

Local Efficiency Group (LEG)

2020 SERVICE DELIVERY REVIEW

Townships of Admaston/Bromley, Greater Madawaska, Horton, McNab/Braeside and Whitewater Region
Towns of Arnprior and Renfrew



Supplemental Report D - November 2020



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1 Parks and Recreation Services – Cluster D

1.1 Cluster Scope and Profile

Cluster D includes services relating to Parks and Recreation provided by the Local Efficiency Group. (LEG) Parks include the design, development, maintenance and operation of municipally owned parks which include parks, open space, trails and landscaping as well as outdoor recreation facilities including sports fields, ball diamonds, playgrounds, play courts, splash pads etc. Generally, if a municipality has parks, they fall under the responsibility of the Parks and Recreation Department, or the Public Works Department.

Recreation services consist of the facilities, programs and services offered within public recreation spaces including arenas, pools and community centres. Programming can include drop in style use (public skating, public swimming), registered programming (swimming lessons, fitness lessons etc.) and providing space for local groups to rent (hockey, soccer etc.) The responsibility for recreation typically falls either under the Parks and Recreation Department. Some municipalities provide programs directly, while others rely on third parties and agreements with neighbouring municipalities. Provision of recreation also involves coordination, planning and facilitation of community events.

Parks and Recreation services are essential. As evidenced by their increased use during the recent COVID-19, pandemic parks and trails are critical for the physical and mental health of LEG residents. They provide opportunities to participate in physical activities, offer opportunities for safe social interaction, nature appreciation and stress relieving benefits. They also hold a number of benefits for the environment including stormwater capture, air and water filtration, carbon sequestration and microclimatic balancing.

Both Parks and Recreation come with opportunities and challenges related to staffing and resources. A review of Cluster D will identify similarities and differences in parks and recreation services within LEG and will focus on opportunities to share services.

Not every municipality within LEG has the same facilities and programs, but there are services which should be highlighted based on discussion and feedback received during consultation relating priorities for the municipalities with regard for selling, buying and sharing services. These highlighted services will be analyzed more closely for each municipality. They are listed below:

- Service 1 - Recreational Programming;
- Service 2 - Major Facilities / Community Centres;
- Service 3 – Parks; and,
- Service 4 – Trails.

These service areas are explored in further detail throughout the “as-is” and “as should be” sections as well as for the greater LEG group.

1.2 Performance Efficiency Review Lenses

There are several measures of success for Parks and Recreation service delivery. Financial considerations are just one component of a department that provides less tangible services and assets to a community. There are also questions of utilization, operational requirements, and how accessible they are to the community at large.

The following are key performance indicators for Parks and Recreation services:

1. Customer Feedback / Satisfaction - How happy is the community with what they are being provided? Are there any complaints or requests for improved services or facilities?
2. Facility / Program Usage - How well is everything being used? Are they under or over-utilized?
3. Financial Performance - Are things running smoothly? Are there certain areas where budgets are constrained?
4. Engagement with Business Community - Are local businesses consulted and collaborated with? Are sponsorships available? Are there agreements with local businesses for use of their facilities?
5. Growth - Are new programs being added, are improvements being made to facilities, are new facilities being built?
6. Accessibility - Are facilities accessible to everyone within the community?

1.3 “As-Is” Current State & “As-Should-Be” Recommendations - Individual Municipalities

1.3.1 Township of Admaston/Bromley

The Township of Admaston/Bromley has limited Parks and Recreation services. Programming is provided by others, facilities are owned by others and managed by the Township, there are only County managed trails, and they employ no Parks and Recreation staff.

1.3.1.1 Service 1 Recreational Programming - “As-Is”

Service Description

Recreational programming is available to residents of Admaston/Bromley, however it is provided by others. The Admaston Recreation Committee (ARC), the Douglas Recreation Committee, the Town of Renfrew, the Township of Whitewater Region and the Township of Bonnechere Valley provide residents with recreational programming throughout the year. The programs are outlined in the table below:

| Admaston Recreation Committee (ARC) | Douglas Recreation Committee | Town of Renfrew Recreation Program | Township of Bonnechere Valley |
|---|--|--|--|
| <ul style="list-style-type: none"> • soccer • outdoor skating • + more | <ul style="list-style-type: none"> • minor fastball • youth hockey • mixed volleyball • adult baseball league • outdoor skating | <ul style="list-style-type: none"> • minor hockey • fitness classes, circuit training • gymnastics, kindergym • parkour • art workshops, summer camps • + more | <ul style="list-style-type: none"> • minor hockey • swimming lessons |

Service Delivery Output

Admaston/Bromley does not have any parks and recreation staff nor does it provide programming directly to its residents.

Residents can sign up for and participate in programming provided by the four other organizations described. These organizations facilitate the registration of programming.

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Utilization rates are not known as they are under the management of other parties.

Revenues, Expenses and Funding Sources

Annual fees are paid by Admaston/Bromley to the Town of Renfrew for its residents to utilize recreation programs. These fees allow all Township residents the same rights, privileges and access to recreation facilities, programs and services as the Town of Renfrew. Admaston/Bromley residents pay the 'in town' rate for facilities and programs in the Town of Renfrew.

The previous fee schedule is located in the table below:

| Admaston/Bromley | |
|------------------|-------------------------|
| Year | Amount |
| 2015 | \$21,000 |
| 2016 | \$21,500 |
| 2017 | \$22,000 |
| 2018 | \$22,500 |
| 2019 | \$23,000 |
| 2020 | **Renewal/Renegotiation |

The current agreement with the Town of Renfrew ended in 2019. Admaston/Bromley will need to re-evaluate the agreement and determine whether to renew and renegotiate the terms of the agreement.

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The Township of Admaston/Bromley has also previously entered into agreements with the Township of Bonnechere Valley for their recreational activities and programs. Admaston/Bromley submits a list of recreation users to the Township of Bonnechere Valley and Bonnechere Valley submits an invoice to provide services to Admaston/Bromley at the beginning of each year which is calculated using the previous year's statistics. The per capita cost was developed by both parties as \$100 per user. Users in turn pay the 'in town' rate for facilities and programs.

The budget information between 2015 and 2019 did not specify how much went to which agreement, they were consolidated as noted in the table below.

| Year | Amount |
|------|----------|
| 2015 | \$25,300 |
| 2016 | \$25,800 |
| 2017 | \$26,300 |
| 2018 | \$26,400 |
| 2019 | \$26,800 |

In 2020, the budget was \$23,000 for the Town of Renfrew, however the agreement has not been renewed. The budget for the Township of Bonnechere Valley for 2020 is \$2,100.

1.3.1.2 Service 1 Recreational Programming - "As-Should-Be"

The Township of Admaston/Bromley is quite small and has no dedicated staff for Parks and Recreation. The current arrangement with third party programming continues to work and the relationship makes sense as the Town of Renfrew and the Township of Bonnechere Valley are in close proximity to the Township of Admaston/Bromley.

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| | |
|-------------------|---|
| Recommendation#1. | Continue / renew the recreational programming agreement with the Town of Renfrew. |
| Recommendation#2. | Continue / renew the recreational programming agreement with the Township of Bonnechere Valley. |
| Recommendation#3. | Consider entering into a new recreational agreement with the Township of Whitewater Region. |

1.3.1.3 Service 2 Major Facilities / Community Centres - "As-Is"

Service Description

The Township of Admaston/Bromley has 3 facilities although ownership and management of the facilities varies. The details are included in the table below:

| Name of Facility | Owned by the Township | Managed by the Township |
|---|--|---|
| Admaston Recreation Complex | Recreation buildings are owned by the Township, but are located on School Board property with a lease agreement. | Admaston Recreation Committee (ARC) manages the facilities. |
| Douglas Recreation Centre (includes ball diamond, outdoor rink, beach volleyball) | The recreation building is owned by the Township, but is located on School Board | Douglas Recreation manages the facilities. |

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| Name of Facility | Owned by the Township | Managed by the Township |
|----------------------------|----------------------------------|--|
| courts) | property with a lease agreement. | |
| Barr Line Community Centre | Yes | Yes, manages rentals. ½ rented as community hall, other half rented by Victim Impact services. |
| Council Chambers | Yes | Yes |

Service Delivery Output

Residents contact the Township via phone for booking recreation spaces. Township residents do not pay a fee while non-residents pay \$40. The facilities are not heavily utilized / rented regularly. Currently there is a rental agreement in progress for their facilities but there are no existing agreements for facility rentals at this time.

Also as noted in the previous section related to programming, the Township has agreements in place with the Town of Renfrew and the Township of Bonnechere Valley to access their facilities. In addition, the Township also has an agreement in place with the Township of Whitewater Region for the use of Cobden Arena.

Revenues, Expenses and Funding Sources

The Township of Admaston/Bromley pays for its residents to enjoy the same rights, privileges and access to recreation facilities, programs and services as the Town of Renfrew and Township of Bonnechere Valley. They also pay \$2000 a year to the Township of Whitewater Region to access / utilize Cobden Arena.

