activities and events.





## Designate Hubs for Recreation

North Marysburgh Sport Courts  
Photo: Sierra Planning & Management

### Optimize Use of Existing Assets >>

1. Aim to focus planning for new indoor facilities in two centralized multi-use locations (at existing recreation hubs) to provide residents with a variety of facility and programming options in one location. Due to the vast geography of the County, a focus on the two existing primary hubs in Picton and Wellington is warranted.
2. Seek to maximize year-round utilization of all indoor recreation facilities and spaces, including the arenas, within available resources. Potential needs and opportunities should be established through a demographics-based assessment.

### Support a Hierarchy for Recreation Hubs >>

This Master Plan recognizes the historical significance of the County's Town Halls as community gathering spaces and efforts by the County to maintain them as such. Continued investment in these facilities as recreation hubs for the community should be premised on their effective programming and management.

3. Develop a clear program and service delivery expectation for each Town Hall based on its role as a hub. In this regard, the County should consider the merit of designating secondary and tertiary hubs as it relates to Town Halls.

4. Build on the success of existing outdoor parks and recreation hubs in the County, and seek to expand existing, or develop new, outdoor recreation hubs that provide a range of recreational amenities and facilities for community use.

### Develop Master Plans for Key Hubs >>

5. Further develop the outdoor component of the community hub at Roblin Lake Park in Ameliasburgh (north). This should include developing a master plan for the park.
6. Develop master plans for Wellington Ball Park and Picton Fair Grounds as primary hubs for recreation within the two major service centres of Wellington and Picton.



Roblin Lake Park  
Photo: Sierra Planning & Management

## Recognize the Importance of the Assets

The County has a significant number of indoor and outdoor recreation facilities within its portfolio. Over time, the control of some of these assets has shifted to user groups and community organizations, which has resulted in a loss of regulation in bookings and revenues associated with use of these facilities. To ensure the sustainability of these facilities, this needs to be addressed.

### Maintain Existing Facilities >>

7. Maintain existing indoor and outdoor recreation facilities as important assets for continued use by the community, so long as they are being managed and programmed effectively with community interests in mind.

### Ensure Active Involvement in Facility Economics and Allocations >>

The role of the Recreation Committees is and will continue to be important, however there is a need for standardized and consistent approaches to the operation and utilization of County facilities. Maintaining access for general health and wellness, seniors and youth as target communities is important.

8. Consider improving access and programming of the Town Halls by the County as a positive addition to the continued involvement of the Committees.
9. Consider changing the name from Recreation Committees to Community Committees, with a new terms of reference and mandate, as they offer opportunities that extend beyond recreation (e.g., social programming, health and well-being, belonging, etc.).
10. Develop renewed Allocation Policies for indoor ice, soccer fields, and ball diamonds to guide the use of time at these facilities. Ensure that new Allocation Policies address an equitable balance in access for organized groups, for-profit groups, and unaffiliated public use (e.g., more opportunities for public skating); levels of subsidization; and considers appropriate policies for securing bookings and giving back unused time (e.g., deposits).
11. For existing fields and diamonds, the County recognizes the considerable value of the volunteers in organizing the programs of soccer and baseball, and helping set up and maintain the fields. The approach to fee setting for use of these assets should take this into consideration. However, if new facilities are built, the County should consider renewing the approach to fee setting for all (existing and new) fields and diamonds in general.



Soccer Players  
Photo: Microsoft Stock Images

12. Actively manage the allocation of time for outdoor court sports as it relates to use by organized user groups, the public, and/or other users, to reduce conflicts and ensure outdoor courts are available to all residents and visitors.

Wellington and District Community Centre  
Photo: Sierra Planning & Management



## Proactive Planning for Indoor Facilities

There are a wide variety of indoor recreation facilities within the County, supplied by the municipality, the local school board, and private providers. With limited space associated with many of the County-owned indoor recreation facilities, they must be carefully and preemptively planned going forward.

### Protect Land for Future Use >>

13. Protect land at the Wellington and District Community Centre (WDCC) to accommodate future expansion of the building to create a multi-purpose community recreation centre.

### Plan for a Municipal Pool and Gym >>

14. Continue to support Prince Edward Fitness and Aquatic Centre (PEFAC) to maintain community use of the pool in the short-term.
15. Seek to expand indoor aquatic services, as a long-term aspiration, to serve the County based on growing needs over time. This should include consideration of appropriate partnerships.
16. Develop a municipal gymnasium, co-located with other indoor recreational uses (existing or new) in the long-term. This could be located at the WDCC or at a future aquatics-focused facility, the location of which is yet to be determined.

# SERVICE DELIVERY EXCELLENCE

At present, the delivery of recreation programming is largely provided by Ward Recreation Committees within the County, and not by the County itself. As population grows, the County should move into directly delivering programs. This is best achieved through greater County access to existing buildings.

## Deliver Effective Recreation Services

### Establish an Appropriate Role for the County >>

This Master Plan recognizes the efforts of community and non-profit groups to provide recreational programming over time. Engagement activities identified that people want more programming and/or improved access to programming. The County should strive to complement (not duplicate) the existing program offer. To do this, the County will need to determine the most appropriate role they can play as it relates to the provision of recreation services.

