



PARKS, RECREATION & CULTURE

MASTER PLAN

2019

Facilities Services

FINAL REPORT

July 8, 2019



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Executive Summary

The Parks, Recreation & Culture Master Plan is a tool used to guide the overarching direction of the department, in alignment with the Integrated Community Sustainability Plan (ICSP 2018) for the five year period of 2018-2022.

This plan explores current service levels and identified future needs for all departmental divisions and operations including Parks & Forestry, Facilities and Community Services (Recreation, Culture, Community Engagement and Environmental Stewardship).

Staff used the 2013 Master Plan Update as a baseline for evaluating where we are today and where we need to go, incorporating community and stakeholder feedback collected through a variety of mediums.

This update utilized a number of consultation initiatives to inform its assessments and recommendations, including:

- Surveys at recreational facilities
- Online Resident Survey;
- Staff Consultation;
- Interviews with Key Informants;
- Focus Groups with community stakeholders;
- Secondary and Elementary School Engagement; and
- Public Open Houses

While the previous plan indicated its outlook extended to 2023, it did indicate the need to re-examine the recommendations and forecast at the five year term.

Additional variables have also factored into the decision to begin a re-evaluation of the existing plan, most noticeably the change in the Township's population size and demographics.

While each departmental division of the plan will be created separately, it will link all of them together through one shared vision.

The Parks, Recreation & Culture Department's Vision Statement is as follows:

“The Parks, Recreation & Culture Department inspires people to engage in physical activity, culture, recreation and the natural environment.”

Planning Context

The municipality is experiencing significant growth, which brings with it both opportunities and challenges when providing adequate service levels within our communities. Balancing expectations and ensuring both new and existing residents' needs are met, where feasible, will continue to be the challenge for the Township over the next five years. Facility and park projects will need to blend rejuvenation projects with new construction to truly meet the desired outcomes of the community.

To ensure any increases to service delivery were properly evaluated, a simple analytical context was applied – what services do we need? What services do we want? And what services can we afford?

Community Consultations were used to determine the needs and wants for the residents of King Township. These consultation tools included online and hard copy surveys, meetings with key stakeholders (community groups, Township committees, Council), visits to classrooms in schools across the municipality, parent council meetings and multiple public meetings. Over 1000 individual pieces of feedback were received.

Online Survey

The survey was posted online for four months (November 2017-February 2018) and made available through the Township website. There were over 700 individual responses received.

Stakeholder Meetings

Throughout the process staff met with a number of interested parties including:

- King Township Minor Hockey
- The King City, Nobleton and Schomberg Skating Clubs
- The King City and Nobleton Tennis Clubs
- Aurora King Baseball Association
- Queens of King Baseball
- King United Soccer
- Kleinberg Nobleton Soccer Club
- King Curling Club
- Lions Organizations

Interviews

Staff conducted interviews with members of Council, staff and governing agencies (Region, Conservation Authorities) as part of the process.

School Engagement

Staff attended a number of schools and parent Council meetings to understand program needs from the perspective of both the children and parents. Students submitted drawings of their desired amenities and part of the process. The results can be found throughout the document.

Using the feedback results, staff analyzed the identified wants comparative to *current service levels/usage*, where applicable. For example, where there was a high indication for an increase in the number of soccer fields available, an analysis of current usage of fields was undertaken to validate the need.

Understanding that while the municipality is experiencing significant growth, there will be a limit to the amount of development and an *understanding of the operating costs* and potential impact to the tax requirement which need to be factored in.

Provincial Trends

Staff considered several provincial initiatives including:

- **Community Hubs in Ontario: A strategic framework and action plan**
- **Ontario Support for the Framework of Recreation in Canada**
- **The Benefits of Recreation, Parks and Recreation Ontario**
- **Game ON – The Ontario Government’s Sport Plan**

While the benefits of recreation continue to be an overarching theme to parks, recreation and cultural services in King, newer trends like community hubs and accessible programming will need to be strongly considered in the coming years.

Community Hubs

King is a predominantly commuter community with most residents venturing elsewhere for employment resulting in a limited amount of time for recreational activities. This can be a major barrier in accessing recreational services. Developing community hubs where individuals, families and multiple age demographics can all access recreation and leisure services in one facility will be a



vital part of ensuring our residents are staying active and healthy while enjoying the social benefit of interacting with others.

For reference, a community hub is defined as the following:

“Community hubs provide a central access point for a range of needed health and social services, along with cultural, recreational and green spaces to nourish community life. A community hub can be a school, a neighbourhood centre, an early learning centre, a library, an elderly persons centre, a community health centre, an old government building, a place of worship or another public space. Whether virtual or located in a physical building, whether located in a high-density urban neighbourhood or an isolated rural community, each hub is as unique as the community it serves and is defined by local needs, services and resources.

When people think of community hubs, they think of places where people come together to get services, meet one another and plan together. We’ve heard that community hubs are gathering places that help communities live, build and grow together. No community hub is like another, as each brings together a variety of different services, programs and/or social and cultural activities to reflect local community needs. It is this diversity of activity that allows community hubs to play a critical role in building economic and social cohesion in the community.”

In addition to the above mentioned benefits listed as part of the provincial framework, there are further benefits to developing community hubs from a municipal perspective including efficiencies in staffing opportunities and property and facility maintenance.

Equality & Access in Recreation

Other major influencer on services in King over the next five years will be diversified needs and participation of currently underrepresented and serviced populations. These considerations may include, but are not limited to:

- *Youth and seniors* continues to be a fringe area of programming however headway has been made through the Mayor’s Youth Action Team (MYAT) and the development of a planned expanded seniors centre.
- Focus must also shift to put emphasis on gender equality in programming with support for access of *women and girls* in sports, recognizing that this not only a Township initiative but a community one as well.
- Accessibility will continue to be a major consideration in the design and construction of new and renovation of existing facilities as the deadline for conversion of facilities draws closer in 2025. Accessibility must also transfer into parks and programming and although progress has been made – King installed its first accessible playground in 2016 and recently received a grant for accessible programming for over \$100,000 – continued

efforts will be required. *Persons with disabilities* must be able to participate in the same services as everyone else, should they chose to do so.

- *Newcomers to Canada* frequently cite organized sport as a vehicle for their integration and inclusion into their new communities, but can often face challenges due to unfamiliarity. The need for inclusion/welcome programs along with potential for varying facilities will need to be addressed.

Using these tools, information and outlook, staff formed the recommendations of the 2018-2019 Master Plan Update.

Timelines

For the context of this report, the following timelines will apply;

- Short term, 1-3 years
- Mid- Term, 4-7 years
- Long Term 8+ years

Current Context

The Township engaged the Environics Institute to compile statistically significant data for the municipality. The following information is provided based upon reports generated using statistics from DemoStats 2018. The reports were broken down into four major catchment areas – King City, Nobleton, Schomberg and Rural – based upon the urban boundaries of the three major communities.

Population

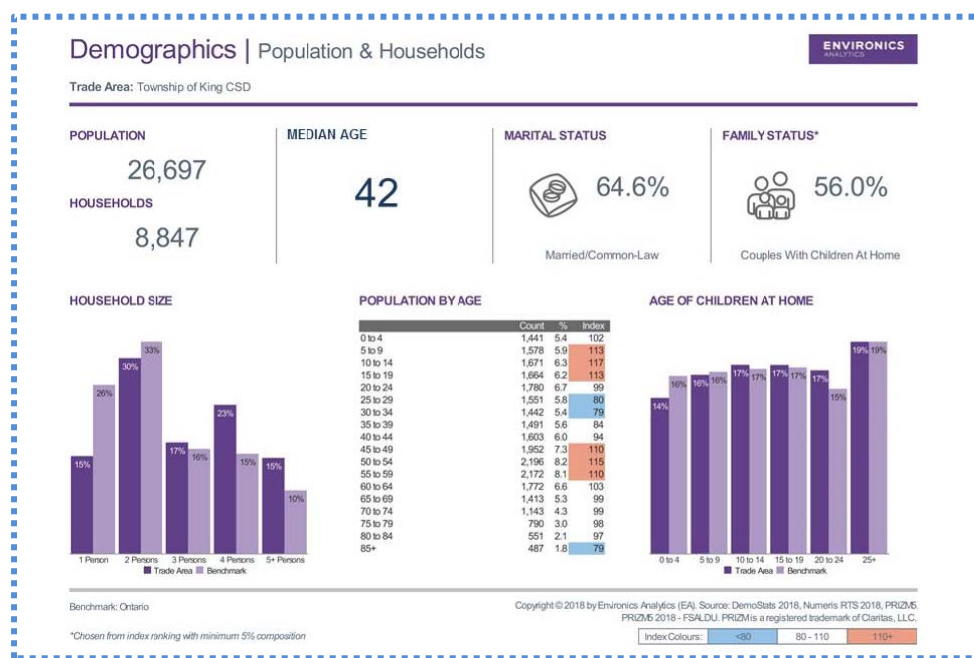
King Township is home to 26,697 residents – a growth of almost 6,800 since 2011 - spread across three major communities, a number of hamlet settlement areas and a large geographic rural area.

As projections predict continued population growth for the coming years, the Township must be ready to accommodate a more diverse offering of facilities, in addition to challenges in parks and recreational/cultural services. Current forecasting shows an increase in of 11,203 residents by 2041 according to York Region’s Preferred Growth Scenario.

In addition to sheer numbers, and although not yet reflected in census data, staff have seen a shift in the diversity of our residents within the new residential areas. This will require further consideration when planning various amenities and programs offered by the Township.

