

Town of Renfrew

Parks and Recreation Master Plan & Waterfront Master Plan

July 2024

Land Acknowledgment

We acknowledge that the Town of Renfrew is located on the traditional territory of the Algonquin People. We thank the Algonquin people and express our respect and support for their rich history, and we are extremely grateful for their many and continued displays of friendship. We also thank all the generations of people who have taken care of this land for thousands of years.

Acknowledgments

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 Town of Renfrew Parks, Recreation and Waterfront Master Plan:

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1.0 INTRODUCTION

This is a new Parks and Recreation Master Plan for the Town of Renfrew, building on the foundation set by the 2010 Master Plan. As a forward-looking document, it aims to guide Council and staff in the sustainable delivery and development of parks, trails, recreation programs, events, infrastructure, services, and investment through 2034. It seeks to address the evolving needs of residents and visitors by assessing how the Town's parks and recreation facilities can adapt to demographic changes, growth, and emerging trends.

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 10 years, it should be revisited every five years to be updated where necessary to reflect changes in Town capacity, trends, community needs and interests, etc.

Encompassed within this Plan is a dedicated Waterfront Master Plan. It aims to support the Town's desire to meet the needs of residents in accessing inclusive open spaces and to encourage visitor attraction with best use of the waterfront.

Together, these plans are crafted with a vision to "provide affordable recreation opportunities that aim to maximize participation and contribute to a healthier community, thereby achieving the greatest public good and benefit for all residents."¹ The combined Master Plan includes actionable strategies designed to reduce barriers to participation, foster partnerships, and optimize the use of both existing and future infrastructure.

The Plan aligns with the Town's strategic policies and priorities. It integrates with other key projects such as the Arts, Culture, and Heritage Master Plan, which was prepared concurrently. Together, these documents aim to enhance community building and social cohesion in Renfrew.

1 Town of Renfrew, 2010 Master Plan for Parks, Recreation and Culture

1.1 PROCESS

The process of developing this Master Plan included the following four phases:

Phase 1: Background Review

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 the Town of Renfrew, including inventories of indoor and outdoor facilities, parks and trails, waterfront spaces, service delivery, and parks conditions.

Phase 2: Community Consultation

A suite of engagement activities were delivered to discuss with community members the current and future state of parks, trails, and facilities in Renfrew. Consultation included interviews with Council members, staff and key stakeholders; a user group survey; two resident surveys (telephone and online); and an in-person Open House and Design Charrette.

Phase 3: Analysis & Recommendations

Phase 3 focused on developing and revising the draft Master Plan through discussions with staff and feedback from the community. Needs assessments were conducted for programming and events, recreation facilities, parks, trails, and river access points through analysis of the background research, consultation findings, and emerging trends. An initial set of draft recommendations was presented for staff and community comment at an in-person Open House and an online engagement period.

Phase 4: Final Master Plan

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



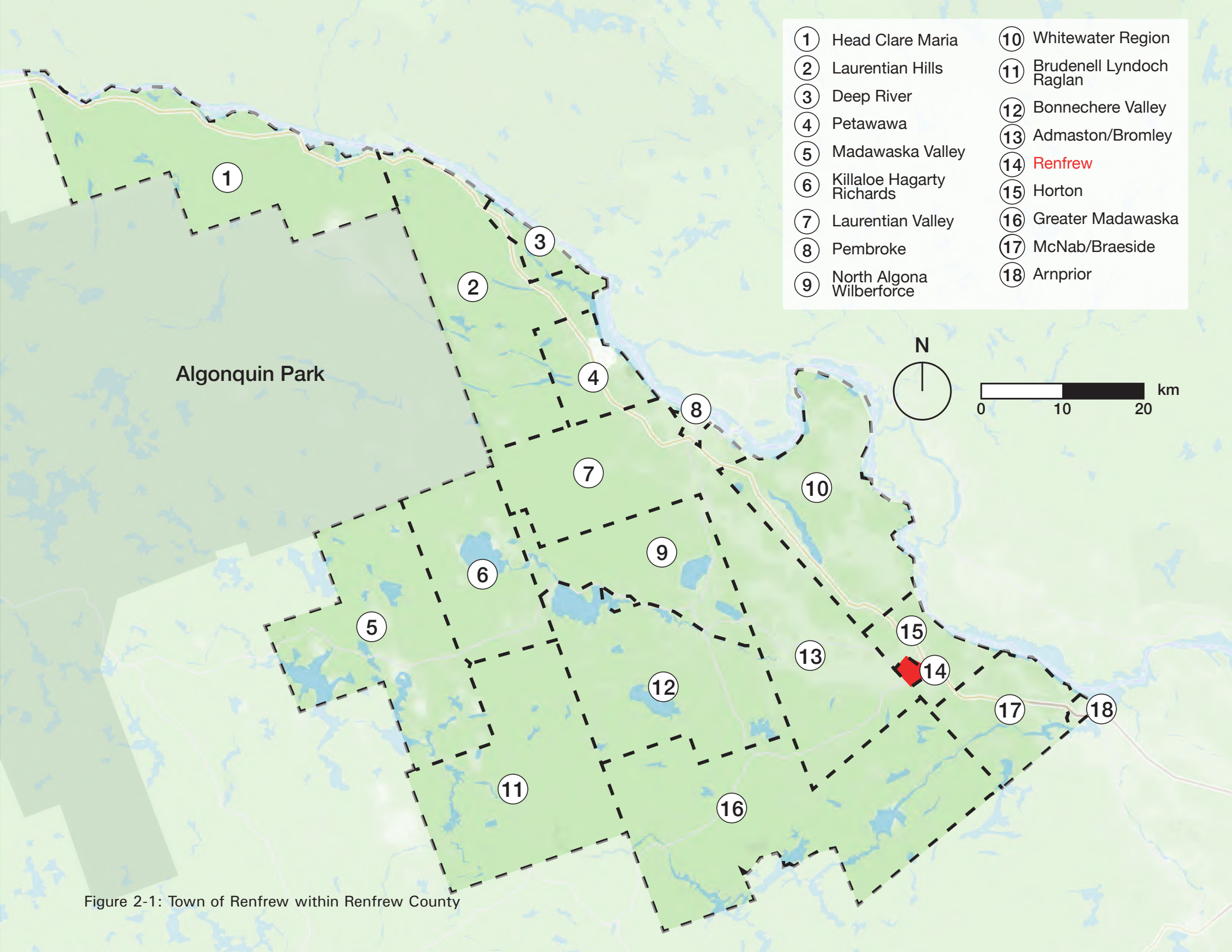


Figure 2-1: Town of Renfrew within Renfrew County

2.0 CONTEXT

2.1 GEOGRAPHIC CONTEXT

The Town of Renfrew is located in Renfrew County in eastern Ontario. It is situated on the west bank of the Ottawa River, and borders the Province of Quebec to the east, the District of Nippising to the north, Hastings County to the west, and the County of Lennox and

Addington, the County of Frontenac, and the County of Lanark to the south. Renfrew County spans 7,357.94 km², supporting 106,365 people according to the 2021 Canadian Census, and comprises 17 communities (see Figure 2-1).

2.2 SOCIO-DEMOGRAPHIC CONTEXT

The socio-demographic profile highlights findings for the current and projected populations and population age distribution for the Town of Renfrew. This profile also includes socio-demographic data for Renfrew County and the Province of Ontario.

Town of Renfrew and Renfrew County Current Population

Table 2-1 illustrates the population data for the Town of Renfrew and Renfrew County from the 2021 Canadian Census.

Table 2-1: Summary of Population Data in the Town of Renfrew and County of Renfrew

	Town of Renfrew	County of Renfrew
Population	8,190	106,365
Population density per square kilometer	639.3	14.5
Land area in square kilometers	12.81	7,357.94

Source: 2021 Canadian Census

Town of Renfrew and Renfrew County Income

The income statistics for the Town of Renfrew in 2020 (Table 2-2) reveal several insights when compared to Renfrew County and the province of Ontario. Renfrew's median total income of households is significantly lower than both Renfrew County and Ontario, indicating a lower overall household earning capacity in Renfrew. Similarly, the median after-tax income for households in the Town of Renfrew is also lower than Renfrew County and Ontario.

The prevalence of low income based on the Low-income measure after tax (LIM-AT) is higher in Renfrew (16.8%) compared to Renfrew County (10.6%) and Ontario (10.1%), highlighting a greater proportion of the population living with low income in Renfrew. As well, the Town of Renfrew has the highest child poverty rate in the County.

Town of Renfrew Ethnocultural Data

The existing ethnocultural diversity of the Town of Renfrew is a key consideration for parks and recreation planning. Expanding programs, events, and activities to reflect the interests of diverse communities can enhance and support healthy and active communities through

increased participation and intercultural community building.

The population in the Town of Renfrew primarily comprises residents who identify their ethnic or country of origin in Canada and Europe, including Ireland, Scotland, France, England, Germany, France, Poland, and the Netherlands. A proportion of residents identify as Métis (4.7%), First Nations (2.3%), Italian (1.8%), and North American Indigenous (1.5%), Algonquin (1.1%).

As shown in Table 2-3 and Table 2-4, approximately 3.6% (295) of the Town of Renfrew's population are immigrants, 2.2% (175) of which have landed before 1980 (Table 2-3). Of the existing immigrant population, the majority are between the ages of 15-24 years (28.1%), 25-44 years (28.1%), and 5-14 years (22.8%) (Table 2-4).

Table 2-2: Summary of Household Income in Town of Renfrew, Renfrew County and the Province of Ontario

	Town of Renfrew	Renfrew County	Province of Ontario
Median total income of household in 2020 (\$)	\$60,400	\$80,000	\$91,000
Median after-tax income of household in 2020 (\$)	\$55,200	\$71,500	\$79,500
Prevalence of low income based on the Low-income measure, after tax (LIM-AT) (%)	16.8%	10.6%	10.1%

Source: 2021 Canadian Census

Table 2-3: Immigrant Status and Period of Immigration

Status	Population*
Non-Immigrants	7570
Immigrants	285
Before 1980	175
1980-1990	40
1991-2000	10
2001-2010	30
2011-2021	30

Table 2-4: Age at Immigration

Age	Population*
Under 5	45
5-14 Years	65
15-24 Years	80
25-44 Years	80
45 Years and over	20

Source: 2021 Canadian Census

* Ethnic or cultural origin for the population in private households - 25% sample date

Town of Renfrew, Renfrew County, and Province of Ontario Age Distribution

Table 2-5 illustrates the population age distribution for the Town of Renfrew, Renfrew County, and Province of Ontario in 2021. The largest proportion of residents are adults ages 20-64 (51.1%). Seniors (ages 60-75 +)

comprise nearly a third of the total population (32.1%) and has a largest proportion of seniors when compared to Renfrew County and the Province of Ontario.

Table 2-5: Population Age Distribution for the Town of Renfrew, Renfrew County and the Province of Ontario (2021)

Age Group	0-4	5-14	15-19	20-49	50-64	65-74	75+	Total
Town of Renfrew	290	320	380	2,375	1,810	1,425	1,200	8,185
Percent of Total	3.5%	8.6%	4.6%	29.0%	22.1%	17.4%	14.7%	100%
Renfrew County	5,420	11,425	5,205	36,410	23,210	14,405	10,280	106,355
Percent in Total	5.1%	10.7%	4.9%	34.2%	21.7%	13.5%	9.7%	100%
Province of Ontario	683,515	1,568,280	801,455	4,690,275	11,948,005	1,504,495	1,133,210	14,223,940
Percent in Total	4.8%	11%	18.8%	19.8%	20.2%	17.4%	8%	100%

Source: 2021 Canadian Census

Town of Renfrew and Renfrew County Projected Populations, 2026 – 2036

Table 2-6 illustrates the projected population growth for the Town of Renfrew and Renfrew County from 2026 until 2036. According to these figures detailed in the County of Renfrew Official Plan, the Town of Renfrew is projected to grow by 5.1% (or 453 residents) from 2026-2036. Comparatively, the population of Renfrew County is also projected to grow by 8,937 during the same period.

Through the duration of the Parks and Recreation and Waterfront Master Plans, the Town's population is projected to reach 9,271 residents in 2034.

Table 2-6: Summary of Projected Population Growth for the Town of Renfrew and Renfrew County

Year	Town of Renfrew		Renfrew County
2026	8,856		98,308
2031	9,080		102,659
2034	9,271		105,411
2036	9,309		107, 245

Source: County of Renfrew Official Plan, data from Census of Canada. Population projections prepared by County of Renfrew

Renfrew County Age Distribution, 2024 - 2036

Table 2-7 illustrates the population age distribution of the projected population for Renfrew County from 2024 to 2034.

Table 2-7: Projected Population Age Distribution for Renfrew County (2024-2034)

Age Group	0-4	5-14	15-19	20-49	50-64	65-74	75+	Total
Renfrew County, 2024	5,046	11,400	5,493	37,218	22,452	15,074	12,201	108,884
Percent of Total	5%	10%	5%	34%	21%	14%	11%	100%
Renfrew County, 2029	4,987	10,743	5,956	38,399	20,272	16,586	14,812	111,755
Percent of Total	4%	10%	5%	34%	18%	15%	13%	100%
Renfrew County, 2034	5,255	10,515	5,740	40,025	20,213	15,852	17,892	115,492
Percent of Total	5%	9%	5%	35%	18%	14%	15%	100%

Source: Ontario Ministry of Finance Population Projections Update, 2019-2046

2.3 PLANNING AND POLICY CONTEXT

A review of relevant plans, policies, studies and reports was conducted to provide essential contextual information for this Master Plan. The following documents were reviewed to determine their relevance to this study:

- Town of Renfrew Official Plan (2018)
- Town of Renfrew Parks and Recreation Master Plan (2010)
- Community Improvement Plan (2015)
- County of Renfrew Official Plan (2020)
- Downtown Streetscape Master Plan and Urban Design Guidelines
- Renfrew County Active Transportation Strategy (2017)
- Renfrew County Multi-Year Accessibility Plan (2022-2026)
- Town of Renfrew Strategic Plan (2024)
- Town of Renfrew Asset Management Plan (2022)

TOWN OF RENFREW Waterfront Central

WHAT DO YOU THINK IS MOST NEEDED IN WATERFRONT CENTRAL?

(Leave your comment on a sticky note and past below.)

would like to see a Bandstand by the bridge lighting (like the effie tower!)

Jefferson Park in Windsor is a great example

Benches, play areas for kids, flower gardens.

lighting, seating & plants around stage at swinging bridge

ramp down to bridge for access (strollers, wheel chairs)

① Lighting down stairs.
② Benches on left. (Municipal/Royal)

Signage about vegetation. More interactive

Built in amphitheatre (like Pembroke)

We love music in the park. maybe a few more benches

Connection to Museum. Contemporary displays

Durable, heavy, hope benches, chairs in main areas. in Town colours

Aesthetically pleasing.

Boardwalk near water

flowers on both sides & on bridge
lighting bridge
walking trail

Play structures (mini) that allows children (family) to interact with nature

Legend

- Existing Park
- Existing Trail
- Town-Owned Parks
- Provincial Park



3.0 WHAT WE HEARD

3.1 CONSULTATION ACTIVITIES

To leverage the community's knowledge, ideas, and expertise on current and future delivery of Renfrew's parks, recreation, and facility services, a multi-faceted engagement strategy was conducted (Table 3-1).

Activities included:

- a dedicated page on the County of Renfrew's ZenCity Engage online platform to share materials, opportunities to participate, and contact information for the project team;
- individual interviews with 15 municipal representatives including Council members and senior municipal staff, held in person and virtually;
- a survey² of residents, administered from October to November 2023 through two formats:
 - a random telephone survey of 200 resident households
 - a self-selected online survey promoted on the municipal website and social media channels that was accessed by 468 respondents
- an invitational online survey of 32 user groups that facilitate programming and/or use municipal facilities or parks to provide their programs and activities, to which 17 representatives responded³;
- a Community Open House and Design Charrette held on October 25, 2023 to hear the public's vision for Renfrew's parks, recreation, and waterfront;
- individual interviews with community stakeholders/external partners, held virtually⁴;
- meetings held virtually with a Steering Committee comprised of municipal staff, to review drafts of the Plan; and
- a Community Open House held on June 10, 2024 to present the draft Master Plan's recommendations for public comment and review.

² The surveys did not require every question to be answered. Thus, not all participants chose or were directed to answer all of the questions and the total number of respondents per question varied from 37 to 200 respondents in the telephone survey and 159 to 468 respondents in the online survey.

³ A full list is included in Appendix A.

⁴ These included Renfrew Power Generation, Renfrew Hydro Inc., Ontario Clean Water Agency, McDougall Mill Museum, YMCA of Eastern Ontario, BGC Renfrew County, Town of Arnprior, and former Town engineer Mike Asselin.

Table 3-1: Consultation Activities and Surveyed Audiences.

Consultation Activity	Purpose & Rationale	Audience	Feedback Collected/ Surveyed
ZenCity Project Page and Online Survey	This interactive hub contains all project-related information. It featured a link to an open public survey at the beginning of the project to facilitate participation at the respondent's convenience, and currently hosts a copy of the draft Master Plan and link to a feedback form for public comment.	The Renfrew community at large ⁵	468 completed surveys
Interviews with Municipal Staff & Council	One-on-one interviews were conducted to establish the local parks, recreation and cemeteries context; better understand service delivery methods; municipal capacity; and to identify needs and future opportunities.	Municipal council and staff with institutional knowledge	15 interviews conducted
Random Household Telephone Survey	Used to capture a statistically representative sample ⁶ of needs and interests in the community, including users and non-users of parks/facilities/programs.	Residents of Renfrew ⁷	200 households (surveys completed between October 23rd to October 30th, 2023)
User Group Survey	Used to collect key data on program/activity provision, anticipated future needs, facility use, etc.	Volunteer community groups/ sports organizations that use municipal parks and recreation facilities	17 user groups surveyed
Open House	The October 2023 Open House introduced the project to the wider Renfrew community and invited attendees to provide verbal and written feedback to the project team. The June 2024 Open House shared the draft recommendations with the community for verbal and written feedback.	The Renfrew community at large	Approximately 40 attendees at each Open House
Community Stakeholders Interviews	Opportunity to learn from other recreation providers/experts in the community, and investigates opportunities for collaborative programming and facility provision	Interviews were conducted with various current recreation providers, partners and/or recreation focused providers.	8 group interviews conducted

- 5 Approximately 85% of respondents indicated they were residents of Renfrew. The remaining 15% of respondents live in surrounding communities (44% Horton, 20% Adamston/Bromley, 12% Whitewater Region, 10% McNab Braeside, 7% Greater Madawaska, and 10% other including Bonnechere Valley and Shawville). A majority of respondents (41%) were households comprising a couple with dependent child(ren) or couple without dependent child(ren) (27%).
- 6 Among the various consultation approaches, the results from the telephone survey are generally considered more representative since they comprise a random sample of residents that may or may not use recreation services. On the other hand, respondents to the online survey are self-selected to participate, and as such, they may have prior or above-average interest in parks and recreation. In addition, while telephone survey respondents must reside in Renfrew, online surveys can be submitted from non-residents who use Renfrew's recreation services, or visit Renfrew parks and trails.
- 7 The demographic makeup of households was as follows: 33% couples without dependent child(ren), 32% couples with dependent child(ren), 15% one adult, 8% one parent with dependent child(ren), 6% one parent with dependent child(ren) and one or more adults, 5% extended family (3+ generations), and 3% more than one adult sharing a residence.

3.2 CONSULTATION FINDINGS

The following is a summary of the findings of community consultation by service area. Note that these insights were gathered prior to the 2024 closing of the Recreation Centre and opening of the myFM Centre and subsequent use of its facilities for programming and activities.

Service Use

- 88% of online survey respondents and 40% of telephone survey respondents indicated they use parks and recreation services in Renfrew
- Telephone survey respondents' most-used amenities and facilities at Ma-te-Way were the soccer field (30%), pickleball courts (30%), and ball diamonds (27%)
- Online survey respondents' most-used amenities and facilities at Ma-te-Way were the playground (67%), splash pad (62%), and ice pad (58%)
- At Ma-te-Way, user groups reported use of the auditorium/hall, ice pad, tennis courts, and kitchen
- Telephone survey respondents' most-used parks and recreation spaces elsewhere in Renfrew were the Recreation Centre gym/auditorium (53%); waterfront parks such as RCAF, O'Brien, and Forgie (50%); Algonquin Trail (49%); Recreation Centre fitness area

(48%); and Millennium Trail (44%)

- Online survey respondents' most-used parks and recreation spaces elsewhere in Renfrew were the Millennium Trail (89%); Algonquin Trail (84%); K&P Trail (84%); park playgrounds (72%); and waterfront parks such as RCAF, O'Brien, and Forgie (47%)
- 35% of both telephone and online survey respondents indicated they use the boat launch
- User groups reported use of the Recreation Centre games or conference room, gym/auditorium, park playgrounds, and trails
- 35% of telephone survey respondents and 73% of online survey respondents indicated members of their household travel to other communities to use recreation services. For telephone respondents, the top reason for doing so is combining recreation with other trips such as work and shopping (36%); for online respondents, the top reason for doing so is that they are not available in Renfrew (89%)

Service Interest

- 38% of telephone survey respondents and 76% of online survey respondents think additional recreation facilities are needed in Renfrew. Online respondents' top requests were for an aquatic facility

and a gymnasium/fitness centre, while telephone respondents requested more pickleball courts and overall upgrades to trails, parks, and the waterfront

- 32% of telephone survey respondents and 60% of online survey respondents think improvements are required to Renfrew's parks or trails. Online respondents' top requests were for washrooms and water fountains; more shade, seating, lighting, etc.; and more walking paths within parks, while telephone respondents' top request was increased maintenance/beautification
- Community members' top request in developing and providing future parks and recreation services was more focus on no/low-cost programs (89% of telephone respondents, 69% of online respondents)
- 10 of 16 user groups indicated the Town's sports and recreation facilities are well suited to their program/activity or event requirements. Of those who indicated more is needed, reasons included inadequate parking, inadequate storage, aging/out-of-date infrastructure, heating/AC problems, and poor acoustics

Support for Growth

- When asked if their household would contribute to the development/improvement of recreation in Renfrew, telephone survey respondents indicated they would pay higher fees (43%) and/or donate to fundraising (27%), while online survey respondents indicated they would donate to fundraising (51%) and/or volunteer to help run programs/events (35%)
- 9 of 16 user groups anticipate an increase in their program participation or event attendance in the next five to ten years, and 4 of those groups will subsequently require additional access to facilities such as arena ice, meeting space, storage, and others. Groups are interested in assistance from the Town via marketing and promotion (print and digital), partnerships, funding applications, and communication
- User groups indicated they would not contribute to the capital costs to develop new facilities (87%) and would not pay higher user fees to improve facility quality (73%). The most interest was in helping with fundraising activities for facility development (27% agree, 60% uncertain)



NOTICE
This is an UNSUPERVISED
play area. Parents are responsible
for their children's safety. No
adult supervision is required.
Children should be supervised
at all times. No running or
rough play. No food or drink.
No pets. No smoking. No
alcohol. No drugs. No
firearms. No weapons.
No climbing on equipment.
No use of equipment for
other than intended purpose.
No use of equipment for
commercial purposes.
No use of equipment for
other than intended purpose.
No use of equipment for
other than intended purpose.

4.0 SWOT ANALYSIS

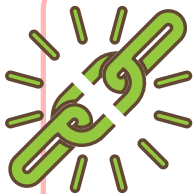
A SWOT analysis is a widely used strategic tool that helps organizations identify and analyze their internal strengths and weaknesses, as well as external opportunities and threats. Here's how a SWOT analysis could be relevant in development and future planning for the Town of Renfrew's Parks, Recreation, and Waterfront Master Plan.



Strengths

This component of the analysis analyzes the internal attributes and resources that support successful outcomes in parks and recreation. Strengths might include skilled staff, high-quality facilities, strong community support, and existing successful programs that resonate well with the community.

- Renfrew serves as a regional hub, drawing residents from other municipalities for recreation programs. The myFM Centre aims to further this
- Natural beauty with many trails
- New collaborations appear to be working well (e.g., between municipal departments, between library and Town)
- Lots of Town-owned parkland
- Expansion of recreation programs in 2023



Weaknesses

These are the internal factors that might hinder the achievement of the master plan objectives. Weaknesses could involve limited funding, aging infrastructure, staffing shortages, or gaps in current programming that fail to meet the needs of all community demographics.

- Existing inequities
- Accessibility
- Limited staff resources compromises long-term viability of programs and services
- Trail system is disconnected in areas
- Wayfinding on trail system needs improvements
- Necessary recovery of funds for myFM Centre



Opportunities

This dimension of the analysis identifies the external factors that the Town can capitalize on to improve and expand its parks and recreation services. Opportunities might include emerging trends in recreational activities, potential partnerships with local businesses or non-profits, availability of grants or increased government funding, and changing community demographics that may lead to increased demand for certain types of waterfront and recreational activities.

- Waterfront is a blank slate with room for new experiences and amenities
- Vacant land parcels
- New developments bringing growth
- Collaboration with schools
- Potential for linkages among parks and trails
- New road to access myFM Centre
- New myFM Centre can address security concerns regarding access to Town facilities
- Interest in using sponsorship opportunities to help build new recreation courts such as basketball
- Enhanced communication strategies around the myFM Centre expansion to rebuild and strengthen trust with residents



Threats

These are external challenges that could cause problems for parks, recreation, or waterfront services. Threats might include economic downturns affecting funding, increased competition from private facilities or neighboring towns, environmental issues such as climate change impacting park use and maintenance, and policy changes that could restrict operations or reduce funding.

- Water quality of Bonnechere River can limit program/recreation opportunities
- Collaboration with landowners (e.g., Renfrew Power Generation and private citizens) is necessary to realizing a fully connected waterfront



5.0 SERVICE DELIVERY

5.1 INTRODUCTION

The foregoing sections of the Plan addressed needs and opportunities to improve services in the areas of programs, activities and events, facilities, and parks and trails. This section deals with potential improvements to the ways in which these services are delivered to the community, with the overarching goal of making better use of all available resources in providing the best possible parks and recreation system for the Renfrew community.

The discussion is presented under the following main headings:

- municipal role and organization
- existing collaborations and agreements
- potential collaborations
- policies and practices
- revenue generation
- marketing, promotion and communications
- ongoing planning and evaluation

The assessment recognizes that the Town is in a period of transition in both expanding the services provided, and making internal organizational and process changes. Consequently, the following discussions include references to very recent changes and well as those still under consideration.