17. Move to providing programs directly (by expanding the Recreation Department), rather than just facilitating rentals and/or supporting groups, with the goal of improving the program offer by filling gaps to complement the efforts of community and non-profit groups.

### Develop & Prioritize County Programs >>

With investment in new facilities, the County's role as a program provider will need to develop over time and will become more hands-on for programming.

18. Improve the staffing complement by creating and funding a position for 1 Full Time Equivalent (FTE) at the recreation coordinator level within the Recreation Department. This will need to be coupled with a willingness to make County programs the primary use of County facilities, and rentals to groups secondary.



North Marysburgh Town Hall  
Photo: Sierra Planning & Management



Picton Splash Pad  
Photo: Prince Edward County News

## Establish Appropriate Levels of Subsidization

### Undertake a Comprehensive User Fee Study / Subsidization Policy >>

19. Undertake a User Fee Study and Subsidization Policy to establish the varying levels of subsidization that may be appropriate within the County's context. The study should also aim to investigate and address the low revenues and resulting cost recovery rates for the arenas, as well as a comprehensive understanding of the cost recovery rates for the existing fields and diamonds (currently in user group control).

### Monitor & Utilize Non-Municipal Funding Source >>

20. Continually seek out and apply for all relevant funding sources from upper levels of government, and other applicable sources, to maximize benefits to the community and reduce the burden on the County's tax base.

To sustain facilities in an effective manner, the County will need to ensure that it is utilizing tax funding in a responsible way. This includes ensuring that the level of subsidization of facility and services are appropriate for the benefit they provide to the residents.

## Improving Service Delivery Through Partnerships

Partnerships in Prince Edward County are important in the provision of recreation, and take on a variety of forms, including government, non-profit organizations, schools, as well as the private sector. These partnerships should continue and be leveraged to provide the required services to residents and visitors alike over the long-term.

### Leverage Investment in Recreation >>

21. Work closely with community partners (e.g., local schools, etc.) and local user groups, both established and emerging, to leverage investment in recreation facilities for community access, and to determine the appropriate balance for the delivery of services and programs at present as well as into the future.
22. Encourage and pursue partnerships with local user groups and non-municipal organizations related to the ongoing and future development of park amenities.
23. Explore partnerships with local organizations, interest groups and/or businesses to maintain existing trails, develop future trails, and to provide hydration stations, bicycle repair stations, and other cycle-related amenities within the parks, open space and trail network.

### Improve Community Access to School Gymnasiums >>

24. Enter into a Joint Use Agreement (JUA) with the Hastings Prince Edward District School Board to improve municipal/community access to school gymnasium space, either directly through community groups or through the County, and enable improved school access to County facilities.



The 30th anniversary of the Gathering of Friends Loyalist Settler event at Ameliasburgh Heritage Village  
Photo: Prince Edward County



Mariners Park Museum  
Photo: Sierra Planning & Management

## Create Vibrant Museum Experiences

### Ensure Effective Delivery of the County Museums >>

25. Undertake a service delivery review of the County Museums to review business processes, resourcing and organization, shared services, and service adjustments and innovations.
26. Continue to explore partnerships with the corporate commercial sector to enhance the tourism appeal and increase visitation at the County Museum, pending the outcomes of the service delivery review.
27. Actively and continuously engage other museums within the region to provide joint or complementary programming and/or exhibits at the County Museum properties.

The County owns and operates five seasonal historic museum properties, each highlighting a different theme related to the County's heritage. Collectively, these facilities are known as the County Museums.

### Enhance Outdoor Spaces at Museums >>

28. Assess the feasibility and potential to add outdoor recreational facilities/amenities and enhance park features at the County's existing museum sites that have significant parkland components. These assets form part of the County's inventory of outdoor space used by residents and visitors alike.
29. Designate Macaulay Heritage Park as a significant asset within the County's parkland portfolio. This property should be further developed as an event centre/ grounds that could host weddings, special occasions, corporate and other events.

