



PARKS, RECREATION & CULTURE MASTER PLAN

MARCH 2023



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Acronyms / Abbreviations

AMP	Asset Management Plan
AT	Active Transportation
CIP	Community Improvement Plan
CP	Carleton Place
CPCC	Carleton Place Canoe Club
CPTED	Crime Prevention Through Environmental Design
DCA	Development Charges Act
MVCA	Mississippi Valley Conservation Authority
OP	Official Plan
OVRT	Ottawa Valley Recreational Trail
PPS	Provincial Policy Statement
PRCMP	Parks, Recreation, and Culture Master Plan
SCOP	Sustainable Communities Official Plan
SP	Secondary Plan
TAOC	Trails for All Ontarians Collaborative
TMP	Transportation Master Plan

Acknowledgement

Parks, Recreation and Culture in Carleton Place is the product of passionate people. Community champions and practitioners generously shared their expertise throughout the recreation planning process. We would like to thank the following groups for their contributions of time, knowledge, and experience:

- Accessibility Committee
- Adult Pickleball
- Almonte and Carleton Place Skating Club
- Arts Carleton Place
- Carleton Place and Beckwith Museum
- Carleton Place and District Community Band
- Carleton Place Canoe Club
- Carleton Place Curling Club
- Carleton Place Girls Hockey Association (CPGHA)
- Carleton Place Ladies Broomball
- Carleton Place Minor Hockey Association (CPMHA)
- Carleton Place Public Library
- Carleton Place Senior Hockey League (CPSHL)
- Carleton Place Soccer Club
- Carleton Place Urban Forest / River Corridor Advisory Committee
- Carleton Place Water Dragons
- Carleton Place Youth Centre
- Community Volunteer Outdoor Rink
- IODE (Captain Hooper Chapter)
- Ladies Pick-up Hockey
- Mississippi Little League
- Mississippi Mudds of Carleton Place
- Monday Night Slo Pitch League
- Ottawa Valley Cricket Council (OVCC)
- Ottawa Valley Titans AAA Hockey
- Ottawa Valley West Youth Broomball
- Tec Tac International Hockey School
- Tourism Committee

We would like to extend our special thanks to the Project Steering Committee, who shared invaluable guidance, information, ideas, and support.

- Joanne Henderson, Manager of Recreation and Culture
- Diane Smithson, Chief Administrative Officer

Executive Summary

Purpose of the Plan

Park, Recreation and Culture Services have the opportunity to contribute positively to a higher quality of life. Quality of life can be improved with the right mix of infrastructure, programs, and services for both the local community and tourists. The Parks, Recreation and Culture Master Plan plays a pivotal role in setting the course for service delivery of the recreational fields in the Town over the next 10 years. This Master Plan provides the direction for managing and developing parks, recreational, and cultural facilities and programs within Carleton Place by providing information on general benefits and trends; identifying local considerations in service provision; identifying needs through community input and assessments; providing recommendations for improvements; and studying the service delivery viability of the identified priorities.

During the master planning process, a Needs Assessment was prepared that summarized the background research done in the first phase, providing analysis and input to the Parks, Recreation and Culture Master Plan and its constituent strategies. The Needs Assessment also presented a review of the issues and opportunities facing parks, recreation and culture in Carleton Place. Some of the concepts and alternatives presented in the Needs Assessment were further refined, revised, or changed in the Master Plan as a result of more detailed operational analysis and stakeholder input.

The Parks, Recreation and Culture Master Plan establishes directions that are built out of the Needs Assessment and stakeholder feedback to help the Town become a more current and effective provider of parks and recreation services. The Master Plan creates a foundation for a more informed capital plan and land use planning tool for parks and recreation. It serves as a living, breathing document to guide Carleton Place's future in terms of parks, recreation and culture.

Engagement

The 2023 Town of Carleton Place Parks, Recreation and Culture Master Plan was developed based on several inputs using a Three-Phase Approach in which stakeholder engagement / input was critical to the thoroughness and relevancy of the recommendations of the Master Plan.

The first phase involved background research and the completion of site / amenity assessments, as well as engaging the public and community association through a series of four surveys. The next phase focused on the development of strategic directions for improvements, which were guided by the findings from the phase one and initial public feedback. Implementation and monitoring plans that will manage and direct the desired strategic directions were also prepared, as these form the components of the final master plan. Consolidating all the steps into one comprehensive Master Plan for Council consideration was the final step in the plan's development.

The overall engagement process is summarized in the graphic below:



Vision

Six vision statements were crafted to incorporate not just the findings of the investigations, public engagement activities, needs assessment review, and service delivery phases of the Master Plan, but also support the community vision found in provincial and local policy statements. The vision statements have been structured to represent the six key components of the Parks, Recreation and Culture Master Plan.



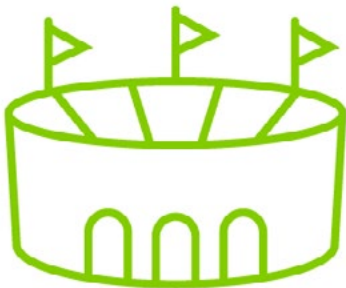
1 Parks and Open Space

To continue to provide a target of 3.4 hectares of open spaces and parks for every 1,000 residents, and no less than 2.5 hectares per 1,000 residents as the Town's population grows, while improving and enhancing existing outdoor recreational facilities, identifying opportunities to incorporate new amenities that can serve the dynamic changing needs of the community, and ensuring that parks and outdoor facilities remain accessible to all ages and abilities.



2 Trails and Pathways

To strengthen trails and pathways connectivity between existing parks, open spaces, and other major destinations creating a comprehensive active transportation network within the Town, while considering new connections to areas of new development and incorporating a variety of trail and pathway types that can serve people of all ages and abilities.



3 Indoor Recreation and Cultural Facilities and Services

To enhance the indoor recreational and cultural facilities and services in a manner that focuses on enriching the lives of all community members by supporting accessible, affordable, and inclusive experiences, while progressively increasing the Town's leadership role in the coordination of services and standardized partnerships with external providers.



4 Culture

To demonstrate active leadership and strategic governance to support a sustainable, flourishing, and vibrant cultural experience in the community and to provide cultural spaces that encourage creativity and engagement, while incubating rich and diverse cultural programming and resources that are essential to creating an inclusive and connected neighbourhood.



5 Program and Services Delivery

To expand the recreational and cultural programs being offered by the Town and explore improvements to service delivery and program options to cater to the changing needs of the community, as well as methods of promoting these programs to community members and the broader region.



6 Management of Projects, Staff and Financing

To monitor the Town's assets in a deliberate and structured manner, with a central contact for the public who is responsible for the management of all indoor and outdoor facilities, as well as overseeing each of the services provided within those facilities.

Recommendations for Parks, Recreation and Culture

The recommendations outlined in this Master Plan result from public and staff feedback, municipal comparators, parks, recreation and culture trends analysis, and the assessment of needs and gaps within the services provided in Carleton Place. The recommendations include actions related to parks, recreation and culture governance; capacity-building; collaboration; communications; indoor and outdoor sports, recreation and culture facilities and amenities; seasonality; and trails, parks, and open spaces. The recommendations work together to achieve the Master Plan’s visions. Overall, this Master Plan includes 102 recommendations.

In terms of priority, the individual recommendations were broken into short, medium, and long-term goals, which will assist the Town with implementation of the recommendations throughout the lifespan of this plan.

Legend	
	Short Term Priority: 1-3 years
	Mid-Term Priority: 4-6 years
	Long-Term Priority: 7-10+ years

1

MASTER PLAN OVERVIEW





Stantec Consulting Ltd. (Stantec) was retained by the Town of Carleton Place to develop a comprehensive Parks, Recreation, and Culture Master Plan that will guide the future of cultural and recreational services and infrastructure offered by the Town as it exponentially intensifies. Specifically, the plan will develop a cohesive vision and strategy for the provision of parks, cultural, and recreational services for the community over the next 10 years, that includes facilities and programming, leverages the network of trails and parks, and assesses management and staffing strategies.

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

A Parks, Recreation, and Culture Master Plan is a strategic document that studies the existing park system, cultural and recreation programming, and identifies a planning blueprint to improve, protect and expand the Town's network of parks, facilities, and recreational services for the future.

Such Master Plan will provide both a long-term vision for the Town's park, recreation, and cultural system, and specific policies and standards to develop to direct day-to-day decisions. It will create a framework that will allow the Town to respond to new opportunities as they arise, and ensure that adequate parks, facilities, and programs meet the needs of the Town's existing and future residents and visitors.

Through research and public input, the Master Plan examined:

- Parks, open spaces and trails throughout Carleton Place.
- Recreation, sport, and arts/cultural facilities.
- Programs, events, and activities (those delivered by the Community and the Town)
- Operations such as policy development, staffing, communications, etc.
- Financial and implementation strategies.

The objectives of the Master Plan include the following:

- Identify needs based on changing demographics and participation trends.
- Establish an overall vision for parks, recreation, and culture within Carleton Place.
- Develop strategies to meet identified needs and future directions.
- Align municipal efforts, operations, and budgets through priority-setting.
- Engage the community in an inclusive and productive process that supports the Master Plan.

The Master Plan process was prepared through a Three-Phase Work Program.

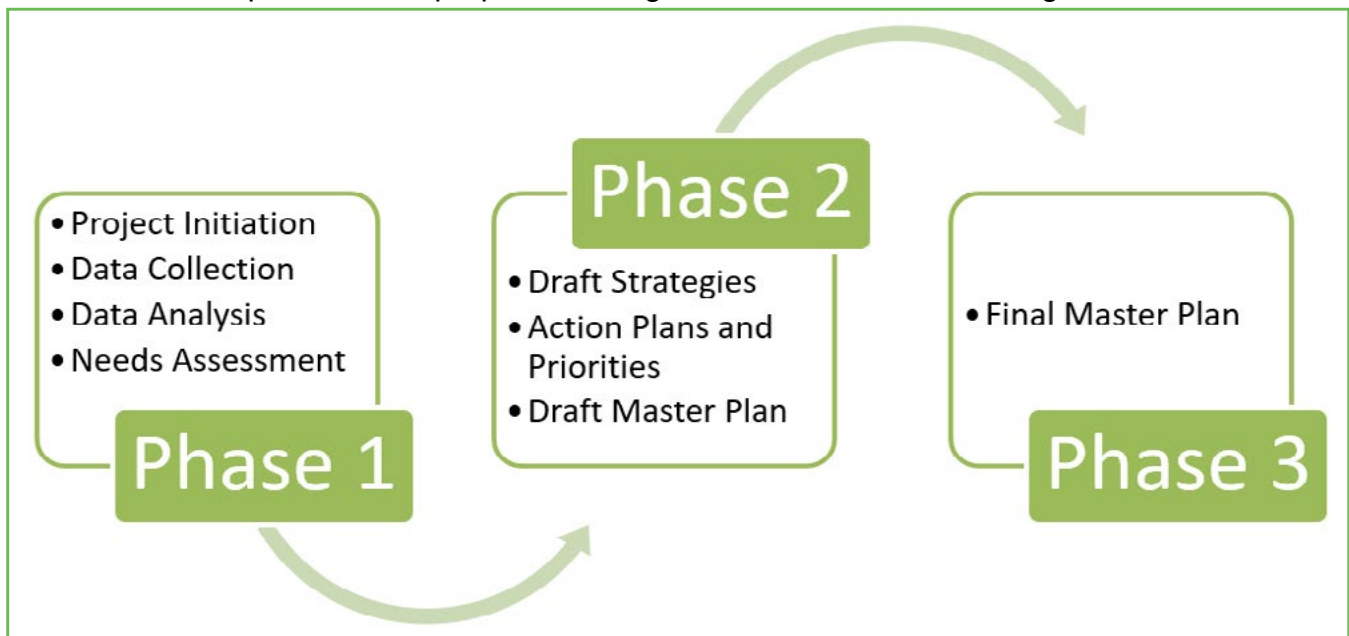


Figure 1 - Master Plan Phasing Approach

1.2 Community Engagement

Community engagement is key in the development of a Parks, Recreation, and Culture Master Plan. The following goals represent the commitment by the Town of Carleton Place and Stantec in proactively engage the local landowners, key agencies, and the general public, recognizing their input is critical to the project's overall success:

- Open and inclusive, ensuring a broad level of communication within the study area;
- Transparent, making certain that stakeholders and residents clearly understand the master plan process;
- Frequent, occurring early and often to ensure the public is informed of important milestones in the project;
- Reliant on honest and open communication;
- Easy to understand and communicate. Technical details have been communicated clearly in plain language, and public information materials was graphically focused; and
- Communication material and messaging consistent with the information presented through other Town projects.

1.2.1 CONSULTATION ACTIVITIES

In order to identify and move forward the priorities for Parks, Recreation, and Culture within the Town of Carleton Place, community engagement activities and tools were used to understand the community needs, values, and aspirations. Over the course of the development of the Parks, Recreation, and Culture Master Plan Project, various engagement activities were held to inform and receive input from a Municipal Staff and public point of view.

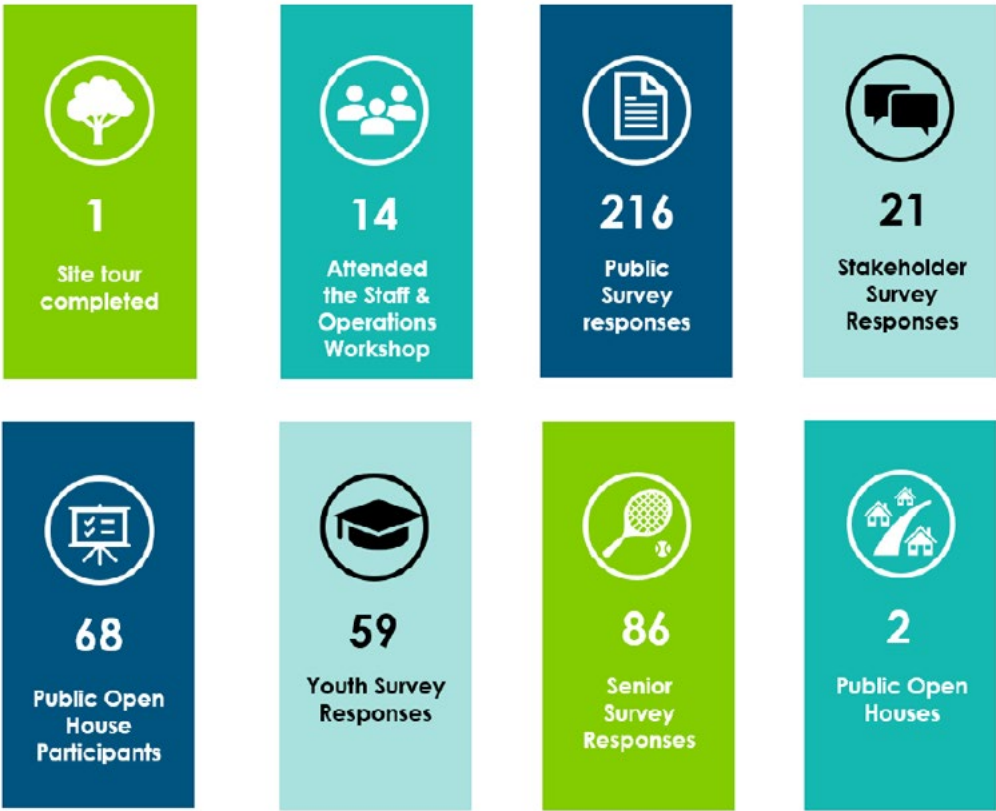


Figure 2 - Consultation Activities and Statistics

Generally, respondents to surveys were satisfied with the existing parks, open spaces, and recreation / culture facilities, but wanted upgrades to outdated facilities and structures, a variety of activities offered, and better promotion of programs and outreach done throughout the community. Additionally, we have heard that parks, recreation, and culture need to be made a priority when planning for growth.

Separate reports on Engagement Activities have been provided as Appendix A and Appendix B, presenting a summary of what was heard at the different engagement events.





2

LEGISLATION, POLICIES, AND PRACTICES IN CARLETON PLACE

The following section provides an overview of the applicable provincial and local legislation, policies, plans, and practices that will guide the process of developing the new Parks, Recreation and Culture Master Plan. Some of the policies reviewed provide the basis for the powers of the municipality to plan and create a safe and healthy community, while others look at specific land use policies within the Town and how parkland should be created and managed. Overall, the legislations and policies covered in the following section provide a framework for the developing of recommendations provided at the end of this document.

2.1 Bill 23, More Homes Built Faster Act, 2022

On November 28, 2022, Bill 23 (the More Homes Built Faster Act, 2022) received Royal Assent. Ontario Bill 23 was introduced as part of the Ontario Government's larger Housing Supply Action Plan, aiming to build 1.5 million homes over the next 10 years. This new legislation results in a number of significant changes to a series of planning and development statutes, including the Planning Act, Development Charges Act, Conservation Authorities Act, Ontario Heritage Act, and Municipal Act. Some of the changes to these statutes related to parks, recreation and culture include:

- Exempting affordable housing, non-profit housing and certain attainable housing units from development charges, parkland dedication fees, and community charges;
- Introducing a category of "attainable housing" which will be defined in future regulations;
- Developments of up to 10 residential units are exempted from site plan control, with architectural details and landscape design aesthetics being removed from the scope of site plan control;
- The maximum amount of parkland that can be conveyed or paid in lieu is capped at 10% of the land or its value for sites under 5 hectares, and 15% for sites greater than 5 hectares;
- Maximum alternative parkland dedication rate reduced to 1 ha/600 units for land and 1 ha/1000 units for cash in lieu;
- Parkland rates are frozen as of the date that a zoning by-law or site plan application is filed. Freeze remains in effect for two years following approval. If no building permits are pulled in that time, the rate in place at the time the building permit is pulled would apply;
- Landowners can identify land they intend to provide for parkland, with the municipality able to appeal to the Tribunal if there is a disagreement;
- Parks plans to be required prior to the passing of any future parkland dedication by-law (would not apply to by-laws already passed); and

- Municipalities are required to spend or allocate 60% of parkland reserve funds at the start of each year.

While the full extent and timelines of Bill 23 are yet to be revealed, it will have numerous impacts on the planning process, especially in the calculation and evaluation of parkland to be dedicated. These changes may result in a decrease in parkland over time, an increase in non-suitable land being conveyed as parkland, as well as less municipal funding to invest in parks, recreation and culture projects and upgrades. Continual monitoring of the effects of Bill 23 is necessary throughout the lifespan of this Master Plan to ensure that the recommendations provided are up-to-date.

2.2 Planning Act

In the Purposes section of the Planning Act, ss 1.1, the Act seeks to integrate matters of Provincial interest in provincial and municipal planning decisions. It also recognizes the decision-making authority and accountability of municipal councils in planning and provides a land use planning system led by Provincial policy.

The recognized authority under the Planning Act for the Council of a municipality, or a local board, in carrying out their own responsibilities, is to have regard to the various matters of Provincial interest. The matters of Provincial interest which are relevant to the development of the Carleton Place Parks, Recreation and Culture Master Plan (PRCMP) include the following:

- The orderly development of safe and healthy communities;
- The accessibility for persons with disabilities to all facilities, services, and matters to which this Act applies (including recreational services);
- The adequate provision and distribution of educational, health, social, cultural, and recreational facilities;
- The protection of the financial and economic well-being of the province and its municipalities; and,
- The promotion of built form that: is well-designed, encourages a sense of place, and provides for public spaces that are of high quality, safe, accessible, attractive, and vibrant.

These interests outline only a portion of the overall responsibilities of municipal councils, as these items would need to be considered in conjunction with other municipal aspirations and aims, such as those to protect natural and cultural resources and agricultural lands, promote development that is appropriate and adequately provides the services needed for members of the community.

The Planning Act provides several powers and tools that enable the municipality to realize such objectives. These include powers around the dedication of lands in new developments for new or expanded park spaces, powers to regulate the use of lands through zoning and plans of

subdivision, and the ability to establish site plan control areas for certain types of development. Additionally, the Act provides for the ability of a municipal Council to appoint Committees and enable certain delegated authorities to such committees and/or Staff to deal with specific land use planning matters.

2.2.1 PARKLAND DEDICATION & DRAFT PLANS OF SUBDIVISION

Parkland dedication, as discussed in s.s. 51.1 of the Act, allows the approval authority of an application for a Plan of Subdivision to impose a condition that land be conveyed to the local municipality for “park or other public recreational purposes”. An amount not exceeding 2% of the land included in the plan for a commercial or industrial proposal could be requested or, if the plan of subdivision is for residential purposes, the approval authority can request up to 5% of the land to be conveyed.

Subsection 42(3) of the Act allows for the dedication of parkland at the recently reduced alternative rate of one hectare per 600 units for land conveyance and one hectare per 1,000 units for cash-in-lieu if outlined in the applicable official plan policies and supported by a publicly available parks plan. In preparing such ‘parks plan’ the municipality shall consult with every school board that has jurisdiction in the municipality and may consult with any other persons or public bodies that the municipality considers appropriate (Bill 73 s.s 4.2.a). In lieu of the physical conveyance of land, the municipality may require a payment to the value of the land otherwise required to be conveyed.

For applications for providing consent to sever lands (e.g., severances), dedication of land or payment in lieu can also be required by a municipality for ‘park or other public recreational purposes.’ To determine the amount of the payment, the value of the land shall be determined as of the day before the day of the provisional consent.

Conditions of Draft Plan of Subdivision Approval granted by a municipality can impose requirements for land dedication, as described above, but also, can require that “... highways, including pedestrian pathways, bicycling pathways, and public transit rights of way be dedicated as necessary”. Therefore, in addition to the land area itself, conditions can be imposed that consider the connectivity of the parks and recreation to an active transportation system throughout a community.



2.2.2 THE COVID ECONOMIC RECOVERY ACT

The COVID-19 Economic Recovery Act, proclaimed in 2020, presented amendments to the Planning Act and Development Charges Act regarding parkland dedication. The Province concurrently released Ontario Regulation 509/20, Community Benefits Charges and Parkland, under the Planning Act.

The amended Act and implemented Regulations introduced requirements for consultation prior to passing a parkland dedication by-law and the ability to appeal by-laws that provide for an alternative rate, as noted in Section 2.2.1 of this Master Plan. A new subsection, 42 (4.26), requires that all current parkland dedication by-laws that calculate parkland dedication based on the alternative rate be re-enacted by September 18, 2022, or they will expire on this date.

Furthermore, the Act amends Section 37 of the Planning Act to authorize municipalities to impose community benefit charges against land to pay for the capital costs of facilities, services and matters required because of development or redevelopment in the area to which the by-law applies. The charges may be imposed on development that require certain specified development applications and is limited to higher-density residential or mixed-use development (development/redevelopment involving a building of 5 or more storeys). Note that there are only three locations in the Town where a building in excess of five storeys would be considered and as a result, it is unlikely that the Town will undergo a community benefit charges analysis at this current time.

2.3 Municipal Act

The Municipal Act provides the basis for each municipality's authority to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues. The Municipal Act also lays out the spheres of jurisdiction for upper-tier and lower-tier municipalities. Municipalities can pass by-laws on the following matters that relate to parks, recreation and culture:

- Economic, social and environmental well-being of the municipality, including respecting climate change.
- Health, safety and well-being of persons.
- Culture, parks, recreation and heritage.
- Transportation systems, other than highways.
- Structures, including fences and signs.

These matters outline only a portion of the overall power and jurisdictional spheres of municipalities. However, it provides an authoritative basis for Carleton Place to create policies on guiding and regulating the implementation and maintenance of parks, recreation and culture spaces within the municipality.

2.4 Provincial Policy Statement

The Provincial Policy Statement (PPS) guides Ontario communities in managing change and promoting efficient land use and development patterns. Policy 1.1.1 states that

“Healthy, liveable and safe communities are sustained by: [...]

b) accommodating an appropriate range and mix of residential types [...], employment [...], institutional [...], recreation, park and open space, and other uses to meet long-term needs; [...]

g) ensuring that necessary infrastructure and public service facilities are or will be available to meet current and projected needs;

h) promoting development and land use patterns that conserve biodiversity; and

i) preparing for the regional and local impacts of a changing climate.”

These high-level objectives are relevant to the parks and recreation sphere in that they guide where and how services are offered and managed within the communities of a municipality. Section 1.5 of the PPS outlines the requirements for public spaces, recreation, parks, trails, and open space, stating that:

“Healthy, active communities should be promoted by:

- a) planning public streets, spaces, and facilities to be safe, meet the needs of pedestrians, foster social interaction, and facilitate *active transportation* and community connectivity;
- b) planning and providing for a full range and equitable distribution of publicly accessible built and natural settings for *recreation*, including facilities, parklands, public spaces, open space areas, trails, and linkages, and, where practical, water-based resources;
- c) providing opportunities for public access to shorelines; and
- d) recognizing provincial parks, conservation reserves, and other protected areas, and minimizing negative impacts on these areas.”

Further to this policy, recreation is defined in the PPS as leisure time activity undertaken in built or natural settings for purposes of physical activity, health benefits, sport participation and skill development, personal enjoyment, positive social interaction, and the achievement of human potential.

Section 1.6.1 of the PPS specifically discusses infrastructure and public service facilities. It notes the following:

“Infrastructure and public service facilities shall be provided in an efficient manner that prepares for the impacts of a changing climate while accommodating projected needs.

Planning for infrastructure and public service facilities shall be coordinated and integrated with land use planning and growth management so that they are:

- a) financially viable over their life cycle, which may be demonstrated through asset management planning; and
- b) available to meet current and projected needs.”

Public service facilities, as defined by the PPS, means land, buildings, and structures for the provision of programs and services provided or subsidized by a government or other body, such as social assistance, recreation, police and fire protection, health and educational programs, long-term care services, and cultural services. As such, the recreational centres and any cultural services that are being provided by the Town should be coordinated and integrated with land use planning to ensure alignment with Carleton Place’s growth management and financial objectives.

The policies also speak to green infrastructure, adaptive reuse, and the creation of community hubs and co-locating facilities to promote cost-effectiveness and facilitate service integration, access to transit and active transportation.



Section 1.7 of the PPS contains policies for long-term economic prosperity and addresses parks, recreation and culture facilities under policy 1.7.1, including:

“[...]

c) Optimizing the long-term availability and use of land, resources, infrastructure and public service facilities; [...]

e) Encouraging a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including built heritage resources and cultural heritage landscapes; [...]

g) Providing for an efficient, cost-effective, reliable multimodal transportation system that is integrated with adjacent systems and those of other jurisdictions, and is appropriate to address projected needs to support the movement of goods and people; [and]

k) Minimizing negative impacts from a changing climate and considering the ecological benefits provided by nature[...].”

2.5 Trails for All Ontarians Collaborative

Trails for All Ontarians Collaborative (TAOC) has established principles that can assist the Town in planning, developing, and designing its trails by aligning their design with the TAOC's seven principles of universal design:

- [Equitable use](#) (same method of access for all users, avoid segregating or stigmatizing some users, make design appealing to all users).
- [Flexibility in use](#) (provide choice in methods of use, provide adaptability to the user's pace, facilitate the user's abilities).
- [Simple and intuitive in use](#) (correct use is easy to understand, be consistent with user intuition, arrange information based on importance, accommodate a wide range of literacy/ language skills).
- [Perceptible information](#) (use different modes for essential information, contrast information and surroundings, maximize legibility).
- [Tolerance for error](#) (minimize hazards and errors, provide warnings of hazards and errors, provide fail safe features, discourage unconscious action when vigilance is required).
- [Low physical effort](#) (maintain neutral body position, use reasonable operating forces, minimize repetitive actions, minimize sustained effort).
- [Size and space for approach and use](#) (clear line of sight to important items for seated user, reach all components from standing or seated position, accommodate variations in hand and grip size, provide space for use of assistive devices or personal assistance).





2.6 County of Lanark Sustainable Communities Official Plan

The Sustainable Communities Official Plan (SCOP) is a legal document adopted and approved under the Planning Act. The SCOP applies to all lands within the corporate limits of the County of Lanark and the policies are intended to be general and broad and being consistent with the Provincial Policy Statement. The SCOP is based on four pillars of sustainability: the environment, the economy, social values and cultural values. The vision of the SCOP is to strengthen and diversify the economy, effectively manage growth, protect the environment, preserve their heritage, and maintain their unique character for future generations.

The implementation of the SCOP through local Official Plans, zoning regulation, subdivision and condominium control and site plan control shall consider the following criteria in regards to parks, recreation and culture:

- Provide open space and parkland and the protection of natural heritage features.
- When reviewing applications for redevelopment or infill, consider the impact of the proposed development on the neighbourhood in terms of parking, traffic, open space, and proposed uses.

Section 4.0 of the SCOP discusses policies on Infrastructure, which includes recreational trails. Section 4.2 states that the County of Lanark may undertake regional studies in order to plan future capital improvements, including updates on recreational trails. Section 4.7.2 highlights the importance of seasonal corridors, including those used by snowmobile/ATV clubs, the Trans-Canada Trail and County and local recreational trails. The development, redevelopment, expansion, maintenance and preservation of these are important to continued economic development and diversification and as such are permitted throughout the County. Any capital project related to the infrastructure described in Section 4.0 of the SCOP is considered to be in conformity with the SCOP.

The SCOP provides high-level policies that guide the Official Plan policies of the Town and highlights the importance of providing adequate parks, recreation and culture spaces across the County.

2.7 Town of Carleton Place Development Tools

2.7.1 OFFICIAL PLAN

The Town of Carleton Place Official Plan (OP) is an essential policy document that manages growth, development, and change in the municipality, guiding land use decisions for the next 20 years. The vision of the OP is to maintain and celebrate the Town's heritage through balanced and sustainable growth, which will support a sense of place respectful of their unique historical, cultural and natural heritage. One of the guiding principles in Section 1.3 of the OP states that

“[The Town] will continue to value and preserve [its] built heritage and small-town character as [they] provide for appropriate development to generate residential, recreational, environmental and economic opportunities [...].”

Part 4 of the OP contains policies on municipal amenities and green infrastructure, such as parks, trails, and recreational facilities. Section 4.2 provides policies on parks and the open space system, which “[...] consists of major parks, conservation areas, trail systems, and the Mississippi River corridor”.

“[The] objectives of the Parks and Open Space policies [are] to:

- Encourage a system of parks, recreational facilities and open spaces that provide a wide range of residential and leisure opportunities to meet the needs of existing and future Town residents;
- Encourage the protection, management and enhancement of all areas of natural, environmental and recreational value;
- Provide for the reasonable and safe use of lands within the Mississippi River floodplain in accordance with Mississippi Valley Conservation Authority (MVCA) requirements;
- Provide for the creation of a continuous public recreational trail linking the new residential and commercial areas to the Mississippi District; and
- Protect and enhance linkages for the movement of wildlife.”

Additionally, Section 4.2 of the OP encourages the development of a trail system for both cyclists and pedestrians, providing circulation within residential neighbourhoods, as well as to the larger community. New development may be required to incorporate an integrated recreational walkway / trail system, connecting residential neighbourhoods, commercial areas, employment areas, schools, public buildings, and major recreation facilities, and be subject to the Development Permit By-Law.

Further, the Town's OP policies for their downtown Mississippi District encourages cultural activities and facilities, with arts and cultural uses being a main permitted use. As the Mississippi District is a focal point of the Town, policies aim to create a vibrant main street with linkages to the waterfront as well as interesting parks and residential neighbourhoods, creating opportunities to improve trail linkages and to incorporate more cultural and recreational amenities within the downtown area.

Finally, the OP does not provide a park classification system but depicts two types of Green Spaces / Green Infrastructures: Natural Environment District and Recreational System. Per the OP,

“Areas designated Natural Environment are areas which are deemed by the Town to be of high natural and environmental quality. These include old growth woodlots, stands of Hackberry trees and riparian areas which have been singled out as worthy of full protection from future development in order to ensure the long term viability of the natural feature. [...] The intent of this designation is to protect and enhance the identified natural environment areas and to encourage a healthy environment. Additionally, the designation is intended to minimize harmful alterations to the Mississippi River Corridor.”

2.7.2 DEVELOPMENT PERMIT BY-LAW

A Development Permit By-Law provides development and design requirements that need to be met to the satisfaction of the municipality and establishes specific designations on the basis of consistency and compatibility of land uses, neighbourhood characteristics, and architectural and functional design and compatibility. This encourages new development to provide for more open space and recreational and cultural facilities.

The Town is subject to a Development Permit By-Law (ss 6.14), which outlines the provisions for new development, infill, and construction, aligning with Official Plan designations and directions. The objective of implementing the Development Permit By-Law includes expanding greenspaces and park facilities to provide for their interconnectivity, increasing the diversity of arts, cultural and recreational opportunities and the protection of the natural environment.

The Town also has a community design framework that provides guidelines for high quality development and provides the basis for the regulatory framework of the Town's Development Permit By-Law. The objectives of the design framework as it pertains to parks, recreation and culture are as follows:

- To ensure high quality design of the built form which reflects the Town's heritage and character;
- Incorporate pedestrian and cycling amenities into new development and public infrastructure projects where appropriate;

- Enhance the pedestrian experience through site design and wayfinding initiatives where appropriate; and
- Recognize the importance of street trees and the need to enhance public lands through additional plantation.

2.7.3 COMMUNITY IMPROVEMENT PLANS

Section 6.15 of the OP contains policies on community improvement, pending approval by the County of Lanark. The Council is able to utilize Community Improvement Plans (CIPs) to promote and focus public and private sector investment into maintenance, rehabilitation, and redevelopment activities that improve the living and working conditions in the Town.

The primary goals of CIPs are to:

- Preserve, redevelop and rehabilitate the built environment. Including residential, commercial, industrial, and mixed-use areas;
- To ensure private and public community improvement activities are coordinated;
- To assist the Town in identifying priorities for municipal expenditure regarding community improvement projects; and
- To participate, wherever possible, in Federal and/or Provincial programs that facilitate community improvement.

CIPs provide opportunities for public-private partnerships when providing parks, recreation, and cultural improvements and additions to the community, and can help identify target areas of the Town to focus revitalization and improvement efforts on. While pursuing the objectives of CIPs, Council may:

- Sell, lease or dispose of lands and buildings acquired or held by the municipality;
- Acquire land to implement objectives of the CIP;
- Give loans and grants to owners, tenants and their assignees for rehabilitation purposes; and
- Encourage the private sector to utilize available government programs and subsidies.

The Town has a CIP in place for brownfield redevelopment, façade and streetscape improvements, accessibility, and affordable housing. The goals of the CIP include the following:

- Promote and encourage the development of affordable housing;

- Improve accessibility of buildings in the Town by incentivizing their barrier-free design or retrofitting; and
- Stimulate the Town's local economy by:
 - Revitalizing its existing building stock through improvements to their facades and accessibility;
 - Preserving the traditional and heritage features of the Town; and
 - Enhancing walkability, vibrancy, and business vitality through the beautification of the downtown streetscape and public spaces.
- Promote and encourage the redevelopment of vacant, potentially contaminated land in the Town, to create new public spaces or developments that support the other goals of the CIP, as well as accommodate compact residential, commercial, and employment growth.

The CIP contains a number of financial incentives that assists with achieving the goals above, including an Exterior Accessibility Improvement Program and a Front Façade Improvement Program. These financial incentives could support the creation of new parks and open spaces, as well as preserve and enhance cultural features of the Town.



2.7.4 HIGHWAY DISTRICT SECONDARY PLAN

A Secondary Plan (SP) is a planning document that establishes a vision, guiding principles, and an implementation framework to guide development and redevelopment of a particular area of a municipality. The Highway District SP, prepared in 2020 by WSP, focuses on transportation planning and improvements to the Highway 7 and Highway 15 intersection. The Ottawa Valley Recreational Trail (OVRT) is located near the western boundary of the Study Area, with the Beckwith Trail located along the eastern boundary (Figure 3). The current uses within the Study Boundary are highway commercial uses; however, as there are large portions of wooded areas, the SP aims to develop/redevelop those areas, along with other vacant and underutilized sites.

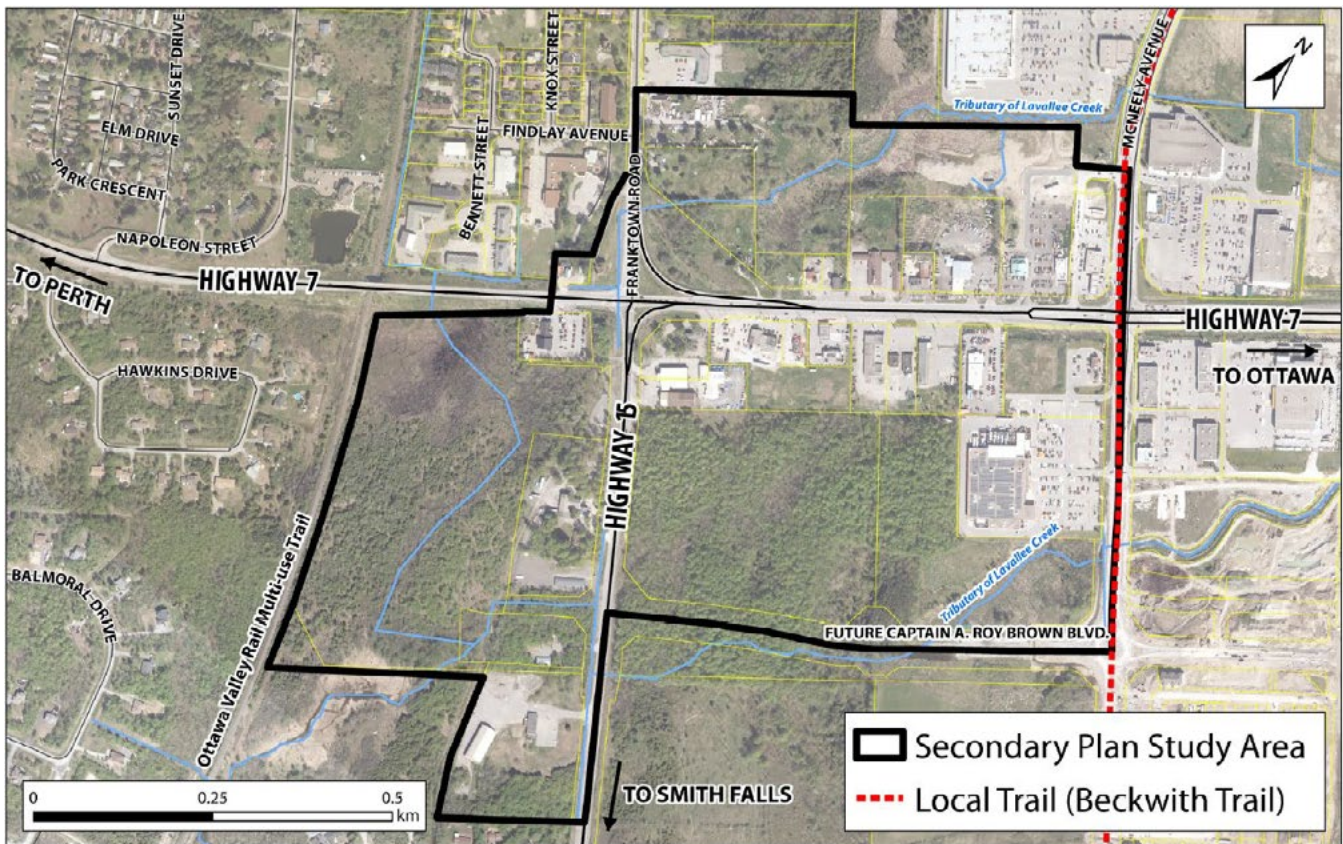


Figure 3 - Highway District Secondary Plan

The vision of the SP is to create a safe and accessible area for all modes of regional and local travel while ensuring opportunities for businesses to grow and expand. One of the goals is to allow pedestrians and cyclists to connect from the surrounding area, travelling through the Study Area and having access to each property, applying the following policies:

- Active transportation will be encouraged to ensure safety and facilitate pedestrian and cyclist connectivity.

- A trail crossing perpendicular to a Provincial Highway will require either a trail crossing agreement or a snowmobile crossing agreement. An associated encroachment permit would be issued with each of these agreements.

Further, Section 5.1.7 of the SP details provisions for wayfinding and pedestrian connections design guidelines. Through this SP, the Study Area aims to become more pedestrian friendly and accessible through trails and active transportation routes. There are opportunities to extend the existing trail network to travel across the Study Area, making it less vehicle-oriented and more of a mixed-use gateway hub for the Town.

2.7.5 DEVELOPMENT CHARGES BY-LAW

The Development Charges Act (DCA), 1997, permits municipalities to enact development charge by-laws and allows the Town to establish the by-law and impose development charges against land to pay for increased capital costs required because of increased needs for services arising from growth and new development of the area to which the by-law applies.

Development charges can be imposed for certain services designated under the Act. As a result of the amendments in the COVID-19 Economic Recovery Act and related amendments which came into effect September 18, 2020, the list of permitted services includes “Parks and recreation services, but not the acquisition of land for parks”.

A subsequent regulation, issued under the DCA, states that “land for parks” includes “(a) land for woodlots and land that is acquired because it is environmentally sensitive;” and “(b) does not include land for an enclosed structure used throughout the year for public recreation and land that is necessary for the structure to be used for that purpose, including parking and access to the structure.”

A municipality is now able to fully recover the growth-related capital costs related to the provision of various services which were often referred to, informally, as “soft” services. For example, “soft services” could include recreation centres, libraries, and parks. Prior to the amendments which came into force with the COVID-19 Economic Recovery Act, the growth-related portion of capital costs of parks and recreation services were recoverable through development charges but would have been subject to a 10 per cent statutory reduction as they were one of the several “soft” services which were prescribed in the Regulation.

The Town enacted By-Law No. 41-2021 under the DCA, which came into force on March 9, 2021 and expires on March 9, 2026. By-Law No. 41-2021 imposes municipal-wide development charges for all services, including parks and recreation, and the library. The Town of Carleton Place 2020 Development Charges Background Study was prepared to meet the requirements of the DCA and recommended new development charges and policies to accommodate growth and the increased need of services in the Town. The Study identified the 10-year gross capital cost

of approximately \$9.39 million for parks and recreation services through development charges. Since the predominant users of parks and recreation services tend to be residents of the Town, the Study recommended that 95% of the forecasted growth-related costs be allocated to residential developments and 5% to non-residential, so that the increased growth can help pay for parks, recreation and culture improvements and additions.

2.8 Town of Carleton Place Additional Development Tools

2.8.1 TOWN OF CARLETON PLACE RECREATION, PARKS AND CULTURAL MASTER PLAN (2010)

In 2010, the Town mandated Lashley & Associates, in partnership with Anne Robinson & Associates, to prepare the first Recreation, Parks and Cultural Master Plan. The purpose of the Master Plan was to identify community needs and priorities related to culture, parks and recreation and recommend how these needs and priorities should be addressed and services delivered in the next ten years.

The Master Plan looked at existing policies and facilities, demographic conditions, trends and implications, and the needs of the Town, along with recommendations for the service delivery system, the open space system, recreation and cultural facilities, and implementation strategies. Some recommendations included working with local groups to provide recreational and cultural programs for seniors, relocating the Skateboard Park to a more prominent and visible location, and creating a Trail Head at trail entrances or central locations to orient the visitors and give information on the Trail Network and places of interest in the Town.



2.8.2 TOWN OF CARLETON PLACE 10-YEAR CAPITAL PLAN

The Town presented their 2022 budget and 10-Year Capital Plan at the end of 2021. Compared to 2021, the Town is spending 19% more on library services, 26% more on facility management, and 48% more on recreation and culture in 2022. Some of the upgrades mentioned include upgrades to Carleton Junction and Carambeck Centre, rehabilitating and adding an additional tennis court, improving the Carleton Place Arena, and revitalizing the downtown area.