5.2 MUNICIPAL ROLE AND ORGANIZATION

Library, Community and Recreation Services Department Structure

The Town operates as an indirect provider of recreation services. In this role, it facilitates or enables others - such as volunteer program providers, other public agencies, commercial operators or individual instructors - to deliver programs, activities and events to the community. As an indirect service provider, therefore, the municipality's focus is ensuring high quality parks and facilities are available for use by other program providers and for general community activity and enjoyment. Parks and facilities capital projects, facilities scheduling, operations and community relations are key staff responsibilities in this model. In Renfrew, this role is largely carried out by the Library, Community and Recreation Services Department outlined in Figure 5-1.⁸

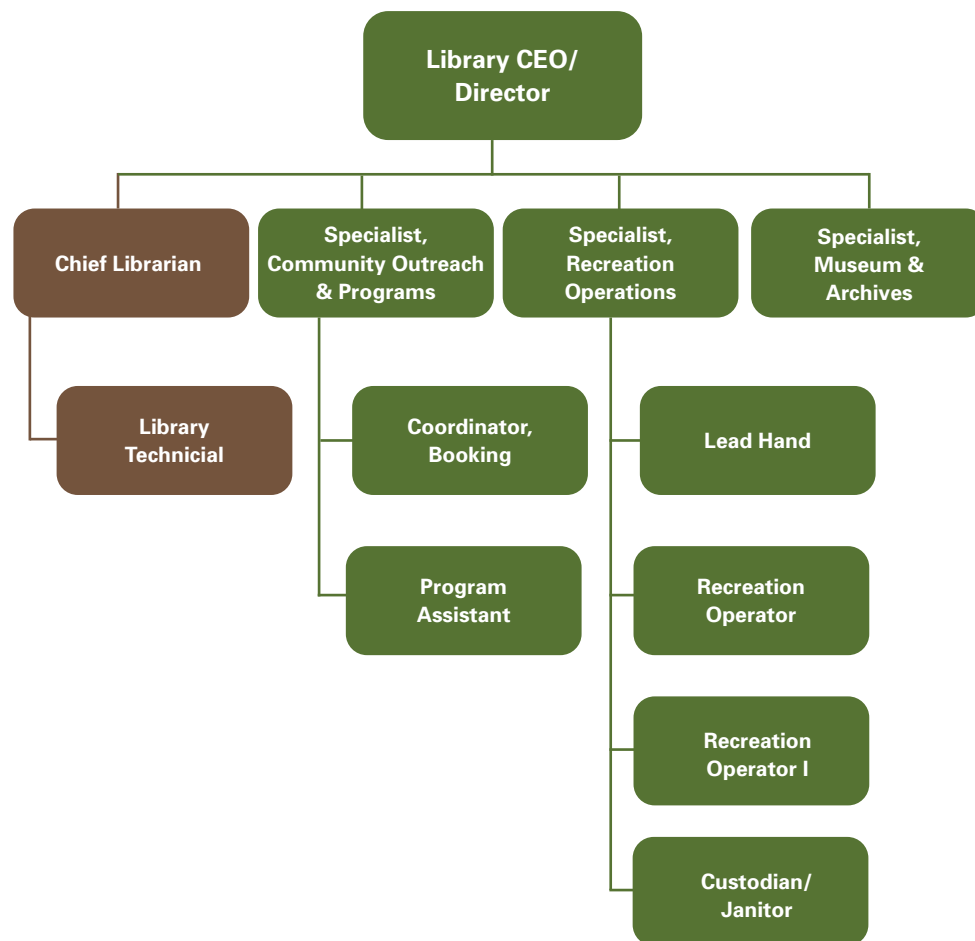


Figure 5-1: Department Organization

⁸ Development, Environment & Infrastructure is responsible for asset management, facilities and real estate.

This structure reflects recent changes to the way parks and recreation services are delivered. The former parks and recreation department split its responsibilities, with general maintenance related duties being transferred to the Public Works division and recreation specific related matters falling under the new department of Community and Recreation Services with responsibility for:

- community programs, events, outreach, partnerships, diversity, equity and inclusion
- myFM Centre Recreation Complex, Ma-te-Way Park, facility booking, sports fields, public skating, community gardens, and museums
- Renfrew Public Library, under Library Board governance

Parks maintenance, trails and multi-use pathways, streetscaping, trees, active transportation, and capital projects are the responsibility of the Development, Environment and Infrastructure Department. Staff from Recreation Services can be seasonally assigned to assist with the Department's work, as needed.

High level recommendations from the 2023 Service Delivery Review that informed these changes include:⁹

- merge Public Works and Parks and Recreation Maintenance to eliminate duplication and leverage skills
- three additional staff for Ma-te-Way required to cover new arena, additional mowing
- develop Ma-te-way operating model based upon new organizational structure to maximize coverage.

⁹ October 19, 2023 presentation to Council, WSCS Consulting Inc.

The Specialist, Community Outreach and Programs position in Figure 5-1 will lead program and event development with other providers and groups in the community. The Town is in the process of determining appropriate staff levels for the myFM Centre now.

As this staffing 'baseline' becomes fully functional, the focus for the Town will be to add to its staff complement, as required, to keep pace as services grow and diversify in response to an increased facility supply, its regional-serving vision, and providing more visitor-attractive events.

Boards, Committees, Working Groups and Teams

The municipal structure for service delivery includes standing committees of Council and formal Working Groups/Task Forces, to which representatives are appointed by Town Council. These bodies play an advisory role. Internal (staff) Teams have constitutions and mandates that are distinct from Committees of Council. Table 5-1 lists the various bodies.

Table 5-1: Town of Renfrew Boards, Committees Working Groups and Teams

Boards and Advisory Committees	Working Groups/ Tasks Forces	Internal Teams
Renfrew Public Library Board	Ma-te-Way Expansion Project	Employee Engagement
Economic Development (new)	Bonnechere River Park and Trails (new)	Joint Health and Safety
Fire, Emergency and Protective Services*		Asset Management Steering
		Recreation Fundraising (volunteers that operate the my myFM Centre bar)

At the time of writing, the Ma-te-Way Expansion Project and the new Bonnechere River Park and Trails Working Groups, as well as the Library Board, remain active. The new Economic Development Advisory Committee is also in place.

Creating a single Library, Community and Recreation Services Department positions the Town to respond to service needs in an integrated, coordinated manner. Libraries are increasingly contributing to the supply of recreation services in Ontario communities, particularly in the non-sport/physically active areas of programming. Libraries often have the facilities and staff, along with a mandate, to provide services that extend well beyond book lending and reference functions. At the same time, they are not immediately identified as part of the larger parks and recreation system since municipal departments and libraries operate independently. The blending of these two bodies in one department, in effect, creates an internal municipal collaboration that can be leveraged to provide a full range of community program services through a coordinated working relationship.

The Library and the Museum are established program collaborators, and bringing both into the new Department will further enhance coordination. The Town is also taking over Museum operations at the request of the Society.

Recommendations

- SD 1. Continue strengthening the role and reach of the new, amalgamated Library, Community and Recreation Services Department in providing a full range of community program services.
- SD 2. As the restructured staffing 'baseline' becomes fully functional, add to the Town's staff complement, as required, to keep pace as services grow and diversify.

5.3 EXISTING COLLABORATIONS AND AGREEMENTS

Existing Collaborations

Both historically, and as part of the Ma-te-Way expansion, the Town has collaborated with different parties in delivering parks and recreation services by:

- ensuring resident access to facilities and programs of other municipalities (i.e., Town of Arnprior aquatics)
- providing residents of other municipalities access to Town of Renfrew services (i.e., Townships of Admaston/Bromley, Horton, Greater Madawaska, and McNab/Braeside)
- providing new rental space for local businesses that provide recreation and community services (i.e., myFM Centre, Renfrew Chiropractic and Rehabilitation Centre, Ultimate Fitness, Child's Paradise Day Care Centre)
- partnering with the Bonnechere Algonquin First Nation in developing the BAFN Cultural Centre
- facilitating volunteer organizations in affordable program delivery (e.g. Youth Gymnastics Eh!)
- working with Youth Wellness Hubs Ontario

As discussed, below these collaborations are formalized in agreements.

In addition to these agreements, the Town currently pays a nominal fee to use schools for a number of community programs, including its Drama Lab, through the RCDSB's Community Use of Schools Policy.

Agreements and Leases

Agreements with Not-for-Profits

Youth Gymnastics Eh! is a local, volunteer run, not for profit group committed to offering gymnastics to Renfrew and surrounding communities for a low fee to cover costs. The Town and the YGE! have agreed to work together to share gymnastics equipment, and Town of Renfrew facilities to offer more gymnastics programs to the community. An MOU establishes generally acceptable principles for cooperation between the parties to facilitate gymnastics in Renfrew and the surrounding area.

The agreement was effective October 2023, and will be reviewed annually before July 31st of each calendar year to update existing the MOU.

The Town also has an MOU with the Golden Age Activity Centre for use of the Centre, and occasional access to a room at myFM for programs.

An agreement exists with Youth Wellness Hubs Ontario for shared use of space with both the Town and other not-for-profit youth organizations.

Agreements with Surrounding Municipalities

Current

A 2023 agreement with the Town of Arnprior provides aquatic services to Renfrew residents. The Town of Renfrew pays the cost difference between Arnprior's resident and non-residents aquatic fees for all Renfrew residents registered in aquatic programs, which is invoiced twice a year and supported by detailed use data. The agreement, therefore, provides Town of Renfrew residents with the same rights, privileges and access to aquatic programs and general use of the indoor pool, as those enjoyed by Town of Arnprior residents.

The current agreement covers the period January 1, 2023 to December 31, 2025 with an option of a two (2) year renewal.

Expired agreements to be renegotiated:

A 2019 agreement with the Townships of Admaston/Bromley, Horton, Greater Madawaska, and McNab/Braeside provided recreation services to their residents from January 1, 2019 to December 31, 2023 (By-Law no. 6-2021)

Expired agreements:

The following agreements have expired and are to be reviewed by the Town for potential renewal, changes, etc. 2022 agreement with the Township of McNab/Braeside to provide the Town of Renfrew with temporary program support services, to be invoiced to the Town. This was a short-term (5 week) contract in July 2022. (By-Law no. 61-2022, passed July 12)

2016 agreement with County of Renfrew for the Town to receive fee subsidies, as the service provider, for children enrolled in a prescribed recreation program. There was no firm termination date in the contract.

2017 agreement with the Township of Greater Madawaska to provide recreation services to Township residents from April 1, 2017 to March 31, 2022 (By-Law no. 73, 2017); appears to have been replaced by By-Law no. 6-2021, which is being renegotiated (see above)

BAFN and Town Partnership

The BAFN's announcement¹⁰ about the opening of the Centre notes the views of both the Chief and the Mayor on the project:

Chief Richard Zohr ANR Bonnechere Algonquin First Nation: "This partnership between the Algonquin community and the Town of Renfrew is a testimony to the friendship, respect and trust that we have built up together and has made this project possible. The creation of the cultural centre will provide the tools needed to further help us understand our shared and common values, as we continue to build on the awareness of our traditional customs, we can work together to address the challenges of reconciliation."

Mayor Don Eady, Town of Renfrew: "Our relationship with our Algonquin friends is a long-standing one, and so I'm pleased that today's announcement makes possible the creation of the Bonnechere Algonquin First Nation Indigenous Cultural Centre which will nurture bi-cultural awareness through the sharing of traditions, customs, values, spirituality and the life-sustaining resources of the land."

¹⁰ <https://bafn.ca/bonnechere-algonquin-first-nation-indigenous-cultural-centre/>

Possible New Agreements

In addition to the existing agreements with area municipalities, and in support of an envisioned regional role for the myFM Centre, the possibility of service agreements with other communities served by the Town should be considered - including Whitewater Region, Bonnechere Valley, and Arnprior. These would be modeled on the current agreements.

Lease Agreements for myFM Centre

There are six lease agreements with the Town for spaces within the Centre, four of which are commercial operators.

Each of the following businesses have lease agreements with the Town: myFM radio station; Ultimate Fitness; Child's Paradise Day Care Centre, which is a self-contained unit within the Centre with both indoor and outdoor spaces; Renfrew Chiropractic and Rehabilitation Centre. Commercial operators pay market based rents and any leasehold improvements to their premises.

An Expression of Interest was issued for a contract for the new ProShop. The existing skate sharpening service will be retired, with this space possibly being allocated for use by the NHA/NHL Museum.

The lease agreement with the Bonnechere Algonquin First Nation is not a typical commercial lease, since it recognizes their partnership with the Town in acquiring the grant to expand the Centre.

The Youth Wellness Hub Ontario (YHOW) lease exchanges the organization's supply of furniture and equipment for part time use of the space.

The Jr. A Wolves Hockey operates the arena concession through an agreement with the Town. The team's lease includes office space and access to a medical/storage room at the new ice pad.

Form of Program/Service Agreements

Indirect service provision by the Town requires agreements with non-municipal providers for program delivery. These comprise short-term agreements for municipal asset use (facilities, park space, etc.) for programs or events. In collaborating with organizations such as YWHO and the Local Immigration Partnership, the Town brings a wider range of community programs into supply that it could not easily do alone. Future program development will require outreach to new organizations. To this end, a consistent approach to formulating agreements is preferred.

Recognizing agreements are the responsibility of the Town's legal services, and variations will occur depending on case specifics, the following items should be considered for inclusion:

- 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)
- Town'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.)

This general outline of agreement content may vary depending on the collaborator and the form of service (e.g., event, sessional program, three-hour workshop, etc.). In the case of other public or not-for-profit agencies, the engaged organization will have its own agreement requirements, 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 Town could be part of the agreement. The Town should take the lead in preparing paperwork and executing agreements to ease the administrative obstacles to engaging program/service providers, especially when dealing with community volunteer organizations and individual program providers.

Agreement Review

As is currently the Town's practice, it is important to regularly review agreements in consultation with collaborators/partners, and to incorporate required updates/amendments.

Recommendations

- SD 3. Renegotiate and update existing service agreements with surrounding municipalities.
- SD 4. In support of an envisioned regional role for the myFM Centre, consider the possibility of new service agreements with other communities served by the Town.
- SD 5. Continue to develop relationships and enter service agreements with non-municipal providers for short-term program provision using municipal facilities.
- SD 6. Continue to regularly review agreements in consultation with collaborators/partners, and incorporate required updates/amendments.





5.4 POTENTIAL COLLABORATIONS

Potential opportunities to grow collaborations and partnerships in service delivery are presented below with the understanding that the Town's immediate priority is to reactivate uses/programs relocated from the Recreation Centre to the myFM Centre. New facilities here, however, will provide space to expand and diversify programming. At the same time, access to facilities owned by other providers may be appropriate for programs not offered at the myFM Centre or to bring them closer to residents who use them. The potential collaborations noted below is not an exhaustive list of possibilities.

Community-based Service Providers

In addition to the volunteer groups in Renfrew that currently provide sports and recreation programs to the community, new providers will emerge through facilitation efforts on the part of the Town directed towards developing services.

Consultation findings noted, for example, the following opportunities to pursue:

- An active 'community of interest' that recreates outdoors in nature that could be more formally engaged in program provision.
- An agreement with The Wing for guaranteed access to the premises could provide facilities for performing arts activity. As a large, aging building, The Wing is facing higher operating costs - making it difficult to continue providing low cost access to community groups. Opportunities for Town support in exchange for allocated community time could be investigated.

School Boards

As noted in section 6.0, the schools in Renfrew provide a range of facilities that can accommodate community use during non-academic hours. As the program supply is developed over time, schools - and particularly secondary schools - should be considered as locations for those that require gym, classroom or sports field time that cannot be met at the myFM Centre or Ma-te-Way Park, and/or would better serve neighbourhood residents from a nearby school. As noted above, the RCDSB Community Use of Schools Policy facilitates Town use of schools now, and can be used to increase access in future, as required.

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 Town could support the objectives of each of the parties involved. Facilitating the use of municipal facilities by organizations such as the YMCA, BGC, Renfrew County and District Health Unit, and Special Olympics Ontario, 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 Town of Renfrew. 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 includes 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 Renfrew County

BGC 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. BGC is part of a national movement with chapters across Canada, their own facilities, specialized programming, and services.

BGCs collaborate with municipalities in different ways to deliver satellite programs using municipal facilities and equipment, and bring value added expertise on details around collaboration. This enables communities without in-house program staff the ability to offer comparable services locally. 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. The financial feasibility and sustainability of satellite services is a priority in assessing potential collaborations. The Renfrew County BGC has a facility in Pembroke, and it is likely that this location would be the one to run programs that might be provided in Town.

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. Renfrew is in SOO's Eastern Ontario District and lists a Community Coordinator for Renfrew.¹¹

¹¹ <https://www1.specialolympicsontario.com/districts/eastern-ontario/>

Post-Secondary Academic Partnerships

Renfrew is relatively close to several post-secondary schools in Ottawa: Carleton University, University of Ottawa and Algonquin College - which also has a campus in Pembroke.

Collaboration with academics brings access to a wide range of skills and experience that can contribute to developing parks and recreation services in Renfrew, 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 Renfrew through practicums or paid seasonal/part-time positions.

Recommendations

- SD 7. Expand collaborations with community-based service providers to grow and diversify programs and services.
- SD 8. Continue to access school facilities, as required, to supplement municipal provision of needed spaces for community programs.
- SD 9. Reach out to regional and provincial sport and recreation organizations to determine the potential to facilitate their use of facilities in Renfrew to deliver programs to the community.
- SD 10. Investigate opportunities to collaborate with post-secondary schools in Ottawa to access academic expertise and facilitate student placements in parks and recreation in Renfrew.

5.5 POLICIES AND PRACTICES

Existing Policy

Policy supports clear and consistent application of Town interests in day-to-day service management and operations. It directs actions towards the municipality's goals and priorities. Existing policies related to parks and recreation services are summarized in Table 5-2.

Table 5-2: Existing Policy Related to Parks and Recreation

Policy	Description
Tourism & Events Support (November 2023)	This policy describes the purpose, process, eligibility criteria and evaluation requirements by which event organizers can secure Town support to leverage other funding, improve marketing and increase attendance at visitor-attractive events held in the Town. While it includes a grant component, which is discretionary and limited, in-kind contributions are the focus of support.
Grants to Community Partners (July 2023)	This policy guides Council in providing one-time grants of up to \$5,000 to volunteer not-for-profit or charitable organization that is a community partner in delivering cultural, recreational, and social programs and services to the residents of the Town of Renfrew. It outlines the requirements to qualify for funding; criteria that must be met; eligible/ineligible projects, initiatives and costs; grant categories and Council's strategic service priorities; maximum contributions; reporting requirements for accountability.
Commemorative Naming Policy (May 2023)	This policy outlines the purpose and process for nominating, reviewing, and approving the official naming of a building, structure or room (other than those designated for sponsorship or naming rights) to commemorate a person, persons, family or group in recognition of their contributions to the community. The Town reserves the right to revoke the name should it become necessary.
Strategic Asset Management Policy (June 2019)	In accordance with the Infrastructure for Jobs and Prosperity Act (2015), the Town of Renfrew's asset management policy outlines its responsibilities and approach to identifying long-term requirements to maintain its assets, an annual process for identifying, prioritizing and budgeting required expenditures to implement the Asset Management Plan, and five-year updates to the Plan.
Communications Policy (February 2023)	Ensures communications demonstrate accountability and transparency, are clear and accessible, reach and inform the intended target audience for all Town initiatives, services, or programs.

Events Manual for Tourism and Events Support Policy

Events - including both community and visitor-oriented ones - are becoming a larger component of community 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 and there is an increasing emphasis on hosting visitor-attractive events in most communities to this purpose. The Town of Renfrew can leverage these types of events to build its regional serving function.

The Tourism and Events Support Policy's statement of purpose notes, "The Town of Renfrew is committed to supporting efforts to grow the tourism economy in the Town of Renfrew." Evaluation criteria for proponent applications include, 'visitor attraction, increased attendance, improved marketing and promotion of the Town.' The Grants to Community Partners Policy includes, 'visitor and new resident attraction' as a strategic priority in evaluating applications.

The goal of the Town is to support volunteer-driven events, and the policy briefly outlines the nature of these - largely in-kind - supports. With the considerable work and coordination involved in planning and running an event, successful applicants for Town support could be provided with an Events Manual to guide implementation. A documented, systematic approach to planning and delivery can be effective in optimizing municipal support to community groups that operate events.

An Events Manual can provide:

- clarity on the roles and responsibilities of various Town departments and the host community group(s) in delivering an event (e.g., promotion, waste management, set-up, traffic management, etc.)
- a schedule of tasks to be completed leading up to the event
- direction on the departments that comprise an 'interdepartmental events team', and instructions on which department to approach for assistance with different tasks (e.g., completing applications, securing permits, health and safety requirements, etc.)

- details on Town supports noted in the policy to be provided for qualifying events
- any expectations regarding cost recovery for municipal services provided
- details on the information to be collected and documented for a post-event evaluation to establish the costs of delivering the event in relation to benefits to the community

There may also be merit in distinguishing between the support available for events that are primarily community-serving and those designed to attract visitors to Renfrew, to ensure the municipality's contributions are in line with its capacity and the anticipated 'return on investment.' For example, a visitor-oriented event may require the participation of other area municipalities or regional organizations to make it viable for the Town to support.



Renfrew PICKLEBALL
NON-COMPETITIVE, FUN, & SOCIAL

Monday 1:00 pm-3:00 pm	Tuesday 6:00 pm-8:00 pm
Friday 10:00 am-12:00 pm	Saturday 9:30 am-11:30 am

HOME HARDWARE GYMNASIUM - myFM Centre
1 MA-TE-WAY DR. RENFREW

THIS IS A GREAT PLACE TO PLAY IF YOU ARE NEW TO THE SPORT, OR IF YOU LIKE TO PLAY RECREATIONALLY. COME GET SOME EXERCISE AND SOCIALIZE!

\$3 + HST 2-HOUR SESSION

Questions? Contact the Programs Team | Programs@renfrew.ca | 613-432-3131



RENFREW'S 3.5K COLOUR FUN WALK! / RUN! / ROLL!

SATURDAY, JUNE 8

- 3.5K Walk, Run or Roll down the Algonquin Trail
- Registration Opens: 10:00am Start Time: 10:30am
- \$20.00 Pre-Registration, \$30.00 on the day
- All proceeds will go toward Renfrew Pride & RPL

Thank You to Our Sponsors:

MILLIKEN GARDEN CENTRE NOFRILLS venture FM MELISSA CASE BICN

QUESTIONS? CONTACT THE PROGRAMS TEAM! | PROGRAMS@RENFREW.CA | 613-432-3131



June 7th PA DAY CAMP

- Play Structure Fun
- Slime
- Games
- Splash Pad Visit
- Water Activities
- Crafts
- Music and Dance

\$40.00 PER CAMPER

5-11 YEARS

6:30 am - 3:30 pm
Info pickup at 4:15 pm
available for an additional fee

Questions? Contact the Programs Team | Programs@renfrew.ca | 613-432-3131



Tai Chi With Sifu Janna

Tuesday, June 11
6:30 pm - 8:30 pm

Monday, June 17
9:00 am - 10:30 am

\$10.00 + HST Per Class
Resident Rate

Home Hardware Gymnasium - myFM Centre 1 Ma-te-Way Dr

Questions? Contact the Programs Team | 613-432-3131 | Programs@renfrew.ca



PARK & PLAY TRAILER

The Park & Play Trailer is coming to a neighbourhood park near you! Join us on Mondays and Wednesdays from 5-7 p.m. From May 29 to June 26, The Trailer will have sporting equipment and games for free play.

Wednesday, May 29 - Knights of Columbus Park 704 Sixth St.
Monday, June 3 - Kiwanis Park 410 Halc Ave.
Wednesday, June 5 - Ma-te-Way Park 1 Ma-te-Way Dr.
Monday, June 10 - Low Square 127 Raglan St. S.
Wednesday, June 12 - Legion Park 123 Monroe Ave. E.
Monday, June 17 - Fortington Park 285 Jordan Ave.
Wednesday, June 19 - Horton Heights Park 152 Erindale Ave.
Monday, June 24 - Ma-te-Way Park 1 Ma-te-Way Dr.
Wednesday, June 26 - Knights of Columbus Park 704 Sixth St.

Questions? Contact the Programs Team | Programs@renfrew.ca | 613-432-3131



INDIAN COOKING CLASS BY NALA'S KITCHEN

JUNE 23RD
11:00 AM - 1:30 PM
myFM Centre, 1 Ma-te-Way Dr. Renfrew

\$25 + HST

Learn to cook delicious Veg Biryani

CULTURE C-NECT 2024 Nala's Kitchen Bridging Charm and Conversation



Policy Review

It is important to regularly review and, as required, update policy to incorporate evaluation findings and/or relevant changes in the corporate environment that need to be reflected in scope and application. Several of the above-noted policies are new and assessing their effective in achieving their purpose should occur in early years of their application. Although not common, there are examples of municipal policies that pertain specifically to developing, implementing, and evaluating policy.

The City of Lethbridge Alberta, for example, has such a policy. In each policy adopted by Council, it is noted, "This policy shall be reviewed by city council, once per term, as stipulated in CC1 Policy Development, Implementation, And Evaluation. The policy or associated procedures may be reviewed sooner if required due to changes in the business or risk environment."¹²

¹² <https://www.lethbridge.ca/media/s2jhxc1v/all-council-policies-jan-11-2024-with-links.pdf>

Proposed Policy

As the Town further develops its services, there is potential for additional parks and recreation policy work. Town staff is reviewing the need for policy development. The following are policies to consider implementing over the term of the Master Plan to strengthen support for service management and operations.

Service Pricing, Affordable Access and Inclusion

Service Pricing

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. Pricing for parks and recreation services is often part of a corporate-wide policy. The following discussion is limited to parks, culture and recreation services.

The Town of Renfrew would benefit from a pricing policy. While municipal recreation services are typically subsidized to some degree, fees should be rationalized in terms of cost-benefit. There are currently no parameters in place to identify the point(s) at which services should be charged at higher fees. It is also important for the Town to provide a range of low or no-cost services to the community as opportunities to participate in recreation increase at the expanded myFM Centre.

As the program supply is further developed, it will also be important to be able to determine minimum levels of enrolment/registration needed to offer a program, based on the costs to deliver it in relation to pre-determined recovery rates. In some cases, this will mean services are not viable to introduce or continue to operate.

For all services, there is a finite pool of municipal funds to provide them.¹³ Decisions on how services are financed, therefore, always represent opportunity-costs. This will be particularly important to the enabling the municipality to direct investment to its facility supply, and to diversify services to reflect a broader range of community needs.

¹³ While grants are available from time to time, they cannot be relied upon to meet the Town's responsibility for ongoing financial obligations.

