



Parks & Recreation Master Plan

TOWNSHIP OF SOUTH STORMONT December 2020

Final Report

Sierra Planning and Management
advice • strategy • implementation



Prepared for:



Prepared by:



Acknowledgements

The creation of the Parks and Recreation Master Plan for the Township of South Stormont 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. The Project Team would like to thank the Mayor and Council members, as well as staff, for their constructive participation and direction offered over the course of the project.

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Preface to the Plan

South Stormont's Parks and Recreation Master Plan was developed at a time of great uncertainty due to the coronavirus (COVID-19) pandemic affecting communities locally and around the world.

The Township of South Stormont acknowledges that many of the observations and recommendations within the Master Plan are aimed at achieving excellence in service delivery and the provision of facilities as it relates to Parks and Recreation, and do not reflect the current restrictive state under COVID-19 pandemic policies and protocols.

In 2020, The Parks and Recreation Department had to pivot to accommodate the mandated restrictions and ensure everyone's health and safety. These impacts have affected every facet of the Department's mandate from facility closures and cancellations of programs, to continuous policy changes related to facility use and general maintenance, to additional staff requirements for increased maintenance practices.

With the current situation ever changing, and in anticipation of a long recovery period, the Township will need to continue to assess future impacts on departmental service delivery and processes. Therefore, the recommendations contained within the Master Plan will need to be considered in light of current public health and municipal practices.

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1 Introduction to the Plan

1.1 Project Background

In 2007, the Township undertook its first Recreation Master Plan (Phase I). This was followed by a Recreation Development Plan (Phase II) in 2009 that set out a 10-year implementation plan for capital projects and large maintenance issues as well as programming and service delivery recommendations, based on the information provided in the Phase I report. Several of the recommendations have been implemented to date, in addition to other key achievements that have changed the landscape of recreation within South Stormont (as detailed in Section 1.5). A new plan is required to reflect these changes and plan for the next 10-year period.

1.2 Background Report

The 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 South Stormont 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 and community satisfaction, as well as the process and results of community and stakeholder engagement. It should be read in conjunction with this Plan.

1.3 Purpose and Scope of the Master Plan

The purpose of the Parks and Recreation Master Plan for South Stormont is to guide municipal planning for parks and recreation assets and services over the next 10 years (to 2030). The Plan will help the Township guide and manage the development of parks, recreational facilities and services, as well as programming and special events.

The Master Plan is an integrated plan that outlines the current situation and provides realistic goals and objectives for:



1.4 Process Guiding Plan Development

The Master Plan was developed through a comprehensive process that included the following key inputs:

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

be addressed through the recommendations of the Master Plan.

The Master Plan for Parks and Recreation was undertaken in conjunction with a Waterfront Development Plan for the lands along South Stormont’s shoreline. The outcomes of the Waterfront Development Plan directly inform this Master Plan, as implementation will require municipal parks operations control and costs associated with this.

1.5 Key Achievements Since 2009 Plan

Since the original Parks and Recreation Master Plan was completed, several key recommendations and other achievements have been implemented by the Parks and Recreation Department, as listed below.

Many of these projects were feasible through joint efforts comprising community support, provincial and federal grants, corporate donations, and tax dollars raised through annual municipal budgets.

- **Long Sault Arena (2011 to 2020)** –Refrigeration plant upgrades, lobby and changeroom renovations, facility expansion, accessibility improvements.
- **Identified and developed 3 Community Parks** in Ingleside (Ingleside Community Park), Long Sault (Arnold Bethune Memorial Park) and St. Andrews West (Simon Fraser Memorial Park) - Strategically located to serve all residents and tourists in South Stormont.
- **Simon Fraser Park (St. Andrews West) (2012-2018)** – Pool and deck retrofit, washroom renovation (AODA),

repaired play structure, and addition of community meeting room at new fire hall.

- **Arnold Bethune Park (Long Sault) (2010-2016)** – Developed 8 soccer fields, outdoor rink, splash pad, beach volleyball courts, and washroom renovation (AODA).
- **Ingleside Community Park (Ingleside) (2014-2019)** – Strategic planning of location and amenities, washroom renovation (AODA), developed play structure, multi-use courts, and splash pad.
- **Multi-Use Courts (2012-2020)** – Upgrades to 3 existing courts (rubberized paint, pickleball lines). A fourth court was part of the Ingleside Community Park project.
- **Signage Upgrades** – Upgrades to recreational facilities and trail signage.
- **Great Lakes Waterfront Trail (2016-2017)** – Paving of a portion of the Great Lakes Waterfront Trail within South Stormont through partnership with St. Lawrence Parks Commission (SLPC).
- **Facility Booking Software (2015)** – Book King launched to facilitate online booking requests via the Township website.
- **New Online Registration Software (2019)** – Book King capabilities expanded to enable easier registrations in Township-run programs. This software also allows staff to identify the maximum number of registrants for each

program (based on instructor / coaching availability) to ensure a high-quality program experience.

- **Broadened Scope of Departmental Responsibilities** - Since 2009, the Department has expanded its portfolio of recreation and cultural assets, and to accommodate this, has begun to build a modern departmental structure for the provision of recreation and culture within the Township.

2 The Importance of Investing in Parks, Recreation & Leisure

The parks and recreation facilities and services offered in South Stormont are an essential part of the quality of life equation in the Township and are valued by residents as a core municipal service. As a municipal corporation, the Township has a responsibility for several parks and recreational assets (arenas, sports fields, playgrounds, and trails, etc.) already provided within the Township. As a direct provider of recreation and parks facilities, services and programs, the Township invests operating dollars in the direct delivery of these assets.

The Township of South Stormont has a history of providing affordable and accessible recreation opportunities. Private providers and community partners serve to complement this mandate but do not bear the same geographic scope of influence or capacity for change and investment in the sector as the municipal corporation.

2.1 Active and Passive Leisure

The facilities, services and programs provided in South Stormont support both the active and passive leisure pursuits of residents. Active leisure involves physical activity and refers to bodily movement that requires energy expenditure and can include walking, cycling, sports, active recreation and play; whereas passive leisure activities are often chosen for

pleasure, relaxation, or other emotional satisfaction, and includes arts, literature, music, crafts, table games, participating in social clubs, wildlife viewing and observing nature, picnicking, attending special events and festivals, etc. Both types of leisure activities are important and contribute positively to overall quality of life and personal wellness.

2.2 Community Wellbeing

Enhancing quality of life in the Township through investment in parks and recreation will be important for the wellbeing of the community as a whole and play a key role in resident and business retention and attraction. This Master Plan recognizes several significant shifts in the population and social context of South Stormont – all of which have economic implications. The value proposition for investment in recreation lies in the creative ability of the sector to foster civic participation as well as resident health and wellbeing through the delivery of programs and investment in facilities. Linked to this are opportunities to sustain community pride, revitalize existing neighbourhoods and support new neighbourhoods through investment in parks and recreation assets and programming.

Outdoor recreation and sporting activities will continue to attract visitors to SDG with a major attractor of the region being the St. Lawrence River and the Long Sault Parkway. The opportunity to leverage these waterfront assets as part of future capital planning priorities for parks, trails and other recreation is expected to enhance the tourism attraction opportunities in the Township as well as quality of life factors for its residents.

2.3 The Link between Leisure Pursuits and Wellbeing

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

Enhances Mental and Physical Wellbeing

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

Enhances Social Wellbeing

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

Creates Strong Families and Communities

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

Economic Benefits to Investing in Recreation

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

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

- Participation in informal and unorganized activities is becoming more common than in organized programming.
- Time and/or availability of program offering is commonly cited as a barrier to participating in recreational activities.

2.4 Ensuring Appropriate Access to Recreation

The Eastern Ontario Health Unit has identified **access to recreation** in a community setting as a key priority for helping to improve overall health and reduce the burden of chronic disease for the public. Access to recreation can mean different things to different people – but as it relates to recreation, it means that one is able to participate in some type of physical activity to improve physical, mental, or social health and wellbeing. It also means that recreation is affordable within the community, and is inclusive of all ages, abilities, and a diversity of cultures.

Communities and neighbourhoods that provide suitable access to recreational facilities, parks, and trails to its residents can play a large part in quality of life and the ability to meet national guidelines for physical activity.

2.5 Building Spaces that Support Activity

Designing communities and creating spaces and places that are conducive to the provision of both active and passive leisure pursuits is a key area of focus within the national policy for increasing physical activity, mental stimulation, and reducing sedentary living in Canada, *A Common Vision: Let's Get Moving* (2018). It is becoming increasingly important to develop physical environments that make taking part in physical activity and passive leisure pursuits on a regular basis easy and accessible. Strategic imperatives relevant to this Master Plan include:

- Prioritizing the design of space to increase recreational activity across all settings, while increasing the accessibility of existing facilities and infrastructure.
- Focus on key elements when planning new infrastructure to increase physical activity, such as safety, quality, accessibility, ability, affordability, seasonality, inclusivity, etc.
- Support active transportation solutions (e.g. enhanced cycling routes).
- Increase community access to recreation facilities and parkland through partnerships (e.g. schools, governmental agencies, etc.).

3 Planning in a Changing Context

Recreation facilities in South Stormont provide a critical service to residents and families enabling them to reach their full potential, and therefore must not be undervalued. These facilities play an important role in supporting social vibrancy, physical wellbeing, and environmental sustainability.

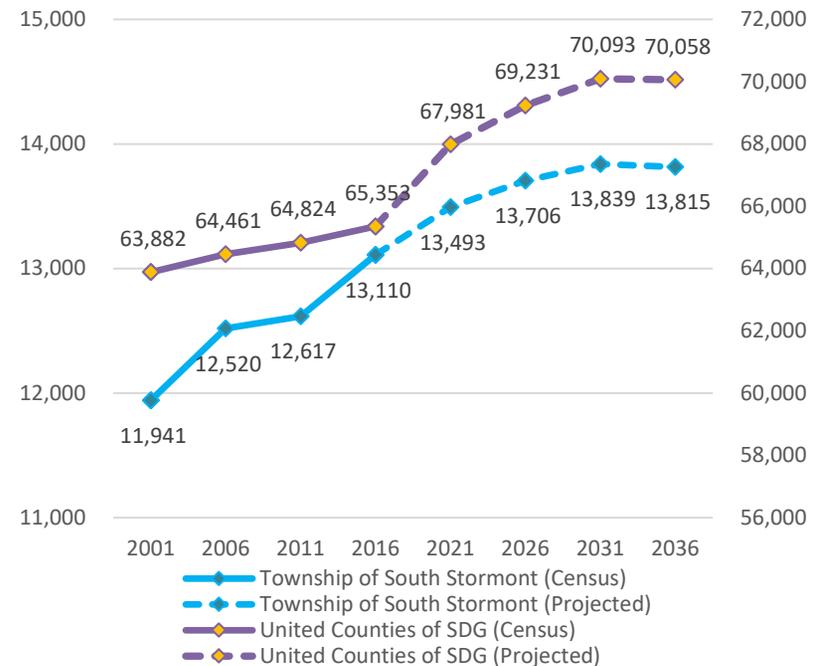
This Plan also recognizes that the Township of South Stormont is proximate to the City of Cornwall, which functions as the main service node for the region. This has implications for the Township’s recreation sector – specifically, the provision of facilities, services, programs, and opportunities within the municipal sphere.

3.1 Planning for Changing Communities

The Background Report identified that the Township has experienced moderate growth since 2001, adding 1,169 residents to its permanent population base. Based on population projections included in the SDG Official Plan, the Township is expected to continue to grow over the long term, with an estimated additional 705 new residents by 2036, however the Township estimates that the current population (2020) is likely in the range of 13,900 residents (based on MPAC and population per unit data). The Official Plan estimates that there would be 390 new households in South Stormont from 2016-2031 (25 years), however, the Township has issued permits for 327 new units in just under five years 2016-2020(Q3). The population projections are currently

under review as the Township is growing faster than anticipated.

Exhibit 1: Historic and Projected Population Growth (2001 – 2036)



Source: SPM based on Statistics Canada Census Data (2006, 2016) and United Counties of SDG Official Plan (2018).

Between 2011 and 2016, the Township grew faster than Cornwall and all of SDG combined. Much of the recent growth has occurred in Long Sault and areas north of the City of Cornwall. Many of the more northern, rural areas have

experienced a decrease in population between 2006 and 2016. Refer to the Background Report for further details.

Exhibit 2: Population Change Comparison of Neighbouring Municipalities (2011 – 2016)

Municipality	2011 Pop.	2016 Pop.	Pop. Change	% Change
South Glengarry	13,162	13,150	-12	-0.1%
South Stormont	12,617	13,110	+493	+3.9%
North Dundas	11,225	11,278	+53	+0.5%
South Dundas	10,794	10,833	+39	+0.4%
North Glengarry	10,251	10,109	-142	-1.4%
North Stormont	6,775	6,873	+98	+1.4%
City of Cornwall	46,340	46,589	+249	0.5%

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

To understand the growth potential of South Stormont over the long-term, the Township has assessed future capacity requirements related to municipal servicing for Long Sault and Ingleside, including water and wastewater services. The Township is reviewing alternative solutions to ensure that municipal servicing will meet the demands of the existing population as well as the expected population growth over the next 20 years.

3.2 Planning for Target Markets

From the perspective of this Master Plan, planning for age-friendly and multi-generational spaces will be important to address the needs of children, youth, young adults as well as older residents. Investment in recreation must be viewed as part of the quality of life equation, resident attraction and economic development strategy for the Township and means to achieve growth targets. Continuous monitoring of future need and demand for recreational facilities and amenities will be important going forward to ensure the continuation of services and to sustain the current level of service provided in the Township.

A Focus on Children & Youth

Providing recreation opportunities to attract and retain young families to the Township and to provide opportunities for those currently living in the Township will continue to be important over the course of the Plan. Ensuring that the facilities that are used by children and youth are easily accessible by various modes of transportation is of equal importance. Continuing to provide a variety of playing and learning opportunities for all ages and abilities is a principle of the Master Plan.

An Aging Population

Ingleside and Long Sault’s population have higher average ages, signifying a higher concentration of older adults within the southern urban centres. Specifically, in central Ingleside,

more than 30% of the population is over the age of 65 and less than 15% of the population is under 19 years of age.

The Township is expected to continue to experience aging like many other Ontario communities, with Ingleside and Long Sault accommodating higher concentrations of older adults than the more rural areas to the north. Implications of an aging population may include a shift away from team sports and more emphasis on wellness and fitness programs.

The Township currently facilitates access to recreation programming for older adults through leasing a municipal property to Carefor, the operator of the South Stormont Seniors Support Centre, which delivers services directly to older adults within the community at its location in Ingleside. The Township also provides social and recreational program options for older adults through local service clubs and community groups (e.g. Friendly Circle Seniors Club).

Encouraging participation and physical activity for all age groups will be important going forward – meaning that continuing to focus on children and youth will be necessary but meeting the needs of the aging population should also be prioritized.

Accessibility Planning

Having the opportunity to participate in recreational pursuits is often dependent on a lack of barriers impeding access – whether it is socio-economic, lifestyle, or physical barriers. The Township strives to provide access to all people and has completed some upgrades and renovations to its facilities to

facilitate improved access. These are identified in the Township’s Multi-Year Accessibility Plan (2019-2024) which also lays out future improvements to be made to remove potential accessible barriers.

3.3 Community Aspirations for Parks & Recreation

Master Plan engagement activities yielded input from a variety of residents and stakeholders through a range of channels and activities including:

- Public online survey;
- User group online survey;
- In-person Community Workshop;
- Online Directions presentation and feedback survey;
- Engagement with internal Township Council and staff; and
- Engagement with external stakeholders (e.g. conservation authorities, school boards, SLPC, minor sports associations, service clubs, etc.)

The results of these activities are summarized in the Background Report and have been provided in detail to the Township under separate cover. While a broad array of feedback was received, common themes and community aspirations for the future provision of parks and recreation emerged:

Theme 1: Celebrate Existing Assets
Build on what is already in place and recent achievements



Theme 2: Service Delivery
Provide a variety of events and programs for all



Theme 3: Economic Development
Recreation facilities and events to attract visitors and tourists



Theme 4: Accessibility
Improve access to, and within facilities



Theme 5: Facilities Require Investment
Aging infrastructure, maintenance considerations

4 Strategic Framework

4.1 A Renewed Vision for Parks & Recreation

A vision for parks and recreation in South Stormont was developed as part of the 2007 Plan, many aspects of which are still relevant today. The vision has been updated to better reflect the Township’s current priorities and focus:

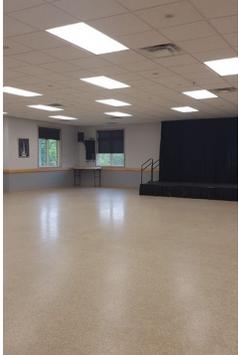
“The Township of South Stormont’s parks, recreation facilities and recreational programs support a high quality of life for its residents and in turn drive a vibrant local economy. These essential assets provide opportunities for active living through a wide variety of quality recreation services and accommodate a diverse range of groups.”

4.2 Planning Principles

The Master Plan and its recommendations are guided by the following principles for planning:

- 1 Ensure fairness, inclusiveness, and accessibility in the delivery of services with a focus on target groups.
- 2 Provide quality services in a responsive manner and develop and implement policies and standards that enhance the user experience.
- 3 Promote and support progressive partnerships to maximize public access to recreation facilities, services and programs, parkland, trails, and the waterfront.
- 4 Embrace and enhance South Stormont’s waterfront as an important recreational and tourism asset.
- 5 Recognize Ingleside, Long Sault, and St. Andrews West as the primary service hubs for recreation within the Township with facility development focused in these locations.
- 6 Strategic investment in recreation for resident attraction and retention, tourism attraction, and economic development.
- 7 Asset management-based approach to capital planning and investment in recreation facilities.
- 8 Optimize the use of existing recreational assets and revenue generation associated with facilities through increased programming opportunities.

4.3 Goals & Objectives



Goal #1: Facility Renewal & Investment

- Renewal of aging assets based on effective asset management planning.
- Priority for investment to maintain existing facilities that have a viable lifespan before investing in new facilities.
- Plan for and invest in multi-use and multi-generational amenities to address community needs over the 10 year planning period.



Goal #2: Promote Active Living & Wellness

- Promote community health, active living, and wellness through the provision of innovative recreation opportunities.
- Prioritize and enhance outdoor recreational amenities through parkland renewal and development, including the waterfront.
- Promote active modes of transportation in South Stormont through the development of an integrated system of parks, open space, and trails.



Goal #3: Integrated & Responsive Service Delivery

- Achieve balance between community development facilitation of programs versus direct programming by the Township.
- Develop and maintain a range of core programs which have multigenerational appeal, from children to older adults.
- Facilitate new and emerging needs for recreation activities and programs which are responsive to demographic and community change.

