



PARKS AND RECREATION MASTER PLAN

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Note: Appendices to the Master Plan are available as a separate document

1. Executive Summary

The Town of Petawawa retained *Clem Pelot Consulting* in October 2010 to develop a new Master Plan for Parks and Recreation; *Planex Consultants* contributed their expertise in parks and open space the project team. This Master Plan will provide Town Council, staff and volunteers with a practical roadmap for establishing priorities in the delivery of parks and recreation programs and facilities over the next decade. The project included three phases: an assessment of programs and facilities available today; determining current and future demand for services; and preparation of the Master Plan.

The Master Plan documents all of the input received from Town residents through a community survey, and from community stakeholder groups via meetings, questionnaires and telephone interviews. The results of that extensive consultation, along with the consultants' analysis of Petawawa's existing services, are reflected in the Master Plan's conclusions and fifty recommendations. Members of Town Council and senior Town staff have been instrumental in providing the Consultants with timely information and valuable feedback to draft reports. Parks and Recreation Department staff, in particular Kelly Williams, Mark Reinert and Line Jones have contributed much to the development of this Master Plan and deserve a special note of thanks.

Vision for Parks and Recreation in Petawawa

A new Vision for Parks and Recreation in Petawawa describes how parks, recreation and culture services can make a meaningful contribution by the year 2021. It describes a community that is better served than today. In developing this vision, members of Town Council and senior Town staff took an active role in determining the best future for Petawawa.

Petawawa is a healthy, vibrant community that promotes a high quality of life through the provision of recreational opportunities for residents of all ages.

Mission Statement

A new Mission Statement was developed for the Petawawa Parks and Recreation Department:

The Town of Petawawa Parks and Recreation Department will take a leadership role in the development and implementation of a diversified leisure service delivery system, focused on intensifying physical activity, community development and environmental stewardship in order to enhance the social, cultural and physical well being of the community.

Service Objectives

The following fourteen Service Objectives are intended to contribute to the public good in Petawawa, either economically, environmentally, personally or socially. All of the Town's future parks, recreation and cultural initiatives should fall under one or more of these Service Objectives (which are ranked in order of priority).

1. Provide more and better promotion of recreational opportunities
2. Expand and improve Petawawa's non-motorized trail system
3. Redevelop Town parks within an integrated system
4. Increase coordination and planning between Town staff and CFB Petawawa
5. Establish adequate reserve funds for the future replacement of recreation facilities
6. Proactively support community groups and volunteers
7. Enhance leisure opportunities for youth and seniors
8. Increase physical activity among all Town residents
9. Increase opportunities in outdoor recreation
10. Negotiate community access to new schools
11. Protect and enhance Petawawa's natural outdoor environment
12. Enhance opportunities in arts and culture
13. Adopt a fee structure that is equitable and reflects the area market
14. Strengthen existing partnerships and explore new partnerships

Recommendations

Section 6 of the Master Plan contains fifty recommendations. Each of the recommendations is based on the Consultants' assessment of Petawawa's current parks and recreation services, the public input received and direction from Town Council. Each recommendation is intended to help achieve Petawawa's new Vision for parks, recreation and culture over the next ten years.

1. ***Adopt the new Vision, Mission Statement and Service Objectives for Parks and Recreation in Petawawa***
2. ***Expand Petawawa's non-motorized trail system***
3. ***Improve Petawawa's non-motorized trail system***
4. ***Make Petawawa a more walkable community***
5. ***Preserve, develop, maintain and expand waterfront green space along the Petawawa and Ottawa Rivers***
6. ***Enhance beautification of Town parks and green spaces***
7. ***Develop a Bicycle Master Plan***
8. ***Acquire park land to develop new neighbourhood parks***
9. ***Develop a universally accessible playground at Civic Centre Park***
10. ***Develop a new splash pad / water play area***
11. ***Develop an off-leash dog park***

12. *Build a skatepark*
13. *Encourage more participation in four season outdoor recreation opportunities*
14. *Redevelop existing Town parks*
15. *Develop a tree preservation and protection plan for Town parks and other Town property*
16. *Develop enhanced tree maintenance guidelines for Town staff*
17. *Plan the replacement of the Petawawa Civic Centre between 2020 and 2030*
18. *Evaluate the feasibility of building a new public indoor pool*
19. *Increase the recreational use of Petawawa Civic Centre Main Hall*
20. *Rationalize the operation and use of Norman Behnke Hall*
21. *Sustain the Town's financial support and shared leadership of Festival Hall in Pembroke*
22. *Phase out the Town subsidy of the Alternative School facility*
23. *Increase physical activity among Town residents, in particular children and youth*
24. *Increase Town promotion of recreation opportunities offered by community groups*
25. *Increase the quantity and quality of support provided by Town staff to community groups*
26. *Provide information and resources about risk management to volunteers*
27. *Expand recreation opportunities for children*
28. *Expand recreation opportunities for youth*
29. *Expand recreation opportunities for seniors*
30. *Encourage and support volunteer leadership of special events*
31. *Coordinate special events*
32. *Harmonize outdoor swim lessons*
33. *Renew and expand municipal partnerships*
34. *Establish a liaison between Town staff and the CFB Petawawa Recreation Department*
35. *Work with Renfrew County and adjacent Municipalities to enhance active transportation*
36. *Collaborate with Bonnechere Provincial Park staff and Friends of Bonnechere Park to increase use of Petawawa Terrace Provincial Park*
37. *Establish adequate reserve funds to replace the Petawawa Civic Centre*
38. *Review the allocation for Recreation within the Town's Development Charge By-Law*
39. *Assess a property tax adjustment or surcharge to improve the Town's indoor and outdoor recreation facilities*
40. *Develop a ten year capital plan for the repair and replacement of parks and recreation infrastructure*
41. *Rationalize the Town subsidy available to children and youth for the use of Town facilities*
42. *Gradually increase the ice rental fee for minors to match the area market*
43. *Incorporate relevant recommendations from this Master Plan into the Town of Petawawa's draft Official Plan Amendment*
44. *Negotiate community access to new schools*
45. *Renew reciprocal agreements with School Boards*
46. *Undertake an organizational review of the Parks and Recreation Department*
47. *Improve management information systems and collection of usage data*

- 48. Provide adequate operational oversight of the Molson Ski Hill operation**
- 49. Improve the allocation of sports fields**
- 50. Clarify and update the PCC Fundraising Committee mandate**

The Consultants developed an Implementation Plan as the report's final chapter. Each of the fifty recommendations was assigned a priority, a timeline and the magnitude of changes in tax support likely required to implement each one.

A public meeting was held on June 15, 2011 to present the draft Master Plan final report and recommendations. Thirteen residents and stakeholders attended the meeting and offered their comments following a presentation of the Master Plan's strategic framework and 50 recommendations. The feedback about the draft Master Plan was quite positive from all those in attendance and a few people had questions, which the Consultants addressed (see Appendix 4). No written comments were received following the public meeting. Only minor editing changes were made to the draft report as a result of this final public consultation.

2. The Context for Planning

2.1 Description of the Town of Petawawa

The Town of Petawawa, the largest municipality in Renfrew County, has experienced rapid growth in the last four years. The expansion underway at CFB Petawawa, the Town's biggest employer, is largely driving that growth. A new K-7 elementary catholic school and a new K-12 public school are being built in Town to replace older schools on the Base.

The Town of Petawawa's brand is *Dynamic by Nature*, reflecting the area's beautiful outdoor spaces. Petawawa is recognized as a world class destination for outdoor recreation and adventure tourism. The Hell or High Water canoe/ kayak event attracted 600 participants in its second year (2010). Local residents, in particular adults, appear to have a culture of being physically active. There exists a high degree of community pride in Petawawa, as evidenced by the abundance of successful special events.

Town leaders are proud of their commitment to environmental stewardship, one prominent example being Petawawa's longstanding leadership of the Ottawa River Heritage Designation project. And thanks to the Joint Broadband Initiative, up to 84% of Petawawa and Laurentian Valley residents are now able to connect to high speed internet.

Petawawa's Demographic Profile and Growth Trends

The Town population in 2006 was 14,651, with an average household size of 2.6 occupants. In the five years prior to the 2006 census, the Town population increased by a modest 1.6%. However, since January of 2007, 520 building permits have been issued for new homes in Petawawa (including multi residential). Using the same factor of 2.6 occupants per household, those new homes represent 1,352 new residents for the Town. That is an increase of about 9.2% in the last four years, for an estimated population of 16,003 in 2010.

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

- Military presence: About half of the Town's residents are either civilian or military personnel attached to CFB Petawawa.
- Age: Petawawa has more young people and fewer older adults than Ontario's average. Of the total population in Petawawa, 29.1% are under the age of 20, significantly higher than the provincial figure of 25.1%. An even greater distinction exists with older adults: 10.3% of Petawawa's population is over the age of 60, as compared to the provincial average of 18.3%. Also of interest, in the 20-29 year old grouping, roughly 60% of Petawawa's population is male (compared with 50% male in the province).
- Dwellings: Petawawa has significantly more single detached houses (71.4% as compared to Ontario's 56.1%) and row houses (12.5% as compared to 7.9% provincially). The average value of an owned dwelling in Petawawa is \$198,816.
- Family makeup: A high proportion of Petawawa families (almost 90%) are married or common-law couples. There are 5% fewer single parent families than in the province. Median family income (\$68,253) is similar to the provincial median. Ninety-four percent of Petawawa's families speak primarily English at home. Ninety-four percent were born in Canada. Seventy-nine percent of the population lived at the same address one year ago (lower than the provincial 86.6%). Forty-five percent lived at the same address five years ago (provincial is 58.9%).
- Education: The percentage of Petawawa's population over the age of 15 years with some post-secondary education (apprenticeship, college, university) is 10.8%, about half of the provincial average. About a third (32.8%) of Petawawa residents has a high school diploma, as compared to 22% of provincial residents.
- Labour Force: Of interest in labour force statistics, 49% of Petawawa residents are employed in sales and service occupations, as compared to only 23.5% of Ontario residents.
- Income: The median income of persons 15 years of age or older in Petawawa is \$37,026, compared to the provincial median of \$29,335

2.2 Previous Recreation Studies and Higher Level Plans

The Consultants reviewed several background reports to help set the context for planning, including: the 2002 Town of Petawawa Recreation Master Plan; Town of Petawawa Official Plan; draft 2010 Strategic Planning Document ; Town of Petawawa Asset Management Plan; Town of Petawawa Tourism Strategy 2002; Town of Petawawa Guidelines for Beautification and Revitalization 2002; Town of Petawawa Development Charges Study; the County of Renfrew Forest Management Plan; and, several current Parks and Recreation Departmental policies. Key findings are synthesized and highlighted in *Appendix 1*.

Three of these documents were deemed by the Consultants as the most relevant to the new Parks and Recreation Master Plan. The 2002 Town of Petawawa Recreation Master Plan provides a valuable benchmark to be referenced by the new Master Plan, as it contained many recommendations that were revisited during Phases Two and Three of this project. The Town of Petawawa Official Plan sets the broad corporate policy framework to which the Parks and Recreation Master Plan will adhere. And finally, the draft Strategic Planning Document currently being developed by Town Council contains several strategic objectives which the new Parks and Recreation Master Plan will help to advance.

3. Public Input

3.1 Stakeholder Groups

Twenty-six community groups submitted a completed questionnaire to the Consultants: Pembroke Cross Country Ski Club, Ottawa Valley Mountain Bike Association, Hell or High Water Weekend, Petawawa River Rats Kayak Club, Petawawa Ski and Snowboard Club, Petawawa Minor Soccer Club, Petawawa Ladies Slow Pitch League, Petawawa Ladies Softball League, Petawawa Men's Slo-Pitch, Petawawa Co-ed Softball League, Petawawa Umpires Association, Senior Tennis Group, Citizens for Trees, Champlain Dog Club, Petawawa Heritage Society, Petawawa Silver Threads, Petawawa Rotary, Greater Petawawa Minor Hockey Association, Ottawa Valley Thunder/ Ottawa Valley Girls Hockey, Retirement Blues, Petawawa Day Curlers, Petawawa Legion Community Band, Youth Centre, 4th Petawawa Group Scouts Canada, Girl Guides of Canada and Warrior Scuba Club.

The following highlights have been selected by the Consultants as the key issues and opportunities identified by stakeholders in their responses. Please see *Appendix 2* to review the full version of all completed questionnaires.

General Observations

- Half of the responses came from outdoor activity groups, a much higher proportion than in a typical consultation of this type. Many of these Petawawa groups have quite a large membership.
- There is a predominance of responses from groups representing activities for adults. Conversely, there are fewer than expected responses from groups representing children/ youth, the arts and residents with special needs.
- Groups are generally satisfied with the quantity and quality of facilities available to them.
- The most frequently mentioned factor affecting membership in Petawawa groups was the 'transient' nature of military families and military postings.

Parks and Trails

- The Emerald Necklace trail system needs to be expanded and consolidated: marked trails, maps, signage is key for tourism development.
- Petawawa is a dream destination for thousands of paddlers; Centennial Park and the Catwalk serve as a hub for river based activities (but better signage indicating "white-water kayak / canoe put in" and "take out" is needed).
- Use of Town sports fields is nearing capacity, according to user groups. Minor soccer has the largest membership of any organization in Town and continues to grow. Petawawa has an unusually high number of adult slo-pitch and softball groups. Some concerns were expressed about inadequate maintenance of sports fields.
- A more proactive Town strategy is needed to protect and enhance Petawawa's forests.
- A suitable off-leash dog park is needed.

- Petawawa Point Park it is not being used to its capacity and needs upgrades/ improved maintenance.
- The rapidly expanding *Hell or High Water* white-water festival will need expanded logistics, including parking.
- Groups play an important role in maintenance of trails (Cross country ski club, snowmobile/ ATV clubs, mountain bike club)
- The Town should integrate its trail strategy with the rest of the County – standard signage, joint marketing or shared cost promotion. Perhaps a separate non profit entity that crosses boundaries should be established to oversee trails.

Indoor Facilities

- Dundonald Hall is the local hub for winter/ indoor soccer.
- The cost of using the PCC Main Hall is a barrier for some groups.
- Loss of summer ice at Silver Dart would eliminate summer clinics/ training
- The Town should improve public access for ice users via the back door of PCC
- Interest has been expressed by recreational curlers for a dedicated facility in Petawawa

Recreation and Culture Programs

- More promotion by the Town is needed of the programs offered by community groups
- There is a large but declining participation in Scouts and Girl Guides
- The Youth Centre at Southside CC plays an important role for some, but not all youth
- More youth opportunities are needed
- Petawawa has a growing number of older adults and more activities are needed
- There is a large and growing membership in the Silver Threads Seniors Club, and a larger hall is needed for some events
- Liability of volunteers is a concern to many Petawawa groups
- Many groups are having difficulty recruiting volunteers. Military postings and transient military families increase the challenge of finding (and keeping) volunteers. More help from the Town is needed with volunteer recruitment, training and recognition.
- Most groups are willing to work with the Town to improve facilities and programs

Arts and Culture

- A modest performing space (auditorium/ stage) is needed in Petawawa for the Community Band
- The rapid growth and future expansion of Petawawa Heritage Village will warrant an enhanced partnership with the Town

3.2 Public Survey

In February of 2011, a survey was conducted to obtain residents' views concerning current and future parks, recreation and cultural services in Petawawa. The survey was a mail out / mail return questionnaire and was sent to 1,000 households, with 428 completed and returned surveys. This represented a response rate of 42.8%, and a 95% level of confidence that the results obtained are within

+/- 4.7% of the actual views of the entire adult population. The questionnaire consisted of both closed and open ended questions.

The Consultants identified the following highlights as the most relevant to the planning of future services. Please refer to *Appendix 3* for the complete results of the Community Survey.

- Thirty two percent (32%) of responding households included a member of the Canadian Military.
- More than half (53%) of all respondents had a CFB Community Access Card.
- Eighty nine percent (89%) of respondents or a member of their household had visited an outdoor recreation space in the last twelve months. Trails (69%), Waterways (57%), Petawawa Point (53%) and Centennial Park (52%) are the most used outdoor spaces.
- More than 4 out of 5 respondents (82%) felt that now was a good time to invest in new or improved outdoor parks or recreation spaces in Petawawa. This majority was consistent amongst all demographic sub groups. Respondents overwhelmingly favoured investing in non-motorized multi-use trails (68%) over other options.
- Ninety three percent (93%) of respondents or a member of their household had visited at least one of the indoor recreation facilities listed in the survey in the last twelve months. The Petawawa Civic Centre (60%) and Dundonald Hall (48%) are the facilities visited most often. For respondents who reported visiting an indoor pool, recreational swimming was the most prevalent type of use amongst all demographic subgroups.
- Over three quarters of respondents (77%) felt that now was a good time to invest in more, better quality or replacement public indoor facilities in Petawawa. This majority was consistent amongst all demographic sub groups. Just over half (51%) of the respondents favour investing in an indoor swimming pool as their first choice.
- The two most important Town services identified by respondents were Outdoor Open Spaces and Park Maintenance.
- A clear majority of respondents felt there were not enough opportunities/services in the areas performing/visual arts, services for youth and services for seniors.
- The strong support for investment in public facilities translated into support for a moderate tax increase among respondents. Sixty-three percent (63%) of respondents supported a tax increase of at least 1% per year to help build and/or operate new or improved recreation spaces.

