

FINAL REPORT

**SOUTH
GLENGARRY**



Ontario's Celtic Heartland

Township of
South Glengarry

Parks and Recreation Master Plan

January 2023

Parks & Recreation Master Plan

Prepared by Mehak, Kelly & Associates in association with thinc design and Oraclepoll Research
for the Township of South Glengarry.

October 2022

Land Acknowledgement

The Township of South Glengarry acknowledges that it exists on lands that have been inhabited by Indigenous peoples from the beginning.

We are grateful for the opportunity to live here and we thank all the generations of people who have taken care of this land before us.

We acknowledge we are living on the traditional territory of the Akwesasne Mohawks and their ancestors. These lands and waterways connect to vast traditional areas of the Haudenosaunee (Iroquois), Algonquin, Huron-Wendat, and Abenaki Peoples.

Township Acknowledgement

We thank all community members who shared their ideas, aspirations and insights through the consultation activities.

We would also like to thank the following staff members who contributed their time, knowledge and expertise to developing the Township of South Glengarry Parks and Recreation Master Plan.

Tim Mills, Chief Administration Officer

Sherry-Lynn Servage, General Manager of Parks, Recreation and Culture

Cathy MacDonell, Recreation Facilitator

Dylan Rourke, Lead Hand

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Executive Summary

Master Plan Purpose and Framework

The Township of South Glengarry Parks and Recreation Master Plan is a high-level, living document that addresses the need for recreation programs and events, facilities, parks and trails, and their delivery to South Glengarry residents until the end of its timeframe - 2032. It was developed within a framework comprising the following parameters and characteristics:

- a current population of 13,330, with anticipated minimal growth to 13,900
- dispersed population and services across many settlement areas
- a primarily rural, agricultural community
- reliance on Cornwall for major recreation facilities and associated programs
- a largely indirect municipal role in parks and recreation services provision
- a relatively small municipal parks, culture and recreation department working with a strong volunteer sector/partners to develop and deliver services
- a generally good supply of services, with some areas in need of development
- an engaged, generally active community interested in - and willing to support - a range of parks and recreation experiences

Overview of Future Directions

Programs, Activities and Events

Programs, activities and events available in South Glengarry comprise a good supply of year-round opportunities for males, females, and family participation. Programs and events in the areas of culture and heritage are also well represented, especially in the areas of music and elements of local history. On balance, however, the existing structured program supply focuses on services for children and youth, and for seniors. Adults are also a growing market for municipal recreation services, which South Glengarry can further develop.

Community consultation findings indicated interest in additional sports/fitness programs/activities - to a greater or lesser degree - across a variety of areas. Those that appear to offer the most potential for future development include water-based recreation activities, court sports and outdoor ice activities. In the area of non-sport programming, areas of particular interest include visual arts, environmental, and artisanal pursuits, along with wellness, social activities and learning.

Community oriented events are important to building social connections and ties within the Township, and those that attract visitors contribute to tourism-related objectives. Future planning and provision of both types of events should be in keeping with the community's capacity to deliver them, combine themes that are South Glengarry specific, and focus on those that are sustainable and essential to social and economic objectives. The following lists the program, activity and event recommendations.

PE1	Use improvements at existing waterfront access points, and future development at Cairnview Park, to provide amenities for non-motorized, small craft water sports as self-directed activities.
PE2	Investigate opportunities to contract seasonal canoe/ kayak/paddle board rentals and instruction at designated waterfront locations.
PE3	Promote tennis courts in the Township and solicit for a volunteer base if the need for additional organized activity arises.
PE4	Focus on new program/ activity opportunities for which demand emerges that can be accommodated at existing facilities, can use both indoor outdoor spaces at different times of the year, and for which volunteer commitment can be instituted.
PE5	Continue to facilitate community use of schools for gym-based programming.
PE6	Work with fitness program providers in the community to provide options for less physically intense physical fitness programming (e.g., drum fit)
PE7	Work with local community partners to facilitate the development of visual arts, environmental, and artisanal programs/ activities with an emphasis on targeting combined objectives in design and delivery.
PE8	Work with fitness program providers in the community to provide low intensity, 'gentle' wellness programming such as yoga and tai chi.
PE9	Investigate opportunities to bring mental health-specific programming to South Glengarry.
PE10	Establish opportunities to introduce more social, drop-in programs for age/ interest groups such as youth, new moms, etc. and address, if required.
PE11	Pursue opportunities to introduce intergenerational programming.
PE12	Focus on developing program/ activities that build on/enhance current resources, can be accommodated at existing indoor and outdoor spaces, leverages existing or new partnerships, and for which volunteer commitment emerges.

PE13	Rationalize approach to supporting the provision of community events in terms of the annual number, type, scheduling and balance between local and/ or visitor-oriented themes and objectives.
PE14	To the extent possible, distribute programs, activities and events at parks and community facilities across the Township to encourage resident interaction, optimize the use of resources in providing the widest possible range of opportunities, and improve access to those with limited options to travel to other communities for these services.

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Facilities

South Glengarry is well supplied with indoor and outdoor facilities for organized community recreation. Small halls dominate the supply of indoor facilities, and sports fields are particularly well represented in the outdoor inventory. The Township is also home to many facilities and features dedicated to the area's history and cultural heritage.

The Township's community centres and halls can be viewed as comprising three general 'tiers' of service. The Char-Lan Recreation Centre is the primary recreation hub for the community, as it includes the arena and the main hall. Secondary hubs include Martintown Community Centre, North Lancaster Optimist Hall and Green Valley Community Centre. Local halls or community buildings include those at Paul Rozon, Jack Danaher and Smithfield Parks. All of these facilities - including the ice pad and arena floor - can accommodate additional use and will provide the spaces for future program/activity development.

Options to expanding the arena to address facility deficiencies were prepared in 2011 and the need to finalize plans and move forward with this initiative is pending. There may be opportunities to improve on the proposed 2011 space programs, and layout of the expansion. Regardless of the direction taken, costs will need to be updated to reflect current market conditions.

South Glengarry is very well supplied with sports (soccer) fields, with levels of use suggesting a potential excess in relation to need. There are very few playable ball diamonds but demand for them does not appear to exist, although retaining a number of un/under-used diamonds to accommodate possible future growth in participation is prudent. Working with community-based organizations to expand existing or develop new programs/activities with available facilities will be important to optimizing use of existing resources. The following lists the facilities recommendations.

FS1	No additional indoor recreation spaces are required to accommodate needs during the timeframe of the Master Plan.
FS2	Investigate the potential for increased ice use for additional school and adult programming.
FS3	Expand use of existing halls and community buildings, which are amenable to a range of uses that can be accommodated in available times at different locations to support improved distribution and access.
FS4	Focus on rebuilding the use of Green Valley Community Centre and North Lancaster Hall to provide services in these areas of the Township.
FS5	Consult with the Eastern Ontario Health Unit to investigate the potential to use the Tartan Hall kitchen for community programming and food producer rentals.
FS6	Update 2011 arena expansion plans and commence with detailed design and construction.
FS7	Verify the need for facility upgrades requested by users with evidence of demand, before the Township commits to implementation.
FS8	Conduct a review of all sports field scheduling/use to establish the costs of delivering the existing supply of fields to the community and, in consultation with organized users, investigate the potential to intensify and consolidate where it is reasonable to do so - especially on municipally owned fields.
FS9	The Paul Rozon and Martintown Parks ball diamonds will likely be sufficient to meet demand over the term of the Plan, given current use levels.
FS10	Retain a diamond to serve each quadrant of the Township - at least in terms of the space required to refurbish if warranted by future levels of organized participation/use - and consider repurposing others to provide park-based amenities.
FS11	Monitor tennis and pickleball to confirm use to establish need for future investment in supply.

FS12	Consult with Smithfield Park-based volleyball league to confirm demand for a lit court. Consider this option if and when potential funding opportunities become available.
FS13	Prepare a comprehensive study on needed infrastructure upgrades to Glengarry, Nor'Westers & Loyalist Museum and a schedule for budgeting and completion.
FS14	Prepare a comprehensive study on needed infrastructure upgrades to the Glengarry Celtic Music Hall of Fame and a schedule for budgeting and completion.

Parks and Trails

South Glengarry is very well supplied with a variety of parks, open spaces and trail assets, especially when non-municipal providers' contributions are considered. The Master Plan proposes a municipal parks classification system based on park function to guide future decisions on planning, design, and programming/activation of these spaces as well as environmental protection and enhancement. The classification system is applied to outlining development scopes for two new parks - a community serving waterfront park in South Lancaster and an active park in Summerstown Estates. Improvements to existing parks and trails are recommended to upgrade aging infrastructure and/or introduce new features, and to integrate an environmentally focused approach to operations and use. Additional studies are recommended for the Peanut Line, and trails master planning in conjunction with active transportation. The following lists the parks and trails recommendations.

PT1	Continue to make required accessibility upgrades to parks (including playground safety, routes and wayfinding, seating, shade and bicycle parking) as part of ongoing maintenance and upgrades.
PT2	Develop and implement Township-branded signage and wayfinding at Township parks, trails, facilities, heritage sites, natural spaces, and main arterials.

PT3	Develop a Parks and Trails Tree Strategy to guide the management of trees in parks and along trails in South Glengarry.
PT4	Replace play equipment and playground surfacing at Empey-Poirier Park. Provide seating and shade trees.
PT5	Consider removing the ball field at Empey-Poirier Park and providing a new park amenity if there is a community need.
PT6	Consider implementing a pathway loop at Empey-Poirier Park with seating and shade trees, if there is community interest, and funding opportunities become available. Connect facilities/amenities with accessible paths.
PT7	Implement naturalization throughout areas of Empey-Poirier Park.
PT8	Consider implementing a paved parking lot at Paul Rozon Memorial Park with an accessible parking spot and accessible paths to park facilities/amenities if funding opportunities become available.
PT9	Provide more shaded areas at Paul Rozon Memorial Park with trees or shade structures.
PT10	The existing skateboard equipment at Martintown Community Park should be inspected as per safety standards and removed if necessary. If the need for a skateboard park should arise, the Township could consider providing a pop-up skate park.
PT11	Provide seating (benches/picnic tables/armour stone etc.) near the playground at Martintown Community Park including at least one accessible bench or picnic table. Installation of accessible seating can be coupled with pathway connection installation.
PT12	Implement accessible pathways at Martintown Community Park to connect amenities in the future if funding opportunities become available.
PT13	Provide more shade at Martintown Community Park with shade trees or structures.

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PT14	Monitor community interest in a dog park in Glen Walter Regional Park. Consider providing a temporary dog park to gauge use levels. If there is evidence the amenity will be well used, develop a permanent dog park based on community feedback and dog park design guidelines. Investigate the need for lighting along pathway leading to dog park.
PT15	Monitor community interest for an outdoor rink in Glen Walter Regional Park. Support community initiative to make seasonal rinks or staking loops when municipal servicing in the park is developed.
PT16	Consider providing a paved lot and accessible parking at Glen Walter Regional Park and monitor funding opportunities that will support this project.
PT17	Monitor community interest in a splash pad at Glen Walter Regional Park. Design and implement slash pad when municipal servicing becomes available.
PT18	Discuss opportunities, demand and options for the Smithfield driveway entrance, investigate providing a paved driveway if funding opportunities become available.
PT19	Implement naturalized borders and/or naturalized pockets at Smithfield Park.
PT20	Implement the pathway loop and adult exercise equipment at Smithfield Park.
PT21	The North Lancaster Optimist Park playground is scheduled for replacement in fall 2022. Prioritize shade and seating in its installation.
PT22	Remove the volleyball court at North Lancaster Optimist Park.
PT23	Consider removing the ball field at North Lancaster Park if it is no longer required, and investigate other potential park amenities in consultation with the community.
PT24	Implement naturalization and tree planting throughout North Lancaster Park.
PT25	Provide secondary entrances to Green Valley Park from the church and the end of Mackinnon Road.

PT26	Upgrade the existing playground at Green Valley Park to make it accessible or replace with a new playground in the long term. Consider tree planting around new structure.
PT27	Consult with the Green Valley community to determine if a different amenity would be better used in place of the combined sport field and ball field at Green Valley Park.
PT28	Consult with the Bainsville community to determine preferred off-season uses for the ice rink at Jack Danaher Park. Provide required upgrades.
PT29	Consider parking lot upgrades, accessible parking and providing accessible access to all amenities at Jack Danaher Park through funding opportunities.
PT30	Consult with the Bainsville community to determine priorities and preferences for the new playground at Jack Danaher Park. Complete new playground in the short term of this Plan.
PT31	Develop Summerstown Estates Park as an active park for the community of Summerstown. Provide opportunities for community consultation from the concept design stage through to detailed design. Consult with the SDG Accessibility Committee and public concerning park accessibility.
PT32	Consult with the SDG Accessibility Committee and public concerning the bridge and pathway upgrades. Provide an alternate accessible amenity at Bernie MacDonnell Park should the accessible bridge not be feasible.
PT33	Consult with the RRCA and Watersheds Canada to implement a pond vegetation buffer at Bernie McDonnell Park.
PT34	Develop Cairnview Park as a waterfront park to serve the Township and community of South Lancaster. Develop a concept plan, or a series of concept plans based on community consultation. Proceed to detailed design and construction.

PT35	Develop Glen Walter Waterfront Park to serve cyclists using the Waterfront Trail and residents throughout the Township. Provide opportunities for community feedback through the concept refinement and detailed design stage. Consult with the SDG Accessibility Committee and public concerning park accessibility.
PT36	Continue to implement the concept plan for Ken Barton Senior Park.
PT37	Continue to provide portable washrooms, picnic tables and trash cans at South Lancaster Wharf. Consider installing bike racks at or near the wharf, to accommodate cyclists using the Waterfront Trail. If Crown land can be acquired, continue to work with the Friends of the South Lancaster Wharf to improve recreation related uses in this area of the waterfront.
PT38	Conduct a Peanut Line Trail Study to resolve issues around use, access, and trespass, through stakeholder consultations, and inform future infrastructure work and estimated costs based on the preferred option and other relevant Township initiatives.
PT39	In preparing a South Glengarry Active Transportation Plan, coordinate scope with relevant studies recommended in the Parks and Recreation Master Plan (i.e., the Peanut Line Study and other trail connections and waterfront trail improvements).

Service Delivery

The community is well served by the Township in the area of parks, culture and recreation, and residents were very complimentary about staff's responsiveness to their needs and the amount of support they receive from staff. Despite the active engagement of volunteers, the level of service currently provided to the community is stretching Township capacity in terms of human resources. The Master Plan proposes both a review of operations to identify areas to streamline services, and the need to increase Parks, Culture and Recreation Department staffing. At the same time, the Township needs to work both internally and with community-based partners to revise approaches to service delivery and make the most of available capacity, in both practical terms and overarching policy. Part of this work will include instituting joint planning sessions with community partners, and strengthening monitoring and evaluation processes. The following lists the service delivery recommendations.

SD 1	Hire a qualified consultant to conduct a department operations review to identify opportunities to streamline work related to the day-to-day aspects of delivering services to facilities, parks and users.
SD 2	Use new recreation management software to collect a comprehensive data base for services planning and operations.
SD 3	Finalize agreements with Junior B Rebels, Char-Lan Minor Hockey Association and Char-Lan Skating Club on respective allocations of locations for arena advertising and retention of revenues generated.
SD 4	In consultation with the community, reconsider incremental increases in user fees to help finance parks and recreation services.
SD 5	Develop programs related to revenue generation to help finance parks and recreation services.
SD 6	Review and update existing policies including Grants and Donations, and Ice Allocation.

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SD 7	Develop a Community Group Affiliation Policy, based on the results of consultation with volunteer recreation groups to confirm the type and extent of required assistance to sustain/grow their programs/ events, and the Township's capacity to provide it.
SD 8	Develop an Event Policy to guide Township support for, and organizer management of, community-oriented and visitor-attractive events.
SD 9	Review lease agreements for buildings that are not required to deliver municipal services with the intent to transfer ownership to another party or reallocate costs between the municipality and the tenants in a more equitable arrangement.
SD 10	Review facility and park single use/ purpose rental agreements with the intent to better distribute responsibilities for set-up/ take-down between the Township and the renter.
SD 11	Enter short-term rental agreements with community-based facility user/ operators to provide the Township - as the owner - with the minimum it needs to limit exposure while, at the same time, strengthen working relationships with the organizations that are financially accountable and administratively supportive of their efforts to operate their own programs/activities.
SD 12	Investigate community interest in volunteer assumption of responsibility for horticultural beautification projects in Lancaster.
SD 13	Consult with the Martintown Horticultural Society to consider using bursary funds to hire a summer student to manage the organization's spring/summer horticulture projects.
SD 14	Consult with Cenotaph Committees to consider a single community-wide Remembrance Day service to be held in Martintown, Lancaster and Williamstown on an annual rotating basis.
SD 15	Use Master Plan survey results to follow up on expressed interest and encourage people to register for specific volunteer positions or for possible future engagement as need/ opportunity arises.

SD 16	Focus on post-pandemic interests/ opportunities to attract volunteers to help with Township projects and programs.
SD 17	Explore optional programming models such as short-duration programs, try-its and program packages to develop new and diverse activity opportunities with Township facilitation and support.
SD 18	The Township should take the lead in instituting joint services planning on a regular basis with the major program/ service providers in the Township.
SD 19	Request other interested parties to participate in planning activities, as need or opportunity arises.
SD 20	Institute ongoing service monitoring and evaluation to inform service planning in the areas of facility/space use, programs and events.
SD 21	Develop annual planning targets to allow outcomes to be measured and reported.
SD 22	Conduct a comprehensive review and update of the Master Plan in ten years.
SD 23	Continue producing both digital and print media information to promote/ communicate with residents about parks and recreation services.
SD 24	Create recreation-specific social media accounts.
SD 25	Expand coverage to include heritage and tours, and 'What's free to do in South Glengarry?'
SD 26	Consider reciprocal promotions with North Glengarry for both local and Glengarry-wide services/ experiences.
SD 27	Prepare and post an annual services 'year-in-review' that summarizes and informs the community about the Township's achievements in parks and recreation.
SD28	Hire additional staff to assist with program/service expansion, operations and administration.

Implementation Strategy

The implementation plan comprises a total of 95 recommendations in the above-discussed areas and distributes these initiatives over the Master Plan's ten year timeframe into short, medium and long terms. The total estimated cost for implementing the Master Plan that can be determined at this time is \$4,033,000 (including \$563,000 in capital costs estimated for projects that are totally contingent on funding becoming available).

Cost Summary of the Parks and Recreation Master Plan's Recommendations

Area of Recommendations	Timeframe				Total Cost
	Immediate	Short (Years 2-4)	Medium (Years 5-7)	Long (Years 8-10)	
PE: Programs and Events	-	-	-	-	-
FS: Facilities	\$25,000	\$75,000	-	-	\$100,000
PT: Parks and Trails	\$40,000	\$727,000	\$858,000	\$870,000	\$2,495,000
SD: Service Delivery	\$120,000	\$240,000	\$240,000	\$315,000	\$915,000
Total Cost	\$145,000	\$1,042,000	\$1,098,000	\$1,185,000	\$3,470,000



Figure 1-1: The Nor'Westers and Loyalist Museum

1.0 Introduction and Scope

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

This document comprises the Township of South Glengarry Parks and Recreation Master Plan. It is a high level document that addresses the need for recreation programs and events, facilities, parks and trails, and their delivery to South Glengarry residents until the end of its timeframe - 2032. Information for the Master Plan was both provided by the Township and gathered through research activities - including extensive consultation with the community. A detailed report on the results of community consultation was submitted to

the Township under separate cover, some of which is reproduced in the Master Plan in full or summary form.

The Master Plan considers the Township's position within the larger 'community' of providers, including other area municipalities. The municipality's role as a facilitator to volunteer groups, not-for-profit agencies, and the private sector is a central premise. As such, it works with, and supports, these other providers to deliver services in a variety of ways. As in most Ontario communities, the Township has a long-standing working relationship with local volunteers, who are key providers of recreation programs and services. Strengthening these, and other, working relationships is part of the service delivery system.

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

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The Plan's analyses and recommendations are based on the situation today and what is anticipated or likely to happen, given available information and the possibilities identified by parties consulted. Monitoring and regularly evaluating the status of recommendations over the life of the Plan 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 needed 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 initiatives.



Figure 2-1: Summerstown Wharf

2.0 Community Context and Consultation

2.1 Introduction

This section presents South Glengarry's geographic, socio-demographic and corporate context for the Master Plan. The final section summarizes the various components of the consultation program that was conducted to engage the community in the Master Plan's preparation and develop the information base for analyses and recommendations.

2.2 Geographic Context

The Township of South Glengarry is a rural community in Eastern Ontario with a population of 13,330 (2021 Census). It is situated along the north shore of the St. Lawrence River, immediately west of the Province of Quebec, approximately 110 kilometres southeast of Ottawa (from Lanaster) and east of the City of Cornwall.

South Glengarry is the second largest municipality in the United Counties of Stormont, Dundas & Glengarry (SDG Counties) with an area of 605 square kilometres. It is also the second largest by population.

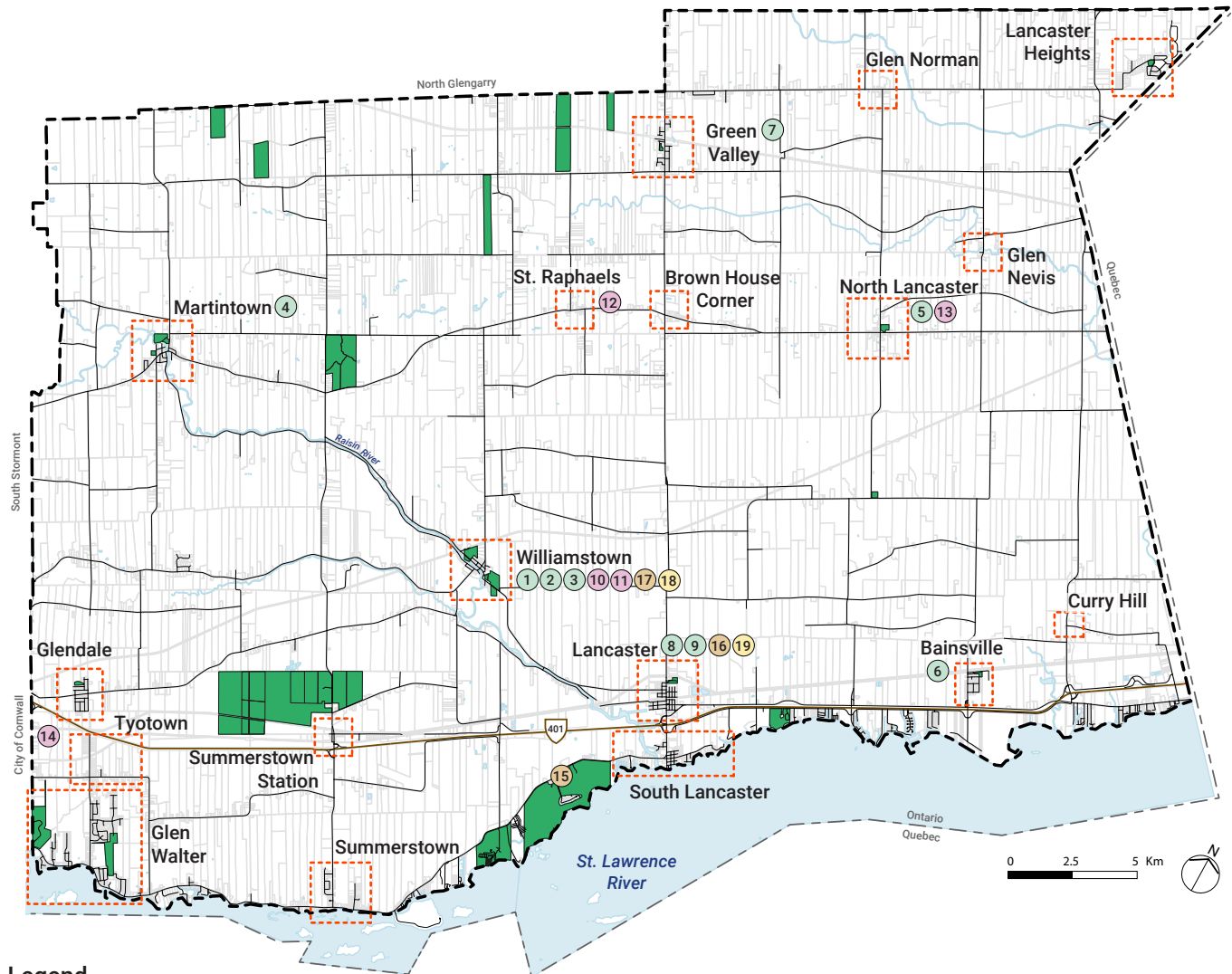
Privately owned property abuts much of the the St. Lawrence River, which runs the entire east-west length of the Township. A second smaller river, the Raisin River, runs through the villages of Martintown, Willamstown, Lancaster and South Lancaster where it opens into the St. Lawrence River. The Township has large areas

of provincially significant wetlands and prime agricultural land and 28.7 percent tree cover (South Nation Conservation, 2016).

Figure 2-3 shows the distribution of the fourteen settlement areas in South Glengarry which include Bainsville, Curry Hill, Glen Walter, Glendale, Green Valley, Lancaster, Martintown, North Lancaster, St. Raphael, South Lancaster, Summerstown, Summerstown Station, Tyotown and Williamstown. Lancaster is the urban centre of South Glengarry and is home to the Township's administrative offices. Highway 401 traverses the municipality's south end. Residents in the extreme southwest portion of the Township, therefore, may be more likely to be use services in the City of Cornwall than those elsewhere in South Glengarry. Residents in the north end of the Township may use services in Alexandria, which is in North Glengarry.



Figure 2-2: South Glengarry Context Map



Legend

	Township Boundary		Roads		Arena		Library
	Provincial Border		Highway 401		Hall		Multi-purpose Room
	Settlement Area		Parcels		Gymnasium		Full Kitchen
	Parks, Forests & Conservation Areas						

Municipal

- Char-Lan Recreation Centre
- Paul Rozon Memorial Park Building
- The Glengarry Celtic Music Hall of Fame
- Martintown Community Centre Hall
- North Lancaster Hall & Optimist Park
- Jack Danaher Hall and Park
- Green Valley Community Centre & Park
- Smithfield Park Building
- Lan-Char Centre

School Boards

- Char-Lan High School
- Williamstown Public School
- Iona Academy Catholic School
- L'Ecole Elementaire Catholique de l'Ange-Gardien
- Holy Trinity Catholic Secondary School

Other Public Agencies

- Raisin River CA - The Cooper Marsh Visitor Centre
- SDG County Library - Lancaster Branch
- SDG County Library - Williamstown Branch

Non-Profit

- Glengarry, Nor'Westers & Loyalist Museum
- Royal Canadian Legion (Branch 544)

Figure 2-3: South Glengarry Settlement Areas

2.3 Socio-demographic Profile

2.3.1 Current

The 2021 Canada Census reports South Glengarry's population as 13,330, which represents a 1.4% increase since 2016. At the time of writing, population and age structure were the only data from the 2021 Census that had been released.

The following socio-demographic profile was assembled using data from the 2016 Canada Census, Ontario Populations Projections Update 2019-2046 (Ontario Ministry of Finance), and United Counties of Stormont, Dundas and Glengarry (SDG) Population Growth Predictions Report 2013. It presents current and anticipated future population characteristics for the term of the Master Plan. Table 2-1 summarizes key socio-demographic indicators for the Township and SDG Counties from the 2016 Census (Figures for SDG Counties include the City of Cornwall).

Table 2-1: Socio-demographic Highlights 2016

	South Glengarry	SDG Counties
Population	13,150	113,429
Median after-tax income of households in 2015	\$67,413	\$53,615
Prevalence of low income based on the Low-income measure, after tax (LIM-AT)	10.7%	17.9%
Newcomers (immigrants)	960 (of 13,150) (7.3%)	7,170 (of 113,429) (6.3%)
Indigenous population	300 (of 13,150) (2.3%)	4,845 (of 113,429) (4.3%)

Table 2-2 illustrates the change from 2016 to 2021 in the numbers and proportions of South Glengarry's population in selected age groups. Although the largest proportionate increases occurred in the age groups over 64 years, there was a slight increase in children under four years of age, and the proportion of those between the ages of 5 and 14 years remained stable.

Table 2-2: South Glengarry Population Change 2016 to 2021

Age Group	2016*		2021*	
	#	%	#	%
0 - 4 years	515	3.9	610	4.6
5 -14 years	1,365	10.4	1,390	10.4
15 - 19 years	810	6.2	725	5.4
20 - 44 years	3,090	23.5	3,080	23.1
45 - 64 years	4,475	34.0	4,160	31.2
65 - 74 years	1,860	14.1	2,085	15.6
75+ years	1,045	7.9	1,265	9.5
total	13,160	100.0	13,315	100.0

* Census age cohorts vary slightly from totals noted above

2.3.2 Future

Table 2-3 shows growth in South Glengarry and SDG Counties from 2016 to 2031. Growth is expected to be modest over the next 10 years, totaling an estimated population of 13,900 in 2031. The current population of the County is 114,637 (2021 Census) and is expected to grow to 123,100 by 2031 (Figures for SDG Counties include the City of Cornwall).

Table 2-3: Current and Projected Populations in South Glengarry and SDG Counties

Year	South Glengarry	SDG Counties
2016	13,150*	113,429*
2021	13,300*	114,637*
2026	13,500**	121,400***
2031	13,900 ^p	123,100***

* Source: Canada Census 2016 and 2021

** Mid-point between the 2021 and 2031 figures

*** Source: Ontario Population Projections, 2019 – 2046

p Source: Hemson's Population Growth Predictions Report 2013 for SDG Counties

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Table 2-4 illustrates the projected age distribution for the County's population for the next ten (10) years. Of the seven age groups shown, the largest projected population increase is in the 75+ years age group, which is anticipated to grow by 5,950 people or close to 50% by 2031. While it is anticipated that South Glengarry's population will follow the same general aging trend as the County, the proportionate balance between age groups may vary.

Table 2-4: SDG Counties Age Distribution Projection

Year	0-4	5-14	15-19	20-44	45-64	65-74	75+	Total
2021	5,961	12,848	6,452	31,864	33,810	16,006	12,280	119,221
2026	5,625	12,886	6,964	32,313	30,659	17,805	15,209	121,443
2031	5,518	12,543	7,037	32,803	28,017	18,985	18,230	123,133
Change from 2021 to 2031	- 7.4%	-2.4%	9.1%	2.9%	-17.1%	18.6%	48.5%	3.3%

2.4 Relevant Corporate Plans and Initiatives

2019 - 2022 Strategic Plan

The Township's Strategic Plan sets the overarching framework for service planning in all areas of service to the community. The Plan has five goals, all of which are relevant to parks and recreation to some extent. However, Goal 4: improve quality of life in our community, notes two specific strategic directions that are central to parks and recreation services - update the Master Recreation Plan, and promote the Active Living Charter. Both of these directions are reflected in this document. The Active Living Charter is contained in Appendix A and provides the framework for many of the Plan's recommendations.

The Strategic Plan also notes that success in implementation for all strategic directions is to be measured through various means (e.g., the development of departmental action plans, alignment of budget and staff performance goals with the goals of the Strategic Plan), which also pertains to the Parks and Recreation Master Plan.

Multi-year Accessibility Plan and Annual Updates

The Township's Multi-year Accessibility Plan outlines the long term strategy for implementing the AODA's goals for accessibility. Individual projects are identified, budgeted, and completed to work towards these goals over time. Parks and recreation facilities are key components of community infrastructure to be made accessible for residents' participation and enjoyment.

The Township of South Glengarry Age-Friendly Community Action Plan (2016) comprises analyses and recommendations on improving the community's recreation services for adults 55 years of age and older, in the following areas: improvements to programs, activities and services; facilitating access to services; communicating the availability of facilities, programs, activities and support services; service planning and delivery. While the Master Plan's scope is the community as a whole, its directions are in keeping with those of the Age-Friendly Plan.

2.5 Community Consultation Activities and Process

The community consultation program for the Township of South Glengarry took place in the fall and winter of 2021/2022 and comprised the following activities, which are described in more detail in Table 2-5:

- interviews with Council and Township staff
- random survey of resident households
- online survey of resident households
- survey of volunteer program / activity groups
- focus groups
- community consultation website
- unsolicited email submissions

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Table 2-5: Community Consultation Activities

Activity	Description
interviews with Council and Township staff	<ul style="list-style-type: none"> eleven (11) interviews completed in December 2021 to gather information and insights from those involved in decision-making and delivering parks and recreation services to the community
random survey of resident households	<ul style="list-style-type: none"> 200 completed surveys from a random sample of Township households, conducted by phone between January 24 and 29 2022, to gather information on residents' use of parks and recreation services and their interest in future service development
online survey of resident households	<ul style="list-style-type: none"> self-selected on-line participation in the above survey administered by phone, via a link posted on the Township's website from January 23 to February 16, 2022 three hundred and seventeen (317) people accessed the survey
survey of volunteer program / activity groups	<ul style="list-style-type: none"> survey of volunteer community organizations that are major users of municipal parks and recreation facilities to deliver programs to residents 23 organizations invited to participate via an introductory letter from the Township about the Master Plan with a link to the questionnaire available from January 30 to February 15, 2022, with a reminder sent the week of February 7, 2022 14 of 23 groups responded
focus groups/meetings	<ul style="list-style-type: none"> two sessions addressed waterfront access/parks, and trail use, and three were held with representatives of volunteer committees, in early March 2022 Township-led public meeting on a potential park in Summerstown Estates was attended by the consultants to learn about the park's history and hear the community's interest in its development
community consultation website (sg-parksandrecplan.ca)	<ul style="list-style-type: none"> was launched at the outset of the project and remained active for the duration of the study. provided interested participants with numerous consultation tools to post ideas, comments, opinions and to ask questions about the Parks and Recreation Master Plan. tools included an ideas board, a discussion board, Q & A, household survey link, and interactive mapping
unsolicited email submissions	<ul style="list-style-type: none"> email submissions were received throughout the consultation period

The Township conducted a number of promotional activities to generate awareness of the Master Plan study and opportunities to participate, including invitations to complete the group survey, and website and social media postings to the community at large. At the outset of the project, the Township reached out to 25 relevant groups/service providers to announce the study and encourage their

participation in the Plan's preparation through the various means available.

Appendix D contains a list of organizations that were invited to participate in consultation activities, and indicates those that engaged. The detailed results of the consultation program were submitted to the Township in a separate report.



Figure 3-1: Glengarry, Nor'Westers and Loyalist Museum Exhibit

3.0 Trends in Parks and Recreation Service Provision

Within the broad definition of recreation, there are many simultaneously evolving trends in the interests of service consumers and providers' responses. The following discussion summarizes several prevalent trends in community parks and recreation services. It is not an exhaustive review of changes in the field, and some are already reflected in South Glengarry. Others may not be immediately relevant to the Township. At the same time, they represent directions that might be applicable today on some level or may present opportunities as the Master Plan is implemented over time.

3.1 All Season Outdoor Recreation

Outdoor programming provides a critical benefit to the health and well-being of people, and particularly children and teens. Time spent outdoors has been shown to improve physical and mental health, boost confidence, reduce stress, and build understanding of, and respect for, the natural environment.

Outdoor learning and activities for children are common in many other countries (e.g., tropical and Nordic countries), and as awareness of the benefits have become more mainstream in Canada, municipalities and schools have increased efforts to offer more outdoor programs for children and teens. The 2018 ParticipACTION Report Card on Physical Activity for Children and Youth Report¹ in Canada notes:

“The array of health benefits associated with physical activity in children and youth (5- to 17-year-olds) is truly extensive. Available evidence suggests that...higher levels of physical activity are associated with more favourable measures of: physical fitness, motor competence, weight status, metabolic health, arterial characteristics, bone health, academic achievement, health-related quality of life, brain and mental health, and the list goes on.”

In practical terms, parks are significant assets that are often not optimized from a use perspective and, therefore, offer the potential to increase recreation activity relatively inexpensively. While not supported by a review of available research, it also is reasonable to suggest that an active park is more likely to motivate onlookers to ‘join in’ than one that sits empty and idle.

For some time, municipalities in North America have been trying to encourage outdoor recreation in the winter, emulating approaches taken in many Nordic countries. Examples of initiatives include 8-80 Cities’ Wintermission project, and activities and events in Edmonton

and Michigan, both of which have been successful in developing winter recreation. ‘Winterising’ cities in North America is not a new topic, but the uptake has been slow, for a number of reasons that largely fall outside of the mandate of parks and recreation departments (e.g., perceived or real conflicts between designing for pedestrians versus snow clearing and emergency vehicles, liability concerns, insufficient staff or resources, etc.). South Glengarry has many assets such as outdoor rinks and trails residents use to enjoy winter outside, and which are programmed to promote engagement.

Municipalities can contribute to encouraging people to recreate outside in the winter by working to change the prevailing negative view of winter’s cold and snow. Municipalities can set the tone by framing winter as a season to look forward to, with many positive and fun opportunities for recreation.

Challenging Youth

The trend to programming that is physically challenging is one that may be particularly attractive to youth who are interested in ‘competition’ against themselves or others as individuals. These activities are fun and energizing, while building skills and social community. While this type of programming can sometimes require sophisticated equipment, along with indoors venues to provide, there may be opportunities to create youth-focused outdoor challenges in South Glengarry.

1 <https://www.cka.ca/en/mka-current-issues/2018-participaction-report-card-on-physical-activity-for-children-and-youth>

3.1 Adult Programs and Services

Historically, municipalities have focused on providing parks and recreation services to children, youth and seniors, with this last group becoming a much larger consumer of services as our population ages. Recent years, however, have seen a noticeable increase in adult interest in municipal recreation services for themselves. Anecdotal reasons for this trend are likely a blend of increased awareness of the importance of physical activity for long-term health, overall declines in disposable income and growth and greater sophistication in the provision and delivery of public recreation services. At the same time, current research indicates that adults are not turning this awareness and interest into action.

A recently released ParticipACTION report card on physical activity among Canadian adults (December, 2021) shows much higher “grades” in the areas of conceptual and environmental indicators than in activating, daily behaviours. The report suggests that beyond individual and environmental characteristics, there is a progressive decline in participation in activities that require a time commitment, specific movements and/or intense physical effort. Sport participation, muscle strengthening activities, balance activities and active transportation all scored grades D to F. The F grade in active transportation is a particularly interesting finding, given the promotion of active transportation and the increasing efforts of municipalities to make it safe and easy to access so people can integrate it into their daily lives.

The highest behavioural grades achieved are for light to medium-intensity activities that can be integrated into daily life. If the evolution to a highly active culture is viewed as a long-term social goal, and these findings are indicators of current progression to that end, it appears there is more work to do in the Bs and Cs before the Ds and Fs can improve. In terms of municipal programming for adults, therefore, progress in

the foreseeable future may need to focus on additional ways to translate the desire to be active into introductory “first steps” that provide flexible access to low to medium intensity activities.

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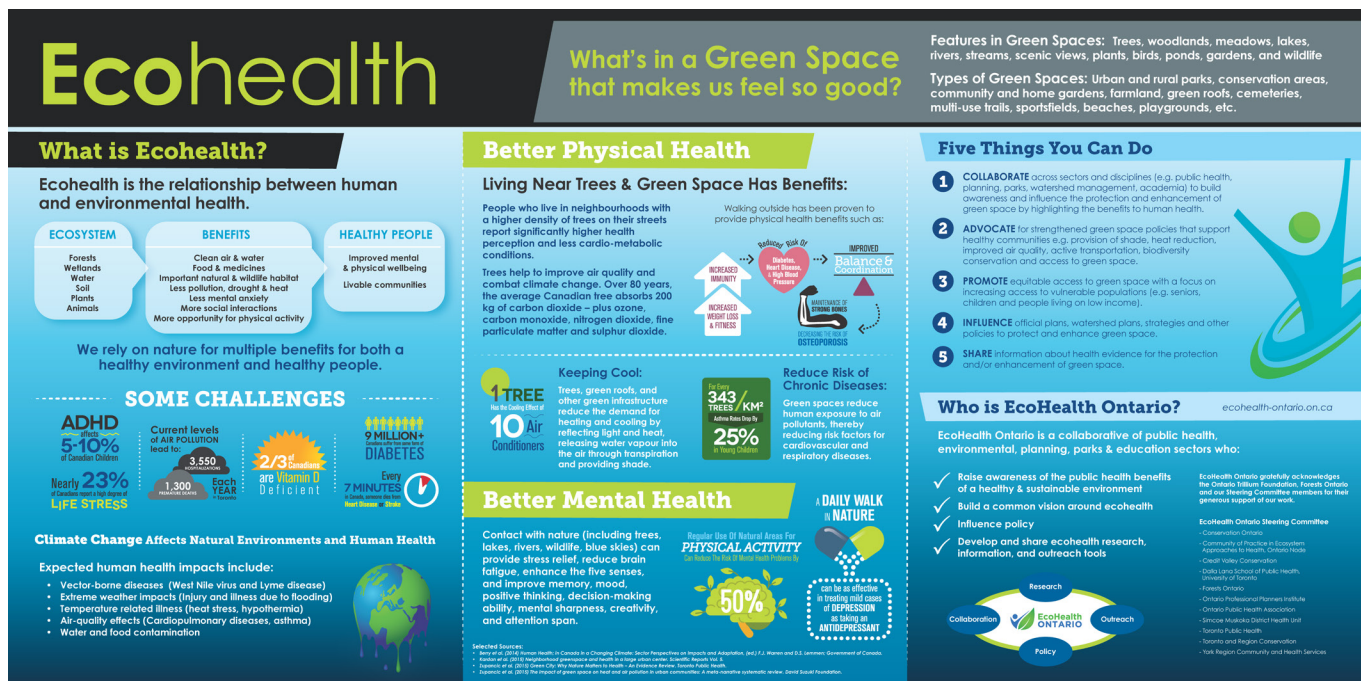


Figure 3-2: Ecohealth Infograph
(Source: <https://www.ecohealthontario.ca/communicating-ecohealth>)

3.3 Environmentally Focused Parks Planning and Management

In recent years, and particularly because of restrictions on indoor activity due to COVID-19, natural spaces have become much more attractive to people seeking recreation and physical activity. In some communities this has led to a large influx of visitors looking for more rural/natural settings, creating concern over the ability of some spaces to support a significant increase in use. While this trend may abate somewhat post-COVID as previous routines are resumed, it is likely that some of these ‘undiscovered’ places will continue to attract user levels beyond historic levels. Establishing appropriate boundaries around human encroachment on natural ecosystems is essential to avoid causing irreparable harm to the environment we want to experience for our enhanced well-being.

EcoHealth Ontario is a research and public policy collaborative of professionals in the fields of public health, medicine, education, planning and the environment that focuses on the interdependencies of mental and environmental health. Their vision is: “that everyone benefits from the provision of well-distributed, high quality greenspace, is aware of its contributions to health and wellbeing, and has access to its benefits.” EcoHealth reports and tools can help municipalities achieve their own ecohealth related goals. Figure 3-2 is a graphic used for Communicating Ecohealth.

There are many opportunities to incorporate stronger environmental practices in parks and recreation service development and provision. In addition to the need to restore, protect and enhance the natural environment, municipalities can demonstrate leadership in how to take practical steps in this direction.

South Glengarry Tourism
invites you to
**Join Us For A
GUIDED TOUR!**
Thursday, August 15, 2019
Cost: \$20 per person



Figure 3-3: Glengarry Routes Heritage Tour Invite

3.4 Arts, Culture and Heritage

Public Art

Public art is often used to increase the vibrancy and attractiveness of parks, while supporting local artists and artisans. Public art can include both stand-alone commissioned pieces and art integrated into parks and trails. Commissions may include artwork for interpretive programs on local history. Another option is to provide an outdoor gallery - a space for local artists to display their works in art exhibitions on a rotating basis. Infrastructure such as, but not limited to paving, fencing, lighting, seating, signage/wayfinding and planting

can also be designed in an artistic way while still accomplishing their utilitarian functions. Municipalities and public agencies sometimes mandate (through policies, design guidelines, etc.) that art be part of all projects either as stand-alone pieces or design-integrated, with a pre-determined percentage of the construction budget being assigned to public art.

Built, Natural, and Cultural Heritage

Heritage is an area that is of interest to both residents and visitors. Each community has unique heritage features that contribute to creating a sense of identity and can form the basis of programming and events with a heritage focus. Local heritage in South Glengarry is strong and comprises elements of built heritage, cultural history, and interpretive exhibits. It is the subject of several well mapped, self-guided tours, which can be accessed online. Guided tours are sometimes also offered, as shown in Figure 3-6.

Natural heritage programs can include educational walks or sessions to learn about the flora, fauna, landscapes, and stewardship practices particular to a certain area.

Cultural Tourism

Tourism is a major sector of today's service economy and ties local culture to economic development. The notion of 'place-based' attractions is typically tied to cultural tourism in building destination-related visitor experiences (Thorne, S. 2012; Smith, S. 2013)². It comprises those elements of culture and heritage that are intrinsically tied to a geographic place, and so cannot be replicated elsewhere. A Hills Strategy report summarizes the findings of online surveys of World Tourism Organization (UNWTO) Member States and cultural tourism experts around the world, and provides the following definition of cultural tourism:

"Cultural tourism is a type of tourism activity in which the visitor's essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourism destination. These attractions/products relate to a set of distinctive material, intellectual, spiritual and emotional features of a society that encompasses arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries and the living cultures with their lifestyles, value systems, beliefs and traditions."

