



Town of Renfrew

MASTER PLAN FOR PARKS, RECREATION AND CULTURE

May 2010



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Table of Contents

<i>Topic</i>	<i>Page</i>
Executive Summary	3
1. Introduction	6
2. The Context for Planning	7
2.1 Description of the Town of Renfrew	
2.2 Previous Recreation Studies and Higher Level Plans	
3. Public Input	11
3.1 Stakeholder Interviews	
3.2 Public Survey	
3.3 Public Events and Communication of the Master Plan	
4. An Overview of the Existing Delivery System	15
4.1 Parks and Open Space	
4.2 Recreation and Culture Facilities	
4.3 Recreation and Culture Programs	
4.4 Financing Parks, Recreation and Culture	
4.5 Partnerships with Adjacent Municipalities	
4.6 Comparable Municipalities	
5. Setting the Direction	43
5.1 Trends	
5.2 Strategic Framework	
6. Recommendations	49
6.1 Parks, Trails and Open Space	
6.2 Culture and Recreation Facilities	
6.3 Culture and Recreation Programs	
6.4 Financing, Management and Staffing Strategies	
6.5 Service Objectives Addressed by the Recommendations	
7. Implementation Plan	68

Appendices are available as a separate document:

Appendix A	Project Methodology
Appendix B	Summary of Background Documents Reviewed
Appendix C	Notes from Meetings with Community Groups
Appendix D	Completed Questionnaires from Community Stakeholder Groups
Appendix E	2009 Community Survey- Summary of Findings
Appendix F	Individual Park Evaluations
Appendix G	Summary of Joint Use and Non Resident Agreements
Appendix H	Recreation and Culture Services Inventory
Appendix I	Summary of Comments on the Final Draft Report

Executive Summary

In May of 2009, *Clem Pelot Consulting* was retained to develop a new Parks, Recreation and Culture Master Plan for the Town of Renfrew. *Planex Consultants* contributed their expertise in parks and open space planning to the project team.

This Master Plan documents all of the input received from Town residents through a community survey, and from community stakeholder groups via meetings, questionnaires and phone interviews. The results of that extensive consultation, along with the consultants' analysis of Renfrew's existing services, are reflected in the Master Plan's conclusions and forty-two recommendations.

A new Vision for Recreation in Renfrew describes how parks, recreation and culture services can make a meaningful contribution by the year 2020. It describes a community that is better served than today. In developing this vision, the Steering Committee took an active role in determining the best future for Renfrew.

VISION FOR RECREATION IN RENFREW

The Town of Renfrew will provide affordable recreation opportunities that aim to maximize participation and contribute to a healthier community, in order to achieve the greatest public good and benefit to all residents.

A new Mission Statement for the Town's Recreation Department and twelve new Service Objectives were also adopted by the Master Plan Steering Committee. Along with the Vision, these three elements represent the strategic framework of the new Master Plan and should become the main reference guide for future decisions about parks, recreation and cultural services in the Town.

The new Mission Statement is an expression of the Town's purpose vis-a-vis parks, recreation and culture services. It also defines the Parks and Recreation Department's core business and why it exists.

MISSION STATEMENT

It is the aim of the Town of Renfrew Recreation Department together with our citizens, neighbours and community partners, to take a leadership role in developing a network of programs, activities, services, special events and facilities that will inspire people to participate in a range of opportunities and experiences that foster a strong and vibrant community spirit.

The twelve new Service Objectives address Renfrew's most significant issues and opportunities in parks, recreation and culture. These are the twelve areas most critical to future success. The Service Objectives have been ranked in order of priority by the Master Plan Steering

Committee. They are consistent with Renfrew's new Vision and will help the Recreation Department achieve its new Mission Statement. Each Service Objective is intended to contribute to the public good, either economically, environmentally, personally or socially. All of the Town's future parks, recreation and cultural initiatives should fall under one or more of these Service Objectives.

SERVICE OBJECTIVES

- 1. Foster and promote physical activity and overall well-being*
- 2. Develop and enhance facilities which maximize participation*
- 3. Expand/ strengthen existing partnerships and explore new partnerships*
- 4. Operate the Recreation Department within available resources*
- 5. Enhance opportunities for youth and older adults*
- 6. Foster a strong sense of identity and community pride*
- 7. Communicate and promote services*
- 8. Enhance volunteer recruitment, training and recognition*
- 9. Enhance beautification of parks and open space*
- 10. Encourage and promote arts and culture*
- 11. Support local groups*
- 12. Promote Special Events and celebrations*

Section 6 of the Master Plan contains forty-two specific recommendations, which are based on the consultants' assessment of Renfrew's current recreation services, the public input received and direction from the Master Plan Steering Committee. Each recommendation is intended to help achieve Renfrew's new Vision for parks, recreation and culture over the next ten years.

RECOMMENDATIONS

- 1. Adopt the new Vision, Mission Statement and Service Objectives**
- 2. Collect cash-in-lieu-of-parkland as a priority over additional parkland**
- 3. Acquire park land to develop new neighbourhood parks**
- 4. Acquire pedestrian links and trails as part of future developments**
- 5. Enhance trail network serving eastern portion of the Ottawa Valley**
- 6. Preserve and expand waterfront green space along Bonnechere River**
- 7. Dispose of unused and unsuitable green spaces**
- 8. Redevelop existing neighbourhood parks**
- 9. Develop a skateboard park or skate spot**
- 10. Protect natural heritage features, built heritage and cultural heritage landscapes**
- 11. Maintain current standard of park maintenance**
- 12. Enhance Town beautification**
- 13. Replace old playground equipment**
- 14. Rationalize responsibility for park maintenance**
- 15. Undertake site specific improvements in Town parks**
- 16. Reaffirm Ma-Te-Way Park as preferred site for future facilities**

17. *Develop an indoor pool at the Ma-Te-Way Activity Centre*
18. *Develop a second ice surface at the Ma-Te-Way Activity Centre*
19. *Adopt a Town policy for the allocation of ice at Ma-Te-Way Arena*
20. *Explore alternative options for the Renfrew Recreation Centre*
21. *Undertake a technical assessment of recreation buildings*
22. *Improve accessibility of recreation facilities and parks*
23. *Increase physical activity among Town residents, in particular children and youth*
24. *Increase promotion of recreation opportunities offered by community groups*
25. *Coordinate special events*
26. *Increase the recreational use of Ma-Te-Way Community Hall*
27. *Enhance recreation opportunities for older adults*
28. *Enhance recreational opportunities for youth*
29. *Increase the use of Town spaces to display art*
30. *Enhance public skating opportunities*
31. *Mandate the Parks and Recreation Committee to oversee implementation of the Master Plan*
32. *Initiate a community fundraising campaign to expand Ma-Te-Way Activity Centre*
33. *Implement a 1% property tax increase to develop indoor recreation facilities*
34. *Solicit infrastructure grants from the federal and provincial governments*
35. *Expand fee assistance to low income children and youth*
36. *Rationalize recreation user fees*
37. *Renew and expand municipal partnerships*
38. *Renew reciprocal agreements with School Boards*
39. *Establish a formal agreement for the operation of McDougall Mill Museum*
40. *Commit more Town resources to volunteers and community groups*
41. *Update staff positions in the Recreation Department*
42. *Enhance management information systems*

A public meeting was held on May 19, 2010 to present the draft Master Plan final report and recommendations. In general, residents were pleased with the project's scope and found the Master Plan thorough, informative and unbiased. Some residents expressed concern about the modest size and design of the proposed indoor pool; the consultants stated the recommended facility best responds to the needs of local residents (recreational swimming, swim lessons, rehab/ therapy and fitness), is the most cost effective option and that there was inadequate demand for aquatic sport training/ competition to justify a larger pool. A significant number of comments indicated a keen interest on the part of Town residents to see the master plan implemented in a timely manner. See *Appendix I* for a summary of comments to the draft report.

IMPLEMENTATION PLAN

The consultants developed an Implementation Plan as the report's final chapter. Each of the forty-two recommendations has been assigned a priority, a timeline, an estimated capital and operating cost and the magnitude of changes in tax support likely required to implement each one.

1. Introduction

The Town of Renfrew developed this Parks, Recreation and Culture Master Plan in order to have a comprehensive framework for planning and developing future programs and facilities. The Master Plan has a ten year horizon, to the year 2020.

A Steering Committee was actively engaged with the consultants throughout the project, providing clear direction to ensure that the new Master Plan responds to the needs of Town residents and organizations. Steering Committee members included Mayor Sandi Heins (Co-Chair), Jason Wilson (Co-Chair), Reeve Audrey Green, Councillor Tom Anderson, Councillor Gail Cole, Councillor Bill Guyea, Councillor Bill Ringrose, Councillor Kate Windle, Diana Wakely, Norm Bujold and Kelley Whitman-McKie. Parks and Recreation staff members Donna McWhirter, Randy Pender and Nadine Partridge were very helpful in providing the consultants with information and assistance.

The new Master Plan was intended to have the broadest possible scope, covering all parks, recreation and cultural facilities, outdoor amenities and programs available to residents and visitors. The first phase of the project included an assessment of Renfrew's existing programs and facilities, to identify gaps in service, trends, successes and opportunities for improvement. All of the Town's parks and facilities were evaluated in terms of their capacity, usage and condition. Recreation and cultural programs were documented in a detailed inventory prepared by Steering Committee members and Town staff. The impacts of Renfrew's demographic profile on future demand were evaluated, along with relevant trends in parks and recreation.

Meaningful consultation with stakeholders and residents was critical to the success of the new Master Plan. Interviews with thirty stakeholder groups were held in June 2009, to help clarify and understand their most important needs and issues. A random public survey was mailed to 1000 Renfrew households in September 2009 to determine satisfaction with current programs and facilities, identify what new services residents want, as well as identify the level of public support for funding local recreation through taxation. The consultants made public presentations at three Town Council meetings to inform residents and stakeholders about the project and its progress. Local print and radio media provided extensive coverage as the new Master Plan was being developed.

The Towns of Arnprior, Carleton Place and Perth are used as comparable communities, to understand how their parks, recreation and culture services compare to those of Renfrew. The Master Plan also explores the opportunity of developing new programs and facilities in partnership with neighbouring Townships.

The detailed project methodology is described in *Appendix A*.

2. The Context for Planning

2.1 Description of the Town of Renfrew

Located in the Upper Ottawa Valley, the Town of Renfrew spans almost 13 square kilometres and has a population of about 7,850 residents. Renfrew is located less than an hour west of Ottawa, along Provincial Highway 17. The Town of Arnprior is the closest urban centre, about 29 kilometres to the southeast. Water is a dominant geographic feature, with the scenic Bonnechere River running through Renfrew and many waterways in the surrounding area.

Settled in the early 1800's, Renfrew is rich in heritage and tradition. The Town celebrated its 150th anniversary in 2008 and its annual fair is one of the oldest in Canada. The historic O'Brien Movie Theatre has a unique operating Warren theatre organ built in 1920. Renfrew is also the commercial hub of Renfrew County and home to many manufacturing, retail, professional services, food services and tourism businesses.

In many ways, Renfrew's population is distinctive when compared to Ontario as a whole. The following demographic information was gathered from the Statistics Canada 2006 Census results:

- Age: Of the total population in Renfrew, 21.2% are under the age of 20, significantly lower than the provincial figure of 25.1%. An even greater distinction exists with older adults: 27.7% of Renfrew's population is over the age of 60, as compared to the provincial average of 18.3%.
- Dwellings: Just over 64% of Renfrew residents own their dwelling, compared to the provincial figure of 71%. The average value of an owned dwelling in Renfrew (\$142,291) is a little less than half of the provincial average value of an owned dwelling (\$297,479).
- Family makeup: Of the total number of families in Renfrew, 83% are married or common-law couples. Median income of \$54,372 is 22% lower than the provincial median. Ninety-eight percent of Renfrew's families speak primarily English at home. Ninety-six percent were born in Canada. Eighty-five percent of the population lived at the same address one year ago. Sixty-one percent lived at the same address five years ago, and another 23.3% lived within the municipality five years ago, but had changed addresses.
- Education: The percentage of Renfrew's population over the age of 15 years with no certificate, diploma or degree of any kind is 25.9%, slightly higher than the provincial figure of 22%. Conversely, a higher percentage of Renfrew's residents over the age of 15 have a high school certificate or equivalent (33.9%) than the provincial figure of 26.7%.

- **Labour Force:** About 57% of Renfrew residents (3,685) are in the labour force, as compared to 67% of Ontario's population. Renfrew's unemployment rate in 2006 was comparable to the provincial average at about 7%; however the effects of the recent economic recession may have changed that comparison. By occupation, sales and service make up the highest percentage of Renfrew's labour force, at 26.5%. This is followed by trades/ transport/ equipment operators at 17.7%, business/ finance/ admin occupations at 14.2% and processing/ manufacturing occupations at 12.9%. Close to 4% of Renfrew's labour force works from home, as compared to the provincial figure of 7%. About 87% of Renfrew's labour force works in Renfrew or within the County, significantly higher than the provincial percentage of 75% (for comparison, Carleton Place has 46% of their labour force working in their municipality and Arnprior has 65% working in or around their municipality). Close to 70% of those in Renfrew's labour force drive themselves to work; this is very close to the provincial figure. A higher than usual percentage of Renfrew's labour force (14.9%) walks or bicycles to work, as compared to provincial average of 6.8%.
- **Income:** Although the median income of Renfrew residents age 15 years and older is significantly lower than the provincial number (\$22,671 versus \$27,258), the percentage of persons in low income brackets is about the same.

The Consultants reviewed the Background Study for the Official Plan Review of the Town of Renfrew (January 2006). While Renfrew's population at the time (2001 Census information was used) was 7,640, the Background Study estimated that the Town had a catchment area of over 30,000 people (including residents from surrounding municipalities, as well as a number of Quebec residents who cross the border for services and shopping). The Background Study also indicated that the Town experiences increased traffic, and therefore visits to shops and services, from cottagers travelling through the Town. Proximity to the City of Ottawa, and the extension of Provincial Hwy 417 to Arnprior, and eventually Renfrew, were named as factors influencing land use and development patterns in Renfrew.

From 1986 to 2006, the Town's population decreased by 5.9%. Renfrew's 2008 Official Plan projects neutral growth over the next decade. By 2019, the number of households in Renfrew is expected to grow by 120 units; however, the average number of residents per household is expected to decrease proportionally such that the Town's total population is not expected to increase before 2019.

The community profile and demographic trends for the Town of Renfrew presented above are likely to have the following implications for planning future parks, recreation and culture services:

- The Town's ability to finance major capital projects over the next ten years will be influenced by its relatively fixed property tax base and minimal income anticipated from new residential development.
- An increase in the quantity and quality of physical activity opportunities is warranted to improve the health and wellbeing of Town residents.
- The relatively small and declining number of children and youth in Renfrew is expected to result in a levelling of demand for opportunities available to children and youth.
- The relatively high and growing number of adult residents over the age of 60 is likely to increase demand for opportunities available to senior adults.
- Increasing demand is anticipated for the Town's park system in general and trail system in particular.
- Demand from lower income families for affordable recreation opportunities is expected to remain high.

2.2 Previous Recreation Studies and Higher Level Plans

An effective Master Plan builds upon the knowledge of previous studies. The consultants reviewed several background documents and reports relating to parks, recreation and culture in Renfrew: Town of Renfrew Official Plan (2008); a Recreation and Open Space Study (1974); Town of Renfrew, Culture and Recreation Master Plan, Proposal of Services (1980); Town of Renfrew, Arena/ Pool Feasibility Study (June 1985); Arena/ Pool Facility Development Plan for the Town of Renfrew (1986); Pool Study (1995); Municipal Indoor Pool- Development Proposal (2001); Pool Feasibility Study Report (2004); Notes from Second Ice Pad Proposal (Date unknown); Renfrew Sports Complex Additions- Memorandum of Understanding (Renfrew Ma-Te-Way Centre) (2005); Speaking Notes from Presentation to Renfrew Council by Members of the 2nd Ice Pad Committee (2005); Major Recreation Facilities Review and Recommendations Requested by Renfrew Town Council (2005); Establishment of the Ma-Te-Way Aquatic Centre Committee (2006); Second Ice Pad Committee- Business Plan (2006); Ma-Te-way Aquatic Centre Committee letter to Mayor Heins (2007); Ottawa Valley Living (Website); Background Study for the Official Plan Review of the Town of Renfrew (2006); and The Development of a Trails Strategy for the County of Renfrew (2007). A summary of each of these documents is included in *Appendix B*.

Two of these background documents were viewed by the consultants as being the most relevant to the new Parks, Recreation and Culture Master Plan: the Town of Renfrew Official Plan and the 1985 Arena/ Pool Feasibility Study.

