



JOINT RECREATION MASTER PLAN

Town of Gananoque & Township of Leeds and the Thousand Islands

Draft Final Report



Prepared for:



+



Township of
Leeds and the
Thousand Islands

Prepared by:



Contents

1	Project Overview.....	1	6.3.	Community Halls	31
1.1.	Master Plan Scope	1	6.4.	Indoor Aquatics	33
1.2.	Alignment Between Plans	2	7	Active Outdoor Spaces	35
1.3.	Background Report	3	7.1.	Soccer/Multi-Use Fields	35
2	Community Demographics & Service Areas	4	7.2.	Ball Diamonds.....	37
2.1.	Demographics Overview	4	7.3.	Tennis & Pickleball Courts	39
2.2.	Future Growth and Change.....	7	7.4.	Basketball Courts.....	41
2.3.	Parks and Facilities Service Areas	7	7.5.	Skateboard Parks & BMX Track	42
3	Joint Master Plan Vision & Principles.....	10	7.6.	Lou Jeffries Park	43
3.1.	Master Plan Vision	10	8	Parks, Play and Community-Level Outdoor Spaces & Amenities..	44
3.2.	Guiding Principles	11	8.1.	General Parks Planning.....	44
3.3.	Focus on Collaboration	13	8.2.	Playgrounds & Splash Pads.....	48
4	Approach to Planning.....	14	8.3.	Community-Level Outdoor Spaces.....	50
4.1.	Standards-Based Approach.....	14	9	Water Access and Trails	51
4.2.	Other Considerations	14	9.1.	Docks, Marinas and Swimming Spots.....	51
4.3.	Urban versus Rural Levels of Service	15	9.2.	Trail Network.....	52
5	Recommended Service Delivery & Collaboration Model	17	10	Implementation Framework	54
5.1.	Mechanisms of Collaboration	17	10.1.	Protocols for Reviewing & Updating the Master Plan ..	54
5.2.	Service Delivery.....	21	10.2.	Recommended Phasing Plan	54
5.3.	Programming	23			
5.4.	Community Events	26			
6	Indoor Facility-Based Recommendations	27			
6.1.	Lou Jeffries Arena.....	27			
6.2.	Canada 150 Rink.....	29			

1 Project Overview

The Joint Recreation Master Plan for the Town of Gananoque and Township of Leeds and the Thousand Islands is a 10-year planning document to guide the prioritization of municipal investment in recreation and community facilities, parks and open spaces, trails and water access areas.

As a municipal guidance document, the plan is designed to further effective planning, budgeting and implementation of stated goals and objectives for facilities in the municipalities until the year 2029.

The Master Plan should be placed within the broader context of all obligations of the Town and Township as providers of services, facilities and infrastructure. The Master Plan recognizes that changes in the wider municipal environment in terms of fiscal priorities can be expected to impact the priorities contained within this document and will need to be adjusted accordingly.

1.1. Master Plan Scope

This Joint Recreation Master Plan addresses a broad range of municipal facilities and programming across the Township of Leeds and the Thousand Islands and the Town of Gananoque, specifically evaluating needs and strategies for the following:

Lou Jeffries Arena (indoor) <ul style="list-style-type: none"> •Ice •Changerooms •Ancillary operations 	Community Halls <ul style="list-style-type: none"> •Hall at Lou Jeffries arena •Seeley's Bay •Lansdowne 	Libraries <ul style="list-style-type: none"> •re. programming only •Seeley's Bay •Lansdowne •Lyndhurst •Gananoque
Sports Courts & Fields <ul style="list-style-type: none"> •Baseball & Softball •Soccer •Basketball •Racquet sports 	Parks, Open Space & Trails <ul style="list-style-type: none"> •Active and Passive Parkland •Trails 	Marinas, Docks & Beaches <ul style="list-style-type: none"> •Municipal docks •Boat ramps •Swimming spots and beaches
Programming & Events <ul style="list-style-type: none"> •Inclusive Programming •Community Events 	Service Delivery <ul style="list-style-type: none"> •Municipal staff resourcing •Partnerships & funding 	

This is a timely and exciting initiative – one that has the capacity to leverage resources across the municipalities and enhance the current level of partnership between TLI and Gananoque, which currently includes a recently updated cost-sharing agreement for the Lou Jeffries Arena to 2021.

The principal objective of the assignment is to document current municipal recreation assets and to develop a series of recommendations and actions to accommodate the current and future joint recreational needs of the two municipalities over the next ten years (to 2029).

1.2. Alignment Between Plans

Municipal Strategic Planning

Both TLTI and Gananoque's current strategic plans identify recreation and leisure as a key component to community development and quality of life. The documents identify a vision, strategic directions, and a series of actions that form a framework to guide priorities and activities for Council, staff and the community over the term of the Plan.

There are similarities between the two municipalities vision statements, which read as follows:

TLTI's strategic vision:

"A friendly and historic rural community surrounded in natural beauty where the economy, nature and people flourish together."

Gananoque's strategic vision:

"A vibrant, historic waterfront community promoting economic prosperity and cultural preservation in a financially and environmentally sustainable manner."

The preparation of a Recreation Master Plan is highlighted as a priority action in both Strategic Plans.

Recreation Planning

In 2016, The Township of Leeds and the Thousand Islands completed a Facilities Master Plan, a 10-year planning document to guide the prioritization of municipal investment in community facilities. The Facilities Master Plan focused on all built municipal facilities, including those related to recreation. Specifically:

- Township of Leeds and the Thousand Islands Municipal Office & Public Works Garage;
- Lansdowne Community Building;
- Seeley's Bay Community Hall;
- Libraries buildings;
- Furnace Falls Park Boat Ramp and Dock;
- Ivy Lea Pier;
- Seeley's Bay Marina/Harbour;
- Lyndhurst Storage Building; and
- Rockport Customs House.

Additionally, site master planning exercises have been undertaken over the past two decades by both municipalities for specific parks, including Town Park and Lou Jeffries Park in Gananoque, and Centennial Park (2006), Kendricks Park (2006), Jerry Park (2014), Bateau Channel Park (2009), and Furnace Falls Park (2019) in TLTI.

While the implementation of many of the objectives of these plans have been successful, this Joint Master Plan seeks to build on those successes in terms of aligning the recreational infrastructure assets of each municipality as well as optimizing cost-sharing and

administration to achieve the aims of both municipalities' existing master plans.

Asset Management Planning

Both Gananoque and TLTI have existing Asset Management Plans, developed in 2013 and 2014 respectively, to meet the requirements as outlined within the provincial *Building Together Guide for Municipal Asset Management Plans*. These documents focus on infrastructure assets related to roads, bridges, water and wastewater infrastructure, and do not address facilities, parkland, major equipment and rolling stock which are owned by the municipalities.

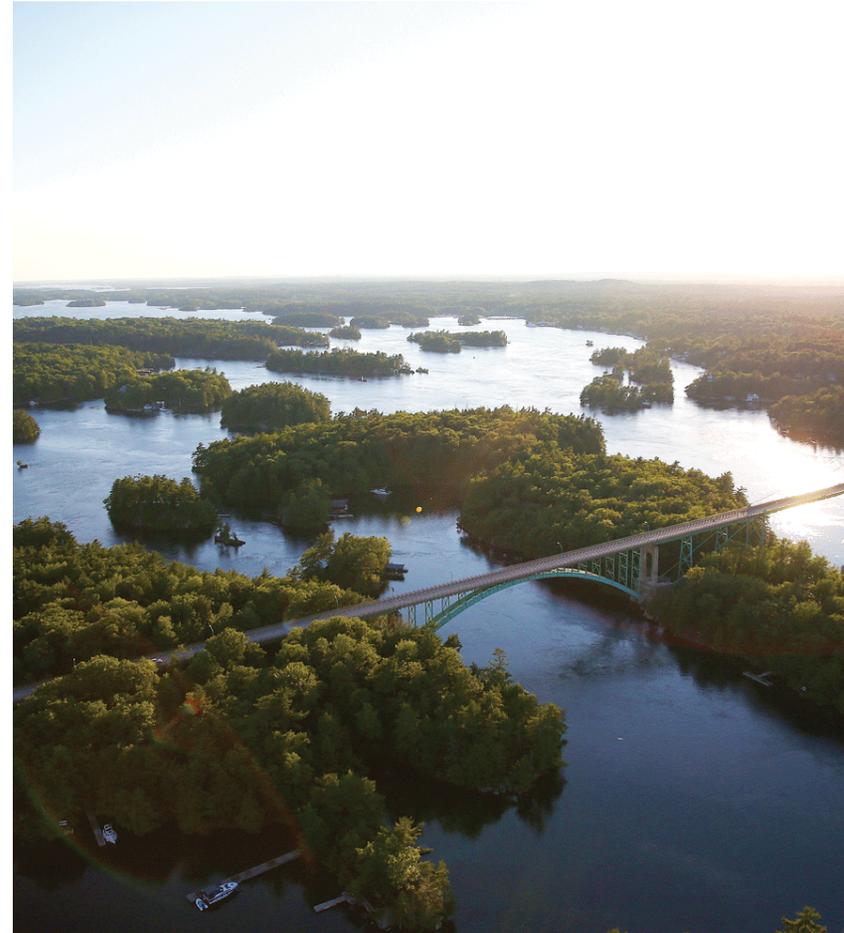
Tourism & Economic Development Planning

Gananoque developed the Lowertown Study in 2005, which is an economic development-focused master plan to support the Town as a tourist destination. The study helped to shape the focus and land use planning policies of the existing Gananoque Official Plan. Recreation-related principles for municipal land and facilities included maximizing the use of Joel Stone Heritage Park and consideration of event space on the waterfront.

1.3. Background Report

This Joint Recreation Master Plan report should be read in conjunction with the associated Background Report. The Background Report presents a summary of findings regarding the inventory of recreation facilities and programming, including utilization, financial performance, and community satisfaction; as well as the process and results of community, user group, and stakeholder consultation.

This Master Plan endorses the community's enthusiasm to effect change, which became prevalent through the project's engagement process.



2 Community Demographics & Service Areas

2.1. Demographics Overview

The following provides a summary of key demographic statistics for the two municipalities. For additional details, refer to the Background Report.

POPULATION (CENSUS 2016)

- Combined population: 14,624 permanent residents
 - TLTI: 9,465 (65% share)
 - Gan: 5,159 (35% share)
 - Population increases in Summer

TOURISTS/VISITORS

Source: Gananoque 2018 Investment Profile

- 500,000 per annum (70% June to August)
- 66% of which are overnight visitors

POPULATION PROJECTIONS (AT 2029, AS PER OFFICIAL PLANS)

- Combined population: 16,136 permanent residents (10% increase)

LOCATIONS FOR GROWTH

- Gananoque and Lansdowne (with municipal servicing)

2.1.1. Age Structure

The age distribution profiles of TLTI and Gananoque are closely aligned and are similar to those found in comparable municipalities across Ontario. In particular, as baby boomers age, there is a growing proportion of older adults – this is especially true of Gananoque and TLTI, where in each case a large share of the population are over 50 years of age.

Exhibit 1: Age distribution by cohort (2016) – TLTI and Gananoque

	Gananoque	TLTI
Children (0-9 yrs)	8%	9%
Youth (10-14 yrs)	5%	5%
Youth (15-19 yrs)	5%	5%
Adults (20-49 yrs)	31%	30%
Adults (50-64 yrs)	25%	28%
Older Adults (65+ yrs)	26%	23%
Total	100%	100%

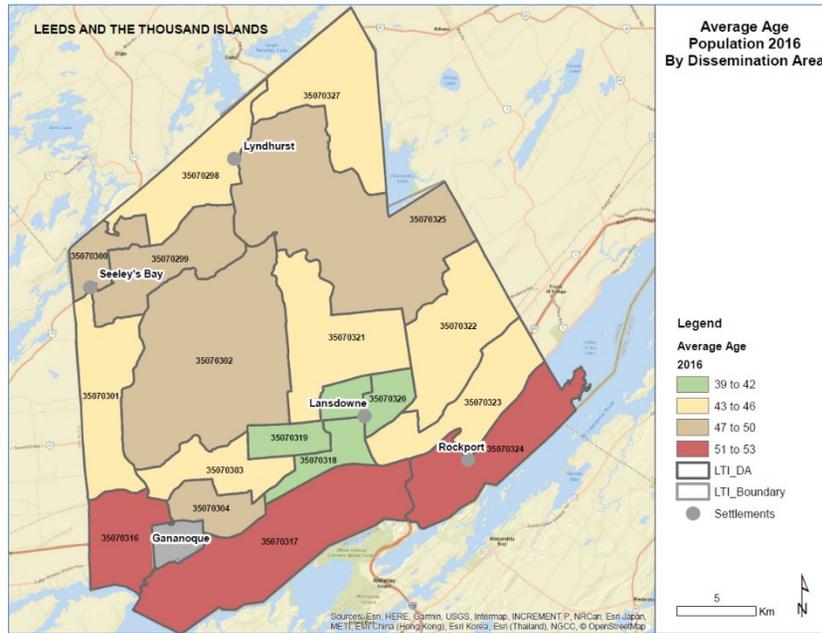
Source: Sierra Planning and Management, using data from Statistics Canada, Census 2016

Age Profile by Dissemination Area (2016 Census)

In TLTI, the highest average age of residents (51 to 53) is in the southernmost waterfront communities and on the islands - these are also the areas of the municipality with the highest prevalence of those over the age of 65 (29 – 32% of population).

TLTI's lowest average-aged residents were in and surrounding Lansdowne (39-42 years), and this area also has the highest concentration of those under the age of 19 (29-32% of population).

Exhibit 2: Average Age by Dissemination Area (2016): TLTI

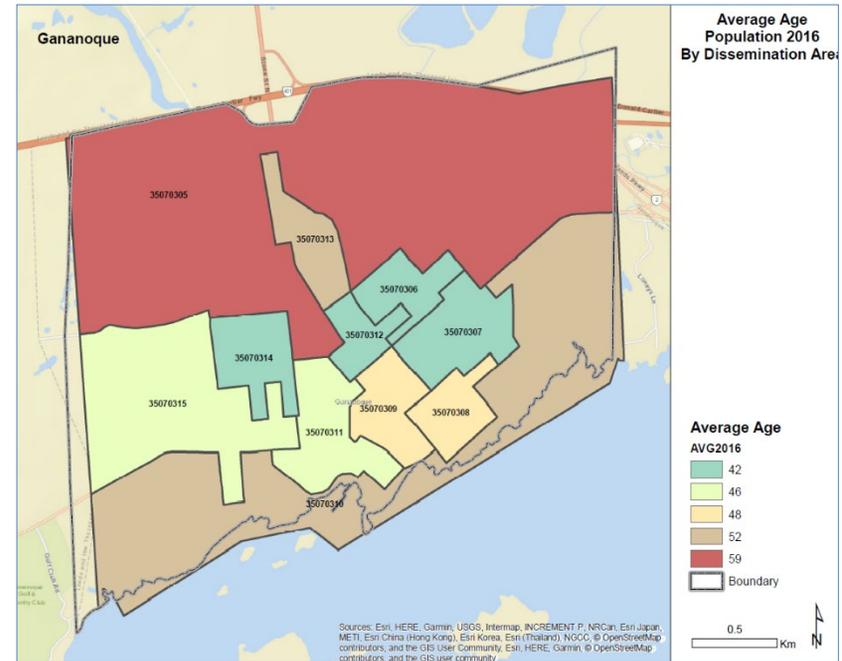


Source: Mapping by Sierra Planning and Management using data from Statistics Canada, Census 2016

In Gananoque, the highest average age of residents is outside the built-up area in the north of the municipality (59 years) and in the south-east and south-west corners (52 years). These areas in the north also have the municipality's highest prevalence of those residents 65+ (41 – 46% of population).

The lowest average-aged residents in Gananoque are towards the north of the built-up area, and this is also where the municipality's highest concentration of those under the age of 19 live (23-25% of population).

Exhibit 3: Average Age by Dissemination Area (2016): Gananoque



Source: Mapping by Sierra Planning and Management using data from Statistics Canada, Census 2016

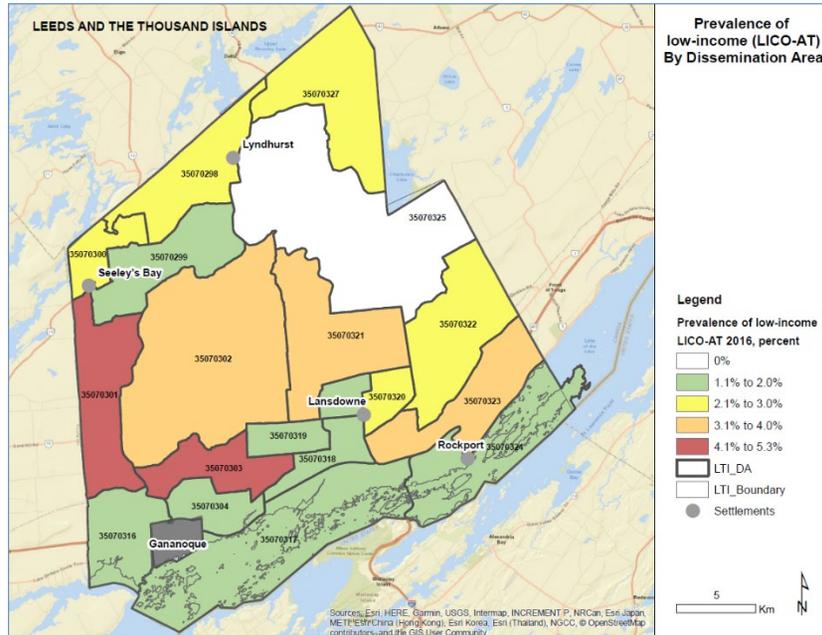
2.1.2. Low Income

Statistics Canada defines low income cut-offs (LICOs) to be income thresholds below which a family/person will likely devote a larger share of its income on the necessities of food, shelter and clothing than average.