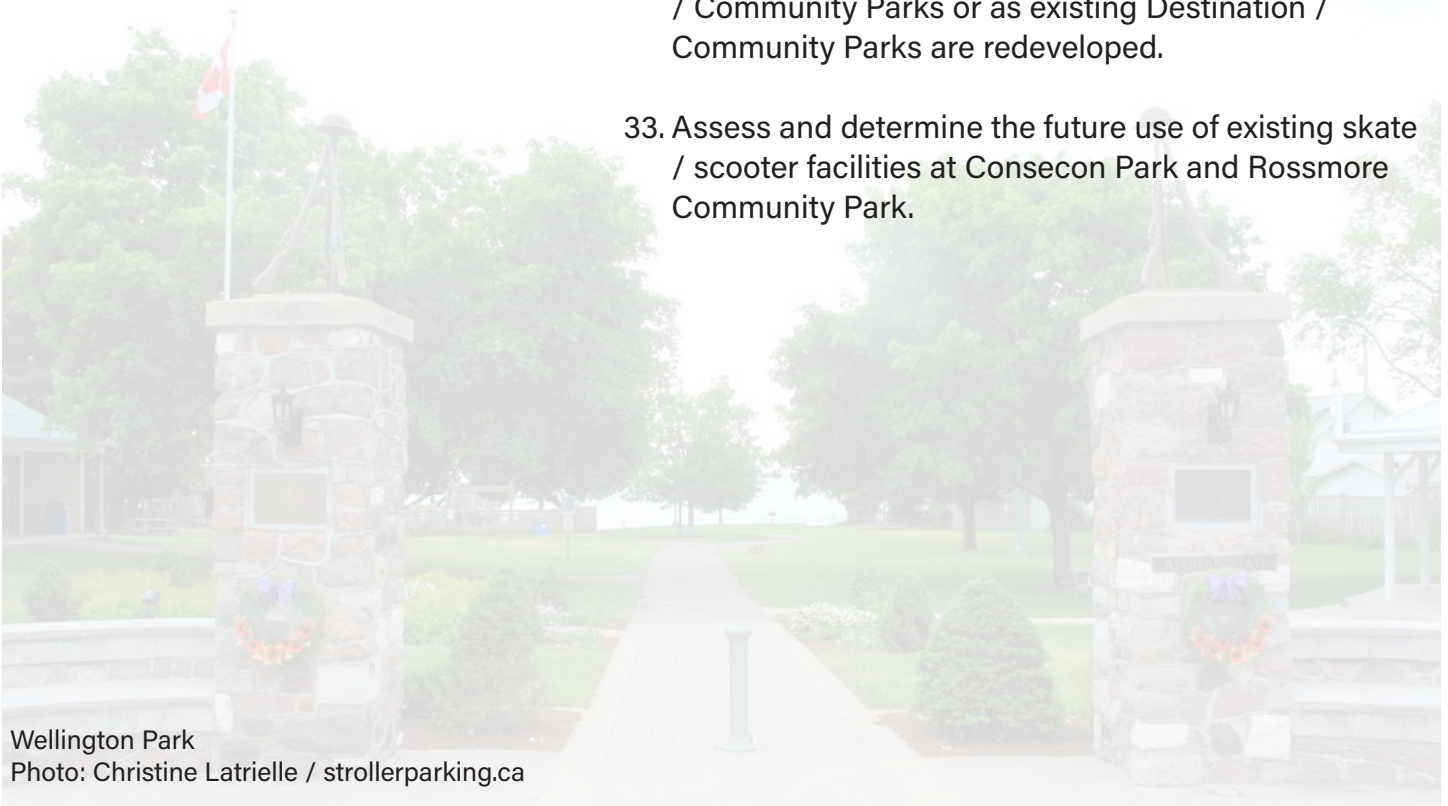
# PARKS & OUTDOOR FACILITIES

Public outdoor recreation facilities within the County are provided by both the municipality and the local school board. With a broad geography, the County's outdoor recreation assets must be strategically planned, with major investments focused at the identified recreation hubs and smaller investments focused at neighbourhood parks.

## Strategic Investment in Outdoor Facilities

### Focus Major Investment at Recreation Hubs >>

30. Consider the merits of developing an outdoor pool. An outdoor pool would serve a County-wide population and should be located within a Destination- or Community-scale Park.
31. Consider and review the feasibility of developing a splash pad as new Destination / Community Parks are developed or existing Destination / Community Parks are redeveloped. Determining an appropriate location in the County's north should be a priority (e.g., Consecon Park or Jack Taylor Park).
32. Consider including a pump track / recreational bike facility, basketball court, sun shades, and/or tennis and pickleball courts in the design of new Destination / Community Parks or as existing Destination / Community Parks are redeveloped.
33. Assess and determine the future use of existing skate / scooter facilities at Consecon Park and Rossmore Community Park.



Wellington Park  
Photo: Christine Latrielle / strollerparking.ca

## Playground Development and Replacement Strategy >>

34. Adopt a standard of provision of one playground location within 500-metres (5-minute walk) of new residential areas within the urban areas of Wellington and Picton, and as a guideline for identifying and resolving gaps within existing major residential areas.
35. Adopt a strategy to include playgrounds within larger park parcels and co-located with other recreational amenities, over locating them on smaller land parcels to reduce operational requirements in the future.
36. Develop a replacement strategy for existing playgrounds as part of the County's ongoing asset management planning. Replacement priorities are to be confirmed based on asset management data relating to remaining life of playground assets.

## Plan for Unique Neighbourhood Recreation Opportunities >>

37. Evaluate opportunities for smaller active sport 'spots' (i.e. scooter pump tracks) to be located within Neighbourhood Parks as they are (re)developed.
38. Continually monitor and document participation/usage levels of all park assets, including those located in Neighbourhood Parks, to assess opportunities to re-purpose existing facilities in parks that are under-utilized. This should be done in conjunction with appropriate asset management practices.



Children Playing  
Photo: Daniel Vaughan

## Consider New and Emerging Facilities

As the community changes, the County will need to keep pace with new sport and activity trends and community preferences. It will be important to have a strong framework in place to manage expectations and developing facilities in this regard.

