



Facilities Master Plan

March 2016

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PROJECT OVERVIEW

The Facilities Master Plan for the Township of Leeds and the Thousand Islands is a 10 year planning document to guide the prioritization of municipal investment in community facilities.

This Master Plan is a municipal guidance document designed to further effective planning, budgeting and implementation of stated goals and objectives for facilities in the Township until the year 2026. The Master Plan should also be placed in the broader context of all obligations of the Township as a provider of services, facilities and infrastructure. Changes in the wider municipal environment in terms of fiscal priorities can be expected to impact the priorities contained in this Master Plan.

1.1 Scope of Work

The following facilities were subject to review under this Master Plan:

- Township of Leeds and the Thousand Islands Municipal Office & Public Works Garage;
- Lansdowne Community Building;
- Seeley's Bay Community Hall;
- Libraries buildings (in Escott, Lansdowne, Seeley's Bay and Lyndhurst);
- Furnace Falls Park Boat Ramp and Dock (also referred to as Lyndhurst Dock);
- Ivy Lea Pier;
- Seeley's Bay Marina/Harbour; and
- Lyndhurst Conservation Hall.

Exclusions:

This Master Plan does not include a review of parks and open spaces. These facilities are being reviewed separately as part of the Parks Master Plan project.

The work and recommendations of both the Parks Master Plan and Facilities Master Plan will be used to inform a comprehensive Recreation Master Plan for the Township.

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TOWNSHIP CONTEXT

2.1 Demographics

The Township of Leeds and the Thousand Islands is a lower-tier municipality located in the south west quadrant of the County of Leeds and Grenville. The Township comprises close to 50 localities, 5 of which are designated Villages, namely: Ivy Lea, Lansdowne, Lyndhurst, Rockport and Seeley's Bay. These areas also host the majority of the municipality's parks, recreation, library and public works facility inventory and function as primary service locations in the Township.

Forecasted Change

Leeds and Grenville County is forecast to experience moderate growth in population over the period from 2011 to the 2031 (a 9% change from 69,635 residents in 2011 to 75,960 in 2031). The Township's population represents roughly 14% of the County's permanent resident base and is projected to grow by 5% from 9,505 persons in 2011 to 9,990 by 2031.

Factors Impacting Growth

The 2014 Official Plan Growth & Settlement Analysis for the County identifies 5 facets which are expected to impact growth in the Township:

- To some extent, Kingston-related growth is expected to affect communities in the western edge of the Counties – particularly the Township of Leeds and the Thousand Islands.

- Housing growth is anticipated to out-pace the rate of population growth due to the trend of declining average household size.
- The Township's proximity to natural amenities is expected to influence housing demand. The Township has one of the highest proportional rates of seasonal residences when compared to the total housing stock (i.e. over 20%). Seasonal residents are important users of municipal services.
- Additionally, the Township has seen an almost 4% decline in its share of seasonal residences between 2001 and 2011 suggesting a higher incidence of conversions from seasonal units to permanent housing. This is also expected to impact the need for municipal services.
- The designated land supply available to accommodate future growth in housing and employment is sufficient.

Community Dynamics

A review of 2011 Census data for Dissemination Areas in the Township provides a picture of population distribution, density and age across the municipality.

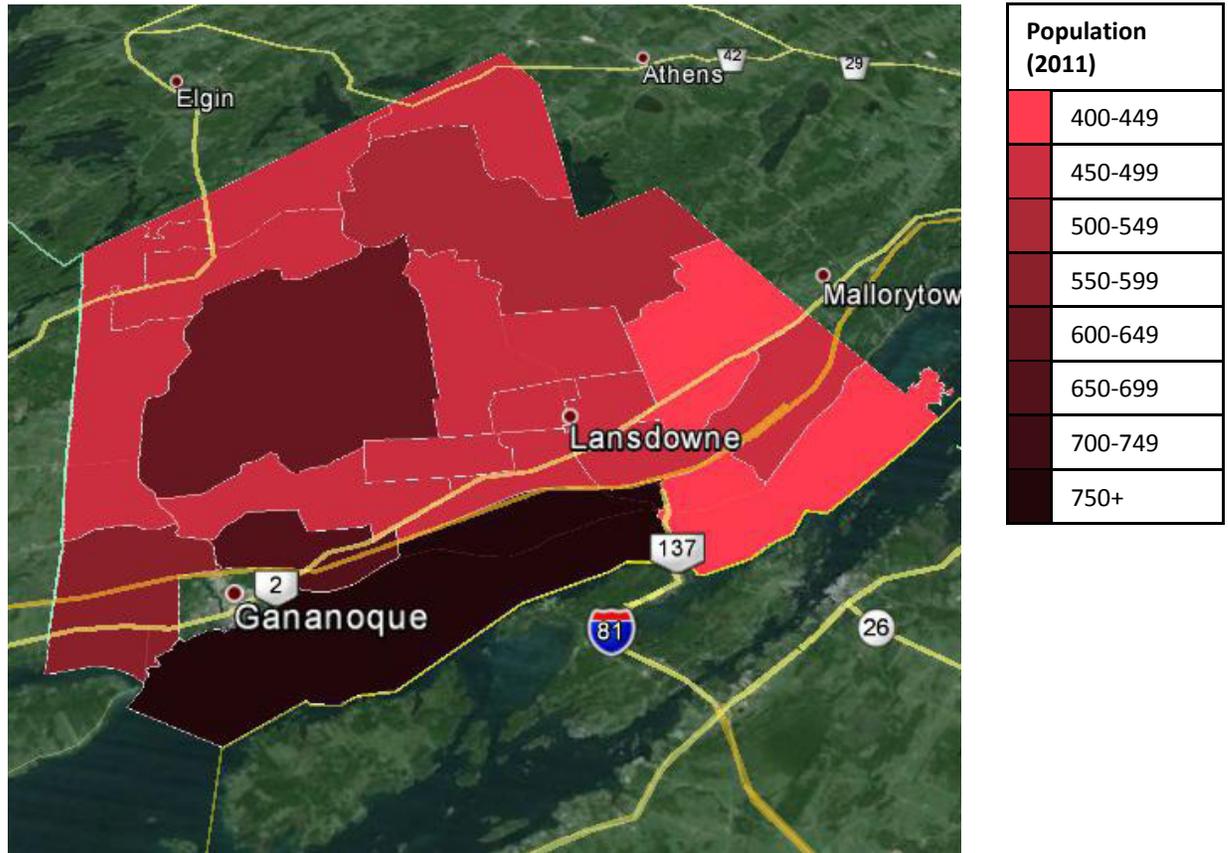
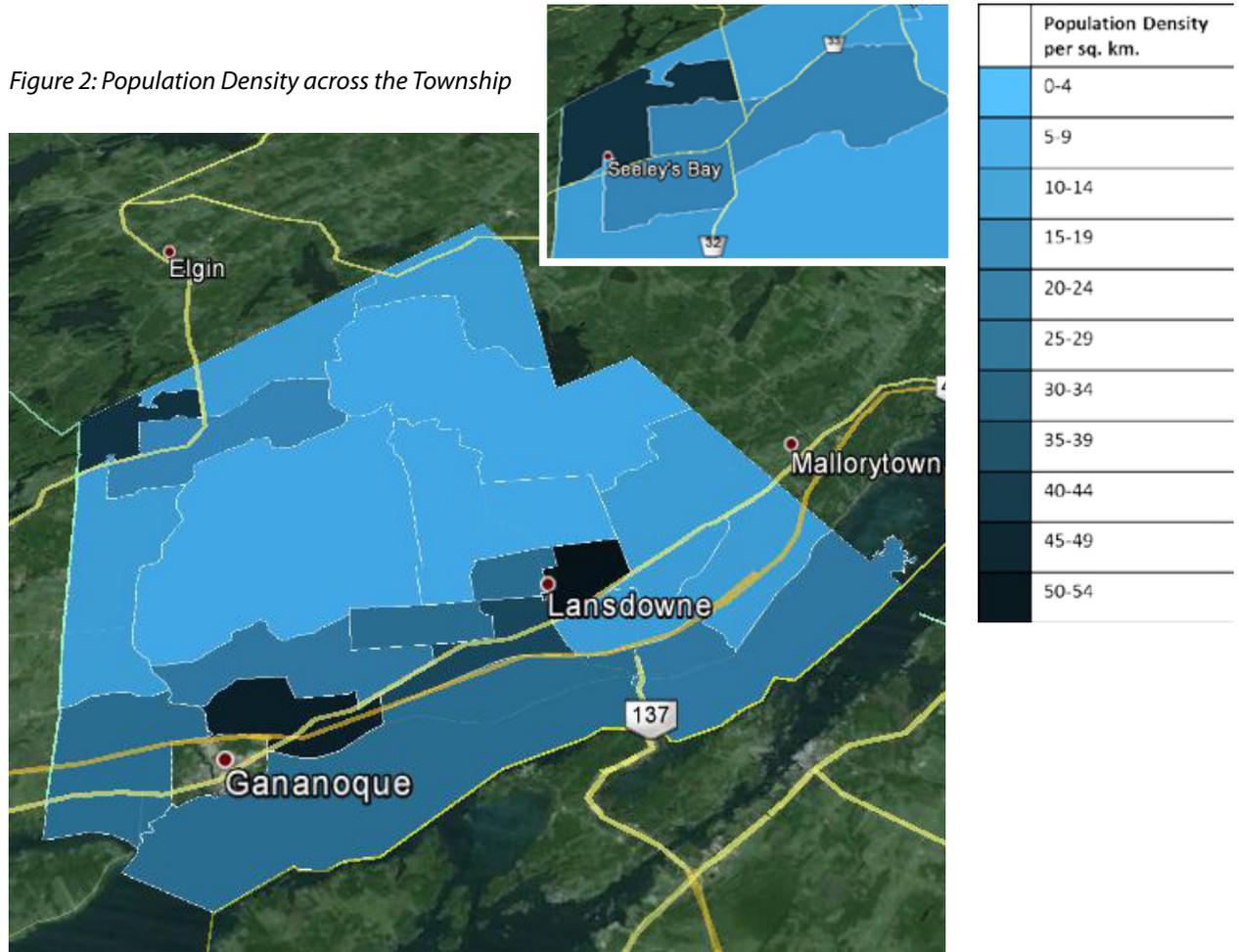
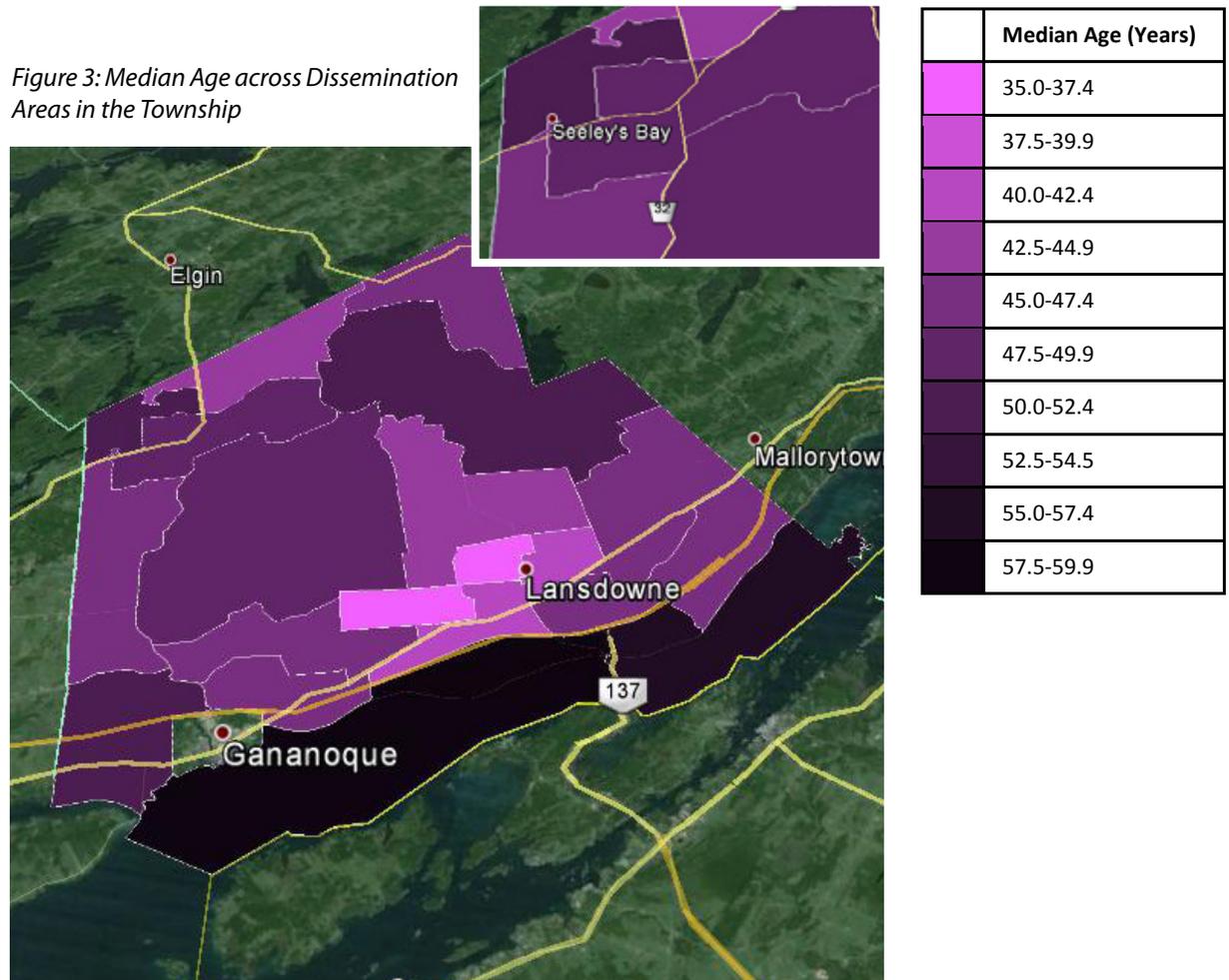


Figure 1: Breakdown of the Township's Population by Dissemination Area

Dissemination areas are the smallest standard geographic area for which all census data may be provided and are generally uniform in population size (comprising 400 to 700 persons). Figure 2 depicts population density across each of the 18 Dissemination areas in the Township and identifies that the highest concentration of the Township's permanent resident population is located in the area of the villages of Lansdowne and Seeley's Bay as well as localities bordering Gananoque.



In terms of median age, the northwest portion of the village of Lansdowne (as well as its immediate surroundings) was home to the Township's younger residents, with this area having a median age of 37 years. This part of Lansdowne is also planned to accommodate new subdivisions and is a future area for population growth. It is expected that this area will be attractive to young families. The remainder of the Lansdowne village had a median age of 40.6 years as of the 2011 Census.



2.2 Planning and Development

The Township's Official Plan identifies Ivy Lea, Lansdowne, Lyndhurst, Rockport and Seeley's Bay as designated as Villages. Policies of the Official Plan provide that Village areas are planned to accommodate future population growth and development.

The County's 2014 Growth Analysis report anticipates the Township will experience a 10.8% growth in its occupied housing between 2011 and 2031 (accounting for 400 new occupied homes) – that is, an average of 20 new permanent homes per year.

An analysis of residential building permits approved between August 2012 and August 2015 shows that the majority of new residential developments – both seasonal and permanent – have been relatively geographically dispersed. Over the last 3 years, roughly 39% of new dwellings have been located within designated Villages, while 61% have occurred across rural parts of the Township including those prime waterfront areas of the municipality (just off the 1000 Islands Parkway and/or in proximity to Gananoque).

	Total Permits	% Share
Total Villages	26	39%
Ivy Lea	7	
Lansdowne	3	
Rockport	9	
Seeley's Bay	6	
All other part of the Township	41	61%
Rural Interior	25	37%
Shoreline	16	24%
Total	67	100%

Table 1: Historic Building Permits (August 2012-August 2015) for Leeds and the 1000 Islands (Source: Township of Leeds and the 1000 Islands Planning Department)

The village of Lansdowne (which is the Township's major urban area) is on the basis of municipal piped water supply and sewage disposal systems (residential areas in other parts of the Township are based on privately serviced individual lots) and is therefore planned to accommodate more significant forms of residential development where feasible. In addition to low density and senior citizen apartment dwellings, where municipal servicing exists the Official Plan provides that densities may be increased in appropriate locations in Lansdowne to allow for a range of residential types, including row housing and low rise apartments.

Based on trends in development, the residential growth in the urban area of Lansdowne as well as other villages is expected to be modest.

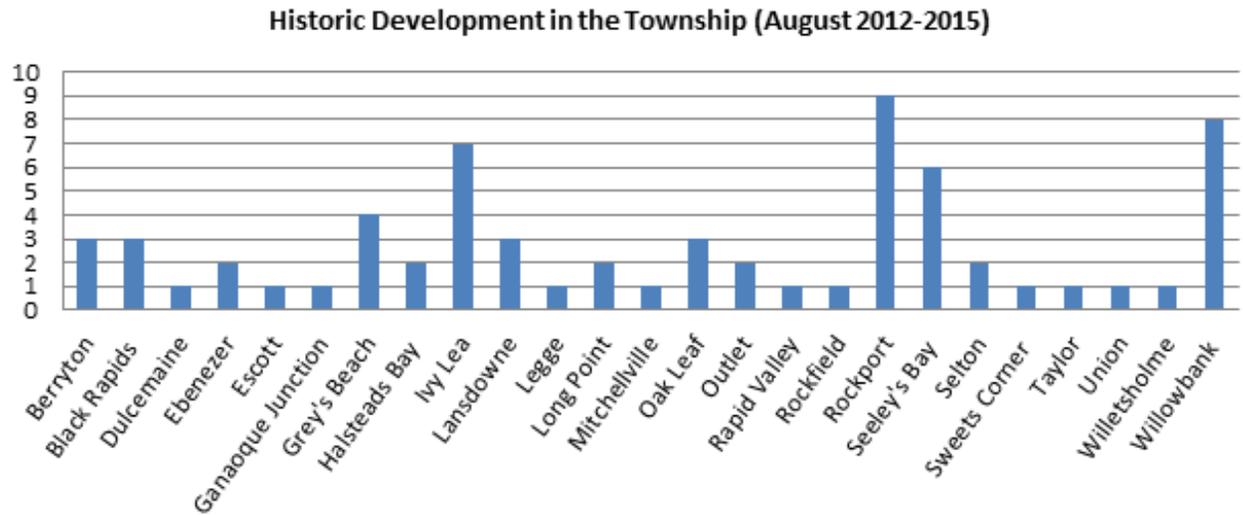


Figure 1: Historic Development in the Township (August 2012-August 2015) for Leeds and the 1000 Islands (Source: Township of Leeds and the 1000 Islands Planning Department)

2.3 Strategic Priorities

United Counties of Leeds and Grenville Official Plan (2015)

The Counties 2015 Official Plan (OP) is the overarching planning policy and growth management framework for the 10 member municipalities comprising the Counties, including the Township of Leeds and the Thousand Islands, over a 20 year planning horizon to 2031.

Policies of the OP serve to encourage economic development in the areas of employment, agriculture, tourism and recreation-based uses as well as serve to improve the quality of life and welfare of residents of the Counties.

Facilities reviewed as part of this Master Plan are located within the Township's urban and rural settlement areas. As it relates to the provision of community services within settlement areas, the Official Plan encourages local municipalities to:

- Plan to optimize the use of land, resources, infrastructure, electricity generation facilities and transmission and distribution systems, and public service facilities to accommodate forecasted growth and meet long term requirements. (Section 2.3.1)

- To develop plans for the development and/or expansion, or consolidation of local public libraries, where practical and appropriate, in order to provide important cultural and community resources for learning, research, and community activities. (Section 2.4.2.d)

It is priority of this Master Plan identify current levels of facility utilization and determine those structural, service and programming improvements which may not only enhance the useful life and efficiency of existing facilities but also improve opportunities for community access and use of spaces. Where necessary and feasible investment in new facilities have been recommended to address demand and existing service gaps.

