



Town of Renfrew

Parks and Recreation Master Plan & Waterfront Master Plan

July 2024

Land Acknowledgment

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

Acknowledgments

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

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

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1.0 INTRODUCTION

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

A Master Plan is a high level, strategic document. It is a guidebook, not a rule book. It is not law or policy (though some recommendations may suggest developing certain policies). Many of the individual recommendations will require further investigation, discussion, consultation, and Council approval before they are implemented. Though this Plan provides direction for the next 10 years, it should be revisited every five years to be updated where necessary to reflect changes in Town capacity, trends, community needs and interests, etc.

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

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

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

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

1.1 PROCESS

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

Phase 1: Background Review

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

Phase 2: Community Consultation

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

Phase 3: Analysis & Recommendations

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

Phase 4: Final Master Plan

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



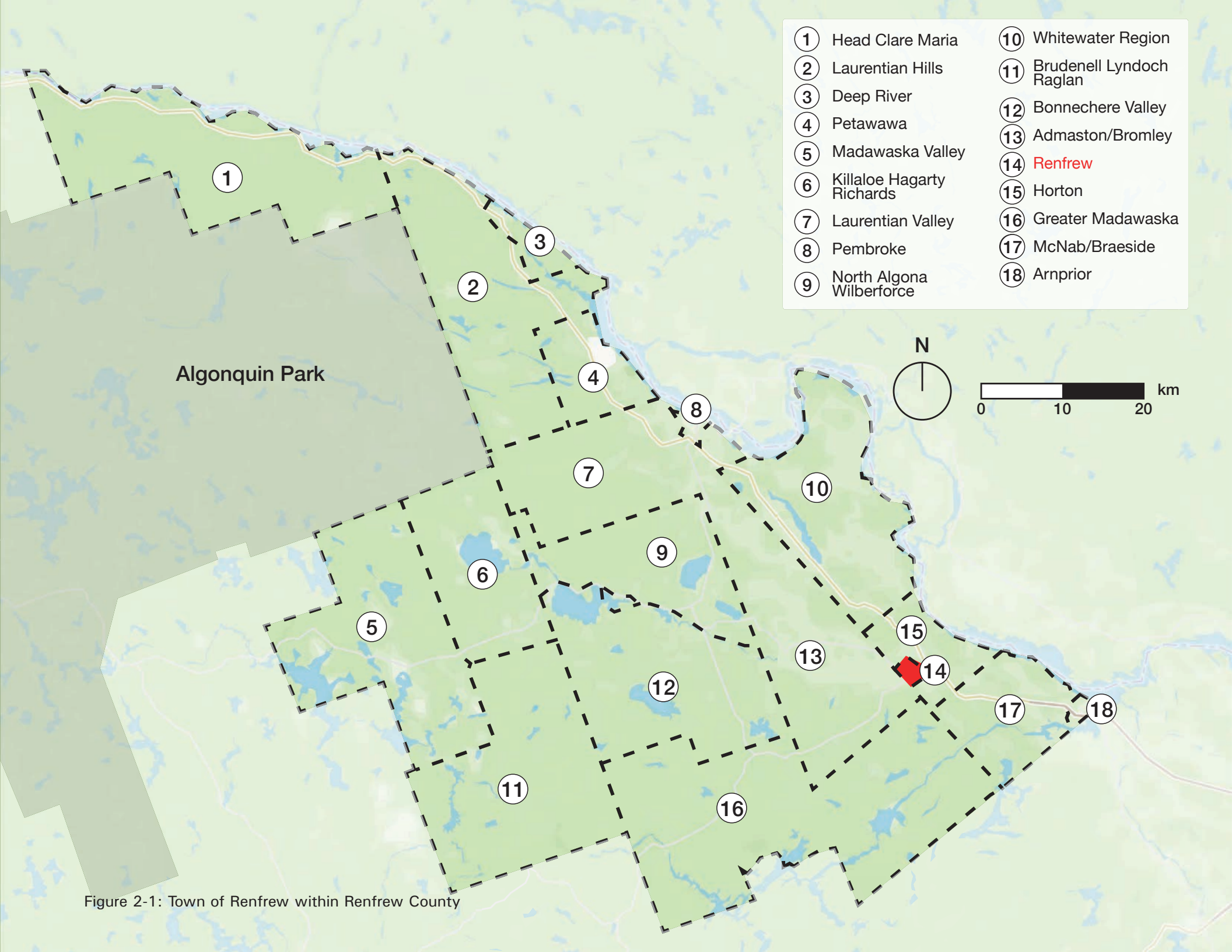


Figure 2-1: Town of Renfrew within Renfrew County

2.0 CONTEXT

2.1 GEOGRAPHIC CONTEXT

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

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

2.2 SOCIO-DEMOGRAPHIC CONTEXT

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

Town of Renfrew and Renfrew County Current Population

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

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

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

Source: 2021 Canadian Census

Town of Renfrew and Renfrew County Income

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

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

Town of Renfrew Ethnocultural Data

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

increased participation and intercultural community building.

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

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

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

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

Source: 2021 Canadian Census

Table 2-3: Immigrant Status and Period of Immigration

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

Table 2-4: Age at Immigration

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

Source: 2021 Canadian Census

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

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

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

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

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

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

Source: 2021 Canadian Census

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

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

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

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

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

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

Renfrew County Age Distribution, 2024 - 2036

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

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

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

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

2.3 PLANNING AND POLICY CONTEXT

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

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

TOWN OF RENFREW WATERFRONT Waterfront Central

WHAT DO YOU THINK IS MOST NEEDED IN WATERFRONT CENTRAL?
(Leave your comment on a sticky note and paste below.)

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

Jefferson Park in Windsor is a great example