The Town requires a policy that relates pricing to both service objectives and the costs of provision. The detail and complexity of this work suggests the need to contract a professional to assist the Town with:

- detailed accounting on the full cost of providing services by type¹⁴
- confirming the Town's service objectives
- establishing the types and proportions of costs that should be targeted for recovery through user fees, based on the Town'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 5-3
- 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

¹⁴ In the Town of Cobourg Study, this was called Full Cost Assessment and included: the direct costs of providing services such as resource costs of Town staff involved, materials and supplies, and operating costs of equipment and facilities used in service delivery; indirect costs from supporting Town departments (e.g., IT); capital costs such as those to rehabilitate and replace facilities being used to provide services (<https://engagecobourg.ca/town-of-cobourg-comprehensive-user-fee-study>).

Table 5-3: Example of Service Pricing Categories for Ice¹⁵

Category	Pricing	Service Example
Cost recovery +	<ul style="list-style-type: none"> • priced to cover costs and generate net revenue 	<ul style="list-style-type: none"> • private skating lessons • private ice rental
Full cost recovery	<ul style="list-style-type: none"> • priced to cover costs 	<ul style="list-style-type: none"> • group skating lessons • not-for-profit agency ice rental
Subsidized	<ul style="list-style-type: none"> • no or low cost 	<ul style="list-style-type: none"> • open, community public skate • volunteer community organization providing child/youth shinny program

¹⁵ Based on Greenplay's Pyramid Model for Resource Allocation/Cost Recovery[®] in pricing parks and recreation services: <https://greenplayllc.com>

This example shows the types of ice-based services that could be priced to generate revenues to subsidize others. This approach could also support service objectives related to affordable access and inclusion, which are discussed below.

In arriving at a pricing policy for Renfrew, the Town 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

- 43% of 200 telephone survey respondents would pay more fees to use services
- 29% of 332 online survey respondents would pay more fees to use services
- 10% of 200 telephone survey respondents would accept an increase in property taxes
- 21% of 332 online survey respondents would accept an increase in property taxes
- none of 15 user groups agreed to start paying/paying higher user fees to improve the quality of recreation facilities they use; 73% (11 groups) disagreed, and 27% (4 groups) were uncertain.

Affordable Access

A pricing policy will ensure delivery of low or no-cost services for all, removing the potential stigma of needing and/or reluctance to apply for financial assistance. At the same time, there will still be the need to subsidize individual or family access to higher cost programs. A policy that sets out the Town's purpose and approach to affordable access would be beneficial, especially as it supports inclusion. In addition to working through programs such as Canadian Tire's Jump Start, the Town could consider allocating an annual budget for this purpose.

The existing Grants to Community Partners Policy notes one of Council's strategic priorities is to address underserved populations, which an affordable access policy would support.

Inclusion

Parks and Recreation Ontario's audit of the 2015 Framework for Recreation in Canada¹⁶ references several policy areas for consideration by municipalities. These encompass the need to address concerns regarding affordability, diversity, and inclusion. While attention may be paid in practice to some or all of these concerns, interest in documented policy is becoming more apparent.

Inclusion policy can be corporate-wide or specific to recreation services. The latter focuses on the topics addressed in the Framework:

- affordable access (discussed above)
- enabling people of all ages to participate in recreation
- actively engaging persons of diverse and racialized backgrounds in developing, leading, and evaluating recreation and park activities
- working with Indigenous communities in pursuit of all five goals in the Framework for Recreation in Canada 2015

¹⁶ <https://www.prontario.org/public/policy/Framework%20Audit%20Tool%20V%201.pdf>

- applying a gender equity lens when developing and monitoring policies, programs, and practices to facilitate full participation of women and girls in all types of recreation
- ensuring non-discrimination of, and providing a welcoming and safe environment for, people of all sexual orientations and sexual identities
- working with persons with disabilities to facilitate their full participation in recreation across all settings by removing physical and emotional barriers

This policy would look to build on legislated requirements of the AODA. It could also be used to link efforts on inclusion that the Town pursues in the areas of facilities and programs.

Inclusion can be narrowly or broadly defined. In formulating relevant policy, therefore, the meaning of 'inclusion' and what it will encompass is important to clarify as it represents a promise to the community. It should, therefore, be tied to the capacity of the municipality to realize stated goals and objectives and specify where this will require assistance from other public or not-for-profit agencies to achieve.



Facility Allocation

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. Expanding program supply, along with population growth over the term of the Plan, may point to the need for this type of policy.

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.

Policy items to consider are:

- facilities to be included (e.g., arena ice, ball diamonds, soccer/multi-use fields, tennis courts, pickleball courts)
- definitions of seasons, prime and non-prime time, and relevant allocation distinctions
- 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; specific 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.

Within these broad parameters there may be sub-sections that relate specifically to individual types of facilities. For example, for tennis and pickleball courts, the allocation policy may need to designate times for both club activity and casual use and ensure that both types of uses are provided with equitable access to prime and non-prime time.

Community Group Affiliation

The volunteer organizations that participated in the Master Plan survey provide a range of sport/recreation programming and periodic special events. Nine of 17 groups (56%) that responded to the survey expressed interest in additional assistance from the Town. Four (4) groups indicated no need for assistance and three (3) were uncertain.

While more than half indicated need for assistance with print and/or digital marketing and promotion (56% or 5 groups) or help with facilitating partnerships among service providers Table 5-4 shows that most items listed solicited interest in some level of assistance. Groups did not indicate need for assistance with volunteer training, recognition and/or accessing facilities in neighbouring communities.

Table 5-4: Areas of Interest for Additional Municipal Support to Volunteer Groups

Areas of Interest for Support	% (#) of Groups
print marketing and promotion	56% (5)
digital marketing and promotion	56% (5)
facilitating partnerships	44% (4)
assistance with funding applications	44% (4)
communicating with the Town	44% (4)
fundraising	33% (3)
service planning and evaluation	22% (2)
securing insurance	22% (2)
volunteer recruitment	11% (1)

The Town should engage all volunteer recreation groups to better understand their support requirements, and to inform the appropriate municipal response. The objective of this work 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 program and services in relation to the capacity of the municipality to provide 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, with any major funding provided through a separate mechanism. In Renfrew, the Grants to Community Partners serves this purpose.

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, Recreation, and Waterfront Master Plan; being an incorporated, Renfrew-based not-for-profit group operated by a volunteer board or executive committee; ensuring membership/participation in the group is available to all residents in the community; meeting criteria to measure the merit of the group’s programs/services (e.g., does not duplicate existing programs/services, fosters physical activity/healthy lifestyles, etc.).

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

- facilities and equipment: free or proportionate discounted fees for use of facilities, spaces, equipment
- marketing and promotion: distribution of approved promotional materials via social media, and/or at municipal facilities; assistance with contacts for the local media; free listing in the Town’s Recreation Guide
- grants and insurance: assistance from municipality in securing liability insurance, sourcing potential grants, and/or completing applications for non-municipal grant programs (e.g., Ontario Trillium Foundation, private sector, etc.)
- volunteer recruitment: posting volunteer needs for upcoming program season on the Town’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; in-house workshops sponsored by Town on relevant topics of interest (e.g., preparing grant applications)
- assistance with program planning and operations, registration, fees processing, evaluation, etc.

Collaborations and Partnerships

A policy on collaborations and partnerships can provide guidance on the circumstances that prompt agreements with non-municipal agencies/organizations in service delivery, and the purpose, scope and terms of the Town's involvement. It should cover items related to:

- why the municipality is interested in, and encourages these relationships
- the types of relationships it envisions

- the need to align with the Town's image, values and standards, and its goals, objectives, policies and by-laws
- a framework that describes the types of collaborations/ partnerships to be considered and that align with the agreements that will support them (e.g., program/service contracts, license or lease, reciprocal use, corporate sponsorship /advertising, joint facility development and/or joint operating/use agreement) and the relevant agencies/ organizations (e.g., other public, not-for-profit, small commercial, corporate)
- requisite compliances (e.g., statutes, by-laws, standards, no conflict of interest, etc.)
- non-eligible potential partners (e.g., businesses in tobacco manufacturing or sales; alcoholic beverages in services directed to those under legal drinking age; weapons production, distribution, sales)

Although successful collaborations must be mutually beneficial to all parties involved, the Town must consider community benefit as a priority in entering these arrangements. Each collaboration or partnership should be supported by a formal agreement.

Recommendations

- SD 11. Develop a detailed Events Manual to supplement the Tourism and Events Policy and clarify Town and volunteer host roles in provision, and to guide providers in planning, delivering and preparing to evaluate events.
- SD 12. Conduct a service pricing study as the basis for setting fees in relation to cost recovery targets, and to inform a pricing policy.
- SD 13. Develop affordable access and inclusion policies.
- SD 14. Develop a facility allocation policy to provide consistent and equitable access to facilities based on municipal service objectives and priorities.
- SD 15. 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.
- SD 16. 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 Town to provide support.

- SD 17. Develop a collaborations and partnerships policy to guide the Town in working with other providers to deliver parks and recreation services.
- SD 18. Regularly review and, as required, update policies.

5.6 REVENUE GENERATION

Naming Rights and Sponsorship at myFM Centre and Advertising

As part of its development, the Town finalized agreements for naming rights and sponsorships for most of the facilities at the myFM Centre. The agreements are for a ten-year term with an option to renegotiate at five years and will generate an estimated \$40,250 in annual revenue. The following lists sponsors by facility:

- B.E.I Ice Pad (Bonnechere Excavating Inc.)
- Sun Life Financial Walking Track
- Renfrew Home Hardware Gymnasium
- McGrimmon Holdings Fitness Centre.
- myFM Centre Recreation Complex
- Ontario Power Generation (Dance Studio)
- Kelly Homes Inc (lobby)
- Renfrew Parks, Recreation Fundraising Committee (existing community hall)
- Millar Family (art studio)
- Deslaurier Custom Cabinets Inc. is sponsoring the existing rink

- Renfrew Professional Fire Fighters Association contributed to purchasing an ice resurfacers.

Opportunities remain to sponsor other spaces including multipurpose, dressing and meeting rooms.

In 2023, the Town received about \$18,350.00 in advertising revenues, largely from the arena. Collectively, advertising revenues from municipal facilities is an important source of income and a second ice pad and other facilities in the new myFM Centre will provide more space for this practice.

However, there does not appear to be an overarching policy that outlines the content, types, and process for advertising space in municipal buildings/parks properties or for sponsoring projects and events. These policies are designed to bring revenue to the corporation while ensuring acceptability from various perspectives: legal, appropriate content/images/messages, design guidelines for signs, etc. The fees charged for advertising and sponsorship should be set within policy that details their purpose and parameters, including a process for setting rates, and reviewing them on a regular basis in relation to comparable municipal practices.

Food Services

The Jr. A Wolves Hockey Association operates the arena concession through an agreement with the Town. The concession generated \$6,741.66 for the Town in 2023. The agreement gives the Hockey Association exclusive rights to operate food services in the former Ma-te-Way Centre. Although it would be reasonable to extend the exclusivity arrangement to the expanded twin pad facility, the myFM Centre is now much larger than the original building with an addition comprising 96,000 square feet. The non-arena component, therefore, would benefit from additional food services in a centrally located area to serve users of other facilities/services in the Centre.

With no provision for a sit-down café in the Centre, a potentially promising approach could be the installation of a bank of vending machines containing healthy food and beverage choices. Providing healthier foods in recreation settings is a trend that is backed by public health agencies and aligns with the goals of recreation to contribute to overall well-being. The Town is working with the Junior A Association to introduce healthy food vending machines in select locations beyond the main lobby.

Appendix B contains an information sheet from Alberta Health Services a link to the 'Healthier Vending Toolkit' that provides sample tools and templates for:¹⁷

- Communication Plan
- Patron Surveys and Letter
- Request for Proposal
- Sample Guideline
- Tracking Sales and Trends
- Vending Inventory Tool
- Vending Environment Scanning Tool
- Working with Vendors

The Renfrew County and District Health Unit also works with municipalities to help create food environments where healthy foods and beverages are the norm, and can be contacted for information and assistance with developing policies.¹⁸

¹⁷ <https://www.albertahealthservices.ca/nutrition/page13884.aspx>

¹⁸ <https://www.rcdhu.com/for-professionals/municipalities/>

Arena Use for Events and Tournaments

The Deslauriers Ice Pad has a seating capacity of 1,600 in theatre style, and 1,200 for licensed events. Summer (ice-out) rental revenue in 2023 totalled \$4,683.38. There appears to be considerable potential, therefore, to increase event hosting at the myFM Centre and build a regional market focus. Growing this aspect of arena use, however, requires dedicating resources to market the venue. The existing staff complement does not have the capacity for this work, given the need to focus on developing community programs and services.

An initial approach to hosting events is working with local promoters that specialize in entertainment bookings. Ottawa Showbox is an example of this type of agency:

Ottawa Showbox is one of the capital's leading resources for local music news. It's also the best way for people to stay in touch with music industry activity in Ottawa. Our scope is community-focused, and our purpose is to uncover and disseminate the music that is exploding out of this city...We promote shows, collaborate with industry/community partners, and advocate for policy which strengthens the music scene.¹⁹

While Renfrew and neighbouring communities may be considered part of the Ottawa market for certain entertainment events, there may be opportunities to host Ottawa based shows locally. Moreover, this is only one of many agencies throughout Ontario and Quebec that facilitate hosting different types of events in local venues. Working with agencies that specialize in this field is an initial step that may lead to the need for a dedicated in-house position if it proves to be a viable business model over time.

A twin pad arena is also more attractive to tournament hosting, which the Town can promote as one of only two twin pad arenas in the Ottawa Valley.

¹⁹ <https://www.ottawashowbox.com/about-contact-us/>

Last Minute Ice

Last minute ice rentals can help generate revenue to offset arena operating costs. The City of Owen Sound²⁰ lists these parameters for its program:

- Last minute ice is considered within 24 hours of the time of booking
- Does 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 for each available pad through its recreation management software. A twin pad facility in Renfrew will likely have hours available during already staffed 'downtimes' that could generate additional revenues through this type of program.

²⁰ <https://www.owensound.ca/en/exploring/ice-rental.aspx>

Donation Programs

A donation program could be considered to support parks and recreation service development. The City of Toronto (DonateTO) includes opportunities to donate to specific service areas and projects. A tax receipt is issued for donations of \$20 or more.

Currently, there are several 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.²¹ 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 Town of Renfrew 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, waterfront areas, and trails, or in program areas that require development.

²¹ <https://www.toronto.ca/business-economy/partnerships-sponsorships-donations/donate/>



Indicators from Community Surveys

- 19% of 200 telephone survey respondents would donate an amenity to a park
- 18% 332 online survey respondents would donate an amenity to a park
- 27% of 200 telephone survey respondents would donate to fundraising
- 51% of 332 online survey respondents would donate to fundraising
- 4 of 15 user groups agreed they would help with fundraising activities for facility development quality of 13% (2 groups) disagreed, and 60% (9 groups) were uncertain.
- 87% (13 user groups) indicated they would not contribute to capital costs to develop new facilities

Commemorative Amenities Program

The Town has a commemorative tree and bench program. However, it is not well promoted and requires an update. In reviewing and revising this program, expanding it to include more amenities could be considered. 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 broad 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.”²² The policy also notes that donations for parks are guided by site-specific plans.

²² <https://agendasonline.greatersudbury.ca/?pg=feed&action=file&attachment=5992.pdf>

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.²³

As the Strathcona program stipulates, the selection of donated amenities is to be guided by master plans for the parks or other locations where they are requested for installation.

²³ https://storagecdn.strathcona.ca/files/files/lls-ser-011-023_parkland_memorial_program.pdf

Recommendations

- SD 19. Improve existing and institute new revenue generating programs to help offset the costs of service provision.
- SD 20. Assign priority to revenue generating programs according to ease of implementation.
- SD 21. Add food services to the new area of the myFM Centre, considering procurement of healthier food choices.
- SD 22. Scale up promotion of the arena for tournaments and entertainment event uses.
- SD 23. Develop overarching policy for naming rights and sponsorship at myFM Centre and advertising.



5.7 MARKETING, PROMOTION AND COMMUNICATIONS

High level recommendations from the 2023 from the Service Delivery Review:²⁴

- with respect to a Town wide customer service strategy, a Service Renfrew model is being developed. Access E11 has also added a new way for issues/ concerns to be addressed
- with respect to implementing a public engagement platform, the municipality accesses Zencity through the County of Renfrew to engage residents in Town initiatives/projects

These items, although part of larger corporate endeavors, are very important to: enhancing the skills of front-line parks and recreation staff who often engage with the public on a full time basis; keeping current on community needs, interests and responses to parks and recreation services. The following discusses other areas for development in marketing, promotion and communications.

The Town would benefit from a formal marketing strategy to clearly establish its business objectives in parks and recreation services and to provide a comprehensive strategy to achieve them. In addition to its primary

role in delivery community-based services, the Town is also interested in becoming a regional service provider and enhancing its visitor attractiveness. Developing a coordinated and, where appropriate, integrated approach to marketing at these three 'levels' is required. The long-standing 4Ps of marketing are product, price, place and promotion. While pricing public services differs from that of the private sector, the other aspects of marketing are important to shaping the municipality's role in service delivery in the face of increasing demands and its capacity to respond. To develop the full range of functions/products needed, the Town should prepare a marketing strategy, including the scope of responsibilities to be assigned to a staff position (or positions) with an allocated budget. In developing a comprehensive strategy, consideration can be given to the following items, some of which might be easily addressed prior to preparing the larger plan.

Currently, the Town produces a very informative web-based Program Guide that includes all community programs/activities available by season: fall, winter, spring and summer. However, it is difficult to find when searching the terms 'program guide' or 'community guide.' This could be because it's at the bottom of the Programs & Events page, below the registration information. For those who have not selected specific

²⁴ October 19, 2023 presentation to Council, WSCS Consulting Inc.

programs for registration, the initial search is typically for a program guide to see what's available - particularly as it changes by season. The Program Guide, therefore, might be better placed at the top of the page or a note here could direct users to the Guide below registration.

A second webpage entitled 'Recreation and Culture' lists services under the following headings: Recreation Programming, Parks and Trails, Facilities, Public Library and Museums, Fields and Courts, and Seniors and Youth. Ideally, these more detailed topics should be presented alongside the Guide and Registration so that all information is available in one location.

Another 'topic' to consider adding to communications material is "What's free to do in Renfrew?" Bringing all free activities available through the Town and other organizations under a single heading would clarify possible questions around cost, as well as promote seamless access to these opportunities.

The Department has Facebook account (<https://www.facebook.com/RenfrewRec>), which seems to be gaining followers. In addition to promoting its Facebook page, Instagram is also a targeted approach to promoting recreation services. Residents who are interested in recreation activities may be more likely to follow/

subscribe to an account dedicated to this topic than general municipal updates. Staff operating these accounts can also quickly reshare upcoming programs, events and news from other community providers. This is particularly useful for events that are not regular occurrences and so not published in the Guide. Those that are spontaneously organized or occur only once can be quickly promoted via dedicated social media channels.

Although the Internet and social media are the focus for information dissemination, print continues to be an important medium. Distributing print copies of the Program Guide in selected locations other than recreation facilities, such as elementary schools and senior housing complexes, will broaden informative communications.

On a broader scale, the Town could also take the lead role in facilitating awareness of all parks, culture and recreation services in the community - municipal, other public, not-for-profit and commercial (beyond the myFM Centre). It could also consider reciprocal promotion with other area municipalities - to help direct local residents to services not available locally and vice versa, and/or to jointly promote County programs and experiences (e.g., connected trails, heritage routes, cycling routes) with maps, where appropriate.



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

Recommendations

- SD 24. Prepare a marketing strategy for parks and recreation services to provide direction on effective processes and tools for these functions, and budgeted staffing requirements.
- SD 25. Build communications to generate broad-based awareness of available services in all areas of parks and recreation in the community.
- SD 26. Prepare and post an annual services 'year-in-review' that summarizes and informs the community about the Town's achievements in parks and recreation services.

5.8 ONGOING PLANNING AND EVALUATION

High level recommendations from the 2023 Service Delivery Review that describe similar processes / approaches for parks and recreation service delivery:

- develop planning / performance framework including asset management; develop key performance indicators²⁵
- develop work plans based on preventative maintenance programs
- develop IT strategy to integrate related variables for planning purposes²⁶
- software implementation and training

These items are directly related to ongoing planning and evaluation of parks and recreation services as discussed below.

²⁵ The Service Delivery Review specified Reg. 239/02 MMS for roads.

²⁶ The Service Delivery Review specified payroll, scheduling, work, asset, project management and patrolling system for all PW/PR processes.

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 5-2.

The focus of this discussion is areas of information collection and application. The remaining components of the planning process outlined in Figure 5-2 are the topics of other Master Plan discussions (e.g., collaborative work) and/or are ongoing Town functions (e.g., budgeting and implementing actions).

Table 5-5 summarizes the key components of information collection and use in needs-based services planning to:

- Verify community service needs
- Monitor and evaluate the success of the service response
- Incorporate results in subsequent planning activities

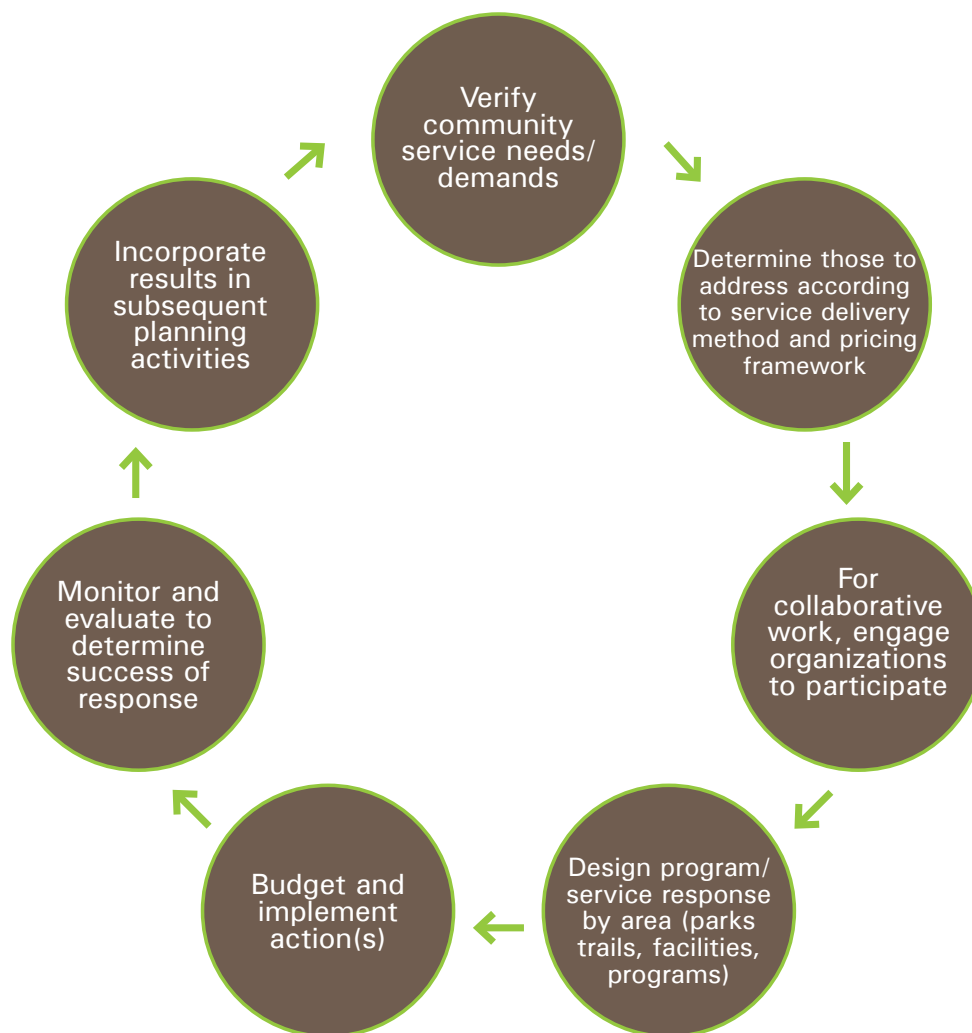


Figure 5-2: Planning and Evaluation Process

Although it deals with both facilities and programs/services 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/services 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 Town to show where they fit in relation to other activities.

Table 5-5: 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 Town should be included in a single, integrated data base	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 Town 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). ²⁷ 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 an online community engagement tool, resident inquiries/requests to the Town, and formal market research.	
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 pre-determined 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.	

²⁷ Actual time equals scheduled time if all scheduled time is used.

Recreation management software enables information collection on service use and trends in performance to inform the planning and evaluation process. The Town has invested in software that it uses for certain recreation services management functions. In expanding its planning and evaluation capacity, Department staff can develop a comprehensive menu of information requirements - based on needed indicators in all service areas. Using these needs as a guide, the Town can decide on the potential to upgrade existing - or the need to introduce new - recreation management software to fulfill its requirements. Other considerations with respect to recreation management software improvements will be its working compatibility with other corporate systems, and particularly those that relate to budgeting.

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 Town 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 lighting unlit fields, repurposing 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, relocation 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 (e.g., proposed term for adding a service).

The extent that 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 reduction.

Engaging Other Service Providers

As the Town's work with other non-municipal providers grows, joint service planning by all key providers in the community should occur on a regular basis, with a view to integrating the efforts of all in developing services. The municipality can take a leadership role in facilitating joint planning activities. This will help ensure a comprehensive, whole community approach to service planning and provision, especially as Renfrew's population and/or regional market grows, and services expand.

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.

Smaller group planning sessions, therefore, by specific service area may be more reasonable in terms of accommodating other organizations, with the Town then feeding this information into internal planning activities. Engagement in major projects 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 Town and other providers, therefore, should be developed and implemented in the short-term and it can grow over time, as needed.

Recommendations

- SD 27. Using recreation management software, develop an enhanced data base to apply in a formal recreation facilities and programs/ services planning to: verify community service needs, monitor and evaluate the success of the service response, and incorporate results in subsequent planning activities.
- SD 28. Take the lead in developing and implementing regularly occurring joint facilities, programs, and service planning sessions with all key non-municipal providers.
- SD 29. Conduct project, program or service specific planning sessions with other providers, as required.



6.0 INDOOR AND OUTDOOR RECREATION FACILITIES

6.1 INTRODUCTION

The facilities section addresses indoor and outdoor facilities that are (or could be) programmed by the Town or scheduled for organized use by volunteer groups that deliver community sports and recreation programs. The Waterfront Master Plan deals with structures in that study area. The Arts, Culture and Heritage Master Plan addresses all facilities for programs in this area of service.

Consultation with the community, municipal representatives, facility supply and use data, forecasted population growth, recreation trends and anticipated financial implications are used to recommend directions that are reasonable and financially judicious in view of the Town's overall responsibility for public services.