Almost all responding countries to the survey indicated that their definition of cultural tourism includes both "tangible (e.g., national and world heritage sites, monuments, historic places and buildings, cultural routes, and others), and intangible heritage (e.g., crafts, gastronomy, traditional festivals, music, oral traditions, religious/spiritual tourism, etc.)." Most countries also consider "cultural tourism to include contemporary culture (e.g., film, performing arts, design, fashion, new media, etc.)."

An area of rurally-based cultural tourism that is growing is agri-tourism, which is broadly defined as, "a form of commercial enterprise that links agricultural production or processing with tourism in order to attract visitors, with a number of financial, educational and social benefits for tourists, producers and communities."³ As such, it covers a wide range and initiatives - from selling produce or produced-based products on site to extended stays on active farms. "Agri-tourism is the next step in eco-aware living, it's an opportunity to educate and influence buying and lifestyle choices."⁴ It contributes to producers' incomes while offering visitors new experiences that can also strengthen their connection with the environment.

² Thorne, S. (2012). Place-based cultural tourism: A new planning paradigm. Economic Development. org

³ <https://pebblemag.com/magazine/travelling/5-things-to-know-about-agri-tourism>

⁴ Ibid

3.5 Accessibility and Inclusion

Gender-neutral Facilities

Gender-neutral facilities are becoming the norm in recreation centres, advancing inclusivity while increasing flexibility in the use of space. Gender neutral changerooms and washrooms contain private change cubicles and washroom stalls within the larger space. Designated gender washrooms are smaller and fewer.

Social Inclusion and Children with Disabilities

Children and youth with disabilities are less active. Physical activity helps improve social integration which is a major challenge noted among children with brain-based disabilities. Physical activity provides opportunities for these children to enhance their interaction and communication skills, resulting in improved daily functions, health-related outcomes and quality of life.¹

1 Source: https://participation.cdn.prismic.io/participation%F38570bed-b325-4fc8-8855-f15c9aebac12_2018_participation_report_card_-_full_report_0.pdf

MagnusCards⁵

MagnusCards is a Canadian digital application dedicated to removing accessibility barriers. It is a tool that allows people with Autism and cognitive disabilities to live with independence and inclusion. MagnusCards comprises a library of digital guides (Card Decks) to destinations and activities. Each digital guide combines a proven method of instruction (applied behaviour analysis), visual cues and step-by-step instructions to map experiences, and prompts and positive reinforcement to support experiential learning.

Wascana Park Accessibility Project ⁶

The Canadian National Institute for the Blind (CNIB) recently completed a project in Regina's Wascana Park that installed more than 230 GPS points that speak to the BlindSquare Event app. The GPS points help mark amenities such as benches, park lookouts and monuments, but they also help mark the meandering trails which can be difficult to navigate. The project has resulted in Wascana Park, one of the largest urban parks in North America, becoming accessible for people with vision loss and is the third park in Regina to be installed on the app. CNIB is open to exploring opportunities with other communities to create accessible parks and recreation services.

Accessibility Apps

Beyond AODA's Design of Public Spaces Standards, accessibility and, therefore, inclusion is being facilitated by digital technologies that assist with navigating the built environment and day-to-day participation in recreation. These are new areas of endeavor that may evolve in upcoming years into commonly provided services as digital connectivity and products improve. Two examples of these applications are MagnusCards and a CNIB project in Regina.

5 <https://www.haltonhills.ca/en/news/town-launches-magnuscards-for-recreation-parks.aspxxs>

6 <https://www.spra.sk.ca/Blog/cnib-jrpm-2020//>

3.6 Pandemic Recovery

The Canadian Parks and Recreation Association led ReImagine RREC - Renew, Retool, Engage and Contribute is a multi-phase coronavirus (COVID-19) recovery initiative for the parks and recreation sector.⁷ In Phase 1 of this initiative CPRA and the ReImagine RREC Leadership Team identified the early outcomes/learnings from surveys and focus groups. Some of these were already known factors that have accelerated or been exacerbated by the pandemic including sub-population groups being disproportionately impacted by the pandemic and staffing challenges within municipal parks and recreation. Others are a direct result of the pandemic's impact on day-to-day life and are anticipated to continue influencing service delivery over the long-term. It is noted, however, that these are anticipated impacts - the true outcomes of which remain to be seen. Although not mutually exclusive, key themes are summarized below by service area:

Parks, Trails and Open Space

The report notes the public's increased recognition of the importance of outdoor activity during the pandemic as well as dramatic increases in the use of parks, paths and trails. This has stimulated support for renewal and expansion of these assets to make them more accessible for year-round use, as well as demand to address the complexity of managing visitor volumes and user conflicts. 2020 data revealed 70% of Canadians expressed an increased appreciation for parks and green spaces; 66% reported increased levels of walking/jogging outdoors, and there was a 25% increase in cycling.

Programs, Activities and Events

The report notes Phase 1 findings confirm that some users are hesitant to return to organized sport and recreation programming, with a parallel increase in self-directed unstructured recreation and physical activity. At the same time, COVID-19 lockdowns have resulted in the widespread decrease of physical activity and increased sedentary behaviour, underscoring the importance of promoting the integration of health enhancing physical activity into everyday living and capitalizing on the heightened interest in parks and outdoor green spaces. The demand for outdoor, holistic and self-directed programming, is increasing. "Animating" outdoor programming to attract existing and new users - including vulnerable and hard-to-reach populations - has been identified as a best or "next" practice by leaders.

⁷ <https://cpa.ca/initiatives/reimagine-rrec/>



4.0 Programs, Activities and Events

4.1 Introduction

This discussion addresses the need for new and / or improved recreation programs, activities and events in the Township of South Glengarry. It first presents pertinent background through an overview of supply and contextual factors. This is followed by an assessment on areas for program /activity expansion, and event development. As a high-level document, the Master Plan cannot pinpoint specific program requirements in design or marketing terms. It identifies program / activity types, and event themes, for further investigation and development, based on community input to the Plan, broader trends in program directions, and the local context.

4.2 Overview of Supply

4.2.1 Programs and Activities

Programs in South Glengarry are provided by the Township, other public agencies, not-for-profit organizations, community-based volunteer groups, and commercial operators. Table 4-1 provides examples of program services in the Township, including those that are structured and require registration, and drop-in/casual activities.

Table 4-1: Sample of Programs/activities Provided in South Glengarry

Organizer	Programs
Township	Public Skate, Beginner Skate, 55+ Skate, 55+ Stick and Puck, 55+ Shinny, Nordic Pole Walking, Minor Sport Programming
Other Public Agencies	SDG Counties Library Programs (storytimes, book clubs, kids crafts, ancestry club), EarlyON Program (parent and tot programs), Cooper's Marsh March Break Camp (by Raisin Region CA), Seaway Valley Community Health Centre (Balance for Life)
Not-for-Profit Agencies	Boys and Girls Club of Cornwall Summer and March Break Day Camps, Glengarry Nor'Westers and Loyalist Museum "Tea Talks", The Glengarry Celtic Music Hall of Fame Weekly Ceilidhs
Community-based Volunteer Groups	Minor and Junior League Hockey, Char-Lan Skating Club Programs, Martintown Goodtimers Programs (sports, games and arts for seniors), Minor Outdoor Sports
Commercial Operators	Cross-Fit, Olympic Lifting Seminars, Kettlebell Bootcamp, Martial Arts

The program inventory information was supplemented by responses to the detailed volunteer group survey. The twelve groups that provided information collectively cover a wide range of interests:

- Sports/fitness: outdoor field sports, outdoor court sports, arena ice/floor, gym sports/recreation, fitness/wellness.
- Non-sport: heritage programs, children's play programs, arts/artisan programs, club/social, outdoor nature-based, learning programs.

Areas provided in the survey that cannot be categorized as either sport or non-sport include drop-in activities, social support, and seniors' programs.

4.2.2 Events

Events in the Township are mainly provided by not-for-profit, local volunteer groups, and the Stormont Dundas Glengarry Counties (SDG) Library. The Township hosts the Kilt Skate and Volunteer Wine and Cheese. It also provides support to many events run by others, including the Raisin River Canoe Race. Table 4-2 provides examples of special events held in the Township. A total of 33 events are thought to have occurred annually in the Township in pre-pandemic years. A relatively large number of annual events are held during the winter in South Glengarry, as various holiday events are supplemented by outdoor active events provided by the Friends of the Summerstown Trails (FOTST) and the Glendaler's Winter Sports Club. Several South Glengarry events attract visitors from outside the Township including the Williamstown Fair and the St. Raphael's Parish Galarama.

Table 4-2: Examples of Events in South Glengarry

Organizer	Sample of Events Provided
Public Agencies	SDG Library Events (Meet the Author, etc.), Raisin River Canoe Race, Family Fishing Day
Not-for-Profits	Williamstown Fair, St. Raphael's Parish Galarama, Summerstown Trails Snowshoe Race, Santa Claus Parade (x2), Raisin River Canoe Race, Annual Strawberry Festival, Family Fishing Day, various snowmobile fund raiser runs, various social fund raisers (e.g., wine and cheese socials)
Community-based Volunteer Groups	Annual Kids Fishing Derby, Annual Lancaster Yard Sale, Canada Day (Lancaster and Glen Walter)

The events inventory information was supplemented by responses to the detailed volunteer user group survey. The four groups that responded provide events related to sports (Char-Lan Minor Soccer and Char-Lan Rebels Jr. B Hockey) and heritage (Glengarry NorWesters and Loyalist Museum) including: annual banquet, alumni golf tournament, semi-annual exhibits/educational programming on local history, guest speaker series, and fundraisers/ community engagement events. The Lancaster Optimists host a public speaking contest, a bike rodeo and a Canada Day celebration.

Collectively, the 11 volunteer groups that responded to the relevant survey questions accommodated between 25 and 3,000 participants in their programs and/or events in their last full year of operation before COVID. Their programs and/or events serve all age groups and/or families, while the least reported cohorts were those between the ages of 20 to 44 years old. Together, the groups draw at least up to 10% of their participant/ members from rural South Glengarry and each of the Township's 15 communities. May draw between 10% and to 30% from various Township communities, and very few are focused on serving only a single area within South Glengary.

4.2.3 Summary

Programs and activities available in South Glengarry comprise a good supply of year-round sports / active pursuits for both males and females, as well as a variety of events held throughout the year. Programs and events in the areas of culture and heritage are also well represented, especially in the areas of music and elements of local history. On balance, however, the existing structured program supply focuses on services for children and youth, and for seniors. Adult fitness services are primarily delivered by commercial operators.

4.3 Contextual Factors

4.3.1 Role and Capacity of the Municipality in Providing Programs, Activities and Events

The Township operates as an indirect provider of recreation services. In this role, it facilitates or enables others - such as volunteer program providers, other agencies or individual instructors - in the delivery of programs, activities and events to the community. As an indirect service provider, therefore, the municipal focus is ensuring high quality parks and facilities are available for use by other programs providers and for general community activity and enjoyment. Parks and facilities capital projects, facilities scheduling, operations and community relations are key staff responsibilities in this model.

It is typical for relatively small municipalities to operate using this model, as there is neither the level of demand for specific types of programming nor the resources to institute direct service delivery by hiring dedicated program staff. While facilitation has been the Township's primary role over the years, South Glengarry has taken the lead in providing needed programs that have not generated a community-based, volunteer response. Table 4-3 presents the programs/activities that have been led by the Township in recent years, and their participation levels.

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Table 4-3: Township-led Programs and Participation 2015 to 2022

Program	2015	2017	2018	2019	2022
Glen Walter Soccer		209	185	146	104
Char-Lan Soccer		300	312	334	322
Ball Hockey League	50	80	84	87	-
Baseball		30	39	44	-
Summer Camp	311	329	274	266	-
Counselor in Training Leadership Program	8	9	11	15	-
Learn to Play Lacrosse				13	-
T-Ball		30	40	42	-
March Break Workshop		10	-	10	-
Halloween Fun Day			11	11	-
Christmas Baking			4	12	-
Nordic Pole Walking					20
Badminton					20

As indicated in the table, the current Township-led program supply is very limited, for several reasons:

- The Boys and Girls Club of Cornwall has recently begun operating both summer and March Break camps in South Glengarry.
- Uncertainty around post-COVID start up precluded committing to a larger roster of programs.
- Limited numbers of volunteers for T-ball and baseball in past years did not support a push to restart these programs now.
- Arena floor programs have been suspended while the arena floor project is taking place in summer of 2022.

Although there may be potential to reinstate some of these programs in upcoming years, a return to previous levels cannot be assumed. A former part-time program coordinator position with responsibility for supporting community-based providers was defunded in 2021. If this is to remain the case, the Township's enabling role will shift to greater reliance on volunteers willing to take on more responsibility for program provision.

Programming potential is theoretically limitless as long it is supported by the resources needed to implement and sustain it. Through consultation for the Master Plan, residents reported some level of interest in all activity categories. While the assessments in this discussion are not meant to preclude program/activity/event provision in any area of interest, they consider a number of factors to provide direction on areas that should be considered 'good fits' from the perspectives of the provision context, level of community interest and overall trends (see Section 3.0). In all areas, however, it is assumed that new/expanded programming in South Glengarry will be shaped by the following: 1) the Township's capacity as a facilitator will continue to focus on finding and helping volunteers to take responsibility for organized programs and, where required, contracting commercial operators or instructors to deliver the service; 2) opportunities for self-directed, unstructured activities will be an important component of supply.¹

¹ Trails are an important component of both self-directed and organized activity in South Glengarry and are discussed in Section 6.0.

4.3.2 Resident Participation Patterns in Recreation

As shown in Figure 4-1, the majority of respondents to the Master Plan surveys participate in structure or unstructured recreation in South Glengarry either frequently (about 1/week or more), occasionally (about 1/month) or rarely (2-3 times per year), based on pre-COVID experience. Online survey respondents reported noticeably higher levels of local participation in recreation than telephone survey participants. Typically, people who self-select to participate in an online survey about parks and recreation are more likely to be users of these services. Random sample surveys, by nature of their design, capture both users and non-users. These findings point to considering ways to engage non-users in recreation and to increase levels of participation among users.

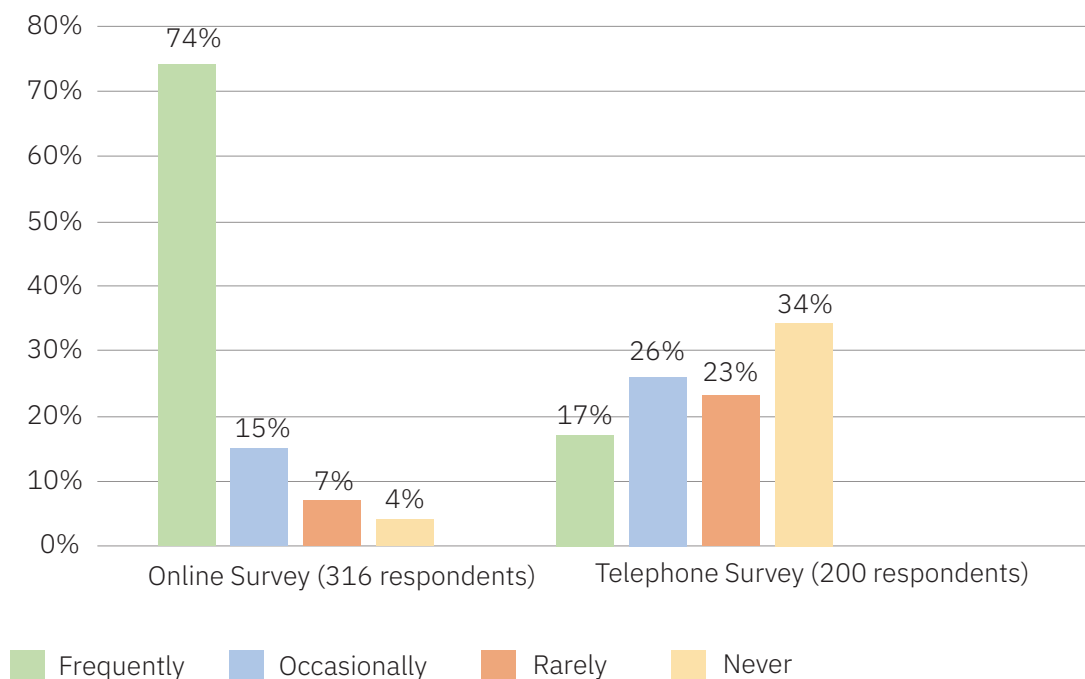


Figure 4-1: Frequency of Participation in Recreation in South Glengarry

Given its proximity to the Township, the City of Cornwall will continue to be a key destination for South Glengarry residents for recreation programs and services, and particularly those who live in the southwest portion of the community. With a population of 47,845 (2021 Census), the City can provide services that can only be supported in larger urban areas, such as indoor aquatics and field sports. Other area municipalities also provide services that are not available in the Township - and could not feasibly be duplicated locally - but are close enough to serve South Glengarry residents. The Township of North Glengarry, for example, has a therapeutic pool that is a part of the Glengarry Memorial Hospital (HGMH). It is fully wheelchair accessible and is programmed for instruction, family swim and rentals. There is also an outdoor pool in St. Andrews West, South Stormont, which is a short drive from Martintown.

There are a number of programs provided in North Glengarry that are not available locally and could be considered as options for residents who live in the north end of the Township and/or want to participate in winter sports at the Tim Horton's Sports Dome, which provides an artificial turf field.

Given these considerations, Township-based service development should focus on programs, activities and events that are appropriate in scale to its population size, need to be closer to home, and/or are not available in the regional market.

Among 237 online survey respondents, the majority (82% or 194 respondents) indicated they or others in their household participate in recreation in communities outside of South Glengarry, and approximately half doing so most frequently in the City of Cornwall. Of the 50 telephone survey respondents reporting participating in other communities, Cornwall was most often reported as their destination either frequently, occasionally, or rarely. For both surveys, key reasons for travelling beyond South Glengarry for recreation were that services are not available in the Township and/or leagues are based elsewhere.

4.4 Assessment of Need for Service Development

4.4.1 Community Interest

Figure 4-2 shows results from the surveys on respondents' views on the need for additional programs and activities in South Glengarry. Online survey respondents are considerably more interested than telephone survey participants in an expanded supply of programs and activities in South Glengarry.

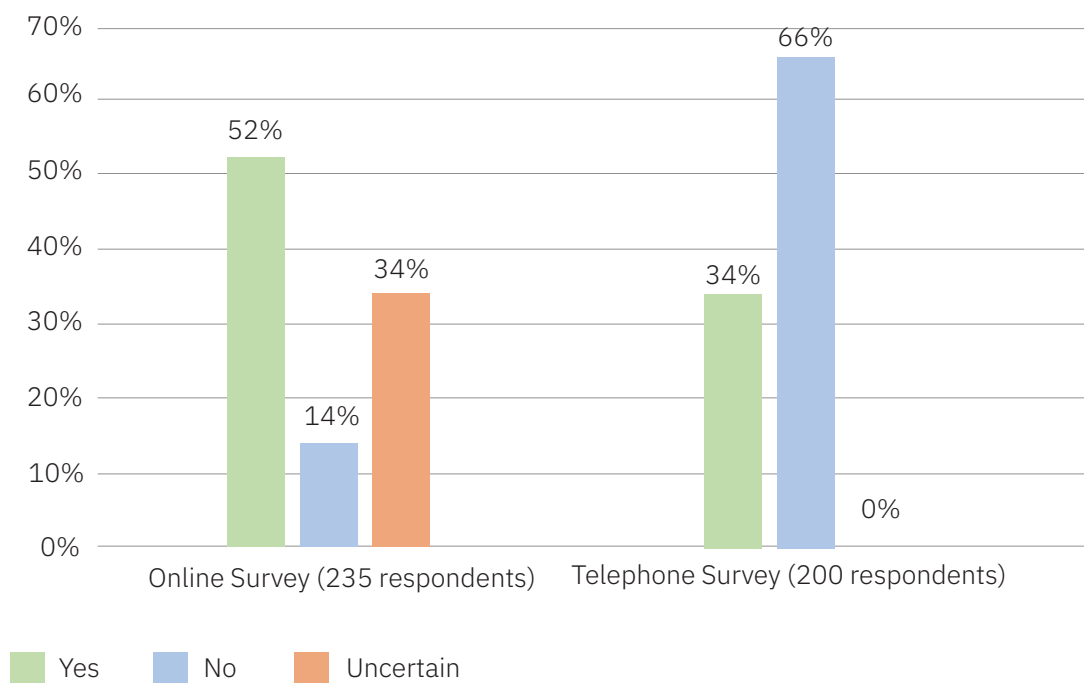


Figure 4-2: Need for Additional Recreation Programs and Activities

Table 4-4 ranks the types of sport/fitness and non-sport/fitness programs or activities of interest to South Glengarry households from the online survey. Those identified by more than half were water-based activities such as canoe, kayak, and swimming, and wellness programs such as yoga, tai chi, and mental health. Those noted by more than one-third to 60% of respondents included social/club activities, gymnasium sports, camps, visual arts, and group fitness. At the same time, there was some

level of interest reported in all program/activity areas identified in the survey, which included a variety of sport and non-sport programming, as well as those that could be held indoors and outdoors. On balance, however, it appears that there is greater interest in the non-sport categories.

Table 4-4: Program/activity Interests from Online Survey

Sport/Fitness Programs/activities		Non-sport Programs/activities	
Category	Level of Interest (121 respondents)	Level of Interest (117 respondents)	Category
water-based activities (e.g., canoe, kayak, swimming)	62%	61%	wellness programs (e.g., yoga, tai chi, mental health)
gymnasium sports (e.g., badminton, volleyball, pickleball, basketball)	44%	45%	social/club activities (e.g., youth drop-in, seniors, new moms)
group fitness classes (e.g., aerobics, Zumba)	35%	41%	camps (e.g., day, summer break)
court sports (e.g., tennis, pickleball)	28%	40%	visual arts (e.g., painting, photography, digital media)
arena ice activities (e.g., hockey, icestock, sledge hockey, skating, curling)	26%	31%	before and after school programs
field sports (e.g., soccer, lacrosse, ball)	25%	30%	seniors' programs
outdoor ice activities (e.g., learn to skate, shinny, etc.)	22%	27%	learning, self-improvement / interest (e.g., local heritage, nutrition, computer)
arena non-ice activities (e.g., floor hockey, box lacrosse)	16%	25%	environmental (e.g., pollinator gardens, xeriscape gardening)
wheel sports (e.g., BMX, skateboard)	16%	23%	play programs for preschoolers
marital arts (e.g., karate, tae kwon do, jiu jitsu)	11%	22%	performing arts (e.g., drama, choral)
none of the above	1%	21%	artisanal (e.g., quilting, handmade food, sculpting)
-	-	3%	none of the above

Parks & Recreation Master Plan

Figure 4-3 shows the results of each survey about interest in additional programs/activities by age group. Over half (57% or 71) of online survey participants, and approximately one-third (34% or 68) of the telephone survey respondents, indicated age-group specific interest.

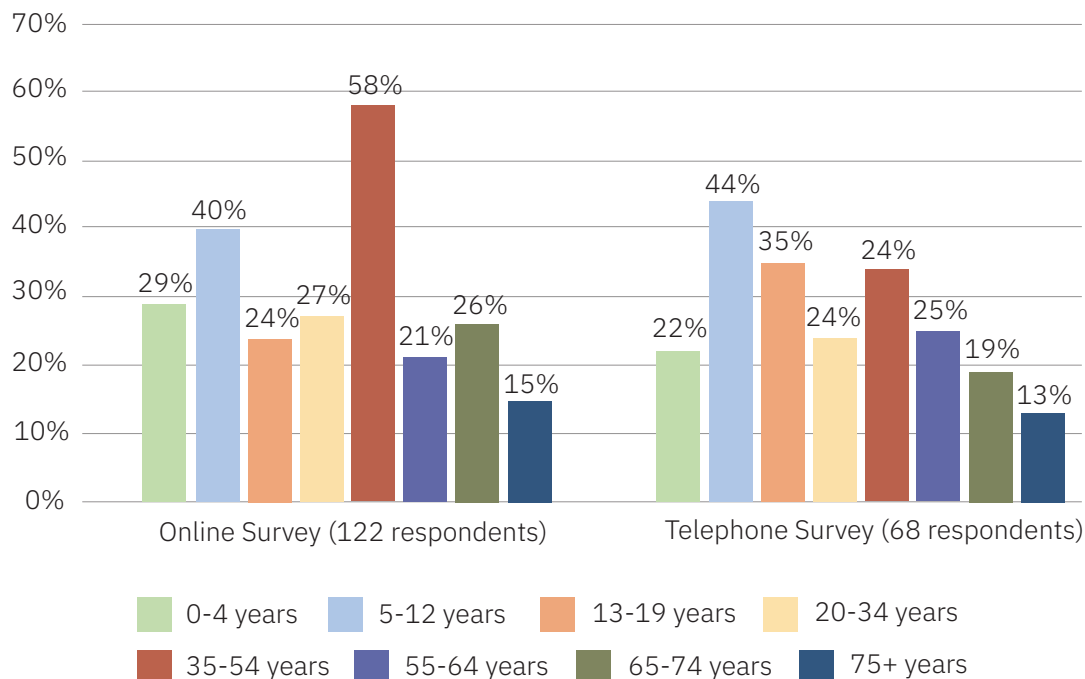


Figure 4-3: Interest in Additional Recreation Programs and Activities by Age Group

The findings show similar patterns by age group in the two surveys, with adults and elementary school aged children showing relatively high proportions, the three oldest age groups comprising the lowest proportions, and teens and preschoolers falling between.

In the online survey, the majorities (from 69% to 78% of 122 respondents) indicated interest in both active sport/fitness and non-sport recreation programs/activities for all age groups. Among those who selected sport/fitness or non-sport recreation, interest in the former exceeded that for the latter, except for adults between the ages of 55 and 65 years or those 75 years of age and older, who reported more interest in non-sport programs/activities.

In the telephone survey, the distribution pattern by active sport/fitness and non-sport program interest by age group was similar to that of the online survey. The largest proportions - although not the majorities - expressed interest in both active sport/fitness and non-sport programs for all ages groups, except for those between the ages of 55 and 74 years who indicated more interest in non-sport activities.

The relatively low results in interest among older residents likely reflects the work of both the Township and the volunteer community in implementing its Age Friendly plan, which was focused on the recreation needs of South Glengarry's seniors.

4.4.2 Sport/Fitness Programs/ Activities

Areas for Program Development

With a wide range of program/activity interests in the face of limited human and financial resources, it is helpful to establish the relative focus for future service development. The foregoing information was used to construct a qualitative analysis of community interest that also considers the current context and relevant trends. Each category of sport/fitness from the survey was assigned numeric values across three themes with relevant indicators, as described in Table 4.5. It is important to note, however, that the numbers are subjective evaluators used only to gauge relative positions. No category is precluded from potential service development should demand support provision. Moreover, each category used in the survey represented a range of activities/interests for which only a few examples were provided. Other interests to be considered may also emerge over the term of the Master Plan.

Table 4-5: Sport/fitness Program/activity Evaluation Indicators

Theme	Indicator	'Test'	Value Assigned
context	current supply	Is the activity category well represented in current supply?	yes = 1 no = 2
	asset-based	Does the Township own/have access to the natural or built assets to provide it?	yes = 2 no = 1
community interest	survey response	What level of interest was expressed by the community in the survey?	high = 3 (50% +) medium = 2 (20% to 49%) low = 1 (< 20%)
	relevant age groups	Which age groups are most likely to participate/engage in the activity?	all age groups = 1 (children, teens, adults and/or seniors) adults = +1 children = +1 (maximum 3 total)

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Theme	Indicator	'Test'	Value Assigned
trends	outdoor	Is it or could it be based outdoors?	yes/possibly = 2 no = 1
	nature-based	Does it focus on engagement with the natural environment?	yes = 2 no = 1
	winter	Is it or could it be a winter activity?	yes/possibly = 2 no = 1
	self-directed	Is it an activity that is amenable to self-directed engagement?	yes = 2 no = 1

Applying the values assigned to each of the activity categories listed in the survey resulted in the following totals, which are discussed further below (calculations are contained in Appendix B Table B.1).

water-based activities: 17

court sports and outdoor ice activities: 14

arena ice activities: 12

gym, wheel and field sports: 11

group fitness: 10

arena non-ice and martial arts: 9

Water-based Activities

In the survey, water-based activities included canoe, kayak, swimming as examples and, with few exceptions, respondents interpreted swimming to focus on recreational activity at waterfront locations. Residents understand the inability of the Township to finance a municipal pool.

Improvements at existing waterfront access points, and future development at Cairnview Park (see Section 6.0) will provide amenities to support non-motorized, small craft water sports as self-directed activities. There may also be opportunities to contract seasonal canoe/kayak/paddle board rentals and instruction at designated waterfront locations. These types of activities are also in keeping with increasing interest in outdoor recreation and engaging with nature.

While municipalities sometimes provide freshwater swim programs, opportunities for this approach are likely limited in South Glengarry. The parks discussion (Section 6.0) considers the potential development of Cairnview Park as another location for access to water-based activities.

Court Sports, Outdoor Ice Activities

Court sport examples were tennis and pickleball. Both are versatile in terms of their amenability to indoor and outdoor venues, self-directed or organized participation and, the future possibility of extended outdoor seasons due to climate change. Organized court sports, however, requires volunteers to take responsibility for programs with support from the Township. The Martintown Good Timers offer a pickleball program, which is held indoors at the Martintown Community Centre during the winter and moves outdoors for the summer. Glen Walter Regional Park is also used for regular drop-in pickleball and tennis.

There are currently seven (7) outdoor rinks in South Glengarry that rely on community volunteers to maintain in the winter months. A typical outdoor rink season may run from approximately January to March depending on weather. Each outdoor rink has a change shack for patrons to put on their skates, and this building also houses the access to water for flooding the ice. The Township supplies the outdoor rinks with snow blowers and maintains heat in these buildings to ensure the pipes do not freeze. Although the outdoor rinks rely on volunteers for day-to-day operations, the Township supplies a high level of service to these locations with facility maintenance, snow removal equipment, heating, etc. Regularly scheduled programming at outdoor rinks, however, is not recommended as the facility's seasonal usage is entirely weather dependent.

The Township is currently in the process of providing bocce ball courts at Ken Barton Senior Park, as part of the master plan for this site, which will add another opportunity for casual or organized outdoor activity.

Arena Ice Activities

Arena ice activities included hockey, icestock, sledge hockey, skating and curling as examples. Many of these sports are already provided in South Glengarry for children, youth, adults and seniors. Community interest, therefore, may reflect lack of awareness of their availability.

Ice stock is a relatively new sport in Canada and is growing in popularity in some communities.

"Ice Stock Sport is a winter sport that is somewhat similar to curling and bocce. Like Curling, ice stock sport is played on ice and involves sliding a heavy object (the stock) in the direction of the target. Unlike curling, the stock is much lighter, weighing on average under 10lbs and the stock comes with a handle that the competitors swing back and forth before releasing onto the ice. Similarly to bocce, this target (the daube) moves when it is hit and points are scored by the stocks closest to it once all players have had their turn. Although [the] sport was primarily played in Germany, Switzerland and Austria, it is now played all over the world. Over the years the sport has evolved to include playing on surfaces other than ice. With the ability to change parts of the equipment, ice stock sport can be played all year round on surfaces such as asphalt, concrete and paving stones."¹

¹ <http://icestockcanada.ca>

Given its suitability to ice and non-ice surfaces and, therefore, indoor and outdoor, year-round engagement, it may be an activity that could be tested as a drop-in program to gauge active interest and identify potential volunteers for organized programming.

Sledge hockey is a sport that is not always offered, as demand is more limited than for other arena ice activities. Available information does not indicate there is a league in the area, although demand may emerge at some point in the future.

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Gymnasium, Wheel, Field Sports

Gymnasium sports examples were badminton, volleyball, pickleball, and basketball. Like courts sports, these activities are amenable to both indoor and outdoor venues and all are part of the community's current supply of either programs or locations/facilities for self-directed play.

As noted above, sports such as pickleball can be accommodated in general program space, while others require the floor area and height of a regulation gym. The Township does not have a municipally owned regulation gym for indoor programming. Municipal gyms, ranging from \$1.5m to \$2m to develop, are typically provided as part of multi-use recreation complexes and are not recommended as stand-alone facilities. Municipalities without gyms often turn to local school boards to access their facilities for community programming. The Township of South Glengarry facilitates access to Char-Lan High School for a popular, volunteer run badminton program. Need for additional programming that requires a gymnasium, therefore, can be also be addressed through access to the high school gym.

Field sports included soccer, ball and lacrosse as examples in the survey. Minor soccer programming has been led by the Township for a number of years, and participation levels have been relatively high as noted in Table 4.1 above. Minor baseball has also been provided, with considerably lower participation. Moreover, difficulty finding volunteers to help run the program is one of the reasons baseball is not being offered in the 2022 season.

As with arena ice activities, community interest in gym and field sports may reflect lack of awareness of available programs. At the same time, emerging interest in other types of field sports, such as lacrosse and field hockey, could be accommodated on existing fields in response to volunteer interest in program development.

Wheel sports referred to BMX and skateboarding, demand and facility needs for which are addressed in Section 6.0 on Parks and Trails.

Group Fitness

There are a number of specialty fitness-related programs offered in the Township, including cross-fit and kettlebell bootcamp. Seniors programming also includes fitness-related activities such as Balance for Life.

The survey examples of group fitness included aerobics and Zumba, which are less specialized and intense programming than those currently offered and should be considered for future provision.

Arena Non-ice, Martial Arts

Floor hockey and box lacrosse were provided as examples of non-ice arena activities. The ball hockey program at the Arena is anticipated to return once the floor repair is complete. Box lacrosse may be an area for future development if volunteers are interested and available to run a program. Staff indicated interest in piloting a roller hockey program that was precluded due to COVID and this might be an option to consider as spaces reopen.

Martial arts programming is currently offered in the Township and could be expanded if needed.

Summary

The current supply of sport and fitness programs in South Glengarry is varied in terms of type, age groups served, and seasons offered - especially if both structured and self-directed opportunities are considered. Traditionally popular sports (e.g., hockey, figure skating, ball and soccer) are covered along with newer and more specialized activities (e.g., pickleball, martial arts, fitness bootcamp). Community consultation findings indicated interest in additional sports/fitness programs/activities - to a greater or lesser degree - across a variety of areas. Those that appear to offer the most potential for future development include water-based recreation activities, court sports and outdoor ice activities. While this does not mean other areas of program/activity development should be precluded, the prevalence of these three areas is based on an assessment that looks at the need in relation to community interest, current supply, asset-based development, interested/relevant age groups, and general trends in recreation.

Recommendations

- PE1. Use improvements at existing waterfront access points, and future development at Cairnview Park, to provide amenities for non-motorized, small craft water sports as self-directed activities.
- PE2. Investigate opportunities to contract seasonal canoe/kayak/paddle board rentals and instruction at designated waterfront locations.
- PE3. Promote tennis courts in the Township and solicit for a volunteer base if the need for additional organized activity arises.
- PE4. Focus on new program/activity opportunities for which demand emerges that can be accommodated at existing facilities, can use both indoor outdoor spaces at different times of the year, and for which volunteer commitment can be instituted (e.g., ice stock sport, field lacrosse, box lacrosse, etc.).
- PE5. Continue to facilitate community use of schools for gym-based programming.
- PE6. Work with fitness program providers in the community to provide options for less physically intense physical fitness programming (e.g., drum fit).

4.4.3 Non-Sport Programs/ Activities

Areas for Program Development

Analyzing the potential for non-sport program development used the same approach as for sport and fitness activities. Table 4-6 shows the indicators that were used for the assessment, which were limited to those related to context and community interest.

Trend-related indicators were not applied in this case since the same types of mutually exclusive indicators for these types of activities are difficult to identify, as they comprise a much broader range of interests. Moreover, in relation to the more traditional areas of municipal service provision in sport and fitness, non-sport programs/activities are collectively trending towards growth in demand/popularity.

Table 4-6: Non-sport Program/activity Evaluation Indicators

Theme	Indicator	'Test'	Value Assigned
context	current supply	Is the activity category well represented in current supply?	yes = 1 no = 2
	asset-based	Does the Township own/have access to the natural or built assets to provide it?	yes = 2 no = 1
community interest	survey response	What level of interest was expressed by the community in the survey?	high = 3 (50% +) medium = 2 (20% to 49%) low = 1 (< 20%)
	relevant age groups	Which age groups are most likely to participate/engage in the activity?	all age groups = 1 (children, teens, adults and/or seniors) adults = +1 children = +1 (maximum 3 total)

Applying the values assigned to each of the activity categories listed in the survey resulted in the following totals, which are discussed further below (calculations are contained in Appendix B Table B.2).

- visual arts, environmental, artisanal: 9
- wellness, social/club activities, learning, self-improvement / interest: 8
- camps, before and after school programs, seniors' programs: 6

Visual Arts, Environmental, Artisanal

Examples provided in survey:

- visual arts (e.g., painting, photography, digital media)
- environmental (e.g., pollinator gardens, xeriscape gardening)
- artisanal (e.g., quilting, handmade food, sculpting)

These areas of programming are becoming more popular. Community-based visual arts programming has historically been limited. Interest is also being fueled by growing awareness of/engagement in the outdoors and nature, where there is much to explore and record using various media.

Interest in environmental programs has grown in relation to concerns about its degradation and increasing evidence of climate change. A survey by Abacus Data, conducted with a random sample of 1,500 Canadians aged 18 in July 2021 indicated that, “a majority of Canadians are extremely or quite concerned about climate change. More than half (52%) say they are extremely concerned or quite concerned about climate change. Another 35% say they are a little concerned while 13% are not concerned at all.”² Environment-related interests provide both a learning and a ‘doing’ area of programming. Volunteer ‘friends of’ groups now take responsibility for stewardship of parks and

² <https://abacusdata.ca/extreme-weather-climate-change-choices/>

natural areas, with direction/support from public agency-owners.

Interest in artisanal programming appears to have been prompted by heritage movements that highlight specific crafts such as the barn quilt trails. The Barn Quilt Trails exemplifies this type of programming, which also serves objectives related to visitor attraction.

“Barnquilttrails.ca is a Canadian network of quilters, rural organizers, museums, historians, sponsors and many others with a passion for rural Canada. We are working together to promote and enhance rural creativity, the arts, Canadian heritage and culture. Barn quilts... honour our quilters and the textile arts, draw attention to the magnificent barns that are fast disappearing, draw motorists to our rural highways, roads that have many stories to tell. Barn Quilts are rural graffiti – civic art pointing to sacred places, battlefields, and historic locations that we have forgotten about.”¹

¹ <https://barnquilttrails.ca/about-us/>

Food-related programming has developed in response to social awareness about the importance of food in relation to health, growing cultural diversity in local cuisine and availability of a much wider variety of foodstuff, and the environmental aspects of food production.

Each of these areas offer potential for program development in South Glengarry. Facilitating their provision is discussed further in subsequent sections of the Master Plan.

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Wellness, Social/Club, Learning/self-improvement

Examples provided in survey:

- wellness programs (e.g., yoga, tai chi, mental health)
- social/club activities (e.g., youth drop-in, seniors, new moms)
- learning, self-improvement/interest (e.g., local heritage, nutrition, computer)

The current program supply includes active fitness programming but lacks less intense, gentler workouts such as tai chi and yoga. These instructor-led programs can be offered year-round using indoor and outdoor venues. Programs that specifically address mental health are also becoming more prevalent and can be directed to specific age groups. As specialist-led programs, partnerships with relevant agencies to deliver services in South Glengarry would be required. This topic is discussed in Section 7.0 on Service Delivery.

The supply of casual, drop-in programs could be expanded to include various age or interest groups, provided the availability of suitable facilities, supervision (as appropriate), and a volunteer(s) to lead adult groups. A youth drop-in, for example, would need to be held during a time when facility staff are present or - if at a Township facility that does not house staff - when an adult volunteer is available to supervise. A new moms drop-in would need to be self-run using a Township space or spaces if get-togethers were to be rotated through different locations.

Learning, self-improvement, and general interest programs can cover an extensive range of topics. They also coincide with other types of programs discussed here. Visual arts, performing arts, environmental, and artisanal activities, for example, address all three areas. The existing program supply also includes both learning and interest-based programs through,

for example, the SDG Library, the Glengarry Nor'Westers and Loyalist Museum and the Glengarry Celtic Music Hall of Fame. Future programming of this type, therefore, should continue to leverage ways to blend various areas of interest and build on existing resources.

Camps, Performing Arts, Seniors, Children

Examples provided in survey:

- camps (e.g., day, summer break)
- before and after school programs
- seniors' programs
- play programs for preschoolers
- performing arts (e.g., drama, choral)

Seniors, camps and preschool programming is relatively well represented in current program supply. Seniors' services are well established and facility-based in Martintown. The Township has recently entered a partnership with the Boys and Girls Club of Cornwall to deliver its summer and March Break camp programs, EarlyON provides programs for parents and their preschoolers, and children's activities comprise much of the Library's services. Community interest may reflect lack of awareness of program availability. At the same time, there may be opportunities to improve/expand services to supplement those already offered. A respondent to the household survey indicated a lack of consistently available programming, especially those for children younger than three years old who could benefit from gross motor/team sport engagement.

Performing arts is a program area that is not typically of significant interest in communities without specialized facilities and amateur performance companies.

Intergenerational programming is an area that does not appear to be well represented in South Glengarry and for which interest in provision

should be investigated with the community and program providers. Section 7.0 on the Delivery System discusses program provision in terms of identifying needs and designing a response that is appropriate for the Township.

Summary

The current supply of non-sport program/activities in South Glengarry covers a range of interests and is well developed in the area of cultural heritage. Community consultation findings indicated varying degrees of interest in more non-sport programming, with a particular focus on visual arts, environmental, artisanal, wellness and new areas of social and learning/self-improvement. These prevalent areas of interest/need were identified in relation to context (current supply and potential for asset-based development) and community interest (survey responses and age groups).

Recommendations

- PE7. Work with local community partners to facilitate the development of visual arts, environmental, and artisanal programs/activities with an emphasis on targeting combined objectives in design and delivery.
- PE8. Work with fitness program providers in the community to provide low intensity, 'gentle' wellness programming such as yoga and tai chi.
- PE9. Investigate opportunities to bring mental health-specific programming to South Glengarry.
- PE10. Establish opportunities to introduce more social, drop-in programs for age/interest groups such as youth, new moms, etc. and address, if required.
- PE11. Pursue opportunities to introduce intergenerational programming.
- PE12. Focus on developing program/activities that build on/enhance current resources, can be accommodated at existing indoor and outdoor spaces, leverage existing or new partnerships, and for which volunteer commitment emerges.

4.4.4 Community Events

Community Interest

As shown in Figure 4-4 both online and telephone survey respondents indicated interest in attending community events, although the majority of each was or was not interested, respectively.

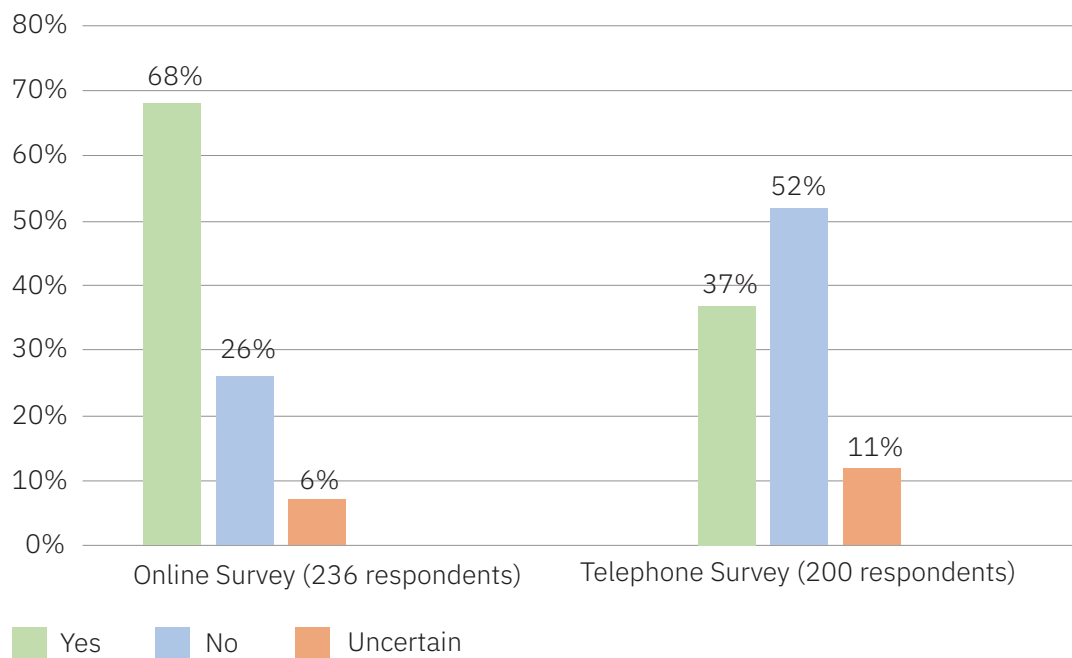


Figure 4-4: Interest in Additional Community Events

One hundred and five online survey respondents identified the types of events they would like to see provided in the Township. Just over one-third (37% or 73) of telephone survey respondents reported events of interest. These findings are listed below by type of event and theme/description:

- festivals, carnivals, fairs: themes included music, winter, spring, summer, fall harvest
- sport/recreation/fitness/wellness: themes were skiing, hiking, hockey, tournaments, league events, yoga, swimming
- food: markets, community picnics, BBQs
- holidays: Canada Day, Family Day, Christmas, Easter, Remembrance Day, New Year's Eve, Halloween
- others: arts and culture, concerts, family activities, parades, nature, education/training, camps/playgroups/jamborees, workshops/clubs, fundraising.