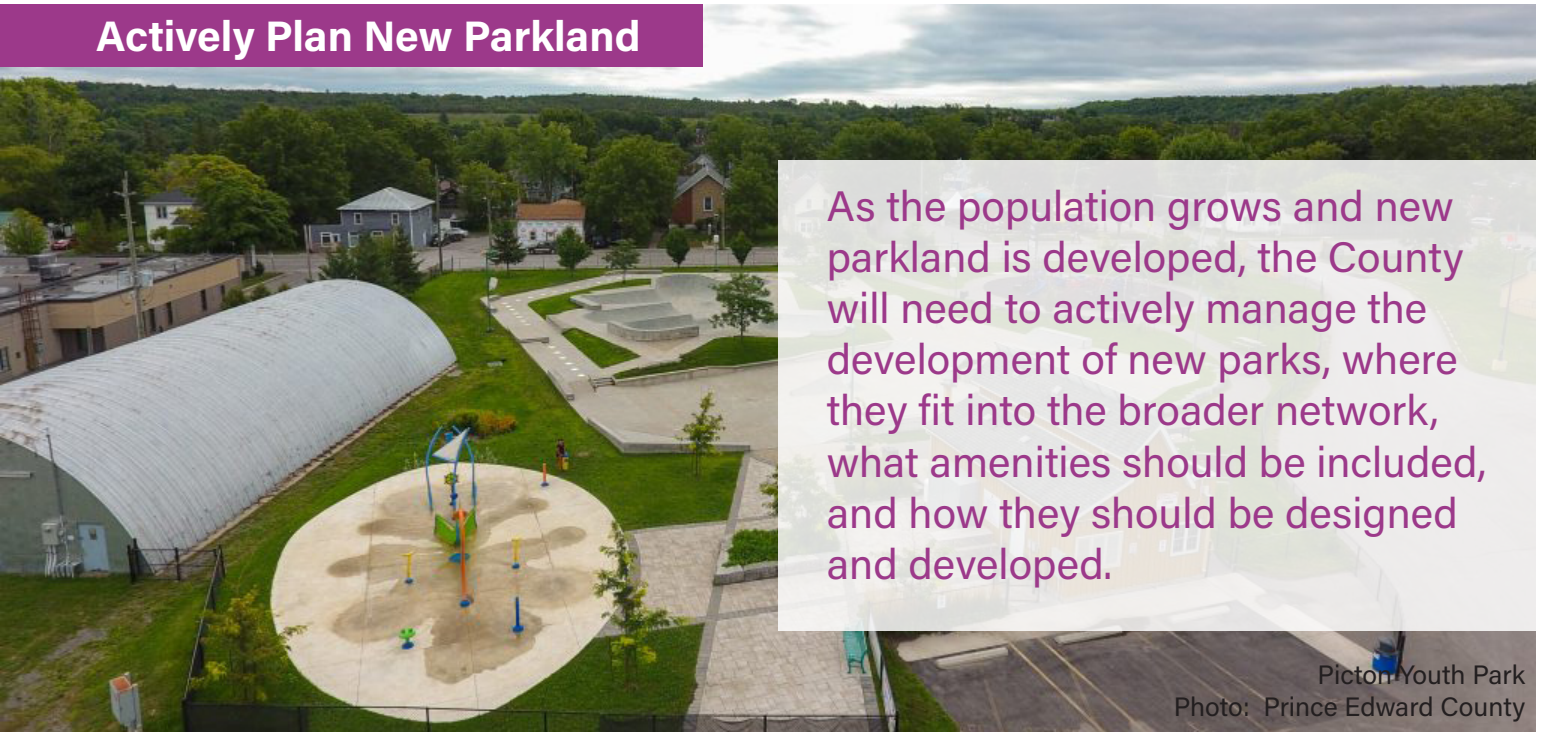
### Develop a Municipal Service Policy >>

39. Develop a Municipal Service Policy to address unplanned, new, and emerging, outdoor facility requests as they are brought forward. This should include a set of criteria for evaluating community-based project proposals, including but not limited to whether the level of facility development is scaled appropriately to the level of community benefit and demonstrated sustainable operating model.
40. Consider new and emerging types of active and passive outdoor recreation facilities with priority to community-based proposals. These community-based proposals would need to be evaluated as per the Municipal Service Policy and should be vetted through public consultation.



Birdhouses  
Photo: hikebikettravel.com

## Actively Plan New Parkland



As the population grows and new parkland is developed, the County will need to actively manage the development of new parks, where they fit into the broader network, what amenities should be included, and how they should be designed and developed.

Pictou Youth Park  
Photo: Prince Edward County

### Plan Parkland within a Classification System >>

41. Maintain existing standard of provision for parkland at 2.65 ha/1,000 new residents.
42. Adopt the Parkland Classification System proposed in the Background Report to delineate a wider range of park and open space types, as a basis for planning and acquiring, designing, developing, maintaining and programming parkland.

### Standardize Park Planning and Design >>

43. Continue to plan for future parks and trails within new residential areas based on alignment with the directions set out in this Master Plan and the Parks Standards Design Manual.

44. Create a Parks Design Standards Manual for the purpose of providing baseline construction details and facility layout requirements to guide the development of parks and open spaces. The manual should include (but not be limited to):
  - Park Accessibility and Inclusive Design Standards
  - Park Identification and Wayfinding Standards
  - 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
45. Integrate public art within both new and existing parkland, where feasible, as a means of enhancing cultural expression, strengthening community identity, and enriching the recreation experience for residents and visitors.

## Right Size the Parkland Portfolio

The County has a vast array of parkland and open space within its portfolio, ranging from large multi-purpose active parks to small passive open space parcels that do not offer any amenities. Many of these small parcels are maintained (mowed) by the County, while there are others that are not. The number of maintained parcels, coupled with the broad geography of the municipality, make it challenging for staff to maintain.