Benches, play areas for kids, flower gardens.

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

① Lighting down stairs. ✓
② Benches on left. (Mural/Raglan)

lighting, seating & plants around stage at swings only

Built in amphitheatre (like Penobscot)

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

Signage about vegetation. More interactive

Double, heavy, wicker benches, chairs in main areas. in town colours

Aesthetically pleasing.

Connection to Museum. Contemporary displays

Boardwalk near water

of lawns on both sides & on bridge

lighting bridge

walking trail

Play structures (mini) that allows children (families) to interact w/ nature



Legend
 Existing Park
 Existing Trail
 Town-Owned Parks
 Provincial Parks

3.0 WHAT WE HEARD

3.1 CONSULTATION ACTIVITIES

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

Activities included:

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

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

³ A full list is included in Appendix A.

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

Table 3-1: Consultation Activities and Surveyed Audiences.

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

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

3.2 CONSULTATION FINDINGS

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

Service Use

- 88% of online survey respondents and 40% of telephone survey respondents indicated they use parks and recreation services in Renfrew
- Telephone survey respondents' most-used amenities and facilities at Ma-te-Way were the soccer field (30%), pickleball courts (30%), and ball diamonds (27%)
- Online survey respondents' most-used amenities and facilities at Ma-te-Way were the playground (67%), splash pad (62%), and ice pad (58%)
- At Ma-te-Way, user groups reported use of the auditorium/hall, ice pad, tennis courts, and kitchen
- Telephone survey respondents' most-used parks and recreation spaces elsewhere in Renfrew were the Recreation Centre gym/auditorium (53%); waterfront parks such as RCAF, O'Brien, and Forgie (50%); Algonquin Trail (49%); Recreation Centre fitness area (48%); and Millennium Trail (44%)
- Online survey respondents' most-used parks and recreation spaces elsewhere in Renfrew were the Millennium Trail (89%); Algonquin Trail (84%); K&P Trail (84%); park playgrounds (72%); and waterfront parks such as RCAF, O'Brien, and Forgie (47%)
- 35% of both telephone and online survey respondents indicated they use the boat launch
- User groups reported use of the Recreation Centre games or conference room, gym/auditorium, park playgrounds, and trails
- 35% of telephone survey respondents and 73% of online survey respondents indicated members of their household travel to other communities to use recreation services. For telephone respondents, the top reason for doing so is combining recreation with other trips such as work and shopping (36%); for online respondents, the top reason for doing so is that they are not available in Renfrew (89%)

Service Interest

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

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

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

Support for Growth

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



Town of Renfrew Waterfront Master Plan

SITE-SPECIFIC RECOMMENDATIONS: WATERFRONT

O'Brien Park

W.33. Develop a concept plan for O'Brien Park. The concept plan should include:

- Replacing the bandshell
- Adding a boardwalk along the water's edge as part of the waterfront trail to replace the snow fence (approx. 100 m)
- Adding a multi-use trail to Arthur Avenue between Stewart Street and the sweeping ledge (approx. 300 m) to facilitate the Waterfront Trail.
- Updating existing street parking along Arthur Avenue's south side
- Adding additional street parking to the parcel on Arthur Avenue's north side
- Adding heritage and interpretation signage in coordination with the Arts, Culture, Heritage Master Plan.
- The potential for a monument or art piece, and programming space in coordination with the Arts, Culture, Heritage Master Plan.
- Coordinating with the McDougall Mill Museum to add public washrooms and a cafe or brewery in the museum.
- An implementation plan to conduct work in coordination with the Town sewer update.

