

# CITY OF CLARENCE-ROCKLAND **PARKS + RECREATION** **MASTER PLAN**



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PREPARED BY  
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## Introduction to the Plan

### What is a Parks and Recreation Master Plan?

This Parks and Recreation 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 and recreation services in the City of Clarence-Rockland. The Master Plan provides direction to 2031.

This Master Plan is a municipal guidance document, design to further effective planning, budgeting and implementation of stated goals and objectives for parks and recreation in the City of Clarence-Rockland.

This Master Plan is a flexible blueprint to guide municipal decision making over the next fifteen years. Many of the recommendations provided in this Plan are stand-alone, and can be implemented separate and apart from decisions required to implement other aspects of the Master Plan.

The Master Plan is a city-wide document in that it identifies required investment in communities across the city, recognizing the interconnected nature of the City's communities.

## Aligning the Master Plan to Council's Strategic Priorities

The City of Clarence-Rockland has recently undertaken a strategic planning exercise. The City's stated vision is:

'The City of Clarence-Rockland is a great place to live. It is welcoming, bilingual, self-sufficient, safe and family oriented. We are proud of our heritage, our natural beauty and rural charm that contribute to our sense of belonging in the community'.

The City's stated mission is to offer services in a 'respectful, responsible and accessible way that is both environmentally and financially sustainable to provide a quality lifestyle for all'.

This Master Plan provides guidance for the City of Clarence-Rockland to fulfil this vision and mission in the realm of parks and recreation. Specifically, this Master Plan identifies goals and objectives to ensure that parks and recreation services play an active role in positioning the City of Clarence-Rockland as a preferential place to live.

## Process Guiding Plan Development and Implementation

Developing the Master Plan involved:

- Public engagement and stakeholder outreach across the City. Members of the public, and key stakeholder groups, were consulted at each stage in the Plan's development. Section 2.2 provides an overview of engagement that informed the development of the Master Plan.
- An analysis of local, regional and provincial demographic and leisure trends, as well as best practices in other communities.
- A review of existing recreation facilities and programs, including conditions, revenues and expenditures, utilization.
- An analysis of plans and policies for the City over the long-term horizon.



## 1 Background and Community Context

### 1.1 Location and Constituent Communities

The City of Clarence-Rockland is strategically situated approximately 40km east of the City of Ottawa. On account of its proximity to Ottawa, a large proportion of the City's workforce commutes daily to Ottawa. The 2011 National Household Survey (NHS) conducted by Statistics Canada indicated that 63% of the City's employed labour force work in Ottawa<sup>1</sup>. This has significant implications for the provision of recreation services and programming in Clarence-Rockland: Due to the time constraints associated with commuting, many residents will choose to engage in recreation pursuits closer to their place of employment.

The City of Clarence-Rockland comprises seven distinct communities: Rockland is the City's urban core, which is complimented by a collection of more rural communities: Bourget, Cheney, Clarence, Clarence Creek, Hammond, and Saint Pascal-Baylon. Historically, population distribution has been split 80% in the urban area (Rockland), and 20% within the rural communities.



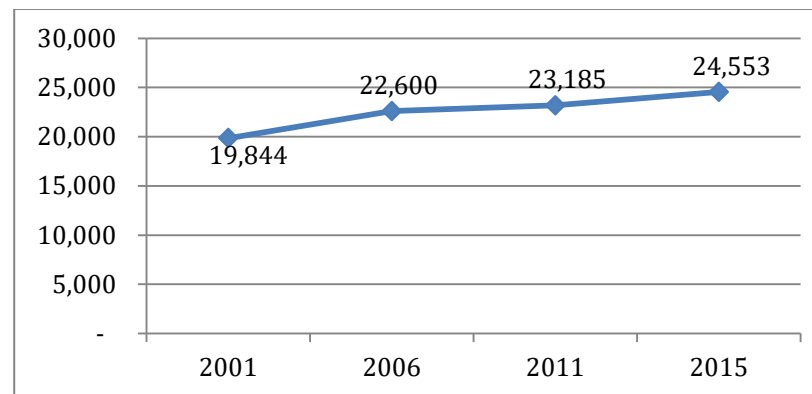
**Figure 1: Clarence-Rockland - Map of Communities**  
Sierra Planning and Management, 2016 with Google Earth

## 1.2 Population Growth and Characteristics

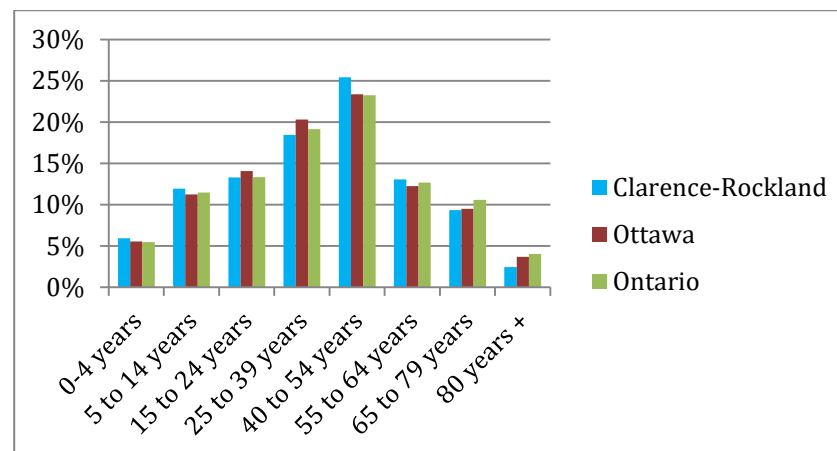
### 1.2.1. Historic Population Growth

The City has enjoyed sustained population growth over the past 15 years, averaging a growth of 540 residents annually. As of 2015, the City is estimated to have a population of 24,553 residents (see reference on pg. 81), making it the largest municipality within the United Counties of Prescott-Russell. In this regard, Clarence-Rockland has a role to play as a hub for services, including recreation, for other communities in the United Counties.

The age profile of Clarence-Rockland is similar to that of the province as a whole, and of the adjacent City of Ottawa. Clarence-Rockland has a slightly higher proportion of residents aged 40-54, and youth aged 5 to 14 years, however on the whole, the City's population follows broader population trends:



**Figure 2: City of Clarence-Rockland: Historic Population Growth**  
Sierra Planning and Management, Data from City of Clarence-Rockland DC Background Study



**Figure 3: City of Clarence-Rockland: Population Distribution by Age (2011)**  
Sierra Planning & Management, Data from the Census of Canada (2011)

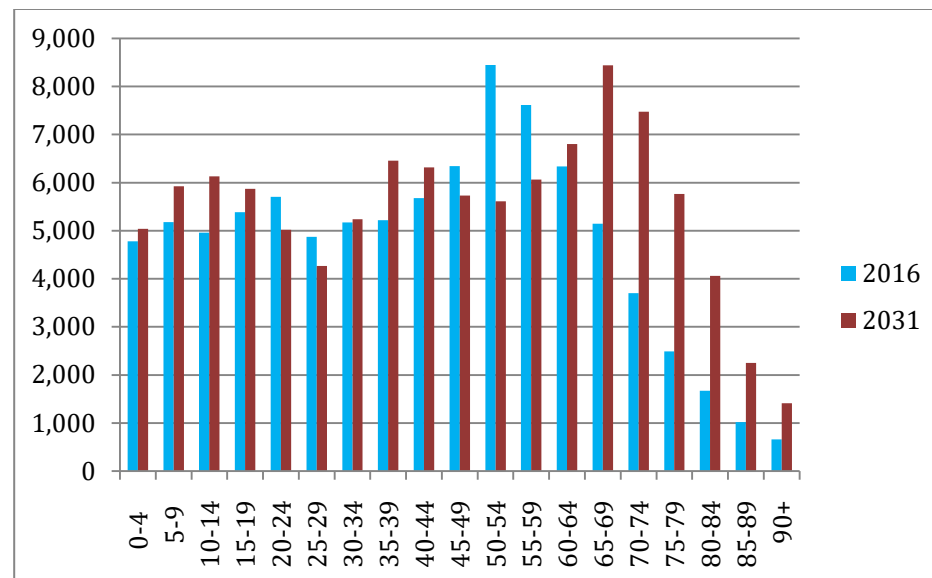


An understanding of the age distribution of the City's residents is vital to ensure that recreation facilities and programming meet the needs of all residents. As we age, our recreation needs change. Broad patterns in participation changes with age are:

- Participation in physical recreation pursuits typically declines with age;
- Desire to start a new activity is typically strong among young adults and decreases with age;
- More strenuous activities are typically popular with younger adults, and participation declines over time;
- Creative, cultural, social and passive activities are of more interest to older adults, as is golf;
- Team sports are most popular with youth and young adults, with participation typically declining with age (with the exception of curling).

### 1.2.2. Projected Population Growth

Given that this Master Plan will guide recreation planning over the next fifteen years, this Plan considers changes to the City's current recreation programming to better meet the age-specific needs of residents, but also what changes are likely to be necessary to continue to meet these needs over time. Population projections for the United Counties of Prescott-Russell indicate that the number of youth and young adults is expected to grow slightly over the next fifteen years, indicating that the City of Clarence-Rockland will need to continue to maintain and invest in facilities and programming that cater to this demographic. Conversely, the number of young adults is expected to decline, as are middle-aged adults (ages 45-59). The age group expected to grow considerably is residents aged 65 years or older. Between 2016 and 2031, the proportion of residents aged 65 and older is expected to grow from 16% to 28%, or a total of a little over 14,700 residents. In this context, it is clear that the City will need to plan for recreation programs and facilities that serve this demographic group.



**Figure 4: Population Projections by 5-Year Age Group - United Counties of Prescott Russell**

Sierra Planning and Management with data from the Ontario Ministry of Finance (2013) Table 12

In terms of where population growth is expected to take place, the majority of new residents to Clarence-Rockland are expected to reside in Rockland. Rural communities are expected to see relatively modest growth in residents.

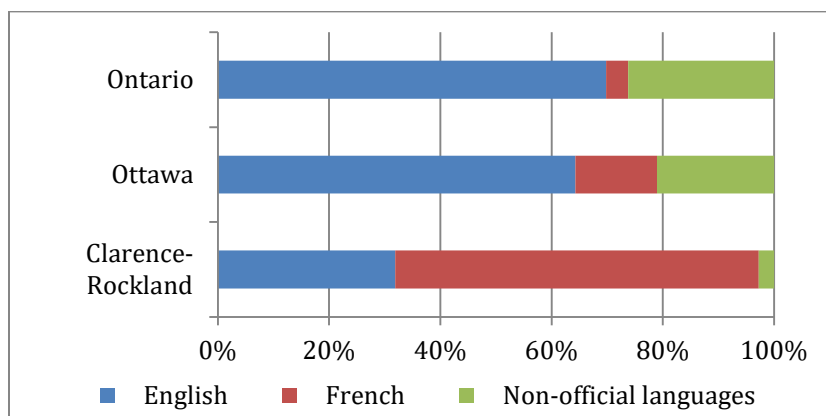
Community	2015 Population	2030 Population	Growth in Residents	% Growth
Rockland	12,441	18,285	5,844	47%
Bourget	1,090	1,445	355	33%
Clarence Creek	620	877	257	41%
Clarence Point	1,059	1,212	153	14%
Cheney	238	302	64	27%
Hammond	492	684	192	39%
St. Pascal-Baylon	212	251	39	19%
Rural	8,401	9,386	985	12%
<b>TOTAL</b>	<b>24,553</b>	<b>32,442</b>	<b>7,889</b>	<b>--</b>

**Figure 5: Projected Population Growth by Community - 2015-2030**  
Sierra Planning and Management with data from the City of Clarence-Rockland DC Background Study

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### 1.2.3. Language

A key area where Clarence-Rockland differs significantly from the broader province and from the adjacent City of Ottawa, is in the proportion of residents whose mother tongue is French. As of the 2011 Census, 65% of Clarence-Rockland residents reported that their first language was French. This is compared to 15% of Ottawa residents, and 4% of the province as a whole.

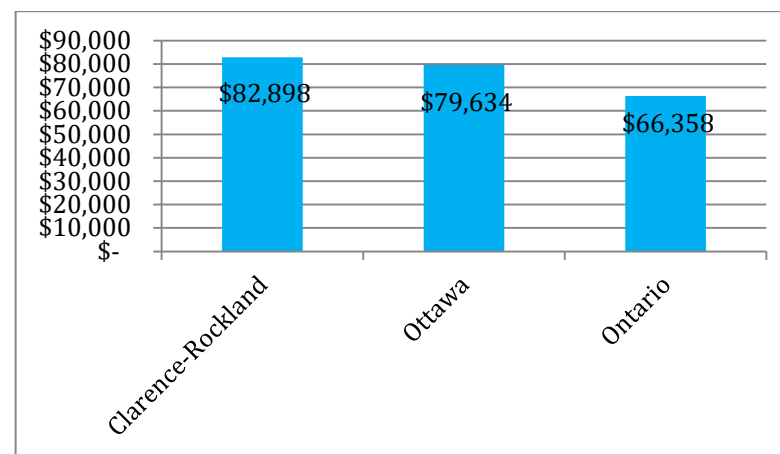


**Figure 6: City of Clarence-Rockland: Mother tongue of residents (2011)**  
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As a municipality that is officially bilingual, the City of Clarence-Rockland is well equipped to provide recreation services in both official languages based on the preference of individual residents.

### 1.2.4. Income and Education

Based on data from the 2011 National Household Survey (NHS), Clarence-Rockland residents generally follow provincial trends in terms of educational attainment: Approximately half of all residents aged fifteen and older have a post-secondary certificate of some type. Median household income in Clarence-Rockland however is significantly higher than the provincial average, and slightly higher than the adjacent City of Ottawa.



**Figure 7: Median Household Income after tax - Clarence-Rockland, Ottawa, and Ontario (2011)**

Sierra Planning and Management with data from Statistics Canada National Household Survey (2011)

The higher median income in Clarence-Rockland as compared to the broader capital region, and the provincial average, has implications for the provision of parks and recreation facilities and services over the next fifteen years. Typically, higher income households participate in recreation activities more frequently than lower income households. This is a product of both greater disposable income, and in some cases greater disposable time. Higher income households may also have a higher participation rate in recreation activities with higher costs: These include equestrian activities, martial arts, hockey, and dance.

Regardless of the higher median household income in Clarence-Rockland in comparison to the broader province, the cost of activities is one of the most frequently cited barriers to participation in recreation pursuits. Accordingly, the City of Clarence-Rockland will need to continue to monitor the affordability of recreation programming to ensure that recreation pursuits are accessible to all residents.

### 1.3 Current Conditions: Inventory

The City is home to two recently opened, state-of-the-art indoor recreation and leisure facilities:

**Clarence-Rockland Sport and Cultural Complex (2008):** Includes an indoor swimming pool, library, gymnasium, and fitness facilities. The Complex is located in the core of Rockland, and is attached to the École Secondaire Catholique l'Escale.

**Clarence-Rockland Arena:** This is a new facility that houses the Canadian International Hockey Academy. The facility also offers ice time to local residents. The facility includes two indoor ice sheets with associated outdoor soccer fields.

As relatively new facilities, neither the Clarence-Rockland Sport and Cultural Complex, nor the Clarence-Rockland Arena require any significant short-term capital upgrades or maintenance. The operating agreement between the City of Clarence-Rockland and the operator (CIH) specifies that the operator will make ongoing contributions to a Capital Replacement Fund for major capital replacements, in an amount to be decided annually. The City is not required to contribute to the fund.

The Sport and Cultural Complex is operated by the YMCA, however under the terms of the operating agreement, the City of Clarence-Rockland is responsible for all major capital repairs (defined as any repair that costs in excess of \$25,000). The building is expected to require minimal capital repairs over the short and medium term, and approximately \$330,000 in long-term capital repairs.

**Top:** Clarence-Rockland Sport and Cultural Complex.  
**Below:** Clarence-Rockland Arena.



**Table 1: Expected Capital Repairs/Upgrades - Centre Cultural-Sportif**  
Source: City of Clarence-Rockland PSAB Report (2015)

Timing	Expected Capital Repairs/Upgrades
Short Term: 2016-2018	--
Medium Term: 2019-2022	\$139,000
Long Term: 2023-2030	\$329,000



The City is also home to some older facilities which remain integral components of recreation programming across our communities:

**Clarence Creek Arena:** A single pad ice surface, with a recently renovated community room above.

**Jean-Marc Lalonde Arena:** A single pad arena which is not currently used for ice. This facility is used by the Air Cadets, Roller Derby, and other community uses.