3.3 Public Events and Communication of the Master Plan

The Master Plan was presented at a public meeting on November 25, 2010 to introduce the Consultant, describe the process for completing the Master Plan and explain the Master Plan's anticipated outcomes. The results of the project's first phase (An Overview of the Existing Delivery System) were presented to Town Council at its meeting of January 4, 2011. Information about the project has also been made available via the Town website, local print media and the PCC. A final public meeting was held on June 15, 2011 to present the Master Plan's fifty recommendations. All of the comments received from residents and stakeholder groups are documented in *Appendix 4*.

4. An Overview of the Existing Delivery System

4.1 Parks and Open Space

Situated at the confluence of the Petawawa River and the Ottawa River, and surrounded by a vast expanse of forested wilderness with numerous lakes, the Town of Petawawa offers exquisite natural beauty. The Town has an impressive amount of developed parkland and open space. These green spaces support a multitude of outdoor recreational interests, both passive and active, for Town residents and visitors alike. In addition to municipal park land, the Petawawa Terrace Provincial Park is located within the Town, as is Mount Molson Ski Hill. Canadian Forces Base (CFB) Petawawa occupies the north section of the Town, straddling the Petawawa River. The Base provides further outdoor recreational and social opportunities to Petawawa residents.

The Town of Petawawa's Official Plan identifies the standard for parkland as 4 hectares per 1000 population. Based on a current population of 16 003, the Town is underserved by its 3.7 hectares of developed parkland per 1000 residents. This value, however, is without the inclusion of other green spaces. The municipality has an additional 45.7 hectares of undeveloped parkland to accommodate future population growth. The Town's access to the Petawawa Terrace Provincial Park also should be considered in the parkland service parameters. If one considers the undeveloped municipal parkland, trails, the 19 hectares of the CFB's Dundonald Hall site, the CFB's Twin Rivers Golf Club space (approximately 62 hectares), Black Bear Beach and Campground space (approximately 41 hectares), along with the 215 hectares that comprise Petawawa Terrace Provincial Park, there is an abundance of parkland available to residents of the Town of Petawawa. This amount of green space is well above the average Canadian community (which ranges between 2.8 and 4.0 hectares per 1 000 population) and greatly exceeds the Town's Official Plan standard of 4.0 hectares per 1 000 residents.

The parks and green spaces of the Town of Petawawa were inspected by the Consultants in November and December of 2010, in order to review the visual character, playground structures, site furnishings, sports fields, natural features, accessibility, opportunities and constraints, as well as the overall condition and maintenance of each park. Please refer to detailed park inventories in *Appendix 5*.

The Consultants assigned each of the Town's parks to one of three categories:

- Community Parks: Petawawa Civic Centre Park, Centennial Park and Petawawa Point

Community Parks are those which have unique characteristics that appeal to the greater community. They are typically located in a core area of town, are of a larger scale, and include supporting infrastructure and amenities, such as parking and washrooms facilities. The Town's three Community Parks all have distinctive entry features, establishing a specific character for each site.

- Neighbourhood Parks: Indian Diamond, Civitan Kiddyland, Jack Pine, Fish Hatchery, Kramer's Korner, Pine Ridge and Lakeview Park

Neighbourhood Parks are more localized and respond to the immediate surrounding neighbourhood needs.

- Mini-parks: Nature's Acre, Briar Patch, Woodland, Enchanted Forest and Turtle Park

Mini-parks also serve nearby residents but are smaller than Neighbourhood Parks, typically focus on play equipment and lack the area for substantial open green space. Ideally, Neighbourhood Parks and Mini-parks should be located within walking distance of the residents that they serve.

4.1.1 Petawawa Civic Centre Park

Petawawa Civic Centre Park acts as the organized sports hub for the residents of Petawawa. Not only does it offer sports venues, the site also houses a public library, a community hall, a miniature golf course, a community garden plot, a BMX pump track/skills park, a remote control car area, smash-up derby course and a playground.

Greater Petawawa Civitan Playland

The Greater Petawawa Civitan Playland hosts a wide range of exciting play equipment for all age groups. Overall, the play equipment is in outstanding condition. The two play apparatuses, one for ages 2 to 5 and one for ages 5 to 12, are large with multiple elements and each occupies its own distinct space. The gazebo offers a shaded sitting area for parents and multiple benches are found throughout the rest of the play area. A nice background is provided by the mini-golf course. Until the young trees mature, there is a lack of shade in the playground. There are two clearly defined entrances to the Greater Petawawa Civitan Playland, one from the sidewalk along Cartier Street and one from the parking lot of the Civic Centre; however, the entrance signs are not consistent with the other municipal park signs. The chain link fencing bordering the playground does not match the character of the play area's gazebo or of the adjacent pergola. As well, the fencing ends only several meters after the parking lot entrance, leaving a wide section of the playground open to the parking lot. The entry's asphalt path and the gravel path in the open section both end abruptly, decreasing the visual quality of the playground.

Sports Field Complex

The majority of the site's open space supports sports fields, including 3 slow-pitch diamonds, 3 soccer fields, a football field (sharing the same location as one of the soccer fields), 3 tennis courts, 3 (2 permanent; 1 with a portable net) beach volleyball courts and horseshoe pits. There is a lack of defined and consistent pedestrian circulation paths from the parking lots to the various sports fields. Often pedestrians are sharing the vehicular service roads. Presently, there is no path from the sidewalk to the tennis court gate. Generally, all of the bleachers around the sports fields are heavily weathered, though some of the wooden planks have been replaced with new ones. The wooden borders of the horseshoe pits are deteriorating. The charming aesthetic of the nearby gazebo and library courtyard are not mirrored by the back of the arena, which is in direct view from the street and tennis courts.

The PCC soccer fields are booked seasonally. The Petawawa Minor Soccer Club is the main user of the PCC soccer fields, offering programs Monday through Thursday evenings, from the middle of May to the end of July. There is also modest use of these fields by women's soccer and adult rugby. Adult slow-pitch is a popular activity in Petawawa; PCC ball diamonds are mainly used by adult groups, including several large weekend tournaments hosted annually. About 12% of ball diamond use in 2009 was by minors (47 hours). Schools have free access to sports fields during school hours.

Petawawa (Civitan) Tennis Club

The Petawawa (Civitan) Tennis Club manages the tennis courts at PCC Park under a longstanding agreement with the Town. The Club pays an annual lump sum (between \$1200 and \$1500) to the Town for use of the courts. Club members have exclusive use of the four tennis courts. In 2010 the club had 33 members.

The Broader Site

The broader Civic Centre site offers cross-country trails through a large wooded section of land and is the location of the Petawawa Heritage Village, an outdoor museum of re-created heritage homes and facilities.

4.1.2 Centennial Park

A hidden gem, Centennial Park is situated behind Petawawa's Town Hall on Victoria Street. Park users can enter and exit the park using any of the four formalized entrances. Parking is located on the northwest side of the park, off of Park Drive, though this is not clear to non-locals. Parking is generally sufficient, exceptions being during particularly hot summer days and when there is a major event or wedding. Entering the park through the entrance gate by the fire station, visitors can leisurely wind their way down to the beach following the beautiful brick paths with granite slab steps. Accented with elegant lamp posts, the path is well lit at night. Many commemorative benches are found along the route to the water, offering resting spots with a wonderful view of the park, of the spectacular Petawawa River rapids beyond, and of the occasional artistic performance taking place on the outdoor stage.

The flow-through pond area offers a summer supervised beach for the community, along with an area for kayak lessons, and doubles as an outdoor skating rink in the winter. The beach is served by a Clubhouse equipped with washrooms, picnic facilities, a walking trail, gazebo, outdoor chapel and the Evergreen Stage, a performing arts stage. The elegant landscaping and site features provide a perfect setting for special occasions. In 2009, the Catwalk area was booked 14 times for wedding and event photo sessions. The beach is supervised by Town staff seven days a week, from late June to mid August (10am - 6pm).

'The Catwalk', a concrete and stone wall, separates the swimming area from the rushing river. Areas of the stone wall on the west end are in need of repair as there are several spots where river water is leaking through. The height and width of the wall make it a temptation to walk along, from one side of the park to the other. Signage indicates that this activity is at one's own risk.

The view across the park to the river is stunning; however the view looking back into the park predominately reveals the back side of the municipal buildings. The amount of playground equipment is minimal, however in the winter the western section of the park provides a fantastic sledding hill.

4.1.3 Petawawa Point

From the lookout point, along the boardwalk, and then to the public beach, this site offers exquisite views of islands dappling the Ottawa River and of the distant mountains. Outlooks along the walkway have been beautifully incorporated, each with an elegant bench sitting on flagstone with complimentary landscaping on either side. There is a disconnection between the boardwalk and the lookout point, with the asphalt abruptly ending before the turn around loop at the end of Island View Drive.

The beach area itself provides a unique family gathering point for residents of the Town and neighbouring communities, offering opportunities for water and beach games, swimming, sunbathing, as well as access to the public boat launch. Benches and picnic tables are plentiful and provide comfortable seating and lunching areas. The beach is an unsupervised area, though there are washrooms and canteen services through the summer. There are numerous waste receptacles along the beach to ensure that it remains free from litter. One observation is that the bright yellow and blue of the receptacles is in sharp contrast to the natural setting. The site's playground consists of one play apparatus for ages 5 to 12 located amongst trees, a great location for children to take some time out of the sun. Petawawa Point lacks play equipment to accommodate the needs of 2 to 5 year olds. There is a fantastic informational display overlooking the water; however the placement is immediately alongside vehicular circulation and may pose a danger to people gathering at this feature. Parking plays a dominant role on the site and there are too few spaces available in the peak season. The boat launch can be congested during peak times and launching can be a challenge with low water levels.

4.1.4 Molson's Ski Hill

Owned by the Molson family and operated by the Petawawa Ski and Snowboard Club, this seasonal facility is popular with local residents. Featuring one ski run, one snowboard run, a small chalet and rope tow lift, the ski hill offers lessons, memberships and daily lift passes. In 2009 about 160 residents of all ages took ski lessons. Individual pommel lift tickets were purchased by about 450 people and about 100 season passes were sold by the Club.

Under an agreement signed in 2003, the Town of Petawawa assumed responsibility for the operation and control of the Molson's Ski Hill facility. The Town is responsible for supervision of ski lessons and public use of the Hill. The Ski Club and Molson family act as agents of the Town. The Town is not responsible for operational costs arising from day to day operations. Part time ski instructors, other staff and committee members number around thirty.

4.1.5 Neighbourhood and Mini Parks

Nature's Acre

This small, quaint park is located in a quiet neighbourhood that abuts a wilderness area on the western edge of town. Trees and large rocks line the street side edge of this park, creating a defined space and a

welcoming atmosphere. There are numerous play structures filling the space, though most are geared to the 5 to 12 year old age range. Most of the play equipment is in excellent condition. Two picnic tables and a bench provide seating for parents to watch their children. The gravel drive into the park has been blocked by a boulder, in a visually unbalanced manner, to prevent vehicular access. This path intuitively remains as the main point of entry to the park, as it continues in direct line from Scott Avenue. The park name sign and wooden entrance structure are located several meters to the side of the “main entrance” and its integration could be improved. The large metal (bear safe) waste receptacle creates a blemish on an otherwise attractive sightline.

Briar Patch

Patricia Street’s west terminating view is Briar Patch Park, reminiscent of an adventure to the beach, as the whole of this miniature playground is sand. There is a lot of playground equipment available in this small area, though only 2 swing seats and a slide exclusively cater to children over 5 years of age. With the exception of a new seesaw and spring toys, the play equipment rates average in condition as the metal is rusty where the paint has rubbed off. There is excellent linkage of this park through to the next two streets (Spruce and Oak) to the west via a grass path between the house lots. A gravel walk along the side of the park leads to this path.

Woodland Park

This Mini-park is located at the foot of a water tower at the end of a dead-end street, so traffic is not overly of concern. Heavily shaded in the afternoon, this park offers a great place for young children to play on hot summer days without being exposed to the sun. The play equipment is in excellent condition, though there are only two swings offered for the 2 to 5 year old category, one of which is universally accessible. There is a gently sloped hill at the backside of the park that meets the woodlot. Woodland trail is found perpendicular to the dead-end roadway to the water tower, though there is no formal connection or indication from the road that it exists.

Indian Diamond Park

Located in the downtown core of Petawawa, Indian Diamond Park is the home of the Petawawa Indian Men’s and Oldtimer’s Ball Teams and is the site of the original Village Park. There is parking at the site behind the adult high school and another parking lot off of Mohns Avenue, but neither of these options provides easy access to the main field park entrance. The bleachers at this location are in poor condition. The wood is severely weathered and many of the planks are sagging in the middle. The front rows of the bleachers behind the Men’s back catch are being held level by cinderblocks. Initiative has been take to replace some, presumably the worst, of the boards. The southwest corner of the site hosts a ball diamond for youth. This site does not have a playground, but its entirety falls within the service radius of Centennial Park.

Civitan Kiddyland Park

Civitan Kiddyland Park provides both a baseball field and a playground to the neighbourhood. These two activities are distinctly separated on site by a mature row of trees and by each having its own parking lot on either side of the park. No formalized paths connect these two areas of the park. Three bleachers

provide seating for spectators, though they are in poor condition. There are washroom facilities near the backstop. The Norman Behnke Hall and its tenant, the Kinder Connection Nursery School, are also situated at this town site. The nursery school's asphalt parking lot is adjacent to that for the baseball field. A fence separates the nursery school amenities from the rest of the park. Though there is access to the playground from the nursery schoolyard through a swing gate, visual connection is limited between the two spaces due to another associated building. At night a portion of the playground receives some afterglow lighting from an outdoor light post for the Kinder Connection Nursery School, however the playground parking lot off of Herman Street and the heavily treed area along the west edge, are very dark and do not promote a feeling of safety during the dark evenings of winter. The playground includes an adequate amount of furnishings. The play equipment is spread throughout the site. Structures are fit for all age groups and are generally in average to good shape. The exception is the one spring toy, which is old and metal. The playground also has one universally accessible swing. Additionally, Civitan Kiddyland offers a basketball hoop and asphalt area, though not a full court, and a hopscotch court. The site includes numerous large trees throughout the playground area, which increase the dynamics of informal play by providing obstacles.

Enchanted Forest

Enchanted Forest has been truly named, particularly in the fall when one is enveloped by brilliantly coloured foliage and a sense of mystery is created by the footpath that disappears into the woodlot, leading to the Ottawa River. There is no linking path present through the park to the woods. The playground includes multiple play structures for both 2 to 5 year olds and 5 to 12 year olds. Many of the structures are in great condition, but two of the four spring toys are missing their handle bars and the 2 to 5 year old play apparatus is in poor condition. There is only one bench for this playground and it is a metal one which does not provide comfortable seating in cooler weather. The placement of the bench, however, gives a nice overview of the park. The greater site supports a pumping station for the Town and the lack of integration with the park diminishes the character of Enchanted Forest. There is no open green space in this park for informal play.

Jack Pine Park

A large, mature forested area borders Jack Pine Park on the north and east sides and there is sufficient vegetative screening for the residential home on the south side. The playground has a number of swing seats for all age groups, two new spring toys for 2 to 5 year olds, and a small play apparatus for 5 to 12 year olds. The site furnishings (one bench, two picnic tables and two waste receptacles) are placed a bit haphazardly and lack any accenting landscaping. The entry from Carla Street is a small, non-grassed gravel semicircle that gives an uncared for appearance. There is a decent sized open green space for informal field games play. This neighbourhood is currently not serviced with sports amenities and furthermore, new development is underway just north of the park, behind Kramer's Forest. There are trails through the surrounding forest, though no path linkages through the park itself.