Lindsay Property

W.35. Develop a concept plan for the Lindsay Property. The concept plan should include:

- A small craft put-in/out
- Small craft storage
- Small craft rental lockers
- A parking area
- A picnic area and seating
- A lookout
- Naturalized planting with planting perennials, shrubs, and pollinators
- Add a multi-use trail between the Stewart Property and 520 Mutual (approx. 150 m) to facilitate the Waterfront Trail Secondary trail (approx. 200 m).
- Shoreline planting with guidance from the Bonnechere River Watershed Project and the County's Bonnechere River Water Management Plan.
- Heritage and interpretation signage in coordination with the Arts, Culture, Heritage Master Plan.
- The potential for a monument or art piece, and programming space in coordination with the Arts, Culture, Heritage Master Plan in coordination with the Arts, Culture, Heritage Master Plan.

Below: O'Brien Park, existing condition

Below: O'Brien Park photograph

Below: Lindsay Property, existing condition

Below: Lindsay Property photograph

Town of Renfrew Parks and Recreation Master Plan

DRAFT RECOMMENDATIONS: INDOOR FACILITIES

Multi-Municipal Facilities

Optimal use of the town hall for new indoor programs and regional opportunities to build partnerships.

2. Utilize new facilities to focus on growing the non-sport component of the recreational programming, and use low-cost outdoor programming to provide an alternative for active users through program scheduling.

3. Install a riding trail in the park area.

4. Collaborate on an ongoing basis with adjacent towns to enhance both "soft" and "concrete" services complement each other.

5. Continue to utilize a public zone of health to encourage community well-being that complements the Gateway Park location and offers them a central gathering place.

6. As recommended in the Arts, Culture and Heritage Master Plan, work with the Bonnechere-Algouquin First Nation to build an ongoing and an education through cultural and heritage activities.

Visitor Information Centre

1. Provide a central location for visitor information and interpretation services to complement the existing visitor information services at the park.

2. Provide a central location for visitor information and interpretation services to complement the existing visitor information services at the park.

3. Provide a central location for visitor information and interpretation services to complement the existing visitor information services at the park.

Non-Municipal Facilities

17. Consider alternative locations for a community center to complement the existing visitor information services at the park.

18. Consider alternative locations for a community center to complement the existing visitor information services at the park.

19. Consider alternative locations for a community center to complement the existing visitor information services at the park.

20. Consider alternative locations for a community center to complement the existing visitor information services at the park.

21. Consider alternative locations for a community center to complement the existing visitor information services at the park.

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28. Consider alternative locations for a community center to complement the existing visitor information services at the park.

29. Consider alternative locations for a community center to complement the existing visitor information services at the park.

30. Consider alternative locations for a community center to complement the existing visitor information services at the park.



Figure 3-1: Participants at the June 10 Open House were invited to interact with the display panels by “voting” for their favourite recommendations with dot stickers, and placing Post-It notes with comments and suggestions.



NOTICE
PLEASE DO NOT FEED THE ANIMALS
OR GO INTO THE ENCLOSURES
OR CLIMB ON THE FENCES
OR STRUCTURES. WE WILL
BE RESPONSIBLE FOR ANY
DAMAGE TO THE ANIMALS
OR STRUCTURES. THANK YOU
FOR YOUR COOPERATION.
© 2010

4.0 SWOT ANALYSIS

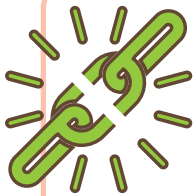
A SWOT analysis is a widely used strategic tool that helps organizations identify and analyze their internal strengths and weaknesses, as well as external opportunities and threats. Here's how a SWOT analysis could be relevant in development and future planning for the Town of Renfrew's Parks, Recreation,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