The four major population centres further break down as follows:

- King City – Population 7,721 within 2,533 dwellings
- Nobleton – Population 4,826 within 1,496 dwellings
- Schomberg – Population 1,370 within 534 dwellings
- Rural – Population 12,780 within 4,284 dwellings



Age Demographics

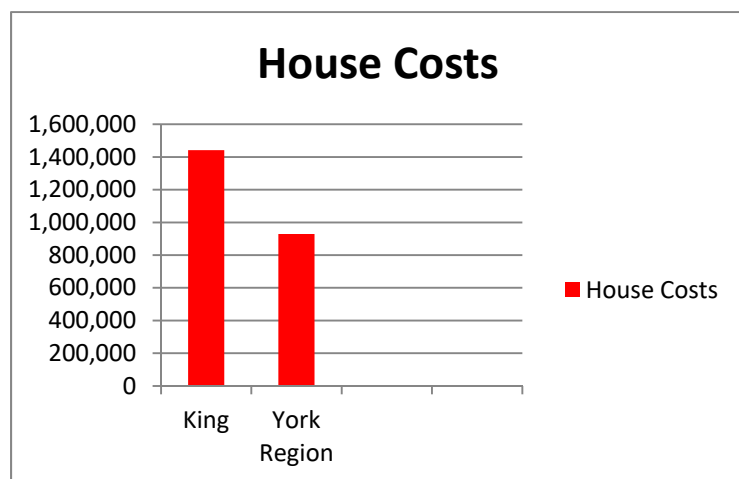
The Township has a median age of 42.4, just slightly lower than the 42.9 indicated in the 2013 Master Plan.

The following provides details of the four major population centres:

- King City – median age of 41, a decrease of two years compared to 2013 reporting, with over 59% of households showing children currently living at home. King City shows a very blended model of children with equal composition across the various age groups (0-4, 5-9, 10-14, 15-19)
- Nobleton – median age of 35.9, a decrease of more than five years comparative to 2013 data, Nobleton has the highest percentage of households with children at home with 64%. Modeling also indicates that Nobleton houses a younger aged family unit with higher averages in the 5-9 and 10-14 categories.
- Schomberg – median age of 46, this is a significant increase from the 2013 data however, this could be reflective of smaller catchment areas with Lloydton and Pottageville being included in the evaluation of Schomberg in the previous master plan. In this iteration, they are solely within the rural section. Modeling also indicates that Schomberg consists of youth aged family demographics with higher averages in the 10-14 and 15-19 categories with the lowest percentage of children living at home at 41%.
- Rural – median age of 46, this area was not specifically identified with a median age in the 2013 plan however it was noted that the rural areas feature the highest percentage of King's population over 55, a trend that has not changed. The rural areas have an average of 53% of households with children at home and boast higher numbers in the older categories similar to Schomberg.

Employment Income

The median household income for King Township is approximately \$201,000 with individual averages around \$81,000. Despite higher incomes than the York Region average, we must also take into consideration that the cost of living in King is higher than that of our neighbouring municipalities.



*Trebnet May 2018

King City continues to show higher prices for house costs compared to Nobleton and Schomberg showing the lowest of the village areas.

Despite a significantly lower percentage of population comparative to York Region, affordability comparative to cost of living must be kept top of mind when considering access to recreation and leisure services in King.

What Are We Trying To Get Out Of The Facilities Services Component of the 2018 Parks, Recreation & Culture Master Plan

This Facilities Master Plan will identify recommendations and action items based on the following:

- Current service levels
- Current requirements and service gaps
- Opportunities for changes to existing service levels
- Future needs

It should be noted; this plan will focus on recreational and cultural based facilities predominately but will also speak to additional facility (operations and administration) needs related to ongoing operation and maintenance.

What Facilities Are We Talking About

The department operates a wide variety of municipal facilities; recreational, administrative and operational which were evaluated as part of this plan.

These facilities were broken down into 7 major categories:

- Community Centres and Arenas
- Community Halls
- Heritage and Cultural
- Community Services
- Dedicate Facilities
- Administrative
- Operational

Community Centres and Arenas

This category includes the King City Lions Arena, The Dr. William Lacey Nobleton Community Centre and Arena and the Trisan Centre.

Community Halls

This category includes the Nobleton Community Hall, the Schomberg Community Hall, the Kettleby-Pottageville Lions Hall and the Pottageville Pavilion.

Heritage and Cultural

This category includes the facilities located at the King Heritage and Cultural Centre (KHCC) including the Museum, Laskay Hall, the historic Church and Train Station.

Community Services

This category includes the four municipal libraries (King City, Nobleton, Schomberg and Ansnorveldt).

Dedicated Facilities

This category includes the King City Seniors Centre and Cold Creek Conservation Area buildings (Education Centre and Visitors Centre).

Administrative

This category includes the main Municipal Offices currently located at 2075 King Road, soon to be relocated to 2585 King Road in King City. Other satellite locations include offices in the Nobleton Arena and Trisan Centre.

Operational

This category includes the Works Yard, primarily housing the municipal Roads Division, the Parks Depot, 3 Township Fire Halls (King City, Nobleton and Schomberg) and Municipal Pump Houses.

Future Facilities

This report will also consider three future facilities:

- Cold Creek Building Expansion
- Holland Marsh Community Hub
- Township Wide Recreation Complex

Current Service Levels

Community Centres and Arenas

Currently the Township is serviced by three arena and community centres in the three urban villages. Within these facilities, the following amenities are available:

Facility	NHL Sized Ice Surface	Curling Ice Surface	Multi-Purpose Room	Boardroom or Meeting Room	Lounge	Fitness Centre
King City Arena *	X		X	X		
Nobleton Arena **	X		X	X		
Trisan Centre	X	X	X	X	X	X

Official Facility Names for information purposes

* King City Lions Arena

** The Dr. William Lacey Nobleton Community Centre and Arena

Usage

All three facilities experience deficits when considering maximum usage related to prime time ice surface availability. Prime time ice defined as:

- Monday to Friday – 4pm to 11pm
- Saturday and Sunday – 6am to 11pm

The curling facility at the Trisan Centre prime time ice differs due to the nature of the culture of play. Curling prime time ice is defined as:

- Monday to Friday – 4pm to 11pm



While all three arena ice surfaces show significant use during the week in the charts listed below, there is a drastic drop in weekend usage:

King City Arena

Time Slot	Available Hours *	2017-2018 Ice Usage	Percentage of Use	2016-2017 Ice Usage	Percentage of Use
Prime-Time Weekday	980	949	97%	953	97%
Prime-Time Weekend	952	624	66%	766	81%
Daytime Usage	N/A	515	N/A	579	N/A

* Determined by assuming a 28 week season (includes closures for holidays and winter break)

Nobleton Arena

Time Slot	Available Hours *	2017-2018 Ice Usage	Percentage of Use	2016-2017 Ice Usage	Percentage of Use
Prime-Time Weekday	980	923	94%	887	91%
Prime-Time Weekend	952	713	75%	724	76%
Daytime Usage	N/A	405	N/A	429	N/A

* Determined by assuming a 28 week season (includes closures for holidays and winter break)

Trisan Centre

Time Slot	Available Hours *	2017-2018 Ice Usage	Percentage of Use	2016-2017 Ice Usage	Percentage of Use
Prime-Time Weekday	980	878	90%	863	88%
Prime-Time Weekend	952	789	83%	776	82%
Daytime Usage	N/A	453	N/A	512	N/A

* Determined by assuming a 28 week season (includes closures for holidays and winter break)

Summer Weekday	1785	1,067	60%	1,062	60%
Summer Weekend	714	254	36%	254	36%

* Determined by assuming a 19 week season (includes closures for maintenance)

Curling Prime-Time	735/sheet	Avg. 521/sheet	71%	Avg. 542/sheet	74%
Curling Weekend	714/sheet	Avg. 159/sheet	22%	Avg. 150/sheet	21%

* Determined by assuming a 21 week season (includes closures for holidays and winter break)

A major impact on ice usage in our facilities recently may be attributed to the amalgamation of two hockey organizations in September 2017. This process could have led to the drop in ice usage and as such consideration should be given to evaluating this trend over the 2018-2019 season. The Township, over the course of the next few years, needs to develop strategies associated with increasing usage of otherwise empty ice periods.

1. Recommendation – Develop and implement a marketing strategy for disposition of returned and unused ice.

2. Recommendation – Evaluate provincial trends and develop a strategy for potential alternative programming in facilities.

3. Recommendation – Examine alternatives for increasing usages of curling surfaces when club activities are not operating (i.e. private rentals), particularly daytime and weekends.

Staffing Levels

Currently the arena and community centres are staffed with the following complement:

King City Arena – 1 lead hand, 1 full time operator, 2 contract operators and 2 part-time attendants

Nobleton Arena - 1 lead hand, 1 full time operator, 2 contract operators and 2 part-time attendants

Trisan Centre – 1 lead hand, 2 full time operators, 3 contract operators (one curling specific) and 2 part-time attendants

The current staffing levels allow for the arenas, as they exist today, to operate within all legislative requirements. New requirements mandated under Bill 148, specifically related to minimum wage and equal pay will have an adverse effect on operational costs. One area that still remains a concern is employees working alone within facilities. In an effort to address this, and to increase efficiency staff has already engaged in a vigorous cross training program.

There may be opportunities for staffing reductions linked to fill rates. Additionally, where efficiencies cannot be found, an increase in user fees may be warranted.

4. Recommendation – Examine time of usage vs. staffing requirements to identify any opportunities for cost savings related to wages that do not correlate to legislative requirements.