The discussion is presented under the following general headings:

Indoor Facilities

- myFM Centre
- Visitor Information Centre
- non-municipal facilities
- indoor pool assessment

Outdoor Facilities

- Ma-te-Way Park

6.2 INDOOR FACILITIES

myFMCentre

Background and Context

The recently opened myFM Centre (formerly the Ma-te-Way Activity Centre) replaces the former Recreation Centre. The 2010 Master Plan notes the Recreation Centre was a former church, built in the early 1900s, and gifted to the Town 1949. At the time the Master Plan was prepared, the building was in poor condition and close to the end of its lifespan with no elevator to the second floor. The building interior was described as cold and drafty in the winter, with an outdated kitchen and washrooms. In the intervening years, the Town has limited expenditures on the Recreation Centre to essential maintenance, to continue its function while considering options to provide the community with a facility better suited to current and future needs. At the time of writing the 2024 Master Plan, the Town is in the process of programming a major expansion at the former Ma-te-Way Activity Centre to meet this need. The blended facility has been renamed the myFM Centre Recreation Complex.

On February 22, 2024 a Town of Renfrew media release announced the official closing of the Renfrew Recreation Centre on February 26, 2024, which included a fitness centre, gymnasium and program spaces. Operations at this location have been shifted to spaces in the new myFM Centre. The future of the Recreation Centre building has not been formally determined.

Overview of myFM Centre Components

The myFM Centre expansion, which was added to the existing arena, totals 96,000 square feet. Table 6-1 lists the existing and new indoor facilities/spaces that now make up the myFM Centre. As noted in the Service Delivery section of the Master Plan, almost all the facilities in the Centre are sponsored by local corporations and organizations.

Table 6-1: Components of the Expanded myFM Centre Recreation Complex

Component	Existing	New
ice pads	1 pad, 5 dressing rooms Olympia room	1 pad, 4 dressing rooms (see plan), perimeter walking track
museum	NHA/NHL Birthplace	
gymnasium		1 single; 2 changerooms with showers; retractable bleachers
program spaces		dance studio, arts studio, and 2 multi-purpose rooms
gathering spaces	1 large hall/auditorium, with kitchen and bar; capacity: 350 theatre style, 275 for licensed functions	2 meeting rooms youth room, with kitchenette
fitness		Town fitness centre
community service spaces		offices for mental health, substance abuse services
administrative/staff offices	recreation offices	expanded office area, lunch room, customer service area
tenanted spaces		Bonnechere Algonquin First Nation Community Cultural Centre myFM radio station Ultimate Fitness Child's Paradise Day Care Centre Renfrew Chiropractic and Rehabilitation Centre

Potential to Grow and Diversify Services

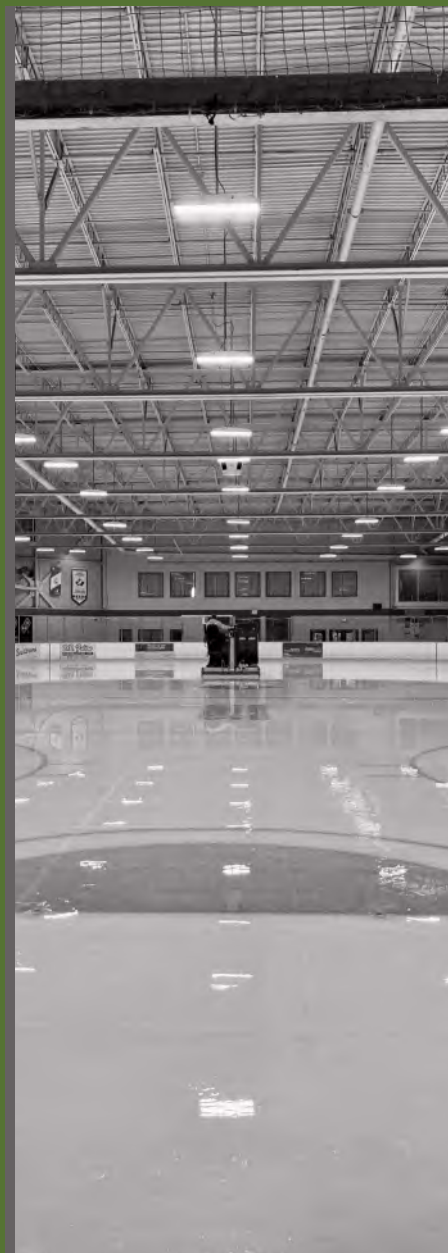
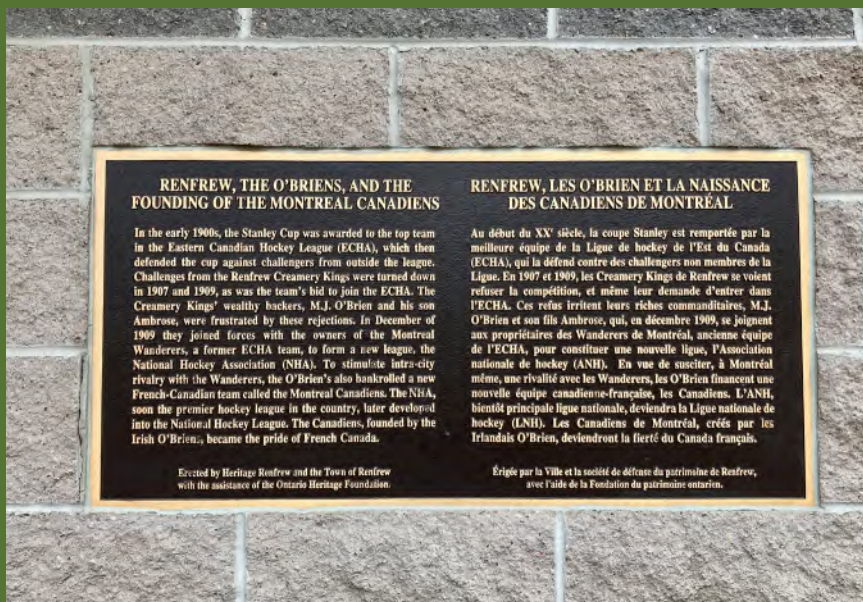
Collectively, the new Centre provides a range of facilities to support much greater diversity in programs and services, including sport, fitness/wellness and non-sport areas. The Master Plan's consultation activities gathered opinions on interest in expanding the facility and program supply in the Town, as reported in Section 3.2. The relevant surveys and discussions occurred before the myFM Centre fully opened, and new facilities here will be able to respond to community interest and future service development.

It is anticipated that many of the deficiencies of the aging Recreation Centre, which was not purpose built, will be addressed. The concerns expressed by respondents to the user group survey that used spaces in the recreation were: inadequate parking, aging/out-of-date infrastructure (3 groups each item); heating/AC problems (2 groups); poor/insufficient spectator viewing, inadequate storage, poor acoustics (1 group each item). Users of both the arena and hall indicated inadequate storage (2 groups); often not available when needed; lacks support facilities/amenities; poor acoustics (1 group each item).

In addition to the above-noted drawbacks of the former Recreation Centre, several groups reported interest in/need for the following facilities to sustain or grow their programs: arts/artisan studio, meeting space (2 groups), gymnasium, multi-purpose area, studio (dance, yoga, fitness), arena ice (2 groups); storage (2 groups), and kitchen.

As a major new facility that will be the focus of both existing programs and service development over time, it is essential to monitor and evaluate this progress at the myFM Centre. This will allow the Town to respond to community needs based on evidence of service/facility use on an ongoing basis, and set service targets that are directly related to meeting needs. Section 5.0 on Service Delivery addresses service planning and evaluation.

The following briefly describes how the components of the expanded myFM Centre Recreation Complex provide new or improved recreation facilities to meet existing and future needs.





Ice Pads and Hockey Museum

Twin pad arenas, and indoor walking tracks, are becoming more frequently provided by municipalities in Ontario for several reasons. As more communities provide this level of service, a minimum twin pad has become a 'must' to attract and hold regional tournaments, which are important revenue generators.

Indoor walking tracks are also becoming common features in arenas or gymnasiums, providing all residents in the community with an opportunity to stay fit year-round, and particularly during the winter months when walking outdoors is difficult or impossible for some. It can also increase the availability of low or no-cost recreation activities, and opportunities to socialize with others while walking.

The new ice pad in Renfrew is accessible, which also opens opportunities to develop programs such as sledge hockey. The walking track is open from 7:00am to 10:00pm seven days a week, with occasional closures for special and paid events. The track is approximately 175 metres in length (1km = approximately 5.7 laps).

Use of the single pad arena in 2023 was reviewed to determine the extent to which use was at its peak and, during those times, the proportion of capacity that was being used. Capacity was calculated by totalling the opening hours of the arena (7am to 10pm, 7 days per week) by the number of days in each month. The figures are shown in Table 6-2.

Table 6-2: Single Ice Pad Use 2023

	January (31 days)	November (30 days)
Total hours used	378.5	372.75
Total hours available	465	450
Proportion used	81.4%	82.8%

Although the Town does not differentiate between prime and non-prime time in ice hourly fees, a cursory review of time used in the above months during 'typical' prime time hours (5pm to closing) revealed that, with a few exceptions, these hours were fully booked each day. In many instances, the time used extended past the 'official' closing time to 10:30pm, and occasionally to 11:00 or 11:30pm.

The new pad doubles available ice time to accommodate community-based ice-based activities, build regional use - including tournaments and competitions - and capture associated revenue. The new BEI pad opened on January 18, 2024. From this date until June 2nd, regular use totaled 779 hours, with 49.5 hours of weekday tournament activity. Use on the the original Deslaurier pad totaled 622 regular and nine tournament hours from January 18 through the end of April. This comprises a strong base on which to build use of the twin pad arena over time.²⁸

The Hockey Museum occupies the same space in the existing part of the Centre and is a tribute to Renfrew's claim to fame as the birthplace of the National Hockey League (NHL). Millionaire M.J. O'Brien owned four of the six first National Hockey Association (NHA) teams - Cobalt, Haileybury, Montreal and Renfrew²⁹ - all of which played in the first season of the NHA. As discussed in the Delivery System of the Master Plan, marketing the Museum can be part of a stronger visitor-oriented direction for the Town.

²⁸ The Delivery System section of the Master Plan discusses using the arena during the ice-out season to generate additional revenue.

²⁹ <https://www.heritagetrust.on.ca/pages/programs/provincial-plaque-program/provincial-plaque-background-papers/renfrew-millionaires>

Gymnasium, Program and Gathering Spaces

Gymnasiums are essentially multi-purpose spaces for active recreation programming and, unlike those belonging to schools, a municipal gym is available full-time for this purpose. The new gym in Renfrew will accommodate organized programming offered by volunteer recreation groups or instructors, including basketball. Collapsible bleachers can seat up to 144 spectators. It can also be regularly scheduled for no-cost/low-cost drop-in programs for specific age groups, families, inclusive activities, etc.

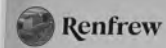
Program spaces include a dance studio, an arts room and two multi-purpose rooms. The multi-purpose rooms are 1,170 and 476 square feet, respectively, and both are used for community recreation programs and rentals. The dance studio is 995 square feet and is used primarily for dance programs and can also accommodate yoga and other types of wellness programs. The smaller multi-purpose room and the dance studio overlook the gymnasium. The arts room totals 695 square feet and is equipped with a sink and cabinets. It overlooks the new ice pad and is licensed for use during games.

Gathering spaces include the existing community hall, a new youth room and two new meeting rooms. The community hall can accommodate large events, with seating capacity of 350 theatre style. It has a catering kitchen and is licensed for 275 seating capacity. Bar service is provided by the Town if required by the renter; the Recreation Fundraising Team runs the bar. The new youth space was furnished and equipped by Youth Wellness Hub Ontario (YWHO). It is open several days per week as a youth hub and will be available for other uses at other times.

In 2023, the number of bookings at the former Recreation Centre totalled 1,495. The gymnasium accounted for almost half (48% or 719), followed by the games room (29% or 435), the conference room (14% or 208), and the hobby room (9% or 133). Hours used by month for a variety of programs and services fluctuated, as shown in Figure 6-1.

Total hours booked in 2023 was 2,896. March and December were the busiest months. Summer months were the least used, which reflects shifts to outdoor activities.

Recreation Centre use has been relocated to the myFM Centre, which provides new, more amenable spaces. Using March as an indicator of peak demand for these facilities means a weekly average of approximately 83



The Millar Family Art Studio

Wednesday

1:00-4:00pm – Acrylic Paint Class with Murielle Egan
6:00-8:00pm – RMH Meeting

Thursday

6:30-8:00pm – Art Class with Sarah Malatesta

Room Rental Fee - \$12.50/hour
Maximum Capacity - 20

For more information about programs or booking a rental space call
613-432-3131 ext 700, or check out the website at www.renfrew.ca.



Town of Renfrew
Programs

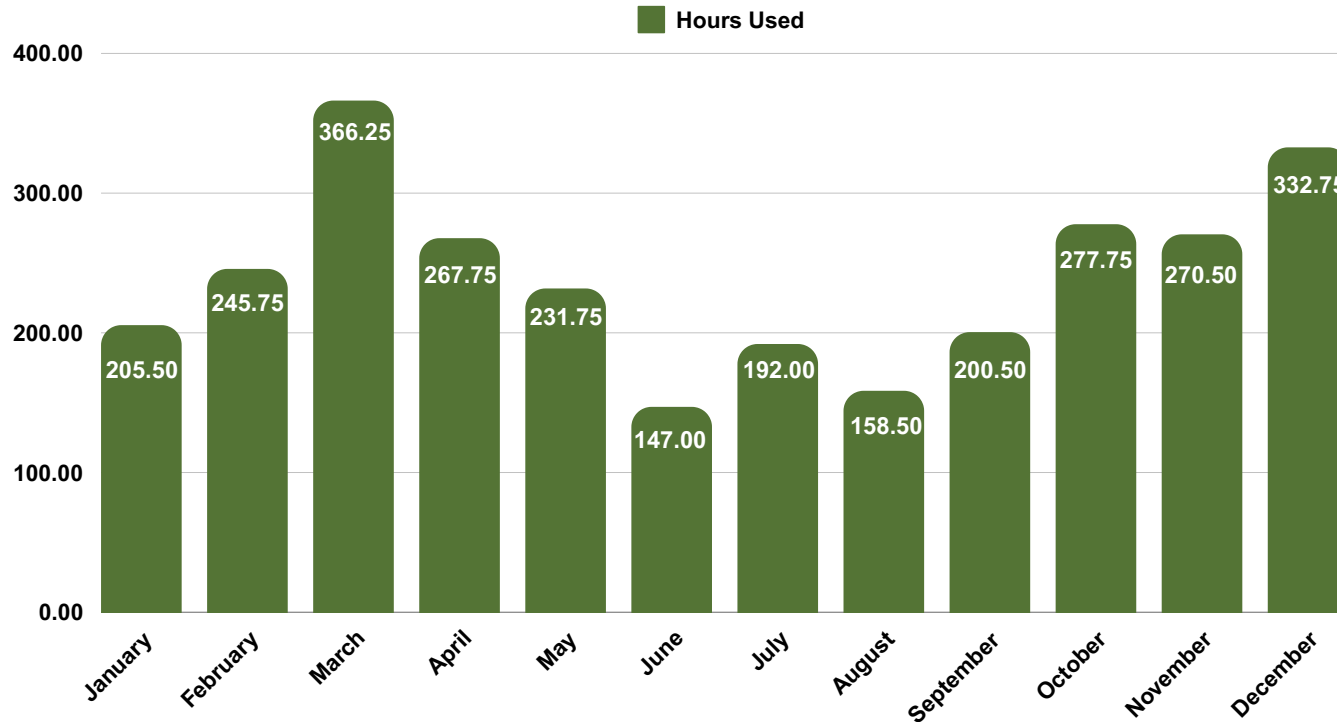


Figure 6-1: 2023 Hours Used at the Recreation Centre

hours.³⁰ Other months averaged lower hourly totals. While this is not a high level of use given the concurrent use of four spaces, it comprises a solid base on which to build. The new dance studio and arts room offer opportunities to grow the non-sport component of recreation programming. To this end, the Town should plan to install a sprung floor in the dance studio.

The Centre will also support expanded no or low-cost access to recreation that can be coordinated through program scheduling (e.g., concurrent programs for children and adults).

³⁰ 31 days in March/7 days per week = 4.4 weeks; 366 hours/4.4 = 83 hours per week average.

Fitness

The McGrimmon Holding Fitness Centre is open seven days a week from 6:00 a.m. to 10:00 p.m. (except holidays) and is accessed by members with key fobs. The space provides all new equipment, more area and natural light than the former BodyWorx, with five multipurpose machines, bench presses, and squat racks. Its location within the building can provide caregivers a place to work out while their children attend programs in other parts of the Centre. The Fitness Centre offers fee options ranging from \$12 for daily drop-ins to an annual membership for \$350. Membership has doubled since it opened.

Ultimate Fitness, which is commercially leased space, operates seven days a week and has direct access from outside the building. Personal training options are also available. Between these two facilities, residents will be well served. The Town and Ultimate Fitness can collaborate on an ongoing basis to ensure their services complement, as opposed to compete, with each other.



Figure 6-2: Comparative images of the previous fitness centre located in the Recreation Centre, and the new fitness facilities located in the myFM Centre

Community Service Spaces

Offices for mental health and substance abuse services are part of the space allocated to youth. These offices will allow various community service agencies that work in these areas and their clients with private consulting/treatment rooms. Child's Paradise Day Care Centre, and Renfrew Chiropractic and Rehabilitation Centre, are commercial operations that have leased space in the Centre.

Providing public and private community service spaces in recreation complexes is an approach to wellness that has been favoured for some time since it actualizes a holistic view of health. At the same time, it has been difficult to adequately provide these types of spaces in older recreation centres that were built before this view emerged. In building new, however, Renfrew was able to anticipate co-locating services that complement the Centre's core function and delivers them at a central gathering place.

Bonnechere Algonquin First Nation (BAFN) Cultural Centre

The BAFN Cultural Centre is located on the northeast side of the facility, and includes a library, ceremonial room, medicine wheel, museum, meeting/training space and administrative space. In addition to the Centre's primary purpose in serving the Bonnechere Algonquin First Nation, programs directed to other area residents and visitors from farther away can facilitate the goals of reconciliation.

The Arts, Culture and Heritage Master Plan's recommendations to the Town with respect to the potential to work with the BAFN are:

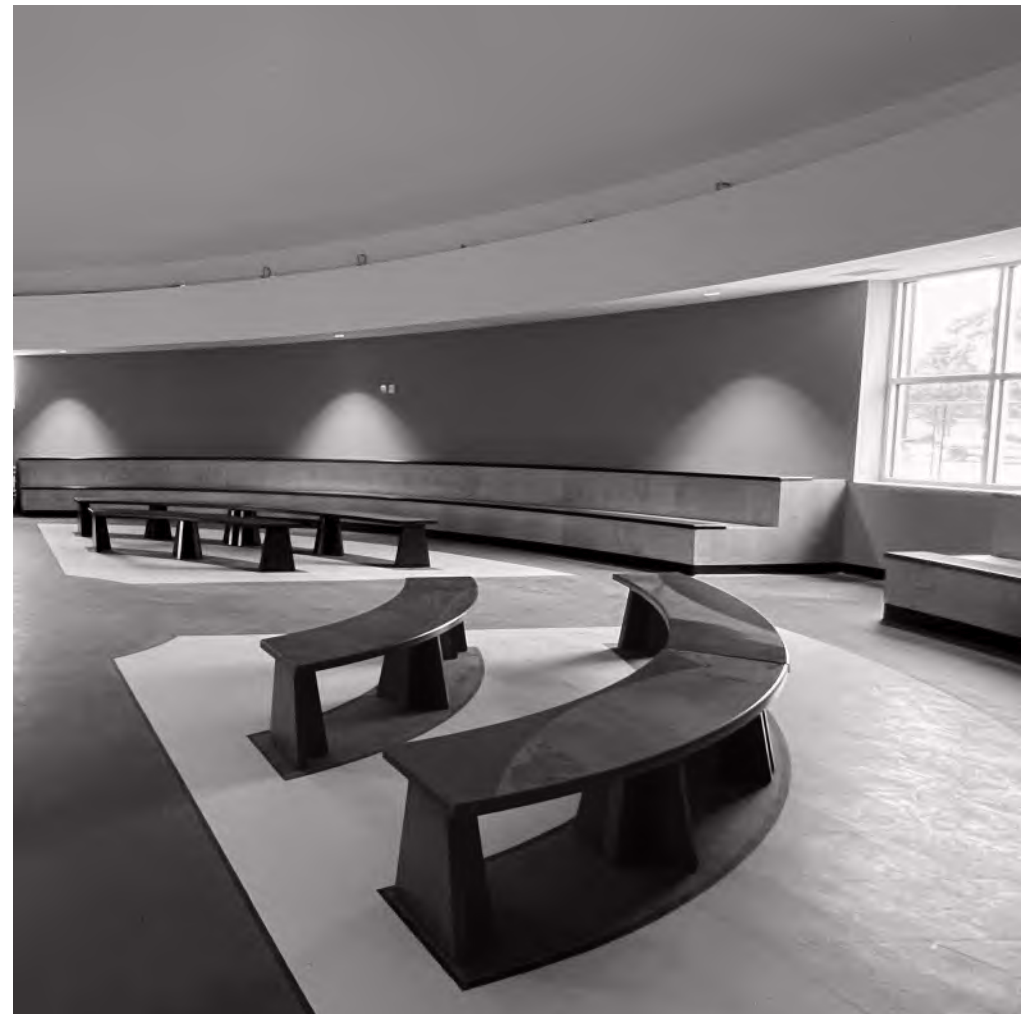
- Support the Indigenous cultural education programming and events at the Bonnechere Cultural Centre. Work in partnership with the Bonnechere First Nations to develop community relationship building opportunities in the community through activities of cultural exchange.
- Co-create cultural programming and tourism development in partnership with Renfrew County, the McDougall Mill Museum and the Bonnechere and Pikwiganikan First Nations through "Creative, Knowing and Sharing" cultural activities.

The potential for cultural programming that the Bonnechere Algonquin First Nation Cultural Centre (BAFNCC) presents is extraordinary. The BAFNCC will contribute significantly to the envisioned regional role of the complex and its potential to attract visitors looking for unique experiences to learn and understand.

Recommendations

- F 1. In addition to accommodating existing community ice programs, optimize use of the twin pad for new accessible programs, and regional tournaments and competitions.
- F 2. With the shift in programs from the Recreation Centre to the myFM Centre serving as a solid base on which to build, use new facilities to focus on growing the non-sport component of recreation programming, and no or low-cost access to recreation that can be coordinated for various users through program scheduling.
- F 3. Install a sprung floor in the dance studio.
- F 4. Collaborate on an ongoing basis with Ultimate Fitness to ensure both Town and commercial services complement each other.
- F 5. Continue to actualize a holistic view of health by co-locating community services that complement the Centre's core function and delivers them at a central gathering place.

- F 6. As recommended in the Arts, Culture and Heritage Master Plan, work with the Bonnechere Algonquin First Nation to build understanding and education through cultural exchange activities.



Visitor Information Centre

In 2023, the municipal Visitor Information Centre (VIC) was used for a total of 638.75 hours, comprising 125 hours of Town use, 489.75 rental hours and 24 hours of in-kind use. Use for the 2023 Ontario Winter Games Headquarters alone totaled 210 hours in January. At the same time, its function as a visitor information centre is limited with few patrons making use of the service. It is overstaffed, therefore, with two summer students for this purpose.

As noted on the Town's website³¹ Council is considering options for renaming the VIC, to reflect a role that extends beyond its visitor information function and encompasses other programs and themes. This is reasonable, given that its current use largely comprises activities that are not directed to informing visitors. The wide range of other uses occurring during 2023 (e.g., meetings, private events, courses, training) indicate the Centre is flexible in its ability to function as more than a VIC.

The suggested new names proposed in a community survey engage themes of unity, inclusion, equity, heritage and culture in an effort to convey the Town's pride as

³¹ <https://www.renfrew.ca/news/have-your-say-on-the-new-name-of-the-visitor-information-centre-in-renfrew>



a welcoming community, and the recent completion of an inclusion and diversity mural at the VIC. A theme that blends diversity/inclusion, culture and heritage as a focus for the Centre appears to be appropriate - including programs/activities that could be attractive to both residents and visitors. It would complement the sports and recreation focus of the myFM Centre and Ma-te-Way Park. It will also help build the local culture and heritage component of programming to support a future cultural heritage centre as envisioned in the Arts, Culture and Heritage Master Plan. Depending on the types of programs/services offered, facilitating use of the space

may require additional onsite storage for equipment and materials.

At the same time, given its location in relation to the primary route into Town from the Trans Canada Highway, it could continue to provide services to visitors as a secondary function. Job descriptions for summer positions to man the Centre could include other tasks (e.g., clerical, data entry, etc.) that can be done at this location during 'downtimes' to make optimal use of employees' time.

Recommendations

- F 7. Develop a theme for the Centre that focuses on blending diversity/inclusion, culture and heritage through its name and programming objectives.
- F 8. Given its location at the highway entrance to Town, maintain its visitor information services as a secondary function, tasking summer positions with supplementary work to do during 'downtimes.'
- F 9. Facilitate use of the space by providing required onsite storage for equipment and materials.



Non-municipal Facilities

While programming at the new myFM Centre is being expanded and diversified, opportunities to access the facilities or other providers, where appropriate to meeting needs, should be considered. Other agencies and organizations in Renfrew that contribute to the supply of indoor community facilities include the two School Boards, the Golden Age Activity Centre, Renfrew Curling Club, the Wing, the Armories and the Legion.

School Boards

Table 6-3 shows that Renfrew's five elementary and two secondary schools have a considerable supply of facilities that are (or could be) used for community recreation during non-academic hours. The Arts, Culture and Heritage Master Plan points to the need for access to appropriate facilities to sustain and build programming in this area of interest. While decisions regarding Town facilities dedicated to the arts and heritage are pending, working with the Boards to guarantee regular access to their facilities can support relevant program providers. Similarly, school facilities should be considered as locations for future programming that cannot be accommodated at municipal facilities and/or to support neighbourhood service distribution.