In TLTI, the highest prevalence of population below the low-income cut-off is between Lansdowne and Seeley's Bay, and along the

administrative boundary with Kingston. In Gananoque, the highest prevalence is in and close to the downtown/Lowertown area.

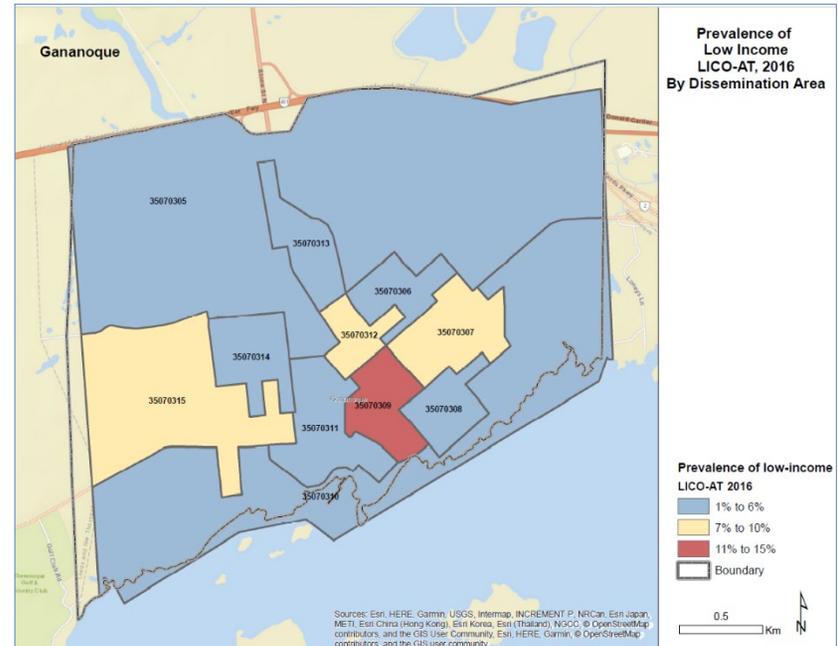
Exhibit 4: Low Income after tax (2015) by Dissemination Area: TLTI



Source: Mapping by Sierra Planning and Management, using data from Statistics Canada, Census 2016

The 2016 census identifies that 5% of Gananoque’s population is under the low-income cut-off (after tax), compared with 2.1% in TLTI. This compares to 4.50% in the UCLG Census Division, and 9.80% in Ontario.

Exhibit 5: Low Income after tax (2015) by Dissemination Area: Gananoque



Source: Mapping by Sierra Planning and Management using data from Statistics Canada, Census 2016

2.2. Future Growth and Change

TLTI

Lansdowne is categorized in TLTI's Official Plan (2018) as the only 'Urban Settlement Area' and is the focus for new residential and commercial development due to the availability of municipal servicing.

Ivy Lea, Lyndhurst, Rockport, and Seeley's Bay are categorized as 'Rural Settlement Areas' where some appropriate infilling, redevelopment, and development of vacant lands is permissible. However, with no municipal servicing, the extent to which new development can be absorbed in each of these locations is limited.

Based on information provided by the Township, in the period between 2011 to 2017, Residential Building Permits were issued for 125 new residential units, all but one of which were for single dwellings. A further 39 units have planning approval as part of a new subdivision on County Rd 32, to the north of Gananoque, between Maple Grove and Cheeseborough.

Gananoque

With a limited land base available for development, the intent of Gananoque's *Official Plan* residential policies is to preserve and consolidate existing residential neighbourhoods and to provide for new residential opportunities through intensification and redevelopment of vacant buildings.

A mix of low, medium and high-density residential development is supported in the Residential Policy Area (which covers much of the existing built-up area of the Town), subject to maintaining the character of neighbourhoods.

Section 3.2.2.8 of the Town's Official Plan states that higher densities will generally be encouraged in locations having greater amenities or services such as areas in proximity to: commercial designations, open space, and arterial or collector roads.

Low, medium and high-density residential development is supported in the designated mixed-use development area of 'Lowertown' which includes the commercial core and areas of vacant and underutilized land on the Town's waterfront.

In the period between 2009-2018, data provided by the Town identifies that Residential Building Permits were issued for 158 new residential units. The majority of the 70 units permitted up to the end of 2016 were single dwellings within the Town's existing residential neighbourhoods.

At present, a riverside condominium project on South Street (reduced in size from 125 units to 70 units due to a reported lack of demand for land-facing properties) has planning approval. A further 11 units are proposed as Phase 1 of a subdivision by Castlegate (lands north of MacDonald Street, east of Elmwood Drive), the plans for which are at the Planning stage.

2.3. Parks and Facilities Service Areas

Because of TLTI's large geographic area, for the purposes of this Master Plan, it has been divided into more localized service areas. The identification of recreation service areas provides a geographic framework within which future planning and municipal investment in facilities (indoor and outdoor) is to be guided. This can also be expected to impact the scale of programming options which may be accommodated within these areas.

Parks and recreation facilities subject to this Master Plan are generally limited to servicing the needs of residents (both seasonal

and permanent) of the Township of Leeds and the Thousand Islands and the Town of Gananoque. Various settlement areas, however, function to provide a different level of service based on the nature of facilities present.

Lansdowne is the Township's urban settlement area and is planned to accommodate a significant portion of the Township's future growth. The area is home to the Lansdowne Community Centre and Library, as well as the municipal offices and main public works yard. The Municipal Office is the primary civic service location for all Township residents.

Individual community centres typically service the villages in which they are placed and the immediate service area. The same is true for the Lansdowne Community Centre, however, the facility has a strategic location being adjacent to Jerry Park which is planned to be redeveloped as a major park asset. Jerry Park sites the only skate park in the municipality and also has major sport infrastructure such as a lit ball diamond, courts for basketball and tennis as well as a play area. Because of its location, this facility has the potential to enhance its function as a community hub in the Township.

In general, the parks and recreational facilities located in the following rural settlement areas service their respective localities, with the exception of those which host dock facilities that service all Township residents and beyond.

- **Seeley's Bay:** Has a community hall, library and the only dock facility offering rental slips. As such, the Seeley's Bay Dock is a municipally-owned tourism asset.
- **Lyndhurst and Ivy Lea:** both have municipally-owned dock facilities. Lyndhurst also has a library branch.

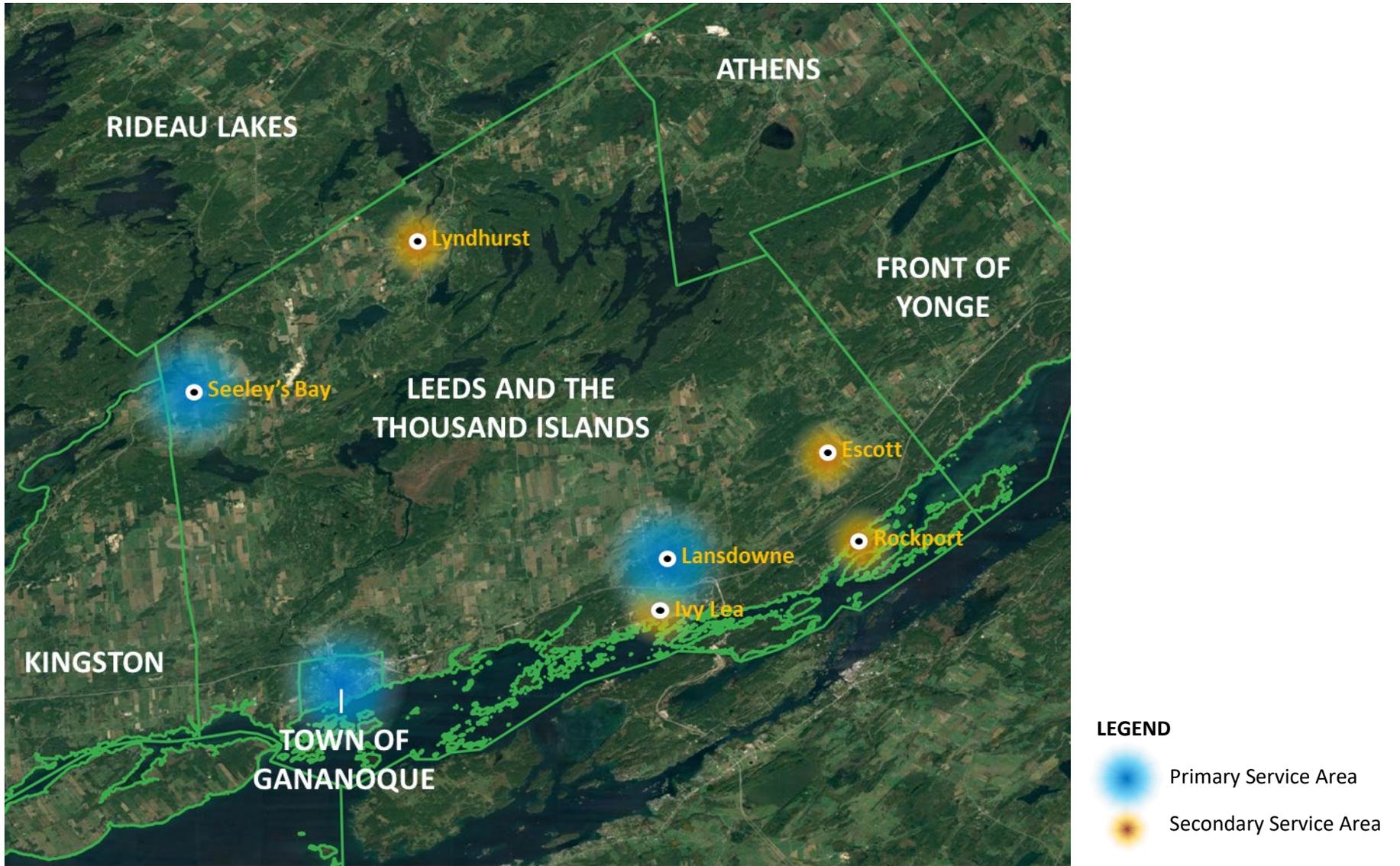
- **Escott and Rockport:** Escott is home to the Municipal Archives Office. There are no municipally-owned recreational facilities located in Rockport.

As such, this Master Plan recognizes Lansdowne and Seeley's Bay as the primary service locations for recreational facilities in the Township.

As for **Gananoque**, because of its comparatively compact form and strategic location on the water's edge, it is also considered to be a primary service area for recreational facilities and amenities.

The service areas are depicted on the following exhibit.

Exhibit 6: Primary and Localized Service Areas



3 Joint Master Plan Vision & Principles

3.1. Master Plan Vision

The 10-year vision for recreation, parks and trails in the Township of Leeds and the Thousand Islands and the Town of Gananoque is as follows:

“To enhance quality of life in the Township of Leeds and the Thousand Islands and the Town of Gananoque by providing high-quality recreational facilities, services, natural and cultural environments that encourages lifelong healthy opportunities and connects our two communities.”

This vision will be achieved through a collaborative approach to new and renewed recreation facilities and services based on principles of equity of access, collaboration among service providers and user groups, as well as a deliberate and collaborative approach among the municipalities to planning for investment, cost sharing and finding efficiencies in service delivery.

Inspirational Imagery



3.2. Guiding Principles

This Master Plan is grounded in core guiding principles, as presented below (with associated objectives):



Developing complete communities through health, wellness and physical activity

- Promote physical activity as a way of life and quality of life through programming and education of target groups.
- Facilitate growth of the existing trail systems and development of efficient active transportation networks (e.g. on and off-road trail routes, water routes, etc.).



Age-friendly, accessible and inclusive recreation

- Strategic investment in recreation and culture infrastructure for target groups including youth and seniors.
- Offer opportunities for participation in recreation for all members of the community irrespective of age, ability, ethnicity and income.
- Strive to remove physical and financial barriers to participation and grow participation and skills development.



Investment in infrastructure based on principles of smart growth

- Recognize differences in urban and rural level of service through the continuation of the existing practice of primary settlement areas servicing the major recreation infrastructure needs of the more rural areas.
- Renewal of aging assets based on effective asset management strategy.
- Achievement of best practices in facility design and functionality.



Enhancing regional and county support structures and joint-working

- Strive to ensure the most effective use of municipal resources to maximize all opportunities for partnership development for the delivery of facilities programs and activities (including working with the UCLG, surrounding municipalities, the local community, industry and the commercial sector).



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

- Encourage development of multi-use / multi-generational facilities for all to enjoy.
- Strive to accommodate emerging recreational and leisure trends and new user groups.



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

- To plan for and implement capital planning solutions that consider evolving needs. This includes investment in new builds, repurposing, renovation and replacement of assets, as appropriate.
- Co-locate appropriate recreational facilities and / or municipal resources.



Defining and refining partnerships

- Encourage community involvement in the operation of facilities and programs.
- Consider alternative facility delivery and operation models and pursue partnerships in funding and operations.
- Continue to support the delivery of programs, events and opportunities driven by volunteer / community groups and non-profit organizations through the provision of high-quality facilities and services.



Strengthening the municipalities' joint roles as a tourism destination

- Plan holistically for recreation, parks and trails on a regional basis, as appropriate, based on the nature of facilities.
- Recognize the role of Lake Ontario and other water-based assets in enabling recreation-based tourism and, where feasible, seek to implement opportunities to secure access to the water for resident and visitor enjoyment.

3.3. Focus on Collaboration

There are numerous strategic advantages to both municipalities of planning for recreation in a collaborative manner, namely:

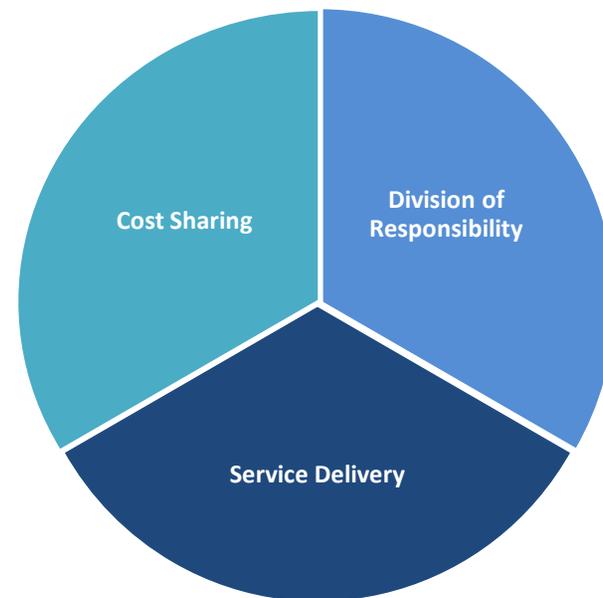
- The adoption of a cooperative approach on planning for recreation services which is based on a workplan designed to identify both the distinct and mutual municipal interest in facility, program and service provision;
- Recognition that there are, in reality, no geographic boundaries (other than travel time) in the way residents of both municipalities access recreation and use facilities and spaces;
- For TLTI in particular, where the population is more dispersed, it is in the public interest to ensure that residents can access recreational and leisure facilities and services which may otherwise be unfeasible to deliver in isolation; and
- The opportunity to advance planning and partnerships between TLTI and Gananoque via a full and coordinated investigation of new collaborate service opportunities (e.g. increased use of joint marketing initiatives), based on a comprehensive assessment of the strengths, weaknesses, opportunities, and challenges with the existing service models in both municipalities.

Collaboration is often organic based on a demonstrated desire to avoid duplication or the inability of one party to fund its own duplicate facility. It reflects commitment to the principle of achieving greater value for money in asset development, facility management and services.

Key areas of focus for this Joint Recreation Master Plan include:

- Opportunities for cost-sharing;
- Collaborative initiatives and service delivery responsibilities; and
- Potential new joint-recreation assets and location.

Exhibit 7: Potential Areas of Collaboration



4 Approach to Planning

4.1. Standards-Based Approach

The adoption of the Master Plan for future planning for facilities should include recognition of the importance of the use of service and facility standards). In the context of a growing area, the use of standards represents an effective means to understand when new facilities will be required. Changes to the rate of growth of the community do not alter the standards but instead impact the point at which population growth triggers the need for investment.