From the 10-Year Capital Plan, \$8.5 million will be used on a new community centre and new parks, trails and recreation amenities. A total of \$570,000 has been allocated to recreation and culture replacements, while around \$4.5million will be invested in maintenance improvements for the Carambeck Community Centre, the Carleton Place Arena, the pool, library, and Canoe Club. The increase in investments for parks, recreation and culture over the next ten years can mean significant improvements to existing facilities and new spaces to accommodate the growing population and demand for exciting programs and activities within the Town

2.8.3 TOWN OF CARLETON PLACE ASSET MANAGEMENT PLAN (2021)

The 2021 Asset Management Plan (AMP) identifies the current practices and strategies that are in place to manage public infrastructure and makes recommendations where they can be further refined so that the Town can support the sustainable delivery of municipal services. The AMP analyzes a number of asset categories, including:

- Buildings, such as the arena, library and pool;
- Equipment, such as equipment used to maintain public parks, as well as indoor equipment in recreation and culture facilities;
- Vehicles, such as ones used to address service requests for parks and recreation; and
- Land improvements, which refers to improvements to parks, play fields, trails, and other outdoor structures.

Based on the AMP's condition assessment of current assets, the following statistics are provided:

- Within the building asset category, recreation assets, such as community centres, and the Town Hall are most in need of improvements as they are the only two with assets in very poor condition.
- Generally, all equipment categories are in need of upgrades or replacements; 79% of library equipment and 80% of public works equipment are considered to be in very poor condition. Equipment refers to landscaping equipment, library books, and other public maintenance equipment.
- 79% of recreation vehicle assets are in very poor condition.

- Within land improvement assets:
 - 100% of parks and playing field assets are considered in poor condition with 18% of them having “no service life remaining”.
 - 42% of trails are considered to be in very poor or poor condition with 58% of trails having an estimated remaining useful life of over 10 years.
 - 27% of playground structures are in very poor condition with 56% in good condition and 10% in very good conditions. The estimated remaining useful life for playground structures indicate 5% have “no service life remaining” and 23% have “0-5 years remaining”.
 - 1 out of 3 of the splash pads (30% of splash pads) is not in good condition and is estimated to require replacement within “6-10 years”.
 - 75% of boat launch assets are in very poor or poor condition with 40% of them requiring replacement within “0-5 years”.

The AMP identified key areas where improvements can be made for parks, recreation and culture facilities, as highlighted above. As the Town sees continued growth over time and increased levels of service, it is inevitable for facilities and equipment to age over their lifespan. Using the recommendations and financial strategy provided in the AMP, the PRCMP formulates strategies to finance and implement parks, recreation and culture projects in a sustainable and manageable way.

2.8.4 TOWN OF CARLETON PLACE TRANSPORTATION MASTER PLAN

The Town prepared its first Transportation Master Plan (TMP) to guide a proactive approach to planning a multi-modal transportation system to serve the community through to the year 2041 and beyond. The guiding vision for the TMP is to create an inclusive and barrier-free multi-modal transportation system, which will move people and goods safely, sustainably, and efficiently while maintaining the values of a growing, vibrant, heritage-rich and healthy community.

The objectives of the TMP, as they relate to parks, recreation and culture, are as follows:

- Ensure an inclusive and accessible / barrier-free environment for all users regardless of age, physical ability, and financial means.
- Develop a truly multi-modal network that emphasizes sustainable travel modes in an effort to reduce pollution, enhance quality of life through active living, and reducing dependency on the automobile.
- Improve road safety, especially to the most vulnerable groups.

- Improve connectivity within the Town, overcome barriers between communities and amenities.
- Maintain satisfactory mobility levels considering the Town's future growth.

The TMP identified several needs and opportunities related to parks, recreation and culture, such as completing gaps in the pedestrian and cycling network, overcoming mobility barriers between communities and local amenities, updating maintenance practices to better accommodate a multi-modal transportation system, and upgrading existing cycling and pedestrian facilities and constructing new facilities to encourage sustainable modes of travel, and improve overall community health.

Additionally, the TMP provides recommendations to strengthen the Town's active transportation (AT) network, summarized as follows:

- For pedestrian and cycling facilities, the TMP recommends adopting Cycling Priority Route designations to support continuous cycling connectivity across Town and to key destinations within Town, along with implementing new bicycle racks and establishing bicycle parking and end user requirements for new developments in the OP.
- For recreational trails, the TMP recommends the following:
 - a. Require all new recreational trails to be designed with AODA standards, where feasible.
 - b. Require any new recreational trails to have a minimum width of 3.0 metres (m), and a minimum 2.4m width in constrained conditions only.



- c. New development applications should consider connections to recreational trails to strengthen linkages between neighbourhood destinations and the Town's active transportation network.
- d. Continue to consider pedestrian crossovers at all new recreational trail crossings of roadways.
- e. Recreational trail amenities, including parking spaces, washrooms, waste receptacles, signage, lighting, canopies, and benches/seating be considered at busy trail intersections or resting points.
- f. Crime Prevention through Environmental Design (CPTED) be considered when designing new recreational trails or upgrading existing trails. Key principles include signage and lighting near trail entrances and crossings of streets.
- g. Collaborate with OFSC, OPP and relevant stakeholders on any safety concerns on existing ATV and snowmobile trails. Consider initiating a separate study to review existing ATV and snowmobile trails within the Town, how they are being used, and how they may be enhanced or expanded in the future as the Town grows.

Some recommendations from the TMP for active transportation have been incorporated into the PRCMP as many of them focus on improving trail amenities and maintenance, as well as creating a safe and interconnected AT network. More focus can be placed on trail connectivity between points of interest in the Town, such as parks and recreation/culture facilities, and the equal distribution of AT resources in all areas of the Town. Further, opportunities to host larger recreational and/or cultural for the broader region can be explored in collaboration with new transportation technology, rideshare programs, and/or specialized transit services.

3

CARLETON PLACE AND DISTRICT SWIMMING POOL

**THE
COMMUNITY
OF CARLETON
PLACE**

When preparing the Parks, Recreation and Culture Master Plan for the Town of Carleton Place, it is important to understand the Town’s demographic profile in order to best understand the current conditions, trends, and potential future demands facing the community. The following provides a high-level demographic profile using the most recent Statistics Canada census data available (2016 and 2021). It should be noted the 2021 data was used where available but that not all the 2021 census data has been released at this point.

3.1 Overview

The Town of Carleton Place is a local level Town within a two-tier County government in Eastern Ontario. It is part of Lanark County and is situated north of the Town of Smiths Falls, south of the Municipality of Mississippi Mills, east of the Town of Perth, and about 46 km west of downtown Ottawa. Located at the crossroads of Highway 15 and Highway 7, Carleton Place is easily accessible by highway. Nearby airports include the Ottawa International Airport, Carp Airport, and Arnprior Airport.

The Town notably has the Mississippi River, a tributary of the Ottawa River, flowing through the town, with Mississippi Lake located upstream. Further, the Ottawa Valley Recreational Trail (OVRT) runs through the Town, connecting Carleton Place, Almonte and Pakenham within Lanark County and spanning 296 km. The OVRT connects to the Trans Canada Trail, which is the longest recreational trail in the world.



Figure 4 - Regional Context



Figure 5 - Local Context

3.2 Current and Forecasted Populations

According to the 2021 Census of Population, Carleton Place’s population was 12,517, indicating a 17.6 per cent increase from the 2011 census population, which was a total population growth of 1,873 between the 2016 and 2021 census. This section provides population projections for Carleton Place, based on the historic growth the Town experienced during the 15 years from 2006 to 2021. In 2019, the County of Lanark adopted population projections to which the Town is required to plan to accommodate over the next 20 years. By 2038, the County has indicated that Carleton Place is projected to grow to a population of 20,964, which is a 97.0 per cent increase. Based on a Comprehensive Review Background Study done by J.L. Richards & Associates Ltd. for the Town, the population will likely meet the County’s growth projection by the year 2033 and will have enough land to accommodate the new growth.

Table 1: Carleton Place Population Forecast 2011-2031 (Based on Lanark County Official Plan Population Projections)

Municipality		Base	Project Population				
		2006	2011	2016	2021	2026	2031
Carleton Place	Low	9,455	9,738	10,005	10,374	10,784	11,132
	Medium		9,964	10,476	10,987	11,498	12,010
	High		10,162	10,924	11,743	12,624	13,571

Carleton Place has seen a gradual increase in population over the years since their population of 9,453 in 2006. The overall population of Carleton Place is expected to continue to increase to 2038, with the older population expected to grow in proportion to children and youth (ages 0-19) categories. This is illustrated by the increase in median age of residents from 39.1 in 2006 to 41.6 in 2021. Growth for age cohorts 50+ is expected to drive an increasing share of older residents in the Town. This indicates that demand for all park, recreation and culture types will grow, but demand for programs and facilities catering to seniors and older adults will see the strongest demand for new services.

Table 2: Carleton Place Population Growth by Cohort (2006-2021)

Cohort	2006	2011	2016	2021
0-4	570	565	665	725
5-9	580	560	635	765
10-14	695	545	620	755
15-19	675	665	560	620
20-24	540	500	535	530
25-29	500	565	635	770
30-34	635	605	760	930
35-39	640	655	625	925
40-44	865	630	665	780
45-49	765	800	645	755
50-54	665	765	790	675
55-59	600	710	770	850
60-64	405	620	780	855
65+	1,320	1,615	1,970	2,575
TOTAL	9,455	9,809	10,644	12,517
Median	39.1	41.7	42.3	41.6
Change		354	835	1,873
Per Cent Change		3.8%	8.5%	17.6%
Share of Total Population				
0-4	6.03%	5.76%	6.25%	5.79%
5-9	6.13%	5.71%	5.97%	6.11%
10-14	7.35%	5.56%	5.82%	6.03%
15-19	7.14%	6.78%	5.26%	4.95%
20-24	5.71%	5.10%	5.03%	4.23%
25-29	5.29%	5.76%	5.97%	6.15%
30-34	6.72%	6.17%	7.14%	7.43%
35-39	6.77%	6.68%	5.87%	7.39%

40-44	9.15%	6.42%	6.25%	6.23%
45-49	8.09%	8.16%	6.06%	6.03%
50-54	7.03%	7.80%	7.42%	5.39%
55-59	6.35%	7.24%	7.23%	6.79%
60-64	4.28%	6.32%	7.33%	6.83%
65+	13.96%	16.46%	18.51%	20.57%
TOTAL	100.00%	100.00%	100.00%	100.00%

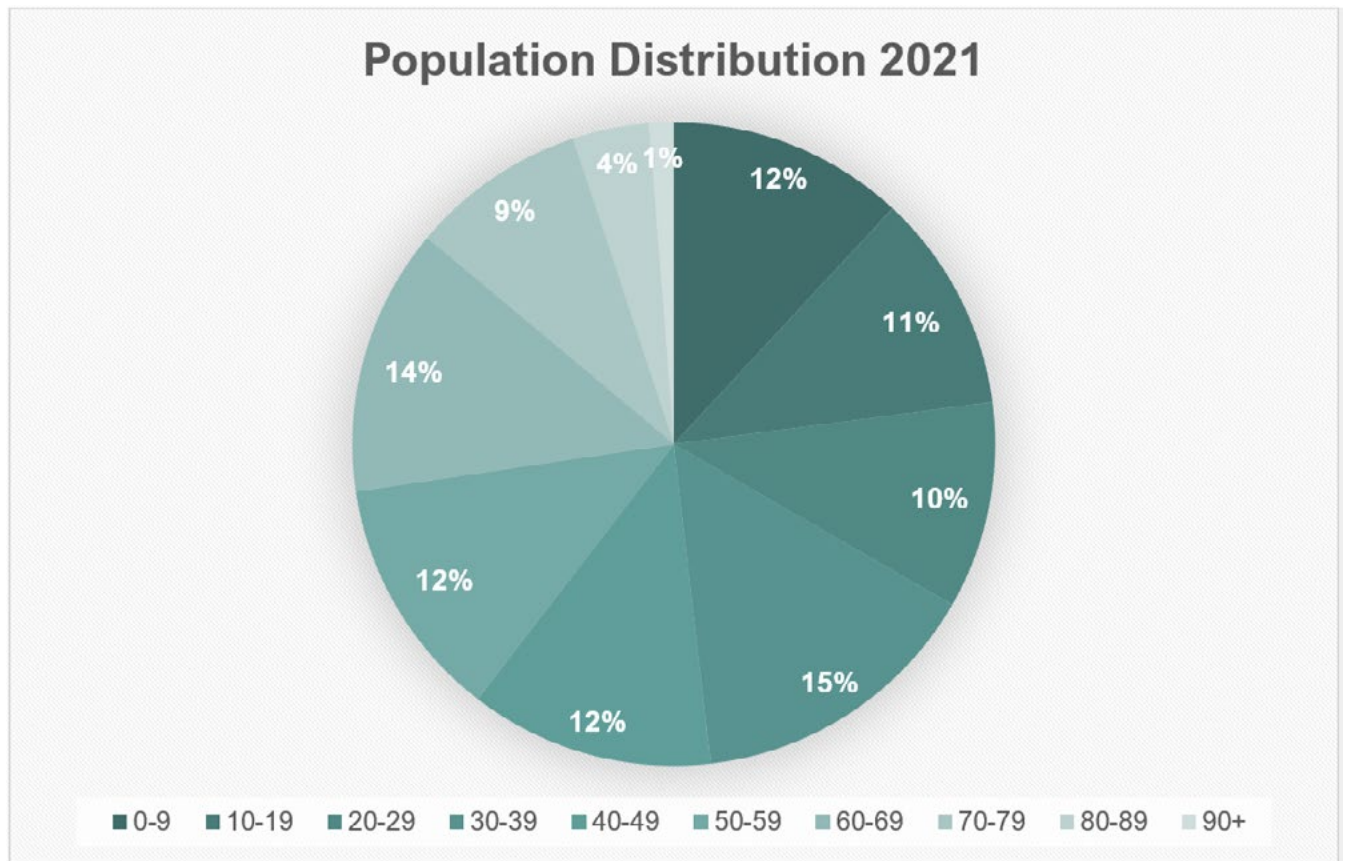


Figure 6 – Carleton Place Population Distribution in 2021

3.3 Demographics Breakdown

Understanding demographic data is often difficult. To support a more understandable format, we've pulled out some of Carleton Place's key statistics based on the 2021 Census data, as follows:

- Carleton Place's (CP) population has grown by 3,062 people since 2006.
- CP's population has been generally aging since 2006, with a median age of 39.1 in 2006 and 41.6 in 2021 – despite this, the median age dropped slightly between 2016 to 2021, from 42.3 to 41.6.
- Based on 2021 Census data, around 88% of the population speak English as their mother tongue; in addition, the top languages spoken at home other than English are French and Indo-European languages.
- Based on the 2021 Census data, around 87% of people in Carleton Place have a secondary (high) school diploma or above.
- Around 57% of people in Carleton Place have some type of post-secondary certificate, diploma or degree in 2021, which is about the same as the average for all Ontarians.
- The median 2020 household income is \$89,000 and the average household income is \$100,700.
- Around 53% of households live in a single-detached house, with around 65% of households having only 1-2 persons; the average household size is 2.4 persons.

3.4 Demographic Analysis of Needs

The population structure is a critical metric for determining demand for most municipal services, and especially important for estimating demand for recreation services. Recreation is strongly influenced by population structure. The age and gender of residents are critical determinants of recreation interests and frequency of use.

While recreation providers strive to engage and serve all segments of the population, youth have traditionally been the largest consumers of recreation programs and users of recreation facilities as group play and competitive intensity is at its highest during childhood and increases into young adulthood. Competitive recreational activity tends to fall off as people age, most turning to more informal and casual recreational sports or passive recreational activities as they age.

Overall, expected population growth and anticipated demographic structure information indicates that a shift in average population age will result in an increased market demand on existing facilities and services, as well as a growing market demand for the development and expansion of new facilities and services across the Town. Research shows that certain demographic groups

encounter more barriers accessing resources like parks, recreation services and recreation, arts, and culture. As a result of the projected increase in population and the estimated higher proportion of seniors, the Town will need to adjust its delivery of existing services, facilities, and programs to accommodate such growth in older age groups.

3.5 Recent and Ongoing Developments

Generally, development prospects have been clustered in the southern portion of the Town, specifically near the gateway at the Highway 15 and Highway 7 intersection. That area mostly falls into the Study Area of the Highway District Secondary Plan. The Secondary Plan aims to intensify the uses in the area through development of the vacant lots or redevelopment of the existing lower density highway commercial uses. Most of the land is being saved for future development use, with few concrete applications in place. Despite the gateway area being heavily vehicle-oriented, the OVRT and other local trails provide access points into the Town's trail system and new developments are able to take advantage of these connections and provide more active transportation at a pedestrian scale recreation with culture amenities.

Currently, the Town has five major subdivisions in development, all in close proximity or bordering the highways. They predominantly consist of single-detached, semi-detached, and/or townhouses, ranging from 275-560 dwelling units. Most of these subdivisions are in the final stages of development or are recently completed. An application has been submitted for the lands at 28 High Street for the development two residential apartment buildings containing 213 dwelling units in total, one commercial building with a total gross floor area of 970 m², 330 parking spaces (200 underground and 130 surface spaces), and greenspace along the waterfront, including a boardwalk, floating dock and pavilion. Presently, the site is vacant; however, if the development is completed, there will be much higher levels of activity and traffic in that area. Connections and impacts to parks, trails, recreation and cultural amenities must be considered when accommodating the expected growth and high-density use, especially as it is close to the downtown district.





4

PARKS, RECREATION AND CULTURE BENEFITS AND TRENDS

Parks and Recreation are more than just infrastructure and programs; as elements of the built environment, they are purposeful strategies that help address some of society’s most challenging issues such as childhood inactivity, nature-shortfall disorder (Louv, 2006), physical literacy, social disconnectedness, and community spirit. Parks provide several benefits to their communities including public health, social, economic, and environmental benefits. These benefits become more significant where they can be considered equitable (having the greatest impact on disadvantaged groups of the population) and where their effects extend beyond the immediate users of the park to the larger community. The benefits these spaces bring and the various influences that parks and recreation trends have on society also play an important economic development and diversification role by enhancing the Town of Carleton Place distinguishability and enabling growth.

4.1 Benefits

Parks and recreation services have the capacity to bring diverse benefits to the residents, economy, environment, and the community. However, parks and recreation resources need to be approached with purpose and planning for the benefits to have an optimal impact on the community.

Research-based evidence shows us that there are many health, social, economic, and environmental benefits related to recreation, sport, arts, culture, and parks/open space.



Figure 7 – Trend Categories of Parks, Recreation, and Culture in Canada

According to the National Framework for Recreation, recreation and parks can address existing challenges with policies and practices that:

Enhance mental and physical wellbeing by providing services that have an important role in enhancing physical activity.

Enhance social wellbeing through clubs, social organizations, team sports, or providing an environment to make new friends for children and adults.

Help build strong families and communities by being a vehicle for promoting family cohesion, adaptability and resilience through community events that keep neighbours in touch with each other.

Help people connect with nature. Enhanced opportunities to connect with nature can result in both environmental and human benefits.

Provide economic benefits by investing in recreation. Recreation is an important contributor to community economic development and cost reductions in other areas (i.e., health care, social services, and justice).

Tourism. Recreation, sport, parks, arts and culture programs and services have been shown to draw tourism and contribute directly and indirectly to local economies through employment opportunities, hospitality-related businesses, and other visitor spending.

It is important to understand what the direct and indirect benefits are when making decisions related to investment in parks and recreation services. This information can inform decision makers, administration, and residents on the importance of investing in these ‘amenities.’ Often, other forms of tangible infrastructure are prioritized over investments in parks and recreation without consideration of what the impact is on economic development of the community and the “Quality of Life” (QOL) of current and potential residents and visitors.

4.2 Trends and Best Practices

When planning for the future of parks, recreation and culture, it is important to analyze and distinguish prominent trends that influence people’s leisure choices at a variety of levels; across Canada, Ontario, and the Town of Carleton Place. Understanding the trends in parks, recreation and culture allows us to plan better for the needs of tomorrow. The following provides some key trends to consider:



Demographics

- Retirees will remain more active for much longer and will have the income, time, and health to frequently participate in activities and take advantage of facilities. The Baby Boomer generation will be major users of Town parks, recreation, arts, and culture services.
- A widening income gap will drive the need to ensure parks, recreation, arts, and cultural opportunities remain affordable and that programs are put in place to deliver leisure equally across incomes.
- To remain relevant, the Town will have to evolve their parks, facilities, and programs to meet the changing needs and interests of a diversifying population. In addition, efforts will be needed to connect a diversifying population to nature and the outdoors.
- Globalization allows for opportunities to integrate diverse and international cultural activities, fostering the sharing of information and cultural practices in a respectful and engaging way.

- The needs of an aging population should be reflected in all aspects of parks delivery, recreation opportunities, and culture programs.
- Meeting the unique needs of different age groups while ensuring their active participation continues through all stages of life. Success means a variety of purposefully designed spaces and programs, from early childhood development to youth, family, adult, seniors and intergenerational opportunities.



Behavioural

- There is a need to embrace a shift away from programmed parks, recreation, arts, and culture services to more spontaneous activities and informal spaces.
- Based on the experience of COVID-19 restrictions, recreational facilities should be designed to allow for social distancing and to provide safe gathering spaces i.e., widened trails (2.0 to 2.4 metres), including seating configuration, to encourage social distancing, and reduced highly touched surfaces.
- Activities that have an experiential nature and offer challenges such as cultural learning and ecotourism are highly valued by users.
- There is a growing awareness of the health benefits of physical activity and healthy eating. This impacts the design of our living spaces and programs to be delivered to communities.
- Obesity rates in children and youth have tripled over the last 15 years with an increasing concern for long-term health implications.
- With volunteering declining:
 - new ways will need to be found to inspire the next generation of volunteers;
 - expectations on volunteers will need to be reconsidered;
 - attention on volunteer recognition will need to be increased; and,
 - high-quality volunteer experiences are more important than ever.
- Collaboration with Indigenous Communities - Indigenous Reconciliation is an important issue for all Canadians. At the municipal level, the first step in reconciliation is to acknowledge the past and move towards collaborative relationships with local First Nations and urban Indigenous peoples.



Environmental & Ecological

- A growing sense of stewardship for and learning about water, air quality, and preservation of natural areas.
- Increased expectations that parks and recreation departments will demonstrate high levels of stewardship and environmental sensitivity.
- Implementation of green infrastructure - More parks are being protected and designed to address climate change related issues and provide ecosystem services, including those related to flooding, storm water runoff, and wastewater treatment. Combining investment in parks and open space within civic infrastructure can create both efficient and attractive solutions.
- The role of municipal conservation parks will grow as Canada works to meet biodiversity targets through raising awareness of biodiversity and encouraging participation in conservation.



Service Delivery

- Explore various funding and cost recovery models to develop and upgrade parks, recreation and culture facilities and programs, such as the promotion of sport tourism, naming rights, fundraising, sponsorships, and partnerships.
- The importance and need for strong inter-municipal partnerships and other partnerships will only grow into the future.
- Partnerships with community organizations, non-profits, private partners, and school districts are an effective way to offer innovative programs and services to the community, and to develop spaces that would otherwise be unavailable through municipal service delivery.
- Investment in artists and art organizations through grants and funding programs to enhance their organizational capacity and sustainability, support the development of cultural programs, and enable the production of exhibitions and events that serve to engage residents and contribute to the overall wellbeing of communities.
- Integrating tourism and travelers demands with parks, recreation and culture can provide a funding option for the Town and its businesses, while creating interesting and interactive events for the community.



Facilities & Infrastructure

- As our parks, recreation, arts, and culture assets near the end of their lifespans we need to identify opportunities to co-locate sustainably designed facilities to attract multiple users to one area creating servicing and operational efficiencies.
- Strong asset management and capital lifecycle planning will become essential as we work to provide access to the quality and diversity of parks and facilities expected by residents.
- Flexible and accessible multi-purpose spaces able to accommodate a variety of activities are the next big thing. Recreational buildings should be designed so that community amenities are more easily accessible through public transportation or to those with reduced mobility. By doing so, we can reduce some of the sport facility parking areas, which are generally some of the lowest utilized when there's not a game, and greatly reduce the carbon footprint of the facility.
- New facilities are being designed as welcoming spaces for community gathering and use and incorporating adaptable, "loose fit" components to allow modification and adaptation as needs change.
- Cultural spaces are great venues for workshops, shows, events and markets that provide a different type of experience compared to recreational activities. These spaces allow the community to experience new art forms and ways of living, while providing a space for creative self expression.
- Inclusivity and Gender-Neutral Facilities - inclusivity (facilities without male or female designated spaces) is coming to sports and recreation design in North America, with Canada leading the way. Building gender neutral facilities usually means increased space requirements and upfront investment for a larger washroom or changing room, but often there's an operational savings.
- Turf - Synthetic turf in high traffic sports fields is increasing in popularity, particularly because these surfaces have improved dramatically. Turf can offer a safer, more predictable playing surface than your typical recreational field and provide more hours of play to the community they serve. With fiber technology and alternative infills, these fields are also cooler in summer than their predecessors.
- Outdoor cultural spaces, such as amphitheatres and bandshells, are becoming increasingly popular during the warmer months as they are flexible spaces that can accommodate a variety of events and activities while taking advantage of the scenery and weather outside.

- Active Neighbourhoods - Smaller towns are seeing the value in sports and recreation as a cornerstone for development. A local hockey arena, soccer stadium, or recreation center built for competitive teams can help draw crowds, boost development, and promote active lifestyles in local neighborhoods. A multi-function facility can build the critical mass needed for retail, residential, and other development to take root. The result is a synergy between recreation and community that's likely to be an asset for years to come.

The Benefits and Trends related to Parks, Recreation, & Culture contribute to the health, well-being, and quality of life of residents and visitors and play a role in the economic development of the community and in building the cohesiveness of the community. The personal, social, environmental, and economic benefits of Parks, Recreation, Arts & Culture provide the foundation for opportunities for people to be mentally and physically healthy. Therefore, their ability to contribute to the community in a positive way is enhanced.

5

**PARKS &
OPEN SPACES**



Carleton Place provides opportunities for all residents to experience outdoor active and passive recreation at a local level. The use of parks and other outdoor recreation amenities by residents within Carleton Place plays a key role in the success of the Parks, Recreation and Culture Master Plan.

The Town recognizes the importance of outdoor recreation areas to be **adaptive, multi-functional, and flexible spaces** in order to meet the needs of the residents today and in the future. Parks support the environmental, physical, social, and visual aspects of Carleton Place and contribute to a wide range of opportunities for programmed and unprogrammed recreation activities that are accessible for the entire community. The enjoyment of nature considerably increases community health and civic pride. Inviting public spaces and a well-designed and maintained park program contribute to the Town's economic vivacity, create a sense of place, and can considerably increase the health of the residents and community.

Carleton Place currently offers a variety of outdoor recreation spaces that are both programmable and unprogrammable spaces. While programmable sports fields allow for active use of parks, it is the amenity of unprogrammed green space, such as natural park areas, that extend the amount of time users spend in parks

5.1 Parks and Open Spaces Inventory

Carleton Place provides parkland and outdoor recreation amenities in parks and natural areas. In addition, Carleton Place delivers a diverse range of horticultural (i.e. gateway and street beautification) and urban forestry activities. Parks and open spaces are among Carleton Place's defining features and are highly valued by its residents.

Although not officially classified under Development Tools, the Town includes two types of parks: Neighbourhood Parks and Regional Parks. In addition, the Town's open spaces include Natural Environment Areas and Urban Plazas to complete its Parks and Open Spaces area. The following provides general definitions of these types of open spaces:

- **Neighbourhood Parks** are under 1 hectare (ha) in size and offer only specific services; they are intended to service predominantly local residents.
- **Regional Parks** are over 1 hectare (ha) in size and service the whole municipality with a variety of services. These parks may also service people from outside the municipality.
- **Natural Environment Areas** are, per Town's OP, "areas with a high natural and environmental quality, which have been singled out as worthy of full protection from future development to ensure the long-term viability of the natural feature".



Figure 8 – Example of a Neighbourhood Park – Commons Park



Figure 9 – Example of a Regional Park – Carleton Junction



Figure 10 – Example of a Natural Environment Area



Figure 11 – Example of an Urban Plaza – Town Hall Square

- **Urban Plazas** are significant public spaces set aside for civic purposes. They are located in areas of high pedestrian activity and serve as landmarks and gathering places. They are distinct from Neighbourhood and Community Parks in that play equipment is not typically included. Additionally, these spaces are usually predominantly paved.

The table below provides the distribution of parks and open spaces in Carleton Place. In addition to these spaces, the Town shares open spaces with schools.

Table 3: Parks & Open Spaces Distribution

Park Typology	Distribution	Size (ha)
Neighbourhood Parks	26	9.08
Regional Parks	4	21.87
Natural Environment Areas	3	10.99
Urban Plazas	2	0.45

The Town is also directly involved in a wide range of service delivery activities related to parks including planning, budgeting, design, maintenance, operations, booking, programming, and permitting. The Town liaises with interest groups and parks users, including community groups, sports groups, and special event organizers. Park and open space design are sometime completed internally but may also be completed by external consultants in consultation with Town Staff.

Both the quality and quantity of outdoor facilities and park amenities are essential to the ability of the Town and community to offer effective and efficient recreation services. The following provides a summary of the current park amenities found in parks and open spaces in Carleton Place.

Table 4: Park Amenities Distribution

Park Amenities	Distribution
Play Structures	16
Swing Sets	8
Basketball Courts	5
Baseball Diamonds	5
Docks for Small Boats	4
Soccer Fields	3
Splash Pads	3
Outdoor Seasonal Rinks (permanent and temporary)	3
Tennis Courts	3
Beaches	2
Dog Parks	2
Skateboard Parks	2
Pump Track	1
Community Oven	1
Labyrinth	1
Cenotaph	1
Municipal Boat Launch	1

As depicted in Table 3 above, there are a total of 35 Parks and Open Spaces in Carleton Place. The following table provides a description of the existing parks and open spaces municipally owned and operated in Carleton Place. Mapping providing locations for each park and open space included in Table 5 is shown in Appendix C.

Table 5: Parkland and Open Space Inventory

Facility Name	Description	Amenities
<u>Park Facilities</u>		
Anthony Curro Park	<p>Anthony Curro Park is a waterfront park approximately 1.8 hectares and is located adjacent to the south side of the Mississippi River on the east end of the Town. The Mississippi Riverwalk Trail runs through this park, creating a nice walking and running path to the Carleton Place Arena.</p> <p>Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> Well maintained gravel pathways. 	<ul style="list-style-type: none"> 1 play structure 1 swing set 1 basketball court 2 benches 4 garbage cans Mississippi Riverwalk Trail

	<ul style="list-style-type: none"> • Basketball court with asphalt paving requires new line painting, surface and drainage repairs. • No direct access to the play structure from gravel pathway. 	
Civitan Athletic Park	<p>This park is located west of Carleton Place Arena. It shares the parking lot with the Carleton Place Arena.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • Baseball diamonds are in general good condition. • Mature trees are growing around the diamonds and provide shade. 	<ul style="list-style-type: none"> • 3 baseball diamonds
Begley Street Park	<p>Begley Street Park is located behind the Carleton Place Arena and is approximately 0.11 hectare. This park consists of a playground designed for all abilities.</p> <p>Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. • Tennis courts including chain link fence are in poor condition. • Playground has uneven sand surface and deteriorating timber edges. • Many mature trees provide shade 	<ul style="list-style-type: none"> • 1 play structure • 1 baseball diamond • 3 tennis courts • 2 benches • 2 garbage cans
Carambeck Community Centre Outdoor Space	<p>The outdoor facility at Carambeck Community Centre is just under 1 hectare (0.97ha). The splash pad is shared with the daycare. The play structures were moved from the Francis Street Daycare. The Youth Centre is located east of the building, near the basketball court.</p> <p>Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • The basketball court is located behind the building, in the parking lot with no physical barriers between the parking and court. 	<ul style="list-style-type: none"> • 2 play structures • 1 basketball court • 1 splash pad • 1 seasonal outdoor rink • Picnic area
Carleton Junction	<p>Carleton Junction is the Town's newest multi-use outdoor community space and well-used by all age groups; it is linear in shape. This park is 1.42 hectares in size. This park is located in the middle of downtown Carleton Place adjacent to the Ottawa Valley Recreational Trail. The park includes a "barn shaped" pavilion with "watertower". Regional Park.</p>	<ul style="list-style-type: none"> • 1 play structure • Pavilion (includes washrooms and electrical kiosks for events) • 1 skatepark

	<p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. • Asphalt and gravel pathways around the park are well maintained. • Limited shade in this park. • Potential as a future cultural venue for outdoor events. 	<ul style="list-style-type: none"> • 1 seasonal outdoor rink • 1 pump track • 1 community oven • Shade structure • Picnic area and seating areas
Carleton Place Dog Park	<p>This park is located behind the Carleton Place Aquatic Centre, at the end of Edmund Street, and is approximately 0.11 hectare. The park is fully enclosed for off-leash pets and includes benches and garbage cans. Parking is available on the street.</p> <p>Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign at the street but one is placed on the fence. • No trees and shade around the park. • Gravel pathway connection between the park and road is uneven and not accessible for wheelchairs. 	<ul style="list-style-type: none"> • 2 benches • 2 garbage cans • Fully enclosed park space
Carlplace Park	<p>Carlplace Park is approximately 0.16 hectare and consists solely of open green space. Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. • Not recognizable as parkland. 	<ul style="list-style-type: none"> • Open green space
Centennial Park	<p>Centennial Park is a waterfront park approximately 1.22 hectares and is located on the north shore of the Mississippi River. This park includes a beach and dock area, providing a place to swim and recreational canoe and kayak usage. Lifeguards attend the beach during summermonths. Centennial Park is located across from Riverside Park, where the Carleton Place Canoe Club is located. Regional Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • Small park sign. • Very few benches and picnic tables. 	<ul style="list-style-type: none"> • 1 soccer field • Beach and dock area • Picnic area • 3 benches • 4 garbage cans

<p>Commons Park</p>	<p>Commons Park is a small park located in a residential area. The park is around 0.18 hectare. The park is located close to the Ottawa Valley Recreational Trail.</p> <p>Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. • No direct pathway connections from the street to the playground and basketball court. • Basketball court requires line painting. • Play structure surfacing is sand with timber edges surrounding it. • Very few benches and some of them are backless. • Many well-established trees around the park adjacent to the streets but no trees are growing inside the park. 	<ul style="list-style-type: none"> • 2 play structures • 1 basketball court • Large sandbox area • 4 benches • 4 garbage cans
<p>Dunlop Road Park</p>	<p>This park is located in a new subdivision located on the east end of the Town, near McNeely Avenue and Highway 7. It is 0.38 hectare in size. Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. • Direct pathway connections from the street to the playground. • Playground has rubberized surfacing 	<ul style="list-style-type: none"> • 1 play structure • 1 splash pad • Covered picnic area • 2 benches • 2 garbage cans
<p>Ferrill Park</p>	<p>This park is located in the northern portion of the Town and is approximately 0.19 hectare. Ferrill Park offers a playground, swings and a small open grassy area for group activities. Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. • No pathways. • Playground with uneven sand surfacing and deteriorating timber edges. • A few mature trees are growing. 	<ul style="list-style-type: none"> • 1 play structure • 1 swing set • 3 benches • 3 garbage cans • Picnic area
<p>Findlay Park</p>	<p>This small park is located in a residential area north of the Mississippi River, with a size of about 0.13 hectare. Neighbourhood Park.</p>	<ul style="list-style-type: none"> • 1 play structure • 2 benches • 3 garbage cans • Picnic area

	<p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. • Asphalt pathways are uneven, and cracks are found in multiple locations along the pathways. 	
George E. Findlay Park	<p>This park is a waterfront natural area park that is approximately 0.82 hectare in size. Natural Environment Area.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. • Existing paths are natural foot paths 	<ul style="list-style-type: none"> • Natural space
Giles Park	<p>Giles Park is approximately 0.4 hectare and is located in a new residential area on the west end of the Town. The park contains a play structure and a small walking trail around a stormwater pond within the park. Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • Gravel pathways to the playground. • Playground has wood fibre surfacing and overall is in good condition. 	<ul style="list-style-type: none"> • 1 play structure • Trail / pathway around stormwater pond • 2 benches • 2 garbage cans • Picnic area
Hackberry Park	<p>This waterfront park is located on the historic Mill Street and features the rare and beautiful Hackberry trees, thought to be a legacy from the nomadic First Nations peoples. Visitors can enjoy a picnic along the Mississippi River with a view of the dam. The park is around 0.189 hectare in size and is close to the Ottawa Valley Recreational Trail. Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. • Asphalt pathway next to the park but no pathways within the park nor the wooded area. 	<ul style="list-style-type: none"> • Wooded area with rare Hackberry tree • 2 benches • 2 garbage cans
Hendry Farm Park	<p>Hendry Farm Park is located beside a natural backdrop of a wooded area within the northwest area of the Town. The park is approximately 0.26 hectare and contains a playground. Trails in this park are not maintained. Neighbourhood Park.</p>	<ul style="list-style-type: none"> • 1 play structure • 1 swing set • 2 benches • 2 garbage cans • Trails (unmaintained)

	<p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. • Playground with uneven sand surfacing and deteriorating timber edges. • No pathways. • Mature trees provide shade. 	
John W. Southwell Park	<p>John W. Southwell Park is a 0.86 hectare park located in the northwest area of Carleton Place. This park consists predominantly of one large soccer field. This soccer field is located behind Notre-Dame Catholic High School where there are two other soccer fields and one track. Access to John W. Southwell Park is from Prime Place. Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • Access to park is not well defined. • Grass on the field is in fair condition. 	<ul style="list-style-type: none"> • 1 soccer field (natural turf with irrigation system)
Johnston Street Park	<p>Located on Johnston Street in the southwestern area of the Town, this park is adjacent to Highway 7 in a residential area. This park is approximately 0.07 hectare. Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. • Playground with uneven sand surfacing and deteriorating timber edges. • The play structure is in fair condition. with some wear and tear. • No benches are present. • Limited shade. 	<ul style="list-style-type: none"> • 1 play structure • 1 picnic table • 2 garbage cans
Community Labyrinth	<p>This open space is located behind the Museum and extends on 0.17 hectare of land. The outdoor labyrinth is the main feature of this park. Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • Mature trees are in good conditions and well-maintained shrubs are found. 	<ul style="list-style-type: none"> • Labyrinth • Picnic area • Benches
Market Square	<p>Market Square is located between Beckwith Street and the Ottawa Valley Recreation Trail, just north of Lake Avenue. Although including a parking lot, this municipal space of approximately 0.38 hectare offers an outdoor linear pavilion, the home of the Farmers' Market.</p>	<ul style="list-style-type: none"> • Pavilion with public washrooms • 1 bench

	<p>The covered structure is available to rent for various event. Urban Plaza.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • Within the square, public parking is available and adjacent streets available for on-street parking. • A public art piece in the parking lot island with two interpretive signs providing information on “twin cities”: Comrie in Scotland and Franklin in US. 	
McNeely Park	<p>McNeely Park is approximately 0.72 hectare and is located in the southern area of the Town, north of Highway 7. Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • Play structure and swing sets are generally in good condition. • Picnic tables are in fair condition. • The basketball court is in poor condition. • The limit of baseball diamond is not clear and chain link fence is in poor condition. • The gravel pathway is in poor condition. 	<ul style="list-style-type: none"> • 2 play structures • 3 swing set • 1 basketball court • 1 volleyball court • Fitness stations • Picnic area • 3 benches • 4 garbage cans • Open grassy field area
Memorial Park	<p>This passive park is located adjacent to Carleton Place Library. The park is approximately 0.3 hectare in size and includes walking pathways.</p> <p>Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. • Pathway and benches are well-maintained. • Mature trees provide shade. 	<ul style="list-style-type: none"> • 1 cenotaph • 4 benches • 2 garbage cans • Walking paths
Napier Park	<p>This 0.57 hectare park is located in a residential neighbourhood just outside the core area.</p> <p>Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. • Grass in fair condition for soccer play. 	<ul style="list-style-type: none"> • 1 soccer field (mini size)
O-Kee-Lee Park	<p>This waterfront park is adjacent to Centennial Park and is approximately 2.07 hectares in size.</p> <p>Natural Environment Area..</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. 	<ul style="list-style-type: none"> • O-Kee-Lee Trail • 2 benches • Picnic area

	<ul style="list-style-type: none"> • Nature trail. • Limited picnic area and limited benches. 	
Riverside Park	<p>Riverside Park is a waterfront park located on the west end of John Street and runs along the Mississippi River. The beach portion includes two boat launches, a beautiful beach, a large picnic area, two play structures, and a splash pad for families. The Carleton Place Canoe Club and Water Treatment Plant are located inside this park; the Water Treatment Plant has architectural details adding interest to the park. This park is a popular spot for the community to visit during the hotter months. The Riverside Trail runs along the river. The trail cuts behind the Carleton Place High School. The park portion is around 7.75 hectares while the beach portion is around 0.39 hectare.</p> <p>Regional Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. • Canada Day is celebrated in this park every year. • An old washroom building is used for storage for the park. • Trails are well-maintained but the waterfront trail is not continuous along the river. • There is a berm between the waterfront and High School that is problematic and not well used. The berm was created as amphitheatre space for a event stage at the wall of the High School. • Parking becomes an issue during the peak season and the Town considers adding more parking. 	<ul style="list-style-type: none"> • 2 play structures • Swing sets • Beach area • Splash pad • Public washrooms • 21 benches • 35 garbage cans • Large picnic area • Boat launch • Riverside Trail
Roy Brown Park	<p>This waterfront park is located along the western boundary of the Town, south of the Mississippi River. The park contains over 3 kilometres (km) of walking trails containing historical plaques. Trails were established working with the MVCA. Working with MVCA, the Town considers interpretive programs including nature trails with interpretive signage, pollinator garden, etc. A sports field will be added to this park. Roy Brown Park is approximately 11.08 hectares in size.</p>	<ul style="list-style-type: none"> • 1 fenced dog park • 3km+ walking trails • Two picnic pavilions • Large open green space

	<p>Regional Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • Gravel pathways are well-maintained. • No parking is available within the park. On-street parking is planned on Lake Avenue West following construction of Mississippi Shores. 	<ul style="list-style-type: none"> • 2 benches • 8 garbage cans
Sinclair Square	<p>This waterfront park is approximately 0.12 hectare in size. Neighbourhood Park.</p>	<ul style="list-style-type: none"> • Roy Brown Statue • Trails • Benches
Sonnenburg Woods	<p>This nature park is approximately 8.09 hectares in size. Natural Environment Area.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • Only one bench located at the entrance of the trail. • Foot paths by users. 	<ul style="list-style-type: none"> • Trails • 1 bench
St. James Park	<p>Located along the north side of the Mississippi River, visitors can enjoy sitting and watching the river flow by. This park is adult oriented and features the Carleton Place Cairn, which consists of stones from 16 countries and is a Carleton Place treasure. The park is approximately 0.18 hectare. Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. • Benches are in fair condition. 	<ul style="list-style-type: none"> • Carleton Place Cairn • 5 benches • 3 garbage cans
Town Hall Square & Park	<p>Located adjacent to the Town Hall, Town Hall Park includes a water fountain and gardens while Town Hall Square is a small urban parkette with a washroom building and a chess game on the walking surface. The square is fenced with chairs, tables, and umbrellas. The square portion of this waterfront park is rentable for private functions.</p> <p>Neighbourhood Park / Urban Plaza.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • No park sign. • Mature trees with shrub beds. • Walkway in pavers leading to the waterfront. • Good mature trees but landscape beds require attention for regular maintenance. 	<ul style="list-style-type: none"> • Waterfront Park • Water fountain • Building with washrooms • Tables and chairs

	<ul style="list-style-type: none"> The section of railing facing the water is not stable and can become a safety issue. 	
Train Station Park	<p>This park is located behind the Active Living Centre for senior residents. The park is approximately 0.06 hectare in size and includes a play structure, a small paved pathway around the outside of the play structure and has a picnic area. Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> No park sign. The surface of the asphalt pathway is uneven. 	<ul style="list-style-type: none"> 1 play structure 1 swing set 2 benches 2 garbage cans Picnic area Picnic area
Westview Park	<p>Westview Park is located in the southwest portion of the Town and is approximately 0.63 hectare. The park includes a play structure, swings, a larger basketball court for adults and smaller basketball court for children. Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> Gravel pathways are in good conditions. Playground with swings in good condition. Line painting is required. Mature trees around playground provide shade. 	<ul style="list-style-type: none"> 1 play structure 2 swing sets 1 basketball court 1 small basketball court Green space area 3 benches 3 garbage cans
Willoughby Park	<p>Located on King Street, Willoughby Park has a play structure, ample green space, and several picnics tables and benches. There is also a paved pathway connecting neighbouring streets.</p> <p>The park is approximately 0.46 hectare.</p> <p>Neighbourhood Park.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> Asphalt pathways are in good condition. Playground with swings in good condition. 	<ul style="list-style-type: none"> 2 play structures 1 swing set 1 paved path 3 picnic tables 3 benches 3 garbage cans Open green space

5.2 Distribution of Parks

It is important to provide equitable access to parks for the mental and physical health of the residents in Carleton Place. The spatial distribution of parks based on target walking distances of 500m service radius or 5-10 minutes from parks indicates there is a good distribution of parks in Carleton Place; almost all areas are within a 500m service radius. There are some gaps in the availability of parks in the northwest and northeast part of the Town and south of Highway 7; those gaps, if developed, are predominantly industrial areas. A map is inserted in Appendix C providing a 500m service radius around each park and open space.

