

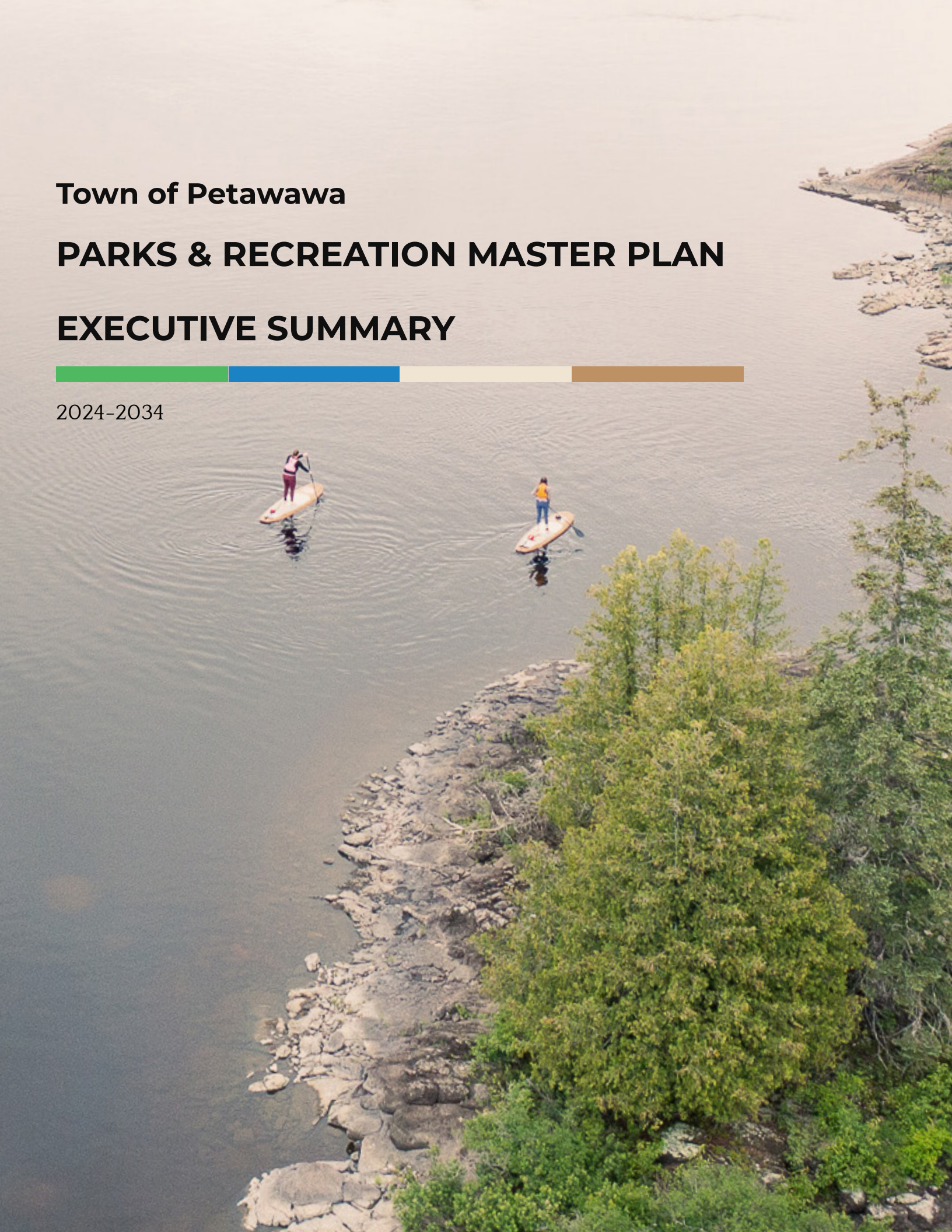
Town of Petawawa

PARKS & RECREATION MASTER PLAN

EXECUTIVE SUMMARY



2024-2034



Land Acknowledgment

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

Acknowledgments

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

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

Town of Petawawa

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1.0

INTRODUCTION

This is the Town's first Parks and Recreation Master Plan in fourteen years. As a forward-looking document, it aims to guide Council and staff in the sustainable development and delivery of parks, recreation programs, events, facilities, and related services through 2034.

It seeks to address the evolving needs of residents by assessing how the Town's parks and recreation services can adapt to demographic changes, growth, and emerging trends.

