

Town of Petawawa

PARKS & RECREATION MASTER PLAN

2024-2034

DRAFT



Land Acknowledgment

The Town of Petawawa and its residents acknowledge that they reside within the traditional territory of the Omamiwinini (Algonquin) People. The Town would like to thank the Omamiwinini people and express its respect and support for their rich history, and it is extremely grateful for their many and continued displays of friendship. The Town also thanks all the generations of people who have taken care of this land for thousands of years and wishes to acknowledge our shared responsibilities in responding to the Truth and Reconciliation Commission 94 Calls to Action.

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1.0

INTRODUCTION

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

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

Project Phases



1

Current Context and Consultation

The first phase involved reviewing background documents, collecting data, and conducting a site tour through the municipality to establish the current context for recreation in the Town of Petawawa. A suite of engagement activities were delivered to discuss the current and future state of parks, trails, and facilities with the community. Consultation included interviews with Council members, staff and key stakeholders; a user group survey; two resident surveys (telephone and online); and an in-person open house.

2

Plan Development

Needs assessments were conducted for programs and events, recreation facilities, parks and trails, and service delivery through analysis of the background research, consultation findings, and emerging trends. The draft Master Plan will be shared with staff for internal review, and will be revised before being posted online for community comment.

3

Final Master Plan

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

1.1 Geographic Context

The Town of Petawawa is located in Renfrew County in eastern Ontario. It is situated on the west bank of the Ottawa River, bordering the Province of Quebec to the east, the Laurentian Hills to the north and west, and Laurentian Valley to the south. Petawawa spans 164.7 km², supporting 18,160 people according to the 2021 Canadian Census.

1.2 Socio-demographic Context

This section summarizes the socio-demographic profile of the Town of Petawawa. This profile also includes data for Renfrew County and the Province of Ontario. Additional detail can be found in Appendix A.

Current Population and Income

The 2021 Census data indicates that the Town of Petawawa has a population of 18,160 with a population density of 110.3 people per square kilometre, which is significantly higher than Renfrew County's 14.5 (see table A-1 in Appendix A). Petawawa's median household income in 2020 was \$102,000, with an after-tax median income of \$89,000. This is higher than both Renfrew County (\$80,000 median income, \$71,500 after-tax) and the Province of Ontario (\$91,000 median income, \$79,500 after-tax). Petawawa also has a lower prevalence of low-income households (3.7%) compared to Renfrew County (10.6%) and Ontario (10.1%).

Indigenous Population

The Town has 1,245 individuals who identify as Indigenous, or 6.5% of the whole population (see table A-2 in Appendix A). Petawawa's Indigenous population primarily identifies as First Nations (59.4%) and Métis (34.9%), similar to the overall distribution in Renfrew County and Ontario.

Ethnocultural Diversity

The Town's population includes a significant proportion of residents of European descent, with notable origins being Irish (27.5%), English (22.1%), Scottish (21.7%), and German (16.1%). Approximately 5.9% of Petawawa's population are immigrants, with recent immigrants mainly from Asia (53.8%), particularly India (26.9%) (see table A-3 in Appendix A).

The visible minority population in Petawawa is relatively small, with South Asian (1.7%), Black (1.6%), and Latin American (0.5%) being the largest groups. (see table A-7 in Appendix A).

Age Distribution

Petawawa has a youthful demographic profile, with 50% of its population aged between 20-49 years. The Town also has a higher proportion of children aged 5-14 (14%) compared to Renfrew County (10.7%) (see Table A-8 in Appendix A).

Population Projections

The population of Petawawa is projected to grow by 830 additional people over the next decade, reaching 20,169 by 2034. Renfrew County's population is expected to grow by 6.1% during the same period (see table A-9).

Table 1-2: Summary Town of Petawawa and Renfrew County Population Projections 2024-2034

Year	Renfrew County	Town of Petawawa
2024	108,884	19,339
2029	111,755	19,754
2034	115,492	20,169

Source: Ontario Ministry of Finance Projections (Summer 2022) Town of Petawawa Development Charges Background Study (2019)

Household Types

Petawawa comprises 6,765 households, with the highest proportion being couple-family households with children (33%), followed by couple-family households without children (26.7%) and one-person households (23%). This distribution contrasts with Renfrew County, where couple-family households without children are the most common (31.5%) (see table A-10 in Appendix A).

This socio-demographic profile provides essential insights into the population dynamics, economic status, and cultural diversity within the Town of Petawawa, which can inform future planning and policy-making efforts for parks and recreation service provisions.

1.3 Planning and Policy Context

A review of relevant plans, policies, studies and reports was conducted to provide essential contextual information for this Master Plan. The following documents were reviewed with relevant information incorporated into the assessments:

- Town of Petawawa Official Plan (2018)
- Town of Petawawa Parks and Recreation Master Plan (2010)
- Community Improvement Plan (2021)
- County of Renfrew Official Plan (2020)
- Downtown Streetscape Master Plan and Urban Design Guidelines
- Town of Petawawa Active Transportation Plan (2018)
- Town of Petawawa Strategic Plan (2024)
- Town of Petawawa Asset Management Plan (2022)







2.0

WHAT WE HEARD

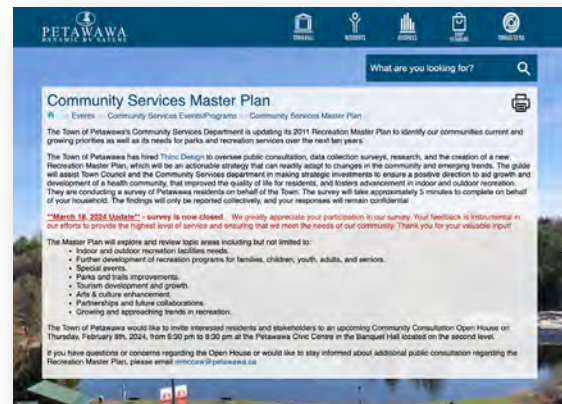
2.1 Consultation Activities

To leverage the community's knowledge, ideas, and expertise on the current and future delivery of the Town's parks, trails, facilities, and recreation services, a multi-pronged consultation strategy was employed. Residents, municipal representatives (including members of Council and Town staff), and key stakeholders such as parks and recreation user groups and community organizations were approached to share their input. Consultations took place between February and April 2024.

Engagement activities included:

- A dedicated project page on the Town website, serving as an ongoing hub for community contribution, with tools such as an online resident questionnaire and idea submission box;
- An invitational online survey for user groups that facilitate programming and/or use Town facilities or parks to provide their programs and activities;
- Interviews with municipal representatives, including Council members and Town staff;
- One community open house where community members could learn about the project, talk with staff members, and provide their feedback and ideas;
- A random telephone survey of 300 resident households; and
- Small group and individual interviews with non-municipal stakeholders (e.g., community organizations, school boards, sport organizations, etc.).

All consultation background information and findings are captured in the Consultation Summary Report (June 2024).



Town of Petawawa Parks & Rec Master Plan

We know, another survey? However, these simple questions feed into meaningful decisions with real outcomes. Take a moment to share your thoughts so we can deliver services that accurately address community needs and interests.

We thank you in advance!

Let Us Know...	Disatisfied	Neutral	Satisfied
1. How satisfied are you with the parks and trails in Petawawa?	1	2	3
2. How satisfied are you with indoor recreation facilities in Petawawa?	1	2	3
3. How satisfied are you with the availability of programs, activities, and events in Petawawa?	1	2	3

4. How do you like to recreate? (Circle all that apply)

- a. Organized sports (e.g. hockey, soccer, pickleball, etc.)
- b. Self-directed sports/physical activity (e.g. cycling, running/walking, swimming, etc.)
- c. Outdoor recreation (e.g. hiking and using trails, canoe, snowshoeing)
- d. Social activities (e.g. with friends, participating in clubs, events, etc.)
- e. Learning (e.g. learning new skills in a class or independently or in a class, book clubs, group cooking classes)
- f. Arts (e.g. music, visual arts, crafting, etc.)
- g. Other (write in your response)

5. What do you think should be the top priority for improvements and/or expansion in Petawawa?

- ☐ Parks, outdoor sports facilities and trails
- ☐ Indoor recreation facilities
- ☐ Programs, activities, and events

Tell Us More!

Write a brief explanation of your idea about a park, trail, outdoor sports facility, indoor recreation facility, programs, activities, and events. (Additional writing space provided on the backside of this page.)



2.2 Factors Influencing the Assessment

This section summarizes three key factors that must be considered in future planning for parks and recreation in Petawawa: the presence of Garrison Petawawa; the uniquely youthful population; and the need to build a complete community (see page 19). These factors are foundational to the Master Plan, and underlie the assessments and recommendations.



Garrison Petawawa

The presence of a Canadian Forces Base in Petawawa is not typical of most municipalities in Ontario. In effect, there are two 'communities' within the Town boundaries - military and civilian - with parks and recreation services provided by both public service organizations. Recreation facilities at Garrison Petawawa for organized activity and programs are summarized in Table 2-1.

Although Garrison Petawawa is relatively well supplied with a range of indoor and outdoor facilities, access is limited for those not affiliated with the Canadian Forces. The Personnel Support Program (PSP) covers all Garrison services beyond its core military function, including recreation. The focus in all areas is serving those affiliated with the Garrison Petawawa before others are accommodated (if space is available). There are three categories of access based on a user's relationship to the Garrison Petawawa.

Table 2-1:
Scheduled
Garrison
Petawawa
Recreation
Facilities*

	Dundonald Hall Fitness Sports & Aquatic Centre	Southside Community Centre	Silver Dart Arena	Petawawa Recreation Complex
Pool	1			
Wading Pool	1			
Ice Pad**			2	
Gymnasium	4	1		1
Teen Room		1		
Multi-purpose Room		2		3
Meeting Room		1		
Track	1			
Squash Courts	3			
Weight/Cardio Room	1			
Spin Room	1			
Aerobics/dance Studio	1			1
Ball Diamond	3			
Sports Field	2			
Rugby Pitch	1			
Track Field	1			
Tennis Courts	4			

* Army Fitness Centre not included as it is strictly for Forces use and training.

**twin pad arena; has 2 officials' rooms and 9 change/locker rooms

In order of priority, these are:

- Regular members: Regular and Reserve Force and their families, veterans and their families, members of foreign military, currently serving/training with the CAF in Canada
- Ordinary members: current full-time and part-time public service employees working on Garrison Petawawa, MFRC employees, staff of the non-public funds (NPF) and their families, current RCMP and Canadian Coast Guard and their families, Honorary Colonels/Captain (Navy) and Honorary Lieutenant-Colonels/Commanders (Navy) and their families.
- Associate members: all others (providing time and space is available) this category includes local residents not affiliated with the Garrison Petawawa.

Registration follows the same order, and fees increase from the first to the third category. Membership provides access to: recreation programming; Dundonald Hall (DDH) Fitness, Sports, and Aquatics Centre; slips at Jubilee Lodge Marina; and sites at Black Bear Campground.

Consultation with Garrison Petawawa representatives indicated that, for the most part, their programs and facilities are at maximum capacity and cannot accommodate additional users as either program participants or organized facility user groups. Many potential program registrants are turned away. Typically, facility prime time is fully used and available time comprises hours that are too few for organized users and/or are during non-prime time. Associate members comprise a relatively minor proportion of

organized users/program participants, since Regular and Ordinary members are accommodated first and occupy most of available capacity. As a result, local residents not affiliated with Garrison Petawawa are the most likely group to be turned away or put on program wait lists.

This situation aligns with community input indicating that, as Associate members, it is difficult to access on Garrison Petawawa facilities and programs. Consultation findings revealed that, among the Town's population not affiliated with Garrison Petawawa, there is relatively strong interest in the municipality providing its own facilities to reduce dependence on the Garrison's services. Reasons for this include difficulties accessing programs (e.g., swim instruction), pricing for Associates, and programming changes by Garrison Petawawa to meet its needs including last minute cancellations. The pool, arena and track were noted as facilities and/or related programs that are the least reliable in terms of resident access.



Since Garrison Petawawa has no plans to add to its supply of recreation facilities, the potential for more Associate access is assumed to be negligible. Consequently, facility requirements to meet current unmet demand, use generated by population growth, and program needs will need to be addressed by the municipality during the term of this Plan. Needed facilities provided outside Garrison Petawawa through either new builds or partnerships with other providers, will create options and reduce Associates' current dependence on Garrison Petawawa for access to recreation services.

Population Characteristics

As discussed above, Petawawa is one of a limited number of Ontario municipalities that is also home to a Canadian Forces Base. The Town's current population is approximately 19,000 permanent residents (19,339).¹ Definitive figures on the split between residents of Garrison Petawawa and those living outside Garrison Petawawa are not available. Discussions with Town staff provided estimates of this split, with 6,500 living in Garrison Petawawa and the balance of 12,500 living elsewhere in Petawawa. It was estimated that approximately 15,000 residents would comprise the current market for municipal recreation services, including a portion of residents at the south end of Garrison Petawawa who are likely to use Town services due to their proximity.

The Town's age distribution is another feature that distinguishes it from other Ontario communities. In 2021, 77% of Petawawa's population was 49 years of age or younger, compared to 55% and 61% of Renfrew County's and Ontario's populations,



¹ Aligns with mid-2024 population from Watson's DC Background Study of 19,070 permanent residents, which excludes Forces living on base temporarily for training periods before deployment.

respectively. This also reflects the influence of Garrison Petawawa on the Town's characteristics, as it comprises a relatively young workforce. Implications for recreation that were reflected in consultation include:

- need for more child and youth services, as a relatively larger proportion of residents
- need for improved seniors' services, as a 'marginal' group due to low representation

While this overall relative split is expected to continue, the 2023 Housing Needs Assessment indicated the Town's population is beginning to age (p.18). The Town, therefore, will likely be increasingly pressed to respond to recreation service needs for these three age groups.

Building a Complete Community

The Provincial Planning Statement, 2024 (PPS 2024) encourages planning authorities to support the achievement of complete communities, which are defined as,

"places such as mixed-use neighbourhoods or other areas within cities, towns, and settlement areas that offer and support opportunities for equitable access to many necessities for daily living for people of all ages and abilities, including an appropriate mix of jobs, a full range of housing, transportation options, public service facilities, local stores and services. Complete communities are inclusive and may take different shapes and forms appropriate to their contexts to meet the diverse needs of their populations".

It is stipulated in Section 2.1.6. of the PPS 2024 that complete communities should be supported through the accommodation of an appropriate range and mix of land uses to meet long-term needs (including recreation, parks and open space, amongst many others), the improvement of accessibility for people of all ages and abilities, and the improvement of social equity and overall quality of life for all.²

Meeting the community's long-term land use needs includes planning for appropriate improvements and additions to the Town's recreation facilities, parks and open spaces to ensure that all community members have adequate access to recreation opportunities. This suggestion is supported by community feedback, which indicated that municipal recreation facilities, parks, open spaces, and associated programming require further development.

The importance of providing these spaces is manifold, with benefits ranging from improved active transportation networks to supporting the mental health and well being of the community. In fact, a 2024 Canadian survey showed that "95% and 93% of residents believe parks play a positive role in their physical and mental health, respectively".³

By offering well-planned and strategically located municipal recreation facilities, parks, and green spaces, the Town can more effectively address the community's current and future needs while supporting its vision for a complete community.

² Readers are encouraged to review Section 2.1.6. in its entirety, as this only provides a summary of what it includes

³ <https://parkpeople.ca/wp-content/uploads/2024/11/2024-Canadian-City-Parks-Report-English-2024.pdf> (page 6)





Image by Naomi Lehenki

3.0

PROGRAMS AND EVENTS

Recreation programs and events are an important contributor to health, well-being, and quality of life. They also play a key role in fostering social cohesion and a sense of community among residents, local organizations, government, businesses, and visitors. This section addresses the need for new and/or improved recreation programs and special events in Petawawa. These encompass both structured/organized activities as well as unstructured/self-directed activities, including sport/physical activity, non-sport, arts, culture/heritage, general interest, social, well-being, and nature-based activities.

3.1 Context for the Assessment

3.1.1 Overview of Supply

Table 3-1 provides a summary of Town-led programs (for the year 2023), by age group. Programs were paid, registered programs, and the large majority were one-time workshop-style programs. Drop-in public skate times are also offered during the day on weekdays and on the weekend. The Town offers unique and engaging programs, with a stronger focus on outdoor activities, crafting, and cooking (Figure 3-2). The fill rates are quite high, indicating the community is interested in these programs. While the total number of programs/activities offered is not very high (79 for the year), this is supplemented by recreation opportunities provided by community organizations, volunteer groups, and at the Garrison (Table 3-2). The Petawawa Library also provides programs and activities for all ages, focusing on literacy, art, games, and socials.



Figure 3-1:
Advertisement for the adult-directed activity, Sunset Paddle and Charcuterie

Table 3-1:
Town-Led
Recreation
Programs,
2023

Age group	Sample of programs	Total # of programs provided	Average fill rate
Preschool	Active programs, crafting, cooking etc.	14	58%
Child/ Youth	Kayak/paddle/board skills, summer camp, cooking, crafts, stem, etc.	24	75%
Adult	Snowshoeing, paddle/kayak clinics, paint nights, crafting, cooking classes, etc.	27	69%
Family/all ages	Bike Tuning 101, Intro to Foraging, Geocaching	3	87%

Table 3-2:
Summary
of Non-
Municipal
Recreation
Programs in
Petawawa

Provider/ Category	Example of Organizations	Examples of Programs, Activities, and/or Events
Sports	Slo-pitch, soccer, baseball, rugby, hockey, tennis/pickleball, figure skating, running, gymnastics etc.	Recreational and competitive sport play, learn to play, etc.
Preschool & Children	Scouts, Girl Guides, EarlyON	Scouts and Girl Guide programs, drop-in parent and child activities
Arts, Heritage and Culture	Heritage Village, Festival Hall	School visits, plays, community events
Garrison	(NA)	Aquatics, fitness classes for youth and adults (yoga, pilates, muscle pump, etc.), children's active programs, weight room etc.

Table 3-3:
Overview
of Events in
Petawawa

Event(s)	Organizers
Cabin Fever, Winter Festival, Summer Festival, Canada Day	Town of Petawawa
Christmas Craft Show, Merry and Bright, New Years Eve	Town of Petawawa Petawawa Business Advisory Network (PBAN)
Water & Dirt Festival	Town of Petawawa Ottawa Valley Deep River Laurentian Valley North Algona Wilberforce
Hell or High Water	Town of Petawawa Petawawa River Rats
Petawawa Ramble	Town of Petawawa Community Members

Table 3-2 provides a summary of activities and programs provided by others in the Town. Until recently, the Silver Threads Seniors Centre was operated by a community group that offered various crafting programs, luncheons, dances, and social activities. The Town is now taking on operation of the centre, and providing seniors-directed programming (more on this in section 3.2).

Table 3-3 provides an overview of events in the Town, organized by the municipality as well as other groups. These events are a point of pride in the community, with high attendance (typically 1,000 - 5,000) and drawing participants from around the County and beyond.

3.1.2 Key Considerations for Programs and Events

From the review of the socio-demographic profile and community context in section 1.0, key characteristics to consider when planning for recreation programs and events include:

- The population is very young with lots of young families: As of the 2021 census, 19% of the population was between the ages of 5 and 19, and 50% of the population aged between 20-49 years, resulting in a high need for programs and activities for children and youth, young families, and adults.
- Many single parent households: Given the high military population, there are a large number of households that are effectively single-parents as spouses are deployed to different locations. These parents have reported a high need for child care in order to participate in recreation activities themselves.
- Increase in diversity: While data is not available yet to confirm this, many municipalities outside of the GTA have seen an increase in diversity since the pandemic, as people are seeking more affordable housing. It is expected that the 2025 census will show an increase in new immigrants and ethnic diversity from 2021 levels.
- High socio-economic status: The average and median household incomes for the Town are higher than the Province, and the prevalence of low income households is much lower than the province, indicating a good number of households are able to pay for services.
- Lack of access to programs: The number of programs offered by the Town is low compared to similarly sized municipalities, due in part to the reliance on Garrison programs. However, with base families and employees having first access to registration for Garrison programs, program spaces are very limited and are often completely full before the general population can register.
- Program expansion will require both more facility space, and more staff.
- The increase in remote working and flexible schedules has played a part in driving population growth, and also means that more people are able to attend programs during the day (e.g., lunch time fitness, or after school kids programs).

3.1.3 Overview of Demand

The following provides an overview of general program interest and feedback received during consultations:

Online Survey (769 responses):

- The majority of respondents prefer to participate in:
 - self-directed sports and physical activities, such as cycling, running, walking, and swimming (74%);
 - outdoor recreation activities like hiking, using trails, canoeing, or snowshoeing (72%);
 - social activities, such as spending time with friends, participating in clubs, and attending events (54%); and organized sports like hockey, soccer, and pickleball (52%)
- Of the three service areas (parks, facilities, and programs/events), programs/events was deemed the lowest priority for improvements/expansion (15%). On the other hand, in the random household survey 300 respondents (87.3%) indicated new programs were a priority.



Among survey respondents, the highest percentage of respondents (39%) indicated a neutral opinion of the availability of programs, activities, and events in Petawawa.



A slightly lower percentage (36%) indicated they are pleased/satisfied.



A quarter (25%) indicated they were disappointed with the availability.

Community Requests:

- Online comments:
 - more cultural programs and events
 - more affordable community events and activities
 - more indoor programs during winter months
- Open house comments:
 - more summer camp spaces
 - adult programs
 - more seniors programs
 - more children and youth programs
 - positive praises for existing programs (good/interesting variety, lots of outdoor options)
- Random Survey:
 - respondents preferred activities included:
 - group fitness classes
 - trail activities
 - outdoor water-based
 - seniors programs

Council, staff and stakeholders echoed much of the feedback provided by the community, and in addition noted the need for improved accessibility and inclusivity in programs and activities. They also identified youth and seniors as demographics in need of additional programs/activities; noted many opportunities for partnerships to deliver programs/activities/events; and noted the need for more space and staff to expand programs.



3.2 Program Areas for Development

With a population of 18,160 (2021 Census)/19,339 (2024) and 79 annual program offerings, Petawawa should offer a broader range of recreation programs for a municipality of its size. This section highlights areas for development based on community needs and interests, existing opportunities and spaces, and broader trends.



3.2.1 Barriers to Program Expansion

The primary barriers noted by staff to expanding programming are firstly, the need for indoor space that is suitable, and secondly, the need for additional staff and instructors. The Town has very recently hired a Programmer (instructor) and a Seniors Programmer to focus on programming the Seniors Centre. This offers some assistance in expanding programs, however more staff - particularly instructors - will be needed, especially as facilities are developed. The recommendations in this section for expanding programs will also require access to more indoor spaces (e.g., large multi-purpose space, gymnasium) which is discussed in the Facilities section. The following assessment outlines the needs for programming, and provides direction for once staff and facility limitations are addressed.

Assuming staffing and facility needs are met, the following focus areas for program and event development have been identified through reviewing the current context, and the feedback provided by Council, staff and the community:

- Age-specific Programs
- Events and Tourism
- Arts, Culture and Heritage
- Outdoor Recreation



3.2.2 Age-specific Programs

This section discusses programs that are developed and geared to specific age cohorts:

- children and youth (including parent and tot, preschool, school-aged, tween and teenage children)
- adult (including young adult, adult, and seniors)
- seniors-specific

Children and Youth aged 0 - 18

Preschool, school-aged children and youth have access to a good variety of programs provided by the Town, Garrison, and local clubs/sport associations, that include arts, social, and especially physical activity/sports programs. However, while the Town programs are well-attended, the number and capacity of programs provided by the Town is very limited. Existing children's programs should be expanded by adding more time slots on different days. New/additional programs should reflect feedback from the community, such as more indoor programs during the winter, more ongoing programs (sessions that run for a number of weeks), more summer camp spaces, and more outdoor-water based activities.

The Town can also increase recreation opportunities for children and youth by providing more park amenities and facilities for free, unstructured use, such as playgrounds, skate parks, pump tracks, splash pads, etc. This approach has the added benefit of allowing the community to access activities on their own schedule, for free, and for the Town, the benefit of not requiring instructors. The Parks section contains further discussion on how the Town can support these activities through parks services. A youth centre would serve a similar purpose, allowing free, unstructured access for youth; however, unlike park amenities, a facility and staffing would be required. See case study and the Facilities section for more discussion on opportunities for a youth centre.

Youth Centre Case Study: The Dam, Mississauga, ON

The Dam is a charitable organization that has been operating in Mississauga for 25 years. They have two centres that provide free drop-in space immediately after school for middle school and highschoolers. For example, the Meadowvale location is open from 2:30 - 4:30 pm daily, and is walking distance to one middle school and two high schools, as well as the transit terminal. The Centre is staffed by youth mentors, has couches, tables, chairs, game tables, and offers free warm meals (e.g., mac n' cheese, bruschetta, etc.). In addition to drop-in times, the space has a Youth Employment Program, a program to bring in post-secondary students to volunteer at the space, and hosts/participates in events such as the Coldest Night of the Year Walk. The centres are funded by myriad donors, including a number of foundations, the Provincial Government, and City of Mississauga.³



Promoting Active Lifestyles in Children and Youth

Physical activity has been shown to positively impact nearly all health and well-being indicators for children and youth, including physical fitness, bone health, quality of life, motor skill development, psychological well-being, and pro-social behavior.⁴ As a result, numerous public health programs have focused on increasing physical activity levels among this demographic group. And while small improvements have been seen over the past decade, significant progress is still needed. According to the Participaction Report Card on Physical Activity for Children and Youth (2024), only 39% of children and youth aged five to 17 meet the recommended 60 minutes of moderate- to vigorous-intensity physical activity per day on average.⁵

Identified barriers to physical activity among children and youth include increased screen time, reduced opportunities for active transportation, limited access to green spaces, financial constraints, and time limitations. The COVID-19 pandemic has also had lasting effects on physical activity levels due to lockdowns, physical distancing, and the suspension of organized sports. Additionally, the rise in extreme weather events and natural disasters, such as forest fires, floods, and heatwaves, underscores the impact of climate change on physical activity. These events pose unique

³ <https://www.thedam.org>

⁴ <https://www.participaction.com/the-science/children-and-youth-report-card/>

⁵ <https://www.participaction.com/the-science/children-and-youth-report-card/>

risks to children and youth, who are particularly sensitive to climate-related health hazards and often need to stay indoors to avoid them.

Addressing these challenges requires a collaborative effort from multiple sectors. The Participaction Report Card on Physical Activity for Children and Youth (2024) emphasizes the need for increased government investment in parks and recreation facilities to enhance access to physical activity opportunities for children and youth. Additionally, it advocates for the development of dedicated physical activity strategies to further promote physical activity among this demographic.

Some municipalities have taken steps to address these needs by offering supportive recreation programs. For example, York Region's Positive Leisure Activities for Youth (PLAY) program provides subsidies for children and youth from low-income families to access recreation programs and camps and supports adaptive programming and events that are put on by King Township.⁶ Similarly, the City of Pembroke has developed a Sport Equipment Lending Hub, which lends sports equipment and outdoor adventure materials free of charge to residents, thereby reducing barriers to physical activity.⁷

With its attractive outdoor spaces and youthful demographic, the Town of Petawawa has significant potential to promote healthy and active lifestyles among children and youth. Potential providers of physical programming in Petawawa can utilize valuable resources such as the Canadian 24-Hour Movement Guidelines for Children and Youth (ages 5-17), the Blueprint for Building Quality Participation in Sport for Children, Youth, and Adults with a Disability,⁸ and materials developed by Outdoor Play Canada and Parks People. These resources offer frameworks to help develop programs that encourage children and youth to enjoy the outdoors and engage in physical activity.

Participation Trends

Figure 3-1 provides data from the Sport and Fitness Industry Association (2021) on participation levels in certain sports by children from 2008 to 2021.⁹ While the data is American, Canadian trends often follow those in the U.S. It should be noted that the COVID-19 pandemic likely played a part in some of the changes noted in the table.

6 <https://www.york.ca/support/financial-assistance/recreation-subsidies>

7 <https://pembroke.ca/en/recreation-and-culture/sport-equipment-lending-hub.aspx>

8 <https://csepguidelines.ca/guidelines/children-youth>; <https://cdpp.ca/resources-and-publications/blueprint-building-quality-participation-sport-children-youth-and-adults>

9 https://www.aspeninstitute.org/wp-content/uploads/2022/11/2022_SoP_National_ParticipationTrends.pdf

Core Participation in Select Sports

Percentage of children ages 6-12 who participated on a regular basis in 2021
(number of days varies by sport)

Sport	2008	2019	2020	2021	2020-2021 Change	# Kids in 2021
 Baseball	16.5%	14.4%	12.2%	12.6%	3.0%	3,670,506
 Basketball	16.6%	14.0%	14.8%	14.5%	-2.3%	4,208,369
 Bicycling	27.7%	17.0%	18.2%	18.0%	-0.9%	5,243,326
 Cheerleading	2.4%	2.9%	2.3%	2.2%	-2.6%	649,347
 Flag Football	4.5%	3.5%	3.4%	3.4%	1.5%	1,000,296
 Tackle Football	3.7%	2.9%	2.8%	2.3%	-17.9%	677,872
 Golf	5.0%	4.6%	5.3%	5.2%	-1.9%	1,500,000
 Gymnastics	2.3%	3.6%	2.9%	3.0%	4.2%	881,905
 Ice Hockey	0.5%	1.2%	1.0%	0.9%	-10.5%	272,662
 Lacrosse	0.4%	1.0%	0.9%	0.7%	-23.7%	200,509
 Soccer (Outdoor)	10.4%	7.7%	6.2%	7.4%	19.5%	2,160,186
 Softball (Fast-Pitch)	1.0%	1.4%	1.2%	1.2%	-0.1%	348,575
 Swimming (Team)	N/A	1.3%	1.0%	1.1%	11.9%	334,394
 Tennis	4.3%	4.3%	5.9%	5.8%	-2.9%	1,681,717
 Track and Field	1.0%	1.1%	1.2%	1.1%	-7.3%	322,862
 Volleyball (Court)	2.9%	2.9%	2.5%	2.6%	4.8%	751,197
 Wrestling	1.1%	0.7%	0.6%	0.6%	-11.5%	162,157

Figure 3-2: Core Participation in Select Sports, Sport and Fitness Industry Association (2021)

Adults

The Town provides a number of outdoor recreation activities for adults (e.g. guided paddles and snowshoeing), as well as cooking, arts and crafts. The Garrison provides a fitness centre, fitness classes, as well as aquafit and lane swims. As is the case with preschool, children, and youth, the number of Town programs provided for adults are limited in quantity and capacity.

The Town has plans to help facilitate an indoor Pickleball league on a short term basis, with the aim to turn it over to a volunteer group once it is established. The Town will rent the high school gymnasium, take registrations, and administer the program for the time being.

According to consultation feedback, the community is interested in fitness, indoor options during the winter, and outdoor nature and water-based recreation. The latter is quite well provided by the Town, and these programs should continue.

While residents requested more fitness, Town staff indicated that fitness programs have not been well attended in the past. More insight is needed to identify where the gap exists, such as whether it pertains to specific types of fitness programs and/or particular days and times that residents prefer. Staff should try conducting surveys of adults to help gauge what type/time/format of programs are needed to facilitate participation. Need for childcare may also be a contributor.

Indeed, residents have reported a need for child care in order to be able to attend recreation programs/activities. If programs can be scheduled and located in a space where a separate child-care room can be provided, the Town can offer a child-minding service. As staffing is a consistent challenge, the Town can consider hiring high school

students for this purpose, providing they have their first aid and babysitter certifications, and that the child-care ratio remains at a manageable level.

Seniors

Until recently, seniors have been primarily served by programs at the Silver Threads seniors centre, as well as adult programs and activities provided by the Town and the Garrison. During consultations, seniors and adults of all ages frequently requested aquafit, and seniors in particular indicated the programs at the Garrison were too expensive. If a municipal pool is provided in the future, the Town should provide aquafit classes, including various levels of difficulty.

Silver Threads ran programs weekly (cards, quilting, games, aerobics, fitness); the Garrison provides swimming, aquafit, and fitness classes; and the Town provides outdoor activities and cooking and crafting that are all suitable for many seniors. With the Town now providing programs at Silver Threads Seniors Centre, there is the opportunity to expand activities provided there. The Town should work with existing volunteers, clubs, instructors, etc. to continue providing the established programs, and seek to expand where there are gaps.

Intergenerational programming convenes people of different age groups (e.g., youth and seniors) to experience shared activities together and/or exchange knowledge, skills, and resources. Petawawa should explore intergenerational programming as a means of building community and serving population groups in need. It is essential that participants are available, interested and committed.

Intergenerational programming should be planned with consideration given to time of day, transportation/travel distance for

youth and seniors, energy levels, movement requirements, accessibility, washroom availability, and coordination with existing extracurricular activities.

Seniors and youth should both be consulted to brainstorm intergenerational programming and gauge primary areas of interest that appeal to all age groups. Activities could focus on:

- Food (e.g., cooking, baking, preserving);
- Reading (e.g., library buddies, book club, story time);
- Environment (e.g., walks, gardening, stewardship);
- Needlework (e.g., knitting, crochet, sewing);
- Technology (e.g., computers, iPads, online shopping, TikTok, Instagram);
- Performing and creative arts (e.g., standup comedy, music, painting, poetry, writing, photography, collage)
- Games (e.g., Bingo, trivia, cards, board games, puzzles);
- Conversation (e.g., mentorship, memoir writing, language learning, penpals/letter writing)

Staff can refer to resources like the BC Care Providers Association's Creating Caring Communities guide and the City of Edmonton's Intergenerational Programming Toolkit, which provide key considerations, examples, and tools for developing intergenerational projects of various sizes and scales.

Pickleball

Pickleball exploded during the pandemic for all ages, including youth. The sport attracted 462,000 more total participants among ages 6-17 between 2019 and 2021 – a staggering 83% increase. Pickleball is here to stay – it's outdoors, very social, not that expensive, and easy to pick up regardless of athletic ability.

Unlike golf, tennis, baseball or lacrosse, people can succeed in pickleball pretty quickly. Communities are racing to build courts to satisfy the growing appetite and investors are monetizing the sport. Meanwhile, the tennis community is trying to save its courts since many pickleball players have overwhelmed them.¹⁰

Intergenerational Programming

Academic research indicates that the most successful intergenerational programs involve at least two non-adjacent generations and provide mutual benefits to participants.¹¹ Evidence of higher self-esteem, better academic performance, improved social skills, and increased motivation to learn has been found in young people, while the benefits for seniors include improved health and self-esteem, reduced loneliness and social isolation, and increased feelings of well-being and life satisfaction.¹²

¹⁰ <https://www.washingtonpost.com/sports/2022/09/20/pickleball-growth-tennis/>

¹¹ Martins, T., et al. (2019) Intergenerational programs review: Study design and characteristics of intervention, outcomes, and effectiveness. *Journal of Intergenerational Relationships*, 17(1), 93-109. DOI: 10.1080/15350770.2018.1500333

¹² Murayama, Y., et al. (2015) The effect of intergenerational programs on the mental health of elderly adults. *Aging & Mental Health*, 19(4), 306-314. DOI: 10.1080/13607863.2014.933309. Seefeldt, C. (1989) Intergenerational programs – Impact on attitudes. *Journal of Children in Contemporary Society*, 20(3-4), 185-194. DOI: 10.1300/J274v20n03_19

Recommendations

- PE 1. As programs are expanded and new facilities developed, add programming instructors as needed.
- PE 2. Continue to provide existing Town-led programs and activities, and expand dates/times as possible.
- PE 3. Add new program/activity options for all age groups, including more indoor programs during the winter, cultural programming and events, summer camp spaces, outdoor-water based activities, and fitness.
- PE 4. Where possible, provide a child-minding service that aligns with adult program times and locations.
- PE 5. Help grow recreational pickleball league until it can be passed over to a volunteer group.
- PE 6. Consider developing intergenerational programs.
- PE 7. Work with existing volunteers, clubs, instructors, etc. at the Seniors Centre to continue providing the established seniors programs, and seek to expand where there are gaps.

3.2.3 Arts and Culture Programs

The Town and Library both provide limited arts programming, particularly beginner level crafts, and workshop style activities (e.g., themed craft activities, paint nights). The Culture component was added to the Department in 2019, but with the onset of the COVID-19 pandemic shortly after, there has not been much growth in this area since then. The Town has begun offering a small concert series at various parks throughout the summer.

Festival Hall Centre for the Arts and Petawawa Heritage Village are primary providers of cultural and heritage activities:

- Festival Hall is located in Pembroke, and is a joint venture of the Town of Petawawa, the City of Pembroke and the Township of Laurentian Valley. The Hall is operated by a non-profit that includes paid staff and volunteers that run theatre productions.
- Heritage Village is located on Town land, and is operated by a charitable organization. The site includes a number of heritage structures, and is staffed by volunteers and students who do tours and reenactments for visitors and schools.

There are significant opportunities to expand arts and culture programs and activities, for example:

- Work with theatre groups to provide drama programs/events, e.g., a "Play in the Park" show, where a play is performed at a park in Petawawa; or providing intro to theatre programs.

- Offer more visual art programs. This is a service gap, and based on attendance at workshop style art/craft programs, adults and children alike appear interested in this type of program. Consider offering introductory level drawing, cartooning, painting, etc. depending on instructor availability. A list of local artists who could possibly be approached to instruct classes can be found at <https://valleyartisans.com/artisans-by-name/>.
- With only one dance studio in Petawawa (and two more in Pembroke), the Town could likely provide some dance options without competing with the local businesses. The Town should reach out to the local dance studio to discuss areas where the Town may fill the gap without infringing on the studio's business, and/or if there are ways to work together. Bollywood dance/dance-fit classes are becoming more popular, and with a significant, and likely growing (based on national trends) Indian population in Petawawa, there is a good chance there will be interest, and possibly a local who is interested in instructing.
- Develop a cultural and/or culinary-based festival (as discussed under the Events and Tourism section below).

As public spaces that are available to and owned by all residents, parks provide vital opportunities for “the cultural expression of a community.”¹³ The Town can integrate arts and culture into park spaces through public art (e.g., sculptures, murals) and engaging local artists to contribute to the design of parks and amenities. This is addressed in the Parks section, for example through the proposed redesign of Kiddyland Park that will include festival space, container markets, and an iconic locally designed “Petawawa” sign.

Recommendations

- PE 8. Work with theatre groups to develop drama programs/ events.
- PE 9. Investigate opportunities to offer dance programs (for all ages), including Bollywood dance/dance-fit.
- PE 10. Offer more visual art programs for all ages, including for example, introductory level drawing, cartooning, painting, etc. depending on instructor availability.
- PE 11. Integrate art by local artists into public spaces and parks.