Township of Leeds and the Thousand Islands Official Plan (2012)

Community improvement objectives within the Township's Official Plan support county directives for investment and planning for public service infrastructure and provides that the Township should:

- "Ensure the maintenance of existing buildings and encourage renovations and repairs where required" (Section 4.1.2.b);
- "Provide adequate social, recreational and community facilities" (Section 4.1.2.d);
- "Maintain public buildings and land at a high standard as an example to encourage community pride" (Section 4.1.2.e).

2.4 Identifying the Facility Service Areas

Township of Leeds and the Thousand Islands Strategic Action Plan (2015-2019)

The 2015 Strategic Action Plan, outlines strategic focal areas and actions for Council during its four-year term, and cover three strategic themes:

1. Sustaining the natural environment
2. Community development
3. Creating a more sustainable economy

Per the Action Plan, the results of the Township's Facilities Master Plan as well as the Parks Master Plan are intended to inform the creation of a comprehensive Recreation Master Plan and will assist in identifying those priority recreation programs and services desired by residents.

Other key actions supported by this Master Plan are as follows:

- *Continue to encourage community and volunteer groups work more closely together to help reduce duplication of their efforts and build more efficiencies. This includes those groups which provide recreation and community services not traditionally offered by the Municipality.*
- *Continue discussions with the Town of Gananoque in an effort to build stronger positive relationships, share services, resources, community assets and work together on joint community ventures/projects where possible.*

The facilities subject to this Master Plan are primarily limited to servicing the needs of residents (both seasonal and permanent) of the Township of Leeds and the Thousand Islands. Various settlement areas, however, function to provide a different level of service based on the nature of facilities present:

Lansdowne: Is the Township's urban settlement area and is planned to accommodate a significant portion of the Township's growth. The area is home to the Township's Municipal Office and main public works garage as well as the Lansdowne Community Building and Library. The Lansdowne Library is a most used library branch in the township and services individuals from all over the municipality. The Municipal Office is the primary civic service location for all residents.

Individual community centres typically service the villages in which they are located and the immediate surroundings. The Lansdowne Community Building, however, tends to service township-wide residents needs and the facility has a strategic location being adjacent to Jerry Park which is planned to be redeveloped as a major park asset. Jerry Park sites the only skate park in the municipality and also has major sport infrastructure such as a lit ball diamond, courts for basketball and tennis as well as a play area. Because of its location, which includes the Township's main library branch, Lansdowne has the potential to enhance its function as a community hub in the Township.



Lansdowne Community Building and Library (top), Jerry Park Playground (middle), Jerry Park Skate Park (bottom)
(Source: Sierra Planning and Management)

Seeley's Bay: Has a community hall, library and the only dock facility offering rental slips. As such, the Seeley's Bay Dock is a municipally-owned tourism asset.

Lyndhurst and Ivy Lea: both have municipally-owned dock facilities. Lyndhurst also has a local library branch.



Seeley's Bay Community Hall (top), Seeley's Bay Dock (bottom) (Source: Sierra Planning and Management)

Escott and Rockport: Escott is home to the Municipal Archives Office and Library. There are no municipally-owned facilities located in Rockport though it is recognized that Escott library services this area.



Lyndhurst Dock (top), Lyndhurst Library Interior (bottom) (Source: Sierra Planning and Management)

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



Municipal Archives Office and Library in Escott (Source: Sierra Planning and Management)

3

FACILITY SERVICE DELIVERY

3.1 Current Facility Service Delivery Model

Facility service delivery as provided by the Township of Leeds of the Thousand Islands is split across the Department of Public Works and the Township of Leeds and the Thousand Islands Public Libraries (LTIPL).

The Role of the Public Works Department

The Township's Public Works Department has responsibility for the following municipal facilities:

- Administration building;
- Docks and marinas;
- Community halls; and
- Storage yards.

Key staff assigned to the maintenance and operations of these facilities include:

- **Director of Public Works:** duties include capital and long-term planning as well as safety, security and energy management.
- **A part-time Facilities Manager:** with responsibility for managing and overseeing the day-to-day repairs, maintenance and upgrades to the above mentioned facilities.
- **A full-time Recreation Coordinator:** with responsibility managing and monitoring facility bookings and rentals and well as administering community programming the Township's community halls. The coordinator

Existing Joint Use Agreements & Partnerships

The municipality further provides community access to a range of facilities that are not in municipal ownership as a means of expanding the recreation offer to its citizens.

The Township currently has an agreement with Parks Canada for the use of its outdoor swimming pool for Township-run summer swimming lessons/programs. Joint Use Agreements (JUAs) also exist with the Township of Athens and the Town of Gananoque for the use of their respective arenas. In so doing, the Township of Leeds and the Thousand Islands maintains a cost-sharing agreement with the Township of Athens (at \$80 per family) for the use of its arena facility. The Township contributes roughly 43.81% of annual operating budget/costs of Gananoque Arena. Additional contributions are made toward as a capital reserve for the Gananoque Arena valued at 4% of the facility's annual operating costs.

The Township also books facility time within local school gyms as a means of facilitating local recreation and leisure programming though no formal Joint Use Agreements (JUAs) exist with the local school board(s).

The Township of Leeds and the Thousand Islands Public Libraries

The Township of Leeds and the Thousand Islands Public Libraries is an adjunct board which operates one main branch in Lansdowne and three satellite library branches in Escott, Lyndhurst and Seeley's Bay.

Each branch offers a range of services including book rentals, community meeting space, computer work stations and access, genealogical and family research and other programming.

LT IPL, per its 2015-2020 Library Strategic Plan has a vision to "be the community hub creating memorable experiences and valuable resources to the communities we serve". Future objectives for the delivery of facilities and services are to:

1. Focus on creating experiences, relevancy and adding value;
2. Increase impact of awareness and marketing;
3. Build and maintain strong relationships with council, community and businesses; and
4. Be the showpiece facility for Eastern Ontario.

Facility specific objectives as outlined by the Plan include the creation of community buy-in for a new library facility and access to infrastructure funds for library enhancements. The Master Plan assesses standards for the provision of libraries against other comparable sized communities. This in addition to trends in library utilization, the functional needs for individual spaces and building conditions have informed recommendations regarding capital investment in libraries.



Seeley's Bay Library (Source: Sierra Planning and Management)

3.2 Municipal Facility Standards and Targets

Per Capita Spending on Parks, Recreation and Culture

The Township of Leeds and the Thousand Islands (TLTI) spent a total of \$619,318 in operating expenditures on Parks, Recreation and Culture¹ in 2014 – that is roughly \$65 per capita in municipal spending. With the inclusion of the annual expenses on library facilities and services, this figure increase to \$118 per capita.

Use of Facility Standards

The following section provides a review of standards

¹ This figure includes operating expenses related to municipal docks, community halls/centres and related programs pertaining to this study.

of provision for the categories of facilities subject to review under this Master Plan. Standards represent important guidelines, however no one plan or standard can be applied to every community. They must rather be adapted to locally expressed needs, values, interests, and financial capabilities.

We have provided our professional opinion on the range of facilities in the township. The adoption of this Master Plan should include recognition of the importance of the use of service and facility standards. Changes to the rate of growth of the community do not alter the standards but instead impact the point at which population growth triggers the need for investment.

An appropriate use of standards can aid in decision-making well in advance of achieving the population triggers that justify investment in facilities. Standards present the necessary framework to help plan for sustainable infrastructure. This, in part, results from the fact that standards broadly reflect the experience of other communities as well as the balance between the cost of facilities and community need.

Current Population-based Facility Standards in the Township & Comparable Communities

The following table outlines population-based standards for facility provision in the Township and other similar-sized communities in the County:

Table 2: Current Municipal Facility Standards for Surrounding Communities of Comparable Population Size

	Pop. (2011)	Halls		Docks		Libraries	
		Supply	Standard	Supply	Standard	Supply	Standard
Rideau Lakes	9,200	9	1 per 1,022 pop.	3	1 per 3,067 pop.	5	1 per 1,840 pop.
Augusta	7,510	2	1 per 3,755 pop.	-	-	1	1 per 7,510 pop.
Leeds & the 1000 Isl.	9,505	*2	1 per 4,752 pop.	3	1 per 3,168 pop.	4	1 per 2,376 pop.

* This figure does not include the Lyndhurst Conservation Hall which is now closed to the public due to public safety matters or the operational hall facility in Rockport. The Rockport facility is accessible to the public and is utilized by the Township of Leeds and the 1000 Islands for community programming - when considering this facility, the standard of provision of community halls in the Township is 1 per 3,168 population. Canadian Legion facilities in Seeley's Bay and Lyndhurst further complement the local hall supply.

Based on current standards, Leeds and the Thousand Islands is relatively comparable to the other localities in the area in terms of the level of provision for halls, docks and library facilities on a population basis. Considering the modest population growth expected over the 10 year period of this plan, the Township's standard of provision is expected to change very little by 2025.

Impact of Growth on Facility Standards in Leeds

The following table outlines reasonable standards

of provision which reflect not only trends in facility provision in the surrounding area but also which reasonably reflect the community's need based on utilization, municipal financial capacity and other factors of viability in facility delivery.

The application of standards for facilities such as docks, general meeting space and public storage areas is deemed to be less useful as investment in such facilities are highly dependent on individual geographic landscapes and servicing demands.

Service Delivery - Standard of Current Performance

The following provides a review of operating and performance measures for program delivery based on the latest available Financial Information Returns data (FIR) (2013) produced for the Province for communities of comparable population with Leeds and the Thousand Islands. The delivery of programs and services across municipality's in Ontario are highly variable – for this reason we would caution against making any direct comparisons between communities.

With respect to investment in recreation/ community programs based on operating costs, the Township spent \$7.18 per capita in 2013. This figure is below the average observed across the select communities.

It should be noted that per capita spending on recreation programs does not speak to the quality of programs offered but is likely reflective of the types of activities provided (some of which may incur less expense with respect to the cost of supplies, equipment etc.). In terms of operating expenses for facilities, based on the 2013 FIR data, the Township spends comparably more per capita on recreation facilities than some of the other reviewed communities but is still within standard.

Table 3: Current and Projected Facility Standards for Leeds & the 1000 Islands

Facility	Ownership			Total	Pop. 2015	Forecasted Change		Comparable Standard
	Township	School Board	Other			2020	2025	
Indoor Facilities								
Community Hall(s)	2	0	1	3	3,203	3,248	3,286	1: 5,000 -7,000 residents
Public Libraries	4	0	0	4	2,403	2,436	2,464	1: 2,000-7,000 residents
Meeting Space	6	0	1	7	1,373	1,392	1,408	Not comparable
Gymnasia	0	2	0	2	4,805	4,872	4,929	Not comparable
Outdoor Facilities								
Docks	3	0	8	11	874	886	896	Not comparable

Table 4: FIR Performance Measures Comparison of Communities of Similar Population (2013)

	Leeds & the 1000 Isl.	Elizabethtown-Kitley	Penetanguishene	Rideau Lakes	Tay	Average
OPERATING EFFICIENCY MEASURES						
Total costs for recreation programs	\$66,578	-	\$349,935	\$470,239	\$202,345	\$217,819.40
Total costs for recreation programs per person	\$7.18	-	\$38.41	\$50.85	\$20.78	\$29.31
Total costs for recreation facilities	\$673,882	\$272,513	\$852,529	-	\$442,690	\$448,322.80
Total costs for recreation facilities per person	\$72.64	\$25.88	\$93.57	-	\$45.47	\$59.39

Source: Ontario Ministry of Finance – 2013 Financial Information Returns

Addressing Library Standards

With respect to libraries, population-based facility standards must be complimented by an evaluation of other service-related standards. Other factors influencing facility and service delivery include square footage per capita, hours of service (opening hours), active cardholders served, program hours offered and available full-time staff (FTE) support servicing the resident population. All of these taken together provide a more holistic picture facility and service delivery. The following provides a review of service delivery standards for libraries

servicing similar populations across Ontario.

The data indicates that with respect to hours of service, active members and programs hours delivered, LTIPL is above the average across the comparable communities. The Township's libraries in fact offered largest amount of programming hours per capita in 2013 when compared to other similar-sized communities.

The 2013 Ontario Public Library Guidelines outlines space provision levels for rural/urban public libraries based on recommended standards of the

Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO). The Guidelines provide that for small-sized library branches (serving catchment areas of 1,000-5,000 population) the standard space which is to be provided is a minimum of 5,500 sq. ft. or 1 sq. ft. per capita in the library's catchment area, whichever is greater. These guidelines are the minimum recommended based on assignable library space for staff work areas, programs/services, collections, seating and all required service areas.

Based on the ARUPLO standard and available population data for each branch catchment areas (see table 6), LTIPL is within an acceptable standard of space provision for individual area branches. However, when assessing the total supply of library space per capita for the entire Township population – the LTIPL has a deficit 3,474 sq. ft. of required space based on ARUPLO's standard.

In particular, the Lansdowne facility has requirements on space based on community demands that may not be well reflected by ARUPLO's standard. In the case of the Lansdowne Library, this branch serves as a hub for the entire Township (in part due to its lengthier opening hours) and, in its capacity, is functioning to service the remainder of residents (7,667 persons) not currently captured by other branch locations. Despite current space constraints, the branch is functioning at a service provision level of .80 per capita.

Table 5: Library Facility and Service Standards for Comparable Communities across Ontario

	Pop. (2011)	Service Points (Branches)	Total Wkly Hrs of Operation	Active Cardholders as a % of Populations	Program Hrs per Capita	FTE to service Population
Leeds & the 1000 Isl.	9,277	4	81	50%	5,288	2.6
Carleton Place	9,977	1	41	39%	1,397	4.96
Elizabethtown-Kitley	9,724	3	44	10%	194	1.23
Penetanguishene	9,111	1	57	66%	729	4.2
Rideau Lakes	9,247	5	81	61%	3,329	4.4
Tay Township	9,736	3	87	26%	2,337	4.6
Average:			65	42%	2,212	4

Source: 2013 Statistics from Ontario Public Libraries

Table 6: Township Library Standards - Square Footage based on ARUPLO standards

	Population served (Village Est.)	Sq Ft required based on ARUPLO	Sq Ft Provided	Difference
Lansdowne	523	523	2,700	2,177
Lyndhurst	483	483	977	494
Seeley's Bay	516	516	977	461
Escott	456	456	1,456	1,000
Village Standard Only	1,978	1,978	6,110	4,132
Total Municipality	9,584	9,584	6,110	(3,474)

Source: LTIPL Public Library Branch Analysis

The following table shows the impact of population growth on the space provision standard for libraries.

This Master Plan recognizes space standards on a per capita basis do not reflect actual facility utilization at individual branches. Our assessment of space needs by location is complimented by our understanding of how residents utilize individual facilities as expressed throughout the public consultation process. Community and stakeholder feedback around additional library space needs generally centred on the Lansdowne branch. Residents felt that other branch locations outside of Lansdowne were sufficient in size to manage the local library service needs (with some recommendations for more improved opening hours). The Lansdowne facility however is the only full-time library location (i.e. open 5-6 days per week) and therefore absorbs municipal-wide library needs on days when other branch locations are not in operation. The current library location in the basement of the Lansdowne Community Building is observed to be limited in its the configuration and any consideration for the further addition of library stacks are expected to present challenges with respect to staff sight lines, patron visibility and accessibility. The current library in Lansdowne is limited in its storage capacity and by virtue of the current space, staff ambitions for program development is also limited. Recommendations to address the Library space needs are provided in Section 4.2 of this report.

Table 7: Township Library Standards - Current and Projected Square Footage based on ARUPLO standards

A: Projected Population			
	2015	2020	2025
Projected Population	9,610	9,743	9,857
B: Current Inventory (sq. ft.)			
Lansdowne	2,700		
Lyndhurst	977		
Seeley's Bay	977		
Escott	1,456		
Total	6,110		
C: Current Standard of Provision			
	0.64		
D: Suggested Standards of Provision			
Provincial Guidelines	1	sq. ft. per capita	
E: Space to Meet Standards			
	2015	2020	2025
Current Standard	6,110	6,195	6,267
Provincial Guidelines	9,610	9,743	9,857
F: Additional Space to Meet Standards			
	2015	2020	2025
Provincial Guidelines	3,500	3,633	3,747

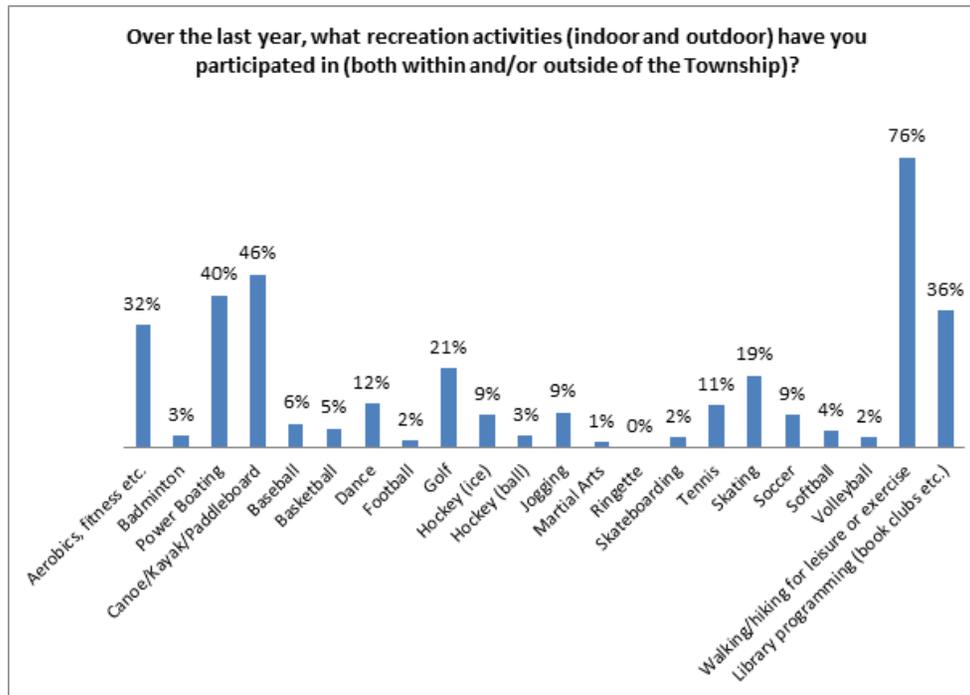
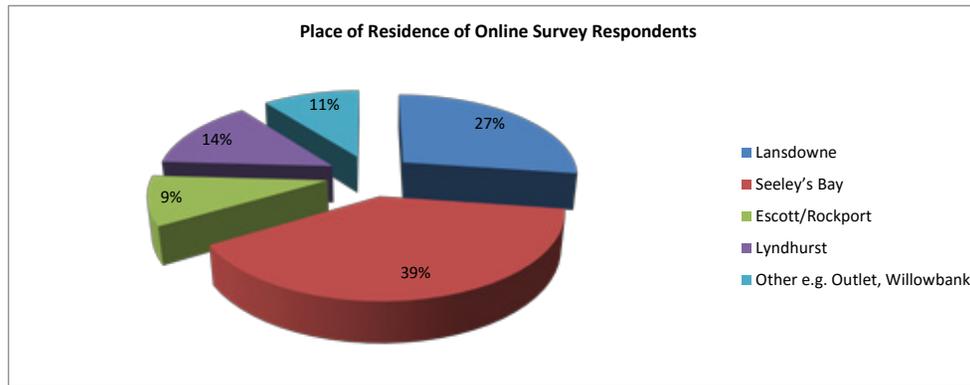
3.3 Community Priorities based on Consultation

A series of consultation activities were implemented throughout the timeline of the project. These included interviews with key staff, a stakeholder focus group session with organized users of the Township's facilities, a public drop-in session and online public survey to help garner an understanding of residents' current challenges and needs with respect to community facilities, services and programs offered by the Township. Combined over 250 residents participated in the above mentioned community engagement activities.