Community Engagement was an important part of the process in developing the Master Plan.

Consultation activities included:

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

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

2.0

SUMMARY OF PRIORITIES

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

Immediate (1st year)

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

Short Term (2nd and 3rd year)

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

Medium Term (4th - 6th year)

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

Long Term (7th - 10th year)

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

3.0

IMPLEMENTATION STRATEGY

The following pages provide the detailed implementation strategy, including all of the Plan's recommendations, timing of implementation, and costing where applicable.

Please note: Some recommendations are ongoing, meaning, to be continued throughout the Plan as needed. Recommendations are placed in the time frame when they are to begin, with a note that they are ongoing. They are not repeated in each time frame table to avoid repetition. For this reason, the list of recommendations under "Immediate" is longest, but it contains many recommendations for actions that are ongoing throughout the term of the Plan.

FIGURE 7-1: Summary of Capital and Studies Costs

Service Area	Immediate (1 year)	Short Term (2-3 years)	Medium Term (4-6 years)	Long Term (7 - 10 years)	TOTAL
Programs and Events	\$0	\$0	\$0	\$0	\$0
Facilities	\$0	\$2,170,000	\$0	\$6,450,000	\$8,620,000
Parks and Open Space	\$71,000	\$2,118,250	\$2,069,500	\$300,000	\$4,558,750
Service Delivery	\$0	\$0	\$0	\$40,000	\$40,000
TOTAL	\$71,000	\$4,288,250	\$2,069,500	\$6,790,000	\$13,218,750

Operations

Capital

Studies

Immediate Actions

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

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

2 Costs to be determined on a case by case basis

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

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

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

Operations

Capital

Studies

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

6 Component of F1

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

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

9 To be determined annually based on asset management cost projections

Operations

Capital

Studies

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

10 Will be covered in the cost of each park upgrade

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

Operations


Capital

Studies

#	Recommendation	Immediate (1 st year)
Centennial Park		
PO 27	Implement effective geese management strategies to minimize droppings and maintain cleanliness on the grass and in the water.	Ongoing
Kiddyland Park		
PO 29 ¹²	Following the concept developed for Kiddyland Park, implement the construction of key amenities including a container market, activity hub (splash pad, playgrounds, skatepark), expanded parking, and enhanced pedestrian access, to create a cohesive and functional community park.	\$70,000
Neighbourhood Parks		
Wilson Park		
PO 39	Continue to engage with the River Rats Whitewater Club to optimize use of Wilson Park.	Ongoing
Woodland Park & Trail		
PO 43	Explore the opportunity to introduce the Adopt-a-Trail initiative at Woodland Trail.	Ongoing
Neighbourhood Parks		
Total Parks and Open Space Recommendations Costs		\$71,000
6.0 Service Delivery		
Municipal Role, Organization and Staffing		
SD 1	In developing its services and meeting future parks and recreation needs, the Town will continue to act in both direct and indirect capacities.	Ongoing
SD 2 ¹³	Continue the Town's focus in service provision on meeting demand that complements and does not compete with other providers while delivering the capacity needed for resident access to facilities and programs.	Ongoing
SD 3	Assign projects that bridge accessibility and equity, diversity and inclusion as joint initiatives to the Petawawa Accessibility Advisory Committee, the Petawawa Equity, Diversity and Inclusion Advisory Committee, and the Seniors Advisory Committee.	Ongoing
SD 5	Continue to maximize access to available program spaces to facilitate the work of all Town Programmers.	Ongoing
SD 6	Monitor the extent to which the new Recreation Programmer and the Seniors Recreation Programmer positions address service development needs as per their job descriptions.	
SD 7	Enhanced staff competencies are required for process-related work such as monitoring, planning and evaluation.	
Collaborations and Agreements		
SD 9	Ensure all collaborations are supported by appropriate agreements.	Ongoing