¹³ American Planning Association. “City Parks Forum Briefing Papers – Arts and Cultural Programs.” (2005). Retrieved from https://www.brec.org/assets/General_Info/Why_R_Parks_Important/Papers/Parks-for-Arts-and-Cultural.pdf



Image by Natalie Hazel

3.2.4 Events and Tourism

The Town's recreation, parks, events and tourism functions are highly complementary and work closely together. The Town provides a number of well-attended, community and visitor-attractive events, as summarized previously in Table 3-3.

Public works, the Economic Development Office, and Community Services also work together on other park-related initiatives including the comfort station at Kiddyland Park and the container market at the Civic Centre. The Town also works with local businesses on a number of these events, including Petawawa Ramble, the Water and Dirt Festival, and Yoga in the Park, among others.

The community indicated a strong interest large-scale music/cultural festivals, like the Petawawa Ramble. Working with the established Tourism Destination Working Group (which includes neighbour municipalities), local businesses, and local cultural groups, the Town should continue to develop the cultural components of existing events, including music, performances, food, artisan crafts etc. highlighting the various cultural backgrounds of the people in Petawawa (see sidebar). The case study below, entitled "Our Town, One Table" describes another approach, inviting neighbours out to a giant potluck. Centennial Park and the proposed Kiddyland Park development (see the Parks section) would provide excellent venues for music and cultural festivals.

Recommendations

PE 12. Plan to program the new Kiddyland/Norman Street Site with markets, food trucks, and a variety of community events.

PE 13. Continue to develop the cultural components of existing events.

Case Study: Cultural Festivals: Fostering Social Cohesion and Economic Growth

Increasing global connectivity has led to significant growth in the movement of people worldwide, driven both by voluntary immigration and involuntary displacement. Consequently, it has become increasingly important for municipalities to proactively break down cultural barriers and explore sites of cultural intersection. One effective tool for fostering social cohesion within communities is the use of cultural festivals. These events leverage music, performances, local food, and artisan crafts to highlight and celebrate both individual cultures and multiculturalism in general. The social benefits associated with cultural festivals can be extensive, and may include:

- building awareness of diverse cultures and identities;
- improving residents' quality of life by strengthening social bonds through culturally unique programming that may not be feasible on a continuous basis;
- increasing local pride and creating a positive community image; and,
- restoring and revitalizing communities by serving as a centerpiece for cultural renewal.¹⁴

- Cultural festivals can also play a central role in destination development and can deliver substantial economic benefits to the host community by leveraging untapped human capital and cultural resources to generate economic vitality. A 2023 report from the Ontario Arts Council highlighted this potential, finding that the economic impact of arts and culture tourism in Ontario is nearly triple that of non-arts and culture tourism.¹⁵

The benefits of festivals and special events are also seen more directly in rural and small-town settings as a result of their capacity to boost local economies, support continuous employment for local residents, and promote the municipality as a destination.¹⁶ Likewise, in smaller towns where there are lower levels of cultural activity, a festival can mobilize local cultural forces and resources, stimulating creative ideas and planning activities that might not otherwise gain traction. Consequently, festivals can become central to supporting both social and economic development.

14 <https://www1.agric.gov.ab.ca/%24Department/deptdocs.nsf/all/csi13702/%24FILE/Community-events-and-festivals.pdf>

15 <https://www.arts.on.ca/oac/media/oac/Publications/Research%20Reports%20EN-FR/Economic%20Contribution%20of%20the%20Arts/Ontario-Arts-and-Culture-Tourism-Profile-2023-FINAL-s.pdf>

16 <https://www.redalyc.org/pdf/3887/388743883015.pdf>



Figure 3-3: St. Catharines Holi Colour Festival (2023), Image By Marc Delledonne

Successful cultural festivals in Ontario include the Belleville Waterfront Multicultural Festival, the Carrousel of the Nations festival in Windsor and Essex County, the Kultrun World Music Festival in St. Jacobs, and the Downtown St. Catherines Holi Festival of Colour. The Holi Festival of Colour, Hindu in origin, is a joyful annual celebration marking the beginning of spring. The City of St. Catherines hosted its first festival in 2022 and saw significant growth the following year, as it attracted visitors from across the province. The City has praised the event for fostering a sense

of belonging and unity within the community and the event was named one of the Top 100 Events in Ontario by Festivals and Events Ontario (FEO) in 2023.¹⁷

To support local festivals like this, many municipalities have utilized resources like the Ontario Cultural Attractions Fund (OCAF) to secure funding for cultural tourism.¹⁸ Resources like this could be beneficial to the Town of Petawawa and local groups interested in launching a cultural festival.

¹⁷ [https://mydowntown.ca/topfestival/#:-:text=Catharines%20Downtown%20Association%20\(SCDA\)%20is,Ontario%20\(FEO\)%20for%202023!](https://mydowntown.ca/topfestival/#:-:text=Catharines%20Downtown%20Association%20(SCDA)%20is,Ontario%20(FEO)%20for%202023!)

¹⁸ <https://www.ocaf.on.ca/about/>

Case Study: Our Town, One Table - Carbondale, Colorado

Since 2015, the Town of Carbondale (population: 6,500) has hosted an annual outdoor community potluck each August along three blocks (approximately 180 metres) south of its Main Street.¹⁹ Residents reserve a table via email, coordinate food and (non-alcoholic) drinks within their group, and bring their own chairs, supplies, and dinnerware. Check in for decorating begins at 3:30 PM and the dinner bell rings at 5 PM. The Town declares a theme for the meal (e.g., Roaring '20s, Over the Rainbow) and groups are encouraged to bring decorations and dress up in costumes. A prize is awarded for the best spread/table décor based on popular vote. Community tables are also available for singles, newcomers, latecomers, and any folks who have not been put in a group. Recent years have seen more than 1,000 participants across 100+ tables. The event is free, with sponsorship from the Town of Carbondale, and volunteers from the community and municipal Parks & Recreation department. Donations are also accepted for a local health program.



¹⁹ <https://www.postindependent.com/entertainment/carbondales-dinner-with-a-few-friends/>

3.2.5 Outdoor Recreation

The Town is appreciated by both residents and visitors for its beauty and access to nature, and continuing to focus on the Town's natural assets and outdoor opportunities came through strongly in consultations for this Plan as well as for the Community Improvement Plan (2021).

As mentioned previously, the Town offers many outdoor recreation opportunities through various events and programs. There are also opportunities for unstructured outdoor recreation in the Town, given the ample access to trails and waterways. The Town supports unstructured outdoor recreation further by providing rentals at Petawawa Point for various paddle crafts, and through offering an equipment lending library in partnership with the Library. The Town is already working on expanding equipment offerings at Petawawa Point, and is considering options for using the new Comfort Station as an additional lending hub.

Another approach taken by various municipalities to support unstructured, free, outdoor play has been to provide a mobile activity centre. This would involve a van containing various equipment such as skateboards, racquet sports, spike ball sets, frisbees, seated table games, chalk, bubbles etc. The options are vast. The van would travel to set locations around the Town that are scheduled in advance and posted so that residents are aware of the dates, times, and locations. The activities do not only have to be geared to youth, however, as it can provide a great opportunity for intergenerational activities by providing equipment/games of interest to all ages.

Recommendations

- PE 14. Continue to provide and support outdoor recreation programs, events, and unstructured opportunities.
- PE 15. Continue to provide equipment rentals and seek opportunities and partnerships to expand offerings.
- PE 16. Consider implementing a Mobile Activity Centre-type program.





4.0

FACILITIES

4.1 Introduction

This section addresses the need for current improvements to, and future provision of, municipal indoor and outdoor facilities. These facilities are (or could be) scheduled for organized use or structured programming by the Town and/or other providers that deliver community programs and services.

The assessment is presented under the following main headings:

- existing supply and use summary
- collective community interests
- indoor facilities assessment
- outdoor facilities assessment
- asset management

4.2 Existing Supply and Use Summary

Municipal facilities in the Town of Petawawa that are scheduled for organized use and programs are summarized in Table 4-1.

The Town reported that ice, ball diamonds and soccer fields are well used. All user groups are interested in additional access to prime time on the facilities they use, and this is particularly the case for ice and soccer field users.

In addition to Town-owned facilities, gymnasiums belonging to both School Boards are well used for community recreation during available times - after hours and when not in use for school activities.

TABLE 4-1:
Scheduled
Municipal
Recreation
Facilities

	Ice pad	Multi-purpose room	Meeting room	Hall	Kitchen	Ball diamond	Sports field***	Track/field	Tennis/pickleball courts
						#lit/unlit	#lit/unlit		#lit/unlit
Civic Centre	1*	1	1	1	1	2/1	1/3	1	3/0
Norman Behnke Hall		1**							
Silver Threads Community Centre			1	2	1				
Mohn's Memorial Diamond						0/1			
Pineridge Park						0/1			1
Kiddieland Park						0/1			
Total	1	2	2	3	2	2/4	4	1	4

*ice pad has six change/locker rooms;

**remaining space is leased

***a fifth field at the Civic Centre, which is used for cricket, is not a formal field

4.3 Collective Community Interests

A consultation summary report to the Master Plan²⁵ contains details on the results of comprehensive consultation with the community. Key collective findings on interests included:

- a stronger focus on additions/improvements to supply of indoor vs outdoor facilities
- a new municipally owned and operated indoor multi-purpose recreation facility
- components of interest include a pool, artificial turf field, 8-lane rubberized track, second ice pad, gymnasium, fitness centre, pickleball courts, multi-purpose space, indoor playground
- current participation in recreation also suggests the need for spaces to accommodate arts, artisanal, social and learning activities
- emphasis on facilities to accommodate children's, youth and seniors' programs/activities
- improving facility infrastructure to support growing demand and to make Petawawa a regional hub for sports and recreation
- rubberized track to support the development of the community's competitive athletes
- need for improvement to sports fields
- Civic Centre site to be the focus of future facility development to maintain a community destination for recreation
- all organized facility user groups agreed that office and storage space is needed
- recreation services at Garrison Petawawa cannot also accommodate all interest in use from Town residents not affiliated with the Base, and this population is looking to the Town to make up the shortfall by developing its own facilities



25 Consultation Summary Report, June 2024.

4.4 Indoor Facilities Assessment

4.4.1 Comparative Investment in Indoor Facilities

Unlike other aspects of municipal infrastructure, there are no definitive standards or benchmarks to be met in providing recreation facilities. Community recreation needs vary by municipality according to residents' interests that have evolved over time. For example, some communities are heavily soccer oriented, while others are strong in baseball/softball participation - with facility supply reflecting these characteristics. Despite the overall rapid increase in pickleball in recent years, and resulting strong demand for facilities to accommodate play, the intensity of interest - and therefore supply - varies by community. Use, activity participation and interest, therefore, are the preferred drivers of facility provision as municipalities work to balance demand and supply specific to their residents' needs, in a fiscally judicious manner.

As the need to increase the supply of municipally owned and operated facilities in Petawawa has become apparent, looking at the level of investment by other similar-sized municipalities in these services is informative, if not prescriptive. Table 4-2 and Table 4-3 compare different measures of investment for facilities that are typically found in Ontario communities: population-based facility supply ratios, per capita area for recreation buildings, and per capita spending on recreation buildings²⁶.

Except for the Town of the Blue Mountains, the Town of Petawawa is noticeably less well 'invested' in indoor municipal recreation facilities. At the same time, Blue Mountain's population comprises both permanent (10,311) and seasonal (7,620) residents. It is reasonable to conclude that municipal recreation service provision has been lower here than elsewhere, since seasonal residents are typically not significant contributors to this demand. The Town of Petawawa is also in a somewhat unique position since community recreation needs have largely been met at Garrison Petawawa. To date, this situation has offset demand for municipal facilities, but residents are now calling on the Town to increase its investment in recreation services, and particularly indoor facilities.

26 Information base: existing supply only, as available from 2024 Development Charges Background Study reports, websites and Google Maps, and the Town of Petawawa; used comparable populations sizes with background DC studies completed in 2024; populations used were those noted in the DC studies; library facilities were excluded; does not include construction projects currently underway.

TABLE 4-2:
Indoor Facility
Supply
Comparison
(population-
based ratios)

Facility Type	Municipality							
	Uxbridge 21,913		Port Hope 17,697		Blue Mountains 17,931		Petawawa 19,070	
	#	#/1,000 population	#	#/1,000 population	#	#/1,000 population	#	#/1,000 population
Major Recreation Complex	-	-	1	1:17,697	-	-	-	-
Ice Pads	2	1:10,956	1	1:17,697	1	1:17,931	1	1:19,070
Pool	1	1: 21,913	1	1:17,697	-	-	-	-
Seniors Centre	1	1: 21,913	1	1:17,697	-	-	1	1:19,070
Recreation centre	3	1:7,304	3	1:5,899	1	1:17,931	1	1:19,070
Gymnasium	-	-	1	1:17,697	-	-	-	-
Multi-purpose/ meeting rooms/halls*	3	1:7,304	8	1:2,212	4	1:4,483	5	1:3,814
Youth Centre	-	-	1	1:17,697	-	-	-	-

*includes various types and sizes of space

TABLE 4-3:
Level of
Service
Comparisons
from
Development
Charges
Background
Studies***

Municipality	Population	Sq. ft. per capita	Per capita spending	Prepared by
Town of Petawawa	19,070 (mid-year 2024)	2.16**	\$1,665	Watson & Associates 2024
Township of Uxbridge	21,913 (mid-year 2023)	5.51	\$2,931.72	Hemson 2024
Town of Port Hope	17,697 (mid-year 2023)	6.89	\$5,701	Hemson 2024
Town of the Blue Mountains	17,931 (mid-year 2023, includes seasonal)	3.27*	\$2,108.62	Hemson 2024

*includes recreation office, operations and storage space, and washroom buildings

**includes washrooms, change facilities, etc.

*** (indoor recreation²⁷)

27 See Appendix 1 for additional details on per capita figures in Table 4-3.

4.4.2 Feasibility of a Multi-Use Recreation Complex

As noted above, the arena and several spaces used for a variety of programs comprise the Town-owned and operated supply of indoor recreation facilities. The Town is largely dependent on access to the facilities of other providers - primarily Garrison Petawawa and the two School Boards - which is a major obstacle to developing municipal programming to meet the full range of needs for all age groups. Although new/expanded program provision is also limited by lack of staff and volunteers, facilities are a prerequisite to service delivery. Capacity (or close to capacity) use of facilities and programs at Garrison Petawawa, community interest in more municipal recreation services, and future population growth provide the rationale for considering needed municipal facilities.

This section assesses the need for new/expanded municipal indoor facilities by type for provision in a municipal recreation complex - ideally at the Civic Centre site. This location would build on the Centre's current role as the 'Town centre' and provide a focus for community sport, recreation and social gathering. The potential to locate here, however, will depend on the overall larger footprint of an expanded building in relation to available space on the property.

The assessments address the following indoor facilities and related topics:

- second ice pad
- pool
- gymnasium and walking track
- multi-purpose program space
- age-specific program spaces
- fitness gym

- kitchen
- food services
- storage
- trend-based facility considerations
- feasibility study scope summary

The assessments provide indicators of need for component facilities and spaces that should be considered for inclusion in a multi-use recreation complex. As a high-level study, the Master Plan cannot provide the detailed level of investigation needed to establish the feasibility of a major capital investment. It can, however, inform the scope of work for further consideration in a detailed feasibility study. The purpose of the study would be to arrive at a proposed complex for the Town comprising facility components that can be supported from anticipated use and financial perspectives. To this end, the study would confirm anticipated programming, projected use by local and regional markets, capital and projected annual operating costs, financial contributions of non-resident municipalities or other collaborators, and site selection for a multi-use recreation complex. The outcomes of the study would provide direction on the facility components and configuration that is preferred for the Town of Petawawa, and so inform decision-making on its provision.

Recommendations

- F 1. Prepare a detailed feasibility study for the development of a multi-purpose municipal recreation complex considering the need for, and Town capacity to provide, the following major components: a second ice pad, a pool, gymnasium and walking track, multi-purpose spaces, and age-specific program spaces.
- F 2. In the feasibility study, determine the potential to provide trend-drive facilities/ services to meet emerging interests and/or additional functions.
- F 3. Include expectations on the following deliverables in the feasibility study RFP: confirm facilities required to meet anticipated program/ activity needs, considering a regional market, where appropriate; develop concept plan, and project capital and a 5-year operating pro forma for a multi-use recreation complex that integrates needed facilities; investigate the potential for financial contributions of non-resident municipalities or other collaborators; conduct a site evaluation and selection for the proposed multi-use recreation complex.



4.4.3 Second Ice Pad

Overview of current supply and use:

- The Civic Centre Arena has an 83.5' x 183.5' ice surface, with 565 seating capacity with heat, six change/locker rooms.
- Ice-in typically comprises 28 weeks per year at an average of 16 open hours per day and 7/days per week or 112 weekly operating hours.
- During peak season ice time is heavily used by local youth organizations, adult seasonal clubs, and schools.
- Public skates and multiple tournaments are held during the season.
- Twice a week, ice is set-up as a 5-lane curling sheet for daytime use and is reset for regular ice use afterwards; this dual-purpose use is unique in the County.
- During ice-out, April through September, pad used for 5 weeks of trade shows, regular events (e.g., dog show, science fair, Outdoor and Sportsman Show), followed by use for summer camp.

Key assessment considerations:

- With about 28 teams, comprising 275 players from ages 4 to 20, GPMHA is the largest hockey association in the region; about 1/2 of its use is accommodated at the Civic Centre Arena, with heavy dependence on the Garrison Petawawa arena for much of the balance.
- Most organized users require early evening hours due to age, although U21 can play 9 pm and later.
- In some cases, waiting lists have resulted in transferring to other teams.
- If the Garrison Petawawa arena is not available, for any reason, use of many arenas in other area communities is necessary to 'replace' the time.
- Additional storage space is needed.
- User groups regularly request more ice time, particularly on weekday evenings.

Potential for a second municipal ice pad:

Indicators are that, even with access to the Garrison Petawawa arena, there is demand for prime-time ice that cannot be accommodated at the Civic Centre Arena. The feasibility study should consider the need for a second ice pad, and the potential to develop a twin pad facility. Twin pad arenas are favoured now due to efficiencies in operating costs and tournament hosting, as well as locating amenities such as changerooms, washrooms, storage, offices, etc. to serve both pads. Twinning an older facility also offers opportunities to integrate (rather than retrofit) required accessibility requirements into the overall design. These can increase the range of programming that can be seamlessly accommodated, such as sledge hockey.

It was noted that the Town currently contributes to the music hall in Pembroke, since municipal facilities in Petawawa are not acoustically suitable for musical performances or events. The feasibility study should consider options to design and equip a second pad with this capability in relation to a potential regional market for events of this nature.

In preparing for the feasibility study the Town should monitor, document and determine the hours and proportion of prime ice time that is being used on a regular basis, as well as details regarding prime time that could be booked if it was available at the Civic Centre. This should include current hours of use at the Garrison Petawawa pads, if it should need to be transferred to the Town's arena. The sum of these values will provide a clearer picture of total demand for prime time and its ability to support a twin pad facility.

The Town has largely kept pace with required capital upgrades to the existing arena. In the past several years, the refrigeration plant, concrete slab and boards have been replaced, and seating for 565 with heating has been added. The roof was replaced 18 years ago. Besides accessibility requirements, outstanding upgrades at this point include an improved maintenance room and more storage - both of which could be addressed as part of a second pad addition.

While the Master Plan discusses a gymnasium as a possible location for an indoor track below, it is noted that arenas are also potential facilities for their inclusion around the perimeter of the pad.

Recommendations

- F 4. Investigate twinning the existing arena in determining the feasibility of providing a second pad, along with upgrades and expansion of ancillary facilities to serve both pads.
- F 5. Assess the potential to design and equip a second pad to host performance-related events for a regional market.
- F 6. To inform the feasibility assessment, monitor and document the extent of regular unmet demand for prime time use that would be allocated to a second pad at the Civic Centre if it was available.

4.4.4 Pool

Overview of current supply and use:

- There is no municipal pool; the community relies on the Garrison Aquatic Centre for programs and open swims.
- The closest municipal pool, in Pembroke, is at the end of its life cycle and the City is currently dealing with the need for major capital repairs to keep it operating.
- Clarion Hotel in Pembroke offers pool and exercise room memberships to the public.

Key assessment considerations:

- Current limitations to accessing aquatic facilities and programs are reflected in community interest in a Town of Petawawa pool

Potential for a municipal pool:

None of the currently available options for access to aquatic facilities is ideal for Petawawa residents. The community expressed concerns regarding the need to travel to Pembroke (approximately 20 km) to the nearest municipal pool, which is undergoing challenges related to aging infrastructure.

The Garrison Petawawa pool at Dundonald Hall Fitness Sports & Aquatic Centre is a 25 m, 6-lane tank. It has a wading pool with a slide, a hot tub and a sauna. It is like many municipal facilities that were developed prior to shifts to providing 25 m, 8-lane/leisure pools. Table 4-4 summarizes typical hours of use, which were provided by Garrison Petawawa.

TABLE 4-4:
Schedule of
Military and
Recreation
Use at
Garrison
Petawawa
Pool

Description	Weekday Morning 6am-12pm (Mon - Fri)	Weekend Morning 8am-12pm (Sat/Sun)	Weekday Afternoon & Evening 12pm-10pm (Mon-Fri)	Weekend Afternoon & Evening 12pm-8pm (Sat/Sun)	Total Hours per Week
Military	20 (6-9am & 11am-12pm)	0	20 (12-4pm)	0	40
Recreation	10 (9-11am)	8	25 (4-9pm)	10	53
Total Hours Used	30	8	45	10	93

The schedule shows very limited use on weekends and may present an opportunity for the Town to access the pool to provide its own aquatic programs, with Town-hired instructors and lifeguards, during larger blocks of time that are not regularly used by Garrison Petawawa. This would allow the Town to concentrate its programming time and, therefore, control delivery costs. This approach would require a 'provision of service' agreement with Garrison Petawawa.

This measure would increase the supply of aquatic services for residents and reduce waiting lists for Associate registration in Garrison Petawawa programs. The results of these changes should be carefully monitored and tracked to document real demand by Petawawa residents for aquatic services by type, which will provide evidence for assessing the feasibility of a new municipal pool.

A resident 'market' population of approximately 15,000 would not provide what is typically recommended as the population base needed to support a pool. A market of 30,000 is usually considered the minimum required to generate sufficiently high levels of use to warrant the capital investment and an annual operating deficit that is supportable. At the same time, there are few municipal pools in the communities surrounding Petawawa. If it could be demonstrated that a local pool would draw from a large enough population to consider a community-serving aquatic facility, provision by the Town might be feasible. The feasibility study, therefore, should confirm the current and future growth-related market - including Petawawa and surrounding communities - that would use an indoor pool. It should also determine the willingness for the relevant

municipalities to enter binding agreements for one-time contributions to capital costs and/or annual operating costs, and a framework for negotiating appropriate levels of financial support.

The City of Pembroke's Kinsmen Pool is the closest indoor facility to Petawawa. It comprises a 25 m, six lane tank and a shallow pool. As noted above, it is at the end of its life cycle the City is currently dealing with the need for major capital repairs to keep the pool operating, while exploring the potential for a P3 (public-private partnership) to develop and operate a new recreation complex, which would include a pool. Should a new pool be developed in Pembroke, it would negatively impact the potential draw of a comparable facility in Petawawa. Exploring the possibility of a P3 to develop and operate a new recreation complex, also shows that the City of Pembroke recognizes the difficulties it would face in providing this level of service alone.

From a design and operating perspective, an optimal Petawawa facility would comprise a 25 m, 8-lane pool capable of accommodating short-course meets and a leisure pool with 0-level entry. Depending on the potential to rent to health professionals such as physiotherapists, a therapeutic pool might be supported. Finally, salt water is increasingly being considered as an alternative to traditionally chlorinated water and could be assessed from a cost-benefit perspective.



Recommendations

- F 7. Use the feasibility study to confirm the current and future growth-related market - including Petawawa and surrounding communities - for an indoor pool comprising a 25 m, 8-lane pool capable of accommodating short-course meets, a leisure pool with O-level entry, and a possible therapeutic pool.
- F 8. Investigate the willingness for the other municipalities in the regional market for an indoor pool to enter binding agreements to contribute to capital costs and/or annual operating costs, along with a framework for negotiating appropriate levels of financial support.

4.4.5 Gymnasium and Track

Overview of current supply and use:

- There are no municipal gyms or indoor tracks in Petawawa.
- There are five schools in Town that provide a total of six (6) gyms, as noted below in Table 4-5.
- Both Renfrew County District School Board (RCDSB) and Renfrew County Catholic District School Board (RCCDSB) gyms are used extensively for community sports and recreation programs outside school hours and, assuming availability, are easy to book.
- A reciprocal agreement with RCDSB exists for no-cost use of school gyms by Town in exchange for Board use of municipal fields at no cost and ice time at reduced fees; RCCDSB gyms are used by the community on a pay per use basis.
- The Town and both Boards reported good working relationships, and collaborations in facility access for municipal and community use that have been mutually beneficial.

- Overall access to gyms is restricted due to limited hours and school use priorities.
- To some extent, Town use of school gyms is still in a recovery phase, which was further affected by custodian strike and limited staff to run programs once access reopened post-COVID.

Key assessment considerations:

- Both Boards are interested in continuing to be part of the community beyond their academic roles.
- Community expressed interest in accessing gyms for new uses (e.g., seniors indoor pickleball league).
- There is ongoing discussion about potentially expanding programs through community use of other RCDSB school facilities.
- The RCDSB is interested in more community use of its gyms

TABLE 4-5:
School
Gyms in
Petawawa

School Board	School	Gyms
Renfrew County District School Board (RCDSB)	Valour JK-12 School 19 Leeder Lane	1 double that can be divided into 2 full size or 4 smaller spaces with basketball courts in each quad
	Herman Street Public School 15 Herman St	1 small elementary
	Pine View Public School 2321 Petawawa Blvd	1 small elementary
Renfrew County Catholic District School Board (RCCDSB)	St. Francis of Assisi School 22 Leeder Lane	1 elementary
	Our Lady of Sorrows 19 Mohns Ave	1 elementary

Potential for a municipal gymnasium:

Consultation findings noted the high levels of use of Garrison Petawawa facilities along with population growth is generating more community use of school gyms, and both Boards support future increases for this purpose. The Town has made/continues to make the best possible use of school gyms for community recreation and access may in future extend to other facilities such as kitchens and tech classrooms, if liability concerns can be resolved.

However, limited access to school gyms, along with the necessity for Boards to prioritize school-related use after hours, presents challenges to fully developing municipal recreation programming. A municipal gym would provide both control and full-time access for Town sports and recreation programs/activities. It would fill the daytime programming gap that cannot be met with school gyms and add more time for evening and weekend use of the type that is currently best accommodated only at Valour School. As Petawawa's population increases, there may also be greater demand for school-related use of Board facilities, which may require a reduction in community use. Despite the positive working relationship between the Boards and the Town, it may become more difficult to accommodate both organizations' needs for gym access with available facilities - especially on peak demand weekday evening and weekends.

Gymnasiums are now typically considered to be part of municipal facility supply. They can accommodate a variety of net court sports (tennis, volleyball, pickleball, badminton, and basketball), as well as other active recreation uses (e.g., no-cost/low-cost drop-in programs for specific age groups, families, inclusive activities). If appropriately designed and equipped, they can also provide facilities

for performing arts programming and other auditorium uses.

Integrated tracks for walking (or walking/running) are becoming a more common feature in municipal gyms. Accommodating both walking and running on a single track can be achieved with the appropriate surface material and separation of uses. Indoor tracks offer year-round access to safe facilities/conditions for self-directed or group fitness and can better serve people with mobility concerns. Alternatively, tracks can be provided around the perimeter of ice pads. In the feasibility study, consideration should be given to including an indoor track with the development of a gymnasium or a second ice pad. Alternatively, a track can be provided as part of the common areas/hallways within the facility.

Recommendations

- F 9. In the feasibility study, assess the need for, and design of, a municipal gymnasium to meet program/activity needs for active sports and recreation and auditorium-related uses.
- F 10. Consider integrating an indoor track as part of a gymnasium or a second ice pad.

4.4.6 Multi-purpose Spaces

Overview of current supply and use:

Table 4-6 summarizes information on Town-owned spaces for general programming/use by location.

Key assessment considerations:

- In recent years, and despite demand for program expansion, services such as summer junior and senior camp programs, and PA/March Break camps have been either capped or discontinued.
- Consultation revealed the need for/ interest in more children's programming in general, which is supported by population characteristics of a relatively young community.
- The Civic Centre hall, kitchen and lounge are at capacity for simultaneously-run programs.
- The lounge accommodates many varied uses despite limitations in size and design, and is only suitable for small group activities.
- Although used for active programs, the lounge is not a proper fitness space; waxed tile floor poses safety concerns, especially for seniors.
- Interest exists in rationalizing use of available facilities in view of limited supply of program space.

TABLE 4-6:
Municipal
Multi-purpose
Spaces

Location	Spaces	Features and Use
Civic Centre	one (1) large municipal hall (6,000 s.f.; cap. 272 seating) one (1) lounge/multi-purpose space (cap. 50) one (1) meeting/board room (cap. 14) one (1) Rotary Room	all spaces used for programming and community rentals, sometimes simultaneously PA Day camps, limited programming; lounge control room allows visual supervision of outdoor activity meeting room use for seated activities belongs to Library for its exclusive use
Norman Behnke Hall	one (1) multi-purpose space (cap. 40) storage on both floors	two floors occupied by tenants: main floor fully leased by Kinder Connection Nursery School; basement rented to various users (scouts, music instructor), and used by Town for summer camp programs County EMS team meets here
Petawawa Library	three (3) program/meeting rooms	use levels not known

Potential for additional multi-purpose space:

As shown in Table 4-6, the supply of municipally owned space that can accommodate a variety of programs and activities is both limited and fragmented by size and location. Access to space at the Civic Centre for programming is effectively limited to three rooms: the hall, the lounge and the meeting/board room. Most of the space at Norman Behnke Hall is leased to tenants, which makes it largely unavailable for programming by the Town.

Limited capacity to expand programming is attributed to both space shortages that are appropriately designed to be flexible, and to lack of staff and volunteers to run programs. While human resources are essential to service provision, space to deliver programs/activities is the primary requirement to allow it to happen.

These findings indicate that more municipal multi-purpose space is needed to accommodate a wide variety of uses including active sports/fitness and non-sport programming. All multi-purpose spaces should be designed for the widest range of uses possible, while minimizing the potential for conflicts in sharing space (e.g., scheduling, access to prime/non-prime hours). As such, configurations, equipment, and finishes need to support all intended uses/users of each space.

Many arts and culture-related programs can be accommodated in multi-purpose space, which should be designed with these uses in mind (e.g., sprung flooring for both dance and wellness activities such as yoga). Some programs, however, require space designed, equipped and finished for specific types of uses (e.g., studio facilities for visual and/or media arts; stage, acoustical design for performing arts).

The specifics regarding required multi-purpose spaces, and their sizes, configuration, design, etc. would be detailed in the feasibility study, based on the full range of programs/activities to be accommodated, and how they are to be integrated in flexible arrangements. This determination would stem from the need for facilities to accommodate Town objectives in program development to meet current demand, emerging interests and, to the extent possible, future needs.

Recommendations

- F 11. As part of the feasibility study, identify facilities required to accommodate Town objectives in program development to meet current demand and emerging interests and, to the extent possible, anticipate future needs.
- F 12. Based on facility needs determine the sizes, configurations, and conceptual designs of multi-purpose space(s) to accommodate confirmed need for programs/activities.



4.4.7 Age-specific Program Spaces

Seniors

Overview of current supply and use:

- Silver Thread Seniors Centre comprises two small halls, a meeting room, office space and a kitchenette, and is licensed

Key assessment considerations:

- The Town has recently assumed responsibility for the Silver Threads Community Centre from the volunteer seniors' group that leased and programmed the facility, which is owned by the Petawawa Housing Cooperation.
- The Town has hired a full time Seniors Recreation Programmer with responsibility for assisting with the design, implementation and supervision of safe, creative and enjoyable recreation programs for the senior population, and related day-to-day operations.
- Seniors do not want to share space with children or youth.

Potential for additional dedicated seniors' space:

The Silver Threads Community Centre is a central focus for seniors' programs/activities in Petawawa. It is anticipated that it will continue to function in this capacity and that the new Seniors Recreation Programmer's position will help build an already varied supply of services.

At the same time, a recreation complex with new facilities will attract users of all ages, and the need to provide a space for seniors to gather while using other facilities at the complex should be considered. It need not necessarily be fully dedicated space. It could be limited to seniors' use during the day and

used for other purposes in the evening, with the understanding that programs specific to seniors would be accommodated in shared facilities (e.g., seniors' fitness in general multi-purpose space, seniors' pickleball in gym) during dedicated times. The rationale behind a limited dedication is to minimize multi-purpose space sitting locked and idle when not occupied by the primary user.

It is noted that of the 19 events held at the District 5 Renfrew County 55-Plus Summer Games in May 2024, only shuffleboard was hosted in Petawawa. New facilities would provide greater opportunities to host more events that are part of regional programs, boosting both visitation to the Town and use of its assets/services.

Youth

Overview of current supply and use:

- There is no municipal space that serves as a youth centre in Petawawa.

Key assessment considerations:

- Consultation indicated interest in expanded services for children and youth among both residents and the Town, including the possibility of a formal centre.
- Local secondary school students, who already gather at the Civic Centre on a regular basis after school, are the 'target' market for a youth centre.
- There are existing, well established organizations in Renfrew County and Petawawa that focus on child and youth services and could be potential collaborators in a centre at a municipal facility.

Potential for dedicated youth space:

The Renfrew County Youth Wellness Hub (YWHO) is a possible collaborator in developing/delivering youth-oriented services in a municipal facility. The YWHO offers no-cost, integrated services for all County youth aged 12 to 25 and their families. As noted on the YWHO website, the following clinical and support services are offered at Renfrew County hubs:

- mental health
- addictions
- physical health/primary care
- employment
- housing
- youth shelter
- family support
- peer support
- life skills

Mental health and substance use services are integrated with a wide range of other youth services and recreation activities (e.g., cooking classes, video games, karaoke nights, and arts and crafts). Through its work, the organization also has access to over 24 partners. YWHO has two locations in the County - the City of Pembroke and the Town of Renfrew. The latter is a new location in the Town's myFM Centre Recreation Complex. The website indicates that YWHO is looking for partnerships in new locations.

The mandate of the YWHO along with the Town's interest in program/service development, provide the basis for collaboration in determining service needs that could be met either directly by the

municipality by one or both organizations using municipal facilities to deliver them. Some of this work should be initiated before an RFP for a complex is issued, as general input to the type of space that would best fit the envisioned purpose and functions of the centre. Upon confirming interested collaborators, key considerations would be the ages to be served and associated design of spaces, equipment, storage, etc.; the need for privacy for personal service vs. open areas for group programs or social/drop-in activities; opportunities to use spaces for multiple programs/functions at different times. These expectations can be used to inform the feasibility study RFP.

Childminding Space

Overview of current supply and use:

- There is no dedicated space for childminding that aligns with adult/caregiver program times.

Key assessment considerations:

- With many young families in the community, caregivers' participation in recreation can be supported with childminding.

Potential for dedicated childminding space:

If children's programs are run in conjunction with those for adults, both age groups are served at the same time. If not, childminding is important to enabling caregivers the flexibility to participate. This service could be provided to a limited extent (e.g., low capacity and peak time only operating hours) and operate on a first-come, first-served basis. A fee for service could be used to cover the cost of staffing. Alternatively, a cooperative model - whereby caregivers commit to share the work in lieu of a fee - could be considered.



Recommendations

- F 13. Base the future provision of additional space for seniors in a multi-purpose complex on needs that address gaps in supply and supplement those being met with facilities at the Silver Threads Community Centre, while optimizing use of multi-purpose space(s) in a new complex for seniors' programs, as appropriate.
- F 14. Future provision of a youth centre should be preceded by identifying interested collaborating organizations, and collective facility requirements, to inform the feasibility study.
- F 15. If needed to cover adult program times, consider providing childminding space for use by caregivers who are participating.

4.4.8 Fitness Gym

Although limited interest in a fitness gym was expressed by the community, these facilities are being more frequently provided as components of municipal recreation complexes. Town staff indicated their interest in not competing with commercial operators by duplicating services that are already available in the community, which is generally the practice of municipalities.

Pembroke currently provides most of the commercial fitness locations in the area. Petawawa businesses are limited to yoga studios that offer fitness classes. Four groups responding to the survey indicated travel to Pembroke to use facilities including training centres/fitness gyms. Garrison Petawawa is currently the primary contributor to fitness gym facilities in the community, which may influence the potential for commercial operators to successfully locate in Town.

In determining the need for a municipal fitness gym at the time of the feasibility study, therefore, the following factors will be relevant:

- any changes in commercial gym services within Petawawa and their relevance to supply
- the extent to which Pembroke businesses rely on users from Petawawa
- the extent to which the Garrison Petawawa facilities are serving non-Base residents
- possible interest among commercial providers in leasing a space within a complex to operate a gym

Collectively, this information will inform the feasibility of including a fitness gym as part of a recreation complex and, if needed, the size, services and equipment to be provided and the operating model. For example, the potential to lease municipal space to a commercial operator could present a partnership opportunity.

Recommendation

F 16. Consider the potential to include a fitness gym as a component of a multi-use recreation complex via a contracted commercial operating model.

4.4.9 Commercial Kitchen

Overview of current supply and use:

The Civic Centre has one (1) public health certified, commercial kitchen.

- The kitchen is accessed from both the hall and the lounge and is used in conjunction with rentals of these spaces.
- The kitchen is well used, apart from rentals, for food-related programming and to prepare donations to the Petawawa Pantry Food Bank.

Key assessment considerations:

- Town cannot keep up with demand for cooking programs and use of the kitchen for community service.
- It is difficult to serve all program, tournament and event needs with one kitchen.
- Requests received by the Town indicate there are businesses in the community that would use a commercial kitchen.
- As an established food service, the Petawawa Pantry is a likely partner in this type of initiative

Potential for a second kitchen:

In addition to needing facilities to meet demand for food-related programming, the Town may be able to generate additional revenues from renting a second commercial kitchen designed for use by local food producers.

Commercial kitchens within municipal facilities are increasingly being used to generate new revenue streams. A Health Unit certified kitchen can be used for a variety of food and nutrition programs, as well as projects/activities related to communal and/or commercial use of the kitchen. The Township of North Glengarry has embarked on this type of initiative. Their website notes,

"Now accepting bookings: The Township of North Glengarry has partnered with the Eastern Ontario Health Unit to launch the new "North Glengarry Community Kitchen" pilot project. This initiative will enable food producers to rent time at the North Glengarry Community Kitchen, located at the Maxville & District Sports Complex (25 Fair Street, Maxville) so that they can produce food items for resale. The cost is \$50 per day and food producers are required to have their Food Handlers Certificate and have their recipe validated by the EOHU."²⁸

Recommendation

F 17. Include a second commercial kitchen for consideration in the feasibility study to enable expanded programming and rentals.