Table 6-3: Indoor School Facilities

Board and Schools	Indoor Facilities
RCDSB	
3 elementary schools	3 single gyms (3,060 to 3,744 sf; 300 to 367 fixed seating capacity) 5 classrooms 1 kitchen 1 library
1 intermediate/high school	1 double gym (7,500 sf; 735 fixed seating capacity) 1 single gym (3,456 sf; 339 fixed seating capacity) 1 cafeteria 5 classrooms 1 meeting room library
RCCDSB	
1 elementary school	Gym
1 high school/ elementary school, which will be expanded/ redeveloped including replacement of St. Thomas the Apostle elementary school	Gym(s) New facilities: - 73 childcare spaces - six school secondary classrooms - expanded cafeteria - learning commons - four childcare rooms with 73 spaces - EarlyON room

Not-for-Profits

Golden Age Activity Centre

The Centre's website notes, " 'We are a not-for-profit that was started as a result of a need for seniors who live independently in the community to have a safe and welcoming meeting place to socialize and relax. Through the diligence of a small group of volunteers and with the financial support through grants and donations, that need had (sic) been met.' Memberships are available to residents 50 years of age and over from the Town of Renfrew or the surrounding townships of Admaston/ Bromley, Horton or Greater Madawaska. A yearly membership to the Renfrew Golden Age Activity Centre allows you to drop-in and participate in any program, activity or special event (additional fees may apply) within the Centre. The current membership fee is \$20 from April 1st to March 31st. The Centre is open Monday to Friday 10:00am to 3:00pm. and there are over 300 members." Programs are listed on the Centre' website.³²

³² <https://renfrehomesupport.ca/golden-age-programs/>

The Town works with the Centre now and can consult with its governing body to identify needs beyond those being met at the Golden Age Activity Centre, which could provide the basis for programs at myFM Centre. Programs could comprise both current activities that need to be expanded or new initiatives. These could be delivered by through the group itself or other instructors/volunteer organization facilitated by the Town - as is the case now for certain programs.

Renfrew Curling Club

The Renfrew Curling Club is member-owned community recreation facility. The Club has 200 members and offers community curling leagues for residents of all ages and levels of ability, as well as typically hosting 12 events per year. Although not a municipal facility, the Club is interested in Town support for specific items (e.g., signage, advertising), which it appears has been difficult to secure. The Service Delivery System discusses Town approaches to future support for the volunteer sector through both in-kind services and grants.

The Wing

The Wing is in its 55th year and their building (the old Town Arena) dates back to 1920. The Wing hosts bingo twice a week and is home to the Champlain Seniors Club, whose members meet Tuesday afternoons year round. Other users include the Renfrew Wrestling Club, weddings, concerts and yard sales. Interest was expressed in accessing this space regularly for community performing arts via an agreement.

The Armories

Armories at the Renfrew Fair Grounds houses the EarlyON Centre and Kids Corp.

Legion

The Legion is in its 80th year. The Legion building is facing increasing operating and repair costs, as well as declining attendance. The building is far too big for their purposes. The Legion tries to provide space to user groups rent-free when possible. Darts, seniors' luncheons, pool, cards, and seniors' dances are all held at the Legion. The University Women's Club uses the shooting range to store books for the Club's annual book fair.

Recommendations

- F 10. Consider access to indoor school facilities for programs/activities that cannot be accommodated at the myFM Centre now and/or in the future.
- F 11. Continuing working with the Golden Age Activity Centre to identify needs that could be met at the myFM Centre through the governing group or other instructors/volunteer organizations facilitated by the Town.
- F 12. As part of future work with volunteer clubs, clarify the need for support to the Curling Club that falls within proposed policy.
- F 13. Investigate the possibility to secure regular access at The Wing for community performing arts programming.

Indoor Pool Assessment

Background

The history of interest in an indoor pool in the Town of Renfrew goes back 57 years, during which many studies have been conducted to determine a feasible direction. The assessment provided here attempts to update the discussion and present a reasonable conclusion based on several considerations. Given the long-standing nature of the issue, the Master Plan provides a fairly detailed assessment to support its recommendations. The following timeline tracks the history of this topic.

Timeline on indoor pool interest and studies:³³

1967: community identified interest in an indoor aquatic facility

1984: Parks and Recreation Committee needs assessment pointed to need for an arena and indoor pool

1985: consultant (IER) conducted feasibility study confirmed that citizens of Renfrew determined both facilities were needed

1989: arena/hall facility built but no indoor pool

1989 to 2010: five (5) community needs assessments were conducted revealing 80% of residents consider an indoor aquatic facility as their first priority for recreation

³³ Aug 29th 2023 - Town Hall Meeting Speech (sic) and updates based on current Master Plan work.

2010: consultant (Clem Pelot Consulting) prepared a parks and recreation master plan that showed 78% support for an indoor pool and recommended developing an indoor pool at the Ma-te-Way Activity Centre, with the qualification that estimates for both capital and operating costs needed to be verified in detail before proceeding with the project.

Present: Ma-te-Way Activity Centre expansion did not include an indoor pool. There is \$520,000.00 in reserve for this project, which has accumulated over the years through community fundraising activities, and estate donations. Consultation for the current Master Plan revealed continuing high levels of interest in a pool from online survey participants, but very limited support among random telephone respondents.

An important piece of this ongoing discussion was not included in the source for the above-noted timeline. In 2012, the JF Group prepared a detailed study as a follow-up to previous to the Master Plan, to project the operating and financial implications of a new aquatic complex. This study concluded that the Town could not reasonably support a facility.

Discussion

Continuing interest among Renfrew residents for an indoor pool is understandable. In most communities without these facilities, support for an indoor pool emerges in Master Plan studies. Aquatic centres are clearly popular and beneficial recreation facilities. At the same time, as noted in 2012, they are very costly to build and operate. The following discussion considers the previous findings in today's context to arrive at updated recommendations against the following considerations: consultation findings, population, pool design and capital costs, operating costs, and long-term considerations. The discussion ends with a concluding summary, followed by recommendations.

Consultation Findings to Consider

Among the respondents to the online survey, a ‘swimming pool/aquatic facility/public swim area’ emerged as the top new facility to be provided in Renfrew. The distribution of 1st to 4th choices is shown in Table 6-4. Sixty percent (60%) of new facilities of interest (331 of 551 total) fell into this general category. As an open-ended question, it produced the various descriptions noted above. The majority (88%) of those listing one of these as their first facility choice, however, did not specify ‘indoor or outdoor.’ In the comment option at the end of the survey, 53 people elaborated on their interest in a pool, with most specifying an indoor facility. Some, however, noted an outdoor pool or a beach as options to an indoor aquatic centre. Four respondents were opposed to providing an indoor pool due to its substantial costs.

While these findings do not mean that online survey respondents who did not emphasize interest in an indoor aquatic facility would not use one if provided, it suggests less absolutism about its provision than previously. Moreover, these findings are more in keeping with the results of the random telephone survey, which indicated limited interest in an indoor pool (5.2%, or 4 of 77 respondents who indicated need for more facilities.).

Population-based Considerations

The 2010 Master Plan looked at several communities with indoor pools to compare to Renfrew. The figures for population change between 2016 and 2021 for these communities are shown in Table 6-5. The City of Pembroke has been added to the comparison due to its relative proximity to Renfrew.

Table 6-4: Online Survey Results for Swim Facility in Renfrew

Swimming pool/aquatic facility/public swim area	# 1st listed	# 2nd listed	# 3rd listed	# 4th listed	total times noted
	203*	57	37	34	331

* 18 specified indoor, 7 specified outdoor, the remaining did not specify “indoor or outdoor”

The populations of these municipalities would be considered insufficient to support an indoor pool today. 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 sizable deficit each year. A general rule of thumb is a minimum population base of about 30,000 people to consider the feasibility of providing an indoor pool facility. A market of this size can generate sufficiently high levels of use to warrant the capital investment and an annual operating deficit that is supportable.

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. Information from the Rural Ontario Institute³⁴ 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 Renfrew. Over three-quarters of Ontario communities of fewer than 30,000 residents, therefore, do not have indoor pools.

Table 6-5: Population Change 2016 to 2021 for Small Municipalities with Pools

Pool Location and Construction Year	2021	2016	% + / -
Town of Renfrew	8,190	8,223	-.0.4%
Town of Arnprior (1977)	9,629	8,795	+ 9.5%
City of Pembroke (1956)	14,364	13,882	+ 3.5%
Town of Carleton Place (mid-1980s)	12,517	10,644	+ 17.6%
Town of Perth (1976)	6,469	5,930	+ 9.1%

³⁴ Rural Ontario Institute. Focus on Rural Ontario. Vol. 7, No. 11, 2020
Culture, Recreation and Sports Infrastructure in Rural Ontario

While a pool in a small municipality may draw users from a wider geographic area than its ‘home’, the ‘owning/operating’ community is ultimately responsible for all costs associated with carrying the facility on a small tax base. With a current (2021 Census) population of 8,190 and a 2034 projection of 9,217 Renfrew will remain under this threshold population during the Master Plan’s timeframe. The Town’s population is also one of the lowest listed above and is the only one that has declined over time.

It is also noted that many of the indoor pools in smaller communities were built during a time when grant money was much more plentiful. For example, the cost to build the Nick Smith Centre (which houses the Arnprior pool) was approximately \$17m, of which \$12m comprised a Wintario grant.

Current Pool Design and Capital Cost Considerations

The 2010 Master Plan proposed a pool of limited size, in which “one half...would be a leisure zone that incorporates a teaching step, a ramp and a relaxation alcove with hydro therapy jets. This area would provide shallower water suitable to children, older adults and those with limited mobility. The other half would be a modification of the typical lane pool. The simple rectangular shape allows for at least two full lanes of

lap swimming with an additional area that merges into the leisure half. This half of the pool can be used for lane swimming, swim lessons for older children and adults, aquafit classes and public swims” (p. 56).

This facility design, which would likely satisfy resident interest, would not typically be recommended today. It would not be able to accommodate events such as meets, which are key to generating revenue. The Town of Renfrew recognizes the need to attract use from outside the community, and the 2010 suggested facility design would not contribute to the vision of a regional serving myFM Centre and Ma-te-Way Park. For this purpose, a 25m, 8 lane pool would be the minimum to provide to serve both the community, and regional use for short-course meets and other competitive events (e.g., artistic swimming³⁵). A leisure/play component is also now a standard part of aquatic centres, which would represent an additional cost that would depend on its size, design and features. Information from Loyalist Township’s current pool replacement project is presented here as a high level indicator of likely costs for a comparable facility in Renfrew.

35 synchronized swimming

Loyalist Township is currently building a new aquatic facility to replacing the existing 47-year old pool. The new aquatic facility will comprise an 8-lane, 25 metre pool and a separate warm-water leisure pool. It is part of a renewal project of the Town's W.J. Henderson Recreation Centre. Costs noted here are for the pool component only, unless indicated otherwise.³⁶ Table 6-6 notes the anticipated capital costs and funding sources to date:

Table 6-6: Capital Cost Estimates and Funding Sources for Loyalist Township Aquatic Facility

Capital Costs for the Aquatic Component	Funding Sources to Date (for the entire facility)
41,000 sf for entire facility @ a total construction cost of \$46,399,434 or \$1,052.14 psf: aquatic component totals 1,932 sq. metres or 20,788 sf 20,788 sf @ \$1,052.14 psf is \$21,871,88637	contribution of towards the capital cost of the aquatic component from the City of Kingston for its residents' access for 20 years: \$6.55m (pool only)
	community fundraising target set at \$900,000
	Renewable Energy Benefit Fund surplus accumulated between 2021 and 2023: \$1,135,908
	Green and Inclusive Community Buildings - Retrofit Stream Infrastructure Canada: \$16,554,956
	Enabling Accessibility Fund Employment and Social Development Canada: \$86,000
	Renewable Energy Benefit Fund Loyalist Township \$669,900
	Enabling Accessibility Fund Employment and Social Development Canada \$86,000
	Renewable Energy Benefit Fund Loyalist Township \$669,900

³⁶ <https://www.loyalist.ca/en/council-and-administration/resources/Documents/Community-Hub/WJHRC-Renewal---Validation-Report.pdf>

³⁷ Soft costs, such as taxes, permitting, Township-supplied FF&E, project management expenses, and staff training have also been considered and amount to \$3,090,000, for a total capital cost of \$49,500,000. These are for the whole project but using the total psf cost, they are included in the aquatic portion.

If all funding being sought is secured, the amount to be financed is expected to be \$8,212,609. It is noted that the Green and Inclusive Community Buildings - Retrofit Stream Infrastructure Canada comprises a significant amount of the total. This type of program would likely not apply to a new build in Renfrew. Loyalist is experiencing relatively strong growth. The next Development Charges Background Study will include updated impacts such as project costs, growth share, etc. The Town of Renfrew's anticipated population growth of just over 1,000 would not contribute a substantial amount to new facility development.

Using these figures to represent a comparable facility in Renfrew, therefore, indicates a capital cost of at least \$21.9m to develop a state-of-the-art aquatic facility capable of meeting resident interests and fulfilling a regional-serving function.

Operating Cost Considerations

The business plan for the Loyalist project indicates an operating deficit of \$188,472 for the entire facility. At the same time, it notes \$1,208,530 for pool staffing alone in 2026. The total for the operating deficit compared to staff costs suggests the pool will be partially subsidized by other components of the Centre. Pool operations are labour intensive, and a comparable facility in Renfrew

would likely run a similar cost for staff. The degree to which other facilities in the myFM Centre would offset this cost cannot be estimated here, especially given new facilities that are now part of its operations. The 2012 study, however, concluded that:

While a pool would undoubtedly be a popular community facility for a portion of Renfrew's population, it would most certainly operate at a deficit. Based on the assumptions presented in this report, the Town's annual subsidy of a new aquatic facility could be expected to approach \$500,000. This financial performance is linked to Renfrew's small market size and the relatively fixed nature of a large proportion of a pool's operating cost structure. Therefore, subsidies could be expected to grow over time (p. 29).

It is reasonable to suggest that the 2012 estimate would likely be the minimum baseline figure today, with a similar trend in increases over time.

The 25m, 6-lane pool in Arnprior was built in 1977 as part of the Nick Smith Centre, which includes a twin pad arena and hall. The Town of Renfrew is part of the pool's market and has a formal agreement with Arnprior that pays the premiums for non-resident registration in pool programs. It is estimated that approximately 3% to 5% of the pool's users come from Renfrew and are largely registered in the senior aquafit and children's

swim instruction programs. Other municipalities whose residents are significant pool users include the Townships of McNab/Braeside, Horton and Greater Madawaska.

The following figures represent four years of pool operation. The following figures represent four years of pool operation. 2024 and 2023 were full operating years, while 2022 and 2021 were partial years due to COVID.³⁸ While certain operating costs and revenues are for the entire Nick Smith Centre, estimates of the portions attributed to the pool are as follows:³⁹

- In 2024, operating costs were \$688,000 and revenues \$342,500 for a net operating cost of \$345,500.
- In 2023, operating costs were \$647,000 and revenues were \$352,000 for a net operating cost of \$294,500.

³⁸ 2022: pool closed due to COVID lockdown for the first 8 weeks;
2021: pool closed for parts of 2021 and class sizes were restricted/user engagement was lower, and held to a strict reduced capacity

³⁹ In all years, expenses include a portion of management staff costs but do not include the salaries and benefits for operations staff responsible for the entire Nick Smith Centre.

- In 2022, operating costs were \$537,000 and revenues were \$307,600 for a net operating cost of \$229,400.
- In 2021, operating costs were \$465,400 and revenues were \$101,800 for a net operating cost of \$363,200.

Based on an assumption that a new pool might present some savings in operating costs in its early years, especially if 'green' systems are integrated in construction, an annual net cost in the order of \$300,000 to \$325,000 might be expected for a pool in Renfrew.

This figure, however, assumes that a new pool in Renfrew would also draw from a market comprising considerably more population than its own. As shown in Table 6-7, the 2021 populations of communities immediately adjacent to Renfrew total 32,047 and would comprise much of the market for its pool. Greater Madawaska and McNab/Braeside, however, are currently served by the Arnprior Pool. The Pembroke Pool, which is discussed below, likely draws from the northern portions of both Whitewater Region and Admaston/Bromley. To some extent, therefore, a new pool would likely split the market, and Renfrew would not be drawing from the total regional population.

Table 6-7: Regional Market Municipalities

Municipality	2021 Population
Renfrew	8,190
Whitewater Region	7,225: some portion would go to Pembroke's pool
Admaston/Bromley	2,995: some portion would go to Pembroke's pool
Horton	3,182
Greater Madawaska	2,864: some portion would go to Arnprior pool
McNab/Braeside	7,591: some portion would go to Arnprior pool
Total	32,047

Long-term Considerations

The City of Pembroke and the Town of Arnprior pools are two nearby examples of small municipalities that developed indoor pools many years ago and are now faced with difficult decisions on the future of these facilities. Although this eventuality is not a concern when deciding to build a new aquatic centre, the 'long view' should be considered as part of the determination since the community is making a major commitment to sustain a pool for many years.

The City of Pembroke's indoor pool comprises a 25-metre, six lane tank and a shallow pool. It is at the end of its life cycle and the City is currently dealing with the need for major capital repairs to keep the Kinsmen Pool operating,

while exploring the potential for a P3 (public-private partnership) to develop and operate a new recreation complex, which would include a pool. Appendix C outlines the sequence of recent events related to these decisions. Although the situation in Pembroke is primarily due to the age of its existing facility, there are several key points that pertain to decision to sustain an aquatic facility over the long-term:

- A capital investment of \$1.4m dollars is needed to be able to re-open a facility that is at the end of its lifecycle, and which will remain so even after the investment is made.
- A new pool will still be required to replace the Kinsmen facility.
- The requirement to close the pool until repairs are completed suggests the City may have had difficulties keeping up required capital maintenance over the years, due to costs.
- By exploring the possibility of a P3 to develop and operate a new recreation complex, the City recognizes the difficulties it would face in providing this level of service alone.

Arnprior's recently updated Parks and Recreation Master Plan recommends adding a leisure and/or therapy

component to the pool to update its serviceability and attract other program providers from the health sector. The feasibility of this recommendation still needs to be determined by the Town.

In addition to the possibility of an expansion, other major capital projects from now to 2030 total about \$1.2m + and include updating air and water temperature controls, reconfiguring pool changerooms, repairing roof trusses, and replacing the pool deck and liner. Roof replacement will also be required at some point and is addressed sectionally for the Centre as a whole.

A more recent concern for Ontario municipal pool operators in general is attracting and retaining qualified lifeguards and instructors, and the costs to secure necessary staff are increasing. In addition to salary increases to incentivize applicants, strategies such as subsidizing the costs of training/qualifying for these positions are being introduced in some communities.

Summary and Potential Options

These findings indicate that an indoor pool would not be a judicious investment for the Town of Renfrew for the following reasons:

- Current resident support for a municipal indoor aquatic facility may not be as strong as in previous years.
- Current and anticipated population base is well below the threshold used as a guideline for providing a municipal facility.
- The Town is part of a regional market that, although large enough from a population perspective, would be split with existing facilities.
- Optimizing the regional attractiveness of a pool in Renfrew would require a state-of-the-art facility with components/services that exceed others in the market, which would maximize both capital and long-term operating costs.
- The current grant environment is limited to the extent it could offset the Town's costs to develop and operate a facility, putting the bulk of expenses on the tax base for many years to come.

- The experience of other small municipalities in building, maintaining and operating indoor pools demonstrates the difficulties that can develop in sustaining services in the very long term.

The possibility of partnering with a commercial party (e.g., a hotel) was mentioned in consultation activities in Renfrew. If a hotel was to locate here and its business plan included a pool to serve its patrons, the Town could purchase time in the pool for community use during 'downtimes' for lessons, open swim, etc. Whether or not this arrangement would suit the needs of residents would become apparent through an initial trial agreement. The extent of community access and non-ownership of the facility, however, would not likely warrant municipal capital investment in a hotel pool.

A study could be conducted to investigate providing a unique outdoor water play facility at Ma-te-Way Park, with features that would contribute to attracting regional and visitor use.

Recommendations

- F 14. As was concluded in the 2012 study, do not develop an indoor aquatic facility over the term of the Plan.
- F 15. Consider a study to investigate the potential to develop a unique outdoor water play facility at Ma-te-Way Park, with features to attract regional and visitor use.
- F 16. Any future opportunity for the Town to collaborate with a commercial pool owner should be limited to purchasing time for community use.

6.3 OUTDOOR FACILITIES

Ma-te-Way Park

Background and Context

Outdoor municipal facilities for organized sport and recreation are concentrated in Ma-te-Way Park. Table 6-8 lists these.

Table 6-8: Outdoor Scheduled Facilities

Facility	Municipal
ball diamonds	3 (lit); batting cage
sports fields	3: 2 soccer and 1 football/soccer
track	1 400m, surrounding Lindsay Field
tennis courts	5 (lit); small clubhouse; storage
pickleball courts	4 (lit)
concessions	2: Kaillie's Pavilion; track and field area

Municipal outdoor facilities are supplemented by those of both School Boards:⁴⁰

- The RCDSB's three elementary schools and one intermediate/high school have 3 playing fields (1 scrub diamond/soccer field; 1 soccer; 1 track/field combination).
- The RCCDSB's two elementary schools and one high school have 3 junior soccer fields and 1 track/field combination.

Consultation activities did not reveal noticeable use levels, or interest in more, outdoor sports facilities among residents. Figure 6-3 shows the three most frequently used facilities were soccer fields, pickleball courts and ball diamonds.

As the figure shows, approximately one-third of both 320 online and 37 telephone survey respondents use soccer fields. Comparable proportions of telephone respondents use pickleball courts, and about one quarter of both groups use ball diamonds.

⁴⁰ As identified on Google Maps

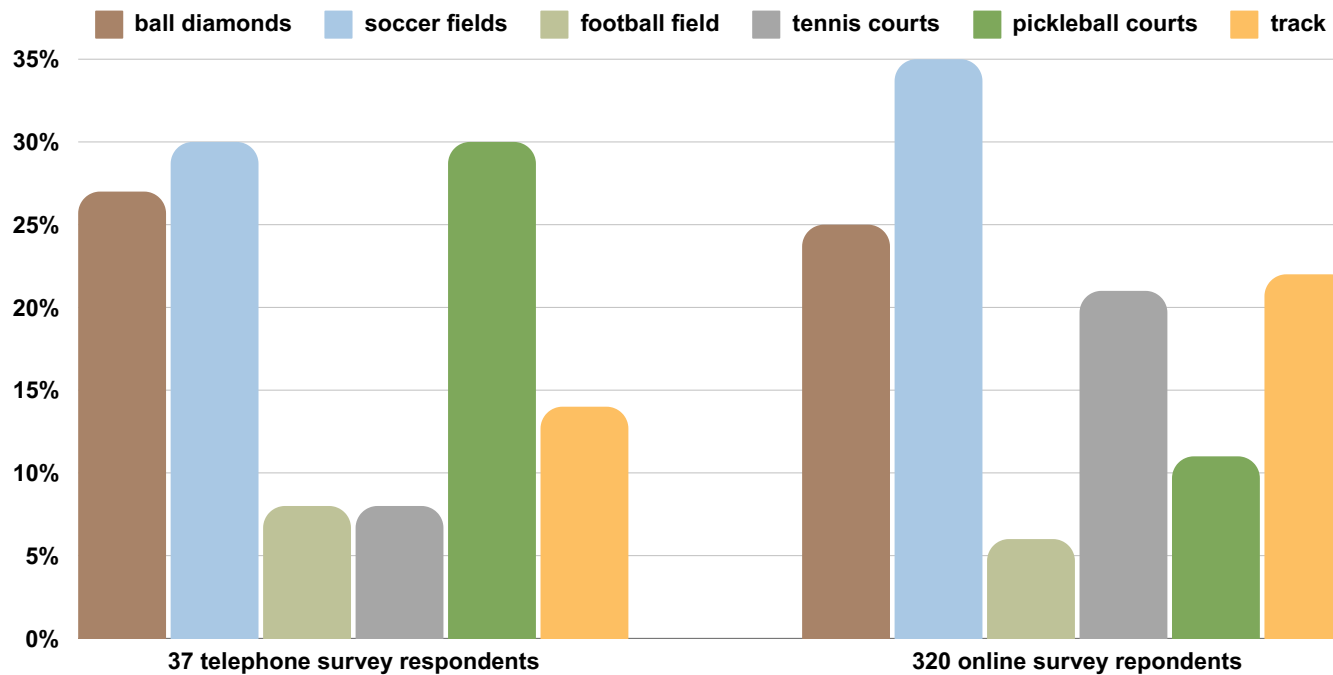


Figure 6-3: Use of Outdoor Facilities by Renfrew Residents

In terms of interest in new facilities, 6% (15 of 235) of online survey respondents and 20% (13 of 65) telephone survey respondents indicated sports fields. Approximately one-third (24 of 77) of telephone survey respondents noted pickleball courts.

Renfrew Tennis Club completed a user group survey. Ball diamond and soccer field user groups did not respond. The following discussions assess the need for outdoor facilities over the term of the Master Plan.

Ball Diamonds

There are three lit ball diamonds at Ma-te-Way Park: Tye, Rushleau and Seeley (one senior with batting cage, and two junior).

Table 6-9 shows community use levels during prime time hours for June and July 2023. Prime time was based on scheduling patterns that clearly showed weekday evenings as periods of highest demand. As lit diamonds, each was assigned 5 hours of prime time on weekday evenings. Weekends, which are typically also considered prime time for scheduling purposes, were assigned 15 hours per weekend day. The diamonds were very minimally used at other times, so non-prime time use is not shown in the table. This comprised a total of 22 hours in June: ten (10) hours on Tye for weekday afternoon ball games, and six (6) hours of weekend use on each of Tye and Rushleau for Renfrew Special Olympics events.

Table 6-9: Ball Diamond Use June and July 2023⁴¹

Diamond		June		July	
		hours prime time used	% prime time used	hours prime time used	% prime time used
Tye	weeknights	33	30%	44	42%
	weekends	6	5%	51	34%
Rushleau	weeknights	26.5	24%	38.5	37%
	weekends	6	5%	51	34%
Seeley	weeknights	15	14%	12.5	12%
	weekends	0	-	17.5	12%
Total hours		86.5		214.5	

As Table 6-9 shows, none of the fields is near capacity use on weeknights, and almost no use occurs on weekends. In terms of hours, therefore, the fields can accommodate additional use.

⁴¹ Does not include hours for Roots to Renfrew Music Festival July 14, 15 and 16 (Fri/Sat/Sun); each diamond was booked for 16 hours per day or a total of 144 hours over the weekend.

Assuming 80% capacity use can be achieved while allowing some flexibility for 'downtime' between bookings, etc., Tye Diamond could accommodate an additional 38% prime time weeknight use from its peak of 42% in July. Estimating projected use in relation to Town population growth indicates that the senior diamond could meet demand to a population of 11,302 (38% increase from 8,190 in 2021), which is considerably more than the anticipated 2034 population of 9,217.

Rushleau Diamond is most heavily used on weeknights in July, with 37% of available prime time used. Seeley Diamond's use is limited in both June and July, at 14% and 12% of available prime time, respectively. Both diamonds, therefore, are well capable of accommodating use that will be generated by Town population growth during the term of the Master Plan.

Expanded regional use or increases in participation rates could generate the need for more access to weeknight prime time beyond that associated with population growth alone. Similarly, additional weekend use could result, especially if more tournament activity accompanies new user groups.