Fish Hatchery Park

Being in the immediate vicinity of Petawawa Terrace Provincial Park and of a newer subdivision development, Fish Hatchery Park is in a fantastic location, allowing for walking trail and play equipment options in one place. There is also a gravel parking lot so people travelling from outside the

neighbourhood can easily bring supplies to make a whole day of the visit, though the site does not provide washroom amenities. The park is characterized as a predominantly open site, enclosed by fencing, with a grouping of pine trees in the southwest corner. This visual quality does not provide a gradual transition from the dense woods of the neighbouring Petawawa Terrace Provincial Park. The main entrance to Fish Hatchery is located on Laurentian Drive and there is a concern about children crossing this busy street. The site lacks formal pathways, though there are desire lines worn into the grass between the three park entrances. One side of the park is devoted to open green space for informal field games. The other side of the park contains the playground equipment, consisting of a large play apparatus, designed for children ages 2 to 12, swings for all ages, and a set of seesaws. A shelter provides an area for lunching and a great shaded area for parents to sit. The condition of the tables under this shelter is poor as they have been heavily carved into. Alternatively, there are benches and picnic tables in the sun. Several young trees on site have been broken at the main trunk and the steel stake is no longer helping the tree.

Kramer's Korner

This corner lot park is extremely charming as the play equipment is nestled amongst a pine forest. Entering along the main path from Gutzman Road or along one of several well-used trails through the tree buffer along Heritage Drive, one imagines his or her park journey as being an adventure. Both the swing set and play apparatus give opportunities for ages 2 through 12. One of the swings is universally accessible. There is also a climbing structure for older children and one spring toy for youngsters. The play apparatus is in excellent condition, while the visual appearance of the other structures is not as appealing due to chipping paint, though the structural integrity is excellent. There are a suitable number of seating options. Though in a forested area, the park feels safe as the tree foliage is high above the ground so the visual access remains relatively open. The town park name sign is currently along Heritage but the park hours of operation sign is found on the corner. The main path is wide enough for a vehicle to drive along but not exit or turn around.

Turtle Park

Turtle Park is a lovely, small park located in a more rural area of town and is hugged by a mature woodlot that leads to a natural wetland. Footpaths through the woodlot indicate the explorative nature of children and the enticement of the playground's surroundings. Both age groups, 2 to 5 and 5 to 12, are provided for by the playground equipment. Site furnishings are minimal, with one bench and one picnic table. Though classified as a Mini-park, Turtle Park has enough open space for children to play informal ball games or Frisbee. However, there is not enough open space for sports amenities and this is the only neighbourhood park servicing this area of town. One issue is the interface between the road and the park: the park land begins after the roadside ditch, meaning that currently children and parents have to walk through any water that is sitting in the ditch to reach the park.

Pine Ridge Park

Pine Ridge Park offers opportunities for the whole neighbourhood. The playground has equipment for ages 2 through 12 and overall, is in good condition. Picnic tables and benches provide socializing opportunities for parents. A basketball court offers activity for teenagers, as does the outdoor ice rink, and both are in good condition, though court lines are absent from the basketball court. The outdoor

rink is open daily until 9:00 p.m., when the outdoor lights are turned off, generally from December to February. There are no seating areas for spectators present around either of the sports amenities. Although the play equipment and the sport amenities are good, the site itself is not overly inviting being surrounded entirely by a chain link fence with two narrow entrances, off Pineridge, and backing onto the parking lot of the Ontario Provincial Police Station. It appears that the third entry into the park from the O.P.P. parking lot is closed for the winter; likely due to snow piling, however, this causes a “trapped” feeling within the park. There are no paths through the park or connecting the fenced portion of the site to the ice rink. There is a lack of shaded areas within Pine Ridge Park and though the initiative to alter this has been made with the planting of some young trees, several have been badly broken. The large commemorative rock for B.G. Watt, located beside one of the entrances, presently stands as its own entity but provides inspiration for creating an impressive park entrance.

Lakeview Park

A mature forest stand acts a scenic backdrop for this park, while a chain link fence along the forest ensures that children remain within the park boundaries. The play equipment is in excellent condition at Lakeview and provides its neighbourhood with play opportunities for all age ranges. There are, however, only swings for 2 to 5 year olds, one of which is a universally accessible swing. Though a number of seating options are available, the benches are made of metal and are unattractive, as well as uncomfortable. A gravel drive leads the way to the playground so it is easy for children to ride their bicycles right up to the play apparatus area. Lakeview Park offers a vast area of open green space for informal field games, as there is a lack of amenities for more structured sports games in the south end of Petawawa. One issue with the fence is that the southern edge is being pushed over by private land trees on the opposite side. Additionally, the town park sign is not present at this park.

4.1.6 Overall Condition of Town Parks

Play Equipment

The vast majority of the play apparatuses are in excellent condition. Older equipment, such as metal climbing structures, the metal frames of swing sets, and metal seesaws are rated as average in the condition category due to the unattractive visual appearance of the chipping paint, exposing the metal or a previous paint layer below.

Park Equipment

Generally, the structural integrity of Petawawa’s park benches and picnic tables is intact, however, the paint is worn away on many, making them look less visually appealing and awarding them an average rating on the inventory sheets. An exception is Centennial Park, where the majority of the benches are in good to excellent condition and the picnic tables are less vandalized than other parks. One bench at the top of the hill does have spray painted wording on it. Other exceptions are the benches within the playground at the Civic Centre, the benches at Petawawa Point, Fish Hatchery, Briar Patch, and one of the two at Kramer’s Korner; all of these received a good rating for current condition. Most of the park picnic tables have words carved into them. Only a few of the benches have been vandalized as such. The table top of one of the two picnic tables at Pine Ridge Park is badly warped. For the most part, the waste

receptacles are in excellent condition. The few that have a cracked lid or base or are missing a piece have been noted on the inventory sheets.

4.1.7 Trails

Petawawa has an extensive trail network known collectively as the Emerald Necklace Trails. The two main trails are Millennium Trail and Trillium Trail.

Millennium Trail is a 2-kilometre paved path that follows the Petawawa River and connects through to the CFB's Dundonald Hall. This trail supports a wide range of activity use, including walking, jogging, rollerblading, cycling, cross-country skiing and snowshoeing. Motorized vehicles are not permitted. Story boards captivating the early settler and logging history of the area are found interspersed along the trail, as well as outdoor fitness equipment, a part of the Vita Course.

Trillium Trail is a 26 kilometre unpaved trail running alongside Petawawa Boulevard, mostly in the railway right-of-way. It is classed as a "Top A" snowmobile trail and features two bridges, one crossing the Petawawa River and the other crossing a stream across from the intersection of Petawawa Boulevard and White Street. Though a motorized trail, it also serves as a multipurpose trail for other outdoor activities. Trillium Trail is the only trail providing a shortcut on the Trans Canada Trail from Ottawa to North Bay. Kiosks with maps and distance markers are found at intervals along the length of the trail. While the Town of Petawawa maintains Millennium Trail, the Keetna Snowmobile and Recreation Club maintains the Trillium Trail.

Another Petawawa trail section consists of the Woodland and Nature Trails on the western edge of town, featuring a walk around a natural wetland area, providing scenic views and wildlife viewing. Serving different functions than those previously mentioned, different maintenance and management may need to be considered. Presently, there are some trees falling near the path. These two trails are isolated from the greater Emerald Necklace system.

CFB Petawawa hosts two additional trails, which are extensions of the Millennium Trail: the Battle Fitness Trail and the Ironman Trail, giving an additional 2.8 kilometres of trail. These trails are physically demanding.

4.1.8 CFB Petawawa Outdoor Amenities

Black Bear Beach and Campground

Located alongside Black Bear Beach on the Ottawa River, the campground offers 180 campsites, a gift shop, comfort station (showers, laundry, and washrooms) and canoe/ kayak rentals. The campground offers great swimming. Walking and biking trails are also available. CAC members get a discounted rate.

Jubilee Lodge Marina

The Jubilee Lodge Marina has 190 slips available for seasonal rental or guest dockage. The licensed lodge has a huge outdoor patio deck with a stunning view and operates year round. The lodge is open to the public and can be rented for social functions. Home to the Petawawa Yacht Club, the Marina also offers a double boat launch, canoe/ kayak rentals and fuel/ pump out services. In the winter, the lodge offers cross country skiing and snowshoeing, with groomed trails. CAC members get a discount and free use of ski equipment.

Sports Fields

There are a large number of outdoor sport and recreation amenities located near Dundonald Hall: five softball diamonds, three soccer pitches, six tennis courts, a ball hockey rink, a basketball court (for 3 on 3), an outdoor track, four beach volleyball courts and a skateboard park. Other than the skateboard park, there appears to be minimal use of the outdoor facilities at CFB Petawawa by community groups or Town residents. The Upper Ottawa Valley Adult Soccer Club plays mens' soccer games on base; many of the players registered in this valley league are military.

The New Twin Rivers Golf Club

This 18-hole public golf course, which runs along the Ottawa River, offers a membership plan as well as daily green fee packages.

4.1.9 Petawawa Terrace Provincial Park

Petawawa Terrace Provincial Park is a 200 hectare park located in the Town of Petawawa, abutting the Ottawa River. Park features include a thirty metre high sand terrace, natural springs, pine dominated uplands, tolerant hardwoods and scenic vistas of the Ottawa River. Petawawa Terrace was the site of a provincial fish hatchery from 1929 to 1994. The park is used extensively by local residents for low impact recreational uses such as bicycling, walking, hiking, snowshoeing, cross-country skiing, nature appreciation, photography and wildlife viewing. The park is promoted to tourists by Ontario Parks.

The Town of Petawawa has a longstanding partnership with Petawawa Terrace Provincial Park, including promoting the park on its website. Petawawa Terrace is connected to the extensive recreational trail network maintained by the Town. An annual permit has been issued to the Petawawa Ski Club Inc. since 1994 to allow grooming of the park's cross country ski trails each winter.

4.1.10 Urban Forests

The scope of this Master Plan includes an assessment of forests in Town parks.

Current Forest Condition

Three municipally-owned forested areas with the Town of Petawawa are the primary subjects of this planning exercise: Woodland Park (a Town park), Petawawa Point (a Town park) and two areas south of the intersection of Highway 17 and Murphy Road (both designated as future commercial areas). Each of

these areas is located within the Great-Lakes St. Lawrence Forest Region. A wide range of tree species are present, including shade-tolerant hardwoods (e.g. beech, sugar maple), mid-tolerant hardwoods (e.g. basswood, black cherry, yellow birch), intolerant hardwoods (e.g. red maple, poplar, white birch), shade tolerant conifers (e.g. balsam fir, hemlock), mid-tolerant conifers (e.g. white pine, white spruce) and intolerant conifers (e.g. red pine, cedar). Due to almost constant disturbance since the arrival of European settlers in the 19th century, the species composition of these areas will have been altered significantly from their original condition. Since that time other non-anthropocentric forces will have also played a role in changes to forest health and composition. In the past this would have most often taken the form of wild fires destroying large forest tracts. More recently insect and disease outbreaks will have altered composition as host species would have declined as an outbreak neared the peak of its natural cycle. The past introduction of foreign diseases (e.g. white pine blister rust) and insects (e.g. gypsy moth) has had a particularly severe impact on the quality and quantity of their host species. The anticipated future spread of two foreign agents, emerald ash borer (an insect) and butternut canker (a disease) will also likely have an impact on the town's forests as no natural resistance is known to exist within the host populations. In comparison to other more southern municipalities however, the impact on Petawawa's public forests will be less due to the relative low percentage of each host species. A final, non-biotic cause of disturbance is extreme weather events. The most recent example of this is an F2-rated tornado which caused widespread damage in the Petawawa area in 2006.

Public Perceptions

The need for a forest management component to the Recreation Master Plan has come about as a result of concerns expressed by residents over the loss of the municipal tree canopy cover. This is a common theme throughout North America, as increasing urban populations put any forest within urban or peri-urban settings under near constant threat. Most often this comes from the most obvious source, pressure for both residential and commercial development. However, the less insidious pressure of the public demand for the retention of substantial tracts of forest lands for recreation opportunities is also a major force. As the loss of trees, whether real or perceived, close to residential areas increases so does the demand for the preservation of forest canopy, in particular within publicly owned lands. Eventually, as public pressure intensifies the movement for retention of forest canopy leaves the public realm and enters the private. This has manifested itself in many densely populated regions of Ontario through the passing of By-laws prohibiting the removal of trees on private property. In the case of Petawawa, this issue will be addressed through its Official Plan review.

4.1.11 Park Service Radius Map

All of Petawawa's parks and facilities are presented in a map format prepared by Planex Consultants. On the whole, the parks in Petawawa are well distributed, as is the playground equipment for age groups 2 to 5 and 5 to 12 year olds. There are two main neighbourhood areas that are noticeably without developed parkland within walking distance: between Murphy Road and the service radius of Jack Pine Park, and between the service area of Kramer's Korner and that of Pine Ridge Park. The first area mentioned is being further developed and the new subdivision, Laurentian Highlands, will be completed within the next 5 to 10 years. A new neighbourhood park is being planned within this area by the Town of Petawawa.

With respect to outdoor sports amenities, the core of Petawawa is exceptionally well serviced, particularly by Civic Centre Park and CFB Petawawa facilities. With the exception of the service radius extension of the Civic Centre and the immediate area surrounding Pine Ridge Park, residents living south of Civic Centre Road/Murphy Road do not have closely accessible areas for sports activities such as soccer, basketball and tennis.

The north-western part of Town appears to have a slight overabundance of neighbourhood parks, as there is much overlap between Nature's Acre, Briar Patch and Woodland Park, however, one must take into account that all of these parks are mini-parks and do not provide the open green space that often accompanies neighbourhood parks. Nature's Acre and Woodland Park have more play equipment for 5 to 12 year olds, while the middle park, Briar Patch, is more geared to the 2 to 5 year old age range. The Town of Petawawa has taken initiative to incorporate universally accessible swings at several parks throughout the town, though a holistic approach to universal access has not been applied to the remainder of these chosen sites. See next page, for Park Service Radius Map and *Figure One*, on the following page, for a summary of municipal parkland.

Figure One - Municipal Parkland Summary

Community Parks	Hectares
Petawawa Civic Park	38.35
Centennial Park	8.07
Petawawa Point	1.73
Neighbourhood Parks and Mini Parks	
Nature's Acre Park (Mini-park)	0.57
Briar Patch Park (Mini-park)	0.07
Woodland Park (Mini-park)	0.08
Indian Diamond Park	2.83
Civitan Kiddyland Park	2.34
Enchanted Forest Park (Mini-park)	0.57
Jack Pine Park	0.87
Fish Hatchery Park	0.53
Kramer's Korner Park	1.07
Turtle Park (Mini-park)	0.14
Pine Ridge Park	0.85
Lakeview Park	0.49
Total Developed Parkland	58.56
Undeveloped Parkland	
Woodland Park	33.4
Murphy Park	0.13
Kramer's Forest	0.75
Evergreen Estates	0.75
Heritage Park	0.69
Isobel Park	0.12
Whispering Pines Park	0.87
Turtle Park	9.0
Total undeveloped parkland	45.71

4.2 Recreation and Culture Facilities

The Consultants undertook a review and analysis of Petawawa's existing indoor recreation facilities. The following section of the report provides a description of these facilities, current usage, any remaining capacity (hours used compared to hours available) and a high-level condition assessment.

4.2.1 Town Facilities

Petawawa Civic Centre

The Petawawa Civic Centre (PCC) is the Town's main indoor recreation venue. PCC indoor facilities include a single pad arena, library, main hall and meeting rooms. The building has been very well maintained by Town staff and its' cleanliness enhances the experience of visitors and users. The 29,438 square foot PCC arena/ hall opened in October of 1974. The library was added in 1985 and renovated/ expanded in 2004.

A visual inspection of the Petawawa Civic Centre (excluding the library) by a professional engineer in 2008 concluded that the building was well maintained, in relatively good condition and structurally sound (roof, structural columns, concrete slab). The report noted that the siding and exterior wall concrete block walls were in poor condition. An automatic front door was installed in 2009 to improve the PCC's accessibility.

Petawawa Civic Centre Arena

The PCC Arena features an 83.5' x 183.5' ice surface. Spectator benches are being replaced in early 2011 with upgraded seats that will accommodate 656 spectators. In a typical week the PCC Arena is used 69 hours: 51 hrs a week of prime time (evening/ weekend) use, and another 18 hours a week of weekday/ daytime use. The usual operating season for indoor ice is shorter than a typical arena (due to a late September opening), lasting about 24 weeks.

The Greater Petawawa Minor Hockey Association is the largest user of the PCC arena, typically booking 31.5 hrs of ice time a week (Mon 5-9pm, Wed 5-9pm, Fri 5-8pm, Sat 8am-6pm, Sun 10 hrs between 8am and 8:30pm). Other prime time user groups include adult/ old-timers hockey (11.25 hrs/wk), the Petawawa Skating Club (6.5 hrs/wk) and public skating (1.5 hrs/wk). The arena is also used during weekday/ daytime (non prime) hours by local schools (8 hrs/wk), curling (4 hrs/wk), open skating for families/ seniors (3 hrs/wk), old-timers hockey (2 hrs/wk) and AECL (1 hr/wk). The arena use numbers are based on the 2010-2011 (extrapolated) weekly schedules.

