



Loyalist Township Parks and Recreation Master Plan

June 26, 2017



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Oraclepoll Research Ltd.

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Executive Summary

VISION: All residents of Loyalist Township participate in healthy, personally engaging, and community-building recreation.

Recreation is defined as, “the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.”¹

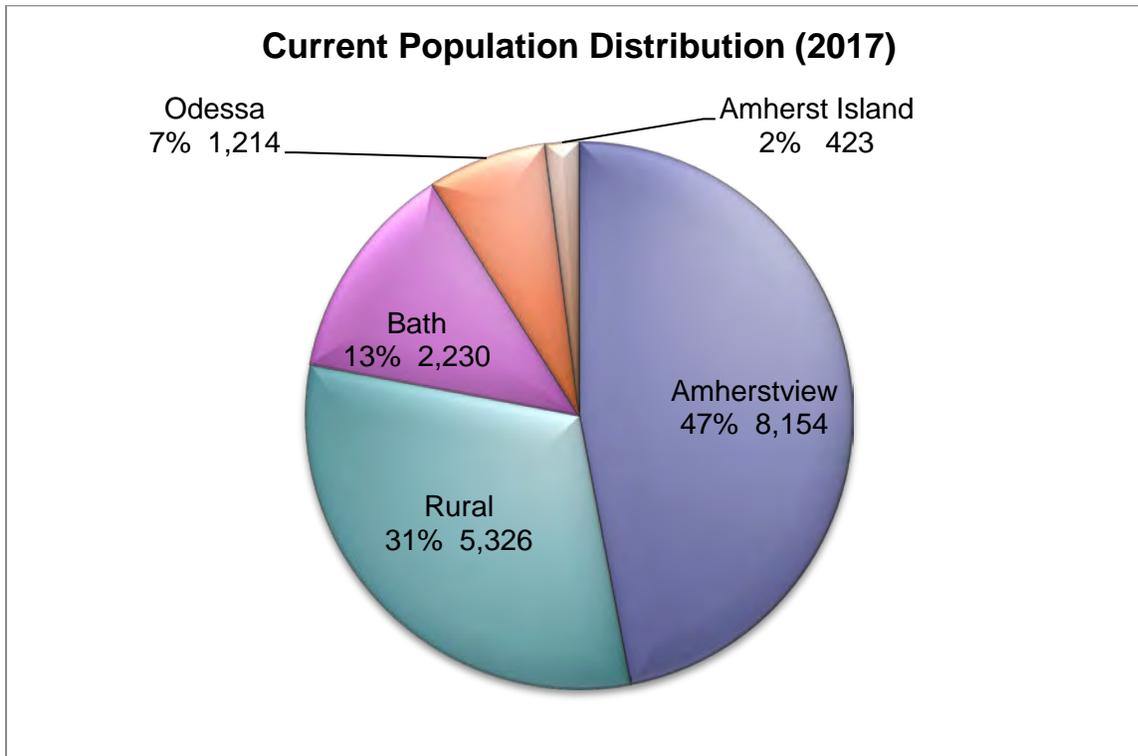
Community-building is defined as, “creating public space for engagement, uniting the community, empowering the community, building new grassroots networks.”²

¹ Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council (February 2015). A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing. Ottawa: Canadian Recreation and Parks Association. 40 pages. www.lin.ca.

² Centre for Whole Measures. 2007. Whole Measures. Transforming Our Vision of Success. P. 12

Context and Stakeholder Consultation

Loyalist Township is a growing community. Its current (2017) population of 17,347 is forecasted to grow to 18,967 (9.3%) by 2027. The Township will continue to attract both families with children and retirees. Growth will be concentrated in Amherstview, with 47% of the Township’s population. Areas outside Amherstview, Bath, Odessa and Amherst Island will comprise 31% of the community’s population.



This growth, community demand, and trends in the provision of parks and recreation services point to the benefits of increasing these amenities for all ages, interests and abilities. Moreover, the Township has a solid foundation in parks and recreation services, in terms of infrastructure, programs, and staff complement on which to build.

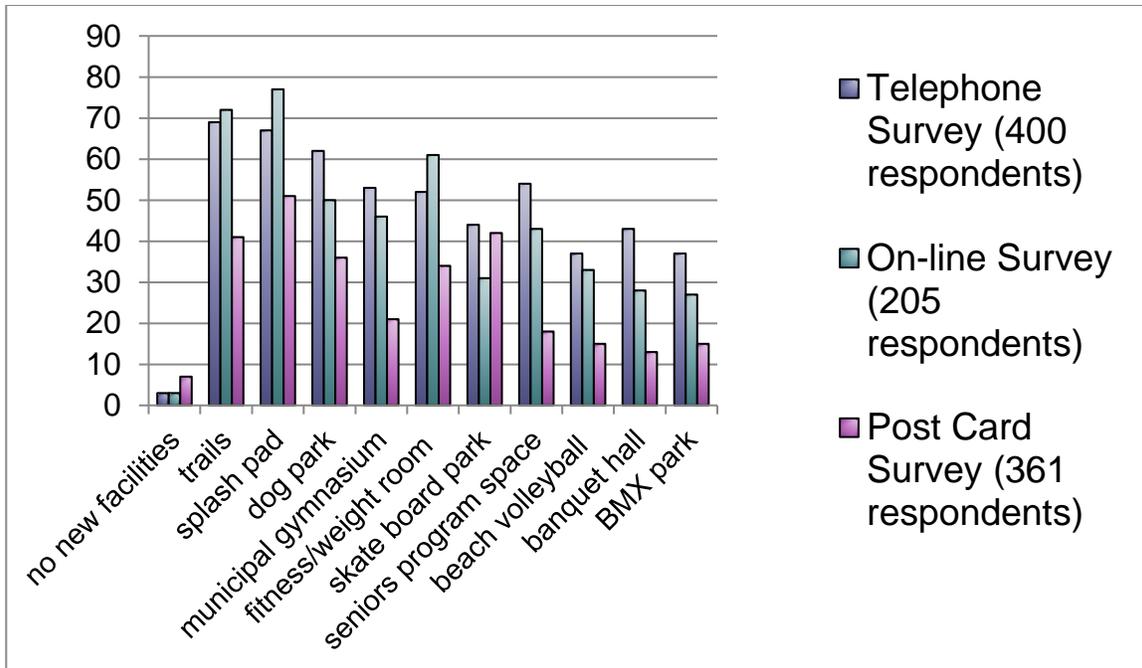
The importance of recreation services to newcomers to Loyalist Township is evidenced by the fact that all of the respondents to the Master Plan’s residential realtors survey indicated that potential homebuyers ask about the proximity of parks, trails and recreation services.

The Master Plan is the outcome of a comprehensive stakeholder consultation program that was well received, and in which over 1,000 residents participated through either surveys or a public open house that launched the study. Resident engagement was supplemented by a survey and a series of focus groups targeted to organized interests

in parks and recreation services, including volunteer community groups and potential partner agencies in future service development. Overall, community participation and enthusiasm in planning for the future was high, along with recognition of the value of the municipality’s work, and responsiveness to residents’ interest in this area of service, to the quality of life in Loyalist Township.

Surveys	<ul style="list-style-type: none"> • Public Open House attendance: 87 people signed-in
	<ul style="list-style-type: none"> • Random telephone survey of residents: 400 completed, community-wide • On-line resident survey: 205 respondents • Post card survey: 361 respondents • On-line survey of volunteer park, trail, indoor and outdoor facility user groups: 16 completed of 41 invited • Community group survey: 15 completed of 39 invited • Residential realtor survey: 7 completed of 23 invited
Focus Groups	<ul style="list-style-type: none"> • Inter-sectoral partnership roundtable: 8 agencies represented of 14 invited • Arts/heritage: 10 representatives attended of 16 invited • Business community: 4 representatives attended of 24 invited • Older adults: 4 representatives attended of 19 invited • Families with young children: 3 parents/guardians attended of 16 invited • Parks, trails, natural environment: 8 representatives attended of 16 invited • Sports groups: 14 representatives of 37 invited • Youth: 0 attendees of 15 invited

As shown below, interest in a number of facilities emerged in the surveys, and very few people reported that no new facilities are needed in the Township. The most frequently reported facility requirements here also emerged as identified needs via other vehicles including the open house, focus groups, and the study’s Facebook page.



Assessment and Recommendations

The Master Plan addresses the need for municipal parks and recreation services over the next ten years under five main headings: programs, activities and special events; indoor and outdoor facilities; parks and trails; service delivery; and implementing the plan. Recommendations in each of these areas are provided below, and introduced with a brief overview of supporting rationale.

The Plan’s recommendations are based on confirmation of demand as it emerged through the community consultation program, broader trends in parks and recreation services, current research and our experience in other Ontario communities. They also reflect the realities of service provision in Loyalist Township, which include the existing configuration of services in relation to settlement areas, aging infrastructure, municipal financial capacity and the need for ongoing fiscal responsibility.

The Plan adheres to trends that are legitimizing a role for parks and recreation as an important ‘public health’ service, and recognizes that collaboration and partnerships will be essential to finding the resources and optimizing the ‘return on investment’ for services that are required to meet myriad objectives in developing and sustaining collective wellbeing. The Township’s corporate policies tend to support this view of parks and recreation services.

Programs, Activities and Special Events

With an existing well-developed and actively used program base, the Township can look to expanding into areas that are currently not well represented - either directly or in collaboration with other organizations and agencies, and as structured programming or through a built environment (i.e., facilities, parks and trails) that provides opportunities for unstructured recreation. New satellite programming outside main settlement areas is needed, along with focusing on unique Loyalist themes for special event and tourism investment in partnership with the County. In all areas of service, deliberate attention to inclusive service planning and provision is becoming the norm to ensure residents of all ages and abilities can benefit from recreation services.

Program, Activity and Special Event Development Recommendations

- 1 Develop additional programs/activities in the arts, culture and heritage, both as direct Township programs (e.g., art instruction) and in collaboration with volunteer community groups that work in these areas.
- 2 Continue to pursue and increase programming in both structured and unstructured outdoor activities (e.g., programming in parks, water-based recreation, equipment library) and, where appropriate, provide these services through agreements with commercial operators for introductory instruction, equipment rental, etc.
- 3 Develop new programs in the areas of wellness, health treatment and/or recovery, and education/self-improvement/skills development, which should be pursued through the appropriate collaborations/partnerships.
- 4 Investigate opportunities to schedule additional floor-based arena programming in the areas of both sports/recreation and special events (e.g., Leadercast).
- 5 With respect to special events, the County and Township should take the lead in determining tourism objectives with other area municipalities and relevant public agencies, local volunteer groups, and interested commercial operators, to establish service directions, the resources, and the sources for these, that will be needed to carry out desired programs.
- 6 Determine the appropriate location for permanent washroom facilities on Amherst Island in view of requirements to support Sand Beach users, special events, and tourist activity at other points of interest on the island.
- 7 Increase satellite programming outside main settlement areas - and particularly in Wilton and on Amherst Island - through the use of facilities owned and/or operated by the Township or other organizations including service clubs and churches.

Program, Activity and Special Event Development Recommendations

8	The Township should continue and, as necessary, enhance its practices in program planning and evaluation to clarify its 'niche' in the community and regional program markets.
9	In planning and providing inclusive recreation services, ensure that potential, possibly invisible, needs - in addition to the ones that are well articulated - are integrated in the process.
10	Program/activity areas that should be considered first for program development include: group and individual fitness programs, wellness programming, summer and winter park activities, water-based recreation, and gymnasium sports for those in age groups up to 64 years; crafts, visuals arts, and social/club activities for older adults; education/self-improvement/interest programs/activities for all age groups.

Indoor and Outdoor Facilities

Indoor Facilities

Community demand for expanded programming and access to opportunities for unstructured activity, along with the increasingly broader mandate of municipal recreation services in the area of public health, points to the need for new facilities to accommodate a wide range of interests.

The indoor facilities recommended in the Master Plan are envisioned as part of a new community hub that will transform the W.J. Henderson Recreation Centre. A double gymnasium with an integrated track, a small warm water pool, multi-purpose rooms, a catering kitchen, a fitness/weight room and new, larger fitness studio than the LAC facility - integrated with the existing pool and arena - will provide a major focal point for current and future recreation. The facilities to be included in this redevelopment and expansion align both with community demand for recreation services and trends in municipal service provision. Collectively, they offer potentially limitless opportunities to develop many of the areas of program/activity demand that emerged through stakeholder engagement. It will provide space and amenities for Township programming, casual drop-in activity by individuals and families/groups, community-building social events, and additional support to volunteer groups that provide community recreation.

Despite its age, the W.J. Henderson Recreation Centre is structurally sound, is appropriately located in relation to current and future population concentration, sits on a

large site, and already includes the basic major components (pool and arena) of a future hub for indoor and outdoor recreation in Loyalist Township. As noted below, a splash pad is recommended for the park site at this location. The County Library is proposing to rebuild and expand its Amherstview facility within the term of the Master Plan, and has expressed interest in remaining on the Henderson site. This will contribute further to the function of this facility as a community hub. Ideally, the Township and the County Library will be in a position to collaborate on a comprehensive building and site concept plan for the project. The Township's development charges anticipated a W.J. Henderson expansion. The total cost of the expansion assigned in the 2015 Development Charges Background Study is \$8.97 million, of which 90% or \$8,071,300 is eligible for recovery through growth-related development charges.

The development of the W.J. Henderson hub would allow reorientation of uses at the Leisure & Activity Centre to focus on older adult and expanded parent-infant preschool programming. The potential relocation of the Township's Administrative Offices would present opportunities for the vacated building to be repurposed for community recreation in Odessa.

The wealth of local heritage resources represents opportunities for the Township, along with the County and local arts/heritage groups, to enhance programming at heritage sites, for both residents and visitors to Loyalist Township.

Indoor Facilities Recommendations

- 11** 11a. Prepare an integrated concept and site plan for the entire W.J. Henderson Recreation Centre site, possibly in collaboration with the County Library.
- 11b. Major, new recreation facility and accessibility service components to be incorporated in a redeveloped/expanded W.J. Henderson Community Hub include:
- a double gymnasium, divisible into two single gymnasiums with retractable bleachers along one side, and an integrated track (determining the cost-effectiveness of providing a floor-level vs. a mezzanine-style at the facility design stage);
 - a therapeutic/warm water pool;
 - a new mechanical room, storage space and viewing gallery for the pool components of the complex;
 - a large and a small multi-purpose room, both of which can be divided into two separate areas with removable partitions, the larger of which should also function as a casual banquet facility;
 - a catering kitchen;
 - two multi-purpose visual arts workshops;
 - a fitness/weight room;

Indoor Facilities Recommendations

	<ul style="list-style-type: none"> • a fitness studio; • ancillary facilities (additional food services, child minding space) to be determined based on finalization of major components to be provided; • physical accessibility support facilities will include: <ul style="list-style-type: none"> □ a hybrid service/passenger elevator □ three public washrooms (family, male and female) □ two arena dressing rooms (male and female) □ three changerooms (male, female and family) to serve the pool, gymnasium, fitness studio and fitness/ weight room; • If site is deemed the appropriate location, a larger municipal maintenance garage to be incorporated in overall site design.
12	Opportunities to expand and improve scheduling at the arena and pool should be investigated in consultation with all users.
13	The Amherstview Community Hall and the programming rooms at the Leisure & Activity Centre should be used to expand seniors and parent-infant/pre-school programming. Renovations to the facility should include internal connections including access to the kitchen and hall from the current 'fitness studio' side of the structure, and ensure all rooms can flexibly accommodate programming for all ages.
14	The Lions Club Hall, which is attached to the LAC building, should remain and continue in its current use/capacity. The existing catering agreement between the Lions and the Township should be reviewed with the relocation of banquet activity to the new W.J. Henderson Community Hub.
15	Should the Township Administrative offices relocate to a new site, consider opportunities to repurpose the vacated building for community recreation.

Built Heritage Resources Recommendations

16	The Township, with assistance from the County and local arts/heritage groups, should work to enhance programming at heritage sites, for both residents and visitors to Loyalist Township.
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Outdoor Facilities

Strong and consistent community support emerged for a splash pad, which is recommended for development at the W.J. Henderson site. Demographics, participation

and anticipated growth in pickleball and junior tennis in Bath points to the need for an all ages outdoor activity park at the current site of these courts.

Although interest emerged in the surveys for a skatepark, it was not consistently strong. More importantly, however, concerted efforts on the part of the Township could not generate interest in, or attendance at, a focus group for youth through which demand for a skatepark should have been demonstrated. For these reasons, a skatepark is not recommended for provision at this time. Current use levels in relation to reported demand for playing fields suggest no new ball or soccer fields will be required to meet growth-related demand in the next ten years. A facility audit at Willie Pratt is needed to determine measures that would correct conflicts between fields and alleviate concerns over player and spectator safety, and how (if at all) solutions will affect field provision levels. Several improvements to existing fields and amenities are identified for implementation over the term of the Master Plan.

Skatepark Recommendations

- 17 A skateboard park is not recommended for provision at this time, due to no apparent demand on the part of youth in the Township, and an estimated small market based on research. If demand should emerge during the term of the Plan including ongoing, direct involvement of Township youth in planning, designing and fundraising for a skate park, the Township should consider providing a single, community-serving facility in Amherstview.
- 18 In future, should the Township decide to develop a facility, it should engage the services of a firm that specializes in skatepark design/development at the outset of the process, ensuring it is one that is eager to, and adept at, involving youth and other relevant community interests (e.g., nearby residents, police, etc.) throughout the process, and is well versed in optimizing design for inclusion and safety.

Splash Pad Recommendations

- 19 Provide a Township-serving splash pad developed as a drive-to facility with the required design and amenities for full-day family/group visits, two play areas - one each for older and younger children - and accessible to all ages and abilities. Determine its location in conjunction with the redevelopment plans for the W.J. Henderson Recreation Centre, with options to locate it here, in Bath or in Odessa.
- 20 Provide permanent, accessible washrooms/changerooms to serve the splash pad and the park as a whole. Shade structures and picnic amenities are also required.

Ball Field Recommendations

- 21 No new ball fields will be required during the term of the Master Plan.
- 22 The Township should confirm and implement needed improvements to existing fields including increasing light levels on fields, and considering options to upgrading infields.
- 23 Undertake renovations/accessibility upgrades to washrooms and canteen at Willie Pratt Fields.

Soccer Field Recommendations

- 24 No new soccer fields are required during the term of the Master Plan to serve growth in participation alone.
- 25 The Township should undertake a field audit and 'facility fit' at Willie Pratt to determine measures that would correct conflicts between fields and alleviate concerns over player and spectator safety. Changes to the field layout should consider other recommendations in the report related to field supply and demand.
- 26 Depending on growth in use of current unused capacity on fields, growth in population generated participation in soccer and other field sports, and the outcome of the facility safety audit at Willie Pratt, the Township should consider providing one additional unlit, natural turf multi-use playing field to accommodate a variety of uses including soccer, football, rugby, ultimate Frisbee, lacrosse, cricket and field hockey.

Outdoor Court Recommendations

- 27 A conceptual site plan should be prepared for Bath Park as an all-ages outdoor activity park, incorporating and phasing the following:
- a separate multi-use pad for basketball, in-line hockey and ball hockey for pick-up play;
 - facilities for bocce, shuffleboard, and horseshoes;
 - a permanent washroom to serve current and future uses.
- Should use of the tennis court for both pickleball and tennis reach capacity, consideration should be given to providing an additional tennis court and converting the current dual-purpose court to a dedicated pickleball facility.
- 28 In the short-term, the current dual tennis/pickleball court arrangement at Bath Park should continue to be used on a schedule that complements tennis court use by the Junior Club and other casual or organized users (e.g., the SAKR), with extended hours of use, if required.

Parks and Trails

The Master Plan anticipates ensuring future parks meet the needs and activity interests of residents in terms of quantity, quality, and facilities and amenities provided within their boundaries. To this end, it looks to rationalize existing policies and practices pertaining to active and passive parks, while addressing emerging needs and interests. In Loyalist Township, these include demand for a dog park (off-leash areas), trails, waterfront improvements, beautification and environmental practices. Future development of the waterfront and trails within the Township will be best served through the preparation of a Trails Master Plan and a Waterfront Strategy. Certain key parks are also identified as requiring conceptual site plans for development. The framework for more detailed plans in these areas is outlined in the Master Plan.

Park Provision Target Recommendation

- 29 For new planning areas adopt a combined provision target of 2.5 ha/1000 population for Neighbourhood Parks and Community Parks. The standard for Neighbourhood and Community Parks pertains only to parkland that can be developed for active and passive recreation purposes.

Park Classification Recommendation

- 30** Adopt a classification system for municipally owned or managed open space comprising Neighbourhood Parks, Community Parks, District Parks and Open Space with standards and development criteria as outlined in the Parks and Recreation Master Plan.

Parkland Acquisition Recommendations

- 31** Continue to plan for the acquisition and development of additional parks to serve new residential areas using allowable provisions in the Planning Act and considering: proximity to existing parks of all types, proposed form of development, and forecasted recreation facility needs.
- 32** For larger urban expansion areas, consideration should be given to planning through a Secondary Plan, prepared as an amendment to the Township Official Plan. This would allow for more detailed planning and policies covering parks, public spaces, and urban design to direct plans of subdivision.
- 33** To avoid fragmenting the parkland dedication across several small plans of subdivision, consideration should be given to the consolidation of dedications through developer agreements if needed.

Cash-in-Lieu Recommendations

- 34** Update Official Plan policies and Parkland Dedication By-law to reflect Bill 73 and the allowable rate for collection of cash-in-lieu of parkland, which is established at 1 ha /500 units.
- 35** Develop a strategy for determining when to take cash in lieu of parkland, based on criteria outlined in the Parks and Recreation Master Plan.
- 36** Develop a strategy for use and prioritization of cash-in-lieu (park reserve fund) to ensure that adequate funds are available to meet future parkland acquisitions as the need or opportunity arises, including: Neighbourhood Parks to serve new development areas where consolidation of dedications is required, or as indicated by recreation facility needs; and acquisition of open space for trails planning or environmental purposes (where not protected by environmental policies).

Park Development/Redevelopment Recommendations

- 37 Provision should continue to be made through existing capital replacement programs for new facilities and for upgraded amenities to be added to existing parks, while considering the findings of the Parks and Recreation Master Plan.
- 38 Partnerships with local community organizations should continue to be sought to achieve park improvements.
- 39 All major park development/redevelopment should be planned through a conceptual site master plan that defines and locates appropriate uses, facilities and functions, in consideration of: the site attributes and context; the recommendations of the Parks and Recreation Master Plan; input from the public; safety of park users; and Crime Prevention Through Environmental Design (CPTED) principles.
- 40 The W.J. Henderson Recreation Centre site requires an outdoor conceptual site plan, as noted above. Other key park sites for improvements/upgrading and for which conceptual site plans should be completed in the Master Plan's term are Fairfield Park, Odessa Centennial Park and Bath Park.
- 41 A park concept plan for Willie Pratt Sports Fields or, at a minimum, a site audit and 'facility fit' exercise, should be completed in conjunction with, and prior to, implementing any field layout changes.

Waterfront Land Acquisition Recommendations

- 42 In support of a connected and publicly accessible waterfront and the development of an off-road Waterfront Trail, the Township should consider on a case by case basis and act on all reasonable opportunities to acquire additional waterfront open space using available means such as: allowable land dedications under the Planning Act; easements or agreements with private landowners; partnerships; or outright purchase.
- 43 Consider undertaking a Waterfront Strategy. The study should address current use of, and improvements to, existing waterfront parks, opportunities afforded by the unnamed open space across from Invista and Hwy 33 Rest Area properties, identification of appropriate locations for public launch areas (including motorized and non-motorized boats); and identification of opportunities to increase public access to the waterfront, e.g. leases, agreements or acquisition of strategic land parcels.
- 44 Prepare a conceptual site plan for Fairfield Park to explore its best potential as both a Township serving waterfront park and a tourist attraction, while

Waterfront Land Acquisition Recommendations

	conserving the site's significant built and landscape heritage resources, and its scenic qualities.
45	Develop and implement consistent and unique signage (park identity, wayfinding and interpretive) to serve as a unifying element for the waterfront parks, help with promotion, and make them stand out as key destinations and points of interest along Loyalist Parkway.
46	Examine and implement site-specific opportunities for use of shoreline and other vegetation measures in the waterfront parks as part of the ongoing program of geese and waterfowl deterrent.

Dog Park (Off-leash Areas) Recommendation

47	Identify a site (or sites) for the development of an off-leash dog park using criteria in the Parks and Recreation Master Plan. Initially one site should be developed as a pilot project with objectives for one in each of the urban areas. The involvement of community advocates and/or a partner organization should be sought to assist in site selection, community liaison, possible fundraising for site development and the maintenance and monitoring of off-leash areas.
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Beautification Recommendation

- 48 Consideration should be given to enhancing the beautification program without significantly increasing costs by: using grasses, perennial flowers, and flowering shrubs within the horticultural plantings; incorporating themed plantings, and, attempting to increase partnerships with local community organizations in the planting and maintenance of annual floral displays.

Environmental Best Practices Recommendation

- 49 Develop and implement operational best practices for the management and maintenance of parks and open space areas that align with environmental protection and enhancement objectives.

Trails Recommendations

- 50 Continue efforts to plan for and develop sidewalks and/or multi-use trails to promote walkability, with objectives to link residential areas to the existing parks and open space system, community facilities and other destinations, including employment lands. These opportunities should be examined as part of secondary or block planning studies for new development areas.
- 51 Long-term opportunities for, and public interest in, trails development in the Township should be further investigated through a Trails Master Plan. The plan should examine the feasibility of the system of trails described in the Official Plan, i.e. the Waterfront Trail, Mud Creek Trail, and Amherst Island Trail, and the trail routes proposed in the former Bath Recreation Master Plan, as well as identifying other potential trails in urban and rural areas.
- 52 Collaborate with Lennox and Addington County, local cycling organizations, and adjacent municipalities to confirm, sign, develop and promote road-based cycling routes identified in the Lennox and Addington County Trail System. This should include consideration of improvements such as widened lanes or paved shoulders along identified cycling routes at the time of road improvements or reconstruction, as well as discussion with MTO at such time as road bridge reconstruction at Highway 401 occurs.
- 53 Work with the County, cycling organizations, advocacy groups, police services, and others, in the development and delivery of a community education program that educates on cycling awareness and safe cycling practices in both urban and rural areas.
- 54 Prepare and map an inventory of vacant municipally-owned lands and unopened road allowances noting size, location, attributes and current uses and functions.

Trails Recommendations

The lands should be evaluated to determine what value and role they currently or might play within the parks and open space system, and failing that, what commercial market value (if any) they might have if declared surplus to municipal needs.

Service Delivery

Greater emphasis on more formal collaboration and partnerships with other service providers, as well as strengthening support to the community's volunteer sector, will be essential to expanding services and will also facilitate a collective approach to judicious use of limited resources. Planning and providing future services must continue to integrate legislated accessibility (AODA) and should aspire to optimal levels of inclusion (i.e., universal design, CPTED, WHO dimensions of age-friendly communities) in policy and practice.

Existing policies and agreements require reviewing and updating. Additional policy development in the areas of volunteer support, special events, affordable access to recreation, sponsorships and donations, and fees for facility use and storage is recommended to support the Plan's directions.

The Township has highly committed staff, and formal marketing and promotion. Both were instrumental in generating high levels of awareness, interest and participation in the Master Plan's preparation. The community also complimented staff and the Township for their responsiveness to requests for assistance and improvements in creating a high quality parks and recreation system. Areas for future development in marketing, promotion, and communication include working with the volunteer sector to determine the specifics of their need for municipal support, self-promotion about what the Township is doing in the area of recreation, publicizing go-to staff for information and direction in a one-window approach, and leveraging opportunities to advertise the unique tourism assets of Loyalist Township.

Engaging high school students in completing their mandatory hours of community service, and recruiting older adults as peers in service provision, are viewed as opportunities to expand the volunteer base as well as build community. The need for additional staff positions as a result of the W.J. Henderson hub development will need to be assessed as plans are implemented in relation to the Township's operating structure.

Collaboration and Partnership Recommendations

- 55 The Township should take the lead on establishing ongoing working sessions for collaboration in service planning, design and delivery with other relevant agencies and organizations, to build on the interest that became apparent through the Master Plan study process, and engage other parties as appropriate.
- 56 Existing agreements should be reviewed and updated as required and, where appropriate, clauses should be added to ensure they are periodically reviewed by the parties to the contract, and/or are continuous beyond a specified end date.

Volunteer Support Recommendations

- 57 Develop a volunteer community affiliation policy that clarifies the range of support services available to volunteer groups and what they must do to become eligible for affiliation. Consider replacing or integrating this policy with relevant pieces of the current Conditions for Accepting a Community Function as a Sub-Committee of the Recreation Committee.
- 58 Develop a special event policy with the following components:
- an internal team of event management staff from various departments (i.e., Recreation Services, Clerks, Public Works, Fire, EMS);
 - an outline of the responsibilities of the municipality, emergency services, and community organizations and festival organizers;
 - a process for community organizations and festival organizers to apply for funds or in-kind support;
 - a manual that includes standard forms and procedures, which may include guidelines for festival/event organizers, event operations, vendor agreements, emergency procedures and volunteer registration;
 - transportation/traffic management plans to improve access to and from event sites, for Bath Canada Day Festival and other major events.

Inclusion Recommendations

- 59 Document and promote an affordable “access to recreation” policy to inform the public of the Township’s commitment to inclusion, and the process for providing support to individuals and or families who need assistance to participate in fee-based programs/activities.
- 60 Update the Township’s multi-year accessibility plan to reflect the accessibility improvements recommended in the Master Plan, as they come up for budgeting and implementation.

Inclusion Recommendations

- 61 Consider the potential to exceed AODA’s minimum standards to optimize accessibility based on age-friendly variables, Universal Design and CPTED principles.

Financial Support Recommendations

- 62 The Township should review and update the existing hall rental policy to include not-for-profit rental rates to be charged consistently to all users, including those that historically have not been charged fees for facility use.
- 63 Develop a comprehensive policy on private sponsorships and donations.
- 64 Policies developed in the short-term should anticipate future new facilities and opportunities for revenue generation.

Promotion and Marketing Recommendations

- 65 The Township should consult further with the volunteer sector to detail their interests in additional assistance with advertising, promotion and communication with various municipal departments.
- 66 Strengthen publicity about who in Recreation Services is the initial one-window, go-to staff for various needs.
- 67 Consider developing media to inform the public about the role and contributions of community volunteers, and their relationship to the municipality in providing recreation services.
- 68 Further develop corporate self-promotion by informing the community about what Recreation Services is doing, and why.
- 69 Consider investigating opportunities with the County to make better use of tourism Ontario signs approaching the Township from both directions on Highway 401.
- 70 Consider developing an ‘Explore Loyalist’ app with the County that provides recreation and tourism related information to both residents and visitors alike.
- 71 Revise the structure of the Policy and Procedure Manual to clearly separate Township policy from the detailed protocols and procedures designed to implement them, and produce an internal and public version of the document.

Human Resources Recommendations

72	Assess the need for additional staff positions to help manage the W.J. Henderson Recreation Centre and the Leisure & Activity Centre, as redevelopment/expansion plans are implemented.
73	Research and adopt appropriate strategies to minimize high turnover among part-time, casual staff.
74	Opportunities to streamline part-time staff functions should be investigated in consultation with staff.
75	Over time, the effectiveness of the newly introduced corporate volunteer recognition event in making volunteers feel appreciated and valued should be evaluated.
76	Volunteer development efforts should focus on the need for peer-to-peer volunteers in an aging population, and the potential to engage secondary school students as municipal volunteers in completing their mandatory 40 hours of community service.

Implementing the Plan

As a ten-year undertaking, the Master Plan’s recommendations are organized into the short (1 - 2 years), medium (3 - 5 years) and long-terms (6 + years). The final section of the Plan documents each of the above-listed recommendations according to their respective timeframe for implementation. Appendix I simply lists the recommendations in numeric order.

The Master Plan provides the framework within which monitoring and evaluation will continue to confirm the implementation details of individual recommendations, make adjustments where required, and link service development to budget requirements. A formal planning process with all relevant parties to service provision, led by the Township and other key agencies, will be most advantageous to well informed, collaborative decision-making.

In addition to capital financing through development charges, community fundraising and outside sources of funding will be key areas of support. When ready to embark on expanding the W.J. Henderson Recreation Centre, a construction management approach to design and development will provide the Township with the necessary control over a particularly complex process and product to ensure outcomes meet community-identified needs, legislated requirements (e.g., AODA standards) and any relevant municipal development standards.

1.0 Introduction and Scope of the Plan

1.1 Introduction

As forms of human expression, leisure and cultural activities help to more fully define our lives, the meaning we derive from them, and ultimately, our wellbeing. This remains true throughout our lives regardless of age, gender, or social group. The impact of participation in leisure and culture activities is even greater for people in marginalized groups, such as those living with disabilities, living in poverty, or as members of a minority population.³

This document comprises the Loyalist Township Parks and Recreation Master Plan. The purpose of the Master Plan is to “strategically guide the Recreation Services Department until 2027...[and will comprise]...an innovative, demand driven approach to integrated parks and recreation planning that aligns with Council’s strategic priorities. The Master Plan will provide the Township with the necessary public policy framework to manage its parks, open spaces, recreation and leisure services, programs, events, facilities and amenities in a cost-effective manner consistent with leading industry practices” (RFP, p. 8).

Loyalist Township is located in the County of Lennox and Addington on the shore of Lake Ontario. It is bordered by the cities of Kingston to the east and Greater Napanee to the west, and the municipalities of Stone Mills to the north, and South Frontenac to the northeast. The Township is a mixed urban-rural community, with a number of larger settlement areas south of Highway 401 - which bisects the Township - including Amherstview, Odessa, and Bath. Smaller settlement areas or hamlets include Amherst Island (Stella), Morven, Violet, Millhaven, Switzerville, and Wilton. Figure 1.1 shows the geographic context and boundaries of the Township.

³ Canadian Index of Wellbeing. (2016). *How are Canadians Really Doing? The 2016 CIW Report*. Waterloo, ON: Canadian Index of Wellbeing and University of Waterloo.



Figure 1.1: Loyalist Township in Context

Source: Loyalist Township website⁴

1.2 Scope

The Master Plan is a high level document that addresses the need for all municipal parks and recreation services for, and their delivery to, Loyalist residents to the end of its timeframe - 2027. It outlines the Township's role within the larger 'community' of providers including adjacent municipalities (especially the City of Kingston and the Town of Napanee), other public bodies, the volunteer sector, not-for-profit agencies and organizations, and the commercial sector. It takes these other providers into account as they relate to the Township's appropriate role(s) in service provision and, importantly, opportunities for the municipality and others to work together to improve or expand services for the community. As in most Ontario communities, Loyalist Township has a long-standing working relationship with the local volunteer community, which is a key provider of recreation service programs - e.g., field sports, seniors' activities, special events. Strengthening these, and other, working relationships is part of service delivery.

⁴ <http://www.loyalisttownship.ca/default/assets/File/ReferenceMapofLoyalistTownship.pdf>

The Plan's analyses and recommendations are based on the situation today and what is anticipated to happen or likely to happen, given available information and the intentions expressed by relevant parties. Monitoring and regularly evaluating the status of recommendations over the life of the Plan, therefore, will be important to integrating change into chosen directions.

In some instances, the plan indicates additional work that will be required to take high level recommendations to the detail that will be required for implementation. Recommendations may also be contingent upon other decisions, both internally and externally. These considerations emphasize the need for ongoing communications among providers to collectively monitor changes in the service environment. In response to change, the Township can update the plan by adjusting, as required, the timing and details of specific projects.

2.0 Context for the Plan

2.1 Key Socio-Economic Trends Influencing Local Parks and Recreation Services

This section highlights broad socio-economic trends, with statistics and examples that are related to local parks and recreation services. While some of these trends may seem removed from what is happening in Loyalist Township today, the Master Plan must consider the next ten years within a tightly connected global context that is rapidly changing. Socio-economic trends are translated into various service demands by consumers or used by marketers to create demand. As such, local demand for, and provision of, municipal parks and recreation services will likely be influenced or impacted by these - to a greater or lesser degree. Moreover, a number of these trends are apparent in the needs and interests that emerged in consultation with stakeholders in Loyalist Township, as discussed in the analyses in Section 3.0. The Township also endeavors to be forward thinking and innovative in its service provision, and so works to anticipate and respond to shifts in demand based on relevant trends.

2.1.1 2016 Canadian Index of Wellbeing (CIW)

This report provides a comparative look at a range of indicators over time that gauge a number of trends related to the wellbeing of Canadians. While recognizing the interdependence of all indicators on overall wellbeing, those that are most relevant to parks and recreation services are presented in Figure 2.1, and listed under improvements or declines.⁵

⁵ Other indicators in the Index are: Education, Democratic Engagement, Living Standards, Time Use and Environment.

Figure 2.1: Summary of Findings from Canadian Index of Wellbeing 2016*⁶

	Canadians are...	- indicators	+ indicators
Leisure and Culture (□ 9.3% overall)	...spending less time engaged in social and arts and culture activities	less time spent socializing with others; about 0.75 hours each per day	participation in at least 15 minutes of daily physical activity increased from 21 to 28 times per month; increasing in both genders; highest among those under 25 year of age, increasing among older adults
		less time engaged in the arts; about 12 hours each annually	
		decline in social leisure greater among women	
	...volunteering less for culture and recreation organizations	down by almost 30%	
		lowest among 16 to 35 years olds	
	men average twice as much time as women		
	...spending less on culture and recreation	15% less spending or \$6,000 per household	
	...returning to performances and national parks and historic sites		since 2011 visits have been increasing, with a jump of 11.5% in 2014 ⁷
Community Vitality (□ 14.8% overall)	...have a strong sense of belonging to their communities		66.4% (2014) reported a strong sense of belonging, the highest ever and greatest among older adults
	...are more connected to other in their communities		people are reporting more friendships and more trust in others
	...are helping one another	81.7% provide unpaid help to those who are on their own	

⁶ Source: Canadian Index of Wellbeing. (2016). *How are Canadians Really Doing?* The 2016 CIW Report. Waterloo, ON: Canadian Index of Wellbeing and University of Waterloo

⁷ Visits to national parks and historic sites have benefited from “renewed marketing efforts by Parks Canada”...with a focus on...“attracting both new and young Canadians for whom the park experience was unfamiliar” (p. 64).

	Canadians are...	- indicators	+ indicators
	...participating less in formal volunteering		since 2008, volunteering for groups including arts, culture, sport and recreation has declined by about 16% to 49.1%
Healthy Populations (□ 16.2% overall)	...living longer		life expectancy at birth is over 82 years - one of the highest in the world gender gap in life expectancy is decreasing
	...not necessarily feeling better	4.1% less report health as very good or excellent	
		6.4% more report health or activity-related limitations	
		Diabetes rate increased from 2.6% to 6.7%	
3.7% less report very good or excellent mental health from a 2007 peak of 74.8%			
...smoking less		decline from 20.9% to 7.7% in smoking among 12 to 19 year olds, especially among females	

*timeframe for comparisons is 1994 to 2014, unless noted otherwise

As the CIW report indicates, spending on leisure and culture has declined. In 2014, spending on recreation, culture and sport was at its lowest point over the entire 21-year period (p. 4). This is likely due to a variety of factors: increasing fixed costs as Canadians devote “a greater proportion of their net income to meeting their housing needs” (p. 44)⁸ and more people struggle “with the cost of and access to quality food” (p. 4); time pressures that restrict participation in leisure and culture activities, including volunteering (p.4).

At the same time, physical activity has increased, which suggests that people are engaging more in individual pursuits that are no or low cost, such as walking, bicycling and gardening (p. 64). This does not necessarily translate into reduced demand for municipal parks and recreation services, however, as the infrastructure used to engage

⁸ While this trend was most prevalent in NS, NB, PEI, and BC, Alberta was the only province where shelter costs declined (p. 44).

in individual pursuits often comprises parks, trails, walking paths, and cycling lanes that are facilities/spaces provided by municipalities.

With a focus on economics, the CIW report does not investigate the possible impact of an aging population on certain of its indicators such as increases in the diabetes rate and activity limitations, and declines in volunteering. It is likely an aging population is, at least in part, responsible for these trends and is an influence that will continue regardless of economic shifts. Moreover, as the population continues to age, the potential pool of young volunteers will continue to shrink while the need for practical support to participate will increase among older people.

2.1.2 Engagement with Nature

Childrenandnature.org posts Richard Louv's "12 Principles for a Nature-Rich City."⁹ His focus, which is introducing or reintroducing nature into urban areas that are deficient in this resource, may immediately seem irrelevant to communities that include expansive natural areas. The presence of such spaces, however, does not guarantee either their appreciation or integration into residents' daily lives as our lifestyles have become increasingly disconnected from the natural world - regardless of where we live.

At the same time, we must guard against being the 'bull in the china shop' and destroying the natural environment we so want to experience for our enhanced well-being. Establishing appropriate boundaries around human encroachment on natural ecosystems is essential, and aligns with Louv's fourth principle of 'creating nature' in parks and other public spaces for people to experience nearby (e.g., natural habitat and natural play spaces, childlife/wildlife corridors, school/community gardens). These spaces can also be used to integrate his fifth principle - 'building up the kids' - by encouraging "comparative risk" in nature play settings that encourages physical activity and builds resilience in children.

Louv's seventh principle states, "natural history is as important as human history to a region's sense of identity," the uniqueness of which can be recognized, managed and celebrated in local initiatives addressing natural systems that are indigenous to the area.

His ninth principle focuses on establishing a regional coalition to build a solid social and political constituency of support for policies and programs that connect people to nature. Such a coalition ideally comprises all organizations with an existing or potential interest in developing this connection, and is led by a core agency or agencies with a nature-based mandate. He also refers to what he calls "human/nature social capital" since our

⁹ <http://www.childrenandnature.org/2016/10/18/12-principles-for-a-nature-rich-city/>

species needs the presence of “other animals and plants for our emotional and social health.”

2.1.3 Individual Benefits of Parks and Recreation

Evidence on the benefits of parks and recreation services continues to emerge for population groups of particular concern including children, youth and older adults.

Children

For children, participation in physically active and social recreation is a preventive approach to lifelong overweight/obesity, and establishes a lifetime ‘personal culture’ of activity and connectivity. The International Physical Literacy Association (May 2014) defines physical literacy as “the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities.”¹⁰ Physical and Health Education Canada’s definition (2010) notes, “Individuals who are physically literate move with competence and confidence in a wide variety of physical activities in multiple environments that benefit the healthy development of the whole person.”¹¹ It advocates age-appropriate, progressive learning and engagement in physical activity, starting at an early age, to ensure life-long, active lifestyles. Appendix A contains an illustration of this progression.

Evidence on the detrimental effects of a tendency toward indoor, isolated and screen-based activity continues to emerge. From a medical perspective, a recent study from the CNIB and the University of Waterloo suggests that “the eyesight of Canadian kids’ is worsening with more children getting diagnosed with nearsightedness as early as six years old - much sooner than in previous generations. The prevalence of nearsightedness in kids of all age groups is steadily rising,”¹² and this trend is occurring around the world. Traditionally, myopia starts at 12 or 13 years of age and worsens until the age of 21 when eye shape changes stop. While there is no definitive cause of the current trend, it is speculated that “too much screen time or less time spent outdoors”¹³ could be contributing factors. The article describes eyes as “muscles that need to be flexed,”¹⁴ and that too much ‘close work’ with screens and not enough ‘distance work’ outdoors may be shaping the trend towards myopia. Canadian research has found that the risk of nearsightedness is 15% less among children who spend more time outdoors.

From a psychosocial health perspective, the findings from an Educational Development Index (EDI) assessment of high-income households in West Vancouver indicate that affluence alone does not guard against the index’s ‘vulnerability’ in children. Here, it was

¹⁰ Source: <http://www.physicalliteracy.ca>

¹¹ Source: <http://www.phecanada.ca/programs/physical-literacy/what-physical-literacy>

¹² Source: <http://globalnews.ca/news/3026756/heres-why-more-6-year-old-kids-are-developing-eye-problems/>: October 26, 2016.

¹³ Ibid.

¹⁴ Ibid.

found that 43% of kindergarten-aged children from the wealthy British Properties neighbourhood in West Vancouver were vulnerable in relation to the index measures of school readiness related to language skills, emotional maturity, socialization, physical health and general knowledge. Speculation on the reasons for this finding included “the trappings of wealth themselves - live-in nannies, perimeter fences, winding approaches guarded by electronically controlled gates - discourage neighbourhood youngsters from socializing...”¹⁵ While the vast majority of Canada’s population does not belong to the so-called ‘one per cent’ at the top of the income scale like the residents of this neighbourhood, the tendency to reduced socialization with other children may be common across all income groups, given the technological options now available to keep children occupied at home and indoors.

Youth

Engaging youth in recreation is not an easy task, and many communities struggle with the parallel issues of an apparent deficit in meaningful leisure time pursuits for youth, and not being able to ‘hit’ on solutions that will excite and attract high levels of participation by this age group. It appears, however, that need continues to grow for services that can contribute to the wellbeing of our youth - particularly with respect to mental health.

“In the latest results of a long-running landmark survey of Ontario Grade 7 to 12 students, 46 per cent of girls and 23 per cent of boys indicated high levels of psychological distress, including feeling nervous, hopeless or worthless. Two-thirds of Ontario college and university students experienced overwhelming anxiety in the last year while 45 per cent were so depressed it was difficult to function. For youth ages 15 to 24, suicide is the No. 2 cause of death, behind motor vehicles...Fully 75 per cent of mental health issues begin prior to age 25.”¹⁶

This is not to suggest that recreation can or should replace medical treatment for mental health issues. It has a key role to play in both prevention and recovery, however, through the positive effects of physical activity and social connection on mental health. The need for these services supports continuing efforts to engage youth in meaningful, socially-oriented recreation.

¹⁵ Gillis, C. (2016, November). Money can't buy happy kids. *Maclean's Magazine*, 129(44), 21-22.

¹⁶ Treble, P. (2016, October). Sharing the limelight. *Maclean's Magazine*, 129(40), 48.

Older Adults

“The benefits and resultant health outcomes of physical activity participation by older adults are well established, and physical activity is now identified as the single most important factor in maintaining independence” (PARC, 2013, p. 4).

In addition to simply supporting continued engagement and general health, an aging population suggests the objectives of certain recreation programs/activities for older adults will be more deliberately focused on treatment, health maintenance or improvement. A sample of journal articles indicates:

- Aquatic exercise appears to be an effective way to improve physical function in older adults who were not previously participating in regular exercise.¹⁷
- Exercise programs can reduce falls compared with no exercise in older adults living in the community, with Parkinson disease, or with cognitive impairment.¹⁸
- Supervised exercise programs may be a useful addition to depression treatment for older adults.¹⁹
- Tai Chi appears to significantly reduce depressive symptoms in older adults, if done regularly. As a form of exercise, Tai Chi may be more appealing to older adults than other forms of exercise, and it has no demonstrated harms.²⁰

Arts programming is an area that can provide greater scope to engage older adults. The Centre for Elder Research at Sheridan College reports “a positive relationship between participation in the creative and performing arts and healthy aging. As a health promotion strategy, arts programs get a standing ovation. The physical and psychosocial benefits people gain include increased fitness, life satisfaction, and self-confidence. And, when older adults are engaged in the arts, they tend to be more likely to stick with it than other forms of exercise.”²¹

¹⁷ Waller B, Ogonowska-Slodownik A, Vitor M et al. The effect of aquatic exercise on physical functioning in the older adult: A systematic review with meta-analysis *Age and Ageing*. 2016; 45:594-602.

¹⁸ Sherrington C, Michaleff ZA, Fairhall N, et al. Exercise to prevent falls in older adults: an updated systematic review and meta-analysis. *Br J Sports Med*. 2016 Oct 4. [Epub ahead of print]

¹⁹ Heinzl S, Lawrence JB, Kallies G, et al. Using exercise to fight depression in older adults: A systematic review and meta-analysis *GeroPsych*. 2015; 28:149-162.

²⁰ Chi I, Jordan-Marsh M, Guo M, et al. Tai chi and reduction of depressive symptoms for older adults: A metaanalysis of randomized trials *Geriatr Gerontol Int*. 2013;13:3-12.

²¹ Donohue, K. (2016, October). The art of aging. *Maclean's Magazine*, 129(40), np.

2.1.4 Accessibility and Inclusion

Accessibility involves removing the barriers faced by individuals with a variety of disabilities (which can include, but is not limited to: physical, sensory, cognitive, learning, mental health) and the various barriers (including attitudinal and systemic) that impede an individual's ability to participate in social, cultural, political, and economic life. Disabilities can be temporary or permanent. As we age our abilities change and therefore an accessible society is one designed to include everybody; both people with disabilities and people who self-identify as non-disabled.²²

The ultimate goal of advocating and legislating measures to ensure accessibility and inclusion is a new social norm. It is an incremental process, however, that is often contingent on other initiatives. Legislated AODA improvements, for example, are implemented as public facilities and spaces are newly built or significantly renovated. These are often major capital projects that can only be undertaken infrequently. As such, there is justification to go beyond minimum, technically prescribed standards and integrate other approaches to improving facilities and outdoor spaces that optimize inclusivity for the widest range of ages and abilities, and make the environment work to support safety.

Ronald L. Mace (1941-1998), an American architect, lawyer and founder of the NCSU Center for Universal Design, coined the term 'universal design' in the early 1990s. Universal Design:

...is a design concept that recognizes, respects, values and attempts to accommodate the broadest possible spectrum of human ability in the design of all products, environments and information systems. It requires sensitivity to and knowledge about people of all ages and abilities. Sometime referred to as "lifespan design" or "transgenerational design", universal design encompasses and goes beyond the accessible, adaptable and barrier-free concepts of the past. It helps eliminate the need for special features and spaces, which for some people, are often stigmatizing, embarrassing, different looking and usually more expensive (The Center for Universal Design NCSU).²³

²² City for All Women Initiative. (2015). Advancing Equity and Inclusion. A Guide for Municipalities. Ottawa. p. 17.