### Review & Evaluate Under-Used Parkland >>

Several parkland and open space properties have been identified by the County that should be reviewed and evaluated against the future recreation needs of the community.

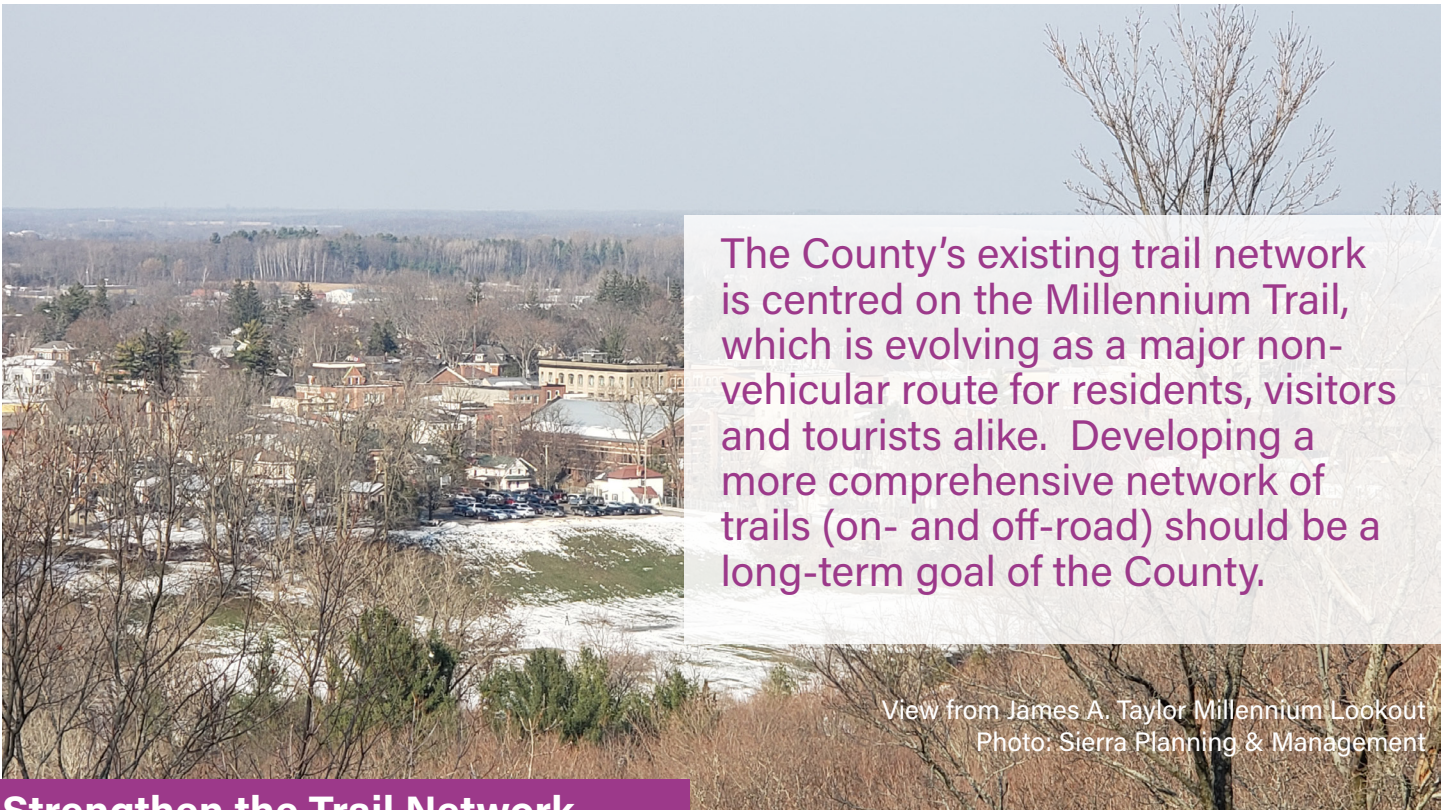
46. Undertake a review and evaluation of under-used County-owned parkland parcels to determine whether they are deemed surplus to the recreation needs of the community. The following evaluation criteria should apply:
  - a. Is there a recreational need for the space, facilities or amenities or can it be / is it provided elsewhere?
  - b. Does the site have limited or no future recreational development potential?
  - c. Is the disposal of parkland acceptable from a land use planning perspective?
47. Create a Disposition Policy based on best practices and to consider other County uses of surplus / under-used parkland and open space properties. The appropriateness of disposing of a property will require careful consideration and must include a public engagement process.



48. Consider the naturalization of under-used parkland or open space (in whole or in part), where appropriate, to reduce operational maintenance requirements related to these spaces (e.g., regular grass mowing, etc.).

### Retain & Enhance Waterfront Lands >>

49. Retain, and maintain where appropriate, all County-owned parks and open space that are on the water's edge/have shoreline frontage.
50. Improve public access to the water by continuing to enhance public boat launches and unopened road allowances to enable access to western beaches. This should be supported by improving public awareness of water access points and boat launches available for community use.
51. Undertake a strategic review of boat launches. This review should explore opportunities for additional recreational activities to occur at these locations, where feasible.



The County’s existing trail network is centred on the Millennium Trail, which is evolving as a major non-vehicular route for residents, visitors and tourists alike. Developing a more comprehensive network of trails (on- and off-road) should be a long-term goal of the County.