Up to eight weekend tournaments are held each year, usually five men's hockey tournaments and two or three minor sport tournaments. Since the PCC arena has the largest spectator capacity of the three arenas serving Petawawa, it usually hosts any larger competitive games as well as tournament finals. From late spring to early fall, when the ice is removed, the arena floor is used for a variety of special events and private rentals. Large groups can be accommodated on the arena floor (1280 capacity). April sees heavy trade show use each weekend. Rental events held in 2009 included a Spring Showcase, Sportsman Show, Fall Showcase, Dog Show, Auction, Concert and Circus.

Petawawa Civic Centre Main Hall

The Civic Centre's tastefully decorated (6000 square foot) Main Hall has a seating capacity of 277 with a liquor permit and dance floor, or 390 theatre style. The PCC Main Hall is busiest in the evenings and on weekends through the fall/ winter/ spring. A typical week would have adult instructional programs (Zumba, sscrapbooking, dog obedience, Tai Chi) on weekday evenings, pre teen dances every second Friday evening, wedding/ anniversary/ Christmas parties on Saturday evenings (usually with set-up in the afternoon) and bingo on Sunday evenings.

The Main Hall serves an important function during special events and trade shows held at the PCC. The Town's two main special events, Cabin Fever and Civic Centre Days, each use six days a year. In 2009 year there were also six tradeshow (12 days total); five hockey tournaments; and 40 no cost rentals (meetings, staff functions, clinics, etc). Hall use is sporadic in the summer months. Large events such as private weddings occur about twice a month. Civitan Bingo (Sunday nights) and Zumba (Tuesday and Thursday nights) are constant throughout the summer.

During licensed events in the Main Hall, the bar is operated by the PCC Fund Raising Committee. This volunteer group has been active for over three decades and its mission is to raise funds for PCC upgrades and new equipment. Proceeds from the bar are currently about \$20,000 a year and the Fundraising Committee is contributing \$70,000 to pay for upgraded spectator seating in the arena in 2011.

Petawawa Civic Centre Fund Raising Lounge

The Civic Centre's Fund Raising Lounge accommodates up to 50 people and can be rented at a very reasonable rate for training seminars, meetings or social gatherings. Audio visual equipment is available. In 2009 there were 221 no cost rentals and 7 paid rentals in the Lounge.

Petawawa Civic Centre Meeting Rooms

The PCC Committee Room accommodated 67 no cost rentals, regular Town staff meetings and 2 paid rentals last year.

The Rotary Room, located in the Public Library, was booked 236 times in 2009, many of these for community group meetings.

Norman Behnke Hall

Located at 11 Norman Street, the Norman Behnke building was donated to the Town by CFB Petawawa and moved to its present site in 1975. The foundation was erected by the Village of Petawawa as a joint venture with the Base to make a permanent home for the Petawawa Scouting movement. A fire in 2001 left most of the upper floor to be replaced due to smoke damage. A \$150,000 renovation modernized the facility with a new roof, HVAC and washrooms; all amenities were brought to present day codes. An accessible ramp to the upper floor and new 3 bay storage shed for the scouts and guides are recent additions. A full structural analysis was completed in 2009 as well as a mould and air quality testing audit and found the facility with no anticipated repairs.

The Kinder Connection Nursery School rents space at Norman Behnke Hall and operates a licensed program for children ages 2 to 5 years. The building space is ideally suited for use by preschool children, with an attached kitchen and fenced-in playground. Town staff maintain the building (three hours per day, Monday to Friday and call in for special events) and the Town receives about \$4,600 a year in rent, based on the school's enrolment.

During a typical week, Norman Behnke Hall is used during weekday daytime hours by the Kinder Connection Nursery School and Monday through Thursday evenings by Scout and Guide groups. Weekends are available for special events and social bookings, which are infrequent. All Scout and Guide groups presently are 100% subsidized and pay no rental fee. The Town incurs an annual building expense of approximately \$46,000.

The Community Policing Committee's Operational Room is located permanently in Norman Behnke Hall's South West side.

Alternative School

Located at 19 Victoria Street, the Alternative School facility was originally built as a 2 bay fire hall in 1955. Home to the Silver Threads Seniors group for many years, the building also accommodated a Youth group in the 1990's. A roof renovation was completed by the Town in 2000. A full structural analysis was completed in 2009, as well as a Mould and Air Quality testing audit and found the facility with no anticipated repairs.

The current lease agreement between the Town of Petawawa and the Renfrew County & District School Board was established in 1998. RCDSB uses both upper and lower floors of this facility for the purpose of teaching adults English/math to attain Grade 12, with computer upgrades as a side function upstairs and English as a second language downstairs. Hours of operation are typically 8:30am-3:30pm from Monday to Friday, with occasional evening and weekend use. The Parks and Recreation Department acts as property manager, incurring an annual operating cost of about \$15,000. The lease agreement is currently being updated by the Parks and Recreation Department.

4.2.2 CFB Petawawa Facilities

Most of the indoor recreation facilities at CFB Petawawa can be used by Town residents (civilians) in one of three ways: registering in the wide variety of programs offered by the Base Recreation Department; drop-in (open recreation) uses like public swimming or recreational skating; and, rental of facilities. Although it has not been possible for the Consultants to quantify all of the civilian uses of recreation facilities at CFB Petawawa, it is very clear that facilities like the indoor pools and Silver Dart arena are well used by Town residents.

Community Access Card

All sport and recreation facilities, recreation programs and recreational clubs at CFB Petawawa are generally available to Town residents, either by purchasing an annual Civilian Community Access (CAC) Card or a daily drop-in pass. Use of these facilities by military members takes precedence, but a substantial portion of the evening and weekend use of facilities, programs and clubs is by civilians. The cost of a civilian CAC annual membership is quite reasonable, at \$294 for a single membership and \$466 for a family (student and corporate rates are also available). There are currently 729 Civilian CAC memberships, including 399 family memberships and 330 single memberships.

Dundonald Hall

This 53,000 square foot fitness, sports and aquatics centre features four gymnasias, a 200-meter four-lane indoor track, three squash courts, two indoor pools (25-metre and wading pool with slide), whirlpool/ sauna, weight room, climbing wall and cardio room. Indoor minor soccer is played at Dundonald Hall during the winter months.

Silver Dart Arena

The Silver Dart Arena has two indoor ice surfaces (Stag Pad and Bear Pad), nine locker rooms, two officials' rooms and a canteen. One ice surface is available year-round, while the second operates from

the beginning of September to the end of March. A new hall is being added to the Silver Dart, on a second floor.

Both ice surfaces are available for community use after 5pm on weekdays and from 8am to 7pm on weekends. During a typical week, 85 hours of ice time is scheduled for non-military use, as follows: minor hockey (29 hrs/wk); adult groups (27 hrs/ wk); figure skating (15 hrs/ wk); CAC programs (9 hrs/ wk); and, girls hockey (5 hrs/ wk). Hourly rental fees for ice time are the same as the Petawawa Civic Centre. Public skating is available seven days a week, except during tournaments, and is free to CAC members.

The Silver Dart Arena hosts about six tournaments a year, as well as six hockey schools. The Facility Coordinator reports that the Silver Dart Arena is operating at about 95% of its capacity.

Recreation Complex (Rec Plex)

The Rec Plex features a full gymnasium, indoor climbing wall, full size sport courts, a fully equipped aerobics studio and martial arts room, a children's activity room and three meeting rooms. The Recreation Department offers programs for children, youth and adults at the Rec Plex. The Indoor Rock Climbing Club leads the programming of the climbing wall.

South Side Community Centre

This shared facility accommodates both recreational and PMFRC programs and services. The South Side Community Centre houses child care services, a nursery school, parent and tot drop-in facilities, a full gymnasium, cardio equipment, the Petawawa Youth Centre (Teen Scene) and meeting rooms. An outdoor wading pool and new splash pad (summer 2011) are also located here. The Base Recreation Department offers a before and after school program at this location.

Recreational Clubs

There are currently fourteen Recreational Clubs at CFB Petawawa open to all CAC members, including Civilian. A club membership can also be purchased by any non-CAC member interested in joining one club. Civilians make up between 2% and 15% of the membership of each club. Clubs with the highest civilian participation include the Badminton Club (15%), KIA Gymnastics Club (14%) and the Predators Swim Club (14%). Other clubs popular with Town residents include the Archery Club, Auto Club, Indoor Rock Climbing Club and SCUBA Club.

Drop-In Use of Facilities

The CFB Petawawa Recreation Department provided an estimate of drop-in usage by civilians of the indoor and outdoor recreational facilities available on Base. The highest rates of civilian participation can be found in the Field House, indoor pool (recreational swimming), skate park, Weight & Cardio room, Silver Dart Arena (recreational skating), Black Bear Beach and the outdoor splash pad. See *Figure Two* below for a summary of Drop-In Civilian Use of CFB Petawawa Facilities

Figure Two
Drop-In Civilian Use of CFB Petawawa Facilities

Facility	Component	Drop in Hours/Week	% Civilian Usage
Rec Plex	Gymnasium	18 hours	5%
Dundonald Hall	Wooden Gymnasium	45 hours	15%
	Field House	40 hours	25%
	Pool & Hot Tub	16 hours	25%
	Tennis Courts	24/7 during summer	15%
	Outdoor Volleyball Courts	24/7 during summer	15%
	Skate Park	24/7 during summer	40%
	Squash Courts	70 hours	20%
	Weight & Cardio Room	60 hours	35%
Silver Dart Arena	Twin Surfaces	9 hours	30%
South Side Community Center	Gymnasium	9 hours	20%
	Outdoor Volleyball Courts	24/7 during summer	5%
Black Bear Beach	Marked Waterfront	48 hours	40%
	Un-Supervised area	24/7 during summer	40%
South Side Wading Pool		40 hours	20%
Splash Pad		84 hours	25%

4.2.3 Arts and Cultural Facilities

Festival Hall

Located in Pembroke, this cultural and arts centre attracts audiences and artists from across the Upper Ottawa Valley. Festival Hall is located in Pembroke's French School, *l'école élémentaire et secondaire publique L'Équinoxe*, at 401 Isabella Street. Opened in late 2006, this state of the art theatre features 647 comfortable and roomy theatre seats, split by a balcony so all audience members have great sight lines and great sound. Festival Hall also has a public art gallery which features a new show every month. The theatre is used at no cost by the school about four times a month; however events that generate revenue have first priority. The Pembroke Symphony Orchestra uses the theatre most Thursday evenings.

The Town of Petawawa entered into an agreement in 2006 with the City of Pembroke and the Township of Laurentian Valley to form a joint Festival Hall Committee. With one elected official from each

municipality, the committee oversees management of Festival Hall by establishing management agreements, approving operating budgets and planning capital works. The Committee's mission is a sustainable, effective operation of the facility. Each municipality contributes \$.75 per capita towards Festival Hall's annual operation, along with agreed upon capital improvements. In 2010, the Town of Petawawa's contribution to Festival Hall was just under \$12,000.

The Valley Arts Council manages Festival Hall under a contract established with the Municipal Consortium. The Valley Arts Council advocates and promotes all of the arts in the Upper Ottawa Valley. The Council has been in existence for 27 years, becoming incorporated in 1983. Members include artists (visual, performing, literary), individuals, businesses and organizations. The VAC's mandate is to promote its members and to provide a cultural environment in the Upper Ottawa Valley. They offer seminars and workshops at Festival Hall and operate the Art Gallery.

CFB Petawawa Military Museum

Located at 63 Colborne Rd, CFB Petawawa, the Base Museum collection contains a broad and diverse range of artefacts, from pre First World War uniforms and a kit used by local soldiers to the contents of a time capsule. In addition to its curatorial and archival services, the museum plays host to thousands of visitors annually and organizes special tours of the museum. The Base Museum is open to the public year-round, Monday through Friday.

Heritage Village

Petawawa's Heritage Village is home to seven original and replica buildings on five acres in the heart of Petawawa, at 176 Civic Centre Road. The Village is a living history experience featuring heritage buildings that have been faithfully restored and furnished with original artefacts. In the buildings and surrounding outdoor spaces, historical interpreters in period dress demonstrate and explain how people lived, worked and played in mid 19th century rural Ontario. The Village is open to the public from late spring through summer and by appointment during the fall and winter months. The Village can also be booked for company picnics and family gatherings. Petawawa Heritage Village is owned and operated by the Petawawa Heritage Society, a non-profit charity.

4.2.4 Other indoor facilities

Lions Community Hall and Silver Threads Seniors Club

Lions Community Hall is a two-story, two hall facility (built in the mid 1990's at 1145 Victoria Street) that is available for all types of special occasions and is fully licensed. The main floor hall is used for Lions Club activities and community rentals (capacity for 100 with bar or 125 without). The second floor hall is leased to the Silver Threads Seniors Club during weekday/ daytime hours as well as Friday evenings. The Silver Threads receive an annual grant of \$8,500 from the Town of Petawawa as a contribution towards their rent; thanks to this municipal support, the Club recently qualified for matching provincial funding through the Elderly Persons Centre program. About once a month the second floor hall (capacity 130 with bar or 170 without) is booked on Saturday evening by the Lions Club for a community rental.

Royal Canadian Legion Petawawa Branch 517

Located on the north side of the Petawawa bridge, the Legion's air-conditioned main hall is available for rentals and programs. It features a full-service kitchen, bar, cloak room, PA system, stage and spacious dance floor. Dinner seating capacity is 200 and dance seating capacity is 240. The Main Bar and Lounge

downstairs includes a pool table, dart boards and a large outdoor screened patio overlooking the Petawawa River.

School facilities

Most of the elementary and secondary schools serving Petawawa today are located on the Base. The Consultants have found no indication that school gyms or other school spaces are used by community recreation groups outside of school hours. The CFB Petawawa Recreation Department uses the high school extensively for its camps and other children's programs.

4.3 Recreation and Culture Programs

4.3.1 Town Programs

The past practice of the Town's Parks and Recreation Department has been to encourage others to provide programs, such that the Town would provide few if any programs directly to residents. That practice remains largely in place today, although there are a few examples of Town programming.

Pre-teen dances at the PCC Main Hall, until recently the responsibility of the Civitan Club, are now organized by Town staff. An average of one hundred 11 to 13 year olds attends this bi-weekly event.

Operating the mini putt at PCC has been a Town responsibility for many years, with a part-time staff on hand during the three month summer operation to collect fees and hand out equipment.

Town staff has organized swim lessons at Centennial Park (The Catwalk) for several years. Lessons run 5 days a week for 2 week sessions through the summer. Poor water quality and the resulting beach closures have caused many lessons to be cancelled in recent years.

The Petawawa Civic Centre Arena hosts a free skate for families and seniors every Wednesday and Friday from 11:45 am to 12:45 pm. Also available is a seniors-only free skate on Friday mornings. Attendance at these free skating sessions is modest. Public skating is available at the PCC Arena on Sunday afternoons from 1 pm to 2:30 pm, with an average attendance of 125 people; about six of these sessions are pre-empted annually by hockey tournaments. A Christmas & March Break skating schedule is also organized by Town staff.

Town staff support the Tuesday and Thursday afternoon recreational curling program for older adults at the PCC Arena, by taking registrations and helping to get the season started. Participants in the curling program organize the teams and self govern. There were about 40 participants in 2009.

An Ultimate Frisbee league was developed by Town staff for the summer of 2010, after the flag football league folded. Town staff took registrations, set up teams and prepared the schedule of games. There was an average of 20 participants who showed up weekly from August through October. The program is expected to continue in 2011.

4.3.2 CFB Petawawa Programs

The Recreation Department at CFB Petawawa provides a wide range of programs and services to the CF Family and surrounding community. The large recreation team on Base offers high quality, locally responsive services that include: aquatics, first aid training, fitness programs, children programs, the Petawawa Youth Centre, special events, the CAC program and a variety of recreational clubs.

4.3.3 Programs offered by Community Groups

With the help of Town staff, the Consultants compiled an inventory of the many recreation and culture programs currently offered in Petawawa by community groups. During the second phase of the Master Plan project, the Consultants will meet with most of these groups and will update/ expand the inventory of programs.

Children and Youth

To date, the Consultants identified a modest range of recreation, sport and culture programs available in Petawawa for children and youth: Army Cadets, cross country skiing, day camps, figure skating, Girl Guides, girls hockey, golf, gymnastics, recreational and competitive hockey, kayaking, Legion youth activities, marching and concert band, ringette, Scouts Canada, skiing (Mount Molson), recreational and competitive soccer, softball, Special Olympics, table tennis, tennis, youth bowling, youth dances and youth volleyball.