Utilization rates for any of the facilities are not known at this time.

1.3.1.4 Service 2 Major Facilities / Community Centres - "As-Should-Be"

The Township of Admaston/Bromley has minor facilities. Residents have access to major facilities and community centres outside of the Township's boundaries through the existing agreements.

| | |
|-------------------|---|
| Recommendation#1. | Continue / renew agreement with the Town of Renfrew for resident use of major facilities. |
| Recommendation#2. | Continue / renew agreement with the Township of Bonnechere Valley for resident use of major facilities. |

1.3.1.5 Service 3 Parks - "As-Is"

The Township of Admaston/Bromley does not have any parkland other than lands associated with the Admaston Recreation Complex, Admaston Public School, the Douglas Recreation Complex and St. Michael's Catholic School.

The Douglas Recreation Complex property contains a baseball diamond, an outdoor rink, and beach volleyball courts.

1.3.1.6 Service 3 Parks - "As-Should-Be"

The Township does not have municipally managed parkland.

| |
|---|
| Recommendation#1. Continue relationship / agreement with Douglas Recreation Committee and School Board for use of open space related to the recreation complexes. |
|---|

1.3.1.7 Service 4 Trails - “As-Is”

Admaston/Bromley does not manage any of the trails within its municipal boundaries. There is one regional trail segment: the Kingston & Pembroke (K&P) Trail which tracks through the Township between the Township of Greater Madawaska and the Town of Renfrew. It is managed by the County of Renfrew.

1.3.1.8 Service 4 Trails - “As-Should-Be”

There are no formal municipal trails managed by the Township of Admaston/Bromley.

1.3.2 Town of Arnprior

The Town of Arnprior provides a number of Parks and Recreation services to its residents as well as to neighbouring municipalities in the form of programs, facilities and parks. In addition to the four service areas which are detailed below, it also has a municipal marina.

The organizational chart for parks and recreation staff are found within the Client Services and Operations departments and are outlined in the list below:

Client Services Department

- General Manager of Client Services;
 - Manager of Recreation;

- Customer Service Representative;
- Customer Service Representative 2 (full time);
- 4 x Customer Service Representative 1 (part time);
- Pool & Program Supervisor;
 - Recreation Program Coordinator;
 - Aquatic Instructors & Lifeguards;
 - Program Staff; and,
 - Volunteers.

Operations Department

- General Manager of Operations;
 - Public Works Supervisor;
 - Recreation Operations Supervisor;
 - Operations Supervisor;
 - Facilities Operators;
 - Parks Maintenance;
 - Janitor(s)/Custodian(s);
 - Arena Attendants;
 - Seasonal Marina staff; and,
 - Summer Students.

1.3.2.1 Service 1 Recreational Programming - “As-Is”

Service Description

The Town of Arnprior provides a number of drop in and other programs for its residents which are held at the Nick Simpson Centre. Programs provided are outlined below:

- Youth
- Swimming Lessons
- Summer Day Camps
- March Break Camps
- Pilates
- Kickboxing (Adult & Youth)
- Bootcamp
- Adult Fitness
- Little People
- Public Skating
- Public Swimming
- Shinny (Pick-up hockey / pick-up ringette --- Youth)
- Hockey School
- Ball Hockey
- Beach Volleyball
- Senior Programs
- Dragon Boat Program
- Aquatic Fitness Programs (Adults & Seniors) - 3-4 different programs
- Water Safety Instructor Training and Certification
- Rally Cap (Youth Baseball Program)
- Pickleball (Adult/Senior & Youth)

Service Delivery Output

Recreational programming including swimming lessons and summer day camps typically are at full capacity (i.e. sold out) as is the hockey school. The aquatic fitness programs are typically at near-full capacity with the Little People program also being very popular.

The Town of Arnprior has an existing joint-use agreement with the Township of McNab/Braeside allowing them to access their recreational programs through a gradual phasing in of user fees.

The Town also has an agreement with the Town of Renfrew for use of Arnprior's pool.

The Town of Arnprior employs Recreation Management Software called PerfectMind, which organizes online program registrations, facility rentals, billing, marketing, program analytics and reports. Residents go to the Town website and follow the links to create their account. The Town of Arnprior has also reorganized their programming under new categories and new cost centres including:

- Youth Lifestyle & Culture;
- Adult/Seniors Lifestyle & Culture;
- Youth Programs;
- Adult/Seniors Programs;
- New Programs; and,
- Special Events.

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Revenues, Expenses and Funding Sources

The financing information regarding recreational programs can be found in the table below for 2019 & 2020 (excluding programming out of the Nick Smith Centre:

| Year | Budget Revenue | Actual Revenue | Budget Expenses | Actual Expenses |
|------|----------------|----------------|-----------------|-----------------|
| 2019 | 152,230 | 144,365 | 356,305 | 340,634 |
| 2020 | 150,150 | - | 378,555 | - |

The following table can be found for programming found at the Nick Smith Centre:

| Year | Budget Revenue | Actual Revenue | Budget Expenses | Actual Expenses |
|------|----------------|----------------|-----------------|-----------------|
| 2019 | 1,007,732 | 1,052,669 | 750,200 | 732,613 |
| 2020 | 1,012,051 | - | 760,100 | - |

The online facility booking, rental and program registration platform entitled PerfectMind cost the Town of Arnprior \$10,000 a year with an agreement for 5 years which they are now in year three.

1.3.2.2 Service 1 Recreational Programming - "As-Should-Be"

The Town of Arnprior offers a variety of programming for its residents as well as residents from neighbouring communities.

| | |
|-------------------|---|
| Recommendation#1. | Renegotiate terms of agreement with the Town of Renfrew for use of the pool. |
| Recommendation#2. | Review and renew agreement with McNab/Braeside making sure fees are appropriate. |
| Recommendation#3. | Work with McNab/Braeside on balance of programs offered to ensure duplication of programs is avoided and synergy is occurring between the two municipalities. |
| Recommendation#4. | Conduct recreation survey in 2023 (5 years from 2018 survey) to realign community needs with programs provided. |
| Recommendation#5. | Consider group enrollment in PerfectMind or an approved substitute with LEG members. |

1.3.2.3 Service 2 Major Facilities / Community Centres - "As-Is"

Service Description

The Town of Arnprior has two major facilities. The first is The Nick Smith Centre. The Nick Smith Centre has the following associated facilities and amenities:

- 2 Arenas (A & B);
- Indoor swimming pool;
- Community Hall;
- Play Structure; and,
- Skateboard Park.

The arenas function both as ice surfaces for hockey and skating, as well as pad space when the ice is removed.

There is also a future / new open air / outdoor rink being constructed in Legion Park called the 'Rink of Dreams', which is set to open in fall of 2020. It is sponsored by the Sens foundation and the local optimist club. The plan is to use the space multi-seasonally to promote recreational accessibility for the community's youth. Basketball, ball hockey, pickleball and lacrosse will be available in the summer with the facility offering skating, hockey and ringette during the winter months.

On average both existing arenas are utilized 60% of their total available hours and generally utilization rates are fairly stable with not much variability year over year.

The two ice pads are highly utilized between 5pm and 10pm during the week and are very heavily utilized on weekends (hockey tournaments/events). There are lower utilization rates during the 7am to 4pm time slot during the week and this is an opportunity for further programming.

As the swimming pool, is one of the only pools in the area it is also highly utilized with several municipalities having existing use agreements for the pool and aquatics.

The community hall is generally booked in the evenings on weeknights Monday through Thursday with their own programming. Friday evenings and weekends have lower utilization and are open for more programming.

The Town had an existing agreement with the Town of Renfrew for use of the pool and access to programs, residents would pay the in-Town rate. The agreement has lapsed and needs to be renegotiated.

The Town also has an agreement with the Township of McNab/Braeside for use of the pool and for ice rental rates which are also provided at the in-Town rate.

The Town currently has agreements with local school boards for use of facilities. School boards allow the use of their gym space and the Town allows the schools to use the arena, the ball diamond and to have a preferred rate for the pool.

Bookings are done through PerfectMind.