Monitoring use of the diamonds will verify use levels over time and indicate the possible need to consider additional facilities to accommodate use beyond that generated by anticipated population growth. Should confirmed demand

comprise use for both local and regional/tournament activity, a new diamond would be best located at Ma-te-Way Park with existing fields. Alternatively, a community-serving diamond could be located elsewhere and - if possible - from the perspectives of space for parking and sufficient distance from neighbouring residences, could be provided by upgrading an existing field.

Recommendations

- F 17. Monitor ongoing use of diamonds to determine if growth in demand beyond that generated by population increases will require additional diamonds during the Plan's term.
- F 18. Co-locate new fields intended to also support regional/tournament activity with existing facilities at Ma-te-Way Park.
- F 19. If needed, consider locating a community-serving diamond elsewhere through upgrades, if parking and distance requirements from neighbouring residences can be met.

Sports Fields

There are three sports fields at Ma-te-Way Park: Lindsay, Jamieson and Edwards. Lindsay Field is a track/field combination, and is also used for football, school physical education, and track and field events. Students access the Park via the walking trail.

Table 6-10 shows community use levels during prime time hours for June and July 2023. Prime time was based on scheduling patterns that clearly showed weekday evenings as periods of highest demand. As unlit fields, each was assigned 2.5 hours of prime time on weekday evenings. Weekends, which are typically also considered prime time for scheduling purposes, were assigned 12 hours per weekend day. Fields were not scheduled at other times for community activity, so non-prime time use was nil.

As Table 6-10 shows, none of the fields is near capacity use on weeknights, and almost no use occurs on weekends. In terms of hours, therefore, the fields can accommodate additional use.

Table 6-10: Sports Field Use June and July 2023

		June	July	July	
Field		hours prime time used	% prime time used	hours prime time used	% prime time used
Lindsay	weeknights	19	35%	26.5	51%
	weekends	2.25	2%	0	-
Jamieson	weeknights	23.5	43%	29	55%
	weekends	0	-	0	-
Edwards	weeknights	14.5	26%	21	40%
	weekends	0	-	0	-
Total hours		59.25		76.5	

Jamieson Field is most heavily used on weeknights in July, with 55% of available prime time used, followed by Lindsay Field at 51%. Use of Edwards Field is relatively limited in both June and July. All fields, therefore, are capable of accommodating use that will be generated by Town population growth during the term of the Master Plan. Assuming time is allocated for resting natural turf fields, 75% use is considered capacity, Jamieson and Edwards can be scheduled for 20% and 24% more hours beyond the August peak, respectively. Edwards can accommodate 35% more use.

Jamieson Field is undersized, however, which prevents holding two games simultaneously for different ages. This field should be upgraded and sized to allow it to be scheduled for concurrent games of the same age levels. It should also be designed as a multi-purpose facility to allow time to be allocated to diverse field sports. Continuing to co-locate fields at Ma-te-Way will also contribute to the potential to increase regional use for tournaments if supported by promoting the fields for this purpose. Ma-te-Way Park would also be a location to consider a lit, artificial turf multi-purpose field to expand available time for soccer and other field sports.

As noted above, the schools in Renfrew have several sports fields. The elementary schools have junior fields and the secondary school has a track and field combination. Monitoring use of municipal fields will be required to determine the extent to which regional/tournament use will increase demand for access beyond time available. If need for more community use of fields develops, the Town should work with the School Boards for access to their best fields via agreements.

Recommendations

- F 20. Upgrade Jamieson Field to provide a new multi-use sports field for all ages use, to be co-located with existing fields at the Park.
- F 21. Consider the option of a lit artificial turf field to expand available time for soccer and other fields sports.
- F 22. Monitor use of municipal fields to determine the potential need to work with the School Boards to access their best fields for community use via agreements.

Track and Field Combination

Interest was expressed in rubberizing the track at Lindsay Field. At the same time, the Town does not want to duplicate specialized facilities that are available elsewhere, and St. Joseph's High School's track is rubberized. A secondary school facility is also the most likely venue for the majority of track and field events such as OFSAA competitions. Community use of the track and field for organized and casual use can occur outside of school hours through an access agreement with the Board.

The future of the track and field combination at St. Joseph's High School will depend on the RCCDSB's plans to both expand the High School and replace St. Thomas the Apostle elementary school at this site. If this work results in the loss of the track/field combination, and the Town is to fill the resulting gap, it should consider rubberizing the track at Ma-te-Way Park. If the Lindsay Field track is upgraded and rubberized, entering a joint development and use agreement should be investigated with the School Boards.

Recommendations

- F 23. Assuming the St. Joseph's High School rubberized track is not lost due to redevelopment at this site, work with the Catholic School Board to determine the potential for an agreement for guaranteed community access to the track outside of school hours.
- F 24. Alternatively, if the Lindsay Field track is upgraded and rubberized, investigate the possibility for a joint development and use agreement with the School Boards.

Tennis Courts

There are five new lit tennis courts at Ma-te-Way Park. There is a small chalet building that is used by the Renfrew Tennis Club as a clubhouse. A small storage building is also provided for Club use.

Tennis Club members pay club and court membership fees. Club fees are directed to the group's events and tournaments. Court fees are designated for facility maintenance. Courts are accessed with a fob for a \$5 deposit. Seasonal memberships for residents range from \$15 (13 & under juniors) to \$70 (18-64 adults). Residents of the municipalities with which the Town has service agreements also pay resident rates (Admaston/Bromley, Greater Madawaska, Horton, and McNab/Braeside). Town residents who are not members of the tennis club can play during drop-in times for a \$4 fee using a fob provided by the Recreation office.

Table 6-11 shows court use levels for the busiest months of 2023, and the distribution of total use by club, drop-in and other bookings.

As indicated in the table, there is considerable time available to increase use for both Club and drop-in tennis. If August hours are used as a measure of peak activity, an additional 1,200+ hours can be accommodated per month on the courts.

On a per court basis, there is 434 hours available each month. At 917 hours of use, 2.1 courts at full capacity are sufficient to meet existing demand. Using the Town's 2021 population as an approximate indicator, a population-based ratio of current supply is one court for every 3,900 people (1:3,900). An anticipated 2034 population of 9,271, therefore, will generate demand for a total of 2.4 courts. This need will be well met with the five existing courts.

Table 6-11: Tennis Court Use July and August 2023

	Total Hours Available*	Total Hours Used		# (%) Club	# (%) Drop-in	# (%) Other
		#	%			
July	2,170	716.5	33%	633 (88%)	83.5 (12%)	-
August	2,170	917	42%	824.5 (90%)	88.5 (9.6%)	4 (0.4%)

*open 14 hours/day per court x 5 courts

The Renfrew Tennis Club completed the user group survey and indicated that facilities are well suited to their programs, which currently serve 147 members. The new courts, however, may attract higher levels of participation in the Club and for casual play. Club use currently comprises 90% of total use, the relative proportion of which may remain appropriate. The Town should ensure, however, that access for both types of use is maintained and activity can be monitored to ensure an appropriate balance in scheduling.

Recommendations

- F 25. Additional tennis court use to be generated by anticipated population growth should not require the Town to provide more facilities during the term of the Plan.
- F 26. Continue to maintain an appropriate balance of club and casual use of the courts.
- F 27. Monitor all court use for both club and casual tennis to continue to verify need in relation to capacity.



Pickleball Courts

There are four new lit pickleball courts at Ma-te-Way Park. Table 6-12 shows court use levels for the busiest months of 2023, and the distribution of total use for drop-in play and other bookings.

Total hours used occupy about one-fifth (21%) of available time. There is no pickleball club in Renfrew, with drop-in comprising a large majority of use.

Participation in pickleball across North America is strong, and still growing: “a recent Ipsos survey indicates there are around 900,000 households in Canada playing the sport, up from an estimated 350,000 two years ago.”⁴²

There are several factors that will likely support continued growth in pickleball participation,⁴³ including:

- its recognition as a legitimate sport, with both recreational and competitive categories of play
- in terms of rules and physical intensity, is relatively easy
- an all-ages appeal
- national organizational commitment to growing participation
- it can be played year-round indoors and outdoors, with appropriate facilities
- participants report that it is fun as well as physically beneficial

Table 6-12: Pickleball Court Use July and August 2023

	Total Hours Available*	Total Hours Used		# (%) Drop-in	# (%) Other
		#	%		
July	1,736	326.5	19%	315 (96.5%)	11.5 (3.5%)
August	1,736	365.5	21%	340 (93%)	25.5 (7%)

*open 14 hours/day per court x 4 courts

42 <https://www.msn.com/en-ca/news/canada/pickleball-is-one-of-canadas-fastest-growing-sports-but-the-paddle-and-ball-can-make-a-racket/ar-AAU7GoR>

43 <https://www.selkirk.com/pickleballs-growth>

The experience of other municipalities indicates that pickleball courts are currently among the most requested new facilities in Ontario communities. Renfrew, however, does not appear to have followed the general trend in pickleball growth. This may change with the four new courts and the Town should be prepared to support the development of a club if the volunteer community expresses interest in forming one. In the event, the use of municipal courts for club activity should be covered by an agreement similar to the current tennis club arrangement with regular access to the courts for casual drop-in use for non-members ensured.

Recommendations

- F 28. Additional pickleball court use to be generated by anticipated population growth should not require the Town to provide more facilities during the term of the Plan.
- F 29. Prepare to provide Town support to developing a pickleball club if the volunteer community expresses interest in forming one, and support it with an agreement similar to that with the tennis club.
- F 30. Establish and maintain an appropriate balance of club and casual use of the courts.
- F 31. Monitor all court use to continue to verify levels in relation to capacity.

Concessions

There are two concessions in Ma-te-Way Park: Kaillie's Pavilion serves the ball diamond, although not on a regular basis; the concession building at Lindsay Field is used for storage. The need for food services at Ma-te-Way Park will depend on increases in use, particularly for regional tournaments/competitions. Consistency in provision is important to users and in line with current service expectations - especially at major, lengthy events..

Options to providing food services include volunteer run concessions, contracting their operations to independent providers or shifting to vending trucks - at least for large-scale uses/events. If services are to be provided by commercial operators, the Town should issue an Expression of Interest (EOI) for potential contractors.

Recommendations

- F 32. Determine demand for more, and more consistently available, food services in Ma-te-Way Park and the potential to meet this need through responses to Expressions of Interest for contracted services with commercial operators.



7.0 WATERFRONT

7.1 INTRODUCTION

Creating a Dynamic Waterfront

Public waterfronts are unique assets that not all communities are blessed with. In the 19th century, urban Ontario waterfronts were typically home to industry, mills, rail lines, and other infrastructure, often leaving behind a legacy of lands impacted by industrialization, fractured ownership, and inaccessibility. Recognizing their waterfront's value has led many towns to invest significant resources into redeveloping and revitalizing their waterfronts with parkland, cultural and entertainment facilities, and residential and commercial developments to facilitate public access, spur private investment, transform economies, and promote civic pride.

According to Renfrew's Official Plan, it is imperative to maintain, restore, and enhance the diversity and connectivity of natural features within the Town. Recent Town studies have consistently noted the potential of its waterfront along the Bonnechere River. This includes ensuring the long-term ecological function and biodiversity of natural heritage systems along the waterfront while acknowledging the

interconnectedness between natural heritage features, surface water features, and groundwater features.⁴⁴

The 2010 Master Plan for Parks, Recreation and Culture recommended the preservation and expansion of waterfront green space along the River, noting that public access to waterfront spaces was a high priority for residents. In 2023, the Town saw the need to develop a focused vision for the waterfront based on developing new and renewing existing waterfront spaces, enhancing connectivity and access, integrating activation and placemaking, and promoting Renfrew as a community of choice.

This direction forms the basis for the creation of dynamic spaces and strategic programming to uncover what is possible along Renfrew's waterfront. This Master Plan was developed to create an exciting vision based on Renfrew's heritage, its history of industrial innovation, and a local culture that embraces its place on the Bonnechere River. The aim is to create a waterfront that facilitates access to Renfrew's unique story, becomes a point of pride for residents, and a destination for visitors.

44 Town of Renfrew Official Plan, Page 11

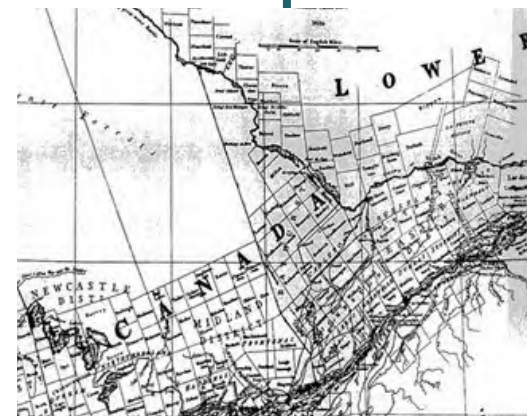
12,000 Years Ago Geological Formation



5,000 Years Ago Indigenous Arrival & Settlement



1800 to 1880s Early European Settlement and Logging



From Past to Present

Renfrew's history is intertwined with the Bonnechere River.⁴⁵ The river originated during the last ice age from glacial meltwaters around 12,000 years ago. As the glaciers retreated, they left behind depressions and channels carved into the landscape, which eventually filled with water to form rivers and lakes. The Bonnechere River likely followed one of these pre-existing channels, gradually carving its path through the region over

thousands of years.

As early as 5,000 years ago, Indigenous Peoples, including the Algonquin and Ojibwe communities, have inhabited the Bonnechere River. The River likely served as a significant trade route, connecting communities across the region and facilitating the exchange of goods, ideas, and cultural practices. Despite many challenges due to the arrival of European settlers and subsequent colonization, Indigenous Peoples have maintained their cultural traditions, languages, and connections to the land. Today, efforts to preserve and revitalize Indigenous culture and

⁴⁵ <https://www.renfrewpg.ca/history/>

1880s to 1920s Industrialization and Urban Expansion



1950s to 1980s Decline of Traditional Industries and Transition



1980s to Present Creation of Public Waterfront



heritage in Renfrew are strong. The recent expansion of Renfrew's myFM Centre houses the Bonnechere Algonquin First Nation Community Cultural Centre.

The first European settlers followed the Bonnechere River from its mouth at the Ottawa River. The river consists of five natural chutes formed from changes in the river's topography. The second chute was difficult to bypass and took more time and energy to portage than the first chute. As a result, a small settlement developed around the second chute. Settlers were drawn to the area by the abundant timber resources. Logging became a primary

industry, with sawmills developing along the river bank to process timber for construction and export. Over time, the settlement grew into the Town of Renfrew⁴⁶, bolstered by the convergence of trade routes, access to natural resources, and the establishment of infrastructure and services to support a growing community.

During the late 19th to early 20th century, Renfrew's waterfront underwent rapid industrialization and urban expansion. The development of hydroelectric power and manufacturing industries further transformed the

⁴⁶ <https://www.renfrew.ca/history-of-renfrew.cfm>

waterfront, attracting businesses and entrepreneurs seeking to harness its energy and transportation networks. Factories, warehouses, and mills proliferated along the waterfront, shaping the Town's industrial landscape and economy.

With the mid to late 20th century came the decline of Renfrew's traditional industries, including logging and manufacturing, due to changing market dynamics and environmental regulations. Many of the mills and factories along the waterfront closed, leading to economic challenges and job losses in the community. Renfrew faced a period of transition as it sought to adapt to new economic realities and diversify its economy beyond heavy industry.

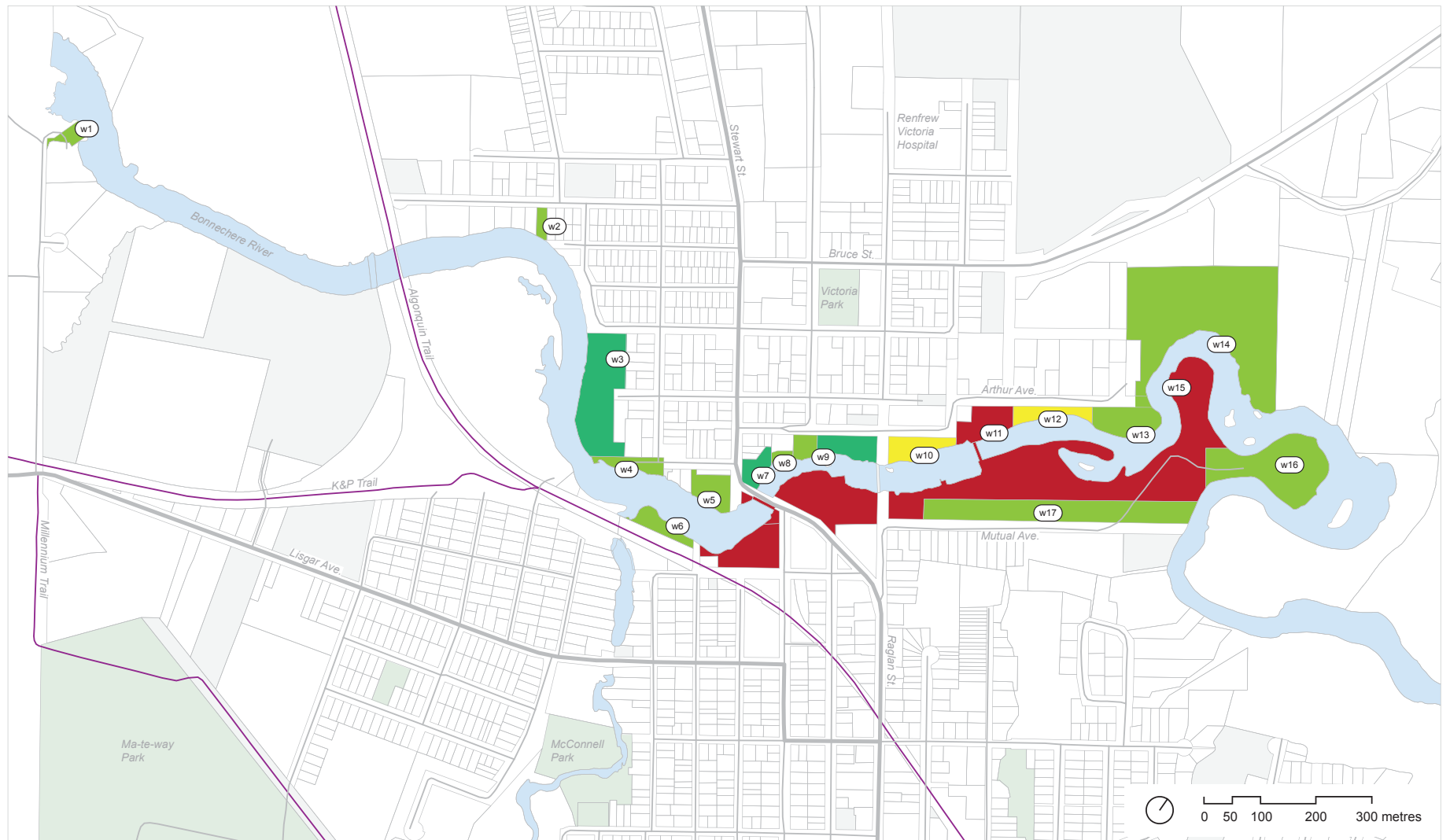
In the late 20th century and into today, Renfrew's waterfront is beginning a revitalization and a transformation into a recreational and cultural hub. Community efforts have focused on preserving the natural beauty of the waterfront, and developing parks, trails, and public spaces for residents and visitors to enjoy. Tourism and outdoor recreation have become increasingly important, driving economic growth and fostering a sense of community pride in Renfrew's waterfront heritage.

Shaping the Waterfront

The Master Plan for Parks, Recreation and Culture, and many of Renfrew's other policy and planning reports, recommend the conservation of cultural heritage landscapes include public access to the waterfront and the preservation and expansion of waterfront green space along the Bonnechere River⁴⁷. This Master Plan focuses on seventeen (17) parcels within the waterfront study area of varied ownership and characteristics (Figure 7-1). Ownership varies between the Town, Renfrew Power Generation (RPG), and private citizens. Acquiring new lands and working with RPG is invaluable to creating a connected and unified public waterfront space.

The organizing framework of this waterfront analysis is based on the division of the study area's parcels into nodes and connectors. Nodes are hubs of activity and heritage, such as the boat launch, RCAF Park, and O'Brien Park and the swinging bridge. Connectors link the nodes together with a waterfront trail (see Section 7.3). These nodes and connectors form a ribbon of parks and publicly-owned lands, the basis for the organization of this waterfront study.

⁴⁷ Town of Renfrew Master Plan for Parks, Recreation and Culture (2010), Page 51-52



Existing Conditions

- Waterfront Park
- Renfrew Owned Waterfront
- Privately Owned Waterfront
- Renfrew Hydro Inc. (RHI)
Renfrew Power Generation (RPG)
- Inland Park
- Town Owned Parcels
- Trail

- w1 Renfrew Boat Launch
- w2 McAndrew Avenue
- w3 RCAF Park
- w4 Ready South
- w5 Bridge West
- w6 Algonquin Trail Lookout
- w7 Forgie Park

- w8 Forgie O'Brien Connection
- w9 O'Brien Park
- w10 Wilson Developments/
McGrimmon Property
- w11 Arthur Avenue Pole Yard
- w12 Stewart Property
- w13 Lindsay Property

- w14 330 Mutual
- w15 Mutual North
- w16 Former Treatment Plant
- w17 Mutual Avenue

Figure 7-1: Waterfront Master Plan Study Area and Parcel Ownership

7.2 WATERFRONT WIDE DIRECTIONS

This section outlines the overall planning and design directions that are applicable to the entire waterfront study area, while the subsequent section outlines site-specific waterfront recommendations.

Direction 1 - Access and Circulation

A key component of better integrating the waterfront into the surrounding landscape is the creation of safe and welcoming access points and gateways, particularly in locations with challenging topography leading down to the Bonnechere Riverfront, and at Stewart, Bridge, and Raglan Streets, which transect the area and form the central axis of Renfrew's Downtown. This Master Plan approaches these challenges by focusing on improving waterfront access and developing clear signage and wayfinding (Figure 7-2). It aligns with the Town's Official Plan, which encourages pedestrian-friendly environments for new developments and trails in accordance with the Town's Accessibility Plan.⁴⁸

By developing parks, trails, and cultural attractions near the waterfront, vibrant hubs that enrich urban life, support biodiversity, and provide essential green spaces

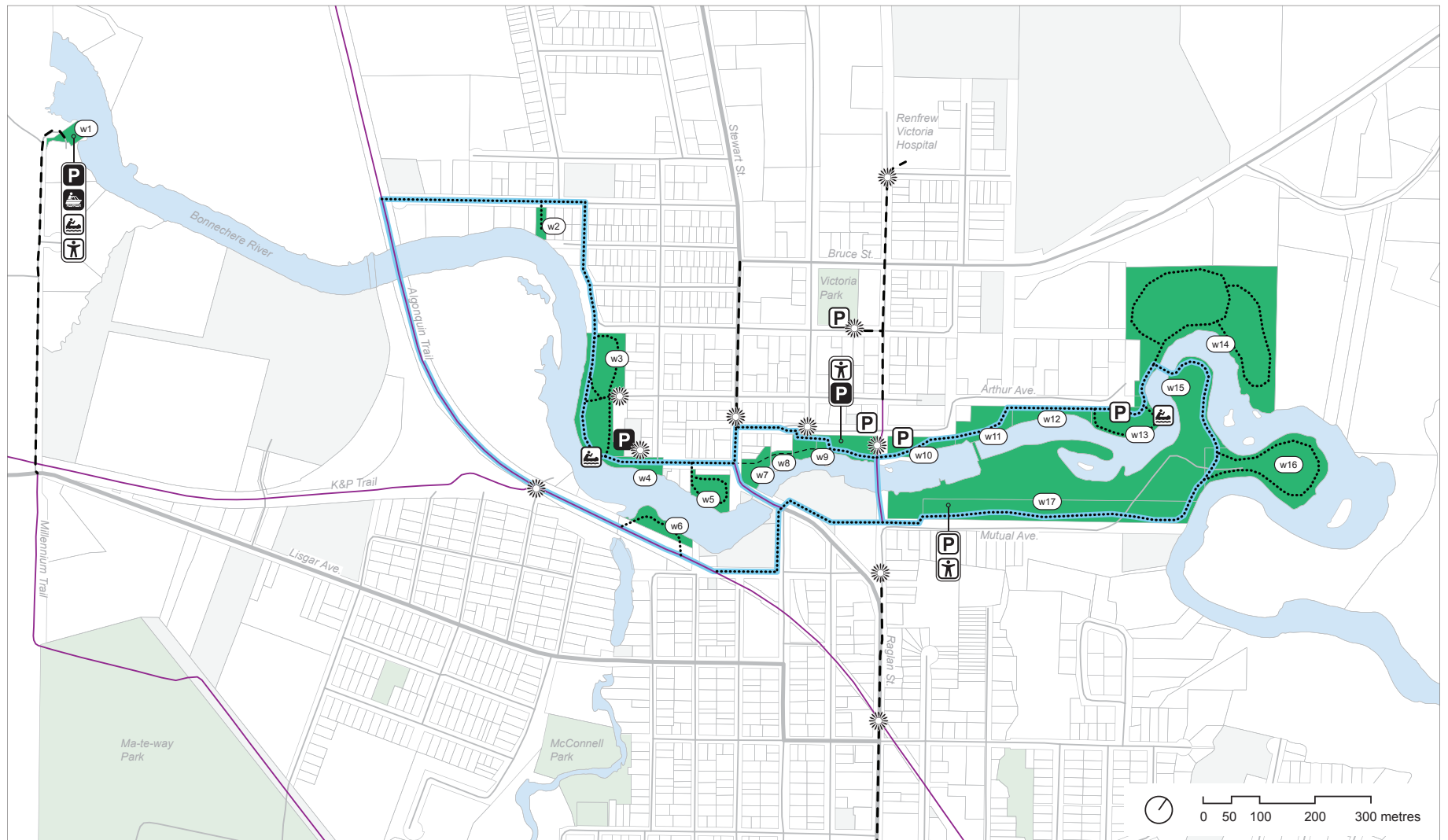
can be created. Despite the inherent risks of flooding, waterfront areas need to be carefully managed to balance development with ecological resilience. Thus, even with potential risks of flooding, waterfronts remain invaluable assets for communities.

New Gateways to the Waterfront

The waterfront contains many major access points that serve as a welcoming visual indicator for users entering the waterfront and the area surrounding it. Beyond providing improvements to pedestrian amenities and safety, these gateways serve as ceremonial entrances and in some cases also provide vehicular access to the waterfront or properties abutting the waterfront. The establishment of gateway features, such as public art or district light standards, is important in strategic locations to mark entry points into important parts of the community, such as the waterfront.⁴⁹ Public realm improvements, such as landscaping, signage, paving, and public art are recommended at specific points along Raglan Street, Stewart Street, Hincks Avenue, and the Algonquin Trail.