An appropriate use of standards can aid in decision-making well in advance of achieving the population triggers that justify new facilities. Based on predicted growth, even with variation in the rate of growth, the standards adopted in this plan translate into the necessary timeline for preparatory work to be undertaken:

1. Commitment to the development of new facilities;
2. Providing for advanced planning in terms of the most appropriate locations; and
3. Creating the necessary funding strategy and delivery mechanisms to build and operate the facilities.

Standards present the necessary framework to help plan for sustainable infrastructure. This, in part, results from the fact that standards broadly reflect the experience of other communities as well as the balance between the cost of facilities, community need and the financial capacity of the municipalities. The adoption of a standards-based approach to facility planning and investment in keeping with asset management principles of this plan which

warrant a proactive response to capital investment that considers building efficiencies, use and population pressures and the fiscal and operating implications of projects.

4.2. Other Considerations

In addition to standards, the recommendations outlined in this document are the product of a balanced assessment of the following long-term capital planning and asset management factors:

- Defined levels of service for each class or category of facility dependent on the nature and scale of use of amenities (i.e. municipal-wide, community and/or neighbourhood level of service as appropriate);
- An assessment of the capital implications of aging infrastructure and options to enhance the delivery and operation of assets through future investment and other efficiencies; and,
- Community “needs and wants” as expressed through public engagement. Community needs and wants are those that are expressed by members of the public, stakeholders and community groups. They reflect the aspirations of the community as communicated through the public engagement process associated with the Master Plan process.

Recommendation(s): Approach to Planning

1. Adopt an Asset Management and standards-based approach to planning for future recreation, parks and trails infrastructure. Standards should inform the provision of municipal capital facilities including decisions related to maintaining existing assets and building new, as

well as potential partnerships for implementation with other entities (such as community groups, institutions) as may arise.

2. Complete the asset management work of the Town and Township to include parkland and all community facilities. Note that this is relevant to Recommendation 32 of the TLTI Facilities Master Plan 2016, and is also applicable to the Town of Gananoque through the recommended development of a similarly timed, scoped, and executed asset management and database preparation exercise for facilities, parks, open space and trails in both municipalities.
3. As part of Asset Management frameworks undertake AODA accessibility audits and estimate required costs associated with AODA compliance for all parks and recreation facilities. With respect to trails, trailheads and other public outdoor spaces, provide a best practice approach to determining the opportunity for accessibility improvements.

Establish and communicate a realistic timeframe for AODA-related capital works that reflects undertaking such improvements timed with other planned capital expenditures for facilities.

4.3. Urban versus Rural Levels of Service

The need to establish a level of service for both rural and more urbanized contexts of the municipalities in a balanced manner that considers fiscal, operating and capital planning impacts as well as community aspirations. While major 'destination' infrastructure can be expected to be located in proximity to more dense population areas in the municipalities, establishing a minimum level of facility service for smaller, more rural settlement areas is also important.

The Master Plan is premised on the principle of acknowledging differences in urban and rural level of service. The recommended level of service for parkland and recreational facilities provided within the rural hamlets is based on the following:

- Maintain ownership of existing parkland, docks and other recreational facilities in rural hamlets;
- Provide active and passive recreational opportunities as part of the existing facilities / amenities, where appropriate;
- Ensure accessibility (through co-location, active transportation, building improvements, public transportation and efficiencies) to serve the needs of the rural population; and
- Consider the changing needs of local residents over time through the provision of amenities that align to their needs.

Recommendation(s): Geographic Levels of Service

4. Adopt level of service criteria for the urban and rural areas based on best practice in municipal asset management and a standards-based approach to facility provision, whereby:
 - The municipalities will maintain the existing practice of the urban areas servicing the major recreation infrastructure needs of the rural area and will aim to facilitate the broadest range of participation in recreation and leisure through investment in co-located and/or multi-use facility options;
 - The municipalities will build recreation infrastructure located in the urban areas where there is the proximity to the largest concentration of permanent population base; and,
 - The municipalities will consider investment in smaller-scale, neighbourhood/community-serving outdoor recreation facilities in rural areas where:
 - i. A deficit in the supply of individual assets has been identified;
 - ii. There is significant population in rural hamlet areas to sustain the standards of provision presented in this Master Plan; and/or

iii. There is community investment and interest in maintaining and developing these assets.

5. Community-serving parks (such as the principal park in each of the rural districts) should be sustained and maintained with a range of community amenities designed for unstructured play and with the potential for organized play. This includes: play equipment, paved walkways, seating, one or more multi-use courts dependent on identified community preferences, as well as other park amenities that are identified through detailed consultation with the community.

5 Recommended Service Delivery & Collaboration Model

5.1. Mechanisms of Collaboration

5.1.1. Building on Existing Collaboration

Two Hubs Approach

The Lou Jeffries Arena and the Lansdowne Community Building and Library have the potential to serve as the two major community hubs that can, combined, provide for a wide range of recreational needs for the people of both municipalities. This will provide a greater quality of service to the people of both municipalities at a lower cost to residents.

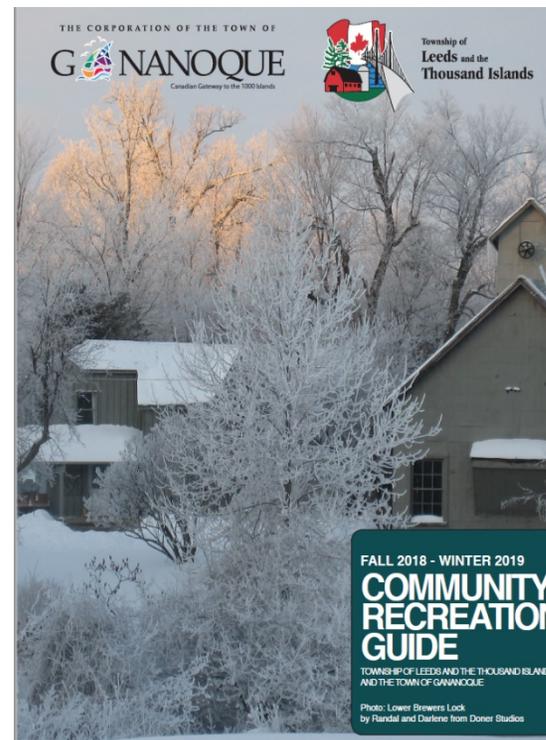
Lou Jeffries Arena: In 2018, TLTI and Gananoque entered into a new four-year cost-sharing agreement, by which the two municipalities split the Lou Jeffries Arena net capital and operational costs and agreed that residents of TLTI will be charged the same entry/participation fees as residents of Gananoque.

Lansdowne Community Building and Library: Refurbishment and extension of the existing building is planned to provide enhanced community and library facilities, including a new community hall with flexibility to provide four indoor pickleball courts, a full-sized basketball court, and divided gym space to increase programming options (known as the ‘enhanced’ option). A complete architectural rendering of a redesign of the Lansdowne Hall has been completed, with the project to commence when funding (including grants) can be secured.

Recreational Marketing, Programming & Operations

Other existing collaborate initiatives between the municipalities include:

- The production of the joint recreation guide,
- A joint Recreation Committee; and
- Municipal collaboration through the Public Works Departments and Fire Services.



Joint Community Recreation Guide

5.1.2. Approach to Cost Sharing

The proposed approach to cost sharing starts with recognition of the benefits of collaboration. Cost sharing for future capital costs and operating costs requires a framework that is based on demonstrated regional function of facilities.

The most important principle in establishing cost sharing agreements is agreement to the principle of collaboration itself to create a net benefit for each community. These benefits are not necessarily financial but include qualitative benefits such as improved long-term access to recreation, leisure, and the improvement in health and wellbeing. The relative importance of these outcomes will be determined by both municipal partners.

There are a number of potential cost sharing mechanisms employed across the province and beyond, as identified in the following exhibit.

Existing Cost and Benefit Sharing Arrangement

Currently, the net capital and operating costs of the Lou Jeffries Arena are split on a 50/50 basis between the two municipalities, even though more user group participants are residents of TLTI (49%) than Gananoque (38%). Residents of both Gananoque and TLTI are charged the same entry/user fees.

The Town of Gananoque operates the facility and assumes all of the risk with respect to management of revenues and expenses. TLTI not liable to pay any more capital and operational costs year than as stated in the Agreement (Gananoque absorbs any extra costs accrued). This agreement is due for renegotiation in 2021.

Additionally, TLTI have an existing cost sharing agreement with the Township of Athens for use of Centre '76 whereby TLTI pays Athens

\$80.00 per family as determined by registration for the Athens & District Minor Hockey Association and the Athens & District Figure Skating Club.

All other recreation facilities are operated and funded by the individual municipalities. The potential exists to expand cost sharing beyond the arena to include other recreational assets. More widely, a mechanism should be put into place to trigger discussion on cost sharing for other recreation assets over the Master Plan period.

Exhibit 8: Potential Cost Sharing Mechanisms



Alternative Cost-Sharing Model Options

Of those cost sharing mechanisms identified above, those most feasible to be put into practice in TLTI and Gananoque are detailed below:

<p>Weighted Assessment</p>	<ul style="list-style-type: none"> • Can be used as a basis for allocating costs for local services in an urban-rural context. • Total assessment for a municipality weighted by the tax ratio for each class of property. • Pro: Where regional economic dynamics show a high degree of integration between the urban and rural area (based on daily commuter flows, the location of commercial retail services and institutions, for example). • Con: Where the interconnectivity between the urban and rural communities is limited or clear sub-regions of greater or lesser connectivity exist.
<p>Population Ratios</p>	<ul style="list-style-type: none"> • Based on residency, not user data: TLTI would pay more.

Recommendation(s): Collaboration & Cost Sharing

6. Cost sharing for the Lou Jeffries Community Centre represents an example of best practice in inter-municipal co-operation and should be continued for the duration of the plan and beyond. Similarly, cost-sharing by the Township for the use by its residents of Centre '76 in the

Township of Athens also represents good practice and should be maintained in one form or another acceptable to both municipalities.

7. The recent improvement of the cost sharing agreement for the Lou Jeffries Community Centre to include a 50% cost share by the Township and to include both net operating cost and capital expenditures is a significant example of best practice and should be maintained as the principal for cost sharing at this facility.

8. As regards new facilities, the opportunity exists to consider the full range of methods to arrive at an appropriate capital and/or operating agreement. However, it is recommended that the municipalities pursue the type of agreement that best meet their respective aims and objectives. This includes determination of whether an agreement is warranted.

9. It is recommended that the municipalities utilize the joint working group (Recommendation 91) to determine the projects which are most suitable for a level of cost sharing for either net operating costs or capital funding. In considering this, the municipalities should have regard to the expected usage of the facility by residents of either municipality, as well as residents from other municipalities. It is recommended that cost-sharing the operations of any facility should be on the basis of facility specific agreements and the expectation of measurable benefits to each municipality (such as expected usage).

10. It is recommended that the capital and Operating Costs associated with the implementation of the Canada 150 Rink be subject to cost sharing on substantially the same

basis as the current agreement for the Lou Jeffries Community Centre contingent on the rink being roofed per the recommendations of this plan as a Phase 1 capital cost.

11. It is recommended that the Lansdowne Community Centre Hub be considered in principle for capital and/or operating cost sharing between the Township and the Town subject to detailed consideration of the potential opportunities for programming and use which directly benefit the residents of Gananoque. Further the nature of such cost sharing should reflect the existence of the Community Centre and that no cost share is currently in place. The agreement may therefore pertain only to the enhancements of the Centre which are considered of a direct benefit to residents of Gananoque. Alternatively, as per the agreement in place with Athens on the basis of a contribution by TLTI per family based on usage, the Town of Gananoque may wish to consider such an arrangement for the expanded services of the renovated and expanded Lansdowne Community Centre.
12. It is recommended that the Town and the Township endorse the principle of consideration of cost sharing as best practice for major new recreational infrastructure serving both communities. This principle requires each municipality to consider, and report to the respective Councils as appropriate, the pros and cons of collaboration in planning, delivery and operation of future facilities and services.

5.2. Service Delivery

Generally defined, services 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 municipalities' current mandates, this includes:

- Recreation and parks facility use regulation and allocation, operations and maintenance;
- Recreation and leisure program development and provision;
- Special events;
- Partnership development with other parks and recreation service providers (County and neighbouring municipalities); and
- Marketing and promotion of parks and recreation facilities, programs and services.

5.2.1. Creating a 'One-Stop Shop' for Residents

At present, the booking of facilities is done through each respective municipality, the program offer is most commonly learned through the Joint Recreational Guide, word of mouth and/or social media, and the facilities on offer for rentals is not easily navigable.

In order to provide all relevant information related to recreation facilities, parks, trails and related programs and services, the municipalities should work collaboratively to develop a common webpage that provides residents and visitors with a comprehensive understanding of all recreation and leisure-related information.

5.2.2. Addressing Staffing Resources

TLTI has recently made some recreational resource improvements related specifically to programming coordination and development. A joint / nominated staff resource dedicated specifically for overseeing the programming and bookings (in conjunction with the consolidated online booking system) within both municipalities would improve coordination of the program offer across the jurisdictions. Improvements to the promotion and marketing of existing programming is also important.

5.2.3. Responding to Changing Community Needs

The analysis contained within the Master Plan focuses on facilities and programs that have traditionally been offered by the municipalities or are considered to be core services in the majority of municipalities across the province. As population preferences evolve, the municipalities may be asked for new program, space or facility types. The municipalities will need to respond to these requests on an ad-hoc case-by-case basis.

5.2.4. Policies and Protocols

There is currently no Ice Allocation Policy nor Field Allocation Policy for either municipality. A facility allocation policy, for the arena in particular, is important policies to ensure equitable distribution of time / access to facilities by user groups across the municipalities. These documents typically include a hierarchy of prioritized groups for facility use (minor sports, Town/Township programming having first priority), as well as clear policies relating to scheduling conflict management, and transferring / subletting of field or ice time.

Recommendation(s): Service Delivery

13. Develop a joint and consolidated online customer service interface, accessible through a single webpage, to streamline the facility booking and program registration process for residents. This should provide a real-time calendar of programs, events and rentals, as well as information related to the variety of facilities available for rent and programs on offer within the municipalities.
14. Consider hiring a joint, dedicated Recreation Booking / Program Officer (full-time or part-time, as required) that would serve the needs of residents and groups within both municipalities. This would be complementary to streamlining the online booking system.
15. Continue to invest in the joint Community Recreation Guide and continue to ensure digital availability on both the Town and Township's websites and access via appropriate social media outlets.
16. Continue to regularly monitor shifts in policy, planning and trends in sport and recreation participation which may impact the municipal approach to the delivery of parks and recreation and the geography within which some services and programs are delivered.
17. Implement a customer engagement and monitoring strategy to aid in the continued assessment of trends in participation to routinely gauge shifts in market demand for programming and activities.

18. Develop a facility rental and allocation policy to include use agreements for space including maintenance protocols and the responsibilities of renters.

5.3. Programming

TLTI delivers a variety of program options for the community, including registered programs that run over a set number of weeks, and drop-in programs which do not require registration. At present, Gananoque does not directly deliver any programming.

Both municipalities also assist in facilitating the delivery of a wide range of sports and community-focused programs run by user groups - through the use of municipal-owned facilities and spaces (including libraries), program support offered by Gananoque and TLTI Recreation staff, and publicizing programs.

Nearly 70% of both Gananoque and TLTI residents identified that there were barriers which limited their participation in recreation programs. These included the times the program is offered, the location(s) in which it is offered, affordability, and a general lack of awareness of which programs are offered.

At present, the delivery of programming in most cases is still 'siloesd', that is Gananoque and TLTI tend to plan programs separately.

5.3.1. Building on Success of Existing Programming

Children's sports, adult and senior sports, and children's summer camps and schools were identified as the three most popular types of programs that Gananoque and TLTI residents participated in during the last 12 months by public survey respondents. This is complementary to the program registration data provided by TLTI, which indicates that swimming lessons and adult /senior fitness programs typically achieve the highest registrations.

Together, the Recreation Departments, through the dedicated Booking / Program Officer, should continue to monitor and evaluate

the success of its programs by tracking annual changes in registrations by activity.

Recommendation(s): Building on Existing Programming Success

19. Continue to track program registrations on an annual basis, working with organized user groups to collect data and monitor changes in registration by sport (i.e. demand for sport) and market conditions over time.
20. Develop a process to complete and implement an internal program and service review for the Recreation Departments to identify opportunities and strategies to facilitate greater efficiencies in delivery and which build on public feedback as part of the Master Plan process, including:
 - Opportunities to address the needs of the commuting population through increased weekend and after work program options;
 - Options to improve the process for program registration via web-based, technological and other customer service solutions; and,
 - Opportunities to improve on the variety of programs offered and the time slots within which programs via scheduling enhancements as feasible.

5.3.2. New Programming Opportunities

With respect to program development and accommodating new opportunities, the following are options to be explored with potential community partners (as have been identified through the Master Plan consultation process):

- Additional youth sports leagues and sports programs geared to adults;
- Improved access to facilities / programs within the Town and Township;
- Provision of programs offered across the municipalities;
- Wider availability and improved cost effectiveness of programming for older adults; and
- Additional programs offered during the winter months.