12 See Appendix for full cost breakdown of the Design Concept


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

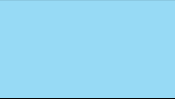
Operations Capital Studies 

#	Recommendation	Immediate (1 st year)
SD 10 ¹⁴	Expand mutually beneficial collaborations with community-based service providers to grow and diversify programs and services.	
SD 11 ¹⁵	Reach out to local, regional and provincial sport and recreation organizations to determine the potential for them to offer programs in Petawawa.	
SD 12	Investigate opportunities to collaborate with post-secondary schools in the area to access academic expertise and facilitate student placements in parks and recreation in Petawawa.	Ongoing
SD 14	In consultation with collaborators/partners, regularly review and as required, update agreements.	Ongoing
Policies Requirements		
SD 16	Review and update terms and conditions of rentals, and field names, in the Field Allocation Policy.	
SD 17	At the next Corporate review of the Grants to Community Groups policy, request consideration of the need for new and revised parameters on use of grants, Town contributions, accountability and evaluation requirements.	
SD 18	Review and update the Special Events Policy to include cost recovery requirements for services provided by the Town.	
SD 19	As part of the Special Events Policy update, consider distinguishing between events intended for Town residents and those designed to attract visitors and align Town support, respectively.	
SD 24	Consult with volunteer recreation groups to confirm the type and extent of required assistance to sustain/grow their programs/events, and to inform development of the policy within the capacity of the Town to provide support.	
SD 25	Develop a policy on storage at Town parks and facilities to optimize the use of limited space and to better manage the allocation and tenure of available storage.	
SD 26	Implement tennis and pickleball court use allocation as part of a formal agreement with the Petawawa Tennis and Pickleball Club.	
SD 28	Regularly review and update policies to reflect relevant changes.	Ongoing
Revenue Generation		
SD 29	Institute revenue generating programs to help offset the costs of service provision.	Ongoing
SD 30	Assign priority to revenue generating programs according to ease of implementation.	Ongoing
Communication, Promotion and Marketing		
SD 34	Use Information and Communications initiatives in the 2023-2026 Municipal Accessibility Plan to create comprehensive new and renewed website and social media channels for parks and recreation services.	

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

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

Operations Capital Studies 

#	Recommendation	Immediate (1 st year)
Service Planning and Evaluation		
SD 39 ¹⁶	Develop an enhanced data base to apply in a formal recreation facilities and programs/ services planning to: verify community service needs, monitor and evaluate the success of the service response, and incorporate results in subsequent planning activities.	
Total Service Delivery Recommendations Costs		\$0
IMMEDIATE GRAND TOTAL		\$71,000

16 Cost will depend on capacity of existing system to perform additional tasks or need to upgrade

Operations

Capital

Studies

Short Term Actions

#	Recommendation	Short Term (2 - 3 years)
Events and Tourism		
PE 12	Plan to program the new Kiddyland/Norman Street Site with markets, food trucks, and a variety of community events.	
Total Programs and Events Recommendations Costs		
4.0 Facilities		
Indoor Facilities		
F 1	Prepare a detailed feasibility study for the development of a multi-purpose municipal recreation complex considering the need for, and Town capacity to provide, the following major components: a second ice pad, a pool, gymnasium and walking track, multi-purpose spaces, and age-specific program spaces.	\$100,000
F 2 ¹⁷	In the feasibility study, determine the potential to provide trend-drive facilities/services to meet emerging interests and/or additional functions.	
F 3 ¹⁸	Include expectations on the following deliverables in the feasibility study RFP: confirm facilities required to meet anticipated program/activity needs, considering a regional market, where appropriate; develop concept plan, and project capital and a 5-year operating pro forma for a multi-use recreation complex that integrates needed facilities; investigate the potential for financial contributions of non-resident municipalities or other collaborators; conduct a site evaluation and selection for the proposed multi-use recreation complex.	
Second Ice Pad		
F 4 ¹⁹	Investigate twinning the existing arena in determining the feasibility of providing a second pad, along with upgrades and expansion of ancillary facilities to serve both pads.	
F 5	Assess the potential to design and equip a second pad to host performance-related events for a regional market.	
Pool		
F 7 ²⁰	Use the feasibility study to confirm the current and future growth-related market - including Petawawa and surrounding communities - for an indoor pool comprising a 25 m, 8-lane pool capable of accommodating short-course meets, a leisure pool with 0-level entry, and a possible therapeutic pool.	
F 8 ²¹	Investigate the willingness for the other municipalities in the regional market for an indoor pool to enter binding agreements to contribute to capital costs and/or annual operating costs, along with a framework for negotiating appropriate levels of financial support.	