Adult and Older Adult Programs

There is a wide variety of community recreation programs available for adults (but less so for older adults) in Petawawa today: amateur radio club, bingo (Civitan, Lions), bowling, Carols on Ice, computer club, cross country skiing, dance lessons, dog club, euchre, fiddling, figure skating, golf, horsemanship club, horticulture, indoor rock climbing, kayaking, model airplane club, motorcycle club, Pembroke Community Choir, Pembroke Symphony Orchestra, quilting, recreational hockey (men, women, old-timers), ringette, rugby, running clinics, service clubs (Civitan, Knights of Columbus, Lions, Rotary, Royal Canadian Legion), sewing club, Silver Threads Seniors Club, soccer (men's and women's), shooting club, skiing (Mount Molson), slo-pitch (Ladies, Men's, Mixed, Oldtimers), Special Olympics, square dancing, stained glass, Tai Chi, table tennis, tennis (indoor and outdoor), touch football, ultimate frisbee, volleyball (men's and women's), women's broomball, yoga and Zumba.

4.3.4 Special Events

Petawawa hosts many special events. The largest events, measured in total attendance, are Civic Centre Days (8000 over 10 days), Canada Day (5000) and Cabin Fever (3000). Other annual events include the Teddy Bear PicNic, New Year's Eve, Christmas Craft Show, Endless Summer, River Valley Art Guild art exhibits, Fall Family Run, Pumpkin Patch & Halloween Bash and the Santa Claus Parade.

The Parks and Recreation Department rents equipment to community groups for their special events, including tables, chairs, staging, curtains and tents.

4.4 Financing Parks, Recreation and Culture

4.4.1 Fees

The Town of Petawawa establishes fees for a variety of parks and recreation services. Predominantly these fees relate to the rental of Town facilities like the arena (ice/ floor), sports fields and halls. Admission fees are also set by the Town for public skating, mini-putt and municipal special events.

Town fees for children and youth activities are about forty percent lower as compared to fees for adults. Prime time ice is a good example of this subsidy, costing \$81 an hour (plus HST) for minors using the PCC Arena and \$133 for adults.

In some instances, use of Town facilities is fully subsidized. Schools use Town recreation facilities at no cost. Most of the use of Town meeting rooms and activity rooms is for no cost rentals. Use of Norman Behnke Hall by Scouts and Guides is at no cost.

4.4.2 Operating Budget

The Town's 2010 operating budget provided \$1,973,397 for expenditures in the Parks and Recreation Department, including \$305,500 for capital improvements and transfers to reserve funds. See Figures Three and Four for further details.

***Figure Three- 2010 Operating Expenditures
Petawawa Parks and Recreation Department***

Parks	309,750
Outdoor rinks	12,500
Petawawa Point	65,750
Alternative School	15,000
Norman Behnke	46,000
Centennial Park/ Catwalk	27,500
Swimming Program	17,000
Civic Centre	1,479,897
Total Expenditures	\$1,973,397

The 2010 budget also anticipated \$397,250 in revenue from parks and recreation facilities and programs. This revenue represents about 20% of the department's 2010 operating expenses. The rental of ice and floor time at the PCC Arena makes up more than one third of that annual revenue. See *Figure Four*.

Figure Four
2010 Revenues
Petawawa Parks and Recreation Department

Arena Rental	\$142,000
Hall Rental	\$25,000
Outdoor Rental	\$18,000
Equipment Rental	\$2,000
Canteen/Snack Bar	\$20,000
Kinhut	\$16,000
Petawawa Point Canteen	\$5,000
Vending Machines	\$10,500
Video/Candy Machines	\$1,000
Miniputt	\$15,000
Special Events	\$11,000
Miscellaneous	\$4,000
Donations	\$77,000
Grants-Employment	\$10,000
Grants-Programming	\$40,000
Grants-Capital	\$0
Swimming Program	\$750
Total Revenue	\$397,250

5. Setting the Direction

5.1 Trends and Leading Practices

The Consultants have identified several important trends in recreation and sources for leading practices that should provide helpful references for Town staff planning future parks and recreation services.

5.1.1 Physical Inactivity

The *Canadian Health Measures Survey* reported in January 2010 that eighty-seven percent of Canadian children and youth do not meet the minimum physical activity guidelines and their fitness levels have declined significantly since 1981. The number of adults who are active in their leisure time has declined from fifty six percent in 1981 to one third today. <http://www.statcan.gc.ca/daily-quotidien/100113/dq100113a-eng.htm>. As overweight and obese conditions are predominantly influenced by a person's social environment and environmental surroundings, all levels of government have been developing strategies to encourage healthier living, and thereby increasing quality of life. At

least 150 minutes of moderate-to-vigorous physical activity per week should be accumulated by adults in order to obtain substantial health benefits. For young people aged 5 to 17, at least 60 minutes of moderate-to-vigorous physical activity should be performed per day. CHMS data indicate that 15% of Canadian adults and 7% of young people achieve the minimum level of suggested activity. Females, in both the adult and young people categories, meet the guidelines less than males, with a difference of 3% and 5%, respectively, between the sexes.

The Ontario Ministry of Health Promotion recently developed a new resource entitled *Community Physical Activity Planning*, to assist communities in delivering high quality sport and physical activity programs with public benefits.

http://www.mhp.gov.on.ca/en/active-living/PlanningResrceManual_FINAL.pdf

5.1.2 Walkable Communities

A 2005 CFLRI study entitled *Physical Activity and Sport: Encouraging Children to Be Active*, ranked walking as the top activity undertaken by both Canadian adults and youth. http://www.cflri.ca/eng/statistics/surveys/documents/PAM2005_000.pdf Walking is an easy and effective way to meet the physical activity guidelines. However, the design and perceived environment of a community has to encourage walking. Individuals living in walkable communities are 2.4 times more likely to achieve 30 minutes of exercise a day. *Canada Walks*, an initiative of Green Communities Canada, is an organization that promotes walking and walkable communities through a range of projects, including the Active & Safe Routes to School program. Creating safe routes to school will help decrease the reported situation of more than 50% of Canadian school children frequently being driven to school by parents. Canada Walks website (<http://www.canadawalks.ca/>) connects people to a plethora of resources on active transportation.

5.1.3 Environmental Stewardship

There is a growing concern and mounting scientific evidence about the current health of our planet and the impact of climate change. Governmental bodies, environmental agencies, not-for-profit organizations and individuals support the development and revitalization of urban and rural areas in a sustainable manner. Sustainable Toronto defines sustainability as “an approach to decision making that incorporates the interconnections and impacts of economic, social and environmental factors on the quality of life of today's and future generations. It is a dynamic and evolving notion, and as a process, it strives to be participatory, transparent, equitable, informed, and accountable”

<http://www.utoronto.ca/envstudy/sustainabletoronto/whoweare.htm#3>

5.1.4 Participation in Sports

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

5.1.5 Trails

Trails for All Ontarians Collaborative has published a comprehensive document entitled “Ontario’s Best Trails: Guidelines and Best Practices for the Design, Construction and Maintenance of Sustainable Trails for All Ontarians” which works toward two goals: to follow the principles of sustainable design and development, and to be universally designed to include people of diverse abilities. This guide is a must-have reference when developing trails. Uxbridge Township in Ontario was designated by Industry Canada, in 2008, as The Trail Capital of Canada. Proximity to trails plays a key role in their use by people; impressively, 85% of Uxbridge residents live within a ten minute travel time, via walking, cycling or driving, to a trail. Their trails offer a range of uses and experiences. Successful development and management arise from collaboration between many stakeholders: local municipalities and other forms of government, citizens and volunteers, private and commercial landowners, conservation organizations, businesses and associations. http://town.uxbridge.on.ca/canada_trail_capital#Overview

5.1.6 Parks and Green Spaces

Parks and green spaces can play a key role in improving the quality of life of the Town’s residents, by providing the setting to increase physical and mental health and to forge a strong sense of community. The ‘fitness trail’ has been a popular design feature used by municipalities, in which fitness equipment is incorporated into a trail. More recently the ‘outdoor gym’ has become a global trend; creating outdoor gym or fitness zones caught on when it was launched it as a part of a national fitness campaign in China, prior to the 2008 summer Olympics. In order to receive the benefits that a park can offer, people need to first be drawn there and second, to be encouraged to stay there. *Project for Public Spaces* (<http://www.pps.org/>) has determined nine strategies that make a successful park:

- Use transit as a catalyst for attracting visitors
- Make management of the park a central concern
- Develop strategies to attract people during different seasons
- Acquire diverse funding sources
- Design the park layout for flexibility
- Consider both the “inner park” and “outer park”
- Provide amenities for the different groups of people using the park
- Create attractions and destinations throughout the park
- Create an identity and image for the park¹³
- It is good practice to upgrade existing parks and develop new parks with accessibility in mind.

5.1.7 Barrier Free Opportunities

The Ontario Ministry of Municipal Affairs and Housing provides much information and references for planning a barrier-free municipality, including directing readers to Ontario Parks Association’s *Playability Tool Kit* (<http://www.ontarioparksassociation.memberlodge.com/Default.aspx?pagelid=485482>) as a resource for creating accessible play areas. Another excellent resource document is *Accessible Play Areas: A Summary of Accessibility Guidelines for Play Areas* (available from the U.S. Access Board at www.access-board.gov).

5.1.8 Volunteerism

Highlights from the *2007 Canada Survey of Giving, Volunteering and Participating* were released in June 2009. Relevant points are summarized here:

- Almost 46% of Canadians ages 15 and over (12.5 million individuals) volunteered for charitable or non-profit organizations at some point over the year of the study, a number relatively unchanged from a similar survey done three years before.
- The total number of volunteers has increased almost 6% over the three years, perhaps due to an increase in the population over the age of 15. There was an 8% decrease in the average number of hours volunteered by those with pre-school aged children only. There was a 16% increase in the average number of hours volunteered by those with only school-aged children. Almost a quarter of volunteers do so as part of a group with family members, and 43% do so with friends, neighbours or colleagues.
- Although just under half of Canadians volunteer, a small percentage of them account for the bulk of the hours committed (the top 25% of the volunteers account for almost 80% of the hours). Volunteering for sports and recreation accounts for 11 percent of reported volunteer activities. Sports and recreation organizations are second (behind religious organizations) for receiving volunteer hours.
- The role of the Internet in volunteering is increasing, both for performing volunteer activities, or to search for volunteer opportunities.
- The most common reasons for volunteering continue to be to make a contribution to the community, to use skills and experiences, and also because of having been personally affected by that particular cause, in the past.
- Younger people are more likely to volunteer. Older people are more likely to volunteer more hours. Higher levels of volunteering are associated with increased age, higher levels of education and household income, being employed and having children in the household.
- Barriers to volunteering include (perceived) lack of time and reluctance to make a long-term commitment, simply not being asked, and not knowing how to get involved. With regards to learning about volunteer activities, 14% said they became involved as a result of responding to an advertisement such as a poster or newspaper.

For the full report: http://www.givingandvolunteering.ca/files/giving/en/csgvp_highlights_2007.pdf

5.1.9 Youth in Recreation

In many communities, youth are a demographic that lacks access to enough recreational and leisure activities. Today's youth spend more time in front of a computer or television screen or doing homework than engaging in play. *Play Works*, a group of organizations concerned about the future of Ontario's youth, define play as any non-school activity that has elements of choice, leads to satisfaction, and encourages progressive learning and enjoyment. Activities can include, but are not limited to, recreation, sport, leisure, arts, drama, dance, civic engagement, youth activism, volunteerism, social clubs and youth leadership.

A recent development in Ontario is the *Youth Friendly Community Recognition Program*, launched in 2005 by Play Works. In its first year, 19 Ontarian communities submitted applications to the program and 14 received recognition. The current number of recognized communities is at 37 and CFB Petawawa is among those. Play Works' 2005, 2008, and 2010 Good Practice Reports can be viewed at <http://playworkspartnership.ca/resources> . These reports share innovative examples from communities that have been recognized as Youth Friendly. An exploratory study of 3 Ontario communities in 2006-2007, revealed that Not-for-Profit organizations were the most common providers for youth play opportunities, providing 220/573 play opportunities, while Municipal providers followed with 119/573.

5.1.10 Seniors

Trails tend to become of greater importance, as do natural areas, as a person ages. Access to shade, water, restrooms and resting areas are important park features for and influence seniors' use of a park. Safety and quality of maintenance also become more important to seniors. CPTED (Crime Prevention Through Environmental Design) is a pro-active crime prevention strategy that can be employed to ensure that park and trail users feel secure. The main concepts are: natural surveillance, natural access control, territorial reinforcement, and maintenance (<http://www.cptedontario.ca/index.php>). Evidence indicates that when baby boomers enter the senior age bracket, they will prefer intergenerational community recreation services rather than ones aimed solely at seniors. The Lifestyle Information Network has developed guidelines to support intergenerational physical activity programs (Generations Being Active Together - Guidelines for Intergenerational Physical Activity (IGPA) Programs). A free download of this document is available at <http://www.unitedgenerations.ca/index.cfm?fuseaction=home.guidelines>

5.1.11 Arts and Culture

Municipalities are playing a growing role in the development of arts, culture and heritage in Canada. The Creative City Network of Canada (CCNC) is an organization of municipal staff working in communities across Canada on arts, cultural and heritage policy, planning, development and support. The CCNC exists to connect and educate the people who do this work and share this working environment so they can be more effective in cultural development in their communities. By sharing experience, expertise, information and best practices, members support each other through dialogue, both in person and online. <http://www.creativecity.ca/>

5.2 Strategic Framework

The Master Plan's 'strategic framework' is the blueprint for the future. Its' three elements include a Vision, a Mission Statement and Service Objectives. Together, these will set a clear direction for parks and recreation services in Petawawa over the next decade.

Members of Petawawa Town Council and senior Town staff participated in a workshop in late March 2011 to provide future direction to the Parks and Recreation Master Plan. Workshop participants had

previously been presented with the results of Phase One (an assessment of programs and facilities available in Petawawa today), at a Town Council meeting in early January. During the first part of the workshop, Town Council members and senior staff heard the results of the Master Plan consultation with residents and groups.

Based on all the information gathered by the Consultants to date, workshop participants were then presented with a list of the 30 main 'issues and opportunities' identified by the Consultants. Workshop participants identified the following as the most important issues and opportunities to address in the Master Plan (in order of priority):

- More and better promotion of programs
- Trail expansion and improvements
- Redevelopment of neighbourhood parks
- Planning/ financing replacement of PCC
- Town support of groups/ volunteers
- Increased liaison between Town and CFB Petawawa
- Off-leash dog park
- More activities for youth
- Physical inactivity among children and youth
- More opportunities in outdoor recreation
- Expanding Civilian CAC memberships
- Community access to new schools
- More activities for adults
- More activities for seniors
- More use of CFB indoor pools by Town residents
- Invest more to improve recreation services
- Adequacy of green space/ parks

Finally, workshop participants were asked to define their 'vision' for parks and recreation in Petawawa, by describing how parks and recreation services could positively affect the community over the next decade. After some discussion, a consensus was established and the group adopted the following Vision for Parks and Recreation in Petawawa:

Petawawa is a healthy, vibrant community that promotes a high quality of life through the provision of recreational opportunities for residents of all ages.

This Vision sets a clear and inspiring direction for the Town to follow over next ten years. It describes a community that is better served than today and shows how parks and recreation services can make a meaningful contribution in the community.

The next step was to define how the Petawawa's Parks and Recreation Department would help achieve this Vision. With the results of the March workshop in hand, staff from the Town's Parks and Recreation Department developed a draft Mission Statement. Members of Council and senior Town staff were given the opportunity to comment on the draft, and many did. The result is a compelling Mission

Statement for the Petawawa Parks and Recreation Department that responds well to the Vision and addresses the highest priority issues identified by Town Council:

The Town of Petawawa Parks and Recreation Department will take a leadership role in the development and implementation of a diversified leisure service delivery system, focused on intensifying physical activity, community development and environmental stewardship in order to enhance the social, cultural and physical well being of the community.

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

The third and final element in the strategic framework for the Parks and Recreation Master Plan is determining Service Objectives (also referred to as 'strategic priorities'). The Consultants and the Town's Parks and Recreation Manager met in a workshop setting on April 14, 2011 to develop the list of Service Objectives. The resulting fourteen Service Objectives address Petawawa's most significant issues and opportunities in parks, recreation and culture. These are the areas most critical to future success. The Service Objectives have been ranked in order of priority. Each one is aligned with Petawawa's new Vision for Parks and Recreation and will help the Parks and Recreation Department achieve its new Mission Statement.