Community halls are the central gathering spaces within the City's rural communities. The City provides community space in Bourget, Hammond (also serves Cheney), Saint Pascal-Baylon, Clarence Creek, and in Rockland.

Given their age, these facilities will require more significant investment over the plan period to maintain. The largest expected required investment is in the Clarence Creek and Jean Marc Lalonde Arenas. Both arenas are expected to require more than \$1 million in capital repairs over the plan period to maintain their functionality. As smaller facilities that do not include any specialized amenities, both the Hammond and Bourget Community Centres will require significantly less investment over the plan period. The largest expected expense is the replacement of the roofing system at the Bourget Community Centre.

	Short Term 2016- 2018	Medium Term 2019- 2022	Long Term 2023- 2030	TOTAL
<b>Clarence Creek Arena</b>	\$470,000	\$257,000	\$533,000	<b>\$1,260,000</b>
<b>Jean Marc Lalonde Arena</b>	\$477,000	\$637,000	\$591,000	<b>\$1,705,000</b>
<b>Hammond Community Centre</b>	\$14,000	\$33,000	\$11,000	<b>\$58,000</b>
<b>Bourget Community Centre</b>	\$146,000	--	\$36,000	<b>\$182,000</b>
<b>Community Centre Ronald- Lalonde</b>	\$50,000	--	--	<b>\$50,000</b>

**Table 2: Expected Capital Upgrades and Repairs: Municipal buildings 2016-2030**  
Sierra Planning & Management, based on data from the City of Clarence-Rockland

The City's complement of indoor recreation facilities are supplemented by an array of outdoor facilities. Specifically, the municipality is home to the following outdoor recreation facilities:

PSAB data from the City of Clarence-Rockland indicates that the City plans to invest over \$2 million to maintain existing parks over the next fifteen years. Large budget items over the short-term comprise:

Bourget Park: Replace play equipment (\$34,000)

Cheney Park: Replace play equipment (\$33,000)

Clarence Creek Park:

Replace tennis court & basketball court surfaces (\$28,000)

Replace parking lot asphalt (\$55,000)

Eugene Laviolette Park: Replace play equipment (\$34,000)

Bellevue Park: Replace play equipment (\$39,000)

Valiquette Park: Replace parking lot (\$98,000)

Facility Type	#
<b>Ball Diamonds</b>	5
<b>Basketball Courts</b>	4
<b>Boat Launches</b>	1
<b>Skate Parks</b>	2
<b>Soccer Field (Full Size)</b>	2
<b>Soccer Fields (Junior/general playing field)</b>	7
<b>Splash Pads</b>	1
<b>Tennis Courts</b>	7
<b>Parkland</b>	77.81 Ha.

Table 3: Inventory: Outdoor Recreation Assets  
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## 1.4 Parks and Recreation Provision

Parks and recreation falls under the jurisdiction of the Community Services Department at the City of Clarence-Rockland. Community Services is responsible for three categories of services:

- a. Recreation, arts and culture/buildings
- b. Daycare services
- c. Public transit

As a whole, the department has over 154 employees. Very few of these however are directly involved in parks and recreation provision. Over time, the City has shifted from a direct provision model towards a partnership model as it pertains to recreation: Both the Clarence-Rockland Arena, and Clarence-Rockland Sport and Cultural Complex are operated by third-party operators. Moreover, the YMCA of Clarence-Rockland has assumed a primary role in providing recreation programming within the municipality. Several community halls in the rural communities are operated by local recreation societies through operating grants.

Despite these partnerships, the City directly operates and maintains both the Clarence Creek and Jean Marc Lalonde Arenas. City staff are also responsible for maintaining all municipal parks, managing bookings of city-operated recreation facilities. Community events also fall under the umbrella of the recreation-based responsibilities of the City's Community Services department.

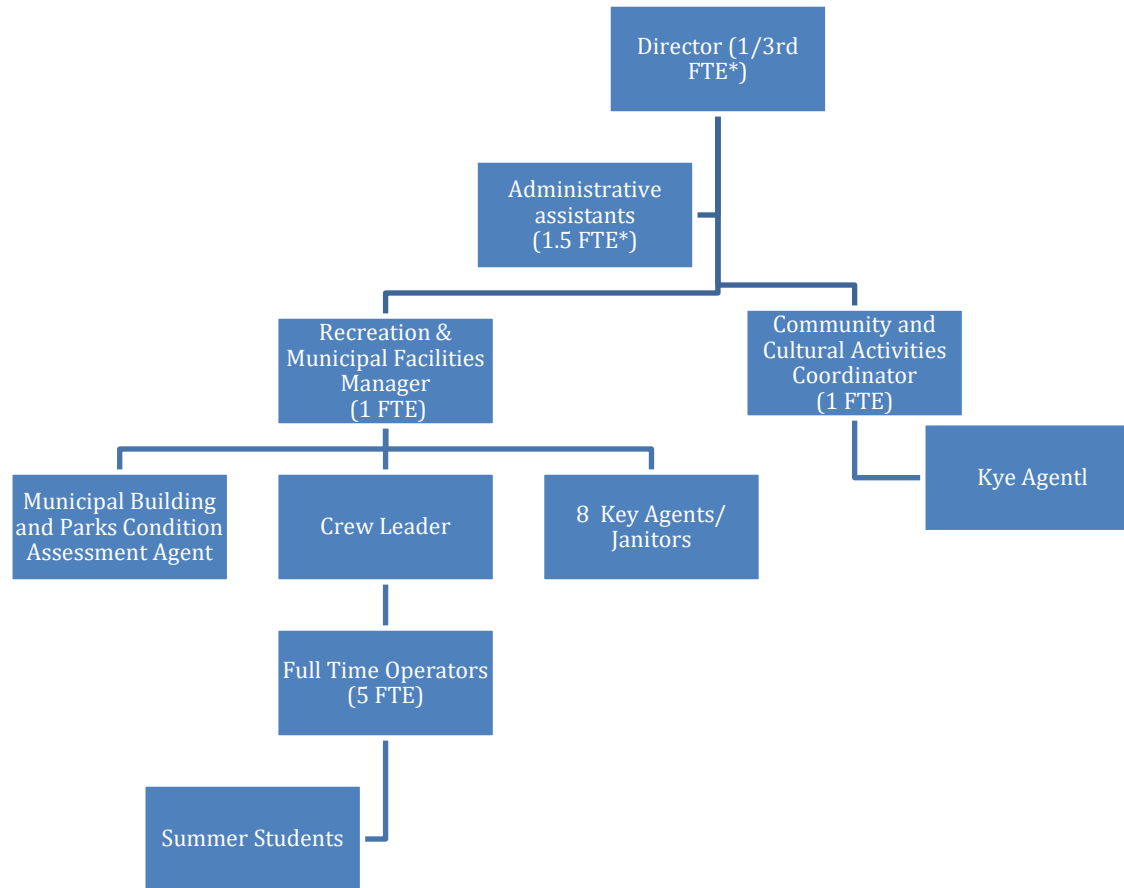
The table below summarizes these responsibilities:

Facility Name/ Category	Operating Arrangement		
	Direct Provision: City of Clarence- Rockland	Operated through Community Grant	Third-Party Operator
Clarence-Rockland Arena			✓
Clarence-Rockland Sport & Cultural Complex			✓
Clarence Creek Arena	✓		
Jean Marc Lalonde Arena	✓		
Bourget Community Centre		✓	
Community Centre Alphonse-Carrière	✓		

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Facility Name/ Category	Operating Arrangement		
	Direct Provision: City of Clarence- Rockland	Operated through Community Grant	Third-Party Operator
Chamberland Centre	✓		
Community Centre Ronald-Lalonde	✓		
Municipal Parks and associated amenities (ball diamonds, courts, playing fields, splash pads, boat ramps, and outdoor rinks.	✓		

In terms of staff complement, the Community Services department dedicates the following resources to the provision of parks and recreation services:



*Note: FTE refers to 'Full Time Employees'*

*\*The Director splits their time between the three components of the Community Services department – a.) recreation, arts and culture/buildings, b.) daycare services; and c.) public transit.*

*\*\* The City currently employs 2 FTE administrative assistants that report to the Director of Community Services. They split their time between two components of the Community Services department – a.) recreation, arts and culture/buildings; and c.) public transit.*

## 2 Analysis and Summary of Findings

### 2.1 Introduction

The Master Plan takes into consideration a range of factors when analyzing the current and projected recreation-based needs in Clarence-Rockland. Specifically, our analysis includes:

- Current inventory of facilities and programming;
- Historic utilization of existing facilities and programming;
- Comparison of level of service against comparable communities;
- Plans for new facilities within the City's capital budget; and
- Comments and input from community members and recreation user groups.

For clarity, our analysis and summary of findings is organized into the following categories:

- Indoor Facilities;
- Outdoor Facilities;
- Programming;
- Events; and
- Internal Organization.

#### 2.1.1. Standards of Provision

There are two methods through which to compare level of service between municipalities: Population-based standards of provision, and participation-based standards of provision.

**Population-based standards:** These provide a basic measure of the comparable level of service between municipalities by indicating the ratio of a given type of facility to residents. While this provides the reader with a simple and seemingly comparable figure, standards between municipalities should be compared with caution: A standard of provision that meets community needs in one municipality, may not meet community needs of another community. As an example, while an 'average' community across the country provides indoor arenas at a rate of 1 per 20,000 residents (see reference on pg. 81) , this may not apply to a community of 5,000 that decides that demand for indoor ice is sufficient to warrant the initial investment and ongoing operating subsidy associated with the development of an indoor arena. They can however provide a general picture of the level of service in comparison to communities of a similar size and/or fiscal capacity.

**Participation-based standards:** These provide a more accurate picture of level of service as they take into consideration the local appetite for various sports and use of different types of facilities. To develop participation-based standards of provision, accurate and comprehensive enrollment data is required for each user group using a given facility.

In the absence of participation data, we have used population-based standards of provision within our analysis. To ensure that these standards accurately reflect local trends in sport and



recreation participation, we have also analyzed facility utilization data, and received input from community members and recreation groups that use the facilities.

The City of Clarence-Rockland relies significantly on the residential tax base to fund the public services it provides. In 2014, 86% of the City's tax base was drawn from residential sources. This is similar to many lower-tier municipalities of a comparable size. To identify comparable standards of provision, we have compared the City's population-based standard of provision against those of municipalities with a similar proportion of their tax base derived through residential taxation.

## 2.2 Consultation Process

The Parks and Recreation Master Plan included an inclusive consultation process that provided residents with a variety of opportunities to provide input. This process included:

- a. **Project Introduction via website:** The City created a project webpage to introduce residents to the project.
- b. **Public Workshop:** The City and consulting team held a public workshop to introduce residents to the project and to gather feedback in terms of participation in recreation activities, satisfaction with facilities and programming, and aspirations for the future of recreation in Clarence-Rockland. The workshop elicited a lively discussion among 46 residents.
- c. **Public Survey:** The City facilitated an online survey for residents to provide input into the Master Plan. The public survey was promoted on local radio and on the City's website. The survey was provided in both English and French. The survey received a total of 372 responses (290 English, 82 French)
- d. **User group Survey:** The City worked with the consulting team to develop a user group survey. The survey solicited feedback from groups that use the City's recreation facilities and provide programming for residents. The City provided the consulting team with a list of contacts: 23 groups responded and provided feedback, on a range of facilities.
- e. **Master Plan Presentation:** The Master Plan will be presented to residents once it has been approved by council.

## 2.3 Indoor Facilities

### 2.3.1. Ice

While the City is currently home to three indoor arenas, only the Clarence Creek Arena and Clarence-Rockland Arena operate with ice. In the context of the Clarence-Rockland Arena opening in 2011, the City removed ice at the Jean Marc Lalonde Arena. This decision was made after weighing the demand for ice time in the context of the addition of two ice sheets to the city's supply of prime time ice, and the cost of providing ice time in the Jean Marc Lalonde Arena which is an older facility. Accordingly, our population-based standards of provision for the City are calculated accounting for three operational ice sheets.

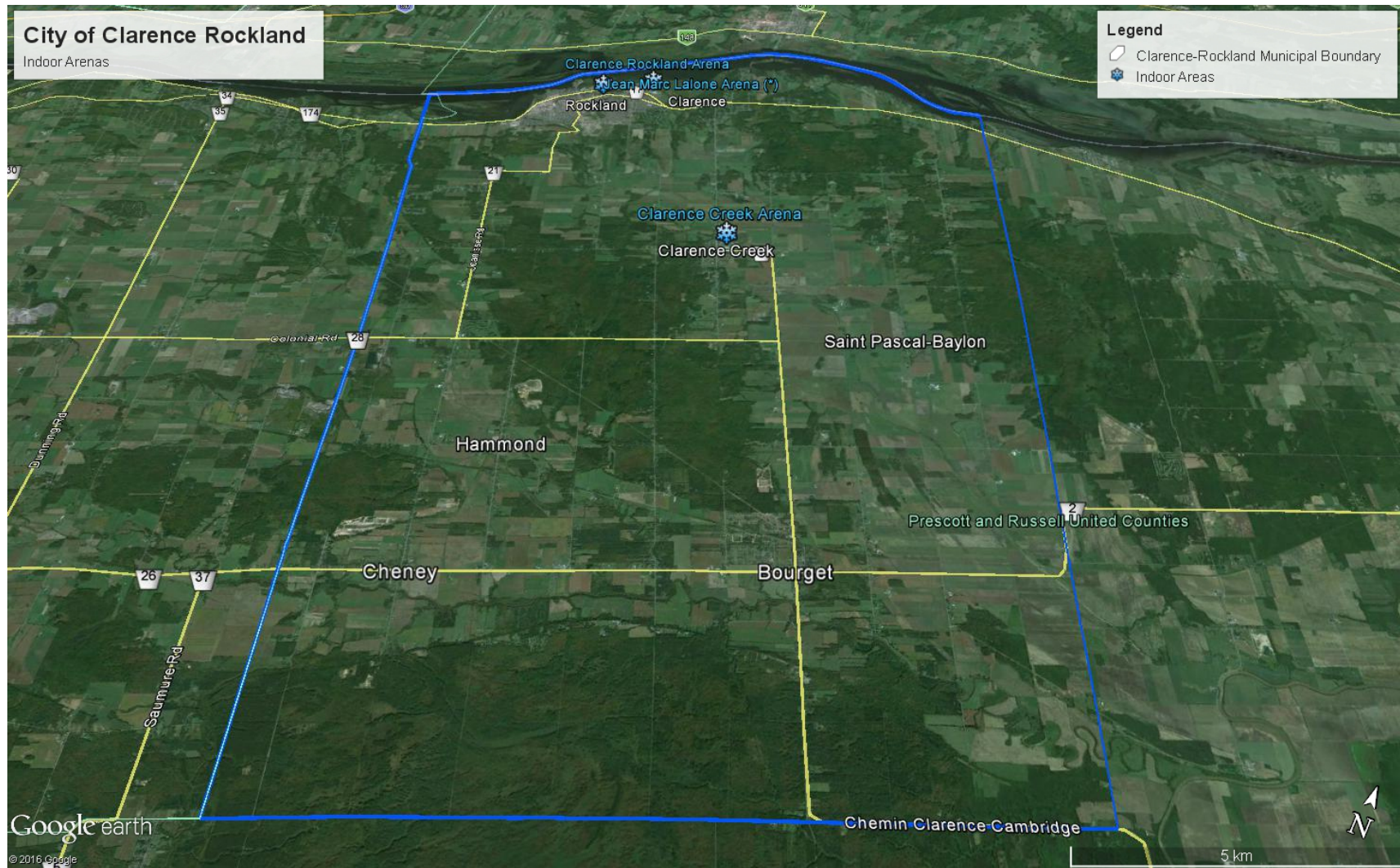
Population-based standards of provision have been calculated using demographic projections contained within the City's Development Charges Background Study. These are the most comprehensive population projections that the City has access to at the time of development of this Master Plan.

Based on three ice sheets, the current population-based standard of provision is one ice sheet per 8,562 residents. This falls generally within the range of provision in communities of a comparable size and with similar tax-base characteristics (see adjacent table).