17 Component of F1

18 Component of F1

19 Component of F1

20 Component of F1

21 Component of F1

Operations

Capital

Studies

#	Recommendation	Short Term (2 - 3 years)
Gymnasium and Track		
F 9 ²²	In the feasibility study, assess the need for, and design of, a municipal gymnasium to meet program/activity needs for active sports and recreation and auditorium-related uses.	
F 10 ²³	Consider integrating an indoor track as part of a gymnasium or a second ice pad.	
Multi-purpose Spaces		
F 12 ²⁴	As part of the feasibility study, identify facilities required to accommodate Town objectives in program development to meet current demand and emerging interests and, to the extent possible, anticipate future needs.	
F 13 ²⁵	Based on facility needs determine the sizes, configurations, and conceptual designs of multi-purpose space(s) to accommodate confirmed need for programs/activities.	
Age-specific Program Spaces		
F 14 ²⁶	Base the future provision of additional space for seniors in a multi-purpose complex on needs that address gaps in supply and supplement those being met with facilities at the Silver Threads Community Centre, while optimizing use of multi-purpose space(s) in a new complex for seniors' programs, as appropriate.	
F 16 ²⁷	If needed to cover adult program times, consider providing childminding space for use by caregivers who are participating.	
Fitness Gym		
F 17 ²⁸	Consider the potential to include a fitness gym as a component of a multi-use recreation complex via a contracted commercial operating model.	
Commercial Kitchen		
F 18 ²⁹	Include a second commercial kitchen for consideration in the feasibility study to enable expanded programming and rentals.	
Food Services		
F 21 ³⁰	Consider the inclusion of a vending café with seating in a future multi-use recreation complex.	
F 22 ³¹	Investigate opportunities for contracting self-serve beverage units as part of a vending café.	

22 Component of F1

23 Component of F1

24 Component of F1

25 Component of F1

26 Component of F1

27 Component of F1

28 Component of F1

29 Component of F1

30 Component of F1

31 Component of F1

Operations

Capital

Studies

#	Recommendation	Short Term (2 - 3 years)
Storage		
F 24 ³²	Incorporate sufficient secure storage for all users in a proposed multi-use complex, while establishing limits to the size and use of assigned spaces.	
Administrative Space		
F 25 ³³	Locate administrative offices for multi-use recreation complex management and program functions in the building as renovated space or new construction.	
Trend-based Facility/Service Considerations		
F 26 ³⁴	Facility/service trends to consider incorporating in a proposed multi-use recreation complex include emergency sheltering, social gathering space, leasable space, an indoor playground and an esports room.	
Outdoor Facilities		
Ball Diamonds		
F 29	Relocate the Kiddyland Park diamond as part of the proposed concept plan to redevelop the park to focus on visitor/economic development objectives.	\$450,000.00
F 30	Investigate the Jays Care Field of Dreams program for funding in developing accessible and inclusive ball diamonds.	
Sports/Soccer Fields, Track and Indoor Fieldhouse		
F 31	Provide a full-size sports field in the area currently designated as Field 5 at the Civic Centre, to serve various age groups within the larger space and anticipate future growth in minor senior/adult participation.	\$400,000
F 32 ³⁵	Design future facilities as multi-purpose to also accommodate other field sports.	
F 34 ³⁶	As appropriate, light an existing field to provide later access for senior minor or adult use.	\$200,000
Track		
F 36 ³⁷	Determine the feasibility of providing an elite facility for track and field competitions, as a sport tourism initiative related to economic development.	\$20,000
Cricket Ground		
F 38 ³⁸	Provide a cricket field to serve existing users, support club development, and the potential to attract participants and club use from outside Petawawa.	\$1,000,000

32 Component of F1

33 Component of F1

34 Component of F1

35 Component of F30

36 Component of F30 if lit at time of construction or potential future capital cost if deferred

37 Allowance for market study only; does not include design and development costs

38 Natural turf, player benches, irrigation and drainage; envisions serving a regional market; the cost to provide extent of required parking and amenities would be added to the cost of the field itself

