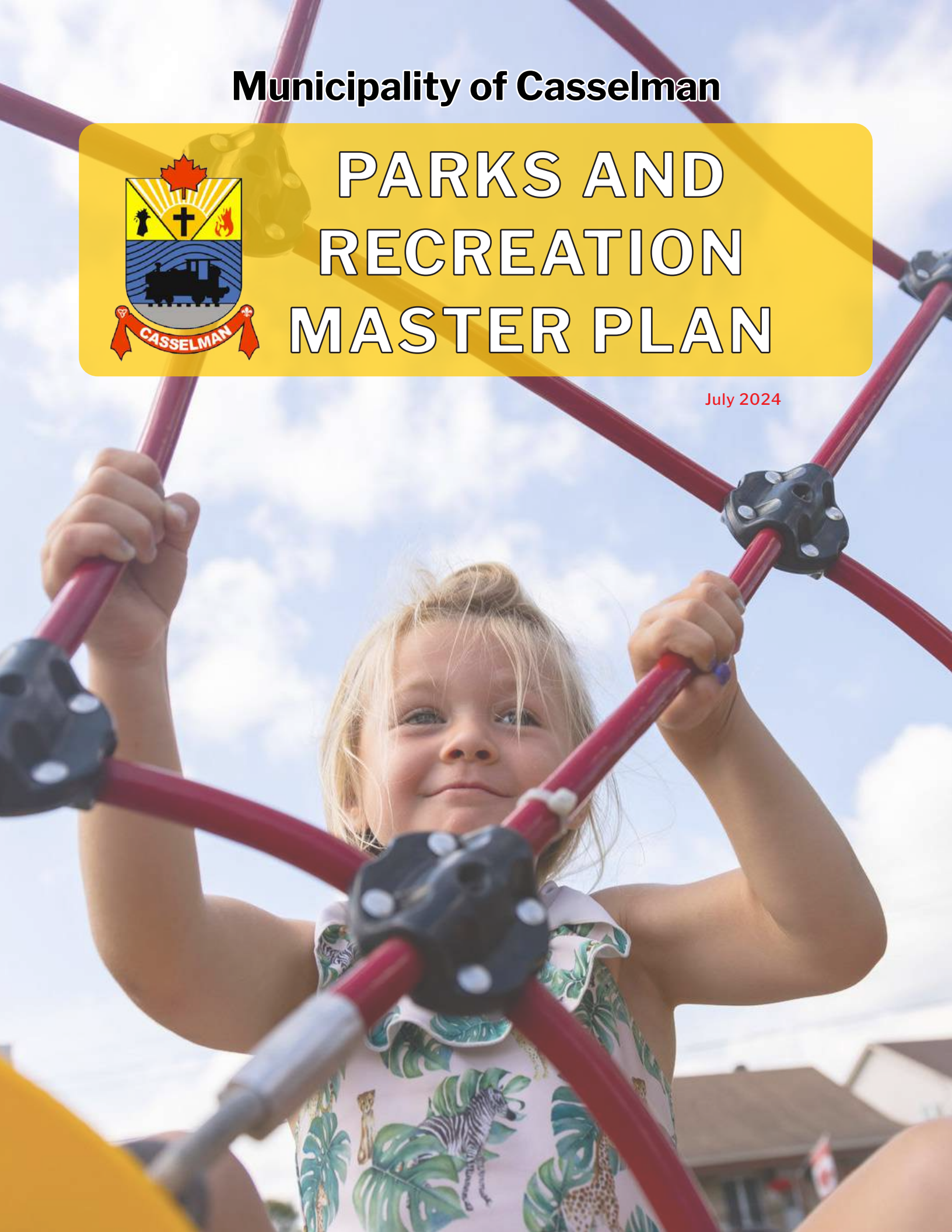
Municipality of Casselman

PARKS AND RECREATION MASTER PLAN

July 2024



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July 2024

Land Acknowledgement

We acknowledge that in Eastern Ontario, we are on the unceded traditional territory of the Algonquin Anishnaabe and on the vast territory of the Haudenosaunee.

Acknowledgements

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

In particular, we are appreciative of the following individuals who contributed their time, knowledge and expertise to the development of the Municipality of Casselman Parks and Recreation Master Plan:

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1.0 Overview

1.1 Introduction

This is the first Parks and Recreation Master Plan completed for the Municipality of Casselman. It is intended to guide Council and staff in managing parks and recreation programs, events, infrastructure, services, and investment to 2038. It is a direct outcome of Policy 2.5.5.10 in the Municipality's Official Plan: "Council will develop a Recreational Master Plan to ensure that existing and future recreational facilities are provided in accordance with the needs of current and future residents."

A Master Plan is a high level, strategic document. It is a guidebook, not a rule book. It is not law or policy (though some recommendations may suggest developing certain policies). Many of the individual recommendations will require further investigation, discussion, consultation, and Council approval before they are implemented. Though this Plan provides direction for the next 15 years, it should be revisited every five years to be updated where necessary to reflect changes in Municipal capacity, trends, community needs and interests, etc.

Casselman's Strategic Plan sets the overarching framework for service planning in all areas of municipal responsibility. Accordingly, it is a key document to which this Master Plan must align and respond. The 2024-2028 Strategic Plan contains three Strategic Priorities – Infrastructure, Community Well-being, and Service Excellence – with corresponding strategic actions and desired outcomes. Although it can be said that every statement in the Strategic Plan is at least indirectly related to parks and recreation services, those that are most closely tied to the objectives of this Master Plan are noted in Table 1.1-1. The Strategic Plan provides a current platform on which to build this Parks and Recreation Master Plan's recommendations.

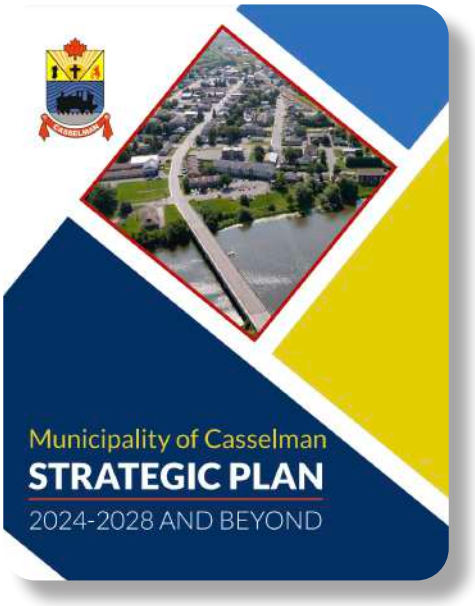


Table 1.1-1: Relevant Strategic Actions from the Municipality's Strategic Plan

Infrastructure	Community Well-being	Service Excellence
Find appropriate funding sources to upgrade and enhance our infrastructure to enable sustainable growth and economic development.	Invest in attractions and venues that will improve the quality of life for residents and visitors.	Establish an adaptive organizational culture that fosters an environment of continuous improvement and empowers employees to be proactive, innovative, and collaborative.
Adopt best practices for asset management planning.	Provide community spaces that enrich the lives and encourage active lifestyles for all ages.	Modernize the digital and technological infrastructure to enhance citizen experience and increase operational efficiency.
	Encourage community groups to organize events and activities that improve overall health and foster social cohesion.	Streamline communications to promote stakeholder engagement and demonstrate inclusivity and accessibility.
	Preserve Franco-Ontarian culture while demonstrating inclusivity and diversity.	Pursue collaborative partnerships and shared services agreements to improve customer service and increase efficiency.

1.2 Process

The process of developing this Plan included the following five phases:

Phase 1: Background Review (August - October 2023)

The first phase involved reviewing background documents, collecting data, researching trends, conducting a site tour through the Municipality and establishing the current context for recreation in Casselman, including inventories of indoor and outdoor facilities, parks and trails, service delivery, and park conditions.

Phase 2: Community Consultation (October - November 2023)

Next, a suite of engagement activities were delivered to discuss with community members the current and future state of parks, trails, facilities, and programs in Casselman. Consultation included interviews with Council members and staff; surveys of residents, businesses, and parks and recreation user groups; and an in-person Open House.

Phase 3: Analysis & Recommendations (November 2023 - February 2024)

Reports summarizing Phases 1 and 2 were prepared, translated, formatted, and shared with the Municipality. Needs assessments were then conducted for programming and events, recreation facilities, parks, trails, and open spaces through analysis of the background research, consultation findings, usage, observation, and emerging trends.

Phase 4: Draft Report (February - June 2024)

Phase 4 focused on developing a draft Master Plan and revising it following discussions with staff. The draft recommendations were presented for community feedback at an in-person Open House and online.

Phase 5: Final Master Plan (June - July 2024)

The final phase involved revising the Master Plan and submitting the final version to Council.

1.3 Community Context

The Municipality of Casselman is located in northeastern Ontario in the United Counties of Prescott and Russell (UCPR). UCPR is bordered by the City of Ottawa to the west, the Ottawa River to the north, the Province of Quebec to the east, and the United Counties of Stormont, Dundas, and Glengarry to the south. UCPR spans across approximately 2,004 km^2 and supports a population of 95,639 people as reported in the 2021 Census. The United Counties of Prescott and Russell consist of eight lower tier municipalities (Figure 1.3-1):

- Township of East Hawkesbury
- Township of Hawkesbury
- Township of Champlain
- Township of Alfred and Plantagenet
- The Nation Municipality
- Municipality of Casselman
- Township of Russell
- City of Clarence-Rockland

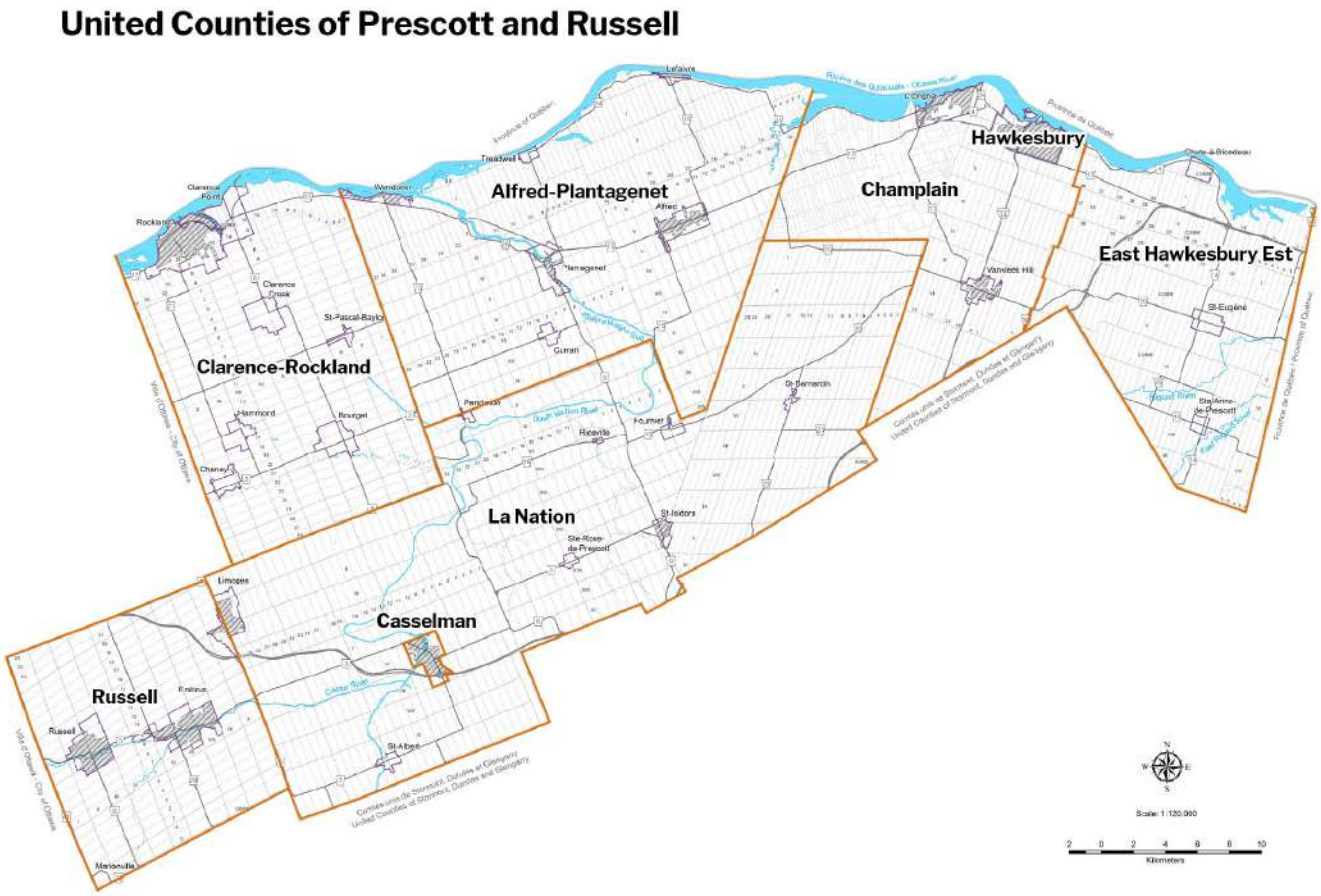


Figure 1.3-1: Municipality of Casselman within the United Counties of Prescott and Russell (adapted from UCPR Official Plan Schedule A1)

The Municipality of Casselman has a land area of 5.16 km² (Figure 1.3-2) and is surrounded by the Nation Municipality. It is home to 3,970 people according to the 2021 Canadian Census. To the term of this Plan, the Municipality is projected to have a population of 5,286 residents in 2038, which reflects an increase of 1,420 residents from 2021.

The Background Review Summary report in Appendix A contains a detailed breakdown of Casselman's socio-demographic profile as well as summaries of the relevant planning and policy context.

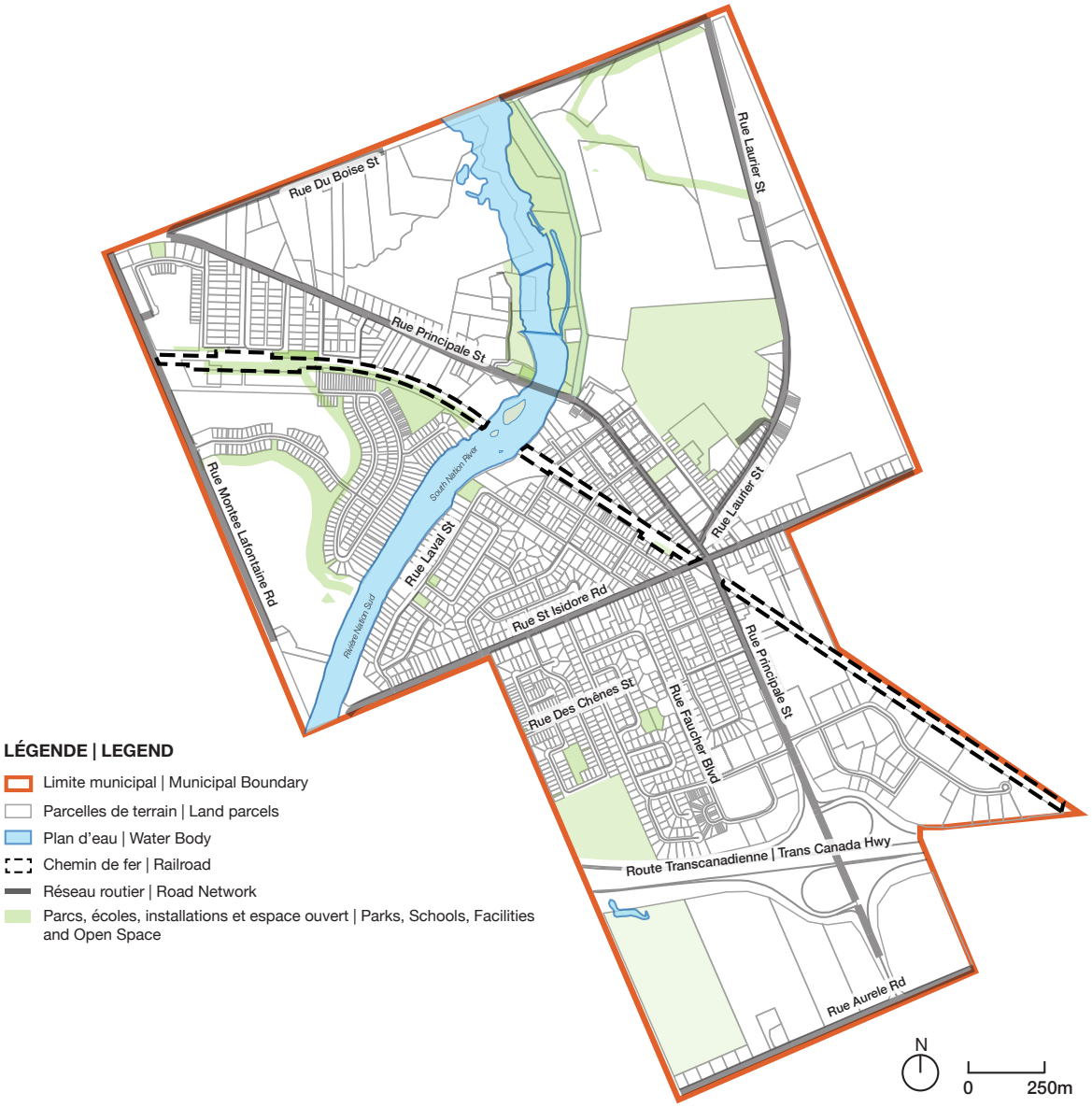


Figure 1.3-2: Municipality of Casselman Current Context Map

1.4 Parks and Recreation Context

Casselman has the following amenities across ten (10) municipal parks and four (4) indoor recreation facilities:

- 2 large halls
- 1 boardroom
- 2 canteens
- 1 gymnasium
- 11 classrooms
- 1 ice pad
- 1 outdoor rink/pad
- 1 large ball diamond (lit)*
- 1 small ball diamond (lit)*
- 2 pickleball courts (lit)*[1]
- 2 tennis courts (lit)*
- 2 beach volleyball courts*
- 1 basketball court
- 2 basketball nets (½ courts)
- 4 shade structures
- 6 playgrounds
- 1 splash pad
- 1 boat launch
- 2 outdoor washrooms, 6 seasonal portalets

Figure 1.4-1 shows the parks and recreation system in Casselman, including municipal parks and facilities as well as school sites at which facilities have been provided to optimize limited land resources. A centralized approach to provision has been established, where facilities are concentrated at dedicated hubs in the Municipality to support organized recreation. Photos of each park/facility are found in the inventory section of the Background Review Summary report in Appendix A. The locations of future parks and trails (pending subdivision approval, construction, etc.) are also shown in Figure 1.4-1.

Recreation programs in Casselman include sports (e.g., baseball, skating, hockey, ringette, pickleball, tennis, dodgeball, ball hockey, badminton, soccer, futsal, basketball), fitness (e.g., yoga, Zumba, dance), social clubs (e.g., Cadets, Scouts, Club 60), and children's summer camps (e.g., dance, sports, cooking, arts and crafts, nature). A full list of activities is found in the Background Review Summary report in Appendix A.

1 Estimated opening: May 2024

* Shared facility on Casselman Catholic High School site

LÉGENDE | LEGEND

- Limite municipal | Municipal Boundary
- Espace ouvert | Open Space
- Plan d'eau | Water Body
- Chemin de fer | Railroad
- Propriétés municipales | Municipal Properties
- Futurs parcs et sentiers | Future Parks and Trails
- Projets de lotissement | Draft Subdivisions

Parcs municipal | Municipal Parks

P1 Parc Optimiste | Optimist Park
P2 Parc Tchou-Tchou | Tchou-Tchou Park
P3 Parc Nation | Nation Park
P4 Parc des Aînés | Park for the Elderly
P5 Parc Hydro Ottawa | Ottawa Hydro Park
P6 Parc Domaine Académie | Academy Domain Park
P7 Parc Richelieu et splash | Richelieu Park and Splash Pad
P8 Parc à Vol D'Oiseau | Bird's Eye View Park

Installations | Facilities

F1 Complexe J.R. Brisson | J.R. Brisson Complex
F2 Centre Paul-Émile Lévesque | Paul-Émile Lévesque Centre
F3 Salle du 750 Principale | 750 Principale
F4 Centre touristique et musée historique de Casselman | Tourist Centre and Casselman Museum

Écoles et installations partagées | Schools and Shared Facilities

S1 École secondaire catholique de Casselman | Casselman Catholic High School
S2 École élémentaire catholique de Casselman | Casselman Catholic Elementary School
S3 École élémentaire et secondaire publique L'Académie de la Seigneurie

Figure 1.4-1: Parks and Recreation Facilities in Casselman

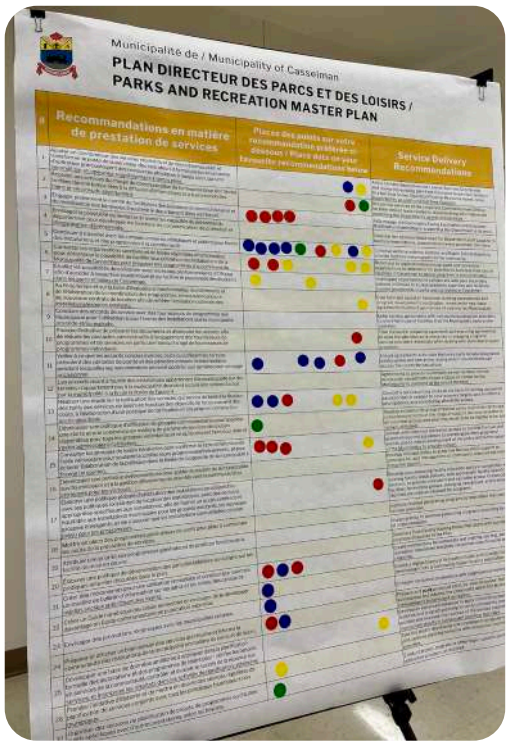
1.5 Community Consultation

To leverage the community's knowledge, ideas, and expertise on current and future delivery of Casselman's parks, recreation, and facility services, a multi-faceted engagement strategy was conducted in Fall 2023. Residents, Council members, municipal staff, local businesses, and local user groups were all approached to share their input. The consultation activities and their findings are discussed in the Consultation Summary report in Appendix B.

A second round of engagement was conducted in Spring 2024, which included:

- An in-person public Open House held in the Salle Comptoir Populaire Deguire Hall on June 11 from 6:30-8:30 PM and promoted on the Municipality's website and social media. A series of five panels were placed on display, which contained the Master Plan's draft recommendations related to programs and events, parks and open spaces, recreation facilities, and service delivery. The Open House convened 16 attendees, who interacted with the display panels by "voting" for their favourite recommendations with dot stickers and placing Post-It notes with comments and suggestions.
- A virtual Open House from June 11 to 24, where the draft Parks and Recreation Master Plan was posted on the Municipality's website in English and French along with an anonymous bilingual online feedback form for any member of the public to complete. The Municipality promoted the survey on social media and its website. One response was received.

The results of consultation were discussed with the Ad Hoc Committee in a virtual meeting on June 24 and incorporated within the final draft Plan.



2.0 Analysis

2.1 Introduction

This section of the Plan is divided into four needs assessments:

- **Programs and Events**
- **Parks and Open Spaces**
- **Recreation Facilities**
- **Service Delivery**

Within each of the assessments are recommendations to guide the Municipality in delivering parks and recreation services over the next 15 years. These are based on site observations, feedback from the community, emerging trends and issues, related plans and policies, municipal goals, etc.

Section 3.0 then outlines a proposed implementation plan for the Plan's recommendations.

2.2 Programs and Events

2.2.1 Introduction

Recreation programs and events are an important contributor to health, well-being, and quality of life. They also play a key role in fostering social cohesion and a sense of community among residents, location organizations, government, businesses, and visitors.

This section addresses the need for new and/or improved recreation programs and special events in the Municipality of Casselman. These encompass both structured/organized activities as well as unstructured/self-directed activities, including sport/physical activity, non-sport, arts, culture/heritage, general interest, social, well-being, and nature-based activities. The assessment is grouped under the following main headings:

- Program Planning and Development
- Arts, Culture, and Heritage
- Self-Directed Programming
- Intergenerational Programming

2.2.2 Program Planning and Development

Casselman generally relies on volunteers and user groups (such as sports leagues) to organize and deliver recreation programs (see section 1.4). There is potential to introduce more programs in the Municipality in underused facilities and parks. Consultation conducted for this Plan indicated interest from the community in more programming options in Casselman, especially non-sports activities. However, the absence of a dedicated staff position to facilitate these activities limits the Municipality's availability to provide a balanced variety. Section 2.5.2 discusses the Municipality's staff structure for parks and recreation services and recommends a full-time Recreation and Leisure Services Coordinator position be focused on developing and/or coordinating new programs to pursue service objectives. Their responsibilities would include:

- Conducting outreach to identify community and neighbourhood interests and secure providers, partners, and bilingual instructors to operate programs
- Supporting program providers/instructors in finding suitable facilities, assisting with registration, administering evaluation tasks (e.g., feedback forms/surveys), etc.
- Building relationships with agencies and organizations for collaboration in bringing new recreation programs and services to Casselman
- Working with other municipal staff/departments to enhance parks and recreation service delivery (e.g., marketing, communications, and promotion; program operations and evaluation)
- Implementing the program and event recommendations of this Plan

2.2.3 Arts, Culture, and Heritage

Casselman's current programming is dominated by a variety of sport and fitness options including pickleball, tennis, baseball, skating, stick and puck, and hockey. Consultation with the community has indicated there is room for more cultural offerings oriented towards arts and heritage. During the Municipality's Strategic Plan exercise, it was noted that residents "emphasized the importance of diversity and cultural inclusivity," "called for more social activities and events to help new residents integrate and make friends," envisioned "preserving Casselman's cultural heritage and celebrating its bilingual identity," and suggested Casselman be "a hub for artistic and cultural activities." [1]

Municipal staff have indicated that Casselman is becoming more multicultural as newcomers move to the Municipality. Residents travel to Ottawa for arts, cultural, and community events and there is desire for more local activities in Casselman. Recreation and leisure present key opportunities to bring all members of the community together, showcase local artists, help newcomers feel included, and celebrate Casselman's rich Franco-Ontarian heritage.

French Conversation Circles/ Language Practice

Growth in Casselman has increasingly brought more English speakers to a predominantly French-speaking population: in 2011, the proportion of Casselman residents who only knew English was 9.1%; this increased to 14.2% in 2021 (Canadian Census). While a majority of Casselman's residents (72.2%) report knowledge of both English and French, and all written public communications are in both official languages, the Francophone identity remains strong in Casselman.

A bilingual online survey conducted for the Municipality's Strategic Plan in 2023 received a high response rate of 386 responses and lends additional insights. [2] Almost half (40%, or 156 of 386 respondents) chose to answer the survey in English. Among this group, 48.7% indicated that only English is spoken at home and 54% have lived in the Municipality for fewer than six years. In contrast, a majority (70%, or 166 of 236 respondents) of those who have lived in Casselment for six or more years completed the survey in French. French responses to the survey were also more common among residents aged 50 years and older.

The Franco-Ontarian community in Casselman is passionate about protecting and sustaining its language and culture. Through the new Recreation and Leisure Services Coordinator (see section 2.5.2), the Municipality should work with community members and/or groups to facilitate simple, informal French language opportunities for English speakers to practice and nurture their French language skills. For example, conversation circles could be held on a weekly basis in a public park or recreation space, providing a low-stakes social environment for casual conversation in an open and welcoming way. As well, a language buddies/pairs program could match English-speaking residents (particularly newcomers) with French-speaking resident volunteers to coordinate practice times and opportunities to share in French cultural experiences together (e.g., film, music, museums). These kinds of activities could support French language skill development directly within the community while encouraging old and new residents to get to know their neighbours. They are also good opportunities for intergenerational learning (see 2.2.5).

1 Strategic Plan for Casselman - Interim Report No. 2 Stakeholder Engagement Activities

2 ibid. It should be noted that participants self-selected to complete the survey so the findings may not be statistically representative of Casselman's population. however, the results illustrate the language status and preferences of an engaged segment of the community including both English and French residents.

Case Study: City of a Thousand Welcomes - Dublin, Ireland

This civic initiative connects first-time visitors with residents who are knowledgeable and passionate about their city as a place where tourists can receive outstanding hospitality.[3] Newcomers to Dublin sign up via an online survey, receive a free guide, and are contacted by a friendly local volunteer who is appointed to welcome them and invite them for a cup of tea, coffee, or a pint in a Dublin café or pub. The visit is free thanks to the support of sponsors and hospitality partners.

Dine in the Street Community Potluck

Events grounded in culture, socializing, and community building should be welcoming, accessible, and inclusive of all ages, abilities, and income levels. Food can be a powerful way to unite the community, bring groups together, and strengthen bonds. Communal meals and potlucks create a shared experience among residents, showcase cooking and baking, and expose people to other cultural traditions. Held outdoors, they can also be a fun way to reclaim public space and promote creativity. Shared public spaces are important venues in which the community can learn from and celebrate diverse perspectives.

Attendees at the November 2023 Open House requested more community building events. Casselman should organize a "dine in the street" outdoor event that transforms a portion of the municipal right-of-way into a giant Casselman Family Dinner. Attendees can bring their own picnics, and local restaurants can be approached to partner on special promotions for take-out.

The focus of the event can be celebrating various cultural/ethnic groups and showcasing food – including Casselman's Franco-Ontarian culture and other ethnic cultures that are present in the community. The event could be held on Brebeuf Street or Dollard Street, given its proximity to public washrooms available at the J.R. Brisson Complex, Paul-Émile Lévesque Centre, and 750 Principale Street. Through the new Recreation and Leisure Services Coordinator (see section 2.5.2), and potential involvement of youth leaders, the Municipality should approach service clubs to partner in the event delivery. For example, Club 60 already has experience organizing monthly indoor dinners for seniors at the Paul-Émile Lévesque Centre. In addition to a Casselman-wide community potluck, smaller scale events could take place at the neighbourhood level such as within new housing subdivisions.

3 https://www.cityofathousandwelcomes.com/index_php/about

Case Study: Our Town, One Table - Carbondale, Colorado

Since 2015, the Town of Carbondale (population: 6,500) has hosted an annual outdoor community potluck each August along three blocks (approximately 180 metres) south of its Main Street.[4] Residents reserve a table via email, coordinate food and (non-alcoholic) drinks within their group, and bring their own chairs, supplies, and dinnerware. Check in for decorating begins at 3:30 PM and the dinner bell rings at 5 PM. The Town declares a theme for the meal (e.g., Roaring '20s, Over the Rainbow) and groups are encouraged to bring decorations and dress up in costumes. A prize is awarded for the best spread/table décor based on popular vote. Community tables are also available for singles, newcomers, latecomers, and any folks who have not been put in a group. Recent years have seen more than 1,000 participants across 100+ tables. The event is free, with sponsorship from the Town of Carbondale and volunteers from the community and municipal Parks & Recreation department. Donations are also accepted for a local health program.

4 https://www.postindependent.com/entertainment/carbondales-dinner-with-a-few-friends/, https://soprissun.com/our-town-one-table-roars-back-to-life/

Case Study: République des Hyper-Voisins - Paris, France

A Parisian grassroots group called Hyper Voisins holds annual outdoor dinners each September in the 14th arrondissement, aimed at bringing neighbours together and increasing social cohesion. [1] The event began in 2017 with 700 residents meeting at a 200-metre long table, and has inspired similar gatherings around the world including 500 people in Chelsea, New York.[2] The Hyper Voisins Facebook page has over 3,000 followers.[3]

1 https://popupcity.net/insights/super-neighbours-bring-village-feel-to-paris-streets/

2 https://www.instagram.com/p/Cj4CcCqJ1Q6/?img_index=1

3 https://www.facebook.com/hypervoisins/?locale=fr_FR

Art in the Park

As public spaces that are available to and owned by all residents, parks provide vital opportunities for "the cultural expression of a community."[4] In turn, arts activities are powerful ways to revitalize a park. Casselman should integrate small-scale arts and culture programming within local parks to animate these spaces and increase their use by all age groups. Potential offerings could include, but not limited to: music concerts, drumming circles, open mics, storytelling/oral history sharing, stand-up comedy, magic, casual choir, art classes, photography walks, dance lessons, improv workshops, book clubs, creating writing/poetry circles, etc.

Evening activities such as film screenings are also an opportunity to bring audiences into parks at night and limit vandalism in the late hours of the day. The Municipality has held a movies in the park event before, executed by summer student staff with the support of government funding. When high school students were asked in April 2023 to share ideas for reducing vandalism in Casselman, a monthly outdoor movie night was one of the suggestions.

Parks classified as Community Parks under the parkland classification table (see Table 2.3-1 in section 2.3.2), such as Nation Park, Park for the Elderly, Bird's Eye View Park, and Richelieu Park, are recommended for arts uses. Park amenities such as washrooms, drinking water fountains, seating, and shade structures (e.g., gazebos, pavilions) are important considerations to ensure participants are comfortable while engaging in arts activities. Park for the Elderly could be used if a power hookup is needed for activities. However, it should be noted that no parking is available in this park, which limits its accessibility.

Research has found unincorporated/non-commercial arts experiences such as the examples noted above help to build both individual identity and group solidarity.[5] They provide sites for personal expression and creativity and help to bridge social boundaries and inequalities relating to age, gender, language, race/ethnicity, and occupational status. Study findings included "greater tolerance of difference, trust and consensus building, collaborative work habits, use of innovation and creativity to solve problems, the capacity to imagine change and the willingness to work for it."[6]

Online resources such as the Ontario Art's Council's Community-Engaged Art Workbook[7] and the Toronto Art's Foundation's Arts in the Parks toolkit[8] provide advice, frameworks, useful considerations, and case studies for planning arts activities in municipal parks, establishing partnerships, fundraising, conducting outreach and engagement, evaluating programs, etc.

4 American Planning Association. "City Parks Forum Briefing Papers - Arts and Cultural Programs." (2005). Retrieved from https://www.brec.org/assets/General_Info/Why_R_Parks_Important/Papers/Parks-for-Arts-and-Cultural.pdf

5 Wali, A., Severson, R., & Longoni, M. (2002)."The informal arts: Finding cohesion, capacity and other cultural benefits in unexpected places." Chicago: Chicago Center for Arts Policy, Columbia College. Retrieved from https://www.americansforthearts.org/node/101040

6 ibid

7 Ontario Arts Council. (2017), "Framing community: A community engaged art workbook." Retrieved from https://www.arts.on.ca/oac/media/oac/Publications/Framing-Community-A-Community-Engaged-Art-Workbook.pdf

8 Toronto Arts Foundation. (2019). "Arts In The Parks Toolkit." Retrieved from https://torontoartsfoundation.org/getattachment/Initiatives/Arts-in-the-Parks-(1)/Pages/Arts-in-the-Parks-Toolkit/CTA-TOOL-KIT/AITP-TOOL-KIT/AITP-Toolkit-2019.pdf.aspx

Case Study: Concerts in the Park

Multiple communities across Ontario host outdoor concert series in municipal parks during the summer months[9]. Residents are invited to bring lawn chairs, blankets, and snacks to enjoy performances by local entertainers. In the Town of Bradford West Gwillimbury,[10] concerts are paired with other activities such as drowning prevention by a local aquatics group, free henna tattoos, library programming, and local food vendors. In the City of Kawartha Lakes,[11] the Parks and Recreation department partners with the Chamber of commerce to provide local businesses with the opportunity to sponsor the annual Concerts in the Park series. Kawartha Lakes also holds monthly Youth Open Mic Afternoons where residents aged 18 years and younger an showcase their talent by performing up to three songs (15-minute set).

Case Study: Nature Book Club - Toronto, Ontario

The Nature Book Club is hosted by the High Park Nature Centre.[12] Each month, members select a nature-related theme (e.g., bees, water, birds, art in nature) and read a book of their choice on the topic. At the next meeting, participants present their books in a casual chat for 5-10 minutes each, retelling what they found most interesting or informative, showing pictures if there are any, and providing the year of publication and some information about the author. The book club runs from September to June and meets nine times via Zoom as well as outdoors in person in High Park, accompanied by a campfire and light refreshments.

9 For example, Quinte West (https://quintewest.ca/tourism-events/city-events/summer-concert-series/), Whitby (https://www.whitby.ca/en/play/whitby-live.aspx#Past-Performances), Burlington (https://www.burlington.ca/en/news/festivals-and-events/concerts-in-the-park.aspx), Newmarket (https://www.newmarket.ca/musicinthepark), Aurora (https://www.aurora.ca/en/recreation-arts-and-culture/concerts-in-the-park.aspx), West Lincoln (https://www.westlincoln.ca/en/recreation-and-leisure/music-in-the-park.aspx), St. Catharines (https://www.stcatharines.ca/en/arts-culture-and-events/summer-concert-series.aspx), Caledon (https://www.caledon.ca/en/living-here/music-in-the-park.aspx), Orillia (https://www.orillia.ca/en/living-here/sunday-evening-band-concert.aspx), Innisfil (https://innisfil.ca/en/recreation-parks-and-culture/music-in-the-park.aspx), North Bay (https://northbay.ca/our-community/festivals-events/north-bay-summer-concert-series/), Cornwall (https://www.cornwall.ca/en/play-here/arts-in-the-park.aspx), and Arnprior (https://www.arnprior.ca/en/recreation-and-culture/concerts-in-the-park.aspx#Park-Rules).

10 https://www.townofbwg.com/en/recreation-culture/music-in-the-park.aspx

11 https://www.kawarthalakes.ca/en/things-to-do/concerts-in-the-park.aspx

12 https://highparknaturecentre.com/nature-book-club/

Case Study: Silent Book Club

Silent Book Club is a global community of readers and introverts with more than 500 chapters in 50 countries around the world led by local volunteers.[13] Members gather at a set time in bars, cafés, bookstores, libraries, and online. Each participant offers an introduction to their recent and current reading that is uniquely their own. Then, the group reads together in quiet camaraderie for one hour, followed by optional time to socialize. In Toronto, a local Silent Book Club chapter moved its meeting outdoors in a neighbourhood park.[14]

Case Study: Spíra - Halifax, Nova Scotia

Spíra is a drop-in, outdoor community choir run by a non-profit arts organization called Choirs for Change in the summer months. All are welcome to gather in Halifax's Fort Needham Memorial Park on Monday evenings to sing, develop their music skills, and build community. No auditions or experience is necessary. Participation is free and donations are accepted.[15]

13 https://silentbook.club/pages/about-us

14 https://bookgagabooks.ca/2018/07/29/silent-book-club-in-the-park/

15 http://www.choirsforchange.ca/

Case Study: Paint 'n Picnic - Cork, Ireland

A local artist in Cork, Ireland invited fellow community members to join her in a public park to create art and engage in conversation while enjoying lunch. Participants were invited to bring their own picnic, while painting materials and instruction were provided free of charge.

Since Casselman's parks are maintained from April 1 to October 31, the Municipality should pilot one or more informal visual, literary, and performing arts programs on a monthly or bi-monthly basis during these warmer months. The activities could be organized by the new Recreation and Leisure Services Coordinator (see section 2.5.2), in consultation with the Community Events Facilitation and Volunteer Mobilization Committee (see section 2.5.2) and in partnership with local instructors, students, the Chamber of Commerce, and community groups (especially those whose past contributions to the park being named after the group). Specific themes that are meaningful to the community could be explored (e.g., performing French language music pieces, photographing local bird species) in consultation with residents across the municipality and at the neighbourhood level to confirm specific interest in art types and themes. Activities should be designed for all ages as well as specific demographic groups (i.e., school-aged children, teenagers, younger adults, middle and older adults, families).

The Municipality could also consider designing a specific municipal park (or dedicated space within a park, such s a "Culture Corner" as a central location for arts and culture programming. The marquees donated by Casselman's downtown revitalization group (the CRCVC) could be used to showcase a visual exhibition of artistic works.