²⁸ <https://www.northglengarry.ca/en/things-to-do/community-kitchens-program.aspx>

4.4.10 Food Services

Overview of current supply and use:

- Food services include a concession at the Civic Centre arena; concession is run by staff and is typically open in conjunction with minor hockey.
- The concession is supplemented by vending machines, which are heavily used by secondary school students who gather at the Centre during after-school hours.

Key assessment considerations:

- Healthier food options are gaining ground in municipal recreation settings.
- The Town is already 'experimenting' in moving in this direction and provides a vending machine service.
- New opportunities exist to provide food and beverages at self-serve kiosks.

Potential for expanded food services:

Recent years have seen considerable development in the sophistication of vending services, and the products that can be offered via contracts with these providers. A multi-use recreation complex would benefit from food services in a centrally located area to serve users of facilities/spaces other than the arena. The space could be designed to provide a vending café with a seating area, and machines containing healthy food and beverage choices. Providing healthier food choices in recreation settings is backed by public health agencies and aligns with the goals of recreation to contribute to

overall well-being. Appendix C contains an information sheet from Alberta Health Services a link to the 'Healthier Vending Toolkit' that provides sample tools and templates for:²⁹

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

The Renfrew County and District Health Unit also works with municipalities to help create food environments where healthy foods and beverages are the norm and can be contacted for information and assistance with developing policies.³⁰

Commercial operators (e.g., Starbucks) offer self-serve counter-top and freestanding beverage units to suit different installations.³¹ These machines offer a variety of hot and ice drinks with cashless payment and can provide an additional service in a café that does not require staff.

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

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

31 <https://weproudlyservestarbucks.com/ca/ca-en/solutions/self-serve-solution>

Recommendations

- F 18. Continue to develop healthier choices in Town food services.
- F 19. Consider the inclusion of a vending café with seating in a future multi-use recreation complex.
- F 20. Investigate opportunities for contracting self-serve beverage units as part of a vending café.

4.4.11 Storage

As is often the case, additional storage space is a key request for both municipal and volunteer sports/recreation group programs. In Petawawa, all organizations are allocated free storage space. Available spaces are now at capacity and some are prone to flooding.

Mobile storage units could be purchased to provide needed additional space in the short-term. The feasibility study would address the need for secure indoor storage as part of any proposed multi-use complex, for both municipal purposes and regular users that deliver programs requiring equipment/materials to be left on-site. Designated, secure storage of sufficient size is particularly important in shared spaces. At the same time, users' access to storage should be limited to an assigned space with a requirement for a regular 'clean-up' to avoid the accumulation of equipment/materials that is not needed for current programming but is not removed. The Service Delivery section of the Master Plan discusses policy related to provision and use of storage space.

Recommendations

- F 21. Purchase or rent mobile storage units to provide needed additional storage space in the short-term.
- F 22. Incorporate sufficient secure storage for all users in a proposed multi-use complex, while establishing limits to the size and use of assigned spaces.

4.4.12 Administrative Space

Ideally, administrative space/offices for municipal staff directly engaged in managing and programming the recreation complex should be in the building. If a decision is made to expand the Civic Centre rather than locate a complex elsewhere, space that is currently used for offices could be integrated into new construction for the same purpose, depending on the design of the overall building. Regardless, the space that is currently occupied by Department offices could be repurposed as a needed recreation facility component, with administrative space being relocated to new construction.

Recommendation

F 23. Locate administrative offices for multi-use recreation complex management and program functions in the building as renovated space or new construction.



4.4.13 Trend-based Indoor Facility/Service Considerations

There are always evolving interests in sport and recreation, and trends in facilities and services follow suit. Indoor recreation complexes are becoming more multi-functional as municipalities work to meet new needs and interests. Although not an exclusive 'list', this section presents an overview of several facility/service options to consider for inclusion in a future complex in Petawawa. The feasibility of incorporating 'new' types of facilities in a multi-purpose complex may depend on the extent to which they provide a service that is not currently available in the regional market and can attract use from surrounding communities in addition to that of Town residents. The following facilities/services are discussed below:

- gathering space
- leasable space
- indoor playground
- esports room

Gathering Space

Designing and finishing common spaces based on the notion of Oldenburg's 'third places', which follow home and work, realizes their ability to function as social gathering spaces in individual and community life "where you relax in public, where you encounter familiar faces and make new acquaintances."³²

Third places often develop spontaneously in spaces that were designed for other primary purposes such as churches, coffee shops, libraries. At the same time, there is merit to

deliberately providing space in municipal facilities that can serve this purpose on a day-to-day basis. These spaces can also meet other periodic needs such as hosting community events and providing indoor space to act as emergency shelters.

Leasable Space

Providing public and private community service spaces in recreation complexes is an approach to wellness that has been favoured for some time since it actualizes a holistic view of health. At the same time, it has been difficult to adequately provide these types of spaces in older recreation centres that were built before this view emerged. Building a new complex presents opportunities to include leasable space for businesses that complement the sport/recreation function of the facility (e.g., physiotherapy, sports medicine, personal fitness gym, etc.). Outreach to area businesses to solicit interest could be conducted before issuing a project RFP to inform its scope.

Shop Makers is a retail model through which local artists and artisans 'rent' a display space within a shop (ranging in price depending on how large), for their merchandise. Some of the displays are quite small, which must make it affordable, since the shop is full of various hand-crafted goods. It is staffed by one person on behalf of all tenants.

This model might be adapted by the Town to allow it to support local artist/artisan communities by locating them in a high-profile space in a recreation complex, with direct access from the exterior of the building as well as internally. It would also generate

³² <https://www.nzgeo.com/stories/a-third-place/>

revenue for the municipality through rental agreements.

This Shop Makers retail model also rents studio space, which are essentially rooms of different sizes in a single location, ranging from 48 s.f. to 96 s.f. at \$7 to \$10 psf/month, with 24/7 secure access to the space. A combined studio/retail approach, with locations on the exterior of a complex building would allow artists/artisans tenants to create and sell their goods.

Indoor Playground

Indoor playgrounds are emerging as requested facilities for continued access to play during the winter, and in anticipation of more severe weather due to climate change. A feasibility study for a multi-use complex could investigate ways to provide a play structure as either a permanent indoor facility or for temporary enclosure in the winter and/or in the event of extreme weather.

Esports Room

In a commentary on trends shaping community recreation and sports facility design, the author discusses the topic of esports or organized competitive video gaming. He notes it is the “hottest trend in sport and recreation” and a growing worldwide industry. Esports offer municipal recreation centres the opportunity to increase facility use with well attended, revenue generating entertainment programming, and can bring non-users into facilities for the first time. He notes, “Esports...enjoy tremendous momentum right now and will

require great spaces. New recreation design should accommodate this coming wave of recreational and competitive activity.”³³

A key factor in considering provision is that the genre facilitates connecting with hard-to-reach audiences that have aged out of traditional organized sports or have no interest in these types of programs. Typically, these are teens and young adults - the age groups that parks and recreation departments struggle to engage. Esports can also facilitate providing a youth-centred, safe space within a recreation centre. While major dedicated esports facilities are often not feasible to provide, an esports room within a new or renovated community centre can likely be supported in many communities and can generate revenues.³⁴

In Canada to date, esports entry into the public sector appears to be largely limited to educational institutions. Municipalities in the U.S., however, are beginning to build esports into their program/facility supply. Research has provided evidence that esports help students develop so-called soft skills that are a prerequisite to academic success and future marketability.³⁵

Depending on timing, providing an esports room in a Town complex would introduce a unique, contemporary service for the community’s younger population, and would likely draw from a market beyond Petawawa itself.

33 Nardone, David. February 7, 2020. The Design Quarterly: 6 trends shaping community sports and rec facility design. <https://www.nrpa.org/search?query=esports>

34 <https://www.nrpa.org/parks-recreation-magazine/2019/september/esports-the-next-big-thing-for-parks-and-rec/>

35 <https://www.dofe.org/wp-content/uploads/2021/08/Esports-Leaders-Information-Sheet.pdf>



Recommendation

F 24. Facility/service trends to consider incorporating in a proposed multi-use recreation complex include emergency sheltering, social gathering space, leasable space, an indoor playground and an esports room.



4.4.14 Feasibility Study Facility Scope Summary

Table 4-7 briefly summarizes the indoor facility components discussed for consideration in a Town of Petawawa multi-use recreation complex.

As noted above, the inclusion of these facilities in an RFP for a feasibility study does not necessarily mean they will be recommended for provision. With this in mind, an indoor track notes several options for inclusion in different facility components - as part of a gymnasium, an arena or common areas (e.g., hallways) within the building. In addition, the feasibility of individual major components such as a pool will depend on confirming a regional market to support

construction and ongoing operation. With respect to securing a regional market, similar new facility initiatives in surrounding municipalities during the period up to opening a Petawawa complex will impact the feasibility of Town provision.

The following section on outdoor facilities includes an assessment for an indoor artificial turf fieldhouse and a competitive level track and field facility as part of the discussion on sports fields.

TABLE 4-7:
Facilities to Include in a Feasibility Study for a Municipal Multi-Use Complex

Core Facilities		Functional Considerations
Facility Component	Design/Operations Considerations	
Second ice pad: NHL size	entertainment venue track (see also gymnasium)	emergency sheltering and social gathering leasable space indoor playground: permanent or seasonal esports room
Aquatic centre: 8-lane, 25m pool for short-course competitions, leisure pool with 0-level entry	salt water therapeutic pool	
Gymnasium and walking track (see also ice pad)	track for both running and walking; integration with common areas/hallways	
Multi-purpose spaces	maximize use options	
Age-specific program space: seniors, youth, childminding	optimize multi-purpose objectives by designating age-specific uses to times of day/week vs entire space/rooms	
Fitness gym	possible commercially contracted operation	
Food services: vending café	contracted self-serve kiosks for coffee, tea, etc.	
Storage		

4.5 Outdoor Facilities Assessment

4.5.1 Comparative Investment in Outdoor Facilities

Table 4-8 shows population-based facility supply ratios for outdoor sport/recreation facilities for Petawawa and the three selected comparison municipalities.

With one exception, Petawawa is less well supplied with outdoor facilities than the other three municipalities.³⁶ Soccer field supply is comparable, ball diamond supply is low relative to two of the three, and Petawawa is the only municipality without dedicated tennis courts. In March of 2024, Uxbridge Council approved construction of four pickleball and four tennis courts at the Fields of Uxbridge. Completion is expected by mid-2025. This will provide all three comparative communities with both dedicated outdoor pickleball and tennis courts.

TABLE 4-8:
Outdoor
Facility
Supply
Comparison
(population-
based ratios)

Facility Type	Municipality							
	Uxbridge 21,913		Port Hope 17,697		Blue Mountains 17,931		Petawawa 19,070	
	#	#/1,000 population	#	#/1,000 population			#	#/1,000 population
Tennis Courts	5	1:4,382	4	1:4,424	8	1:2,241		
Pickleball Courts			3	1:5,899	4	1:4,483	1	1:19,070
Tennis/ pickleball Courts			1	1:17,697			3	1:6,357
Baseball/ softball Diamonds	9	1:2,435	10	1:1,769	3	1:5,977	5	1:3,814
Soccer Fields	23	1:953	4	1:4,424	4	1:4,483	4	1:4,767

36 Information base: existing supply only, as available from 2024 Development Charges, Background Study reports, websites and Google Maps, and the Town of Petawawa; used comparable populations sizes with background DC studies completed in 2024; populations used were those noted in the DC studies.

4.5.2 Future Outdoor Facility Requirements

This section addresses the need for more/ improved outdoor facilities for scheduled community use to meet demand over the term of the Master Plan, under the following headings:

- ball diamonds
- sports/soccer fields, track and indoor fieldhouse
- cricket field
- tennis and pickleball courts

Part of the background information for facility assessments ideally includes the proportion of prime time used on all scheduled facilities to determine levels of use in relation to capacity. This reveals opportunities to accommodate additional use on existing facilities before recommending adding to supply. Information at this level of detail was not available for the facilities in Petawawa. Staff, however, were able to provide anecdotal commentary on the use of facilities and what they hear from organized users about access to additional prime time and/ or improvements to the facilities they use. In the following discussions, therefore, available information is used to estimate current levels of use to inform future need to add to supply. At the same time, verifying demand will require the Town to monitor and document actual use of facilities from this point on. The Service Delivery section of the Master Plan provides commentary on service planning and evaluation for this purpose.

For the purpose of estimating future outdoor facility requirements, the Town provided the following population figures:

TABLE 4-9:
Projected
Population
Figures

Year	Population
2024	19,339
2029	19,754
2034	20,169



4.5.3 Ball Diamonds

Overview of current supply and use:

Table 4-10 summarizes the supply and use of Town ball diamonds.

Key assessment considerations:

- Primary use of diamonds is for minor ball and the facilities regularly used (Kiddyland, Mohn's and Civic #3) are typically at capacity during peak time.
- The Upper Ottawa Valley Little League (UOVLL) totals about 500 baseball and softball players between the ages of 4 and 16 years; participants are largely from Petawawa and Pembroke and the league uses five diamonds in Petawawa - although not all to the same extent.
- There has been a resurgence in girls softball participation in the last several years, from 20 to 70 players.
- Adult slo-pitch diamond use fluctuates, with no men's league for the past two years.
- Organizers work well together to ensure each group gets adequate time on diamonds but all are interested in access to more time.
- With the exception of one group indicating undersized facilities, the diamonds are largely well suited to users' needs, as indicated by responses to the user group survey.
- It was noted that currently, there is interest in adding an outfield fence to the Kiddyland diamond to bring it up to tournament standards.
- Mohn's diamond needs fencing between the field and players' bench, which is being addressed.
- A proposed Kiddyland Park concept envisions redeveloping the site to focus on visitor/economic development initiatives.
- A Town survey conducted in 2019 indicated users were very satisfied with municipal maintenance of diamonds and staff response to/help with specific needs or issues as they arise.

TABLE 4-10:
Municipal Ball
Diamonds

Facility by Location	#lit/#unlit	washrooms	Type	Use/Users
Civic Centre	2 lit / 1 unlit	yes	all slo-pitch diamonds vary in size but all can accommodate adult play	diamond 3: junior slo-pitch/ softball and t-ball diamonds 2 & 3: most frequently used for men's ball due to size diamonds 1 & 2: special events
Mohn's Memorial Diamond	1 unlit	no	baseball	junior and adult practices and games
Civitan Kiddyland Park	1 unlit	yes	youth slo-pitch	junior level practices and games
Total	5			

Future ball diamond requirements:

The number and use levels of ball diamonds in Petawawa suggests that supply is essentially in line with current demand and that five diamonds are sufficient to meet the needs of the Town's current population.

For the purposes of determining population-based supply ratios of diamonds, each lit facility is 'counted' as 1.5 unlit fields to account for the additional prime-time made available by lighting. Using this figure, Petawawa has 6 unlit diamonds or one for every 3,223 people (1:3,223). Population growth alone to 2034 totaling 20,169, therefore, will result in the need for a calculated total of 6.3 unlit diamonds. Growth in girls' participation and general interest in access to additional prime time suggests another diamond will be very well used. One more diamond for a total of seven (7), therefore, should meet demand for the term of the Master Plan. As noted, the calculation is based on unlit diamonds. As demand increases, lighting a diamond can also be considered. This eventuality, as well as designing a facility to serve as many age groups as possible, will contribute to

additional prime-time, flexibility in scheduling and will anticipate future shifts in demand by age groups. As noted above, actual use of all diamonds should be monitored to confirm opportunities for improved scheduling and resulting unmet demand for timing of new facility provision.

Section 5.0 of the Master Plan includes a concept plan for Kiddyland Park. Fully implementing the concept will require removing the Kiddyland ball diamond, which will need to be replaced elsewhere. User groups requested improvements to the Kiddyland diamond to allow tournaments to be hosted, which can be addressed in its relocation.

Depending on the phasing of the Kiddyland Park redevelopment, a new diamond could be constructed in advance of its removal from the Park to ensure sufficient time remains available to accommodate organized activity. Future ball diamond development should consider opportunities to improve accessibility and inclusivity. The Field of Dreams: Jays Care grant program provides funding to design, refurbish and build local baseball diamonds in communities. Field Of

Dreams diamonds are created to be safe and inclusive spaces. Municipalities are eligible to apply through an annual intake.³⁷

Recommendations

- F 25. Plan to add one more ball diamond to supply during the term of the Master Plan, designed to serve as many age groups as possible.
- F 26. Monitor and document use of all ball diamonds to identify opportunities to improve scheduling and the timing of new facility provision.
- F 27. Relocate the Kiddyland Park diamond as part of the proposed concept plan to redevelop the park to focus on visitor/economic development objectives.
- F 28. Investigate the Jays Care Field of Dreams program for funding in developing accessible and inclusive ball diamonds.

37 <https://www.mlb.com/bluejays/community/jays-care/field-of-dreams>

4.5.4 Sports/Soccer Fields, Track and Indoor Fieldhouse

This section addresses sports fields, a rubberized competitive track, and an indoor artificial turf fieldhouse. Although these facilities can be co-developed, they are not necessarily mutually dependent. Moreover, the drivers for their provision vary. For these reasons, they are discussed separately.

Sports/Soccer Fields

Overview of current supply and use:

Table 4-11 summarizes the supply and use of Town 'sports fields', a term used to support the use of facilities for a variety of field sports in addition to soccer.

Key assessment considerations:

- Primary use of fields is for minor soccer, and they are also used for rugby and football.
- Petawawa Minor Soccer totals 800 to 900 participants between the ages of 3 and 19 years; its summer program comprises a recreation and an intermediate league, and a competitive program; its indoor winter program is held in school gyms and totals about 100 participants; additional levels have been introduced to retain existing participants and grow the program
- Minor Soccer uses all four fields at the Civic Centre and on School Board land (Field 4) and is interested in additional fields and a clubhouse in the vicinity of Field 3; two 'portable' fields for U10 and U12 practices are currently being provided with nets on Field 3.

- A Town survey conducted in 2019 indicated users were very satisfied with municipal maintenance of fields and staff response to/help with specific needs or issues as they arise; current concerns revolve around wanting field lining to be done by the Town. Field 4 is a track and field combination built in collaboration, and shared with, the Renfrew County District School Board; the Town manages, maintains and schedules the field with contributions from the School Board to ongoing maintenance costs.
- With facilities at Garrison Petawawa approaching capacity, and population growth, use of Field 4 is increasing.

Future field requirements:

All organized soccer activity in Petawawa occurs at the Civic Centre/School Board site. Apparent need for an additional field now to support minor soccer and build other field sports should, therefore, be accommodated at the same location. Except for the area currently occupied by the informal cricket field, there is no undeveloped space for a new field. Ideally, this field should be regulation size and use, as required, also serve age groups with smaller fields inset into the larger space. A full size field would also anticipate future growth in senior minor/adult participation in other fields sports, including new activities such as lacrosse and field hockey. Section 4.5.6 below discusses the need to consider developing a formal cricket field in another location, to allow an additional sports field in the Field 5 space.

As with ball diamonds, determining population-based supply ratios of sports fields count each lit facility as 1.5 unlit fields to account for the additional prime-time made available by lighting. One additional field to

TABLE 4-11:Municipal
Sports
Fields

Facility by Location	#lit/#unlit	Type	Use/Users
Civic Centre & Valour School			
Soccer	1 lit	regulation size	minor soccer
multi-purpose	2 unlit	1 regulation size 1 junior size	minor soccer rugby football
multi-purpose*	1 unlit	regulation size field #4	minor soccer rugby school use for phys. ed./ athletics (e.g., football, meets)
Total	4		

* combination field/track on Valour/St. Francis of Assisi School Board property.

serve existing population, therefore, totals 5.5 unlit fields and results in a population-based provision level of one field for every 3,516 people (1:3,516). A total of 5.7 (6) unlit fields, therefore, should meet the demand for the term of the Master Plan.

All future facilities should be designed as multi-purpose fields to support the growth of other field sports such as lacrosse, Ultimate Frisbee, etc. Use of all fields should be monitored to track unmet demand by activity type for timing of new facility provision beyond the immediate need for an additional field. Recalling the projection treats lit fields as 1.5 unlit fields, as demand increases lighting one of the existing fields can be considered if need is for senior minor or adult use.

The Town's role in providing a clubhouse for Minor Soccer should be viewed in terms of its mandate to provide recreation facilities in general. If providing outdoor fields and diamonds is deemed a basic level of service, amenities such as clubhouses could be subject to fundraising by groups that want them. The Town, for example, could opt to contribute matching funds to a specified maximum. Presumably, this limit would be based on a reasonable cost estimate to provide what is needed.

Recommendations

- F 29. Provide a full-size sports field in the area currently designated as Field 5 at the Civic Centre, to serve various age groups within the larger space and anticipate future growth in minor senior/adult participation.
- F 30. Design future facilities as multi-purpose to also accommodate other field sports.
- F 31. Beyond providing one additional field, monitor all field use to track unmet demand by activity type for timing of future facility provision.
- F 32. As appropriate, light an existing field to provide later access for senior minor or adult use.
- F 33. Determine the Town's role in providing amenities to user groups beyond a basic level of service.

4.5.5 Track

Overview of current supply and use:

- The Valour Field (Field 4) is a track and field combination provided in collaboration, and shared with, the Renfrew County District School Board; the facility includes a 400m, 6-lane track, discus, shot put and javelin areas and a new digital scoreboard.
- It is on school property with pathways connecting it to the Civic Centre lands.
- Although track facilities are used, information on levels of use for school, community recreation, and competition is not available.

Key assessment considerations:

- Coureur des Bois running club is interested in a rubberized 8-lane track (with a fieldhouse) accredited to hold regional and provincial track and field meets to offset the lack of facilities in the area for both training and competition and to bring this to Petawawa, to support local competitive athletes, provide cross-training facilities for other sports and individuals interested in personal training.
- Other facilities within Renfrew County - the closest being Pembroke - do not have sufficient parking for large meets; the closest facilities that are ideally suited to host elite competitive events are in Brockville, Belleville and Ottawa.



Potential for competitive track and field combination:

Courier des Bois' interest in elite training and competition would require a new facility, which could not likely be accommodated by redeveloping the Valour track and field due to space limitations. At the same time, the type of facility envisioned by the Club would be developed primarily to meet sport tourism objectives - more appropriately falling within the Town's economic development initiatives. Although a track and field facility with an 8-lane rubberized track and related amenities to host elite competition can also be used for community level programs and events, it is not needed for this purpose. There were no indicators from consultation that the Valour facility is not fulfilling community recreation needs.

Whether or not an additional elite track and field facility is needed in the area, and the cost-benefit of Petawawa providing one if the market exists, would need to be determined in a more detailed investigation. A study to project anticipated annual revenue streams in relation to the costs to build and operate a facility would be conducted for this purpose. The running club suggested that each event could bring approximately \$350,000 to Petawawa (based on \$1,000 to \$2,000 per athlete and family). Determining the feasibility of investing in a facility would require projecting: the number of events that could reasonably be anticipated in a typical year; net revenues to be generated per event; other uses of regional/provincial scope such as training camps; the collective yearly net income that could be anticipated from these uses. An important consideration in this assessment would be determining the extent of unmet demand, given a finite number of annual events/uses that require access to elite facilities.

Recommendation

- F 34. Determine the feasibility of providing an elite facility for track and field competitions, as a sport tourism initiative related to economic development.

Indoor Artificial Turf Fieldhouse

Overview of current supply and use:

- A cursory web-based review indicates the closest indoor fieldhouses to Petawawa are in Ottawa.

Key assessment considerations:

- Interest in an indoor artificial turf fieldhouse was expressed by several organized groups: soccer, ball, and running (assuming an 8-lane rubberized track is included)

Potential for a fieldhouse:

- Indoor artificial turf fieldhouses are becoming more frequently requested facilities in Master Plan studies as they become more common in municipal supply, and their versatility is proven. Especially in smaller communities, a domed fieldhouse is a more affordable alternative to a 'traditional' indoor recreation complex.

- A multi-use domed space can accommodate a variety of year-round sports and recreation programming. Although their design varies, an artificial turf field is the 'core' facility which may be surrounded by a track and include additional designated areas for court sports and fitness equipment. In addition to year-round field sports, the turf can be used to program activities that are typically gym-based. As such, they are very multi-functional. Current trends favour air-supported domes over more permanent structures.

In Petawawa, providing a fieldhouse is assessed in relation to the outcomes of the feasibility study for a multi-use recreation complex. If this study arrives at a complex that the community deems too expensive to build and operate over the long-term, an indoor artificial turf fieldhouse could be a reasonable alternative, with the understanding that it is not an equivalent facility.

Table 4-12 provides general information on two fieldhouses with air supported domes, one in Russell Township and one in the Municipality of Trent Hills. Russell Township has a population comparable to that of Petawawa and the Municipality of Trent Hills is a considerably smaller community. In 2021 populations were 19,598 and 13,861, respectively.

TABLE 4-12:
Air Supported
Dome
Fieldhouse
Examples

	Hastings Field House	Russell Sports Dome
Date of Construction	2015	2018
Municipal owner/ operator	Municipality of Trent Hills	Russell Township
Construction capital costs	<ul style="list-style-type: none"> • \$5,307,000 (included) • \$500,000 for one full-sized irrigated outdoor soccer field) • \$84,000 to supply/install air conditioning unit (50 ton) 	• \$4,907,420
Overall square footage	<ul style="list-style-type: none"> • dome 308' x 148' x 45' (45,584 sq. ft.) • Entrance building approx. 2,500 sq. ft. 	<ul style="list-style-type: none"> • dome 330' x 54' (59,400 sq. ft.) • 3,760 sq. ft. entrance building

As indicated in Table 4.12, capital costs for these facilities were in the order of \$5m at the time of construction, which would be closer to \$6m today. As with municipal recreation facilities in general, domed fieldhouses produce net operating costs. Staffing is required to optimize and supervise the facility and its use. Hydro is also a significant operating cost, both for the dome's air support, and indoor year-round temperature control. Snow removal from the base of the dome can be a labour-intensive task as care must be taken to protect the structure from punctures. Field rental fees should be considerably higher than those for outdoor natural turf fields, as they are key to generating sufficient revenues to offset operating costs and to provide low-cost community programs/activities.

In addition to these general operating considerations, factors relevant to Petawawa include:

- Suggestions from user groups to provide a facility in partnership with the School Boards and/or Garrison Petawawa were explored with these organizations. Garrison representatives indicated no plans to expand its recreation infrastructure. The School Boards' representatives expressed several concerns including justifying the investment when it is difficult for Boards to maintain their existing facilities, insufficient land on school sites to accommodate a domed facility, and the operating/replacement costs of an artificial turf field over time. Partnering with other providers would also not provide the Town with full access for programming, especially during weekdays in shared school facilities.
- Minor Soccer indicated strong reluctance to pass on additional fees for service to its participants, which would be a necessary part of providing an indoor artificial turf field unless the Town is willing to subsidize these costs.
- As the Town's only indoor sports/recreation facility for community programming, the potential to capitalize on renting the artificial turf field to Garrison Petawawa or to users from outside the municipality will be reduced.
- Russell Township also has a well-developed supply of 'traditional' indoor recreation facilities, which its dome supplements. With a similar population, therefore, providing a fieldhouse may not be sufficient to meet needs in Petawawa for municipal facilities - especially as several use groups would require access to the space at the same times.

Although an indoor artificial turf fieldhouse may be attractive as a less expensive alternative to a recreation complex in Petawawa, its potential provision should be a secondary consideration in meeting indoor community facility requirements.

Recommendation

F 35. Consider providing an indoor artificial turf fieldhouse as a secondary option to a multi-use recreation complex.

4.5.6 Cricket Field

Overview of current supply and use:

- Cricket is currently played in an open space at the Civic Centre that provides an informal field referred to as Field 5.
- A cursory web-based review revealed that the Ottawa Valley Cricket Council (OVCC), with 32 clubs, uses 6 grounds in Ottawa and 1 in Kingston; no other facilities appear to be in the vicinity of Petawawa.

Key assessment considerations:

- There is interest in the community in a formal facility and use of Field 5 demonstrates actual demand; a Petawawa team currently travels to tournaments and wants to grow the sport locally.
- In addition to serving community recreation needs, a cricket field may attract use from surrounding communities that do not have a facility.

Potential for a cricket field:

Current discourse on the sport suggests growth is exploding across the country and facilities fall far short of demand. The City of Toronto, for example, notes cricket is one of three sports for which there is considerable unmet demand for facilities. Demand is strong and growing for both children and adult involvement, and its extent was unexpected.

Growth in participation is being driven by an increasingly multicultural national population and shortened versions of the game. The Twenty20 (T20) format, for example, has shortened the time to complete a match from the traditional six to eight hours to three. Table 4-13 shows total and introductory level growth in participation from 2012 to 2016 - the most readily available comparative trend figures³⁸.

Cricket

"Cricket is not just an import sport. It's a welcome mat and a landing pad for generations of Canadians. Nor is cricket 'not Canadian,' as it is as bound to the Canadian imagination as hockey and maple syrup.

Rather, cricket helps to explain how we think about forming sports culture for communities that have different experiences from settlers and second- and third- generation immigrants. The future, for Canada, is in how we deliver equity for all kinds of communities. And sport is merely one bridge to cross."³⁹

38 https://media.cricheroes.in/your_web/canada/cricket_canada_strategy_plan_2022_2026.pdf

39 <https://spacing.ca/toronto/2021/02/18/the-role-of-cricket-in-an-inclusive-city/>

TABLE 4-13:

Participation
in Cricket in
Canada from
2012 to 2016

	2012	2013	2014	2015	2016
Introductory (% total)	49,649 (85.2%)	60,084 (87.0%)	82,816 (85.5%)	95,640 (87.1%)	111,366 (87.6%)
Other levels	8,610	8,940	11,039	14,292	15,705
Totals	58,259	69,024	93,855	109,832	127,071

source: <https://cricketcanada.org/wp-content/uploads/2018/05/STRATEGIC-PLAN-1.pdf>

During this period, the introductory program (Junior Kids) comprised a consistently large majority of participants. In the report, figures for 2014 show the introduction of Modified Cricket as the next level up from introductory involvement. The first year that a figure for Junior Players appears between Modified and Senior Player was 2016, which may reflect the progressive development of the younger levels over the five-year period. The figures also show very low participation at the senior women's level in all five years, which held steady at 60 players. Should cricket follow the route of other traditionally male-dominated sports, there appears to be considerable potential for growth in female participation.

Cricket Canada's Strategic Plan 2022-2026 suggests a continuing focus on developmental programming through the following initiatives:

- increasing participation growth through school programs, training and education and infrastructure
- implementing Cricket Canada Kids (schools and community) in all provinces
- finalizing the national Officials and coach certification program

A strategic alliance known as Boundaries North (announced April 2023) will lead a series of new initiatives across Canadian cricket. Boundaries North includes Women's, Emerging, Inclusive and Community (WEIC) Sports, formerly known as Teams Canada, and Cricket Canada, which will work with all relevant public and private stakeholders to support and grow the sport. "The long-term initiative with Cricket Canada will be focused on growing cricket participation for men and women. This includes establishing a supporting infrastructure and investing in opportunities for all cricketers in Canada - grassroots, community, amateur, professional and national team programs."⁴⁰

*"Boundaries North expects participation rates to double in the next 10 years, growing to more than 500,000 players across the country, based on data collected by Cricket Canada, government forecasts on immigration and research on Canada sport. That optimism is partly fuelled by the more than five million Canadians who have immigrated from the world's top cricket-playing countries. It's also aided by the country's record levels of population growth. Canada is currently the fastest-growing country in the G7 and welcomed more than 430,000 international migrants last year."*⁴¹

While the strongest indicator of need for a cricket pitch in Petawawa is use of Field 5 for this purpose, the above-noted trends suggest considerable potential to grow the

sport at the community level - including club development with existing, interested participants. Moreover, if a municipal field is provided in a timely manner, it may be one of a limited number of facilities to serve a larger geographic area. This could take the form of drawing participants to Petawawa-based clubs or providing facilities for clubs based elsewhere to use. More generally, responding to Canadians' shifts in participation through facility provision will contribute to building a more diverse sport community.

A review of readily available online information indicates that providing the maximum required diameter of a pitch for men's play (140m to 150m), will accommodate all other levels within the same area with roped 'boundaries' that delineate the perimeter of the field. Pitch diameters for junior boys and girls (U9 to U15) range from 60m to 120m, and for women from 110m to 130m.⁴² Parking and amenities to serve users would also be required. Amenities would likely include a building for washrooms, changerooms, food services, an office and storage.

Recommendation

F 36. Provide a cricket field to serve existing users, support club development, and the potential to attract participants and club use from outside Petawawa.

⁴⁰ <https://www.businesswire.com/news/home/20230421005096/en/Canadian-Sports-Investment-Group-Launches-Boundaries-North-to-Drive-Growth-for-Cricket-in-Canada>

⁴¹ <https://www.theglobeandmail.com/sports/article-boundaries-north-looks-to-expand-cricket-in-canada-as-country-makes/>

⁴² ECB Recommended Junior Formats. Marking and Maintaining Different Length Pitches for Junior Cricket.

4.5.7 Tennis and Pickleball Courts

Overview of current supply and use:

Table 4-14 summarizes the supply and use of Town courts, which comprise three formal club tennis/pickleball courts and a casual use pickleball court in Pineridge Park.

Key assessment considerations:

- The courts are open a total of 77 hours per week, of which 35 hours are designated hours for Club member use/programs. The majority (54.5%) of operating hours, therefore, are not scheduled.
- Total club time is shared as follows: 10 hours (28.6%) pickleball only; 11 hours (31.4%) tennis and pickleball; 14 hours (40%) tennis only.
- The remaining open hours are available for drop-in use by non-members @ \$7.50 per hour, except when additional hours are needed for club bookings, events, and tournaments.
- Drop-in players may also use courts during scheduled club times if they are available.
- The Club is requesting additional courts for pickleball as daytime demand among seniors is difficult to accommodate.
- Dual use courts are not ideal because two sets of boundary lines are confusing, and pickleball courts are not regulation size.
- Varying perspectives on whether or not there is conflict between pickleball and tennis for access to the courts.
- Staff reports existing facilities are not used to capacity

TABLE 4-14:

Municipal
Tennis and
Pickleball
Courts

Location	#lit/#unlit	Type	Open Hours	Use/Users
Civic Centre	3 lit	dual tennis/ pickleball	8:00 am to 9:00 pm, 7 days/ week	Petawawa Tennis and Pickleball Club
Pineridge Park	1 unlit	pickleball: lines on basketball court	no gates; accessible 24/7	casual use casual use
Total	4			

Future court requirements:

Table 4-15 shows the weekly court schedule⁴³ by type of use. The current schedule indicates that club use is limited to what can be considered prime time with respect to preferred hours of play (i.e., morning and evening hours that are not too early or too late and avoid the hottest part of the day).

Even if currently scheduled club times are used to capacity, the courts are underused in relation to the actual levels of use that can be accommodated. Assuming the noon to 5pm hours are undesirable, up to 84 hours could be added to scheduled club time in the early morning and evenings.⁴⁴

This still leaves 105 hours per week between noon and 5pm. From an overall use perspective, therefore, additional courts are not needed. Providing more to add to preferred hours of club use, therefore, would represent an enhanced level of municipal service.

TABLE 4-15:

Petawawa
Tennis and
Pickleball
Club
Schedule

		Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Sun.
8am–9am	1 hour							
10am – 12 noon	2 hours							
noon to 5pm	5 hours							
5pm – 8pm	3 hours							
8pm – 11pm	3 hours							

Colour code	Use
	tennis only
	pickleball only
	tennis & pickleball
	drop-in/unscheduled time

⁴³ <https://www.petawawatennispickleball.com>

⁴⁴ Calculations: 8am – 9am = 7 hours per week x 3 courts = 21 hours; 8pm – 11pm = 21 hours per week x 3 courts = 63 hours

A review of current scheduling, existing use and Club/non-member access should be conducted with the objective of making required changes to build court use to capacity. At the same time, there is a need to ensure equitable access to publicly owned courts for drop-in use by non-members, and for the Town to offer programs. The Town requires an agreement with the Club that stipulates the responsibilities and privileges of both parties in operating and maintaining the courts. The agreement should include weekly time periods during which the general public (i.e., non-members) can access the courts for casual use. Hours for public use should comprise both prime and non-prime hours. For example, the agreement could note that the Club must provide public access to all courts for a minimum of eight (8) regularly scheduled prime-time hours per week, and two (2) of the eight (8) hours must be made available on weekends and holidays. Public hours must be scheduled in time blocks of (at least) two (2) hours at a time. This ensures that public use will not all be allocated to undesirable time periods. The exact number of hours and their distribution throughout the week will be specific to Petawawa. The agreement can also clarify the clubs' responsibilities for providing instruction/play for all children and youth in the community on behalf of the Town.

If there are issues with respect to access for both sports and there is a need to repair the pickleball lines to provide regulation size courts and reduce confusion during play, the Town could consider providing one designated tennis court, four standard pickleball courts (within a single tennis court footprint), and one dual use court. This approach would need to be verified through the review in terms of the extent of current use

of the dual court for each sport and how the revised court designations, along with added scheduling, can meet demand.

In addition to addressing the need to increase use, improved scheduling and possible court changes, a monitoring program should be instituted to establish if, and when, actual use of facilities generates the need for more courts for either tennis, pickleball or both. This program should include the Pineridge court to ensure all use is captured. This work could be conducted by a summer student through random visits to courts at various times throughout the week to document activity (including by type of courts used for both tennis and pickleball) for a comprehensive picture of use.

The need for additional courts over the term of the Master will depend on changes made to the allocations/use of existing facilities. The projected estimates here will need to be verified based on monitoring use after the changes are in place. For the purposes of a 'maximum' projection based on the existing number of courts, it must be assumed that they are used to capacity. The three courts at the Civic Centre produce a population-based ratio of one court for every 6,446 people (1:6,446). Population growth to 20,610, therefore, would require a total of 3.1 courts suggesting that no additional courts will be needed. However, participation increases may generate demand for courts beyond population growth.

Although popularity varies by community, participation in pickleball is strong, and still growing. While the trend is a North American-wide phenomenon..."a recent Ipsos survey indicates there are around 900,000 households in Canada playing the sport, up from an estimated 350,000 two years

ago.”⁴⁵ The experience of other municipalities indicates that pickleball courts are currently among the most requested new facilities in Ontario communities, and there are a number of factors that will likely support continued growth in participation,⁴⁶ including:

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

For planning purposes, therefore, the Town should prepare to add pickleball courts in future, the number of which will be based on the results of monitoring in the early years of the Master Plan. Pickleball only courts could be developed, which would allow both the transfer of all pickleball to the new facilities and the existing courts to revert to tennis only. Ideally, new pickleball courts should be provided with the existing courts at the Civic Centre to retain the focus of court sports at this location.

