



City of Clarence-Rockland

PARKS, RECREATION & CULTURE MASTER PLAN

DRAFT | July 2025



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INTRODUCTION TO THE PLAN



1.1 What is a Parks, Recreation & Culture Master Plan?

This Parks, Recreation and Culture Master Plan (Master Plan) provides a comprehensive, multi-year framework of short (1-3 years), medium (4-6 years), and longer-term (7-years) priorities for the provision of parks, recreation and culture services in the City of Clarence-Rockland to 2035.

This Master Plan is a municipal guidance document, designed to further effective planning, budgeting and implementation of stated goals and objectives for parks, recreation and culture in the City. It aims to ensure that recreation and cultural services are in full alignment with the community's needs as the city grows over the next ten years. Many of the recommendations provided in this Master Plan are stand-alone and can be implemented separate and apart from decisions required to implement other aspects of the Plan.

1.2 Project Background and Scope

The City of Clarence-Rockland developed its first Parks, Recreation & Culture Master Plan in 2016 (referred to as the '2016 Plan' within this report). The 2016 Plan guided investment decisions and identified key priorities in the delivery of recreation services and the operation of recreation assets. Since this time, the City has experienced population growth and is expected to continue to experience growth over the next two decades. The changing population dynamics of the city requires the strategic directions and priorities to be updated.

The 2025 Plan will provide clear direction to City Council and staff regarding the current and future delivery of parks, recreation and culture programs, services, facilities, and infrastructure.

Recreational Programs & Service Delivery



Parks, Outdoor Facilities, Trails & Connections



Indoor Facilities

1.3 Strategic Alignment

Several key documents were reviewed as part of the Background Report and have been considered in the development of the recommendations contained within this Master Plan. This includes the Rockland Official Plan, Asset Management Policy & Plan, Clarence Rockland Economic Development Strategy, Accessibility Plan, Multi-Modal Transportation Master Plan, Waterfront Development Plans, and the Park Development Manual.

In addition, the City has recently completed a strategic planning exercise. The 2024-2028 Strategic Plan identified a vision, mission, values and strategies that represent the character of Clarence-Rockland:

Vision:

Clarence-Rockland will continue to be a growing and prosperous community with an enduring small-town feel.

Mission:

Provide for the well-being and quality of life of the community of Clarence-Rockland with high quality services delivered directly and through partnerships.

Strategies:



Expand and improve the City’s services and infrastructure to meet the evolving needs of Clarence-Rockland’s residents, businesses, visitors, and community organizations.

- **Match investments in the City’s services and infrastructure to its growth and the changing needs of its residents.**
- Continuously **improve** the City’s **capacity to deliver services** effectively, efficiently, and in a timely manner.
- Explore avenues of **collaboration with other municipalities** for mutual support and benefit.

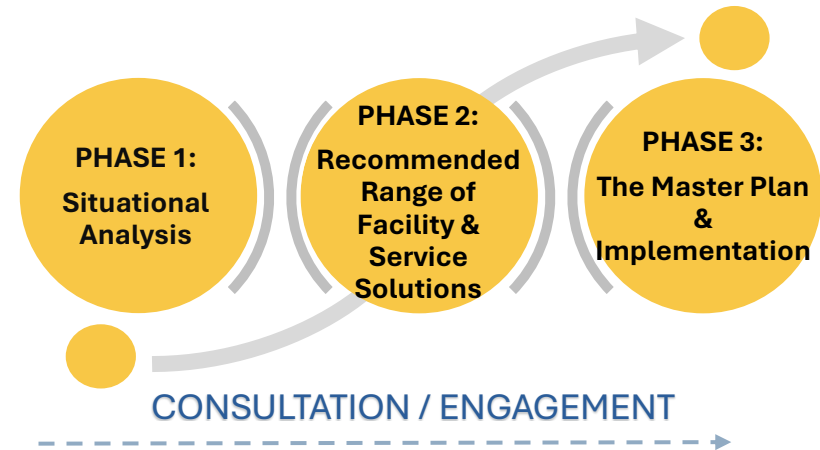
1.4 Master Plan Process

The development of the PRCMP is structured in a three-phase process. The project process includes a comprehensive public engagement process occurring across all phases and is complemented by a detailed analysis of current and projected community needs and best practices as it relates to recreation facilities, programs, services.

This document was developed based on the detailed findings provided in the Background Report, which should be read in conjunction with this Plan.

1.5 Engagement Initiatives & Outcomes

A variety of engagement activities were conducted as part of the Master Plan process to understand the current and future needs of the community and inform the key directions and recommendations of the Plan. This includes, but is not limited to the following initiatives:



Public Survey

317 responses



User Group Survey

12 groups participated



Program-Focused Survey

130 responses



Initial Public Workshops

56 participants at 2 sessions



External Stakeholder Interviews

6 interviews conducted



Public Information Centre

30 attendees

Outcomes and Key Priorities

The thematic analysis reveals that the main priorities for recreation in Clarence-Rockland center around enhancing infrastructure, providing diverse and affordable programming, ensuring accessibility, and fostering community engagement.

The following provides a summary of the recurring priorities/themes across all engagement activities, grouped by service area.

Programming & Special Events



Outdoor Recreation



Indoor Recreation





2

MASTER PLAN FRAMEWORK



2.1 Community Context

Planning for parks, recreation and culture facilities and services requires an understanding of the historic community dynamics and how it is changing.

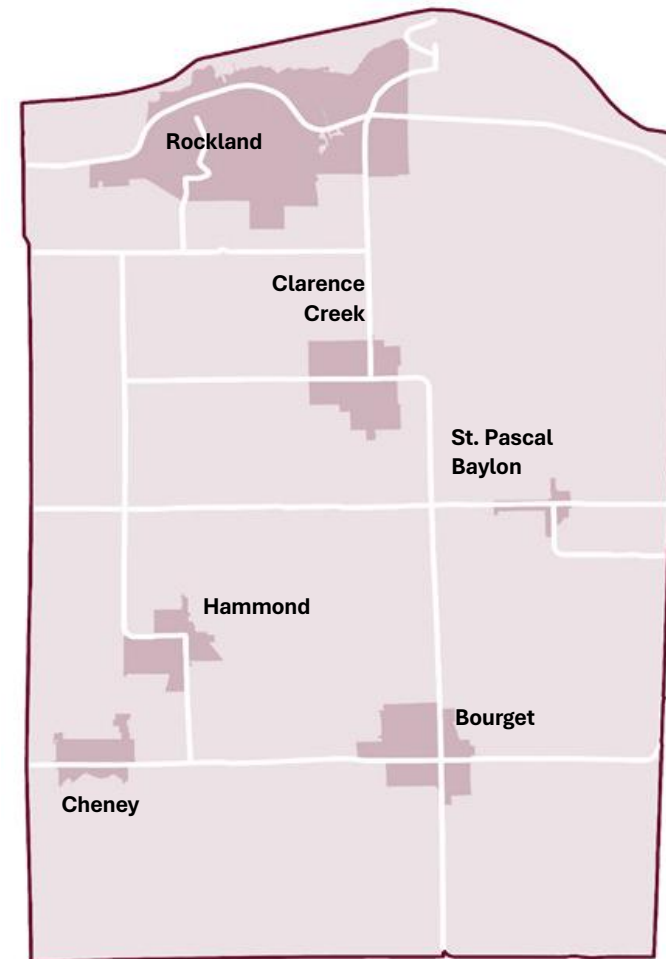
Locational Context

The City of Clarence-Rockland is a lower-tier municipality within The United Counties of Prescott and Russell (UCPR) in eastern Ontario.

Clarence-Rockland is located about 40 kilometers east of Ottawa along the Ottawa River. The City is strategically situated on two major highways connecting Ottawa and Montreal.

Rockland is the City's urban core, which is complimented by a several smaller, more rural communities: Bourget, Cheney, Clarence, Clarence Creek, Hammond, and Saint Pascal-Baylon.

Exhibit 1: Clarence-Rockland – Map of Communities



Sierra Planning & Management (2025)

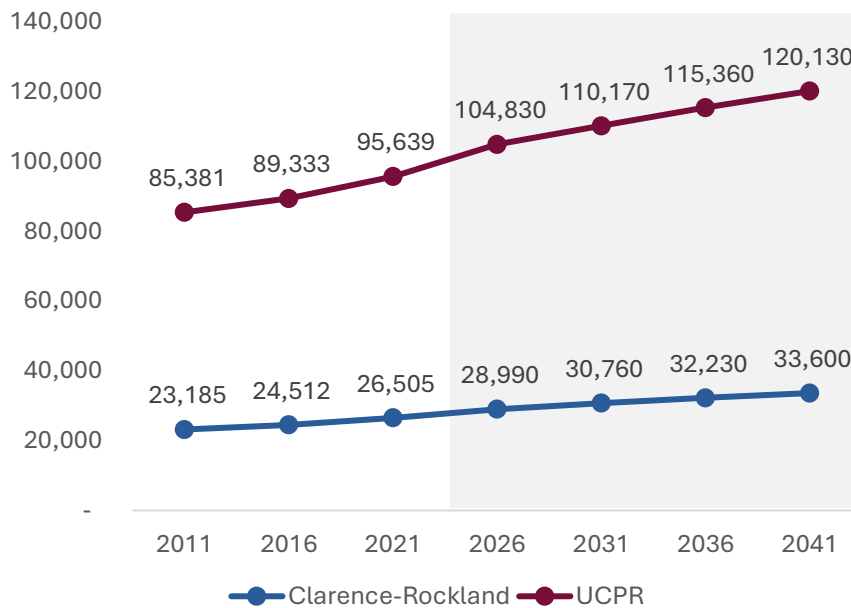
A Changing Demographic

The City has enjoyed sustained population growth over the past 20 years, with average growth around 1.6% or 400 residents annually.

The City's 2022 Growth Management Strategy estimates the population to reach more than 30,000 people by 2031 and further increase reaching nearly 34,000 by 2041. The more recent 2024 Development Charge Study confirms these estimates and provides estimates that the City of Clarence-Rockland will increase by 9,222 persons by 2046.

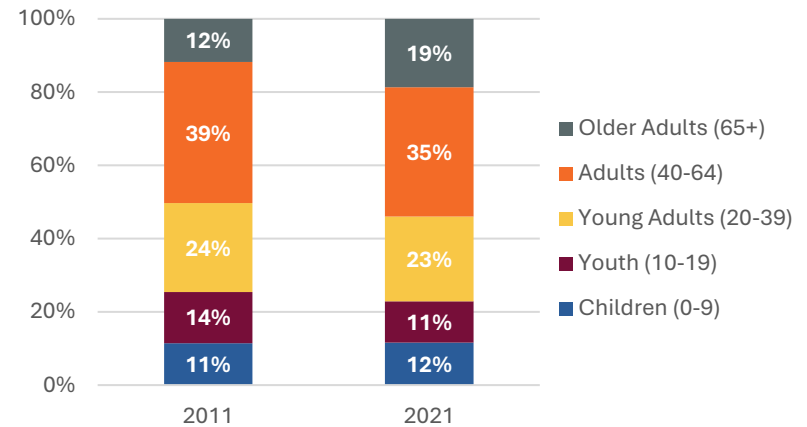
As is the case across the province, the older adult population is growing in Clarence-Rockland, representing 19% of the 2021 population (up from 12% in 2011). This age cohort increased by 81% between 2011 and 2021 (from 2,735 to 4,945).

Exhibit 2: Historic Population Growth (2011-2021) & Projections (2026-2046)



Sierra Planning & Management (2025), Data Source: Statistics Canada Census (2016, 2021) Clarence-Rockland Growth Management Strategy (2022).

Exhibit 3: Change in Age Cohort Breakdown, 2011-2021



Sierra Planning & Management (2025), Data Source: Statistics Canada Census (2016, 2021)

Historically, population and population growth has been split 95% in the urban area (Rockland and Clarence-Point), and 5% within the rural communities.

Much of the City’s housing construction and associated population growth is expected to take place within the community of Rockland – within new subdivision lots and areas of intensification through condo development.