4.4 The Approach to Service Levels

At the time of the 2007 Master Plan, the approach to planning recreation facilities within South Stormont was sector-based with the Township being divided into 4 sectors with basic principles of equity of facilities and services among the sectors. Since this time, the Township's approach to the provision of facilities has evolved with centralization of indoor and outdoor facilities within the more urban and populated areas of Ingleside, Long Sault, and St. Andrews West. This "hub" approach is typical for municipalities with both urban and rural geographies and populations, however a rural standard of provision is also required to service the smaller settlements and rural areas.

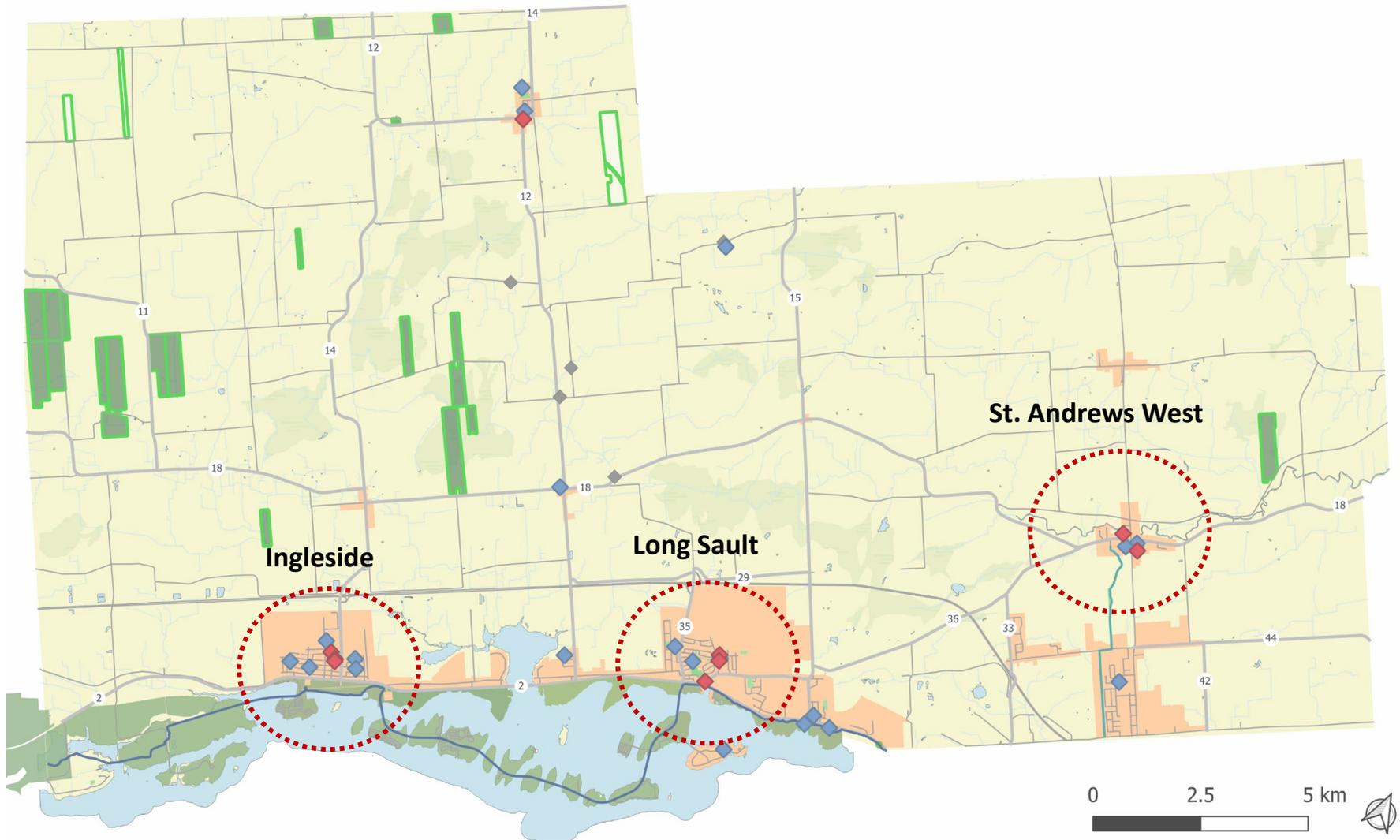
This Master Plan recognizes Long Sault, Ingleside, and St. Andrews West as the primary service areas for recreation or "community recreation hubs", offering the broadest range of Township-operated recreation facilities and services.

Based on an asset management approach to planning, the maintenance of existing facilities within the more rural areas of the Township remains important to ensure that local residents have continued access to recreation opportunities.

Recommendations: Service Levels

1. Maintain the current distribution of recreation amenities in the main settlement areas, with Ingleside, Long Sault, and St. Andrews West being the primary service areas and locations for recreation facilities. These recreation hubs will offer the broadest range of recreation facilities and services to residents centralized into 3 service areas.
2. Maintain the current distribution of recreation amenities within the hamlets and rural areas, where feasible, with consideration for future asset management priorities.

Exhibit 3: Recreation Service Hubs



4.5 Recognizing the Waterfront as an Important Recreational Asset

South Stormont is fortunate to have a wide variety of natural assets within its boundaries, including waterfront lands that extend along much of its southern boundary. These lands are largely owned by the St. Lawrence Parks Commission (SLPC), an Ontario provincial agency, whose mission is “to generate lasting visitor growth, drive economic prosperity and build community partnerships in Eastern Ontario.”

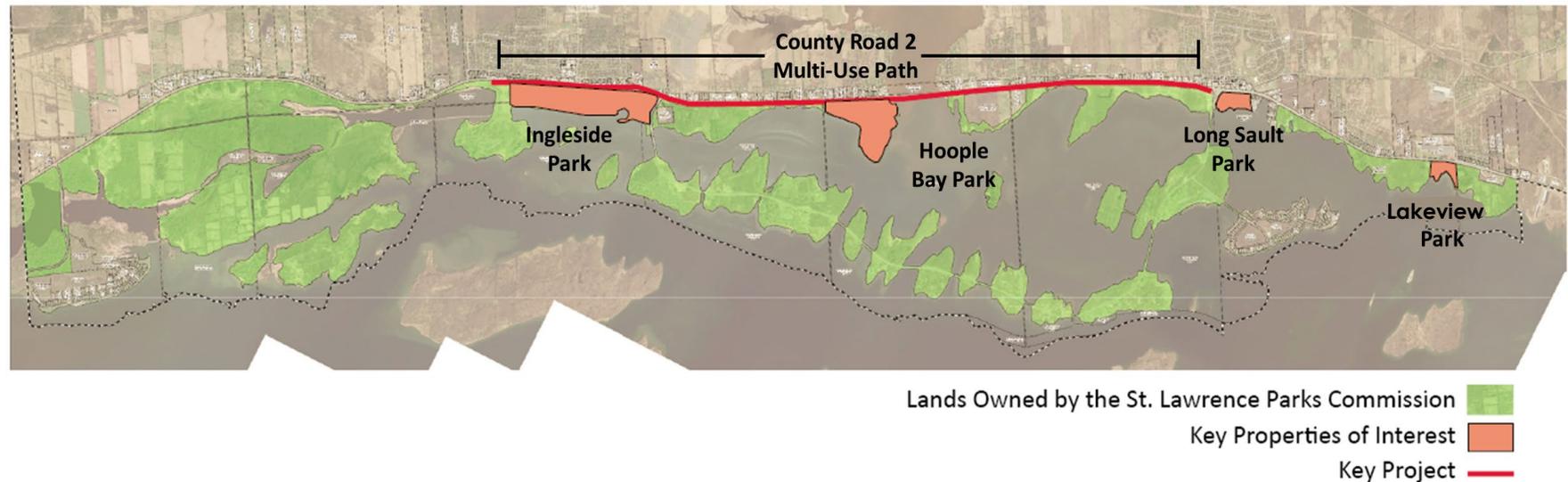
Historically the Township has worked with the SLPC within shorter term lease arrangements (20-year agreement, with renewal every 5 years) and therefore, has had little incentive or security to develop meaningful improvements on the

waterfront
lands.

Exhibit 4: Key Waterfront Properties and Projects

With a long-term vision for an active waterfront, potential acquisition and/or long-term lease arrangements will be important going forward. Obtaining control of key properties or project areas will be instrumental in cementing the path forward.

The Waterfront Development Plan, formed in conjunction with this Master Plan, will be an important tool to move forward with discussions with the SLPC. It identifies opportunities to develop the waterfront focused at five key locations within South Stormont (owned by the SLPC). This includes Long Sault Waterfront, Ingleside Waterfront, County Road 2 linear opportunity, Hoople Bay, and Lakeview Park.



It is anticipated that enhancement investments in the public waterfront lands will encourage private sector development within the Township's communities thus contributing to growth in tourism, resident attraction and retention, quality of life, and overall economic health and sustainability. For this to happen, an integrated approach is required that highlights the importance of the waterfront and other assets in building the future for South Stormont.

These signature waterfront projects tie directly into the Parks and Recreation Master Plan, as implementation will require municipal Parks and Recreation Department operational control, and the investments and staff resources associated with this. Depending on the level of development within the waterfront parks, this may include such requirements as grass mowing, snow plowing, horticulture and landscaping, general cleaning and maintenance of grounds, amenities and any potential buildings, small repairs and inspections, as well as facilitating park programming and events. The operating costs associated with any level of development needs to be fully understood and should be quantified in due course as phased build-out occurs.

Ultimately, it will fall to the Parks and Recreation Department to expand its resources for the operation and maintenance of these waterfront assets. Accordingly, these two plans become one for purposes of resource needs. Refer to Section 5.2 for recommendations related to organizational capacity and future resourcing requirements of the Parks and Recreation Department.

Recommendations: Recognizing the Waterfront as an Important Recreational Asset

3. Working closely with the St. Lawrence Parks Commission, pursue implementation of the recommendations identified within the Waterfront Development Plan to improve access to the water's edge, enhance resident quality of life, and boost the economic vitality of the community.

Exhibit 5: Inter-Relationship between the Two Plans



5 Service Delivery for Recreation

5.1 Current Approach to Service Delivery

The Township’s approach to the provision of recreation services is based on a Community Development Model: supporting and facilitating the delivery of programs and services largely offered by other organizations/non-profits within its facilities. This model recognizes that the private sector sport and recreation providers are partners and that the municipality will not be in direct competition, only providing programs where they do not exist or there is no willing provider (i.e. minor sport leagues). However, the Township remains the primary provider of indoor and outdoor publicly accessible recreation facilities.

Recreation services delivered by the Township comprise all support activities required to actualize the delivery of programs and facilities and facilitate end-user/community access to these opportunities. With respect to the municipality’s current mandate, this includes:

- Operations and maintenance, regulation, and allocation of recreation and culture facilities, parks and outdoor recreational assets;
- Recreation and leisure program development and provision;
- Special events including summer events;

- Working in conjunction with service providers to support festivals / major events (i.e. Canada Day);
- Partnership development with other parks and recreation service providers (not-for profit and private organizations); and
- All communication and promotion of parks and recreation facilities, programs, and services, in general.

This Master Plan recognizes the existence of a wide range of community-based organizations providing recreation programs and services in the Township of South Stormont, and subsequently acknowledges the importance, validity and practicality of maintaining the existing Community Development Model of recreation service delivery.

Nonetheless, the effectiveness of the Community Development Model requires the Township adopt a holistic and integrated approach to service delivery, and places the onus on the municipality to:

- Engage in standardized partnership development across user groups and organizations including volunteer groups;
- Develop mechanisms to monitor the ability of programs and partnerships to meet the needs of the community;
- Facilitate community-based programming and access to programming not only through space provision but also through:

- Marketing, promotion and communications, ensuring public access to information;
- Engaging in outreach and advocacy to target sensitive groups (including low-income residents, seniors, etc.). This will require the engagement of user groups in order to understand who they serve; and
- Develop and implement quality assurance and evaluation systems and mechanisms to monitor performance in service delivery.

The current organization of the Township’s Parks and Recreation Department exhibits a number of challenges with respect to effectively engaging in a Community Development Model, including the lack of designated staff responsible for monitoring the effectiveness of existing and development of new partnerships for program delivery and ensuring continued success as the mandate of the Parks and Recreation Department expands.

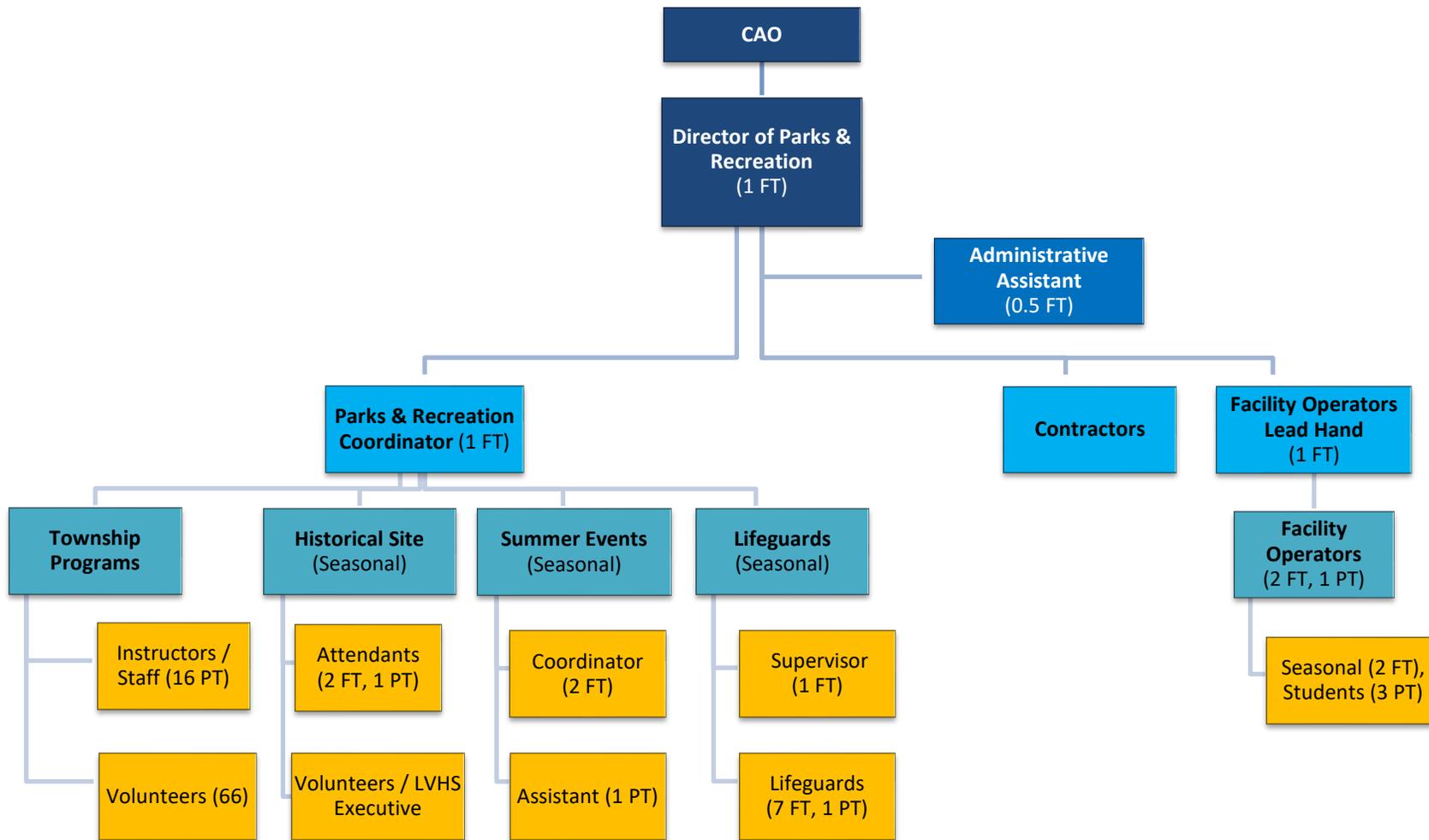
5.2 Organizational Capacity for Service Delivery

At the time of the 2009 Master Plan, there was one staff member in charge of community recreation for the Township, organized within the Public Works Department. Over the past 10 years, the Township has begun to build a modern departmental structure for the provision of recreation and leisure. Today, the management of all recreation facilities, programs and services lies with the Parks and Recreation

Department, overseen by the Township’s Chief Administrative Officer (CAO).

The Parks and Recreation Department is led by a full-time Director, who manages several staff members. The Department strives to plan strategically to preserve and extend the life of key recreational facilities, as well as develop new programs and facilities that efficiently meet the current and future needs of the community at large. Exhibit 6 illustrates the current organizational structure of the Parks and Recreation Department and its staff.

Exhibit 6: Existing Parks and Recreation Department Organizational Structure



Note: Seasonal activities are supported by seasonal staff resources in the spring and summer months. Student positions are year-round.

5.2.1 Expansion of Asset Portfolio

With a growing portfolio of facilities and parks, and having taken over responsibility for several other assets, it is apparent that the Department and its staff are approaching their operational limits and service potential in the future may be threatened. Since 2009, the Department has expanded its portfolio of recreation and cultural assets to include splash pads, washroom facility, 5 inactive cemeteries, the Lost Villages Museum, and the Community Hall at Town Hall. Additionally, the potential inclusion of waterfront parks (as developed in the future) to the portfolio of the Department (in terms of both capital and operationally) will put further strain on its currently limited resources.

Specific to the inactive cemeteries, the grass cutting is currently included as part of the Township's Mowing Contract with external providers, while Parks and Recreation Department Operators assume responsibilities for general maintenance such as tree trimming, small tree removal, small fence repairs, and brush clearing, and necessary inspections. Contractors are used for repair of stones and removal of any large trees that are posing a health and safety risk. The Township has taken the initiative to send a staff member to an ORFA Cemeterian Operations course, to be able to perform general site inspections and properly undertake maintenance and oversee contracted repairs in accordance with the Funeral, Burial and Cremation Services Act, 2002.

As for the Lost Villages Museum, a new lease agreement is currently being negotiated, and it is anticipated that the

Historical Society will continue to be responsible for the programming and events at the museum / park, and the Township will assume all responsibility for building and grounds maintenance. Therefore, Township resources will be required to perform some of the small maintenance items, while contractors will be hired to do larger repairs. The two entities will work together to ensure that seasonal students, resourced by the Township for the day-to-day operation of the Museum (June to August), are properly trained and supervised.