Synergies with Libraries and Other Partners

As libraries continue to evolve, programs and services to address community needs, digital materials, as well as options which link physical and cognitive literacy, continue to be explored. The opportunity exists to explore developing shared programming with the local library boards.

Developing new and improving existing partnerships with other not-for-profit organizations will also be important in order to provide new / additional programming opportunities to residents in the future.

Recommendation(s): New Programming Opportunities

21. Continue to work with local partners to facilitate public transit options for residents to access to swimming facilities/programs. The Town and Township should investigate ways to expand this program in order to improve local access to the facilities/programs offered within its jurisdiction.
22. Explore opportunities to jointly plan and offer programs across the municipal boundaries. This would be developed and implemented by the joint Recreation Booking / Program Officer.
23. Work to develop new partnerships and improve existing partnerships with local organizations (e.g. YMCA of Kingston-Brockville) to improve the scope and coverage of programs offered in TLTI and Gananoque.
24. Explore opportunities to work with the local libraries to deliver joint programming to ensure child, adult and seniors' literacy on all levels (physical and cognitive). For example: physical activity/fall prevention for seniors may be dually accommodated by the Libraries and the Recreation Departments.
25. Library program options should continue to be expanded. This will be important to the performance of a new library in Lansdowne in the longer-term and which may include lectures, documentary nights, arts and crafts, etc. Existing and new library program fees as established should be reviewed as part of a User Fee Study (see Recommendation 28).

5.3.3. Meeting the Needs of Target Groups

Ensuring the provision of recreational programming to target groups (e.g. low-income, youth, seniors, etc.) is an important principle of this Master Plan. TLTI and Gananoque already partner to ensure recreational opportunities exist for all children and youth across the two municipalities. The Positive Opportunity Partnership (POP) subsidy assists families financially with access to programming. Funding contributions (up to a maximum of \$300 per program) for POP come from the Canadian Tire Jump Start program, companies and private individuals, as well as support from both TLTI and Gananoque.

In addition, there are a number of local level subsidies available including through Making Play Possible, Champions for Kids, and the Leeds Grenville Summer Camp Subsidy. Continuing to support these initiatives and ensure that residents are aware of their availability will be important over the Plan period.

The opportunity also exists to review the scope of the existing program subsidy initiatives (e.g. POP) to widen to vulnerable groups, as well as to investigate whether a more uniform, cross-boundary approach to user fees/rentals could be applied. This is best done through the completion of a User Fee Study and Policy.

Recommendation(s): Meeting the Needs of Target Groups

26. Continue to jointly support affordable access opportunities (POP) and work with community partners to promote these options to key target groups.
27. Continue to seek funding partnerships to develop and expand the existing recreation subsidy program to facilitate access and participation for persons of all age and abilities.

28. Commission a comprehensive User Fee Study and Policy. A User Fee Study and Policy is to outline a sustainable basis for reducing municipal subsidy on activities where possible and supporting ongoing subsidy where appropriate. This exercise should result in a comprehensive approach to pricing in keeping with municipal best practice, pricing comparators in surrounding municipalities, etc.
29. Adopt, by By-law, a User Fee Policy for municipally owned recreation and community facilities and seek to review and standardize leases and long-term/dedicated space rental agreements/arrangement per the recommendations of a User Fee Strategy and Policy.
 - Where rental rates are required to be increased or agreements need to be 'grandfathered', these changes are to be phased in over time based on a groups ability to pay.
 - New recreational infrastructure that improves the quality of the playing environments and other benefits, should be priced higher to reflect these standards compared to existing infrastructure. This includes not only new facilities but those undergoing incremental or substantive one-off renovation which also improves facility conditions for the end user.

5.4. Community Events

In 2018, more than 10 community events were hosted in TLTI and Gananoque at the various parks and municipal facilities and spaces. Roughly 60% of respondents to the public survey from TLTI and 70% from Gananoque had attended or participated at a special event in the past year, which in general, have a high level of satisfaction among residents.

Many of the events that take place in TLTI and Gananoque are organized and implemented by local community organizations. The Town's and Township's role is therefore often focused on providing the appropriate support to organizers. Beyond the provision of access to public venues for activities, services include the acceptance, review and approval of any necessary permits, free event marketing via the municipal website, as well as assistance with any temporary road closures.

Recommendation(s): Community Events

30. Continue to support local community organizations in the development and implementation of community special events.
31. Attract and implement specialty sporting (and other) events through the improvement of existing and development of new partnerships in order to bolster tourism and economic development.
32. Develop a Special Events Policy/Guidelines to regulate non-municipal event hosting within municipal facilities and parks.



6 Indoor Facility-Based Recommendations

6.1. Lou Jeffries Arena

Existing Standard of Indoor Ice Provision

The single ice pad at the Lou Jeffries Arena is the only indoor ice located in Gananoque and TLTI's jurisdiction. The existing service level for indoor ice provision within the Master Plan area is therefore:

- 1 pad per 14,624 residents (based on the combined 2016 populations of TLTI and Gananoque); or
- 1 pad per 491 registered participants (based on the 2017-18 participant data).

Projected Needs

Based on the existing standard, a target provision level of 1 per 15,000 population has been used below. The population-based service level would increase to circa 1 indoor ice pad per 16,136 residents by 2029 using the combined population forecast.

Indoor Ice	2016	2019	2024	2029
Total Population	14,624	14,945	15,538	16,136
Target Standard	1 ice pad : 15,000 population			
Projected Needs	1.0	1.0	1.0	1.1
Existing Supply	1.0	1.0	1.0	1.0
Surplus (Deficit)	0.0	0.0	0.0	(0.1)

As identified in the Background Report, participation data for the Lou Jeffries Arena has been provided by the user groups resulting in 491 registered participants over the 2017/18 ice season. The majority of participants are under 19 years of age. A target standard of 1 ice pad per 700 total registered participants is recommended for this Master Plan, which is a typical level of provision across the Province when considering both minor and adult participants.

Indoor Ice	2019	2024	2029
Total Participants	491	522	542
Target Standard	1 ice pad : 700 total registered participants		
Projected Needs	0.7	0.7	0.8
Existing Supply	1.0	1.0	1.0
Surplus (Deficit)	0.3	0.3	0.2

Existing local and sub-regional standards and growth projections do not point to a pressing need for additional indoor ice. However, the demand for prime-time ice is high and needs to be addressed.

Through the public consultation process for the Master Plan, issues were also identified related to the deteriorating / poor condition of the arena changerooms. This should be addressed through continued asset management practices.

This Master Plan supports the retention of indoor ice in the Town of Gananoque, as the existing arena is the most used recreational facilities in the two municipalities and one of the few municipal indoor assets that attracts users from outside of the Town.

Recommendation(s): Lou Jeffries Arena

33. Maintain the existing ice pad and associated amenities at the Lou Jeffries Arena in good condition for use by the community.
34. Continue to monitor utilization of ice at the Lou Jeffries Arena through the development of an annual Ice User Group Meeting. This should be developed in conjunction with the Ice Allocation Policy in order to determine each group's ice needs and other requirements. Groups should be required to report their membership / participation numbers to the Town on an annual basis, as part of this meeting, in order to continue to plan effectively.
35. As part of asset management planning, ensure the timely replacement of necessary capital items at the Lou Jeffries Arena to ensure its continued operation. This includes adoption of solutions for improved general conditions (such as repainting walls behind nets to white, improvements to spectator viewing comfort, and through the process of adding the Canada 150 Rink and its associated changed facilities, maximize the patron experience of the combined complex.



Lou Jeffries Arena, Gananoque

6.2. Canada 150 Rink

In September 2018, Gananoque was awarded the Canada 150 Rink which had previously been located at Parliament Hill, Ottawa. The installation of the rink and associated facilities is phased, and contingent on donations and successful grant funding applications.

The Town has confirmed that sufficient funds have been raised to complete Phase 1 and Phase 2 (the installation of the rink and refrigeration), and that this is scheduled to be installed in July 2019, and operational for the Winter 2019/20 season. Phases 3 (changerooms in 2020) and 4 (roof in 2021) requires additional grants and/or donations to be secured. The potential for future cost-sharing with TLTI requires dialogue between the two municipalities. In the interim, TLTI is prepared to offer staff support to fundraising efforts for construction of the remaining elements.

Exhibit 9: Canada 150 Rink: Phases and Construction Cost Estimate

Item	Cost Estimate	Timeline/Complete
Phase 1:		
Boards, lights, concrete pad, and site plans	\$535,000	By July 2019
Phase 2:		
Refrigeration	\$550,000	By July 2019 - TBC
Phase 3:		
Change Rooms	\$100,000	By July 2020
Phase 4:		
Roof	\$500,000	By July 2021
Total Cost	\$1,685,000	

Source: Sierra Planning and Management, using estimates provided by Town of Gananoque Recreation staff

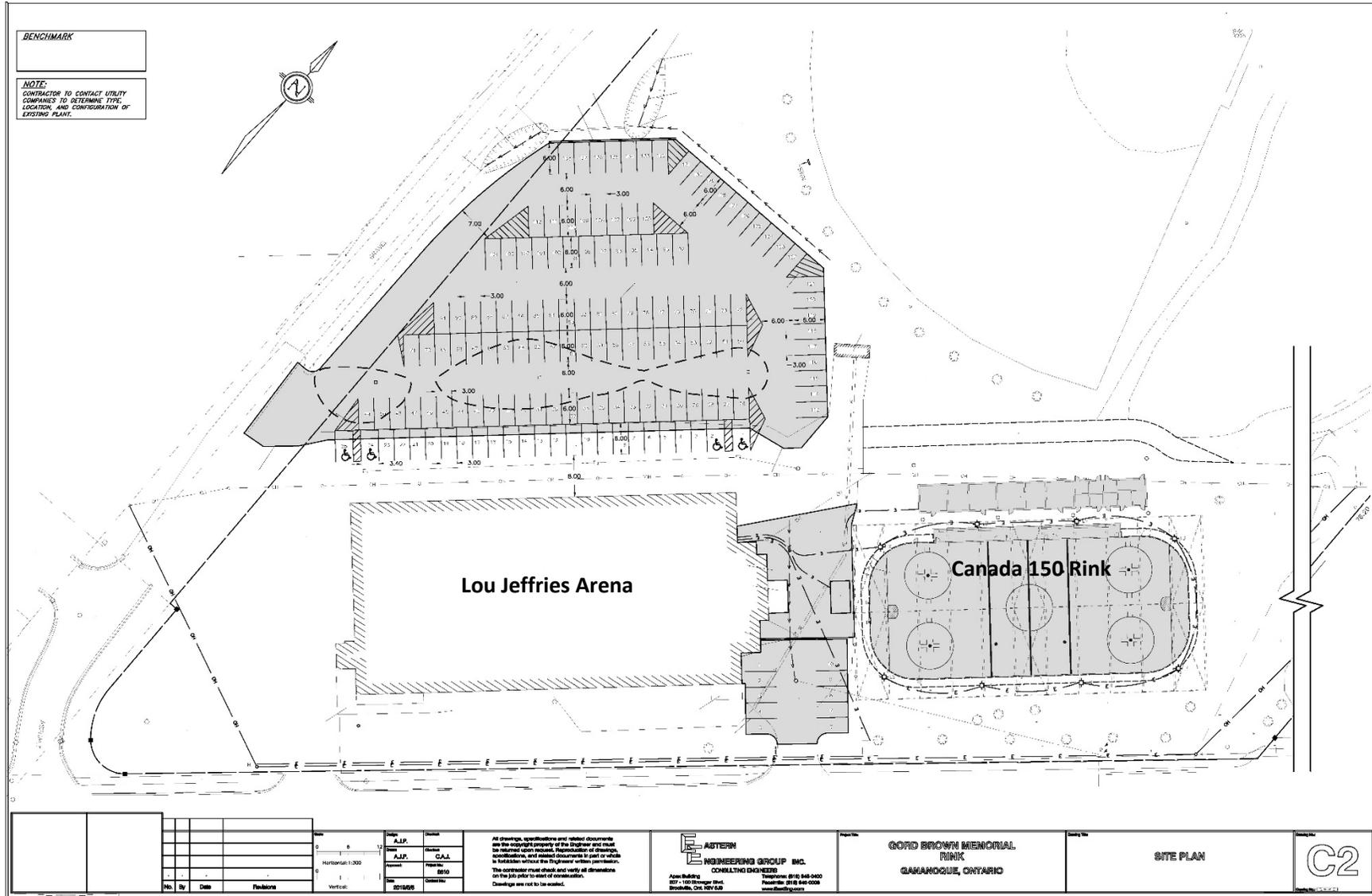
Although this is to be an outdoor rink, which by definition would not normally form part of the indoor ice supply, it will be located immediately adjacent to the existing arena building and could provide a useful additional ice surface to assist in reducing the indoor pad's high prime-time utilization. However, even though a roof is planned for the pad, adverse weather conditions will be a limiting factor on ice availability until the roof is implemented. For these reasons and for purposes of long-range planning, the 150 Rink, has been counted to be equivalent to half an indoor pad (0.5 pads).

If included as part of the TLTI and Gananoque ice supply (1.5 pads in total) the local service level improves to **1 indoor ice pad per 9,964 residents or 327 registered participants**. The service level in 2029 would be 1 indoor pad per **10,757 residents**.

Recommendation(s): Canada 150 Rink

36. Prioritize the implementation of the Canada 150 Rink roof to ease programming issues at the Lou Jeffries Arena. The potential for sharing the cost of the capital requirements associated with the roof should be fully explored, with a presumption in favour of joint capital cost contributions by both municipalities.
37. Ensure that the final placement of the rink is designed to improve the overall operation of the Lou Jeffries Arena/Canada 150 Rink as a combined, twin surface complex designed principally for programmed ice usage.
38. As part of the program of capital development, address necessary AODA Compliance requirements in both facilities (subject to the physical capacity to do so in the existing arena per the requirements of the Act and its regulations).

Exhibit 10: Conceptual site plan for Arena + Canada 150 Rink



6.3. Community Halls

In addition to the municipal community hall upstairs at the Lou Jeffries Arena, there are two stand-alone municipal community halls in TLTI, located in Lansdowne and Seeley's Bay. There are also meeting rooms available for rent in other municipal buildings (i.e. Lyndhurst Library, TLTI Emergency Services Training Centre in Lyndhurst, and Fire Station 3 in Gananoque.



As previously identified, TLTI is currently planning for the refurbishment and extension of the existing Lansdowne Community Building and Library to provide enhanced community and library facilities. The facility is planned to include a new community hall with improved flexibility for sport courts, such as pickleball, basketball, and other programming needs.

Existing Standard of Provision

The existing service level is 1 hall per 5,519 residents in Gananoque, and 1 hall per 4,733 residents in TLTI. This equates to a combined service level of 1 hall per 4,875 residents. Assuming the supply does not change, the combined service level would be 1 hall per 5,379 residents in 2029.

Projected Needs

While community halls are often historically provided as a focal point within rural hamlets and villages, the Facilities Master Plan for TLTI identified a target standard of 1 hall per 5,000 to 7,000 population. Based on a target standard of 1 hall per 6,000 population, there is an existing surplus within the Township and Town combined, which decreases over the Plan period.

Community Halls	2016	2019	2024	2029
Total Population	14,624	14,945	15,538	16,136
Target Standard	1 community hall : 6,000 population			
Projected Needs	2.4	2.5	2.6	2.7
Existing Supply	3.0	3.0	3.0	3.0
Surplus (Deficit)	0.6	0.5	0.4	0.3

While there is no expressed need for additional community halls, they are an important part of each community within which they are located. Maintaining the halls in good condition and undertaking

general improvements and enhancements where necessary is recommended.

Cost recovery rates at both Seeley's Bay and Lansdowne Community Halls has increased year-over-year since 2014. This is likely attributed to the increase in utilization and programming that is occurring in these spaces. Gananoque should strive to increase the utilization of the Community Hall at the Lou Jeffries Arena in order to improve its cost recovery rate through additional programming, bookings and rentals.

Recommendation(s): Community Halls

39. Continue to operate and maintain the community halls within the three primary service areas of Gananoque, Lansdowne and Seeley's Bay as community hubs / focal points for each community. Continue to monitor utilization and demand of the community halls to maximize community use and revenue generation.
40. Maintain the community hall at the Lou Jeffries Arena in Gananoque in good condition to be used by the community through investment in general upgrades and maintenance, and improved accessibility to better serve the needs of the local community. Investment priorities should be informed by the outcomes of the Building Condition Assessment (scheduled for 2019).
41. Pursue the expansion and renovation development plan for the Lansdowne Community Centre, proposed to include the following:
 - a. Creation of a full-size gymnasium
 - b. Expanded community hall capacity
 - c. Renovation of library space and functionality

42. Seeley's Bay Community Hall: Implement the recommendations (Recommendation 4) of the TLTI Facilities Master Plan 2016, specifically to invest in essential upgrades and maintenance of the facility over the medium term. Improve the accessibility to and within the facility.