The Official Plan of the Town of Renfrew was adopted by Town Council in October 2007 and approved by the Ontario Municipal Board in August 2008. The purpose of the Official Plan is to provide a policy framework for growth and development in Renfrew to the year 2020. The development of future parks, trails and recreation/ culture facilities will be shaped by the Town's Official Plan. Some highlights of the Official Plan relating to the provision of parks, recreation and cultural services include the following:

- Significant built heritage and cultural heritage landscapes conserved
- The protection of natural heritage features
- Provision of pedestrian links and recreational trails as part of new developments
- Designation of lands for Parks and Recreation purposes
- Up to 5% parkland dedication or cash-in-lieu for new residential plans of subdivision
- The Town recognizes the value of the Millennium recreational trail. The Town may consider further recreational trail development as a means of connecting parks and open spaces with residential areas

The Official Plan also states that the Town of Renfrew may prepare a Recreation Master Plan, including an inventory of existing parks, trails and facilities in order to determine if the amount, location and types of parks, open spaces, trails and facilities are adequate to serve the population. The new Parks, Recreation and Culture Master Plan must recognize the Official Plan's policy framework and be intended to achieve its goals and objectives relating to parks, recreation and culture facilities.

The Arena/ Pool Feasibility Study completed by the Institute of Environmental Research in 1985 included a community survey conducted in March of that year, which confirmed the following:

- The need for an indoor swimming pool in Renfrew was expressed by almost 76% of respondents.
- Less than half of respondents said a new arena was needed, while a similar percentage (44%) felt that improving the existing arena was an acceptable alternative to a new arena.
- Almost 60% indicated a pool would be more desirable than a new arena, and should have a higher priority for development.
- About 63% were very willing or somewhat willing to support the construction of an indoor pool through increased taxes.

The final report of the study was presented in June 1985 and concluded the following:

- Public demand was extremely high for a new indoor pool, and demand was not expected to fluctuate significantly over a 10-year period.
- Public demand was high for a new arena. The study documented the need to improve the existing arena or replace it.
- Priority was identified for a new arena/ pool complex.
- The preferred site was Ma-Te-Way Park for all future major recreation facilities.
- Capital and operating cost estimates were provided.

3. Public Input

3.1 Stakeholder Interviews

Sixty-six community organizations were invited to attend one of ten meetings scheduled in June 2009. Each meeting focused on a theme, such that arena user groups attended one of two meetings together while cultural groups attended another. The purpose of these meetings was to provide an overview of the Master Plan project and solicit input from community stakeholders.

In total, the consultants met with more than fifty representatives from about thirty different organizations. A variety of groups were represented, including minor/ adult sports, arts, senior adults, service clubs and community interest groups. Follow-up meetings were held in early 2010 with the Second Ice Surface Committee and Ma-Te-Way Aquatic Centre Committee, to obtain updated information from each group about projected demand and financial estimates. *Appendix C* contains the notes prepared by the consultants of comments heard during each meeting with stakeholder groups.

Questionnaires were distributed to all group representatives who attended a meeting and they were asked to complete and return it by the end of the meeting, or within the following couple of weeks. In a few cases, groups who were unable to attend a meeting were sent the questionnaire electronically (along with a one-page project overview) and asked to return the completed questionnaire. *Appendix D* provides the completed questionnaires received from the following 24 groups: Royal Canadian Legion, Renfrew Minor Soccer Club, Renfrew District University Women's Club, Ma-Te-Way Aquatic Centre Committee, Second Ice Pad Committee, Renfrew Quilters Guild, Renfrew & District Historical & Museum Society (McDougall Mill Museum), Renfrew Jr. B Timberwolves, Renfrew Minor Hockey Association, Renfrew Industrial Commission, Beta Sigma Phi, Groves Park Lodge, Renfrew Amateur Wrestling Club, Renfrew Public Library, Renfrew Millionaires, Renfrew Art Guild, Renfrew Book Club, Senior Baseball/ Renfrew Old Sox, Renfrew Skating Club, Madawaska Girls Hockey Association, Upper Ottawa Valley Ringette, Renfrew Collegiate Institute, Renfrew Tennis Club and the Laft Players. No feedback was received by the consultants from groups representing residents with special needs.

The meetings with community stakeholders and a review of the completed questionnaires afforded the consultants an opportunity to quickly understand the most important needs and issues identified by stakeholders. The consultants identified the following key issues and highlights identified by stakeholders:

3.1.1 Communication and Promotion

- Many stakeholders want the Town to more actively help groups and service clubs promote their programs.
- Some special events conflict due to a lack of coordination and most events would benefit from enhanced promotion.
- Renfrew needs a tourism strategy, according to the Renfrew Industrial Commission. An important element of that plan should be building awareness of the historical significance of Renfrew and the McDougall Mill museum.

3.1.2 Arts and Culture

- Members of the Renfrew arts community would like the Town's support in achieving greater visibility.
- Visual arts groups feel there is a lack of display space for art in municipal facilities, including the public library.
- Demand for children's art programs is thought to be high.

3.1.3 Indoor Pool

- There are no indoor aquatic facilities available in Renfrew today, and there is unmet demand for aquatic services. Aquatic facilities in adjacent communities are inadequate. There is a need for an appealing, leisure-type aquatic facility to attract the most users possible.
- Community fundraising for a new indoor pool in Renfrew began more than 20 years ago and today MACC has \$124,000 available to contribute towards the cost of construction of a new indoor pool.
- Many groups support the idea of a new indoor pool for the Town, including the Renfrew District University Women's Club, the Renfrew Quilters Guild, Beta Sigma Phi, Renfrew Old Sox and Groves Park Lodge.
- Many retirees live in Renfrew who need a pool for therapy.

3.1.4 Second Ice Pad

- Renfrew Jr. B Timberwolves require more ice time for training camp, practices and exhibition games and believe a second ice surface would be very useful for the team and for the Town.
- The Renfrew Minor Hockey Association receives less ice time for its rep teams (practice and games) and for house league teams as compared to other associations in the Ottawa Valley.
- The Second Ice Pad Committee has documented demand for all of the prime time ice that would be available with a new ice pad at Ma-Te-Way in its updated (January 2010) Future Ice Needs Report. Most of that demand is from existing user groups for more ice time, including up to an additional 25 hours per week for minor hockey. Some new participants would be expected if a second ice surface was built, including minor hockey (25 additional players anticipated), girls' hockey (new Atom/ Pee Wee team) and adult hockey (two additional teams).

3.1.5 Youth

- A variety of community groups feel there are too few opportunities available for youth in Renfrew and that youth should be engaged in determining what new programs and facilities should be offered.
- Several suggested the Town provide a skateboard facility; the Pembroke Skate Park, located beside the arena and visible to traffic/ police station, was described as very successful.
- More cost effective gym memberships for young athletes would be beneficial.

3.1.6 Parks

- An additional full size soccer field is needed at Ma-Te-Way Park.
- A small ball field is needed at Ma-Te-Way for 3-pitch and t-ball.
- The Renfrew Tennis Club, at 229 members and growing, anticipates the need for two additional (clay) courts at Ma-Te-Way Park.
- Parking is often a problem during the soccer program.
- The Town should designate one park as a dog park.
- More picnic tables are needed in local parks; more walking trails (incorporate Bonnechere River and Smiths Creek).
- More waterfront development, lawn bowling and bike trails.

3.1.7 Senior Adults

- Need more programs for seniors (games night, euchre tournaments, dancing lessons, crafting, quilting for seniors, even work out classes for older adults).
- More benches for rest stops for seniors who choose to walk to activities.

3.1.8 Ma-Te-Way Activity Centre and the Renfrew Recreation Centre

- Many expressed the view that maintaining two major recreation facilities (Ma-Te-Way Activity Centre and the Renfrew Recreation Centre) is inefficient; some suggested closing the current Recreation Centre and relocating/ expanding facilities at Ma-Te-Way Park (some seniors and children's programs could relocate to the Wing or Legion to remain in the Town's core area).
- Some believe that the Recreation Centre is old but more suitably located than the Ma-Te-Way Activity Centre, especially for young people and senior adults.

3.1.9 Special Needs

- Some recreation facilities and parks present barriers to residents with physical disabilities.
- Location of facilities should recognize fixed budgets of seniors and cost of transportation to these facilities.

3.1.10 Volunteer Recruitment, Training and Recognition

- Many organizations need help recruiting new volunteers.

- Some volunteer operations like the McDougall Mill Museum require specialized volunteer training.

3.2 Public Survey

In the fall of 2009 a survey was conducted to obtain the views of residents concerning current and future parks, recreation and cultural services in the Town of Renfrew. The survey was a mail out / mail return questionnaire sent to 1,000 households, with 507 surveys completed and returned. This represents a response rate of 50.7%, and a 95% level of confidence that the statistics obtained are within +/- 4.3% of the actual views of the entire adult population. The questionnaire consisted of both closed and open ended questions.

The sample slightly over-represents the opinions of households with no dependent children and the opinions of males. Detailed results of the public survey are presented in *Appendix E*. The consultants identified the following survey results as the most significant and relevant to this Master Plan:

- Local newspapers (85%), word of mouth (53%) and Renfrew's Leisure Guide (39%) were the three most prevalent ways in which respondents found out about parks, recreation and cultural services. Surprisingly, electronic media such as the Town website (8%) or local cable television (7%) were not prominent sources of information for most respondents.
- Respondents rated special events/festivals, parks maintenance and beautification of the Town as the most important parks, recreation and cultural services.
- Overall, respondents felt there were enough opportunities in the areas performing arts, visual arts, heritage programs, social activities and competitive sports.
- Respondents felt that opportunities were lacking for youth and seniors.
- Eighty percent (80%) of respondents or a member of their household had visited an outdoor recreation space in the last twelve months. The Millennium Trail (61%) and Renfrew parks and playgrounds (44%) are the most used outdoor spaces.
- Close to two thirds of respondents (68%) felt that now is a good time to invest in new or improved outdoor parks or outdoor recreation spaces in Renfrew. Respondents most favour investing in multi use trails (46%), a youth skate park (44%) and an outdoor pool (36%).
- Seventy-seven percent (77%) of respondents or a member of their household had visited an indoor recreation facility in the last twelve months. The Ma-Te-Way Activity Centre Arena (48%) and Ma-Te-Way Activity Centre Hall (42%) are the facilities visited most often, followed by the Renfrew Recreation Centre (29%) and the Nick Smith Indoor Pool in Arnprior (26%).
- Over three quarters of respondents (77%) felt that now is a good time to invest in new or improved indoor recreation facilities. A large majority of those (78%) favour investing in an indoor swimming pool, while 32% favour investing in a second ice surface.

- The importance placed on an indoor pool is consistent across all demographic sub groups in the survey. Recreational swimming, swim lessons, rehab/ therapy and fitness are the most needed types of aquatic opportunities.
- Sixty-one percent (61%) of respondents supported a tax increase of at least 1% per year to help build and/or operate new or improved recreation spaces. Support for a tax increase was strongest among households with dependent children (75%), respondents less than 60 years of age (66%) and households with annual incomes over \$40,000 (65%).

3.3 *Public Events and Communication of the Master Plan*

The consultants made a presentation at the Town of Renfrew Council meeting held on June 8, 2009 to publicly launch the Master Plan project. The half-hour PowerPoint presentation provided information on the scope of the project, how current facilities and programs would be assessed, mechanisms for public input, expected outcomes from the project and the anticipated timeline. Coverage of the presentation by local print and radio media was extensive.

A second presentation was made at a Town Council meeting on December 14, 2009. During this presentation the consultants provided an overview of the results obtained to date, including the review of background reports; Renfrew's demographic profile; an assessment of the Town's parks and open space; the condition, use and capacity of existing recreation facilities; highlights of stakeholder input and the public survey; and, the consultants' preliminary analysis of these results. Local media once again were very effective in communicating this information to residents.

A public meeting was hosted by the Consultants on May 19, 2010 to present the Draft Final Report. The purpose of the meeting was to provide an overview of the Master Plan project, present key recommendations, respond to questions and gather feedback via a questionnaire. Approximately eighty people attended the public meeting, which began with a 90 minute slide presentation by the Consultants followed by more than an hour of questions and comments from those in attendance. Fourteen residents and group representatives provided written comments on the draft report, either at the end of the meeting or within a few days. A summary of all comments received can be found in *Appendix I*.

4. *An Overview of the Existing Delivery System*

4.1 *Parks and Open Space*

It is clear from the results of the public survey that Renfrew's municipal parks, open space and trail system are highly valued by residents. Renfrew has 155.33 acres of land allocated for parks, excluding the Millennium Trail. This represents a standard of 19.8 acres per 1000 residents. The Town has a generous supply of parkland compared to most Canadian

communities, which have on average between 7 and 10 acres per 1000 residents. Renfrew's high standard is due largely to the presence of substantial, undeveloped park land (approximately 91 acres) at Ma-Te-Way Park.

All of the Town's parks and green spaces were inspected by the consultants in October 2009. The purpose was to review each site's visual character, accessibility, site furnishings, playground structures, sports fields, natural features, opportunities and constraints, as well as the overall condition and maintenance of each park. Fourteen neighbourhood and mini parks were reviewed by the consultants: Kiwanis, McConnell, Fortington, Knights of Columbus, Oddfellows, Horton Heights, Victoria, R.C.A.F., Stewart, O'Brien, Howard K. Haramis, Lowe Square, Forgie and Legion. Ma-Te-Way Park, the sole district park in Renfrew, and the Millennium Trail were also assessed. A detailed report on each site can be found in *Appendix F*.

4.1.1 Ma-Te-Way Park

Ma-Te-Way Park is the Town's main outdoor activity park. The visual appeal and quality of this park are very good. It serves as the Town's outdoor sports hub, with two soccer fields, one football field with bleachers, three ball diamonds with lights, four tennis courts with lights, a 400-metre track, and an outdoor skating rink/ basketball court pad. Ma-Te-Way Park also offers a wide variety of outdoor active play amenities: two play structures (one for 2 to 5 year olds, the other for 6 to 12 year olds); a tot swing and tire swing; a splash pad with an adjacent shade structure; a toboggan hill; two beach volleyball courts; walking trails (linked to the Millennium Trail); and, fitness trails.

Overall, the park is in good condition but some improvements could expand and enhance its use. A large portion of this park remains undeveloped and there is land available for additional active play facilities, in particular a new full sized soccer field. There also needs to be a focus on passive facilities, in order to maintain a good balance as a municipal park.

The four plexipave, lit tennis courts at Ma-Te-Way Park are operated by the Renfrew Tennis Club, with a membership of 229 and growing. The courts also accommodate physical education students from Renfrew Collegiate Institute and St. Joseph's.

4.1.2 Sports Fields

The Renfrew Minor Soccer Club is the main user of the two soccer fields (the Edwards and Jamieson fields) at Ma-Te-Way Park, with about 220 hours of use annually. The Club also uses about 90 hours at the St. Joseph's High School sports field (the High School field is also used by a women's soccer program). There is moderate use of the Ma-Te-Way park soccer fields by

nearby schools. Parking is congested during minor soccer when vehicles park close to the soccer fields rather than using the main parking area.

Ma-Te-Way Park's Lindsay Football Field has been used primarily by the RCI football team for the past two years, while it was being rebuilt. In 2010, this field will once again be available for soccer as well as football.

The three baseball diamonds at Ma-Te-Way Park are used by Mixed Slo Pitch (the largest user group), Men's Slo Pitch, Minor Baseball and Men's Recreational Baseball.

The Town generated just under \$12,000 in user fees from all sports field user groups in 2009.

4.1.3 Trails

The predominant recreational trail within the Town of Renfrew is the Millennium Trail. This natural trail runs through the Town, along the Bonnechere River, and links together Ma-Te-Way Park, Stewart Park and McConnell Park. It accommodates a wide range of activities throughout the entire year, including walking, jogging, cycling, bird watching, cross-country skiing and snowmobiling. The trail also has rest stops with amenities such as benches and picnic tables. The scenic views, natural characteristics, wildlife and wetlands attract people of all ages to enjoy this trail. The public survey confirmed that six out of ten Renfrew households used the Millennium Trail in 2009.

In 2007 Renfrew County completed a Trail Strategy, to document public interest in trails, enhance existing trails and provide new trail opportunities. The Trail Strategy identified approaches and guidelines in the development of new trails, as well as for the enhancement of existing trails. The County's Forestry Department has responsibility for implementing the recommendations contained in the report. Since 2007, the Forestry Department has instituted regular inspections of existing trails (the K&P Corridor), worked with citizen's groups or municipalities interested in developing trails within the County, and is pursuing the acquisition of abandoned rail corridors for new trail development.

4.2 Recreation and Culture Facilities

A detailed inventory of recreation and culture facilities can be found in *Appendix D*.

4.2.1 Ma-Te-Way Activity Centre Arena

Located in Ma-Te-Way Park, Renfrew's premier recreation facility features the Town's indoor ice arena and a large main hall. Built in 1989 to replace the Town's aging arena, the Ma-Te-Way

arena is an attractive and well maintained facility viewed by many user groups as the best in the Ottawa Valley. The arena has seating capacity for 681 spectators and six large dressing rooms (although some user groups have reported there are too few showers). There is a generous supply of parking spaces. Some of the arena's refrigeration equipment came from the old Town arena and as a result, that equipment is reaching the end of its lifespan. The original design of the Ma-Te-Way Activity Centre anticipated the eventual addition of an indoor pool and a second ice surface.