There are some concerns regarding the Township taking a larger role in the operation of the museum buildings and grounds. More staff time will be required to properly address the renovations and day-to-day operations, and the added annual expenses to the budget to maintain these facilities. The other concern is that the active members of the historical society are aging and the Township wants to ensure that there are plans to properly train and organize material in a manner that would allow for future generations to have the knowledge of telling the stories of the lost villages.

5.2.2 Expansion of Programs & Events

While the Township currently provides a limited offer of direct programming to the community, focused on minor sports (which are typically provided by non-profit organizations in other communities) and leisure pursuits, it is understood that the existing available resources, coupled with administrative duties to support existing programs, is restricting further program development and marketing initiatives.

Cultural programming and exposition is on the rise in the region, with the City of Cornwall developing an Arts and Culture Centre. There are opportunities for South Stormont to complement this and develop its own cultural services to take advantage of this growing sector. To facilitate expansion of programs and events to encompass cultural activities that could occur within its existing facilities and parks, as well as any new waterfront parks developed in South Stormont, the opportunity exists for further development of the Parks and Recreation Department to include Culture as another branch. This would necessitate the creation of a dedicated Cultural Program Officer position to oversee the development of cultural programs, events and ethnically diverse festivals offered by the Township or through its community partners, as well as support the operation of the Lost Villages Museum. This position would be complementary to the Parks and Recreation Coordinator position currently in place, which oversees numerous areas, especially during the spring and summer months.

There are many examples of other small municipalities where, as they grow, the Recreation Department evolves accordingly and typically includes a Culture branch or division. Whitchurch-Stouffville is one such example of a quickly growing community that has 3 divisions under its Leisure & Community Services Department banner – Culture & Community Services Division (responsible for cultural facilities and programming, and special events), Facilities & Parks Division (development and operation of parks and indoor and outdoor facilities), and Recreation Services Division (focused on program development and delivery).

Refer to Section 5.3 for commentary and recommendations related to the expansion of programs and events offered by the Township.

As the Department continues to expand its asset and program portfolio, the administrative work of the Department will increase. With one administrative support that is currently shared with Protective Services and the front counter, support provided to the Parks and Recreation Department is currently inadequate (less than 0.5 FTE) and puts a strain on the Parks and Recreation Coordinator to complete administrative duties in addition to established responsibilities for the role. As identified in the Service Delivery and Process Review, the Township should review the administrative support requirements for the Department and consider one shared administrative support with Public Works (0.5 FTE for each department), to better align with the type of work and systems required.

5.2.3 Historic Operating and Capital Budgeting

A review of the annual expenditures of the Parks and Recreation Department, both in terms of operating and capital budgets, was undertaken to assess the level of investment in recreation by the Township. The table below includes the 4-year average for both the 2005 to 2008 and 2016 to 2019 period, as assessed as part of the previous and current master planning exercises.

Exhibit 7: Average operating and Capital Budgets for Parks and Recreation Department

	2005-2008	2016-2019
Operating Budget	\$ 800,332	\$ 1,088,119
Capital Budget	\$ 143,108	\$ 337,664

Source: Sierra based on budget information provided by the Township.

Over the 10-year period, the average capital budget has increased - although still quite modest - confirming the Township’s commitment to providing up-to-date amenities to its residents. The operating budget has increased more modestly, indicating the need for improved investment in the required resources to successfully operate and maintain the new and revitalized amenities, facilities, and additional properties that the Township has taken on since the 2009 Plan.

5.2.4 Recognizing Future Organizational Needs

The Township has recently undertaken a full Service Delivery and Processes Review, including the Parks and Recreation Department. The review identified the following key findings:

- The staffing complement of the Parks and Recreation Department is not robust and there are few full-time staff, while part-time compensation is quite high;

- The Department is currently below the benchmark for staffing full-time equivalents (FTE) as a ratio to the Township’s current population;
- Operating expenditure per capita (\$88) is lower than the average across Ontario (\$133¹); and
- There are a lack of updated policies and procedures and the existing paper-based procedures create work for higher positions.

The final recommendations of the Service Delivery and Processes Review of the Parks and Recreation Department will be important to improving the future provision of recreation facilities and services over the Plan period and are supported by this Master Plan. The gaps in the Departmental workforce need to be addressed, and the Township should seek to increase the operational resources of the Parks and Recreation Department to address the continued growth, expansion and diversification of parks and recreation facilities, related quality and maintenance standards, and expansion of program opportunities. This includes the designation of a Cultural Program Officer and a shared administrative role with more capacity to fulfill the requirements within the Parks and Recreation Department.

¹ As per BMA Management Consulting Inc. Municipal Study (2016). It is important to note that reporting may not be consistent across municipalities.

Recommendations: Service Delivery & Organizational Capacity

4. Continue to employ a Community Development Model for the municipal delivery of parks and recreation, where the Township supports the volunteer and community organizations that have historically served the recreation programming needs of the community through the provision and maintenance of recreation facilities.
5. Explore partnership opportunities for operations, maintenance, and the delivery of services and programs, to enhance service levels and leverage public funds.
6. Designate a Cultural Program Officer to oversee cultural programming and events. This position will be progressive, starting as a part-time salaried position and working up to a full-time position as the cultural program and event offer is expanded over time.
7. Review the administrative support for the Parks and Recreation Department and consider adjusting the position to be shared with Public Works. This position would be better aligned with the type of work and systems required within each department.
8. Implement the recommendations of the Township's Service Delivery and Processes Review as it relates to the Parks and Recreation Department to improve

service levels for the provision of parks, recreation facilities, programs, and services.

9. Continue to monitor the impact of internal and external pressures on parks and recreation staffing requirements linked to the maintenance of appropriate levels of facilities and service delivery.

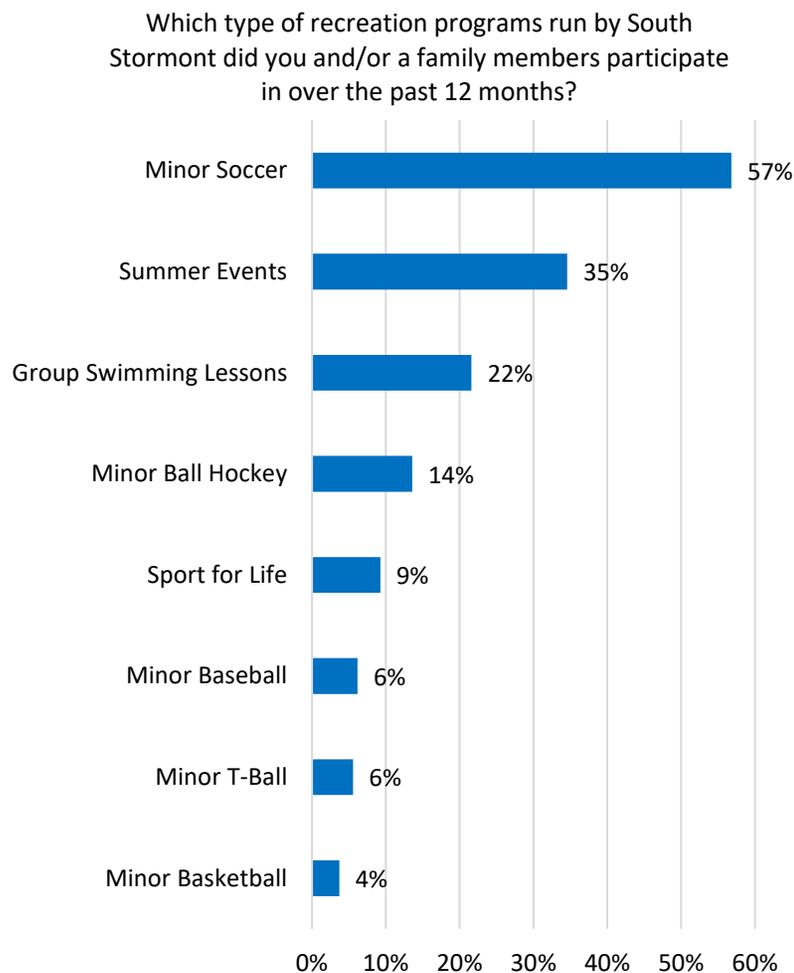
5.3 Community Programs & Events

5.3.1 Program Delivery & Participation

Through the Parks and Recreation Department, the Township directly delivers a limited offer of registered programs, including minor sports programs, swimming lessons, pickleball, badminton, and summer events. Since the 2007 Plan, the Department has continually strived to provide more program opportunities to residents. Over the past 3 years, annual registrations for municipally run recreation programs have generally increased, with minor sports programs (specifically soccer) seeing the largest increase in registrants (49 more registrants in 2019 than in 2016).

In December 2019, the Township began offering daytime programming at the Lancer Centre, including a free Walking Program offered 3 days a week, and Pickleball offered once a week. Participation in these programs has averaged 40 people for the walking program and 25+ for the pickleball program. The initial success of the programs is in part due to the Lead Volunteers in place that help the Township run them.

50% of respondents to the public survey (n=160) have participated in Township-run programs in the past 12 months, with a majority (85%) indicating they were 'satisfied' or 'very satisfied' with the recreation programs currently being delivered by the Township.



5.3.2 New Programming Opportunities

Through engagement activities it became evident that expanding the programs offered by the Township, and/or other organizations, was important to facilitate new opportunities for recreation. 15% of survey respondents (n=600) felt that additional programs were needed. Suggestions for additional programs, categorized by age cohort, include:

Children / Youth	<ul style="list-style-type: none"> • Broomball • Badminton 	<ul style="list-style-type: none"> • Tennis • Coding
Adults	<ul style="list-style-type: none"> • Badminton • Basketball • Dance 	<ul style="list-style-type: none"> • Fitness • Book Club
Older Adults	<ul style="list-style-type: none"> • Indoor walking • Fitness • Curling • Aquafit • Arts and Crafts 	<ul style="list-style-type: none"> • Hobby Courses • Woodworking • Book Club • Technology
All Ages	<ul style="list-style-type: none"> • Arts and Crafts • Visual Arts • Photography • Skills Workshops 	<ul style="list-style-type: none"> • Outdoor Education • On-water programs • Hobby Courses

Providing more program opportunities for all ages, with a focus on target populations (i.e. older adults, children, and youth) is important to the community, and therefore, working with local businesses / organizations to provide these programs (with the Township providing rental space) should be a focus going forward. Multi-generational program opportunities should also be carefully considered.

With the waterfront lands proposed to become more functional community spaces, the opportunity exists to actively program and animate these spaces - whether it be for weekly activity series (e.g. outdoor movies, concert series, etc), summer events or camps, or special events such as Canada Day celebrations or paddle events. As the planning for these lands move forward, the Township should work with local partners to seek out new program and event opportunities that would be appropriate to be held on the waterfront.

Improving the program offer will have resource implications related to staffing and service levels. Refer to Section 5.2 for commentary and recommendations related to these implications.

Recommendations: Community Programs & Events

10. Continue to track program registrations and facility bookings on an annual basis, working with organized user groups / program providers to collect data and monitor changes in registration by program and market conditions over time.
11. Building on recent successes, work with local businesses and organizations to expand the program suite offered in the Township to address the needs of a variety of groups (e.g. seniors, youth, adults, multi-generational, etc.). Tracking programming trends and best practices will help to determine which programs should be offered.
12. Work with local partners (e.g. United Counties of SDG, SLPC, local artists, etc.) to improve localized programming and events related to culture and heritage. This could include the promotion of cultural programs that are already occurring within the Township or region, facilitating these programs through the provision of rental space, and /or providing these programs directly, as required.

5.4 Marketing, Communications & Customer Service

This Master Plan makes recommendations to improve the programming options available to the community – a change that is expected to be incremental, and largely-driven by partnerships and volunteers. This will require a series of administrative, communications and marketing efforts to enhance the viability of solutions.

5.4.1 Marketing & Communications Resources

Information related to recreation facilities, programs and community groups is currently provided within the Township’s semi-annual Community Guide and on the Recreation portal of the Township’s website. While the website provides excellent resources for the community, there are additional opportunities to enhance the community’s access to recreation facilities when online, including employing a fully-functional online facility booking system for user completion (this is currently only initiated online and requires staff resources to complete).

5.4.2 Community Branding, Wayfinding & Signage

In 2013, the Township developed a Branding Strategy in conjunction with South Dundas, focused on a unified signage program for all Township signage, including parks and trail signage. The program ended in 2018, however, some park

identification signage has been employed since the Strategy was developed (e.g. at Arnold Bethune Park in Long Sault), the design of which builds upon the Township's logo.

To strengthen the Township's brand, and provide information and wayfinding to residents and visitors, a consistent approach to wayfinding, information and park, trail and facility identification signage should be further developed. A unified signage program will help to provide pedestrians, cyclists, and motorists alike, with the information they need to successfully navigate the Township's towns and villages, as well as locate key attractions and amenities. The potential exists to include improved identification and informational signage, detailed trail information, and wayfinding signage. This is further detailed on the following page.

Recommendations: Marketing, Communications & Customer Service

13. Expand the online facility booking tool to enable user-led online booking capabilities via the Township's website. This will provide a simplified booking process for the public and reduce the demand on staff time to provide in-person requirements.
14. Building upon the recently implemented parkland identification signage, consider developing appropriate wayfinding and identification signage for all parks, trails, and recreation amenities using the Township's existing logo and branding.

Exhibit 8: Potential Community Branding, Wayfinding and Signage Improvements

Identification & Informational Signage	Detailed Trail Information	Wayfinding Signage
<p>Identification and informational signage for all Township parks and trails that includes details as to what facilities and amenities are provided (as has been developed for Arnold Bethune Park).</p>	<p>Detailed trail information should be added to the Recreational Trail signage to improve user knowledge. This should include information such as trail length, amenities / facilities, trail map, route difficulty, etc.</p>	<p>Roadside wayfinding signage providing directional and distance information to the Township’s core areas and main facilities (e.g. Town Hall, Arena) as well as the Community Parks and Recreational Trail. This should be developed at both a vehicular and cyclist / pedestrian scale.</p>
		

5.5 Policies & Standards

Municipal policies and standards that support public access to parks and recreation facilities are as follows:

- User fees – ‘pay per use’ permitting arrangements to provide a broad range of recreational opportunities within municipal facilities;
- Partnership arrangements as may be developed over time with key groups/organizations to support the operation/management of select assets; and
- Lease agreements.

5.5.1 User Fees & Cost Recovery

At present, the Parks and Recreation Department administers fees for the following:

- Facility rentals and miscellaneous fees;
- Registered program fees; and
- Drop-in fees and passes.

The current user fee structure is not based on a detailed cost analysis or cost recovery model and the Township does not have a formal User Fee Policy in place to guide levels of cost recovery and subsidization. Municipal cost recovery for recreation is estimated at 45% based on the Town’s 2018 Operating Budget, which is comparable to other similar

municipalities. The completion of a User Fee Study may address the appropriateness of the current level of cost recovery and subsidy for recreation facilities and programs. Differentiated fees for non-residents should be explored.

Typically, when setting annual fees, higher levels of direct subsidy are for those categories of programs and services which teach essential life and safety skills to all ages, and/or provide basic essential introductory programming for children, youth and seniors, and encourage active living. Making the investment to provide these programs to Township residents is critically important to the development of life skills, health and safety knowledge, and leadership qualities that participants can use to improve their quality of life and build a better community.

5.5.2 Partnership Arrangements

In addition to staff of the Parks and Recreation Department, there are a number of external partners that provide important assets within the Township that are used for both formal and informal recreational purposes, facilitate access to recreation facilities, and/or deliver programs and services within the community, including:

- Environmental agencies (i.e. St. Lawrence Parks Commission, Conservation Authorities);
- Local school boards;

- Health and wellness agencies (i.e. Seniors Support Centre, Eastern Ontario Public Health Unit);
- Cultural groups (i.e. Lost Villages Historical Society);
- Community associations (i.e. Lions Club, Friendly Circle Seniors Club);
- Sports organizations and local leagues (i.e. South Stormont Minor Hockey Association); and
- Private fitness program providers (i.e. Yoga, local gyms).

South Stormont has historically had a strong volunteer base who are committed to offering a wide variety of activities and programs for all ages; however, busier lifestyles today and an aging loyal volunteer base have impacted the level of volunteerism in South Stormont. A growing number of community groups across the province experience constraints in capacity to deliver sports and recreation opportunities due to a diminishing volunteer base. This results in more staff time being required to fill the gaps in the delivery of activities that were historically addressed by volunteers. This has added to workload requirements of Township Parks and Recreation staff.

This Master Plan recognizes that opportunities for partnerships not only related to the operation of a facility but also capital projects. The range of opportunities has evolved over time and the spectrum of prospective partnerships has grown more dynamic. Maintaining these partnerships and

seeking out new partner opportunities will continue to be important for the successful provision of recreation programs, facilities, and services for South Stormont residents.

5.5.3 Framing the Scope of Partnerships

Many municipalities across Canada and the province have benefited from the implementation of a standardized partnership framework as the lens through which all potential partnership opportunities are examined, held accountable and eventually selected as appropriate. These frameworks are generally designed to meet the needs of the respective municipality are elementally similar.

A well-structured framework stipulates the municipal response to an opportunity as well as obligations of potential partners and is flexible in its recognition that each project is unique. These frameworks are meant to evolve as new types of projects and proposals come to the fore but are ultimately designed to ensure a transparent process of evaluation. Protecting the public interest, demonstrated community need, client/service orientation, risk allocation, desired levels of operating control quality assurance, and lifespan of the investment are principles on which a framework may be based.

Partnership frameworks differ from lease agreements for municipal facilities and may be negotiated on a case-by-case basis due to the specifics of the nature of associated spaces and operational activities.

Developing a standard framework for agreements with third parties will help to ensure a level of consistency in the approach to municipal decision-making regarding partnerships. The policy should help municipal decision-makers answer several important questions before entering a partnership:

- Is the service/facility needed in the community?
- Is the service/facility consistent with municipal values?
- Who is best equipped to deliver the service?
- Will municipal interests be protected within the selected approach?

The policy should stipulate the manner in which the Township of South Stormont will procure third-party agents. The Policy should also identify when it is appropriate to contemplate terminating an operating agreement/arrangement due to underperformance.

5.5.4 Lease Agreements

As detailed in the Background Report, the Township currently has four lease agreements with external agencies and private landowners for the maintenance and operation of land or facilities. This includes the Lancer Centre, St. Andrews West Sports Fields, Lakeview Park, and Lunenburg Park. These facilities are important recreational assets within the

Township and the lease agreements should be maintained, as long as the agreement is satisfactory to the Township.

To maximize the potential associated with the public use of SLPC lands (including Lakeview Park, but also other key parcels across the waterfront), investment in additional infrastructure is likely necessary. For the Township to be willing to invest capital of any significance into these lands, the Township requires a solidified long-term lease and rights of usage to enable it to justify investment in the park(s).