Community Halls

Currently the villages of Nobleton, Schomberg and Pottageville are serviced by smaller community halls. Residents of King City are able to rent the King City Seniors Centre as a similar type of facility, albeit directly from the Seniors Centre Community Board.

These facilities include the following amenities; one or two multi-use halls, kitchens, washrooms and storage space.

Usage

Hall	2017 Usage	2016 Usage	Comparison % 2016 vs. 2017
Pottageville Pavilion	283 Hours	277 Hours	102%
Kettleby-Pottageville Lions Hall	647 Hours	903 Hours	72%
Nobleton Community Hall – Downstairs only *	111 Hours**	448 Hours	25%
Schomberg Community Hall ***	1104 Hours	1044 Hours	106%

* *Nobleton Community Hall, Upstairs is subject to an exclusive use lease*

** *2017 decrease in usage is likely related to water damage and mould remediation that caused a closure period*

*** *Approximation based upon data received.*

Staffing

Currently only the Schomberg Community Hall has a dedicated staff member. This provision is scheduled to continue until, at minimum, June 2019. An evaluation must be completed to determine a future course of action.

- 5. Recommendation** – Evaluate service delivery model for booking and cleaning services associated with the Schomberg Community Hall and look for opportunities to deliver service more efficiently.

Community Services Facilities

The Township operates a number of facilities with a vast range of uses. The libraries, Cold Creek Conservation Area, King City Seniors Centre and KHCC are primarily used for community services and all include multi-functional spaces for varied activities.

Operational and administrative facilities are currently exclusively used by staff coordinating and managing the day to day operations of the municipality. The development of the new Municipal Centre at 2585 King Road will be the first facility of its kind in King Township to offer both designated administrative/operational needs in combination with community use. This model should be evaluated and expanded for potential future use.

Usage

Libraries and Cultural Centres

King Township Public Libraries *	2017	2016
Visitors	94,255	96,059
# of Programs	768	801
Program Attendance **	11,687	18,616

* Based on all four branches combined

** Programming impacted by relocation in King City due to projected construction timing of new facility

King Heritage and Cultural Centre	2017	2016
Visitors	10,763	10,453
# of Programs	19	27
Program Attendance	201	209

Cold Creek Conservation Area

	2017 *	2016
Rentals	26	35
School Groups/Participants	71/4260	80/4400
# of Rec. Programs	22	22
Program Attendance	1490	1380

* Numerous program/school cancellations were noted due to weather related issues. 2018 numbers currently indicating higher number than 2016.

** Does not include drop-in usage

Seniors Centre

While exact program and event usage numbers are not tracked, membership to the centre increases on an annual basis. This year the centre has approximately 260 members. Programming at the centre has reached a critical point as it is near capacity with no opportunities or space for new programs activities or events.

Staffing

Cultural, operations, administrative and community facilities are all operated on a day to day basis by staff dedicated to the individual facilities (ex. Administrative staff, facility operators, fire fighters, etc.) but are supported by the Facility Operations and Facility Maintenance Divisions within the department, as well as IT services for communication and digital access control.

The Facility Operations and Facility Maintenance Divisions oversee large scale operational needs such as, but not limited to access control, security, supplies (cleaning, toiletries, carpets, lighting), cleaning (contract), maintenance* and facility renovations and upgrades.

** Council approved an increase in staff complement on June 25, 2018 to add one facility operator*

***The Facility Operations Supervisors primary duties related to arena operations but provide assistance in various maintenance matters (security, cleaning, supplies, etc.)*

* Note: Facilities staff only maintain the physical elements (walls, doors, roof) of pump houses, while water staff maintain all elements related to sanitary and storm operations (mechanical systems, pumps).

The Facility Operations and Facility Maintenance Divisions is served by an equivalent of 4.5* full-time staff members, not inclusive of any administrative support. This includes the Facility Maintenance Supervisor, the Facility Operations Supervisor ** and three facility operators, general maintenance. Collectively these staff oversees a variety of operation and maintenance related tasks for approximately 35 facilities throughout the municipality. The design and construction of newer, larger facilities will require additional operational staff in the short term and an evaluation of future staffing levels as building operations and maintenance continue to increase from a technical perspective preservation of assets and achieving their maximum life cycle.

Concurrently, an evaluation must be done to explore opportunities for operational efficiencies related to geographic needs. As most are aware the Township is a community of communities which are separated by great distances. Opportunities may exist with additional staffing resources to cover “territories” (North vs South, East vs West), thus cutting down on staff travel time.

While this concept may slow the need for future staffing increases, it is only in relation to the existing facility complement and may require further increases to staffing levels should Council decide to continue acquiring community and operational facilities without consideration for closures and/or disposition of others.

Furthermore, consideration for a permanent manager to oversee overall long term maintenance and asset management related to facilities as previously identified and implemented on a temporary basis.

6. Recommendation – Assess future staffing needs including:

- Evaluating opportunities for quadrant style (decentralized) service delivery.
- Assessing long term staffing needs
- Consideration for a manager position to oversee long term maintenance and asset management

Current Building Condition

Below is a brief summary of the information presented in the 2014 structural and accessibility audits. Construction indexing was based upon a 10% increase year over year from the time of completion.

It should be noted that these costs were the result of a non-invasive review of the facilities and, in some cases, leave some areas of uncertainty on final building conditions. This leaves potential dramatic cost increases to original estimates based upon unknown issues (infestation, lack of insulation, presence of designated substances). This issue has arisen in recent projects, specifically with heritage buildings and caused dramatic increases in cost over the original estimates.

Community Centres and Arenas

King City Arena

The King City Arena was constructed in 1972 with an expansion in 1997 and is reaching the end of its useful lifecycle without future consideration of a significant investment in infrastructure.

The 2014 Structural and accessibility audit listed \$1,500,000 of required infrastructure needs. Based upon indexing for construction costs that number increases closer to \$2,100,000.

The overall building condition is listed as fair. Components requiring repairs were rated below average to poor.

The primary issues include roofing, structural and mechanical.

Nobleton Arena

The Nobleton Arena was constructed in 1976, with an expansion in 2006. The original part of the building has recently extended its lifecycle due to significant investment in infrastructure, both completed and planned.

The 2014 Structural and Accessibility Audit listed \$1,300,000 of required infrastructure needs. That number decreases to \$568,000 based on work that has been or will be completed through current efforts. Based upon indexing for construction costs that number increases closer to \$830,000.

Recent and planned improvements include:

- New Arena Floor, 2013
- New Parking Lot, 2015
- Roof Restoration, 2017
- Lobby Renovation, 2017
- Change Room Renovations, 2018
- Rubber Flooring Replacement, 2018
- Accessibility Upgrades, 2019

The overall building condition was listed as fair (1976) to good (2006). This does not account for the work completed in the list above. Components requiring repairs were rated below average to poor.

The primary issues identified at the time included **roofing, parking lot, accessibility** and the provision of a sprinkler system, of which the three bolded items have been or will soon be completed.

Trisan Centre

The Trisan Centre was constructed in 2010/2011. Due to its age, there have been no structural audits completed.

Community Halls

Nobleton Community Hall

The Nobleton Community Hall was constructed in 1936 and requires a significant investment in infrastructure to continue municipal operations. Accessibility is the primary cost driver in this facility.

The 2014 Structural and Accessibility Audit listed \$506,000 of required infrastructure needs. Based upon indexing for construction costs that number increases closer to \$740,000.

The overall building condition is listed as fair to poor. Components requiring repairs were rated below average to poor.

The primary issues include accessibility and structural.

Schomberg Community Hall

The Schomberg Community Hall was constructed in 1907 and requires a significant investment in infrastructure to continue municipal operations.

The 2014 Structural and Accessibility Audit listed \$263,000 of required infrastructure needs, without the inclusion of an elevator as the facility had a stair lift at the time that has since been removed. The inclusion of an elevator brings the total investment required to \$513,000. This is slightly reduced due to some exterior works completed. With these considerations and based upon indexing for construction costs that number increases closer to \$720,000.

The overall building condition is listed as fair to poor. Components requiring repairs were rated below average to poor.

The primary issues include accessibility, interior finishes and structural.

Kettleby-Pottageville Lions Hall

The Kettleby-Pottageville Lions Hall was constructed in 1995 and requires a significant investment in infrastructure to continue in municipal operations.

The 2014 Structural and Accessibility Audit listed \$171,000 of required infrastructure needs. Since that time, additional emergency works not listed had to be completed including well work and roofing. Without consideration for these additional works, the construction costs still increases to \$250,000 with indexing.

The overall building condition is listed as good to fair. Components requiring repairs were rated below average to poor.

The primary issues include roofing, mechanical and interior finishes.

Pottageville Pavilion

The Pottageville Pavilion was constructed in 1970 and is at the point of requiring a large investment in infrastructure to update it. The last major renovation was in 1988.

The 2014 Structural and Accessibility Audit listed \$116,000 of required infrastructure needs. Based upon indexing for construction costs that number increases closer to \$170,000.

The overall building condition is listed as fair. Components requiring repairs were rated below average to poor. The primary issues include accessibility, structural and parking lot repairs.

Heritage and Cultural

King Heritage and Cultural Centre - Main Building, Church and Train Station

The main building was constructed in 1861 with additions in 1957 and 2012.

The 2014 Structural and Accessibility Audit listed \$328,000 of required infrastructure needs for the buildings collectively. Many of the items have been rectified as part of the recent and ongoing renovations of the main building scheduled for completion in 2018. The outstanding items related to the train station and church is estimated at \$157,000 based upon indexing for construction costs.