Strengths

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

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



Weaknesses

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

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



Opportunities

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

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



Threats

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

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



1914-1918
YPRES
VIMY RIDGE
MONS

RENFRE
TOWN HALL

5.0 SERVICE DELIVERY

5.1 INTRODUCTION

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

The discussion is presented under the following main headings:

- municipal role and organization
- existing collaborations and agreements

- potential collaborations
- policies and practices
- revenue generation
- marketing, promotion and communications
- ongoing planning and evaluation

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

5.2 MUNICIPAL ROLE AND ORGANIZATION

Library, Community and Recreation Services Department Structure

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

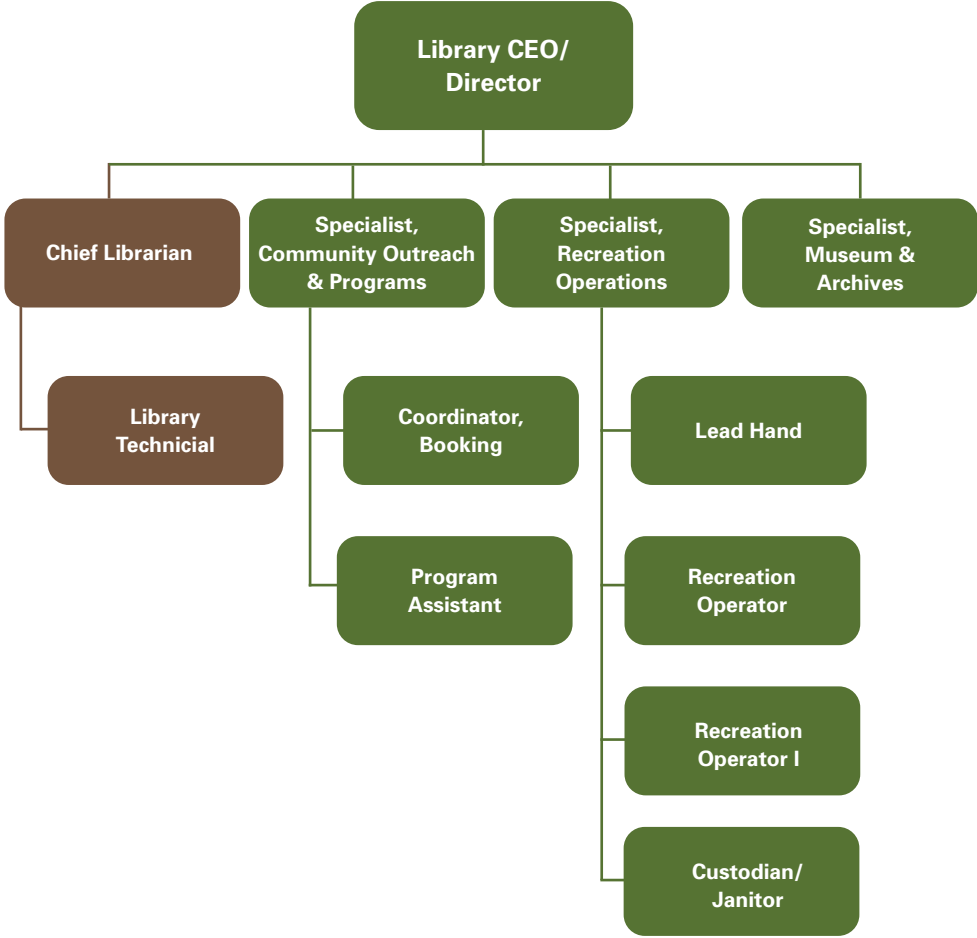


Figure 5-1: Department Organization

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

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

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

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

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

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

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

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

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

Boards, Committees, Working Groups and Teams

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

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

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

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

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

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

Recommendations

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

5.3 EXISTING COLLABORATIONS AND AGREEMENTS

Existing Collaborations

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

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

As discussed, below these collaborations are formalized in agreements.

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

Agreements and Leases

Agreements with Not-for-Profits

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

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

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

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

Agreements with Surrounding Municipalities

Current

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

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

Expired agreements to be renegotiated:

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

Expired agreements:

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

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

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

BAFN and Town Partnership

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

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

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

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

Possible New Agreements

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

Lease Agreements for myFM Centre

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

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

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

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

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

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

Form of Program/Service Agreements

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

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

- legal names of parties involved
- type of collaborating organization: community-based volunteer group, public agency, not-for-profit agency, commercial enterprise
- type of service (e.g., sessional program, special event)
- Town's purpose/objective for entering the agreement for the program/service, which should align with short-term program planning objectives
- description of program/service to be provided
- each party's responsibilities for identified deliverables, including evaluation tasks
- details on program/service (e.g., location(s), program sections, as appropriate, age groups, number/length of sessions, etc.)