The Ma-Te-Way arena maintains ice from late August to late March each year, or approximately thirty weeks. About 70 hours of ice time are booked during a typical week, including all but two of the 63 prime-time hours (generally designated as weekdays 4 to 11pm, and weekends 8am to 10pm) and another 9.5 hours of non prime time ice. There is no formal policy governing the allocation of ice time; time slots provided to each user group remain relatively constant from year to year, based on the historical practice of giving each group right of first refusal for the time slots booked the previous year. A typical weekly schedule of arena ice bookings during the 2008-09 season is presented in *Figure One*:

Figure One
Typical weekly arena schedule

Monday	12:00 – 1:30	Men's Hockey
	4:00 – 5:30	Figure Skating
	5:30 – 10:30	Minor Hockey
Tuesday	4:00 – 5:30	Figure Skating
	5:30 – 7:30	Minor Hockey
	7:30 – 9:00	Jr. B or Minor Hockey
	9:00 – 11:00	Men's Hockey
Wednesday	11 am – Noon	Community Living Skate
	4:00 – 5:00	Figure Skating
	5:00 – 10:00	Minor Hockey
	10:00 – 11:00	Men's Hockey
Thursday	12:00 – 1:30	Men's Hockey
	4:00 – 7:30	Figure Skating
	7:30 – 8:30	Girls Hockey
	8:30 – 9:30	Minor Hockey
	9:30 – 11:30	Men's Hockey
Friday	9 am – 11 am	Public Skate
	4:30 – 5:30	Minor Hockey
	5:30 – 7:30	Ringette
	7:30 – 10:00	Minor hockey or Jr B
	10:00 – 11:00	Men's Hockey
Saturday	6:30 am – 7:30 pm	Minor Hockey
	7:30 – 8:30	Public Skate
	9:30 – 11:30	Men's Hockey

Sunday	8:00 am – 1:00 pm	Minor Hockey
	1:00 – 2:00	Public Skate
	2:00 – 3:00	Minor Hockey
	3:00-4:00	Ringette
	4:00-5:00	Girls Hockey
	5:00-6:00	Ringette
	6:30 – 9:00	Jr. B or Minor hockey
	9:00 – 10:00	Men's Hockey

A profile of the arena's existing user groups is presented in Figure Two.

Figure Two
Profile of Ma-Te-Way Arena User Groups

Name of User Group	Hours of Ice Time Per Week	Total Participants	Town Residents
Renfrew Minor Hockey Association	35.5	294	119
Men's hockey	12	252	203
Renfrew Figure Skating Club	7.5	108	44
Upper Ottawa Valley Ringette	4	66	32
Renfrew Jr. B Timberwolves	4	20	14
Madawaska Girls Hockey Ass'n	2	44	8
Total Prime Time	65	784	420

Public skating and the Community Living Skate use a total of five hours of ice time each week. The arena is also used about fifteen hours per week by school groups, between November and February each year.

During the remaining five months of the year when the ice is removed, the arena floor is used regularly for floor hockey and occasionally for special events (capacity is 1,200 for licensed events).

4.2.2 Ma-Te-Way Activity Center Community Hall

The Ma-Te-Way Community Hall has seating capacity for 350 (theatre style) or 275 for licensed events. The Community Hall is accessible, air conditioned and visually appealing. A kitchen and separate bar area serve the Community Hall. For licensed events, the bar is operated by the Ma-Te-Way Fundraising Committee. Parking capacity for hall users is generous. Close to half of the total use is for single events that include special events (hockey tournaments, Quilters Guild bi-annual quilt show, Provincial or National Wrestling championships) and private rentals (wedding receptions, family parties). The rest is used for programming by the Town or community groups, such as minor sports leagues and Belly Dancing.

Figure Three
Use of Ma-Te-Way Community Hall in 2008-2009

Program:	# Hours Used:
Private Rentals	411.5
Minor Sport Leagues	126
Community Living *	91
Belly Dance **	62
Zumba Dance Class **	59
Schools *	52
Tai Chi	46.5
Meetings	46.5
Hockey Tournaments	22
Misc/ Internal	110.5
TOTAL HOURS OF USE	1027

* No charge

**Town program

Total estimated attendance for all activities held in the Ma-Te-Way Community Hall in 2008-2009 was 11,700 (4,000 from rentals, 3,200 from special events and 4,500 from meetings and banquets).

4.2.3 Renfrew Recreation Centre

Located in the heart of downtown Renfrew at 67 Argyle Street South, this former church was built in early 1900's and given to the Town in 1949 by the Stewart family. The building has an outside ramp for wheelchair access to the main level, but no elevator access the second floor or basement. The existing building is in poor condition and is reaching the end of its lifespan. One user group described the Recreation Centre as "cold and drafty in the winter, with an unappealing kitchen and bathrooms".

The main venue in this Town-operated community centre is a large Auditorium/ Gymnasium with a full stage, which has seating capacity for 350 people theatre-style or 275 for licensed events. A bar service is available if required by the user group. As well, the Auditorium/ Gymnasium has a kitchen which can be utilized for catered functions. The Auditorium/ Gymnasium is used mainly by the Town and community groups for recreation and cultural programming. The stage was recently upgraded with new curtains and lighting.

Figure Four
Use of Auditorium/ Gymnasium in 2008-2009

Program	# Hours Used
Children's Programs	209
Indoor Sports	197
Dinner Theatre/ Regular Theatre	120
Summer Day Camp	120
Kettle Bell/ Training **	76
Internal Use *	70
PA Day Program **	64
Family Theatre *	54
Youth Program**	51
Youth Program – stage	48
Meetings	46
Special Events	44
March Break Camp **	40
Summer Intramural **	40
Adult Programs	38
Youth Programs **	33
Summer Warm Up **	32
Youth Dance **	29
Adult Programs *	24
Children's Programs *	22
Babysitters Course **	14
Birthday Parties	13
Gym/ Wrestling	12
Family Theatre	7
Rehearsal – stage	7
Workshop	6
Other **	4

* No charge

**Town program

The Town operates the Bodyworx Fitness facility on the lower level of the Recreation Centre. In 2009 there were 205 memberships sold, with half of those being three month memberships and the balance either one month, six months or a year. Orientation sessions are required for new members, since the fitness gym is unsupervised.

Four other rooms are available in the Renfrew Recreation Centre for a variety of activities:

- The Games Room on the main floor has seating capacity for 60 people theatre style or 40 for licensed events. Main users include children's programs (85 hours), Club 51 – Seniors (84 hours), a youth program (49 hours), birthday parties (39 hours) and adult

programs (38 hours). Total hours booked in 2009 were 295, or about six hours a week.

- A Boardroom located on the second floor (in addition to four staff offices) is mainly used by staff and the Recreation Committee; public use is limited to occasional music lessons.
- The Conference Room, located in the basement, has seating capacity for 30 people theatre style. It is used mainly by the theatre group as a green room (almost 100 hours last year).
- The Hobby Room, located in the basement, had modest use in 2009: Youth Program** (48 hours), Kids Drama Class** (45), Classes (25), Rehearsal (20), Meetings (18), Adult Program* (10), Adult Program (5) and Youth program (3) for a total of 174 hours.

* No charge

**Town program

4.2.4 The McDougall Mill Museum

The McDougall Mill Museum is a beautiful stone building constructed in 1855 by fur trader and Hudson's Bay Company agent, John Lorne McDougall. Used originally as a grist mill, the building was renovated and reopened as a museum in 1969. Situated in picturesque O'Brien Park, the mill cradles the second chute of the Bonnechere River and overlooks the Town's swinging bridge.

The Renfrew & District Historical & Museum Society operates the McDougall Mill Museum. Volunteers are on hand daily during July and August when the museum is open to the public. Tours are welcome anytime, June through September. The museum holds three packed floors of artifacts, many from Renfrew's early industrial days when the town was home to Renfrew Electric (maker of Canadian Beauty Appliances), Renfrew Refrigerator Company (ice boxes), Renfrew Machinery (Acorn stoves), Renfrew Flour Mills and the Renfrew Creamery. The most celebrated artifact is the museum itself.

McDougall Mill Museum is owned by the Town of Renfrew. The Town's Development and Works Department maintains the property and adjacent O'Brien Park. The condition of McDougall Mill Museum has not been assessed in twenty-five years and the building is in need of a climate control system for the long term protection of its collection.

4.2.5 Kallies Pavilion

Kallies Pavilion is a seasonal facility at Ma-Te-Way Park which serves sports field users during the summer months. It features two washrooms and a canteen area. The building was constructed in the early 1980's and is in reasonably good condition. The main user groups last year were Minor Soccer (45 hours booked), Schools* (19), Minor Ball (18.5) and special events (17), for a total of 99.5 hours of use.

* No charge

4.2.6 School Facilities

The Town of Renfrew has longstanding reciprocal agreements with both the Renfrew County Catholic District School Board and Renfrew County Board of Education. These agreements facilitate the use of school gyms, libraries and sports fields by community groups and Town programs during evenings and weekends. The agreements also provide for the use of Town facilities (arena, Ma-Te-Way main hall and sports fields) by area schools during weekday daytime hours. While the formal agreements have lapsed, they have been extended informally on a year to year basis. See *Appendix G* for a summary of these agreements.

Renfrew Collegiate High School is heavily used by the Town and community groups for recreation and sport programs. Its double gymnasium is used for Town sponsored adult volleyball and ladies basketball programs on Tuesday, Wednesday and Thursday evenings. The main community groups using the double gym include Ladies Spring League Basketball, Arnprior Pride Basketball, Sunshine Coach Friends of Disabled, and Juvenile Diabetes. Renfrew CI's single gym is the main facility used by the Renfrew Amateur Wrestling Club.

St. Joseph's High School is another important venue for community programs. The Town organizes an adult volleyball league two evenings a week and a men's basketball league on a third evening, in the double gym. St Joseph's is also used for a variety of monthly or annual special events and tournaments. Its double gym hosts an average of eight volleyball tournaments a year. Other gym users include the Renfrew Amateur Wrestling Club (two tournaments a year), Valley Heritage Radio (two Variety Shows a year) and Dennis Harrington Fiddle Competitions twice per year.

The gym at Central Public School is used by Special Olympics one evening per week.

Our Lady of Fatima school library is used three evenings a week for music lessons. Some of the playground equipment at this school was purchased by the Town.

The gym at Queen Elizabeth Public School is used three evenings a week for children's basketball and Girl Guides. Its library is used one evening a week for music lessons.

The gym at St. Thomas the Apostle hosts Cubs and Beavers two evenings a week. Its library is used one evening per week for music lessons.

4.2.7 Other Renfrew Facilities Used by Residents for Recreation and Culture

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.

AFAC 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. The Wing is facing higher operating costs as the building ages. The building is much too big. They try to provide space to user groups at low cost.

Renfrew Curling Club

The Renfrew Curling Club offers community curling leagues for residents of all ages and levels of ability. In February 2010 the Club will be hosting the Tim Horton's Masters Provincial Championship. Some deficiencies with the Club's building have been discussed with Town staff.

Armories

The Armories at the Renfrew Fair Grounds accommodate a weekly badminton program, an indoor tennis court and the Town's day care service. The fairgrounds are used for special events including car shows and the annual Renfrew Fair.

4.2.8 Community Fundraising

There are many past examples of the generosity of residents and service clubs in fundraising efforts for Renfrew's parks, recreation and culture facilities. The Renfrew Recreation Fundraising Committee donates approximately \$30,000 per year to the Town's parks and recreation enhancements. Minor ball contributed \$28,000 to field improvements. The Renfrew Rotary Club contributed funds and volunteers for park improvements at Ma-Te-Way Park (splash pad), and more improvements are planned. Other partners in improving indoor and outdoor spaces include the Knights of Columbus, Sport Renfrew, the Gentlemen's Hockey League and the Renfrew Lions Club.

4.3 Recreation and Culture Programs

This section provides an overview and assessment of the recreation and culture programs available in Renfrew today. Town staff and members of the Master Plan Steering Committee compiled a complete listing of the parks, recreation and cultural services (facilities as well as programs) available to the Town's residents and visitors. The detailed inventory can be found in *Appendix H*.

4.3.1 Town of Renfrew Programs

Town staff organizes a variety of recreation and culture programs, mainly at the Ma-Te-Way Activity Centre and the Renfrew Recreation Centre. The Renfrew Community Leisure Guide and

Town website contain information about Town programs. Existing programs primarily target adults and children, while a few programs are aimed at youth and senior adults.

Adult and senior adult fitness classes include Zumba, Bellydancing, Low Impact Fitness over 50 and Kettle Bell Training. Adult Volleyball and Basketball leagues are also organized by Town staff.

Children and youth programs include summer camp, March break camp, a ski school, Zumba, gymnastics for girls and boys, PD Day programs, children's dances and youth dances.

Other Town organized programs include family theater (some performances in partnership with Magic Theater Productions), the Bodyworx Fitness centre, Smart Serve certification and Boater Safety Courses.

Public skating is offered three times each week at Ma-Te-Way arena; on Friday morning, Saturday evening and Sunday afternoon. In 2009 there were about 2,500 participants, most attending the Saturday and Sunday skates which average 50 participants per session. Free public skating sessions offered between Christmas and New Year's Day (thanks to local sponsorship) have been very popular with residents.

4.3.2 Programs in Renfrew Provided by Others

Sport, recreation and the arts represent the largest group of volunteers serving the Town of Renfrew. Most of the recreation and culture programs available in Renfrew today are organized by community volunteers. The range of organizations providing these opportunities is extensive and includes the following:

Programs for Children and Youth provided by:

- Air Cadets
- Beavers, Cubs, Scouts and Girl Guides
- KidActive
- Madawaska Girls Hockey Association
- Minor Ball Hockey
- Minor Baseball
- Renfrew Amateur Wrestling Club
- Renfrew Figure Skating Club
- Renfrew Jr. B Timberwolves Hockey Club
- Renfrew Minor Hockey Association
- Renfrew Minor Soccer Club
- Sport Renfrew
- Upper Ottawa Valley Ringette Association
- Various Service Clubs

Programs for Adults and Families provided by:

- Chamber of Commerce (Golf Series and Newcomers Night)
- Community Badminton Program
- Curves Fitness Club
- Dragonfly Golf Links
- Heartsong Yoga Studio
- Heritage Renfrew
- Ladies Hockey
- Ladies Soccer
- LAFT Players Theatre Group
- Men's Hockey
- Men's Slo Pitch
- Men's Ball Hockey
- Mixed Slo Pitch
- Opeongo Bowlodrome
- PAN Renfrew
- Pontiac Ju-Jitsu
- Renfrew & District Historical & Museum Society
- Renfrew Art Guild
- Renfrew Book & Camera Club
- Renfrew Computer Club
- Renfrew County Fiddlers
- Renfrew Curling Club
- Renfrew District University Women's Club
- Renfrew Golf & Country Club
- Renfrew Highland Pipes & Drums
- Renfrew Tennis Club
- Renfrew Quilters Club
- Rocky Mountain House
- Royal Canadian Legion
- Senior Baseball/ Renfrew Old Sox
- Stone Meadow's Kitchen Shop
- Ultimate Fitness Club
- Valley Harmonizers / Senior Barbershop Chorus
- Walking Club
- Wanadu Karate Club
- White Water Sno-Goer's Club

Programs for Older Adults provided by:

- Beta Sigma Phi
- Club 51
- Renfrew Silver Seniors

- Champlain Seniors
- Bonnechere Manor
- Groves Park Lodge

Programs for Residents with Special Needs provided by:

- Community Living Renfrew County South
- Summer Supports for Integration into Community Programs
- Special Olympics Ontario
- People First
- KidSport Renfrew County

4.4 Financing Parks, Recreation and Culture in Renfrew

4.4.1 Operating Budget

The Town of Renfrew's 2009 operating budget included total expenses of \$1,327,300 for the Parks and Recreation Department. With anticipated revenue of \$416,100 for the same year, the Town incurred a net cost of \$911,200 for parks, recreation and culture services. Based on a population of 7,850 residents, Renfrew spent about \$116 per capita on these services in 2009. *Figure Five* provides a summary of the Parks and Recreation Department operating budget.