The overall building conditions are listed as follows:

- Main Building – fair
- Train Station – fair
- Church - poor

Components requiring repairs were rated below average to poor.

The primary issues include structural (masonry and wood), interior finishing and accessibility.

Laskay Hall

Laskay Hall was constructed in 1859. While the 2014 Structural and Accessibility Audit listed \$87,000 in required infrastructure related needs the majority have or will have been completed as part of the relocation of the building from Weston Road to Heritage and Cultural Centre Property.

The roof will need to be repaired in 2019 and is estimated at \$15,000.

Community Services

King City Library

The King City Library was constructed in 1970, with an expansion in 1995. A major addition (9000 sq. ft.) is needed as identified in the King Township Public Library Facilities Master Plan, 2014.

While the 2014 Structural and Accessibility Audit listed \$118,000 of required infrastructure needs this investment is incorporated into the expansion and addition of the King City Library anticipated in 2018/2019.

Nobleton Library

The Nobleton Library was constructed in 1987.

The 2014 Structural and Accessibility Audit listed \$235,000 of required infrastructure needs. Based upon indexing for construction costs that number increases closer to \$345,000.

The overall building condition is listed as fair. Components requiring repairs were rated below average to poor.

The primary issues include roofing and foundation repairs and electrical upgrades.

Schomberg Library

The Schomberg Library was constructed in 1978, with a minor renovation in 2007. A small addition of 2000 sq. ft. is needed as identified in the King Township Public Library Facilities Master Plan, 2014.

The 2014 Structural and Accessibility Audit listed \$132,000 of required infrastructure needs. Based upon indexing for construction costs that number increases closer to \$193,000.

The overall building condition is listed as good to fair. Components requiring repairs were rated below average to poor.

The primary issues include roofing repairs, new windows and lighting upgrades.

Ansnorveldt Library

The Ansnorveldt Library was constructed in 1990. An expansion is needed as identified in the King Township Public Library Facilities Master Plan, 2014, however this has to be considered as part of the re-use of the former Holland Marsh District Christian School.

The 2014 Structural and Accessibility Audit listed \$194,000 of required infrastructure needs. Based upon indexing for construction costs that number increases closer to \$284,000.

The overall building condition is listed as fair. Components requiring repairs were rated below average to poor.

The primary issues include accessibility upgrades and roofing repairs.

Dedicated Facilities

King City Seniors Centre

The King City Seniors Centre was constructed in 1988 and is at the point of requiring a large investment in infrastructure to expand and update it for future use.

The 2014 Structural and Accessibility Audit listed \$414,000 of required infrastructure needs based on the existing building footprint. It does not account for any required expansion space. Based upon indexing for construction costs that number increases closer to \$606,000.

The overall building condition is listed as fair to poor. Components requiring repairs were rated below average to poor.

The primary issues include accessibility upgrades and roofing repairs.

Cold Creek Conservation Area

The site consists of four buildings, however only two will be considered in the Master Plan Update as they are open for public use. The Education Centre was constructed in the early 1980's and was the subject of a major rejuvenation in 2007. There are still several building items requiring upgrades at this time.

The Visitors Centre construction date is unknown however, it was also upgraded in 2007 when the municipality took over management of the site.

The 2014 Structural and Accessibility Audit listed \$164,000 of required infrastructure needs for the two buildings combined. Based upon indexing for construction costs that number increases closer to \$240,000.

The overall building conditions are listed as follows:

- Education Centre – good to fair
- Visitors Centre – fair
- Barn – poor (for information only)

Most components were rated below average to poor.

Operations and Administration

The combined infrastructure needs of these areas is \$1,920,000 (2014 total) however, this will be reduced by \$920,000 with the current municipal offices coming offline. The numbers below represent values associated with the indexing for increased construction costs.

Fire Halls – Good to Fair Condition, \$688, 000 with indexing
Works Yard* – Fair Condition, \$620,000 with indexing

*Further reduction due to roof repairs completed in 2017. Does not include required improvements related to site works (grading, paving, fuel tanks).

- 7. Recommendation** – Complete an updated Structural Facility Audit with consideration for a fully invasive investigation and engineering forensics (plumbing, HVAC, etc.). Should this option be declined, consideration should be given to adding substantial (up to 50%) contingencies on future building projects.

Designated Substance Surveys will be required to be completed for any buildings older than 1985 as part of this process.

- 8. Recommendation** – Continue to monitor and apply for grants related to accessibility and energy efficiencies for all facility related needs.

Looking ahead

Over the next 10 years the Township will be faced with decisions regarding existing facilities with a number of factors set to influence the municipality's outlook and ability to continue operations. These factors include, but are not limited to;

- Funding for maintenance and renovations
- Provincial Requirements
 - Accessibility for Ontarians with Disabilities Act (AODA)
 - Ontario Building Code (OBC)
 - Ontario Fire Code (OFC)
- Declining Usage
- Increasing Operating Costs
 - Utilities
 - Staffing, combined with impacts of Bill 148, Fair Workplaces, Better Jobs Act
- Changing municipal demographics

All of these factors will have an impact on future facility use, both positively and negatively. Further analysis will need to be considered moving forward:

- Is it more cost effective to build new vs. renovate/maintain existing facilities?
- Is it feasible to upgrade current facilities to meet provincial requirements?
- Are there viable funding sources? Or alternative funding sources (grants, partnerships)?
- Are there alternative uses for existing facilities?
- Do we divest ourselves of underutilized facilities?
- Are there opportunities to consolidate facilities onto one property, i.e. campus planning?

In the last three years the Township has utilized different strategies to deal with the influencing factors above as each unique facility requires a different approach. It is important to continue to be flexible in our decisions regarding facilities, understanding that there is no “one size fits all” approach.

As a best practice, the Township should be ensuring a comprehensive evaluation is done to any facility that is experiencing lower usages or has reached the end of its useful lifecycle.

What do we want?

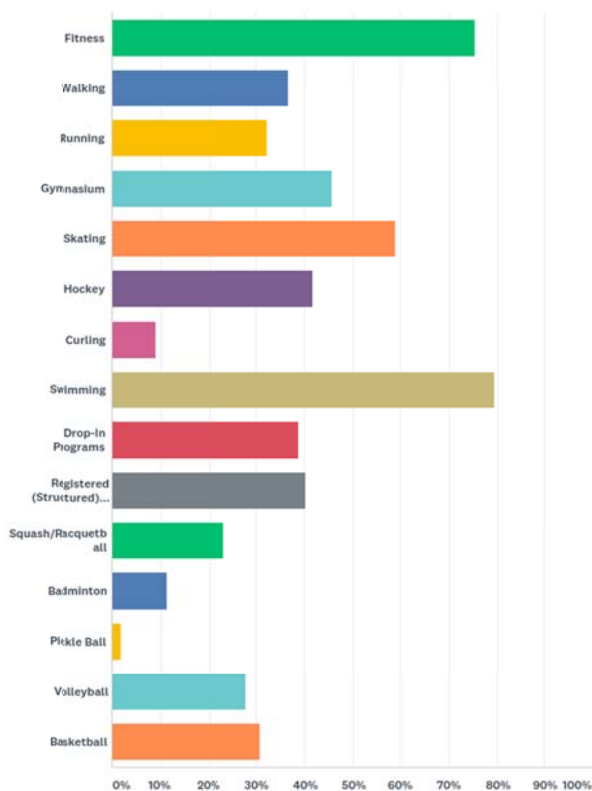
As part of the process for completing the Facilities Master Plan, staff conducted a thorough consultation process as identified in the planning context (page 4). The outcome listed many features residents would like to see in new recreational facilities. The data will be useful when examining the overall facility needs for the municipality.

Over 850 people completed the survey while 225 more participated through other means (focus groups, open houses, student engagement).

The survey not only explored what respondents wanted, but also asked questions regarding use of other municipal facilities.

Below outlines what we heard from residents who filled out the survey related to new facility needs:

What type of indoor recreation interests you? Please check all that apply.