Each Service Objective is intended to contribute to the public good, either economically, environmentally, personally or socially. All of the Town's future parks, recreation and cultural planned initiatives should fall under one or more of these Service Objectives (ranked in order of priority).

SERVICE OBJECTIVES

1. Provide more and better promotion of recreational opportunities
2. Expand and improve Petawawa's non-motorized trail system
3. Redevelop Town parks within an integrated system
4. Increase coordination and planning between Town staff and CFB Petawawa
5. Establish adequate reserve funds for the future replacement of recreation facilities
6. Proactively support community groups and volunteers
7. Enhance leisure opportunities for youth and seniors
8. Increase physical activity among all Town residents
9. Increase opportunities in outdoor recreation
10. Negotiate community access to new schools
11. Protect and enhance Petawawa's natural outdoor environment
12. Enhance opportunities in arts and culture
13. Adopt a fee structure that is equitable and reflects the area market
14. Strengthen existing partnerships and explore new partnerships

At the same time as this Master Plan was being completed, Petawawa Town Council developed a draft 2010 Strategic Planning Document, essentially a new Strategic Plan for the Town. It contains many references to recreation and parks, including a strategic objective for the Town “To become a centre for recreation, culture and tourism”. All of the recommendations which follow are intended to respond to the Parks and Recreation Master Plan’s strategic framework as well as the Town’s draft 2010 Strategic Planning Document.

6. Recommendations

The results of our public consultation clearly indicate that parks and recreation services are highly valued by residents of Petawawa. This is particularly true of the Town’s outdoor recreation opportunities. Petawawa’s distinctive demographic/ military character and rapid growth emphasize the timeliness of establishing this new Parks and Recreation Master Plan.

Recommendation #1

Adopt the new Vision, Mission Statement and Service Objectives for Parks and Recreation in Petawawa

Members of Town Council were involved in developing a new Vision, Mission Statement and Service Objectives for the Parks and Recreation Master Plan. Formal approval of this strategic framework by Town Council would lay the foundation for delivering parks and recreation services in Petawawa over the next decade.

6.1 Parks, Trails and Open Space

Recommendation # 2

Expand Petawawa’s non-motorized trail system

Increasing demand is anticipated for the Town’s park system in general and trail system in particular. More than two thirds (68.3%) of survey respondents indicated that new trails should be a high priority for the Town. This is by far the most important outdoor opportunity sought by Town residents. Petawawa’s Emerald Necklace Trail system is a success story; it has become one of Petawawa’s most popular outdoor spaces, with residents and visitors alike. The overall trail strategy developed a decade ago as a Millennium project has been partially implemented, but more linkages and further trail development are warranted:

- Connect the Town to the CFB Petawawa trails with a pedestrian bridge across Petawawa River. Possible sites are near Petawawa Point, crossing over the delta island, or at West Street. The former provides opportunity for a more unique experience and would act as its own destination point.
- Utilize Hydro corridors for new trails.
- A trail connection from Petawawa Point Beach to Petawawa Point Lookout should be developed.

- Develop a trail within Petawawa that would eventually link with one to Pembroke. Connecting to Petawawa Terrace Provincial Park and Petawawa Point would be particularly beneficial and attract tourism. Where the trail crosses private land, agreements with the landowners would have to be established.
- Acquire pedestrian links and trails as part of future residential development.

Recommendation # 3

Improve Petawawa's non-motorized trail system

- Create a trail hierarchy through trail maps, signage and trail markers, distinguishing between types of trails (for example, between sidewalk trail connections and non-sidewalk trails, between paved and unpaved surfaces, level of difficulty) and location of trails (for example, in urban areas or in forested, park or wetland settings).
- Identify neighbourhoods where pedestrian lanes or sidewalks are not continuous throughout and complete the connections to important destinations (for example, parks, schools, shopping areas). Pedestrian routes feel more comfortable for users when there is a buffer between the street and the path; this practice should be employed where possible.
- Formalize river trail access points for water recreational use (Wilson Avenue and Tall Pines Road).
- Construct identifiable trail access points by using signage or other landscape entry features.
- Development of new trails and redevelopment of existing trails should be done in an environmentally, economically, and socially sustainable manner. Refer to Ontario's Best Trails: Guidelines and Best Practices for the Design, Construction and Maintenance of Sustainable Trails for All Ontarians, available at <http://www.tctontario.ca/library/>.
- Ensure that there is a universally accessible Town trail through a natural area. Consider Woodland Trail as a potential location.
- Ensure that the trail network offers a range of multi-use opportunities, from walking, to rollerblading, to mountain biking.
- Attract a volunteer base to assist in maintenance of Town trails.
- Establish a trail maintenance plan.

Recommendation # 4

Make Petawawa a more walkable community

Petawawa's trail network already contributes greatly to making Petawawa a walkable community, however some enhancements would further encourage Petawawa residents to walk. Key elements to achieving this goal include: accessibility, density/land use, access to amenities, connectivity, aesthetics and safety along walking routes. This includes developing pedestrian crosswalks across roadways. One particular area to consider will be where the Hydro right-of-way crosses Petawawa Boulevard, as this will become a well-used trail. Two useful resources for creating walkable communities are Canada Walks (<http://www.canadawalks.ca/>) and Walkable Communities, Inc. (www.walkable.org).

Recommendation # 5

Preserve, develop, maintain and expand waterfront green space along the Petawawa and Ottawa Rivers

The waterfront green space along Petawawa River and Ottawa River supports sensitive wetland ecosystems and intact riparian zones in many areas. These natural conditions contribute to the outstanding scenery and identity of Petawawa and steps should be in place to ensure that they are preserved.

Other areas allow opportunity for the residents of and visitors to Petawawa to enjoy interaction with the waterfront. The trail at Petawawa Point should be expanded to meet the lookout and a pedestrian bridge over Petawawa River should be built, both of which will expand opportunity to access the waterfront. River access points for water sports should be formalized, which will improve their function and allow non-water trail users to enjoy the amenity too. Development of a waterfront trail from Petawawa Point to Petawawa Terrace Provincial Park should be explored.

Recommendation # 6

Enhance beautification of Town parks and green spaces

Community identity and spirit are enhanced through beautification of the Town's public spaces. More than three quarters (76.5%) of survey respondents rated the importance of maintaining public green spaces as important or very important. Petawawa could participate in programs like the "Communities in Bloom" annual competition. Community groups could be encouraged to take responsibility for a specific beautification project each year, such as adopting a flowerbed. Many beautification strategies were outlined in the June, 2002 *Town of Petawawa: Guidelines for Beautification and Revitalization* report prepared by Commonwealth Historic Resource Management, Ltd. Furthermore, recommended upgrades to existing Town parks will significantly contribute to the Town's beautification.

Recommendation # 7

Develop a Bicycle Master Plan

Both the Town of Petawawa and Renfrew County are keenly interested in active transportation opportunities that would reduce vehicular use and encourage alternative means of transportation. Developing a Bicycle Master Plan would increase the likelihood that future road improvements or reconstruction by the Town or County would incorporate dedicated bicycle lanes where they are needed. The traffic congestion on Petawawa Boulevard could be alleviated if more residents were able to safely cycle along that main corridor.

Recommendation # 8

Acquire park land to develop new neighbourhood parks

Petawawa's supply of green space is well above the average Canadian community, which ranges between 2.8 and 4.0 hectares per 1,000 population. With public outdoor spaces at CFB Petawawa and Petawawa Terrace Provincial Park added to the Town's 59 hectares of developed parkland (plus trails), residents and visitors are well served. However the Town should develop new parks in future residential

developments where residents would not be within walking distance (approximately 400 meters) of an existing neighbourhood park.

The Town should ensure that the new neighbourhood park proposed for Laurentian Highlands is large enough and provides enough amenities to service both the residents of Laurentian Highlands and of the Kramer subdivision. The planned dry storm ponds for the Laurentian Highlands development should be considered as a part of the open space system and designed to allow for public use. Ponds such as these, particularly when on well-draining soil, can be successfully used to support volleyball courts, temporary soccer nets for informal games, running tracks and/or outdoor gym equipment around the perimeter, and off-leash dog areas.

The section of land between Murphy Road and Black Bay Road to the west of Doran Road is reserved for a future residential development of 350 units and will require a large park. A community park with a service radius of approximately 800m would be much more effective and successful than several scattered neighbourhood parks, each with half the service radius of a community park. Planning of this park should begin immediately to ensure the suitability of its location (ideally a central location within the development) and size, as well as ensuring the preservation of existing vegetation.

On the whole, Petawawa parks are well distributed. At present, there are two main neighbourhood areas that are noticeably without developed parkland: between Murphy Road and the service radius of Jack Pine Park, and between the service area of Kramer's Korner and that of Pine Ridge Park. The former will soon be serviced by the proposed park for Laurentian Highlands. The latter does not present many suitable opportunities for park development. One possible solution is to hold discussions with the developers owning the land between Petawawa Boulevard and Schwanz Road to determine whether the currently undeveloped lots could be converted into parkland.

Recommendation # 9

Develop a universally accessible playground at Civic Centre Park

Accessible playground equipment has in the past been provided by the Town in the form of individual swings at several neighbourhood parks. A more holistic approach to universal access in one or more designated locations would provide a more effective service to children and families with special needs. For a town the size of Petawawa, it is appropriate to have at least one park that is entirely universally accessible, from parking lot, to pedestrian movement through the park, to the playground equipment and site furnishings. Civic Centre Park is the most suitable site to develop first, as it is centrally located and can be accessed by all residents. Town staff have made some accessibility improvements at Civic Centre Park over recent years, by installing hard court surfaces. This year, the sand substrate of the universally accessible saucer swing is being upgraded to a hard surface. Accessible pathways from the parking lot to and through the playground should also be developed, as well as including a universally accessible picnic table. Including a universally accessible play apparatus would be an important enhancement to consider.

A longer term recommendation is to redevelop Civitan Kiddyland Park as a second universally accessible park. It offers a central location, existing parking amenities, a large amount of space to include activities for all age ranges, and mature shade trees.

Recommendation # 10***Develop a new splash pad / water play area***

Residents have expressed a keen interest in a new splash pad / water play area: four out of ten survey respondents (39.7%) would like to see a new splash pad built by the Town. The most suitable site for such an amenity would be Civic Centre Park. Centennial Park would be an alternative location for water play.

Recommendation # 11***Develop an off-leash dog park***

Many residents and stakeholder groups expressed the need for a dog park in Petawawa. The preferred location for a dog park would be Fish Hatchery Park, where dog owners would have access to parking and dogs would not likely have contact with other park users. Developing an off-leash dog park at Fish Hatchery Park would have the added benefit of supporting the efforts of Provincial Park staff to allow only dogs on leash in nearby Terrace Provincial Park. It would be a good idea for the Town to charge an annual fee for dog parks users to generate income for its maintenance. One of the dry storm water management ponds planned for the Laurentian Highlands development could also be used as an off-leash dog park.

Recommendation # 12***Build a skatepark***

The skateboarding facility provided at CFB Petawawa serves the needs of some youth, but another such facility is warranted. One third (32.6%) of survey respondents identified a new skatepark as a priority for Petawawa youth. The Town should build a skatepark in a central location following current trends and in consultation with local youth and community stakeholders. Current trends for skatepark planning include the creation of concrete plazas which recreate obstacles commonly found in the urban setting, such as stairs, railings, ramps, benches, etc., and the building of concrete bowls, often with the incorporation of half and quarter-pipes.

Recommendation # 13***Encourage more participation in four season outdoor recreation opportunities***

Through proactively supporting community groups and volunteers, the Town should develop recreational amenities that are not currently provided or could be expanded in Petawawa to promote outdoor physical activity. Running tracks, disc golf courses, outdoor boot camps or yoga classes are all popular summer activities. Participation in snowshoeing, skating and cross country skiing are among the more popular activities during winter months.

Recommendation # 14***Redevelop existing Town parks***

Most of Petawawa's existing park amenities, though generally well-maintained, can be improved and upgraded in order to provide residents with enhanced outdoor recreational and social opportunities. Most Petawawa neighbourhood parks provide playground equipment for age groups 2 to 5 and 5 to 12

year olds. Site specific improvements, in addition to those mentioned in the previous recommendations, are described in *Appendix 6*.

6.2 Tree Preservation, Protection and Maintenance

The loss of forest cover in the Town of Petawawa has raised concerns both within the community and on Town Council regarding the need to preserve forest canopy cover. The number and size of recent clearings for school sites, commercial and residential developments reflect the tremendous growth of Petawawa over the last few years. However, with growth comes pressure to preserve the qualities which attracted people to the upper Ottawa Valley in the first place. In the case of Petawawa it is obvious the natural environment plays a major role in the quality of life the residents enjoy. The Town motto “Dynamic by Nature” clearly reflects this reality.

As part of the larger Parks and Recreation Master Plan, a separate report was developed to provide a strategic direction for the preservation, protection and maintenance of forests within parks and other areas owned by the Town of Petawawa (see *Appendix 7* for the full report). The report, prepared by Urban Forestry and Forest Management Consultant Andrew Boyd, includes two recommendations.

Recommendation # 15

Develop a tree preservation and protection plan for Town parks and other Town property

Many residents and stakeholder groups are interested in ensuring effective management of the Town’s urban and rural forests. A high level strategy for three Town-owned forested areas (Woodland Park, Petawawa Point and the future commercial area south of the intersection of Highway 17 and Murphy Road) is needed.

Recommendation # 16

Develop enhanced tree maintenance guidelines for Town staff

Tree maintenance activities are applicable to all trees regardless of their location or age. The objective of maintenance activities is to maintain trees to an appropriate standard of care thereby ensuring they remain in good health, achieve their expected longevity and do not pose a threat to surrounding infrastructure, residents or the general public using roads, sidewalks or trails within the community.

6.3 Recreation and Culture Facilities

Residents of Petawawa have access to a generous supply of high quality indoor recreation facilities, thanks in large part to those facilities made available to local residents by CFB Petawawa. The Petawawa Civic Centre (60%) and Dundonald Hall (48%) are the indoor recreation facilities visited most often by residents.

The quantity and quality of Petawawa’s indoor recreation facilities is most evident with indoor ice, where the three arenas (including two on Base) together accommodate more than 150 hours of

community ice rentals per week. An additional 10 to 15 hours of public skating is available weekly, mostly at the Silver Dart. Demand for ice time over the next ten years can readily be accommodated in the three existing arenas.

Recommendation #17

Plan the replacement of the Petawawa Civic Centre between 2020 and 2030

The PCC arena and main hall is a building in good condition but nonetheless in the last quarter of its lifespan. With appropriate maintenance and repairs, the facility will continue to serve the needs of residents and groups for the next decade. A replacement facility will likely be needed between 2020 and 2030. Whether that new facility includes the same amenities (arena/ main hall) as the current PCC or different facilities (such as an indoor pool) should be determined through the next parks and recreation master plan or a feasibility study.

Recommendation # 18

Evaluate the feasibility of building a new public indoor pool

The two indoor pools at Dundonald Hall comprise a high quality and appealing aquatic centre. With its 25 metre (cooler water) tank and the shallow (warmer water) leisure tank, this aquatic facility can accommodate the full range of aquatic activity. However only about twenty percent of the Town's civilian residents have the CAC membership required for lower cost swim lessons or other registered aquatic programs (drop in programs like recreational swimming do not require a CAC card). Pembroke Kinsmen Pool reports that very few Petawawa residents register at that facility for swim lessons. Given that about half of all households typically use a public indoor pool, it is unlikely that the indoor pools at Dundonald Hall or in Pembroke are accommodating all of the demand from Town residents for aquatic activities. A majority (51.2%) of respondents to the public survey ranked an indoor pool as the highest priority indoor recreation facility for the future, ahead of all other facility types. Demand is greatest for recreational swimming, followed by swim lessons, fitness swimming and therapy/ rehab.

Recommendation # 19

Increase the recreational use of Petawawa Civic Centre Main Hall

The PCC Main hall has some remaining capacity for use, in particular during weekday/ daytime hours. The Town should work with community groups to schedule recreation activities during these unoccupied times or if necessary, provide some new programs directly. Furthermore, evening and weekend use of the Main Hall for recreation/ physical activity programs should be given higher priority than renting the hall or scheduling it for non-recreational activities. Survey respondents indicate a desire for more performing and visual arts opportunities, as well as recreational programs for all age groups.