Event Development and Provision

As noted above, pre-pandemic years included a large number of variously-themed events in South Glengarry throughout the year, which attests to both volunteer and Township effort in planning and provision. It remains to be seen, however, which of the pre-COVID events re-establish themselves as restrictions are rolled back. The community also expressed interest in a number of themes/topics for one-day or weekend events, some of which mirror those identified for new/expanded programs, as discussed above.

Given uncertainty regarding the ‘comeback’ of events that were suspended due to the pandemic and apparent community interest in new event themes, there may be need to rationalize the Township’s approach to its involvement in these services. In its role as facilitator, the resources available to engage in event provision as well as day-to-day services will continue to be limited. At the same time, opportunities to build the visitor-attractive side of events should be considered to increase tourism, in collaboration with the County - and possibly neighbouring municipalities, and particularly North Glengarry - in provision.

An initial step is to identify the ‘core’ events that define South Glengarry, are important to the community, and are to be sustained. These are most likely to be among the events that comprise current supply, as noted above. If there are some that are struggling or are difficult to deliver each year, combining or discontinuing them should be considered. To whatever extent is possible, new events should not replicate those that already exist. Local groups should be encouraged to offer events that will bring people of the Township together in different communities at different times.

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., local community 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, satisfying the high expectations of tourists needs to be considered - particularly as word-of-mouth is a reliable source of promotion.

Weekends are generally preferred times for special events and festivals. If many events are offered each year, several are likely to occur on a number of weekends simultaneously. While there are no indications that concurrent events “split” the market of potential participants, it is a factor to consider in further developing this component of supply. 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. Rationalizing the Township’s approach may require:

- identifying specific objectives related to visitors vs. local 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.

- identifying opportunities to thematically link, better coordinate or combine smaller or differently located events, and to ‘piggy-back’ with other recreation initiatives

Ideally, tourism initiatives should focus on several themes that can be built and promoted as South Glengarry-specific. The first step, therefore, is to identify existing events/themes that are unique to South Glengarry and amenable to tourism objectives. One that immediately presents itself is “Ontario’s Celtic Heartland,” around which many successful programs and events have already been built. A second theme is agri-tourism, which focuses on the area’s agricultural roots and continuity to the present.

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. South Glengarry, for example, has limited accommodations for overnight visitors but Cornwall has these services. “Visitor packages” might be developed with motels/hotels in the City that include the cost of visits to destinations, experiences and events within South Glengarry. Direct promotion to a larger geographic area could be undertaken to interest potential visitors in the area’s rich heritage to be experienced (e.g., through reciprocal agreements with other heritage organizations in the GTA).

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 Township and County together should take the lead in determining tourism objectives with North Glengarry, other area municipalities, and relevant public agencies, local volunteer groups, and interested commercial operators, to establish service directions and support. Section 7.0 on Service Delivery discusses policy related to events.

Summary

During a typical year, many events are held in Township, comprising both community and/or visitor-oriented initiatives. Residents reported interest in a variety of one-day or weekend events covering a number of themes, many of which could be combined in a single event. Community oriented events are important to building social connections and ties within the Township, and those that attract visitors contribute to tourism-related objectives. Future planning and provision of both types of events should be in keeping with the community’s capacity to deliver them with limited support from the Township and focus on those that are sustainable and essential to social and economic objectives.

Recommendation

PE13. Rationalize approach to supporting the provision of community events in terms of the annual number, type, scheduling and balance between local and/or visitor-oriented themes and objectives.

4.5 Geographic Distribution of Programs, Activities and Events

As discussed in Section 2.0 of the report, the historic settlement pattern of the Township is reflected in a legacy comprising many small communities throughout the municipality. Most of these have parks and/or community centres or small buildings that provide focal points for local and/or broader recreation activity. Future program, activity and event provision should, to whatever extent is possible, minimize duplication of services in multiple locations, and distribute programs/events across the Township to encourage resident interaction and optimize the use of resources in providing the widest possible range of opportunities. To some extent, this approach is hindered by the distance between communities. Improved distribution, however, can include both location and timing and could also involve rotating programs by community. Residents expressed interest in recreation programs and activities being made more widely available for different age groups throughout the week. This is an important consideration for those who are less mobile including seniors, new mothers who are home-based and would benefit from local preschool activities and all those without access to cars.

Recommendation

PE14. To the extent possible, distribute programs, activities and events at parks and community facilities across the Township to encourage resident interaction, optimize the use of resources in providing the widest possible range of opportunities, and improve access to those with limited options to travel to other communities for these services.



Figure 5-1: Green Valley Community Centre

5.0 Facilities

5.1 Introduction

The facilities section addresses indoor and outdoor facilities that are scheduled for organized use by the Township or volunteers that deliver community programs and services.

Facilities and features that provide heritage and culturally-related recreation - whether structured or self-directed are also addressed. The discussion presents pertinent background through an overview of supply and contextual factors specific to South Glengarry, which is followed by an assessment of future directions for indoor and outdoor scheduled facilities.

Section 6.0 of the Master Plan considers needs and opportunities to enhance parks, trails and waterfront access locations with facilities and amenities for self-directed, casual use since these are often tied to the type of space being considered. Parks-based facilities of this nature include amenities such as splash pads, skate parks, basketball courts, playgrounds, outdoor fitness equipment, and picnic areas.

5.2 Overview of Supply

5.2.1 Indoor Recreation Facilities

As shown in Table 5-1, indoor facilities for recreation comprise those owned by the Township, School Boards, other public agencies such as the Conservation Authority, and the not-for-profit sector. For facilities located in schools, their availability for community use outside of academic hours/activities depends on the policy of the respective Board. The Township has an agreement with the Upper Canada District School Board for priority access to its facilities.

Table 5-1: Indoor Recreation Facilities in South Glengarry

	Name	Settlement Area	Arena	Hall/Multi-purpose Room	Full Kitchen	Library	Gymnasium
Municipal	Char-Lan Recreation Centre	Williamstown	1	1	1		
	Paul Rozon Memorial Park Building	Williamstown		1	1*		
	Martintown Community Centre Hall	Martintown		2	1		
	North Lancaster Hall	North Lancaster		1	1		
	Jack Danaher Hall	Bainsville		1	1*		
	Green Valley Community Centre	Green Valley		1	1		
	Smithfield Park Building	Lancaster		1	1		
	Lancaster Legion	Lancaster		1	1		
	Lan-Char Centre	Lancaster		1	1*		
	Total Municipal		1	10	9		
Public Agencies	Raisin Region CA - The Cooper Marsh Visitor Centre	South Lancaster		1			
	Total Other Public Agencies			1			

* small kitchen or kitchenette

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	Name	Settlement Area	Arena	Hall/Multi-purpose Room	Full Kitchen	Library	Gymnasium
School Boards	Char-Lan District High School	Williamstown					1
	Williamstown Public School	Williamstown					1
	Iona Academy	St. Raphael's					1
	École élémentaire catholique de l'Ange-Gardien	North Lancaster					1
	Holy Trinity Catholic Secondary School	Tyotown					1
	Total School Boards						5
Not-for-Profit	Royal Canadian Legion (Branch 544)	Lancaster		1	1		
	Total Not-for-Profit		1	1	1		

The Parks, Recreation and Culture Department is responsible for nine (9) indoor facilities, of which seven (7) are dedicated to recreation uses. The Lancaster Legion Hall is leased by the local chapter of the Canadian Legion. Except for the Lan-Char Centre, the Township's other facilities are suitable, and used for, general community programs/activities. The Char-Lan Recreation Centre in Williamstown is the community's main recreation facility with an ice pad, and a large hall. The Martintown Community Centre comprises a relatively large multi-purpose hall and a smaller program room. The Paul Rozon, North Lancaster, Jack Danaher, Green Valley and Smithfield Park buildings are smaller halls. Five community halls have full kitchens.

The Lan-Char Centre is the Lancaster location of the Eastern Counties Carefor Health & Community Services. The building is leased to Carefor, which is an agency that offers a wide range of in-home and community support services to seniors including caregiver support, befriending, in-home exercise, diners' club,

transportation, etc. While not considered a recreation facility, the Centre provides services that meet certain of these needs in the elderly (e.g., fitness, socializing, etc.)

Municipal facilities are supplemented by those of other agencies/organizations that collectively provide additional community recreation services, either through programming such as the Library or access to facilities for organized use such as the gym at Char-Lan District High School.

5.2.2 Outdoor Recreation Facilities

Table 5-2 lists the outdoor recreation facilities in South Glengarry that are - or could potentially be - scheduled for organized community activity. Supply includes a range of facilities for field and court sports. The Township is guaranteed priority access to facilities at Char-Lan District High School and Williamstown Public School through an agreement with the Upper Canada District School Board.

Table 5-2: Outdoor Recreation Facilities in South Glengarry

Facility	Ownership			Totals
	Municipal	School Board	Other	
ball diamond	8	1	0	9
sports field	6	15	4	25
tennis court	5*	0	1	6
volleyball court	3	0	1	4
pickleball court	6*	0	0	6
track	0	1	0	1

5.2.3 Culture and Heritage Facilities and Features

The Township has a considerable number of facilities and features that actively preserve and promote the area's unique heritage and culture. Table 5-3 lists these assets, of which the Township owns the Glengarry Celtic Music Hall of Fame, the Glengarry Nor'Westers & Loyalist Museum, and the Lancaster Branch of the SDG County Library.

Heritage assets owned and programmed by other organizations include Williamstown Fairgrounds, Sir John Johnson Manor House, the Bishop's House, St. Raphael's Ruins and the Martintown Grist Mill.

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Table 5-3: Culture and Heritage Facilities/Features in South Glengarry

Facility/Feature	Location	Owner	Volunteer Association
Glengarry Celtic Music Hall of Fame	Williamstown	Township	Glengarry Celtic Music Hall of Fame
Glengarry, Nor'Westers & Loyalist Museum	Williamstown	Township	Museum Members
Williamstown Fairgrounds	Williamstown	St. Lawrence Valley Agricultural Society	St. Lawrence Valley Agricultural Society
Lancaster Library	Lancaster	Township	-
Williamstown Library	Williamstown	SDG County	-
Sir John Johnson Manor House	Williamstown	Parks Canada	Sir John Johnson Manor House Committee
Bishop's House	St. Raphael	Glengarry Fencibles Trust	Glengarry Fencibles Trust
St. Raphael's Ruins	St. Raphael	Friends of the Ruins of St. Raphael Inc.	Friends of the Ruins of St. Raphael Inc.
Martintown Grist Mill	Martintown	Martintown Mill Preservation Society	Martintown Mill Preservation Society
Historic Cemeteries	<ul style="list-style-type: none"> - North Lancaster - Dalhousie Mills - 2nd Line & Conc. 7 - Cty. Rd. 27, south of Cty. Rd. 19 	Township	-

Certain of these assets are original structures that comprise designated built heritage features. These include the Glengarry, Nor'Westers & Loyalist Museum, the Sir John Johnson Manor House, the Bishop's House of Glengarry and St. Raphael's Ruins. The Sir John Johnson Manor House and St. Raphael's Ruins are also National Historic Sites.

The Glengarry Celtic Music Hall of Fame's focus is the preservation and continuation of Glengarry County's rich Celtic heritage through programming and recognition of the talented individuals who have represented/represent this tradition. The Glengarry, Nor'Westers & Loyalist Museum is dedicated to preserving and interpreting the history of the United Empire Loyalist migration to Glengarry County, and the Glengarry partners of the North West Company in the fur trade. The museum building is a two-story Georgian-style brick structure that was the former schoolhouse in Williamstown, built in 1862 on a plot of land donated by Sir John Johnson.

Agricultural fairgrounds are part of the legacy of most rural Ontario municipalities, and the annual Williamstown Fair is a major 3-day event at the grounds of the St. Lawrence Valley Agricultural Society. The Fair celebrates both the past and present rural-agricultural community of South Glengarry.

Both the built and cultural heritage components of South Glengarry are backed by strong, dedicated volunteer associations. These groups work to oversee fundraising, archival research, and programming of the buildings, properties and develop and operate programs/services at their facilities/sites - either alone or in partnership with other agencies.

Given their role in literacy-related and learning related services/programming, libraries are often considered cultural service providers.

Glengarry County

Glengarry County is the easternmost county in Ontario, bordered on the east by the province of Québec and on the south by the St. Lawrence River. It was among the first European-settled areas in Ontario, and retains to this day the flavour of its early Highland settlements. Its population today of about 24,000 is a harmonious blend of Scottish, French-Canadian and diverse other origins. It is principally an agricultural district, of family-operated farms. Its pre-European settlements, beginning in 1784, were of Loyalist Highlanders from the Thirteen Colonies. Immigration directly from Scotland began in 1786 with the settlement of St. Raphael's. French-Canadians from Québec arrived in numbers in the late 19th century, and Dutch and Swiss farmers, among others, in the mid-20th.¹

¹ <https://bishophouse.ca/about/>

5.2.4 Summary

South Glengarry is well supplied with indoor and outdoor facilities for organized community recreation. Small halls dominate the supply of indoor facilities and sports fields are particularly well represented in the outdoor inventory. The Township is also home to many facilities and features dedicated to the area's history and cultural heritage.

5.3 Contextual Factors

5.3.1 Geographic Distribution

As noted in Section 2.0 of the Master Plan, South Glengarry is a 'community of communities' and its legacy includes parks, halls and outdoor facilities that have developed to serve most of the historic settlement areas. As shown in Figure 5-2, Williamstown, Martintown, North Lancaster, Bainsville, Green Valley and Lancaster each have a community building (although they vary in size), and all are accompanied by parkland with varying levels of outdoor facility provision.

This disbursed distribution pattern has served residents well by providing decentralized access to recreation and focal points for local community activity. At the same time, facility duplication has resulted in below optimal overall use, while putting pressure on capital and operating costs to maintain numerous locations across a large geographic area.

Heritage features and program centres are each unique in their contributions to a strong cultural heritage base. They are distributed throughout the Township, with most located in Williamstown.

5.3.2 Use of Recreation Facilities

Resident Household Surveys

Table 5-4 shows survey results on residents' use of indoor recreation facilities in South Glengarry. For almost all facilities, larger proportions of 227 online survey participants reported using each facility than the 132 telephone survey respondents. Use of the Tartan Hall in the Char-Lan Recreation Centre is noticeably higher than other community halls/building, likely given its function as part of the main recreation hub in the Township. In the online survey, the Martintown Community Centre and the hall in Paul Rozon Memorial Park accounted for the second and third highest use, respectively. The Smithfield Park building was second in terms of use among telephone survey respondents.

A noticeably smaller proportion of respondents (12%) to the telephone survey indicated not using Char-Lan Recreation Centre at all, compared to between 37% and 89% of participants who reported not using the other locations that include community buildings.

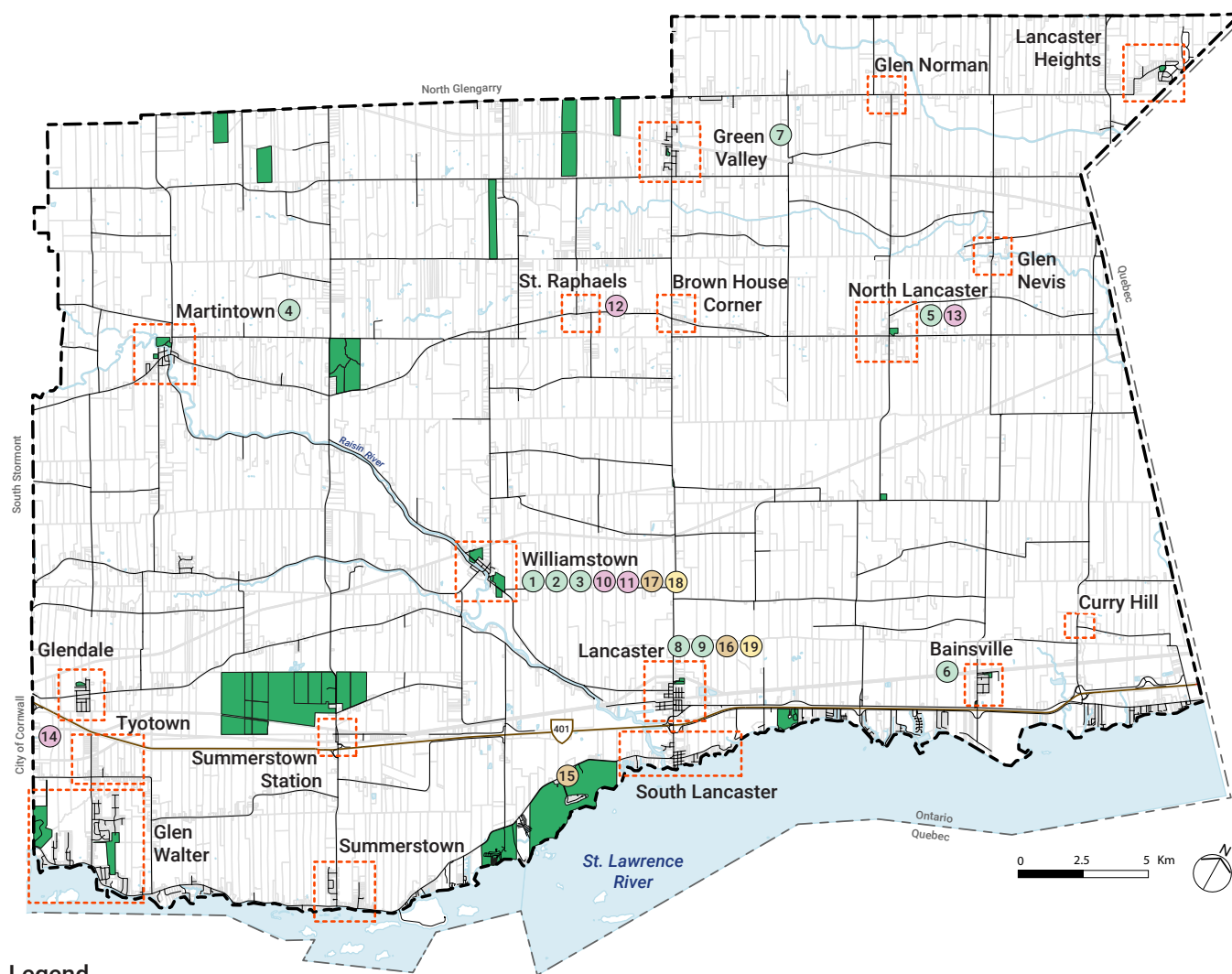


Figure 5-2: South Glengarry Indoor Facilities and Schools

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Table 5-4: Resident Use of Indoor Recreation Facilities

	Arena ice		Arena floor		Hall /community building	
	Random telephone survey	Online survey	Random telephone survey	Online survey	Random telephone survey	Online survey
Char-Lan Recreation Centre	33% (43)	63% (143)	8% (10)	32% (72)	27% (35)	45% (103)
Paul Rozon Memorial Park	-	-	-	-	5% (7)	15% (34)
Green Valley CC	-	-	-	-	2% (3)	4% (9)
North Lancaster Optimist Park	-	-	-	-	1% (2)	4% (9)
Jack Danaher Park	-	-	-	-	1% (2)	7% (16)
Martintown Community Centre	-	-	-	-	4% (5)	24% (54)
Smithfield Park	-	-	-	-	9% (12)	6% (14)

As shown in Figure 5-3, reported use of culture and heritage facilities by residents was greater among online than telephone survey respondents. In both cases, however, library use was noticeably high and comparable for both groups. Similar proportions also reported no use of these facilities/features: 34% (83 respondents) and 36% (48 respondents) to the online and telephone surveys, respectively. Survey results on the use of outdoor facilities revealed the following;

- Reported ball diamond use by location ranged from 0% to 18% among telephone survey respondents, and from 1% to 15% among online survey participants.
- Soccer field use by location ranged from 0% to 9% among telephone survey respondents and from 2% to 11% in the online survey.
- Tennis/pickleball court use comprised the following proportions: 13% and 8% of online and telephone respondents, respectively, use courts at Martintown Community Centre; 1% and 6% of online and telephone respondents, respectively, use courts at Green Valley Community Centre.

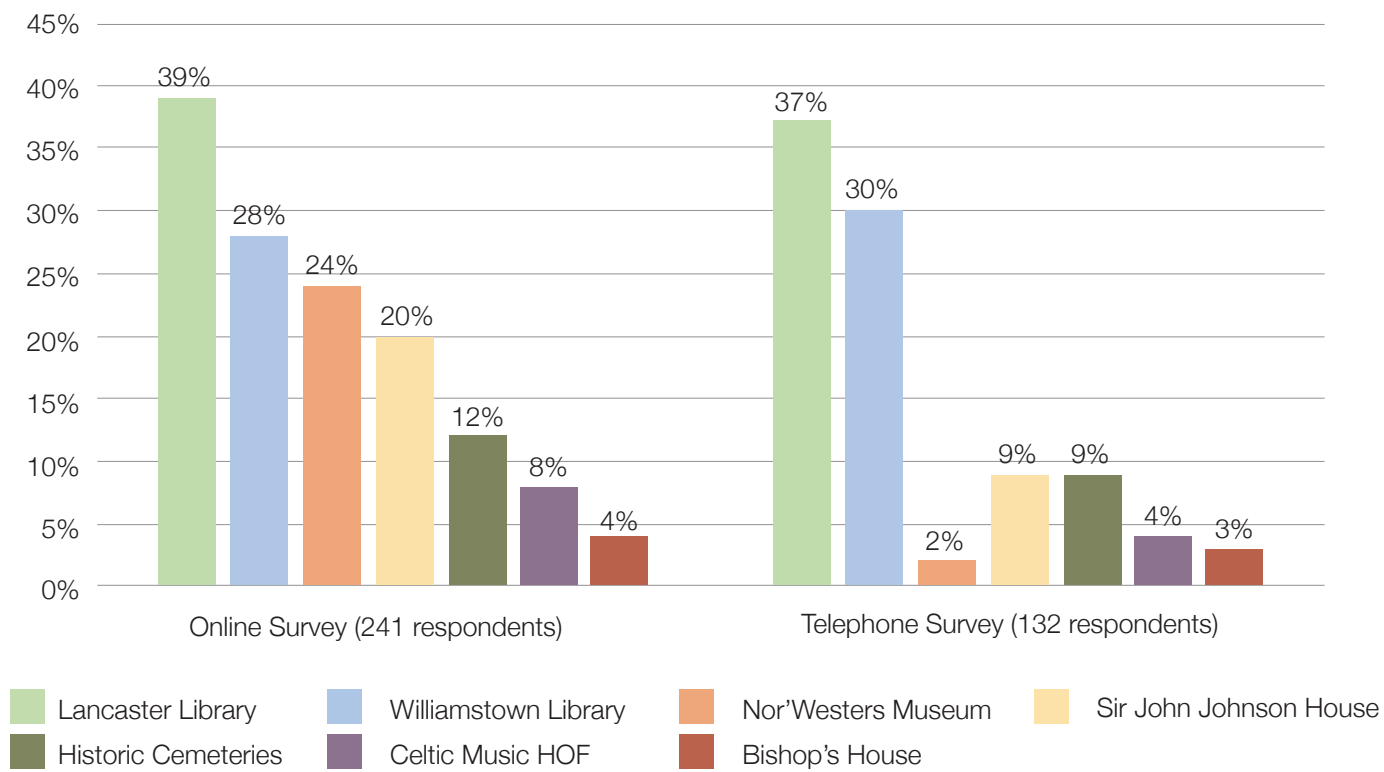


Figure 5-3: Resident Use of Culture and Heritage Facilities

Organizational

Among 13 respondents to relevant questions in the survey, a majority (77% or 10 groups) use Township indoor facilities to run programs/activities or events.

Most frequently used is the Tartan Hall at Char-Lan Recreation Centre (70% or 7 groups), followed by the Char-Lan arena ice pad (40% or 4 groups), Martintown Community Centre (20%/2 groups), and Char-Lan arena floor, Lancaster Library, and Smithfield Community Building (each used by one group). Other indoor community facilities used by individual groups include church halls and the Nor'Westers Museum.

Among 13 respondents to relevant questions in the survey, 39% (5) use Township outdoor facilities or spaces to run programs/activities or events including Char-Lan Minor Soccer, GIAG - EarlyON, Lancaster Optimist Club and Martintown & District Goodtimers.

Other outdoor community facilities used by individual groups include school playing fields and the agricultural fairgrounds, soccer fields, ball diamonds, tennis/pickleball courts, beach volleyball court, basketball courts, skating rinks, play structures, gazebo and open park space.

5.3.3 Township Scheduling

The individual facility assessments below discuss use in more detail. Overall, however, facilities are not optimally used, with most showing moderate to low levels of use in relation to available time in the last full pre-COVID season (2019) and, in 2022 - for those that are now being scheduled again. This does not mean that the programs and activities that currently occupy these spaces are not appropriate to community needs/interests or well suited to the facilities used. It simply means that these spaces could accommodate more programming/use from a capacity perspective. For the most part, therefore, the program development that occurs over the course of the Master Plan will be comfortably accommodated within the existing facility supply. In some instances, however, facility 'fit' may be a concern. At the same time, there is enough variety in available facilities - particularly if non-municipal providers are considered - to meet many program/activity interests in some form.

Regardless of the amount of available time, there are always situations when uses cannot be accommodated due to demand during prime times. There are often groups or individuals interested in using the same facility at the same time and not all can be accommodated. As is typical in many communities, for example, prime time ice is in always in high demand and potential users are turned away due to the inability to schedule their preferred time, which is booked for another use.



Figure 5-4: Char-Lan Recreation Centre Arena

5.4 Facility Needs Assessment

5.4.1 Community Interest

Given the extent and range of supply, use levels, and future program, activity and event interests, additional facility development for scheduled/organized use is not warranted. Moreover, community interest in facility improvements was strongly focused on expanding opportunities for self-directed outdoor recreation in parks and along trails. These facility needs are discussed in Section 6.0.

At the same time, the Township has been considering ways to expand the arena to provide additional amenities, and community interest in these improvements emerged in the consultation. Other infrastructure concerns relate to the structure of the Celtic Music Hall of Fame building.

All user group survey respondents indicated that the indoor and/or outdoor facilities they use are well suited to their current program/activity or event requirements.

Among 13 respondents to the user group survey, the largest proportion (38.5% or five groups) anticipates between 5.1% and 10% growth in participation/attendance in the next five to ten years, followed by 23% (3) that are expecting up to 5% growth. The following three factors were identified most often as the reasons for expected growth:

- interest in our program/event focus: 92% (12 groups)
- programs/ events are socially engaging/fun: 77% (10 groups)
- overall population growth in the area: 54% (7 groups)

Five groups anticipate that growth in their program participation/event attendance will require additional access to facilities in the next five to ten years. Four groups identified their expected facility requirements, as listed in Table 5-5.

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Table 5-5: User Groups Future Facility Access Needs

Facility Type	% (#) of Respondents
meeting space	75% (3)
arena ice	50% (2)
gymnasium	50% (2)
multi-purpose area	50% (2)
storage	50% (2)
arena floor	25% (1)
rectangular playing fields	25% (1)
pickleball courts	25% (1)
kitchen facilities	25% (1)
office space	25% (1)
area suitable for exercise/falls prevention classes for older adults	25% (1)
MCC facility will need a larger floor area	25% (1)

A local resident provided the following suggestions to be investigated as part of future arena expansion plans. Suggestions for consideration included:

- providing a fully equipped upstairs audio/video control room between the ice and the Tartan Hall or the new community room, to serve the ice and the Hall.
- installing a video wall, primarily for minor sports use of the arena, but also for uses such as movie nights, roller skating, corporate or social events, etc. The wall would also be used for paid advertisements and promotions, community announcements, etc.
- providing a skate and helmet lending library and locating battery ‘recycling’ deposit receptacles in the common area.
- improving heating in spectator area

5.4.2 Indoor Recreation Facilities

Char-Lan Recreation Centre (CLRC)

Programming and Use

Tartan Hall

The Char-Lan Recreation Centre includes the Tartan Hall with a capacity of 240 people, and a small meeting/board room. It is the Township's main hall for programming and rentals.

The months of November 2019 and April 2022 were used to represent the most recent (pre-COVID) typical month scheduling/use and the first full month of post-COVID scheduling, respectively. As shown Tables C-1 and C-2 in Appendix C, the hall accommodates a variety of uses, including paid instructor rentals, community volunteer group uses, and community rentals for social events. Non-paying uses include Council meetings, which are now regularly held in the Hall. The Junior B Hockey Club is regularly scheduled for 3.5 hours during home games on Saturday nights. Paid rentals, however, take precedence if they require this time.

Table 5-7 shows the total prime and non-prime time use of the Tartan Hall for November 2019 and April 2022. Opening (available) hours were estimated by bracketing the earliest use start time and the latest end times in November and April. Prime time use comprised hours scheduled for 6 pm and later.

Table 5-6: Use of Char-Lan Tartan Hall November 2019 and April 2022

	November 2019		April 2022	
	Prime time	Non-prime time	Prime time	Non-prime time
total weekly hours available	150	285	180	300
total weekly hours scheduled	53.5	49.5	60.5	59.5
% used weekly	35.7%	17.3%	33.6%	19.8%

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For each month, use in relation to capacity is relatively low, which indicates the potential to accommodate some of the groups reported need for space in the future, as well as new uses that emerge.

Of particular interest, however, is the apparent quick return of use post-COVID, which many commentators predicted would not happen. Moreover, staff in South Glengarry indicated that not all uses have yet restarted. Upcoming months, therefore, may exceed use levels to date. It is noted, however, that current staffing levels are insufficient to accommodate weekend rentals at Tartan Hall in the summer months. Staff must be present at all times, and covering weekend hours would require significant amounts of overtime for the current number of staff.

As noted above, user groups indicated potential need for meeting space. The board room at the Hall - in addition to some of the smaller Township buildings discussed below - can accommodate uses for small group meetings.

The Hall includes a fully equipped kitchen, which offers the potential for uses that are specific to it. A Health Unit certified kitchen can be used for a variety of food and nutrition programs, as well as projects/activities related to communal and/or commercial use of the kitchen. (The kitchen at the Green Valley Community Centre is currently rented for similar purposes).

The Township of North Glengarry is embarking on this type of initiative. Their website notes,

“Now accepting bookings: The Township of North Glengarry has partnered with the Eastern Ontario Health Unit to launch the new “North Glengarry Community Kitchen” pilot project. This initiative will enable food producers to rent time at the North Glengarry Community Kitchen, located at the Maxville & District Sports Complex (25 Fair Street, Maxville) so that they can produce food items for resale. The cost is \$50 per day and food producers are required to have their Food Handlers Certificate and have their recipe validated by the EOHU.”¹

As an agricultural community, the potential to generate revenues from kitchen rentals could be promising and should be investigated by the Township.

1 Source: <https://www.northglengarry.ca/en/things-to-do/community-kitchens-program.aspx>

Arena Ice

The month of November 2019 was used to represent the most recent (pre-COVID) typical month in the scheduling/use of the ice pad. Appendix C (Table C-3) is a visual depiction of the schedule differentiating between prime and non-prime time as follows:

- Prime time totals 67 hours per week (Monday to Friday from 4 p.m. to 11:00 p.m. and 7:00 a.m. to 11:00 p.m. Saturday and Sunday)
- Non-prime time totals 45 hours per week (Monday to Friday from 7:00 a.m. to 4:00 p.m.)

Using these parameters in relation to scheduled use, the total and weekly averages for November and their associated percentages are shown in Table 5-7.

Table 5-7: Use of Char-Lan RC Ice Pad November 2019

	Prime time	Non-prime time	Total
total hours scheduled for the month	224	38.5	262.5
average hours scheduled per week (4 wks)	56	9.6	65.6
available hours per week	67	45	112
average % use per week	83.6%	21.3%	58.6%

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As the figures indicate, prime time is very well used, and non-prime time use is considerably below capacity. While this pattern is typical of municipal arenas, there is much opportunity here to increase the use of non-prime time. Daytime use of the CLRC is currently geared towards free recreational skating for seniors, parent and tot skating, and school program rentals. Given available time, the potential for increased usage for additional school and adult programming should be investigated. As noted in Section 4.0, ice stock sport is a relatively new activity that may be attract participation in South Glengarry if there are volunteers interested in organization. Whether or not it could be scheduled during non-prime time would depend on the availability of those interested in participating.

The general availability of ice time suggests that groups expressing interest in access to more time in upcoming years may be able to be accommodated although evening and weekend rentals will likely continue to be almost fully booked. Users may be able to expand programming if they are able to accommodate times in the late afternoon (4:00 p.m.) for after school rentals or late evening hours that may be open. The ice allocation policy sets out the parameters for priorities related to scheduling, and is used each year to distribute available time among users/uses.

Arena Floor

The month of May 2019 was used to represent the most recent (pre-COVID) typical month in the scheduling/use of the arena floor during ice-out season, which runs from May to mid-August. As shown Table C-4 in Appendix C, the floor accommodates a variety of uses, the bulk of which occur on weekdays. During the months of July and August the Boys and Girls Club summer camp uses the arena floor every day for games. Beyond that, evenings - and particularly weekends - are not as well used.

Opening (available) hours were estimated by bracketing the walking program that starts at 8:30 am and the annual Air Cadet event that ends at 10:00 pm. Available time, therefore, totals 13.5 hours per day, of which 4.0 hours can be considered prime time (6pm +) and 9.5 hours are non-prime. Over the course of the month available hours total 418.5 of which 124 can be considered prime time and 294.5 are non-prime hours. For both blocks of time, use is low relative to capacity:

- Prime time use represents 20% of total for the month (24.25/124)
- Non-prime time use represents 16% of the monthly total (46/294.5)

As noted in Section 4.0, arena floor use has been suspended while construction is underway but will recommence once the work is complete. COVID-related restrictions are also being rolled back, which will allow reactivation of previous uses and new activities to be introduced. As the 2019 information indicates, there is considerable room to increase bookings. The Township's website indicates the floor is used for lacrosse and that the four pickleball courts are dual use as two tennis courts. While these uses are not shown in the May 2019 schedule, there is potential for future activity. Accommodating community demand for programming that is amenable to use of the arena floor will not be difficult, assuming the availability of volunteers to develop/run these initiatives.

Building Expansion

The Township is interested in expanding the Char-Lan Recreation Centre to address the need for more arena changerooms, a larger spectator seating area, additional storage and more circulation/office space. As shown in Figure 5-5, available space on the site is very limited, and adjacent properties comprise active agricultural land to the west and Williamstown Public School to the east. On-site parking is also insufficient at peak demand times.

A potential option to achieving the envisioned expansion is to extend west of the building into the existing parking area. In considering this approach, the Township has been investigating land acquisition but at this point has not been successful. Arena expansion to the east would require access to/acquisition of a portion of the Williamstown Public School property, which is not possible given the location of the school relative to the lot line.

There is considerable investment currently taking place in the arena, including floor, refrigerated pad and dasherboard replacement in 2022. A new dehumidifier is budgeted to be installed and the Township is currently researching potential grant opportunities to invest in the roof infrastructure, which may allow for insulation and structural improvements in addition to installing solar panels. Due to ongoing improvements and potential upgrades, relocating the arena is not being considered at this time. However, if other land and funding opportunities were to materialize to invest in new infrastructure that would suit community needs and address the size of the existing property, which continues to limit the facility's potential, the Township may consider the option to relocate in the future.

Three possible options to expansion were prepared in 2011 by COLE + Associates Architects to address desired improvements. The three options were contained within the boundaries of the property, one of which would require a minor variance. These are outlined in Figure 5-5.

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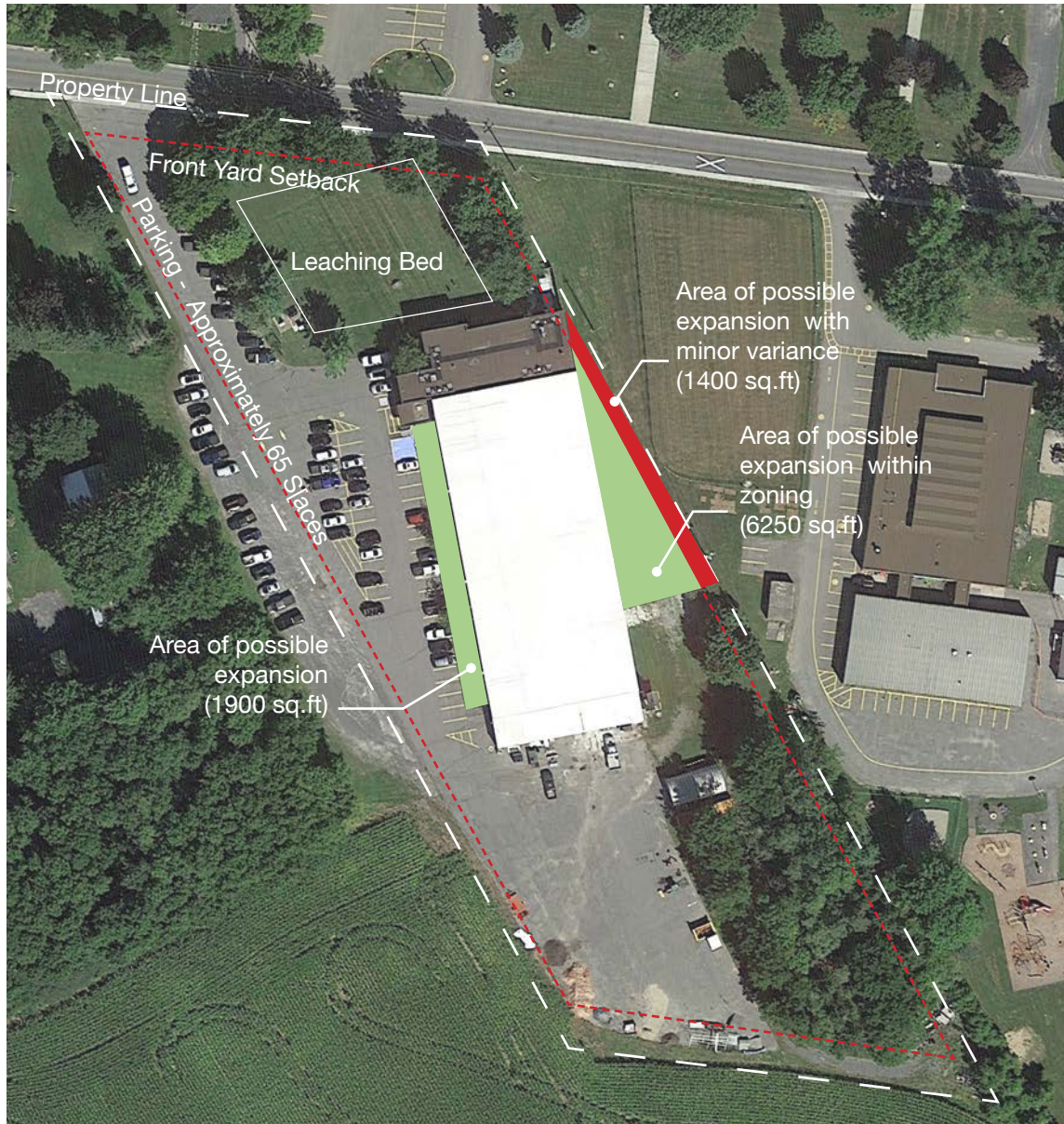


Figure 5-5: Options to Expand the Char-Lan Arena

Details on each of these three options are contained in Appendix C. In 2021, EVB Engineering reviewed and updated previous work on the arena and prepared current cost estimates for the expansion options as well as costs to maintain current service levels. These costs were presented as shown in Table 5-8 and the review concluded that if the Township decides to proceed with an expansion, costs should be updated and confirmed at the time of the project to ensure they reflect current market conditions.

Table 5-8: Updated Expansion Options Cost Estimates as per EVB Engineering (2021)

Description	Option 1	Option 2	Option 3
Additional Area	8,900 sq. ft.	6,650 sq. ft.	5,000 sq. ft.
Renovation Area	4,300 sq. ft.	3,600 sq. ft.	1,600 sq. ft.
Project Cost (2011\$)	\$2,690,000	\$2,060,000	\$1,400,000
Project Cost (2021\$)*	\$3,982,000	\$3,050,000	\$2,072,000
Cost to Maintain Level of Service (2021\$)	\$1,121,880	\$1,121,880	\$1,121,880
Total 2021\$	\$5,103,880	\$4,171,880	\$3,193,880

* based on Non-Residential Consumer Price Index Average of 4% per year; includes a 20% contingency

These options were developed in 2011. The limited space to accommodate a larger building footprint indicates a first step would be to re-confirm what is needed in the way of spaces - in terms of function and size - while considering the following:

- how current design approaches might contribute to dual or multi-uses of space (e.g., gender neutral change rooms/ washrooms) and so reduce the overall space requirements.
- identifying existing spaces that are not used/ are minimally used and could be put to better use in a reconfiguration with their functions/ services being provided in other ways (e.g., eliminate kitchen/concession, introduce vending machines, and contract food vending trucks for major events or utilize Tartan Hall kitchen for tournaments, etc.).

Other possible options that the Township could investigate further to determine the feasibility and cost-benefit of implementing an expansion include:

- Expand the building to the west only within the existing parcel, with the proviso that parking can be relocated to the rear of the building and driveway access to this area can be provided along the east lot line. This would require clearing/relocating all material and storage containers that currently occupy this area and ensuring the ice resurfacer can still be safely operated.
- Expand to the north, towards John St./County Rd. 17 with the proviso that the existing septic beds can, and will, be replaced with a new system that occupies less space and will allow the area needed to extend the building. This could include the possibility of above-ground holding tanks.
- Investigate the potential to reorganize the interior space at the north end of the building and, within the existing footprint, provide additional space. While possibly the least costly option, it may not result in the optimal level of expansion in terms of needed spaces.
- Apply to the County to extend the urban settlement boundary to encompass land needed to accommodate an expanded Community Centre. This is an onerous process and would result in the loss of prime agricultural land, which detracts from this approach as a solution.

Martintown Community Centre

The Martintown Community Centre comprises a Main Hall with a capacity of 120 and a smaller Seniors Room. It is the second largest recreation centre in the Township.

As with the Tartan Hall, the months of November 2019 and April 2022 were used to represent the most recent (pre-COVID) typical month scheduling/use and the first full month of post-COVID scheduling, respectively, for each space.

As shown Tables C-5 and C-6 in Appendix C, the main hall accommodates a variety of uses. Much of the weekday use represents that organized by the Martintown Goodtimers 55+ group.

Table 5-9 shows the total prime and non-prime time use of the Community Centre's Main Hall for November 2019 and April 2022. Opening (available) hours were estimated by bracketing the earliest use start time and the latest end times in November and April. Prime time use comprised hours scheduled for 6 pm and later.

Table 5-9: Use of Martintown CC Main Hall November 2019 and April 2022

	November 2019		April 2022	
	Prime time	Non-prime time	Prime time	Non-prime time
total hours available	150.0	300.0	90.0	300.00
total hours scheduled	64.75	58.5	45.0	74.5
% used	43.1%	19.5%	50%	24.8%

For each month, use in relation to capacity is relatively low. At the same time, total use in April 2022 (119.5 hours) is comparable to that in November of 2019 (123.5 hours) and indicates a good return of use post-COVID. As might be expected, daytime use is more popular for seniors programming. Both days and evenings, however, can accommodate more use. Weekends are particularly underutilized, which are times when rentals are typically better reflected in municipal hall use.

Use of the Martintown Community Centre Seniors Room is generally limited (see Appendix C, Tables C-7 and C-8), especially on weekends. Although post-COVID use is returning, seniors' use alone appears to be insufficient to generate optimal levels of use. It is generally accepted, however, that the use of dedicated facilities is more limited than those that are available to the community at large.

Consultation results indicated some dissatisfaction with the Community Centre in terms of usable space. It was noted that, while generally suitable, the space is very limited and a redesign within the existing footprint is needed to provide a larger floor area. Information on the need for renovating this facility to better accommodate use should be confirmed before the Township commits to making changes.

Local Community Halls and Buildings

These facilities include the Paul Rozon Memorial Park Building, the North Lancaster Optimist Hall, the Jack Danaher Hall, the Green Valley Community Centre and the Smithfield Park Building. All are non-licensed, available for private rentals, and range in capacity from 30 to 80 people.

North Lancaster Hall and Green Valley Community Centre

Green Valley Community Centre and the North Lancaster Optimist Hall are the two larger of these spaces (capacities of 70 and 80, respectively), and both have full kitchens. Until recently, both halls were operated by local volunteer groups. Responsibility for all aspects of management and operations now rests with the Township.

Historically, both halls were active until COVID restrictions were introduced. Staff noted that Green Valley Community Centre was busy with weekend bookings, as well as a few programs that would run throughout the week. These programs were run by Knights of Columbus or other volunteers/organizations (e.g., bingo, Read it Know, meetings, GAIG after school program). The North Lancaster Optimist Hall had several daytime uses (e.g., weekly Optimist breakfast, seniors exercise classes, meetings), as well as private events on weekends.