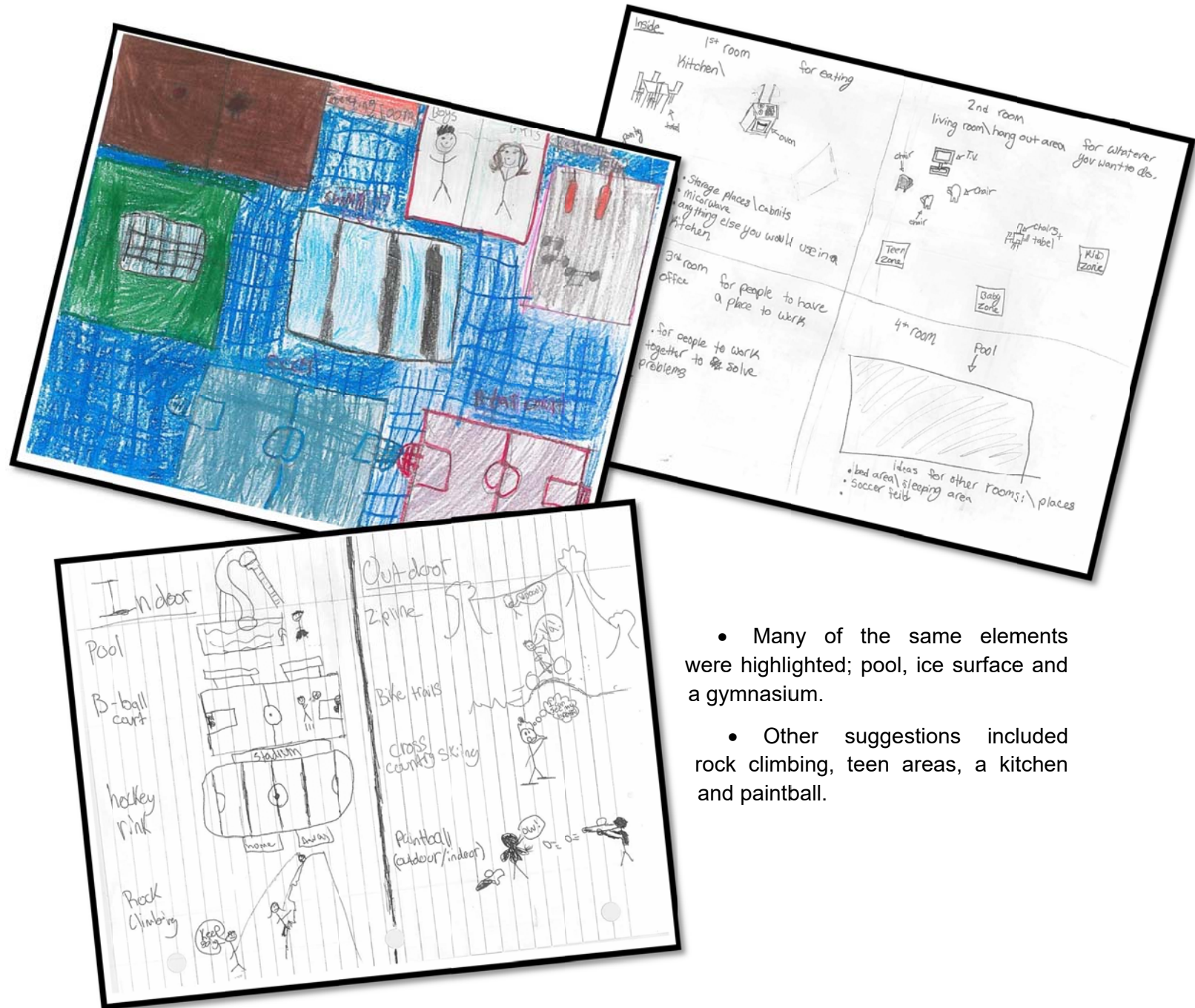
- Fitness, swimming, skating, gymnasium and walking/running were the top five requested uses.

- A mix of drop in and structured registered programming was also identified.

- Indoor soccer was identified as a priority in the survey.

Tennis Ball Walking Yoga Skating Running
 Soccer Swimming Squash Hockey Pool
 Programs Curling Basketball Baseball Gym
 Indoor Soccer

Much of the data collected through the survey was validated by other engagement exercises. Some creative tools used to gather feedback from the alternate demographics was asking elementary students to illustrate what features they would like to see in a new municipal facility, along with staff suggestions in our various facilities. Below are some of the submissions:



- Many of the same elements were highlighted; pool, ice surface and a gymnasium.
- Other suggestions included rock climbing, teen areas, a kitchen and paintball.

If we were to evaluate service requests only on the input received, our future facilities should include the following:

- An indoor pool
- Multi-use Ice Surface(s)
- A Fitness Centre
- Gymnasium space

While all of these facilities would certainly serve the community from a want perspective, an analysis of community needs and feasibility must be applied.

What do we need?

As we look ahead to the future, it is important to evaluate our current usage levels. The reality is some of our public municipal facilities are experiencing declines in usage levels. The exceptions to this are the Schomberg Community Hall, the King City Seniors Centre, Cold Creek Conservation Area, the King Heritage and Cultural Centre and the Pottageville Pavilion.

Usage of library services at all branches has also continued to increase.

All three arenas and numerous community halls have continued to decrease year over year for the past several years. The 2013 Parks, Recreation & Culture Master Plan identified the following:

“Considering facilities that are presently not part of the Township’s core service mandate on an as needed basis after factoring criteria such as whether there is a municipal role to play in providing the facility, if the financial capacity exists to do so, and most importantly if there is sufficient quantifiable need to justify entry into a new level of service.”

With consideration given to the current outlook on facilities as identified on pages 8-11, perhaps the question is not to consider if the facilities are part of the Township’s current service mandate but whether there is still a need for them in the context of the changing social climate.

With the planning phase of the new recreation centre now complete, one thing identified through public consultation is that interests in our facilities are changing. A community hub model best suits our growing population where residents’ time is even more valuable and as such people are looking for things where they can accommodate multiple family members at the same time. There is an appetite for a variety of new and emerging programming needs, indicative of a changing demographic in King and an increased desire to participate.

Now more than ever people are looking for one place to go where they can access multiple services. This trend has started to make centres like our existing community halls see a drastic decline in usage.

Community Centres and Arenas

King City Arena

King City has the highest percentage of usage amongst the three areas and will be augmented by 1000+ additional homes in the next five years.

It is the opinion of staff that any investment planned for the King City Lions Arena should be redirected into the planned Township wide recreation complex proposed for the Seneca college site.

In alignment with the proposed decommissioning of this facility, a determination will need to be made on its future in the next few years understanding the funding of the new facility will most likely require strong consideration for disposition of this property. Disposition of the property must consider surrounding land uses and should only be considered after the completion of a

planning exercise designed to re-imagine the property and adjacent lands in conjunction with public consultation.

9. Recommendation – Construct a new facility for the community of King City that includes, at minimum, the existing features of the King City Arena. Consideration should be given to other elements as identified later in this report.

10. Recommendation – Decommission the *existing uses* at the King City Lions Arena once construction of a Township Wide Recreation Complex is complete.

Nobleton Arena

It is the opinion of staff that the lifecycle of the building has been extended by a minimum of 20 years from the start of facility improvements (2013). Continued investments in maintenance will be required as the mechanical systems will need upgrading in the mid to long term future.

11. Recommendation – Continue to operate the Nobleton Arena for the foreseeable future.

Trisan Centre

As the Trisan Centre is less than 10 years old it was not evaluated in the same context of future needs. It is the opinion of staff that the residents of Schomberg are adequately serviced with this facility. Furthermore the curling ice surface offers a unique service for residents Township wide.

Township Wide Recreation Centre

For more than a decade the concept of a large scale recreation centre with multiple amenities has been discussed to service the residents of King. For a number of reasons – increase in population, diversifying demographics and funding opportunities – the time has come to finally construct the discussed facility.

Based upon the community consultation it is recommended the following amenities be considered.

Indoor Pool

An indoor pool has been identified as a potential facility in the municipality for over 10 years. With no current indoor pool in King Township and the seasonal limitations of the outdoor pool in Nobleton, a facility of this nature makes sense from a service level perspective. The principle issue with an indoor pool is always feasibility.

With funding requirements in place (development charges and voluntary contributions) to cover the majority of the capital construction, the operational requirements are the driving force to be considered. Staff are aware that most, if not all municipal aquatic facilities operate at a loss when consideration is given to staffing, utility and maintenance costs. This case will be no different in King Township.

The 2013 Parks, Recreation and Culture Master Plan identified the following:

“Continue to pursue partnerships and if supported through business planning, consider an indoor aquatics centre and/or gymnasium provided that a mutually beneficial funding and operating agreement can be reached with a third party (note: the Township should not construct or operate any of these facilities on its own).”

It is the feeling of staff that this statement is still true today however; it is the term of partnership that could be redefined.

While an indoor pool will serve residents to some extent in the daytime, it is anticipated that the primary community use will occur during the evenings. This is where, while not officially partners, the close proximity of three high schools (King City, Villanova and Country Day School) along with Seneca College can fill vacant pool hours not used by our residents.

While the primary use of the high schools would most likely be linked to competitive swim programs, the college would offer opportunities for recreational daytime users as well.

Consideration must also be given to the proximity of the neighbouring communities to the site versus aquatics facilities in other municipalities. For instance, residents of southwest Aurora must travel to the Aurora Family Leisure Complex while residents of northwest Richmond Hill can travel to the Elgin Mills Community Centre or Oak Ridges Community Centre. The new King location, in partnership with Seneca will be closer for these residents to attend swimming programs and could bolster both attendance and revenue for King thus potentially reducing financial operating deficiencies often associated with municipal pools.

Recreational Pool vs. Competitive Pool

Discussions with adjacent municipalities have identified a desire for King to build a larger than planned aquatics facility based upon Regional needs.

While, as previously identified, there are opportunities for swim teams to use the King Township planned facility, the pool should only serve as a training facility. Competitions would be required to be held off site.

It is anticipated, based on King’s requirements that the primary uses of the pool would be as follows:

- Swimming Lessons
- Lane Swim
- Aquatic Fitness Programs
- Leisure Swim
- Swim Team Training

A recreation pool is the preferred option. The size and scope should be confirmed during the design phase and any further community consultation.

It should be noted, that regardless of potential partnerships and maximizing opportunities for usage, it is anticipated that an aquatic facility will operate at a loss and require subsidization from the overall tax base to operate. Based upon consultation and the current and expected growth in the community, along with the many possible partnerships, it is recommended to move forward with design and construction at this time.

12. Recommendation – Construct a recreational based pool as part of the planned Township wide recreation complex. Ensure the pool can accommodate lane swim and training for swim teams in addition to planned recreational, instructional and fitness based swimming programs.

Notwithstanding the above comments, staff does believe that location is advantageous from an operating perspective considering the proximity to three high schools, Seneca College and two neighbouring municipalities will assist in drawing additional users and thus assisting with alleviating operation expenditure pressures.