Revenues, Expenses and Funding Sources

The following table represents the revenue and expenses for the Nick Smith Centre for the past five years:

| Year | Budget Expenses | Actual Expenses |
|------|-----------------|-----------------|
| 2019 | 1,178,867 | 1,161,368 |
| 2020 | 1,187,900 | - |

1.3.2.4 Service 2 Major Facilities / Community Centres - "As-Should-Be"

Arnprior's major facilities are well used by the residents of the Town as well as the residents in the surrounding Townships. There are opportunities to create new and better relationships with the neighbouring municipalities for greater access and more efficient use of Arnprior's facilities.

| | |
|-------------------|---|
| Recommendation#1. | Develop new agreement with the Township of Greater Madawaska for use of the pool. |
| Recommendation#2. | Continue and enhance relationships and agreements with school boards to share facilities. |
| Recommendation#3. | Develop rental rate for new outdoor rink (Rink of Dreams) to bring in revenue. |

1.3.2.5 Service 3 - Parks - "As-Is"

Service Description

The Town of Arnprior has 13 municipally managed parks and one non-municipally managed park for a total of 14 parks. The municipal parks include:

| | | |
|--|---|--|
| <ul style="list-style-type: none"> • Robert Simpson Park <ul style="list-style-type: none"> ○ Guarded beach ○ Splash Pad ○ Gazebo | <ul style="list-style-type: none"> • McLean Diamonds and Waterfront Area <ul style="list-style-type: none"> ○ 3 diamonds | <ul style="list-style-type: none"> • Village Creek Park <ul style="list-style-type: none"> ○ Basketball ○ Outdoor rink |
| <ul style="list-style-type: none"> • Atkinson Park <ul style="list-style-type: none"> ○ Basketball court, lit | <ul style="list-style-type: none"> • Caruso Street Park <ul style="list-style-type: none"> ○ Outdoor rink | <ul style="list-style-type: none"> • Legion Park <ul style="list-style-type: none"> ○ Location for Rink of Dreams |
| <ul style="list-style-type: none"> • Bell Park | <ul style="list-style-type: none"> • CN Trail Park | <ul style="list-style-type: none"> • Fairview Crescent Park |
| <ul style="list-style-type: none"> • Hydro Parks | <ul style="list-style-type: none"> • Optimist Park | <ul style="list-style-type: none"> • M. Sullivan & Son Ltd. Park |
| <ul style="list-style-type: none"> • Veteran's Park | | |

Non Municipal Park

- The Gillies Grove Nature Reserve - Natural Historic Site.

Service Delivery Output

The most utilized parks include:

- Robert Simpson Park which attracts people regionally due to its waterfront and beach.
- McLean Diamonds and Waterfront Area whereas minor fastball is growing in popularity and there is potential for expansion.
- Atkinson Park's basketball court (with lights) allows for extended play into the evening hours.
- Caruso Street Park is popular all year round with winter use including an outdoor rink.
- Legion Park, which has a new outdoor rink opening this fall.
- Village Creek Park is the newest park in a new community development, it houses a basketball court / outdoor rink.

There is park space adjacent to the Nick Smith Centre, with a play structure on site that is not generally used. The skateboard park has surpassed its lifecycle. It has been well and it is usually busy on the weekends.

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Revenues, Expenses and Funding Sources

The following outlines the revenue and expenses for Parks:

| Recreation – Revenue and Expenses (\$) | | | | |
|--|----------------|----------------|-----------------|-----------------|
| Year | Actual Revenue | Budget Revenue | Actual Expenses | Budget Expenses |
| 2019 | 7058 | 4500 | 292,679 | 245,400 |
| 2020 | - | 4500 | - | 245,400 |

1.3.2.6 Service 3 - Parks - "As-Should-Be"

The Town of Arnprior has a number of parks that they own and manage with amenities of various stages of lifecycle.

| | |
|-------------------|--|
| Recommendation#1. | Consider relocation and colocation of parks amenities which have reached their lifecycle to parks which may have a larger draw (e.g. Play structure / skateboard park at Nick Smith Centre, remove and rebuild in a park / community with higher utilization rates). |
| Recommendation#2. | Examine responsibilities of grass cutting between Public Works and Parks and Recreation. |
| Recommendation#3. | Consider enlisting community groups for stewardship and park maintenance opportunities. |

1.3.2.7 Service 4 Trails - “As-Is”

Service Description

Currently, the Town manages a few municipal trails: the Heritage Trail, the McLachlin Trail and a portion of the Gillies Trail which runs through Robert Simpson Park and along the riverfront. The Heritage Trail consists of walking along streets to explore heritage buildings in the downtown. The McLachlin Trail and parts of the Gillies Trail are gravel paths which follow the waterfront. Within the Town’s boundaries there are also three non-municipal trails including: the Algonquin Trail (part of Ottawa Valley Recreation Trail), the Mcnamara Nature Trail, and, The Gillies Trail.

Service Delivery Output

The Town manages the trails which includes grass, vegetation and waste management and signage.

Revenues, Expenses and Funding Sources

Information regarding the trails was unavailable.

1.3.2.8 Service 4 Trails - “As-Should-Be”

| | |
|-------------------|--|
| Recommendation#1. | Continue to identify and strategically acquire land to build the trail network and better connect Robert Simpson Park and Bell Park with the downtown. |
| Recommendation#2. | Continue to improve existing trails and upgrade surfacing with the intention of paving the whole network. |

1.3.3 Township of Greater Madawaska

The Township of Greater Madawaska has a few programs which it provides to its residents which take place at 2 facilities. There are also a number of parks under their responsibilities. The organizational chart for Parks and Recreation related staff can be found below:

CAO/Clerk/Treasurer

- Facilities manager;
- Custodians; and,
- Combined housekeeper and rink attendant.

In the past, there was a Community Coordinator position in the Township, however it has long since been vacant and the responsibilities have been divided up between two existing staff roles.

1.3.3.1 Service 1 Recreational Programming - “As-Is”

Service Description

The Township of Greater Madawaska provides the following programs to its residents:

- Soccer;
- Baseball;
- Skating Lessons;
 - Learn to Skate;
 - Powerskating;
- Swim Lessons (2 locations); and,
- Daycamp.

The Township also has an existing agreement with the Town of Renfrew for their recreational programs. Greater Madawaska residents pay the “in-town” rate for Renfrew’s recreational programs.

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Service Delivery Output

Programs provided by the Township of Greater Madawaska were generally well utilized over the past few years. Usage information is summarized in the table below.

| Recreation – Utilization (%) | | |
|------------------------------|------|------|
| Program | 2018 | 2019 |
| Soccer | 80 | 80 |
| Baseball | 70 | 80 |
| Skating Lesson | | |
| Learn to Skate | 99 | 90 |
| Powerskating | 50 | |
| Swim Lessons | | |
| Calabogie | 100 | 100 |
| Matawatchan | 20 | 5 |
| Daycamp | 90 | 100 |

Utilization numbers were affected during 2020 due to the COVID pandemic.

Revenues, Expenses and Funding Sources

As noted previously, the Township of Greater Madawaska pays the Town of Renfrew an annual fee (agreed upon) for their ratepayers to enjoy the parks and recreation services and facilities in the Town of Renfrew. Residents pay “in-town” rate for programs/services. Payment schedule is below.

| Year | Payment |
|------|----------|
| 2017 | \$8,000 |
| 2018 | \$9,000 |
| 2019 | \$10,000 |
| 2020 | \$10,500 |
| 2021 | \$11,000 |

The following is a summary of the revenue and expenses for the recreation programming delivered by the Township which includes programs and archery.

1.3.3.2 Service 1 Recreational Programming - "As-Should-Be"

The programs provided by the Township of Greater Madawaska are generally very well utilized. There are programs that are on the lower end of the utilization rates including power skating and swim lessons.

| | |
|-------------------|---|
| Recommendation#1. | Aim to increase utilization of less utilized programs through advertising etc. |
| Recommendation#2. | Consider eliminating less utilized programs if rates do not improve. |
| Recommendation#3. | Continue existing agreement with the Town of Renfrew for recreational programs. |

1.3.3.3 Service 2 Major Facilities / Community Centres - "As-Is"

Service Description

The Township of Greater Madawaska has five facilities. Two community centres with indoor amenities, two outdoor rinks and one indoor bookable venue space located within one of their parks.

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| Major Facilities / Community Centres | | |
|--------------------------------------|------------|---|
| Facility Name | Management | Description |
| Barnet Cottage | Township | <ul style="list-style-type: none"> • Bookable indoor space / event venue located in Barnet Park |
| Calabogie Community Centre | Township | <ul style="list-style-type: none"> • Community hall (kitchen area, washroom facilities, for gatherings) • Calabogie Lions Club operates in the building. Responsible for booking the community halls, GM manages cleaner and maintenance for both building. • 1 ball diamond |
| Calabogie Outdoor Rink | Township | <ul style="list-style-type: none"> • Outdoor skating rink with roof |
| Griffith Community Centre | Township | <ul style="list-style-type: none"> • Griffith Lions Club, operates within the building. Responsible for booking the community hall. GM manages cleaner and maintenance for building. • 1 ball diamond |
| Griffith Outdoor Rink | Township | <ul style="list-style-type: none"> • Outdoor rink for public skating. |

Service Delivery Output

The Township has completed the addition of new lighting of the outdoor rinks which extends utilization. They also complete their own carpentry, plumbing, etc. Most operations and maintenance are done in house with the exception of changes to the gas line or for bigger electrical work.