⁴⁸ Town of Renfrew Official Plan, Page 21

⁴⁹ Town of Renfrew Official Plan, Page 22



Existing Conditions

- Waterfront Study Area
- Inland Park
- Town Owned Parcels, RPG, RHI
- Trail/Sidewalk
- P Parking (may require updates)
- 🚤 Motorized Boat Launch

Proposed Directions

- Continuous Waterfront Trail Loop
- Waterfront Trail
- Waterfront Trail (alternate)
- Waterfront Connector Trail

Proposed Directions (cont.)

- ♿ Accessibility Improvements
- ☀ Gateway (e.g. signage, lighting, planting, art)
- P Parking
- 🚤 Small Craft Launch

Figure 7-2: Waterfront Direction 1 - Access and Circulation

Note: This map only shows sidewalks significant to the Waterfront Trail. There are many other sidewalks in Renfrew but they have been left out for clarity.

Waterfront Wayfinding Strategy

Pedestrian, cyclist, and vehicular wayfinding should create a clear direction to the primary points of interest along and adjacent to the waterfront. Improved signage and mapping will help both local residents and visitors navigate the waterfront and explore its key destinations and special features. The future development of a signage, wayfinding, and interpretation strategy for the waterfront will identify connections between these nodes. New and updated signage should be implemented over time in conjunction with waterfront projects and as new opportunities emerge. Signage should have a consistent graphic standard and indicate connections beyond the waterfront (such as regional trails, downtown shops, etc.).

Continuous Waterfront Trail

To help improve circulation and create a destination at the waterfront, the need for a continuous trail system along the Bonnechere River waterfront is identified in the Town's Official Plan.⁵⁰ The proposed alignment links to key destinations while providing a designated route along the waterfront. The multi-use trail may use existing sidewalks, park paths, and road infrastructure, as well as newly constructed paths. Entrances to the waterfront trail will act as gateways, guiding users towards and along the waterfront using clear signage and consistent landscape elements. In more popular areas of the waterfront, sections of the trail can be enhanced with a boardwalk or promenade to foster social interaction and contribute to the overall beautification of the area. Using a phased approach, new sections and updated sections of the trail, if possible, should aim to be a minimum of 3 metres wide and incorporate a distinct paving treatment to tie the waterfront together. Consistent lighting, signage, and site furnishings should also be considered. For more information regarding the Waterfront Trail, please refer to Section 7.3.

⁵⁰ Town of Renfrew Official Plan, Page 21

Parking and Vehicular Circulation Strategy

This Master Plan has identified seven areas for new or expanded surface parking lots as being of strategic importance to the functioning of the waterfront. The seven areas are located near RCAF Park, O'Brien Park, and Victoria Park, at the boat launch, and along Mutual and Arthur Avenues. If possible new developments in the waterfront area should aim to include some public parking opportunities. Where possible, all new parking areas should be illuminated, have a separated pedestrian walkway, and include landscaping (see Stormwater Management discussion on page "Stormwater Management" on page 124), as per the Official Plan.⁵¹ Clear wayfinding signage should be placed to direct vehicles to these parking lots and then direct the occupants to the waterfront area. Efforts should be made to provide wayfinding signage at existing parking areas within walking distance of the Bonnechere River to direct visitors towards the waterfront.

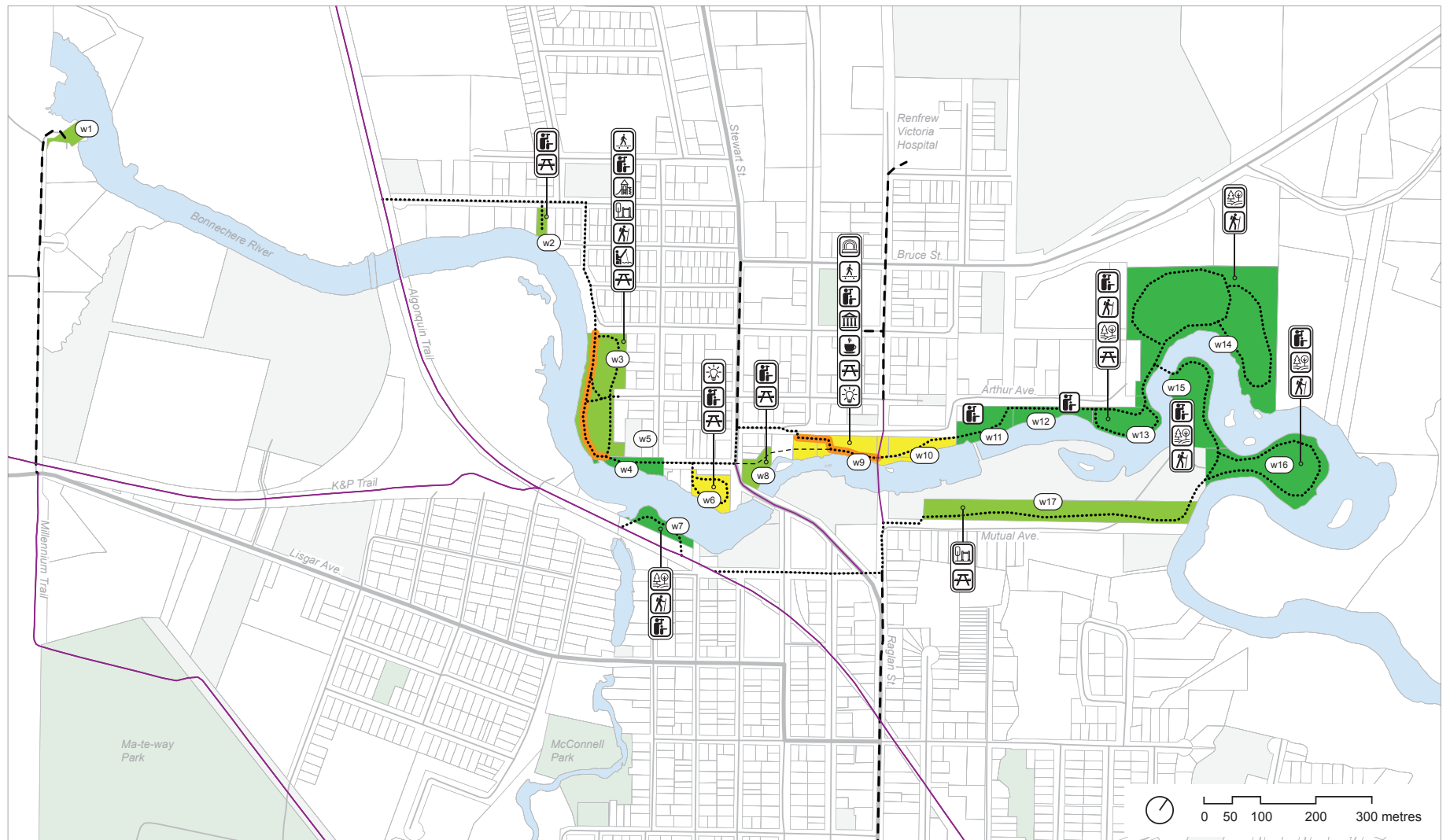
⁵¹ Town of Renfrew Official Plan, Page 24

Accessibility Improvements

The steep topography leading down to the Bonnechere River and the variation in water levels due to hydroelectric activity create challenges for accessibility along the waterfront. Creating an accessible waterfront should go beyond standard legal requirements and towards applying the principles of universal design whenever possible. Universal design refers to an approach in design and architecture that aims to create public spaces that are usable and accessible to people of all abilities and ages. It emphasizes inclusivity by considering diverse user needs from the outset, promoting equal participation, and providing a seamless experience for everyone. Increasing safe and accessible public use of the Bonnechere River and its riparian areas⁵² is an action item from Renfrew's Strategic Plan.⁵³

⁵² The transitional area between the aquatic (water) and terrestrial (uplands) lands

⁵³ Town of Renfrew Road to 2035 Strategic Plan, Page 10



Existing Conditions

- Inland Park
- Town Owned Parcels, RPG, RHI
- Trail/Sidewalk

Proposed Directions

- Community Gathering Spaces
- Passive Park Space
- Nature Areas
- Enhanced Waterfront Promenade
- Waterfront Trail
- Waterfront Trail (alternate)

Proposed Directions (cont.)

- Bandshell
- Boardwalk/Promenade
- Cafe/Restaurant
- Fishing
- Fitness Equipment
- Lighting

- Lookout
- Museum
- Nature Area
- Picnic Area
- Play Equipment
- Trails

Figure 7-3: Waterfront Direction 2 - Programing, Activation, and Placemaking

Note: This map only shows sidewalks significant to the Waterfront Trail. There are many other sidewalks in Renfrew but they have been left out for clarity.

Direction 2 - Programming, Activation and Placemaking

A key component of the Master Plan is the development of strong programming and activation from day to night and across the seasons (Figure 7-3). Programming and activation ensure that the waterfront becomes an attractive, interesting, and engaging space for users. On a basic level, good programming and activation of space also help to ensure the safety of users by encouraging and creating active use of space and bringing regular use to the waterfront. Given the importance of the waterfront to the Town and its location immediately adjacent to the Downtown, programming and activation will be wide-ranging and must accommodate a spectrum of ages, socio-economic backgrounds, residents, and visitors.

Recreation and Community Gathering Opportunities

With a continuous waterfront trail, this Master Plan intends to expand and create greater connectivity to Renfrew's existing trail network, which includes the Algonquin, K&P, and Millenium trails. Additional small craft boat launches and rental facilities are proposed intermittently along the waterfront to provide additional water access. Other proposed recreational components include playground facilities, outdoor fitness equipment, fishing areas, and an improved bandshell performance area. Social programming and higher intensity activation will be directed to specific areas of the waterfront,

notably RCAF and O'Brien parks where there are existing nodes of activation from the McDougall Mill Museum, outdoor theatre, and dock.

Create Passive-use Opportunities

Programming and activation do not necessarily mean high-intensity uses, it also means creating passive programming opportunities. Embedded along the waterfront trail, these spaces will range from picnicking and seating to lawns, gardens, and nature areas. Additionally, lookout points and vistas will enhance passive recreation opportunities by creating vantage points to appreciate the Bonnechere River's natural and industrial beauty, fostering a contemplative atmosphere. Passive activities such as going for a stroll, reading on a park bench, or meeting with friends for coffee are often spontaneous and best accommodated by flexible use spaces.

Education and Interpretive Signage

Educational and interpretive signage should be used to educate users about various facets of Renfrew's cultural and ecological history. This signage should be displayed at important points of interest in a way that maintains a consistent visual language with all wayfinding elements and develops storylines along the waterfront for users to follow. Topics and themes to be explored as part of an interpretative signage installation include: Bonnechere River ecology and biology, Indigenous and settler history, and Renfrew's industrial history along the waterfront. Opportunities for Indigenous collaboration and knowledge sharing through educational signage along the waterfront trail should be explored.

Use of Light

Well-planned lighting is important to create an attractive, engaging, and safe nighttime experience along the waterfront while avoiding potential negative effects on nearby residents and wildlife. Low-impact lighting should be used for areas of the waterfront with residential properties immediately adjacent, including fixtures that are low to the ground. Higher-intensity lighting should be used at intersections and crosswalks where

pedestrians are entering roadways as well as spaces such as playgrounds, lookout points, parking lots, and other nodes of activity. A lighting strategy can help unify the waterfront with a consistent style and vibe. Lighting can also be incorporated into furniture, structural elements (retaining walls, steps, etc.), and public art. Solar lighting should be considered where hydro is not available or there is open access to the sky.

Site Furniture Strategy

To facilitate a variety of uses and unify the waterfront, a consistent site furniture strategy should be developed and implemented over time in conjunction with waterfront projects and as new opportunities emerge. The strategy should include various seating elements such as loungers, group seating, and picnic tables, as well as shade structures and bicycle parking. Site furniture should be durable and secure and easy to repair and replace if required.

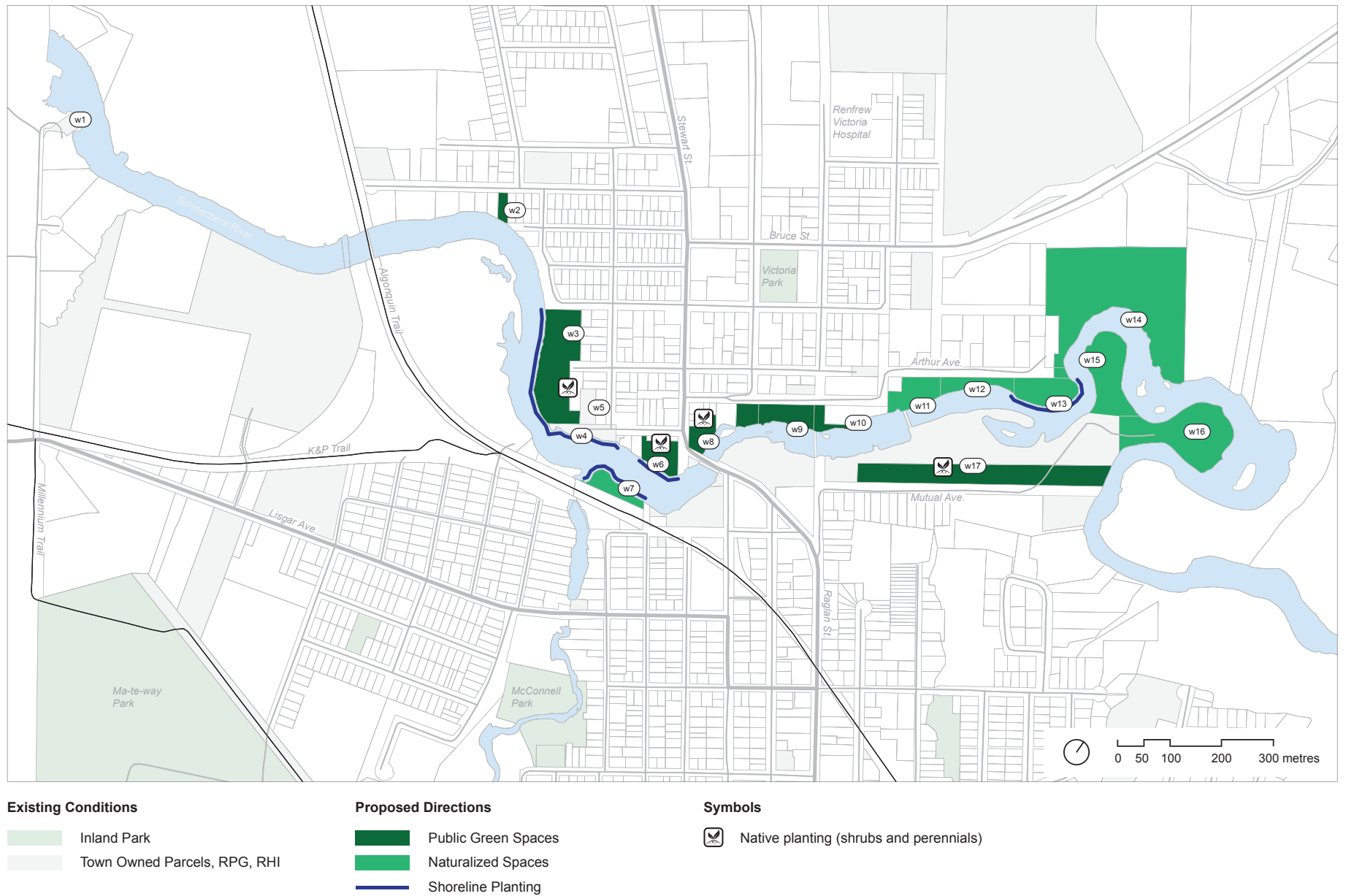


Figure 7-4: Waterfront Direction 3 - Landscape and Ecology

Direction 3 - Landscape and Ecology

Renfrew's waterfront is composed of a highly altered, and in many cases, degraded landscape and ecology that is the result of almost 200 years of urbanization and industrialization. This Master Plan recognizes the waterfront is a constructed landscape with complex ecological, social, and cultural relationships and that full restoration to a pre-urban state is not feasible nor is likely entirely desirable (Figure 7-4). The Official Plan highlights Council's desire to promote development and land use patterns that conserve biodiversity and consider the impacts of a changing climate.⁵⁴ Substantial improvements to the ecological and social performance of the waterfront's landscapes will be pursued.

Reduce Mowing Through Habitat Creation and Biodiversity

As noted, the Bonnechere River has long been impacted by extensive urbanization and industrialisation. Moreover, Renfrew's typical maintenance regime of regularly mowing its greenspaces is becoming too time-consuming for staff due to the amount of area to be covered. To address this, opportunities should be sought through the waterfront's landscape program to restore and create new habitats to promote overall ecological health. Despite the surrounding urban context of the waterfront, opportunities to maximize the size and

interconnectedness of potential habitats are significant. The Town's Official Plan encourages the maximization of vegetation within the Town where feasible⁵⁵ and the Community Improvement Plan identifies the use of sustainable native plantings to minimize watering needs and maintenance costs⁵⁶ (mowing). Biodiversity should be encouraged through the selection of native and drought-tolerant species in naturalized and low-maintenance landscaped areas, and by planting a range of flowering species which blossom successively throughout the spring, summer, and fall seasons to support nectar and pollen supplies.

Stormwater Management

Some storm sewer outlets empty directly into the Bonnechere River, carrying water from neighbourhoods, roadways, rooftops, and parking lots. Sediments, chemicals, and unwanted nutrients are carried in this stormwater and are a significant source of contamination in the River. Additionally, in some locations on Renfrew's waterfront, the Bonnechere River is known to flood seasonally. Therefore, along with the development and improvement of recreational and public spaces, this Master Plan should, where possible, integrate stormwater management techniques into public spaces. Low Impact Design (LID) including the use of permeable pavement, flow spreaders, vegetated filter strips,

⁵⁴ Town of Renfrew Official Plan, Page 12

⁵⁵ Town of Renfrew Official Plan, Page 4

⁵⁶ Community Improvement Plan, Page 62

enhanced bioswales, and rain gardens should be used to filter stormwater to reduce contaminants entering the Bonnechere. These LID stormwater management methods should be designed as landscape features to make a positive contribution to the waterfront's overall aesthetics.

Shoreline Restoration

The existing shoreline along the Bonnechere River is a combination of restored/naturalized shoreline, stone walls, riprap stone structures, and concrete seawalls. With guidance from the Bonnechere River Watershed Project and the County's Bonnechere River Water Management Plan, opportunities to restore and naturalize the shoreline should be identified where feasible to improve water quality and biodiversity in the River by naturally slowing and capturing stormwater running off and using plant materials and soils cleanse the water while providing habitat for small fish and aquatic invertebrates.

Direction 4 - Economic Development

Economic development initiatives are activities and projects designed to re-position the waterfront by supporting new industries and developing new businesses that will assist in building resiliency and supporting the diversification of Renfrew's economy (Figure 7-5). The Town's Official Plan aims to support the local economy by providing opportunities for economic development, investment, and diversification in a way that fosters entrepreneurialism, competitiveness, and a positive and attractive business environment.⁵⁷ In some cases economic development initiatives are spatial, providing actual space and facilities for initiatives to take place. In other cases, these initiatives are related to organizational and programming activities that the Town should take on to 'set the table' for investment at the waterfront.

Create a Destination

While the waterfront is planned to be developed to serve residents, there is no doubt its location in the Ottawa Valley means there are many opportunities to attract the travelling public to Renfrew. The Town's Official Plan aims to encourage the protection of its cultural heritage to maintain and enhance economic and tourism opportunities.⁵⁸ In particular, the areas surrounding the swinging bridge and museum, as well as the proposed waterfront trail loop (see Section 7.3), have significant

⁵⁷ Town of Renfrew Official Plan, Page 3

⁵⁸ Town of Renfrew Official Plan, Page 3

potential to support this. These key areas can serve as compelling attractions and starting points, inviting tourists to explore more of the unique features and cultural offerings of the waterfront. By leveraging the allure of the swinging bridge, museum, and waterfront trail, the waterfront can position itself as a destination capable of captivating both residents and travellers, contributing to the vibrancy and economic vitality of the entire community. To facilitate new tourism opportunities, this Master Plan proposes an enhanced connection between the waterfront and the main downtown area along Raglan Street through signage and wayfinding, improved accessibility, and placemaking.

Strategic Development

There are numerous public and private properties along the length of the waterfront where development and redevelopment opportunities exist. Some of these publicly owned lands are intended to be developed by the Town while other properties are expected to become more attractive to develop due to improvements proposed in this Plan. The Town's Official Plan indicates it may allow an increased height or density of development beyond what is normally permitted in return for the provision of community and open space facilities, such as waterfront improvements.⁵⁹ This Master Plan envisions these lands to be developed with mixed-use developments directed towards families with a high level of design consideration

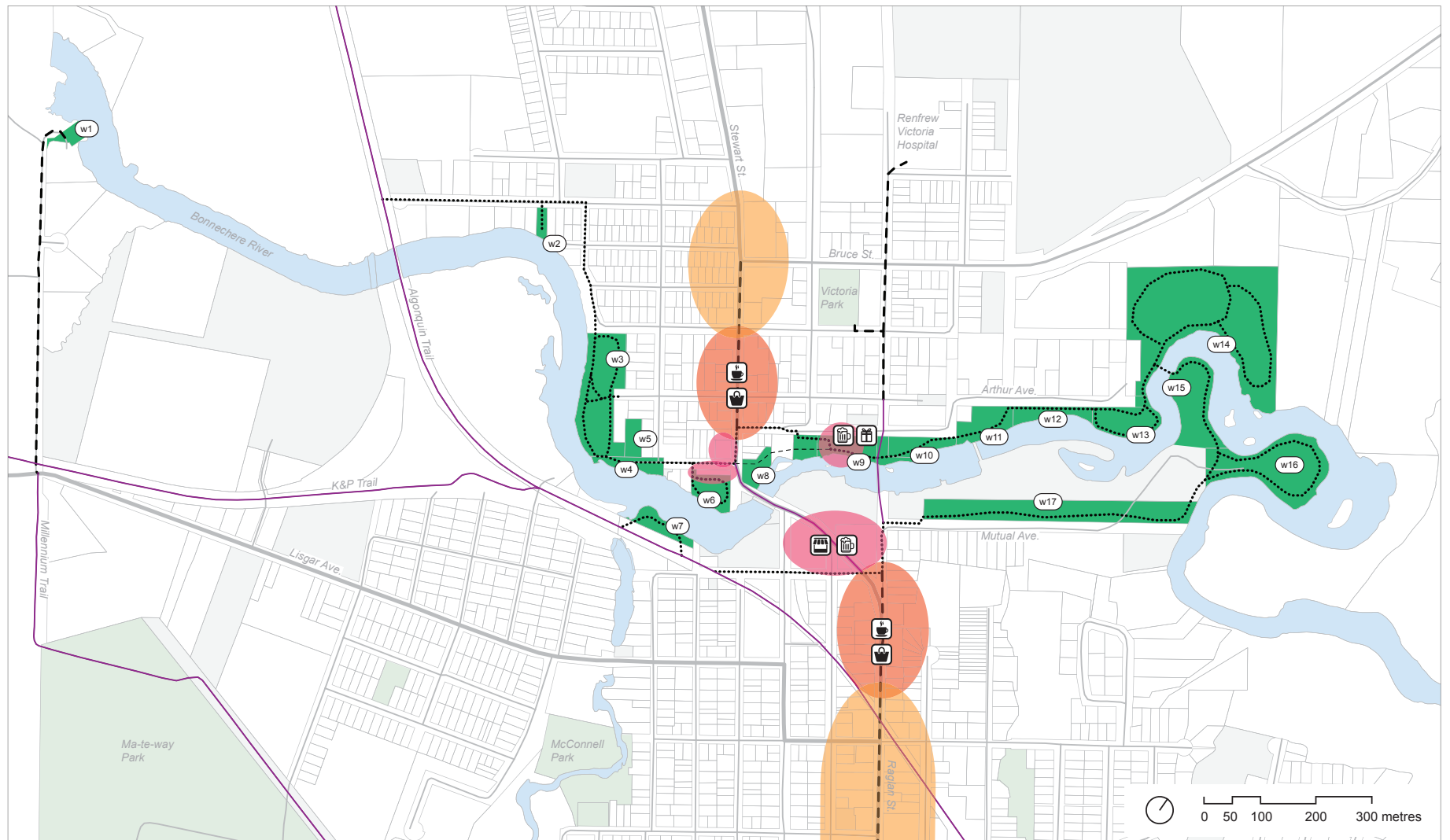
at human-scale height and massing. Opportunities to provide affordable housing should be prioritized.

It should be noted that the Town is currently reviewing the Official Plan and recommendations from this report should be included in any changes or additions to the designations and policies of the updated Official Plan.

Supporting Small Businesses

Supporting small and local businesses can take many forms, from the creation of new and affordable retail, office, and workshop space to creating business support and incentives to encourage new business. Where possible in the development of the waterfront, this Master Plan aims to support existing community improvement project areas and the Renfrew Business Improvement Area (BIA). This Master Plan suggests potential locations for new businesses and industries, such as a brewery at the McDougall Mill Museum.

⁵⁹ Town of Renfrew Official Plan, Page 62



Existing Conditions

- Waterfront Study Area
- Inland Park
- Town Owned Parcels, RPG, RHI
- Trail/Sidewalk
- Economic Area

Proposed Directions

- Potential Economic Development
- Potential Mixed-Use Development
- Waterfront Trail
- Waterfront Trail (alternate)

Proposed Directions (cont.)

- Brewery
- Cafe/Restaurant
- Gift Shop
- Pop-Up Market
- Shops

Figure 7-5: Waterfront Direction 4 - Economic Development

Note: This map only shows sidewalks significant to the Waterfront Trail. There are many other sidewalks in Renfrew but they have been left out for clarity.