13. Recommendation – While primary usage should be aimed at serving King residents, ensure marketing and promotions target both residents and non-residents. Non-residents would be subject to a surcharge as is the case with all Parks, Recreation & Culture services.

Multi-Use Ice Surface(s)

A new recreation complex located in King City will replace the existing services associated with the current King City Arena. A single ice surface is a basic requirement within the new complex to maintain current service levels.

The question then moves to whether two ice surfaces are warranted. Based purely on population increases comparative to the Township's historic service level, an argument could be made that a secondary ice surface is justified however; current ice usage as it stands today would indicate a second surface is not warranted at this time.

This should however, not preclude the Township from considering this option however. There are benefits with the option of a multi-pad facility that could impact the final decision. The opportunity to increase revenue through potential operational efficiencies – most specifically, the ability to generate revenue on two ice surfaces with minimal staffing increases over today's levels, and use of shared equipment (ice resurfacers) could assist in offsetting operation funding needs in other areas - could support the proposal to move to a multi-pad site however, other considerations would need to be made.

The existing Master Plan clearly indicated the following:

King should, "Maintaining its current supply of arenas with three ice pads, as peak demands to be experienced over the next decade will most likely subside as the population ages."

Based upon usage as identified over the last three seasons, there is a noticeable decline relating to our youth demographic – predominately minor hockey tournaments.

If an additional ice facility is to be considered it should be under the understanding that if usage continues to decline over time, further measures will require consideration to ensure municipal operational costs do not drastically inflate. Some options may include:

- Decommissioning existing municipal arenas as they reach the end of their useful lifecycle.
- Proposing alternate uses for one of the ice surfaces to be included in the new recreational complex.

14. Recommendation – Construct one NHL size ice surface to support the closure of the King City Lions Arena in conjunction with the opening of the new Township wide recreation complex.

15. Recommendation – Consider a second NHL size ice surface with the understanding that future consideration on the number of ices surfaces in King may be re-examined if ice usage declines.

Fitness

While consideration should be given to fitness elements within the new recreational complex it is hard to justify a fitness centre similar to the one constructed in the Trisan Centre due to the proximity and operations of similar types of private facilities in the village of King City.

This does not mean that residents will not look to for access to fitness within a municipal recreation centre. Factors for choosing a municipal centre can include *costs, timing and availability of programming*.

Several factors to consider with the addition of a fitness centre include, but are not limited to:

- Developing a true community hub model for residents
- Providing activity for all ages
- Promoting Health and Wellness in our municipal facilities

As previously articulated, our residents are looking for the opportunity to visit one location to meet all of their recreational needs. This is the primary reason why the inclusion of fitness elements should be considered. While constructing a full fitness centre is not a realistic option, consideration should be given to the following:

- Indoor walking track
- Dedicated fitness studios for exercise classes
- Breakout fitness equipment in strategic areas throughout the facility

16. Recommendation – Include fitness as a component of the facility without the addition of a fitness centre

Gymnasium/Athletic Space

Another popular item identified during the consultation process was gymnasium space. This could facilitate a variety of programming predominately focused in the athletic area.

The new municipal offices also include a gymnasium that represent the first municipally operated facility of this type and provide significant access to programming not previously available in King Township. Additionally Seneca College has included a triple gymnasium in their planned recreation centre that is currently under construction and has indicated that it will be available for public use, albeit this may only include private rentals.

The proximity of the Seneca College facility could still facilitate family access to multiple programming options in close proximity to each other.

In lieu of gymnasium space consideration could potentially be given to an indoor multi-sports facility. Indoor soccer was a key identifier in the alternative options identified during the consultation process and while staff are not recommending the construction of a facility to serve only soccer, perhaps consideration could be given to a multi-sport facility that can accommodate elements of soccer, tennis, pickleball, basketball, lacrosse and differentiate itself from a formal gymnasium space. Facilities of this nature exist in other communities but not in the context of an overall community centre.

This addition could also serve as an alternative to an outdoor artificial turf field that has been requested as part of the municipal service compliment.



17. Recommendation – Consider the addition of alternative athletic space through the provision of a gymnasium or alternate multi-use spaces in the recreation centre.

ANCILLERY AMENITIES

In addition to the above mentioned items, a new recreation complex should consider additional amenities that will appropriately serve the community. These could include:

- Community rooms
- Office space for community organizations
- Indoor play space
- Board Room(s)
- Concession areas
- Kitchen space
- Rock Climbing

Community Halls

Community halls were originally designed as community gathering points, located in central areas of the various villages and communities throughout the Township to bring people together.

They were used for small scale community events and private rentals (showers, buck and doe celebrations and birthday parties) and community programs.

Two of the four community halls – Nobleton Community Hall and Kettleby-Pottageville Lions Hall have experienced significant usage decreases over the last several years as community needs have changed.

The Schomberg Community Hall continues to generate usage but has experienced an overall decrease in revenues over the past five years.

The Pottageville Pavilion usage is high throughout the spring and summer months as the facility operates more as a family reunion/picnic destination due to existing infrastructure and high operating costs during the fall and winter months.

As noted in the building condition section of this document, these facilities require an investment in refurbishment in order to continue operations. This coupled with the decrease in usage and/or lack of revenue requires an in-depth look and analysis of future operations.

This is not to say any one, or all of these facilities should close but to articulate that alternative methods of service delivery need to be considered.

All facilities should continue to be monitored for decreasing usage and a further recommendation should be brought before council on future operations. Most likely in mid -2019 to allow for an accurate, detailed evaluation.

As a baseline, staff would propose that facilities with less than 50% usage compared to available hours be considered for evaluation.

18. Recommendation – Evaluate usage trends over a minimum five year period, in conjunction with building condition reports and report back to Council with a strategic plan for community halls in 2019

Heritage and Cultural Centre

The KHCC, formerly King Township Museum, has benefitted from significant investments over the past five years with the addition of the gallery space, the relocation of Laskay Hall, the refinishing of the basement/storage facilities and the renovation of the school room that is currently underway (anticipated completion fall 2018).

These spaces will adequately serve the ongoing programming at the KHCC for years to come however, consideration needs to be given to the remaining historic buildings on site. It is important to note here that site availability has reached capacity due to the required parking and addition of the amphitheatre. No further building relocations should be considered for this site without the removal of existing facilities.

As the 2014 Strategic Plan for the King Township Museum comes forward for renewal, consideration for restoration of these facilities should be considered. Alternative uses that could be considered include:

- A municipal visitors centre
- Office spaces for community groups
- Alternative performance centres
- Refurbished for current/historic uses (church only)

19. Recommendation – Examine options for alternative uses of historic buildings on site as part of future strategies.

Community Services

Library Services and required space were recently evaluated and an identification of future space requirements was determined as part of the King Township Public Library Facilities Master Plan, 2014.

These projections are accurate and up to date.

20. Recommendation – Continue to use projections from 2014 King Township Public Library Facilities Master Plan, but ensure opportunities for shared use facilities are explored during the community consultation and design phases.

Dedicated Facilities

King City Seniors Centre

Over the past decade discussions have centred around the need for an expansion to the existing Seniors Centre in King City due to an increase number of members. In 2017 Council made the decision, based upon this premise and community consultation to join the King City Seniors Centre with the expanded King City Library. This joint facility is expected to come online in 2019.

A future decision will be required on the use of the existing centre once the relocation has occurred.

Cold Creek Conservation Area

As noted in the 2017 Strategic Plan for Cold Creek, an expansion is recommended to the Visitors Centre to assist staff in the expansion of programming participants as well as diversifying programming opportunities (weddings, conferences, etc.). Despite the appearance of declining numbers year over year (2016 to 2017) two main factors should be noted – the ability to accommodate larger groups* was a identified primary hurdle for organizations interested in booking the site, along with rising costs for transportation services.

** Currently groups are capped at 85-100 participants due to space limitations of the facilities.*

While the addition of an expanded facility will assist in the ability to host larger groups, a strategy for overcoming the secondary issue of transportation costs will need to be addressed in the community services section of the Master Plan Update.

Detailed design is currently underway for the facility project and it is anticipated this facility will be online for 2019 and should be made in conjunction with any plans related to the King City Arena.

Former Holland Marsh District Christian School

In 2017 the Township completed the acquisition of the former school in Ansnorveldt. From a community recreation perspective this area of the municipality has been limited at best, with special events being the primary tool used as an outreach opportunity. The community has been served by the Ansnorveldt Library Branch however, like many of our facilities it is undersized and requires investment for maintenance.

This is a primary location where a joint facility should be considered and is supported through feedback received during the community consultation process.

Council supported the exploration of this project by allocating funds for the design and renovation as part of the 2017/2018 capital budget.

It was anticipated this facility would open in 2019 however, other municipal needs have required an interim use of the facility slightly delaying the renovation until 2020. It should be noted that further funding may be required for library finishes and FF&E.

A decision will also be required on potential uses and/or strategies for the former Ansnorveldt Library once the relocation of the branch occurs.

21. Recommendation – Include the existing Ansnorveldt Library facility in the Community Halls Strategic Plan evaluation when reporting back to Council

Administration and Operations

The current construction of the new municipal offices will service the administration of the municipality for the foreseeable future and as such, no further recommendations are required. The construction, in alignment with the sale of 2075 King Road has allowed the Township to divest itself of an aging building, meet the long term needs of the community and to relocate staff to one centre – previously located at multiple satellite locations.