Short-Duration Programming

Short-duration programming (e.g., workshops, lesson series) is an effective way to help ensure resources are dedicated to activities where there is interest, uptake, and success in the Municipality. This model of programming allows community members to explore different topics; for some, it could be the first step to engaging in an activity that captures their interest. It is ideal for learning new skills and is appealing to many adults, as an ongoing commitment is not required upfront. This approach also makes use of local knowledge and skills and is an opportunity for local artists, artisans, teachers and experts to increase their exposure, share their knowledge, build awareness of their skills and serve a broader market.

If a short-duration program is successful and participants want to engage further, the Municipality can then explore opportunities for extending the program offered in the longer-term. Casselman can support development of new and diverse activity opportunities with municipal facilitation and support provided through the new Recreation and Leisure Services Coordinator (see section 2.5.2). These small-scale, one-time workshops/activity days can be led by teachers, leaders, artists, and experts in the community (e.g., dance lessons, knitting, drama/improv group, pickling and fermenting tutorial). Ideally, short-duration classes should be accessible to multiple age levels so that youth (aged 13-18), adults, and seniors are all welcome. Consultation conducted for this Plan indicated interest in health programs (e.g., drug, pregnancy, and suicide prevention; mental health and wellness), family programming, yoga, and Zumba.

Following the delivery of each workshop or lesson series, the program should be evaluated to determine its success and community interest in repeated delivery, as well as any potential for expansion to a longer-term structure (e.g., recurring classes, seasonal programming, dedicated facility). Key considerations include community interest (i.e., how many people participated or indicated a desire to participate in that program topic and time of day) and capacity (e.g., availability and expertise of instructors, availability and use of municipal facilities). Quick surveys/feedback forms should be distributed following each activity.

- PE1: Work with local groups to hold an outdoor community potluck event focused on bringing together old and new residents to share a meal.
- PE2: Partner with community members/groups to develop French conversation circles for English-speaking residents.
- PE3: Deliver small-scale arts and culture programming within municipal parks.
- PE4: Consider designating a specific municipal park such as Park for the Elderly for arts and culture programming.
- PE5: Implement a short-duration programming model to pilot new programs and assess long-term program interest.

Case Study: West Brainery - Ottawa, Ontario

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

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

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

Modelled on the vision of the Brooklyn Bainery in Brooklyn, New York, the Westboro Brainery is a program initiative of the Dovercourt Recreation Association (DRA), a non-profit, charitable organization formed in 1977. For 35 years, the DRA has managed the Dovercourt Recreation Centre through a service agreement with the City of Ottawa. This fully accessible facility is part of the City's recreation system and services 15,000 clients each year. The DRA is empowered to select programs that suit the Westboro community's needs and deliver them both at the Centre and satellite facilities. The DRA is supported by in-kind and cash funding from the City of Ottawa as well as sponsorship from local businesses, government grants, fundraising and partnerships with community groups and volunteers.

2.2.4 Self-Directed Programming

Unstructured Outdoor Recreation

From the COVID-19 pandemic there has emerged an even greater appreciation for time spent outdoors in the natural environment: a cross-country survey by Park People showed that Canadians' appreciation for parks and green spaces increased over the pandemic. However, the need to make use of existing assets and resources – to encourage more residents and visitors to use parks, trails, and water routes – has also been apparent. These open spaces have the potential to serve all age groups. Outdoor activities provide a critical benefit to the health and well-being of all people, particularly children and teens. Time spent outdoors has been shown to improve physical and mental health, boost confidence, reduce stress and build understanding of, and respect for, the natural environment.

Many people have developed new interests in spending time outdoors, and it is likely these interests will remain high. Coupled with increased awareness and concern about climate change, it is likely that interest in outdoor programming and self-guided activities will continue to rise as people, particularly youth, seek to reconnect with nature and obtain a better understanding of ecology and the environment. Organizations dedicated to parks and outdoor recreation such as Outdoor Play Canada and Park People regularly share resources and funding opportunities to support Canadian communities in their efforts to foster more outdoor play and recreation.

The ParticipACTION Report Card on Physical Activity for Children and Youth (2020) recommends promoting and supporting "outdoor – and, when possible, nature-based – play opportunities given their association with both increased physical activity levels and improved mental health outcomes" (p. 48). Among others, the report's recommendations for governments include promoting healthy movement by increasing access to recreation centres and public spaces outside of school hours, supporting families' participation in sport and recreation activities and investing in no-charge active play spaces (especially outdoors) for families with children of all ages.

Mood Walks

Mood Walks is a province-wide initiative that promotes physical activity in nature, or "green exercise," as a way to improve both physical and mental health. Led by the Canadian Mental Health Association, Ontario, in partnership with Hike Ontario and Conservation Ontario, Mood Walks provides training and support for community mental health agencies, social service organizations and other community partners to launch educational hiking programs, connect with local resources, and explore nearby trails and green spaces. In 2016, the Mood Walks for Youth in Transition project supported 41 organizations across Ontario to launch new hiking groups for youth who are at risk of, or experiencing, mental health issues. Programs like Mood Walks also align with getting active outdoors in nature, which is the experiential link necessary to developing an appreciation for the natural environment and a conservation-minded perspective, which appeals to youth today.

Geocaching

One way to help create excitement and intrigue for users of trails is through supporting geocaching recreation. Geocaching is a community-driven, family-friendly activity that can be enjoyed in trails, parks and open spaces. This GPS-aided treasure hunt is facilitated through a number of online platforms. There is already geocaching activity in Casselman: currently, the Geocaching mobile app shows there to be approximately 12 active geocaches in and around the area. Other Ontario municipalities have supported geocaching as a facet of small-town tourism and recreation; a notable example is the Municipality of Highlands East, which has claimed the title of Canada's best "GeoTour." To support this self-directed, unstructured trail activity, municipalities can work with local geocachers to integrate geocaching with the municipal/regional park and trail system, develop a relevant geocaching information page on municipal websites, and ensure that trailheads include geocaching activity icons where suitable.

Bird's Eye View Park

The Municipality is developing a new recreational trail, bird sanctuary, and park called Bird's Eye View Park on the banks of the South Nation River along Brisson Street. This project is in line with Schedule A in the Official Plan (see Figure 2.2-1) as well as the following policies:

- 1.5.2.26 To support a pedestrian-friendly environment that includes a trail network for walking and cycling for recreation and access to amenities, employment, and services.
- 1.5.2.35 To provide for a linear park system that implements open space linkages between existing and future passive and active parkland and new neighbourhood areas within the Municipality and future regional linkages.
- 1.5.2.36 To provide access to nature by way of a trails system as a means to optimize recreational resources in an environmentally friendly way.

As a key economic development project, the trail is poised to attract local residents and visits to the site. Anticipated amenities and features include:

- accessible trail
- 20-space car parking area
- landscaping
- new playground
- pop-up activity zone
- poetry garden
- rest area
- bilingual signage (flora, fauna, wayfinding)
- lookout tower structure
- floating deck
- elevated boardwalk
- bird observation pole

Work is currently ongoing, with Phase 2 taking place until October 2024 and Phase 3 expected to be complete in 2026, after which it is envisioned that a citizen's committee will be formed to manage the space.

The Municipality should encourage self-directed and community-led programming at the new Bird's Eye View Park such as geocaching, themed walks, educational hiking programs (e.g., Mood Walks), and arts and culture activities (see 2.2.1), especially demographic groups such as seniors and young families.

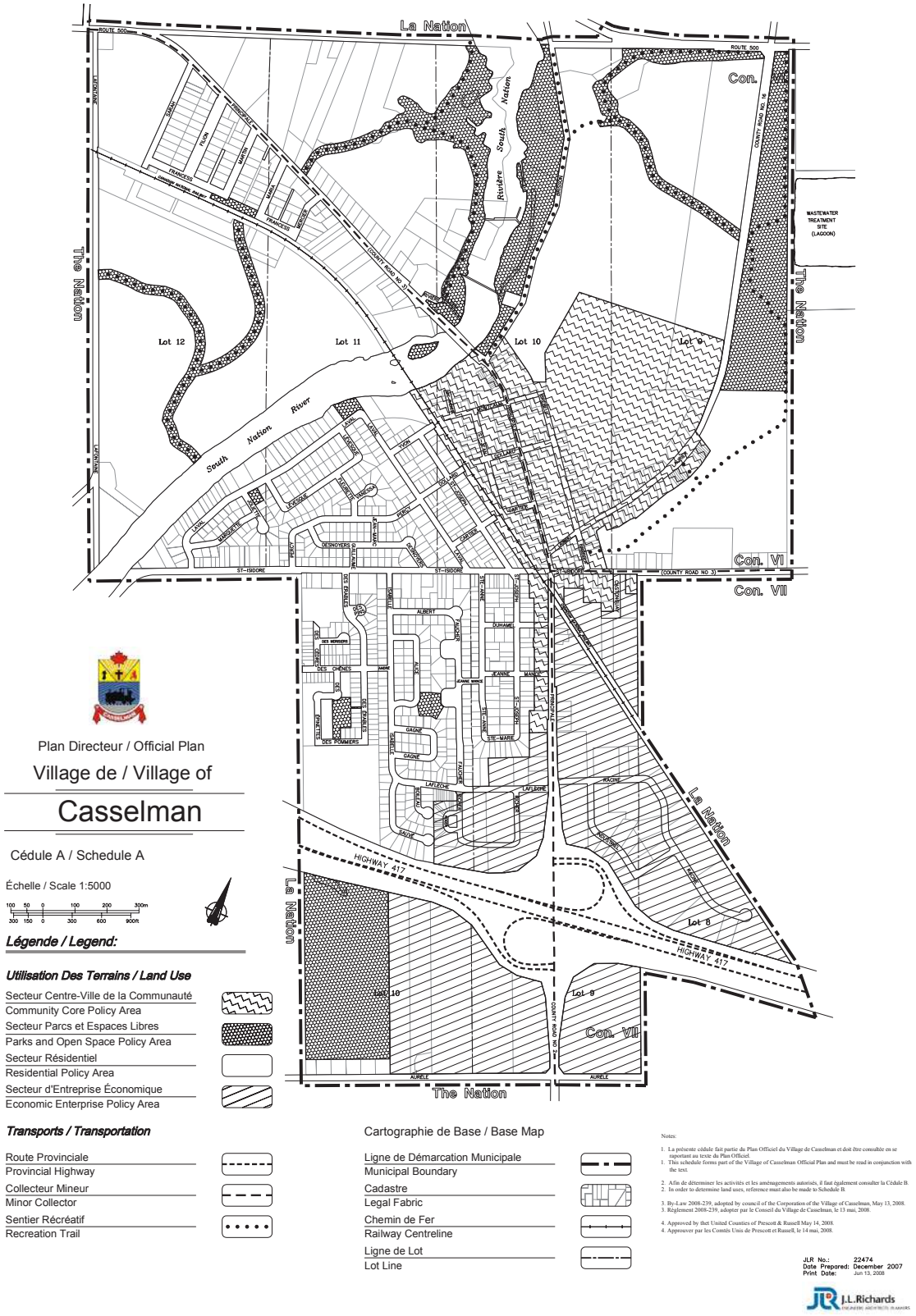


Figure 2.2-1: Municipality of Casselman Official Plan Schedule A

Equipment Lending

Casselman should develop a municipal equipment-borrowing initiative or rental service that supports self-directed recreation opportunities as an alternative to formal sports leagues. Residents would be able to sign out equipment such as footballs, basketballs, frisbees, and table tennis paddles/balls to use in public parks. This could also be a means of engaging youth in recreation.

Local organizations, service clubs, and businesses (such as the downtown revitalization group known as the CRCVC) could be approached to sponsor/supply the equipment. Previous municipalities have had success securing equipment through government grants, as noted in the South Dundas case study below. If a small craft launch is installed during the term of this Plan (see section 2.3.4), Casselman's lending program could later be expanded to include kayaks, life jackets, paddle boards, and other equipment that promotes engagement with the South Nation River.

It is important that pick up/drop off of the lending equipment is based at an accessible and familiar location such as the J.R. Brisson Complex or 750 Principale Street. A parks and recreation staff member will need to be available to facilitate appointments made to sign out the equipment.

Case Study: Lending Library - South Dundas, Ontario

The Municipality of South Dundas has developed and implemented a free lending library to support active, healthy lifestyles and participation in sports and leisure activities in the community.[16] After signing up for a membership, residents can access a wide array of sporting equipment including soccer balls and small portable nets, footballs, volleyballs, basketballs, bocce ball set, a road hockey set (goalie pads, blockers, gloves, sticks, balls), horseshoes, croquet sets, bicycles (adult and youth road bikes, mountain bikes, helmets) as well as equipment for water sports (stand-up paddleboards, single and double kayaks, canoes, life jackets, paddles), winter sports (cross-country skis, poles, boots; snowshoes), and racket sports (badminton/ tennis/pickleball nets, rackets, paddles, birdies, balls). In order to borrow equipment, individuals must be a resident of South Dundas, provide identification, and complete a Loan Agreement Form. If under 18, a parent or guardian must be present. Pickup and dropoff is based at the local arena and appointments are mandatory, with reservations made at least 24 hours in advance. Once signed out, equipment can be kept for three days. The Lending Library was established with funding from a Trillium Grant and expanded by a Canada Healthy Communities Initiative grant.

16 https://www.southdundas.com/recreation-tourism/recreation-community-facilities/lending-library

Pick-up Sports

The Municipality should promote pick-up sports such as soccer, baseball, volleyball, basketball, and gymnasium sports to youth and adults. These drop-in games can be booked during open/unscheduled municipal field and court time and do not require an instructor or formalized league. The pick-up model also pairs well with the equipment lending initiative noted earlier.

Pickup Hub is an app that assists municipalities in organizing pick-up sports games.[17] Residents can view upcoming scheduled games including the location, time, cost, age level, and required number of players. After creating an account, participants secure their spot with a credit card via the online payment system. The municipality can schedule games from a few hours to four months in advance. Participants can see the names and number of players who have signed up for a game slot, which removes the uncertainty associated with traditional drop-in activities. If the minimum number of players is not reached, the game is cancelled and players are not charged. The City of Waterloo has successfully used Pickup Hub to deliver adult shinny, basketball, soccer, and volleyball as well as youth basketball and ball hockey, all at low costs ranging from $5-$10 per player per game.[18]

PE6: Encourage self-directed and community-led programming at the new Bird's Eye View Park (e.g., geocaching, group walks).

PE7: Develop an equipment lending initiative.

PE8: Provide opportunities for pick-up sports games at existing municipal facilities.

17 https://youth.pickuphub.net/

18 https://pickuphub.net/city-waterloo

2.2.5 Intergenerational Programming

As discussed in the Background Review Summary (Appendix A), the largest proportion of residents in the Municipality (1,430 or 57.4%) are adults aged 20-49 years, which is reflective of the largest age distribution in the United Counties of Prescott and Russell. By 2041, it is anticipated that Casselman's future age distribution will mirror that of the Counties' projected age distribution, remaining consistent with 20–49-year-olds as most represented. However, consultation conducted for this Plan revealed community perceptions that the amount of young people and seniors in Casselman is growing, and that these two groups are underserved.

Intergenerational programming convenes people of different age groups (e.g., youth and seniors) to experience shared activities together and/or exchange knowledge, skills, and resources. Academic research indicates that the most successful intergenerational programs involve at least two non-adjacent generations and provide mutual benefits to participants.[19] Evidence of higher self-esteem, better academic performance, improved social skills, and increased motivation to learn has been found in young people, while the benefits for seniors include improved health and self-esteem, reduced loneliness and social isolation,[20] and increased feelings of well-being and life satisfaction.[21] Casselman should explore intergenerational programming as a means of building community, strengthening networks, and using municipal parks and facilities.

It is essential that participants are available, interested and committed. Intergenerational programming in Casselman should be planned with consideration given to time of day, transportation/travel distance for youth and seniors, energy levels, movement requirements, accessibility, washroom availability, and coordination with existing extracurricular activities. The BC Care Providers Association's Creating Caring Communities guide notes that, "Seniors who reside in care tend to have more energy earlier in the day and fatigue easily in the afternoon. In general terms, seniors' time tolerance ranges from 15 minutes to 1.5 hours depending on their state of wellness and if they are required to take certain medications which cause drowsiness" (p.11). Subsequently, programming with older seniors in Casselman (e.g., 80 years and greater) may be more appropriate on weekend mornings; younger seniors (e.g., 65-79 years) may be available and interested in afternoon and evening activities,

There are five privately-operated retirement homes in Casselman (Résidence St-François, Le Havre, Résidence Mon Chez nous, Marlborough Place III - Résidence du village, Aquatria) and an active seniors' social group called Club 60. The Municipality should partner with these organizations to design and deliver intergenerational programming. To start, a partnership should be sought with Aquatria. This residence of 130+ units is a 10-minute walk from Casselman Catholic High School and adjacent to Park for the Elderly. Activities could take place outdoors in this park to help optimize its use, as well as within the retirement residence's shared spaces and the hall and meeting room at Paul-Émile Lévesque Centre. The

19 Martins, T., et al. (2019) Intergenerational programs review: Study design and characteristics of intervention, outcomes, and effectiveness. Journal of Intergenerational Relationships, 17(1), 93-109. DOI: 10.1080/15350770.2018.1500333

20 Murayama, Y., et al. (2015) The effect of intergenerational programs on the mental health of elderly adults. Aging & Mental Health, 19(4), 306-314. DOI: 10.1080/13607863.2014.933309

21 Seefeldt, C. (1989) Intergenerational programs - Impact on attitudes. Journal of Children in Contemporary Society, 20(3-4), 185-194. DOI: 10.1300/J274v20n03_19

park across the street from L'Académie de la Seigneurie school as well as Nation Park are also recommended as outdoor spaces appropriate for intergenerational activities.

Seniors and youth should both be consulted to brainstorm intergenerational programming and gauge primary areas of interest that appeal to all age groups. Activities could focus on:

- Food (e.g., cooking, baking, pizza making, food literacy);
- Reading (e.g., library buddies, book club, story time);
- Environment (e.g., walks, gardening, stewardship);
- Needlework (e.g., knitting, crochet, sewing);
- Technology (e.g., computers, iPads, online shopping, TikTok, Instagram);
- Performing and creative arts (e.g., standup comedy, music, painting, poetry, writing, photography, collage)
- Games (e.g., Bingo, trivia, cards, board games, puzzles);
- Conversation (e.g., mentorship, memoir writing, storyline friendly calls, language learning, penpals/letter writing)
- French culture (e.g., language, music, games, food, travel)

The Municipality can refer to resources like the BC Care Providers Association's Creating Caring Communities guide and the City of Edmonton's Intergenerational Programming Toolkit , which provide key considerations, examples, and tools for developing intergenerational projects of various sizes and scales.

PE9: Explore opportunities to develop intergenerational programming.

2.3 Parks and Open Spaces

2.3.1 Introduction

This section addresses the need for current improvements to, and future provision of, municipal parks and open spaces. This includes amenities for self-directed, unscheduled, casual use such as greenspace, playgrounds, splash pads, basketball courts, skateparks, outdoor fitness equipment, dog off-leash areas, etc. The assessment is grouped under the following main headings:

- Planning and Policy
- Upgrades to Existing Spaces
- New Non-Scheduled Park Amenities

2.3.2 Planning and Policy

Parkland Classification

There are ten municipal parks in Casselman with a total area of 4.48 hectares (ha):

- Nation Park (0.16 ha)
- Richelieu Park (0.54 ha)
- Park for the Elderly (0.33 ha)
- Optimist Park (0.32 ha)
- Ottawa Hydro Park (0.15 ha)
- Park across from L'Académie de la Seigneurie school (0.60 ha)
- Tchou-Tchou Park (0.13 ha)
- Bird's Eye View Park (in progress)
- Doran Park (1.31 ha)
- High Falls Park (0.94 ha)

Photos of each park are found in the inventory section of the Background Review Summary report in Appendix A. With the exception of Richelieu Park, no municipal parks are maintained from November to April each year.

Parcels of approximately 0.03 ha, 0.39 ha, 0.39 ha, and 1.97 ha have been included in approved and proposed plans of subdivision as future municipal parks. Some of these lands are integrated within the natural heritage features identified on or in proximity to the development sites.

The Municipality's Official Plan includes a Park and Open Space Policy Area comprising two types of open space: active parks and recreation areas, and conservation areas (Figure 2.2-2). Casselman does not currently have a parkland classification system. The Municipality should define a formal parkland classification system in the Official Plan that includes the active and passive forms of parkland serving neighbourhood, community, and/or municipal-wide service areas.

The goal of developing a parkland classification system is to improve parkland equity, encourage the appropriate supply of parks, and encourage the acquisition of quality sized parkland parcels during development. Park classification systems are defined by the elements of a park such as use, service area, and size. This information helps to understand and plan the spatial distribution of parks and future parkland requirements, as well as guide future park acquisitions and development of the overall parks system. In other words, a parkland classification system can be used as a tool when planning new parks in Casselman.

Table 2.3-1 proposes a recommended parkland classification system for Casselman with the following three typologies: Community Parks, Local Parks, and Natural Parks. The classification system outlines each park type with a description and list of features and amenities, and organizes the Municipality's current inventory of municipal parks. At minimum, all municipal parks should provide greenspace, seating, shade, and tree cover, and include a park sign identifying the name of the park. As the community grows, more detailed guidelines for each park type may be added to the parkland classification table such as minimum service level ratios (e.g., provision target relative to the population), tableland requirements, and standards regarding frontage.

Table 2.3-1: Proposed Parkland Classification System for the Municipality of Casselman

Park Typology	Description	Guidelines	Existing Parks in this Category
Community Park	A park that serves multiple neighbourhoods and/or the entire Municipality and is centrally located. Community Parks offer specialized services/amenities (e.g., boat launch, small craft rentals or storage areas) and can be designed as multi-purpose destinations. They may be near major roads or have prominent street frontage, and may share a site with or abut a school. They may include supplementary active features such as playgrounds, trails/paths with trees, and seating. Vehicular parking, drinking water fountains, and/or washrooms should be provided where required to support park functions.	**Catchment Area:** Should be designed to support community-wide use (multiple residential areas). **Minimum Size:** 0.5 hectares **Amenities may include:** playing fields/courts for organized sports, skate parks, splash pads, dog parks, disc golf, and event spaces (e.g., bandshell, amphitheatre).	Nation Park (when combined with High Falls Park) Richelieu Park Park for the Elderly Bird's Eye View Park (future)

Table 2.3-1: Proposed Parkland Classification System for the Municipality of Casselman (cont.)

Park Typology	Description	Guidelines	Existing Parks in this Category
Local Park	A park intended to serve the needs of residents within a 5- to 10-minute walking distance, and serves as a neighbourhood focal point. Central to a neighbourhood, it may be adjacent to schools or other institutions. Local Parks will cater to the needs and interests of the residents living within the park's general vicinity for both organized and unorganized leisure activities. Neighbourhood Parks contain a mixture of passive areas, low to intermediate sports facilities, small entertainment spaces (e.g., gazebo), informal and formal play areas, and seating areas with shade.	**Catchment Area:** Should be designed to support neighbourhood use. Extent of catchment is approximately 800 metres to the residential area served, unobstructed by major pedestrian barriers. **Minimum Size:** 0.3 hectares **Amenities may include:** playground, baseball diamond, basketball court, outdoor exercise equipment	Optimist Park Ottawa Hydro Park Park across from L'Académie de la Seigneurie school Tchou-Tchou Park
Natural Park	A park for functions such as nature appreciation, picnics, ceremonies, gardening, or beautification. This park type may be used for active uses such as walking, running, or group outdoor fitness such as tai chi or yoga. The landscape may be manicured with gardens and open lawn space or have natural or naturalized vegetation cover.	**Catchment Area:** Varies **Minimum Size:** Varies **Amenities may include:** pathways, seating, picnic areas, lookouts, bridges, habitat enhancement features, public art, interpretive signage, or monuments.	Doran Park (not municipally owned

Parkland Dedication

Legislative Requirements

The Planning Act (1990) is the provincial legislation outlining land use planning and control in Ontario. Section 42 of the Planning Act permits municipalities to fund the growth-related costs of land for parks and other recreational purposes, ensuring that residents in growing communities will continue to have access to parks and greenspace. Specifically, Policy 42(1) states that municipalities may pass a by-law as a condition of (re)development of land that requires a proportion of land be conveyed as parkland/other public recreational purposes. Policy 42(6) permits municipalities to require a payment in lieu to the value of the land otherwise required to be conveyed as parkland.

Previously, the basic parkland dedication provision required up to 2% of the land proposed for commercial or industrial (re) development, and up to 5% for any other type of (re)development (e.g., residential uses), or cash equivalent. In certain circumstances, municipalities could also use alternative rates (up to 1 hectare of parkland for every 300 dwelling units or if cash-in-lieu, a ratio of 1 hectare of parkland for every 500 dwelling units).[22]

In 2022, the provincial government passed Bill 23, the "More Homes Built Faster Act," to increase the supply of Ontario's market housing over the next ten years. The legislation revised ten provincial Acts including but not limited to the Conservation Authorities Act, Development Charges Act, and Planning Act, which resulted in significant implications for Ontario's land use planning regime. Specifically, parkland dedication caps have been altered under Bill 23 such that the maximum alternative rate is now 1 hectare per 600 net residential units; likewise, the cash-in-lieu parkland rate for medium- and high-density developments is 1 hectare per 1,000 net residential units. Sites of five hectares or larger are now capped at 15% parkland dedication, while sites less than five hectares are capped at 10% parkland dedication. Municipalities must also accept encumbered lands (e.g., land with below-grade infrastructure) or privately-owned publicly accessible open spaces (POPS) as parkland conveyance.

The legislative changes under Bill 23 also require a parks plan prior to the passing of any future parkland dedication by-law. Specifically, Policy 42 (4.1) of the Planning Act states, "Before passing a by-law under this section, the local municipality shall prepare and make available to the public a parks plan that examines the need for parkland in the municipality." This Parks and Recreation Master Plan examines the Municipality's needs for parks, trails, and water access points and identifies criteria and priorities for open spaces in Casselman. Thus, for all intents and purposes, this Plan is considered a municipal parks plan for Casselman under section 42 of the Planning Act, and can facilitate the future development of a Parkland Dedication By-law.

22 https://www.ontario.ca/page/municipal-development-and-community-benefits-charges-and-parklands

Parkland Dedication By-law and Cash-in-Lieu of Parkland Policy

Casselman does not currently have a Parkland Dedication By-law or corresponding Cash-in-Lieu of Parkland Policy. As such, parkland has not been appropriately conveyed to the Municipality as a condition of (re)development. Staff reported that an existing municipal user fee by-law (2017-83) under the authority of section 69 of the Planning Act has been used to collect funds for parkland as part of land severance applications. Since this by-law was not adopted under section 42 of the Planning Act, the associated fees cannot be adopted for the purposes of cash-in-lieu for parkland dedication. As such, the user fee by-law is an unsuitable tool for collecting funds for parkland reserves. The Municipality should amend the by-law to remove the cash-in-lieu fee.

Casselman should use parkland dedication opportunities to their full capacity as a means of supporting parks and recreation services that serve the growing population. The Municipality should create a Parkland Dedication By-law that clearly states it "establishes the entirety of the Municipality as an area for which the conveyance of a portion of land to be (re) developed or the payment of money in lieu of such conveyance shall be required as a condition of the (re)development." The by-law should include:

- conveyance rates for residential and non-residential development;
- language to allow for cash-in-lieu of land dedication accompanied by allocation of funds;
- parkland conveyance conditions; and
- dedication or payment timing.

To meet the requirements of section 42(4) of the Planning Act, the Parkland Dedication By-law must be supported through an amendment to the Municipality's Official Plan. The associated parkland dedication policies should address the provision of lands for park or other public recreational purposes and the use of the alternative requirement authorized under section 42(3) of the Planning Act. They should indicate that parkland conveyance shall be suitable for park or public recreational purposes and land may be for both passive or active parks and other public recreation purposes. Factors that can be used to consider suitability for conveyance may include:

- Adequate size and configuration ;[23]
- Physical state ;[24]
- Abutting lands;
- Connectivity to existing park and trail systems;
- Pedestrian and cyclist access; and
- Equitable distribution with the community.

A Cash-in-Lieu of Parkland Policy should be prepared at the same time as the Parkland Dedication By-law to outline an alternate rate for parkland conveyance. Given the Municipality's geographic boundaries and associated constraints for expansion, a cash-in-lieu policy is beneficial as these funds can be used to revitalize existing parkland and recreational facilities.

23 Given the Municipality's geographic size and associated constraints for expansion, the by-law should be flexible in its conveyance rates.

24 This Plan recommends that natural heritage areas and storm water ponds are unacceptable as parkland conveyance.

Development Charges

Bill 23 also reduced the amount of development charges permitted under municipalities' existing and future development charges by-laws. Specifically, development charges for rental housing units have been further reduced, and municipalities can no longer use development charges to purchase land for parks and growth-related infrastructure. In addition, a variety of new housing units – affordable, attainable, non-profit, and inclusionary zoning housing units, as well as gentle density (up to three units per lot) and rental buildings with four or more units – are exempt from development charges and parkland dedication fees. Revised definitions of these housing typologies may result in larger proportions of housing supply considered eligible for these exemptions.

The Municipality currently collects development charges to help finance future park projects. Appropriate projects for the 2021-2031 time period were identified in the Development Charge Background Study (2021) and are included in Table 2.3-2. Some of these funds are still remaining. Future development charges that have been collected and reserved for parks and recreation services should continue to be used to their full capacity to support Casselman's parks and recreation system.

Table 2.3-2: Infrastructure Costs Covered in the D.C. Calculation - Parks and Recreation Services (Development Charge Background Study, 2021)

Prj.No	Increased Service Needs Attributable to Anticipated Development 2021-2031	Timing (year)	Gross Capital Cost Estimate (2021$)	Post Period Benefit	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
						Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 95%	Non-Residential Share 5%
1	Additional Ammenities in Exising Parks		540,000	-	540,000	359,576	81,859	98,565	93,637	4,928
2	Gymnasium (SÉFA)		85,900	-	85,900	-		85,900	81,605	4,295
3	Equipment for Gymansium		8,500	-	8,500	-		8,500	8,075	425
4	New Park - Casselman Development (Phase 1)		350,000	-	350,000	-		350,000	332,500	17,500
5	New Park - Casselman Development (Phase 2)		400,000	-	400,000	-		400,000	380,000	20,000
6	New Park - Casselman Development (Phase 3)		400,000	-	400,000	-		400,000	380,000	20,000
7	New Trail - Casselman Development Walking Trail and Public Access to South Nation River		600,000	-	600,000	-		600,000	570,000	30,000
8	New Park - Bourgeois Development		150,000	-	150,000	-		150,000	142,500	7,500
9	New Trail - Brisson Street Recreation Trail		250,000	-	250,000	125,000		125,000	118,750	6,250
10	New Park & Trail - Chantecler		350,000	175,000	175,000	-		175,000	166,250	8,750
11	New Park & Trail - Devcore		350,000	175,000	175,000	-		175,000	166,250	8,750
12	Storage Garage		300,000	-	300,000	199,800		100,200	95,190	5,010
13	Master Plan - Parks & Recreation		87,700	-	87,700	21,900		65,800	62,510	3,290
			-	-	-	-		-	-	-
	Reserve Fund Adjustment		-	-	-	-		(130,052)	(123,549)	(6,503)
	Total		**3,872,100**	**350,000**	**3,522,100**	**706,276**	**81,859**	**2,603,913**	**2,473,718**	**130,196**

Park Supply and Distribution

Park provision standards recognize that public green spaces and facilities offer individual physical and mental health benefits, as well as collective health and community-building through shared spaces for people of all ages and abilities to gather and recreate. The analysis of park supply and park distribution helps to determine if enough parkland is being provided in the right locations, and where parkland might be missing. Residents should have access to a balance and variety of park types per the park classification system.

Guidelines by the former Ontario Ministry of Culture and Recreation suggested a general standard of 4 ha of open space per 1,000 population.[25] However, parkland provision across municipalities varies greatly. What is considered good planning practice in densely developed urban areas is not necessarily applicable to low density, dispersed communities where residents have access to more private recreation space.

Park supply and distribution must be considered in Casselman's specific context:

- The Municipality is "landlocked" and unable to expand its geographical borders beyond the existing municipal boundary and its land area of 5.13 km^2.
- Casselman's 2021 population is 3,970, resulting in a population density of 772.2 persons per km^2 (2021 Canadian Census). This population density is below the median of Ontario's 300 population centres.
- With 4.48 ha of total parkland (excluding school sites and shared facilities), Casselman has a parkland provision rate of 1.13 hectares per 1,000 people.
- To the term of this Plan, the Municipality is projected to increase by 1,420 residents to a total of 5,286. If no new parks are developed in that time, the 2038 parkland provision rate will be 0.84 ha/1,000 people.
- Future development growth is concentrated in Casselman's west, north, and northeast neighbourhoods. A total of 2.78 ha has been included in approved and anticipated plans of subdivision as future municipal parks.[26] These additional lands would result in a total municipal parkland of 7.26 ha. In 2038, with an estimated population of 5,286 residents, the Municipality's parkland provision rate would be 1.37 ha/1,000 people.

Casselman's current municipal parkland provision comprises small parcels, each under 1 hectare in size. This Plan does not recommend a minimum park size goal, given the Municipality's land constraints outlined above. However, small parcel sizes can limit the type and amount of facilities and amenities parks can provide, leaving potential for service gaps of larger facilities. Larger parks generally allow for greater opportunity for the provision/co-location of park facilities and amenities such as sport fields and courts. When possible in new subdivisions, parkland parcels should be combined to create larger parks. New parks should be connected by pedestrian trails or pathways to existing parks, trails, and amenities.

Figure 2.3-1 visualizes the travel times to access Casselman's existing parks and recreation facilities on foot. The concentric circles indicate the distances that are a 5-minute walking time and 10-minute walking time from each space, based on average walking speed of an able-bodied pedestrian. The map shows that all existing residential areas in Casselman are within a 5- or 10-minute walk of a municipal

25 Guidelines for Developing Public Recreation Facility Standards, Ontario Ministry of Culture and Recreation (2004)

26 Some of these lands are integrated within the natural heritage features identified on or in proximity to the development sites and may not be appropriate for parkland conveyance.

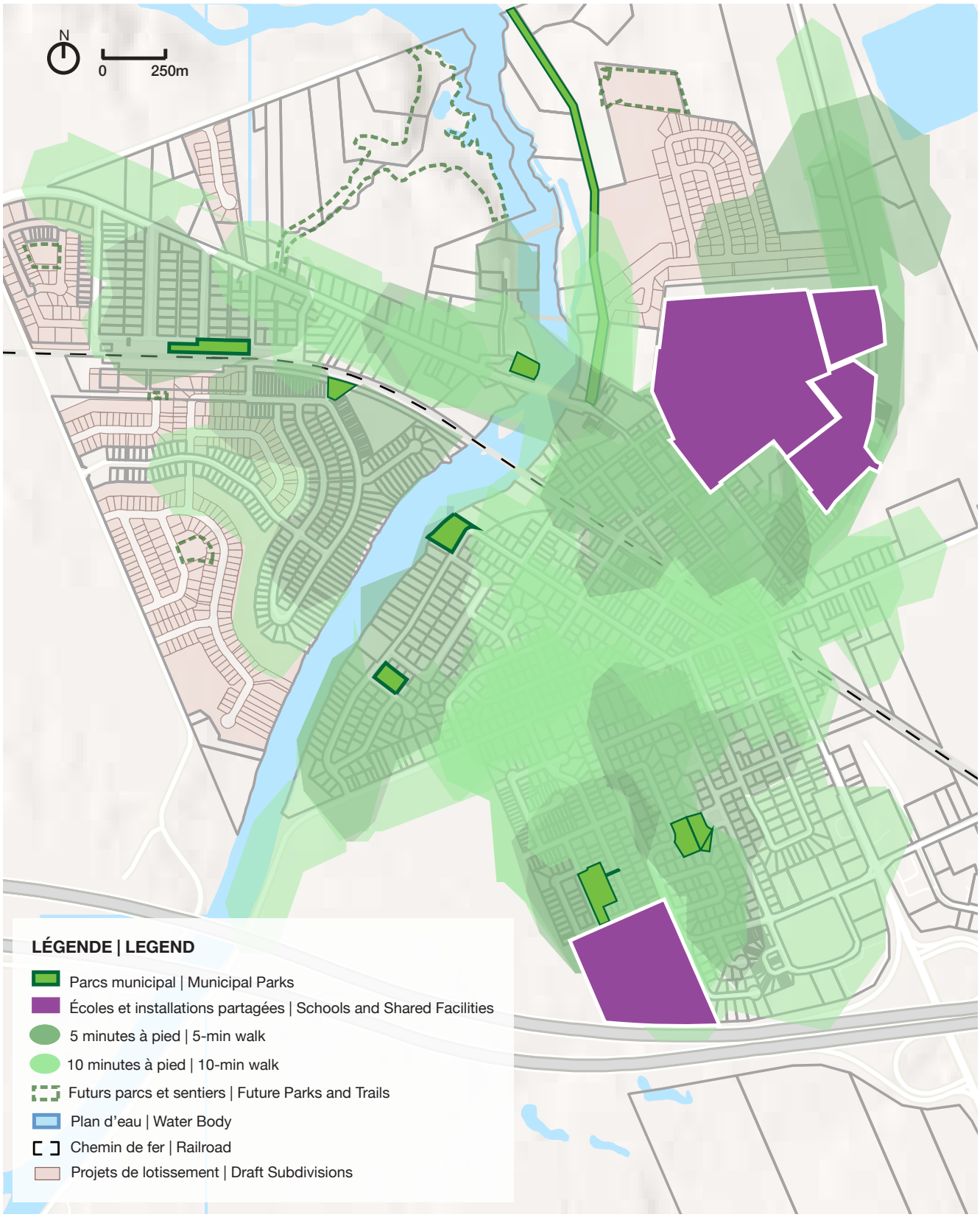


Figure 2.3-1: Walk Time Map of Parks and Recreation Spaces in Casselman

park or recreation facility, which meets industry standards and equity goals to provide parkland for all within a ten-minute walking distance. Existing residential homes are all within walking distance of a children's playground (either on a municipal site or school site). The acceptable walking range for parks and recreation facilities further supports the recommendation to combine future parkland parcels to create larger parks, and to adopt a cash-in-lieu of parkland policy so the Municipality can accept payments to upgrade and optimize existing spaces.

Age characteristics are also important considerations when planning park amenities and recreation facilities that are frequently used by particular age groups, such as splash pads, skate parks, zip lines, basketball courts, outdoor exercise equipment, lawn bowling greens, and bocce courts. Figure 2.3-2 shows Casselman's five Dissemination Areas[27] and their respective populations, total number of youth, and age distribution of youth according to the 2021 Canadian Census. Parcels for draft and proposed plans of subdivision are also included.

The map illustrates gaps in the Municipality's park supply and distribution. For example, there are no parks or recreation amenities concentrated within the centre of Casselman (DA #35020134), which contains 527 people including 120 youth. The northwest part of the Municipality (DA #35020132) currently has the most babies and toddlers aged 0-4 years, and subsequently includes Tchou-Tchou Park. This area has 100 school-aged children (5-12 years). Although Optimist Park and Park for the Elderly are in the area, the railway tracks and South Nation River present significant barriers to accessing these parks. Consequently, residents in the west end of the Municipality are constrained in their parkland.

The south end of the Municipality (DA #35020135) has the greatest total population, overall number of youth aged 0-19 years, and number of school-aged children (5-12 years) and teenagers (13-19 years). This area has two municipal parks: Richelieu Park and the park across the street from L'Académie de la Seigneurie school. While the latter is Casselman's largest municipal park (0.60 ha) and located across from a secondary school, it contains no facilities or amenities other than picnic tables. Richelieu Park is the primary park for this area's population while also serving as a Community Park across the Municipality for pickleball, skating, and the splash pad.

These findings are taken into consideration in section 2.3.4, which discusses new non-scheduled park amenity recommendations for the term of this Plan.

27 Dissemination Areas (DAs) are the smallest standard geographic areas for which 2021 Census data is produced. Each DA typically contains several residential blocks and a minimum population of 400 people.