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

Agreement Review

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

Recommendations

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



5.4 POTENTIAL COLLABORATIONS

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



Community-based Service Providers

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

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

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

School Boards

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

Regional and Provincial Organizations

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

National Capital Region (NCR) YMCA

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

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

BGC Renfrew County

BGC offers a wide variety of programs for children and youth aged six to 18 years within its four program pillars: creative arts, education, leadership and social skills, and physical activity and healthy lifestyle. BGC is part of a national movement with chapters across Canada, their own facilities, specialized programming, and services.

BGCs collaborate with municipalities in different ways to deliver satellite programs using municipal facilities and equipment, and bring value added expertise on details around collaboration. This enables communities without in-house program staff the ability to offer comparable services locally. The form that collaboration takes is unique to each community and depends on the type of demand, age group(s) to be served, available facilities and the proximity of qualified instructors. The financial feasibility and sustainability of satellite services is a priority in assessing potential collaborations. The Renfrew County BGC has a facility in Pembroke, and it is likely that this location would be the one to run programs that might be provided in Town.

Special Olympics Ontario

Through its program development function, Special Olympics Ontario (SOO) seeks to partner with municipal recreation departments to develop and provide programs for people with intellectual disabilities. SOO helps in the areas of volunteer and coach training courses, athlete and volunteer recruitment for the program, support for promotion, and competition opportunities. Municipal contribution to the partnership may include facilitating/running the program as part of its regular roster; providing facilities, equipment, etc.; setting the price for participation; providing necessary coaching, staff and volunteers; providing SOO with limited feedback on participant profile (e.g., age and gender); encouraging all involved with the program to register with SOO; abiding by SOO policies and procedures; paying relevant expenses (as agreed upon between the parties); providing insurance coverage for events/programs. The municipality retains all income from the program. Renfrew is in SOO's Eastern Ontario District and lists a Community Coordinator for Renfrew.¹¹

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

Post-Secondary Academic Partnerships

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

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

In addition, many programs require students to complete a community practicum placement. Students from multiple disciplines can be engaged in parks and recreation services in Renfrew through practicums or paid seasonal/part-time positions.

Recommendations

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

5.5 POLICIES AND PRACTICES

Existing Policy

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

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

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

Events Manual for Tourism and Events Support Policy

Events - including both community and visitor-oriented ones - are becoming a larger component of community recreation services. They require careful planning and coordination to implement, and all incur costs to deliver. At the same time, all events can be potential revenue-generators and there is an increasing emphasis on hosting visitor-attractive events in most communities to this purpose. The Town of Renfrew can leverage these types of events to build its regional serving function.

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

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

An Events Manual can provide:

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

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

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

Renfrew PICKLEBALL
NON-COMPETITIVE, FUN, & SOCIAL

\$3 + HST
2-HOUR SESSION

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

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

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

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

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

SATURDAY, JUNE 8

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

Thank You to Our Sponsors:

MILLIKEN GARDEN CENTRE | NOFRILLS | VENTURE INTERIORS

QUESTIONS? CONTACT THE PROGRAMS TEAM! | programs@renfrew.ca | 613-432-3131

June 7th PA DAY CAMP

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

\$40.00 PER CAMPER

5-11 YEARS

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

REGISTER HERE!

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

Tai Chi With Sifu Janna

\$10.00 + HST Per Class
Resident Rate

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

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

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

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

PARK & PLAY TRAILER

The Park & Play Trailer is coming to a neighbourhood park near you! Join us on Mondays and Wednesdays from 8-9 p.m. from May 29 to June 26. The Trailer will have sporting equipment and games for free play.