Appendix C (Tables C-9 and C-10) contains the April 2022 schedules for these spaces, which are now being booked through the Township. Use is currently limited but is expected to increase over time post-COVID. Staff indicated that inquiries about certain uses are increasing (e.g., pickleball, exercise classes, meetings, private events).

Both halls are large enough, with needed amenities, to warrant re-building their function as recreation hubs.

Paul Rozon, Jack Danaher and Smithfield Park

These three buildings are smaller in size - up to 40 people capacity. The Paul Rozon and Jack Danaher buildings have kitchenettes. The Jack Danaher building is in Bainsville and is run by the Bainsville Recreation Committee. The Paul Rozon and Smithfield buildings are managed by the Township and booked through staff. The Lancaster Optimist Club uses the Smithfield building as its base for meetings and events. These three facilities are parks-based and serve both local residents and other users in need of small capacity spaces. The Paul Rozon building, for example, is being used by the Boys and Girls Club while the arena floor is under construction.

These facilities are used for smaller meetings and events and provide washroom access for events booked using the outdoor park facilities/spaces. Although bookings are regular, there is capacity available for additional use.

Summary

South Glengarry's community centres and halls can be viewed as comprising three general 'tiers' of service. The Char-Lan Recreation Centre is the primary recreation hub for the Township, as it includes the arena and the main (Tartan) hall. Secondary hubs include Martintown Community Centre, North Lancaster Optimist Hall and Green Valley Community Centre. Local community buildings include those at Paul Rozon, Jack Danaher and Smithfield Parks. All of these facilities - including the ice pad and arena floor - can accommodate additional use and will provide the spaces for future program/activity development. To some extent, additional use may emerge simply due to the removal of COVID restrictions. For most of the facilities that are being scheduled again, levels of use are already approaching those of the most recent full pre-COVID season. Regardless, there will be sufficient time available in existing indoor spaces to accommodate use during the term of the Plan. Weekends, in particular offer potential for additional use. Upgrades to individual facilities may be required to meet use needs but should be based on evidence of demand for proposed changes.

Options to expanding the arena to address facility deficiencies were prepared in 2011 and the need to finalize plans and move forward with this initiative is pending. There may be opportunities to improve on the proposed 2011 space programs, and layout of the expansion. Regardless of the direction taken, costs will need to be updated to reflect current market conditions.

Recommendations

- F1. No additional indoor recreation spaces are required to accommodate needs during the timeframe of the Master Plan.
- F2. Investigate the potential for increased ice use for additional school and adult programming.
- F3. Expand use of existing halls and community buildings, which are amenable to a range of uses that can be accommodated in available times at different locations to support improved distribution and access.
- F4. Focus on rebuilding the use of Green Valley Community Centre and North Lancaster Hall to provide services in these areas of the Township.
- F5. Consult with the Eastern Ontario Health Unit to investigate the potential to use the Tartan Hall kitchen for community programming and food producer rentals.
- F6. Update arena expansion plans and commence with detailed design and construction.
- F7. Verify the need for facility upgrades requested by users with evidence of demand, before the Township commits to implementation.

5.4.3 Outdoor Recreation Facilities

Table 5-10 shows total hours scheduled on fields for soccer in July 2019, which was the last full season prior to COVID.

Sports Fields (Soccer Fields)

The Township has an abundant supply of sports fields that are used exclusively for soccer. In addition to municipal fields, the Township schedules use on 11 school fields and is given priority by the Board for access to these in exchange for conducting field maintenance. Fields are as follows:

Glen Walter: 3 full fields, 2 of which are also used as 4 micro fields; 2 ball diamonds are also used as 4 micro soccer fields

North Lancaster: 1 full field

Smithfield: 1 full field

Char-Lan High School: 7 full fields, of which 3 are also used as micro fields

Williamstown Public School: 4 full fields, of which 2 also used as micro fields

Table 5-10: Sports Field Use July 2019

Location/Name	Field ID for Micro	Hours Used	Age Groups/Users	Comments
Glen Walter Park				
diamond 1	8	4.0	U5 and U6	<ul style="list-style-type: none"> • concurrent use • on all fields • no weekend use
	9	4.0		
diamond 2	6	4.0		
	7	4.0		
south soccer field	4&5	50.0	Seaway Valley Blazers, U5	<ul style="list-style-type: none"> • concurrent use • no weekend use
middle soccer field	10 &11	29.25	Seaway Valley Blazers, U8, soccer training	
north soccer field		15.0	men's and women's	<ul style="list-style-type: none"> • no weekend use
North Lancaster Soccer Field (lit)		20.5	U8, U10, U12, U14, U16, men's, women's	<ul style="list-style-type: none"> • no weekend use
Total municipal		130.75		

Location/Name	Field ID for Micro	Hours Used	Age Groups/Users	Comments
Char-Lan High School (lit fields)				
track field (no. 7)		37.5	U14, U16, U17, U19, Cornwall Soccer, CL soccer, men's, women's	• concurrent use • no weekend use
barn field (no. 6)		14.0	CL soccer, U12, U14	
gym field	5A	14.0		
Williamstown Public School				
field C		13.0	U10, CL Soccer	• concurrent use • no weekend use
field A		15.0		
Total school		93.5		
Total 2019		224.25		

Total use on both municipal and school fields in 2019 was 224.25 hours, of which 58% occurred on Township fields. Although the use of all fields is not directly comparable due to age groups in relation to size, and concurrent use is desirable for some (and especially younger) age groups, it appears that there is a great deal of excess capacity on fields. If the hours of full field use from 2019 are divided by the number of full fields scheduled, the result is an average of 23.1 hours per field for the month (224.25 - 16 hours on ball diamonds at Glen Walter Park/9 full fields). Moreover, the 9 fields used represent about half of total supply.

The July 2022 schedule totals 172 for all fields being used, which consists of 64 and 108 hours on municipal and school fields, respectively. Municipal fields are being used by Little Tikes, Seaway Valley Soccer, Cornwall Soccer, Coyotes U14, and Ladies soccer. School fields are scheduled for use by for CLSMA, GSLM, Cornwall Soccer Little Tikes, Seaway Valley Soccer, Cornwall Soccer, Coyotes U14, and Ladies soccer.

While this level of use represents a relatively strong post-COVID comeback, the majority (62.7%) is on school fields, with a 51% decline in use of Township fields.

While use of municipal fields will likely improve as reactivation continues, there is merit to conducting a review of all sports field scheduling/use to identify opportunities to intensify and consolidate organized activity on municipal fields. Understandably, it is preferable to have many good facilities to choose from across the Township. The home base of user groups, and travel distance between communities also make it a necessary to use fields in various locations. In addition, concurrent use is often related to the focus of demand for weekday evening prime-time. The number of fields relative to use in South Glengarry, however, points to an oversupply. All fields must be maintained to safely accommodate even minimal use and the Township is maintaining both municipal and school fields that are not being optimally scheduled. A better balance between demand (use) and supply will result in cost savings on field maintenance.

Parks & Recreation Master Plan

There are enough fields in the Township so that, even with a reduction in the numbers maintained for organized use, a 'buffer' can be included to ensure fields are not overworked and that future uses for other types of field sports can be allocated equitable shares of prime time on good quality fields.

The Township should establish the costs of delivering the existing supply of sports fields to the community and, in consultation with organized users, investigate the potential to intensify and consolidate use where it is reasonable to do so - especially on municipally owned fields. Estimated cost savings to the community could be demonstrated as part of this exercise.

Ball Diamonds

The Township has eight (8) ball diamonds, but few are used for organized activity. In both July 2019 and July 2022, Paul Rozon Park diamond alone was/is scheduled for 15 and 12 hours, respectively. Martintown Park has one (1) playable diamond that is currently not being used. One (1) diamond at Glen Water Park is used for family events but is not maintained or scheduled. Others have either overgrown and are not used (one each (1) at Glen Walter Park and North Lancaster Park) or are unused scrub diamonds with backstops.

The Paul Rozon and Martintown Parks ball diamonds will likely be sufficient to meet demand over the term of the Plan, given current use levels, and lights to accommodate night use. While it is likely prudent to retain a diamond to serve each quadrant of the Township - at least in terms of the space required to refurbish if needed in future for organized use, if warranted by participation levels - others could be repurposed to provide park-based amenities, as discussed in Section 6.0.

The Township has a total of 11 courts, of which five (5) are dual pickleball/tennis, three (3) are tennis only and three (3) are pickleball only. Courts at Glen Walter Regional Park are lit. Court facilities are not scheduled by the Township and are used by volunteer groups (e.g., Martintown Goodtimers) for organized activities or are used for casual, self-directed activity.

There is limited information on the use of these courts. In order to establish requirements for investment in existing infrastructure (e.g., new nets, resurfacing, etc.) and/or to confirm the need to add to supply, the use of courts should be monitored over time. This is part of general planning and evaluation processes that are discussed further in Section 7.0.

If community-based organizations develop in the future around either or both of these sports, the Township should consider the merits of designated facilities for each of tennis and pickleball or designating time for each on dual purpose facilities (e.g., each activity is allocated half of available time per week with an equal split between prime and non-prime days/times.) Accommodating both organized tennis and pickleball at one location would likely be best met with lit facilities to extend overall usable time.

Tennis/Pickleball Courts

Volleyball Courts

For the most part, the four (4) volleyball courts in the Township are maintained for casual play. There are two (2) in Glen Walter Park, and one (1) each in Smithfield Park and Jack Danaher Park. The Bainsville Recreation Committee maintains the latter of the two single courts.

The Township indicated that there were plans pre-COVID to start an adult league at the Glen Walter and Smithfield courts but they were stalled due to the shut-down. The community consultation results indicated that there is a community-based league that uses the Smithfield court all summer and into October - for both recreational and competitive volleyball. Users are interested in having lights installed for night play to align with a later start (7pm) in a farming community.

The Township should consult with the league to learn more about their program and plans and how they might align with the municipality's interest in growing the sport, and to determine the need to light a court for night play upon confirmation of demand.

Summary and Recommendations

South Glengarry is extremely well supplied with sports (soccer) fields, with levels of use suggesting an excess in relation to need. There are very few playable ball diamonds but the demand for them does not appear to exist, although retaining a number of diamonds to accommodate possible future growth is prudent. There also appears to be potential for the municipality to work with and support a community-based volleyball league to grow the sport.

Recommendations

- F8. Conduct a review of all sports field scheduling/use to establish the costs of delivering the existing supply of fields to the community and, in consultation with organized users, investigate the potential to intensify and consolidate where it is reasonable to do so - especially on municipally owned fields.
- F9. The Paul Rozon and Martintown Parks ball diamonds will likely be sufficient to meet demand over the term of the Plan, given current use levels.
- F10. Retain a diamond to serve each quadrant of the Township - at least in terms of the space required to refurbish if warranted by future levels of organized participation/use – and consider repurposing others to provide park-based amenities.
- F11. Monitor tennis and pickleball to confirm use to establish need for future investment in supply.
- F12. Consult with Smithfield Park-based volleyball league to confirm demand for a lit court. Consider this option if and when potential funding opportunities become available.

5.4.4 Culture and Heritage Facilities

As noted above in Table 5.3, the Glengarry, Nor'Westers & Loyalist Museum and the Glengarry Celtic Music Hall of Fame are Township-owned properties. Both are important contributors to the built and cultural programming aspects of local heritage. Each of these facilities is discussed below.

Glengarry, Nor'Westers & Loyalist Museum

The museum building is designated historic. It is...

...a two-story Georgian-style brick structure that was the former schoolhouse in Williamstown built in 1862 on a plot of land donated by Sir John Johnson. The school ran until 1962 and many of the bricks on the front first story have been etched with the names of past students. Also, present on the grounds are the original outhouses which can be found on the north end of the property as well as the museum community garden that is tended to by local summer camp children and volunteers.¹

¹ <https://www.southglengarry.com/en/play-and-discover/history-and-historical-attractions.aspx#>

The building requires upgrades, which are prioritized and budgeted annually. The Township consults with the staff each year to determine what is needed. The windows are in line for upgrading. As a designated historic building, all improvements must comply with legislated requirements. A study should be conducted to confirm and assist in budgeting needed upgrades.

Celtic Music Hall of Fame

The building requires repairs to the structure on the riverfront side, and the interior lighting needs to be upgraded. The building is not AODA accessible. A comprehensive study should be prepared to itemize and cost these - and other needed infrastructure improvements. A schedule for completion to distribute the costs of the work over a reasonable number of years should be prepared and incorporated in the Township's Asset Management Plan.

Recommendations

- F13. Prepare a comprehensive study on needed infrastructure upgrades to Glengarry, Nor'Westers & Loyalist Museum and a schedule for budgeting and completion.
- F14. Prepare a comprehensive study on needed infrastructure upgrades to the Glengarry Celtic Music Hall of Fame and a schedule for budgeting and completion.



6.0 Parks and Trails

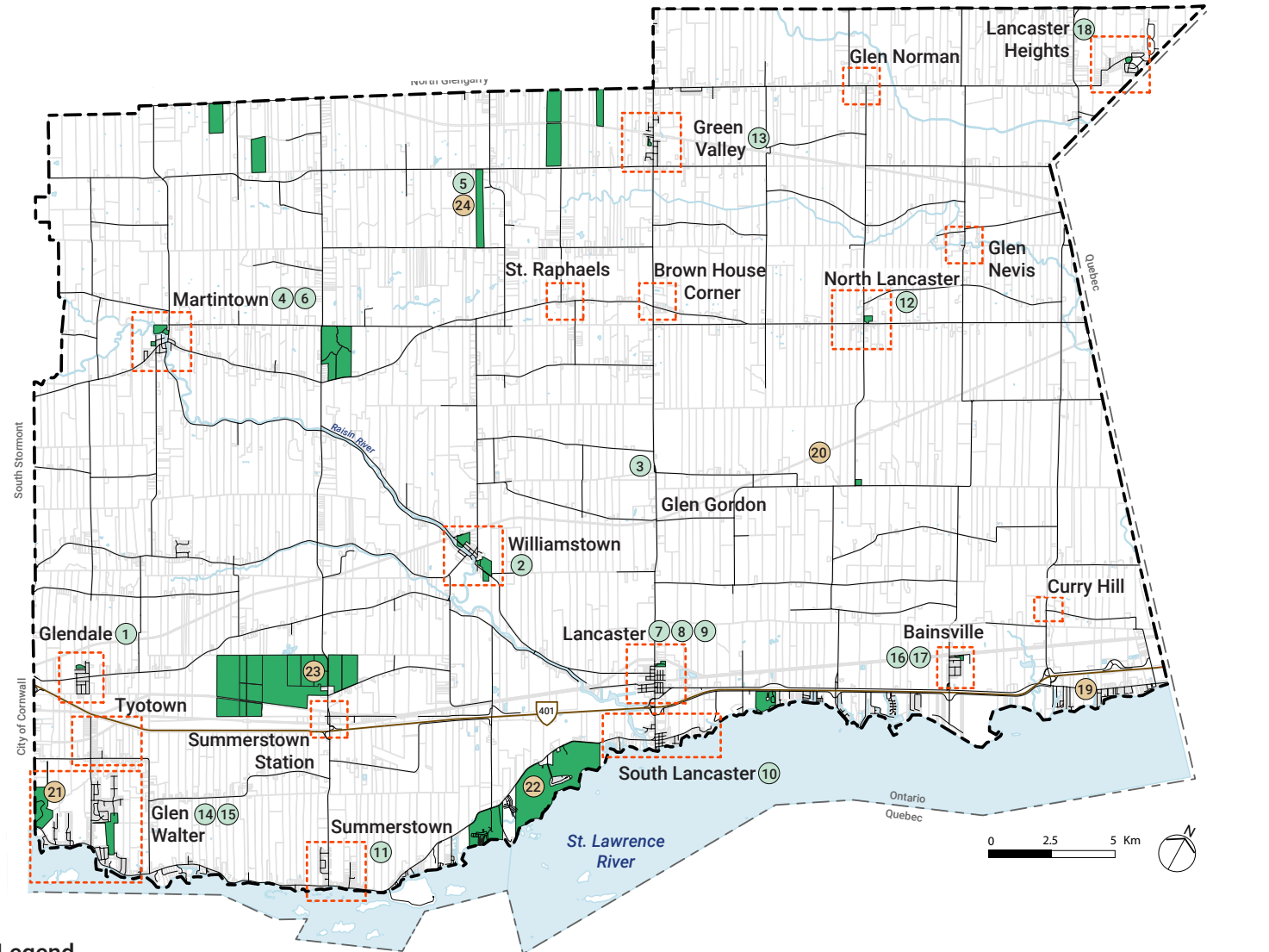
6.1 Parks

This section comprises an assessment of Township park needs based on current municipal supply, those of other providers that complement existing Township assets, community interest and trends in park development and use.

6.1.1 Overview of Supply

The Township of South Glengarry has 17 municipal parks. The location of these parks, and trails in the Township is shown in Figure 6-1. Three of these parks are generally undeveloped except for some signage and a wharf structure (Cairnview Park, Summerstown Wharf and Glen Walter Waterfront Park). A potential new park in Summerstown Estates is not included in the current inventory.

Parks & Recreation Master Plan



Legend

Township Boundary	Trails	Ball Field	Picnic Shelter	Splash Pad	Small Craft Launch
Provincial Border	Roads	Sports Field	Ice Rink & Change Shack	Passive Green Space	Restroom Access
Settlement Area	Highway 401	Tennis/Pickleball Court	Basketball Court	Pond	
Parks, Forests & Conservation Areas	Parcels	Volleyball Court	Skate Park	Docks	
		Trails/Path Loop	Playground	Riverfront Parkland	

Municipal Park Names and Amenities

- Empey-Poirier
- Paul Rozon Memorial Park
- Glen Gordon Park (Pines Park)
- Martintown Community Park
- Charlottenburg Managed Forest
- Kenneth Barton Senior Park
- Smithfield Park
- Library Park
- Cairnview Park
- South Lancaster Wharf
- Summerstown Wharf

- North Lancaster Optimist Park
- Green Valley Community Park
- Glen Walter Regional Park
- Glen Walter Waterfront Park
- Jack Danaher Park
- Women's Institute Park
- Bernie McDonnell Park

Trail Names

- The St. Lawrence Recreational Path
- The Peanut Line
- Gray's Creek Conservation Area Trails
- Cooper Marsh Conservation Area Trails
- Summerstown Trails
- Charlottenburgh Managed Forest Trail

Figure 6-1: South Glengarry Parks and Trails

The outdoor facilities and park amenities for Township parks are summarized by settlement area in Table 6-1. As discussed in Section 5.0, Township-owned outdoor facilities used for organized and/or casual group activity include ball diamonds, sports fields, volleyball courts, and tennis and pickleball courts. Park amenities for self-directed casual use include playgrounds, ice rinks, and a splash pad, many of which have been developed and/or are operated in partnership with local community groups.

While there are no Township owned beaches in South Glengarry, people swim at the South Lancaster Wharf where there are floating docks, and a small craft launch to improve water access.

Table 6-1: Amenities and Facilities in Township Parks

			Outdoor Facilities							Park Amenities											
	Name	Size (hectares)	ball diamond	sports field	tennis court	volleyball court	pickleball court	trails/path loop	picnic shelter	ice rink	change shack	basketball court	skate park	playground	splash pad	passive green space	pond	docks	riverfront parkland	small craft launch	restroom
Williamstown	Empey-Poirier	1.9	1							1*	1	1*		1		1					
	Paul Rozon Memorial Park	1.17	1							1*	1	1*		1	1	1					1
	Total Williamstown	3.07	2							2	2	2		2	1	3					1
Martintown	Martintown Community Park	1.42	1		1*		2*			1**	1	1**		1		1					
	Kenneth Barton Senior Park	1.9						1								1		1	1	1	1
	Total Martintown	3.32	1		1		2	2		1	1	1		1		2		1	1	1	1
Lancaster	Glen Gordon Park (Pines Park)	0.40														1					
	Smithfield Park	2.95		1		1			1	1	1			1		1					1
	Library Park	0.12														1					1
	Total Lancaster	3.47		1		1			1	1	1			1		2					2

Parks & Recreation Master Plan

			Outdoor Facilities					Park Amenities													
	Name	Size (hectares)	ball diamond	sports field	tennis court	volleyball court	pickleball court	trails/path loop	picnic shelter	ice rink	change shack	basketball court	skate park	playground	splash pad	passive green space	pond	docks	riverfront parkland	small craft launch	restroom
South Lancaster	Cairnview Park	1.82														1			1		
	South Lancaster Wharf	0.2																1		1	
	Total South Lancaster	1.82														1		1	1	1	
Summers Town	Summerstown Wharf	0.06																1			
	Total Summerstown	0.06																1			
North Lancaster	North Lancaster Optimist Park	2.51	1	1						1	1			1		1					1
	Total North Lancaster	2.51	1	1						1	1			1		1					1
Green Valley	Green Valley Community Park	1.17	1	1	1*		1*			1	1	1*		1		1					
	Total Green Valley	1.17	1	1	1		1			1	1	1		1		1					
Glen Walter	Glen Walter Regional Park	23.6	3	5	3	1	3	1	1			1		1		1					1
	Glen Walter Waterfront Park	0.14														1			1		
	Total Glen Walter	23.74	3	5	3	1	3	1	1			1		1		2			1		1
Bainsville	Jack Danaher Park	1.44				1				1*	1			1		1					1
	Women’s Institute Park	0.56														1					
	Total Bainsville	2				1				1	1			1		2					1
Lancaster Heights	Bernie McDonnell Park	2.14														1	1				
	Total Lancaster Heights	2.14														1	1				
	Total Township	43.3	8	8	5	3	7	3	2	8	8	5	1	8	1	14	1	2	3	1	8

Note: * or ** indicates that amenities/facilities accommodate more than one use. For instance, the Martintown Community Park has one court that combines tennis and pickleball as indicated with a single asterisk (*) beside each number. The Martintown Community Park also has a court that combines basketball and the ice rink as indicated with the double asterisk (**) beside each number. Restroom access at the Library, Ken Barton, Smithfield, North Lancaster, Green Valley, and Jack Danaher Parks comes with building rental only.

Additional parkland and outdoor facilities are provided by the Raisin Region Conservation Authority, the SDG Counties, not-for-profits, and private owners (campgrounds). Twenty-one (21) non-municipal parks and green spaces were inventoried, including several campgrounds, school grounds, and County forests. There are four (4) non-municipal parks with beaches, two of which (Glengarry Park and Charlottenburg Park) can be visited for day-use.

Table 6-2: Amenities and Facilities at Non-Municipal Parks and Green Spaces in South Glengarry

				Outdoor Facilities							Park Amenities											
	Name	Ownership	Size (hectares)	ball diamond	sports field	volleyball court	beach volleyball	basketball court	tennis court	track	playground	picnic shelter	garden	pool	pond	docks	riverfront parkland	beach	boat launch	campsites	boardwalk	trails (km)
Williamstown	Williamstown Public School	Upper Canada Public School Board	3.48	1	4						2		1									
	Iona Academy	Catholic District School Board of Eastern Ontario	5.30		2						2											
	Char-Lan District High School	Upper Canada Public School Board	11.0		7				1				1									
	Summerstown Forest	SDG Counties, MNR	443.0																			40
	SDG County Forest -Compartment #5 & #6	SDG Counties	73.00																			
	Williamstown Fairgrounds	St. Lawrence Valley Agricultural Society	9.91														1					
	Total Williamstown		545.69	1	12					1	4		2				1					
Martintown	SDG County Forest -Compartment #33	SDG Counties	31.6																			
	SDG County Forest -Compartment #34	SDG Counties	36.98																			
	Sandfield MacDonald Forest	SDG Counties	112.02																			yes*
	Total Martintown		180.6																			

Note: * indicates trails exist but extent of system was unavailable.

Parks & Recreation Master Plan

Table 6-2: Amenities and Facilities at Non-Municipal Parks and Green Spaces in South Glengarry (cont'd)

				Outdoor Facilities							Park Amenities											
	Name	Ownership	Size (hectares)	ball diamond	sports field	volleyball court	beach volleyball	basketball court	tennis court	track	playground	picnic shelter	garden	pool	pond	docks	riverfront parkland	beach	boat launch	campsites	boardwalk	trails (km)
Lancaster	Glengarry Park	St. Lawrence Parks Commission	25.0		1						2	1				1		1		183		
	Lancaster Park	Private	18.21		1						1	1			1	1		1	1	508		yes
	Total Lancaster		43.21		2						3	2			1	2		2	1	691		
Summerstown	Cooper Marsh Conservation Area	Raisin Region CA	264.0									1	1				1				1	11.5
	Charlottenburgh Park	Raisin Region CA	94.97				1				1	1				1	1	1	1	208	1	yes
	Cameron's Point Family Camp Site	Private	12.01								1			1	1	1		1	1	175		
	T&I Campground	Private	26.99					1	1					1		1			1	yes		
	Total Summerstown		397.97				1	1	1		2	2	1	2	1	3	2	2	3	383	2	11.5
North Lancaster	École élémentaire catholique de l'Ange-Gardien	Conseil scolaire de district catholique de l'Est ontarien	4.69		2						2											
	Total North Lancaster		4.69		2						2											
Green Valley	Frog Hollow Forest	SDG Counties	81.02																			yes
	SDG County Forest - Compartment #62	SDG Counties	18.0																			
	Total Green Valley		99.02																			
Glen Walter	Gray's Creek CA	Raisin Region CA	43.01			1										1			1		1	6.5
	Copeland Park (in Gray's CA)	Raisin Region CA	8.01		2						1	1										
	Total Glen Water		51.02																			
Bainsville	Maplewood Acres RV Park	Private	10.80								1	1		1						98		
	Total Bainsville		10.80								1	1		1						98		
	Total Non-Municipal		1,333	1	19	1	1	1	1	1	13	6	3	3	2	6	3	4	5	1,172	3	58

6.1.2 Parks Classification System

Classification

A parks classification system encourages an appropriate supply of parks in the Township by outlining for each park type: a description, potential facilities, features and/or amenities, and the number of hectares that are currently provided relative to population size. The Township of South Glengarry currently does not have an established parks classification system. Table 6-3 proposes a parks classification system that organizes the current inventory of Township owned parks into four functional categories: Active Parks, Waterfront Parks or Waterfront Access, Natural or Passive Parks, and Trails.

At minimum, all Township Parks should provide greenspace, seating, shade and tree cover and include a park sign identifying the name of the park. Waste receptacles should be provided at all active parks. For the other three park categories, whether to provide waste receptacles can be decided on a park-by-park basis. For some parks, a pack-in and pack-out approach may be preferred, depending on the user group and how often trash cans can be emptied.

Table 6-3: Proposed Municipal Parks Classification System

	Description	Current Provision	Examples of Design, Facility and Program Considerations	Parks in this Category
Active Park	<p>A park with facilities and amenities that support active recreation – ideally for all ages year-round</p> <p>Should be located near residential areas</p> <p>May share a site with a community hall or recreation centre</p> <p>Generally 1.2 ha in size or greater</p>	<p>35.4 ha</p> <p>2.7 ha per 1,000 people</p>	<ul style="list-style-type: none"> • mix of manicured, natural and hardscape • can include sports fields/ ball diamonds fit for league play, ice rinks, skating loops, play structures, exercise equipment, skateboard parks, splash pads • supplementary features can include passive space, trails, gardens, lighting, and seating • has washroom access and parking • at a minimum parks should have: a waste receptacle, park sign, seating (picnic table and/or bench), a piece of play equipment (small playground or swing set), open lawn space for informal sports and games and trees 	<p>Glen Walter Regional Park</p> <p>Empey-Poirier Park</p> <p>Paul Rozon Memorial Park</p> <p>Martintown Community Park</p> <p>Smithfield Park</p> <p>North Lancaster Optimist Park</p> <p>Green Valley Community Park</p> <p>Jack Danaher Park</p> <p>Summerstown Estates Park (undeveloped)</p>

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	Description	Current Provision	Examples of Design, Facility and Program Considerations	Parks in this Category
Waterfront Park or Waterfront Access	<p>A park or municipally owned access point like a wharf or small piece of land, located on the waterfront</p> <p>Should support typical waterfront uses such as boating, swimming and fishing</p> <p>Size varies</p>	<p>4.1 ha</p> <p>0.3 ha / 1,000 people</p>	<ul style="list-style-type: none"> • mix of manicured, natural and hardscape • waterfront amenities can include docks, boardwalks, picnic areas, small craft launch, boat launch, small craft rentals or storage areas, paths with trees and seating • should include washroom access and parking if feasible • can include supplementary active features such as playgrounds, trails, horseshoe, bocce ball, or beach volleyball • waterfront parks should have a vegetative buffer to provide habitat value and slope stabilization wherever feasible 	<p>Kenneth Barton Senior Park</p> <p>Cairnview Park (undeveloped)</p> <p>Glen Walter Waterfront Park (undeveloped)</p> <p>South Lancaster Wharf</p> <p>Summerstown Wharf</p>
Natural or Passive Park	<p>A park for activities/ functions such as nature appreciation, picnics, ceremonies, gardening or beautification. May be used for active uses such as walking, running, or group outdoor fitness such as tia chi or yoga</p> <p>Size varies</p>	<p>3.2 ha</p> <p>0.24 ha/ 1,000 people</p>	<ul style="list-style-type: none"> • can be manicured with gardens and open lawn space or have natural or naturalized vegetation cover • can include features such as pathways, seating, picnic areas, trash cans, lookouts, bridges, habitat enhancement features, public art, interpretive signage or monuments 	<p>Bernie McDonnell Park</p> <p>Library Park</p> <p>Glen Gordon Park</p> <p>Women's Institute Park</p>
Trails	<p>Includes unpaved hiking trails, paved multi-use trails, as well as on street cycling facilities</p> <p>Can be located throughout the Township</p>	NA	<ul style="list-style-type: none"> • design based on targeted trail uses • amenities may include wayfinding signage, benches, lighting and trailheads with parking, bike racks, bike repair stations, washrooms, and mapping 	<p>Peanut Line Trail</p>

Parks Supply and Distribution

Most settlement areas are supplied with at least two or three parks as demonstrated on the South Glengarry Parks and Trails map (Figure 6-1). However, there are several settlement areas in the Township that are not served by developed municipal parks. Most are very rural hamlets. Residential properties in these hamlets tend to be located along county or concession roads and have large lots. Table 6-4 lists settlement areas not served by municipal parks and for each identifies: the nearest Township park, the nearest non-municipal park and whether park development is recommended for the area.

Of all areas, Summerstown Station is furthest from a Township park with the closest one being 10.1 kilometres away. However, one of the most popular non-municipal parks in the Township, Summerstown Forest, is only 1.1 kilometres from Summerstown Station. Of the more populated settlement areas, Summerstown and South Lancaster have the least public green space. South Lancaster is better served with both a Township park and a non-municipal park within 3 kilometres.

Park supply and distribution must be considered in South Glengarry's specific context. For example, park provision standards are often generated for growing urban communities, considering the needs of residents in homes in moderate to high density neighbourhoods with little or no private outdoor space. This differs from South Glengarry, where growth is slower, less dense, and many residents have access to more private recreation space (e.g., large lots, waterfront properties). Therefore, the need for public greenspace is not as pressing in South Glengarry from a strict supply perspective. Public green spaces and parks, however, offer residents more than the benefits associated with private outdoor spaces. This includes community-building, by providing a place for people of all ages to come together, recreate, and socialize. For this reason, the Township

should continue to invest in improvements to existing parks to make them accessible and appealing to all residents.

As indicated in Table 6-4, it is recommended that Summerstown Estates Park be developed as an active park to serve the community of Summerstown and that Cairnview Park be developed as a waterfront park to serve the Township as a whole. The Township should also ensure that new residential developments incorporate adequate parkland and that, when possible, new parks are connected by pedestrian trails or pathways to existing parks, trails and amenities, and that consolidating subdivision parkland to create larger parks is considered.

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Table 6-4: Settlements Areas without Township Parks in South Glengarry

Settlement Name	Nearest Township Park	Nearest Non-municipal Park or Green Space	Recommendation
Curry Hill	Jack Danaher Park in Bainsville 4.4 km	Glengarry Park near South Lancaster 10.5 km	Park development is not recommended for Curry Hill at this time.
Glen Nevis	North Lancaster Optimist Park 5.2 km	École Élémentaire Catholique De L'Ange-Gardien in North Lancaster 4.6 km	Park development is not recommended for Glen Nevis at this time.
Glen Norman	Green Valley Community Park 7.5 km	Frog Hollow Forest near Green Valley (SDG County Forest) 10.9 km	Park development is not recommended for Glen Norman at this time.
Brown House Corner	Green Valley Community Park 4.9 km	Iona Academy Catholic School in St. Raphaels 2.8 km	Park development is not recommended for Brown House Corner at this time.
Tyotown	Glen Walter Regional Park 2.2 km	Gray's Creek Conservation Area in Glen Walter 3.6 km	Park development is not recommended for Tyotown at this time.
Summerstown Station	Empey-Poirier Park in Glendale 10.1 km	Summerstown Forest near Summerstown Station 1.2 km	Park development is not recommended for Summerstown Station at this time.
Sandywood Estates	Empey-Poirier Park in Glendale 6.9 km	Summerstown Forest near Summerstown Station 7.7 km	Sandywood Estates is a subdivision with very large lots. Park development is not recommended for Sandywood Estates at this time.

Settlement Name	Nearest Township Park	Nearest Non-municipal Park or Green Space	Recommendation
Summerstown	<p>Glen Walter Waterfront Park 6.7 km</p> <p>Note: Summerstown has a municipal wharf that has been classified as a parkette, however this wharf does not provide any park amenities and does not have space available for park amenities</p>	<p>Charlottenburgh Park near Summerstown 5.6 km</p>	Develop Summerstown Estates Park as an active park to serve the community.
South Lancaster	<p>Smithfield Park in Lancaster 2.4 km</p> <p>Note: South Lancaster has a municipal wharf that has been classified as a Waterfront Park/Waterfront Access. This wharf is well used by the community. Public greenspace, however, is lacking in South Lancaster.</p>	<p>Cooper's Marsh Conservation Area near South Lancaster 2.6 km</p>	Develop Cairnview Park as a waterfront park to serve the whole Township.

6.2 Trails

6.2.1 Overview of Supply

The Township has many kilometres of trails within its boundaries, which are owned and/or operated by the Township, Raisin Region Conservation Authority, the County and not-for-profit organizations. Table 6-5 is an inventory of trails in the Township. The location of these trails is shown in Figure 6-1.

Of the six trails/trail areas inventoried, one (The Peanut Line) is owned and managed by the Township, and one (segment of the Great Lakes Waterfront Trail) is owned and maintained by SDG Counties and managed by a not-for-profit. The following further describes these two trails and the opportunities and constraints they present.

6.2.2 The Peanut Line

The Peanut Line is a 31.8-kilometre rail trail that runs from the east to west boundaries of the municipality and presents significant opportunity for multi-use trail-based recreation in South Glengarry. This former Canadian Pacific railbed was purchased by the Township in 2009 with the intention of developing a Trail Master Plan to guide its design, management, and maintenance. The trail offers residents a variety of outdoor recreational opportunities, including motorized sports, walking, jogging, cross country skiing, equestrian, etc. The Trail is well used by the Glendaler's Winter Sports Club for snowmobile and ATV recreation.

Amenities along the Trail are minimal. As reported during the trails focus group, the Peanut Line currently lacks seating, lighting, trash receptacles, parking, washrooms and warming stations. There is a trailhead with route signage at the western entrance at Boundary Road. Blue post and paddle signs mark each road intersection and list permitted uses for the segment.

The landscape surrounding the trail is farmland with some pockets of wooded areas. Currently the trail has no direct connection to Township parkland, although it passes through the fairgrounds in Williamstown and passes very close to Empey-Poirier Park in Glendale. Trail access points are located not far from the Summerstown Forest Trails (2.6-km along County Rd 27) and the community of North Lancaster (3-km along County Rd 26). Improved connections to communities and recreation areas are needed.

In general, the western portion of the trail between Boundary Road and Williamstown is in better condition. This portion has granular surfacing, a wider trail width and more canopy cover than the eastern portion (Williamstown to the Quebec border). In the eastern portion the Peanut Line runs directly through several farm fields. In this section, the trail is narrow, bumpy, and unsurfaced.

6.2.3 The Great Lakes Waterfront Trail

The Great Lakes Waterfront Trail is a signed route connecting 155 communities and First Nations along the Canadian shore of the Great Lakes region. Most of this trail network is paved with both off-road and on-road sections. On-road sections consist of quiet residential streets, local roads, rural highways and, in a few places, Provincial Highways. For the Lake Ontario to St. Lawrence River section of The Great Lakes Waterfront Trail, about 30% is off-road. The South Glengarry segment is a 34.8 km “designated” paved shoulder along County Road 2 and the South Service Road. There is also a small segment of paved off-road multi-use trail that connects the eastern edge of Cornwall to Gray’s Creek Conservation Area. At eastern end of the South Glengarry segment the trail connects to La Route Verte, Quebec’s network of bicycle routes. At this spot, there is a rest area with a gazebo and signage that marks the eastern most point of The Great Lakes Waterfront Trail.

As for community connections, the trail passes through South Glengarry’s waterfront settlement areas: Glen Walter, Summerstown, and South Lancaster. Connections to Township parks include Glen Waterfront Park (passes by) and Glen Walter Regional Park (500m from the trail). The Waterfront Trail passes by several non-municipal campgrounds, and natural areas.

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Table 6-5: Trails in South Glengarry

Name	Distance (km)	Number of Trails	Surface	Uses	Location	Management	Extent	Notes
Great Lakes Waterfront Trail	21	1	paved shoulder	cycling	along County Road 2	The Great Lakes Waterfront Trail	regional	
The Peanut Line	31.8	1	cruhsed limestone	walking, cross-country skiing, snowshoeing, ATV, snowmobile	spans South Glengarry from east to west	Township of South Glengarry	local	<ul style="list-style-type: none"> not all activities are permitted on all sections of the trail users must defer to signage posted, includes 93 hectares of right of way
Gray's Creek CA Trails	6.5	4	natural surface and boardwalk	biking, walking, snowshoeing, cross-country skiing	Glen Walter	The Raisin Region Conservation Authority	local	<ul style="list-style-type: none"> snowshoe rentals available
Cooper Marsh CA Trails	11.5	3	natural surface and boardwalk	walking, shoeshoeing, crosscountry skiing, wildlife viewing, bird watching	Summerstown	The Raisin Region Conservation Authority	local	<ul style="list-style-type: none"> visitor centre open weekends, educational tour bicycles, dogs and motorized vehicles are prohibited
Summerstown Trails	40	many loops	natural surface and groomed snow	cross-country skiing, snowshoeing, fat biking, hiking, mountain biking.	Williamstown	The Friends of the Summerstown Trails	local	<ul style="list-style-type: none"> rentals available for skis, snowshoes and fat bikes
Charlottenburgh Managed Forest Trail	4	1	natural surface with some wooden technical trail features	hiking, mountain biking	Martintown	Township of South Glengarry	local	
Total Trails (km)	123							

6.3 Community Interest

6.3.1 Park Use

Regarding use of parks and open space areas, online survey respondents most often reported using Glen Walter Regional Park (38.1% or 93 respondents) followed by “I/we do not use any of these parks” (36.5% or 89 respondents). In the telephone survey, the most frequent response was Glen Walter Waterfront Park (62% or 82 respondents), followed by “I/we do not use any of these parks” (22% or 29 respondents).

6.3.2 Trail Use

The online household survey and the telephone survey produced different results regarding trail use in the Township.

Among 260 respondents to the online household survey, a majority (84% or 217) indicated they use trails in South Glengarry, 14% (37) do not, and 2% (6) are uncertain (Figure 6-2). However, among the 200 respondents to the phone survey, a slight majority (52% or 104 respondents) indicated they do not use trails in South Glengarry, and 48% indicated they use trails (Figure 6-3).

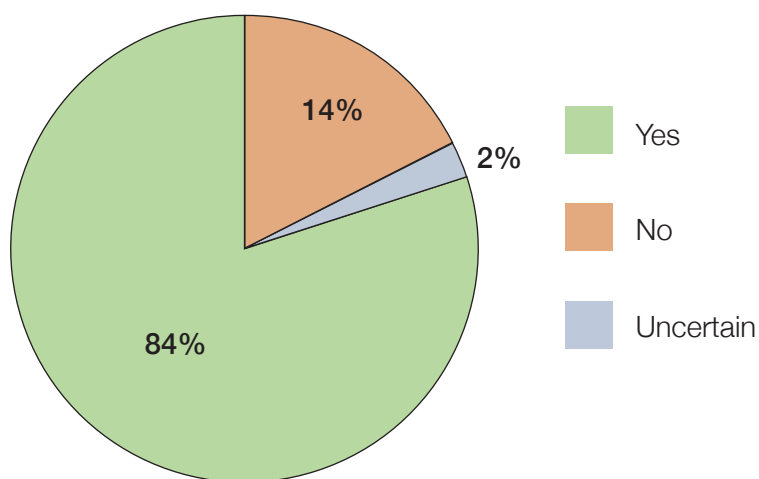
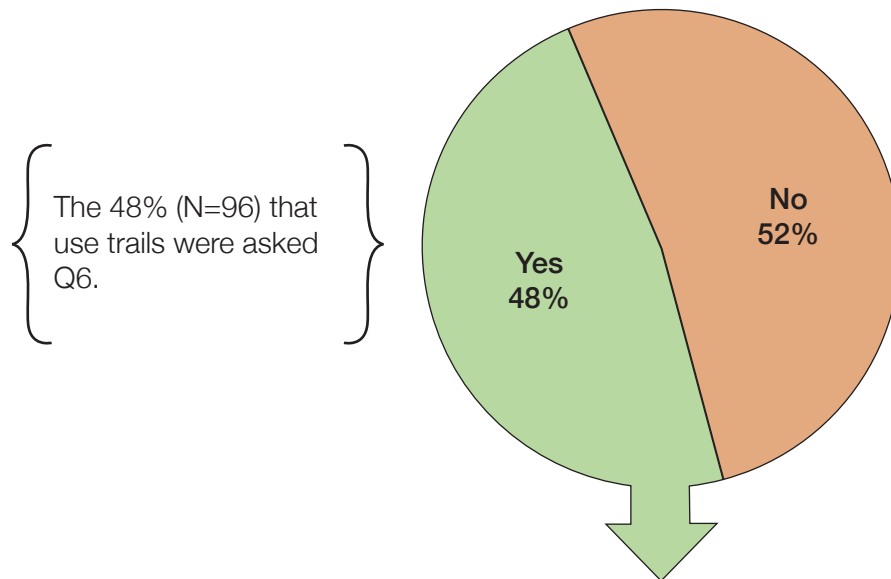


Figure 6-2: Use of Trails from the Online Household Survey

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All N=200 respondents were asked if they or others in their household use trails in the Township. The 48% (N=96) users were asked a follow-up question about what trails are frequented and how they are used.

Do you or others in your household use trails in the Township of Glengarry?



Which of the following trails are used by you or others in your household and how do you use them? (please select all that apply)

Q6a. Peanut Line - Boundary Rd. to Williamstown

walking/dog walking	31%
do not use	23%
cross-country skiing	14%
running/snowshoeing	11%
cycling/biking	9%
ATVing	3%
snowmobile	3%
dirt biking	3%
horse riding	2%

Q6b. Peanut Line - Williamstown to Quebec

walking/dog walking	33%
do not use	16%
cross-country skiing	15%
running/snowshoeing	13%
cycling/biking	13%
ATVing	4%
snowmobile	3%
dirtbiking	3%
horse riding	1%

Q6c. Glen Walter Park Trail/ Path

walking/dog walking	39%
do not use	38%
running/snowshoeing	13%
cross-country skiing	4%
cycling/biking	4%
horse riding	3%

Q6e. Summerstown Trails

do not use	57%
walking/dog walking	16%
cross-country skiing	14%
cycling/biking	7%
running/snowshoeing	6%

Q6e. Waterfront Trail

do not use	41%
walking/dog walking	31%
cycling/biking	16%
running/snowshoeing	9%
cross-country skiing	3%

Figure 6-3: Use of Trails from the Telephone Survey

Both the online household survey and the telephone survey indicate that walking/dog walking is the top use of trails in South Glengarry. Regarding which trails are most used, among 212 online survey respondents, the most frequently selected was Summerstown Trails (85% or 181 respondents) and the Peanut Line - Boundary Rd. to Williamstown (59% or 125 respondents).

6.3.3 Park Needs

The online household survey and the telephone survey produced different results regarding opinions on needed parks improvements.