Around 200 individuals responded to the public online survey which ran from late August to mid October 2015.

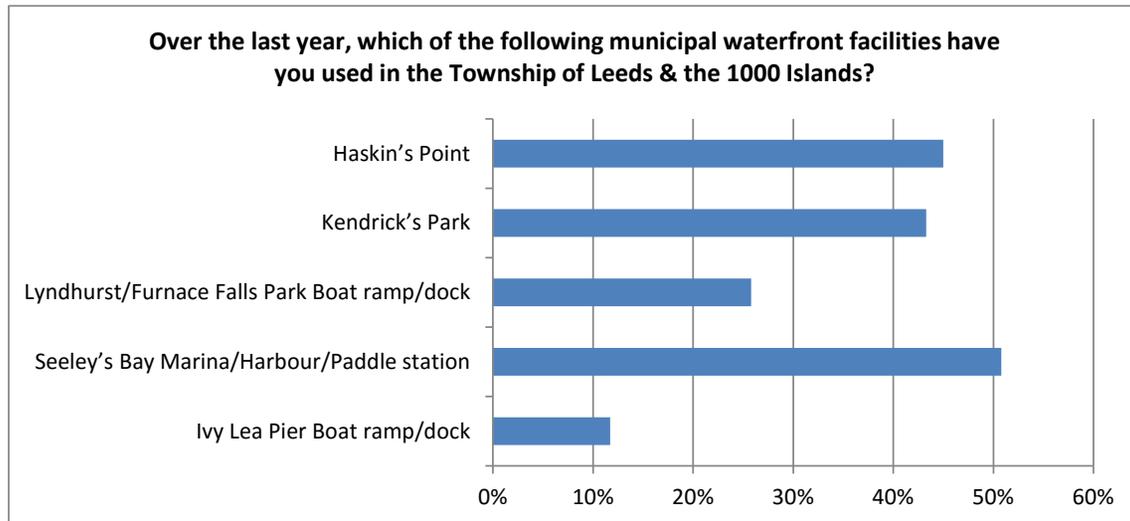
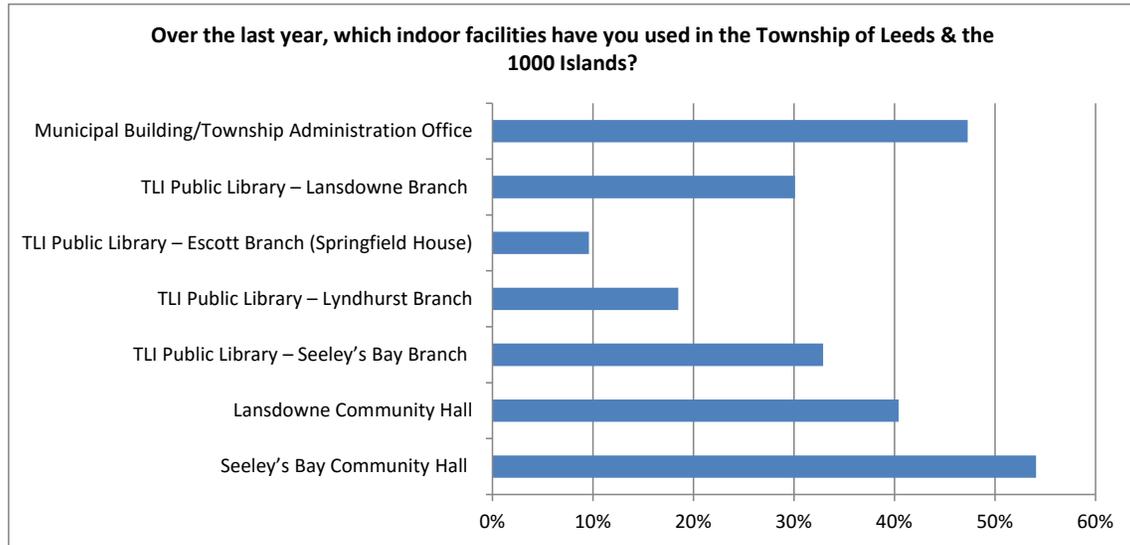
The majority of respondents were from Seeley's Bay (39%) followed by Lansdowne (27%).

The most popular leisure and recreation activities among respondents were walking/hiking for leisure or exercise (76%), canoe/kayak/paddleboarding (46%) and power boating (40%). Roughly 58% of respondents were members of local sport and community groups.



With respect to the facilities subject to this plan, the majority of respondents utilized the Seeley's Bay Community Hall (54%) (this was likely influenced by individuals place of residence - most survey respondents lived in the community of Seeley's Bay), the Municipal Building (47%), the Lansdowne Community Building (40%) and the Lansdowne & Seeley's Bay Library branches (30% and 33% respectively).

Based on the frequency of responses, respondents identified Seeley's Bay Marina/Harbour/Paddle Station (51%), Haskin's Point (45%) and Kendrick's Park (43%) as the most popular Municipally-owned waterfront facilities. Further details on community satisfaction with each of these facilities are provided elsewhere in this report. In general, respondents rated most of the Township's indoor and waterfront facilities are being in average to good condition from a user perspective; with the results indicating that many facilities required varying levels of investment in upgrades to provide modern amenities and technologies, address matters of accessibility and other aspects on maintenance to improve the facility use experience.



With respect to policies and protocols around the delivery of facilities, responses were a bit more diverse. For example, with respect to tourist commercial marinas such as the one in Seeley's Bay, residents identified the need for improved seasonal harbour master services to ensure the adequate fulfillment of responsibilities for navigating and assisting boaters with access to the dock. With respect to community halls, individual's identified service needs such as the development and implementation of a regular maintenance schedule and consideration for hall managers to address regular and impromptu enquiries and requests. These suggestions have been evaluated in light of the Township's current organizational structure and fiscal capacity. Section 4 of this Master Plan proposes a reasonable level of service as it relates to the delivery of facilities as well as capital priorities.

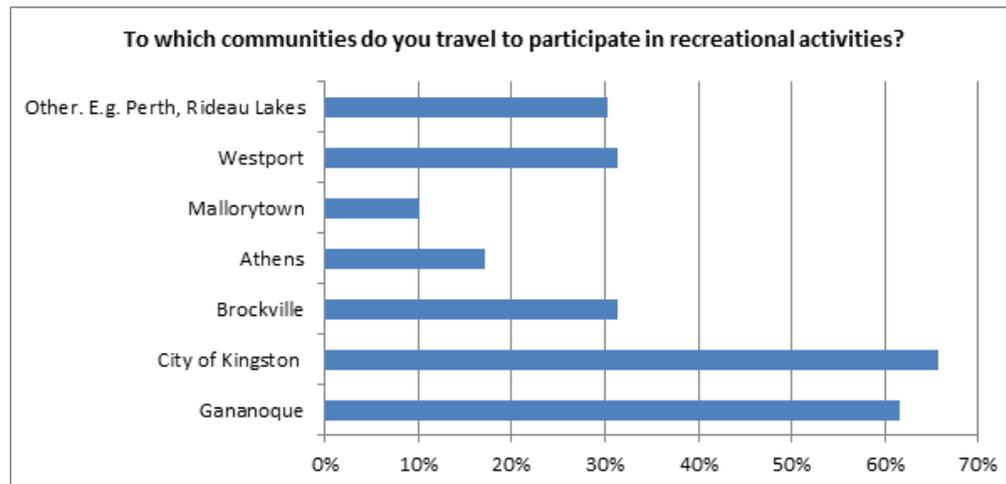
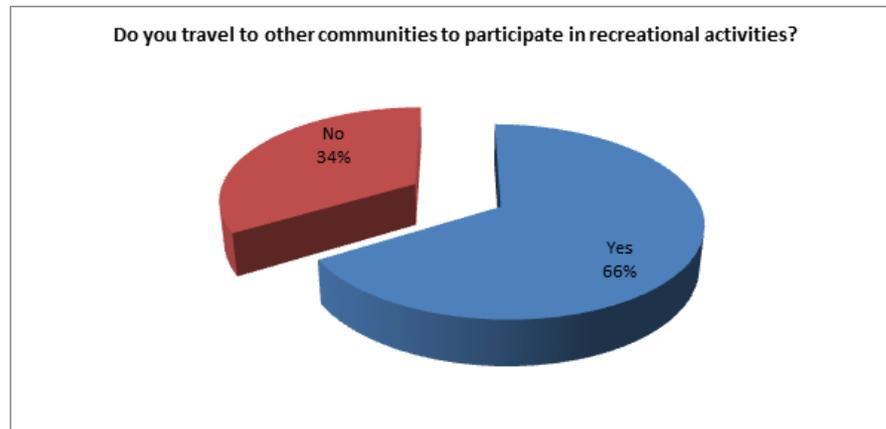


Jerry Park (Source: Sierra Planning and Management)

Use of Facilities in other Communities

Roughly 66% of respondents identified that they travelled to other communities to participate in

recreational activities and by virtue of this utilize facilities in outside areas to address a perceived gap in the supply of local facilities and related services:



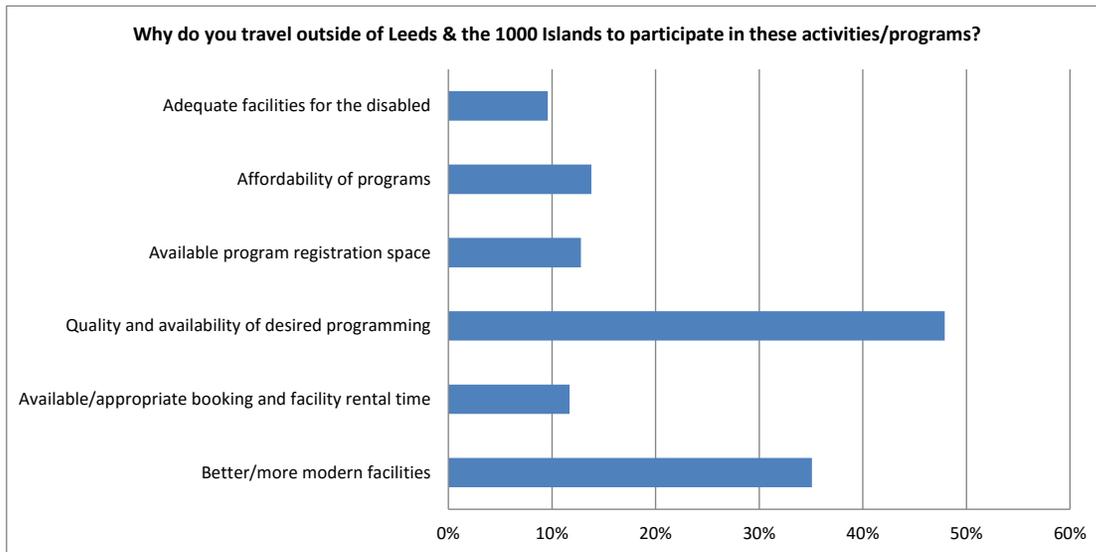
45% of persons that indicated they travel to other communities for recreation did so a few times per month.

The primary reasons why residents travelled outside of Leeds & the 1000 Islands to participate in activities/programs were identified to be 1) the perceived greater quality and availability of desired programming (48%) and access to better/more modern facilities (35%).

It is important to note that respondent travel for facility use had little to do with the cost/affordability of programs or facilities. Rather, deciding factors were largely around the quality of spaces provided as well as the quality and variety of programming associated with these spaces. A priority of this Master Plan is to identify how to better invest in and improve existing spaces to facilitate more diverse community uses for maximum utilization and satisfaction.



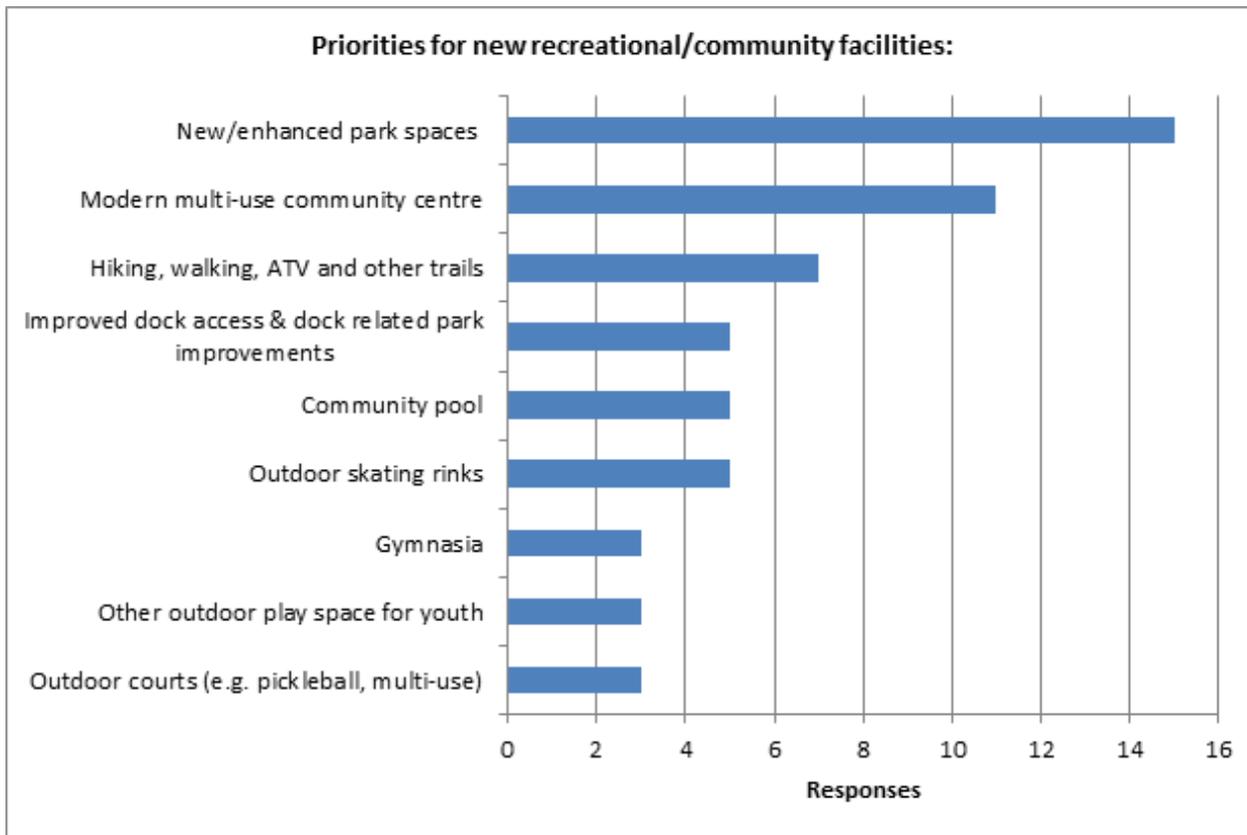
Lansdowne Community Building (Source: Sierra Planning and Management)



Priorities for Facilities and Programs

In addition to questions regarding their desires for existing facilities, residents were asked whether they thought the Township was in need of any additional/new community facilities/spaces –

roughly 43% of respondents said 'yes', another 38% of persons were unsure, while 19% of respondents stated 'no'. For those persons indicating a need for new facilities, the following ranked the most popular based in the frequency of responses:

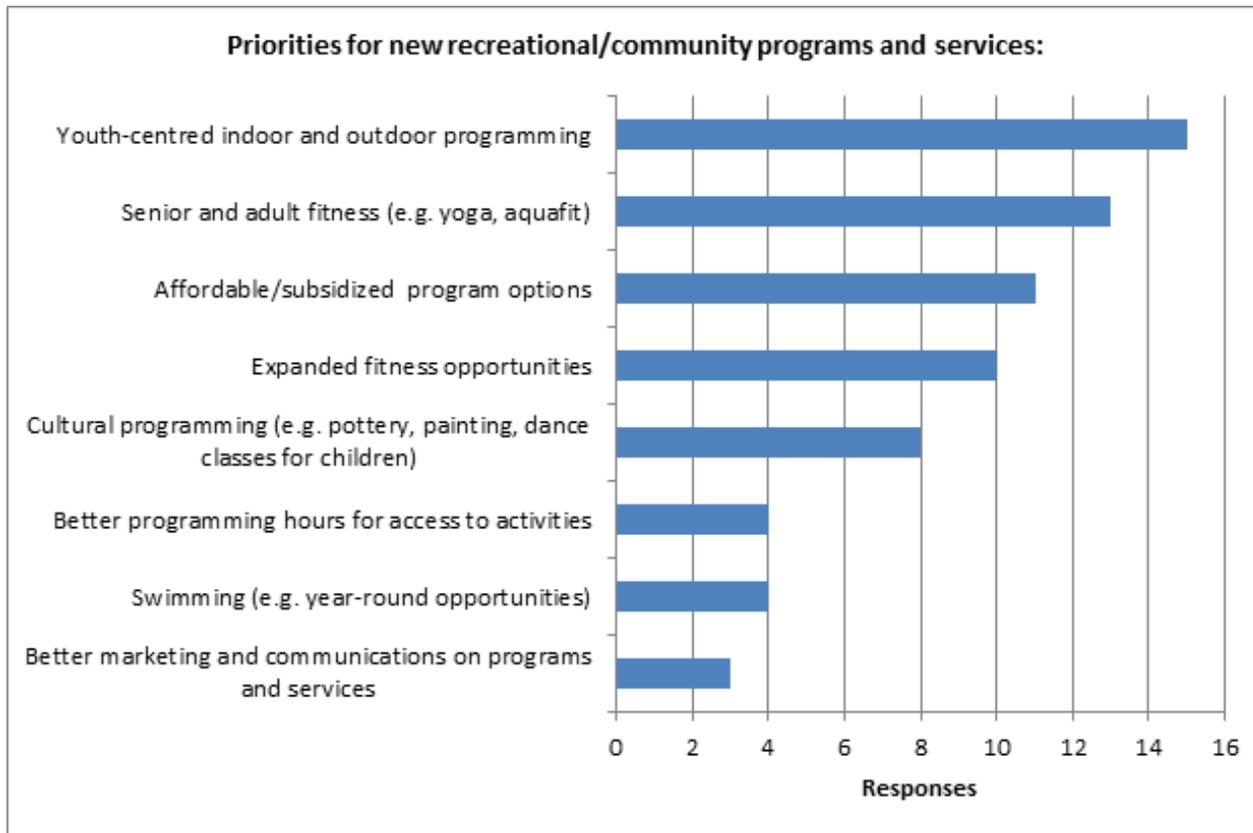


Jerry Park (Source: Sierra Planning and Management)



Seeley's Bay Dock + Marina (Source: Sierra Planning and Management)

Priorities for new recreational/community programs and services in Leeds & the 1000 Islands Township ranked as follows:



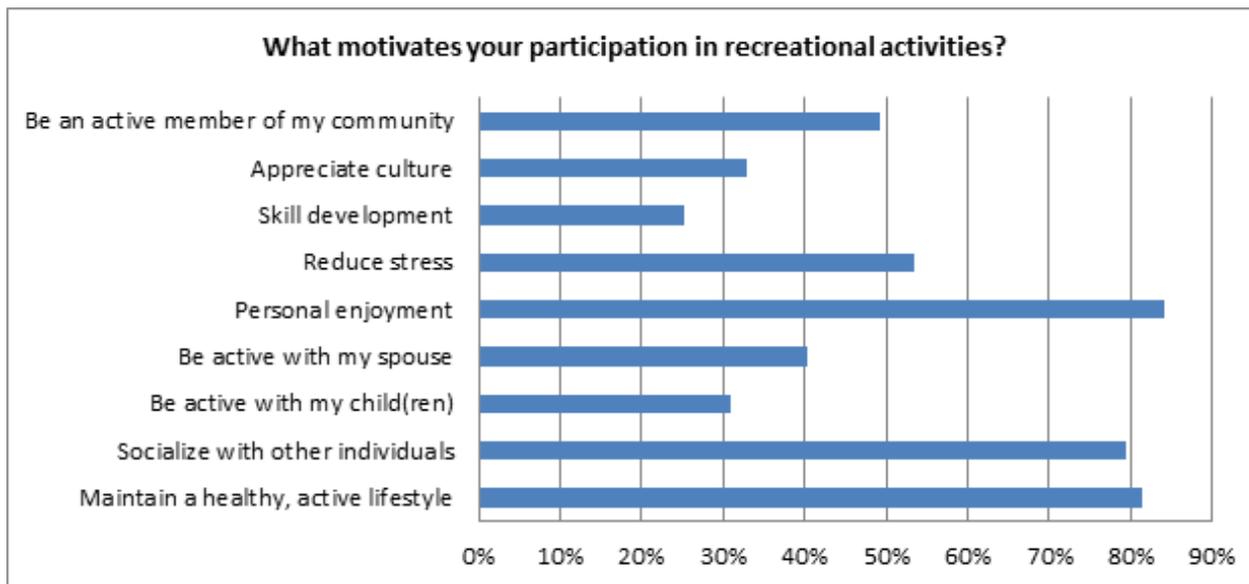
Seeley's Bay Dock + Marina (Source: Sierra Planning and Management)



Kendrick's Park (Source: Sierra Planning and Management)

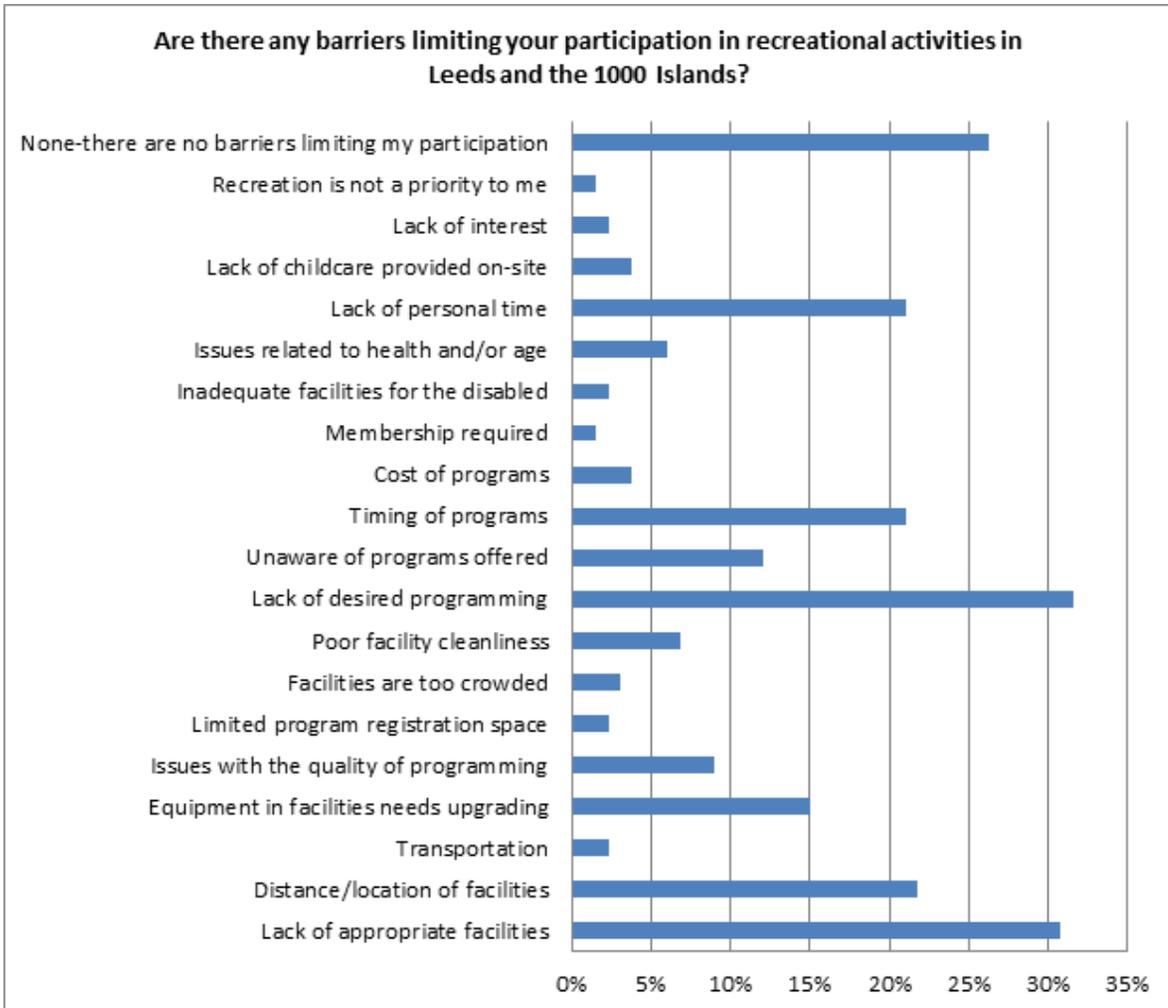
Popular motivations for participation in recreation and leisure activities – which consequently impact the use of municipal facilities – were:

- Personal enjoyment;
- To maintain a healthy, active lifestyle; and
- The opportunity to socialize with other individuals.



Ivy Lea Dock (Source: Sierra Planning and Management)

Barriers to participation in recreation and community leisure were as follows:



Seeley's Bay Community Hall (Source: Sierra Planning and Management)



Seeley's Bay Community Hall (Source: Sierra Planning and Management)

4

RECOMMENDATIONS

The Township's 2015-19 Strategic Action Plan present a vision for the municipality as a place with picturesque natural assets, rich heritage and a positive community spirit. The Plan recognizes:

- The benefits of focused and centralized community amenities and services;
- The importance of community development through:
 - Creating a culture of customer service – in part by working with residents, businesses and other stakeholders to identify solutions and opportunities for improved service delivery;
 - Enhancing the built environment; and
 - Partnership development.

Adequate planning and provision of community facilities will help the investment readiness equation of the municipality and will facilitate the provision of a range of community and recreation services for residents. Municipal service objectives and recommendations of this Master Plan support the implementation of priorities of the 2015-19 Strategic Action Plan.



Seeley's Bay Community Hall (Source: Sierra Planning and Management)



Lansdowne Community Building (Source: Sierra Planning and Management)

4.1 Defining a Core Level of Municipal Service

The following are key municipal service objectives which are deemed to be appropriate targets for the Township as a facility and service provider. The following statements are aspirational, recognizing that the ability to meet these will be dependent on available municipal funds and other resources as well as competing priorities as may arise from time-to-time.



Lyndhurst - Furnace Falls Dock (Source: Sierra Planning and Management)

Municipal Service Objectives	
Facilities	Protect and ensure appropriate resident access to community space within municipally-owned facilities.
	Leverage partnerships for community access to non municipally-owned space where there are gaps existing in the municipal supply of facilities.
	Ensure a reasonable level of facility maintenance at varying scales as appropriate for a range of facilities.
Services	Ensure community access to information (clear, timely and consistent) on recreation and leisure programs, services and facilities.
	Implement and ensure convenient facility booking processes (online and in-person).
	Embrace the marketing function of the Public Works Department as a steward, manager and programmer of recreation and leisure amenities in the Township. This includes the provision of visitor welcoming/information services related to seasonal docking facilities.
	Expand opportunities/employ convenient tools for residents to provide feedback on municipal facilities (e.g. maintenance concerns, requests).
Programs	Work to develop the programming mandate to meet evolving community needs as feasible. This includes expanding the programming opportunities outside of Lansdowne.
	Seek to better address the needs of youth and children through programming.

4.2 Planning for Facilities

The following recommendations cover a range of matters pertaining to the provision of facilities, programming and services in the Township of Leeds and the Thousand Islands. Our recommendations provide guidance to Council on investment and planning for facilities and related services over the planning period to 2025.

4.2.1 Community Centres/Halls

A General Review of Operational Performance

The following presents a general review of hall utilization and performance. This review is subsequently followed by a more detailed assessment of the condition, community needs and aspirations and recommendations regarding the individual buildings.

In 2014, there were a total of 1,815.47 booked hours across all community centres for events, Township programming and other activities. The majority of use hours are ascribed to the Lansdowne Community Building.

It is the current practice of the Township to keep its community centres/halls closed unless there is a registered booking for the use of space. Based on annual available hours in principle, the halls observe anywhere from 12% to 24% utilization. Considering peak hours only, facility utilization

Table 8: Hall Utilization for 2014

2014 Utilization	Booked Hours	Total Available Hrs	% Use of Total hrs
Lansdowne Community Building	1209.17	5145	24%
Seeley's Bay Community Centre	606.30	5145	12%

Table 9: Financial Performance of Halls

	2014 Operating Budget		Deficit/Surplus	Cost Recovery
	Revenues	Expenses		
Lansdowne Community Building	\$4,800	\$68,646	\$ (63,846)	7%
Seeley's Bay Community Hall	\$2,000	\$29,959	\$ (27,959)	7%

Source: 2014 Municipal Operating Budget - Leeds and the Thousand Islands

is estimated to range from 20% to 60%. Peak hours for hall use are defined as being from 5pm-9pm on a weekday and 9am-9pm on weekends.

In terms of financial performance, major sources of hall revenues are from rentals (for equipment and space). Combined, the Township's operational community halls (i.e. the Lansdowne Community Building and Seeley's Bay Community Hall) generated roughly \$7,000 in revenues in 2014 and had operational expenses totalling almost \$99,000 – this resulted in a combined deficit of roughly \$92,000. Cost recovery for each of the halls was 7% in 2014.

Lansdowne Community Building & Library Branch

The Lansdowne Community Building located at 1 Jessie Street is a 40-50 year old building that was originally built to house the Lansdowne Municipal Office and Council Chambers. The Township's investment in a new municipal building and the relocation of staff to this new location has allowed for the Lansdowne Community Building to take on alternative uses. The building currently comprises a public library branch, a large community hall space which is used for multiple activities (e.g. fitness classes, weddings etc.) as well as a community kitchen on the basement level. The second floor of the building comprises small community meeting space.



Lansdowne Community Building (Source: Sierra Planning and Management)



Lansdowne Community Building (Source: Sierra Planning and Management)

Building Condition

As part of this Master Plan project a visual, non-intrusive review of municipal buildings was conducted by WGD Architects to determine the general state of repair of facilities. Building components were rated as follows: Major building components of the Lansdowne Community Building were rated as follows:

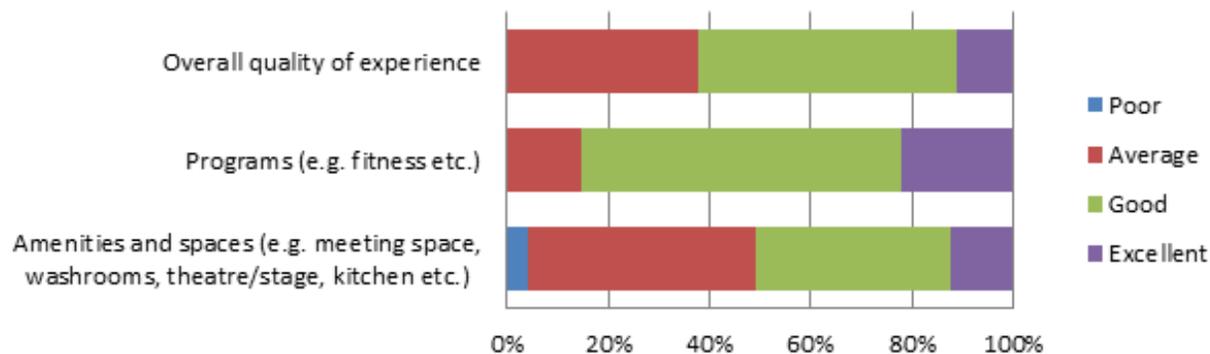
		Definition
A	Excellent	Functioning as intended; as new condition; limited (if any) deterioration observed.
B	Good	Functioning as intended; normal deterioration observed; for most infrastructure assets, this implies that no repairs are anticipated within the next five years.
C	Fair	Functioning as intended; normal deterioration and minor distress observed; minor repairs will be required within next five years to maintain functionality.
D	Poor	Not functioning as intended; significant deterioration and distress observed; significant repairs required, within the next year to restore functionality.
E	Expired	Not functioning as intended; significant deterioration and major distress; major repair or replacement required to restore function.

A more detailed report on building condition is provided as an Appendix to this Master Plan. With respect to the Lansdowne Community Building

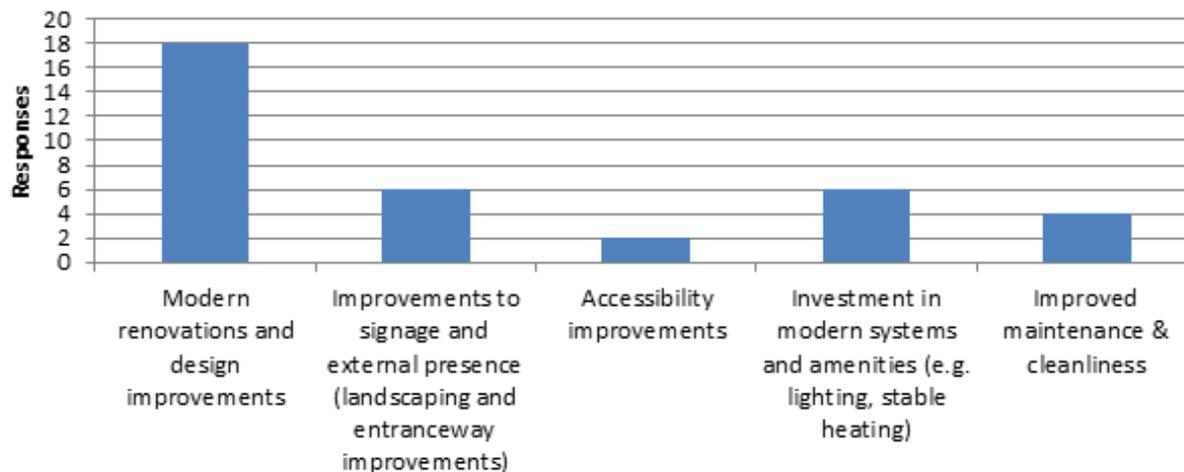
Lansdowne Community Building		
Component	Rating	Issues
Roof	D	Leaks have been reported
Siding/Enclosure	C	Signs of water penetration issues on the interior
Ceilings	C	Damaged tiles and missing tiles
Heating/Cooling	B*	
Plumbing	D	Reports of flooding as a result of a below grade drain. This suggests that plumbing is compromised
Accessibility	D	Facility not compliant with 2015 OBC Accessibility requirements
Overall Condition	C	While the structure is probably sound, a major renovation to update the envelope, fittings, finishes and mechanical systems is warranted.

**This data is based on information available at the time of the building condition review in the fall of 2015. Since then, staff has indicated that building's HVAC needs to be replaced as an immediate priority.*

How would you rate the Lansdowne Community Centre in terms of your experience?



What would you like to see change with the Lansdowne Community Centre?



(including the Library and hall components), the building is expected to be structurally sound, however, significant investment is required to bring the building up to accessibility code, address leaking and flooding affecting the external and internal building structure and to address important upgrades to building equipment, fittings and fixtures. Any significant investment in infrastructure should be part of a broader plan to address the functional issues associated with the building – specifically as it relates to enhancing the user experience and facilitating community demand for programming. For example, the size of the hall and configuration of meeting spaces limits a variety of potential uses that can be accommodated – particularly opportunities to operate multiple programs in the hall area at any one time due to a lack of room divisibility.

The majority of public survey respondents were satisfied with the overall quality of their user experience with the Lansdowne facility including available programs at this location. The quality of individual spaces and amenities ranked less favourably – roughly 50% of respondents ranked building spaces as average or poor. Respondents prioritized investment in modern renovations to improve the design and systems of the building. Based on the feedback, there is community demand for the Lansdowne Community Building to function as a premier location and community hub for the Township. Improvements to the building’s façade, landscaping and integration to the surrounding

park and area were deemed to be of value.

Seeley's Bay Community Hall/Building

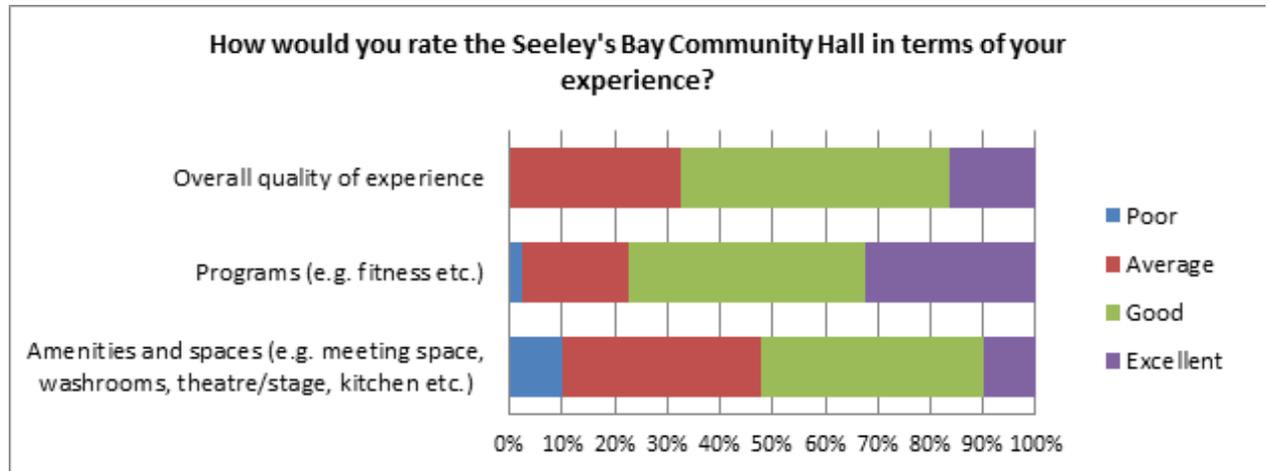
The Seeley's Bay Community Hall was built in 1957. There is the need for investment in renovations as many of the building's systems and features are outdated or beyond their useful life. More essential building systems matters to be addressed in the short-term include issues related to the building heating/cooling system capacity (which is currently unable to handle the load). Issues with drainage in the parking lot area also need to be addressed.

Community aspirations for the hall in Seeley's Bay differ from those received for the Lansdowne facility. Respondents were generally satisfied with the configuration of the building and expressed that it continues to be capable – in terms of its size and intended function – to accommodate the community's needs. Online survey responses reflected a desire for smaller-scale improvements to this building when compared to the Lansdowne facility. Greater importance was placed on the need to invest in modern systems such as new audio-visual equipment, modern lighting with some investment in décor-related enhancements.

Based on current levels of community utilization and comparable standards in hall provision (see Section 3.2), the Township is not in need of any additional hall facilities and can sufficiently absorb demand within its two operational halls in Lansdowne and Seeley's Bay. Based on financial

Seeley's Bay Community Hall/Building*		
Component	Rating	Issues
Roof	C	
Siding/Enclosure	C	
Floors	B/C	
Ceilings	C	Acoustic tile ceilings are in fair condition, but the existing ceiling covers up a previous acoustic tile ceiling that appears to have been heavily damaged.
Heating/Cooling	D	Pad mounted Carrier heat pump, reported to not be able to handle the load.
Accessibility		The building is accessible, however likely not to the 2015 OBC standards.
Parking Lots	D	Gravel, poor condition, reported ponding issues.
Overall Condition	C	

*Staff further cites that the building's elevator has been reported to fail as well as the presence of mold etc.



performance, greater emphasis should be placed on achieving a better rate of cost recovery for operational hall facilities over the period of this plan. The capacity to accomplish this will out of necessity be centred around greater programming capacity and marketability (rentals) of the two existing hall facilities. Significant capital investment in hall buildings will be required to address functional and system inefficiencies as well as the aesthetic appeal of buildings as a means to enhance capacity to accommodate events and attract greater utilization.