Recommendations

- F 37. Given current use of the Civic Centre courts, additional facilities are not needed unless the Town wants to provide an enhanced level of service based on the Petawawa Tennis and Pickleball Club’s preferred scheduling.
- F 38. Conduct a review of current scheduling, existing use and Club/non-member access with the objective of required changes to build court use to capacity.
- F 39. Enter a formal agreement with the Petawawa Tennis and Pickleball Club that clarifies the responsibilities and privileges of both parties in operating and maintaining the courts, stipulates equitable access for Club members, non-members and the Town to both prime and non-prime time in the schedule, and Club activity in providing instruction/play for all children and youth in the community on behalf the Town.

45 <https://www.cbc.ca/news/canada/british-columbia/pickleball-noise-complaints-1.6357053#:~:text=fastest%2Dgrowing%20sports-.But%20the%20paddle%20and%20ball%20can%20make%20a%20racket,have%20complained%20about%20the%20noise.>

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

- F 40. If needed to improve use of the courts, with need verified through the review of scheduling and use, consider providing one designated tennis court, four standard pickleball courts (within a single tennis court footprint), and one dual use court.
- F 41. Institute a monitoring program of all courts (including Pineridge) to establish if, and when, actual use of facilities generates the need for more courts for either tennis, pickleball or both.
- F 42. For planning purposes, prepare to add pickleball courts in future in response to possible growth in participation in Petawawa, the number of which will be based on the results of monitoring in the early years of the Master Plan. Upon provision, transfer all pickleball to the new facilities and revert the existing courts to tennis only.
- F 43. Ideally, new pickleball courts should be provided with the existing courts at the Civic Centre to retain the focus of court sports at this location.

4.6 Capital Improvements and Asset Management

The Town's most recent Asset Management Plan (AMP) was prepared in 2020 by the Ontario Clean Water Agency. The Town website notes, "Petawawa is undergoing an extensive asset management review process..." part of which is a Facility Management review. This will include all buildings. An updated Asset Management Plan will be prepared as part of this process.

The 2020 AMP indicated that the performance of facilities and parks and green spaces was "expected to decline if planned spending levels were sustained...Additional spending is required to maintain asset performance expectations of the Community Services and Culture facilities...Additional spending is needed to improve parking lots and other civil infrastructure assets" in parks (p. 9).

Capital upgrades/improvements in the 2024 budget, some of which have been implemented, include:

- \$203,640 in LED upgrades to sports fields (soccer field #1)
- \$60,000 for irrigation upgrades (for all sites, as required)
- \$20,000 for Civic Centre lounge upgrade (painting and storage)
- \$340,550 for upgrades to Civic Centre including elevator repair, AC repairs and office expansion

The arena has undergone several major improvements in recent years including a new refrigeration plant, a new concrete slab and board, and a heated seating area for 565 spectators.

Consultation for the Master Plan indicated the following required upgrades/improvements to the Silver Threads Community Centre: the HVAC system, including a new furnace, and very steep stairs inside the entrance. As per AODA legislation, the Town is continuing to address facility and park accessibility issues on an ongoing basis. The 2023 - 2026 Town of Petawawa Municipal Multi-Year Accessibility Plan initiatives, under Built Environment, notes the following: "Continue to conduct barrier-free audits of town facilities every 5 years. Review past audits and develop a schedule of review for municipal facilities." Where feasible within budget allocations, opportunities to exceed minimum compliance standards should be considered.

Recommendations

- F 44. Implement the updated Asset Management Plan, once finalized.
- F 45. Continue to prioritize and undertake required capital improvements on an annual basis, including those directed to achieving accessibility.





5.0

PARKS & OPEN SPACE

The Town of Petawawa offers a diverse array of parks and open spaces, perfect for both structured and unstructured recreation activities. These spaces cater to families, sports enthusiasts, and visitors, all set within the Town's natural landscapes, with the Petawawa and Ottawa Rivers as prominent features.

Petawawa is committed to enhancing existing parks, developing new ones in future residential areas, and focusing on transforming the Town's parks and open spaces into multi-use recreation sites that meet the diverse needs of the community.

While scheduled outdoor facilities were discussed in Section 4.0, this section focuses on unscheduled park facilities, such as playgrounds, dog parks, splash pads and trails. It also addresses park features like shade, seating, and other amenities, offering both Town-wide and site-specific recommendations.

The assessment is organized by four topics:

- Assessment background
- General parks and open space recommendations
- Parks and open space strategies
- Site-specific recommendations

5.1 Assessment Background

5.1.1 Overview of Park Supply

There are 26 Town-owned parks and open spaces (approximately 104.3 hectares) with an average park size of 4.5 ha. With a population of 19,339, this means Petawawa has a parkland provision rate of 5.4 ha per 1,000 people. The former Ontario Ministry of Culture and Recreation recommend a general standard of 4 ha of open space per 1,000 population, which is used by many municipalities as a standard goal. By that measure, Petawawa is well supplied.

Due to the Town's unique geography and the presence of the military base, residents also have access to non-municipal parks and recreation amenities located at the Petawawa Provincial Park and the Garrison. Including non-municipal parks, there is approximately 360.3 ha of parkland, increasing the parkland provision rate to 18.6 ha per 1,000 residents.

As shown in Table 5-1, holding the amount of parkland at 2024 levels, even with expected population growth the parkland provision rate remains higher than the standard.

Table 5-1: Current and Projected Parkland Provision Rate

	2024	2034
Population	19,339	20,169
Total Parkland Area (ha)	103.4	103.4*
Provision Rate (Ha:population)	5.4:1,000	5.1:1,000

* This does not include new parkland that will be acquired for developments

The Town of Petawawa offers a range of park amenities available for casual use, as summarized in Table 5-2, including accessible play equipment, beach volleyball and basketball courts, splash pads and outdoor rinks. With the exception of certain trails on the Garrison, which are reserved for military training, civilians and visitors can access many green spaces and outdoor amenities located on the Garrison's land, including Black Bear Beach and Campground, North Side Splash Pad, and the skate park. However, these amenities primarily serve residents on the Garrison due to their proximity. A full inventory of parks amenities in the Town of Petawawa, including non-municipal amenities, can be found in Appendix B.

Table 5-2: Total Number of Park Amenities for Casual Use in Petawawa

Outdoor Amenity	Total	Location
Accessible Play Equipment	9	<ul style="list-style-type: none"> • Briar Patch • Centennial Park • Civitan Playland • Enchanted Forest • Jack Pine Park • Kiddyland Park • Kramer's Korner • Turtle Park • Woodland Park
Play Equipment	5	<ul style="list-style-type: none"> • Lakeview Park • Pineridge Park • Fish Hatchery • Nature's Acre • Petawawa Point Park
Boat Launch	3	<ul style="list-style-type: none"> • Petawawa Point Boat Launch • Black Bay Canoe Launch • Black Bay Boat Launch
Beach Volleyball Court	6	<ul style="list-style-type: none"> • Petawawa Point Park • Petawawa Civic Centre • Dundonald Hall Fitness Sports & Aquatic Centre
Basketball Courts	5	<ul style="list-style-type: none"> • Pineridge Park • Kiddyland Park • Jack Pine Park • Dundonald Hall Fitness Sports & Aquatic Centre • Southside Community Centre
Splash Pad/Wading Pool	3	<ul style="list-style-type: none"> • Petawawa Civic Centre • North Side Splash Pad (Garrison) • South Side Wading Pool (Garrison)
Picnic Shelter/Shade Structure	2	<ul style="list-style-type: none"> • Petawawa Civic Centre • Heritage Village • Petawawa Point Beach (seasonal)
Outdoor Rink	3	<ul style="list-style-type: none"> • Pineridge Park • Black Bay Boat Launch¹ • Southside Community Centre
Skate Park	3	<ul style="list-style-type: none"> • Dundonald Hall Fitness Sports & Aquatic Centre (Garrison) • Garrison Petawawa Recreation Complex • Southside Community Centre
Unsupervised Beach	2	<ul style="list-style-type: none"> • Petawawa Point Beach • Black Bear Beach
Ball Hockey	2	<ul style="list-style-type: none"> • South Side Community Centre • Dundonald Hall Fitness Sports & Aquatic Centre
Pump/Bike Track	1	<ul style="list-style-type: none"> • Construction Yard Bike Park, Petawawa Civic Centre
Mini-Putt	1	<ul style="list-style-type: none"> • Petawawa Civic Centre

¹ This is an informal community driven outdoor rink

5.1.2 Key Considerations for Parks and Open Spaces

In addition to reviewing the existing parkland and amenities available in Town, determining the future growth of parkland and amenities requires context and community-specific considerations. Relevant considerations for the Town of Petawawa include:

- There are planned developments in Radtke Estates, Black Bay subdivision, and Samantha Crescent. These are at varying stages of development but will likely all be built within the 10 year time frame of this Plan
- With these developments, some additional parkland will be created including but not limited to the development of Radtke Estates Community Park, Portage Landing Park, and Wilson Phase 2
- The Garrison offers a number of park amenities available to the public, including a skate park, beaches and splash pad. However these amenities primarily serve military families due to their location in the Garrison
- Anecdotally, we heard that parks and open spaces are heavily used for casual recreation activities, and function as a key attraction for large scale tourist events
- The Petawawa and Ottawa Rivers are key contributors to the Town's identity and available recreation opportunities (e.g. Dirt and Water Festival, Hell or High Water).
- There is a notably high number of young families, alongside a growing community of seniors in Petawawa, which necessitates a balanced approach to meeting the needs of these diverse user groups.
- There is a strong emphasis on health and wellness in the Town. The availability, quality and interconnectedness of parks and trails is critical for supporting community mental health and wellness

5.1.3 Overview of Community Interests

The following provides an overview of feedback provided during consultations, as related to parks and open spaces:

- Petawawa is recognized for its high-quality parks, both large and small. The general consensus is to prioritize improving existing assets over developing new ones
- Park Improvements & Maintenance
 - The extensive greenspaces and parks are a significant asset, but maintaining large areas is demanding for operations staff. There is interest in using naturalization strategies and automated park tools (e.g., robot grass cutters, self-cleaning washrooms, garbage cans with sensors) to maintain parkland

Park Improvements

While a substantial majority of online survey respondents (75.7% or 227 respondents) see no need for improvements to parks and trails, 24.3% (73 respondents) suggest that parks and trails could be enhanced. Of those who suggested that improvements are needed, key areas for identified for enhancement include:

- More shade, seating, and lighting (50% or 37 respondents)
- Updated play equipment (35.6% or 26 respondents)
- Washrooms and water fountains (34.2% or 25 respondents)
- More walking paths, bike trails, etc. (34.2% or 25 respondents)
- It was also noted by many respondents that vandalism is a common problem

New Parks and Park Amenities:

How do you like to recreate? (Multiple responses allowed). According to the online survey, the majority of respondents prefer to participate in:

- self-directed sports and physical activities, such as cycling, running, walking, and swimming (74%);
- outdoor recreation activities like hiking, using trails, canoeing, or snowshoeing (72%);
- social activities, such as spending time with friends, participating in clubs, and attending events (54%); and
- organized sports like hockey, soccer, and pickleball (52%)

Among online survey respondents, the majority (63%) indicated that they are pleased/satisfied with the parks and trails in Petawawa, with 7% indicating disappointment, and 30% indicating a neutral opinion of the Town's parks and trails.

Specific Comments included the following:

- The Town's splash pad is extremely popular in the summer, with interest in expanding it or adding a new pad to another location
- Cricket is gaining popularity, but there is no formal cricket pitch due to the large space required (see Section 4.5.2)
- Enhancements to Petawawa Point are desired, including public-private partnerships to replace the pavilion, improve parking and accessibility to the boat launch, extend the boardwalk, and upgrade the marina

Climate Considerations:

- An Urban Forest Management Plan is necessary to maintain healthy trees in the current soil conditions and support the trail network. While an Urban Forestry policy exists in the Official Plan, it lacks adequate support
- Climate change considerations should be factored into outdoor facility investments, such as the feasibility of natural winter rinks given potential changes in season length and average temperatures

Active Transportation and Trail Opportunities

- Active transportation is a community strength, with extensive multi-use trails
- There is significant interest in expanding the paths and trails network
- Parks are seen as potential venues for programming, such as drop-in activities
- There is a desire for new trail connections between Petawawa Point Beach and Petawawa Terrace

Community Partnerships

- Numerous active user groups support park and recreation development through fundraising and program facilitation, such as the Petawawa Civitan Club and the Petawawa Horticultural Society.

Planning and Policy:

- The Naming By-law needs reconsideration, as it currently prohibits corporate sponsorship.

5.2 General Parks and Open Space Recommendations

5.2.1 Park Classification System

Park classification systems are essential for categorizing the various elements of a park, such as its intended uses, service area, size, and provision targets. The goal of developing a parkland classification system should be to improve parkland equity and to encourage the acquisition of quality, sizable parkland parcels during development. This framework aids in understanding and planning the spatial distribution of parks, anticipating future parkland needs, and guiding decisions regarding park acquisitions, disposals, and overall system development.

The Town of Petawawa's 2011 Parks and Recreation Master Plan included a high-level park classification system, assigning parks into three categories: community parks, neighbourhood parks, and mini-parks. However, the Town does not currently have a detailed parks classification system that expands on the specific features, amenities, and intended uses of these park types.

Table 5-3 outlines a recommended update to the park classification system, which includes the following typologies:

- Community Parks
- Neighbourhood Parks
- Parkettes
- Natural Areas

These typologies are listed in Table 5-3 with their description; examples of design, facility and amenity considerations; and existing parks/open spaces assigned to each typology. As parks are planned and developed, a typology should be determined and assigned as soon as possible to ensure the park meets the recommended requirements.

Recommendations

- PO 1. Adopt the updated parks classification system, and assign existing and new parks to the classification system.

Table 5-3: Proposed Park Classification System

Typology	Description	Examples of design, facility and amenity considerations	Parks of this category
Community Parks	Community parks serve the entire Town, offer specialized services, and act as a recreation hub. These parks should be designed to be multi-purpose destinations, which attract sport tournaments, tourism, and large scale events. This park classification permits (but is not limited to) recreation centres, specialty parks (e.g. theme parks, aquatic parks, and sport parks), and multi-field sport parks. Vehicular parking and washrooms should be provided, where required, to support park functions.	<p>Size: 2.0 ha or greater</p> <p>Catchment Area: Should be designed to support Town-wide use.</p> <p>Amenities should include: Parking, washrooms, drinking water fountain or bottle fill station, concessions, wayfinding signage, waste receptacles. Other features may include sport fields or ball diamonds fit for league play, ice rinks, skating loops, skate parks, tennis and pickleball courts, basketball courts, change room facilities, warming station, play equipment, public art, event space, habitat enhancement features, interpretive signage, and/or monuments.</p>	<ul style="list-style-type: none"> • Petawawa Civic Centre Park • Centennial Park • Petawawa Point & Boat Launch • Kiddyland Park (Civitan Kiddyland Park)²
Neighbourhood Parks	Neighbourhood Parks will cater to the needs and interests of the residents living within the park's general vicinity for both organized and unorganized leisure activities. Neighbourhood Parks contain a mixture of passive areas, low to intermediate quality sports facilities, informal and formal play areas, and seating areas with shade.	<p>Size: Ranging from 0.5-1.99 ha</p> <p>Catchment Area: Should be designed to support neighbourhood use, aiming to serve residents within walking distance of existing neighbourhood park (approximately 400 m or a 5-8 minute walking distance).</p> <p>Amenities should include: Play equipment, porta potties, shade and seating, waste receptacles, park sign. Other features may include splash pads, exercise equipment, sport facilities (e.g., multi-sport courts), gardens, trails, passive space, lighting, washrooms, parking, water fountain or bottle fill station, habitat enhancement features, interpretive signage.</p>	<ul style="list-style-type: none"> • Mohn's Park • Jack Pine Park • Fish Hatchery • Kramers Korner Park • Pine Ridge Park • Lakeview Park • Wilson Park (to be constructed, 2024-2025)

² Due to redevelopment plans of the Norman Street parcel, where Kiddyland Park is currently located, this park has been reclassified from a Neighbourhood Park, to Community Park. See Section 5.5 for further detail.

Typology	Description	Examples of design, facility and amenity considerations	Parks of this category
Parkettes	Parkettes are small green spaces or hardscaped spaces that offer sitting areas with gardens or planters, and may have passive or active uses. They may be located in neighbourhoods or commercial areas.	<p>Size: Typically 0.5 ha or less, but can vary.</p> <p>Catchment Area: Varies</p> <p>Amenities may include: Compact playgrounds, pathways, seating, lookouts, habitat enhancement features, public art, interpretive signage, or monuments.</p>	<ul style="list-style-type: none"> • Turtle Park • Nature's Acre Park • Briar Patch Park • Woodland Park • Enchanted Forest Park • Expo 150
Natural Parks	A park for functions such as nature appreciation, picnics, self-directed recreation. A Natural Park can be a compact or larger natural area designed to preserve and showcase local ecosystems while offering a peaceful retreat for visitors. These parks often feature walking trails, native vegetation, and areas for wildlife observation. They provide opportunities for nature appreciation, outdoor recreation, and environmental education within a more intimate and accessible setting.	<p>Catchment Area: Varies</p> <p>Minimum Size: Varies</p> <p>Amenities may include: Parking, washrooms or porta potties, pathways, seating, picnic areas, lookouts, bridges, boat/canoe launches, habitat enhancement features, public art, interpretive signage, or monuments.</p>	<ul style="list-style-type: none"> • Kramers Forest • Black Bay Boat and Canoe Launch

5.2.2 Parks Supply and Distribution

Section 5.1.1 discussed parkland provision and determined that Petawawa has a good amount of parkland per population - 5.4 ha per 1,000 people, and that even with population growth, and no new parks added, the park provision rate will remain above the general standard of 4.0ha per 1,000 people.

Another consideration beyond the amount of parkland, is the distribution of parkland. Figure 5-1 shows all the parks in Petawawa, included non-municipal (e.g., schools), with an 800m radius, which is about a 10 minute walk. The map shows that residential areas are mostly supplied with parks within a 10 minute walking distance, especially in areas where the population is denser.

There are some residential areas (yellow areas on map) that are outside of an 800 m radius of a park, however these areas are quite sparsely inhabited, and much of these residential areas have private green space and/or waterfront access. In a municipality like Petawawa, where there are natural and rural areas, supplying every house with a park within 800m would result in an oversupply of parks. Considering all factors, Petawawa's park supply is well distributed.

However, in new developments that fall outside of an 800m radius of an existing municipal park, parkland should be acquired to serve the new residences (as opposed to accepting cash-in-lieu. Non-municipal parkland is a consideration, however it should not be relied upon to serve a new development.



LEGEND

- Commercial
 - Farmland
 - Industrial
 - Institutional
 - Residential
 - Petawawa Terrace Provincial Park
 - Existing Parks
 - Existing Trails
- 400m distance from parks and schools

TRAILS

- t1 Algonquin Trail

SCHOOLS

- s1 Our Lady of Sorrows Catholic School
- s2 Herman Street Public School
- s3 St Francis of Assisi Catholic School
- s4 Valour JK-12 School
- s5 Pine View Public School

PARKS & WATERFRONT

MUNICIPAL EXISTING

- p1 Nature's Acre Park
- p2 Briar Patch Park
- p3 Kiddyland Park
- p4 Woodland Park
- p5 Kramer's Forest
- p6 Laurentian Highlands Park
- p7 Jack Pine Park
- p8 Centennial Park
- p9 Indian Field
- p10 Petawawa Civic Centre
- p11 Petawawa Point Beach Park
- p12 Boater's Point
- p13 Enchanted Forest Park
- p14 Fish Hatchery Park
- p15 Kramer's Korner
- p16 Pineridge Park
- p17 Lakeview Park
- p18 Turtle Park
- p19 Black Bay Canoe Launch
- p20 Black Bay Boat Launch
- p21 Expo 150 Parkette

MUNICIPAL UNDEVELOPED

- p22 Evergreen Estates
- p23 Heritage Park
- p24 Isobel Park
- p25 Whispering Pines Park

NON-MUNICIPAL

- p26 Black Bear Beach and Campground
- p27 Recreation Complex Playground
- p28 Dundonald Hall Fitness Sports & Aquatic Centre
- p29 North Side Splash Pad
- p30 South Side Community Centre Park
- p31 Petawawa Terrace Provincial Park

FACILITIES

MUNICIPAL

- f1 Petawawa Civic Centre
- f2 Mohns Memorial Park Diamond
- f3 Norman Behnke Hall
- f4 Kiddyland Park Diamond

NON-MUNICIPAL

- f5 Recreation Complex
- f6 Dundonald Hall Fitness Sports & Aquatic Centre
- f7 South Side Community Centre

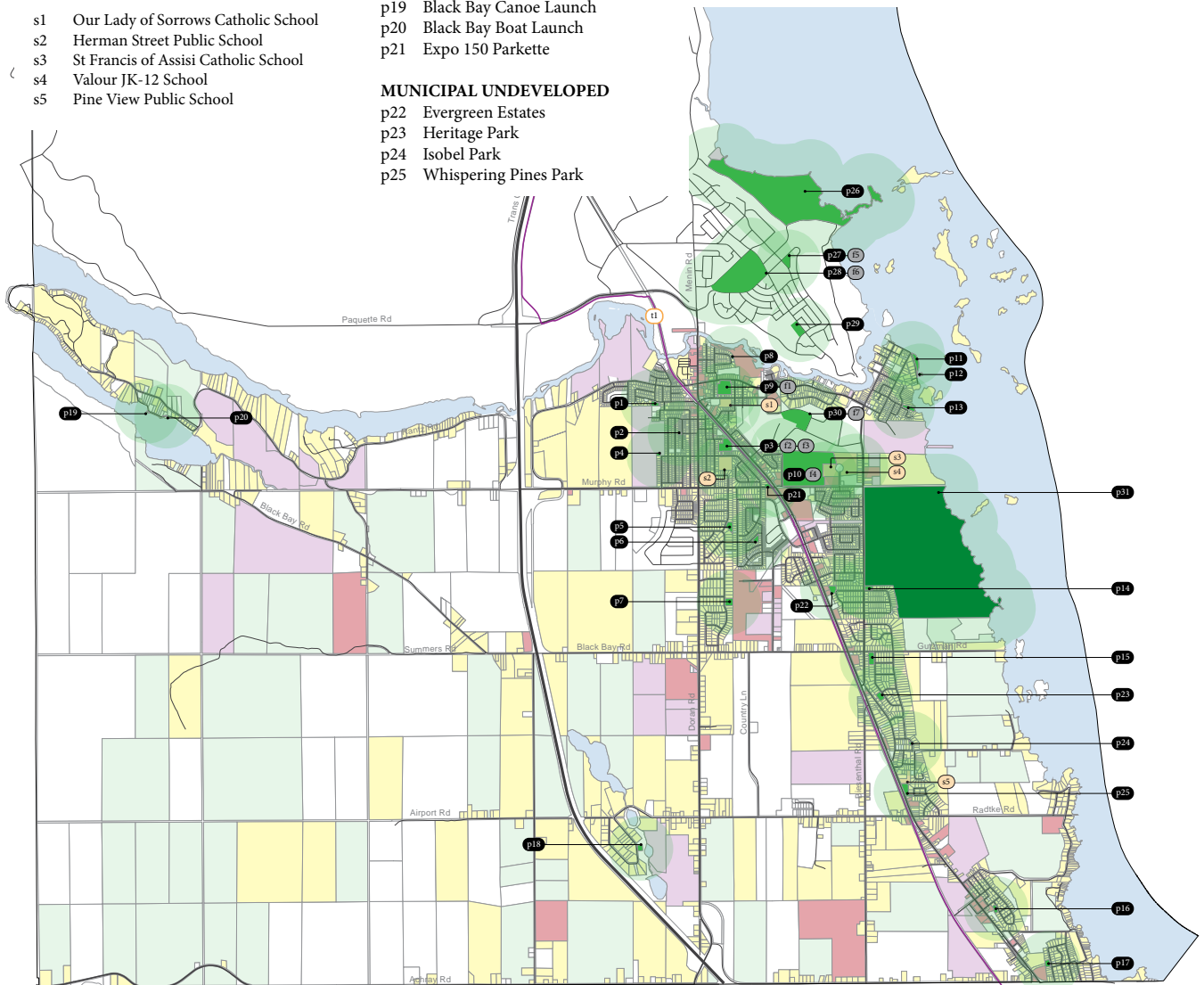


FIGURE 5-1: Town of Petawawa Parks shown with a 800 m radius

Park Naming Conventions

As a Town grows and accumulates more facilities and parkland, naming conventions become important for internal organization and communication with the public. Although communities often have a colloquial name for local parks, it is best that each park only has one name associated with it, and that this name be consistent throughout all Town internal and public facing park inventories, maps, publications, and signage.

Facilities located within a park should never be inventoried as a separate park but should instead be noted as a park feature. To avoid confusion, facility and amenity names should not end with the word “park”; for instance, “Kiddyland Park Diamond” is preferable to “Kiddyland Park.”

Recommendations:

- PO 2. In new developments that fall outside of an 800 m radius of an existing municipal park, parkland should be acquired to serve the new residences.
- PO 3. As parks and playgrounds are developed and upgraded, Town inventories and webpages should be concurrently updated to accurately reflect the newly added features and facilities.
- PO 4. Improve park naming conventions by using only one name to refer to each park. Work towards making park names clear and consistent between all inventories, maps (e.g., GIS, Township website, Google Earth, etc.), publications and signage.

5.2.3 Safety, Accessibility, Comfort and Usability

Accessibility

Parks need to be upgraded over time to address accessibility. At a minimum, infrastructure should meet the Accessibility for Ontarians with Disabilities Act (AODA) standards for seating (benches and picnic tables), playground equipment, playground safety surfaces, and pavement surfaces/paths of travel (including tactile warning strips, handrails, and ramps). Safe and accessible paths should be provided throughout parks, connecting all amenities. Additionally, integrating accessibility considerations in programming, wayfinding strategies, signage, and active transportation will contribute to a more holistic and seamless experience for all users.

Since the completion of the Town's previous Parks and Recreation Master Plan (2011) and the Neighbourhood Parks and Open Spaces Redevelopment Plan (2015-2021), the Town of Petawawa has made significant strides towards making parks and open spaces accessible to residents. The Town features several accessible play structures and updated signage in many neighbourhood parks (see Appendix B for a detailed Parks Inventory). However, to create a truly accessible park experience, the Town should undertake a detailed accessibility audit, develop and adopt Facility Accessibility Design Standards (FADS), and create a strategy for implementing accessibility upgrades as part of future park repairs and as parks reach the end of their life cycle. These efforts should be facilitated with the support of the Petawawa Accessibility Advisory Committee (PAAC).

Shelter from Sun and Rain

Ensuring community health and safety necessitates the provision of adequate shelter in parks, supporting their use in all weather conditions. Shelter can be achieved through tree canopy or built structures, which is particularly crucial at playgrounds, picnic areas, and sports fields. To address this, shade structures and additional tree planting should be integrated into parks, where possible.

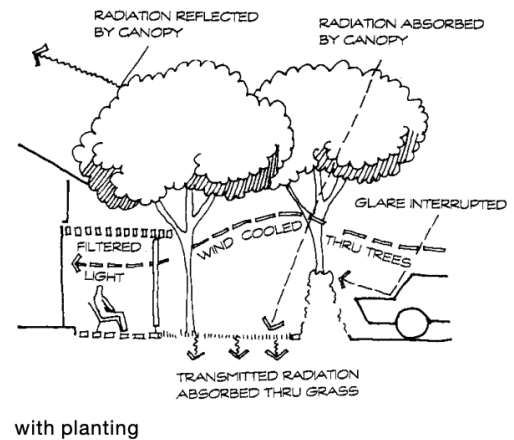
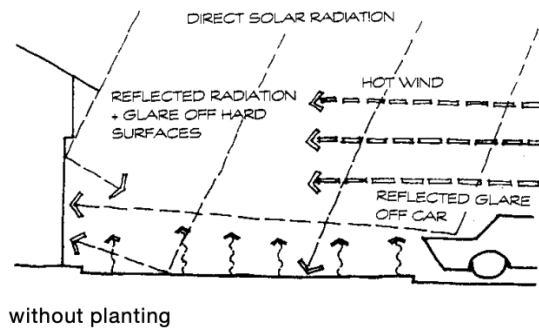
Strategic tree planting should be prioritized due to its numerous benefits, including shade, carbon sequestration, and stormwater management. However, given the time required for trees to mature and provide adequate shade, immediate and short-term solutions such as shade structures and pavilions are essential. Larger pavilions, designed for group rentals and special events, can not only encourage park usage but also help offset the costs of providing shade structures.

A valuable resource for sun protection is the comprehensive guide "Under Cover: Guidelines for Shade Planning and Design," developed by the New South Wales Health Department (Australia) and the Cancer Society of New Zealand Inc.³ This technical guide explains various shade-providing structures, including built structures and different tree types (Figure 5-1). It also covers how to conduct a shade audit of a park and addresses site-specific considerations for sports fields and other park areas.

3 The New South Wales Health Department and Cancer Society of New Zealand Inc, 1998

FIGURE 5-2:

Diagram of Canopy Shade from "Under Cover: Guidelines for Shade Planning and Design"



Canadian Dermatology Association Shade Structure Grant Program

There are funding opportunities to support the development of additional shade structures in parks and open spaces, such as the Canadian Dermatology Association Shade Structure Grant Program. This program offers up to five grants of \$7,500 to schools, daycares, city parks, and not-for-profit organizations. These grants support the purchase or construction of permanent shade structures to promote safe outdoor environments and protect against harmful UV radiation.

Shade structures, combined with sun-safe habits like using broad-spectrum sunscreen and wearing protective clothing, are essential for minimizing sun exposure and reducing skin cancer risk.

The National Program for Playground Safety at the University of Northern Iowa also prepared a study for the Standards Council of Canada on this subject entitled "Thermally Comfortable Playgrounds: A Review of Literature and Survey of Experts" (2020). This study contains valuable background research and provides guidelines for design of playgrounds, water features, and shade provision. Both guides can be valuable resources for the Town.

Drinking Water Sources

Providing drinking water sources in parks extends visitors' stays and helps prevent heat-related illnesses. This is crucial in parks with sports and active facilities, such as soccer fields, splash pads, and picnic areas, where people often spend extended periods. For parks in unserved areas, the Town should assess the feasibility of installing water tanks or connecting to well water to ensure the availability of drinking water.

Lighting in Parks

To encourage the use of parks and facilities during the winter months, it is essential to ensure that these areas are sufficiently lit. This includes sports fields, courts, dog parks, and outdoor rinks targeted for winter and shoulder season use. Sustainable lighting options, such as LED or solar lights, should be prioritized. A challenge with solar lights is their inability to maintain full intensity throughout the night. This may not be an issue for parks open until 11:00 pm; however, for parks that have safety concerns that necessitate lighting throughout the night, this can be problematic. Advances in solar technology are helping to combat this issue by allowing pre-set schedules and motion sensor settings to ensure adequate lighting during low-use hours.

Seating in Parks

Seating should be provided in all parks, tailored to the type of use. Picnic tables are often preferred as they accommodate groups for eating, playing games, and socializing. If fixed to the ground to prevent theft, picnic tables should be arranged in various formations to accommodate both small and large groups and should be connected to main pathways using concrete paths for accessibility purposes. While it is common practice to remove seating and picnic tables during winter to protect them from the elements, seating should be selected and placed for year-round use. As winters become milder due to climate change, the demand for all-season seating will increase, encouraging outdoor gatherings and socialization even in the winter months.

Washroom Access

Busy community parks and trailheads in Petawawa should be equipped with washroom facilities, which can be achieved through portable toilets, where water and sanitary services are unavailable. Where possible, washrooms should be accessible year-round, particularly in parks and trails with outdoor rinks or year-round usage. For built facilities that are not winterized, portable toilets ("Porta Potties") can be provided during the winter season. Washrooms should follow universal design, provide adult change tables, and gender neutral options. Urban Blu provides fully accessible, self-cleaning washroom facilities that would be an ideal option for the Town to consider (Figure 5-2).

Demand for more washroom facilities was demonstrated through consultation. Some highly frequented parks and trailheads may require investment in permanent washroom facilities. The park classification system (Table 5-3) recommends washrooms in Community Parks, and suggests they be considered in Neighbourhood Parks. Currently, Petawawa Civic Centre Park, Centennial Park, Petawawa Point Beach Park (The Point), and Kiddyland Park (Civitan Kiddyland Park), which are classified under Community Parks, have or are scheduled to have washroom facilities available. Among the Neighbourhood Parks in the park classification table, Woodland Park, Mohn's Park, Jack Pine Park, Kramers Korner, Pine Ridge Park and Lakeview Park are suitable for washroom facilities given their existing amenities and park use; in these spaces "porta potties" may be more suitable. Existing partnerships may also be able to support the fundraising necessary to build washrooms.

Community Feedback Related to Safety, Accessibility, Comfort and Usability

Random Telephone Survey (n=300)

- 24.3% (73 respondents) suggest that parks and trails could be enhanced. Of those who indicated that improvements are needed, key areas for improvement that were identified include:
 - More shade, seating, and lighting (50% or 37 respondents)
 - Washrooms and water fountains (34.2% or 25 respondents)
 - More walking paths, bike trails, etc (34.2% or 25 respondents)
- Among those in favour of providing new park facilities (47.3% or 142 respondents), the most desired types of park amenities include washrooms and water fountains (44% or 62 respondents), increased maintenance (41% or 58 respondents), and more shade and seating (33.1% or 47 respondents)

FIGURE 5-3:
Example of
Urban Blu
accessible



Recommendations:

- PO 5. Ensure new and updated parks and trails comply with AODA standards by connecting park amenities with accessible paths; providing accessible surfacing, play equipment, and parking stalls; and adopting a phased approach to accessibility improvements that ensures new developments are fully accessible, while progressively upgrading existing facilities.
- PO 6. Consult on planning and implementation of park accessibility initiatives with the Petawawa Accessibility Advisory Committee (PAAC).
- PO 7. Install adequate shelter in all parks using trees, pavilions, and other shade structures to meet the specific needs and usage patterns of each location.
- PO 8. In accordance with the parks classification system, prioritize the installation of washrooms in parks classified as Community Parks and Neighbourhood Parks. Additionally, explore partnerships for fundraising to support the installation of these facilities.
- PO 9. Install lighting and drinking water sources in parks to support year-round activities.
- PO 10. Install sufficient seating in all parks to accommodate specific needs and use patterns for each park.

5.2.4 Green Infrastructure: Stormwater Management Ponds

Stormwater management (SWM) ponds play a crucial role in urban infrastructure by mitigating the effects of runoff from rain and melted snow. These ponds help reduce localized flooding, control erosion by managing stormwater flow to nearby creeks and rivers, and improve water quality by allowing sediments and other solids in the runoff to settle at the bottom of the pond. This process not only prevents erosion but also ensures cleaner water is released into the surrounding waterways, contributing to the overall health of the ecosystem.

Many municipalities combine SWM ponds with parkland. The majority of SWM pond parks in Ontario, particularly in newer developments, are quite small and feature a naturalized buffer around the pond, a walking trail, and sometimes seating. The Town of Petawawa currently has both wet and dry stormwater management ponds that are used for recreation purposes.⁴

These sites include:

- SWM Pond #1 – Limestone Trail SWM Pond
- SWM Pond #2 – Radtke Estates SWM Pond
- SWM Pond #3 – Portage Landing SWM Pond
- Infiltration Pond #1 – Greenvale Crescent SWM Pond
- Infiltration Pond #2 – Town Centre Blvd. – South Pond
- Infiltration Pond #3 – Winston Ave. SWM Pond
- Infiltration Pond #4 – Canadian Forces Drive – SWM Pond
- Infiltration Pond #5 – Town Centre Blvd. – North Pond
- Infiltration Pond #6 – Butler Blvd. Pond
- Infiltration Pond #7 – McNamara Street Pond
- Infiltration Pond #8 – Liam Street Pond – newly constructed parkette
- Infiltration Pond #9 – Chad Street Pond
- Infiltration Pond #10 – Highland Park Drive SWM Pond
- Infiltration Pond #11 – Samantha Cres SWM Pond
- Infiltration Gallery #1 – Civic Center Road – East Outlet
- Infiltration Gallery #2 – Leeder Lane Storm Outlet

⁴ Neighborhood Parks & Green Spaces Management Plan 2015 – 2021 <https://www.petawawa.ca/download.php?dl=YToyOntzOjI6ImkljtzOjM6Ijk1Mil7czoZoiJrZXkiO2k6Mzt9>

- Infiltration Gallery #3 – Civic Center Road – West Outlet
- Infiltration Gallery #4 – Kin Hut Parking Lot

The Town's Official Plan states that "Dry stormwater management ponds may be considered for public use in new residential plans of subdivision and may be considered for such uses as volleyball courts and running tracks but shall not be included as part of the parkland dedication requirement."⁵ However, the Neighborhood Parks & Green Spaces Management Plan (2015 - 2021) notes that these sites "serve an engineering purpose and, as a result, cannot incorporate the installation of recreational structures like play equipment or goal frames." This presents a contradiction in the Town's guiding documents regarding the use of stormwater management ponds as recreation sites.

While stormwater management ponds do serve a crucial function within the community, their role as recreation spaces is inconsistent in the Town's policies. These areas should be considered as part of the larger network of parks and open spaces in Petawawa and individually assessed in future inventory updates. If the stormwater use renders the park unsafe for public access, it should be closed from public access. However, if public access can be safely maintained alongside the stormwater function, the Town should consider developing and maintaining a trail around the perimeter of the pond, supported by amenities such as seating and signage.

Recommendation:

- PO 11. Working with Town engineering staff, develop an inventory and assessment of stormwater management ponds to determine suitability for public access and casual recreational use.
- PO 12. Consider developing a policy and associated design guidelines for integrating stormwater management ponds with parks and trails.

⁵ Town of Petawawa, Official Plan 2024, pg. 47

5.3 Parks and Open Space Strategies

5.3.1 Urban Forestry Plan

A healthy, diverse, and resilient urban forest is a significant public asset that supports the wellbeing of current and future generations. The Town's Official Plan encourages "the protection of urban forests for environmental and aesthetic reasons" within developed areas, and encourages the optimal use of native species to develop urban forests. For communities with new subdivision developments, however, tree canopy cover can become very sparse. Residents also expressed concern during consultations about tree loss from new developments and the related impacts on local wildlife. The Town should invest in the protection, expansion, and management of Petawawa's urban forest through an urban forest strategy.