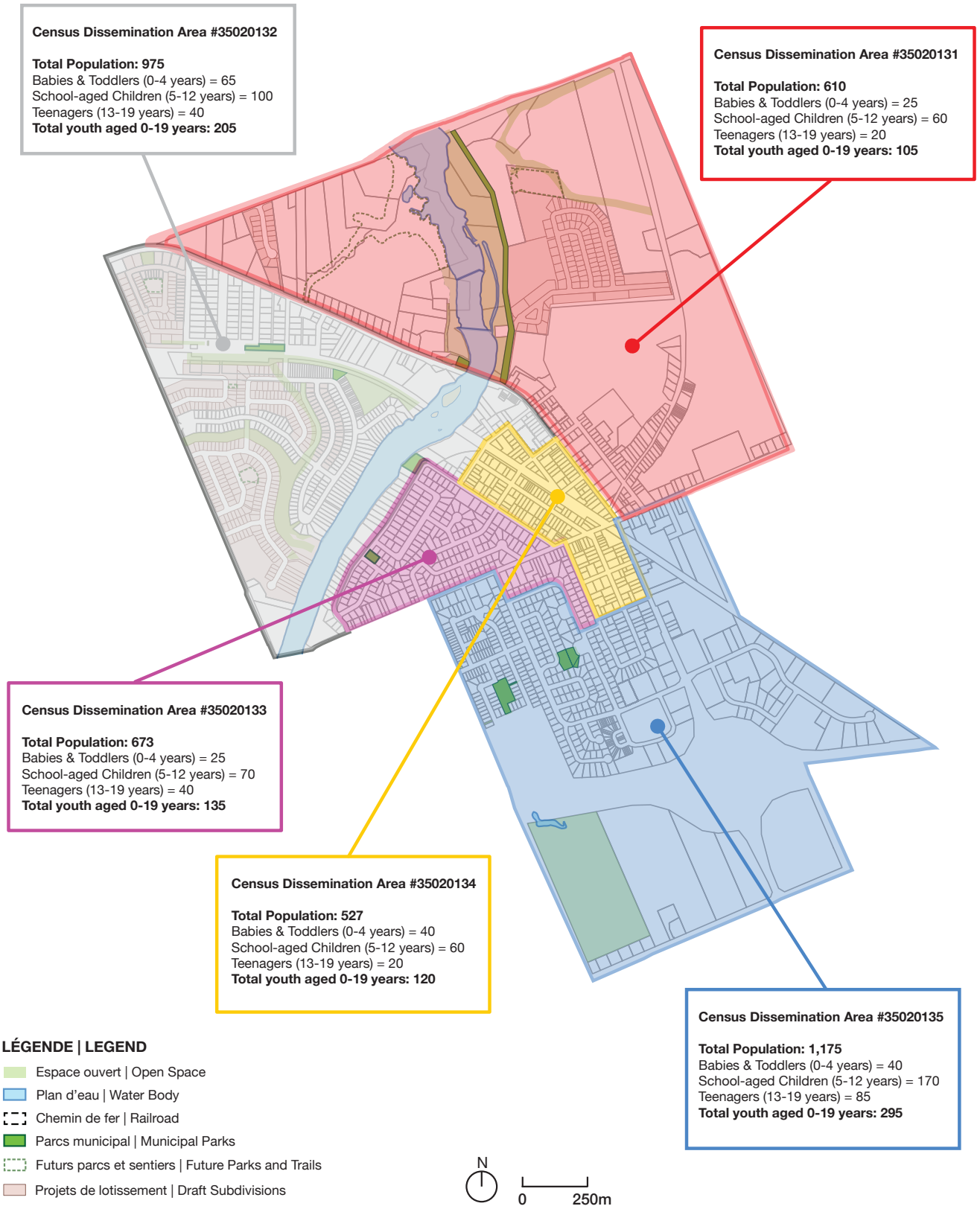


Figure 2.3-2: Age Characteristics of Casselman's Dissemination Area

Open Space Strategies

In planning for the future, it is important to develop various strategies for the entire open space system to achieve goals, improve the user experience, and promote consistency in design. This Plan recommends three overall strategies for use throughout the Municipality: public art, active transportation, and signage.

Public Art

Public art can animate parks and open spaces by creating points of interest, celebrating community and local artists, enhancing infrastructure, and encouraging tourism. Community consultations revealed interest in supporting and developing arts and culture in Casselman, and public art is a visible, interactive, relatively affordable way to do so while offering opportunities for exposure for local artists. Interviews with Council suggested Casselman has an active and vibrant arts community that would likely be supportive of this initiative and would have valuable insights and ideas to contribute. The downtown revitalization corporation (the CRCVC) has already incorporated some existing public art in Casselman's public spaces.

A policy or strategy should be prepared by the Municipality to plan, organize, and facilitate opportunities for incorporating public art throughout open spaces in Casselman, especially in its parks, trails, and new developments. It should be developed in consultation with local artists and collectives to support communication and coordination of the planning and application process. The policy should include opportunities for standalone pieces, design motifs, and artistic elements integrated into infrastructure.

These may include but are not limited to:

- Sculptures
- Murals
- Temporary installations
- Community art projects
- Monuments
- Street furniture (e.g., benches, planters, picnic tables)
- Signage, wayfinding, and interpretation
- Artistic features incorporated into engineering or architectural features (e.g., railings, lighting, steps, paving patterns, shade structures)

The public art policy/strategy should inform the process for procurement, placement, budget, and implementation. The execution of the art should be done in conjunction with the larger project (i.e., at the same time as construction and other improvements). A predetermined percentage of the overall project budget could be established to help determine the amount of funding to allocate to public art.

Case Study: Downtown Vibrancy Project - Peterborough, Ontario

Led by the Peterborough Downtown Business Improvement Area, this project commissioned local artists to paint 25 wooden picnic tables that were installed at various locations in Peterborough's downtown core.[28] Lumber and paint was donated by local businesses and a nearby casino funded the project. In addition to showcasing local artists and supplying businesses with extra furniture for patios, the project also served as a self-guided art tour for residents and visitors

Active Transportation

Active transportation describes all non-vehicular, human-powered forms of travel such as walking, cycling, in-line skating, skateboarding, skiing, canoeing, and more. At the November 2023 Open House, residents emphasized that better connectivity is needed throughout the Municipality such as cycle paths, walking trails, and street linkages. Municipal staff noted that several streets have no sidewalks, and suggested installation of sidewalk safety monitors for seniors, people with impaired vision, etc. Among online survey respondents, the most common (63%) request for more park amenities was additional walking paths within parks.

As shown previously in Figure 2.2-1, Casselman's Official Plan (Schedule A) envisions linear open space linkages as part of the Municipality's parks and open space system. The Municipality should hire a consultant to develop an Active Transportation Master Plan that prioritizes the development of a walkable and bikeable community. Objectives may include:

- incorporating bikeway paths into the municipal street network per Official Plan policies
- planning new routes and connections between neighbourhoods, and within neighbourhoods to key locations such as schools and parks[29]
- improving bicycle safety and comfort
- improving pedestrian safety, accessibility and comfort in existing neighbourhoods and new developments

28 https://kawarthanow.com/2021/05/21/local-artists-paint-25-picnic-tables-to-be-installed-throughout-downtown-peterborough-for-the-summer/

29 Consultation for this Plan indicated a need for safe connections to Optimist Park, in particular. It was reported that youth frequently cross the railway tracks to reach Maria St. from Argile St.

- developing active transportation-oriented urban design standards
- identifying sidewalk, trail, and street trail improvement projects (e.g., surface improvements, paving, access points, signage, loops, and linkages) in conjunction with other trail providers and routes within the United Counties of Prescott and Russell

Case Study: Culture Trail, City of Gatineau

This 3-km red line painted on the sidewalk winds past public art and leads to key cultural buildings and vibrant spaces including Place Aubry, a pedestrian street and square filled with cafes, bars, restaurants, and public art. There are 24 bilingual signs along the red line with facts and history. The initiative is part of a $1-million, 4-year fund by the City of Gatineau earmarked for downtown animation and revitalization. It is managed by Vision Centre-Ville, a nonprofit group of business owners and operators committed to downtown Gatineau's economic development.[30]

Signage and Wayfinding

Existing signage in Casselman's open spaces is not consistent. Some parks do not have a sign indicating the name of the park. Of those parks that do, the signs have different sizes, styles, branding, etc (Figure 2.3-3).

The greenspace across from L'Académie de la Seigneurie school has no listing on the municipal website or sign with the park name at its entrance. At municipal park entrances, the number of signs and corresponding information on them varies (Figure 2.3-4). Richelieu Park, for example, features seven signs with no clear hierarchy, and some corresponding English and French signs are separated. During interviews with Council, it was suggested that visibility of signage and wayfinding for park amenities (e.g., volleyball and pickleball courts) could be improved.

Casselman should develop a signage and wayfinding strategy that uses a clear, bilingual sign design for all parks, trails, and facilities; reflects the Municipality's brand; and is AODA-compliant. As a general rule, signage should be provided at all municipal park entrances, trail access points, facility entrances, throughout the sites as needed, and along major routes. Aside from increasing awareness and user experience, consistent and unique signs contribute to building a community's sense of place.

The purpose of a signage strategy is to develop visual consistency for the placement and design of signage in Casselman, including safety, wayfinding, and interpretive signage.

30 https://www.gatineau.ca/portail/default.aspx?p=nouvelles_annonces/communiques/communique_2015&id=-913041616

Figure 2.3-3: Sign Variations at Entrances to Park for the Elderly, Optimist Park, and Tchou-Tchou Park

Figure 2.3-4: Sign Variations at Entrances to Park across from L'Académie de la Seigneurie school and Richelieu Park

The strategy should:

- Develop standards for the strategic placement of signage, and a hierarchy and graphic style/design for all types of signage
- Include road and highway signage showing directions to local and regional destinations
- Include signage for water access points, no-parking signage, park and trail rules and regulations, park name/entrance signs, directional signage, etc.
- Incorporate the Casselman logo,

As new parks and trails are developed, the signage strategy should be followed. Where there is already existing signage in open spaces, signage updates should be implemented over time in conjunction with trail and park improvement/development projects. Signage should always be included in budgeting for park and trail projects.

During consultations for this Plan, it was suggested that park signage include opportunities for public engagement. For example, a digital QR (Quick Response) code on the park sign could, when scanned, link users to a form for submitting maintenance requests or booking organized facilities such as courts. Signage could also integrate public art elements, where appropriate. These features should be explored as part of the signage strategy.

Some of Casselman's parks have commemorative plaques highlighting the contributions of community groups and businesses involved in funding the park (Figure 2.3-5). At Park for the Elderly and Ottawa Hydro Park, the plaques reflect park names that differ from municipal inventories and communications. In Richelieu Park, the plaque is no longer readable or accessible due to brush and overgrowth. As part of park upgrades over the term of this Plan, these plaques should be updated and/or relocated.

Case Study: Smart Parks - Vaughan, Ontario

SmartParks is a pilot program in the City of Vaughan that aims to connect residents with City services and assist staff in efficiently managing parks through QR codes. [31] The codes are located in five municipal parks on select lamp posts near entrances, amenities, and gateway entrances to sports facilities. Park users can scan the QR code using a mobile device (e.g., smartphone, tablet) to access amenity/facility bookings, report problems or make a service request (e.g., litter, vandalism, repairs), or learn more about the SmartParks project. The dynamic nature of the QR codes allow municipal staff to track scan frequency and make updates in real time instead of replacing or updating signs each time details are changed

31 https://www.vaughan.ca/explore-vaughan/parks/smartparks; https://www.municipalworld.com/feature-story/vaughans-smartparks/

Figure 2.3-5: Commemorative Plaques at Park for the Elderly, Richelieu Park, and Ottawa Hydro Park

- P01: Adopt a formal Parks and Open Space Classification System.
- P02: Amend the municipal User Fee By-law 2018-083 to remove the fee of cash-in-lieu of parkland.
- P03: Create and adopt a parkland dedication by-law and cash-in-lieu of parkland policy.
- P04: Ensure new residential developments incorporate adequate parkland and new parks are connected by pedestrian trails or pathways to existing parks, trails, and amenities.
- P05: When possible in new subdivisions, combine parkland parcels to create larger parks.
- P06: Develop a public art policy and work with the community to design and install public art pieces in municipal spaces.
- P07: Develop an Active Transportation Master Plan.
- P08: Develop a signage and wayfinding strategy.
- P09: Install consistent signage at all municipal parks and facilities.

2.3.3 Upgrades to Existing Spaces

Accessibility

Parks need to be upgraded over time to address accessibility. This is an important component of integrating diversity, equity, and inclusion in Casselman's parks and recreation system. Infrastructure must meet Accessibility for Ontarians with Disabilities Act (AODA) standard requirements regarding seating (benches and picnic tables), playground equipment, playground safety surface, and pavement surface/path of travel (including tactile warning strips, handrails, and ramps). Safe and accessible paths of travel should be provided through parks with connections to amenities. For existing open spaces, this Plan recommends a phased approach to improving accessibility. The Municipality should incorporate changes to meet accessibility standards as part of routine upgrades and repairs as park amenities reach their end of life cycle.

All new parks and open space developments should be designed and constructed to meet AODA standards. A major component of AODA standards is providing everyone with access to outdoor spaces. This Plan recommends adopting universal design whenever possible for all new open space developments. Universally designed spaces are for everyone. For example, universal design recognizes that almost all people at some point in their lives will benefit from accessible elements such as a washroom, seating, low grade changes, clear signage, etc. Planning for everyone will ensure that everyone belongs in Casselman's open spaces. To achieve universal design, at a minimum, the Municipality should:

- Connect open space amenities together with paths
- Install accessible surfacing and play equipment
- Provide accessible parking stalls near amenities and paths
- Whenever possible, provide washrooms (including portable options) and water fountains at Community Parks (see Table 2.3-1), trailheads, and water access points

Playgrounds

Playgrounds are an important gathering point for communities. Section 2.3.2 notes that existing residential homes in Casselman are all distributed within walking distance of a children's playground on a municipal site or school site. Thus, Casselman is well-served by playgrounds at this time, and no new playgrounds are recommended to the term of this Plan. However, playgrounds should be renewed as needed, especially in relation to accessibility. At the end of a playground's lifecycle, the Municipality should update its equipment and surfacing. Examples of upgrades to playground accessibility include:

- Poured in place rubber or rubber tile safety/fall surface
- Cast in place flush concrete curb around perimeter of playground to retain safety surface and allow for barrier-free access
- Playground design that meets minimum accessibility requirements as per CAN/CSA Z614-07 Annex H: Children's Playspaces and equipment that are accessible to persons with disabilities

The Municipality has a clear picture of the status of accessibility in each of its parks and is prioritizing planned upgrades based on need. Currently, Richelieu Park is the only fully accessible park in Casselman and includes accessible play structures, accessible asphalt paving, and an accessible washroom/change room. Tchou-Tchou Park has accessible play structures and Ottawa Hydro Park contains an accessible swing and picnic tables. In 2024,

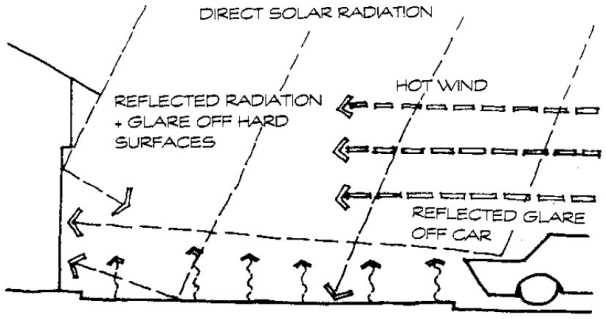
capital budget was assigned toward replacing the rubber chip and sand surfacing at Ottawa Hydro Park with woven cedar floor. This is the last remaining park in the Municipality to be replaced with cedar weave surfacing. A new accessible spring toy will also be installed in this park, along with an accessible sand table in Richelieu Park.

Shelter from Sun and Rain

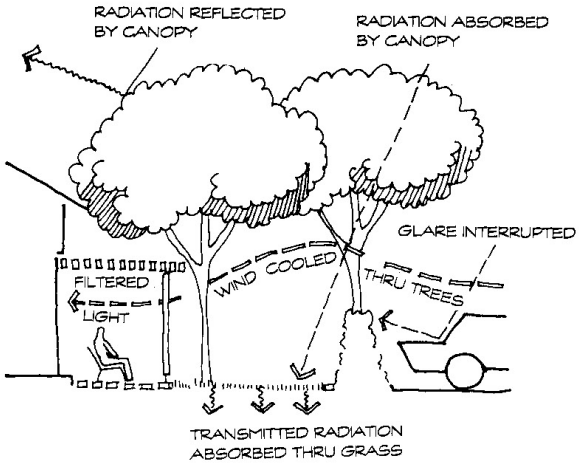
As a matter of community health and safety, and to support use of parks in all weather, adequate shelter needs to be provided in each park, either through the tree canopy or a built structure. This is particularly important in playgrounds, picnic areas, and sport fields where people often spend considerable time exposed to the sun, especially vulnerable populations such as children and seniors. Given the importance of providing shade in parks, shade structures and/or additional tree planting should be incorporated into all existing and future parks. Attendees at the November 2023 Open House suggested that additional trees and shading in municipal parks would encourage more use of these spaces. Built structures such as gazebos and pavilions also support organized events in parks.

Strategic tree planting should be a priority for the myriad benefits provided (e.g., shade, carbon sequestration, stormwater management, etc.). However, in the immediate and short term, shade structures, gazebos, and pavilions should also be provided, as trees will take years before reaching maturity and offering the benefits of shade. Larger pavilions intended for rentals for groups/special events can both encourage use of parks and help offset costs of providing shade structures.

The New South Wales Health Department and Cancer Society of New Zealand Inc. developed a comprehensive and helpful guide to sun protection entitled "Under Cover: Guidelines for Shade Planning and Design."[32] It is a technical guide that describes how different structures (including built structures and different tree types) provide shade (Figure 2.3-6), how to conduct a shade audit of a park, site-specific considerations (e.g., for sports fields and for parks) and more.



without planting



with planting

Figure 2.3-6: Diagram of Canopy Shade from Under Cover: Guidelines for Shade Planning and Design (The New South Wales Health Department and Cancer Society of New Zealand Inc., 1998)

32 https://www.sunsmart.org.nz/assets/Uploads/Guidelines_Under_Cover.pdf

The National Program for Playground Safety at the University of Northern Iowa also prepared a study for the Standards Council of Canada on this subject, entitled "Thermally Comfortable Playgrounds: A Review of Literature and Survey of Experts" (2020).[33] This study contains valuable background research and guidelines for design of playgrounds, water features, and shade provision. Both guides can be valuable resources for the Municipality.

Seating

The Municipality should provide seating in parks and ensure future parks have sufficient seating in line with the type of use. At the fall 2023 Open House, residents suggested that additional seating (and supporting amenities such as waste receptacles) would encourage more use of municipal parks. In addition to benches, picnic tables should be provided as they allow groups to eat, play games, and converse. If picnic tables are fixed to the ground to prevent theft, they should be placed in a variety of formations to allow smaller and larger groups to sit together as needed.

Drinking Water Sources

Providing a source of drinking water at parks allows people to increase the length of time they stay and can help prevent heat-related illnesses in hot weather. Drinking water is especially important in parks with sports and other active facilities that people use for more than an hour or two at a time (e.g., soccer fields, splash pads, picnic areas, etc.). The Municipality should add drinking water fountains to existing Community Parks (e.g., Richelieu Park, Park for the Elderly) during the term of this Plan. Future parks provided as part of new subdivisions should include a drinking water amenity/connection, where possible.

Washroom Access

Currently, two parks in Casselman have permanent washroom facilities. In Richelieu Park, a permanent, accessible, unisex washroom is available during the operational hours of the splash pad in summer and the outdoor skating rink in winter. Nation Park, which is owned by the South Nation Conservation Authority and maintained by the Municipality, contains a seasonal unisex washroom as well. Although this washroom is accessible, the door's design in relation to the path is reportedly challenging for use by mobility devices such as wheelchairs. The Municipality also rents eight portalets each season and locates these in spaces including Tchou-Tchou Park as and the ball diamonds on the Casselman Catholic Elementary School grounds.

Washrooms should be provided in existing and future Community Parks (see Table 2.3-1 in section 2.3.2) where park use and activity supports the larger community. As Park for the Elderly is used for more programming during the term of this Plan (see sections 2.2.3 and 2.2.5), the Municipality should consider installing an accessible washroom or portable toilet in this space.

A self-cleaning toilet could reduce maintenance costs related to rentals, operations, and vandalism repair. [34] Such a facility can be designed to suit the Municipality's needs. For example, a typical single unit is approximately 9'x14' in size but can also include an outdoor drinking water fountain, power hookup, mechanical room for splash pad equipment, and other amenities.[35] The cycle frequency can be

33 https://www.scc.ca/en/system/files/publications/SCC_Playgrounds_Report_v_1.1_EN.pdf

34 https://urbenblu.com/en/the-benefits-of-a-self-cleaning-toilet/

35 https://urbenblu.com/en/our-models/

programmed so that the unit is cleaned after a specific number of users.[36] The Municipality should explore the feasibility of installing this amenity in an existing or future Community Park as noted above, or in a future open space such as Bird's Eye View Park, which is a key economic development project poised to attract tourists.

Vandalism Prevention

Vandalism occurs for a variety of reasons including "to convey a message, to express frustration, to stake revenge, to make money, or as part of a game."[37] The nature of public-facing facilities makes them more susceptible to frequent interaction with the public, and therefore increases the opportunity for defacement. Thus, to a certain degree, the vandalism or damage of public amenities such as equipment found in public parks or recreation facilities is widely acknowledged to be unavoidable

However, since the onset of the COVID-19 pandemic, media outlets have reported a spike in vandalism (e.g., graffiti), damage (e.g., light smashing, removing/bending signage), or theft in municipal, provincial, and national parks across Canada and the rest of North America.[38] Frequent targets include public restrooms, vacant buildings, signage, play equipment, sports field equipment (e.g., soccer, cricket, baseball), street furniture (e.g., benches, picnic tables), and even significant ecological and natural

36 https://urbenblu.com/en/how-it-works/

37 Scott, Michelle L., Nancy G. La Vigne, and Tobi Palmer. 2007. "Preventing Vandalism." Washington, DC: The Urban Institute Justice Policy Center. Retrieved from https://www.urban.org/sites/default/files/publication/31256/1001192-Preventing-Vandalism.PDF

38 https://www.muskokaregion.com/news/crime/bathrooms-vandalized-signs-spray-painted-at-huntsville-park-july-11/article_c8b0e9b2-cdff-581d-a7af-ac48db6d08a3.html, https://www.lakeshore.ca/en/news/vandalism-and-damage-prompts-closure-of-park-washrooms-in-lakeshore.aspx https://lfpress.com/news/local-news/at-popular-park-senseless-damage-mounts-and-frustration-grows, https://kitchener.ctvnews.ca/gordon-chaplin-parkcricket-pitch-in-cambridge-vandalized-1.6015164, https://www.pembrokeobserver.com/news/local-news/pembroke-horticultural-society-discovers-vandalism-at-pansy-patch-park, https://northernontario.ctvnews.ca/powassan-bans-park-vandals-for-a-year-in-wake-of-incidents-at-park-1.6553668 https://www.nationalgeographic.com/travel/article/visitors-vandalize-trespass-national-parks-during-coronavirus-pandemic

features.[39] The illegal dumping of garbage and litter has also increasingly become a concern. [40]

In interviews with Council and staff, it was reported that vandalism is a recurring issue in Casselman, particularly at Ottawa Hydro Park and the washrooms at Richelieu Park, High Falls Park, Optimist Park, and Casselman train station. Surveillance cameras were installed outside the accessible washroom building in Richelieu Park to monitor destructive activities.

The municipality should develop and formalize a Vandalism Response and Prevention Strategy. It can be grounded in the practices, research, and ideas outlined in this Plan.

The Project for Public Spaces discusses layered strategies for preventing graffiti that can be applied to other forms of vandalism.[41] A direct approach involves increasing security to enforce park rules such as guided visits and activity restrictions; however, hiring additional staff is a costly endeavour. Alternatively, the Municipality can adopt indirect approaches. These include design strategies that minimize opportunities to vandalize, and community building strategies to facilitate a shared sense of ownership.

Design Strategies

Vandalism and other forms of destructive activity often occur around dimly lit, unsupervised, enclosed, or isolated areas in the after-school hours or the late evening hours when there is little or no surveillance or natural light.[42] The application of landscape design strategies can be used proactively to restrict or prevent unwanted behaviour in new and existing spaces:

- **Lighting** should ensure vulnerable areas such as signs, blank walls, and structures have good nighttime visibility without obstruction of trees and shrubs. Motion-sensitive lights can be a useful means of illuminating activity while also saving energy when there is no one present.
- **Signs** should be placed in highly visible, yet hard-to-reach locations. They can be covered in weatherproofing sheet plastic (available in hardware stores) or sticky films to be peeled off if graffiti appears.
- **Structures** such as play equipment and outdoor furniture should be located in well-used/busy areas that are highly visible with good sight lines. They should not be placed in such a way that they can be maneuvered to gain access to light fixtures, signs, etc.
- **Surfacing** such as signs, washroom walls, and picnic tables can be coated with vandal-proof materials such as barrier coatings (e.g., fiberglass, porcelain coating, aluminum, enamel paints, plastic laminates) and sacrificial/wax-based coatings to protect sensitive surfaces.
- **Plants, shrubbery, and foliage** that are appropriate to the environment can be used as a barrier and/or to cover walls and other surfaces.
- **Surveillance** cameras or motion detectors can be placed in highly visible places to discourage vandalism.

39 Scott, La Vigne, and Palmer (2007)

40 https://www.cbc.ca/news/canada/toronto/ontario-parks-clean-campaign-1.6105439

41 https://www.pps.org/article/graffitiprevent

42 Scott, La Vigne, and Palmer (2007)

Community Ownership Strategies

An important component of keeping spaces safe and free of vandalism is fostering a strong sense of belonging as well as the belief that parks and recreation facilities are owned and cared for by all members of the community.

Crime Prevention Through Environmental Design (CPTED) is a multi-disciplinary crime prevention approach that uses architecture, urban planning, and facility management to reduce crime opportunities and fear of crime through strategies intended to build a sense of community. The principles of First Generation CPTED include:

- **Territoriality/territorial control:** Locate public spaces near residential areas where residents already come to associate the spaces around their homes as their own.
- **Natural surveillance:** Encourage the ability for onlookers to casually observe activity in public spaces through clear sightlines, lighting, landscaping (i.e., clearing bushes, shrubs, and overgrowth). Holding activities and programming in public spaces also increases natural surveillance.
- **Image and milieu:** Support residents in getting to know their neighbours and maintain a positive image of an area (e.g., beautification, litter clean-ups).
- **Access control:** Introduce road barriers or landscaping to control frontage in the creation of mini neighbourhoods.

The principles of Second Generation CPTED include:

- **Social cohesion:** Enhance positive social relations/groups between residents of a neighbourhood focused on solving local problems (e.g., promote activities, interaction, collaboration).
- **Community culture:** Convene people to create a common sense of purpose and form a strong bond (e.g., cultural events, art and music festival, placemaking and placekeeping activities).
- **Connectivity:** Promote inclusivity among all neighbourhoods and groups regardless of ethnicity, income, gender, age, ability (e.g., communication, linked walkways, events shared by multiple neighbourhoods)
- **Threshold capacity:** Embrace genuine diversity in the range of community uses (e.g., parks, amenities, food outlets, recreation buildings).

Communications and Reporting

The Municipality should establish serious, reciprocal communication with the community with regards to the issue of vandalism: residents should feel empowered and supported when reporting incidents, and the Municipality/ authorities should respond quickly, publicly, and comprehensively. Casselman's website has a page with an anonymous online form to provide comments, suggestions, and reports of vandalism.[43] Vandalism incidents should also be reported to the Ontario Provincial Police to ensure there is a record.

A short Vandalism Report should be publicized by the Municipality (e.g., e-newsletter, bciti+ app, social media post) when an incident occurs.[44] The report should inform residents, request anonymous tips, and highlight the consequences and required resources to restore/protect the park experience (e.g., costs and staff hours to repair the damage, maintenance costs). The intention of the communications should be to deter the culprit(s) from repeating the crime,

43 https://en.casselman.ca/cms/one.aspx?pageId=5812040

44 https://www.nrpa.org/parks-recreation-magazine/2020/august/fighting-vandalism-at-recreational-facilities/

create a culture where parks are respected and valued, and empower residents to feel a sense of ownership and investment in their neighbourhood spaces.[45]

Community Art Projects

During the consultation phase for this Plan, it was suggested that members of Casselman's youth population vandalize public spaces because they feel excluded in existing spaces (e.g., parks that have amenities amenable only to young children). Indeed, when asked in April 2023 to share ideas for reducing vandalism, high school students in Casselman suggested that more activities and programming for young people would increase their feeling of belonging to the community.

Art walls and murals can be used to convene youth and encourage their contributions to the look and feel of public spaces. One group suggested a community mural as a means of reducing vandalism, assembling local artists, increasing appreciation for the arts, building community, and injecting a source of pride in young people. Similarly, a graffiti wall was suggested by a member of Councillor. Graffiti boards are large wooden panels that can be removed, replaced, or used to cover walls/ sensitive surfaces.

Casselman should initiate community art projects in public spaces that are targets of vandalism. For example, in Richelieu Park, a graffiti wall could be accommodated on the side of the washroom building, and murals could be designed by youth (with mentorship from local artists) on the panels of the outdoor rink/pad. For a family-friendly event, handprints could be painted on the pillars of the gazebo.

45 https://www.parksandrecbusiness.com/articles/solving-for-vandalism

Projects should be showcased in municipal communications (e.g., website, social media, tourism materials) to build a source of pride. Graffiti boards and murals could be changed on a regular basis (e.g., monthly, a few times per year, annually) and shaped by a theme (e.g., Franco-Ontarian culture). Additional art projects could be established/installed in multiple locations to encourage participation, diversity of styles, and inclusivity.

Park Ambassadors

Stewardship programs such as volunteer park rangers, "park watch," park horticulture groups, and park clean-ups can foster increased community responsibility for maintaining "ideal" conditions in public parks. The Municipality should pilot these kinds of programs in its local parks as a means of combating vandalism. Dedicating some of these opportunities to students can both encourage and educate youth to take responsibility for and pride in their local park.[46] Integrating a competition or reward system is key to attracting and retaining young people.

There may also be potential for the Municipality to partner with the Casselman Cadets to assign park ambassador duties. These select young leaders would be responsible for patrolling municipal parks on foot/bicycle and raising awareness about compliance with municipal regulations.

Case Study: Supie Program - Hamilton, Ontario

Supie is a free drop-in recreation program for children held in neighbourhood parks across the City of Hamilton.[47] Outdoor activities are delivered by summer student counsellors aged 14+ years, with periodic check-ins by municipal supervisors. Program surveys indicate 100% of the students would recommend the job to a friend, and the return rate for seasonal employment is an impressive 65-70% (given that 20% of staff are lost by aging out of their role). The City employs a number of strategies to keep youth leaders motivated and engaged in their role. For example, colourful stickers are designed, printed, and promoted to the students to be earned as part of a dynamic reward system (e.g., working the Friday before a long weekend). Youth strive to collect all the stickers and decorate their water bottles. A web app made using Google Workspace shares updates, checklists, and announcements; solicits feedback; and administers polls both useful (e.g., equipment to be used in future programming) and silly (e.g., favourite chocolate type).

46 https://www.pps.org/article/torontosafety7

47 https://www.hamilton.ca/things-do/recreation/programs/outdoor-programs/supie

Case Study: Adopt-a-Park

Adopt a Park programs encourage community-minded residents to volunteer their time to care for public spaces. A group of at least five volunteers pledge to maintain, improve, and preserve their local park through reporting hazards, cleaning up litter, raising funds for new amenities in the park, watering and caring for new trees, etc. The group may comprise families, a school, a business, a church, residents of the neighbourhood, or members of a specific user group (e.g., dog park users, Lions Club, Rotary Club). The Municipality of Mississippi Mills, Ontario has an official Adopt a Park Policy[48] that outlines the responsibilities of the municipal CAO, recreation manager, and Council as well as the Adopt-a-Park group captain and associated volunteers. In Markham, Ontario, volunteers sign a Memorandum of Understanding to participate in the program. [49] The City of Brampton, Ontario requires groups to commit to conducting at least six stewardship activities over a two-year term (e.g., clean-up, planting, community event, tree mulching).[50] Many communities, such as the Township of Scugog, acknowledge a community group's commitment to cleaning up their park through an official Adopt-a-Park sign. [51]

PO10: Continue making required accessibility upgrades to parks to meet Accessibility for Ontarians with Disabilities Act (AODA) standards.

PO11: Increase shade and seating in existing parks.

PO12: Ensure new parks and open spaces have sufficient shade and seating.

PO13: Add drinking water fountains to Richelieu Park and Park for the Elderly.

PO14: Ensure future Community Parks include a drinking water source.

PO15: Install an accessible washroom or portalet in Park for the Elderly.

PO16: Ensure new Community Parks have an accessible washroom or portalet.

PO17: Develop a formal vandalism response and prevention strategy.

PO18: Publicly report vandalism incidents and consequences.

PO19: Pilot vandalism solutions such as a community art board/wall and park ambassador program.

48 https://www.mississippimills.ca/en/explore-and-play/resources/Documents/Adopt-a-Park-Policy-Final.pdf

49 https://www.markham.ca/wps/wcm/connect/markham/acd8e7e1-42b2-47eb-8698-00e8102cf4ba/adopt-a-park_info_form.pdf?MOD=AJPERES&CONVERT_TO=url&CACHEID=ROOTWORKSPACE.Z18_2QD4H901OGV160QC8BLCRJ1001-acd8e7e1-42b2-47eb-8698-00e8102cf4ba-msiI36d

50 https://www.brampton.ca/EN/residents/parks/Pages/Adopt-A-Park.aspx

51 https://www.scugog.ca/parks-recreation-culture/parks-trails-and-conservation-areas/adopt-a-park/

2.3.4 New Non-scheduled Park Amenities

Outdoor Fitness Equipment

Outdoor fitness equipment provides individuals of all ages and fitness abilities the opportunity to enjoy free workouts at their own pace while gaining health benefits such as increased muscle strength, endurance, balance, and flexibility. These amenities can provide a social outlet for exercise and promote a sense of pride within neighbourhoods. When positioned in close proximity to/within sight lines of a playground, both parents and children (or children and older siblings) can engage in physical activity simultaneously, making parks appealing to diverse age groups.[52]

Outdoor fitness equipment was suggested by municipal staff and at the Open House. As there is no indoor fitness gym in the Municipality, this park amenity would likely appeal to adults aged 20 to 49 years, which is currently the largest age group in Casselman and projected to remain as such (see Appendix A).

Fitness parks vary in their space requirements depending on the type and amount of equipment installed, which may include:

- Push-up bars
- Parallel bars
- Rope climbing
- Monkey bars
- Dip stations
- Balance beams
- Vault bars
- Hurdles
- Slacklines
- Step benches
- Climbing boulders [53]

These can be stand-alone or multi-use pieces, or designed as an entire circuit/obstacle course. Equipment can also be designed for children through use of lower heights, brighter colours, and design elements (e.g., netting).[54] Generally, the parts are durable and require minimal maintenance.

There are opportunities to install outdoor fitness equipment pieces or fitness circuits in multiple parks in Casselman. Suitable spaces include Park for the Elderly, Optimist Park, and the park across from L'Académie de la Seigneurie school. Doran Park could also be appropriate, pending discussions with South Nation Conservation Authority, which owns the park.

52 https://fitness.playcore.com/community-benefits/

53 https://trekfit.ca/en/fitness-circuits-calisthenics

54 https://playpowercanada.ca/products/fitness-equipment/

Future parkland dedicated to the Municipality as part of the Casselman Development Subdivision should include outdoor fitness equipment. Where necessary, buffer planting can be added to block noise and views. Discussions with municipal staff indicated that reserve funds are available for new parks and programs in this neighbourhood.

Case Study: Parc Lorraine - Lorraine, Quebec

Climbing is a fast growing activity among teens and adults. In the town of Lorraine, a suburb of Montreal, a free standing geometric sculpture was installed next to a skate park, within a large park containing sports fields and courts and located next to an elementary school.[55] The play structure contains hand grips inspired by indoor climbing boulders, with varying difficulty levels. [56]

Off-Leash Dog Park

There is a growing expectation in municipalities by both dog owners and non-dog owners that leash-free areas be provided to allow safe areas for people to run their dogs without conflict with other park uses. During consultation for this Plan, Councillors, staff, and residents all indicated there is community interest in a dedicated off-leash area in Casselman. As the population grows to the term of this Plan, it is anticipated that this demand will increase. Council and staff have previously engaged in discussions in an attempt to identify a property of suitable size within the Municipality. The closest dedicated off-leash dog park is approximately 25 kilometres from Casselman (a 20-minute drive).

Off-leash areas have their own unique design and maintenance considerations to ensure a safe, attractive and practical space for dogs and dog owners. While each space is unique and must be assessed for its own merits in regard to its ability to successfully host an off-leash area, the following key considerations in the development of off-leash areas are based on best practices employed throughout the world:

- Appropriate selection of **surfacing** is critical from a number of perspectives including maintenance, drainage, health, dog and human comfort, accessibility, safety and cost. Ideally an off-leash area will use more than one surface and will be selected based on site characteristics.
- **Water** should be provided for drinking (both dogs and humans), play for dogs, and irrigation (surface dependent). There must be access to water service and installation of gravel/ concrete pad at the water source to prevent puddling and erosion.

55 https://trekfit.ca/en/parks/parc-lorraine-1

56 https://trekfit.ca/en/urban-boulders, https://trekfit.ca/files/Trekfit_The_Summit_Urban_Boulders_Technical.pdf

- **Shade** is important for both dogs and humans by way of trees and/or shade structures with special consideration required for long-term tree health.
- Not all off-leash areas need **fencing**. However, for leash-free areas in more urban or high activity parks, a double-gated system should be considered at all entrances and exits with an adequate height (e.g., 1.5-metre (5') high steel fencing).
- **Lighting** increases safety and extends the hours when off-leash areas can be used in the winter. Lighting should address issues regarding access, safety, environmental impacts and community concerns.
- A wide number of **amenities** should be considered in off-leash areas to improve accessibility and the experience for both dogs and their owners, such as dog agility equipment, a small/shy dog area, accessible seating for humans, and waste receptacles.

With a service target of 1 dog park per 10,000 people, Casselman should seek to develop one dog park. To meet this need, there may be opportunities to partner with public and/or private landholders to convert existing land into a dog park, or incorporate a dog off-leash area in new park developments. For example, some of the lands included as parkland in approved and proposed plans of subdivision are integrated within the natural heritage features identified on or in proximity to the development sites. This could be suitable for an off-leash area that would not require extensive fencing. The Municipality should work with developers to explore how a dog off-leash area might be integrated within new parkland. It is recommended that at least a 10-metre buffer should be provided between the dog park and a neighbouring residential community. The buffer should contain dense, evergreen vegetation to block sight, sound, and smell to be present year-round.

There is a 2.22 ha parcel at 807 St Isidore St., located within the Nation Municipality that includes a stormwater retention pond, a gravel trail along the north side of the pond, and small circle-shaped parking area/turning radius accompanied by small boulders. The site is accessed at the foot of Des Chenes St. in Casselman. On Google Maps, the space has been saved as "Jean-Marc Laviolette Park" in Casselman, though it is not listed as a formal municipal park space on the municipal website. In the interviews with Council and staff conducted for this Plan, it was reported that residents often use the greenspace and path surrounding the stormwater pond as an informal off-leash dog park. However, municipal signage posted at the entrance to the trail requires dogs to be on a leash, given the proximity to residential homes.