Exhibit 11: Conceptual images of redeveloped Lansdowne Community Centre

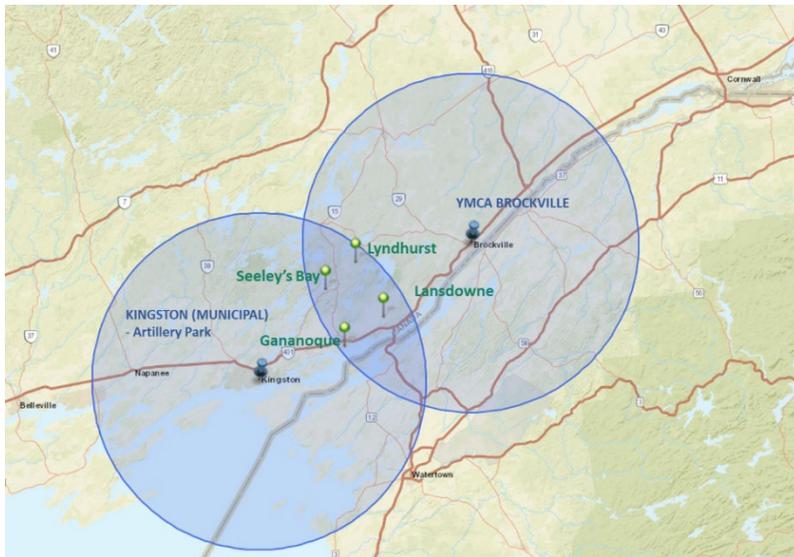


6.4. Indoor Aquatics

There is currently no indoor aquatics facility within Gananoque or TLTI. However, there is an outdoor pool, located at the Thousand Islands National Park Landon Bay Centre. This facility is owned by Parks Canada, but through a partnership, TLTI offers swimming lessons during the summer months.

Residents currently travel to pools in Kingston and Brockville to swim indoors, which are both located within a 30-minute drive of TLTI and/or Gananoque. In order to enable improved access to these facilities, a non-profit organization provides public transportation services (to which TLTI donates to). At present, this service is only available during an 8-week period for winter swimming and for children. The opportunity exists for TLTI (and Gananoque) to play a larger role in the coordination and facilitation of this program in the future.

Exhibit 12: 30 Minute Drive Time from Local Indoor Pools



A clear outcome from the public consultation process identifies that of those respondents who consider that additional indoor facilities are required, 55% from TLTI and 65% from Gananoque suggested indoor pool facilities were needed. Several who commented on this question suggested that an indoor pool and/or a second ice pad could be co-located with other recreation facilities, including a gymnasium, fitness centre or a walking track to create a new community hub, similar to a YMCA.

The comparable service standard for pools is typically between 1 indoor aquatics facility for every 30,000 – 50,000 population.

Similar-sized communities to that of TLTI and Gananoque don't generally build new municipal indoor pools as they are major capital investments and an expensive asset to operate. These facilities often run a deficit of between \$350,000 to \$500,000 annually.

Alternatives to building an indoor aquatics facility include partnership agreements with private pool owners, improved access to neighbouring municipalities, and subsidy programs.

Recommendation(s): Indoor Aquatics

43. TLTI should continue to partner with Parks Canada to provide swimming lessons at the Landon Bay Centre outdoor swimming pool during the summer months.
44. If the Landon Bay Centre pool is no longer accessible for use by the public, an outdoor pool should be considered as part of the master planning exercise for the Lou Jeffries Park site.

45. Both TLTI and the Town of Gananoque should maintain an active interest in new partnerships that could emerge associated with new hotel and resort development in the area for the purposes of establishing a new indoor pool. The Town and Township should work collaboratively in this regard, including any capital and operating cost sharing necessary to achieve access to a suitably sized private pool.
46. Consider the growing number of private providers for pools in Ontario such as Goldfish and Making Waves, or other providers using innovative methods to retrofit existing commercial and other buildings for indoor aquatics.
47. TLTI should continue to partner with the local transportation agency to provide improved access to aquatics facilities in neighbouring municipalities (i.e. Kingston and Brockville). The opportunity exists to explore expanding the partnership to include Gananoque and its residents as well.

7 Active Outdoor Spaces

7.1. Soccer/Multi-Use Fields

With two municipal junior-sized soccer fields located in Gananoque, and no municipal soccer fields in TLTI, local soccer groups are heavily reliant on the school field supply remaining available. There are



three senior fields and one mini field available at local schools within TLTI and Gananoque. All facilities are unlit and natural turf.

Notably, there are no senior soccer fields in the existing municipal supply and only one available through the school board properties. This currently restricts the potential for league participation by older youths and adults (Under 13 level and above).

Taking field equivalencies into consideration, where junior and mini fields are counted as 0.75 and 0.5 unlit senior fields respectively, there is an existing total supply of 5.0 senior unlit soccer fields in the municipalities. This is expected to be reduced to 4.25 in the future with the replacement of the existing junior field at Town Park in Gananoque with an open grass area to be used for special events.

Existing Standard of Soccer Fields Provision

In Gananoque, the existing service level is 1 municipal senior natural unlit soccer field (equivalent) per 3,439 residents. If the population of TLTI is included (which has no municipal soccer fields), the service level lowers to 1 field (equivalent) per 9,749 residents.

If the non-municipal outdoor supply is included, the service level is 1 field (equivalent) per 1,720 residents in Gananoque, and 1 field (equivalent) per 2,925 residents for TLTI and Gananoque's combined population.

Projected Needs

If the existing supply remains unchanged, the service level in 2029 for the municipal supply would be 1 field (equivalent) per 10,757 residents (using a forecast combined population of 16,136), and 1 field per 3,227 residents if the non-municipal supply is included. Based on projected population, there is an existing and future deficit for soccer fields in TLTI and Gananoque when considered together.

Soccer Fields	2016	2019	2024	2029
Total Population	14,624	14,945	15,538	16,136
Target Standard	1 soccer field : 2,000 population			
Projected Needs	7.3	7.5	7.8	8.1
Existing Supply	5.0	5.0	5.0	5.0
Surplus (Deficit)	(2.3)	(2.5)	(2.8)	(3.1)

Participation data collected through the user group survey indicates a total of 560 registered users for soccer fields, a majority of which cater to minors. The service level in comparable communities is in the order of 1 field per 75 (youth) to 100 (total) registered participants. For TLTI and Gananoque, a target of 1 soccer field (unlit senior equivalent) per 80 minor registered participants is recommended.

Based on this level of provision, there is an existing deficit of 2 fields, increasing to a deficit of 2.6 over the Plan period. This assumes that participation levels remain stable to 2029 as a proportion of the population. A decrease in the supply, through the removal of the mini field at Town Park, will only exacerbate this deficit.

Soccer Fields	2019	2024	2029
Total Participants	560	582	605
Target Standard	1 soccer field : 80 minor participants		
Projected Needs	7.0	7.3	7.6
Existing Supply	5.0	5.0	5.0
Surplus (Deficit)	(2.0)	(2.3)	(2.6)

With a limited land base in Gananoque and an existing supply of soccer fields at school properties in TLTI, the municipalities should facilitate partnerships between local user groups and the school

board to ensure access to these fields through the Community Use of Schools Program.

Recommendation(s): Soccer / Multi-Use Fields

48. Continue with plans to implement the full-size soccer pitch at Jerry Park in Lansdowne for community use. Consider the inclusion of lights to extend evening play.
49. Through the master planning exercise recommended for the Lou Jeffries Park (Recommendation 71), consider improving the Jeff Griffin Memorial Field to be a full-size pitch able to accommodate adult league play. Lighting, player and spectator seating, and general maintenance improvements should also be considered.
50. Work closely with the local school boards and user groups (including those in neighbouring municipalities) to secure existing access to school soccer / multi-use fields for community use. Annual meetings should be held in order to understand the school boards' capital plans in the future, as well as their appetite for collaboration and partnership over the Plan period.
51. Monitor utilization and demand of existing soccer / multi-use fields through the provision of an annual Field User Group Meeting, in order to determine each group's field needs and other requirements. Groups should be required to report their membership / participation numbers to the municipalities on an annual basis, as part of this meeting, in order to continue to plan effectively.

7.2. Ball Diamonds

At present, there are four municipal ball diamonds in TLTI and Gananoque. This includes two diamonds at Jerry Park in Lansdowne (one lit and one unlit), one diamond adjacent to the Lou Jeffries Arena in Gananoque (lit), and one diamond at Centennial Park in Seeley's Bay (lit). None of these diamonds are of a large enough size capable of accommodating adult hardball play.



Arlene Cartwright Diamond, Gananoque



Centennial Park, Seeley's Bay

Considering diamond equivalencies, where unlit diamonds are counted as 0.75 and lit diamonds are counted as 1.0 diamonds, TLTI and Gananoque, combined, have a total municipal supply of 3.75 diamonds.

Existing Standard of Ball Diamond Provision

Currently, on a population-basis, the existing service level is 1 ball diamond (on an unlit senior field equivalency basis) per 3,900 population (based on the combined 2016 population of 14,624). While, this overall service level is within the range observed in comparable communities (between 1 diamond per 2,000 to 4,000 population); it is important to note that Gananoque's service level is lower (1 diamond per 5,159 population). The number of ball diamonds would be unchanged if the draft master plans for Jerry Park and Town Park are both implemented as currently drafted.

Projected Needs

If the supply remains unchanged, the service level in 2029 for the municipal supply would be 1 diamond (equivalent) per 4,303 residents (using a forecast combined population of 16,136 for TLTI and Gananoque). Based on a target standard of 1 ball diamond per 3,000 population, there is an existing deficit of 1.1 unlit senior ball diamond. This is expected to increase to a deficit of 1.6 diamonds by 2029.

Ball Diamonds	2016	2019	2024	2029
Total Population	14,624	14,945	15,538	16,136
Target Standard	1 ball diamond : 3,000 population			
Projected Needs	4.9	5.0	5.2	5.4
Existing Supply	3.75	3.75	3.75	3.75
Surplus (Deficit)	(1.1)	(1.2)	(1.4)	(1.6)

Participation data, as collected through the user group survey, indicates a total of 265 registered users for ball diamonds, a majority of which are minors. The service level in comparable communities is in the order of 1 diamond per 80 (youth) to 100 (total) registered participants. For TLTI and Gananoque, a target of 1 ball diamond (unlit senior equivalent) per 100 total registered participants is recommended.

Based on this level of provision, there is an existing surplus of 1.1 diamonds, decreasing slightly to the end of the Plan period. This assumes that participation levels remain stable to 2029 as a proportion of the population.

Ball Diamonds	2019	2024	2029
Total Participants	265	282	292
Target Standard	1 ball diamond : 100 total participants		
Projected Needs	2.65	2.82	2.92
Existing Supply	3.75	3.75	3.75
Surplus (Deficit)	1.10	0.93	0.83

This surplus, coupled with low utilization rates of the existing diamonds, indicates that no new ball diamonds are required over the Plan period. However, there are some general improvements to the existing fields that will improve player satisfaction and potentially lead to an increase use of the diamonds. These improvements are recommended below.

With only one ball diamond located in Gananoque (at the arena), there are some scheduling constraints felt by local user groups. Promotion by the Town of use of the diamonds outside of Gananoque by these groups should be considered as the municipal land base in Gananoque is limited and accommodating additional ball diamonds may prove challenging.

Recommendation(s): Ball Diamonds

52. Maintain existing ball diamonds in good condition for use by the community. Undertake general improvements over the short-term to improve player satisfaction, specifically:
 - **Arlene Cartwright Diamond (Gananoque):** additional netting behind home plate / improved backstop, improved seating (player and spectator), improved storage building, scoreboard repairs, and grading of surface on a more frequent basis.
 - **Jerry Park Diamonds (Lansdowne):** Consideration for lighting of second diamond if warranted through increased demand and utilization.
 - **Centennial Park Diamond (Seeley's Bay):** General maintenance improvements required including grading /dragging of surface, weeding and mowing.

53. Monitor utilization and demand of existing ball diamonds through the provision of an annual Diamond User Group Meeting, in order to determine each group's needs and other requirements. Groups should be required to report their membership / participation numbers to the municipalities on an annual basis, as part of this meeting, in order to continue to plan effectively for ball diamonds.

7.3. Tennis & Pickleball Courts

There are currently six outdoor municipal tennis courts in TLTI and Gananoque. Four of these courts are located at the Lou Jeffries Arena (not fully lit), however the Canada 150 Rink is proposed to be located where the courts are currently located. The other tennis courts are located at Jerry Park in Lansdowne (one, lit) and Centennial Park in Seeley's Bay (one, not lit).

In TLTI, there are six dedicated outdoor municipal pickleball courts (currently only four have nets) at Jerry Park in Lansdowne, with an additional two courts available indoors at the Lansdowne Community Building (lines marked on with tape). In Gananoque there are four outdoor municipal courts marked onto the existing tennis courts at the Lou Jeffries Arena (planned to be replaced with the Canada 150 Rink. User group feedback identifies that the gymnasium at the Gananoque Secondary School is also rented for indoor pickleball twice a week for two hours.

Existing Standard of Tennis Courts Provision

Tennis courts are provided at an existing service level of 1 municipal court per 2,437 population (based on a combined 2016 population of 14,624). This is higher than the observed service levels in comparable communities which are in the order of 1 court per 4,000 to 5,000 population.

Projected Needs

If the supply does not change, in 2029 the service level would be 1 municipal court per 2,689 residents (using a forecast combined population of 16,136). Based on a recommended target standard of 1 tennis court per 4,000 population, there is an existing combined surplus of 2.3 tennis courts, which is expected to decrease to a surplus of 2.0 by 2029.

Tennis Courts	2016	2019	2024	2029
Total Population	14,624	14,945	15,538	16,136
Target Standard	1 tennis court : 4,000 population			
Projected Needs	3.7	3.7	3.9	4.0
Existing Supply	6.0	6.0	6.0	6.0
Surplus (Deficit)	2.3	2.3	2.1	2.0

With removal of the four courts in Gananoque as a result of the implementation of the Canada 150 Rink at Lou Jeffries Park, the supply will be reduced to 2.0, resulting in a deficit of 4.0 tennis courts over the Plan period. Considering that these courts are used by both tennis and pickleball groups and with an anticipated increase in seniors (and therefore an anticipated increase in demand for pickleball), replacement of at least 2 of these courts will be important going forward and should be sited based on principles of equitable geographic distribution.

It is important to note that the City of Kingston has plans to develop a number of dedicated pickleball courts at Belle Park. While these facilities are outside of the immediate planning area, they will be accessible to many TLTI and Gananoque residents who drive.

Recommendation(s): Tennis & Pickleball Courts

54. Through the master planning exercise recommended for the Lou Jeffries Park (Recommendation 71), consider replacing the tennis courts to another location within the existing park. Lighting and player and spectator seating should also be considered, as well as the need for dedicated pickleball courts.
55. Maintain existing tennis and pickleball courts in good condition for community use over the Plan period.
56. Monitor utilization and demand of tennis and pickleball courts in order to determine each group's needs and other requirements. Groups should be required to report their membership / participation numbers to the municipalities on an annual basis in order to continue to plan effectively for court sports. This includes assessing the need at new and existing parks based on principles of equitable geographic distribution.



7.4. Basketball Courts

There are currently four basketball courts/facilities within the combined municipal supply. These are located adjacent to the tennis court at Centennial Park in Seeley's Bay, at Jonas Park in Lyndhurst and at Jerry Park in Lansdowne. The Jerry Park court is shared with pickleball. The only municipal basketball facility in Gananoque is a hoop at Oak Street Park (equivalent to half a court).

The municipal supply of basketball courts / hoops is supplemented by 3 such facilities at local school yards.

Existing Standard of Basketball Courts Provision

The existing service level is 1 municipal court per 413 youth (based on a combined 10-19-year cohort of 1,445). This is higher than the standard observed in comparable communities (in the order of 1 court per 800 youth). However, looking at provision in the two municipalities, the standard in Gananoque is low, with a municipal supply of only one practice hoop.



Centennial Park, Seeley's Bay

Projected Needs

If the supply does not change, in 2029 the service level would be 1 municipal court per 461 youth residents (using a forecast combined population of 16,136, and on the assumption that the 2016 youth cohort of 10% of total population is maintained). This results in a combined surplus of 1.7 basketball courts at present, decreasing to a surplus of 1.5 by 2029.

Basketball Courts	2016	2019	2024	2029
Youth Population	1,445	1,477	1,554	1,614
Target Standard	1 basketball court : 800 youth (10-19 years)			
Projected Needs	1.8	1.8	1.9	2.0
Existing Supply	3.5	3.5	3.5	3.5
Surplus (Deficit)	1.7	1.7	1.6	1.5

With limited municipal basketball facilities located in Gananoque, the Town may want to consider the implementation of additional facilities for community use. Potential locations include at a revitalized Lou Jeffries Park or new park locations as they are developed.