Within the parks department, the Town already has staff trained as arborists, meaning a complete tree inventory of planted trees on Town-owned land, including parks and municipal rights-of-way (street trees), can be completed internally. This will provide the baseline data to inform a strategy. Following completion of the tree inventory, an Urban Forestry Plan (UFP) should be developed to guide the management of trees on Town-owned land. The strategy should include urban design standards and policy recommendations for the preferred use of native trees, and the successful care and integration of trees in urban conditions such as along streets, parking lots, and stormwater ponds. The main goal of the strategy should be to expand and preserve tree canopy cover in Petawawa, with focus on forested open spaces (e.g. Kramers Forest, Petawawa Point), tree cover in parks, and along trails and streets.

The Town has recently re-organized staffing in the Parks and Recreation department, and now has a Town Arborist who will begin overseeing forestry projects. Depending on the workload and responsibilities of the arborist on staff, they may be able to lead the implementation of the UFP. Responsibilities for this position may include:

- leading community tree planting events
- tree hazard assessment
- ground level tree work
- contract administration of hired arborist services
- preparation of planting plans
- leading junior staff or summer employees
- managing naturalization projects and invasive plant management
- coordination with partner organizations (Petawawa Horticultural Society, Renfrew County)
- applying for funding for green initiatives

Recommendation

PO 13. Direct Town Arborist to lead the development of a tree inventory and lead implementation of the Urban Forestry Plan.

5.3.2 Park Maintenance Strategy

Through the duration of this plan, the Town of Petawawa will be introducing a number of new parks, open spaces and trails to residents. New neighbourhood park and trail projects, including the Portage Landing Park Development, Radtke Estates Community Park Development, Hydro Corridor Trail Development, and Woodland Trail Development outlined in the Town's existing capital projects budget, will expand the Town's offerings.

In order to maintain good standards at existing parks, in addition to new parks and open spaces, the Town should continue to streamline operations and improve efficiency through the continued development of the Neighbourhood Parks & Green Spaces Management Plan (2015-2021). Such a plan provides a comprehensive framework that guides decision-making processes, ensuring that all community needs are met in a sustainable and equitable manner. It allows for strategic allocation of resources, prioritizing areas that require immediate attention while also planning for long-term growth and development. A well-structured management plan ensures that new parks are designed with accessibility, inclusivity, and environmental sustainability in mind, fostering community well-being and enhancing quality of life. Additionally, regular maintenance schedules and proactive upgrades for existing parks can be systematically managed, preventing the deterioration of facilities and ensuring that all parks remain safe, functional, and welcoming.

Recommendation:

PO 14. The Town should continue to develop a Neighbourhood Parks & Green Spaces Management Plan, which includes all existing and new parks as they are developed.

5.3.3 Unstructured Outdoor Activities and Nature Play

Unstructured outdoor activities and nature play are vital aspects of recreation that can be significantly enhanced by improving park amenities to support free, unstructured use. As noted in Section 3, such activities resonate strongly with the local community, with 74% of survey respondents expressing a preference for self-directed sports and physical activities. By focusing on enhancing park features that facilitate this type of recreation, the Town can cater to these preferences and encourage more spontaneous and self-guided outdoor engagement.

One innovative approach to support unstructured outdoor activities is the installation of outdoor obstacle course-type equipment. Unlike traditional playgrounds, obstacle courses appeal to a broader age range, including both youth and adults, offering a dynamic and versatile recreation option. This type of facility would introduce a new and exciting element to the Town's park offerings, encouraging free play and physical challenges that can be enjoyed by the entire community.

Other examples include:

- **Natural Playgrounds:** Natural playgrounds use elements from nature, such as logs, rocks, sand, and water, to create a play environment that encourages exploration, creativity, and physical activity. These spaces often include features like climbing logs, sand pits, and small hills or mounds, allowing children to engage in imaginative play while interacting with natural materials. The unstructured layout of natural playgrounds fosters problem-solving, motor skills development, and a deeper connection with the environment.



- **Fitness Trails:** Fitness trails combine walking or running paths with strategically placed exercise stations, offering a comprehensive outdoor workout experience. Each station typically includes equipment for exercises like pull-ups, leg lifts, etc. These stations are designed to accommodate various fitness levels, making the trail accessible to a wide range of users. Fitness trails encourage both cardiovascular exercise and strength training, promoting a healthy lifestyle in a natural setting.
- **Climbing Boulders:** Climbing boulders are large, artificial rock structures designed to mimic the experience of outdoor rock climbing in a safe, controlled environment. These boulders vary in size and complexity, offering challenges for climbers of all ages and skill levels. They are typically made of durable materials like fiberglass or concrete and feature various handholds and footholds that simulate natural rock surfaces. Climbing boulders help develop strength, coordination, and problem-solving skills while providing a fun and engaging physical activity. These installations can be placed in parks to attract both casual users and climbing enthusiasts, offering a versatile addition to recreation spaces.

Case Study: Parc Lorraine - Lorraine, Quebec

Climbing is a fast growing activity among teens and adults. In the town of Lorraine (a suburb of Montreal), a free standing geometric sculpture was installed in a large park containing sports fields and courts and located next to a skate park and elementary school.⁶ The play structure contains hand grips inspired by indoor climbing boulders, with varying difficulty levels.⁷



FIGURE 5-4:
Example of outdoor climbing boulder.

6 <https://trekfit.ca/en/parks/parc-lorraine-1>

7 <https://trekfit.ca/en/urban-boulders>, https://trekfit.ca/files/Trekfit_The_Summit_Urban_Boulders_Technical.pdf

Recommendations:

- PO 15. Prioritize projects that expand opportunities for free, unstructured outdoor activities, thereby fostering a more inclusive and versatile recreational environment.
- PO 16. As play equipment in parks is due for replacement, consider diversifying offerings by introducing features such as climbing walls, climbing boulders, space-nets, natural playgrounds, and outdoor fitness trails.
- PO 17. Add obstacle course-style play equipment designed to appeal to a broad age range, including children, youth, and adults.



Images by Natalie Hazel

5.4 Site-Specific Recommendations

5.4.1 Community Parks

Petawawa Civic Centre

The Petawawa Civic Centre functions as a key recreation hub for residents and visitors, providing a number of facilities for a wide range of users.⁸ The grounds contain multiple outdoor sports fields and tracks (see Section 4.0), an accessible playground, splash pad, a community garden managed by the Horticultural Society, a pump track, and mini-putt course. The park hosts a container market in the south parking lot, offering rentable containers for retail use during summer months.

There is interest from the community and staff in developing an outdoor rink on this site in the future. As a key community park, this location is ideal. Many municipalities have developed similar ice pads which successfully serve as key destinations. In terms of best practices, they are typically refrigerated (important as winter weather is less reliable), double as another activity space in the summer (e.g., splash pad, skate park, event space), and are sometimes covered with a roof. The Town will also need to consider ice resurfacer access and electrical connections.



⁸ Discussion on broader Petawawa Civic Centre grounds (including sports complex) is contained in Section 5.5 Outdoor Facilities

Civitan Playland Park & Splash Pad

The Civitan Playland Park and Splash Pad, located within the Petawawa Civic Centre grounds, is a vital recreation amenity for the local community. Originally established with sponsorship from the Greater Civitan Club, the park has since been enhanced with accessibility features funded by donations from the Rotary Club, including the installation of an accessible swing set. The park's infrastructure includes a paved walkway, a composite base under the play structure, and a roofed picnic area, all designed to ensure inclusive and comfortable use. Additionally, a little free library has been added, fostering a community-oriented environment that promotes both recreation and literacy.

Consultation findings highlight a strong interest in expanding or improving existing facilities, with particular emphasis on the splash pad, given its popularity. The community also expressed a desire for additional shade, seating, and improved restroom facilities at parks like Civitan Playland. Additionally, a desire for more diverse and challenging play equipment that would be better suited for older children (e.g. bouldering wall) was expressed. A basketball court would also be suitable addition to this park to support it as a hub, and provide more options for youth and adults. These requests reflect a broader community priority to ensure that recreational spaces not only meet current needs but are also adaptable to future demands, especially as the Town continues to grow and evolve.

Recommendations

- PO 18. Conduct a feasibility study for an outdoor rink at the Civic Centre.
- PO 19. Expand playground to include more diverse and challenging options to better cater to all ages.
- PO 20. Upgrade and expand restroom facilities and shaded areas to accommodate the increasing number of visitors, particularly around the splash pad.

Scentral Bark Dog Park

There is a growing expectation in municipalities expressed by both dog owners and non-dog owners that off-leash areas (OLAs) be provided to allow safe areas for people to run their dogs without conflict with other park uses. The Town of Petawawa owns 1 of 3 dog parks currently available in Town.⁹ The public consultation findings suggested that the Scentral Bark Dog Park is well used and staff indicated that demand will likely increase, especially because one of the Garrison managed dog parks is planned to be closed in the coming years. In consideration of these factors, Town staff have indicated that the Scentral Bark Dog Park was recently expanded to accommodate this increase in use. Staff also indicated the potential for exploring the opportunity to open a new dog park if demand exceeds the available supply. Overuse of the OLA can lead to deterioration of the surfacing, and crowding can lead to dog conflicts. The Town should monitor use levels at Scentral Park and assess if demand warrants a second OLA in another area.

Consultation findings also identified opportunities to improve existing and new dog parks including installing lighting, reinforcing fencing, and providing access to fresh water. OLAs have their own unique design and maintenance considerations to ensure a safe, attractive and practical space for dogs and dog owners.

While each space is unique and must be evaluated based on its individual suitability to host an OLA, the following key considerations are informed by global best practices:

- Appropriate selection of **surfacing** is critical from a number of perspectives, including maintenance, drainage, health, dog and human comfort, accessibility, safety and cost. Ideally an OLA will use more than one surface and will be selected based on site characteristics.
- **Water** should be provided for drinking (both dogs and humans), play for dogs, and irrigation (surface dependent). Access to water services is required to implement this practice. It is also recommended that a gravel/concrete pad be installed at the water source to prevent puddling and erosion.
- **Shade** Is important for both dogs and humans by way of trees and/or shade structures with special consideration required for long-term tree health.
- Not all OLAs need **fencing**. However, for fenced in OLAs in more urban or high activity parks, a double-gated system should be considered at all entrances and exits with an adequate height (e.g., 1.5-metre (5') high steel fencing).

⁹ The remaining 2 dog parks are located on and are managed and maintained by the Garrison.

- **Lighting** Increases safety and extends the hours when an OLAs can be used in the winter. Lighting helps address issues regarding access, safety, environmental impacts and community concerns.
- A wide number of **amenities** should be considered in OLAs to improve accessibility and the experience for both dogs and their owners, such as dog agility equipment, a small/shy dog area, accessible seating for humans, and waste receptacles.

Recommendations

- PO 21. Continue to monitor use of the Scentral Bark Dog Park, and consider developing a second OLA if demand warrants.
- PO 22. Implement the best practices for off-leash areas discussed here in any new OLAs developed.

Construction Yard Bike Park

The Construction Yard Bike Park is also situated within the Petawawa Civic Centre grounds and can be accessed via Civic Centre Road. The park is a favorite destination for both locals and visitors from nearby regions. Its well-crafted trails and features make it a destination spot for biking enthusiasts, contributing to its steady stream of users. The park functions as a key location for unstructured casual use for users of all ages. In addition to supporting casual use, the park has historically hosted events such as the Petawawa Bike Park Competition held during the Water and Dirt Festival. The consultation findings identified that the park faces ongoing challenges with upkeep and safety due to aging equipment, leading to occasional closures which impacts opportunities for youth recreation as well as potentially impacting events. Community input suggests adding lighting to extend usability into the evening and ensuring that all areas remain accessible.

Recommendations:

- PO 23. Upgrade park equipment to address safety and maintenance concerns.
- PO 24. Investigate if lighting is needed for shoulder seasons and extended evening use.
- PO 25. Update bike repair tools and equipment to support users.
- PO 26. Support and liaise with existing BMX and off road cycling clubs to encourage community participation and stewardship of the park.



Image by
Natalie Hazel



Image by
Naomi Lehenkiää



Centennial Park

Centennial Park serves as a vital community hub, highly regarded by the residents of Petawawa. Located behind Petawawa's Town Hall and Fire Station, the park is accessible from three main entrances marked by trailheads. The park features the Millennium Trail, which traverses the park from Park Drive to Victoria Street, and a concrete stone wall referred to as 'The Catwalk,' functioning as a buffer between the swimming area and the Petawawa River.¹⁰ The park is further enhanced by playground equipment adjacent to the trail, the Evergreen Stage (gazebo), picnic and bench seating, and restroom facilities.

Community consultations indicated Centennial Park was one of the most frequented parks in the Town.¹¹ The site is used for passive park activities, such as walking and cycling. The park also supports large-scale events, such as Hell or High Water, attracting numerous tourists, with the Town permitting camping on park grounds to accommodate visitors. Centennial Park also features memorial monuments and supports community events, such as annual gatherings and vigils. In addition to the commemorative Renfrew County Women's Monument, developed in partnership with the Women's Sexual Assault Centre, the Town is collaborating with the Algonquins of Pikwakanagan First Nation to develop a Healing Circle, underscoring the park's role in community healing, remembrance, and

¹⁰ According to staff, Renfrew County Health Unit has detected high levels of bacteria in this area with stagnant water. This area is also not designated as a public beach, and is not monitored by lifeguards.

¹¹ Telephone Survey (n=300): Of those who do visit parks and trails (36.7% or 110 respondents), Centennial Park and the Enchanted Forest are most frequented, each by 21.8% of park users, followed closely by Briar Patch and Algonquin Trail (each by 18.2% of park users).

gathering. Public consultation processes indicated residents' interest in enhancing amenities and programming at Centennial Park to accommodate year-round activity. Additionally, the ongoing challenge with geese droppings and pollution was noted. There are a number of strategies that municipalities are employing to try and tackle this problem, with varying levels of success, including technologies using lights and sound. The Town should continue to try different methods in order to bring back more opportunities for swimming, and enjoyment of the greenspace.

Recommendations

PO 27. Implement effective geese management strategies to minimize droppings and maintain cleanliness on the grass and in the water.

Petawawa Point Park & Boat Launch

Petawawa Point Park and Boat Launch is situated along a scenic strip of land facing the Ottawa River. The park is equipped with a playground, strategically located among trees to provide shade. The site also features a wheelchair-accessible pad over the sandy beach and recently added accessible parking spaces, enhancing accessibility for visitors with mobility devices. Amenities such as a swimming areas, seasonal canteen services, and restrooms enhance the visitor experience, while the numerous benches, picnic tables, and waste receptacles contribute to the Park's overall functionality and cleanliness.

A challenge highlighted through the public consultation processes is that there is limited parking capacity and congestion at the boat launch, exacerbated by fluctuating water levels. The community has expressed a strong interest in enhancing the site through public-private partnerships, with proposed projects including the replacement of the existing pavilion, expansion of parking facilities, and extension of the boardwalk. A multisport court and improved play equipment would also be beneficial. Additionally, addressing concerns about erosion and exploring new trail connections between Petawawa Point Beach and Petawawa Terrace were also identified as opportunities to enhance access, usability and integration within the Town's broader recreational network. Given the number of amenities and improvements required, and its sensitive location on the waterfront, a master plan should be developed to guide the redevelopment of this park.

Recommendations

PO 28. Develop a master plan for Petawawa Point Park & Boat Launch that includes at minimum:

- Replacement/improvement of the pavilion
- Expansion/redesign of the parking area
- Accessibility and circulation improvements
- Addition of a sport court, improved play equipment, and water and beach sports
- Explore the viability of a trail connection between Petawawa Point Beach and Petawawa Terrace for safer pedestrian movement.

Kiddyland Park

Kiddyland Park currently features a playground area with various play structures and a baseball diamond primarily used for slo-pitch by local schools, as well as Pembroke and Petawawa Minor Ball. These activities are supported by separate parking areas. The playground includes a play structure, an accessible swing, and a full basketball court. The Park is also conveniently situated near Herman Street Public School, and adjacent to the Algonquin Trail and Norman Benkhe Hall. The activities and facilities on site are separated and demarcated by fencing, and the site has a dense tree canopy around the perimeter of the site.

The Town has taken steps towards investing in the site as the location for the Town's legacy projects, as demonstrated by the recent construction of a comfort station that features restrooms and concessions to support patrons of the Algonquin Trail. Kiddyland Park, also referred to as the 'Norman Street Site' is well positioned to function as a key recreation and tourism hub for the Town of Petawawa, functioning as a community park, per the parks classification. To support the Park's future development, the Town pursued the completion of a concept plan as part of this Master Plan to guide its redevelopment. The site plan was developed in conjunction with cost estimates, and provided to Town staff for future planning purposes.

With the direction of Town staff, the concept plan (see Figure 5-4) features:

- A container market
- An activity hub, featuring a new splash pad, junior and senior playground, skatepark, and basketball court
- Updated and expanded parking and storage
- Petawawa sign
- Flexible lawn space for casual and programmed use
- Naturalized planting buffers
- Enhanced north and south pedestrian access points across Norman Street and Herman Street

Recommendations:

PO 29. Following the concept developed for Kiddyland Park, implement the construction of key amenities including a container market, activity hub (splash pad, playgrounds, skatepark, basketball court), expanded parking, and enhanced pedestrian access, to create a cohesive and functional community park.



KIDDYLAND PARK DESIGN CONCEPT

2024-08-22



FIGURE 5-5: Concept plan for future development of Norman St Site.

5.4.2 Neighbourhood Parks

Mohn's Park

Mohn's Park currently features a baseball diamond that serves both men's and youth baseball activities. The Town recognizes the need to diversify the park's offerings and has plans to expand its facilities by adding a soccer field, further positioning the park as a central hub for athletic activities. However, the Park's limited parking capacity and lack of lighting restrict its usability, particularly during evening hours. Additionally, the absence of play equipment diminishes its appeal for non-sporting activities, limiting the site's potential to serve the broader community. Introducing such amenities could significantly enhance the Park's utility and inclusivity.

Community feedback has underscored the need for improved connectivity to Mohn's Park, specifically noting the lack of a safe access point from the nearby school. This gap presents a significant barrier for students and families who could otherwise make use of the Park's facilities. Concerns have been raised about inadequate lighting, which impacts both safety and evening use, as well as limited parking capacity, which is expected to become more challenging as the Park's amenities continue to expand. Given these considerations, Mohn's Park holds the potential to become a key recreation asset for the community. To fully realize this potential, the park should undergo a comprehensive design or planning exercise to determine the best strategies for its development and enhancement.

Recommendations:

- PO 30. Explore the opportunity to expand the existing baseball diamond (see section 4.5.3).
- PO 31. Develop a safe and direct access point from the nearby school to the sports facilities, ensuring secure passage for students and other users, thereby enhancing the Park's accessibility and encouraging more frequent use by the local community.
- PO 32. Expand and improve the parking area.
- PO 33. Install lighting around the existing baseball diamond to extend usability during evening hours and improve overall safety for all users.
- PO 34. Install accessible washroom facilities on-site to make the Park more user-friendly and inclusive.

Fish Hatchery

Fish Hatchery Park, located adjacent to Petawawa Terrace Provincial Park, provides convenient access to a network of walking trails and play equipment, making it a key recreation destination. The Park is a well-used, non-motorized space that serves as a central gathering point for various community groups, including biking and running clubs, dog walkers, and nature enthusiasts. The presence of a parking lot enhances access for visitors from outside the immediate neighbourhood, facilitating day-long visits and encouraging broader community use. Seasonal porta potties are available on-site, adding to the Park's functionality during the summer months. The Park's main entrance on Laurentian Drive presents a safety challenge, particularly concerning children crossing the busy street. Consultation highlighted this concern, underscoring the need for improved safety measures.

Recommendations

PO 35. Implement safety measures as the entrance of Fish Hatchery park, such as a crosswalk.

Pine Ridge Park

Pine Ridge Park features a large green space with play equipment and a basketball court, as well as an outdoor rink that is separated from the rest of the park across a parking lot. The Park is sometimes confused with the nearby Pine Ridge Campground, so additional signage on the roadways would be beneficial.

The rink has been enhanced with the addition of pickleball lines to the making it a versatile space that accommodates both pickleball enthusiasts when not in use for skating. However, the rink is aging and will need upgrades to the boards to keep it in use. The Town should work with volunteers to ensure ongoing operations of the rink.

Community consultation findings have highlighted the need for improved connectivity within the Park, particularly the lack of a clear pathway between the playground and the ice rink. This disconnect limits the ease of movement between these key areas and could be addressed through thoughtful design improvements.

Recommendations

PO 36. Install clear and visible signage from the main street to guide residents and visitors to Pine Ridge Park, reducing confusion with nearby locations like Pine Ridge Campground.

PO 37. Develop a pathway system within the Park to connect the playground, basketball court, and ice rink, improving accessibility and creating a more cohesive park experience.

PO 38. Upgrade the rink boards as required to support use of the rink, and work with a volunteer group to continue its operation.

5.4.3 Parkettes

This section discusses recommendations for three specific parkettes: Wilson Park, Turtle Park, and Woodland Trail and Park.

Wilson Park (to be constructed, 2024-2025)

Wilson Park is a small park currently under development. Once completed, the park will feature benches, a walking path and parking facilities (6 spaces only) to accommodate use of the water access points. This park will primarily serve as a 'put-in' or boat launch for kayaking. The Town has collaborated with the River Rats Whitewater Club in its development, establishing the park as a key water access point that attracts both residents and visitors.

The development of Wilson Park is a significant investment, identified in the Recreation Development Charges (DC) Projects Budget, reflecting the Town's commitment to expanding its recreational infrastructure. Community feedback has emphasized the importance of completing the park to provide a versatile space that meets the diverse needs of the community.

Recommendations:

- PO 39. Enhance the trail and bridge connections to the Algonquin Trail to maximize accessibility and encourage greater use of Wilson Park by both local residents and visitors.
- PO 40. Continue to engage with the River Rats Whitewater Club to optimize use of Wilson Park.

Turtle Park

Turtle Park is located in a rural area of town, bordered by a mature woodlot that transitions into a natural wetland. The playground is well-suited for young children. This park is located in an underserved area, and would benefit from the addition of amenities to provide more recreation choices for the community. The Town should consult with the community on improvements/additions to the park. Site observations suggest that residents use the wooded lot to connect to neighbouring areas through informal trails, and there is some concern over snowmobile use.

Recommendations:

- PO 41. Implement additional signage about snowmobiling.
- PO 42. Consult with the community on future improvements/additions to the Park.



Woodland Park & Trail

Woodland Park is located at the foot of the water tower at the end of Woodland Crescent. This park is a serene and shaded recreational area featuring a playground, swing set, and picnic benches. The Park is bordered by a gently sloping hill that meets a woodlot, creating a natural and tranquil environment for users. While the Park offers minimal street parking, it serves as a gateway to the Woodland Trail, which is accessible adjacent to the Park. However, there is currently no formal connection or signage from the road to the trail, which limits its visibility and accessibility. Community feedback has highlighted the Park's value and the frequent use of the Woodland Trail, underscoring the importance of its maintenance and potential for greater connectivity to the Town's larger trail network and parks.

To enhance Woodland Park and its surrounding amenities, it is recommended to create a formal connection to the Woodland Trail from the roadway and install clear signage to improve accessibility and visibility, thereby encouraging greater use of the trail by the community. Additionally, the Town should explore the opportunity to introduce the Adopt-a-Trail initiative at Woodland Trail, which would assist with regular maintenance and address challenges related to limited staff capacity. This initiative would help ensure the trail remains a well-maintained and accessible resource for the community, supporting all-season use and strengthening connections to other parks, such as Radtke Estate Park.

Recommendations:

- PO 43. Create a formal connection and install clear signage from the roadway to the Woodland Trail to improve accessibility and visibility and encourage use.
- PO 44. Explore the opportunity to introduce the Adopt-a-Trail initiative at Woodland Trail.

5.4.4 Natural Parks

Black Bay Boat and Canoe Launch

Black Bay Boat and Canoe Launch serves as a focal point for various activities throughout the year. The site supports both self-directed and structured programs, including ice fishing, a community rink, and has functioned as a starting point for the Petawawa Triathlon. Future plans include hosting a dragon boat race as part of the Water and Dirt Festival and further establishing the area as a key venue for community events. The Town currently faces challenges related to shoreline encroachment, underscoring the need for clear delineation of Town-owned land.

The site's popularity is evident in the frequent use of the boat launch by both residents and visitors, highlighting the strong interest in improving access to parking and launch facilities. As part of the Town's strategic planning, there are expectations to acquire adjacent land through subdivision, with potential plans to develop additional parking facilities following a thorough study and concept development. Additionally, there is community interest in developing a canoe launch on a small outcrop, with space for three parking spots, which would further enhance the site's appeal and functionality.

Recommendations:

- PO 45. Conduct a thorough study to develop and improve parking and boat launch facilities, particularly in anticipation of increased use by residents and visitors. Ensure these facilities support both existing and planned events, such as the dragon boat race and triathlon.
- PO 46. Proceed with the plan to create a canoe launch on the identified outcrop, and develop a concept plan to expand and upgrade the parking.
- PO 47. Include community input in the study and concept development for the newly acquired subdivision land, ensuring that the plans meet the needs of local residents and visitors while preserving public access and preventing further encroachment.





CIVIC CENTRE

6.0

SERVICE DELIVERY

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



The discussion is presented under the following main headings:

- municipal role, organization and staffing
- collaborations and agreements
- policy requirements
- revenue generation
- marketing promotion and communications
- service planning and evaluation



6.1 Municipal Role, Organization and Staffing

6.1.1 Municipal Role

The Town of Petawawa engages in both direct and indirect recreation services provision. In direct provision, Town staff deliver programs and services. Indirect provision occurs when the Town works with other non-municipal agencies and organizations to deliver programs and services. Indirect provision can comprise support to community volunteer groups to deliver sports and recreation programs, which is a long-standing tradition in municipal recreation. In more recent years, the trend to formalize collaborations and partnerships with other public or not-for-profit agencies, and the commercial sector, has helped make better use of limited resources to enhance services. In Petawawa, the partnership between the RCDSB and the Town for a track and field facility on Board property is an example of this type of collaboration. Collaborations and agreements are discussed below.

Implementing this role in recreation service delivery is influenced by the presence of Garrison Petawawa in the Town. Despite a common public service function, municipalities and Canadian Forces Bases are distinct agencies in their legislative mandates. In effect, their prescribed roles and responsibilities create two separate communities with parallel recreation systems.

In Petawawa, this 'community-within-a-community' has been both advantageous and disadvantageous in providing recreation services to residents not affiliated with Garrison Petawawa. On the positive side, the Garrison Petawawa has provided services to these residents - some of which may not have been available otherwise. At the same time, access has been necessarily limited due to

the need to serve Canadian Forces personnel, their families, and affiliated employees first.

To some extent, therefore, demand for recreation programs among the non-military population is met by Garrison Petawawa. 'Unmet' demand for the same types of programs and others not provided at Garrison Petawawa are the focus of Town efforts. Determining the nature and extent of this demand, and whether it is sufficient to support municipal service provision while not competing with other providers (including the business community), is an important consideration. Strengthening planning and evaluation work, as discussed in Section 6-6, will contribute to greater clarity in the Town's position in relation to other providers.

Recommendations

- SD 1. In developing its services and meeting future parks and recreation needs, the Town will continue to act in both direct and indirect capacities.
- SD 2. Continue the Town's focus in service provision on meeting demand that complements and does not compete with other providers while delivering the capacity needed for resident access to facilities and programs.

6.1.2 Committees of Council

Existing Committees

Petawawa Accessibility Advisory Committee (PAAC)

The current Town of Petawawa Municipal Accessibility Plan (2023-2026) outlines detailed initiatives in each of the following areas: Customer Service, Employment, Information and Communication, and Built Environment. It assigns work objectives and actions to lead parties. The Petawawa Accessibility Advisory Committee (PAAC) is the lead on a number of these initiatives, which suggests that the Committee is actively involved in implementing accessibility, in addition to reviewing proposals to confirm accessibility concerns are addressed.

Petawawa Equity, Diversity and Inclusion Advisory Committee

As noted in the Town's website, "The Petawawa EDI Advisory Committee will provide advice and recommendations to Council related to equity, diversity and inclusion in the Town of Petawawa. The Petawawa EDI Advisory Committee will also advise the Town on actions that can be taken to build an inclusive community in Petawawa, which is respectful, inclusive, and safe, where everyone has an equal opportunity to take part."¹

In effect, the PAAC and the EDI Advisory Committee are both working to achieve objectives under a broad definition of 'inclusivity.' As appropriate, therefore, the two Committees can work together on projects and initiatives that bridge accessibility and equity, diversity and inclusion.

The Town of Petawawa intends to be a leader in developing accessible environments for all, embracing the principles of universal design, encourage inclusion and appreciating differences while promoting a common goal to make Petawawa a more accessible place to live, work and play for everyBODY².

Petawawa Business Advisory Network

The PBAN was established in 2019 and provides "an opportunity for representatives of the local business community to actively participate and support economic and business growth and development in Petawawa." The key objectives of this body include aligning projects with the Town's Economic Action Strategy, which could be specific to the Community Services Department work at Kiddyland Park in its development as a visitor destination.

Petawawa Seniors Advisory Committee:

The recently formed Petawawa Seniors Advisory Committee provides advice and recommendations to Council related to recreation programming for the community's seniors in several areas: identifying activities of interest among seniors, and developing programs that respond to needs through outreach to/collaboration with potential providers; recommending modifications to facilities/equipment/spaces to improve

1 <https://www.petawawa.ca/townhall/boards-and-committees/equity-diversity-and-inclusion-advisory-committee/>

2 from 2023–2026 Town of Petawawa Municipal Multi-Year Accessibility Plan Initiatives

access for seniors; promoting awareness of available services; ensuring programs and spaces are inclusive and welcoming; policies to support service delivery.

Recommendations

SD 3. Assign projects that bridge accessibility and equity, diversity and inclusion as joint initiatives to the Petawawa Accessibility Advisory Committee, the Petawawa Equity, Diversity and Inclusion Advisory Committee, and the Seniors Advisory Committee.

6.1.3 Organization and Staffing

The Community Services Department is headed by a Director who oversees two main sections. Recreation and Tourism is responsible for recreation programs, events and services for both residents and visitors. Civic Properties oversees capital, operating and maintenance programs related to municipal buildings, facilities and parks. Each of these sections is headed by a Manager.

Figure 6-1 outlines Community Services' structure, showing the two sections described above, and highlighting two positions that were very recently added to the Department.

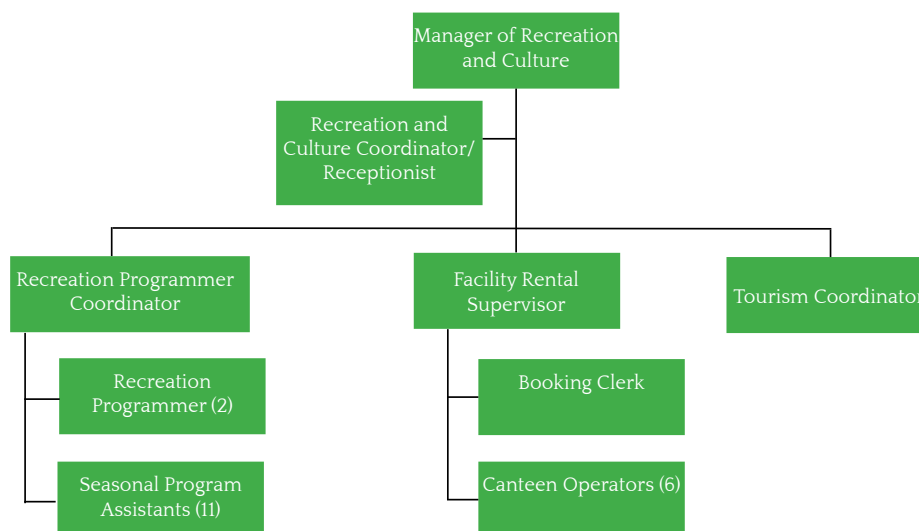
The Recreation Program Coordinator and the Tourism Coordinator work both independently and as a team (where required) to deliver programs, either directly or through collaboration with non-municipal providers (e.g., art instructors, local businesses, etc.). The new Recreation Programmer was introduced to take

responsibility for assisting with program instruction, to allow the Program Coordinator position to increase focus on program development and administration. The full-time positions are supported by Seasonal Program Assistants, which include high school students to help run programs, and summer day camp staff.

The new Seniors Recreation Programmer position was created to assume the role that was passed to the Town by the volunteer organization at the Silver Threads Community Centre. The Programmer will be responsible to the Manager of Recreation and Tourism for programming the Centre for the Town's senior population.

On the facilities side of Community Services, the new position of Civic Properties Supervisor will report directly to the Civic Properties Manager, and will be responsible for overseeing facility operators, cleaners, canteen operators and casual labourers. This

Figure 6-1: Community Services Department organizational structure



will allow the Manager of Civic Properties to focus on capital and operating maintenance needs for facilities and parks. In addition to the Manager's role to inform the Town's Asset Management Plan, overseeing future capital development projects will fall to this position. Consultation with staff indicated that, along with facility deficiencies, personnel to provide the programs requested by residents is in short supply - 'personnel' meaning a combination of skills among existing staff, individuals for hire, and volunteers. To some extent, the two new positions will address these issues. In addition to their program-specific responsibilities, both positions are tasked with coordinating and administering related staff/volunteer requirements including recruitment, orientation, training, supervision, and evaluation.

Other sections of the Plan (sections 3.0 on programming and 6.2 below on collaborations and agreements) discuss potential sources for program providers. The ability to grow the Town's program supply, however, will continue to be restricted by facility limitations until these can be rectified. In the interim, continuing to maximize the use of all available spaces will be necessary, and should consider:

- increased access to school facilities, including gyms and other spaces, which is of interest to the Boards
- use of the Silver Threads Community Centre for non-seniors programming during 'downtimes'
- a review of other community spaces (including commercial buildings) that may be suitable for needed programs and available at reasonable cost

Beginning immediately, areas where additional work is needed include process-related items such as monitoring, planning and evaluation, and outreach to potential new collaborators, etc. If the existing staff complement cannot reasonably absorb this work (either singly or split across several positions, as per job descriptions), additional hires will be needed. Over the course of the Master Plan's implementation, service development (facilities, parks and programs) will require sufficient staffing levels to ensure continuing effective operations and maintenance.

Recommendations

- SD 4. Continue to maximize access to available program spaces to facilitate the work of all Town Programmers.
- SD 5. Track progress and development of the new Recreation Programmer and the Seniors Recreation Programmer positions as per their job descriptions.
- SD 6. Enhanced staff competencies are required for process-related work such as monitoring, planning and evaluation.
- SD 7. Over the course of the Master Plan, ensure staffing levels remain sufficient to ensure continuing effective operations and maintenance.

6.2 Collaborations and Agreements

6.2.1 Existing Collaborations and Agreements

In addition to volunteer sports and recreation groups and local businesses, the following agencies / organizations and the Town collaborate to provide various services to the community including programs, facilities, fundraising and/or beautification:

- Petawawa Public Library
- Petawawa Civic Centre Fundraising Committee
- Petawawa Heritage Village
- Petawawa Horticultural Society
- Renfrew County District School Board (RCDSB)
- Renfrew County Catholic District School Board (RCCDSB)
- Garrison Petawawa

The current municipal guide lists the first four organizations noted above as partners. Several of these relationships are supported by formal documentation.

The Petawawa Civic Centre Fundraising Committee is a not-for-profit corporation and registered charity, the purpose of which is to: “develop and foster community spirit; promote organized athletics, arts, recreation, education, civic emergency, social service and other community endeavours; promote adult educational, recreational and athletic facilities and equipment for benefit to the community.”³ The Committee operates all bar service at the Civic Centre and the

Kin Hut. As noted in the Constitution, the Petawawa Civic Centre Complex is the sole beneficiary of the Committee’s fundraising activities. The Committee has final authority on the expenditure of funds. Recent projects the Committee has supported include seating in the stands (\$90,000) and for the stage (\$80,000).

As noted elsewhere in the Plan, the Town and the RCDSB have a reciprocal use agreement, which provides the Board use of the following facilities during school hours in exchange for access to their gyms:

- The Town’s Civic Centre arena at a preferred/reduced rate of \$30/hour during non-prime hours (Monday-Friday, open-4pm).
- The Town’s sport fields, softball diamonds and tennis courts at no charge during non-prime hours (Monday-Friday, 7am-5pm).
- The following Town sports equipment as necessary (hockey/soccer nets, post pads, bases, curling equipment).

The Town and Petawawa Heritage Village have finalized an Agreement in Principle to cover collaborative service provision. There is a 2021 facilities maintenance services agreement with the Petawawa Library Board for Town janitorial services, which is due for review. Part of this review should consider removing the ‘in perpetuity’ clause and replacing it with a fixed review period (e.g., 5 years) or sooner if required.

3 Constitution and By-laws Petawawa Civic Centre Fund Raising Committee (DRAFT) October 2010.

The Town has provision of service agreements with Garrison Petawawa, which allow residents and volunteer recreation organizations not affiliated with the Base access to its facilities and services.

An informal relationship with the Petawawa Horticultural Society provides the Society with Town space for monthly meetings in exchange for plant material for municipal use. The Town also collaborates with commercial businesses to deliver special events such as the Water and Dirt Festival.



6.2.2 Potential Collaborations and Agreements

As the Town expands existing and develops new services, it will very likely enter a variety of collaborations. Agreements should be prepared to cover all formal collaborations, which can take different forms depending on the intent of the arrangement.

Table 6-1 outlines the general types of agreements that align with collaborative service provision. This is not meant to represent an exhaustive list of the types of agreements that may be required to support service delivery. The Town's legal services are the primary lead on the specifics of agreement preparation and execution.

It is noted that the existing indoor facility supply is unable to accommodate much growth in programming. The potential to develop the collaborations discussed here will depend on the Town's decision to invest in new facilities based on the results of the proposed feasibility study for a recreation complex. The opportunities discussed here are possibilities to pursue now on a small scale, when appropriate indoor facilities become available, and/or to consider in relation to outdoor program development.