Much of what is deemed to be necessary capital investments are essential to protecting the longevity and life of the buildings as community assets.

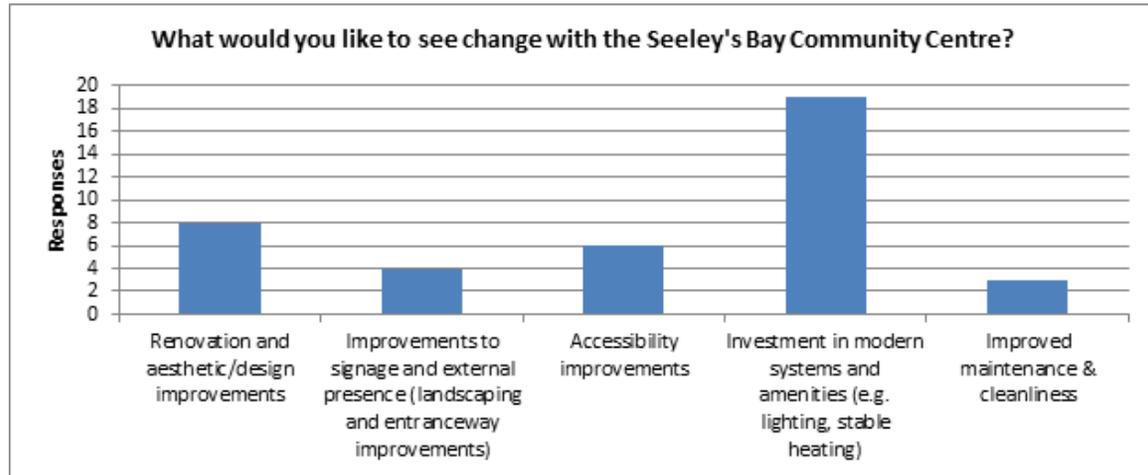


Figure 4: Geographic service/coverage area of community halls based on a 10 km/10 minute drive radius



Recommendations

1. Commission and complete a feasibility study to determine the viability and cost-benefit of renovation or replacement of the Lansdowne Community Building and Seeley's Bay Community Hall as follows:

- **Lansdowne Community Building:** This should be a comprehensive assessment of the capacity of the structure to undertake a major renovation and be re-designed to comprise:
 - A larger library facility (building on the 2014 feasibility study for the Lansdowne Library by Shoalts and Zaback Architects);
 - Modern, divisible activity/hall space for multi-use community activities (including community events and programs such as fitness);
 - Expanded, modern washrooms, lighting and building systems;
 - Greater physical linkages and integration of the complex to Jerry Park as part of the redevelopment of the park area; and
 - Other amenities identified by the community via consultation as part of the feasibility study process.

The study should provide a prioritized list of renovations/programming and the timelines and detailed costs associated with each item. The Township should prioritize the implementation of a major renovation or replacement to the Lansdowne facility over the short to medium-term (2-5 years) period of this Plan.

- **Seeley's Bay Community Hall:** assess opportunities for a major renovation or replacement to comprise:

- Modern, multi-use hall space;
- Modern bathrooms and fixtures;
- Accessibility improvements;
- Modern audiovisual and other systems and equipment conducive to the scale and tenure of current community uses (e.g. for events and other programming); and
- Landscaping.

2. Undertake a comprehensive review of Township-owned indoor facilities for compliance with standards of the accessibility in light of 2013 amendments (effective in 2015) within the Ontario Building Code. Any planned accessibility enhancements should be implemented in tandem with plans for repurposing hall assets so that major renovations which necessitate AODA-mandated improvements are undertaken cost efficiently. Buildings to be reviewed include: the Lansdowne Community Building, Seeley's Bay Community Hall and local libraries.
3. Short-term: Invest in essential upgrades and maintenance to the Lansdowne Community Building pending the completion of a study to determine the feasibility of a major renovation or replacement of this facility.
4. Short to medium-term: Continue to invest in essential upgrades and maintenance to the Seeley's Bay Community Hall.

4.2.2 Township of Leeds and the Thousand Islands Public Library(ies)

Utilization & Servicing Across All Branches

The Township's library branches service all geographic quadrants of the municipality. The Lansdowne location is the most active in terms of annual visitation/turnstiles.

The Lansdowne main branch also services a significant number of persons (based on actual cardholders) beyond the immediate village of Lansdowne. The total number of registered cardholders with the Lansdowne branch was approximately 363% greater than the estimated Lansdowne village population.

Similarly, library branches in Lyndhurst and Seeley's Bay service anywhere from 28% to 50% more individuals than their respective village populations. Only the Escott branch had fewer members compared to village residents (-32%).

Figure 5: Geographic service/coverage area of libraries based on a 10 km/10 minute drive radius

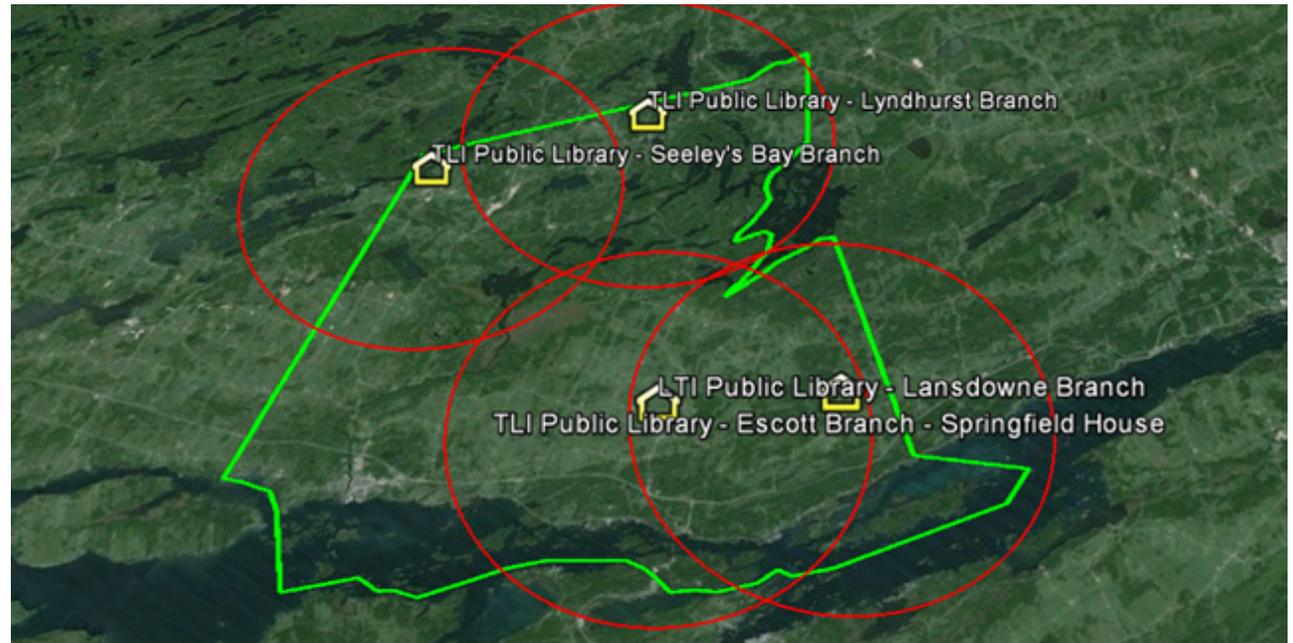
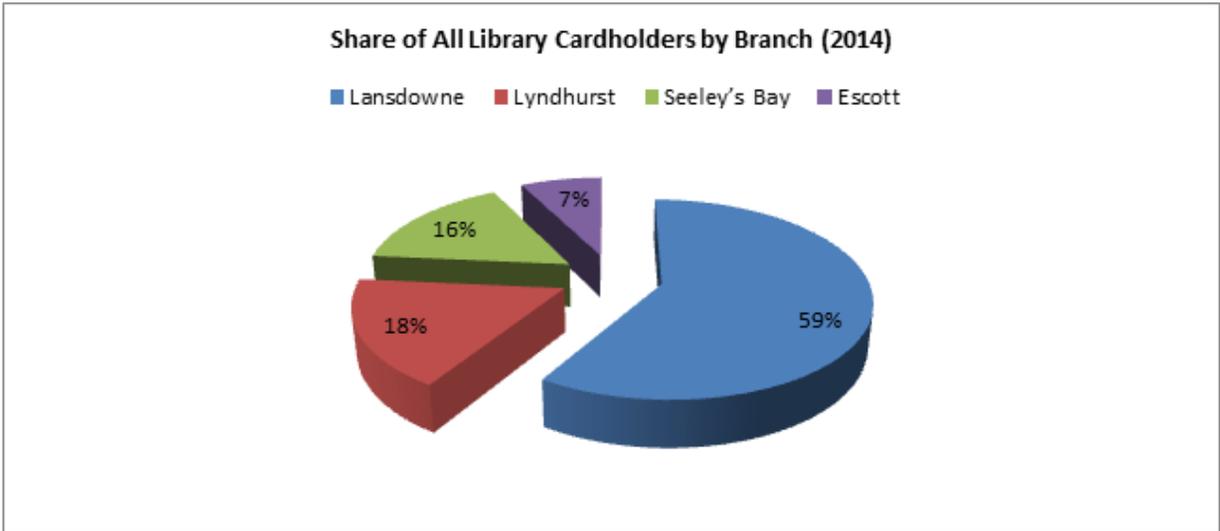


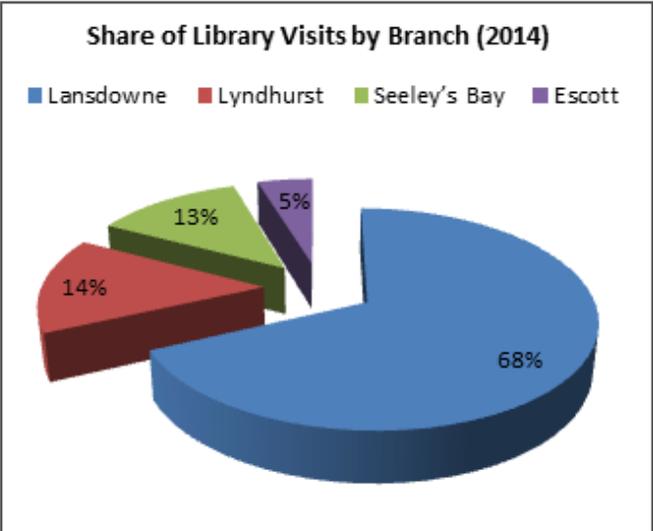
Table 10: Library Utilization by Branch for 2014

	Lansdowne	Lyndhurst	Seeley's Bay	Escott	All Branches
Item circulation per open business hr	21	16	11	6	54
Total circulation (2014)	40,555	11,225	7,956	3,124	62,860
Number of cardholders	2,422	724	658	309	4113
Total people through the door	24,954	5,320	4,612	1,731	36,617
Total person visits per open hr	13	8	7	4	32
Public internet use (in hours)	94,094	4,589	1,850	1,870	102,403

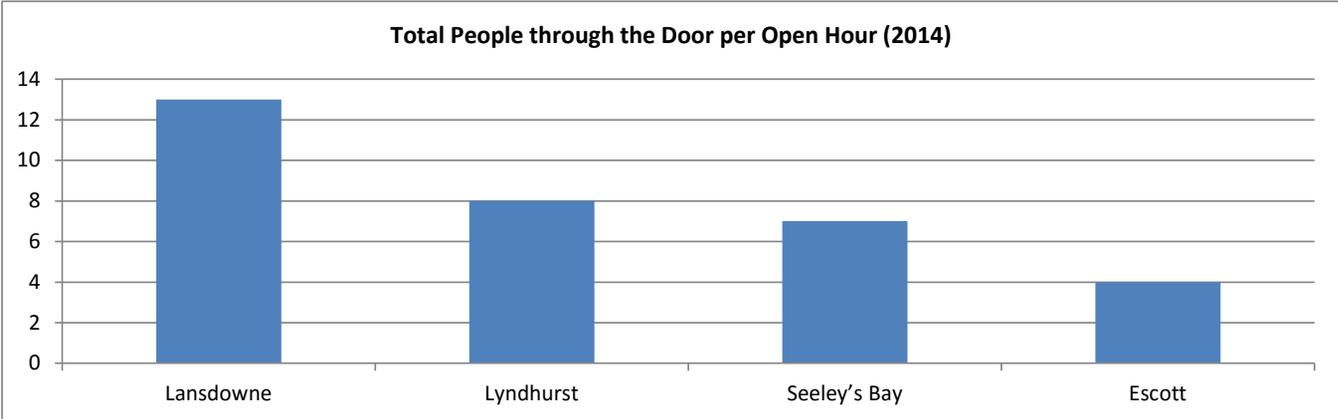
Source: Township of Leeds and the Thousand Islands Public Library



Source: Township of Leeds and the Thousand Islands Public Library



Source: Township of Leeds and the Thousand Islands Public Library



Source: Township of Leeds and the Thousand Islands Public Library

Seeley's Bay Library		
Component	Rating	Issues
Roof	C	Asphalt shingles at the end of lifespan. No reported leaks. Roof should be monitored and replacement budgeted within 5 years.
Siding/Enclosure	D	Brick siding is in good shape with the exception of the rear wall where cracking has occurred possible due to expansion and contraction. The mortar and bricks should be repaired/ replaced immediately to prevent water penetration and further damage from the freeze thaw cycle.
Windows	D	Caulking and sealant is failing in many areas and requires attention.
Doors	D	Caulking and sealants need to be redone.
Ceilings	C	Ceilings are stipple on likely drywall. No signs of water damage.
Heating/Cooling	B	
Accessibility		Does not meet 2015 AODA and OBC requirements.
Overall Condition	C	

Lyndhurst Library		
Component	Rating	Issues
Roof	B	
Siding/Enclosure	C	
Floors	C	Carpet tile could need to be replaced within 5 years.
Ceilings	B	
Heating/Cooling	C	Gas furnace may need to be replaced within 5 years.
Accessibility		Does not meet the requirements of the 2015 OBC or 2015 AODA.
Overall Condition	C	

The Condition of Buildings

Summary of conditions for the Lansdowne library building is provided in section 4.2.1. above. The following review is based on 2015 building assessments for the Escott, Seeley's Bay and Lyndhurst branch locations.

In general, other library branches in the Township are in fair condition. There is some investment in the repair and replacement of building components that will be required within the next five years. More significant cost items to be addressed include:

- Roof replacement for the Seeley's Bay Library and needed repairs to the building envelope related to issues of weathering (expansion and contraction); and
- Roof, window and flooring repairs for the Escott Library facility along with higher maintenance costs.

Much of the remaining identified building needs may be addressed as part of regular maintenance and repair procedures by the Township.

Operational Performance & Addressing Servicing Requirements

As a public institution the Library has objectives to become "the hub of the communities that each branch reside in" (2015-20 Leeds & the Thousand Islands Public Library Strategic Plan). This is the case today in many respects,

Escott Library		
Component	Rating	Issues
Roof	C/D	Metal roof in fair condition, with some separation at the seams. Fascia boards at gutters are in poor condition and need to be replaced to prevent damage to the wall system and interior.
Siding/Enclosure	C	
Windows	D	Traditional wood sash windows at some locations are in need of immediate repair to prevent further deterioration.
Doors	C	
Floors	C	In some locations the finish is badly worn and should be redone.
Heating/Cooling	C	Inefficient
Accessibility		The building is not generally accessible.
Overall Condition	C	The heritage structure is in fair condition with some immediate repairs to the windows and roof eaves required.

however, library staff has indicated the following challenges with meeting this mandate:

- **Lansdowne:** This facility should function as the library's flagship location. However, its basement location does not provide the visual prominence or space required to accommodate community programming and storage needs. Demand for more space at the Lansdowne facility is less a reflection of facility standards but rather is a direct reflection of library operations. The Lansdowne facility is the only library location which operates 6 days a week and must out of necessity absorb the utilization demand

that is unable to be met by other branch locations when closed. This facility is also the administrative headquarters of the LTIPL and is vital urban location.

- **Escott:** This branch location is deemed to be limited in its serviceable reach to the population in the south-end of the Township. The Escott branch is the only library facility in the Township which has a membership base smaller than its local village population. It is understood through discussion with Library staff that there has been consideration for the relocation of this branch to Rockport where there is a larger permanent village

population and that the potential for the Township to acquire the Rockport Customs House waterfront land from the Province may offer opportunity to facilitate this if the area is to be retained and developed as a community heritage and recreation asset.

Investing in the Lansdowne facility as a Main Library Branch and Community Hub

There are operational efficiencies related to providing more centralized library service. Currently the LTIPL has a hybrid model – offering a 'full-time service' facility from its Lansdowne location and 'lifestyle' libraries in other neighbourhood/community locations which provide fewer opening hours and offer select services based on village residential needs.

This Master Plan recommends that this model be maintained and further investment be made in the Lansdowne facility to better enhance its capacity as the central, main library facility in the Township.

In 2014, the Library commissioned Shoalts and Zaback Architects to assess the feasibility of expanding the Lansdowne Library to encompass the second floor of the existing community centre. The preferred option proposes an addition of 1486 sq. ft. in net new space on the second floor while retaining the community hall function on-site. This would bring the total net GFA of the library to 3444 sq. ft. Renderings propose:

- The transferal of the main entrance to the upper floor with a statement façade and signage along the street front;
- The removal of non-load bearing walls on the second floor to accommodate reference and book stacks, community sitting/reading space, a new lobby area, workstations and children’s space; and
- The renovation of the library to include modern furnishings and fittings.



Lyndhurst - Leeds and the Thousand Island Public Library
(Source: Sierra Planning and Management)

Recommendations

5. Medium-term: invest in an expanded library facility as part of a major renovation or replacement of the Lansdowne Community Building.

With the future implementation of the redevelopment of the Lansdowne library branch as part of a major renovation to the Community Centre, the Township and Library staff should implement measures to track and monitor shifts in branch utilization (e.g. place of residence of users). It is expected that the investment in a larger, modern library space in Lansdowne will attract greater utilization from all geographic areas of the Township. While community branches will still be relevant to the Township, staff will need to evaluate whether continued investment in the Escott Library is valid/warranted in light of the development of new library infrastructure in Lansdowne.

Evaluating the Future of the Escott Library Facility

This Master Plan recommends that with successful investment in a larger, modern library in Lansdowne, the Township evaluate the opportunity to consolidate its branch locations via the closure of the Escott branch.

Investment in a new library location in Rockport is a proposition that requires a series of due diligence investigations and is subject to the following:

1. Demonstrated community demand for a library facility in this location;
2. Successful municipal purchase of the lands of the Rockport Customs House;
3. Determination that a library is the highest and best use of the above site;
4. The condition of the existing building (and site) to accommodate a new library. This includes the environmental condition of the site; and
5. The implementation of an alternative solution for the current Escott Library building (Springfield House).

Considering the above, investment in a library in Rockport is not a recommendation of this Master Plan. However, recognizing the potential value of the

asset, it is recommended that Council proceed with the following course of action as it relates to the Rockport Customs House site:

1. Continue to evaluate and complete necessary due diligence on the opportunity to acquire the Rockport Customs House property. Should it be available at a reasonable price to the Township, it is in the Municipality's best interest to retain it for future community uses (yet to be determined) because of its prime waterfront location and importance to the historical context of the community;
2. Pending successful purchase, complete a highest and best use analysis/appraisal of the waterfront land. The analysis should include an evaluation of site condition and its potential to provide community/tourist recreation uses.

Recommendations

6. Continue to invest in repairs and maintenance to the Seeley's Bay Library. Items which are to be prioritized in the short-term include repairs to the exterior/siding of the building with likely roof replacement being budgeted for in the next 5 years.
7. Continue to invest in the regular capital maintenance of the Lyndhurst Library. No significant investment is expected to be required in the short-term. Over the medium to long-term, flooring and heating/cooling systems may need to be replaced.