Figure Five
2009 Operating Budget Summary

	Revenue	Expenses	Net Cost
Non-resident Fees	\$61,000	-	(\$61,000)
Administration	\$7,000	\$342,700	\$335,700
Millennium Trail	-	\$14,200	\$14,200
Outdoor Rinks	-	\$6,500	\$6,500
Parks and Open Space	-	\$15,500	\$15,500
Ball Diamonds	\$4,000	\$21,000	\$17,000
Lindsay Athletic Field	\$600	\$11,700	\$11,100
Ma-Te-Way General	-	\$42,500	\$42,500
Edwards Soccer Field	\$1,500	\$9,400	\$7,900
St. Joe's Soccer Field	\$500	\$3,800	\$3,300
Jamieson Soccer Field	\$1,000	\$7,100	\$6,100
Beach Maintenance	-	\$1,500	\$1,500
Summer Day Camp	\$20,000	\$25,200	\$5,200
Fitness Club	\$12,300	\$6,000	(\$6,300)
Learn to Swim (Arnprior)	\$4,000	\$7,200	\$3,200
Youth Activities (Dances)	\$8,000	\$7,800	(\$200)
Family Theater	\$9,500	\$8,100	(\$1,400)
Culture, Special Events	-	\$500	\$500
March Break	\$2,200	\$2,200	-
Activity Instruction	\$15,000	\$12,000	(\$3,000)
Canada Day	\$10,300	\$22,500	\$12,200
CATCH Program	\$20,600	\$20,600	-
Ski School	\$9,100	\$10,700	\$1,600
Vehicles, Equipment	-	\$25,700	\$25,700
Recreation Centre	\$15,000	\$174,500	\$159,500
Henry Eady Building	-	\$17,000	\$17,000
Kallies Pavillion	-	\$2,800	\$2,800
Tourism Booth	-	\$22,500	\$22,500
Arena Administration	-	\$5,300	\$5,300
Arena Summer	\$4,000	\$42,700	\$38,700
Arena	\$201,500	\$432,400	\$230,900
Ma-Te-Way Hall	\$9,000	\$21,100	\$12,100
Total*	\$416,100	\$1,327,300	\$911,200

* Excludes fundraising at Ma-Te-Way, which generated a net income of \$8,200 in 2009

4.4.2 Town Subsidy for the Ma-Te-Way Activity Centre

The total revenue generated at the Ma-Te-Way Activity Centre from September 2008 to August 2009 for arena ice, arena floor and main hall was \$214,500. Operating expenses for the year

(excluding outdoor maintenance at Ma-Te-Way Park) were \$451,500. The Centre therefore incurred a net operating cost of about \$237,000 for the year. The consultants and Town staff estimate that indoor spaces at the Ma-Te-Way Activity Centre accommodated about 76,000 users last year, excluding spectators. The estimate is based on 63,000 arena users (2,100 hours of use at an average of 30 participants per hour), 12,000 users in the Main Hall and 1,000 arena floor users. Actual attendance figures are not available. The Town subsidy per use of the Ma-Te-Way Activity Centre in 2009 was therefore about \$3.12, which is determined by dividing the facility's net operating cost by the number of users.

4.4.3 Town Subsidy for the Renfrew Recreation Centre

The Renfrew Recreation Centre generates modest revenue and has a lower net operating cost, as compared to the Ma-Te-Way Activity Centre. Total expenses incurred in 2009 were \$198,600, which includes operating expenses of \$174,500 and programming expenses of \$24,100. Total revenue of \$47,000 was generated through rentals (\$15,000), fitness club memberships (\$12,300) and Town programs (\$19,700). The Centre therefore incurred a net operating cost of about \$151,600 for the year. Total estimated attendance at the Renfrew Recreation Centre in 2009 was 31,500, which includes 15,000 uses of the Auditorium/Gymnasium, 10,000 uses of the fitness club, 6,000 uses of the Games Room and 500 uses of the Hobby Room. The Town subsidy per use of the Renfrew Recreation Centre in 2009 was about \$4.81, fifty percent higher than the Ma-Te-Way Activity Centre subsidy.

4.4.4 Town of Renfrew Program and Rental Fees

Arena Fees

Rental of ice at the Ma-Te-Way arena generates over \$200,000 a year, about half of the Parks and Recreation Department's total annual revenue. Hourly rental rates charged to Renfrew user groups for ice time in 2009-2010 are shown in *Figure Six*.

Figure Six
Hourly Ice Rental (Resident) Rates in Renfrew

Group	Hourly Rate (including GST)
Minors	\$88.20
Adults	\$157.50
Junior B	\$128.10 (playoffs \$157.50)

A review of the ice rental rates in nearby communities was conducted by the consultants, which determined that Renfrew's rates are at the low end of the range for minors and the high end for adults. Refer to *Figure Seven*.

Figure Seven
Comparison of Hourly Ice Rental Rates in Area Surrounding Renfrew

Municipality	Minor Prime Time	Adult Prime Time
Westmeath	\$84.00	\$105.00
Eganville	\$87.50	\$118.50
Beachburg	\$88.00	\$112.00
Cobden	\$90.00	\$115.00
Pembroke	\$94.50	\$126.00
Almonte	\$98.66	\$138.12
Pakenham	\$98.66	\$138.12
Carleton Place	\$100.50	\$138.00
Perth	\$102.21	\$154.76
Arnprior	\$111.83	\$149.09
Average rate:	\$95.59	\$129.46
Note: All prices are hourly, and include GST, and do not take into consideration any applicable non-resident fees.		

Ma-Te-Way Community Hall Rental Rates

Rental rates for this large hall are determined on the basis of whether the function is a recreation activity or a private function, and whether the user group serves minors or adults.

Figure Eight
Rental Rates for Ma-Te-Way Community Hall

Usage	Rates and Fees
Meetings and other non-profit events	\$20 per hour
Birthday parties	\$30 per hour
Adult tournaments	\$125 per day with kitchen/ \$25 without
Non-profit organizations	\$150 to host a banquet, or \$200 with bar (Town gets bar proceeds)
Commercial or private groups	\$300 to host a banquet, or \$200 with bar (Town gets bar proceeds)

Renfrew Recreation Centre Auditorium/ Gymnasium Rental Rates

Rental rates for this hall are significantly lower than for Ma-Te-Way. An adult user group would pay \$20 an hour for the Ma-Te-Way Community Hall, but only \$10 an hour for the Renfrew Recreation Centre Auditorium/ Gymnasium, yet these two halls are virtually the same size.

Figure Nine
Rental Rates for Renfrew Recreation Centre Auditorium/ Gymnasium

Usage	Rates and Fees
Meetings and other non-profit events	\$4.50 per hour children; \$10 per hour for adults
Birthday parties	\$30 per hour
Non-profit organizations	\$150 to host a banquet, plus \$100 for the bar
Commercial or private groups	\$300 to host a banquet, plus \$100 for the bar

Sports Fields

Rates for the use of Renfrew's ball diamonds and soccer/ football fields are consistent with the area market:

Figure Ten
Sports Field Rental Rates

Activity	Classification	Rate
Ball Diamonds	Minor Ball	\$18.75/ hour
	Minor Ball- Lit	\$23.75/ hour
	Adult	\$27.75/ hour
	Adult- Lit	\$35.00/ hour
Soccer Fields	Minor	\$16.75/ hour
	Adult	\$29.75/ hour

Adult and Senior Adult Programs

Figure Eleven
Adult and Senior Adult Program Fees

Activity	Fees
Zumba Fitness	\$12 per class
Bellydancing	\$10 per class
Low Impact Fitness- Over 50	\$3 per class
Kettlebell Training	\$12 per class
Adult Volleyball	\$25 per season
Adult Basketball	Donations average \$20 per player per season

Children and Youth Programs

Figure Twelve
Children and Youth Program Fees

Summer Day Camp	\$110-\$140 per week
March Break Camp	\$110 per week or \$25 per day
Recreational Dance- kids/ teens	\$5.68 - \$7.95 per event
Zumba	\$5.62-\$6.87 per class
Gymnastics (coed)	\$9.09 per class
PA Day program	\$35 per day
Youth Dances	\$5 admission

Other Fees

Figure Thirteen
Other Fees

Family Theatre	\$6-12 single admission; \$20-\$49 family
Public Skating	\$2.50 adults; \$1.50 children
Bodyworx Fitness membership	\$22/month and \$105/ year for adults; \$20/ month and \$100 per year for adults
Smart Serve certification	\$50
Boater Safety certification	\$55

4.4.5 Financial Assistance

The Town of Renfrew has no financial assistance program presently in place. The Renfrew County chapter for KidSport provides financial support of up to \$250 per year for low-income children and youth to participate in sport. In 2008 KidSport Renfrew County Chapter helped about 50 kids, with 12 from the Town of Renfrew.

4.4.6 Parks and Recreation Department Staffing

The Parks and Recreation Department has nine full time staff positions:

- Director of Parks and Recreation
- Program Developer (vacant as of June 2010)
- Administrative Secretary
- Two Facility Operators (one is currently acting facility supervisor)

- Four FT Maintenance staff (3 for MAC and Parks, the other for the Rec Centre)

Note: the Facility Manager position, vacant for some time, was recently eliminated.

The Department also had 10,566 hours for part time staff in the 2009 budget:

- Programs and administration 4586 hrs
- Canteen 2440 hrs
- Tourist Booth 1240 hrs
- Facility Maintenance 2300 hrs

4.4.7 Capital Budget and Reserve Funds

The Town of Renfrew maintains two reserve funds for parks, recreation and cultural capital projects. The Recreation Major Capital reserve is the Recreation Department's funding source for new capital projects. The Town has contributed \$50,000 per year to this reserve fund since 2005 and the fund had a balance of \$200,000 at the end of 2009.

The Town also maintains an Arena Component Replacement Fund. This is the Recreation Department's primary funding source for major repairs at the Ma-Te-Way Activity Centre, covering projects like roof replacements, mechanical or electrical equipment.

4.5 Partnerships with Adjacent Municipalities

The Town of Renfrew has formal agreements for recreation services with four adjacent or nearby municipalities: Horton Township, the Township of Admaston /Bromley, the Town of Arnprior and McNab/Braeside Township. An agreement with the Township of Greater Madawaska was also in place until 2009. It is estimated that about 9,000 residents of other municipalities live near the Town of Renfrew and regularly use the services available in Town. Some of these nearby communities have experienced rapid population growth in recent years.

4.5.1 Township of Admaston/ Bromley

The Township of Admaston/ Bromley abuts the Town of Renfrew to the southwest. Admaston/ Bromley's population declined by 4.3% between 1996 and 2006, from 2,837 residents to 2,716. The Township's main indoor recreation venue is an auditorium with a kitchen, built in the late 1980's by the Township, as an addition to Admaston Public School. The Township maintains a few outdoor rinks, sports fields and recreational trails. Residents in the southern part of the Township (in the former municipality of Admaston) live in close proximity to Renfrew and would be the most likely to access the Town's services, while most residents in the northwest portion of the Township (in the former municipality of Bromley) live closer to Cobden or Eganville than to Renfrew.

An agreement, originally established between the Township of Admaston/ Bromley and the Town of Renfrew in January 1994, provides for the following:

- Admaston/ Bromley residents can register in Town of Renfrew recreation programs and use the Town's recreation facilities at the same subsidized cost as Town residents.
- Renfrew prepares an annual list of residents from Admaston/ Bromley having registered in Town recreation programs or used Town recreation facilities the previous year.
- Admaston/ Bromley reviews the list to confirm the residency of participants and communicates any changes or corrections to Renfrew.
- Admaston/ Bromley pays Renfrew an annual contribution, based on a per capita formula agreed on by both parties (\$99 in 2009).

In 2008, there were 149 participants from Admaston/ Bromley registered in Renfrew programs or using Renfrew facilities, for which the Township paid \$15,500 to the Town of Renfrew. The current agreement ends December 31, 2010. Admaston/ Bromley officials are generally satisfied with the agreement with Renfrew and recognize they could not provide comparable services to their residents (they have a similar agreement with Bonnechere Valley Township). However a clearer definition of eligible activities is being requested in the next agreement (what is covered, any changes or additions). In particular, Admaston/ Bromley wishes to ensure that they are not contributing towards capital costs or facility debenture costs.

Admaston/ Bromley is not planning to develop any new recreation facilities in the next 10 years and would not likely be inclined to partner with the Town of Renfrew on the joint development of future major facilities.

4.5.2 Town of Arnprior

The closest public indoor swimming pool to Renfrew is located at the Nick Smith Centre in Arnprior. A four-year agreement was established between Renfrew and Arnprior on January 1st 2008, allowing Renfrew children to register for swim lessons for the same fees as Arnprior children. Arnprior prepares an annual list of all residents from Renfrew who registered in aquatic programs at the Nick Smith Centre the previous year. Renfrew pays Arnprior an annual contribution for each user which is determined by the pool's net operating cost the previous year.

For 2008, Renfrew contributed \$2500 to the Arnprior pool to cover a \$41.14 subsidy for each of the 61 Renfrew children who registered for swim lessons. Renfrew Town staff arranged transportation for these children to attend lessons. The agreement ended December 31, 2009 and is expected to be renewed in the spring of 2010 for an additional year. Recreation staff from both Towns are satisfied with the agreement and no changes are being discussed for the one-year renewal of the agreement. New Town Councils taking office in January 2011 will consider the longer term renewal of this agreement.

4.5.3 Township of Greater Madawaska

The Township of Greater Madawaska is located nearby to the south of Renfrew, but the two municipalities do not share a common boundary. The Township covers a large geographic area that includes Calabogie as its most populous community. Most residents of Greater Madawaska live some distance from the Town of Renfrew, and travel time from Calabogie to Renfrew or Arnprior is about the same. Burnstown is the Greater Madawaska community closest to Renfrew. Greater Madawaska's population grew to 2,751 residents in 2006, a 35.3% increase over the 1996 population. Seasonal residents increase the Township's population to an estimated 10,000 during the summer months. Much like the Town of Renfrew, Greater Madawaska's population has more senior adults and fewer youth than the Ontario average.

In terms of recreation services, residents and visitors to Greater Madawaska have year-round access to a wide range of outdoor recreational opportunities, featured prominently on the Township website and in tourism promotion. The Township does not offer recreation programs directly to residents, but in the past few years has significantly improved and expanded the recreational trail system. The Renfrew Minor Hockey Association district includes Greater Madawaska and in 2008, there were more than 60 minor hockey players from the Township registered with RMHA. Most children from Greater Madawaska playing soccer or ball register in McNab/ Braeside programs.

An agreement similar to the one with other nearby Townships was established between Greater Madawaska and the Town of Renfrew in 2007, but was subsequently terminated when the Township's request to exclude adults was declined. As a result, the Town of Renfrew issued \$99 non-resident invoices to the families of 66 children from Greater Madawaska who registered in Renfrew programs (primarily minor hockey) in 2009. Greater Madawaska then reimburses each family \$124 upon receipt of their application. The process is an administrative burden to both municipalities and has been the cause of frustration among affected families.

The Township of Greater Madawaska remains interested in having a new agreement that covers children participating in Renfrew programs or using Renfrew facilities, but not adults.

4.5.4 Horton Township

Horton Township surrounds most of the Town of Renfrew, extending north and east to the Ottawa River. The Township's population of 2,803 residents in 2006 represented an 11.4% increase during the ten years since the 1996 census and that population growth is accelerating. Virtually all of Horton's residents live relatively close to Renfrew and would tend to use Renfrew's services, given the longer distances to travel to Arnprior or Cobden.

The recently built Horton Community Centre, at 1005 Castleford Road, is air conditioned, fully licensed and has a seating capacity for 175. Horton Community Centre is an appealing facility, available at a modest cost to user groups. During the day, an aerobics program for women 50+ is offered and many evenings are booked for line dancing classes and sports activities. Horton

Township welcomes residents from adjacent communities to use its community centre; half of the 60 participants in a recent line dancing class were Town of Renfrew residents. Some Renfrew groups book the Horton Community Centre for annual events, saying it is a great facility.

Outdoor amenities at the Horton Community Centre include a covered outdoor rink with heated change rooms, a ball diamond and kiosk facilities. Public skating is offered at the outdoor rink Friday evenings (7- 9 pm), Saturday afternoons (2- 4 pm) and Sundays all day. Ice time can be booked for \$60.00 / hour.

Horton Township operates a public boat launch on River Road, at the mouth of the Bonnechere River. This area consists of a large parking lot, a ramp for easy access, a dock for temporary anchoring of boats, and it is accessible to users with disabilities. The boat launch is free to the public; however there is a donation box on site for voluntary contributions, which are used towards its upkeep.

A four-year agreement was established between Horton Township and the Town of Renfrew in January, 2007, following a plebiscite which confirmed the support of a majority of Horton residents. The agreement provides for the following:

- Horton residents can register in Town of Renfrew recreation programs and use the Town's recreation facilities at the same subsidized cost as Town residents.
- Renfrew prepares an annual list of all residents from Horton having registered in Town recreation programs or used Town recreation facilities the previous year.
- Horton reviews the list to confirm the residency of participants and communicates any changes or corrections to Renfrew.
- Horton pays Renfrew an annual contribution (2 instalments, May and October), based on a per capita formula agreed to by both parties (currently \$99).
- The agreement ends December 31, 2010.