	Population (2011)	Indoor Ice Population Standard	Residential Tax Base (2014)
<b>Clarence-Rockland</b>	25,685 (2016)	1: 8,562	92%
<b>Orangeville</b>	27,975	1: 6,993	85%
<b>Grimsby</b>	25,325	1: 12,662	92%
<b>Russell Township</b>	15,247	1: 7,937	84%
<b>Pembroke</b>	14,360	1: 7,180	69%

**Table 4: Population-Based Indoor Ice Standard, and Tax Breakdown - Selected Ontario Communities**

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Population-based standards of provision can provide a general idea whether or not the level of service falls within those of comparable municipalities. It is also necessary to understand whether this current level of service works for the community. This is gauged through an analysis of historic and current utilization, in collaboration with feedback from user groups and community members.

An analysis of utilization of both the Clarence-Rockland and Clarence Creek Arenas indicates that the newer Clarence-Rockland Arena is well used. With prime-time utilization close to 85% during the 2014-15 season, it is clear that the arena is booked for the majority of the most in-demand ice times. A non-prime time utilization of 75% indicates that this facility is well used by the community with limited capacity to accommodate significant increases in demand.

Conversely, the Clarence Creek Arena is relatively underutilized, with 65% of prime time ice booked between 2014-15, and 20% non-prime time utilization. This indicates there is significant room for this arena to accommodate growth in demand over the short- and medium- term dependent on population growth.

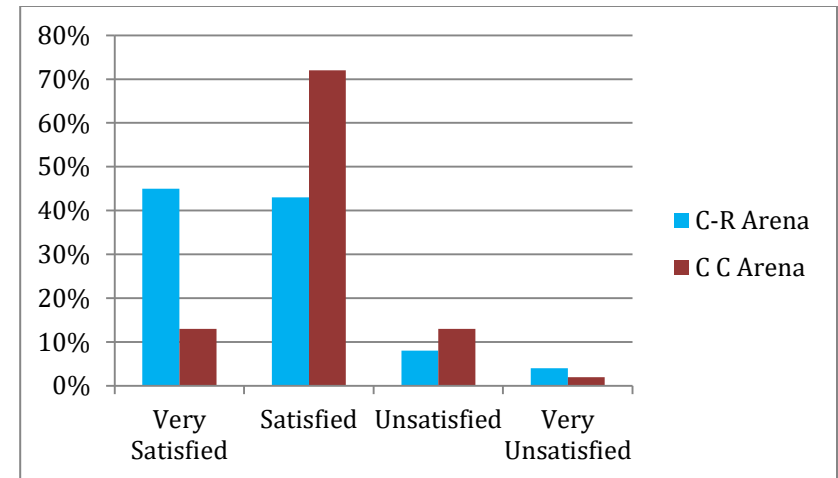
Arena	Prime-Time Utilization	Non-Prime Time Utilization
<b>Clarence-Rockland Arena</b>	84%	75%
<b>Clarence Creek Arena</b>	65%	20%

**Table 5: Utilization of Indoor Ice 2014-15 Season**

Sierra Planning and Management with booking data from the City of Clarence-Rockland

Feedback from resident indicates the following:

- Residents are largely satisfied with the Clarence-Rockland Arena, however gaining access to sufficient ice time is a challenge for certain groups, particularly during the spring.
- While residents are generally satisfied with their experience at the Clarence Creek Arena, residents indicated that due to its age, the facility is dated, and can be particularly cold. On account of its age and part design standards, the changing rooms are smaller than what is available in more modern facilities.
- Given the disparity between the age and quality of amenities between the Clarence-Rockland Arena and Clarence-Creek Arena, residents do not feel that both arenas should have the same rental booking cost.
- In general, residents feel the hourly cost of ice is high in comparison to surrounding communities.



**Figure 8: Public Survey Results - Satisfaction with Arenas in Clarence-Rockland**  
Sierra Planning and Management



The Clarence-Rockland Arena is operated by Canlan Ice Sports, and managed by the CIH Academy. Under the terms of the operating agreement, CIH is responsible for any operating deficits accrued by the facility. Conversely, Clarence Creek Arena is operated directly by the City. In 2014, the Clarence Creek Arena operated with a deficit of approximately \$140,000. This is not unusual for an older stand-alone ice facility.

The Jean Marc Lalonde Arena is currently operated as a slab facility – i.e. the slab without ice is available for rent without ice. The slab is primarily used by the 832 Air Cadets, and increasingly by nearby schools as a gymnasium. The facility is under-utilized, with only 17% of available time being booked in 2014-2015.

Public consultation indicated that a large proportion of residents feel that this facility could and should be put to better use. Popular suggestions included:

- Curling Rink
- Indoor skate park
- Indoor tennis/squash courts
- Indoor soccer facility
- Return ice to function as an indoor arena

Residents felt strongly that the facility should be repurposed and/or brought back into a more productive use, particularly given:

- Its location in the core of Rockland, close to schools, residences and other recreation and cultural facilities;
- That the upkeep and operation of the building is a continued cost for tax payers despite low utilization; and
- That the building remains functional.

On account of projected population growth, the standard of indoor ice provision in Clarence-Rockland is expected to worsen over the plan period. By 2031 the standard of provision may reach 1 ice sheet per 10,917 residents. In comparison to other communities, this remains an acceptable standard of provision however whether this works for Clarence-Rockland depends on local patterns of participation.

Our analysis indicates that there is room for the Clarence Creek Arena to accommodate some growth in demand for ice time. The extent to which the arena will be able to accommodate additional demand will be dependent on:

- The willingness of residents to travel to Clarence Creek to use this arena;
- Population growth;
- Growth in participation; and
- Any development of additional facilities in municipalities close to Clarence-Rockland.

Year	Population-Based Standard of Provision
2016	1: 8,562 residents
2021	1: 9,347 residents
2026	1: 10,132 residents
2031	1: 10,917 residents



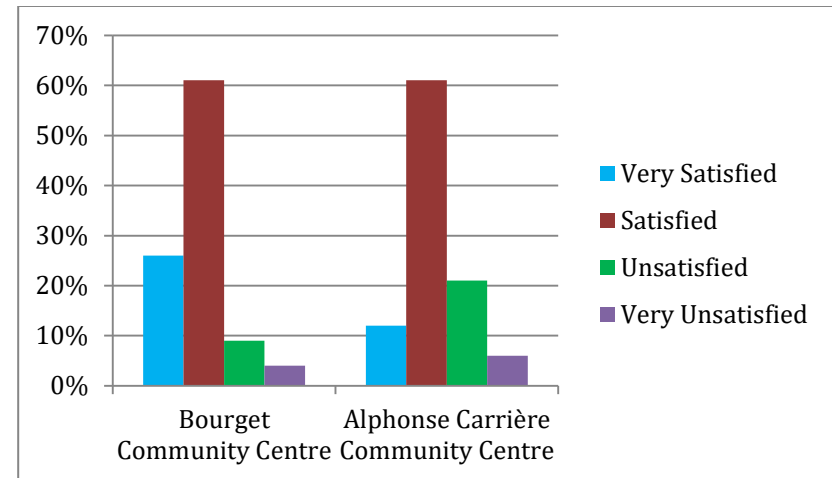
### 2.3.2. Community Centres

There are no meaningful population-based standards of provision for community halls. Typically municipalities are more involved in providing community space in rural communities than in urban cores, often in the form of stand-alone community halls or a space within a multi-purpose recreation facility. In urban areas with a greater number and variety of spaces for the community to use, municipalities tend to be less involved in the provision of community space.

The City of Clarence-Rockland provides community space in the urban core (Rockland) through the Chamberland Centre, a multi-purpose room at the YMCA, and a community room at the Jean-Marc Lalonde Arena. Residents also have access to community space within the City's schools.

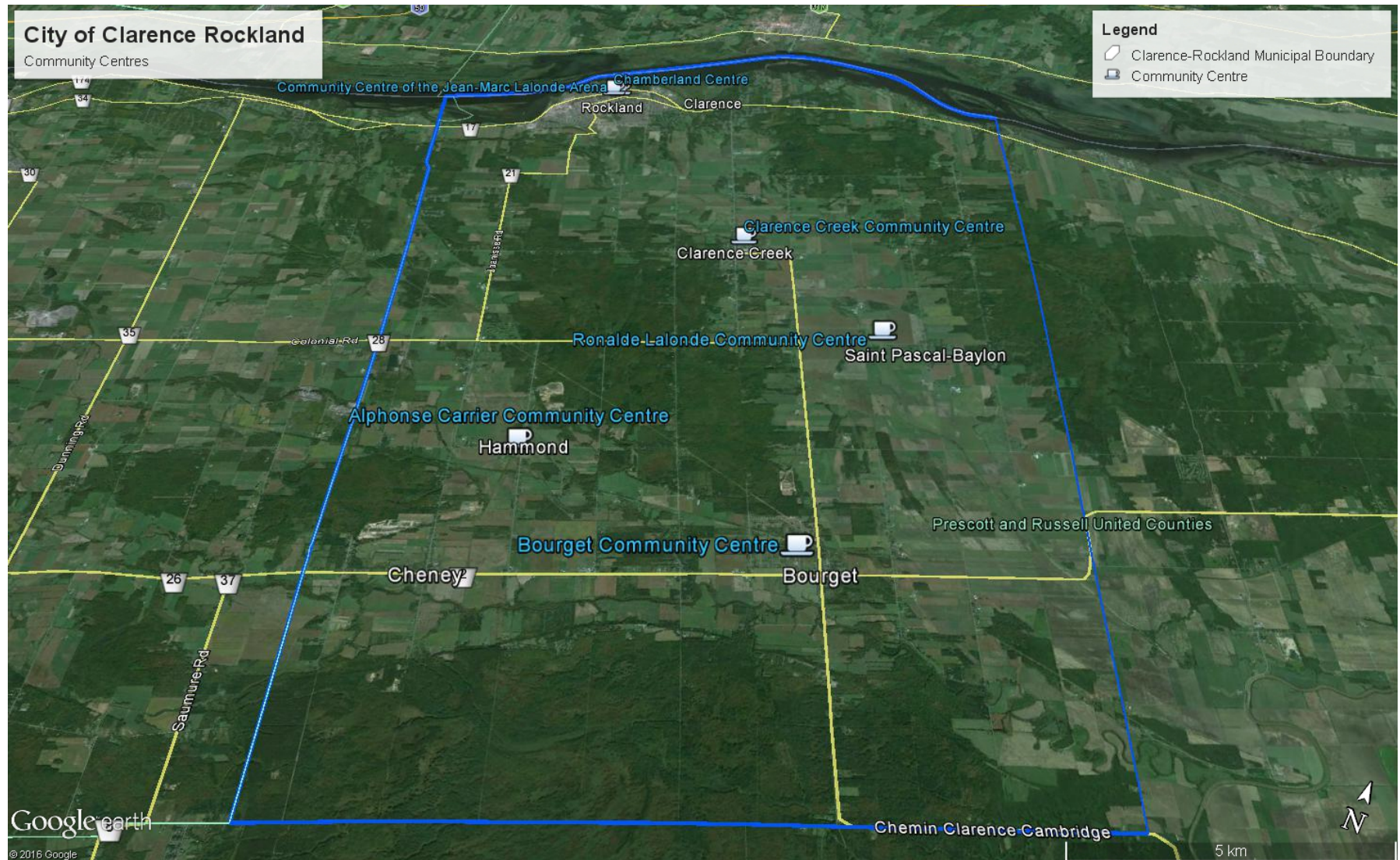
In the rural hamlets, the City of Clarence-Rockland is a key provider of community space. The City owns and maintains four community centres.

- **Bourget** Community Centre;
- Community room at the **Clarence Creek** Arena;
- Alphonse-Carrière Community Centre: Serves **Hammond and Cheney**; and
- Ronald-Lalonde Community Centre: Serves **St. Pascal-Baylon**.



**Figure 9: Community Satisfaction with Selected Community Centres**  
Sierra Planning and Management with data from the public survey

Community halls are typically used on a relatively infrequent basis, and accordingly, utilization rates of between 10-20% are common. An analysis of utilization data indicates that this holds true for Clarence-Rockland's community halls. These facilities are provided to residents as communal gathering spaces, rather than facilities that should be expected to operate with a profit.



Residents indicated they are largely satisfied with the community halls they have access to. Areas of concern included:

- A need for broader recreation programming in the community halls that goes beyond social events;
- A need for programming for all age groups that goes beyond the traditional social programming for adults and older adults;
- Some maintenance concerns, specifically:
  - Odour at the Chamberland Centre;
  - Old, worn décor at the community rooms at both the Clarence Creek and Jean Marc Lalonde Arenas.

There is certainly an appetite for, and opportunity, to make more effective use of the City's community halls to broaden access to recreation programming for all rural residents, particularly youth and seniors who may be less mobile.

A review of building condition reports indicates that the stand-alone community halls are generally in good condition, with the Bourget Community Centre requiring more maintenance than others primarily as a result of requiring a new roofing and HVAC system. No other significant capital repairs are then expected until 2030.

	Short Term (2015-2018)	Medium Term (2019-2023)	Long Term (2024-2030)
<b>Bourget Community Centre</b>	\$146,000	--	\$36,000
<b>Alphonse- Carrière Community Centre</b>	\$14,000	\$33,000	\$11,000
<b>Chamberland Centre</b>	--	--	\$30,000

**Table 6: Projected Capital Investment Requirements - Community Halls**  
City of Clarence-Rockland PSAB Data (2015)

### 2.3.3. Clarence-Rockland Sport and Cultural Complex

The City of Clarence-Rockland is home to the Clarence-Rockland Sport and Cultural Complex – a relatively new facility (2008) that provides the following amenities:

- Indoor pool (25m), with teaching pool;
- Gymnasium;
- Fitness centre with walking track;
- General and family locker rooms;
- Clarence-Rockland Public Library; and
- Connected to the École Secondaire Catholique L'Escale connected with the Optimiste Performance Hall.

The YMCA-YWCA of Clarence-Rockland operates the complex's health and fitness facilities on behalf of the City. Membership has remained consistent over the past three year, with approximately 2,699 members drawn from across the City and surrounding communities.

Year	Membership (includes family membership)
<b>2012</b>	1,337
<b>2013</b>	1,337
<b>2014</b>	1,273

Community	Total 2014	%
<b>Rockland</b>	1909	71%
<b>Clarence Creek</b>	151	6%
<b>Hammond</b>	120	4%
<b>Wendover</b>	87	3%
<b>Bourget</b>	78	3%
<b>Ottawa</b>	76	3%
<b>St. Pascal-Baylon</b>	69	3%
<b>Plantagenet</b>	59	2%
<b>Cumberland</b>	43	2%
<b>Curran</b>	37	1%
<b>Alfred</b>	28	1%
<b>Other (Combined)</b>	27	1%
<b>Lefavre</b>	8	0%
<b>Orleans</b>	7	0%
<b>TOTAL</b>	<b>2699</b>	<b>100%</b>



The Sport and Cultural Complex houses the City's only indoor pool. Indoor pools are typically expensive operations to run, requiring a large tax base to support. Accordingly, indoor pools are typically found in communities of a population size of 40-50,000 residents or more.

With this in mind however, indoor pools often serve a regional population. The Clarence-Rockland YMCA-YWCA offers swimming instruction and drop-in public swims to both members and non-members. The YMCA-YWCA does not record the origin of participants in swimming instruction or drop-in, however indicated that of all capital region YMCAs, they have the highest non-member registration – this is almost exclusively on account of pool usage.

In addition to the indoor pool, the YMCA-YWCA of Clarence-Rockland provides a broad range of fitness and wellness programming that fall under the categories of:

- Pre-School
- Child
- Youth
- Family
- Summer Camps
- Adult

The City of Clarence-Rockland is no longer directly involved in recreation programming, rather this service is provided by the YMCA-YWCA, and by independent user groups.

Under the terms of the operating agreement, the City of Clarence-Rockland is responsible for major capital repairs. The only significant expenditure expected over the duration of the plan is the replacement of pool heating and dehumidification system and filtration.

In 2014, the YMCA-YWCA operated the complex with a deficit of \$460,832. The City is obligated to provide deficit funding subject to a subsidy cap.