Long-term: Enhance site linkages between the Lyndhurst library and Jonas Park to the northeast of the building (via pedestrian pathways etc.) to create linked community uses in this area.

8. Long-term: Seek to consolidate/decommission this library branch with the successful implementation of an expanded library facility in Lansdowne.

4.2.3 Municipal Building

The Municipal Building at 1233 Prince Street in Lansdowne represents one of the Township’s newest infrastructure investments. The facility was built in 2010 and houses Council Chambers, office space for municipal staff, a reception area and meeting space. Overall the building is in good condition and provides an attractive working environment for staff. Existing building envelope issues (such as cracking in the stone cladding and locations of gapping between wall and post) are likely the result of building movement. This issue should continue to be monitored and addressed as part of regular maintenance. There was a high level of community satisfaction with the facility. General comments around improvement had to do with maintaining a high standard of building maintenance over time.

Municipal Building (1233 Prince Street)		
Component	Rating	Issues
Roof	B	
Siding/Enclosure	C/D	Stone cladding around wood posts is cracked at some locations and grout missing, this needs to be addressed immediately or water penetration and freeze / thaw will cause further deterioration.
Windows	B	
Floors	B/B/C	
Ceilings	B/B	
Interior Doors	B/B	
Heating/Cooling	B	
Plumbing	B	
Fire Protection		Not sprinklered.
Accessibility	B	Washrooms and access acceptable to the pre 2015 OBC.
Overall Condition	B	The building is in good condition, with some envelope issues likely due to general building movement.

Recommendations

9. Develop a dedicated capital reserve for the Municipal Building.
10. Continue with regular maintenance and, given the nature of the site (former wetland), continue to monitor the building envelope for needed repairs.
11. Invest in landscaping and enhance the function of the lobby area as a Visitor Information Centre.

4.2.4 Township Archives (Escott Hall)

The Township Archive Office/Building (also referred to as Escott Hall) is co-located with Springfield House. Combined both properties create a campus of heritage assets. Long-term recommendations for the closure of the Escott Library will present a series of opportunities for the Springfield House/Escott Hall site:

- **Opportunity 1:** Maintain the primary function of Escott Hall as an archival records storage building.
- **Opportunity 2:** With the closure of the Escott Library, transfer the Archive’s office/management-related functions to the neighbouring Springfield House.
- **Opportunity 3:** Maintain Springfield House to include the Township’s Archival administration/office function in a portion of

the building while leveraging this heritage asset as a cultural attraction. There are opportunities to expand the museum function of this facility while maintaining some small-scale community use for meetings/events. Public-access computer workstations may be maintained in the building as a service offered to facilitate online library access, historical and genealogical research and other services complimentary to the Archive. Site development should include landscaping and investment in small-scale outdoor park space to facilitate civic opportunities such as barbecues, small weddings and other events.

Township Archives (Escott Hall)		
Component	Rating	Issues
Roof	D	Metal roof old, flashing, eaves and fascia need repair.
Siding/Enclosure	C	Brick is in fair condition except on the south side where flashing has failed around the chimney resulting in the brick being soaked.
Windows	C	Wood sash windows in fair condition, drafts reported, requires regular maintenance including caulking required.
Floors	C	Wood strip flooring is worn and requires refinishing.
Heating/Cooling	C	Oil furnace could be nearing the end of its utility.
Accessibility		Not designed for accessibility
Overall Condition	C	The facility is a borderline C, as it is serving its purpose but in a deteriorated state. Significant repairs should be planned for including the roof and windows.

These opportunities would facilitate the maintenance of both buildings as well as the retention of community activity space within the village. Recognizing the heritage value of these buildings, retention of public ownership of these facilities is ideal. Notwithstanding, the opportunity for disposition may be evaluated, first, on the basis of a public process to determine their adaptive reuse potential and value to the Township.

Building Condition

In terms of condition, the existing Archive building (Escott Hall) is in need to important repairs. The building was originally built in the late 19th century.

Recommendations

12. Short-term: Continue to invest in the current Archive Building at Escott Hall. Priorities include roof-related repairs.
13. Long-term: Contingent on the closure of the Escott Library, transfer the Archive's office/management-related functions to the neighbouring Springfield House and evaluate the potential to develop this facility into a cultural/heritage attraction. The planned development of the Escott Hall/Springfield House site should be part of a campus master planning exercise to link the two properties and develop other civic (outdoor) uses on-site.

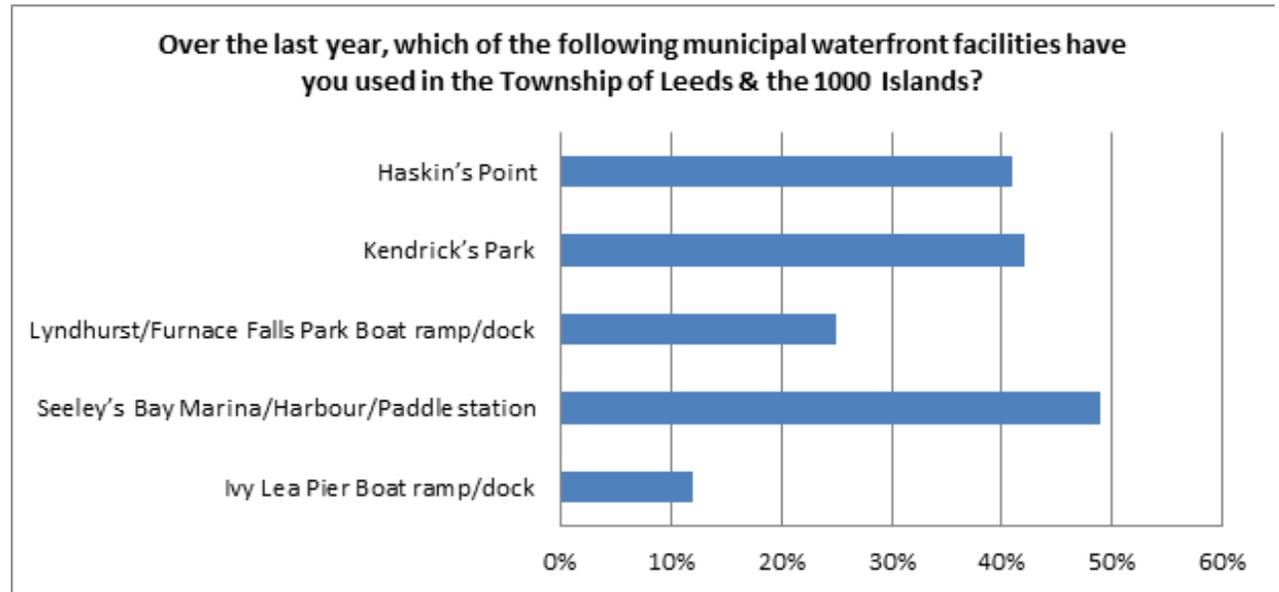
4.2.5 Municipally-owned Docks

There are three municipally-owned dock facilities in the Township of Leeds and the Thousand Islands: Ivy Lea Pier, Seeley's Bay Dock and Launch Ramp, and the Lyndhurst/Furnace Falls dock. Dock condition assessments for these facilities were completed by Shoreplan Engineering Limited in early Fall 2015. Assessments were based on a visual, non-intrusive assessment above water.

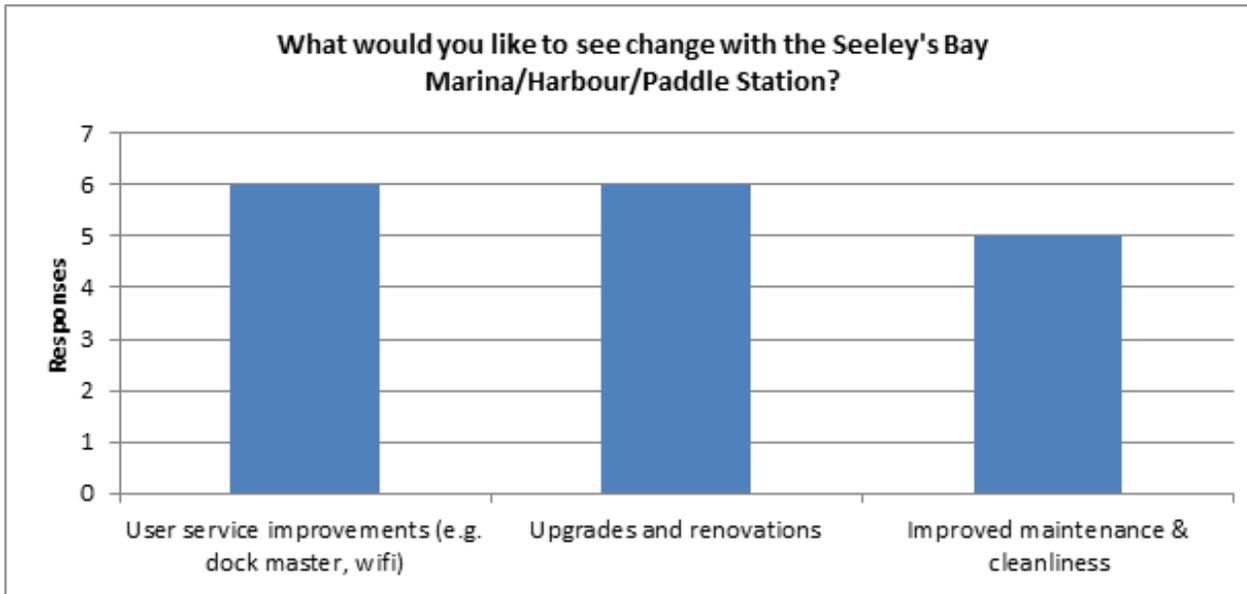
Seeley's Bay Docks and Launch Ramp

The Seeley's Bay facility consists of 2 main docks and 15 finger docks that provide a total of 31 berths in a small marina. Several of the slips have access to power (both 15 amps and limited 30 amps are available). Public amenities such as washrooms and showers are not dock-side. Washrooms and pass-code protected showers for tenant use are available at the nearby Centennial Park which also comprises a range of other recreational uses (baseball diamond, tennis courts, playground) and picnicking areas.

Survey respondents that used this facility indicated they did so about once or twice per season. Community satisfaction with the maintenance of the dock was relatively split. While the costs of rentals was deemed to be reasonable, physical and service-level improvements were identified by respondents. Survey respondents primarily desired investment in the provision of modern



Seeley's Bay Dock + Marina (Source: Sierra Planning and Management)



comfort systems for boat users (e.g. investment in Wi-Fi, marketing and information materials and a more reliable presence of the dockmaster) as well as upgrades and renovations. Based on discussions with staff, issues with the stability of the docks have been reported by community members. The need to replace dock boards has been an ongoing issue.

The 2015 condition audit cites a number of issues related to damaged and missing planks along the crib dock as well as weathered finger docks. The report also identified issues with a reduction in voltage at the power supply for the outer berths indicating a potential design issue or a fault within the existing equipment. Staff further indicates the electrical service is spotty and that this has resulted in complaints from boaters that this has caused damage to the electronics in several boats. This matter should be addressed immediately.

Notwithstanding the ability of this dock structure to be maintained as is, its quality is likely to deteriorate without continued work. This facility represents important tourism infrastructure and as such the Township should maintain its plans to invest in a new dock.

Lyndhurst Dock and Launch Ramp

The Furnace Falls Dock and Launch Ramp is located in Lyndhurst and is light duty commercial dock which primarily services local community residents.

The majority of survey respondents that indicated



View from Ivy Lea Dock (Source: Sierra Planning and Management)



Lyndhurst Dock (Source: Sierra Planning and Management)

they utilized this facility did so once or twice during the season. Furnace Falls Park hosts a number of community activities and events for which the dock functions as an important community amenity. Respondents felt the dock largely met the need of the local community which is its primary user base. Requested improvements generally centred around the provision of new or more modern amenities related to the dock and park area such as a fish cleaning station and upgraded washrooms etc.

Ivy Lea Dock and Launch Ramp

The Ivy Lea facility is a former Canadian Customs Dock. The site has a small launch ramp with a fixed dock bedside. The 2015 dock condition audit identifies that the dock itself is narrow and has an insufficient length to support launching from a trailer. The lack of a proper alongside dock requires that there be a person on the boat when it is floated off the trailer.

Additionally, the condition report identifies that there is limited maneuvering room at the ramp with a width of only 10m between the ramp and a fence on the neighbouring property. Parking is not located on-site but is available at a cost at a property across the street from the ramp. Very few survey respondents utilized this facility. Communication with Township staff identifies that challenges with the facility include the floating dock repeatedly ripping off the fixed portion of the pier and that the structure exhibits the need for significant repairs.

Dock Financials & Other Operations

Seeley's Bay is the only facility for which docking fees are charged. This facility generates anywhere from \$8,000-\$9,500 in revenues annually. The Seeley's Bay facility has potential to generate greater revenue in part through future marketing and investment. Further recommendations for marketing dock facilities are provided in Section 4.3 of this report.

Recommendations

- 14.** Continue with plans to invest in the replacement of the Seeley's Bay Dock. As a tourist commercial dock, facility-related systems improvements should include electrical systems upgrades for hydro slips as well as investment in modern dock services such as Wi-Fi for boaters.
- 15.** Continue with plans to improve the Ivy Lea Pier and invest in appropriate signage at this location (e.g. wayfinding to surrounding parking, rules as to the use of the grounds/facility).
- 16.** Invest in upgrades to the public washrooms and continue with the regular maintenance of the Lyndhurst dock facility.
- 17.** With respect to parks planning, all park locations comprising Municipally-owned docks should be prioritized for investment and landscape master planning to enhance dock

4.2.6 Public Works Garages & Storage

The Township of Leeds and the Thousand Islands operates public works/storage yards in Lansdowne and Escott. This represents a consolidation of assets since the 2006 Facilities Master Plan to reflect:

- A centralized public works facility at 1233 Prince Street which now houses the Township's Public Works Department.
- The retention of the Escott storage facility.

The public works garage at 1233 Prince Street was built in conjunction with the Municipal Building in 2010. The Escott storage facility represents an older structure. The conditions of the facilities are as follows:

Public Works Garage – 1233 Prince Street, Lansdowne		
Component	Rating	Issues
Roof	B	
Siding/Enclosure	B	
Windows	B	
Doors	B	
Floors	C	Regular maintenance will be required for toppings /coatings.
Ceilings	B	Either exposed steel deck or pre-cast concrete are in good shape.
Heating/Cooling	B	
Fire Protection		Not sprinklered.
Accessibility		Entrances and washrooms are accessible prior to the 2015 OBC.
Overall Condition	B	

Escott Storage Facility		
Component	Rating	Issues
Roof	B	
Siding/Enclosure	C	Metal siding, dented, fair condition.
Floors	C	Concrete, unsealed, fair condition.
Partitions	C	
Ceilings	C	
Interior Doors	C	
Heating/Cooling	C	
Fire Protection		None
Accessibility		Office area is not accessible
Overall Condition	C	

Notwithstanding condition, each of these two buildings serve to meet their respective functions.

Additionally, at the time of this report, the Lyndhurst Conservation Hall building was condemned and therefore deemed unfit for public use. This in addition to the identification that the Township does not require investment in a third community hall renders the Lyndhurst Conservation Hall a surplus facility in the ownership of the Municipality. The Township should seek to evaluate the opportunity to formally utilize this space as a municipal storage facility (for example, through investment in a sprung structure) or identify whether it is in its best interest to sell the property and direct the proceeds towards capital expenditures for other facilities subject to this Master Plan.

Recommendations

- 18.** Continue to maintain the storage and public works facilities in Lansdowne and Escott and invest in necessary repairs as required.
- 19.** Evaluate the future use potential of the Lyndhurst Conservation Hall either as a formal municipal storage facility (likely comprising a new building) with capacity to accommodate the storage needs of the Lyndhurst community or a less permanent storage structure through temporary or movable structures. The consideration for disposition of a publicly-owned site must involve a long-term assessment of the value of mandatory public ownership of land in the community (for example, value in terms of potentially accommodating public uses not yet know).

4.3 Facility Delivery, Programming + Services

The following section outlines key recommendations as it relates to protocols and activities around municipal delivery and operation of facilities. Recommendations have been categorized into 4 major areas of focus:

- Programming around Facilities;
- Policies and Protocols;
- Marketing and Communications; and
- Partnership + Agreements.

All of the above mentioned issues can be expected to impact service-level efficiencies for facilities – particularly as it relates to enhancing utilization, and ensuring community access and the appropriate use of spaces. Recommendations are based on a melded analysis of current municipal practices, community desire for a range of

services and programs, the likelihood of feasibility and best practice in facility service delivery.

Programming around Facilities

A perceived lack of appropriate facilities and a lack of desired programming were two of the top cited reasons limiting survey respondent participation in recreation and leisure in the Township. Section 3.3 of this report outlines those priorities/top categories for desired programming in the Township based on input from survey respondents. These include greater, publicly-accessible programming options for youth as well as expanded seniors and adult fitness options.

The Township will need to further investigate

the range of programming recommendations offered by the public against the practicality of implementation. With respect to program delivery, it is a recommendation of this Master Plan that the Municipality focus its efforts on the delivery those program opportunities for which there is little to no level of provision in the private or volunteer sector. Fitness is an example of one such opportunity for which there exists community demand and little to no options for such activities in the local private supply. In this instance, the Municipality has a key role to play as a supporter of health and wellness and should seek to provide such opportunities cost-efficiently.

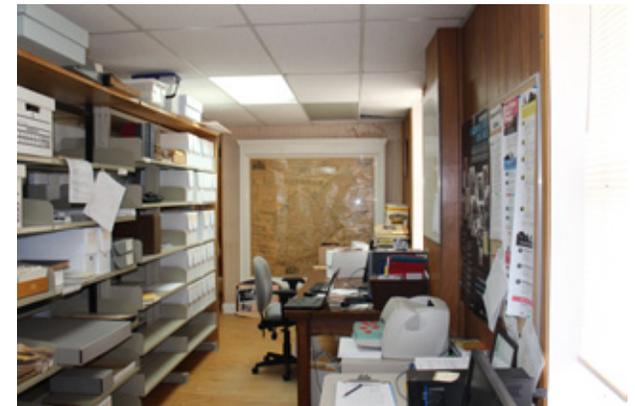
Opportunities to enhance the Township's role in program delivery have been provided.



Municipal Building (Source: Sierra Planning and Management)



Centennial Park (Source: Sierra Planning and Management)



Escott Hall - Township Archives (Source: Sierra Planning and Management)

Recommendations

20. Annually evaluate the success of existing recreation programs (i.e. program take-up and registrations). Monitor and seek to expand those programs which exhibit a growing demand by residents.
21. Seek to develop new programming options which cater to residents (from children to seniors). The following represent program options/development strategies which the Township should explore:
 - Maintain existing swim programs and seek to provide public swim hours as part of the program option at the Parks Canada outdoor pool facility.
 - Develop summer camp options for youth and teens in partnership with local service/community clubs (e.g. for arts and culture, baseball, beach volleyball for teens, learn to play tennis, personal development etc.). The Township should work with local schools to actively generate registrations for youth camps and programs.
 - Develop a Youth Drop-in program to enhance utilization of community/meeting spaces. This may be more relevant with the implementation of renovations to the Lansdowne Community Building.
 - Investigate partnerships with YMCAs in Gananoque or Kingston to develop satellite youth leadership and wellness programs in the Township.
22. With respect to the implementation of new activities, evaluate pilot programs to determine future viability using a range of metrics including but not limited to: 1) program take-up, 2) registrant satisfaction, and 3) program revenues and expenditures.
23. With respect to library services, there are a number of opportunities which may be explored:
 - The Recreation Coordinator and Library Staff should continue to work collaboratively to develop programming opportunities in the Lansdowne Community Building – this will be particularly important with the renovation of this facility.
 - With respect to enhancing services, expand the range of the virtual library services offered to residents to include online library card sign-up, online event and program registration.
 - Develop family programming options at the library and progressively evaluate new opportunities over time (e.g. mom and baby painting sessions).