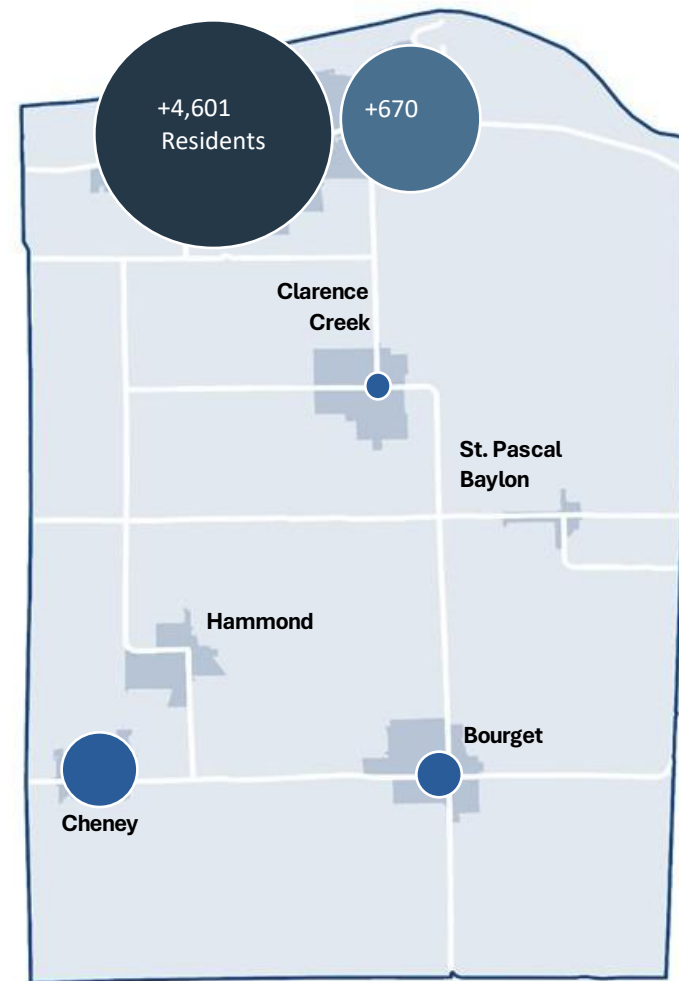
Large developments proposed within Rockland include developments that will add over 4,500 new residents, development of multi-density residential complex in Clarence Point (670 new residents).

Subdivision plans for the rural areas are relatively limited in quantity and scale. Future development is expected to be concentrated in Cheney (365 new residents) and Bourget (196 new residents), with marginal growth in Clarence Creek (94 new residents).

Exhibit 4: Projected Population Growth, by Community, 2021-2041

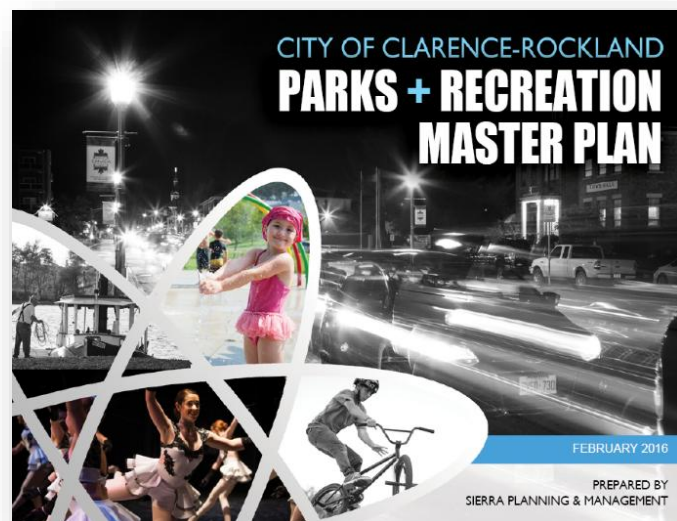
	Housing Units			Population		
	2031 Add'l	2041 Add'l	Ultimate Total	2031 Add'l	2041 Add'l	Ultimate Total
Rockland	1,669	1,709	8,622	4,490	4,601	23,194
Clarence Point	419	240	3,481	1,129	647	9,502
Cheney	55	67	232	155	363	670
Bourget	69	43	136	186	116	365
Clarence Creek	40	32	120	121	94	323
Hammond	10	-	69	27	-	186
Other		73	73	-	196	196
TOTAL	2,262	2,164	12,733	6,108	6,017	34,436

Sierra Planning & Management. Data source: Clarence Rockland Water Plan 2022. Note: The Water Plan projections for Clarence-Rockland are based on development applications.



2.2 Achievements Since 2016

The 2016 Plan identified 57 recommendations which were organized into seven categories – indoor recreation facilities, outdoor recreation facilities, programming, partnerships, events, fees and charges, and internal organization. Many of the recommendations of the 2016 Plan have been achieved, others are currently underway, and some new initiatives have begun. Major initiatives either completed or in-progress by the City are detailed below.



Major Completed Actions:

- ✓Decommissioned Jean Marc Lalonde Arena – Task Force established (now disbanded).
- ✓Splash pad developed in Bourget.
- ✓Developed Mountainview Park in Clarence Point.
- ✓Developed a core set of community events.
- ✓Implemented an online booking system.

Major In-Progress Actions:

- Investing in a twin ball diamond facility.
- Assessing opportunities for programming rural community halls.
- Planning for waterfront development.
- Developing trails and bike connections.

2.3 A Renewed Vision & Mission

The Vision:

“A vibrant and cohesive community that leverages the natural and built assets of our urban core and rural communities to offer residents and visitors the best in both indoor and outdoor recreation experiences.”

The Mission:

To maximize the capacity of high-quality recreation services and facilities to contribute to a healthy community, enhanced quality of life, and support residential and economic development.

2.4 Goals & Objectives

The Master Plan, and the recommendations contained within it, is rooted in a series of goals and objectives. The goals and objectives, as detailed on the following page, are based on those included in the 2016 Plan and have been updated to align with the City’s current strategic and community priorities.



GOALS & OBJECTIVES



Accessible Recreation for All

- Provide diverse recreation opportunities at a variety of scales.
- Offer recreation opportunities regardless of age, Ensure equitable access and reduce barriers to participation.
- Offer a range of recreation opportunities that appeal to children and youth.



Four Season Recreation

- Offer opportunities for recreation activities on a year-round basis.
- Embrace the natural environment and maximize public access to parks, trails and waterfront.
- Provide active transportation infrastructure to link residents with recreation facilities and programming year-round.



Facility Optimization, Renewal and Investment

- Maximize the utilization through investment in improvements and renewal.
- Support investment in facilities which enhance opportunities for multi-use and/or alternative use.
- Ensure that operating partners continue to operate City-owned facilities in a financially prudent manner.
- Long-term capital planning for infrastructure renewal as a principle of operational sustainability.



Efficient & Effective Service Delivery

- Provide a high level of customer service and programming to the community which is responsive to current and future needs.
- Ensure that the required tools, resources and supports are available so that recreation opportunities are provided in an efficient and effective manor.
- Pursue all opportunities to develop recreation infrastructure by leveraging Federal, Provincial, and other funding programs that exist.



Positive Partnerships

- Recognize the value of partnerships and effectively use City resources.
- Maximize opportunities for partnerships to facilitate the provision of a diverse range of recreation services in each community.
- Seek out mutually beneficial opportunities to grow partnerships.

2.5 The Approach to Planning for Infrastructure

A Standards-Based Approach

To gain a full understanding of the future needs, opportunities, and implications for future planning purposes, several metrics of assessment are considered for each facility/asset type included within the scope of the Plan. This includes:

- Supply and inventory details, including geographic distribution;
- Standard of provision / level of service¹;
- Facility usage;
- Facility condition and capital requirements;
- Participation trends;
- Any future planning already in place; and
- Community and stakeholder input.

In the context of a growing community, the use of standards represents one of the effective means to understand when new facilities will be required. Changes to the rate of growth of the community do not alter the standards but instead impact the point at which population growth triggers the need for investment. An appropriate use of standards can aid in decision-making well in advance of achieving the population triggers that justify new facilities; however, standards alone are not sufficient and must be taken as partial guidance only and considered with the other lenses of assessment provided in the Background Report.

¹ Existing standards provide the current service level for each facility type. When new facilities are built, the level of service instantly improves and/or lowers over time as the population grows (and no

Asset Management

The City's Strategic Asset Management Policy (2019) outlines the City's commitment to alignment of its asset managements planning with the objectives established in the 2016 Plan as well as other municipal plans.

The 2024 Asset Management Plan (AMP) provides a comprehensive overview of the City's existing non-core infrastructure including Recreation and Cultural Services assets in four general asset categories: buildings, land improvements, machinery, and equipment and fleet. The AMP aims to enable a consistent decision-making approach across all relevant departments.

This Plan recognizes the value of an asset management planning for both indoor and outdoor recreation facilities. The City should continue to employ this approach to facility replacement and develop a strategy to address any backlogs.

Recommendations:

- 1. Continue to employ an asset management approach to indoor and outdoor recreation facility/asset investment to maximize alignment with the service aims for parks, recreation and culture.**
- 2. Develop a strategy to address asset management backlogs.**

new facilities are built). This provides a baseline for existing levels of service, which generally should be maintained, as deemed appropriate.



3

DELIVERING EFFICIENT & EFFECTIVE SERVICES



3.1 Current Model of Service Delivery

The City currently employs a blended two-tier approach to service delivery. The City delivers most parks and recreation facilities, services, and some programming through a ‘direct’ approach. More specifically, the City facilitates programs using its facilities and provides over 40 programs directly.

This is complemented by an ‘indirect’ approach whereby other public, non-profit, and commercial program providers support the efforts of the City to deliver programming to the community.

The goal is not to provide duplication of programs and services that are in competition with private and other providers but leverage the strengths of the community-based service providers and the volunteers who deliver the programs within municipal facilities. This approach is aimed at providing the community with the broadest range of access to recreation.

This Plan supports maintaining a blended approach for the delivery of services, resulting in the need to ensure continuous community engagement.

Recommendations:

- 3. Continue to employ a blended two-tier approach to the delivery of parks and recreation services to provide a broad range of access and support the diverse needs of the community.**
- 4. Increase operating budgets (labour, equipment, and materials) in line with future parkland development as growth occurs.**
- 5. Increase staffing capacity where needed to ensure new service levels and amenities do not impact historical service needs through a combination of full time, contract and seasonal operators.**



3.2 Successful Partnerships

The City of Clarence-Rockland continues to be proactive in forging productive partnerships to grow the range of recreation and leisure facilities and programs available to community members. Existing partnerships include:

- National Capital Region YMCA for the operation of the Cultural & Recreational Complex;
- École Secondaire Catholique l'Escale through a Shared Facilities Agreement relating to the use of school facilities (e.g. gymnasium and certain classrooms) for community-based recreation programs and the School Boards' use of the City's facilities at the Complex; and
- Le Comite de loisirs de Bourget Inc., for operation of the Bourget Community Centre.

These partnerships are important to the provision of recreation and leisure facilities and programs in Clarence-Rockland and should be maintained going forward.

Recommendations:

- 6. Maintain and enhance existing partnerships agreements to supplement the City's supply of recreational facilities and minimize deficits.**
- 7. Strive to develop new partnerships that are mutually beneficial and achieve measurable results as it relates to shared use/access to facilities, co-location of new facilities, and opportunities for program partnerships.**

3.3 Programs & Events

Recreation & Leisure Programs

The City of Clarence-Rockland directly provides a suite of recreation and leisure programming, including those for children, youth, families, adults and senior adults. Additional recreation and leisure programs are offered by the Clarence-Rockland YMCA and community groups.

The Clarence-Rockland Public Library (CRPL) also provides a broad range of leisure programming throughout the year at its two branches in Rockland and Bourget. With the Rockland branch being co-located in the Cultural & Recreational Complex there are significant synergies that could be developed as it relates to use of space and programs offered. The City should seek to strengthen the recreation and leisure programming offered by improving collaboration with the Public Library.

The City hosts a Recreation & Culture Open House twice a year that highlights the variety of programs available to the public and offers an opportunity for people to register, including both City-run programs and those run by others. This initiative has proven successful with improving community awareness of the program offer and could be used as a forum to gauge community preferences for new program opportunities. The City should continue this initiative over the Plan period.

Community Events & Festivals

Since the 2016 Plan, the City has developed and defined a ‘core’ set of special events that are municipally facilitated, including Clarence-Rockland Festival, Concert Series, Christmas Parade of Lights, and the CR Market. This has improved transparency in terms of the City’s role in providing events.

Events run and facilitated by the City itself are supplemented by several events offered at Tucker House Renewal Centre and Rethink Experience, among other local groups.



Recommendations:

8. Undertake a feasibility study to host major shows at the Clarence-Rockland Arena.

9. Identify rural programming priorities in each community by:

- Maintaining a strong relationship with the Bourget Recreation Committee and expanding use of the Bourget Community Centre for City programming (to complement programs provided by the Committee); and
- Exploring potential partnerships with local community groups and service clubs in the other rural villages.

10. Strive to further expand programming to rural residents using the community centres as anchors. This includes programs for children, youth and seniors offered directly by the City as well as by community groups, school boards, recreation committees, non-profit organizations (e.g., Tucker House, etc.), and other local service providers. The City should consider flexible program options to enhance the participation of rural residents in recreation (e.g., mobile programming).