²³ <https://www.ncsu.edu/ncsu/design/cud/>

Crime Prevention Through Environmental Design (CPTED) uses techniques in architectural and landscape design to create 'natural' impediments to crime and anti-social behaviour and, in turn, increase the perceived and real safety of facility and space users. CPTED "is a proactive design philosophy built around a core set of principles that is based on the belief that the proper design and effective use of the built environment can lead to a reduction in the fear and incidence of crime as well as an improvement in the quality of life" (CPTED Ontario). It is based on three principles that leverage integrated design solutions to promote natural surveillance, access control, and territorial reinforcement.²⁴

Viewed as broad concepts, accessibility and inclusion also include geographic access to, and affordability of, recreation services, the latter of which is the focus of the Every One Plays, the Affordable Access to Recreation for Ontarians Policy Framework.²⁵

2.1.5 Age-Friendly Communities

Age-friendly community plans in Ontario are being prepared with reference to the World Health Organization's (WHO) eight dimensions of an age-friendly community.²⁶

Recreation services influence and/or are influenced by a number of the dimensions as follows:

- Outdoor Spaces and Public Buildings are related to accessing facilities and programs.
- Transportation is related to accessing facility, program and service locations.
- Social Participation, and Respect and Social Inclusion, are related to participation in recreation.
- Civic Participation and Employment is related to volunteerism and/or paid work in recreation, and participation in recreation.
- Communication and Information is related to awareness/knowledge about availability of age-appropriate recreation services.
- Community Support and Health Services is related to services aimed at meeting physical, social, emotional, and mental health needs via recreation.

Recreation service provision, therefore, can enhance the community's age-friendliness by considering these factors in service planning, design and delivery. AODA legislation, Inclusive Design, and CPTED approaches - by virtue of their inclusiveness - embody many of the features of age-friendly communities. The WHO criteria that are not

²⁴ Appendix A contains a brochure that briefly outlines this approach to designing the built environment.

²⁵ See: http://www.prontario.org/index.php/ci_id/3681.htm

²⁶ WHO. 2007. Global Age-Friendly Cities: A Guide
http://www.who.int/ageing/publications/Global_age_friendly_cities_Guide_English.pdf?ua=1

addressed via these approaches can be incorporated in a comprehensive process that clarifies other needs in consultation with service users.

2.2 Implications for Municipal Parks and Recreation Services

Collectively, these trends suggest that municipalities in general will continue to be called upon to do ‘more with less’ in providing parks and recreation services. In addition to providing infrastructure for self-directed activity and traditional community sport, municipal recreation is now required to align itself with health and social objectives in an accessible and inclusive manner, and to improve equity in service provision.

Literature on all of the above-noted trends emphasizes collaboration - both internally and with providers in other sectors - as essential to finding the capacity to achieve a range of integrated service objectives. Municipal recreation departments alone cannot realistically satisfy all the prerequisites to well being - nor is it their mandate to do it single handedly. What needs to be determined is where municipal parks and recreation ‘fit’ in the larger community of responsibility for health and wellbeing, and to implement this in department policies, plans and services.

The CIW report concludes that wellbeing is a “system of interconnected systems” and - to improve it - wellbeing, instead of specific issues, should be at “the centre of decision-making” in an effort to produce systemic solutions. Key policy recommendations that can, in some measure, be used to frame local action on parks and recreation policy include:

- adoption of an “upstream” perspective on health promotion.
- fostering inter-sectoral collaboration within communities to leverage resources and facilitate citizen engagement and cooperation.
- universal access to leisure, arts, culture, sport, parks and recreation to enrich lives (p. 8).

The U.S.- based Healthy Communities Research Group’s ‘Healthy Communities Surveillance and Management Project’ looks to “reposition parks and recreation as a primary preventative community public health provider.”²⁷ A key component of this strategy is engaging all community stakeholders and champions who represent the range of mandates and interests relevant to creating a healthy community.

None of these directions are new, and (as per the CIW report) their optimal success is contingent upon other, national policies aimed at a universal basic income and a Pan-

²⁷ Source: <http://www.gpred.org/wp-content/uploads/2014/09/Beta-Sites-Overview-HCRG-2014.pdf>

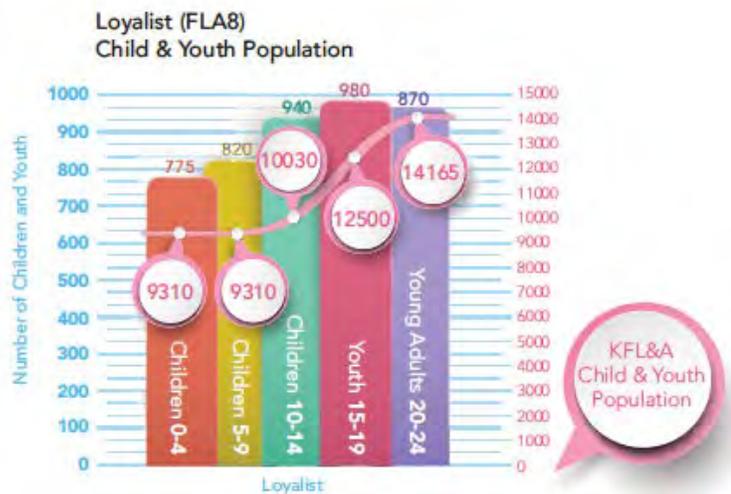
Canadian education strategy - which further demonstrates the integrated nature of public policy. What appears to be occurring, however, is more clarity around a legitimate role for parks and recreation as an important ‘public health’ service, and recognition that collaboration and partnerships will be essential to finding the resources and optimizing the ‘return on investment’ for services that are required to meet myriad objectives in developing and sustaining collective wellbeing.

2.3 Community Profile

2.3.1 Population

In 2011, Loyalist Township’s population was 16,434.²⁸ Aging trends are more prevalent here than in Ontario collectively. In 2011, the proportion of older adults (55+ years of age) residing in Loyalist Township was 31.9% and, of this group, 16.7% were 65+ years old. Comparable proportions for the province as a whole were 27.3% and 14.6%, respectively. The 2011 median age in Loyalist Township was 43.6 years, compared to Ontario’s at 40.4 years.

In addition to an aging population, the following diagram shows that Loyalist Township has comparatively more children and youth than the KFL&A region.



Source: United Way, Kingston, Frontenac, Lennox and Addington. Children and Youth Neighbourhood Profiles 2015. p. 81.²⁹

²⁸ This figure represents the Census population as of June 2011 prorated to the end of 2011 based on Township building department data.

²⁹ This report comprised 2011 data from Statistics Canada Census, and the 2011 National Household Survey.

As noted above, Loyalist Township comprises both urban and rural areas. Urban areas include Amherstview, Bath and Odessa. The balance of the Township’s population lives on Amherst Island or in the rural area. Figure 2.2 shows the estimated geographic distribution of the Township’s population of 17,347 for the year 2017, which is the current or ‘base year’ for the master plan.

Figure 2.2: Current Population Distribution

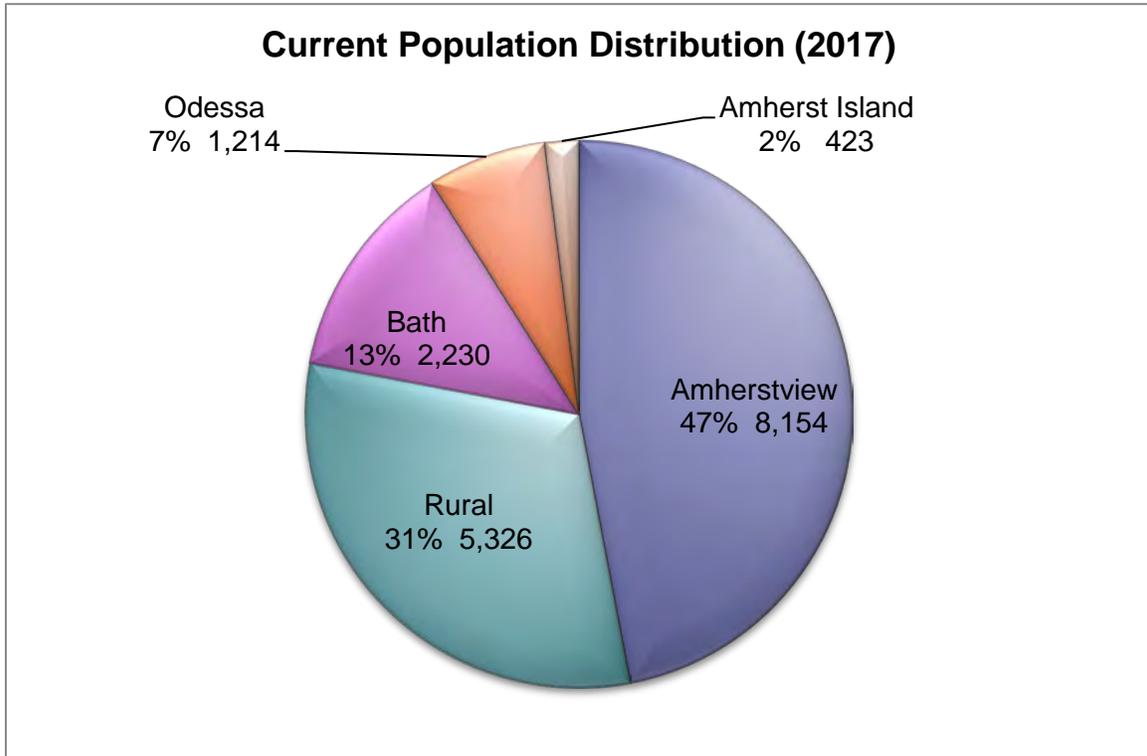


Figure 2.3 shows estimated population totals and distribution for the term of the master plan. Growth over the ten-year period is anticipated to total 1,620 people or 9.3%, which represents a population of 18,967 in 2027.

Figure 2.3: Projected Population Totals and Distribution

	2016	Base year	Short-term	Medium-term	Long-term
		2017	2019	2023	2027
Amherstview (47%)	8,077	8,154	8,308	8,616	8,924
Bath(13%)	2,209	2,230	2,272	2,356	2,440
Odessa (7%)	1,203	1,214	1,236	1,280	1,324
Amherst Island (2%)	420	423	429	441	453
Rural (31%)	5,245	5,326	5,426	5,626	5,826
Total population	17,154	17,347	17,671	18,319	18,967

Overall, the Township’s youth population has been stable since 2006, with about half of this group residing in Amherstview. Amherstview is the youngest of the Township’s four census tracts, and is home to a noticeable number of young families. Bath comprises a relatively older demographic due to its attractiveness to retirees but it also supports family households. Odessa is combined with the rural census tract, which shows a somewhat older age profile than the Province as a whole.

Growth and development in Loyalist Township will continue to be influenced by trends in the Kingston metropolitan area, which is experiencing intensification, and increasing housing costs.

2.3.2 Household Economic Resources

Figure 2.4 contains various indicators of household economic resources. Although Loyalist Township compares well to, or better than, both the KFL&A region and Ontario as a whole on almost all indicators, there are still those in the community who struggle economically.

Figure 2.4: Household Economic Resources

Indicator	% Loyalist	% KFL&A	% Ontario
% prevalence of low income	9.9	13.4	13.9
low income households with children under 18	16.8	15.0	17.3
tenant households spending more than 30% of income on housing	42.6	47.5	42.3
% of households spending more than 30% of income on housing	21.0	25.8	27.0
% population 25-64 with post-secondary education	62.4	65.0	64.8

Source: United Way, Kingston, Frontenac, Lennox and Addington. Children and Youth Neighbourhood Profiles 2015. p. 82.

Food bank use is also indicative of economic hardship. The Partners in Mission Food Bank - which also operates a branch in Amherstview³⁰ - reported the number of food hampers and the people who used them in the Greater Kingston area had both increased between 2007 and 2011. In 2010, approximately 6,300 people turned to the food bank to help feed their families - nearly 40% of those receiving assistance were children.³¹

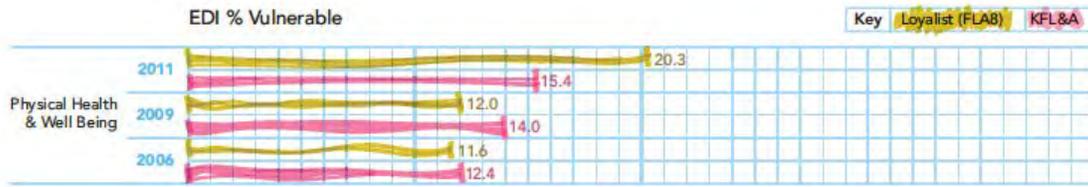
2.3.3 Recreation-Related Indicators

Several sources provide some insight into population indicators that are of particular relevance to recreation services. The EDI,³² which was discussed above (Section 2.1.3), shows that Loyalist Township’s children are becoming increasingly vulnerable in this area, and recently have been more so than those of the Kingston, Frontenac, Lennox and Addington (KFL&A) communities as a whole.

³⁰ The Partners in Mission Food Bank, Amherstview, serves the southern Lennox and Addington County from Amherstview to Bath, and North of Odessa.

³¹ Community Foundation for Kingston and Area. Kingston’s Vital Signs 2011. p. 9

³² measures gross and fine motor skills, holding a pencil, running on the playground, motor coordination, adequate energy levels for classroom activities, independence in looking after own needs, and daily living skills.



Source: United Way, Kingston, Frontenac, Lennox and Addington. Children and Youth Neighbourhood Profiles 2015. p. 83.

Selected ‘Dashboard Indicators’ from the 2016 and 2015 Vital Signs reports suggest reductions in screen time, active transportation, and in physical activity, among KFL&A residents. Based on statistical significance, however, most of these indicators remain unchanged for the years shown:

- In 2011/12 sedentary time (“Screen Time” 15+ hours/week) for youth aged 12-17 years in KFL&A: 58.9%³³
- In 2013/14, physically inactive youth aged 12-17 years in Ontario: 29.5%
- In 2013/14, physically inactive adults aged 18+ years in KFL&A: 46.0%
- In 2013/14, youth and adults (12+ years old) who walked or cycled to and from school or work in KFL&A: 23.1%

The KFL&A Public Health website³⁴ provides facts and figures on health and lifestyle that are indicative of the region in which Loyalist Township is located, and notes:

- In 2013 and 2014, 68.9% of the population 18+ was overweight or obese. As in Ontario, the proportion of those in KFL&A who are overweight or obese increased over time. The local figure for 2000/2001 was 60.1%.
- the proportion of adults 18+ years in KFL&A who are physically active is increasing over time.

2.4 Current Level of Service

In terms of service levels, Loyalist Township is somewhat unique in several ways. Most municipalities of its size (less than 20,000) do not have indoor pools, as they are very expensive to build and operate. Smaller population bases often cannot generate the use levels required to offset these costs. Loyalist, however, has had an indoor pool for 42

³³ Community Foundation for Kingston and Area. Kingston and Area’s Vital Signs 2015; years being compared are Previous 2007/08 and Most Recent 2011/12, p. 6

³⁴ <https://www.kflaph.ca/en/research-and-reports/Facts-and-Figures.aspx>

years (i.e., since its population was below 10,000) that is currently used to capacity. Similarly, it is often the case that small municipalities do not have a dedicated recreation department. Instead, they focus on providing the infrastructure - parks, trails, indoor and outdoor facilities - to support individual pursuits and organized programming by volunteer sports and recreation groups. Loyalist Township, however, has a Recreation Services Department with responsibility for direct municipal programming in the areas of aquatics, recreation, culture, and community programs and special events. It also participates in recreation-related economic development initiatives. The Department has a complement of full and part-time staff to deliver these services. As a result, it has a well-developed municipal program base that provides various services to all age groups. The recently converted fire hall into the Leisure & Activity Centre has provided additional program space for fitness, children's and parent-child programming. Its co-location with the community hall and the Community Sharing Centre has created a small service hub in east Amherstview. Special events throughout the year total about 50, are held in different locations throughout the Township, and cover a wide range of activities and interests.

In addition to programming personnel, the Township has recently added staff in the areas of marketing and customer relations, and community development. Both of these functions are intended to broaden and deepen the reach of parks and recreation services in the Township through heightened awareness and increased support for community-based programs and activities.

The Township is well supplied with local and Township serving parks. These spaces are attractive, well maintained and collectively offer active and passive recreation opportunities to suit a diverse range of ages and interests. Infrastructure Services/Public Works staff are responsible for the maintenance of parks and sports fields as well as facility maintenance, horticulture, and overseeing construction projects.

Survey and focus group participants were often complimentary about the Township's efforts in providing and improving recreation services. Those mentioned specifically included the FITPass; the Leisure & Activity Centre; special events such as Bath Canada Day - noted as good community/family activities that also support the Township's tourism-related economic development interests; and the general level of responsiveness and involvement of Township representatives in further developing quality recreation services for residents.

All the respondents to the Master Plan's residential realtors survey indicated that potential homebuyers in Loyalist Township ask about the proximity of parks, trails and recreation services. Comments included:

- Young families love the parks and services in the Amherstview area.
- The waterfront parks are a big selling feature. Young families very much appreciate all the facilities geared toward younger ages.
- Young married working couples tend to buy in areas that are close to schools and have an easy commute to after school activities. Bath is mainly for retirees that want a slower lifestyle.

2.5 Stakeholder Consultation

2.5.1 Activities, Participation Levels and Promotion

This section summarizes the process and participation levels in a variety of consultation activities provided to community stakeholders for their input in preparing the master plan. Detailed results of all consultation activities are available in a report submitted under separate cover,³⁵ and are included in the analyses in Section 3.0.

The consultation program comprised the following opportunities for all stakeholders in the community to provide input to preparing the master plan in its early stages of development:

- public open house to launch the process and initiate community input
- post card survey, providing an opportunity at various locations throughout the Township for on-the-spot responses to key questions
- random telephone survey of residents
- on-line resident survey posted on the Township's website
- web-based survey of major user groups of municipal parks, facilities and/or trails
- survey of residential realtors on new residents' settlement patterns, and interest in parks and recreation
- brief survey of community organizations with an interest in parks and recreation services
- focus groups with specific interests in parks and recreation
- inter-sectoral partnership roundtable

Figure 2.5 lists these activities and the number of people or organizations participating in each. The following sections detail the process of engagement. Appendix C contains a list of the organizations represented in the figure.

³⁵ Phase Two Report: Community Consultation Findings. December 2016.

Figure 2.5: Summary of Consultation Activities October 20 to November 18, 2016

	<ul style="list-style-type: none"> Public Open House attendance: 87 people signed-in
Surveys	<ul style="list-style-type: none"> Random telephone survey of residents: 400 completed, community-wide On-line resident survey: 205 respondents Post card survey: 361 respondents On-line survey of volunteer park, trail, indoor and outdoor facility user groups: 16 completed of 41 invited Community group survey: 15 completed of 39 invited Residential realtor survey: 7 completed of 23 invited
Focus Groups	<ul style="list-style-type: none"> Inter-sectoral partnership roundtable: 8 agencies represented of 14 invited Arts/heritage: 10 representatives attended of 16 invited Business community: 4 representatives attended of 24 invited Older adults: 4 representatives attended of 19 invited Families with young children: 3 parents/guardians attended of 16 invited Parks, trails, natural environment: 8 representatives attended of 16 invited Sports groups: 14 representatives of 37 invited Youth: 0 attendees of 15 invited

With initial direction from the consultant, the Township launched a promotional campaign early in the process to maximize community awareness and participation in the master planning process. Material that was produced and disseminated throughout the Township included posters that were installed at various locations, which advertised the various opportunities being provided for the community to engage in preparing the master plan; media release; Facebook page for community postings; Township webpage; and Tweets.

2.5.2 Public Open House

A public open house was held on the evening of Thursday, October 20, 2016 to launch the study and begin gathering community input for the plan. The open house comprised several stations, each of which was manned by a consultant for participants to engage in informal discussions about their interests in parks, trails, and recreation facilities and programs. Suggestions for new or improved services could also be marked on maps, posted on sticky notes, provided on comment sheets and/or noted on the post card survey (see below). A number of municipal recreation staff were also on hand to speak

with residents, and to provide a community BBQ. A total of 87 people registered on sign-in sheets at the door. This number represents strong attendance. Moreover, actual attendance was likely higher since not all visitors signed in.

2.5.3 Organizational Surveys and Focus Groups

- On-line Survey of Volunteer Park, Trail, Indoor and Outdoor Facility User Groups
- Community Group Survey
- Residential Realtors Survey
- Focus Groups with interests in: arts, culture and heritage; parks, trails and the natural environment; sports groups; the business community; older adults/seniors; families with young children
- Partnership Roundtable

A letter of introduction about the master plan and the purpose of the survey to its preparation was emailed from the Township to each organization to be invited to participate in the activities identified in Table 2.5, along with the link to access the questionnaire and/or an invitation to a focus group, depending on the relevant engagement method.

The letters to potential respondents to the three surveys listed in Figure 2.6 below were issued the week of October 24, 2016 with an original deadline for completion of November 10, 2016. The Township issued two email reminders through this timeframe, with the second reminder announcing an extension of the deadline to November 18, 2016. The final response to these surveys was low, which is not entirely unusual, and this possibility is always anticipated by providing a variety of vehicles for individuals and groups to provide input to the plan’s development.

Figure 2.6: Participation in Surveys

Survey	Number Invited	Number Responding
Park, Trail, Indoor and Outdoor Facility User Groups	41	16
Community Groups	39	15
Residential Realtors	23	7
Totals	103	38

The letters of invitation to focus groups and the partnership roundtable were issued the week of October 24, 2016, requesting an RSVP. The initial response to the invitations for certain topics was limited, prompting the Township to contact invitees by telephone to remind them of the upcoming sessions and our interest in having them participate. The sessions were held over two days - November 16 and 17, 2016 - and opened with a short presentation on the purpose and process of the master plan study, followed by discussion on the particular interests of each group in parks and recreation service development in the Township. Table 2.7 shows the number of agencies, organizations and/or individuals invited to each session, and those attending.

Figure 2.7: Participation in Focus Group Sessions

Session	Number Invited	Number Attending
Inter-sectoral Partnership	14	11*
Arts, Culture, and Heritage	16	10
Parks, Trails, Environment	16	8
Older Adults/Seniors	19	4
Families with Young Children	16	3
Business Community	24	4
Volunteers Sports Groups	37	14
Youth	15	0
Totals	157	54

*several sent two representatives; 8 agencies were represented

A total of 157 agencies, organizations or individuals were invited to participate in the sessions, and 54 attended. As indicated in Figure 2.7, turnout for a number of these sessions was low, while for others it was strong and represented considerable interest in the topic as it relates to the master plan.

Despite extensive efforts on the part of the Township to recruit participants, we were unable to host a youth focus group. Efforts to organize this particular group comprised the following:

1. contact with all minor sporting groups asking for names of participants from their organizations who would be interested, to which there was no response;
2. asked part time staff (lifeguards, instructors, camp leaders) to participate, and none expressed interest in attending;

3. spoke with individual youth who use municipal recreation facilities or outdoor spaces (skate boarders, public swimming / skating, current volunteers), and none expressed interest in attending;

4. invited individual youth who had expressed interest in a skate board park over the past four years via email.

All potential youth participants were explained the purpose of the Master Plan and the objectives of the focus group in learning about youth interest in new/expanded programs, activities, and facilities. Participants were also told that a pizza meal was planned for those who attended.

2.5.4 Resident Surveys

- Random Telephone Survey of Residents
- On-line Resident Survey
- Post Card Survey

The telephone and on-line resident surveys were designed by the consultant, reviewed by the Township, and administered by a survey research firm. The two surveys asked the same questions. The random telephone method was used to provide statistically significant results, capturing population from all areas of the Township, and both users and non-users of recreation services. The on-line version was made available to the community-at-large via a link on the Township's website. Respondents self-selected to participate and so were more likely to comprise residents with an active interest in recreation services. The random survey was conducted between October 25 and November 4, 2016, while the on-line survey was posted until the extended deadline date of November 18, 2016.

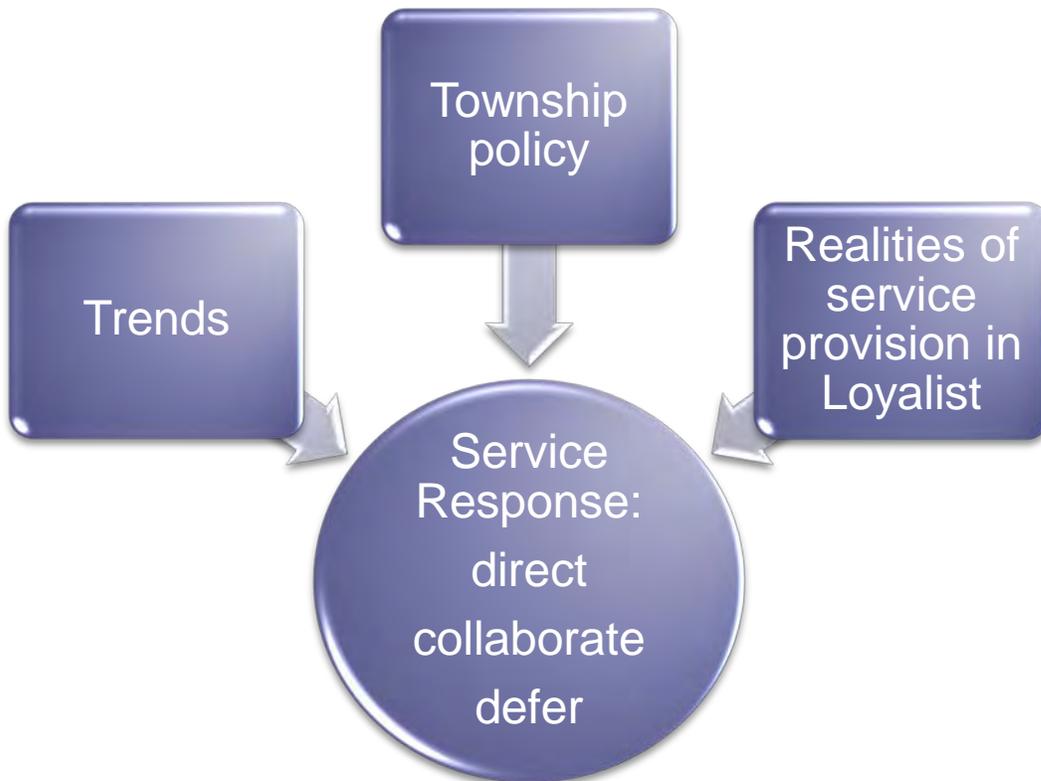
The post card survey comprised several key questions taken from the longer surveys on a 5" x 7" card that was placed, along with ballot boxes for deposit, in numerous locations throughout the Township. Collectively, these three activities generated 966 responses: 400 random telephone, 205 on-line survey, and 361 post card respondents, respectively. These three surveys generated a strong response from the community, both collectively and as individual vehicles.

3.0 Directions for the Future

3.1 Framework for Analyses

The framework for the Master Plan’s analyses and recommendations builds on the overarching trends discussed above, corporate policy that will continue to shape future service development, and the realities of service provision in Loyalist Township. In combination, these variables will determine how the Township responds to demand for more or improved services - as a direct provider, by collaborating/facilitating provision through non-municipal organizations, or by deferring service provision to others (e.g., private/commercial sector). Partnerships occur in the area between direct provision by the Township and full provision by other providers. Partnerships can take many forms, depending on the services being provided and the parties to their provision. Figure 3.1 outlines the ‘inputs’ to the Township’s service response, which are discussed below.

Figure 3.1: Framework for Master Plan Analysis



3.1.1 Overarching Trends Reflected in Township Policy

Figure 3.2 borrows the five goals from *A Framework for Recreation* to summarize the overarching trends, and aligns these with enabling policy that is already in place in Loyalist Township. It is important to note that the Framework considers recreation as “an umbrella term for recreation and parks, as well as recreational activities in physical activity, sport, arts, culture and heritage. When recreation in nature is discussed, the term “parks” may be specifically added to acknowledge the lead role of parks services” (p.7). In relation to Goal 3, it also notes, “Recreation and parks has [sic] a key role as a steward of natural environments: protecting and interpreting parks, trails, waterways and wilderness areas, managing and balancing the needs of natural ecosystems with the needs of users, and minimizing any negative impacts resulting from services and programs” (p. 13). Finally, the Framework recognizes that its successful implementation requires broad-based collaboration among interested municipal departments, non-municipal organizations and agencies, and the private sector (p. 5).

Figure 3.2: Overarching Trends Related to Township Policy

Goal from A Framework for Recreation ³⁶	Document	Loyalist Township Corporate Policy
(1) Foster active living through physical recreation.	Official Plan	<p>facilitating an integrated pedestrian, vehicular, and bicycle transportation system (p. 1-3), in addition to public transit (p. 3-8)</p> <p>developing a road system that serves pedestrians and cyclists as well as the requirement of motorists (p. 3-9)</p> <p>promote Healthy Lifestyles, Culture, Heritage and Sports</p> <p>develop rural and urban design guidelines and policies to promote healthy, walkable and accessible communities</p> <p>actively promote healthy community features when reviewing development proposals</p>
	Strategic Plan	
(2) Increase inclusion and access to recreation for populations that face constraints to participation.	Official Plan	<p>where possible and feasible, ensuring universal physical access to publicly accessible spaces and buildings (p. 5-36), and promoting barrier free (physically accessible) design of pedestrian ways (p. 4-48)</p> <p>committed to continued accessibility improvements to all municipally owned facilities, premises and services for all persons with disabilities; the concept of universal design; providing quality services to those with disabilities;</p> <p>prevention of, and planning to remove, all obstacles to promote equal opportunity and participation by residents and visitors with disabilities, i.e., physical barriers, architectural barriers, information or communication barriers, attitudinal barriers, technological barriers, barriers created by policy or practices (p. 14)</p>
	Multi-year Accessibility Plan	
(3) Help people connect to nature through recreation.	Official Plan	<p>promoting the use of environmentally sensitive areas and associated open space elements for passive recreation and educational purposes (p. 3-8).</p> <p>environmentally sensitive areas are both protected from incompatible activities and integrated with the Township and Conservation Authority open space systems (p. 1-3)</p> <p>recognizing, preserving and enhancing the natural and cultural heritage of the Township including the built</p>

³⁶ Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council (February 2015). *A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing*. Ottawa: Canadian Recreation and Parks Association. 40 pages. www.lin.ca.

Goal from A Framework for Recreation ³⁶	Document	Loyalist Township Corporate Policy
<p>(4) Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.</p> <p>(5) Ensure the continued growth and sustainability of the recreation field.</p>		<p>environment, the archaeological record and notable landscape elements (p. 3-8) developing a tree planting program (p. 3-9)</p>
	Official Plan	<p>providing passive and active recreation facilities in areas of population concentration consistent with the needs of the residents (p. 3-8) providing an appropriate level of recreation and social facilities, at appropriate locations, and municipal services such as roads and sidewalks to ensure the safety and welfare of local residents and tourists (p. 3-6) identifying deficiencies in public infrastructure that represent realistic, and attainable community improvements (p. 3-6) reusing vacant lands or buildings to accommodate activities of value or benefit to the community (p. 3-6)</p>
	Official Plan	<p>investigating partnerships with other municipalities, government agencies or the private sector to ensure maximum benefit is derived by Township taxpayers in the provision of physical and social services (p. 3-9), including recreation and culture facilities/services, a waterfront trail and linear open space systems along water bodies (p. 3-8)</p>
	Strategic Plan	<p>foster partnerships with diverse stakeholders to prepare an ecologically sensitive and shoreline lands assembly plan: based on the strategic direction in the Official Plan and (Parks and) Recreation Master Plan, by identifying stakeholders and opportunities for land assembly and partnerships continue to review options for alternative service delivery</p>

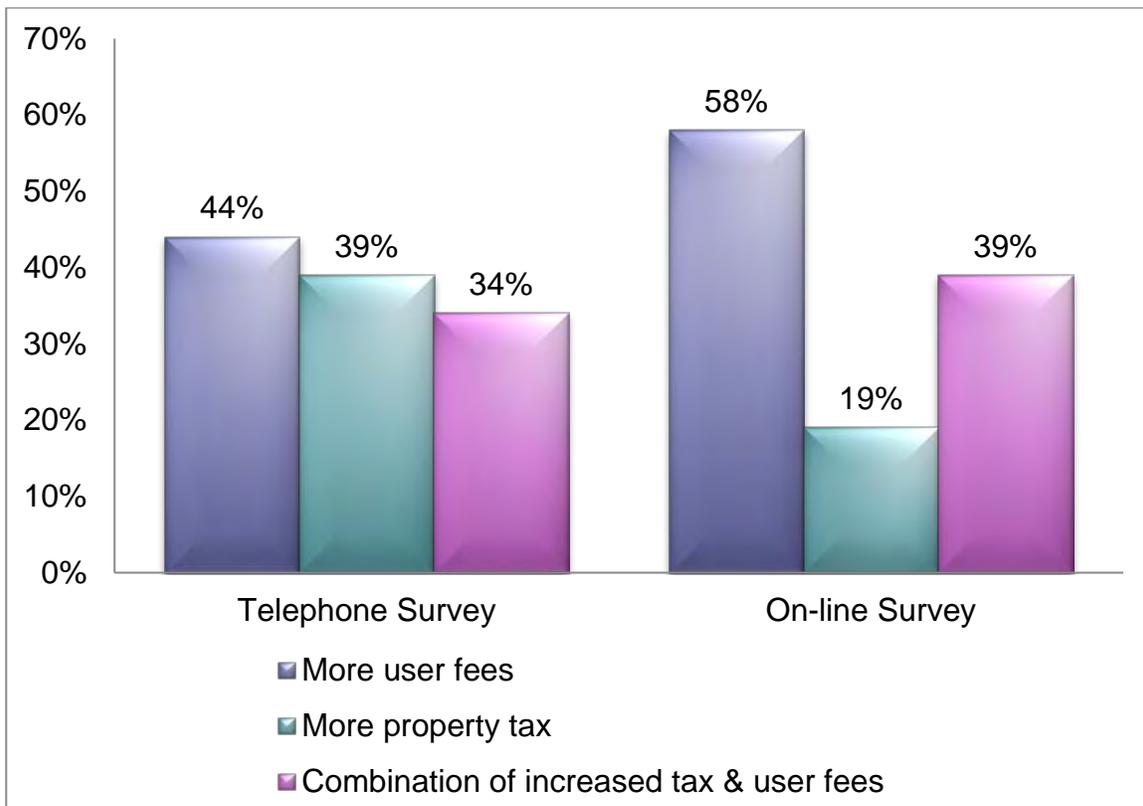
3.1.2 Realities of Service Provision in Loyalist Township

Fiscal Capacity and Responsibility

As noted in Section 2.4, the Township provides a relatively high level of service in the area of parks and recreation. The net 2016 budget for Recreation Services (\$2.3m) was the third largest among six items. At the same time, expenditures are at a level that makes it difficult to greatly increase property tax funded services.

The results of community consultation revealed greater support for methods other than tax increases to finance parks and recreation services. Both resident surveys and the user group survey asked a question about willingness to pay for improved parks and recreation services in Loyalist Township. Figure 3.3 shows that respondents to both surveys clearly favour user fees as a means of financing service development.

Figure 3.3: Residents' Willingness to Pay for Service Improvements



Thirteen of 15 facility user groups that responded to the survey pay fees for the facilities they use. Two of three groups indicated willingness to start paying or pay higher users fees to improve the quality of the facilities, parks or trails they use. Two of nine groups noted willingness to contribute to capital costs, and six of 12 organizations would help with fundraising, with five groups indicating uncertainty in this regard.

Several community groups noted the need to optimize use of existing resources in an affordable way, and to be clear on the tax-related implications of service development before decisions are made, particularly in view of concerns over tax increases.

The Economic Development Growth Strategy contains a principle that sums up a judicious approach to municipal spending, and implicitly supports the notation of leverage: “Prioritize goals and actions that maximize return-on-investment and allocation of limited budget and resources” (p. 6).

From the perspective of revenue generation, a guiding principle of the Economic Strategy is to, “Improve residents’ quality of life by enhancing recreational, cultural and social opportunities which can also be leveraged to attract visitors” (p. 6). The Strategy identifies tourism assets in Loyalist Township that are the responsibility of the municipality, including historic heritage in Bath...beautiful waterfront area...parks and recreation facilities (p. 47), and suggests these resources (as well as other privately owned facilities) are underutilized in their potential to attract visitors (p. 25). At the same time, it specifies an appropriate partnership role for the Township in tourism development, as one of many actors with mandates in this area, is to “provide linkages among current assets and resources via partnerships with local or regional organizations” (p. 25).

The Township prepared an Asset Management Plan for its public works infrastructure in 2013.³⁷ At that time, it was not mandatory for recreation (and fire) infrastructure to be included in assets. Over the past year, Township staff have worked to update and overhaul the Asset Management Plan and it is close to completion. All recreation facilities are now included as assets, and the updated plan will be submitted to Council in the spring of 2017. The minutes of the August 8, 2016 regular Council meeting (pp. 67-74 of 243) includes a report on Proposed Policy Revisions Capital Budgeting, which sets out how the Asset Management Plan will be used to determine “the Township’s capital spending priorities. It will consider the life cycle of assets including construction, operating, maintaining, renewing, replacing and disposing of infrastructure assets.” An asset management plan will be particularly important to future facility renewal and development over the term of the Master Plan.

³⁷<http://www.loyalisttownship.ca/default/assets/File/2013%20Asset%20Management%20Plan.pdf>

Aging Infrastructure

“Capital projects are for major rehabilitation, replacement or expansion of existing assets and the acquisition or creation of new assets, such as roads, sewers, parks and arenas. Loyalist Township faces significant capital infrastructure requirements to replace aging infrastructure, meet regulatory compliance and maintain service levels for residents.”³⁸

The Master Plan study included a high level assessment of required improvements to aging infrastructure. Improvements to outdoor parks infrastructure for sport and recreation are addressed in relevant discussions in the Plan. A more detailed report on major indoor facilities, submitted under separate cover, is summarized here as follows:

Both the indoor pool at the W.J. Henderson Recreation Centre and the arena are 42 years old (built in 1974). The library was built in 1994. Despite ongoing discrete improvements and high maintenance standards, these facilities require considerable capital investment to ensure optimal lifespan and operating conditions. Key deficiencies or areas for improvement are noted below.

- AODA accessibility
- HVAC system
- pool mechanical/pump/filtration systems and surfaces
- accessible male, female and family wash/change rooms
- storage

The Community Hall and the Willie Pratt Field Canteen are also in need of improvements. The community hall requires an improved HVAC system (as part of the entire building) and a better security system. The Canteen is very dated and requires a complete renovation. The master plan considers these requirements in conjunction with future facility needs and the potential to combine required improvements over the long-term in a coordinated, comprehensive manner.

As in all Ontario communities, facility accessibility is an important consideration in Loyalist Township. Accessibility is now required by legislation (AODA, 2005), and improvements are increasingly becoming part of the fabric of facility design and

³⁸ Source: Loyalist Township website
<http://www.loyalisttownship.ca/default/assets/File/2016%20Budget%20Insert.pdf>

construction. The age of some of the Township's facilities and lack of alternatives, however, highlights the need for accessibility improvements. As the major recreation facility in the Township, for example, the W.J. Henderson Recreation Centre is only partially accessible, which effectively precludes use by disabled patrons. Appendix D lists the detailed recommendations from the indoor facility assessment.

Service Configuration and Distribution

There are several important and potentially contradictory variables related to facility planning, improvements and development in the Township. In keeping with broader trends in recreation and social services, interest exists in providing facilities in centralized hubs that optimize flexibility by accommodating a variety of uses. Hubs provide a convenience to users in 'one-stop' shopping and also afford cost efficiencies in facility and service provision. This approach, however, necessarily concentrates facilities in one or two locations and, to optimize access, inevitably leads to siting them in areas of the highest population concentration. In a community like Loyalist Township that has several settlement areas and also supports a dispersed rural population, centralized facilities present a disadvantage to those who live in areas outside the 'hub' communities. To a considerable extent, the hub potential has already been established in Loyalist Township with the co-location of existing major facilities. This configuration, therefore, is a given that will necessarily direct the location of facilities that may be needed to support or complement those already in place. It is also more cost-effective and environmentally sensitive to intensify development in existing settlement areas. At the same time, the potential to improve geographic access to facilities and programs is considered in assessing future possible service configurations.

3.2 Program, Activity and Special Event Development

3.2.1 Overview of Findings and Key Trends

Figure 3.4 groups the results, of the random and on-line resident surveys on program/activity interests among those not currently participating, into indoor and outdoor pursuits and, under each of these headings, into general programs/activity categories. The bolded figures indicate those most frequently mentioned by each group of respondents.

Figure 3.4: Programs/Activities of Interest to Those Not Currently Participating

Areas of Program/Activity Interests	phone (99 respondents)	on-line (97 respondents)
Indoor Programs/Activities		
Programmed Swimming, Fitness & Wellness		
Swimming (e.g., instruction, recreation, fitness, therapeutic)	74%	41%
Wellness programs (e.g., yoga, tai chi, Pilates, nutrition)	69%	49%
Group fitness classes (e.g., boot camp, aerobics, aquafit)	53%	37%
Social & Learning		
Social/club activities (e.g., youth drop-in, seniors club, new moms)	48%	28%
Education/self improvement/interest (e.g., computer, book club, cooking)	66%	31%
Indoor Team Sports		
Gymnasium sports (e.g., badminton, basketball, volleyball, pickleball)	46%	29%
Other indoor sports (e.g., carpet bowling, quoits)	35%	10%
Arena ice activities (e.g., hockey, broomball, sledge hockey, skating)	18%	42%
Arena non-ice activities (e.g., floor hockey, box lacrosse, skate boarding, in-line skate boarding)	18%	27%
Arts, Culture, Heritage		
Visual arts (e.g., painting, photography, digital media)	52%	31%
Crafts (e.g., quilting, woodworking)	46%	29%
Performing arts (e.g., drama, choral)	34%	14%
Other Indoor Programs/Activities		
Martial arts (e.g., karate, tae kwon do, jiu jitsu)	24%	12%
Individual fitness training (e.g., weights, treadmills, etc.)	34%	44%
Camps (e.g., day, March break, etc.)*	25%	22%

Outdoor Programs/Activities		
Seasonal and Self-directed Activities		
Summer programs / activities (e.g., nature/environmental, hiking, fitness, etc.)	51%	34%
Winter park/trail programs/activities (e.g., cross-country skiing, snowshoeing)	32%	42%
Water sports (e.g., kayak, canoe, sailing, fishing)	34%	41%
Outdoor Team Sports		
Outdoor pickleball	29%	8%
Field sports (e.g., ball, soccer, football)	15%	22%
Tennis, beach volleyball	10%	14%

*combination indoor/outdoor

Postings on Facebook and discussion at focus groups revealed the following interests in programs and activities, many of which can be provided in gymnasium or multi-purpose program space. These are listed according to activities/programs that are group-specific, interest-specific or both. Facility needs are addressed in the next Section 3.3.

Group-specific	Both	Interest-specific
intergenerational activities	computer classes for seniors	pickleball popular and growing
	pickleball for younger adults	walking club from LAC
more variety for younger families	supervised family gymnasium time	coffee drop-in at LAC
variety for moms and infants	stroller-fit	music and the arts
home-based services for older adults	structured baby programs & parent socializing	community choirs
	grow tennis club to engage more children and youth	community bands
	youth performing arts	arena floor uses in summer

As discussed above, key trends focus on seamless inclusion and integrating health and social supportive objectives in programming - some of which are inherent to participating in any sort of recreation, and others that are deliberately designed into programs to address a number of objectives simultaneously.

Municipalities are increasingly being called upon to provide recreation ‘infrastructure’ to allow people to engage in unstructured physical activity and recreation on their own,

outdoors and year-round. Park space is also being more intensely used to provide both casual-use infrastructure and programs.

Larger collaborative networks and more partnerships are emerging to provide the breadth and quality of services that are growing the scope of recreation services.

3.2.2 Demand-driven Supply

Appendix E contains a summary of programs and activities that are currently offered in Loyalist Township by type, provider, seasons offered and age group served. Providers include a broad base of volunteer organizations in the community, a number of which participated in community consultation activities. Collectively, the program supply in the Township is geared to a wide range of age groups throughout the year. When supply is compared to the interests shown in Figure 3.4, the results are understandable in most cases. Relatively strong interest in wellness, group fitness, and education/self interest/improvement is likely a reflection of no or limited facility space to expand the program supply in these areas. Similarly, proportionately greater interest in outdoor, land and water-based seasonal activities, and visual arts, suggests a relative lack of programming/instruction in these areas. Individual fitness training interest is most likely based on the desire to have facilities made available locally. The very strong interest in swimming, however, is somewhat surprising in a community with an indoor pool, and a comprehensive swim program.

The most often-reported barriers to participation for all programs/activities (10% or more of telephone or on-line survey respondents reporting barriers) were: program times/facility hours are inconvenient; facilities/programs/activities of interest are not provided; lack of time/too busy; too expensive to use facilities/programs. While certain of these factors such as too busy/lack of time on the part of residents are not supply-related, the potential to affect others through altered scheduling or new program/activity introduction can be investigated with users/potential users. At the same time, significantly expanding indoor programming will be restricted until additional facility capacity is introduced, and these opportunities are discussed in conjunction with facility needs (Section 3.3.2). Opportunities for program development that do not require major facility investments and that can provide a base for future growth are discussed below, under the headings what, who, where and how. As a high level document, the Master Plan cannot pinpoint specific program requirements in marketing terms. It identifies areas for further investigation and development based on community input and broader trends in program directions.

What

Arts, Culture and Heritage

Arts and heritage programming is sometimes overshadowed by the recent focus on the physical activity aspects of recreation for health. Loyalist, however, has adopted *A Framework for Recreation's* definition of recreation, which includes these interests. Moreover, community recreation has traditionally included arts, culture and heritage services.

This area of programming is broad and includes both participants and spectators in the performing arts and visual arts. Culture and heritage programming comprises that which is of interest to local residents, and can also be of interest to visitors. The built heritage of the Township is discussed as part of indoor facilities. Special events are discussed below in terms of both resident and visitor interests. This section deals primarily with opportunities for increasing the range of programs/activities available to Township residents.

Close to 200 respondents to the master plan resident surveys who do not currently participate in these types of activities indicated interest in visual arts, performing arts and/or craft programs. Interest in more opportunities to participate in music, arts (including performing), and culture programs/activities was also reported through Facebook posts. Arts, culture and heritage programming is amenable to design for all age groups, a wide range of interests, and both structured and unstructured activity – and so offers opportunities to increase programming for the community as a whole.

A number of volunteer organizations in Loyalist Township currently offer local arts and culture/heritage programs and activities. The arts and heritage focus group attracted ten organizations that are strongly interested in further developing this aspect of programming for both residents and visitors. There is considerable potential, therefore, to develop this component of programming in Loyalist Township.

Outdoor Programs and Activities

While there is nothing to prevent people from being active outside on their own, there may be opportunities for the Township to increase participation in both structured and unstructured outdoor activities. Taking indoor programming outdoors during the late spring, summer and early fall can both activate park spaces and benefit participants, particularly in areas not close to indoor programs. Activities like yoga, pilates, tai chi, etc. are amenable to outdoor provision in park settings. The Township has provided these types of programs in the past with limited response. There appears to be community interest, however, in outdoor recreation that can continue to be tested through new program offerings.

Resident interest in activities such as cross-country skiing, snowshoeing, hiking, kayaking, sailing, etc. can be supported in several ways - alone or in combination, depending on the program/activity and available resources:

- developing and operating a Township equipment-borrowing library or rental service (e.g., snow shoes, canoes);
- directly providing or contracting instructors to teach needed skills/lead activities (e.g., kayaking, cross-country skiing, hiking);
- developing community volunteer groups to take responsibility for a program/activity (e.g., hiking club);
- establishing agreements with commercial providers (e.g., sailing school) to offer introductory programs on behalf of the Township.

Health-oriented Recreation Programming

All recreation is health-oriented on some level. As discussed elsewhere in the Plan, nature-based and physical literacy programming contributes to healthy infant and child development, and can preclude later acute or chronic health issues. Wellness in the areas of nutrition and general physical and mental fitness for everyday living is an area of ongoing program growth. This is an area in which Loyalist residents expressed considerable interest in programming. Current trends are also integrating recreation into treatment programs for certain health concerns. As indicated in the Master Plan's partnership roundtable session, for example, there is local interest in the medical profession in providing patients with prescriptions for physical activity.

Recreation is also integrating new approaches to addressing aging-related physical and mental health concerns such as falls prevention/rehabilitation, dementia, chronic diseases such as arthritis, back problems, high blood pressure, mood disorders, and stress reduction. The Township's population profile suggests local recreation programs/activities - in addition to providing social participation and enjoyment - will increasingly need to target these areas. Ideally, programs/activities should be designed to simultaneously meet several areas of need. Recreation programs for individuals with dementia, for example, incorporate cognitive elements along with physical and social aspects.³⁹ Other age groups, such as youth, also benefit from recreation-based contributions to health treatment and recovery programs, as the following quote from CMHA indicates.

³⁹ Source: Minds in Motion program: <http://www.alzheimer.ca/en/on/We-can-help/Minds-In-Motion>

Mood Walks is a province-wide initiative that promotes physical activity in nature, or “green exercise,” as a way to improve both physical and mental health. Led by the Canadian Mental Health Association, Ontario, in partnership with Hike Ontario and Conservation Ontario, Mood Walks provides training and support for community mental health agencies, social service organizations and other community partners to launch educational hiking programs, connect with local resources, and explore nearby trails and green spaces. In 2016, the Mood Walks for Youth in Transition project supported 41 organizations across Ontario to launch new hiking groups for youth who are at risk of, or experiencing, mental health issues.

Arena Non-Ice Activities

The arena currently hosts lacrosse, children’s recreation programs, and private rentals from April to June, with a considerable amount of unscheduled time that could be used for other non-ice activities. As of the beginning of July, the ice is installed for the next nine months, which may require non-ice uses to adopt a more intense schedule to accommodate a full roster of practices, games, etc. The Township should expand programming in new areas to use unscheduled floor time in arena.

In addition to floor-based sports/recreation programming, the arena may offer additional opportunities to hold major events such as the Leadercast conference, which is being held in Loyalist Township for the second time in 2017. Opportunities to increase use of the arena for these types of events should be investigated.

Education/Self improvement/Interest

As noted above, survey findings indicated noticeable interest in these types of programs (e.g., computer, book club, cooking), and the potential range of programming in this area is essentially limitless, providing appropriate facilities and resources are available to operate them.

A rapidly growing programming area focuses on food, cooking and nutrition skills. Programs can range from workshops and demonstrations to recurring community kitchens that work intensively with a group of participants to build skills over time. Programs targeted to a diversity of adults, children, seniors and youth are delivered in a

balanced way to encourage food and nutrition education for all.⁴⁰ While many of these types of programs are targeted to those with limited resources, this does not preclude their importance and usefulness to all members of the community. As lifestyles in general have trended increasingly to compromised nutrition and a decline in meal preparation, many people at all income levels can benefit from improved food literacy.