Residents are generally satisfied with the Sport and Cultural Complex, with the following key concerns:

- Prohibitive cost for drop-in use, particularly for swimming;
- Additional cost on top of membership for specialty programs; and
- Distance to YMCA-YWCA programs for rural residents.

Residents indicated an appetite for:

- Introduction of YMCA-YWCA programming in rural community halls;
- Subsidies to improve affordability of programming; and
- Growth of senior programming.

## 2.4 Outdoor Facilities

The adjacent table identifies the current inventory of outdoor recreation facilities (excluding parkland – this follows), across Clarence-Rockland as a whole. These facilities are located within parks across the municipality.

Population-based standards of provision are relevant to some, but not all outdoor recreation facilities. Many of the smaller, neighbourhood-scale amenities are typically planned based on location, and should be located to ensure all residents have equitable access. Where broad population-based standards can be applied, the City appears to provide a sufficient number of playing fields, tennis courts, and skate parks.

Facility Type	#	Population-Based Standard (2016)	Comparable Standard
<b>Soccer Fields (Junior/general playing field)</b>	7	1: 3,325 residents	1: 2,000-3,000 residents – <i>need for regulation sized soccer field typically related to specific participation patterns of the community.</i>
<b>Soccer Field (Full Size)</b>	2		
<b>Tennis Courts</b>	7	1: 3,669 residents	1: 4,000-5,000 residents
<b>Ball Diamonds</b>	5	1:5,137 residents	1: 2,500-4,000 residents
<b>Basketball Courts</b>	4	N/A – Typically included in community scale parks	N/A
<b>Boat Launches</b>	1	N/A: Geographically specific	N/A
<b>Splash Pads</b>	1	N/A: Geographically specific	N/A
<b>Skate Parks</b>	2	1: 1,620 youth (ages 10-19)	1: 4,500-5,000 youth (ages 10-19)
<b>TOTAL SURFACES:</b>	<b>29</b>		



All rural communities within Clarence-Rockland have access to outdoor amenities. Each community has a minimum of one municipal park with a play structure. Most have a playing field, and a basketball court (flooded during the winter for outdoor ice).

At present, the majority of both indoor and outdoor recreation facilities are concentrated within the urban core of Rockland. This is primarily on account of the concentration of population in Rockland as compared to the city's rural communities.

Community engagement during the public meeting indicated that while residents are largely content with the distribution of recreation amenities, specific desires expressed during the consultation process comprised:

- The development of splash pads in rural communities, particularly Bourget and Hammond;
- The provision of youth-friendly outdoor amenities in Hammond and Cheney (e.g. splash pad or skate park); and
- The development of bike paths to connect the rural communities.

	Bourget	Cheney	Clarence	Clarence Creek	Hammond	St. Pascal Baylon
<b>Play Structure</b>	✓	✓	✓	✓	✓	
<b>Playing Field</b>	✓	✓		✓	✓	✓
<b>Basketball Court</b>		✓	✓	✓	✓	
<b>Ball Diamond</b>	✓			✓	✓	✓
<b>Skate Park</b>	✓					
<b>Splash Pad</b>						
<b>Volleyball Court</b>	✓					
<b>Tennis Court</b>				✓	✓	

**Table 7: Outdoor Recreation Asset Inventory by Rural Community**  
Sierra Planning & Management

### 2.4.1. Ball Diamonds

The population-based level of provision of ball diamonds appears to be slightly below that of comparable municipalities. General trends in sport participation however indicate that ball sports are not currently experiencing significant growth in popularity and are actually shrinking in many municipalities. Accordingly, the slightly lower population-based standard of provision in Clarence-Rockland as compared to other municipalities may not mean that the City is currently failing to meet community needs.

In light of projected population growth, it is unlikely that the City will need to invest in additional tennis courts and skate parks. Additional playing fields may be required but these are generally developed as a part of new schools.

Based on projected population growth, to maintain the current level of provision of ball diamonds the City would need to invest in one additional ball diamond over the plan period. Community consultation indicated that the City currently does not have any co-located ball diamonds. This is a hindrance to growing leagues and hosting tournaments. User groups report that enrollment in leagues is strong and growing.

With the exception of the lack of double diamond, residents are generally satisfied with the City's ball diamonds. Specific maintenance concerns that the Plan suggests should be addressed comprise:

- **Saint Pascal-Baylon diamond:** septic field needs emptying frequently, bathrooms need renovation, insufficient seating, and un-level field.
- **Hammond diamond:** Lack of lighting between diamond and parking.
- **Bourget diamond:** Needs a grass outfield and softer infield playing surface to cater to little leagues.

Year	Population-Based Standard	Ball Diamonds Required to Maintain Current Level of Provision
2016	1: 5,137	-
2021	1: 5,608	5.4
2026	1: 6,079	5.8
2031	1: 6,550	6.3

**Table 8: Projected Population-Based Standard, Ball Diamonds 2016-2031**  
Sierra Planning & Management

## 2.4.2. Soccer Fields

Soccer is a popular and growing sport in Clarence-Rockland with approximately 700 members last season. Inclusive of L'Escale, the Municipality provides 5 full size soccer pitches (2 lit), 9 'super-8' or junior fields, and 2 mini fields.

Population-based standards of provision indicate that the City will remain within broadly defined acceptable levels of service. Consultation indicated that the local soccer club finds the current level of provision sufficient for current and future growth.

Field Type	2016 Level of Provision	2031 Level of Provision	Comparable Standard
Full Size – Lit	1: 14,727	1: 16,375	1: 15,000-20,000
Junior	1: 3,325	1: 3,639	1: 2,000-4,000

**Table 9: Projected Standard of Provision - Soccer Fields 2016, 2031**  
Sierra Planning & Management

Consultation did however indicate that there is an appetite within the community for an indoor soccer facility. A lack of indoor facility:

- Impedes athlete development by restricting play/practice to warm months;
- Puts players enrolled in local leagues at a disadvantage in comparison to teams with access to year-round training.

The local soccer club has had discussions with the City regarding repurposing the Jean Marc Lalonde Arena into an indoor soccer facility. There are also options to bubble/dome an existing field to fulfil this need. Our recommendations within this Master Plan speak to the option to develop an integrated soccer and baseball dome with the opportunity to dome a turf field. There is no specific population-based target for domed fields, rather they are provided in communities where a.) demand exists for such a facility that is supported by historic popularity and growth in enrollment, and b.) where there is sufficient municipal appetite to develop and operate a facility of this kind, and/or there is an opportunity for partnership, or c.) the private sector initiates investment in a domed facility.

Domed fields can be found across Ontario. Examples include:

- North Glengary: Pop. 10,251
- Bradford West Gwillimbury: Pop. 28,077
- Aurora: Pop. 53,203

Most municipal sports domes result from a partnership with local school boards and/or user groups. Given the positive and productive relationship between the City of Clarence-Rockland, and the local school boards in facility development and operation, there is significant potential for the City of Clarence-Rockland to partner to develop an indoor soccer dome.

### 2.4.3. Tennis

The municipality as a whole is well situated in terms of provision of tennis courts. The City current provides a total of 7 tennis courts:

- Hammond (2)
- Simon Park (4)
- Clarence Creek Arena (1)

Comparable standards of provision are 1: 4-5,000 residents. Over the plan period, the City is unlikely to need to invest in additional tennis courts.

Year	Population-Based Standard of Provision
<b>2016</b>	1: 3,669 residents
<b>2021</b>	1: 4,006 residents
<b>2026</b>	1: 4,342 residents
<b>2031</b>	1: 4,679 residents

**Table 10: Projected Standard of Provision - Tennis courts 2016-2031**  
Sierra Planning & Management

### 2.4.4. Splash Pads/Spray Parks

Splash pads are growing in popularity in park design: They provide an aquatic play environment for young families with significantly lower operating costs than an outdoor pool. They are also a low/no cost activity for families as compared to traditional aquatic activities.

The City of Clarence-Rockland currently operates one splash pad in Parc Simon (Rockland) which has been very well received by community members.

The City is planning to open a second splash pad in Bourget in 2016. This will address community calls for a second splash pad in one of the rural communities to serve residents living outside of Rockland. There are also plans to add a third splash pad in Clarence Creek.

Comparable standard of provision in communities with a similar proportion of residential tax base is **1 splash pad per 1,500 to 2,500 youth under 14**. With the addition of the splash pad in Bourget, the City will meet this standard over the medium term, but may slip below this standard over the longer-term.

Year	Without Addition	With Addition of Bourget Splash Pad
<b>2016</b>	1: 4,592	1: 2,296
<b>2021</b>	1: 5,013	1: 2,506
<b>2026</b>	1: 5,434	1: 2,717
<b>2031</b>	1: 5,855	1: 2,928

**Table 11: Projected Standard of Provision - Splash Pads 2016-2031**  
Sierra Planning and Management

### 2.4.5. Waterfront

Clarence-Rockland is advantageously located along the scenic Ottawa River. To date, public development along the waterfront has been limited to Du Moulin Park. There is potential however to improve public access to this natural asset, and improve the amenities available to residents.

Prioritizing waterfront development was a popular topic in all areas of consultation. Public consultation indicated the highest priorities were:

- Development of a boardwalk or trail along the waterfront, linking with a broader network of trails;
- Addition of shelter/shade;
- Permanent docks; and
- Activities by the water (e.g. kayaking).

The City is currently putting together an advisory committee for Du Moulin Park to address the redesign of the park.

Beyond Du Moulin Park however, there is an opportunity for the City to take greater control over the development process as development occurs along the Ottawa River. Specifically, there is an opportunity for the City to more actively obtain land parcels that front, or improve connections, to the waterfront. Given the nature and timing of development, this will likely be a generational project that occurs over the longer-term.

### 2.4.6. Bike Paths

**Bike paths were the most frequently cited community need in all consultations.**

Currently, the Municipality promotes the Clarence-Rockland Bicycle Path/Le Grand Circuit – a 75km loop through each of the city's communities. There is no designation for cycling on these routes – similar to other bicycle routes in the United Counties of Prescott-Russell.

The City also houses a stretch of the Prescott-Russell Recreational Trail that connects the villages of Bourget and Hammond.

Bicycle paths provide a range of benefits to communities, including:

- Encourage physical activity among residents;
- Create connections between communities;
- Encourage sport tourism; and
- Improve driver/cyclist safety.

Developing bike paths in rural settings is typically limited to a lane painted on one side of the road, without physical dividers. Signage is an important component for rural bike paths. Best practice in this regard comprises clear road markings in addition to stand alone signage.



## 2.5 Parks

The provision of parks varies significantly between municipalities. A general rule of thumb is the provision of 2-4 hectares of publicly accessible parks per 1,000 residents. This may be significantly lower in large urban communities where historic development has left little available public land for parks and green space, or also in rural municipalities where the population has significant access to green space through private lots.

By including all City-owned parks and green spaces, the City currently provides 3.17 hectares per 1,000 residents, which is within the average range of parks and green space for municipalities within Ontario.

While the quantity of parkland is important, so too is its quality and distribution. The City of Clarence-Rockland does not currently have a parkland classification system in place to guide municipal decision making in the realm of parks planning and development. To date the City has obtained land as a part of the subdivision process, and has developed amenities on the parkland based on best practice and community aspirations. A key recommendation of this Master Plan is to adopt a parkland classification system (see following section) to guide municipal planning in the realm of parkland acquisition and development.

Community	Parkland Ha. per 1,000 Residents
Bourget	3.71
Clarence Creek	7.63
Clarence Point	1.76
Cheney	13.78
Hammond	3.14
Rockland	1.18
Saint Pascal Baylon	7.09
Rural	5.51
<b>Average</b>	<b>3.17</b>

Table 12: Current Level of Provision: Parkland by Community



Community consultation indicated that community members are generally happy with the current level of service of parkland, and the amenities available within their community. Specific concerns comprised:

- A lack of playground facilities and seating in Simon Park;
- A need for more diverse play amenities in Hammond and Cheney e.g. a splash pad or skate park.

The City of Clarence-Rockland currently plans investment in parkland amenities through its capital budgeting process. PSAB data from the City of Clarence-Rockland indicates that the City plans to invest over \$2 million to maintain existing parks over the next fifteen years. Large budget items over the short-term comprise:

- Bourget Park: Replace play equipment (\$34,000)
- Cheney Park: Replace play equipment (\$33,000)
- Clarence Creek Park:
  - Replace tennis court & basketball court surfaces (\$28,000)
  - Replace parking lot asphalt (\$55,000)
- Eugene Laviolette Park: Replace play equipment (\$34,000)
- Bellevue Park: Replace play equipment (\$39,000)
- Valiquette Park: Replace parking lot (\$98,000)

These items will ensure that the City's parks continue to function as valuable community assets over the Master Plan period.

	Short-Term 2016-2019	Medium-Term 2020-2025	Long-Term 2026-2030
All Parks	\$585,000	\$1,171,000	\$551,000

**Table 13: Capital Budget for Playground Repairs and Upgrades**  
City of Clarence-Rockland Capital Budget for Repairs and Upgrades 2016-2030

### 2.5.1. Dog Park

With cities becoming more crowded, and leash laws becoming more restrictive, many dog owners are looking to the creation of dog parks as a solution to their need for a space to spend quality time with their pets.

Benefits include:

- Socialization for both dogs and people
- Builds community spirit
- Increases variety of opportunities for physical exercise
- Promotes responsible dog ownership
- Allows dogs to exercise and socialize safely

The City of Clarence-Rockland acquired a temporary land lease in Rockland, on which it has developed an off-leash dog park. This lease will expire in 2020. Due to the temporary nature of the land lease, the park has been developed to minimum standards, and provides only basic amenities associated with dog parks at this time.

Consultation indicated that the dog park is popular among residents, although they would like to see the addition of amenities to improve its functionality. Specifically:

- Improved perimeter fencing;
- Multiple refuse bins;
- A water source.

Best practice in terms of dog park provision is as follows:

#### Site Selection:

- Location away from other established uses including residences (this will avoid complaints about the noise of barking);
- Assure availability of close-by parking;
- Choose spots where there are minimal impacts on the visual character of the park (it's almost impossible to grow grass in a dog park);
- Avoid environmentally sensitive habitats.

#### Amenities:

- Pet fountains;
- Fence;
- Double-gate entry;
- Dog waste bag dispenser;
- Separate areas for small and large dogs;
- Benches;
- Shade;
- Signage with rules and information on dog licencing.

**Operation:**

- Parks policies must be in place to set out code of conduct of visiting residents. Potential inclusions:
  - Prohibition of non-sterilized, aggressive, fearful dogs of certain breeds
  - Prohibition of food, toys, digging, excessing barking, children
  - Waste disposal requirements
  - Vaccination requirements
  - Prohibition of prong and choke collars
- Development of regulations for the dog park must combine existing public policy and community input.

The City of Clarence-Rockland currently has a dog park committee which works with the City on all matters concerning the dog park.

## 2.5.2. Parkland Acquisition

The City of Clarence-Rockland's Official Plans currently outline the parkland acquisition process which is based on the minimum standards of provision outlined in the Ontario Planning Act.

There is an opportunity for the City to make changes to its Official Plan language to broaden the range of tools it has to negotiate and acquire parkland and/or park amenities as a part of the development process.

Section 37 of the Planning Act authorizes municipalities to grant increases in height and density of development, in exchange for the provision of "facilities, services or matters".

As an identification of best practice, in its Official Plan, the City of Toronto identifies the facilities, services or matters to be provided under Section 37 as:

- a. The conservation of heritage resources;
- b. Fully furnished and equipped non-profit child care facilities, including start-up funding;
- c. Public art;
- d. Other non-profit arts, cultural, community or institutional facilities;
- e. **Parkland and/or park improvement;**
- f. **Public access to ravines and valleys;**
- g. Streetscape improvements on the public boulevard
- h. Rental housing;
- i. Affordable housing;
- j. Affordable condominium units;
- k. Local improvements to transit facilities;
- l. Land for other municipal purposes

## 2.6 Recreation Programming

Recreation and leisure programming in Clarence-Rockland is almost exclusively the responsibility of the YMCA-YWCA of Clarence-Rockland and community groups. The City itself formerly ran a gymnastics program which it has now chosen to transfer to the YMCA-YWCA of Clarence-Rockland.