Operations

Capital

Studies

#	Recommendation	Short Term (2 - 3 years)
Tennis and Pickleball Courts		
F 39	Given current use of the Civic Centre courts, additional facilities are not needed unless the Town wants to provide an enhanced level of service based on the Petawawa Tennis and Pickleball Club's preferred scheduling.	
F 41	Enter a formal agreement with the Petawawa Tennis and Pickleball Club that clarifies the responsibilities and privileges of both parties in operating and maintaining the courts, stipulates equitable access for Club members, non-members and the Town to both prime and non-prime time in the schedule, and Club activity in providing instruction/play for all children and youth in the community on behalf the Town.	
Capital Improvements and Asset Management		
F 46	Implement the updated Asset Management Plan, once finalized.	
Total Facilities Recommendations Costs		\$2,170,000
5.0 Parks and Open Space		
Safety, Accessibility, Comfort and Usability		
PO 7 ³⁹	Install adequate shelter in all parks using trees, pavilions, and other shade structures to meet the specific needs and usage patterns of each location.	TBD
PO 8 ⁴⁰	In accordance with the parks classification system, prioritize the installation of washrooms in parks classified as Community Parks and Neighbourhood Parks. Additionally, explore partnerships for fundraising to support the installation of these facilities.	TBD
PO 9 ⁴¹	Install lighting and drinking water sources in parks to support year-round activities.	TBD
PO 10 ⁴²	Install sufficient seating in all parks to accommodate specific needs and use patterns for each park.	TBD
Green Infrastructure: Stormwater Management Ponds		
PO 11 ⁴³	Working with Town engineering staff, develop an inventory and assessment of stormwater management ponds to determine suitability for public access and casual recreational use.	
PO 12	Consider developing a policy and associated design guidelines for integrating stormwater management ponds with parks and trails.	
Urban Forestry Plan		
PO 13	The Town should continue to develop a Neighbourhood Parks & Green Spaces Management Plan, which includes all existing and new parks as they are developed.	

39 To be determined on a case by case basis

40 Will be covered in the cost of each park upgrade

41 To be determined on a case by case basis

42 To be determined on a case by case basis

43 Internal study

Operations

Capital

Studies

#	Recommendation	Short Term (2 - 3 years)
Community Parks		
Petawawa Civic Centre		
PO 19 ⁴⁴	Install additional shaded areas and seating to enhance visitor comfort and encourage longer stays.	\$80,000
Scentral Bark Dog Park		
PO 21	Continue to monitor use of the Scentral Bark Dog Park, and consider developing a second OLA if demand warrants.	\$300,000
Construction Yard Bike Park		
PO 23	Upgrade park equipment to address safety and maintenance concerns.	\$200,000
PO 24	Investigate if lighting is needed for shoulder seasons and extended evening use.	
Kiddyland Park		
PO 29 ⁴⁵	Following the concept developed for Kiddyland Park, implement the construction of key amenities including a container market, activity hub (splash pad, playgrounds, skatepark), expanded parking, and enhanced pedestrian access, to create a cohesive and functional community park.	\$1,483,250
Neighbourhood Parks		
Mohn's Park		
PO 30 ⁴⁶	Explore the opportunity to expand the existing baseball diamond (see section 4.5.3).	\$20,000
Fish Hatchery		
PO 35	Implement safety measures as the entrance of Fish Hatchery park, such as a crosswalk.	\$5,000
Pine Ridge Park		
PO 36	Install clear and visible signage from the main street to guide residents and visitors to Pine Ridge Park, reducing confusion with nearby locations like Pine Ridge Campground.	\$5,000
PO 37	Develop a pathway system within the Park to connect the playground, basketball court, and ice rink, improving accessibility and creating a more cohesive park experience.	\$50,000
PO 38	Consider redesigning the Park's fencing and entrances to make the space feel more open and welcoming.	\$5,000
Neighbourhood Parks		
Black Bay Boat and Canoe Launch		
PO 45	Conduct a thorough study to develop and improve parking and boat launch facilities, particularly in anticipation of increased use by residents and visitors. Ensure these facilities support both existing and planned events, such as the dragon boat race and triathlon.	\$25,000
PO 46	Proceed with the plan to create a canoe launch on the identified outcrop, and develop a concept plan to expand and upgrade the parking.	\$250,000