Despite its modest population, Horton Township is Renfrew's biggest partner. In 2008 there were 237 participants from Horton Township who registered in Town of Renfrew recreation programs or used Renfrew's recreation facilities, for which Horton Township paid the Town of Renfrew \$24,636. Both municipalities are satisfied with the current agreement (thanks in part to recent improvements to its administration) and anticipate its renewal beyond the December 31, 2010 expiration date.

Horton Township does not have any plans for developing new recreation facilities in the next 10 years, with the possible exception of sports fields and outdoor play equipment at the community centre. Horton could potentially partner with the Town of Renfrew in developing future recreation facilities, in particular an indoor pool. A plebiscite would likely be held to determine the support of Horton residents for any expanded future partnership with Renfrew.

4.5.5 Township of McNab/Braeside

The Township of McNab/Braeside is located south-east of Horton Township, occupying most of the land area between Renfrew and Arnprior. The Township's population increased to 7,222 residents in 2006, up 11.4% in the ten years since the 1996 census. A large portion of these residents live in and around the community of Braeside along the Ottawa River, just west of Arnprior. A majority of the residents of McNab/Braeside live in closer proximity to Arnprior than to Renfrew and would be more inclined to use services in Arnprior. However the Township's Official Plan gives priority to new residential development in Glasgow Station (which is nearer to Renfrew than to Arnprior) and this new development is expected to increase future demand from McNab/Braeside residents for services in Renfrew.

Residents of McNab/Braeside have access to a wide variety of indoor and outdoor recreation opportunities. The Township owns and operates the Waba Cottage Museum & Gardens in White Lake, which is open weekends in May-June and daily during the summer; the Museum is also rented for weddings and other special functions. The Braeside RA Centre has a licensed hall, available for rentals and recreation programs. A local Recreation Trail Committee is responsible for the Township's substantial and growing recreational trail system. Large minor ball and soccer programs are organized by volunteer associations, and the Township's sports fields are available for rental by other user groups (\$28 per game, \$675 per weekend for tournaments). The Township operates the popular Burnstown Beach and boat launch, collecting parking fees from users. The Township has a part-time recreation director who is responsible for supervising outdoor facilities and special events (such as winter carnivals). Over the next several years McNab/Braeside is planning further development of the recreational trail system and will upgrade washroom facilities at Burnstown Beach in 2010, with the support of a RInC grant.

A four-year agreement was established between the Township of McNab/Braeside and the Town of Renfrew in January, 2007, which provides for the following:

- McNab/Braeside residents can register in Town of Renfrew recreation programs and use the Town's recreation facilities at the same subsidized cost as Town residents.
- Renfrew prepares an annual list of all residents from McNab/Braeside having registered in Town recreation programs or used Town recreation facilities the previous year.
- McNab/Braeside reviews the list to confirm the residency of participants and communicates any changes or corrections to Renfrew.
- McNab/Braeside pays Renfrew an annual contribution, based on a per capita formula agreed on by both parties (currently \$99).
- The agreement ends December 31, 2010.

In 2008 there were 67 participants from McNab/Braeside who registered in Town of Renfrew recreation programs or used Renfrew's recreation facilities; about 80% of these participants were children and most of those were registered in either minor soccer (29) or girls' hockey (24). One factor contributing to this modest number (given the Township's population) is that minor hockey players from McNab/Braeside fall within the boundaries of the Arnprior Minor

Hockey Association and generally would not register with the Renfrew Minor Hockey Association. The Township of McNab/Braeside paid the Town of Renfrew just under \$7,000 for the 67 participants registered in 2008. Both municipalities are satisfied with the current agreement and anticipate its renewal beyond the December 31, 2010 expiration date.

The Township of McNab/Braeside has a similar agreement with the Town of Arnprior for access to recreation facilities and programs in Arnprior by McNab/Braeside residents. The Township of McNab/Braeside paid the Town of Arnprior \$96,250 for 2008, based on a contribution amount established in 2006 and increased 4% annually. Use of the indoor pool at the Nick Smith Centre represents about a third of this amount, while children from McNab/Braeside represent about three quarters of Arnprior Minor Hockey Association membership. The contribution covers all children and adults registered in the full spectrum of recreation programs offered by the Town.

4.6 Comparable Municipalities

The Master Plan's terms of reference calls for a comparison of Renfrew's recreation services to three similar communities. The Steering Committee selected Arnprior, Carleton Place and Perth for this comparison. The information presented below is intended to highlight similarities and differences, rather than provide a comprehensive description of recreation services in the three municipalities.

4.6.1 Town of Arnprior

The Town of Arnprior's population was 7,158 residents in 2006, about the same as it was in 1996 (7,113). Population growth was limited to 1.1% between 2001 and 2006. That rate of growth is increasing as a result of the extension of the four lane Trans Canada Highway past Arnprior.

Recreation facilities:

- Nick Smith Centre (built in 1978)
 - two ice surfaces
 - 25m indoor pool
 - skateboard park
 - fitness centre
 - community hall
- Curling Club
- Fairgrounds
- Marina
- Museum

No new large recreation facilities are planned in the next ten years. The Town's capital budget for recreation infrastructure forecasts repairs (new arena roof, new pool deck) and improvements (arena change rooms, trail expansion) to existing facilities.

Arnprior's user fees for rental of facilities or Town programs are at the high end of area market. The Arnprior Recreation Department generated total revenue of \$973,000 in 2009. With total expenses of \$1,501,000, Arnprior incurred a net cost of \$528,000 for recreation services last year. This represented a per capita investment of \$73.76 in the Town's parks, recreation and culture services.

Relevant policies and agreements (ice allocation, community partners)

Arnprior does not presently have a recreation master plan, but may develop one in the near future. The Arnprior 2010 Strategic Plan, completed in 2002, emphasizes the development of waterfronts (notably Robert Simpson Park) and improvement of beaches as prime recreation opportunities.

The Town has a formal agreement with McNab/ Braeside which provides access to all of Arnprior's recreation facilities and programs at the same cost as Town residents. Over 75% of Arnprior's minor hockey players are from McNab/Braeside and half of the swim lesson participants (adults and children) at the Nick Smith indoor pool are from McNab/ Braeside.

Arnprior's Recreation Facility Usage Policy outlines regulations for the use of arenas, swimming pool, community hall, ball diamonds, marina, fitness centre, including definitions for prime time, who qualifies for group rates, cancellation policies, processes, etc.

4.6.2 Town of Carleton Place

The Town of Carleton Place had a population of 9,453 in 2006, representing an 11.4% increase over 10 years. The high rate of growth is expected to continue as a result of the expansion of Highway 7 to four lanes.

Recreation facilities:

- Twin pad arena with a community centre
- Auditorium at historic Town Hall
- Indoor 25m, 6-lane pool (mid 1980's) with separate therapeutic pool
- Victoria School Museum
- Carleton Place Canoe Club
- Curling Club (not owned by the Town)
- Youth Centre (in old Fire Hall) (to be demolished in 2011)
- Mississippi River Corridor/ Mississippi Riverwalk Trail
- Many parks
- Mississippi River- 2 beaches, boat launch
- Tennis Courts

- Outdoor Rinks
- Ball Diamonds
- Soccer Fields
- Skateboard Park
- Fitness Centre (private)

Relevant policies and agreements

The Town established cost sharing agreements for recreation services with neighbouring municipalities over 20 years ago. Residents from Mississippi Mills and Beckwith Township use facilities in Carleton Place at the same cost as Carleton Place residents. Residents of other municipalities pay a higher rate to use the Town's facilities.

The costs that are shared are for the operating costs of recreation facilities net of any revenues. From time to time capital agreements are done separately. The agreement actually uses the assessed value of properties to come up with a sharing % each year. The assessment polls are weighted dependent upon their distance from the Town. Cost sharing amounts for 2010 are listed in *Figure Fourteen*.

Figure Fourteen
Cost Sharing Amounts for 2010

Cost Sharing for 2010 (Net of Revenues):	
Carleton Place	\$622,756
Beckwith	\$212,772
Mississippi Mills	\$113,055

The Cost Sharing percentages are calculated on Recreation Services, Indoor Pool, and the Library. The Indoor Pool attracts a different percentage because Mississippi Mills and Beckwith do not have an indoor pool so more use from outside is made of this facility when compared to the arena. The percentages for 2010 are summarized in *Figure Fifteen*.

Figure Fifteen
Cost Sharing Percentages for 2010

	Recreation & Library	Indoor Pool
Carleton Place	64.38%	59.15%
Beckwith	24.07%	22.12%
Mississippi Mills	11.55%	18.73%

In 2009 a snapshot was created of the usage of the different facilities and its users. They obtained postal code information from individuals using the facilities. See *Figure Sixteen*.

Figure Sixteen
Usage Numbers By Facilities and Users

	Carleton Place	Beckwith	Mississippi Mills
Arena	552	374	231
Library (active memberships)	3,216	1,592	626
Indoor Pool	1,646	694	1,189
Soccer	378	309	157

The Carleton Place Canoe Club is owned by the Town and operated by CP Canoe Club through a lease arrangement, where the Club is responsible for repairs and maintenance. The Club has full control over the facility, including the upper hall (rental income). The oldest operating Club in Canada (built in 1893), the building houses boats and storage, washrooms, and a main hall with seating for 200+. There is a weight room in third floor loft for Canoe Club members.

The lease agreement with the Canoe Club has been extended to July 2024. Amendments made in 2005 include a \$10,000 annual grant from the Town (assuming maintenance standards are met by the Club) and an annual \$10,000 contribution by the Town for major maintenance reserves. Also, a major upgrade planned for 2010 will include installation of an elevator, A/C, heating, replacement of doors, and other upgrades, at a cost of \$304K. The Town will loan \$101K to the Club, to be repaid over 15 years.

An Ice Allocation Policy approved in June 2009 ensures fair and equitable access to CP residents. This Policy outlines application and allocation process and guidelines, where priority is granted (local minor groups the highest priority), cancellation procedures, identification of prime/ non-prime time periods, etc.

A Recreation, Parks and Cultural Master Plan was completed in 2009. This Master Plan provides a framework for future decision-making and will assist Council in making more informed and strategic decisions. It includes 75 recommendations, with timing and cost identified for each. Operating and Capital Cost estimates are provided for both short-term and medium-long-term projects and actions.

The 2009 operating budget for Carleton Place included recreation expenses of \$1,936,321 (net of the library). Recreation revenue of \$1,412,600 left a net cost of \$523,721. This net cost represented a per capita amount of \$55.40 on recreation in 2009.

4.6.3 Town of Perth

The population, at 5,907 in 2006, has been stable over the last 10 years.

Recreation facilities

- Indoor Pool (built in 1976)
- Community Centre
 - Single arena with seating for 965 spectators
 - Offices for user groups
- Curling club
- Lawn bowling greens
- Seven community parks
- Conlon Farm
 - Basketball courts
 - Baseball diamonds
 - Soccer fields
 - Tennis and volleyball courts
 - Children's playground
- Tay River Trail
- Tay Basin/ Crystal Palace (for events and festivals)

Relevant policies and agreements (ice allocation, community partners)

In 2009, a Recreation Feasibility Study was completed for the municipalities of Drummond/North-Elmsley, Perth, Lanark Highlands and Tay Valley. Collaboration has served the communities well in the past. Stakeholder consultation concluded that residents and user groups are generally supportive of developing new facilities. More indoor pool capacity and higher quality indoor pool spaces are needed. Higher quality arenas are needed, but not additional ice time. Residents are generally willing to travel to use an indoor pool or arena. The feasibility study provided clear evidence of the need for a new regional recreation complex. The complex would feature an indoor pool/ leisure pool/ whirlpool, and include a twin-pad arena, a multi-purpose hall, a fitness gym, a licensed restaurant, retail space, and possibly sports medicine or physio. The group is seeking sources of funding, including infrastructure grants from provincial or federal governments, and/or a joint venture with an agency or private sector firm. The complex would be built on the Conlon Farm site.

Perth's operating budget for 2009 had a net cost to taxpayers of \$650,140 for parks, recreation and cultural services (including the museum), representing a per capita cost of \$110.

5. Setting the Direction

5.1 Trends

5.1.1 Physical Activity

The *Canadian Health Measures Survey* reported in January 2010 that eighty-seven percent of Canadian children and youth do not meet the minimum physical activity guidelines and their fitness levels have declined significantly since 1981. The number of adults who are active in their leisure time has declined from fifty six percent in 1981 to one third today. <http://www.statcan.gc.ca/daily-quotidien/100113/dq100113a-eng.htm>

The Research File, a summary publication of the Canadian Fitness and Lifestyle Research Institute and ParticipACTION, states that adverse weather impacts the amount of physical activity we get on a particular day. Physical activity levels peak in summer months and decrease in winter months. In adolescents, over a 5-year period, the increases each summer were not sufficient to return to the previous year's level. The results translate to a 7% average decrease in physical activity level each year. The report promotes year-round outdoor play opportunities, as it is highly correlated with increased physical activity levels; active indoor opportunities should be accessible during cold and wet days. Sidewalks should be maintained to provide year-round walking opportunities. Consider mass communication and participation events to get people moving post-winter. http://www.cflri.ca/eng/research_file/documents/ResearchFile_ENG_January_Final.pdf

A June 2008 release by Statistics Canada, *Study: Organized Sports Participation Among Children*, indicates that fewer children are participating in organized sport activities, and that the decline is larger for boys. Families with higher incomes and education levels were more likely to participate. Sports participation rates among children were highest in smaller towns and cities. Boys are still more likely to participate, but the gap is narrowing. <http://www.statcan.gc.ca/daily-quotidien/080603/dq080603a-eng.htm>

A 2005 CFLRI study entitled *Physical Activity and Sport: Encouraging Children to Be Active*, ranked walking as the top activity undertaken by both Canadian adults and youth. Youth (45%) ranked swimming high on the list. http://www.cflri.ca/eng/statistics/surveys/documents/PAM2005_000.pdf

An aging population will require attention to ensure that a suitable range of less strenuous activities are available to residents.

5.1.2 Public Health

A January 26th article in the *Ottawa Citizen* referred to the Heart and Stroke Foundation's annual report. While Ottawa is one of the most heart-healthy cities in Ontario, regions east and

west of the City are not so healthy. The Renfrew County area was identified as having one of the areas with the highest stroke prevalence in the province. Nearly a quarter of residents are smokers, and nearly one in five suffers from high blood pressure, the strongest risk factors identified for stroke. This is a serious health issue. As rural residents age, this will contribute to the burden on health care. Related diseases, such as kidney failure (often related to end-stage diabetes or high blood pressure) are reported to have reached epidemic levels in Renfrew County. Disease prevention will be extremely important for younger generations. The same report states that reducing obesity, helping people to quit smoking and 'building more sidewalks and bike paths to encourage more physical activity would be part of that plan', obviously a direct link to recreation programs. <http://www.ottawacitizen.com/health/Rural+Ottawa+Ontario+heart+attack+capital/2483807/story.html>

According to a Statistics Canada study done in 2008, 51% of Canadian adults reported excess weight. About 17% reported weight and height that indicated obesity. Obesity rates rose in the 2003-2008 period. Residents of rural areas were more likely to be obese than urban dwellers. <http://www.statcan.gc.ca/daily-quotidien/090625/dq090625b-eng.html>

In 2004, 26% of Canadian children and adolescents aged 2 to 17 were overweight or obese; 8% were obese. The overweight/ obesity rate for ages 12-17 has more than doubled over the last 25 years. <http://www.statcan.gc.ca/pub/82-620-m/2005001/pdf/4193660-eng.pdf>

5.1.3 Volunteerism

Highlights from the *2007 Canada Survey of Giving, Volunteering and Participating* were released in June 2009. The full report can be accessed here: http://www.givingandvolunteering.ca/files/giving/en/csgvp_highlights_2007.pdf

Relevant points are summarized here:

- Almost 46% of Canadians ages 15 and over (12.5 million individuals) volunteered for charitable or non-profit organizations at some point over the year of the study, a number relatively unchanged from a similar survey done three years before.
- The total number of volunteers has increased almost 6% over the three years, perhaps due to an increase in the population over the age of 15. There was an 8% decrease in the average number of hours volunteered by those with pre-school aged children only. There was a 16% increase in the average number of hours volunteered by those with

only school-aged children. Almost a quarter of volunteers do so as part of a group with family members, and 43% do so with friends, neighbours or colleagues.

- Although just under half of Canadians volunteer, a small percentage of them account for the bulk of the hours committed (the top 25% of the volunteers account for almost 80% of the hours). Volunteering for sports and recreation accounts for 11 percent of reported volunteer activities. Sports and recreation organizations are second (behind religious organizations) for receiving volunteer hours.
- The role of the Internet in volunteering is increasing, both for performing volunteer activities, or to search for volunteer opportunities.
- The most common reasons for volunteering continue to be to make a contribution to the community, to use skills and experiences, and also because of having been personally affected by that particular cause, in the past.
- Younger people are more likely to volunteer. Older people are more likely to volunteer more hours. Higher levels of volunteering are associated with increased age, higher levels of education and household income, being employed and having children in the household.
- Barriers to volunteering include (perceived) lack of time and reluctance to make a long-term commitment, simply not being asked, and not knowing how to get involved. With regards to learning about volunteer activities, 14% said they became involved as a result of responding to an advertisement such as a poster or newspaper.