The Municipality should contact the Nation Municipality to discuss opportunities to partner on a shared dog park to be used by residents of both communities. Staff from the two municipalities reportedly have a good working relationship. Locations within proximity to Casselman (e.g., less than 5 kilometres' drive) should be considered. A temporary dog park could be established in the short term, and after testing the success, further investments could be made (e.g., expanding, seating, shade, agility equipment, etc.).

Community Garden Plots

Casselman does not have an existing community garden. Consultation conducted during this Plan indicated interest in community garden plots and support from municipal staff for this park amenity. The Municipality should explore creating a community garden in partnership with businesses, volunteers, and/or community groups.

Municipalities across Ontario follow a variety of models in providing community gardens based on where the gardens are situated (municipal lands, schools, or other institutional lands), the role of community partners, and the municipal department's capacity to provide oversight or facilitate the delivery of programs. In most cases, community gardens are provided through a partnership between the municipality and community organizations, whereby the Municipality provides land (including but not limited to parkland) free of charge along with planter frames, soil, fencing around the site, and a shed with basic supplies. The community group in turn takes on the administration and operation of the site. Maintenance can be shared between the two partners, typically with the municipality providing grass cutting and taking care of larger repairs.

Community gardens provide opportunities for education and programming, which is increased when gardens are located near schools and facilities with kitchens. As discussed in section 2.4.5, should Casselman develop a new state-of-the-art community hall with a commercial kitchen, the kitchen would be excellent for culinary programming. Program participants can learn gardening skills and grow food during the summer. As produce is ready for harvesting, it can be used for cooking and preserving classes. Such a program would require a partnership with community groups or volunteers to maintain the gardens and instruct the lessons.

Community gardens are also an excellent opportunity for intergenerational programming (see section 2.2.3), which strengthens the bonds in the community by forging relationships between people of varying ages (children, teens, adults, seniors).

Case Study: Grow With Me - West Perth, Ontario

The Municipality of West Perth offers a free intergenerational gardening program called "Grow With Me" in Keterson Park for older adults and children ages four and up.[57] It is funded by the Government of Canada's New Horizons for Seniors grant and in partnership with Mitchell & Area Community Outreach. The 12-week program takes place on Thursdays from mid-June to late August. Participants spend time outside, complete different gardening and craft activities, and take home and share any vegetables that they harvest.

Case Study: I-GROW - Sudbury, Ontario

Led by Sudbury Shared Harvest in Sudbury, Ontario, this intergenerational gardening program aims to bring together people of all ages and generations to learn and share knowledge about how to grow more food locally.[58] Volunteer activities include planting and maintaining food forests across Sudbury, delivering the "Little Farmers" program in pre-schools and daycares, and leading field trips for schoolchildren to community food forests.

57 https://www.westperth.com/en/be-active/youth-children.aspx

58 https://sudburysharedharvest.ca/i-grow

The direction the Municipality wishes to take on community gardens will depend on the interest of local champions and community groups, and municipal capacity to provide required administration. The new Recreation and Leisure Services Coordinator (see section 2.5.2) could take on a role as facilitator of the new garden. Beyond provision of designated space for gardens, the Municipality should also clarify other types of support it can provide to groups that assume responsibility for the sites.

Given the strong connection between growing food, well-being, and food security, food banks and public health units are obvious potential partners for community garden development. Casselman is home to both the Eastern Ontario Health Unit and the Casselman Food Bank, and these organizations can be approached to discuss partnership and assess their interest in establishing a community growing and teaching garden to complement food-based programming.

For this reason, before a community garden project is initiated, the Municipality should develop a policy outlining at minimum, site selection criteria and roles and responsibilities pertaining to supplies, construction, operations, maintenance, and programming. The policy may include a contract to be signed by relevant parties to ensure that trees and gardens are properly cared for. In terms of locations, priority should be given to areas where there is limited private outdoor space and larger populations of low to moderate income residents. In Casselman, appropriate locations for community garden plots may include Park for the Elderly, Nation Park, and the park across the street from L'Académie de la Seigneurie school. Should a partnership be reached with the food bank, municipal lands adjacent to Paul-Émile Lévesque Centre should be considered. There is also a large green space adjacent to Tchou-Tchou Park; presently, there is no access to these lands from the park, but in the future this space could be used for community garden plots. Buffer planting could be added to block noise and views to adjacent housing.

There may also be an opportunity to install a garden on the flat roof of a building, provided the community is able to access it on evenings and weekends. Planters are often installed on a flat roof, the cost of which varies depending on the style and amount of planters. If an existing building is being considered for a full community garden, it should be studied first to determine whether it is structurally able to hold the garden and has sufficient waterproofing, drainage, reinforcement, railings, roof access, other accessibility requirements, etc. It is likely not feasible that a community garden can be installed on an existing building in Casselman given the costs of structural requirements and necessary roof access; however, a new building constructed during the term of this Plan or beyond could be designed with the intention for a rooftop community garden.

Splash Pad

Casselman has one splash pad located in Richelieu Park. This service level is appropriate for a municipality of its size. Table 2.3-3 shows six Ontario municipalities whose land area and population are comparable to Casselman, each of which has one splash pad. In larger communities of populations over 70,000, the typical provision rate is approximately one splash pad per 19,000 residents or greater.

Municipal staff have reported overcrowding at this amenity: on hot days in the summer, it is estimated that over 100 families are using the five water activators in Richelieu Park. Excessive sunscreen residue has made the surfacing slippery, which has increased both maintenance costs and risk of injury. Surveys conducted for this Plan reinforced the popularity of the municipal splash pad: of the 38% of telephone survey respondents and 85% of online survey respondents who indicated they use outdoor sports and recreation facilities in Casselman, the most common amenity was the splash pad (telephone: 58%, online: 68%).

Municipal records indicate the splash pad equipment was installed in 2009 and has a projected life expectancy of 20 years, which positions its replacement in 2029 (the medium term within this 15-year Parks and Recreation Master Plan). The 2021 Asset Management Plan[59] recommended replacing the splash pad by 2025. Since Richelieu Park has limited parking and room for expansion, this Plan does not recommend adding more activators to the existing splash pad site. However, as Casselman grows with new residential development, a second splash pad could be explored beyond the term of this Plan (2038) for a location that is some distance from the existing splash pad.

Table 2.3-3: Splash Pad Service Level Comparisons

Municipality	Land Area (km^2)	Population	Number of Splash Pads
Town of Prescott	4.94	4,078	1
Town of Aylmer	6.37	7,699	1
Town of Goderich	8.54	7,881	1
Town of Shelburne	6.56	8,994	1
Town of Hanover	9.76	7,967	1
Town of Perth	12.44	7,386	1

59 Retrieved from https://cdnsm5-hosted.civiclive.com/UserFiles/Servers/Server_4754354/File/Town_Hall/FINAL%20Hemson%20Casselman%20AMP%2026Jul21.pdf

Small Craft Launch

The beautiful South Nation River is a 175-kilometre waterway traversing Eastern Ontario, beginning in Brockville and emptying into the Ottawa River.[60] It flows through Casselman, where it is complemented by four waterfront parks: Park for the Elderly, Nation Park, Doran Park, and High Falls Park. The latter two parks are owned by the South Nation Conservation Authority and maintained by the Municipality under an agreement. In Nation Park, a boat ramp and floating dock is located on the north side of the river, accompanied by a gravel parking and turnaround area. Travel is permitted upstream of the Casselman weir.[61]

The current boat launch is not accessible, and users have reported it to be challenging for activities involving small water crafts such as canoeing, kayaking, and stand-up paddleboarding. The Municipality should work with the South Nation Conservation Authority to install an accessible water access point (e.g., small craft launch, stabilization arm) in Nation Park, Doran Park, or High Falls Park as a means of promoting water-based recreation activities.

The Municipality should also consider purchasing and installing lock-up posts for canoe/kayak carts, or small craft lockers for residents and visitors to securely store their boat in close proximity to the water rather than carrying or towing their boat from home. Lockers would use a code system that could be reset with each new user. The Municipality could keep some of these lockers to provide rental opportunities for those without their own boat. Municipal staff indicated that a local business previously facilitated kayak rentals in High Falls Park. This local business could be re-approached to facilitate equipment rentals such as through a seasonal agreement. Alternatively, there may be an opportunity to expand the municipal lending program outlined in section 2.2.4 to include kayaks, life jackets, paddle boards, and other equipment, perhaps staffed by seasonal students.

The Municipality should also explore installing a small craft launch on the north side of the river, west of Principale St.

Park Amenities for Teens

Currently, the Municipality is well-served by parks and playgrounds for young children. Community consultation indicated a need for inclusive recreation spaces that appeal to pre-teens and teenagers. Staff and Councillors have suggested that a single park be prioritized for older youth. One location where this would be appropriate is within the Casselman Development Subdivision, where approximately 0.39 ha of land has been approved for parkland as part of Phase 3. Outdoor fitness equipment is recommended above for part of these lands. The neighbourhood already has a park catered to younger children (Tchou-Tchou Park).

60 https://www.nation.on.ca/spend-your-summer-south-nation-river

61 https://www.nation.on.ca/recreation/boat-launching/high-falls-conservation-area-casselman-ontario

Skatepark/Bike Park

Table 2.3-4 shows the outdoor skatepark and bike park provisions for six comparably-sized Ontario municipalities.

Casselman should develop a skatepark during the term of this Plan, in consultation with local youth. Skateparks can be designed in different sizes, configurations, and difficulty levels with ramps, rails, and various features. All equipment should meet industry standards for safety. Ideally, the skatepark should be separated from residential areas to offset any noise associated with roller skating, skateboarding, scootering, and biking. There may be opportunity to integrate graffiti art elements into the park design, per the vandalism prevention recommendations in section 2.3.3.

There appears to be existing support in the community for this amenity: in May 2024, a student presented a petition to Council advocating for installation of a skatepark in Casselman.

In the short term, the Municipality could install a movable, pop-up skatepark to gauge the potential need for a permanent skatepark in a specific location. This method can be used to gauge demand where interest has been expressed but the promise of the facility being well-used is unclear. Pop-up skate parks are typically set up on sections of underused park parking lots. Site selection should be based on pavement quality and safety: flat and smooth concrete or asphalt is needed, and areas with lighting and comfort assets such as seating, water fountains, shade are ideal.

Basketball Courts

Casselman does not have a municipal basketball court. Optimist Park contains an unofficial double net court, which was recently upgraded with LED lights. During consultation conducted for this Plan, it was reported by residents, Councillors, and staff that youth will traverse the railroad tracks as a means of accessing these basketball nets from the Casselman Development Subdivision neighbourhood south of the railway. This is a serious safety risk and concern. The Municipality should consult with VIA Rail to explore opportunities to install a bridge over

Table 2.3-4: Skate and Bike Park Service Level Comparisons

Municipality	Land Area (km^2)	Population	Number of Skateparks	Number of Bike Parks
Town of Prescott	4.94	4,078	0	0
Town of Aylmer	6.37	7,699	1	0
Town of Goderich	8.54	7,881	1	0
Town of Shelburne	6.56	8,994	1	1
Town of Hanover	9.76	7,967	1	0
Town of Perth	12.44	7,386	1	1

the railway tracks to connect Casselman's two northwest neighbourhoods. This should be coordinated in tandem with the Active Transportation Master Plan (see section 2.3.2).

Table 2.3-5 shows the basketball court service provision in six comparator communities, most of which have one full-sized court. Guidelines by the former Ontario Ministry of Culture and Recreation suggest a general standard of 1 basketball court per 5,000 population. With this service target, Casselman could install a full-size basketball court during the term of this Plan, especially as the Municipality is projected to have a population of 5,286 residents in 2038. This court could be considered as part of Phase 3 parkland within the Casselman Development Subdivision. There may be opportunity to construct a multi-sport court that would include both basketball nets and soccer/hockey nets within the space of one court, or lines for tennis and pickleball.

However, the school properties in Casselman have existing outdoor basketball nets, and both Ottawa Hydro Park and Richelieu Park have a half court (1 basketball net). These nets, in addition to the double nets at Optimist Park, currently help to fill the gap.

Table Tennis

During consultation conducted for this Plan, table tennis was also suggested as a non-scheduled park amenity to appeal to youth. Outdoor table tennis (ping pong) is less common in municipal parks, and among the six comparably-sized municipalities examined above, only the Town of Goderich has this amenity: two ping pong tables were donated by a pair of residents, with paddles available to borrow.

The Municipality should work with local schools to distribute a short survey/feedback form to youth in grades 6-12 and obtain input on desired park amenities such as a skatepark, bike park, basketball court, ping pong table(s), and outdoor fitness equipment. According to 2021 Census data, there are 420 youth in Casselman aged 10 to 19 years; a 25% response rate (greater than 100 youth) should be targeted. Findings from this engagement should be used to inform development and installation of an older youth-focused, non-scheduled park amenity in the Municipality's new northwest neighbourhoods.

Table 2.3-5: Basketball Court Service Level Comparisons

Municipality	Land Area (km^2)	Population	Number of Basketball Courts
Town of Prescott	4.94	4,078	0
Town of Aylmer	6.37	7,699	1
Town of Goderich	8.54	7,881	0
Town of Shelburne	6.56	8,994	1.5
Town of Hanover	9.76	7,967	1
Town of Perth	12.44	7,386	2

PO20: Install outdoor fitness equipment in at least one municipal park such as Park for the Elderly, Optimist Park or the park across the street from L'Académie de la Seigneurie school.

PO21: Plan to include outdoor fitness equipment in future parkland as part of the Casselman Development Subdivision.

PO22: Work with developers to explore the feasibility of integrating an off-leash dog area within new parkland, with a focus on areas with natural heritage features that may not require fencing.

PO23: Meet with the Nation Municipality to explore the feasibility of installing a gated off-leash dog area.

PO24: Approach groups to explore the feasibility of partnering on the installation of a community garden.

PO25: Develop a community garden policy.

PO26: Consult residents to explore interest in and support for community garden locations.

PO27: Work with the South Nation Conservation Authority to install an accessible small craft put-in/out in Nation Park.

PO28: Consider adding small craft storage lockers.

PO29: Develop a small craft rental/lending program.

PO30: Explore installing a small craft launch on the north side of the river, west of Principale St.

PO31: Develop a skatepark.

PO32: Consult with VIA Rail to explore opportunities to install a footbridge as a safe connection between Casselman's northwest neighbourhoods.

PO33: Consult youth in the Municipality on a desired park amenity such as a skatepark, bike park, ping pong tables, basketball court, or performance space.

2.4 Recreation Facilities

2.4.1 Introduction

This section addresses the need for current improvements to, and future provision of, municipal indoor and outdoor facilities. These facilities are (or could be) scheduled for organized use or structured programming by the Municipality and/or other providers that deliver community programs and services. The assessment is presented under the following main headings:

- Existing Supply and Use
- Community Interest: What We Heard
- Framework for the Assessment
- Sports Hub
- Wellness Hub
- Major New Facilities

2.4.2 Existing Supply and Use

Section 1.4 outlines the parks and recreation context in Casselman.[62] Given both its small geographic size and population, Casselman residents have access to a relatively diverse supply of recreation facilities for organized activity. The Municipality and the Public School Board have a reciprocal agreement that permits community use of indoor school facilities (e.g., gyms, classrooms) in exchange for arena ice time. A long-standing working relationship with the Catholic School Board has allowed the community to access land or facilities at the Casselman Catholic Elementary and High Schools. Using School Board facilities has helped address a shortage of publicly owned parkland that can accommodate outdoor sports facilities and, in combination with the J.R. Brisson Complex and the Paul-Émile Lévesque Centre, has contributed to an indoor-outdoor community recreation centre. The Municipality's purchase of the former Catholic elementary school at 750 Principale Street in 2015 provided an opportunity to add to this focus.

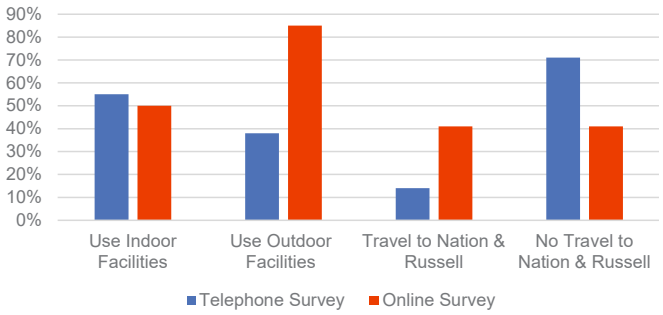


Figure 2.4-1: Use of Facilities in Casselman and Area Municipalities[63]

2.4.3 Community Interest: What We Heard

Figure 2.4-1 summarizes findings on residents' use of sports and recreation facilities in Casselman and other area municipalities, which are discussed in more detail below.

Residents to both surveys (up to 61 and 9 telephone and online respondents, respectively) reported using the following indoor facilities in Casselman: public library, arena ice, halls, and the gym at 750 Principale Street. Telephone respondents also use the museum and the classroom at 750 Principale Street. Ball diamonds and tennis courts are used by households in both surveys (up to 35 and 6 telephone and online respondents, respectively).

Among those who travel to neighbouring communities, the Nation Municipality is slightly more frequented than Russell Township. The

62 For a complete inventory, consult the Background Review Summary in Appendix A.

63 Proportions in the telephone survey are all based on 200 respondents; in the online survey, proportions are based on 28 respondents.

primary reason telephone survey respondents use facilities in these communities is that they are new/better quality (62% of 58 responses); among online respondents, a similar proportion (65% of 17 responses) noted the services they use in these communities are not available in Casselman.

A majority of community groups (82% or 9) reported the indoor facilities they use in Casselman are well suited to their requirements, including the arena ice, gymnasium and classroom at 750 Principale Street, halls, and school gymnasium (other than 750 Principale St.). All but one group indicated suitability of outdoor facilities used including the ball diamonds and tennis courts. There is limited use of gyms, arenas, and halls in neighbouring municipalities. The use that does occur is because these facilities are closer to participants, offer better value for money, and/or because Casselman facilities are not available when the group needs them.

Collectively, therefore, these findings indicate that - for the most part - residents and organized user groups are well served by existing facilities in Casselman, with some travel outside the municipality to access facilities.

Sixty-six (66) of all households that participated in the surveys indicated the need for additional indoor or outdoor recreation facilities in Casselman. Notably, however, most of the respondents to each survey expressed opposing opinions:

- Of 200 respondents to the telephone survey, a large majority of 82% (164) indicated no need for additional indoor or outdoor recreation facilities in Casselman.
- Of 32 respondents to the online survey question, 94(%) (30) indicated additional indoor or outdoor recreation facilities are needed in Casselman.

Figure 2.4-2 on the following page shows the results of survey questions on residents' views about the extent to which the number and the variety of recreation facilities in Casselman meet their expectations among three possibilities (completely, partially, or not at all), and the degree of focus for the Municipality on indoor or outdoor recreation service development (more, the same, or less) in the future.

In both surveys, the largest proportions of respondents (half or more) indicated that the variety and number of facilities in Casselman partially meets their expectations. Except for telephone respondents, the majorities reported the need for more focus on both indoor and outdoor recreation facilities/programs. Of seven possible areas of focus, indoor facilities emerged 1st among online participants and 2nd in the telephone survey; outdoor facilities came 3rd and 4th among online and telephone survey respondents, respectively.[64]

Table 2.4-1 summarizes the consultation results from the three surveys and the open house that relate to facilities of interest to the community. Survey respondents were requested to name up to three additional facilities they think are needed. In some cases, activities of interest were noted instead.

64 Proportions in the telephone survey are all based on 200 respondents; in the online survey, proportions are based on 30 respondents for variety, and 26 for future focus.

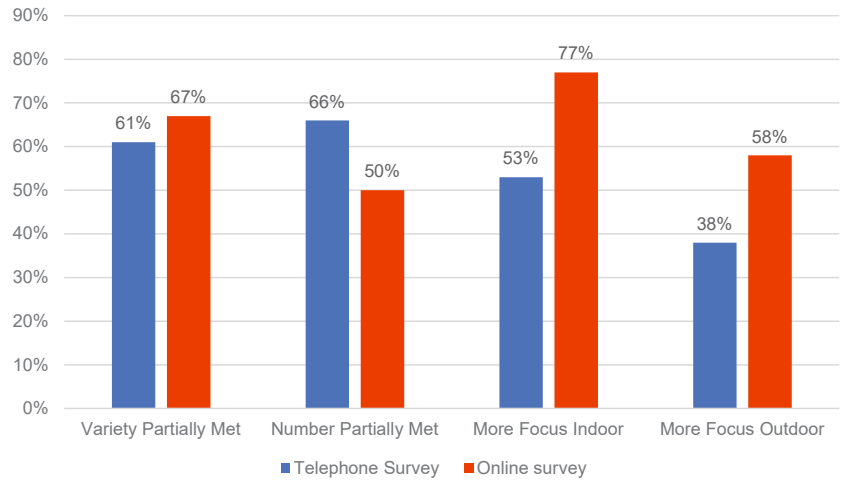


Figure 2.4-2: Facility Expectation and Future Focus

Table 2.4-1: Facilities of Interest to the Community

	telephone survey % (#) of 36	online survey % (#) of 30	user groups	open house attendees
pool	33% (12)	50% (15)	-	would like to see a pool in the community
indoor soccer turf/track	25% (9)*	27% (8)	-	multifunctional indoor domed sports complex/dome that can accommodate year-round activities (e.g., tennis, pickleball, walking)
dome	-	7% (2)	-	see above
gym	-	29% (6)	-	
roller rink	-	3% (1)	-	
meeting space	6% (2)	-	1 group	
volleyball court	-	7% (2)	-	
arena ice	-	7% (2)**	1 group	additional pad needed
curling rink	-	3% (1)	-	
social meeting space	-	3% (1)	-	
yoga studio	-	3% (1)	-	
youth hub	-	3% (1)	-	
pickleball courts	31% (11)	-	1 group	more needed to address scheduling issues
soccer field	-	3% (1)	-	

*Indoor track only in telephone survey; **indoor/outdoor not specified; noted as ice rink

The findings show that even the most requested indoor facilities - a pool, indoor soccer turf/ track (including dome), and a gym[65] - were reported by limited numbers of respondents. Other facilities (e.g., social meeting space, youth hub) are similar in nature, and interest in major new infrastructure (e.g., curling and roller rinks) was minimal. The focus on interest in outdoor facilities was pickleball courts. Open house attendees specified several facilities. This is in line with views on the need for more facilities in general.

Collectively, these findings indicate some potential to enhance the municipal facility supply to better meet community interests, while maintaining a judicious approach to spending. The relative emphasis on indoor recreation is supported by the program and event discussion in section 2.2 of the Plan, which identified service gaps/deficiencies in arts, culture, and social activities; non-sport programs; and opportunities for youth, adults, and seniors. In addition to enabling new program development, facilities need to continue accommodating ongoing programs and services. The needs assessment addresses both types of provision over the term of this Plan, during which population growth will also generate demand for more services.

2.4.4 Framework for the Assessment

In Casselman, the 'what, where and how' of facility provision has produced a system that:

- Delivers a considerable range of facilities for organized activity to its residents
- Focuses on a central hub for indoor and outdoor programmed/organized recreation
- Works with the School Boards for access to/ use of their properties to optimize limited land resources in providing facilities

The Plan builds on this foundation by determining facility needs that address service gaps and optimize opportunities for diversification, and are in the Municipality's capacity to financially provide and sustain. The facilities assessment includes three main components:

- **Sports hub:** this hub comprises the existing and potential future supply of indoor and outdoor facilities at the Municipality's J.R. Brisson Complex and the Casselman Catholic Secondary and Elementary Schools
- **Wellness hub:** for the Paul-Émile Lévesque Centre and 750 Principale Street, the Plan proposes a focus on wellness, arts, culture, and heritage programs/services in existing and potential future spaces
- **Major new facilities:** considers the need/ feasibility of providing facilities that are not part of current supply, represent major capital and operating investment and would likely require locations in the community other than the established hubs

65 With four gymnasiums in the community, it is assumed that the request noted for a gym refers to a personal workout space.

Table 2.4-2: Sports Hub Facilities

Provider	Indoor	Outdoor
Municipal F1: J.R. Brisson Complex	ice pad, canteen, sports bar, community hall, kitchen, office/storage	2 lit tennis courts
Catholic School Board S1: Casselman Catholic High School S2: Catholic Elementary Schools (2 buildings at 133 & 215 Laurier Street: St. Paul and St. Euphémie)	4 gymnasiums (2 at high school; 1 at each elementary school) Casselman Public Library	2 beach volleyball courts, 2 lit pickleball courts (anticipated opening: May 2024), 1 lit senior ball diamond, 1 lit minor ball diamond, 1 multi-purpose (football, soccer) sports field, track, 4 mini soccer fields

2.4.5 Sports Hub

Table 2.4-2 lists the indoor and outdoor sports and recreation facilities on contiguous lands owned by the Municipality and the Catholic School Board and references their locations in Figure 1.4-3 (see section 1.4) where municipally owned facilities on School Board property are highlighted.

Second Ice Pad

Although limited interest in a second ice pad was expressed by the general public, the Municipality indicated the inability to provide groups with needed time for both regular season programs and playoffs at the J.R. Brisson Complex.

Typically, the level of prime time use in relation to capacity provides an indicator of the need to consider adding another ice pad to supply. Table 2.4-3 on the following page shows ice use for October 2019, 2022, and 2023, which represent activity levels during the busiest ice-in months.[66] In Casselman, weekday prime time use is defined as 5pm to 11pm Monday to Friday and totals 30 hours per week.

Weekend prime time is defined as 7am to 11pm Saturday and Sunday and totals 32 hours per week. Total prime time per week, therefore, is 62 hours.

As Table 2.4-3 shows, primetime is very well used. At the same time, there are ongoing changes in the supply of arenas in the existing market. A new triple pad arena is being developed in Russell Township. This arena is part of a major recreation complex that is now being tendered. The Township's website notes, "the Complex will be between Embrun and Russell...and...will serve as the community hub for recreation and culture for our growing community and surrounding areas."[67]

In determining the market for a second pad in Casselman, a key consideration will be the impact that a new triple pad arena in Russell Township will have on demand, which will emerge once the new facility is fully operational. Over the term of the Master Plan, the Municipality can track the changes in demand for ice time in Casselman, with the possible need to conduct a feasibility study beyond the Plan's time frame to confirm need for a second pad.

66 COVID years 2020 and 2021 were not included due to facility shut-downs.

67 https://www.russell.ca/en/recreation-and-culture/recreation-complex.aspx

Table 2.4-3: Peak Period Ice Use

	weekday prime time use		total prime time use		total non-prime time use	
	#	%	#	%	#	%
October 2019	119.5	87%	231.5	87%	23.0	26%
October 2022	120.0	92%	280.0	89%	20.0	24%
October 2023	115.5	88%	247.0	90%	22.0	25%

Locating a second ice pad in Casselman will be a particularly important consideration for several reasons. Twinning an existing ice pad is generally the preferred option to adding to supply. It is more efficient in terms of operating costs and often provides an opportunity to correct deficiencies in the existing facility through renovations required to integrate it with the existing structure. These often relate to providing ancillary facilities (e.g., updated washrooms, changerooms, office/storage space, etc.) of sufficient number, design, and size to serve both pads. In Casselman, the arena site itself is very likely too small to accommodate an expansion. A new build in a different location would likely be the preferred direction for a twin pad arena and complementary indoor facilities.

Anticipating the possible need to conduct a feasibility study in the long-term, the Municipality can begin collecting information that will inform the needs assessment component. Requests for regular or tournament ice use that cannot be accommodated should be documented to include the group/type of use requested, and use requested by days, number of hours, and start/finish (e.g., Mondays, September through March, 6pm to 9pm). This information can be used to determine the amount of additional prime time that could be scheduled in Casselman and, in combination with existing levels, whether a second ice pad could be reasonably supported. Anticipated use because of population growth would be added to this 'schedule' to provide a long-term perspective on the likely need for prime time.

The Municipality can also consider options to optimizing the use of the existing ice pad. For example, opportunities to 'free up' prime time should be considered. The Vikings Jr B team does not typically include many players from Casselman. Casselman's prime time, therefore, is being used to serve non-residents when local users cannot be accommodated. The Municipality may wish to evaluate options to increase the availability of prime time for groups serving local children and youth through amendments to the Vikings' contract when it is renewed.

Non-prime time use is very low. The Municipality should seek ways to increase the activity during these hours, generate additional revenues, and program currently idle time. For example, if existing (or new) volunteer community groups or individuals are interested in offering after school programs, consultation suggestions included additional ice activities such as broom ball or more ringette. In view of the limits to asking existing volunteers to contribute more time to grow programs, section 2.5.2 of this Plan discusses the potential to draw on university student placements for personnel needed to expand services. Contracting commercial hockey/power skating schools to offer camps during Christmas and/or March Breaks - or shorter programs from after school to 5:00

pm on weekdays - could generate additional revenue. If programs of this type are not available in nearby arenas, they could draw from a larger market.

The arena also has a Sports Bar, a concession, and a pro shop. Both the concession and the pro shop are contracted to outside service providers. The Sports Bar is part of the community hall (Salle Comptoir Populaire Deguire Hall, discussed below) and overlooks the ice pad. To date, the Sports Bar has been run by the Municipality. It is open on Thursday evenings during figure skating. In the past few years, the Bar has been operated only during Jr. B playoffs. Since the Vikings team does not usually include local players, there is limited attendance at regular season games, resulting in a net cost to operate the Sports Bar. Such a limited operation detracts from the potential to make full use of the arena's amenities and the Municipality is working to include it in the contract it holds with the concession operator.

Arena floor use during the ice-out season for organized volunteer programs is minimal. However, the Municipality offers free community activities here to provide options other than sports programs. One of the user groups reported interest in holding indoor golf training, given Casselman's proximity to the Casselview Golf and Country Club. This is the type of programming that might be accommodated in the arena during the ice-out season.

It was noted during consultation that there is interest in increased use of the arena for entertainment, events, etc. The sound system and seating are available to host revenue generating uses of the floor during the ice-out season. Whether this interest is from potential event providers or residents, there would be work involved in promoting the venue and hosting such uses, which requires dedicated staff time. Section 2.5.2 includes a recommendation on additional staffing requirements, and considers the potential need for an expanded event function apart from the responsibilities of a new Recreation and Leisure Services Coordinator - whose focus would be building community based programs and services.

F1: Document requests for regular or tournament ice use that cannot be accommodated to track unmet demand over the long term.

F2: Consider options to optimize the use of prime time ice and generate additional use/revenue during non-prime time at existing pad.

F3: Continue efforts to contract food and beverage services to outside providers.

F4: Recognizing the need to provide staff to do the work, consider promoting and scheduling the existing arena during ice-out season for entertainment, event purposes.

Gymnasiums

In addition to the municipal gym at 750 Principale, there are four gyms at the Catholic schools that form part of the 'sports hub' configuration referenced above (see Table 2.4-2). The public elementary/high school (L'Académie de la Seigneurie) has two gyms. Casselman, therefore, is very well supplied with both elementary and secondary school gymnasiums relative to its population size.

The gym at 750 Principale was used for a total of 657 and 533 hours in 2022 and 2023, respectively, by five user groups listed in the schedule. A daytime seniors' pickleball program is also held at the gym from October to May and is organized by volunteers. The level of scheduled use averaged between 10 and 13 hours per week annually, which is low relative to its full-time availability as a municipal facility. As such, there is considerable time to accommodate gym-based programming suitable to an elementary school gym at this location. Although limited use is partially attributed to the gym's small size, it is anticipated that future program development will present more opportunities to use this space. A municipally owned facility offers a relatively low-cost option to renting school gyms. As noted under Wellness Hub Development, Department offices for staff at this location would provide the supervision needed for additional gym programming.

As program growth increases the need for more or larger gyms, the Municipality can work with the School Boards for additional access to their facilities during non-academic hours.

F5: Focus on use of the municipal gym for program development suitable to the space.

F6: As needed, collaborate with the School Boards for municipal/community group access to school gyms.

Tennis Courts

Two lit outdoor tennis courts are located on the J.R. Brisson Complex property, immediately adjacent to the Food Bank in the CPEL. The courts are used by the Casselman Tennis Club, which totaled 33 members in the spring of 2023. As noted on the Municipality's website, "the Club is managed by volunteers who work closely with Parks and Recreational Services to provide all age groups with a range of tennis-related activities...including an adult league and children's program." Membership fees allow access to the courts with a keypad code. The courts are also rented by a resident who provides private lessons.

The existing courts are substandard in construction, and the Municipality is conducting only essential upgrades in the short-term, as it expects to build new courts in the next few years. Removing the courts from their present location will provide the Food Bank with needed space to expand its receiving area, install double entrance doors, and improve pedestrian access to the building. Parking for the Complex could also be increased by removing the courts.

The new courts will contribute to further Club development, and the need for more courts. The Municipality is interested in working with the School Boards to locate future tennis courts on school lands for shared use. Plans to provide new courts should anticipate a total of four to six when complete to: support existing users as well as growth in participation, the potential for club

development, and tournament hosting. Provision can be phased to retain the existing courts until new facilities are operational to ensure continuity of service to court users. Using this approach, four tennis new courts should be built first, with plans to replace the two existing courts afterwards if need is demonstrated. Once the four new courts are open, the existing courts can be removed to allow work at the entrance of the Food Bank to take place. The cost-benefit of reusing the existing court lights at the new location should also be considered.

Once the four new courts are provided, the use of these facilities should be monitored to confirm use levels and the timing for additional courts to be added to supply.

F7: Work with the School Boards to determine the potential to locate future tennis courts on school lands for shared use.

F8: Provide four new tennis courts to support the Casselman Tennis Club and future growth in sport, and remove the J.R. Brisson courts.

F9: Monitor use of the new courts once they are operating, and replace the two existing courts if needed.

F10: Assess potential to reuse existing lights at the J.R. Brisson courts at the new facility.

Pickleball Courts

In 2023, organized pickleball in Casselman totaled 50 members. With no designated pickleball courts in the community, the Richelieu Park outdoor rink pad is used to provide three courts. These courts, however, do not provide sufficient time to schedule all activity, and the surface is not ideal for pickleball. As a very popular, and still growing sport, the need for designated courts is apparent. In response, the Municipality has just completed building two (2) lit pickleball courts, with ten (10) designated parking spots, on the Catholic High School property through an agreement with the Board. The courts will begin operating in the spring of 2024.

The agreement with the School Board (see also the Service Delivery discussion in section 2.5) allocates school and community use hours as follows:

- during the school year, community use hours are from 8:00am to 12:00pm and after 2:30pm on weekdays, and all day on weekends; the school has exclusive use between 12:00pm and 2:30pm on weekdays
- July and August are community use only

Pickleball interests in Casselman should be supported to formally organize as a club to further develop the sport and generate activity. This will warrant municipal investment beyond replacing the existing courts, and help with qualifications for potential grants. Applications for capital grants that may become available for facility development will be strengthened by evidence of local sport organization.

Use of municipal courts for organized community activity should also be covered by an agreement that ensures regular access to the courts for casual use by the community at large. School use of the courts during academic hours - either casually or as part of the physical education curriculum - could contribute to the sport's growth and longevity in Casselman by developing solid, youth-based participation. A club could work with the school to provide instruction to support this objective.

It is recommended that the Municipality plan for a total of six pickleball courts, with four (4) more to be added at the school property in upcoming years. This, along with plans for sun shelter and storage, will support club and tournament use.

In the interim, the three Richelieu Park courts can continue to be used from 8am to noon, as needed. On balance, six (6) courts at the school site, when completed, will provide more time than the two new courts and Richelieu Park combined - given that new facilities will be available in the afternoon and will be on light timers for late evening use. They will also provide a sufficiently sized facility to support tournament activity.

Once the two new courts are in full operation, the use of all pickleball facilities in Casselman, as well as unmet demand, should be monitored to confirm use levels and the point at which the additional formal courts should be built. In this case, 'unmet' demand for formal courts includes use of the rink pad at Richelieu Park once the two new courts are operational.

F11: Once the two new pickleball courts on the Catholic High School property are fully operating, monitor the use of all pickleball facilities in Casselman, as well as unmet demand, to confirm use levels and the point additional courts should be built.

F12: Plan for a total of six co-located pickleball courts on the school property, with four more to be added in upcoming years, to support club and tournament activity.

Ball Diamonds

The Municipality operates two (2) ball diamonds - one senior (large) and one junior (small) - owned by the Catholic School Board on the secondary school property. Both diamonds are lit and are provided with a shade structure, and portable washroom(s).

Through an agreement with the School Board, the Municipality schedules the diamonds and is responsible for capital upgrades/maintenance. All revenue from community use of the diamonds is allocated to a municipal account earmarked for facility improvements. Recent upgrades include fencing replacement, new benches, and repairs to the shade structure roof. Planned improvements include retrofitting halogen lighting to LED.

There was no reported need for additional ball diamonds through consultation. This finding is supported by information on current use levels of these facilities, which indicates capacity for additional use. Scheduled weekday prime time use for peak months in 2023 is shown in Table 2.4-4 on the following page. Each lit diamond provides 30 hours of weeknight prime time for community use (5pm to 11pm = 6 hours x 5 nights = 30 hours). Weekend use is not included as it largely comprises tournaments and would under-represent 'core' prime time use that occurs on weeknights. School use, which is allocated to weekdays during the academic year and is also excluded.

Table 2.4-4: Peak Period Ball Diamond Use

	May (23 weekdays)		July (21 weekdays)		August (23 weekdays)	
	#	%	#	%	#	%
senior (large) diamond	76	55%	-	-	92	67%
junior (small) diamond	77	56%	72	57%	-	-

These figures show that the senior diamond could accommodate about 33% more use during prime time based on the figures for August, and the junior diamond 43% more using July's total. Assuming a consistent level of participation over time, the diamonds will reach capacity use when population grows by 33% (1,310 people) or totals 5,280, which is the projection to the end of the Master Plan's term. As with all facilities, however, actual use should be monitored and tracked to establish need for additional diamonds within this 15-year period.

F13: Existing ball diamonds should accommodate needed use to the end of the planning term.

F14: Monitor and track ball diamond use to verify demand over time.

Sports Fields

All sports fields in Casselman are located on the Catholic School Board lands and are owned by the Board. These fields are as follows:

- One full size track and multi-purpose field (football, soccer) combination at the high school
- Two mini soccer fields on lands adjacent to the Grades 4 to 6 wing of the high school
- Two mini soccer fields adjacent to the elementary (K to Grade 4) school

The Municipality's website notes, "Casselman has a few soccer teams playing in competitive or recreational leagues. Teams and volunteers manage the leagues' operations, games and calendars. The Parks and Recreation Department provides ground maintenance and works with the leagues to provide good conditions for the practice and growth of soccer in Casselman." It notes that Casselman Sports

offers four soccer programs, including indoor soccer from September to December, and directs residents to the Titans Athletic Club for children's soccer programs.

Very limited resident interest in soccer or other field sports emerged through community consultation for the Master Plan, and sports field user groups did not respond to the survey. Although the need for additional facilities is not apparent, the extent to which existing facilities can accommodate use related to population growth can only be determined if reliable information on use from year to year is monitored and tracked. The Municipality can work with the users of School Board facilities to initiate this activity. Demand for other types of field sports such as football, lacrosse, etc. should also be tracked to determine field design requirements for multi-use. Section 2.5 of the Master Plan discusses planning as it relates to establishing future needs.

F15: Confirm future need for municipal sports fields by working with current program providers to monitor existing use of School Board facilities and determine unmet demand for specific uses such as soccer, football, lacrosse, etc.

Wellness Hub

The facilities proposed to function as a wellness hub in Casselman include the CPEL and 750 Principale Street. 'Wellness' is meant to encompass a diverse range of non-sport pursuits and interests. In Casselman, a stronger wellness focus is envisioned to better balance the sports side of local recreation by building a diverse family of 'non-sport' services.

The 'wellness' designation is not meant to preclude all sport-related activity from occurring in these spaces. As discussed below, the gym at 750 Principale Street can accommodate more in the way of active indoor sport. The intent of a wellness focus is to provide a theme on which to build programs and services in facilities that are suitable for this purpose.