11. Undertake engagement with the community related to changing preferences and reflect in the programs and events offered and seek out opportunities to fill gaps in services. This should continue to over the course of the Plan.

12. Increase collaboration with the Clarence-Rockland Public Library to improve the recreation and leisure program offer available in the City.

3.4 Addressing User Fees

At present, the City does not have any formalized user fee policies to guide levels of subsidization and cost recovery related to recreation facilities, services and programs. These types of policies are important to ensure prudent capital and operating planning.

Recreation user fee policies are founded on recreation service priorities that are defined by strategic and master plan priorities. These policies are typically based on varying degrees of subsidization and fee categorization that vary by skill level (e.g., learn to programs for children would have higher subsidization rates than adult programs or more advanced skill development programs) and/or user type (e.g., commercial/private users warrant no subsidization).

Beyond the existing municipal subsidization of programming, additional support is available for residents of Clarence-Rockland through several external organizations that provide subsidies or equipment (e.g., Jumpstart, KidSport Ontario, Sens Foundation, Their Opportunity and Next Shift Hockey).

Recommendations:

- 13. Undertake a User Fee Study and develop a User Fee Policy to identify appropriate levels of subsidization and cost recovery targets for each type of service, facility and program offered. This should include a review of the Rental Rates for Ice to determine whether the creation of a commercial rate (for-profit) for ice rentals is warranted.**





4

STRENGTHENING THE PARKLAND & TRAIL NETWORK



4.1 Overview of Parks & Trails

The City of Clarence Rockland currently owns and/or operates 28 park properties, with a total land area of 90 hectares. The parks are geographically dispersed throughout the municipality, with a higher concentration found in the urban area of Rockland – including 19 parks and open spaces.

Based on the standard of provision for parkland, the City is currently supplying 3.2 hectares of parkland per 1,000 residents. This is in line with observed provision levels in similar communities, which often are in the range of 2.0 to 4.0 ha of parkland per 1,000 residents.



4.2 Classification & Distribution

The general classification and distribution of municipal parks is summarized in the adjacent graphic and shown on the map on the following page. A detailed summary of parks and open spaces – including facility details and amenities – can be found in the Background Report.

Parkland has been classified based on the Park Typology / Classifications outlined in Section 2.0 of the City's Park Development Manual (1st Edition).

While parks are concentrated in Rockland, there is adequate distribution among the rural communities – each being served by at least one neighbourhood and/or community level park. This is an acceptable level of provision for the provision of parkland in the more rural areas of the City.



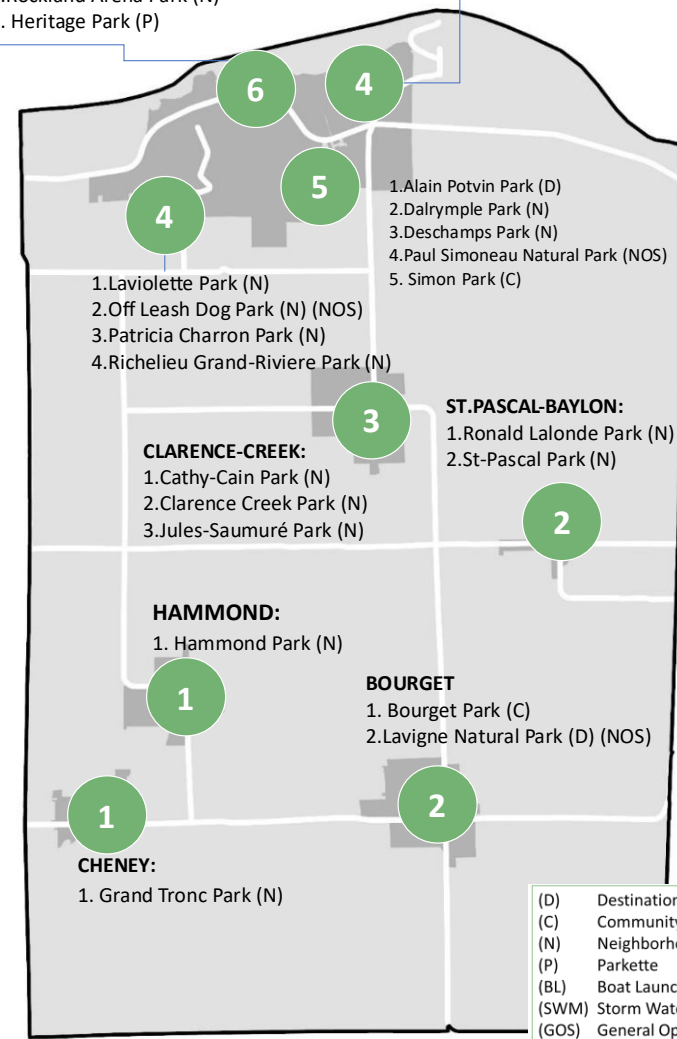
Jules-Saumure Park

Exhibit 5: Parkland Classification and Hierarchy



Exhibit 6: Parkland Classification & Distribution

- 1. Clarence Crossing – Parkette 1 (SWM) (GOS)
- 2. Clarence Crossing – Parkette 2 (SWM) (GOS)
- 3. Du Moulin Park (C) (BL)
- 4. Paul Lavoie (N)
- 5. Rockland Arena Park (N)
- 6. Heritage Park (P)
- 1. Bellevue Park (N)
- 2. Dutrisac Park (N)
- 3. James and Marie Fox Park (P)
- 4. Mountainview Park (N)



- (D) Destination Park
- (C) Community Park
- (N) Neighborhood Park
- (P) Parkette
- (BL) Boat Launch
- (SWM) Storm Water Management
- (GOS) General Open Space
- (NOS) Natural Open Space

4.3 Dedication & Acquisition

Parkland Dedication

The City of Clarence-Rockland's Official Plans currently outline the parkland dedication and acquisition process which is based on the minimum standards of provision outlined in the Ontario Planning Act (Act) to facilitate the provision of new parks within new developments or in areas of intensification/redevelopment.

The Act enables municipalities to require the conveyance of land for parks or other public recreational purposes as a requirement of land division or development. As an alternative, the Act also sets out that municipalities may require the payment of Cash-in-Lieu (CIL) of parkland that is otherwise required to be dedicated. For example, the cash-in-lieu of parkland dedication can be used when the parcel for parkland offered by the developer is too small to develop recreational facilities of any significance on the site. Changes to the Act, through Bill 23, have reduced municipalities' ability to secure

lands for the purposes of parkland and reduces the maximum CIL of parkland collected. These changes essentially cut the maximum land conveyed and CIL rates in half, per below:

- Maximum alternative dedication rate is reduced from 1 ha/300 units to 1 ha/600 units for land conveyed.
- Maximum alternative dedicate rate is reduced from the monetary equivalent of 1 ha/500 units to 1 ha/1,000 units for CIL.
- Additionally, the maximum amount of land to be conveyed or paid in lieu is limited to 10% of the land or its value for sites under 5 ha, and 15 % for sites greater than 5 ha.

Recommendations:

- 14. Adopt a parkland service level of a minimum of 3.2 hectares of parkland per 1,000 new residents to ensure an appropriate level of provision of parks and open space over the Plan period and beyond.**
- 15. Maintain the existing parkland service level of providing one neighbourhood or community park per rural community.**
- 16. When looking at future parkland development explore future opportunities for the consolidation of parks and open space facilities / amenities (such as sports field) into activity hubs that provide programming benefits and can be operated and maintained with greater efficiency. This should include consideration for co-locating parkland adjacent to future school properties to avoid duplication of amenities.**



Bourget Park

17. Utilize the Parks Development Manual (1st Edition) to assist in the determination of the suitability of small parcel parkland acceptance during the subdivision process.

The City has an existing Parkland Dedication By-law developed in 2018. Parkland Dedication By-laws are often accompanied by a Parkland Dedication Policy which provides a framework for parkland dedication requirements and details of how cash-in-lieu payments are calculated. These documents can help the Planning & Development Division to guide future acquisition of parkland, as well as the design and development of existing park facilities when assessing proposed developments. Typically, a Parkland Dedication Policy would include:

- Statutory requirements of the Planning Act.
- Parkland dedication requirements, protocols, and calculations.
- Conveyance requirements and cash-in-lieu of parkland dedication calculations.
- Valuations, credits, and exemptions.
- Gratuitous conveyance of undevelopable open space (e.g., stormwater ponds, woodlots, valley lands, floodplains, hazard lands, etc.).
- Trails as a component of parkland dedication.
- Preferred location and configuration of parkland (per the Park Development Manual).
- Allocation of cash-in-lieu payments to a reserve fund.



Alternative Acquisition Strategies

To ensure the target standard of parkland is provided, the City will likely need to acquire parkland beyond that obtained through parkland dedication requirements for new development. This could be done by employing a variety of strategies, including, but not limited to:

- Land purchase, lease, exchange or easements;
- Reclassification of surplus municipally owned lands to parkland; and/or
- Partnerships to provide parkland through community partners.

Additionally, the City should continue the practice of accepting undevelopable natural open space areas (e.g. hazard lands, EPAs, etc.) through the development process to provide enhanced opportunities for conservation and compatible public access and linkages to parks, trails and open spaces. This land is not to be accepted as part of the parkland dedication requirements (i.e., no credit is to be applied), but should continue to be accepted to improve linkages within the parks and open space network.

Related to dedication and acquisition of parkland is the reality of surplus City-owned land. This Master Plan recommends that the City develop an up-to-date disposition policy that includes effective strategy (and consultation) around the merits of disposition in any given circumstance and the criteria which would lead to such a conclusion. This may include the potential for re-allocating the land for other City purposes including parkland; and the land use policies and objectives of the Official Plan as it pertains to the property and surrounding area, and applicable zoning.

Recommendations:

- 18. Update the Parkland Dedication By-law and develop an accompanying Parkland Dedication and Cash-in-Lieu Policy.**
- 19. Continue to plan for future parks and trails within new residential areas of the City aligned with the directions set out in this Master Plan.**
- 20. Develop a new Disposition Policy based on best practice and to consider other City uses of surplus properties for parkland or otherwise.**



4.4 Design & Development

The City currently plans and designs new parkland on a park-by-park basis. The recently developed Park Development Manual should provide guidance to the development process and align with any new Parkland Dedication Policy and Parks Construction Standards as recommended in this Master Plan.

As the community changes and grows, the City will need to consider the existing and future parkland, the facilities and amenities they provide, and whether they are meeting the needs of residents. Facility and amenity renewal as part of ongoing asset management is a key aspect of this, while engagement with the community on changing needs and preferences will also be important. The City currently undertakes Conditions Assessments for municipal buildings / structures within parks and open spaces every 3 to 5 years and undertake repairs / maintenance as required. This practice should continue.

More specifically, given the residential development that is occurring in the area near Grand Tronc Park, the condition of existing amenities, and the large area of unprogrammed space within the property, undertaking a park master planning exercise is warranted to determine future uses within the park.

Recommendations:

- 21. Develop a Parks Construction Standards document to supplement the Parks Development Manual (1st Edition). The document should reinforce design objectives including - accessible / inclusive design, and minimum requirements for facility layout, materials, standard products (or approved equal), and construction.**

Standard details should include (but is not limited to):

- **Sports and Recreation**
- **Playgrounds – including safety surfacing**
- **Splash Pads**
- **Paving and Hard Surfaces – including widths and clearances**
- **Fencing**
- **Site Furnishings**
- **Tree Protection**
- **Planting and Restoration**
- **Lighting**
- **Park Signs and Wayfinding**

- 22. Undertake accessibility audits for existing parks with the goal of improving opportunities / conditions for accessible / inclusive play.**
- 23. Maintain funding for ongoing maintenance, renovation / repair, and asset management (non-core assets) within existing parks. This includes the potential addition of amenities to existing parks to meet supply and service levels; enhancements to existing parks to meet the targets of current Park Classifications; and replacement of assets with declining usage and replacement with trending / changing demographic based amenities.**
- 24. Undertake a Master Plan exercise for Grand Tronc Park to review the suitability of the existing park program / uses and assess opportunities for redevelopment or enhancement. A strategic review of opportunities should be done in relation**

to both city- wide objectives for parks and open spaces. The Master Plan should specifically review and address:

- **Conditions assessment for existing infrastructure.**
- **Program / amenities review.**
- **Identify opportunities for improving accessible / inclusive use.**

4.5 Activating the Waterfront

At present, public access to the Ottawa River and associated waterfront connections are limited, with access from Du Moulin Park and James and Marie Fox Park.