Recommendation # 20

Rationalize the operation and use of Norman Behnke Hall

The operation of Norman Behnke Hall warrants a review in light of the relatively high operating subsidy provided by the Town, relative to its modest use. The building was originally donated to the Town by CFB Petawawa and moved to its present site in 1975. A fire in 2001 left most of the upper floor to be replaced due to smoke damage and a subsequent \$150,000 renovation modernized the facility. The

Kinder Connection Nursery School rents space at Norman Behnke Hall and operates a licensed program for children ages 2 to 5 years, paying about \$4,600 a year in rent. During a typical week, Norman Behnke Hall is used Monday through Thursday evenings at no cost by Scout and Guide groups. Weekends are available for special events and social bookings, which are infrequent at this facility. The Town incurs an annual building expense of approximately \$46,000.

Recommendation # 21

Sustain the Town's financial support and shared leadership of Festival Hall in Pembroke

The Town of Petawawa entered into an agreement in 2006 with the City of Pembroke and the Township of Laurentian Valley to form a joint Festival Hall Committee. With one elected official from each municipality, the committee oversees management of Festival Hall by establishing management agreements, approving operating budgets and planning capital works. The Committee's mission is a sustainable, effective operation of the facility. Each municipality contributes \$.75 per capita towards Festival Hall's annual operation, along with agreed upon capital improvements. In 2010, the Town of Petawawa's contribution to Festival Hall was just under \$12,000; this amount will increase in the coming years as each Partner boosts their per capita amount. This is a progressive arrangement that serves area residents well (a quarter of Petawawa households visited Festival Hall last year) at a very reasonable cost to taxpayers.

Recommendation # 22

Phase out the Town subsidy of the Alternative School facility

The Alternative School facility was originally built as a municipal two bay fire hall in 1955. Converted to the home to the Silver Threads Seniors group for many years, the building also accommodated a Youth group in the 1990's. The building is currently leased from the Town of Petawawa by the Renfrew County & District School Board and used exclusively for educational purposes. The Parks and Recreation Department acts as property manager for the building, incurring an annual operating cost of about \$15,000.

6.4 Recreation and Culture Programs

The Town's rapid growth over the last four years is expected to continue for several more years and will add new demand for all community services, including recreation and culture programs.

The CFB Petawawa Recreation Department is by far the largest recreation program provider in Town. Their staff members offer a broad range of recreation and sport programs at Base facilities to children, youth and adults. An estimated 1,500 Town residents currently have a Civilian Community Access Card membership to take advantage of CFB Petawawa recreational facilities and programs. This represents about twenty percent of the Town's civilian population. It is also likely that other Town residents use CFB facilities like the swimming pool without a CAC membership, by paying a daily drop-in fee.

Recommendation # 23***Increase physical activity among Town residents, in particular children and youth***

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

Recommendation # 24***Increase Town promotion of recreation opportunities offered by community groups***

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

Recommendation # 25***Increase the quantity and quality of support provided by Town staff to community groups***

The Parks and Recreation Department's longstanding practice of not delivering recreation programs directly to residents is a fairly common approach today, as more municipalities (small and large) adopt this service delivery model. Programs and services that are planned and delivered by community groups tend to be more responsive to community needs and are generally more cost effective than municipal programs. But in lieu of providing programs directly, the Town should assume a substantial role in supporting the efforts of community groups and volunteers.

Most Petawawa groups are willing to collaborate with the Town to improve recreation facilities and programs. Volunteers who lead local recreation groups often face common issues, ranging from concerns about liability insurance to finding new volunteers. Military postings and transient military families increase the challenge of finding (and keeping) volunteers in Petawawa. Many ideas were put forward by groups during our consultation (see Appendix 2), but common to many of these was the notion of Town staff being more pro-active in their support. Many groups are having difficulty recruiting new volunteers and the Town can use such means as hosting an annual volunteer fair to help. More help from the Town is also needed with volunteer training and recognition. Ensuring that Town staff have appropriate knowledge and experience in community development would have the greatest impact.

Recommendation # 26***Provide information and resources about risk management to volunteers***

The results of our public consultation indicated clearly that concerns about the liability of volunteers is a concern to many Petawawa groups and a barrier for some volunteers. Town staff should host a public workshop with a recreation liability expert to inform Petawawa groups about risk management and identify options for securing suitable liability coverage for their volunteers.

Recommendation # 27***Expand recreation opportunities for children***

The relatively large and growing number of children in Petawawa is expected to result in demand for new and innovative programs in the future. Children in Petawawa are presently well served by traditional minor sport groups (hockey, soccer) and by recreation programs on the Base. Opportunities for children (other than sports) appear quite limited off the Base. Community groups should be encouraged by the Town to offer new/ high quality activities for children. If community groups don't have the capacity to offer new programs, Town staff should initiate some new programs for children.

Recommendation # 28***Expand recreation opportunities for youth***

Recreation services for youth in Petawawa are primarily available at CFB Petawawa's Southside Community Centre, but the location and character of programs are not well suited to the needs of all youth. Few other opportunities are available to youth living in Petawawa, other than those provided by the Town's service clubs. The formation of a Youth Council or similar body would provide valuable insight to Town staff and community groups about the type of programs and services that would be most appealing to youth.

Recommendation # 29***Expand recreation opportunities for seniors***

Petawawa has few recreation opportunities available to seniors. The Silver Threads is the only seniors club in Town and it is certainly a success story, offering an array of programs and activities throughout the week to its 400 members. Old-timer's hockey, horticulture, tennis and heritage are a few more examples of the activities available to seniors. But more recreational programs are needed for the Town's estimated 2,100 adults over the age of 55. The Silver Threads have the interest and the capacity to expand services for seniors, in partnership with the Town.

Recommendation # 30***Encourage and support volunteer leadership of special events***

Petawawa hosts several large scale special events, with Town staff often working in partnership with other organizations. Many smaller community events are also held throughout the year. According to our public survey results, two thirds (66%) of the households in Petawawa rank special events as very important or important. These events are generally well attended, which attests to their popularity with residents and visitors. Some events seem to involve a significant amount of staff time and could benefit from increased volunteer leadership and engagement. The Town's current support of special events hosted by community groups includes rental of equipment (a good practice) and some promotion. The rapidly expanding *Hell or High Water* white-water festival will need more logistics support, including parking.

Recommendation # 31***Coordinate special events***

Town staff should coordinate the annual scheduling of community special events, to help avoid scheduling conflicts and to share information among event planners. The Town should also assist with the promotion of all special events through such means as an event calendar (refer to the Town of Mississippi Mills for a good example).

Recommendation # 32***Harmonize outdoor swim lessons***

Participation has declined in swim lessons offered by the Town at the Catwalk in recent years. This is likely due to a number of factors, but mainly poor water quality which causes frequent beach closures. The CFB Petawawa Recreation Department also offers waterfront swim lessons during the summer at Black Bear Beach, which due to its location does not have the same water quality issues. Harmonization of the two programs is warranted.

6.5 Partnerships, Financing and Management Strategies

6.5.1 Recreation Partnerships for the Town

Recommendation # 33***Renew and expand municipal partnerships***

The Town of Petawawa has collaborated with many partners over the years to deliver recreation opportunities: Heritage Village, reciprocal arrangements with area school boards, Petawawa Terrace Provincial Park, the Petawawa Tennis Club, Kinder Connection Nursery School, Silver Threads Seniors Club, the PCC Fundraising Committee, Algonquin College Pembroke Campus and Festival Hall are among them. These partnerships are a solid foundation for the future, but in most cases the terms of the partnership should be updated and formalized; agreements should clearly document each partner's roles and responsibilities as well as anticipated outcomes.

Recommendation # 34***Establish a liaison between Town staff and the CFB Petawawa Recreation Department***

The CFB Petawawa Recreation Department organizes a substantial portion of recreational programs available in Petawawa today. The Town's Parks and Recreation Department has responsibility for ensuring that the needs of all residents are considered. While there has been a very good working relationship between Base personnel and the Town over the years, a more formalized relationship is called for. A recreation liaison group is needed between Town staff and CFB Petawawa to coordinate service delivery. The Town's Parks and Recreation Manager should collaborate with the CFB Petawawa Community Recreation Director and Facilities Coordinator (Personnel Support Program) to:

- Track the use of CFB facilities and programs by Town residents/ civilians
- Increase the number of Town residents and groups using CFB facilities and programs
- Coordinate services offered by each Partner to avoid duplication
- Jointly promote recreation opportunities to Town residents
- Share information on planned facility closures or renovations

Recommendation # 35

Work with Renfrew County and adjacent Municipalities to enhance active transportation

Town staff should work with Renfrew County and adjacent Municipalities in planning future on-road (commuter) cycling lanes and improving non-vehicular bridge crossings over the Petawawa River.

Recommendation # 36

Collaborate with Bonnechere Provincial Park staff and Friends of Bonnechere Park to increase use of Petawawa Terrace Provincial Park

Provincial Park staff have proposed an operating agreement with the Town of Petawawa Parks and Recreation Department, to assist in some of the operations for the Petawawa Terrace Provincial Park. The Friends of Bonnechere Park are seeking the Town's collaboration in their *Footprints in Time* project. Given the high level of interest from Town residents in enhanced outdoor spaces, the support of Town staff in both cases is warranted.

6.5.2 Financing Parks and Recreation Services over the Next Decade

In 2010 the Town of Petawawa incurred a net cost of \$1,576,057 for parks and recreation services. This figure is determined by subtracting all revenues from expenditures in the Parks and Recreation Department's approved budget. With an estimated 2010 population of 16,003, the Town spent about \$98 per capita on parks and recreation services. This amount is well within the range of other municipalities in the Ottawa Valley, where Renfrew spent \$116 per capita in 2009 and Arnprior spent about \$74.

Recommendation # 37

Establish adequate reserve funds to replace the Petawawa Civic Centre

The Town of Petawawa has maintained a 'pay as you go' philosophy for many years, whereby capital projects are implemented only once the funds are available to cover their cost. In doing so, the Town has avoided any debt repayment costs for its infrastructure. This sound financial management has served the community well and is expected to remain the Town practice in future years.

The cost to replace the existing PCC arena and hall would likely be in the range of \$8 million (in 2011 dollars). Replacing the PCC arena with an indoor pool would likely have a higher capital cost. The Town's 'Pay as You Go' practice warrants setting aside adequate funds for construction of the new recreation facility in the next ten to twenty years. The current balance in the Civic Centre reserve fund is about \$82,000.

Recommendation # 38***Review the allocation for Recreation within the Town's Development Charge By-Law***

The Town's current Development Charge By-law allocates 13.4% of residential development charges to Recreation, to pay for growth related infrastructure. Over the last four years (2007 to 2010), Development Charges for new residential developments contributed \$165,500 for Recreation, representing an average of \$41,375 per year. Most of these funds have been spent on new playground equipment in Town parks. No new parks have been developed by the Town in recent years. The balance in the Recreation reserve from Development Charges at March 31, 2011 was about \$68,000.

The Town will be acquiring at least two new neighborhood parks in the next decade and the cost of developing those parks should largely be covered by Development Charges (some cash in lieu of park land collected by the Town may also be available). The cost could easily be in the range of \$200,000 to \$300,000 to develop the two new parks.

The Town's Development Charge could also fund part of the replacement cost of the PCC, as it serves a Town wide function and will accommodate new residents. The Consultants estimate that between 10% and 20% of the cost of replacing the PCC may be attributable to growth and that portion of the construction cost could be funded through the Development Charge reserve.

Recommendation # 39***Assess a property tax adjustment or surcharge to improve the Town's indoor and outdoor recreation facilities***

Over three quarters (77%) of respondents to the public survey felt that now was a good time to invest more, better quality or replacement public indoor facilities in Petawawa. An even greater number (83.9%) of respondents were in favour of investing in the Town's outdoor spaces. Almost two thirds (63.3%) of respondents to the survey were in favour of at least a 1% increase to their property taxes or rent in order to "help build and/ or operate new or improved recreation spaces".

The Town's ability to finance parks and recreation capital projects over the next ten years should be enhanced by its expanding property tax base. However the reserve funds generated from new residential development are intended for growth-related projects. In recent operating budgets, the Town has usually (but not always) contributed \$25,000 a year to the Parks reserve and \$25,000 to the Civic Centre reserve. Replacing and enhancing the Town's existing parks and recreation infrastructure is not viable without increasing the annual provision for reserves in the operating budget. The increased contribution would have two purposes: annual funding to the Parks reserve to pay the cost of upgrading park equipment in existing parks and secondly, increasing the annual contribution to the Civic Centre reserve.

Recommendation # 40***Develop a ten year capital plan for the repair and replacement of parks and recreation infrastructure***

A ten year capital plan should be developed for approval by Town Council that indicates the estimated cost of future projects and their funding source.

Recommendation # 41***Rationalize the Town subsidy available to children and youth for the use of Town facilities***

There appears to be some inconsistency in the level of subsidy provided to minors by the Town. In part this relates to how Town fees compare to the Upper Ottawa Valley market. In some cases (like ice time for minors) Petawawa is lower than the area market, while the Town's fees for sports fields tend to be more in line with that market. There is also some inconsistency based on the type of activity, such that children pay a market rate for public skating or swim lessons, but scouts and guides have free access to Norman Behnke Hall. To the extent possible, the level of subsidy for children and youth should be consistent across various facility types and activity types.

Recommendation # 42***Gradually increase the ice rental fee for minors to match the area market***

Ice rental fees for adults at PCC are about the same as the area market, whereas the rate for minors (\$91.50 including HST) is slightly below the area market. A review of ice rental rates in Ottawa Valley arenas was conducted by the consultants in 2009, yielding an average of \$95.59 for minors and \$129.46 for adults (including GST).

6.5.3 Management Strategies**Recommendation # 43*****Incorporate relevant recommendations from this Master Plan into the Town of Petawawa's draft Official Plan Amendment***

The Town of Petawawa Official Plan is currently being updated with the support of Renfrew County. The 2002 OP acknowledged the undertaking of a Parks and Recreation Master Plan as a Municipal Interest. The new OP should incorporate the results of this Master Plan, in particular those recommendations relating to active transportation, trails, forest management and new neighbourhood parks.

Recommendation # 44***Negotiate community access to new schools***

A new Catholic elementary school is under construction next door to the PCC, and an adjacent public 'super' school is expected in the near future. Both of these new schools will have indoor and outdoor spaces well suited for use by residents/ groups during evenings and weekends. Town staff should meet with representatives from each school to broker access to gyms, auditoria and other spaces once the schools open. School officials should be encouraged to allocate spaces first to community groups or Town staff offering new programs recommended in this Master Plan, in particular programs which engage residents in physical activity. The Petawawa Community Band is seeking a suitable performing space which could be the Super school's auditorium/ stage.

Recommendation # 45***Renew reciprocal agreements with School Boards***

For many years local schools have been given free access to the Town's indoor ice, sports fields and other recreational facilities. The two new schools opening next to the Civic Centre present the Town with the opportunity to establish formal agreements with both School Boards. It would be reasonable to expect that community groups and Town programs would be given priority access to school gyms and other spaces during evenings and weekends, in exchange for school access to Town facilities during school hours.

Recommendation # 46***Undertake an organizational review of the Parks and Recreation Department***

Staff positions in the Parks and Recreation Department remain much the same as they were ten or twenty years ago. Town staff currently provides modest support to community groups, especially for special events. However, no staff position is dedicated to a 'community development' role. An organizational review would determine not only how staff positions might be realigned to serve this purpose, but also whether the current staffing level is adequate for the next decade.

Recommendation # 47***Improve management information systems and collection of usage data***

More and better quality information is needed to help managers and volunteers make decisions. Most important would be using automation to document the allocation and use of Town facilities, including the number of participants. Establishing this data as a benchmark would allow Town staff to measure increased participation in future years.

Recommendation # 48***Provide adequate operational oversight of the Molson Ski Hill operation***

Pursuant to an agreement established several years ago, the Parks and Recreation Department has responsibility for supervision of ski lessons and public use of the Hill. A more formalized partnership with the ski hill owners and the ski club is warranted, along with improved record keeping.

Recommendation # 49***Improve the allocation of sports fields***

The Town's sports fields are presently allocated to user groups for the season, who then determine their own schedule of use. This 'block booking' practice is uncommon and may not result in the most effective scheduling of sports fields. It also places user groups in the awkward situation of reporting the number of uses to the Town as the basis for the amount they will be invoiced. An automated booking system which includes a scheduling function as well as an invoicing function would be a significant improvement.

Recommendation # 50

Clarify and update the PCC Fundraising Committee mandate

The PCC Fundraising Committee has a long and successful history of volunteer engagement and contributing funds to enhance the Town's main recreation venue. The group's most recent project to replace arena seating in 2011 is a great example. However it would be beneficial to have the Fundraising Committee's mandate more clearly defined, along with the type/ scale of project the group will fund.