Recommendation(s): Basketball Courts

- At least one new basketball court should be provided over the course of the Plan period within Gananoque. Additional courts should be provided as needed in order to achieve appropriate geographic distribution particularly within newly developing residential areas (demand is to be determined through public consultation for newly developed/redeveloped parks).

7.5. Skateboard Parks & BMX Track

There is one permanent (concrete) skateboard park and a BMX track co-located to the rear of the Lou Jeffries Arena, as well as a skateboard park at Jerry Park in Lansdowne. The facility at Jerry Park is of a mobile nature that can be reconfigured.

The skateboard parks are generally in fair condition, however some users cited concern with the cleanliness of the facility in Gananoque. Users are generally satisfied with the BMX track however it is noted that motorized vehicles access the track, causing damage which requires repair by the local club. General improvements, including lighting, were also identified as needed.

Existing Standard of Skateboard Parks Provision

Skateboard parks are provided at an existing service level of 1 park per 723 youth (10-19-years) (based on the combined 2016 TLTI and Gananoque youth population). This is a higher service level higher than is observed in comparable communities (typically within a range of 1 skate park per 2,000 to 4,000 youth). BMX tracks are provided at an existing service level of 1 track per 1,445 youth. There is no comparable standard for BMX tracks as communities typically provide them based on local demand.



Projected Needs

If the supply does not change, in 2029 the service level would be 1 skateboard park per 807 youth residents and 1 BMX track per 1,614 youth (using a forecast combined population of 16,136, and on the assumption the 2016 youth cohort of 10% of overall population is maintained).

A target standard of 1 skatepark per 3,000 youth is recommended for TLTI and Gananoque. Based on this target standard, there is an existing surplus, which is expected to remain over the Plan period.

Skateboard Park	2016	2019	2024	2029
Youth Population	1,445	1,477	1,554	1,614
Target Standard	1 : 3,000 Youth (10-19 years)			
Projected Needs	0.5	0.4	0.4	0.4
Existing Supply	1.0	1.0	1.0	1.0
Surplus (Deficit)	0.5	0.6	0.6	0.6

There is no requirement for additional skateboard or BMX facilities over the course of the Plan period.

Recommendation(s): Skateboard Parks & BMX Track

- 58. Maintain the existing skateboard parks and BMX track in good condition for continued community use.
- 59. Improve restrictive access measures related to the BMX track to prevent motorized vehicles from accessing the track through the implementation of signage, fencing, lighting, bollards or other deterrents.

7.6. Lou Jeffries Park

In 2001, the Town of Gananoque completed a site master plan for the property behind the Arena. The plan was to develop this property into an outdoor recreational complex with facilities that would serve as many of the needs of the community as possible. The plan proposed the following facilities, some of which have been built to date:

- A Skateboard park (built);
- A Soccer Pitch (built);
- A Splash pad and playground; and
- Paved walking paths for seniors.

With the development of the Canada 150 Rink now being implemented on site, reconsideration for the configuration of the park as a whole will be important.

Recommendation(s): Lou Jeffries Park

60. Maintain Lou Jeffries Park as a primary regional hub and invest, as appropriate, to ensure it operates as a fully accessible year-round recreational hub.
61. Consider expansion of the Lou Jeffries Park property boundary to the north to make best use of the site; uses could include improved trail and outdoor fitness, children's scooter track, etc.
62. Invest in a park master plan for Lou Jeffries Park. The location of the Canada 150 Rink onsite creates an opportunity to consider the park as a whole and to consider the relocation potential for the tennis courts should the 150 Rink necessitate a relocation.



8 Parks, Play and Community-Level Outdoor Spaces & Amenities

8.1. General Parks Planning

TLTI and Gananoque own and operate a total of 17 parks, with a combined land area of 34.44 hectares. The existing supply of municipal parkland includes a variety of park sizes, functions, and level of facility development, ranging from small parks with playgrounds serving a local neighbourhood, to larger parks serving as local recreation hubs with multiple formal and informal recreation facilities and amenities.

Gananoque's *Official Plan* states that among the objectives of the Town in implementing the development permit system are the expansion of greenspaces and parks and to provide for their interconnectivity and increasing the diversity of recreational opportunities and the protection of the natural environment. Section 5.4.5 of the *Official Plan* states that in accordance with Section 42 and 51 of the *Planning Act*, cash-in-lieu of parkland may be used to develop or acquire parks or public recreational spaces.

One of the overarching goals of the Gananoque *Official Plan* is to create a vibrant, year-round, mixed-use Lowertown neighbourhood on an active waterfront where people live, work and play. In Lowertown, an objective is to protect and enhance existing recreation, tourism and cultural uses in a mixed-use setting, and provide opportunities for new water-related recreation activities.

In the more rural areas, an objective is to maintain and enhance the existing inventory of parks and recreational opportunities, with an emphasis on more passive activities. In woodlands, recreational

activities such as wildlife observation, hunting and trails should be provided.

A goal of TLTI's *Official Plan* is to foster growth of the Township as a recreational and tourist hub for the mutual benefit of residents and tourists. Objectives and actions include:

- encouraging and working with stakeholders to expand and market TLTI as a year-round tourist and recreation destination;
- building upon recreational and tourism foundations, including the Rideau Canal, St. Lawrence River, Charleston Lake Provincial Park, the 1000 Islands Parkway, and trail systems;
- supporting and encouraging linkages between trails, settlement areas, tourist attractions, and other points of interest; and
- encouraging tourism initiatives such as seasonal festivals and sporting and cultural events, as well as initiatives in the shoulder seasons.

8.1.1. Parkland Service Level

Existing Standard of Parkland Provision

The existing service level for the provision of parkland is circa 2.35 hectares of parkland per 1,000 residents (based on a combined 2016 population of 14,624). The existing service level for each municipality, based on municipal parks within their own jurisdiction is:

- Gananoque (13.38 ha): 2.60 ha per 1,000 population
- TLTI (21.06 ha): 2.23 ha per 1,000 population

At present, TLTI and Gananoque's Official Plans do not include service level targets for parkland or parkland categorization. This should be considered as part of future updates to the Official Plans for TLTI and Gananoque.

Projected Needs

Service levels observed in comparable communities typically are in the range of 2.5 to 4.0 hectares of parkland (includes both active and passive lands) per 1,000 population. The more rural communities traditionally have lower standards of parkland provision given there is typically greater access to open space by local residents.

In order to increase parkland within TLTI and Gananoque, a minimum provision level of 3.0 hectares per 1,000 residents is recommended going forward. Based on the forecasted population growth to 2029, the Township and Town together would need to acquire an additional 18.50 hectares of parkland to meet the proposed service level target. A portion of this would be acquired through dedication by developers. This can be further broken down with consideration for the specific needs within each municipality, as follows:

Parkland Requirements:	2016	2019	2024	2029
Gananoque	(Census)	(Estimated)		
Total Population	5,159	5,310	5,570	5,900
Population Added from 2016	-	151	411	741
Parkland Provision Target	3.0 hectares per 1,000 residents			
Additional Parkland Required (ha)	-	3.00	4.56	6.54

Parkland Requirements:	2016	2019	2024	2029
TLTI	(Census)	(Estimated)		
Total Population	9,465	9,636	9,968	10,236
Population Added from 2016	-	171	503	771
Parkland Provision Target	3.0 hectares per 1,000 residents			
Additional Parkland Required (ha)	-	8.36	10.35	11.96

8.1.1. Best Practice Parkland Acquisition and Development

TLTI and Gananoque primarily acquire new parkland through the land dedication or cash-in-lieu of parkland requirements of the *Ontario Planning Act* to facilitate the provision of new parks within new developments, or in areas of intensification and redevelopment.

TLTI's *Parkland Dedication By-law* recognizes that development, redevelopment or the subdivision of land adds to the parkland needs and the Township will therefore attempt to acquire additional parkland to service development in order to meet new demands and preserve unique natural features, particularly on lakes or rivers. The Township may require cash in lieu of land to maintain and upgrade existing public recreation facilities.

Parkland dedication policies in the existing *Gananoque Official Plan* are outdated and will need to be updated as part of the forthcoming review *Official Plan* review to reflect recent changes to the *Planning Act*.

When considering requirements for additional parkland, it is not only about how much land is used, but also the quality of spaces, facilities and how it is programmed that is important. It is important to remember that standards are one single measure and do not

consider the community's benefit of programmed space and amenities over simply supplying additional land.

Many of the existing parks within TLTI and Gananoque are smaller parcels (i.e. less than 1.0 hectares) which limit the type and variety of amenities offered. Consideration for prioritizing the acquisition of larger, more centralized park parcels (likely through land assembly) will be important over the Plan period. Therefore, the municipalities should focus efforts on obtaining cash-in-lieu (CIL) of parkland as the preferred method of parkland dedication for new developments in order to pool resources to acquire larger park parcels that can be used for a variety of active and passive recreation uses, or the improvement of existing facilities (i.e. Lou Jeffries Park, Jerry Park, etc.).

The acquisition of parkland must be strategic and considered not only in terms of the quantity, but also the quality of acquired municipal land. Parkland acquisitions in areas of growth and future developments must be considered based on their connectivity to the existing parks, open space and trails system, street frontage, and ease of accessibility. It should also be of sufficient size and configuration to allow for the development of a variety of active and passive amenities, with a priority to develop larger parks (as appropriate) over smaller parkettes.

Recommendation(s): Parkland Service Level & Acquisition

63. Plan to acquire a combined total of 18.50 hectares of parkland by 2029 to meet parkland needs associated with projected population growth.
64. Maximize the supply of available parkland through a range of strategies, including dedication by development, donations, accessing grants, land trusts, conservation

easements, land exchange, partnerships, agreements and direct purchase.

65. Consider the acquisition of undevelopable natural open space areas through the development process and other means of securement to provide opportunities for enhanced conservation, and compatible public access and linkages to the parks, trails and open spaces, as per Section 51(25)(b) of the Planning Act. This land should not be accepted as part of the parkland dedication requirement (i.e. no credit is to be applied).
66. Continue to consider cash-in-lieu of parkland and acquisition of additional parkland by other means where land acquired through dedication by development is insufficient in size or shape for the intended park function.
67. Continue to require parkland dedication through Official Plan policy, as prescribed in the Planning Act, including alternative conveyance requirements, through physical parkland acquisition or cash-in-lieu of parkland. Update relevant policies within the Official Plans, through the amendment process, to conform with the changes to the Planning Act.
68. Consider updating the existing Parkland Dedication By-laws for each municipality (TLTI By-law No. 12-057 and Gananoque By-law 1983-044) to conform with the recommendations identified within this Master Plan.

8.1.2. Parkland Design & Development

The following recommendations address matters regarding the design and development of new parks acquired through the development process, as well as those regulatory and planning requirements for the optimization of existing park locations as replacement infrastructure and improvement which are warranted over time.

While each municipality sets its own goals and priorities in the development of its parkland system, current trends that can have an impact on the development/redevelopment of parks, trails, and other outdoor facilities include:

- Demographic changes: aging communities and rising senior needs for passive pursuits;
- Participation trends in traditional field sports;
- Active transportation and active living;
- Linking recreation and leisure services to the quality of life – as a key consideration in residential choice; and
- Parks and trails as cultural spaces.

Further to the above, many municipalities are employing greater public engagement in the initiation of local park design; and, going beyond traditional policies of parkland dedication: developer contributions to capital infrastructure as conditions of approval.

Recommendation(s): Parkland Design & Development

69. Encourage and facilitate the community's participation in park design, development and renewal projects by obtaining community input during the planning and

design process and encouraging partnerships and joint ventures in park development and renewal.

70. In order to guide future park design and development, continuously evaluate potential park revitalization projects, with specific consideration for:

- Overall park condition;
- Changing recreation needs within the local / township-wide community;
- Historic and forecast population growth and demographic changes;
- Existing park utilization and amenity supply;
- Partnership opportunities and the role of other service / facility providers (i.e. school boards);
- Best practice and trends in park design; and,
- Feedback from community consultation.

71. Explore wayfinding signage opportunities on a comprehensive basis either individually by municipality or co-ordinated included design and branding of parks. This can include cost-sharing of design, manufacture and installation, as well as route placement of signage.

8.2. Playgrounds & Splash Pads

The municipalities own and operate 10 playgrounds, 5 of which are in Gananoque, and 5 in TLTI (Lansdowne, Seeley's Bay, Lyndhurst, Rockport, and Lower Beverly Lake).

There are also two municipal splash pads – one at Joel Stone Park, Gananoque; and the other at Jerry Park, Lansdowne.

Existing Standard of Playground and Splash Pad Provision and Projected Needs

Within the settlement of Lansdowne, Seeley's Park, Lyndhurst and Rockport there is one playground within 500m to 800m (5 to 10 minute) walking distance of most residences – this is typically considered as the target service level for playgrounds in existing residential areas (instead of using population standards). However, there is no playground in the settlement of Ivy Lea.

In Gananoque, the majority of the existing established residential neighbourhoods in the built-up area are within the 800m walking catchment of a playground. Exceptions are on the King Street East corridor (including MacDonald Drive), and on Stone Street north, close to Highway 401.

Splash pads are often assessed on a population-based standards approach utilizing the existing population of children (0-9 years of age) as a basis. Levels of service provision in comparable communities are typically observed at 1 splash pad per 5,000 children.

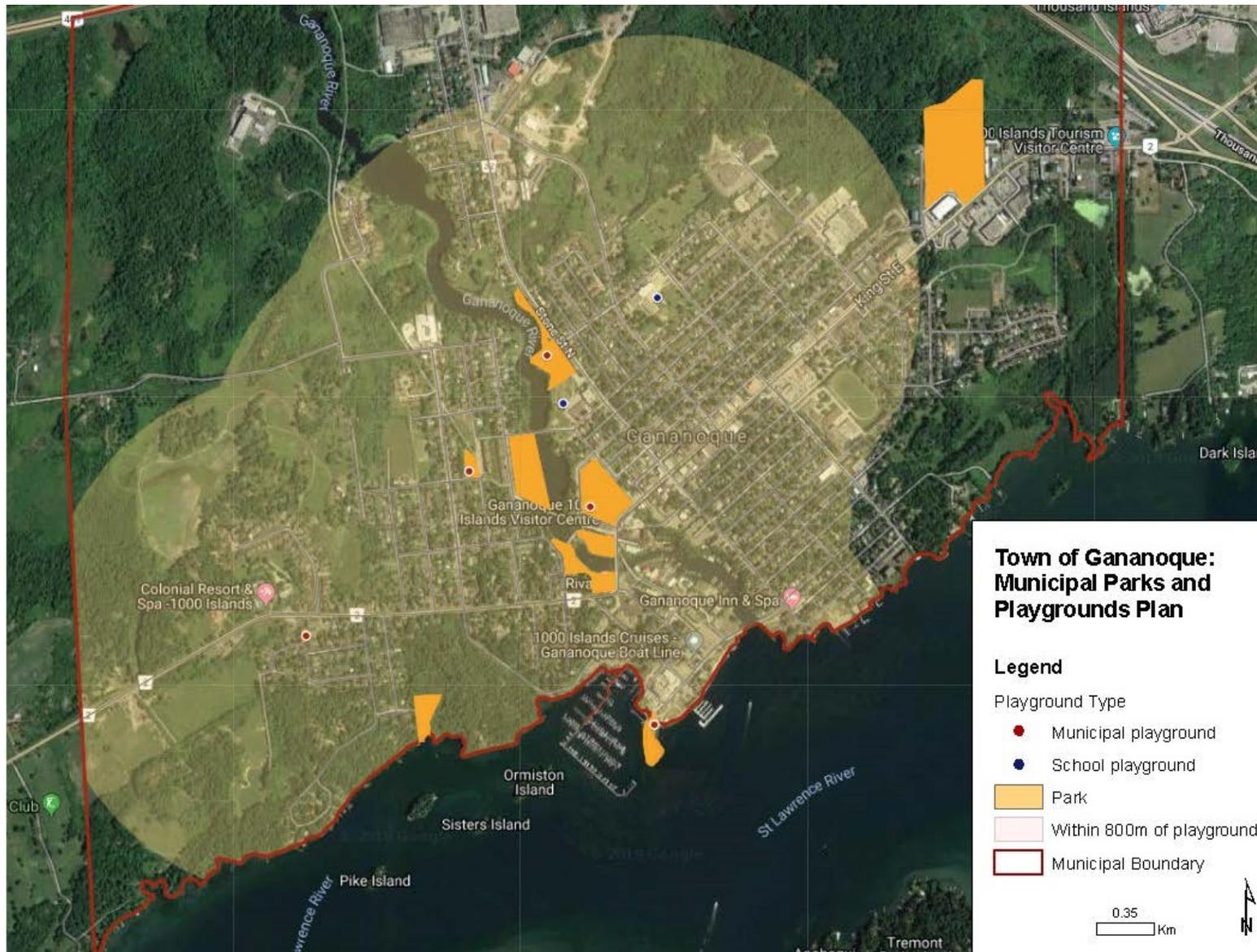
With two splash pads and a current population of 1,305 children there is no requirement for additional splash pads over the Plan period.