Since the 2016 Plan, waterfront development has been identified as a priority for the City and has moved forward with developing a vision and plans for the waterfront. Guiding principles included within the vision document include:

- Accessible, enjoyable and quality of life driven;
- Collaborative and community-oriented;
- Prosperous, fiscally responsible and environmentally sustainable; and
- Integrated and future oriented.

Recommendations:

- 25. Progress planning for waterfront development, ensuring that there are ample opportunities for the public to access and/or view the water's edge. This should include consideration for lookouts and viewing areas, seating areas, amenity and gathering spaces, waterfront walkways/boardwalks, etc.**



Du Moulin Park



James and Marie Fox Park



Waterfront Vision

4.6 Improving Trail Connectivity

The Multi-Modal Transportation Master Plan (MTMP) for Clarence-Rockland (updated 2025) identifies the required active transportation infrastructure to address existing challenge and support growth of the community.

The MTMP notes that the City’s current active transportation network is small, disconnected and focused on Rockland. Pedestrian network recommendations are focused on expanding the existing network that is focused within the urban core of Rockland to provide connections to key destinations such as schools, transit stops and other community amenities. It also “considers opportunities to integrate the City’s hamlets and rural areas in a manner that preserve the quality of life and character of the community.”

This Master Plan supports the recommendations of the MTMP and strives to improve connectivity within Rockland as the main urban area and provide strategic linkages City-wide. The goal is to develop a well-linked network of parks and recreation facilities that are easily accessible for the community by all forms of active transportation.



Recommendations:

- 26. Prioritize the enhancement of exiting trails and connections within the urban core of Rockland, including access to the waterfront development.**
- 27. Monitor opportunities for creating rural bike lane connections from the urban core to rural communities with the goal of ultimately connecting to the United Counties Trail.**
- 28. Adopt and further develop the design standards as identified in the MTMP to guide the design and implementation of future multi-modal transportation routes and better support their use, operations, maintenance, and asset management activities.**



5

ENHANCING OUTDOOR RECREATION FACILITIES



5.1 Overview of Outdoor Facilities

Parks and open space are an essential municipal asset. While they do represent physical capital, their value is realized across the wide range of benefits they provide to a community, including - physical, mental, social / cultural, environmental, conservation and economic.

Currently, the City owns and operates 176 amenities across 34 categories, ranging from sports fields and sport courts to picnic shelters to toboggan hills. A summary of the supply and standard of provision related to these assets are provided below. Complete details are provided in the Background Report.

34
CATEGORIES

176
AMENITIES



Hammond Park



Alain Potvin Park

Exhibit 7: Overview of Outdoor Facilities Supply and Standard of Provision

Facility Type (major facilities only)	Existing Municipal Supply	2025 Observed Service Level	2035 Level of Service (based on the existing supply)	Comparable Service Level (Guidance Only)	New Facilities Required by 2035	Notes (refer to recommendations for details)
Ball Fields	8*	1:3,559 residents	1:3,992 residents	1:3,000-4,000 residents	1	<ul style="list-style-type: none"> Multi-field locations preferred to accommodate league and tournament play.
Soccer Fields	10*	1:2,847 residents	1:3,193 residents	1:2,000 -3,000 residents	0	<ul style="list-style-type: none"> Monitor demand to align with service provision. Consider artificial turf and doming.
Tennis Courts (dedicated and non-dedicated)	7	1:4,068 residents	1:4,561 residents	1:4,000 -5,000 residents	1-2	<ul style="list-style-type: none"> Monitor demand to align with service provision. Development of single courts not recommended.
Pickleball Courts (dedicated and non-dedicated)	11	1:2,588 residents	1:2,903 residents	Not Applicable	Not Applicable	<ul style="list-style-type: none"> Evaluate and assess alignment of service delivery capacity with trends and usage demand.
Basketball Courts	7.5	1:418 youth (10-19 yrs)	1:468 youth (10-19 yrs)	1:500 -750 youth (10-19 yrs)	1	<ul style="list-style-type: none"> Consider rural geographic distribution.
Skate Parks	2	1:1,566 youth (10-19 yrs)	1:1,756 youth (10-19 yrs)	1:2,500-5,000 youth (10-19 yrs)	1	<ul style="list-style-type: none"> Renewal of prefabricated facilities with in-ground concrete all-wheel facilities. Consider rural geographic distribution.
Splash pads	3	1:1,139 children (0-9 yrs)	1:1,277 children (0-9 yrs)	1:2,000-4,000 children (0-9 yrs)	1	<ul style="list-style-type: none"> Align service provision with areas of population growth.
Playgrounds	17	Not Applicable	Not Applicable	Within 500-800m of residential areas	Per new park development	<ul style="list-style-type: none"> Asset management approach to playground renewal. New playgrounds to be considered in future parks, aligned with parkland classifications.
Outdoor Ice Facilities	8	1:3,559 residents	1:3,992 residents	Not Applicable	Not Applicable	<ul style="list-style-type: none"> Maintain the existing service level of one outdoor ice rink in each community. Consider the provision of mechanical ice outdoors at large destination locations, such as the proposed sports hub.

Note: These number of facilities above assumes the current inventory of outdoor facilities is maintained. The removal of existing facilities without relocation / reconstruction would increase facility deficits.

*Based on effective supply of unlit field equivalent (FE) where lit fields are counted as 1.5 unlit equivalents due to increased paying time in the evening.

5.2 Developing a Sports Hub

One of the major recommendations of this Master Plan calls for the development of a City-wide sports hub that accommodates the future need for ball fields and soccer fields at a centralized location within the urban core.

The City has identified a 15-acre parcel to accommodate the proposed sports hub, located near the Clarence-Rockland Arena. The potential to co-locate other complementary recreational uses exists. Considering the identified demand for certain amenities and/or gaps in the service provision of amenities related to geography as the planning for the facility progresses will determine the extent to which this can be achieved.

A variety of facilities and amenities should be considered as part of the planning for a new sports hub including but not limited to:

- Soccer fields –potential for an artificial turf field and sports dome;
- Ball fields – multiple fields including a dedicated hardball facility;
- Running Track;
- Sports Courts;
- Outdoor Pool / Splash Pad;
- Skate Park / Pump Track / All-Wheel Facility; and
- Operation / Maintenance Hub.

Further details on number, size, and configuration of recommended facilities to be considered for the proposed sports hub are provided in the following sections.

The planning and development of this recreation hub should continue with the aim to be operational by the mid-term of the Plan (2031).

Recommendations:

- 29. Commence planning (Feasibility Study and Business Plan) for the proposed Sports Hub to establish size and program, confirm the location, and initiate a funding strategy.**
- 30. Develop the City-wide Sports Hub as a multi-use / multi-sport indoor and outdoor recreational hub in Rockland that maximizes space for use as a sports and recreation complex and provides day-to-day recreational amenities for City-wide use. Co-location of services and the delivery of supporting amenities which allow for a broad range of programming to be provided should be a focus of the design. The facility should be operational by the medium term of the Plan.**

5.3 Sports Fields & Courts

The City's existing soccer fields, ball fields and tennis/pickleball courts are important community assets that should be maintained (where feasible) and enhanced through asset management practices and general improvements. Utilization of these assets should be maximized.

Recommendations:

- 31. Formalize or adopt a sports field classification system for ball and soccer fields within the City. As a reference, Sports Turf Canada classifies athletics fields based on their rootzone composition, construction standards, maintenance inputs and playability (hours of use).**
- 32. Maintain tracking of utilization rates for existing ball and soccer fields and courts as a means of establishing a benchmark to assist in the potential replacement of assets with declining usage, monitoring user needs (trigger for new construction), and assisting with maintenance and operations decision-making. Membership numbers should be reported by field user groups to the City on an annual basis.**
- 33. With the future planning of parks and open spaces, explore opportunities to include sports field / diamonds / courts complete with lighting as a means of extending programmable hours and where locations are deemed to be appropriate (e.g., away from residential).**

Ball Fields

All ball fields provided in the City are currently configured as single fields with the exception of those at Simon Park (1 lit field and 1 T-ball field). The 2016 Plan called for the development of a ball field complex with two fields to accommodate league and tournament play. This was echoed in engagement activities undertaken as part of the Master Plan.

Based on population-based standards, one net additional ball field is required over the Plan period. With the revitalization of Simon Park pending, the ball fields currently on site will need to be relocated. The proposed sports hub in Rockland calls for the development of two ball fields, which would address the net new field required due to growth and the relocation of the field at Simon Park. Inclusion of a dedicated hardball facility should be considered and the merits of rebuilding the T-ball field at the sports hub should be reviewed through engagement with the relevant user groups.

Recommendations:

- 34. Develop 2 senior ball fields at the proposed sports hub in Rockland, including a dedicated hardball facility, to facilitate league and tournament play.**
- 35. Undertake the repair / reconstruction of the softball diamond at Bourget Park as the current condition, specifically the lighting, fencing, and seating for players and spectators, makes the diamond unusable.**

Soccer Fields

The 'effective' supply of soccer fields is deemed to be in line with comparable communities on a population-based standard, with a significant number of fields being senior fields. This Master Plan recommends that the City focus on maintaining the supply of senior fields to provide the greatest flexibility for groups to use. Senior fields can be configured as full-size facilities for adult and youth play and/or sub-divided into smaller fields (2 junior, 4 mini, etc.) for children and preschool programming.

While the population-based standard for soccer fields is on the lower side, utilization of existing fields in the City is also low indicating that no new soccer fields are required over the Plan period. However, in Clarence-Rockland there is a history of consideration for developing an artificial turf field and a long held ambition to improve field conditions for soccer. Developing an artificial turf facility (counted as 2.0 unlit senior field equivalents) with the potential for doming to increase the season is an opportunity the City should investigate. This type of development is prime for partnerships; for example, with local community groups, school boards, etc. The feasibility of developing such a facility should be studied.

The City should actively monitor use of the existing fields and determine if any smaller size fields could be repurposed for alternative recreational activities. The removal of any field locations would necessitate their replacement elsewhere as deemed appropriate by the City (equivalents developed as senior fields for improved playability).

This Master Plan supports the development of a domed artificial turf senior soccer field as part of the sports hub development. This facility would replace the existing soccer fields near the Clarence-Rockland Arena that would need to be removed to enable the tennis facility to be developed.

Recommendations:

- 36. Actively monitor use of the existing soccer fields and participation in field sports. If available capacity is identified, seek to change the culture of use of soccer fields across the City to maximize use of existing fields (e.g., fully utilize all prime time hours on weekday evenings and weekends).**
- 37. Work with local school boards, if and when demand for soccer fields increases, to investigate potential partnerships for community use of school fields outside of school hours. This could include user agreements with individual community groups and/or operational agreements between the City and school boards. The new high school being developed in Rockland is a prime opportunity in this regard.**
- 38. Consider the development of a domed artificial turf senior soccer field as part of the proposed sports hub. This would provide a unique asset within the City that would extend the season of field sports to be year-round.**



Tennis & Pickleball Courts

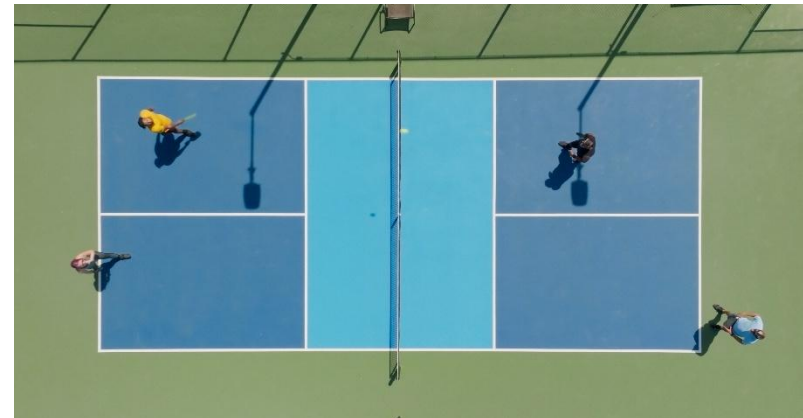
As the only dedicated tennis facility in the City, the court located at Clarence Creek Park is currently unplayable (based on surface condition) and requires replacement.

The courts at Simon Park, which provide tennis and pickleball facilities as mixed-use courts, are understood to be very busy. The proposed revitalization of Simon Park would necessitate the existing tennis/pickleball courts to be relocated. This Master Plan recommends that the courts at Simon Park be relocated to the proposed sports hub to create a density of recreational facilities in one centralized location in Rockland. This is in line with community aspirations for a dedicated tennis facility near the Clarence-Rockland Arena, which would remove one junior soccer field from the supply necessitating its replacement elsewhere.

Maintaining the existing supply of tennis and pickleball facilities in Rockland is a minimum requirement. The City should consider improving the supply and/or providing dedicated tennis and pickleball facilities to reduce conflicts, while also considering growth-related needs going forward.