The YMCA-YWCA of Clarence-Rockland offers the following programming:

- Aquatic;
- Fitness;
- Gymnastics
- Arts;
- Dance;
- General interest;
- Soccer;
- Martial arts;
- Street hockey;
- Basketball;
- Volleyball;
- Badminton; and
- Seniors-specific programming.

Enrollment in specific programming varies year to year but discussions with the YMCA-YWCA of Clarence-Rockland indicated that enrollment trends generally matches those of other communities in which the YMCA-YWCA provides recreation programming.

Community consultation indicated that residents are generally satisfied with the quality of programming at the YMCA-YWCA of Clarence-Rockland, however had several key concerns:

- a. Additional charges for premium programs on top of membership fees;
- b. The relatively high cost of membership as a barrier to enrollment in family-based recreation programming;
- c. Centralization of programming in Rockland, with no YMCA-YWCA programming in rural communities.

While the partnership between the City of Clarence-Rockland and the YMCA-YWCA of Clarence-Rockland provides residents with high quality recreation programming, we have provided a series of recommendations in this regard in Section 3.

The City of Clarence-Rockland is also home to a broad collection of recreation and leisure user groups which provide the following categories of programming. Note that this list is not exhaustive:

- Air cadets;
- Archery;
- Badminton;
- Baseball;
- Bingo;
- Flag football;
- Hockey;
- Ringette;
- Scouts/Girl Guides;
- Skating;
- Soccer; and
- Social events/programming.

Community consultation indicated that residents are generally satisfied with the variety and quality of programs and activities offered by local recreation and leisure groups. Key concerns were mainly facility-related, specifically the lack of indoor facilities to accommodate off-season play and practice, and facilities with multiple playing surfaces/fields that would allow tournaments.

While the City has chosen to take a partnership approach to recreation programming, there is an opportunity to expand programming into rural communities to broaden local access. We have provided clear recommendations in this regard in Section 3. Should the City be unable to find a willing or competent partner to fulfil this role, there is an opportunity for the City to enter the realm of direct recreation programming in rural communities either on a temporary or permanent basis.

## 2.7 Partnerships

The Municipality has a strong history of mutually beneficial and effective partnerships. Over the past decade, the City has developed and/or strengthened partnerships with the following organizations in the provision of recreation services:

- Canadian International Hockey Academy;
- YMCA-YWCA of Clarence-Rockland;
- Local school boards;
- Clarence-Rockland Public Library; and
- Rural recreation societies.

The City also works with a number of recreation-based advisory committees:

- Off-Leash Dog Park Committee;
- Recreational Pathways Committee;
- YMCA/YWCA Committee; and
- Bourget Recreational Committee.

The level of collaboration and partnerships in the provision of recreation services in Clarence-Rockland is significant, and impressive. Partnership-based recommendations as a part of this Master Plan are contained in Section 3, however this Master Plan acknowledges the exemplary work that the City has undertaken to date in this regard, and recommendations look to strengthen these ties rather than significantly change the way that recreation is provided.

Facility	Owner	Partnership/Operating Agreement
<b>Clarence-Rockland Arena</b>	City of C-R	CIH
<b>Recreation Complex</b>	City of C-R	Capital Region YMCA/YWCA
<b>L'Escale High School</b>	Conseil scolaire de district catholique de L'Est Ontarien	JUA with City for performance hall and fields
<b>Bourget Community Centre</b>	City of C-R	Bourget Recreation Committee

**Table 14: Facility-Based Partnerships - City of Clarence-Rockland**  
Sierra Planning & Management

## 2.8 Events

The development, organization, and provision of community-scale events is a mandate of the City of Clarence-Rockland's Community Services department.

The Community Services Department at the City of Clarence-Rockland currently organizes three annual events:

**1. Canada Day:** Located in Simon Park in the centre of Rockland. The event typically attracts between 3,500-5,000 attendees. There is an opportunity for the City to move the event to Du Moulin Park to share the equipment being used for the Ottawa River Festival which occurs the first weekend of July.

**2. Ottawa River Festival:** Located in Du Moulin Park, this festival takes place during the first weekend of July and runs for four days (Thursday through to Sunday).

Attendance to the festival has grown significantly over the past four years:

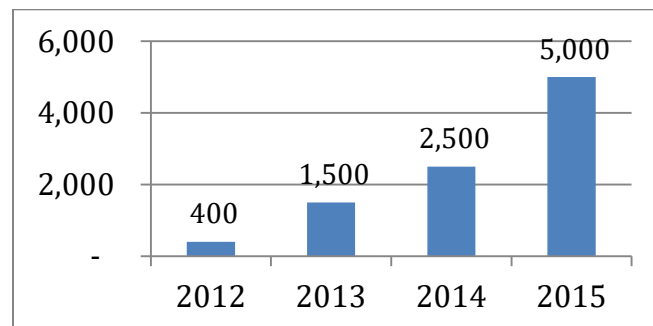


Figure 10: Attendance - Ottawa River Festival 2012-2015

Community Services is responsible for organizing the Ottawa River Festival, however they also coordinate with a number of community groups that run activities during the event (e.g. Rockland Ford Poker Run, Power Boat Poker Fun, United Counties of Prescott Russell Foire Gourmande).

While the event has become a significant success, the logistics of organizing and managing it is also becoming a strain on the resources of the Community Services Department.

**3. Christmas Parade:** Occurring the last Sunday of November in Rockland, this is a simple event for the department to organize. Attendance is typically between 1,500 and 2,500 depending on the weather.

The City has indicated that it sees the provision of community-scale events as an important mandate of the Community Services Department. Based on existing resource levels, it is unlikely that the Community Services Department can take on the role of developing additional events, or expanding existing events significantly beyond their current capacity. Regardless, the provision of community-scale events remains an important task that both builds a sense of community among residents, and attracts visitors to Clarence-Rockland.



## 2.9 Fees and Charges

Despite that the City of Clarence-Rockland has adopted primarily a facilitation approach to recreation services, it has retained control over facility booking charges for municipally-owned facilities. The City is centrally responsible for booking ice time, despite that the Clarence-Rockland Arena is operated by a community partner.

Community consultation indicated that residents were concerned over user fees for ice that are higher than in comparable communities. A review of ice fees in surrounding communities indicates that the hourly ice rate for adults is relatively high compared to Russell, La nation, and Champlain, however in line with the prime-time fees of Ottawa and Casselman. The City does not have a non-prime time rate.

The City has adopted a one-rate fee across each of its ice facilities, meaning that users pay the same fee to play in the Clarence-Creek Arena, as they do at the newer Clarence-Rockland Arena. While this decision has been unpopular with user groups and local residents, it reflects the reality of the cost of providing ice in an older facility.

Ice	Clarence-Rockland	Ottawa	Russell Township	The Nation	Casselman	Champlain
Adult Non-Prime Time	\$ 235.00	\$ 126.65	\$ 110.00	\$ 105.00	\$ 100.00	\$ 93.50
Adult Prime Time		\$ 271.60	\$ 174.00	\$ 160.00	\$ 250.00	\$ 150.50
Adult Weekend					\$ 225.00	
Adult Weekend Off-Peak (10pm-close)					\$ 195.00	
Minor Non-Prime Time	\$ 105.00	\$ 126.65	\$ 110.00	\$ 120.00	\$ 140.00	\$ 64.00
Minor Prime Time	\$ 130.00	\$ 162.80	\$ 150.00		\$ 160.00	\$ 105.00
Minor Tournament Rate				\$ 90.00		
Non Prime Time (Flat Rate for all groups)		\$ 126.65				
Commercial		\$ 279.60				
Schools			\$ 128.00		\$ 80.00	
Primary				\$ 30.00		
Secondary				\$ 105.00		
Drop in				\$15/person		
Non-Resident Prime Time			\$ 215.00			
Non Resident Non-Prime Time						
Non-Resident Minor Prime Time						\$ 127.75
Non-Resident Minor Non-Prime Time						\$ 84.00
Last Minute - Prime Time	\$ 195.00	\$ 162.80			\$ 195.00	
Last Minute - Non-Prime Time		\$ 126.65				

**Table 15: Ice User Fees: Clarence-Rockland and Proximate Communities (2015)**  
Sierra Planning & Management

The City of Clarence-Rockland also assumes responsibility for bookings for municipal fields and ball diamonds. A review of rental rates for ball diamonds in comparison to surrounding communities indicates that user fees are typically higher. Despite this, user groups and residents did not raise this as a concern or barrier to participation in the consultation for this Master Plan. Their concerns were primarily related to:

- a. The quality of amenities;
- b. The availability of amenities that facilitate league/tournament play.

Ball Diamonds	Clarence-Rockland	Ottawa	Russell Township	The Nation	Casselman	Champlain
Minor sports associations	\$ 30.00	Price depends on quality	\$17 Lit / \$12 Unlit	No user fee policy	No user fee policy	No charge
Minor sports tournaments - day & evening	\$ 75.00					
Minor sports tournaments - evening/night	\$ 20.00					
Adult leagues	\$ 40.00		\$21 Lit/ \$14 Unlit			\$25 per game
Adult tournaments - day & evening	\$ 160.00					
Adult tournaments - evening/night	\$ 40.00					
Non Residents			\$28 Lit/\$17 Unlit			

**Table 16: Diamond User Fees: Clarence-Rockland and Proximate Communities**  
Sierra Planning & Management

The YMCA-YWCA of Clarence-Rockland sets the user fees and charges associated with the fitness and aquatic components of the Clarence-Rockland Cultural and Sports Complex. The fee structure is membership based, with non-members able to purchase a day pass to provide access to the fitness and aquatic facilities.

Community consultation conducted as a part of this Master Plan indicated that while residents are generally satisfied with the quality of programming provided by the YMCA-YWCA of Clarence Rockland, some programs are cost prohibitive, particularly drop-in swimming for non-members. Given that the facility is owned by the City, residents feel that the City has a responsibility to remove financial barriers associated with this program. The adjacent table provides an overview of the fees to swim for non-members at the YMCA-YWCA of Clarence-Rockland, in comparison to the nearby City of Ottawa facilities.

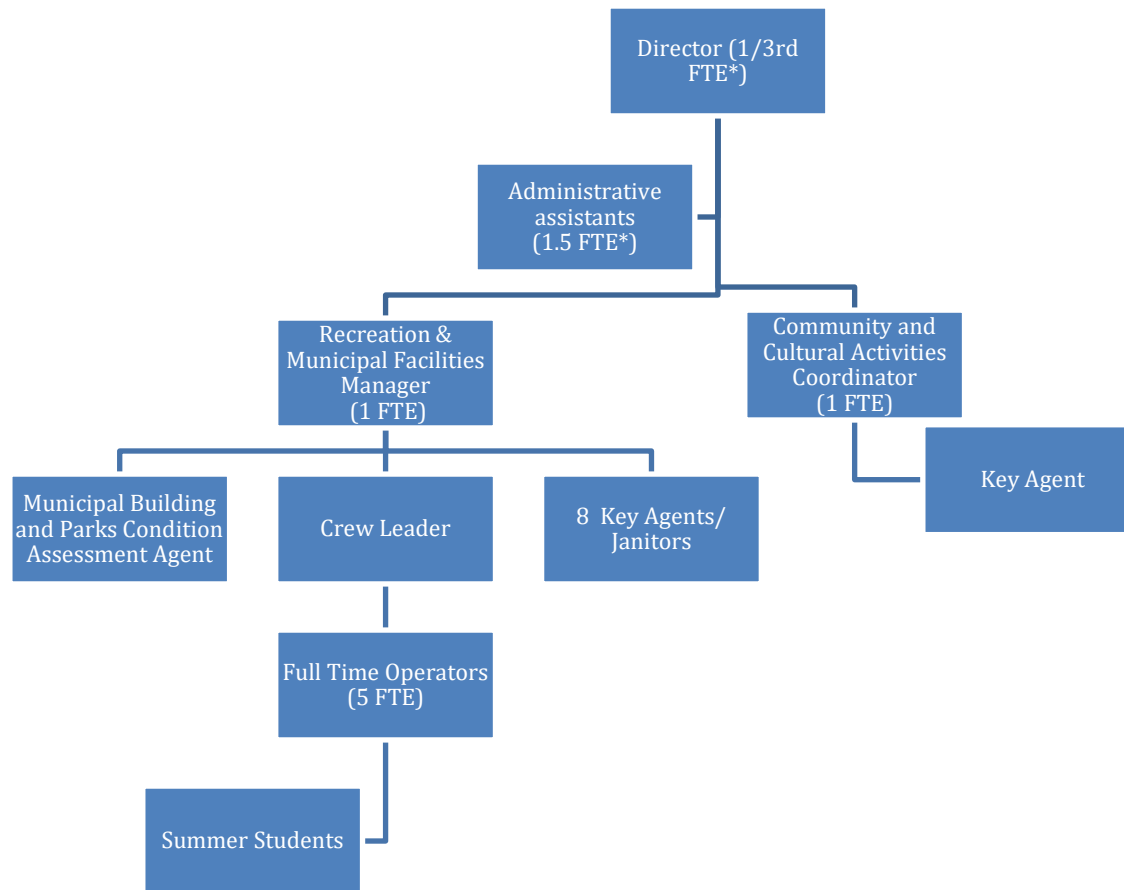
The price differential is likely due to the subsidized nature of municipal swimming pools: Municipalities subsidize the cost of access to swimming pools as a service for local residents. As a non-municipal entity, the YMCA-YWCA does not provide this subsidy. This Master Plan has identified that this cost represents a significant barriers to participation in aquatic activities for residents, at a City-owned facility, and our recommendations provide guidance on next steps to alleviate this issue.

Indoor Swimming	Clarence-Rockland: Day Pass	Ottawa
Tots 2 and under	\$ 6.50	FREE
Child 3-12	\$ 6.50	\$ 1.95
Youth (13-18)	\$ 6.50	\$ 1.95
Student full time	\$ 6.50	\$ 1.95
Adult (19-64)	\$ 13.00	\$ 4.40
Senior (65+)	\$ 8.00	\$ 2.55
Family (1 adult 2 children)	\$ 16.25	\$ 1.95
Group (10 or more)		\$ 1.70

**Table 17: Cost of Entry - Swimming Pools Clarence-Rockland and Ottawa**  
Sierra Planning & Management

## 2.10 Internal Organization

In terms of staff complement, the Community Services department dedicates the following resources to the provision of parks and recreation services:



*\*The Director splits their time between the three components of the Community Services department – a.) recreation, arts and culture/buildings, b.) daycare services; and c.) public transit.*

*\*\* The City currently employs 2 FTE administrative assistants that report to the Director of Community Services. They split their time between two components of the Community Services department – a.) recreation, arts and culture/buildings; and c.) public transit.*

The Parks & Rec maintenance crew has consisted of five full time employees since 1998, when the City of Clarence and the City of Rockland were amalgamated. The crew has experienced significant growth in responsibilities over this time related to the growth of recreation facilities that the crew needs to take care of. As an example over the last two years, two additional parks were added last year to the crew's roster, with no noted addition of resources – either labour or machines.

The crew indicated several key issues as it pertains to their ability to provide a sufficient level of service to meet residents' needs:

**a. A lack of defined hierarchy and roles/job description**

All crew members carry the same job description under the union 'operator'. There are no defined responsibilities, or division between crew members that are assigned to arena operation and maintenance versus those out for the day maintaining other buildings and outdoor facilities. While the crew fills in for each other and works to ensure that what they are assigned gets done, this lack of definition leads to several issues:

- i. Lack of Accountability: Crew members are assigned a task from the crew leader or other senior members of the crew, but because there is no defined role for any individual, it is easy for whether or not this task has been done to slip through the cracks.
- ii. Confusion with Vacation: Because there are no defined roles, it is unclear who should take the lead when the self-defined 'lead' is on vacation, and also a lack of

procedures in terms of how the workload is passed off and tracked for accountability.

- iii. Payscales: Younger staff members have indicated that they are undergoing training to ensure they receive the appropriate training for their position. How this will be translated into any bump in pay is unclear given that existing staff members do not have these qualifications but yet get paid on the same pay scale.
- iv. Required qualifications: There is currently no requirement and incoming staff members to have any qualifications as it pertains to maintenance or management. This makes it difficult for existing staff to train them given their own strained resources, and also leaves the department open to potential lawsuits or other complaints as it pertains to levels of maintenance. It also discourages existing employees to engage in formal training.