Special Events and Festivals

As noted above, close to 50 festivals and special events are held in Loyalist Township each year, and are major contributors to community building, image and tourism. Appendix E contains a list of events as part of the program inventory. Many are local volunteer-based initiatives, attesting to a strong volunteer sector in the Township that has been instrumental in organizing and executing many of the community's festivals and events. At the same time, the municipality provides seven community events per year directly, and it supports many volunteer-driven programs. Visitor-oriented events are predominantly organized, promoted, and implemented by the County.

Clearly, there is considerable enthusiasm and active engagement in local special events, which are important to both their individual success and their overall contribution to community building. Large majorities of respondents - 82% and 72% telephone and on-line survey respondents, respectively - are familiar with the various special events that are held in the Township throughout the year. Similarly, the majority of both groups reported that they, or members of their households, attend special events, the most popular being the Santa Claus Parade, Canada Day Celebrations, Halloween events, and Christmas Park Lighting Event.

Although certain events are by nature geared one way or the other, there is no hard line between community and visitor-oriented events and festivals in terms of who attends/participates. Indeed, any event - if effectively promoted - has potential to attract visitors from outside the community. The primary distinction between the two is the objective or purpose of providing the event/festival, which in turn, determines the involvement of providers at various levels (e.g., neighbourhood or Township-serving volunteer group, the municipality, the County, commercial sector, etc.) to develop, finance, and deliver it. Local events are important to community building, and offer opportunities for residents in different areas of the Township to come together. For visitor-directed events, in particular, satisfying the high expectations of tourists needs to be considered - particularly as word-of-mouth is a reliable source of promotion.

⁴⁰ Source: Regent Park Community Food Centre - Food Skills Coordinator job description

Weekends are generally preferred times for special events and festivals. Fifty events per year likely means that several are occurring simultaneously on a number of weekends. While there are no indications that concurrent programming “splits” the market of potential participants, it is a factor to consider in further developing this component of supply - particularly given that the most of the ongoing events/festivals (38 of 48) already serve visitors, in addition to residents. At some point, the ‘investment’ in provision - including non-monetary resources - will render individual events too costly to deliver unless increasingly larger numbers of visitors can be attracted. Some rationalization, therefore, may be required in this area through a County, Township and neighbouring municipalities collaboration to work with event providers and determine future directions, based on:

- identifying specific objectives related to tourism vs. local special event development, and criteria to determine when a local event takes on a tourism-orientation and, therefore, requires additional support from the County (and possibly other parties);
- choosing appropriate, locally-specific themes to focus and build on;
- evaluating the current situation in terms of themes, participation trends, issues around scheduling conflicts, access to facilities, competition for resources, service duplications, etc.;
- opportunities to thematically link, better coordinate or combine smaller or differently located events, and to ‘piggy-back’ with other recreation initiatives.

Township Council recently adopted the following criteria for Designating a Municipally Significant Event, which relate to the first point above:

- The event must be open to the public and is expected to bring a substantial number of people into the community, and
- Expected to create a positive economic development impact for the community, and
- Expected to promote the area regionally, provincially, nationally or internationally.

Ideally, tourism initiatives should focus on several themes that can be built and promoted as Loyalist-specific. The first step, therefore, is to identify existing events/themes that are unique to Loyalist and amenable to tourism objectives. Bath Canada Day is already a major visitor draw and something that is unique to the Township. Through its recently instituted community development position, the Township has increased its support to the Event Committee in its job of managing and operating this huge undertaking.

Not many Ontario municipalities have islands, and fewer (especially in eastern Ontario) have islands that can be casually visited by the public. Islands have a mystique, which

piques people's interest. Amherst Island has several unique attractions that could be further leveraged as tourism draws - including the Dry Stone Walls Festival/Workshops, the Emerald Music Festival, the Waterside Summer Concert Series, the three municipal beach access parks, and the Waterfront Trail. A new ferry and dock to serve the Island will be operational in 2018/19. Although the schedule and turnaround time will not change, the new ferry will be 1.5 larger than the existing ferry so will be able to transport more vehicles per trip than currently. This will improve the flow of people to and from the Island. At the same time, there are basic amenities with which visitors should be provided including permanent and well kept washrooms/changerooms, drinking fountains, seating/picnic tables, bicycle parking, trash receptacles, etc. that are conveniently located at various destinations points. In locations where the requirement is for visitors to 'leave no trace', there should be signs explaining this, making the lack of trash bins understandable and ideally precluding or at least minimizing inappropriate behaviours in this regard. The appropriate location for permanent washroom facilities on Amherst Island needs to be determined in view of requirements to support Sand Beach users, special events, and tourist activity at other points of interest on the island. Amenity improvements are also noted in the parks and trails section of the Master Plan.

Historic places have great potential for interpretative programs via plaques and signage along travelways and at individual properties/structures. In addition to interpretative signs, effective wayfinding signage is essential to a positive visitor experience. Section 3.4.9 of the Master Plan discusses trail signage.

There is community interest in providing a covered stage/amphitheatre and electrical services in Bath Centennial Park (north side) for entertainment and vendors. This type of feature, if optimally designed, could support various community and tourism-related entertainments and vendor events including art/artisans markets, and the farmers market that is currently held here. It could also be used as a sheltered, floor area for outdoor recreation programming (e.g., yoga, tai chi, etc.).

Tourism initiatives should be pursued with the County's involvement and support, to ensure available funding is directed to local efforts that benefit larger tourism objectives, and to integrate a regional perspective in planning, promoting and delivering these experiences. Loyalist Township, for example, has limited accommodations for overnight visitors but Kingston and Napanee have these services. "Visitor packages" might be arranged with some nearby motels/hotels outside the Township that include the cost of visits to destinations/events/experiences within Loyalist.

Some of the local organizations involved in these efforts will be the same ones providing arts, culture and heritage programs/services to residents. As noted above, the County and Township should take the lead in determining tourism objectives with other area

municipalities and relevant public agencies, local volunteer groups, and interested commercial operators, to establish service directions, the resources, and the sources for these, that will be needed to carry out desired programs. This includes capital improvements to local historic structures that are needed to deliver high quality resident and visitor events.

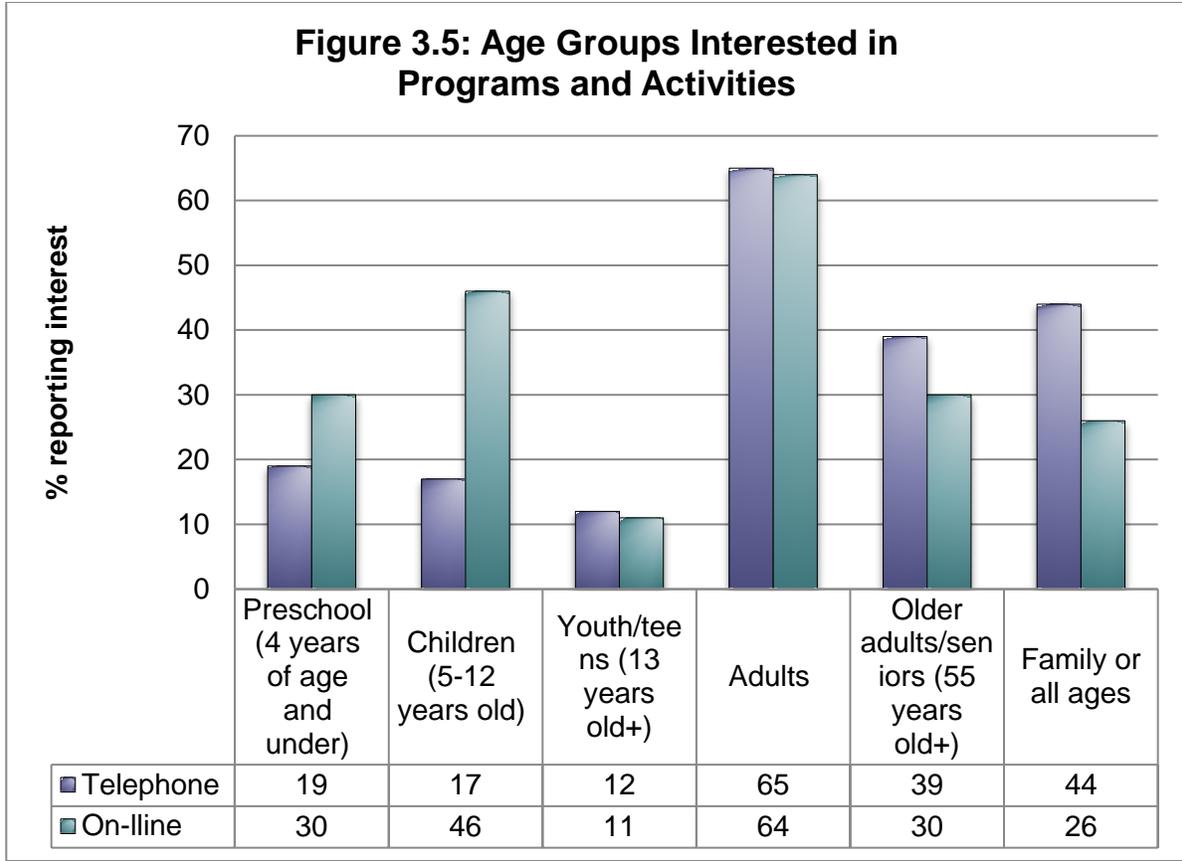


Local Dry Stone Wall Source: www.dswa.ca/story/amherst-island-a-canadian-dry-stone-historic-site

Who

Age Groups

As shown in Figure 3.5, the respondents to both the telephone (99) and on-line (97) residents surveys were most interested in programs/activities for adults. Other consultation activities revealed interest in more infant-oriented play sessions, indoor and outdoor recreation for families and children, more for older adults/seniors, and opportunities for youth beyond traditional sports.



Although, as shown above, there was no age group for which interest in programming did not emerge, there is agreement that priority need is for adults which, depending on program/activity specifics, could also include older adults. The lowest priority appears to be youth programming. The telephone survey revealed relatively strong interest in all ages programming, while a similar level of interest in children’s programs emerged in the on-line survey.

Figure 3.6 shows the results of an analysis that was done using the results of the resident telephone survey. The shaded cells in the table indicate instances in which 1) 50%+ of respondents in each age and household group reported interest in the activity category and, 2) the proportion represented one of the top three selected by respondents in these groups who reported interest in the activity category. (Appendix E contains the detailed tables that were used to produce this overlay). Keeping in mind the base number of respondents who indicated interest in additional programs/activities (99) and the fact that simply providing a program/activity will not necessarily generate use, these findings provide a general indication of the activity categories that should be considered for further development.

It is important to note that the non-shaded cells do not mean there was no interest expressed in these activity categories. They are of less interest to Loyalist residents at this time, however, compared to those that captured higher response rates - likely because these programs currently exist in sufficient supply to satisfy the bulk of demand. People also express interest in programs that already exist, but in which they do not participate for some reason (e.g., too expensive, no time, not aware of their existence, etc.). It is necessary, therefore, to clarify details with respect to program content, price, scheduling, location, etc. to ensure it meets with expressed demand that cannot be met through other services. Generally, however, these findings suggest the program/activity areas that should be considered first for program development include:

- group and individual fitness programs, wellness programming, summer and winter park activities, water-based recreation, and gymnasium sports for those in age groups up to 64 years;
- crafts, visual arts, and social/club activities for older adults;
- education/self-improvement/interest programs/activities for a variety of age groups;
- camps for young people.

Figure 3.6: Key Program/Activity Area of Interest by Age Group of Respondent and by Household Composition*

Program/Activity Area	Age Group (years)						
	<25	25 - 44	45 - 54	55- 64	65-74	75 -84	85+
Number of Respondents	39	122	81	75	50	24	9
Arena ice activities							
Arena non-ice activities							
Other indoor sports							
Group fitness classes							
Individual fitness training							
Wellness programs							
Performing arts							
Visual arts							
Crafts							
Swimming							
Gymnasium sports							
Education/self improvement/interest							
Social/club activities							
Martial arts							
Field sports							
Tennis, beach volleyball							
Outdoor pickleball							
Summer programs/activities							
Winter park/trial programs/activities							
Water sports							
Camps							

*types of activities in each category are shown in the appendix

At-risk Groups

The Community Foundations of Canada 2016 report “Vital Signs: Sport and Belonging” (p. 9-13)⁴¹ identifies a number of population groups that are at risk for exclusion in community sports/physical activity. Planning and providing inclusive recreation services, therefore, requires awareness of these potential, possibly invisible, needs and to ensure that they - in addition to the ones that are well articulated - are considered.

Population groups at risk for exclusion include...

...**teen girls**, who opt out of sport and physical activity at a much faster rate than teen boys.

...**at-risk youth**, who face many challenges such as struggling with mental health issues, dropping out of school.

...**3 to 21 year-olds in Canada with severe developmental disabilities**, about one third of whom play team sports. Substantial progress has been made in developing programs for kids ages 0 to 6 years; far fewer options exist for children, youth and adults as they transition into work or community programs criminal activity, or homelessness.

...**children from low-income households**. In 2010, 60% were active in sport, compared to 85% from families with incomes over \$80,000.

...**adults from low-income households**. In 2010, there was a 33% sport participation rate in higher income households compared to a 7% participation rate reported in homes with incomes of less than \$20,000. Low income Canadians are less likely to volunteer for sport, particularly where certification or travel is required.

...**older adults/seniors who are not active**, among whom “lack of interest” is the main reason for opting out (27%), followed by age and health/injury (20%).

...**LGBTQ people**. While a recent international survey shows Canadians as being the most positive about accepting LGBTQ people, 81% reported witnessing or experiencing homophobia in sport. 70% believe youth team sports are not welcoming or safe for LGB people. One in four gay men did not play youth team sports - 45% state negative experiences in school turned them off team sport, while 34% say they feared rejection because of their sexuality.

⁴¹ http://communityfoundations.ca/wp-content/uploads/2016/04/Vital_Signs_Sport_and_Belonging.pdf •

...**newcomers**. Despite their eagerness to try new sports, volunteer and have their children participate, newcomers face a number of barriers such as cost, time, lack of familiarity with the structured sports system, and lack of information on where and how to register.

...**rural residents**. 75% of Canadians living in rural areas and Atlantic Canada agree, "My city/town doesn't have enough to offer for young people." One in five Canadians lived in rural areas of less than 1,000 population in 2011.

Although survey respondents were not specifically asked about 'at-risk groups' by name, some of these concerns are likely captured in the results noted above. They are also among the mandated services of some of the agencies/organizations that participated in the focus groups, and are often dealt with in specific program design and development as part of outreach to encourage participants/potential participants to convey their needs/interests.

Where

The Township uses other providers' facilities (e.g., public school board) to offer programs outside the community's main settlement areas. Use of Limestone District School Board facilities is supported by a reciprocal use agreement between the Board and the Township. Eight schools throughout the Township (one secondary and seven elementary schools) are used for sport programming for children, youth, adults and seniors. The programs/activities offered at these schools comprise both Township-provided and volunteer group efforts. School facilities, however, are used to capacity for community programming. School gymnasiums, therefore, are not potential locations for program expansion.

There are other municipally-owned/shared facilities (e.g., Community Hall, Wilton Hall, Amherst Island Community Room) that are also used for Township-run programs. Although levels of use in relation to capacity fluctuate throughout the year, the Community Hall in Amherstview is well used. At the same time, the booking schedule indicates that there are blocks of time that could be used to offer additional programs. Wilton Hall is operated by a local volunteer group, and appears to be well used for community activities. The Wilton Hall Community Association sponsors municipally run children's programs at the hall, and notes that the space could also accommodate workshops, training, retreats and fund raising events. Amherst Island residents are interested in more local programming, to offset some of the travel to the mainland for participation. There are also four service club halls, and nine churches (one with a separate hall) that are now used, or might in future be used, for program/service development in areas outside Amherstview. Those that are in outlying areas should be the first to be investigated for opportunities to provide satellite programming.

Opportunities to provide additional arts and heritage programming at municipally-owned or leased historic properties should also be identified, including Wilton Community Hall.

Figure 3.7 highlights instances in which 50%+ telephone survey respondents reported interest in an activity category, by location of residence. The results show greater interest among residents in areas outside Amherstview and Bath - and particularly in Wilton and on Amherst Island - which supports increasing satellite programming in outlying areas.

Figure 3.7: Program/Activity Area of Interest by Location of Residence

Program/Activity Area	Location of Residence					
	Amherst Island	Amherstview	Bath	Ernestown	Odessa	Wilton
Number of Respondents	14	171	53	12	134	16
Arena ice activities	-	16%	13%	-	28%	-
Arena non-ice activities	-	18%	20%	50%	19%	-
Other indoor sports	75%	27%	27%	50%	44%	50%
Group fitness classes	75%	57%	47%	50%	47%	50%
Individual fitness training	25%	39%	33%	-	28%	100%
Wellness programs	75%	66%	87%	50%	66%	50%
Performing arts	75%	39%	33%	50%	22%	50%
Visual arts	75%	48%	47%	50%	56%	50%
Swimming	100%	73%	87%	50%	69%	50%
Gymnasium sports	75%	43%	40%	-	50%	50%
Crafts	25%	45%	33%	50%	53%	50%
Education/self improvement/interest	75%	61%	68%	50%	72%	50%
Social/club activities	75%	43%	47%	-	50%	100%
Martial arts	25%	27%	20%	-	22%	50%
Field sports	-	14%	27%	-	16%	-
Tennis, beach volleyball	-	9%	13%	-	12%	-
Outdoor pickleball	25%	27%	20%	-	37%	50%
Summer programs/activities	50%	50%	60%	50%	50%	-
Winter park/trail programs/activities	50%	32%	27%	-	37%	-
Water sports	-	43%	27%	50%	25%	100%
Camps	-	25%	20%	50%	28%	50%

How

The ‘how’ of programming refers to planning and delivering specific services. As noted elsewhere in the Master Plan, the community appreciates the Township’s responsiveness to program interests and requests for help from the volunteer sector. Section 3.5 of the Master Plan discusses the overall delivery system in greater depth. The following highlights key considerations specific to program development and delivery, many of which the Township addresses in its current practices.

- monitoring program registrations, participation levels and wait lists to determine program popularity;
- evaluation surveys at program conclusions to identify specific improvements to be made in design and delivery, including promotion and advertising;
- on-site (e.g., suggestion boxes) or on-line (e.g., blogs) for immediate feedback during program season;
- periodic focus groups/meetings with residents (participants and non-participants) to determine new/revised program requirements, including solicited input from marginalized or at-risk users/potential users;
- program processes and products that do not contribute to stigmatization of particular services or their users (e.g., where possible, services are free to all vs. means testing);
- instituting an organized approach to consulting and collaborating with other providers that are needed to formulate and deliver specific programs and services;
- research function to identify and integrate relevant, evidence-based trends in programming;
- ‘distributing’ identified needs and interests to determine the optimal approach to provision (i.e., municipal direct or indirect, other public providers, commercial sector or collaboration/partnership between two or more providers).

Program, Activity and Special Event Development Recommendations

- | | |
|----------|---|
| 1 | Develop additional programs/activities in the arts, culture and heritage, both as direct Township programs (e.g., art instruction) and in collaboration with volunteer community groups that work in these areas. |
| 2 | Continue to pursue and increase programming in both structured and unstructured outdoor activities (e.g., programming in parks, water-based recreation, equipment library) and, where appropriate, provide these services through agreements with commercial operators for introductory instruction, equipment rental, etc. |

Program, Activity and Special Event Development Recommendations

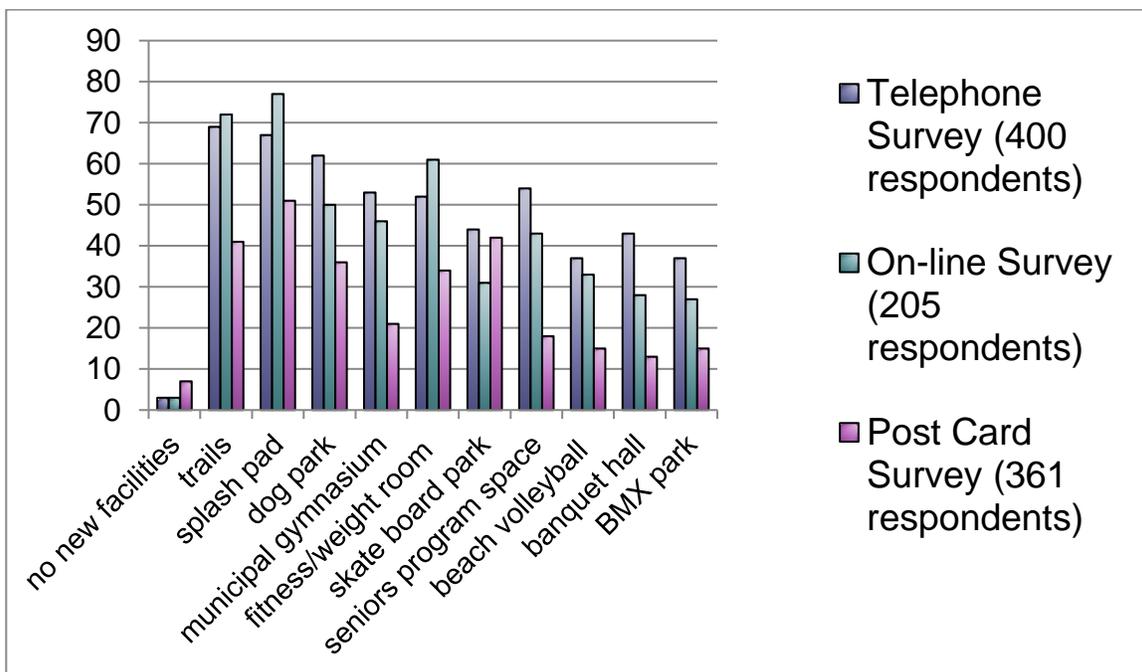
- 3 Develop new programs in the areas of wellness, health treatment and/or recovery, and education/self-improvement/skills development, which should be pursued through the appropriate collaborations/partnerships.
- 4 Investigate opportunities to schedule additional floor-based arena programming in the areas of both sports/recreation and special events (e.g., Leadercast).
- 5 With respect to special events, the County and Township should take the lead in determining tourism objectives with other area municipalities and relevant public agencies, local volunteer groups, and interested commercial operators, to establish service directions, the resources, and the sources for these, that will be needed to carry out desired programs.
- 6 Determine the appropriate location for permanent washroom facilities on Amherst Island in view of requirements to support Sand Beach users, special events, and tourist activity at other points of interest on the island.
- 7 Increase satellite programming outside main settlement areas - and particularly in Wilton and on Amherst Island - through the use of facilities owned and/or operated by the Township or other organizations including service clubs and churches.
- 8 The Township should continue and, as necessary, enhance its practices in program planning and evaluation to clarify its 'niche' in the community and regional program markets.
- 9 In planning and providing inclusive recreation services, ensure that potential, possibly invisible, needs - in addition to the ones that are well articulated - are integrated in the process.
- 10 Program/activity areas that should be considered first for program development include: group and individual fitness programs, wellness programming, summer and winter park activities, water-based recreation, and gymnasium sports for those in age groups up to 64 years; crafts, visuals arts, and social/club activities for older adults; education/self-improvement/interest programs/activities for all age groups.

3.3 Sport, Recreation and Culture Facilities Requirements⁴²

3.3.1 Overview of Findings and Key Trends

As shown in Figure 3.8, there is generally strong overall agreement on the types of facilities that are most needed in Loyalist Township. Very few respondents to the surveys indicated that no new or additional recreation facilities are required. Facilities that were most requested include: a splash pad, trails, a dog park, a fitness/weight room, a municipal gymnasium and seniors’ programming space.

Figure 3.8: New/Additional Recreation Facilities Needed in Loyalist Township



Each of the three surveys produced the following top three facility requests, in order of priority:

- Telephone survey: trails (69%), splash pad (67%), dog park (62%);
- On-line survey: splash pad (77%), trails (72%), fitness/weight room (61%);
- Post card survey: splash pad (51%), skateboard park (42%), trails (41%).

⁴² Appendix F contains an inventory of existing facilities.

Facebook comments included strong support for a dog park, a splash pad, and support for facilities attractive to youth. Other reported needs/interests that are not necessarily facility-specific, were not identified in the building assessment, and/or represent amenities/ancillary facilities include:

Indoor	Outdoor	Other
indoor community facilities in Odessa	a warming hut at outdoor rink; another outdoor skating rink	Wi-fi at Wilton Community Hall and all Township facilities
presentation spaces for art/culture programs	artificial turf fields	bicycle parking
youth social space	outdoor pool	
second, warmer pool	more facilities to expand year round, outdoor activity	
space for meetings, presentations	facilities for group hiking/camping/trail system	
multipurpose space to meet multiple sports and activity needs	public boat launch	
dry land training/fitness space in Recreation Centre for minor hockey and figure skating		

Key trends in facility provision that are reflected in this section’s discussion on individual facilities, as supported by community interests in facility/activities include:

- multi-use/purpose and flexible program space to accommodate a variety of current uses, while anticipating future changes use;
- replacing outdoor pools with splash pads and waterparks, and developing these facilities as places for ‘family outings’ by providing deck-side amenities (e.g., lounges, umbrella tables, etc.) and shelter from sun;
- providing larger common areas in recreation centres to function as social space on a daily basis and as gathering space for large community functions (public and private);
- designing common areas in recreation facilities to also function as displays/exhibit area for local art/artisans, history/heritage, etc.;
- providing amenities/services to support year-round, and increased use, of outdoor natural and built recreation environments (e.g., warming stations, equipment rentals/libraries, waterfront seating areas), as discussed in Section 3.4.

This section addresses the need for facility interests other than trails and a dog park, both of which are discussed in Section 3.4. Indoor and outdoor facility requirements are discussed separately, and consider needs for additional supply and areas for

improvements. Several of the recommended facility additions, while not listed among those identified by the community, are supported by: program/activity interests that emerged through consultation, municipal facility trends in recreation, and/or long-term service distribution in the Township.

3.3.2 Indoor Facility Requirements

Context and Assumptions for the Analysis

The long-term configuration and distribution of indoor recreation facilities in Loyalist Township considers three potential ‘geographic centres’: the W.J. Henderson Recreation Centre, the Leisure & Activity Centre and, the Township Administrative Offices site in Odessa. Several potential facility directions for the Township as a whole, although not specific to the assessment of need for recreation services, are relevant to the discussion. These include:

- Based on an analysis that revealed deficiencies in both the amount and type of space available at the current location, a decision to expand the Township’s Administrative Offices was confirmed by Council in January 2017. A variety of options to meet this objective are being considered, including expanding the existing building or building new offices on a different site. The W.J. Henderson site is one of a number of possible optional locations being assessed.
- Should a new location be selected for the Administrative Offices, the vacated building would offer an opportunity to repurpose this space to provide a community centre in Odessa. The recreation component could comprise multi-purpose space for programming by the Township and/or community groups, and would include a kitchen to support these activities. Since the potential availability of this building is contingent upon the outcomes of the site selection process, details on programming and costs for this centre are not addressed in the Master Plan.
- A new library of approximately 21,000 square feet is proposed for Loyalist Township. This facility will replace the existing library at the W.J. Henderson Recreation Centre and smaller branches in the Township. The new library will be developed, owned and operated by the County of Lennox and Addington Library,⁴³ which has expressed interest in remaining at the W.J. Henderson site.
- The possible co-location of library and municipal office space at an expanded W.J. Henderson Recreation Centre offers the potential to develop a community hub at this site. The perspective reflected in Ontario’s policy framework for Community Hubs (see Section 3.5.1) reflects a mix of community services, alongside any recreation services, that might be provided in a so-called community hub. The non-recreation

⁴³ Source of information on County Library plans: St. Clements Group Inc. (2016). County of Lennox and Addington Libraries: Library Service Review.

facilities that might be located in a redeveloped Recreation Centre, however, are not included in this assessment and would need to be determined with potential tenant agencies and users as part of the overall facility design process.

The W.J. Henderson Recreation Centre is an existing hub in Amherstview. The Leisure & Activity Centre is a secondary recreation centre. This configuration is a given that will necessarily direct the location of facilities that may be needed to support or complement those already in place. Creating centres or hubs that are closest to current and potential users also results in more cost-effective and environmentally sensitive development - through both co-location and reduced need for more people to travel by car. The W.J. Henderson Recreation Centre and the Leisure & Activity Centre are also served by public transit, which is essential to maximizing access to those without vehicles (e.g., youth under 16, older adults who no longer drive, non-car owners).

Although residents will still be required to travel to Amherstview for the majority of indoor recreation, this does not mean services cannot also be improved in other areas of the municipality. Indoor facilities elsewhere in the Township should be used to improve the distribution of services through satellite programming. As discussed elsewhere in the Plan, there are other municipally-owned facilities (e.g., Wilton Hall), service club halls, and churches with potential for future program/service development in areas outside Amherstview. The proposed focus for the two primary activity/service 'hubs', and associated assumptions are outlined below.

W.J. Henderson Community Hub

Additions and improvements to major indoor recreation facilities will occur at this location, as outlined in Figure 3.9 and assessed below. Ideally, the Township and the Library should jointly determine the need for multi-purpose program space at the W.J. Henderson site in its entirety. Since both parties are interested in providing recreation program space, its extent, purposing and distribution between the two facilities could be coordinated to ensure an appropriate level of supply of complementary facilities.⁴⁴

Ideally, the space program and design plans for the Recreation Centre should be developed for the site as a whole - indoor, outdoor, Township offices (if located here) and Library,⁴⁵ - and phased for implementation. The additions/renovations to the Recreation Centre should be designed and built to make optimal connections between existing and new spaces and re-use of vacated interior space. For example, accessible washrooms and changerooms to replace existing facilities should be located to best

⁴⁴ Ibid. Recommendations pp. 34-37.

⁴⁵ For the Township's purposes, only the Library's location and total footprint is required.

serve multiple spaces, and redundant spaces should be integrated into new areas or repurposed for ancillary needs such as storage, office space, etc. Offices and customer service areas where Recreation Services staff will be located should be appropriately positioned relative to each other, and within the complex as a whole to facilitate work functions (e.g., meetings, collaborative activities). In addition to permanent staff requirements, office space should include that needed for seasonal workers who may need access to work areas. Customer service areas, in particular, should be located and designed to maximize visual supervision of activities in the building. Offices could also be designed to support supervision by, for example, installing glass walls/partial walls along public corridors. Existing spaces such as food service and the lobby facility access areas, even if not relocated, should be updated. Electronic security and access control systems should also be integrated into newly built or renovated areas. AODA required improvements are the minimum that must be met in major facility renovations. As discussed above, optimizing access to all users will benefit from the integration of Universal Design and CPTED principles, where they exceed the minimum without adding significantly to the cost provision.

Potential users of facilities should be included in the planning and design development phases. In addition to the Township's requirements for service delivery, users will include residents of all ages and abilities, and non-Township organizations and agencies that will offer programs/services in these spaces (many of which participated in Master Plan's consultations). Engaging all potential users will be key to ensuring that the widest range of possible uses are integrated in planning from the outset to, in turn, optimize facility use over the long-term.

The complexity of the Centre's redevelopment and its relationship to the adjacent park site, and the future uses of both the Leisure & Activity Centre and the Township offices in Odessa suggests the need for a comprehensive planning exercise from the outset. A core component of this work would be a plan for the entire Recreation Centre's property including an integrated building concept and site plan for the outdoor facility components, library space requirements, parking, and amenities. This type of plan requires professional services (e.g., architect, landscape architect, engineer, etc.) with the expertise required to develop a comprehensive plan and incorporate interim phasing into the anticipated final development. When the Township (possibly in collaboration with the County Library, depending on timing) is prepared to move ahead to detailed design and construction, the relative advantages of a project management versus a design-build approach should be considered before selecting one (see Section 4.0 for a more detailed discussion on this topic).

Leisure & Activity Centre

The Leisure & Activity Centre's fitness studio has become too small to accommodate current peak program use and potential growth. This type of programming is also more amenable to locating in a recreation 'hub' and so should be moved from the LAC to new space at the W.J. Henderson complex. A large multi-purpose room at the new W.J. Henderson hub would be an appropriate place to integrate a casual banquet facility and, therefore, to relocate these uses from Amherstview Community Hall. If the demand for additional programming points to the need for more space at the LAC once these relocations are implemented, an assessment should be conducted to determine if the Community Sharing Centre could relocate elsewhere with the Township's assistance (e.g., to a new community centre in Odessa should this Township Offices be redeveloped as such).

With the relocation of these uses, the Amherstview Community Hall adjacent to the Leisure & Activity Centre site and the programming rooms at the LAC should be used to expand seniors, pre-school, child, and parent-infant/pre-school programming. This arrangement will also offer opportunities for intergenerational programming. Renovations to this facility should include internal connections including access to the kitchen and hall from the current 'fitness studio' side of the structure, and ensure all rooms can flexibly accommodate programming for all ages. The Lions Club Hall, which is attached to the LAC building, would remain and continue in its current use/capacity. The existing catering agreement between the Lions and the Township should be reviewed with the relocation of banquet activity to the new W.J. Henderson Community Hub. Figure 3.9 outlines where additional and relocated indoor facilities will be provided (or might be provided if the Township Administrative Offices in Odessa are vacated). Relocated facilities will be newly designed and also made larger, as required.

Figure 3.9: New and Relocated Indoor Facilities⁴⁶

Relocated Facilities		
Facility	Current Location	Potential Future Location
Township Administrative Offices	Odessa	WJH Community Hub
Library	WJH	WJH
Odessa Community Centre	-	Repurposed Current Administrative Offices
Amherstview Community Hall	Amherstview, adjacent to LAC	1. WJH 2. Odessa Community Centre
Fitness Studio (expanded)	LAC	WJH Community Hub
Community Sharing Centre	Amherstview, adjacent to LAC	TBD
Additional New Facilities		
Facility	Current Location	Potential Future Location
Double Gymnasium/Track	-	WJH Community Hub
Multi-purpose Space 1. One large; 2. One small 2. Two Visual Arts Studios	-	WJH Community Hub
Fitness/Weight Room	-	WJH Community Hub
Kitchen		WJH Community Hub Odessa Community Centre
Therapeutic Pool	-	WJH Community Hub
Accessibility Upgrades	-	WJH Community Hub
Child Minding Room	-	WJH Community Hub
Pool Viewing Gallery	-	WJH Community Hub
Major Required Facility Improvements		
Facility	Current Location	Potential Future Location
Service/passenger elevator	WJH	WJH Community Hub
Three public washrooms (family, male and female)	WJH	WJH Community Hub
Two arena dressing rooms (male and female)	WJH	WJH Community Hub
Three changerooms (male, female and family)	WJH	WJH Community Hub
Larger municipal maint. garage	WJH	TBD

NB: WJH - WJ Henderson Recreation Centre; LAC - Leisure & Activity Centre; TBD - To Be Determined

⁴⁶ The Master Plan does not include a review of needed accessibility upgrades at other locations. It is presumed that these considerations will be incorporated in any future facility renovations as per AODA, as well as Universal Design and CPTED principles.

W.J. Henderson Recreation Centre

Arena and Pool

Figure 3.10 shows a schedule for one week of each regular season month during 2015/16 at the W.J. Henderson arena. The maximum hours scheduled was 7 and 16 on weekday nights and weekend days, respectively. Assuming that this amount of time (i.e., based on actual use) could be regularly scheduled from an operating perspective, weekly prime-time at the arena would total 67: 32 hours on weekends (2 days x 16 hours each) and 35 hours per weeknight (5 nights x 7 hours each). Total use during each week shown does not reach capacity, and ranges from 69% to 89%. Information on scheduling also indicates that only 11% of non-prime time is used, in relation to Township research that suggests typical non-prime time arena uses is about 30%.

Figure 3.10: Evening and Weekend Hours of Arena Use for Selected 2015/16 Weeks

2015/16 Weeks from Schedule	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Sept 13-19	11	6	5	6	4	6	11	49
Oct 11-17	6	7	6	6	6	6	15	52
Nov 15-21	15	7	6	6	6	6	11	57
Dec 13-19	15	7	6	6	6	6	13	59
Jan 17-23	16	7	6	6	6	6	13	60
Feb 14-20	16	7	6	6	6	6	13	60
Mar 6-12	10	7	4	5	6	5	10	47
Sept 18-24	11	5	5	6	5	5	9	46

Five of the organizations responding to the survey are regular ice users, and four of these groups requested a total of 21 hours of additional weekly prime-time. While the arena schedule, as it stands now, could not accommodate 21 hours of additional prime-time use throughout the season, there is both excess capacity and the potential to increase hours of use. Consultation with all users on collectively rescheduling might also reveal opportunities to accommodate more use with available time.

In Loyalist Township, verified outstanding demand for prime-time ice should be approaching 67 hours per week to consider providing an additional pad. If we assume, however, that 88 prime-time hours (67+21) is needed to serve current population, this represents approximately 0.0045 per capita supply of ice-time. Forecasted growth to the end of the Plan’s term (1,620) will generate demand for about 7.3 additional prime-time hours per week or 95.3 total. This represents 42% of an additional pad, which is insufficient to warrant the costs of provision. This is also a generous estimate because it does not allocate any of reported outstanding need to the existing pad. The community

at large also did not indicate strong interest in more opportunities to participate in ice activities. These considerations suggest that the existing supply is adequate for the term of this Plan, and opportunities to expand and improve scheduling at the arena should be investigated in consultation with all users.

Dry land training requirements and meeting space for both the arena and pool will be accommodated in the gymnasium, fitness/weight room, and in multi-purpose rooms. Major facility improvements for the pool include a separate viewing gallery, accessible washrooms, changerooms, storage, and a new mechanical room. Depending on the location of the new library, the existing library space in the building will provide the only area immediately adjacent to the pool to consider for the development of these facilities.

Both the pool and arena require additional, dedicated storage space. It is not possible, however, to determine additional space requirements for these uses at this point. The balance of need will be based on the outcomes of future work to confirm and detail additional space requirements, and how space within the existing building is reallocated to specific uses.

Therapeutic/Warm Water Pool and Viewing Gallery

Swimming was the most popular activity of interest reported by current non-participants in the resident telephone survey. Among organized users, one group requested four additional weekly prime-time hours. The Seniors Association of Kingston Region is also looking for pool time. Although the existing pool is used to capacity, reported demand and use generated by anticipated population growth would not support a second facility. At the same time, ensuring a temperature amenable to both swim club use and other pool activities (aquafit, seniors and children's programming) is an ongoing problem that cannot be satisfactorily resolved to meet all users' needs. For this reason, local residents are going (and will likely continue to go) to Kingston facilities that provide warmer water.

The Township, therefore, should provide a small, accessible warm water pool. In addition to better accommodating current infant and older adult programs, a warm pool can be used for therapeutic and adapted programming. Therapeutic programming addresses age-related chronic diseases such as arthritis, and also provides facilities to support injury and illness recovery for people of all ages. The Seniors Association of Kingston Region is also interested in access to the pool during non-prime time to offer programs locally. This pool could free up time in the main pool for additional use for other programs that do not require warm water.

The pool component of the complex (including the main pool and the new warm water pool) will require a separate viewing gallery for parents/guardians/spectators to sit, a mechanical room for the main pool, and storage space. Additional space for these

components are to be determined as part of the final design, as they will likely include reuse of existing space, and economies of scale may accrue by combining requirements for both pools. It is assumed, for example, that amenities (e.g., change/washrooms, showers, lockers) would be shared by both pools.

Municipal Gymnasium

Gymnasiums are typically provided as integral components of municipal recreation complexes. They provide full-time access to space for both municipal and community group sports and recreation programming, which cannot be supplied by school gymnasiums - particularly on weekdays. School gymnasiums throughout the Township are currently at capacity for community activity during non-academic hours, with very limited opportunity to accommodate additional scheduling, especially for regular programming.

Programming amenable to this type of space includes indoor organized or drop-in sports and recreation such as volleyball, basketball, badminton, indoor soccer, pickleball etc., which may represent the main programs of user groups or cross-training activities. Drop-in, open gymnasium time for youth, families, etc. is also typically part of the gymnasium schedule. If appropriately designed, gymnasiums can also provide suitable venues for performing arts programs and events. The potential to program/use a municipal gymnasium is essentially unlimited, and depends on a combination of factors: its amenability to various uses, the municipality's capacity for program development/provision, affordability for community use, and community interest in participating in what is offered.

As the consultation program revealed, the Loyalist community strongly supports provision of a municipal gymnasium. The Township can offer many of the program/activity interests discussed in Section 3.2 in this type of space. Current arena and pool user groups will benefit from the integration of space for dry-land training. Outdoor sports and recreation groups, such as junior tennis, soccer, ball, pickleball, etc. can host indoor skills development programs during the off-season.

Current trends in facility provision include developing double gymnasiums with an elevated indoor track. Given the municipal programming function and community need for more space now to complement established activities, it is likely that a single gymnasium in Loyalist will be fully scheduled in the short-term. Anticipated population growth and the economies associated with one-time construction, therefore, indicate support for a double gymnasium. This should be divisible into two single gymnasiums to permit concurrent programming, and should include retractable bleachers along one side to support tournament activity.



Municipal Double Gymnasium with Elevated Track (Edithvale Community Centre, Toronto)

Indoor tracks are becoming the norm in municipal provision, and comprise various types and installations (e.g., running and walking; walking only; “mezzanine” style around the perimeter of a gymnasium; floor-level around the perimeter of the gymnasium floor; walking ‘courses’ through the common areas of building). While no demand emerged in Loyalist Township for an indoor track, this is likely due to lack of awareness of an opportunity to incorporate an additional feature during construction that could not be easily added after-the-fact. Indoor tracks provide the facilities to support population health initiatives related to walking for overall fitness, across all age groups, and particularly older adults. They provide opportunities to participate in walking easily and inexpensively on a year-round basis. This is especially important in northern climates where winter often inhibits or precludes walking outdoors. As a “non-programmed” facility, a track should be available at low cost for unscheduled use during all Recreation Centre operating hours. At the facility design stage, the Township should investigate the cost-effectiveness of providing a floor-level vs. a mezzanine-style facility.

Multi-purpose Program Space

As noted above, it is important that the extent of needed multi-purpose space at the Recreation Centre is determined in consultation with the Library, and considering what might be provided through the reorientation of the Leisure & Activity Centre. The following discussion on multi-purpose and meeting space at the Recreation Centre assumes design considerations will optimize the multi-purpose function of the gymnasium in relation to these smaller rooms.

A wide range of activities and program for all ages can be accommodated in multi-purpose space. We recommend providing a large and a small multi-purpose room, both of which can be divided into two separate areas with removable partitions. These

spaces should be designed to accommodate performing arts activities, with mirrors and appropriate flooring for dance, rehearsals, meetings, educational programs, etc. The large multi-purpose room should be designed to also function as a 'casual banquet' facility for private and community group functions. Two multi-purpose workshops are also recommended - one for visual artists/artisans, and for multi-media programming/instruction. Multi-media centres for creating and producing digital photography, computer art, film and music attract youth, and offer opportunities for intergenerational programming/participation.

The variation in potential uses of multi-purpose areas will require careful consideration at the detailed design stage to ensure spaces are as "multi-purpose" as possible while not introducing features for one type of use that will detract from or limit other uses. Even though different types of uses will be scheduled at different times or in separate spaces, the facilities must be appropriate to support each type of use that will occur. Meeting space for instance, should incorporate the required equipment and amenities for a full range of anticipated uses (e.g., presentations, seminars, lectures, meetings, training sessions, etc.) in their design. A key consideration to the success of multi-purpose space is storage. A number of different uses will require sufficient space to store equipment and supplies securely while not in use. Each space should be provided with its own storage.

Kitchen

A catering kitchen will be needed to support the range of anticipated multi-purpose space uses, and community programming, including banquets in the large multi-purpose room. As discussed above, education and hands-on learning about nutrition, cooking and healthy eating is a program growth area. It is also beneficial and potentially engaging for all age groups, and for intergenerational activity. This type of programming aligns with the Township's commitment to offer healthier eating options at the Recreation Centre.

Fitness Studio

As noted above, the fitness studio at the Leisure & Activity Centre is too small to accommodate current peak use, and to allow program expansion for existing and future residents. As a facility that is synergistic with other sport and fitness related facilities, it should be relocated to the Recreation Centre complex and increased in size. The studio and fitness/weight room should be contiguous and connected, as they are complementary facilities.

Fitness/Weight Room

Demand for a fitness/weight room is very apparent in Loyalist Township, despite the availability of other operators in the area. A space within the W.J. Henderson complex

for individual fitness and weight training would complement other programs occurring in under the same roof, offer proximity to major facilities like the pool and arena, and provide an additional service in a one-stop location. There is strong interest among residents in local provision of stationary equipment (e.g., treadmills, bicycles, resistance) and free weights to complement personal fitness regimes. Volunteer sport organizations are also interested in space and facilities for dry land and off-season training. For these reasons, it is recommended that a small fitness/weight room with limited equipment, be provided in Loyalist Township. The Township could consider the option of providing this service in partnership with a commercial operator depending on the scope of the equipment and facility provided. Similar to the examples noted below, the Township can provide dedicated space within the W.J. Henderson complex to accommodate this arrangement. Machines and equipment could also be leased in a time-limited agreement (e.g., 3 years).

Given the local market, and industry trends in general, it is important for the community to understand that the intent of a municipal fitness/weight room is to complement other programs and facilities in the complex, and not to compete with existing, major providers in the area. Residents who currently travel to Kingston to access major facilities such as Goodlife or Planet Fitness may have to continue making this trip, as part of their fitness routine.

If, over time, local use generates sufficient demand to consider an expanded facility, and amenities such as personal training, the Township might consider expanded services on the basis of a detailed business plan that supports this direction. Municipal provision of these types of facilities varies across Ontario and depends on a variety of locally-specific factors. The following presents an overview of current comparative research, local market considerations, and the cost of service provision as background to possible future interest in growing this service in Loyalist Township.

Comparative Research

Web-based research⁴⁷ was conducted on comparably-sized communities in Ontario (15,000 - 20,000 population, 2011 Census) to survey the municipal provision of fitness/weight rooms. Findings are shown in Figure 3.11.

⁴⁷ Conclusions were based on available descriptions of facilities, and assumed non-municipal operators were identified in all relevant cases.

Figure 3.11: Fitness Gyms in Comparably-sized Communities

Ontario Municipality	2011 pop'n	Fitness Weight Room	
		Yes	No
Town of Bracebridge	15,414	✓	
Town Cobourg	18,519		<input type="checkbox"/> ✓ <input type="checkbox"/>
Town Collingwood	19,241		✓
Township Essa	18,505		✓
Town Essex	19,600		✓
Town Greater Napanee	15,511	✓*	✓
Town Huntsville	19,056	✓*	✓
City of Kenora	15,348	✓	
Township of King	19,899	✓	
Municipality of Middlesex Centre	16,487	✓*	✓
Town of Midland	16,572		✓
Town of Niagara-on-the-Lake	15,400	✓	
Municipality of North Grenville	15,085		✓
Town of Pelham	16,598		✓
Town of Petawawa	15,988		✓
City of Port Colborne	18,424	✓*	✓
Municipality of Port Hope	16,214		✓
Township of Russell	15,247		✓
Township of Selwyn	16,846		✓
Township of South Frontenac	18,113		<input type="checkbox"/> ✓
Township of Springwater	18,223		✓
City of Thorold	17,931		✓
Town of Tillsonburg	15,301	✓	
Town of Wasaga Beach	17,537		✓
Township of Wilmot	19,223		✓

✓* denotes partnerships in municipal space

Fitness/weight rooms are provided in nine of 25 municipalities, in public recreation facilities. Of these, five are municipally operated and four are partnerships that provide municipal space to outside operators - either the YMCA or commercial interests. One of these communities is the Town of Greater Napanee. The various facilities are described below:

Municipally-Operated Fitness Gyms	Partnerships in Municipal Space
Town of Bracebridge: weight room with training equipment	Town of Greater Napanee: Richmond Fitness in Strathcona Paper Centre retail space
Township of King: Trisan Fitness Centre with equipment and personal training	Town of Hunstville: Motivation Fitness located in the G8 Summit Centre
Town of Niagage-on-the-Lake: track and fitness area in Community Centre	Municipality of Middlesex Centre: Komoka Wellness Centre contains a fitness centre with an indoor walking track and gymnasium operated by the YMCA of Western Ontario
Town of Tillsonburg Community Centre: free weight, machine and cardio areas, personal trainers	City of Port Colborne Vale Health & Wellness Centre: partnership with the YMCA for aquatic centre, gymnasium and fitness area
City of Kenora: Michael Smith Fitness Centre in KRC: state-of-the-art equipment (e.g., ellipticals and treadmills); a variety of free weights; fitness consultants available for personal training	

Evolving plans for a proposed recreation centre in the Town of Pelham no longer include a fitness component, and a recently completed parks and recreation master plan for the Township of Springwater recommends including a fitness facility in a (future) recreation complex.

These findings suggest that it is not common practice for municipalities with a population base similar to that of Loyalist Township to provide fitness gyms. Further, if they do, they are as likely as not to provide this service through a partnership with a private operator.

Local Market Considerations

The scope of the master plan does not include a market-based study to determine the need for a fitness/weight room in Loyalist Township. However, a cursory view of the position of the Township in relation to the larger market of these types of services is warranted as a first step in determining the feasibility of municipal provision. This is particularly relevant when considering that most of the communities above with municipally invested facilities are relatively removed from large urban areas with a range of service options.

An Internet search revealed at least 20 directly comparable or similar facilities in Kingston.⁴⁸ Key providers include the City, the YMCA, and Goodlife Fitness - each operating two or three facilities. There are also several gyms in the Town of Napanee. Figure 3.12 shows the facilities that are less than a 30-minute drive to/from Amherstview, Odessa or Bath - with comparable driving times and distances to/from the other two locations. Collectively there are ten facilities within this range - seven in Kingston and three in Napanee. However, only Kingston locations are within a 30-minute drive from Amherstview and Odessa. Similarly, only those in Napanee are less than a 30-minute drive from Bath. Residents of Amherstview are the closest to these facilities, and can access four gyms in 15 minutes or less.