5.3 Constraints and Opportunities

There are a number of park amenities either in low supply or in poor condition requiring replacement as indicated in Table 5 above. Sand surface is used for many of playgrounds for fall protection limiting the universal accessibility to the play features. Also, a lack of direct pathway connections to the playgrounds and park amenities makes it difficult for people to move around the parks.

During the respective parks inventory and analysis, it was found that in Carleton Place, the social use of parks is increasingly prevalent with notable increased demand for passive amenities such as picnic areas, benches, and pavilions while active amenities such as splash pads, playgrounds, multi-use courts, etc. are very popular.

There have been many new trends in playground design and development that are not reflected in the current inventory, such as innovative play features and natural elements. Rich and immersive play opportunities, particularly nature based, are central to the healthy physical and social development of children. The use of natural materials such as wood, rock and water, as well as the inclusion of artistic elements, create a layer of visual interest and abstraction that challenges children.

Park Standards and frequency of accessible features in parks from accessible seating on swing sets, to accessible ramps into playground, and accessible park furniture is limited. The use of park signs indicating the name of the park with legible civic address is also neglected in many parks and open spaces.





6

TRAILS & PATHWAYS

6.1 Overview

Trails are one of the most requested and well-used types of recreational facilities throughout Ontario and were also identified as the most frequently used outdoor amenity in Carleton Place in the public survey. They offer numerous opportunities for informal activities and are well used by people walking, hiking, running, and cycling. People enjoy trails because they can be used at no cost, and because they offer diverse experiences of the natural environment. Many residents also use trails for active transportation.

The Town of Carleton Place maintains 19.2km of trails, ranging from paved multi-use trails through the urban area to rustic nature trails in natural areas.

6.2 Trails and Pathways Inventory

The table below summarizes trails managed by the Town and existing conditions of each trail.

Table 6: Trail Inventory

Facility Name	Description	Amenities
Ottawa Valley Recreation Trail	<p>The trail was built on the former Canadian Pacific Railway path in 2019 and is approximately 4 kilometres long. It is owned by the County of Lanark and managed, operated, and maintained by the Town within Carleton Place’s boundaries. It is maintained by the Town in the winter. It runs through the Town from north to south. The trail consists of a 3 metres wide asphalt-paved multi-use pathway for pedestrian and non-motorized modes of transportation and a gravel pathway for snowmobiles and ATVs.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • Both the multi-use pathway and gravel pathway are well-maintained including snow removal. • The multi-use pathway is actively used all year including colder months. • Benches and garbage cans are provided but more benches should be considered. • Some areas have issues with dog management (i.e., dog waste). • Limited wayfinding signage. 	<ul style="list-style-type: none"> • Benches • Garbage cans

Mississippi River Walk	This waterfront trail runs from Princess Street to Anthony Curro Park for approximately 2 kilometres. This trail is the most popular in Carleton Place based on public survey results.	<ul style="list-style-type: none"> • Shade structures • Waste receptacles and benches • Bridges over watercourses
O-Kee-Lee Trail	This trail is in the O-Kee-Lee Park and accessed from Joseph Street. It is a nature trail running through the forested area of the park and approximately 0.7 kilometre long. <u>Observations:</u> <ul style="list-style-type: none"> • Narrow nature trail with uneven surfaces. • The addition of sections in crushed stone would provide better accessibility to users. • No wayfinding signs. • Additional benches and garbage cans along the main route of the trail should be considered. 	<ul style="list-style-type: none"> • Nature trail • 2 benches in the park side
Riverside Trail	This waterfront trail is located in Riverside Park, connects Riverside Beach to the municipal boat launch, and extends to the entrance of Roy Brown Park. It is an asphalt paved multi-use pathway running for 0.5 kilometre. <u>Observations:</u> <ul style="list-style-type: none"> • Overall, the trail is well-maintained. Some cracks and uneven surface in localised areas of the trail require repair. • The width is less than 3 metres and mainly designed for pedestrians. • Limited wayfinding signs. • Additional benches and resting stops should be considered. 	<ul style="list-style-type: none"> • Benches
Rotary Centennial Trail	This waterfront trail runs from McNeely Avenue Bridge to the junction of Hillcrest Drive and River Road. It provides 7 kilometres of trail.	
Roy Brown Park Trail	Located within Roy Brown Park, this trail provides loops ranging from 1.5 kilometres to 3.0 kilometres.	<ul style="list-style-type: none"> • Benches
Trans-Canada Trail	The section of the Trans-Canada Trail traversing the Town of Carleton Place extends for 2 kilometres.	

6.3 Trails and Connectivity

Carleton Place has a range of trail options, including urban trails, regional trails, and trails in natural areas. However, connectivity among some of the urban trails and between some of urban trails and the regional trail (Ottawa Valley Recreation Trail) is not always available. The map inserted in Appendix C provides locations of trails found in Carleton Place.

6.4 Constraints and Opportunities

Overall, there is a lack of connectivity between trails, and between some of the trails and on-road bike routes, making it difficult to travel throughout the Town using the trail system. Adding some key links is an outstanding opportunity to improve connectivity.

Dog management along trails was found to be a challenge, more specifically the management of dog waste. With more waste opportunities for everyone, and more monitoring, these challenges can be addressed.

Some trails are aging and show signs of deterioration and there is a lack of site furniture for rest and signs for wayfinding. Improving these conditions can enhance participation and safety.

Additionally, some well-used trails in the Town are unofficial and often pass-through private land. These connections can be lost when development occurs. If all trails are mapped as part of development planning and their values recognized, it should be possible to maintain connectivity through new neighbourhoods.





7

**INDOOR
RECREATION
AND CULTURAL
FACILITIES**

7.1 Overview

Quality municipal recreation and cultural facilities are essential to the ability of the Town and community to offer effective and efficient recreation and cultural services. The Town operates diverse facilities where individuals, families and the community gather for improved health and well-being through social, educational, recreation and fitness opportunities. Its purpose is to provide quality, accessible health, and wellness programs where participants build relationships and learn. By working collaboratively with stakeholders and partners, it is important to help children and youth reach their full potential, support families with services, connect and engage with seniors and enable individuals to thrive.

Recreation and community services and programs are offered by municipal recreation and cultural facilities; the quality and accessibility of these facilities is essential for effective and efficient recreation and cultural services.

Trends in recreation have changed significantly since many of the Town's recreation facilities were built. Firstly, facilities that integrate multiple uses and bring together recreational, cultural, and civic services, along with greenspaces, help break down barriers to participation and offer residents a true centre of community life. New facilities should emphasize an integrated approach in design and service delivery and be a model for energy efficient design within the community.

Another trend in the provision of municipally owned indoor recreation and culture facilities is meeting the unique needs of different age groups while ensuring their active participation through all stages of life. Success means a variety of purposefully designed spaces and programs, from early childhood development to youth, family, adult, seniors, and intergenerational opportunities.



7.2 Indoor Recreation and Cultural Facilities Inventory

The Town currently owns and operates four indoor recreational facilities and five cultural facilities that provide a variety of activity spaces for the community. The following table provides a summary of the indoor amenities found in Recreation and Cultural Facilities in Carleton Place.

Table 7: Indoor Amenities Distribution

Indoor Amenities	Distribution
Meeting Rooms	4
Banquet Halls (with kitchenette)	3
Indoor Ice Pads	2
Multi-purpose Room	1
Auditorium	1
Pool	1
Gymnasium	1
Therapeutic Wading Pool	1

The table below lists the name of each municipal indoor recreation and cultural facility and details the activities, amenities and uses associated with each.

Table 8: Indoor Recreation and Cultural Facilities

Facility Name	Description	Amenities
Recreation Facilities		
Carleton Place Arena	The Carleton Place Arena is located south of the Mississippi River, near the Arklan Community Public School and the Carleton Place & District Memorial Hospital. The arena was built in 1969 with only one ice surface. The second ice surface was added in 1999. Additional upgrades to the rinks were completed in 2008 and to the building main entrance, boardroom and canteen in 2020/2021. It is owned and operated by the Town of Carleton Place. It contains two ice rinks, along with two program/event halls that are home to many regular community groups and activities, including the Ontario. Early Years Playgroups, Drop in Ping Pong, and weekly Bingo. The Upper Hall can also host larger events such as weddings or fundraisers while the Small Hall can host small wedding receptions, parties, meetings and workshops.	<ul style="list-style-type: none"> • Ice surface #1: <ul style="list-style-type: none"> • 185ft by 85ft • Seating: 700 • Ice surface #2: <ul style="list-style-type: none"> • 200ft by 85ft • Seating: 150 • Upper Hall (hosts up to 405 people, includes spacious kitchen) • Small Hall (hosts up to 125 people) • Meeting Room: Capacity for 45 people.

	<p><u>Observations:</u></p> <ul style="list-style-type: none"> • Arena facility meets current demands with no shortage identified for ice time or rentals of room. • The operational compound is at the back of the arena. It is the home base for parks and recreation operations including storage building, outdoor storage for equipment, tools, bleachers, surplus park furniture, portable stage (available to the community to rent), and materials. It is gated to prevent public vehicular access but no fence is securing the entire compound area. 	
Carleton Place Aquatic Centre	<p>The Carleton Place Aquatic Centre is located north of the Mississippi River, next to the Carambeck Community Centre. This facility features one 25 metre main pool, as well as a therapeutic/wading pool, with certified lifeguards on duty. The Aquatic Centre hosts a number of programs, including swimming lessons, aquafit, and Bronze Star and basic first aid courses. The Aquatic Centre is also home to the Carleton Place Water Dragons Swim Club and provides various lifeguard training programs.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • No cost share agreement with neighbouring Town. Mississippi Mills residents pays extra user fees but not enough to recover operational costs. • 25m swimming pool with round corners which limits the number of lanes. Because of this, it is not meeting requirements for swimming events. 	<ul style="list-style-type: none"> • 25m main pool (four competition lanes with two additional lanes) • Therapeutic/wading pool • Changerooms with showers • Accessible family changeroom • Bleachers/spectator area • Diving board • Lifejackets/pool toys • Beverage canteen • Sports equipment • Free parking
Carleton Place Canoe Club	<p>The Carleton Place Canoe Club (CPCC) is located right on the south shore of the Mississippi River, adjacent to the Riverside Park Beach. The CPCC is the oldest, continually operating club offers a variety of paddling, kayaking and canoeing programs on the Mississippi River for all experience levels and ages,</p>	<ul style="list-style-type: none"> • Fully furnished weight room, including cardio equipment and free weights

	<p>with competitive opportunities. The CPCC also contains a large hall ideal for special events. A building addition occurred in 2010 to add an elevator. This facility is owned by Carleton Place but managed by the Canoe Club.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • The building offers outdoor access to washrooms including change room for the splash pad and beach. • The Canoe Club provides a day camp for kids and rents canoes to the community. • Large wrap around deck offering views towards the river. • Docks are installed early spring once weather permits. • Canoes are mostly stored in the walkout basement with some additional canoes near the building. • The basement also includes changerooms and lockers for the canoe club members. • The outdoor storage space is not fenced and attracts vandalism (the Town installed a camera); temporary fencing at both ends of the building with the waterfront have been installed to reduce access but a more permanent fence or other type of barrier would be required. 	<ul style="list-style-type: none"> • Event hall (hosts up to 210 people) with large deck overlooking the river and a large kitchen with a bar service area • Personal boat storage (\$100 per year) • Free equipment storage
<p>Carleton Place Curling Club</p>	<p>The Carleton Place Curling Club is located south of the Mississippi River, next to the Arklan Community Public School and the Arena. The building is owned by the Town but operated by the Club. The Curling Club has over 380 members from age 7 to over 80. It offers a complete range of curling activities, such as Learn to Curl, fixed and open daytime curling, and men’s, women’s and mixed leagues, in either a competitive or recreational setting. The Curling Club also hosts bonspiels and has rental facilities for parties and other events.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • Curling Club and associated parking lot are well maintained but the misconducts (vandalism, noise, etc.) of users of the old Skatepark are causing 	<ul style="list-style-type: none"> • Curling ice pad • Event room

	challenges to site users and the residents. The old skatepark is located at the back of the Curling Club building. It is tucked between the parking lot and the wooded area along Mississippi River.	
Cultural Facilities		
Library	<p>The Carleton Place Public Library is located south of the Mississippi River, adjacent to the downtown district. The library building is owned by the Town and operated by a CEO and governed by a Library Board under the Ontario Public Libraries Act. The library underwent extensive interior renovations in 2021 – the building, floors and shelving were upgraded. The library provides free public wi-fi access, along with three computer terminals with internet access and Microsoft Office products available. The library also contains the Barbara Walsh Room, which is ideal for meetings, conferences and workshops. The library also hosts a variety of events and programs, including an adult book club, Storytime, book clubs for children of different age ranges, a manga club, and adult craft night. All events are free of charge.</p>	<ul style="list-style-type: none"> • Barbara Walsh Room (hosts up to 50 people, includes smart TV, small kitchenette, separate entrance) • Three public access computers • Free wi-fi • Printing, scanning and photocopying services • Genealogy Room • Accessible facility and collections • Two additional rooms are also available on a first-come first serve basis
Town Hall	<p>The Carleton Place Town Hall is a historic building overlooking the Mississippi River by Bridge Street. The Town Hall contains an auditorium that is the ideal venue for concerts, plays, and community events. The theatre type venue has a spacious backstage area, which was recently updated, and is wheelchair accessible.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • Mainly used by the Mississippi Mudds for their productions and performances. • Auditorium is rentable to the public for weddings, parties, and private functions. 	<ul style="list-style-type: none"> • Auditorium (capacity of 240 people) with backstage space • Round tables • PA system • Air conditioning

<p>Carambeck Community Centre</p>	<p>The Carambeck Community Centre is located north of the Mississippi River and is adjacent to the Aquatic Centre. This facility provides several key community services, including the Carleton Place Before and After School Program, and the Carleton Place Youth Centre. The CP Youth Centre provides a variety of programs for youth in the community, including drop-in hours, Mental Health Mondays, guitar lessons, baking night, gym sports club, and DIY days/craft & paint nights, among other recreational programming. The Community Centre also contains an elementary school sized gymnasium with a full-size stage and chair seating for 200 people that can host events and shows. The Carambeck Community Centre used to be an elementary school but has been owned by the Town since 2012. The daycare is operated by the Town.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • Space is underutilized. 	<ul style="list-style-type: none"> • Elementary school sized gymnasium with full stage (the only gymnasium available); capacity of 200 people • Multi-purpose room with kitchen
<p>The Station Active Living Centre</p>	<p>The Station Active Living Centre is located in the former train station building at 132 Coleman Street and is a partnership between the Carebridge Community Support Corporation and the Town’s Recreation and Culture Department. This facility is targeted towards senior residents, providing a space for them to socialize and participate in senior-oriented events and programs. Current programs include drop-in times for coffee and chatting, tech tutoring, various sessions for games and trivia, arts and crafts, and “Aged to Perfection Seniors”, which hosts a variety of fun activities every Friday. Guest speakers also come to the Active Living Centre.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • The facility is in good condition and was newly renovated. • Opened in 2019 just before COVID-19. • The Town is working to have a commercial kitchen installed for cooking and baking programs • Currently only opens 2 afternoons and 1 morning per week. 	<ul style="list-style-type: none"> • One large and one small studio • Café area

<p>Carleton Place & Beckwith Heritage Museum</p>	<p>The Museum is located in a historic building north of the Mississippi River. The main floor exhibit gallery features permanent exhibits telling the story of the area and chronicling the town’s history. The Lloyd Foss Room hosts temporary exhibits, workshops, and events. Temporary exhibits give local community groups the opportunity to showcase unique topics and expertise, such as the local theatre group (the Mississippi Mudds) and local beekeepers and apiaries. The Museum also offers virtual exhibits, walking tours and room rentals for the Lloyd Foss Room. The room is ideal for meetings, conferences and workshops and accommodates up to 50 people with plenty of on-site parking. Admission to the museum is free.</p> <p><u>Observations:</u></p> <ul style="list-style-type: none"> • Museum is surrounded by passive park area with outdoor labyrinth and well-maintained landscaping. • Horticultural Society uses the park area outside the Museum to create flower garden. • The Town and Museum is considering the addition of a Sculpture Garden. 	<ul style="list-style-type: none"> • Exhibit gallery area • Lloyd Foss room (includes kitchenette, washroom, air conditioning) • On-site parking • Wheelchair accessible
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7.3 Distribution of Indoor Facilities

It is important to provide access to quality recreation and cultural facilities which offer effective and efficient programs and services for mental and physical health and well-being of the residents in Carleton Place. It is also equally important to provide spaces accessible to residents of all ages, abilities, interests, genders, income levels, and cultural beliefs and backgrounds.

Most of the indoor facilities are located in the Town Centre and old neighbourhoods of the Town providing easy access to the residents on the north side of Highway 7. However, most of the major new subdivisions happen on the south side of Highway 7. There is increased demands for a new community facility to provide recreational and cultural services in this area. The Park Department secured parkland for a future community centre and a couple of neighbourhood parks to accommodate future growth.

A map is inserted in Appendix C providing the geographic location of indoor recreation and cultural facilities throughout Carleton Place.

7.4 Constraints and Opportunities

Many of the facilities are aging, similar to many communities, and if they are to continue serving the community, they will need to be renovated in the near future. This requires a review of their future, as the facilities are outdated in terms of their functioning as well as their condition. The Town has initiated and completed capital projects to renovate and upgrade to meet the growing demands. The new upgrade and renovation at the Carleton Place Arena lobby and the extensive interior renovations at the Carleton Place Public Library provide improved meeting and social spaces to support the community.

The arena is running at capacity at prime times, but during mid-day on weekdays, if there is no school rental, it is often empty. This is inefficient in terms of operating costs and loss of activity options for the community. There is an opportunity to consider programs that could serve populations who are available during non-prime hours.

Collaboration and partnerships with community organizations, on-profits, private partners, and school districts are an effective way to offer innovative programs and services to the community, and to develop spaces that would otherwise be unavailable through municipal service delivery.

There is a need to improve outreach programs to better meet the needs of the community through partnership with schools and other organizations to expand off-site services. Afterschool and evening programming in underserved areas allows children, youth and families to access recreation programs and services in their neighbourhoods which furthers connections and sense of belonging.

As new subdivisions and major developments are expanding south of Highway 7, the Town needs to plan for a new facility to accommodate the growing demand for recreation and cultural services. There is an opportunity to provide a new facility that incorporates parkland, recreation, and culture services all in one centralized location that can serve the new and future residents south of Highway 7.





8



**SERVICE
LEVEL
ASSESSMENT**

A benchmarking exercise was conducted to compare Carleton Place's current parkland, outdoor recreation amenities and indoor recreation facility provision and actual inventory to other similar and nearby municipalities in Ontario. This analysis assists in understanding the provision levels in other municipalities, the average provision level, and whether Carleton Place is in surplus or in deficit based on these averages. This quantitative analysis can help shape parks, recreation and culture guiding strategies and recommendations for the Master Plan.

The comparator municipalities were selected based on location, population, and community character. Five main comparator municipalities were selected: Township of Beckwith, Municipality of Mississippi Mills, Municipality of North Grenville, Town of Perth and Town of Arnprior. The City of Ottawa has been included for informational purposes only and is not included in the calculation of averages or service levels because of the difference in size of the population. When considering the analyses conducted, it should be noted that quality reviews of each facility were not completed as part of this comparator analysis; only a general quantitative analysis was conducted. Additionally, where the Township of Beckwith and the Town of Carleton Place share facilities, their supplies are combined under the assumption that both municipalities use and share the facilities equally, regardless of the cost sharing percentages indicated in the relevant cost sharing agreements.



8.1 Parks and Open Spaces

One of the current best practices in determining parkland provision targets is to use the average benchmark from comparator municipalities in a similar context, as typical parkland provision standards are often more applicable for large urban or rural communities. Utilizing the metric of hectares per 1,000 population is the current best practice for parks, recreation and culture master plans in Ontario. Table 9 below provides Parkland Supply Comparison for Carleton Place and all five comparator municipalities.

Table 9: Parkland Supply Comparison - Hectares per 1,000 Population

Municipality	2021 Population	Quantity of Parks and Open Spaces	Hectares / 1,000 population	Target Service Level / 1,000 population
Town of Carleton Place	12,517	35	3.39	TBD
Township of Beckwith	9,021	3	0.15	Information not available
Municipality of Mississippi Mills	14,740	18	4.31	Information not available
Municipality of North Grenville	17,964	13	2.50	2.75
Town of Perth	6,469	10	2.46	2.50
Town of Arnprior	9,629	14	Information not available	4.00
AVERAGE	11,723	15.50	2.56	3.08

**Note: This number was not taken as an average of the hectares/1,000 population provision between all the comparator municipalities and was instead calculated as the total amount of parkland in hectares for all comparator municipalities per the total combined population of all comparator municipalities, converted to hectares per 1,000 population.*

Based on the Park Analysis, it was observed the current 3.39 hectares of parkland per 1,000 population in Carleton Place is above the average between the six municipalities set at 2.77 hectares per 1,000 population, meaning that the Town is in good position in terms of parkland provision. As a result, it is recommended that Carleton Place adopts and maintains a 3.4 hectares per 1,000 population parkland service-level target and should not go below a service level of 2.7 hectares per 1,000 population. This target should be maintained as the Town's population grows and more land becomes in demand for residential development. Updating the Town's parkland dedication by-law may assist with maintaining existing parkland and ensure that new parkland is created along with new residential developments.

Currently, the Town has approximately 42.43 hectares of parkland. Based on the County of Lanark’s 2019 population projections, the Town of Carleton Place is expected to grow to a population of 20,964 by 2038. Based on these projections, the Town may be in deficit of 1.4 ha of parkland per 1,000 by 2038 if no additional parkland is created, as the parkland provision at 20,964 population with 42.43 hectares is 2.02 hectares per 1,000 population.



8.2 Outdoor Recreation Amenities

A comparator analysis for each type of outdoor recreation amenity was conducted to provide a benchmark on the average supply and provision level of outdoor facilities in similar municipalities. In the analysis, it was noted that not all of the comparator municipalities offered the same amenities found in Carleton Place, and as such did not have a service level, indicated by N/A in the tables below.

Generally, and as indicated in Table 10 (Outdoor Recreation Amenities Supply Comparison) and Table 11 (Outdoor Recreation Amenities Service Level Comparison) below, the Town of Carleton Place is above the average service levels and is in surplus with several outdoor recreation amenities, notably play structures, splashpads, outdoor rinks, and skateboard parks/pump tracks. The Town is currently below average in the provision of pickleball courts, which could be addressed in future recommendations. Also included in the outdoor recreation amenities reviewed as part of this analysis is an outdoor pool, which are not present in Carleton Place but present in at least one other municipality. Note that while this Master Plan only covers a 10-year horizon to 2032, the County has not provided population projections for 2032.

Table 10: Outdoor Recreation Amenities Supply Comparison

	Town of Carleton Place	Township of Beckwith	Mun. of Mississippi Mills	Mun. of North Grenville	Town of Perth	Town of Arnprior	AVERAGE
2021 Population	12,517	9,021	14,740	17,964	6,469	9,629	11,723
Quantity of Amenities							
Play Structures	16	1	9	10	5 (3 school-owned)	10 (1 school-owned)	8.5
Basketball Courts	5	0	5	3	5 (2 school-owned)	4	3.67
Baseball Diamonds*	7 (2 from Beckwith)	7 (5 from CP)	4	4	7 (1.5 owned by others)	4.5	5.58
Soccer Fields*	15 (12 from Beckwith)	15 (3 from CP)	12	23	9.5 (5.75 owned by others)	4.5 (in McNab/Braeside)	13
Splashpads	3	0	1	1	1	1	1.67
Outdoor Ice Rinks	3	0	1	1 (1 proposed)	2 (1 school-owned)	3	1.67
Tennis Courts / Pickleball Courts	3 (tennis on-ly)	0	3	4	14 (4 tennis courts; 10 pickleball courts – 8 on tennis courts & 2 on basketball courts)	2 (1 tennis, 1 pickleball, both on same court)	4.33
Dog Parks	2	0	0	1	0	0	0.5
Skateboard Parks/Pump Tracks	3 (2 skateboard park and 1 pump track)	0	2	1	1	1	1.33
Outdoor Pool	0 (2 swim-ming beaches)	0	0	1	0	0 (2 swimming beaches)	0.17
Outdoor Auditorium/Bandshell	2	0	0	0	0	1 (large gazebo)	0.5

** The Township of Beckwith and the Town of Carleton Place share this park amenity. Their supplies are combined under the assumption that both municipalities use and share the facilities equally, regardless of the cost sharing percentages indicated in the relevant cost sharing agreements.*

Table 11: Outdoor Recreation Amenities Service Level Comparison

	Town of Carleton Place	Township of Beckwith	Mun. of Mississippi Mills	Mun. of North Grenville	Town of Perth	Town of Arnprior	AVERAGE
2021 Population	12,517	9,021	14,740	17,964	6,469	9,629	11,723
Service Level (1:x)							
Play Structures	782	9,021	1,638	1,796	1,294	963	2,582
Basketball Courts	2,503	n/a	2,948	5,988	1,294	2,407	3,028
Baseball Diamonds*	1,788	1,289	3,685	4,491	924	2,140	2,386
Soccer Fields*	834	601	1,228	781	681	2,140	1,054
Splashpads	4,172	n/a	14,740	17,964	6,469	9,629	10,595
Outdoor Ice Rinks	4,172	n/a	14,740	17,964	3,234	3,210	8,664
Tennis Courts / Pickleball Courts	4,172	n/a	4,913	4,491	462	4,814	3,170
Dog Parks	6,258	n/a	n/a	17,964	n/a	n/a	12,111
Skateboard Parks/Pump Tracks	4,172	n/a	7,370	17,964	6,469	9,629	9,121
Outdoor Pool	n/a	n/a	n/a	17,964	n/a	n/a	17,964
Outdoor Auditorium/Bandshell	6,258	n/a	n/a	n/a	n/a	9,629	7,943

* The Township of Beckwith and the Town of Carleton Place share this park amenity. Their supplies are combined under the assumption that both municipalities use and share the facilities equally, regardless of the cost sharing percentages indicated in the relevant cost sharing agreements.

** Average Service Levels do not consider municipalities without an amenity.

The following summary provides general analysis based on service levels indicated in Table 11 above. The general goal for each outdoor recreation amenity already in place within Carleton Place should aim to maintain the average service levels defined when comparing Carleton Place with other similar sized Ontario municipalities. References to the 2019 County of Lanark population projections are also included in the summary below.

- **Play Structures:** Currently, play structures are geographically located at 1 within 500 metres (or a 5–10-minute walk) of residential areas. The Town is currently in surplus of 11 playgrounds based on the 2021 census data. Based on the 2021 census population and the 2019 County growth projections, the Town will continue to be in surplus of 8 playgrounds by 2038 if all existing playgrounds are maintained.
- **Basketball Courts:** The Town is currently in surplus of 1 basketball court based on the 2021 census data. Based on the 2021 census population and the 2019 County growth projections, the Town will be in deficit of 2 basketball courts by 2038 if no additional basketball courts are created.
- **Baseball Diamonds:** Based on the current Shared Use Agreement with the Township of Beckwith and 2021 census data, the Town is currently in surplus of 2 ball diamonds. Based on the 2021 census population and the 2019 Lanark County growth projections, the Town will be in deficit of 1 ball diamond by 2038 without the baseball diamonds from the Township of Beckwith if no additional ball diamonds are created.
- **Soccer Fields:** Based on the current Shared Use Agreement with the Township of Beckwith and the 2021 census data, the Town is currently in surplus of 2 soccer fields. Based on the 2021 census population and the 2019 County growth projections, the Town would currently be in deficit of 4 soccer fields and will continue be in a deficit of 9 soccer fields by 2038 without the soccer fields from the Township of Beckwith and if no additional fields are created.



- **Splashpads:** The Town is currently in surplus of 2 splashpads based on the 2021 census data. Based on the 2021 census population and the 2019 County growth projections, the Town will continue to be in surplus of 1 splashpad by 2038 if all existing splashpads are maintained.
- **Outdoor Rinks:** The Town is currently in surplus of 1.5 outdoor ice rinks based on the 2021 census data. Based on the 2021 census population and the 2019 County growth projections, the Town will continue to be in surplus of 0.6 outdoor ice rinks by 2038 if all existing rinks are maintained.
- **Outdoor Tennis and Pickleball Courts:** The Town is currently in deficit of 0.3 tennis and pickleball courts based on the 2021 census data. It should be noted that although combined together under one amenity in Tables 10 and 11 above, not all courts are combined courts. Based on the 2021 census population and the 2019 County growth projections, the Town will continue to be in deficit of 2.5 tennis and pickleball courts by 2038 if no additional courts are created.
- **Dog Parks:** The Town is currently in surplus of 1 dog park based on the 2021 census data. Based on the 2021 census population and the 2019 County growth projections, the Town will continue to be in surplus of 0.3 dog parks by 2038 if all existing dog parks are maintained.
- **Skateboard Parks / Pump Track:** The Town is currently in surplus of 1.6 skateboard parks/pump tracks based on the 2021 census data. Based on the 2021 census population and the 2019 County growth projections, the Town will continue to be in surplus of 0.7 skateboard parks/pump tracks if all existing ones are maintained.

8.3 Indoor Recreation Facilities

A comparator analysis for each type of indoor recreation facility was conducted to provide a benchmark on the average supply and provision level of indoor facilities in similar municipalities. As indicated in Table 12 (Indoor Recreation Amenities Supply Comparison) and Table 13 (Indoor Recreation Amenities Service Level Comparison) below, there are significantly fewer indoor facilities to benchmark compared to outdoor recreation amenities. One of the key indoor recreation facilities that the Town of Carleton Place provides is the pool, which most of the comparator municipalities do not provide. As such, nearby municipalities, such as Mississippi Mills and Beckwith, will be relying on the indoor pool in Carleton Place. It should be noted meeting rooms also include gyms and dry pad arenas in the review below because some municipalities combined these amenities together.

Table 12: Indoor Recreation Amenities Supply Comparison

	Town of Carleton Place	Township of Beckwith	Mun. of Mississippi Mills	Mun. of North Grenville	Town of Perth	Town of Arnprior	AVERAGE
2021 Population	12,517	9,021	14,740	17,964	6,469	9,629	11,723
Quantity of Amenities							
Ice Pads	3 (1 from Beckwith)	3 (2 from CP)	2	2	1	2	2.17
Meeting / Multi-purpose Rooms / Gyms / Dry Pad Arenas	7	3	8	15	13 (12 owned by others)	5 (does not include school gyms)	8.5
Auditorium	1	0	1	1	4 (1 school-owned)	1	1.33
Indoor Pool	1	0	0	0	1	1	9,538

Table 13: Indoor Recreation Amenities Service Level Comparison

	Town of Carleton Place	Township of Beckwith	Mun. of Mississippi Mills	Mun. of North Grenville	Town of Perth	Town of Arnprior	AVERAGE
2021 Population	12,517	9,021	14,740	17,964	6,469	9,629	11,723
Service Level (1:x)							
Ice Pads	4,172	3,007	7,370	8,982	6,469	4,814	5,802
Meeting / Multi-purpose Rooms / Gyms / Dry Pad Arenas	1,788	3,007	1,842	1,198	498	1,926	1,710
Auditorium	12,517	n/a	14,740	17,964	1,617	9,629	11,293
Indoor Pool	12,517	n/a	n/a	n/a	6,469	9,629	9,538

**Notes: Average Service Levels do not consider municipalities without an amenity.*

Generally, the Town is below average in the provision of indoor recreation facilities, except for the provision of ice pads, which includes those within the Township of Beckwith. The following summary provides general analysis on service levels provided in Table 13 above. The general goal for each indoor recreation amenities already in Carleton Place should aim to maintain the average service levels defined when comparing Carleton Place with other similar sized Ontario municipalities. References to the 2019 County of Lanark population projections are also included in the summary below.

- **Ice Pads:** The Town currently supplies 2 ice rinks, with one provided by Beckwith that is used by both municipalities, making 3 in total, which is appropriate for the current size of the population. The Town is currently in surplus of 0.8 rinks. Based on the 2021 census population and the 2019 County growth projections, the Town will be in deficit of 0.6 rink by 2038 if none are created.
- **Meeting / Multi-purpose Rooms / Gyms / Dry Pad Arenas:** The Town is currently in deficit of 0.3 multi-purpose spaces based on the 2021 census data. Based on the 2021 census population and the 2019 County growth projections, the Town will continue to be in deficit of 6 multi-purpose spaces by 2038 if no additional spaces are created.
- **Indoor Pool:** The Town currently supplies 1 indoor pool which is appropriate for the current size of the population. Based on the 2021 census population and the 2019 County growth projections, the Town will be in deficit of 1 indoor pool by 2038 if no additional pools are created. While a second indoor pool may not be within the span of this Master Plan, upgrading the existing aging pool should be a priority so that it can continue to serve residents of the Town and nearby municipalities.



9

FEES AND CHARGES ASSESSMENT

As part of the comparator analysis, the fees and charges for parks, recreation, and culture facility usage and programming in Carleton Place and the comparable municipalities were compiled to understand the trends and best practices in how much and where to charge users. A concern raised during staff and public engagement sessions was the cost of using facilities and participating in the various programs offered by the Town and other private organizations. Understanding the fees and charges implemented by each municipality creates a starting point for assessing where the Town could potentially adjust fees. Looking at the pricing of facility usage in comparator municipalities can also help the Town with re-evaluating the pricing for different age groups and where the fees can be optimized to encourage more usage of Town-owned facilities. The key observations from the fees and charges assessment are provided below:

General:

- Most municipalities included higher rates for non-residents, such as
 - Ice rentals in Carleton Place and Mississippi Mills;
 - Most of the recreation facility rentals and programming in Perth and Arnprior.
- Generally, fees were lower in Ottawa; this is most likely because of the higher tax base and population who utilise the facilities and attend the various programs offered.
- Not all municipalities had their fees and charges by-law posted online; several facilities require calling the municipalities to obtain fee information.

Parks:

- Most comparator municipalities do not charge rental fees for parks; Carleton Place and Ottawa are exceptions and charge fees for any events held in parks.

Boat Launches:

- Carleton Place charges the same amount for daily launches as Perth and Arnprior and is in between the prices for seasonal launch passes for the aforementioned municipalities. The remaining municipalities either did not list their boat launch fee information online or do not charge for boat launch services.

Arenas:

- Generally, ice rental rates had a Prime-Time Rate and a Non-Prime Time Rate. These time slots can vary between municipalities, but Prime-Time is typically Monday to Friday between 5pm and 12am and all day on weekends, with Non-Prime Time being any open hours outside those periods. Due to the higher demand for Prime-Time slots, the rates are higher.

Pools:

- Mississippi Mills and Township of Beckwith both rely on Carleton Place for pool facilities, and as such rely on the rates set by Carleton Place.
- North Grenville is the only comparator municipality with an outdoor pool; the rest of the comparator municipalities only have an indoor pool.

Auditoriums:

- Most comparator municipalities have some sort of auditorium facility owned by the municipality (Township of Beckwith does not have one); Ottawa is the exception as their auditoriums and theatres are more large scale and typically used for large performances. As such, the fees are vastly different as they anticipate more largescale commercial performances compared to smaller community-led or private events.

Programs:

- Many programs are offered by private organizations and clubs, particularly for curling, canoeing, tennis/pickleball, and hockey, who charge membership fees to have access to facilities and games. Membership fees vary between clubs but are typically several hundred dollars annually.
- Programs and classes provided by each municipality varies greatly; Ottawa has the most variety and structure, providing general multi-passes and single visit fees for all their programs.
- While Carleton Place has a number of private recreational and cultural organizations providing classes and programs, there is an opportunity for the Town to provide scheduled classes and programs and charge either by class, multi-passes, or an all-inclusive membership to all facilities and programs.





A person wearing a red helmet and dark clothing is riding a bicycle on a paved path. The path curves through a park area with grass and some yellow wildflowers. In the background, there are trees and a clear blue sky. A large, semi-transparent white box is overlaid on the right side of the image, containing the text '10 STRATEGIC DIRECTIONS'.

10

STRATEGIC DIRECTIONS

To guide the establishment of recommendations for the Town of Carleton Place Parks, Recreation, and Culture Master Plan, a series of six (6) Strategic Directions have been developed based on findings and observations from the previous section presented in this document. This section presents each Strategic Direction.

10.1 Strategic Direction 1: Parks and Open Spaces

10.1.1 BACKGROUND

As stated in Section 5 of the Master Plan, the Town presently classifies parks into two categories, Regional Parks and Neighbourhood Parks, based on the size, types of amenities, and its specific use. The Town also has other open spaces, which include Natural Environment Areas and Urban Plazas, to complete its Parks and Open Spaces area as indicated in Section 5 of this document.

Based on the review of the existing parkland and open spaces provided in Section 8 above, the current provision of parkland in Carleton Place is approximately 3.4 hectares per 1,000 population. The Service Level Assessment comparing Carleton Place to similar municipalities determined that an average benchmark is 2.56 hectares per 1,000 population, meaning that Carleton Place is in good position in terms of parkland provision. However, as the municipality grows, the parkland area should also grow to keep pace and provide an adequate ratio of parks and open spaces for its residents.

While the spatial distribution of parks indicates there is a good distribution of parks throughout the urban areas of Carleton Place and almost all areas are within a 500 m service radius some gaps are still found in the northwest of the Town and south of Highway 7; however, new subdivisions are in their planning and engineering design phase with parks and school properties to be developed in those areas.

While Carleton Place has a number of park amenities, the PRCMP public consultation and the 2021 Asset Management Plan indicated that several parks and playing field assets are considered in poor condition and lacking in amenities, especially those that foster social interaction and provide immersive play opportunities for all ages. Connectivity and accessibility were also identified as needs for the parks and open space system. The Town is currently in the process of upgrading five playgrounds (Commons, Hendry Farm, Findlay, Train Station, Ferrill), which are anticipated to be completed in 2023.

As the population and demographic shifts occur, there will be a need for the Town's recreational and cultural spaces to also shift and accommodate these changes. There is a need to plan for the introduction of new, trending activities, age-friendly sports and age-specific programming, such as for seniors and teens.

Increasing the options available to community members is necessary to keep up with demand and

new trends and to encourage more people to be active and utilize the Town's outdoor recreation facilities. Particularly, outdoor spaces for teenagers and seniors have been noted during the Phase 1 consultation to be lacking within the Town, with the 15-19 age group having the least amount of satisfaction with age-specific activities as noted in the public survey responses. As Carleton Place's population continues to age, outdoor spaces that allow for passive, unorganized, and low-intensity recreational uses will be more in demand. This can include dedicated pickleball courts, walking tracks, and outdoor fitness areas. Train Station Park, adjacent to the Active Living Centre, will be upgraded to include adult fitness structures and an upgraded playground structure in 2023. The Town can explore providing more outdoor spaces catered towards older youth and teenagers, as well as more intergenerational facilities that can more efficiently serve all age groups in other parks within the Town.

Providing adequate infrastructure and amenities to support these outdoor recreation facilities is also crucial to a successful service delivery level. Potential upgrades that the Town could consider include adding more public washrooms, improved seating and lighting, higher quality grass and turfs, expanding facilities to accommodate growth and increased activity, and improved operation compound areas.

Vision



To continue to provide a target of 3.4 hectares of open spaces and parks for every 1,000 residents, and no less than 2.5 hectares per 1,000 residents as the Town's population grows, while improving and enhancing existing outdoor recreational facilities, identifying opportunities to incorporate new amenities that can serve the dynamic changing needs of the community, and ensuring that parks and outdoor facilities remain accessible to all ages and abilities.

10.1.2 GUIDING STRATEGIES

1. To shape the future of parks and open spaces in Carleton Place, consider **establishing a formal park classification system** to be included in development tools and policy. The following factors are recommended to be considered for such a system:
 - a. A focus on proximity of parks to residents who will use them.
 - b. The establishment of frequency and diversity in types of parks and open spaces providing interest and variety for the community.
 - c. The establishment of parks and open spaces standards when developing and/or improving these outdoor spaces.
 - d. The development of parks and open space programming that is diverse and reflects the interests of the community who will use them.

2. As part of the planning of the community, improve the lot and parcel definition to assign blocks / lots for each park and open space. The **identification of civic addresses to each park and open space** will assist in locating these local destinations within the Town for the residents and for emergency staff. The civic address should be clearly and physically identified for each park and open space.
3. Ensure the **adequate supply of both recreational and cultural outdoor facilities**, with particular emphasis on cultural facilities that could encourage more cultural events, performances, and other social gatherings. Carleton Place should aim to maintain the average service levels defined when compared with other similar sized Ontario municipalities.
4. Recognize that Carleton Place's population is aging, and **more outdoor facilities targeted towards seniors should be provided** to meet the growing demands for lower-intensity recreational activities.
5. **Explore potential outdoor spaces for youth and teenagers** so that all age groups have their recreational and cultural needs met. In addition, when planning for outdoor spaces, ensure that outdoor facilities are intergenerational and multi-purpose so that they can accommodate all age groups simultaneously with minimal supervision.
6. When exploring options for new outdoor facility locations, **aim to create more multi-use recreational and cultural centres** that include a combination of outdoor and indoor amenities in one location.
7. Ensure ongoing **coordination with developers** throughout the development approvals stages so that a balance is provided between the need for new parklands (or investment in park amenities) and the cost of operations and maintenance of new lands and/or amenities. Additionally, coordinating with developers prior to the implementation of new developments provides opportunities to create linkages between parks and open spaces within the park system.
8. **Ensure that new parks are of good quality and can adequately accommodate outdoor amenities and activities.** This means avoiding lands that are intended for stormwater management uses, hazard lands, or other non-parkland uses.
9. **Involve the community** in the planning and design of new parks and in major park improvement projects. This can provide valuable feedback in the creation of future parks.
10. **Improve amenities within parks and open spaces**, as per the classification systems established, such as upgrades to aging play structures, increasing passive amenities, the introduction of more innovative play features, natural elements, and signage.