**b. Lack of space**

The existing crew is primarily based out of the garage in the commercial district of Rockland. However, in recent years the City has leased the indoor office portion of this garage to the local food bank and a clothing bank. This has led to the following issues:

- i. A lack of office space: In fact there is no formal office space for any crew member, which leads to lunches being eaten in the yard, and a general lack of organization and coordination or filing of notes.
- ii. A lack of storage space: the crew needs indoor storage for trucks, machines, and other equipment. Without access to this space they have had to store their equipment indoors at other locations across the City (see related issues that follow), and in some instances store equipment outside which is not mindful of the long term maintenance and care requirements for the equipment.

**c. Multiple Storage Locations**

The crew currently operates primarily out of the central garage in the commercial district of Rockland. This space currently does not meet their requirements in terms of a.) space in general, and b.) indoor space. As such, they have taken to keeping equipment at any City-owned location that has storage space.

This leads to the following issues:

- i. Inefficiencies associated with having equipment scattered across the City in different locations. Moreover, since there is no designated location for each piece of equipment, sometimes crew members are not 100% sure which location a tool or machine is.
- ii. Having to store machinery outside when it should really be inside in a protected area – this diminishes the life span of the machines.

#### d. Labour Shortage

The crew comprises 5 full time workers. This has not changed since 1998 despite growing workloads. Three have been with the union for over 20 years and as such are entitled to 5 weeks of vacation annually. This leaves the crew with 6 months of labour that is lost on an annual basis. Generally, the crew agrees that there are not enough people on the team to complete all required tasks. The strain is particularly bad during the winter when they lose one team member to the arena operation. This leads to the following issues:

- i. Repairs are frequently only conducted when they have become a safety hazard
- ii. Regular maintenance and upgrades are not conducted, which shortens the life span of facilities and amenities.
- iii. Older facilities become relatively unattractive because the crew does not have the time to dedicate to 'aesthetic' maintenance. An example is the Clarence Creek Arena which the crew agrees needed repainting for at least ten years but only recently was completed.
- iv. A lack of training – because there is not sufficient time, staff do not undergo training.

#### e. Budget Decreases

Anecdotally, the crew indicates that their budget for maintenance has decreased over the last few years. This means that any 'non-urgent' maintenance gets deferred. A failure to conduct annual maintenance on facilities and amenities leads to a crunch when they finally break down due to lack of regular maintenance.

A review of municipalities of a comparable size, indicates that the Community Services Department has relatively fewer staff members to complete their responsibilities. It should also be noted that Clarence-Rockland is somewhat unique in that the maintenance crew that services the recreation buildings and outdoor facilities also services the City's daycare facilities. As such, the crew and their budget is stretched more thinly than in communities of a comparable size. While concrete information on exact staffing numbers versus specific responsibilities is not available, it is clear that the division of staff between recreation, daycare, and transportation responsibilities for Community Services, is somewhat unique.

The perceived shortage of resources however, is also exaggerated on account of a lack of clear internal hierarchy and organization. This leads to lost time and resources that could be more efficiently used.

We provide recommendations in this regard to improving internal organization, and aligning staffing levels in Section 3.



### 3 Recommendations

#### 3.1 The Vision:

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

#### 3.2 The Mission:

To maximize the capacity of high quality recreation services and facilities to support residential and economic development.

#### 3.3 Guiding Principles:

##### A: Leveraging Recreation to Build a Healthy Community

- By recognizing the role that recreation plays in promoting healthy lifestyles and social interaction, the City will strive to ensure that services are properly delivered, maintained and enhanced.
- The City will encourage participation in sport at every stage of life and the pursuit of healthy, active lifestyles.
- The City will facilitate health and wellness through passive and active leisure opportunities which allow residents to maximize participation in recreation in their daily lives.

##### B: Making Recreation Accessible for All

- The Community Services Department will continue to explore and implement ways to remove barriers which may prevent residents from participating in recreation. This includes physical, financial, and social barriers among others that may come to the attention of the City.
- Community Services will work to ensure that all residents – both urban and rural - have equitable access to formal and unstructured recreation activities, while recognizing the existing distribution of facilities and demands for centralizing functions.
- The City will be proactive in active transportation planning, and investment in infrastructure that links residents with recreation facilities and programming while promoting active transportation as a mode of travel.
- The City will take an active role in fostering partnerships to grow opportunities for youth to participate in organized and unorganized activities within their home community.
- As the older adult and senior population grows, the City will work with its partners to broaden the complement of active and social leisure programs and services available to this age group.
- The City will seek to ensure that sufficient facility space and allocations of time, and programs, are offered at affordable costs to enable participation.

- The City will continue to invest in neighbourhood-scale indoor and outdoor recreation facilities, in addition to regional-scale facilities, to provide a diverse range of passive and active recreation opportunities for all residents.

### **C: Embracing the Natural Environment**

- The City will continue to embrace its natural surroundings, and build upon the opportunities provided by these assets through the exploration of options for development that maintains sensitive habitats while expanding opportunities for residents to enjoy them through both passive and active recreational activities.
- The City will seek to maximize public enjoyment of its parks and waterfront assets through festivals and events.
- The City will encourage and prioritize development that facilitates the use of Clarence-Rockland's waterfront, trail ways, and other natural environments for passive and active recreation uses.

### **D: Encouraging Positive Partnerships and Alliances**

- Where appropriate, the City will pursue partnerships with other public, community and private sector providers in order to facilitate the provision of a diverse range of recreation services.
- The Community Services Department recognizes the value of partnerships for facility development, operation, and program development. The department will strive to

ensure the most effective use of the City's resources in order to maximize all opportunities for partnership development with other municipalities, school boards, and other institutions.

- The City will strive to maintain existing successful partnerships with recreation programming partners and operators, and seek out mutually beneficial opportunities to grow these partnerships.
- The City will continue to provide a core set of festivals and events that appeal to a broad cross section of residents, and draw visitors to Clarence-Rockland. The City will take on a facilitation role to assist community members requiring support to provide more specialized events.

### E: Providing the Necessary Infrastructure

- The City will strive towards the provision and maintenance of recreation infrastructure that meets community needs and reflects a diversity of interests, ages, and abilities.
- The City will continue to maintain a high standard of facility maintenance and will plan efficiently towards the replacement of facilities and amenities as may be required over time.
- The City will continue to work with operating partners to ensure City-owned facilities are maintained to City standards, and that operators continue to operate City-owned facilities in a fiscally prudent manner, including planning for and contributing to capital reserves where appropriate.

### F: Efficient and Effective Service Delivery

- The City will strive to provide high level of customer service and facility maintenance to the community which is responsive to current and future needs.
- The City, through its role as the primary coordinator of the local recreation system, will ensure that the required tools, resources and supports are available so that recreation opportunities are provided in an efficient and effective manner.

## 3.4 Goals and Objectives

### Goal 1: Promote Health, Wellness and Active Living

#### Objectives:

- To promote physical activity as a way of life and quality of life through programming.
- To offer opportunities for participation in recreation activities for all members of the community irrespective of age, ability, ethnicity, and income.
- To ensure that this is achieved in both the City's urban core and rural communities.

### Goal 2: Maximize Access to Recreational and Community Oriented Opportunities, Programs and Events.

#### Objectives:

- To grow formal recreation programming in the City's rural hamlets to ensure all residents have equitable access to recreation opportunities.
- To leverage new and existing partnerships to increase recreation programming in each of the City's communities.
- To provide facilities that offer opportunities for recreation activities on a year-round basis, recognizing the confluence between outdoor activities and complementary indoor spaces.

- To improve access to recreation programming through accessible facility design and the provision of appropriate programming and equipment for people with special needs.
- To grow a core set of festivals and events that target a broad cross section of residents and visitors to Clarence-Rockland, while providing support for groups looking to provide events that target specific demographic groups.

### **Goal 3: Target Children and Youth through Recreation**

#### **Objectives:**

- To promote healthy and active living for children and youth by offering a range of recreation services. This should prioritize growing the offer of programs which target older youth (ages 13-18).
- To invest in traditional and non-traditional recreation infrastructure that encourages youth participation in physical exercise and sports across the City's constituent communities.

### **Goal 4: Prioritize and Enhance Outdoor Recreational Opportunities through Trail, Bike Path, and Park Development**

#### **Objectives:**

- To invest in existing parks to enhance their utility for community members.

- To enhance the development and utilization of multi-use trails to accommodate a range passive and active recreation activities.
- To connect rural residents with recreation opportunities across the City's constituent communities.
- To enhance connectivity between existing trails in order to link all areas of the community.
- To provide a uniform standard of development for bicycle paths throughout the City.
- To enhance the level of service within Clarence-Rockland's parks and open spaces to provide high quality passive and active recreational experiences for residents of all ages.
- To work with developers to increase the variety and quality of amenities within new and existing parks.

### **Goal 5: Invest in the City's Waterfront as a Long-Term, Generational Project**

#### **Objectives:**

- To enhance public access to the City's waterfront as a leisure and recreation asset.
- To improve connectivity along the City's waterfront to grow opportunities for passive enjoyment of this asset.
- To leverage new development to increase the City's land ownership along the Ottawa River.

### **Goal 6: Facilities Renewal and Investment**

#### **Objectives:**

- Maximize the utilization of existing assets through investment in improvements and renewal. This requires a comparison between the costs and benefits of facility renewal against new construction.
- To pursue all opportunities to develop recreation infrastructure by leveraging Federal, Provincial, and other funding programs that exist.
- To ensure long-term capital planning for infrastructure renewal as a principle of operational sustainability.
- To support investment in facilities which enhance opportunities for multi-use and/or alternative use in order to enhance utilization and revenue generation.

- To ensure efficient investment in modern recreational infrastructure which maximizes facility benefits to residents and visitors.
- To ensure that the Community Services Department has sufficient resources to maintain all City-owned recreation assets to a high standard to ensure their continued utility for residents.
- To ensure that the Community Services Department maximizes the efficiency with which it uses its resources to operate and maintain the City's recreation inventory.

### **Goal 7: Support, Promote and Partner for Access to Facilities and Programs for all Residents**

#### **Objectives:**

- To maintain and grow existing successful partnerships with facility operators to provide access to a wide range of recreation facilities and programming.
- To continuously investigate new ways to develop programs for rural residents in partnership with school boards, recreation societies, operators, non-profit organizations, and other organizations.
- To investigate flexible program options to enhance the participation of rural residents in recreation (e.g. mobile programming).
- To grow the range of seniors programming to include both social and more active pursuits.

- To identify potential opportunities to work with developers to grow access to parkland, trails, and outdoor amenities as a part of the development process.

### 3.5 Indoor Recreation Facility Recommendations

#### 3.5.1. Indoor Ice

**Recommendation 1:** Monitor utilization of indoor ice at the Clarence-Rockland and Clarence Creek Arena based on either maximum utilization (achieved consistently year to year). Based on projections of growth, one additional ice pad would likely be required slightly beyond the plan period – beyond the current planning horizon. Accordingly, 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.

The City will need to identify the most appropriate form that a new ice pad could take. Contingent on the Jean Marc Lalonde Arena being decommissioned as an ice facility, options could include:

- Building around the Clarence Creek Arena: Invest around and breathe new life into an older asset; OR
- Development of a new build twin pad arena, and decommission the Clarence Creek Arena.

**Rationale:** While the utilization of the Clarence-Rockland Arena is relatively strong, utilization of the Clarence Creek Arena is significantly lower. There is an opportunity for Clarence Creek to play a more central role in meeting the ice needs of residents of

Clarence-Rockland, particularly given its central location within the municipality.

It is expected that Clarence Creek Arena will meet growing ice needs associated with projected population growth, however the City will need to monitor utilization, and begin planning for the development of a fourth indoor ice pad once utilization at both arenas reaches close to prime time capacity.

**Recommendation 2:** Decommission the Jean Marc Lalonde Arena and identify opportunities to repurpose into an indoor non-ice based recreation facility that provides opportunities for a range of sport and recreation activities.

**Rationale:** The building of the Jean Marc Lalonde (JML) Arena is in good physical condition, and offers potential for required indoor sport and recreation space. Moreover, the building is located within the downtown core of Rockland, in close proximity to schools and other recreation amenities. The dimensions of the former ice surface lend themselves to being repurposed as an indoor mixed sport facility.

Regardless, it is important to note that the JML Arena remains at this time a viable option to fulfil future ice needs of the City. As such, the pros and cons of redeveloping this building for other needs that would remove the capacity of this facility to meet future ice needs must be carefully balanced.

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**Recommendation 3:** Pursue a partnership with local school boards to cost-share the repurposing of the Jean Marc Lalonde Arena into an indoor non-ice based recreation facility.

**Rationale:** Local school boards have approached the City indicating that they require additional gymnasium space to accommodate physical activity classes in the context of growing enrollment. The Jean Marc Lalonde Arena is in close proximity to four local schools and as such is well positioned to function as additional gymnasium space for the school boards.

### 3.5.2. Community Centres

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**Recommendation 4:** Complete necessary maintenance at existing community halls to improve appeal for bookings.

**Rationale:** The City's community centres are focal points within their respective communities that serve important civic and social functions. These facilities are currently underutilized. Maintenance issues at the Clarence Creek and Jean Marc Lalonde community rooms should be prioritized to ensure that these facilities continue to function to their full potential.

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**Recommendation 5:** Do not plan for additional community halls over the plan period.

**Rationale:** Projected population growth is expected to take place primarily in the urban core of Rockland. Rural communities are expected to experience minimal population growth over the plan period. Consultation completed as a part of this Master Plan did not identify any desires for additional community halls in the two communities that currently do not have one – Clarence Point, and

Cheney. These community members appear content to travel to nearby communities to use these facilities.

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**Recommendation 6:** Leverage the City's successful partnership with the YMCA-YWCA of Clarence Rockland to expand programming to rural community halls.

**Rationale:** The Municipality has transferred responsibility for non-user group recreation programming in Clarence-Rockland to the Capital Region YMCA-YWCA. The YMCA has the expertise and resources to provide programming in the rural halls.

The Municipality is financing the operation and maintenance of the community halls – the lack of programming is a missed opportunity to improve utilization of these assets.

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**Recommendation 7:** If a partnership with the YMCA-YWCA of Clarence Rockland is not forthcoming, the City should proactively assess options for programming rural community halls.

**Rationale:** The Municipality is financing the operation and maintenance of the community halls – the lack of programming is a missed opportunity to improve utilization of these assets.



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**Recommendation 8:** *Provide recreation committees the right to first refusal for bookings of the City's community halls.*

**Rationale:** While it is important to expand the use of the City's community halls to more structured recreation programming, it is also vital that these halls retain their current function for local communities as social gathering spaces. Accordingly, to ensure that local recreation committees can continue to build social ties within their communities, they should be given the right to first refusal for bookings as the City and/or the YMCA-YWCA of Clarence-Rockland begins the process of more actively programming these facilities.

### 3.6 Outdoor Recreation Facility Recommendations:

#### 3.6.1. Ball Diamonds

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**Recommendation 9:** *Invest in a twin-diamond facility over the plan period to facilitate league and tournament play. This may be paired with regulation size soccer fields to meet the growing enrollment in soccer.*

**Rationale:** Ball sports are growing in popularity in Clarence-Rockland, and are of particular popularity in the City's rural communities where there is not immediate local access to other recreation facilities. A twin diamond will facilitate growth in existing leagues, and allow for the City to host tournaments and competitions. This facility would ideally be a part of a complex that includes a domed field turf field.

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**Recommendation 10:** *The City should proactively engage in land banking over the plan period to plan for the development of a twin diamond facility which may be paired with regulation size soccer fields.*

**Rationale:** The development of a twin diamond facility with associated playing fields will require a significant investment in land. In the context of upcoming new residential development, this land should be proactively planned for through a process of land banking as development occurs.

#### 3.6.2. Soccer Fields

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**Recommendation 11:** *The City should consider the development of an integrated soccer and baseball complex as an aspirational project over the long term. The complex should include a domed field turf field, in addition to a twin baseball diamond field. This will require land banking and planning over the plan period.*

**Rationale:** Both soccer and baseball are popular and growing sports within Clarence-Rockland. They also offer a viable alternative to more expensive sports and recreational activities. An indoor soccer facility will allow local athletes to practice year-round and compete with other leagues in the area. A twin baseball diamond will allow the City to grow baseball enrollment based on latent demand, and host tournaments.