Figure 3.12: Fitness Gyms within 30-Minute Drive from Loyalist

Municipality & Name*	Address	Distance from Loyalist Locations**					
		Amherstview		Odessa		Bath	
		min	km	min	km	min	km
Kingston							
<u>Omega Fit Club</u>	767 Bayridge	11	9	17	18	26	25
<i>YMCA West</i>	745 Progress	13	10	18	18	27	26
<u>Goodlife Fitness</u>	824 Norwest	15	11	18	17	25	24
<u>Curves</u>	745 Gardiners	15	11	17	15	28	26
<u>Planet Fitness</u>	955 Futures Gate	18	12	16	13	28	36
<i>Fit4less</i>	1100 Princess	21	15	22	19	30	38
<i>SHAC YMCA St. Lawrence College</i>	100 Portsmouth	24	17	26	20	32	27
Napanee							
Richmond Fitness Centre	16 McPherson	35	34	18	24	26	24
Fit for You	174 Robinson	31	32	24	25	24	27
<i>Fit4Life</i>	310 Bridge St W	33	34	21	24	24	23

*Names underlined = open 24 hours; italicized names = open past 8pm on some evenings

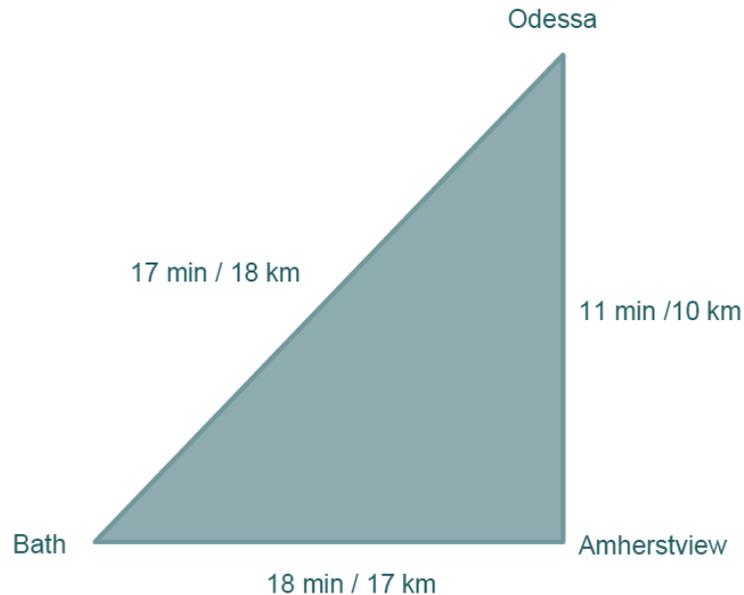
** Longest time/distance option provided by Google Maps

Relating these drive times/distances to those within the Township (see Figure 3.13) indicates that proximity to a fitness/weight room located in one of the three Township's primary settlement areas would improve time/distance access to residents of Bath, regardless of where it is located. If located in Bath, time/distance access for residents of

⁴⁸ Appendix F contains a list of identified facilities.

Amherstview will equal or exceed that currently enjoyed to five fitness/weight rooms in Kingston. For residents of Odessa, a Bath location would be roughly equal to that of five fitness/weight rooms in Kingston and one in Napanee, in terms of time and distance. Improvements in time/distance access would accrue to residents of both Amherstview and Odessa if a fitness/weight room was located in either of these communities.

Figure 3.13: Drive Times/Distances within Loyalist Township



Of course, distance is not the only factor relevant to providing and locating a fitness/weight room in Loyalist Township. Indoor facility locations are discussed collectively in Section 3.3. Other key considerations in facility provision are capital investment, operating costs, and fees structure.

Costs of Service Provision

Capital costs are those related to fixtures and equipment for operations. Operating costs include staffing requirements for management/supervision and any specialized services offered (e.g., personal training).

While costs would be wholly dependent on the range and sophistication of workout equipment and amenities provided, and the numbers of members/users, a recent estimate of costs by the Town of Newmarket⁴⁹ to provide a facility serving 1,000

⁴⁹ <http://www.newmarket.ca/TownGovernment/Documents/65%20-%20CS-RC%20Report%202015-39%20-%20Magna%20Centre%20Fitness%20Option.pdf>

members (in all categories, excluding day passes) indicates the following for Year 1 of operations:

- annual expenses totaling \$96,800 and including the first year of a three year lease on \$150,000 worth of equipment (to ensure current, functional equipment while minimizing risk);
- annual membership fees ranging from \$12.00 (single student assisted) to \$55.00 (household of up to two adults and children), and \$8.00 day passes, with gradual increases over the second and third year of operations to \$14.00, \$60.00 and \$10.00 for each of the above price points, respectively.

The above estimate was based on very limited staffing - one full time fitness programmer and one desk attendant during all operating hours of 6:00 a.m. to 11:00 p.m. (days of week were not indicated). Of particular note here is the potential for a Loyalist municipal fitness/weight room to compare to commercial fitness/weight rooms in terms of operating hours, as it will affect staffing costs. Goodlife Fitness and Planet Fitness in Kingston currently operate round-the-clock.

The Newmarket report was not clear on expectations regarding net balance in operating the fitness/weight room centre. While the municipalities contacted by the Town for comparative information all “indicated that fitness/weight room centres traditionally operate at a net surplus overall” it was also noted, “If membership sales are quicker than expected the first year operating deficit would decrease dramatically.” The report also emphasized a very conservative approach to space renovations/improvements to accommodate a fitness/weight room, should the need to repurpose the space become necessary. Reference to the possibility of attracting a commercial provider once the facility was established noted that an annual lease amount of \$35,000 was likely too high, which is an important factor in determining the feasibility of private operator service provision.

As a Township service, fees for the use of a fitness/weight room must be priced to optimize access to all - and particularly for those who may not be able to afford commercial facility fees. At the same time, the growth in discount fitness/weight rooms in recent years is likely increasing access to these services among all income groups - and so offsetting the need for publicly subsidized opportunities. 2015 data from Canadian Business⁵⁰ showed that across Canada in the previous year, 581 low-cost fitness/weight rooms (\$10 - \$40 per month) opened in contrast to ten high-end end fitness/weight rooms (\$100 - \$250 per month), and ten mid-range fitness/weight rooms

⁵⁰ Nguyen, M. Feb 12, 2015. *Charting the rise of discount gyms in Canada*. Canadian Business. <http://www.canadianbusiness.com/innovation/the-rise-of-discount-gyms-in-canada/>

(\$40 - \$60 per month). Moreover, 278 mid-range fitness/weight rooms closed during the same time period.

Accessible Service and Support Facilities

The Recreation Centre is not AODA accessible throughout the building. The front entrance and lower level entrances are both accessible but the two levels are not accessible in the interior. Accessibility throughout, therefore, will be a major component of the redevelopment - in addition to designing accessibility into individual recreation components to ensure optimal access to spaces and programs for all community residents. The required interior accessibility service and support components are listed separately here, although they will be an integral component of the overall facility design:

- hybrid service/passenger elevator;
- three public washrooms (family, male and female);
- two arena dressing rooms (male and female);
- three change rooms (family, male and female) to serve the pool, gymnasium, and fitness studio and fitness/weight room.

Reconfiguring the Recreation Centre will also need to consider a number of variables related to proximity (and visibility) of accessible means to moving throughout, and using, the building including:

- potential location of the municipal offices as a second level (if this site is selected);
- potential redevelopment of the vacated library space as part of the pool component;
- opening up the front lobby and customer service area, and connecting it to all areas within from that point.

Ancillary Facilities

An expanded Recreation Centre and additional use/programming that it will accommodate will likely require:

- additional food services, the additional space requirements of which will depend on whether it is a new component or a combination of renovating and expanding the existing space;
- childminding space for parents/guardians/caregivers to participate in adult programming.

Other factors to consider include trends to providing lobby space in recreation centres that is sufficiently large and designed to also function as social space for both personal and community event use (e.g., movable seating areas, exhibit space for artists and

artisans, fireplace, natural light, high ceiling, etc.). The potential to incorporate space to accommodate complementary services such as physiotherapy and chiropractic could also be considered.

A larger municipal garage at this site should also be incorporated in the overall site design, if it is the selected location for this facility.

Indoor Facilities Recommendations

- | | |
|-----------|--|
| 11 | <p>11a. Prepare an integrated concept and site plan for the entire W.J. Henderson Recreation Centre site, possibly in collaboration with the County Library.</p> <p>11b. Major, new recreation facility and accessibility service components to be incorporated in a redeveloped/expanded W.J. Henderson Community Hub include:</p> <ul style="list-style-type: none"> • a double gymnasium, divisible into two single gymnasiums with retractable bleachers along one side, and an integrated track (determining the cost-effectiveness of providing a floor-level vs. a mezzanine-style at the facility design stage); • a therapeutic/warm water pool; • a new mechanical room, storage space and viewing gallery for the pool components of the complex; • a large and a small multi-purpose room, both of which can be divided into two separate areas with removable partitions, the larger of which should also function as a casual banquet facility; • a catering kitchen; • two multi-purpose visual arts workshops; • a fitness/weight room; • a fitness studio; • ancillary facilities (additional food services, child minding space) to be determined based on finalization of major components to be provided; • physical accessibility support facilities will include: <ul style="list-style-type: none"> □ a hybrid service/passenger elevator □ three public washrooms (family, male and female) □ two arena dressing rooms (male and female) □ three changerooms (male, female and family) to serve the pool, gymnasium, fitness studio and fitness/ weight room; <p>If site is deemed the appropriate location, a larger municipal maintenance garage to be incorporated in overall site design.</p> |
| 12 | <p>Opportunities to expand and improve scheduling at the arena and pool should be investigated in consultation with all users.</p> |
| 13 | <p>The Amherstview Community Hall and the programming rooms at the Leisure & Activity Centre should be used to expand seniors and parent-infant/pre-school programming. Renovations to the facility should include internal connections</p> |

Indoor Facilities Recommendations

	including access to the kitchen and hall from the current ‘fitness studio’ side of the structure, and ensure all rooms can flexibly accommodate programming for all ages.
14	The Lions Club Hall, which is attached to the LAC building, should remain and continue in its current use/capacity. The existing catering agreement between the Lions and the Township should be reviewed with the relocation of banquet activity to the new W.J. Henderson Community Hub.
15	Should the Township Administrative offices relocate to a new site, consider opportunities to repurpose the vacated building for community recreation.

Built Heritage Resources

The Township has an extensive inventory of structures and places of heritage significance, including private homes, municipally owned buildings, cemeteries and Amherst Island’s dry stone walls - “one of the most significant concentrations of historic dry stone wall anywhere in Canada.”⁵¹

As noted above, the municipality is indirectly involved in providing heritage services to the community and visitors. The Township owns Babcock Mill, Wilton Hall, the Neilson Store Museum and Cultural Centre and Fairfield House, the last three of which are operated, stewarded, and programmed for the public by volunteer organizations through agreements with the municipality. Alternately, the Township has agreements with the owner of heritage buildings (Fairfield Gutzeit Society) for access to these spaces for a Bath library branch in Layer Cake Hall, and for the Bath Museum in the Old Town Hall. The Bath Museum Committee provides programming services to the public by agreement with the Township.

Arts, culture and heritage programming that is not tied to the heritage “places” discussed above can occur in various locations and facilities. The foregoing discussions on multi-purpose space needs in the community include space and amenities to support arts and culture programming/activities. At the same time, heritage buildings are appropriate venues for this type of programming, and facilities located outside Amherstview provide opportunities to distribute services throughout the Township.

⁵¹ Source: <http://www.dswa.ca/story/amherst-island-a-canadian-dry-stone-historic-site>

The Lennox and Addington County recent Library Service Review⁵² recommends the closure of the Bath Branch upon provision of a major new owner-operated library in the Township. According to the Review's completion date and the projected timeline for these changes, the Bath branch will be vacated towards the end of the Master Plan's timeframe - between 2022 and 2026. While recognizing the significance of the structure as an historic property, the report's assessment indicated that the building "has fallen into disrepair over the years and requires many repairs and restorations...[both interior and exterior]. It also has accessibility issues (i.e., entrance and washrooms, and no elevator to 2nd floor).⁵³ The future uses of this building are unknown at this time. Renovations and upgrades, if undertaken, could make it suitable for alternate uses. These could include community programs and activities, as well as visitor attractions.

The Odessa Library will be vacated in the short term (closing April 1, 2017) when it is consolidated with other branches. The report assesses the building as having "a dark and dingy interior; an inaccessible washroom and front entrance; issues with winter maintenance."⁵⁴ We understand that the Township may seek to dispose of this building when the Library closes.

The Neilson Store Museum on Amherst Island requested the addition of a shelter for temporary displays/exhibits to accommodate oversized equipment/artifacts, as well as various community gatherings. The Township, with assistance from the County, should prepare an assessment of buildings that have the potential to support program/tourism initiatives, to determine the feasibility of undertaking renovations/upgrades.

Built Heritage Resources Recommendations

- | | |
|----|---|
| 16 | The Township, with assistance from the County and local arts/heritage groups, should work to enhance programming at heritage sites, for both residents and visitors to Loyalist Township. |
|----|---|

⁵² Clements Group Inc. October 2016. County of Lennox and Addington Library Service Review.

⁵³ *ibid*, p. 14.

⁵⁴ *ibid*, p. 15.

3.3.3 Outdoor Facility Requirements

As noted in Section 3.3.1 above, there is interest in more outdoor recreation facilities in Loyalist Township. Key reasons for requesting more outdoor facilities focused on:

- the need for a greater variety of opportunities to engage in free, unstructured activity;
- the need to optimize the multi-purpose function of facilities provided;
- an interest in balancing services for different population groups in the community (e.g., youth, families, older adults, etc.); and
- an interest in more year-round outdoor recreation.

This section assesses the need for a skatepark, a splash pad, ball and soccer fields, and outdoor courts. The parks and recreation discussion in the following section is also relevant to increasing opportunities for unstructured, outdoor recreation throughout the year.

Skatepark

Facility Market

Data on skatepark users were applied to Loyalist's youth population (2011), and suggests that the primary pool of potential skateboarders, which includes both 'core' and 'casual' skateboarders, is about 300 youth (8.6% of those under 18 years of age). Of this total, 1.7% or 60 can be considered 'core' skateboarders or those who skate 52+ times per year or an average of once a week.⁵⁵ In terms of age, these data indicate that, 70% of skateboarders are under 18 years of age, and 40% are between 6 and 12 years old (based on 2009 figures).⁵⁶

This is a relatively small user base and, as noted above, expressed demand for a skatepark was not as strong as that for other facilities. Similarly, and as discussed above, Township youth did not respond to concerted efforts on the part of the municipality to attend a focus group - a venue that presumably would have attracted those interested in a skatepark. For these reasons, a skatepark is not recommended for provision at this time. As part of the monitoring process discussed in Section 4.0, however, demand for a facility may become apparent. If that should occur, the Township can take formal action to confirm and develop plans for a facility.

Unlike young children, the youth demographic is old enough to directly engage in working to provide the facilities and programs they would like to see made available. They also have definite positions on what is attractive to youth to generate

⁵⁵ Public Skatepark Development Guide: Who Are Skateboarders?
<http://publicskateparkguide.org>

⁵⁶ Ibid.

facility/program use. Provision of a skatepark in Loyalist Township, therefore, should not go ahead without the initial and ongoing commitment of the community's youth. A volunteer Skatepark Committee should be established with responsibility for advocacy, generating understanding of/support for facility provision, and project financing (e.g., grant research and applications, fundraising, etc.). The Committee should include a representative number of youth who are committed to the project. All skateboarding (and other) youth in the community, however, should be encouraged to participate in the project. It is also important to note that, depending on the length of the 'planning to completion' process, youth volunteers may 'age out' and need to be replaced.

The following discussion addresses the design, cost and location considerations for providing a skatepark in Loyalist Township, should verified demand emerge.

Facility Size and Cost

Spectrum Skatepark Creations Ltd. produced a detailed report on the design, development, and construction of facilities.⁵⁷ Information from the report was used to calculate today's cost to design and build a high-quality concrete skatepark. Approximately \$50.70 per square foot will, according to the report, produce a "turn-key, landscaped, ready-to-shred skatepark." Figure 3.14 applies this per square foot cost to the recommended size of 10,000 to 15,000 square foot parks for communities ranging from 5,000 to 20,000 people:

⁵⁷ Spectrum Skatepark Creations Ltd. *Frequently Asked Questions: Everything You Need to Know About Skateparks*. https://lin.ca/sites/default/files/attachments/Spectrum_FAQ_4.pdf

Figure 3.14: Costs of Skateboard Park Provision

Cost Breakdown and Total	10,000 square feet	15,000 square feet
10% Design: planning, design and detailing, engineering, construction drawings (blueprints)	\$50,700.00	\$76,050.00
90% Construction: Project management, construction (e.g., earthworks, formworks, concrete works), landscaping, site inspections	\$456,300.00	\$684,450.00
Total Cost at \$50.70 psf	\$507,000.00	\$760,500.00

With a forecasted population approaching the upper end of this range, Loyalist Township would likely require approximately 15,000 square feet of skatepark area at a cost of about \$750,000.00 in today’s dollars. It is noted, however, that these facilities can be designed to a pre-determined budget. The amount earmarked for a skatepark should be sufficient to provide the level of variety and challenge that will ensure its use.

Beyond the park itself, the need for amenities such as washrooms may increase the cost of development and - depending on location - these facilities can be shared with other uses on the site.

Depending on the Township’s position with respect to graffiti removal from the concrete pad, operating costs can be minimal, comprising ongoing trash/recycling clean-up, inspections, and concrete resealing every one to two years. A zero-tolerance policy for graffiti will necessarily add to these costs.

Location Considerations

The Spectrum report implies that communities of Loyalist Township’s size generally provide a single facility. “Communities with populations over 20,000 typically divide their total skatepark area into multiple parks in order to serve their larger geographic area.” At the same time, the report notes, “if the skatepark is much more than a 15 minute bike ride away, or if park users have to ride their bike on a highway to get to it, it’s just not realistic to expect that parks users will make the trek regularly.” This criterion in relation to cycling times between the three main settlement areas in the Township suggests that a skatepark in Bath, Amherstview or Odessa could only reasonably be expected to serve the community in which it is located.

According to Google maps, it takes a minimum of: 29 minutes to cycle from Odessa to Amherstview; 36 minutes to cycle from Bath to Amherstview; 44 minutes to cycle from Odessa to Bath. None of these times are within the 15-minute limit indicated in the report to generate regular use of a skateboard park via cycling or walking. As noted above, most skateboarders are too young to drive and so - ideally - would need to be able to walk or cycle to facilities.

Given that Amherstview is home to most of the Township's current and projected youth population, however, there is rationale for locating a Township-serving facility here. Images of two skateparks in the range of size indicated for Loyalist Township are shown below.



10,000 sq. ft. East York Skatepark, Toronto ON Toronto. Source: [https://lin.ca/sites/default/files/attachments/Spectrum FAQ 4.pdf](https://lin.ca/sites/default/files/attachments/Spectrum_FAQ_4.pdf)



14,500 sq. ft. Chester, Nova Scotia Skatepark.
Source: [https://lin.ca/sites/default/files/attachments/Spectrum FAQ 4.pdf](https://lin.ca/sites/default/files/attachments/Spectrum_FAQ_4.pdf)

The limited cycling/walking access that a single location would present to non-Amherstview youth, however, suggests the need to develop the facility as a drive-to destination, with sufficient parking and related amenities for this purpose. Although not ideal, a drive-to design accommodates the needs of those youth who - regardless of where the park is located - will rely on drives to access it. The details of required amenities would be determined in the planning and design process.

A recommended location for a skatepark in Amherstview is the W.J. Henderson Recreation Centre site, as it is both buffered from surrounding residential areas and is a highly visible, busy location. At 10,000 to 15,000 square feet, it would function as a drive-to Township-serving facility, while providing a walk-to/bike-to destination for youth in the immediate area. Parking, washrooms, etc. would be shared with other uses on site.

Siting and Design Considerations

In the interests of multi-use, the possibility of permitting BMX bikes at these facilities should also be considered. While the Spectrum report recommends against the use of all bikes in skateparks due to concerns about safety, conflicting use and facility damage, it notes (if BMX use is approved by the owner), there are “a number of design solutions which can significantly reduce many of the associated problems” of co-use. Restrictions on the size of bikes can also be instituted.



From a siting perspective, potential neighbours to a skatepark often oppose its proximity to residential areas. However, safety and security require these facilities to be located in high traffic areas to maximize visibility, and that they incorporate CPTED design principles to discourage anti-social behaviours. The location recommended for Loyalist is a visible, high traffic area that is also somewhat removed/buffered from residential areas.

Opportunities to attract visiting skaters to the park should also be considered from the outset and incorporated in the facility design/construction, as appropriate. A successful example of a municipal facility that serves local, regional and visiting users is the Madoc Skatepark in Centre Hastings Park. The Township of Madoc with a population of 2,197 (2011) supports a 12,700 square foot technical park, and a 3,500 square foot ‘bunny’ park for young children and beginners. It was designed as a drive-to facility to serve a much larger market than the local population, and is easily accessed from Highway 62 in the centre of town. The site is a former ball diamond park that was largely unused when a grass roots initiative

Source: see below

developed to revitalize the space. In addition to the skatepark, the site includes a splash pad, canteen, picnic pavilion, washrooms, and playground.⁵⁸ The park is used for competitions and is programmed for summer skateboard camps. It is “supervised from May to Thanksgiving weekend. BMX bikes, K2 Rollerblades, and skateboards can be rented for \$5/hour; daily rates on equipment for out-of-town visitors can be arranged at the Canteen.”⁵⁹ For skateboarders interested in ‘touring’, the Ontario Skateparks website ([ontario-skate-parks](http://ontario-skate-parks.com)) lists this facility among 80+ parks in the province and provides information on their locations, descriptions and images.

Need for Specialized Expertise

A firm that specializes in the provision of skateboard parks should be contracted to manage the planning, design and carry out the construction. The selected firms should be one that is eager to, and adept at, involving youth and other relevant community interests (e.g., nearby residents, police, etc.) throughout the process, and is well versed in optimizing design for inclusion and safety. As specialists in this area, these firms can be consulted to provide advice on all aspects of the development process and their timing.

Skatepark Recommendations

- | | |
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| 17 | A skateboard park is not recommended for provision at this time, due to no apparent demand on the part of youth in the Township, and an estimated small market based on research. If demand should emerge during the term of the Plan including ongoing, direct involvement of Township youth in planning, designing and fundraising for a skate park, the Township should consider providing a single, community-serving facility in Amherstview. |
| 18 | In future, should the Township decide to develop a facility, it should engage the services of a firm that specializes in skatepark design/development at the outset of the process, ensuring it is one that is eager to, and adept at, involving youth and other relevant community interests (e.g., nearby residents, police, etc.) throughout the process, and is well versed in optimizing design for inclusion and safety. |

⁵⁸ An arts/culture centre (1,800 square foot, sustainable structure) is also located on the site.

⁵⁹ Source: <http://www.comfortcountry.ca/upload/file/Tours/Family%20Recreation%20Tour.pdf>

Source for Centre Hastings Park: <https://www.facebook.com/Centre-Hastings-Park-1165249653520391/>

Splash Pad

Facility Market

These facilities are variously called splash pads, water play features, or water playgrounds, and are increasingly taking the place of municipal outdoor pools and wading pools. They are purposed for hot weather relief and water play, while being relatively cost-effective to build and operate. Moreover, they can be effectively designed/constructed to be accessible to all age groups and abilities.

There was very strong support for a splash pad among all sectors of the Loyalist community. Community demographics and interest, and trends in provision, suggest that the municipality should provide one Township-serving splash pad.

Location Considerations

The location of the splashpad should be determined in conjunction with the redevelopment plans for the W.J. Henderson Recreation Centre, with options to locate it here, in Bath or in Odessa. Regardless of location, to optimize service to non-local residents, however, the splash pad should be developed as a drive-to facility with the required design and amenities for full-day family/group visits. Its design should include two play areas - one each for older and younger children, and it should be accessible to all ages and abilities. Required amenities include parking, wash/changerooms, picnic facilities, benches and shade. Certain of these items, such as picnic space, parking and change facilities, can be designed and located on the site to be conveniently shared with other uses.

Facility Size, Design and Cost

During the master plan consultation, some participants indicated that a splash pad had been included in a previously prepared master plan for the W.J. Henderson Recreation Centre site. A review of this plan showed that what was proposed was a misting station, which is a much more modest facility than a community-serving splash pad.

The cost of these facilities can vary widely. A per square foot cost is difficult to determine, since total facility cost depends to a much greater extent on the numbers and types of features, overall design, and the water system used than the size of the base pad. Moreover, a smaller community may develop only one pad that performs as its only 'public swim' facility, while others may have several to many pads - of varying sizes - that supplement a number of outdoor pools, indoor leisure pools, and/or beaches. Costs for each community, therefore, are relative to overall size and the supply of aquatic facilities.

Regardless of their design, there is always the potential for public ‘swim’ facilities to spread water-borne illnesses. Although spray pads use considerably less water than conventional pools, the current focus on water conservation looks to new technologies to further minimize consumption for recreation purposes. While recirculating water systems are an option to limiting water consumption, they can add considerable cost to the facility and may be less safe from a public health perspective. Alternately, free flowing systems take water from the municipal supply, run it through the pad, and send it into the sanitary sewer. A third option that supports conservation and avoids recirculating is a system to collect waste water from the splash pad and use it to irrigate surrounding grounds or plantings. From a cost perspective, a free flowing system is the least expensive. At the same time, and for all options, it is important to weigh the water consumption of individual pad features against their play value in minimizing the use/cost of water.

The Township’s DC study allocates \$300,000 for a splash pad,⁶⁰ which should be located at the W.J. Henderson site. A review of facilities in other Ontario municipalities indicates this is a reasonable cost for a community-serving facility, and would include accessible design with CPTED considerations, two play areas with features/toys, installation, and landscaping (restoration of disturbed area plus trees, seating area, walkway connections, etc. to support the facility). The complexity of the water system (i.e., free flowing or recirculating) would influence overall costs. Water, any required fencing, and the above-noted shared amenities, would comprise additional costs. As with skateparks, splash pads can be designed to a pre-determined budget. Again, however, it is important to ensure that the resulting facility and amenities meet the level of service appropriate to a Township-serving destination. They also need to be supported by the provision of accessible washrooms/changerooms, which should be located to also serve other facilities in the park (e.g., playground, playing field). Shade structures and picnic facilities are also required.

Some municipalities rent their splash pads for private parties and special events. If the Township intends to provide this type of service, amenity requirements to support rentals should be considered in the design process.

In response to local interest in multi-purpose facilities, and year-round access to outdoor recreation, the industry now offers splash pad-ice rink combinations. “These facilities use the same floor to operate as an ice rink in the winter and splash pad in the summer. In these systems, the water lines and ice rink piping is incorporated, which facilitates

⁶⁰ Hemson Consulting Ltd. May 22, 2015. Loyalist Township Development Charges Background Study. p. 71.

seasonal changeover”⁶¹ from one use to the other. While this might be of interest to the Township in establishing a final project budget, there would be additional costs associated with this approach. Contact with a specialist in these installations indicates that “splashed ice” systems start at about \$300,000 US (\$397,000 CAN) and increase from there, based on dimensions and features.

Splash Pad Recommendations

- 19 Provide a Township-serving splash pad developed as a drive-to facility with the required design and amenities for full-day family/group visits, two play areas - one each for older and younger children - and accessible to all ages and abilities. Determine its location in conjunction with the redevelopment plans for the W.J. Henderson Recreation Centre, with options to locate it here, in Bath or in Odessa.
- 20 Provide permanent, accessible washrooms/changerooms to serve the splash pad and the park as a whole. Shade structures and picnic amenities are also required.

Ball Fields

Summary of Key Factors

The following table summarizes information on use, demand and trends that is relevant to the assessment of need for ball fields in Loyalist Township.

use & unmet demand	<ul style="list-style-type: none"> • limited community interest in participation in ball and no demand for new facilities, as reported in the surveys and focus groups • two of four groups use ball fields in Kingston or South Frontenac, due to no time available on Loyalist Township fields or lower fees for use • three current ball field users indicated need for a total of 22.5 additional hours of weekly prime-time time use, and current non-users are interested in accessing 4 prime-time hours • all requested hours are for adult leagues • field use information indicates the issue with unmet demand is not insufficient hours due to capacity use, but unavailability of preferred times at preferred locations.
supply & scheduling	<ul style="list-style-type: none"> • seven ball diamonds are scheduled by the Township; four of these are municipal and three are public school board facilities • two diamonds (one municipal and one public school board) are available for pick-up play

⁶¹ Source: <http://www.customicerinks.com/splashpads.html>

trends	<ul style="list-style-type: none"> baseball participation increased: +0.4% 2012 to 2013 (youth-sports-on-the-rise-decline) baseball and slow-pitch softball participation declined: -4.3% and -11.2%, respectively, among 6 to 17 year olds 2009 to 2014 (youth-sports-participation-statistics-and-trends) fast-pitch softball participation increased: +1.6% among 6 to 17 year olds 2009 to 2014 (youth-sports-participation-statistics-and-trends) team sports participation increased slightly between 2010 and 2015 among Americans 6+ years of age, to 23.1% (physical-activity-council) In 2010, 7.2 million or 26% of people age 15+ participated regularly in sport - down 17% from 1992. That's 7 out of 10 Canadians aged 15 and older who do NOT participate in sport (Vital-Signs-Sport-and-Belonging)
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Assumptions for the analysis:

- all scheduled time is actually being used by those who schedule it and for the purposes scheduled. If time is being scheduled and not used, it necessarily means that more time is available than this assessment indicates;
- the Township is willing to continue serving adults and non-local user groups to the same degree in future;
- prime-time Mondays to Friday was used as it is as the most regularly, intensely used facility time.

Supply and Use

There are seven diamonds scheduled by the Township: four of these are municipally owned and three belong to the Limestone District School Board. Other diamonds that are available for pick-up play include one each at Odessa Centennial, Elmwood Dopking and Briscoe Parks, and one on Amherst Island (lit) at the public school. Figure 3.15 provides estimates of current use characteristics of diamonds in Loyalist Township.

Figure 3.15: Current Ball Diamond Use (2016)*

Diamond (lit/unlit)	Estimate of Use by Type		Estimate of Prime-time** Capacity Available	Users Include Non-Loyalist Based Groups	
	Minor	Adult		Yes	No

Diamond (lit/unlit)			Estimate of Use by Type		Estimate of Prime-time** Capacity Available	Users Include Non-Loyalist Based Groups	
Willie Pratt, Amherstview	A	lit	44%	56%	17%	✓	
	B	lit	41%	59%	18%	✓	
Amherstview Public School	C	unlit	100%	-	none		✓
	D	unlit	100%	-	none		✓
Bath School		lit		100%	74%	✓	
J. Earl Burt, Wilton		lit		100%	19%	✓	
Kilminster, Odessa		lit		100%	7%	✓	
Odessa Centennial Park		unlit	Pick-up play; not scheduled				
Amherstview Public School	C	unlit	Willie Pratt C and D fields				
	D		Located at Amherstview Public School				
Amherst Island Public School	1	lit	Pick-up play; not scheduled				
Briscoe Park, Bath	1	unlit	Pick-up play; not scheduled				
Elmwood Dopking Park, Odessa	1	unlit	Pick-up play; not scheduled				

*See Appendix B for field use calculation definitions **Monday to Friday evenings

As Figure 3.15 indicates, there is a considerable amount of adult use on diamonds in Loyalist Township. This is likely due to the quality of the fields and the fact that most of them are lit to accommodate night play. Cost may also be a factor, depending on the relative cost for comparable facilities (i.e., quality and price combined) in the surrounding area, and particularly in Kingston. The number of groups from outside Loyalist Township that use local diamonds supports this conclusion.

With the exception of the Willie Pratt C and D diamonds, there is prime time available on all other municipal fields in the Township. Bath diamond, in particular, could accommodate more use. J. Earl Burt and Willie Pratt A and B diamonds could also accommodate some additional prime-time use, although regular scheduling at these locations might be more difficult due to less availability.

Demand-driven Supply

The results of community consultation indicate that, for the most part, users are satisfied with the supply of ball fields in Loyalist Township. No minor ball groups reported need for more time on fields. Four adult groups responded: The Kingston General Hospital Ball League, TESPAs, Loyalist Ladies SPN League, and the Kingston Sport & Social Club. Adult user groups requested a total of 26.5 additional hours of weekly prime time, comprising 22.5 hours for current users/uses and 4 hours for non-users who are interested in accessing time.

Use of fields outside Loyalist Township due to no time available on local fields does not align with this assessment since there is time available. Instead, preferred times and/or preferred diamonds are not available, as opposed to a lack of capacity within total supply. Use of fields elsewhere due to lower fees would not likely bring this use to the Township with the addition of more facilities alone. Although not requesting more time, one group is interested in changing their scheduling to a different day of the week.

These findings indicate there is sufficient capacity in existing supply to accommodate the equivalent of more than one additional field of weeknight prime time, if all available time is scheduled. Existing unused time, therefore, can accommodate expressed demand for additional prime time. At the same time, users might have to take time at non-preferred facilities. As noted above, our calculations did not include weekend hours, which, if considered, add considerably more time to available supply. Basing the demand-supply relationship on weeknights only, however, recognizes that field use is traditionally concentrated on weeknights. Moreover, Friday nights on local diamonds are included in prime time and are generally well used. This reflects an evolution from historic use of municipal fields in general, for which Friday evening was not considered prime-time.

Collectively, available prime time weekday evening hours on Bath, Burt and Kilminster diamonds comprise the equivalent of one lit diamond. Current demand for lit diamonds in terms of use, therefore, could be comfortably met with four facilities. This results in a provision level of 1lit diamond for every 4,335 population or a ratio of 1:4,335. Anticipated population growth of 1,620 to 2027, therefore, will not generate sufficient use for an additional lit diamond.

Minor ball use of facilities appears to total the equivalent of approximately three unlit diamonds or 1 unlit diamond for every 5,780 population (1: 5,780). Population growth to the end of the Plan's term will be insufficient to warrant providing another unlit field for minor use. With respect to Willie Pratt C and D diamonds, it is noted that they are used exclusively for minor ball for a season that runs from May to the end of July. Although

not suitable for adult use, there is capacity here to accommodate future growth in minor ball through an extended season, should it unexpectedly occur.

On balance, broader trends in participation in ball indicate relatively stable to minimal decline in activity. Local participation in ball also appears to be relatively consistent. Moreover, there was limited expressed demand in the community surveys for more ball fields or programs/activities. These indicators support provision guidelines based on current use levels.

Improvements to Existing Facilities

The following summarizes the improvements to ball fields requested by the community:

- Willie Pratt Fields - address conflicting uses and potential for injury (see soccer field analysis); washrooms need to be upgraded/properly flushing toilets; timer for lights to turn on/off automatically
- improved ball field conditions at Amherstview Public School (Willie Pratt C&D)
- Odessa and Wilton ball diamonds are well used; gravel needs replacing with a safe surface, recognizing it will increase the cost to users
- clay infields throughout Township
- better, brighter and/or repositioned lighting; better lighting at fields around ball diamonds

Several suggested improvements focused on the Willie Pratt fields. The Building Assessment report that was prepared as part of the Master Plan under separate cover, recommended that the washrooms and canteen at Willie Pratt be renovated and upgraded for accessibility.⁶² The general need for brighter, better-positioned lights on fields also emerged as well as the need for improved field conditions at the Amherstview Public School diamonds. The details of these concerns should be clarified with users and, as warranted, addressed in upcoming budgets.

Suggested improvements included installing clay infields at existing diamonds - both generally, and at Kilminster and J. Earl Burt specifically. These two fields are among the most used in the Township, and should be considered for potential improvements that would support current and future use. An approximate range in cost for a mid-grade clay infield is \$35,000 to \$40,000. At the same time, clay infields will incur more maintenance costs than other sports mixes. They require watering, are prone to washouts, and involve more grooming.

The Kingston Sport and Social Club indicated, "We would be happy to become a partner to help build additional softball diamonds for adults." We endorse the

⁶² See Appendix D for the Building Assessment recommendations.

Township’s efforts to support adult physical activity for this and future generations. There also appears to be a solid base of adult participation in ball leagues or groups that include ball as part of their athletic program. As noted above, field supply in terms of numbers should be adequate for the next ten years, including accommodation of a comparable level of non-local user groups. Township involvement in providing additional adult facilities, therefore, should only be pursued through formal agreements with interested groups. Any such agreements should be structured to ensure that the costs borne by the users equate to their access to the facilities, and that the Township retains some level of guaranteed access to the field as the owner-operator. Opportunities to upgrade existing unused/underused fields is the preferred method to increase supply, rather than building new. Lighting an existing field, for example, would cost between \$100,000 and \$120,000.

Ball Field Recommendations	
21	No new ball fields will be required during the term of the Master Plan.
22	The Township should confirm and implement needed improvements to existing fields including increasing light levels on fields, and considering options to upgrading infields.
23	Undertake renovations/accessibility upgrades to washrooms and canteen at Willie Pratt Fields.

Soccer Fields

Summary of Key Factors

The following table summarizes information on use, demand and trends that is relevant to the assessment of need for soccer fields in Loyalist Township.

use & unmet demand	<ul style="list-style-type: none"> • one current soccer field user groups indicated need for a total of 16 additional hours or weekly prime time use, and 2 hours of non-prime time use • requested hours were for children and youth ages 5 to 19 years, primarily for accessing preferred scheduling • local participation in minor soccer has increased from 775 to 900 in the past three years • limited community interest in participation in soccer and no demand for new facilities, as reported in the surveys and focus groups
supply & scheduling	<ul style="list-style-type: none"> • three soccer fields scheduled by the Township, all of which are municipal facilities

	<ul style="list-style-type: none"> • five fields (one municipal and four public school board) are available for pick-up play • the Barr Homes Soccer Complex comprises three fields, all used for adult play, and operated by a volunteer club
<p>trends</p>	<ul style="list-style-type: none"> • soccer participation decreased: -0.2% 2012 to 2013 (youth-sports-on-the-rise-decline) • soccer (outdoor) participation decreased: -8.4% among 6 to 17 year olds 2009 to 2014 (youth-sports-participation-statistics-and-trends) • soccer is the second most popular activity among Canadian youth 3 to 17 years of age; it's the top team sport in Canada for all age cohorts within this range, and among both boys and girls (massive-competition-in-pursuit-of-the-5-7-billion-canadian-youth-sports-market) • soccer is the most popular team sports among new Canadian youth (massive-competition-in-pursuit-of-the-5-7-billion-canadian-youth-sports-market) • teams sports participation increased slightly between 2010 and 2015 among Americans 6+ years of age, to 23.1% (physical-activity-council) • In 2010, 7.2 million or 26% of people age 15+ participated regularly in sport - down 17% from 1992. That's 7 out of 10 Canadians aged 15 and older who do NOT participate in sport (Vital-Signs-Sport-and-Belonging)

Assumptions for the analysis:

- all scheduled time is actually being used by those who schedule it and for the purposes scheduled. If time is being scheduled and not used, it necessarily means that more time is available than this assessment indicates;
- Greater Kingston Senior Soccer Association (GKSSA) use of municipal fields will be relocated to the Barr Homes Soccer Complex;
- prime-time Mondays to Friday was used as it is as the most regularly, intensely used facility time.

Supply and Use

The total number of fields scheduled by the Township is three, all of which are municipally owned. One municipal field is available at Dinosaur Park for pick-up play. School fields include those at Ernestown Secondary School, and Amherstview, Odessa, and Amherst Island Public Schools. Figure 3.16 provides estimates of current use characteristics of soccer fields in Loyalist Township.

Figure 3.16: Current Soccer Field Use (2016)*

Soccer Field (lit/unlit)	Estimate of Use by Type		Estimate of Prime-time** Capacity Available	Users Include non-Loyalist Based Groups			
	Minor	Adult		Yes	No		
Willie Pratt, Amherstview	large	lit	83%	17%	62%	✓	
	small	unlit	100%	-	30%		✓
W.J. Henderson, Amherstview	large	lit	65%	35%	18%	✓	
Barr Homes, Off County Road 6	3 large	unlit	-	100%	0%	✓	
Dinosaur Park, Amherstview	1	unlit	pick-up play; small; not scheduled				
Ernestown Secondary School	1	unlit	not scheduled				
Amherstview Public School	1	unlit	located inside running track; not scheduled				
Odessa Public School	1	unlit	not scheduled				
Amherst Island Public School	1	unlit	not scheduled				

*See Appendix B for field use calculation definitions **Monday to Friday evenings

As Figure 3.16 indicates, the bulk of use on soccer fields in Loyalist Township is minor league activity. All adult use comprises that of the Greater Kingston Senior Soccer Association (GKSSA).

The Greater Kingston Senior Soccer Association (GKSSA) owns and operates three unlit fields at the Barr Homes Complex site. The GKSSA purchased and developed the site (approximately 10 acres) to provide adult leagues with more access to fields as participation in youth soccer resulted in less (and less desirable) time on municipal fields. GKSSA teams are the sole users of the site and typically play between 6:00 and 9:00 p.m. three nights a week on one or two of the fields. The site is not serviced. Fields

are watered by a pump system that uses an on-site pond; these limited watering facilities require this rotating play to reduce wear and tear on the fields. The group currently rents Loyalist fields (Willie Pratt and Henderson) for one night a week for part of the season. As a cost saving measure, however, the organization is looking for ways to allow use of at least two fields per night at the Complex and so reduce their reliance on Loyalist and Kingston facilities. GKSSA membership for the outdoor season totals about 550 and typically ranges between 30 and 32 teams. A rough estimate of membership from Loyalist Township is 10% to 15%.⁶³

Demand-driven Supply

As it stands now, the three GKSSA fields are considerably below capacity use levels. The presence of these fields undoubtedly has reduced pressure on municipal fields and interest in Township field provision. It is also likely the GKSSA will relocate its current use of municipal facilities to its own fields as soon as it is feasible to do so, which will free up Willie Pratt and Henderson fields for one night a week each. This would provide the minor soccer club with 16 additional hours of prime time for more flexible scheduling, as requested. Available prime time on the large, lit field at Willie Pratt suggests that use by minor soccer here could be accommodated with an unlit field.

The relocation of all adult use to the Barr Fields Complex (should it occur) suggests that minor soccer's needs can be met with the equivalent of one, large lit and two small unlit fields. A population based provision level, therefore, would be one lit field for every 17,347 people (1:17,347) and 1 unlit field for every 8,675 people (1:8,675). These provision levels, therefore, indicate that no new fields will be required to the year 2027, with an anticipated total population increase of 1,620.

These figures, however, are based on current participation rates. As indicated in the user group survey, local participation in minor soccer has increased from 775 to 900 in the past three years, which represents an average of about 5.4% per year. As Loyalist is an attractive community for young families, it is expected that local soccer activity will continue to grow, despite overall trends suggesting stable to slightly declining participation. Applying the above-noted rate to the Plan's ten-year period suggests an increase to about 1,385 total participants (54% increase over 900) by 2027 or 485 more than currently. A large lit field and two small, unlit fields are the equivalent of four unlit fields in terms of available time. At 900 participants, current supply is one field for every 225 players (1:225). At this level of provision, two additional unlit fields would be needed to accommodate 485 more players. At the same time, there is unused capacity on

⁶³ Source: Correspondence with the GKSSA

existing fields - particularly on weekends - that can accommodate at least some of the additional use that will be generated by population growth.

Although not evident in our consultation program, North American communities are experiencing growth in field sports other than soccer that can be accommodated on fields that are appropriately designed for various activities including: football, rugby, ultimate Frisbee, lacrosse, cricket, and field hockey. Some of these sports are experiencing considerable increases in participation, according to the following statistics:

	Youth participation from 2012 to 2013 ⁶⁴	6 to 17 year olds participation from 2009 to 2014 ⁶⁵
Rugby	+18.4%	100.7%
Lacrosse	+9.8%	28.8%
Field Hockey	+13.4 %	-15.50%

Actual growth in soccer participation and other field sports in Loyalist Township, however, need to be confirmed to establish unmet demand upon capacity use of existing fields (see Section 4.0 on monitoring and evaluation).

As discussed in more detail below, a safety audit at Willie Pratt may indicate the need to decommission a field at this location. The loss of this field, along with confirmed unmet demand beyond capacity use of existing fields, may result in the need to provide a new facility. In this event, an unlit natural turf field should be provided with a view to accommodating both soccer and other fields sports that may become established and so warrant facility time. Providing a field for various scheduled uses will ensure that use is not dependent on trends in a single sport, and it offers opportunities to engage both youth and adults in a wider range of activities. It is important, however, to promote the field as a multi-purpose facility to reduce the tendency for fields to become labeled as belonging to a single group or activity. Pending confirmation of field dimensions in relation to the site size, the most likely location for a new unlit field is Odessa Centennial Park. It would require the removal of the existing unscheduled ball diamond, which is

⁶⁴ Source: <https://sportsmarketinglab.com/2014/05/16/report-youth-sports-on-the-rise-decline/>

⁶⁵ Source: <http://www.engagesports.com/blog/post/1488/youth-sports-participation-statistics-and-trends>

not anticipated to be needed - from a supply perspective - over the term of the Plan. This site also has parking. The cost of a new Class B, unlit field is estimated at between \$225,000 and \$250,000. The recommended park master plan for the site can be used to determine if this would be a preferred use.

Interest in artificial turf playing fields was mentioned in consultation activities. Although these types of facilities offer some clear advantages, they are typically recommended for larger urban areas that have the demand to support intense levels of use, and often face land restrictions that preclude providing multiple natural turf fields. Even assuming sufficient use levels, they are expensive to build and these costs, in turn, are passed on to users in the form of high rental fees. Rental fees for the City of Kingston's artificial turf field, for example, are \$172.55 and \$84.41 per hour for adult and youth prime time use, respectively.⁶⁶ These fees would be prohibitive to groups in Loyalist Township that are trying to keep participation costs to a minimum. Field sports like soccer are typically relatively inexpensive, and optimizing opportunities for residents of varying income levels to participate is an important objective for municipal recreation.

Several community members also mentioned interest in a field house. Again, these facilities are appealing from a variety of perspectives. Local demand for fields in Loyalist, however, does not warrant capital investment in a facility that is not needed in terms of capacity. Given other facility needs in the community that will diversify supply, it would not be a judicious use of resources. Moreover, field houses range from very basic, Quonset hut type facilities to major indoor complexes. The latter is very costly to provide, while the former is not the type of facility we would readily recommend unless it was both needed and the most feasible option from a financial standpoint.

⁶⁶ Source:

<https://www.cityofkingston.ca/web/guest/residents/recreation/facilities/bookings#Caracao> (There is a 10% capital surcharge on all soccer fields)

Improvements to Existing Facilities

As noted above, a key concern at Willie Pratt is the potential for conflicts, and injury to spectators and residents in adjacent backyards, given the close proximity of facilities on the site and to neighbouring properties. The Township works to minimize these risks through directives to users and netting. The Master Plan provides an opportunity to address the problem holistically. The Township should undertake a field audit and ‘facility fit’ to determine measures that would correct conflicts between fields and alleviate concerns over player and spectator safety. Corrective measures may include field elimination/re-orientation to increase buffers, relocation of the playground or installation of safety nets or fencing. Changes to the field layout should consider other recommendations in the report related to field supply and demand.

Soccer Field Recommendations

- | | |
|----|--|
| 24 | No new soccer fields are required during the term of the Master Plan to serve growth in participation alone. |
| 25 | The Township should undertake a field audit and ‘facility fit’ at Willie Pratt to determine measures that would correct conflicts between fields and alleviate concerns over player and spectator safety. Changes to the field layout should consider other recommendations in the report related to field supply and demand. |
| 26 | Depending on growth in use of current unused capacity on fields, growth in population generated participation in soccer and other field sports, and the outcome of the facility safety audit at Willie Pratt, the Township should consider providing one additional unlit, natural turf multi-use playing field to accommodate a variety of uses including soccer, football, rugby, ultimate Frisbee, lacrosse, cricket, and field hockey. |

Outdoor Courts

Outdoor courts (pickleball, tennis and multi-purpose pads) are discussed together as they are compatible activities and potentially combined in multi-purpose facilities. To that end, the two tennis courts in Bath Park (on Church Street beside the fire hall) were refurbished in 2014 to provide an upgraded tennis court and four dedicated pickleball courts. The Google maps aerial photograph below shows the layout of the 2014 redeveloped, lit courts. In the summer of 2016, pickleball lines were added to the tennis court to make it dual purpose and provide an additional four pickleball courts to supply.



Aerial Image of Bath Park Source: Google Maps

The Loyalist Junior Tennis Club offers coaching and play for youth under 18 years old for a minimal fee. From its inception in 2013 to 2015, it grew from six to 25 players. The program includes tennis related exercises and encourages parents to participate with children and youth. The Club uses the municipal tennis court, which is reported to be in excellent condition. In 2016, the Club operated every Wednesday evening from 6:00 to 8:00 p.m. from May to October.⁶⁷

We did not receive any indication of need for more time on the tennis courts for the youth program. If participation continues to increase, however, it can be expected that additional time will be needed. Other possible programming opportunities may emerge as interest and participation grow, and the Township should continue to support the Club in its efforts to increase youth engagement in the sport from across the community. The Seniors Association of Kingston Region indicated interested in access to the tennis courts anytime between 9:00 am and 3:30 pm., which appears to be able to be accommodated with current use levels.

Although tennis is not considered a growth sport, there has traditionally been a level of community interest sufficient to warrant facility provision by municipalities. Available trend data showing a 3.9% increase in youth participation from 2012 to 2013⁶⁸ suggest

⁶⁷ Source: <http://www.loyalsttennis.com>

⁶⁸ <https://sportsmarketinglab.com/2014/05/16/report-youth-sports-on-the-rise-decline/>

that tennis popularity may simply fluctuate from year to year. It will not likely fall to 'zero', particularly if - as in Loyalist Township - there are individuals willing to take on the job of providing instruction and coaching. Of particular note is that participation is affordable for anyone who is interested. While there is no evident demand for more courts in the Township at this time, space considerations for their future provision at W.J. Henderson could be incorporated in the outdoor conceptual site plan.

The Bath Pickleball Club, established in 2013 using the gymnasium at Bath Public School, has grown in three years from an initial membership of 24 to 95. It primarily serves adults 60+ years of age with physical activity and social interaction. The program runs year-round, using the Bath courts for the summer session and school gymnasiums during winter months.

The Pickleball Club is interested in six more hours per week of court use during prime time and three hours of non-prime time. Four hours of prime time gymnasium use is also needed for indoor activity. The Township works with the Club on an ongoing basis to assist in finding available space for program development. The Seniors Association of Kingston Region (SAKR) is interested in access to the pickleball courts anytime between 9:00 am and 3:30 pm. It was suggested through consultation that an additional tennis court be provided so that the existing court can be converted to pickleball courts. Interest in having pickleball courts in Amherstview was also mentioned. The discussion on indoor facilities above addresses opportunities to include pickleball in new spaces in Amherstview.

Other potential improvements and further development to the Bath site of interest to the community and/or amenable to this location include:

- wind screening (Township is installing this spring 2017);
- double the night lighting (Township is installing this spring 2017);
- permanent washrooms;
- bocce courts, shuffleboard, and horseshoes for more variety/less strenuous activity;
- multi-use court comprising full size basketball; pick-up ball/in-line hockey;
- dual-purpose tennis/pickleball courts, should existing facilities reach capacity use.