Recommendation(s): Playgrounds & Splash Pads

72. Adopt a standard of provision of one playground location available within 500 to 800m of major residential development areas as a guideline for identifying and resolving gaps within existing residential areas, and to specifically provide convenient access for residents and households with children.

The inclusion of playgrounds within larger Neighbourhood or Community Parks is preferred over locating them on smaller land parcels. This may help to reduce operational and maintenance requirements in the future.
73. Consider the provision of accessible play equipment during the development / redevelopment of major parks, such as Joel Stone Park or Jerry Park.
74. Playgrounds and splash pads should continue to be constructed and reviewed according to the CSA guidelines to ensure that all playgrounds are regularly inspected and maintained by trained staff.
75. Monitor utilization and demand for splash pads over the Plan period.

Exhibit 13: Playground Locations within Gananoque



8.3. Community-Level Outdoor Spaces

As identified in the Background Report, TLTI and Gananoque have both undertaken planning for a number of recreation-based capital projects, some of which are the result of the 2016 Facilities Master Plan for TLTI. This Master Plan supports the continuation of these planned improvements, as recognized through the following recommendations:

Recommendation(s): Community-Level Outdoor Spaces

76. Town Park, Gananoque: Continue with the planned implementation of the park revitalization plan for Town Park in Gananoque. The planned Gananoque Town Park Revitalization includes qualitative improvements to the existing park and grounds adjacent to the Town Hall, and currently proposed to include a natural playground, picnic areas and shade structure, and an open area event and community space (to replace the existing multi-use field). Additionally, the plan includes 44 new trees (retaining 49 existing trees), butterfly and perennial planting in 7 locations, adding 13 parking spaces, relocating 5 spaces, 3 “fitness pods”, washroom facility, fencing and the creation of accessible routes.

The plan includes necessary phased capital budgeting of approximately \$750,000 each year in both 2019 and 2020.

77. Jerry Park, Lansdowne: Implement the findings of the Jerry Park Concept Development Plan. The emerging masterplan proposals for Jerry Park include a soccer field of sufficient size to accommodate a senior/full-sized pitch, a smaller multi-use field, improvements to one of the diamonds to enable tournament fastball.

78. Centennial Park, Seeley’s Bay: With the ball diamond poorly maintained/overgrown but lit, with other amenities in good order in place, and set within a broader multi-sport and recreational park setting, effort should be made to maintain investment in this park and develop/facilitate the use of the diamond on a more sustained basis.

79. Furnace Falls Park, Lyndhurst: Implement the provisions of the master plan for revitalization of the park. This includes qualitative improvements to the park and environs, including updates to the dock and open space (e.g. benches, lighting). This is relevant to Recommendations 16 (Lyndhurst Dock) and 17 (Parkland Associated with Public Dock Facilities) of the TLTI Facilities Master Plan 2016.

80. Ivy Lea Public Dock: In view of the limited parking capacity, no major changes are recommended other than to determine if partnership is possible with nearby landowners for vehicle and trailer parking capacity for day-use boaters; Improve wayfinding signage to the dock. This is relevant to Recommendation 15 of the TLTI Facilities Master Plan 2016.

81. Bateau Channel Park, Bay of St. Lawrence: Continue with the implementation of enhancements to the park property including the development of a picnic pavilion and accessible trail routes. Consideration for tennis / pickleball courts could also be explored.

9 Water Access and Trails

9.1. Docks, Marinas and Swimming Spots

As detailed in the Background Report, the municipal supply of waterfront-recreation assets includes marinas, docks/paddle stations, boat ramps, beaches and swimming spots.

In addition to municipal supply, there is a paddle dock at Ford Street, Lyndhurst which is owned by the Cataraqui Region Conservation Authority, and numerous other docks and marinas in private and third-party ownership.

Both marina facilities (one in Gananoque and one in Seeley's Bay) have slips for rent for local and/or transient boaters. Gananoque's Municipal Marina is well used with a positive operating financial picture, while Seeley's Bay Marina has operated with a deficit over the past few years.

In 2018, the finger docks were replaced at Seeley's Bay, Wi-Fi improved, and the decking/planter area rebuilt. As part of TLTI's



Gananoque Municipal Marina

future capital budgeting, \$230,000 has been allocated for upgrades to the Seeley's Bay Dock which will include potable water, and \$50,000 for maintenance and repair to the Ivy Lea Dock has been identified (works yet to be specified). The evolving master plan for Furnace Falls Park will consider improvements to the existing dock and access to the water. There are no existing condition assessments for Gananoque's dock and boat launch assets.

Recommendation(s): Water Access

82. Maintain the existing marinas, docks and beaches in good condition for continued use by the community. General maintenance and operational improvements should be assessed through an expanded Asset Management Planning exercise.
83. Explore opportunities for improved / additional water access points in Gananoque and TLTI either through improvement to municipally owned lands (i.e. Rotary Beach) or through partnerships with community organizations (i.e. Gananoque Canoe Club, marina operators, etc.).
84. Continue with implementation of the planned improvements to Seeley's Bay Dock, Ivy Lea Dock, and Furnace Falls Dock (once completed). Improved staging and parking areas should also be considered.
85. **Seeley's Bay Harbour/Marina:** Implement Recommendation 30 of the TLTI Facilities Master Plan, specifically to invest in an online slip rental system for the Seeley's Bay municipal dock. Online slip rentals should be promoted on the Travel 1000 Island website and will facilitate automated dock user tracking. This will also

allow Harbour staff to anticipate and track seasonal dock utilization which will help with determining staff hours on-site and the provision of welcoming services by the Harbour Master.

9.2. Trail Network

The Gananoque Trail System comprises a 12 km perimeter hike that can be divided into three returns to Trailhead loops: Lions Loop, Rogers Loop, and River Loop. This system is focused on non-motorized uses such as walking and cycling. As for motorized users, Gananoque allows ATVs and snowmobiles on all roads in town.

TLTI contains many trail systems linking Gananoque, Brockville, Delta and the Rideau Canal, and which form part of the wider Frontenac Arch Biosphere network. This includes hiking, ATV, garden and cycling trails, as well as paddling routes (blue trails).

TLTI is in the process of developing an Active Transportation Plan (currently in Draft form), which identifies a number of key directions and projects, including:

- Water/Marine: Creating new docks/launches/water access at lake and river openings around the Township and making qualitative improvements to existing marine assets; and new signage.
- Trails/Paths: Introducing cycling stations at points along trails; widening cycle paths; extending sidewalks and introduction of multi-use paths within settlements; staged replacement of pathways to meet prevailing accessibility standards; and new signage.



Gananoque Waterfront Pathway

As a broad recommendation, this Master Plan supports and promotes working towards the development of a continuous trail system, whereby new parkland is acquired with consideration to how it can fit into the open space and trails network.

Recommendation(s): Trail Network

86. Implement the recommendations of the Active Transportation Master Plan for TLTI.
87. Continue to work with local partners (neighbouring municipalities, Cataraqui Region Conservation Authority, Frontenac Arch Biosphere, etc.) to promote the trail network as a destination and tourist attraction within the municipalities.
88. Continue with plans to implement cycling stations across TLTI, as per the cycling visions set out in their 2017 Trails

Strategy and in the emerging Active Transportation Plan. Consideration should be had to develop complementary cycling stations in Gananoque as well.

89. Develop and implement a comprehensive wayfinding trail signage program inclusive of identification signage, kilometre marking, interpretive signage and regulatory signage. This should complement the park signage program as per Recommendation 71).
90. Consider the feasibility of undertaking improvements to the Lions Loop Trail in Gananoque to become a fully accessible multi-use trail for all users. This should include an accessible surface, such as asphalt or compacted limestone screening, limited slopes and grade changes, appropriate entry/egress and crossing points, as well as adequate areas for staging and parking.

10 Implementation Framework

10.1. Protocols for Reviewing & Updating the Master Plan

Staff support and partnerships will be required to successfully implement the recommendations identified within this document, there also needs to be a commitment by the senior management teams and administrative oversight for effective implementation.

The individual recommendations have potential impacts on several municipal departments, and therefore, the development of a Joint Interdepartmental Working Group is recommended to provide an appropriate mechanism for regularly reviewing and evaluating progress and successful achievement of targets of this Master Plan, allowing for accountability.

Progress in the implementation of this Joint Recreation Master Plan should be outlined within a staff report to the respective municipal Councils on an annual basis.

Recognizing the long-term scope (10-year period) of this Master Plan, this document and its recommendations should be subject to internal departmental review every three years to determine and re-adjust, as necessary, the timing of recommendations in light of unforeseen shifts in the municipal planning environment.

Recommendation(s): Internal Master Plan Review

91. Develop a joint intermunicipal working group comprising senior management from the Recreation Departments and other relevant municipal departments to regularly review (recommended every year) and evaluate the progress of plan recommendations.

10.2. Recommended Phasing Plan

The following represents a phased approach to the planning and implementation of capital projects directly related to investment in new infrastructure as recommended by this Joint Recreation Master Plan. Recommendations related to general maintenance, program, service and policy-based enhancements as well as performance monitoring can be expected to occur on an ongoing basis and/or over time based on municipal capacity and resources, as indicated in the framework presented on the following pages.

No.	Recommendations	Timing		
		Years 1-2	Years 3-5	Years 6+
	Approach to Planning			
1.	Adopt an Asset Management and standards-based approach to planning for future recreation, parks and trails infrastructure. Standards should inform the provision of municipal capital facilities including decisions related to maintaining existing assets and building new, as well as potential partnerships for implementation with other entities (such as community groups, institutions) as may arise.			
2.	Complete the asset management work of the Town and Township to include parkland and all community facilities. Note that this is relevant to Recommendation 32 of the TLTI Facilities Master Plan 2016 and is also applicable to the Town of Gananoque through the recommended development of a similarly timed, scoped, and executed asset management and database preparation exercise for facilities, parks, open space and trails in both municipalities.			
3.	As part of Asset Management frameworks undertake AODA accessibility audits and estimate required costs associated with AODA compliance for all parks and recreation facilities. With respect to trails, trailheads and other public outdoor spaces, provide a best practice approach to determining the opportunity for accessibility improvements. Establish and communicate a realistic timeframe for AODA-related capital works that reflects undertaking such improvements timed with other planned capital expenditures for facilities.			
	Geographic Levels of Service			
4.	Adopt level of service criteria for the urban and rural areas based on best practice in municipal asset management and a standards-based approach to facility provision, whereby: <ul style="list-style-type: none"> The municipalities will maintain the existing practice of the urban areas servicing the major recreation infrastructure needs of the rural area and will aim to facilitate the broadest range of participation in recreation and leisure through investment in co-located and/or multi-use facility options; 			

No.	Recommendations	Timing		
		Years 1-2	Years 3-5	Years 6+
	<ul style="list-style-type: none"> The municipalities will build recreation infrastructure located in the urban areas where there is the proximity to the largest concentration of permanent population base; and, The municipalities will consider investment in smaller-scale, neighbourhood/community-serving outdoor recreation facilities in rural areas where: <ul style="list-style-type: none"> A deficit in the supply of individual assets has been identified; There is sufficient population in rural hamlet areas to sustain the standards of provision presented in this Master Plan; and/or There is community investment and interest in maintaining and developing these assets. 			
5.	Community-serving parks (such as the principal park in each of the rural districts) should be sustained and maintained with a range of community amenities designed for unstructured play and with the potential for organized play. This includes: play equipment, paved walkways, seating, one or more multi-use courts dependent on identified community preferences, as well as other park amenities that are identified through detailed consultation with the community.			
	Collaboration and Cost Sharing			
6.	Cost sharing for the Lou Jeffries Community Centre represents an example of best practice in inter-municipal co-operation and should be continued for the duration of the plan and beyond. Similarly, cost-sharing by the Township for the use by its residents of Centre '76 in the Township of Athens also represents good practice and should be maintained in one form or another acceptable to both municipalities.			
7.	The recent improvement of the cost sharing agreement for the Lou Jeffries Community Centre to include a 50% cost share by the Township and to include both net operating cost and capital expenditures is a significant example of best practice and should be maintained as the principal for cost sharing at this facility.			
8.	As regards new facilities, the opportunity exists to consider the full range of methods to arrive at an appropriate capital and/or operating agreement. However, it is recommended that the			

No.	Recommendations	Timing		
		Years 1-2	Years 3-5	Years 6+
	municipalities pursue the type of agreement that best meet their respective aims and objectives. This includes determination of whether an agreement is warranted.			
9.	It is recommended that the municipalities utilize the joint working group (Recommendation 91) to determine the projects which are most suitable for a level of cost sharing for either net operating costs or capital funding. In considering this, the municipalities should have regard to the expected usage of the facility by residents of either municipality, as well as residents from other municipalities. It is recommended that cost-sharing the operations of any facility should be on the basis of facility specific agreements and the expectation of measurable benefits to each municipality (such as expected usage).			
10.	It is recommended that the capital and operating costs associated with the implementation of the Canada 150 Rink be subject to cost sharing on substantially the same basis as the current agreement for the Lou Jeffries Community Centre contingent on the rink be roofed per the recommendations of this plan as a Phase 1 capital cost.			
11.	It is recommended that the Lansdowne Community Centre Hub be considered <i>in principle</i> for capital and/or operating cost sharing between the Township and the Town subject to detailed consideration of the potential opportunities for programming and use which directly benefit the residents of Gananoque. Further the nature of such cost sharing should reflect the existence of the Community Centre and that no cost share is currently in place. The agreement may therefore pertain only to the enhancements of the Centre which are considered of a direct benefit to residents of Gananoque. Alternatively, as per the agreement in place with Athens on the basis of a contribution by TLT per family based on usage, the Town of Gananoque may wish to consider such an arrangement for the expanded services of the renovated and expanded Lansdowne Community Centre.			
12.	It is recommended that the Town and the Township endorse the principle of <i>consideration of cost sharing</i> as best practice for major new recreational infrastructure serving both communities. This principle requires each municipality to consider, and report to the respective Councils as appropriate, the pros and cons of collaboration in planning, delivery and operation of future facilities and services.			

No.	Recommendations	Timing		
		Years 1-2	Years 3-5	Years 6+
	Service Delivery			
13.	Develop a joint and consolidated online customer service interface, accessible through a single webpage, to streamline the facility booking and program registration process for residents. This should provide a real-time calendar of programs, events and rentals, as well as information related to the variety of facilities available for rent and programs on offer within the municipalities.			
14.	Consider hiring a joint, dedicated Recreation Booking / Program Officer (full-time or part-time, as required) that would serve the needs of residents and groups within both municipalities. This would be complementary to streamlining the online booking system.			
15.	Until a single, branded community recreation service for both municipalities jointly is created, continue to invest in the joint Community Recreation Guide and continue to ensure digital availability on both the Town and Township's websites and access via appropriate social media outlets.			
16.	Continue to regularly monitor shifts in policy, planning and trends in sport and recreation participation which may impact the municipal approach to the delivery of parks and recreation and the geography within which some services and programs are delivered.			
17.	Implement a customer engagement and monitoring strategy to aid in the continued assessment of trends in participation to routinely gauge shifts in market demand for programming and activities.			
18.	Develop a facility rental and allocation policy (identical policy in both communities) to include use agreements for space including maintenance protocols and the responsibilities of renters.			
	Building on Existing Programming Success			
19.	Continue to track program registrations on an annual basis, working with organized user groups to collect data and monitor changes in registration by sport (i.e. demand for sport) and market conditions over time.			

No.	Recommendations	Timing		
		Years 1-2	Years 3-5	Years 6+
20.	<p>Develop a process to complete and implement an internal program and service review for the Recreation Departments to identify opportunities and strategies to facilitate greater efficiencies in delivery and which build on public feedback as part of the Master Plan process, including:</p> <ul style="list-style-type: none"> • Opportunities to address the needs of the commuting population through increased weekend and after work program options; • Options to improve the process for program registration via web-based, technological and other customer service solutions; and, • Opportunities to improve on the variety of programs offered and the time slots within which programs via scheduling enhancements as feasible. 			
	New Programming Opportunities			
21.	Continue to work with local partners to facilitate public transit options for residents to access to swimming facilities/programs. The Town and Township should investigate ways to expand this program in order to improve local access to the facilities/programs offered within its jurisdiction.			
22.	Explore opportunities to jointly plan and offer programs across the municipal boundaries. This would be developed and implemented by the joint Recreation Booking / Program Officer.			
23.	Work to develop new partnerships and improve existing partnerships with local organizations (e.g. YMCA of Kingston-Brockville) to improve the scope and coverage of programs offered in TLTI and Gananoque.			
24.	Explore opportunities to work with the local libraries to deliver joint programming to ensure child, adult and seniors' literacy on all levels (physical and cognitive). For example: physical activity/fall prevention for seniors may be dually accommodated by the Libraries and the Recreation Departments.			
25.	Library program options should continue to be expanded. This will be important to the performance of a new library in Lansdowne in the longer -term and which may include lectures,			

No.	Recommendations	Timing		
		Years 1-2	Years 3-5	Years 6+
	documentary nights, arts and crafts, etc. Existing and new library program fees as established should be reviewed as part of a User Fee Study (see Recommendation 28).			
	Meeting the Needs of Target Groups			
26.	Continue to jointly support affordable access opportunities (POP) and work with community partners to promote these options to key target groups.			
27.	Continue to seek funding partnerships to develop and expand the existing recreation subsidy program to facilitate access and participation for persons of all age and abilities.			
28.	Commission a comprehensive User Fee Study and Policy. A User Fee Study and Policy is to outline a sustainable basis for reducing municipal subsidy on activities where possible and supporting ongoing subsidy where appropriate. This exercise should result in a comprehensive approach to pricing in keeping with municipal best practice, pricing comparators in surrounding municipalities, etc.			
29.	Adopt, by By-law, a User Fee Policy for municipally owned recreation and community facilities and seek to review and standardize leases and long-term/dedicated space rental agreements/arrangement per the recommendations of a User Fee Strategy and Policy. <ul style="list-style-type: none"> Where rental rates are required to be increased or agreements need to be 'grandfathered', these changes are to be phased in over time based on a group's ability to pay. New recreational infrastructure that improves the quality of the playing environments and other benefits, should be priced higher to reflect these standards compared to existing infrastructure. This includes not only new facilities but those undergoing incremental or substantive one-off renovation which also improves facility conditions for the end user. 			
	Community Events			
30.	Continue to support local community organizations in the development and implementation of community special events.			