Recommendations: Policies & Standards

15. Undertake a detailed User Fee Study to confirm the true cost of service for the delivery of recreation (facilities and programs). The study should clearly define programs, use, and services which warrant subsidization as well as identify those items for which full cost recovery is warranted in keeping with best practice.
16. Maintain existing partnerships and seek out new opportunities for partnerships to enhance service levels and leverage public funds (e.g. facility naming / sponsorship, operation of spaces, program delivery, etc.).
17. Develop and implement a corporate partnership framework policy for capital and operating agreements/arrangements with third parties. The

policy is to be a comprehensive decision-making framework for a range of options (capital and operating) to enhance the delivery of facilities (including consideration for County, SLPC and public-private partnerships).

18. Continue to maintain the lease agreements with relevant parties for the provision of recreational facilities and parks within South Stormont, so long as the facility / asset is considered beneficial to the Township and its residents. This includes agreements with the St. Lawrence Parks Commission, Upper Canada District School Board, Lost Villages Historical Society, and Roman Catholic Episcopal Corporation.
19. Assess the feasibility of purchasing the Henry de Rooy Memorial Park property in Lunenburg to continue to provide recreational amenities for residents in that area. This should be assessed with consideration for future asset management priorities (as per Recommendation 2).

6 Planning for Parkland & Trails

Parks provide the land base that supports a variety of outdoor recreation facilities and amenities to appeal to a broad range of users. The recommendations for parkland and trails are intended to provide direction to address key issues and areas of focus for the continued management of active park resources.

6.1 Parkland Classification System

The United Counties Official Plan does not classify parks into a parkland hierarchy. As part of this Master Plan process, municipal parkland has been classified based on form, function and level of service, and takes on board the three 'Community Parks' that have been developed / are currently under development as focal points within Long Sault, Ingleside and St. Andrews West.

The Parkland Hierarchy guides the types of uses and amenities that should be considered in new parkland development or revitalization of existing parkland. It sets a standard of quality for each parkland class (size, amenities included, location, etc.), provides proportionate access to parkland and open space for residents, and ensures that capital and operating expenses are distributed across the Township.

Exhibit 9: Parkland Classification Hierarchy

Regional Parks



Community Parks



Neighbourhood Parks



Exhibit 10: Proposed Parkland Classification System

Classification	Service Area	Function	Optimal Size	Optimal Location	Uses / Amenities
Regional Parks <i>Currently includes:</i> Waterfront Parks, Ault Park	Regional destination, Township-wide function	Social / cultural activities / events Multi-purpose functions Natural areas for active / passive recreation	Min. 3 ha	Frontage on arterial roads, connections with other open spaces / trails.	Events, picnic shelters, open space, trail linkages, washrooms, dog park, water access, naturalized areas for recreation uses (e.g. mountain biking, cross country skiing).
Community Parks <i>Currently includes:</i> Ingleside Community Park, Arnold Bethune Memorial Park, Simon Fraser Memorial Park	Serves local community / surrounding areas	Community focal points Active / passive recreation, major sports facilities	Min. 1 ha	Frontage on major roads, co-located with indoor facilities and / or adjacent to schools.	Sports fields, sport courts, pool / splash pad, play structures, open space, trail linkages.
Neighbourhood Parks <i>Currently includes:</i> Various locations	Local neighbourhood, 400m-800m (5-10 minute walk)	Neighbourhood focal points	Min. 0.3 ha	Roadway frontage, centrally located within service areas	Play structures, shaded seating areas, flexible open space, pathways, etc.

6.2 Parkland Supply & Service Level

Parkland Supply

The Township owns and operates 26 municipal park parcels (some of which are to be developed in the future), with a total land area of 44.8 hectares, as detailed below.

Exhibit 11: Existing Parkland Supply & Classification

Park	Classification	Size (ha)
Ault Park	Regional	3.95
Lakeview Waterfront Park (Owned by SLPC)	Regional	3.77
OPG and Township Owned Corridors	Regional	3.07
Arnold Bethune Memorial Park	Community	8.89
Ingleside Community Park	Community	3.28
Memorial Square Park	Community	0.77
Simon Fraser Memorial Park	Community	0.67
St. Andrews Outdoor Rink & Sports Fields	Community	4.16
Arrowhead Estates (Undeveloped)	Neighbourhood	2.18
Ault Island Park (Undeveloped)	Neighbourhood	0.49
Chase Meadows Parkland (Undeveloped)	Neighbourhood	0.60
Elm Street Park	Neighbourhood	1.02
Henry de Rooy Memorial Park (Not Township Owned)	Neighbourhood	0.20

Park	Classification	Size (ha)
Hoople Street Park	Neighbourhood	1.09
Lakeview Heights Outdoor Rink	Neighbourhood	0.06
Lloyd Hawn Park	Neighbourhood	0.30
MacLennan Park	Neighbourhood	2.34
Maple Street Park	Neighbourhood	0.67
Mille Roches Park	Neighbourhood	0.89
Moulinette Island Park	Neighbourhood	0.36
Northfield Park	Neighbourhood	1.05
Parkway Estates Parkland (Undeveloped)	Neighbourhood	1.24
Piercy Street Park	Neighbourhood	1.76
Primrose Lane Park (Undeveloped)	Neighbourhood	1.31
Wales Village Park	Neighbourhood	0.44
Westview Acres Park	Neighbourhood	0.25
Total		44.81

Existing Level of Service

South Stormont's current parkland inventory represents an existing service level of 3.4 ha of municipal parkland per 1,000 residents based on the Township's 2016 census population. Service levels observed in comparable communities typically are in the range of 2.0 to 4.0 hectares of parkland (combination of both active and passive parkland) per 1,000 residents. More rural areas traditionally have lower standards

of parkland provision given there is typically greater access to open space by residents.

Consideration for the abundance of non-municipal parkland (most notably over 1,300 ha of open space along the waterfront owned by the St. Lawrence Parks Commission – including the islands), is also important here, and contributes significantly to the overall supply of land that is publicly accessible for recreation and leisure purposes.

Achieving an Appropriate Level of Service for Parkland

To maintain the existing service level for parkland within South Stormont, a minimum provision level of 3.4 hectares per 1,000 new residents is recommended. Based on the marginal forecasted population growth to 2030, the Township would need to procure an additional 2.1 hectares of parkland to meet the proposed service level target.

Exhibit 12: Projected Parkland Requirements

	2016	2021	2026	2031	2036
	(Census)	(Estimated)			
Population	13,110	13,493	13,706	13,786	13,815
Population Added from 2016	-	383	596	676	705
Current Parkland Supply	44.8	44.8	44.8	44.8	44.8
Provision Target	3.4 hectares per 1,000 new residents				
Additional Parkland Required	-	1.1	1.8	2.1	2.2

The Township primarily acquires new parkland through the land dedication or cash-in-lieu of parkland requirements of the *Ontario Planning Act* to facilitate the provision of parks within new developments, or in areas of intensification and redevelopment. The *Planning Act* enables municipalities to require the conveyance of land for parks or other public recreational purposes as a requirement of land division or development. As an alternative, the *Act* also sets out that municipalities may require the payment of cash-in-lieu of parkland that is otherwise required to be dedicated. For example, the cash-in-lieu of parkland dedication can be used when the parcel for parkland offered by the developer is too small to develop recreational facilities of any significance on the site or not in an ideal location.

In South Stormont’s case and based on the projections above, due to the small amount of parkland that could be acquired through dedication, cash-in-lieu of parkland dedication is likely to be preferred in order to be able to either improve amenities within the existing park portfolio and/or acquire larger parcels that can accommodate a variety of amenities for future populations (currently, nearly half of the municipally owned park parcels are less than 1.0 hectare in size).

The acquisition of parkland should consider the quality of parkland in addition to quantity. Lands suitable for use as municipal parkland are typically adjacent to established parks, school yards, or stormwater management areas; within easy walking distance to residential areas being served; located

near multiple residential development; and not susceptible to major flooding, poor drainage or other environmental conditions which would interfere with their use for public recreation. Connectivity to the existing trail network, size, and configuration of park parcel (to accommodate a variety of active and passive amenities), and street frontage for visibility and safety are also important considerations.

Rural Provision of Parkland

The Township's parkland is distributed among the rural hamlets and within the more urban areas of Ingleside, Long Sault, and St. Andrews West. While the current population and most of the future growth is focused in the urban areas, the hamlets still accommodate a portion of the overall population. The importance of providing parkland and recreational amenities within proximity of these rural residents is important. Therefore, the Master Plan is based on the principle of recognizing differences in urban and rural levels of service. The recommended level of service within the rural hamlets is premised on maintaining ownership of parkland in rural hamlets, including both active and passive opportunities for recreation, and aligning the amenities offered to the changing needs of residents over time.

6.3 Parkland Design

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

The Background Report summarizes the key trends and practices that may influence the design and development of parks in the future, related to accessibility standards, sustainability, operational considerations, flexible and multi-use spaces, landscape treatments and the use of native plantings, and other amenity trends on a national and international scale. Consideration for a neighbourhood or community's lifecycle stage is also important when determining the outdoor facilities to be included in the design. Through implementation, these trends can serve to enhance the overall user experience and contribute to resident's quality of life.

Community Lifecycle

Communities and neighbourhoods change over time and go through lifecycles of their own. What was once a neighbourhood with many young families may become an area with few families and more empty nesters or older adults. Park design and development/redevelopment must consider these generational shifts to ensure that the

amenities being provided reflect the demographics of the local community.

Inclusion and Accessibility

Ease of access to and inclusivity within parks, open space and trails encourages use by a range of people. Designing a linked and easily navigable network of parks and trails, incorporating a variety of amenities and barrier-free design, designing for active and passive uses as well as structured and unstructured play, and providing the appropriate parking facilities (vehicular, bicycle or otherwise) are important considerations for the Township going forward. As parks are (re)developed, all park, trail and open space amenities must be designed to AODA standards.

Community Engagement

It is now common practice to engage the community through the park design and development process. Inclusion of community participation in the process can often address the lifecycle of a neighbourhood, providing an indication of the types of outdoor facilities needed locally. For example, the City of Kingston employs a web-based engagement tool to garner feedback related to individual playground development / enhancement that are taking place across the city.

6.4 Parks Operations and Forestry Management

Township staff coordinate and take on the maintenance and operations of the parkland system. Capital investments in the development and renewal of parks as well as corresponding operations and service delivery resources are required to sustain the quality and capacity of the existing parkland system. Ongoing parks management needs will continue to change and grow with the continued expansion and diversification of parks and facilities related to staffing and resourcing, operations and administration of park policies, by-laws, bookings, budgets, and other aspects.

To create long-term sustainability, there is a need for increased emphasis on opportunities for operational savings and efficiencies in new capital projects and allocation of sufficient operational resources to address ongoing maintenance as well as lifecycle needs.

Adequate resourcing for effective asset management of parks requires keeping accurate and up-to-date information. The Township's Parks Inventory, in conjunction with the Asset Management Plan (once completed) should act as a working resource to review and plan for future parks and facilities management as well as operational resource needs.

Within the parkland system, trees have become widely recognized as important green infrastructure and an asset to public health, linking the health of the urban environment to

the state of the urban forest. Because of this growing recognition of the importance of trees, forestry management is an emerging component within the Township's parks operations portfolio. With the urban canopy currently under threat from diseases and infestations such as the Emerald Ash Borer (EAB), a proactive approach and strategy is required to address the preservation and future management of the Township's trees.

Recommendations: Parkland

20. Adopt a Parkland Classification System, per this plan, as the Township's planning policy direction, organizing hierarchy and approach for designing, developing, and programming parkland in the future. This classification system should be used to assess the appropriateness of future parkland conveyance as well as existing parkland parcels that have not yet been developed (e.g. Ault Island, Chase Meadows).
21. Maintain a minimum parkland provision standard of 3.4 hectares of parkland per 1,000 residents over the Plan period. This results in an additional 2.1 hectares of parkland by 2030 based on estimated population growth.
22. Continue to invest in the 3 Community Parks in Long Sault, Ingleside, and St. Andrews West as hubs for

outdoor recreation activities within the settlement areas.

23. As per recommendation 2, maintain existing parkland within the hamlets and rural areas to provide outdoor recreation opportunities for each community in the rural areas, where feasible, and with consideration for future asset management priorities.
24. Focus parkland investment in a) existing neighbourhood parks through prioritized renewal and replacement to address lifecycle requirements, and b) undeveloped parkland parcels to provide amenities for residents at a neighbourhood scale.
25. As part of future park design, development and renewal projects, facilitate community participation by obtaining public input during the planning and design process, fostering partnerships and joint ventures in park development/renewal, and promoting awareness of park projects and initiatives through effective public communications. Ensure that new or redeveloped parks are designed with the lifecycle of the community, user's comfort, safety, and accessibility in mind, through the use of CPTED (Crime Prevention Through Environmental Design) (or similar) principles as well as adhering to AODA Standards.

26. Further develop and maintain a Parks Inventory as a record and mapping of parks and related facilities, building on the inventory and mapping provided in the Background Report. This should include Geographic Information System (GIS) based mapping of parks with inventory attribute data identifying park name, address, size, amenities, etc., and should be linked to asset management. This data should be incorporated with an online public information map and inventory identifying available parks, facilities, amenities, programs, and park uses.
27. Closely monitor future development occurring on Ault Island, and explore options for the development of Ault Island Park to be situated in an alternate and preferred location in the local neighbourhood (based on a review of site conditions and the park classification system). Depending on the preferred park location, explore cost sharing with the Township of South Dundas.
28. Undertake a comprehensive Tree Inventory and develop an Urban Forest Management Plan. This should include planning for native species plantings and resiliency to changing climate conditions, establishing a tree planting and replacement program, and supporting the maintenance and expansion of the urban forest cover.

6.5 Trail Network

Trails and active transportation routes are an important consideration as part of the overall parks and recreation network within South Stormont. The Township currently maintains the **South Stormont Recreation Trail**, a 5 km trail for non-motorized uses running from Cornwall Centre Road in the south (Rosedale Terrace) to County Road 18 in the north (St. Andrews West).

In addition, the Township is also home to a portion of the **Great Lakes Waterfront Trail**, a multi-use trail running the length of the Township along the water's edge. This trail is maintained by SLPC. The trail currently follows the Long Sault Parkway across the islands and is an on-road trail shared with cars (no shoulder) – diverting trail users away from the primary settlement areas of Ingleside and Long Sault. This trail is part of a larger 3,000 km province-wide trail network that runs along the shores of the Great Lakes.

Trails and pathways were identified as the top priority for future investment by survey respondents who felt that South Stormont needed additional and/or new outdoor recreation facilities. Many comments related to the provision of dedicated facilities (e.g. separate bicycle paths), the expanded usability of trails by multiple users and during different seasons (e.g. mountain biking, winter use for snowshoeing, cross country skiing, etc.), as well as the provision of appropriate trail amenities and signage.

A Bicycle Friendly Communities Workshop was held in June 2019, facilitated by the Share the Road Cycling Coalition, to identify a path forward for the Township to become a more bicycle friendly community. The five-year vision for cycling in South Stormont is summarized as follows:

- The villages will be connected by safe, comfortable cycling routes;
- There will be new opportunities to learn cycling skills to help build a strong culture of road respect;
- Active transportation will be ingrained into the local school culture;
- There will be special events where walking and cycling are a key component of the event experience (i.e. a signature cycling event along the Long Sault Parkway);
- Riding a bike will be a rewarding and enjoyable experience through Incentive and/or Bike Share programs; and
- Walking and cycling will be the easy choice for residents through development and complete streets policies.

Ultimately, the Township would like to be recognized as a designated Bicycle Friendly Community within Ontario. The recommendations included in the Master Plan reflect the key outcomes identified from the Workshop.

6.5.1 Creating a Comprehensive Trail Network

Creating a well-connected trail and open space network is important for promoting healthy living, active transportation for short trips, and to provide expanded recreational trail opportunities. On and off-road linkages between existing trails and parks can be developed in a variety of ways including on sidewalks, paved road shoulders, or paved multi-use pathways.

Through the Master Plan process, key connections have been identified on both a regional and more local scale. Within the broader trail network, improving village linkages to existing and new waterfront facilities, in all seasons, should be provided via an east-west active transportation corridor along the south side of County Road 2. This is one of key projects proposed in the Waterfront Development Plan.

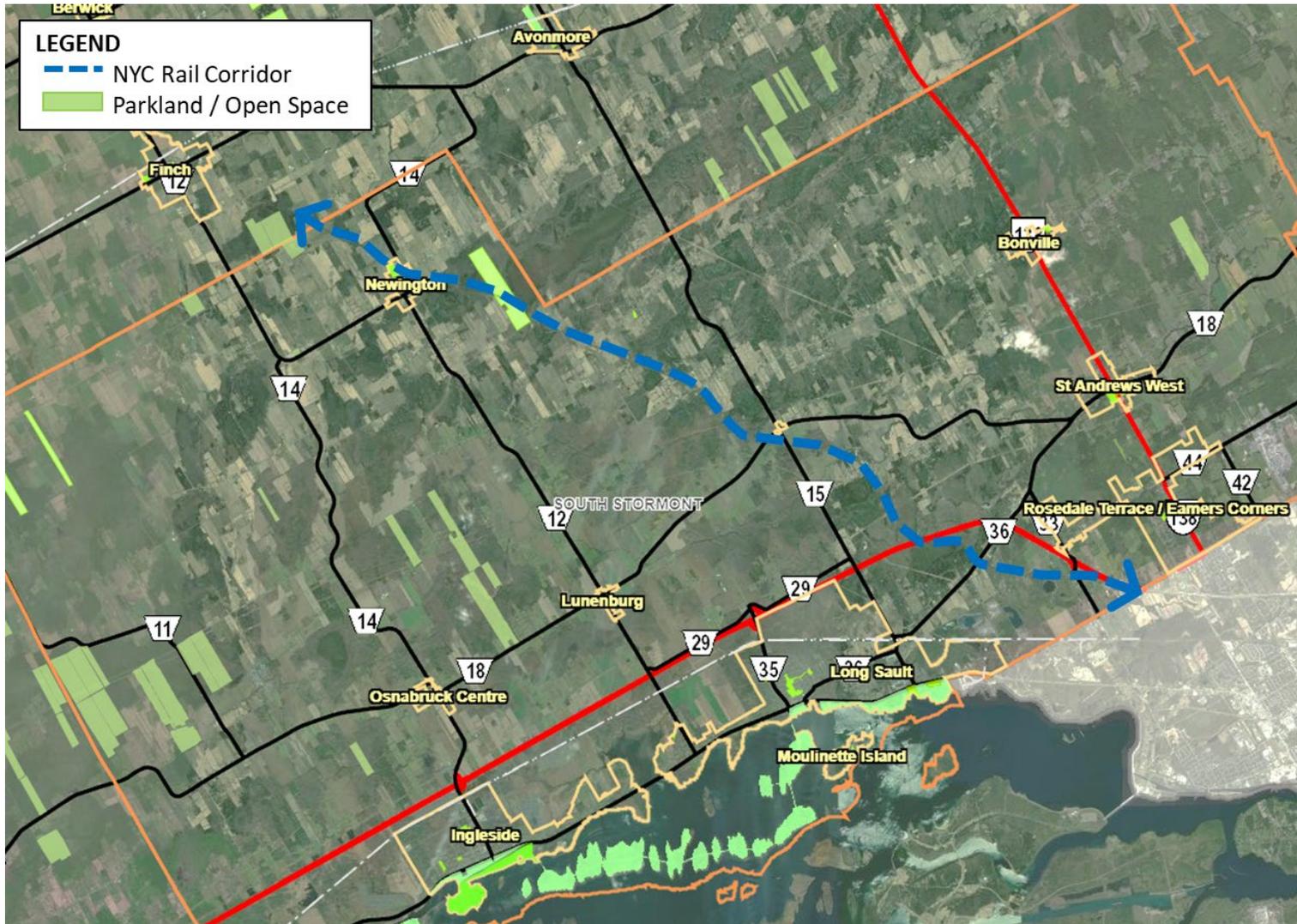
The Bicycle Friendly Communities Workshop process identified that there was significant interest in utilizing the former New York Central (NYC) Rail Corridor as a Rail Trail in South Stormont. This could provide regional linkages into the northern areas of the Township through Newington, and beyond, connecting with the NYC Fitness Trail developed in Russell Township. Development of this corridor as a regional trail linkage will depend on the availability of land as some portions are privately owned and other portions are owned by Bell. The Township should review and assess the feasibility to purchase / obtain an easement for development of the

corridor as a trail link. It will be important to work with neighbouring municipalities and the United Counties of SDG to develop a continuous regional corridor. See map on the following page for NYC Rail Corridor details.