Table 2.4-5 on the following page lists the spaces in the CPEL and 750 Principale with reference to their locations in Figure 1.4-3 (see section 1.4), and levels of use in recent years by various organizations.

750 Principale Street

As a former elementary school building, 750 Principale Street includes a gym, classrooms, library, administration offices and washrooms. The Municipality purchased the building in 2015, to provide additional indoor space for community use in proximity to the J.R. Brisson Complex and the CPEL.

Current use of the building is a mix of recreation programming, tenants, and storage. The groups listed in Table 2.4-5 were those included in the booking schedule. Other recreation uses of the gym include pickleball from May to October (as noted above), and children's volleyball. Tenants/leased spaces include Employment Ontario, which occupies three classrooms for its technical instruction programs, the Public

Table 2.4-5: Wellness Hub Facilities

Building	Components	Hours Used		Organizations
		2022	2023	
F2: Paul-Émile Lévesque Centre	large hall, canteen	743.5	1,155.0	417 Busline, 5Cyclone Royal Canadian Air Cadet Squadron, Cadets, Centre de santé communautaire de l'Estrie, Club 60, Club de danse, Corporation revitalisation Casselman, Guide du Canada, Hopital General Hawkesbury, Municipalité de Casselman
	small hall (boardroom)	204.5	493.5	Cadets, Corporation revitalisation Casselman, Municipalité de Casselman
	two classrooms			Cadets
	office/storage			Municipality, Club 60, Casselman Cadets
F3: 750 Principale	gymnasium	656.8	533.0	Alexe Dance Camp Kawabunga Guide du Canada JazzActive Regroupement autisme de PR
	10 full classrooms; 1 split into five	181.6	640.5	
	administration offices			
	library			
	storage			

School Board with a contract for one classroom for its high school completion program, an MPP office, and Kawabunga Summer Camp equipment storage. The Municipality uses several rooms for storage as well. Given the occupancy of these spaces, only two areas are available for rentals, one of which has a separate entrance from the outside and a kitchenette. Collectively, the hours of use in the booking schedule averaged 13 and 10 hours per week for the gym, in 2022 and 2023, respectively, and 3.5 hours per week for the classrooms in 2022. These figures indicate much more capacity is available for community programs/activities.

Paul-Émile Lévesque Centre

As shown in Table 2.4-5, the Paul-Émile Levésque Centre (CPEL) comprises a large hall, a small hall (boardroom), offices and storage space. The large hall includes a kitchen as well as a canteen in a separate room that does not open into the hall itself. The small hall (boardroom) has its own exterior entrance and washrooms. The CPEL is used by a variety of groups, primarily Club 60 and Cadets. [68]

With a membership of approximately 60 youth, the Cadets use the CPEL twice a week. Spaces

68 The Food Bank is in a separate part of the building with its own entrance.

used for its program include the large hall and two classrooms on the 2nd storey. The group also occupies two offices on the main level and storage space upstairs. The offices, classrooms and storage are for the exclusive use of the Cadets as per a long-term lease agreement. In 2019, the annual rental fee for use of the CPEL was removed from the contract to support the group's continuation.

Club 60 currently focuses on programs for older seniors using the large hall for its activities, and has an office and storage space in the building. Membership ranges from 50 to 70 people, and the need for additional meeting space in the future is anticipated.

Use of the small hall is included in both the Cadets' and Club 60 agreements, although it is rarely used by these groups or for other rentals.

Wellness Hub Development

As noted in consultation interviews, there is a large focus on sports in Casselman, particularly hockey. Social, arts, and culture programs/services could be improved, and could comprise year-round indoor activities. It was also noted that the community is rich in arts and culture (e.g., musicians, painters, photographers), which is not reflected in existing parks and recreation services. None of the user groups that responded to the survey reported delivering heritage programs or performing arts programs. The program gaps noted above in 'Community Interest: What We Heard' are those that would be well suited to spaces at the CPEL and 750 Principale Street, both of which already house a number of wellness-oriented programs and services. As suggested by some in the community, future uses could also include social support services, not-for-profit offices, a library branch, and social space.

Integrating 750 Principale Street and the CPEL in developing a wellness hub recognizes that both are essentially used in the same way now. Creating this hub should be supported by a strategy that combines both short and long-term objectives, and relates these to program development and suitable facilities. A key part of the strategy will be deliberately soliciting use of these facilities for the types of programs needed in the community to address apparent gaps. As discussed in section 2.2.2, moving in this direction assumes the Municipality introduces the full-time Recreation and Leisure Services Coordinator (as discussed in section 2.5.2).

Table 2.4-6 on the following page outlines a proposed, high-level strategy for developing this hub over time. Although discussed as distinct steps in a process, the following activities are not necessarily mutually exclusive, and are loosely grouped into short, medium to long-term, and ongoing timeframes.

Suggestions on possible programs/services to be provided in Casselman are used here as examples of how the strategy could be implemented.

Table 2.4-6: Wellness Hub Development Strategy

Timeframe	Task	Outcome
Short (1 to 5 years)	Identify the types of 'wellness' programs, activities, and/or services that could be provided in these facilities. This determination would consider existing service gaps, while overlooking existing space allocations to ensure a comprehensive review of all spaces to provide a more diverse range of services and make better use of available facilities.	a 'long list' of potential 'wellness' uses - including existing and new possible new ones
	For 'possible' programs/services distinguish between those that would require no or minimal capital improvements to start, and those that would need substantial facility upgrades to operate.	ability to introduce programs that can be delivered at limited cost and without delay
	Identify providers needed to operate the programs/services, and potential sources for these (e.g., other agencies, existing volunteer groups, and community-based instructors, etc.)	a 'refined' list of potential uses that could be introduced soon based on existing or likely resources in Casselman and area to deliver the service(s)
	Contact and work with interested providers to deliver programs that are supported by service agreements, and facilitate delivery of their programs, as required, in these facilities.	an initial slate of new wellness programs/services at the hub as well as ongoing rentals and programs
	Initiate evaluation of all programs, services, and uses of the facilities, including potential capital upgrades to better accommodate programming.	indicators of community response to determine continuing (with or without refinements) needed programs/ services or discontinuing provision
Medium - Long (6 + years)	Once the facilities are being well used for wellness programs/activities/services, conduct a study to determine the feasibility of renovating/repurposing 750 Principale Street to provide 'state-of-art' facilities vs a new build to support service objectives	relative costs of providing facilities designed for intended uses through reuse of existing infrastructure (integrating existing building conditions assessment, asbestos management requirements, etc.) or developing a new facility on the site
	Prepare plans, budgets, etc. for preferred option in anticipation of applying for relevant funding programs.	readiness for development/ construction
Ongoing	Review existing leases and license agreements as they come to term and amend, as required, to support optimal use of space and reflect actual use.	a better match between available spaces and the community programs and rentals that need to be accommodated

Example: YMCA Programming/Youth Hub

As discussed in the section 2.5.3 of the Master Plan, the National Capital Region YMCA may be a potential collaborator in program delivery in Casselman, whose interest in providing satellite programming would be solicited by the Municipality's new Recreation and Leisure Services Coordinator (see section 2.5.2). If, for example, the YMCA programmed the gym at 750 Principale Street for regular youth related indoor activity, a space in the building could be provided to complement this service with a youth social space. It was noted that youth previously had access to the Sports Bar at the J.R. Brisson Complex for 'lounge' purposes, but the clean-up required afterwards resulted in discontinuing this practice. The proposed hub model envisions an office for the new Recreation and Leisure Services Coordinator at 750 Principale Street, using the school administrative offices for this purpose. Having a staff member onsite would provide the needed supervision required for a youth lounge.

Example: Space for Social Services

Ensuring optimal use of facilities for service delivery will require turning unused spaces into active use for programs and/or rental. The small hall (boardroom) at the CPEL, for example, is not well used and could be considered as an appropriate space for social service offices through collaboration with relevant providers. Depending on need, the space could be rented to a single agency or shared among several organizations. Agreements with current renters, therefore, would need to be changed to allow this to happen and, based on need, existing uses could be shifted to other locations. Collectively, these initiatives would aim to both provide appropriate spaces for needed community programs/services and ensure available facilities do not sit idle.

Feasibility Study Considerations

In preparing a feasibility study, the potential to repurpose/redevelop 750 Principale Street to optimize its function in delivering future services will need to consider building conditions at the time the study is done, including a functional assessment (to determine the suitability of spaces for intended purposes), as well as updating the 2012 Designated Substance Report to a level of detail that identifies any required actions and associated costs.

Until the study is conducted, only essential capital improvements should be made to these buildings unless planned upgrades warrant costs in terms of their anticipated life. The floor at the CPEL, for example, needs to be redone. Undertaking this work in the short-term may contribute to increased use of the space (including rentals) and will not likely comprise an improvement to be lost to renovation during the timeframe of the Master Plan. At the same time, plans to replace the floor should consider materials/construction that are conducive to various types of uses to improve the space for multi-purpose programming.

F16: Prepare a strategic long-term plan to integrate the facilities and spaces at the Paul-Émile Lévesque Centre and 750 Principale Street in a wellness hub using the following incremental steps:

- Build a roster of programs/ services that will both fill gaps in current supply and are suitable to the use of these spaces in their current state or with minimal capital expenditures;
- Support optimal space allocations with an ongoing review of all uses collectively, to be reflected in service agreements with individual users/ program providers;
- Conduct ongoing evaluations of all programs, services, and facility uses to determine their success and improve allocations;
- When facility use is more robust, conduct a study to determine the feasibility of renovating/ repurposing 750 Principale Street to provide 'state-of-art' facilities vs a new build to support service objectives.

2.4.6 Major New Facilities

Indoor Pool

In consultation activities for the Plan, interest was reported in an indoor pool. In most communities without these facilities, interest in providing an indoor pool emerges in Master Plan studies. Aquatic centres are clearly popular and beneficial recreation facilities. They are also very costly to build and operate, particularly for smaller municipalities. Even with capital grant support from upper levels of government, the municipal share to build these facilities is considerable, particularly when incorporating building and operating technologies to achieve desired environmental performance. Moreover, smaller population bases cannot generate the use levels required to offset considerable annual operating costs, which results in the need for taxpayers to carry a large deficit each year. A general rule of thumb is a minimum market of about 30,000 people to consider the feasibility of providing an indoor pool facility. With a current (2021 Census) population of 4,770 and a 2038 projection of 5,286, Casselman's population will reach approximately 18% of this threshold during the Master Plan's timeframe.

Web-based information indicates that, although there are exceptions, most municipalities in Ontario with up to populations of 30,000 do not have indoor pools. Table 2.4-7 on the following page shows that, from a total of 337 indoor 25-metre and leisure pools in Ontario, 78 (23%) are in communities (both rural, small, and larger urban) below 30,000 population. These are the types of pools that would be most comparable to a facility for Casselman. Over three-quarters of Ontario communities of fewer than 30,000 residents, therefore, do not have indoor pools.

Providing an outdoor pool as an alternative to an indoor pool in Casselman was mentioned as a possibility. In the last 20+ years, municipalities have been moving from the provision of outdoor

Table 2.4-7: Ontario Census Subdivisions with Pools by Type[62]

Pool Type	# owned by all jurisdictions (provincial, regional, municipal)	# owned (or leased) by lower-tier municipalities	% municipally owned	Census subdivisions (CSDs) within Rural and Small Town Areas*	Census subdivisions (CSDs) within Larger Urban Centres**	Rural and Small + Larger Urban up to 29,999 Population	Census subdivisions (CSDs) within Larger Urban Centres**
				# CSDs in with population of 1,000 or more	# in CSDs population up to 29,999	#/% of total	# in CSDs population 30,000 +
Indoor, 25 metres	221	221	100	30	22	52 / 24%	169
Indoor, leisure	116	116	100	15	11	26 / 22%	90
Outdoor	263	263	100	49	21	70 / 27%	192

*outside Census Metropolitan Areas and outside Census Agglomerations
**within Census Metropolitan Areas and Census Agglomeration

62 Rural Ontario Institute. Focus on Rural Ontario. Vol. 7, No. 11, 2020 Culture, Recreation and Sports Infrastructure in Rural Ontario

pools to water parks or splash pads. In instances where a traditional 25m rectangular tank pool is part of the design, a facility also often includes a zero-entry leisure tank, a splash pad / water play feature, and a water slide. These facilities are also costly to build and operate, especially considering the limited season of an outdoor aquatic facility. As shown in Table 2.4-7, a total of 263 outdoor pools in Ontario, 70 (27%) are in communities (both rural, small, and larger urban) below 30,000 population. This proportion is only slightly higher than that for indoor pools, which suggests they are not an immediate substitute for indoor facilities.

This information indicates that, despite the understandable interest in a Casselman based pool, the cost to the Municipality would be prohibitive. Residents will continue to be served by aquatic facilities in surrounding communities. The Municipality should approach the municipalities to which Casselman residents travel for pool use to investigate opportunities to better facilitate their access to these aquatic facilities.

F17: Do not develop an aquatic facility.

F18: Approach municipalities with indoor pools that Casselman residents use to investigate opportunities to better facilitate access.

Domed Artificial Turf and Track (Field House)

The community also expressed interest in a multi-use domed space for a variety of year-round sports and recreation programming. The current trend in designing these types of facilities comprises an artificial turf field surrounded by a track, and may include additional designated areas for court sports and fitness equipment. Domed spaces or field houses are becoming more frequently requested facilities in Master Plan studies as they become more common, and their versatility is proven. In addition to year-round field sports, the turf can be used to program activities that are typically gym-based. As such, they are very multi-functional.

As with indoor pools, these are desirable recreation facilities due to their ability to meet a range of service objectives simultaneously. While a field house would diversify the facility supply in Casselman, the potential to program it to the extent that warrants investment needs to be carefully considered, for several reasons:

- The community has a municipal gym, and four school gyms (two secondary and two elementary) that are not optimally used for programs now, which suggests demand for more comparable program space does not exist. This is somewhat of a dilemma, since Casselman does not currently have dedicated staff to develop gym-based programs. At the same time, existing volunteer groups are not noticeable users of available gyms.
- Both Russell Township and the Nation Municipality have comparable facilities supported by considerably larger populations than Casselman: 19,598 and 13,350 in 2021, respectively. Casselman's much smaller population base and its location relative to two municipalities that provide such facilities suggest it is already part of this market and that, the feasibility of introducing another

field house would depend on its ability to also draw use from this larger area if the facilities in Russell and the Nation were unable to meet demand.

Table 2.4-8 on the following page provides general information on two field houses with air supported domes, one of which is the Russell Township facility.

As indicated in Table 2.4-8, capital costs for these facilities were in the order of $5m at the time of construction, which would be closer to $6m today. As with municipal recreation facilities in general, domed field houses produce net operating costs. Staffing is required to optimize and supervise the facility and its use. Hydro is also a significant operating cost, both for the dome's air support, and indoor year-round temperature control. Field rentals are key to generating sufficient revenues to offset operating costs and to provide low-cost community programs/activities.

The potential for Casselman to provide a domed field house, therefore, would depend on demand for access to a new facility and if anticipated revenue generated by this use would produce a manageable operating deficit. As discussed above, however, opportunities exist to use facilities such as school gyms, the CPEL and 750 Principale Street (through repurposing/ improvements) to build indoor program supply and diversity. Considering the need for a field house, therefore, should be revisited in the long-term.

The decision to conduct a detailed feasibility in the future should be based on evidence of local need through monitoring use of existing facilities and should also consider unmet demand in the regional market for another facility. It is unlikely that - even with population growth - Casselman-based use alone would support a domed field house. Partnering with either of the School Boards in a joint development and use initiative to redevelop one of the existing secondary school track and field combinations could also improve the feasibility of the project. At the same time, municipal use of the resulting facility would be shared with the school and, given no access during academic hours, would not increase weekday programming capacity.

F19: A field house cannot be supported now based on community size, no apparent demand and regional market considerations, in view of the costs that would accrue to the Municipality.

F20: Possible future provision of a field house should be established through a feasibility study that establishes evidence of local need and unmet demand for another facility to serve the regional market, and anticipated capital and operating costs, considering the potential to partner with either of the School Boards to redevelop one of the existing secondary school track and field combinations.

Table 2.4-8: Air Supported Dome Field House Examples

	Hastings Field House	Russell Sports Dome
Date of construction	2015	2018
Municipal owner/ operator	Municipality of Trent Hills	Russell Township
Construction capital costs	· $5,307,000 (included · $500,000 for one full-size irrigated outdoor soccer field) · $84,000 to supply/install air conditioning unit (50 ton)	$4,907,420
Overall square footage	· dome 308' x 148' x 45' (45,584 sq. ft.) · entrance building approx. 2,500 sq. ft.	· dome 330' x 180' x 54' (59,400 sq. ft.) · 3,760 sq. ft. entrance building
Municipal population (2021)	· 13,861 · feasibility process was based on an approximate catchment population of 35,000 to 40,000	19,598
Sport Components	· multi-purpose sports court (1 full size court for tennis, basketball, or volleyball court; 4 pickleball or badminton courts) · turf field 30m x 90m (soccer, lacrosse, softball, boot camp and fitness classes, driving range) with 4 bleachers and players benches · gym area (cardio and resistance equipment) · 200m rubberized walking/running track	· gym (cardio, body building, free weights) · turf field · multi-sport court (tennis, badminton, pickleball) · walking/running track

2.4.7 Facility Improvements and Asset Management

As noted in the Municipality's 2023 Accessibility Plan, work continues to upgrade all its existing facilities to meet AODA requirements, and to ensure restorations and new infrastructure construction projects integrate these provisions. The Municipality is currently assessing the arena to apply to the Green Fund's energy retrofit program to improve its energy efficiency.

Casselman's 2021 Asset Management Plan (Hemson, FINAL REPORT) notes:

- Overall, the municipality's assets are determined to be in Good condition with assets ranging from Fair to Very Good ratings.
- The Municipality of Casselman has made some effort in recent years to address the infrastructure gap and improve the condition of assets including an annual capital budgeting process, capital replacement reserves, and grant money received from upper level government. [69]

As noted, the Hemson Plan incorporates all non-core assets, which includes parks and recreation facilities and land improvements. Those that are relevant to the Master Plan include:

- By 2025: land improvements include expenditures for lighting the ball field and resurfacing the tennis courts;
- In 2034: significant building expenditures of about $4.2 million were identified for components of the J.R. Brisson Complex (p. 27).[70]

Several user groups indicated the need for improvements to the facilities they use. User groups should be consulted to the specifics regarding required improvements on the items identified in the survey (e.g., inadequate size of spaces used, parking shortages, HVAC problems, etc.). Those that are feasible to address should also be costed and included in asset management plans.

A recently introduced practice in Casselman directs all revenue coming from scheduled facilities to reserves accounts for maintenance, rather than being allocated to general revenues. Revenues from ball diamond rentals, for example, are set aside for their specific maintenance. The same approach applies to tennis and pickleball courts. It is anticipated that this model will continue to be used and will contribute to increased clarity in asset management and greater relevance to facility users.

Table 2.4-9 on the following page outlines the AMP's timetable (p.7) for upcoming compliances to O. Reg. 588/17.

F21: Continue to update and implement recreation asset management requirements as identified in Municipal plans and through consultation with facility user groups.

69 Hemson, p.1

70 This includes some major capital improvements to the J.R. Brisson Complex (e.g., new refrigeration system under the floor, additional change rooms, new complex roof, solar panels, etc.), some of which could become part of a plan to twin the arena, if it proves feasible.

Table 2.4-9: Asset Management Plan Timetable for Upcoming Compliances to O. Reg. 588/17

Regulation Timeline	Requirement	Progress
July 1, 2024	· Every municipality shall prepare an asset management plan in respect of all other municipal infrastructure assets. · The current levels of service must be defined for all other municipal assets	· This 2021 Plan has incorporated all non-core assets contained in the Municipality's inventory. Some of these assets include condition assessments based on internal staff reviews. · Current level of service measures have been identified through this plan, with the Municipality expecting to develop other metrics on an ongoing basis.
July 1, 2025	· Municipalities must establish proposed levels of service for a minimum of 10 years. · A lifecycle management and financial strategy that covers a minimum of 10 years.	· The Municipality is expecting to develop the analysis needed to establish proposed levels of service and a financial plan to achieve the proposed levels of service. · The proposed levels of service will be established through consultation with Council and the public in a subsequent update of this 2021 Plan.

Secure Storage

Any future facility development or renovations should consider the need for secure storage for both municipal purposes and users (current and future) that deliver programs and require equipment/materials to be left on-site. Designated, secure storage of sufficient size is particularly important in shared spaces. At the same time, users' access to storage should be limited to an assigned space to avoid the accumulation of equipment/materials that are not needed for current programming but are not removed.

F22: Incorporate and designate sufficient secure storage for all users in any future facility development or renovations, while establishing limits to assigned spaces.

2.5 Service Delivery

2.5.1 Introduction

Service delivery addresses the need for additional or redirected resources to ensure the successful implementation of the Master Plan's recommendations in each of the foregoing service areas. The assessment and recommendations for the Municipality of Casselman are presented under the following topics:

- Municipal Structure for Service Delivery
- Collaborations and Partnerships
- Agreements to Support Collaborations
- Policy Requirements
- Revenue Generating Programs
- Communications and Promotion
- Service Planning and Evaluation

2.5.2 Municipal Structure for Service Delivery

It is understood that the Municipality of Casselman will continue to play an indirect role in service provision. It will continue to enable other parties to deliver community recreation programs using municipal indoor and outdoor facilities and parks. This Plan supports a continued and much strengthened facilitating function. Successfully implementing the service development/growth envisioned in the Master Plan will depend on it, and requires a larger municipal role.

Figure 2.5-1 outlines the current structure for parks and recreation service delivery in the Municipality. The positions focus on infrastructure (facilities and parks) provision, operations, and rentals. Providing high quality infrastructure is a key component of the municipality as a facilitator.

This is not to say that staff do not also deliver activities to the community and work to offer more than ice-based programs. At the same time, the potential to introduce more programs and to increase diversity in supply is hindered by the absence of dedicated staff to facilitate it. The results are underused facilities and limited options for residents to access a variety of programs. As noted elsewhere in the Plan, activities and programs directed to non-sport interests emerged as gaps in existing supply.

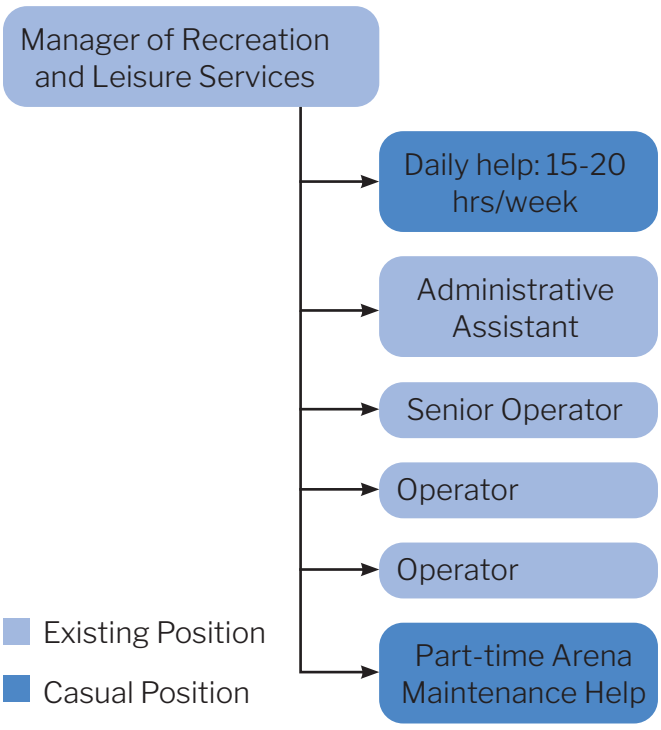


Figure 2.5-1: Existing Casselman Recreation & Leisure Services Organizational Structure

Determining the specifics regarding programs to be offered, managing the logistics of their delivery, and evaluating their success will require more staffing in two areas: program development and coordination, and operational support - reporting directly to the Manager of Recreation and Leisure Services.

Section 2.2.2 discussed the need for the following activities to be proactively pursued in developing and coordinating new programs and services:

- outreach to actively identify community need/interests, find providers to operate programs in response to these, provide the support needed to implement programs in terms of finding suitable facilities, assisting with registration, administering evaluation tasks, etc.
- building relationships with other agencies and organizations that the Municipality could collaborate with on an ongoing basis to bring new programs/services to Casselman
- working with other municipal departments/staff responsible for functions that will enhance the delivery of parks and recreation services such as communications for marketing and promotion, and building the Department's capacity in organizing, operating and evaluating programs
- completing administrative duties related to these activities

A full time Recreation and Leisure Services Coordinator position should be created to take on this role, which will blend both new duties and those currently assigned to the department's part-time Administrative Assistant. This position will meet the Master Plan's need for staff to oversee new program and event development, while ensuring high program quality through compliance with standards and best practices. It will allow the Manager of Recreation and Leisure Services to focus on strategic tasks (e.g., designing planning and evaluation mechanisms, policy development, agreements to support collaborations, etc.) and will also support succession planning in the Department.

The existing Senior Operator position should be expanded to include responsibility for the municipality's buildings and parks. This role would ensure coordination of activities related to the municipality's physical resources. This position would include the necessary training for park inspections, envisioning a proactive approach to addressing potential challenges and optimizing the use of physical resources. As a full-time position, the Senior Operator/Physical Resource Agent will ensure operations staff are properly trained (including summer/seasonal hires) and will supervise their work, thereby ensuring a standard level of competence within the team.

Operations are currently running at capacity, particularly at the J.R. Brisson Sports Complex where activities consistently occur, 7 days a week. With the continued growth in services envisioned by the Master Plan an additional operator is required to support implementation, and to the ensure the Municipality's parks and recreation services meet residents' high expectations. An additional full-time Operator in the Department, therefore, is needed to maintain an acceptable level of service in accommodating a wider range of programs, rentals, activities and events at existing and future recreation spaces.

Figure 2.5-2 presents a Department organizational structure that integrates existing positions with those proposed above.

These changes are recommended for the short-term, to provide the manpower required to initiate the Plan's implementation. Other expanded functions that are recommended for consideration as future positions include:

Communications: The Municipality has a full time position with responsibility for economic development and communications for the Corporation as a whole. The communications function currently includes several activities that are highly relevant to parks and recreation services including:

- writing articles, social media posts, newsletters, and other communication materials
- designing visually appealing content for various publications
- handling and tracking communication-related requests
- ensuring the update of news and information collection
- regularly updating the Municipality's website

Although the amount of time the existing corporate position can devote to the Department's need for communications and promotion is unknown, it is likely insufficient to cover all aspects of the job. As discussed in section 2.5.6 of the Plan, communicating, and promoting the availability of parks and recreation services is essential to maximizing community awareness and use of the full range of opportunities. Optimizing the impact of these activities, therefore, is expected to require more capacity in this area, which could be introduced later through contracted services or a part-time position. In the interim, the time available to the Department via the existing the corporate Communications Officer can focus on time-limited tasks such as preparing templates for immediate and ongoing use by Department staff. A parks and recreation newsletter layout, for example, could be prepared for regular updates on programs and events.

The recently formed Community Events Facilitation and Volunteer Mobilization Committee is intended to support event provision. Its mandate lists the following objectives:

- promote community engagement and volunteerism
- support local organizations in event planning and coordination
- foster collaboration and partnerships
- recognize and celebrate volunteer contributions in the community

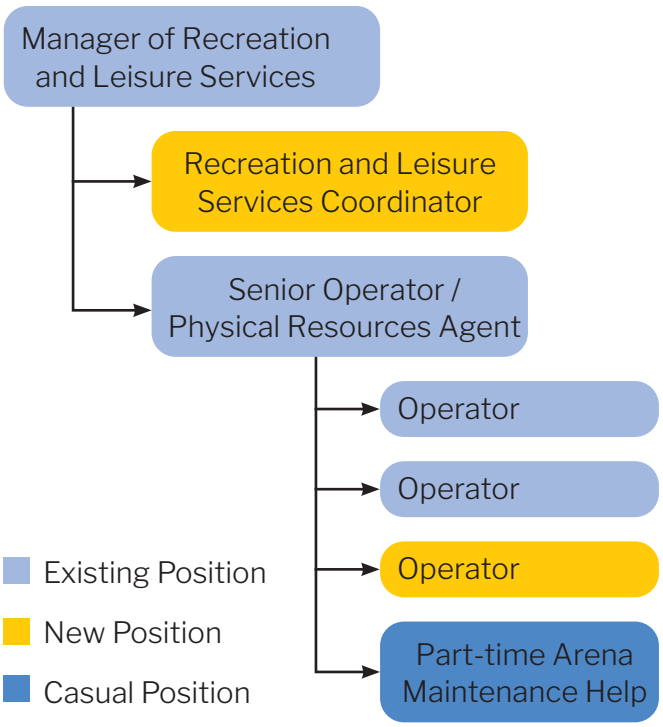


Figure 2.5-2: Proposed Casselman Recreation & Leisure Services Organizational Structure

- improve inclusivity and accessibility of community events
- measure and evaluate the impact of community events and volunteer efforts

The Committee is intended to represent a cross-section of community members (e.g., individuals, organizations, professionals, etc.) Council and staff. The role of Council members is to provide policy guidance, advocacy, and community representation. Staff will provide advice and guidance to the Committee.

The Committee's mandate and structure demonstrates the Municipality's commitment to implementing many of the directions contained in the Master Plan regarding planning and evaluation, collaboration and partnerships, inclusivity, and volunteerism. Its role in supporting event planning and coordination will be important to augmenting staff capacity in this work.

Over time, the ability for the Municipality to expand event provision (including arena floor rental promotion and management) may require additional staff, if that becomes a corporate objective. Event provision is resource intensive and, if not deliberately limited, the work involved can detract from primary program/service provision. The Municipality can determine the number/type of events it is willing and able to support in a year and evaluate the cost-benefit of this investment as the basis for future involvement, and the point at which a dedicated position is required.

SD1: Add a full-time Recreation and Leisure Services Coordinator and revise the existing part-time Operators Supervisor position to a full-time Senior Operator/Physical Resource Agent, to be supported by an additional full-time Operator.

SD2: Access the services of the corporate Communications Officer for time-limited tasks related to disseminating information and promoting the Department's assets and services.

SD3: Fully engage the Community Events Facilitation and Volunteer Mobilization Committee in supporting the Department in its work.

SD4: Consider the possible future need for Department staff capacity to build communications, promotion and event provision functions.

2.5.3 Collaborations and Partnerships

Existing and Potential Collaborations

School Boards

As noted in the facilities assessment, Casselman's long-standing working relationship with the Catholic School Board has allowed municipal facilities to be located on Casselman Catholic High School lands. This arrangement has contributed significantly to offsetting a shortage of publicly owned parkland and, as discussed below under Agreements to Support Collaborations, is being extended to incorporate additional outdoor facilities.

As noted above, the Municipality is interested in working with both School Boards to locate future facilities on school lands for shared use. The planned tennis courts and possible future facilities (e.g., a domed, artificial turf field) present new opportunities to collaborate with the Boards.

Regional and Provincial Organizations

There are several regional or provincial organizations that work with municipalities to provide programs/services using local facilities. Reaching out to these agencies to determine the possibilities for collaboration with the Municipality could support the objectives of each of the parties involved. Facilitating the use of municipal facilities by organizations such as the YMCA, BGC, Eastern Ontario Public Health, Special Olympics Ontario, and Ontario Senior Games will also diversify program supply and build inclusion into service delivery.

National Capital Region (NCR) YMCA

In response to an inquiry regarding its practices around satellite programming, the NCR YMCA expressed interest in working with the Municipality of Casselman. The Y's expertise in programming includes camps, day-camps, child-care, youth programs, senior programs, mental health, wellness and fitness. It is also engaged in the emerging area of newcomer services, and in employment programs and skill building. A new five-year strategic plan is being developed, in which partnerships that pursue common community outcomes will be a key priority.

While the YMCA often partners with larger municipalities and operates major recreation complexes on behalf of the municipality, collaborating with smaller communities in a variety of ways is also a focus of interest. Flexibility and innovative approaches to delivery using existing spaces can be explored with the community to arrive at a solution that works, and typically include hiring locally to operate programs with the appropriate support from the Y. By providing needed programs and employment locally, these types of collaborations can help preclude youth and seniors from leaving the community.

BGC Ottawa

BGC Ottawa[71] offers a wide variety of programs for children and youth aged six to 18 years within its four program pillars: creative arts, education, leadership and social skills, and physical activity and healthy lifestyle. The BGC Ottawa is part of a national movement of BGC's with their own facilities, specialized programming, and services throughout Canada. BGC Ottawa has four main clubhouse locations, an overnight Camp in Eganville and satellite locations, which enables smaller communities without in-house program

71 https://www.bgcottawa.org

staff the ability to offer comparable services locally.

In response to an inquiry regarding its practices around satellite programming, BGC Ottawa indicated they are always open to exploring opportunities to collaborate. The form that collaboration takes is unique to each community and depends on the type of demand, age group(s) to be served, available facilities and the proximity of qualified instructors. As BGC recovers from COVID-driven losses of school-based programs, the financial feasibility and sustainability of satellite services is a priority in assessing potential collaborations.

In the event, BGC Ottawa would contract with the municipality to operate a program using local facilities, providing funding is in place or user fees to sustain the service can be charged. Funding can come from grants the municipality has secured or from its program budget directly. BGC can provide staff to deliver their programs using municipal facilities and equipment, and brings value added expertise on details around collaboration.

The overnight summer camp in Eganville is an example of a BCG Ottawa satellite program. It is a successful, growing program with year-long rental options of the facilities and four, 2-week sessions in summer including a day camp for local Eganville families.

Special Olympics Ontario

Through its program development function, Special Olympics Ontario (SOO) seeks to partner with municipal recreation departments to develop and provide programs for people with intellectual disabilities. SOO helps in the areas of volunteer and coach training courses, athlete and volunteer recruitment for the program, support for promotion, and competition opportunities. Municipal contribution to the partnership may include facilitating/running the program as part of its regular roster; providing facilities, equipment, etc.; setting the price for participation; providing necessary coaching, staff and volunteers; providing SOO with limited feedback on participant profile (e.g., age and gender); encouraging all involved with the program to register with SOO; abiding by SOO policies and procedures; paying relevant expenses (as agreed upon between the parties); providing insurance coverage for events/programs. The municipality retains all income from the program. Casselman is in SOO's Eastern Ontario District.[72]

Ontario Senior Games Association (OSGA)

The Municipality of Casselman is within the Ontario Senior Games Eastern Region, District 8: S D & G, Prescott, Russell & Akwesasne.[73]

District 8 notes, "Some events that we host locally include billiards, cribbage, carpet bowling, bid euchre, bowling, euchre, curling, hockey, cycling, pickleball, bocce, shuffleboard, tennis, golf, lawn bowling, slo-pitch, prediction walking, washer toss, and more!...Participants also have the opportunity to progress to Regional, Provincial, and National competitions."

The Ontario Senior Games Association Vision is: "All Ontarians 55+ are social and active within their communities and beyond." Its mission is, "To provide a network built on support and collaboration for social and active opportunities for Ontarians 55+."

The OSGA could be a resource for the Municipality in areas related to developing seniors' sport/recreation programs and/or using municipal facilities to operate local programs or host events.

72 https://www1.specialolympicsontario.com/districts/eastern-ontario/

73 https://district8.osga55plus.ca

Academic Partnerships

Casselman is close to several postsecondary schools in Ottawa: Carleton University, University of Ottawa, Algonquin College and La Cité collégiale. The Municipality has a relationship with La Cité collégiale, which leases classroom space at 750 rue Principale Street.

Collaboration with academics brings access to a wide range of skills and experiences that can contribute to developing parks and recreation services in Casselman, particularly in the areas of designing service planning and evaluation processes, which involves developing indicators to measure and assess progress, and collecting and analyzing data to inform evidence-based decision-making.

In addition, many programs require students to complete a community practicum placement. Students from multiple disciplines can be engaged in parks and recreation services in Casselman through practicums or paid seasonal/part-time positions. Connecting with the schools in Ottawa to identify and implement opportunities for collaboration could be a task assigned to the proposed Recreation and Leisure Services Coordinator.

Local Businesses

The Municipality identified 14 local businesses as potential partners including large and small retailers, banks/financial institutions, car dealers, etc. Collaborations with the commercial sector are often in the form of advertising and sponsorship, which is included in section 2.5.5 on Revenue Generating Programs.

SD5: Continue working with the Catholic and Public School Boards to provide facilities and programs to the community.

SD6: Reach out to regional and provincial sport and recreation organizations to determine the potential to facilitate their use of facilities in Casselman to deliver programs to the community.

SD7: Investigate opportunities to collaborate with post secondary schools in Ottawa to access academic expertise and facilitate student placements in parks and recreation in Casselman.

Agreements to Support Collaborations

While all types of agreements are collaborative, some comprise a larger commitment by both parties than others. Two general categories are used for this discussion:

- Service agreements: The municipality works with another (other) party(ies) to deliver services to the community using facilities/ spaces through agreements such as contracts, leases, licenses, reciprocal use, etc.
- Partnership agreements: The municipality and another public, not for profit, or commercial sector party provide services through corporate partnership agreements for joint development and/or operations.

Although both types of agreements can be long-term, partnerships are more likely to be of long duration since they quite often involve capital projects.

Table 2.5-1 outlines the general types of agreements under 'service' and partnership' headings. This is not meant to represent an exhaustive list of the types of agreements that may be required to support indirect service delivery or variations that might occur with individual providers. Section 2.2.3 of this Plan, for example, discusses short-duration programming. The arrangements with a local amateur watercolour painting for a weekend workshop, for example, would be considerably less formal than a lease for space in a municipal facility for a personal fitness gym. The Municipality's legal services will provide the expertise on the specifics in preparing and executing individual agreements.

Table 2.5-1: Characteristics of Agreements Supporting Collaboration

Agreement characteristics	Service agreement			Partnership
Type	program/ service contract	license or lease, reciprocal use	corporate sponsorship / advertising	joint facility development and/or joint operating/use agreement
Nature of relationship	Shared program / service	'Landlord / tenant', facility use	revenue generating	financial partnership (capital, operating or both)
Term of commitment	short	short to long	varies	long, ongoing
Type of service/ project	program / event	facility / space use	brand marketing through municipal services (facilities, programs, events)	major facility / infrastructure
Level of municipal financial investment	varies	varies	low	medium to high

Existing Service Agreements

A rental agreement exists with the Food Bank for use of its space in the CPEL, and the Vikings Jr. B Hockey Club has a lease for facilities and advertising space at the J.R. Brisson Complex until August 31, 2025.

A sponsorship agreement exists for the J.R. Brisson Complex name signage and runs from 2023 to September 2027.

There are currently six leases with organizations that use space at 750 Principale Street. All are commercial leases. Five have expired and one will come to term at the end of May 2026.

As discussed in section 2.3, improved use of existing municipal spaces is intended to occur over time as a result of the functional building assessments and program development/ coordination, which will need to be reflected in renewed and new leases.

The Municipality also has a 3-year reciprocal use agreement with the Public School Board that exchanges use of arena ice for six hours of school gym access per week during the school year.

The Municipality leases a portion of the VIA Rail Station for its Museum. The lease is a long-term agreement that ends in 2059.