5.1.4 Youth in Recreation

The *Canadian Index of Wellbeing* released a report in December 2009 entitled, *How Are Canadians Really Doing? A Close Look at Select Groups*. 'Youth' was a population sub-group that was a focus for this study. This report emphasizes that children and youth who are engaged in sports and physical activities have higher levels of self-rated health. It was also noted that access to sports and extra-curricular activities are related to income. There was a trend noted of youth delaying the transition into independence, and a trend of more and more young adults living at home longer (in Canada, more than 40% of youth in their 20s still living at home). Earnings of young adults have been falling, relative to other earners, and youth are entering the workforce later and later in life.

http://www.ciw.ca/Libraries/Documents/ACloserLookAtSelectGroups_FullReport.sflb.ashx

A 2004 study entitled *All Work and No Play: Listening to What Kids and Parents Really Want From Out-of-School Time* (a report from Public Agenda, commissioned by the Wallace Foundation in the US) had some interesting findings that are relevant to this study, despite being American based. An overwhelming majority (85%) of the students surveyed said that participating in organized activities makes them 'better off' than their peers who have a lot of time to themselves after school. More than 90% agreed that doing activities with others, as part of a club or team, gave them good feelings, even if they needed to be pushed to attend by a parent. The vast majority could see a connection between being bored and getting into trouble. More than half didn't find sufficient opportunities available to them. Summer months were identified by parents as the most difficult time to keep youth occupied. Interesting, though, more than 70% of youth say they don't participate in activities due to lack of motivation or interest, and not necessarily because of a lack of opportunities. The idea of whether or not after-school activities should have a link to homework help and academics is under debate. Youth top reasons for participating include fun and something to do. Parents' top reasons for their children to participate include a chance to develop hobbies/ interests, as well as a way to keep them busy. The entire study can be found here: http://www.publicagenda.org/files/pdf/all_work_no_play.pdf

The Laidlaw Foundation promotes positive youth development through inclusive youth engagement in the arts, environment and in community, and in 2009 funded a number of initiatives, a great majority of which addressed youth and arts/ culture.

5.1.5 Environmental Stewardship

There are increased expectations on municipalities, and parks and recreation departments, to demonstrate high levels of stewardship in their environment, in their planning and practices.

Outdoor experiences are becoming more popular. Implications for the Town of Renfrew range from special consideration needed in both facility and program planning, to conscientiousness in maintenance practices. Examples include water conservation in parks and green areas, and care in choosing appropriate shrubs and trees. Maintaining good air quality in recreation facilities, including pools and arenas, is a current concern.

5.2 Strategic Framework

During two workshops held in early 2010, members of the Master Plan Steering Committee reviewed the results of the public input to the master plan, along with the highlights of the consultants' analysis of Renfrew's existing parks, recreation and cultural services. The key issues and opportunities arising from the project were discussed and assigned a priority ranking. All of

this information then formed the basis for the new strategic framework adopted by the Steering Committee, including a new Vision, Mission Statement and Service Objectives.

VISION

The Town of Renfrew will provide affordable recreation opportunities that aim to maximize participation and contribute to a healthier community, in order to achieve the greatest public good and benefit to all residents.

MISSION STATEMENT

It is the aim of the Town of Renfrew Recreation Department together with our citizens, neighbours and community partners, to take a leadership role in developing a network of programs, activities, services, special events and facilities that will inspire people to participate in a range of opportunities and experiences that foster a strong and vibrant community spirit.

SERVICE OBJECTIVES

The Service Objectives adopted by the Steering Committee are consistent with the Vision and Mission Statement and should be the foundation on which Town resources are used in delivering future parks, recreation and cultural services. The twelve Service Objectives have been ranked in order of priority by the Master Plan Steering Committee.

1. Foster and promote physical activity and overall well-being

Renfrew's highest priority in planning and promoting future parks, recreation and cultural opportunities should be ensuring that more residents – in particular children and youth - participate in physical activity.

2. Develop and enhance facilities which maximize participation

Improvements to existing indoor and outdoor recreation spaces, as well as new facilities planned in future years, should aim to increase participation by responding to the needs of the greatest number of Town residents.

3. Expand/ strengthen existing partnerships and explore new partnerships

The Town's partnerships with area municipalities, school boards and others often increase the effectiveness and efficiency of parks, recreation and cultural services.

4. Operate the Recreation Department within available resources

Future parks, recreation and cultural services must be planned in consideration of the Town's limited financial capacity. Innovative partnerships, operating efficiencies,

disposal of surplus assets and higher user fees are among the strategies the Town can use to enhance recreation opportunities without creating an undue burden on local ratepayers.

5. Enhance opportunities for youth and older adults

More diverse and high quality programs and facilities are needed for the Town's young people and older adults.

6. Foster a strong sense of identity and community pride

Renfrew's parks, recreation and cultural services should help residents feel a sense of belonging and build pride in their community, thereby improving the Town's quality of life.

7. Communicate and promote services

All residents should be aware of the recreation opportunities available to them. Effective communication by the Town with user groups and community stakeholders will enhance service delivery.

8. Enhance volunteer recruitment, training and recognition

The Town should support existing and new volunteers by addressing the most critical issues and opportunities they are facing.

9. Enhance beautification of parks and open space

Community identity and spirit are enhanced through beautification of the Town's public spaces.

10. Encourage and promote arts and culture

The Town's artists and arts organizations contribute to Renfrew's culture and quality of life. The Town has an important role to play in the promotion and celebration of performing and visual arts.

11. Support Local Groups

Local groups provide most of the recreation programs and activities in Renfrew today. Increasing the Town's support to these groups will help resolve important issues and expand the quantity and quality of services available.

12. Promote Special Events and Celebrations

Renfrew residents place a high value on special events and celebrations, which contribute to community spirit and pride. The Town's leadership is essential to maintaining, enhancing and expanding special events and celebrations.

6. Recommendations

This section contains specific recommendations, based on the consultants' assessment of Renfrew's current recreation services, the public input received and direction from the Master Plan Steering Committee. Each recommendation is intended to help achieve Renfrew's new Vision for parks, recreation and culture over the next ten years. All recommendations are consistent with the new Mission Statement for Renfrew's Recreation Department. And finally, each recommendation responds to one or more of the twelve service objectives (see *Figure 17*).

The first recommendation relates to the strategic direction contained in the Master Plan.

Recommendation # 1

Adopt the new Vision, Mission Statement and Service Objectives

Future decisions concerning parks, recreation and culture in the Town of Renfrew should be guided by the new Vision, Mission Statement and Service Objectives. This strategic framework should help set priorities when Town resources are being committed to future recreation programs, facilities and outdoor spaces. Adoption of the new Vision, Mission Statement and Service Objectives by Town Council is an important first step in implementing the new Master Plan.

All remaining recommendations are presented under four headings, as stipulated in the project terms of reference: Parks, trails and open space; Culture and recreation facilities; Culture and recreation programs; and Financing, management and staff strategies.

6.1 Parks, trails and open space

The following is a summary of the consultants' assessment of Renfrew's parks and open space:

- Renfrew's existing supply of parks and open space is adequate to serve the needs of residents today and for the next decade. However, there are two exceptions where the Town should seek to acquire new parkland: expansion of the trail system and neighbourhood parks in any new residential development situated more than 400 metres from an existing park.
- Ma-Te-Way Park, Renfrew's designated sports park, serves the needs of all residents of the Town. All other parks serve a neighbourhood function.

- The natural beauty of many parks is stunning. The presence of the Bonnechere River and Smith's Creek in some Town parks constitutes an important resource to Town residents and tourists.
- Six out of ten Renfrew households used the Millennium Trail in 2009, making it the Town's most valued and best used outdoor space.
- Outdated playground equipment and inadequate active play spaces warrant the redevelopment of some of Renfrew's existing neighbourhood parks. Most of the Town's playground equipment does not conform to the (voluntary) safety standards established by the Canadian Standards Association (CSA).
- Four small sites acquired by the Town as parkland (Mayhew Drive, Aberdeen, Beach and Oddfellows) and which remain undeveloped, are not suitable as neighbourhood parks due to their location (limited access), small size or irregular shape.
- McConnell Park can be accessed from the Millennium Trail; however, the access point is located on private land.
- The Town's parks are well maintained and it is evident that Town staff are resourceful and take pride in their parks.
- All playground structures are located near the outer perimeter of Town and there are no playground structures available in neighbourhood parks north of the Bonnechere River, except for Our Lady of Fatima School.
- With the exception of Ma-Te-Way Park, all of the Town's baseball diamonds are in poor condition.
- Responsibility for park maintenance is shared by two of the Town's Departments. Parks and Recreation maintains most Town parks, while Development and Works maintains four: Stewart, Forgie, R.C.A.F. and O'Brien.

Recommendation #2

Collect cash-in-lieu-of-parkland as a priority over acquiring additional parkland

The Town of Renfrew possesses a generous amount of parkland. Unfortunately, the majority of the parks either lack sufficient equipment (playground equipment, park furniture, lighting, etc) or possess equipment that is in poor condition. Cash in lieu could be used to help improve the condition of existing parks.

Recommendation #3

Acquire park land of a suitable size, location and quality to develop new neighbourhood parks

Should any future residential development occur more than 400 metres from existing playgrounds, the Town should acquire a new neighbourhood park. The generally-recognized standard regarding distance between a dwelling and a neighbourhood park is 400 metres. This standard was developed in order to facilitate access to parks in terms of a reasonable, comfortable and safe walking distance. This also ensures that there is a good distribution of parks throughout the Town.

Recommendation #4***Acquire pedestrian links and recreational trails as part of future developments***

The public survey confirmed that six out of ten Renfrew households used the Millennium Trail in 2009. Links should be created between the Millennium Trail and some of the largest and most beautiful parks within Renfrew. Creating links to other town amenities is advisable, where such connections will enhance pedestrian movement and encourage Renfrew residents to walk.

Recommendation #5***Enhance the recreational trail network serving the eastern portion of the Ottawa Valley***

The Town should work collaboratively with Renfrew County and the five area municipalities to create linkages, improve signage and promote more use of the regional trail network. A well-planned and integrated trail network would increase participation in outdoor activity by establishing links between the various Towns. The local snowmobile club has offered to collaborate with this effort.

Recommendation #6***Preserve and expand waterfront green space along the scenic Bonnechere River***

Public access to waterfront spaces in Renfrew is a high priority for residents.

Recommendation #7***Dispose of unused and unsuitable green spaces***

Some undeveloped Town parks (e.g. Mayhew Drive, Aberdeen and Oddfellows) are not well suited as neighbourhood parks. These sites should be reassessed to determine if they have a future use, or if they should be declared surplus and sold, with the proceeds being used for improvements in the Town's remaining parks. For example, Oddfellows is not ideal as a neighbourhood park, but may be suitable for development as a dog park.

Recommendation #8***Redevelop existing neighbourhood parks***

Most of Renfrew's neighbourhood parks offer primarily passive activities, with the exception of Ma-Te-Way Park. Many parks consist of large open green spaces without any form of active play facility. In order to engage children in activities and to encourage health and fitness, active play must be supported and facilitated within the neighbourhood parks. Neighbourhood parks should be redeveloped to include active play facilities for residents of all ages, as well as general upgrading of park furniture.

Recommendation #9***Develop a skateboard park or skate spot***

The concept of a skate spot refers to a single or a series of small spaces (most are 1000-1500 square feet) which are friendly to skateboarders and attract smaller crowds. Skate spots are suitable for neighbourhood parks or off pathways, where there are other activities going on and where they are visible. A skateboarding park would be larger and offer more structures. Either option would be suitable for Renfrew, assuming it is located centrally in Town and is developed in consultation with youth and community stakeholders.

Recommendation #10***Protect natural heritage features, built heritage and cultural heritage landscapes***

As stipulated in the Town of Renfrew Official Plan, Town staff should ensure the protection of Renfrew's natural heritage features. Conservation of significant built heritage, like the McDougall Mill Museum and the swinging bridge, should be a priority. The conservation of the Town's cultural heritage landscapes includes public access to the waterfront.

Recommendation #11***Maintain the current standard of park maintenance***

Residents place a high value on well maintained parks and open space. The Town should maintain its current standard for park maintenance as a minimum and seek ways to enhance its expertise in arboriculture and turf management practices.

Recommendation #12***Enhance Town beautification***

Renfrew's Business Improvement Area (BIA) has completed several beautification projects along the Town's main street. The Town should encourage the BIA's continued involvement and work in partnership with the Renfrew Chamber of Commerce and other community groups to enhance the beauty and cleanliness of the Town. Renfrew could participate in programs like the "Communities in Bloom" annual competition and the "Main Street Ontario" program, funded by the Ontario Ministry of Agriculture, Food and Rural Affairs. Community groups could be encouraged to take responsibility for a specific beautification project each year, such as adopting a flowerbed. The Town could also work with the Ministry of Transportation to enhance the Town's main entrances.

Recommendation #13***Replace old playground equipment***

Most of the Town's playground equipment does not conform to the (voluntary) safety standards established by the Canadian Standards Association (CSA). Town staff have completed a technical evaluation of all park equipment and developed a replacement priority list, based on

the criteria of “user safety.” Yearly replacements should continue until all unsafe and non-conforming equipment is removed and replaced.

Recommendation #14

Rationalize responsibility for park maintenance

Grass cutting and other maintenance in Stewart, Forgie, R.C.A.F. and O’Brien parks should be executed through a holistic approach of park planning and management. The Town should determine which Department should be responsible for maintenance of parks based on suitability of equipment, ability to interact with park user groups and operating efficiencies.

Recommendation #15

Undertake site specific improvements in Town parks

Most of Renfrew’s existing parks can be improved in order to provide the community with enhanced outdoor recreational opportunities. Site specific recommendations are as follows:

Ma-Te-Way Park

- Open the Opeongo entrance to the park.
- Short term improvements include repairs to the boards and playing surface of the multi-sport pad, the addition of a walking trail system to connect the park’s various facilities and amenities, parking improvements for participants in the soccer program, planting of additional trees and landscaping;
- Improve drainage on existing sports fields;
- The park has the capacity to expand with more active amenities, but future development should focus on passive facilities as well.
- Consider a skate spot

Victoria Park

- Assess use of and then repair/ replace, or remove existing baseball backstop;
- Integrate more pathways and shaded seating areas;
- Add new active park amenities such as playground structures or a basketball court.

RCAF Park

- Pathways to link the key features of the park with the access points.

O’Brien Park

- Swinging Bridge: improve access views, drainage and signage;
- Potential to integrate activities for young children;
- Install additional site furnishings;
- Create formal pathways linking the museum to the other park elements, including the natural amphitheatre.
- More shade needed in the park

Kiwanis Park

- Links between the park elements need to be improved - integrate pathways;
- Create a visual barrier between the park and adjacent residences.

McConnell Park

- Acquire the land which rests between McConnell Park and the Millennium Trail;
- Offer both active and passive leisure interests;
- Reassess and then remove or replace existing baseball backstop.

Legion Park

- The design of the playground, pathways, entrances and seating areas should be updated in order to improve their function, use and safety.
- Create a more appealing entrance to the park;
- Update playground equipment and ensure that it conforms to CSA standards.
- Create a seating and supervision area for adults.

Forgie Park

- Consider a guardrail and scenic lookout to view McDougall Museum and the swinging bridge.
- Consider a skate spot here.

Oddfellows Park

- Designate this park as a dog run or declare it as surplus;
- Remove existing baseball backstop.

Stewart Park

- Public access to Stewart Park by means of a local trail from the future Woodridge Park development should be preserved. The Town should purchase the land or negotiate a right-of-way with the property owner (the Presbyterian Church);
- This park has considerable potential for recreational development, and is located in an area that has very few public parks.

Fortington Park

- Add picnic tables to encourage interaction between children and parents;
- The park topography depicts significant changes in elevation which presents ideal tobogganing conditions;
- Some lampposts are damaged and in need of repair.

Knights of Columbus Park

- Views towards Veteran's Memorial Boulevard are unappealing. A vegetation screen along the fence which separates the park from the road would significantly improve the aesthetics of the site.

Howard K. Haramis Park

- Creation of a visual barrier (e.g. a berm or vegetation area) between the park/tourist centre and O'Brien Road.
- Additional seating is needed

Horton Heights Park

- Update playground equipment and ensure that it conforms to CSA standards;
- Provide playground equipment for children under the age of 6;
- Create more shaded areas/ plant new trees;
- Integrate more seating to improve supervision.