When asked whether respondents thought that parks in South Glengarry require improvements, a majority of online survey respondents (56% or 141) indicated Township parks require improvements, 16% (39) noted they do not, and 28% (69) are uncertain (Figure 6-4). Of the 56% indicating improvements are needed, the top three selected improvements were:

- Washrooms and water fountains - 63.7% (86)
- More shade, seating, lighting, etc. - 55.6% (75)
- Water play features - 46.7% (63)

In the telephone survey, a smaller percentage of respondents think Township parks require improvements (28% or 57 respondents). Just under half (48% or 95 respondents) indicated improvements are not needed and 24% (48) are uncertain (Figure 6-5). Of the 28% reporting the need for improvements, responses were split across the 16 park improvement options. The top three selected improvements were:

- Washrooms and water fountains - 13% (7)
- Increased maintenance/clean up - 13% (7)
- Food/wildlife gardens - 9% (5)

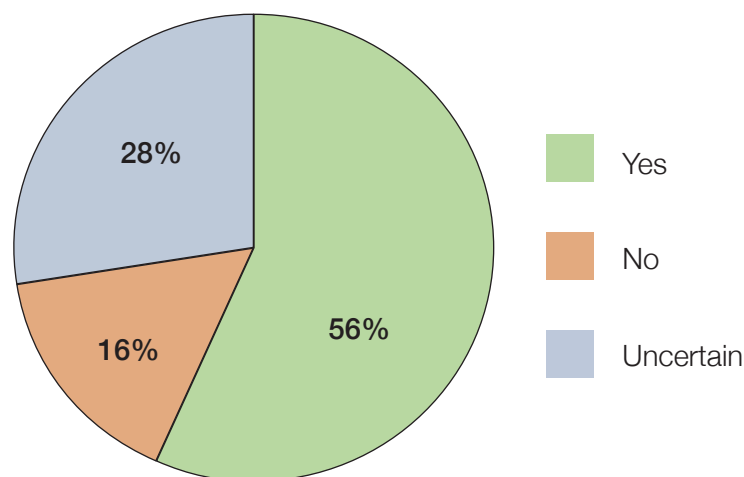


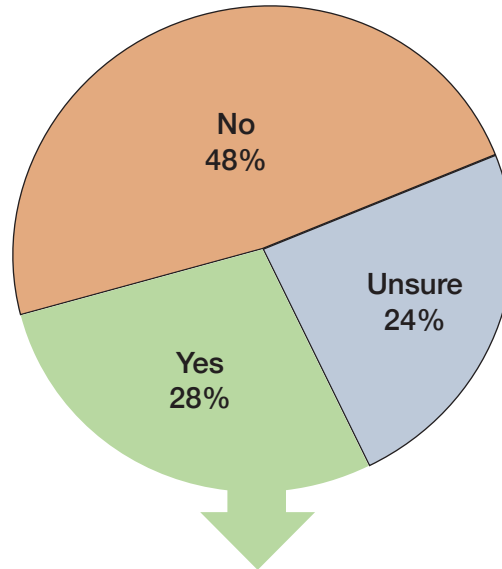
Figure 6-4: Improvements to Township Parks Needed- Online Household Survey

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A question about improvements required for Township Parks was asked to all N=200 residents. Those that said yes (28%, N=57) were then asked two follow-up questions. The first asked residents to name the types of improvements needed and the second to identify three parks in need of upgrades.

Do you think Township Parks need improvements?

The 28% (N=57) that said Parks need improvements were asked the question below.



What types of improvements do you think are needed to Township parks? (please select all that apply)

increased maintenance/clean up	13%	water play features	5%
washrooms and water fountains	13%	multi-purpose play courts	4%
food/wildlife gardens	9%	gym/fitness stations	5%
new/improved play equipment	8%	concrete pads for wheel sports	3%
better playing fields	8%	covered areas for markets, picnics, etc	3%
more shade, seating, lighting, etc.	7%	more walking paths to within/parks	4%
improved access to water for swimming boating	7%	dog park	2%
beautification	7%	AODA accessibility improvements	2%

Please list up to three parks that you think are in most need of improvements.

Of the N=57 asked, there were N=79 responses. The percentage of cases or the number of times each one was mentioned follows:

Glen Walter	49%
Green Valley	37%
Martintown	35%
Jack Danaher	16%
Paul Rozon	14%
North Lancaster	14%
Empey-Poirier	11%
Smithfield	5%

Figure 6-5: Improvements to Township Parks Needed – Telephone Survey

Eleven interviews and five focus groups took place between December 2021 and March 2022 as part of consultation. The following is a sample of key points relating to parks and green spaces from these sessions.

Needs and improvements for parks suggested during the stakeholder interviews include:

- develop a parks classification system to help determine what is needed or appropriate to provide in specific types of parks
- develop a dog park in South Glengarry
- provide more parking
- improve park accessibility standards

Needs and improvements for parks and the waterfront suggested during the focus groups include:

- develop a publicly available information portal that outlines the locations of all parks, trails and other open spaces and their respective amenities
- improve washroom access at parks/add more washrooms to parks
- address overcrowding at public docks and boat launches – overcrowding is an issue as there are not many public boat launches in South Glengarry
- develop Cairnview Park and provide amenities such as parking, more trees for shade, more seating, equipment rentals for water activities (e.g., kayaks, canoes, etc.), and washrooms (e.g., eco-friendly washrooms).

6.3.4 Trail Needs

In both the online household survey and the telephone survey, less than 50% of respondents indicated the Peanut Line needs improvements.

When asked if online household survey respondents thought the Peanut Line needs improvements, (32% or 79 respondents) indicated improvements are needed, 22% (54) indicated they are not needed and 46% (115) were uncertain (Figure 6-6). Of the 32% reporting need for improvements, the top three selected improvements were:

- better trail maintenance - 63.3% (50)
- more/improved trail heads - 57% (45)
- links to Summerstown/Waterfront Trails - 54.4% (43)

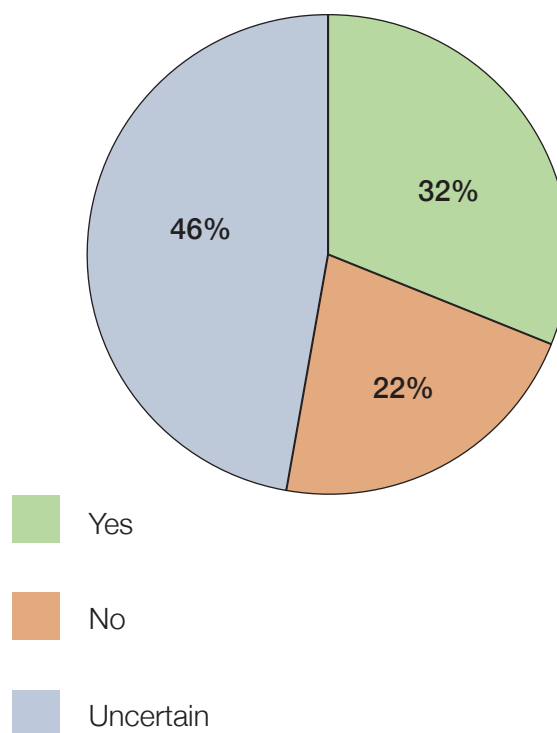


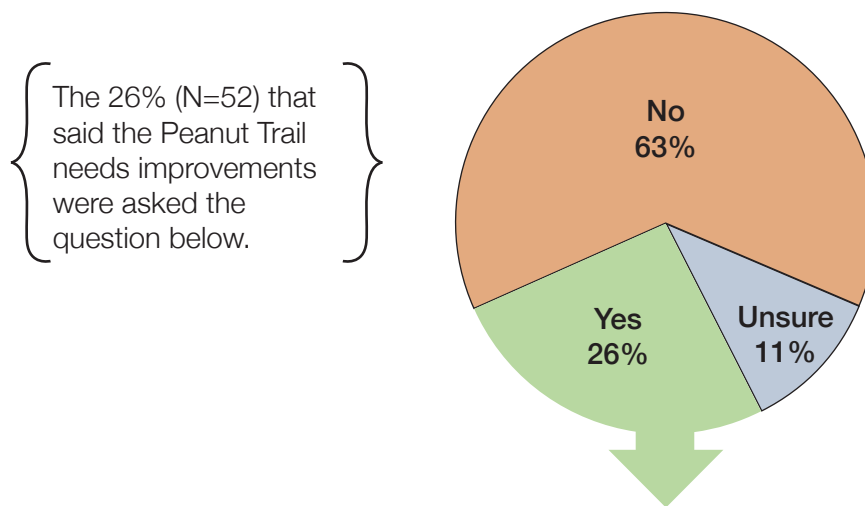
Figure 6-6: Improvements to Peanut Line Needed - Online Household Survey

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In the telephone survey, among 200 respondents 26% indicated that the Peanut Line needs improvements (Figure 6-7).

All respondents (N=200) were asked if they thought the Peanut Line Trail needs improvement. The 26% or N=52 that said yes were questioned about the improvements they think are needed.

Do you think the Peanut Line Trail needs improvements?



What types of improvements do you think are needed to the Peanut Line? (please select all that apply)

better trail maintenance	28%
more patrols/monitoring	22%
amenities along trail (e.g., washrooms, benches, picnic spots, bike repair stations)	19%
signage and wayfinding along trail	8%
better separation of motorized and non-motorized uses	6%
more/improved trail heads (e.g. parking, trail maps/details, washrooms)	6%
links to Summerstown/Waterfront Trails	5%
educational/stewardship initiatives	4%
better AODA accessible segments	3%

Figure 6-7: Improvements to Peanut Line Needed – Telephone Survey

The following is a sample of key points relating to trails from the interviews and focus groups.

Needs and improvements regarding trails suggested during the stakeholder interviews include:

- further develop the Peanut Line with more signage and better surfacing
- improve connectivity throughout South Glengarry by developing the trail network
- address issues related to the intersection of the Peanut Line through farmers' fields (i.e., trespassing and encroachment issues)

Needs and improvements suggested during the focus groups include:

- improve the Peanut Line for all its users and increase connectivity between communities
- upgrade the Peanut Line with trail amenities including more signage, rest stops with seating, more trees for shade, and more trail heads
- provide off-road trails for cyclists to safely use (e.g., Lancaster)

Summerstown Trails

The Summerstown Trails is a popular trail and nature area located just north of Summerstown Station in South Glengarry. The trail area is used year-round for running, hiking, mountain biking, fat biking, cross-country skiing and snowshoeing. The trails are built, maintained, and operated by The Friends of the Summerstown Trails Inc. (FOTST) which is a community-based non-profit. The Summerstown Forest, which the trails are within, is made up of several County forest components and partially managed by the Ministry of Natural Resources (MNR).

While the Summerstown Trails is not owned or operated by the Township of South Glengarry it is well used by many residents. Recommendations for the management of Summerstown Trails is beyond the scope of this Master Plan. However, a significant concern was raised during the trails focus group concerning hunting in the Summerstown Forest, as summarized below:

Several attendees of the trails focus group would like to see a hunting ban at Summerstown Forest. Members of the FOTST fear that someone or someone's dog will be accidentally shot while using the trails. The focus of concern is a two-week hunting period during November. During this time hunters are active in the Summerstown Forest while the trails are being heavily used by hikers and dog-walkers.

If a hunting ban is to be imposed, it will need to be addressed at the County level with the involvement of the MNR.

6.4 Guiding Principle: Environmentally Focused Parks and Trails

6.4.1 Stewardship

It was apparent from consultations with the community that environmental health is highly valued, and preserving the natural assets of South Glengarry is a priority. Trails and natural areas are some of the best used outdoor spaces in South Glengarry. In the online survey, 85% (181 of 212) indicated using Summerstown Trails, which are part of the Township's largest publicly accessible natural space, Summerstown Forest. Comments from focus groups and from the project's consultation website often focused on nature and the environment (see Figure 6-8).

The following environmental concerns were voiced during the consultation:

- lack of tree canopy cover in the Township
- use of motorized vehicles within provincially significant wetlands
- wildlife disturbance along the Peanut Line due to motorized vehicle use at night
- excessive removal of, and damage to, trees and shrubs along the Peanut Line
- lack of environmental policy from the Township
- loss of tree canopy cover at Glen Gordon Park

Many communities face concerns over balancing increased outdoor activity with environmental protection. This is challenging to manage in South Glengarry where only a few natural areas and waterfront spaces are owned by the Township. However, the way in which the Township develops and manages the development of the Peanut Line and Cairnview Park can set a precedent about how environmental needs are, and should continue to be, integrated in parks and trail projects.

"...as development has occurred and increased along South Glengarry shorelines it is glaring (sic) apparent the immense, life giving "ribbon of life" habitat that has been lost by human encroachment. Sadly South Glengarry has no policy in place requiring people to respect and live in harmony with our shorelines, fish, pollinators and wildlife."

In reference to Cairnview Park:

"Please make this a sustainable, shoreline using Watersheds Canada guidelines for sustainable shorelines!"

"It is imperative that when undertaking any project we work with respect for the health of humans, wildlife, and water health. All life is interconnected. The health or sickness of one, has effect on the other."

Figure 6-8: Comments from Master Plan Consultation on Environmental Priorities

6.4.2 Managed Naturalization

Many parks in South Glengarry contain significant areas of mown grass that is not used for active or passive recreation purposes. Turf areas require significant resources for regular maintenance and provide minimal ecological benefit. Replacing some turf areas with other more diverse types of planting would provide a range of ecological benefits as well as reduce the cost and maintenance burden associated with turf grass. During the spring and summer months, significant staff resources are allocated to grass mowing. In addition to direct costs, already limited staff are precluded from undertaking other important tasks.

Naturalization is the process of allowing natural plant growth to occur, while managing that growth - typically by removing/limiting non-native and invasive species and planting and encouraging the growth of desired native species. Naturalization is an important strategy for improving ecosystem health and, in turn, building climate change resilience.

Naturalization, for all its benefits, comes with two main challenges. First, some residents interpret naturalized landscapes as messy and unkempt, leading them to complain and lobby the Township to remove them. Second, contrary to perceptions, in the early stages of plant growth, naturalized spaces can require more maintenance and specialized knowledge than mown lawns, increasing demand on already stretched staff resources. However, within a couple of years, naturalized spaces should require less maintenance and resources than mowed areas.

Municipalities are often caught in the middle as they attempt to moderate between residents who dislike naturalization in parks and residents who want more naturalization for its environmental benefits. Joan Iverson Nassauer is a landscape architect in the field of ecological design, who has studied this problem extensively. The following inset is from a journal article by Nassauer:

“Novel landscape designs that improve ecological quality may not be appreciated or maintained if recognizable landscape language that communicates human intention is not part of the landscape. Similarly, ecologically valuable remnant landscapes may not be protected or maintained if the human intention to care for the landscape is not apparent. Landscape language that communicates human intention, particularly intention to care for the landscape, offers a powerful vocabulary for design to improve ecological quality. Ecological function is not readily recognizable to those who are not educated to look for it. Furthermore, the appearance of many indigenous ecosystems and wildlife habitats violates cultural norms for the neat appearance of landscapes.”¹

1 Nassauer, J. I. 1995. Messy ecosystems, orderly frames. *Landscape Journal*. 14(2): pp. 161-170.

A key direction from that paper that can support efforts in naturalization is to implement “cues to care” – actions that increase the intentionality of naturalized spaces so that it is obvious that the treatment is deliberate, and that someone is caring for and grooming it. Some of these ‘cues’ or grooming practices include:

- Bold patterns/clean lines: While naturalized areas will naturally drift and change over time, the initial plantings should be laid out and confined to clear patterns or lines. This will help slowly introduce the idea to residents who request neat gardens.
- Bird feeders and pollinator gardens: Bird feeders and plants for pollinators (e.g., butterfly and bee gardens) communicate the intention of the place (a place for nature), and reinforce that it is not abandoned or neglected. Also, encouraging birds could

increase wildlife sightings and appreciation by residents.

- Borders: Borders have the quick ability to make any collection of plants look neater, and can be made by fences, plantings, shrubs, or by mowing around the edges.
- Signage: Educational signage describing the plants and/or process in the naturalized area may also help increase community understanding and, therefore, acceptance. Signage should also encourage visitors to stay out of the area, to avoid trampling plants and exposure to ticks.

The Township should implement some of these practices in future naturalized areas to increase resident support and acceptance. Potential sites for naturalization should be chosen in consultation with the community, and certain parks are suggested in the next section on park-specific recommendations. Consultation is an opportunity to educate about naturalization and develop a design plan that pleases residents. A naturalized garden, border or section could be added to almost any park if the resources are available.

6.5 General Parks and Trails Recommendations

6.5.1 Accessibility

Parks need to be upgraded over time to continue to address the need for accessible and safe paths of travel, connections, and entrances to on-site buildings (e.g., washrooms, change rooms), and other amenities. Infrastructure must meet AODA requirements regarding seating (benches and picnic tables), playground equipment, playground safety surfaces, and pavement surfaces/paths of travel (including tactile warning strips, handrails, and ramps).

Priority should be given to improvements to parks based on public/user safety and accessibility as per the Canadian Standards Association's requirements (CSA), Accessibility for Ontarians with Disabilities Act (AODA) requirements. This includes but is not limited to:

- Playground safety (protective fall surfaces and CSA approved equipment)
- Accessible routes through parks
- Seating (location and configuration)
- Wayfinding and user information

The Township is in the process of making accessibility upgrades to parks as part of ongoing maintenance and upgrades. The Township should also provide at least one accessible water access point.

Recommendation

PT1. Continue to make required accessibility upgrades to parks (including playground safety, routes and wayfinding, seating, shade and bicycle parking) as part of ongoing maintenance and upgrades.

6.5.2 Signage and Wayfinding

As a general rule, signage should be provided along major routes, at parks, heritage sites, trails, and facility entrances, and throughout the sites as needed. Signs should be AODA compliant. Aside from increasing awareness and user experience, signage contributes to building the community's sense of place when consistent, unique signs are used throughout the municipality. The Township should develop a consistent sign design for parks, trails, wharfs, facilities and heritage sites.

A signage and wayfinding strategy should be developed which outlines a hierarchy of signs, content, where they should be located, graphic standards (fonts, colours, icons, etc.), materials, and installation details. The strategy should be developed in consultation with stakeholders where the signs will interface with other jurisdictions, landowners, and public authorities to ensure a coordinated approach.

The strategy should:

- provide the location, hierarchy and graphic design/style for all trail signage including but not limited to directional signs, trail markers and trailhead signage.
- prioritize road highway signs for destinations such as heritage sites and natural spaces.
- include a trail map for both digital and print media, and for installation at trailheads, to be regularly updated and revised to reflect improvements to the trail network as the Master Plan is implemented.
- include road and highway directional signs to allow easy navigation to local and regional destinations.
- incorporate the Township's logo and branding.

Once the strategy is in place, signs would be fabricated and installed in a phased approach and as part of separate projects and initiatives. This could include but is not limited to parks, trails, and boat launch improvements, trailheads, and other municipal infrastructure improvement projects.

Recommendation

PT2. Develop and implement Township-branded signage and wayfinding at Township parks, trails, facilities, heritage sites, natural spaces, and main arterials.

6.5.3 Parks and Trails Tree Strategy

Healthy, diverse and resilient forested areas are a significant public asset. Many parks and segments of trails in South Glengarry lack tree cover. In 2022 the Township adopted a “Tree Canopy and Natural Vegetation Policy” with the objective to reduce the loss of tree coverage in South Glengarry and to protect and increase tree coverage. The policy includes sixteen priority items including:

Priority Item #3 -Increase tree planting on Township-owned land, especially within public parks where possible.

A strategy is needed to guide the management of trees in parks and along trails in South Glengarry. The Parks and Trails Tree Strategy should act to protect, maintain, and expand tree coverage within Township-owned land. The strategy should address the following:

- protocols and standards for tree pruning, tree injury, tree protection and tree removal
- potential threats to trees such as lawn trimmer damage, gypsy moth defoliation or construction damage and associated mitigation tactics
- recommended tree species based on functions (street tree, shade tree, naturalization, riverbank stabilization, etc.)
- tree planting best practices
- stewardship and community engagement programming
- tree planting targets and timelines for completion
- existing relevant partnerships and potential partnership opportunities

Recommendation

PT3. Develop a Parks and Trails Tree Strategy to guide the management of trees in parks and along trails in South Glengarry.

6.6 Park Specific Recommendations

This section discusses recommendations for specific Township parks. If a park is not included in this section, specific changes to that park are not recommended during the term of this Plan. The general park considerations discussed above apply to all parks, including those not discussed here. Individual parks are discussed by type, in terms of existing amenities, new amenities and standard park upgrades, which include:

- tree planting and naturalized planting
- additional seating and picnic tables
- new/ upgraded paths
- lighting
- connections to adjacent existing/future trail networks
- wayfinding/ interpretive signage

The discussion is organized according to the recommended parks classification system. Park specific recommendations are not provided for the following Township parks:

- Glen Gordon Park
- Library Park
- Summerstown Wharf
- Women's Institute Park

6.6.1 Active Parks

Empey-Poirier Park

Empey-Poirier Park is a small active park located in Glendale. It serves the Glendale subdivision and is the closest Township park for residents of Sandywood Estates and Summerstown Station. Comments from the community consultation suggest there are many children in the neighbourhood who use the park.

The park features a lit ice rink, change shack, ball field, play equipment and passive green space. The ice rink is used as a basketball court in the summer. It is the only Township park located near the Peanut Line. Standard park upgrades and minor park improvements are recommended for this park.

Existing Amenities

Playground: The existing play equipment and surfacing is in poor condition. Both should be replaced in the short term of this Plan. Benches and/or picnic tables should be provided near the play area and shade trees should be planted to provide shade over seating and play areas. Retaining shade near play areas should be prioritized. Existing trees in this area should be retained and protected during construction unless hazardous or in poor condition.

Ball Field: The ball field is overgrown with grass and weeds. Better ball fields are located 8

kilometres away in Glen Walter Regional Park. The Township should consider removing the ball field and providing a new park amenity in its place. This new amenity doesn't necessarily need to be positioned where the ball field is located. Community consultation regarding replacing the ball field should occur in the long term of this Plan.

New Amenities

Pathway Loop: An accessible pathway loop running along the perimeter of the park should be developed. Using the large open space behind the playground, a 300 to 400 metre loop can be formed depending on the desired offset from the creek and property line. The pathway should facilitate activities such as walking, rollerblading and scootering. It should provide a safe and pleasant space for young children learning to bike and for people using wheelchairs, walkers and strollers etc. Shade trees should be planted along the extent of the path and benches and/or picnic tables should be provided.

Standard Upgrades

Naturalization: The majority of the park is open lawn which requires extensive lawn maintenance and creates a lack of shade on-site. Introducing naturalized borders or naturalized pockets will reduce maintenance costs in the long term and provide added interest and biodiversity to the park.

Accessible Pathway Connections: Pathways should connect the accessible parking spot, ice rink, change shack (if feasible) new playground, seating areas and proposed perimeter loop.

Recommendations

- PT4. Replace play equipment and playground surfacing at Empey-Poirier Park. Provide seating and shade trees.
- PT5. Consider removing the ball field at Empey-Poirier Park and providing a new park amenity if there is a community need.
- PT6. Consider implementing a pathway loop at Empey-Poirier Park with seating and shade trees, if there is community interest, and funding opportunities become available. Connect facilities/amenities with accessible paths.
- PT7. Implement naturalization throughout areas of Empey-Poirier Park.

Paul Rozon Memorial Park

Paul Rozon Memorial Park is a small active park located in Williamstown. It mainly serves Williamstown but also attracts residents from outside the community because it has the only splash pad in the Township.

The park features a lit ice rink, change shack, lit ball field, play equipment, splash pad, mature trees and passive green space. The ice rink is used as a basketball court in the summer. Public washrooms are available in the park building. Recent upgrades to this park include improved wheelchair accessibility to the park building and entrance deck and a paved pathway connecting to the ice rink. Standard park upgrades and minor park improvements are recommended for this park. No upgrades are currently needed to the existing amenities.

Standard Upgrades

Accessible Pathway Connections: In addition to the pathway to the ice rink, additional pathways would support improved connections.

Paved Parking Lot: An accessible parking spot should be located near the park building. The existing trees along the parking lot should be retained and protected during parking lot construction.

Shade and Seating: Additional shade and seating is needed.

Recommendations

- PT8. Consider implementing a paved parking lot at Paul Rozon Memorial Park with an accessible parking spot and accessible paths to park facilities/amenities if funding opportunities become available
- PT9. Provide more shaded areas at Paul Rozon Memorial Park with trees or shade structures.

Martintown Community Park

Martintown Community Park is an active park. It mainly serves Martintown but likely attracts residents from outside the community because it has a tennis/pickleball court and a new playground.

The park features an ice rink, change shack, ball field, junior and senior play equipment, and a tennis/pickleball court. The ice rink is used as a basketball court in the summer. The park has skateboard ramps, but they are not set up for use. Recent upgrades to this park include new accessible play structures and new pathways. Standard park upgrades and minor park improvements are recommended for this park.

Existing Amenities

Skate Park: The existing skateboard equipment at Martintown Community Park should be inspected as per safety standards and removed if necessary.

In replacing the existing equipment now or in the future to meet need for a skateboard park, the Township should consider providing a pop-up facility as a feasible and movable option. The following paved areas could be considered for hosting the pop-up:

- Martintown Community Park ice rink pad
- Martintown Community Park parking lot (if paved)
- Martintown Community Centre parking lot (if paved)
- A temporarily closed off section of Nine Mile Road (which borders the park)

Pop-up park site selection should be based on pavement quality and safety. Flat and smooth concrete or asphalt is needed.

The first day of the pop-up park could include a small fun fair with music and refreshments. If well-advertised, the pop-up park would be a fun

and simple way to create interest in the sport and to gauge the degree of use a permanent skate park could anticipate.

Standard Upgrades

Playground Seating: The playground lacks seating. At least one accessible bench or picnic table should be provided for caregivers to sit and watch over their children.

Tree Planting: Shade trees should be planted where space permits. There is currently space for tree planting along the south edge of the ball field. Large growing shade trees should be planted 6 to 8 metres apart.

Accessible Pathway Connections: Accessible pathways are needed to connect the park entrance, playground, ice rink, tennis court and any accessible seating.

Recommendations

PT10. The existing skateboard equipment at Martintown Community Park should be inspected as per safety standards and removed if necessary. If the need for a skateboard park should arise, the Township could consider providing a pop-up skate park.

PT11. Provide seating (benches/picnic tables/armour stone, etc.) near the playground at Martintown Community Park including at least one accessible bench or picnic table. Installation of accessible seating can be coupled with pathway connection installation.

PT12. Implement accessible pathways at Martintown Community Park to connect amenities in the future if funding opportunities become available.

PT13. Provide more shade at Martintown Community Park with shade trees or structures.

Glen Walter Regional Park

Glen Walter Regional Park is a large active park. It serves Glen Walter and is the closest Township park to residents of Tyotown. With an area of 58.4 acres, it is the largest Township owned park. Along with active features, the park has some passive and natural spaces.

The park features 3 ball fields, 3 sports (soccer) fields, 3 lit tennis/pickleball courts, 1 volleyball court, 1 picnic shelter, 1 basketball court, 1 playground, a 2.1-kilometre trail loop and washrooms. Recent upgrades to this park include new accessible pathways, and a ramp installed for improved access to the picnic shelter. The existing wooden play equipment is scheduled to be replaced with new equipment in summer 2022. Standard park upgrades and minor park improvements are recommended for this park.

New Amenities

Dog Park: There is community interest in a dog park in South Glengarry. There is room for a 2 acre dog park at the north end of Glen Walter Regional Park in place of the grass ball diamond. Before investing in a fully designed and developed dog park, the Township may choose to create a temporary dog off-leash area using deer fencing, t-posts, corrugated plastic signage and a prefab auto-closing gate. If community use warrants further investment, a dog park should be developed in this location and investigate the need to light the pathway leading to the dog park. Refer to Appendix E for dog park design considerations.

Outdoor Rink/ Skating Loop: There is community interest in an outdoor rink at Glen Walter Regional Park. This park has two large areas for parking at the south entrance. It is unlikely that both areas are needed for parking during the winter. The larger parking area could be paved and converted to an ice rink or skating loop during the winter. Skating loops and skating trails have become popular in recent years.

They are better suited for leisure skating than a hockey rink and appeal to a range of skating abilities. Considering that all other outdoor rinks in South Glengarry are hockey rinks, providing a different skating experience may attract users from throughout the Township. At present the Park does not have municipal servicing so water could not be accessed to flood the ice. When servicing is developed, support a community-based initiative to provide facilities.

Splash Pad: There is community interest in a splash pad at Glen Walter Regional Park. A splash pad could be located near the playground, washrooms and shade structure. The feasibility of a splash pad in this area will depend on the provision of municipal servicing, which is currently not available. Should municipal servicing be provided near the playground during the term of this Plan, plans for a splash pad should be implemented.

Standard Upgrades

Paved Parking Lot: An accessible parking spot should be located near the park entrance path. The existing trees along the parking lot should be retained and protected during parking lot construction unless they present a hazard, are in poor condition or cause sightline issues.

Recommendations

PT14. Monitor community interest in a dog park in Glen Walter Regional Park. Consider providing a temporary dog park to gauge use levels. If there is evidence the amenity will be well used, develop a permanent dog park based on community feedback and dog park design guidelines. Investigate the need for lighting along pathway leading to dog park.

PT15. Monitor community interest in an outdoor rink in Glen Walter Regional Park. Support community initiative to make seasonal rinks or skating loops when municipal servicing in the park is developed.

PT16. Consider providing a paved lot and accessible parking at Glen Walter Regional Park and monitor funding opportunities that will support this project.

PT17. Monitor community interest in a splash pad at Glen Walter Regional Park. Design and implement splash pad when municipal servicing becomes available.

Smithfield Park

Smithfield Park is a small active park located in Lancaster. It serves the community of Lancaster and is the closest public greenspace to residents of South Lancaster. It is the second largest Township park in South Glengarry, after Glen Walter Regional Park. It is used as an event space for Canada Day celebrations. The online survey showed that almost one quarter of respondents (22 of 103) think that Smithfield Park is the Township park most in need of improvements.

The park features a lit ice rink, sports (soccer) field, sand volleyball court, play equipment, picnic shelter, passive green space, and mature trees. The ice rink was installed in 2019 in place of an old ball field. Other recent upgrades to this park include new benches and improved ramp access to the picnic shelter. New basketball nets are scheduled for installation in 2022.

Existing Amenities

Volleyball Court: There is community interest in lighting the sand volleyball court. According to the online survey, the Smithfield court is the most used volleyball court in the Township (14 of 30 respondents indicated using it). The purpose of the new lighting would be to extend hours of use into the evenings – which is important for use during the late summer and fall. New lights should be LED and night sky friendly. Solar lighting should be considered, depending on the length of the trench and conduit required to connect the lights to the hydro line. Section 4.0 notes the need to consult with the volleyball league on local activity needs to support investment in the courts.

Playground: The existing playground appears to be in fair condition. The play equipment is wood construction, and the surfacing is rubberized. The playground should be evaluated to verify that it meets safety standards. This playground is best suited for younger children. Incorporating play equipment for both younger

and older children should be prioritized when the playground is next updated.

Standard Upgrades

Paved Driveway Entrance: The driveway entrance to Smithfield Park extends to the very back of the park, dividing the park in half. The length and position of the driveway influences how people move through the park and how new amenities/facilities can be situated within the park. Consider opportunities, demand and options for the Smithfield driveway entrance, and investigate providing a paved driveway if funding opportunities become available. Before considering this work the Township should determine the required functions of the driveway, and the potential to shorten it.

Naturalization: The majority of the park is open or treed lawn space which requires extensive lawn maintenance. Introducing naturalized borders or naturalized pockets will reduce maintenance costs in the long term and provide added interest and biodiversity to the park.

New Amenities

Pathway Loop and Adult Exercise Equipment: An accessible pathway loop running along the perimeter of the park should be developed. Following the perimeter of the park, a loop of about 600 metres can be formed depending on the desired offset from the property line and whether the path is curvilinear or track-shaped. The pathway should facilitate activities such as walking, rollerblading and scootering. It should provide a safe and pleasant space for young children learning to bike and for people using wheelchairs, walkers and strollers etc. Shade trees should be planted along the extent of the path and benches and/or picnic tables should be provided. In addition to the pathway loop, adult exercise equipment should be incorporated in the park. The selected equipment should be geared towards use by senior residents.

Care must be taken around existing trees during pathway installation, especially on the north side of the park where trees are dense. Existing trees in this area should be retained and protected during construction unless they pose a hazard or are in poor condition.

The Township should consult with the Lancaster long-term care residence to plan a wheelchair accessible route from the residence to the pathway loop.

Recommendations

PT18. Discuss opportunities, demand and options for the Smithfield driveway entrance, and investigate providing a paved driveway if funding opportunities become available.

PT19. Implement naturalized borders and/or naturalized pockets at Smithfield Park.

PT20. Implement a pathway loop and adult exercise equipment at Smithfield Park.

North Lancaster Optimist Park

North Lancaster Optimist Park is an active park located in North Lancaster beside the elementary school and the post office. It serves the community of North Lancaster and is the closest Township park to residents of Glen Nevis. It is the third largest Township park in South Glengarry, after Glen Walter Regional Park and Smithfield Park.

The park features a lit ice rink, change shack, lit ball field, sports (soccer) field, sand volleyball court, play equipment and passive green space. The ice rink is used for ball hockey in the summer. Tree cover is severely lacking throughout this park. Recent upgrades to this park include new benches, new basketball nets, improved ramp access to the picnic shelter, and paved pathways connecting the picnic shelter and playground. Plans have begun for the removal of the volleyball court, as it is underused. Replacing the playground has been included in the 2022 budget. The 2021 Updated Facilities Implementation Plan lists no outstanding accessibility upgrades for this park.

The community has expressed interest in adding a shade structure to the park, and fundraising towards this initiative.

Existing Amenities

Playground: The playground equipment and surfacing are old and in need of replacement. A new structure has been selected and is scheduled for installation in the fall of 2022. Shade and seating should be prioritized when installing the new playground.

Volleyball Court: The volleyball court is underused and has become overgrown with grass and weeds. Remove the volleyball court and replace sand surface with topsoil and sod.

Ball Field: It is identified in the facilities section of the master plan that the Township is oversupplied with ball fields. It is recommended that some ball fields be replaced with amenities

better suited to current interests of the community. Should the North Lancaster ball field become underused and overgrown the Township should consider repurposing the space. The possible need to introduce other amenities should be investigated in consultation with the community.

Standard Upgrades

Naturalization and Tree Planting: The majority of the park is open lawn which requires extensive lawn maintenance and creates a lack of shade on-site. Introducing naturalized borders or naturalized pockets will reduce maintenance costs in the long term and provide added interest and biodiversity to the park. Extensive tree planting should be implemented in this park.

Both shade tree planting and naturalized tree planting should be implemented. Typically shade tree planting refers to planting large stock deciduous trees, spaced 6-8 metres apart, near amenities such as playgrounds. Naturalized tree planting refers to planting native saplings in groupings among native shrubs and herbaceous vegetation.

Recommendations

- PT21. The North Lancaster Optimist Park playground is scheduled for replacement in fall 2022. Prioritize shade and seating in its installation.
- PT22. Remove the volleyball court at North Lancaster Optimist Park.
- PT23. Consider removing the ball field at North Lancaster Park if it is no longer required, and investigate other potential park amenities in consultation with the community.
- PT24. Work with community to introduce a shade structure, and implement naturalization and tree planting throughout North Lancaster Park.

Green Valley Community Park

Green Valley Community Park is an active park located between the retirement residence (Valley Garden Retirement Center) and the Catholic church (Église catholique Sainte-Marie-de-l'Assomption). It serves the community of Green Valley and is the closest Township park to residents of Glen Norman and Brown House Corner. Along with Paul Rozon Memorial Park it is the smallest of the active parks in the Township. Unlike Paul Rozon, however, it doesn't have the benefit of bordering a high school green space with sports fields.

The park features a lit ice rink, change shack, a combined sports (soccer) field and ball field, a combined tennis/pickleball/basketball court, fitness equipment, play equipment and passive green space. Washrooms can be accessed in the community hall. Over the last two years the ice rink has not been operational due to a lack of volunteers. Recent upgrades to this park include the addition of an accessible parking spot.

Standard Upgrades

Community Connections: Circulation between the community and the park is prevented in areas due to a chain-link fence that runs along the western and southern perimeter of the park. The Township should consider eliminating sections of fence and creating secondary entrances to the park from the end of Mackinnon Road and from the back parking lot of the Catholic church. If residents of the retirement centre are interested, a tree lined accessible pathway with benches could be developed to connect the centre to the church through the park. This feature could be further developed to include a loop around the park perimeter.

Existing Amenities

Playground: There is community interest in a new playground. The existing playground is about ten years old. The play equipment is in relatively good condition, but the safety surfacing is sand. Playground upgrades or potentially a new playground should be provided in the long term of this Plan. Ideally the playground should include accessible play features and surfacing, junior and senior play features, shade trees, accessible seating, and an accessible pathway connection to the parking lot. In the meantime, shade trees should be planted along the front sidewalk and along the eastern edge of the park facing the back of the retirement residence. This L-shaped layout of shade trees should be offset from the existing playground, to leave space for playground expansion in the future.

Sports Field and Ball Diamond: The combined sports field and ball diamond are underused. The Township should consult with the Green Valley community to determine if a different amenity would be better suited to use of this space.

Recommendations

PT25. Provide secondary entrances to Green Valley Park from the church and the end of Mackinnon Road.

PT26. Upgrade the existing playground at Green Valley Park to make it accessible or replace with a new playground in the long term. Consider tree planting around new structure.

PT27. Consult with the Green Valley community to determine if a different amenity would be better used in place of the combined sport field and ball field at Green Valley Park.

Jack Danaher Park

Jack Danaher Park is a small active park located in Bainsville. It serves the community of Bainsville and is the closest Township park to residents of Curry Hill.

The park features a lit ice rink, change shack, volleyball court, play equipment and passive green space. Washrooms can be accessed through the community hall. Recent changes to this park include improved wheelchair access to the community hall (ramp installed) and removal of the old play structure.

Existing Amenities

Ice Rink: Consult with the Bainsville community to determine potential need for improvements to support preferred off-season uses (e.g., volleyball).

Playground: Prior to removal, this park had a swing set and a wooden ship themed play structure. This play equipment was removed due to safety concerns including the lack of safety surfacing. A new playground is needed in its place. The new playground should include accessible play features and surfacing, junior and senior play features, shade trees, accessible seating and a pathway connection to the parking lot. Existing trees in this area should be retained and protected during construction unless they pose a hazard or are in poor condition. Consult with the Bainsville community to determine priorities and preferences for the new playground.

Standard Upgrades

Paved Parking Lot and Pathway Connections: An accessible parking spot should be located near the park building. In addition, accessible pathways should be provided to connect the accessible parking spot, new playground, park building and ice rink entrance. The existing trees along the parking lot should be retained and

protected during parking lot construction unless they pose a hazard or are in poor condition.

Recommendations

PT28. Consult with the Bainsville community to determine preferred off-season uses for the ice rink at Jack Danaher Park. Provide required upgrades.

PT29. Consider parking lot upgrades, accessible parking and providing accessible access to all amenities at Jack Danaher Park through funding opportunities.

PT30. Consult with the Bainsville community to determine priorities and preferences for the new playground at Jack Danaher Park. Complete new playground in the short term of this Plan.

Summerstown Estates Park

Summerstown Estates Park is an undeveloped 3.5 acre parcel located in the Summerstown Estates subdivision. The community of Summerstown does not have a park and the Township wharf property does not have any space for park amenities. Summerstown Estates Park should be developed as an active park to serve the community of Summerstown.

As an active park according to the proposed classification system, potential options for amenities for this park include a junior play area, a senior play area, a shade structure, parking lot, shade trees, passive greenspace, and looped pathway connections.

Further consultation with the community and the SDG Accessibility Committee is needed to inform the design of this park.

Recommendation

PT31. Develop Summerstown Estates Park as an active park for the community of Summerstown. Provide opportunities for community consultation from the concept design stage through to detailed design. Consult with the SDG Accessibility Committee and public concerning park accessibility.

6.6.2 Natural or Passive Parks

Bernie McDonnell Park

Bernie McDonnell Park is a passive park with natural features located in the subdivision of Lancaster Heights. It serves Lancaster Heights and is visited by people from throughout the Township due to its unique features and picturesque landscape.

The park features a pond with a small island, a footbridge, a picnic area, mature trees, and some open green space.

Standard Upgrades

Foot Bridge and Entrance Path: As noted in the 2021 Updated Facilities Implementation Plan, the entrance path is to be widened and the foot bridge replaced with a wider bridge by 2024. The upgrades are intended to improve wheelchair accessibility. Before implementing these changes the Township should consult with the SDG Accessibility Committee and public to ensure that these efforts will actually make it feasible for people using wheelchairs to cross the bridge. Along with bridge width, the slope, surfacing, handrails and edge protection need to be designed for accessibility. Space must be provided at either end of the bridge to allow a person using a wheelchair to make a full turn.

Accessible pathways should lead to accessible features. If feasible considering slope and existing trees, an accessible seating area should be provided on the island as a destination for those crossing the bridge.

Pond Vegetation Buffer: A vegetation buffer of a specific width should be developed and maintained along most of the pond perimeter. The function of the buffer is to provide habitat protection and slope stabilization. The Township should consult with the RRCA in determining an appropriate buffer width and native plant species composition. Environmental stewardship groups can be engaged to assist with planting and seeding.

It is important that the mowed grass area of the park doesn't encroach down the bank to the pond. In the first few years when the buffer is becoming established, simple markers such as coloured stakes should be used to indicate the edge of lawn to park maintenance workers. Gaps in the buffer should be provided in areas to allow people to access the water. Areas along the pond where the bank slope is gentle, or where it is rocky are preferred access points.

Recommendations

PT32. Consult with the SDG Accessibility Committee and public concerning the bridge and pathway upgrades. Provide an alternate accessible amenity at Bernie MacDonnell Park should the accessible bridge not be feasible.

PT33. Consult with the RRCA and implement a pond vegetation buffer at Bernie McDonnell Park.

6.6.3 Waterfront Parks and Waterfront Access

Cairnview Park

Cairnview Park is a 4.5-acre undeveloped park located on a peninsula on the Raisin River in the community of South Lancaster. South Lancaster lacks park space and does not have a Township park other than the South Lancaster Wharf. Cairnview Park should be developed as a waterfront park to serve all Township residents with some active park features to serve South Lancaster.

The Township should develop a concept plan (or a series of plans) for Cairnview Park based on the comments and ideas collected from the online survey and the waterfront focus group. Suggestions from the focus group are for the Township to provide parking, trees for shade, seating, equipment rentals for water activities (e.g., kayaks, canoes, etc.), and washrooms (e.g., eco-friendly washrooms). The online survey collected 150 responses regarding ideas for Cairnview Park. Popular suggestions included: small craft launch and rentals, fishing spots, picnic areas, playground, boat launch, swimming area, natural space and trails. Completed concept plans will provide the basis for detailed design and construction.

Recommendation

PT34. Develop Cairnview Park as a waterfront park to serve the Township and community of South Lancaster. Develop a concept plan, or a series of concept plans based on the community consultation. Proceed to detailed design and construction.

Glen Walter Waterfront Park

Glen Walter Waterfront Park is located in Glen Walter on a narrow piece of land between County Road 2 and the St. Lawrence River. It is located next to the Township water treatment plant. Apart from a sign, lawn area and dock, the park is currently undeveloped. As one of the Township's few waterfront parks, it could be used by residents from throughout the Township. As it is along the Great Lakes Waterfront Trail route, the park should be designed as a rest area for cyclists. Consult with the SDG Accessibility Committee and public concerning park accessibility.

Figure 6-9 shows the concept plan for Glen Walter Waterfront Park. The development of the park has been organized in two phases. The following features are proposed for phase one:

- picnic tables (with optional concrete footings)
- benches (with optional concrete footings)
- path/trail (segment one)
- Waterfront Trail signage
- bike racks

These features are proposed for phase two:

- bike repair station
- new shrub planting
- additional bike racks
- Township park signage (as per proposed signage strategy)
- bollards at pathway entry



Figure 6-9: Glen Walter Waterfront Park Concept

Recommendation

PT35. Develop Glen Walter Waterfront Park to serve cyclists using the Waterfront Trail, and residents throughout the Township. Provide opportunities for community feedback through the concept refinement and detailed design stage. Consult with the SDG Accessibility Committee and public concerning park accessibility.

Kenneth Barton Senior Park

Kenneth Barton Senior Park is a waterfront park in the community of Martintown. It is located on the Raisin River and, at 4.7 acres, is the largest Township-owned waterfront park.

The park features a dock, small craft launch, pathways, garden beds and passive greenspace. Washrooms can be accessed in the Martintown Community Centre which is located on site.

The dock, small craft launch, pathways and garden beds are new as of 2018. These features were installed based on a concept plan that was developed for the park in 2017. Proposed features shown in the concept plan that are yet to be implemented include:

- wood duck and bluebird nesting boxes
- conifer windbreak
- bocce ball courts
- gazebo
- several benches and picnic tables
- tree and shrub planting

Comments were received about the dock being unfinished and the small craft launch being unsafe and unusable. Improvements/upgrades to these amenities have been completed.

Recommendation

PT36. Continue to implement the concept plan for Kenneth Barton Senior Park.

South Lancaster Wharf

South Lancaster Wharf is a Township-owned wharf in South Lancaster that is well used by residents and tourists. The wharf features docks, a small craft launch and steps into the water for swimmers. The wharf is very popular

in the summer for activities like swimming, fishing, picnics, and watching the sunset. The wharf can become congested, causing conflicts between different uses at the same time. As Cairnview Park is developed, it will provide more space/opportunities for summertime access to waterfront amenities and uses.

The Friends of the South Lancaster Wharf and the Township have been working together to make this waterfront area more attractive and inviting to the public. The intent is to focus on the south ends of Grace Lane, Cairn View and Calvin Streets, to improve these locations by providing seating. A longer term initiative would be to add interpretive, historic signs at each location to support cultural tourism.

A first step in the initiative to provide seating was to conduct property surveys at the end of each street to confirm municipal ownership of the areas to be improved. These have now been completed and revealed that the lands in question are Crown land owned by the Province of Ontario. The Township, therefore, cannot make any changes to these sites. In view of this finding, Council has moved to investigate the possibility of acquiring these lands from the Crown. If successful in gaining ownership, the enhancements envisioned for these waterfront locations can be pursued.