Unopened municipal road allowances and Conservation Authority lands (through partnerships) are also potential sites for trail linkages and trail development. Additionally, undevelopable natural open space areas (e.g. hazard lands, EPAs) can be accepted through the development process to provide enhanced opportunities for conservation and compatible public access and linkages to parks, trails, and open spaces. However, it is important to note that this land is not to be accepted as part of the parkland dedication requirements (i.e. no credit is to be applied).

On a more local level, development of a connected trail network within the 3 hub areas of Long Sault, Ingleside and St. Andrews West will be important. This Master Plan identifies potential future trail opportunities for Long Sault and Ingleside. These connections link key parkland, schools, facilities, the waterfront, and open space through a connected on- and off-road network of safe and comfortable trails, loops, pathways, and sidewalks, and can help to promote and support active means of transportation, and provide safe cycling routes to school for children.

Exhibit 13: New York Central (NYC) Rail Corridor Trail Opportunities



Source: Sierra based on United Counties of SDGExplorer base mapping.

Exhibit 14: Long Sault Trail Network and Future Opportunities

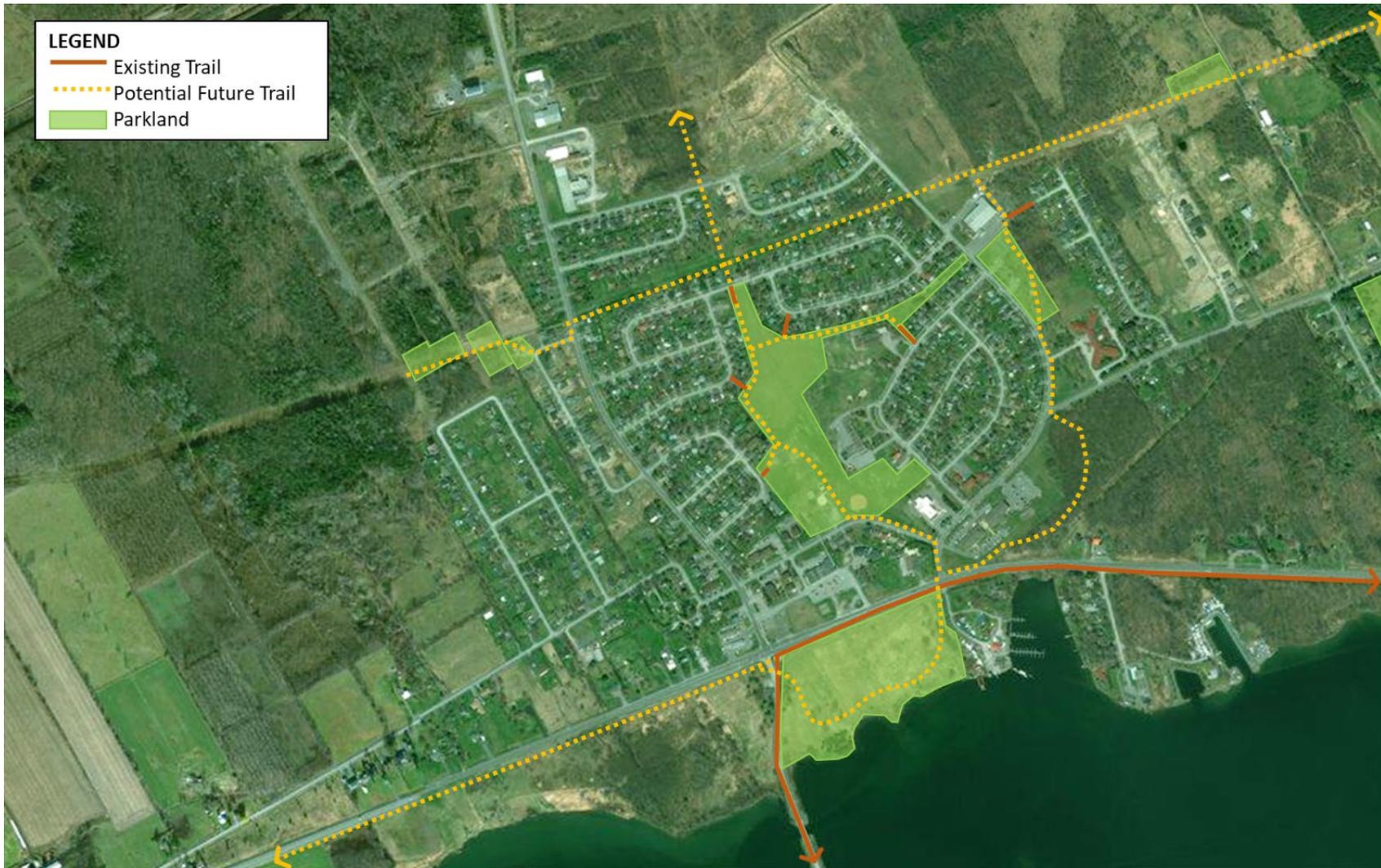


Exhibit 15: IngleSide Trail Network and Future Opportunities



6.5.2 Promoting Trails

A well-connected trail network, combined with a unified wayfinding and informational signage system, can help to boost touring cycling, as well as local cycling, within the Township. The development of a Cycling Map for the area would further enhance this. As an action item that emerged out of the Bicycle Friendly Communities Workshop, it was suggested that the map include loop routes for touring cycling, local routes to connect residents to everyday amenities, and community connections linking waterfront trail users with the core commercial areas.

The Cycling Map should include loop routes, and such features as route length and difficulty, local businesses along the route (in particular, those that are part of the Ontario By Bike Network), suggested staging and resting areas, and locations of cycling amenities (e.g. bike repair stations, bike parking). This could be provided in both hard copy format and online as an interactive mapping tool of the facilities, parks and trails available in South Stormont.

A further action item that emerged from the Bicycle Friendly Communities Workshop and is supported by this Master Plan, is the development of an annual signature cycling event to help promote trails within the Township. Utilizing the Long Sault Parkway, County Roads, or other local roads would enable a car-free event that residents and visitors could participate in using their preferred method of active

transportation. Partnerships with the SLPC and the United Counties of SDG in this regard should be explored.

Recommendations: Trail Network

29. Work with SLPC and the United Counties of SDG to prioritize the implementation of the dedicated multi-use pathway along the south side of County Road 2 between Ingleside and Long Sault, to improve regional and local connectivity between the two southern community hubs.
30. Undertake a review and assess the feasibility of purchasing / obtaining an easement for potential development of the New York Central (NYC) Rail Line as a regional trail linkage.
31. Explore the feasibility of developing a mountain bike park within the Township. A facility of this type can include natural trails, jumps, and wooden features, and provide amenities for all ages and skill levels.
32. Continue to further develop, finalize, and implement the Trail Network Plans for Ingleside and Long Sault. Potential projects should be prioritized when road work (for on-road or sidewalk facilities) or general park improvements are scheduled for completion. Safe cycling routes to local schools should be identified and prioritized.

33. Work with SDG to develop policies in the Official Plan to require the dedication of land for pedestrian and bicycle pathways as a condition of the subdivision of land, as provided for under the Planning Act (s. 51(25)(b)).
34. Develop a standard / policy for the winter maintenance of trails and pathways.
35. Work with trail organizations and associations in the Township (i.e. Snowmobile Club, ATV Club, Eastern Ontario Trails Alliance), as well as the Conservation Authorities and the Eastern Ontario Health Unit, to identify opportunities for trail expansion, enhanced connectivity between trails and parks, and locations for additional trail amenities (i.e. parking, washrooms, signage, bike repair stations, bike parking, accessibility features).
36. Work with the Raisin River Conservation Authority (RRCA) to assess the feasibility of developing passive trails within the Lakeview Marshes wetlands (near East Industrial Park).
37. Strive to become a Bicycle Friendly Community through the implementation of various infrastructure, programming, engagement, education, and incentives.

38. Develop a Cycling Map for the Township and/or broader area, through partnerships, to promote active transportation in South Stormont. This should be provided in hard copy and digital formats.
39. Work with the SLPC and the United Counties of SDG to develop a signature cycling event for the Township.
40. Consider installing bike and pedestrian counters on important routes (e.g. Waterfront Trail and Long Sault Parkway) to enable data collection for tracking annual ridership trends.

7 Planning for Facilities

The following recommendations cover a range of considerations for the provision of indoor and outdoor recreation facilities specifically as it relates to capital investment and development, and the implementation of projects over the 10-year life of this Master Plan. The recommendations contained within this report are informed by a variety of inputs and a balanced assessment of the long-term capital planning and asset management factors, existing utilization and community demand, facility conditions, operating costs, acceptable standards of provision and community “needs and wants” as expressed through public engagement.

7.1 Asset Management Focused Approach

At the time of reporting, the Township is preparing to undertake an Asset Management planning exercise, complete with building condition assessments for its major infrastructure, including recreation assets such as the arena. This process is aimed at gaining a complete understanding of the existing condition of the facilities and those capital costs required to keep it in a state of good repair. It will be important for asset management planning to cover all recreational facilities and amenities, including those found in parks (e.g. playgrounds) – this will help to ensure that capital

resources are appropriately identified and allocated over time to address renewal and replacement, as required.

The Asset Management Plan (AMP) and the Parks and Recreation Master Plan will need to be used together by the Department for facility planning going forward. This Master Plan is premised on the Township enhancing the asset management approach to facilities investment and, where feasible and fiscally sustainable, extending the useful life of existing facilities.

Recommendations: Asset Management Planning

41. Once complete, adopt the Asset Management Plan process as guidance for the prioritization of capital planning / resource allocation as it relates to indoor and outdoor facilities, parkland, and trails. Lifecycle replacement recommendations which arise from the AMP should be pursued, subject to the annual budgetary demands of the Township.

7.2 Overview of Assets

The Township of South Stormont's municipal recreation asset base includes the following facilities:

Indoor Recreation Facilities

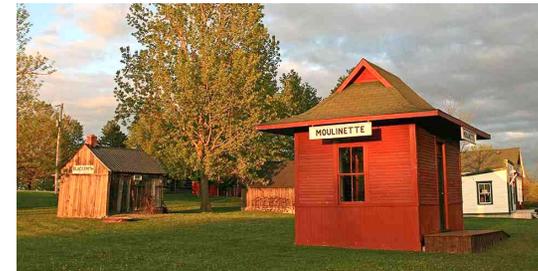
- 1 arena
- 1 community hall
- 4 meeting rooms
- Lancer Centre (Leased Facility)

Outdoor Recreation Amenities

- 3 ball diamonds
- 10 soccer fields
- 8 tennis courts
- 3 basketball courts
- 7 outdoor rinks
- 2 rink houses
- 2 splash pads
- 1 outdoor pool
- 4 beach volleyball courts
- 14 playgrounds
- Paved Recreation Trail

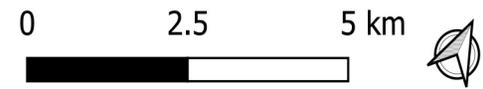
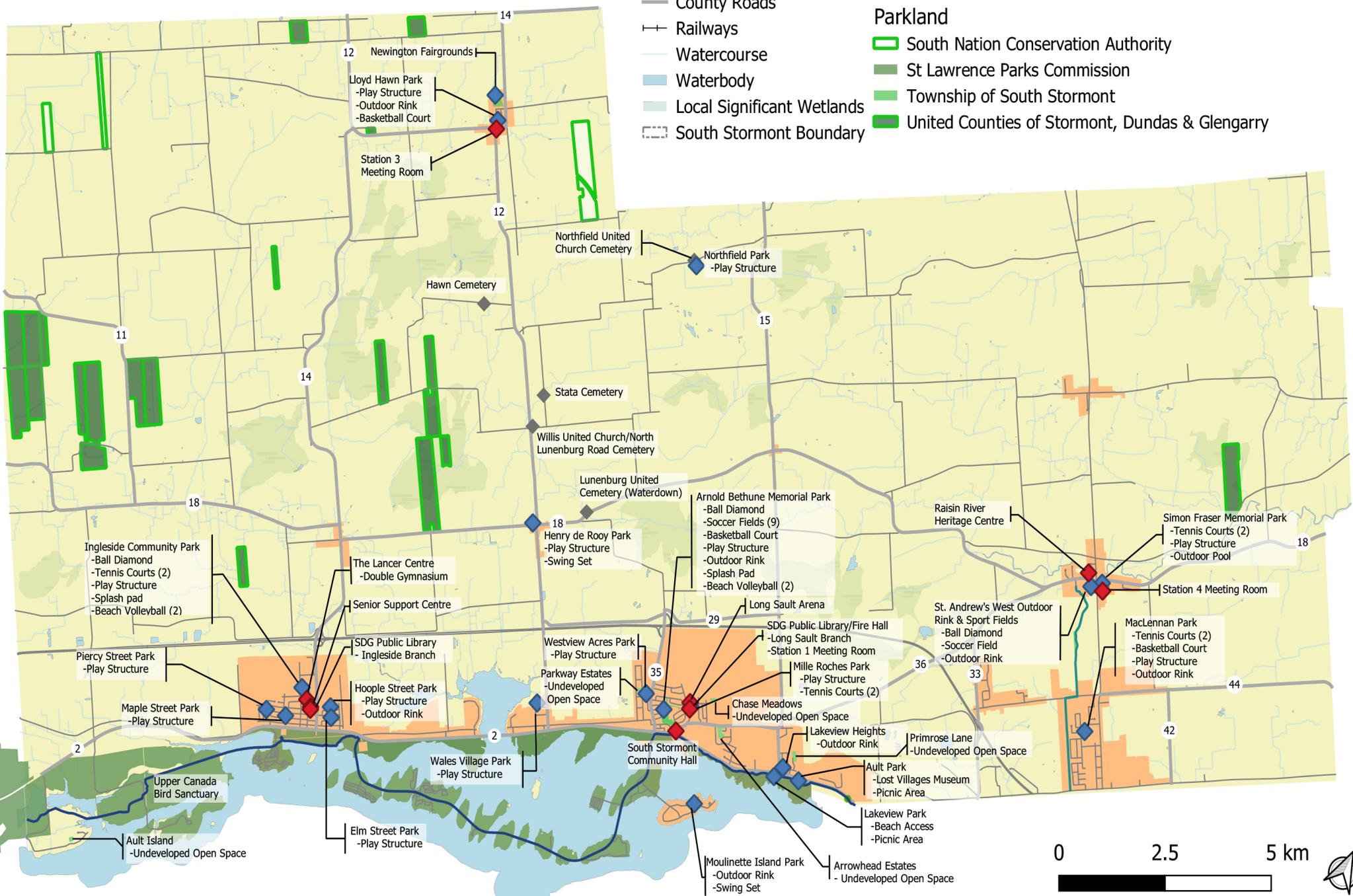
Cultural Facilities

- The Lost Villages Museum
- Raisin River Heritage Centre
- 5 Inactive Cemeteries



Township of South Stormont Parks and Facilities

- ◆ Indoor Facilities
- ◆ Outdoor Facilities
- ▭ Settlement Area
- Roads
- Highways
- County Roads
- ⊢ Railways
- Watercourse
- ▭ Waterbody
- ▭ Local Significant Wetlands
- ▭ South Stormont Boundary
- ▭ Township of South Stormont
- ◆ Inactive Cemeteries
- Trails**
- Great Lakes Waterfront Trail
- South Stormont Recreational Trail
- Parkland**
- ▭ South Nation Conservation Authority
- ▭ St Lawrence Parks Commission
- ▭ Township of South Stormont
- ▭ United Counties of Stormont, Dundas & Glengarry



7.3 Indoor Facilities

7.3.1 Strategy for the Long Sault Arena

The Township owns and operates 1 indoor ice surface located at the Long Sault Arena, built in 1994. In addition to an NHL-size ice pad, the facility has 6 changerooms, referee room, music room, John Cleary meeting room, canteen, and office space for Township Recreation staff. This facility is home to South Stormont Minor Hockey Association, Long Sault Skating Club, and the South Stormont Sports Hall of Fame.

As identified in the Background Report, the Township has undertaken continuous general improvements to the arena since the 2009 Plan to maintain it in good working condition for use by the community. This includes recent upgrades to address user comfort and AODA requirements. These improvements ultimately result in high levels of user satisfaction – with 75% of public survey respondents being ‘satisfied’ or ‘very satisfied’ with the arena.

The facility is important within the regional ice circuit of 12 pads and is currently well used by minor hockey associations within the Lower St. Lawrence Minor Hockey League (LSLMHL)

² Numbers represent the number of total registered players in the LSLMHL Associations and competing in the LSLMHL and the Upper Canada Minor Hockey League at the House C, House B, Rep B Levels.