Lowe Square Park

- Park benches are needed

6.2 Culture and recreation facilities

The consultants' analysis leads to the following highlights and conclusions about Renfrew's recreation and culture facilities:

- The Ma-Te-Way Activity Centre Arena and Ma-Te-Way Activity Centre Hall are the recreation facilities visited most often by Town residents.
- Existing demand for a new indoor pool in Renfrew is clear and compelling. A broad cross section of community stakeholders and over three quarters of the Town's residents support the idea of a new indoor pool for the Town. A suitably designed aquatic facility would respond to the needs of all residents, regardless of age or level of ability.
- A majority of Town residents support a minimum 1% tax increase to help pay for a new recreation facility, with a new indoor pool being the preferred facility.
- The Ma-Te-Way Arena is well used and accommodates much, but not all, of the demand from Renfrew residents and area ice user groups. The consultants believe the demand for additional ice time is much the same as it was five years ago and is unlikely to grow in the next ten years. That demand is mainly from the 800 existing arena users (about 430 are Town of Renfrew residents) for more ice time and better tournament hosting capacity. Some of the demand is from competitive minor hockey programs like the Upper Ottawa Valley Aces AA and the Ottawa Valley Titans, which have few players from the Town of Renfrew but are seeking more ice time or better time slots. There is no formal Town policy governing the allocation of ice time at the existing Ma-Te-Way arena.
- The Town faces a particular challenge in sustaining the operation of the Renfrew Recreation Centre. Its central location is appealing to many residents and user groups, yet the high cost of operating the building, the centre's modest use and its poor condition are a strong incentive to consider other options than the status quo.

- Use of the Ma-Te-Way Community Hall is modest, on average 18 hours a week.
- Renfrew's community leaders and local groups have a solid track record in fundraising to develop or improve local recreation facilities. It is likely that this engagement would play an important role in the development of any large capital project in the future.
- The relationship between the Town and the Renfrew Historical and Museum Society for the operation of the McDougall Mill Museum is unclear.
- The consultants are unaware of any technical assessment (building condition, structural integrity, mechanical and HVAC) having been completed of the Town's recreation and culture buildings in the last ten years, including the McDougall Mill Museum.

Recommendation #16

Reaffirm Ma-Te-Way Park as the preferred site for future major recreation facilities

A commitment was made in the late 1980's to develop Ma-Te-Way Park as the Town's recreation hub, where all major indoor and outdoor amenities would be located. The benefits of maintaining that commitment are even more evident today. The expansion of the Ma-Te-Way Activity Centre would be much more effective in increasing participation and achieving operating efficiencies, as compared to maintaining or developing Town recreation facilities in other locations.

Recommendation #17

Develop a modest but attractive indoor pool at the Ma-Te-Way Activity Centre

A new indoor pool should be Renfrew's highest priority future recreation facility. A large majority (78%) of the respondents in the 2009 public survey favoured investing in an indoor swimming pool. Almost 76% of respondents to the 1985 public survey said the same thing. The importance placed on an indoor pool is consistent across all demographic sub groups. Recreational swimming, swim lessons, rehab/ therapy and fitness are the most important types of aquatic opportunities desired by residents. A new indoor pool would likely be used by half of Renfrew's 3,700 households, and accommodate up to 70,000 uses annually. The pool design should be conceived to provide a wide range of aquatic experiences within a limited space. One half of the pool 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, aqua fit classes and public swims. The advantage of combining limited lane swimming with the leisure and teaching facilities allows a single pool to accommodate a wider range of aquatic uses, including skill development, recreational swimming, therapy and fitness.

Based on technical advice from *MacLennan Jaunkalns Miller Architects* (Toronto), the consultants estimate the 2010 construction cost for a modest indoor pool at the Ma-Te-Way Activity Centre at about \$7M. Cost estimates are approximate and should be verified by a cost

consultant should the Town decide to proceed with the project. The following assumptions were used by the consultants to determine the capital cost estimate:

- The total floor area for the new facility would be about 21,000 square feet.
- About 15,000 square feet for the pool (3,600 square feet), deck (3,600 square feet) and change rooms are estimated at \$330 per square foot (\$4,950,000). It should be noted that the large storage room off the existing Ma-Te-Way arena was designed as the future pool change room area and use of that existing space would reduce the footprint of the new pool building.
- The 3,000 square foot lobby, administration, service and entry area is estimated at \$250 per square foot (\$750,000). Part of the existing lobby for the Ma-Te-Way Activity Centre would be usable for a new indoor pool and thereby reduces the space required for this purpose.
- A 3,000 square foot basement for pool mechanical and air handling systems is estimated at \$150 per square foot (\$450,000).
- A design contingency (10%) and overhead contingency (5%) are included in this cost estimate.
- This estimate does not include soft costs, furniture/ fixtures/ equipment (FFE), consultant fees, permits, HST or extra costs for special site conditions.

The annual net operating cost of this type of indoor pool is typically in the range of \$150,000, however the actual cost for Renfrew's new pool would be determined through a more detailed programming and business plan.

Recommendation #18

Develop a second ice surface at the Ma-Te-Way Activity Centre

Building a second ice surface at the Ma-Te-Way Activity Centre would provide several benefits. A twin pad arena would enhance the Town's capacity to host larger tournaments, generating tourism dollars. The amount of ice available for Renfrew minor hockey could be increased to a level comparable to other nearby communities. And a twin pad arena would offer a more efficient and cost effective operation, as compared to a single ice surface. The greatest opportunity presented by a second ice surface would be its anticipated operating surplus, which would help to offset the net annual operating cost for the Ma-Te-Way activity Centre.

The biggest challenge in developing a second ice surface within the next ten years would be the Town's ability to pay its share of the capital cost, in addition to the cost of building the new indoor pool. The consultants estimate a 2010 construction cost of between \$200 and \$225 per square foot for the second ice surface (the Town of Caledon is completing a similar project for just under \$200 per square foot). The 28,000 square foot building with an indoor walking track, described in the Second Ice Pad Committee's recent business plan, would probably cost between \$5.6M and \$6.3M to build. The best case scenario – having access to a future infrastructure grant from the federal and provincial governments and successful community fundraising - could still require a Town contribution of up to \$2M. Given that Renfrew's

property tax base is unlikely to grow in the next decade and other capital projects are being planned, the Town's financial capacity is limited. The development of the second ice surface could be advanced to coincide with the new indoor pool in a best case scenario, if a successful community fundraising campaign and infrastructure grants from the provincial and federal governments minimize the capital investment required from the Town.

Recommendation #19

Adopt a Town policy for the allocation of ice at the Ma-Te-Way Arena

The absence of a formal Town policy governing the allocation of ice time makes it difficult to consider such factors as a user group's increasing or declining membership (including the emergence of new user groups), the proportion of a user group's members who are Town residents or the priority that minor groups are given for ice time relative to adults.

Recommendation #20

Explore alternative options for the Renfrew Recreation Centre

Several options exist which could reduce the Town's operating subsidy for the Renfrew Recreation Centre and help avoid major building repair costs in coming years. But the community groups who rent space at the Centre, along with other users, must be consulted. The success of this effort will depend on actively communicating with users and ensuring their needs are met under an alternative scenario. While there may be many benefits to looking at alternatives to the current Recreation Centre operation, it is equally clear that any concerns of current user groups (about alternative scenarios) should be addressed.

The first option would be for the Town to dispose of the facility, relocating existing programs and user groups. Some of these uses could be moved to the Ma-Te-Way Activity Centre, which has capacity for much more use. Other programs could continue to be available near the Town centre through a facility like the Wing or the Legion, both of which have capacity and modest rental costs. Proceeds from the disposal of the Recreation Centre could be added to the Town's reserve fund for new recreation facilities. The \$158,000 that the Town currently spends each year to subsidize the Recreation Centre would be available to invest in other indoor recreation opportunities. It would be important to verify any conditions regarding disposal of the building which may have been included in its transfer to the Town by the Stewart family, as well as conditions on the use of the remaining \$75,000 trust fund.

Closing the facility would generate the greatest savings, but alternative solutions are available to reduce the Town's costs. A second option would be to find a suitable community organization (or a consortium of organizations) with the desire and capacity to take over the operation of a repurposed centre, perhaps with a focus on senior adults, youth or the arts. In this case some of the programs currently available at the Recreation Centre might remain there (although possibly having to pay higher user fees) and others could be relocated to the Ma-Te-Way Activity Centre.

A third option would be for the Town to retain the current operation and introduce higher rental fees as a way of reducing the facility's net operating costs. This option is not recommended by the consultants, as it would have the smallest financial impact and not address the Town's significant financial obligation for the Recreation Centre's future repair costs.

Recommendation #21

Undertake a technical assessment of recreation buildings

All of the Town's recreation buildings should be inspected from time to time to assess the integrity of the structure, building envelope, mechanical and electrical systems. The Occupational Health and Safety Act requires an employer to ensure that a roof "is capable of supporting all loads to which it may be subjected without causing the materials therein to be stressed beyond the allowable unit stresses established under the Building Code Act" [s. 25(1)(e)]. The Occupational Health & Safety Act, section 9 (23) further requires that "all physical conditions of each building be inspected for safety at least once a month". Ultimately, it is up to every building owner to have a structural assessment completed and based upon this assessment, follow through on any remedial action recommended by a professional engineer.

Recommendation #22

Improve accessibility of recreation facilities and parks

Town staff should review Provincial legislation governing accessibility of facilities, such as the Accessibility for Ontarians with a Disability Act (2005), to ensure that the Town's facilities and open spaces comply with current requirements.

6.3 Culture and recreation programs

The consultants have identified the following highlights and conclusions about Renfrew's recreation and culture programs:

- A wide variety of recreation programs are available for children and adults, but opportunities for youth and older adults are inadequate.
- Volunteers are the backbone of parks, recreation and culture programs in Renfrew today, providing the majority of opportunities available to residents and visitors.
- The Town's Community Leisure Guide includes a Community Contact list with phone numbers for local groups, but little information about the programs offered by these groups. The Town website has information about Town programs and facilities, but no information relating to community groups and the programs they offer.

- Adult volleyball and basketball programs currently offered by Town staff are organized in most other communities by volunteers, as is the case for adult hockey, soccer and badminton in Renfrew.
- Renfrew residents have access to a wide variety of recreation, sport and cultural programs available through school facilities. The reciprocal agreements between the Town and two School Boards have benefitted many Renfrew residents and groups by facilitating access to school gyms, libraries and sports fields. But formal agreements established many years ago have lapsed.
- The Historical and Museum Society is facing some critical challenges in continuing the operation of the McDougall Mill Museum, which warrant the Town's immediate attention. As a central element of the "Significant built heritage and cultural heritage landscapes" defined in the Town's Official Plan, the operation of this impressive building should be actively supported by Town staff and elected officials.

Recommendation #23

Increase physical activity among Town residents, in particular children and youth

New high quality, appealing opportunities are needed to get residents more physically active. The Town's collaboration with initiatives like KidActive and PAN (Physical Activity Network) Renfrew County should be expanded. The Town should play a leadership role by promoting the benefits of physical activity and encouraging community groups to offer more opportunities for physical activity.

Recommendation #24

Increase promotion of recreation opportunities offered by community groups

Town staff and elected officials should actively help community groups promote their programs. Use of local papers, an expanded Leisure Guide and a more dynamic Town website would have the greatest reach. Town promotions should include a description of the programs and services offered by community groups.

Recommendation #25

Coordinate special events

Town staff should coordinate the scheduling of community special events, to help avoid scheduling conflicts and to share information among event planners. The Town should also assist with their promotion through such means as an event calendar.

Recommendation #26***Increase the recreational use of Ma-Te-Way Community Hall***

More and better use of the Ma-Te-Way Community Hall is warranted. The hall could accommodate more use and over half of the current use is for non-recreational activities, such as private rentals. Licensed events where the bar is operated by volunteers are a source of fundraising today. Yet active recreation opportunities, whether provided directly by the Town or through user groups, should have highest priority access to this hall. A better balance is desirable, in line with the service objectives.

Recommendation #27***Enhance recreation opportunities for older adults***

The Town should facilitate the development of new programs for older adults, by providing some programs directly and by supporting Seniors Clubs or other community groups who introduce new opportunities aimed at older adults.

Recommendation #28***Enhance recreational opportunities for youth***

The Town should facilitate the development of new programs and services for youth. A youth advisory group should be established to work with Town officials in planning new opportunities. Community stakeholders proposed ideas like offering more cost effective gym memberships for youth, increased opportunities in arts and culture and use of social networking.

Recommendation #29***Increase the use of Town spaces to display art***

The Town should work with the arts community to expand the number of public buildings used to display art, in particular the works of local artists.

Recommendation #30***Enhance public skating opportunities***

Fewer public skating sessions should be pre-empted by tournaments and special events being held at the arena. Promotion of public skating should be expanded and more “free skating” sponsorships sought. The Town should continue with its practice of supporting local outdoor skating rinks.

6.4 Financing, management and staff strategies

Recommendation #31***Mandate the Parks and Recreation Committee to oversee implementation of the Master Plan***

Renfrew's Parks and Recreation Committee should play a central role in overseeing the implementation of the master plan, and submit an annual written report to Town Council on the results achieved.

Recommendation #32***Initiate a community fundraising campaign for expansion of the Ma-Te-Way Activity Centre***

Both the Ma-Te-Way Aquatic Centre Committee and the Second Ice Pad Committee have indicated their willingness to lead a capital fundraising campaign for the expansion of the Ma-Te-Way Activity Centre. Ideally these two groups would collaborate on a future campaign, in order to present a cohesive goal to the community and give the campaign a clear focus. With a strong endorsement (and challenge) from Town Council, the current leadership of these two groups offers the greatest opportunity to make this project a reality. This fundraising partnership should begin immediately so that the Town of Renfrew can be fully prepared if and when capital (infrastructure) grants are announced and the two projects can be considered together.

Other community organizations and service clubs in Renfrew have offered to be part of the capital fundraising effort, including Groves Park Lodge, Renfrew Amateur Wrestling Club, arena user groups like Renfrew Minor Hockey and Renfrew Collegiate Institute. The Town of Renfrew should also pursue partnerships with area municipalities, school boards and other public institutions that might be willing to contribute to the capital and/ or operating costs of new recreation facilities.

Recommendation #33***Implement a 1% property tax increase to develop indoor recreation facilities***

Town Council should increase its financial commitment to the development of new indoor recreation facilities. The Town created the Recreation Major Capital reserve fund for this purpose several years ago and has made annual contributions of \$50,000 since 2006, giving the reserve a balance of \$200,000 at the end of 2009. An additional \$50,000 should be committed to this reserve annually, representing about a one percent property tax increase. The resulting annual contribution of \$100,000 from the Town would add to the project's momentum. Residents have expressed their willingness to contribute to new recreation facilities through a modest tax increase (with an indoor pool being the most desired facility).

Recommendation #34***Solicit infrastructure grants from the federal and provincial governments***

At the moment, there are no funds or grant programs available from the provincial and federal governments for large recreation projects. In the likely event that new programs are announced

within the next five years, Renfrew would be well positioned to receive an infrastructure grant. Up to two thirds of the capital cost of new facilities could be covered, if terms for future grant programs remain the same as in previous years. The results of this master plan (in particular the public survey) clearly substantiate the need for a new indoor pool within the next five years. Advancing the development of the second ice surface would strengthen the business case for the new facility, by reducing the net operating cost of the Ma-Te-Way Activity Centre. Having a successful fundraising campaign underway and growing Town reserve funds for new indoor recreation facilities would further validate the project. Town officials should discuss the project regularly with area MP's and MPP's, as well as with relevant Cabinet ministers in the provincial and federal governments.

Recommendation #35

Expand fee assistance to low income children and youth

There are between 350 and 400 children and youth living in low income households in Renfrew. A small number receive financial support to participate in sport and recreation, through the KidSport and JumpStart programs. More opportunities are needed for these children and youth to participate in recreation, sport, art and physical activity. The Town should explore various options to ensure that the cost of Town programs or programs provided by community groups is not a barrier for low income participants. For example, Town staff could allocate a few spaces in camps and other programs and encourage community organizations to do the same. A national resource entitled *Everybody gets to play* was developed by the Canadian Parks and recreation Association to assist recreation practitioners and volunteers to provide accessible recreation opportunities; for more information, go to: <http://www.cpra.ca/EN/main.php?action=cms.initEgtp>

Recommendation #36

Rationalize recreation user fees

The hourly rates charged for ice time at the Ma-Te-Way arena are significantly different than in most neighboring communities. The rate charged to minor sports groups is 8.4% lower (\$7.39) than the average of all arenas in the area. The rate charged to adult user groups is 21.6% higher (\$28.04) than the average of all arenas in the area.

Rental rates for the Ma-Te-Way Community hall are relatively consistent with the area market, while the rental rates for programming and other events held at the Renfrew Recreation Centre Auditorium/ Gymnasium are significantly lower than those for the Ma-Te-Way Community Hall and are well below the area market.

All of the Town's user fees and facility rental rates should be determined using common criteria, including the extent to which children and youth are subsidized and whether area market rates should be used as the benchmark.

Recommendation #37
Renew and expand municipal partnerships

Renfrew's practice of welcoming non-residents into the Town's recreation facilities and programs results in increased participation and more cost-effective facility operations. Access to Renfrew's recreation services by non-residents is facilitated by the agreements established with nearby municipalities.