44 Based on a budget of \$40,000 per year

45 See Appendix for full cost breakdown of the Design Concept

46 TBD based on outcomes of concept

Operations

Capital

Studies

#	Recommendation	Short Term (2 - 3 years)
PO 47	Include community input in the study and concept development for the newly acquired subdivision land, ensuring that the plans meet the needs of local residents and visitors while preserving public access and preventing further encroachment.	
Total Parks and Open Space Recommendations Costs		\$2,118,250
6.0 Service Delivery		
Municipal Role, Organization and Staffing		
SD 8	Over the course of the Master Plan, ensure staffing levels remain sufficient to ensure continuing effective operations and maintenance.	Ongoing
Collaborations and Agreements		
SD 13	Develop a regional role in service provision by seeking collaborations with surrounding municipalities in various forms including purchase of service agreements, one-time capital contributions, etc., that would best suit major facility development.	
Policies Requirements		
SD 20	Create and adopt a parkland dedication by-law and cash-in-lieu of parkland policy.	
SD 21 ⁴⁷	Conduct a service pricing analysis as the basis for setting recreation services fees in relation to cost recovery targets and to inform a pricing policy, while considering affordable access.	
SD 22	Consider developing an inclusion policy to support and promote equitable access to parks and recreation services.	
SD 23	Develop a community group affiliation policy to provide clarity, consistency and equity in terms of the range of support services available to all volunteer groups and what they must do to be eligible to be, and remain, affiliated.	
SD 27	Develop a collaborations and partnerships policy to guide the Town in working with other providers to deliver parks and recreation services.	
Revenue Generation		
SD 32	Develop an Advertising and Sponsorship Policy and a more comprehensive Park/Facility Naming Policy to provide the frameworks for revenue generation using these methods.	
SD 33	Update language, as required, in policy related to park/facility naming rights.	
Communication, Promotion and Marketing		
SD 36	Consider the need for a separate Recreation Guide in the long-term, as municipal parks and recreation services grow.	Ongoing
SD 37	Prepare and post an annual services 'year-in-review' that summarizes and informs the community about the Town's achievements in parks and recreation.	Ongoing
Service Planning and Evaluation		
SD 40	Work with potential non-municipal program/service providers in the facility design and development phases of planning future capital projects.	Ongoing
SD 41	Take the lead in developing and implementing regularly occurring joint services planning sessions with all key non-municipal providers in Petawawa.	Ongoing

⁴⁷ Ideally, to be conducted in conjunction with the feasibility study or shortly thereafter since its results will inform the range/types of programs to be developed beyond existing and, therefore, included in the pricing study

Operations



Capital



Studies



#	Recommendation	Short Term (2 - 3 years)
SD 42	Conduct project, program or service specific planning sessions with other providers, as required.	Ongoing
SD 43	Conduct a comprehensive 5-year review of the Master Plan.	
Total Service Delivery Recommendations Costs		\$0
SHORT TERM GRAND TOTAL		\$4,288,250

Operations

Capital

Studies

Medium Term Actions

#	Recommendation	Medium Term (4 - 6 years)
4.0 Facilities		
Outdoor Facilities		
Tennis and Pickleball Courts		
F 44	For planning purposes, prepare to add pickleball courts in future in response to possible growth in participation in Petawawa, the number of which will be based on the results of monitoring in the early years of the Master Plan. Upon provision, transfer all pickleball to the new facilities and revert the existing courts to tennis only.	
F 45	Ideally, new pickleball courts should be provided with the existing courts at the Civic Centre to retain the focus of court sports at this location. ⁴⁸	
Total Facilities Recommendations Costs		\$0
5.0 Parks and Open Space		
Unstructured Outdoor Activities and Nature Play		
PO 17 ⁴⁹	Add obstacle course-style play equipment designed to appeal to a broad age range, including children, youth, and adults.	TBD
Community Parks		
Petawawa Civic Centre		
PO 18	Expand play equipment to include more diverse and challenging options to better cater to older children.	\$350,000
PO 19 ⁵⁰	Install additional shaded areas and seating to enhance visitor comfort and encourage longer stays.	\$120,000
Scentral Bark Dog Park		
PO 21	Continue to monitor use of the Scentral Bark Dog Park, and consider developing a second OLA if demand warrants.	\$300,000
Petawawa Point Park & Boat Launch		
PO 28 ⁵¹	Develop a master plan for Petawawa Point Park & Boat Launch that includes at minimum: <ul style="list-style-type: none"> · Replacement/improvement of the pavilion · Expansion/redesign of the parking area · Accessibility and circulation improvements · Expansion of play area and equipment for young children, and water and beach sports · Explore the viability of a trail connection between Petawawa Point Beach and Petawawa Terrace for safer pedestrian movement. 	\$20,000