Operationally, the municipality is in a period of growth that is tied to the increase in urban population. A future determination on the existing Works Yard, the pilot project at the Parks Depot and future needs will require consideration within the next few years. Given the context of available space within these facilities, it is not out of the question to think that the Township will need to retain these locations in addition to the construction of a new operations centre.

Given the nature of King Township's large geographic area and the current location of the current operation centres, a location in the southern end of King Township would be ideal from the perspective of enhancing operational efficiencies and services levels.

The municipality owns property at 3665 King Road that may be suitable for these purposes. An evaluation of this site should be conducted to understand any challenges and opportunities in the near future.

24. Recommendation – Evaluate opportunities for a future joint operations centre at 3665 King Road. Consideration should be given to undertaking a feasibility study in the near future to understand any potential constraints.

Surplus Facilities

From an overall facility perspective, numerous buildings will become surplus in the context of their current uses as new facilities come online over the next few years. A strategy recommending alternative uses should be considered that include, but are not limited to:

- Meeting community needs in other, already built community facilities
- Meeting community needs through new purpose built community facilities, with consideration for community hub/shared campus facilities
- Refurbish the existing centres for continued community uses
- Refurbish/renovate the existing centres for alternative municipal uses
- Explore long term leases of existing facilities for non-municipal services
- Divest facilities no longer required

Possibilities exist in Nobleton and Ansnorveldt for the consolidation of facilities into one facility, or at minimum, a shared campus/community hub.

23. Recommendation – In conjunction with the evaluation of community halls (recommendation 18) explore options for additional surplus facilities and report back to Council with a strategic plan in 2019. Where applicable, explore opportunities to consolidate to create community hub/shared campus facilities to assist in the decrease of operating and maintenance cost similar to the model explores for the King City Library and King City Seniors Centre

24. Recommendation – Any options regarding surplus facilities that includes retaining for alternate uses should give consideration to a strategic marketing associated with increasing usage through existing or new users and the associated costs

25. Recommendation – Evaluate the challenges and opportunities associated with joint use facilities to determine opportunities for future endeavours (ex. Parks Depot and storage/community group uses or spaces)

The following sections provide examples that articulate current varying approaches to municipal facilities and proposed change of use.

Case Study # 1

Laskay Hall

Challenges: This facility faced issues associated with its operations including declining infrastructure, declining usage, lack of parking and a poor location (unsafe for access/alternative parking). The historic facility was located on Weston Road which has become increasingly busy over the years for commuters throughout York Region. There were only 5 available parking spaces at the facility with a building capacity of 80 people forcing attendees to park along the regional roadway.

Opportunities/Solutions

After extensive consultation, a decision was made to relocate the facility to a new location to preserve the history of the building but also to meet a municipal need identified in the Integrated Community Sustainability Plan (ISCP), 2013. The facility, once the relocation process is completed, anticipated June 2018, will act as the municipal performing arts centre in addition to continuing to be available for rentals, programming and general community use.



Case Study # 2

Parks Depot

Challenges: The facility, formerly known as the Schomberg Community and Agricultural Arena, was planned to be sold in 2011 following the construction of the Trisan Centre in the village of Schomberg. After extensive community consultation a corporate decision was made to retain the property in municipal ownership.

Opportunities/Solutions: Once decided that the property would remain in municipal ownership staff began the process of exploring alternative uses that included outreach focused on a private-public partnership and/or alternative municipal uses. The outcome of this process was a pilot project moving the Parks division into the facility based on the growing constriction of space at the municipal operations centre located on the 8th Concession and Aurora Road.

In 2016 the Parks Division relocated to the site on a temporary basis for a three year period to provide an opportunity to evaluate their potential impact within a residential area. The pilot project will be brought back to Council in 2019 for further consideration. To this point, staff have not received any negative feedback regarding the relocation.



Case Study # 3

King City Library and King City Seniors Centre

Challenges: Both facilities were facing challenges associated with space along with potential issues associated with legislative requirements (AODA).

Opportunities/Solutions: Staff, knowing the library expansion was underway, began the exploration of adding an additional wing to the facility to form a new, larger and fully accessible Seniors Centre.

With this partnership comes opportunities for shared community space, alternate programming opportunities for the seniors community, access to technology programs, shared operating opportunities (staffing) along with accessible building enhancements that would have been problematic at the existing centre.

This centre will represent King's first multi-generational and programming community hub.



What is Feasible?

Of the 27 recommendations listed, 9 come with a direct cost while and additional 7 could carry financial implications dependent on Council direction.

These decisions will have impacts on the operating budget, capital budget and staffing compliment. The following sections detail the projected implications from a financial perspective, along with potential mitigation strategies.

Staffing

Building additional or larger facilities will require additional staff, to assist with day to day operations, facility maintenance and administration. The complexity of the proposed new facilities – BAS systems, geothermal, solar energy, EV charging stations - also plays a part in this.

Facility Maintenance

As the number of facilities within the municipality increases, along with the complexity of their operations, so do the needs for additional maintenance staff. The first wave will be felt with the opening of the new King City facilities (New Municipal Centre, New King City Library and Seniors Centre) in 2018 and 2019. A new facility maintenance staff, reporting into the facility maintenance division of the department will be required to assist in ensuring these facilities are maintained to current service level standards.

Staff is proposing a change in the current operations of the facility maintenance division as a way to mitigate additional staff at this time by implementing a maintenance by area strategy to cut back on travel time. Contingent on the approval of an additional facility maintenance operator, three sections of King will be covered by the increased compliment of three operators. Southeast (King City), Southwest (Nobleton) and North (Schomberg, Pottageville and Ansnorveldt) will become the defined areas for each staff member.

This compliment should suffice should consideration be given to divestment of existing facilities as part of the current plans for ongoing expansions and new builds however; future consideration to re-structuring of roles and duties may be required to meet the changing needs of municipal operations, specifically types of work performed and hours of operations.

Failure to divest some of our facilities may require additional staffing in this area.

Administration and Day to Day Operations

The construction of a Township wide recreation centre, as described earlier, will require additional staffing both from a programming/administration perspective and in the day to day operations.

Taking lessons learned from the most recent community centre construction in King, the Trisan Centre, it is anticipated that from a day to day operations perspective the centres operations will require several more staff in relation to the listed elements, such as the indoor pool, customer service needs, etc.

In addition, there will need to be permanent customer service presence within the facility to assist with the diversified customer needs that come with more complex uses in a large recreational facility.

Administratively, a recreation coordinator for the aquatics area will be required as this is a specialized programming area that requires a thorough understanding of pool operations and significant on-going certifications.

Similar to the facility maintenance section, consideration will be required for an additional facility booking and event coordinator should a strategy on existing facilities not include divestment of any buildings.

26. Recommendation – Hire a Recreation Coordinator to plan, monitor and implement all aquatics based programs no later than eight (8) months prior to the planned opening of the facility.

27. Recommendation – Evaluate the need for an additional Booking and Event Coordinator in alignment with the opening of new municipal facilities.

Operations and Capital

While one of the primary impacts of operating the new recreation centre will be staffing as has already been identified, the other consideration will be operations. While the goal is to offset operational expenses with new revenues (aquatics programming, potential double ice pad) it is anticipated the site will require supplementary sources of funding as compared to current operating expenses.

Other operational and capital requirements will need to be considered in the context of existing and proposed new municipal facilities. An integral decision point will exist for facilities identified as surplus assets as new buildings come on line. Any decision made to retain and operate legacy facilities will require increased expenditure allocation to support continued operations. Additionally, capital requirements as listed in the current condition section of this report will compete for access to incremental sources of funding.

Summary - Recommendations

The following chart provides a summary of the proposed financial implications based upon recommendations.

	Recommendation	ST	MT	LT	Cost
1	Develop and implement a marketing strategy for disposition of returned and unused ice.	○			Opportunity cost related to absorbing unused capacity
2	Evaluate provincial trends and develop a strategy for potential alternative programming in facilities.	○			No direct costs
3	Examine alternatives for capacity absorption of curling surface when club activities are not operating (i.e. private rentals), particularly daytime and weekends.	○			No direct costs
4	Examine time of user vs. staffing requirements to identify any opportunities for costs savings related to wages that do not correlate to legislative requirements.	○			No direct costs
5	Evaluate service delivery model for booking and cleaning services associated with Schomberg Community Hall and look for opportunities to deliver services more efficiently.	○			No direct costs. Alternative service delivery models may require incremental operating cost allocation
6	Assess future staffing needs including: <ul style="list-style-type: none"> Evaluating opportunities for quadrant style (decentralized) service delivery. Assessing long term staffing needs Consideration for a manager position to oversee long term maintenance and asset management 	○			Decisions on future staffing requirements will have budget implications.