Policies + Protocols

Enhanced and efficient service delivery is much the result of a working commitment to ensure ongoing and timely response to community need, in part through the development and institution of policies and procedures to progressively and regularly address changes in community demand and access to facilities over time.

The Township's Public Works Department currently utilizes an internal facility booking system which allows for monthly and annual tracking of facility utilization. This system should be incorporated within a broader strategy and framework to monitor ongoing change in resident/user demand for community facilities and programs over the long-term in order to deliver a standard of service provision excellence to the community.



Museum area - Springfield House (Source: Sierra Planning and Management)

Recommendations

24. Continue to regularly review/update the user fee by-law/policy for Township-owned recreation and community facilities. Fees should reflect the quality of spaces and facilities. Future investment in renovations should be expected to influence rates.
25. Update the facility rental policy to include use agreements for space including maintenance protocols outlining the responsibilities of renters.
26. Develop and initiate a customer service monitoring system to annually assess resident/user needs and requisite improvements to the Township's facility service delivery model/protocols. This may be done via renter/user satisfaction surveys or other community feedback tools. Progressively address methods to improve protocols over time.
27. Evaluate whether the Municipality's current facility booking system can be developed/enhanced to provide a public interface which may allow residents to see the availability of facilities and 'self-book'/request spaces online via the Township's website. Any investment in an online, publicly available facility booking system should comprise an online payment feature. This will place less of an organizational demand on staff and will allow for adequate staff planning and room preparation for bookings. This will also allow for a streamlined process in which residents have convenient, 'at-home' access to facility booking services.
28. Initiate an online facility maintenance request system for facilities (e.g. via an online e-mail/message submission tool on the Township's website) where residents may submit an email or real-time alert/request to facilities maintenance staff on issues to be addressed (repairs, washroom maintenance etc.).
29. Continue to track program and facility bookings/registrations on an annual basis, working with user/community groups to monitor changes in space needs based on requests for activities and programs as these may evolve over time.
30. Invest in an online slip rental system for the Seeley's Bay municipal dock. Online slip rentals should be promoted on the Travel 1000 Island website and will facilitate automated dock user tracking. This will also allow Harbour staff to anticipate and track seasonal dock utilization which will help with determining staff hours on-site and the provision of welcoming services by the Harbour Master.

Marketing + Communications

Key to facilitating greater interest and access to facilities is the development of appropriate public information mechanisms. The seasonal publication of the Township's Recreation and Leisure Services guide as well as data available through the Resident Portal of the Township's website is a positive precedent. However, the opportunity exists to further develop municipal communications to enhance local and regional awareness of recreational, tourism and leisure opportunities at facilities in Leeds and the Thousand Islands.

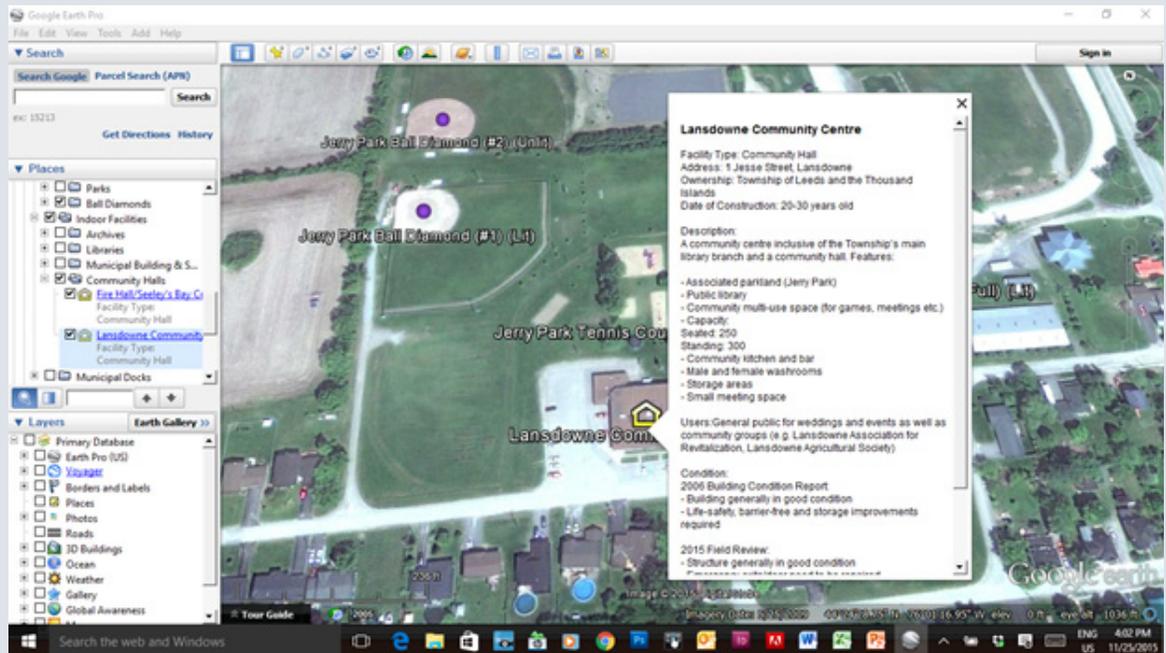


Escott Library - Springfield House (Source: Sierra Planning and Management)

Recommendations

31. Continue to invest in the seasonal recreational guide and continue to ensure digital availability of the Township's website.
32. Transition the Facilities Asset Database (developed as part of this Master Plan project) into an online interactive facilities map tool to develop a 'one stop', publicly-accessible hub of information on facilities. This may be done via a Google platform and should be developed overtime to include other assets (built heritage, trail routes, parks etc.) in order to address other priorities of the Township's 2015 -2019 Strategic Plan.

Figure 6: Interactive Facility Information Mapping



Source: Mapping developed by Sierra Planning and Management

Recommendations

33. The tourism mandate for the Township and region is led by the County of Leeds and Grenville and Regional Tourism Organization (RTO) 9 - The Great Waterway. The Township via its Economic Development Committee and Recreation staff should seek to work with these partners to promote local docks, cultural attractions and other assets.
34. Develop a marketing package for Township-owned recreation and community facilities including the docks. This package should include brochures outlining rental and booking procedures, available facilities and amenities/space specifications, rental rates and other relevant documentation. These packages should be available in hard copy at key locations (e.g. the Municipal Building and community centres/halls) as well as available digitally for download from the Township's website and promoted on the Travel 1000 Islands website.
35. Revamp the Township's online Residents' portal as part of the comprehensive redevelopment of the Township's website. The portal should provide one consolidated sub-portal/sub-tab for community facilities and programs. With the implementation of recommendations of this Master Plan, this should also link users to a range of online recreation services (facility booking system, online program registrations, online interactive mapping of facility venues, event notices etc.).
36. Invest in seasonal visitor information amenities such as tourist/community information notice boards or booths at strategic tourist locations and facilities; particularly municipally-owned docks, the lobby area of the Municipal Building etc. which offer services to permanent and seasonal resident as well as tourists. Coordinate with Travel 1000 Islands (RTO9) and other tourism partners to brand and develop signage around this initiative.

Partnership + Agreements

This Master Plan recognizes there are a range of opportunities for the Township to work with local school board(s) and other partners for enhanced community access to facilities as well as collaboratively develop approaches to program and facility service delivery. This Plan therefore supports the efficient use of available resources across sectors, as may be feasible, to address existing and future community needs.

Joint Use + Other Agreements/ Partnerships for Facilities

School facilities are a supplement to the facility supply in the Leeds and the Thousand Islands. For this reason, school facilities play a supporting role by and large for recreation and civic/social use by members of the public. While school facilities serve to meet current gaps in the municipal supply of indoor facilities – particularly as it relates to gymnasias – no joint use agreements exist between the Township of Leeds and the Thousand Islands to help facilitate and encourage greater community use of these spaces. This is an opportunity which should be addressed as a forward measure.

In general, JUAs with schools have the benefit of 1) providing greater community access to school facilities; 2) providing a means for the Township to work with School Boards to ensure community access to quality spaces; and 3) offer a process

for conflict resolution in the event that either party does not maintain formally recognized agreements. Partnerships with schools are critical.



Municipal Building (Source: Sierra Planning and Management)

Recommendations

37. In partnership with local schools/school boards, evaluate the benefits of implementing Joint Use Agreements for community/Township use of school facilities and vice-versa. A JUA should identify:

- Facility spaces included under the Agreement;
- The purpose and reciprocal nature of agreement regarding the municipal and school board use of facilities;
- Those eligible user groups and municipal activities as well as reasons for access to the use of school board space. This applies equally to cultural activities as school art rooms, gyms etc. are important to cultural development opportunities; and
- Protocols for dispute resolution should this arise.

Joint Use Agreements will be particularly important in addressing the indoor space needs of the Lyndhurst community as the Sweets Corner Public School represents the only sizable indoor space with capacity to accommodate recreation and community activities.

38. Maintain partnership agreements with the Township of Athens and the Town of Gananoque for the use of their respective arenas - the specifics of these agreements should be regularly reviewed and updated as required (i.e. every 2-4 years) to address shifts in utilization and/or community demand for spaces in light of their impact on facility cost-sharing as contributed by the Township of Leeds and the Thousand Island on an annual basis.

39. Maintain partnership agreements with the Barbara Heck Foundation/Parks Canada for the use of its outdoor pool for seasonal programming. The specifics of these agreements should be regularly reviewed and updated as required (i.e. every 2-4 years) to address shifts in utilization and/or community demand for programming at this location.

40. On an ongoing basis, evaluate the potential of local Resident's Associations and community groups to collaboratively develop and initiate fundraising activities for community capital

Recommendations

improvement projects as a complement to municipal investment in local facilities (e.g., streetscape beautification).

- 41.** Continue to identify opportunities for student engagement in volunteerism to support recreation program delivery. Progressively engage in partnership development and outreach to schools to develop programs and encourage student participation in volunteer opportunities as part of student fulfillment of volunteer hours. This should connect with priorities to develop to initiate a youth engagement strategy for the Township (as recommended by the 2015-19 Strategic Action Plan).



Museum Area - Springfield House (Source: Sierra Planning and Management)

5

IMPLEMENTATION COSTS

The following provides a summary of the recommendations and the suggested timelines for implementation.

This Master Plan recognizes that the implementation of recommendations will be contingent on future financial and other corporate demands placed on the Township and the specifics

of implementing individual actions will need to be evaluated on an annual basis.

Capital Costs (Order of Magnitude)

#	Recommendation(s)	Timeframe for Implementation		
		Short-term (1-2 years)	Medium-term (3-5 years)	Long-term (6+ years)
Community Halls				
1	Commission and complete a feasibility study to determine the renovation or replacement potential of the Lansdowne Community Building and Seeley's Bay Community Hall	(2016) Feasibility Study: \$50,000	(2017/18) Associated renovation versus replacement costs to be determined (TBD) by feasibility study	Associated renovation versus replacement costs TBD by feasibility study
2	Undertake a comprehensive review of Township-owned indoor facilities for compliance with standards of the accessibility in light of 2013 amendments (effective in 2015) within the Ontario Building Code.	\$14,000 for for a review of compliance requirements; an additional \$15,000 for design solutions for 5 buildings		
3	Short-term: Invest in essential upgrades and maintenance to the Lansdowne Community Building pending the completion of a study to determine the feasibility of a major renovation or replacement of this facility.			
4	Continue to invest in essential upgrades and maintenance to the Seeley's Bay Community Hall in the short to medium term.		Costs TBD based on building specifics.	

#	Recommendation(s)	Timeframe for Implementation		
		Short-term (1-2 years)	Medium-term (3-5 years)	Long-term (6+ years)
	Libraries			
5	Medium-term invest in an expanded library facility as part of a major renovation or replacement of the Lansdowne Community Building.		Costs TBD (see recommendation #1)	
6	Continue to invest in repairs and maintenance to the Seeley's Bay Library. Items which are to be prioritized in the short-term include repairs to the exterior/siding of the building and with likely roof replacement to be budgeted for in the next 5 years.		\$20,000 for asphalt shingle roof replacement	
7	Continue to invest in the regular capital maintenance of the Lyndhurst Library. No significant investment is expected to be required in the short-term. Over the medium to long-term the flooring and heating/cooling systems may need to be replaced. Long-term: Enhance site linkages between the library and Jonas Park to the northeast of the building (via pedestrian pathways etc.) to create linked community uses in this area.		Cost to address heating/cooling systems + landscaping/site enhancements: \$100,000	
8	Short-term: Continue to maintain the Escott Library facility and invest in essential repairs necessary for public use of the building. Long-term: Seek to consolidate/decommission this library branch with investment in an expanded library facility in Lansdowne.			
	Municipal Building			
9	Develop a dedicated capital reserve for the Municipal Building.			
10	Continue with regular maintenance and, given the nature of the site (former wetland), continue to monitor the building envelope for needed repairs.			
11	Invest in landscaping and enhance the function of the lobby area as a Visitor Information Centre.			
	Township Archive			
12	Short-term: Continue to invest in the current Archive Building at Escott Hall. Priorities include roof-related repairs.	\$50,000		

#	Recommendation(s)	Timeframe for Implementation		
		Short-term (1-2 years)	Medium-term (3-5 years)	Long-term (6+ years)
13	Long-term: Contingent on the closure of the Escott Library, transfer the Archive's office/management-related functions to the neighbouring Springfield House and evaluate the potential to develop this facility into a cultural/heritage attraction. The planned development of the Escott Hall/ Springfield House site should be part of a campus master planning exercise to link the two properties and develop other civic (outdoor) uses on-site.			Master Plan for Escott Hall/ Springfield House site (concept development): \$20,000; Contingent on site master plan developed: \$500,000 for site development
Township Docks				
14	Continue with plans to invest in the replacement of the Seeley's Bay Dock. As a tourist commercial dock, facility-related systems improvements on-site should also include electrical systems upgrades for hydro slips as well as investment in Wi-Fi for dock users.	\$250,000 for dock replacement + improvements		
15	Continue with plans to improve the Ivy Lea Pier and invest in appropriate signage at this location (e.g. wayfinding to surrounding parking, rules as to the use of the grounds/ facility).	\$100,000 for dock improvements		
16	Invest in upgrades to the public washrooms and continue with the regular maintenance of the Lyndhurst dock facility.	\$10- \$15,000		
17	With respect to parks planning, all park locations comprising Municipally-owned docks should be prioritized for investment and landscape master planning to enhance dock locations and their connection to surrounding recreation assets.			
Public Works Garages/Storage				
18	Continue to maintain the storage and public works facilities in Lansdowne and Escott and invest in necessary repairs as required.			
19	Evaluate the future use potential of the Lyndhurst Conservation Hall either for investment as municipal storage facility or for disposition.			
Total Capital Costs:		\$489,000 - \$494,000	\$120,000	\$520,000

Operating Implications

#	Recommendation(s)	Timeframe for Implementation		
		Short-term (1-2 years)	Medium-term (3-5 years)	Long-term (6+ years)
	Facility Delivery, Programming + Services			
	Programming			
20	Annually evaluate the success of existing recreation programs (i.e. program take-up and registrations). Monitor and seek to expand those programs which exhibit a growing demand by residents.			
21	Seek to develop new programming options which cater to residents (from children to seniors).			
22	With respect to the implementation of new activities, evaluate pilot programs to determine future viability using a range of metrics including but not limited to: 1) program take-up, 2) registrant satisfaction, and 3) program revenues and expenditures.			
23	Expand online library services and programming options around facilities.			
	Policies + Protocols			
24	Continue to regularly review/update the user fee by-law/policy for Township-owned recreation and community facilities. Fees should reflect the quality of spaces and facilities.			
25	Update the facility rental policy to include use agreements for space including maintenance protocols and the responsibilities of renters.			
26	Develop and initiate a customer service monitoring system to annually assess resident/user needs and requisite improvements to the Township's facility service delivery model/protocols.			
27	Evaluate whether the Municipality's current facility booking system can be developed/enhanced to provide a public interface which may allow residents to see the availability of facilities and 'self-book'/request spaces online via the Township's website.			

Non-capital recommendations have not been costed as the capacity for staff to implement individual recommendations in-house will need to be evaluated. This will represent cost-savings to the Township.

#	Recommendation(s)	Timeframe for Implementation		
		Short-term (1-2 years)	Medium-term (3-5 years)	Long-term (6+ years)
28	Initiate an online facility maintenance request system for facilities (e.g. via an online e-mail/message submission tool on the Township's website) where residents may submit an email or real-time alert/request to facilities maintenance staff of issues to be addressed (repairs, washroom maintenance etc.).			
29	Continue to track program and facility bookings/registrations on an annual basis, working with user/community groups to monitor changes in space needs based on requests for activities and programs as these may evolve over time.			
30	Invest in an online slip rental system for the Seeley's Bay municipal dock.			
Marketing + Communications				
31	Continue to invest in the seasonal recreational guide and continue to ensure digital availability of the Township's website.			
32	Transition the Facilities Asset Database (developed as part of this Master Plan project) into an online interactive facilities map tool to develop a 'one stop', publicly-accessible hub of information on facilities.			
33	The Township via its Economic Development Committee and Recreation staff should seek to work with County of Leeds and Grenville and Regional Tourism Organization (RTO) 9 - The Great Waterway to promote local docks, cultural attractions and other assets.			
34	Develop a marketing package for Township-owned recreation and community facilities including the docks.			
35	Revamp the Township's online Residents' portal as part of the comprehensive redevelopment of the Township's website			
36	Invest in seasonal visitor information amenities such as tourist/community information notice boards or booths at strategic tourist locations and facilities; particularly municipally-owned docks, the lobby area of the Municipal Building, libraries etc. which offer services to permanent and seasonal resident as well as tourists. Coordinate with Travel 1000 Islands (RTO9) and other tourism partners to on branding and signage around this initiative.			

#	Recommendation(s)	Timeframe for Implementation		
		Short-term (1-2 years)	Medium-term (3-5 years)	Long-term (6+ years)
	Partnerships + Agreements			
37	In partnership with local schools/school boards, evaluate the benefits of implementing Joint Use Agreements for community/Township use of school facilities and vice-versa.			
38	Maintain partnership agreements with the Township of Athens and the Town of Gananoque for the use of their respective arenas - the specifics of these agreements should be regularly reviewed and updated as required (i.e. every 2-4 years)			
39	Maintain partnership agreements with Parks Canada for the use of its outdoor pool for seasonal programming.			
40	On an ongoing basis, evaluate the potential of local Resident's Associations and community groups to collaboratively develop and initiate fundraising activities for community capital improvement projects as a complement to municipal investment in local facilities (e.g., streetscape beautification).			
41	Continue to identify opportunities for student engagement in volunteerism to support recreation program delivery.			

APPENDIX

Township of Leeds and Thousand Islands – Facility Assessment

Building Condition Review

A visual non evasive review of municipal buildings was conducted by WGD Architects to determine the general state of repair. Structural issues would only be noted if the issue was clearly visible without opening up walls, ceilings and floors.

The following is the rating methodology and findings.

COMPONENTS RATING

Rating for Building Systems and Components		DEFINITION
A	Excellent	Functioning as intended; as new condition; limited (if any) deterioration observed.
B	Good	Functioning as intended; normal deterioration observed; for most infrastructure assets, this implies that no repairs are anticipated within the next five years.
C	Fair	Functioning as intended; normal deterioration and minor distress observed; minor repairs will be required within next five years to maintain functionality.
D	Poor	Not functioning as intended; significant deterioration and distress observed; significant repairs required, within the next year to restore functionality.
E	Expired	Not functioning as intended; significant deterioration and major distress; major repair or replacement required to restore function.