48 Costs to be determined if unmet demand emerges beyond changes to current allocation/use of courts, and it is sufficient to support additional courts

49 To be determined on a case by case basis

50 Based on a budget of \$40,000 per year

51 Includes concept and community charette

Operations

Capital

Studies

#	Recommendation	Medium Term (4 - 6 years)
Kiddyland Park		
PO 29 ⁵²	Following the concept developed for Kiddyland Park, implement the construction of key amenities including a container market, activity hub (splash pad, playgrounds, skatepark), expanded parking, and enhanced pedestrian access, to create a cohesive and functional community park.	\$1,100,000
Neighbourhood Parks		
Mohn's Park		
PO 30	Explore the opportunity to expand the existing baseball diamond (see 4.5.3 Baseball Dimaonds for further detail).	TBD ⁵³
PO 31 ⁵⁴	Develop a safe and direct access point from the nearby school to the sports facilities, ensuring secure passage for students and other users, thereby enhancing the Park's accessibility and encouraging more frequent use by the local community.	TBD
PO 32 ⁵⁵	Expand and improve the parking area.	TBD
PO 33 ⁵⁶	Install lighting around the existing baseball diamond to extend usability during evening hours and improve overall safety for all users.	TBD
PO 34 ⁵⁷	Install accessible washroom facilities on-site to make the Park more user-friendly and inclusive.	TBD
Wilson Park		
PO 38	Enhance the trail and bridge connections to the Algonquin Trail to maximize accessibility and encourage greater use of Wilson Park by both local residents and visitors.	\$164,000
Turtle Park		
PO 40	Implement additional signage surrounding the park and along informal trails to inform the public on prohibited snowmobile use.	\$2,500
PO 41	Implement a board walk or culvert to increase accessibility to Turtle Park.	\$10,000
Woodland Park & Trail		
PO 42	Create a formal connection and install clear signage from the roadway to the Woodland Trail to improve accessibility and visibility and encourage use.	\$3,000
Total Parks and Open Space Recommendations Costs		\$2,069,500

52 See Appendix for full cost breakdown of the Design Concept

53 TBD based on outcomes of concept

54 TBD based on outcomes of concept (P30)

55 TBD based on outcomes of concept (P30)

56 TBD based on outcomes of concept (P30)

57 TBD based on outcomes of concept (P30)

Operations



Capital



Studies



#	Recommendation	Medium Term (4 - 6 years)
6.0 Service Delivery		
Communication, Promotion and Marketing		
SD 35	Consider the need for a separate Recreation Guide in the long term, as municipal parks and recreation services grow.	
Total Service Delivery Recommendations Costs		\$0
MEDIUM TERM GRAND TOTAL		\$2,069,500

Operations

Capital

Studies

Long Term Actions

#	Recommendation	Long Term (7 - 10 years)
4.0 Facilities		
Outdoor Facilities		
Ball Diamonds		
F 27	Plan to add one more ball diamond to supply during the term of the Master Plan, designed to serve as many age groups as possible.	\$450,000
Indoor Artificial Turf Fieldhouse		
F 37 ⁵⁸	Consider providing an indoor artificial turf fieldhouse as a secondary option to a multi-use recreation complex.	\$6,000,000
Total Facilities Recommendations Costs		\$6,450,000
5.0 Parks and Open Space		
Petawawa Civic Centre		
PO 20	Upgrade and expand restroom facilities to accommodate the increasing number of visitors, particularly around the splash pad.	\$300,000
Total Parks and Open Space Recommendations Costs		\$300,000
6.0 Service Delivery		
Communication, Promotion and Marketing		
SD 38 ⁵⁹	Depending on the extent of service development, consider the need for a comprehensive marketing strategy in the long term.	\$40,000
Total Service Delivery Recommendations Costs		\$40,000
LONG TERM GRAND TOTAL		\$6,790,000

58 Possible alternative to multi-use recreation complex; this cost would be eliminated if a complex was provided within the timeframe of the Master Plan; could also be something to consider in the next plan once the complex is fully operational and 'residual' needs or those resulting from population growth are verified

59 estimated amount for external marketing, with a focus on regional/visitor markets