### 3.6.3. Tennis Courts

**Recommendation 12:** Maintain existing tennis courts to standards acceptable for play over the plan period as per the City's asset management plan.

**Rationale:** The City is well served by tennis courts based on comparable population standards. Public consultation did not indicate any unmet need for tennis courts over the plan period.

### 3.6.4. Splash Pads/Spray Parks

**Recommendation 13:** Move forward with the installation of a splash pad in Bourget in 2016.

**Rationale:** The installation of a splash pad in Bourget will move the City of Clarence-Rockland in line with standards in comparable communities, and also improve access to these facilities for rural residents.

**Recommendation 14:** Move forward with the installation of a splash pad in Clarence Creek over the short term.

**Rationale:** The installation of a third splash pad, in Clarence Creek, will ensure that the City meets standards in comparable communities, and will further increase access to these facilities for rural residents.

**Recommendation 15:** Monitor community use and stated desires for splash pads with option to include a fourth splash pad near the end of the plan period – may be as a part of the Regional Group Park, or waterfront development.

**Rationale:** The installation of a second splash pad in Rockland near the end of the plan period would improve access to these facilities for residents in the growing urban centre of Rockland.

### 3.6.5. Waterfront

**Recommendation 16:** Move forward with planned Development-Charge funded waterfront development however focus on analysis of constraints, rather than design.

**Rationale:** The community clearly has a desire to improve access to amenities at the City's waterfront. The community's vision for the waterfront has been clearly articulated through consultation conducted for this Master Plan (provided under separate cover). The City has dedicated funds within their Development Charges funded budget to furthering the process of improving public access to the waterfront which would be quickly used up through a design exercise. Instead, this Master Plan recommends that these funds are used to identify constraints to development which would then inform a more practical design exercise.

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**Recommendation 17:** *Focus waterfront development on Rockland waterfront and connections to urban core: Conduct a secondary plan exercise to look at connectivity issues from the waterfront across County Road 17.*

**Rationale:** Waterfront development in Rockland is an opportunity to look at improving connectivity between the waterfront and developing neighbourhood(s) north of County Road 17, and the broader urban core of Rockland.

### 3.6.6. Bike Paths

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**Recommendation 18:** *The development of bike lanes should take a phased approach, with connections in the urban core forming the first phase of development. Rural connections to urban bike lanes should form a second phase of development.*

**Rationale:** There is greater opportunity to create linkages through bike lanes in the urban core of Rockland: This phase will likely require less investment, and has the potential to be used by a greater volume of riders than rural bike lanes. The urban bike lanes should then form a base upon which rural connections can be made.

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**Recommendation 19:** *The development of rural bike lanes should focus on the existing United Counties trail.*

**Rationale:** Any development of bike lanes must leverage existing infrastructure to be an effective investment.

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**Recommendation 20:** *Move forward with related investment in bike trails and network as per DC Background Study.*

**Rationale:** These funds have been earmarked for this purpose, and consultation through this Master Plan has indicated there is a clear demand for these services.

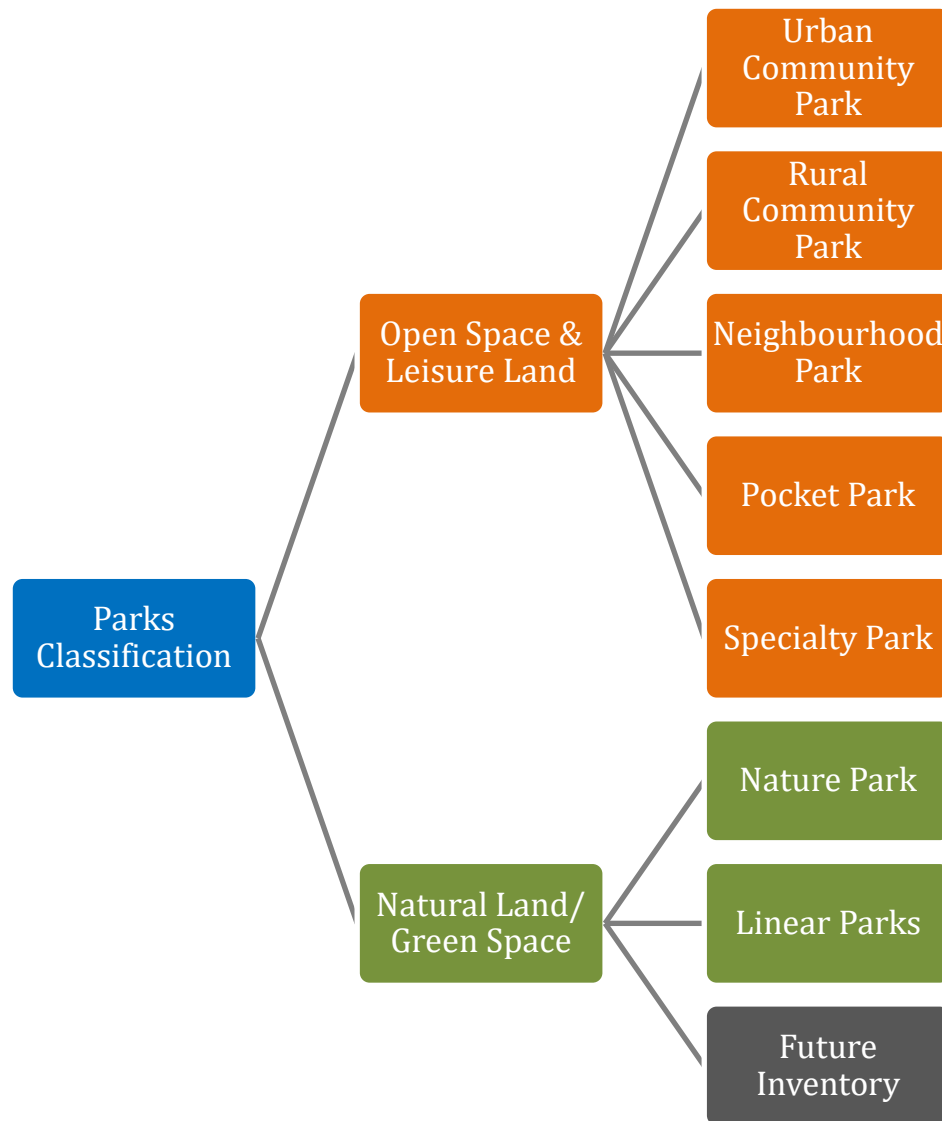
### 3.6.7. Parkland

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**Recommendation 21:** *Adopt a parkland classification system as a part of the Master Planning process.*

**Rationale:** The City of Clarence-Rockland does not currently have a parkland classification system to assist in future parks planning exercises. Parkland classification systems serve as a reference tool to guide the City in the development of new parks, and investment in existing parks that may not currently be meeting community needs to their full potential.

Through a review of the City's existing parkland inventory, and staff aspirations for the parks system, we recommend the adoption of the following parks classification system:



### Urban Community Park:

**Includes:** A range of active and passive recreational uses including indoor and/or outdoor activities. May house indoor recreation facilities such as arenas and community halls, and outdoor amenities such as sports fields and ball diamonds.

**Serves:** All City residents.

**Size:** Depends on configuration.

**Example:** Simon Park

### Rural Community Park:

**Includes:** A range of active and passive recreational uses including sports fields and other sport-specific amenities. May include a community hall and/or arena.

**Serves:** Primarily serves residents of the rural community in which it is located.

**Size:** Depends on configuration.

**Example:** Bernard Valiquette Park (Bourget)

**Neighbourhood Park:**

**Includes:** Active and passive recreation facilities – primarily outdoor, for every-day use rather than competition. E.g. playground, playing field.

**Serves:** Local neighbourhood (ten minute walk).

**Size:** Approximately 1-3ha

**Example:** Parc Deschamps

**Pocket Park:**

**Includes:** Passive infrastructure only.

**Serves:** Local neighbourhood

**Size:** Typically small or irregular single plot.

**Example:** Heritage Park on Laurier Street.

**Specialty Park:**

**Includes:** Specialty uses not found in other parks, such as a dog park, community gardens, boat launch, etc.

**Serves:** All City residents.

**Size:** Depends on amenities housed.

**Example:** Du Moulin Park, Dog Park.

**Nature Park:**

**Includes:** Land of environmental significance. Development typically limited to trails.

**Serves:** All City residents.

**Size:** Depends on configuration.

**Example:** Lavigne Natural Park

**Linear Park:**

**Includes:** Trail ways and/or bike paths.

**Serves:** All City residents and in some cases visitors to the city.

**Size:** Depends on configuration.

**Example:** Prescott-Russell Recreational Trail

**Recommendation 22:** Adopt the following provision targets for parkland over the Plan period:

Park Type	Suggested Provision Target
Urban Community Park	0.5 ha per 1,000 urban residents. (Current standard 0.37)
Rural Community Park	1 per rural community.
Neighbourhood Park	1 within a ten minute walk of all residential neighbourhoods not served by an urban or rural community park. Should include typical play space amenities.
Pocket Park	Where municipal landholdings are too small for development of amenities. Parcels of this nature should not be actively pursued in the subdivision process.
Specialty Park	Where demand exists for specialized facilities.
Nature Park	Developed where land is acquired of environmental significance, at the discretion of the municipality.
Linear Parks	Where opportunity exists for acquisition of parcels

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Specific recommendations as it pertains to communities and parkland comprise:

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**Recommendation 23:** *Identify options for the development of an urban community park in the Regional Group development.*

**Rationale:** A best practice in terms of urban parkland provision is 0.5ha of urban community parkland per 1,000 residents. Simon Park currently services the municipality in this regard, however as the urban core of Rockland grows and moves away from the traditional downtown core, there is an opportunity to improve the current level of provision, and create a second urban community park within the Regional Group development. The concept for this development is an urban village with connections to the waterfront, lending itself to a location for a second urban community park.

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**Recommendation 24:** *Move forward with addition of splash pad to Bernard Valiquette Park.*

**Rationale:** The City has allocated funds for this project, and there is clear demand for this facility in Bourget.

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**Recommendation 25:** *Monitor requirement for additional neighbourhood park if additional subdivisions are approved outside of current community boundary.*

**Rationale:** Bourget is currently well served in terms of neighbourhood parks, however if additional development occurs outside of the current community boundary, new residents would likely be under served in terms of proximate access to neighbourhood park amenities.

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**Recommendation 26:** *Maintain Cheney Park. Consider the addition of amenities for youth under 10 years of age – e.g. a splash pad or skate park, over the medium term.*

**Rationale:** Based on both population-based standards, and local access to neighbourhood scale recreation amenities, Cheney is well served. There is a community desire for additional amenities in this park that serve youth under 10 years of age.

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**Recommendation 27:** *Clarence Creek is well served by parkland at present. The City should monitor development of the future subdivision to assess requirements for additional neighbourhood scale parks.*

**Rationale:** The future subdivision process would add additional residents to Clarence Creek, away from the traditional settlement boundary. This may result in new residences being located too far from existing neighbourhood scale park amenities.

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**Recommendation 28:** *Move forward with the development of Mountainview Park in Clarence Point as a neighbourhood scale park.*

**Rationale:** This park will improve access to neighbourhood scale amenities for residents in Clarence Point, and is already budgeted for in the City's capital budget.



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**Recommendation 29:** *Assess feasibility of skate park provision in Hammond Park over the plan period.*

**Rationale:** Hammond is well served by parkland. Future development in the JML subdivision will be well served by the existing park. Residents indicated the park lacks amenities for older youth.

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**Recommendation 30:** *Maintain the relationship with the school board that permits public access and use of the Saint Pascal-Baylon ball diamond and soccer field.*

**Rationale:** The current agreement ensures public access to recreation amenities that serve an important role for both residents of Saint Pascal Baylon, and for user groups across the City that use these facilities.

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**Recommendation 31:** *Assess public interest in additional facilities behind the community centre in Saint Pascal Baylon.*

**Rationale:** Community amenities in Saint Pascal Baylon are currently concentrated by the Saint Pascal Baylon ball diamond. The local community centre has a sizable tract of land behind it but to date only houses horseshoe pits. The City should ascertain local appetite for additional amenities in this location that do not duplicate existing amenities in the community.

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**Recommendation 32:** *Move forward with concept development of Morris Village and Regional Group Park development.*

**Rationale:** Per capita provision is lower than in comparable jurisdictions, however will catch up with development of the park in Morris Village, and the Regional Group subdivision.

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**Recommendation 33:** *Limit investment in the current dog park given that the land is on a short-term lease. Regardless however, provide investment for this facility for it to function as a dog park over the lease period. Work with the Dog Park committee to identify required upgrades.*

**Rationale:** The dog park is on a short-term lease and as such, significant investment in this facility is not prudent. However, for the park to function as a dog park, it requires certain amenities that it currently lacks. This includes fencing and water provision.

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**Recommendation 34:** *Identify a permanent location for the dog park over the short to medium term.*

**Rationale:** The dog park is a valued amenity within the community. To ensure it is available for residents on a permanent basis, the City will need to identify municipal land to develop a permanent dog park. Moreover, a permanent location will allow for investment to provide a high quality, functional experience for users. A permanent location should allow for the following amenities:

- Amenities for both small and big dogs
- Water source (clean)
- Sufficient (high) fencing
- Lighting (could be self-sustained if no hydro is available)
- Multiple refuse containers spread over park area.
- Permanent covered area for shade
- Benches/tables for owners

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**Recommendation 35:** *Assess demand for a second dog park over the plan period.*

**Rationale:** While the dog park is a relatively new amenity in Clarence-Rockland, it has proven popular with residents from across the municipality. The City should assess demand for a second dog park over the plan period, assessing demand through a.) utilization of the existing dog park, and b.) community desires for a second location. Based on public appetite, this may be located in a rural community.

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**Recommendation 36:** *Replace play structures at the end of their lifecycle as per the City's Asset Management Plan.*

**Rationale:** The City currently has an asset management plan that identifies required investment and/or replacement of playground equipment over the plan period. This is based on manufactures best practice in terms of life cycle replacement.

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**Recommendation 37:** *Develop a Parks Policy that identifies appropriate use, roles and responsibilities of authorities, hours, signage requirements, offenses and penalties etc.*

**Rationale:** The City does not currently have a Parks Policy, which reduces the municipality's capacity to regulate park use. While residents are generally happy with the City's parks, safety and security was a concern that arose in consultation.

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**Recommendation 38:** *Plan for play structures appropriate for both younger and older children in all neighbourhood parks.*

**Rationale:** Best practice in comparable municipalities dictates that playgrounds should provide amenities for all ages under 14 years.

As the City revises its asset management plan on an annual basis over the Plan period, it should work to ensure all playgrounds have structures for both younger and older children.

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**Recommendation 39:** *Prioritize wheelchair accessible play structures in new acquisitions.*

**Rationale:** It is not feasible to replace all older play structures that are not accessible, however this should be a priority as the City works through its asset management plan, and acquires new play structures.

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**Recommendation 40:** *Work with the Planning Department to revise wording in the Official Plans to include wording to allow the municipality to negotiate with developers to contribute to life cycle maintenance for play structures, and provide funding for amenities within parks.*

**Rationale:** The City's Official Plan is a tool that allows the municipality to negotiate with developers during the subdivision process, to ensure that residents have access to high quality amenities within local parks.

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**Recommendation 41:** *Adopt a parkland disposition policy that identifies the process through which the City would identify surplus parkland, and assess its suitability for disposition.*

**Rationale:** The City does not currently have a parkland disposition policy, which limits the transparency with which it can identify, and dispose of surplus land.

### 3.7 Programming Recommendations

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**Recommendation 42:** *Work with rural recreation committees to identify priorities for rural programming in each community.*

**Rationale:** A goal of the Master Plan is to improve access to recreation programming for rural residents, however this must be conducted in partnership with rural recreation committees and user groups that provide existing programming. This will ensure that programming is not duplicated, and that developed programs accurately reflect the needs of rural communities.

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**Recommendation 43:** *Focus on expanding programming to rural residents using community halls as anchors.*

**Rationale:** Community halls are focal gathering points for rural communities. They are currently underutilized, and as municipal assets, should be leveraged in expanding programming to rural communities.