Recommendations:

- 39. Resurface the existing tennis courts at Clarence Creek Park to improve playability. Sub-surface soils conditions (saturation) and the inclusion of sub-drainage should be a consideration in the design of a suitable pavement profile.**
- 40. Develop a tennis/pickleball court facility as part of the proposed sports hub/near the Clarence-Rockland Arena. This should include six (6) courts at a minimum. The inclusion of dedicated tennis and/or pickleball courts will need to be considered.**



5.4 Child and Youth-Focused Activities

At present, many of the recreational amenities that appeal to youth are centred in the core area of Rockland. This makes it difficult for youth that do not drive to have easy access to these facilities. The concentration of facilities in Rockland limits access for youth and older adults, and therefore, maintaining and expanding on the rural amenities as the City grows will be important. Engagement activities also highlighted the need for a youth centre and activities for youth and focusing on the less central communities including Bourget, Hammond, and St. Pascal Baylon.

The City should explore opportunities for additional ‘Youth Focused’ amenities at Community Parks in rural communities, including Bourget Park, Cheney Park, Clarence Creek Park, Hammond Park, St. Pascal Park.

Playgrounds

Playgrounds provide a local recreational amenity for families with children and youth and are often located within walking distance of where they live (for major residential areas such as Rockland). Playgrounds provided on school board property that are publicly accessible should be considered as part of this assessment.

A walkability assessment conducted as part of this Master Plan indicates that the urban core of Rockland is well-served by playgrounds. This Master Plan recommends adopting a standard of provision of one playground within a reasonable walk (500 to 800 metres) of major residential areas. Any future planning for parkland in Rockland should consider the merits of including a playground based on the parkland hierarchy identified in the City’s Park Development Manual.

As it relates to the rural areas of the city, each of the rural communities is served by at least one playground facility, whether provided by the City or school boards, that are accessible to the public for use. The playgrounds are typically within a 10-20 minute walking distance of most residents in the rural areas. This is an acceptable standard of provision due to the rural nature of the communities.



Recommendations:

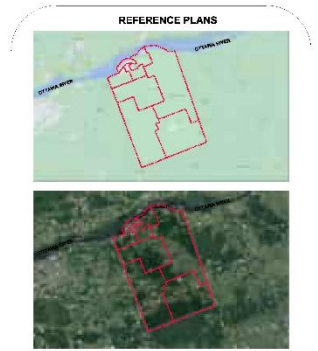
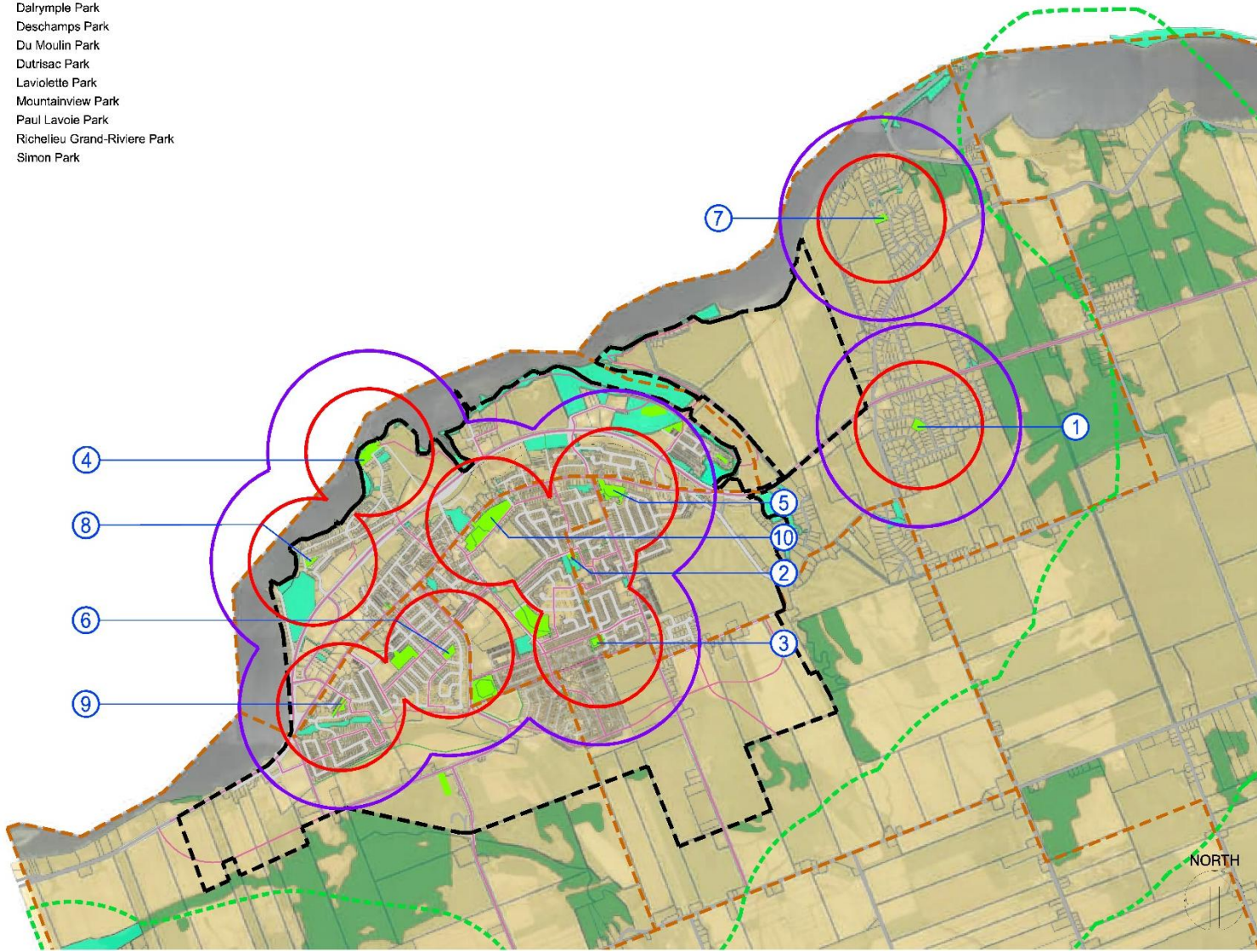
- 41. Continue to apply the Playground Replacement Strategy. Any play structure installed prior to the year 2005 should be phased for replacement immediately. Replacement should occur sooner if required as determined by the City’s ongoing inspections and asset management process. As each year passes, a 19-year trigger will identify more play structures that will need to be considered for replacement/removal.**
- 42. Continue to undertake annual playground safety assessments by a certified professional, to ensure compliance with safety standards and identify potential hazards.**
- 43. Adopt a standard of provision of one playground location within a reasonable walking distance (5-to-10-minute walk) of new residential areas in Rockland, and as a guideline for identifying future needs within existing residential areas. Major barriers (e.g., major roads, natural features, railway corridors, etc.) should be considered.**
- 44. Consider joint planning with the school boards as it relates to outdoor recreation infrastructure (e.g., playgrounds, fields, etc.) to complement not duplicate the provision of facilities.**
- 45. Develop service standards for playgrounds to guide the delivery of consistent and comparable built infrastructure. This should be aligned with the Parkland hierarchy and the proposed Park Construction Standards.**



Exhibit 8: Playground Distribution: Rockland

EXISTING PLAYGROUNDS:

1. Bellevue Park
2. Dalrymple Park
3. Deschamps Park
4. Du Moulin Park
5. Dutrisac Park
6. Laviolette Park
7. Mountainview Park
8. Paul Lavoie Park
9. Richelieu Grand-Riviere Park
10. Simon Park



- ### LAND USE LEGEND:
- Ward Boundary
 - Urban Area Boundary
 - Trails
 - Cycling Routes
 - Natural Heritage System Boundary
 - Right-of-Way
 - Public Land
 - Parks and Open Space
 - Private Parcel
 - Significant Natural Area
 - Storm Water Management Area
 - 500m Radius Walking Boundary
 - 800m Radius Walking Boundary



Client:
 Clarence-Rockland

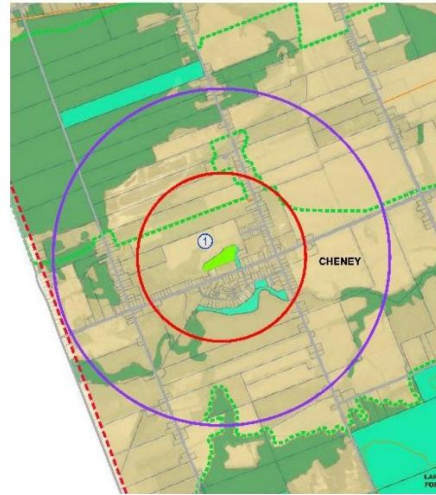
Consultant:
 the mbtw group
1000 Lakeshore Blvd. West, Suite 1000, Mississauga, Ontario L4Y 1G8
 905.276.8888 ext. 222 | www.mbtw.com

PARKLAND & RECREATION
 MASTER PLAN
 FIGURE 1.2
PLAYGROUNDS
 ROCKLAND DISTRIBUTION

Exhibit 9: Playground Distribution and Walkability: Rural Communities

LAND USE LEGEND:

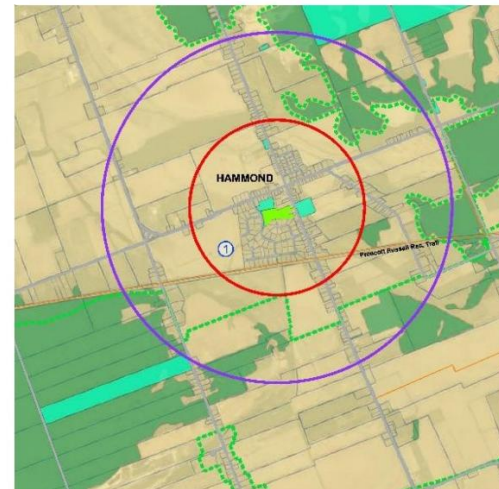
- - - Ward Boundary
- Urban Area Boundary
- Prescott Russell County Trails
- Cycling Routes
- Natural Heritage System Boundar
- Right-of-Way
- Public Land
- Parks and Open Space
- Private Parcel
- Significant Natural Area
- Storm Water Management Area
- 800m Radius Walking Boundary
- 1600m Radius Walking Boundary



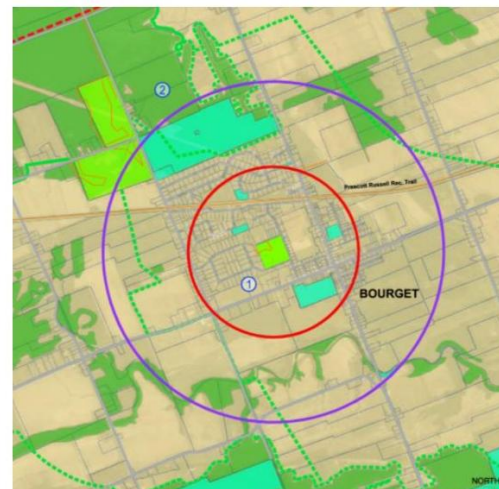
Cheney Grand Tronc Park



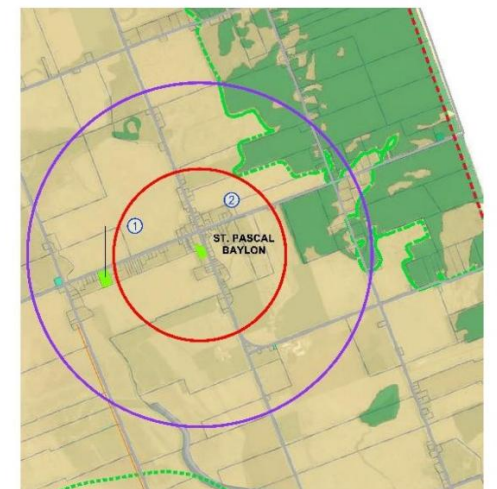
Clarence-Creek Playgrounds: Cathy-Cain, Clarence Creek, Jules-Saumure Parks



Hammond Park Playground



Bourget Park Playground



St-Pascal Park Playground

Splash Pads

Since the 2016 Plan, the City has developed two splash pads in Bourget and Clarence Creek.

Based on asset management information, the splash pad in Rockland (Simon Park) requires improvement. This was confirmed by engagement which indicated that some elements are not in working order.

With population growth expected to be focused in Rockland, the sports hub would be an ideal location for an additional splash pad to be developed to serve families in the urban core as well as city-wide.