View from James A. Taylor Millennium Lookout  
Photo: Sierra Planning & Management

## Strengthen the Trail Network

### Develop New Trail Connections >>

Continue to encourage the integration of connections to the Millennium Trail within new residential developments, specifically:

- 52. Encourage the conveyance of trail corridors over and above parkland dedication through land donations, conveyance of undevelopable lands, rights of access, etc. The County has been conveyed these types of parcels in the past (designated as Open Space or Environmental Protection lands). Going forward, as new neighbourhoods are being planned, parks, open space and trails should be planned appropriately to connect with these open spaces for improved continuity and usability of the network.
- 53. Explore the potential to develop future trails and connections through the planning and design of new development areas and existing areas to be improved through renovations / revitalization.

- 54. Consider future use of agreements providing for Development Charge credits in exchange for developer-built trails as a strategy to advance the timing of development of trails in new development areas. Developer-built trails must adhere to design guidelines and standards for trails established by the County.

### Standardize Trail Design >>

- 55. Develop a Trail Design Standards Manual for the purpose of providing baseline construction details and requirements to guide the development of trails. The manual should address integration with mobility hubs and transit infrastructure, and include (but not be limited to):
  - Trail Accessibility and Inclusive Design Standards
  - Trail Identification and Wayfinding Standards
  - Site Furnishing, Fencing and Structures Standards
  - Drainage and Earthworks Standards

# IMPLEMENTING THE PLAN



## Aligning the Plan & Budget Process >>

The implementation of recommendations contained within this Master Plan presents the following financial implications:

1. Funding capital priorities: This includes mechanisms to support the ongoing maintenance of assets as well as funding the built infrastructure.
2. Planning for operational sustainability: Linked to business and programming plans for facilities supported by user fees. This applies to both new and existing infrastructure.

In order to reduce the impact on its residents, the County should actively monitor and review available sources of funding from upper-levels of government, external agencies, and other

partner sources, as it relates to both capital and operating cost requirements.

It is recommended that funding sources for implementation of capital works should include the full array of options available to the County. This includes, but is not limited to:

- Government infrastructure grants, including the Canada Community-Building Fund (formerly Gas Tax funding);
- Development Charges funding;
- Parkland Acquisition funding and the build-up of parkland reserves from cash-in-lieu;
- Capital revenue from disposition of surplus land owned by the County;
- Commencement of a major facilities capital reserve from operations to assist in meeting the costs of developing future indoor recreation assets as recommended, such as an indoor aquatics facility and gymnasium.



Fall Event  
Photo: pecparents.ca

## Monitoring the Plan >>

Monitoring the progress of the Parks and Recreation Master Plan is essential because of the phased approach to achieving many of the larger capital works recommendations through a) assessment b) design and solution planning and c) implementation. Delays in the early stages of assessment and planning will threaten achieving the overall time line for project implementation, and ultimately, the overall success of the Master Plan is undermined.

It is recommended that the County should review each major recommendation on an annual basis, and tabulate status in terms of:

1. Feasibility assessment;
2. Design and funding;
3. Implementation.

The approach should also include a brief assessment of the current and future resources necessary to implement the plan and each major recommendation. Success can be measured in terms of achieving the organizational scale necessary to enact the variety of planning,

management and investment recommendations contained in this plan.

In addition to annual staff reports, monitoring of the Master Plan should be continuous through the capital and operating budget process. A more formal review and subsequent update of the plan should take place at the end of year 5.

## Implementation Framework >>

The Implementation Framework outlines the recommendations of the Master Plan as well as the anticipated timing for commencement of each recommendation. The Master Plan time frame includes four categories: ongoing, short-term (Years 1-2), mid-term (Years 3-5), and long-term (Years 6+).

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, as identified within the following framework.

# IMPLEMENTATION PRIORITIES

No.	Action Item	Ongoing	Short-Term (Yrs 1-2)	Mid-Term (Yrs 3-5)	Long-Term (Yrs 6+)
<b>Pillar 1: Community Recreation Hubs</b>					
1	Aim to focus planning for new indoor facilities in two centralized multi-use locations (at existing recreation hubs) to provide residents with a variety of facility and programming options in one location. Due to the vast geography of the County, the two existing primary hubs in Picton and Wellington are warranted.	✓			
2	Seek to maximize year-round utilization of all indoor recreation facilities and spaces, including the arenas, within available resources. Potential needs and opportunities should be established through a demographics-based assessment.	✓			
3	Develop a clear program and service delivery expectation for each Town Hall based on its role as a hub. In this regard, the County should consider the merit of designating secondary and tertiary hubs as it relates to Town Halls.		✓		
4	Build on the success of existing outdoor parks and recreation hubs in the County, seek to expand existing or develop new outdoor recreation hubs that provide a range of recreational amenities and facilities for community use.	✓			
5	Further develop the outdoor component of the community hub at Roblin Lake Park in Ameliasburgh (north). This should include developing a master plan for the park.			✓	