6.6 Service Objectives Addressed by the Recommendations

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

1. Provide more and better promotion of recreational opportunities
2. Expand and improve Petawawa's non-motorized trail system
3. Redevelop Town parks within an integrated system
4. Increase coordination and planning between Town staff and CFB Petawawa
5. Establish adequate reserve funds for the future replacement of recreation facilities
6. Proactively support community groups and volunteers
7. Enhance leisure opportunities for youth and seniors
8. Increase physical activity among all Town residents
9. Increase opportunities in outdoor recreation
10. Negotiate community access to new schools
11. Protect and enhance Petawawa's natural outdoor environment
12. Enhance opportunities in arts and culture
13. Adopt a fee structure that is equitable and reflects the area market
14. Strengthen existing partnerships and explore new partnerships

Figure Five
Service Objectives Achieved by each Recommendation

		SERVICE OBJECTIVE													
	RECOMMENDATION	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	<i>Adopt the new Vision, Mission Statement and Service Objectives for Parks and Recreation in Petawawa</i>	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Parks, Trails and Open Space															
2	<i>Expand Petawawa's non-motorized trail system</i>		X	X	X			X	X	X		X			X
3	<i>Improve Petawawa's non-motorized trail system</i>	X	X	X	X			X	X	X		X			X
4	<i>Make Petawawa a more walkable community</i>	X	X	X	X			X	X	X		X			X
5	<i>Preserve, develop, maintain and expand waterfront green space along the Petawawa and Ottawa Rivers</i>	X	X	X	X			X	X	X		X			
6	<i>Enhance beautification of Town parks and green spaces</i>	X	X	X				X		X		X	X		X
7	<i>Develop a Bicycle Master Plan</i>	X	X	X	X			X	X	X		X			
8	<i>Acquire park land to develop new neighbourhood parks</i>		X					X		X		X			
9	<i>Develop a universally accessible playground at Civic Centre Park</i>			X					X	X		X			
10	<i>Develop a new splash pad / water play area</i>			X					X	X					
11	<i>Develop an off-leash dog park</i>			X				X		X					X
12	<i>Build a skatepark</i>			X				X	X	X					X
13	<i>Encourage more participation in four season outdoor recreation opportunities</i>	X	X	X	X		X	X	X	X					
14	<i>Redevelop existing Town parks</i>		X	X		X		X	X	X		X			
15	<i>Develop a tree preservation and protection plan for Town parks and other Town property</i>	X		X						X		X			
16	<i>Develop enhanced tree maintenance guidelines for Town staff</i>		X							X		X			

Culture and Recreation Facilities																
	RECOMMENDATION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
17	Plan the replacement of the Petawawa Civic Centre between 2020 and 2030							X					X			
18	Evaluate the feasibility of building a new public indoor pool							X								
19	Increase the recreational use of Petawawa Civic Centre Main Hall	X					X	X	X						X	
20	Rationalize the operation and use of Norman Behnke Hall													X		
21	Sustain the Town’s financial support and shared leadership of Festival Hall in Pembroke							X					X			
22	Phase out the Town subsidy of the Alternative School facility															
Culture and Recreation Programs																
23	Increase physical activity among Town residents, in particular children and youth	X			X			X	X	X					X	
24	Increase Town promotion of recreation opportunities offered by community groups	X			X		X	X	X	X			X		X	
25	Increase the quantity and quality of support provided by Town staff to community groups	X					X	X	X		X		X		X	
26	Provide information and resources about risk management to volunteers						X						X		X	
27	Expand recreation opportunities for children	X		X	X				X	X	X		X		X	
28	Expand recreation opportunities for youth	X		X	X			X	X	X	X		X		X	
29	Expand recreation opportunities for seniors	X		X				X	X	X	X		X		X	
30	Encourage and support volunteer leadership of special events	X											X		X	
31	Coordinate special events	X			X		X						X		X	
32	Harmonize outdoor swim lessons				X											

Financing, Management and Staffing Strategies															
	RECOMMENDATION	1	2	3	4	5	6	7	8	9	10	11	12	13	14
33	<i>Renew and expand municipal partnerships</i>	X			X		X	X	X			X	X		X
34	<i>Establish a liaison between Town staff and the CFB Petawawa Recreation Department</i>	X	X		X			X	X	X		X			X
35	<i>Work with Renfrew County and adjacent Municipalities to enhance active transportation</i>	X	X					X	X						x
36	<i>Collaborate with Bonnechere Provincial Park staff and Friends of Bonnechere Park to increase use of Petawawa Terrace Provincial Park</i>	X	X				X	X	X	X		X			X
37	<i>Establish adequate reserve funds to replace the Petawawa Civic Centre</i>		X			X						X			
38	<i>Review the allocation for Recreation within the Town's Development Charge By-Law</i>		X			X									
39	<i>Assess a property tax adjustment or surcharge to improve the Town's indoor and outdoor recreation facilities</i>		X	X		X				X		X	X		
40	<i>Develop a ten year capital plan for the repair and replacement of parks and recreation infrastructure</i>		X	X		X						X			
41	<i>Rationalize the Town subsidy available to children and youth for the use of Town facilities</i>											X		X	
42	<i>Gradually increase the ice rental fee for minors to match the area market</i>													X	
43	<i>Incorporate relevant recommendations from this Master Plan into the Town of Petawawa's draft Official Plan Amendment</i>		X												
44	<i>Negotiate community access to new schools</i>						X	X	X	X	X		X		
45	<i>Renew reciprocal agreements with School Boards</i>						X	X	X	X	X		X		
46	<i>Undertake an organizational review of the Parks and Recreation Department</i>														
47	<i>Improve management information systems and collection of usage data</i>				X				X						

	RECOMMENDATION	1	2	3	4	5	6	7	8	9	10	11	12	13	14
48	<i>Provide adequate operational oversight of the Molson Ski Hill operation</i>														
49	<i>Improve the allocation of sports fields</i>													X	
50	<i>Clarify and update the PCC Fundraising Committee mandate</i>														

7. Implementation Plan

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

Definition of terms for the Implementation Plan:

- **Highest priority** recommendations are those most critical to the long term success of parks, recreation and culture services in Petawawa. Implementing these recommendations may be a pre-requisite in order for other recommendations to be considered.
- **High priority** recommendations relate to increased service levels and generally will achieve the greatest amount of public good.
- **Moderate** and **Low** priority recommendations are less critical to future success.
- **Immediate timeline** indicates recommendations that should receive attention as soon as the report is received and endorsed. Some may be accomplished within a few months while others will take longer, but these recommendations should be the initial focus of Town elected officials, staff and volunteers.
- **Short term** timeline applies to recommendations that should be addressed within the first three years of the Master Plan, by the year 2013.
- **Midterm** recommendations should be addressed between 2014 and 2016 (years four through six of the Master Plan)
- **Long term** recommendations are for consideration between 2017 and 2020, although some of these may not be fully implemented by year ten of the Master Plan.
- **Minimal tax support** indicates that these recommendations can likely be achieved within the existing funding levels for parks, recreation and culture in Renfrew.
- **Moderate tax support** is indicated where the consultants estimate the capital cost or annual operating cost is under \$50,000 (which in Petawawa's case, represents approximately a 1% increase in property taxes).
- **Major tax support** is indicated where the cost of implementation is estimated at more than \$50,000.

**Figure Six
Implementation Plan**

RECOMMENDATION	Priority	Timeline	Lead Responsibility	Tax Support Required	Comments
1. Adopt the new Vision, Mission Statement and Service Objectives for Parks and Recreation in Petawawa	Highest	Immediate	Town Council	Minimal	Approval of this strategic framework will help set future priorities
Parks, Trails and Open Space					
2. Expand Petawawa's non-motorized trail system	Highest	Short term	Parks and Recreation Department	Major	Cash in lieu could be used to expand existing trails
3. Improve Petawawa's non-motorized trail system	Highest	Short term	Parks and Recreation Department	Major	Likely to increase use of trails and contribute to growth in physical activity
4. Make Petawawa a more walkable community	High	Midterm	Parks and Recreation Department/ Public Works	Major	Create links between key parks, and between parks and other Town amenities
5. Preserve, develop, maintain and expand waterfront green space along the Petawawa and Ottawa Rivers	High	Midterm	Parks and Recreation Department/ Planning Dept	Moderate to Major	This is a high priority for Petawawa residents
6. Enhance beautification of Town parks and green spaces	Moderate	Long term	Parks and Recreation Department	Moderate	<i>Communities in Bloom</i> program
7. Develop a Bicycle Master Plan	Highest	Short term	Parks and Recreation Department	Moderate	Essential step in active transportation strategy

RECOMMENDATION	Priority	Timeline	Lead Responsibility	Tax Support Required	Comments
8. <i>Acquire park land to develop new neighbourhood parks</i>	Moderate	Long term	Planning Dept	Minimal	Only if residential development occurs more than 400 metres from existing parks
9. <i>Develop a universally accessible playground at Civic Centre Park</i>	Moderate	Short term	Parks and Recreation Department	Moderate	New approach to providing accessibility in a central location
10. <i>Develop a new splash pad / water play area</i>	Low	Midterm	Parks and Recreation Department	Major	Would be popular with young families
11. <i>Develop an off-leash dog park</i>	High	Immediate	Parks and Recreation Department	Moderate	Collaborate with Champlain Dog Club
12. <i>Build a skatepark</i>	Moderate	Short term	Parks and Recreation Department	Major	Engage youth and stakeholders in planning this facility
13. <i>Encourage more participation in four season outdoor recreation opportunities</i>	Highest	Immediate	Parks and Recreation Department	Minimal	Special emphasis on promoting winter activity is warranted
14. <i>Redevelop existing Town parks</i>	Moderate	Long term	Parks and Recreation Department	Major	Will provide a broader range of opportunities
15. <i>Develop a tree preservation and protection plan for Town parks and other Town property</i>	Moderate	Short term	Parks and Recreation Department	Minimal	Rapid growth of Petawawa warrants developing a forest strategy
16. <i>Develop enhanced tree maintenance guidelines for Town staff</i>	Low	Short term	Parks and Recreation Department	Minimal	

Culture and Recreation Facilities					
RECOMMENDATION	Priority	Timeline	Lead Responsibility	Tax Support Required	Comments
17. Plan the replacement of the Petawawa Civic Centre between 2020 and 2030	Highest	Immediate	Town Council	Major	Adequate funds must be available for 'pay as you go' of the new recreation facility
18. Evaluate the feasibility of building a new public indoor pool	High	Mid term	Parks and Recreation Department	Moderate	Residents' highest priority future indoor recreation facility
19. Increase the recreational use of Petawawa Civic Centre Main Hall	Highest	Immediate	Parks and Recreation Department	Minimal	More strategic use of this space will enhance physical activity opportunities
20. Rationalize the operation and use of Norman Behnke Hall	High	Short term	Parks and Recreation Department	Minimal	The current Town subsidy is relatively high
21. Sustain the Town's financial support and shared leadership of Festival Hall in Pembroke	Moderate	Immediate	Town Council	Minimal	A cost effective model that serves residents well
22. Phase out the Town subsidy of the Alternative School facility	Moderate	Short term	Parks and Recreation Department	Minimal	The Town subsidy for this public education facility does not fit its municipal mandate

Culture and Recreation Programs					
RECOMMENDATION	Priority	Timeline	Lead Responsibility	Tax Support Required	Comments
23. Increase physical activity among Town residents, in particular children and youth	Highest	Immediate	Parks and Recreation Department	Minimal	Introduce high quality, appealing programs; promote the benefits of physical activity
24. Increase Town promotion of recreation opportunities offered by community groups	Highest	Immediate	Parks and Recreation Department	Minimal	Use local media, expand CFB Leisure Guide and enhance information on Town website
25. Increase the quantity and quality of support provided by Town staff to community groups	Highest	Immediate	Parks and Recreation Department	Moderate	Expertise in community development is necessary
26. Provide information and resources about risk management to volunteers	High	Short term	Parks and Recreation Department	Minimal	This would help remove a barrier for the recruitment and retention of volunteers
27. Expand recreation opportunities for children	Moderate	Short term	Parks and Recreation Department / Community Groups	Minimal	Work with existing community groups and public health agencies
28. Expand recreation opportunities for youth	Moderate	Short term	Parks and Recreation Department / Community Groups	Minimal	Establish a youth advisory mechanism, partner with high school
29. Expand recreation opportunities for seniors	Moderate	Short term	Parks and Recreation Department / Community Groups	Minimal	Collaborate with Silver Threads Seniors Club
30. Encourage and support volunteer leadership of special events	High	Short term	Parks and Recreation Department	Minimal	Volunteer recognition by the Town is important

RECOMMENDATION	Priority	Timeline	Lead Responsibility	Tax Support Required	Comments
31. <i>Coordinate special events</i>	High	Immediate	Parks and Recreation Department	Minimal	Host annual meeting, increase Town promotion of events
32. <i>Harmonize outdoor swim lessons</i>	Moderate	Immediate	Parks and Recreation Department	Minimal	CFB program and beach seems most suitable
Financing, Management and Staffing Strategies					
33. <i>Renew and expand municipal partnerships</i>	High	Short term	Parks and Recreation Department	Minimal	Focus should be on enhancing active recreation opportunities
34. <i>Establish a liaison between Town staff and the CFB Petawawa Recreation Department</i>	Highest	Immediate	Parks and Recreation Department	Minimal	Focus should be on information sharing and enhancing active recreation opportunities
35. <i>Work with Renfrew County and adjacent Municipalities to enhance active transportation</i>	High	Immediate	Public Works	Major	County representatives have expressed their interest in working with Town staff
36. <i>Collaborate with Bonnechere Provincial Park staff and Friends of Bonnechere Park to increase use of Petawawa Terrace Provincial Park</i>	Moderate	Short term	Parks and Recreation Department	Moderate	Focus should be on enhancing active recreation opportunities
37. <i>Establish adequate reserve funds to replace the Petawawa Civic Centre</i>	Highest	Short term	Town Council	Major	Responds to the Town's 'Pay as you go' practice

RECOMMENDATION	Priority	Timeline	Lead Responsibility	Tax Support Required	Comments
<i>38. Review the allocation for Recreation within the Town's Development Charge By-Law</i>	Highest	Immediate	CAO/ Planning Dept	Major	The cost of building two new parks (and a portion of the PCC replacement cost) should be funded from growth
<i>39. Assess a property tax adjustment or surcharge to improve the Town's indoor and outdoor recreation facilities</i>	Highest	Immediate	Town Council	Major	An increase in the Town's annual contributions to the two Recreation reserve funds is essential for the redevelopment of existing facilities
<i>40. Develop a ten year capital plan for the repair and replacement of parks and recreation infrastructure</i>	Highest	Short term	Parks and Recreation Department	Minimal	Enables staff and Council to set priorities for repair and replacement projects
<i>41. Rationalize the Town subsidy available to children and youth for the use of Town facilities</i>	Moderate	Midterm	Parks and Recreation Department	Minimal	A more holistic approach to setting rental and program fees is warranted
<i>42. Gradually increase the ice rental fee for minors to match the area market</i>	Moderate	Short term	Parks and Recreation Department	Minimal	Represents a modest increase spread over two or three years

RECOMMENDATION	Priority	Timeline	Lead Responsibility	Tax Support Required	Comments
<i>43. Incorporate relevant recommendations from this Master Plan into the Town of Petawawa's draft Official Plan Amendment</i>	Highest	Immediate	Planning Dept	Minimal	Including active transportation, trails, forest management and new neighbourhood parks
<i>44. Negotiate community access to new schools</i>	High	Immediate	Parks and Recreation Department	Minimal	Focus should be on enhancing active recreation opportunities
<i>45. Renew reciprocal agreements with School Boards</i>	Moderate	Midterm	Parks and Recreation Department	Minimal	Focus should be on enhancing active recreation opportunities
<i>46. Undertake an organizational review of the Parks and Recreation Department</i>	High	Immediate	Parks and Recreation Department	Moderate	Will determine the most effective staffing model to respond to the Department's changing mandate
<i>47. Improve management information systems and collection of usage data</i>	High	Short term	Parks and Recreation Department	Moderate	Suggests increased use of automation and more effective reporting
<i>48. Provide adequate operational oversight of the Molson Ski Hill operation</i>	High	Immediate	Parks and Recreation Department	Minimal	A more formalized partnership with the ski hill owners and the ski club is warranted

RECOMMENDATION	Priority	Timeline	Lead Responsibility	Tax Support Required	Comments
49. Improve the allocation of sports fields	Moderate	Short term	Parks and Recreation Department	Minimal	Use of an automated booking system which includes scheduling and invoicing functions
50. Clarify and update the PCC Fundraising Committee mandate	Low	Short term	Parks and Recreation Department	Minimal	Improved planning and management are likely outcomes