No.	Recommendations	Timing		
		Years 1-2	Years 3-5	Years 6+
31.	Attract and implement specialty sporting (and other) events through the improvement of existing and development of new partnerships in order to bolster tourism and economic development.			
32.	Develop a Special Events Policy/Guidelines to regulate non-municipal event hosting within municipal facilities and parks.			
Lou Jeffries Arena				
33.	Maintain the existing ice pad and associated amenities at the Lou Jeffries Arena in good condition for use by the community.			
34.	Continue to monitor utilization of ice at the Lou Jeffries Arena through the development of an annual Ice User Group Meeting. This should be developed in conjunction with the Ice Allocation Policy in order to determine each group's ice needs and other requirements. Groups should be required to report their membership / participation numbers to the Town on an annual basis, as part of this meeting, in order to continue to plan effectively.			
35.	As part of asset management planning, ensure the timely replacement of necessary capital items at the Lou Jeffries Arena to ensure its continued operation. This includes adoption of solutions for improved general conditions (such as repainting walls behind nets to white, improvements to spectator viewing comfort, and through the process of adding the Canada 150 Rink and its associated changed facilities, maximize the patron experience of the combined complex.			
Canada 150 Rink				
36.	Prioritize the implementation of the Canada 150 Rink roof to ease programming issues at the Lou Jeffries Arena. The potential for sharing the cost of the capital requirements associated with the roof should be fully explored, with a presumption in favour of joint capital cost contributions by both municipalities.			
37.	Ensure that the final placement of the rink is designed to improve the overall operation of the Lou Jeffries Arena/Canada 150 Rink as a combined, twin surface complex designed principally for programmed ice usage.			

No.	Recommendations	Timing		
		Years 1-2	Years 3-5	Years 6+
38.	As part of the program of capital development, address necessary AODA Compliance requirements in both facilities (subject to the physical capacity to do so in the existing arena per the requirements of the Act and its regulations).			
Community Halls				
39.	Continue to operate and maintain the community halls within the three primary service areas of Gananoque, Lansdowne and Seeley's Bay as community hubs / focal points for each community. Continue to monitor utilization and demand of the community halls to maximize community use and revenue generation.			
40.	Maintain the community hall at the Lou Jeffries Arena in Gananoque in good condition to be used by the community through investment in general upgrades and maintenance, and improved accessibility to better serve the needs of the local community. Investment priorities should be informed by the outcomes of the Building Condition Assessment (scheduled for 2019).			
41.	Pursue the expansion and renovation development plan for the Lansdowne Community Centre, proposed to include the following: <ul style="list-style-type: none"> • Creation of a full-size gymnasium • Expanded community hall capacity • Renovation of library space and functionality 			
42.	Seeley's Bay Community Hall: Implement the recommendations (Recommendation 4) of the TLTI Facilities Master Plan 2016, specifically to invest in essential upgrades and maintenance of the facility over the medium term. Improve the accessibility to and within the facility.			
Indoor Aquatics				
43.	TLTI should continue to partner with (a) Parks Canada to provide swimming lessons at the Landon Bay Centre outdoor swimming pool during the summer months; (b) the Country Squire Resort for winter pool access.			
44.	If the Landon Bay Centre pool is no longer accessible for use by the public, an outdoor pool should be considered as part of the master planning exercise for the Lou Jeffries Park site.			

No.	Recommendations	Timing		
		Years 1-2	Years 3-5	Years 6+
45.	Both TLTI and the Town of Gananoque should maintain an active interest in new partnerships that could emerge associated with new hotel and resort development in the area for the purposes of establishing a new indoor pool. The Town and Township should work collaboratively in this regard, including any capital and operating cost sharing necessary to achieve access to a suitably sized private pool.			
46.	Consider the growing number of private providers for pools in Ontario such as Goldfish and Making Waves, or other providers using innovative methods to retrofit existing commercial and other buildings for indoor aquatics.			
47.	TLTI should continue to partner with the local transportation agency to provide improved access to aquatics facilities in neighbouring municipalities (i.e. Kingston and Brockville). The opportunity exists to explore expanding the partnership to include Gananoque and its residents as well.			
	Soccer / Multi-Use Fields			
48.	Continue with plans to implement the full-size soccer pitch at Jerry Park in Lansdowne for community use. Consider the inclusion of lights to extend evening play.			
49.	Through the master planning exercise recommended for the Lou Jeffries Park (Recommendation 62), consider improving the Jeff Griffin Memorial Field to be a full-size pitch able to accommodate adult league play. Lighting, player and spectator seating, and general maintenance improvements should also be considered.			
50.	Work closely with the local school boards and user groups (including those in neighbouring municipalities) to secure existing access to school soccer / multi-use fields for community use. Annual meetings should be held in order to understand the school boards' capital plans in the future, as well as their appetite for collaboration and partnership over the Plan period.			
51.	Monitor utilization and demand of existing soccer / multi-use fields through the provision of an annual Field User Group Meeting, in order to determine each group's field needs and other requirements. Groups should be required to report their membership / participation numbers to			

No.	Recommendations	Timing		
		Years 1-2	Years 3-5	Years 6+
	the municipalities on an annual basis, as part of this meeting, in order to continue to plan effectively.			
	Ball Diamonds			
52.	<p>Maintain existing ball diamonds in good condition for use by the community. Undertake general improvements over the medium-term to improve player satisfaction, specifically:</p> <ul style="list-style-type: none"> • Arlene Cartwright Diamond (Gananoque): additional netting behind home plate / improved backstop, improved seating (player and spectator), improved storage building, scoreboard repairs, and grading of surface on a more frequent basis. • Jerry Park Diamonds (Lansdowne): Consideration for lighting of second diamond if warranted through increased demand and utilization. • Centennial Park Diamond (Seeley's Bay): General maintenance improvements required including grading /dragging of surface, weeding and mowing. 			
53.	Monitor utilization and demand of existing ball diamonds through the provision of an annual Diamond User Group Meeting, in order to determine each group's needs and other requirements. Groups should be required to report their membership / participation numbers to the municipalities on an annual basis, as part of this meeting, in order to continue to plan effectively for ball diamonds.			
	Tennis & Pickleball Courts			
54.	<p>Through the master planning exercise recommended for the Lou Jeffries Park (Recommendation 62), consider replacing the tennis courts to another location within the existing park. Lighting and player and spectator seating should also be considered, as well as the need for dedicated pickleball courts.</p> <p>As part of the master plan process for Lou Jeffries Park, assess the range of demand for use of the tennis courts and reaffirm the desired balance between dedicated verses multi-sport use of the court area.</p>			

No.	Recommendations	Timing		
		Years 1-2	Years 3-5	Years 6+
55.	For both municipalities, maintain existing tennis and pickleball courts in good condition for community use over the Plan period.			
56.	Monitor utilization and demand of tennis and pickleball courts in order to determine each group's needs and other requirements. Groups should be required to report their membership / participation numbers to the municipalities on an annual basis in order to continue to plan effectively for court sports.			
Basketball Courts				
57.	At least one new basketball court should be provided over the course of the Plan period within Gananoque. Additional courts should be provided as needed in order to achieve appropriate geographic distribution particularly within newly developing residential areas (demand is to be determined through public consultation for newly developed/redeveloped parks).			
Skateboard Parks & BMX Track				
58.	Maintain the existing skateboard parks and BMX track in good condition for continued community use.			
59.	Improve restrictive access measures related to the BMX track to prevent motorized vehicles from accessing the track through the implementation of signage, fencing, lighting, bollards or other deterrents.			
Lou Jeffries Park				
60.	Maintain Lou Jeffries Park as a primary regional hub and invest, as appropriate, to ensure it operates as a fully accessible year-round recreational hub.			
61.	Consider expansion of the Lou Jeffries Park property boundary to the north to make best use of the site; uses could include improved trail and outdoor fitness, children's scooter track, etc.			
62.	Invest in a park master plan for Lou Jeffries Park. The location of the Canada 150 Rink onsite creates an opportunity to consider the park as a whole and to consider the relocation potential for the tennis courts should the 150 Rink necessitate a relocation.			

No.	Recommendations	Timing		
		Years 1-2	Years 3-5	Years 6+
	Parkland Service Level & Acquisition			
63.	Plan to acquire/access a combined total of 18.50 hectares of parkland by 2029 to meet parkland needs associated with projected population growth.			
64.	Maximize the supply of available parkland through a range of strategies, including dedication by development, donations, accessing grants, land trusts, conservation easements, land exchange, partnerships, agreements and direct purchase.			
65.	Consider the acquisition of undevelopable natural open space areas through the development process and other means of securement to provide opportunities for enhanced conservation, and compatible public access and linkages to the parks, trails and open spaces, as per Section 51(25)(b) of the <i>Planning Act</i> . This land should not be accepted as part of the parkland dedication requirement (i.e. no credit is to be applied).			
66.	Continue to consider cash-in-lieu of parkland and acquisition of additional parkland by other means where land acquired through dedication by development is insufficient in size or shape for the intended park function.			
67.	Continue to require parkland dedication through Official Plan policy, as prescribed in the <i>Planning Act</i> , including alternative conveyance requirements, through physical parkland acquisition or cash-in-lieu of parkland. Update relevant policies within the Official Plans, through the amendment process, to conform with the changes to the <i>Planning Act</i> .			
68.	Consider updating the existing Parkland Dedication By-laws for each municipality (TLTI By-law No. 12-057 and Gananoque By-law 1983-044) to conform with the recommendations identified within this Master Plan.			
	Parkland Design & Development			
69.	Encourage and facilitate the community's participation in park design, development and renewal projects by obtaining community input during the planning and design process and encouraging partnerships and joint ventures in park development and renewal.			

No.	Recommendations	Timing		
		Years 1-2	Years 3-5	Years 6+
70.	In order to guide future park design and development, continuously evaluate potential park revitalization projects, with specific consideration for: <ul style="list-style-type: none"> • Overall park condition; • Changing recreation needs within the local / township-wide community; • Historic and forecast population growth and demographic changes; • Existing park utilization and amenity supply; • Partnership opportunities and the role of other service / facility providers (i.e. school boards); • Best practice and trends in park design; and, • Feedback from community consultation. 			
71.	Explore wayfinding signage opportunities on a comprehensive basis either individually by municipality or on a co-ordinated basis and to include design and branding of parks. This can include cost-sharing of design, manufacture and installation, as well as route placement of signage.			
Playgrounds & Splash Pads				
72.	Adopt a standard of provision of one playground location available within 500 to 800m of new residential development areas as a guideline for identifying and resolving gaps within existing residential areas, and to specifically provide convenient access for residents and households with children. The inclusion of playgrounds within larger Neighbourhood or Community Parks is preferred over locating them on smaller land parcels. This may help to reduce operational and maintenance requirements in the future.			
73.	Consider the provision of accessible play equipment during the development / redevelopment of major parks, such as Joel Stone Park or Jerry Park.			

No.	Recommendations	Timing		
		Years 1-2	Years 3-5	Years 6+
74.	Playgrounds and splash pads should continue to be constructed and reviewed according to the CSA guidelines to ensure that all playgrounds are regularly inspected and maintained by trained staff.			
75.	Monitor utilization and demand for splash pads over the Plan period.			
	Community-Level Outdoor Spaces			
76.	<p>Town Park, Gananoque: Continue with the planned implementation of the park revitalization plan for Town Park in Gananoque. The planned Gananoque Town Park Revitalization includes qualitative improvements to the existing park and grounds adjacent to the Town Hall. This is currently proposed to include a natural playground, picnic areas and shade structure, and an open area event and community space (to replace the existing multi-use field). Additionally, the plan includes 44 new trees (retaining 49 existing trees), butterfly and perennial planting in 7 locations, adding 13 parking spaces, relocating 5 spaces, 3 “fitness pods”, washroom facility, fencing and the creation of accessible routes.</p> <p>The plan includes necessary phased capital budgeting of approximately \$750,000 each year in both 2019 and 2020.</p>			
77.	Jerry Park, Lansdowne: Implement the findings of the Jerry Park Concept Development Plan. The emerging masterplan proposals for Jerry Park include a soccer field of sufficient size to accommodate a senior/full-sized pitch, a smaller multi-use field, improvements to one of the diamonds to enable tournament fastball.			
78.	Centennial Park, Seeley’s Bay: With the ball diamond poorly maintained/overgrown but lit, with other amenities in good order in place, and set within a broader multi-sport and recreational park setting, effort should be made to maintain investment in this park and develop/facilitate the use of the diamond on a more sustained basis.			
79.	Furnace Falls Park, Lyndhurst: Implement the provisions of the master plan for revitalization of the park. This includes qualitative improvements to the park and environs, including updates to the dock and open space (e.g. benches, lighting). This is relevant to Recommendations 16			

No.	Recommendations	Timing		
		Years 1-2	Years 3-5	Years 6+
	(Lyndhurst Dock) and 17 (Parkland Associated with Public Dock Facilities) of the TLTI Facilities Master Plan 2016.			
80.	Ivy Lea Public Dock: In view of the limited parking capacity, no major changes are recommended other than to determine if partnership is possible with nearby landowners for vehicle and trailer parking capacity for day-use boaters; Improve wayfinding signage to the dock. This is relevant to Recommendation 15 of the TLTI Facilities Master Plan 2016.			
81.	Bateau Channel Park, Bay of St. Lawrence: Continue with the implementation of enhancements to the park property including the development of a picnic pavilion and accessible trail routes.			
	Water Access			
82.	Maintain the existing marinas, docks and beaches in good condition for continued use by the community. General maintenance and operational improvements should be assessed through an expanded Asset Management Planning exercise.			
83.	Explore opportunities for improved / additional water access points in Gananoque either through improvement to municipally owned lands (i.e. Rotary Beach) or through partnerships with community organizations (i.e. Gananoque Canoe Club, marina operators, etc.).			
84.	Continue with implementation of the planned improvements to Seeley's Bay Dock, Ivy Lea Dock, and Furnace Falls Dock (once completed). Improved staging and parking areas should also be considered.			
85.	Seeley's Bay Harbour/Marina: Implement Recommendation 30 of the TLTI Facilities Master Plan, specifically to invest in an online slip rental system for the Seeley's Bay municipal dock. Online slip rentals should be promoted on the Travel 1000 Island website and will facilitate automated dock user tracking. This will also allow Harbour staff to anticipate and track seasonal dock utilization which will help with determining staff hours on-site and the provision of welcoming services by the Harbour Master.			
	Trail Network			

No.	Recommendations	Timing		
		Years 1-2	Years 3-5	Years 6+
86.	Implement the recommendations of the Active Transportation Master Plan for TLTI.			
87.	Continue to work with local partners (neighbouring municipalities, Cataraqui Region Conservation Authority, Frontenac Arch Biosphere, etc.) to promote the trail network as a destination and tourist attraction within the municipalities.			
88.	Continue with plans to implement cycling stations across TLTI, as per the cycling visions set out in their 2017 Trails Strategy and in the emerging Active Transportation Plan. Consideration should be had to develop complementary cycling stations in Gananoque as well.			
89.	Develop and implement a comprehensive wayfinding trail signage program inclusive of identification signage, kilometre marking, interpretive signage and regulatory signage. This should complement the park signage program as per Recommendation 71).			
90.	Consider the feasibility of undertaking improvements to the Lions Loop Trail in Gananoque to become a fully accessible multi-use trail for all users. This should include an accessible surface, such as asphalt or compacted limestone screening, limited slopes and grade changes, appropriate entry/egress and crossing points, as well as adequate areas for staging and parking.			
Internal Master Plan Review				
91.	Develop a joint intermunicipal working group comprising senior management from the Recreation Departments and other relevant municipal departments to regularly review (recommended every year) and evaluation the progress of plan recommendations.			



Sierra Planning and Management
advice • strategy • implementation