Township of Leeds and Thousand Islands – Facility Assessment

Site Identification: Township Office – 1233 Prince Street, Lansdowne

Built: 2010

Component:	Description	Rating
Exterior Enclosure		
Roof	Modified Bitumen, in good shape, life expectancy is 20 years approximately.	B
Siding/Enclosure	Wood siding is stained and requires regular maintenance / re-staining. Stone cladding around wood posts is cracked at some locations and grout missing, this needs to be addressed immediately or water penetration and freeze / thaw will cause further deterioration.	C / D
Windows	Aluminum windows appear to be in good condition.	B
Doors	Aluminum doors appear to be in good condition, however they are reported to require realignment on a regular basis, as evidenced by the visible gap at the bottom of the main entrance doors.	
Interior Finishes		
Floors	Interior tile in the lobby and function rooms are tile and in very good shape. Sheet flooring in utility and lunch room is in good shape. Carpet in administration area is in good shape but will need to be replaced in 5 years due to normal wear and tear.	B/B/C
Partitions	Drywall clad partitions are in good shape, normal painting every 5 years	B/C
Ceilings	Wood ceilings in public areas and ACT in administration areas, both in good shape.	B/B
Interior Doors	Interior wood doors and HM doors are in good shape.	B/B
Conveying	N/A	

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	Mechanical		
	Heating/Cooling	3 Lennox Air Handling Units are relatively new and are in good shape, distribution is assumed to be in good condition.	B
	Plumbing	Sewage pump had some problems, but was repaired 2 years ago.	B
	Electrical		
	Supply	30 amp solar panels on roof, service 600 amp/347v.	B
	Distribution	No reports of issues with distribution.	B
	Lighting	Florescent throughout in apparent good condition.	B
	Fire Protection	Not sprinklered.	
	Accessibility	Washrooms and access acceptable to the pre 2015 OBC.	B
	Site		
	Parking Lots	Good condition, no drainage or ponding problems reported.	B
	Sidewalks	Good condition, no drainage or ponding problems reported.	B
	Lighting	No problems reported.	B
Overall Condition		Overall the building is in good condition, with some envelope issues. For example daylight can be seen between the wall and post in the mechanical room. This is probably due to general building movement.	B

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<p>Lobby tile floor</p>	<p>Wood ceiling and suspended fluorescents</p>	<p>Gap under main entrance door, building shifting is reported to cause regular door adjustment,</p>	<p>Gap between wall panel system and structural posts</p>
			
<p>Modified bitumen roof</p>	<p>Roof top solar panels</p>	<p>Wood siding panels require regular staining</p>	<p>Decorative wood post cladding deteriorating likely due to movement</p>

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Site Identification: Public Works Garage – 1233 Prince Street, Lansdowne

Built: 2010

Component:	Description	Rating
Exterior Enclosure		
Roof	Modified Bitumen, in good shape, life expectancy 20 years.	B
Siding/Enclosure	Metal siding and panels with insulation and liner on the main building is in good shape, for the storage building the fabric above the concrete lower cladding is torn in some location.	B
Windows	Aluminum windows are in good shape.	B
Doors	Metal doors are in good shape.	B
Interior Finishes		
Floors	Sealed concrete in the fire hall bay and painted or epoxied concrete in administration areas are in good shape. Regular maintenance will be required for toppings / coatings.	C
Partitions	Painted block in good shape, painting expected to be required within 5 years.	C
Ceilings	Either exposed steel deck or pre-cast concrete are in good shape.	B
Interior Doors	Hollow metal doors with lever style handles are in good shape.	B
Conveying	1 hydraulic elevator is regularly inspected and is in good shape.	B
Mechanical		
Heating/Cooling	1 Lennox AHU, life expectancy 20 years.	B
Plumbing	No reported concerns	B
Electrical		

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	Supply	600amp/347v service, no reported concerns.	B
	Distribution	No reported concerns	B
	Lighting	Combination of high bay halogens and fluorescents are in good condition.	B
	Fire Protection	Not sprinklered	
	Accessibility	Entrances and washrooms are accessible prior to the 2015 OBC.	
	Site		
	Parking Lots	Asphalt is good condition, no reported ponding, will require regular maintenance.	B
	Sidewalks	N/A	
	Lighting	Wall Packs, no reported issue.	B
Overall Condition		The industrial style building is in good repair and condition with only expected repairs such as finishes expected in the near future.	B



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<p>Garage doors to fire hall and metal panels / siding.</p>	<p>Exposed metal deck in fire hall</p>	<p>Spider cracks in garage slab due to shrinkage. Some reports of water flowing from the outside into the garage.</p>	<p>Painted concrete floor and block walls.</p>
			
<p>Lunchroom with epoxied flooring.</p>	<p>Hydraulic elevator</p>	<p>Aluminum entrance with accessibility button.</p>	<p>Painted block walls and underside of precast slab.</p>
			
<p>Work / storage upper area with epoxied floor and painted metal deck.</p>	<p>Modified bitumen roof in good condition.</p>	<p>Storage building with exposed structure, cladding interior, and concrete floor.</p>	<p>Storage building tear in fabric covering.</p>

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Site Identification: - Lansdowne Community Building, 1 Jessie Street

Built: late 1960's or early 1970's

Component:	Description	Rating
Exterior Enclosure		
Roof	Did not have access to the roof, leaks have been reported.	D
Siding/Enclosure	The enclosure is a combination of formed concrete and aluminum metal screens. The concrete appears to be in good condition, the aluminum window system is weathered. There are signs of water penetration issues on the interior, and typically this has to do with wall to roof interfaces. A roofing	C
Windows	For the window system gaskets would be past the end of their expected life. Water penetration concerns were not reported as result of the screens, which means that it is still functioning, but due to the age of the assembly should be considered for replacement.	C
Doors	Aluminum entrances are weathered, closers seemed to be functioning. Thresholds are raised above the entrance walk, this situation is in non-compliance with current accessibility standards.	C
Interior Finishes		
Floors	The floors are finished with a combination of quarry tile and carpet. The quarry tile seems to be still in good shape although dated, while the carpet is in poor condition and is due for replacement.	C/D
Partitions	Partitions are largely painted block, and are in good condition. Regular painting and maintenance is required however.	C
Ceilings	Ceilings are either exposed or acoustic tile. Acoustic tile ceilings are in fair condition at best with damaged tiles and missing tiles.	C
Interior Doors	Interior doors are hollow metal and generally just need regular maintenance such as painting.	C

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	Conveying	N/A	
	Mechanical		
	Heating/Cooling	A propane powered AHU was added 2 years ago. ¹	B
	Plumbing	There are no reports of building plumbing systems, however there are reports of flooding as a result of a below grade drain. This suggests that it is compromised and should be remediated.	D
	Electrical		
	Supply	1,000 amp, original.	C
	Distribution	No reports about service issues.	C
	Lighting	Lighting is largely fluorescent. It appears to be functioning, however due to the age of the facility if ballasts have not been changed they would be due for upgrading.	C
	Fire Protection	The building is not sprinklered.	
	Accessibility	Ramps and renovations to washrooms have been done to make the facility accessible, still measures are not complete due to a high threshold at the entrance and as a result of not all areas being accessible either by ramp or elevator. Public buildings are to be required to meet the 2015 OBC Accessibility requirements and at this time the facility would not be compliant.	D
	Site		
	Parking Lots	The parking lot pavement is old and ponding issues are reported.	C
	Sidewalks	Interlock sidewalks are uneven and have some weeds. Should be reset.	C

¹ * This data is based on information available at the time of the building condition review in the fall of 2015. Since then, staff has indicated that building's HVAC needs to be replaced as an immediate priority.

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	Lighting	There are some reports of site lighting around the building as being inadequate.	C
Overall Condition		The building is tired and outdated in many respects. While the structure is probably sound, a major renovation to update the envelope, fittings, finishes and mechanical systems are warranted.	C

			
Concrete exterior walls and aluminum window system	Exterior steps are deteriorating and require handrails	Entrance door curb height exceeds accessibility standards	Ceiling tiles are worn and in some locations water damaged
			
Electric baseboard heating	Exposed ceiling in gymnasium	Carpet is in poor condition and is due for replacement	Quarry tile floors are in fair condition

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Site Identification: Springfield House -Escott Public Library

Built: 1871 Renovated: 1982

Component:	Description	Good	Fair	Rating
Exterior Enclosure				
Roof	Metal roof in fair condition, with some separation at the seams. Fascia boards at gutters are in poor condition and need to be replaced to prevent damage to the wall system and interior. Asphalt lower roof is in good condition.			C/D/C
Siding/Enclosure	Traditional masonry wall is in good condition with no signs of fatigue.			C
Windows	Traditional wood sash windows at some locations are in need of immediate repair to prevent further deterioration.			D
Doors	Some doors appear to be newer and are in good condition. Original doors are in fair condition.			C
Interior Finishes				
Floors	Floors are a combination of original wood planks and possibly newer wood plank flooring. In some locations the finish is badly worn and should be redone.			C
Partitions	Interior walls are in good condition, regular maintenance required.			C
Ceilings	Ceilings are drywall and in good condition, regular maintenance required.			C
Interior Doors	Interior doors are in good condition, regular maintenance required.			C
Conveying	N/A			
Mechanical				
Heating/Cooling	Inefficient			C
Plumbing	No reported issues			C

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	Electrical		
	Supply	120 amp/240v, no reported issues	B
	Distribution	Older panel, likely installed during 1980's renovation, fair condition.	C
	Lighting	Incandescent, some pots, no reported issues.	B
	Fire Protection	None	
	Accessibility	The building is not generally accessible.	
	Site		
	Parking Lots	Compacted gravel, not marked, required regular maintenance.	C
	Sidewalks	Concrete entrance walk and ramp in good condition.	B
	Lighting	There is no site lighting.	
	Overall Condition	The heritage structure is in fair condition with some immediate repairs to the windows and roof eaves required.	C



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Deteriorated roof eave	Metal roof in fair condition with eave repairs required	Plank flooring	Drywall ceilings, 1980's renovation

Site Identification: Escott Hall (archives)

Built: Late 19th century

Component:	Description	Rating
Exterior Enclosure		
Roof	Metal roof old, flashing, eaves and fascia need repair.	D
Siding/Enclosure	Brick is in fair condition except on the south side where flashing has failed around the chimney resulting in the brick being soaked.	C
Windows	Wood sash windows in fair condition, drafts reported, requires regular maintenance including caulking required.	C
Doors	Metal doors are relatively new, good condition.	B
Interior Finishes		
Floors	Wood strip flooring is worn and requires refinishing.	C
Partitions	Combination wood paneling and drywall, drywall water stained at certain locations, fair condition, requires regular maintenance.	C
Ceilings	Acoustic ceiling tile chipped in spots.	C

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	Interior Doors	N/A	
	Conveying	N/A	
	Mechanical		
	Heating/Cooling	Oil furnace, probably over 20 years old, could be nearing the end of it's utility.	C
	Plumbing	No reported issues.	C
	Electrical		
	Supply	120amp/240v, no reported issues	C
	Distribution	No reported issues.	C
	Lighting	Fluorescent, no reported issues.	C
	Fire Protection	None	
	Accessibility	Not designed for accessibility	
	Site		
	Parking Lots	Compacted gravel	C
	Sidewalks	None.	
	Lighting	None.	
	Overall Condition	The facility is a borderline C, as it is serving it's purpose but in a deteriorated state. Significant repairs should be planned for including the roof and windows.	C

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<p>View of main façade from the highway</p>	<p>Newer residential style metal door</p>	<p>Soaked brick the result of failed flashing at the chimney, needs to be repaired along with general roof repairs.</p>	<p>Floors are worn, the windows are reported to be draughty, suggesting that caulking or replacement is required.</p>

<p>Site Identification: Escott Storage Facility</p>				
Component:	Description	Good	Fair	Rating
Exterior Enclosure	Roof	Metal roof 5 years old, good condition.		B
Siding/Enclosure	Windows	Metal siding, dented, fair condition.		C
Doors	N/A	Overhead door in fair condition		C
Interior Finishes	Floors	Concrete, unsealed, fair condition.		C
Partitions	Drywall and block			C

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	Ceilings	Fibrous sheets	C
	Interior Doors	Residential style metal doors	C
	Conveying	N/A	
	Mechanical		
	Heating/Cooling	Gas wall mounted heating unit	C
	Plumbing	No reported issues	C
	Electrical		
	Supply	200 amp supply, no reported issues.	C
	Distribution	No reported issues.	C
	Lighting	Florescent , no issues.	C
	Fire Protection	None	
	Accessibility	Office area is not accessible	
	Site		
	Parking Lots	Compacted gravel	C
	Sidewalks	None	
	Lighting	No site lighting.	
	Overall Condition	The building is serving it's purpose.	C

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Concrete floor	Exposed ductwork	Metal roof in good condition, metal siding dented	Elevated office area and ceiling

Site Identification: Lyndhurst Library

Built: Unknown / Renovated: 2000

Component:	Description	Good	Fair	Rating
Exterior Enclosure				
Roof	Metal, likely done in 2000, and appears to be in good condition			B
Siding/Enclosure	Vinyl siding, and wood trim, appears to be in good condition, will require regular maintenance of wood trim.			C
Windows	Newer (2000) windows, appear to be in good condition.			B
Doors	Newer (200) aluminum and glass entry door, in good condition.			B
Interior Finishes				
Floors	Carpet tile, in good condition, has likely been reinstalled since 2000. Carpet tile has a roughly 10 year life span, could need to be replaced within 5 years.			C
Partitions	Drywall on stud, appear to be in good condition, regular maintenance required.			C

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	Ceilings	Acoustic tile ceilings appear to be in good condition.	B
	Interior Doors	Residential style wood doors appear to be in good condition.	B
	Conveying	N/A	
	Mechanical		
	Heating/Cooling	Gas furnace, likely installed in 200, may need to be replaced within 5 years.	C
	Plumbing	No reported issues.	
	Electrical		
	Supply	200 amp.	B
	Distribution	120v - No reported issues.	B
	Lighting	Fluorescent,	C
	Fire Protection	None	
	Accessibility	Does not meet the requirements of the 2015 OBC or 2015 AODA.	
	Site		
	Parking Lots	1 asphalt HC space, in good condition.	B
	Sidewalks	Municipal concrete sidewalk in fair condition.	C
	Lighting	None.	
	Overall Condition		C

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Entrance and front façade	Acoustic Tile ceilings	Carpet tile	Barrier free washroom
			
Aluminum windows	Mechanical Room	Concrete entrance stairs and ramp	Siding, window and eave

Site Identification: Seeley’s Bay Community Hall

Built: 1957

Component:	Description	Rating
Exterior Enclosure		
Roof	Steel mansard style roof, no reported issues.	C
Siding/Enclosure	Metal siding, appears in fair condition.	C

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	Windows	Aluminum, appear in fair condition.	C
	Doors	Hollow metal doors are at best in fair condition as some require repainting.	C
	Interior Finishes		
	Floors	Combination of ceramic tile and carpet. Tile is in good condition and carpet is fair and will likely need to be replaced within 5 years.	B/C
	Partitions	Largely stud and drywall partitions inside are in good condition and will require only regular maintenance. Block exterior walls at certain location show signs of water damage.	C
	Ceilings	Acoustic tile ceilings are in fair condition, but the existing ceiling covers up a previous acoustic tile ceiling that appears to of been heavily damaged.	C
	Interior Doors	Some hollow metal doors and some wood doors appear to be in fair condition.	C
	Conveying	A single hydraulic elevator serves the building and it has up to date inspection certificates.	B
	Mechanical		
	Heating/Cooling	Pad mounted Carrier heat pump, reported to not be able to handle the load.	D
	Plumbing	No reported concerns.	
	Electrical		
	Supply	800 amp, no reported concerns.	B
	Distribution	No reported concerns.	C
	Lighting	Fluorescent, no reported concerns.	C
	Fire Protection	None	

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	Accessibility	The building is accessible, however likely not to the 2015 OBC standards.	
	Site		
	Parking Lots	Gravel, poor condition, reported ponding issues.	D
	Sidewalks	Some portions of the sidewalk at the entrance have been replaced, other sections are deteriorating. This is a life safety issue as cracks in a sidewalk could pose a tripping hazard.	C
	Lighting	Street lighting, wall packs over fire station garage door, small entrance light to the community hall.	C
	Overall Condition		C



Community hall entrance and view of siding



Metal mansard roof

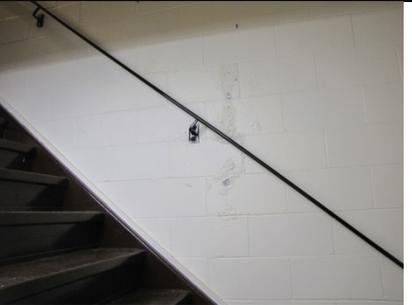


Rear of community hall w/ pad mounted heat pump



Tile flooring at main lobby

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Interior of elevator cab	Ceiling tile over ceiling tile	Damaged exterior block wall in basement area, due to water not draining away from the building adequately.	Upper level function room lobby

Site Identification: Seeley’s Bay Library

Built: Unknown Extensive Renovation in 1985

Component:		Description – One storey wood frame building.	Rating
Exterior Enclosure			
	Roof	Asphalt shingles, probably installed in 1985 during the major renovation, at the end of lifespan but visually in good shape and there are no reported leaks. The roof should be monitored and budgeted for replacement within 5 years.	C
	Siding/Enclosure	Brick siding is in good shape with the exception of the rear wall where there is a major crack at the north window. The crack could be caused by expansion and contraction, as this is where cracks appear when expansion and contraction are an issue. The mortar and bricks should be repaired/ replaced immediately to prevent water penetration and further damage from the freeze thaw cycle. An expansion joint should be cut to prevent this from occurring again. Once repairs have been done should a crack reappear	D

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		then the issue would be with the foundations and repairs to it would be required.	
	Windows	The aluminum windows likely installed in 1985 appear to be in good shape, caulking and sealant is failing in many areas and requires attention..	D
	Doors	Aluminum entrance door, similar to the windows was likely installed in 1985 and is in fair condition, caulking and sealants need to be redone..	D
	Interior Finishes		
	Floors	The carpet is an indoor/outdoor style of carpet and is in fair condition. Still as it was likely installed in 1985 it's replacement should be budgeted for within 5 years.	C
	Partitions	Drywall partitions appear to be in good shape, regular maintenance such as painting should be allowed for within 5 years.	C
	Ceilings	Ceilings are stipple on likely drywall. No signs of water damage.	C
	Interior Doors	Interior wood doors and frames are in good shape.	C
	Conveying		B
	Mechanical		
	Heating/Cooling	Electric baseboard heating and in wall air conditioning unit serve the building. There are no reports of problems. The baseboards were likely installed in 1985 and are in good shape, the A/C unit is probably around 10 years old or less and is in good shape.	B
	Plumbing	There are no reports of any plumbing issues.	
	Electrical		
	Supply	240 amp, no issues.	B

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	Distribution	120 v, no issues.	B
	Lighting	1'x4' fluorescents, no issues.	B
	Fire Protection	None	
	Accessibility	Does not meet 2015 AODA and OBC requirements.	
	Site		
	Parking Lots	Asphalt accessible staff up front is in good shape, compacted gravel lot on side is in good shape.	C
	Sidewalks	Concrete entrance stair and ramp are in good shape, no cracking or spalling.	B
	Lighting		
Overall Condition			C

			
<p>Main entrance concrete sidewalk in good condition.</p>	<p>A crack transmitting from the window to the foundation exists. This should be repaired with brick replacement and new mortar. A control joint cut in this area would be recommended. If the problem re-occurs then there are</p>	<p>Mortar and sealants are failing around windows. This needs to be addressed to avoid water penetration and freeze thaw damage.</p>	<p>Caulking around windows are due for replacement.</p>

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	foundation and settlement issues.		
			
<p>Caulking around windows are due for replacement.</p>	<p>Front entrance ramp and railing are in good condition.</p>	<p>View of front pad parking, in good condition.</p>	<p>Aluminum soffits are in good condition.</p>