11. **Improve accessibility to and within parks and open spaces** through trails and pathways and during the transportation planning. Accessibility should also provide inclusive play opportunities and accessible passive areas including seating areas. Universal Design Principles brings flexible features in parks that make everyone feel more welcome and comfortable.
12. **Develop parks and open spaces with Crime Prevention Through Environmental Design (CPTED) principles in mind.** A CPTED approach to design of public spaces is crucial for ensuring the good use of the spaces and safety for all users. A CPTED approach should also consider how operation and maintenance zones for staff and day to day activities are provided adjacent to parks and open spaces and around recreation facilities. These operation zones include storage buildings, outdoor storage areas for equipment, excess material and furniture; adequate fencing should be provided to support good use of the municipal spaces.
13. **Promote a climate-conscious approach:**
 - a. When developing new parks and open spaces.
 - b. In day-to-day operation and maintenance of parks and open spaces.
 - c. By promoting a Tree Planting Strategy to promote biodiversity and the selection of native plants.
 - d. By promoting vegetated shorelines and waterways.



10.2 Strategic Direction 2: Trails and Pathways

10.2.1 BACKGROUND

A well-planned trail and pathway system is an efficient use of recreation funding as they can connect many areas within a community, be used by a broad spectrum of the population, and enhance access to parks and open spaces. A good trail system should provide a range of experiences for different users ranging from singletrack hiking trails in a natural environment to multi-use facilities that are accessible and can accommodate different users from joggers, pedestrians, and cyclists of all ages. Additionally, the integration of trail amenities, such as lighting, seating and signage, along with improved paving increases the accessibility of trails and pathways, particularly for seniors and stroller users.

Carleton Place is a municipality comprised of one concentrated urban area, with proposed growth expected to the southwest and southeast of the Town. Therefore, creating a comprehensive and well-connected network of trails and active transportation routes is possible. Through investigation and consultation for the PRCMP, the need for additional connectivity between the trails, parks, and open spaces was highlighted. It was also observed that it may be difficult to travel across Town using only the existing trail system.

Similar to parks classifications, it is recommended having a hierarchy for trails and pathway systems, integrating into larger Town-wide systems:

- a. **Large-scale active transportation** is important where long-distance cycling and running are the expected use; and
- b. **Small-scale connectivity** through trails and pathways is important to provide access to parks and other local amenities to all residents. Small-scale trails and pathways systems also permit to discover the local area, a park, a woodlot, etc.

Vision



To strengthen trails and pathways connectivity between existing parks, open spaces, and other major destinations creating a comprehensive active transportation network within the Town, while considering new connections to areas of new development and incorporating a variety of trail and pathway types that can serve people of all ages and abilities.

10.2.2 GUIDING STRATEGIES

1. Consider **establishing a trail classification system** and trail development strategy specific to Carleton Place to shape the future of the trail and pathway network and to assist with future Town-wide strategies on trails and pathways improvements. The following factors are recommended to be considered for such a system:
 - a. A focus on connecting residents to parks, amenities, and schools.
 - b. A hierarchy of trails that provides opportunities for a diverse, multi-functional, four-season trail usage.
2. As part of the planning of the community, **improve the mapping of trails and pathways** into a centralized location. This planning tool will highlight opportunities and constraints at time of reviewing proposals from developers.
3. **Improve accessibility to and on trails and pathways** creating inclusivity and enjoyment for all users. Accessibility is enhanced by improving trail conditions and maintenance of the unpaved links.
4. **Provide safe trails and pathways** with pedestrian lighting at key locations using CPTED principles. Provide clear and demarcated crossings for motorized vehicles, as necessary.
5. **Improve amenities along all trails and pathways** including but not limited to bridge upgrades, shade structures and canopy coverage, benches and waste receptacles, designated parking spaces at trail ends, and wayfinding and signage.
6. **Coordinating with developers** prior to the implementation of new developments provides opportunities to include new trails and enhance existing trails in the area.
7. **Establish a partnership with other local agencies** (e.g. County of Lanark and Mississippi Valley Conservation Authority) to develop a connected trail system within Carleton Place that is without gaps.

10.3 Strategic Direction 3: Indoor Recreation and Cultural Facilities & Services

10.3.1 BACKGROUND

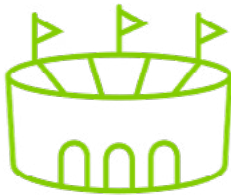
Quality municipal indoor recreation and cultural facilities are essential to the ability of the Town and community to offer effective and efficient recreation and cultural services that meet community expectations and needs. As discussed in Section 7 of this Master Plan, current trends in recreation encourage multi-use centres that integrate recreational, cultural and civic services, including

greenspaces and outdoor amenities. The goal is for residents to have a convenient and accessible one-stop location for all their recreational and cultural needs.

Currently, many indoor recreation facilities are aging and will need to be renovated in the near future to be able to meet the growing demands. This requires a review of their future expansion in the delivery of services and programs for the community.

As the population and demographic shifts occur, there will be a need for the Town's recreational and cultural spaces to also shift and accommodate these changes. There is a need to plan for the introduction of new, trending activities, age-friendly sports and age-specific programming, such as for seniors and teens. While known demand for these spaces was provided through public consultation, future demand can be captured through user fees, databases of visitors, and the use of formal booking sites, among other means to ensure programming evolves as necessary.

Vision



To enhance the indoor recreational and cultural facilities and services in a manner that focuses on enriching the lives of all community members by supporting accessible, affordable, and inclusive experiences, while progressively increasing the Town's leadership role in the coordination of services and standardized partnerships with external providers.

10.3.2 GUIDING STRATEGIES

1. **Consider providing additional municipal programming** based on community feedback and trends, such as nature-based clubs/programming, makers space, seniors/teen programming, and programming that doesn't involve/require a team to play.
2. **Identify recreational opportunities that enable and support unstructured, self-structured, and low-cost activities**, in addition to local sports and other organized activities.
3. **Encourage joint utilization** of municipal and other publicly or privately owned space, such as community rooms for after-school programming.
4. **Invest in multi-use recreational spaces** to improve the municipal program offerings in a way that aligns with the community's needs, and in a way that improves the utilization of underused facilities.
5. **Invest in indoor recreational spaces on a per capita target basis** while balancing the needs and wants of the community with the cost of operations and maintenance of new indoor facilities and amenities.

6. **Identify facilities that are in need of upgrades** in order to continue to properly service the growing community and review which facilities and spaces should be prioritized above others.
7. **Consider incorporating energy efficiency upgrades** and rainwater harvesting initiatives to existing and planned indoor recreation and culture facilities.
8. **Promote a climate-conscious approach**
 - a. When developing new facilities to reduce energy cost and carbon emissions and environmental footprint.
 - b. In the day-to-day operation and maintenance activities to reduce waste materials.
9. **Seek opportunities to partner** with not-for-profit and private providers to provide more multi-purpose spaces as well as review and update operating agreements with groups who access community recreation and culture facilities.

10.4 Strategic Direction 4: Culture

10.4.1 BACKGROUND

Arts, culture and community heritage programs and services play a vital role in the social, emotional, spiritual and economic well-being of the community. Culture enriches people's day-to-day lives, supporting enjoyment and appreciation of creative endeavours, enabling the community to share its stories and history, and fostering community identity and pride. Town's cultural services include visual arts, public art, heritage, performing arts, entertainment and festivals, and libraries.

Cultural production, programming, exhibitions, and performances are organized primarily by the Carleton Place Public Library, not-for-profit groups and private providers. This is common in most communities. Expanding cultural opportunities generally requires support from the municipality through the provision of facilities, learning programs, and assistance in hosting events and programs.

It is important that the Town continues to support the provision of spaces that can be rented for events and programs, providing access to facilities, and working with stakeholder groups to identify opportunities to address their specific needs. Culture opportunities are communicated through the Town's program guide, website, social media, and advertisements of local media. Carleton Place hosts numerous events and festivals that are important to create a sense of community. Though many of these events are organized by not-for-profit groups or private providers, the Town provides space and support, while volunteers are vital to their organization and operation.

Vision



To demonstrate active leadership and strategic governance to support a sustainable, flourishing, and vibrant cultural experience in the community and to provide cultural spaces that encourage creativity and engagement, while incubating rich and diverse cultural programming and resources that are essential to creating an inclusive and connected neighbourhood.

10.4.2 GUIDING STRATEGIES

1. **Promote and celebrate Carleton Place's Culture and Heritage** through multi-scale events and programs to bring people and communities together and provide opportunities to engage, share stories, learn about cultures, and have fun.
2. **Support and nurture local artists and arts organizations**, and increase their capacity, stability, and sustainability. Investing in Town's artists and arts organizations will enhance the Town's long-term strategy to support and retain professional artists in the community, thereby diversifying our social, cultural and economic opportunities
3. **Promote learning and engagement with the arts** by expanding art programming focusing on youth and young adults.
4. **Support culture events and showcase art and performance** by creating outdoor community performance spaces and upgrading indoor facilities for new mediums of art and culture programs.





10.5 Strategic Direction 5: Programs and Services Delivery

10.5.1 BACKGROUND

While the physical facilities and infrastructure is a large component of parks, recreation and culture in the Town, the delivery of various programs within these facilities are key to keeping the community happy and engaged. The Town currently provides public skating, swimming programs, and the Canoe Club, with various arts and sports programs provided by independent community organizations that often utilize the Town's facilities. Maintaining these valuable partnerships with community organizations is necessary to ensure that the community is well supported in terms of recreational and cultural programs. Creating a standardized approach to these ongoing partnerships, such as clearly defined roles and responsibilities for each party, can be incorporated into agreements to ensure the smooth and consistent delivery of programs.

Furthermore, improvements in the standardization of agreements with local parks, recreation, and culture service providers serve as a template for new and diverse types of programming to be introduced, as interested community members would have a clear roadmap for developing and regulating new, needed programming. During the Phase 1 consultation, community members have noted a lack of indoor programs and activities being offered, with examples being fitness classes, wellness workshops, and board game sessions. As noted above, seniors and teenagers tend to be the two age groups with the largest demand for improved recreation and culture services. Programs targeted towards teenagers that can utilize their time in a meaningful way while benefiting the Town can be explored. The promotion of the Youth Centre and the programs

it offers should be a key task as the child and youth survey responses indicated that majority of responders do not use the Youth Centre mainly due to being unaware of the programs. While the Youth Centre is separate from the Town, there is an opportunity to work collaboratively so that efforts are not duplicated, and the Youth Centre space can be maximized.

Dedicated programs for seniors, especially during the winter months, is necessary to provide the time for that age group to socialize and keep active. The Active Living Centre already provides programming for seniors throughout year – more efforts are needed to promote and bring awareness to the programs being offered, and how accessible the location is for the senior population. While there may be a demand for more cultural programming to be offered by the Town, such as dance and martial arts classes, and music classes, coordination with private instructors and groups in the community is necessary to ensure the needs of the public are met without overlapping and duplicating programs.

As the peak demand for programs tends to be after school hours and on weekends, there needs to be adequate staffing levels to maintain these desired hours. The Town should consider implementing volunteer programs that satisfies the high school volunteer quota while ensuring that there are enough staff to monitor and run various programs and workshops for youth and children. Currently, the Town is having difficulty to offer more programs in the evenings and weekends due to the shortage of staff and volunteers. To provide the delivery of trending recreational and cultural activities to current and future residents, the Town should consider expanding volunteering opportunities to increase staffing for various programs, especially those provided in peaks times in evenings and weekends.

Increased promotion and advertisement of Town-run programs is crucial to getting community members interested and aware of the events happening in the Town, especially with the high number of new people moving into the community. Using online platforms, such as the Town's social media, can be a way to announce upcoming programs. The Town can also consider providing regular parks, recreation, and culture newsletters, either online or through traditional mail, to the community to notify people of the various programs being offered.

There is a need to improve outreach programs to better meet the needs of the community through partnership with schools and other organizations to expand off-site services. Afterschool and evening programming in underserved areas allows children, youth, and families to access recreation programs and services in their neighbourhoods which furthers connections and sense of belonging.

Vision



To expand the recreational and cultural programs being offered by the Town and explore improvements to service delivery and program options to cater to the changing needs of the community, as well as methods of promoting these programs to community members and the broader region.

10.5.2 GUIDING STRATEGIES

1. Work to **develop a system to annually evaluate usage and participation rates** of rentals and recreational programming to better respond to community need, as they change over time.
2. **Work closely with community organizations** to support recreation and culture programs and avoid duplication of events and service offerings.
3. Where gaps in services exist, **develop new programming that aligns with the community's needs**, specifically cultural programs and programming for seniors and teenagers.
4. Explore more options in **promoting the programs and events** offered by the Town to increase awareness and inclusion throughout the community.
5. **Utilize technology** and existing professional networks to improve communication and service delivery of municipal parks and recreation opportunities, including:
 - a. Evaluate opportunities to transition to provide online booking services for all facilities (meeting rooms, activity rooms, pavilions, etc.) in a manner that protects the needs of key (consistent) user groups.
 - b. Employ an online payment system, to minimize staff involvement and allow for appropriate preparation and set-up of rented facilities.
 - c. Provide annual parks, recreation, and cultural online guides and “event calendars” that are digitally available from the Town’s website, and accessible from their social media page(s). Additionally, using paper formats mailed directly to residents can be considered.
 - d. Support staff’s training opportunities for the use of new and emerging technology and available software.
6. **Monitor operating costs for facility maintenance**, and work to schedule capital investments according to the life cycling costing of the facility.
7. **Focus on partnerships with local sports and recreational organizations** that maximize the economic development potential of the facility or service in a manner that provides return on the investment into the facility.

8. **Encourage collaboration between municipal staff, local sports and recreational organizations, and cultural providers** (libraries, schools) such that events and activities (one-off, annual, or informal) will support community-wide involvement for all ages and abilities.
9. **Develop and implement a formalized community partnership framework policy** for the use of municipal facilities by all third-party volunteer groups that is transparent and developed in consultation with all existing and potential community partners.
10. Look at **developing formal cost sharing agreements** with adjacent municipalities who use the Town's facilities so that operating costs can be effectively managed, and new programs and upgrades have the required funding.
11. **Explore collaboration and partnerships** with the local school board in the form of parkland sharing agreements to ensure that parks adjacent to schools are efficiently used and managed. Existing agreements should be reviewed and updated to reflect the changes in parks, recreation and culture facilities and the changing needs of the community.
12. **Expand outreach and volunteering programs** for the community involvement and the success of culture events, festivals, and
13. **Expand Volunteer Appreciation to multiple events throughout the year and to all volunteers** participating to the community such as BBQ appreciation at key community events where volunteers are providing support.
14. Based on the benchmarking exercise, **revisit attendance approach and payment approach to scheduled classes and programs** (i.e. by class, multi-passes or an all-inclusive membership to all facilities and programs).
15. During the lifespan of this Plan, **standardize lease agreements** for the use of facilities.



10.6 Strategic Direction 6: Management of Projects, Staff & Financing

10.6.1 BACKGROUND

The Town of Carleton Place has experienced a rapid growth with more requirements for parks, open spaces, trails, pathways, indoor recreation facilities, and culture opportunities. All recreation facilities and amenities are managed and maintained by the Recreation and Culture Department led by the Manager of Recreation and Culture. This Department is currently divided into six (6) main divisions, under the supervision of the Manager of Recreation and Culture:

- a. **Facility Property and Project Management** includes the maintenance of facilities and overseeing facility construction projects.
- b. **Parks and Recreation** includes operation and maintenance of parks, recreation and cultural venues.
- c. **Aquatic** (indoor and outdoor facilities) includes programming, training and administration of the aquatic programs and policies.
- d. **Community Programming** includes the development and promotion of community recreation and cultural programs.
- e. **Facilities Clerk** includes administration of scheduling of the facilities for events.
- f. **Administration**

All groups are managed by a full-time team lead with part-time staff added as needed. Staff migration occurs as and when needed. Carleton Place currently requires full-time positions to be filled like many other employers following COVID-19. Park development in Carleton Place including design is usually completed internally by staff. An alternative to find additional staff would be to contract design and maintenance of some projects and facilities. Focus should be placed on converting part time staff to full time staff, which could entail providing better benefits for staff members.



During the investigation as part of the Phase 1 of this Master Plan, no centralized list of facilities, amenities, and assets for Carleton Place was found to be kept. Such centralized list would provide guidance for planning of new facilities and amenities and for future improvements required.

The Town is a champion in securing grants for parks and facilities improvements through a variety of funds. No centralized list of past or contemplated funds exists within the Town.

During a staff workshop, it was noted that one of the weaknesses of parks, recreation, and culture service delivery in Carleton Place was the lack of staffing required to offer the programs that the community wants and the decline in volunteerism. Attracting and maintaining qualified team members throughout the entire year while promoting and incentivizing volunteerism should be a key goal throughout the lifetime of this Master Plan.

Vision



To monitor the Town's assets in a deliberate and structured manner, with a central contact for the public who is responsible for the management of all indoor and outdoor facilities, as well as overseeing each of the services provided within those facilities.

10.6.2 GUIDING STRATEGIES

1. **An assessment of the critical path and gaps of each division** provided by the Recreation and Culture Department should be completed. Interviews with each staff member of the Department to understand their role and responsibility should be recorded as part of the assessment.
2. **Work with a park design consultant** to provide overall plan meeting industry standards for the development of parks and open spaces.

3. **Complete feasibility studies and conceptual planning** for major capital projects for parks and facilities well in advance to be ready to take advantage of funding and partnership opportunities as they arise.
4. **Maximize facilities and infrastructure systems sustainability and renewal** to ensure long-term sustainable uses and thoughtful design to foster healthy living and support safe, reliable, and affordable services
 - a. Undertake life-cycle audits for parks and facilities to identify opportunities for the redevelopment, renovation, or decommissioning of amenities and facilities.
 - b. Establish maintenance programs and budgets tied to population growth to reflect the increased use and maintenance requirements
5. **Increase efficiencies in administration and management** to create an effective department which is well-managed, efficient, and innovative.
 - a. Plan for new services and facilities, using evidence-based decision-making process.
 - b. Develop and implement a central departmental asset and resource management system.
 - c. Implement a process for continuous service improvement, annually identifying service areas for review with the goal of improving service, function and efficiency.
 - d. Implement new labour scheduling technology to improve staff and facility management.
6. **Build staff leadership capacity** by attracting and maintaining qualified team members and staff who are passionate about what they do and are committed to building a strong and healthy community
 - a. Increase competency-based professional development programs for staff to develop knowledge, to increase capacity, and to grow with expertise.
 - b. Provide new job skills training to staff and internship opportunities for youth, young adults, and newcomers.
 - c. Provide better benefits to incentivize part time staff to convert to full time staff
7. **Explore opportunities for additional and more reliable and sustainable funding resources** for parks, recreation, and culture programs and facilities
 - a. Review funding structure and related policies and bylaws.
 - b. Working with Planning Department, review DC rates for new developments.
8. **Add additional managers** to each main division (Facilities, Parks, Aquatic, Community Programming) as the Town grows and adds facilities, amenities, and services.



11

**RECOMMENDATIONS
& IMPLEMENTATION
STRATEGY**

The recommendations outlined in this Master Plan result from public and staff feedback, municipal comparators, parks, recreation and culture trends analysis, and the assessment of needs and gaps within the services provided by the Town of Carleton Place. They cover actions related to local parks, recreation, and culture governance; capacity-building; collaboration; communications; indoor and outdoor sports, recreation and culture facilities and amenities; seasonality; trails, parks, and open spaces; and active transportation. Overall, this Master Plan includes 102 recommendations. Included in those 102 recommendations are several actions regarding working with community partners within the Town of Carleton Place. Community partners are defined as groups and entities of the community that provide resources, programs, and classes that support youth, seniors, and families within the Town.

Some recommendations will have greater relevance and importance for certain recreation communities or urban areas over others. The recommendations work together through the short, mid, and long-term to achieve the following Master Plan vision:

- Provide a target of 3.4 hectares of open spaces and parks for every 1,000 residents, as the Town's population grows.
- Enhance the indoor municipal recreational and cultural facilities and services in a manner that focuses on enriching the lives of all community members by supporting accessible, affordable, and inclusive experiences with the municipality progressively increasing its leadership role in the coordination of services and standardized partnerships with external providers.
- Monitor the Town's assets in a deliberate and structured manner, with a central contact for the public who is responsible for the management of all indoor and outdoor facilities, as well as overseeing each of the services provided within those facilities.

In addition, the recommendations in this Master Plan holistically meet all five (5) of the Framework for Recreation in Canada 2015: Pathways to Wellbeing's interconnected goals:

1. Foster active living through physical recreation.
2. Increase inclusion and access to recreation for populations that face constraints to participation.
3. Help people connect to nature through recreation.
4. Ensure the provision of supportive physical and social environments that encourage participation in recreation and help to build strong, caring communities.
5. Ensure the continued growth and sustainability of the recreation field.

The recommendations provided in this section are not intended to be a definitive list, as additional capital repairs, operating expenditures, and other initiatives outside the scope of this Plan may be identified and prioritized on a case-specific basis throughout the lifespan of this plan. By receiving the Master Plan, the Town is not bound to implementing every recommendation; rather, this Plan provides guidance on community priorities and sets a general course for meeting the needs as they are presently defined.

The implementation of said recommendations is done so through an implementation strategy. This strategy provides guidance in ensuring that the most critical recommendations are dealt with in a timely fashion while the less critical recommendations are implemented over the lifespan of the Plan, based on staff and fiscal capacity. Simply, the higher the priority, the sooner the recommendation should be implemented. All recommendations are important and, if properly implemented, will benefit Parkland, Open Space, Trails, Outdoor and Indoor Recreation and Culture, Programming & Events and Service Delivery in the Town. The priority/timing of recommendations in this section are organized into the following three categories:



Short Term Priority
1-3 years













Medium Term Priority
4-6 years











Long Term Priority
7-10+ years




The recommendations are based on what is needed and not what is financially achievable within the Town at this present time. The priority of each recommendation considers current need while also considering budgeting pressures and other factors that may impact implementation. Priorities set as part of this Master Plan should be revisited prior to the preparation and development of key capital and operating budgets. The impacts of Bill 23, the More Homes Built Faster Act, 2022, on these recommendations will need to be continually monitored because it has implications associated with parkland and parkland reserve funds among other factors.






LEGISLATION AND POLICY	
<p>1. The Town should consider a range of alternative parkland acquisition strategies and not solely rely on subdivision developments for acquiring new parkland.</p> <p>This recommendation entails updating the Town’s Parkland Conveyance By-law to require rental housing developments that surpass a certain number of units to provide parkland conveyance or cash-in-lieu. This ensures that the Town can maintain an adequate parks supply going forward. Impacts from Bill 23 will need to be considered in the feasibility of this recommendation.</p>	
<p>2. Review and adjust Development Charges rates to provide funding that reflects the needs of the community in terms of parks and recreation services.</p>	
<p>3. Consider cash-in-lieu for Draft Plans of Subdivision and any other development (including infill) in the established neighbourhoods of Town where parkland supply is adequate or in surplus to fund capital improvements of existing parks.</p>	
<p>4. The Town should consider setting standard minimum parcel criteria when accepting the conveyance of land as parkland. Consultation with Developers and the School Boards should be completed as per s.s51.1 of the Planning Act. Bill 23 may impact how parkland can be identified for conveyance purposes through allowing landowners to select parkland based on provincial criteria.</p> <p>The following provides examples of criteria when assessing land as future parkland:</p> <ol style="list-style-type: none"> a. Land to be conveyed to the Town must satisfy the following conditions: <ul style="list-style-type: none"> • Lands are free and clear of all legal and other encumbrances. • Record of site conditions should satisfy a Phase I ESA. b. Land is deemed unsuitable when: <ul style="list-style-type: none"> • The land has been or will be conveyed to the Town for stormwater management purposes, highways, roadways, walkways, or other non-parkland purposes • There is presence of natural hazards including flood prone lands. • The location, grade and configuration of lands are constrained or undesirable. Having unsuitable or unstable soil conditions. • It includes utility rights-of-way or easements. • There is contamination as determined by an ESA 	





<p>c. Applicant must restore the land to be conveyed as parkland to a condition satisfactory to the Town.</p>	
<p>5. As part of the planning of the community, improve the lot and parcel definition for each park and open space. This includes combining multiple parcels that make up a park and/or ensuring the lot line matches up with the associated park.</p>	
<p>6. As part of the community planning process, update and consolidate the existing recreation layers in the Town's ArcView GIS system so that it provides up-to-date recreation / culture facilities including all parks, trails and pathways.</p> <p>An up-to-date planning tool will highlight opportunities and constraints at time of reviewing proposals from developers.</p>	
<p>7. Linear pathways and pedestrian connections should be considered in the Town's review of Draft Plans of Subdivision and other development applications, including infill.</p> <p>Parcel dedication for trails and pedestrian links, in addition to parkland parcels, enhances community connectivity and reduces the disruption of the existing pedestrian network. Additionally, site plan reviews should consider and encourage multi-use spaces and elements that could enhance the pedestrian experience and the connectivity of the parkland as a whole.</p>	
<p>8. Consider implementing a Community Charges By-law for the Town and include cultural/community facilities and active transportation linkages as potential service categories.</p>	
<p>9. The Town should consider incorporating more policies into the Official Plan that speak to the integration of cultural facilities and programming as currently the only policies that speak to arts and culture refer to the downtown Mississippi District. More policy direction is required to guide parks, recreation and culture within the entire community.</p>	
<p>10. Continue to explore opportunities to incorporate more recreation and culture facilities in the southern portion of the Town, specifically within the Highway District Secondary Plan Area. Note that at least two parks are being added to this area through new subdivisions.</p>	







<p>11. The Town should consider developing a Town-wide Community Improvement Plan (CIP) that provides incentives and funding programs to encourage additional active transportation linkages and the provision and enhancements of parks, recreation, and culture facilities.</p> <p>For example, the Town could provide loans for private business owners to enhance active transportation amenities in front of their businesses to create a seamless and attractive pedestrian experience. Moreover, the CIP could encourage private property owners to provide land to expand trail linkages between public lands.</p> <p>As the Town recently developed a CIP that targets brownfield redevelopment, façade and streetscape improvements, accessibility and affordable housing, there is an opportunity to incorporate considerations and potential programs for parks, recreation and culture into the new CIP.</p>	
<p>12. Create a formalized application process for community members looking to suggest new Town-owned recreation and/or culture facilities and/or amenities. This process would put the responsibility of conducting the required research and analysis of preparing the required background studies into the justification and feasibility of the project onto the applicant and not the Town. Based on the justification and information provided, the Town would make the final decision on whether the application is approved.</p>	
<p>13. The Town should review the updated population projections provided by the Province and County when available and re-align, as needed, the recommended targets for parks, recreation and culture as projected within the Parks, Recreation, and Culture Master Plan.</p> <p>This review ensures that the service level targets identified within this Master Plan comply with future forecasts completed by the County and/or Town for the duration of this Master Plan.</p>	
<p>PARKS AND OPEN SPACE</p>	
<p>14. The Town should consider implementing a formal Parks Classification System so that parkland can be properly assessed and categorized, while ensuring that the different park typologies are equitably distributed and that park amenities are consistent throughout the Town’s parkland system. The following factors are recommended to be considered and included in such a system:</p>	




<ul style="list-style-type: none"> a. A focus on proximity of parkland to residents who will use them. b. The establishment of frequency and diversity in types of parks and open spaces providing interest and variety for the community. c. The development of parks and open space programming that is diverse and reflects the interests of the community who will use them. 	
<p>15. The Town should develop park standards inclusive of requirements for play areas, walkways, pathways, seating areas, courts and play fields, enhanced pedestrian lighting, park signage including identification of civic address, and outdoor bike parking.</p> <p>The following elements should also be included as part of the park standards:</p> <ul style="list-style-type: none"> • The integration with adjacent or nearby parks, open space, and recreation facilities. • Accessibility within parks. Accessibility in a park should address, to a minimum, bench types, waste receptacle access, pathway surfaces, playground surfacing, play structures, access to play areas, etc. <p>These park standards will guide the development of park spaces for new developments that occur, including infill and intensification projects, which are subject to site plan control but also when existing parks are enhanced and upgraded.</p>	
<p>16. The Town of Carleton Place should adopt a parkland service-level target of 3.4 hectares per 1,000 population and should not go below a service level of 2.5 hectares per 1,000 population. Parks should be provided at a 5–10-minute walk from each other (within a radius of 500 metres) to provide equal outdoor recreation opportunities for the population.</p>	
<p>17. A minimum of three (3) additional parks should be developed south of Coleman Street / Cavanagh Road including two (2) parks south of Highway 7. These additional parks will ensure the southern portion of Carleton Place offers parks within a 500 m service radius.</p>	
<p>18. Play structures should be geographically located at 1 within 500 metres (or a 5–10-minute walk) of residential areas. The recommended service level for play structures is set at 1 structure for 2,582 of population (1:2,582). Based on the growth projection by the County of Lanark, the Town of Carleton Place is not lacking in play structures for the next 10 years to meet this target but should still provide play structures at every new park and</p>	




<p>meet the geographical distribution set above to ensure every neighbourhood is provided with play structures.</p>	
<p>19. Basketball courts are amenities enjoyed and used by many teenagers. The Town currently has the appropriate quantity of courts based on the 2021 Population. The recommended service level for basketball courts is set as 1 court for 3,028 of population (1:3,028). Based on the growth projection by the County of Lanark, a minimum of two (2) additional basketball courts should be provided within the next 10 years; however, additional basketball courts may be considered to provide more play opportunities for teenagers. One possibility for the year-round usage of basketball courts could be to convert them to outdoor rinks in the winter. Two additional basketball courts are already proposed to be built in the Town over the next few years.</p>	
<p>20. The recommended service level for baseball diamonds is set at 1 baseball diamond for 2,386 of population (1:2,386). Based on the current Agreement with the Township of Beckwith on the shared use of baseball diamonds, the Town of Carleton Place meets and exceeds this recommended service level. Without the baseball diamonds from Beckwith, the Town will be in deficit of 1 baseball diamond by 2038 if no additional ball diamonds are created. To continue to deliver an appropriate service level for baseball diamonds, the Town of Carleton Place needs to continue the Shared Use Agreement of baseball diamonds with the Township of Beckwith. The timing of this recommendation is based on the continuing agreement with the Township of Beckwith.</p>	
<p>21. The recommended service level for soccer fields is set at 1 soccer field for 1,054 of population (1:1,054). Based on the current Agreement with the Township of Beckwith on the shared use of soccer fields, the Town of Carleton Place meets and exceeds this recommended service level. Without the soccer fields from Beckwith, the Town would currently be in deficit of 4 soccer fields and will continue to be in a deficit of 9 soccer fields by 2038 if no additional fields are created. To continue to deliver an appropriate service level for soccer fields, the Town of Carleton Place needs to continue the Shared Use Agreement of soccer fields with the Township of Beckwith. The timing of this recommendation is based on the continuing agreement with the Township of Beckwith.</p>	





<p>22. The recommended service level for splashpads is set at 1 splashpad for 10,595 of population (1:10,595). Based on the growth projection by the County of Lanark, the Town of Carleton Place is not requiring new splashpads in the next 10 years to meet the target set by the service level. When looking for the addition of any new splashpads, the overall distribution of their location should be assessed; areas of the Town without a splashpad and far from a public pool should be prioritized before other areas.</p>	
<p>23. The recommended service level for outdoor rinks is set at 1 outdoor rink for 8,664 of population (1:8,664). Based on the growth projection by the County of Lanark, the Town of Carleton Place is not requiring additional outdoor rinks in the next 10 years to meet the target set by the service level.</p>	
<p>24. The existing three tennis courts located behind the arena are in poor condition and do not have pickleball lines. To meet the recommended service level established in Section 8 of this Master Plan, which is 1 court for 3,700 of population (1:3,700), there should be a minimum of three (3) operational courts and an addition of two (2) courts in the next 10 years to meet this target. The Town should make a priority to regrade and resurface the existing three (3) tennis courts and add pickleball lines to them. The Town should also consider adding two (2) additional tennis courts with pickleball lines within the next 10 years; the geographical distribution of additional tennis courts should consider offering tennis and pickleball opportunities in more than only one location of the Town.</p>	
<p>25. The recommended service level for dog parks is set at 1 dog park for 12,111 of population (1:12,111). The Town currently has the appropriate quantity of dog parks based on the 2021 Population and does not require an additional dog park to meet the target service level within the next ten years. The geographical distribution of the dog parks should be considered if and when a new dog park will be considered.</p>	
<p>26. The recommended service level for skateboard parks / pump tracks is set at 1 for 9,121 of population (1:9,121). Based on the growth projection by the County of Lanark, the Town of Carleton Place is not requiring additional skateboard parks / pump tracks in the next 10 years to meet the target. However, based on observations over the last few years of vandalism at the original skateboard park near the Curling Club, the Town should consider relocating the original skateboard park to a new park near Highway 7 to provide better geographical distribution of this outdoor amenity and</p>	







<p>repurpose the current location as a bocce court(s) as a space for older adults and seniors.</p>	
<p>27. Consider adding additional washrooms, better seating and lighting, where feasible, to existing outdoor recreational facilities. As the population of the Town increases, these facilities will need to be expanded to accommodate growth.</p>	
<p>28. The Town should invest and integrate outdoor active amenities specific to adults and seniors such as horseshoe pits, bocce ball courts, lawn bowling and fitness equipment, where feasible. As mentioned in Recommendation 26, the skatepark behind the arena could be converted into a space for adults and seniors if its current use is relocated.</p> <p>Fitness equipment should provide a diversity of exercise and level of difficulty. Features should focus on fixed elements and reduce the number of moving parts.</p> <p>The programs and amenities specific to seniors should be located primarily around the Active Living Centre, which already provides various programs for seniors. The installation of an area with outdoor fitness equipment for seniors and adults is planned for 2023 in the Train Station Park, located just behind the Active Living Centre.</p>	
<p>29. The Town should develop a strategy to deliver a variety of popular youth outdoor amenities. These features can include outdoor basketball courts, outdoor volleyball courts at beaches, skateboard and longboard parks, BMX tracks, outdoor workout equipment, obstacle course challenges, etc. It is recommended to locate and distribute youth sports amenities at a minimum radius of 1000m walking distance. Other features to include in parks and outdoor spaces that can encourage more youth and young adults to interact with the space include free outdoor Wi-Fi in urban parks, food trucks and outdoor café areas, interactive lighting and art, outdoor study spaces, and outdoor speakers and dance spaces.</p>	
<p>30. The Town should consider creating a Youth Hub around the Youth Centre to provide a variety of outdoor and indoor amenities for youth. Refer to Recommendation 54 under the Indoor Recreation Facilities for additional details on the use of indoor spaces. The outdoor space at the Youth Centre should provide a more defined play area as currently the outdoor basketball court is located within the parking area.</p>	





<p>31. Develop future sports fields to be multi-use so that there is designated space to accommodate multiple sports allowing sports fields to be more adaptive to parks and recreation trends as they evolve.</p> <p>Future sports field development should consider multi-use baseball / cricket fields and / or multi-use rugby / soccer fields.</p>	
<p>32. The Town should consider developing multi-generational parks and public spaces for people of all ages and all abilities, incorporating outdoor fitness or workout stations for seniors and adults with the development of playgrounds for kids.</p>	
<p>33. Maintain ongoing coordination with developers during the development approval stages so that opportunities to incorporate new parkland or outdoor recreation facilities are identified early in the process, including strategies to incorporate new parkland and facilities within the existing system and confirming the ongoing operations and maintenance of the space.</p>	
<p>34. The Mississippi River is one of the features that makes Carleton Place unique. In order to preserve this portion of the Town's identity and allow public access to the Mississippi Waterfront, it is recommended that the Town work together with developers at the development approval stage to provide such public access, where possible, through ownership of other means (e.g., easements).</p>	
<p>35. Park development and redevelopment should involve the community and residents. Public consultation should be conducted at the conceptual design stage for park projects, providing information to the community on upcoming works while gathering feedback on amenities determined by the staff and park designers and based on budget.</p>	
<p>36. Develop new parks and improve existing parks and open spaces following the park standards included under Recommendation 15. While referencing the park standards, amenities are to be provided consistently across all parks.</p> <p>As park standards are introduced and life cycle upgrades are made, gaps in current park amenities should be identified and aging infrastructure should be replaced. Some key amenities that were noted to be lacking during the Phase 1 Public Consultation include signage, public washrooms, benches and seating areas, and waste receptacles.</p>	








<p>The installation of standardized park signage with a clear name and civic address of the park should be made a priority in all parks to improve visibility of the parks for the growing population established in Carleton Place while increasing safety and emergency response times.</p>	
<p>37. Ensure that all parks and open spaces are accessible for people of all ages and abilities. This includes assessing existing facilities and noting the upgrades required to make the space accessible, such as changing playground surface materials, adding more pathways within parks, and including accessible site furniture.</p>	
<p>38. Design new parks and enhance existing parks and outdoor spaces with a Crime Prevention Through Environmental Design (CPTED) approach. The main objectives of CPTED include encouraging the diverse use of outdoor spaces to help establish informal surveillance within public spaces and promoting the presence of people in public spaces in order to avoid isolated areas.</p> <p>There are three main principles when developing outdoor spaces through the lens of CPTED and these principles should be combined together to provide better safety for all users:</p> <ul style="list-style-type: none"> • Provide ways to encourage natural surveillance by increasing the visual permeability, adding lights in strategic locations, and reducing the presence of walls, opaque / privacy fence, and overgrown shrubs. • Provide natural access control of areas where the public is not encouraged to be in, such as maintenance areas, by way of fences, low walls, gates, and landscaping. It should be noted a minimum of two accesses / gates should always be provided in a controlled area. • Provide territorial reinforcement or the “sense of ownership”. The territorial reinforcement is also encouraged with a multi-use space where there is a diversity of activities and uses provided to users. 	
<p>39. Based on results from the consultation during the Phase 1, it was indicated vandalism may be more present in the two parks targeting youth including Carleton Junction and the old skatepark in Begley Street Park. These two parks should be assessed by CPTED experts to develop mechanisms and park improvements to reduce the undesirable activities in these locations.</p>	








<p>40. Provide secured maintenance yards and operation spaces limiting access by residents.</p> <p>The maintenance yards and operation spaces to be secured and officialised include, at a minimum, the following locations:</p> <ol style="list-style-type: none"> a. The operation zone behind the Arena and adjacent to the tennis courts. b. The operation zone at the Canoe Club. 	
<p>41. Promote a climate-conscious approach in park and open space development / redevelopment.</p> <p>A climate-conscious approach to park and open space design includes:</p> <ol style="list-style-type: none"> a. Considering energy conservation and generation in the planning of new amenities and facilities. b. Reviewing day-to-day operations and the maintenance of parks and open spaces. c. Incorporating more sustainable design features into the development of parks such as bioswales, raingardens, and pollinator gardens. d. Promoting a Tree Planting Strategy to encourage the selection and promotion of native plants. e. Developing a Tree Canopy Policy / Tree Management Plan to encourage the planting of a minimum of one tree for every tree removed. f. Utilizing locally sourced and sustainable building materials. g. Assessing the interest in Community Gardens within parks. h. Promoting vegetated shorelines and waterways. i. Identifying areas of significant ecological value such as wetlands and old growth forests within the Town boundaries to conserve biodiversity. 	
<p>42. Establish Joint Use Agreements between the Town and the School Boards for the development and use of parks and facilities adjacent to schools.</p> <p>An example would be to work in partnership with the School Boards to increase after-school and weekend multi-purpose use of schools for local neighbourhood activities. As parks and facilities within school grounds are valuable resources to the community, particularly after school hours, ensuring that these resources are properly maintained and utilized is key to ensuring that residents have access to good quality parks.</p>	








TRAILS & PATHWAYS	
<p>43. The Town should consider implementing a formal Trails & Pathways Classification System that includes smaller unofficial trails and paths.</p> <p>The following factors are recommended to be considered and included for such a system:</p> <ul style="list-style-type: none"> a. A focus on connecting residents to parks, amenities, and schools. b. A hierarchy of trails that provide opportunities for a diverse, multi-functional, four-season trail usage. <p>A strategy for winter maintenance based on the type of trails and pathways.</p>	
<p>44. Promote the OVRT as a key trail and destination within the Town, working in cooperation with the County of Lanark. This can entail creating linkages between local trails and the OVRT where feasible and ensuring the portion of the OVRT within the Town is well maintained and has adequate signage and trail amenities.</p>	
<p>45. Ensure that new and existing trails are accessible for people of all ages and abilities, including those using strollers and those with mobility restrictions.</p> <p>All new recreational trails should be designed with AODA standards, where possible, providing appropriate surfacing and accessible slopes. The Town should identify gaps in paving, unsafe pedestrian crossings, and inadequate signage and lighting in existing trails and make the necessary upgrades so that residents are continually encouraged to choose active transportation modes.</p> <p>Shaded areas with benches and picnic tables should be provided at key locations to provide resting spaces for all. Shade may be provided by a mix of canopy trees or shade shelters.</p>	
<p>46. Maps of the Town Trail System, signage, and wayfinding should be provided for all trails, including at trailheads or at the starting point of a trail. A clear understanding of where the user is located within the trail system is key in promoting safety and encouraging use. Where trails are shared with other owners and entities, updates to trails should be completed in collaboration with these groups.</p>	







<p>47. Provide safe trails and pathways with pedestrian lighting at key locations using CPTED principles. Refer to Recommendation 38 for the three main CPTED principles.</p>	
<p>48. The trails in Sonnenburg Woods should be physically identified and mapped.</p> <p>A map of the trails should be provided at the entrance of the park to encourage use by residents. The entrance to this park should also be formalized by providing a trailhead, and picnic area making it a destination for the community. Trails should be marked using directional signage and wayfinding at several locations within the woods so that users can have a clear understanding of where they are located within the trail system.</p>	
<p>49. The Town should develop partnerships with the County of Lanark and the Mississippi Valley Conservation Authority to develop new trails and pathways. The Mississippi Valley Conservation Authority could help with the establishment of nature trails.</p>	
<p>50. In order to preserve community access to the Mississippi River, it is important for the Riverside Trail to be continued along the Carleton Place Waterfront, where possible. When a waterfront lot is redeveloped for multi-family use, the Town should work together with the developer at the development approval stage to allow for a continuous public access to the Mississippi River, where possible, through ownership of other means (e.g., easements).</p>	
<p>INDOOR FACILITIES & SERVICE</p>	
<p>51. The recommended service level for ice pads is set as 1 pad for 5,802 of population (1:5,802). The Town currently supplies 2 ice rinks, with one additional rink supplied by Beckwith, which is appropriate for the current size of the population and is in surplus of 0.8 rink. Based on the 2021 census population and the 2019 growth projections provided by the County of Lanark, the Town should add a minimum of one (1) additional ice pad within the next 10 years; new partnerships should also be considered to meet the future community need.</p>	
<p>52. The recommended service level for meeting / multi-purpose rooms, gyms and dry pad arenas within the Town is set as 1 room for 1,710 of population (1:1,710). The Town is currently in deficit of 0.3 multi-purpose spaces (meeting rooms, multi-purpose rooms, gyms, dry pad arenas) based on the</p>	