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

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

INDIAN COOKING CLASS BY NALA'S KITCHEN

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

\$25 + HST

Learn to cook delicious Veg Biryani

CULTURE C-NECT 2024 | Nala's Kitchen | Renfrew



Policy Review

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

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

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

Proposed Policy

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

Service Pricing, Affordable Access and Inclusion

Service Pricing

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

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

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

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

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

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

- detailed accounting on the full cost of providing services by type¹⁴
- confirming the Town’s service objectives
- establishing the types and proportions of costs that should be targeted for recovery through user fees, based on the Town’s service objectives (i.e., where services fall on a ‘continuum’ ranging from fully subsidized to cost recovery +), a simple example of which is outlined in Table 5-3
- setting fees to recover targeted costs
- allocating services by type to recovery categories
- establishing a timetable for incremental introduction of changes to the pricing structure

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

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

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

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

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

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



Indicators from Community Surveys

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

Affordable Access

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

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

Inclusion

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

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

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

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

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

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

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



Facility Allocation

Facility allocation policy distributes community use in municipally owned and operated facilities according to set 'use/user priorities' and scheduling process that occurs at regular intervals throughout the year. It is particularly important in allocating time at facilities where demand for prime time may exceed that which is available. Expanding program supply, along with population growth over the term of the Plan, may point to the need for this type of policy.

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

Policy items to consider are:

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

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

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

Community Group Affiliation

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

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

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

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

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

A Community Group Affiliation Policy describes the services available from the municipality to registered (affiliated) community groups in providing their program and services in relation to the capacity of the municipality to provide them. Although not-for-profit community groups or organizations must be registered

to receive municipal assistance, registration does not guarantee support. A standard, typically annual, registration/application process for eligible groups interested in municipal assistance “affiliates” them with the municipality and establishes a formal, consistent process for reviewing requests and monitoring policy effectiveness. Municipal staff review the applications and make recommendations to Council for approval. The support provided is typically in-kind, with any major funding provided through a separate mechanism. In Renfrew, the Grants to Community Partners serves this purpose.

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

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

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

- leadership training and development: course rebates for community volunteer development to a maximum amount/person/course (e.g., \$50/year) to a maximum amount per group/organization (e.g., \$200/year), provided the course is a core component of the organization/group's mandate, with priority being given to certain courses; in-house workshops sponsored by Town on relevant topics of interest (e.g., preparing grant applications)
- assistance with program planning and operations, registration, fees processing, evaluation, etc.

Collaborations and Partnerships

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

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

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

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

Recommendations

- SD 11. Develop a detailed Events Manual to supplement the Tourism and Events Policy and clarify Town and volunteer host roles in provision, and to guide providers in planning, delivering and preparing to evaluate events.
- SD 12. Conduct a service pricing study as the basis for setting fees in relation to cost recovery targets, and to inform a pricing policy.
- SD 13. Develop affordable access and inclusion policies.
- SD 14. Develop a facility allocation policy to provide consistent and equitable access to facilities based on municipal service objectives and priorities.
- SD 15. Develop a community group affiliation policy to provide clarity and consistency in terms of the range of support services available to all volunteer groups and what they must do to be eligible to be, and remain, affiliated.
- SD 16. Consult with volunteer recreation groups to confirm the type and extent of required assistance to sustain/grow their programs/ events, and to inform development of the policy within the capacity of the Town to provide support.

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

5.6 REVENUE GENERATION

Naming Rights and Sponsorship at myFM Centre and Advertising

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

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

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

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

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

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

Food Services

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

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

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

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

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

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

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

Arena Use for Events and Tournaments

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

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

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

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

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

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

Last Minute Ice

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

- Last minute ice is considered within 24 hours of the time of booking
 - Does not apply to statutory holidays unless the facility is scheduled to be open
 - Is not and cannot be used to replace regular bookings
 - Regular bookings cannot be cancelled to book Last Minute Ice. All requirements of the City's Ice Allocation Policy will apply (e.g., conditions of use, insurance)
 - A rental contract provided by the City must be signed and proof of insurance must be provided prior to use
 - Bookings are final and are non-refundable
 - Bookings are for minimum of one hour
 - One hour rental is equivalent to 50 minutes of ice time and 10 minutes for ice resurfacing
- City reserves the right to limit last minute ice bookings where it is considered to be used for profit or gain or is being abused to replace or in the place of a regular ice booking
 - Booked on a first come, first served basis
 - City reserves the right to cancel or amend the implementation of last-minute ice at any time at its discretion

In Owen Sound, fees for last minute ice are discounted and reservations are made online for each available pad through its recreation management software. A twin pad facility in Renfrew will likely have hours available during already staffed 'downtimes' that could generate additional revenues through this type of program.