Recommendations:

- 46. Undertake general improvements to the Rockland splash pad at Simon Park based on asset management practices to maintain it in good condition for continued community use.**
- 47. Develop a destination splash pad at the sports hub to serve families in Rockland and from across the City. This should be a long-term aspiration to provide a variety of family-oriented amenities at the sports hub.**

Basketball Courts

The basketball pad at Bourget Park is currently in poor condition, is of a small size that is not used, and its location does not allow for expansion to a full-size court. This City should formally remove the basketball pad to enable the area to be used for other recreational pursuits.

As part of the park master planning exercise for Grand Tronc Park, the inclusion of a basketball facility should be considered.

Recommendations:

- 48. Formally decommission and remove the basketball pad at Bourget Park and repurpose as open lawn area that can be used for a variety of activities.**
- 49. Assess the feasibility of developing a proper basketball facility at Grand Tronc Park as part of the park master planning exercise.**



Skate Parks

Skate parks have traditionally been designed for skateboarders, rollerbladers, and BMXers. Today, many municipalities are designing ‘all-wheel’ facilities for an even broader demographic that includes scooters, mountain bikers, and other users of all ages. This Master Plan supports the development of all-wheel facilities, such as pump tracks, that appeal to not only children and youth, but a broader demographic.

The skate park at Bourget Park is in poor condition and needs to be replaced. The City should consider replacing the existing skate park that includes prefabricated elements with an in-ground concrete based skate facility or other innovative all-wheel facility to appeal to a broader population.

In order to improve the geographic distribution of skate parks, this Master Plan recommends developing a skate/scooter/all-wheel facility at Hammond Park to improve service levels in the southwestern areas of the City.

Recommendations:

- 50. Redevelop the Bourget Skate Park to be an in-ground concrete-based and/or all-wheel facility. The preferred design solution should be determined through engagement with the local youth community.**
- 51. Develop a skate/scooter facility at Hammond Park to engage youth. This may take the form of a skate spot, pump track, and/or other innovations to engage youth and should be determined through engagement with the local youth community.**



Joël Gauthier Skatepark, Simon Park

5.5 Year-Round Outdoor Facilities

Events & Festivals

Simon Park is an important space within Rockland and the city as a whole for hosting festivals and events throughout the year. The City recently undertook a conceptual planning exercise for Simon Park that envisions the space to be transformed into a cultural hub in Rockland's core area.

The revitalization plan calls for the removal of aging infrastructure to enable new and exciting community spaces. This includes removing the adjacent arena building, which would require significant financial investment to maintain.

The adjacent arena site remains relevant to the future of Simon Park. The future of the arena site lies in partnerships wherein the land value is realized and helps fund recreational/community development either located on the site or very close by.

Seamless integration of the mixed-use development with Simon Park is important, and there are a range of delivery options related to this type of development. Common practice in larger cities often includes enabling community access to privately-owned space in higher density developments.

Recommendations:

52. Continue to evolve the planning for a revitalized Simon Park by first selling surplus land and proceeding with further design development for the Park.

PARK VISION



LEGEND:

- ① FEATURE ONE: ENTRANCE
- ② FEATURE TWO: PAVILION + PLAZA
- ③ FEATURE THREE: PROMENADE
- ④ FEATURE FOUR: HILLSIDE + GREAT LAWN
- ⑤ FEATURE FIVE: COMMEMORATION
- ⑥ FEATURE SIX: PLAY

Outdoor Ice Rinks

Natural outdoor rinks are popular assets within Clarence-Rockland; however, their usability is experiencing increasing challenges due to climate change (i.e., only usable for about 6 weeks per year). This Master Plan supports maintaining the existing service level of one outdoor ice rink in each community. The future development of new natural outdoor ice rinks / skating paths should be limited.

The City should consider the provision of mechanical ice outdoors at large destination locations, such as the proposed sports hub.

Recommendations:

- 53. Maintain the current service level of one outdoor ice rink/skating path in each community. The development of new natural outdoor rinks should be limited.**
- 54. Investigate the feasibility of developing a mechanical outdoor ice rink/skating path as part of the Sports Hub development in Rockland.**
- 55. Consider the addition of other winter and non-winter activities at Alain Potvin Park that compliment the existing skating path and site layout (e.g., fitness stations at intervals along the looped perimeter pathway, summer programming for the central open lawn area (such as mini soccer).**



5.6 Other Outdoor Facilities

The City provides a variety of other outdoor amenities within its parks and open spaces for community use. These include:

- (1) outdoor fitness equipment
- (1) beach volleyball court
- (2) bocce courts
- (12) horseshoe pits
- (1) off-leash dog park
- (2) toboggan hills
- (1) cross-country ski/snowshoe area
- (1) community garden
- (2) boat launches
- (2) water access

The City should continue to maintain these outdoor facilities over the Plan period.

As it relates to the existing off-leash dog park, it is understood that the lease is coming to its end of term and a new location will be required. This Master Plan supports the development of a permanent off-leash dog park in Rockland. This would ideally be located on City-owned land, as part of a existing or future regional/district park or large community park.

As the City grows and diversifies, community interest and demand for new and/or specialized outdoor recreation facilities may become apparent. Any requests for facilities and amenities that are not currently part of the core municipal mandate will need to be evaluated on a case-by-case basis to

ensure that the level of facility development and investment is scaled to the level of community benefit, and to ensure that sustainable operations are maintained.

Any desire for a level of service above a minimum standard (as defined in the Parkland Hierarchy) should be established through the efforts of the interested group taking the risk to raise capital and maintain the facility. Any arrangement in this regard would need to be formalized through a partnership agreement.

Recommendations:

- 56. Identify a permanent location for an off-leash dog park in Rockland or Clarence Point and develop accordingly. Consider either a stand-alone facility on city-owned land or as part of a regional/district or community park development.**
- 57. Develop a standardized approach and policy for the provision of community gardens that clearly identifies the division of responsibilities between the City and the community groups that will operate and maintain the facility.**
- 58. Consider new and creative types of active and passive outdoor recreation facility ideas, trends, and activities, with priority for community-led proposals. These proposals should be evaluated by the City as it relates to future capital and operating requirements and vetted through its standard annual engagement process.**



6

STRATEGIC INDOOR INVESTMENT



6.1 Overview of Indoor Facilities

Clarence-Rockland's has a significant supply of city- and community-serving indoor recreation facilities. The table on the following page summarizes the existing supply.

While the table indicates that a limited number of additional indoor facilities will be required to serve the projected population over the Plan period, this Plan supports making the best use of all existing indoor recreation facilities. This will require continuous monitoring of the use and demand for these facilities (indoor ice in particular) over the Plan period.

As identified in Section 2.5, the assessment of future requirements is based on research, consultation and analysis completed as part of the background work.

5
CATEGORIES

12
AMENITIES



Clarence-Rockland Arena

Exhibit 10: Overview of Indoor Facilities Supply and Standard of Provision

Facility Type	Existing Municipal Supply	2025 Observed Service Level	2035 Level of Service (based on the existing supply)	Comparable Service Level (Guidance Only)	New Facilities Required by 2035	Notes (refer to recommendations for details)
Indoor Ice Pads	3	1:9,491 residents	1:10,643 residents	1:10,000 – 12,000 residents	0	<ul style="list-style-type: none"> • Maintain current service levels and closely monitor use and demand. • Adjust the culture of use and maximize through ice allocation.
Indoor Aquatics	1	1:28,473 residents	1:31,930 residents	1:35,000 – 50,000 residents	0	<ul style="list-style-type: none"> • Monitor use through annual reporting of person visits.
Gymnasium Space	0.5*	1:56,946 residents	1:63,861 residents	1 double gym:30,000 residents (municipally owned and controlled)	1	<ul style="list-style-type: none"> • Gymnasium at the Complex is only partially available for community use. • All other gymnasiums are provided by non-City providers. • City control of assets and access is limited at present.
Multi-Purpose Community Space	5	1:5,695 residents	1:6,386 residents	Not Applicable	Per new facility development	<ul style="list-style-type: none"> • Strive to expand use of the stand-alone centres and other community spaces. • Develop multi-use space as part of new facilities in Rockland.
Cultural Facilities	2	1:14,237 residents	1:15,965 residents	Not Applicable	0	<ul style="list-style-type: none"> • Maintain and improve as required.

*While the gymnasium at the Cultural & Recreational Complex is owned by the City and managed by the YMCA, it is used by the school board during school hours (daytime during the week) and is therefore counted as 0.5 gyms due to its partial availability for community use.

6.2 Maximizing Indoor Ice

Based on the service levels identified in the 2016 Plan of 1 ice pad per 11,000 residents and with 3 ice pads in the current supply, no additional ice is required over the next 10 years.

Since the 2016 Plan, the City has gained operation of the Clarence-Rockland Arena, which was previously operated by the Canadian International Hockey Academy (CIHA). With all three ice pads now under City control, there is additional flexibility in how the City allocates ice time.

Over the past ten years, prime time use of the Clarence Creek Arena has increased and is now around 80% booked, albeit this is still slightly lower than use at Clarence-Rockland Arena (approximately 85% booked during prime time). The 2016 Plan identified the opportunity for Clarence Creek to play a more central role in meeting the ice needs of residents given its central location within the city. This is still relevant, and Clarence Creek Arena should be expected to accommodate additional capacity to meet the city's growing ice needs.

It is understood that prime time hours at the arenas is between 5:00pm and 11:00pm on weekday evenings and all day on weekends (7:00am to 11:00pm). The City should review its current allocation provisions in its Ice Rental Policy to ensure that users of the ice are assigned appropriate times based on the age groups and demographics they serve.

As it relates to capital planning for existing assets, Building Condition Assessments (BCAs) completed in 2023 for the arenas identified \$3.5 million as the required State of Good Repair (SOGR) spend required over a 10-year period (between 2022 to 2032). Re-investment in existing facilities means maintaining these facilities in a state of good repair to avoid high costs of capital replacement. Capital reserve funding for

existing assets is therefore a critical strategy for the City to continue.

This Plan recognizes that the Clarence Creek Arena is older and in fair condition based on the BCA. Engagement indicated that this facility, while functional, needs some general upgrades to improve the overall user experience.

The strategy for indoor ice included in this Plan is focused on maintaining the existing arenas, closely monitoring and improving their use by evolving the culture of use, and developing policies related to allocation and access. The goal is to maximize use of the existing arenas and improve equity and accessibility for all user groups.



Recommendations:

- 59. Monitor utilization and demand for ice and adjust the culture of use as demand increases. All ice user groups will be required to submit participation/registration numbers on an annual basis.**
- 60. Explore the viability of expanding public skating opportunities at the three arenas as a low or no cost program for the community's enjoyment.**
- 61. Undertake general facility upgrades at Clarence Creek Arena to improve user comfort and experience. This should include consideration for improvements to the heating system, sound system, washrooms and changerooms.**
- 62. During this plan period, and predicated on population growth as projected, commission work as necessary to enable a new indoor ice surface by the time the City's population reaches a standard of 1 indoor ice sheet per 11,000 residents.**



6.3 Cultural & Recreational Complex

The Cultural & Recreational Complex is a central focal point for culture and recreation in Clarence-Rockland and beyond, providing a regional scale facility that comprises high-quality amenities. This includes an aquatic centre with a lane pool and leisure pool, fitness centre, gymnasium, fitness studio, change rooms, childcare room, library branch, and program rooms. The Complex is in the core of Rockland and is attached to the École Secondaire Catholique l'Escale.

The BCA indicates that a total of nearly \$6 million will be required to maintain the Complex in a state of good repair to 2032. Continued investment in this facility means that the City will need to continue to provide capital reserve funding going forward.

Most memberships to the facility are local community members, however the percentage share of local members has decreased. The facility also draws about one quarter of its members from the broader region and from communities further east and south. The share of members that come from the region has nearly doubled since 2015.

Estimates of utilization, at approximately 30,000 annual person visits in 2023, indicate that the aquatic facility has significant capacity to accommodate additional programming. Modern municipal aquatic facilities often accommodate more than 50,000 annual person visits. The City will need to work closely with the YMCA to report utilization annually and strive to improve use of the pool by providing additional programming. Successfully recruiting and retaining aquatic staff is core to this, which has proved to be an issue across the country since the Pandemic.

Based on service levels observed in comparable communities across the province, the city is well served with the existing aquatic facility, and no new pools are required over the next 10 years.

With the gymnasium at the Complex being managed by the YMCA and used by the school during school hours (weekday day time), the city does not have full control over bookings and access. While community access to the Complex gym should be maintained, the development of a municipal gymnasium would enable the City to advance its direct programming, rent directly to user groups, and use the space for a variety of activities and events. However, prior to developing any new gymnasium facilities, the City should work with the school boards to understand the available capacity at school gymnasiums to accommodate additional use by the community. It is also important to note that through engagement activities L'Escale School indicated a need for an additional gymnasium.