<p>2021 census data. Based on the 2021 census population and the 2019 growth projections by the County of Lanark, the Town should add a minimum of six (6) additional meeting / multi-purpose rooms within the next 10 years to meet the targeted service level.</p>	
<p>53. The recommended service level for indoor pools is set at 1 indoor pool for 9,538 of population (1:9,538). The Town currently supplies 1 indoor pool which is appropriate for the current size of the population. Based on the 2021 census population and the 2019 growth projections by the County of Lanark, the Town will be in deficit of one (1) indoor pool by 2038 if no additional pools are created or new partnerships are not developed to meet the future community need. While a second indoor pool may not be within the span of this Master Plan, the Town should continue completing life cycle improvements for the existing pool so that it can continue to serve residents of the Town and nearby municipalities.</p>	
<p>54. Consider providing programs and spaces for teenagers by collaborating with the Youth Centre. During Phase 1 Consultation, it appears the Youth Centre is not well known in the community. Considering its location behind the Carambeck Community Centre, a multi-use indoor / outdoor Youth Hub would be beneficial for the community at large. The Youth Hub would be defined by the combination of the Youth Club Office, gymnasium and meeting rooms in the Carambeck Community Centre, and exterior facilities such as the basketball court and outdoor rink. Future recreation facilities to be developed near Highway 7 should also include spaces for teenagers.</p> <p>Some elements to consider when making a space more teenager/youth friendly include access to public transit, Wi-Fi connectivity, access to power, frequent youth events, and having good marketing towards the targeted demographic primarily via social media.</p>	
<p>55. Invest in a new Indoor Recreation Facility south of Highway 7. This new facility should include meeting rooms and a gymnasium at a minimum. These amenity spaces would include meeting the targeted service level indicated in Recommendation 52.</p>	
<p>56. Invest in a new small Indoor Recreation Facility in Roy Brown Park, providing additional meeting rooms and space for programming. The Town should ensure that adequate staffing is available should programming be provided at this new facility.</p>	








<p>57. When developing new indoor recreation facilities, consider creating a modern multi-use centre where residents can access a variety of recreation and culture options and programming. This can include linking an indoor swimming facility with an arena, gymnasium, library, daycare, and meeting rooms.</p>	
<p>58. Consider incorporating energy efficiency upgrades and rainwater harvesting initiatives to existing and planned indoor recreation and culture facilities.</p>	
<p>59. Promote a climate-conscious approach when developing new indoor recreation facilities.</p> <p>A climate-conscious approach to indoor recreation facility design includes:</p> <ul style="list-style-type: none"> a. The reduction of energy cost, carbon emissions, and environmental footprint. b. A review of the day-to-day operations and maintenance of indoor recreation facilities. <p>Utilizing locally sourced and sustainable building materials.</p>	
<p>60. Work with local organizations and community partners that support youth, older adults, and seniors when developing new indoor recreation facilities.</p> <p>Look into potential strategies to support these age groups, including becoming a designated ‘youth-friendly community’, providing dedicated space within Town facilities for age-specific services, and coordinating various programs and activities targeted towards the above-mentioned age groups.</p>	
<p>61. Continue to monitor operating costs of the respective facilities, and work to schedule capital investments according to the life cycle costs of the facility.</p>	
<p>CULTURE</p>	
<p>62. The Town should consider developing a large indoor auditorium / theatre space that can accommodate larger events and shows.</p>	
<p>63. The Town should invest in the existing two (2) outdoor performance spaces (i.e., Carleton Junction and Riverside Park at the High School). Investment should include the development of programming for these outdoor spaces and marketing.</p>	






<p>64. The Town should continue to work with its community partners to support free or low-cost cultural programming. Additionally, the Town should look to provide free or low-cost cultural programming at other Town facilities, so that there is an equitable geographic distribution of cultural facilities and programming.</p>	
<p>65. Consider implementing satellite library branches across the Town so that library resources can be equally accessed for the entire community. Such satellite branches could be used to drop-off and/or pick-up resources for the residents.</p>	
<p>66. Based on survey results, many Town residents only visit cultural facilities, such as the Museum or Town Hall Auditorium, on special occasions. The Town should consider hosting regular cultural events or programming within the Museum and Town Hall Auditorium, such as painting nights, art shows, dancing events, or theatre camp/classes. These events could also be held in collaboration with community partners. The Town should also support community institutions already offering cultural events and programming.</p>	
<p>67. Utilize outdoor public spaces and venues to host cultural events, such as various fairs and markets, art exhibits, performances, and festivals.</p>	
<p>68. Ensure that cultural facilities, programming and events are available year-round through working with local organizations and community partners.</p>	
<p>69. Consider installing public art in parks, open spaces and other gathering spaces so that opportunities for social and cultural interaction are provided for people of all ages.</p>	
<p>PROGRAM AND SERVICE DELIVERY</p>	
<p>70. The Town should annually evaluate usage, participation, satisfaction, and rates including the space / amenity used to offer a program. This could be through online satisfaction surveys and through the existing online booking system.</p> <p>The community feedback will also provide input on trends and current gaps in programming not provided by private entities.</p>	

<p>70. The Town should consider fostering new partnerships with private entities to provide indoor programming not available but requested by the community. These may include fitness classes, wellness workshops, board game sessions, and various hobby sessions for all ages.</p>	
<p>71. Promoting volunteerism within the Town is key to supporting municipal staff in providing adequate programming and services. Hosting appreciation and socializing events for volunteers should be made a priority to help with encouraging more residents to volunteer while fostering a greater sense of community pride.</p>	
<p>73. The Town should consider creating a volunteering committee made up of interested residents that can be involved in various Town events and programming.</p>	
<p>74. Better promotion of the programs occurring at the Active Living Centre and the Youth Centre is required to bring awareness of the programming offered to their respective targeted age groups. Public consultation responses indicated that many residents were unaware of what was being offered in those facilities. While the Youth Centre operates separately from the Town, there may be an opportunity for collaboration so that more programs are offered for youth and teenagers.</p>	
<p>75. In addition to advertising the programs offered on the Town's social media, the Town should consider publishing parks, recreation and culture programming/events information on a monthly basis in the CP Scoop so that residents are aware of the events and programs being offered in the month.</p>	
<p>76. Continue to foster open collaboration and communication between the Town and local sports and recreational organizations and culture providers.</p> <p>These organizations should be involved in the parks, recreation and culture planning process and be actively consulted so that programming and services are provided in a comprehensive and inclusive way.</p>	
<p>77. Transition to an online booking, payment and registry system that allows the public to see available rental facilities and programming that is open for sign-up.</p>	

<p>This change minimizes staff involvement so that their time can be allocated to other activities.</p> <p>The online registry will track information related to the user groups, specifically the number of participants and booking information. This automated registry will allow the Town to understand the level of service it should be providing on both user-based and population-based levels. Upon completion of such a registry, the Town should reassess the service levels provided in this Master Plan to determine whether revised user-based considerations are required.</p>	
<p>78. Support training opportunities for staff on the use of new and emerging technology and available software.</p>	
<p>79. Based on the fees and charges analysis, revisit options for payment and attendance to scheduled classes and programs (i.e. by class, multi-passes or an all-inclusive membership to all facilities and programs).</p>	
<p>MANAGEMENT OF PROJECTS, STAFF & FINANCING</p>	
<p>80. Complete a critical assessment of each division within the Recreation and Culture Department to identify strengths and gaps. Interviews with each staff member of the Department to understand their role and responsibility should be recorded as part of the assessment.</p>	
<p>81. Work with a park design consultant to provide an overall plan for meeting industry standards for the development of parks and open spaces.</p>	
<p>82. Complete feasibility studies and conceptual planning for major capital projects for parks and facilities well in advance to be ready to take advantage of funding and partnership opportunities as they arise.</p>	
<p>83. Maximize the efficiency of facilities and infrastructure systems to ensure their long-term sustainability and utilize thoughtful design to foster healthy living and support safe, reliable, and affordable services</p> <p>Undertake life-cycle audits for parks and facilities to identify opportunities for the redevelopment, renovation, or decommissioning of amenities and facilities.</p> <p>Establish maintenance programs and budgets tied to population growth to reflect the increased use and maintenance requirements.</p>	

<p>84. Increase efficiencies in administration and management to create an effective department which is well-managed, efficient, and innovative.</p> <p>a. Plan for new services and facilities using an evidence-based decision-making process.</p> <p>b. Develop and implement a central departmental asset and resource management system.</p> <p>Implement a process for continuous service improvement, annually identifying service areas for review with the goal of improving service, function, and efficiency.</p>	
<p>85. Build staff leadership capacity by attracting and maintaining qualified team members and staff who are passionate about what they do and committed to building a strong and healthy community.</p> <p>Increase competency-based professional development programs for staff to develop knowledge, increase capacity, and grow their expertise in terms of providing parks, recreation and culture services.</p> <p>Focus on converting part time staff to full time staff.</p>	
<p>86. Aim to provide employment opportunities, including internships and volunteering, to youth, young adults, and newcomers who may be in need of a job.</p>	
<p>87. Continue to explore opportunities for additional funding resources that are more reliable and sustainable for parks, recreation, and culture programs and facilities.</p>	
<p>88. As the Town grows, formalize the titles of the team leads for each main division as managers (Facilities, Parks, Aquatic, Community Programming) to report under the Director of parks, recreation and culture as further facilities, amenities, and services are added. Add managers for each additional division as required.</p>	
<p>89. Lease agreements for use of parks and facilities should be standardized.</p>	
<p>90. Facility rental information should be consolidated into a single document or page on the Town’s website so that users can easily find the information they are looking for without searching through multiple sites. This includes other major facilities that may not be owned by the Town.</p>	

<p>91. The Town should continue to provide the full list / inventory of the programs and services being delivered in Carleton Place including the service providers delivering these services. This list / inventory should be updated on a regular basis and posted on the Town’s website.</p>	
<p>92. A complete list / inventory of Town-owned equipment should be developed and maintained.</p>	
<p>93. Consider implementing additional Facility Allocation policies as demand increases for other recreational and culture facilities. Currently, the Town only has a Facility Allocation Policy for the arena as there is high demand for that facility.</p>	
<p>94. The Town should maintain a centralized list of past and anticipated parks, recreation and culture funding received and create a Capital Contribution Policy and standardized agreement for the acceptance of a capital contribution towards a park, facility, or component thereof, for internal use.</p> <p>Said agreement should address the priority setting as related to the Parks, Recreation and Culture Master Plan and should also outline the process to consider a full life cycle costing and an annual operating budget evaluation.</p>	
<p>95. Consider entering into additional cost sharing agreements with nearby municipalities who use the Town’s facilities so that operation costs are recovered.</p>	
<p>96. Consider working together with Secondary Schools to advocate for volunteering opportunities with the Recreation and Culture Department that can fulfill the mandatory number of volunteering hours needed for secondary school students.</p>	
<p>MONITORING</p>	
<p>97. As a continuation of the initial public outreach associated with the Parks, Recreation and Culture Master Plan, a regular survey of residents of Carleton Place should be undertaken every three (3) years to understand community needs, satisfaction with the services provided currently, and to identify any gaps in service.</p>	

<p>98. Tools/metrics should be established and administered at or near the time of service delivery to understand user satisfaction with the service provided.</p>	
<p>99. Regular monitoring of the service level targets is recommended every three years to assess if the Town is in surplus or in deficit of specific amenities. This can assist the Town with the prioritization of improvements and which new facilities or parks are to be developed.</p>	
<p>100. Timelines and recommendations from the Town's Asset Management Plan should be taken into consideration when upgrading aging facilities.</p>	
<p>101. The Town's parks and facilities should be regularly assessed to identify any deficiencies and opportunities for upgrades.</p>	
<p>102. Identify existing and future policies and master plans where parks, recreation and culture recommendations should be incorporated into.</p>	



12

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APPENDIX A

**PHASE 1
ENGAGEMENT
SUMMARY**



PARKS, RECREATION & CULTURE MASTER PLAN



**PHASE 1 – ENGAGEMENT SUMMARY
REPORT**
Parks, Recreation, and Culture Master Plan

July 20, 2022

Prepared for:
Town of Carleton Place

Prepared by:
Stantec Consulting Ltd.

Project Number:
160410389

Phase 1 – Engagement Summary Report



Phase 1 – Engagement Summary Report

The conclusions in the Report titled Phase 1 – Engagement Summary are Stantec’s professional opinion, as of the time of the Report, and concerning the scope described in the Report. The opinions in the document are based on conditions and information existing at the time the scope of work was conducted and do not take into account any subsequent changes. The Report relates solely to the specific project for which Stantec was retained and the stated purpose for which the Report was prepared. The Report is not to be used or relied on for any variation or extension of the project, or for any other project or purpose, and any unauthorized use or reliance is at the recipient’s own risk.

Stantec has assumed all information received from Town of Carleton Place (the “Client”) and third parties in the preparation of the Report to be correct. While Stantec has exercised a customary level of judgment or due diligence in the use of such information, Stantec assumes no responsibility for the consequences of any error or omission contained therein.

This Report is intended solely for use by the Client in accordance with Stantec’s contract with the Client. While the Report may be provided to applicable authorities having jurisdiction and others for whom the Client is responsible, Stantec does not warrant the services to any third party. The report may not be relied upon by any other party without the express written consent of Stantec, which may be withheld at Stantec’s discretion.

Prepared by: _____ Moira Davidson _____

_____ Angela Wang _____

Reviewed by: _____  _____
Signature

_____ 2022-07-20 _____
Printed Name



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Phase 1 – Engagement Summary Report

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1 Engagement Overview

In order to identify and advance the priorities for Parks, Recreation, and Culture within the Town of Carleton Place, community engagement activities and tools were used to understand the community needs, values, and aspirations. Over the course of Phase 1, various engagement activities were held to better understand the community's needs, from both a Municipal Staff and public viewpoint. The engagement activities were held to give residents and stakeholders input into the recommendations provided with regard to parks, recreation and culture in Carleton Place.

Figure 1 – Phase 1 Engagement Statistics

14	Staff Attending the Staff & Operations Workshop
382	Survey Responses:
216	Public Survey Responses
21	Stakeholders Survey Responses
59	Youth Survey Responses
86	Senior Survey Responses
35	Residents Attending the Online Public Meeting



2 What have we heard?

The key focus of the Master Plan engagement activities was to solicit general feedback on the perception of parks, recreation, and culture facilities and programming throughout the Town; determine the strengths and weaknesses of Carleton Place’s parks and open spaces, indoor/outdoor recreational facilities, and community recreational programs; and assess the opportunities for Town involvement in the provision of high-quality parks and recreational services for the community. Raw data from the Parks, Recreation, and Culture Master Plan online engagement responses and the Jamboard feedback from the virtual open house can be provided on request and will be made available as an Appendix within the Final Master Plan Report. The themes, outcomes, and recommendations that resulted from the various engagement activities are summarized below, in no priority or order. These will need to be considered and directly referred to, as the findings will provide a comprehensive understanding of the public interest and will be one of the factors guiding the new Parks, Recreation and Culture Master Plan.

2.1 Municipal Staff and Operations Workshop

A total of 14 municipal staff members attended the Staff and Operations Workshop on March 29, 2022. The following is a summary of ideas discussed during the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis:

Table 1: Municipal Staff Workshop SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - Trail system (e.g., the OVRT) - The community is surrounded by parks and greenspace - Cultural heritage buildings, landscapes, vistas, viewsheds - Good maintenance of 	<ul style="list-style-type: none"> - Difficulty in finding volunteers for programs - Aging facilities, such as the library and pool - Many facilities are built for a small-town population and are unable to accommodate anticipated growth - Lack of technology-based processes to streamline 	<ul style="list-style-type: none"> - Growing community means more developer fees to help fund projects - Intergenerational programming for youth and seniors - Virtual engagement and other technological improvements for information sharing - Improve transportation routes, both public 	<ul style="list-style-type: none"> - Aging volunteers - Competition with recreational/cultural events held in the City of Ottawa that have larger budgets and spaces - Growth could lead to infill pressures that could result in the loss of natural and cultural heritage resources - Difficulty in maintaining staff due to funding,



Phase 1 – Engagement Summary Report
2 What have we heard?

<p>existing facilities</p> <ul style="list-style-type: none"> - Access to the Mississippi River and connection to Mississippi Lake - Great collaborations between the Town and local partner organizations - Canoe Club, which has operated for over 100 years and is the oldest club in Canada - Smaller community means better service 	<p>booking and promotions</p> <ul style="list-style-type: none"> - Need for better public transportation - Lack of a proper performance space - Affordability of services and programs - Missing spaces for teenagers - Lack of time, space, staff and funding to offer and maintain the programs that the community wants 	<p>transit and active transportation</p> <ul style="list-style-type: none"> - Collaborations with local organizations to hold events and programs - Acquire more parks and trail space - With new hotel, opportunities for more tourism-related activities - More programs targeted towards youth and teenagers - Creation of a central community hub 	<p>hours, and housing costs</p> <ul style="list-style-type: none"> - Competition with surrounding municipalities/communities - Climate change concerns, such as lower water levels and invasive species - Increase in population may lead to a disconnect between staff and the public
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A copy of the presentation and notes taken during this workshop is inserted in Appendix A of this report.

2.2 Engagement Surveys

A total of four engagement surveys were available online between April 9, 2022, and April 30, 2022, for feedback on the existing Parks, Recreation, and Culture systems in Carleton Place. A copy of each survey is inserted in Appendix B of this report.

2.2.1 STAKEHOLDER SURVEY

A virtual public survey was available to sports and community organizations in Carleton Place. A total of 21 responses were received and the following is a summary of the responses received.

- The following organizations responded to the survey:



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2 What have we heard?

- Carleton Place Senior Hockey League (CPSHL)
 - Pickleball
 - Monday Night Slo Pitch League
 - Ladies Pick-Up Hockey
 - Almonte and Carleton Place Skating Club
 - Ottawa Valley Titans AAA Hockey
 - Ottawa Valley Cricket Council (OVCC)
 - Tec Tac International Hockey School
 - Carleton Place Ladies Broomball
 - Ottawa Valley West Youth Broomball
 - Mississippi Mills Senior Hockey
 - Carleton Place Curling Club
 - Adult Pickleball
 - Arts Carleton Place
 - Community Volunteer Outdoor Rink
 - Imperial Order Daughters of the Empire (IODE) Captain Hooper Chapter
 - Carleton Place Soccer Club
 - Carleton Place Canoe Club
 - Mississippi Little League
 - Carleton Place Girls Hockey Association (CPGHA)
 - Carleton Place and District Community Band
- 87% of respondents are non-profit organizations
 - 5% of respondents are private corporations
 - Generally, organizations expect their participant numbers to increase over the next 5 years
 - 62% of respondents noted that over 25% of their participants live outside of Carleton Place



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2 What have we heard?

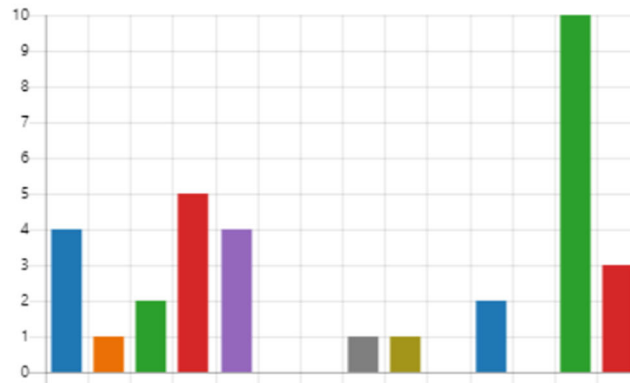
- Generally, sports and community organizations in Carleton Place service the ages between 5 to 69 years old
 - o 15-19 was the most commonly chosen age range by respondents
- 52.4% of respondents chose public sports fields as their most frequently used outdoor recreational facility
- Baseball diamonds, playgrounds, and soccer fields were identified as the most used amenities

Figure 2 – Question 12 Responses from the Stakeholder Survey

12. Please identify the following outdoor recreation and culture amenities most frequently used by your organization?

[More Details](#)

● Playground	4
● Walking Path or Trail	1
● Picnic Pavilion / Gazebo	2
● Baseball Diamond	5
● Soccer Field	4
● Tennis Court	0
● Skate Park	0
● Splash Pad	1
● Dock / Boat Launch	1
● Dog Park	0
● Outdoor Rink	2
● Basketball Court	0
● The organization does not use...	10
● Other	3



- 38.1% of respondents chose ice rinks as their most frequently used indoor recreational amenity
- Ice pad spaces, meeting rooms/spaces, and public indoor recreation facilities in another municipality were identified as the most used indoor facilities

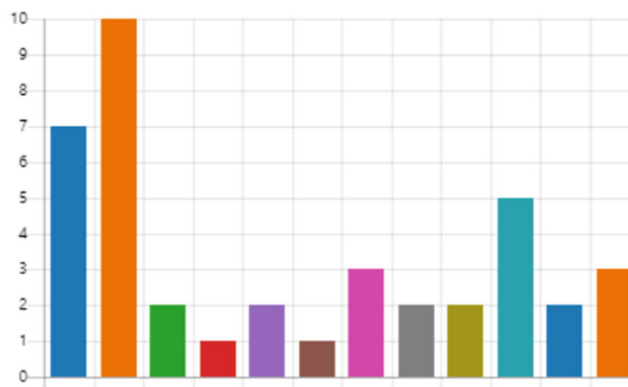


Figure 3 – Question 17 from the Stakeholder Survey

17. What indoor recreation facilities does your organization use most frequently? Please select all that apply.

[More Details](#)

● Meeting Room/Spaces (e.g. C...	7
● Ice Pad spaces (e.g. Carleton P...	10
● Curling space (Curling Club)	2
● Aquatic Spaces (e.g. Carleton ...	1
● Public Library Space	2
● Victoria School Museum	1
● Town Hall Auditorium	3
● School-run indoor facilities	2
● Religious Organization-run in...	2
● Public indoor recreation facilit...	5
● The organization does not use...	2
● Other	3



- Respondents noted that existing outdoor facilities could be improved by:
 - Adding more washrooms
 - Higher quality grass
 - Better seating areas and lighting
 - Expanding spaces to accommodate growth and increased activity
 - Allowing tennis courts to be shared with pickleballers
- Respondents noted that existing indoor facilities could be improved by:
 - Expanding spaces to accommodate growth and increased activity
 - Upgrading outdated facilities, such as:
 - Expanding the pool size so that it meets the standards for high performance training and upgrading the lighting
 - Adding more updated equipment to the pool and arena
- Respondents indicated the following when asked about anything missing from current outdoor recreation and culture facilities:



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2 What have we heard?

- More outdoor rinks and soccer fields
 - Outdoor gym equipment
 - Pickleball courts
 - Lawn bowling
 - Cricket fields
 - Outdoor event venues
- Respondents indicated the following when asked about anything missing from current indoor recreation and culture facilities (note: this question had a typo and asked for outdoor suggestions instead of indoor suggestions):
- More indoor ice rinks and ice pads
 - Squash courts
 - Indoor gym facilities adjacent to the arena
 - Indoor walking track and turf field
 - A multi-use community centre
 - A theatre or auditorium space that can accommodate a larger band
- 36% of respondents prefer to pay for the new recreation and culture facilities/programs by offsetting through user fees; 32% of respondents prefer to pay through tax increases

Figure 4 – Question 16 Reponses from the Stakeholder Survey

16. What methods would you be willing to see implemented to pay for the new recreation and culture facilities and/or programs you've suggested above? Please select all that apply.

[More Details](#)

● Increase Taxes	9
● Eliminate other facilities/progr...	2
● Offset costs by user fees	10
● Other	7



- Some general comment received from the respondents include:
- It is important to allow non-residents to be able to participate in programs without additional fees



Phase 1 – Engagement Summary Report
2 What have we heard?

- The Town is seeing increased growth yet there are not enough facilities and activities to accommodate this growth
- More investment in digital engagement and communication is needed
- Consider adding/building more cultural facilities, such as art galleries, bookstores, and other public spaces to collaborate and share art
- Fostering more partnerships with non-profit organizations in the Town, such as the Guiding and Scouting movements
- Upgrades and expansions of existing facilities are needed
- Parks, recreation and culture needs to be made a priority when planning for growth

2.2.2 PUBLIC SURVEY

A virtual public survey was available to the public for feedback on the public's perception of current parks, recreation, and culture systems, and what types of facilities and programs they would like to see in the future in Carleton Place. A total of 216 responses were received and the following is a summary of the responses received.

- 95% of respondents are residents of Carleton Place
- Majority of respondents are between the ages of 30 and 69, with the 35-39 age group having the highest number of respondents (around 17%)

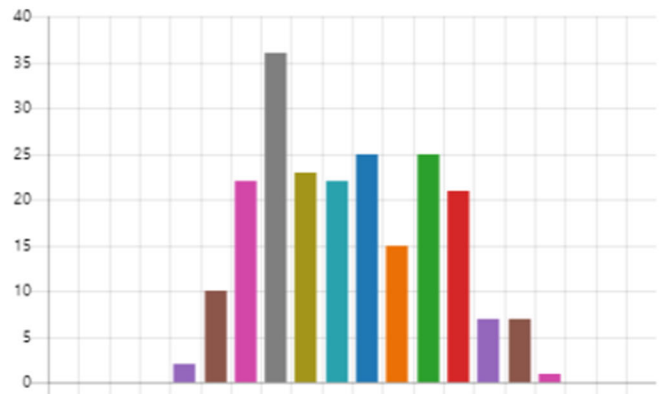


Figure 5 – Question 3 Responses from the Public Survey

3. Which age group do you fit into?

[More Details](#)

● 0-4	0
● 5-9	0
● 10-14	0
● 15-19	0
● 20-24	2
● 25-29	10
● 30-34	22
● 35-39	36
● 40-44	23
● 45-49	22
● 50-54	25
● 55-59	15
● 60-64	25
● 65-69	21
● 70-74	7
● 75-79	7
● 80-84	1
● 85-89	0
● 90-94	0
● 95+	0



- 84% of respondents or their household members visit a park or trail in the Town daily or once or twice a week
- 76% of respondents visit indoor recreation and cultural facilities
- The most frequently used outdoor facilities are the walking path or trail, playground, dog park, and picnic pavilion/gazebo



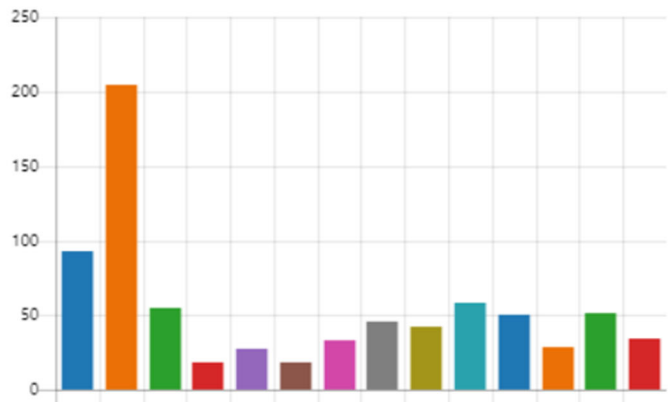
Phase 1 – Engagement Summary Report
2 What have we heard?

Figure 6 – Question 7 Responses from the Public Survey

7. Which facilities do you most frequently use when you visit local parks or trails? Check all that apply.

[More Details](#)

● Playground	93
● Walking path or trail	205
● Picnic Pavilion / Gazebo	55
● Baseball Diamond	18
● Soccer Field	27
● Tennis Court	18
● Skate Park	33
● Splash Pad	45
● Dock/Boat Launch	42
● Dog Park	58
● Outdoor Rink	50
● Basketball Court	28
● Pump Track	51
● Other	34



- The most frequently visited indoor facilities are the library, the Carleton Place Arena, and the Carleton Place Pool/Aquatic Centre

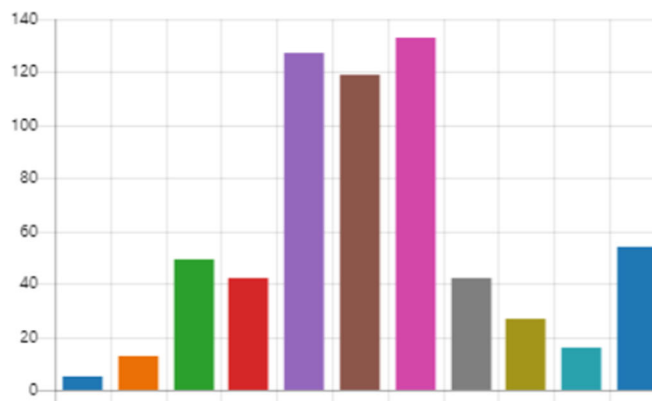


Figure 7 – Question 13 Responses from the Public Survey

13. Which of the following Indoor Recreation & Cultural Facilities do you or members of your family/household visit? Check all that apply

[More Details](#)

● Active Living Centre	5
● Auditorium	13
● Canoe Club	49
● Carambeck Community Centre	42
● Carleton Place Arena	127
● Carleton Place Pool/Aquatic C...	119
● Library	133
● Town Hall	42
● Carleton Place and Beckwith H...	27
● Youth Centre	16
● Other	54



- Around 84% of respondents are either very satisfied or somewhat satisfied with the Town’s parks and trails
- Some common responses received from respondents regarding improvements to parks and trails include:
 - Increasing the amount of shade, seating, garbage cans, and washroom facilities
 - Upgrading aging playground structures
 - Better signage and lighting
 - Increasing accessibility and connectivity in and beyond the park
- Some common responses received from respondents regarding missing elements from current parks and trails include:
 - Shade, shelter, and seating structures
 - Pickleball courts
 - Outdoor pools
 - Drinking fountains
 - Off-leash walking trails for dogs



Phase 1 – Engagement Summary Report
2 What have we heard?

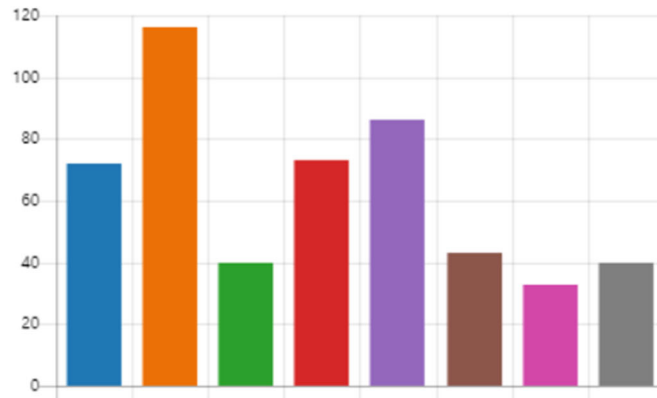
- Adult workout equipment/structures
- Spaces for teenagers; respondents did not specify the types of spaces
- Around 67% of respondents are either very satisfied or somewhat satisfied with the Town’s indoor recreation and cultural facilities
- Respondents mostly chose more variety in programs, affordability, and better hours of operation as ways to encourage more participation in parks and recreation activities throughout the Town.

Figure 8 – Question 19 Responses from the Public Survey

19. How can the Town encourage you or members of your family/household to participate in parks and recreation activities more often? Check all that apply

[More Details](#)

● Better hours of operation	72
● More variety in programs	116
● Better location of parks and re...	40
● Affordability	73
● Quality of parks and recreatio...	86
● Physical accessibility of parks ...	43
● Ability to access parks and rec...	33
● Other	40



- Generally, the age groups of 10-14, 15-19, and 20-54 have the least amount of satisfaction when it comes to age-specific activities, with the 15-19 age group having most respondents responding ‘No’ when asked if satisfied
- 47% of respondents prefer to pay for the new recreation and culture facilities/programs by offsetting through user fees; 23% of respondents prefer to pay through increasing taxes
- Key themes that arose from the responses include:
 - Intergenerational facilities and programs
 - Increased variety and options, such as squash and badminton courts, more modern multi-purpose facilities, and increased number of community events
 - Affordable options
 - Upgrading outdated facilities, such as the pool, library, and arena



Phase 1 – Engagement Summary Report
2 What have we heard?

- Increase safety and accessibility

2.2.3 CHILD AND YOUTH SURVEY

A virtual public survey targeted towards children and youth was made available. A total of 59 responses were received and the following is a summary of the responses received.





- 76% of respondents were between the ages of 5 and 14

Figure 9 – Question 1 Responses from the Child & Youth Survey

1. What age group do you fit into?

[More Details](#)

 Insights

 0-4	8
 5-9	30
 10-14	15
 15-19	3
 20-24	3



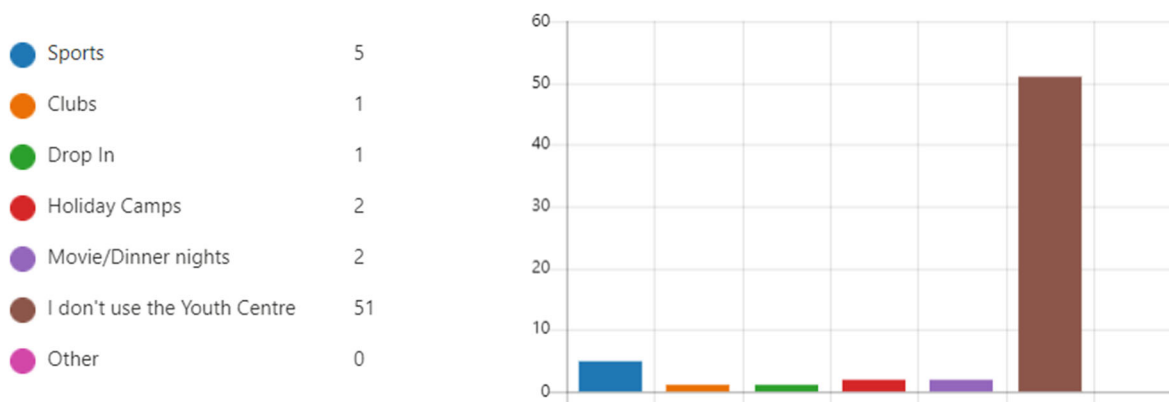
- Swimming, biking, and playing in the park were identified as favourite outdoor activities in the summer, while skating and tobogganing were picked in the winter.
- Swimming, watching movies, and doing crafts were identified as favourite indoor activities in both seasons
- 86% of respondents don't use the Town Youth Centre – reasons include being unaware of the programs, low participation levels, and being too young to participate



Figure 10 – Question 7 Responses from the Child & Youth Survey

7. What programs do you utilize at the Youth Centre?

[More Details](#)



Majority of respondents feel that there may not be enough indoor and outdoor spaces for youth

- Respondents noted the following as additional outdoor spaces they would like to see provided for children and youth:
 - More playgrounds with varying types of equipment and structures
 - More basketball courts
 - Public outdoor rinks
 - Toboggan track
 - Beach volleyball courts
 - More water parks
- Respondents noted the following as additional indoor spaces they would like to see provided for children and youth:
 - Multi-purpose spaces for activities such as table tennis, video games, and board games
 - Movie theatres and arcades
 - Indoor sports facilities, such as basketball courts, gymnastics centre, and volleyball courts
 - Trampoline parks
 - Rock climbing facilities



Phase 1 – Engagement Summary Report
2 What have we heard?

- Spaces for teenagers, separate from younger children; respondents did not specify the types of spaces
- Common responses on what programs or activities should be added for children and youth include:
 - Additional summer camps
 - Affordable sports programs
 - Recreational cheerleading
 - Art classes, choir and drama groups
 - More variety of clubs, such as ones for hiking, science, chess, and coding
- Key themes that arose from the responses include:
 - Adding more spaces and activities for older youth and teenagers
 - Increasing the variety of sports and clubs available for youth
 - Making more programs available after school, on weekends, and in the summer
 - Creating walkable and safe spaces for all youth

2.2.4 SENIOR SURVEY

A virtual public survey targeted towards senior residents was available. A total of 86 responses were received and the following is a summary of the responses received.

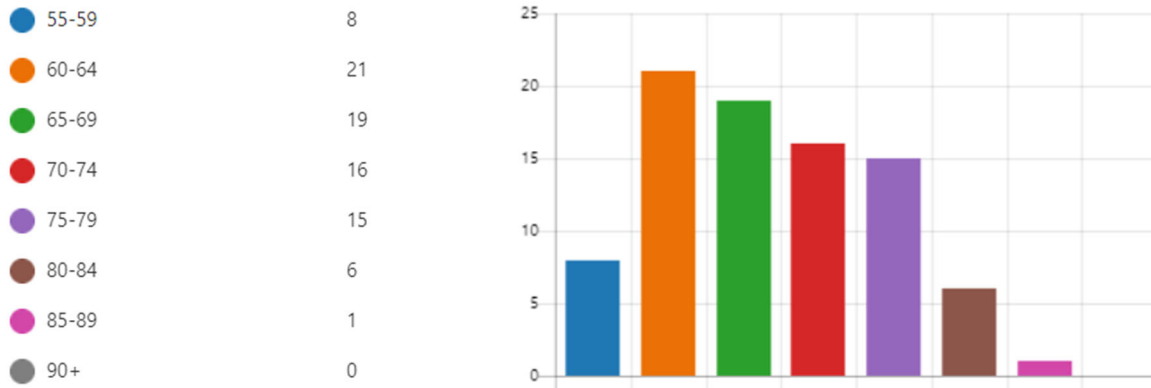
- Majority of respondents were between the ages of 60-79



Figure 11 – Question 3 Responses from the Senior Survey

3. What age group do you fit into?

[More Details](#)



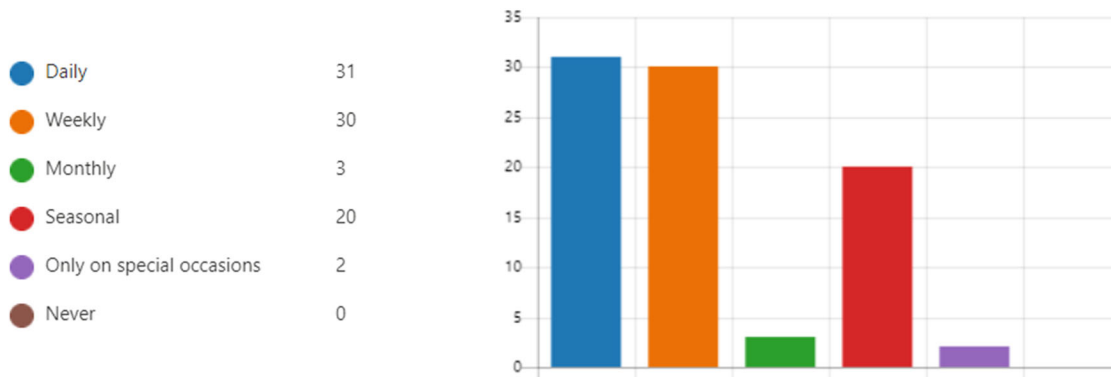
- 71% of respondents visit parks and trails daily or weekly.

Figure 12 – Question 4 Responses from the Senior Survey

4. How often do you visit parks or trails, such as Riverside Park or the O-Kee-Lee Trail, in the Town?

[More Details](#)

[Insights](#)



- 35% of respondents visit indoor recreation facilities only on special occasions
- 63% of respondents visit cultural facilities only on special occasions

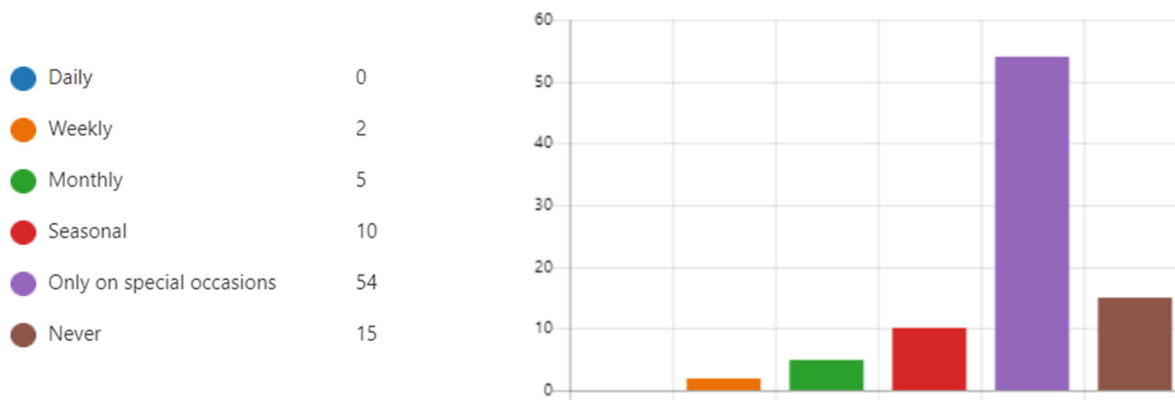


Figure 13 – Question 6 Responses from the Senior Survey

6. How often do you visit cultural facilities, such as the Museum or Town Hall Auditorium, in the Town?

[More Details](#)

[Insights](#)



- Walking and reading have been identified as favourite activities by respondents
- Benches were noted as a key missing element in parks and trails
- Common responses on missing elements in outdoor recreation and culture spaces include:
 - o Better maintenance of parks and trails to increase safety for senior visitors
 - o Cross-country skiing paths
 - o Pickleball courts, bocce courts, and lawn bowling
 - o Washrooms with year-round access
 - o Gazebos and picnic tables
 - o Outdoor fitness trails
- Common responses on missing elements in indoor recreation and culture spaces include:
 - o Table tennis facilities
 - o Health and therapy sessions with specialists
 - o Variety of indoor activities, such as yoga, dancing, and tai chi
 - o General recreational spaces geared towards adults that feature light sports, such as badminton and water activities



Phase 1 – Engagement Summary Report
2 What have we heard?

- more aquafit and water aerobics classes
- indoor walking facilities
- Key themes that arose from the responses include:
 - Making all spaces wheelchair/walker accessible
 - Upgrading the indoor pool
 - Raising awareness and maintaining updates for programs and activities on online platforms
 - Creating dedicated time slots for seniors to use spaces and facilities
 - Many respondents did not use facilities due to their age or lack of knowledge and awareness of the programs and facilities offered

2.3 Virtual Public Open House #1

The first Virtual Public Open House #1 was held on June 8, 2022. The open house provided an opportunity to update community members on the team's progress in the project and discuss the goals and objectives for the PRCMP and trends that are affecting the Town and greater area. More importantly, the open house allowed team members to gather feedback on the existing and desired parks, recreation and culture resources in the Town from the attendees through an interactive Jamboard session. A total of 35 people attended the first Public Open House for this project.

Some general feedback and questions received during the open house were incorporating mental health trends into considerations for parks, recreation and culture in the Town. Also, attendees noted that while broader regional trends may be useful for our analysis, it's important to also consider the smaller-scale local trends that are specific to Carleton Place. Other things to consider is the use of the latest 2021 census data and whether population from surrounding municipalities will be included in the development of the PRCMP as many people from nearby municipalities use the facilities in the Town. A copy of the presentation and Jamboard session with the public are inserted in Appendix C of this report.

The following section provides a summary of responses received for each question asked during the Jamboard session.

Q1 What park do you most frequently visit?

The following parks received the greatest number of responses from attendees:

- Carleton Junction
- Train Station Park



Phase 1 – Engagement Summary Report
 2 What have we heard?

- Riverside Park
- Anthony Curro Park

Q2a What words or statements come to mind when you think of the existing conditions of parks, trails, recreation facilities and cultural facilities in Carleton Place?

- Generally, attendees found the existing facilities well maintained, peaceful and welcoming; however, some attendees also noted that better connectivity between existing trails and amenities and increasing accessibility for those with mobility restrictions come to mind.

Figure 14 – Public Impressions on Existing Conditions



Phase 1 – Engagement Summary Report
2 What have we heard?

Q2b What words come to mind when you think about how you would like to see parks, trails, recreation facilities and cultural facilities in the future?