Recreation agreements with Horton Township, the Township of Admaston- Bromley, McNabb-Braeside Township and the Town of Arnprior expire at the end of 2010. All agreements are likely to be renewed, with some fine tuning of the text being requested. Renfrew should seek to expand these agreements where there is a mutual desire to do so, as with Horton Township.

A renewed agreement with the Township of Greater Madawaska should be established, even though it would differ from other agreements by excluding adults. The process of charging and reimbursing individual non-resident fees is cumbersome to all involved.

The greatest opportunity for collaboration among area municipalities is the recreational trail system which connects this portion of the Ottawa Valley. Renfrew County would be a willing partner in this collaborative effort, while it develops an active transportation strategy. Greatest opportunities are improving the connectivity of area trails, improving signage and raising public awareness of the trail system.

Recommendation #38
Renew reciprocal agreements with School Boards

Agreements with both the Renfrew County Catholic District School Board and Renfrew County Board of Education have lapsed and should be renewed.

Recommendation #39
Establish a formal agreement for the operation of McDougall Mill Museum

The relationship between the Town and the Historical and Museum Society for the operation of the McDougall Mill Museum should be formalized, defining the responsibilities of each party. The Renfrew Historical and Museum Society should report annually to Town Council to present museum results for the year and discuss any issues with Town Council. The Town should install a climate control system at the McDougall Mill Museum for the long term protection of its collection. Town staff and museum volunteers should work with the Ottawa Valley Tourist Association to promote the historical significance of Renfrew and the McDougall Mill museum.

Recommendation #40***Commit more Town resources to volunteers and community groups***

The role of Town staff should gradually evolve from direct programming to that of enabling community groups to provide more services. The Town should provide support and advice to community groups facing organizational or other challenges, including assisting new groups to get started. Town support for the recruitment, training and recognition of volunteers would be a good investment. The stronger and more capable Renfrew's volunteer sector, the better will be the programs and services offered to residents.

Gradually reorienting the role of Town staff to more of a 'community development' model would have many positive outcomes. This would mean that in the future, greater priority would be given by Town staff to supporting community groups, as compared to offering Town programs directly to residents. A good example of community development was the first meeting hosted with sports field users in the spring of 2009, an initiative by Town staff which was greatly appreciated. Town staff should actively support community groups in the recruitment and training of volunteers, and along with Town elected officials, should formally (and frequently) recognize volunteer efforts.

Recommendation #41***Update staff positions in the Recreation Department***

The Renfrew Recreation Department's staffing level is roughly comparable to those in Arnprior, Carleton Place and Perth. Although no new staff positions are recommended, some realignment of the existing nine full time positions is warranted: the Program Developer position should be expanded to include working with community groups (as less time is spent on programming in the future); the Administrative Secretary position could assume more responsibility for communication and promotion. The recent elimination of the Facility Manager position (following a lengthy vacancy) leaves the Recreation Department with less capacity and expertise to oversee maintenance and repair activities. Job descriptions should be prepared for each full-time position in the Recreation Department.

Recommendation #42***Enhance management information systems***

At the moment, the number of uses of Renfrew's indoor and outdoor recreation spaces can only be estimated. Establishing a reliable report on the use of various facilities would provide many benefits, from identifying growth patterns to more accurate cost analysis. More and better use of technology would help in the planning, management and reporting of Recreation Department services.

6.5 Service Objectives addressed by the recommendations

Figure Seventeen provides a summary of which Service Objectives will be advanced by each recommendation. The chart refers to Service Objectives by number, as follows:

1. Foster and promote physical activity and overall well-being
2. Develop and enhance facilities which maximize participation
3. Expand/ strengthen existing partnerships and explore new partnerships
4. Operate the Recreation Department within available resources
5. Enhance opportunities for youth and senior adults
6. Foster a strong sense of identity and community pride
7. Communicate and promote services
8. Enhance volunteer recruitment, training and recognition
9. Enhance beautification of parks and open space
10. Encourage and promote arts and culture
11. Support local groups
12. Promote Special Events and celebrations

Figure Seventeen
Service Objectives Achieved by each Recommendation

		SERVICE OBJECTIVE											
	RECOMMENDATION	1	2	3	4	5	6	7	8	9	10	11	12
1	<i>Adopt the new Vision, Mission Statement and Service Objectives</i>	X	X	X	X	X	X	X	X	X	X	X	X
Parks, Trails and Open Space													
2	<i>Collect cash-in-lieu-of-parkland as a priority over additional parkland</i>		X		X	X				X			
3	<i>Acquire park land to develop new neighbourhood parks</i>	X	X			X							
4	<i>Acquire pedestrian links and trails as part of future developments</i>	X	X			X							
5	<i>Enhance trail network serving eastern portion of the Ottawa Valley</i>	X	X	X		X	X	X				X	
6	<i>Preserve and expand waterfront green space along Bonnechere River</i>	X	X			X	X			X			
7	<i>Dispose of unused and unsuitable green spaces</i>		X		X	X							
8	<i>Redevelop existing neighbourhood parks</i>	X	X		X	X				X			
9	<i>Develop a skateboard park or skate spot</i>	X	X	X		X						X	
10	<i>Protect natural heritage features, built heritage and cultural heritage landscapes</i>			X			X			X	X		
11	<i>Maintain current standard of park</i>				X					X			

	<i>maintenance</i>												
12	<i>Enhance Town beautification</i>			X			X			X		X	X
13	<i>Replace old playground equipment</i>	X	X			X							
14	<i>Rationalize responsibility for park maintenance</i>				X					X			
15	<i>Undertake site specific improvements in Town parks</i>	X	X			X				X			
Culture and Recreation Facilities													
16	<i>Reaffirm Ma-Te-Way Park as preferred site for future facilities</i>	X	X		X	X							X
17	<i>Develop an indoor pool at the Ma-Te-Way Activity Centre</i>	X	X	X		X	X					X	X
18	<i>Develop a second ice surface at the Ma-Te-Way Activity Centre</i>	X		X			X					X	
19	<i>Adopt a Town policy for the allocation of ice at Ma-Te-Way Arena</i>				X							X	
20	<i>Explore alternative options for the Renfrew Recreation Centre</i>			X	X	X						X	
21	<i>Undertake a technical assessment of recreation buildings</i>				X								
22	<i>Improve accessibility of recreation facilities and parks</i>	X	X			X						X	
Culture and Recreation Programs													
23	<i>Increase physical activity among Town residents, in particular children and youth</i>	X				X	X	X				X	
24	<i>Increase promotion of recreation opportunities offered by community groups</i>	X		X		X		X			X	X	
25	<i>Coordinate special events</i>	X		X		X	X	X			X	X	X
26	<i>Increase the recreational use of Ma-Te-Way Community Hall</i>	X	X			X							
27	<i>Enhance recreation opportunities for older adults</i>	X		X		X		X			X	X	
28	<i>Enhance recreational opportunities for youth</i>	X		X		X		X			X	X	
29	<i>Increase the use of Town spaces to display art</i>			X			X	X		X	X	X	X
30	<i>Enhance public skating opportunities</i>	X				X		X					
Financing, Management and Staffing Strategies													
31	<i>Mandate the Parks and Recreation Committee to oversee implementation of the Master Plan</i>	X	X	X	X	X	X	X	X	X	X	X	X
32	<i>Initiate a community fundraising campaign for expansion of the Ma-Te-Way Activity Centre</i>	X	X	X		X	X	X	X			X	
33	<i>Implement a 1% property tax increase to develop indoor recreation facilities</i>	X	X		X	X							
34	<i>Solicit infrastructure grants from the federal</i>	X	X	X	X	X							

	<i>and provincial governments</i>												
35	<i>Expand fee assistance to low income children and youth</i>	X		X	X	X		X			X		
36	<i>Rationalize recreation user fees</i>				X								
37	<i>Renew and expand municipal partnerships</i>	X	X	X	X	X							
38	<i>Renew reciprocal agreements with School Boards</i>	X	X	X	X	X						X	
39	<i>Establish a formal agreement for the operation of McDougall Mill Museum</i>			X		X	X		X		X	X	
40	<i>Commit more Town resources to volunteers and community groups</i>	X	X	X	X	X	X		X		X	X	
41	<i>Update staff positions in the Recreation Department</i>	X		X	X				X			X	
42	<i>Enhance management information systems</i>		X		X				X				

6. Implementation Plan

Figure Eighteen summarizes the recommendations and assigns a relative priority, timeline and level of tax support likely required for each one. The Lead Responsibility is also identified for each recommendation, along with appropriate comments which relate to the Master Plan analysis and conclusions.

Definition of terms for the Implementation Plan:

- **Highest priority** recommendations are those most critical to the long term success of parks, recreation and culture services in Renfrew. Implementing these recommendations may be a pre-requisite in order for other recommendations to be considered.
- **High priority** recommendations relate to increased service levels and generally will achieve the greatest amount of public good.
- **Moderate and Low** priority recommendations are less critical to future success.
- **Immediate timeline** indicates recommendations that should receive attention as soon as the report is received and endorsed. Some may be accomplished within a few months while others will take longer, but these recommendations should be the initial focus of Town elected officials, staff and volunteers.
- **Short term** timeline applies to recommendations that should be addressed within the first three years of the Master Plan, by the year 2013.
- **Midterm** recommendations should be addressed between 2014 and 2016 (years four through six of the Master Plan)
- **Long term** recommendations are for consideration between 2017 and 2020, although some of these may not be fully implemented by year ten of the Master Plan.

- **Minimal tax support** indicates that these recommendations can likely be achieved within the existing funding levels for parks, recreation and culture in Renfrew.
- **Moderate tax support** is indicated where the consultants estimate the capital cost or annual operating cost is under \$50,000 (which in Renfrew's case, represents approximately a 1% increase in property taxes).
- **Major tax support** is indicated where the cost of implementation is estimated at more than \$50,000.

**Figure Eighteen
Implementation Plan**

RECOMMENDATION	Priority	Timeline	Lead Responsibility	Tax Support Required	Comments
1. Adopt the new Vision, Mission Statement and Service Objectives	Highest	Immediate	Town Council	Minimal	Approval of this strategic framework will help set future priorities
Parks, Trails and Open Space					
2. Collect cash-in-lieu-of-parkland as a priority over additional parkland	Highest	Short term	Recreation Department	Minimal	Cash in lieu should be used to improve the condition of existing parks
3. Acquire park land to develop new neighbourhood parks	Low	Long term	Recreation Department	Minimal	Only if residential development occurs more than 400 metres from existing parks
4. Acquire pedestrian links and trails as part of future developments	High	Mid term	Recreation Department	Minimal	Create links between key parks, and between parks and other Town amenities
5. Enhance trail network serving eastern portion of the Ottawa Valley	High	Mid term	Recreation Department	Moderate	Collaborate with Renfrew County and the five area municipalities
6. Preserve and expand waterfront green space along Bonnechere River	High	Long term	Recreation Department & Development and Works	Moderate	One example is acquiring the land which rests between McConnell Park and the Millennium Trail
7. Dispose of unused and unsuitable green spaces	Low	Short term	Finance Dept	Minimal	Proceeds used to improve the condition of existing parks
8. Redevelop existing neighbourhood parks	Moderate	Long term	Recreation Department	Major	More active opportunities for residents of all ages

9. Develop a skateboard park or skate spot	Highest	Immediate	Recreation Department	Moderate	Engage youth and stakeholders in planning this facility
10. Protect natural heritage features, built heritage and cultural heritage landscapes	High	Long term	Development and Works Dept	Minimal	McDougall Mill Museum and the swinging bridge should be a priority
11. Maintain current standard of park maintenance	Moderate	Immediate	Recreation Department	Minimal	Enhance Town expertise in arboriculture and turf management
12. Enhance Town beautification	Highest	Immediate	Recreation Department, Development and Works Dept	Minimal	<i>Communities in Bloom</i> and <i>Main Street Ontario</i> programs, enhance Town main entrances
13. Replace old playground equipment	High	Mid term	Recreation Department	Major	Continue replacing equipment according to the priority list
14. Rationalize responsibility for park maintenance	Low	Short term	Recreation Department, Development and Works Dept	Minimal	Evaluate operating efficiencies and effectiveness of liaison with park users
15. Undertake site specific improvements in Town parks	Moderate	Long term	Recreation Department	Major	Town staff and landscape architect to work with resident groups for each site
Culture and Recreation Facilities					
16. Reaffirm Ma-Te-Way Park as preferred site for future facilities	Highest	Immediate	Town Council	Minimal	All future major indoor and outdoor amenities should be located at Ma-Te-Way
17. Develop an indoor pool at the Ma-Te-Way Activity Centre	Highest	Mid term	Recreation Department	Major	Renfrew's highest priority future recreation facility
18. Develop a second ice surface at the Ma-Te-Way Activity Centre	High	Mid term	Recreation Department	Major	Timing is dependent on capital grants and other funding sources to cover construction
19. Adopt a Town policy for the allocation of ice at Ma-Te-Way Arena	High	Immediate	Recreation Department	Minimal	Reference policies in comparable communities like Carleton Place/ Perth
20. Explore alternative options for	Highest	Immediate	Recreation Department	Minimal	Ultimate goal is to reduce operating

the Renfrew Recreation Centre			and Recreation Committee		subsidy and avoid future major repairs
21. Undertake a technical assessment of recreation buildings	High for MAC Moderate for others	Immediate for MAC Short term for others	Recreation Department	Moderate	Assess the integrity of the structure, building envelope, mechanical and electrical systems
22. Improve accessibility of recreation facilities and parks	High	Long term	Recreation Department	Moderate	Compliance with Accessibility for Ontarians with a Disability Act (2005)
Culture and Recreation Programs					
23. Increase physical activity among Town residents, in particular children and youth	Highest	Immediate	Recreation Department	Moderate	Introduce high quality, appealing programs; promote the benefits of physical activity
24. Increase promotion of recreation opportunities offered by community groups	Highest	Immediate	Recreation Department	Minimal	Use local media, expand Leisure Guide and enhance information on Town website
25. Coordinate special events	Highest	Short term	Recreation Department	Minimal	Host annual meeting, increase Town promotion of events
26. Increase the recreational use of Ma-Te-Way Community Hall	High	Mid term	Recreation Department and Recreation Committee	Minimal	Focus should be on active recreation opportunities, provided by the Town or community groups
27. Enhance recreation opportunities for older adults	Highest	Mid term	Recreation Department/ community groups	Moderate	Work with existing clubs and public health agencies
28. Enhance recreational opportunities for youth	Highest	Immediate	Recreation Department/ community groups	Moderate	Establish a youth advisory mechanism, partner with high school
29. Increase the use of Town spaces to display art	Moderate	Immediate	Town Clerk	Minimal	Collaborate with area artists, priority on high traffic buildings
30. Enhance public skating opportunities	Moderate	Short term	Recreation Department	Minimal	Parks and Recreation Committee report
Financing, Management and Staffing Strategies					
31. Mandate the Parks and Recreation Committee to oversee	Highest	Immediate	Town Council	Minimal	Annual written report to Council on outcomes achieved

implementation of the Master Plan					
32. Initiate a community fundraising campaign for expansion of the Ma-Te-Way Activity Centre	Highest	Short term	Town Council	Minimal	Co-chaired by MACC and the Second Ice Pad Committee, other community organizations and service clubs invited
33. Implement a 1% property tax increase to develop indoor recreation facilities	Highest	Short term	Town Council	Moderate	Annual contribution to the Recreation Major Capital reserve increased to \$100,000
34. Solicit infrastructure grants from the federal and provincial governments	High	Short term	Town Council	Minimal	Begin discussions of the project with area MP's and MPP's, relevant Cabinet Ministers
35. Expand fee assistance to low income children and youth	High	Short term	Recreation Department and Recreation Committee	Moderate	Explore various options, start with allocating a few spaces in Town camps and other programs
36. Rationalize recreation user fees	Low	Mid term	Recreation Committee	Minimal	Arena and hall rental fees are first priority
37. Renew and expand municipal partnerships	Highest	Immediate	Recreation Department	Minimal	Agreements renewed by the end of 2010
38. Renew reciprocal agreements with School Boards	Highest	Immediate	Recreation Department	Minimal	Model agreements available from Parks & Recreation Ontario
39. Establish a formal agreement for the operation of McDougall Mill Museum	Highest	Immediate	Development and Works Dept (??)	Minimal	Define responsibilities for the Town and the Historical/ Museum Society, annual report to Council
40. Commit more Town resources to volunteers and community groups	Highest	Short term	Recreation Department	Moderate	Redefine responsibilities of the vacant Program Developer position
41. Update staff positions in the Recreation Department	High	Immediate	Recreation Department	Minimal	Prepare job descriptions, assess impact of eliminating Facility Manager position
42. Enhance management information systems	High	Short term	Recreation Department	Moderate	Document use of various Town facilities as first priority