Future Service Agreements

Growing and diversifying programs and events in Casselman will require collaboration with non-municipal providers for these services in the form of short-term agreements for municipal asset use (facilities, park space, etc.). Program development will require outreach to new organizations - some of which may be located outside the community - to provide services in Casselman. To this end, a consistent approach to formulating agreements is preferred, while recognizing potential variations in specific cases. Generally, the form of agreement should be a template that addresses the following items:

- legal names of parties involved
- type of collaborating organization: community-based volunteer group, public agency, not-for-profit agency, commercial enterprise
- type of service (e.g., sessional program, special event)
- Municipality's purpose/objective for entering the agreement for the program/service, which should align with short-term program planning objectives
- description of program/service to be provided
- each party's responsibilities for identified deliverables, including evaluation tasks
- details on program/service (e.g., location(s), program sections, as appropriate, age groups, number/length of sessions, etc.)
- fees and revenue sharing between Municipality and provider, as appropriate
- term of agreement
- additional items to be included to meet legal requirements and Municipality's expectations (e.g., no alterations to premises without prior authorization from the Municipality)

This general outline of agreement content may vary depending on the collaborator and the form of service (e.g., event, sessional program, etc.). In the case of other public or not-for-profit agencies, the engaged organization will have its own agreement specifications, which will also need to be met. If the program/service is being delivered by a commercial enterprise, net revenue-sharing between the provider and the Municipality could be part of the agreement. The Municipality should take the lead in preparing paperwork and executing the agreement to ease the administrative obstacles to engaging program/service providers, especially when

dealing with individual program providers/ instructors.

Tennis and Pickleball Club Agreements

As has been common practice in many Ontario communities, municipal tennis courts are often home to community-based clubs. These not-for-profit organizations are managed by volunteers, offer tennis programs to meet members' needs, as well as providing a junior program. They hire tennis professionals and other staff, as necessary, to deliver programs and operate the club. The use of public courts and the division of responsibility for court operations, capital improvements, etc. between the club and the municipality are documented in a formal agreement between the two parties.

New dedicated pickleball (and future tennis) courts will provide the facilities needed to further develop organized activity in these sports and support club growth. If Casselman's tennis or pickleball clubs are interested in entering agreements with the Municipality to operate their programs at these facilities, the agreements should include stipulating weekly time periods during which the general public (i.e., non-members) can access the courts for casual use. Hours for public use should comprise both prime and non-prime hours. The agreements can also clarify the clubs' responsibilities for providing instruction/play for children and youth.

Partnership Agreements[74]

A 25-year contract between the Municipality of Casselman and the Catholic School Board for use of Board-owned baseball diamonds on Board lands expired in 2019. A new agreement is being prepared and executed to include the additional facilities discussed in section 2.4 of this Plan. In addition to the baseball diamonds, the agreement covers the two new beach volleyball courts, and two new pickleball courts, with municipal responsibility for facility utilities and maintenance of all the courts and fields. The Municipality is also responsible for renting three (3) portable washrooms (one at each diamond and one for the pickleball courts).

Municipalities often partner with school boards to provide recreation facilities on board properties. Casselman's situation, however, is somewhat unique in that:

- Almost all its outdoor sports facilities are concentrated on a single Board-owned parcel.
- The Municipality is the sole owner of the volleyball and pickleball courts, and is fully responsible for all costs for development and operations of these, and for operating the ball diamonds.

The advantages to this arrangement include no-cost access to land in a situation where municipal parkland is very limited, and an opportunity to create a central hub for community recreation. The disadvantages focus on the risks associated with municipal investment on lands it does not own, which the partners work to offset in the agreement. A 25-year term aligns with the anticipated life cycle of the facilities on the site, at which time they would likely need replacement. If the Board

74 There are two agreements between the Municipality and the Catholic District School Board of Eastern Ontario (CSDCEO) relating to the Casselman Public Library: 1) a Partnership Agreement (2007) for developing and operating a municipal and school library on the grounds of Casselman Catholic Schools and 2) a Management Agreement (2007) relating to the management of this municipal and school library. The library is not within the scope of the Master Plan; these agreements would be considered as part of a Library Services study, should one be conducted.

lands were no longer available, new facilities could be located elsewhere. The Board's situation could also change within the term of the agreement and affect the Municipality's continued access to the property.

In view of these considerations, these types of agreements with the School Boards should include an option for the Municipality to purchase the property (or part of it) at market value if it is sold by the Board. The design and configuration of municipal facilities added to School Board properties should also consider a partial purchase in terms of facility location/ layout, and existing (or the potential for) road access and an area for on-site parking if facilities are land-locked. In anticipating this possibility, the Municipality can prepare 'park master plans' for the portion of Board properties housing municipal facilities to ensure they could continue to function as public parks if separated from the larger parcels.

Rental Agreements

Rental agreements refer to room/space rentals (e.g., hall rental for banquet, family event, meeting, etc.) that are not part of longer term leases or licenses as well as those related to equipment (e.g., picnic tables, tents, chairs, etc.).

SD8: Over time and based on functional building assessments and program development/coordination, renew/ enter new lease agreements to reflect optimal use of existing facilities/spaces.

SD9: Enter service agreements with non-municipal program providers for short-term use of facilities that the Municipality owns and/or operates.

SD10: Take the lead in preparing paperwork and executing agreements to ease the administrative obstacles to engaging program/ service providers, especially when dealing with individual program providers.

SD11: Ensure agreements with clubs that use courts include designated weekly prime and non-prime, during which non-members can access the courts for casual use.

SD12: Agreements to provide municipally owned facilities on non-municipally owned lands should include an option for the Municipality to purchase the relevant portion of the property at the end of the term.

2.5.4 Policy Requirements

Policy supports clear and consistent application of the Municipality's interests in day-to-day service management and operations. There is potential for additional parks and recreation policy work, including both review of existing and development of new policy - some of which could occur concurrently. Areas to develop, and associated existing and proposed policy, are discussed below. Related existing policies should be reviewed in conjunction with new ones that are developed to support the Master Plan's implementation.

Strategic Asset Management Policy

The Municipality's Strategic Asset Management Policy (April 2019) provided the framework for the 2021 Asset Management Plan (Hemson). The 2021 Plan notes, "asset management is an ongoing practice in the Municipality of Casselman. Council and staff have applied sound asset management principles to maintain records on tangible capital assets, monitor asset performance, and plan for infrastructure acquisition, repair, rehabilitation, and replacement over the long-term. The purpose of the 2021 Plan is to build on existing practices by identifying how best to manage municipal infrastructure over the planning period to 2060" (p. 6). The policy, therefore, remains relevant and will continue to be applied to parks and recreation assets during the term of the Master Plan.

Hall Rental Policy: R8, January 31, 2023

This policy outlines the terms and conditions for hall rentals at J.R. Brisson Complex, the CPEL and 750 rue Principale Street, as well as rates for various users and uses. There are ten (10) organizations listed as not-for-profits, as well as a general statement that allows others that meet the Municipality's requirements to pay not-for-profit rates. There are several organizations that, although they do not fit into this category, are provided halls or meeting rooms at no cost (e.g., Fire Services, Downtown Casselman Revitalization Corporation, municipal subcommittees, Library Board, etc.).

Baseball Fields Rental Policy: R10, March 3, 2023

This policy outlines the terms and conditions for renting the two ball fields for community use on the CSDCEO lands, which the Municipality maintains, schedules rentals and collects revenues. The CSDCEO school board has priority on the use of baseball fields free of charge during the school year and during regular school hours. During community use hours, local minor associations and local adult leagues have priority in the renting fields, with rate variations for regular seasonal and tournament use.

Ice and Concrete Surface Rental Policy: R7, January 31, 2023

This policy outlines use by type of user and from year to year in preparing the schedules for the ice and concrete slab. The seasons are identified as follows:

- Ice rental season: 3rd week of July until 2nd week of May
- Concrete Slab rental season: 1st week of June to 1st week of July

Local minor associations have first and local adult leagues have second priority, respectively, in renting ice time and the concrete slab. The previous year's users are given preference in requesting hours for the upcoming season (regular season, pre-season and special events on the ice/slab). Local minor associations are given priority allocation for hours before 9:00 p.m. and can also book hours after 9:00 p.m. Prime-time and non-prime time hourly rates vary and are reviewed and set annually.

Ice Rental Fees

The Municipality is currently analyzing its arena operating costs and revenues for the last full year to confirm the proportion of operating costs that are being recovered through fees. This will allow the Municipality to assign rates that better align with its own cost recovery objectives as opposed to basing rate increases on comparisons to other municipalities. The review is expected to be complete in time to adjust rates accordingly for the 2024 season.

The priority, therefore, is to focus on ice rental fees in terms of rationalizing cost recovery and rental rates. At the same time, there is potential to expand this review to other services during the term of the Master Plan, as discussed in the following section.

Proposed Policies

Service Pricing Policy

The 2021 Asset Management Plan (Hemson) notes, "The Municipality should look to review and ensure user fees are being utilized to the full extent as allowed under Provincial legislation. This will help alleviate funding pressures from the tax base and allow for greater flexibility to fund capital asset repair and replacement activities" (p. 43). The Master Plan supports this direction. The Municipality requires a policy that relates user fee pricing to both service objectives and the costs of provision.

The primary goal of pricing policy is to ensure consistency in the relative proportions of service costs to be financed through the tax base or user fees, based on targeted cost recovery objectives. The recovery objectives are based on the financial capacity of the municipality to provide all the services within its mandate, given available budgets and the need for judicious spending. Although service pricing is typically a corporate-wide policy, the following discussion is limited to parks and recreation services.

There are several reasons for the Municipality to look ahead to developing a service pricing policy. The first is to better align fees in relation to deliberate cost recovery objectives based on the actual cost to deliver services, and there appears to be opportunity to do so at other existing facilities. A cursory review of rentals for 2022 and 2023 revealed large proportions of gym and hall use occurred at no charge, and that the ball diamonds generated limited revenue when averaged by hours of use. Rentals for 2023 show the following:

- The large ball diamond was used for a total of 1,288 hours, and revenue totaled $5,271.80, averaging approximately $4.00 per hour; four of seven groups used the diamond at no cost.

- The small ball diamond was used for a total of 1,314 hours, and revenue totaled $1,800 averaging approximately $1.35 per hour; five of six groups used the diamond at no cost.
- 439 hours of 656.8 (67%) of hours used at the 750 Rue Principale Street gym were no charge
- 572 of 743.5 (77%) of hours used at the CPEL small hall were no charge
- 177.50 of 437 (41%) hours used at the CPEL large hall were no charge
- 656.5 of 849.5 (72%) of hours used at the Brisson Community Hall were no charge

The second reason to consider a pricing policy relates more to the future. As facility supply is expanded and improvements are made, costs will increase. As program supply grows, these will also need to be appropriately priced, and provision based on minimum levels of enrolment/registration needed to achieve cost recovery targets.

This is not to say there will no longer be no-cost or reduced fee access to municipal recreation services for program providers, which should continue to be directed by allocation policy. Nor does it mean existing prices for some services will necessarily change. The goal is to arrive at a policy that provides a realistic framework for pricing that ties user fees to service delivery costs. Equity in accessing services that are fee-based can be ensured by a parallel affordable access program. The Municipality currently offers a range of free activities throughout the year, which are also part of a rational pricing structure.

The nature of the work involved in developing a service pricing policy suggests the need to contract a professional to assist the Municipality with:

- detailed accounting on the full cost of providing services by type
- confirming the Municipality's service objectives
- establishing the types and proportions of costs that should be targeted for recovery through user fees, based on the Municipality's service objectives (i.e., where services fall on a 'continuum' ranging from fully subsidized to cost recovery +), a simple example of which is outlined in Table 2.5-2.
- setting fees to recover targeted costs
- allocating services by type to recovery categories
- establishing a timetable for incremental introduction of changes to the pricing structure

Table 2.5-2: Example of Service Pricing Categories for Ice Use

Category	Pricing	Service Example
Cost recovery +	Priced to cover costs and generate net revenue	· private skating lessons · private ice rental
Full cost recovery	Priced to cover costs	· group skating lessons · not-for-profit agency ice rental
Subsidized	No or low cost	· open, community public skate · volunteer community organization providing child/youth shinny program

An example of how this approach might apply would be to increase user fees for ice rentals and redirect some of the revenues generated from this to subsidizing public skating at no cost. This could support service objectives related to affordable access.

Indicators from Community Surveys

- 37% and 32% of (200) telephone and (205) online survey respondents, respectively, would pay more fees to use services
- 8% and 30% of telephone and online survey respondents, respectively, would accept an increase in property taxes
- 47% of user groups (8) are uncertain about paying/paying higher user fees to improve the quality of recreation facilities they use, 29% (5 groups) agree and 24% (4 groups) disagree

In arriving at a pricing policy for Casselman, the Municipality may choose to consult with the community to determine the service objectives to be reflected in the policy, which would inform the ultimate allocation of services to each category. Consultation with the community would also promote understanding of the true costs of service provision.

Indicators from Community Surveys

- 37% and 19% of 200 telephone and 27 online survey respondents, respectively, would pay more fees to use services
- 8% and 11% of telephone and online survey respondents, respectively, would accept an increase in property taxes

Community Group Affiliation Policy

Seven of 12 groups (58%) that responded to the survey expressed interest in additional assistance from the Municipality. One group was uncertain and the remaining four indicated no need for additional help. While the majorities (57% or 4 groups) indicated need for assistance with funding applications and/or communicating with the Municipality, Table 2.5-3 shows that all items listed solicited interest in some level of assistance.

Table 2.5-3: Areas of Interest for Additional Municipal Support to Volunteer Groups

Areas of Interest for Support	% (#) of Groups
communicating with the Municipality	57% (4)
assistance with funding applications	57% (4)
insurance (securing, cost, etc.)	43% (3)
volunteer recruitment, etc.	43% (3)
fundraising	29% (2)
service planning and evaluation	29% (2)
digital marketing and promotion	14% (1)
print marketing and promotion	14% (1)
facilitating partnerships	14% (1)
accessing facilities in neighbouring communities	14% (1)

The Municipality should engage all volunteer recreation groups to better understand their support requirements, and to inform the appropriate municipal response. The objective of the process would be to develop a Community Group Affiliation Policy, which will establish equity and consistency in the assistance provided.

A Community Group Affiliation Policy describes the services available from the municipality to registered (affiliated) community groups in providing their programs and services in relation to the capacity of the municipality to support them. Although not-for-profit community groups or organizations must be registered to receive municipal assistance, registration does not guarantee support. A standard, typically annual, registration/ application process for eligible groups interested in municipal assistance "affiliates" them with the municipality and establishes a formal, consistent process for reviewing requests and monitoring policy effectiveness. Municipal staff review the applications and make recommendations to Council for approval. The support provided is typically in-kind and does not include major funding support.

The policy specifies criteria for affiliation and the services available to affiliated groups. Requirements for affiliation include items such as delivering programs and services that align with municipal goals/objectives in, for example, the Parks and Recreation Master Plan; being an incorporated not-for-profit group operated by a volunteer board or executive committee; ensuring membership/ participation in the group is available to all residents in the community; meeting criteria to measure the merit/performance of the group's programs/ services (e.g., does not duplicate existing programs/services, fosters physical activity/ healthy lifestyles, etc.); the group primarily serves Casselman residents (e.g., a stipulated proportion of members/participants are from Casselman).

While several of the benefits to be considered may already be provided (informally if not through policy) to local volunteer groups in Casselman, it may be useful to bring these - and others identified through consultation - into a single policy. It can be used to provide clarity and consistency in terms of the range of support services available to volunteer groups and what they must do to be eligible to be, and remain, affiliated. Benefits to affiliated groups might include:

- marketing and promotion: distribution of approved promotional materials/messages through social media and at municipal facilities, and assistance with contacts for the local media
- grants and insurance: assistance from municipality in securing liability insurance, sourcing potential grants, and/or completing applications for non-municipal grant programs (e.g., Ontario Trillium Foundation, private sector, charitable foundations, etc.)
- volunteer recruitment: posting volunteer needs for upcoming program season on the Municipality's website
- leadership training and development: course rebates for community volunteer development to a maximum amount/person/ course (e.g., $50/year) to a maximum amount per group/organization (e.g., $200/year), provided the course is a core component of the organization/group's mandate, with priority being given to certain courses; workshops on preparing grant applications, etc.
- operations: assistance with program planning and delivery, registration, fees processing, evaluation, etc.

- facilities and equipment: proportionately discounted fees for use of facilities, spaces, equipment

Municipal Event Support Policy

Events - including community-specific and visitor-oriented ones - are becoming a larger component of municipal parks and recreation services. They require careful planning and coordination to implement, and all incur costs to deliver. At the same time, all events can be potential revenue-generators. To this end, there is an increasing emphasis on hosting visitor-attractive events in most communities.

Municipal policies and procedures addressing events serve to provide consistency in the planning and delivery of events and festivals held on municipal property, as well as those held on non-municipal properties that could impact municipal services.

Casselman staff and the Community Events Facilitation and Volunteer Mobilization Committee, which will focus on local events, should be supported by municipal event policy that:

- articulates the Municipality's role in planning and delivering community or visitor-attractive events
- provides public and community organizations with consistent information regarding municipal support and services such as in-kind staffing, municipal services provision, cost recovery, and financial contributions to community groups hosting events (e.g., fee waivers, cash grants or in-kind services). Fee waivers or cash grants are often tied to the cost of municipal services required to stage the event.
- supports interdepartmental teamwork and clarifies roles and responsibilities for municipal staff and volunteers to support event planning, promotion, attendance, and management (inter-departmental teams may include Fire and Emergency Services, Recreation and Leisure Services, Transportation, Communications, etc.); and
- addresses cost recovery for municipal services provided to stage the event (e.g., waste management, traffic management, labour, repairs).

Visitor-attractive events should be separated from community-serving events to help ensure the Municipality's contributions are appropriately limited and warranted given the anticipated 'return on investment.' The following criteria are suggested for determining an event's designation as visitor attractive. The event:

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

Given Casselman's location and size relative to neighbouring municipalities, hosting a visitor-attractive event could also be limited to those for which other communities are willing to partner. Casselman, for example, could propose hosting a Francophone cultural heritage event for the region, subject to the financial and operations support of surrounding municipalities.

For each type of event, the policy should include the following components:

- an internal team of event management staff from various departments
- an outline of the responsibilities of municipal team departments and event organizers
- the support available by type of event such as use of municipal supplies such as portable event fencing, waste receptacles, etc.;

delivery and pick up of municipal equipment; assistance with developing a marketing/ advertising plan, economic impact survey and analysis for visitor-focused events

- a process for event organizers to apply for in-kind supports or funds (if financial support is to be provided)
- a manual that includes standard forms and procedures, which may include guidelines for event organizers, event operations, vendor agreements, emergency procedures, and volunteer registration
- as required, approaches to transportation/ traffic management plans to improve access to and from event sites
- a post-event evaluation process

Facility Allocation Policy

Facility allocation policy distributes community use in municipally owned and operated facilities according to set 'use/user priorities' and scheduling process that occurs at regular intervals throughout the year. It is particularly important in allocating time at facilities where demand for prime time may exceed that which is available. It should be developed in conjunction with existing rental policy on baseball fields, halls, ice and concrete surface rentals.

The Municipality's existing policies on baseball field, halls, ice and concrete surface rentals appear to be functioning well in this regard. However, adding new facilities (i.e., pickleball and tennis courts), and programming to supply, along with increasing demand as population grows, may point to the need for a consolidated overarching policy, supplemented by facility-specific considerations.

The overall purpose of a single allocation policy would be to provide consistent and equitable access to facilities based on municipal service objectives. It can include supporting continued programming by existing groups, encouraging program provision by new groups, and ensuring that facilities are used as intended for program development purposes. The overarching policy items to consider are:

- facilities to be included (e.g., arena ice, ball diamonds, tennis courts, pickleball courts, halls, gyms)
- types of uses to be reflected (e.g., recreation skill level/advanced skill level; type of activity such as sport, fitness, arts, social; subsidized/ revenue-producing; special events; closed/ open to public, etc.)
- users to be reflected in terms of priority (e.g., age groups; profit/non-profit groups; special populations; male/ female-serving groups; and established/new groups)
- procedure/protocols for scheduling, payments, rainouts, changes in bookings/ cancellations, refunds, etc.
- allocating tournament time to identified user groups (e.g., adults), to incorporate revenue-generating use of facilities.

Under this umbrella policy there may be sub-sections that relate specifically to individual types of facilities. For example, definitions of seasons, prime and non-prime time vary by type of facility. As discussed elsewhere in the Master Plan, club use of courts would include allocations of times for both club and casual use by non-members.

SD13: Conduct a service pricing study as the basis for setting recreation services fees in relation to cost recovery targets, and to inform a pricing policy while maintaining affordable access.

SD14: Develop a community group affiliation policy to provide clarity and consistency in terms of the range of support services available to all volunteer groups and what they must do to be eligible to be, and remain, affiliated.

SD15: Consult with volunteer recreation groups to confirm the type and extent of required assistance to sustain/grow their programs/events, and to inform development of the policy within the capacity of the Municipality to provide support.

SD16: Develop an event policy to guide the Municipality's support to providers for, and management of, community-oriented and visitor-attractive events.

SD17: Develop an overarching facility allocation policy in conjunction with existing facility rental policies, with appropriate facility-specific sections, to provide consistent and equitable access to municipal facilities for existing groups, emerging new groups, and to ensure facilities are used as intended for programs.

2.5.5 Revenue Generating Programs

There are various ways to enhance revenue generation to offset the costs of service provision. The following outlines several that are relatively common and simple to administer. Among those that the Municipality opts to pursue, priority should be assigned in order of the ease with which each can be implemented.

Commemorative Tree and Bench Program

These types of programs are designed to encourage citizens to commemorate people or events through donations that 'purchase' parks-based amenities, some of which are eligible for charitable tax receipts. A sample of municipal programs reveals some that encompass a potentially broader scope for community support, while others are more specific.

The City of Greater Sudbury's Parks Services Donation and Memorial Program allows the public to "make donations to commemorate a special person, a momentous occasion or simply donate as a philanthropic gesture to beautify a community park. Donations towards the purchase of park enhancements or memorial gifts can include park benches, trees (hardwood and conifers), bike racks, picnic tables, sun shelters, sports equipment (basketball standards, tennis nets, soccer goals, etc.), playground structures, other options to be discussed with Parks Services." The policy also notes that donations for parks are guided by site-specific plans.

Strathcona County's (Alberta) Parkland Memorial Program notes: "The Parkland Memorial Program provides individuals, groups, and organizations with the opportunity to beautify Parkland in Strathcona County by

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

Indicators from Community Surveys

- 20% and 15% of 200 telephone and 27 online survey respondents, respectively, would donate an amenity for a park (e.g., bench, tree, picnic table)

Donation Programs

A general donation program could be considered to support parks and recreation service development. The City of Toronto includes an opportunity to donate to specific service areas with its property tax bills. Through the Voluntary Contribution Option on Property Tax Bills, "donations can be made in any amount from $1 up to $50,000... for which a receipt for tax purposes is issued." At the time the program was instituted, areas that were identified for contributions included children's services; cultural services and museums; parks, forestry and recreation; public libraries.

Currently, there are several year-round initiatives and programs specifically related to parks and recreation and the environment listed on the City's website to which donors can contribute. These include PollinateTO; Urban Forestry; Cultural Vibrancy (includes public art); Senior-Friendly Outdoor Fitness Equipment; Seniors' Centres (Recreation Material). The City's Policy on Donations to the City for Community Benefits governs the collection and processing of all donations.

Potential donation categories for the Municipality of Casselman could include recreation services in general (i.e., most needed) as well as allowing contributions to be directed to specific infrastructure improvement projects in parks, facilities, or in program areas that require development.

Advertising and Sponsorship

These policies outline the content, locations, types, processes, and fees for purchasing advertising space in municipal buildings or on municipal properties or for sponsoring projects and events. They are designed to generate revenue for the corporation while ensuring acceptability from various perspectives: legal, appropriate content/images/messages, etc.

Local business advertising and sponsorship are mutually beneficial to the municipality and the business sector. Casselman is home to a variety of businesses with potential interest in supporting parks and recreation services in this way, some of which are current advertisers.

The Municipality's website provides advertising rates for the J.R. Brisson Complex and the tennis courts/outdoor rink. The fees charged for advertising and sponsorship can be set within policy that details their purpose and parameters, including a process for setting rates, and reviewing them on a regular basis. The sponsorship agreement for the J.R. Brisson Complex, for example, expires in September 2027, at which time it could be reviewed within a policy framework, prior to its renewal.

Indicators from Business Survey

- Of the 14 businesses that responded to a survey for the Master Plan, 38% (5) have sponsored or partnered with a recreation or cultural organization in the community to deliver recreation-related services in Casselman, one (1) has not but might consider it in the future, and the majority (54% or 7 businesses) have not, and probably won't in the future.
- Comments on existing or potential recreation-related partnerships included:
  - We would like to participate, but we are not informed about activities and participation opportunities or partnerships. It seems that all opportunities are first offered to the same group of companies, and not to new companies.
  - It is very important to get involved in our municipality to ensure that our community is vibrant, especially in arts and culture and the environment.
  - Need a place to sell craftsmen's items
  - Better communication of events and participation opportunities

Park/Facility Naming Rights

Financial support can be recognized by naming a park or facility after the donor. In recent years, the practice of naming places after individuals has become controversial as public pressure emerges to rename institutions, streets, and other public spaces when the namesake's worthiness is called into question - whether this is an individual or a business / commercial enterprise. A way to preclude this possible eventuality is to provide a highly visible plaque in the park or facility that acknowledges the individual or business that contributed to its development, while choosing a formal name that is not tied to a specific donor(s). In addition to the benefit noted above, a plaque permits multiple donors to be recognized for their contributions, which opens the door for a wider reaching campaign and possibly various levels of support. If an individual or organization is considered for sole naming rights, however, a minimum contribution level could be set based on the relative cost of providing the asset and/or a contracted period for the right could be specified.

Last Minute Ice

Last minute ice rentals can help generate revenue to offset arena operating costs. The City of Owen Sound list these parameters for its program:

- Last minute ice is considered within 24 hours of the time of booking
- Will not apply to statutory holidays unless the facility is scheduled to be open
- Is not and cannot be used to replace regular bookings
- Regular bookings cannot be cancelled to book Last Minute Ice. All requirements of the City's Ice Allocation Policy will apply (e.g., conditions of use, insurance)

- A rental contract provided by the City must be signed and proof of insurance must be provided prior to use
- Bookings are final and are non-refundable
- Bookings are for minimum of one hour
- One hour rental is equivalent to 50 minutes of ice time and 10 minutes for ice resurfacing
- City reserves the right to limit last minute ice bookings where it is considered to be used for profit or gain or is being abused to replace or in the place of a regular ice booking
- Booked on a first come, first served basis
- City reserves the right to cancel or amend the implementation of last-minute ice at any time at its discretion

In Owen Sound, fees for last minute ice are discounted and reservations are made online through its recreation management software.

Community Capital Campaigns

Capital campaigns can be used to raise funds for large building projects, as well as for smaller, community-supported initiatives that contribute to parks and recreation infrastructure. Key elements of this approach to planned fundraising include: a predetermined monetary goal attached to providing a specific project, sufficient lead time to raise funds, a timeframe for closing the campaign, broad-based community involvement in the effort, and ongoing communications about its progress. Incentives are sometimes provided to motivate contributions (e.g., matching funds, public recognition of donors, etc.). For campaigns to raise funds for large capital projects, professional services can be contracted to design and implement the initiative. Ideally, campaigns should be coordinated with other similar initiatives in the community to minimize the negative impact of concurrent requests for monetary contributions.

Indicators from Community Surveys

- 25% and 41% of 200 telephone and 27 online survey respondents, respectively, would donate to fundraising
- two of 12 user groups would pay/pay higher user fees to improve facility quality, one group would contribute to capital costs of new facilities, and 6 groups would help with fundraising activities for facility development; in the first two options, the majority of respondents disagreed with the suggested means of support.

SD18: Institute revenue generating programs to help offset the costs of service provision.

SD19: Assign priority to revenue generating programs according to ease of implementation.

SD20: Develop a Park/Facility Naming Policy that aligns with current practices discussed in the Plan.

2.5.6 Communications and Promotion

Communicating and promoting the availability of all parks and recreation services is essential to maximizing community awareness and use of the full range of opportunities. Unlike other municipal services, however, recreation requires 'real time' communication that reflects ongoing changes in programs and their delivery.

As noted above, the Department should work with the corporate Communications Officer to undertake time limited tasks such as creating reusable templates. Social media channels could also be set up for the Department. Social media accounts (e.g., Facebook, Instagram) specific to recreation opportunities in the Municipality may be a more direct way to promote services. Residents who are interested in recreation may be more likely to follow/subscribe to an account dedicated to this topic than one focusing on general municipal updates. Staff operating these accounts can also quickly re-share upcoming programs, events, and news from other community providers. This is particularly useful for community events that are not regular occurrences. Those that are spontaneously organized or occur only once can be quickly promoted via dedicated social media channels.

In the longer-term, the Municipality should plan to create a digital Recreation Guide to be published in the fall/winter and spring/summer. This guide would bring together current information on all parks, recreation and related (e.g., tourism) services in the Municipality, to create a comprehensive 'one-stop shop.' All service providers to be represented should be consulted in designing the guide (e.g., volunteer sports groups, arts/culture organizations, satellite programmers, etc.). The Guide could also include specifics regarding volunteer opportunities in programs, and membership on relevant Municipal committees.

Some municipalities publish a more fulsome Community Guide that includes all services in the community (e.g., businesses, social agencies, schools, etc.). This approach includes a wider scope to generate advertising revenue and possibly support a print version of the publication. The Internet and social media tend to be the focus for information provision. While these channels are important, print continues to be a key medium. While not evidence-based research, the following inset suggests the continuing importance of printed promotional material.

Brochure Trends for 2020:

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

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

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

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

And memorize this: "Print drives decisions. Decisions are implemented online." (Source: https://lern.org/)

Reciprocal promotion with other agencies and surrounding municipalities should also be considered. For certain services and recreation experiences, the 'market' includes other providers, and will continue to do so. Casselman is part of a larger region that includes the Nation Municipality and Russell Township. Identifying complementary services available in each community or at a regional level, and cross promoting these can be mutually beneficial. It can help direct community residents to services not available locally and vice versa, and/or to jointly promote region wide programs and experiences (e.g., connected heritage routes).

Communications channels can also be used by the Municipality to promote its work in parks and recreation services. The Municipality of Port Hope, for example, produces an annual graphically portrayed Parks, Recreation and Culture Year-in-Review that summarizes the past year's work in developing, operating, and maintaining these services.[75] Much of this information is already available or would be captured in monitoring activities and could be used to produce an 'annual report' to Casselman's residents.

SD21: Create communications mechanisms for immediate and ongoing use (e.g., parks and recreation newsletter template, recreation-specific social media channels).

SD22: Create a digital biannual Recreation Guide and consider further developing it into a Community Guide for print publication.

SD23: Consider reciprocal promotions with neighbouring municipalities.

SD24: Prepare and post an annual services 'year-in-review' that summarizes and informs the community about the Municipality's achievements in parks and recreation.

75 https://www.porthope.ca/en/your-municipal-government/prc-year-in-review.aspx

2.5.7 Service Planning and Evaluation

Process and Information Requirements

The overarching goal of planning, monitoring and evaluating parks and recreation services is to contribute to informed decision-making. The process works to distinguish between community 'needs' and 'wants', to respond to 'needs' in the most judicious way, and to monitor the success of the response. The overall process is illustrated in Figure 2.5-3.

The focus of this discussion is areas of information collection and application. The remaining components of the planning process outlined in Figure 2.5-3 are the topics of other Master Plan discussions (e.g., collaborative work) and/or are ongoing functions of the Municipality (e.g., budgeting and implementing actions).

Table 2.5-4 on the following page summarizes the key components of information collection and use in needs-based services planning to:

- verify community service needs
- monitor and evaluate the efficacy of the service response
- incorporate results in subsequent planning activities

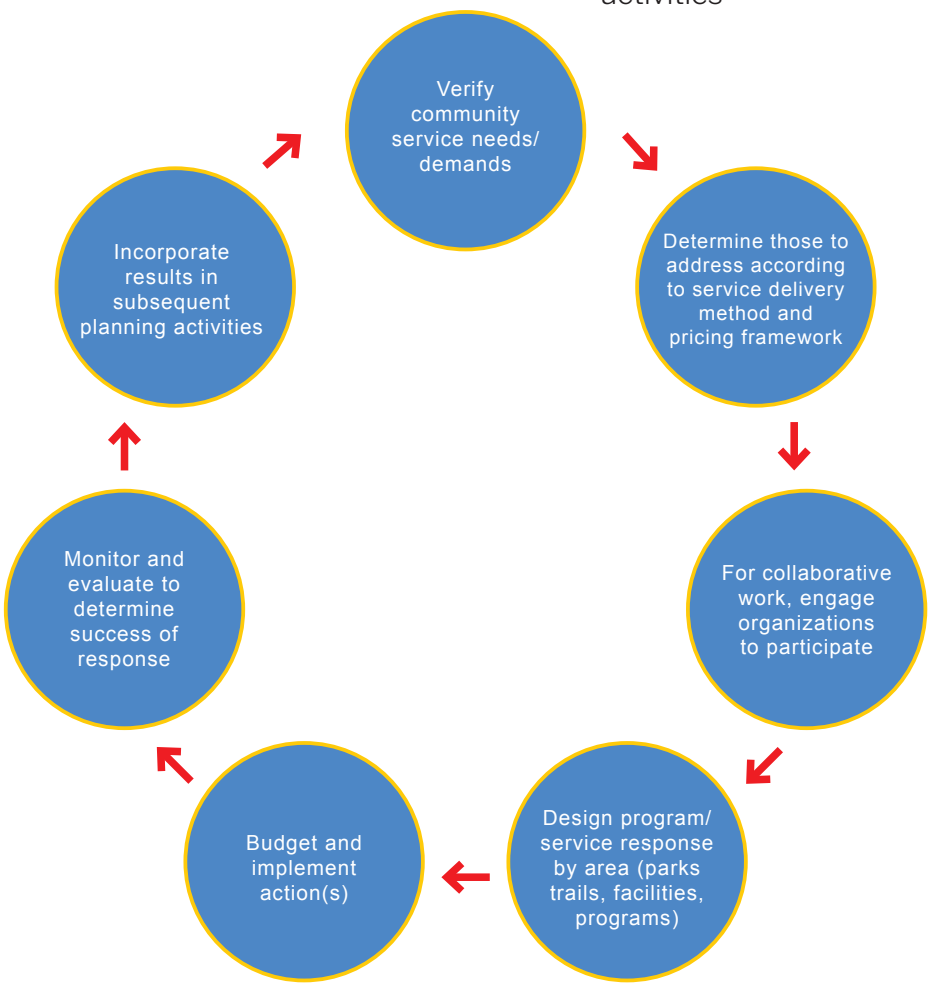


Figure 2.5-3: Planning and Evaluation Process

Table 2.5-4: Services Planning Information Requirements and Application

	Verify community service needs	
	Facilities	Programs/Services
Maintain a Single, Comprehensive Inventory	Document and regularly update an inventory of all facilities and relevant information by type. Ideally, all facilities now or potentially available for community use in the Municipality should be included in a single, integrated database.	· Document and regularly update an inventory of all programs and relevant information by type. Ideally, all programs/services available either directly or indirectly through collaborations with the Municipality should be included.
Document Data on Use Related to Capacity	Track actual hours of facility use in relation to capacity (within total prime and non- prime time hours, where applicable). Institute periodic, rotating checks on unscheduled facilities to document use at different times.	· Track program/service fill rates in instances with a capacity limit or simple counts of participants / users / attendees when no limit on capacity.
Develop Indicators of Unmet Demand	Document information on unmet demand for facilities, programs and services from organized users, community engagement via resident inquiries/requests to the Municipality, periodic surveys, etc.	
Monitor and evaluate to determine success of response		
Measure Service Performance Against Targets	Using tools noted above to gather feedback, evaluate success of individual facilities and programs/services on an ongoing basis with organized and casual users, program participants and instructors, in relation to predetermined performance targets.	
Incorporate results in subsequent planning activities		
Adjust Service Plans According to Evaluation Findings	As a cyclical activity covering both short and long-term service provision, the findings on evaluation can be used to maintain alignment between the supply/ delivery of services and community needs.	

Although it deals with both facilities and programs under the same headings, it is noted that facility (infrastructure) planning is typically a longer-term endeavor than program planning, which is annual or even seasonal. The relationship between programs and facility needs is an iterative process, which is not conveyed in the distinction the table makes for the purposes of this discussion. The table includes tasks that may already be conducted by the Municipality to show where they fit in relation to other activities (e.g., some of the information that is relevant to ongoing planning is already collected by the Municipality and was used in the Master Plan assessments).

Recreation management software enables information collection on service use and trends in performance to inform the planning and evaluation process. The Municipality has software it uses for recreation services management functions. In expanding its planning and evaluation capacity, staff can develop a comprehensive menu of information requirements - based on needed indicators in each service area.

Feedback Opportunity:

The Municipality is open to input from the comunity to use in planning its services, and asks the following on its website:

"Do you have ideas for the development of new programs or to improve quality of life in Casselman? Share your ideas with the department's manager or with Recreational and Leisure Services Advisory Committee."

Incorporating Data in Services Planning

The results of this work will reveal patterns of use/participation over time, available facility/program capacity that is not being used, and measures of outstanding demand. The Municipality can determine if the response to unmet demand will be adding more facilities/programs to supply or improving the performance of existing services. Facility options to this might include repurposing existing facilities, reallocating use, financial incentives to push use to less preferred times, etc. Program/service options might be adding more sessions of particularly popular programs or adding new programs.

For underused services, feedback through evaluations might reveal a range of factors leading to offering fewer times or locations for the same program, rescheduling to more convenient times, or discontinuing the service. Facility implications might include consolidation of similar facilities or removal from supply.

The results of monitoring and evaluation will also inform annual planning and budgeting and can be used to update relevant components of the Master Plan. The extent to which these measures can be used to project into the future will also assist in confirming longer-term facility requirements. At the same time, long-term projections must be subject to ongoing monitoring, verification and, if required, adjusted to reflect changing levels of participation and use. A sport or activity that shows high growth in participation today may level off or decline in future years, and initially projected facility needs might require adjustment.

Engaging Other Service Providers

The Municipality currently works with other non-municipal agencies to provide community recreation services. As additional collaborations and partnerships are established and program supply grows, joint service planning with all key providers in the community should occur on a regular basis. The Municipality can take a leadership role in facilitating joint planning activities to integrate the efforts of all. This will help ensure a comprehensive, whole community approach to service delivery and support the Municipality in planning and budgeting its contributions to the parks and recreation system.

The number of sessions per year in which all participants should engage can be determined collectively. At least one full group session per year, however, would be required. Ideally, it should be scheduled to align with both service and budget planning but this might not be possible with multiple participants. In some cases, smaller group planning sessions, by specific service area may be more reasonable in terms of accommodating other organizations, with the Municipality feeding this information into internal planning activities.

Engagement in capital project planning/ development or one-time events can be more narrowly defined in terms of the parties involved and the number of 'sessions' needed. Periodic joint sessions may also be needed to address new/unforeseen topics of relevance to the parties involved. A process that works for the Municipality and other providers, therefore, should be developed and implemented in the short-term and it can grow over time, as needed.

SD25: Develop an enhanced data base to inform recreation facilities and program planning to: verify community service needs, monitor and evaluate the success of the service response, and incorporate results in subsequent planning activities.

SD26: Take the lead in developing and implementing regularly occurring joint services planning sessions with all key non-municipal providers.

SD27: Conduct project, program, or other topic-specific planning sessions with other providers, as required.

3.0 Implementation

3.1 Introduction

This section outlines the proposed implementation strategy for the Master Plan's 91 recommendations. Following a discussion of key considerations, the recommendations are presented by service areas (Programs and Events, Parks and Open Spaces, Recreation Facilities, Service Delivery), accompanied by the anticipated costs and timeline associated with discrete tasks. For a more complete explanation of each recommendation, please refer to the corresponding discussion in the preceding sections.

3.2 Considerations

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

3.2.1 Operational vs. Capital Projects

Many recommendations are operational in nature: this means their implementation would be undertaken by staff as part of their day-to-day activities. The remaining capital recommendations and recommendations to undertake supplementary studies require discrete budget allocations for execution. This includes both improvements/repairs to existing facilities, as well as the design and construction of new facilities and amenities. The capital cost estimates for parks and trails include design

fees, initial project start-up permits, insurance, protection fencing, construction signage, contingency, and cash allowance.