Attendees had a variety of responses to this question. The main themes present were as follows:

- Universal access and inclusion in all facilities, such as in trails, parks, and community programs. Specifically, attendees hope to see better accessibility for seniors and those with mobility restrictions in Centennial Park and trails in general, as well as facilities and programs that are inclusive of people with dementia.
- More bicycle paths, specifically ones that are separated from pedestrian pathways to promote pedestrian safety. Attendees also noted that they would like a bicycle path that goes the full circle along the river and ones that go through new developments.
- Increasing the number and types of amenities and programs offered. Examples provided include more outdoor gym equipment and hiking trails, an outdoor skating path, indoor and outdoor pickleball and badminton courts, and more programs and activities offered, such as yoga, meditation, wellness workshops, and board game session. Another attendee noted that increasing the number of facilities in one building is desirable.



Phase 1 – Engagement Summary Report
2 What have we heard?

- Safe sheltered bike parking areas and more cycling infrastructure in general
- A pedestrian bridge across the river to join the two riverside parks, increasing walkability
- Expanded supervised swimming area on both sides of the river
- A cricket facility, which can generate income and support local businesses
- Lawnbowling

Q4 Where should new parks be located (Figure 16)?

- Four noted that new parks should be located near the southern boundary of the Town.
- Two attendees noted that new parks should be located in the eastern part of the Town.
- Two attendees noted that new parks should be located more in the western portion of the Town, with one adjacent to the river on the north side.



Figure 16 – Public Impressions on Future Parks Locations



Q5 We have heard about graffiti and vandalism issues surrounding the skateboard park behind the arena/curling club. How could we fix this? Would you like to see this space used differently?

Attendees noted the following:

- More organized youth activities can discourage vandalism; and example provided is themed movie nights.
- Install security cameras to identify the vandals and require them to clean up the graffiti.
- Collaborate with high schools to provide volunteering opportunities for teenagers; an example could be having teenagers volunteer their time to teach skateboard to youth, which keeps both age groups busy.
- Create a drop-in centre specifically targeted towards teenagers, similar to the Mississippi Mills youth drop-in centre.



Phase 1 – Engagement Summary Report
2 What have we heard?

- Gather feedback from teenagers through focus groups conducted in school.
- Install a graffiti wall to provide youth the opportunity to be creative.
- Teenagers need their own space, but not at public expense.

Q6 What are your thoughts on outdoor fitness amenities? Would this be a good investment for the Town of Carleton Place?

- Two attendees disagreed with investing in outdoor fitness amenities, with one attendee noting that it would be very expensive.
- Two attendees noted that more launch areas for small boats and a place to rent kayaks and canoes are needed.

Q7 What is currently missing from Carleton Place Trails?

The following ideas were noted:

- Additional connectivity between the Market Square and the OVRT, with benches along the new connections.
- Better maintenance and connectivity between trails, specifically the McNeely path, which was noted to be crumbling in many parts and having many potholes.
- Ensure accessibility for all trails, such as paving over gravel sections.

Figure 17 – Public Impressions on what is missing from Carleton Place Trails



Q8 Where should new trails be located?

Figure 18 – Public Impressions on Future Locations for Trails



Q9 What is currently missing from Carleton Indoor Facilities?

The attendees noted the following:

- More auditorium space and large stage for performance arts, specifically to support the Mississippi Mudds acting group. Another attendee noted that partnerships with schools could also provide additional performance art spaces.
- A full sized gymnasium as part of a multi-purpose recreation centre like the Goulbourn Center and can be used day and night.
- Indoor programming for children, such as dance and martial arts classes, camp spaces, readings areas, that can be functional in all seasons.



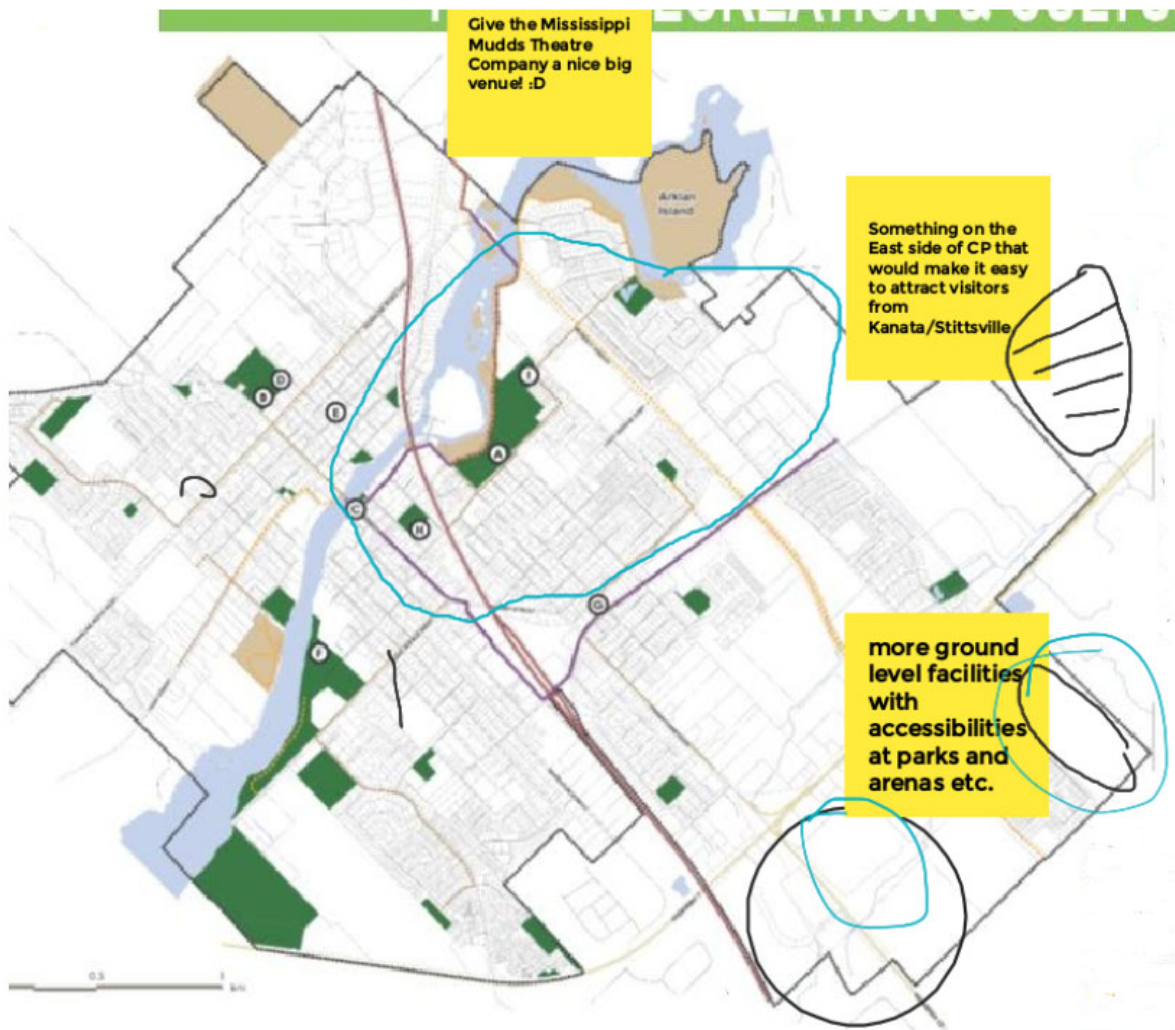
Phase 1 – Engagement Summary Report
2 What have we heard?

- Fitness and social opportunities targeted towards seniors, such as pickleball, badminton, an indoor walking track, table tennis, tai chi, and yoga.
- Wider entrances, interior doors, and ramps for improved accessibility so that everyone can be included in community-wide events and programs.

Q10 Where should new recreation and culture facilities be located?

- Generally, attendees noted that more facilities should be located in the southern and eastern parts of the Town. One attendee noted that facilities on the east side of the Town would make it easy to attract visitors from Kanata and Stittsville.

Figure 19 – Public Impressions on Future Locations for Recreation and Culture Facilities



Q11 What areas of the parks, recreation, and culture system within Carleton Place need the most attention?



Phase 1 – Engagement Summary Report
2 What have we heard?

The following ideas were noted by attendees:

- The addition of lawnbowling facilities, as it is popular with seniors and is a great outdoor social sport.
- The addition of indoor and outdoor pickleball courts.
- Several attendees noted the desire for a new and modern multipurpose facility for indoor activities. This includes increasing the variety of indoor facilities creating a space that includes a pool, ice rinks, gym, and conference/performance facilities.
- Increasing the types and variety of indoor programs for all age groups.

Q12 If you only had \$100 to improve parks, recreation, and culture in Carleton Place, where would you put it?

- “Improving Community Events and Programming” had the greatest number of votes, with five attendees selecting this option.
- Other options that were selected, from most to least number votes were “Creating new indoor recreation facility space”, “Others” (main street improvements and outdoor theatre venues), “Improving accessibility and walkability within parks”, and “Improved wayfinding and connectivity between parks (signage, etc.)”.

Q13 How would you prefer to pay for parks, recreation, and cultural services moving forward?

- The two most selected options were “Offset by user fees” and “Other”, with around seven attendees selecting each.
- For the “Other” options, attendees noted that private funding and fundraising are the preferred methods.
- Three attendees selected the “Increase Taxes” option.

Based on the above, the key themes from the feedback are as follows:

- Increasing accessibility to all facilities and open spaces so that seniors and those with mobility restrictions can easily use the facilities and participate in activities and events. Specific solutions mentioned include paving over gravelled or uneven areas of trails and widening entrances, interior doorways and ramps.
- Increasing the number and variety of indoor activities/programs for all age groups. Attendees noted the need for spaces and programs targeted towards teenagers, such as volunteering opportunities and having a drop-in centre. Also, creating programs and spaces for seniors was a key theme, which included holding senior-friendly fitness programs and socializing events.



Phase 1 – Engagement Summary Report
2 What have we heard?

- The development of a new/modern multipurpose centre so that all of the popular amenities are centralized in one place. This multipurpose centre could include pools, ice rinks, a gymnasium, a theatre/auditorium space, and other studio/conference rooms.
- The addition of bicycle paths and infrastructure throughout the Town and ensuring the connectivity between trails to create a complete active transportation network.



Appendix A – STAFF AND OPERATIONS WORKSHOP



Staff & Operations Workshop March 29, 2022



PARKS RECREATION & CULTURE MASTER PLAN

Welcome!

WHO ARE WE?

STANTEC

Isabelle Lalonde (PM)

Kyoung Park

Moira Davidson

Amelia Sloan

CARLETON PLACE

Joanne Henderson (PM)

Introductions

- Who are you and what do you do?
 - Heidi Sinnett – Children Librarian at Carleton Place Public Library
 - Meriah Caswell – CEO of Carleton Place Public Library
 - Bev Deugo – Pool Supervisor
 - Jessica Hansen – Community Programmer & Member of the Tourism Committee
 - Doreen Donald – Advisory Committee Urban Forest & VP of Environment at Mississippi Lakes Association
 - Jacquelyn Hoult – Accessibility Committee
 - Jennifer Irwin – Carleton Place and Beckwith Museum
 - Amanda Charania – Communications Coordinator
 - Mike Hart – Lead with Public Works
 - Niki Dwyer – Director of Development Services – Planning Department
 - Diane Smithson – Chief Administrative Officer (CAO)
 - Linda Seccaspina – Councilor
 - Jeff Atkinson – Councilor
 - Doug Black – Mayor of Carleton Place

Project Overview

We are here



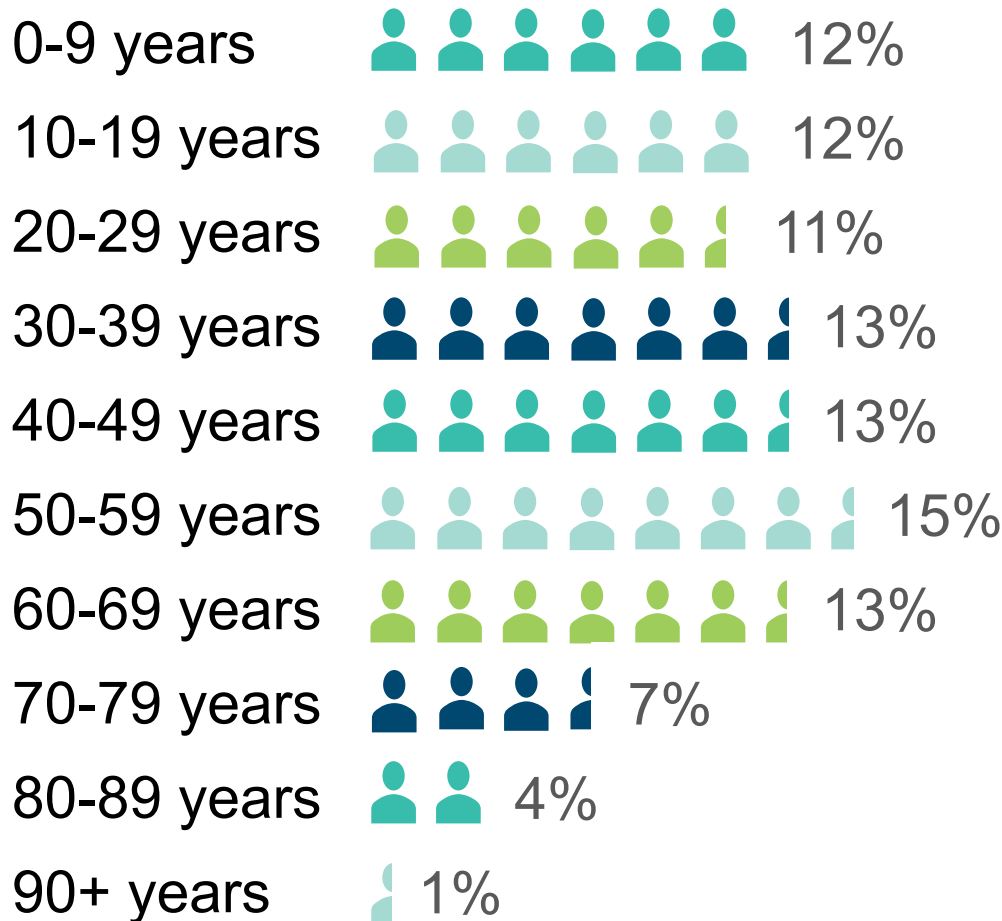
Workshop Objectives

Why Are We Here?

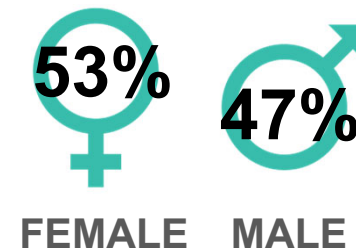
- We want you to help us with:
 - Your vision for the Parks, Recreation, and Culture Master Plan Project
- We want your perspective on:
 - Existing policies and procedures
 - Strengths, Weaknesses, Opportunities, Threats

Community Overview

Population Age Distribution



Gender Distribution



Population

11,901 (2016)

Over the next 20 years, Carleton Place is projected to grow to a population of 20,964 (an increase of 97%)

Trends of Parks, Recreation & Culture in Canada



Demographics



Environmental & Ecological



Behavioral



Service Delivery



Infrastructure

Trends

DEMOGRAPHIC

- Retiring, affluent “baby boomers”
- The widening income gap between the “Haves” and the “Have Nots”
- Increasing diversity
- Aging population

BEHAVIOURAL

- Toward informal, spontaneous and condensed activities to accommodate increasingly busy schedules.
- Shift to activities that have an experiential nature and offer challenges such as: cultural learning and ecotourism.
- Significant drop in volunteerism with episodic or short-term volunteering seeing greater success than longer-term commitments.
- Growing awareness of the health benefits of physical activity and healthy eating.
- Obesity rates in children and youth have tripled over the last 15 years with an increasing concern for long-term health implications.

FACILITIES & INFRASTRUCTURE

- Aging Infrastructure, declining conditions & decreased funding to maintain/replace facilities.
- Shift from stand-alone to multi-use and multi-generational facilities.
- Partnerships with civic facilities such as: public health partners, libraries and community services.
- Designing for sustainability.

ENVIRONMENTAL & ECOLOGICAL

- A growing sense of stewardship for and learning about: water, air quality and the preservation of natural areas.
- Increased expectations that parks and recreation departments will demonstrate high levels of stewardship and environmental sensitivity.

SERVICE DELIVERY

- Funding & Cost Recovery
- Partnerships & Service Delivery
- Tourism & Traveler Demands

SWOT Review

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	S Strengths	W Weaknesses
External origin (attributes of the environment)	O Opportunities	T Threats

S

W

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PARKS RECREATION & CULTURE MASTER PLAN

- Access to Mississippi River; connection to Mississippi Lake
- Trails (e.g. OVRT)
- Carleton Pump Track (Teens)
- Indoor/Outdoor Swimming
- Riverside park space
- Canoe Club (Private organization)
- Boat Launches
- Outdoor splash pads
- Community recreation partners (number of and how professional they are)
- Town surrounded by Greenspace – ability to design new neighbourhoods around these spaces
- Outdoor skating rinks in the winter time
- Fantastic partner organizations (chamber + BIA) for organizing activities and festivals
- Mural System (public art) throughout the town and BIA tours of murals offered
- Aging Pool has been well maintained for over 22 years
- Level of programming offered by parks and rec department for all ages (variety is good) – specifically, library has excellent program offerings
- Collaborative relationship that the town council and town staff have with advisory committees and how well they work together (something to encourage moving forward)
- Local theatre group – allow people to participate in theatre space/performative arts. One of few groups that utilize auditorium
- Culture of volunteerism is here – culture of small town is here
- Downtown Carleton Place BIA makes strong effort with parks and rec for beautification
- Beautifications efforts well kept in the Town
- Museum is great cultural spot to bring history to community
- Quality of Museum content (quite progressive and equal in history)
- Youth Centre – morphed into space for all community centres (both youth, seniors, and groups that are serving youth in different ways)
- Youth centre brings community
- Perception of youth centre has changed from rough around the edges to being someplace for all
- Urban forest committee – doing great work to increase tree canopy in town and providing education to homeowners

S

PARKS RECREATION & CULTURE MASTER PLAN

- Facility (Pool) is aging. Carleton place will not be able to keep up with availability of programs, size of programs for expected/current cultural groups and demographics
- Indoor Walking track –
- Weather (winter) creates unease for seniors on trails –
- Perception Carleton Place has the most expensive swimming pool in the area (and doesn't have the upgrades like adjacent pools)
- Perception that tourism ('City folk') are taking over
- A lot of facilities were built for a small town without anticipating
- Scale of facilities cannot accommodate anticipated growth
- High Density Development – limited park space for both active and passive recreation to accommodate these people
- Don't have a real performance space – fixed seat auditorium venue (both indoor/outdoor)
- Library – space is being utilized differently (wanting large meetings, small working spaces, auditorium space)
- Small boat launch for access to Mississippi Lake
- Have external people coming to use river corridor – increases demand for boat launch (as population grows, demand will only increase)
- Inaccessible facilities (– Band-Aid solutions as standards change but need for long-term plan)
- Public transportation to get to any parks/rec/culture facility – Wed/Fri on-demand form of transportation (for seniors, accessible) provided by non-for-profit throughout the county
- Generally, need better public transportation (maybe better addressed through MTP)
- Gallery spaces (have museum) but lost existing gallery space in the Town
- Missing Teens space completely – spaces that accommodate teen style of play
- Cost of building facilities (replacing existing or building new) long-term investment
- Cost of maintaining programming – long term
- Limited opportunities for corporate sponsorship of facilities
- Seniors – limited free programming, limited options for programming in multiple places throughout the town
- Costs of services/programs in general – Canada Day so popular because it is free
- Lack space/time/staff to offer amount of programs that community wants

PARKS RECREATION & CULTURE MASTER PLAN

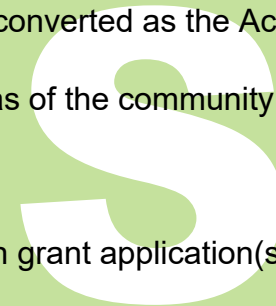
- Collaborative Workspace provided by the Municipality given the virtual working environment due to covid
- Growing community – advantage of having plan in place and having developer fee funding to help parks/rec/culture 'wish list'
- Cross community programming due to trails going through multiple municipalities within Lanark (e.g. century cycles for tourism)
- Good existing working relationship with Almonte
- New sustainable technologies (LEED, green infrastructure) that we're having access to which could help gaining in
- Increase in young parents participating in youth programs (parent & tot pool program + library youth programming) has created greater demand for these programs
- Opportunity to create more space for youth participants
- School expansion likely – opportunity to partner with schools for dual use partnership (rather than duplicating or going without)
- Now have hotel - opportunity for expanded tourism options in all realms of parks, rec, and culture (weddings, tournaments, movie crews, park use, water access)
- Employment opportunities to keep staff year-round and for multiple years
- Have intergenerational programming/activities for both youth and seniors to use (e.g. adult fitness centre + playground)
- Roy Brown Park – outdoor learning/education space for student run by Conservation Authority
- Expand pollinator garden program throughout Town
- More programming that has technology base to it (senior/those in community that are unfamiliar with technology) – internet, 3D printers. More space, more availability throughout the town for help with technology, more opportunities for these programs
- Informative panels along trail system with Conservation Authority
- Conservation Authority partnership - collaboration with the Town for increased programs
- MOU with Conservation Authority
- Town is surrounded by forested and open greenspace; option for Town to acquire this space for future conservation and trail space
- Formation of neighbourhood association so that beautification, street parties, and community rinks etc. can happen and create community for new residents
- Put policy(ies) in place to have neighbourhood associations created properly
- Community oven – pizza oven – programming benefits

- Aging volunteers
- Constantly competing with rec/culture events being held in the City of Ottawa on larger budgets with larger spaces
- Employees are students who often leave for school and are only available in summer
- Staffing – recreation happens on weekend and in evenings when people want to work 9-5. Hard to attract staff
- Change in government mandate for role of Conservation Authority – limited ability for education and sustainable practices
- Climate Change – lower water levels of river, built in resiliency to facilities, increase in blue green algae along beach corridor, invasive species in parks which will limit ability to use spaces
- Competition to surrounding communities/municipalities (growing as well) and will be competing with funding from upper-level government and when facilities get built will compete with users and staff
- Cost for training by staff (e.g. lifeguard) before Town can hire on own dollar
- Lack of affordable housing will change the look of community (difficult for certain populations to stay in Carleton Place).
Programming specific to these demographics may need to change

T

PARKS RECREATION & CULTURE MASTER PLAN

- Revenue from Development Charges is increasing as GROWTH occurs
- Interested residents (as evident by e-subscribers to CP Scoop Newsletters)
- Hard services/infrastructure in good condition (plans for cost-recovery, etc. in place to support new growth)
- Facilities have been taken good care of in the past, and are in good condition
- Facilities are being re-purposed for new types of activities (e.g. former Train Station now converted as the Active Living Centre for seniors)
- Trail system is key focal point, as it runs through community heart and connects many areas of the community (it is a good base to build from)
- The number of parks is high per capita (21 in total), so ample green space
- Covid shed light on how well the park spaces were and could be used
- Experience and skilled staff are a key asset, as there is strong programming, knowledge on grant application(s), significant annual events
- For instance, grants received this year proactively by municipal staff have generated \$11 million (which equals one year's worth of taxes)
- Wealth of built heritage attributes across the town that have been preserved and promoted
- Cultural heritage buildings, landscapes, vistas, viewsheds (e.g. to the Mississippi River) are a strength
- Canoe Club – more than 100 years old – the oldest operating club in Canada
- Outdoor recreational opportunities provided by the River are important
- Day tripper interest from places like Ottawa increasing, so proximity to larger centres is also a strength
- The river, beaches, and trails are attracting tourists to Carleton Place.
- The small size of the community is a strength, as it has provided better services and good customer services
- Sharing of resources has been a strength, and information sharing/coordination among staff



PARKS RECREATION & CULTURE MASTER PLAN

- Hard to find volunteers for some existing activities, programming, events. Historically, volunteers were higher in numbers but have decreased while population is growing rapidly.
- Riverside Park does not have any signage and/or is not as welcoming as it could be (e.g. more “do not” signs at the periphery of the park).
- Aging facilities/buildings (for instance, library built in 1960s, needs new roof, windows, HVAC updates, etc.)
- Sharing of duties between recreation and facilities for building management and maintenance (e.g. small things like grass cutting and installing / moving furniture), and general knowledge gaps on when to ask for help/support. Sense of limited staff vs the quantity of facilities to maintain.
- Developers not involved in this planning exercise for parks and recreation
- Diminishing open spaces for passive activities due to increased infill activities (because of costs of land increasing)
- Perception of loss of open spaces and focus on parks where all parks require play structures.
- Habitat loss, diminishing tree coverage, and ‘non-active’ natural spaces being lost, as the value of these is not considered in some cases (for instance, one old/standalone tree)
- Loss of sight lines and vistas with infill development
- Lack of technology-based offerings and/or knowledge; booking spaces is currently not user-friendly because there is no cohesive place to register / book facilities
- Heritage components are not highlighted everywhere
- Asset management and reporting on assets could be improved (currently building facilities assessments are being undertaken to address/plan for future of buildings)
- Staffing issues for maintenance
- Retro-fitted buildings with older building envelope have some challenges
- Carleton Place does not have ‘Ottawa-style’ programming – in sports or arts and crafts; therefore, not meeting the expectations of new/influx of residents
- Lack of parking and congestion (with the perception of speeding) is not inviting people to the space
- Gap within the Active Transportation aspect (e.g. Coleman Street, McNeely Avenue). Some active transportation links are associated to future development but there is a current need for these links to be developed.

- On your own experiences and interests are increasing in cultural centres (libraries)
- Opportunities for more/bigger pop-up events, such as those at Riverside Park
- Capitalize on day trippers by providing rental opportunities, specifically along the river (e.g. paddleboards, fishing rods, canoe/kayaks, skates, etc.)
- Partnerships with Canoe Club; BIA; Indigenous communities; MVCA; community gardens and other community groups to share in the workload and undertake parks/rec/cultural initiatives and programming (e.g. seed library)
- More virtual engagement – could push information onto phones for those who sign-up for notifications through an app, etc. so the interested public knows when events are happening (e.g. pop-up events;)
- Central locations for programming is important, both for recreation and for cultural activities
- Better connections among the existing facilities (that are spread-out)
- 20-year transportation study should outline better active transportation routes among community
- Addition of murals/entrance improvements/wayfinding in Riverside Park
- Additional technological improvements for information sharing
- Posting to a cohesive place and/or registry
- Heritage tourism that is accessible from Smart Phones (e.g. trails and walking tours)
- Historical plaques are being re-done currently
- Transportation and active trans. Routes, specifically along Coleman Street, McNeely Ave, Hwy 7 Commercial corridor, getting across the river, etc. – so visitors do not have to cross busy lanes of traffic
- Tour boats/shuttles to the Lake Park Lodge
- Seed libraries, with heirloom foods could be potential programs for addressing food security

PARKS RECREATION & CULTURE MASTER PLAN

- Interest in volunteerism is lowering
- Infill pressures from provincial and higher levels of government (to address housing crisis)
- Conflicting programming with other (unknown) events
- Loss of central news source (local paper) for local events/programming
- People are used to using Facebook, so introducing another information source could be challenging
- Disconnect between public and staff could increase when population increases
- New populations are expecting a 'city-level' of service/facilities/programming
- Growth could increase infill pressures that may lead to loss of important cultural heritage – built resources and cultural heritage landscapes

T

Your Vision for the Master Plan

What can we do differently?

See more community doing community events – clear everything with parks & rec but community run

Make community more aware of community grants program – increase in promotion

Increase overall promotion of programs/activities/facilities(?)

Trying to engage community more in self involvement – have them thinking ‘what we can be giving back to community’

- See City of London proposal for “community event grant” – event competition to get funding to provide/offer/give back to community

How to increase volunteerism in community – no ‘hub’ to get volunteers involved, students wanting to volunteer

- Working in connection with schoolboards (staff events, etc)
- Volunteer fair? (stopped with covid – wasn’t successful in past)
- Temp agency format (digital format)

Your Vision for the Master Plan

What would be helpful for your department?

- More space, more funding for programs (library)
- Ensuring that we have good collaborative relationship with Town council and staff – value opinion and feedback that committee provides (tree canopy)
- Setting priorities – clear understanding of what can be communicated to Town
- Being able to meet community needs
- Framed as aspirational and hopeful (how great you are, how to improve/be even better)

What do you want to get out of this Master Plan?

- Having the library be the central zone for community (library)
- Everybody is in agreement on and further ahead (great now but can always do more)
- Ensure master plan for PRC does incorporate the concerns about the environment and sustainability and climate change as we move forward
- Setting priorities – clear understanding of what can be communicated to Town
- Affordable lessons for everyone (swimming due to proximity to water)
- Prioritization of emerging needs for current and new residents
- Strategic planning (land acquisition) – more liberal interpretation of what subdivisions can be

Your Vision for the Master Plan

What can we do differently?

- Planning for disabilities
- Outline how to pay for things – consolidation/efficiencies in costs of services and funding sources
- Better integrate the existing long-range planning for parks and rec with other ongoing reports/studies, such as the infrastructure master plans, subdivisions/secondary planning, transportation master planning, CIP, etc.
- Dedicated facilities staff, not facilities and rec staff
- Outline how community groups can better start new programming – create a framework, access grants, etc.

Your Vision for the Master Plan

What would be helpful for your department?

- More staffing and money to support additional growth in the heritage sector (programming, etc.)
- More collaboration between local groups (esp. when running events)
- Recreational requirements should be added to the 10 year capital plan – shift thinking about capital planning above ground

What do you want to get out of this Master Plan?

- Heritage to be considered in all aspects (Indigenous communities, Canoe Clubs history and culture, etc)
- Clarity of suggested methods of delivery – spontaneous vs planning/scheduled events; how to be more cost-effective
- Knowledge of what the residents would like to see in their community
- A mention of libraries
- More partnership and/or integration with the neighbouring municipalities in the future growth of all the communities, specifically Mississippi Mills and Beckwith (e.g. cost-sharing formulas, processing to est. shared outcomes, etc.)
- Integrated plan that contributes to (and uses advice/expertise/capacity various stakeholders (of various abilities)
- Ensuring growth pays its fair share of the capital costs

Wrap up & Closing

THANK YOU!

Appendix B – ENGAGEMENT SURVEYS





PARKS, RECREATION & CULTURE MASTER PLAN Stakeholder Survey

Thank you for taking the time to complete this survey. Your input is a valuable part of the master plan update.

The survey will take approximately 10 minutes to complete.

Your responses will be used to inform the review of the Town's existing Parks, Recreation, and Culture system and will guide recommendations and next steps as we move forward with the study.

This survey will be open to responses and will close May 25th.

* Required

1. What organization do you represent? *

2. What type of organization do you represent? *

Private Corporation - Commercial

Non-profit organization

Other

3. What age range does your organization service? (Check all that apply) *

0-4

5-9

10-14

15-19

20-24

25-29

30-34

35-39

40-44

45-49

50-54

55-59

60-64

65-69

70-74

75-79

85-89

90-94

95+

4. Please provide your 2019 registration/participation numbers (by your organization's age and/or skill grouping, if applicable) *

5. Please provide your 2020 registration/participation numbers (by your organization's age and/or skill grouping, if applicable) *

6. Please provide your 2021 registration/participation numbers (by your organization's age and/or skill grouping, if applicable) *

7. Please provide your projected 2022 registration/participation numbers (by your organization's age and/or skill grouping, if applicable) *

8. Please provide your projected 2023 registration/participation numbers (by your organization's age and/or skill grouping, if applicable) *

9. Do you expect your participant numbers to stay the same, increase, or decrease over the next 5 years? *

- I expect participant numbers to stay about the same
- I expect participant numbers to increase
- I expect participant numbers to decrease

10. Approximately what percentage of your participants live outside of Carleton Place? For example: Beckwith, Mississippi Mills, Perth, Drummond, Lanark, Stittsville, etc.

*

- Less than 10%
- 10 % - 25%
- 25%-50%
- More than 50%
- I don't know

11. Please rank the following outdoor recreation and culture facilities used by your organization from most frequently used to least frequently used? *

Public Sportsfields (e.g. McLaren Diamond)
School-run outdoor facilities
Public Parks (e.g. Memorial Park)
Religious Organization-run outdoor facilities
Conservation Area or other wooded open space facility (e.g. O-Kee-Lee Trail / Park)
Public outdoor recreation facility in another Municipality
The organization does not use outdoor recreation facilities
Other

12. Please identify the following outdoor recreation and culture amenities most frequently used by your organization? *

- Playground
- Walking Path or Trail
- Picnic Pavilion / Gazebo
- Baseball Diamond
- Soccer Field
- Tennis Court
- Skate Park
- Splash Pad
- Dock / Boat Launch
- Dog Park
- Outdoor Rink
- Basketball Court
- The organization does not use outdoor amenities
- Other

13. Overall, how would you rate the quality of outdoor recreation and culture facilities you currently use? *

- Excellent
- Very good
- Good
- Fair
- Poor
- Not Applicable

14. In your opinion, how could existing outdoor recreation and culture facilities be improved? *

15. Is there anything missing from current outdoor recreation and culture facilities that you would like to see in Carleton Place that currently isn't being offered? *

16. What methods would you be willing to see implemented to pay for the new recreation and culture facilities and/or programs you've suggested above?
Please select all that apply. *

- Increase Taxes
- Eliminate other facilities/programs
- Offset costs by user fees
- Other

17. What indoor recreation facilities does your organization use most frequently?
Please select all that apply. *

- Meeting Room/Spaces (e.g. Carambeck Community Centre/Carleton Place Arena)
- Ice Pad spaces (e.g. Carleton Place Arena)
- Curling space (Curling Club)
- Aquatic Spaces (e.g. Carleton Place Pool)
- Public Library Space
- Victoria School Museum
- Town Hall Auditorium
- School-run indoor facilities
- Religious Organization-run indoor facilities
- Public indoor recreation facility in another Municipality
- The organization does not use indoor recreation facilities
- Other

18. Please rank the following indoor recreation and culture amenities used by your organization from most frequently used to least frequently used? *

Meeting Rooms / Hall Space
Library
Ice Rink
Curling Rink
Gymnasium
Pool
Youth Centre
Active Living Centre
The organization does not use indoor amenities

19. Overall, how would you rate the quality of the indoor facilities you currently use? *

- Excellent
- Very good
- Good
- Fair
- Poor
- Not Applicable

20. In your opinion, how could existing indoor recreation and culture facilities be improved? *

21. Is there anything missing from current outdoor recreation and culture facilities that you would like to see in Carleton Place that currently isn't being offered? *

22. Are there any final comments you'd like us to take into consideration while we plan for the future of Carleton Place's Parks, Recreation, and Culture system? *

This content is neither created nor endorsed by Microsoft. The data you submit will be sent to the form owner.



PARKS, RECREATION & CULTURE MASTER PLAN Public Survey

We'd like to hear about your experiences with the Town's Parks, Recreation, and Culture system!

The following survey asks a number of simple questions associated with the following themes: Parks and Trails, Indoor Recreation Facilities and programming, Outdoor Recreation Facilities and programming, and Cultural Facilities and programming. The survey will take approximately 12 minutes to complete.

Your responses will be used to inform the review of the Town's existing Parks, Recreation, and Culture system and will guide recommendations and next steps as we move forward with the study. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address at the bottom of this survey.

This survey will be open to responses for 3 weeks and will close April 30th.

* Required

1. Are you a resident of Carleton Place? *

Yes

No

2. Do you pay property taxes in Carleton Place? If yes, please indicate Street name. *

3. Which age group do you fit into? *

- 0-4
- 5-9
- 10-14
- 15-19
- 20-24
- 25-29
- 30-34
- 35-39
- 40-44
- 45-49
- 50-54
- 55-59
- 60-64
- 65-69
- 70-74
- 75-79
- 80-84
- 85-89
- 90-94
- 95+

4. Do you or members of your family/household visit parks or trails throughout the Town? *

Yes

No

5. How often do you or members of your family/household visit a park or trail in the Town? *

I do not visit parks or trails

Daily

Once or twice a week

A couple times a month

Once a month

Only on special occasions

6. Which parks, open spaces, and trails do you or members of your family/household visit? Check all that apply. *

Anthony Curro Park

Begley Street Park

Carambeck Community Centre Park

Carleton Junction

Carleton Place Dog Park

Centennial Park

Civitan Ball Diamond Complex

Commons Park

- Curling Club Park / Old Skatepark
- Dunlop Road Park
- Ferrill Park
- Findlay Park
- George E. Findlay Park
- Giles Park
- Hackberry Park
- Hendry Farm Park
- Labyrinth Park
- Market Square
- McLaren Ball Diamond
- McNeely Park
- Memorial Park
- Mississippi Riverwalk Walk
- Notre Dame Soccer Fields
- O-Kee-Lee Trail / Park
- Ottawa Valley Recreation Trail
- Riverside Park
- Riverside Trail
- Roy Brown Park / Dog Park
- Sinclair Square
- Sonnenburg Woods
- St. James Park
- Town Hall Square Park
- Train Station Park

—

- Westview Park
- Willoughby Park
- None of the Above
- All of the Above
- Johnston Street Park
- Other

7. Which facilities do you most frequently use when you visit local parks or trails? Check all that apply. *

- Playground
- Walking path or trail
- Picnic Pavilion / Gazebo
- Baseball Diamond
- Soccer Field
- Tennis Court
- Skate Park
- Splash Pad
- Dock/Boat Launch
- Dog Park
- Outdoor Rink
- Basketball Court
- Pump Track
- Other

8. Is there anything missing from current parks and/or trails in Carleton Place that you would like to see? *

9. Overall, how satisfied are you with the Town's parks and trails? *

- Very satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Very dissatisfied

10. Could you elaborate on your satisfaction with the Town's parks and trails? *

11. Do you or members of your family/household visit Indoor Recreation & Cultural Facilities throughout the Town? *

- Yes
- No

12. How often do you or members of your family/household visit one of these Indoor Recreation & Cultural Facilities? *

- I don't visit any of the Town's indoor recreation facilities
- Daily
- Once or twice a week
- A couple times a month
- Once a month
- Only on special occasions

13. Which of the following Indoor Recreation & Cultural Facilities do you or members of your family/household visit? Check all that apply *

- Active Living Centre
- Auditorium
- Canoe Club
- Carambeck Community Centre
- Carleton Place Arena
- Carleton Place Pool/Aquatic Centre
- Library
- Town Hall
- Carleton Place and Beckwith Heritage Museum
- Youth Centre
- Other

14. If you have clicked "Other" on Q13, please provide the location/facility you or you household would visit? *

15. Which facilities do you most frequently use when you visit local Indoor Recreation & Cultural Facilities? Check all that apply. *

Hall / Meeting Room Space

Curling Rink

Ice Rink

Kitchen

Library

Gymnasium

Pool

Youth Centre

Active Living Centre

Other

16. Is there anything missing from existing Indoor Recreation & Cultural Facilities in Carleton Place that you would like to see? *

17. Overall, how satisfied are you with the Town's Indoor Recreation & Cultural Facilities? *

- Very satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Very dissatisfied

18. Could you elaborate on your satisfaction with the Town's Indoor Recreation & Cultural Facilities ? *

19. How can the Town encourage you or members of your family/household to participate in parks and recreation activities more often? Check all that apply *

- Better hours of operation
- More variety in programs
- Better location of parks and recreation facilities
- Affordability
- Quality of parks and recreation facilities
- Physical accessibility of parks and recreation facilities
- Ability to access parks and recreation facilities (e.g. transportation)
- Other

20. Are you satisfied with the amount of parks and recreation facilities and activities for 0-4 year olds? *

- Yes
- No
- Not important to me

21. Are you satisfied with the amount of parks and recreation facilities and activities for 5-9 year olds? *

- Yes
- No
- Not important to me

22. Are you satisfied with the amount of parks and recreation facilities and activities for 10-14 year olds? *

- Yes
- No
- Not important to me

23. Are you satisfied with the amount of parks and recreation facilities and activities for 15-19 year olds? *

- Yes
- No
- Not important to me

24. Are you satisfied with the amount of parks and recreation facilities and activities for 20-54 year olds? *

- Yes
- No
- Not important to me

25. Are you satisfied with the amount of parks and recreation facilities and activities for 55+ year olds? *

- Yes
- No
- Not important to me

26. Do you have any other ideas for parks or recreation facilities that should be provided by the Town? *

27. Do you have any other ideas for recreation programs that should be provided by the Town? *

28. How would you like to pay for the new recreation & culture facilities and/or programs you've suggested above? Please select all that apply. *

- Increase Taxes
- Eliminate other facilities / programs
- Offset by user fees
- Other

29. Are there any final comments you'd like us to take into consideration while we plan for the future of Carleton Place's Parks, Recreation, and Culture system? *

30. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address below.

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PARKS, RECREATION & CULTURE MASTER PLAN Child and Youth Survey

Carleton Place is preparing a Parks, Recreation, and Culture Master Plan (PRCMP) and we'd like to hear from you!

A Parks and Recreation Master Plan is a document that studies outdoor and indoor amenities, such as your local soccer field, playground, and arena, and identifies ways to improve and protect these amenities for the future. As the youth of today are the leaders of tomorrow, your input is a valuable part of the master plan process.

The following survey asks a number of simple questions associated with Parks and Recreation within Carleton Place, such as favourite outdoor activity or additional activities you'd like to see in parks and open spaces.

The survey will take approximately 20 minutes to complete and your responses will be used to guide the next steps of the project.

This survey will be open to responses for 3 weeks and will close April 30th.

* Required

1. What age group do you fit into? *

- 0-4
- 5-9
- 10-14
- 15-19
- 20-24

2. What is your favourite activity to do **outdoors** in the **Summer**? *

3. What is your favourite activity to do **indoors** in the **Summer**? *

4. What is your favourite activity to do **outdoors** in the **Winter**? *

5. What is your favourite activity to do **indoors** in the **Winter**? *

6. How often do you visit the Town Youth Centre? *

- Daily
- Weekly
- Monthly
- Seasonal
- On special occasions
- Never

7. What programs do you utilize at the Youth Centre? *

- Sports
- Clubs
- Drop In
- Holiday Camps
- Movie/Dinner nights
- I don't use the Youth Centre
- Other

8. If you answered "I don't use the Youth Centre" in Question 7, why do you not use the Youth Centre? *

9. Do you think there are enough outdoor spaces for youth in Carleton Place? *

- Yes
- No
- Maybe

10. What additional outdoor space would you like to see provided for children and youth in Carleton Place? *

11. Do you think there are enough indoor spaces for youth in Carleton Place? *

- Yes
- No
- Maybe

12. What additional indoor space would you like to see provided for children and youth in Carleton Place? *

13. Do you think there are enough outdoor recreational activities offered for youth in Carleton Place? *

- Yes
- No
- Maybe

14. Do you think there are enough indoor recreational activities offered for youth in Carleton Place? *

- Yes
- No
- Maybe

15. What programs or activities should be added for children and youth in Carleton Place? *

16. Where and when should these additional programs or activities be offered? *

17. Is there anything missing in Carleton Place Parks for youth? *

18. Is there anything missing along Carleton Place Trails for youth? *

19. Is there anything missing for Carleton Place Sportsfields for youth? *

20. Is there anything missing from current Indoor Recreation Spaces for youth? *

21. Do you have any final comments you'd like us to know while we plan for the future of Carleton Place's Parks, Recreation, and Culture system? *

This content is neither created nor endorsed by Microsoft. The data you submit will be sent to the form owner.