Table 6-1:
Characteristics
of Agreements
Supporting
Collaboration

Agreement characteristics	Service Agreement			Partnership
Type	program/service contract	license or lease, reciprocal use	Corporate sponsorship/advertising/naming rights	joint facility development and/or joint operating/use agreement
Nature of relationship	Shared program/service; purchase of service	'Landlord/tenant' facility use	revenue generating	financial partnership (capital, operating or both)
Term of commitment	short	short to long	varies	long, ongoing
Type of service /project	program/event	facility/space use	brand marketing through Town services (facilities, programs, events)	major facility/infrastructure
Level of municipal financial investment	varies	varies	low	medium to high
Example	contracted certified yoga instructor	reciprocal use agreement with RCDSB	arena board advertising	Valour track and field agreement with RCDSB

Local and County Organizations

As discussed in the facilities section of the Master Plan, the Renfrew County Youth Wellness Hub (YWHO) provides services specific to children and youth. YWHO is well established and offers a range of services, some of which are recreation oriented, but largely focus on health and wellness support. A collaboration between the municipality and this agency could blend the Town's expertise in recreation with the support specialties of YWHO in a facility-based centre.

Developing a regional role in service provision would be supported by seeking collaborations with surrounding municipalities in various forms including purchase of service agreements, one-time capital contributions, etc., that would best suit major facilities such as an indoor pool. The former would comprise agreements that purchase guaranteed access to Town programs/services for an annual agreed upon amount for a specified period (e.g., one year, five years) with pre-determined or negotiated increases in payment at term. The latter would guarantee the residents of contributing municipalities access on par with residents for a specific period (e.g., ten years), with a review at the end of the term.

While not precluding the possibility of future joint ventures in major facility provision, there are currently limited opportunities for the Town and Garrison Petawawa to enter new binding partnerships. As discussed in the Parks section of the Plan, however, a proposal to enlarge the Town's existing dog park to accommodate use by Garrison Petawawa residents is an example of an ongoing collaboration that can meet the needs of both communities.

Collaborations with other local businesses should continue to be sought, as appropriate to meeting demand, and may present opportunities for both revenue and cost sharing with the Town.

Regional and Provincial Organizations

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

National Capital Region (NCR) YMCA

The NCR YMCA provides satellite programming, with expertise in camps, day-camps, child-care, youth programs, senior programs, mental health, wellness and fitness. It is also engaged in the emerging area of newcomer services, and in employment programs and skill building. A new five-year strategic plan is being developed, in which partnerships that pursue common community outcomes will be a key priority.

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

needed programs and employment locally, these types of collaborations can help preclude youth and seniors from leaving the community.

BGC Renfrew County⁴

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

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

Special Olympics Ontario⁵

Through its program development function, Special Olympics Ontario (SOO) seeks to partner with municipal recreation departments to develop and provide programs for people with intellectual disabilities. SOO helps in the areas of

volunteer and coach training courses, athlete and volunteer recruitment for the program, support for promotion, and competition opportunities. Municipal contribution to the partnership may include facilitating/running the program as part of its regular roster; providing facilities, equipment, etc.; setting the price for participation; providing necessary coaching, staff and volunteers; providing SOO with limited feedback on participant profile (e.g., age and gender); encouraging all involved with the program to register with SOO; abiding by SOO policies and procedures; paying relevant expenses (as agreed upon between the parties); providing insurance coverage for events/programs. The municipality retains all income from the program. Petawawa is in SOO's Eastern Ontario District.

Post-Secondary Institutions

Petawawa is relatively close to several post-secondary schools in Ottawa: Carleton University, University of Ottawa and Algonquin College - which also has a campus in Pembroke. Collaboration with academics brings access to a wide range of skills and experience that can contribute to developing parks and recreation services in Petawawa, particularly in the areas of design service planning and evaluation processes, which involves developing indicators to measure and assess progress, and collecting and analyzing data to inform evidence-based decision-making.

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

4 BGC is the new name for the Boys and Girls Club

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

Agreement Review

As with policy, it is important to regularly review agreements to incorporate required updates/amendments, in consultation with collaborators/partners to the agreements.

Recommendations

- SD 8. Ensure all collaborations are supported by appropriate agreements.
- SD 9. Expand mutually beneficial collaborations with community-based service providers to grow and diversify programs and services.
- SD 10. Reach out to local, regional and provincial sport and recreation organizations to determine the potential for them to offer programs in Petawawa.
- SD 11. Investigate opportunities to collaborate with post-secondary schools in the area to access academic expertise and facilitate student placements in parks and recreation in Petawawa.

- SD 12. Develop a regional role in service provision by seeking collaborations with surrounding municipalities in various forms including purchase of service agreements, one-time capital contributions, etc., that would best suit major facility development.
- SD 13. In consultation with collaborators/partners, regularly review and as required, update agreements.

6.3 Policy Requirements

Policy supports clear and consistent application of Town interests in day-to-day service management and operations. Table 6-2 lists existing and proposed policies related to parks and recreation.

The Town's existing policies on AODA Accessibility Standards, and Strategic Asset Management appear to be sufficiently comprehensive and working effectively. There is potential for additional policy work, as the Town further develops its services. Areas to develop, in both existing and proposed policy, are discussed below.

Table 6-2:
Existing and
Proposed
Parks and
Recreation
Policy

Existing*	Proposed
Ice Allocation Policy and Guideline (January 2021)	Service Pricing
Field Allocation Policy and Guideline (January 2021)	Affordable Access
Grants to Community Groups (September 2012)	Inclusion
Naming of Public Places (September 2002) (see section 6.4)	Park/Facility Naming Policy (see Section 6.4)
Special Events Policies and Procedures Manual (March 2021)	Community Group Affiliation
Strategic Asset Management Policy (2019)	Commemorative Amenities Policy
Municipal Alcohol Policy (June 2019)	Collaborations and Partnerships Policy
Parks and Recreation Area By-Law (June 2006)	Storage at Town Parks and Facilities
Integrated Accessibility Standards Policy (by-law 821/13)	Court Allocation
	Parkland Dedication By-Law

*most recent revision date shown, where applicable

6.3.1 Existing Policy

Field Allocation Policy and Guideline (January 2021) & Ice Allocation Policy and Guideline (January 2021)

Both policies support greater diversity in community sport by facilitating access to time for new activities/uses via two clauses (p.6 of each document):

- Introduction of New Community (Ice/ Field) Programs and Services - New programs/services and sponsoring organizations/associations will be accommodated only to provide for unmet community needs. Existing or new groups must demonstrate/justify the need for a new program or service while also meeting other criteria outlined in this (Ice/ Field) Allocation Policy and Guideline.
- New Organization/Emerging Sport - When reasonable and feasible, the Town of Petawawa will recognize a new organization or emerging sport and will allocate (ice/field) time to enable it to establish its programs and services. Recognition and (ice/field) allocation will occur once the conditions and criteria of this policy are met and if existing users will not be adversely affected. The Town will use unallocated (ice/field) time first to meet the needs of a new applicant and will work with existing users to explore potential reallocation of their hours if required but reserves the right to reasonably reallocate hours from existing users, if warranted.

To further this intent, the Town could consider setting aside a limited number of desirable time slots at the outset of each scheduling season for new groups that have expressed interest in access to ice/fields, with qualifications such as: the first year is a pilot to

gauge the level of use that emerges; a pattern of unused, scheduled time will (at some point) negate the rental and the remaining time in the season will revert to 'unscheduled' and be made available to other potential users, and another request for access will not be considered for at least two years.

With respect to fields specifically, the seasonal user group feedback in a survey the Town conducted in 2019 revealed frustration with waiting for the major field user (minor soccer) to confirm and release time not needed immediately at the start season so that other users could access it. It was noted that it is usually too late to take advantage of time that becomes available later, as other users have already scheduled time elsewhere. The result is unused time on Town fields throughout the season. It was suggested that fees for use of fields aren't high enough to incentivize cancellation of time not needed. If, in fact, there is unused time on fields it could be allocated to new users and, with ongoing monitoring to confirm occupancy, could reveal less demand for current field users than is apparent.

If a five-year term is deemed appropriate for regular review, the policy will be due for review in 2026, at which time (if not before) these revisions can be considered, and the name 'Indian Field' should be updated to Mohn's Diamond in the Field Allocation Policy.

Recommendations

SD 14. Review and update terms and conditions of rentals, and field names, in the Field Allocation Policy.

Grants to Community Groups Policy (September 2012)

Table 6-2 notes an existing grant policy, which is old and should be reviewed and updated. In addition to the purpose/role of the grant in implementing municipal service objectives, and group/initiative qualifications/criteria for eligibility, the following should be considered:

- eliminating use of grants for ongoing operating costs; funding should be limited to capital or program/service seeding
- specifying expectations regarding group contributions to the funded initiative (e.g., matching for capital projects for clubhouses) and ceiling on the amount (e.g., maximum \$20,000)
- stipulating the intent that operating grants are directed to promoting self-sustaining services after a pre-determined period (e.g., two years) and will not be eligible for continued support
- distinguishing from benefits provided through Community Group Affiliation
- reporting requirements on financial accountability and evaluation of benefit to the community
- annual application and review through staff with recommendations to Council for selection
- allocating a specific amount in the annual budget for granting purposes

Strategic criteria could include placing higher priority on grant to programs for underserved populations, which could align with affordable access objectives. Reference to the Parks and Recreation Department should be revised to the Community Services Department.

Recommendation

SD 15. At the next Corporate review of the Grants to Community Groups policy, request consideration of the need for new and revised parameters on use of grants, Town contributions, accountability and evaluation requirements.

Special Events Policies and Procedures Manual (March 2021)

This is a detailed policy that appears to be working well. One item to consider when the policy is next reviewed and updated is distinguishing between events intended for Town residents and those designed to attract visitors.

The policy notes that the Town, “recognizes that special events enhance tourism, culture, recreation and education as well as providing an economic benefit to businesses in the Town of Petawawa” (p.1), and that one of the specific objectives of the policy is to “work closely with Economic Development in promoting Petawawa as a premiere place to hold special events” (p. 3).

An increasing emphasis on larger events with larger geographic draw may support separating community-serving events from those designed to attract visitors. This can help ensure the municipality’s contributions are in line with its capacity and the anticipated ‘return on investment.’ Moreover, an event designed to attract visitors to the community may warrant assistance (financial or in-kind) from other organizations and agencies that also stand to benefit (e.g., surrounding municipalities, regional agencies).

The following criteria are suggested for determining an event’s designation as visitor attractive. It:

- must be open to the public and is expected to bring a substantial number of people into the community, and
- is expected to create a positive economic development impact for the community, and

- is expected to promote the area regionally, provincially, nationally, or internationally.

The policy could be further developed to make the distinction between any differences in the Town’s involvement in community-serving and visitor-attractive events. Cost recovery considerations should include charging for set up and tear down by Town staff, and recouping fees for other costs incurred.

Recommendations

SD 16. Review and update the Special Events Policy to include cost recovery requirements for services provided by the Town.

SD 17. As part of the Special Events Policy update, consider distinguishing between events intended for Town residents and those designed to attract visitors and align Town support, respectively.

6.3.2 Proposed Policy

Parkland Dedication: Legislative Requirements

The Planning Act (1990) is the provincial legislation outlining land use planning and control in Ontario. Section 42 of the Planning Act permits municipalities to fund the growth-related costs of land for parks and other recreational purposes, ensuring that residents in growing communities will continue to have access to parks and greenspace. Specifically, Policy 42(1) states that municipalities may pass a by-law as a condition of (re)development of land that requires a proportion of land be conveyed as parkland/other public recreational purposes. Policy 42(6) permits municipalities to require a payment in lieu of the value of the land otherwise required to be conveyed as parkland.

Previously, the basic parkland dedication provision required up to 2% of the land proposed for commercial or industrial (re)development, and up to 5% for any other type of (re)development (e.g., residential uses), or cash equivalent. In certain circumstances, municipalities could also use alternative rates (up to 1 hectare of parkland for every 300 dwelling units or if cash-in-lieu, a ratio of 1 hectare of parkland for every 500 dwelling units).⁶

In 2022, the provincial government passed Bill 23, the “More Homes Built Faster Act,” to increase the supply of Ontario’s market housing over the next ten years. The legislation revised ten provincial Acts including but not limited to the Conservation Authorities Act, Development Charges

Act, and Planning Act, which resulted in significant implications for Ontario’s land use planning regime. Specifically, parkland dedication caps have been altered under Bill 23 such that the maximum alternative rate is now 1 hectare per 600 net residential units; and the cash-in-lieu parkland rate for medium- and high-density developments is 1 hectare per 1,000 net residential units. Sites of five hectares or larger are now capped at 15% parkland dedication, while sites less than five hectares are capped at 10% parkland dedication. Municipalities must also accept encumbered lands (e.g., land with below-grade infrastructure) or privately-owned publicly accessible open spaces (POPS) as parkland conveyance.

The legislative changes under Bill 23 also require a parks plan prior to the passing of any future parkland dedication by-law. Specifically, Policy 42 (4.1) of the Planning Act states, “Before Passing a by-law under this section, the local municipality shall prepare and make available to the public a parks plan that examines the need for parkland in the municipality.” This Parks and Recreation Master Plan examines the Town’s needs for parks and trails, and identifies criteria and priorities for open spaces in Petawawa. Thus, for all intents and purposes, this Plan is considered a municipal parks plan for Petawawa under section 42 of the Planning Act, and can facilitate the future development of a Parkland Dedication By-law.

6 <https://www.ontario.ca/page/municipal-development-and-community-benefits-charges-and-parklands>

Parkland Dedication By-Law and Cash-in-Lieu of Parkland Policy

The Town of Petawawa does not currently have a designated Parkland Dedication By-Law or corresponding Cash-in-Lieu of Parkland Policy. However, the Town's Official Plan (2002, updated in 2014) does include key policies relevant to the acquisition of land and land conveyance. In order for the Town to appropriately plan for the future development of parks, the Town should create a consolidated Parkland Dedication By-law that aligns with objectives outlined in the most recent Official Plan. The by-law should include:

- conveyance rates for residential and non-residential development;
- language to allow for cash-in-lieu of land dedication accompanied by allocation of funds;
- parkland conveyance conditions; and
- dedication or payment timing.

A Cash-in-Lieu of Parkland Policy should be prepared at the same time as the Parkland Dedication By-law to outline an alternate rate for parkland conveyance. Considering the Town's abundant access to parks and greenspace, strategically utilizing a cash-in-lieu policy can support critical park enhancements (e.g. accessibility, shade, water access).

Recommendation

SD 18. Create and adopt a parkland dedication by-law and cash-in-lieu of parkland policy.

Service Pricing, Affordable Access and Inclusion

Service Pricing

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

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

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

For all services, there is a finite pool of municipal funds to provide them.⁷ Decisions on how services are financed, therefore, always represent opportunity-costs. This will be particularly important to enable the

⁷ While grants are available from time to time, they cannot be relied upon to meet the Town's responsibility for ongoing financial obligations.



municipality to direct investment to its facility supply, and to diversify services to reflect a broader range of community needs.

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

- detailed accounting on the full cost of providing services by type⁸
- confirming the Town's service objectives
- establishing the types and proportions of costs that should be targeted for recovery through user fees, based on the Town's service objectives (i.e., where services fall on a 'continuum' ranging from fully subsidized to cost recovery +), a simple example of which is outlined in Table 6-3
- setting fees to recover targeted costs
- allocating services by type to recovery categories
- establishing a timetable for incremental introduction of changes to the pricing structure



⁸ In the Town of Cobourg Study, this was called Full Cost Assessment and included: the direct costs of providing services such as resource costs of Town staff involved, materials and supplies, and operating costs of equipment and facilities used in service delivery; indirect costs from supporting Town departments (e.g., IT); capital costs such as those to rehabilitate and replace facilities being used to provide services.

Table 6-3:
Example of
Service Pricing
Categories for
Ice

Category ⁹	Pricing	Service Example
Cost recovery +	<ul style="list-style-type: none"> • Priced to cover costs and generate net revenue 	<ul style="list-style-type: none"> • Private skating lessons • Private ice rentals
Full cost recovery	<ul style="list-style-type: none"> • Priced to cover costs 	<ul style="list-style-type: none"> • group skating lessons • not-for-profit agency ice rental • fees to set/reset ice for curling
Subsidized	<ul style="list-style-type: none"> • No or low cost 	<ul style="list-style-type: none"> • Open, community public skate • Volunteer community organization providing child/youth shinny program

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

While increasing user fees is always difficult, a decision by Council to grow the Town's parks and recreation services to the extent needed to reduce reliance on Garrison Petawawa will generate considerable additional costs - some of which must come from the groups and individuals using the services. Approaching this task in a deliberate, rational manner will help ensure fees are tied directly to the costs of service provision, are equitably distributed among users/uses, and continue to support the core mandate of municipal recreation by subsidizing programs/services that are introductory in nature, geared to the community at large and/or priority markets (e.g., children, underserved groups, etc.). Fees will also be influenced by the ability of the Town to expand its program/service supply through access to new facilities and will, presumably, help limit increases. Equally

important will be the strategy for gradual implementation of fee changes, to ease adjustments to new pricing.

In arriving at a pricing policy for Petawawa, the Town may choose to consult with the community to determine the service objectives to be reflected in the policy, which would inform the ultimate allocation of services to each category. Consultation with the community would also promote understanding of the true costs of service provision, and the implications of not addressing the need for change.

⁹ Based on Greenplay's Pyramid Model for Resource Allocation/Cost Recovery[®] in pricing parks and recreation services: <https://www.berrydunn.com/industries/parks-libraries#PCRS> (which is where Greenplay is now located)

Indicators from Community Surveys

- 33% of 300 responses indicate residents would pay more fees to use services.
- 8% of 300 responses indicate residents would accept an increase in property taxes.
- Four of six user groups that participated in the survey indicated they currently pay for the facilities they use. One of six groups would start paying/ would pay higher user fees to improve facility quality, three groups would not pay more, and two were uncertain.

Affordable Access

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

Inclusion

Parks and Recreation Ontario's audit of the 2015 Framework for Recreation in Canada¹⁰ references several policy areas for consideration by municipalities. These encompass the need to address concerns regarding affordability, diversity, and inclusion. While attention may be paid in practice to some or all these concerns, interest in documented policy is becoming more apparent. Inclusion policy can be corporate-wide or specific to recreation services. The latter focuses on the topics addressed in the Framework:

- affordable access (discussed above)
- enabling people of all ages to participate in recreation
- actively engaging persons of diverse and racialized backgrounds in developing, leading, and evaluating recreation and park activities
- working with Indigenous communities in pursuit of all five goals in the Framework for Recreation in Canada 2015
- applying a gender equity lens when developing and monitoring policies, programs, and practices to facilitate full participation of women and girls in all types of recreation
- ensuring non-discrimination of, and providing a welcoming and safe environment for, people of all sexual orientations and sexual identities
- working with persons with disabilities to facilitate their full participation in recreation across all settings by removing physical and emotional barriers

¹⁰ <https://www.prontario.org/public/policy/Framework%20Audit%20Tool%20V%201.pdf>

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

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

Recommendations

SD 19. Conduct a service pricing analysis as the basis for setting recreation services fees in relation to cost recovery targets and to inform a pricing policy, while considering affordable access.

SD 20. Consider developing an inclusion policy to support and promote equitable access to parks and recreation services.

Income Indicators

While ensuring affordable access to recreation services for all residents is an essential objective in service pricing, residents of the Town of Petawawa enjoy relatively high disposable incomes.

As shown below, after-tax income measures indicate increases of approximately 20% from 2016 to 2021, and that the Town's 2021 average and median figures exceed those of the County by at least 18%.

Indicator		2016*	2021*	% Change	% Difference 2021
Average household after-tax income	Town of Petawawa	\$79,800	\$95,100	19.2%	Town exceeds County by 18%
	Renfrew County	\$67,944	\$80,700	18.8%	
Median household after-tax income	Town of Petawawa	\$74,201	\$89,000	19.9%	Town exceeds County by 24%
	Renfrew County	\$59,759	\$71,500	19.6%	

*Source: Statistics Canada. For the 2016 and the 2021 Census, the reference periods are the calendar years 2015 and 2020, respectively.

Community Group Affiliation

The volunteer organizations that participated in the Master Plan survey provide a range of sport/recreation programming and periodic special events. Four of six user groups (68%) that responded to the survey indicated that the Town could better assist their organization in providing its programs, activities or events, and one group was uncertain in this regard.

Three groups noted interest in help with each of the following: fundraising, assistance with funding applications; digital marketing and promotion; print marketing and promotion. Two groups indicated interest in assistance with each of the following: communicating with the Town and volunteer recruitment.

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

A Community Group Affiliation Policy describes the services available from the municipality to registered (affiliated) community groups in providing their program and services in relation to the capacity of the municipality to provide them. Although not-for-profit community groups or organizations must be registered to receive municipal assistance, registration does not guarantee support. A standard, typically annual, registration/application process for eligible groups interested in municipal assistance “affiliates” them with the municipality and establishes a formal, consistent process for reviewing requests and monitoring policy effectiveness. Municipal staff review the applications and make recommendations to Council for approval. The support provided

is typically in-kind, with any major funding provided through a separate mechanism. In Petawawa, the Grants to Community Groups serves this purpose.

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

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

- facilities and equipment: free or proportionately discounted fees for use of facilities, spaces, equipment
- marketing and promotion: distribution of approved promotional materials via social media and/or at municipal facilities; assistance with contacts for the local media; free listing in the Town’s recreation guide

- equipment and materials storage: provision of free storage in Town facilities and parks
- grants and insurance: assistance from the municipality in securing liability insurance, sourcing potential grants, and/or completing applications for non-municipal grant programs (e.g., Ontario Trillium Foundation; private sector, etc.)
- volunteer recruitment: posting volunteer needs for upcoming program season on the Town's website
- leadership training and development: course rebates for community volunteer development to a maximum amount/person/course (e.g., \$50/year) to a maximum amount per group/organization (e.g., \$200/year), provided the course is a core component of the organization/group's mandate, with priority being given to certain courses; in-house workshops sponsored by Town on relevant topics of interest (e.g., preparing grant applications)
- assistance with program planning and operations, registration, fees processing, evaluation, etc.

While the overall position of user groups (from both the Master Plan and the Town's 2019 surveys) is that staff are very supportive and responsive to their needs, the Master Plan results indicated that the rugby club has concerns that appear to span this five-year period. It was noted that the Civic Centre does not have the field equipment (e.g., pole pads, flag poles) required for play, and that field preparation for tournaments is lacking (e.g., lines are incorrect and/or completed just before start time). The overall sense is that soccer is better supported than rugby with Town provided nets and priority use of

Civic Center Field 1 for soccer, which is the only field with uprights necessary for rugby. All other fields are soccer-specific and cannot support rugby training or games.

For the most part, rugby's situation appears to be unique among the Town's field users. The purpose of all policy that delineates Town support to organized users is to provide fairness and equity in service delivery and - increasingly - access to facilities by diverse users. This is a potential example of where a community group affiliation policy can - through consultation with providers - formalize the first step in all organized community recreation being eligible for the same level of Town support.

Recommendations

SD 21. Develop a community group affiliation policy to provide clarity, consistency and equity in terms of the range of support services available to all volunteer groups and what they must do to be eligible to be, and remain, affiliated.

SD 22. Consult with volunteer recreation groups to confirm the type and extent of required assistance to sustain/grow their programs/ events, and to inform development of the policy within the capacity of the Town to provide support.

Storage at Town Parks and Facilities

As is often the case, secure storage for equipment and supplies is in short supply for both municipal and volunteer community groups in Petawawa. Future development of program services will also presumably mean the need to provide more storage. It is important, therefore, to ensure available space is being used effectively. The following protocols are suggestions for managing the distribution and use of storage for program providers in the Petawawa. The final two points refer to charging users for renting storage space, which is practiced by some municipalities. Charging fees is less about generating revenue than managing and encouraging more efficient use of available space. If the Town provides a limited amount of free storage, fees could be applied to additional space requested by users or could be applied to unauthorized use of space. Alternatively, the Town may decide to charge rental fees for all storage services. In any case, fees charged should be set at a level directed to sustaining optimal use of a finite amount of storage space. The following protocols should be considered when developing a policy:

- No person, unless authorized by the Community Services Department shall place, install or erect any temporary or permanent storage structure on any Town property.
- Temporary storage in Town parks and buildings may be authorized by permit for short-term events/uses. The Community Services Department will authorize the specified dates, duration, location and size of authorized storage spaces.
- Only groups that provide organized community program(s) and or league(s) that operate using Town facilities or parks on a regular basis may be considered for long-term storage within storage facilities or spaces within buildings.
- Only designated storage containers or spaces within buildings shall be used for storage. The Town will remove and dispose of material or equipment found stored in other areas, after notifying the owner and allowing two weeks for removal.
- If authorized storage within facilities or structures in parks shall be subject to applicable fees, and fees will be charged, via a rental agreement, of the required duration.
- It is the responsibility of the user to remove all material and equipment from the storage area or structure, within one week of expiry of the permitted period, after which the Town will remove and dispose of any items remaining.

Recommendation

SD 23. Develop a policy on storage at Town parks and facilities to optimize the use of limited space and to better manage the allocation and tenure of available storage.

Court Allocation

The ice and field allocation policies distribute facility time among a number of users. The outdoor facilities discussion referenced the need to address the use of tennis and pickleball courts by two groups: the Tennis and Pickleball Club and the public (i.e., non-members). As such, a court allocation policy is likely not necessary at this time, as long as a formal agreement with the Club can implement the preferred allocations as part of the terms governing the use, maintenance and operation of Town courts.

Recommendation

SD 24. Implement tennis and pickleball court use allocation as part of a formal agreement with the Petawawa Tennis and Pickleball Club.





Collaborations and Partnerships

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

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



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

Recommendation

SD 25. Develop a collaborations and partnerships policy to guide the Town in working with other providers to deliver parks and recreation services.

6.3.3 Policy Review

It is important to review and, as required, update policy to incorporate evaluation findings and/or relevant changes in the corporate environment that need to be reflected in scope and application. As noted elsewhere, a standard review period can be set (e.g., five years), with provision for the need to initiate a review in the interim, if required. Evaluating the effectiveness of new policies in achieving their purpose should occur in early years of their application. Although not common, there are examples of municipal policies that pertain specifically to developing, implementing, and evaluating policy.

The City of Lethbridge Alberta, for example, has such a policy. In each policy adopted by Council, it is noted, "This policy shall be reviewed by city council, once per term, as stipulated in CC1 Policy Development, Implementation, And Evaluation. The policy or associated procedures may be reviewed sooner if required due to changes in the business or risk environment."¹¹

Recommendation

SD 26. Regularly review and update policies to reflect relevant changes.

¹¹ <https://lethbridge-001-ca.govstack.com/media/s2jhxctv/all-council-policies-files-as-of-july-23rd-2024.pdf>

6.4 Revenue Generation

The following sections outline several ways in which municipalities can generate revenue to offset costs of service provision. Some may not be immediately relevant to Petawawa and are included in anticipation of additions to facility supply and park improvements. A policy on 'last minute ice', for example, might not be workable unless/until a second pad is developed.

Commemorative Amenities Program

These types of programs are designed to encourage citizens to commemorate people or events through donations that 'purchase' parks-based amenities, some of which are eligible for charitable tax receipts. A sample of municipal programs reveals some that encompass a broad scope for community support, while others are more specific. The City of Greater Sudbury's Parks Services Donation and Memorial Program allows the public to "make donations to commemorate a special person, a momentous occasion or simply donate as a philanthropic gesture to beautify a community park. Donations towards the purchase of park enhancements or memorial gifts can include park benches, trees (hardwood and conifers), bike racks, picnic tables, sun shelters, sports equipment (basketball standards, tennis nets, soccer goals, etc.), playground structures, other options to be discussed with Parks Services."

¹² The policy also notes that donations for parks are guided by site-specific plans.

Strathcona County's (Alberta) Parkland Memorial Program notes: "The Parkland Memorial Program provides individuals, groups, and organizations with the opportunity to beautify Parkland in Strathcona County by planting trees or installing Parkland Amenities in remembrance, observance or acknowledgment of an appropriate event, occasion or individual. Approval of applications will be based on aesthetic considerations, improvements to the level of service to our Parkland users and with the intention of facilitating planned development in our Parkland. "Amenity" means any bench, table, park furnishing or other structure or development that increases the physical or material comfort of the park. It may include a memorial plaque."¹³

As Strathcona stipulates, these types of programs should note that the selection of donated amenities is to be guided by master plans for the parks or other locations where they are requested for installation.

¹² <https://agendasonline.greatersudbury.ca/?pg=feed&action=file&attachment=5992.pdf>

¹³ https://storagecdn.strathcona.ca/files/files/lls-ser-011-023_parkland_memorial_program.pdf; https://storagecdn.strathcona.ca/files/files/rpc-parkland_memorial_brochure2019-web.pdf

Monetary Donations

A general donation program could be considered to support parks and recreation service development. The City of Toronto includes an opportunity to donate to specific service areas with its property tax bills.¹⁴ Through the Voluntary Contribution Option on Property Tax Bills, “donations can be made in any amount from \$1 up to \$50,000... for which a receipt for tax purposes is issued.”

¹⁵ At the time the program was instituted, areas that were identified for contributions included children’s services; cultural services and museums; parks, forestry and recreation; public libraries.

Currently, there are several year-round initiatives and programs specifically related to parks and recreation and the environment listed on the City’s website to which donors can contribute. These include PollinateTO; Urban Forestry; Cultural Vibrancy (includes public art); Senior-Friendly Outdoor Fitness Equipment; and Seniors’ Centres (Recreation Material).¹⁶ The City’s Policy on Donations to the City for Community Benefits governs the collection and processing of all donations.

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

Indicators from Community Survey

- 40% of 300 responses indicate residents would donate an amenity to a park (e.g., bench, tree)

¹⁴ <https://www.toronto.ca/services-payments/property-taxes-utilities/property-tax/voluntary-contribution/>

¹⁵ Source: Staff report P:\2011\Internal Services\ rev\gm11018rev (AFS 14621). October 25, 2011

¹⁶ <https://www.toronto.ca/business-economy/partnerships-sponsorships-donations/donate/>

6.4.1 Last Minute Ice

Last minute ice rentals can help generate revenue to offset arena operating costs. The City of Owen Sound¹⁷ lists the following parameters for its program to consider in developing a program for Petawawa:

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

In Owen Sound, fees for last minute ice are discounted and reservations are made online for each available pad through its recreation management software. Hours available during already staffed 'downtimes' could generate additional revenues through this type of program.

6.4.2 Commercial Kitchen Rentals

As noted in the facilities discussion, commercial kitchens within municipal facilities are increasingly being used to generate new revenue streams. The Town of Petawawa has one commercial kitchen at the Civic Centre that is very likely too busy to be considered for any significant use for local food production. Including a kitchen for this purpose as part of a future recreation complex should be considered.

¹⁷ <https://www.owensound.ca/en/exploring/ice-rental.aspx>

6.4.3 Community Capital Campaigns

Capital campaigns can be used to raise funds for major building projects. Key elements of this approach to planned fundraising include: a predetermined monetary goal attached to providing a concrete project, sufficient lead time to raise funds, a timeframe for closing the campaign, broad-based community involvement in the effort, and ongoing communications about its progress. Incentives are sometimes provided to motivate contributions (e.g., matching funds, public recognition of donors, etc.). Where possible, these campaigns should be coordinated with other similar initiatives in the community to minimize the negative impact of concurrent requests for monetary contributions. For major campaigns, professional services may be required to plan and implement the initiative. In Petawawa, a recreation complex could be the focus of a comprehensive campaign to generate capital funding in conjunction with planning and designing the preferred facility emerging from the feasibility study.

Indicators from Community Surveys

- Thirty-one percent of 300 responses indicate residents would donate to fundraisers
- Four of six user groups were uncertain about contributing to the capital costs of developing new facilities, and two groups were uncertain.
- Four of six user groups were uncertain about helping with fundraising activities for facility development, one group indicated interest in assisting, and one group would not participate.



Image By Naomi Lohenki

6.4.4 Advertising and Sponsorship

The Town website notes that businesses can offset the costs for the public to access recreation activities by sponsoring programs such as public skating, which can coincide with the Town's scheduled public skates or be held at other times. Advertising spaces are also available on the arena boards and walls.

Collectively, advertising revenues from municipal facilities is an important source of income. There does not appear to be an overarching policy that outlines the content, types, and process for advertising space in municipal buildings/parks properties or for sponsoring programs or events. These policies are designed to generate revenue for the corporation while ensuring acceptability from various perspectives: legal, products/services, appropriate content/images/messages, etc. The fees charged for advertising and sponsorship should be set within policy that details their purpose and parameters, including a process for setting rates, and reviewing them on a regular basis.

6.4.5 Park/Facility Naming Rights

- to be developed in conjunction with reviewing the existing Naming of Public Places Policy (2002)

Financial support can be recognized by naming a park or recreation facility after community organizations, individuals or businesses providing financial support. The Town's existing policy is old and should be reviewed to update it with respect to the extent of its coverage, and to possibly exclude street naming procedures from this policy.

In recent years, the practice of naming places after individuals has become controversial as public pressure emerges to rename institutions, streets, and other public spaces when the namesake's worthiness is called into question - whether this is an individual or a business / commercial enterprise.

A way to preclude this potential issue is to provide a highly visible plaque in the park or facility that acknowledges the individual or business that contributed to its development, while choosing a formal name that is not tied to a specific donor(s). In addition to the benefit noted above, a plaque permits multiple donors to be recognized for their contributions, which opens the door for a wider reaching campaign and possibly various levels of support.

If an individual or organization is considered for sole naming rights of a park or facility the contribution level can be set based on the relative significance of the asset, and for a contracted period after which the agreement would be reviewed for potential renewal. For example, the Town of Renfrew entered agreements with approximately ten local businesses/groups for naming rights/sponsorship to facility components in its new recreation complex (e.g., ice pad,

walking track, gymnasium) and for the overall complex itself. Several of these businesses have also located in the complex in leased space. The agreements are for an annual amount over a ten-year term with an option to renegotiate at five years.

For the purposes of updating this policy, it is also noted that use of certain language has been discontinued in current discourse. In view of Truth and Reconciliation initiatives words such as Native and pioneers have been replaced with more appropriate terms including Indigenous and settlers. Renewing the policy should include changes to language, as required.

Recommendations

SD 27. Institute revenue generating programs to help offset the costs of service provision.

SD 28. Assign priority to revenue generating programs according to ease of implementation.

SD 29. Consider conducting capital campaigns for major facility and park development.

SD 30. Develop an Advertising and Sponsorship Policy and a more comprehensive Park/Facility Naming Policy to provide the frameworks for revenue generation using these methods.

SD 31. Update language, as required, in policy related to park/facility naming rights.

6.5 Communication, Promotion and Marketing

Communicating and promoting the availability of all parks and recreation services is essential to maximizing community awareness and use of the full range of opportunities. Unlike other municipal services, however, recreation requires 'real time' communication that reflects ongoing changes in programs and their delivery.

The Town of Petawawa 2023-2026 Municipal Accessibility Plan Initiatives, under Information and Communication, contains two projects for completion by 2025:

- building a new Town website
- developing a Social Media Style Guide and staff training on use of social media platforms

Although these initiatives are specific to achieving high standards of accessibility, equity and inclusion, the work itself will need to be comprehensive to arrive at new/renewed services.

The City of Waterloo's social media guidelines using social media has [sic] become increasingly important as more people learn digital skills and transition away from traditional media as their primary source of information.

The City uses its social media accounts to:

- increase trust in the city through greater dialogue and openness
- build ties with partner organizations and affiliated groups
- create content that can enhance, add to, or correct mass media coverage
- transmit information quickly in times of crisis or emergency
- reach specific audiences through targeted accounts and content
- provide digital customer service options¹⁸

With respect to parks and recreation services specifically, social media channels may be a more direct way to promote services. Residents who are interested in recreation programs and activity opportunities may be more likely to follow/subscribe to an account dedicated to this topic. Staff operating these accounts can also quickly re-share upcoming programs, events, and news from other community providers. This is particularly useful for community events that are not regular occurrences. Those that are spontaneously organized or occur only once can be quickly promoted via dedicated social media channels.

Currently, the Town produces both a web-based and printed Community Guide twice a year that includes a section containing information on all community programs/activities available by season: fall/winter and spring/summer. Over the long term, as municipal parks and recreation services

¹⁸ <https://www.waterloo.ca/en/government/social-media-guidelines.aspx>

grow, it may become necessary to produce a separate Recreation Guide. This guide would bring together current information on all parks, recreation and related (e.g., tourism) services in the Town, to create a comprehensive 'one-stop shop.' All service providers to be represented should be consulted in designing the guide (e.g., volunteer sports groups, arts/culture organizations, satellite programmers, etc.). The Guide could also include specifics regarding volunteer opportunities in programs and on relevant municipal committees.

Reciprocal promotion with other agencies and surrounding municipalities should also be considered. The Town and Garrison Petawawa could consider ways to better cross-promote their services, if only by including links to each other's digital guides. For certain services and recreation experiences beyond those available in Petawawa, the 'market' includes other providers, and will continue to do so. Identifying complementary services available in surrounding communities or at a regional level, and cross promoting these can be mutually beneficial. It can help direct community residents to services not available locally and vice versa, and/or to jointly promote region wide programs and experiences (e.g., connected heritage routes).

Communications channels can also be used by the Town to promote its work in parks and recreation services. The Municipality of Port Hope, for example, produces an annual graphically portrayed Parks, Recreation and Culture Year-in- Review that summarizes the past year's work in developing, operating and maintaining these services.¹⁹ Much of this information is already available or would be captured in monitoring activities and could be used to produce an 'annual report' to Town residents.

Depending on the extent of facility and service development in the early years of the Master Plan, the Town may benefit from preparing a formal marketing strategy. The purpose of this exercise would be to clearly establish its business objectives in parks and recreation services and to provide a comprehensive strategy to achieve them. In addition to its primary role in delivering community-based services, the Town is also interested in becoming a regional service provider and enhancing its visitor attractiveness. Developing a coordinated and, where appropriate, integrated approach to marketing at these three 'levels' is required. The long-standing 4Ps of marketing are product, price, place and promotion. While pricing public services differs from that of the private sector, the other aspects of marketing are important to shaping the municipality's role in service delivery in the face of increasing demands and its capacity to respond. A marketing strategy would develop the full range of functions/products needed, including the scope of responsibilities to be assigned to a staff position (or positions) with an allocated budget.

19 <https://www.porthope.ca/en/your-municipal-government/prc-year-in-review.aspx>

Recommendations

- SD 32. Use Information and Communications initiatives in the 2023-2026 Municipal Accessibility Plan to create comprehensive new and renewed website and social media channels for parks and recreation services.
- SD 33. Consider the need for a separate Recreation Guide in the long-term, as municipal parks and recreation services grow.
- SD 34. Consider reciprocal promotion with other agencies and neighbouring municipalities.
- SD 35. Prepare and post an annual services 'year-in-review' that summarizes and informs the community about the Town's achievements in parks and recreation.
- SD 36. Depending on the extent of service development, consider the need for a comprehensive marketing strategy in the long term.