Collectively, current uses and interest in additional facilities at this park point to a theme of all-ages outdoor activity. This is in keeping with the age structure of the Bath area, which although leaning towards an older demographic also includes families with children living at home.

Although dedicated facilities for each type of activity is usually of most interest to user groups, the need to optimize municipal investment warrants multi-use facilities wherever possible.

As it stands now, there are facilities for both tennis and pickleball at the park: four dedicated pickleball courts, and a dual pickleball-tennis court. In the short-term, this arrangement should continue to be used on a schedule that complements tennis court use by the Junior Club and other casual or organized users (e.g., the SAKR).



Additional scheduling may also be required to meet growing demand. Improved night lighting will support extended use. Should use of the tennis court for both pickleball and tennis reach capacity, consideration should be given to providing an additional tennis court and converting the current dual-purpose court to a dedicated pickleball facility.

Research on multi-use courts suggests that activities like basketball, in-line hockey, and ball hockey are best accommodated on a separate multi-use court since shoes, roller blades and sticks will mark the court surface.⁶⁹ Moreover, as the number of uses on a single court increases, conflicts between space requirements and equipment location (e.g., nets, poles, etc.) begin to limit its capacity to perform well and safely. A separate multi-use pad for these pursuits should be provided for pick-up play at this location.

A conceptual site plan should be prepared for the Bath Park that locates recommended facilities and integrates pathways, landscaping, etc. throughout the site, and phases development. Future improvements to outdoor play areas on Amherst Island should consider the need for a multi-use play court.

Outdoor Court Recommendations

- 27** A conceptual site plan should be prepared for this park in Bath as an all-ages outdoor activity park, incorporating and phasing the following:
- a separate multi-use pad for basketball, in-line hockey and ball hockey for pick-up play;
 - facilities for bocce, shuffleboard, and horseshoes;

⁶⁹ <http://www.athleticbusiness.com/outdoor/tennis-court-surfaces-continue-to-evolve.html>

Outdoor Court Recommendations

- a permanent washroom to serve current and future uses.

Should use of the tennis court for both pickleball and tennis reach capacity, consideration should be given to providing an additional tennis court and converting the current dual-purpose court to a dedicated pickleball facility.

- 28 In the short-term, the current dual tennis/pickleball court arrangement at Bath Park should continue to be used on a schedule that complements tennis court use by the Junior Club and other casual or organized users (e.g., the SAKR), with extended hours of use, if required.

Arts, Heritage and Culture Facilities

Requests for outdoor facilities to support arts programming included:

- covered stage/amphitheatre and electrical services in Bath Centennial Park (north side) for entertainment and vendors;
- shelter for temporary displays at the Neilson Store Museum (for outdoor oversize equipment) that could accommodate multi-use community gatherings.

These are discussed in conjunction with special event development and indoor facility requirements in Sections 3.3.2 and 3.2.2, respectively.

3.4 Parks, Open Space and Trail Requirements

3.4.1 Overview of Findings and Key Trends

Increasing Local Demand

The health and wellness benefits of parks and recreation have long been known and promoted through a range of studies and surveys. As well, whether by financial necessity or personal choice, there are indicators that suggest that people are spending more leisure time in their local communities. In 2008, a comprehensive telephone survey, conducted on behalf of Parks and Recreation Ontario, gathered the perspectives of a cross section of Ontario residents from across rural and urban areas of the province. The findings identified that in the 21st century leisure now trumps work in importance. Ontarians believe that leisure time contributes to their overall health and happiness, although also reporting less and less time for leisure and recreation. In addition, 8 out of every 10 households use public parks, and the majority (over 90%) acknowledged that they or someone in their household receive benefit from local parks.

These trends and findings suggest that today and into the future there will be a continuing need to optimize the use of local parks and open space resources. Parks, trails and natural areas offer low or no-cost opportunities for all ages to be active outdoors, and serve as places for both structured and unstructured social interactions and activities.

Key trends in parks and open space development that support this demand include:

- Creating opportunities for passive recreation in sustainable areas of the natural heritage system;
- Providing facilities in parks that appeal to a range of ages, abilities and cultures and support low-cost, unstructured activities;
- Providing opportunities for group social activities and events in select parks, e.g. picnic areas, barbeques, small/large group gathering areas;
- Increasing winter use of parks, open spaces and natural areas;
- Optimizing the use of parks and open space resources.

Quality Not Quantity

Linked to the increased use of local parks there is a trend toward increased public expectations for improved accessibility, innovation and higher quality facilities in both new and rejuvenated parks. Older municipal parks, although large in size, are often sports focused or have limited amenities that appeal to a wide range of users. With allowable land dedications limited under the Planning Act, more recently acquired park parcels are typically smaller and there is a need to do more in less space.

Contemporary urban parks offer interesting designs and places for strolling, sitting and

quiet contemplation, together with recreation and play facilities. Frequently requested amenities for new and upgraded parks include: trails, outdoor fitness equipment, shade structures and gazebos, more and better pathways, seating, floral displays, areas for casual use and outdoor programming (e.g. tai chi, outdoor fitness, yoga), splashpads, multi-purpose courts, casual use fields, dog parks/off-leash facilities, and community gardens.

This trend is echoed in the findings of the public consultation, which indicates that improvements to existing parks similar to those described above are needed in Loyalist Township.

Back to Nature

There is a trend in the use of parks and open space toward passive recreation including trails, bird watching, and enjoying nature which goes hand in hand with conservation efforts to protect and restore natural systems. This is supported by a growing body of research that suggests that regular experience in nature is a fundamental requirement for healthy human development. This is evidenced by the Back to Nature Network, a collaborative of organizations from across Ontario supported by the Ontario Trillium Foundation. Sectors include education, health, planning, early child development, environmental stewardship, and active healthy living. The inspiration for this effort is envisioning a world where all children have access to nature within walking distance of their homes, and regular opportunities to spend meaningful time in it. A related trend is the development of natural playgrounds that are inspired by nature and offer creative play structures. The new natural playground in Babcock Mill Park in Loyalist Township is an example.

Operational Sustainability

With intensified use of new existing parks for a range of activities and community events, operations and maintenance needs will also increase over time. Making sure that operational service levels are aligned with different types of parks, and accounting for increased operational costs in the estimation of costs for park development and redevelopment is an important consideration for municipal parks service delivery.

Loyalist Township has created a comprehensive set of Operational Service Standards. The manual directs the standard of maintenance for different types of parks based on their role and function within the parks system, and addressing grass cutting, sports field maintenance and flower bed maintenance. As new parks are added to the portfolio, or existing ones upgraded there will be a need to confirm and or re-align service levels and corresponding staff resources to make sure that service standards are being met.

Accessibility

The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) Integrated Accessibility Standards Regulation includes a Design of Public Space Standards. It directs that public sector organizations consider and incorporate accessibility design, criteria and features when procuring new play equipment or services (e.g., design of parks and outdoor public spaces). Now in effect the Public Space Standard requires organizations to incorporate accessibility, except where it is not practical to do so, when: building new public spaces; or redeveloping existing public spaces, recreational trails, beach access routes, outdoor public use eating areas, outdoor play spaces, exterior paths of travel and parking areas.

3.4.2 Parks and Open Space Strategies

Parkland Provision Standard

When all types of parks are considered, Loyalist Township is well supplied with parks and open space that support a range of active and passive uses, with each urban area served locally with Neighbourhood and Community parks, and the Township as a whole served by a number of District Parks. Figure 3.15, following shows a breakdown of municipal parks and open space by community area using the recommended classifications for each park. Refer to G for a detailed Parks Inventory.

Figure 3.15: Existing Parks and Open Space Supply

Type	Amherstview	Bath	Odessa	Amherst Island	Wilton	Town-wide
Neighbourhood Parks (ha)	7.05	8.21	1.02	N/A	0.55	N/A
Community Parks (ha)	5.46	1.40	16.13	0.80	3.10	N/A
Sub-Total (ha)	12.51	9.61	17.15	0.80	3.65	43.72
District Parks (ha)	10.39	8.10	1.99	22.98	N/A	43.46
Total Parks (ha)	22.90	17.71	19.14	23.78	3.65	87.18

Using the estimated 2017 population of **17,347**, the current town-wide supply of parkland in Loyalist Township approximates a supply standard of 5.0 ha/1000 population when all park types are considered. This provision standard is comparable to other municipalities of Loyalist Township's size and characteristics. However, the total parkland supply in Loyalist Township includes Sand Beach Wetland Conservation Area on Amherst Island, which was acquired for conservation purposes and which serves a Township-wide function. At 21.80 ha, this park significantly increases the Township's supply standard.

Also contributing to passive recreation opportunities and/or conservation measures, but not calculated into the parkland supply, are other municipally-owned open space lands which total 23 ha. Residents also have access to Parrott's Bay Conservation Park and the Rideau Waterway Land Trust lands at Nicholson Point.

Notwithstanding a generous supply of parkland across the Township, it is important that parkland needs are assessed at a community level to support local recreation and leisure needs, encourage active living and social interaction, and to reduce car dependency.

When only Neighbourhood and Community serving parks are considered, the town-wide parkland supply approximates 2.5 ha/1000 population. The actual amount within each of the urban areas of Amherstview, Bath and Odessa varies, reflecting the Township's history of amalgamation. Refer to Figure 3.16 following.

Amherstview at 1.53 ha/1,000 population has the lowest per capita supply for Neighbourhood and Community Parks of the three urban areas. However, the community also has access to Willie Pratt Sports Fields, the soccer field at WJ Henderson and Fairfield Park on the waterfront, which are Township-serving District Parks and, if included, increases the Amherstview standard of supply to 2.81 ha/1000 population.

Odessa, at 15.95 ha/1000 population has the most generous per capita supply (total parkland), although this is largely bolstered by Centennial Park, which is 11 ha in size but likely underutilized due to the aged condition of its facilities.

The standard of supply in Bath is 4.31 ha/1000 population for Neighbourhood and Community Parks, and 7.94 ha/1000 population when District Parks within its boundaries are added in.

The Rural area, which comprises approximately 31% of the Township's population is difficult to assess on an area-specific basis. It is assumed that residents in these areas are using parks in the nearby communities to the extent needed for recreation

purposes. Amherst Island, with a permanent population of 420, is also well supplied with a range of different types of parks, beaches and conservation open space lands which serve both resident and visitor interests.

Figure 3.16: Parkland Assessment by Urban Area

	Amherstview	Bath	Odessa
Existing Population (2017)	8,154	2,230	1,203
Neighbourhood Parks (ha)	7.05	8.21	1.02
Neighbourhood Parks Provision Level (ha/1000 pop.)	0.87	3.68	0.85
Community Parks (ha)	5.46	1.40	16.13
Community Parks Provision Level (ha/1000 pop.)	0.67	0.63	13.44
Total Community/ Neighbourhood Parks (ha)	12.51	9.61	17.15
Community/ Neighbourhood Parks Provision Level (ha/1000 pop.)	1.53	4.31	14.29
District Parks (ha)	10.39	8.10	1.99
Total Parks (ha)	22.90	17.71	19.14
Total Parks Provision Level (ha/1000)	2.81	7.94	15.95

The levels of parkland allowable through dedications under the Planning Act (5% land area for residential, 2% for commercial) approximates 1.0 ha/1000 population in a low to medium density development and is geared toward satisfying the local (neighbourhood) park needs of new residential areas.

The Township’s current supply standard of approximately 2.5 ha/1000 population for Neighbourhood and Community parkland would be difficult to sustain through dedications alone if significant growth was forecasted. As a recent growth area, Amherstview is below this standard, although exceeds it when the District Parks within its boundaries are considered.

Considering the moderate forecasted population increase over the next 10 years and the current parkland inventory, as well as forecasted outdoor recreation needs, the current township wide supply standard of 2.5 ha/1000 population will remain appropriate as a general target for the development of new parks in the urban areas. It is recommended that the supply standard for Neighbourhood Parks and Community Parks be considered a combined standard in recognition of the overlap in uses. The standard

for Neighbourhood and Community Parks pertains only to parkland that can be developed for active and passive recreation purposes.

Park Provision Target Recommendation

- 29 For new planning areas adopt a combined provision target of 2.5 ha/1000 population for Neighbourhood Parks and Community Parks. The standard for Neighbourhood and Community Parks pertains only to parkland that can be developed for active and passive recreation purposes.

Park Classifications

It is considered good planning practice for municipalities to establish a park and open space hierarchy in order to: categorize existing parks; establish targets for the amount and quality of parks and other public open space lands; and, to assist in negotiations with the development industry. Park classifications are frequently tied to an overall standard of provision or service levels both at a town-wide level and for the various types of parks/open space. Within its current Official Plan Loyalist Township does not define an overall per capita provision target for parkland but does assign supply standards and locational criteria, as applicable, within a series of park classifications comprising Neighbourhood Park, Community Park and District Park.

Because Loyalist Township is composed of a number of historic individual communities there are wide variations between the parks within each of these categories with respect to both size and range of facilities. Notwithstanding that these differences will continue to exist, formalized parks planning standards help to direct future decisions regarding parks acquisition and development based on sound planning and design principles.

The existing classifications of Neighbourhood Park and Community Park will continue to serve the needs of local residents in the urban areas. District Parks have a specialized focus or serve a Township wide basis, and include the waterfront parks as well as those with one-of-a-kind facilities.

Neighbourhood Parks in Loyalist Township are currently fully serviced by the developer including landscaping, playground equipment, lighting and walkways, with specific playground amenities negotiated at the time of development. The following table provides suggested changes to the Township's existing park standards.

Figure 3.17: Proposed Park Classifications and Standards

Neighbourhood Parks	
Provision	The provision of new Neighbourhood Parks is based on a combined standard with Community Parks of 2.5 ha/1000 population. The provision of Neighbourhood Parks may be met with a single park or a combination of a single park and one or more parkettes.
Size	Existing Neighbourhood Parks may range in size and include Parkettes.
Location Criteria	<p>Neighbourhood Parks:</p> <ul style="list-style-type: none"> • are generally located to serve 3,000 to 4,000 people within a 600-800 metre walking distance, or to serve outlying hamlets in the Rural Area; • may respond to a smaller service area where major barriers such as roads, railways, or creek valleys result in an isolated or un-serviced area; • shall be planned and designed central to the neighbourhood as a focal point; • shall be located with frontage on local or collector roads and, wherever possible, avoid the crossing of arterial roads; • shall be connected wherever possible to other parks, green space lands and community destinations by walkways, trails, and sidewalk systems; • may be located with an elementary school to take advantage of shared use opportunities for playgrounds and other facilities development. In these instances, integration of design and development is encouraged, with no physical separation of shared facilities. <p>Specific sizes, locations, and functions of Neighbourhood Parks and linkages shall be detailed in Secondary Plans, Plans of Subdivision or Site Plans, as appropriate.</p>
Characteristics	<p>Neighbourhood Parks:</p> <ul style="list-style-type: none"> • are intended to serve the needs of the immediate neighbourhood for outdoor active and passive recreation, which may include: a playground(s), adult fitness equipment, shade structure, basketball/multi-purpose court, seating areas, walkways, lighting, open activity area, landscaping, floral displays, and landscaped buffer areas; • may include existing cultural or natural heritage features.

Neighbourhood Parks	
Standards	<p>Neighbourhood Parks are deemed to be a local service and the responsibility lies with the developer for the design and development of the park to the satisfaction of the Township.</p> <p>The conveyance of land to the Township for parks purposes shall conform to the following standards.</p> <ul style="list-style-type: none"> • hazard lands, Environmentally Sensitive Areas, including significant woodlots, buffer lands/ setbacks to natural features and poorly drained or low-lying lands shall not be acceptable as part of the dedication of parkland for active recreation purposes or cash-in-lieu payments. • land for parks shall be free of encumbrances and contamination, be generally flat, and satisfy minimum standards for grading, and drainage; • clean topsoil suitable as a growing medium shall be provided over the entire park site to a minimum depth of 150mm; • temporary stabilization of the site shall be provided in the form of seeding, with a seed mix suitable to the site and approved by the Township. <p>Prior to the signing of the Subdivision Agreement, the owner shall consult with the Township and provide landscape plans prepared by a qualified Landscape Architect for approval. The plans shall address design of parks, buffers, boulevards, medians and watercourse areas and shall indicate:</p> <ul style="list-style-type: none"> • existing and proposed final grades and contours; • site drainage; • site services; • proposed walkways; • berms and topography; • pedestrian footbridges or grade separations; • existing and proposed trees and shrubs; and, • fencing, playground equipment, amenity areas, benches and site furnishings as agreed to with the Township. <p>Where residential lots abut the parkland, perimeter fencing shall be provided by the developer as required and approved by the Township.</p>

Community Parks	
Provision	The provision of Community Parks is based on a combined standard of 2.5 ha/1000 with Neighbourhood Parks.
Size	Existing Community Parks range in size. A minimum size of 4.0 ha (10 acres) should be the minimum size for new Community Park development to support active recreation purposes. The size and configuration of Community Parks will depend on the shape and constraints of the property, and the specific program for the park, including consideration of indoor facilities where co-existing, and parking, as appropriate. For parks containing major indoor and outdoor culture or recreation facilities, sites are typically 10 ha (25 acres) or more in size.
Service Radius	Community Parks: <ul style="list-style-type: none"> • are intended to serve the needs of more than one neighbourhood or an entire community.
Characteristics	Community Parks: <ul style="list-style-type: none"> • may be designed for both active and passive recreational activities, and will typically include one or more of the following facilities or amenities: sports fields (unlit or lit), junior/senior playground(s), parking, shade structure, multi-purpose court, spray pad, tennis courts, event space, seating or picnic areas, walkways, lighting, open space areas, landscaping, floral displays, and buffer areas; • may provide specialized facilities, or serve as events space; • shall be planned as focal points, generally located on, or at the intersection of major collectors or arterial roads, with significant frontage; • shall be connected wherever possible to other parks, green space lands and community destinations by walkways, trails, and sidewalk systems; • may be located with a secondary school to take advantage of shared use opportunities for facilities development. In these instances, integration of design and development is encouraged, with no physical separation of shared facilities; • may include existing cultural or natural heritage features. <p>Where included, parking shall be oriented to the street and be buffered by landscaping.</p> <p>Due to overlaps in park uses and functions Community Parks may also serve the function of Neighbourhood Parks.</p>

	Specific sizes, locations, and functions of Community Parks and linkages shall be detailed in Secondary Plans, Plans of Subdivision or Site Plans, as appropriate.
Standards	Should the situation arise, the conveyance of land to the Township for Community Parks purposes shall conform to the standards outlined under Neighbourhood Park.
District Parks	
Provision Target	N/A. A per capita provision target is not assigned to District Parks due to their resource-based nature and unique characteristics.
Size	The size and configuration of District Parks will depend on the shape and constraints of the property and the specific attributes which led to the site's acquisition.
Location Criteria	<p>District Parks serve the entire Township as well as visitors and users from outside and includes areas owned and operated by the Conservation Authority or other public bodies who may operate open space areas available to the general public.</p> <p>Where Township owned, District Parks may also serve the role and function of Neighbourhood or Community Parks.</p> <p>Sites for district parks shall, wherever possible, be located on arterial roads or provincial highways and/or in areas with easy access and without undue impact to local residents, and should offer parking and be accessible by transit.</p>
Characteristics	District parks may offer passive and/or active recreational activities, and include: existing cultural or natural heritage features, specialized sports facilities, trail systems, group picnic facilities or event space, and other park amenities as described under Neighbourhood and Community Parks.
Open Space	
Provision Target	N/A. A per capita provision target is not assigned to Open Space due to its resource-based nature. Open Space will not be accepted as parkland dedication as it does not meet active parkland needs.

Open Space	
Size / Location	Open space may include valleyland, natural hazard lands, and environmental protection areas as well as non-park land associated with stormwater management ponds, boulevards and connecting walkways in developed areas. The size, configuration and location of Open Space will depend on the shape and constraints of the property and the attributes which led to securement of the lands.
Characteristics	Open Space may include self-directed, passive recreational opportunities as suitable to the setting and requiring minimal development or facilities. Examples may include trails, pathways, and signage.

Park Classification Recommendation

- 30** Adopt a classification system for municipally owned or managed open space comprising Neighbourhood Parks, Community Parks, District Parks and Open Space with standards and development criteria as outlined in the Parks and Recreation Master Plan.

Parkland Acquisition

As growth occurs, parkland needs should continue to be assessed and parkland acquired on an area-specific basis to ensure that there are local parks within a reasonable walking distance. This is particularly important in areas with young families or seniors.

Allowable dedications under the Planning Act should typically generate sufficient land area to serve this need. In recognition that the typical 5% dedication will not yield a viable park parcel on high density residential sites where the development parcel is small, the Planning Act also provides for land dedication or the cash alternative to be conveyed to the municipality on the basis of the number of dwelling units, providing that a By-law has been passed to this effect. The Township’s Official Plan and the Parkland Dedication By-law currently provides for the maximum allowable rate of 1 ha (2.5 acres) per 300 units where a proposal exceeds 15 units per residential hectare of land, exclusive of Environmental Protection areas.

A review of current plans of subdivision (Draft, pending and registered) and associated proposed park blocks as provided by the Township suggests that local parkland needs

are continuing to be met on a neighbourhood specific basis, although the standard of supply in Amherstview is lagging behind other areas of the Township.

Over the next ten years, growth is anticipated to increase the Township’s population by 1,620 people. Using the current per capita supply rate of 5.0 ha/1000 population as the standard of supply for all parks this population increase would translate to a total additional requirement of 8 ha of parkland, township-wide. However, growth is anticipated to occur in the urban areas therefore a calculation of Neighbourhood and Community Parks for each community is most appropriate.

Figure 3.18 provides an assessment of parkland needs within the urban areas based on the estimated 2027 long-term population forecast, using the recommended standard of 2.5 ha/1000 population for Neighbourhood and Community Parks, and considering planned parkland identified in the Parks Inventory.

Figure 3.18: Projected Population Forecasts and Parkland Assessment

	Amherstview	Bath	Odessa
Existing Population (2017)	8,154	2,230	1,214
Existing Community/ Neighbourhood Parks (ha)	12.51	9.61	17.15
Long-term Population Forecast (2027)	8,924	2,440	1,324
Future Planned Parkland (ha)	4.46	4.50	1.10
Total Parkland Existing and Future (ha)	16.97	14.11	18.25
Additional Parkland Needed (ha) to maintain 2.5 ha /1000 population supply standard	5.33	-	-

Notwithstanding the foregoing assessment, the need for local-serving parks should be assessed at the time of planning new subdivisions, and should consider proximity and access to existing parkland, proposed form of development, and forecasted recreation facility needs.

To avoid fragmenting new parkland dedication across multiple small sites, consideration should be given to area planning through secondary plans. This will allow for the identification of a suitable park site in advance of development. Consideration should be given to using the consolidation of dedications through developer agreements if needed.

Existing larger community-oriented parks will remain the primary base for indoor and outdoor recreation and leisure facilities. As well, opportunities to link residential areas to local parks, schools, environmental open spaces and landscaped storm water management ponds through mid-block walkways or sidewalk and trail connections should continue to be made in new development areas.

Parkland Acquisition Recommendations

- | | |
|----|--|
| 31 | Continue to plan for the acquisition and development of additional parks to serve new residential areas using allowable provisions in the Planning Act and considering: proximity to existing parks of all types, proposed form of development, and forecasted recreation facility needs. |
| 32 | For larger urban expansion areas, consideration should be given to planning through a Secondary Plan, prepared as an amendment to the Township Official Plan. This would allow for more detailed planning and policies covering parks, public spaces, and urban design to direct plans of subdivision. |
| 33 | To avoid fragmenting the parkland dedication across several small plans of subdivision, consideration should be given to the consolidation of dedications through developer agreements if needed. |

Cash-in-Lieu Policy

Section 42(6) of the Planning Act authorizes a municipality to accept all or part of the parkland dedication requirement by way of the payment of money instead of land dedication – commonly referred to as “cash-in-lieu”. Previously set at one hectare for each 300 dwelling units, Bill 73 (enacted in 2016) has changed the allowable cash in lieu to be collected under the alternate provision standard to one hectare for each 500 dwelling units, or such lesser rate as may be specified in the by-law adopted by the municipal council under section 42. Before adopting the associated official plan policy, municipalities must prepare and make available to the public a parks plan that examines the need for parkland in the municipality. This is assumed to be satisfied by the current Parks and Recreation Master Plan.

The Township’s Official Plan currently provides for the acceptance of cash in lieu with “the valuation of land and the use of such monies in accordance with the applicable provisions of the Planning Act”. The current OP policies in this regard will need to be aligned to Bill 73 as part of the Official Plan update. At this time the Township may wish to outline criteria for when a parkland dedication will be required vs. cash-in-lieu.

Suggested considerations include:

- Is the area currently served by existing parkland within a reasonable walking distance (e.g. 600m to 800m linear distance)?
- Is the development located in a neighbourhood where there is a deficiency of parkland, or where the projected increase in population will create a deficiency?
- Is the proposed dedication of a size and form to be functional, based on parkland development standards, and identified recreation needs for anticipated residents?
- Would a land dedication contribute to the creation of an open space linkage or access point, trail corridor, or protection/enhancement of an environmental feature?
- Would a dedication contribute to serving future areas of growth beyond the immediate area, i.e. as a larger parcel?
- Would the taking of parkland from the site render the proposed development or redevelopment unfeasible, i.e. high density residential?

As well the *Planning Act* requires municipalities to deposit cash-in-lieu into a dedicated account with permitted use for the acquisition of land to be used for park or other public recreational purposes, including the erection or repair of buildings and the acquisition of machinery for park or other public recreational purposes.

To direct the use of these funds the Township may wish to consider developing a strategy for use and prioritization of cash-in-lieu (park reserve fund) to ensure that adequate funds are available to meet future parkland acquisitions as the need or opportunity arises, including: Neighbourhood Parks to serve new development areas (where consolidation of dedications is required); upgrading of existing recreation facilities; and acquisition of open space for trails planning or environmental purposes (where not protected by Planning policy).

Cash-in-Lieu Recommendations

34	Update Official Plan policies and Parkland Dedication By-law to reflect Bill 73 and the allowable rate for collection of cash-in-lieu of parkland, which is established at 1 ha /500 units.
35	Develop a strategy for determining when to take cash in lieu of parkland, based on criteria outlined in the Parks and Recreation Master Plan.
36	Develop a strategy for use and prioritization of cash-in-lieu (park reserve fund) to ensure that adequate funds are available to meet future parkland acquisitions as the need or opportunity arises, including: Neighbourhood Parks to serve new development areas where consolidation of dedications is required, or as indicated by recreation facility needs; and acquisition of open space for trails

Cash-in-Lieu Recommendations

planning or environmental purposes (where not protected by environmental policies).

Park Development / Redevelopment

Loyalist Township's parks offer a range of facilities to serve local residents and the municipality as a whole. Their current state reflects the time periods in which they were developed, with newer parks offering more amenities than legacy parks that date to pre-amalgamation. Over the past several decades the Township has upgraded a number of existing parks, in addition to planning and developing new ones. The upgrades have been completed across the Township's communities. The Township has also indicated a desire for improvement and enhancement of the public waterfront lands along Highway 33, which are well used by local residents and located on a well-travelled tourist route.

Moving forward there will be a need to continue to retrofit existing parks and facilities to address changing neighbourhood demographics, new leisure/recreation trends and unmet community interests that have emerged through this study. Input received from the various public and user surveys suggest general satisfaction with the parks system as a whole, although need for some improvements to parks and recreation facilities was noted by many respondents. Unsolicited suggested improvements to parks included: upgraded playground equipment; benches, picnic tables and seating areas; more equipment for physical activity; improved winter access; trees/shade; pathways; trails; Wi-Fi connectivity; natural plantings; horticultural plantings; improved signage; educational/interpretive signs; splash pads; dog parks; and a new boat launch.

Although the order of preference varied across the three resident surveys, when presented with a list of potential facilities there was considerable support noted for trails, splash pads, and dog parks. Outdoor recreation facilities (splash pad) are discussed in Section 3.3.3. Dog parks and trails are discussed in separate sections below.

Various park sites in Loyalist Township that were identified for improvements/upgrading during the consultation process include: Fairfield Park, Lakeview Park, Parrott's Bay Conservation Area Parrott's Bay Conservation Area (CRCA owned), Dinosaur Park, Ridge Park, Loyalist Park, Hawley Park, Wilton (non-specified), Bath Centennial Park / Playground, Lighthouse Park, Sand Beach Park, Nicholson Point, Jessup Lane, Heritage Park, Kilminster Park, Elwood King Park, Babcock Mill and Park, Willie Pratt Sports Field, and the waterfront trail. Some specific input on types of improvements requested for these sites can be found in the Open House comment sheets.

The development of new parks and the major redevelopment of existing parks should be undertaken through a conceptual site master plan process that addresses: a program of uses, spatial / analysis, physical and natural constraints and opportunities, and relationships among park activity areas, and adjacent lands. The Plans should be undertaken using a consultative process with local residents for whom the park is intended to serve. This provides for public input into the planning of facilities and allows for the consideration of the functional design and aesthetic qualities of a park.

Based on input received through the public and staff consultation process and near term priorities for park redevelopment, those parks for which conceptual site plans should be completed, include: the W.J.Henderson Recreation Centre site, Lakeview Park (in progress), Fairfield Park (see discussion in Waterfront Parks, following), and Bath Park.

Willie Pratt Sports Field is a well used sports focused park with both ball diamonds and soccer fields. As discussed above, consultation with sports group and staff and research completed for the Master Plan has revealed that there are a number of safety concerns related to the close proximity of the various fields - to each other, to adjacent residences, and to spectator and amenity areas. Recommendations related to field uses are provided in the section on Outdoor Recreation Facilities. A Master Plan for the site or, at a minimum, a site audit and 'facility fit' exercise, should be completed for the site in conjunction with, and prior to implementing any field changes.

Centennial Park in Odessa is also a noteworthy site. Although located out of the way and adjacent to the 401, at 11 ha in size it is one of the larger community parks in the Township. The park currently appears under-utilized with a single ball diamond and aging play equipment. A portion of the site is naturally wooded and adjacent to the river. It has been suggested as a potential location for a dog park, and for field improvements. It is recommended that a master plan be completed for Odessa Centennial Park to determine its best future potential, in consultation with the community and considering other findings of the Parks and Recreation Master Plan related to outdoor facilities. However, there are some restrictions placed on development at this site as some of the site forms or is within 120 metres of a provincially significant wetland. No development can occur to property within the PSW and anything within 120 metres must be evaluated by a qualified ecologist.

Park Development/Redevelopment Recommendations

- 37** Provision should continue to be made through existing capital replacement programs for new facilities and for upgraded amenities to be added to existing parks, while considering the findings of the Parks and Recreation Master Plan.

Park Development/Redevelopment Recommendations

38	Partnerships with local community organizations should continue to be sought to achieve park improvements.
39	All major park development/redevelopment should be planned through a conceptual site master plan that defines and locates appropriate uses, facilities and functions, in consideration of: the site attributes and context; the recommendations of the Parks and Recreation Master Plan; input from the public; safety of park users; and Crime Prevention Through Environmental Design (CPTED) principles.
40	The W.J. Henderson Recreation Centre site requires an outdoor conceptual site plan, as noted above. Other key park sites for improvements/upgrading and for which conceptual site plans should be completed in the Master Plan’s term are Fairfield Park, Odessa Centennial Park and Bath Park.
41	A park concept plan for Willie Pratt Sports Fields or, at a minimum, a site audit and ‘facility fit’ exercise, should be completed in conjunction with, and prior to, implementing any field layout changes.

3.4.3 Waterfront Parks

Overview

The Township’s 40 kilometers of frontage on Lake Ontario includes a section of the Loyalist Parkway (Hwy 33), the historic villages of Bath and Millhaven and the community of Amherstview, along with several waterfront parks and open space areas. Fairfield Park and the Fairfield-Gutzeit House have preserved historic buildings that portray the significant history of the region, and provide opportunities for a range of recreation activities.

Amherst Island, with a permanent population of 420, is accessible by a provincially owned, Township operated, ferry that operates year-round between Millhaven on the mainland and Stella. There are three municipally owned beach access parks on the island: Lane’s End Park; Sand Beach Wetlands Conservation Area, developed in 2016 as a joint effort between the Township and the Ontario Heritage Trust; and Back Bay Beach which is co-managed with the Hunt Club with the Township retaining access from January to Labour Day each year. A small public wharf can be found at Stella Bay Park on the north shore.

The Loyalist portion of the Waterfront Trail comprises about 40 km of road-based route along the Loyalist Parkway. The Parkway follows Loyalist settlement routes and offers a

scenic drive along the waterfront between Trenton and Kingston. A one meter wide paved shoulder has been provided for cyclists along its length. There are numerous parks and scenic roadside stops along its length including several in Loyalist Township: Bath Centennial Park, Finkle's Shore Park, Hwy 33 Rest Area, the unnamed open space across from Invista, and Fairfield Park.

Waterfront Park Improvements

As both tourist parks and district parks, the waterfront sites in Loyalist Township receive the highest level of maintenance and are well-kept, attractive properties. However, the age and condition of the existing facilities varies across the sites and most, if not all, stand to benefit from updating. The Township has completed some improvements to key waterfront parks in recent years including updating of lighting and refreshing of the washrooms at Fairfield Park and reconstruction of the playground at Bath Centennial Park. Other landscape improvements at Centennial Park were completed in association with village beautification efforts led by the Bath Community Revitalization Committee.

Fairfield Park

This waterfront park in Amherstview receives considerable use by both residents and visitors for picnicking, passive recreation, and special events. Guided tours of historic Fairfield House are offered during the summer months. Supporting amenities include a moderately sized parking lot, aging washroom building (with flush toilets but no running water) and play structures. The park is used for seasonal events with high attendance. As a former residential estate, the site offers considerable charm although it lacks a cohesive infrastructure to support recreation related activities and large-scale events. The site's proximity to Lakeview Park, across the road, has also stimulated discussion on the need for a crossing that would allow safe movement between the two parks, and greater access for residents living to the north. Dialogue with MTO on this issue is ongoing. The preparation of a conceptual site plan for Fairfield Park is recommended to explore its best potential as both a Township serving waterfront park and a tourist attraction while conserving the site's significant built and landscape heritage features, and its scenic qualities. Fairfield House is designated under the Ontario Heritage Act and the building and property are covered by a heritage conservation easement (Ontario Heritage Trust), which would need to be taken into account when considering any future plans.

Hwy 33 Rest Area / Unnamed open space across from (Invista)

These two municipally owned open space properties located on Bath Road (Hwy 33) are in proximity to one another although not directly connected by municipally owned

land. Both contain large expanses of lawn area, and a road, which parallels the lakeshore and allows for off-road parking and viewing. A few benches are provided along the small fringe of open space at the lake edge. The sites are popular as roadside stops and for dog walking, and have been suggested as locations for a dog park.

At 1.7 ha the unnamed open space across from Invista parcel is underutilized as a municipal park site. This is largely due to it being landlocked as the driveways are located on the flanking properties to the east and west, which are owned by Invista. The Township currently maintains the centre and east parcels of land. There is currently no formal agreement in place to access the municipal parkland via the driveways, although residents are.

With the current status quo in land ownership there are opportunities to enhance the uses and facilities on both the Highway 33 Rest Area, or on unnamed open space across from Invista (providing formal vehicular access can be secured across the non-municipal parcels). Collectively, the three parcels that make up the total unnamed open space across from Invista open space comprise premium waterfront open space and shoreline with the basic road infrastructure to support a substantive waterfront park. As a consolidated parcel of land, there would also be opportunities to create a section of off-road Waterfront Trail through these properties.

As a longer term initiative the Township should consider how to better utilize the Highway 33 Rest Area and the unnamed open space across from Invista including opportunities to formalize access, lease, or purchase the adjacent vacant lands.

Other Waterfront Park Improvements

The following is a summary for other suggested improvements to the waterfront parks, which resulted from the study consultation with staff and the public, with specific locations where noted:

- Amphitheatre – Bath Centennial Park (north side)
- BBQs/fire pits
- Beach improvements – Bath Centennial Park
- Benches, picnic tables
- Bike racks
- Gazebo – Nicholson Point (Lighthouse Park)
- Parking lot (drainage and surfacing) – Finkle’s Shore, Fairfield Park
- Playground – Fairfield Park
- Trails/walking paths
- Washrooms, improved or new - Finkle’s Shore; Fairfield Park, Sand Beach Wetlands Conservation Area (portable/composting toilet)

Signage Program

A consistent and unique signage (park identity, wayfinding and interpretive) would serve as a unifying element for the waterfront parks, help with promotion and make them stand out as key destinations and points of interest along Loyalist Parkway.

Municipal Boat Launch Ramps

Municipal boat launch ramps are currently provided at Finkle's Shore Park and Ferry Dock Park on Amherst Island. The Finkle's Shore ramp appears to be serviceable for launching small craft. Canoeing, kayaking, fishing and sailing were ranked relatively highly among activities of interest in the public surveys. There are opportunities to better support these water-based recreation activities within the existing waterfront parks.

Geese and Waterfowl Control

Managed park sites on the Lake Ontario waterfront are a magnet for geese and other waterfowl. While waterfront wetlands are their natural habitat, the presence of large numbers of waterfowl in public parks can have negative impacts on the immediate environment as well as enjoyable use of the site by people. The trend of supplemental feeding of geese has contributed to disruption of their natural seasonal migration patterns as well as their aggressive nature in urban areas, and can be detrimental to their health⁷⁰. The Township is currently using a variety of non-invasive and humane deterrents to help manage the geese population including low wires with shiny Mylar® flagging tape, canine hazing, 3D decoys and harmless but unpalatable grass additives⁷¹.

The following are additional geese and waterfowl deterrent measures which are not evident in the Loyalist Township waterfront parks and which should be considered⁷².

Plant Barriers

When molting or accompanied by their young, Canada Geese must walk to the water and require clear lines of sight so they can see predators coming. Dense plantings of tall grass, shrubs and aquatic plants of varying heights can be used along the shoreline as a barrier to egress from the water. Increased shoreline plantings would also contribute to natural habitat and serve to screen temporary fencing.

⁷⁰ Canada and Cackling Geese: Management and Population Control in Southern Canada. Canadian Wildlife Service Environment Canada. 2010.

⁷¹ Loyalist Township website.

⁷² Canada and Cackling Geese: Management and Population Control in Southern Canada. Canadian Wildlife Service Environment Canada. 2010.

Fences

Non-permanent fences such as woven wire, wire with Mylar® flagging tape, or poultry netting, should be placed at both adult and gosling height and be designed to prevent geese and goslings from walking around, underneath or through them.

Flight Path Barriers

Canada Geese and other waterfowl, including seagulls, require large open space areas to land and take off. Large expanses of open lawn area can be broken up into smaller spaces with tree plantings, or combined with an overhead grid of parallel lines of wire, fishing line, or aircraft cable as flight path barriers. Shiny flagging tape on the overhead grid may serve as a further deterrent to landing areas.

Modified Turf Practices

Reduced mowing can serve as a deterrent since geese prefer tender young grass over longer grass which has become coarse and fibrous. As well, taller coarse native grasses are less appealing to geese, and could be used selectively to naturalize areas of the waterfront parks as an alternative to traditional lawn grass.

3.4.4 Waterfront Land Acquisition

The Township's current Official Plan policies establish the following objectives for the waterfront:

- promote the establishment and development of the waterfront trail;
- protect and, where feasible, improve areas within, along, and adjacent to significant waterbodies and watercourses; and,
- improve accessibility to publicly owned waterfront lands and to those other lands where public access is permitted.⁷³

Although the acquiring of waterfront lands into public ownership is often an objective for lakefront municipalities, the Township currently owns and has access to a considerable number of waterfront sites. Refurbishment and upgrading of these sites should be the first priority, rather than additional land acquisition. Notwithstanding, opportunities to acquire or obtain access to new waterfront lands should be considered and acted on, on a case-by-case basis, particularly if they facilitate opportunities for an off-road waterfront trail route. Future opportunities to secure additional public access may include parkland dedications under the Planning Act if waterfront development proposals arise, land lease, easements or right of use agreements with private landowners, or outright purchase of strategic parcels.

⁷³ Loyalist Township Official Plan, 4.8 Open Space, p. 4-60

To facilitate decision-making in this regard the Township may wish to undertake a Waterfront Strategy. The study should examine and recommend on such issues as:

- key improvements to existing waterfront parks and municipally owned/managed properties to realize their full potential as Township-serving and tourist parks;
- opportunities afforded by the unnamed open space across from Invista and Hwy 33 Rest Area waterfront parks, including opportunities to expand the municipal land-holdings through a formal right of use agreement, lease or purchase of the parcels that lie to the east and west of unnamed open space across from Invista;
- need for, and identification of additional locations for public launch areas on the mainland and Amherst Island, including both motorized boats and canoe kayak launch areas; and,
- identification of other opportunities to increase public access to the waterfront including parkland dedications in areas of new development, leases, agreements or acquisition of strategic land parcels.

Waterfront Land Acquisition Recommendations

42	In support of a connected and publicly accessible waterfront and the development of an off-road Waterfront Trail, the Township should consider on a case by case basis and act on all reasonable opportunities to acquire additional waterfront open space using available means such as: allowable land dedications under the Planning Act; easements or agreements with private landowners; partnerships; or outright purchase.
43	Consider undertaking a Waterfront Strategy. The study should address current use of, and improvements to, existing waterfront parks, opportunities afforded by the unnamed open space across from Invista and Hwy 33 Rest Area properties, identification of appropriate locations for public launch areas (including motorized and non-motorized boats); and identification of opportunities to increase public access to the waterfront, e.g. leases, agreements or acquisition of strategic land parcels.
44	Prepare a conceptual site plan for Fairfield Park to explore its best potential as both a Township serving waterfront park and a tourist attraction, while conserving the site’s significant built and landscape heritage resources, and its scenic qualities.
45	Develop and implement consistent and unique signage (park identity, wayfinding and interpretive) to serve as a unifying element for the waterfront parks, help with promotion, and make them stand out as key destinations and points of interest along Loyalist Parkway.

Waterfront Land Acquisition Recommendations

- 46 Examine and implement site-specific opportunities for use of shoreline and other vegetation measures in the waterfront parks as part of the ongoing program of geese and waterfowl deterrent.

3.4.5 Dog Parks (Off-leash Areas)

There are presently no designated dog parks or off-leash areas in the Township. With a general trend toward smaller residential lots these types of facilities are becoming more commonplace in cities and towns across Canada. Considerable support for a dog park was expressed in the public surveys, with interest generated from residents in Amherstview, Bath and Odessa.

Off-leash areas are designated spaces within existing parks or open space that have been set aside for dogs to be exercised and socialized in a controlled manner. These types of facilities also provide opportunities for residents to interact and to exercise outdoors. At a minimum, off-leash areas are typically fenced lawn areas within an existing park area. The more developed 'dog parks' may include obstacle courses, water fountains, and waste receptacles as well as shade trees, benches or picnic tables for the comfort of dog owners. As one-of-a-kind, or limited facilities, dog parks and leash-free areas are often drive-to locations and therefore require access to parking.

Finding an appropriate site for a leash-free area that is supported by neighbouring residents and other park users can be challenging. Many municipalities strive to have community advocates or a partner organization that can assist with site selection, community liaison, fundraising for site development (particularly if expectations extend to more than the basics) and ongoing maintenance and monitoring.

Given the high level of resident interest in dog parks that was expressed during the public consultation it is recommended that the Township identify a site (or sites) within the existing parks and open space system for the development of an off-leash dog park. A possible suitable location for this space is Centennial Park in Odessa, which should be investigated along with other potential options. The involvement of community advocates or a partner organization in site selection and fundraising for development should be encouraged.

The site selection exercise should consider (at a minimum) such factors as:

- location(s) that best serves user demand (e.g. one location central to Amherstview, Bath, or Odessa, or one location per urban area);

- sufficient land area (minimum 1 ha. of dedicated space) considering safety, adequate setbacks from adjacent land uses and other park facilities;
- compatibility with other park facilities;
- safety and security (off-leash users and other park users);
- potential impacts to wildlife habitat, environmentally sensitive areas and adjacent landowners;
- ease of access via road, pathways, trails;
- availability of onsite parking;
- cost of site development and maintenance.

Further criteria may be developed through consultation with dog owners and residents.

Dog Park (Off-leash Areas) Recommendation

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| 47 | Identify a site (or sites) for the development of an off-leash dog park using criteria in the Parks and Recreation Master Plan. Initially one site should be developed as a pilot project with objectives for one in each of the urban areas. The involvement of community advocates and/or a partner organization should be sought to assist in site selection, community liaison, possible fundraising for site development and the maintenance and monitoring of off-leash areas. |
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3.4.6 Beautification

The Township currently maintains a number of flower beds or planters within its premium park sites under the supervision of its horticulturalist or in collaboration with community groups. These beautification efforts are widely appreciated and contribute to the overall character and appearance of the Township's parks, facilities and streetscapes. The plantings are largely annual plantings, and as such are labour intensive. Although there is interest in expanding the horticultural plantings to additional sites, discussions with staff suggest that current resources are at their limit with the current number of locations.

Opportunities to expand beautification efforts without significantly increasing costs include: incorporating grasses and perennial flowers to reduce the amount of annual replanting; expanding the use of flowering shrubs to increase seasonal diversity and add long-term landscape value; incorporating themed plantings (colour and sensory) to add interest; and, attempting to increase partnerships with local community organizations for the planting and maintenance of annual floral displays.

Other related initiatives which have both a beautification and long-term environmental benefit and which should be continued include shade tree planting in all new

subdivisions and parks. More advanced opportunities which could be considered are the use of green roofs on any new municipal buildings, or additions to buildings.

Beautification initiatives such as floral displays, planters, and benches should consider the surrounding context (e.g., a park or main street) and contribute to the establishment of a cohesive look for the area. Parks should also aim to establish a “sense of place” and to be one of the focal points of the area.

Beautification Recommendation

- 48** Consideration should be given to enhancing the beautification program without significantly increasing costs by: using grasses, perennial flowers, and flowering shrubs within the horticultural plantings; incorporating themed plantings, and, attempting to increase partnerships with local community organizations in the planting and maintenance of annual floral displays.

3.4.7 Environmental Best Practices

As part of its maintenance service standards the Township should consider how to integrate best practices for the management and maintenance of parks and open space areas to support protection and enhancement of the natural environment. This may include: reduced mowing limits or naturalization of managed lawn areas to create meadows; reforestation planting; use of native plant material in new planting schemes; and use of environmentally friendly materials and practices in the procurement and use of materials and equipment.

Initially one or two candidate sites within the parks system could be considered for implementation using the waterfront parks or sites adjacent to natural systems such as Babcock Mill Park.

Environmental Best Practices Recommendation

- 49** Develop and implement operational best practices for the management and maintenance of parks and open space areas that align with environmental protection and enhancement objectives.

3.4.8 Parks Use By-law

The Municipal Act, 2001, Section 11. (2) authorizes a lower-tier municipality to pass by-laws related to the regulation, use and protection of parks, open space and outdoor

recreation facilities. The terms of reference for the Parks and Recreation Master Plan included the following requirement to review the Township's existing parks by-law: *“Provide a general Parks By-law template or outline based on leading municipal practice that would be appropriate for application in the Township”.*

Loyalist Township has an existing parks by-law enacted in 2006 (BY-LAW NO. 2006-91). The by-law currently addresses prohibited activities, activities subject to approval, special prohibitions (such as environmental protection) and enforcement. Signs are posted at most municipal parks indicating basic prohibited activities.

A scan of several municipal parks by-laws indicates that these are wide-ranging documents with varying degrees of detail. The Loyalist Township Parks By-law covers the same general topics and is equal to or better than that of comparable and larger municipalities.

Some municipalities include policies related to the seasonal use of sports fields as well as permits and fees for special events or group functions within their parks by-law.

Within the current Parks By-law the section on Activities Subject to Approval seems to overlap with and be potentially in conflict with the 'No Booking of Parks Policy' which states that the Township be only 'notified' of large public functions to take place in local parks (Parks – Booking of Loyalist Township Parks, May 7, 2001, Council Meeting No. 2001.100).

The Township may wish to consolidate the existing parks by-law with other recreation related policies into an updated version of the Parks By-law. Should the Township wish to do so, an outline is provided in Appendix H, compiled from other municipal by-law examples.

3.4.9 Trails

Trail Planning

The existing trail system in Loyalist Township is largely regional serving with the largest components comprised of: an off-road recreational trail system (approximately 6km) in Parrott's Bay Conservation Area; the designation of the Lake Ontario Waterfront Trail route along Loyalist Parkway; and the identification of several on-road cycling trail loops by the County. Several of the Township's parks have been developed with short loop trail systems (Bayview Pioneer Park and Heritage Park are examples).

The Loyalist Township Official Plan currently provides policies to support the further development of the Waterfront Trail, as well as trail systems along Mud Creek and on Amherst Island. Locations for trails, park pathways and connecting walkways are identified through plans of subdivision.

The justification for additional trail development in Loyalist Township is well supported by leisure trends and objectives for healthy living, with strong public interest expressed through the study consultation process. Trails were in the top three requested additional facilities across all three forms of survey, ranking No. 1 in the random telephone survey (69%), No. 2 in the open online survey (72%), and No. 3 in the postcard survey (41%).

Where specific comments were received about trails in the consultation process, the request was primarily for the development of local trails within walking distance of home. Suggested locations for trails identified through the consultation process include:

- Bath - Water Tower, Jessup Lane Park, Wilton Creek open space;
- Odessa - west of bridge, Centennial Park;
- Amherstview – waterfront.

It was also noted in the consultation that while trails are important to supporting connectivity and activity, it is equally important to preserve environmentally sensitive areas. As well, a desire for the provision of local-serving on-road cycling routes or bike lanes was expressed by participants during the study consultation process, i.e. between Amherstview, Bath and Odessa.

Long-term opportunities for trails development in the Township should be further investigated through a Trails Master Plan. The plan should re-examine public interest in, and the feasibility of, the system of trails described in the Official Plan, i.e. the Waterfront Trail, Mud Creek Trail, and Amherst Island Trail, and the trail routes proposed in the former Bath Recreation Master Plan; as well as identifying other potential local and inter-community trails in urban and rural areas.

Opportunities for short, local trail loops exist within a number of the municipal parks as well as on other open space lands such as hydro corridors, public utility lands, and unopened road allowances.

Growth will be occurring in the vicinity of Parrott's Bay Conservation Area and Nicholson Point and the Township should work collaboratively with the local conservation authority and other agencies to identify opportunities for trails and passive recreation associated with these conservation lands.