Revenues, Expenses and Funding Sources

Revenues for the facilities include rentals of facilities, donations, event revenue, fundraising, programming, and money received through agreements with community groups such as the Lions Club and the Madawaska Nordic Ski Club. Expenses include building maintenance and operations, insurance, repairs, utilities, staffing and payroll etc.

1.3.3.4 Service 2 Major Facilities / Community Centres - "As Should Be"

As some buildings are nearing the end of their lifespan, a number of efficiencies can be created by exploring the strategic location of facilities within the Township of Greater Madawaska. Co-location could result in improved service delivery, reduced hydro utility rates and would allow for more efficient grounds and building maintenance.

| | |
|-------------------|--|
| Recommendation#1. | Consolidate uses / co-locate amenities as new items are approved for construction / items are to be replaced at the end of their lifecycle. |
| Recommendation#2. | Relocate Griffith Outdoor Rink to community centre property. Dismantle existing rink, relocate and update. Sell property and reallocate funds. |

1.3.3.5 Service 3 Parks - "As-Is"

Service Description

The Township of Greater Madawaska has 5 parks which they own and operate:

- Barnet Park (Barnet Cottage building, beach and boat launch);
- Cherry Park (Outdoor washroom and picnic area);
- Griffith Park (Outdoor rink, playground); and,
- Heritage Point (Outdoor washroom, picnic area, tourist information booth).

There is boat / water access for Centennial Lake from Centennial Lake Road adjacent to the bridge. There is another access from Matawatchan Road. Both are located within municipal parks.

The Township also owns and manages one cemetery, Springtown Cemetery, which was transferred to the municipality from the previous owner (church) which could no longer take care of it.

Service Delivery Output

The Township is responsible for cutting the grass and managing waste in parks. The Custodian under the management of the Facility Manager undertakes the management of parks including a summer student to help with the turf maintenance in the summer. They also look after landfill sites. The roads department cuts the grass within road allowance and the Parks department is responsible for cutting the grass in parks.

1.3.3.6 Service 3 Parks - "As-Should-Be"

Some parks are used more than others. However, increasing utilization rates can be achieved through improvements to these public spaces.

| | |
|-------------------|---|
| Recommendation#1. | Evaluate park spaces for use, redistribute and/or locate amenities to assist with increased utilization in other parks. Example, Heritage Point is not well used, gradually decommission washrooms and install new washroom facility at Barnet Park to help increase utilization. |
|-------------------|---|

1.3.3.7 Service 4 Trails - "As-Is"

Service Description

There are 11 (terrestrial) trails within the Township of Greater Madawaska. There are three groupings:

- Madawaska Nordic Ski and Recreational Trail Network;
- Manitou Mountain Trail Network (Eagles Nest Trail/Lookout); and,
- Griffith Uplands Trail Network.

The Township of Greater Madawaska also has a network of water trails called the Madawaska River Trail System which follows the rivers and lakes in the region including the Madawaska River, Centennial Lake, Black Donald Lake, Calabogie Lake, Norcan Lake etc.

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Service Delivery Output

All of the trails are located on Crown Land. The Township signs the entrances and manages what they can to ensure accessibility including grass cutting and brush maintenance.

The Eagle’s Nest Trail has become very popular, so much so that they are considering building a parking lot to accommodate the heavy traffic. For the Nordic Ski Trail, the Township supplies a group with a snow machine to groom the trail and they provide insurance. The Nordic Ski Committee signs, maintains and grooms the trail. The other two trails are less formal and are more hiking and walking based.

Revenues, Expenses and Funding Sources

| Trails - Revenue and Expenses (\$) | | |
|------------------------------------|-----------------|-----------------|
| Year | Actual Expenses | Budget Expenses |
| 2015 | \$842 | \$4,000 |
| 2016 | \$5,811 | \$5,500 |
| 2017 | \$5,490 | \$4,600 |
| 2018 | \$5,490 | \$4,950 |
| 2019 | \$155 | \$4,950 |

1.3.3.8 Service 4 Trails - "As-Should-Be"

Many of the trails are well used throughout Greater Madawaska. Due to high volumes of visitors there is a need to provide safe parking as well as safe environment for visitors.

Recommendation#1. Verify management of trails on Crown Land. If Crown responsibility, redistribute portion of trails fund elsewhere in trails as needed.

1.3.4 Horton Township

The Township of Horton has in its inventory two facilities for its residents and it provides a couple of well attended programs. The Township has only a few parks and recreation staff. The organizational chart for the parks and recreation services in the Township of Horton is listed below:

CAO / Clerk

- Recreation Department;
 - Community Liaison Officer; and,
 - Rink Attendant.

There is a budget to continue with the Community Liaison Officer position but has been vacant for quite a while. There are ongoing conversations on whether to remove the role or reassign the budget to a new position.

1.3.4.1 Service 1 Recreational Programming - “As-Is”

Service Description

Horton provides five programs to its residents for recreational purposes which take place at one of their two major facilities:

- Soccer;
- Spring Hockey;
- Euchre;
- Country Dance; and,
- Drop in Skating at ODR.

There is also an existing agreement with the Town of Renfrew for use of their recreational programming.

Service Delivery Output

All programs are run and managed by volunteers. Even with the Community Liaison position, the programs are still run / managed by volunteers. Residents can register for formal programs either online through the website or with a registration form.

The agreement with the Town of Renfrew has yet to receive council approval.

Soccer and Euchre are not tracked for utilization but they are well attended. Spring hockey for the past 2 years has been completely booked (100%) utilization. Country dance has consistently been 50% booked over the past 5 years.

There is minimal staff involvement as these programs are largely run by volunteers.

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Revenues, Expenses and Funding Sources

Horton Township’s expenses for Recreational Programming can be found in the table below:

| Recreational Programming – Revenue and Expenses (\$) | | |
|--|----------|----------|
| Year | Expenses | Revenue |
| 2017 | \$14,053 | \$26,406 |
| 2018 | \$15,177 | \$19,201 |
| 2019 | \$22,682 | \$25,393 |
| 2020 | \$10,200 | N/A |

1.3.4.2 Service 1 Recreational Programming - “As-Should-Be”

| | |
|-------------------|---|
| Recommendation#1. | Continue/ renew agreement with the Town of Renfrew for accessing their recreational programming. |
| Recommendation#2. | Evaluate the need for the Community Liaison Position... Either continue/expand with Renfrew or hire a full time person for programming. |
| Recommendation#3. | Aim to incorporate or provide access to more children’s / teens programming in order to increase service delivery levels. |

1.3.4.3 Service 2 Major Facilities / Community Centres - "As-Is"

Service Description

There are two major facilities in the Township of Horton that are owned and managed by the municipality:

1. Horton Community Centre; and,
2. Horton Outdoor Rink.

Service Delivery Output

Each facility has a number of internal amenities:

1. Horton Community Centre;
 - 1.1. Community Hall;
 - 1.2. Soccer field;
 - 1.3. New horseshoe pits;
2. Horton Outdoor Rink;
 - 2.1. Outdoor change room; and,
 - 2.2. Zamboni room.

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The budgets for each facility are outlined below:

| Budgets | | |
|---------|---------------------|-------------------------|
| Year | Horton Outdoor Rink | Horton Community Centre |
| 2016 | \$34,805 | \$28,420 |
| 2017 | \$37,375 | \$29,640 |
| 2018 | \$43,312 | \$34,635 |
| 2019 | \$39,339 | \$34,955 |
| 2020 | \$28,190 | \$57,260 |

1.3.4.4 Service 2 Major Facilities / Community Centres - "As-Should-Be"

| | |
|-------------------|---|
| Recommendation#1. | Continue / renew existing agreement with the Town of Renfrew. |
| Recommendation#2. | Complete local Parks and Recreation Master Plan to finalize the inventory of parks and recreation facilities across the Township. |

1.3.4.5 Service 3 Parks - "As-Is"

There are no municipally managed park spaces in the Township of Horton.

There is a small open space with a picnic table, near a commercial plaza. The parks department cuts the grass and makes sure the picnic table is maintained.

Public works employees include part time labour / recreation employees. Time is divided between Public Works & Recreation. In the summer months, tasks include the cutting of grass and the maintenance of soccer fields. Employees' salaries are split between Public Works & Recreation budgets depending on where the grass is cut within the Township.

1.3.4.6 Service 4 Trails - "As-Is"

Service Description

There are two formal trails within the Township limits:

- Millennium Trail; and,
- Algonquin Trail (Rail Trail).

Service Delivery Output

The Millennium Trail is part of a larger network of trails throughout the County of Renfrew, a portion runs through Horton Township. The trail is used for walking, hiking, biking, skiing and snowmobiling. The Township is responsible for the portion within its limits and duties include brush maintenance, grass cutting etc. The other trail is another regional trail called the Algonquin Trail which is a former railway (Rail Trail), this trail however is managed by the county.