6.6 Service Planning and Evaluation

6.6.1 Purpose, Process and Information Requirements

Though not new in the recreation and parks sector, the use of data - gathering it, applying it, and creating knowledge with it - has become a priority. Given increasing demands on budgets at all levels of government, it is more important than ever to make persuasive, evidence-based arguments for developing public policy that reflects the important and expanding role that recreation and parks play in our communities (p.6)...It remains crucial for recreation and parks organizations

at all levels to prioritize accountability. Implementing systems for evaluating programs and monitoring progress towards desired outcomes is essential to gauge the true impact of our efforts in the sector. This approach will not only ensure continuous improvement but also demonstrate the tangible benefits of the sector to governments at all levels and to the communities they serve" (p.7).

Source: Framework for Recreation in Canada: Framework Update: March 2024

The overarching goal of planning, monitoring and evaluating parks and recreation services is to contribute to informed decision-making. The process works to distinguish between community 'needs' and 'wants', to respond to 'needs' in the most judicious way, and to monitor the success of the response. The overall process is illustrated in Figure 6-2.

The focus of this discussion is areas of information collection and application. The remaining components of the planning process outlined in Figure 6-2 are the topics of other Master Plan discussions (e.g., collaborative work) and/or are ongoing Town functions (e.g., budgeting and implementing actions).

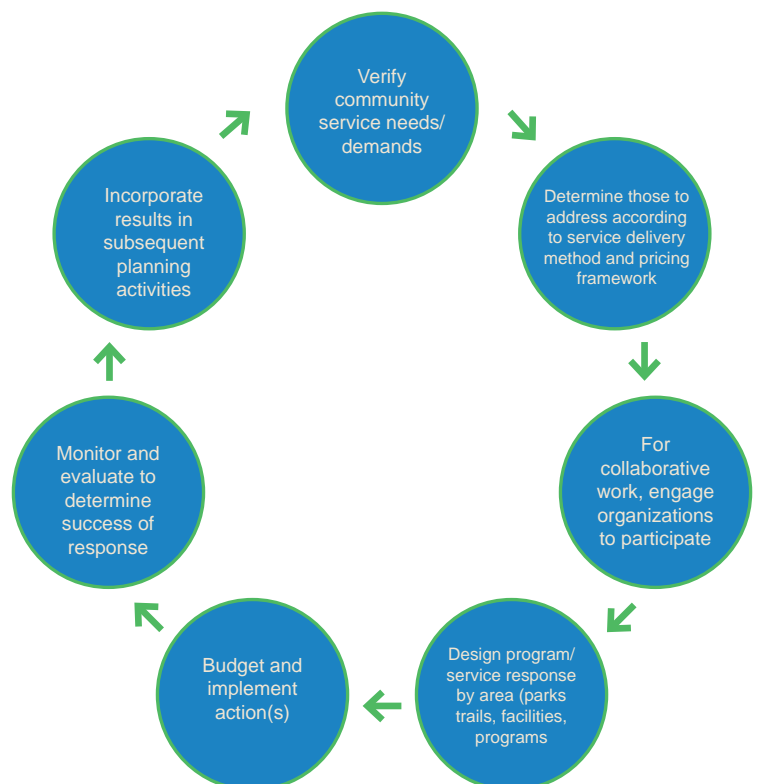


Figure 6-2: Planning and evaluation process



Table 6-4 summarizes the key components of information collection and use in needs-based services planning to:

- verify community service needs
- monitor and evaluate the success of the service response
- incorporate results in subsequent planning activities

Although it deals with both facilities and programs/ services under the same headings, it is noted that facility (infrastructure) planning is typically a longer-term endeavor than program planning, which is annual or even seasonal. The relationship between programs/services and facility needs is an iterative process, which is not conveyed in the distinction the table makes for the purposes of this discussion. As noted in the facilities discussion of the Master Plan, the potential for the Town to significantly develop its program services will depend on the availability of sufficient, appropriate facility capacity.

The table includes certain tasks that are already conducted by the Town. Consultation with staff revealed various ongoing activities with respect to planning, delivery and evaluating programs such as: research on trends/new municipal practices, participant/ caregiver surveys and/or suggestions/ comments, feedback through social media accounts, adjusting existing/piloting new programs, tracking participation, etc. The table is intended to outline a comprehensive framework, within which specific ongoing activities would fit.



Table 6-4:
Services
Planning
Information
Requirements
and
Application

	Facilities	Programs/Services
Verify community service needs		
Maintain a Single, Comprehensive Inventory	Document and regularly update an inventory of all facilities and relevant information by type. Ideally, all facilities now or potentially available for community use in the Town should be included in a single, integrated database	Document and regularly update an inventory of all programs and relevant information by type. Ideally, all programs/services available either directly or indirectly through collaborations with the Town should be included.
Document Data on Use Related to Capacity	Track actual hours of facility use in relation to capacity (within total prime and non- prime time hours, where applicable). ²⁰ Institute periodic, rotating checks on unscheduled facilities to document use at different times	Track program/service fill rates in instances with a capacity limit or simple counts of participants/users/ attendees when no limit on capacity.
Develop Indicators of Unmet Demand	Document information on unmet demand for facilities, programs and services from organized users, community engagement via Have Your Say, resident inquiries/requests to the Town, and formal market research.	
Monitor and evaluate to determine success of response		
Measure Service Performance Against Targets	Using tools noted above to gather feedback, evaluate success of individual facilities and programs/services on an ongoing basis with organized and casual users, program participants and instructors, in relation to pre-determined performance targets.	
Incorporate results in subsequent planning activities		
Adjust Service Plans According to Evaluation Findings	As a cyclical activity covering both short and long-term service provision, the findings on evaluation can be used to maintain alignment between the supply/delivery of services and community needs.	

Recreation management software enables information collection on service use and trends in performance to inform the planning and evaluation process. The Town has software it uses for recreation services management functions, which is capable of

collecting and producing the above-noted information requirements. In expanding its planning and evaluation capacity, staff can develop a comprehensive menu of information requirements - based on needed indicators in all service areas.

²⁰ Actual use if the same as scheduled use if all scheduled use occurs. Where prime time definitions include limits like 'sundown' or 'open', substitute these with actual times that generally align with the beginning or end of peak demand (e.g., change ice prime time from '5:00 pm to close' to '5:00 pm to 11:00 pm' if the latter is the typical closing time).

6.6.2 Incorporating Data in Service Planning

The results of this work will reveal patterns of use/participation over time, available facility/program capacity that is not being used, and measures of outstanding demand. The Town can determine if the response to unmet demand will be adding more to supply or improving the performance of existing services. Facility options to this might include lighting an unlit field, reallocating use, or financial incentives to push use to less preferred times, etc. Program/service options might be adding more sessions of particularly popular programs or adding new programs.

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

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

6.6.3 Engaging Other Service Providers

The Town currently works with other non-municipal providers, and this engagement will grow as its services expand. The foregoing discussions included examples of where work with non-municipal agencies, organizations and businesses should be initiated in determining future facility requirements to accommodate their use of municipal space.

Joint service planning by all key providers in the community should occur on a regular basis, with a view to integrating the efforts of all in developing programs and services. The municipality can take a leadership role in facilitating joint planning activities. This will help ensure a comprehensive, whole community approach to service planning and provision.

The number of sessions per year in which all participants should engage can be determined collectively. At least one full group session per year, however, would be required. Ideally, it should be scheduled to align with both service and budget planning but this might not be possible with multiple participants. In some cases, smaller group planning sessions, by specific service area may be more reasonable in terms of accommodating other organizations, with the Town then feeding this information into internal planning activities.

Engagement in major project planning/development or one-time events can be more narrowly defined in terms of the parties involved and the number of 'sessions' needed. Periodic joint sessions may also be needed to address new/unforeseen

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

Recommendations

- SD 37. Develop an enhanced data base to apply in a formal recreation facilities and programs/services planning to: verify community service needs, monitor and evaluate the success of the service response, and incorporate results in subsequent planning activities.
- SD 38. Work with potential non-municipal program/service providers in the facility design and development phases of planning future capital projects.
- SD 39. Take the lead in developing and implementing regularly occurring joint services planning sessions with all key non-municipal providers in Petawawa.
- SD 40. Conduct project, program or service specific planning sessions with other providers, as required.

A comprehensive review and update of the Master Plan should occur in five years, which would make 2029 the review date for Petawawa. The review can be facilitated by preparing annual work plans that detail the steps to be taken each year in implementing recommendations and tracking their completion in the form of a report card. This tool can also serve as an annual report to Council on the Plan's progress. Ideally, the report card will inform the specific items to be addressed at the five year review, as it will show the status of recommendations at the time. By identifying fully implemented recommendations, this could help focus the review on outstanding work to be completed, changes in circumstances that will affect this work, and new items that have emerged in the interim and need to be addressed.

Recommendation

SD 41. Conduct a comprehensive 5-year review of the Master Plan.



7.0

IMPLEMENTATION

7.1 Implementation Considerations

The proposed roll-out of recommendations is based on the information available at the time of Master Plan development and includes the following considerations.

Operations vs. Capital Projects

Of the 158 recommendations, 95 are operational in nature. This means the implementation of these recommendations would be undertaken by staff as part of their day-to-day activities. The remaining 34 capital recommendations and 29 recommendations to undertake supplementary studies require discrete budget allocations for execution. This includes both improvements/repairs to existing facilities, as well as the design and construction of new facilities and amenities. The capital cost estimates for parks and trails include design fees, initial project start-up permits, insurance, protection fencing, construction signage, contingency and cash allowance.

Dependencies and Efficiencies

While recommendations are described as individual initiatives, many are interrelated and need to be considered in the larger context of achieving efficiencies in implementation. Some recommendations must be initiated and completed before other recommendations can begin, while others may benefit from being undertaken simultaneously in terms of process efficiency and providing a more fulsome approach to physical improvements.

Budget Considerations

The implementation sequence attempts to evenly distribute the costs of recommendations over the Master Plan's 10-year time frame. It should also be noted that costs for some recommendations are not available and are yet to be determined. These have been noted in the forecast and would be in addition to the numbers provided in the Master Plan. Another factor to consider are cost premiums/fluctuations due to inflation. The current economic situation makes it

especially difficult to attach reliable estimates to recommendations.

Staff Resources

The need for staff resources to do the work requires both a distribution of tasks over time and, in some cases, hiring additional staff to take responsibility for implementation. It will also require coordinated efforts both internally and externally.

Flexibility

The proposed schedule reflects a reasonable roll-out, assuming no major obstacles to activation. However, it is expected that some projects may need to be delayed due to unforeseen circumstances. There may also be opportunities to "fast-track" other initiatives.

Ongoing initiatives are to be carried through each year to the end of the Master Plan term. Their applicability throughout the entire period, however, will depend on evolving needs in relation to service development. For example, program expansion for specific interests may be sufficient to meet demand in considerably less than 10 years (subject to potential changes based on continuation of monitoring and verification needs). The point at which this will happen, however, is unknown and thus not identified as an "end-date" in implementation. The recommendations shown as time-limited endeavors may also extend beyond the years shown. It may take longer to complete the identified activities and/or the completion of a recommendation may result in a new system component or procedure. Recommendations to establish formal agreements or contracts, for example, are shown as time-limited for negotiating arrangements that will create new, ongoing relationships between the municipality and other providers (e.g., volunteers, agencies, businesses, etc.).

7.2 Implementation Strategy

The graphic on the following page summarizes the top priorities for action by time frame. In some cases, the early steps involve monitoring use of facilities and conducting studies, and the outcome of that work will inform subsequent actions. For example, we have recommended to begin monitoring ball diamond use in the immediate term, redeveloping Mohn's diamond in the medium term, and adding another ball diamond to supply in the long term (as needed, based on population growth and use). However, if monitoring shows another diamond is not in fact needed, the Town's planning and budgeting would reflect this evidence-based change. The Master Plan is meant to be a guide, but it is also necessarily a living document, as circumstances may change over the next decade.

Immediate (1st year)

1. As facility space is accessed/developed, expand recreation program options for all age groups, including more indoor programs during the winter, summer camp spaces, outdoor water-based activities, and fitness.*
2. Monitor and document the extent of regular unmet demand for prime time use that could be allocated to a second ice pad at the Civic Centre if it was available.*
3. Purchase or rent mobile storage units.
4. Monitor and document use on outdoor facilities including ball diamonds, sport fields, and tennis and pickleball courts.*
5. Continue to prioritize and undertake required capital improvements on an annual basis, including those directed to achieving accessibility.*
6. Continue to make upgrades to parks for safety, accessibility, and comfort.*
7. Begin redevelopment of Kiddyland Park.*
8. Begin updates to Construction Yard Bike Park.*
9. Monitor the extent to which the new Recreation Programmer and the Seniors Recreation Programmer positions address service development needs as per their job descriptions.*
10. In consultation with collaborators/partners, regularly review and as required, update agreements.*
11. Review and update the Field Allocation Policy, Grants to Community Groups Policy, and Special Events Policy.
12. Implement tennis and pickleball court use allocation as part of a formal agreement with the Petawawa Tennis and Pickleball Club.
13. Consult with volunteer recreation groups to confirm the type and extent of required assistance to sustain/grow their programs/ events, and to inform development of a Community Group Affiliation Policy within the capacity of the Town to provide support.
14. Institute revenue generating programs to help offset the costs of service provision.*
15. Develop an enhanced data base to apply in formal recreation facilities and programs/services planning to: verify community services needs, monitor and evaluate the success of the service response, and incorporate results in subsequent planning activities.*

Short Term (2nd and 3rd year)

16. Prepare a detailed feasibility study for the development of a multi-purpose municipal recreation complex considering the need for, and Town capacity to provide, the following major components: a second ice pad, a pool, gymnasium and walking track, multi-purpose spaces, and age-specific program spaces.
17. Continue with Kiddyland redesign and redevelopment.
18. Develop a feasibility study on the regional need for a cricket field.
19. Develop a full-size sports field at the Civic Centre (existing field 5).
20. Determine the feasibility of providing an elite facility for track and field competitions, as a sport tourism initiative related to economic development.
21. Undertake improvements to Civic Centre park, Construction Yard Bike Park, Pine Ridge Park, Black Bay Boat Launch.
22. Conduct a study to explore the opportunity to expand the existing baseball diamond at Mohn's Park.
23. Over the course of the Master Plan, ensure staffing levels remain sufficient to ensure continuing effective operations and maintenance.
24. Develop a regional role in service provision by seeking collaborations with surrounding municipalities in various forms including purchase of service agreements, one-time capital contributions, etc., that would best suit major facility development.*
25. Create and adopt a parkland dedication by-law.
26. Consider developing an inclusion policy to support and promote equitable access to parks and recreation services.
27. Develop the community group affiliation policy.
28. Develop an Advertising and Sponsorship Policy and a more comprehensive Park/Facility Naming Policy to provide the frameworks for revenue generation using these methods.
29. Use Information and Communications initiatives in the 2023-2026 Municipal Accessibility Plan to create comprehensive new, and renewed, website and social media channels for parks and recreation services.
30. Take the lead in developing and implementing regularly occurring joint services planning sessions with all key non-municipal providers in Petawawa.*

Medium Term (4th - 6th year)

31. Provide additional pickleball courts if demand is confirmed.
32. Upgrade play equipment at the Civic Centre, and conduct a feasibility study for an outdoor rink.
33. Develop a second dog park if demand is confirmed.
34. Develop a master plan for Petawawa Point Park & Boat Launch.
35. Complete the Kiddyland Park redevelopment.
36. Redevelop Mohn's Park per the study completed in the short term (if applicable).
37. Make upgrades to Wilson, Turtle, and Woodland Parks.

Long Term (7th - 10th year)

38. Develop an additional ball diamond, if demand is confirmed.
39. Upgrade and expand restroom facilities at the Civic Centre Park to accommodate the increasing number of users, particularly around the splash pad.
40. Consider providing an indoor artificial turf fieldhouse as a secondary option to a multi-use recreation complex.

The following tables outline the proposed implementation plan for the Master Plan's recommendations. Please note: Some recommendations are ongoing, meaning, to be continued throughout the Plan as needed. Recommendations are placed in the time frame when they are to begin, with a note that they are ongoing. They are not repeated in each time frame table to avoid repetition. For this reason, the list of recommendations under "Immediate" is longest, but it contains many recommendations for actions that are ongoing throughout the term of the Plan. Recommendations are accompanied by anticipated costs and timelines for completion of discrete tasks. The table below summarizes the costs of recommendations by term. For a more complete explanation of each recommendation, please refer to the corresponding discussion in the Master Plan.

This Master Plan should be considered part of a living document. In monitoring and evaluating the Master Plan, changes that result from work completed should be reflected in systematic reviews that track the initiation, progress, and completion of all items as they are implemented in annual work plans and budgets.

TABLE 7-1: Summary of Capital and Studies Costs

Service Area	Immediate (1 year)	Short Term (2-3 years)	Medium Term (4-6 years)	Long Term (7 - 10 years)	TOTAL
Programs and Events	\$0	\$0	\$0	\$0	\$0
Facilities	\$0	\$1,220,000	\$0	\$6,450,000	\$7,670,000
Parks and Open Space	\$71,000	\$2,118,250	\$2,079,500	\$300,000	\$4,638,750
Service Delivery	\$0	\$0	\$0	\$40,000	\$40,000
TOTAL	\$71,000	\$3,388,250	\$2,079,500	\$6,790,000	\$12,278,750

Operations

Capital

Studies

Immediate Actions

#	Recommendation	Immediate (1 st year)
3.0 Programs and Events		
Age-specific Programs		
PE 1	As programs are expanded and new facilities developed, add programming instructors as needed.	
PE 2	Continue to provide existing Town-led programs and activities, and expand dates/times as possible.	Ongoing
PE 3	Add new program/activity options for all age groups, including more indoor programs during the winter, cultural programming and events, summer camp spaces, outdoor-water based activities, and fitness.	Ongoing
PE 4	Where possible, provide a child-minding service that aligns with adult program times and locations.	Ongoing
PE 5 ¹	Help grow recreational pickleball league until it can be passed over to a volunteer group.	
PE 6	Consider developing intergenerational programs.	Ongoing
PE 7	Work with existing volunteers, clubs, instructors, etc. at the Seniors Centre to continue providing the established seniors programs, and seek to expand where there are gaps.	Ongoing
Arts and Culture		
PE 8	Work with theatre groups to develop drama programs/events.	Ongoing
PE 9	Investigate opportunities to offer dance programs (for all ages), including Bollywood dance/dance-fit.	Ongoing
PE 10	Offer more visual art programs for all ages, including for example, introductory level drawing, cartooning, painting, etc. depending on instructor availability.	Ongoing
PE 11 ²	Integrate art by local artists into public spaces and parks.	Ongoing
Events and Tourism		
PE 13	Continue to develop the cultural components of existing events.	Ongoing
Outdoor Recreation		
PE 14 ³	Continue to provide equipment rentals and seek opportunities and partnerships to expand offerings.	Ongoing
PE 15 ⁴	Continue to provide equipment rentals and seek opportunities and partnerships to expand offerings.	Ongoing
PE 16 ⁵	Consider implementing a Mobile Activity Centre-type program.	Ongoing
Total Programs and Events Recommendations Costs		\$0

1 Ideally after the first year, a volunteer group will be able to take over the league

2 Costs to be determined on a case by case basis

3 Costs associated with this would be covered under parks improvements, as well as staff time

4 Costs are dependent on arrangement with Library, and the potential contributions from community organizations

5 Costs are dependent on potential partnerships and contributions from community organizations

Operations

Capital

Studies

#	Recommendation	Immediate (1 st year)
4.0 Facilities		
Second Ice Pad		
F 6	To inform the feasibility assessment, monitor and document the extent of regular unmet demand for prime time use that would be allocated to a second pad at the Civic Centre if it was available.	
Age-specific Program Spaces		
F 15 ⁶	Future provision of a youth centre should be preceded by identifying interested collaborating organizations, and collective facility requirements, to inform the feasibility study.	
Food Services		
F 20	Continue to develop healthier choices in Town food services.	
Storage		
F 23 ⁷	Purchase or rent mobile storage units to provide needed additional storage space in the short-term.	
Outdoor Facilities		
Ball Diamonds		
F 28	Monitor and document use of all ball diamonds to identify opportunities to improve scheduling and the timing of new facility provision.	Ongoing
Sports/Soccer Fields, Track and Indoor Fieldhouse		
F 33	Beyond providing one additional field, monitor all field use to track unmet demand by activity type for timing of future facility provision.	Ongoing
F 35 ⁸	Determine the Town's role in providing amenities to user groups beyond a basic level of service.	
Tennis and Pickleball Courts		
F 40	Conduct a review of current scheduling, existing use and Club/non-member access with the objective of required changes to build court use to capacity.	
F 42	If needed to improve use of the courts, with need verified through the review of scheduling and use, consider providing one designated tennis court, four standard pickleball courts (within a single tennis court footprint), and one dual use court.	
F 43	Institute a monitoring program of all courts (including Pineridge) to establish if, and when, actual use of facilities generates the need for more courts for either tennis, pickleball or both.	Ongoing
Capital Improvements and Asset Management		
F 47 ⁹	Continue to prioritize and undertake required capital improvements on an annual basis, including those directed to achieving accessibility.	Ongoing
Total Facilities Recommendations Costs		\$0

6 Component of F1

7 to be determined based on number of units and whether they are rented or purchased

8 Tied to policy development on support to volunteer community groups (i.e., grants to community groups, community group affiliation)

9 To be determined annually based on asset management cost projections

Operations

Capital

Studies

#	Recommendation	Immediate (1 st year)
5.0 Parks and Open Space		
Parkland Classification System		
PO 1	Adopt the updated parks classification system, and assign existing and new parks to the classification system.	
Park Naming Conventions		
PO 2	In new developments that fall outside of an 800 m radius of an existing municipal park, parkland should be acquired to serve the new residences.	Ongoing
PO 3	As parks and playgrounds are developed and upgraded, Town inventories and webpages should be concurrently updated to accurately reflect the newly added features and facilities.	Ongoing
PO 4	Improve park naming conventions by using only one name to refer to each park. Work towards making park names clear and consistent between all inventories, maps (e.g., GIS, Township website, Google Earth, etc.), publications and signage.	Ongoing
Safety, Accessibility, Comfort and Usability		
PO 5 ¹⁰	Ensure new and updated parks and trails comply with AODA standards by connecting park amenities with accessible paths; providing accessible surfacing, play equipment, and parking stalls; and adopting a phased approach to accessibility improvements that ensures new developments are fully accessible, while progressively upgrading existing facilities.	
PO 6	Consult on planning and implementation of park accessibility initiatives with the Petawawa Accessibility Advisory Committee (PAAC).	Ongoing
Park Maintenance Strategy		
PO 14	The Town should continue to develop a Neighbourhood Parks & Green Spaces Management Plan, which includes all existing and new parks as they are developed.	Ongoing
Unstructured Outdoor Activities and Nature Play		
PO 15	Prioritize projects that expand opportunities for free, unstructured outdoor activities, thereby fostering a more inclusive and versatile recreational environment.	Ongoing
PO 16	As play equipment in parks is due for replacement, consider diversifying offerings by introducing features such as climbing walls, climbing boulders, space-nets, natural playgrounds, and outdoor fitness trails.	Ongoing
Community Parks		
Scentral Bark Dog Park		
PO 22 ¹¹	Implement the best practices for off-leash areas discussed here in any new OLAs developed.	Ongoing
Construction Yard Bike Park		
PO 25	Update bike repair tools and equipment to support users.	\$1,000
PO 26	Support and liaise with existing BMX and off road cycling clubs to encourage community participation and stewardship of the park.	
Centennial Park		
PO 27	Implement effective geese management strategies to minimize droppings and maintain cleanliness on the grass and in the water.	Ongoing

¹⁰ Will be covered in the cost of each park upgrade

¹¹ Cost to be determined per project, based on size design, etc.

Operations

Capital

Studies

#	Recommendation	Immediate (1 st year)
Kiddyland Park		
PO 29 ¹²	Following the concept developed for Kiddyland Park, implement the construction of key amenities including a container market, activity hub (splash pad, playgrounds, skatepark, improved basketball court), expanded parking, and enhanced pedestrian access, to create a cohesive and functional community park.	\$70,000
Neighbourhood Parks		
Wilson Park		
PO 40	Continue to engage with the River Rats Whitewater Club to optimize use of Wilson Park.	Ongoing
Woodland Park & Trail		
PO 44	Explore the opportunity to introduce the Adopt-a-Trail initiative at Woodland Trail.	Ongoing
Neighbourhood Parks		
Total Parks and Open Space Recommendations Costs		\$71,000
6.0 Service Delivery		
Municipal Role, Organization and Staffing		
SD 1	In developing its services and meeting future parks and recreation needs, the Town will continue to act in both direct and indirect capacities.	Ongoing
SD 2 ¹³	Continue the Town's focus in service provision on meeting demand that complements and does not compete with other providers while delivering the capacity needed for resident access to facilities and programs.	Ongoing
SD 3	Assign projects that bridge accessibility and equity, diversity and inclusion as joint initiatives to the Petawawa Accessibility Advisory Committee, the Petawawa Equity, Diversity and Inclusion Advisory Committee, and the Seniors Advisory Committee.	Ongoing
SD 4	Continue to maximize access to available program spaces within the community to facilitate the work of all Town Programmers.	Ongoing
SD 5	Track progress and development of the new Recreation Programmer and the Seniors Recreation Programmer positions as per their job descriptions.	
SD 6	Enhanced staff competencies are required for process-related work such as monitoring, planning and evaluation.	
Collaborations and Agreements		
SD 8	Ensure all collaborations are supported by appropriate agreements.	Ongoing

¹² See Appendix for full cost breakdown of the Design Concept

¹³ WRT municipal services that parallel some of those at Garrison Petawawa, while delivering the capacity needed for resident access to facilities and programs, qualifies the 'non-compete' part of the statement. While not discussed in the Plan, since it depends on decisions of Council regarding the extent of future facility development based on the outcomes of a feasibility study (e.g., no pool, but a second ice pad, multi-purpose space, and a gymnasium/track combination), it is understood that future municipal services currently provided by Garrison Petawawa for Associate members will change the relationship between the Town and Garrison Petawawa and may require: discontinuing 'provision of service' agreements with the Base, when they come to term and comparable municipal services become available; negotiating a long-term binding agreement that limits the Garrison to serving its PSP Regular and Ordinary members.

Operations

Capital

Studies

#	Recommendation	Immediate (1 st year)
SD 9 ¹⁴	Expand mutually beneficial collaborations with community-based service providers to grow and diversify programs and services.	
SD 10 ¹⁵	Reach out to local, regional and provincial sport and recreation organizations to determine the potential for them to offer programs in Petawawa.	
SD 11	Investigate opportunities to collaborate with post-secondary schools in the area to access academic expertise and facilitate student placements in parks and recreation in Petawawa.	Ongoing
SD 13	In consultation with collaborators/partners, regularly review and as required, update agreements.	Ongoing
Policies Requirements		
SD 14	Review and update terms and conditions of rentals, and field names, in the Field Allocation Policy.	
SD 15	At the next Corporate review of the Grants to Community Groups policy, request consideration of the need for new and revised parameters on use of grants, Town contributions, accountability and evaluation requirements.	
SD 16	Review and update the Special Events Policy to include cost recovery requirements for services provided by the Town.	
SD 17	As part of the Special Events Policy update, consider distinguishing between events intended for Town residents and those designed to attract visitors and align Town support, respectively.	
SD 22	Consult with volunteer recreation groups to confirm the type and extent of required assistance to sustain/grow their programs/events, and to inform development of the policy within the capacity of the Town to provide support.	
SD 23	Develop a policy on storage at Town parks and facilities to optimize the use of limited space and to better manage the allocation and tenure of available storage.	
SD 24	Implement tennis and pickleball court use allocation as part of a formal agreement with the Petawawa Tennis and Pickleball Club.	
SD 26	Regularly review and update policies to reflect relevant changes.	Ongoing
Revenue Generation		
SD 27	Institute revenue generating programs to help offset the costs of service provision.	Ongoing
SD 30	Assign priority to revenue generating programs according to ease of implementation.	Ongoing
Communication, Promotion and Marketing		
SD 32	Use Information and Communications initiatives in the 2023-2026 Municipal Accessibility Plan to create comprehensive new and renewed website and social media channels for parks and recreation services.	

¹⁴ anticipates facility and service expansion; consultations/outreach can begin immediately to help Town in preparing an RFP for a multi-use recreation complex feasibility study (F1) that considers potential to also facilitate non-municipal providers use of Town spaces.

¹⁵ anticipates facility and service expansion; consultations/outreach can begin immediately to help Town in preparing an RFP for a multi-use recreation complex feasibility study (F1) that considers potential to also facilitate non-municipal providers use of Town spaces.

Operations



Capital



Studies



#	Recommendation	Immediate (1 st year)
Service Planning and Evaluation		
SD 37 ¹⁶	Develop an enhanced data base to apply in a formal recreation facilities and programs/ services planning to: verify community service needs, monitor and evaluate the success of the service response, and incorporate results in subsequent planning activities.	
Total Service Delivery Recommendations Costs		\$0
IMMEDIATE GRAND TOTAL		\$71,000

¹⁶ Cost will depend on capacity of existing system to perform additional tasks or need to upgrade

Operations

Capital

Studies

Short Term Actions

#	Recommendation	Short Term (2 - 3 years)
Events and Tourism		
PE 12	Plan to program the new Kiddyland/Norman Street Site with markets, food trucks, and a variety of community events.	
Total Programs and Events Recommendations Costs		
4.0 Facilities		
Indoor Facilities		
F 1	Prepare a detailed feasibility study for the development of a multi-purpose municipal recreation complex considering the need for, and Town capacity to provide, the following major components: a second ice pad, a pool, gymnasium and walking track, multi-purpose spaces, and age-specific program spaces.	\$100,000
F 2 ¹⁷	In the feasibility study, determine the potential to provide trend-drive facilities/services to meet emerging interests and/or additional functions.	
F 3 ¹⁸	Include expectations on the following deliverables in the feasibility study RFP: confirm facilities required to meet anticipated program/activity needs, considering a regional market, where appropriate; develop concept plan, and project capital and a 5-year operating pro forma for a multi-use recreation complex that integrates needed facilities; investigate the potential for financial contributions of non-resident municipalities or other collaborators; conduct a site evaluation and selection for the proposed multi-use recreation complex.	
Second Ice Pad		
F 4 ¹⁹	Investigate twinning the existing arena in determining the feasibility of providing a second pad, along with upgrades and expansion of ancillary facilities to serve both pads.	
F 5	Assess the potential to design and equip a second pad to host performance-related events for a regional market.	
Pool		
F 7 ²⁰	Use the feasibility study to confirm the current and future growth-related market - including Petawawa and surrounding communities - for an indoor pool comprising a 25 m, 8-lane pool capable of accommodating short-course meets, a leisure pool with O-level entry, and a possible therapeutic pool.	
F 8 ²¹	Investigate the willingness for the other municipalities in the regional market for an indoor pool to enter binding agreements to contribute to capital costs and/or annual operating costs, along with a framework for negotiating appropriate levels of financial support.	
Gymnasium and Track		
F 9 ²²	In the feasibility study, assess the need for, and design of, a municipal gymnasium to meet program/activity needs for active sports and recreation and auditorium-related uses.	

17 Component of F1

18 Component of F1

19 Component of F1

20 Component of F1

21 Component of F1

22 Component of F1

Operations

Capital

Studies

#	Recommendation	Short Term (2 - 3 years)
F 10 ²³	Consider integrating an indoor track as part of a gymnasium or a second ice pad.	
Multi-purpose Spaces		
F 11 ²⁴	As part of the feasibility study, identify facilities required to accommodate Town objectives in program development to meet current demand and emerging interests and, to the extent possible, anticipate future needs.	
F 12 ²⁵	Based on facility needs determine the sizes, configurations, and conceptual designs of multi-purpose space(s) to accommodate confirmed need for programs/activities.	
Age-specific Program Spaces		
F 13 ²⁶	Base the future provision of additional space for seniors in a multi-purpose complex on needs that address gaps in supply and supplement those being met with facilities at the Silver Threads Community Centre, while optimizing use of multi-purpose space(s) in a new complex for seniors' programs, as appropriate.	
F 15 ²⁷	If needed to cover adult program times, consider providing childminding space for use by caregivers who are participating.	
Fitness Gym		
F 16 ²⁸	Consider the potential to include a fitness gym as a component of a multi-use recreation complex via a contracted commercial operating model.	
Commercial Kitchen		
F 17 ²⁹	Include a second commercial kitchen for consideration in the feasibility study to enable expanded programming and rentals.	
Food Services		
F 19 ³⁰	Consider the inclusion of a vending café with seating in a future multi-use recreation complex.	
F 20 ³¹	Investigate opportunities for contracting self-serve beverage units as part of a vending café.	
Storage		
F 22 ³²	Incorporate sufficient secure storage for all users in a proposed multi-use complex, while establishing limits to the size and use of assigned spaces.	
Administrative Space		
F 23 ³³	Locate administrative offices for multi-use recreation complex management and program functions in the building as renovated space or new construction.	

23 Component of F1

24 Component of F1

25 Component of F1

26 Component of F1

27 Component of F1

28 Component of F1

29 Component of F1

30 Component of F1

31 Component of F1

32 Component of F1

33 Component of F1

Operations

Capital

Studies

#	Recommendation	Short Term (2 - 3 years)
Trend-based Facility/Service Considerations		
F 24 ³⁴	Facility/service trends to consider incorporating in a proposed multi-use recreation complex include emergency sheltering, social gathering space, leasable space, an indoor playground and an esports room.	
Outdoor Facilities		
Ball Diamonds		
F 27	Relocate the Kiddyland Park diamond as part of the proposed concept plan to redevelop the park to focus on visitor/economic development objectives.	\$450,000
F 28	Investigate the Jays Care Field of Dreams program for funding in developing accessible and inclusive ball diamonds.	
Sports/Soccer Fields, Track and Indoor Fieldhouse		
F 29	Provide a full-size sports field in the area currently designated as Field 5 at the Civic Centre, to serve various age groups within the larger space and anticipate future growth in minor senior/adult participation.	\$400,000
F 30 ³⁵	Design future facilities as multi-purpose to also accommodate other field sports.	
F 32 ³⁶	As appropriate, light an existing field to provide later access for senior minor or adult use.	\$200,000
Track		
F 34 ³⁷	Determine the feasibility of providing an elite facility for track and field competitions, as a sport tourism initiative related to economic development.	\$20,000
Indoor Artificial Turf Fieldhouse		
Cricket Field		
F 36 ³⁸	Prepare a detailed study for developing a cricket field to serve both local groups and a potential regional market.	\$50,000
Tennis and Pickleball Courts		
F 37	Given current use of the Civic Centre courts, additional facilities are not needed unless the Town wants to provide an enhanced level of service based on the Petawawa Tennis and Pickleball Club's preferred scheduling.	
F 39	Enter a formal agreement with the Petawawa Tennis and Pickleball Club that clarifies the responsibilities and privileges of both parties in operating and maintaining the courts, stipulates equitable access for Club members, non-members and the Town to both prime and non-prime time in the schedule, and Club activity in providing instruction/play for all children and youth in the community on behalf the Town.	
Capital Improvements and Asset Management		
F 44	Implement the updated Asset Management Plan, once finalized.	
Total Facilities Recommendations Costs		\$1,220,000

34 Component of F1

35 Component of F30

36 Component of F30 if lit at time of construction or potential future capital cost if deferred

37 Allowance for market study only; does not include design and development costs

38 Natural turf, player benches, irrigation and drainage; envisions serving a regional market; the cost to provide extent of required parking and amenities would be added to the cost of the field itself

Operations

Capital

Studies

#	Recommendation	Short Term (2 - 3 years)
5.0 Parks and Open Space		
Safety, Accessibility, Comfort and Usability		
PO 7 ³⁹	Install adequate shelter in all parks using trees, pavilions, and other shade structures to meet the specific needs and usage patterns of each location.	TBD
PO 8 ⁴⁰	In accordance with the parks classification system, prioritize the installation of washrooms in parks classified as Community Parks and Neighbourhood Parks. Additionally, explore partnerships for fundraising to support the installation of these facilities.	TBD
PO 9 ⁴¹	Install lighting and drinking water sources in parks to support year-round activities.	TBD
PO 10 ⁴²	Install sufficient seating in all parks to accommodate specific needs and use patterns for each park.	TBD
Green Infrastructure: Stormwater Management Ponds		
PO 11 ⁴³	Working with Town engineering staff, develop an inventory and assessment of stormwater management ponds to determine suitability for public access and casual recreational use.	
PO 12	Consider developing a policy and associated design guidelines for integrating stormwater management ponds with parks and trails.	
Urban Forestry Plan		
PO 13	Direct Town Arborist to lead the development of a tree inventory and lead implementation of the Urban Forest Strategy.	
Community Parks		
Petawawa Civic Centre		
PO 19 ⁴⁴	Install additional shaded areas and seating to enhance visitor comfort and encourage longer stays.	\$80,000
	(intentionally left blank)	
Construction Yard Bike Park		
PO 23	Upgrade park equipment to address safety and maintenance concerns.	\$200,000
PO 24	Investigate if lighting is needed for shoulder seasons and extended evening use.	

39 To be determined on a case by case basis

40 Will be covered in the cost of each park upgrade

41 To be determined on a case by case basis

42 To be determined on a case by case basis

43 Internal study

44 Based on a budget of \$40,000 per year

Operations

Capital

Studies

#	Recommendation	Short Term (2 - 3 years)
Kiddyland Park		
PO 29 ⁴⁵	Following the concept developed for Kiddyland Park, implement the construction of key amenities including a container market, activity hub (splash pad, playgrounds, skatepark), expanded parking, and enhanced pedestrian access, to create a cohesive and functional community park.	\$1,483,250
Neighbourhood Parks		
Mohn's Park		
PO 30 ⁴⁶	Explore the opportunity to expand the existing baseball diamond (see section 4.5.3).	\$20,000
Fish Hatchery		
PO 35	Implement safety measures as the entrance of Fish Hatchery park, such as a crosswalk.	
Pine Ridge Park		
PO 36	Install clear and visible signage from the main street to guide residents and visitors to Pine Ridge Park, reducing confusion with nearby locations like Pine Ridge Campground.	\$5,000
PO 37	Develop a pathway system within the Park to connect the playground, basketball court, and ice rink, improving accessibility and creating a more cohesive park experience.	\$50,000
PO 38	Upgrade the rink boards as required to support use of the rink, and work with a volunteer group to continue its operation.	\$5,000
Neighbourhood Parks		
Black Bay Boat and Canoe Launch		
PO 45	Conduct a thorough study to develop and improve parking and boat launch facilities, particularly in anticipation of increased use by residents and visitors. Ensure these facilities support both existing and planned events, such as the dragon boat race and triathlon.	\$25,000
PO 46	Proceed with the plan to create a canoe launch on the identified outcrop, and develop a concept plan to expand and upgrade the parking.	\$250,000
PO 47	Include community input in the study and concept development for the newly acquired subdivision land, ensuring that the plans meet the needs of local residents and visitors while preserving public access and preventing further encroachment.	
Total Parks and Open Space Recommendations Costs		\$2,118,250
6.0 Service Delivery		
Municipal Role, Organization and Staffing		
SD 7	Over the course of the Master Plan, ensure staffing levels remain sufficient to ensure continuing effective operations and maintenance.	Ongoing
Collaborations and Agreements		
SD 12	Develop a regional role in service provision by seeking collaborations with surrounding municipalities in various forms including purchase of service agreements, one-time capital contributions, etc., that would best suit major facility development.	