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

Donation Programs

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

Currently, there are several initiatives and programs specifically related to parks and recreation and the environment listed on the City's website to which donors can contribute. These include PollinateTO; Urban Forestry; Cultural Vibrancy.²¹ The City's Policy on Donations to the City for Community Benefits governs the collection and processing of all donations.

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

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



Indicators from Community Surveys

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

Commemorative Amenities Program

The Town has a commemorative tree and bench program. However, it is not well promoted and requires an update. In reviewing and revising this program, expanding it to include more amenities could be considered. These types of programs are designed to encourage citizens to commemorate people or events through donations that 'purchase' parks-based amenities, some of which are eligible for charitable tax receipts. A sample of municipal programs reveals some that encompass a broad scope for community support, while others are more specific. The City of Greater Sudbury's Parks Services Donation and Memorial Program allows the public to "make donations to commemorate a special person, a momentous occasion or simply donate as a philanthropic gesture to beautify a community park. Donations towards the purchase of park enhancements or memorial gifts can include park benches, trees (hardwood and conifers), bike racks, picnic tables, sun shelters, sports equipment (basketball standards, tennis nets, soccer goals, etc.), playground structures, other options to be discussed with Parks Services."²² The policy also notes that donations for parks are guided by site-specific plans.

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

Strathcona County's (Alberta) Parkland Memorial Program notes:

The Parkland Memorial Program provides individuals, groups, and organizations with the opportunity to beautify Parkland in Strathcona County by planting trees or installing Parkland Amenities in remembrance, observance or acknowledgment of an appropriate event, occasion or individual. Approval of applications will be based on aesthetic considerations, improvements to the level of service to our Parkland users and with the intention of facilitating planned development in our Parkland. "Amenity" means any bench, table, park furnishing or other structure or development that increases the physical or material comfort of the park. It may include a memorial plaque.²³

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

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

Recommendations

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



5.7 MARKETING, PROMOTION AND COMMUNICATIONS

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

Recommendations

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

5.8 ONGOING PLANNING AND EVALUATION

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

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

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

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

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

Process and Information Requirements

The overarching goal of planning, monitoring and evaluating parks and recreation services is to contribute to informed decision-making. The process works to distinguish between community ‘needs’ and ‘wants’, to respond to ‘needs’ in the most judicious way, and to monitor the success of the response. The overall process is illustrated in Figure 5-2.