PARKS, RECREATION & CULTURE MASTER PLAN Senior Survey

We'd like to hear about your experiences with the Town's Parks, Recreation, and Culture system!

A national report completed by the Government of Canada in 2014 cited that "The number one emerging issue facing seniors in Canada is keeping older people socially connected and active". To ensure Carleton Place can continue to be a community where people can actively enjoy all stages of life, the Town is placing focus on the specific recreational and cultural needs of its aging population. The following survey asks a number of simple questions associated with the following themes: Parks and Trails, Indoor Recreation Facilities and programming, Outdoor Recreation Facilities and programming, and Cultural Facilities and programming. The survey will take approximately 20 minutes to complete.

Your responses will be used to inform the review of the Town's existing Parks, Recreation, and Culture system and will guide recommendations and next steps as we move forward with the study. If you would like to be added to the project contact list to be provided with email updates during the course of the project, please include your email address at the bottom of this survey.

This survey will be open to responses for 3 weeks and will close April 30th.

* Required

1. Are you a resident of Carleton Place? *

Yes

No

2. Do you pay property taxes in Carleton Place? If yes, please indicate Street name. *

3. What age group do you fit into? *

55-59

60-64

65-69

70-74

75-79

80-84

85-89

90+

4. How often do you visit parks or trails, such as Riverside Park or the O-Kee-Lee Trail, in the Town? *

Daily

Weekly

Monthly

Seasonal

Only on special occasions

Never

5. How often do you visit indoor recreation facilities, such as the Pool, Active Living Centre, or Arena Facility, in the Town? *

- Daily
- Weekly
- Monthly
- Seasonal
- Only on special occasions
- Never

6. How often do you visit cultural facilities, such as the Museum or Town Hall Auditorium, in the Town? *

- Daily
- Weekly
- Monthly
- Seasonal
- Only on special occasions
- Never

7. What is your favourite activity to do **outdoors** in the Summer? *

8. What is your favourite activity to do **indoors** in the Summer? *

9. What is your favourite activity to do **outdoors** in the Winter? *

10. What is your favourite activity to do **indoors** in the Winter? *

11. Do you think there are enough outdoor spaces for adults 55+ in Carleton Place? *

- Yes
- No
- Maybe

12. Do you think there are enough indoor spaces for adults 55+ in Carleton Place? *

- Yes
- No
- Maybe

13. Do you think there are enough outdoor recreational activities offered for adults 55+ in Carleton Place? *

- Yes
- No
- Maybe

14. Do you think there are enough indoor recreational activities offered for adults 55+ in Carleton Place? *

- Yes
- No
- Maybe

15. Is there anything missing in Carleton Place Parks for adults 55+? *

16. Is there anything missing along Carleton Place Trails for adults 55+? *

17. Is there anything missing for Carleton Place Sportsfields for adults 55+? *

18. Is there anything missing from current Indoor Recreation Spaces for adults 55+? *

19. How would you like to pay for the new recreation & culture facilities and/or programs you've suggested above? Please select all that apply. *

- Increase taxes
- Eliminate other facilities / programs
- Offset by user fees
- Other

20. How can the Town of Carleton Place create better conditions in their indoor and outdoor recreation and culture facilities for adults 55+ to utilize these spaces more frequently? *

21. Are there any final comments you'd like us to take into consideration while we plan for the future of Carleton Place's Parks, Recreation, and Culture system? *

22. If you would like to be added to our Contact List to remain informed of project updates, please provide your email below.

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Appendix C – PUBLIC OPEN HOUSE



Virtual Public Open House #1 June 8th, 2022

WELCOME!

Agenda

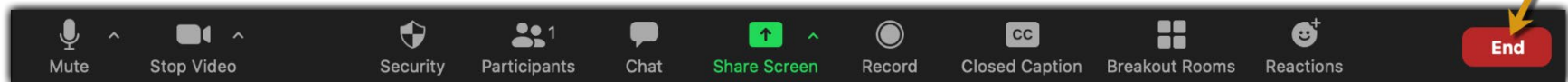
- Presentation – 30 mins
- Jamboard Interactive Engagement Session (breakout rooms) – 45 mins
- Summary and closing remarks – 15 mins
- Question and Answer Period – 15 mins

How to participate?

Meeting Protocol

1. Microphone Access
2. Recorded Meeting
3. Question and Answer Period Options

Bottom of Zoom Meeting



↑
Mute

↑
Camera

↑
Message

WHO ARE WE?

STANTEC

Isabelle Lalonde (PM)

Kyoung Park

Moira Davidson

Amelia Sloan

CARLETON PLACE

Joanne Henderson (PM)

What is a Parks, Recreation & Culture Master Plan?

The Town of Carleton Place is developing a **comprehensive Parks, Recreation and Culture Master Plan**. The Plan will guide decisions over the next ten years

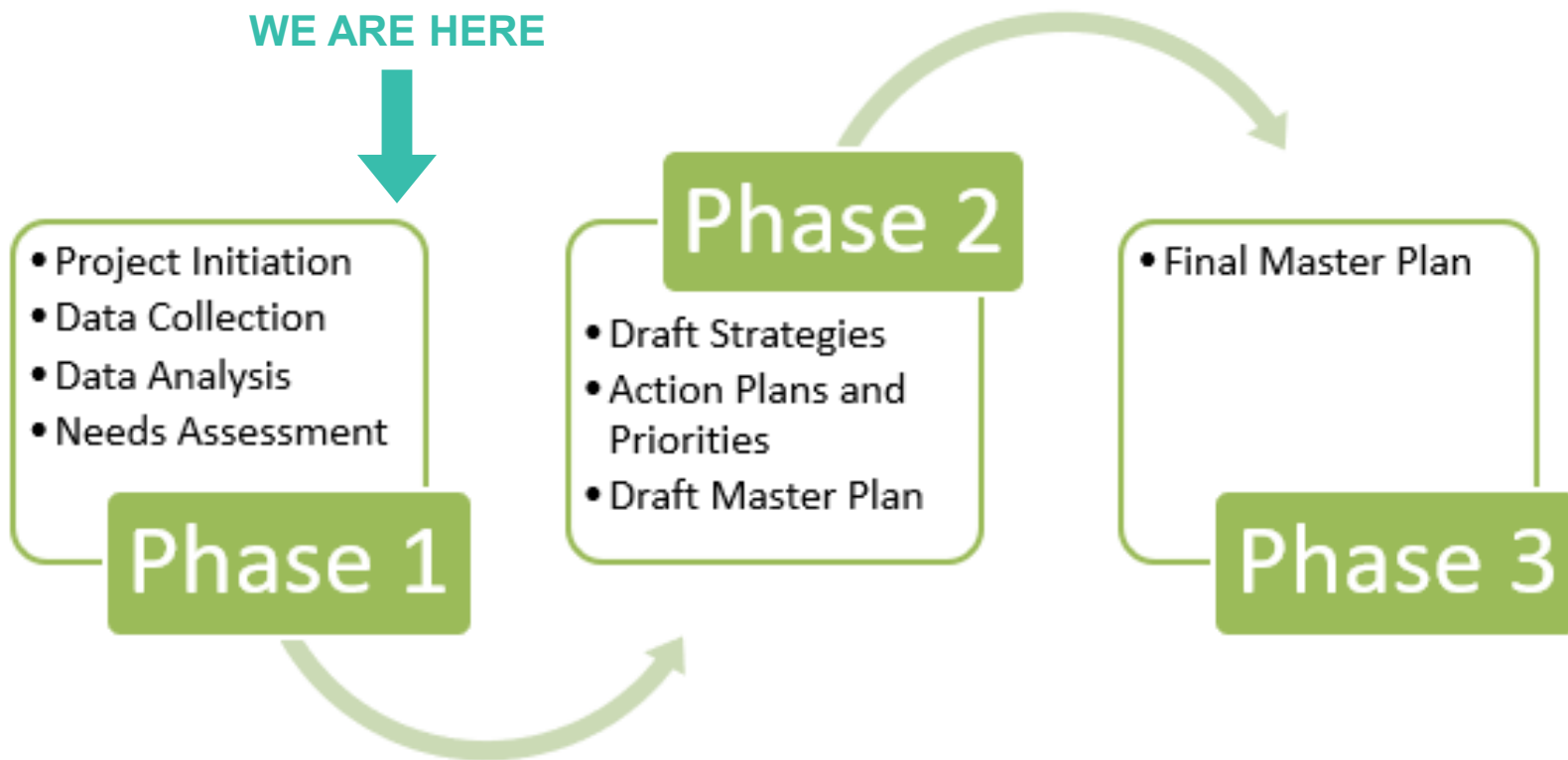
Through research and public input, the Master Plan will examine:

- Parks, open spaces and trails throughout Carleton Place
- Recreation, sport and arts/cultural facilities
- Programs, events and activities (those delivered by the community and Town)
- Operations (such as policy development staffing, communication, etc.)
- Financial and implementation strategies

Project Objectives:

- Identify needs based on changing demographics and participation trends
- Establish an overall vision for parks, recreation and culture within Carleton Place
- Develop strategies to meet identified needs and future directions
- Align municipal efforts, operations and budgets through priority-setting
- Engage the community in an inclusive and productive process that supports the Master Plan

Project Overview



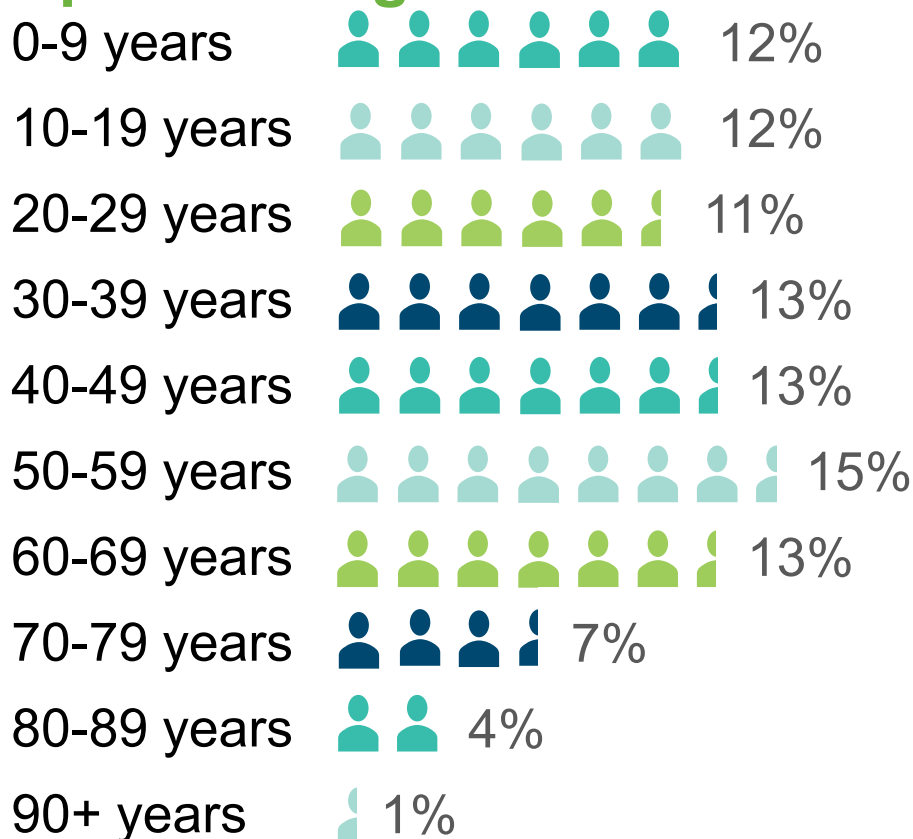
Workshop Objectives

Why Are We Here?

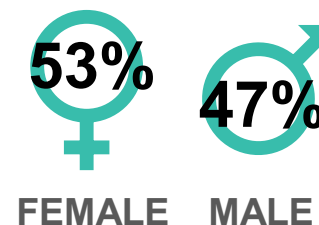
- We want you to help us with:
 - Your vision for the Parks, Recreation, and Culture Master Plan Project
- We want your perspective on:
 - Existing policies and procedures
 - Strengths, Weaknesses, Opportunities, Threats

Community Overview

Population Age Distribution



Gender Distribution



Population

11,901 (2016)

Over the next 20 years, Carleton Place is projected to grow to a population of 20,964 (an increase of 97%)

Trends of Parks, Recreation & Culture in Canada



Demographics



Environmental & Ecological



Behavioral



Service Delivery



Infrastructure

Trends

DEMOGRAPHIC

- Retiring, affluent “baby boomers”
- The widening income gap between the “Haves” and the “Have Nots”
- Increasing diversity
- Aging population

BEHAVIOURAL

- Toward informal, spontaneous and condensed activities to accommodate increasingly busy schedules.
- Shift to activities that have an experiential nature and offer challenges such as: cultural learning and ecotourism.
- Significant drop in volunteerism with episodic or short-term volunteering seeing greater success than longer-term commitments.
- Growing awareness of the health benefits of physical activity and healthy eating.
- Obesity rates in children and youth have tripled over the last 15 years with an increasing concern for long-term health implications.

FACILITIES & INFRASTRUCTURE

- Aging Infrastructure, declining conditions & decreased funding to maintain/replace facilities.
- Shift from stand-alone to multi-use and multi-generational facilities.
- Partnerships with civic facilities such as: public health partners, libraries and community services.
- Designing for sustainability.

ENVIRONMENTAL & ECOLOGICAL

- A growing sense of stewardship for and learning about: water, air quality and the preservation of natural areas.
- Increased expectations that parks and recreation departments will demonstrate high levels of stewardship and environmental sensitivity.

SERVICE DELIVERY

- Funding & Cost Recovery
- Partnerships & Service Delivery
- Tourism & Traveler Demands

Parks & Open Spaces

Park Typology	Distribution	Size
Neighbourhood Parks	24	9.08 ha
Regional Parks	4	21.87 ha
Natural Environment Areas	3	10.99 ha
Urban Plazas	2	0.45 ha

Neighbourhood Parks are parks under 1 hectare (ha) in size.

Regional Parks are parks over 1 ha in size.

Natural Environment Areas are areas with a “high natural and environmental quality, which have been singled out as worthy of full protection from future development to ensure the long-term viability of the natural feature.

Urban Plazas are significant public spaces set aside for civic purposes. They are located in areas of high pedestrian activity and serve as landmarks and gathering places. They are distinct from neighbourhood and community parks in that play equipment is not typically included.

Parks & Open Spaces

Park Amenities

Play Structures	16
Swing Sets	8
Basketball Courts	5
Baseball Diamonds	5
Soccer Fields	3
Splash Pads	3
Outdoor Seasonal Rinks	3
Tennis Courts	3

+2

Beaches
Dog Parks
Skateboard Parks
Docks for Small Boats

+1

Pump Track
Community Oven
Labyrinth
Cenotaph
Municipal Boat Launch

Trails

Nature Trails

Mississippi River Walk

O-Kee-Lee Nature Trail

Ottawa Valley Recreation Trail

Riverside Trail

Rotary Centennial Trail

Roy Brown Park Trail

Trans-Canada Trail

Length

2 km

0.7 km

4 km

0.5 km

7 km

3 km

2 km

Indoor Facilities

Recreational Facilities

Carleton Place Arena

Carleton Place Aquatic Centre

Canoe Club

Curling Club

Cultural Facilities

Library

Town Hall

Carambeck Community Centre / Youth Centre

Museum

Train Station / Active Living Centre

Indoor Facilities

Amenities

Meeting Rooms	4
Banquet Halls (w/ kitchenette)	3
Indoor Ice Pads	2
Multi-purpose Room	1
Auditorium	1
Pool	1
Gymnasium	1
Therapeutic Wading Pool	1

Engagement to Date

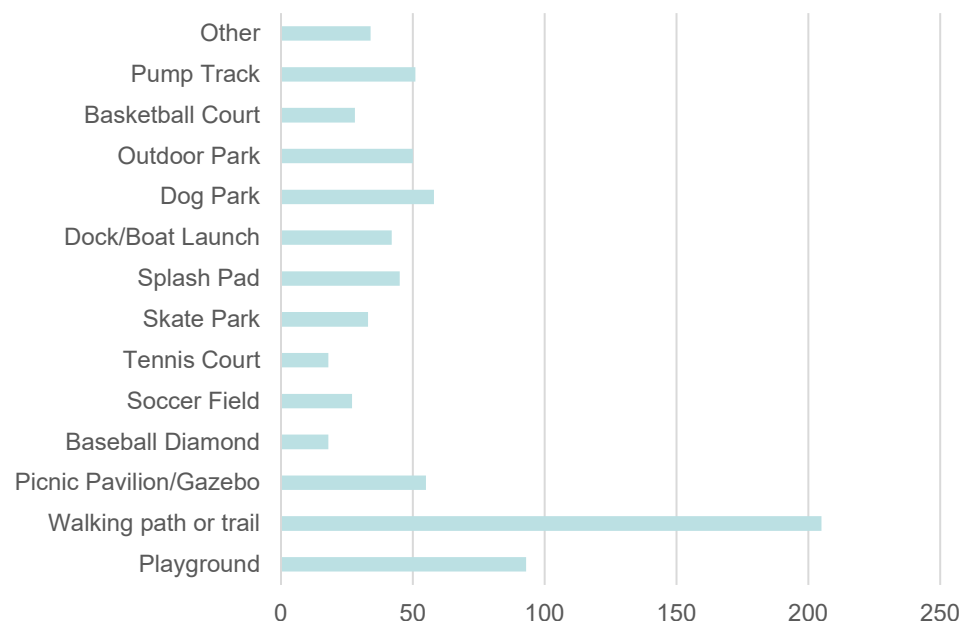
- 1 Staff and Operations Workshop
- 4 Virtual Surveys (Sport & Community, Public, Child & Youth, Senior)
- 382 Survey Responses in total
- Generally, respondents were satisfied with the existing parks, open spaces, and recreation/culture facilities, but wanted more upgrades to outdated facilities and structures, more variety of activities offered, and better promotion of programs and outreach done throughout the community
- Parks, recreation and culture need to be made a priority when planning for growth

What we heard?

Parks & Trails

- Increase/upgrade in shade, seating, garbage cans, lighting, signage, drinking fountains, and washroom facilities
- Updates to aging playground structures
- Missing adult workout equipment and structures along trails
- Increase accessibility and connectivity in and beyond the parks
- Need spaces for teenagers
- Better maintenance of parks and trails to create safe spaces for all ages groups, including youth and seniors

Most frequently used facility in parks and trails
(Based on survey responses)

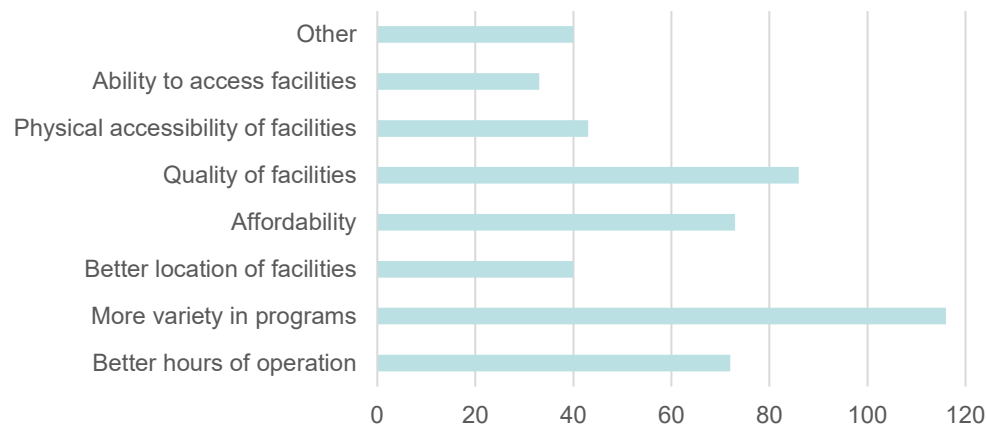


What we heard?

Outdoor Recreation & Culture Facilities

- Many respondents wanted the addition of pickleball courts and cricket fields
- Upgrades needed for existing facilities, such as the baseball diamond, and soccer fields
- Addition of outdoor venues for performances and cultural events, lawn bowling, a track with outdoor gym equipment, more splash pads
- Swimming and skating have been identified as favourite activities for youth in all seasons – increase number of outdoor rinks and pools
- Generally, respondents felt that many outdoor facilities are overcrowded and not distributed evenly across the Town

How can the Town encourage people to participate in parks and recreation activities more often? (Based on survey responses)

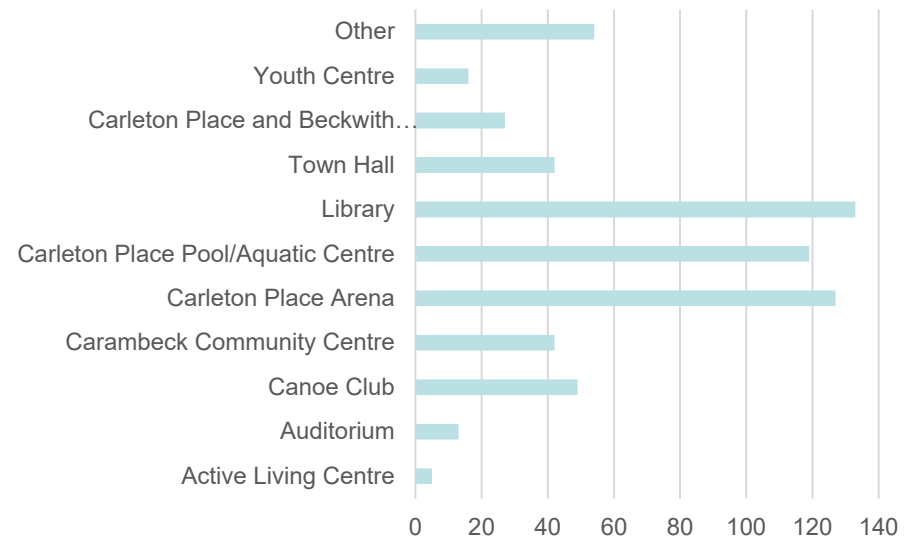


What we heard?

Indoor Recreation & Culture Facilities

- Upgrades and expansions required for many facilities, including pool, arena, and library
- Addition of squash & badminton courts, multi-use community centres (gymnastic centre, volleyball, basketball, etc.), cultural venues (theatre, auditorium, art gallery), indoor walking track for seniors, more ice rinks/ice pads
- More indoor options for youth, such as recreational cheerleading, art classes, and a variety of sport and academic clubs; made available after school, on weekends and in the summer
- Generally, respondents want more larger and modern spaces, intergenerational programs, and flexible and affordable programs/activities

Most frequently visited indoor recreation & cultural facilities (Based on survey responses)



We want to hear from you!

Please use the following link or adjacent QR Code (via your smartphone camera) to access the interactive portion of this Virtual Open House:

<https://rb.gy/eax0o5>



Other ways to get involved



Social Media

Follow our Facebook and Twitter accounts for project updates.

@Carleton_Place

CP Scoop Updates



Telephone

Call (613) 257-1690 to share your thoughts and opinions or learn more about the Plan!



Email & Website

Send us an email [emails on next slide]

Or check out our website
<https://carletonplace.ca/creation-and-culture-master-plan.php>



Master Plan Draft

The draft Master Plan will be provided in the Summer 2022 with a 2nd Public Open House around August 2022 to present the draft MP to the community.

Wrap up & Closing

THANK YOU!

Please submit any follow-up questions or comments to:

Joanne Henderson
Manager of Recreation & Culture
613-257-1690 | jhenderson@carletonplace.ca

Isabelle Lalonde
Project Manager, Stantec Consulting
(613) 724-4369 | Isabelle.lalonde@stantec.com



The following pages include a number of maps of Carleton Place and a number of questions related to the Carleton Place Parks, Recreation, and Culture System.



Use the dots and sticky notes features of jamboard to identify specific locations, properties, and/or features on the following maps and to provide your input on the following questions.



Parks & Open Spaces

Park Typology	Distribution	Size	Per pop. (2016)
Neighbourhood Parks	24	9.08 ha	0.76 ha/1,000
Regional Parks	5	21.87 ha	1.84 ha/1,000
Natural Environment Areas	3	10.99 ha	0.92 ha/1,000
Urban Plaza	2	0.45 ha	0.04 ha/1,000
			TOTAL = 3.56 ha/1,000

World Health Organization recommends a minimum of 0.9 ha/1,000.

Neighbourhood Parks are parks under 1 hectare (ha) in size.

Regional Parks are parks over 1 ha in size.

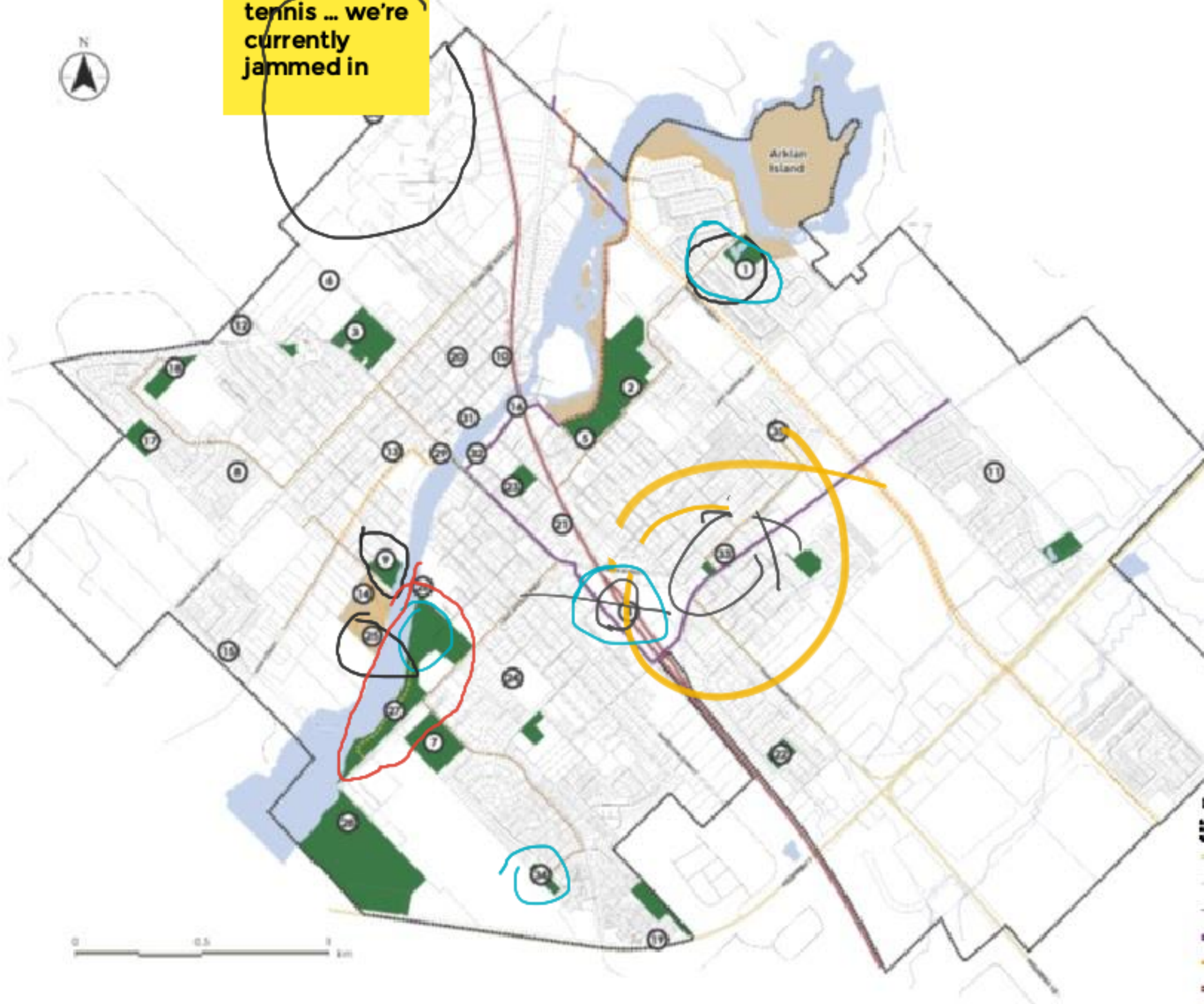
Natural Environment Areas are areas with a “high natural and environmental quality, which have been singled out as worthy of full protection from future development to ensure the long-term viability of the natural feature.

Urban Plazas are significant public spaces set aside for civic purposes. They are located in areas of high pedestrian activity and serve as landmarks and gathering places. They are distinct from neighbourhood and community parks in that play equipment is not typically included.

Large facility for table tennis ... we're currently jammed in

What park do you most frequently visit?

Use your dots to show us which park you most frequently visit in Carleton Place!



PARKS, RECREATION & CULTURE MASTER PLAN

PARKS, OPEN SPACES & TRAILS

- | | |
|------------------------------|--------------------------|
| 1 ANTHONY CURRO PARK | 19 JOHNSTON STREET PARK |
| 2 BEGLEY ST. PARK | 20 LABYRINTH PARK |
| 3 CARAMBECK COMMUNITY CENTRE | 21 MARKET SQUARE |
| 4 CARLETON JUNCTION | 22 MCNEELY PARK |
| 5 CARLETON PLACE ARENA | 23 MEMORIAL PARK |
| 6 CARLETON PLACE DOG PARK | 24 NAPIER PARK |
| 7 MISSISSIPPI ROAD TRACK | 25 O-KEE-LEE PARK |
| 8 CARIPACE PARK | 26 RIVERSIDE BEACH |
| 9 CENTENNIAL PARK | 27 RIVERSIDE PARK |
| 10 COMMONS PARK | 28 ROY BROWN PARK |
| 11 DUNLOP ROAD PARK | 29 SINCLAIR SQUARE |
| 12 FERRILL PARK | 30 SONNENBURG WOODS |
| 13 FINDLAY PARK | 31 ST. JAMES PARK |
| 14 GEORGE E. FINDLAY PARK | 32 TOWN HALL SQUARE PARK |
| 15 GILES PARK | 33 TRAIN STATION PARK |
| 16 HACKBERRY PARK | 34 WESTVIEW PARK |
| 17 HENDRY FARM PARK | 35 WILLOUGHBY PARK |
| 18 JOHN W SOUTHWELL PARK | |

- Legend**
- Town of Carleton Place Boundary
 - Highway
 - Major Road
 - Local Road
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 - Local Trail
 - Ottawa Valley Recreational Trail
 - Connector Sidewalk
 - Watercourse
 - Parcel Boundary
 - Park
 - Natural Environment District
 - Waterbody

Your Vision for Carleton Place – Existing and Future

What words or statements come to mind when you think of the **EXISTING** conditions of parks, trails, recreation facilities and cultural facilities in Carleton Place?

What words come to mind when you think about how you would like to see parks, trails, recreation facilities and cultural facilities in the future?

natural,
calm,
peaceful

enjoy cycling path behind arena

I enjoy the senior ice skating at the arena and TCC and OVRT trails for cycling, Nordic walking.

Peaceful, countrified

Better connectivity between existing trails. Need to make the trail behind Bates Ave more accessible to people with mobility restrictions.

need more connection to and from the north.

Welcoming

Within 15 years a new multi-purpose recreation center is needed to replace current facilities that are near end of useful life. Also to accommodate growing population

Indoor / outdoor Pickleball and badminton

no scary coyotes! :)

maintained in the winter. The wooden bridges are a bit dangerous for pulling children on a sled because they do not have vertical balusters. A single horizontal 2x4 between the top rail and the ground that a sled can slip through

want to see nice bicycle paths through new developments

increased connectivity parks and facilities (on-road and on-trail facilities)

Bicycle paths need to be separate from pedestrian paths. Reduces danger to pedestrians.

well looked after

Rustic in part

Rustic in part, generally well groomed, peaceful

OK, but could be great with some investments.

More trees in some parks

More facilities in one building

more bicycle paths - full circle paths along river

More flower baskets on the main street (similar to the main street in Almonte)

senior and dementia friendly community

Larger facility for table tennis

find solutions to overcome the topography issues on the north side

Best in the County!

Well maintained

Well maintained

I would like to see outdoor gym equipment, more hiking trails, outdoor skating path. I would like to see indoor table tennis, squash courts and activities like yoga, Tai Chi, QiGong and meditation.

Better connectivity between existing trails. The trail behind Bates Ave. (St. James??) needs to be more accessible so people with mobility constraints can use it.

universal access for all. more trails from the moffatt street area. need to have improved access

Supported by more funding for enhancements/improvements

Plus return of wellness workshops and board games at the library please

Centennial Park - more accessible for walkers and wheelchairs. Difficult to get from paths to grass etc

Parks and recreation facilities should remain those of small town Ontario not of big city Ontario.

I would like more places to snowshoeing. I agree circular trails would be great.

Nature

Pickleball

Parks & Open Spaces

Park Amenities

Play Structures	16
Swing Sets	8
Basketball Courts	5
Baseball Diamonds	5
Soccer Fields	3
Splash Pads	3
Outdoor Seasonal Rinks	3
Tennis Courts	3

+2

Dog Parks
Skateboard Parks
Docks for Small Boats

+1

Pump Track
Community Oven
Labyrinth
Cenotaph
Municipal Boat Launch

What Amenities are currently missing from Carleton Place Parks and Open Space?

Pickleball and badminton both indoor and outdoor

Expand the size of the supervised swimming areas on both sides of the river.

Garbage containers in Sonnenburg Park

Centennial Park - more picnic tables and benches

Turn Bridge Street into a walking street. No vehicular traffic.

More shade structures

Pedestrian bridge across river to join two riverside parks

Pedestrian walkway across the river for increased walkability

con
pad
docks

centennial park - youth activity (play structure)

more benches

Carleton Place dog park was built too low. It is a duck pond in the spring, and a mud wrestling pit after it rains. More mature trees in the parks. Shade structures.

More cycling infrastructure
Lawnbowling

Hello all, extremely sorry for joining late. I highly recommend we add cricket facility in our development program. That way we can generate income and support local businesses.

I love the parks and can't think of anything to add

Safe sheltered bike parking areas

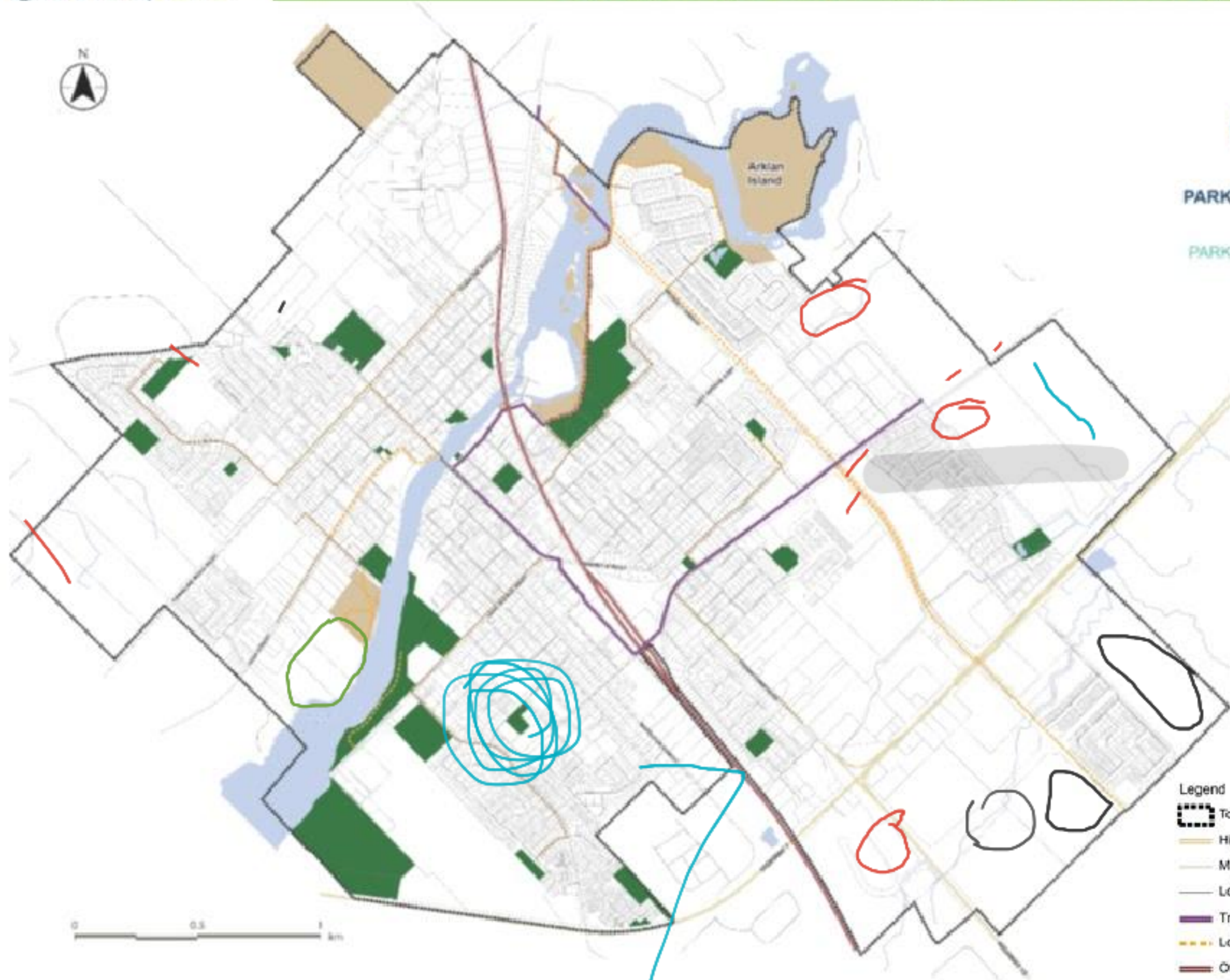
Outdoor gym equipment

more garbage containers

Outdoor bandstand. Like behind Perth TownHall

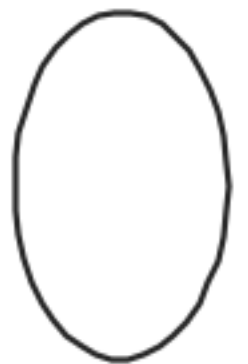
accessible washrooms. more paths.

Use sticky notes to showcase your ideas!



PARKS, RECREATION & CULTURE MASTER PLAN

PARKS, OPEN SPACES & TRAILS



Use the dots to indicate where new parks should be located!

- Legend**
- Town of Carleton Place Boundary
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We have heard about graffiti and vandalism issues surrounding the skateboard park behind the arena/curling club. How could we fix this? Would you like to see this space used differently?

Highschool community hours - teens volunteer time to teach youth to skateboard and can keep both age groups busy

A 'graffiti wall' could be installed so youth can feel free to add to the space. (I am not aware of these issues.)

Security cameras, identify the vandals then prosecute them but make them clean their mess up.

ect
ow to
mage if
t
t know
ho to
assist reporting somethir

Is there something in CP like the Mississippi Mills youth drop in centre?



Ask the teens - go into schools and create high school focus group

Teenagers need their space also

themed movie night and alternate activities that will keep teens occupied

Greater youth organized activities tends to reduce vandalism.

agree!

But not at public expense

Use sticky notes to showcase your ideas!

What are your thoughts on outdoor fitness amenities? Would this be a good investment for the Town of Carleton Place?

in the world. It is a sport for any age. One just has to visit Stittsville, Smiths Falls or Perth to see how fast it is growing. Right now we try to play at Heritage Fitness but it is not really the safest surface ... potholes



More launch areas for small boats



Very expensive from what I understand



Nope.

A place to rent kayaks, canoes, etc.



there were some donated for roy brown park - a few years ago

Use sticky notes to showcase your ideas!

Trails

Nature Trails

Mississippi River Walk

Length

2 km

O-Kee-Lee Nature Trail

0.7 km

Ottawa Valley Recreation Trail

4 km

Riverside Trail

Rotary Centennial Trail

7 km

Roy Brown Park Trail

3 km

Trans-Canada Trail

What is currently missing from Carleton Place Trails?

additional connectivity between the market square and the Ottawa Valley system (so to increase use of market Sq), with benches along the new connections

I love the trails in CP, they're awesome! I can't think of anything to add. :)

Don't clutter up the trails with sports/workout equipment.

Dog park and thomas/bridge street trail - needs better surfacing and less hilly

all paved trails to ensure accessibility

Seems like there's trails for all abilities! It would be a shame to pave them and lose their charm

Maintenance. The McNeely path pavement is crumbling in many parts. Lots of pot holes. Better connectivity between trails.

better connectivity between existing trails in CP

Add pavement to only gravel sections and add benches

Need more garbage along the trail

Use sticky notes to showcase your ideas!



PARKS, RECREATION & CULTURE MASTER PLAN

PARKS, OPEN SPACES & TRAILS

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Indoor Facilities

Recreational Facilities

Carleton Place Arena

Carleton Place Aquatic Centre

Canoe Club

Curling Club

Cultural Facilities

Library

Town Hall

Carambeck Community Centre / Youth Centre

Museum

Train Station / Active Living Centre

Indoor Facilities

Amenities

Meeting Rooms	4
Banquet Halls (w/ kitchenette)	3
Indoor Ice Pads	2
Multi-purpose Room	1
Auditorium	1
Pool	1
Gymnasium	1
Therapeutic Wading Pool	1

What is currently missing from Carleton Place Indoor Facilities?

Indoor and outdoor programming for children - including cultural activities, like dance/martial arts/camp spaces/reading areas, etc. That can be used all seasons

Full size gymnasium as part of a multi-purpose rec center like Goulbourn Center

Pickleball, badminton, table tennis, tai chi, yoga, seniors fitness and ANYTHING social for seniors

A gymnasium that can be used day & night, not just around day care hours.

Indoor walking track

multi-purpose rec center that combines the various facilities. A modern arena that has a larger ice surface, higher ceiling, more seating. Have a need for an auditorium. Something similar to Perth High School

Missippi Muds Acting - need more Auditorium space for performance art (larger stage)

I would support this!

partner with schools (if school stages are performance friendly) for additional/larger performance art space

wider entrance and interior doors and ramps for improved accessibility so they can attend events and socialize with all of us

Use sticky notes to showcase your ideas!