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**Recommendation 44:** *Leverage the City's successful partnership with the YMCA to expand programming to rural community halls.*

**Rationale:** To date, the partnership between the YMCA-YWCA of Clarence-Rockland, and the City of Clarence-Rockland, has ensured that residents have access to high quality recreation programming for all ages. As a partner in the community with significant knowledge and experience in recreation programming, broadly and locally, the YMCA-YWCA is an obvious choice in this regard.

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**Recommendation 45:** *Identify options to program rural schools.*

**Rationale:** Like rural community centres, rural schools are focal gathering points for their communities, and are under-utilized assets. Moreover, the City of Clarence-Rockland has historically had positive relationships with local school boards. The City should investigate the appetite for programming in rural school gymnasiums either directly, or through a partnership with the YMCA-YWCA of Clarence-Rockland, the school boards, and/or other qualified operators.

### 3.8 Partnership-Based Recommendations

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**Recommendation 46:** *Review existing Joint Use Agreements and Partnership Agreements when they are up for renewal to ensure agreements continue to positively contribute to Clarence-Rockland's recreation system.*

**Rationale:** The City of Clarence-Rockland has historically built a positive and mutually beneficial relationship with local school boards. Particularly in rural communities, local schools play a key role in the provision of indoor recreation space.

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**Recommendation 47:** *Work with local recreation committees to assess potential to expand programming for seniors and youth to community halls in rural areas.*

**Rationale:** Local recreation committees have experience in providing social programming in Bourget. This role has the potential to be expanded through the development of local recreation committees in other rural communities to improve access to local programming.

### 3.9 Event-Based Recommendations

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**Recommendation 48:** *Define a 'core' set of events that the Municipality is responsible for facilitating.*

**Rationale:** The City receives multiple requests on an annual basis to fund and operate community events. Without a procedure in place to identify which events to support, there is a lack of transparency. Defining a core set of events that the Municipality is responsible for facilitating, improves transparency in terms of the City's role in providing events. Core events should be those that both cater to local residents and have the potential to attract visitors from outside of Clarence-Rockland.

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**Recommendation 49:** *Continue to facilitate, promote, and evolve existing core events (i.e. Canada Day, Santa Claus Parade, and Ottawa River Festival).*

**Rationale:** Based on the popularity of these events, and their ability to draw visitors into Clarence-Rockland, the City should define these as core events that Community Services is responsible for facilitating.

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**Recommendation 50:** *Outside of defined core events, the City should adopt a facilitation role – assisting community groups interested in organizing events.*

**Rationale:** While a lack of resources means that the City cannot support every event that requests funding or assistance in other regards, this Master Plan identifies that the Community Services department has a key role to play in assisting community groups that are shouldering a majority of the responsibility for events.

### 3.10 Recommendations on Fees and Charges

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**Recommendation 51:** *Revisit user fees on a regular basis based on quality of amenities.*

**Rationale:** At this point in time, the existing user fee schedule appears to meet both the needs of the municipality, and local residents. It is vital however to complete an annual review of user fees based on quality of amenities, to ensure that these fees meet the needs of the municipality and of residents.

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**Recommendation 52:** *Work with the Capital Region YMCA-YWCA to remove financial barriers to non-members for day entry to indoor swimming.*

**Rationale:** The Cultural and Sports Complex is a city-owned facility, with the YMCA-YWCA of Clarence-Rockland operating the fitness and aquatic components of this building. As a City-owned facility, the City has a responsibility to ensure that residents have reasonable access to aquatic programming. This may mean that the City purchases free swim times once a week from the YMCA-YWCA for this purpose.

### 3.11 Recommendations on Internal Organization

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**Recommendation 53:** *Identify opportunities to work with the union responsible for Community Service employees to develop defined titles, roles and responsibilities.*

**Rationale:** Defined roles and responsibilities improve efficiency and accountability by clearly identifying who is responsible for what.

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**Recommendation 54:** *Investigate options for work-flow software.*

**Rationale:** Work-flow software will improve the efficiency and accountability associated with assigning maintenance jobs to employees.

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**Recommendation 55:** *Appraise existing garage. Identify value of existing garage for disposition or reallocation to a different municipal use. Identify possibility for land purchase for new garage or site on existing municipal land.*

**Rationale:** The existing garage does not meet the needs of the Community Services Department.

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**Recommendation 56:** *Identify the potential role for one additional FTE worker as a project coordinator in the Community Services Department to assist with existing recreation services provision. Description: Responsible for implementation of future capital projects. This could be done internally if staff is available.*

**Rationale:** The existing staffing structure is clearly strained, with maintenance issues deferred due to lack of staffing. While other recommendations provided within this section will improve efficiency of resource-use, the Community Services Department should identify the role that one additional FTE worker would play, and present this proposal to City council.

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**Recommendation 57:** *Investigate the feasibility of adopting CLASS booking software with online booking capabilities.*






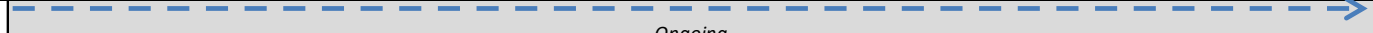


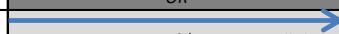

**Rational:** CLASS booking software will reduce the labour costs associated with maintaining the current booking system, and will provide more detailed information regarding trends in facility bookings.

## 4 Implementation

### 4.1 Timelines and Budget Allocations

The following identifies approximate timelines and high level cost estimates and/or budget allocations for the recommendations contained within this Master Plan. These timelines are flexible, and are approximately based on projected population growth. The Master Plan recommendations have identified approximate timing based on population projections, but also identified appropriate standards of provision.



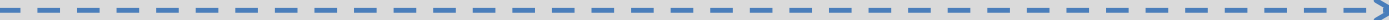
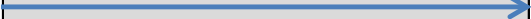
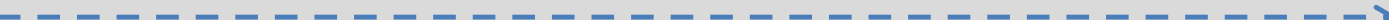

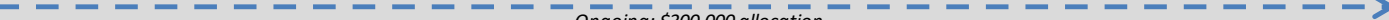
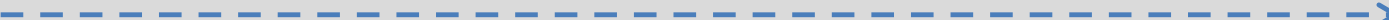
The Master Plan is a flexible document, and the timing of the recommendations should be revisited on an annual basis by the Community Services Department based on actual population growth, and any changes in annual utilization.

Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
Indoor Recreation Facility Recommendations								
1. 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.							 Cost will vary based on work required. Basic allocation for feasibility study and design: \$300,000; Land banking or land purchase will be above this.	
2. Decommission the Jean Marc Lalonde Arena and identify opportunities to repurpose into an indoor non-ice based recreation facility that provides opportunities for a range of sport and recreation activities.	 Cost will vary based on use and condition of arena							
3. Pursue a partnership with local school boards to cost-share the repurposing of the Jean Marc Lalonde Arena into an indoor non-ice based recreation facility.	 Cost of staff time only.							
4. Complete necessary maintenance at existing community halls to improve appeal for bookings.	 Community Services Department to identify estimated cost for high priority work.	 Ongoing						
5. Do not plan for additional community halls over the plan period.	 Ongoing							
6. Leverage the City’s successful partnership with the YMCA-YWCA of Clarence Rockland to expand programming to rural community halls.	 Cost of staff time only - cost of programming should rest with YMCA-YWCA		 Ongoing					
	OR							
7. If a partnership with the YMCA-YWCA of Clarence Rockland is not forthcoming, the City should proactively assess options for programming rural community halls.	 Conservative estimate of \$20,000 annually based on expanding programming through an external programmer, and cost of existing staff time to coordinate.							
8. Provide recreation committees the right to first refusal for bookings of the City’s community halls.	 Ongoing							



Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
Outdoor Recreation Facility Recommendations								
9.&11. Invest in a twin-diamond facility over the plan period to facilitate league and tournament play. This may be paired with regulation size soccer fields (one domed) to meet the growing enrollment in soccer.				Cost will vary based on land costs and precise configuration of the project. Twin ball diamonds can cost in the range of \$400-\$600k depending on design and amenities. A domed soccer field may cost in the range of \$2-3 million.				
10. The City should proactively engage in land banking over the plan period to plan for the development of a twin diamond facility which may be paired with regulation size soccer fields.	Ongoing: Cost will vary and is the opportunity cost of a.) alternative investment of municipal funds, and b.) taking cash-in-lieu of land acquired through the development subdivision process.							
12. Maintain existing tennis courts to standards acceptable for play over the plan period as per the City’s asset management plan.	Ongoing							
	\$28,000 Clarence Creek Arena surfaces		36,000 Simon Park surfaces					
13. Move forward with the installation of a splash pad in Bourget in 2016.	\$150,000							
14. Move forward with the installation of a splash pad in Clarence Creek over the short term.			\$150,000					
15. Monitor community use and stated desires for splash pads with option to include a fourth splash pad near the end of the plan period – may be as a part of the Regional Group Park, or waterfront development.							\$150,000	

Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
<b>Outdoor Recreation Facility Recommendations</b>								
16. Move forward with planned Development-Charge funded waterfront development however focus on analysis of constraints, rather than design.	→ \$50,000 as per existing capital budget							
17. Focus waterfront development on Rockland waterfront and connections to urban core: Conduct a secondary plan exercise to look at connectivity issues from the waterfront across County Road 17.		→ \$100,000	\$100,000					
18. The development of bike lanes should take a phased approach, with connections in the urban core forming the first phase of development. Rural connections to urban bike lanes should form a second phase of development.	-----→ Ongoing							
19. The development of rural bike lanes should focus on the existing United Counties trail.	-----→ Ongoing							
20. Move forward with related investment in bike trails and network as per DC Background Study.	-----→ Ongoing: \$245,000							
21. Adopt a parkland classification system as a part of the Master Planning process.	→ Cost of Staff Time							
22. Adopt the identified provision targets for parkland over the Plan period.	→ Cost of Staff Time							






Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
Outdoor Recreation Facility Recommendations								
23. Identify options for the development of an urban community park in the Regional Group development.								
	\$200,000							
24. Move forward with addition of splash pad to Bernard Valiquette Park.								
	\$150,000							
25. Monitor requirement for additional neighbourhood park if additional subdivisions are approved outside of current community boundary.								
	Ongoing							
26. Maintain Cheney Park. Consider the addition of amenities for youth under 10 years of age – e.g. a splash pad or skate park, over the medium term.								
			\$150,000					
27. Clarence Creek is well served by parkland at present. The City should monitor development of the future subdivision to assess requirements for additional neighbourhood scale parks.								
	Ongoing							
28. Move forward with the development of Mountainview Park in Clarence Point as a neighbourhood scale park.								
	\$100,000							
29. Assess feasibility of skate park provision in Hammond Park over the plan period.								
	Ongoing: \$300,000 allocation							
30. Maintain the relationship with the school board that permits public access and use of the Saint Pascal-Baylon ball diamond and soccer field.								
	Ongoing							

Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
<b>Outdoor Recreation Facility Recommendations</b>								
31. Assess public interest in additional facilities behind the community centre in Saint Pascal Baylon.	<div>→</div> <div>Cost will vary based on amenity. Allocation of \$50,000</div>							
32. Move forward with concept development of Morris Village and Regional Group Park development.	<div>→</div> <div>\$50,000</div>							
33. Limit investment in the current dog park given that the land is on a short-term lease. Regardless however, provide investment for this facility for it to function as a dog park over the lease period. Work with the Dog Park committee to identify required upgrades.	<div>→</div> <div>Allocation of \$50,000</div>							
34. Identify a permanent location for the dog park over the short to medium term.	<div>→</div> <div>Land should be acquired through the development process.</div>							
35. Assess demand for a second dog park over the plan period.			<div>-----→</div> <div>Land should be acquired through the development process.</div>					
36. Replace play structures at the end of their lifecycle as per the City's Asset Management Plan.	<div>→</div> <div>Ongoing: Current estimates: 2016-2018 \$224,000    2019-2022: \$182,000    2023+: \$492,000</div>							
37. Develop a Parks Policy that identifies appropriate use, roles, and responsibilities of authorities, hours, signage requirements, offenses and penalties etc.	<div>→</div> <div>\$10,000</div>							
38. Plan for play structures appropriate for both younger and older children in all neighbourhood parks.	<div>-----→</div> <div>Ongoing: Cost will depend on number of parks developed.</div>							

Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
<b>Outdoor Recreation Facility Recommendations</b>								
39. Prioritize wheelchair accessible play structures in new acquisitions	<div> <div></div> <div>Ongoing: Cost will depend on number of acquisitions</div> </div>							
40. Work with the Planning Department to revise wording in the Official Plan to include wording to allow the municipality to negotiate with developers to contribute to life cycle maintenance for play structures, and provide funding for amenities within parks.	<div> <div></div> <div>Cost of staff time.</div> </div>							
41. Adopt a parkland disposition policy that identifies the process through which the City would identify surplus parkland, and assess its suitability for disposition.	<div> <div></div> <div>Cost of staff time.</div> </div>							

Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
<b>Programming Recommendations</b>								
42. Work with rural recreation committees to identify priorities for rural programming in each community.	<i>Cost of staff time</i>							
43. Focus on expanding programming to rural residents using community halls as anchors.	<i>Partnership with YMCA-YWCA</i>							
44. Leverage the City's successful partnership with the YMCA to expand programming to rural community halls.	<i>If City engages instead with direct programming : estimate of \$20,000 annually</i>							
45. Identify options to program rural schools.	<i>Cost of staff time</i>							

Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
<b>Partnership Recommendations</b>								
46. Review existing Joint Use Agreements and Partnership Agreements when they are up for renewal to ensure agreements continue to positively contribute to Clarence-Rockland's recreation system.	Ongoing - Cost of Staff Time							
47. Work with local recreation committees to assess potential to expand programming for seniors and youth to community halls in rural areas.	Cost of staff time							
<b>Event-Based Recommendations</b>								
48. Define a 'core' set of events that the Municipality is responsible for facilitating.	Cost of staff time							
49. Continue to facilitate, promote, and evolve existing core events (i.e. Canada Day, Santa Claus Parade, and Ottawa River Festival).	Ongoing - Cost of Staff Time							
50. Outside of defined core events, the City should adopt a facilitation role - assisting community groups interested in organizing events.	Ongoing - Cost of Staff Time							

Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
<b>Recommendations: Fees &amp; Charges</b>								
51. Revisit user fees on a regular basis based on quality of amenities.	Ongoing: Cost of staff time							
52. Work with the Capital Region YMCA-YWCA to remove financial barriers to non-members for day entry to indoor swimming.	Ongoing: Estimate of \$10,000 annually							
<b>Recommendations: Internal Organization</b>								
53. Identify opportunities to work with the union responsible for Community Service employees to develop defined titles, roles and responsibilities.	 Cost of staff time							
	 City has acquired licence for WorkTech - no additional cost.							
54. Investigate options for work-flow software.								
55. Appraise existing garage. Identify value of existing garage for disposition or reallocation to a different municipal use. Identify possibility for land purchase for new garage or site on existing municipal land.	 Cost will vary significantly based on land requirements and design for new facility.							
56. Identify the potential role for one additional FTE worker in the Community Services Department to assist with existing recreation services provision.	 \$50,000							
57. Investigate the feasibility of adopting CLASS booking software with online booking capabilities.	 \$30,000							



## 4.2 Prioritizing Plan Recommendations

This Master Plan has identified recommendations in terms of appropriate timing. This provides Council with some strategic direction as to the relative prioritization of the recommendations. Regardless, ultimately the decisions regarding what the City invests in, and the specific timing of this investment will rest with Council. To assist in the process of prioritizing investment in parks and recreation projects over the course of the Plan, we have provided the following suggested decision matrix. This is for assistance only, and Council may choose to add additional categories, remove categories, and weight categories as they see fit.

Category	Score			
	Good Fit	Marginal Fit	Poor Fit	No Fit
	4	3	2	1
Fits with Council's Strategic Priorities				
Identified community need through a.) Strategic planning exercise b.) Community consultation				
Funds previously allocated through budgeting process.				
Project will positively impact sectors/departments beyond community services.				
Addresses a previously recognized service gap.				
Improves equitable distribution of recreation amenities and programming between communities.				
Does not duplicate existing or nearby programs or services.				
Collaborative opportunities identified to reduce financial and operative burden.				
<b>TOTAL SCORE</b>				

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## 5 References

Ontario Ministry of Culture and Recreation: Guidelines for Developing Public Recreation Facility Standards (2004).

Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011032.

City of Clarence-Rockland, Planning Department Statistics 2015.