The Cataraqui Trail is nearby in Stone Mills Township and there may be opportunities to work with Stone Mills to connect this trail system to Loyalist and this proposal should be considered as part of the trail strategy.

As a first priority the Trails Master Plan should focus on recreational walking and multi-use trail development in the urban areas, with a view to a township-wide trail system

over the longer term. Depending on resources available, an expanded area of study that may be of interest to residents of Loyalist Township is recreational vehicle use including snowmobiling and ATV routes, by-laws and enforcement.

Typical components of a Trails Master Plan include:

- public/stakeholder consultation;
- identification of feasible routes, types of trails and multi-modal uses;
- land acquisition or agreement needs;
- estimation of capital costs;
- recommendations for priorities and phasing;
- identification of potential funding sources and partnerships for trail development and maintenance.

During, or prior to the Trails Master Plan the Township should prepare and map an inventory of vacant municipally-owned lands and unopened road allowances noting size, location, attributes and current uses and functions. The lands should be evaluated to determine what value and role they currently or might play within the parks and open space system, and failing that, what commercial market value (if any) they might have if declared surplus to municipal needs. For surplus lands that were specifically acquired for parks purposes, the Township should develop a policy to direct the use of the proceeds of disposition and should consult with the community prior to any disposition.

The Township typically receives a number of applications for road allowance closures each year, and caution should be exercised in acting upon these requests prior to the completion of a Trails Master Plan.

During the trails planning process local landowners, the conservation authority and other regulatory agencies should be consulted with to confirm the feasibility of land acquisition or agreements to support any proposed trail corridors.

As part of subsequent implementation planning and design, feasibility studies should be completed for each section to identify local physical conditions, confirm trail routes and design, identify approvals and permits, and to develop cost estimates to inform capital budget allocation and phasing.

Trails Acquisition / Securement Strategies

Prior to embarking on the securement of land for trails purposes there needs to be a clear plan in place for the trail system. A township-wide trail system in an urban and rural municipality can be difficult to achieve due to the distance between communities and land ownership/management issues. However, the Township should consider

planning for a broader system where possible through its planning and land-use decisions. For example, obtaining easements or acquiring into public ownership non-developable open space lands, particularly where there are community groups or government or non-governmental organizations willing to assist with the planning, development and management of the lands. The successful collaboration with the Ontario Heritage Trust in the securement and development of the Sand Beach Wetlands Conservation Area and its Wetland Trail is one such example.

Purchase of land is one method of acquiring land for major trail corridors. However, given competing demands for municipal financial resources this is often the last contemplated option and best reserved for securing significant environmental lands or crucial links in an existing or planned trail network. A park reserve fund could opportunistically be used for this purpose.

Other land acquisition and securement strategies for trail corridors include:

- Assembly of dedications to secure trail corridors within secondary plans, subdivision plans (linear parks);
- Securement of trail access across private land through the granting of an easement or right-of-way;

Encouragement/promotion of the acquisition of private land for trails and/or environmental purposes through: Land Donation or Bequests (e.g. for tax receipt, or through the Ecological Gifts Program); as Conservation Severances; or through Conservation Easement Agreement.

Trails Recommendations

50	Continue efforts to plan for and develop sidewalks and/or multi-use trails to promote walkability, with objectives to link residential areas to the existing parks and open space system, community facilities and other destinations, including employment lands. These opportunities should be examined as part of secondary or block planning studies for new development areas.
51	Long-term opportunities for, and public interest in, trails development in the Township should be further investigated through a Trails Master Plan. The plan should examine the feasibility of the system of trails described in the Official Plan, i.e. the Waterfront Trail, Mud Creek Trail, and Amherst Island Trail, and the trail routes proposed in the former Bath Recreation Master Plan, as well as identifying other potential trails in urban and rural areas.
52	Collaborate with Lennox and Addington County, local cycling organizations, and adjacent municipalities to confirm, sign, develop and promote road-based cycling routes identified in the Lennox and Addington County Trail System. This

Trails Recommendations

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| | should include consideration of improvements such as widened lanes or paved shoulders along identified cycling routes at the time of road improvements or reconstruction, as well as discussion with MTO at such time as road bridge reconstruction at Highway 401 occurs. |
| 53 | Work with the County, cycling organizations, advocacy groups, police services, and others, in the development and delivery of a community education program that educates on cycling awareness and safe cycling practices in both urban and rural areas. |
| 54 | Prepare and map an inventory of vacant municipally-owned lands and unopened road allowances noting size, location, attributes and current uses and functions. The lands should be evaluated to determine what value and role they currently or might play within the parks and open space system, and failing that, what commercial market value (if any) they might have if declared surplus to municipal needs. |

3.5 Service Development and Delivery

This discussion focuses on areas of service development and delivery within the larger system that emerged as those that are central to the Master Plan’s implementation and/or were identified as topics for investigation by the Township or community-at-large. It is understood that improved service development and delivery is an ongoing process in Loyalist Township, as it strives to be both responsive and innovative in meeting its mandate for parks and recreation services.

3.5.1 Facility Related Directions

The current provincial Community Hubs⁷⁴ initiative may offer opportunities to make better use of public facilities to bring services closer to users. The provincial document defines community hubs as follows:

Community hubs provide a central access point for a range of needed health and social services, along with cultural, recreational, and green spaces to nourish community life. A community hub can be a school, a neighbourhood centre, an early learning centre, a library, an elderly persons centre, a community health centre, an old government building, a place of worship or another public space. Whether virtual or located in a physical building, whether located in a high-density urban neighbourhood or an isolated rural community, each hub is as unique as the community it serves and is defined by local needs, services and resources...each brings together a variety of different services, programs and/or social and cultural activities to reflect local community needs. It is this diversity of activity that allows community hubs to play a critical role in building economic and social cohesion in the community (Community Hubs in Ontario. p. 7).

The Province's investigation into facilitating the development of local community hubs is still in process, with all final recommendations anticipated in 2017. The recently published one-year progress report⁷⁵ provides updates on the development of recommended directions.

The Scarborough Storefront⁷⁶ is a long-established example of a community hub, located in a repurposed police station, that was built on locally-specific needs and interests - using an asset-based community development model. Although located in a different setting, and serving a much more diverse population than that of Loyalist Township, the Storefront has won numerous awards for its innovative and successful work,⁷⁷ and has published "The Little Community that Could: The Story Behind Our

⁷⁴ Community Hubs in Ontario: A Strategic Framework and Action Plan. August 2015. <https://dr6j45jk9xcmk.cloudfront.net/documents/4815/community-hubs-a-strategic-framework-and-action.pdf>

⁷⁵ Premier's Community Hubs Framework Advisory Group. August 2016. Enabling & Celebrating Community Hubs. One-Year Progress Update on Community Hubs in Ontario. A Strategic Framework and Action Plan. https://files.ontario.ca/communityhubsreport2016-final-web_final-s.pdf

⁷⁶ See: <http://www.thestorefront.org>

⁷⁷ See: <http://www.thestorefront.org/about-us/awards/>

Story” that shares “the practical lessons learned from a decade of building community together in Scarborough.”⁷⁸

The intent of the provincial initiative appears to align particularly well with the potential for a community hub in the municipal offices in Odessa once they are vacated. Of specific interest to the Township in identifying potential future service providers in a community hub, the current provincial report notes work being done by KFL&A Public Health.

“Integrating data to identify and respond to community needs:

Kingston, Frontenac, and Lennox & Addington (KFL&A) Public Health is using GIS data to make decisions about where services should be offered. For example, the team mapped public health data against grocery store locations along with demographic information to determine the areas of the local community with the highest food insecurity. The Community Hubs Secretariat has been working with KLF&A to better understand how existing data maps could be leveraged to better support communities and help them identify service gaps and locate community services” (Enabling & Celebrating Community Hubs, p. 31).

3.5.2 Collaboration and Partnership Directions

Working Collaborations

As mentioned in foregoing discussions, community service provision of all types increasingly requires various agencies and organizations - public, not-for-profit, volunteer and private - to work together. The word ‘partnership’ is often used to describe any situation in which two or more parties do anything together. In our view, partnerships are much more than that. A partnership is...”a collaborative venture between two or more organizations that pool resources in pursuit of common objectives...Partnerships, by their very nature, represent a sustained commitment to move forward together to reach a common objective...[and may] encompass a broad array of arrangements, from informal associations or networks to formal legal agreements” (p.4).⁷⁹

⁷⁸ <http://www.thestorefront.org/ourbook/>

⁷⁹ Edgar L., Marshall, C. and Bassett, M. (2006). Partnerships: Putting Good Governance Principles in Practice. Institute on Governance. Ottawa ON. p. 4.

Partnerships are increasingly important to recreation service provision, for a variety of reasons:

- typically, limited resources preclude any individual organization or agencies from addressing all service needs;
- needs often cross boundaries of service providers' mandates so a range of expertise and resources is required to respond, with each partner being the best one to contribute to a particular piece of the whole;
- working together increases the chances of 'covering all the bases' and, if a program/service should fail, it is less likely to do so because some key aspect was overlooked;
- collaboration minimizes the potential for duplication of effort, and possibly program/service failure if several organizations are spread too thinly while doing the same thing;
- pooling resources may offer opportunities to provide an enhanced service to larger numbers of people;
- partnerships can be synergistic by spurring collective innovation through creative thinking particularly when 'doing things differently and/or that have not been done before' is needed to overcome challenges to providing services.

The number and range of organizations that attended the partnership roundtable for the Master Plan suggests strong interest in, and considerable potential to, establish a variety of informal and formal arrangements that work to achieve common objectives in meeting the health, recreation, and social needs of local residents. The agencies that attended included:

- Town of Greater Napanee Community Services
- City of Kingston Recreation (two representatives)
- Kingston Boys and Girls Club
- Kingston YMCA
- KFL&A Public Health (two representatives)
- Loyalist Family Health Team
- Seniors Association Kingston Region (two representatives)
- County of Lennox & Addington Tourism

In addition to the volunteer groups that attended the topic-specific focus groups and expressed interest in working more closely with the Township, the survey of community organizations asked a question about interest in opportunities to collaborate with the Township in providing recreation services. A number of the groups already engage in

recreation and leisure service provision. Those that specifically noted interest in future collaboration included:

- Neilson Store Museum & Cultural Centre
- Wilton Community Association Inc.
- 2nd Amherstview Brownies/Sparks; Girl Guides of Canada, 1st Amherstview Guides
- 999 Loyalist Thunderbirds Royal Canadian Air Cadets
- Amherst Island Recreation Association
- Loyalist Country Club Residents' Association (LCCRA)

This response from a variety of agencies and organizations represents a clear opportunity to begin more formal collaboration around planning, developing and delivering community recreation services. While the Master Plan's focus is parks and recreation, it is understood that the organizations involved in future partnerships with the Township that are not strictly recreation focused will be interested in collaborations that also support their objectives in service provision.

The program section touched on the need for collaboration in service delivery, as did the facilities discussion on determining requirements for future facilities to accommodate all potential user needs - through consultation from the outset of the planning process. These two components of the delivery system are inextricably linked, since the ability to provide desired programming is wholly dependent on appropriately designed facilities. There may also be potential to collaborate on research and evaluation efforts, depending on opportunities to pool or 'trade-off' resources for these types of activities.

The potential scope of this undertaking is considerable, particularly given the number of possible additional partners there may be need to engage beyond those that participated in the Master Plan consultations. While the long-term goal of such an endeavor would be to institute an ongoing collaborative process for developing, delivering and evaluating jointly provided programs and services, it has to be manageable from the start or it will likely not proceed. At the same time, it is important to begin building on the interest that became apparent through the Master Plan study process. It is also understood that there are already a number of service partnerships in place, all of which can continue (subject to needed improvements) while outreach steps are taken to further develop the potential for joint efforts.

As one of a several larger agencies potentially involved in collaborative work, it is anticipated that the Township would have support from other interested organizations in developing the framework and procedures around service partnerships but that it would take the initial steps to enabling the work to begin. The potential to bring other relevant agencies to these sessions, that may not be Township-based but could contribute

to/benefit from local arts, culture and heritage planning, should also be considered. This approach can be used in other areas of programs/services as the groundwork for building partnerships, with the expectation that - over time - collaboration will become easier as these working relationships become imbedded in practice. To some degree, the process of partnership building is iterative and will evolve according to the level of local interest and capacity to make it work. Initial indicators, however, demonstrate both a high level of interest and ability to establish a stronger, more formal partnership network.

The Township, therefore, should host additional working sessions to clarify interests, mandates and potential directions for partnerships with the agencies and organizations that participated in the Master Plan study, and others that are interested in participating. It is important to note that providing new program/service that the Township determines are needed through its community research may require collaboration with 'non-traditional' partners such as the Alzheimer's Society, CMHA, etc. - either directly or through other agencies that have worked with them to design programs that can be brought to Loyalist Township. For example, Mood Walks and Mind in Motion are established programs that can be introduced locally, if need supports their provision.

To facilitate manageability and focus, the working sessions could be organized around topics - much like the Master Plan focus groups. Since the Township already has a program evaluation function in place, one of the topics that could be addressed in the initial phases of the process is incorporating inquiries from partners on needs/interests in their services that might be met through recreation programming. This would contribute to clarifying program needs and, therefore, the joint response.

Agreements

The Township has agreements in place with a number of other public and not-for-profit organizations for community access to/use of facilities and/or for services to be provided to the community on behalf of the municipality by these groups.

The Township has four lease agreements with various organizations. The Township is a tenant in the following buildings/properties: Layer Cake Hall in Bath and Old Town Hall in Bath. Odessa Agricultural Fairgrounds are on land leased from the Township. Two municipal properties on Front Road in Stella are leased to tenants - Weasel and Easel, and the Neilson Store Museum and Cultural Centre. Five programming and service agreements are in place with the Lions Club of Amherstview, the Bath Museum Committee, the Fairfield Homestead Heritage Association (2), and the Wilton

Community Association. With the exception of the Lions Club agreement that gives the Club exclusive rights to provide catering services to Community Hall functions, the agreements deal largely with the provision of programming to the community and stewardship of occupied municipal facilities used for this purpose. Several of these agreements have no term indicated. The agreements should be reviewed and updated as required and, where appropriate, clauses should be added to ensure they are periodically reviewed by parties to the contract, and/or are continuous beyond a specified end date.

An ongoing agreement exists between the Township and the Limestone District School Board that outlines the intent, parameters and procedures governing free, reciprocal use of each other's facilities for recreation and education purposes, and an administrative structure to oversee and annually review the agreement.⁸⁰ The notion of free reciprocal use between public agencies that both own/operate facilities necessary to offer their respective services is, ideally, the most seamless way to share assets. At the same time, the internal administrative practices of the partners to the agreement may not dovetail to the advantages of both. It is our understanding that the application of the reciprocal agreement with respect to access to school facilities for Township programming is not as streamlined as it could be, largely in relation to the time it takes to process applications for access at the beginning of program seasons. This is an area that could be addressed by the Township with the Limestone District School Board at the next review.

The extent to which any resulting provincial policy on Community Hubs will facilitate easier reciprocal access to facilities for community recreation that are owned and operated by different public agencies remains to be seen.

Collaboration and Partnership Recommendations

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| 55 | The Township should take the lead on establishing ongoing working sessions for collaboration in service planning, design and delivery with other relevant agencies and organizations, to build on the interest that became apparent through the Master Plan study process, and engage other parties as appropriate. |
| 56 | Existing agreements should be reviewed and updated as required and, where appropriate, clauses should be added to ensure they are periodically reviewed by the parties to the contract, and/or are continuous beyond a specified end date. |

⁸⁰ A reciprocal use agreement is in effect informally with the one Catholic school in the Township.

3.5.3 Volunteer Support Directions

Community Affiliation Policy

Loyalist Township should consider developing a community affiliation policy, to support and articulate its assistance to the volunteer sector. These types of policies describe the services available from the municipality to registered community groups in providing their programs and services. Although not-for-profit community groups or organizations must be registered to receive municipal assistance, registration does not guarantee support. A standard, typically annual, registration/application process for eligible groups interested in municipal assistance “affiliates” them with the municipality, and establishes a formal, consistent process for reviewing requests and monitoring the policies effectiveness. Municipal staff review the applications and make recommendations to Council for approval. The support provided is typically in-kind, with funding provided through a separate policy. (In Loyalist Township, this is the Community Grant Policy, Council Minute No. 2009.24.18). The extent of services available to affiliated groups depends on the capacity of the municipality to provide them.

The policy specifies criteria for affiliation and the services available to affiliated groups. Requirements for affiliation include items such as delivering programs and services that align with municipal goals/objectives (e.g., Parks and Recreation Master Plan, Strategic Plan, Accessibility Plan, etc.); a non-profit group operated by a volunteer board or executive committee; identifying a group as either adult or youth focused if a greater emphasis on youth activities (family based activities could be considered youth for the purposes of the policy); being based in the municipality with a majority (51%) of participating members residing within its boundaries; membership/participation in group must be available to all residents in the community; criteria to measure the merit of the group’s programs/services (e.g., does not duplicate existing programs/services, foster physical activity/healthy lifestyles, etc.).

Benefits to affiliated groups can include:

- marketing and promotion: distribution of approved promotional materials at municipal facilities and assistance with contacts for the local media; free listing in the parks and recreation program guide;
- grants and insurance: assistance from municipality in securing liability insurance; assistance with sourcing potential grants; assistance with completing applications for non-municipal grant programs (e.g., Ontario Trillium Foundation, private sector, etc.);
- leadership training and development: course rebates for community volunteer development to a maximum of \$50/person/course to a maximum of \$200/group/organization per year, provided the course is a core component of the organization/group’s mandate, with priority being given to certain courses;

- events: assistance with developing a marketing/advertising plan and economic impact survey and analysis; use of municipal resources such as: portable event fencing, garbage cans, etc.; delivery and pick up of municipal equipment.

This type of policy is clear and consistent in terms of the range of support services available to volunteer groups and what they must do to be eligible to be, and remain affiliated. Policy examples include those from the [Town of Caledon Community Group Affiliation Policy](#) and the [Town of Parry Sound Community Affiliation Policy](#).

In Loyalist Township, a community affiliation policy could replace or be integrated with relevant pieces of the current Conditions for Accepting a Community Function as a Sub-Committee of The Recreation Committee (adopted March 8, 2004).

Special Events Policy

As noted above, there are numerous events and festivals held in the community each year - both Township and volunteer run. Loyalist Township currently does not have a municipal policy framework, administrative policies, or procedures on the planning and delivery of community and special events. There is also no policy framework articulating the municipality's services available to support volunteer-based special events.

Given these considerations, a systematic approach to event planning and delivery would be effective in ensuring the optimal delivery of municipal events as well as events delivered by community groups. Municipal policies and procedures addressing community and special events serve to provide consistency in the planning and delivery of events and festivals held on municipal property, as well as those held on non-municipal properties that could impact municipal services. Establishing a municipal events and festivals policy could serve to:

- articulate the Township's role in the planning and delivery of events and festivals;
- provide consistency to the public and community organizations regarding municipal supports and services such as in-kind staffing, municipal services provision, cost recovery, and financial contributions to community groups;
- support inter-departmental teamwork and clarify roles and responsibilities for municipal staff and volunteers to support event planning, promotion, attendance, and management (inter-departmental teams may include Recreation Services, Clerk's Office, Fire Services, Emergency Management, Police and Public Works); and
- address cost recovery for municipal services from event services (waste management, EMS, traffic management, labour, and repairs).

Staff Support and Administrative Procedures

A policy can establish consistency and clarity on the roles and responsibilities of both Township staff and community groups in delivering events including dedicated resources provided through in-kind staff contributions to support event delivery. Municipalities generally provide support in facilitating event applications, permits, and coordination of municipal services through an events team. Internally, policies should also be established to identify municipal staff contribution by department, which can include volunteer hours and dedicated staffing.

Financial Support

A special events policy can establish the municipality's position in providing financial support for qualified events. This can include fee waivers, cash grants or in-kind services. The fee waiver or cash grant is often tied to the cost of municipal services required to stage the event. The existing community grant program includes potential support for special events.

Cost Recovery

A cost recovery framework serves to address recovery of municipal services from event services (waste management, EMS, traffic management, labour, and repairs), which may be constrained to support an increase in community events and festivals.

Municipalities across Ontario are starting to develop policies and procedures to support and deliver community festivals and special events. Policies and procedures vary and can be directed internally to clarifying municipal staff supports and inter-departmental collaboration and establishing cost recovery approaches or externally to organizations on guidelines and fees, adherence to municipal by-laws, and impacts on municipal service requirements. The following are examples of several municipal event policies and procedures that collectively address a range of considerations.

- The Municipality of the [District of Shelburne's Festivals and Events Policy](#) serves to provide guidelines for Council in approving financial grants given by the municipality for festivals and events.
- The City of Sarnia's [Special Event Process and Procedures](#) establishes the municipality's process in approval of events on municipal properties. Their policy clearly articulates the support that the City's Parks & Recreation Department will provide to organizations in the planning and delivery of festivals and events. Their policy also provides a process for assessing the events' impacts on municipal services, including police and fire services.
- The City of Burlington has developed an in-depth [Festivals and Events Manual](#) to help organizers plan their activities. The manual includes an Event Application Form

for minor and major events, and identifies requirements for community groups to plan for successful events. The manual also has a detailed checklist to assess requirements for municipal services and supports.

- North Grenville’s [Festivals & Special Events Policy and Procedures](#) includes a detailed set of forms, procedures and guidelines that address emergency management, event equipment needs, applicable municipal by-laws, and safety regulations.

Municipally Significant Events

The Township recently adopted a Policy for Designating Municipally Significant Events, which relates primarily to outdoor events involving alcohol. It requires host organization to have its event designated to get a Special Occasion Permit. The following criteria are applied to determine an event’s designation as Municipally Significant:

- event must be open to the public and is expected to bring a substantial number of people into the community, and
- expected to create a positive economic development impact for the community, and
- expected to promote the area regionally, provincially, nationally or internationally.

The Special Events Policy discussed here would work in conjunction with the Significant Event Designation Policy for those events/festivals that require this designation.

Volunteer Support Recommendations

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| 57 | Develop a volunteer community affiliation policy that clarifies the range of support services available to volunteer groups and what they must do to become eligible for affiliation. Consider replacing or integrating this policy with relevant pieces of the current Conditions for Accepting a Community Function as a Sub-Committee of The Recreation Committee. |
| 58 | Develop a special event policy with the following components: <ul style="list-style-type: none">• an internal team of event management staff from various departments (i.e., Recreation Services, Clerks, Public Works, Fire, EMS);• an outline of the responsibilities of the municipality, emergency services, and community organizations and festival organizers;• a process for community organizations and festival organizers to apply for funds or in-kind support;• a manual that includes standard forms and procedures, which may include guidelines for festival/event organizers, event operations, vendor agreements, emergency procedures and volunteer registration;• transportation/traffic management plans to improve access to and from event sites, for Bath Canada Day Festival and other major events. |

3.5.4 Inclusion Directions

Affordable Access to Recreation Policy

Regardless of reasonable pricing, there are people in every community for whom fees for recreation programs/activities are an obstacle, and who may not even attempt to register and participate because of this issue. In addition to continuing to offer a number of free program/activity options throughout the year, therefore, the Township should develop and promote an affordable “access to recreation” policy. A documented policy will inform the public of its commitment to inclusion, and the process for providing support to individuals and/or families who need assistance to participate in fee-based programs/activities. Policies can range from single-program activity support to subsidies tied to income for a wide range of programs.

The Inclusion Fund of the Township of North Dundas supplements assistance available through JumpStart and Kidsport, and describes these programs and other relevant funding and subsidy opportunities on a single webpage: Community Grants Subsidies and Support.⁸¹ The Municipality of Trent Hills notes that “no resident will be denied access to a Department program due to financial restraints” and outlines a process for eligibility and payment, and levels of subsidy based on income.⁸² In the Township of Leeds and Grenville POP program, a subsidy up to \$300 for any one program is provided, is available twice a year for each child, and paid directly to the program provider. The parent/guardian is responsible for registering the child and making any balance due payments to the program provider.⁸³ Loyalist Township provides support to those who need help accessing recreation services, and uses available programs such as Jump Start and Kidsport to facilitate resident participation. The Township, therefore, should document and publicize its access to recreation policy and practices.

⁸¹ Source: <http://northdundas.com/town-hall/recreation-and-culture/community-initiatives/>

⁸² Source:

https://trenthills.civicweb.net/document/27174/Subsidy_Fee%20Assistance%20Policy.pdf?handle=6B6C699093F547A991384D755BA6C4E1

⁸³ Source: http://www.leeds1000islands.ca/en/playing/Recreation-Subsidy.aspx?_mid_=103859

Township of Leeds and the Thousand Islands POP: Subsidy Positive Opportunity Partnerships for Kids

POP Vision Statement: That all children and youth in the Township of Leeds and the Thousand Islands have the opportunity to participate in sport, culture and recreation activities for the purpose of enhancing self-esteem and promoting healthy lifestyles through skill development, increased knowledge and personal growth.

The Township of Leeds and the Thousand Islands has partnered with the Town of Gananoque to ensure that recreational opportunities exist in our community for children and youth who would not ordinarily be able to afford the cost of participation. It is for this reason that the POP program was created. Through this service families will be able to register their child (or children) in programs at reduced rates. When the reduced rate is still outside the family's financial range, the POP will help make up the cost difference.

Who is Eligible? Township children and youth up 18 years of age who come from lower income families are eligible for the POP program.

What Types of Recreation Does The POP Program Subsidize? The POP program is pleased to provide sponsorship for all types of organized sports, cultural or recreational activities.

Multi-year Accessibility Plan

The Township's multi-year accessibility plan should be updated to reflect the accessibility improvements recommended in the Master Plan, as they are sufficiently detailed to be assigned to specific years. It is understood that all major renovations/improvements to all facilities and outdoor spaces will need to comply with AODA requirements. The potential to exceed legislated minimum standards to optimize accessibility in the areas of age-friendly variables, Universal Design and CPTED principles should be a concurrent objective in service design and development.

Inclusion Recommendations

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| 59 | Document and promote an affordable “access to recreation” policy to inform the public of the Township’s commitment to inclusion, and the process for providing support to individuals and or families who need assistance to participate in fee-based programs/activities. |
| 60 | Update the Township’s multi-year accessibility plan to reflect the accessibility improvements recommended in the Master Plan, as they come up for budgeting and implementation. |
| 61 | Consider the potential to exceed AODA’s minimum standards to optimize accessibility based on age-friendly variables, Universal Design and CPTED principles. |

3.5.5 Financial Support Directions

Fees for Facility Use Policy

Some groups in Loyalist Township have historically enjoyed free use of municipal facilities for their programs and activities. While free access to facilities has invariably contributed to the ability for users to control their costs, it is a concern since: a) the Township is subsidizing the full cost of facility provision for some groups, while other groups contribute to the costs of operating/maintaining the facilities they use through rental fees, and b) revenues that could contribute to improved facility operations and services are being lost. Figure 3.19 shows potential revenue from free use of space by 17 groups in 2014 (assumed to be a typical year) applied to current fees for each space.

Figure 3.19: Potential Revenues Accounted for by Free Facility Use

Space/Use	Amount of Free Use 2014	Rental Rates (May 1 - April 30, 2017)	Total Potential Revenues
Amherstview Community Hall – full use	42 days	\$253.39/day	\$10,642.38
Amherstview Community Hall – meetings	431 hours	\$24.45/hr (max 3 hrs)	\$10,537.95
Arena floor	24 days	\$52.38/day	\$1,257.12
Library meeting room	105 hours	\$18.34/hour	\$1,925.70
WJHRC Lower Room	380.5 hours	\$18.34/hour	\$6,978.37
Total			\$31,341.52

This calculation shows that a considerable amount of revenue is being lost each year to free facility use. While some of the groups that access facility at no cost make donations to the Township in lieu of rental payments, donations are not guaranteed income and do not cover the costs of service provision. It is recommended, therefore, that the Township review and update the existing hall rental policy to include not-for-profit rental rates to be charged consistently to all users, including those that historically have not been charged fees for facility use. The policy could be introduced as appropriate rationale for charging for all facilities, as noted above. Other rates and fees that are currently in place could also be included in the document.

The consultation findings suggest that Township fees are at least comparable to, if not more reasonable, than others in the area. At the same time, the proposed changes will considerably impact several not-for-profit groups that offer programs to the community and, to date, have not had to pay rental fees. These groups include Tai Chi, Girl Guides, Boy Scouts, AV Play Group and private hockey schools. The need to begin paying rent will increase their costs, some of which will inevitably be passed on to participants in the form of increased fees. The cost to operate programs must be balanced against the need to ensure that fees do not preclude participation by all who want to these services, and the limited budgets of small not-for-profits.

There are several options to consider that may make the transition easier for these groups including:

- phasing the introduction of fees over a number of years, with the intent to achieve full fees application by a pre-determined year (e.g., 2023 if first phase is initiated in 2018);
- ensuring participants are able to participate in programs through the affordable access policy;
- providing support to groups through other avenues via a community affiliation, as discussed above;
- allowing a limited number of free hours of use per year, beyond which fees apply;
- retaining an option to consider circumstances on a case-by-case basis.

Fees for storage are noted as a possibility in Township documents.⁸⁴ While leaving room for some flexibility in application, the rules and rates around storage should be fixed, documented and consistently applied. Park permits for large events are also an area for which user fees should be considered, at minimum as cost recovery for services provided. Section 3.5.3 discusses cost recovery in relation to special events.

This discussion deals with the current situation in terms of facility rentals. The Township, however, should frame any policy that is developed in the short-term in such a way as to be able to easily incorporate comparable new facility spaces that will become available for rental uses in a redeveloped W.J. Henderson Recreation Centre. Multi-purpose rooms and workshops, for example, are similar to existing facilities and will provide additional spaces for community rental use when not being used for Township programming.

Local Private Sector and Resident Sponsorship

The consultation program revealed potential interest in facility naming rights among local businesses. The realtors' survey indicated possibilities for the Township and this sector to work together in specific areas that would directly benefit both parties (e.g., beautification projects). The Township has a directive on Advertising for Rink Boards, Ball Diamonds Signs, the Brochure and Donation Box.⁸⁵ What appears to be needed is a comprehensive policy covering sponsorships, donations, and advertising.

Sponsorships can take various forms including naming rights, recognition plaques, purchasing a brick, bench, memorial tree, etc., and can be encouraged from individuals, families or businesses. The Town of Cobourg's Community Centre (CCC) is an excellent nearby example of a relatively new facility that has been/is supported by many local donors and corporate sponsorships, which are recognized throughout the facility with plaques and a donor wall for contributions of \$2,500 or more.⁸⁶ Future expansion of

⁸⁴ Storage at all Township Recreation Facilities (February 8, 1999; Council Minute No. 99.4.14)

⁸⁵ February 8, 1999; Council Meeting No. 99.4.14.

⁸⁶ Source: <http://www.northumberlandnews.com/news-story/3776885-donor-wall-unveiled-at-cobourg-community-centre/>

the Recreation Centre will require a formal structure for private sector contributions to encourage broad-based financial support.

Financial Support Recommendations

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| 62 | The Township should review and update the existing hall rental policy to include not-for-profit rental rates to be charged consistently to all users, including those that historically have not been charged fees for facility use. |
| 63 | Develop a comprehensive policy on private sponsorships and donations. |
| 64 | Policies developed in the short-term should anticipate future new facilities and opportunities for revenue generation. |

3.5.6 Promotion and Marketing Directions

The Department has a marketing and customer relations function that was highly supportive in the Master Plan's preparation by promoting and advertising the study objectives and process, specific consultation activities and dates, and producing a very professional post card survey and ballot box collection system. Staff in this section produce a variety of promotion materials on an ongoing basis, and conduct research to determine potential markets and evaluate the success of Department initiatives in achieving service objectives. It is assumed that ongoing research in the areas of marketing and promotion also occurs to ensure that the Township is optimizing its reach in terms of generating awareness about available services. Staff also provide front-line customer service, which is a key communication link to the community.

The volunteer group survey results provide insight into the types of additional assistance this sector requires. The most frequently reported needs were assistance with advertising and promotion, followed by volunteer recognition, accessing appropriate facility scheduling, communicating with various municipal departments, facilitating partnerships among service providers, and upgrading/improving maintenance of the facilities/parks used. Advertising, promotion and internal communications are areas discussed here. Other topics noted are addressed elsewhere in the Master Plan.

Further consultation with the volunteer sector is needed to detail their interest in additional assistance with advertising, promotion and communication with various municipal departments. A number of the Master Plan's recommendations, however, may help respond to this reported need, including volunteer-specific policies and a published policy manual. It might also be helpful to simply strengthen publicity about who in Recreation Services is the one-window, go-to person for various needs. It may be necessary to develop/disseminate more media that distinguishes between those

requests that should be directed (at least initially) to Marketing and Customer Relations, and those that should go to Community Development.

An interviewee in the consultation process noted that residents sometimes think that volunteer organizations are part of the Township. This perception can lead to misunderstandings that are detrimental to both the Township and the volunteer sector. The Township should consider developing media around this topic to inform the public about the role and contributions of community volunteers, and their relationship to the municipality in providing recreation services. One way of framing it would be to highlight the types and extent of recreation services (and associated economic spinoffs of volunteer-driven events) that would not be enjoyed by the community if the volunteer sector were to stop doing what it does so well. The new volunteer recognition event is a potential starting point for community education on this topic via various media.

Another area for further development is corporate self-promotion. Informing the community about what Recreation Services is doing and why, can result in better understanding about services that are very much in the public eye. An example that was suggested by a resident is the goose control program at the waterfront. Interest was expressed in community media about the details on the rationale behind using the barriers over other methods, how they work in controlling the geese in a humane way, if the program has been successful, etc. Another topic area is the philosophy behind municipal recreation and the approach to providing these services. In many communities, there is the mistaken notion that - because fees are charged for recreation services - the net result is a profit. Residents should be made aware that this is not the case, and why/how municipal recreation services are subsidized and financed.

While this topic crosses over into tourism promotion, it is noted that in approaching the Township from both directions on Highway 401, the tourism Ontario signs are not fully utilized. Additional promotion here (e.g., Amherst Island Historic Drystone Walls; Amherst Island Emerald Music Festival; Bath Canada Day Celebrations) might intrigue travellers to investigate these attractions further and result in more tourist visits. The existing sign on the approach to the Odessa exit from the west, 'Village of Bath Attractions', is somewhat vague in conveying information about specific destinations or events. As noted elsewhere in the Master Plan, user-friendly signage and wayfinding is particularly important for visitors. Another promotion initiative that could be investigated with the County is to develop an 'Explore Loyalist' app that provides recreation and tourism related information to both residents and visitors alike.

Policy and Procedure Manual

The Recreation Services Department has a Policy and Procedure Manual, which is continuously reviewed and updated as new policies are adopted or existing policies are

revised to reflect changing approaches and/or legislative requirements from upper tier governments. As part of this process, the policies discussed in this section of the Master Plan, and those related to parks and trails (Section 3.4), should be considered as part of the overall framework that will strengthen service delivery.

The structure of the Policy and Procedure Manual itself should be revised to clearly separate Township policy from the detailed protocols and procedures designed to implement them. Individual policies should reference the document(s) that comprise its administrative/procedural components. Two versions of the manual should be produced - one each for public and internal use. The public version should include sufficient information to provide the community with a clear understanding of the intent and general application of each policy as it relates to individual or community group access or contribution to municipal parks and recreation services. The internal version should comprise all information, and include detailed policies and procedures.

Promotion and Marketing Recommendations

65	The Township should consult further with the volunteer sector to detail their interests in additional assistance with advertising, promotion and communication with various municipal departments.
66	Strengthen publicity about who in Recreation Services is the initial one-window, go-to staff for various needs.
67	Consider developing media to inform the public about the role and contributions of community volunteers, and their relationship to the municipality in providing recreation services.
68	Further develop corporate self-promotion by informing the community about what Recreation Services is doing, and why.
69	Consider investigating opportunities with the County to make better use of tourism Ontario signs approaching the Township from both directions on Highway 401.
70	Consider developing an 'Explore Loyalist' app with the County that provides recreation and tourism related information to both residents and visitors alike.
71	Revise the structure of the Policy and Procedure Manual to clearly separate Township policy from the detailed protocols and procedures designed to implement them, and produce an internal and public version of the document.

3.5.7 Human Resources Directions

Staffing

Over the long-term, additional staff positions will be required to help manage the Recreation centre expansion and increases in service development and delivery. A detailed assessment of the need for new/additional staff requirements should be undertaken as facility expansion plans and program recommendations are implemented.

Current staffing issues include high turnover in part-time casual staff (e.g., aquatics, parks maintenance, customer service, etc.), which detracts from continuity, ability to retain qualified people, requires additional training, etc. This is a problem encountered by many municipalities. A 2008 report by the Royal Life Saving Society of Canada⁸⁷ provides advice on how to recruit and retain aquatic recreation staff. Although specific to aquatics, its recommendations are applicable to many part-time casual positions, as they focus on making the work meaningful and rewarding. Incentives for students to commit to several years of part-time casual work through their high school careers might be offered to help minimize turnover.

Some part-time staff indicated difficulties in juggling various responsibilities in the time available, and customer service staff at the W.J. Henderson Recreation Centre noted the need for improvements in controlling access to the facilities beyond the customer service kiosk for safety and payment confirmation. As noted in Section 3.3.2, the redevelopment of spaces at the Recreation Centre as part of the overall expansion would integrate electronic security and access control systems into newly built or renovated customer service area. Opportunities to streamline part-time staff functions should be investigated in consultation with staff.

Community Volunteer Sector

The Township has a solid base of volunteers who deliver a range of recreation services, including sports, general interest/social activities, and its large number of special events, which is indicative of community strength and cohesion. The Township provides these groups with a range of support services, depending on the nature of the program/activity offered. Program and service expansion, however, will require additional volunteer development - including recruitment, training and recognition - in addition to an ongoing support function.

The Township is initiating a corporate volunteer recognition evening on May 4, 2017, which will begin a tradition of providing volunteers with well-deserved accolades, and generating awareness in the community-at-large about the contributions that all

⁸⁷ Hiring Qualified & Dedicated Aquatic Recreation Staff
Source: https://lifesaving.org/pdf_files/Research%20Symposium%20V3.pdf

volunteers make, including those involved in parks and recreation services. The event is in its planning stages now. Invitations will be extended to all volunteers (and a guest) involved in providing direct or indirect recreation services. The evening will include speeches, presentation of certificates with milestone gifts for years of service (i.e. 5 year, 10 year etc.), followed by drinks, hors d'oeuvres, socializing and entertainment. Over time the effectiveness of this initiative in making volunteers feel appreciated and valued should be evaluated.

Continuing to develop and support a strong volunteer sector is a concern in most communities, as service expectations rise and financial resources remain limited. An aging population, in particular, means that more people will require the assistance of volunteers when the pool of younger potential helpers is much smaller. Peer-to-peer volunteering will be an increasingly important aspect of community capacity to offer older adult services, if for no other reason than the growing proportionate representation of older age groups in the population. This reality is one that could be a focus of volunteer development efforts and is a message that could be disseminated as part of this work.

A second focus for volunteer recruitment and development is high school students who are required to complete 'the mandatory 40' hours of community volunteer work to graduate. There are a variety of areas in which students could provide manpower and, ideally, opportunities should be developed in consultation with school administrators to ensure that the jobs/tasks assigned to students complement or augment their studies. The Township's relatively new horticultural function, for example, could provide students with jobs that might dovetail with the post-secondary school science curriculum.

Some concern about supervision of students while working as volunteers for the Township has been expressed. If the intent is to generate additional manpower to help with the work at hand then one supervisor to, for example, 10 student volunteers is a good investment. Moreover, it is recommended that the relationship between the Township and the students be a formal one and include job descriptions, applications, interviews, a contract, relevant formal training, performance evaluation, etc. This will provide a better learning experience for students and, at the same time, allow the Township to include clauses on expectations regarding time commitments, conduct, etc. so that the rules of engagement are fully understood. Of note in this arrangement will be the need to 'employ' students outside academic hours, which may require evening and weekend shifts. In the short-term, the Township should select one area, such as the above-noted horticultural program, through which to launch this initiative. If an evaluation of this 'pilot' reveals it to be successful, the Township can branch the student program out into other areas where volunteers are needed.

Human Resources Recommendations

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| 72 | Assess the need for additional staff positions to help manage the W.J. Henderson Recreation Centre and the Leisure & Activity Centre, as redevelopment/expansion plans are implemented. |
| 73 | Research and adopt appropriate strategies to minimize high turnover among part-time, casual staff. |
| 74 | Opportunities to streamline part-time staff functions should be investigated in consultation with staff. |
| 75 | Over time, the effectiveness of the newly introduced corporate volunteer recognition event in making volunteers feel appreciated and valued should be evaluated. |
| 76 | Volunteer development efforts should focus on the need for peer-to-peer volunteers in an aging population, and the potential to engage secondary school students as municipal volunteers in completing their mandatory 40 hours of community service. |

4.0 Implementing the Master Plan

4.1 Introduction

This section of the plan outlines an implementation program in terms of timing, approximate space requirements for individual facility components in an expanded W.J. Henderson Recreation Centre, and next steps.

4.2 Implementation Schedule

4.2.1 Ten-Year Implementation Program

The implementation program for the Master Plan is set out in Figure 4.1. All of the numbered recommendations from the foregoing sections are reflected in the table, which is organized into three time frames for implementation: short-term (1-2 years), mid-term (3-5 years) and long-term (6-10 years). A colour key is provided that groups recommendations by the major headings in the foregoing text:

	Program, Activity and Special Event Recommendations
	Sport, Recreation and Culture Facilities Recommendations
	Parks, Open Space and Trail Recommendations
	Service Development and Delivery Recommendations

It is noted that certain recommendations or directions are continuations of current, ongoing efforts/processes or are now required as part of planning (e.g., inclusion with respect to AODA requirements). Others will be initiated within a single term and, once introduced, will continue throughout the term of the Plan (and ideally beyond). At the same time, initiating does not mean full implementation but, rather, getting started; increasing satellite programming, for example, should start now but it may not be fully developed until the mid or long-term timeframe.

Very few new directions occur in the long-term, as it is most likely they will have to be decided upon in earlier years to allow any implementation activities to occur in the long-term. For example, the potential to repurpose the Township Administrative Offices for recreation uses (if the offices move from their present site) will need to be considered as part of overall plans to redistribute/relocate municipal facilities. Planning work will need to take place before the Master Plan's 6-10 year timeframe if implementation is to be completed (or at least started) by 2027.

Although recommendations are numbered and presented as mutually exclusive, many are interdependent and so should be pursued concurrently. For example,

recommendations relating to developing arts, culture and heritage programming are simultaneously relevant to community programming, tourism-related attractions, special events, and the potential for historic properties or heritage sites to host or provide the venues for programs/events. Wherever possible, therefore, interdependent recommendations should be consolidated and implemented together. Similarly, the location of a recommendation in the mid-term timeframe does not preclude fast-tracking it to the short-term, alone or in conjunction with another initiative, should the opportunity arise.

Figure 4.1: Implementation Program for the Master Plan

Colour Key

	Program, Activity and Special Event Recommendations
	Sport, Recreation and Culture Facilities Recommendations
	Parks, Open Space and Trail Recommendations
	Service Development and Delivery Recommendations

Recommendations for Short-term Implementation (1-2 years)		
No.	Recommendation	Approximate Cost (where applicable)
1	Develop additional programs/activities in the arts, culture and heritage, both as direct Township programs (e.g., art instruction) and in collaboration with volunteer community groups that work in these areas.	-
2	Continue to pursue and increase programming in both structured and unstructured outdoor activities (e.g., programming in parks, water-based recreation, equipment library) and, where appropriate, provide these services through agreements with commercial operators for introductory instruction, equipment rental, etc.	-
3	Develop new programs in the areas of wellness, health treatment and/or recovery, and education/self-improvement/skills development, which should be pursued through the appropriate collaborations/partnerships.	-
4	Investigate opportunities to schedule additional floor-based arena programming in the areas of both sports/recreation and special events (e.g., Leadercast).	-
5	With respect to special events, the County and Township should take the lead in determining tourism objectives with	-

Recommendations for Short-term Implementation (1-2 years)		
No.	Recommendation	Approximate Cost (where applicable)
	other area municipalities and relevant public agencies, local volunteer groups, and interested commercial operators, to establish service directions, the resources, and the sources for these, that will be needed to carry out desired programs.	
6	Determine the appropriate location for permanent washroom facilities on Amherst Island in view of requirements to support Sand Beach users, special events, and tourist activity at other points of interest on the island.	-
7	Increase satellite programming outside main settlement areas - and particularly in Wilton and on Amherst Island - through the use of facilities owned and/or operated by the Township or other organizations including service clubs and churches.	-
8	The Township should continue and, as necessary, enhance its practices in program planning and evaluation to clarify its 'niche' in the community and regional program markets.	-
9	In planning and providing inclusive recreation services, ensure that potential, possibly invisible, needs - in addition to the ones that are well articulated - are integrated in the process.	-
10	Program/activity areas that should be considered first for program development include: group and individual fitness programs, wellness programming, summer and winter park activities, water-based recreation, and gymnasium sports for those in age groups up to 64 years; crafts, visual arts, and social/club activities for older adults; education/self-improvement/interest programs/activities for all age groups.	-
11a	Prepare an integrated concept and site plan for the entire W.J. Henderson Recreation Centre site, possibly in collaboration with the County Library.	\$70,000 - \$80,000 for site concept plan ⁸⁸

⁸⁸ includes both the building and site (excluding the library), as they should be done together in a single master plan.