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

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

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

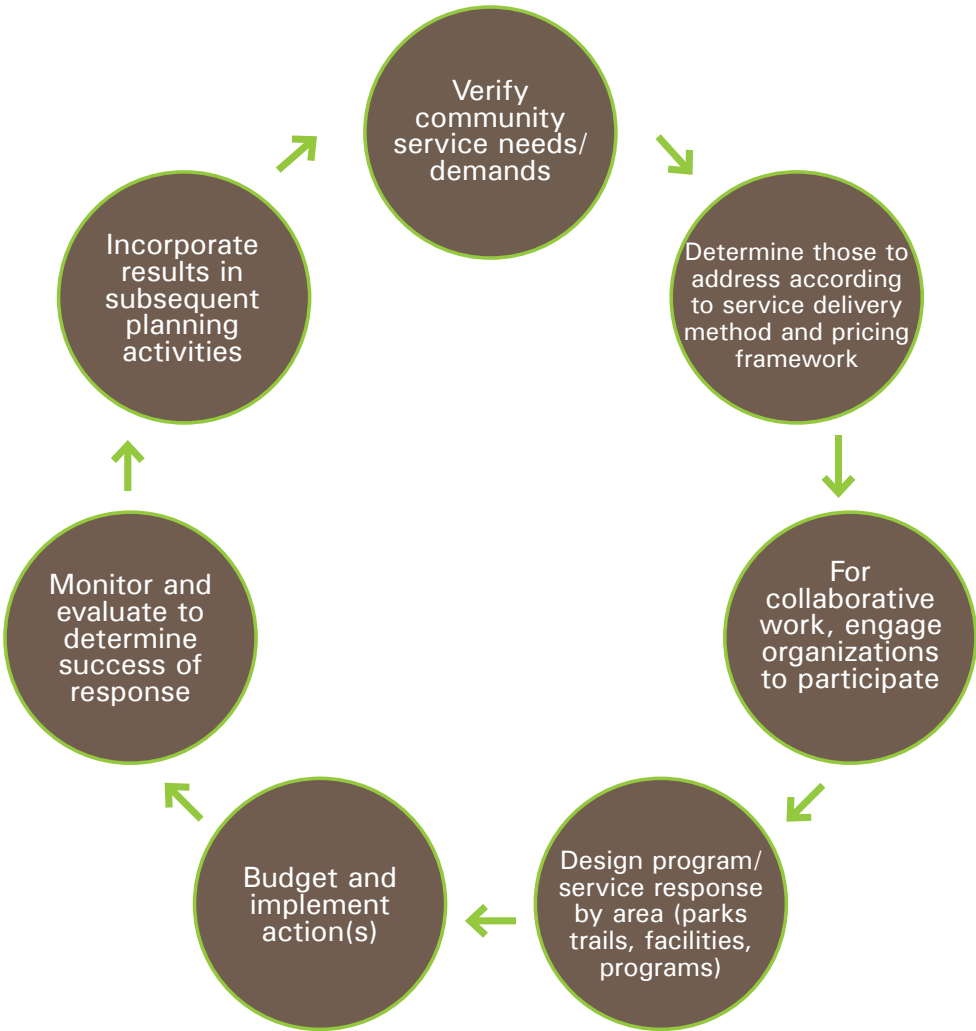


Figure 5-2: Planning and Evaluation Process

Although it deals with both facilities and programs/ services under the same headings, it is noted that facility (infrastructure) planning is typically a longer-term endeavor than program planning, which is annual or even seasonal. The relationship between programs/ services and facility needs is an iterative process, which

is not conveyed in the distinction the table makes for the purposes of this discussion. The table includes tasks that may already be conducted by the Town to show where they fit in relation to other activities.

Table 5-5: Services Planning Information Requirements and Application

Verify community service needs		
	Facilities	Programs/Services
Maintain a Single, Comprehensive Inventory	Document and regularly update an inventory of all facilities and relevant information by type. Ideally, all facilities now or potentially available for community use in the Town should be included in a single, integrated data base	Document and regularly update an inventory of all programs and relevant information by type. Ideally, all programs/services available either directly or indirectly through collaborations with the Town should be included.
Document Data on Use Related to Capacity	Track actual hours of facility use in relation to capacity (within total prime and non- prime time hours, where applicable). ²⁷ Institute periodic, rotating checks on unscheduled facilities to document use at different times	Track program/service fill rates in instances with a capacity limit or simple counts of participants / users attendees when no limit on capacity.
Develop Indicators of Unmet Demand	Document information on unmet demand for facilities, programs and services from organized users, community engagement via an online community engagement tool, resident inquiries/requests to the Town, and formal market research.	
Monitor and evaluate to determine success of response		
Measure Service Performance Against Targets	Using tools noted above to gather feedback, evaluate success of individual facilities and programs/services on an ongoing basis with organized and casual users, program participants and instructors, in relation to pre-determined performance targets.	
Incorporate results in subsequent planning activities		
Adjust Service Plans According to Evaluation Findings	As a cyclical activity covering both short and long-term service provision, the findings on evaluation can be used to maintain alignment between the supply/delivery of services and community needs.	

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

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

Incorporating Data in Services Planning

The results of this work will reveal patterns of use/ participation over time, available facility/program capacity that is not being used, and measures of outstanding demand. The Town can determine if the response to unmet demand will be adding more facilities/programs to supply or improving the performance of existing services. Facility options to this might include lighting unlit fields, repurposing facilities, reallocating use, financial incentives

to push use to less preferred times, etc. Program/service options might be adding more sessions of particularly popular programs or adding new programs.

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

The results of monitoring and evaluation will also inform annual planning and budgeting and can be used to update relevant components of the Master Plan (e.g., proposed term for adding a service).

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

Engaging Other Service Providers

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

The number of sessions per year in which all participants should engage can be determined collectively. At least one full group session per year, however, would be required. Ideally, it should be scheduled to align with both service and budget planning but this might not be possible with multiple participants.

Smaller group planning sessions, therefore, by specific service area may be more reasonable in terms of accommodating other organizations, with the Town then feeding this information into internal planning activities. Engagement in major projects or one-time events can be more narrowly defined in terms of the parties involved and the number of 'sessions' needed. Periodic joint

sessions may also be needed to address new/unforeseen topics of relevance to the parties involved. A process that works for the Town and other providers, therefore, should be developed and implemented in the short-term and it can grow over time, as needed.

Recommendations

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