Recommendation

PT37. Continue to provide portable washrooms, picnic tables and trash cans at South Lancaster Wharf. Consider installing bike racks at or near the wharf, to accommodate cyclists using the Waterfront Trail. If Crown land can be acquired, continue to work with the Friends of the South Lancaster Wharf to improve recreation related uses in this area of the waterfront.

6.7 Trail Specific Recommendations

6.7.1 Peanut Line Trail Study

The Peanut Line Trail crosses many farm fields along its 31.8-kilometre extent. In some areas the Trail divides fields where crops on either side are part of the same farm field and the only way to access both sides is to cross the Peanut Line. In these cases there is little to no shelter belt/woody buffer or fencing between the Trail and the fields. Without barriers there have been instances of Trail users on motorized vehicles leaving the Trail, driving onto the adjacent private property and causing damage to private land, including crop damage. This is a trespassing issue for the private property owners. Although organized users/Clubs that use the Trail have notified their members to respect the Trail and adjacent properties, the Trail is open to all patrons as it is public property owned by the Township. Trail permits, therefore, are not required - making it difficult to determine which users are trespassing onto private property from the Peanut Line. As the owner of the Peanut Line, the Township would like to find a solution to ensure users are respecting the trail and adjacent properties.

The Peanut Line is a unique municipal asset and recreation amenity for year-round use by residents and visitors. Landowners, local users, and the Township - along with the area's flora and fauna - are key stakeholders in its future. For this reason, a separate study on the Peanut Line Trail should be conducted to engage landowners and users in the determination of an acceptable, financially viable solution from the perspective of protection and access/use.

While not limited to these possibilities, two potential options to investigate include:

Option 1: Sell affected segments of the Peanut Line to landowners. Access agreements for users to continue to use these portions of the Trail could be made between trail-recreation

clubs and individual landowners. The funds collected from land sales could be put towards improvements to the Peanut Line.

Immediately apparent disadvantages to this approach include:

- eastern half of the Peanut Line will be fragmented
- loss of a unique recreational amenity to residents and visitors

Option 2: Work with affected landowners to install fencing and gating systems in these areas. For this to be an effective solution the fencing must prevent trespassing by motorized vehicles and also allow farming equipment to cross the Trail and easily access fields at gate points.

Both of these options, and others that emerge, will have different costs and benefits. The study, therefore, should include developing criteria to be used in evaluating each proposed option to rank their acceptability and arrive at a preferred option. Criteria can address items in the areas of ownership, capital costs, ongoing maintenance costs, impact on flora and fauna, legal agreements, safety, etc. In terms of ownership, for example, if it is important to retain municipal ownership of the entire Trail these criteria would be weighted to place greater value on this objective than on a combination of private/public ownership.

The study should also address design, ongoing maintenance, etc. of the Trail infrastructure, associated amenities, and integrate other relevant initiatives such as branded signage and wayfinding and the Parks and Trails Tree Strategy, and the estimated costs for this work. The use/access options selected through the above-noted consultation will help inform these items.

Recommendation

PT38. Conduct a Peanut Line Trail Study to resolve issues around use, access, and trespass through stakeholder consultations, and inform future infrastructure work and estimated costs based on the preferred option and other relevant Township initiatives.

6.7.2 Trails Master Planning

There is considerable opportunity for trail recreation and trail-based tourism in South Glengarry. With the Peanut Line Trail and the South Glengarry segment of the Great Lakes Waterfront Trail combined, the Township owns 75 kilometres of recreation trail. These two trails are parallel arteries connecting communities and points of interest from east to west across the Township. By connecting them and investing in trail surface and trail amenity improvements, a trail network could be established with significant appeal for residents and visitors to South Glengarry.

As noted above, a separate study should be conducted for the Peanut Line Trail. The primary focus of trails master planning in South Glengarry should be the strategic development of the trail network as whole across the entire Township. This could include improvements, signage, and connections to encourage active transportation.

Objectives may include:

- Improve connectivity between the two arterial trails as well as settlement areas, and key points of interest including parks, natural areas, agri-tourism attractions, and heritage sites.
- Improve cyclist user experience along the waterfront trail and identify areas where the trail could be moved offroad. Consider route alternatives along the service road trail segment between Lancaster and Curry Hill.
- Identify trail segments to be developed as “family oriented”. These should be loops or sections of trail for active trail recreation that are safe, fun, and accessible for families. Ideally these segments should be paved, off-road and multi-use.
- Prioritize the development of certain trail amenities such as trailheads, route signage, interpretive signage, washrooms, bike racks,

repair stations, water stations, warming huts and rest areas.

- Determine acceptable ‘quiet time’ hours for use of trails, both for residents and wildlife living in the vicinity of these assets, and implement signage to convey this message and hours of use.

The Township is interested in preparing an Active Transportation Master Plan, the scope of which should include the trails-related recommendations in the Parks and Recreation Master Plan.

Recommendation

PT39. In preparing a South Glengarry Active Transportation Plan, coordinate scope with relevant studies recommended in the Parks and Recreation Master Plan (i.e., the Peanut Line Study and other trail connections and Waterfront Trail improvements).



7.0 Service Delivery

7.1 Introduction

The foregoing sections of the Plan addressed needs and opportunities to further develop services in the areas of program, activities and events, facilities, and parks and trails. This section deals with potential improvements to the ways in which these services are delivered to the community, with the overarching goal of making better use of all available resources in providing the best possible parks and recreation system for the South Glengarry community. The discussion is presented under the following main headings:

- overview of the service delivery system
- contextual factors
- delivery system needs assessment

7.2 Overview of the Service Delivery Structure

7.2.1 Municipal Organization

As noted in Section 4.0, the Township of South Glengarry functions as a facilitator in providing recreation services. Its role focuses on providing and maintaining parks, trails, and facilities to support community-based programs, self-directed activities and events. Enabling and helping others to deliver their services with municipal support makes the Township an indirect program provider. This role is carried out by the staff positions outlined in Figure 7-1.

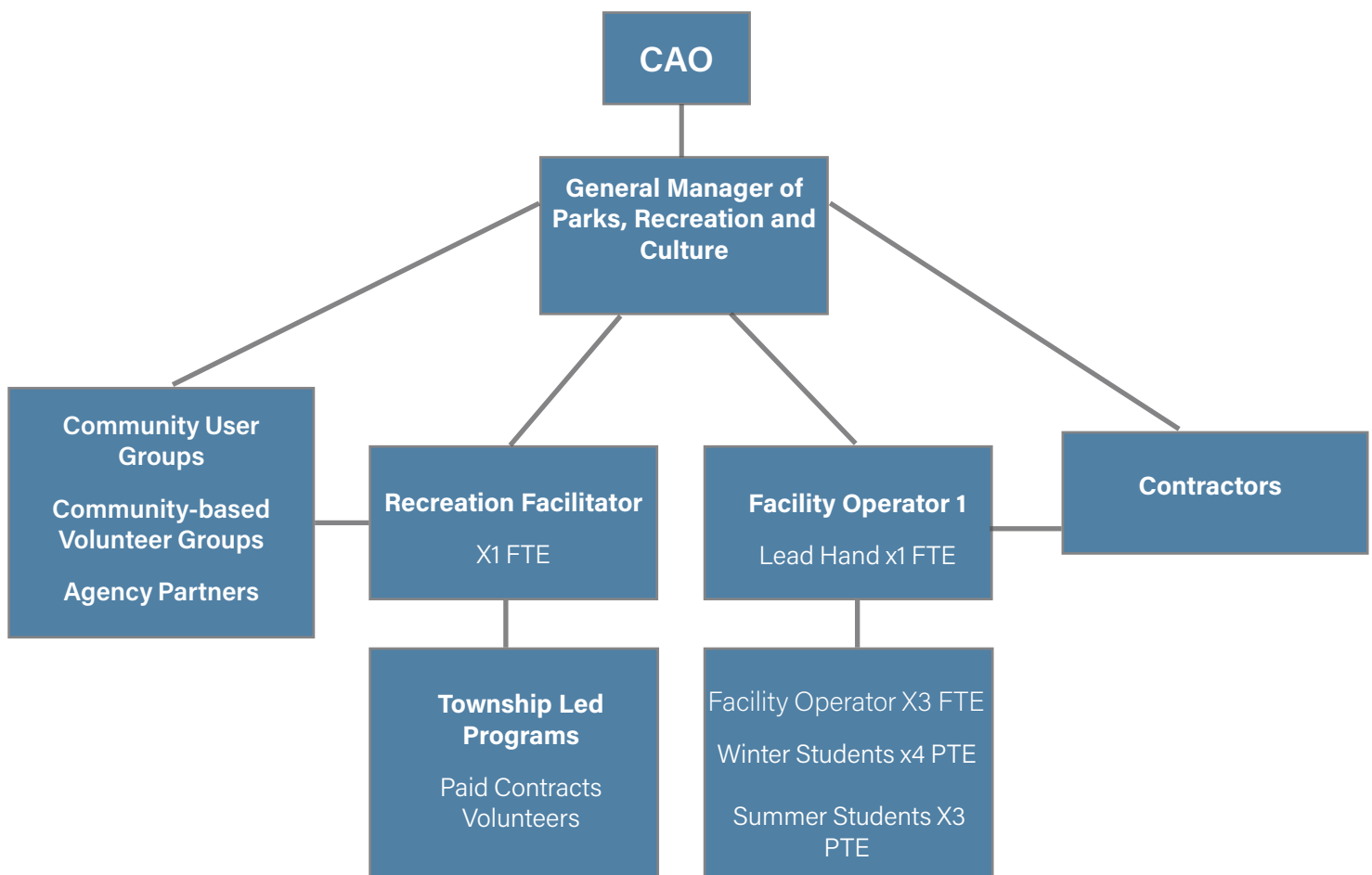


Figure 7-1: Structure of the Township's Parks, Recreation & Culture Department

The municipal structure for service delivery includes a number of committees of Council and boards, to which representatives are appointed by Township Council. Those that are most relevant to parks, recreation and culture services are noted below:

- The Accessibility Advisory Committee of the United Counties of Stormont, Dundas and Glengarry is a statutory body, for which the Township designates a representative.
- Standing committees include the Heritage Advisory Committee, the Environment Committee, and the Connectivity Committee.
- Joint committees/boards include the Glengarry Nor'Westers and Loyalist Museum, and the Raisin Region Conservation Authority.

7.2.2 Non-Municipal Service Providers

Municipalities that operate as facilitators or indirect providers rely on many different non-municipal organizations that provide a diverse range of services to their communities. Providers range from local volunteer groups to other formal agencies and organizations.

In South Glengarry, many community volunteer committees/associations contribute to parks and recreation services throughout the Township, a number of which are focused on a specific community, facility or park. Their involvement covers various areas including programming, fundraising, using facilities and parks, preservation work, etc. These groups include:

- Bainsville Recreation Committee
- Glen Walter Parks and Recreation Committee
- Lancaster Optimist Club
- Friends of the South Lancaster Wharf
- Glengarry Celtic Music Hall of Fame
- North Lancaster Optimist Club

- Williamstown Green Thumb Horticultural Society
- Martintown Horticultural Society
- Martintown Cenotaph Committee
- Lancaster Cenotaph Committee
- Williamstown Cenotaph Committee
- Martintown Mill Preservation Society
- Martintown and District Goodtimers Association
- Glengarry Nor'Westers & Loyalist Museum members
- Green Valley Knights of Columbus
- Lancaster Legion Branch 544

Non-municipal organizations that operate their own facilities/sites/programs and provide services to the community include the Williamstown Fair Board (St. Lawrence Valley Agricultural Society), Summerstown Trails, Sir John Johnson Manor House Committee, Glengarry Fencibles Trust, and Friends of the Ruins of St. Raphael.

There are also a number of formal agencies and organizations that provide services locally. The SDG Library Board is responsible for library services in the Township through branches in Lancaster and Williamstown, and an express depot in Glen Walter. The Glengarry Inter-Agency Group (GIAG) delivers an Early Years program. The Boys and Girls Club of Cornwall/SDG operates Summer day and March Break camp programs in South Glengarry, and the Seaway Valley Community Health Centre provides programs for seniors. The Raisin Region Conservation Authority holdings in the Township provide additional resources for nature-based recreation.



7.3 Contextual Factors

7.3.1 Strong Volunteer Base

Unlike many communities that struggle to recruit and maintain volunteers for parks and recreation work, South Glengarry has a strong base of highly engaged volunteers. Volunteerism is a long standing tradition in the community, possibly due to its rural agricultural roots. Volunteer involvement covers a wide range of activities including fundraising for specific projects, running organized programs, activities, and events, participating in boards and committees, beautification initiatives, etc. In addition to involvement in the more ‘traditional’ areas of recreation, the range of interests, skills and volunteer commitment in the community is demonstrated in relatively highly developed heritage and seniors’ services.

7.3.2 Decentralized Service Delivery

As noted in foregoing sections, the Township comprises a large number of small communities, and almost all have a park and/or community building that functions as a focal point for local recreation. Many also have a strong history of volunteer involvement in both the provision and operation of these facilities and spaces.

As the owner of these assets, the Township is responsible for ensuring they meet legislated standards for public buildings and spaces. In addition to conducting required capital and maintenance functions associated with this role, staff also provide considerable day-to-day support to some of the groups that use these spaces (e.g., equipment set-up/take-down, clean-up, etc.). The Township owns a number of buildings that are not part of the inventory of recreation assets but for which Parks,

Recreation and Culture is also responsible in terms of day-to-day upkeep and maintenance.

Over the years, the combination of volunteer and staff involvement in providing services over a large geographic area has resulted in levels of support that vary widely across the community. Since these relationships have evolved organically, they involve various levels of interaction between volunteers and the Township, ranging from minimal to extensive. The groups consulted in preparing the Master Plan expressed strong praise for the support they receive from Township staff and suggested more staff is needed to reduce pressure on the individuals who are currently delivering high levels of support.

As noted above, current department staffing totals six (6) full-time employees and three (3) or four (4) part-time workers - depending on the season - who are responsible for 12 buildings when including Lan Char and Legion, 18 parks, the Peanut Line Trail, and school sports field maintenance. This includes the recent assumption of responsibility for programming two community facilities at which volunteers are no longer involved. The Master Plan also anticipates the development of two new parks - one in South Lancaster on the Raisin River, and one in Summerstown Estates. At the same time, a part-time program coordinator position was discontinued in 2021.

7.3.3 Collaborations

All of the organizations noted in 7.2.2 work with the Township in service provision, although the nature of these collaborations vary. Working relationships with organizations that use or support Township-owned facilities, parks and trails spaces are largely regular and ongoing. Collaborations with organizations that own and operate assets that contribute to the community-wide recreation system are more likely to be initiative-specific requests for Township support. As noted above, these types of organizations (e.g., Glengarry Fencibles Trust,

Williamstown Fair Board, and Sir John Johnson Manor House Committee) are independent of the municipality.

In addition to these singular and ongoing collaborations, a five-year agreement with the Upper Canada District School Board (March 1, 2018 to February 23, 2023) outlines the terms and conditions for the Township's priority access to 3 sports fields at Char-Lan District High School and 3 sports fields at Williamstown Public School. It specifies costs, capital and maintenance responsibilities, and liabilities that the Township agrees to assume in exchange for guaranteed hours of use for community programs outside academic hours. From a policy perspective, the Township has also worked with the Eastern Ontario Health Unit to develop its Active Living Charter (see Appendix A).

When both community-based volunteer groups, other public, and external not-for-profit organizations are considered, the Township and these parties have considerable experience in building and maintaining collaborative relationships. This allows the municipality to bring programs to the community that might not be available otherwise, and to access the resources/support of other organizations in strengthening its position in its role in providing parks and recreation services.

7.3.4 Summary

South Glengarry is fortunate to have both a strong, engaged volunteer base and good working relationships between the Township and non-municipal service providers including community-based volunteer groups, other public agencies and formal not-for-profit organizations. These factors combine to provide a well-developed, diverse parks and recreation system that contributes to both individual and community well being.

Township staff are responsible for providing services to a decentralized parks and recreation system, including asset management and support to those who use these for their programs and activities. While this is the appropriate role for the municipality in indirect service provision, the number of staff available to maintain relatively high levels of service is limited and creates difficulties in keeping pace with demand and optimizing the use of staff time.

7.4 Delivery System Needs Assessment

7.4.1 Community Interest

Community Support for Service Development

Table 7-1 shows responses to the surveys on willingness to support recreation service development through a variety of methods.

Table 7-1: Resident Household Support for Service Development

		Random Survey (200 respondents)	Online Survey (200 respondents)
paying	paying more fees to use services	36%	35%
	accepting an increase in property taxes	6%	26%
volunteering	volunteering to work to source private sector grants/donors/sponsors	9%	17%
	volunteering to help run programs/activities	9%	29%
	joining a volunteer stewardship group (e.g., Friends of 'X' Park)	26%	30%
	organizing/assisting with local fundraising events	10%	38%
donating	donating an amenity for a park (e.g., bench, tree, picnic table)	30%	27%
	donating money to a capital campaign	21%	30%

Parks & Recreation Master Plan

Both resident household surveys revealed a relatively positive response to a number of suggestions on ways to support future service development, including paying more fees to use services, donating an amenity for a park, joining a volunteer stewardship group, and/or donating to a capital campaign. Online survey respondents were noticeably more likely to consider a property tax increase, volunteering to help run a program, and/or organizing/assisting with local fundraising events.

Collectively, there is solid community willingness to contribute to service development, and this is likely a reflection of past involvement in parks and recreation related projects - particularly among online survey respondents who are more likely to be service users.

As shown in Table 7-2, user groups most often reported disagreement with paying higher fees, although a comparable number were uncertain in this regard. Groups responded most positively to helping with fundraising for facility development, and least positively to contributing to the capital costs of these.

Table 7-2: User Group Level of Agreement with Options to Supporting Service Development

	Agree	Disagree	Uncertain	Total
Our organization would start paying/ would pay higher user fees to improve the quality of recreation facilities we use	15.4% 2 groups	46.2% 6 groups	38.5% 5 groups	13 groups
Our organization would contribute to the capital costs of developing new facilities for our use	15.4% 2 groups	61.5% 8 groups	23.1% 3 groups	13 groups
Our organization would help with fundraising activities for facility development	61.5% 8 groups	15.4% 2 groups	23.1% 3 groups	13 groups

Township Support for Service Development

Among six respondents to the user group survey, a majority (66.7% or four organizations) indicated the Township could better assist them with communicating with the municipality, and with marketing and promotion (Table 7-3).

Table 7-3: User Group Interest in Additional Township Support

Areas of Interest for Support	% (#) of Groups
marketing and promotion	67% (4)
communicating with the municipality	67% (4)
assistance with funding applications	50% (3)
volunteer recruitment	33% (2)
better facility scheduling	33% (2)
facilitating partnerships among service providers	33% (2)
insurance (securing, cost, etc.)	17% (1)
fundraising	17% (1)
other	17% (1)
volunteer training	0
volunteer recognition	0

While the focus group participants were very complimentary about staff responsiveness to their needs, the practical help they provide, and good working relationships, the following points were reported areas of need:

- more staff should be hired to lessen workload on existing employees and better distribute tasks in supporting the day-to-day needs of groups using Township facilities
- assistance with grant applications and equipment storage
- considering the potential for local volunteer groups to meet program needs before engaging outside organizations
- facilitating inter-group, mutually beneficial working relationships
- investigating ways to access in-kind building services (e.g., trades, construction, etc.)
- more expeditious implementation of group-supported initiatives
- completing needed upgrades to facilities used

7.4.2 Municipal Structure and Capacity

Operations Review

Although the Master Plan's scope does not include a detailed operational review, the contextual factors discussed above indicate the need to look at ways to streamline the day-to-day aspects of delivering services to facilities, parks and users. Although hiring additional staff to redistribute the workload was a suggestion from the community, it is not necessarily the first step to finding a viable solution.

Identifying areas in which staff workload can be rationalized will be based on how time is currently being spent. Facility Operator time sheets currently track hours by facility category, which provides detail as to how much staff time is spent at each facility. The Township has financial accounts outlined for most parks, facilities, etc., which allows staff time to be coded to these sites. This practice should be continued as it can help identify the actual/relative extent of staff time spent on building/park maintenance. The resulting levels of service by location - ranging from low to high - can be aligned with the recommended parks classification system. Tracking can also help identify possible areas for increased efficiencies in the use of staff time (e.g., eliminating repetitive tasks or trips and duplications of effort, opportunities to combine tasks, etc.).

The Township's recreation management software will facilitate collecting the information needed to align services with priorities and available staff. The operations review, however, is something that is best conducted in the short-term to help establish directions early in the Master Plan's implementation. Given its priority, scope and no in-house capacity to do the work, a qualified consultant should be hired to conduct the review. The tracked time sheet information noted above can be provided to the consultant as part of the data base for this work.

Part of the operations review should include consideration of the current arrangement with the Junior B Rebels for operating the Tartan Hall bar. Township staff are responsible for stocking the bar, and this expense - including staff time - is deducted from the amount the Junior B Rebels receive as profit. This task, however, detracts from the core program and administrative responsibilities of the position to which it is assigned. Further, there is no formal mechanism for tracking staff time spent on replenishing bar stock, meaning there is no guarantee that the deduction from profits is a true reflection of this expense. Transferring the responsibility for the bar to the Rebels would incur an annual insurance expense for the Rebels to assume the liquor license. At the same time, the Rebels could operate the bar during rentals to raise funds. Tracking the time for staff to do this work in the short-term would provide a clearer picture of the actual cost to the Township for this service, and be considered as a factor in the potential for the municipality to cover - or at least contribute a portion to - the cost to transfer the license to Junior B.

If the Township opts not to transfer the license to the Junior B Rebels, a Management Agreement between the Township and the Rebels is recommended. This agreement would stipulate that the bar is the responsibility of the Rebels for their game days, tournaments, etc., which would include stocking the bar, and the Township would continue to hold the license. The Rebels would still need to purchase the proper insurance coverage for their uses. Neighbouring municipalities have entered into these types of agreements. In addition, the Township should consider engaging locally-based, insured organizations and licensed caterers to operate the bar for private and/or community events at Tartan Hall to alleviate staff time spent operating the bar.

All services for parks and facilities for which Parks, Recreation and Culture is responsible should be included in the review to ensure a complete picture of task/time allocation by

location and type of work. As noted above, this review should be conducted in the immediate future to provide the data needed to evaluate and make necessary adjustments to the Township's approach to the day-to-day operations. Criteria to evaluate the findings should be identified in advance of data collection so that the information collected will be directly applicable to the answers being sought. If, for example, there needs to be a differentiation made between 'core' and 'non-core' services, what these comprise would need to be defined in advance of the review so that task/time allocations can be categorized accordingly.

The findings of the review should be used to identify opportunities to consolidate needed services and possibly discontinue those that are redundant, non-essential or could be part of rental/use agreements with park/facility users.

Recommendations

- SD1: Hire a qualified consultant to conduct a department operations review to identify opportunities to streamline work related to the day-to-day aspects of delivering services to facilities, parks and users.
- SD2: Use new recreation management software to collect a comprehensive data base for services planning and operations.

Fees and Revenue Generation

Increasing Fees for Use of Recreation Facilities

A 2020 staff report to Council (S.R. No. 08-2020) recommended incremental increases to 2025 in facility rental fees for Char-Lan Recreation Centre, Martintown Community Centre, and Paul Rozon Community Centre to bolster cost recovery over time. Council did not approve the proposed by-law. While the Master Plan survey results did not reveal majority support for higher fees, respondents clearly favoured this approach over property tax increases, and service development will need to be financed - at least to some degree - from these sources. In consultation with the community, Council should reconsider this approach to revenue generation.

Advertising Revenues

The current arrangement with the Junior B Rebels directs profits from rink board advertisements to the Club. The Club manages the advertisement program and collects all profits.

Other arenas user groups are requesting shares of advertising revenues to sustain their programs. Council is interested in the Township taking more ownership of the advertisements in the arena by obtaining proper agreements with those obtaining ads in the facility. Municipalities in the immediate vicinity - South Dundas, South Stormont, North Dundas, North Glengarry - solicit advertisements for their boards and retain all revenues.

Council has directed staff to prepare agreements for the major organized users of the arena ice - Junior B Rebels, the Char-Lan Minor Hockey Association, Char-Lan Skating Club - to allow each group to sell allocated locations (i.e., rink boards, ice logos and ice resurfacers) for advertising and to retain the profits from their respective allocations.

Commemorative Tree and Bench Program

These types of programs are designed to encourage citizens to commemorate people or events through donations that 'purchase' parks-based amenities, some of which are eligible for charitable tax receipts. A sample of municipal programs reveals some that encompass a potentially broader scope for community support, while others are more specific. The City of Greater Sudbury's Parks Services Donation and Memorial Program allows the public to "make donations to commemorate a special person, a momentous occasion or simply donate as a philanthropic gesture to beautify a community park. Donations

towards the purchase of park enhancements or memorial gifts can include park benches, trees (hardwood and conifers), bike racks, picnic tables, sun shelters, sports equipment (basketball standards, tennis nets, soccer goals, etc.), playground structures, other options to be discussed with Parks Services."¹ The policy also notes that donations for parks are guided by site-specific plans.

Strathcona County's (Alberta) Parkland Memorial Program notes:

"The Parkland Memorial Program provides individuals, groups and organizations with the opportunity to beautify Parkland in Strathcona County by planting trees or installing Parkland Amenities in remembrance, observance or acknowledgment of an appropriate event, occasion or individual. Approval of applications will be based on aesthetic considerations, improvements to the level of service to our Parkland users and with the intention of facilitating planned development in our Parkland. "Amenity" means any bench, table, park furnishing or other structure or development that increases the physical or material comfort of the park. It may include a memorial plaque."²

Donation Programs

A general donation program could be considered to support recreation services, although it would likely need to include other areas to which residents could donate. The City of Toronto includes an opportunity to donate to specific service areas in its tax mailouts. This Voluntary Contribution program notes, "You can make a voluntary contribution (donation) to support a variety of City programs and services that matter to you. You can make a donation in any amount from \$1 up to \$50,000 [which

1 Source: <https://agendasonline.greatersudbury.ca/?pg=feed&action=file&attachment=5992.pdf>

2 Source: <https://www.strathcona.ca/community-families/community-programs/parkland-memorial-program/>

include]: children; youth and parenting; history art, and culture; parks, gardens and beaches.”³

These are only four of 12 categories listed on the insert, including general revenues. Potential categories for the Township of South Glengarry could include recreation services in general or be refined to allow contributions to be directed to specific facility improvement projects or program areas.

Last Minute Ice Program

Last Minute Ice rentals can help generate revenue to offset arena operating costs. The City of Owen Sound⁴ lists these parameters for its program:

- Last minute ice is considered within 24 hours of the time of booking
- Will not apply to statutory holidays unless the facility is scheduled to be open
- Is not and cannot be used to replace regular bookings
- Regular bookings cannot be cancelled to book Last Minute Ice. All requirements of the City’s Ice Allocation Policy will apply (e.g., conditions of use, insurance)
- A rental contract provided by the City must be signed and proof of insurance must be provided prior to use
- Bookings are final and are non-refundable
- Bookings are for minimum of one hour
- One hour rental is equivalent to 50 minutes of ice time and 10 minutes for ice resurfacing
- City reserves the right to limit last minute ice bookings where it is considered to be used for profit or gain or is being abused to replace or in the place of a regular ice booking
- Is booked on a first come, first serve basis

- City reserves the right to cancel or amend the implementation of last-minute ice at any time at its discretion

Recommendations

- SD3: Finalize agreements with Junior B Rebels, Char-Lan Minor Hockey Association and Char-Lan Skating Club on respective allocations of locations for arena advertising and retention of revenues generated.
- SD4: In consultation with the community, reconsider incremental increases in user fees to help finance parks and recreation services.
- SD5: Develop programs related to revenue generation to help finance parks and recreation services.

³ Source: <https://www.toronto.ca/services-payments/property-taxes-utilities/property-tax/voluntary-contributionoption/>

⁴ Source: <https://www.owensound.ca/en/exploring/ice-rental.aspx>

Policies and Agreements

Policies

The Township has an Ice Allocation Policy (March 2016) and a Municipal Grants and Donations Policy (2017), both of which appear to be working well with respect to intended objectives.

Typically, policies are reviewed periodically (e.g., every five years) to ensure they are current and working as intended. The Donations and Grants Policy is reviewed every five years, and will be addressed in 2022. The Ice Allocation policy indicates that it will be reviewed annually. At the time of review, the word ‘policy’ could be removed from this statement since the policy itself is not being reviewed - only the ice allocation for the year.

New areas of policy that should be considered focus on community group volunteer support for ongoing programs/activities and events.

Community Group Affiliation Policy

Although only six groups that participated in the Master Plan survey expressed interest in additional assistance from the Township, there are many that did not respond to the survey. The Township is also interested in solidifying its support to the community volunteer sector. In view of this, and anticipating more community-based programming, the Township should consider developing a policy aimed at equity and consistency in municipal assistance provided to volunteer groups and promote awareness of the help that is available. A Community Group Affiliation Policy describes the services available from the municipality to registered community groups in providing their program 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 policy effectiveness. Municipal staff review the applications and make recommendations to Council for approval. The support provided is typically in-kind, with major funding provided through a separate policy or policies (i.e., Municipal Grants and Donations). 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 in, for example, the Parks and Recreation Master Plan; being an incorporated not-for-profit group operated by a volunteer board or executive committee; ensuring membership/participation in the group is available to all residents in the community; meeting criteria to measure the merit of the group’s programs/services (e.g., does not duplicate existing programs/services, fosters physical activity/healthy lifestyles, etc.); like the Grants and Donations policy, the group’s primary focus is in South Glengarry.

While several of the benefits to be considered are already available to local volunteer groups in South Glengarry, it may be useful to bring these - and others identified through consultation - into a single policy. It can be used to provide clarity and consistency 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. Benefits to affiliated groups might include:

- facilities and equipment: free or proportionate discounted fees for use of facilities, spaces, equipment
- marketing and promotion: distribution of approved promotional materials at municipal

facilities and assistance with contacts for the local media; free listing in the Community Guide

- grants and insurance: assistance from municipality in securing liability insurance, sourcing potential grants, and/or completing applications for non-municipal grant programs (e.g., Ontario Trillium Foundation, private sector, etc.)
- volunteer recruitment: posting volunteer needs for upcoming program season on the Township's website
- leadership training and development: course rebates for community volunteer development to a maximum amount/person/course (e.g., \$50/year) to a maximum amount per group/organization (e.g., \$200/year), provided the course is a core component of the organization/group's mandate, with priority being given to certain courses

The policy can also be structured to simplify its application over time. Specifying support in terms of, for example, percentage discounts on facility rentals, can help simplify fee schedules that change on a regular basis. The manner in which support is provided can also vary. While not precluding assistance to individual groups when needed, support in some areas can be collective. Assistance with accessing external funding, for example, can include group training sessions on writing grant applications.

Event Policy

There are a number of events held in South Glengarry each year - both Township and volunteer run. The Township does not have a municipal policy framework, administrative policies, or procedures on planning and delivering community events. There is also no policy framework articulating the municipality's services available to support volunteer-based 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 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 event policy serves 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 Parks, Recreation and Culture, Clerk's Office, Fire Services, Emergency Services, etc.); 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 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. Internal policies/procedures should also be established to identify municipal staff contribution by department.

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Financial Support

An 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 could be used to provide financial support for events or a separate budget could be set up for this type of funding.

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.

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. As an example, North Grenville's Festivals & Special Events Policy and Procedures includes a detailed policy with forms, procedures and guidelines for delivering events.

As noted above, there may be merit to separating community-serving events from those designed to attract visitors to the Township, to ensure that the municipality's contributions are in line with its capacity and the anticipated 'return on investment. The following criteria are suggested for determining an event's designation as visitor attractive. The event:

- must be open to the public and is expected to bring a substantial number of people into the community, and
- is expected to create a positive economic development impact for the community, and

- is expected to promote the area regionally, provincially, nationally or internationally.

In summary, the components of an events policy should include:

- an internal team of event management staff from various departments;
- an outline of the responsibilities of municipal team departments and event organizers;
- the support available by type of event (e.g., community or visitor-attractive) such as use of municipal supplies such as portable event fencing, trash cans, etc.; delivery and pick up of municipal equipment; assistance with developing a marketing/advertising plan, economic impact survey and analysis for visitor focused events;
- a process for event organizers to apply for funds or in-kind supports;
- a manual that includes standard forms and procedures, which may include guidelines for event organizers, event operations, vendor agreements, emergency procedures and volunteer registration;
- as required, approaches to transportation/traffic management plans to improve access to and from event sites.

Recommendations

- SD6: Review and update existing policies including Grants and Donations, and Ice Allocation.
- SD7: Develop a Community Group Affiliation Policy, based on the results of consultation with volunteer recreation groups to confirm the type and extent of required assistance to sustain/ grow their programs/ events, and the Township's capacity to provide it.
- SD8: Develop an Event Policy to guide Township support for, and organizer management of, community-oriented and visitor-attractive events.

Agreements

Leases

There are two Township-owned buildings that are not used for municipal purposes and which Parks, Recreation and Culture maintain: the Lancaster Legion Hall and the Lan-Char Centre. Both buildings are leased, and the Township is the landlord to non-municipal users. These arrangements should be reviewed to consider the potential to transfer ownership of these properties to the tenants or another party. While municipal responsibility of these buildings subsidizes users - some of which are not-for-profit organizations - there are outstanding capital investment needs for properties that are used for Township purposes, and limited funds to do the work. To the extent possible, therefore, Township assets should be confined to those that serve its mandate. If transferring ownership of these properties is not feasible, the agreements should be reviewed with the intent to reallocate costs between the municipality and the tenants in a more equitable arrangement.

Facility and Park Rentals

Facility rental agreements cover single uses of Township facilities such as Tartan Hall and Martintown Community Centre and park facilities and spaces. While it is reasonable to allocate staff time to support the use of these facilities for large events, for smaller halls/ buildings and small events/programs in larger spaces, these agreements should include terms that require users be responsible for set-up and clean-up. Alternatively, renters could pay a fee for this work to be done by staff. The rental agreement could be accompanied by a list of tasks to be covered by staff and those for which the renter is responsible.

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Agreements with User Groups

Facility-based Organizations

The Township should consider developing more clarity around its relationship with municipal facility-based users/operators. These are formally constituted groups/organizations that operate out of Township facilities, for which the municipality is responsible for capital/operating costs and day-to-day operations. The organizations program the facilities/associated parks/grounds for use by the community-at-large (may include visitors to the Township), and/or identifiable population groups (e.g., seniors, youth, etc.). There are five, as outlined in Table 7-4.

Table 7-4: Facility-based Organizations - Users/Operators

Organization	Services/Relationship to the Municipality
Glengarry Nor'Westers & Loyalist Museum	<ul style="list-style-type: none">• delivers history/heritage themed programs to community, schools and visitors• Township responsible for major facility maintenance/upgrades
Glengarry Celtic Music Hall of Fame	<ul style="list-style-type: none">• delivers heritage themed programs to community and visitors, takes programs on the road• Township responsible for major facility maintenance/upgrades
Martintown Goodtimers Association	<ul style="list-style-type: none">• based in Martintown Community Centre Hall• focus is seniors; delivers older adult/seniors' programs/activities• operates as a seniors' centre• staff is regularly involved in day-to-day operations
Lancaster Optimist Club	<ul style="list-style-type: none">• based in Smithfield Park building• focus is youth• limited Township involvement
Bainsville Recreation Committee	<ul style="list-style-type: none">• based in Jack Danaher Hall• focus is local community• limited Township involvement

For both liability and accountability reasons, both the municipality and users should be aware of how facilities are being used and the requirements/costs to ensure they are safe for public use. For each Township-owned facility that is used as the base of operations by a primary user group, there should be an agreement in place that - in all cases - covers the basic legal terms of a short-term rental with respect to the obligations of each party. The rent amount can be nominal (e.g., \$1.00), and beyond the basic requirements, can vary by agreement. Basics include such items as liability/indemnity/insurance, responsibility for capital repairs and maintenance and associated costs, rental rates, permitted uses and required permits, safety, etc. For financial reporting and planning purposes, records of expenditures and anticipated major budget items should be submitted each year to the municipality.

Some groups are interested in autonomy in certain areas of operation, while others require more Township support. Beyond the legal and reporting requirements, therefore, individual agreements can include items specific to the use/user of the facility to accommodate the various needs/interests of the group such as day-to-day operational support, responsibility for scheduling, use of outdoor facilities on the site, program planning and delivery, etc.

The essential purpose of these agreements is to provide the Township - as the owner - with the minimum it needs to limit exposure while, at the same time, strengthen working relationships with the organizations in ways that are financially accountable and administratively supportive of their efforts to operate their own programs/activities.

The municipality is interested in balancing needed Township functions with the understanding that volunteers are to be supported and encouraged to continue their essential work in ensuring a high-quality parks and recreation system. To this end, the Township should provide the organizations

with any assistance required to set up new procedures to meet the above parameters. All agreements would be in place for the duration of the use period - typically a year - and could also include an automatic renewal clause subject to conditions under which the agreement can be terminated before the end of the rental period. The foregoing discussion addresses policy in support of all volunteer organizations.

Formal agreements are not required with all groups, depending on their relationship to the Township and the services they provide. In some instances, it is more beneficial to identify municipal support through procedures or policy, as described above. There are two other general categories of groups in South Glengarry, each of which is discussed below.

Non-facility Based Organizations

Non-facility based, formally constituted organizations provide services to the community at various locations. They neither own nor operate facilities. There are two, which are described in Table 7-5.

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Table 7-5: Non-facility Based Organizations

Organization	Services/Relationship to the Municipality
Williamstown Horticultural Society	<ul style="list-style-type: none"> Williamstown Green Thumb Horticultural Society is dedicated to providing education and beautification through horticulture to our local community Township staff involved in support to provide/maintain beautification initiatives (e.g., planting trees, meeting set ups, watering annuals, removing flower boxes, etc.)
Martintown Horticultural Society	<p>focuses on:</p> <ul style="list-style-type: none"> erecting/maintaining planters comprising variety of annuals throughout Martintown; planting/maintaining beds at Community Centre; providing bursaries to high school students to further their education in horticulture or agriculture; monthly meetings for members, guests at Martintown Community Centre Township staff involved in support to provide/maintain beautification initiatives (e.g., planting trees, meeting set ups, flower bed rehabilitation and maintenance, removing flower boxes, etc.)

With respect to Township support for/assistance with horticultural beautification projects, there are three primary tasks: planting pots and/or garden beds at the beginning of the season, removing plants/pots and cleaning beds at the end of the season, and maintaining and/or rehabilitating certain flower beds.

In addition to the horticultural items listed above, the Township also installs and maintains the flower boxes in the village of Lancaster. This takes a considerable amount of staff time (approximately 2 to 3 hours, 3 days per week) to maintain. The flower boxes were installed through a street beautification grant and the Parks, Recreation and Culture department is now responsible to maintain them. Although the existing boxes have a water retaining system in the bottom to help eliminate daily watering, part time staff are still required to water up to three times a week depending on weather. Ideally, a local volunteer group should be established to take responsibility for horticultural beautification projects in Lancaster.

The Township should also consult with the Martintown Horticultural Society to consider using the Society's bursary funds to hire a summer student who is bound for university/college horticulture or agriculture studies to manage their spring/summer beautification projects. Part of the position's responsibilities could be to research and propose innovations in horticulture, including initiatives to reduce both water consumption and labour related to watering (e.g., using drought tolerant plant material, limiting use of annuals, etc).

Staff time committed to these tasks would be tracked as part of the operations review discussed above with the intent to determine ways to possibly improve efficiency.

Single Facility/purpose Organizations

Single facility/purpose, formally constituted volunteer organizations work to improve/maintain/program a municipal park, space or amenity within the Township or a built heritage resource. The heritage-focused organizations

are also involved in related programming at these sites. Due to each group's focus on a specific location or building, their needs and interests can vary considerably. At the same time, there are common areas of interest that could benefit from Township support, as discussed in above under Community Group Affiliation. There are eight organizations of this type, as outlined in Table 7-6.

Table 7-6: Single Facility/purpose Organizations

Organization	Services/Relationship to the Municipality
Friends of the South Lancaster Wharf	<ul style="list-style-type: none"> · fundraises and organizes events · volunteers to work on projects (e.g., shed painting) · Township staff assistance with grant applications, project approvals, etc.
Glen Walter Parks and Recreation Committee	<ul style="list-style-type: none"> · fundraises for facility/infrastructure improvements at Park · Township manages approved projects and works with the Committee on an ongoing basis
Cenotaph Committees (3): Martintown, Lancaster, Williamstown	<ul style="list-style-type: none"> · focus is Cenotaph preparation for Remembrance Day service and the service itself · staff involved in preparing the three sites for the services in the week leading up to November 11
Martintown Mill Preservation Society (MMPS)	<ul style="list-style-type: none"> · MMPS formed in 1976 as registered charity · Mill owned by Society since 1997 · stabilized and opened to public in 2004 · limited staff involvement
Glengarry Fencibles Trust	<ul style="list-style-type: none"> · incorporated not for profit citizens' groups · as owners of the property, mandate is to promote the preservation, rehabilitation, and re-use of the historic Bishop's House of Glengarry and grounds
Sir John Johnson Manor House Committee	<ul style="list-style-type: none"> · local resident committee with mandate to preserve the building, grounds and history of the Loyalist movement · national historic site
Friends of the Ruins	<ul style="list-style-type: none"> · committee formed in 1994 to purchase, restore and preserve the ruins of St. Raphael's, one of the earliest Roman Catholic churches in English-speaking Canada, which was largely destroyed in a 1970 fire · declared a national historic site 1999
Williamstown Fair Board (St. Lawrence Valley Agricultural Society)	<ul style="list-style-type: none"> · operates various exhibits, programs competitions, events related to rural agricultural living and weekend-long Annual Williamstown Agricultural Fair on the Fairgrounds · named Canada's Oldest Annual Fair

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Among these groups, there are three Cenotaph Committees that each hold services in memory of individuals from their respective communities who served in the armed forces and died in the line of duty. While it is recognized that each Cenotaph is dedicated to specific individuals, the potential to rotate the November 11 service each year should be considered. The need to simultaneously prepare three sites for Remembrance Day services requires a considerable amount of staff time and limits the effort that can be put into all three locations. Moreover, a single community-wide service would have a larger impact on observers and contribute to conveying the importance of continuing this observance to younger generations. Each year, the names of all those memorialised on the plaques at each site could be read aloud so that all deserving individuals are named.

Recommendations

SD9: Review lease agreements for buildings that are not required to deliver municipal services with the intent to transfer ownership to another party or reallocate costs between the municipality and the tenants in a more equitable arrangement.

SD10: Review facility and park single use/purpose rental agreements with the intent to better distribute responsibilities for set-up/take-down between the Township and the renter.

SD11: Enter short-term rental agreements with community-based facility user/operators to provide the Township - as the owner - with the minimum it needs to limit exposure while, at the same time, strengthen working relationships with the organizations in ways that are financially accountable and administratively supportive of their efforts to operate their own programs/activities.

SD12: Investigate community interest in volunteer assumption of responsibility for horticultural beautification projects in Lancaster.

SD13: Consult with the Martintown Horticultural Society to consider using bursary funds to hire a summer student to manage the organization's spring/summer horticulture projects.

SD14: Consult with Cenotaph Committees to consider a single community-wide Remembrance Day service to be held in Martintown, Lancaster and Williamstown on an annual rotating basis.

7.4.3 Program and Service Development

Partnerships and Collaborations

As a long-term Plan, opportunities for partnerships beyond those that currently exist will emerge - and will involve either community-based organizations or those from outside South Glengarry. The ‘fit’ between local program/service needs and a response from the Township and its partners will depend on a variety of factors including the specific nature of needs, the availability and suitability of municipal facilities and spaces, and costs to each party and participants, etc., which would be determined on a case-by-case basis. Ideally, these opportunities will become apparent through joint planning activities outlined in Section 7.4.3.4.

As discussed in other sections of the Plan, directions for initial investigations into partnerships based on work done for the Master Plan focus on strengthening ties to community-based heritage organizations, and other organizations such as the Library that deliver non-sport, cultural and educational programs.

Mental health and well-being programming is also an area of community interest that be pursued, and which CMHA Champlain East indicated certain interest in exploring the potential to offer programs in South Glengarry. Three potential CMHA programs are:

Living Life to the Full is a fun and engaging eight-week course that provides people from all walks of life with effective tools to maximize their ability to manage life’s challenges. The group-oriented course is based on the principles of cognitive behaviour therapy (CBT) which focuses on understanding how thoughts, feelings, and behaviours work together to impact well-being. Each 90-minute session focuses on a different topic, such as understanding unhelpful thoughts, engaging

in enjoyable activities, coping with anger and solving daunting problems. Living Life to the Full has been adapted for many demographics (e.g., seniors, youth). Living Life to the Full was developed by UK psychiatrist Dr. Chris Williams and CMHA British Columbia holds the exclusive license to the program in Canada. Training can be delivered in person and virtual (www.livinglifetothefull.ca).

Mood Walks is a provincewide 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, find volunteers, and explore nearby trails and green spaces (<https://www.moodwalks.ca/>).