3.2.2 Dependencies and Efficiencies

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

3.2.3 Staff Resources

The need for staff resources to do the work requires both a distribution of tasks over time and, in some cases, hiring additional staff to take responsibility for implementation. It will also require coordinated efforts both internally and externally.

3.2.4 Flexibility

The proposed schedule reflects a reasonable roll-out, assuming no major obstacles to activation. However, it is expected that some projects may need to be delayed due to unforeseen circumstances. There may also be opportunities to "fast-track" other initiatives.

Ongoing initiatives are to be carried through each year to the end of the Master Plan's term. However, their applicability throughout the entire period will depend on evolving needs in relation to service development. For example, program expansion for specific interests may be sufficient to meet demand in less than 15 years (subject to potential changes based on continuation of monitoring and verification of need). The point at which this will happen, however, is unknown and thus not identified as an "end-date" in implementation. The recommendations shown as time-limited endeavours may also extend beyond the years shown. It may take longer to complete the identified activities and/or the completion of a recommendation may result in a new system component or procedure. Recommendations to establish formal agreements or contracts, for example, are shown as time-limited for negotiating arrangements that will create new, ongoing relationships between the municipality and other providers (e.g., volunteers, agencies, businesses, etc.).

3.3 Anticipated Costs and Timing

The implementation sequence distributes the costs of recommendations over the Master Plan's 15-year timeframe. This includes costs associated with operations, planning/design, and implementation. Table 3.3-1 outlines the total cost allowance by timeframe for each section of the Master Plan's 91 recommendations. The total cost allowance of all projects over the 15-year schedule is approximately $774,200.

It should also be noted that costs for some recommendations are not available and are yet to be determined. These have been noted in the forecast and would be in addition to the numbers provided in the Master Plan. Another factor to consider are cost premiums/fluctuations due to the pandemic and inflation. The current situation makes it especially difficult to attach estimates to recommendations. This is particularly true at a master plan level where the potential range in design and the quality of materials and finishes are also unknown, and are determined by the municipality.

Appendix C summarizes all of the recommendations and outlines in detail the anticipated allowances and timeframe for implementing each recommendation.

Table 3.3-1: Cost Summary of Plan Implementation by Area of Analysis and Time Frame

Area of Analysis	# of Recos	Timing			TOTAL
		Short Term (Years 1-5)	Medium Term (Years 6-10)	Long Term (Years 11-15)	
Programs and Events	9	-	-	-	-
Parks and Open Spaces	33	$154,200	$80,000	$20,000	$254,200
Recreation Facilities	22	$300,000	$195,000	-	$495,000
Service Delivery	27	$25,000	-	-	$25,000
TOTAL	**91**	**$499,200**	**$275,000**	**-**	**$774,200**

3.4 Conclusion

This Parks and Recreation Master Plan analyzes the current and future recreation needs of those who live, work, and play in the Municipality of Casselman. It provides recommendations and an implementation strategy for the Municipality's role in managing and developing parks and recreation facilities, programs, infrastructure, resources, and investment through to 2038. The Master Plan is a key tool for achieving the Municipality's strategic goals and reflecting the values, changing demographics, and needs of a healthy community.

Municipality of Casselman

Appendix A:

BACKGROUND REVIEW SUMMARY

December 2023

Table of Contents

Prepared by:
thinc design
in association with:

Mehak, Kelly & Associates

All images are provided by the Municipality, taken by thinc, or sourced from an open source image database, unless otherwise noted.

December 2023

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CASSELMAN

1.0 Project Overview

The Parks and Recreation Master Plan will guide Council and staff in managing parks and recreation programs, events, infrastructure, services, and investment over the next 15 years. The Plan will align with existing recent policy and reflects the community's vibrancy and shared goals. The Municipality has retained a multi-firm consulting team led by Toronto-based thinc design to lead the project.


CASSELMAN

2.0 Data and Document Review

The following relevant plans and studies were reviewed to provide contextual information for the Master Plan:

- United Counties of Prescott-Russell (UCPR) Official Plan (2018)
- UCPR Growth Forecast and Land Needs Analysis (2012)
- Municipality of Casselman Official Plan (2008)
- Asset Management Plan (2021)
- Development Charges Background Study (2021)
- Community Improvement Plan (2022)
- Accessibility Plan (2023)

United Counties of Prescott-Russell (UCPR) Official Plan (2018)

- The United Counties of Prescott and Russell (UCPR) is the easternmost county in Ontario, covering in excess of 2,000 square kilometres.
- The UCPR are comprised of the eight municipalities of:
  - The City of Clarence-Rockland;
  - The Town of Hawkesbury;
  - The Municipality of Casselman;
  - The Township of East Hawkesbury;
  - The Nation Municipality; and
  - The Township of Russell.
- The goal of the Official Plan is to provide guidance and direction to growth and development, redevelopment and/or conservation activities in the United Counties until the year 2035.
- Based on the Official Plan, local municipalities are encouraged to identify and support the development of a core area in each community. These areas may include but is not limited to community facilities such as community centres, libraries, town halls, day care centres, or recreational facilities such as arenas and public swimming pools.
- The County supports the development of community hubs throughout the County as a means of optimizing the use of public service facilities, providing access to social, recreational, and cultural services, and integrating service delivery.

UCPR Growth Forecast and Land Needs Analysis (2012)

- The primary purpose of the UCPR Growth Forecast and Land Needs Analysis is to determine the County's long term growth outlook and determine the appropriateness of the current settlement area boundaries to accommodate anticipated population and employment growth.
- Over the past 25 years, population growth in Canada has become increasingly concentrated in only a few major urban areas, with population in most other communities growing more slowly or declining.
- The City of Ottawa-Gatineau is the closest metropolitan region with forecasted growth to the Counties. Thus, one of the most important considerations with respect to the growth forecast is the economic and urban structural relationship between the County and the broader regional economy centred on the City of Ottawa-Gatineau.
- On a county-wide basis, population is forecast to grow to a total of 116,800 by 2036, representing fairly modest growth.
- Employment is forecast to remain relatively stable, growing by roughly 3,800 jobs (13%) over the 2036 horizon.
  - The modest level of employment growth is largely a result of the aging of the population and continued out-migration from the County.
- For the western portion of the County, including Casselman, 85% of the housing unit growth forecast is allocated to the Urban and Community Policy Areas.

Municipality of Casselman Official Plan (2008)

- The goal of the Official Plan is to provide for the effective and efficient management of land use and resources within a sound corporate fiscal framework that balances the rights of the individual and the needs of the community with the need to conserve and protect the environment.
- Objectives of the Official Plan include but are not limited to:
    - To recognize that a unique and enjoyable community and places are created through community improvements, quality design, less obtrusive signage, pedestrian-friendly environments and accessibility;
    - To recognize that the Community Core Area (i.e., Principale Street) is a very important part of the community and would benefit from a variety of planning and design activities that improve its role as a key community node;
    - To provide an overall planning framework within which public and private development can take place, including the designation of land use areas, the road system, and the development of community services and facilities;
    - To support social services to meet the needs of a diverse population;
    - To recognize that amenities and design are valued as being integral to development; and
    - To provide a linear park system that implements open space linkages between existing and future passive and active parkland and new neighbourhood areas within the Municipality and future regional linkages.
- At the time of the preparation of the Official Plan, the average age of Casselman was 39.2 years, Casselman had a fairly high proportion of youth aged 19 and younger, and had a household size of 2.57 persons per dwelling, which was a decline from previous years.
- The Official Plan outlines a Park and Open Space Policy Area with the goal to ensure an adequate supply of lands for recreational and leisure activities for residents of the municipality and to enhance opportunities for tourism.
    - The objectives are to provide a diversity of recreation and leisure opportunities, to conserve and enhance natural environmental amenities along the waterfront and on interior lands within the Municipality, and to introduce a linear open space concept to be integrated into the design and development of future residential areas.

Asset Management Plan (2021)

- The Municipality of Casselman's 2021 Asset Management Plan provides the Municipality with a tool to assist in capital financing decisions with the purpose to build on existing practices by identifying how best to manage municipal infrastructure over the planning period to 2060.
- The weighted remaining useful life of the municipality's assets, including buildings and the storm and sewer systems, is approximately 17 years.
- Overall, the municipality's assets are determined to be in Good condition with assets ranging from Fair to Very Good ratings.
- The Municipality of Casselman has made some effort in recent years to address the infrastructure gap and improve the condition of assets including an annual capital budgeting process, capital replacement reserves, and grant money received from upper level government.

Development Charges Background Study (2021)

- The development charges (DCs) background study was designed to set out sufficient background on the legislation and policies underlying proposed development charges by-laws.
- Development charges provide for the recovery of growth-related capital expenditures from new development.
- It was recommended that the Municipality impose a uniform municipal development charge calculation for water and wastewater services, applicable to development within the municipal urban service area.
- An Addendum to the Development Charges Update Study focused on capital projects included in the calculation of DCs for roads and related services as well as parks and recreation services. Specifically, Council determined that the J.R. Brisson Complex Expansion be removed from the infrastructure costs included in the calculation of DCs for parks and recreation services.
- The Municipality adopted its Development Charges By-law 2021-057. Per Policy 14(1), the development charges will be adjusted annually. Table 2-1 shows the current charges for parks and recreation services as of October 2023.

Table 2-1: Development Charges for Parks and Recreation Services

Residential				Non-Residential
Single and Semi-Detached Dwelling	Other Multiples	Apartments: 2+ Bedrooms	Apartments: Bachelor and 1-Bedroom	(per sq. ft. of Gross Floor Area)
$4,315	$3,108	$2,595	$1,952	$0.18

Source: Municipality of Casselman website (October 31, 2023)

Community Improvement Plan (2022)

- The Community Improvement Plan (CIP) was created to facilitate investment and job growth in the Economic sector and is specifically an Economic Enterprise Area CIP.
- A CIP is a planning tool that establishes a framework for achieving community improvements to rehabilitate and revitalize project areas and can include incentives to stimulate or encourage private and public sector investments and set out design guidelines for public and private sector improvements.
- The purpose of this Economic Enterprise Area CIP is to help the Municipality overcome barriers that prevent continued investment in Casselman's Economic Enterprise Areas.
- Casselman's Community Improvement Plan includes all lands within the Municipality that are designated Economic Enterprise Area in the Municipality of Casselman Official Plan.

Accessibility Plan (2023)

- The Municipality of Casselman declared its commitment to work with its citizens on an ongoing basis to eliminate existing barriers for people living with disabilities and to prevent new barriers from being created by:
  - Adopting an annual budget that aims to improve the accessibility to services;
  - Improving accessibility to buildings, facilities, and services for people with functional limitations;
  - Ensuring equitable access to employment within the municipality;
  - Ensuring quality services for all members of the community living with a disability; and
  - Incorporating accessibility standards and criteria into the process of acquiring products and services for the municipality.
- Strategies and actions planned with regard to customer service include:
  - Continue to guarantee the accessibility of services to our residents and visitors by complying with AODA standards;
  - Continue to renovate facilities or construct new buildings, striving to improve and incorporate accessibility features for residents;
  - Continue the evaluation and review of parks and recreation facilities in conjunction with the development of a master plan to increase participation in recreation programs for people with special needs; and
  - Update the policy on accessibility standards for customer services set out in Part IV.2 of Ontario Regulation 191/11.
- Strategies and actions planned with regard to information and communications include:
  - Increase promotion of municipal accessibility initiatives on social media;
  - Continue to ensure that the municipality's website and web applications are AODA compliant; and
  - Ensure that the reception process meets the needs of people with disabilities.
- Strategies and actions planned with regard to employment in Casselman include:
  - Continue to ensure that the municipality's employment policies and practices are inclusive of people with disabilities;
  - Expand human resources policies relating to the provision of

accommodations on the basis of disability and accessible employment, setting out the municipality's commitment to the prevention and elimination of barriers for people with disabilities, as well as the establishment of procedures by which people with disabilities can request accommodations;

- Maintain a return-to-work process.

- Strategies and actions planned with regard to purchases include:
  - Continue to ensure that accessibility criteria are essential requirements of the procurement process when acquiring or purchasing goods, services and/or facilities;
  - Continue to work with suppliers and community partners to meet or exceed accessibility requirements; and
  - Update the purchasing policy.
- Strategies and actions planned with regard to design of public spaces include:
  - Continue to maintain accessible elements in public spaces through regularly scheduled monitoring and preventive maintenance of accessible elements;
  - Continue to respond to temporary disruptions when accessible elements in public spaces are not in working order, by informing the public and prioritising corrective measures;
  - Ensure that restoration and new infrastructure construction projects include provisions for accessibility; and
  - Provide a completely accessible Town Hall.
- Continued review and update of the Municipality's Accessibility Plan will help define future funding requests during the term of the Parks and Recreation Master Plan.

3.0 Socio-Demographic Profile

This profile highlights current and projected populations, socio-demographic details, and population age distribution for the Municipality of Casselman, United Counties of Prescott and Russell, and Province of Ontario.

Current Population and Income

Table 3-1 illustrates population and income data for the Municipality of Casselman and the United Counties of Prescott and Russell from the 2021 Canadian Census. Casselman's population is 3,970 people within a land area of 5.16 km^2, resulting in a high population density per square kilometre. The average income in Casselman ($58,650) is slightly higher than the average salary in the Counties ($54,750).

Language

Tables 3-2 and 3-3 illustrate residents' language skills in Casselman and the United Counties of Prescott and Russell. A majority of Casselman's residents (71.2%) are native French speakers. However, nearly the same proportion of residents (72.2%) has knowledge of both English and French; this is greater than in the Counties, where 65.9% of the population is bilingual. There are more English-only speakers in the Counties (24.3%) than Casselman (14.9%).

Table 3-1: Summary of Population and Income Data in the Municipality of Casselman and the United Counties of Prescott and Russell

	Municipality of Casselman	United Counties of Prescott and Russell
Population	3,970	95,639
Population density per square kilometre	770	47.7
Land area	5.16 km^2	2,004.27 km^2
Average total income in 2020 among recipients ($)	$58,650	$54,750

Source: 2021 Canadian Census

Table 3-2: Mother Tongue of Residents in the Municipality of Casselman and the United Counties of Prescott and Russell

Mother Tongue	Municipality of Casselman		United Counties of Prescott and Russell	
	#	% of Total	#	% of Total
English	850	21.6%	32,205	34.0%
French	2,805	71.2%	54,665	57.7%
Non-official Languages	115	2.9%	3,585	3.8%
TOTAL	**3,935**	**100.0%**	**94,690**	**100.0%**

Source: 2021 Canadian Census

Table 3-3: Residents' Knowledge of Official Languages in the Municipality of Casselman and the United Counties of Prescott and Russell

Language Knowledge	Municipality of Casselman		United Counties of Prescott and Russell	
	#	% of Total	#	% of Total
English and French	2,840	72.2%	62,365	65.9%
English only	585	14.9%	23,020	24.3%
French only	510	13.0%	9,155	9.7%
Neither English nor French	10	0.2%	150	0.2%
TOTAL	**3,935**	**100.0%**	**94,690**	**100.0%**

Source: 2021 Canadian Census

Current Age Distribution

Table 3-4 and Figure 3-1 illustrate the population age distribution for the Municipality of Casselman, the United Counties of Prescott and Russell, and Province of Ontario in 2021. According to these figures, the largest proportion of residents in the Municipality are young adults aged 20-49 years (57.4%), which is reflective of the proportion of young adults in the County (34.7%) and the Province (39.5%). Additionally, the Municipality of Casselman has a slightly lower percentage of residents aged 0 to 4 years (3.2%) than the County (5.3%) and the Province (4.8%).

Table 3-4: Population Age Distribution in Casselman, Prescott and Russell, and Ontario (2020)

Age Group	Municipality of Casselman		United Counties of Prescott and Russell		Province of Ontario	
	#	% of Total	#	% of Total	#	% of Total
0-4 years	195	4.9%	5,025	5.3%	683,515	4.8%
5-14 years	455	11.5%	11,110	11.6%	1,568,280	11.1%
15-19 years	205	5.2%	4,900	5.1%	801,455	5.7%
20-49 years	1,430	36.1%	33,190	34.7%	5,584,980	39.5%
50-64 years	850	21.5%	22,305	23.3%	2,948,005	20.9%
65-74 years	470	11.9%	11,710	12.2%	1,404,495	9.9%
75+ years	355	9.0%	7,425	7.8%	1,133,205	8.0%
TOTAL	**3,960**	**100%**	**95,665**	**100%**	**14,123,935**	**100%**

Source: 2021 Canadian Census

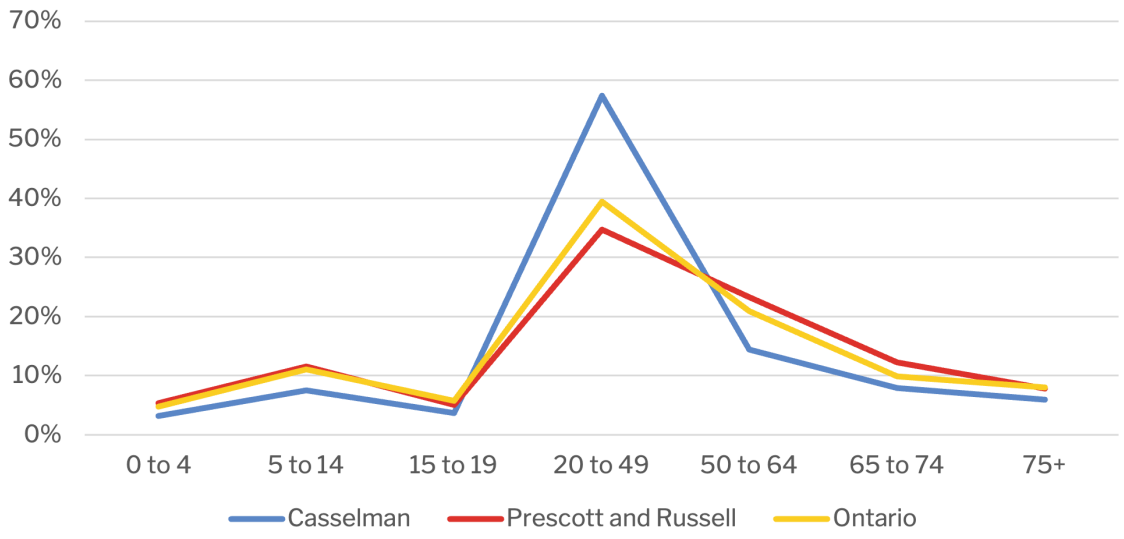


Figure 3-1: Population Age Distribution in Casselman, Prescott and Russell, and Ontario (Source: 2021 Canadian Census)

Current Household Breakdown

Table 3-5 illustrates the household breakdown for the Municipality of Casselman and the United Counties of Prescott and Russell. Casselman is currently home to 1,585 households, the largest proportion of which (31.5%) are couples without children followed by couples with children (26.5%). The distribution of household types within Casselman is proportionally similar to that of the United Counties of Prescott and Russell. Casselman has slightly greater one parent households (9.8%) than the Counties (7.8%).

Table 3-5: Household Types in the Municipality of Casselman and the United Counties of Prescott and Russell

Household Type	Municipality of Casselman		United Counties of Prescott and Russell	
	#	% of Total	#	% of Total
Couple Family Households with Children	420	26.5%	10,495	27.4%
Couple Family Households without Children	500	31.5%	12,460	32.5%
One Parent Family Households	155	9.8%	2,975	7.8%
Multigenerational Households	35	2.2%	890	2.3%
Multiple-Census-family Households	5	0.3%	210	0.5%
One-Census Family Households with Additional Persons	25	1.6%	1,025	2.7%
Two-or-more-person Non-Census-Family Households	45	2.8%	1,010	2.6%
One-Person Households	400	25.2%	9,275	24.2%
TOTAL	**1,585**	**100.0%**	**38,340**	**100.0%**

Source: 2021 Canadian Census

Projected Population

Table 3-6 illustrates the projected populations for the Municipality of Casselman and the United Counties of Prescott and Russell from 2026 until 2041 based on the UCPR Growth Management Strategy Update (2022). According to these figures, Casselman is projected to grow by 700 residents from 2021 to 2031 (17%), followed by an additional 720 residents to 2041 (15%). Subsequently, to the term of this 15-year Plan, the Municipality is projected to have a population of 5,286 residents in 2038.

Comparatively, the population of the Counties is also projected to increase by 14,531 residents by 2031 (15%), followed by an additional 9,960 residents by 2041 (9%). Subsequently, to the term of this 15-year Plan, the Counties are projected to have a population of 117,268 residents in 2038.

Projected Age Distribution

Table 3-7 illustrates the projected population age distribution for the United Counties of Prescott and Russell from 2021 to 2041 from the Ontario Ministry of Finance Projections (2022). Based on these figures, the Counties are expected to see a total increase of 25,611 residents (26%) by 2041. With this increase, the age distribution remains similar, with the top three proportions of the population being adults aged 20 to 49 years, 50 to 64 years, and 65 to 74 years. It is anticipated that Casselman's future age distribution will mirror that of the Counties and remain consistent with the current age distribution, where 20-49 year olds and 50-64 year olds are the most represented.

Table 3-6: Projected Populations of the Municipality of Casselman and United Counties of Prescott and Russell

Year	Municipality of Casselman	United Counties of Prescott and Russell
2026	4,390	104,830
2031	4,770	110,170
2036	5,150	115,360
2038	**5,286**	**117,268**
2041	5,490	120,130

Source: Growth Management Strategy Update for the Corporation of the United Counties of Prescott and Russell, 2022

Table 3-7: Projected Population Age Distribution in the United Counties of Prescott and Russell

Age Group	United Counties of Prescott and Russell in 2031		United Counties of Prescott and Russell in 2041	
	#	% of Total	#	% of Total
0-4 years	4,090	4.4%	5,327	4.3%
5-14 years	11,165	10.1%	12,183	9.8%
15-19 years	6,345	5.7%	5,888	4.7%
20-49 years	38,660	34.9%	39,218	31.6%
50-64 years	19,981	18.0%	21,973	17.7%
65-74 years	16,119	14.5%	13,695	11.0%
75+ years	13,699	12.4	10,230	8.2%
TOTAL	**110,869**	**100%**	**124,181**	**100%**

Source: Ontario Population Projections Update, 2021-2046


MUNICIPALITÉ DE
CASSELMAN
MUNICIPALITY
Au service de la communauté / Serving our Community
CLUB OPTIMISTE
de Casselman
CLUB 60
(de la Bonne Entente)
CASSELMAN, ON
RICHELIEU INTERNATIONAL
C·C·S
BANQUE
ALIMENTAIRE
LE BON
SAMARITAIN
Comptoir Populaire
Deguire
2804
CADETS
Chevaliers
de Colomb
Girl Guides
of Canada
Guides
du Canada
Bibliothèque Publique
CASSELMAN
Public Library
Corporation
Revitalisation
du centre-ville de Casselman downtown revitalizatio
37e BAVERNASU
CENTRE novas
10
2007-2017

4.0 Inventories of Recreation Facilities, Parks, and Programs

Casselman has the following amenities across its seven (7) municipal parks and four (4) indoor recreation facilities:

- 2 large halls
- 1 boardroom
- 2 canteens
- 1 gymnasium
- 2 rentable classrooms
- 1 ice pad
- 1 outdoor rink/pad
- 1 large ball diamond (lit)*
- 1 small ball diamond (lit)*
- 2 pickleball courts (lit) *[1]
- 2 tennis courts (lit)*
- 2 beach volleyball courts*
- 3 basketball nets
- 4 shade structures
- 6 playgrounds
- 1 splash pad
- 1 boat launch
- 1 outdoor washroom, 3 seasonal portalets

Figure 4-1 shows the parks and recreation system in Casselman, including municipal parks and facilities as well as school sites. The locations of future parks and trails (pending subdivision approval, construction, etc.) are also shown. Each park/facility is then inventoried along with other related parks and recreation spaces including the three schools. This section concludes with an inventory sampling of recreation programs and events.

* Shared facility on Casselman Catholic High School site
1 Estimated opening: May 2024

Figure 4-1: Parks and Recreation Facilities in Casselman

P1 Optimist Park

Francess St, between Martin St & Maria St

- Access points from two streets (Martin St and Maria St)
- Basketball court (newly upgraded with LED lights)
- Play structures

P2 Tchou-Tchou Park

198 Argile St

- Accessible play structures
- Seasonal portalet

P3 Nation Park

15 Rivière Nation N Rd

- Located on the South Nation River
- Adjacent to High Falls Conservation Area, owned by South Nation Conservation
- Gazebo
- Boat Launch
- Accessible washrooms

P4 Park for the Elderly

802 Laval St

- Fundraised by the Knights of Columbus in 1950
- Greenspace along the river
- Gazebo, picnic tables, benches
- Power hook-up
- Adult swing (anticipated installation: 2024)

P5 Ottawa Hydro Park

851 Marquette St

- Play structures
- ½ basketball court

P6 Academy Domain Park

730 Des Pommiers St

- Large open green space with three access points/pathway connections from surrounding seats
- Picnic tables

P7 Richelieu Park and Splash Pad

46 Faucher Blvd

- Outdoor rink (winter)/pickleball courts (summer)
- Splash pad
- Play structures
- Shade structure
- ½ basketball court

F1 J.R. Brisson Complex

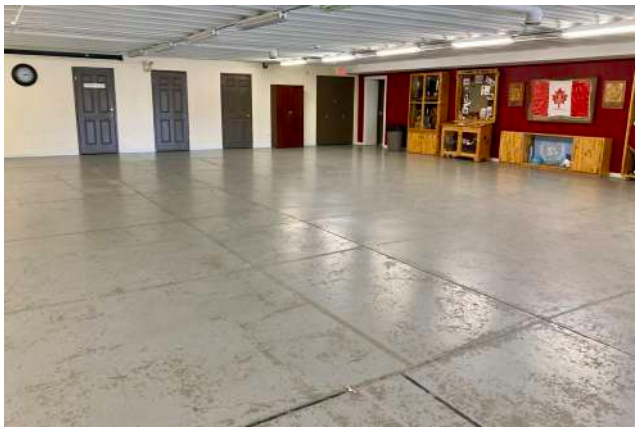
756 Brebeuf St

- Community hall (currently under renovation) with kitchen
- Ice pad
- Canteen
- Sports bar
- Office/storage used by Municipality, sports groups
- 2 lit tennis courts
- Close proximity to Casselman Catholic Elementary/Secondary School

F2 Paul-Émile Levésque Centre

758 Brebeuf St

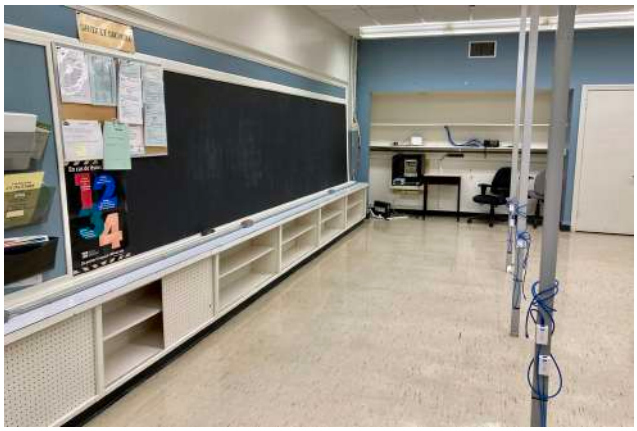
- Large hall
- Canteen
- Small hall (boardroom)
- Offices/storage facilities used by Municipality, Club 60, Casselman Cadets



F3 750 Principale Street

750 Principale St

- Gymnasium
- Classrooms
- Municipal storage
- Tenant spaces (e.g., Employment Ontario, office of MPP Stéphane Sarrazin, Kawabunga Camps)



F4 Tourist Centre and Casselman Historic Museum

3 Station St

- Visitors' centre and historical museum established in 2011 and open seasonally from May to September
- Located inside historic Train Station
- 1 washroom

S1 Casselman Catholic High School

778 Brebeuf St

Municipally-Owned Shared Facilities:

- 2 beach volleyball courts
- 2 lit pickleball courts (anticipated opening: May 2024)
- 1 lit major ball diamond
- 1 lit minor ball diamond
- Shade structure
- Seasonal portalet

School-Owned Facilities:

- Gymnasium
- Multi-purpose (football, soccer) sports field
- Track

S2 Casselman Catholic Elementary School

133 & 215 Laurier St

- Gymnasium
- Casselman Public Library
- 4-hoop basketball nets
- Basketball court
- 4 mini soccer fields
- Backstop
- Play structures

S3 Lordship Academy Elementary and Secondary School

731 Des Pommiers St

- Gymnasium
- Track

Other Related Parks and Recreation Spaces

Doran Park

Brisson St

- Owned by South Nation Conservation
- Gazebo
- Greenspace along the river
- Small parking area (approx. 3 cars)

Casselman Public Library

764 Brebeuf St

Casselman Bowling Hall

715 Principale St

- 6-pin bowling lanes

Sample of Recreation Programs

Municipal-Led Programs

- Men's baseball league
- Women's baseball league
- Youth baseball league (Les Voltigeurs)
- Free skate
- Stick and Puck
- 4x4 Hockey
- Yoga
- Zumba
- Tennis (with Casselman Tennis Club)

Kawabunga Camps

- Dance Camp
- Multi-Sport Camp
- Boys Camp
- Girls Camp
- Cooking Camp
- Arts and Crafts Camp
- Nature Adventure Camp
- Educational Field Trips Camp

Ice-Based Programs

- Casselman Figure Skating Club
- Casselman Minor Hockey Association
- Casselman Vikings Junior B
- Eastern Ontario Cobras
- Eastern Ontario Wild
- Casselman Pirates AAA
- Girls Hockey Coyotes
- Women's Hockey
- Old Timers Hockey
- Ringette
- Ice Dogs Hockey

Other Recreation Programs

- Pickleball
- Ball Hockey
- Dodgeball
- Badminton
- Soccer
- Futsal (Indoor Soccer)
- Basketball
- Track & Field
- Royal Canadian Army Cadets Corp
- Dance Club
- 37e BaVerNaSu

Sample of Events

- Board Game Family Nights
- Picnic in the Parks
- Soap Bubbles
- Movies in the Parks
- Casselman Glow Ride
- Christmas Festival
- Community Hockey Tournament
- Community Baseball Tournament
- Dice Run


CASSELMAN

Municipality of Casselman

Appendix B:

CONSULTATION SUMMARY

December 2023

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Prepared by:
thinc design
in association with:

Mehak, Kelly & Associates

All images are provided by the Municipality or taken by thinc.

December 2023

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Casselman
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1.0 Project Overview

The Parks and Recreation Master Plan will guide Council and staff in managing parks and recreation programs, events, infrastructure, services, and investment in Casselman over the next 15 years. The Municipality has retained a multi-firm consulting team led by Toronto-based thinc design to lead the project. This Consultation Summary follows the Background Summary Report published in December 2023. The first draft of the Parks and Recreation Master Plan is expected in Spring 2024.

2.0 Consultation Activities

To leverage the community's knowledge, ideas, and expertise on current and future delivery of Casselman's parks, recreation, and facility services, a multi-faceted engagement strategy was conducted in Fall 2023. Residents, municipal representatives (including staff and members of Council), local businesses, and parks and recreation user groups were all approached to share their input. Each type of consultation activity is described in the following pages.

Interviews

The project team conducted 45-minute one-on-one interviews in English with each member of Council between October 18 and November 13, 2023:

- Mayor Geneviève Lajoie
- Councillor Anik Charron
- Councillor Paul Groulx
- Councillor Francyn Leblanc
- Councillor Sylvain Cléroux

The project team also conducted 45-minute one-on-one interviews in English with the following municipal staff between October 24 and November 15, 2023:

- Pierre Thibault, Manager of Recreation and Leisure Services
- Sébastien Dion, Deputy Clerk
- Mireille Groleau, Economic Development and Communications
- Pascal Doucet, Director of Planning
- Yves Morrissette, Chief Administrative Officer

Open House

An in-person bilingual public Open House was held in the gymnasium at 750 Principale St. on November 2, 2023 from 6:00-8:00 PM. It was promoted on social media and the Municipality's Telmatik notification system. It was suggested that future in-person events pertaining to the Plan be held in the Community Hall at the J.R. Brisson Complex (once renovation is complete) and promoted through mail-outs to all local addresses.

The Open House convened 19 attendees, who were invited to respond to the following open-ended questions through interactive display boards and discussions with the project team:

- What is your vision for parks and recreation in Casselman? What words would you use to describe it?
- Currently, what do you like about recreation facilities, parks, and activities in Casselman?
- What do you think is most needed in Casselman's recreation facilities, parks, and activities? What do you want in the future?

Household Survey

A bilingual telephone survey was administered to 200 Casselman residents between November 1 and 15, 2023. The survey was completed by a mix of household types, including couples without dependent child(ren) (33%), couples with dependent child(ren) (31%), one adult (16%), one parent with dependent child(ren) and one or more adults (5%), extended families of 3+ generations (5%), and more than one adult sharing a residence (4%).

The same anonymous bilingual survey was also made available online for any member of the public to complete between November 8 and 21, 2023. The Municipality promoted the survey on social media and a total of 41 responses were received. The survey was completed by a mix of household types, with the greatest participation by couples with dependent child(ren) (46%) along with responses from couples without dependent child(ren) (19%), one adult (19%), one parent with dependent child(ren) and one or more adults (8%), extended families of 3+ generations (4%), and more than one adult sharing a residence (4%).

Results from the telephone survey are typically considered more representative than results from the online survey because telephone survey respondents were randomly selected to participate, while online survey respondents self-selected to participate. Online survey respondents may have prior or above-average interest or involvement in parks and recreation and may include non-residents.

Business Survey

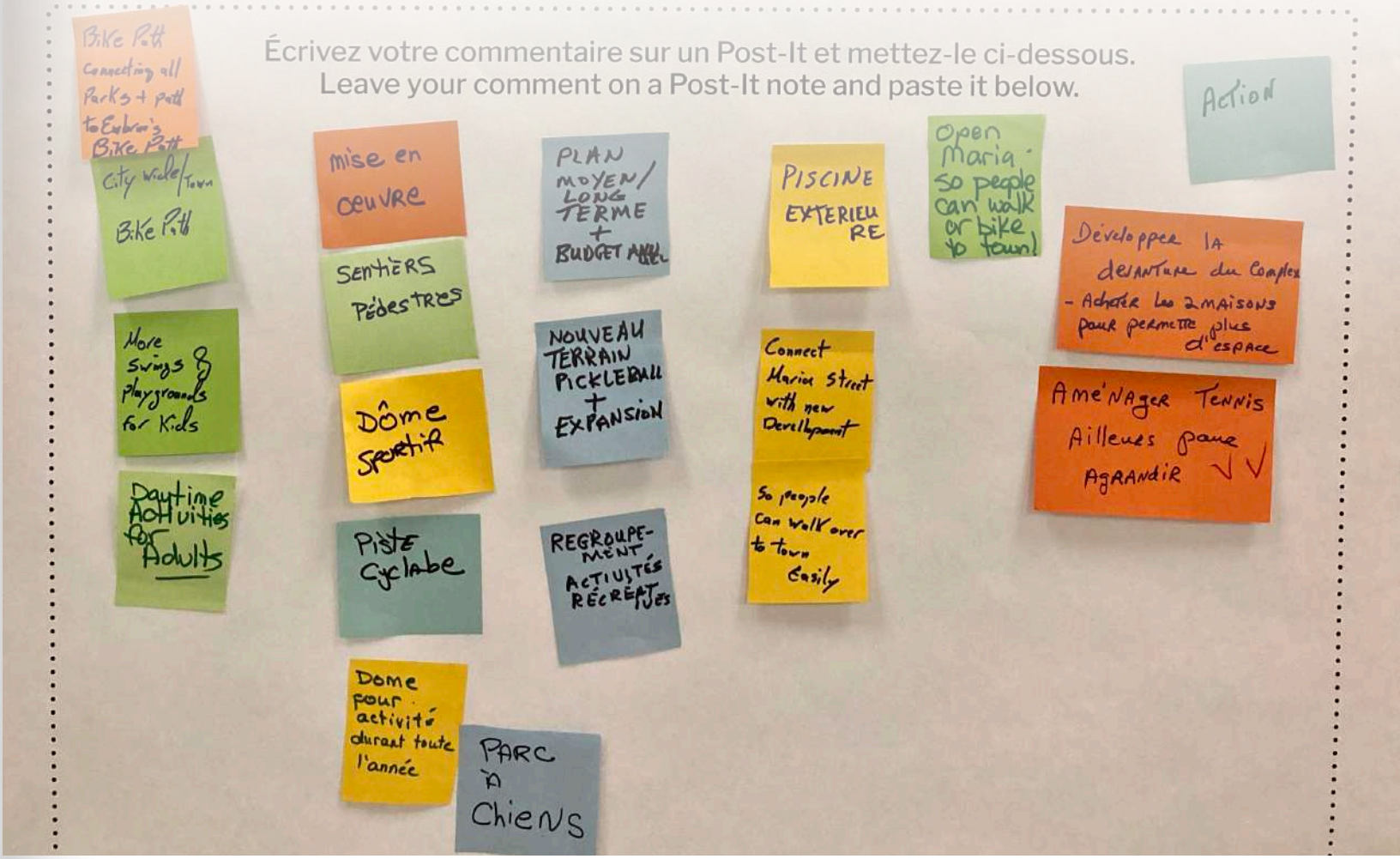
An invitational online survey was sent via email to 152 businesses with a business license in the Municipality's record to explore ways in which the municipal provision of parks and recreation facilities can benefit businesses, as well as any partnership opportunities that might exist now or in the future. The survey was available to complete from October 30 to November 21, 2023, and a total of 14 responses were received from businesses in Casselman, including retail, family activities, photo services, welding, electrical services, tree farming, and personal services.

User Group Survey

An invitational online survey was sent via email to 55 community groups/non-profit organizations that facilitate programming and/or use municipal facilities or parks to provide their programs and activities. The survey was available to complete from October 30 to November 21, 2023, and a total of 13 responses were received, with representation from the following groups:

- Casselman Veterans
- Casselman Embrun Icedogs Minor Hockey Association
- Centre NOVAS-CALACS francophone de Prescott-Russell
- Casselman Vikings Junior B Hockey
- Club 60
- Russell Coyotes
- Sunday night hockey
- Tennis Casselman
- Pickleball Casselman
- Casselman Women's Ball League
- Men's Ball League
- Casselman Women's Ringette Team

3.0 Consultation Findings



The following is a summary of findings of each topic area and grouped by consultation audience. Collectively, the full results of consultation will be considered and analyzed when conducting needs assessments in Phase 3 of the project.

Programs and Events

User Groups

- User groups estimated that between 5% and 90% of their regular season participants live in Casselman.
- They reported offering the following general types of programs/activities:
  - Arena ice programs
  - Court sports
  - Arena floor programs
  - Gym sports/recreation
  - Club/social programs
  - Outdoor nature-based programs
  - Seniors' programs
  - Fields sports
  - Artisan programs
  - Visual arts programs
  - Fitness/wellness
  - Learning programs
  - Social support
- No groups reported delivery of heritage programs or performing arts programs.
- More than half (56%) of user groups indicated they provide events. Reported examples include sleepovers, tournaments, meetings, holiday activities, awareness activities, and community meals.
- Estimated total participation in regular season programs/activities and/or events ranged from 18 to 2,500 people. No groups anticipate a decrease in their program participation/event attendance. Five groups anticipate an increase while seven groups expect to remain stable.
- No groups reported serving babies aged 0 to 4 years. All other age groups were served by at least three user groups.
- One user group suggested the Municipality promote additional ice sports (alternatives to hockey) such as ringette and broomball to attract youth and adults.