Municipal gymnasias are not often built as dedicated facilities, but as part of broader complexes and/or co-located with existing recreational facilities. Other recreational facilities should be considered as part of this development. While there is no need for an additional arena over the course of the Plan, there are several sites that should be further studied, including the Bourget Community Centre site. The Clarence Creek Arena, while a good location, does not lend itself to co-locating a gymnasium facility.

Recommendations:

- 63. Maintain the Cultural & Recreational Complex in a state of good repair for continued community use, undertaking improvements as required.**
- 64. Report utilization of the pool on an annual basis in terms of person visits. Reporting should be broken down by a suitable level of detail, such as program registrations, rentals, drop-ins, etc.**
- 65. Closely monitor utilization and demand for the gymnasium at the Cultural & Recreational Complex over the short-term through collaboration with the YMCA.**
- 66. Work closely with the local school boards to determine whether there is additional capacity at school gymnasiums to accommodate community use during non-school hours. Use of school gymnasiums should be maximized before the City considers building new gymnasium facilities.**
- 67. Develop a municipally owned and operated double gymnasium facility, when there is limited available capacity at the existing gymnasiums in the City (including those provided by the school boards). The location of such a facility will need to be determined through further analysis. Any future facility of this nature should also include consideration for multi-purpose community space. A business planning exercise should be undertaken in this regard.**



Clarence-Rockland Public Library

While library services are not part of the City's directly delivered services (they are City funded, but governed by a public library board), it is a main component of the Cultural & Recreational Complex. It is understood through discussions with CRPL that current space is limited at both branch locations with 10,000 sq. ft. at the Rockland branch and 1,000 sq. ft. at the Bourget branch (owned by the adjacent church). This equates to a provision standard of 0.39 sq. ft. per resident at present.

The needs of the local community can be assessed with assistance by the Ontario Public Library Guidelines and ARUPLO Guidelines. These resources provide a number of metrics to assist libraries in future space planning in areas such as staffing, space, collection size, collection use and hours. Traditionally, a metric of 0.6 square feet per capita was utilized in determining system-wide space assessments, while more recently a measure of 1.0 square feet per capita has been promoted within the sector. Achieving this standard however, will be largely dependant on the following factors:

- a) the size of their population;
- b) the amount of library space historically provided; and
- c) funding allocated by municipalities to their library system.

To appropriately plan for the future and to provide adequate library services to the residents of the City, a Library Needs Assessment should be developed. This should include assessing space and programming needs, but also look at innovative methods of service delivery (e.g., self-serve kiosks in municipal facilities) and spaces offered (e.g., maker spaces, tool rental library, etc.).

This should be aligned with collaboration between the City and CRPL to deliver complementary programs (as described in Section 3.3).

Recommendations:

- 68. Undertake a Library Needs Assessment to determine future space requirements and programming needs.**



Clarence-Rockland Public Library

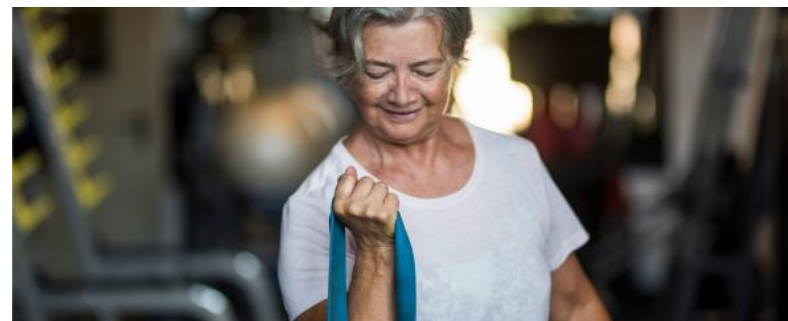
6.4 The Importance of Community Space

The City's four stand-alone community centres, located in the rural areas serving Bourget, Hammond/Cheney, and St. Pascal-Baylon and in Rockland, and three multi-purpose rooms (located at the Clarence Creek Arena, Clarence-Rockland Arena, and at the YMCA) provide important gathering spaces for both the rural and urban areas of the city. The Optimiste Performance Hall also provides community space due to the multi-purpose aspect of the room. While these facilities are used by community groups, citizens, service organizations, as well as for city programming efforts, they are underutilized in terms of capacity potential.

Since the 2016 Plan, the City has completed several necessary maintenance and capital improvements to these community spaces to improve the appeal for bookings. Engagement activities indicated the highest satisfaction with the Bourget and Clarence Creek Community Hall, while satisfaction with Alphonse-Carriere Recreation Centre was lower.

This Master Plan recommends that the City strive to improve utilization of the existing community spaces and leverage the existing community spaces in Rockland (some are operated by private providers) prior to building any new municipal community space. Community use agreements in this regard should be explored with the private providers.

This Plan recognizes that these community spaces are provided to residents as communal gathering spaces and often exist from a historical perspective (e.g., stand-alone community centres), rather than facilities that should be expected to operate with a profit. Nevertheless, the City should continue to strive to improve the overall use and cost recovery of these facilities to provide vibrant and well-used community spaces.



Recommendations:

- 69. Continue to maintain the stand-alone community centres in a state of good repair and undertaking improvements for continued community use.**
- 70. Continue with plans to undertake general upgrades to the Alphonse-Carriere Recreation Centre to improve user experience and facility functionality as a modern gathering space.**
- 71. Work with community groups and local partners to consider alternate use strategies (e.g., lease opportunities, etc.) for underutilized community centres and where this type of use may be appropriate.**
- 72. Strive to leverage existing privately-owned and operated community spaces in Rockland for use by the community through use agreements or other arrangements between the City and the providers.**

6.5 Other Cultural Facilities

The City's cultural and heritage spaces include the Clarence-Rockland Museum and the Optimiste Performance Hall, which is located within the Cultural & Recreational Complex / École Secondaire Catholique l'Escale. Both facilities are within the urban core of Rockland.

The cultural facilities in Clarence-Rockland have been well maintained by the City since the 2016 Plan and prior, with nominal lifecycle replacement costs (less than \$500,000) required to 2032 to keep the facilities in good condition for continued use by the community. Continuing this record of good maintenance practices will be important to uphold over the Plan period.

This Master Plan supports the continued maintenance of these cultural and heritage spaces by the City and its partners, as unique community assets that can be used for a variety of programs, activities, and events.

There are ample opportunities to cross-program and/or cross promote the happenings at the Museum and the Optimiste Performance Hall with other activities offered by different providers. Collectively, the City, Library, cultural facilities, and various other providers of recreation and leisure programs should work together to provide a fulsome suite of programming opportunities for its residents.

Recommendations:

73. Continue to support cultural and heritage services and invest accordingly over the Plan period.

74. Work with local and regional partners to enhance the cultural programming, exhibits, and events offered at the cultural and heritage spaces and other venues in the City.



7

IMPLEMENTATION



7.1 Plan Monitoring

Monitoring the progress of the Master Plan is essential because of the phased approach to achieving many of the larger capital works recommendations through a) assessment b) design and solution planning and c) implementation. Delays in the early stages of assessment and planning will threaten achieving the overall time line for project implementation, and ultimately, the overall success of the Master Plan is undermined.

It is recommended that the City should review each major recommendation on an annual basis, and monitor status in terms of:

1. Feasibility assessment;
2. Design and funding;
3. Implementation.

The approach should also include a brief assessment of the current and future resources necessary to implement the plan and each major recommendation. The remaining recommendations should be subject to internal departmental review every three (3) years to determine and re-adjust, as necessary, the timing of recommendations to align with shifts in municipal priorities, actual demographic changes, and any facility use or provision changes.

Recommendations:

- 75. Develop an Interdepartmental Working Group comprising senior management from Capital Projects, Recreation & Culture, Municipal Buildings & Parks, Finance & Asset Management, and other relevant municipal departments to regularly review and evaluate the progress of Master Plan recommendations.**

7.2 Plan Alignment with the Budget Process

The implementation of recommendations contained within this Master Plan presents the following financial implications:

1. Funding capital priorities: This includes mechanisms to support the ongoing maintenance of assets as well as funding the built infrastructure.
2. Planning for operational sustainability: Linked to business and programming plans for facilities supported by user fees. This applies to both new and existing infrastructure.

The City will need to actively monitor and review available sources of funding from upper-levels of government, external agencies, and other partner sources, as it relates to both capital and operating cost requirements, to reduce impacts on its residents.

7.3 Recommended Timelines



The following identifies approximate timelines for the recommendations contained within this Master Plan. These timelines are flexible, and are approximately based on projected population growth and appropriate standards of provision. As identified previously, the Master Plan is a flexible document, and the timing of the recommendations should be revisited on an annual basis by the Community Development Department based on actual population growth, and any changes in annual utilization.




The timing assigned to each recommendation is an estimate and provides a general indication of when the need to implement the action could be considered:





- Short Term: initiated in Years 1-2
- Medium Term: initiated in Years 3-5
- Long Term: initiated in Years 6+




General recommendations relating to maintenance, program and service enhancements, as well as performance monitoring should occur on an on-going basis and/or over time based on municipal capacity and resources.





Detailed Implementation Matrix









#	Recommendation	Short-Term (Yr 1-3)	Mid-Term (Yr 4-6)	Long-Term (Yr 7+)
Master Plan Framework				
The Approach to Planning for Infrastructure				
1	Continue to employ an asset management approach to indoor and outdoor recreation facility/asset investment to maximize alignment with the service aims for parks, recreation and culture.	Ongoing		
2	Develop a strategy to address asset management backlogs.	 Initiate	Ongoing monitoring	
Delivering Efficient & Effective Services				
Current Model of Service Delivery				
3	Continue to employ a blended two-tier approach to the delivery of parks and recreation services to provide a broad range of access and support the diverse needs of the community.	Ongoing		
4	Increase operating budgets (labour, equipment, and materials) in line with future parkland development as growth occurs.	Ongoing/As required		
5	Increase staffing capacity where needed to ensure new service levels and amenities do not impact historical service needs through a combination of full time, contract and seasonal operators.	Ongoing/As required		
Successful Partnerships				
6	Maintain and enhance existing partnerships agreements to supplement the City's supply of recreational facilities and minimize deficits.	Ongoing		
7	Strive to develop new partnerships that are mutually beneficial and achieve measurable results as it relates to shared use/access to facilities, co-location of new facilities, and opportunities for program partnerships.	Ongoing		
Programs & Events				
8	Undertake a feasibility study to host major shows at the Clarence-Rockland Arena.			






#	Recommendation	Short-Term (Yr 1-3)	Mid-Term (Yr 4-6)	Long-Term (Yr 7+)
9	<p>Identify rural programming priorities in each community by:</p> <ul style="list-style-type: none"> • Maintaining a strong relationship with the Bourget Recreation Committee and expanding use of the Bourget Community Centre for City programming (to complement programs provided by the Committee); and • Exploring potential partnerships with local community groups and service clubs in the other rural villages. 		Maintain relationships	
10	Strive to further expand programming to rural residents using the community centres as anchors. This includes programs for children, youth and seniors offered directly by the City as well as by community groups, school boards, recreation committees, non-profit organizations (e.g., Tucker House, etc.), and other local service providers. The City should consider flexible program options to enhance the participation of rural residents in recreation (e.g., mobile programming).	Ongoing		
11	Undertake engagement with the community related to changing preferences and reflect in the programs and events offered and seek out opportunities to fill gaps in services. This should continue to over the course of the Plan.	Ongoing		
12	Increase collaboration with the Clarence-Rockland Public Library to improve the recreation and leisure program offer available in the City.	 Initiate	Ongoing	
Addressing User Fees				
13	Undertake a User Fee Study and develop a User Fee Policy to identify appropriate levels of subsidization and cost recovery targets for each type of service, facility and program offered. This should include a review of the Rental Rates for Ice to determine whether the creation of a commercial rate (for-profit) for ice rentals is warranted.			