In the Know: A mental health literacy program for farmers and the agricultural community. In the Know is a mental health literacy program designed specifically for farmers, their families and those who are involved and/or support the agriculture sector. Through this free, four-hour training program, participants will cover the topics of stress, depression, anxiety, substance use disorder and how to start a conversation around mental well-being. The workshops are facilitated by one of CMHA’s mental health professionals using ‘real-life’ examples from agriculture. Training can be delivered in person and virtual (<https://ontario.cmha.ca/programs-services/living-life-to-the-full/>).

Inclusive programming is another area for potential growth. Through its program development function, Special Olympics Ontario (SOO) is seeking to partner with municipal recreation departments to bring more inclusive programs to communities.

“Over the past 50 years Special Olympics has grown from a modest program serving local athletes to become the world’s largest movements [sic] dedicated to promoting respect, acceptance, inclusion, and human dignity for people with intellectual disabilities through sports. Special Olympics Ontario has optimized the benefits of a healthy and active lifestyle through sport to improve the well-being of individuals with an intellectual disability. Their vision is that sport will open hearts and minds towards people with intellectual disabilities and create inclusive communities all across Ontario.”⁵

To this end Special Olympics is partnering with municipalities in Ontario to support them in developing and providing programs for people with intellectual disabilities. SOO provides assistance in the areas of volunteer and coach training courses; athlete and volunteer recruitment for the program; support for promotion; and competition opportunities. Municipal contribution to the partnership may include facilitating / running the program as part of its regular roster; providing facilities, equipment, etc.; setting the price for participation; providing necessary coaching, staff and volunteers; providing SOO with limited feedback on participant profile (e.g., age and gender); encouraging all involved with the program to register with SOO; abiding by SOO policies and procedures; paying relevant expenses (as agreed upon between the parties); providing insurance coverage for events / programs. The municipality retains all income from the program.

Volunteers

Despite the generally high level of volunteer involvement in South Glengarry, development in this area will continue to be needed if services are to be delivered largely through facilitation. Respondents to the household surveys - and especially online participants - indicated willingness to volunteer in a variety of ways.

The Township can use the results of the Master Plan surveys to seek out these individuals and encourage them to come forward. A general registry of those potentially available to volunteer could be set up, and identify areas of specific interest, with the understanding that signing up means that they would be contacted about any opportunities that arise with relevant details/expectations before being asked to commit. As program/activity requirements are better defined, individuals with related interests can be sought if they are not available through the registry. A relatively high level of interest was expressed in stewardship groups, of which there are several already in the Township. This interest is in keeping with findings on COVID-related impacts, which shows the potential to leverage this area of interest among park users.

The Canadian City Parks Report: Centring Equity & Resilience (2021) by Park People is the 3rd annual look at trends, challenges, and opportunities related to Canada’s city parks. As part of the study, a survey on COVID-19 was launched in April 2021. It was open to all Canadians and promoted through the Park People newsletter, social media and partner networks. Nearly 3,500 responses were received, including representation from all provinces and territories. The survey results showed a renewed interest in parks, a trend that was anecdotally reported throughout the pandemic, as well as continued support for expanded parks-based activities:

- 89% had tried a new activity in a park in 2020, with top activities including regular

⁵ <https://www1.specialolympicsontario.com/our-mission/>

walks through parks and trails (56%) and socializing with friends and family (40%).

- 50% reported their winter park use increased during COVID-19 compared to pre-pandemic winters with 73% saying they expected this use to continue or increase in post-pandemic winter seasons.
- 76% want to see more community programming in parks.
- 53% want outdoor arts/culture events.
- 51% want increased access to winter recreation activities in parks.

As might be expected, the survey findings showed that COVID-19 reduced volunteer opportunities. “The average number of volunteers per thousand dropped from 11.6 to 2.7 compared to last year’s report, reflecting reduced opportunities for park volunteering due to the pandemic” (p. 39). At the same time, “volunteer interest is likely to rebound. 58% of Canadians said that COVID-19 had caused them to become more interested in getting involved in stewardship projects [i.e., tending a community garden or assisting with invasive species removal] suggesting new interest in city, non-profit, and resident-led volunteer programs post-pandemic” (p.39).

These findings suggest the pandemic may have instilled a new, experiential-based appreciation of parks that can be tapped for volunteer involvement. The Park People survey also indicated that, “of all park types, Canadians prefer to visit their local neighbourhood parks (71%), naturalized or “wild” parks or green spaces (61%) and trails (60%)” (p. 5), which points to potentially specific types of volunteer involvement to be pursued in the short-term.

Recommendations

SD15: Use Master Plan survey results to follow up on expressed interest and encourage people to register for specific volunteer positions or for possible future engagement as need/opportunity arises.

SD16: Focus on post-pandemic interests/opportunities to attract volunteers to help with Township projects and programs.

Optional Program Models

Short Duration Programming

Short-duration programming (e.g., single classes or workshops) is an effective way to help ensure resources are invested in activities of interest, and to potentially boost uptake and success. This programming model allows community members to explore different topics. For some, it could be the first step to engaging in an activity that captures their interest. It is ideal for ‘testing the waters’ and is appealing to adults since an ongoing commitment is not required upfront. This approach also makes use of local knowledge and skills and is an opportunity for local artists, artisans, and experts to increase their exposure, share their knowledge, build awareness of their skills and serve a broader market.

Westboro Brainery in Ottawa⁶ is a successful model for this type of short-duration, citizen-led programming delivered with limited municipal resources. Single-session classes up to 3 hours in length are offered at affordable prices (\$0-\$60) for community members aged 14 years and up, led by local instructors ranging from seasoned professionals and quasi-experts to passionate enthusiasts. Those with little to no teaching experience deliver their first class pro-bono and receive access to a free class by another instructor as compensation. Provided the class is generally well-received and there is interest in additional sessions, future teaching is compensated at an hourly rate.

Classes are typically held at community centres, municipal facilities, schools, parks, cafés, pubs and churches. Members of the public are encouraged to contribute ideas for new classes and sign up to share their own skills or knowledge. Past classes at the Brainery have included:

- Intro to Crocheting
- The 5 Rs of a Zero Waste Life
- How to Make Seriously Good Pie
- Foraging Fundamentals
- Homeschooling 101
- Bullet Journaling
- Handmade Holiday Cards
- Food and Menu Planning for Summer Camping
- Intro to Improv
- How to Start Your Own Podcast
- Pickling 101
- Bead and Tassel Necklace Workshop
- Calligraphy 101
- Artisan Bread Basics
- Cross Stitch 101
- Henna Art DIY
- Dairy-Free Foods Workshop
- The Art of the Butter Tart
- Gnocchi Workshop
- How to Green Clean Your Home
- Intro to Collage
- Sketching Fundamentals

⁶ <https://www.facebook.com/westborobrainery/> Modelled on the Brooklyn Brainery in Brooklyn, New York, the Westboro Brainery is a program initiative of the Dovercourt Recreation Association (DRA), a non-profit, charitable organization formed in 1977. The DRA selects programs that suit the Westboro community's needs and deliver them both at the Centre and in satellite facilities. The DRA is supported by in-kind and cash funding from the City of Ottawa as well as sponsorship from local businesses, government grants, fundraising and partnerships with community groups and volunteers.

Try-Its

By hosting ‘try-it’ days, the municipality can also gauge community interest in particular areas of activity before dedicating resources to longer-term programs. If short-duration programs and ‘try-its’ are successful and participants want to engage further, the municipality can explore opportunities to develop more extensive programs.

Program Packages

Opportunities to access ‘program packages’ developed by interest-based agencies and organizations are numerous. Canadian Wildlife Federation (CWF) programs provide just one example.⁷

The CWF website notes, “CWF is dedicated to ensuring that our wildlife and natural spaces remain a treasured part of our country. The challenge is inspiring that same conservation ethic in new generations of Canadians to ensure they develop their own passion for wildlife conservation. At CWF, we develop education programs to help connect Canadians to nature. We encourage Canadians of all ages to participate in individual conservation actions and to experience, enjoy and value nature. In an ever-increasing urban society, the greatest challenge is developing those connections to our natural world. Education and experiential learning are key pillars in programming designed to meet this challenge.”

The Federation provides well developed resources to support its goals through education and leadership, which could be used as the basis for local initiatives facilitated by the municipality. Themes/program areas, as described on the website include:

WILD Generations Gardening Club promotes intergenerational mentorship in gardening for wildlife. The program supports organizations working with youths and seniors with resources to empower them towards enhancing community gardens into wildlife-friendly habitat. When we enrich our outdoor spaces with natural sources of food, water and shelter for wildlife and practice earth-friendly gardening, we contribute to healthy ecosystems and create habitats to support animals that pollinate our fruits and vegetables.

WILD Outside is a national leadership program currently focused on youth ages 15 to 18. We developed the program as a way for CWF facilitators to help young Canadians learn how to be part of a team, develop a conservation ethic and plan a community-based action project. Teams then deliver their nature connection projects in their community. The WILD Outside program will expand to 20 cities across Canada in 2020 thanks to funding provided by the Canada Service Corps initiative established by the Government of Canada.

WILD About Sports encourages Canadians to get outside and enjoy Canada’s waterways, coastline and oceans by providing training, resources and opportunities for them to get involved and take action. The program uses watersports and related activities to increase Canadians’ awareness of the environment and wildlife habitat. The WILD About Sports guide features 20 activities that will build your confidence in using conservation messaging as they work with groups and individuals outdoors and in, on and around the water.

⁷ Source: <https://cwfc-fcf.org/en/?src=topleftlogo>

This program is delivered through partners such as Conservation Authorities, School Boards and post secondary institutions, that host local workshops.

Recommendation

SD17: Explore optional programming models such as short-duration programs, try-its and program packages to develop new and diverse activity opportunities with Township facilitation and support.

Joint Services Planning

Beyond the need for internal planning activities, joint service planning by all key providers in the community should occur on a regular basis, with a view to integrating the efforts of all in the parks and recreation system. The Township should take the lead in instituting planning activities with this core group of organizations covering several general tasks to align with annual budgeting:

- verifying community service needs/demands
- determining which of these can be addressed
- detailing the program/service response by area (parks, trails, facilities, programs and/or delivery)
- determining the delivery method and, if appropriate, the organizations to share in provision
- developing budgets to support the action(s)

Partnerships among participating organizations should emerge in response to specific required actions, which may be continuous or self-limiting, depending on the initiative. They will also constitute different contributions to service delivery (e.g., municipal space for a program, run by a volunteer group, with guidance from the Health Unit).

The number of sessions per year in which all participants should engage can be determined collectively. At least one full-group session per year, however, would be required - and likely supplemented by smaller group meetings throughout the year to deal with specific topics emerging from the collective session or unforeseen issues. Events, for example, may require separate groups/sessions and include the business community in planning activities.

The first planning activity noted above, “verifying community service needs/demands,” will involve periodic research to clarify program and service needs by age group, content and delivery method. The Master Plan surveys revealed areas of interest that can be used

as starting points for further investigation with the community. Those that emerged as most preferred and can be offered most easily should be pursued first. Moreover, programs that can potentially address several areas of interest simultaneously should be considered in the early stages of new service development. The act of coming together itself will facilitate communication among the various organizations involved in sport, recreation and heritage services and contribute to innovative ideas for collaboration in areas of mutual interest/benefit. It will also help identify areas of common concern among groups that can be addressed collectively. Some of the concerns expressed by groups that participated in consultations were not major concerns but, if addressed, would improve their services to the community (e.g., access to washrooms - including portable units, storage, managing phone inquiries during the off-season, etc.).

As noted above, there is the potential to strengthen working relationships with organizations in the culture and heritage sector, which could encompass those that own and program their own facilities. The Glengarry Fencibles Trust, the Sir John Johnson Manor House Committee and the Friends of St. Raphael's Ruins were contacted to investigate their interest in the potential for future service collaboration with the Township in heritage services. Both the Fencibles Trust and Sir John Johnson Manor House indicated they are interested in exploring opportunities to work with the municipality.⁸ The nature of these collaborations may vary considerably and could be the result of joint service planning sessions. Typically, joint or reciprocal promotion is an area that seems to work for all types of service providers since it's a common need. How joint programs/services might be developed/delivered, however, is something that cannot be foreseen until the work starts. This is one of the key purposes of joint planning - to get all interested/affected parties together to collectively identify where they can help/

support each other and pursue complementary objectives through joint efforts. At the same time, the Township is open to being approached at any time by groups that it supports at arm's length with suggestions for collaborations.

Ongoing service monitoring and evaluation will also inform planning to address needs year over year. The Township's recreation management software can generate information on a variety of variables to use in service planning, some of which has been used in preparing the Master Plan. Monitoring use of non-scheduled facilities such as tennis courts and multi-use pads will help confirm use for different activities and the need for improved or additional facilities. These facilities can be visited on a random, rotating basis throughout the year to record use levels and types. As outdoor facilities are used largely in the summer, this task could be assigned to a student position.

Parks and Recreation Ontario's Manual entitled *Measuring Customer Value and Satisfaction* for Parks and Recreation is a practical guide to supporting service evaluation work. As noted in the Manual, it is "intended to enable providers of parks and recreation to easily and consistently assess customer value and related issues. [It] includes a common set of core questions and an enhanced set of questions that can be used by providers to evaluate the effectiveness of their programs and services, as well as advice on approaches to administering surveys" (p. 1).

The ability to evaluate progress will require annual targets that can be measured. For example, a program objective for an upcoming budget year may be to introduce four new programs in areas of particular interest emerging from the Master Plan's consultation. As is the case now, each new program is essentially a pilot designed to optimize participation and should be evaluated upon completion to determine future options to continue - with any required adjustments - or discontinue. The results of each year's

⁸ Friends of St. Raphael's Ruins did not respond. Other existing or potential partners contacted were the SDG Library and the Canadian Mental Health Association (CMHA), of which the latter responded.

programming would provide the basis for reporting on outcomes and planning for the upcoming year. Volunteers' experience should also be evaluated to identify areas where it can be improved to enhance the program so that existing volunteers will see their contributions are valued, and potential new volunteers will benefit from a well-designed approach.

Many commentators are predicting permanent shifts in the demand for recreation services post-COVID, and the need for municipalities to respond accordingly. The actual implications of the pandemic, however, will only become apparent over time. For example, the expectation that more people will continue to work from home on flexible schedules can be anticipated to translate into greater levels of demand for recreation programs/access to facilities in traditionally non-peak times. Monitoring these factors will contribute to verifying anticipated changes in recreation service needs and the need to adjust municipal delivery responses to this demand.

If the Master Plan's progress is monitored, evaluated and updated annually, and there are no major unforeseen changes affecting its continued relevance, it should undergo a comprehensive review and update in ten (10) years. A mid-term update may be required, however, if changing circumstances demand it (e.g., if internal or external factors result in significant unanticipated service needs).

Recommendations

- SD18: The Township should take the lead in instituting joint services planning on a regular basis with the major program/service providers in the Township.
- SD19: Request other interested parties to participate in planning activities, as need or opportunity arises.
- SD20: Institute ongoing service monitoring and evaluation to inform service planning in the areas of facility/space use, programs and events.
- SD21: Develop annual planning targets to allow outcomes to be measured and reported.
- SD22: Conduct a comprehensive review and update of the Master Plan in ten years.

Communications and Promotions

The Township produces a well-designed, informative guide twice a year (Spring/Summer and Fall/Winter) and also provides detailed information on recreation opportunities and programs on its website.

The Internet and social media tend to be the focus for information provision. While these channels are important, print continues to be a key medium. While not evidence-based research, the following inset suggests the continuing importance of printed promotional material - at least for programs related to continuous learning.

BROCHURE TRENDS FOR 2020:

Put it in print...Set aside your notions that millennials want everything online and that baby boomers want everything in print. You have it backwards! Boomers in the U.S. lead all other nations in computer literacy of older adults. And millennials prefer print catalogs. Yes.

The popularity of print continues to rise as more younger people begin to participate in lifelong learning.

Increasingly, lifelong learning members are noting that when they improve their print catalog, their online and digital presence is more effective. The catalog drives traffic to your website. Tips:

- Integrate your print materials with digital communication
- Focus on creating well-designed, easily navigable web pages and good social media

And memorize this: "Print drives decisions. Decisions are implemented online."¹

¹ <https://lern.org/>

South Glengarry's Spring Summer 2022 Community Guide organizes information under the following topics: Parks, Community Spaces (to rent), Outdoor Spaces, (includes non-municipal providers), Trails (includes non-municipal providers), and Recreation (programs). This is a very simple and clear way to communicate opportunities for both structured and self-directed recreation.

Potential areas for further development of the Guide and web-based material include heritage programs and places, and greater promotion of for the Heritage Tour Route Map and Cycling Routes within the Township (Fat in the Forest, River to Ruins, Tour De Lancasters). Additional 'topics' for the guide could be Heritage Places and Experiences, Cycling Routes and Heritage Tours. Campgrounds and Beaches, which are listed separately on-line, could also be included. To the extent possible, topic/interest headings in the Guide and on the Township's website should be consistent, even if more or less information under each is provided.

The activities and programs of the following organizations form part of the community-wide recreation system and would benefit from inclusion in promotional efforts.

- The Sir John Johnson Manor House Committee hosts two runs for athletic individuals, the Great Raisin River Footrace and the Chilly Willy Run; educational events for some of Glengarry area schools including the Victorian Christmas and Education Day, which highlights life in the late 1700s; an annual Summer Social and Doors Open. The Committee is continuing to restore the Manor House with the intention of having visitors from around the world use the archives and space for genealogy research in reading and research spaces, and/or stay overnight in refurbished second storey accommodations.
- The Glengarry Fencibles Trust is in the process of restoration of the Bishop's House and property with the initial goal of reopening

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the first floor for hospitality, cultural and interpretive activities.

- St. Raphael's Ruins are open to the public at no charge, with a curator on site during the week in July and August. The site is also available to book for events (e.g., weddings, photography sessions, etc.)

Another 'topic' to consider is "What's free to do in South Glengarry?" A number of survey respondents suggested that programs such as public skating be offered at no cost, which is already the case. Bringing all free activities available through the Township and other organizations under a single heading would clarify questions around cost.

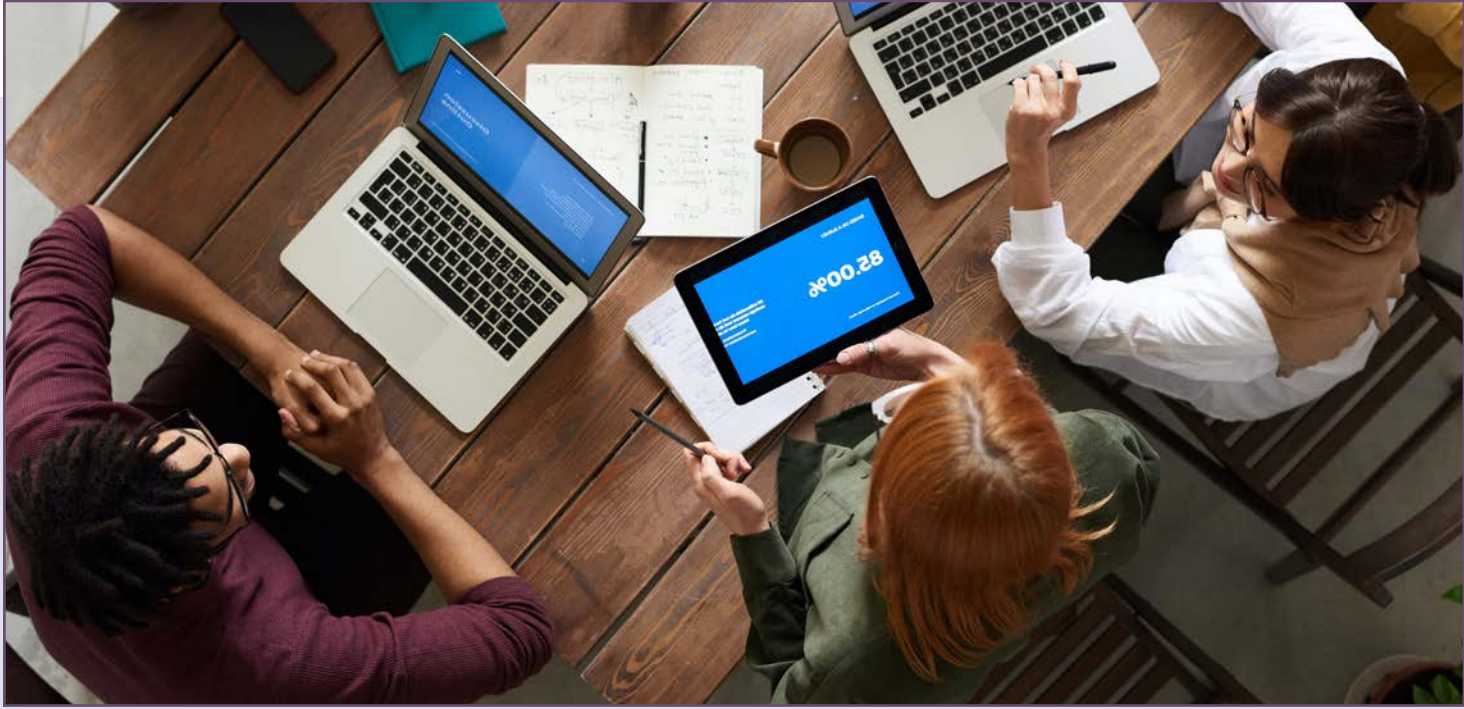
Creating social media accounts (e.g., Facebook, Instagram) specific to recreation and opportunities in the Township is a more direct way to promote services. Residents who are interested in recreation activities may be more likely to follow/subscribe to an account dedicated to this topic than general municipal updates. Staff operating these accounts can also quickly re-share upcoming programs, events and news from other community providers. This is particularly useful for community events that are not regular occurrences and so not published in the Community Guide. Those that are spontaneously organized or occur only once can be quickly promoted via dedicated social media channels.

Finally, the Township could consider reciprocal promotion with other area municipalities - and especially North Glengarry - to help direct local residents to services not available locally and vice versa, and/or to jointly promote Glengarry-wide programs (e.g., Encore Education) and experiences (e.g., connected heritage routes).

Communications channels can also be used by the Township to promote its work in parks and recreation services. The Municipality of Port Hope, for example, produces an annual graphically portrayed Parks, Recreation and Culture Year-in-Review that summarizes the past year's work in developing, operating and maintaining these services. Much of this information is already available or would be captured in monitoring activities and could be used to produce an 'annual report' to Township residents.

Recommendations

- SD23: Continue producing both digital and print media information to promote/communicate with residents about parks and recreation services.
- SD24: Create recreation-specific social media accounts.
- SD25: Expand coverage to include heritage and tours, and 'What's free to do in South Glengarry?'
- SD26: Consider reciprocal promotions with North Glengarry for both local and Glengarry-wide services/experiences.
- SD27: Prepare and post an annual services 'year-in-review' that summarizes and informs the community about the Township's achievements in parks and recreation.



8.0 Implementation Strategy

8.1 Introduction

This section outlines the proposed implementation strategy for the Master Plan's 95 recommendations. Following a discussion of key considerations, the recommendations are presented by the service areas in the Master Plan: Programs, Activities and Events (PE), Facilities (FS), Parks and Trails (PT), and Service Delivery (SD). Recommendations are accompanied by anticipated costs and timelines for completion of discrete tasks. For a more complete explanation of each recommendation, please refer to the corresponding discussion in the preceding sections. In the interests of consistency, all recommendations from the text are repeated in the table even though there are several that do not reflect changes to the current process, but may include enhancements

(e.g., Continue to facilitate community use of schools for gym-based programming.).

The Master Plan should be considered a living document. In monitoring and evaluating its progress, changes that result from work completed should be reflected in regular reviews that track the initiation, progress and completion of each item as they are implemented through annual work plans and budgets.

8.2 Implementation Considerations

The proposed roll-out of recommendations is based on information available at the time of Plan development and includes the following considerations:

8.2.1 Operations, Capital Projects and Studies

Of the 95 recommendations, the majority are operational in nature. Their implementation would be undertaken by staff as part of their day-to-day activities. There are 28 capital project recommendations (of which six are fully contingent on available funding), and nine recommendations to undertake supplementary studies, which are assigned estimated budget allocations for execution. This includes both improvements/repairs to existing facilities, as well as the design and construction of new facilities and amenities.

8.2.2 Immediate Need

Several recommendations are identified as immediately needed. These address repair backlogs to aging infrastructure and facilities, completing prerequisites to other work or closing gaps in services/processes for decision-making. These projects are scheduled for the first year in the implementation strategy.

8.2.3 Dependencies and Efficiencies

While recommendations are described as discrete initiatives, many are interrelated and need to be considered within the larger context of achieving efficiencies in implementation. Some recommendations must be initiated and completed before other recommendations can begin, while others may benefit from being undertaken simultaneously in terms of process efficiency and to take a more fulsome approach to improvements.

8.3 Budget Considerations

8.3.1 Cost Distribution and Summary

The implementation sequence attempts to distribute costs evenly over the ten-year timeframe of the Master Plan. The total cost of all projects over the ten-year schedule is approximately \$4,033,000 (including \$563,000 capital costs estimated for projects that are totally contingent on funding becoming available), with \$145,000 allocated for the first year (see Table 8-1).

Table 8-1: Cost Summary of the Parks and Recreation Master Plan's Recommendations

Area of Recommendations	Timing				Total Cost
	Immediate	Short (Years 2-4)	Medium (Years 5-7)	Long (Years 8-10)	
PE: Programs and Events	-	-	-	-	-
FS: Facilities	\$25,000	\$75,000	-	-	\$100,000
PT: Parks and Trails	\$40,000	\$727,000	\$858,000	\$870,000	\$2,495,000
SD: Service Delivery	\$120,000	\$240,000	\$240,000	\$315,000	\$915,000
Total Cost	\$145,000	\$1,042,000	\$1,098,000	\$1,185,000	\$3,470,000

Table 8.2 (in Section 8.4 below) details the summary of costs by recommendation in each of the four areas. It is important to note that the budgeted amounts contained in the Master Plan do not account for grants that may become available from time to time for specific initiatives and, therefore, cannot be anticipated. The cost to the Township, therefore, will be reduced by the amount of funding that it is successful in receiving from upper levels of government (or other potential sources).

The cost figures include only initiatives for which discrete, order of magnitude estimates could be provided. Process and operations

recommendations that will be assigned to staff, ongoing operating and maintenance costs, and recommendations that require additional investigation by the Township to confirm costs, are not included. These have been colour-coded in the detailed plan (Table 8-2) and would be in addition to the figures provided here. Table 8-1 also does not include \$563,000 in capital costs estimated for projects that are totally contingent on funding becoming available. These figures are shown separately in Table 8-2.

Another factor to consider is cost premiums/ fluctuations due to the impacts of the COVID-19 pandemic and inflation, which makes it especially difficult to attach firm estimates to recommendations. This is particularly true at a Master Plan level where the potential range in design and the quality of materials and finishes are also unknown and are determined by the municipality at the project design/construction phase.

8.3.2 Staff Resources

In view of the anticipated work to implement the Master Plan, additional staff should be hired to provide the Parks, Culture and Recreation Department with the manpower for program/ service expansion related to post-COVID comebacks and recommended new initiatives. Support is needed for existing program and operations staff as well as administratively for the General Manager. An allowance of \$80,000 per year has been added to the implementation strategy to provide (part-time) assistance in these areas. Specific staff allocations will be determined through the operations service review recommended above. Successful Plan implementation and service development over time, however, may point to the need for additional staff to effectively serve the community. The Township can monitor the potential need to increase staffing in specific areas through the results of ongoing service evaluations in terms of program/service growth.

Recommendation

SD28: Hire additional staff to assist with program/service expansion, operations and administration.





8.3.3 Flexibility

The proposed schedule reflects a reasonable roll-out, assuming no major obstacles to activation. However, it is expected that some projects may need to be delayed due to unforeseen circumstances. There may also be opportunities to “fast-track” other initiatives.

Recommendations identified as ongoing initiatives are to be carried through each year to the end of the Plan’s term. Their applicability throughout the entire period, however, will depend on evolving needs in relation to service development. Program expansion, for example, for specific interests may be sufficient to meet demand in considerably less than ten years (subject to potential changes based on continuation of monitoring and verification of need). The point at which this will happen, however, is unknown and thus not identified as an “end-date” in implementation. The recommendations shown as time-limited endeavors may also extend beyond the years shown. It may take longer to complete the identified activities and/or completing a recommendation may result in a new system component or procedure. Recommendations to establish formal agreements or contracts, for example, are shown as time-limited for negotiating arrangements that will create new, ongoing relationships between the Township and other providers (e.g., volunteers, agencies, etc.).

8.4 Anticipated Costs and Timing

Table 8-2 outlines the anticipated costs and timeframe for implementing each of the Master Plan's recommendations, which are assigned to the following categories by colour:

	operating cost - within existing budget
	capital cost
	cost for study to be undertaken
	ongoing/enhanced

costs shown in **red font** are fully contingent on available funding

Table 8-2: Anticipated Costs and Time Fame for Master Plan Recommendation Implementation

	Recommendation	Timeframe				Total Estimated Cost
		Year 1	Short (Years 2-4)	Medium (Years 5-7)	Long (Years 8-10)	
Programs, Activities and Events						
PE1	Use improvements at existing waterfront access points, and future development at Cairnview Park, to provide amenities for non-motorized, small craft water sports as self-directed activities.		timing related to PT36, PT36 & PT37			
PE2	Investigate opportunities to contract seasonal canoe/kayak/paddle board rentals and instruction at designated waterfront locations.					
PE3	Promote tennis courts in the Township and solicit for a volunteer base if the need for additional organized activity arises.					
PE4	Focus on new program/activity opportunities for which demand emerges that can be accommodated at existing facilities, can use both indoor outdoor spaces at different times of the year, and for which volunteer commitment can be instituted.	related to PE 12 (non-sport programming)				

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	Recommendation	Timeframe				Total Estimated Cost
		Year 1	Short (Years 2-4)	Medium (Years 5-7)	Long (Years 8-10)	
PE5	Continue to facilitate community use of schools for gym-based programming.					
PE6	Work with fitness program providers in the community to provide options for less physically intense physical fitness programming (e.g., drum fit)					
PE7	Work with local community partners to facilitate the development of visual arts, environmental, and artisanal programs/activities with an emphasis on targeting combined objectives in design and delivery.					
PE8	Work with fitness program providers in the community to provide low intensity, 'gentle' wellness programming such as yoga and tai chi.					
PE9	Investigate opportunities to bring mental health-specific programming to South Glengarry.					
PE10	Establish opportunities to introduce more social, drop-in programs for age/ interest groups such as youth, new moms, etc. and address, if required.					
PE11	Pursue opportunities to introduce intergenerational programming.					
PE12	Focus on developing program/ activities that build on/enhance current resources, can be accommodated at existing indoor and outdoor spaces, leverages existing or new partnerships, and for which volunteer commitment emerges.	related to PE 4 (active sport/fitness programming)				
PE13	Rationalize approach to supporting the provision of community events in terms of the annual number, type, scheduling and balance between local and/ or visitor-oriented themes and objectives.					

	Recommendation	Timeframe				Total Estimated Cost
		Year 1	Short (Years 2-4)	Medium (Years 5-7)	Long (Years 8-10)	
PE14	To the extent possible, distribute programs, activities and events at parks and community facilities across the Township to encourage resident interaction, optimize the use of resources in providing the widest possible range of opportunities, and improve access to those with limited options to travel to other communities for these services.					
Total Estimated Costs for Programs and Events						
Facilities						
FS1	No additional indoor recreation spaces are required to accommodate needs during the timeframe of the Master Plan.					
FS2	Investigate the potential for increased ice use for additional school and adult programming.					
FS3	Expand use of existing halls and community buildings, which are amenable to a range of uses that can be accommodated in available times at different locations to support improved distribution and access.					
FS4	Focus on rebuilding the use of Green Valley Community Centre and North Lancaster Hall to provide services in these areas of the Township.					
FS5	Consult with the Eastern Ontario Health Unit to investigate the potential to use the Tartan Hall kitchen for community programming and food producer rentals.					
FS6	Update 2011 arena expansion plans and commence with detailed design and construction.		\$35,000			\$35,000
FS7	Verify the need for facility upgrades requested by users with evidence of demand, before the Township commits to implementation.					

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	Recommendation	Timeframe				Total Estimated Cost
		Year 1	Short [Years 2-4]	Medium [Years 5-7]	Long [Years 8-10]	
FS8	Conduct a review of all sports field scheduling/use to establish the costs of delivering the existing supply of fields to the community and, in consultation with organized users, investigate the potential to intensify and consolidate where it is reasonable to do so - especially on municipally owned fields.					
FS9	The Paul Rozon and Martintown Parks ball diamonds will likely be sufficient to meet demand over the term of the Plan, given current use levels.					
FS10	Retain a diamond to serve each quadrant of the Township - at least in terms of the space required to refurbish if warranted by future levels of organized participation/use - and consider repurposing others to provide park-based amenities.					
FS11	Monitor tennis and pickleball to confirm use to establish need for future investment in supply.					
FS12	Consult with Smithfield Park-based volleyball league to confirm demand for a lit court. Consider this option if and when potential funding opportunities become available.					\$60,000
FS13	Prepare a comprehensive study on needed infrastructure upgrades to Glengarry, Nor'Westers & Loyalist Museum and a schedule for budgeting and completion.		\$40,000			\$40,000
FS14	Prepare a comprehensive study on needed infrastructure upgrades to the Glengarry Celtic Music Hall of Fame and a schedule for budgeting and completion.	\$25,000				\$25,000
Total Estimated Costs For Facilities		\$25,000	\$75,000			\$100,000

	Recommendation	Timeframe				Total Estimated Cost
		Year 1	Short [Years 2-4]	Medium [Years 5-7]	Long [Years 8-10]	
Parks and Trails						
PT1	Continue to make required accessibility upgrades to parks (including playground safety, routes and wayfinding, seating, shade and bicycle parking) as part of ongoing maintenance and upgrades.					
PT2	Develop and implement Township-branded signage and wayfinding at Township parks, trails, facilities, heritage sites, natural spaces, and main arterials.					
PT3	Develop a Parks and Trails Tree Strategy to guide the management of trees in parks and along trails in South Glengarry.		\$20,000			\$20,000
PT4	Replace play equipment and playground surfacing at Empey-Poirier Park. Provide seating and shade trees.		\$150,000			\$150,000
PT5	Consider removing the ball field at Empey-Poirier Park and providing a new park amenity if there is a community need.					
PT6	Consider implementing a pathway loop at Empey-Poirier Park with seating and shade trees, if there is community interest, and funding opportunities become available. Connect facilities/amenities with accessible paths.					\$77,000
PT7	Implement naturalization throughout areas of Empey-Poirier Park.		\$10,000			\$10,000
PT8	Consider implementing a paved parking lot at Paul Rozon Memorial Park with an accessible parking spot and accessible paths to park facilities/amenities if funding opportunities become available.					\$97,000
PT9	Provide more shaded areas at Paul Rozon Memorial Park with trees or shade structures.		\$29,000			\$29,000

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	Recommendation	Timeframe				Total Estimated Cost
		Year 1	Short (Years 2-4)	Medium (Years 5-7)	Long (Years 8-10)	
PT10	The existing skateboard equipment at Martintown Community Park should be inspected as per safety standards and removed if necessary. If the need for a skateboard park should arise, the Township could consider providing a pop-up skate park.					
PT11	Provide seating (benches/picnic tables/armour stone etc.) near the playground at Martintown Community Park including at least one accessible bench or picnic table. Installation of accessible seating can be coupled with pathway connection installation.		\$6,000			\$6,000
PT12	Implement accessible pathways at Martintown Community Park to connect amenities in the future if funding opportunities become available.		\$20,000			\$20,000
PT13	Provide more shade at Martintown Community Park with shade trees or structures.		\$3,000	\$3,000		\$6,000
PT14	Monitor community interest in a dog park in Glen Walter Regional Park. Consider providing a temporary dog park to gauge use levels. If there is evidence the amenity will be well used, develop a permanent dog park based on community feedback and dog park design guidelines. Investigate the need for lighting along pathway leading to dog park.			\$60,000		\$60,000
PT15	Monitor community interest for an outdoor rink in Glen Walter Regional Park. Support community initiative to make seasonal rinks or staking loops when municipal servicing in the park is developed.					

	Recommendation	Timeframe				Total Estimated Cost
		Year 1	Short (Years 2-4)	Medium (Years 5-7)	Long (Years 8-10)	
PT16	Consider providing a paved lot and accessible parking at Glen Walter Regional Park and monitor funding opportunities that will support this project.					\$138,000
PT17	Monitor community interest in a splash pad at Glen Walter Regional Park. Design and implement splash pad when municipal servicing becomes available.			\$200,000		\$200,000
PT18	Discuss opportunities, demand and options for the Smithfield driveway entrance, investigate providing a paved driveway if funding opportunities become available.					\$104,000
PT19	Implement naturalized borders and/or naturalized pockets at Smithfield Park.			\$10,000		\$10,000
PT20	Implement the pathway loop and adult exercise equipment at Smithfield Park.				\$120,000	\$120,000
PT21	The North Lancaster Optimist Park playground is scheduled for replacement in fall 2022. Prioritize shade and seating in its installation.			\$150,000		\$150,000
PT22	Remove the volleyball court at North Lancaster Optimist Park.					
PT23	Consider removing the ball field at North Lancaster Park if it is no longer required, and investigate other potential park amenities in consultation with the community.					
PT24	Implement naturalization and tree planting throughout North Lancaster Park.		\$10,000			\$10,000
PT25	Provide secondary entrances to Green Valley Park from the church and the end of Mackinnon Road.			\$10,000		\$10,000

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	Recommendation	Timeframe				Total Estimated Cost
		Year 1	Short (Years 2-4)	Medium (Years 5-7)	Long (Years 8-10)	
PT26	Upgrade the existing playground at Green Valley Park to make it accessible or replace with a new playground in the long term. Consider tree planting around new structure.		\$7,000	OR	\$150,000	\$157,000
PT27	Consult with the Green Valley community to determine if a different amenity would be better used in place of the combined sport field and ball field at Green Valley Park.					
PT28	Consult with the Bainsville community to determine preferred off-season uses for the ice rink at Jack Danaher Park. Provide required upgrades.					
PT29	Consider parking lot upgrades, accessible parking and providing accessible access to all amenities at Jack Danaher Park through funding opportunities.					\$87,000
PT30	Consult with the Bainsville community to determine priorities and preferences for the new playground at Jack Danaher Park. Complete new playground in the short term of this Plan.		\$150,000			\$150,000
PT31	Develop Summerstown Estates Park as an active park for the community of Summerstown. Provide opportunities for community consultation from the concept design stage through to detailed design. Consult with the SDG Accessibility Committee and public concerning park accessibility.	\$20,000	\$250,000			\$270,000

	Recommendation	Timeframe				Total Estimated Cost
		Year 1	Short (Years 2-4)	Medium (Years 5-7)	Long (Years 8-10)	
PT32	Consult with the SDG Accessibility Committee and public concerning the bridge and pathway upgrades. Provide an alternate accessible amenity at Bernie MacDonnell Park should the accessible bridge not be feasible.			\$25,000		\$25,000
PT33	Consult with the RRCA and Watersheds Canada to implement a pond vegetation buffer at Bernie McDonnell Park		\$5,000			\$5,000
PT34	Develop Cairnview Park as a waterfront park to serve the Township and community of South Lancaster. Develop a concept plan, or a series of concept plans based on community consultation. Proceed to detailed design and construction.	\$20,000		\$200,000	\$400,000	\$620,000
PT35	Develop Glen Walter Waterfront Park to serve cyclists using the Waterfront Trail, and residents throughout the Township. Provide opportunities for community feedback through the concept refinement and detailed design stage. Consult with the SDG Accessibility Committee and public concerning park accessibility.		\$21,000			\$21,000
PT36	Continue to implement the concept plan for Ken Barton Senior Park.					
PT37	Continue to provide portable washrooms, picnic tables and trash cans at South Lancaster Wharf. Consider installing bike racks at or near the wharf, to accommodate cyclists using the Waterfront Trail. If Crown land can be acquired, continue to work with the Friends of the South Lancaster Wharf to improve recreation related uses in this area of the waterfront.		\$1,000			\$1,000

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	Recommendation	Timeframe				Total Estimated Cost
		Year 1	Short (Years 2-4)	Medium (Years 5-7)	Long (Years 8-10)	
PT38	Conduct a Peanut Line Trail Study to resolve issues around use, access, and trespass, through stakeholder consultations, and inform future infrastructure work and estimated costs based on the preferred option and other relevant Township initiatives.					\$45,000
PT39	In preparing a South Glengarry Active Transportation Plan, coordinate scope with relevant studies recommended in the Parks and Recreation Master Plan (i.e., the Peanut Line Study and other trail connections and waterfront trail improvements). (Note: costs shown here are only for the Peanut Line Study and the capital costs for other trail connections and improvements).			\$200,000	\$200,000	\$400,000
Total Estimated Costs for Parks and Trails		\$40,000	\$682,000	\$858,000	\$870,000	\$2,495,000
Service Delivery						
SD 1	Hire a qualified consultant to conduct a department operations review to identify opportunities to streamline work related to the day-to-day aspects of delivering services to facilities, parks and users.	\$40,000				\$40,000
SD 2	Use new recreation management software to collect a comprehensive data base for services planning and operations.					
SD 3	Finalize agreements with Junior B Rebels, Char-Lan Minor Hockey Association and Char-Lan Skating Club on respective allocations of locations for arena advertising and retention of revenues generated.					
SD 4	In consultation with the community, reconsider incremental increases in user fees to help finance parks and recreation services.					
SD 5	Develop programs related to revenue generation to help finance parks and recreation services.					

	Recommendation	Timeframe				Total Estimated Cost
		Year 1	Short (Years 2-4)	Medium (Years 5-7)	Long (Years 8-10)	
SD 6	Review and update existing policies including Grants and Donations, and Ice Allocation.					
SD 7	Develop a Community Group Affiliation Policy, based on the results of consultation with volunteer recreation groups to confirm the type and extent of required assistance to sustain/ grow their programs/ events, and the Township's capacity to provide it.					
SD 8	Develop an Event Policy to guide Township support for, and organizer management of, community-oriented and visitor-attractive events.					
SD 9	Review lease agreements for buildings that are not required to deliver municipal services with the intent to transfer ownership to another party or reallocate costs between the municipality and the tenants in are more equitable arrangement.					
SD 10	Review facility and park single use/purpose rental agreements with the intent to better distribute responsibilities for set-up/ take-down between the Township and the renter.					
SD 11	Enter short-term rental agreements with community-based facility user/operators to provide the Township - as the owner - with the minimum it needs to limit exposure while, at the same time, strengthen working relationships with the organizations that are financially accountable and administratively supportive of their efforts to operate their own programs/ activities.					
SD 12	Investigate community interest in volunteer assumption of responsibility for horticultural beautification projects in Lancaster.					

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	Recommendation	Timeframe				Total Estimated Cost
		Year 1	Short (Years 2-4)	Medium (Years 5-7)	Long (Years 8-10)	
SD 13	Consult with the Martintown Horticultural Society to consider using bursary funds to hire a summer student to manage the organization's spring/summer horticulture projects.					
SD 14	Consult with Cenotaph Committees to consider a single community-wide Remembrance Day service to be held in Martintown, Lancaster and Williamstown on an annual rotating basis.					
SD 15	Use Master Plan survey results to follow up on expressed interest and encourage people to register for specific volunteer positions or for possible future engagement as need/ opportunity arises.					
SD 16	Focus on post-pandemic interests/opportunities to attract volunteers to help with Township projects and programs.					
SD 17	Explore optional programming models such as short-duration programs, try-its and program packages to develop new and diverse activity opportunities with Township facilitation and support.					
SD 18	The Township should take the lead in instituting joint services planning on a regular basis with the major program/ services providers in the Township.					
SD 19	Request other interested parties to participate in planning activities, as need or opportunity arises.					
SD 20	Institute ongoing service monitoring and evaluation to inform service planning in the areas of facility/space use, programs and events.					
SD 21	Develop annual planning targets to allow outcomes to be measured and reported.					

	Recommendation	Timeframe				Total Estimated Cost
		Year 1	Short (Years 2-4)	Medium (Years 5-7)	Long (Years 8-10)	
SD 22	Conduct a comprehensive review and update of the Master Plan in ten years.				\$75,000	\$75,000
SD 23	Continue producing both digital and print media information to promote/ communicate with residents about parks and recreation services.					
SD 24	Create recreation-specific social media accounts.					
SD 25	Expand coverage to include heritage and tours, and 'What's free to do in South Glengarry?'					
SD 26	Consider reciprocal promotions with North Glengarry for both local and Glengarry-wide services/ experiences.					
SD 27	Prepare and post an annual services 'year-in-review' that summarizes and informs the community about the Township's achievements in parks and recreation.					
SD28	Hire additional staff to assist with program/service expansion, operations and administration.	\$80,000	\$240,000	\$240,000	\$240,000	\$800,000
Total Estimated Costs for Service Delivery		\$120,000	\$240,000	\$240,000	\$315,000	\$915,000
Total Estimated Costs for Master Plan Implementation		\$145,000	\$1,042,000	\$1,098,000	\$1,185,000	\$3,470,000

Appendix A



Active Living Charter for Residents of the Township of South Glengarry



BSEO
Bureau de santé
de l'est de l'Ontario

***Physical activity, sport, recreation, and play can occur
anywhere and at any time!***

The development of a more physically active community is seen by the Township of South Glengarry ("the Township") as a favorable component to increase the quality of life of its residents. The Township also believes that partaking in physical activity is a key element to an individual's physical and mental health, and well-being.