³ It was indicated that HEO (Hockey Eastern Ontario) and the LSLMHL could be looking at a boundary review within the next 3 years to try and sustain

Area. The following exhibit, provided to the Township by the acting Registrar of the LSLMHL, shows participation numbers by municipality within the region.

Exhibit 16: Minor Hockey Registration Numbers by Association²

Association ³	Jurisdiction	17/18	18/19	19/20
Akwesasne Wolves	Akwesasne	117	111	153
Charlan Rebels	South Glengarry	283	256	253
Alexandria Glens	North Glengarry	187	191	174
NGS Braves	N. Glengarry + N. Stormont	175	183	205
Cornwall Colts	Cornwall	366	383	400
South Stormont Selects	South Stormont	352	353	359
Total		1480	1477	1544

With an estimated prime-time utilization rate of 89.5% during the winter ice season⁴, the facility experiences higher usage than many of the other ice pads within the regional context, including those within the City of Cornwall.

or combine some of the smaller associations, this could have an impact on which kids are able to play for which associations.

⁴ Winter ice season in South Stormont: September 1 to March 30, and Benson Centre: August 19/20 to April 13 for Pads #1 and #2, and August 19 to March 30 for Pad #3.

Exhibit 17: Long Sault Arena Ice Rental Statistics

Winter Ice Rentals	Non-Prime Time ⁵	Prime Time ⁶
Available Hours ⁷	978	1859.5
Rented Hours	512	1664.5
% Rented	52.4%	89.5%

Spring ⁸ Ice Rentals	Non-Prime Time	Prime Time
Available Hours	167.5	299
Rented Hours	58.5	230.5
% Rented	34.9%	77.1%

The City of Cornwall has kindly provided the Township with the utilization rates for their arenas from the 2018/2019 ice season. The City has 4 ice pads, 1 at the Civic Complex and 3 at the Benson Centre, a multi-use facility in the City's west end. For comparison purposes, the average utilization rates of the Benson Centre's 3 ice pads are provided. It should be noted that the percentage of time the Civic Complex is rented is lower than that at the Benson Centre, for example prime-time ice in the winter is booked 52% of the available time,

⁵ Non-prime time hours at Long Sault Arena: Monday to Friday 8:30am to 4:30pm and Benson Centre: Monday to Friday 8:30am to 4:00pm.

⁶ Prime-time hours at Long Sault Arena: Monday to Friday 4:30pm to 11:00pm, and Weekends 7:30am to 11:00pm, and Benson Centre: Monday to Friday 4:00pm to 11:00pm, and Weekends 7:00am to 11:00pm.

while non-prime time winter ice is booked 13% of the available time.

Exhibit 18: Benson Centre Ice Rental Statistics (Average)

Winter Ice Rentals	Non-Prime Time ⁵	Prime Time ⁶
Available Hours ⁷	4422	6600
Rented Hours	1121	3915
% Rented	25%	59%

Summer Ice Rentals	Non-Prime Time	Prime Time
Available Hours	1008	1518
Rented Hours	413	460
% Rented	41%	30%

Although the percentage of minor hockey participants is high when compared to population and utilization / rentals of the Long Sault Arena is high, there are neighbouring municipalities that are showing lower numbers, suggesting that there is additional ice capacity and options for rental in the region, including in the City of Cornwall.

With no immediate pressure on the regional demand for ice, this Master Plan does not recommend additional ice to be

⁷ Available hours reflect when arenas were closed due to a holiday (i.e. Christmas, Boxing Day) or for weekly ice maintenance (4 hours on Wednesdays at Long Sault Arena).

⁸ Spring ice season runs in South Stormont from March 31 to May 5. Summer ice season at the Benson Centre runs from April 14 to August 18 for Pad #3 and July 16 to August 18 for Pad #2.

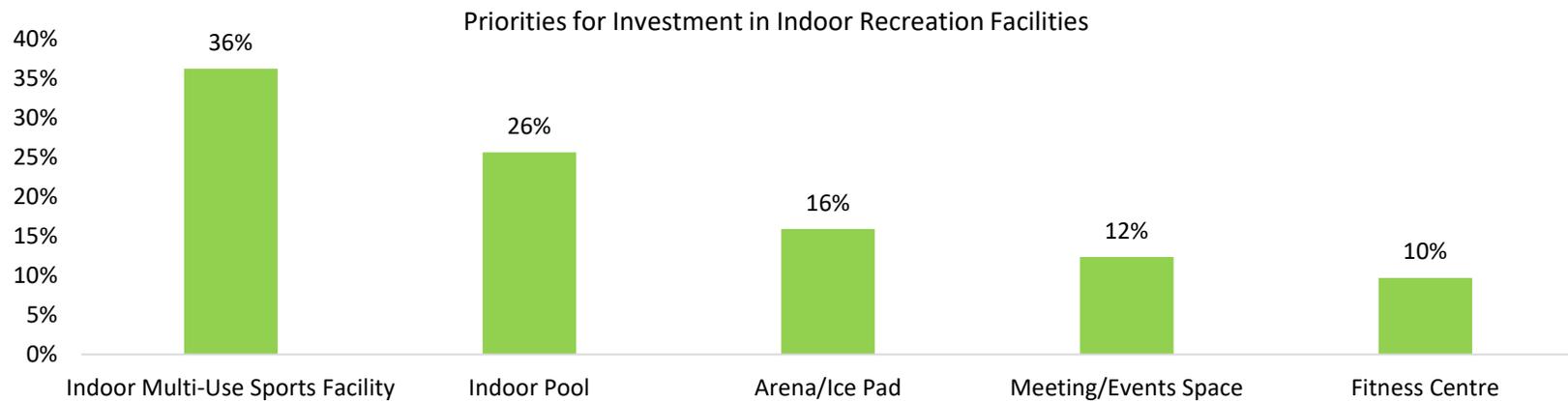
developed in South Stormont over the Plan period. Therefore, the strategy for the arena over the Plan period is focused on maintaining the current asset management approach and supporting incremental improvements to the facility as they are required. Continuous monitoring of participants and utilization rates will be important going forward to determine ice needs over the long-term.

Consideration for a Multi-Use Recreation Facility

There is a growing trend towards the development of multi-use / multi-generational facilities, where communities can provide a variety of amenities, programs, and services for a variety of users under one roof. There is public interest in future investment in multi-use indoor space to maximize the range of programming available to residents, as evidenced through the public engagement activities.

Of those survey respondents who felt the Township needs additional indoor facilities, 36% identified an indoor multi-use sports facility.

Multi-use functionality can present opportunities to maximize the use of buildings and associated revenues through careful capital planning. Any new infrastructure investment in South Stormont should be based upon these principles. Therefore, the potential exists to accommodate other community uses within South Stormont as an expansion to the Long Sault Arena, this could include multi-use dry amenities (e.g. gymnasium, multi-sport courts), accessible meeting spaces, community space, etc. This would ultimately create an indoor community hub in Long Sault as an enhancement to the existing arena facility. While this is a longer-term proposition, the Township should protect the land base at the arena, including adjacent municipally owned properties, to accommodate a potential future expansion.



Arena Adjacent Lands: Mille Roches Park

Mille Roches Park is an important part of the land base surrounding the arena. Located to the south of the arena-adjacent Library and Fire Hall.

Some safety concerns have been raised by the community related to park safety and the placement of park amenities (tennis courts, play structure, etc.) as it relates to the proximity to the Fire Hall and their requirements in an emergency. This sentiment was echoed in the Township's Fire Master Plan which identifies conflicts related to use of the Fire Hall parking lot by park users (i.e. leaving strollers and parking vehicles to use park).

A comprehensive site planning exercise is clearly needed to ensure a safe and comfortable space for all users. The outcome of a Council resolution (dated May 23, 2018) identifies that the Township was to issue a Request for Proposal (RFP) to prepare a landscape plan for the Township-owned properties at 50 and 60 Mille Roches Road (Library / Fire Hall and Park, and Arena properties). This Master Plan fully supports this direction – the Township should seek to move forward with an RFP to develop a conceptual site plan for the municipally-owned properties surrounding the arena (including the Library / Fire Hall and Mille Roches Park). This should take into consideration a potential expansion of the arena facility, incorporate the proposed trail network, and seek to improve site safety and usability.

Exhibit 19: Municipal Ownership Surrounding Arena



Recommendations: Long Sault Arena

42. Continue to maintain the existing ice and associated amenities at the Long Sault Arena in good condition for use by the community through continuous investment in capital improvements, as required, over the Plan period.
43. Review the costs and benefits of internal operation of the canteen by the Township, compared to procuring and leasing the canteen to a new operator.
44. Protect the land base at the Long Sault Arena property, and those surrounding lands, to accommodate a potential future expansion for the development of a multi-use community hub. Potential uses may include a gymnasium, activity courts, community space, and/or meeting rooms.
45. Explore the purchase of land to the north of the arena to adequately accommodate future expansion of the facility.
46. Seek to undertake a conceptual site planning exercise for the municipally-owned properties surrounding the arena (including the Library / Fire Hall and Mille Roches Park).

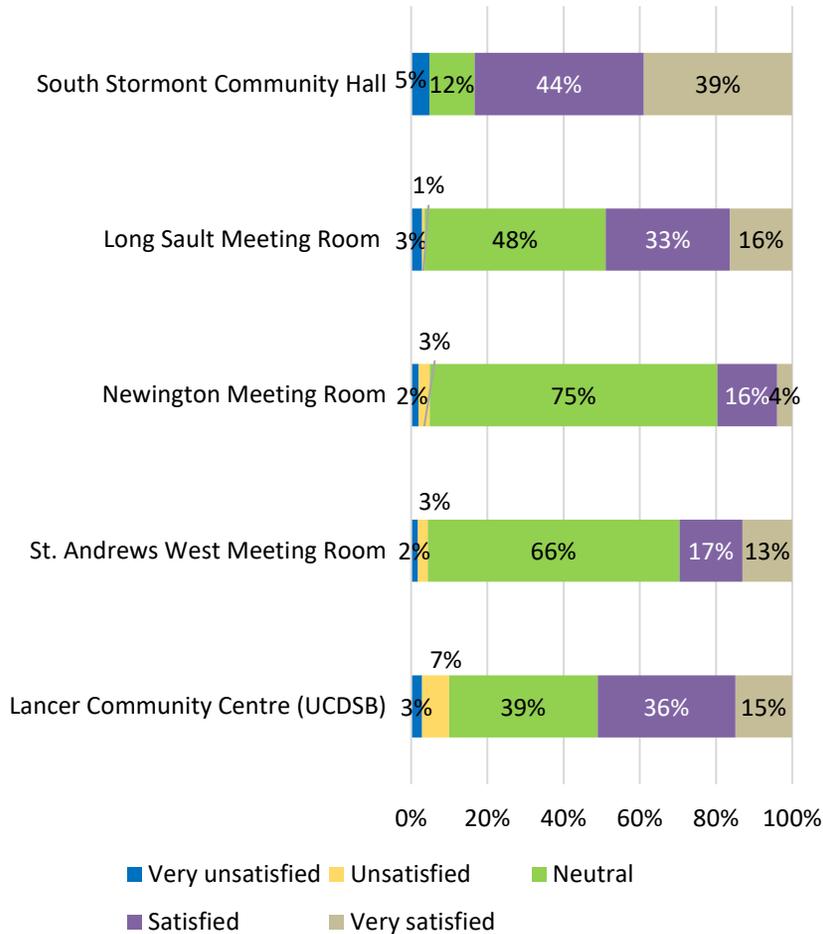
7.3.2 Community Hall & Meeting Rooms

The South Stormont Community Hall was built in 2010 and is adjoined to the Town Hall. This facility has a fully serviced kitchen, coat check room, stage, and built-in sound system.

In addition to the meeting room at the Long Sault Arena, the Township owns and maintains 3 other meeting rooms located at Fire Halls in Long Sault (Station 1), Newington (Station 3), and St. Andrews West (Station 4).

In recent years, the Township has undertaken general and accessibility improvement to the community hall and meeting rooms to increase usability and improve functionality of these spaces. These improvements have likely contributed to the levels of satisfaction related to the Community Hall identified through the public survey – with 83% of respondents indicated that they were ‘satisfied’ or ‘very satisfied’ with the quality of the Community Hall.

How Satisfied are you with the quality of the indoor facilities?



These multi-purpose spaces present a range of opportunities for multi-generational programming and event hosting. Over the Plan period, it will be important that the Township continue to market the spaces for use by the Township to provide direct programming, by community groups to provide programming, as well as private rentals and bookings. The Township is encouraged to actively seek out new opportunities to creatively utilize these spaces. Programs could be provided directly by the Township, or by community groups / organizations and supported by the Township; however, both have resource implications to the Township.

Recommendations: Community Hall & Meeting Rooms

- 47. Continue to maintain the existing community hall and meeting rooms in good condition for use by the community through continuous investment in capital improvements, as required, over the Plan period.
- 48. Improve the utilization of the community hall and meeting rooms through the provision of expanded program / workshop opportunities. Increasing the use of the community hall and meeting rooms has resource implications that will need to be considered and planned for going forward.

7.3.3 Lancer Centre

The Lancer Centre is a gymnasium located within the Rothwell Osnabruck School in Ingleside and resides within the old high school section of the facility that is currently no longer in service by the Upper Canada District School Board (UCDSB). This facility continues to be rented by the Township and local groups through the Community Use of Schools Policy from the UCDSB. The Township also has a twenty (20) year lease agreement that was signed in 2017 and reiterates many of the same rental policies but does provide the Township with “first right of rental” for community recreational programming.

The original agreement signed in 1990, prior to the construction of the gymnasium, was to recognize a partnership between the former Township of Osnabruck and the former School Board in order to establish the terms and conditions including cost sharing for the capital construction of the gymnasium and office spaces, operational expenses, maintenance, caretaking of the facility, usage and supplies for the facility. The original investment of the Township was approximately \$300,000 towards the construction of the facility, and records indicate that the additional cost sharing items for the operation of the facility were costing the Township an additional \$55,000 on an annual basis. Researching Township records from the mid 1990’s, it was clear that the Township could not justify the continued cost sharing of the operational expenses moving forward, as such, new terms were formed that would allow the Township to pay

a rental fee based on the hours used for community events/programming. Since this time, the UCDSB has implemented changes to the operation of their rental facilities on a number of occasions, prompting new negotiations and agreements to be signed with the Township for the Lancer Centre in 2012, and again in 2017. Since 2012, the Township continues to pay a fee of \$45 for every hour the facility is used for community programming provided the rental is within the hours that janitorial staff of the UCDSB are present in the building, additional overtime hours apply for rentals taking place outside of those times. The Township does qualify for a rental subsidy for all non-profit youth programs; however, it must ensure that liability insurance is provided for programs. As opposed to the original agreement, and subsequent annual operational expenses of the 1990 agreement, the new arrangement does seem to provide prioritized use of the facility at a reasonable rental rate, and a review of recent budgets suggest that program rental fees coupled with the rental subsidy for youth programming offset all of the overall expenses of rental costs and program supplies at this facility.

The Township is the major rental user of this facility. During the school year, Township programs account for all rentals from 6:00p.m. to 10:00p.m. Monday to Thursday, with occasional sporting tournaments taking place on weekends. Evening programs include youth and adult programs for basketball, badminton, and pickleball. Since the facility is within the section of the school that is no longer operational for high school purposes, the Township was able to receive

permission through UCDSB, in December 2019, to begin renting for daytime programs. This has enabled the Township, with the help of volunteers, to implement a free walking program three (3) days per week, and a fee-based pickleball program once per week. The popularity of the daytime activities would suggest that programming opportunities could be expanded in the future.

Even though the facility is not municipally owned, with the successful implementation of expanded programming and cost recovery of program operations to the budget, the Lancer Centre, based on the current agreement, should continue to be considered as an important indoor hub for recreation in Ingleside.

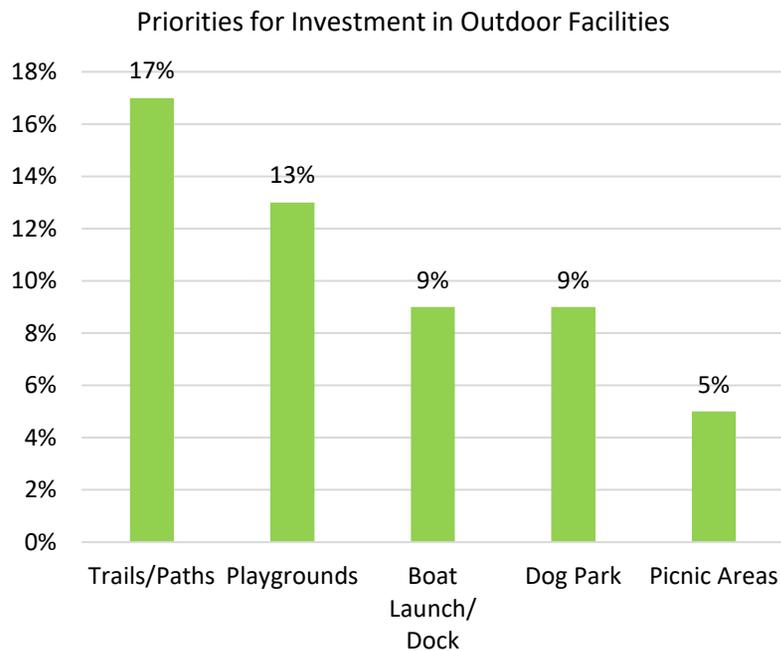
Recommendations: Lancer Centre

49. Continue to strengthen the importance of the Lancer Centre in South Stormont through continued partnership with the Upper Canada District School Board (UCDSB) to ensure priority use of the Lancer Centre by the Township for the provision of recreational programming.

7.4 Outdoor Amenities

Within the Township's network of parkland, a variety of active outdoor recreational amenities are provided for use by the community including soccer fields, ball diamonds, tennis / pickleball courts, outdoor pool and splash pads, playgrounds, outdoor rinks, basketball courts, and beach volleyball courts. While these amenities are concentrated in the 3 community recreation hubs of Ingleside, Long Sault, and St. Andrews West, outdoor amenities are provided in parks throughout the Township.

The recommendations presented within this section of the report are intended to guide investment in outdoor recreation amenities over the next 10 years. Based on the information presented in the Background Report, the Township's settlement areas (hubs) are well served with the current supply of outdoor amenities. However, based on feedback from the community, general improvements to the existing facilities are warranted to make the Township parks more comfortable to use (e.g. shade, lighting, seating, safety, etc.).



The following recommendations related to outdoor recreation amenities in general provide a strategic approach for the continuous improvement of these amenities over the planning period.