7	<p>Complete an updated Structural Facility Audit with consideration for a fully invasive investigation and engineering forensics (plumbing, HVAC, etc.).</p> <p>Designated Substance Surveys will be required to be completed for any buildings older than 1985 as part of this process.</p>	o			<p>At minimum, \$100,000 would be required to complete the structural audits recommended.</p> <p>Note: Expenditure allocation approved in 2019 operating budget.</p>
8	Continue to monitor and apply for grants related to accessibility and energy efficiencies for all facility related needs.	o			No direct costs. Some grants require cost sharing for eligibility
9	Construct a new facility for the community of King City that includes, at minimum, the existing features of the King City Arena.	o			The Township Wide Recreation Complex, as described in this document is expected to require funding in the magnitude of \$40m+
10	Decommission the King City Lions Arena once construction of a Township Wide Recreation Complex is complete.	o			Direct costs will be incurred to support a change of use if the property is not declared a surplus asset.
11	Continue to operate the Nobleton Arena for the foreseeable future. An evaluation on future operations will be required when the facility reaches the end of its useful lifecycle.			o	No immediate costs
12	Construct a recreational pool as part of the planned Township wide recreation complex. Ensure the pool can accommodate lane swim and training for swim teams in addition to planned recreational, instructional and fitness based swimming programs.	o			Included in recommendation 9

13	While primary usage of an indoor pool should be aimed at serving King residents, ensure marketing and promotions target both residents and non-residents.		○		No direct costs
14	Construct one NHL size ice surface to support the closure of the King City Lions Arena in conjunction with construction of the new Township wide recreation complex.		○		Included in recommendation 9
15	Consider a second NHL sized ice surface with the understanding that future consideration on the number of ices surfaces may be re-examined if ice usage declines		○		Included in recommendation 9
16	Include fitness equipment as a component within the facility without the addition of a full fitness centre		○		Included in recommendation 9
17	Consider gymnasium spaces in the recreation centre or the provision of an alternative use space		○		Included in recommendation 9
18	Evaluate usage trends in conjunction with building condition reports and report back to Council with a strategic plan for community halls in 2019	○			No direct costs. Based upon future decisions capital funding may be required for improvements and/or replacement of facilities
19	Examine options for alternative uses of historic buildings on site as part of future strategies		○		No direct costs. Based upon future decisions capital funding may be required for improvements and/or replacement of facilities

20	Continue to use projections from 2014 King Township Libraries Facilities Master Plan, while ensuring opportunities for shared use facilities are explored during the community consultation and design phases	Ongoing		No direct costs
21	Include the existing Ansnorveldt Library facility in the Community Halls Strategic Plan evaluation when reporting back to Council	o		No direct costs
22	Evaluate opportunities for a future joint operations centre at 3665 King Road. Consideration should be given to undertaking a feasibility study in the near future to understand any potential constraints.	o		No direct costs. Costs associated with design and construction would need to be considered by Council at a future date
23	Evaluate options for surplus facilities and report back to Council with a strategic plan in 2019. Where applicable, explore opportunities to consolidate to create community hub/shared campus facilities to assist in the decrease of operating and maintenance cost similar to the model explores for the King City Library and King City Seniors Centre	o		No direct costs. Based upon future decisions, capital funding may be required for improvements and/or replacement of facilities
24	Any options regarding surplus facilities that includes retention for alternate uses should give consideration to a strategic marketing approach associated with increasing usage through existing or new users and the associated costs	o		No direct costs
25	Evaluate the challenges and opportunities associated with joint use facilities to determine opportunities for future endeavours (ex. Parks Depot and storage/community group uses or spaces)	o		No immediate costs. Based upon future decisions, capital funding may be required

					for improvements and/or replacement of facilities
26	Hire a Recreation Coordinator to plan, monitor and implement all aquatic based programs no later than eight (8) months prior to the planned opening of the facility		o		\$75,000
27	Evaluate the need for an additional Facility Booking and Event Coordinator in alignment with the opening of new facilities		o		\$75,000

Infographics, Villages

King City

Demographics | Population & Households

ENVIRONICS ANALYTICS

Trade Area: King City

POPULATION

7,721

HOUSEHOLDS

2,533

MEDIAN AGE

41

MARITAL STATUS



66.3%

Married/Common-Law

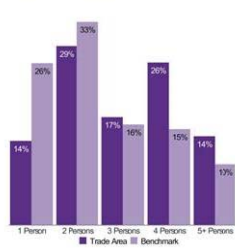
FAMILY STATUS*



59.2%

Couples With Children At Home

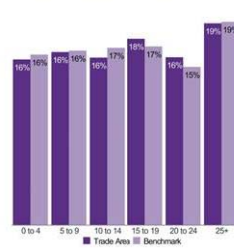
HOUSEHOLD SIZE



POPULATION BY AGE

Age Group	Count	%	Index
0 to 4	471	6.1	115
5 to 9	480	6.2	119
10 to 14	467	6.0	113
15 to 19	511	6.6	120
20 to 24	486	6.3	93
25 to 29	462	6.0	83
30 to 34	468	6.1	88
35 to 39	496	6.4	97
40 to 44	469	6.1	95
45 to 49	560	7.5	114
50 to 54	596	7.7	108
55 to 59	579	7.5	101
60 to 64	463	6.0	93
65 to 69	384	5.0	93
70 to 74	324	4.2	97
75 to 79	228	3.0	98
80 to 84	159	2.1	97
85+	96	1.2	54

AGE OF CHILDREN AT HOME



Benchmark: Ontario

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*Chosen from index ranking with minimum 5% composition

Index Colours: <80 80 - 110 110+

Nobleton

Demographics | Population & Households



Trade Area: Nobleton

POPULATION

4,826
HOUSEHOLDS
1,496

MEDIAN AGE

37

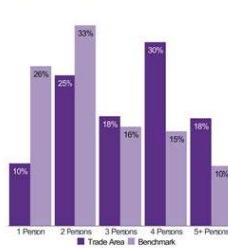
MARITAL STATUS

66.7%
Married/Common-Law

FAMILY STATUS*

64.4%
Couples With Children At Home

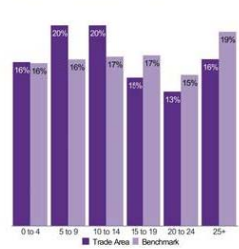
HOUSEHOLD SIZE



POPULATION BY AGE

Age Group	Count	%	Index
0 to 4	347	7.2	136
5 to 9	415	8.6	164
10 to 14	415	8.6	161
15 to 19	313	6.5	118
20 to 24	300	6.2	92
25 to 29	267	5.5	77
30 to 34	236	4.9	71
35 to 39	341	7.1	107
40 to 44	417	8.6	136
45 to 49	398	8.2	125
50 to 54	344	7.1	100
55 to 59	294	6.1	82
60 to 64	214	4.4	69
65 to 69	184	3.8	71
70 to 74	128	2.7	61
75 to 79	97	2.0	67
80 to 84	64	1.3	63
85+	52	1.1	46

AGE OF CHILDREN AT HOME



Benchmark: Ontario

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*Chosen from index ranking with minimum 5% composition

Index Colours: <80 80 - 110 110+

Schomberg

Demographics | Population & Households



Trade Area: Schomberg

POPULATION

1,370
HOUSEHOLDS
534

MEDIAN MAINTAINER AGE

58

Index: 109

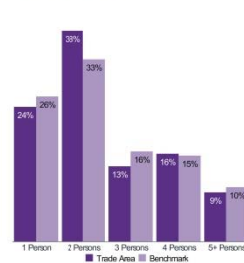
MARITAL STATUS

60.2%
Index: 105
Married/Common-Law

FAMILY STATUS*

42.6%
Index: 114
Couples Without Children At Home

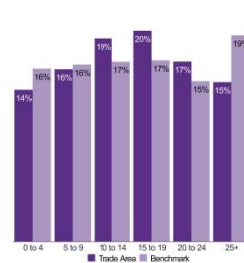
HOUSEHOLD SIZE



POPULATION BY AGE

Age Group	Count	%	Index
0 to 4	61	4.5	54
5 to 9	72	5.3	100
10 to 14	84	6.1	115
15 to 19	82	6.0	109
20 to 24	100	7.3	108
25 to 29	93	6.8	64
30 to 34	64	4.7	68
35 to 39	68	5.0	75
40 to 44	74	5.4	85
45 to 49	100	7.3	110
50 to 54	114	8.3	116
55 to 59	115	8.4	113
60 to 64	99	7.2	112
65 to 69	81	5.9	111
70 to 74	78	5.7	131
75 to 79	49	3.6	119
80 to 84	27	2.0	93
85+	39	2.8	123

AGE OF CHILDREN AT HOME



Benchmark: Ontario

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*Chosen from index ranking with minimum 5% composition

Index Colours: <80 80 - 110 110+

Rural


Demographics | Population & Households

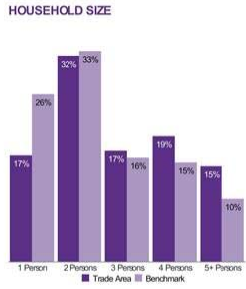
Trade Area: Rural Areas

POPULATION
12,780
HOUSEHOLDS
4,284

MEDIAN AGE
46

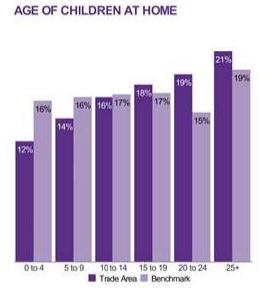
MARITAL STATUS
 63.4%
Married/Common-Law

FAMILY STATUS*
 52.5%
Couples With Children At Home



POPULATION BY AGE

Age Group	Count	%	Index
0 to 4	552	4.4	83
5 to 9	611	4.8	91
10 to 14	705	5.5	'03
15 to 19	758	5.9	'08
20 to 24	894	7.0	'04
25 to 29	759	5.9	82
30 to 34	674	5.3	77
35 to 39	586	4.6	69
40 to 44	643	5.0	78
45 to 49	874	6.8	'03
50 to 54	1,140	8.9	'26
55 to 59	1,184	9.3	'26
60 to 64	996	7.8	'21
65 to 69	764	6.0	'12
70 to 74	613	4.8	'10
75 to 79	416	3.3	'08
80 to 84	301	2.4	'11
85+	300	2.3	'01



Benchmark: Ontario

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*Chosen from index ranking with minimum 5% composition

Index Colours: <80 80 - 110 110+

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