Revenues, Expenses and Funding Sources

The following table summarizes the expenses related to trails:

| Trails – Expenses (\$) | |
|------------------------|-------------|
| Year | Maintenance |
| 2016 | \$1,000 |
| 2017 | \$3,000 |
| 2018 | \$2,500 |
| 2019 | \$2,500 |
| 2020 | \$1,500 |

1.3.4.7 Service 4 Trails - “As-Should-Be”

The municipality is very small and this is reflected in the smaller inventory of trails.

| | |
|-------------------|---|
| Recommendation#1. | As part of a larger local Recreation Master Plan include trails in the scope to explore further improvements and potential new connections. |
| Recommendation#2. | Consider developing parking areas and trailheads at trail entrances to help foster safe and extended use of trails. |
| Recommendation#3. | Reach out to trail user groups for stewardship opportunities of trails (litter cleanup, brush maintenance etc.). |

1.3.5 Township of McNab/Braeside

The Township of McNab/Braeside does provide programming to its residents across a couple of major facilities / community centres as well as parks and trails. There are also existing use agreements with neighbouring municipalities. They also have dedicated parks and recreation staff. The staffing is shown in the list below:

CAO / Clerk

- Recreation Director;
- Recreation programmer;
- Seasonal Contractor;
- Summer Students; and,
- Museum Attendants.

1.3.5.1 Service 1 Recreational Programming - "As-Is"

Service Description

The Township of McNab/Braeside does have a list of programs that are provided for residents:

- Hockey;
- Archery;
- Euchre;
- Pickleball;

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- Shuffleboard;
- Drop in skating; and,
- Learn to skate.

Residents also have access to programs put on by the Town of Arnprior and the Town of Renfrew.

Service Delivery Output

The popularity of each program has been affected by the current Covid-19 pandemic. However before the pandemic, many of the programs were running at full or near capacity. The table below summarizes the utilization of each program.

| Recreational Programming – Utilization (%) | | | | | |
|--|------|------|------|------|------|
| Program | 2016 | 2017 | 2018 | 2019 | 2020 |
| Hockey | 60 | 80 | 80 | 100 | - |
| Archery | 100 | 100 | 100 | 100 | 100 |
| Euchre | 75 | 75 | 75 | 75 | 75 |
| Pickleball | - | - | 60 | 70 | 80 |
| Shuffleboard | - | - | - | 60 | 80 |

The Township also has skating programs during the winter months and puts on specialty events such as cycling events. These events are also very well attended.

The Township of McNab/Braeside has agreements in place with both the Town of Arnprior and the Town of Renfrew for its residents to access programs and to utilize services at the “in-town” rate. The Township has the Town of Arnprior at a fixed rate, and the Town of Renfrew based on participation numbers as per their specific agreements.

Revenues, Expenses and Funding Sources

The Township of McNab/Braeside receives revenue from a number of sources including grants, user fees, rentals and league fees. Expenses include administration / salaries and wages for those involved with programming.

1.3.5.2 Service 1 Recreational Programming - “As-Should-Be”

| | |
|-------------------|---|
| Recommendation#1. | Continue / Renew existing agreements with the Town of Arnprior and Town of Renfrew for recreational programming. |
| Recommendation#2. | Complete a recreation survey to determine any gaps in programming and to help outline new programming demands (e.g. Yoga, family programs at outdoor rink). |

1.3.5.3 Service 2 Major Facilities / Community Centres - "As-Is"

Service Description

The Township of McNab/Braeside has two directly managed facilities:

| Major Facilities / Community Centres | |
|--------------------------------------|--|
| Facility Name | Description |
| John A. Gillies Recreation Centre | <ul style="list-style-type: none"> • Only a couple of years old • Community Hall • Ball Diamond • ODR • Play structure • Nearby informal trails |
| Murray Yantha Community Centre | <ul style="list-style-type: none"> • Very recently completed • Indoor recreation space (archery, pickleball, floor markers for variety of sports) • Outdoor court to be completed |

Service Delivery Output

The baseball diamond hosts regular league play 2-3 nights a week but there are challenges with the need for lighting on the fields. It was noted that Township Council would like to see more use, which the numbers are indicating is happening because use of the facilities is trending upwards. New user groups are coming in and using the facilities (e.g. Karate, Interfaith Groups). There is room for increased use, a lot of openings are available.

Revenues, Expenses and Funding Sources

Revenue sources for the major facilities include vendor permits for markets, rental fees and rink fees. Expenses include building maintenance and staffing.

1.3.5.4 Service 2 Major Facilities / Community Centres - "As-Should-Be"

| | |
|-------------------|--|
| Recommendation#1. | Consider adding lighting to the ball diamond to help increase utilization. |
| Recommendation#2. | Consider improvements to the Outdoor Rink at the John A. Gillies Community Centre, improvements would help with utilization. |

1.3.5.5 Service 3 Parks - “As-Is”

Service Description

The Township of McNab/Braeside has nine municipally managed parks and open spaces:

| Parks | |
|---------------------|--|
| Name | Description |
| Braeside Beach | <ul style="list-style-type: none"> Swimming and hiking trail. Dog friendly. |
| Burnstown Beach | <ul style="list-style-type: none"> Swimming Play structure Boat launch Public washrooms. |
| Clay Bank Park | <ul style="list-style-type: none"> Boat launch Trail system |
| Dochart Soccer Park | <ul style="list-style-type: none"> 3 full natural grass pitches (1 lit) Minor and adult soccer |
| McNab Centre Park | <ul style="list-style-type: none"> 4 full sized ball diamonds (3 lit) |
| Red Pine Bay Park | <ul style="list-style-type: none"> Boat launch Washroom Picnic Area |
| Wellington Park | <ul style="list-style-type: none"> Neighbourhood parkette |

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| Parks | |
|-----------------|---|
| Name | Description |
| | <ul style="list-style-type: none">• Horseshoes• Play structure |
| White Lake Park | <ul style="list-style-type: none">• Outdoor rink |
| White Lake Dam | <ul style="list-style-type: none">• Swimming• Picnic Area |

There is also one regional park nearby: Alexander Stewart Provincial Park, which is managed by Ontario Parks.

Service Delivery Output

The parks are well used, those which are higher use / more popular include:

- Dochart Soccer Park: Very popular for soccer. It is utilized up to 7 days a week in the summertime for minor and adult soccer. It is renowned and hosts OFSAA championships;
- McNab Centre Park: One of the bigger locations capable of hosting tournaments. It is booked regularly from April to October in a regular year;
- Wellington Park: Hosts a 40 person horseshoe league every week;
- White Lake Park: The newly refurbished ODR is very popular; and,
- White Lake Dam: Very busy in the summertime.

There are six play structures throughout the Township and all are in very good condition.

Parks are managed by parks and recreation staff (grass maintenance, waste collection, brush management etc.)

Revenues, Expenses and Funding Sources

Certain parks are revenue generating. BurnsTown Park has a canteen and a boat launch, Dorchart Park also has a canteen and there are also parking fees from one of the swimming areas. Expenses include building and amenities maintenance (play structures etc.) as well as lighting and grounds maintenance. Parks with unique amenities such as swimming areas or outdoor rinks also carry those operating and maintenance costs.

1.3.5.6 Service 3 Parks - "As-Should-Be"

| | |
|-------------------|---|
| Recommendation#3. | Consider implementing parking fees elsewhere at well used parks where parking may be an issue. |
| Recommendation#4. | Consider partnering with community groups for stewardship opportunities such as weed maintenance, litter collection, tree planting etc. |

1.3.5.7 Service 4 Trails - "As-Is"

Service Description

There are two trails within the Township of McNab/Braeside, the first is a formal gravel trail along a previous CN Rail line, the other is informal natural walking trail:

- McNab/Braeside Recreation Trail; and,
- Braeside Beach Trail.

There is also a section of the regional Algonquin Trail which is managed by the County of Renfrew.

Service Delivery Output

The McNab/Braeside Recreation Trail is a hard packed stone dust / gravel trail measuring approximately 17km in length. It is a multi-purpose trail with multiple users including walking, hiking and cycling. No ATVs are permitted however there is snowmobile use allowed in the wintertime. Braeside beach is a rough hiking trail which is not formally recognized by the Township, but is used by its residents. ATVs are permitted on the Algonquin Trail.

There are less formal trails / desire lines around the John A Gillies Community Centre.

Revenues, Expenses and Funding Sources

There are no revenues generated from the trails. Expenses include surface maintenance.

1.3.5.8 Service 4 Trails - "As-Should-Be"

| | |
|-------------------|---|
| Recommendation#1. | Consider developing a local Trails Master Plan either stand alone or part of a larger Recreation Master Plan. |
| Recommendation#2. | Formalize the trail connections around the John A Gillies Recreation Centre. |
| Recommendation#3. | Investigate the potential for a waterfront trail linking Redpine Bay and Braeside Beach. Potential acquisition of the remaining piece of waterfront needed to close to the gap. |

1.3.6 Town of Renfrew

The Town of Renfrew offers a wide variety of programming to its residents as well as several surrounding municipalities. They also have a number of facilities, parks and trails.