#	Recommendation	Short-Term (Yr 1-3)	Mid-Term (Yr 4-6)	Long-Term (Yr 7+)
Strengthening the Parkland & Trail Network				
Dedication & Acquisition				
14	Adopt a parkland service level of a minimum of 3.2 hectares of parkland per 1,000 new residents to ensure an appropriate level of provision of parks and open space over the Plan period and beyond.			
15	Maintain the existing parkland service level of providing one neighbourhood or community park per rural community.	Ongoing		
16	When looking at future parkland development explore future opportunities for the consolidation of parks and open space facilities / amenities (such as sports field) into activity hubs that provide programming benefits and can be operated and maintained with greater efficiency. This should include consideration for co-locating parkland adjacent to future school properties to avoid duplication of amenities.	Ongoing		
17	Utilize the Parks Development Manual (1 st Edition) to assist in the determination of the suitability of small parcel parkland acceptance during the subdivision process.	Ongoing		
18	Update the Parkland Dedication By-law and develop an accompanying Parkland Dedication and Cash-in-Lieu Policy.			
19	Continue to plan for future parks and trails within new residential areas of the City aligned with the directions set out in this Master Plan.	Ongoing		
20	Develop a new Disposition Policy based on best practice and to consider other City uses of surplus properties for parkland or otherwise.			
Design & Development				
21	Develop a Parks Construction Standards document to supplement the Parks Development Manual (1 st Edition). The document should reinforce design objectives including - accessible / inclusive design, and minimum requirements for facility layout, materials, standard products (or approved equal), and construction. Standard details should include (but is not limited to): <ul style="list-style-type: none"> • Sports and Recreation • Playgrounds – including safety surfacing 			










#	Recommendation	Short-Term (Yr 1-3)	Mid-Term (Yr 4-6)	Long-Term (Yr 7+)
	<ul style="list-style-type: none"> Splash Pads Paving and Hard Surfaces – including widths and clearances Fencing Site Furnishings Tree Protection Planting and Restoration Lighting Park Signs and Wayfinding 			
22	Undertake accessibility audits for existing parks with the goal of improving opportunities / conditions for accessible / inclusive play.			
23	Maintain funding for ongoing maintenance, renovation / repair, and asset management (non-core assets) within existing parks. This includes the potential addition of amenities to existing parks to meet supply and service levels; enhancements to existing parks to meet the targets of current Park Classifications; and replacement of assets with declining usage and replacement with trending / changing demographic based amenities.	Ongoing		
24	Undertake a Master Plan exercise for Grand Tronc Park to review the suitability of the existing park program / uses and assess opportunities for redevelopment or enhancement. A strategic review of opportunities should be done in relation to both city- wide objectives for parks and open spaces. The Master Plan should specifically review and address: <ul style="list-style-type: none"> Conditions assessment for existing infrastructure. Program / amenities review. Identify opportunities for improving accessible / inclusive use. 			
Activating the Waterfront				
25	Progress planning for waterfront development, ensuring that there are ample opportunities for the public to access and/or view the water's edge. This should include consideration for lookouts and viewing areas, seating areas, amenity and gathering spaces, waterfront walkways/boardwalks, etc.	Ongoing		









#	Recommendation	Short-Term (Yr 1-3)	Mid-Term (Yr 4-6)	Long-Term (Yr 7+)
Improving Trail Connectivity				
26	Prioritize the enhancement of exiting trails and connections within the urban core of Rockland, including access to the waterfront development.	Ongoing		
27	Monitor opportunities for creating rural bike lane connections from the urban core to rural communities with the goal of ultimately connecting to the United Counties Trail.	Ongoing		
28	Adopt and further develop the design standards as identified in the MTMP to guide the design and implementation of future multi-modal transportation routes and better support their use, operations, maintenance, and asset management activities.	 Initiate	Ongoing	
Enhancing Outdoor Recreation Facilities				
Developing a Sports Hub				
29	Commence planning (Feasibility Study and Business Plan) for the proposed Sports Hub to establish size and program, confirm the location, and initiate a funding strategy.			
30	Develop the City-wide Sports Hub as a multi-use / multi-sport indoor and outdoor recreational hub in Rockland that maximizes space for use as a sports and recreation complex and provides day-to-day recreational amenities for City-wide use. Co-location of services and the delivery of supporting amenities which allow for a broad range of programming to be provided should be a focus of the design. The facility should be operational by the medium term of the Plan.			
Sports Fields & Courts				
31	Formalize or adopt a sports field classification system for ball and soccer fields within the City. As a reference, Sports Turf Canada classifies athletics fields based on their rootzone composition, construction standards, maintenance inputs and playability (hours of use).			

#	Recommendation	Short-Term (Yr 1-3)	Mid-Term (Yr 4-6)	Long-Term (Yr 7+)
32	Maintain tracking of utilization rates for existing ball and soccer fields and courts as a means of establishing a benchmark to assist in the potential replacement of assets with declining usage, monitoring user needs (trigger for new construction), and assisting with maintenance and operations decision-making. Membership numbers should be reported by field user groups to the City on an annual basis.	 Initiate	Ongoing tracking	
33	With the future planning of parks and open spaces, explore opportunities to include sports field / diamonds / courts complete with lighting as a means of extending programmable hours and where locations are deemed to be appropriate (e.g., away from residential).			
34	Develop 2 senior ball fields at the proposed sports hub in Rockland, including a dedicated hardball facility, to facilitate league and tournament play.			
35	Undertake the repair / reconstruction of the softball diamond at Bourget Park as the current condition, specifically the lighting, fencing, and seating for players and spectators, makes the diamond unusable.			
36	Actively monitor use of the existing soccer fields and participation in field sports. If available capacity is identified, seek to change the culture of use of soccer fields across the City to maximize use of existing fields (e.g., fully utilize all prime time hours on weekday evenings and weekends).			
37	Work with local school boards, if and when demand for soccer fields increases, to investigate potential partnerships for community use of school fields outside of school hours. This could include user agreements with individual community groups and/or operational agreements between the City and school boards. The new high school being developed in Rockland is a prime opportunity in this regard.	Ongoing		
38	Consider the development of a domed artificial turf senior soccer field as part of the proposed sports hub. This would provide a unique asset within the City that would extend the season of field sports to be year-round.			
39	Resurface the existing tennis courts at Clarence Creek Park to improve playability. Sub-surface soils conditions (saturation) and the inclusion of sub-drainage should be a consideration in the design of a suitable pavement profile.			

#	Recommendation	Short-Term (Yr 1-3)	Mid-Term (Yr 4-6)	Long-Term (Yr 7+)
40	Develop a tennis/pickleball court facility as part of the proposed sports hub/near the Clarence-Rockland Arena. This should include six (6) courts at a minimum. The inclusion of dedicated tennis and/or pickleball courts will need to be considered.			
Child and Youth Focused Activities				
41	Continue to apply the Playground Replacement Strategy. Any play structure installed prior to the year 2005 should be phased for replacement immediately. Replacement should occur sooner if required as determined by the City's ongoing inspections and asset management process. As each year passes, a 19-year trigger will identify more play structures that will need to be considered for replacement/removal.	Ongoing replacement		
42	Continue to undertake annual playground safety assessments by a certified professional, to ensure compliance with safety standards and identify potential hazards.	Ongoing		
43	Adopt a standard of provision of one playground location within a reasonable walking distance (5-to-10-minute walk) of new residential areas in Rockland, and as a guideline for identifying future needs within existing residential areas. Major barriers (e.g., major roads, natural features, railway corridors, etc.) should be considered.	 Adopt standard	Maintain standard to assess future needs	
44	Consider joint planning with the school boards as it relates to outdoor recreation infrastructure (e.g., playgrounds, fields, etc.) to complement not duplicate the provision of facilities.			
45	Develop service standards for playgrounds to guide the delivery of consistent and comparable built infrastructure. This should be aligned with the Parkland hierarchy and the proposed Park Construction Standards.			
46	Undertake general improvements to the Rockland splash pad at Simon Park based on asset management practices to maintain it in good condition for continued community use.			
47	Develop a destination splash pad at the sports hub to serve families in Rockland and from across the City. This should be a long-term aspiration to provide a variety of family-oriented amenities at the sports hub.			

#	Recommendation	Short-Term (Yr 1-3)	Mid-Term (Yr 4-6)	Long-Term (Yr 7+)
48	Formally decommission and remove the basketball pad at Bourget Park and repurpose as open lawn area that can be used for a variety of activities.			
49	Assess the feasibility of developing a proper basketball facility at Grand Tronc Park as part of the park master planning exercise.			
49	Redevelop the Bourget Skate Park to be an in-ground concrete-based and/or all-wheel facility. The preferred design solution should be determined through engagement with the local youth community.			
50	Develop a skate/scooter facility at Hammond Park to engage youth. This may take the form of a skate spot, pump track, and/or other innovations to engage youth and should be determined through engagement with the local youth community.			
Year-Round Outdoor Facilities				
51	Continue to evolve the planning for a revitalized Simon Park by first selling surplus land and proceeding with further design development for the Park.	Ongoing		
52	Maintain existing outdoor ice rinks. The development of new outdoor rinks should be limited and only be considered in Community Parks where the required infrastructure (e.g., access to water supply, changeroom facility, etc.) can be feasibly implemented and distribution across the City is improved.	Ongoing		
53	Maintain the current service level of one outdoor ice rink/skating path in each community. The development of new natural outdoor rinks should be limited.	Ongoing		
54	Investigate the feasibility of developing a mechanical outdoor ice rink/skating path as part of the Sports Hub development in Rockland.			
55	Consider the addition of other winter and non-winter activities at Alain Potvin Park that compliment the existing skating path and site layout (e.g., fitness stations at intervals along the looped perimeter pathway, summer programming for the central open lawn area (such as mini soccer).			
Other Outdoor Facilities				
56	Identify a permanent location for an off-leash dog park in Rockland or Clarence Point and develop accordingly. Consider either a stand-alone facility on city-owned land or as part of a regional/district or community park development.			

#	Recommendation	Short-Term (Yr 1-3)	Mid-Term (Yr 4-6)	Long-Term (Yr 7+)
57	Develop a standardized approach and policy for the provision of community gardens that clearly identifies the division of responsibilities between the City and the community groups that will operate and maintain the facility.			
58	Consider new and creative types of active and passive outdoor recreation facility ideas, trends, and activities, with priority for community-led proposals. These proposals should be evaluated by the City as it relates to future capital and operating requirements and vetted through its standard annual engagement process.	Ongoing		
Strategic Indoor Investment				
Maximizing Indoor Ice				
59	Monitor utilization and demand for ice and adjust the culture of use as demand increases. All ice user groups will be required to submit participation/registration numbers on an annual basis.	 Initiate	Ongoing tracking	
60	Explore the viability of expanding public skating opportunities at the three arenas as a low or no cost program for the community's enjoyment.			
61	Undertake general facility upgrades at Clarence Creek Arena to improve user comfort and experience. This should include consideration for improvements to the heating system, sound system, washrooms and changerooms.			
62	During this plan period, and predicated on population growth as projected, commission work as necessary to enable a new indoor ice surface by the time the City's population reaches a standard of 1 indoor ice sheet per 11,000 residents			
Cultural & Recreational Complex				
63	Maintain the Cultural & Recreational Complex in a state of good repair for continued community use, undertaking improvements as required.	Ongoing		
64	Report utilization of the pool on an annual basis in terms of person visits. Reporting should be broken down by a suitable level of detail, such as program registrations, rentals, drop-ins, etc.	 Initiate	Ongoing tracking	
65	Closely monitor utilization and demand for the gymnasium at the Cultural & Recreational Complex over the short-term through collaboration with the YMCA.			
66	Work closely with the local school boards to determine whether there is additional capacity at school gymnasiums to accommodate community use	Ongoing		

#	Recommendation	Short-Term (Yr 1-3)	Mid-Term (Yr 4-6)	Long-Term (Yr 7+)
	during non-school hours. Use of school gymnasiums should be maximized before the City considers building new gymnasium facilities.			
67	Develop a municipally owned and operated double gymnasium facility, the location of which is to be determined through further analysis. This should also include consideration for multi-purpose community space. A business planning exercise should be undertaken in this regard.			
68	Undertake a Library Needs Assessment to determine future space requirements and programming needs.			
The Importance of Community Space				
69	Continue to maintain the stand-alone community centres in a state of good repair and undertaking improvements for continued community use.	Ongoing		
70	Continue with plans to undertake general upgrades to the Alphonse-Carriere Recreation Centre to improve user experience and facility functionality as a modern gathering space.			
71	Work with community groups and local partners to consider alternate use strategies (e.g., lease opportunities, etc.) for underutilized community centres and where this type of use may be appropriate.			
72	Strive to leverage existing privately-owned and operated community spaces in Rockland for use by the community through use agreements or other arrangements between the City and the providers.	Ongoing		
Other Cultural Facilities				
73	Continue to support cultural and heritage services and invest accordingly over the Plan period.	Ongoing		
74	Work with local and regional partners to enhance the cultural programming, exhibits, and events offered at the cultural and heritage spaces and other venues in the City.	Ongoing		
Implementation				
Plan Monitoring				
75	Develop an Interdepartmental Working Group comprising senior management from Capital Projects, Recreation & Culture, Municipal Buildings & Parks, Finance & Asset Management, and other relevant municipal departments to regularly review and evaluate the progress of Master Plan recommendations.	 Initiate	Ongoing Plan monitoring	