Recommendations for Short-term Implementation (1-2 years)		
No.	Recommendation	Approximate Cost (where applicable)
12	Opportunities to expand and improve scheduling at the arena and pool should be investigated in consultation with all users.	-
14	The Lions Club Hall, which is attached to the LAC building, should remain and continue in its current use/capacity. The existing catering agreement between the Lions and the Township should be reviewed with the relocation of banquet activity to the new W.J. Henderson Community Hub.	-
16	The Township, with assistance from the County and local arts/heritage groups, should work to enhance programming at heritage sites, for both residents and visitors to Loyalist Township.	-
17	A skateboard park is not recommended for provision at this time, due to no apparent demand on the part of youth in the Township, and an estimated small market based on research. If demand should emerge during the term of the Plan including ongoing, direct involvement of Township youth in planning, designing and fundraising for a skate park, the Township should consider providing a single, community-serving facility in Amherstview.	see medium-term rec. no. 18
21	No new ball fields will be required during the term of the Master Plan.	-
24	No new soccer fields are required during the term of the Master Plan to serve growth in participation alone.	-
25	The Township should undertake a field audit and 'facility fit' at Willie Pratt to determine measures that would correct conflicts between fields and alleviate concerns over player and spectator safety. Changes to the field layout should consider other recommendations in the report related to field supply and demand.	\$10,000
28	In the short-term, the current dual tennis/pickleball court arrangement at Bath Park should continue to be used on a schedule that complements tennis court use by the Junior Club and other casual or organized users (e.g., the SAKR), with extended hours of use, if required.	-
29	For new planning areas adopt a combined provision target of 2.5 ha/1000 population for Neighbourhood Parks and Community Parks. The standard for Neighbourhood and	-

Recommendations for Short-term Implementation (1-2 years)		
No.	Recommendation	Approximate Cost (where applicable)
	Community Parks pertains only to parkland that can be developed for active and passive recreation purposes.	
30	Adopt a classification system for municipally owned or managed open space comprising Neighbourhood Parks, Community Parks, District Parks and Open Space with standards and development criteria as outlined in the Parks and Recreation Master Plan.	-
31	Continue to plan for the acquisition and development of additional parks to serve new residential areas using allowable provisions in the Planning Act and considering: proximity to existing parks of all types, proposed form of development, and forecasted recreation facility needs.	-
32	For larger urban expansion areas, consideration should be given to planning through a Secondary Plan, prepared as an amendment to the Township Official Plan. This would allow for more detailed planning and policies covering parks, public spaces, and urban design to direct plans of subdivision.	-
33	To avoid fragmenting the parkland dedication across several small plans of subdivision, consideration should be given to the consolidation of dedications through developer agreements if needed.	-
34	Update Official Plan policies and Parkland Dedication By-law to reflect Bill 73 and the allowable rate for collection of cash-in-lieu of parkland, which is established at 1 ha /500 units.	-
35	Develop a strategy for determining when to take cash in lieu of parkland, based on criteria outlined in the Parks and Recreation Master Plan.	-
36	Develop a strategy for use and prioritization of cash-in-lieu (park reserve fund) to ensure that adequate funds are available to meet future parkland acquisitions as the need or opportunity arises, including: Neighbourhood Parks to serve new development areas where consolidation of dedications is required, or as indicated by recreation facility needs; and acquisition of open space for trails planning or environmental purposes (where not protected by environmental policies).	-

Recommendations for Short-term Implementation (1-2 years)		
No.	Recommendation	Approximate Cost (where applicable)
37	Provision should continue to be made through existing capital replacement programs for new facilities and for upgraded amenities to be added to existing parks, while considering the findings of the Parks and Recreation Master Plan.	TBD through capital asset management program, ongoing throughout Plan's term
38	Partnerships with local community organizations should continue to be sought to achieve park improvements.	-
39	All major park development/redevelopment should be planned through a conceptual site master plan that defines and locates appropriate uses, facilities and functions, in consideration of: the site attributes and context; the recommendations of the Parks and Recreation Master Plan; input from the public; safety of park users; and Crime Prevention Through Environmental Design (CPTED) principles.	-
41	See recommendation no. 25	-
47	Identify a site (or sites) for the development of an off-leash dog park using criteria in the Parks and Recreation Master Plan. Initially one site should be developed as a pilot project with objectives for one in each of the urban areas. The involvement of community advocates and/or a partner organization should be sought to assist in site selection, community liaison, possible fundraising for site development and the maintenance and monitoring of off-leash areas.	\$40,000 - \$60,000 (potential to reduced costs if shared with a leash-free organization)
50	Continue efforts to plan for and develop sidewalks and/or multi-use trails to promote walkability, with objectives to link residential areas to the existing parks and open space system, community facilities and other destinations, including employment lands. These opportunities should be examined as part of secondary or block planning studies for new development areas.	-
55	The Township should take the lead on establishing ongoing working sessions for collaboration in service planning, design and delivery with other relevant agencies and organizations, to build on the interest that became apparent through the Master Plan study process, and engage other parties as appropriate.	-

Recommendations for Short-term Implementation (1-2 years)		
No.	Recommendation	Approximate Cost (where applicable)
56	Existing agreements should be reviewed and updated as required and, where appropriate, clauses should be added to ensure they are periodically reviewed by the parties to the contract, and/or are continuous beyond a specified end date.	-
58	Develop a special event policy with the following components: an internal team of event management staff from various departments (i.e., Recreation Services, Clerks, Public Works, Fire, EMS); an outline of the responsibilities of the municipality, emergency services, and community organizations and festival organizers; a process for community organizations and festival organizers to apply for funds or in-kind support; a manual that includes standard forms and procedures, which may include guidelines for festival/event organizers, event operations, vendor agreements, emergency procedures and volunteer registration; transportation/traffic management plans to improve access to and from event sites, for Bath Canada Day Festival and other major events.	-
60	Update the Township's multi-year accessibility plan to reflect the accessibility improvements recommended in the Master Plan, as they come up for budgeting and implementation.	-
61	Consider the potential to exceed AODA's minimum standards to optimize accessibility based on age-friendly variables, Universal Design and CPTED principles.	-
62	The Township should review and update the existing hall rental policy to include not-for-profit rental rates to be charged consistently to all users, including those that historically have not been charged fees for facility use.	-
64	Policies developed in the short-term should anticipate future new facilities and opportunities for revenue generation.	-
65	The Township should consult further with the volunteer sector to detail their interests in additional assistance with	-

Recommendations for Short-term Implementation (1-2 years)		
No.	Recommendation	Approximate Cost (where applicable)
	advertising, promotion and communication with various municipal departments.	
66	Strengthen publicity about who in Recreation Services is the initial one-window, go-to staff for various needs.	-
67	Consider developing media to inform the public about the role and contributions of community volunteers, and their relationship to the municipality in providing recreation services.	-
68	Further develop corporate self-promotion by informing the community about what Recreation Services is doing, and why.	
73	Research and adopt appropriate strategies to minimize high turnover among part-time, casual staff.	-
74	Opportunities to streamline part-time staff functions should be investigated in consultation with staff.	-
76	Volunteer development efforts should focus on the need for peer-to-peer volunteers in an aging population, and the potential to engage secondary school students as municipal volunteers in completing their mandatory 40 hours of community service.	-

Recommendations for Medium-term Implementation (3-5 years)		
No.	Recommendation	Approximate Cost (where applicable)
11b	<p>Major, new recreation facility and accessibility service components to be incorporated in a redeveloped/expanded W.J. Henderson Community Hub include:</p> <ul style="list-style-type: none"> • a double gymnasium, divisible into two single gymnasiums with retractable bleachers along one side, and an integrated track (determining the cost-effectiveness of providing a floor-level vs. a mezzanine-style at the facility design stage); • a therapeutic/warm water pool; • a new mechanical room, storage space and viewing gallery for the pool components of the complex; • a large and a small multi-purpose room, both of which can be divided into two separate areas with removable partitions, the larger of which should also function as a casual banquet facility; • a catering kitchen; • two multi-purpose visual arts workshops; • a fitness/weight room; • a fitness studio; • ancillary facilities (additional food services, child minding space) to be determined based on finalization of major components to be provided; • physical accessibility support facilities will include: <ul style="list-style-type: none"> □ a hybrid service/passenger elevator □ three public washrooms (family, male and female) □ two arena dressing rooms (male and female) □ three changerooms (male, female and family) to serve the pool, gymnasium, fitness studio and fitness/ weight room; • If site is deemed the appropriate location, a larger municipal maintenance garage to be incorporated in overall site design. 	See Figure 4.2 for details on approximate facility costs, to be implemented over the medium and long-term.
13	The Amherstview Community Hall and the programming rooms at the Leisure & Activity Centre should be used to expand seniors and parent-infant/pre-school programming. Renovations to the facility should include internal connections including access to the kitchen and hall from	-

Recommendations for Medium-term Implementation (3-5 years)		
No.	Recommendation	Approximate Cost (where applicable)
	the current 'fitness studio' side of the structure, and ensure all rooms can flexibly accommodate programming for all ages.	
15	Should the Township Administrative offices relocate to a new site, consider opportunities to repurpose the vacated building for community recreation.	-
18	In future, should the Township decide to develop a facility, it should engage the services of a firm that specializes in skatepark design/development at the outset of the process, ensuring it is one that is eager to, and adept at, involving youth and other relevant community interests (e.g., nearby residents, police, etc.) throughout the process, and is well versed in optimizing design for inclusion and safety.	see short-term rec. no. 17 re: skatepark
19	Provide a Township-serving splash pad developed as a drive-to facility with the required design and amenities for full-day family/group visits, two play areas - one each for older and younger children - and accessible to all ages and abilities. Determine its location in conjunction with the redevelopment plans for the W.J. Henderson Recreation Centre, with options to locate it here, in Bath or in Odessa.	\$300,000 ⁸⁹
20	Provide permanent, accessible washrooms/changerooms to serve the splash pad and the park as a whole. Shade structures and picnic amenities are also required.	\$400,000 - \$450,000 (washrooms/changerooms only)
22	The Township should confirm and implement needed improvements to existing fields including increasing light levels on fields, and considering options to upgrading infields.	capital cost to TBD
23	Undertake renovations/accessibility upgrades to washrooms and canteen at Willie Pratt Fields.	capital cost to TBD
26	Depending on growth in use of current unused capacity on fields, growth in population generated participation in soccer and other field sports, and the outcome of the facility safety audit at Willie Pratt, the Township should consider providing one additional unlit, natural turf multi-	-

⁸⁹ Hemson Consulting Ltd. May 22, 2015. Loyalist Township Development Charges Background Study. p. 71.

Recommendations for Medium-term Implementation (3-5 years)		
No.	Recommendation	Approximate Cost (where applicable)
	use playing field to accommodate a variety of uses including soccer, football, rugby, ultimate Frisbee, lacrosse, cricket, and field hockey.	
27	<p>A conceptual site plan should be prepared for Bath Park as an all-ages outdoor activity park, incorporating and phasing the following:</p> <ul style="list-style-type: none"> • a separate multi-use pad for basketball, in-line hockey and ball hockey for pick-up play; • facilities for bocce, shuffleboard, and horseshoes; • a permanent washroom to serve current and future uses. <p>Should use of the tennis court for both pickleball and tennis reach capacity, consideration should be given to providing an additional tennis court and converting the current dual-purpose court to a dedicated pickleball facility.</p>	\$25,000
37	Provision should continue to be made through existing capital replacement programs for new facilities and for upgraded amenities to be added to existing parks, while considering the findings of the Parks and Recreation Master Plan.	TBD through capital asset management program, ongoing throughout Plan's term
40	Key park sites for improvements/upgrading and for which conceptual site plans should be completed in the Master Plan's term are Fairfield Park, Odessa Centennial Park and Bath Park. See recommendation no. 44 re: Fairfield Park and recommendation no. 27 re: Bath Park	-
42	In support of a connected and publicly accessible waterfront and the development of an off-road Waterfront Trail, the Township should consider on a case by case basis and act on all reasonable opportunities to acquire additional waterfront open space using available means such as: allowable land dedications under the Planning Act; easements or agreements with private landowners; partnerships; or outright purchase.	-
43	Consider undertaking a Waterfront Strategy. The study should address current use of, and improvements to, existing waterfront parks, opportunities afforded by the unnamed open space across from Invista and Hwy 33 Rest Area properties, identification of appropriate locations for public launch areas (including motorized and non-	\$75,000 - \$80,000

Recommendations for Medium-term Implementation (3-5 years)		
No.	Recommendation	Approximate Cost (where applicable)
	motorized boats); and identification of opportunities to increase public access to the waterfront, e.g. leases, agreements or acquisition of strategic land parcels.	
44	Prepare a conceptual site plan for Fairfield Park to explore its best potential as both a Township serving waterfront park and a tourist attraction, while conserving the site's significant built and landscape heritage resources, and its scenic qualities.	\$50,000
45	Develop and implement consistent and unique signage (park identity, wayfinding and interpretive) to serve as a unifying element for the waterfront parks, help with promotion, and make them stand out as key destinations and points of interest along Loyalist Parkway.	\$20,000 (in association with Waterfront Strategy in recommendation no. 43)
46	Examine and implement site-specific opportunities for use of shoreline and other vegetation measures in the waterfront parks as part of the ongoing program of geese and waterfowl deterrent.	-
48	Consideration should be given to enhancing the beautification program without significantly increasing costs by: using grasses, perennial flowers, and flowering shrubs within the horticultural plantings; incorporating themed plantings, and, attempting to increase partnerships with local community organizations in the planting and maintenance of annual floral displays.	-
49	Develop and implement operational best practices for the management and maintenance of parks and open space areas that align with environmental protection and enhancement objectives.	-
51	Long-term opportunities for, and public interest in, trails development in the Township should be further investigated through a Trails Master Plan. The plan should examine the feasibility of the system of trails described in the Official Plan, i.e. the Waterfront Trail, Mud Creek Trail, and Amherst Island Trail, and the trail routes proposed in the former Bath Recreation Master Plan, as well as identifying other potential trails in urban and rural areas.	\$50,000
52	Collaborate with Lennox and Addington County, local cycling organizations, and adjacent municipalities to	-

Recommendations for Medium-term Implementation (3-5 years)		
No.	Recommendation	Approximate Cost (where applicable)
	confirm, sign, develop and promote road-based cycling routes identified in the Lennox and Addington County Trail System. This should include consideration of improvements such as widened lanes or paved shoulders along identified cycling routes at the time of road improvements or reconstruction, as well as discussion with MTO at such time as road bridge reconstruction at Highway 401 occurs.	
53	Work with the County, cycling organizations, advocacy groups, police services, and others, in the development and delivery of a community education program that educates on cycling awareness and safe cycling practices in both urban and rural areas.	-
54	Prepare and map an inventory of vacant municipally-owned lands and unopened road allowances noting size, location, attributes and current uses and functions. The lands should be evaluated to determine what value and role they currently or might play within the parks and open space system, and failing that, what commercial market value (if any) they might have if declared surplus to municipal needs.	-
57	Develop a volunteer community affiliation policy that clarifies the range of support services available to volunteer groups and what they must do to become eligible for affiliation. Consider replacing or integrating this policy with relevant pieces of the current Conditions for Accepting a Community Function as a Sub-Committee of the Recreation Committee.	-
59	Document and promote an affordable “access to recreation” policy to inform the public of the Township’s commitment to inclusion, and the process for providing support to individuals and or families who need assistance to participate in fee-based programs/activities.	-
63	Develop a comprehensive policy on private sponsorships and donations.	-
69	Consider investigating opportunities with the County to make better use of tourism Ontario signs approaching the Township from both directions on Highway 401.	-

Recommendations for Medium-term Implementation (3-5 years)		
No.	Recommendation	Approximate Cost (where applicable)
70	Consider developing an 'Explore Loyalist' app with the County that provides recreation and tourism related information to both residents and visitors alike.	-
71	Revise the structure of the Policy and Procedure Manual to clearly separate Township policy from the detailed protocols and procedures designed to implement them, and produce an internal and public version of the document.	-
72	Assess the need for additional staff positions to help manage the W.J. Henderson Recreation Centre and the Leisure & Activity Centre, as redevelopment/expansion plans are implemented.	-
75	Over time, the effectiveness of the newly introduced corporate volunteer recognition event in making volunteers feel appreciated and valued should be evaluated.	-

Recommendations for Long-term Implementation (6-10 years)		
No	Recommendation	Approximate Cost (where applicable)
11b	See recommendation 11b above and Figure 4.2 for details on approximate facility costs, to be implemented over the medium and long-term.	-
37	Provision should continue to be made through existing capital replacement programs for new facilities and for upgraded amenities to be added to existing parks, while considering the findings of the Parks and Recreation Master Plan.	TBD through capital asset management program, ongoing throughout Plan's term
40	Key park sites for improvements/upgrading and for which conceptual site plans should be completed in the Master Plan's term are Fairfield Park, Odessa Centennial Park and Bath Park. See recommendations no. 27 and 44 for Bath Park and Fairfield Park, respectively.	Odessa Centennial Park: \$40,000

4.2.2 Space and Cost Figures for the W.J. Henderson Recreation Centre Recommendations

Figure 4.2 contains approximate capital costs for recreation facility recommendations for a redeveloped and expanded W.J. Henderson Community Hub. Costs are based on:

- current, average costs per square foot for individual major facilities (e.g., pool, fitness studio) as new construction; or
- a range in cost for facilities (e.g., washrooms, changerooms, etc.) that we anticipate will be more variable, as they may comprise spaces that will require integration with the existing structure in order to serve both existing and new recreation facilities.

In figure 4.2, costs are shown for independent components (i.e., new construction). In some cases, however, they may be part of existing spaces that are being renovated. These figures cannot anticipate the additional work and, therefore, costs involved in integrating new components into the old structure and building systems. Neither can they anticipate potential cost savings that might arise from reuse of existing areas. The following costs, therefore, are not included:

- costs for repurposing existing space as part of overall facility distribution, reconfiguration, and design (e.g., existing offices become storage space);
- space/cost efficiencies that might result from optimal integration/repurposing of redundant spaces into new/renewed facility design (e.g., new corridor replaces existing one, which is integrated into new food service area);
- common area/circulation space, mechanical rooms, administrative space, and gross-up calculations;
- the potential need for additional accessible washrooms on a second floor if the design comprises more than one storey;
- soft costs (professional fees, permits, legal, fees, etc.), which are typically 20% to 25% of construction costs.

As noted above in Figure 4.1, preparing an integrated concept and site plan for the entire W.J. Henderson Recreation Centre site (possibly in collaboration with the County Library) is noted for the short-term. This plan is a priority in terms of timing, and clarifying and detailing these capital costs, for budgeting purposes. A comprehensive, integrated plan at the outset of a phased process is also essential to minimizing overall costs. Final costs will also depend on variables such as timing of construction, design details and materials quality, phasing, etc.

Figure 4.2: Approximate Costs for W.J. Henderson Facility Expansion

Component	No. and Size	Approximate Cost and Comments
double gymnasium (12,500 square feet), divisible into two single gymnasiums with retractable bleachers along one side, and an integrated track	1 @ 12,500 sq. ft.	<ul style="list-style-type: none"> □ \$3.4m □ integrated track adds a premium to the cost; no track could result in saving of about 5% to 6%
therapeutic/warm water pool	1 @ 500 sq. ft. pool	<ul style="list-style-type: none"> □ \$850,000; cost includes deck and mechanical systems □ space for classes of about 10 to 12 adults
new mechanical room for existing pool, storage space and viewing gallery for the pool components of the complex	TBD	<ul style="list-style-type: none"> □ see costs not included above
large multi-purpose room	1 @ 4,000 sq. ft.	<ul style="list-style-type: none"> □ \$1.0m □ can be divided into two separate areas with removable partition, and can also function as a casual banquet facility
catering kitchen to serve multi-purpose space	1 @ 1,000 sq. ft.	<ul style="list-style-type: none"> □ \$300,000 to \$350,000
small multi-purpose room	1 @ 600 sq. ft.	<ul style="list-style-type: none"> □ \$150,000 □ can be divided into two separate areas with removable partition
multi-purpose visual arts workshop	2 @ 600 sq. ft. each	<ul style="list-style-type: none"> □ \$330,000
fitness/weight room	1 @ 2,000 sq. ft.	<ul style="list-style-type: none"> □ \$450,000
fitness studio	1 @ 1,500 sq. ft.	<ul style="list-style-type: none"> □ \$337,500 □ the LAC fitness studio totals 1,023 square feet (31' x 33') and has been increased by 50% to 1,500 square feet.
ancillary facilities (additional food services, child minding space)	TBD	<ul style="list-style-type: none"> □ based on finalization of major components and overall configuration of space

Component	No. and Size	Approximate Cost and Comments
key physical accessibility support facilities will include a hybrid service/passenger elevator; three public washrooms (family, male and female), two arena dressing rooms (male and female), and three changerooms (family, male and female) to serve the pool, gymnasium, fitness studio and fitness/ weight room		<ul style="list-style-type: none"> □ elevator: \$350,000 to \$500,000; final costs will depend on location and required structural/mechanical modifications □ three accessible public washrooms (family, male and female): \$500,000 to \$750,000 □ two accessible arena dressing rooms (male and female): \$282,000 to \$315,000 □ three accessible change rooms to serve the pool, gymnasium, and fitness/weight room facilities (family, male and female): \$423,000 to \$472,500
a larger municipal maintenance garage to be incorporated in overall site design		<ul style="list-style-type: none"> □ \$150,000, from Hemson Consulting Ltd. May 22, 2015. Loyalist Township Development Charges Background Study. p.71

4.3 Financing Service Development

This section looks at key sources of financing for service development for all recommendations. Previous sections of the Plan recommended new or revised policies and practices that, when implemented, will contribute to the costs of providing services. The large majority of costs associated with the Master Plan will be financing the redevelopment/expansion of the W.J. Henderson Recreation Centre to create a community hub.

4.3.1 Development Charges

The majority of capital expenditures associated with the W.J. Henderson expansion will be covered by development charges generated by growth. The total cost of the expansion assigned in the Development Charges Background Study is presently \$8.97 million, of which 90% or \$8,071,300 is eligible for recovery through development charges (Hemson Consulting Ltd. May 22, 2015. p. 71).

4.3.2 Asset Management

In 2016 Loyalist Township developed its Capital Asset Management Plan to determine the long-term financial plan for sustainable municipal infrastructure. The plan considers Township assets in terms of condition and life cycle; risk and impact of failure; and the value for replacement/maintenance. The Asset Management Plan allows the municipality to develop a financing strategy for maintaining desired levels of service to the community, manage risk, and maximize benefits.

The W.J. Henderson Recreation Centre site includes an arena, pool, and library. Most of the building and its infrastructure are over 45 years old. Many of the assets on the W.J. Henderson site have either surpassed the end of their useful life or are approaching it within the next 10 years. Loyalist Township's Asset Management Plan from 2017-2030 includes \$3.3 million dollars in infrastructure replacement and upgrades for the arena, \$1.3 million for the pool, and \$402,000 for the Amherstview Library. This budget for infrastructure work would be allocated to building fixtures such as finishes, windows, doors, and louvres, as well as plumbing, electrical, site services, and the building structure.

The Township has reserved most of these infrastructure replacement dollars for the year of redevelopment (contingent upon the timing of preparatory steps in the implementation plan) and will conduct its facility maintenance program leading into redevelopment with the principle mandate of ensuring levels of service to the community are maintained. Levels of Service are high-level indicators established to define quality thresholds at which Township services will be supplied to the community. Service levels in the Asset Management Plan have been defined from both a community perspective and from an operational or technical perspective. Community levels of service relate to how the community receives the service in terms of health and safety, quality, quantity, availability, cost and affordability, appearance, and legislative compliance. Supporting the community service levels are operational or technical measures of performance developed to ensure that the minimum or standard technical levels of service are being met. While the Township will ensure these stated levels of service continue in the years prior to the redevelopment, it is prudent to note that the investment of these infrastructure dollars could be maximized by entering the redevelopment stage sooner rather than later. With infrastructure at or approaching the end of its lifecycle, such as that at the W.J. Henderson Recreation Centre, the ability to replace and redevelop such assets with new, modern and energy efficient resources will ensure the investment in infrastructure is maximized over time.

4.3.3 Community Fundraising

As discussed above, the community consultation revealed potential interest among local businesses in contributing to recreation services in exchange for facility naming rights, etc. In addition to targeted contributions such as these, a general capital campaign will help finance the expansion and redevelopment of the W.J. Henderson Recreation Centre. Contributions can be direct or organized around special events for which the proceeds can be donated. The community volunteer sector in Loyalist Township has undertaken these types of campaigns in the past, and supported the municipality in various recreation services undertakings.

4.3.3 Outside Funding Sources

Sources for outside funding are considerable in terms of number, limited in terms of amounts, specific on eligibility, and always changing. Consequently, ongoing research is standard practice for municipalities now as the funding landscape rapidly evolves and comprises a variety of sectors and arrangements.

Of particular importance to the development of a community hub at W.J. Henderson will be any potential funding that might flow from the Government of Ontario to support this project. It will be important, therefore, to continuing to monitor developments in the Province's Community Hubs initiative to identify potential alignments with local plans.

A recently announced funding program is the Rick Hansen Foundation's Barrier Buster, for which recreation infrastructure is highly eligible. A minimum of 50 communities will be funded through this program, which will provide grants of up to \$30,000 for infrastructure projects comprising "improvement to the built environment in a public place or space to remove physical barriers and improve accessibility (e.g., a school, community centre, park, library, church hall or theatre) and an associated awareness building event designed to showcase and celebrate the project."⁹⁰ This program also includes an "Access4All" initiative to raise awareness and address accessibility barriers that persons with disabilities face every day, and an accessibility challenge for young people to assess their own environment. This component of the initiative could provide the Township with a theme and support to engage local youth.

A local foundation that supports the types of projects that the Township will be pursuing as part of the Master Plan is the Community Foundation for Kingston and Area. It is likely that local initiatives have already benefited from this Foundation. There are others, however, that may emerge from the Master Plan that come under its mandate, which is

⁹⁰ <https://www.rickhansen.com/access4all/Barrier-Buster-Projects>

to provide grants for projects undertaken by charitable organizations in the Greater Kingston area, including Loyalist Township. Areas for potential funding include: arts and culture, community development, education and literacy, environment, health and social services, heritage preservation, recreation, and youth and children's mental health.

A comprehensive resource for funding sources is located on the Charity Village website⁹¹, and organized as follows:

- Canadian Foundations
- Canadian Information Sources
- Arms-Length Agencies and Independent Funding Sources
- Corporate Funding Programs
- Government Funding Programs
- Microcredit Funding Programs

The Healthy Kids Community Challenge (part of Ontario's Healthy Kids Strategy) is a current program that funds community for projects, training and social marketing tools to help promote: healthy eating, physical activity, and healthy behaviours for children. The Township participates in the Challenge, which operates on evolving themes for funding. In developing local programs for infants and children as a result of the Master Plan's findings, the Township may be eligible for future funding through KFL&A Region Healthy Kids.

4.4 Next Steps to Implementing the Plan

4.4.1 Short-term Recommendations

Facilities and parks/trails recommendations for implementation in the short-term are:

- No. 11a: an integrated concept and site plan for the entire W.J. Henderson Recreation Centre site, possibly in collaboration with the County Library;
- No. 25: a field audit and 'facility fit' at Willie Pratt to determine measures that would correct conflicts between fields and alleviate concerns over player and spectator safety.
- No. 47: Identify a site (or sites) for the development of an off-leash dog park using criteria in the Parks and Recreation Master Plan.

⁹¹ <https://charityvillage.com/directories/funders.aspx>. (Categories for U.S. and International Information Sources are also included).

RFPs for these items should be prepared and issued as soon as possible, to ensure their timely completion, and the ability to move on to subsequent steps in implementation.

There are about 20 program/activity and service delivery recommendations that are identified to be initiated in the short-term. Individual recommendations are not necessarily mutually exclusive and so should be grouped according to area of service and primary staff responsible (within and outside Recreation Services), and sequenced according to steps to implementation. This will identify the individuals or teams of individuals who will work to implement specific initiatives, and the order in which this work needs to occur. This process will be iterative throughout the term of the Plan, and tied to monitoring and evaluation, as discussed below.

4.2.2 Approach to Facility Development⁹²

The W.J. Henderson Recreation Centre expansion, as well as other capital projects identified in the Master Plan, point to a considerable amount of facility planning, design and construction activity in the next ten years. There are two primary approaches to facility development projects: design-build and construction management. This section outlines the relative advantages and disadvantages of each, and recommends a construction management approach to facility development.

Design-build Contracts

In design-build contracts, the owner engages a contractor to design and build the project based on a scope of work and a fixed budget. The contractor assumes responsibility for the process of engaging the various design professionals and trades people to produce a finished facility. The advantage to this approach is a guaranteed price for the facilities needed, unless extra expenditures are approved. The disadvantage is that the client does not have control over the design of the finished product: while the contract guarantees to provide the needed facilities, there is no way of knowing what they will look like, since the scope of work is not detailed and may be interpreted as the contractor sees fit to meet the established budget.

Construction Management Contracts

In a construction management contract, the owner engages a project manager to assemble a team of qualified professionals who are responsible for designing the facility

⁹² Adapted from Parks and Recreation Ontario (2014). Pathways to Recreation: Learning About Ontario's Design of Public Spaces Standard Guidebook pp. 47-48.

to meet the client's expectations. A contractor is then engaged through a tendering process to build it based on the client's approved design.

The advantage to this approach is that the client knows what the final product will be, before construction is tendered. The disadvantage is that the budget for construction will not be known until the quotations are submitted, and these will likely vary. At the same time, a competent designer can work to an approximate budget so that the construction quotations will fall within an anticipated range. In a construction management approach, the client participates in the selection of the professionals who will work on the team and so can feel more confident in the process.

For these reasons, a construction management approach to design and development is recommended as it will provide the Township with the necessary control over the process and product to ensure outcomes meet community-identified needs, legislated requirements (e.g., AODA standards) and any relevant municipal development standards. Moreover, in Loyalist Township the projects envisioned are complex and interdependent and so must be carefully coordinated. At the W.J. Henderson site, in particular, integrating the work of the Township and the Library (if the two parties do their planning concurrently) will involve a variety of different professional disciplines - and not necessarily the same firms of architects, engineers, landscape architect, etc. for both agencies. A project manager, if engaged by both owners through an agreed upon public process, would take on responsibility for coordinating and overseeing this work and act as the client's (Township and Library) representative on the project.

4.4.3 The Planning Process

The Master Plan provides a high level framework within which specific parks and recreation services will be annually planned and provided over the next ten years. As discussed in the Plan, there is considerable potential for both new and stronger collaborations in service provision - with the local volunteer sector and other agencies whose mandates are directly or indirectly related to parks and recreation services, as well as with the business community.

Ideally, a more formal planning process will be adopted by the parties involved to ensure a comprehensive approach to leveraging the strength of each in meeting increasingly shared objectives. It should also contribute to less duplication in service and, therefore, a more effective use of each organization's resources. Annual or semi-annual service planning sessions that align best with program planning activities of relevant collaborators can be most beneficial, and may facilitate improved ongoing communications among the various providers. Formal planning activities can also assist in a better collective awareness of changes in the community that might affect plans, and require adjustments to previously determined directions. Other types of

partnerships with community groups may be more informal and focus on services such as park improvements, off-leash areas, and improving cycling opportunities.

Other considerations that are increasingly being imbedded in planning processes and that have been discussed in the Master Plan are those related to inclusion such as outreach to solicit input from those who do not articulate needs, and may have particular requirements in order to participate, and integrating Universal Design and CPTED approaches in the design and development of services.

4.4.4 Monitoring and Evaluation

Ideally, in ten years time when a new Master Plan is to be prepared, the status and outcomes of each of the recommendations contained in this Plan will be documented, along with the changes in direction that occurred during its term for those recommendations that were revised. This will require an ongoing process of monitoring and evaluating progress in relation to targets for service provision. As such, targets need to be developed to permit measurement. A single recommendation could comprise more than one target, and targets themselves are relevant to the areas of service. In terms of developing new programs, for example, a target for the first year related to arts programming could be to pilot one new program for adults in visual arts, and one new program for youth in performing arts. While this is a fairly high level target, as a new program initiative, more details may not be available in terms of its exact content until instructors, spaces, etc. are found to run them. Should these programs (based on registration, attendance, participants' feedback, etc.) prove successful and so carry forward with any needed adjustments, more detailed targets could be developed for the next program session.

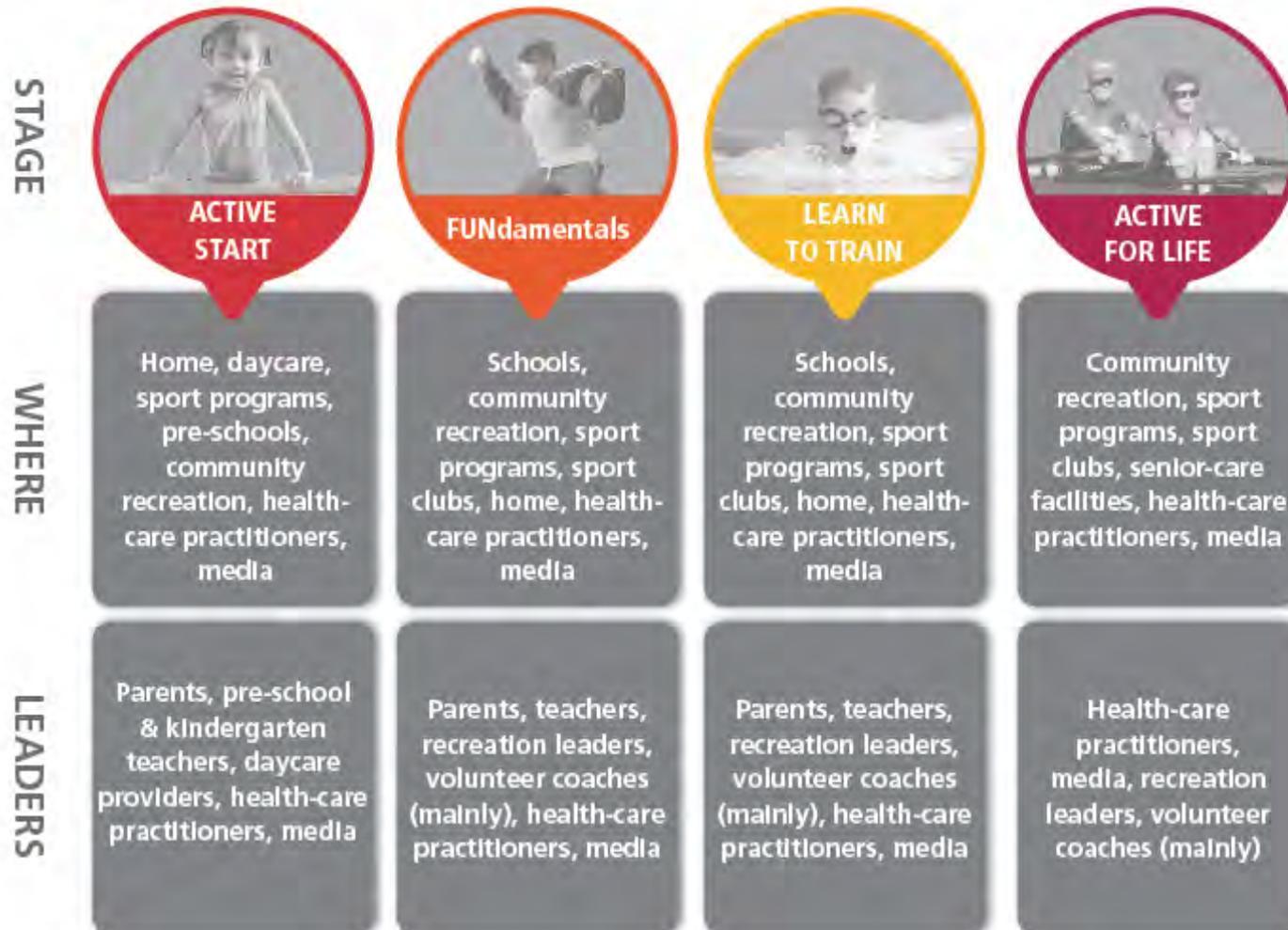
The Township tracks registration/attendance in its programs, and solicits participant evaluation of the services themselves. The data collected and questions asked of participants should be directly tied to service provision targets. In addition to program evaluation surveys, periodic surveys of the community-at-large should be conducted to capture broad-based feedback on parks and recreation services. If possible, the same survey questions can be used repeatedly to allow a longitudinal view of public opinion and if changes in services have produced changes in desired behaviour (e.g., higher levels of physical activity, better awareness of available services, less travel outside the Township for recreation, etc.).

Appendices

Appendix A

Physical Literacy for Communities is built from the ground up

The physical literacy pathway



Tell me more about CPTED Ontario

CPTED Ontario was conceived and developed to promote CPTED at the local and provincial level by providing a venue for like-minded people to meet, regularly interact and share their CPTED and professional experience.



Mission

To reduce the fear and incident of crime thereby working toward an improvement of the quality of life by promoting Crime Prevention Through Environmental Design (CPTED) Ontario and throughout Canada.

Vision

Being a leading partner in the development of safe communities by promoting CPTED principles and facilitating networking and educational opportunities to all.

Membership Information

Benefits of becoming a CPTED Ontario

Member include:

- Full access to our website and password protection to internal directory and past conference material
- Local zone meetings
- Quarterly newsletters
- Networking with other professionals that share common needs and concerns
- Reduced registration fee to annual Conference/Workshop where you can learn about the latest developments and other topics of interest.



Crime Prevention

THROUGH

Environmental Design



**CPTED
Ontario**

To join CPTED Ontario or require further information on our association, please refer to our website:

www.cptedontario.ca

Welcome to CPTED Ontario

CPTED (pronounced sep-ted) Ontario was formed in 2001. It is dedicated to reducing the fear and incidence of crime as well as improving the quality of life by promoting the implementation of Crime Prevention Through Environmental Design (CPTED) principles in Ontario.

What is CPTED

- CPTED is a pro-active crime prevention strategy utilized by planners, architects, police officers, security professionals, and everyday users of space.
- CPTED practitioners believe that the proper design and effective use of the built environment can lead to reduction in the incidence and fear of crime and an improvement in the quality of life.
- Emphasis is placed on helping various disciplines do a better job of achieving their primary objective.
- Applying CPTED starts by asking what are the designated purposes of the space, how is the space defined and how well does the physical design support the intended function? Only then, can effective design or problem solving begin.
- CPTED is common sense.

There are three underlying CPTED concepts:

1. Natural Surveillance
2. Natural Access Control
3. Territorial Reinforcement



1. Natural Surveillance

Natural surveillance is a design strategy that is directed at keeping intruders under observation. Designing for natural surveillance involves providing ample opportunity for legitimate users, engaged in their normal activities to observe the space around them. Natural surveillance is the placement of physical features and/or activities, and people that maximizes natural visibility or observation.

Glazing and proper placement, selection, and maintenance of plant materials should be considered to maximize natural surveillance opportunities.

2. Natural Access Control

Natural access control is a design strategy that is directed at decreasing crime opportunity. The primary thrust of an access control strategy is to deny access to a crime target and to create a perception of risk in offenders. This is best accomplished by directing normal access to observable areas and preventing access to unobservable areas.

3. Territorial Reinforcement

Territorial reinforcement is an “umbrella” design strategy that realizes that physical design can create or extend a sphere of influence so that users of a property develop a sense proprietorship over it and potential offenders perceive that territorial influence.

Territoriality is a concept intended to clearly delineate a space as public, semi-public, or private space and to create appropriate ownership of that space. It often embodies natural surveillance and natural access control strategies.

Maintenance is an important part of territoriality.



“CPTED is good planning. It is where you start, and augment with good procedural and physical security.”

– Timothy D. Crowe – Author, *Crime Prevention Through Environmental Design*

Appendix B: Field use calculations definitions

Estimate of use by type: number of minor league bookings/total bookings

Estimate of prime-time capacity available: Lit fields were assumed to have 10 time 'slots' per week Monday through Friday evenings for a total of 40 per month or 160 for a four-month season, to allow for comparison across fields. (Even though some fields are also used quite heavily into September, use can only be compared across all fields for the months of May, June, July and August). Available 'slots' were tallied from the monthly field schedules for 2016 and calculated as a proportion of the total 160. For most fields, there was considerable time available on weekends as well. For the purposes of our calculations, however, we assumed that need for regular play during the week would be a prerequisite for field use on weekends for tournaments, practices, etc.

Unlit fields were assessed in the same way, with the exception that they were assumed to have 5 time 'slots' per week Monday through Friday evenings for a total of 20 per month or 80 for a four-month season.

Users include non-Loyalist based groups: the user group formally serves a larger geographic area or is from outside the Township; does not mean locally based groups exclude participation by non-Loyalist residents.

Appendix C: List of Community Organizations for Consultation

Organizations invited to participate in the user group survey. Those that responded are noted with an asterisk (*).

<ul style="list-style-type: none"> • 1000 Island Oldtimers • Adult Hockey • Allen Insurance Hockey • Amherstview Jets Jr.C Hockey Club* • Amherstview Mixed Softball Association • Amherstview Slo-Pokes* • Bath Pickle Ball League* • Loyalist Junior Tennis • Bob Moses Hockey (Summer adult) • Ernestown Barracuda Swim Club* • Ernestown Oldtimers • Ernestown SS Hockey • Friday Night Hockey League* • Hermer Hockey- Summer Camp • Hockey Skills and Drills • KGH Ball League* • Kingston Co-Ed Slo Pitch League • Kingston District Church Softball League • Kingston Home Educators Group • Kingston Ice Wolves • Kingston Mixed 3 Pitch League • Kingston Mixed Lobball 	<ul style="list-style-type: none"> • Kingston Sport and Social Club* • LARC • Loyalist Community Sharing Centre* • Loyalist Ladies SNP League* • Loyalist Minor Ball • Loyalist Minor Soccer* • Loyalist Skating Club* • Loyalist Township Minor Hockey* • Odessa MudKats Hockey • Pitchers N Wings* • Power Play Sports (Defense Development Camp) • Scouts Canada - Amherstview and Bath • Seniors Association Kingston Region* • L & A Seniors Outreach Services* • Summer Youth Hockey • Tai Chi • TELSPA • TESHHA • TESPA*
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Organizations invited to participate in the community group survey. Those that responded are noted with an asterisk (*).

Hockey, Youth Hockey
Air Cadets 999*
Amherst Island Mens Society
Amherst Island Recreation Association*
Amherst Island Women's Institute
Drop-In Playgroup
Amherstview Lioness Club*
Amherstview Lion's Club
Bath & District Lions Club
Bath Artisans
Bath Canada Day Committee*
Bath Gardening Club*
Bath Museum
Bath Pickleball
Bath Public School Parent Council
Sloan Bath United Church*
Ernestown Oldtimer's Hockey
Fairfield Gutzeit Society Bath
Fairfield Homestead Heritage Association*
Girl Guides of Canada (Brownies)*
Interesting Years Club of Amherstview*
Loyalist Golf & Country Club Association*
Loyalist Junior Tennis
Loyalist Tai Chi*
Neilson Museum Amherst Island*
Odessa & District Lion's Club
Odessa Agricultural Society*
Odessa Travel Plaza
PG Sports Kingston
Pitchers N' Wings
Royal Canadian Legion Bath Branch*
Scouts Canada - Amherstview and Bath
Skate and Shoot Kingston
St. John's Anglican Church
St. Linus Catholic Church
Sunday Knights Pickup Hockey
Wilton Community Association*
Yoga - Wilton

Focus Group Invitees

Agencies/organizations invited to participate in the sessions. Those that responded are noted with an asterisk (*).

Intersectoral Partnership Roundtable

- Town of Greater Napanee Community Services*
- City of Kingston Recreation (2)*
- Kingston Boys and Girls Club*
- Kingston Gets Active
- Kingston YMCA*
- KFL&A Public Health (2)*
- Algonquin and Lakeshore Catholic District School Board
- Heart and Stroke
- Ministry of Tourism, Culture and Sport
- Loyalist Family Health Team*
- Seniors Association Kingston Region (2)*
- Algonquin and Lakeshore Catholic District School Board
- Limestone District School Board
- County of Lennox & Addington Tourism*

Arts, Culture and Heritage

- Fairfield Homestead Heritage Association*
- Wilton Community Association (2)*
- Bath Canada Day*
- Neilson Museum (2)*
- Emerald Music Festival Amherst Island*
- Drystone Wall Festival/Workshops*
- Odessa Agricultural Society*
- Fairfield Gutzeit Society/Canadian Fencibles
- Film Stream Video
- Local Artist - Art Tours
- Performing Arts
- Waterside Concert Series
- Amherst Island Beacon
- Artist
- Bath Garden Club
- Bath Museum

Parks, Trails and Natural Environment

- Lennox and Addington Stewardship Council*
- Fairfield Homestead Heritage*

- Queen's University Professor of Botany*
- Wilton Community Association (2)*
- Lennox and Addington Snowmobile Club*
- Cataraqui Conservation Authority*
- Napanee District Secondary School*
- Bath Gardening Club
- Ducks Unlimited
- Ecological Services
- Kingston Field Naturalists*
- Loyalist Marina Owner
- Loyalist Township Former CAO Amherst Island
- Nutt Island Hunting Club
- Ontario Heritage Trust (3)
- Waterfront Trail

Volunteer Sports Groups

- 1000 Island Oldtimers
- Adult Hockey
- Allen Insurance Hockey
- Amherstview Jets Jr.C Hockey Club*
- Amherstview Mixed Softball Association
- Amherstview Slo-Pokes
- Bath Pickle Ball League (2)*
- Loyalist Junior Tennis*
- Bob Moses Hockey (Summer adult)
- Ernestown Barracuda Swim Club*
- Ernestown Oldtimers
- Ernestown SS Hockey
- Friday Night Hockey League
- Hermer Hockey- Summer Camp
- Hockey Skills and Drills
- KGH Ball League*
- Kingston Co-Ed Slo Pitch League
- Kingston District Church Softball League
- Kingston Home Educators Group
- Kingston Ice Wolves
- Kingston Mixed 3 Pitch League
- Kingston Mixed Lobbball
- Kingston Sport and Social Club
- LARC
- Loyalist Community Sharing Centre
- Loyalist Ladies SNP League
- Loyalist Minor Ball*
- Loyalist Minor Soccer (2)*
- Loyalist Skating Club (2)*

- Loyalist Township Minor Hockey (2)*
- Odessa MudKats Hockey
- Pitchers N Wings
- Power Play Sports (Defense Development Camp)
- Scouts Canada - Amherstview and Bath
- Seniors Association Kingston Region Kingston
- Seniors Outreach Services
- Summer Youth Hockey
- Tai Chi
- TELSPA
- TESH
- TESP*
- one individual also represented golf and social cycling*

Business Community

- Amherst Island Radio Inc.
- Amherstview Golf Course
- Baycreek Development Ltd.
- Camden Braes Golf Club
- Creative Gifts & Baskets
- Foodland
- Kaitlin Corporation
- Kingston CoGen Ltd.
- Lakeview Dental
- Llynlea Fine Homes*
- Loyalist Golf Club
- MacKinnon Brothers Brewing
- Martial Arts Jiu Jitsu Club
- McFarland Construction Ltd.
- Odessa Farmers Market
- Odessa Home Hardware*
- Papa's Pizza
- Paul Payne Funeral Home*
- Physiotherapist
- Schells Market
- Soup Chef*
- Wilton Cheese
- Wilton Tack

Appendix D: Recommendations from Building Assessment Report (November 9, 2016)

5.0 Recommendations

The recommendations are divided into Level 1 Recommendations and Level 2 Recommendations. Level 1 includes those that can be implemented without major changes or additions to the buildings, as they exist now, and do not repeat any work or plans for work that is already underway. Level 2 Recommendations discuss the upgrades or improvements indicated in our assessment that would require additions and/or reconfigurations to the existing structures.

5.1 The W.J. Henderson Recreation Centre

Level 1 Recommendations

Whole Building/Common Area Recommendations

Minor/Ongoing Improvements/Upgrades

- Address accessibility up-grades that would not trigger a complete retrofit of the building including: improving street signage to promote facilities in the building, and front of building directions on the location of wheelchair access; installing accessible handrail and visual impairment strips on stairs between first and second levels.
- Upgrade exterior site lighting to LED.
- Repair drafts around door seals of new overhead or add a suitable exterior building finish to the exterior plywood.
- Identify and repair source of water damage to clerestory bulkhead.
- Ensure clear dry access to all electrical distribution panels and other services.
- Continue with the roof maintenance/repair program and plan to start a retrofit program in approximately ten years.
- Confirm implementation of asbestos management plan, and secure closure letter or report. Update plan periodically to reflect changes in legislation.

Comprehensive/Major Improvements/Upgrades

- Consider upgrading the HVAC system, which can be planned without limiting the possibility of future expansions to the complex.
- Conduct a detailed servicing and maintenance review of all electrical systems, and begin annual inspections of circuit breakers.
- Review and update the fire plan in consultation with the Township's building and fire departments, and make required changes in the facility.

- Perform a general house cleaning and organization to provide additional storage facilities, ideally on site. As part of this work, ensure all exit areas - as identified in the existing life safety plan - and equipment access areas are signed as no-storage areas.
- Monitoring and maintenance of the food service area's CO2 system should be performed by the Township at the canteen operator's expense.
- Review food service room food preparation and cooking areas to ensure adequate distance is maintained between the electrical panels/distribution equipment and these areas.
- Consider renovating the food service area to update equipment and improve space efficiencies.

Arena Recommendations

- Engage a code or specialized consultant to review options for needed handrails in rink seating area.
- Repair heaving and wear at the entrance to the Zamboni room.
- Options to modify the proximity of the score control booth to the rink boards should be reviewed with a rink board supplier or other relevant specialist.

Pool Recommendations

- A new pool mechanical/pump/filtration room should be provided in the immediate future to consolidate these functions while making required equipment upgrades.
- Continue to make necessary upgrades to changerooms/showers.
- Install a ceramic or other non-porous, cleanable surface in the pool.

Library Recommendations

- Review temperature control issues in the board/meeting room with a mechanical consultant/contractor to determine if additional temperature control can be added to this space.

Level 2 Recommendations

The facility is not AODA accessible and cannot be made so without considerable investment, if at all, within the existing structure. The cost to replace the Recreation Centre with new facilities, however, would be substantial. Moreover, as the building shell is in very good condition, it should be retained. It would be possible to expand the facility to address its major functional concerns, and this work could be tailored to the available budget, and potentially phased in. For example, expanding to the west could provide a new service/passenger elevator, along with a family and public washrooms,

and an accessible dressing room. This would be a limited expansion and would address the majority of the current concerns and accessibility deficiencies. It would also free up space in the current dressing room area for storage and an improved pool mechanical room.

The library and a lack of integrated space complicate addressing the pool area concerns on accessibility, and change rooms - including family requirements - and the viewing gallery. An expansion to the east of the pool with a bridge connection through the existing men's change room could provide a separate viewing gallery, new change rooms, etc. The potential to relocate the customer service kiosk so that it is immediately visible upon entry to the building, and to integrate controlled access to interior facilities, could be considered as part of an expansion/renovation.

The recently completed County of Lennox and Addington's Library Service Review (October 2016) by St. Clements Group Inc. indicates that all libraries in the Township - Amherstview, Bath and Odessa - do not meet current standards for space, service provision and user expectations. The review recommends closing Odessa in the short-term, and continuing to operate Bath and Amherstview until a new library of 42,000 square feet is built in Amherstview from six to ten years from now, to replace these two facilities.

The building assessment recommendations, therefore, should be considered in conjunction with:

- additional facility needs identified in the Master Plan, in view of the potential to integrate these base-building improvements with new recreation facilities during the life of the plan.
- County Library plans for service consolidation and new development, which - depending on the future location of a new library - may free up the existing library space in the Recreation Centre for integration into the rest of the complex.

5.2 Leisure and Activity Centre (LAC) and Community Hall

Level 1 Recommendations

Improve signage on the street side of the building to improve public profile of the Centre

Engage a mechanical engineer to determine the most efficient way of updating and balancing the HVAC system throughout the building.

Conduct an inspection of the ceiling/roof insulation and upgrade if required.

Engage a security specialist to review security and provide direction on a comprehensive system, including personal safety on the premises and improving secure access and egress of Community Hall users.

Confirm implementation of asbestos management plan, and secure closure letter or report. Update plan periodically to reflect changes in legislation.

Level 2 Recommendations

Resolving the issue of three separate entrances would require reducing the size of the meeting room in the Leisure & Activity Centre and adding a corridor connection between the LAC and the Community Hall. As the meeting room is currently undersized, however, this would likely detract further from its current use and would reduce storage opportunities for existing uses. Unless improved security is already in place, connecting the two spaces would further complicate this issue.

These recommendations should be considered in conjunction with additional facility needs identified in the Master Plan, in view of the potential to integrate base-building improvements with new recreation facilities during the life of the plan.

5.3 Willie Pratt Field Canteen

Level 1 Recommendations

The Township should determine the future of the canteen's food service function to confirm anticipated uses of this building will continue into the future: 1) food service, washrooms, and storage, 2) washrooms and storage, or 3) washrooms only.

Level 2 Recommendations

The washrooms require a renovation and should be upgraded for accessibility.

Consider a camera system and remote locking system for the storage and washroom access.

Depending on its future use for food service, the building should be completely renovated to update its interior spaces and equipment, the ceiling should comprise a cleanable surface and the floor requires levelling, with an easy-maintenance surface/floor finish. The outdoor covered seating area requires a new ceiling.