The parks and recreation department is organized in the following structure.

Council

- Director of Parks & Recreation;
 - Administrative Secretary;
 - Recreation Coordinator;
 - Parks, Arenas, Facilities Staff;
 - Program Director; and,
 - Customer Service Reps.

1.3.6.1 Service 1 Recreational Programming - "As-Is"

Service Description

Renfrew provides a number of different recreational programs to its residents as well as neighbouring municipalities. Some of the programs are listed below:

- Fitness Training;
 - Circuit Training;

- Forever Active;
- Gymnastics;
- Creative Dance;
- Jazz; and,
- Parkour.

Service Delivery Output

The Town of Renfrew has Recreation User Fee Agreements with Admaston/Bromley, Greater Madawaska, Horton, and McNab/Braeside. Renfrew provides access to programs for a fee which is paid by each municipality.

Revenues, Expenses and Funding Sources

The Town of Renfrew receives revenue from multiple sources related to recreational programming including registrations (day camp, soccer etc.), donations etc. Expenses include: wages, supplies, rentals etc.

1.3.6.2 Service 1 Recreational Programming - "As-Should-Be"

| | |
|-------------------|--|
| Recommendation#1. | Continue agreements with neighbouring municipalities |
| Recommendation#2. | Conduct recreation survey to identify gaps and new opportunities for programming needs |

1.3.6.3 Service 2 Major Facilities / Community Centres - "As-Is"

Service Description

The Town of Renfrew has two major facilities:

| Major Facilities / Community Centres | | |
|--------------------------------------|--|--|
| Facility Name | Description | |
| Ma-te-Way Activity Centre | <ul style="list-style-type: none"> • Arena • 3 Lit Ball Diamonds • Football Field • 400 Meter Track • Junior Soccer Field • 4 Lit Tennis Courts • Toboggan Hill | <ul style="list-style-type: none"> • 2 Beach Volleyball Courts • 2.5 K Fitness Trail • Children's Play Equipment • Outdoor Rink • Splash Pad • BBQ Pit • Dog Park |
| Renfrew Recreation Centre | <ul style="list-style-type: none"> • Fitness • Auditorium/Gym | <ul style="list-style-type: none"> • Games Room • Conference Room |

Service Delivery Output

The Ma-te-Way centre is newer and has a number of amenities for the community. It is a large recreation complex with indoor and outdoor facilities. The Renfrew Recreation Centre is smaller and is approaching and/or near the end of its life cycle.

Use agreements which were detailed previously include use of the facilities as well as the programming.

Revenues, Expenses and Funding Sources

Revenue generated from the major facilities include membership fees, rentals and registrations.

Expenses for the major centres include wages, building operations and maintenance as well as grounds operations and maintenance.

1.3.6.4 Service 2 Major Facilities / Community Centres - "As-Should-Be"

| | |
|-------------------|--|
| Recommendation#1. | Investigate moving the fitness centre and gym to the Ma-te-Way location. |
| Recommendation#2. | Slowly phase out use of the Renfrew Recreation Centre and reallocate use and funds to upgrade and expand Ma-te-Way Activity Centre. Maintain as rentable community hall. |
| Recommendation#3. | Investigate locating aquatics centre at upgraded / expanded Ma-te-Way Activity Centre. |

1.3.6.5 Service 3 Parks - “As-Is”

Service Description

There are 15 municipally managed parks in the Town of Renfrew:

| Park Name | Description |
|--------------------------|--|
| Forgie Park | <ul style="list-style-type: none"> • Small parkette |
| Fortington Park | <ul style="list-style-type: none"> • Play structure • Toboggan Hill |
| Horton Heights Park | <ul style="list-style-type: none"> • 2 play structures • Green space |
| Howard Karamis Park | <ul style="list-style-type: none"> • Park & Ride • Tourist information area |
| Kiwanis Park | <ul style="list-style-type: none"> • Play structure |
| Knights of Columbus Park | <ul style="list-style-type: none"> • Play Structure |
| Legion Park | <ul style="list-style-type: none"> • Accessible play structure |
| Low Square Park | <ul style="list-style-type: none"> • Cenotaph • Benches • Picnic tables |
| Ma-te-Way Park | <ul style="list-style-type: none"> • Area surrounding Ma-te-Way Centre |
| McConnell Park | <ul style="list-style-type: none"> • Green space • Trail |
| O'Brien Park | <ul style="list-style-type: none"> • Amphitheatre • Benches |
| Oddfellows Park | <ul style="list-style-type: none"> • Community garden |
| RCAF Park | <ul style="list-style-type: none"> • Green space |
| Stewart Park | <ul style="list-style-type: none"> • Green space |
| Victoria Park | <ul style="list-style-type: none"> • Basketball nets • Small ball field |

Service Delivery Output

Utilization and condition of parks unavailable at time of review.

Revenues, Expenses and Funding Sources

Expenditures for parks include parks and recreation staff wages, equipment charges, park and green space maintenance and amenity maintenance.

1.3.6.6 Service 3 Parks - "As-Should Be"

| | |
|-------------------|---|
| Recommendation#1. | Consider completing a local Parks and Recreation Master Plan. The previous plan was completed 10 years ago. |
| Recommendation#2. | Look for strategic acquisitions to help connect parks through a wider network. |
| Recommendation#3. | Consider adding parks and other open space amenities to the asset management plan. |
| Recommendation#4. | Consider partnering with new community organizations or neighbourhood groups to help with park stewardship (litter collection, tree planting, local policing, general low level maintenance.) |

1.3.6.7 Service 4 Trails - "As-Is"

Service Description

There are two formal municipally managed trails in the Town of Renfrew:

- Renfrew Millennium Trail; and,
- Ma-te-Way Fitness Trail.

There are also two County managed trails:

- K&P Trail; and,
- Ottawa Valley Recreational Trail.

Service Delivery Output

The Renfrew Millennium Trail is 3.4 km long which follows the old CN tracks from Barnet Blvd. to Lisgar Street. It is suitable for multiple modes of physical activities including walking, jogging, wheelchairs, and bicycling. In the winter months the trail is primarily used for cross country skiing and there are rest stops along the trail with benches and picnic tables

The Ma-te-Way Fitness Trail is located at the Ma-te-Way Park / Activity Centre.

Revenues, Expenses and Funding Sources

Revenue is made from the Millennium Trail via advertising. Expenses for trails include parks and recreation salaries, electricity and repairs and maintenance.

1.3.6.8 Service 4 Trails - "As-Should Be"

| | |
|-------------------|--|
| Recommendation#1. | Consider undertaking a Trails Master Plan as part of a Parks and Recreation Master Plan, or as a standalone study. |
| Recommendation#2. | Look for strategic acquisitions to connect trails across a wider network. |

1.3.7 Township of Whitewater Region

The Township of Whitewater Region has programming available for its residents, however it is facilitated through other groups. It has several major facilities, and a couple of regional trails. It has dedicated parks and recreation staff, the structure is outlined in the following list:

Council

- CAO;
- Parks and Recreation Department;
- Manager of Parks and Recreation;
- Arena/Park Operator III (3);
- Arena Operator II (3) (Max 3. 1 per arena);
- Arena Operator I (6) - Potentially 8 (Casual work - part time, hard to secure. Commitment from workers hard at times.); and,

- Arena Attendants (6) – Students.

There is a Facility Booking Coordinator, but the role is located within the finance department. Formally, the role is called “Community Development Coordinator.”

1.3.7.1 Service 1 Recreational Programming - “As-Is”

Service Description

The list of programming available to the residents of Whitewater includes:

| | | |
|--|--|---|
| <ul style="list-style-type: none">• Active Living Group• Ball Hockey• Basketball• Broomball• Fast Pitch• Hockey Camp• Learn to Skate | <ul style="list-style-type: none">• March Break Kids Activities• Minor Baseball• Minor Hockey• Mountain Biking• Pickleball• Playgroup• Shinny Hockey | <ul style="list-style-type: none">• Skating• Snowshoeing• Softball• Swimming Lessons• Voyageurs• Waterworks sports (SUP / Kayaking)• Yoga |
|--|--|---|

Service Delivery Output

Programming is provided at Whitewater’s facilities through third party groups or vendors who rent the space from the region. The Township of Whitewater Region facilitates the bookings.

Minor Hockey is consistently busy. Minor baseball is less utilized, especially since one of the diamonds is owned by the Agricultural Society.

Swimming Lessons are provided (outdoors) at Little Lakes Beach Park. Lifeguards are provided by the Township. There is interest and direction from Council to have lifeguards at both beaches within Whitewater (Little Lakes as well as Cobden Beach Park. However algae blooms and E.Coli testing continues to present a challenge. The Township of Greater Madawaska and the Township of McNab/Braeside have expressed interest in a shared beach program with Whitewater Region to share lifeguards and swim lessons in lakes and rivers.