No.	Action Item	Ongoing	Short-Term (Yrs 1-2)	Mid-Term (Yrs 3-5)	Long-Term (Yrs 6+)
6	Develop Master Plans for Wellington Ball Park and Picton Fair Grounds as primary hubs for recreation within the two major service centres of Wellington and Picton.			✓	
7	Maintain existing indoor and outdoor recreation facilities as important assets for continued use by the community, so long as they are being managed to the best interests of the community and programmed effectively.	✓			
8	Consider the improved access and programming of the Town Halls by the County as a positive addition to the continued involvement of the Committees.		✓		
9	Consider changing the name from Recreation Committees to Community Committees, with a new terms of reference and mandate, as they offer opportunities that extend beyond recreation (e.g., social programming, health and well-being, belonging, etc.).		✓		
10	Develop renewed Allocation Policies for indoor ice, soccer fields, and ball diamonds to guide the use of time at these facilities. Ensure that new Allocation Policies address an equitable balance in access for organized groups, for-profit groups, and unaffiliated public use (e.g., more opportunities for public skating); levels of subsidization; and considers appropriate policies for securing bookings and giving back unused time (e.g., deposits).		✓		
11	For existing fields and diamonds, the County recognizes the considerable value of the volunteers in organizing the programs of soccer and baseball, and helping set up and maintain the fields. The approach to fee setting for use of these assets should take this into consideration. However, if new facilities are built, the County should consider renewing the approach to fee setting for all (existing and new) fields and diamonds in general.	✓			

No.	Action Item	Ongoing	Short-Term (Yrs 1-2)	Mid-Term (Yrs 3-5)	Long-Term (Yrs 6+)
12	Actively manage the allocation of time for outdoor court sports as it relates to use by organized user groups, the public, and/or other users, to reduce conflicts and ensure outdoor courts are available to all residents and visitors.	✓			
13	Protect land at the Wellington and District Community Centre (WDCC) to accommodate future expansion of the building to create a multi-purpose community recreation centre.	✓			
14	Continue to support Prince Edward Fitness and Aquatic Centre (PEFAC) to maintain community use of the pool in the short-term.	✓			
15	Seek to expand indoor aquatic services, as a long-term aspiration, to serve the County based on growing needs over time. This should include consideration of appropriate partnerships.		✓		
16	Develop a municipal gymnasium, co-located with other indoor recreational uses (existing or new) in the long-term. This could be located the WDCC or at a future aquatics-focused facility, the location of which is yet to be determined.				✓
<b>Pillar 2: Service Delivery Excellence</b>					
17	Move to providing programs directly (by expanding the Recreation Department), rather than just facilitating rentals and/or supporting groups, with the goal of improving the program offer by filling gaps to complement the efforts of community and non-profit groups.			✓	
18	Improve the staffing complement by creating and funding a position for 1 Full Time Equivalent (FTE) at the recreation coordinator level within the Recreation Department. This will need to be coupled with a willingness to make County programs the primary use of County facilities, and rentals to groups secondary.			✓	

No.	Action Item	Ongoing	Short-Term (Yrs 1-2)	Mid-Term (Yrs 3-5)	Long-Term (Yrs 6+)
19	Undertake a User Fee Study and Subsidization Policy to establish the varying levels of subsidization that may be appropriate within the County's context. The study should also aim to investigate and address the low revenues and resulting cost recovery rates for the arenas, as well as a comprehensive understanding of the cost recovery rates for the existing fields and diamonds (currently in user group control).		✓		
20	Continually seek out and apply for all relevant funding sources from upper levels of government, and other applicable sources, to maximize benefits to the community and reduce the burden on the County's tax base.	✓			
21	Work closely with community partners (e.g., local schools, etc.) and local user groups, both established and emerging, to leverage investment in recreation facilities for community access, and to determine the appropriate balance for the delivery of services and programs at present as well as into the future.	✓			
22	Encourage and pursue partnerships with local user groups and non-municipal organizations related to the ongoing and future development of park amenities.	✓			
23	Explore partnerships with local organizations to maintain existing trails and organizations, interest groups and/or businesses to maintain existing trails and develop future trails, and to provide hydration stations, bicycle repair stations, and other cycle-related amenities within the parks, open space and trail network.	✓			
24	Enter into a Joint Use Agreement (JUA) with the Hastings Prince Edward District School Board to improve municipal/community access to school gymnasium space either directly through community groups or through the County and enable improved school access to County facilities.		✓		

No.	Action Item	Ongoing	Short-Term (Yrs 1-2)	Mid-Term (Yrs 3-5)	Long-Term (Yrs 6+)
25	Undertake a service delivery review of the County Museums to review business processes, resourcing and organization, shared services, and service adjustments and innovations.		✓		
26	Continue to explore partnerships with the corporate commercial sector to enhance the tourism appeal and increase visitation at the County Museum, pending the outcomes of the service delivery review.			✓	✓
27	Actively and continuously engage other museums within the region to provide joint or complementary programming and/or exhibits at the County Museum properties.	✓			
28	Assess the feasibility and potential to add outdoor recreational facilities/amenities and enhance park features at the County's existing museum sites that have significant parkland components. These assets form part of the County's inventory of outdoor space used by residents and visitors alike.	✓			
29	Designate Macaulay Heritage Park as a significant asset within the County's parkland portfolio. This property should be further developed as an event centre/grounds that could host weddings, special occasions, corporate and other events.		✓		
<b>Pillar 3: Parks &amp; Outdoor Facilities</b>					
30	Consider the merits of developing an outdoor pool. An outdoor pool would serve a County-wide population and should be located within a Destination- or Community-scale Park.			✓	
31	Consider and review the feasibility of developing a splash pad as new Destination / Community Parks are developed or existing Destination / Community Parks are redeveloped. Determining an appropriate location in the County's north should be a priority (e.g., Consecon Park or Jack Taylor Park).	✓			