7.3 THE WATERFRONT TRAIL

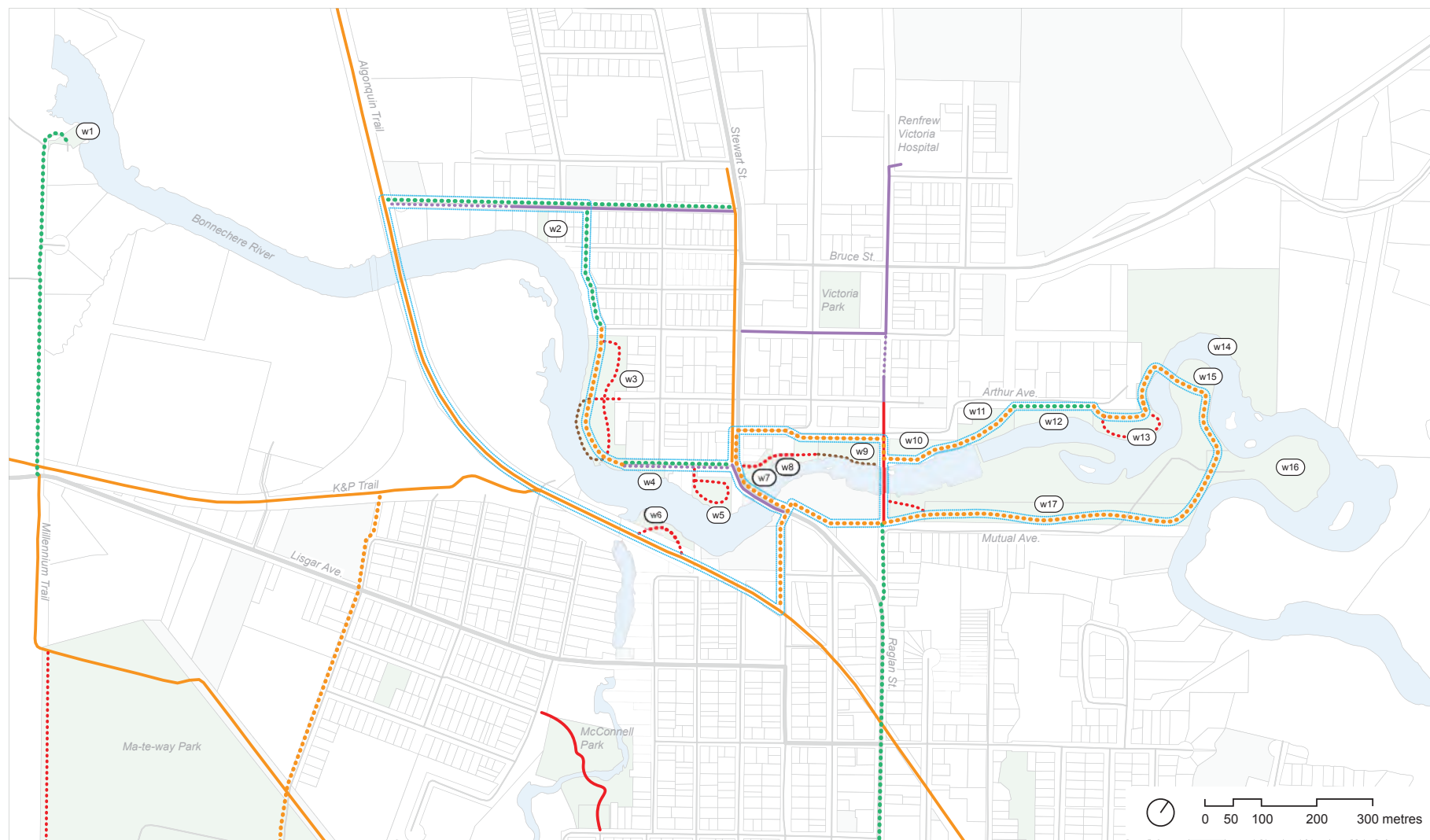
As described in Section 7.2, a continuous waterfront trail is recommended for the Town of Renfrew to provide an accessible connection to the Bonnechere River waterfront. A continuous waterfront trail has been consistently supported by Council, stakeholders, and the public throughout the consultation process.

The Waterfront Trail should be distinct in its design from other trails in Town. Considerations include:

- A minimum of 3 metres wide
- Use off-road trails whenever possible (multi-use, sidewalks, etc.)
- Use a distinct paving style/pattern
- Provide clear wayfinding signage to direct users on and towards the trail
- Ensure connections are provided to existing and new waterfront parks, amenities, and attractions
- Collaborate with Renfrew Power Generation (RPG), Renfrew Hydro Inc. (RHI), and Ontario Clean Water Agency (OCWA) as needed
- Consider consulting local emergency service groups when designing and implementing trails in remote areas of the waterfront

The recommended route for the continuous Waterfront Trail is composed of twenty-one (21) separate segments, and a mixture of existing and proposed trails (Figure 7-6). Table 7-1 provides a summary of all segments.

The table also indicates the trail type and length of the segment. It should be noted that this Plan recommends a trail hierarchy. Please refer to Section 9.3 for additional information about the seven (7) trail types, some of which apply to the Waterfront Trail. The majority of the Waterfront Trail segments are multi-use trails. Some segments, however, are too narrow for off-road alternatives and are recommended as sharrows. These are shared roads between pedestrians, cyclists, and vehicles. Whenever possible the sharrows should be replaced with off-road alternatives.



Existing Conditions

- Park/Greenspace/Waterfront
- Town Owned Parcel
- Multi-use Path
- Secondary Trail
- Sidewalk

Proposed Conditions

- The Waterfront Trail
- Multi-use Path
- Secondary Trail
- Sidewalk
- Boardwalk
- Sharrow

- w1 Renfrew Boat Launch
- w2 McAndrew Avenue
- w3 RCAF Park
- w4 Ready South
- w5 Bridge West
- w6 Algonquin Trail Lookout
- w7 Forgie Park

- w8 Forgie O'Brien Connection
- w9 O'Brien Park
- w10 Wilson Developments/
McGrimmon Property
- w11 Arthur Avenue Pole Yard
- w12 Stewart Property
- w13 Lindsay Property

- w14 330 Mutual
- w15 Mutual North
- w16 Former Treatment Plant
- w17 Mutual Avenue

Figure 7-6: Proposed Waterfront Trails

Note: This map only shows sidewalks significant to the Waterfront Trail. There are many other sidewalks in Renfrew but they have been left out for clarity.

Table 7-1: Waterfront Trail Segments (alphabetical order)

Segment Name	Type	Description	Length (m)	Notes
143 Raglan Street	Multi-use	Add a multi use trail to 143 Raglan Street	170	Segment includes RPG lands
330 Mutual (w14)	Multi-use	Add a multi-use trail to 330 Mutual (w14) between the Lindsay Property to new pedestrian bridge	65	Dependent on the implementation of recommendations at 330 Mutual and Mutual North
Algonquin Trail	Existing Multi-use	Existing trail connects Lochiel Street to McAndrew Avenue	1,100	Segment to use existing multi-use trail
Arthur Avenue	Multi-use	Add a multi-use trail to Arthur Avenue between Stewart Street and the swinging bridge	300	To be completed at the same time as O'Brien Park upgrades, pending concept plan
Arthur Avenue Pole Yard (w11)	Multi-use	Add a multi-use trail to Arthur Avenue Pole Yard (w11) between Wilson Developments/ McGrimmon Property and the Stewart Property	120	Pending acquisition of property
Bridge Street	Existing Sidewalk	Existing sidewalk connects Ready Avenue to Lochiel Street	130	
Former Treatment Plant (w16)	Multi-use	Add a multi-use trail to the Former Treatment Plant (w16) between 330 Mutual and Mutual Avenue	170	Dependent on the implementation of recommendations at 330 Mutual and Mutual North Coordination required for access as this is a controlled area
Lindsay Property (w13)	Multi-use	Add a multi-use trail to the Lindsay Property (w13) between the Stewart Property and 330 Mutual	100	To be completed at the same time as Lindsay Property, pending concept plan
Lochiel Street	Multi-use	Add a multi-use trail to Lochiel Street between Bridge Street to the Algonquin Trail	180	Segment includes RPG lands
McAndrew Avenue	Sharrow	Add a sharrow to McAndrew Avenue	600	
McAndrew Avenue	Sidewalk	Extend sidewalk on McAndrew Avenue west towards the Algonquin Trail	200	
Mutual Avenue (w17)	Multi-use	Add a multi-use trail to Mutual Avenue (w17) between the Former Treatment Plan and Swinging Bridge	500	Segment includes RPG lands
Mutual North (w15)	Multi-use	Add a multi-use trail to Mutual North (w15) between 330 Mutual and Former Treatment Plan	220	Dependent on the implementation of recommendations at 330 Mutual and Mutual North

Segment Name	Type	Description	Length (m)	Notes
RCAF Park (w3)	Multi-use	Add a multi-use trail to RCAF Park (w3)	270	To be completed at the same time as RCAF Park upgrades, pending concept plan
Ready Avenue	Sharrow	Add a sharrow to Ready Avenue	190	
Ready Avenue	Sidewalk	Add a sidewalk to Ready Avenue	190	
Rouselle Street	Sharrow	Add a sharrow to Rouselle Street	215	
Stewart Avenue	Existing Multi-use	Existing trail connects Ready Avenue and Arthur Avenue	55	Segment to use existing multi-use trail
Stewart Property (w12)	Sharrow	Add a sharrow to the edge of the Stewart Property (w12). If possible, upgrade this section to a multi-use trail	130	Steep slope down to river
Swinging Bridge	Secondary	Existing bridge	100	
Wilson Developments/ McGrimmon Property	Multi-use	Add a multi-use trail to Wilson Developments/ McGrimmon Property (w10) between the swinging bridge and Arthur Avenue Pole Yard	120	To be completed at the same time as parking lot development on site, pending acquisition of property

Waterfront Trail Recommendations

Several proposed Waterfront Trail segments will be discussed as part of the Site-Specific Waterfront Recommendation in Section 7.4 under their respective parcel. The remaining proposed trail segments that fall outside these specific sites are discussed here.

Recommendations

- WT 1. Add a multi-use trail to Lochiel Street between Bridge Street to the Algonquin Trail (approx. 180 m) to facilitate the Waterfront Trail
- WT 2. Add a sharrow to McAndrew Avenue (approx. 600 m) to facilitate the Waterfront Trail
- WT 3. Add a sharrow to Ready Avenue (approx. 190 m) to facilitate the Waterfront Trail
- WT 4. Add a sharrow to Rousselle Street (approx. 215 m) to facilitate the Waterfront Trail
- WT 5. Add a sharrow to Arthur Avenue adjacent the Stewart Property (approx. 130 m) to facilitate the Waterfront Trail
- WT 6. Extend sidewalk on McAndrew Avenue west towards the Algonquin Trail (approx. 200 m) to facilitate the Waterfront Trail
- WT 7. Add a sidewalk to Ready Avenue (approx. 190 m) to facilitate the Waterfront Trail
- WT 8. Add a sharrow to Brige Street between Ready Avenue and Lochiel Street (approx. 200 m) to facilitate the Waterfront Trail

7.4 SITE-SPECIFIC WATERFRONT RECOMMENDATIONS

Site-specific recommendations have been identified through the master planning process for the waterfront study area. These recommendations are based on background material review to establish context, overarching themes that emerged in the community engagement process, and the team's previous experience in waterfront planning and design. The following pages outline the proposed recommendations for each waterfront parcel. Please note, most parcels contain a segment of the Waterfront Trail. For a complete look at all Waterfront Trail segments refer to Section 7.3.



w1 Renfrew Boat Launch

Existing Conditions & Observations

- Renfrew-owned boat launch and concrete dock
- Located at the edge of Town on the border with Admaston Bromley
- Gravel parking and turnaround area
- No designated parking area
- Opportunity to increase awareness of the facility

Recommendations

- W 1. Improve accessibility by adding a ramp up to the dock at the Renfrew Boat Launch
- W 2. Add small craft storage at the Renfrew Boat Launch
- W 3. Add small craft rental lockers at the Renfrew Boat Launch
- W 4. Create a designated parking area with signage and pre-cast concrete curbs, separate from the boat launch area and turnaround at the Renfrew Boat Launch
- W 5. Add trailhead information kiosk at the Renfrew Boat Launch
- W 6. Add heritage and interpretation signage in coordination with the Arts, Culture, Heritage Master Plan at the Renfrew Boat Launch



w2 McAndrew Avenue

Existing Conditions & Observations

- Bonnechere River Low Lift Pump Station operated by the Ontario Clean Water Agency (OCWA)
- Fenced sod area with views of the Bonnechere River

Recommendations

- W 7. Work with the OCW&A to develop a small picnic area at the top/north area of McAndrew Avenue. Considerations include:
- The OCWA will continue to require access to the site for maintenance and operational reasons
 - The site is steep down to the water so only the upper portion should be open to the public

w3 RCAF Park

Existing Conditions & Observations

- Concrete dock with bench often used for fishing
- Large sod area with flag pole and monument
- Can be prone to flooding in the spring
- Unofficial parking area at end of Ready Avenue
- Improvements strongly supported by those who attended the Public Open House in June 2024

Recommendations

- W 8. Develop a concept plan for RCAF Park
- W 9. Update RCAF Park based on the concept plan. The concept plan should include:
- Adding picnic areas and seating
 - Increasing shade by planting trees
 - Reducing mowing by naturalizing some areas with planting perennials, shrubs, and pollinators
 - Adding a basketball court
 - Adding play equipment
 - Adding an outdoor fitness area
 - Adding shoreline planting with guidance from the Bonnechere River Watershed Project and the County's Bonnechere River Water Management Plan

- Updating and expanding the concrete dock
- Adding a designated fishing area with signage and fishing line waste receptacles
- Adding a small craft put in/out
- Adding signage with guidelines for safe boating areas on the Bonnechere
- Adding small craft storage
- Adding small craft rental lockers
- Updating park entrances with wayfinding signage
- Adding a scenic boardwalk promenade along the river's edge that is able to withstand seasonal flooding (approx. 150 m)
- Add secondary trails (approx. 300 m)
- Add a parking lot
- Adding heritage and interpretation signage in coordination with the Arts, Culture, Heritage Master Plan
- The potential for a monument or art piece, and programming space in coordination with the Arts, Culture, Heritage Master Plan

- W 10. Add a multi-use trail (approx. 270 m) to facilitate the Waterfront Trail



Figure 7-7: RCAF Park Photomontage



w4. Ready South

Existing Conditions & Observations

- Lands south of RCAF Park along the Bonnechere River
- Former beach with sand and swimming, still referred to as a beach by many residents

Recommendations

- W 11. Reduce mowing by naturalizing the area with native perennials, shrubs, and pollinators
- W 12. Add shoreline planting with guidance from the Bonnechere River Watershed Project and the County's Bonnechere River Water Management Plan
- W 13. Add heritage and interpretation signage about the old beach in coordination with the Arts, Culture, Heritage Master Plan

w5 Bridge West

Existing Conditions & Observations

- Currently owned by the Town and used as storage for Renfrew Power Generation (RPG)
- RPG has expressed interest in acquiring the parcel
- Accessed from Ready Avenue
- Chain link fence
- Overlooks Renfrew Power infrastructure

Recommendations

- W 14. Consult with RPG to develop a portion of Bridge West into a public space. If developing the site is feasible, a concept plan should be developed. Considerations include:
 - Ensuring RPG can continue to access the dam infrastructure
 - Ensuring public safety by providing barriers between the public space and the dam and river such as railings or buffer planting
- W 15. Update Bridge West based on the concept plan. The concept plan should include:
 - A public plaza with unit pavers
 - A lookout

- A picnic area and seating
- Garden planting
- Programmable lighting
- A gazebo
- Secondary trails (approx. 190 m)
- Shoreline planting with guidance from the Bonnechere River Watershed Project and the County's Bonnechere River Water Management Plan
- The potential for a new cafe or restaurant on Ready Avenue with a patio overlooking the river
- Heritage and interpretation signage in coordination with the Arts, Culture, Heritage Master Plan
- The potential for a monument or art piece, and programming space in coordination with the Arts, Culture, Heritage Master Plan

w6 Algonquin Trail Lookout

Existing Conditions & Observations

- Located on the south side of the Bonnechere River, north of O'Gorman Avenue
- Located along the Algonquin Trail, near the junction between the Algonquin and K&P trails
- Overgrown waterfront vegetation

Recommendations

- W 16. Coordinate with the County to create a lookout and rest area for the Algonquin Trail. If feasible, recommendations include:
- Add secondary trails (approx. 130 m)
 - A lookout
 - A picnic area and seating
 - Heritage and interpretation signage in coordination with the Arts, Culture, Heritage Master Plan

7 Forgie Park

Existing Conditions & Observations

- Small greenspace at the north end of Ready Avenue where Stewart and Bridge Streets meet
- Existing commemorative tree

Recommendations

- W 17. Add a lookout with views of the river
- W 18. Add a picnic area and seating
- W 19. Add a gazebo
- W 20. Add secondary trails to Forgie Park (approx. 30 m)
- W 21. Add heritage and interpretation signage in coordination with the Arts, Culture, Heritage Master Plan
- W 22. Explore the potential for a monument or art piece, and programming space in coordination with the Arts, Culture, Heritage Master Plan



w8 Forgie O'Brien Connection

Existing Conditions & Observations

- Parcel recently acquired by the Town
- Existing concrete steps in poor condition down to the waterfront with a fence blocking access to the slope
- Vegetation and rip rap⁶⁰

Recommendations

- W 23. Conduct a study to determine if the existing concrete steps are suitable for repairs
- W 24. If existing stairs are not salvageable, they should either be removed or replaced (materials to be confirmed by engineer)
- Conduct work in conjunction with the sewer updates
- W 25. Add a path connection between Forgie and O'Brien Parks to facilitate the waterfront trail (approx. 120 m) if stairs remain or are replaced



⁶⁰ Human-placed rock or other material used to protect shoreline against erosion

w9 O'Brien Park

Existing Conditions & Observations

- Swinging bridge, amphitheater, McDougall Mill Museum, benches, bandshell
- Used for wedding photos, Sunday Night Music, and fishing
- Stairway connection north to Raglan Street North
- Trunk sewer requires updates
- Lights recently installed along Swinging Bridge
- Vandalism issues (spray paint)
- South side of park not accessible
- Improvements strongly supported by those who attended the the Public Open House in June 2024



Recommendations

- W 26. Develop a concept plan for O'Brien Park
- W 27. Update O'Brien Park based on the concept plan. The concept plan should include:
 - Replacing the bandshell
 - Add terraced bench seating along the slope facing the bandshell for events and performances
 - Adding a boardwalk along the water's edge as part of the waterfront trail to replace the snow fence (approx. 100 m)
 - Updating existing street parking along Arthur Avenue's south side
 - Adding additional street parking to the parcel on Arthur Avenue's north side
 - Adding heritage and interpretation signage in coordination with the Arts, Culture, Heritage Master Plan
 - The potential for a monument or art piece, and programming space in coordination with the Arts, Culture, Heritage Master Plan
 - Coordinating with the McDougall Mill Museum to add public washrooms and a cafe or brewery in the museum
 - An implementation plan to conduct work in coordination with the trunk sewer update
- W 28. Adding a multi-use trail to Arthur Avenue between Stewart Street and the swinging bridge (approx. 300 m) to facilitate the Waterfront Trail



Figure 7-8: O'Brien Park Photomontage



w10 Wilson Developments/McGrimmon Property

Existing Conditions & Observations

- Private property with parking area and vegetation

Recommendations

- W 29. Acquire the Wilson Developments/McGrimmon property
- W 30. Create new paved parking area for O'Brien Park and the Swinging Bridge at this property
- W 31. Add a multi-use trail to Wilson Developments/McGrimmon Property (w10) between the swinging bridge and Arthur Avenue Pole Yard (approx. 120 m) to facilitate the Waterfront Trail



w11 Arthur Avenue Pole Yard

Existing Conditions & Observations

- Owned by Renfrew Hydro Inc. (RHI)
- Currently used to store poles

Recommendations

- W 32. Coordinate with RHI to remove the poles and develop Arthur Avenue Pole Yard into a public space
- W 33. Add a multi-use trail to Arthur Avenue Pole Yard between Wilson Developments/McGrimmon Property and the Stewart Property (approx. 120 m) to facilitate the Waterfront Trail
- W 34. Add a lookout with views towards the dam at the Arthur Avenue Pole Yard
- W 35. Adding heritage and interpretation signage in coordination with the Arts, Culture, Heritage Master Plan
- W 36. Exploring the potential for a monument or art piece, and programming space in coordination with the Arts, Culture, Heritage Master Plan

w12 Stewart Property

Existing Conditions & Observations

- Private property with steep slope to the water

Recommendations

- W 37. Acquire the Stewart property for the facilitation of the Waterfront Trail (refer to the Trails section for more information)

w13 Lindsay Property

Existing Conditions & Observations

- Located at the end of Arthur Avenue
- Large vegetated parcel prone to flooding
- Improvements strongly supported by those who attended the the Public Open House in June 2024

Recommendations

- W 38. Develop a concept plan for the Lindsay Property
- W 39. Update the Lindsay Property based on the concept plan. The concept plan should include:
- A small craft put-in/out
 - Small craft storage
 - Small craft rental lockers
 - A parking area
 - A picnic area and seating
 - A lookout
 - Naturalized planting with planting perennials, shrubs, and pollinators
 - Add a secondary trails to the Lindsay Property (approx. 200 m)

- Shoreline planting with guidance from the Bonnechere River Watershed Project and the County's Bonnechere River Water Management Plan
- Heritage and interpretation signage in coordination with the Arts, Culture, Heritage Master Plan
- The potential for a monument or art piece, and programming space in coordination with the Arts, Culture, Heritage Master Plan

- W 40. Add a multi-use trail to the Lindsay Property (w13) between the Stewart Property and 330 Mutual (approx. 100 m) to facilitate the Waterfront Trail

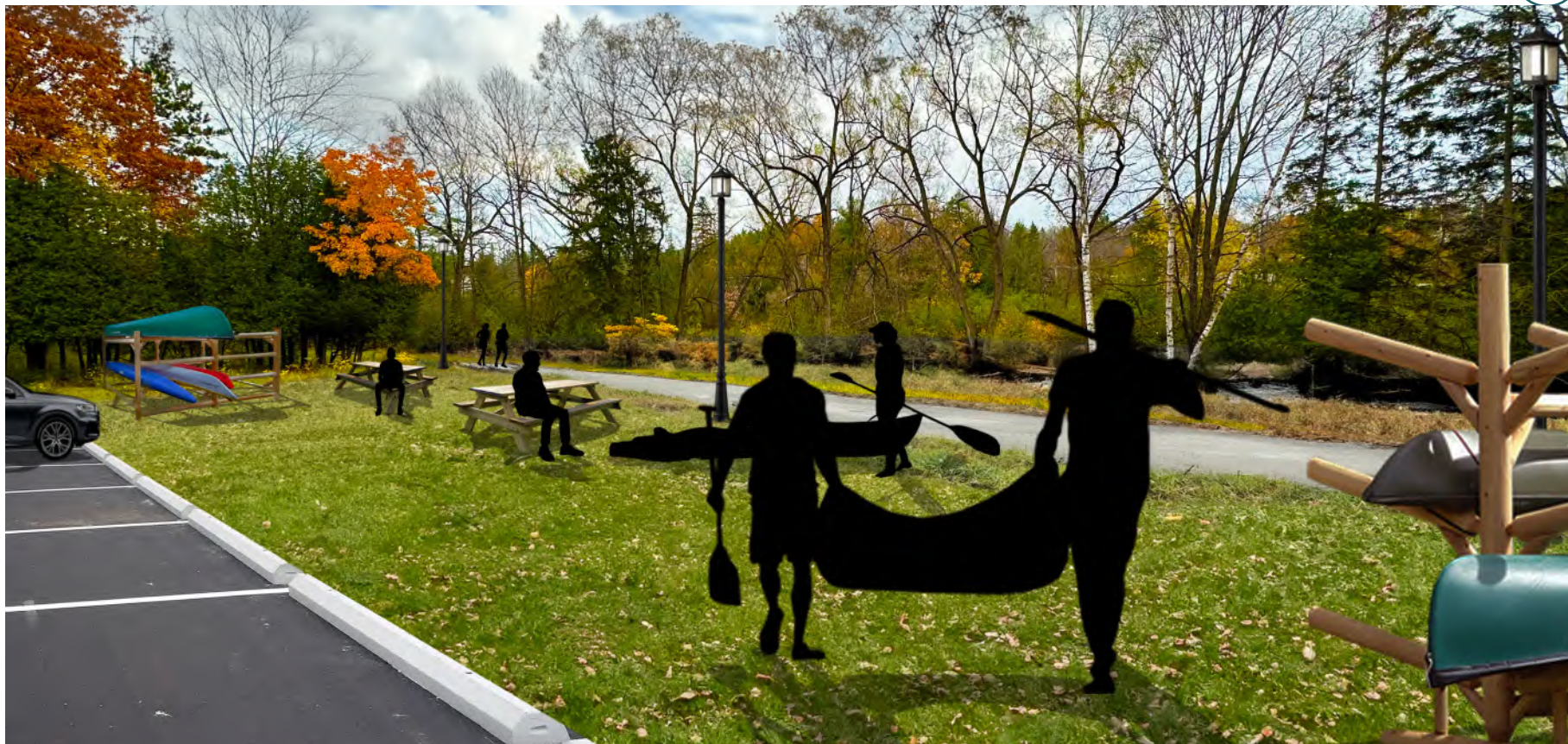


Figure 7-9: Lindsay Property Photomontage



w14 330 Mutual**Existing Conditions & Observations**

- Large forested parcel north of water

Recommendations

- W 41. Develop a concept plan for recreational trails for 330 Mutual
- W 42. Add a multi-use trail to 330 Mutual (w14) between the Lindsay Property to new pedestrian bridge (approx. 65 m)
- W 43. Explore the potential to add a new pedestrian bridge between 330 Mutual and Mutual North to facilitate a continuous waterfront loop

w15 Mutual North**Existing Conditions & Observations**

- Large Renfrew Power Generation (RPG) parcel

Recommendations

- W 44. If a new pedestrian bridge is added, coordinate with RPG to develop new trails. Recommendations include:
 - Add a multi-use trail to Mutual North (w15) between 330 Mutual and Former Treatment Plan (approx. 220 m)
 - Adding a lookout
 - Adding rest areas
 - Naturalizing some areas with planting perennials, shrubs and pollinators
 - Adding shoreline planting with guidance from the Bonnechere River Watershed Project and the County's Bonnechere River Water Management Plan

w16 Former Treatment Plant

Existing Conditions & Observations

- Old sewage treatment plant needs to be demolished

Recommendations

- W 45. Decommission the former sewage treatment plant
- W 46. If a new pedestrian bridge is built, add a waterfront trail connection to the Former Treatment Plant (approx. 170)

w17 Mutual Avenue

Existing Conditions & Observations

- Long parcel south of Renfrew Power Generation lands along Mutual Avenue
- Improvements strongly supported by those who attended the the Public Open House in June 2024

Recommendations

- W 47. Reduce mowing by naturalizing some areas with planting perennials, shrubs, and pollinators
- W 48. Add accessible secondary path between Mutual Avenue and the swinging bridge (approx. 90 m)
- W 49. Add seating areas
- W 50. Add a lookout
- W 51. Add a multi-use trail to Mutual Avenue (w17) between the Former Treatment Plant and Swinging Bridge (approx. 500 m) to facilitate the Waterfront Trail
- W 52. Add a fitness equipment along the new multi-use trail at Mutual Avenue
- W 53. Add heritage and interpretation signage in coordination with the Arts, Culture, Heritage Master Plan
- W 54. Explore the potential for a monument or art piece, and programming space in coordination with the Arts, Culture, Heritage Master Plan