Residents can sign up for programs over the phone, or through the Township’s registration software called “BookKing.”

Revenues, Expenses and Funding Sources

In the past, revenues from recreational programming include those generated from local events such as ‘Streetstrut’. Expenses for recreational programming include employees (wages, salary, benefits), recreational booking software (BookKing), and general cost of programming. One of the staff expenses include general parks and recreation staff as well as lifeguards at the beaches.

1.3.7.2 Service 1 Recreational Programming - “As-Should-Be”

| | |
|-------------------|---|
| Recommendation#1. | Consider new recreational programming agreements with adjacent LEG municipalities (Horton & Admaston/Bromley). |
| Recommendation#2. | Consider new sharing agreements for lifeguards / swim lessons with Greater Madawaska, McNab/Braeside and any other interested LEG municipalities. |

1.3.7.3 Service 2 Major Facilities / Community Centres - “As-Is”

Service Description

There are four major facilities in the Township of Whitewater Region.

| Major Facilities / Community Centres | |
|--------------------------------------|--|
| Facility Name | Description |
| Cobden Arena | <ul style="list-style-type: none"> • Indoor Arena • Community Hall • Ball Diamond |
| Westmeath Arena | <ul style="list-style-type: none"> • Indoor Arena • Community Hall • Ball Diamond |
| Beachburg Arena | <ul style="list-style-type: none"> • Indoor arena • Ball Diamond |
| Foresters Falls Outdoor Rink | <ul style="list-style-type: none"> • Outdoor rink • Fieldhouse |

Service Delivery Output

Prior to 2017, all three indoor arenas were leased and operated by three separate recreation associations. In 2017, the Township assumed responsibility for all three. The outdoor rink is still under the responsibility of the Forester’s Falls Recreation Association.

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Cobden’s indoor arena is well used, programming is run out of the community hall upstairs facilitated by the Township of Whitewater. The Township of Admaston/Bromley has an existing use agreement to use Cobden Arena which is a legacy agreement between the Township and the Cobden Recreation Association. The Westmeath & District Recreation Association are responsible for booking the community space at the Westmeath Arena. Beachburg arena is an older building, the plant is equipment aging and it’s approaching the end of lifecycle for the equipment. Cobden is over 40 years old. Westmeath and Beachburg arena are both in excess of 50 years old.

The number of arenas per capita in Whitewater is very high, especially when compared with the other LEG Municipalities:

| Indoor Ice Pads per Capita | | | |
|----------------------------|-------------------|----------------------|----------------------------------|
| LEG Member | Population (2016) | # of Indoor Ice Pads | # Ice Pads per capita (X100,000) |
| AB | 2,935 | 0 | 0 |
| AP | 8,795 | 2 | 22.7 |
| GM | 2,518 | 0 | 0 |
| H | 2,887 | 0 | 0 |
| MB | 7,178 | 0 | 0 |
| RF | 8,152 | 1 | 12.3 |
| WW | 7,009 | 3 | 42.8 |

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Revenues, Expenses and Funding Sources

Revenues from the arenas include bar sales, rentals etc. Expenses include employees (payroll, benefits) building operations (hydro, water, natural gas etc.), ice making operations/equipment, bar and canteen inventory etc.

The Township of Admaston/Bromley contributes \$2000 yearly to utilize the Cobden Arena. This was part of a legacy agreement when the recreation associations were involved in the arena's management.

Below is a list of the budgeted and actual expenses for each of Whitewater's arenas.

| Major Facilities / Community Centres - Budget vs. Actuals (\$) | | | | | | |
|--|---------|---------|-----------|---------|-----------|---------|
| | Cobden | | Westmeath | | Beachburg | |
| Year | Budget | Actual | Budget | Actual | Budget | Actual |
| 2017 | 128,400 | 111,194 | 92,300 | 52,095 | 136,900 | 96,880 |
| 2018 | 231,876 | 219,585 | 143,954 | 121,464 | 226,926 | 206,611 |
| 2019 | 283,000 | 223,064 | 205,000 | 169,011 | 210,500 | 172,173 |
| 2020 | 276,000 | - | 147,800 | - | 366,550 | - |

1.3.7.4 Service 2 Major Facilities / Community Centres - "As-Should-Be"

| | |
|-------------------|--|
| Recommendation#1. | Consider revitalizing and repurposing one of the arenas when it reaches its lifecycle into a flexible recreation space. |
| Recommendation#2. | Consider developing the Cobden Arena into a multi-purpose recreation complex / recreation hub to provide flexible space for multiple recreation opportunities. |

1.3.7.5 Service 3 Park - “As-Is”

Service Description

There are ten municipally managed parks in the Township of Whitewater Region and one non-municipal managed park:

| Park | |
|--|---|
| Park Name | Description |
| Cobden’s Veterans Memorial Park | <ul style="list-style-type: none"> • Visitor centre • War memorial • Walking path • Camping sites |
| Cobden Beach Park and Boat Launch | <ul style="list-style-type: none"> • Beach • Boat Launch • Dock • Washrooms |
| Cobden Astrolabe Arena/Agricultural Park | <ul style="list-style-type: none"> • Arena • Ball diamond • Agricultural Recreation Hall • Curling Club |
| Beachburg Fairgrounds | <ul style="list-style-type: none"> • Arena • Ball diamond • Playground • Volleyball court |

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| Park | |
|---------------------------------------|---|
| Park Name | Description |
| | <ul style="list-style-type: none"> • BMX 'pump' track • Agricultural society buildings |
| Haley's Town Site Park(s) | <ul style="list-style-type: none"> • Swing set • Tennis courts / multipurpose space / basketball • Slide • Open space |
| Forester's Falls Park | <ul style="list-style-type: none"> • Ball diamond • Playground/swingset • Washrooms • Concessions |
| Westmeath Rink and Recreation Grounds | <ul style="list-style-type: none"> • Arena • Ball diamond |
| LaPasse Park | <ul style="list-style-type: none"> • Play structure • Basketball court |
| Westmeath Scenic Lookout | <ul style="list-style-type: none"> • Pergola |
| Little Lakes Beach and Boat Launch | <ul style="list-style-type: none"> • Beach • Boat launch |

Westmeath Provincial Park is also within the Whitewater boundary. Westmeath Provincial Park is managed by Ontario Parks.

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Aside from Little Lakes Beach and Cobden Beach Park, the Township has a number of additional boat launches, which include:

- Acres Boat Launch
- La Passe Boat Launch
- Muskrat River Boat Launches (2)
- Westmeath Boat Launch

Service Delivery Output

The Parks and Recreation department is responsible for a variety of operations and maintenance tasks within the parks including garbage collection, grass cutting and maintenance.

Revenues, Expenses and Funding Sources

| Parks - Budget vs. Actuals (\$) | | |
|---------------------------------|---------|---------|
| Year | Budget | Actual |
| 2016 | 77,227 | 157,519 |
| 2017 | 73,641 | 158,360 |
| 2018 | 116,434 | 195,851 |
| 2019 | 219,000 | 342,346 |
| 2020 | 484,390 | - |

1.3.7.6 Service 3 Park - "As-Should-Be"

- | | |
|-------------------|--|
| Recommendation#1. | Consider improving overall accessibility at municipal parks as needed. |
| Recommendation#2. | Consider making strategic land acquisitions to further build municipal park systems. . |

1.3.7.7 Service 4 Trails - “As-Is”

Service Description

There are two trails in the Township of Whitewater Region. One is an informal trail which is managed by the Township, the other is a regional trail.

Service Delivery Output

The Township only manages one walking path. The other major trail is the Algonquin Trail which is managed by the County of Renfrew.

1.3.7.8 Service 4 Trails - “As-Should-Be”

| | |
|-------------------|--|
| Recommendation#1. | Consider developing a local trails plan showing municipal trails found in parks. |
| Recommendation#2. | Consider making improvements to existing trails including accessibility where appropriate. |
| Recommendation#3. | Consider making strategic acquisitions to help connect municipal feeder trails into the regional trail system. |

1.4 LEG Municipal Benchmarking & Group Recommendations

1.4.1 Service 1 - Recreational Programming

1.4.1.1 Programming and Use Agreements

Currently, there are several instances of existing use agreements / shared programs and coordination for Recreational Programming across the LEG municipalities. The following table illustrates the LEG municipalities with existing use agreements in place and which ones are providing / receiving (Providing > Receiving).

| | | Who is Receiving | | | | | | |
|------------------|----|------------------|----|---------|--------|---------|----|----|
| | | AB | AP | GM | HT | MB | RF | WW |
| Who is Providing | AB | | | | | | | |
| | AP | | | | | AP > MB | | |
| | GM | | | | | | | |
| | HT | | | | | | | |
| | MB | | | | | | | |
| | RF | RF > AB | | RF > GM | RF > H | RF > MB | | |
| | WW | WW > AB | | | | | | |

Use agreements are helpful tools between municipalities to expand recreational programming available to residents and should be continued and expanded if needed.