Recommendations: Strategy for Outdoor Amenities

50. Maintain and maximize use of active outdoor amenities focused in the 3 recreation hubs over the Plan period.
51. Employ an asset management approach to planning for amenity renewal and investment, with a focus on enhancing existing amenities before building new amenities in existing parks. Renewal of active amenities within older Neighbourhood Parks should be a priority in the immediate / short-term.
52. Continue to monitor changing resident and user group preferences, needs and demand as it relates to active amenities and sports fields.
53. Renew parks infrastructure based on changing recreation and demographic needs (community lifecycle), best practice and industry trends, and proximity to existing facilities. Accessibility, safety, security, and sustainability in the design and development of new recreational amenities should be prioritized.

7.4.1 Strategy for Playgrounds

There are 14 municipal parks with playgrounds in the Township. Major playgrounds (with larger and/or more than one structure) are provided within the three Community Parks in Ingleside, Long Sault, and St. Andrews West. The 11 other playgrounds are smaller, neighbourhood-scaled playgrounds, and typically located within a reasonable walking distance of major residential areas (500-800m).

Many of the play structures are aging and in poor or fair condition, as determined by the Township during park inspections in 2018 and 2019, and playgrounds at Elm Street Park and Maple Street Park were removed in 2020 due to failed inspections. Exhibit 20 provides a summary of the play structure conditions, listed in order of priority. Further details are provided in the Background Report.

The municipal supply of playgrounds is complemented by four (4) additional playgrounds offered at school properties. However, it is important to note that these facilities are not accessible to the public during school hours.

The Background Report identifies that there is a service gap related to playgrounds in the residential area in Long Sault's east end. This was confirmed by the community through engagement activities which indicated a need for a playground in the Lakeview Heights area. Moulinette Island was also identified by the community as a location in need of a play structure, as it currently only has a swing set.

The Township's highest priority should be to continue to maintain the existing playgrounds in good condition for community use, addressing current standards for safety and accessibility through the development of a prioritized playground replacement strategy. Typically, once a play structure reaches the 14-year mark, replacement should begin to be planned for; however, consideration for a neighbourhood's lifecycle stage and generational composition must also be considered.

To improve user experience, park pavilions / gazebos are often an important complementary amenity to be provided in proximity to major playground facilities for seating and shade for families. The need for shaded seating areas in parks was identified through community engagement activities. The Township should seek to develop pavilions at each of the 3 Community Parks in Ingleside, Long Sault, and St. Andrews West, as well as Ault Park (Lost Villages).

Exhibit 20: Playground Condition and Priority Ranking for Replacement

Priority	Park Name	Location	Condition	Replacement
1	MacLennan Park	Rosedale Terrace	Poor	Planned for 2021
2	Elm Street Park	Ingleside	Poor / Removed	To be considered in 2021 budget process
3	Maple Street Park	Ingleside	Poor / Removed	To be considered in 2021 budget process
4	Arnold Bethune Park	Long Sault	Poor	Anticipated for 2021
5	Lloyd Hawn Park	Newington	Fair	Next 5 years
6	Simon Fraser Park	St. Andrews	Fair	Next 5-7 years
7	Mille Roches Park	Long Sault	Fair	Next 5-7 years
8	Moulinette Island Park (swing set only)	Moulinette Island	Fair	Next 5-7 years
9	Henry de Rooy Park	Lunenburg	Fair	Next 7-10 years
10	Hoople Street Park	Ingleside	Good	Next 7-10 years
11	Piercy Street Park	Ingleside	Good	Next 7-10 years
12	Northfield Park	Northfield	Good	Next 7-10 years
13	Wales Village Park	Long Sault	Good	Next 7-10 years
14	Westview Acres Park	Long Sault	Great	10+ years
15	Ingleside Community Park	Ingleside	Great	10+ years

Recommendations: Playgrounds

54. Adopt a service level target of 1 playground within an 400m to 800m (5-10 minute) walking distance of new residential development areas to ensure convenient access for residents, and households with children in particular.
55. Assess the feasibility of developing new playground structures at the following locations:
 - a) Lakeview Heights neighbourhood to address service gap. Primrose Lane Park or Lakeview Waterfront Park should be investigated as potential locations.
 - b) Moulinette Island Park. Alternatives to traditional play structures (e.g. nature-based play) could be investigated at this location.
 - c) Chase Meadows Park and Arrowhead Park. The local demand for playground structures in undeveloped parkland will need to be justified.
56. Adopt a program of prioritized replacement for play structures, to be developed through good asset management planning. This should clearly document the date of installation, date of any improvements, condition, and date of anticipated replacement, and be updated regularly.
57. Immediately address playground safety issues and plan for play structure replacement at MacLennan

Park, Elm Street Park, Maple Street Park and Arnold Bethune Park.

58. Plan for and develop park pavilions / gazebos near the playgrounds at each of the 3 Community Parks and Ault Park (Lost Villages) for user comfort.

7.4.2 Off-Leash Dog Facilities

There are no existing off-leash dog facilities within the Township, however, these facilities are becoming increasingly popular in both the urban and rural context. The addition of a dog park in South Stormont was one of the top 5 priorities for investment in outdoor facilities indicated by public survey respondents. Typically, dog facilities are provided based on local demand, but depending on scale, can also serve a regional / tourist population.

In general, there are two types of off-leash dog facilities:

- Fenced off-leash dog parks, and
- Off-leash naturalized areas and/or trails.

The opportunity exists for one or both facility types to be developed in South Stormont. Long Sault Waterfront Park should be assessed as a potential location for a fenced off-leash dog park as a complementary use to the existing recreational uses (e.g. camping) provided, while a natural off-leash area could be developed at a more rural location to be identified in the Township.

Recommendations: Off-Leash Dog Facilities

59. Assess the feasibility of developing off-leash dog facilities in South Stormont. This includes a fenced off-leash dog park at Long Sault Waterfront Park (through partnership with SLPC) and a natural off-leash dog area outside of the settlement areas.

7.5 Cultural Facilities

7.5.1 The Lost Villages Museum

The Lost Villages Museum contains ten heritage buildings, which commemorate the inundation of lands to the south in 1958. The buildings were moved to Ault Park and restored from The Lost Villages and surrounding townships which formerly existed along the St. Lawrence River.

The Township is currently in negotiations with the Lost Villages Historical Society (LVHS) to draft a new agreement for the operation of the Lost Villages Museum with the opportunity for the LVHS to continue operating the museum programs and community events, with the Township assuming the responsibility for the overall repairs and capital investments to the buildings and grounds. The new agreement should ensure that the LVHS is properly investing in methods to ensure the stories and history of The Lost Villages is properly captured and designed to educate future

generations, and be used as a tool for the development of future programming.

To gain a complete understanding of the required repairs and capital investments, the Township commissioned a Building Condition Assessment for the structures located on site. This technical analysis was completed in August 2020 by EVB Engineering. It is evident from the report that there are many unknown costs, and that the list of deficiencies suggest that an on-going annual capital investment will be required if the Township wants to ensure the long-term sustainability of these buildings. Some of the deficiencies that need to be addressed immediately include:

- Small repairs of wood rot and painting - Sandtown Church.
- Roof replacement and chimney capping on McLeod House.
- Roof replacement on School House.
- Reconstruction of Blacksmith Shop on a concrete slab.
- Mould investigation and subsequent repair in Barber Shop.

A complete listing of deficiencies and associated costs is provided in the Lost Villages Building Condition Assessment.

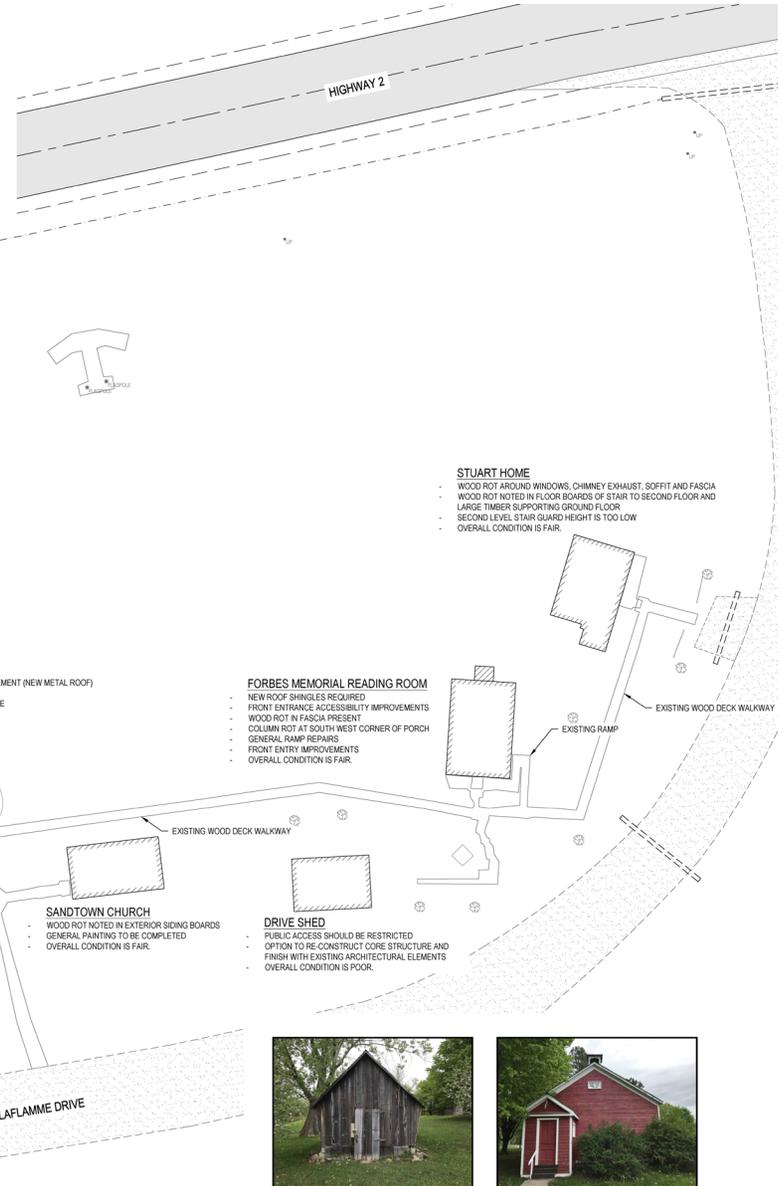
Recommendations: The Lost Villages Museum

60. Complete the agreement with Lost Villages Historical Society prior to the start of the 2021 programming season.
61. In order to maintain a strategic commitment to the essential character, heritage, physical improvement, and operational mandate of the Lost Villages Museum, the Township should continue to make the necessary capital investments on an on-going basis, as identified and recommended in the Building Condition Assessment report.

Exhibit 21: Lost Villages Site Plan

TABLE 1 - LOST VILLAGES MUSEUM - BUILDING PRIORITY REPAIRS				
BUILDING	REPAIR DESCRIPTION	PRIORITY	BUDGET	PHOTOS
FORBES BUILDING	1. REPLACE COLUMN ROT AT WEST CORNER OF PORCH.	1. <1 YEAR	1. \$3,500	1. 1A
	2. GENERAL RAMP REPAIRS.	2. <1 YEAR	2. \$4,000	2. 1B
	3. FRONT ENTRY IMPROVEMENTS.	3. <1 YEAR	3. \$4,000	3. 1C
	4. NEW ASPHALT ROOF SHINGLES REQUIRED.	4. 1-3 YEAR	4. \$5,000	4. 1C
	5. WOOD ROT IN FASCIA BOARDS PRESENT.	5. 1-3 YEAR	5. \$2,000	5. 1C
STUART HOME	1. WOOD ROT NOTED IN FLOOR BOARDS OF STAIR TO SECOND FLOOR AND TIMBER BEAM IN BASEMENT.	1. <1 YEAR	1. \$2,000	1. 2B
	2. SECOND LEVEL STAIR GUARD HEIGHT TO BE RAISED.	2. <1 YEAR	2. \$2,500	2. 2A
	3. SEVERE WOOD ROT AROUND WINDOWS, CHIMNEY, SOFFIT AND FASCIA.	3. 1-3 YEAR	3. \$5,000	3. 2C
SANDTOWN CHURCH	1. WOOD ROT NOTED IN EXTERIOR SIDING BOARDS, GENERAL PAINTING TO BE COMPLETED.	1. 1-3 YEAR	1. \$6,000	1. 3A
SCHOOL HOUSE	1. SEVERE WOOD ROT NOTED AROUND WINDOWS.	1. <1 YEAR	1. \$3,500	1. 4B
	2. REPAIR CONCRETE WALKWAY AT FRONT ENTRANCE.	2. <1 YEAR	2. \$3,000	2. 4C
	3. CEDAR SHINGLES REQUIRE REPLACEMENT. ASSUME NEW METAL ROOF TO BE INSTALLED (CONFIRM CONDITION OF EXISTING ROOF SHEATHING).	3. 1-3 YEAR	3. \$12,000	3. 4A
LOG CABIN	1. DAYLIGHT VISIBLE THROUGH CEILING FROM GABLE END WALL.	1. <1 YEAR	1. \$750	1. 6C
	2. EXISTING CHIMNEY TO BE CAPPED.	2. <1 YEAR	2. \$1,000	2. 5B
	3. CEDAR SHINGLES REQUIRE REPLACEMENT. PEAK BOARD IS FALLING OFF.	3. <1 YEAR	3. \$10,000	3. 5A
GENERAL STORE	1. INSTALL GUARD OR RAILING ON FRONT DECK	1. <1 YEAR	1. \$1,200	1. 6A
	2. WOOD ROT PRESENT AROUND EAST WINDOW AS WELL AS EAST AND WEST FASCIA.	2. 1-3 YEAR	2. \$1,500	2. 6B
	3. WOOD ROT AROUND ENTRANCE DOOR AND SOUTH WINDOWS.	3. 1-3 YEAR	3. \$1,000	3. 6C
BARBER SHOP	1. INSTALL GUARD OR RAILING ON FRONT DECK	1. <1 YEAR	1. \$1,200	1. 7A
	2. SIGNS OF WATER DAMAGE IN CEILING AND POSSIBLE MOULD PRESENT.	2. <1 YEAR	2. \$2,500	2. 7C
	3. STRUCTURAL REVIEW OF ROOF RAFTERS RECOMMENDED.	3. <1 YEAR	3. \$1,000	3. 7B
TRAIN STATION	1. INSTALL GUARD OR RAILING ON FRONT DECK	1. <1 YEAR	1. \$1,200	1. 8A
	2. BOTTOM TRIM BOARD WOOD ROT.	2. 1-3 YEAR	2. \$500	2. 8B
BLACKSMITH SHOP	1. PUBLIC ACCESS SHOULD BE RESTRICTED.	1. <1 YEAR	1. N/A	1. 9A
	2. OPTION TO RE-CONSTRUCT CORE STRUCTURE AND FINISH WITH EXISTING ARCHITECTURAL ELEMENTS.	2. NONE	2. TBD	
CORN CRIB	1. PUBLIC ACCESS SHOULD BE RESTRICTED.	1. <1 YEAR	1. N/A	1. 10A
	2. OPTION TO RE-CONSTRUCT CORE STRUCTURE AND FINISH WITH EXISTING ARCHITECTURAL ELEMENTS.	2. NONE	2. TBD	
DRIVE SHED	1. PUBLIC ACCESS SHOULD BE RESTRICTED.	1. <1 YEAR	1. N/A	1. 11A
	2. OPTION TO RE-CONSTRUCT CORE STRUCTURE AND FINISH WITH EXISTING ARCHITECTURAL ELEMENTS.	2. NONE	2. TBD	

TABLE 2 - PRIORITY REPAIRS - CLASS D COST ESTIMATE		
ITEM	DESCRIPTION	ESTIMATED AMOUNT
1	REMOVAL/CONSTRUCTION FOR PRIORITY REPAIRS (TABLE 1)	\$74,350
2	CONTRACTOR GENERAL REQUIREMENTS (8%)	\$5,948
3	CONTINGENCY (20%)	\$14,870
4	ENGARCH FEES - BID DOCUMENTS	\$8,000
TOTAL AMOUNT		\$103,168



* REFER TO EVB TECHNICAL MEMORANDUM FOR COMPLETE LIST OF DEFICIENCIES. THE ABOVE DEFICIENCIES HAVE BEEN IDENTIFIED AS PRIORITY ITEMS.
 * COSTS FOR RENOVATION WORK ON THE BLACKSMITH SHOP, CORN CRIB, AND DRIVE SHED ARE NOT INCLUDED.
 * REFER TO EVB TECHNICAL MEMORANDUM FOR PHOTOS



ZINA HILL BARBER SHOP
SCALE: N.T.S.



CORN CRIB
SCALE: N.T.S.



SCHOOL HOUSE
SCALE: N.T.S.

Source: Lost Villages Building Condition Assessment, EVB Engineering, 2019.

7.5.2 Raisin River Heritage Centre

The Raisin River Heritage Centre is a municipally owned building, sited on a parcel that is landlocked by the surrounding property, owned by the Catholic District School Board of Eastern Ontario (CDSBEO). Access to the building is provided via an easement from the street. The extent of the Township owned parcel extends 5-feet around the perimeter of the building.

The building was constructed in 1906 and used as a convent until the late 1970's. When the convent was no longer active, the building was slated for demolition. The Cornwall Township Historical Society (CTHS) was then formed and worked with the Township to purchase the building. From this time, the building had been used as the headquarters and museum for the CTHS, a community hall, and an SDG library branch.

As detailed in the Background Report, the building has had several uses since its construction in 1906. The Township now has assumed control of the facility, which is in a severe state of disrepair. Council and staff are currently reviewing potential options for the future of the Raisin Region Heritage Centre, which include:

1. **Sell the Building / Property:** The Township has canvassed the CDSBEO to purchase the site or to provide them with more access to the site (through Township purchase of school board land), however they expressed no interest

and have urged the Township to have the building removed based on health and safety concerns for children and staff attending the St. Andrews Catholic School. They have also expressed concern with any potential option that would see the Township sell the facility to another agency or private investor.

The Township is currently working under the guidance of a solicitor to further understand the legal obligations surrounding the option of selling this facility to a registered non-for-profit agency or through private sale. Due to the current environmental state of the building, coupled with the restricted road access and land ownership, the Township is anticipating this option to be present some complications. It has also been identified that the current septic system for this facility is located within the UCDSB property, it will likely be a requirement that the Board be involved in any land negotiations prior to a final sale.

2. **Renovate the Building:** As per the renovation recommendation and options of the Designated Substance Report (2015) and the Building Condition Report (2017), the Township held a public meeting and survey to present the current state of the building and the restrictions associated with the property being land locked in hopes of generating more ideas for potential future uses of this facility. This exercise provided very limited options to

explore and the public meeting was attended by only 19 members of the public.