Municipal Representatives

- User groups are doing a great job running sports leagues.
- Weekend skating and stick & puck programs offered by the Municipality are working well.
- Casselman's proximity to neighbouring communities like Russell Township means municipal programs compete with offerings there.
- Casselman is seeing growth in tennis and pickleball.
- There is a large focus on sports (especially hockey), so social, arts, and culture offerings could be improved, especially as year-round indoor activities.
- There is currently a lot of emphasis for children in recreation, and more is needed for teenagers, adults, and seniors.
- Suggestions for classes include yoga, Zumba, kids/family programming, health programs (e.g., drug, pregnancy, and suicide prevention; mental health).
- Recruiting instructors is a challenge.
- The community is rich in culture (e.g., musicians, painters, photographers) but this topic area is missing from current parks and recreation program offerings.
- Casselman is one of the last communities in Ontario that has a predominantly French-speaking population. Growth is bringing more English speakers. The Francophone identity, history, and culture remains strong and should be presented in an open and welcoming way to newcomers.
- There are opportunities for more self-directed programming at existing facilities (e.g., beach volleyball courts).
- There is desire to hold more events such as the return of an annual environment clean-up day, partnering with South Nation Conservation for activities at waterfront spaces, etc.
- There is reported interest from at least one user group in holding indoor golf training, given Casselman's proximity to the Casselview Golf and Country Club.

Residents

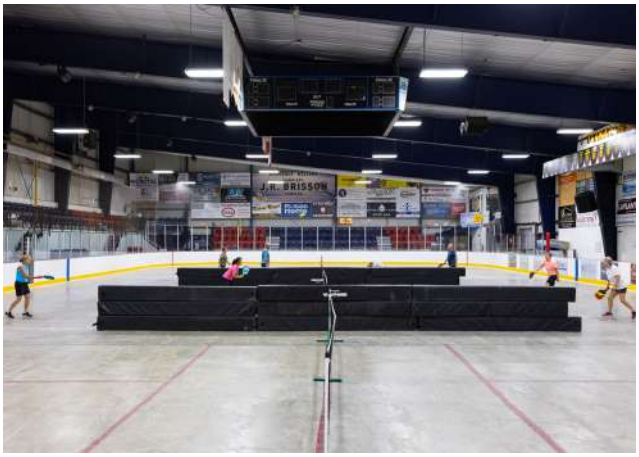
- There were requests at the Open House for more activities for youth, daytime programs for adults/younger retirees, and community building events held in local facilities such as the arena at J.R. Brisson Complex.
- 41% of telephone survey respondents and 68% of online survey respondents indicated they or other members of their household use parks and recreations services in Casselman.
- Residents were asked if they or members of their household travel to the Nation Municipality of Russell Township to use recreation services: 71% of telephone survey respondents and 41% of online survey respondents indicated they travel to neither.
  - Of those who do travel elsewhere, the most common reasons are because these communities have newer/better quality facilities (telephone: 62%, online: 18%) and the facilities are not available in Casselman (telephone: 33%, online: 65%). One of the online survey respondents indicated their household travels elsewhere due to more English-speaking activity options for children.
- Table 1 shows the results when residents indicated the factor(s) that prevent or limit members of their household from participating in recreation programs/activities in Casselman. Among telephone survey respondents, the most common response was that nothing prevents or limits them. Among online survey respondents, the most common response was that nothing of interest is offered. A proportion

Table 1: Reported Factors That Limit Participation in Recreation

Factor	Telephone Survey Respondents	Online Survey Respondents
Nothing prevents/limits participation	49%	22%
Nothing of interest offered	1%	48%
Don't know what's available	15%	26%
Too expensive	14%	4%
Lack of time	14%	19%
Health reasons	3%	0%
Programs are full	2%	11%
Transportation difficulties	1%	19%
Inconvenient hours	1%	11%

of both groups (telephone: 15%, online: 26%) indicated they do not know what is available.

- Participants were asked specifically about programs/activities of interest to their household, and the two surveys were divided: 87% of telephone survey respondents indicated that there are no programs of interest they wish were offered in Casselman while 67% of online survey respondents indicated there are.
    - Of those who are looking for more activities, the greatest interest among telephone respondents is activities for teenagers aged 13 to 19 years followed by school-aged children 5-12 years and adults aged 20-30 years. There was particular interest in after school programs. Online respondents are interested in additional program options for all age groups.



Facilities

User Groups

- Community groups' reported use of indoor facilities included the arena ice, gymnasium at 750 Principale St., halls, classroom at 750 Principale St., and school gymnasium.
  - 82% indicated these indoor facilities are well suited to their program/activity or event requirements.
  - Of the two groups whose facility needs are not being met, challenges include the space being too small/not regulation size, lack of support facilities/amenities, inadequate parking, heating/air conditioning problems, and aging/out of date infrastructure.
  - One user group suggested permitting use of the community hall at J.R. Brisson Complex for activities such as pickleball.
- Community groups' reported use of outdoor facilities/amenities included the ball diamonds, park playgrounds, ice rink, tennis courts, school playgrounds, and open greenspaces.
  - Only one group indicated that outdoor spaces are not well suited to their needs due to the size of the space, lack of support facilities/amenities, and aging/out of date infrastructure.
- Two user groups reported using facilities in neighbouring communities to hold their activities. These include gymnasiums, arenas, and halls in the Nation Municipality, Russell Township, and Champlain Township.
  - These facilities are reportedly used because they are closer to participants, offer better value for money, and/or because Casselman facilities are not available when the group needs them.
- Three groups anticipate requiring additional access to facilities in the next 5-10 years including pickleball courts, arena ice, and meeting space.
-

Municipal Representatives

- There is opportunity to repurpose 750 Principale St. for other uses (e.g., library branch, small indoor pool, indoor squash/tennis court, fitness gym, affordable housing, permanent/outdoor market, relocated Casselman Museum, non-profit offices/social services, parkland). Reportedly, the gymnasium does not get a lot of use.
- The floor of the Paul-Émile Lévesque Centre requires an upgrade, and the arena in the J.R. Brisson Complex needs two additional changerooms.
- There is interest in more opportunities to use the arena (and take advantage of the floor, sound system, seating) for revenue generation through more arts and entertainment uses, events, etc., especially during the summer.
- A youth hub/YMCA with supported programming would be welcomed.
- The renovation of the Community Hall at the J.R. Brisson Complex throughout 2023 resulted in a significant loss of revenue, and the sports hall above the rink is underused.
- The Municipality could purchase the residential homes in front of the J.R. Brisson Complex to support an expansion/rebuild of the building with more changerooms, a possible second ice pad, additional parking, a state-of-the-art hall that can accommodate large functions (e.g., weddings, banquets, performances), etc.
- When exploring the possibility of installing a covered sports dome, the Municipality should gain insights from nearby communities with a similar facility (e.g., Limoges in the Nation Municipality, Embrun in Russell Township).
- More seating is needed at the baseball diamonds.
- Increasingly, residents are requesting a pool to support swimming lessons. There could be opportunity to explore the feasibility of an outdoor pool open seasonally.

Residents

- At the Open House, there were several suggestions for a multifunctional indoor (covered) sports complex/dome that can accommodate year-round activity such as tennis, pickleball, and walking.
- More pickleball facilities are needed to address scheduling issues. There is currently only one indoor facility that accommodates pickleball. The Richelieu Park outdoor rink accommodates three pickleball courts, but Open House attendees indicated the surfacing is poor. There was a suggestion to add a dugout and shed near the outdoor pickleball courts to store chairs and equipment.
- It was suggested the existing tennis courts at the J.R. Brisson Complex be moved to the Casselman Catholic High School grounds, adjacent to the pickleball courts that will open in spring 2024, freeing up more space at the Complex.
- Several Open House attendees would like to see a pool in the community. There were also suggestions at the Open House for an additional ice pad.
- 55% of telephone survey respondents and 50% of online survey respondents indicated they use indoor sport and recreation facilities in Casselman.
    - The most common used indoor facilities are the public library (telephone: 55%, online: 75%), arena ice (telephone: 46%, online: 75%), halls (telephone: 34%, online: 17%), and gymnasium at 750 Principale St. (telephone: 9%, online: 42%).
- 38% of telephone survey respondents and 85% of online survey respondents indicated they use outdoor sports and recreation facilities.
    - The most common used outdoor facilities/amenities were the splash pad (telephone: 58%, online: 68%), playgrounds (telephone: 54%, online: 84%), and ball diamonds (telephone: 46%, online: 32%).
- A majority of telephone survey respondents (82%) think indoor or outdoor recreation facilities are not needed in Casselman.
    - Of those who do think they are needed, the top 3 suggestions were upgraded playgrounds (39%), an indoor pool (33%), and pickleball courts (31%).
- In contrast, a majority of online survey respondents (94%) think new facilities are needed. The top suggestions were a pool (27%), indoor soccer turf/track (14%), and gym (11%).

Parks and Open Spaces

User Groups

- No user groups reported using the boat launch/waterfront area in Casselman to run programs/activities or events, and no improvements were suggested.

Municipal Representatives

- Parks are well located throughout the community and easily walkable/bikeable from homes. However, maintenance is a challenge.
- A parkland dedication by-law is needed to permit an alternative rate (cash-in-lieu) under the authority of section 42 of the Planning Act.
- Better planning is needed when approving draft subdivisions to ensure that parkland of an adequate size and type is secured, and there is a balanced supply of amenities distributed throughout the municipality's neighbourhoods. Outreach at both the neighbourhood level and municipal-wide is valued.
- Vandalism is a recurring issue in municipal parks and facilities, particularly Richelieu Park. There is a need for inclusive recreation spaces that appeal to teenagers. Suggestions include more basketball courts, a graffiti panel, a skate park, and trivia/facts about the actual maintenance costs of municipal facilities.
- There is interest in dedicating a municipal green space for arts and culture activities/infrastructure. Parks should be designed to accommodate organized events with amenities such as shade structures (e.g., gazebo), stage/amphitheatre, open greenspace, etc.
- Increasing the tree canopy across the Municipality will encourage people to use active transportation options (e.g., walking).
- Residents want more trails, cycle paths, sidewalks, and connections. Railway regulations pose a challenge. Clearer signage and expanded cycling routes on Principale St. could connect Casselman to the broader regional cycling system.
- The Sentier Brisson is an exciting future project that will complement Casselman's existing parks and open space system and be a tourist draw for families.
- The Official Plan includes a proposed recreational trail system whose layout is consistent with the Sentier Brisson and proposed/developed subdivisions.
- Park/facility signage and wayfinding needs to be improved/more visible (e.g., directing people to volleyball and pickleball courts). Signage could be updated to include QR codes directing to a webpage for submitting suggestions, requests for maintenance/repair, booking a facility (e.g., court), etc.

- A dog park is needed in Casselman but securing an optimal location has proven a challenge. Consideration also needs to be given to its maintenance regime and costs.
- Parc Des Aînés is focused for seniors but it is on a slope and not accessible.
- The splash pad is popular and can get overcrowded. The waterfront is currently undeveloped with no swimming opportunities or boardwalk.
- There is interest among Council in exploring opportunities to develop the stormwater management pond at the end of Des Chênes St. as a passive greenspace for walking, water features, and seating. The land is owned by the Municipality of Casselman but located in the Nation Township. The Municipality has the property easements to access, maintain, and repair the turning radius and pond but it is yet to be determined whether development of adjacent green spaces may compromise the stormwater management system.
- The greenspace allocated between the homes at 225 and 281 Nature St in a recent subdivision could be used for passive parkland with amenities such as seating and a gazebo.
- There is interest in introducing a composting program, community garden, and healing garden.

Residents

- At the Open House, attendees suggested that additional trees and shading in municipal parks would encourage more use, as well as benches and waste receptacles. One participant requested snow clearing in parks for winter access.
- Open space allocated for parkland in new development is often limited/lacking.
- Participants emphasized there is a lack of park amenities for tweens/teens, especially near the new subdivisions in the northwest part of the municipality. Since the nearby Tchou-Tchou Park is only for little kids, youth frequently travel across the railway tracks at the end of Argile St. to reach the basketball court at Optimist Park. A skate park, ping pong area, or other active amenity could keep youth occupied.
- There was a request for swings and park benches in the green space at the end of Nature St.
- Residents would like better connectivity throughout the Municipality such as cycle paths, walking trails, and street linkages (e.g., Maria St).
- 10% of telephone survey respondents and 79% of online survey respondents indicated there are additional park amenities that they think should be provided in Casselman.

- The most common request by telephone survey respondents was dog off-leash areas, while the most common request by online survey respondents was more walking paths within parks (Table 2). Among both surveys there was interest in more shade, seating, lighting, etc. (telephone: 30%, online: 45%).

Table 2: Interest in Additional Park Amenities

Factor	Telephone Survey Respondents	Online Survey Respondents
Dog off-leash areas	40%	36%
Ball diamonds	35%	5%
More shade, seating, lighting, etc.	30%	45%
Washrooms and water fountains	30%	23%
Multi-purpose play courts	25%	23%
Increased maintenance	25%	14%
More walking paths within parks	20%	63%
Soccer fields	20%	27%
New play equipment	20%	23%
Beautification	15%	14%
Event space	10%	14%
Naturalized areas	5%	27%
Outdoor gyms	-	32%
Wheel sports pads	-	23%
AODA improvements	-	9%

Service Delivery

User Groups

- 58% of user groups indicated the Municipality could better assist them in developing and providing their programs, activities, or events.
    - The top three areas were assistance with funding applications (57%) and communicating with the Municipality (57%), as well as insurance (securing, cost, etc.) (43%).
- 83% of user groups pay fees for the facilities used. While 50% would be willing to help with fundraising activities for facility development, 75% of groups would not contribute to the capital costs to develop new facilities and 58% would not start paying higher user fees to improve facility quality.
- One user group suggested offering sports teams the opportunity to pay fees to the Municipality via electronic transfer.

Municipal Representatives

- User groups are heavily involved in parks and recreation, but previous conflict between groups and the Municipality led to a loss of trust. Since the COVID-19 pandemic, groups are observed to be less active, and membership is low.
- As Casselman's population doubles and continues to expand, staffing must keep up with the required maintenance to support growth/additional services. The existing staff complement cannot meet residents' expectations.
- There is a reliance on government grants to support part-time staff/students. A dedicated program facilitator may be needed to plan a suite of activities throughout the year.
- Volunteer recruitment and retention is key, particularly when it is too costly for the Municipality to hire additional staff. A recognition program and physical gathering space could attract more volunteers, especially as volunteers age out of service clubs or choose to limit their involvement to specific memberships/activities.

- The Municipality should catalogue the active groups and support them by managing a community-wide volunteer register, streamlining coordination, and marketing opportunities to get involved in public initiatives.
- There may be opportunity to work with the public library for delivery of events and workshops, rental of indoor space, etc.
- Since the Municipality owns limited land parcels, the existing historic partnership with the Catholic school board has been key in providing recreation facilities and programs. Consideration should be given to how a similar partnership could be made with the public school board (e.g., user fees, hours/availability) and building new facilities on its lands.
- There is openness to working with other municipalities for service sharing/shared amenities rather than providing duplicates within Casselman's municipal boundaries.
- Municipal policies have increasingly been formalized, tracked, and improved. There is still room for improvement, particularly in terms of asset management metrics, building conditions assessments, etc.
- Most promotion and communication of parks and recreation offerings/process is through word of mouth as well as individual groups' updates and posters in the arena.
- The Parks and Recreation Master Plan should be aligned with the Strategic Plan that is currently in progress.

Residents

- Open House attendees suggested the Municipality enter a formal partnership with the public high school (Académie de la Seigneurie)/CEPEO school board. Currently the gymnasium is used for programs, but there is opportunity for use of existing outdoor facilities and potential future facilities on site (e.g., dome, outdoor fitness equipment).
- It was also suggested that a shuttle bus could help transport community members to facilities throughout the region (e.g., indoor sports dome) in partnership with surrounding municipalities such as the Nation.
- Figures 1 and 2 show how well sports and recreation facilities in Casselman are meeting residents' expectations. Respondents reported the greatest satisfaction with accessibility/inclusive features (telephone: 84%, online: 32%) and cleanliness and maintenance (telephone: 60%, online: 36%). They see room for improvement in bringing facilities up to date and increasing the number and variety.
- Respondents were asked the extent to which they think the Municipality should focus on developing and providing future parks and recreation services. Telephone survey respondents (Figure 3) would like to see more focus on waterfront spaces/access (72%), indoor facilities/programs (53%), and active parks (40%). Online survey respondents (Figure 4) would like to see more focus on indoor facilities/programs (77%), passive/natural parks (63%), and outdoor facilities/programs (58%).

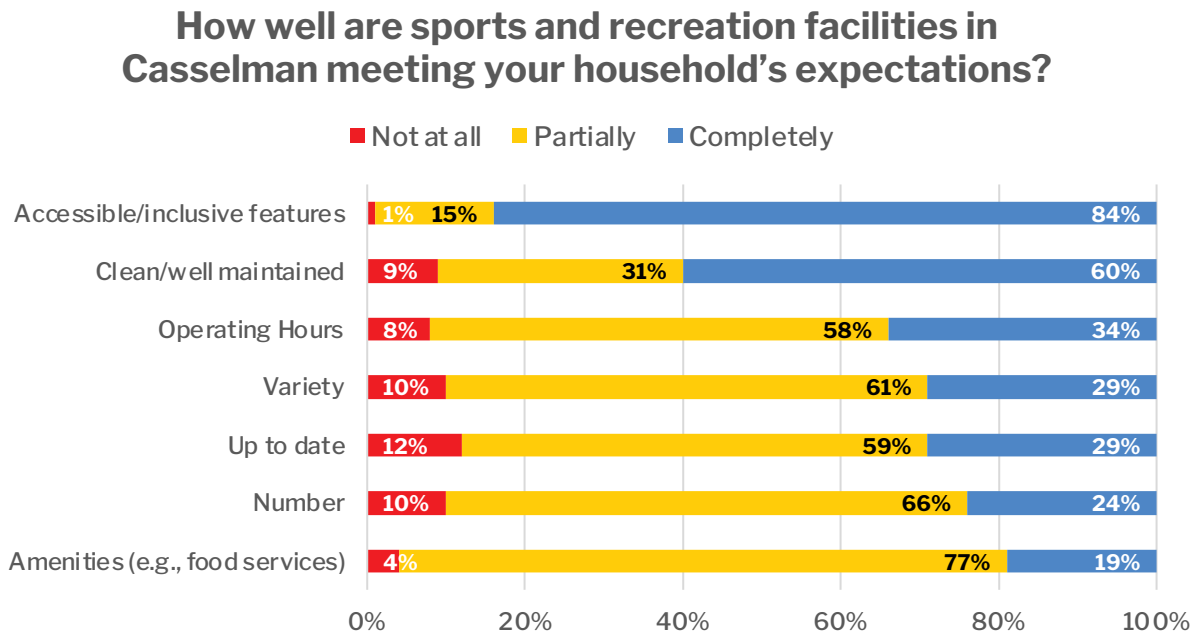


Figure 1: Telephone Survey Respondents

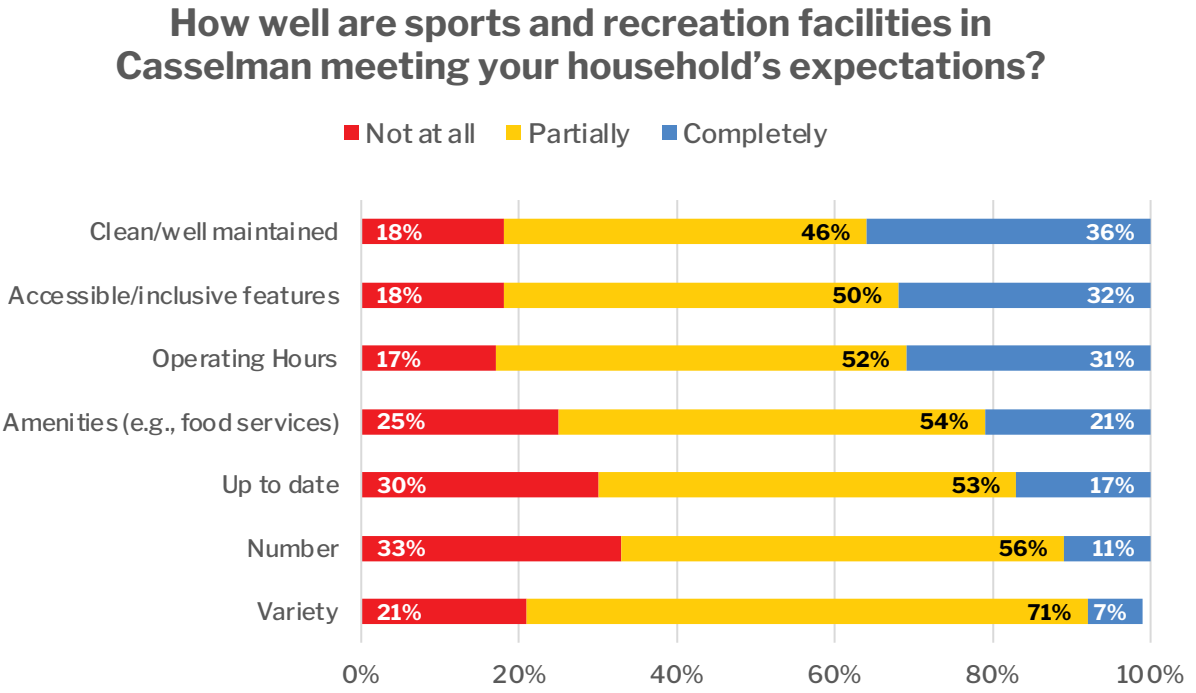


Figure 2: Online Survey Respondents

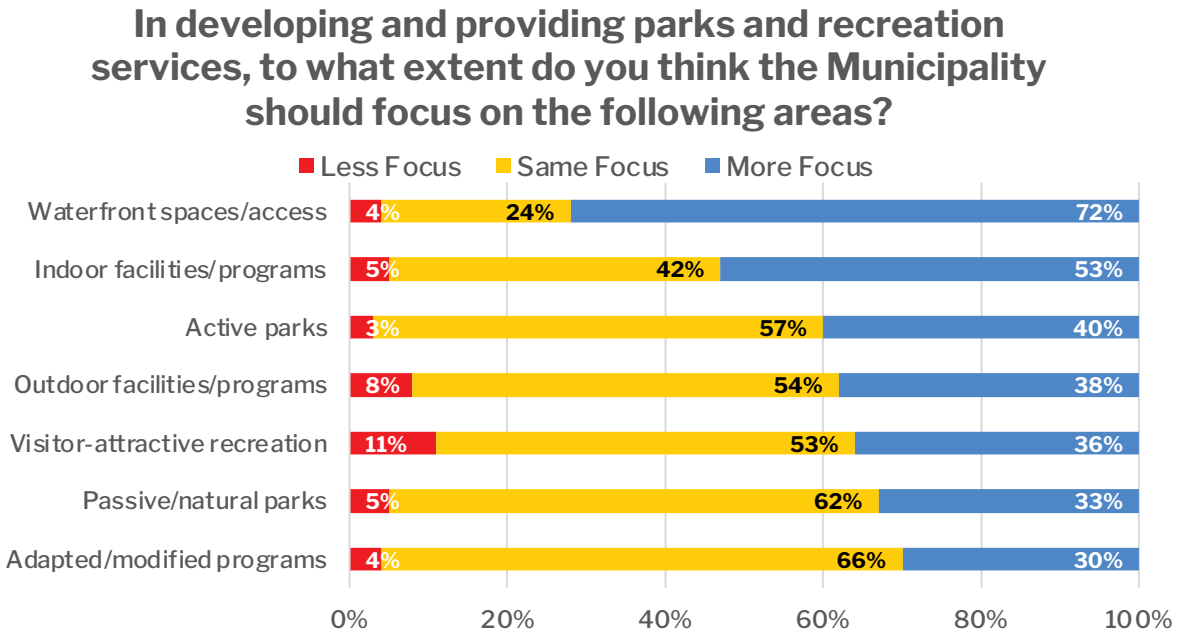


Figure 3: Telephone Survey Respondents

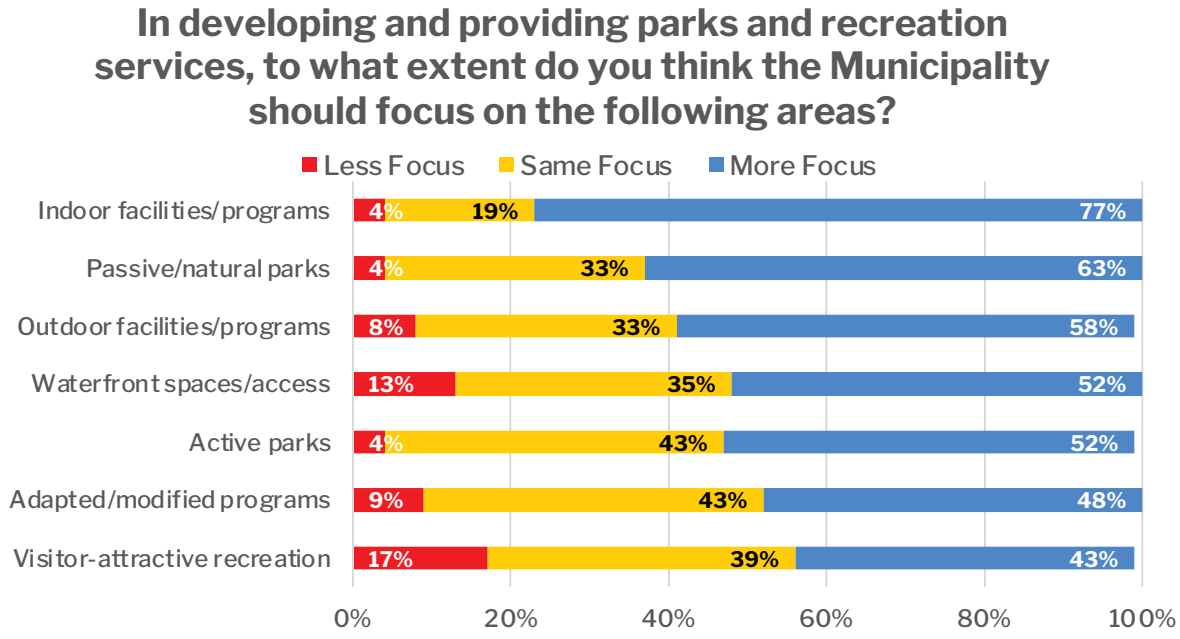


Figure 4: Online Survey Respondents

- When asked if their household would contribute to the development/ improvement of recreation facilities, parks, and programs (Table 3), the greatest interest among telephone survey respondents was in paying higher fees to use these spaces (37%) and donating to fundraising (25%) while the greatest interest among online survey respondents was donating to fundraising (41%) and volunteering to help run programs/events (37%).

Table 3: Residents' Willingness to Contribute to Parks and Recreation

Contribution Type	Telephone Survey Respondents	Online Survey Respondents
Paying higher fees	37%	19%
Donating to fundraising	25%	41%
Volunteering to help run programs/ events	20%	37%
Donating an amenity to a park (e.g., bench, tree)	20%	15%
Increased property taxes	8%	11%
None of the above	21%	37%

Businesses

- Businesses were asked their experience and/or future interest in sponsoring or partnering with a recreation or cultural organization in the community (e.g., service club, sports group, municipality) to deliver recreation-related services in Casselman (e.g., programming, foodservices, in-kind donations). Respondents reported involvement in the Christmas festival and an art exhibition, as well as through in-kind donations. Reasons for this involvement include “giving back” to the community, providing positive exposure for the business to local residents, supporting employees who are (or may be) involved in the activity, and helping to bring in visitors/tourists who might become customers.
- One business expressed interest in getting involved but suggested that opportunities are offered to returning companies and not new ones, and there is need for better communication of events and opportunities for participation.
- Only one business reported using/renting municipal recreation facilities (community event room) in the community.

Legend: capital costs | operating costs | study to be undertaken

Note: translation services are not included in cost estimates.

Appendix C: Cost Breakdown of Master Plan's Recommendations and Timing

Area of Analysis		Recommendation	Timing		
			Short Term (Years 1-5)	**Medium Term (Years 6-10)**	**Long Term (Years 11-15)**
	Arts, Culture, and Heritage	1. Work with local groups to hold an outdoor community potluck event focused on bringing together old and new residents to share a meal.			
		2. Partner with community members/groups to develop French conversation circles for English-speaking residents.			
		3. Deliver small-scale arts and culture programming within municipal parks.			
		4. Consider designating a specific municipal park such as Park for the Elderly for arts and culture programming.			
		5. Implement a short-duration programming model to pilot new programs and assess long-term program interest.			
	Self-Directed Programming	6. Encourage self-directed and community-led programming at the new Bird's Eye View Park.			
		7. Develop an equipment lending initiative.	TBD		
		8. Provide opportunities for pick-up sports games at existing municipal facilities.			
	Intergenerational Programming	9. Explore opportunities to develop intergenerational programming.			

Legend: capital costs | operating costs | study to be undertaken

Note: translation services are not included in cost estimates.

Area of Analysis		Recommendation	Timing		
			Short Term (Years 1-5)	Medium Term (Years 6-10)	Long Term (Years 11-15)
Parks and Open Spaces	Planning and Policy	1. Adopt a formal Parks and Open Space Classification System.			
		2. Amend the municipal User Fee By-law 2018-083 to remove the fee of cash-in-lieu of parkland.			
		3. Create and adopt a parkland dedication by-law and cash-in-lieu of parkland policy.			
		4. When possible in new subdivisions, combine parkland parcels to create larger parks.			
		5. Ensure new residential developments incorporate adequate parkland and ensure new parks are connected by pedestrian trails or pathways to existing parks, trails and amenities.			
		6. Develop a public art policy and work with the community to design and install public art pieces in municipal spaces.		TBD	TBD
		7. Develop an Active Transportation Master Plan.	$60,000		
		8. Develop a signage and wayfinding strategy.	$30,000		
		9. Install consistent signage in all municipal parks and facilities.	absorbed within park upgrades		
	Upgrades to Existing Spaces	10. Continue making required accessibility upgrades to parks to meet Accessibility for Ontarians with Disabilities Act (AODA) standards.	absorbed within park upgrades		
		11. Increase shade and seating in existing parks.	$15,000		

Legend: capital costs | operating costs | study to be undertaken

Note: translation services are not included in cost estimates.

Area of Analysis		Recommendation	Timing		
			Short Term (Years 1-5)	Medium Term (Years 6-10)	Long Term (Years 11-15)
		12. Ensure new parks and open spaces have sufficient shade and seating.			
		13. Add drinking water fountains to Richelieu Park and Park for the Elderly.	$16,000		
		14. Ensure future Community Parks include a drinking water source.			
		15. Install an accessible washroom or portalet in Park for the Elderly.		TBD	
		16. Ensure new Community Parks have an accessible washroom or portalet.			
		17. Develop a formal vandalism response and prevention strategy.			
		18. Publicly report vandalism incidents and consequences.			
		19. Pilot vandalism solutions such as a community art board/wall and park ambassador program.	TBD		
	New Non-Scheduled Park Amenities	20. Install outdoor fitness equipment in at least one municipal park such as Park for the Elderly, Optimist Park, or the park across the street from L'Académie de la Seigneurie school.	$9,200		
		21. Plan to include outdoor fitness equipment in future parkland as part of the Casselman Development Subdivision.			
		22. Work with developers to explore the feasibility of integrating an off-leash dog area within new parkland, with a focus on areas with natural heritage features that may not require fencing.			

Legend: capital costs | operating costs | study to be undertaken

Note: translation services are not included in cost estimates.

Area of Analysis		Recommendation	Timing		
			Short Term (Years 1-5)	Medium Term (Years 6-10)	Long Term (Years 11-15)
		23. Meet with the Nation Municipality to explore the feasibility of installing a gated off-leash dog area.			
		24. Approach groups to explore the feasibility of partnering on the installation of a community garden.			
		25. Develop a community garden policy.			
		26. Consult residents to explore interest in and support for community garden locations.			
		27. Work with the South Nation Conservation Authority to install an accessible smart craft put-in/out in Nation Park.	$20,000		
		28. Consider adding small craft storage lockers.	$4,000		
		29. Develop a small craft rental/lending program.			
		30. Explore installing a small craft launch on the north side of the river, west of Principale St.			$20,000
		31. Develop a skate park.		$80,000	
		32. Consult with VIA Rail to explore opportunities to install a footbridge as a safe connection between Casselman's northwest neighbourhoods.			
		33. Consult youth in the Municipality on a desired park amenity such as a skatepark, bike park, ping pong tables, basketball court, or performance space.			

Legend: capital costs | operating costs | study to be undertaken

Note: translation services are not included in cost estimates.

Area of Analysis		Recommendation	Timing		
			Short Term (Years 1-5)	Medium Term (Years 6-10)	Long Term (Years 11-15)
		1. Document requests for regular or tournament ice use that cannot be accommodated to track unmet demand over the long term.			
		2. Consider options to optimize the use of prime time ice and generate additional use/revenue during non-prime time at existing pad.			
		3. Continue efforts to contract food and beverage services to outside providers.			
		4. Recognizing the need for staff to do the work, consider promoting and scheduling the existing arena during ice-out season for entertainment, event purposes.			
	Gymnasiums	5. Focus on use of the municipal gym for program development suitable to the space.			
		6. As needed, collaborate with the School Boards for municipal/community group access to school gyms.			
	Tennis Courts	7. Work with the Catholic School Board to determine the potential to locate future tennis courts on school lands for shared use.			
		8.Provide four new tennis courts to support the Casselman Tennis Club and future growth in sport, and remove the J.R. Brisson courts.	$300,000 (lit)		
		9. Monitor use of the new courts once they are operating and replace the two existing courts if needed.			
		10. Assess potential to reuse existing lights at the J.R. Brisson courts at the new facility.			

Legend: capital costs | operating costs | study to be undertaken

Note: translation services are not included in cost estimates.

Area of Analysis		Recommendation	Timing		
			Short Term (Years 1-5)	Medium Term (Years 6-10)	Long Term (Years 11-15)
	Pickleball Courts	11. Once the two new pickleball courts on the Catholic High School property are fully operating, monitor the use of all pickleball facilities in Casselman, as well as unmet demand, to confirm use levels and the point additional courts should be built.			
		12. Plan for a total of six co-located pickleball courts on the school property, with four more to be added in upcoming years, to support club and tournament activity.		$120,000	
	Ball Diamonds	13. Existing ball diamonds should accommodate needed use to the end of the planning term.			
		14. Monitor and track ball diamond use to verify demand over time.			
	Sports Fields	15. Confirm future need for municipal sports fields by working with current program providers to monitor existing use of School Board facilities and determine unmet demand for specific uses such as soccer, football, lacrosse, etc.			
	Wellness Hub	16. Prepare a strategic long-term plan to integrate the facilities and spaces at the Paul-Émile Lévesque Centre and 750 Principale Street in a wellness hub.		$35,000	
	Indoor Pool	17. Do not develop an aquatic facility.			
		18. Approach municipalities with indoor pools that Casselman residents use to investigate opportunities to better facilitate access.			

Legend: capital costs | operating costs | study to be undertaken

Note: translation services are not included in cost estimates.

Area of Analysis		Recommendation	Timing		
			Short Term (Years 1-5)	**Medium Term (Years 6-10)**	**Long Term (Years 11-15)**
	Domed Artificial Turf and Track (Field House)	19. A field house cannot be supported now based on community size, no apparent demand and regional market considerations, in view of the costs that would accrue to the Municipality.			
		20. Possible future provision of a field house should be established through a feasibility study that establishes evidence of local need and unmet demand for another facility to serve the regional market, and anticipated capital and operating costs, considering the potential to partner with either of the School Boards to redevelop one of the existing secondary school track and field combinations.		$40,000	
	Facility Improvements and Asset Management	21. Continue to update and implement recreation asset management requirements as identified in Municipal plans and through consultation with facility user groups.	capital investment as per required improvements		
	Secure Storage	22. Incorporate and designate sufficient secure storage for all users in any future facility development or renovations, while establishing limits to assigned spaces.	TBD		
Service Delivery	**Municipal Structure**	1. Add a full-time Recreation and Leisure Services Coordinator and revise the existing part-time Operators Supervisor position to a full-time Senior Operator/Physical Resource Agent, to be supported by an additional full-time Operator.			
		2. Access the services of the corporate Communications Officer for time-limited tasks related to disseminating information and promoting the Department's assets and services.		related to no. 4	
		3. Fully engage the Community Events Facilitation and Volunteer Mobilization Committee in supporting the Department in its work.			

Legend: capital costs | operating costs | study to be undertaken

Note: translation services are not included in cost estimates.

Area of Analysis		Recommendation	Timing		
			Short Term (Years 1-5)	**Medium Term (Years 6-10)**	**Long Term (Years 11-15)**
	Existing and Potential Collaborations	4. Consider the possible future need for Department staff capacity to build communications, promotion and event provision functions.		related to no. 2	
		5. Continue working with the Catholic and Public School Boards to provide facilities and programs to the community.			
		6. Reach out to regional and provincial sport and recreation organizations to determine the potential to facilitate their use of facilities in Casselman to deliver programs to the community.			
		7. Investigate opportunities to collaborate with post secondary schools in Ottawa to access academic expertise and facilitate student placements in parks and recreation in Casselman.			
	Agreements to Support Collaborations	8. Over time and based on functional building assessments and program development/coordination, renew/enter new lease agreements to reflect optimal use of existing facilities/spaces.			
		9. Enter service agreements with non-municipal program providers for short-term use of facilities that the Municipality owns and/or operates.			
		10. Take the lead in preparing paperwork and executing agreements to ease the administrative obstacles to engaging program/ service providers, especially when dealing with individual program providers.			
		11. Ensure agreements with clubs that use courts include designated weekly prime and non-prime, during which non-members can access the courts for casual use.			

Legend: capital costs | operating costs | study to be undertaken

Note: translation services are not included in cost estimates.

Area of Analysis		Recommendation	Timing		
			Short Term (Years 1-5)	Medium Term (Years 6-10)	Long Term (Years 11-15)
		12. Agreements to provide municipally owned facilities on non-municipally owned lands should include an option for the Municipality to purchase the relevant portion of the property at the end of the term.			
	Policy Requirements	13. Conduct a service pricing study as the basis for setting recreation services fees in relation to cost recovery targets, and to inform a pricing policy, while maintaining affordable access.	$25,000		
		14. Develop a community group affiliation policy to provide clarity and consistency in terms of the range of support services available to all volunteer groups and what they must do to be eligible to be, and remain, affiliated.			
		15. Consult with volunteer recreation groups to confirm the type and extent of required assistance to sustain/grow their programs/ events, and to inform development of the policy within the capacity of the Municipality to provide support.			
		16. Develop an event policy to guide the Municipality's support to providers for, and management of, community-oriented and visitor-attractive events.			
		17. Develop an overarching facility allocation policy in conjunction with existing facility rental policies, with appropriate facility-specific sections, to provide consistent and equitable access to municipal facilities for existing groups, emerging new groups, and to ensure facilities are used as intended for programs.			
	Revenue Generating Programs	18. Institute revenue generating programs to help offset the costs of service provision.			
		19. Assign priority to revenue generating programs according to ease of implementation.			

Legend: capital costs | operating costs | study to be undertaken

Note: translation services are not included in cost estimates.

Area of Analysis		Recommendation	Timing		
			Short Term (Years 1-5)	Medium Term (Years 6-10)	Long Term (Years 11-15)
		20. Develop a Park/Facility Naming Policy that aligns with current practices discussed in the Plan.			
	Communications and Promotion	21. Create communications mechanisms for immediate and ongoing use (e.g., parks and recreation newsletter template, recreation-specific social media channels).			
		22. Create a digital biannual Recreation Guide and consider further developing it into a Community Guide for print publication.			
		23. Consider reciprocal promotions with neighbouring municipalities.			
		24. Prepare and post an annual services 'year-in-review' that summarizes and informs the community about the Municipality's achievements in parks and recreation.			
	Service Planning and Evaluation	25. Develop an enhanced data base to inform recreation facilities and program planning to: verify community service needs, monitor and evaluate the success of the service response, and incorporate results in subsequent planning activities.			
		26. Take the lead in developing and implementing regularly occurring joint services planning sessions with all key non-municipal providers.			
		27. Conduct project, program or other topic-specific planning sessions with other providers, as required.			