The Township of South Glengarry's Physical Activity Charter aims to ensure that:

- The positive impact of physical activity, sport, recreation, and play is acknowledged;
- All residents have the right to be physically active (regardless of citizenship, place of origin, race, ancestry, creed, sex, sexual orientation, age, marital status, family status, and / or disability);
- Opportunities and facilities to participate in physical activity, sport, recreation, and play should be equally accessible and available to all;
- All residents can be active participants in promoting participation in physical activity, sport, recreation, and play and that coaches, volunteers, instructors, event organizers, and other Township of South Glengarry residents who provide opportunities to become active are recognized for their valuable contributions to the community;
- The successful promotion of the Township's Active Living Charter is achieved through partnerships with various stakeholders including upper levels of government, educational facilities, not-for-profit organizations, sporting organizations, faith-based organizations, the private sector, clubs, and families.

The Township of South Glengarry supports physical activity through:

- Equipment such as playground structures and sports fields;
- Education and awareness to motivate the residents of the Township to be active;
- Community recreation programming that encourages healthy active lifestyles in recreation centres, community schools, and parks and open spaces;
- Working together with people and organizations to promote South Glengarry as an active community.

South Glengarry

Ontario's Celtic Heartland

Appendix B

Table A-3: Sport/fitness program/activities analysis

Category	Context		Community Interest		Trends				Total
	Well represented current supply	asset based	survey response	relevant age groups	outdoor	nature based	winter	self-directed	
water-based activities	N (2)	Y (2)	H (3)	C/T/A/S (3)	Y (2)	Y (2)	N (1)	Y (2)	17
gym sports	N (2)	N (1)	M (2)	C/T/A/S (3)	P (2)	-	-	N (1)	11
group fitness classes	N (2)	Y (2)	M (2)	Y/A/S (1)	P (2)	-	-	N (1)	10
court sports	Y (1)	Y (2)	M (2)	C/T/A/S (3)	Y (2)	-	P (2)	Y (2)	14
arena ice activities	Y (1)	Y (2)	M (2)	C/T/A/S (3)	N (1)	-	Y (2)	N (1)	12
field sports	Y (1)	Y (2)	M (2)	C/T/A (2)	Y (2)	-	N (1)	N (1)	11
outdoor ice activities	Y (1)	Y (2)	M (2)	C/T/A/S (3)	Y (2)	-	Y (2)	Y (2)	14
arena non-ice activities	Y (1)	Y (2)	L (1)	C/T/A (2)	N (1)	-	N (1)	N (1)	9
wheel sports	N (2)	N (1)	L (1)	C/T/A (2)	Y (2)	-	N (1)	Y (2)	11
marital arts	Y (1)	Y (2)	L (1)	C/T/A (2)	P (2)	-	-	N (1)	9

Parks & Recreation Master Plan

- well represented current supply: yes = 1 no = 2
- asset based: yes = 2 no = 1
- category: high = 3, medium = 2, low = 1
(based on survey results 50% + = high; 20% to 49% = medium; < 20% = low)
- (maximum 3 total) all age groups = 1; adults = +1; children = +1 (maximum 3); C/T/A/S = children, teens, adults, seniors
- outdoor: yes/possibly = 2 no = 1
- nature-based: yes = 2 no = 1
- winter: yes/possibly = 2, no = 1
- self-directed: yes = 2 no = 1
- p = possibly

Table A-4: Non-sport program/activities analysis

Category	Context		Community Interest		Total
	Well represented current supply	asset based	survey response	relevant age groups	
wellness programs	N (2)	Y (2)	H (3)	T/A/S (1)	8
social/club activities	N (2)	Y (2)	M (2)	T/A/S (2)	8
camps	Y (1)	Y (2)	M (2)	C (1)	6
visual arts	N (2)	Y (2)	M (2)	C/T/A/S (3)	9
before and after school programs	N (2)	N (1)	M (2)	C (1)	6
seniors' programs	Y (1)	Y (2)	M (2)	S (1)	6
learning, self-improvement / interest	Y (1)	Y (2)	M (2)	C/T/A/S (3)	8
environmental	N (2)	Y (2)	M (2)	C/T/A/S (3)	9
play programs for preschoolers	Y (1)	Y (2)	M (2)	C (1)	6
performing arts	N (2)	N (1)	M (2)	T/A/S (1)	6
artisanal	N (2)	Y (2)	M (2)	C/T/A/S (3)	9

- well represented current supply: yes = 1 no = 2
- asset based: yes = 2 no = 1
- category: high = 3, medium = 2, low = 1 (based on survey results 50% + = high; 20% to 49% = medium; < 20% = low)
- age groups: all age groups = 1; adults = +1; children = +1 (maximum 3); C/T/A/S = children, teens, adults, seniors

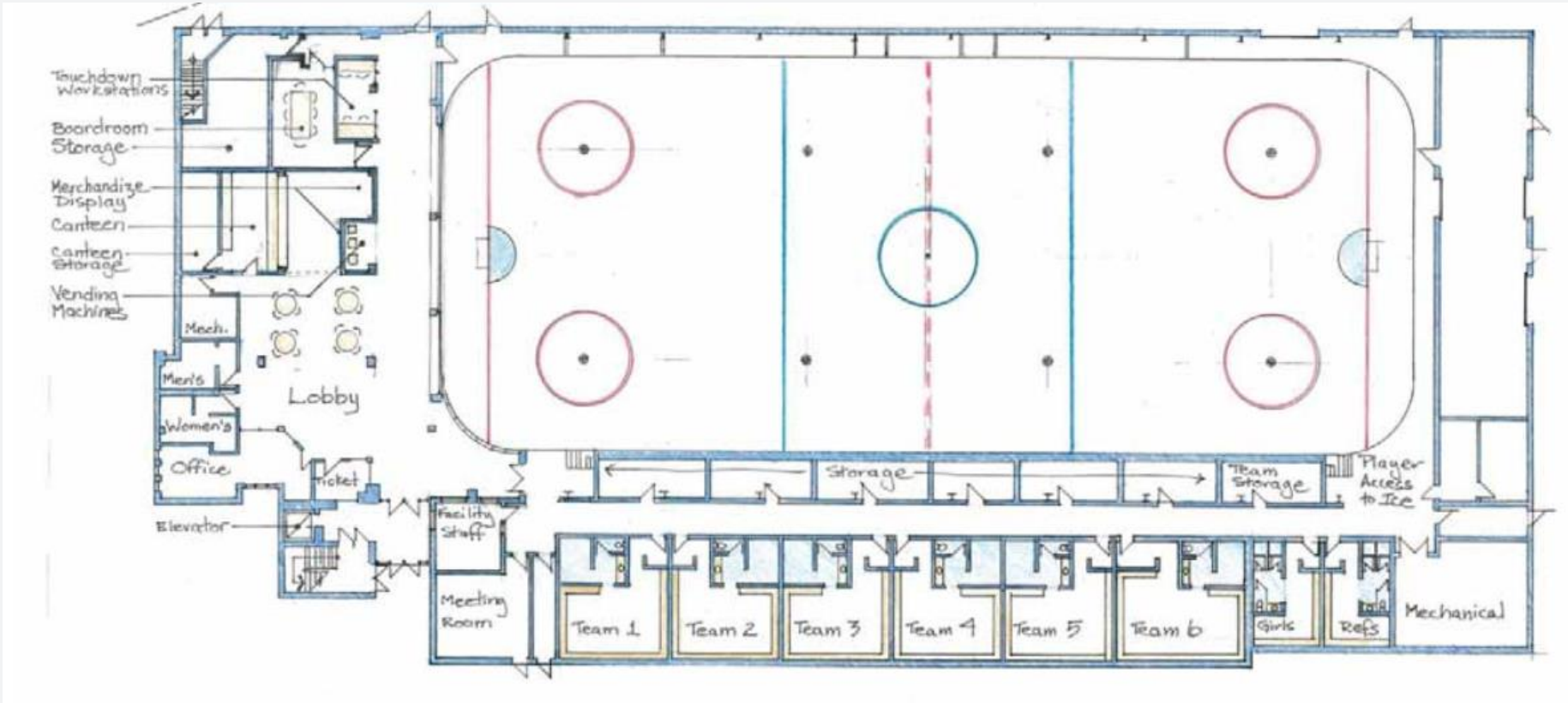
Appendix C

2011 Building Condition Assessment

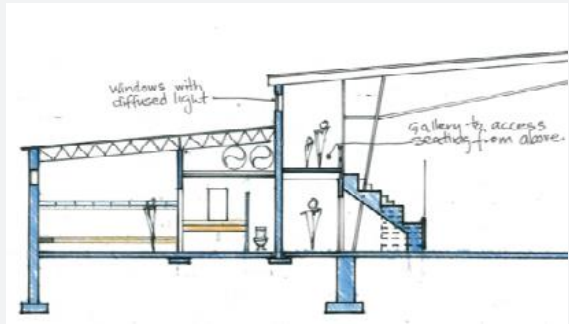
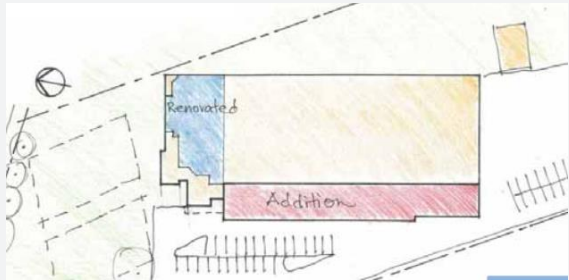
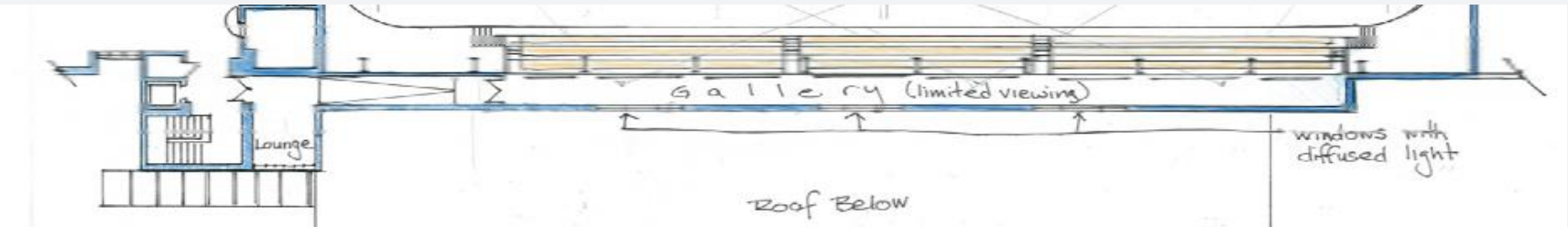
by COLE + Associated Architects Inc.

Expansion Option 1

First Floor Plan



Second Floor Plan

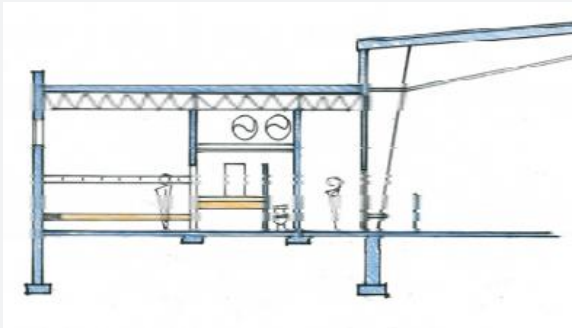
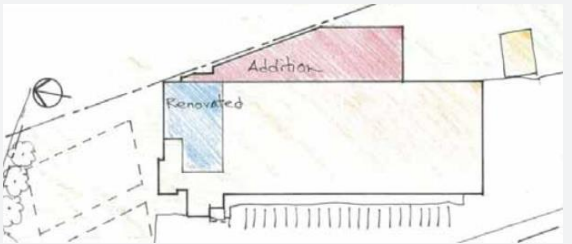
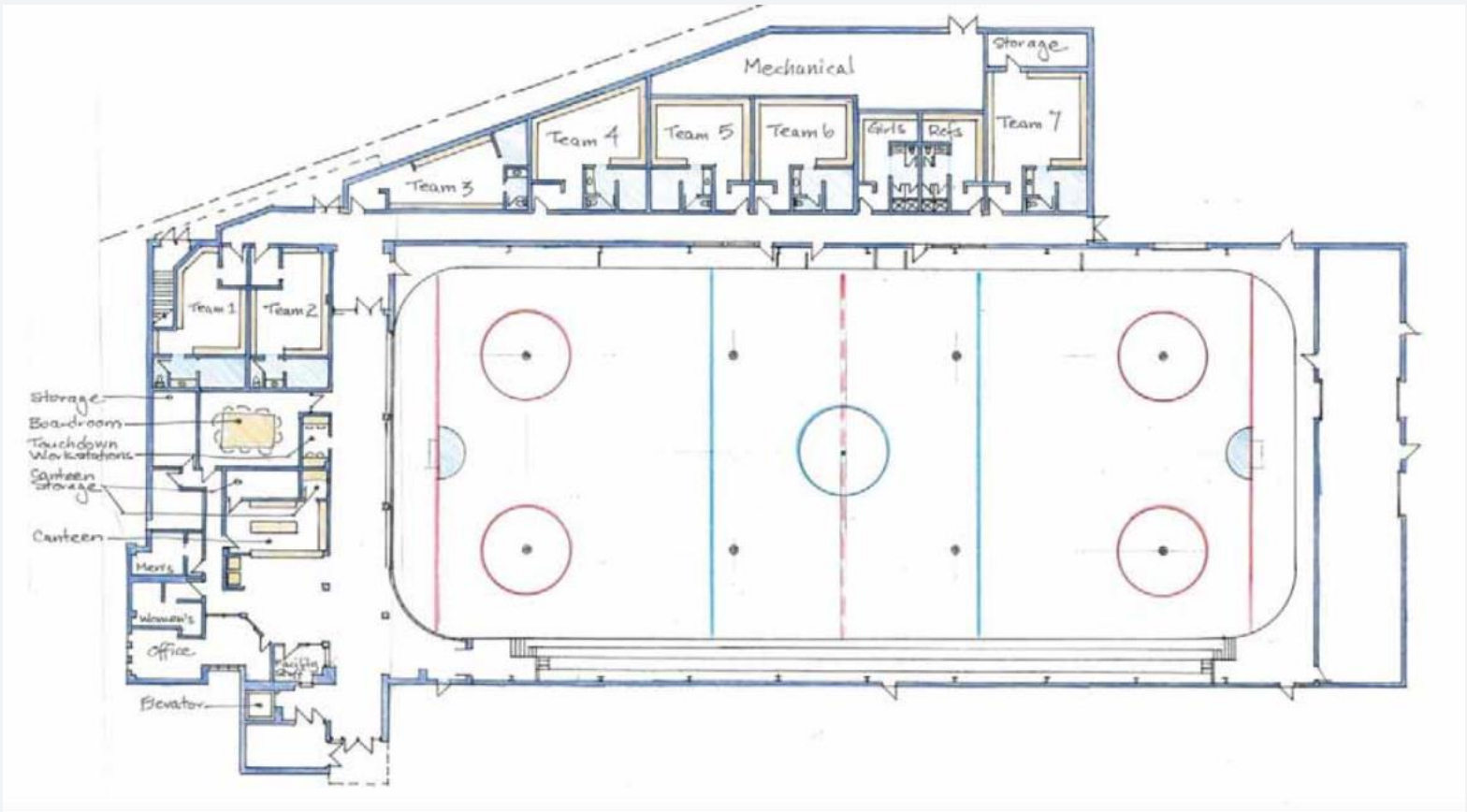


2011 Building Condition Assessment

by COLE + Associated Architects Inc.

Expansion Option 2

First Floor Plan



2011 Building Condition Assessment

by COLE + Associated Architects Inc.

Expansion Option 3

First Floor Plan

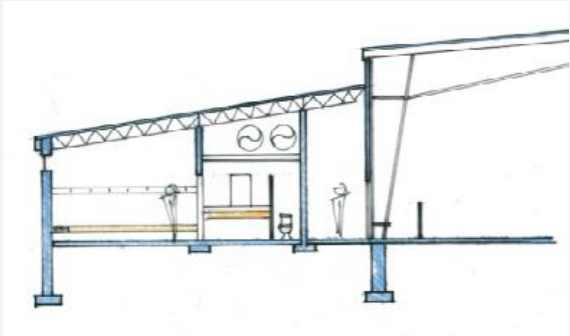
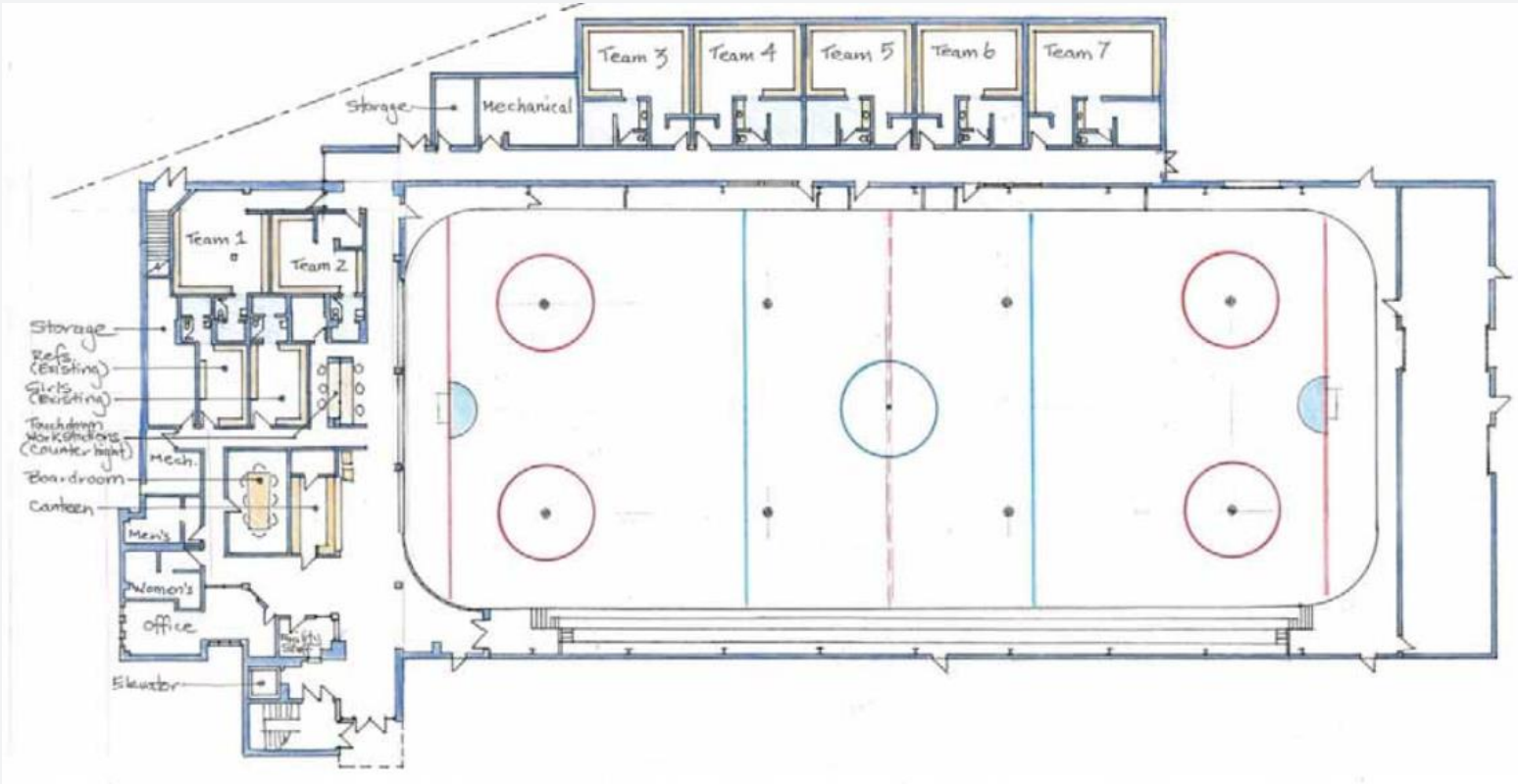


Table C-1 Tartan Hall Use November 2019

	Non-prime time use		Prime time use (6pm+)		
	Hours	Use/User	Hours	Use/User	
1	1.0	Essentrics	2.0	Marital Arts	
2			3.5	Jr. B	WE
3					WE
4	2.0	Balance for Life	2.0	Marital Arts	
5	3.0	GIAG Early Years	1.0	Essentrics	
6	2.0	Balance for Life			
	2.0	Dance class	1.5	Dance class	
7	7.5	SDG Summit	2.0	Marital Arts	
8	1.0	Essentrics			
9			3.5	Jr. B	WE
10					WE
11	2.0	Balance for Life	2.0	Marital Arts	
12	3.0	GIAG Early Years	1.0	Essentrics	
13	2.0	Balance for Life			
	2.0	Dance class	1.5	Dance class	
14	1.0	Essentrics	2.0	Marital Arts	
15	1.0	Essentrics			
16			3.5	Jr. B	WE
17					WE
18	2.0	Balance for Life	2.0	Marital Arts	
19	3.0	GIAG Early Years	1.0	Essentrics	
20	2.0	Balance for Life			
21	2.0	Dance class	1.5	Dance class	
22	1.0	Essentrics	2.0	Marital Arts	
23			3.5	Jr. B	WE
			4.0	Skate Club Movie Night	WE
24			4.0	Skate Club Paint Night	WE
25	2.0	Balance for Life	2.0	Horticultural Society	
26	3.0	GIAG Early Years	1.0	Essentrics	
27	2.0	Balance for Life			
28	2.0	Dance class	1.5	Dance class	
29	1.0	Essentrics	2.0	Marital Arts	
30			3.5	Jr. B	WE
Totals	49.5		53.5		103.0
	WE - weekend				
	no use scheduled				

Table C-2 Tartan Hall Use April 2022

	Non-prime time use		Prime time use		
	Hours	Use/User	Hours	Use/User	
1					
2					WE
3					WE
4	2.0	Balance for Life			
	6.0	Council meetings	5.0	Council meetings	
5	3.0	GIAG Early Years	2.0	Marital Arts	
6	2.0	Balance for Life			
	2.0	Dance class	1.5	Dance class	
7			2.0	Marital Arts	
8					
9	3.0	Stag & Doe	5.5	Stag & Doe	WE
10	7.0	Canoe Race	2.0	Canoe Race	WE
11	2.0	Balance for Life			
12	3.0	GIAG Early Years	2.0	Marital Arts	
13	2.0	Balance for Life			
	2.0	Dance class	1.5	Dance class	
14			2.0	Marital Arts	
15					
16			3.0	CLMHA Awards	WE
17					WE
18	6.0	Council meetings	5.0	Council meetings	
19	3.0	GIAG Early Years	2.0	Marital Arts	
20	2.0	Balance for Life			
	2.0	Dance class	1.5	Dance class	
21			2.0	Marital Arts	
22					
23			9.0	Hort Society AGM	WE
					WE
24			9.0	Canoe Race	WE
25					
26	3.0	GIAG Early Years	2.0	Marital Arts	
27	2.0	Balance for Life			
	2.0	Dance class	1.5	Dance class	
28			2.0	Marital Arts	
29	1.5	Township meeting			
30	4.0	NorWesters Museum			
Totals	59.5		60.5		120.0
	WE - weekend				
	no use scheduled				

Table C-3: Char-Lan Ice Schedule: 2019

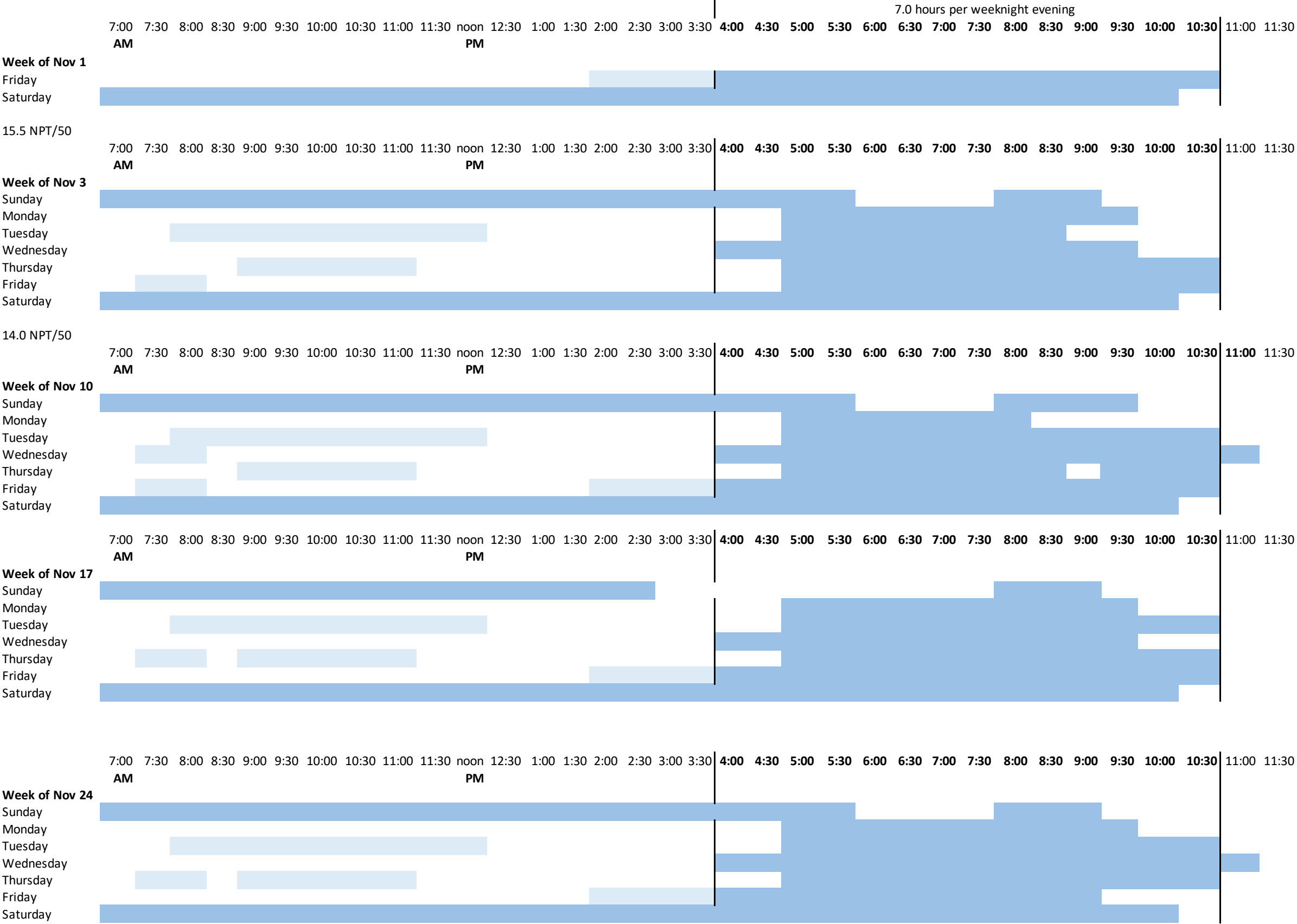


Table C-4 Char-Lan Arena Floor Use May 2019

Non-prime time use		Prime time use (6pm +)		
Hours	Use/User	Hours	Use/User	
1				
2	5.0 Bike Rodeo	2.0 Bike Rodeo		
3	6.0 Bike Rodeo			
4				WE
5				WE
6				
7	2.0 walking program	1.0 CLMSA meeting		
8	2.0 walking program	2.5 ball hockey		
	1.0 ball hockey			
9	2.0 pickleball			
10				
11				WE
12				WE
13	2.0 pickleball	0.75 Nerf Gun Mania		
14	2.0 walking program	1.0 GW Soccer coaches mtg		
15	2.0 walking program	2.5 ball hockey		
	1.0 ball hockey			
16	2.0 pickleball	1.0 CLMSA coaches meeting		
17				
18				WE
19				WE
20				
21	2.0 walking program	1.0 LTP Lacrosse		
22	2.0 walking program	2.5 ball hockey		
	1.0 ball hockey			
23	2.0 pickleball			
24				
25				WE
26				WE
27	2.0 pickleball	3.5 Air Cadets Annual		
28	2.0 walking program	4.0 Air Cadets Annual		
	3.0 Air Cadets Annual			
29	2.0 walking program	2.5 ball hockey		
	1.0 ball hockey			
30	2.0 pickleball			
31				
Totals	46.0	24.25		
WE - weekend				
	no use scheduled			

Table C-5 Martintown CC Main Hall Use November 2019

Non-prime time use		Prime time use (6pm+)		
Hours	Use/User	Hours	Use/User	
1	1.0 GT 55+ Dance Exercise	2.0 AA		
2				WE
3		9.0 Bridal Shower		WE
4	1.0 GT 55+ Exercise	2.0 Exercise class		
5	1.0 GT 55+ Yoga			
	3.5 GT 55+ Duplicate Bridge			
	2.0 Dance class	3.0 Dance class		
6	1.0 GT 55+ Exercise			
	0.5 Martintown Hort Society	4.0 Martintown Hort Society		
7	3.0 GT 55+ Shuffleboard	2.0 Bingo		
	1.0 GT Line Dancing			
8	1.0 GT 55+ Dance Exercise	2.0 AA		
9				WE
10				WE
11	1.0 GT 55+ Exercise	2.0 Exercise class		
12	1.0 GT 55+ Yoga			
	3.5 GT 55+ Duplicate Bridge			
	2.0 Dance class	3.0 Dance class		
13	1.0 GT 55+ Exercise	1.0 Exercise class		
14	3.0 GT 55+ Shuffleboard	1.0 Exercise class		
	1.0 GT Line Dancing			
15	1.0 GT 55+ Dance Exercise	2.0 AA		
16				WE
17				WE
18	1.0 GT 55+ Exercise	2.0 Exercise class		
19	1.0 GT 55+ Yoga			
	3.5 GT 55+ Duplicate Bridge			
	2.0 Dance class	3.0 Dance class		
20	1.0 GT 55+ Exercise	1.0 Marilyn		
	4.0 55+ Diners' Club			
21	3.0 GT 55+ Shuffleboard	1.0 Exercise class		
	1.0 GT Line Dancing			
22		2.0 AA		
23				WE
24				WE
25	1.0 GT 55+ Exercise	2.0 Exercise class		
26	1.0 GT 55+ Yoga			
	3.5 GT 55+ Duplicate Bridge			
	2.0 Dance class	3.0 Dance class		
27	1.0 GT 55+ Exercise	1.0 Exercise class		
28	3.0 GT 55+ Shuffleboard	1.0 Exercise class		
	1.0 GT Line Dancing			
29	1.0 GT 55+ Dance Exercise	2.0 AA		
30		13.75 Private rental		WE
Totals	58.5	64.75	123.25	
WE - weekend				
	no use scheduled			

Table C-6 Martintown CC Main Hall Use April 2022

Non-prime time use		Prime time use (6pm+)		
Hours	Use/User	Hours	Use/User	
1	2.5 Pickleball	1.5 Martintown Mill Comm		
2				WE
3				WE
4	2.5 Pickleball	2.0 Exercise class		
5	1.0 Essentrics Class			
	2.0 Dance class	3.0 Dance class		
6	2.5 Pickleball	3.5 Horticultural Society		
7	3.0 Shuffleboard	1.0 Exercise class		
	2.0 pickleball			
8	2.5 Pickleball			
9		8.0 Baby shower		WE
10				WE
11	2.5 Pickleball	1.0 Exercise class		
12	1.0 Essentrics Class			
	2.0 Dance class	3.0 Dance class		
13	2.5 Pickleball	1.0 Exercise class		
14	3.0 Shuffleboard			
	2.0 pickleball			
15	2.5 Pickleball			
16				WE
17				WE
18	2.5 Pickleball	1.0 Exercise class		
19	1.0 Essentrics Class			
	2.0 Dance class	3.0 Dance class		
	3.5 GT 55+ Duplicate Bridge			
20	2.5 Pickleball	2.0 Exercise class		
	1.0 GT 55+ Exercise			
21	3.0 Shuffleboard			
	2.0 pickleball			
22	2.5 Pickleball			
23				WE
24				WE
25	2.5 Pickleball	1.0 Exercise class		
	1.0 GT 55+ Exercise			
26	1.0 Essentrics Class			
	2.0 Dance class	3.0 Dance class		
	3.5 GT 55+ Duplicate Bridge			
27	2.5 Pickleball	2.0 Exercise class		
	1.0 GT 55+ Exercise			
28	3.0 Shuffleboard			
	2.0 pickleball			
29	2.5 Pickleball			
30		9.0 Bridal shower		WE
Totals	74.5	45.0	119.5	
WE - weekend				
	no use scheduled			

Table C.7 Martintown CC Seniors Room Use November 2019

	Non-prime time use		Prime time use (6pm+)		
	Hours	Use/User	Hours	Use/User	
1	3.5	Artists Hangout	2.0	AA	
2					WE
3					WE
4	3.0	MT 55+ Bridge Party			
5	3.5	MT 55+ Duplicate Bridge			
6					
7	3.5	Artists Hangout			
8	3.5	Artists Hangout	2.0	AA	
9					WE
10					WE
11	3.0	MT 55+ Bridge Party			
12	3.5	MT 55+ Duplicate Bridge			
13					
14	3.5	Artists Hangout			
15	3.5	Artists Hangout	2.0	AA	
16					WE
17					WE
18	2.0	Martintown Hort Society			
	3.0	MT 55+ Bridge Party			
19	3.5	MT 55+ Duplicate Bridge			
20					
21	3.5	Artists Hangout			
22	3.5	Artists Hangout	2.0	AA	
23					WE
24					WE
25	3.0	MT 55+ Bridge Party			
26	3.5	MT 55+ Duplicate Bridge			
27					
28	3.5	Artists Hangout			
29	3.5	Artists Hangout	2.0	AA	
30					WE
Totals	59.5		10.0		

WE - weekend
no use scheduled

Table C.8 Martintown CC Seniors Room Use April 2022

Non-prime time use		Prime time use (6pm+)		
Hours	Use/User	Hours	Use/User	
1		1.0	confidential meeting	
2				WE
3				WE
4				
5				
6		3.5	Horticultural Society	
7	4.25			
8		1.0	meeting	
9				WE
10				WE
11	5.0			
12				
13				
14	4.25			
15		1.0	meeting	
16				WE
17				WE
18	5.0			
19	2.0			
20				
21	4.25			
22		1.0	meeting	
23				WE
24				WE
25	5.0			
26				
27				
28	4.25			
29				
30		9.0	Williamstown Fair mtg	WE
34.0		16.5		

WE - weekend
no use scheduled

Table C.10 North Lancaster Optimist Hall Use April 2022				
Non-prime time use		Prime time use		
Hours	Use/User	Hours	Use/User	
1	10.0 Church Supper			
2				WE
3				WE
4				
5				
6				
7				
8				
9				WE
10				WE
11				
12				
13				
14				
15				
16				WE
17				WE
18				
19				
20	11.5 Environment meetings*	0.5 Environment meetings		
21	11.5 Environment meetings	0.5 Environment meetings		
22	11.5 Environment meetings	0.5 Environment meetings		
23		12.0 Environment meetings	WE	
24		12.0 Environment meetings	WE	
25	11.5 Environment meetings	0.5 Environment meetings		
26	11.5 Environment meetings	0.5 Environment meetings		
27	11.5 Environment meetings	0.5 Environment meetings		
28	11.5 Environment meetings	0.5 Environment meetings		
29	5.5 Environment meetings			
30		17.0 Hockey event	WE	
Totals		86.0	44.5	

*an emergency response group that was called in to deal with an outbreak of Avian Flu in the area
WE - weekend
no use scheduled

Table C.9 Green Valley Community Hall Use April 2022				
Non-prime time use		Prime time use		
Hours	Use/User	Hours	Use/User	
1				
2		4.0 Family Event		WE
3				WE
4				
5				
6		2.0 Glengarry Federation of Agriculture		
7				
8	8.0 Family Reunion			
9				WE
10				WE
11				
12				
13				
14				
15				
16				WE
17		10.0 Family Event		WE
18				
19				
20	1.0 Kitchen rental	4.0 Kitchen rental		
21	1.0 Kitchen rental	4.0 Kitchen rental		
22	2.0 Kitchen rental	4.0 Kitchen rental		
23		6.0 Music lessons		WE
24				WE
25				
26				
27				
28				
29				
30				WE
		12.0	34.0	

WE - weekend
no use scheduled

Appendix D

Parks & Recreation Master Plan

Committee/Association Participation in Focus Groups/Interviews (* indicates those that participated)

Glen Walter Parks and Recreation Committee*

Bainsville Recreation Committee*

Friends of the South Lancaster Wharf*

Martintown Mill Preservation Committee*

Lancaster Optimist Club*

Martintown Cenotaph Committee*

Williamstown Cenotaph Committee

Lancaster Cenotaph Committee

Heritage Committee

Williamstown Fair Board

Williamstown Green Thumb Horticultural Society*

Martintown Horticultural Society

Friends of the Summerstown Trails*

North Lancaster Optimist Club

Lancaster Legion

ATV Club* (Glendaler's Winter Sports Club)

Glengarry Snowmobile Club*

Martintown Goodtimers Association*

Glengarry Celtic Music Hall of Fame*

Bainsville Bay Citizen's Advocacy Association*

Waterfront Regeneration Trust*

South Lancaster Wharf Group*

Focus Groups for Casual/non-organized Users

Waterfront Users (#7 attended)

Recreational Trail Users of Peanut Line (12 attended)

Contacts made by email/phone (* indicates those that responded)

CMHA*

SDG Counties Library

Sir John Johnson Manor House

Friends of the Ruins

Glengarry Fencibles Trust*

User Group Survey Invitees and Participants

	Group/Organization	Responded to Survey?
1	Char-Lan Minor Hockey Association	Yes
2	Char-lan Skating Club	Yes
3	Junior B Rebels Club	Yes
4	Char-Lan Minor Soccer	Yes
5	Glen Walter Minor Soccer	-
6	Martintown and District Goodtimers Association	Yes
7	MacCulloch School of Dance	-
8	Wiliamstown Green Thumb Horticultural Society	Yes
9	Martintown Horticultural Society	-
10	Glengarry Nor'Westers & Loyalist Museum	Yes
11	Friends of the Summerstown Trails	-
12	Essentrics Classes	-
13	Seaway Fitness (SD & G Fitness)	Yes
14	GIAG - EarlyoN	Yes
15	Lancaster Optimist Club	Yes
16	North Lancaster Optimist Club	-
17	Lancaster Legion	-
18	Ken Sei Kai Academy of Martial Arts	Yes
19	Seaway Valley Community Health Centre	Yes
20	Glengarry Celtic Music Hall of Fame	-
21	ATV Club (user of the Peanut Line	-
22	Glengarry Snowmobile Club - OFSC District (user of the Peanut Line)	Yes
23	Boys and Girls Club - User and Community Partner	-

Parks & Recreation Master Plan

The following email and attachment were sent from the Township to the groups listed below on January 25, 2022:

Char-Lan Minor Hockey Association
Char-Lan Skating Club
Jr B Rebels
Char-Lan Minor Soccer Association
Martintown Good Timers
Glen Walter Parks and Recreation Committee
Bainsville Recreation Committee
Martintown Cenotaph Committee
Lancaster and Williamstown Cenotaph Committee
Martintown Mill Preservation Committee
Friends of the South Lancaster Wharf
Lancaster Optimist Club
Williamstown Fair Board
MacCulloch School of Dance
Williamstown Horticultural Society
Martintown Horticultural Society
Glengarry Nor'Westers & Loyalist Museum
Friends of the Summerstown Trails
Lancaster Optimist Club
North Lancaster Optimist Club
Lancaster Legion
Seaway Valley Community Health Centre
Glengarry Celtic Music Hall of Fame
Glengarry ATV Club
Glengarry Snowmobile Club

Community Partners,

The Township of South Glengarry is embarking on a study to prepare a Parks and Recreation Master Plan. The purpose of the Plan is to provide the Township with long-term direction for the provision of parks and recreation services to community residents and visitors.

The Township has hired a consulting team to prepare the Plan, comprising Mehak, Kelly & Associates, thinc design and Oraclepoll Research. The study process includes a broad-based consultation program, reflecting the Township's interest in extensive community participation in preparing the Master Plan.

As part of the consultation process, there is an online survey that is now available until Monday, February 7. This survey is for resident households, if you would be able to forward this to your members, it would be greatly appreciated. I have provided the link below to complete the survey. I have also attached a poster to advertise the survey, if you are a community partner that has a facility that will be open to the public as of next week, please feel free to post.

South Glengarry Parks and Recreation Master Plan | South Glengarry Parks and Rec Plan (sg-parksandrecplan.ca)

Lastly, there will be a separate survey for groups and organizations in the Township and the consultants will be in touch with you in the coming weeks in order to understand your needs to sustain/grow your programs and services.

Thank you.



Parks & Recreation Master Plan

The following email and attachment were sent from the General Manager of Parks, Recreation and Culture to the groups listed below on January 31, 2022, with a follow-up/reminder on February 7, 2022:

Char-Lan Minor Hockey Association

Char-Lan Skating Club

Jr B Rebels

Char-Lan Minor Soccer Association

Martintown Good Timers

MacCulloch School of Dance

Williamstown Horticultural Society

Martintown Horticultural Society

Glengarry Nor'Westers & Loyalist Museum

Friends of the Summerstown Trails

Essentrics Classes (Heather Hughes)

Seaway Fitness

Early ON

Lancaster Optimist Club

North Lancaster Optimist Club

Lancaster Legion

Martial Arts

Seaway Valley Community Health Centre

Glengarry Celtic Music Hall of Fame

Glengarry ATV Club

Glengarry Snowmobile Club

Boys and Girls Club

Good afternoon,

The Township of South Glengarry is preparing a Parks and Recreation Master Plan, which

will serve to guide the planning of programs, activities and special events, indoor and outdoor recreation facilities, and parks owned by the municipality, over the next ten years. The firms Mehak, Kelly & Associates and thinc design have been engaged to conduct the study, an essential part of which is community consultation. The Township is requesting sports, recreation, arts and heritage

groups that serve South Glengarry residents to contribute to the study.

This letter has been sent to this email address using the most recent contact information available for your organization. If you are not the correct contact person and we should be directing it to someone else, please email Mary Catherine Mehak at mc@mehak-kelly.com, with current contact information.

The following link leads to a survey designed to gather information on your group's needs and interests in providing services to the community: <https://www.surveymonkey.com/r/SGGroupSurvey>.

We are requesting you to complete it on behalf of your group. If you have questions or concerns about the project, please feel free to contact me. Please respond by Thursday, February 10, 2022. Thank you for participating in the Master Plan study.

Appendix E

DESIGN GUIDELINES FOR OFF LEASH AREAS

Off-leash areas have their own unique design and maintenance considerations to ensure a safe, attractive and practical space for dogs and dog owners. While each space is unique and must be assessed for its own merits in regards to its ability to successfully host an off-leash area, the following recommendations are based on best practices employed throughout the world.

FENCING AND ENTRANCES



Not all off-leash areas (OLA) need to be fenced. However, for leash-free areas in more urban or high activity parks, fencing should be considered.

- Use high quality latches that can withstand repeated use with minimal maintenance. Latches should also be quiet (especially around residential areas)
- Use a double gated system at all entrances and exits
- Use 1.5 metre (5') high steel fencing
- Provide a concrete pad at all entry/exit points

AMENITIES



A wide number of amenities should be considered in off-leash areas to improve accessibility and the experience for both dogs and their owners.

- Install dog agility equipment
- Accommodate a Small/Shy Dog Area
- Provide an accessible pathway to and within the off-leash area
- Provide recycling, garbage and green bins outside main entry/exits
- Provide accessible seating away from entrances and exits
- Provide by-law signage within OLA and prior to entry

LIGHTING



Lighting increases safety and extends the hours when OLAs can be used in the winter. Lighting should address issues regarding access, safety, environmental impacts, and community concerns.

- Provide user activated lights at entrance(s) to allow lights to turn off when not in use
- Use solar lighting if no electrical service exists
- Provide lighting along paved pathway within OLA
- Ensure lighting does not impact adjacent residences or encourage noise or illicit activities after hours

SURFACING AND DRAINAGE



Appropriate selection of surfacing is critical from a number of perspectives including maintenance, drainage, health, dog and human comfort, accessibility, safety and cost. Ideally an off-leash area will use more than one surface and will be selected based on site characteristics.

- Provide a minimum of 2% slope to ensure positive drainage and avoid pooling (mud)
- Use multiple surface types, select type based on level of use and budget
- Use durable fescue mix where level of use permits
- Use wood chips or engineered wood fibre in well drained, sunny locations
- Avoid gravel or crushed granite surfaces except in poorly drained locations or small, high intensity use areas

WATER



Water should be provided for: drinking (both dogs and humans); play for dogs; and irrigation (surface dependent). All the water recommendations are dependent on having access to water service and require the installation of gravel/concrete pad at the water source to prevent puddling and erosion.

- Provide an accessible multi-tier drinking fountain
- Install spray feature for cooling and play
- Install irrigation if using crushed granite surfacing to rinse urine and reduce dust

SHADE



Shade is important for both dogs and humans by way of trees and/or shade structures with special consideration required for long-term tree health:

- Provide a minimum 20% shade coverage within off-leash area
- Protect trees within off-leash area (fencing) to prevent dogs from accessing tree
- Install a shade structure (open on all sides) if tree planting is not possible