⁴⁵ See Appendix for full cost breakdown of the Design Concept

⁴⁶ TBD based on outcomes of concept

Operations

Capital

Studies

#	Recommendation	Short Term (2 - 3 years)
Policies Requirements		
SD 18	Create and adopt a parkland dedication by-law and cash-in-lieu of parkland policy.	
SD 19 ⁴⁷	Conduct a service pricing analysis as the basis for setting recreation services fees in relation to cost recovery targets and to inform a pricing policy, while considering affordable access.	
SD 20	Consider developing an inclusion policy to support and promote equitable access to parks and recreation services.	
SD 21	Develop a community group affiliation policy to provide clarity, consistency and equity in terms of the range of support services available to all volunteer groups and what they must do to be eligible to be, and remain, affiliated.	
SD 25	Develop a collaborations and partnerships policy to guide the Town in working with other providers to deliver parks and recreation services.	
Revenue Generation		
SD 30	Develop an Advertising and Sponsorship Policy and a more comprehensive Park/Facility Naming Policy to provide the frameworks for revenue generation using these methods.	
SD 31	Update language, as required, in policy related to park/facility naming rights.	
Communication, Promotion and Marketing		
SD 33	Consider the need for a separate Recreation Guide in the long-term, as municipal parks and recreation services grow.	Ongoing
SD 35	Prepare and post an annual services 'year-in-review' that summarizes and informs the community about the Town's achievements in parks and recreation.	Ongoing
Service Planning and Evaluation		
SD 38	Work with potential non-municipal program/service providers in the facility design and development phases of planning future capital projects.	Ongoing
SD 39	Take the lead in developing and implementing regularly occurring joint services planning sessions with all key non-municipal providers in Petawawa.	Ongoing
SD 40	Conduct project, program or service specific planning sessions with other providers, as required.	Ongoing
SD 41	Conduct a comprehensive 5-year review of the Master Plan.	
Total Service Delivery Recommendations Costs		\$0
SHORT TERM GRAND TOTAL		\$3,338,250

⁴⁷ Ideally, to be conducted in conjunction with the feasibility study or shortly thereafter since its results will inform the range/types of programs to be developed beyond existing and, therefore, included in the pricing study

Operations

Capital

Studies

Medium Term Actions

#	Recommendation	Medium Term (4 - 6 years)
4.0 Facilities		
Outdoor Facilities		
Tennis and Pickleball Courts		
F 42	For planning purposes, prepare to add pickleball courts in future in response to possible growth in participation in Petawawa, the number of which will be based on the results of monitoring in the early years of the Master Plan. Upon provision, transfer all pickleball to the new facilities and revert the existing courts to tennis only.	
F 43	Ideally, new pickleball courts should be provided with the existing courts at the Civic Centre to retain the focus of court sports at this location. ⁴⁸	
Total Facilities Recommendations Costs		\$0
5.0 Parks and Open Space		
Unstructured Outdoor Activities and Nature Play		
PO 17 ⁴⁹	Add obstacle course-style play equipment designed to appeal to a broad age range, including children, youth, and adults.	TBD
Community Parks		
Petawawa Civic Centre		
PO 18	Conduct a feasibility study for an outdoor rink at the Civic Centre.	\$20,000
PO 19 ⁵⁰	Expand playground to include more diverse and challenging options to better cater to all ages.	\$350,000
Scentral Bark Dog Park		
PO 21	Continue to monitor use of the Scentral Bark Dog Park, and consider developing a second OLA if demand warrants.	\$300,000
Petawawa Point Park & Boat Launch		
PO 28 ⁵¹	Develop a master plan for Petawawa Point Park & Boat Launch that includes at minimum: <ul style="list-style-type: none"> • Replacement/improvement of the pavilion • Expansion/redesign of the parking area • Accessibility and circulation improvements • Addition of a sport court, improved play equipment, and water and beach sports • Explore the viability of a trail connection between Petawawa Point Beach and Petawawa Terrace for safer pedestrian movement. 	\$20,000

⁴⁸ Costs to be determined if unmet demand emerges beyond changes to current allocation/use of courts, and it is sufficient to support additional courts

⁴⁹ To be determined on a case by case basis

⁵⁰ Cost dependent on design

⁵¹ Includes concept and community charette

Operations

Capital

Studies

#	Recommendation	Medium Term (4 - 6 years)
Kiddyland Park		
PO 29 ⁵²	Following the concept developed for Kiddyland Park, implement the construction of key amenities including a container market, activity hub (splash pad, playgrounds, skatepark), expanded parking, and enhanced pedestrian access, to create a cohesive and functional community park.	\$1,100,000
Neighbourhood Parks		
Mohn's Park		
PO 30	Explore the opportunity to expand the existing baseball diamond (see 4.5.3 Baseball Dimaonds for further detail).	TBD ⁵³
PO 31 ⁵⁴	Develop a safe and direct access point from the nearby school to the sports facilities, ensuring secure passage for students and other users, thereby enhancing the Park's accessibility and encouraging more frequent use by the local community.	TBD
PO 32 ⁵⁵	Expand and improve the parking area.	TBD
PO 33 ⁵⁶	Install lighting around the existing baseball diamond to extend usability during evening hours and improve overall safety for all users.	TBD
PO 34 ⁵⁷	Install accessible washroom facilities on-site to make the Park more user-friendly and inclusive.	TBD
Wilson Park		
PO 38	Enhance the trail and bridge connections to the Algonquin Trail to maximize accessibility and encourage greater use of Wilson Park by both local residents and visitors.	\$164,000
Turtle Park		
PO 41	Implement additional signage about snowmobiling.	\$2,500
PO 42	Consult with the community on future improvements/additions to the Park.	
Woodland Park & Trail		
PO 43	Create a formal connection and install clear signage from the roadway to the Woodland Trail to improve accessibility and visibility and encourage use.	\$3,000
Total Parks and Open Space Recommendations Costs		\$2,079,500
	(intentionally left blank)	
MEDIUM TERM GRAND TOTAL		\$2,079,500

52 See Appendix for full cost breakdown of the Design Concept

53 TBD based on outcomes of concept

54 TBD based on outcomes of concept (P30)

55 TBD based on outcomes of concept (P30)

56 TBD based on outcomes of concept (P30)

57 TBD based on outcomes of concept (P30)

Operations

Capital

Studies

Long Term Actions

#	Recommendation	Long Term (7 - 10 years)
4.0 Facilities		
Outdoor Facilities		
Ball Diamonds		
F 25	Plan to add one more ball diamond to supply during the term of the Master Plan, designed to serve as many age groups as possible.	\$450,000
Indoor Artificial Turf Fieldhouse		
F 35 ⁵⁸	Consider providing an indoor artificial turf fieldhouse as a secondary option to a multi-use recreation complex.	\$6,000,000
Total Facilities Recommendations Costs		\$6,450,000
5.0 Parks and Open Space		
Petawawa Civic Centre		
PO 20	Upgrade and expand restroom facilities and shaded areas to accommodate the increasing number of visitors, particularly around the splash pad.	\$300,000
Total Parks and Open Space Recommendations Costs		\$300,000
6.0 Service Delivery		
Communication, Promotion and Marketing		
SD 36 ⁵⁹	Depending on the extent of service development, consider the need for a comprehensive marketing strategy in the long term.	\$40,000
Total Service Delivery Recommendations Costs		\$40,000
LONG TERM GRAND TOTAL		\$6,790,000

58 Possible alternative to multi-use recreation complex; this cost would be eliminated if a complex was provided within the timeframe of the Master Plan; could also be something to consider in the next plan once the complex is fully operational and 'residual' needs or those resulting from population growth are verified

59 estimated amount for external marketing, with a focus on regional/visitor markets



APPENDIX A

DETAILED SOCIO-DEMOGRAPHIC BACKGROUND

Town of Petawawa Full Socio-Demographic Profile

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

Town of Petawawa and County of Renfrew Population and Income Census Data, 2021

Table A-1 illustrates population and income data for the Town of Petawawa and Renfrew County from the 2021 Canadian Census. Petawawa has a low population density per square kilometre (relative to the Region) and is classified as a small population centre. The average income in Petawawa is higher than Renfrew County's average income and there is less prevalence of low income households.

Table A-1: Summary Table of Population and Income Data for the Town of Petawawa and Renfrew County

	Town of Petawawa	Renfrew County	Province of Ontario
Population (2021)	18,160	106,365	14,223,942
Population density per square kilometre	110.3	14.5	15.9
Land area in square kilometres	164.70	7,357.94	892,411.76
Median total income of household in 2020 (\$)	\$102,000	\$80,000	\$91,000
Median after-tax income of households in 2020 (\$)	\$89,000	\$71,500	\$79,500
Median total income in 2020 among recipients (\$)	\$57,600	\$42,000	\$41,200
Median after-tax income in 2020 among recipients (\$)	\$50,000	\$38,000	\$37,200
Average total income in 2020 among recipients	\$58,550	\$50,280	\$56,350
Prevalence of low income based on Low-Income measure, after tax (LIM-AT) (%)	3.7%	10.6%	10.1%

Source: Statistics Canada, 2021 Census of Population

Town of Petawawa Ethnocultural Data

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

The population in Petawawa primarily comprises residents who identify their ethnic origin or country of origin in Europe and Eastern Europe, including Irish, English, Scottish, German, Polish and French origins.

Table A-2: Ethnic or Cultural Origin of Residents in the Town of Petawawa

Ethnic Origin	Population*	Percentage	Percentage in Ontario
Town of Petawawa	17,295	100%	-
Irish	4,750	27.5%	14.3%
English	3,830	22.1%	16.7%
Scottish	3,745	21.7%	1.4%
Canadian	3,500	20.2%	11.6%
French, n.o.s.	3,430	19.8%	7.4%
German	2,785	16.1%	7.5%
Polish	880	5.1%	3.3%
Dutch	765	4.4%	3.4%
British Isles, n.o.s.	715	4.1%	3.3%
Italian	530	3.1%	6.5%
Caucasian (White) n.o.s.	515	3.0%	1.6%
French Canadian	510	2.9%	1.4%
First Nations (North American Indian)	475	2.7%	1.1%
Ukrainian	420	2.4%	2.4%
Metis	420	2.4%	2.4%
Algonquin	360	2.1%	0.1%
Welsh	310	1.8%	1.3%
European n.o.s.	295	1.7%	1.3%
North American Indigenous, n.o.s.	200	1.2%	0.4%
Indian (India)	205	1.2%	5.4%
Norwegian	195	1.1%	0.4%
Russian	195	1.1%	1.3%
Acadian	175	1.0%	0.2%

Source: Statistics Canada, 2021 Census of Population

* 25% sample data

Approximately 5.9% (1,065) of Petawawa's population are immigrants, 26.8% (285) of which have landed between 2011 to 2021. Of the existing immigrant population, the majority are between the ages of 25-44 years (38.5%), 15-24 years (22.1%), and 5-14 years (23.5%). According to Statistics Canada, the top three regions or places of birth for Petawawa's immigrants include Europe (46.9%), Asia (31.0%), and the Americas (15.0%)*.

Table A-3: Immigrant Status and Period of Immigration

Status	Population**
Non-immigrants	16,125
Immigrants	1,065
Before 1980	210
1980-1990	110
1991-2000	127
2001-2010	285
2011-2021	285

Table A-4: Age at Immigration

Age	Population**
Under 5	120
5-14 Years	250
15-24 Years	235
25-44 Years	410
45 Years and over	50

Source: Statistics Canada, 2021 Census of Population

* Specific countries within each region identified include the United Kingdom (18.8%), Germany (9.4%), and India (8.9%).

** 25% sample data

Selected Places of Birth for the recent immigrant population after 2016

According to the 2021 Canadian Census, 'Recent immigrant' refers to an immigrant who first obtained his or her landed immigrant or permanent resident status between January 1, 2016 and May 11, 2021. Based on a 25% sample, more than half of the recent immigrant population (53.8%) were born in Asia with a large proportion being from India (26.9%), while there were no recent immigrants from Africa (0.0%).

Table A-5: Selected Place of Birth for recent immigration population in the Town

Location	Percent
Americas	19.2%
Europe	15.4%
Africa	0.0%
Asia	53.8%

Source: Statistics Canada, 2021 Census of Population

Visible Minorities

The top three visible minority groups in the Town identify as South Asian (1.7%), Black (1.6%) and Latin American (0.5%).

Table A-6: Visible Minority Groups in Petawawa

Minority Group	Total	Percent
South Asian	300	1.7%
Chinese	60	0.3%
Black	270	1.6%
Filipino	70	0.4%
Arab	50	0.3%
Latin American	80	0.5%
Southeast Asian	70	0.4%
West Asian	10	0.1%
Korean	35	0.2%
Japanese	40	0.2%
Total	1,075	6.2%

Source: Statistics Canada, 2021 Census of Population

Town of Petawawa, Renfrew County, and Province of Ontario Age Distribution, 2021

Table A-7 below illustrates the population age distribution for the Town of Petawawa, Renfrew County, and Ontario in 2021. According to these figures, the Town of Petawawa has a large concentration of young adults aged 20-49 (50%), which is proportionately more than in Renfrew County

(34.1%) and Ontario (39.5%). Additionally, the Town has a lower proportion of adults aged 50-64 (13.8%) in comparison to Renfrew County (21.8%), and a slightly higher proportion of children aged 5-14 (14.0%) than Renfrew County (10.7%).

Table A-7: Population Age Distribution in Petawawa, Renfrew County, and the Province of Ontario

Age Group	0 to 4	5 to 14	15 to 19	20 to 49	50 to 64	65 to 74	75+	Total
Town of Petawawa	1,400	2,550	915	9,075	2,510	1,065	650	18,160
Percent of Total	7.7%	14.0%	5.0%	50.0%	13.8%	5.9%	3.6%	100%
Renfrew County	5,420	11,425	5,205	36,410	23,210	14,405	10,280	106,365
Percent of Total	5.1%	10.7%	4.9%	34.1%	21.8%	13.5%	9.6%	100%
Province of Ontario	683,515	1,568,280	801,455	5,584,980	2,948,005	1,404,495	1,133,205	14,123,935
Percent of Total	4.8%	11.1%	5.7%	39.5%	20.9%	9.9%	8.0%	100%

Source: Statistics Canada, 2021 Census of Population

- Denotes the age group with the highest proportion
- Denotes the age group with the second highest proportion
- Denotes the age group with the third highest proportion

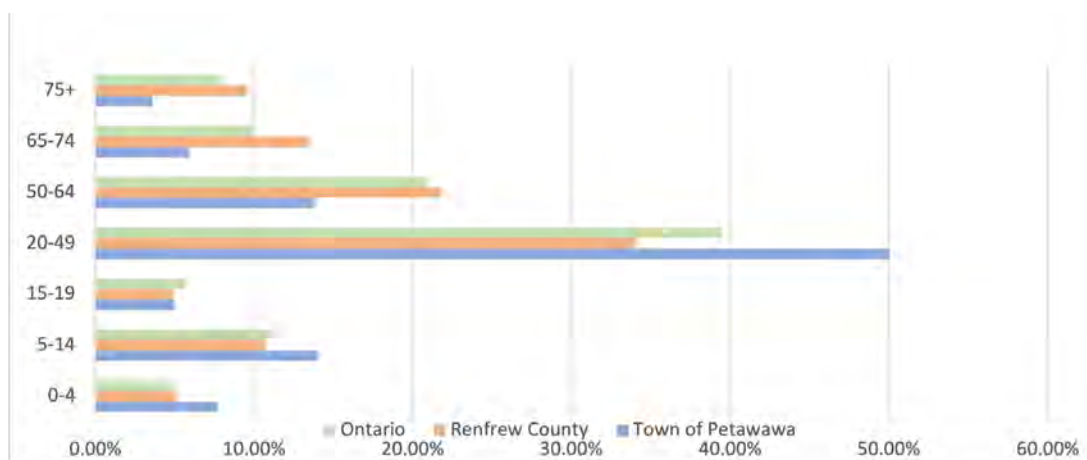


Figure A-1: Distribution of Population in the Town of Petawawa, Renfrew County, and Province of Ontario

Renfrew County Projected Age Distribution, 2021-2041

Table A-8 below illustrates the projected population age distribution for Renfrew County from 2021 to 2041. It is expected the population in Petawawa will follow the same trend.

Table A-8: Population Age Distribution in Renfrew County

Age Group	0 to 4	5 to 14	15 to 19	20 to 49	50 to 64	65 to 74	75+	Total
Renfrew County, 2021	5,370	11,598	5,390	37,462	223,408	14,218	10,656	105,102
Percent of Total	5.1%	11.0%	5.1%	35.6%	22.3%	13.5%	10.1%	100%
Renfrew County, 2031	5,069	10,558	5,961	39,139	19,847	16,608	16,029	113,211
Percent of Total	4.5%	9.4%	5.3%	34.6%	17.5%	14.7%	14.2%	100%
Renfrew County, 2041	5,855	11,137	5,530	41,234	21,859	13,866	21,776	121,257
Percent of Total	4.8%	9.2%	4.6%	34.0%	18.0%	11.4%	18.0%	100%

Source: Statistics Canada, 2021 Census of Population

- Denotes the age group with the highest proportion
- Denotes the age group with the second highest proportion
- Denotes the age group with the third highest proportion

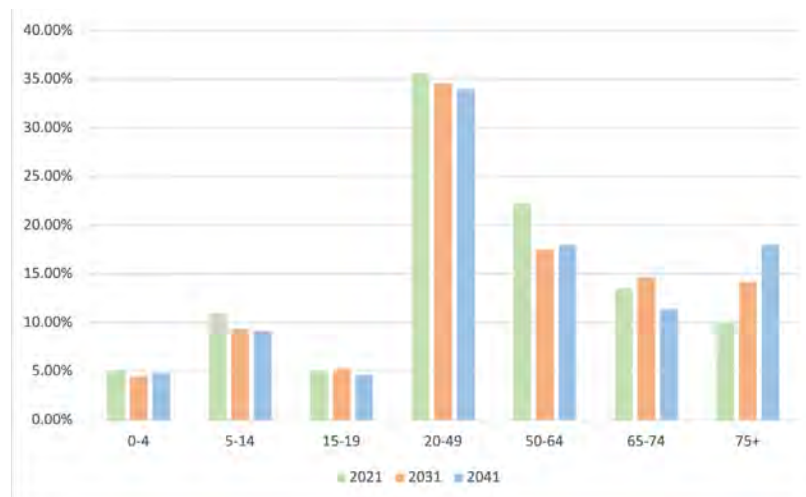


Figure A-2: Projected Population Age Distribution in Renfrew County

Town of Petawawa and Renfrew County Projected Populations, 2024-2034

Table A-9 illustrates the current and projected populations for the Town of Petawawa and Renfrew County from 2024 to 2034.

According to these figures, the Town of Petawawa is projected to grow by 830 (8.5%) residents over the next 10 years and through the duration of the Parks and Recreation Master Plan. Comparatively, the population of Renfrew County is projected to grow by 6,608 (6.1%) during the same period.

Table A-9: Summary Town of Petawawa and Renfrew County Population Projections 2024-2034

Year	Renfrew County	Town of Petawawa
2024	108,884	19,339
2029	111,755	19,754
2034	115,492	20,169

Source: Ontario Ministry of Finance Projections (Summer 2022) Town of Petawawa Development Charges Background Study (2019)

Current Household Breakdown

Table A-10 illustrates the household breakdown for the Town of Petawawa and Renfrew County. Petawawa is currently home to 6,765 households, the largest proportion of which are couple-family households with children (33%), followed by couple-family households without children (26.7%) and one-person households (23.0%). The

distribution of household types within Renfrew County differs with the largest proportion being couple-family households without children (31.5%), followed by one-person households (29.1%) and couple-family households with children (23.3%).

Table A-10: Household Types in the Town of Petawawa and Renfrew County

Household Type	Town of Petawawa		Renfrew County	
	#	%	#	%
Couple-family Households with Children	2,235	33.0%	10,465	23.3%
Couple-family Households without Children	1,806	26.7%	14,170	31.5%
One Parent Family Households	480	7.1%	3,545	7.9%
Multigenerational Households	110	1.6%	875	1.9%
Multiple-Census Family Households	20	0.3%	150	0.3%
One-Census Family households with Additional Persons	190	2.8%	1,135	2.5%
Two-or-more-person Non-Census-Family Households	365	5.4%	1,535	3.4%
One-Person Households	1,555	23.0%	13,065	29.1%
Total	6,765	100%	44,950	100%

Source: Statistics Canada, 2021 Census of Population

- Denotes the age group with the highest proportion
- Denotes the age group with the second highest proportion
- Denotes the age group with the third highest proportion

Indigenous Population

Table A-11 outlines the Indigenous identity for the population of the Town of Petawawa, County of Renfrew, and Province of Ontario in private households.

Petawawa shows more single Indigenous responses than multiple Indigenous responses. First Nations (North American Indian) is the most prevalent Indigenous identity in Petawawa (59.4%), followed by Metis (34.9%). This is proportionally similar to that of the County and of the Province.

Table A-11: Indigenous Population in the Town of Petawawa, Renfrew County and Province of Ontario

Household Type	Town of Petawawa		Renfrew County		Province of Ontario	
	#	%	#	%	#	%
*Single Indigenous responses	1,185	95.2%	8,680	96.0%	389,955	95.9%
** Multiple Indigenous responses	25	2.0%	140	1.5%	7,115	1.7%
First Nations (North American Indian)	740	59.4%	5,095	56.3%	251,030	61.7%
Metis	435	34.9%	3,540	39.1%	134,615	33.1%
Inuk (Inuit)	0	0%	50	0.6%	4,310	1.1%
Indigenous responses not included elsewhere	40	3.2%	220	2.4%	9,515	2.3%
Total	1,245	100%	9,045	100%	406,585	100%

Source: Statistics Canada, 2021 Census of Population

*Single Indigenous responses includes persons who identify as only one Indigenous group, that is First Nations (North American Indian), Metis or Inuk (Inuit).

** Multiple Indigenous responses includes persons who identify as two or all three of the following: First Nations (North American Indian), Metis and/or Inuk (Inuit).

■ Denotes the age group with the highest proportion

■ Denotes the age group with the second highest proportion

■ Denotes the age group with the third highest proportion





APPENDIX B

TOWN OF PETAWAWA UPDATED PARKS INVENTORY

PETAWAWA CIVIC CENTRE PARK, CITIVAN PLAYLAND PARK

Owner/Operator	Town
Park Type/ Classification	Community Park
Waterfront/ Water Access	No
Area (h)	38.35
Address	16 Civic Centre Rd.

Park Amenities and Features	
Accessible Play Features	✓
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	✓
Batting Cages	✓
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	✓
BMX Pump Track	✓
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	✓
Connection to Trails	✓
Dog Park	✓
Drinking Fountain	✓
Hiking	
Horseshoe Pits	✓
Info Centre	✓
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	✓
Parking	✓
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	✓
Players Bench	✓
Playground/Play Structure	✓
Rugby Pitch	
Slo-Pitch	✓
Skatepark	
Splash Pad	✓
Sun Shelter	
Soccer Field	✓
Snowshoeing	
Swingset	✓
Tennis/Pickleball	✓
Washrooms	✓
X-County Skiing	

CENTENNIAL PARK

Owner/Operator	Town
Park Type/ Classification	Community Park
Waterfront/ Water Access	Yes
Area (h)	8.07
Address	18 Park Dr.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

PETAWAWA POINT PARK

Owner/Operator	Town
Park Type/ Classification	Community Park
Waterfront/ Water Access	Yes
Area (h)	1.73
Address	1073 Island View Dr.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	✓
Beach Volleyball	✓
Benches, Picnic Areas	✓
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	✓
Canoe Launch	✓
Canteen	✓
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	✓
Hiking	
Horseshoe Pits	
Info Centre	✓
Lighting	✓
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	✓
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	✓
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	✓
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	✓
X-County Skiing	

MOHNS MEMORIAL PARK

Owner/Operator	Town
Park Type/ Classification	Neighbourhood Park
Waterfront/ Water Access	No
Area (h)	2.83
Address	1064 Victoria St.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	✓
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	✓
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	✓
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	✓
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

CITIVAN KIDDYLAND PARK

Owner/Operator	Town
Park Type/ Classification	Community Park
Waterfront/ Water Access	No
Area (h)	2.34
Address	11 Norman St.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

JACK PINE PARK

Owner/Operator	Town
Park Type/ Classification	Neighbourhood Park
Waterfront/ Water Access	No
Area (h)	0.87
Address	286 Carla St.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

FISH HATCHERY

Owner/Operator	Town
Park Type/ Classification	Neighbourhood Park
Waterfront/ Water Access	No
Area (h)	0.53
Address	

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	✓
Bike Racks	✓
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	✓
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	✓
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	✓
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	✓
Soccer Field	
Snowshoeing	
Swingset	✓
Tennis/Pickleball	
Washrooms	
X-County Skiing	

KRAMER’S KOMER

Owner/Operator	Town
Park Type/ Classification	Neighbourhood Park
Waterfront/ Water Access	No
Area (h)	1.07
Address	40 Heritage Dr.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

KRAMER’S FOREST

Owner/Operator	Town
Park Type/ Classification	Parkettes & Natural Areas
Waterfront/ Water Access	No
Area (h)	0.75
Address	510 Nuthatch Dr.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

PINERIDGE PARK

Owner/Operator	Town
Park Type/ Classification	Neighbourhood Park
Waterfront/ Water Access	No
Area (h)	0.85
Address	677 Pineridge Cres.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	✓
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	✓
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	✓
Outdoor Track /Field	
Parking	✓
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	✓
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	✓
Tennis/Pickleball	✓
Washrooms	
X-County Skiing	

LAKEVIEW PARK

Owner/Operator	Town
Park Type/ Classification	Neighbourhood Park
Waterfront/ Water Access	No
Area (h)	0.49
Address	777 Lakeview Ave.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

NATURE’S ACRE

Owner/Operator	Town
Park Type/ Classification	Parkette
Waterfront/ Water Access	No
Area (h)	0.57
Address	48 Hilda St.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	✓
Bike Racks	✓
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	✓
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	✓
Tennis/Pickleball	
Washrooms	✓
X-County Skiing	

BRAIR PATCH

Owner/Operator	Towm
Park Type/ Classification	Parkette
Waterfront/ Water Access	No
Area (h)	0.07
Address	26 Briarwood Dr.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

WOODLAND PARK

Owner/Operator	Town
Park Type/Classification	Parkette
Waterfront/ Water Access	No
Area (h)	0.08
Address	30 Woodland Cres.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

ENCHANTED FOREST PARK

Owner/Operator	Town
Park Type/ Classification	Parkette
Waterfront/ Water Access	No
Area (h)	0.57
Address	19 Earl St./Beach St.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

TURTLE PARK

Owner/Operator	Town
Park Type/ Classification	Parkette
Waterfront/ Water Access	No
Area (h)	0.14
Address	85 Sylvan Dr.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

BLACK BAY CANOE AND BOAT LAUNCH

Owner/Operator	Town
Park Type/ Classification	Natural Park
Waterfront/ Water Access	Yes
Area (h)	
Address	Rantz Rd.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

WILSON PARK

Owner/Operator	Town
Park Type/ Classification	Neighbourhood Park
Waterfront/ Water Access	Yes
Area (h)	
Address	

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

EXPO 150

Owner/Operator	Town
Park Type/ Classification	Parkette
Waterfront/ Water Access	No
Area (h)	
Address	Petawawa Blvd. and Murphy Rd.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

MURPHY PARK

Owner/Operator	Town
Park Type/ Classification	Undeveloped Parkland
Waterfront/ Water Access	
Area (h)	0.13
Address	

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

EVERGREEN ESTATES

Owner/Operator	Town
Park Type/ Classification	Undeveloped Parkland
Waterfront/ Water Access	
Area (h)	0.75
Address	

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

HERITAGE PARK

Owner/Operator	Town
Park Type/ Classification	Undeveloped Parkland
Waterfront/ Water Access	
Area (h)	0.69
Address	

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

ISOBEL PARK

Owner/Operator	Town
Park Type/ Classification	Undeveloped Parkland
Waterfront/ Water Access	
Area (h)	0.12
Address	

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

WHISPERING PINES PARK

Owner/Operator	Town
Park Type/ Classification	Undeveloped Parkland
Waterfront/ Water Access	
Area (h)	0.87
Address	

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

**THE FOLLOWING PAGES
IDENTIFY NON-MUNICIPAL
PARKS LOCATED IN THE TOWN
OF PETAWAWA**

PETAWAWA TERRACE PROVINCIAL PARK

Owner/Operator	Parks Ontario
Park Type/ Classification	Non-municipal Park
Waterfront/ Water Access	No
Area (h)	215
Address	17 Sunset Cres.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

BLACK BEAR BEACH AND CAMPGROUND

Owner/Operator	Garrison Petawawa
Park Type/ Classification	Non-municipal Park
Waterfront/ Water Access	Yes
Area (h)	41
Address	154 Lievin Rd. Building

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

DUNDONALD HALL FITNESS SPORTS & AQUATIC CENTRE

Owner/Operator	Garrison Petawawa
Park Type/ Classification	Non-municipal Park
Waterfront/ Water Access	No
Area (h)	
Address	57 Festubert Blvd.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	✓
Basketball Courts	
Baseball Diamond	✓
Batting Cages	
Beach	
Beach Volleyball	✓
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	✓
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	✓
Slo-Pitch	
Skatepark	✓
Splash Pad	
Sun Shelter	
Soccer Field	✓
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

NORTH SIDE SPLASH PAD

Owner/Operator	Garrison Petawawa
Park Type/ Classification	Non-municipal Park
Waterfront/ Water Access	No
Area (h)	
Address	50 Regalbuto Ave.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	



SOUTH SIDE COMMUNITY CENTRE

Owner/Operator	Garrison Petawawa
Park Type/ Classification	Non-municipal Park
Waterfront/ Water Access	No
Area (h)	
Address	1578 Wolfe Ave.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	✓
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	✓
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	✓
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	✓
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	

RECREATION COMPLEX

Owner/Operator	Garrison Petawawa
Park Type/ Classification	Non-municipal Park
Waterfront/ Water Access	No
Area (h)	
Address	30 Festubert Blvd.

Park Amenities and Features	
Accessible Play Features	
Ball Hockey Rink	
Basketball Courts	
Baseball Diamond	
Batting Cages	
Beach	
Beach Volleyball	
Benches, Picnic Areas	
Bike Racks	
Bleachers/Spectator Seating	
BMX Pump Track	
Boat Launch	
Canoe Launch	
Canteen	
Comfort Station/Info Centre	
Community Garden	
Connection to Trails	
Dog Park	
Drinking Fountain	
Hiking	
Horseshoe Pits	
Info Centre	
Lighting	
Monument	
Mountain Biking	
Multi-Purpose Room	
Outdoor Rink	
Outdoor Track /Field	
Parking	
Passive Green Space (Lawn)	
Pavilion/Gazebo/Amphitheatre	
Players Bench	
Playground/Play Structure	
Rugby Pitch	
Slo-Pitch	
Skatepark	
Splash Pad	
Sun Shelter	
Soccer Field	
Snowshoeing	
Swingset	
Tennis/Pickleball	
Washrooms	
X-County Skiing	



APPENDIX

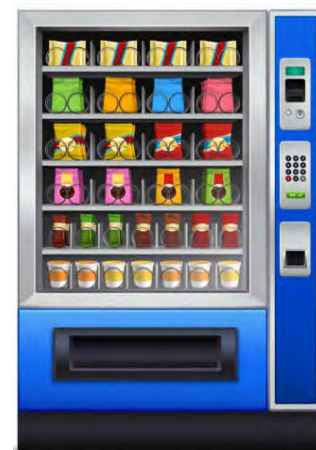
C

ALBERTA HEALTH SERVICES: HEALTHY FOOD CHOICES

Healthier Vending and Snacks

The consumer demand for healthier products is creating opportunities for growth in vending.

- Offering foods and beverages with more nutritional value can increase sales from customers looking for healthier options.
- Use this guide* to help choose vending options that support the health and wellbeing of students, staff, and visitors in settings like:
 - recreation centres
 - workplaces
 - healthcare facilities
 - middle/ high/ post-secondary schools
 - other public buildings
- Follow the **4Ps of Marketing** (Product, Placement, Promotion, and Pricing) to maximize revenue and make the healthy choice the easy choice for consumers.
- Vending is just one part of the eating environment. When possible, try to make changes in all areas of your facility where food is offered or sold, such as:
 - cafeterias
 - celebration
 - canteens
 - gift shops
 - catering
 - lunchrooms



Sample tools and templates to support activities

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



Find these resources and more by visiting the [Healthier Vending Toolkit](#).



If you have questions about these tools or need additional support, contact:
publichealth.nutrition@ahs.ca

4Ps of Marketing: Product

A Guide to Healthier Food & Drinks

Sell More

Foods/ Snacks

- Baked apple chips
- Baked chips or rice crisps
- Baked crackers
- Canned fruit cups, no sugar added.
- Baked snap pea crisps.
- Chicken or tuna salad, or hummus and crackers (kits)
- Dried fruits
- Dry roasted nuts or seeds
- Fruit and nut bars
- Fruit sauces
- Granola bars
- Individual cheese portions, yogurt (refrigerated machine)
- Jerky (lower sodium)
- Pemmican
- Protein bars
- Popcorn or pretzels
- Roasted seaweed snack
- Sugar-free gum
- Trail mix

Drinks

- Milk, yogurt, plant-based beverages such as soy (including high protein)
- Plain, sparkling, or flavoured water (no sugar added)
- Unsweetened teas, cold brewed coffees

Sell Less (and in smaller portions)

- Baked goods (≤ 350 calories)
- Candy, gummies (≤ 30 g)
- Chocolate Bars (≤ 55 g)
- Regular chips (≤ 40 g)
- 100% fruit or vegetable juice (≤ 355 mL)
- Diet soft drinks (≤ 500 mL)
- Regular soft drinks or iced tea (≤ 355 mL)



Not Recommended

- Energy drinks
- Kombucha
- Vitamin enhanced water or drinks

These items may not be safe for some people.

* Your organization may follow other guidelines such as the [Alberta Nutrition Guidelines](#), [Alberta Nutrition Guidelines for Children & Youth](#) or Alberta Health Services [Healthy Eating Environment Guidelines](#). Check with your organization for guidance.

4Ps of Marketing: Placement

- First in Sight = First in Hand. Customers are more likely to buy products that are easy to see.
- Cluster healthier products together at eye level; between the waist and top of the head (green squares).
- Dedicate an entire row or machine to one type of healthy product, such as water, baked chips, or crackers.



4Ps of Marketing: Promotion

- Survey your customers to help inform product choices and to identify potential barriers.
- Communicate changes through posters and media to help increase buy-in to change.
- Promote healthier items with taste tests or samples.



4Ps of Marketing: Pricing

- Make the price of all items easy to see.
- Price healthier items competitively (the same or less than less healthy items). Offset this with an increase in price of less healthy items.



Check out infographic posters on the 4P's:
[How to Market Healthy Food and Drinks.](#)



APPENDIX

D

KIDDYLAND PARK: FINAL DESIGN CONCEPT COST ESTIMATE

Landscape Cost Estimate

Part	Description	Qty.	Unit	Unit Price	Total*
A Removals and Site Preparation					
A.1	Mobilization and General Requirements	1	lump sum	\$20,000.00	\$ 20,000.00
A.2	Removals and Site Preparation	1	lump sum	\$50,000.00	\$ 50,000.00
subtotal					\$ 70,000.00
B Hard Surfacing					
B.1	Heavy Duty Asphalt Paving (Parking Lots & Driveways)	3840	m2	\$85.00	\$ 326,400.00
B.2	Medium Duty Asphalt Paving (Multi-use Walkways)	2320	m2	\$75.00	\$ 174,000.00
B.3	Concrete Paving (Container Market)	1700	m2	\$150.00	\$ 255,000.00
B.4	Unit Paving (Pedestrian Promenade)	890	m2	\$200.00	\$ 178,000.00
B.5	Limestone Screeing (Woodland Nature Trail)	330	m2	\$45.00	\$ 14,850.00
subtotal					\$ 948,250.00
C Site Furnishings					
C.1	Park Benches (Along Walkways)	1	lump sum	\$20,000.00	\$ 20,000.00
C.2	Picnic Tables (Throughout Park)	1	lump sum	\$20,000.00	\$ 20,000.00
C.3	Bicycle Parking	1	lump sum	\$10,000.00	\$ 10,000.00
C.4	Tiered Seating Platforms	1	lump sum	\$75,000.00	\$ 75,000.00
subtotal					\$ 125,000.00
D Planting & Sod					
D.1	Naturalized Planting Buffer	1	lump sum	\$30,000.00	\$ 30,000.00
D.2	Deciduous & Evergreen Planting	1	lump sum	\$100,000.00	\$ 100,000.00
D.3	Sod	1	lump sum	\$10,000.00	\$ 10,000.00
subtotal					\$ 140,000.00
E Grading & SWM Infrastructure					
E.1	Rough & Fine Grading	1	lump sum	\$50,000.00	\$ 50,000.00
E.2	SWM Infrastructure	1	lump sum	\$30,000.00	\$ 30,000.00
subtotal					\$ 80,000.00
F Allowances					
F.1	Town Letter Sign	1	lump sum	\$90,000.00	\$ 90,000.00
F.2	Junior & Senior Playground (Equipment, Surfacing and Curbing)	1	lump sum	\$400,000.00	\$ 400,000.00
F.3	Shade Structure (Activity Hub)	1	lump sum	\$120,000.00	\$ 120,000.00
F.4	Skate Park	1	lump sum	\$200,000.00	\$ 200,000.00
F.5	Basketball Court Enhancement	1	lump sum	\$30,000.00	\$ 30,000.00
F.6	Water Fountain	1	lump sum	\$200,000.00	\$ 200,000.00
F.7	Splash Pad (Equipment, Surfacing and Curbing)	1	lump sum	\$250,000.00	\$ 250,000.00
subtotal					\$ 1,290,000.00
<i>*excludes container market, design services, and all engineering infrastructure servicing requirements</i>				Total	\$ 2,653,250.00