Appendix E: Program & Special Events Inventory and Program/Activity Interests from Telephone Survey

Loyalist Township Community Program/Activity Area Program/Activity Area (NOTE: does not include school/school board-affiliated programs)	Program/Activity Inventory Provider(s)*	Type (S or U)**	Seasons Offered					Age Group					Gender		
			F	W	S	SR	C	Y	A	S	F	M	F		
Arts, Culture and Heritage															
Visual Arts: painting, drawing, sculpting, pottery, metal arts, art appreciation	Recreation/Weasel and Easel/Bath Artisans/Wilton Pottery	S/U/V	y	y	y	y	y			y	y			y	y
Media Arts: film, animation, radio, television, digital arts, video, photography	Recreation/Bath Artisans, Amherst Island Radio	S/U/V	y	y	y	y				y	y			y	y
Performing Arts: dance, instrumental music/orchestra, choral, film clubs, theatre	Recreation/Rhythm Dance Centre, Canada United Kingdom Dance Club, I've Got Rhythm School of Dance, Limestone Square & Round Dance Club, Royal Scottish Country Dance Society	S/U	y	y	y	y	y			y	y			y	y
Crafts: needle arts, sewing, quilting, knitting; weaving and spinning, woodcarving; beadwork	Topsy Farms/Bath Sunday Market/Wilton Road Custom Fibre Mill/Bath Artisans, Lakeside Quilters, Bath Artisans, Kingston Woodturners	U	y	y	y	y					y	y		y	y
History/Heritage: museums, historical societies, collecting clubs	Fairfield House, Bath Museum, The Fairfield-Gutzeit House, Babcock Mill, Ontario Heritage Plaque, Historic Village of Bath, Bath Museum, Neilson Store Museum & Cultural Centre Inc.	U/V	y	y	y	y	y			y	y			y	y
Literary: reading programs, book clubs, writers' clubs, early literacy, tech classes	Amherstview Public Library, Bath Public Library, Odessa Public Library, LARC	S	y	y	y	y	y			y	y			y	y

NOTES:

*M indicates municipal service

C indicates commercial/private sector programs/services

V indicates volunteer, public/quasi-public or not-for-profit programs/services

**S indicates structured programs

U indicates unstructured activities

C child; Y youth; A adult; S senior; F family

Program/Activity Area	Provider(s)*	Type (S or U)**	Seasons Offered					Age Group				Gender	
			F	W	S	SR	C	Y	A	S	F	M	F
Sports, Recreation and Leisure													
Aquatics: instructional, recreational, leadership, life saving	Recreation, Ernestown Barracudas Swim Club, Junior Barracudas	S/U/V	y	y	y	y	y	y	y	y	y	y	y
Indoor organized team, club or league sport:													
hockey, curling, figure skating, ringette, lacrosse	Recreation, Amherstview Jets, Loyalist Township Minor Hockey Association, Loyalist Skating Club, L&A Special Olympics, Greater Kingston Girls Hockey Association, Ernestown Oldtimers Hockey Club, TESH (Township of Ernestown Sr. Hockey), 1000 Islands Oldtimers Hockey Club, Kingston Lacrosse Association	S/V	y	y	y		y	y	y			y	y
volleyball, basketball, badminton, ball hockey	Recreation, L&A Special Olympics, Kingston Minor Ball Hockey, LAVA	S/V	y	y	y	y	y	y	y			y	y
gymnastics, indoor soccer, baton twirling	Loyalist Gymnastics Club for Boys/Girls, Kingston Clippers Soccer Club	S/V	y	y	y	y	y	y				y	y
pickleball	Recreation Pickle Ball League		y	y	y					y	y		y
Outdoor organized team, club or league sport:													
softball, fastball, slo-pitch, baseball	L&A Special Olympics, Loyalist Minor Softball, TELSPA (Township of Ernestown Ladies Slo Pitch), TESPA,	S/V			y	y	y	y	y				y
soccer, football, rugby	L&A Special Olympics, Loyalist Minor Soccer Association	S/V			y	y	y	y	y				y
tennis	Bath Tennis Club	V			y	y							
pickelball	Bath Pickleball League	S/V	y	y	y				y	y			y
running, walking, cycling	Parrot's Bay, The Loyalist Parkway, The County Trails in Lennox and Addington, The Loyalist portion of the Water Front Trail, Kingston Road Runners Association	U/V	y	y	y	y	y	y	y	y	y	y	y
golf	Amherstview Golf Club, Camden Braes Golf and Country Club, Loyalist, Country Club, L&A Special Olympics	S/U	y	y	y	y			y	y	y		y
other (e.g., horseshoes, cards)	Bath Seniors Club, Millhaven Legion	S/U/V	y	y	y	y					y		y

Program/Activity Area	Provider(s)*	Type (S or U)**	Seasons Offered					Age Group				Gender	
			F	W	S	SR	C	Y	A	S	F	M	F
Individualized indoor sport/activity (includes instruction):													
public skating, skating instruction, hockey school	Recreation, Loyalist Skating Club	S	y	y	y		y	y	y	y		y	y
karate, judo, tae kwon do, jui jitsu, kempo, goju ryu karate, kobudo, self defense	Recreation, Mushotoku School of Martial Fitness, Martial Concepts	S	y	y	y	y	y	y	y			y	y
yoga, pilates, tai chi	Recreation, Tai Chi, YOGA - Wilton	S	y	y	y	y			y		y	y	y
running, walking	Recreation	s			y								
swimming	Recreation	U	y	y	y	y	y	y	y	y	y	y	y
golf, tennis	Amherstview Golf Club, Camden Braes Golf and Country Club, Loyalist, Country Club, L&A Special Olympics	U/S	y	y	y	y	y	y	y	y	y	y	y
bowling	Odessa Mixed Bowling League	S/U/V	y	y	y	y			y	y		y	y
health and fitness	Recreation, 50+ Rock & Roll Fitness	S	y	y	y	y	y	y	y	y	y	y	y
weight training, pilates, fitness, conditioning, aerobic	Recreation	S/U	y	y	y	y		y	y	y	y	y	y
Individualized outdoor sport/activity (includes instruction):													
pleasure skating	Recreation - 2 outdoor rinks	v / S	y				y	y	y	y	y	y	y
canoeing, kayaking, power boating, sailing													
swimming, windsurfing, scuba diving	Recreation	S					y	y	y	y	y	y	y
hiking, walking	Rideau Trail Association Hiking Club of Kingston		y	y	y	y	y	y	y	y	y	y	y
running, in-line skating													
horseback riding	Hadherway Farms, Under the Cross Equestrian	S/U	y	y	y	y	y	y	y	y	y	y	y
camping, hunting, fishing	Family Campers & RVers (FCRV), UEL Heritage Centre and Parks, Adulphostown Loyalist Park	U/V	y	y	y	y	y	y	y	y	y	y	y
ATVing, snowmobiling	Napanee & District ATV Club	U/V/S	y	y	y	y	y	y	y	y	y	y	y
naturalist activities, birdwatching, gardening	Kingston Field Naturalists, Bath Gardening Club	U/V	y	y	y	y	y	y	y	y	y	y	y

Program/Activity Area	Provider(s)*	Type (S or U)**	Seasons Offered					Age Group				Gender	
			F	W	S	SR	C	Y	A	S	F	M	F
Summer Camp Programs	Recreation	S				y	y	y				y	y
Holiday Camps (Christmas, March Break)	Recreation	S	y	y	y		y	y				y	y
Pre-school, Children's play programs	Recreation, Amherstview Drop In Play Group	S/U	y	y	y	y	y	y			y	y	y
Children/Youth Clubs	Scouts Canada - Amherstview/Bath Groups, Air Cadets - Loyalist, Big Brothers Big Sisters, Girl Guides of Canada	S/V	y	y	y		y	y	y	y	y	y	y
Environmental, Nature, Horticultural Programs	Kingston Field Naturalists, Bath Gardening Club, Parrot's Bay Conservation Area & Amherst Island Owl Sanctuary, Kingston Lapidary & Mineral Club, Kingston Woodturners	S/U/V	y	y	y	y	y	y	y	y	y	y	y
Continuing Education/Skills Development	Kingston Home Learners	S	y	y	y	y	y	y				y	y
Parent Support/Family Programs	Recreation, Food For You Food For Two, Big Brothers Big Sisters	S/V	y	y	y	y			y			y	y
Older adults/Seniors' Clubs	Recreation, Bath Seniors Club, Bath Bridge, Bath Euchre, Interesting Years Club of Amherstview, Bath Seniors Hospitality Club, Community Care Access, Lennox & Addington Seniors Outreach Services, Amherstview Lioness Club, Amherstview Lion's Club, Bath & District Lions Club, Kingston & District Civitan Club, Odessa & District Lions Club, Ernestown Oldtimers Hockey Club, TESHA (Township of Ernestown Sr. Hockey), 1000 Islands Oldtimers Hockey Club, 50+ Rock & Roll Fitness, Amherst Island Men's Society, Amherst Island Women's Institute, Presbyterian Church Women, Anglican Church Women	S/U/V	y	y	y	y				y	y		y
Natural Environment/Lakes/Trails	Parrot's Bay, The Loyalist Parkway, The County Trails in Lennox and Addington, The Loyalist portion of the Water Front Trail		y	y	y	y	y	y	y	y			y

NOTES:

*M indicates municipal service

C indicates commercial/private sector programs/services

V indicates volunteer, public/quasi-public or not-for-profit programs/services

**S indicates structured programs

U indicates unstructured activities

C child; Y youth; A adult; S senior; F family

Loyalist Township Special Events Inventory

(includes regular or typical events)

Name of Event	Provider	Location	Season	Key Target Audience		
				Residents/Tourists	Age Group(s) (if not for all ages)	
Emerald Music Festival	Private	Amherst Island	Summer	Yes	Yes	Adult
Bath Canada Day	Loyalist Township	Bath	Summer	Yes	Yes	Family
Concert in the Park	Loyalist Township Recreation	Fairfield Park	Summer	Yes	Yes	Family
Firefighters Pancake Breakfast	Loyalist Township EMS	Amherstview	Fall	Yes	Yes	Family
Millhaven Legion Events	Millhaven Legion	Millhaven	Fall	Yes	Yes	Adult
Spooktacular Halloween Fest	Loyalist Township Recreation	Fairfield Park	Fall	Yes	Yes	Children / Family
Amherstview Santa Clause Parade	Amherstview Lions Club	Amherstview	Winter	Yes	Yes	Family
Remembrance Day Service	Wilton Community Association	Wilton	Winter	Yes		Family
Light Up The Season	Loyalist Township Recreation	Fairfield Park	Winter	Yes	Yes	Adult
Ernestown Oldtimers Tournament	Ernestown Oldtimers	W.J. Henderson Arena	Winter	Yes	Yes	Adult
TESHA Hockey Tournament	TESHA	W.J. Henderson Arena	Winter	Yes	Yes	Adult
Puck'N Ball Ball Tournament	Puck'N Ball	Amherstview	Summer	Yes	Yes	Adult
Winter Carnival	Loyalist Township Recreation	Wilton	Winter	Yes	Yes	Family
Family Day	Loyalist Township Recreation	W.J. Henderson Arena	Winter	Yes		Family
Bath Sunday Market	Bath Gardening Club & Horticultural Society	Centennial Park, Bath	Fall	Yes	Yes	Adult
Bath Fall Festival	Bath Gardening Club	Bath	Fall	Yes	Yes	Family
Culture Days	Lennox & Addington County	Various Locations	Fall	Yes	Yes	Family
Loyalist Studio Tour	Lennox & Addington County	Loyalist	Fall	Yes	Yes	Adult
Fall Fibre Affair	Fairfield Gutzeit House	341 Main Street, Bath Mackinnon Brewing Company, Bath	Fall	Yes	Yes	Adult
Discover L&A Ride	Lennox & Addington County		Fall	Yes	Yes	Adult
Local Author Showcase	Lennox & Addington County	Library	Annual	Yes	Yes	Adult
TD Summer Reading Club	Lennox & Addington County	Library	Summer	Yes		Children
Odessa Fair	Odessa Agricultural Society	Odessa Fairgrounds	Summer	Yes	Yes	Family
Antique & Classic Car Club Show	ACCCC	Odessa Fairgrounds	Summer	Yes	Yes	Family

NOTES:

Provider: e.g., Township, Public Health, LDSB, Cataraqui Region CA, etc.

Location: can be specific to a facility, park space or a settlement area

Key Target Audience: Can be both, if that is the intent

Noted if targeted specifically to families even though this can also be all age groups

Loyalist Township Special Events Inventory

(includes regular or typical events)

Name of Event	Provider	Location	Season	Key Target Audience		Age Group(s) (if not for all ages)
				Residents	Tourists	
Farmers' Market	Odessa Agricultural Society	Odessa Fairgrounds	Spring - Fall	Yes	Yes	Adult
Homesteader Days	Odessa Agricultural Society	Odessa Fairgrounds	Summer	Yes	Yes	Family
Odessa Antique Show & Sale	Odessa Agricultural Society	Odessa Fairgrounds	Summer	Yes	Yes	Adult
Odessa Horse and Pony Club Shows	O.H.P.C.	Odessa Fairgrounds	Spring - Fall	Yes	Yes	Family
Canada Day Wilton Tractor Parade & Potluck Picnic	Wilton Community Association	Wilton Hall, Wilton	Summer	Yes	Yes	Family
Movies in the Hall	Wilton Community Association	The Little Hall in the Hamlet	Spring - Fall	Yes		Children / Family
Wilton Christmas Potluck Dinner	Wilton Community Association	Wilton Hall, Wilton	Winter	Yes		Family
Christmas Craft Market	Wilton Community Association	Wilton Hall, Wilton	Winter	Yes	Yes	Adult
Wilton Halloween Party	Wilton Community Association	Wilton Hall, Wilton	Fall	Yes	Yes	Children
Marine Heritage Festival	Village of Bath	Fairfield-Gutzeit Grounds, Bath	Summer	Yes	Yes	Family
Ripples of Hope Quilt Show	Village of Bath	Fairfield-Gutzeit House, Bath	Fall	Yes	Yes	Adult
Festival of Trees	Village of Bath	Fairfield-Gutzeit House, Bath	Winter	Yes	Yes	Family
Waterside Summer Series	Waterside Summer Series Committee	St. Paul's Presbyterian Church, Amherst Island	Summer	Yes	Yes	Adult
Wooly Bully Run	Amherst Island	600 South Shore Road	Summer	Yes	Yes	Adult
Senior Wine and Cheese Party	Amherstview Lion's Club	108 Amherst Drive	Winter	Yes		Adult
Christmas Craft Sale	Amherstview Lion's Club	108 Amherst Drive	Winter	Yes	Yes	Adult
Breakfast With Santa	Amherstview Lion's Club	108 Amherst Drive	Winter	Yes	Yes	Family
Christmas Hamper Project	Amherstview Lion's Club	108 Amherst Drive	Winter	Yes		Family
Terry Fox Run	Bath Lion's Club	Bath	Fall	Yes		Adult, child, senior
Loyalist from the Start	Fairfield Homestead	Amherstview	Summer	Yes	Yes	Family
Dogs Day of Summer	Loyalist Township	Amherstview	Summer	Yes		Family
Beyond the Door Home and Garden Tour	L7A Seniors Outreach Services	Odessa	Summer	Yes	Yes	Seniors
A Spring Fling	Helen Henderson Care Centre / Firefighters	Amherstview	Spring	Yes		Adults, Seniors
Fall prevention program for Seniors	VON	Bath, Odessa	Fall	Yes		Seniors

NOTES:

Provider: e.g., Township, Public Health, LDSB, Cataraqui Region CA, etc.

Location: can be specific to a facility, park space or a settlement area

Key Target Audience: Can be both, if that is the intent

Noted if targeted specifically to families even though this can also be all age groups

Program/Activity Interests from Telephone Survey of Residents

Survey Question: Are there sports, recreation and/or arts programs or activities in which you or the members of your household do not now participate, but in which you/they would like to participate? 99 of 400 respondents (25%) answered 'yes' to this question. These 99 were then asked, **Q. In which of the following types of sports, recreation and/or arts and cultural programs/activities would you or other members of your household like to participate?**

Program/Activity Area of Interest by Age Group of Respondent: shaded cells indicate cases in which 50%+ of respondents in each age group reported interest in the activity category.

Program/Activity Area	Age Group (years)						
	<25	25 -44	45 -54	55- 64	65-74	75 -84	85+
Number of Respondents	39	122	81	75	50	24	9
Arena ice activities (e.g., hockey, broomball, sledge hockey, skating)	25%	23%	37%	9%	-	-	-
Arena non-ice activities (e.g., floor hockey, box lacrosse, skate boarding)	42%	16%	37%	9%	-	-	-
Other indoor sports (e.g., carpet bowling, quoits)	25%	35%	37%	39%	38%	33%	-
Group fitness classes (e.g., bootcamp, aerobics)	58%	64%	75%	52%	8%	-	-
Individual fitness training (e.g., weights, treadmills, etc.)	42%	58%	50%	9%	8%	-	-
Wellness programs (e.g., yoga, tai chi, Pilates, nutrition)	75%	81%	62%	65%	61%	33%	-
Performing arts (e.g., drama, choral)	17%	32%	44%	48%	23%	33%	-
Visual arts (e.g., painting, photography, digital media)	17%	55%	31%	70%	61%	67%	100%
Swimming (e.g., instruction, recreation, fitness, therapeutic)	83%	93%	69%	65%	54%	33%	-
Gymnasium sports (e.g., badminton, basketball, volleyball, pickleball)	58%	45%	62%	52%	15%	-	-
Crafts (e.g., quilting, woodworking)	8%	38%	31%	61%	85%	33%	100%
Education/self improvement/interest (e.g., computer, book club, cooking)	75%	55%	62%	70%	77%	67%	100%
Social/club activities (e.g., youth drop-in, seniors club, new moms)	42%	52%	6%	56%	61%	100%	100%
Martial arts (e.g., karate, tae kwon do, jiu jitsu)	17%	35%	31%	22%	8%	-	-

Program/Activity Area	Age Group (years)						
	<25	25 -44	45 -54	55- 64	65-74	75 -84	85+
Field sports (e.g., ball, soccer, football)	25%	19%	6%	22%	-	-	-
Tennis, beach volleyball	25%	10%	25%	-	-	-	-
Outdoor pickleball	17%	19%	37%	35%	46%	33%	-
Summer programs/activities (e.g., nature/environmental, hiking, fitness, etc.)	67%	61%	94%	13%	38%	-	-
Winter park/trail programs/activities (e.g., cross-country skiing, snow shoeing)	50%	48%	44%	9%	8%	33%	-
Water sports (e.g., kayak, canoe, sailing, fishing)	59%	52%	50%	4%	23%	-	-
Camps (e.g., day, March break, etc.)	75%	35%	25%	4%	-	-	-

Program/Activity Area of Interest by Age Group of Respondent: shaded cells highlight top three proportions of respondents by age group who reported interest in the activity category.

Program/Activity Area	Age Group (years)						
	<25	25 -44	45 -54	55- 64	65-74	75 -84	85+
Number of Respondents	39	122	81	75	50	24	9
Arena ice activities (e.g., hockey, broomball, sledge hockey, skating)	25%	23%	37%	9%	-	-	-
Arena non-ice activities (e.g., floor hockey, box lacrosse, skate boarding)	42%	16%	37%	9%	-	-	-
Other indoor sports (e.g., carpet bowling, quoits)	25%	35%	37%	39%	38%	33%	-
Group fitness classes (e.g., bootcamp, aerobics)	58%	64%	75%	52%	8%	-	-
Individual fitness training (e.g., weights, treadmills, etc.)	42%	58%	50%	9%	8%	-	-
Wellness programs (e.g., yoga, tai chi, Pilates, nutrition)	75%	81%	62%	65%	61%	33%	-
Performing arts (e.g., drama, choral)	17%	32%	44%	48%	23%	33%	-
Visual arts (e.g., painting, photography, digital media)	17%	55%	31%	70%	61%	67%	100%
Swimming (e.g., instruction, recreation, fitness, therapeutic)	83%	93%	69%	65%	54%	33%	-
Gymnasium sports (e.g., badminton, basketball,	58%	45%	62%	52%	15%	-	-

Program/Activity Area	Age Group (years)						
	<25	25 -44	45 -54	55- 64	65-74	75 -84	85+
volleyball, pickleball)							
Crafts (e.g., quilting, woodworking)	8%	38%	31%	61%	85%	33%	100%
Education/self improvement/interest (e.g., computer, book club, cooking)	75%	55%	62%	70%	77%	67%	100%
Social/club activities (e.g., youth drop-in, seniors club, new moms)	42%	52%	6%	56%	61%	100%	100%
Martial arts (e.g., karate, tae kwon do, jiu jitsu)	17%	35%	31%	22%	8%	-	-
Field sports (e.g., ball, soccer, football)	25%	19%	6%	22%	-	-	-
Tennis, beach volleyball	25%	10%	25%	-	-	-	-
Outdoor pickleball	17%	19%	37%	35%	46%	33%	-
Summer programs/activities (e.g., nature/environmental, hiking, fitness, etc.)	67%	61%	94%	13%	38%	-	-
Winter park/trail programs/activities (e.g., cross-country skiing, snow shoeing)	50%	48%	44%	9%	8%	33%	-
Water sports (e.g., kayak, canoe, sailing, fishing)	59%	52%	50%	4%	23%	-	-
Camps (e.g., day, March break, etc.)	75%	35%	25%	4%	-	-	-

Appendix F: Facility Inventories

Loyalist Township Indoor Sports and Recreation Facilities

Facility Name	Single-purpose facility (e.g., arena, pool, meeting room) and size (sq. ft.)	Multi-purpose facility (e.g., double or single gym, hall) and size (sq. ft.)/capacity	Amenities (e.g., kitchen, bar, storage)
MUNICIPAL			
Sports, Fitness & Social			
W.J. Henderson Recreation Centre: 322 Amherst Drive Amherstview	1 lower meeting room	single pad arena; 200' x 85' ice surface; tiered seating for 800; indoor pool 25m x 12.5m	5 full size hockey dressing rooms; 1 JR C dressing room; staff lunch room with sink and fridge; operational canteen with deep fryer, stove, multiple refrigerators, deep freezer
Leisure & Activity Centre: 108 Amherst Dr. Amherstview	1 large meeting room	2 fitness studios (1 large, 1 small) and 1 large meeting room with kitchen	2 studios with retractable wall and sport flooring, can be opened into 1 large studio; full kitchen with stove, fridge, sink; large storage area upstairs in loft; wi-fi
Amherstview Hall: 108 Amherst Dr. Amherstview	public hall; capacity is 149 people; 1 meeting room		full catering kitchen with lots of storage; separate bar; 35 new 6' tables, 150 new black chairs
Libraries			
Odessa Public Library: 108 Main Street Odessa			small storage area in back with dirt floor

Amherstview Public Library: 322 Amherst Dr. Amherstview	meeting room	staff kitchen, multiple office space, enclosed children's area; wi-fi; large meeting room with boardroom table, wipe board, tv, rolling chairs
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Bath Public Library: 193 Davy Street Bath

Arts and Heritage

Wilton Hall: Wilton	public hall; capacity is 149 people	full kitchen, two washrooms, wheelchair accessible, storage, 4 x 8 stage; tables and chairs
Stella Fairfield House Museum: Amherstview		1 washroom; unwinterized storage barn with deteriorating cement floor
Bath Museum: 434 Main Street Bath		storage upstairs, packed with artifacts
Neilson Store Museum: 5220 Front Road		
Babcock Mill: 100 Bridge Street Odessa		

SCHOOL BOARDS

Our Lady of Mount Carmel Catholic School: 97 Park Crescent Amherstview	single gymnasium
Amherstview Community Education Centre: 4499 Bath Rd. Bath	
Amherstview Public School: 70 Fairfield Rd. Amherstview	single gymnasium
Fairfield Elementary School: 59 Kildare Av. Amherstview	single gymnasium
Bath Public School: 247 Church St. Bath	single gymnasium
Odessa Public School: 10 North St. Odessa	single gymnasium

Ernestown Secondary School: 48 Main St.
Odessa
Amherst Island Public School: 5955 Front Rd.
Stella
Yarker Public School: Yarker

double gymnasium

NOT-FOR-PROFIT

Millhaven Legion Hall
Odessa Lions Club Hall
Bath & District Lions Club Hall
Kingston & District Civitan Club Hall

CHURCHES

Trinity Presbyterian Church, Amherstview
St. John's Angelican Church, Bath
St. John's Memorial Hall, Bath
St. Linus Church and Cemetery, Bath
Bath United Church and Cemetery, Bath
St. Albans Church, Odessa
St. Mary's Catholic Church, Odessa
Free Methodist Church, Odessa
St. Albans Anglican Church, Stella
The Wilton Standard Church, Wilton

Outdoor Sports/Play Facilities

Name of Park, Facility	Facility Type (e.g. soccer, tennis court)	Total (#lit)	Ownership (Municipal, School Board, Non-Profit)	Location	Scheduled (yes/no)
Willie Pratt Sports Field see Amherstview P.S. property below	ball diamond	2 lit	municipal	Amherstview	yes
	ball diamond	2 unlit	municipal	Amherstview	yes
	soccer field	1 lit	municipal	Amherstview	yes
	soccer field	1 unlit	municipal	Amherstview	yes
	play structure		municipal	Amherstview	no
	swing set		municipal	Amherstview	no
W.J. Henderson	soccer field	1 lit	municipal	Amherstview	yes
J Earl Burt	ball diamond	1 lit	municipal	Wilton	yes
	Play structure		municipal	Wilton	no
Kilminister	ball diamond	1 lit	municipal	Odessa	yes
Bath School Diamond	ball diamond	1 lit	LDSB	Bath	yes
Amherstview Public School	ball diamond	(2 unlit)	LDSB	Amherstview	yes
	soccer field	1 unlit			no
Dinosaur Park	soccer field	1 unlit	municipal	Amherstview	no
	play structure		municipal	Amherstview	no
Sk8tr Park	outdoor rink (covered)		municipal	Odessa	
Briscoe Park	ball diamond	1 unlit	municipal	Bath	no

	basketball				
Lakeview Park	outdoor rink		municipal	Amherstview	no
Sunnyside Park	basketball nets		municipal	Amherstview	no
	hockey nets				no
	play structure				no
Bath Centennial Park	play structure		municipal	Bath	no
	basketball		municipal	Bath	no
Elmwood Dopking Park	ball diamond	1 unlit	municipal	Odessa	no
Odessa Centennial Park	ball diamond	1 unlit	municipal		no
Hawley Park	basketball		municipal	Bath	no
Ernestown Secondary School	soccer field	1 unlit	LDSB	Odessa	no
Odessa Public School	soccer field	1 unlit	LDSB	Odessa	no
	play structure				no
Amherst Island Public School	soccer	1 unlit	LDSB	Amherst Island	no
	ball diamond	1 lit	LDSB	Amherst Island	no
Barr Homes Soccerplex	soccer field	3 unlit	GKSSA	off County Rd 6	yes

Fitness/Workout Gyms in Kingston

- YMCA of Kingston – YMCA West
- Omega Fit Club
- Planet Fitness
- Fit4less
- YMCA
- 247 Fitness Solutions
- Artillery Park Aquatic Centre
- Invista Centre
- GoodLife Fitness (2)
- Focus Personal Fitness Studio
- 247 Fitness Solution Tailored Training Fitness Studio and Physiotherapy
- Curves
- Premier Fitness
- Kingston Military Sports Community Centre
- BodyBack Fitness
- YMCA of Kingston at St. Lawrence College - Student Health & Athletic Centre (The SHAC)
- Queen's Athletics & Recreation Centre (ARC)
- Crossfit Limestone
- Mercury Strength and Conditioning

Appendix G: Parks Inventory

Community	Classification	Park Name	Size (ha)	
Amherst Island	District	Sand Beach Wetlands	21.80	
	District	Back Beach Park	0.90	
	District	Stella Bay Dock and Park	0.28	
			Sub-total District Parks	22.98
	Community	Centennial Park - Amherst Island	0.30	
	Community	Lane's End Park	0.50	
		Sub-total Community Parks	0.80	
AMHERST ISLAND PARKS TOTAL			23.78	
Amherstview	District	Willie Pratt Sports Field	2.97	
	District	WJ Henderson Recreation Centre	4.20	
	District	Fairfield Park (not including small lot)	3.07	
	District	Island View Park	0.15	
			Sub-total District Parks	10.39
	Community	Loyalist Park	2.20	
	Community	Dinosaur Park	1.15	
	Community	Lakeview Park	2.11	
			Sub-total Community Parks	5.46
	Neighbourhood	Amherst Drive Parkette	0.12	
	Neighbourhood	Bayview Pioneer Park	1.29	
	Neighbourhood	Brookland Park	0.76	
	Neighbourhood	Centennial Park - Amherstview	1.09	
	Neighbourhood	Eastside Park	0.44	
	Neighbourhood	Harewood Park	0.21	
	Neighbourhood	Harewood Village Park	0.09	
	Neighbourhood	Lighthouse Park	0.34	
	Neighbourhood	McPherson Park	1.00	
	Neighbourhood	Sunnyside Park	0.62	
	Neighbourhood	The Ridge Park	1.09	
		Sub-total Neighbourhood Parks	7.05	
AMHERSTVIEW PARKS TOTAL			22.90	
Bath	District	Bath Park & Tennis Courts	5.70	
	District	Finkle Shore Park	2.40	
			Sub-total District Parks	8.10
	Community	Centennial Park - Bath	1.40	
			Sub-total Community Parks	1.40
	Neighbourhood	Bayshore Drive Parkette	0.11	
	Neighbourhood	Briscoe Park	1.63	
	Neighbourhood	Hawley Court Park	1.10	
	Neighbourhood	Heritage Park	2.00	
	Neighbourhood	Jessup Lane Park	2.79	
	Neighbourhood	Bulch Park	0.58	
		Sub-total Neighbourhood Parks	8.21	
BATH PARKS TOTAL			17.71	
Odessa	District	Babcock Mill Park	1.57	

Parks Inventory

Community	Classification	Park Name	Size (ha)
	District	Sk8er Park	0.42
		Sub-total District Parks	1.99
	Community	Centennial Park - Odessa	11.10
	Community	Kilminister Park	1.53
	Community	Millcreek Park	3.50
		Sub-total Community Parks	16.13
	Neighbourhood	Bridge Street Park	0.11
	Neighbourhood	Elwood Dopking Park	0.57
	Neighbourhood	William Street Park	0.34
		Sub-total Neighbourhood Parks	1.02
ODESSA PARKS TOTAL			19.14
Wilton	Community	J Earl Burt Memorial Park	3.10
		Sub-total Community Parks	3.10
	Neighbourhood	Wilton Playground	0.55
		Sub-total Neighbourhood Parks	0.55
WILTON PARKS TOTAL			3.65
TOTAL PARKS			86.12
OPEN SPACE		Unnamed Open Space South of Invista	1.70
		Highway 33 Rest Area	0.58
		OS- Babcock Mills - BLK 228	2.75
		OS- Odessa West- BLK 7	0.67
		OS- Taylor Kidd Blvd_County Rd 6	16.6
		OS- East of Fairfield Park 1	0.12
		OS- East of Fairfield Park 2	0.01
		OS- Brookland Park	0.6
TOTAL OPEN SPACE			23.03
FUTURE PARKS			
Amherstview		FP- Lakeside Ponds BLK 227	0.75
		FP- Lakeside Ponds BLK 229	0.19
		FP - Lakeside Ponds BLK 230	3.37
		FP - Barr Townhomes	0.15
AMHERSTVIEW FUTURE PARKS			4.46
Bath		FP-Houghton Park	2.18
		FP-Church St. Park (N of Bath School)	2.32
BATH FUTURE PARKS			4.50
Odessa		FP- Babcock Mills - BLK 226	0.37
		FP- Odessa West BLK 1	0.67
		FP- Odessa West Bridge Street	0.06
ODESSA FUTURE PARKS			1.10
TOTAL FUTURE PARKS			10.06

Appendix H: Outline of Typical Parks By-Law

Typical Topics / Sub-topics	Relevant Content
Table of Contents	
Purpose and Intent	<ul style="list-style-type: none"> - Authorization under Public Parks Act, R.S.O. 1990, c. P-46 as amended, which permits boards of park management to pass by-laws for the use, regulation, protection and government of parks, and under the Municipal Act, 2001 S.O. 2001, Chapter 25 which allows municipalities to pass by-laws with respect to culture, parks, recreation and heritage - Reference to, or rescinding of other by-laws if applicable
Definitions	<ul style="list-style-type: none"> - Listing of common and unique definitions relevant to the document, particularly those with legal implications
Use of Parks	
Hours of Operation	<ul style="list-style-type: none"> - Hours of opening and closure - Hours of operation of recreational facilities (if different from park) - Right to temporary closures of a Park or a portion of a park as deemed necessary for public safety, to alleviate traffic congestion or other reasons of protection, e.g. natural environment
Prohibited Activities	<ul style="list-style-type: none"> - Littering and garbage dumping - Pollution of waterbodies/waterways - Pets running free unless in an authorized area - Disturbance, harm and feeding of wildlife - Removal, damage or defacement of plants, soils, rocks unless authorized - Cleaning or maintenance of motorized vehicles - Operation and parking of motor vehicles in designated areas only, unless otherwise authorized - Prohibition or limitations on use of motorized recreational vehicles, e.g. ATVs, snowmobiles - Non-permitted use of designated sports fields - Other recreational activities e.g. golf, camping, archery, use of model aircraft, skateboarding, as prohibited by signage - Open fires, barbecues unless in authorized areas or by permit - Erection of tents, structures unless in authorized areas or by permit - Erection of signs, billboards or posters unless authorized - Use of firearms, air guns, bows and arrows, axe or other dangerous items unless authorized - Discharging of fireworks or fireworks unless authorized - Consumption of alcohol unless authorized by a special event permit and in compliance with provincial legislation

Typical Topics / Sub-topics	Relevant Content
	<ul style="list-style-type: none"> - Smoking within a designated distance of parks and recreation buildings and outdoor recreation facilities e.g. playgrounds / play structures, sports courts, playing fields, beaches, picnic shelters, gazebos, outdoor event space (Note: For children’s playgrounds and play areas and sporting areas smoking is prohibited within 20 metres under the Smoke Free Ontario Act On. Reg. 48/06. Posting of signs and enforcement is required) - Launching or mooring of watercraft except in designated areas
Conduct	<ul style="list-style-type: none"> - Nuisances and noise disturbances - Injury or damage to persons or property - Violent, threatening conduct; abusive or foul language - Defacement or writing on structures - Entry into restricted areas of the property unless authorized - Interference with organized sports or activities occurring in designated areas - Obstruction of justice
Control of Pets	<ul style="list-style-type: none"> - No animals other than domestic cats and dogs, unless authorized by special permit - Exclusions of pets other than service animals from specified areas of parks such as playgrounds, beaches, splash pads, sports fields or other posted areas - Requirements to be on a chain or leash not of specified length (e.g. not exceeding 1.9 metres (6 feet), unless in designated leash-free area - Pick up and appropriate disposal of excrement
Sports Fields	<ul style="list-style-type: none"> - Identify seasonal hours of operation for sports fields and reference booking policies, as applicable.
Encroachment	<ul style="list-style-type: none"> - No encroachment on public lands by adjacent landowners or tenants with fencing, structures unless authorized - No garbage dumping
Special Events, Permits and Licences	<ul style="list-style-type: none"> - Activities that the Township may authorize, by permit, for the use of all or a portion of a Park, or park structure, in compliance with other municipal or provincial regulations, e.g. <ul style="list-style-type: none"> - sale of food, drink, publications, merchandise, arts and crafts - solicitation for trades, skills, businesses, or services - distribution of flyers, circulars, notices or advertising devices, including signs - parades or processions - holding or public gatherings, events, speeches - igniting, discharging of fireworks

Typical Topics / Sub-topics	Relevant Content
	<ul style="list-style-type: none"> - barbeques or open air fires - playing of organized team sports - use of a public address system or other sound amplification system - filming, videotaping, photography for commercial purposes - other activities that the Township may deem appropriate - Requirement for compliance with terms and conditions of the permit, including place and time, any identified fees, insurance, or other special requirements
Offences and Penalties	<ul style="list-style-type: none"> - Identification of offences and penalties such as minimum and maximum fines, prohibition of future use of property, and liabilities, e.g. responsibility by offenders for repair and replacement of damaged property, administrative and legal costs
Enforcement	<ul style="list-style-type: none"> - Authorization of provincial offences officer or designated employee of the Township to inform persons of the provisions of the by-law and enact enforcement including ordering the stopping of prohibited activities, and requests to leave property, - Identification of intent of Township Council to apply and enforce provisions of the by-law to the extent possible according to law
Repeal	<ul style="list-style-type: none"> - Identification of preceding by-laws or policies repealed upon this by-law coming into force and effect
Effective Date	<ul style="list-style-type: none"> - Date by which by-law came into force following passing by Council

Appendix I: List of Recommendations

Master Plan Recommendations	
1	Develop additional programs/activities in the arts, culture and heritage, both as direct Township programs (e.g., art instruction) and in collaboration with volunteer community groups that work in these areas.
2	Continue to pursue and increase programming in both structured and unstructured outdoor activities (e.g., programming in parks, water-based recreation, equipment library) and, where appropriate, provide these services through agreements with commercial operators for introductory instruction, equipment rental, etc.
3	Develop new programs in the areas of wellness, health treatment and/or recovery, and education/self-improvement/skills development, which should be pursued through the appropriate collaborations/partnerships.
4	Investigate opportunities to schedule additional floor-based arena programming in the areas of both sports/recreation and special events (e.g., Leadercast).
5	With respect to special events, the County and Township should take the lead in determining tourism objectives with other area municipalities and relevant public agencies, local volunteer groups, and interested commercial operators, to establish service directions, the resources, and the sources for these, that will be needed to carry out desired programs.
6	Determine the appropriate location for permanent washroom facilities on Amherst Island in view of requirements to support Sand Beach users, special events, and tourist activity at other points of interest on the island.
7	Increase satellite programming outside main settlement areas - and particularly in Wilton and on Amherst Island - through the use of facilities owned and/or operated by the Township or other organizations including service clubs and churches.
8	The Township should continue and, as necessary, enhance its practices in program planning and evaluation to clarify its 'niche' in the community and regional program markets.
9	In planning and providing inclusive recreation services, ensure that potential, possibly invisible, needs - in addition to the ones that are well articulated - are integrated in the process.
10	Program/activity areas that should be considered first for program development include: group and individual fitness programs, wellness programming, summer and winter park activities, water-based recreation, and gymnasium sports for those in age groups up to 64 years; crafts, visuals arts, and social/club activities for older adults; education/self-improvement/interest programs/activities for all age groups.

Master Plan Recommendations

- 11** 11a. Prepare an integrated concept and site plan for the entire W.J. Henderson Recreation Centre site, possibly in collaboration with the County Library.
- 11b. Major, new recreation facility and accessibility service components to be incorporated in a redeveloped/expanded W.J. Henderson Community Hub include:
- a double gymnasium, divisible into two single gymnasiums with retractable bleachers along one side, and an integrated track (determining the cost-effectiveness of providing a floor-level vs. a mezzanine-style at the facility design stage);
 - a therapeutic/warm water pool;
 - a new mechanical room, storage space and viewing gallery for the pool components of the complex;
 - a large and a small multi-purpose room, both of which can be divided into two separate areas with removable partitions, the larger of which should also function as a casual banquet facility;
 - a catering kitchen;
 - two multi-purpose visual arts workshops;
 - a fitness/weight room;
 - a fitness studio;
 - ancillary facilities (additional food services, child minding space) to be determined based on finalization of major components to be provided;
 - physical accessibility support facilities will include:
 - a hybrid service/passenger elevator
 - three public washrooms (family, male and female)
 - two arena dressing rooms (male and female)
 - three changerooms (male, female and family) to serve the pool, gymnasium, fitness studio and fitness/ weight room;
 - If site is deemed the appropriate location, a larger municipal maintenance garage to be incorporated in overall site design.
- 12** Opportunities to expand and improve scheduling at the arena and pool should be investigated in consultation with all users.
- 13** The Amherstview Community Hall and the programming rooms at the Leisure & Activity Centre should be used to expand seniors and parent-infant/pre-school programming. Renovations to the facility should include internal connections including access to the kitchen and hall from the current 'fitness studio' side of the structure, and ensure all rooms can flexibly accommodate programming for all ages.
- 14** The Lions Club Hall, which is attached to the LAC building, should remain and continue in its current use/capacity. The existing catering agreement between the Lions and the Township should be reviewed with the relocation of banquet activity

Master Plan Recommendations	
	to the new W.J. Henderson Community Hub.
15	Should the Township Administrative offices relocate to a new site, consider opportunities to repurpose the vacated building for community recreation.
16	The Township, with assistance from the County and local arts/heritage groups, should work to enhance programming at heritage sites, for both residents and visitors to Loyalist Township.
17	A skateboard park is not recommended for provision at this time, due to no apparent demand on the part of youth in the Township, and an estimated small market based on research. If demand should emerge during the term of the Plan including ongoing, direct involvement of Township youth in planning, designing and fundraising for a skate park, the Township should consider providing a single, community-serving facility in Amherstview.
18	In future, should the Township decide to develop a facility, it should engage the services of a firm that specializes in skatepark design/development at the outset of the process, ensuring it is one that is eager to, and adept at, involving youth and other relevant community interests (e.g., nearby residents, police, etc.) throughout the process, and is well versed in optimizing design for inclusion and safety.
19	Provide a Township-serving splash pad developed as a drive-to facility with the required design and amenities for full-day family/group visits, two play areas - one each for older and younger children - and accessible to all ages and abilities. Determine its location in conjunction with the redevelopment plans for the W.J. Henderson Recreation Centre, with options to locate it here, in Bath or in Odessa.
20	Provide permanent, accessible washrooms/changerooms to serve the splash pad and the park as a whole. Shade structures and picnic amenities are also required.
21	No new ball fields will be required during the term of the Master Plan.
22	The Township should confirm and implement needed improvements to existing fields including increasing light levels on fields, and considering options to upgrading infields.
23	Undertake renovations/accessibility upgrades to washrooms and canteen at Willie Pratt Fields.
24	No new soccer fields are required during the term of the Master Plan to serve growth in participation alone.
25	The Township should undertake a field audit and 'facility fit' at Willie Pratt to determine measures that would correct conflicts between fields and alleviate concerns over player and spectator safety. Changes to the field layout should

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	consider other recommendations in the report related to field supply and demand.
26	Depending on growth in use of current unused capacity on fields, growth in population generated participation in soccer and other field sports, and the outcome of the facility safety audit at Willie Pratt, the Township should consider providing one additional unlit, natural turf multi-use playing field to accommodate a variety of uses including soccer, football, rugby, ultimate Frisbee, lacrosse, cricket, and field hockey.
27	<p>A conceptual site plan should be prepared for Bath Park as an all-ages outdoor activity park, incorporating and phasing the following:</p> <ul style="list-style-type: none"> • a separate multi-use pad for basketball, in-line hockey and ball hockey for pick-up play; • facilities for bocce, shuffleboard, and horseshoes; • a permanent washroom to serve current and future uses. <p>Should use of the tennis court for both pickleball and tennis reach capacity, consideration should be given to providing an additional tennis court and converting the current dual-purpose court to a dedicated pickleball facility.</p>
28	In the short-term, the current dual tennis/pickleball court arrangement at Bath Park should continue to be used on a schedule that complements tennis court use by the Junior Club and other casual or organized users (e.g., the SAKR), with extended hours of use, if required.
29	For new planning areas adopt a combined provision target of 2.5 ha/1000 population for Neighbourhood Parks and Community Parks. The standard for Neighbourhood and Community Parks pertains only to parkland that can be developed for active and passive recreation purposes.
30	Adopt a classification system for municipally owned or managed open space comprising Neighbourhood Parks, Community Parks, District Parks and Open Space with standards and development criteria as outlined in the Parks and Recreation Master Plan.
31	Continue to plan for the acquisition and development of additional parks to serve new residential areas using allowable provisions in the Planning Act and considering: proximity to existing parks of all types, proposed form of development, and forecasted recreation facility needs.
32	For larger urban expansion areas, consideration should be given to planning through a Secondary Plan, prepared as an amendment to the Township Official Plan. This would allow for more detailed planning and policies covering parks, public spaces, and urban design to direct plans of subdivision.

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33	To avoid fragmenting the parkland dedication across several small plans of subdivision, consideration should be given to the consolidation of dedications through developer agreements if needed.
34	Update Official Plan policies and Parkland Dedication By-law to reflect Bill 73 and the allowable rate for collection of cash-in-lieu of parkland, which is established at 1 ha /500 units.
35	Develop a strategy for determining when to take cash in lieu of parkland, based on criteria outlined in the Parks and Recreation Master Plan.
36	Develop a strategy for use and prioritization of cash-in-lieu (park reserve fund) to ensure that adequate funds are available to meet future parkland acquisitions as the need or opportunity arises, including: Neighbourhood Parks to serve new development areas where consolidation of dedications is required, or as indicated by recreation facility needs; and acquisition of open space for trails planning or environmental purposes (where not protected by environmental policies).
37	Provision should continue to be made through existing capital replacement programs for new facilities and for upgraded amenities to be added to existing parks, while considering the findings of the Parks and Recreation Master Plan.
38	Partnerships with local community organizations should continue to be sought to achieve park improvements.
39	All major park development/redevelopment should be planned through a conceptual site master plan that defines and locates appropriate uses, facilities and functions, in consideration of: the site attributes and context; the recommendations of the Parks and Recreation Master Plan; input from the public; safety of park users; and Crime Prevention Through Environmental Design (CPTED) principles.
40	The W.J. Henderson Recreation Centre site requires an outdoor conceptual site plan, as noted above. Other key park sites for improvements/upgrading and for which conceptual site plans should be completed in the Master Plan's term are Fairfield Park, Odessa Centennial Park and Bath Park.
41	A park concept plan for Willie Pratt Sports Fields or, at a minimum, a site audit and 'facility fit' exercise, should be completed in conjunction with, and prior to, implementing any field layout changes.
42	In support of a connected and publicly accessible waterfront and the development of an off-road Waterfront Trail, the Township should consider on a case by case basis and act on all reasonable opportunities to acquire additional waterfront open space using available means such as: allowable land dedications under the Planning Act; easements or agreements with private landowners; partnerships; or

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	outright purchase.
43	Consider undertaking a Waterfront Strategy. The study should address current use of, and improvements to, existing waterfront parks, opportunities afforded by the unnamed open space across from Invista and Hwy 33 Rest Area properties, identification of appropriate locations for public launch areas (including motorized and non-motorized boats); and identification of opportunities to increase public access to the waterfront, e.g. leases, agreements or acquisition of strategic land parcels.
44	Prepare a conceptual site plan for Fairfield Park to explore its best potential as both a Township serving waterfront park and a tourist attraction, while conserving the site's significant built and landscape heritage resources, and its scenic qualities.
45	Develop and implement consistent and unique signage (park identity, wayfinding and interpretive) to serve as a unifying element for the waterfront parks, help with promotion, and make them stand out as key destinations and points of interest along Loyalist Parkway.
46	Examine and implement site-specific opportunities for use of shoreline and other vegetation measures in the waterfront parks as part of the ongoing program of geese and waterfowl deterrent.
47	Identify a site (or sites) for the development of an off-leash dog park using criteria in the Parks and Recreation Master Plan. Initially one site should be developed as a pilot project with objectives for one in each of the urban areas. The involvement of community advocates and/or a partner organization should be sought to assist in site selection, community liaison, possible fundraising for site development and the maintenance and monitoring of off-leash areas.
48	Consideration should be given to enhancing the beautification program without significantly increasing costs by: using grasses, perennial flowers, and flowering shrubs within the horticultural plantings; incorporating themed plantings, and, attempting to increase partnerships with local community organizations in the planting and maintenance of annual floral displays.
49	Develop and implement operational best practices for the management and maintenance of parks and open space areas that align with environmental protection and enhancement objectives.
50	Continue efforts to plan for and develop sidewalks and/or multi-use trails to promote walkability, with objectives to link residential areas to the existing parks and open space system, community facilities and other destinations, including employment lands. These opportunities should be examined as part of secondary

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	or block planning studies for new development areas.
51	Long-term opportunities for, and public interest in, trails development in the Township should be further investigated through a Trails Master Plan. The plan should examine the feasibility of the system of trails described in the Official Plan, i.e. the Waterfront Trail, Mud Creek Trail, and Amherst Island Trail, and the trail routes proposed in the former Bath Recreation Master Plan, as well as identifying other potential trails in urban and rural areas.
52	Collaborate with Lennox and Addington County, local cycling organizations, and adjacent municipalities to confirm, sign, develop and promote road-based cycling routes identified in the Lennox and Addington County Trail System. This should include consideration of improvements such as widened lanes or paved shoulders along identified cycling routes at the time of road improvements or reconstruction, as well as discussion with MTO at such time as road bridge reconstruction at Highway 401 occurs.
53	Work with the County, cycling organizations, advocacy groups, police services, and others, in the development and delivery of a community education program that educates on cycling awareness and safe cycling practices in both urban and rural areas.
54	Prepare and map an inventory of vacant municipally-owned lands and unopened road allowances noting size, location, attributes and current uses and functions. The lands should be evaluated to determine what value and role they currently or might play within the parks and open space system, and failing that, what commercial market value (if any) they might have if declared surplus to municipal needs.
55	The Township should take the lead on establishing ongoing working sessions for collaboration in service planning, design and delivery with other relevant agencies and organizations, to build on the interest that became apparent through the Master Plan study process, and engage other parties as appropriate.
56	Existing agreements should be reviewed and updated as required and, where appropriate, clauses should be added to ensure they are periodically reviewed by the parties to the contract, and/or are continuous beyond a specified end date.
57	Develop a volunteer community affiliation policy that clarifies the range of support services available to volunteer groups and what they must do to become eligible for affiliation. Consider replacing or integrating this policy with relevant pieces of the current Conditions for Accepting a Community Function as a Sub-Committee of the Recreation Committee.
58	Develop a special event policy with the following components: <ul style="list-style-type: none"> • an internal team of event management staff from various departments (i.e.,

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	<p>Recreation Services, Clerks, Public Works, Fire, EMS);</p> <ul style="list-style-type: none"> • an outline of the responsibilities of the municipality, emergency services, and community organizations and festival organizers; • a process for community organizations and festival organizers to apply for funds or in-kind support; • a manual that includes standard forms and procedures, which may include guidelines for festival/event organizers, event operations, vendor agreements, emergency procedures and volunteer registration; • transportation/traffic management plans to improve access to and from event sites, for Bath Canada Day Festival and other major events.
59	Document and promote an affordable “access to recreation” policy to inform the public of the Township’s commitment to inclusion, and the process for providing support to individuals and or families who need assistance to participate in fee-based programs/activities.
60	Update the Township’s multi-year accessibility plan to reflect the accessibility improvements recommended in the Master Plan, as they come up for budgeting and implementation.
61	Consider the potential to exceed AODA’s minimum standards to optimize accessibility based on age-friendly variables, Universal Design and CPTED principles.
62	The Township should review and update the existing hall rental policy to include not-for-profit rental rates to be charged consistently to all users, including those that historically have not been charged fees for facility use.
63	Develop a comprehensive policy on private sponsorships and donations.
64	Policies developed in the short-term should anticipate future new facilities and opportunities for revenue generation.
65	The Township should consult further with the volunteer sector to detail their interests in additional assistance with advertising, promotion and communication with various municipal departments.
66	Strengthen publicity about who in Recreation Services is the initial one-window, go-to staff for various needs.
67	Consider developing media to inform the public about the role and contributions of community volunteers, and their relationship to the municipality in providing recreation services.
68	Further develop corporate self-promotion by informing the community about what Recreation Services is doing, and why.

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69	Consider investigating opportunities with the County to make better use of tourism Ontario signs approaching the Township from both directions on Highway 401.
70	Consider developing an 'Explore Loyalist' app with the County that provides recreation and tourism related information to both residents and visitors alike.
71	Revise the structure of the Policy and Procedure Manual to clearly separate Township policy from the detailed protocols and procedures designed to implement them, and produce an internal and public version of the document.
72	Assess the need for additional staff positions to help manage the W.J. Henderson Recreation Centre and the Leisure & Activity Centre, as redevelopment/expansion plans are implemented.
73	Research and adopt appropriate strategies to minimize high turnover among part-time, casual staff.
74	Opportunities to streamline part-time staff functions should be investigated in consultation with staff.
75	Over time, the effectiveness of the newly introduced corporate volunteer recognition event in making volunteers feel appreciated and valued should be evaluated.
76	Volunteer development efforts should focus on the need for peer-to-peer volunteers in an aging population, and the potential to engage secondary school students as municipal volunteers in completing their mandatory 40 hours of community service.