No.	Action Item	Ongoing	Short-Term (Yrs 1-2)	Mid-Term (Yrs 3-5)	Long-Term (Yrs 6+)
32	Consider including a pump track / recreational bike facility, basketball court, sun shades, and/or tennis and pickleball courts in the design of new Destination / Community Parks or as existing Destination / Community Parks are redeveloped.	✓			
33	Assess and determine the future use of existing skate / scooter facilities at Consecon Park and Rossmore Community Park.		✓		
34	Adopt a standard of provision of one playground location within 500-metres (5-minute walk) of new residential areas within the urban areas of Wellington and Picton, and as a guideline for identifying and resolving gaps within existing major residential areas.	✓			
35	Adopt a strategy to include playgrounds within larger park parcels and co-located with other recreational amenities over locating them on smaller land parcels to reduce operational requirements in the future.		✓		
36	Develop a replacement strategy for existing playgrounds as part of the County's ongoing asset management planning. Replacement priorities are to be confirmed based on asset management data relating to remaining life of playground assets.		✓		
37	Evaluate opportunities for smaller active sport 'spots' (i.e. scooter pump tracks) to be located within Neighbourhood Parks as they are (re)developed.	✓			
38	Continually monitor and document participation/usage levels of all park assets, including those located in Neighbourhood Parks, to assess opportunities to re-purpose existing facilities in parks that are under-utilized. This should be done in conjunction with appropriate asset management practices,	✓			

No.	Action Item	Ongoing	Short-Term (Yrs 1-2)	Mid-Term (Yrs 3-5)	Long-Term (Yrs 6+)
39	Develop a Municipal Service Policy to address unplanned, new, and emerging, outdoor facility requests as they are brought forward. This should include a set of criteria for evaluating community-based project proposals, including but not limited to whether the level of facility development is scaled appropriately to the level of community benefit and demonstrated sustainable operating model.		✓		
40	Consider new and emerging types of active and passive outdoor recreation facilities with priority to community-based proposals. These community-based proposals would need to be evaluated as per the Municipal Service Policy and should be vetted through public consultation.	✓			
41	Maintain existing standard of provision for parkland at 2.65 ha/1,000 new residents.	✓			
42	Adopt the Parkland Classification System in the Background Report to delineate a wider range of park and open space types, as a basis for planning and acquiring, designing, developing, maintaining and programming parkland.		✓		
43	Continue to plan for future parks and trails within new residential areas based on alignment with the directions set out in this Master Plan and the Parks Standards Design Manual.	✓			
44	Create a Parks Design Standards Manual for the purpose of providing baseline construction details and facility layout requirements to guide the development of parks and open spaces.		✓		
45	Integrate public art within both new and existing parkland, where feasible, as a means of enhancing cultural expression, strengthening community identity, and enriching the recreation experience for residents and visitors.	✓			
46	Undertake a review and evaluation of under-used County-owned parkland parcels to determine whether they are deemed surplus to the recreation needs of the community.			✓	

No.	Action Item	Ongoing	Short-Term (Yrs 1-2)	Mid-Term (Yrs 3-5)	Long-Term (Yrs 6+)
47	Create a Disposition Policy based on best practices and to consider other County uses of surplus / under-used parkland and open space properties. The appropriateness of disposing of a property will require careful consideration and must include a public engagement process.			✓	
48	Consider the naturalization of under-used parkland or open space (in whole or in part), where appropriate, to reduce operational maintenance requirements related to these spaces (e.g., grass mowing, etc.).	✓			
49	Retain, and maintain where appropriate, all County-owned parks and open space that are on the water's edge/have shoreline frontage.	✓			
50	Improve public access to the water by continuing to enhance public boat launches and unopened road allowances to enable access to western beaches. This should be supported by improving public awareness of water access points and boat launches available for community use.	✓			
51	Undertake a strategic review of boat launches. This review should explore opportunities for additional recreational activities to occur at these locations, where feasible.			✓	
52	Encourage the conveyance of trail corridors over and above parkland dedication through land donations, conveyance of undevelopable lands, rights of access, etc. The County has been conveyed these types of parcels in the past (designated as Open Space or Environmental Protection lands). Going forward, as new neighbourhoods are being planned, parks, open space and trails should be planned appropriately to connect with these open spaces for improved continuity and usability of the network.	✓			
53	Explore the potential to develop future trails and connections through the planning and design of new development areas and existing areas to be improved through renovations / revitalization.	✓			

No.	Action Item	Ongoing	Short-Term (Yrs 1-2)	Mid-Term (Yrs 3-5)	Long-Term (Yrs 6+)
54	Consider future use of agreements providing for Development Charge credits in exchange for developer-built trails as a strategy to advance the timing of development of trails in new development areas. Developer-built trails must adhere to design guidelines and standards for trails established by the County.	✓			
55	Develop a Trail Design Standards Manual for the purpose of providing baseline construction details and requirements to guide the development of trails.		✓		

Prepared for Prince Edward County by:

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**The County**<sup>™</sup>  
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