To justify the renovation required, the Township would need to have a business plan that shows the long-term viability of the building as an integral community space with specific purpose and functionality. Staff is currently working with an architecture firm to expand on the previous building condition reports and renovation estimates to explore the option on converting the facility into an archives building. Staff is also canvassing local agencies and neighbouring municipalities to gauge the local demand for such a facility within SDG.

Staff has researched many grant opportunities to offset potential repairs to the facility, but with no clear purpose or business case for the future use of the building have been unsuccessful in applications.

3. **Demolish the Building:** All things considered, demolition of the building was quoted in 2017 at nearly \$700,000, not including the removal of any tanks, hydro, air testing, permitting, removal of contaminated soil, etc. Staff is currently working on obtaining an updated quote to reflect the potential 2020 cost increases to accomplish the same work listed in the original quote.

An option to demolish the building would also require the displacement of the artifacts and other items owned and currently stored in the building by the Cornwall Township

Historical Society. Staff continues to work with the group to better understand the actual storage or space requirements to display these items so options can be explored should they need to be relocated.

While the future direction for this facility is beyond the scope of the Master Plan, if the building is to be retained within the Township’s ownership, the operational responsibility falls to the Parks and Recreation Department and must be considered when assessing resource requirements going forward. It is anticipated that the information on all three options will be presented to Council for further discussion/decisions during 2021 budget deliberations.

7.5.3 Inactive Cemeteries

As identified in Section 5.2, the Township, and specifically the Parks and Recreation Department, has recently taken over the maintenance responsibility for five (5) inactive cemetery properties within its jurisdictional boundaries (as per the Funeral, Burial and Cremation Services Act, 2002), including:

Exhibit 22: Cemetery Inventory Under Municipal Responsibility

Cemetery	Location	Size (ha)
Lunenburg United Cemetery (Waterdown)	Lunenburg	0.42
Willis United Church/North Lunenburg Road Cemetery	Lunenburg	0.42
Stata Cemetery	Lunenburg	0.06
Hawn Cemetery	Lunenburg	0.06
Northfield United Church Cemetery	Lunenburg	0.10

Source: SPM based on Township of South Stormont Cemetery Master Plan, 2017.

The South Stormont Cemetery Master Plan was developed in 2017, with the objective to support local Cemeteries and to ensure the Township is prepared for the responsibility of the Cemeteries in the future - this may include maintenance, repair, administrative duties and archival recording and storage. The intention is to ensure that these properties meet health and safety standards for workers, contractors, and visitors.

Some of the 5 inactive cemeteries are in very poor condition and will require significant financial resources and planning to coordinate repairs. These repairs will require that adequate training courses be provided to Parks and Recreation Operators in order to provide the proper inspections and work with contractors performing any repairs to markers.

Through the Township Cemetery Improvement Grant established as part of the Cemetery Master Plan, funds were allocated in 2020 for the repairs of markers at both the Stata Cemetery and Northfield Cemetery. Certified cemetery repair contractors were hired and completed the work at both these locations and markers are now considered to be safe at both these smaller locations. Other small maintenance and tree trimming were performed by Parks and Recreation Operators in 2020 at all five (5) locations. Small repairs will continue to be required each year and financial resources should be set aside to continue work at Willis Cemetery and Waterdown Cemetery for the next 5 to 10 years.

Recommendations: Inactive Cemeteries

- 62. Implement the recommendations identified in the Cemetery Master Plan, with priority for investing in staff training for future Cemetery repair projects.
- 63. Through the annual budget process or the Cemetery Improvement Grant, secure the necessary financial resources to continue repair and maintenance work at the 5 inactive cemeteries under the Township’s purview, with a focus on work at Willis Cemetery and Waterdown Cemetery over the next 5 to 10 years.

8 Implementation Strategy & Phasing Plan

8.1 Protocols for Reviewing the Master Plan

This Master Plan is based on a 10-year planning horizon. Some of the recommendations are expected to extend well beyond this timeframe, while others – particularly those regarding programs and services – represents actions that once initiated, are expected to remain in place over the life of the Master Plan.

Staff and Council will need to further evaluate and investigate the feasibility of implementing individual recommendations / actions on an annual basis as part of the municipal planning and budgetary process. The Master Plan should be subject to internal departmental review to determine and re-adjust, as necessary, the timing of recommendations in light of unforeseen shifts in the municipal planning environment, actual population growth, and any changes in facility utilization or provision.

8.2 Recommended Phasing Framework

The following framework summarizes the general timeframe for implementing the recommendations previously presented within this Master Plan, organized in terms of anticipated timing and priority – short-, medium-, and long-term. Some recommendations are immediate requirements, particularly those policy and administrative requirements which provide the foundation for which future recreation priorities are based. Recommendations related to general maintenance and performance monitoring can be expected to occur on an ongoing basis.

The timing / priority identified is considered to be an estimate, providing a general indication of when the implementation of the action could be considered.

Strategic Framework		Priority / Timing
Service Levels		
1	Maintain the current distribution of recreation amenities in the main settlement areas, with Ingleside, Long Sault, and St. Andrews West being the primary service areas and locations for recreation facilities. These recreation hubs will offer the broadest range of recreation facilities and services to residents centralized into 3 service areas.	Ongoing
2	Maintain the current distribution of recreation amenities within the hamlets and rural areas, where feasible, with consideration for future asset management priorities.	Ongoing
Waterfront		
3	Working closely with the St. Lawrence Parks Commission, pursue implementation of the recommendations identified within the Waterfront Development Plan to improve access to the water's edge, enhance resident quality of life, and boost the economic vitality of the community.	Ongoing

Service Delivery for Recreation		Priority / Timing
Service Delivery & Organizational Capacity		
4	Continue to employ a Community Development Model for the municipal delivery of parks and recreation, where the Township supports the volunteer and community organizations that have historically served the recreation programming needs of the community through the provision and maintenance of recreation facilities.	Ongoing
5	Explore partnership opportunities for operations, maintenance, and the delivery of services and programs, to enhance service levels and leverage public funds.	Ongoing
6	Designate a Cultural Program Officer to oversee cultural programming and events. This position will be progressive, starting as a part-time salaried position and working up to a full-time position as the cultural program and event offer is expanded over time.	Short
7	Review the administrative support for the Parks and Recreation Department and consider adjusting the position to be shared with Public Works. This position would be better aligned with the type of work and systems required within each department.	Short

Service Delivery for Recreation		Priority / Timing
8	Implement the recommendations of the Township's Service Delivery and Processes Review as it relates to the Parks and Recreation Department to improve service levels for the provision of parks, recreation facilities, programs, and services.	Short - Medium
9	Continue to monitor the impact of internal and external pressures on parks and recreation staffing requirements linked to the maintenance of appropriate levels of facilities and service delivery.	Ongoing
Community Programs & Events		
10	Continue to track program registrations and facility bookings on an annual basis, working with organized user groups / program providers to collect data and monitor changes in registration by program and market conditions over time.	Ongoing
11	Building on recent successes, work with local businesses and organizations to expand the program suite offered in the Township to address the needs of a variety of groups (e.g. seniors, youth, adults, multi-generational, etc.). Tracking programming trends and best practices will help to determine which programs should be offered.	Ongoing
12	Work with local partners (e.g. United Counties of SDG, SLPC, local artists, etc.) to improve localized programming and events related to culture and heritage. This could include the promotion of cultural programs that are already occurring within the Township or region, facilitating these programs through the provision of rental space, and /or providing these programs directly, as required.	Ongoing
Marketing, Communications & Customer Service		
13	Expand the online facility booking tool to enable user-led online booking capabilities via the Township's website. This will provide a simplified booking process for the public and reduce the demand on staff time to provide in-person requirements.	Short
14	Building upon the recently implemented parkland identification signage, consider developing appropriate wayfinding and identification signage for all parks, trails, and recreation amenities using the Township's existing logo and branding.	Short - Medium
Policies & Standards		
15	Undertake a detailed User Fee Study to confirm the true cost of service for the delivery of recreation (facilities and programs). The study should clearly define programs, use, and services which warrant	Short

Service Delivery for Recreation		Priority / Timing
	subsidization as well as identify those items for which full cost recovery is warranted in keeping with best practice.	
16	Maintain existing partnerships and seek out new opportunities for partnerships to enhance service levels and leverage public funds (e.g. facility naming / sponsorship, operation of spaces, program delivery, etc.).	Ongoing
17	Develop and implement a corporate partnership framework policy for capital and operating agreements/arrangements with third parties. The policy is to be a comprehensive decision-making framework for a range of options (capital and operating) to enhance the delivery of facilities (including consideration for County, SLPC and public-private partnerships).	Short
18	Continue to maintain the lease agreements with relevant parties for the provision of recreational facilities and parks within South Stormont, so long as the facility / asset is considered beneficial to the Township and its residents. This includes agreements with the St. Lawrence Parks Commission, Upper Canada District School Board, Lost Villages Historical Society, and Roman Catholic Episcopal Corporation.	Ongoing
19	Assess the feasibility of purchasing the Henry de Rooy Memorial Park property in Lunenburg to continue to provide recreational amenities for residents in that area. This should be assessed with consideration for future asset management priorities (as per Recommendation 2).	Short

Planning for Parkland & Trails		Priority / Timing
Parkland		
20	Adopt a Parkland Classification System, per this plan, as the Township's planning policy direction, organizing hierarchy and approach for designing, developing, and programming parkland in the future. This classification system should be used to assess the appropriateness of future parkland conveyance as well as existing parkland parcels that have not yet been developed (e.g. Ault Island, Chase Meadows).	Short
21	Maintain a minimum parkland provision standard of 3.4 hectares of parkland per 1,000 residents over the Plan period. This results in an additional 2.1 hectares of parkland by 2030 based on estimated population growth.	Ongoing

	Planning for Parkland & Trails	Priority / Timing
22	Continue to invest in the 3 Community Parks in Long Sault, Ingleside, and St. Andrews West as hubs for outdoor recreation activities within the settlement areas.	Ongoing
23	As per recommendation 2, maintain existing parkland within the hamlets and rural areas to provide outdoor recreation opportunities for each community in the rural areas, where feasible, and with consideration for future asset management priorities.	Ongoing
24	Focus parkland investment in a) existing neighbourhood parks through prioritized renewal and replacement to address lifecycle requirements, and b) undeveloped parkland parcels to provide amenities for residents at a neighbourhood scale.	Ongoing
25	As part of future park design, development and renewal projects, facilitate community participation by obtaining public input during the planning and design process, fostering partnerships and joint ventures in park development/renewal, and promoting awareness of park projects and initiatives through effective public communications. Ensure that new or redeveloped parks are designed with the lifecycle of the community, user's comfort, safety, and accessibility in mind, through the use of CPTED (Crime Prevention Through Environmental Design) (or similar) principles as well as adhering to AODA Standards.	Ongoing
26	Further develop and maintain a Parks Inventory as a record and mapping of parks and related facilities, building on the inventory and mapping provided in the Background Report. This should include Geographic Information System (GIS) based mapping of parks with inventory attribute data identifying park name, address, size, amenities, etc., and should be linked to asset management. This data should be incorporated with an online public information map and inventory identifying available parks, facilities, amenities, programs, and park uses.	Medium
27	Closely monitor future development occurring on Ault Island, and explore options for the development of Ault Island Park to be situated in an alternate and preferred location in the local neighbourhood (based on a review of site conditions and the park classification system). Depending on the preferred park location, explore cost sharing with the Township of South Dundas.	Ongoing
28	Undertake a comprehensive Tree Inventory and develop an Urban Forest Management Plan. This should include planning for native species plantings and resiliency to changing climate conditions,	Medium

Planning for Parkland & Trails		Priority / Timing
	establishing a tree planting and replacement program, and supporting the maintenance and expansion of the urban forest cover.	
Trail Network		
29	Work with SLPC and the United Counties of SDG to prioritize the implementation of the dedicated multi-use pathway along the south side of County Road 2 between Ingleside and Long Sault, to improve regional and local connectivity between the two southern community hubs.	Short
30	Undertake a review and assess the feasibility of purchasing / obtaining an easement for potential development of the New York Central (NYC) Rail Line as a regional trail linkage.	Medium
31	Explore the feasibility of developing a mountain bike park within the Township. A facility of this type can include natural trails, jumps, and wooden features, and provide amenities for all ages and skill levels.	Medium
32	Continue to further develop, finalize, and implement the Trail Network Plans for Ingleside and Long Sault. Potential projects should be prioritized when road work (for on-road or sidewalk facilities) or general park improvements are scheduled for completion. Safe cycling routes to local schools should be identified and prioritized.	Ongoing
33	Work with SDG to develop policies in the Official Plan to require the dedication of land for pedestrian and bicycle pathways as a condition of the subdivision of land, as provided for under the Planning Act (s. 51(25)(b)).	Short
34	Develop a standard / policy for the winter maintenance of trails and pathways.	Long
35	Work with trail organizations and associations in the Township (i.e. Snowmobile Club, ATV Club, Eastern Ontario Trails Alliance), as well as the Conservation Authorities and the Eastern Ontario Health Unit, to identify opportunities for trail expansion, enhanced connectivity between trails and parks, and locations for additional trail amenities (i.e. parking, washrooms, signage, bike repair stations, bike parking, accessibility features).	Ongoing
36	Work with the Raisin River Conservation Authority (RRCA) to assess the feasibility of developing passive trails within the Lakeview Marshes wetlands (near East Industrial Park).	Long
37	Strive to become a Bicycle Friendly Community through the implementation of various infrastructure, programming, engagement, education, and incentives.	Ongoing

Planning for Parkland & Trails		Priority / Timing
38	Develop a Cycling Map for the Township and/or broader area, through partnerships, to promote active transportation in South Stormont. This should be provided in hard copy and digital formats.	Medium
39	Work with the SLPC and the United Counties of SDG to develop a signature cycling event for the Township.	Medium
40	Consider installing bike and pedestrian counters on important routes (e.g. Waterfront Trail and Long Sault Parkway) to enable data collection for tracking annual ridership trends.	Short

Planning for Facilities		Priority / Timing
Asset Management		
41	Once complete, adopt the Asset Management Plan process as guidance for the prioritization of capital planning / resource allocation as it relates to indoor and outdoor facilities, parkland, and trails. Lifecycle replacement recommendations which arise from the AMP should be pursued, subject to the annual budgetary demands of the Township.	Short
Indoor Facilities		
42	Continue to maintain the existing ice and associated amenities at the Long Sault Arena in good condition for use by the community through continuous investment in capital improvements, as required, over the Plan period.	Ongoing
43	Review the costs and benefits of internal operation of the canteen by the Township, compared to procuring and leasing the canteen to a new operator.	Short
44	Protect the land base at the Long Sault Arena property, and those surrounding lands, to accommodate a potential future expansion for the development of a multi-use community hub. Potential uses may include a gymnasium, activity courts, community space, and/or meeting rooms.	Long
45	Explore the purchase of land to the north of the arena to adequately accommodate future expansion of the facility.	Short
46	Seek to undertake a conceptual site planning exercise for the municipally-owned properties surrounding the arena (including the Library / Fire Hall and Mille Roches Park).	Short

Planning for Facilities		Priority / Timing
47	Continue to maintain the existing community hall and meeting rooms in good condition for use by the community through continuous investment in capital improvements, as required, over the Plan period.	Ongoing
48	Improve the utilization of the community hall and meeting rooms through the provision of expanded program / workshop opportunities. Increasing the use of the community hall and meeting rooms has resource implications that will need to be considered and planned for going forward.	Ongoing
49	Continue to strengthen the importance of the Lancer Centre in South Stormont through continued partnership with the Upper Canada District School Board (UCDSB) to ensure priority use of the Lancer Centre by the Township for the provision of recreational programming.	Ongoing
Outdoor Amenities		
50	Maintain and maximize use of active outdoor amenities focused in the 3 recreation hubs over the Plan period.	Ongoing
5	Employ an asset management approach to planning for amenity renewal and investment, with a focus on enhancing existing amenities before building new amenities in existing parks. Renewal of active amenities within older Neighbourhood Parks should be a priority in the immediate / short-term.	Ongoing
52	Continue to monitor changing resident and user group preferences, needs and demand as it relates to active amenities and sports fields.	Ongoing
53	Renew parks infrastructure based on changing recreation and demographic needs (community lifecycle), best practice and industry trends, and proximity to existing facilities. Accessibility, safety, security, and sustainability in the design and development of new recreational amenities should be prioritized.	Ongoing
54	Adopt a service level target of 1 playground within an 400m to 800m (5-10 minute) walking distance of new residential development areas to ensure convenient access for residents, and households with children in particular.	Short
55	Assess the feasibility of developing new playground structures at the following locations: <ul style="list-style-type: none"> a) Lakeview Heights neighbourhood to address service gap. Primrose Lane Park or Lakeview Waterfront Park should be investigated as potential locations. b) Moulinette Island Park. Alternatives to traditional play structures (e.g. nature-based play) could be investigated at this location. 	Short - Medium

Planning for Facilities		Priority / Timing
	c) Chase Meadows Park and Arrowhead Park. The local demand for playground structures in undeveloped parkland will need to be justified.	
56	Adopt a program of prioritized replacement for play structures, to be developed through good asset management planning. This should clearly document the date of installation, date of any improvements, condition, and date of anticipated replacement, and be updated regularly.	Ongoing
57	Immediately address playground safety issues and plan for play structure replacement at MacLennan Park, Elm Street Park, Maple Street Park and Arnold Bethune Park.	Short
58	Plan for and develop park pavilions / gazebos near the playgrounds at each of the 3 Community Parks and Ault Park (Lost Villages) for user comfort.	Short
59	Assess the feasibility of developing off-leash dog facilities in South Stormont. This includes a fenced off-leash dog park at Long Sault Waterfront Park (through partnership with SLPC) and a natural off-leash dog area outside of the settlement areas.	Short - Medium
Cultural Facilities		
60	Complete the agreement with Lost Villages Historical Society prior to the start of the 2021 programming season.	Short
61	In order to maintain a strategic commitment to the essential character, heritage, physical improvement, and operational mandate of the Lost Villages Museum, the Township should continue to make the necessary capital investments on an on-going basis, as identified and recommended in the Building Condition Assessment report.	Ongoing
62	Implement the recommendations identified in the Cemetery Master Plan, with priority for investing in staff training for future Cemetery repair projects.	Short - Medium
63	Through the annual budget process or the Cemetery Improvement Grant, secure the necessary financial resources to continue repair and maintenance work at the 5 inactive cemeteries under the Township's purview, with a focus on work at Willis Cemetery and Waterdown Cemetery over the next 5 to 10 years.	Ongoing



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