Short Term Recommendations - Do Now (next 12 months)

- For agreements that have reached term, renew as appropriate and continue existing agreements if the terms are still agreeable between both parties.

Mid-term Recommendations - Do Soon (12-24 months)

- Renegotiate any existing agreements that are still of interest, but require new terms. Consider expanding existing agreements to include additional services if applicable; and,
- Consider developing a joint shared agreement (including training and provision of swimming lessons) for lifeguard services between LEG municipalities.

Long term Recommendations - Do Later (24+ months)

- Consider developing new use agreements between LEG members such the Township of Whitewater, Admaston/Bromley and/or Horton for use of recreational programming.

1.4.1.2 Knowledge Sharing

Municipalities across the County of Renfrew have been meeting semi-regularly to discuss parks and recreation matters including challenges, wins, programming fees etc. since the pandemic began. There have been meetings (July, August, and October), Zoom conferences, and other communication/information sharing. These meetings typically include most of the parks and recreation representatives from every municipality in the County of Renfrew, but not all (which is understandable if the discussion is specific to certain facilities).

There are also LEG members who are members of organizations such as Parks and Recreation Ontario (PRO) etc., while others are not. There are opportunities to share this knowledge and continue the conversation.

Short Term Recommendations - Do Now (next 12 months)

- Continue to meet with County parks and recreation representatives as needed; and,
- Form LEG Parks and Recreation Community of Practice with one volunteer representative from each LEG municipality to discuss outcomes from County discussions.

Mid-term Recommendations - Do Soon (12-24 months)

- Consider a group enrollment in applicable parks and recreation organizations (PRO) with shared enrollment fee across LEG municipalities.

1.4.1.3 Online Hub for Parks and Recreation

A few of the LEG municipalities currently have recreation booking software. Arnprior is three years into a five year agreement with PerfectMind. Both the Town of Renfrew and the Township of Whitewater Region utilize BookKing software, however there are issues with it integrating with their financial software.

When agreements reach their term, there is an opportunity to evaluate booking software and to develop a group share agreement where all interested municipalities utilize the same software.

There are also opportunities to develop a new platform for LEG municipalities to post events for cross marketing purposes.

Medium Term Recommendations - Do Soon (12-24 months)

- Evaluate current programming booking software as a group and determine if group share is desired and feasible between interested parties; and,
- Develop a shared online calendar of events / seasonal guide for all LEG municipalities to share special events and cross promote / marketing.

Long term Recommendations - Do Later (24+ months)

- Consider group purchase / enrollment in one booking software for cost savings and increased efficiency for residents, especially for those with recreation agreements in place.

1.4.2 Service 2 - Major Facilities / Community Centres

1.4.2.1 Facility Use Agreements

As noted in the previous section, there are established recreation agreements between LEG municipalities. These agreements grant residents from one municipality to another to enjoy the same privileges of access for facilities at the same rate as in-Town residents.

There are opportunities to expand agreements outside of those between municipalities and include more formally and more collaboratively including school boards and private businesses if applicable.

Short Term Recommendations - Do Now (next 12 months)

- Maintain existing agreements if terms are still agreeable between parties.

Mid Term Recommendations - Do Soon (12-24 months)

- Renegotiate and expand on existing agreements if changes are needed or desired; and,
- Develop a new group sharing agreement to share certified playground instructors (training, certifications etc.) for interested parties.

Long term Recommendations - Do Later (24+ months)

- Develop group strategy for joint collaboration and new/renewed/expanded use agreements with school boards in each municipality; and,

- Develop group strategy for collaboration with private local businesses (hotel, gym) for use of their facility in the off season (e.g. private swimming pool in Calabogie).

1.4.2.2 Facility Rental Fees

Rental fees are discussed between representatives of parks and recreation at the County level semi-regularly. The discussion should continue to determine that rates are right-sized for each municipality and facility as the needs of each are different. Below is a table comparing facility rental rates for similar facilities in the LEG municipalities.

| Facility Type | AB | AP | GM | HT | MB | RF | WW |
|---------------------------------|----|-------|---------------|----------|----------|-----|-----------|
| Adult Ice Rental Prime (hr) | - | 169 | 50 (ODR) | 65 (ODR) | 33 (ODR) | 195 | 156.55 |
| Slab Rental (hr) | - | 62.52 | - | - | - | 45 | 50 |
| Adult Soccer Fields (hr) | - | - | - | - | 53 | 41 | - |
| Adult Lit Diamond (hr) | - | 33.41 | 30 (per game) | - | 33 | 46 | 55 |
| Boat Launch (daily/per vehicle) | - | 10 | - | 8 | 10 | - | No charge |

Short Term Recommendations - Do Now (next 12 months)

- Continue to discuss fees and rental rates. Evaluate and update rental fees as needed.

1.4.2.3 Facility Improvements / Accessibility

Many of the facilities are aging and are approaching or have exceeded their lifecycle. They also may need to be improved and upgraded in order to achieve universal accessibility. There are also opportunities to create operational efficiencies through the development of multi-purpose facilities and co-locating indoor and outdoor facilities at one property to save time and budget travelling between locations.

Mid Term Recommendations - Do Soon (12-24 months)

- Consider evaluating facilities for potential accessibility improvements to improve overall access to residents; and,
- Investigate and identify facilities where multi-purpose facilities can be located / co-located to help improve operational efficiency (e.g. playing field, ball diamond, outdoor court, and outdoor rink beside community centre).

Long Term Recommendations - Do Later (24+ months)

- Consider a coordinated effort to explore feasibility for future aquatics access across interested LEG municipalities; and,
- Establish a coordinated asset management strategy for when facilities reach/exceed life expectancy, evaluate, fund and locate new facilities to benefit multiple parties. Also, joint plan coordination / group rate for professional drawings/engineering/geotechnical studies etc.

1.4.3 Service 3 & 4 - Parks & Trails

Generally parks and trails should receive regular improvements. Not all municipalities have their own parks, and it is difficult and unrealistic to expect residents from one end of the LEG boundary to visit a local neighbourhood park at the other end. The same can be considered for local trails. There are however group strategies that can help to identify where parks, facilities and local trails feed into a larger system of traversable open space and County trail connections. There are also opportunities to explore inclusion community amenities and take opportunities of grant funding from the County.

1.4.3.1 Planning / Strategic Acquisitions

Some municipalities have their own set of parks, open spaces and trails, while others do not. Often planning for recreation, parks and trails is done in isolation. A coordinated effort when planning for strategic acquisitions for parks and trails as well as for future asset development and upgrades to facilities will help create a more coordinated and collaborative system of parks and recreation across the LEG municipalities.

There is an opportunity to, as a group, develop a regional LEG Recreation, Parks and Trails Master Plan which would help identify the regional drawing recreation hubs, larger parks, connections into regional trails and identify connections for 'blue trails' and boat launches into waterways which largely connect all the municipalities.

Single master plans can cost up to \$100K each depending on the level of assessment and available information. Larger regional plans, like the proposed Master Plan can cost up to \$400K also depending on the extent. Norfolk County completed a regional Parks, Facilities and Recreation Master Plan in 2015, and their budget was \$100K. If each LEG municipal undertook their own master plan, the opportunity for efficiency in conducting the study would be lost, because there would be duplication of certain effort such as considering regional demographic/lifestyle changes, analysis of inter-municipal facility sharing/programming, hosting of online

consultation, etc. However, if done as a coordinated study for the LEG, some cost savings could be gained, even though the savings would be modest.

Short Term Recommendations - Do Now (12 months)

- Identify underutilized park space and take steps to revitalize as required to improve visitation;
- Look to implement community gardens in LEG municipalities. Coordinate with the County of Renfrew regarding possibility of extended grant funding. The provincial deadline was in June of 2020, but there may still be opportunities to take advantage of;
- Enter into agreements with local clubs (ATV, snowmobile) to help identify local trail opportunities (off-road/blue (water) trails);
- Engage community groups, school boards for partnerships (community watch, spring clean) etc.

Mid Term Recommendations - Do Soon (12-24 months)

- Collaborate with the County of Renfrew and other LEG municipalities to identify active transportation routes and plan for hard shoulders; and,
- Consider collaborating on and completing a regional LEG Parks, Recreation and Trails Master Plan (if applicable). If unable or uninterested in a regional plan, consider developing a local master plan.

Long Term Recommendations - Do Later (24+ months)

- Look to expand the park network through strategic acquisition for better connectivity;
- Look to create better / new connections into the regional trail system from municipal lands. This will, as a result, create improved connections between municipalities along the regional trail right of way; and,
- Develop coordinated online interactive mapping and marketing for LEG trails.