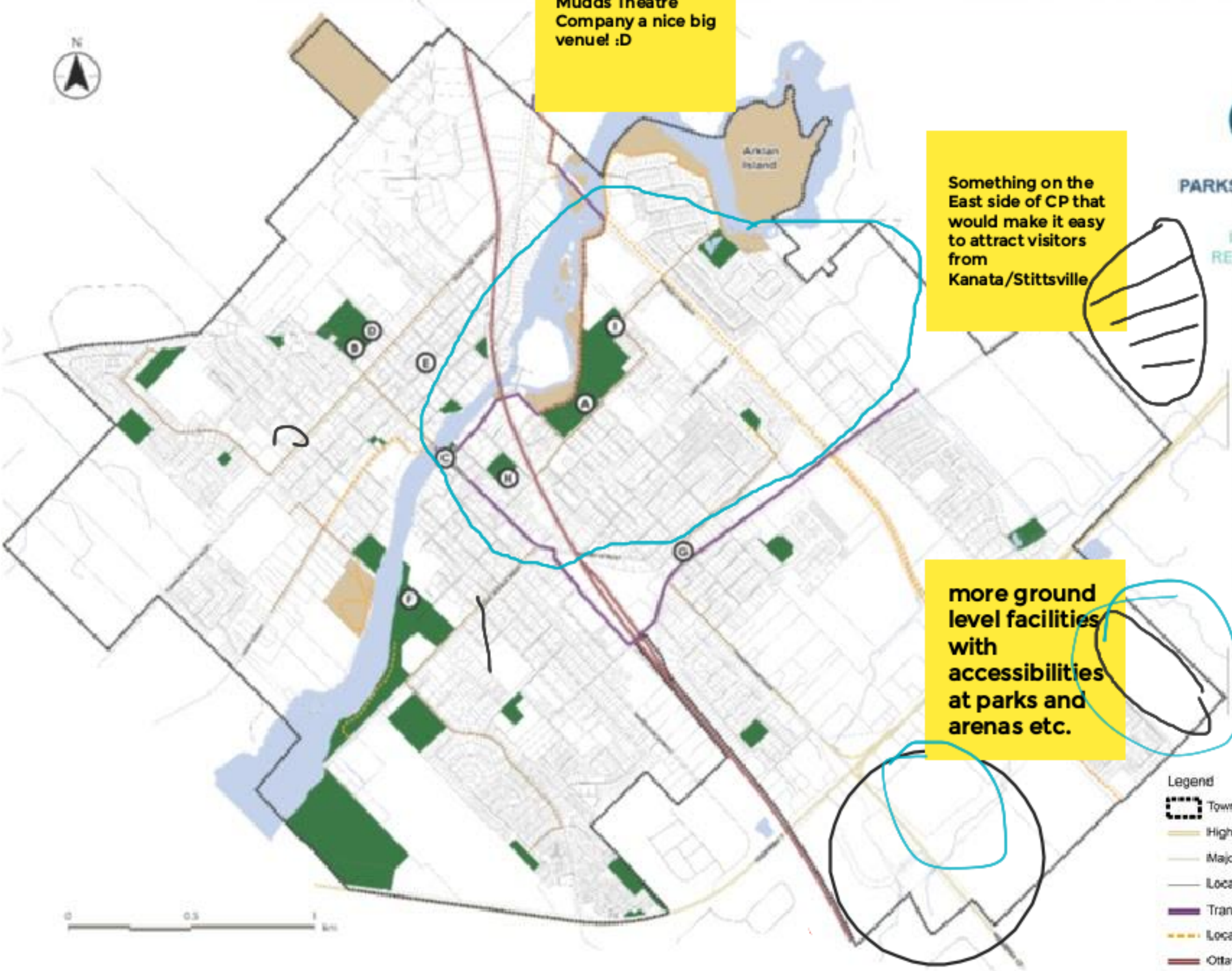
RECREATION & CULTURE MASTER PLAN

Give the Mississippi Mudds Theatre Company a nice big venue! :D

Something on the East side of CP that would make it easy to attract visitors from Kanata/Stittsville

more ground level facilities with accessibilities at parks and arenas etc.

Use the dots to indicate where new recreation and culture facilities should be located!



PARKS, RECREATION & CULTURE MASTER PLAN

INDOOR FACILITIES - RECREATION & CULTURE

- (A) CARLETON PLACE ARENA
- (B) CARLETON PLACE AQUATIC CENTRE
- (C) TOWN HALL
- (D) CARAMBECK COMMUNITY CENTRE/ YOUTH CENTRE
- (E) MUSEUM
- (F) CANOE CLUB
- (G) TRAIN STATION /ACTIVE LIVING CENTRE
- (H) LIBRARY
- (I) CURLING CLUB

Legend

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What areas of the parks, recreation, and culture system within Carleton Place need the most attention?

need for dog poop recycling/garbage along trails to discourage people from leaving this along trails

Pickleball ... indoor and outdoor. At our home in FL, us Pickleballers (almost all seniors) go to the schools to teach kids this fabulous sport. It is an ideal sport as the cost is minimal and the benefits to your physical and mental health are numerous.

✓
A better variety of indoor facilities in a new/modern centre.

A central modern sports and aquatic centre with pool, rinks, gym and conference/performance facilities ✓

Lawnbowling is popular with seniors. Great outdoor social sport. Number of people 65+ in CP is over 2,500 according to 2021 census

The main street could be much prettier with minimal efforts - we could add some hanging baskets, fresh bright paint on some buildings and consistent lovely light posts

Indoor Facilities need to be modernized and centralized. Needs a full sized baseball diamond, soccer field with lights. Perth and Smiths Falls have these. ✓

More indoor programming for all ages

Use sticky notes to showcase your ideas!

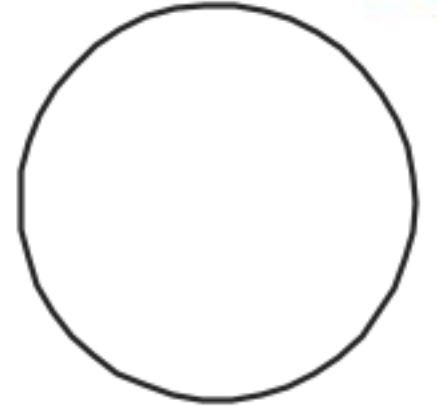
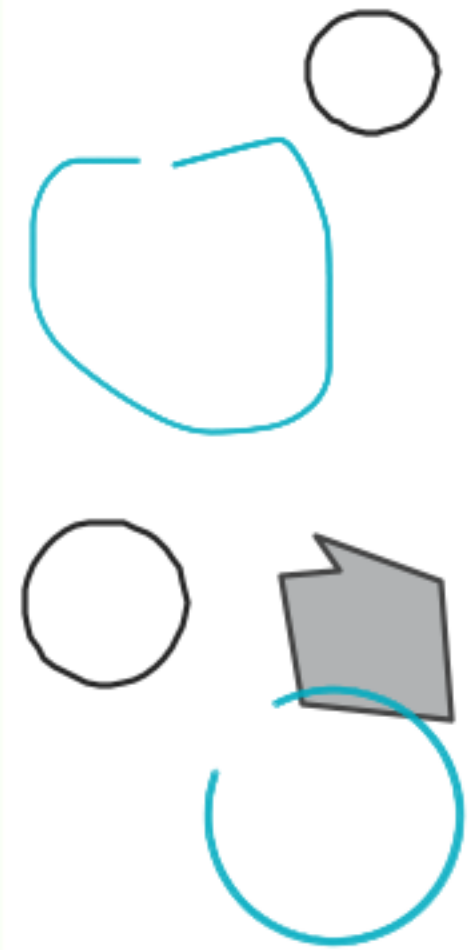
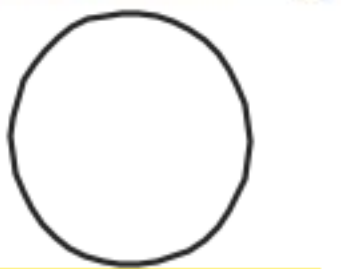
If you had \$100 Million to improve parks, recreation and culture in Carleton Place, where would you put it?

Need more like \$100 Million

100\$ or \$100? I would say with only \$100 I'd give it Interval House. This is a poor question in my opinion

Use a single dot to show where you think the money would be best spent:

My vote here



main street

outdoor theatre venue

Creating new park space



Creating new indoor recreation facility space



Upgrading existing park amenities



Improved Wayfinding and connectivity between parks (signage, etc.)



Improving Community Events and Programming (festivals, classes, etc.)



Improving accessibility and walkability within parks



Others (Please tell us!)



How would you prefer to pay for parks, recreation, and cultural services moving forward?

Use a dot to show where you think the money should come from:

Combination of Taxes and development charges and user fees.

raise taxes and add user fees. private funding or fundraising

There needs to be a balance. Some in CP cannot either afford user fees or increased taxes. Consequently a broad approach from partnerships to increase taxes is needed. All need to be able to use all of the facilities.

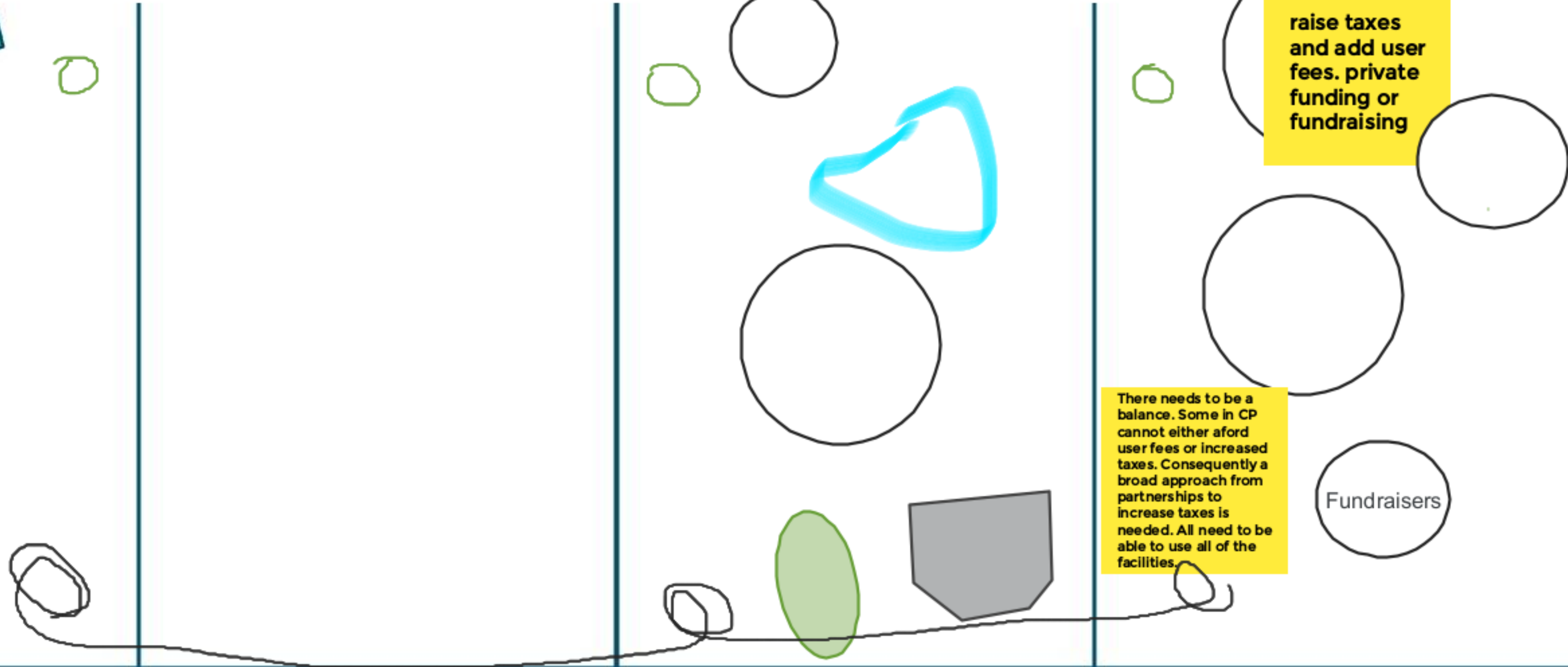
Fundraisers

Increase Taxes

Eliminate other facilities/programs
(Please tell us which should be eliminated!)

Offset by user fees

Other (Please tell us!) – e.g., partnerships with private organizations, fundraisers, etc.



A residential street scene with trees in autumn foliage and houses in the background. The text is overlaid on a semi-transparent white box in the center.

APPENDIX B

PHASE 2 ENGAGEMENT SUMMARY



PARKS, RECREATION & CULTURE MASTER PLAN



PHASE 2 – ENGAGEMENT SUMMARY REPORT

Parks, Recreation, and Culture Master Plan

January 16, 2022

Prepared for:
Town of Carleton Place

Prepared by:
Stantec Consulting Ltd.

Project Number:
160410389

Phase 2 – Engagement Summary Report



Phase 2 – Engagement Summary Report

The conclusions in the Report titled Phase 2 – Engagement Summary are Stantec’s professional opinion, as of the time of the Report, and concerning the scope described in the Report. The opinions in the document are based on conditions and information existing at the time the scope of work was conducted and do not take into account any subsequent changes. The Report relates solely to the specific project for which Stantec was retained and the stated purpose for which the Report was prepared. The Report is not to be used or relied on for any variation or extension of the project, or for any other project or purpose, and any unauthorized use or reliance is at the recipient’s own risk.

Stantec has assumed all information received from Town of Carleton Place (the “Client”) and third parties in the preparation of the Report to be correct. While Stantec has exercised a customary level of judgment or due diligence in the use of such information, Stantec assumes no responsibility for the consequences of any error or omission contained therein.

This Report is intended solely for use by the Client in accordance with Stantec’s contract with the Client. While the Report may be provided to applicable authorities having jurisdiction and others for whom the Client is responsible, Stantec does not warrant the services to any third party. The report may not be relied upon by any other party without the express written consent of Stantec, which may be withheld at Stantec’s discretion.

Prepared by: _____ Tracy Tang _____

_____ Moira Davidson _____

Reviewed by: _____ Isabelle Lalonde _____



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2.1	Virtual Public Open House #2.....	1
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1 Phase 2 Engagement Overview

In order to create a framework and advance the priorities for Parks, Recreation, and Culture within the Town of Carleton Place, community engagement activities and tools were used to ensure the feedback provided by the community in Phase 1 was accurately captured and depicted in the proposed Strategic Directions and Recommendations to guide the Master Plan Document.

As part of Phase 2, a virtual public open house was held to obtain the community's feedback on strategic directions and draft Master Plan recommendations. The virtual public open house also provided the public with an opportunity to inform the Town of any missing data or information needing to be considered prior to the Master Plan document to be presented and adopted by Council.

Figure 1 – Phase 2 Engagement Statistics

33 Residents Attending the Online Public Meeting
7 Additional Feedback Received

2 What have we heard?

The following sections provide a description of the public consultation completed during Phase 2 of the development of the Parks, Recreation, and Culture Master Plan for the Town of Carleton Place. It should be noted that comments have been considered and integrated in the Master Plan where possible.

2.1 Virtual Public Open House #2

The Virtual Public Open House was held virtually via a Zoom Meeting on Wednesday November 30th, 2022, through a guided PowerPoint presentation, online interactive feedback session, and live question and answer session. A PDF of the presentation and a video of the open house was made available online through the project website for additional comments from the residents. A copy of the presentation shared with the public is inserted in Appendix A of this report.

The themes, outcomes, and comments that resulted from the Open House are summarized below, in no specific priority or order. These comments have been considered where possible; the discussions have informed the Town of public priorities and any missing information needed to guide the new Parks, Recreation and Culture Master Plan.



- **A pool in the new recreation centre can be an asset to the Town.** Concerns were raised indicating the current pool doesn't allow the Town to host swim meets which could generate income for the Town. Attendees also noted that the Town should consider the feasibility to "square the corners" of the current pool so that there can be six (6) useable racing lanes rather than four (4).
- **Ongoing maintenance and upgrades of outdoor amenities and facilities should be a priority.** Several outdoor basketball courts and tennis courts need repair in addition to the Canoe Club building. Winter maintenance is also required along certain trails and outdoor facilities. There is also a perception the parks north of the Mississippi River are not in good conditions compared to the one south of Mississippi River.
- **There are several existing facilities / spaces that are underutilized in Carleton Place.** Although there are recommendations for new facilities, the Town should also improve current facilities by increasing programming, advertising existing facilities and spaces that are available for use, and upgrading the services and amenities. The Town can partner with private organizations in delivering programs and events to increase overall usage of existing spaces.
- **Accessibility and inclusivity should be prioritized.** All new facilities should meet accessibility standards and existing buildings should be upgraded to meet the same standards. There should also be considerations to improving accessibility on and off trails and within parks and open space to meet the needs of individuals of all-ages. All washrooms should be accessible.
- **Safety for all users should be prioritized.** Speed of users and available lighting are concerns on trails.
- **Affordability to access Parks, Recreation, and Culture activities and facilities should be a priority.** Sports facility rates are perceived as being higher than City rates.
- **The Town should consider a variety of communication methods to promote what services, amenities, facilities, programs, and/or events they have to offer.** There should be ongoing communication with residents through multiple types of communication methods so that more residents are up to date with what is going on in their community. A Parks, Recreation and Culture directory or catalogue would be a great asset for the Town as it includes information about what's being offered. Attendees expressed that it is very difficult for them to find out what is going on in the Town and would love to see more promotion from the Town. The directory should also be available both online and as a printed resource.
- **The Town should consider improving their booking system by making booking services available online, in-person, and via phone call.** This will provide equal opportunity and access for residents and visitors to book spaces and recreational programs (i.e., swim and gym services). Attendees also requested the



Town make registration forms easier to fill out as they noted that what is currently available online is difficult to work with.

- **Regular satisfaction surveys are important.** Surveys should be implemented every 3 years to understand ongoing community needs and satisfaction.

2.2 Additional Follow-up Feedback

Following the Virtual Open House, a 2-week review and comment period was provided to residents as an opportunity to review the presentation in more detail and/or provide comments if they were unable to attend the virtual open house session. Additional feedback on the strategic directions and recommendations is summarized below and have been considered when determining priorities and writing the final Master Plan.

- **The Library can be an active community partner to the Town as key facility to support cultural and recreation programming throughout Town.** The library offers free Wi-Fi, computers, scanners, and printers for residents to use, and offers cultural activities and events year-round in partnership with several community institutions. There is also potential to partner with the Town to deliver programs and services through small library branches with a variety of uses.
- **Improvements to online booking, payments, and registry system should apply to community institutions as well.** The library has similar needs and is interested to partner on this aspect.
- **Rehabilitation of skateparks can ensure better safety and enjoyment for users.** The skateparks are under utilized and current equipment are damaged where users can cut themselves or cause damage to their skateboards or scooters. The rocks surrounding Carleton Junction and the runoff of dirt from the pump track also poses a tripping and slipping danger to users. Larger skateparks should be considered considering the anticipated growth of Carleton Place. The respondent recommends that the old skatepark be rehabilitated and new equipment be added to the skateparks.
- **Lighting in parks and trails is essential especially for pedestrians.** Trails are shared with other modes of active transportation that can be dangerous for pedestrians due to low visibility and lack of street lights. More safety precautions are recommended to ensure safety for pedestrians and cyclists in these spaces during nighttime and harsh weathers.
- **Safety should be promoted along trails and pathways.** Signages that encourage the use of bells or other sounds, and warning signs can help pedestrians, cyclists, and motorized transportation devices be more cautious of their surroundings.
- **The Master Plan should consider recommendations related to Green Infrastructure.** The Carleton Place Urban Forest/River Corridor Advisory



Committee has identified that there are a number of areas under Parks jurisdiction which are classified as Natural Environment Areas in the Official Plan. The Official Plan outlines what uses can take place in those six (6) Natural Environment Areas (O-Kee-Lee Park, Arklan Island, the River Trail, George Findlay Park, areas in Roy Brown Park, and Sonnenburg Woods). It is also important to have a tree canopy in the Parks, therefore where one tree is removed, one new tree should be planted and maintained to ensure survival in the long-term. Regular maintenance of all Green Infrastructure should be a priority to maintain a consistent tree canopy and for liability reasons.

- **An assessment to convert existing outdoor sports facilities to indoor facilities using air domes should be completed.** Existing sports fields are perceived as being underutilized during the winter. By covering existing fields with air domes, they could potentially serve multiple purposes and provide more recreational and cultural programming in the winter.
- **Any new indoor facility should be central to all citizens.** The location for new indoor facilities should not favour specific locations such as south of Highway 7.
- **There are other individuals and groups that can contribute to local culture within Carleton Place where there are opportunities for collaboration.** The museum, CP Pride, and Lanark County Neighbours for Truth and Reconciliation are only a few examples. The Town could have a greater emphasis on removing barriers and supporting community groups to continue and grow their own cultural programming and events.
- **Additional comments were made regarding more effective program promotion, service levels, and service delivery.** Especially for events, information should be available to all-ages through social media, radio, flyers, phone calls, etc. Residents would like to know where these programs are occurring, what is available, who to contact, and how they can attend. There can also be more volunteer opportunities to increase overall engagement in the Town.
- **The Ontario Trillium Foundation (OTF)'s Resilient Communities Fund was suggested as funding opportunity for municipalities with a population of 20,000 or less.** The Town can apply for funding in OTF's Active People Action Area to foster more active lifestyles or in OTF's Inspired People Action Area to support arts, culture and heritage projects. The Town can also apply for its cultural or recreation agencies, including municipal libraries and museums.
- **Parks should be multi-generational and inclusive to all ages.** Most outdoor facilities are targeted towards young children, so it would be nice to see more outdoor facilities catered towards teens and older adults as well.
- **Further investment in a new small Indoor Recreation Facility in Roy Brown Park does not better serve the Town.** Roy Brown Park is located in the furthest corner of town where little to no additional development will occur and may



Phase 2 – Engagement Summary Report
2 What have we heard?

continue to be underutilized. Instead, the Town should partner/collaborate with existing private or external groups and use their spaces to provide indoor services.

Comments and feedback from the Parks, Recreation, and Culture Master Plan from the virtual open house can be provided on request.



Appendix A – PUBLIC OPEN HOUSE PRESENTATION



Virtual Public Open House #2 November 30th, 2022

WELCOME!

Agenda

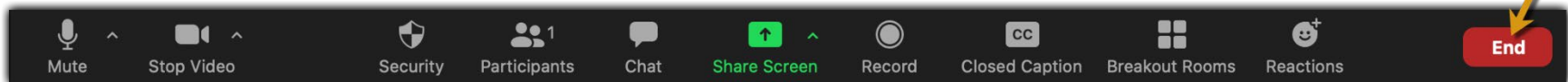
- Presentation with Feedback Checkpoints – 1.5 hours
- Summary and closing remarks – 15 mins
- Question and Answer Period – 15 mins

How to participate?

Meeting Protocol

1. Microphone Access
2. Recorded Meeting
3. Question and Answer Period Options

Bottom of Zoom Meeting



↑
Mute

↑
Camera

↑
Message

WHO ARE WE?

STANTEC

Isabelle Lalonde (PM)

Moira Davidson

Angela Wang

CARLETON PLACE

Joanne Henderson (PM)

What is a Parks, Recreation & Culture Master Plan?

The Town of Carleton Place is developing a **comprehensive Parks, Recreation and Culture Master Plan**. The Plan will guide decisions over the next ten years

Through research and public input, the Master Plan will examine:

- Parks, open spaces and trails throughout Carleton Place
- Recreation, sport and arts/cultural facilities
- Programs, events and activities (those delivered by the community and Town)
- Operations (such as policy development staffing, communication, etc.)
- Financial and implementation strategies

Project Objectives:

- Identify needs based on changing demographics and participation trends
- Establish an overall vision for parks, recreation and culture within Carleton Place
- Develop strategies to meet identified needs and future directions
- Align municipal efforts, operations and budgets through priority-setting
- Engage the community in an inclusive and productive process that supports the Master Plan

Project Overview



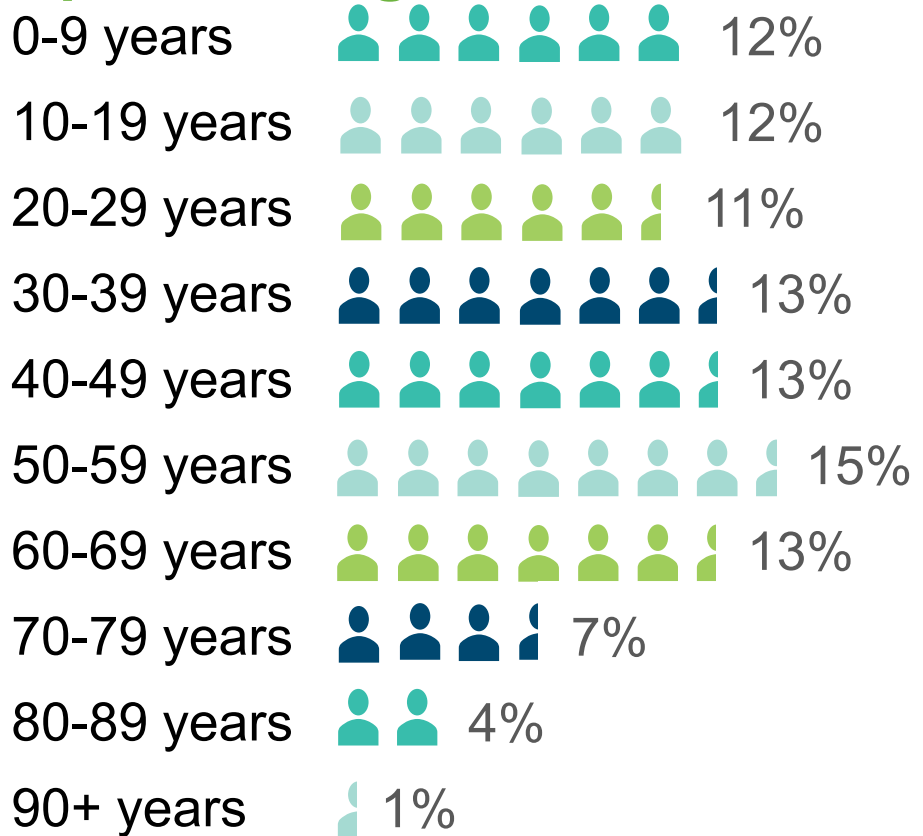
Workshop Objectives

Why Are We Here?

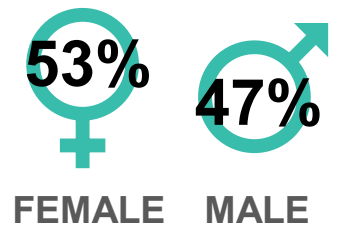
- We want you to help us with:
 - Reviewing the draft Strategic Directions and recommendations for the final Master Plan.
- We want your perspective on:
 - The timing and prioritization of recommendations
 - Any gaps or elements not addressed
 - The general direction of the Master Plan

Community Overview

Population Age Distribution



Gender Distribution



Population

12,517 (2021)

Over the next 20 years, Carleton Place is projected to grow to a population of 20,964 (an increase of 68%)

Engagement to Date

- 1 Staff and Operations Workshop
- 1 Virtual Public Open House (35 attendees)
- 4 Virtual Surveys (Sport & Community, Public, Child & Youth, Senior)
- 387 Survey Responses in total
- Generally, respondents were satisfied with the existing parks, open spaces, and recreation/culture facilities, but wanted more upgrades to outdated facilities and structures, more variety of activities offered, and better promotion of programs and outreach done throughout the community
- Parks, recreation and culture need to be made a priority when planning for growth

Draft Strategic Directions

- To guide the establishment of recommendations for the Parks, Recreation, and Culture Master Plan, a series of six Strategic Directions have been developed:
 - Parks & Open Space
 - Trails & Pathways
 - Indoor Recreational and Cultural Facilities & Services
 - Culture
 - Programs and Services Delivery
 - Management of Projects, Staff & Financing
- Each Strategic Direction sets out the vision for the Town, based on the public feedback received and analysis done as part of Phases 1 and 2.

Strategic Direction #1: Parks & Open Space

To improve and enhance existing outdoor recreational facilities and identify opportunities to incorporate new amenities that can serve the dynamic changing needs and desires of the community, while ensuring that outdoor facilities remain accessible to all ages and abilities. To continue to provide a target of 3.4 hectares of open spaces and parks for every 1,000 residents as the Town's population grows.

Strategic Direction #2: Trails & Pathways

To strengthen trails and pathways connectivity between existing parks, open spaces, and other major destinations creating a comprehensive active transportation network within the Town, while considering new connections to areas of new development and incorporating a variety of trail and pathway types that can serve people of all ages and abilities.

Strategic Direction #3: Indoor Recreational & Cultural Facilities/Services

To enhance the indoor municipal recreational and cultural facilities and services in a manner that focuses on enriching the lives of all community members by supporting accessible, affordable, and inclusive experiences. To progressively increase the Town's leadership role in the coordination of services and standardized partnerships with external providers.

Strategic Direction #4: Culture

To demonstrate active leadership and strategic governance to support a sustainable, flourishing, and vibrant culture in the community and to provide cultural spaces and places that encourage creativity and engagement. To incubate rich and diverse cultural experiences and resources that are essential to connect people and neighbourhoods and to create an inclusive and vibrant community.

Strategic Direction #5: Programs and Services Delivery

To expand the recreational and cultural programs being offered by the Town and explore improvements to service delivery and program options to cater to the changing needs of the community, as well as methods of promoting these programs to community members and the broader region.

Strategic Direction #6: Management of Projects, Staff & Financing

To monitor the Town's assets in a deliberate and structured manner, with a central contact for the public who is responsible for the management of all indoor and outdoor facilities, as well as the overseeing of each of the services provided within those facilities.

Draft Recommendations

- We have developed **DRAFT** recommendations for the Parks, Recreation, and Culture Master Plan based on public and municipal staff feedback, an analysis of comparator municipalities, and an assessment of needs, gaps and trends in Carleton Place. The draft recommendations have been divided into the following categories:
 - Legislation and Policy
 - Parks & Open Space
 - Trails & Pathways
 - Indoor Recreational and Cultural Facilities & Services
 - Culture
 - Program and Services Delivery
 - Management of Projects, Staff & Financing
 - Monitoring

Legislation and Policy Recommendations

Linear pathways and pedestrian connections should be considered in the Town's review of draft plans of subdivision and other development applications, including infill.

Consider cash-in-lieu for draft plans of subdivision and any other development in the established areas where parkland supply is adequate or in surplus.

The Town should review the updated population projections provided by the Province and County when available and re-align, as needed, the recommended targets for parks, recreation and culture services.

Explore opportunities to incorporate more facilities in the southern portion of the Town, specifically within the Highway District Secondary Plan Area.

Consider developing a Community Improvement Plan (CIP) that provides incentives and funding programs to encourage parks, rec and culture enhancements.

The Town should consider incorporating more policies into the Official Plan that speak to the integration of cultural facilities and programming.

Feedback Checkpoint #1 – Legislation and Policy Recommendations

- Consider the following questions:
 - Which recommendations should we prioritize?
 - How do you see these recommendations being implemented?
 - Are we moving in the right direction for the overall Master Plan?
 - Are there any gaps in the draft recommendations?

We want your
feedback on the
draft
recommendations!

Parks and Open Spaces Recommendations

The Town should consider implementing a formal Parks Classification System so that parkland can be properly assessed and categorized.

Ensure that all parks and open spaces are accessible for people of all ages and abilities.

The Town should develop a strategy to deliver a variety of youth outdoor amenities. These features can include outdoor basketball/volleyball courts, skateboard parks, outdoor workout equipment, etc.

Consider developing multi-generational parks for people of all ages and all abilities with outdoor fitness or workout stations for seniors/adults and playgrounds for kids.

The Town of Carleton Place should adopt a parkland service-level target of 3.4ha/1,000 population and should not go below a service level of 2.5ha/1,000 population.

The Town should develop park standards with requirements for play areas, walkways, pathways, seating areas, courts and play fields, enhanced pedestrian lighting, and other elements.

Feedback Checkpoint #2 – Parks and Open Spaces Recommendations

- Consider the following questions:
 - Which recommendations should we prioritize?
 - How do you see these recommendations being implemented?
 - Are we moving in the right direction for the overall Master Plan?
 - Are there any gaps in the draft recommendations?

We want your
feedback on the
draft
recommendations!

Trails & Pathways Recommendations

The Town should consider implementing a formal Trails & Pathways Classification System that includes smaller unofficial trails and paths.

The Town should consider implementing more signage, including speed limits, on shared trails and pathways to promote pedestrian safety.

Ensure that new and existing trails are accessible for people of all ages and abilities, including those using strollers and those with mobility restrictions.

Maps of the Town Trail System, signage, and wayfinding should be provided at several locations along the OVRT and at all trailheads or starting points of a trail.

Consult and coordinate with developers during review for plans of subdivision and other new developments to provide opportunities to develop new trails.

The trails in Sonnenburg Woods should be physically identified and mapped.

Feedback Checkpoint #3 – Trails & Pathways Recommendations

- Consider the following questions:
 - Which recommendations should we prioritize?
 - How do you see these recommendations being implemented?
 - Are we moving in the right direction for the overall Master Plan?
 - Are there any gaps in the draft recommendations?

We want your
feedback on the
draft
recommendations!

Indoor Facilities & Services Recommendations

Promote a climate-conscious approach when developing new indoor recreation facilities.

Invest in a new Indoor Recreation Facility south of Highway 7. This new facility should include meeting rooms and a gymnasium at a minimum.

The Town should meet and maintain the average service levels defined for each existing indoor facility when comparing Carleton Place with other similar sized Ontario municipalities.

Consider providing programs and spaces for teenagers by collaborating with the Youth Centre. During Phase 1 Consultation, it appears the Youth Centre is not well known in the community.

When developing new indoor recreation facilities, consider creating a modern multi-use centre where residents can access a variety of recreation and culture options and programming.

Invest in a new small Indoor Recreation Facility in Roy Brown Park, providing additional meeting rooms and space for programming.

Feedback Checkpoint #4 – Indoor Facilities & Services Recommendations

- Consider the following questions:
 - Which recommendations should we prioritize?
 - How do you see these recommendations being implemented?
 - Are we moving in the right direction for the overall Master Plan?
 - Are there any gaps in the draft recommendations?

We want your
feedback on the
draft
recommendations!

Culture Recommendations

Utilize outdoor public spaces and venues to host cultural events, such as various fairs and markets, art exhibits, performances, and festivals.

The Town should consider developing a large indoor auditorium / theatre space that can accommodate larger events and shows.

The Town should look to provide free or low-cost cultural programming at Town facilities, such as the Carambeck Community Centre.

Consider hosting regular cultural events or programming such as painting nights, art shows, dancing events, or theatre camp/classes.

Ensure that cultural facilities, programming and events are available year-round through working with local organizations.

Consider installing public art in parks, open spaces and other gathering spaces that provide opportunities for social and cultural interaction for people of all ages.

Feedback Checkpoint #5 – Culture Recommendations

- Consider the following questions:
 - Which recommendations should we prioritize?
 - How do you see these recommendations being implemented?
 - Are we moving in the right direction for the overall Master Plan?
 - Are there any gaps in the draft recommendations?

We want your
feedback on the
draft
recommendations!

Programs and Service Delivery Recommendations

Hosting appreciation and socializing events for volunteers should be made a priority to help with encouraging more residents to volunteer while fostering a greater sense of community pride.

The Town should consider creating a volunteering committee made up of interested residents that can be involved in various Town events and programming.

Better promotion of the programs occurring at the Active Living Centre is required. The Town can also consider working with the Youth Centre to promote their programs targeted towards youth and teens.

Town should consider publishing parks, recreation and culture programming/events information on a monthly basis in the CP Scoop.

The Town should consider fostering new partnerships with private entities to provide indoor programming not available but requested by the community.

Transition to an online booking, payment and registry system that allows the public to see available rental facilities and programming that is open for sign-up.

Feedback Checkpoint #6 – Programs and Service Delivery Recommendations

- Consider the following questions:
 - Which recommendations should we prioritize?
 - How do you see these recommendations being implemented?
 - Are we moving in the right direction for the overall Master Plan?
 - Are there any gaps in the draft recommendations?

We want your
feedback on the
draft
recommendations!

Management of Projects, Staff & Financing Recommendations

Build staff leadership capacity by attracting and maintaining qualified team members who are passionate about what they do and are committed to building a strong and healthy community.

The Town should create a Capital Contribution Policy and standardized agreement for the acceptance of a capital contribution towards a park, facility, or component thereof, for internal use.

The Town should continue to provide the full list / inventory of the programs and services being delivered in Carleton Place including the service providers delivering these services.

Complete feasibility studies and conceptual planning for major capital projects for parks and facilities well in advance to be ready to take advantage of funding and partnership opportunities as they arise.

Work with a park design consultant to provide an overall plan for meeting industry standards for the development of parks and open spaces.

As the Town grows, formalize the titles of the team leads for each main parks/recreation division as managers to report under the Director of parks, recreation and culture.

Feedback Checkpoint #7 – Management of Projects, Staff & Financing Recommendations

- Consider the following questions:
 - Which recommendations should we prioritize?
 - How do you see these recommendations being implemented?
 - Are we moving in the right direction for the overall Master Plan?
 - Are there any gaps in the draft recommendations?

We want your
feedback on the
draft
recommendations!

Monitoring Recommendations

A regular survey of residents should be undertaken every 3 years to understand community needs, satisfaction with currently provided services and to identify any gaps in service

Tools/metrics should be established and administered at or near the time-of-service-delivery to understand user satisfaction with the service provided.

Regular monitoring of the service level targets every 3 years is recommended to assess if the Town is in surplus or in deficit of specific amenities.

Timelines and recommendations from the Town's Asset Management Plan should be taken into consideration when upgrading aging facilities.

The Town's parks and facilities should be regularly assessed to identify any deficiencies and opportunities for upgrades.

Identify existing and future policies and master plans where parks, recreation and culture recommendations should be incorporated into.

Feedback Checkpoint #8 – Monitoring Recommendations

- Consider the following questions:
 - Which recommendations should we prioritize?
 - How do you see these recommendations being implemented?
 - Are we moving in the right direction for the overall Master Plan?
 - Are there any gaps in the draft recommendations?

We want your
feedback on the
draft
recommendations!

Other ways to get involved



CP Scoop

Subscribe to the CP Scoop, the Town's newsletter service, for more project updates.



Social Media

Follow our Facebook and Twitter accounts for project updates.

@Carleton_Place



Telephone

Call (613) 257-1690 to share your thoughts and opinions or learn more about the Plan!



Email & Website

Send us an email [emails on next slide]

Or check out our website
<https://carletonplace.ca/recreation-and-culture-master-plan.php>



Master Plan Draft

The draft Master Plan will be posted on the Town's website for public comment in February of 2023.

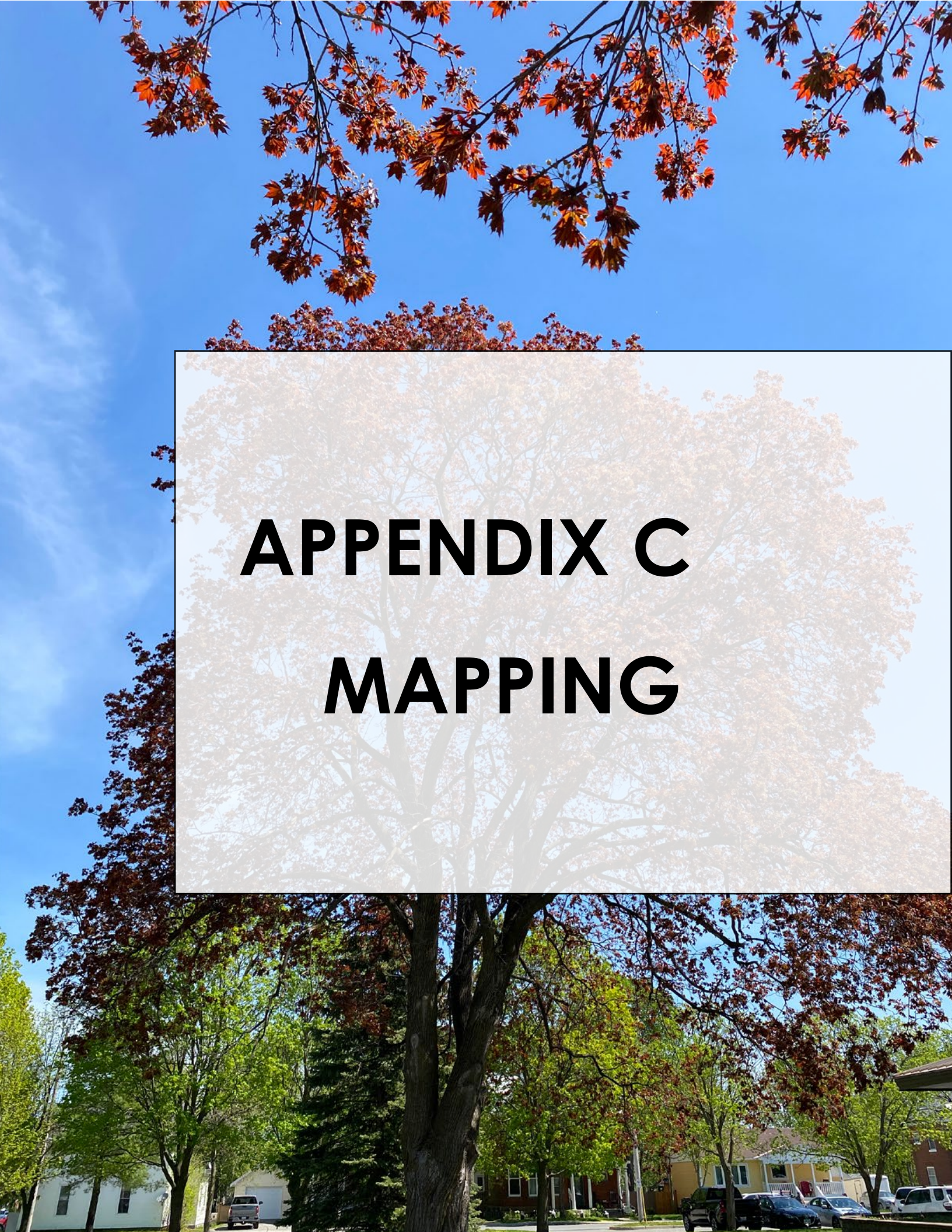
Wrap up & Closing

THANK YOU!

Please submit any follow-up questions or comments to:

Joanne Henderson
Manager of Recreation & Culture
613-257-1690 | jhenderson@carletonplace.ca

Isabelle Lalonde
Project Manager, Stantec Consulting
(613) 724-4369 | Isabelle.lalonde@stantec.com



APPENDIX C

MAPPING



PARKS, OPEN SPACE & TRAILS

PARK INVENTORY

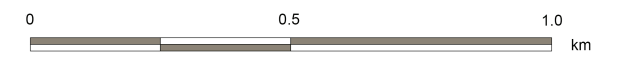
- 1 ANTHONY CURRO PARK
- 2 BEGLEY ST. PARK
- 3 CARAMBECK OUTDOOR SPACE
- 4 CARLETON JUNCTION
- 5 CARLETON PLACE DOG PARK
- 6 CIVITAN ATHLETIC PARK
- 7 MISSISSIPPI ROAD TRACK
- 8 CARLPLACE PARK
- 9 CENTENNIAL PARK
- 10 COMMONS PARK
- 11 DUNLOP ROAD PARK
- 12 FERRILL PARK
- 13 FINDLAY PARK
- 14 GEORGE E. FINDLAY PARK
- 15 GILES PARK
- 16 HACKBERRY PARK
- 17 HENDRY FARM PARK
- 18 JOHN W SOUTHWELL PARK
- 19 JOHNSTON STREET PARK
- 20 COMMUNITY LABYRINTH
- 21 MARKET SQUARE
- 22 MCNEELY PARK
- 23 MEMORIAL PARK
- 24 NAPIER PARK
- 25 O-KEE-LEE PARK
- 26 RIVERSIDE BEACH
- 27 RIVERSIDE PARK
- 28 ROY BROWN PARK
- 29 SINCLAIR SQUARE
- 30 SONNENBURG WOODS
- 31 ST. JAMES PARK
- 32 TOWN HALL SQUARE & PARK
- 33 TRAIN STATION PARK
- 34 WESTVIEW PARK
- 35 WILLOUGHBY PARK



PARKS, RECREATION & CULTURE MASTER PLAN

Legend

- Municipal Boundary
- Highway
- Major Road
- Local Road
- Trans-Canada Trail
- Local Trail
- Ottawa Valley Recreational Trail (OVRT)
- Connector Sidewalk
- Watercourse
- Waterbody
- Parcel Boundary
- Existing Park
- Existing Natural Environment District
- Planned / Future Park



Notes

1. Coordinate System: NAD 1983 UTM Zone 17N
2. Base features produced under license with the Ontario Ministry of Natural Resources and Forestry © Queen's Printer for Ontario, 2018.
3. Town of Carleton Official Plan mapping provided by the Town of Carleton



PARKS, OPEN SPACE & TRAILS

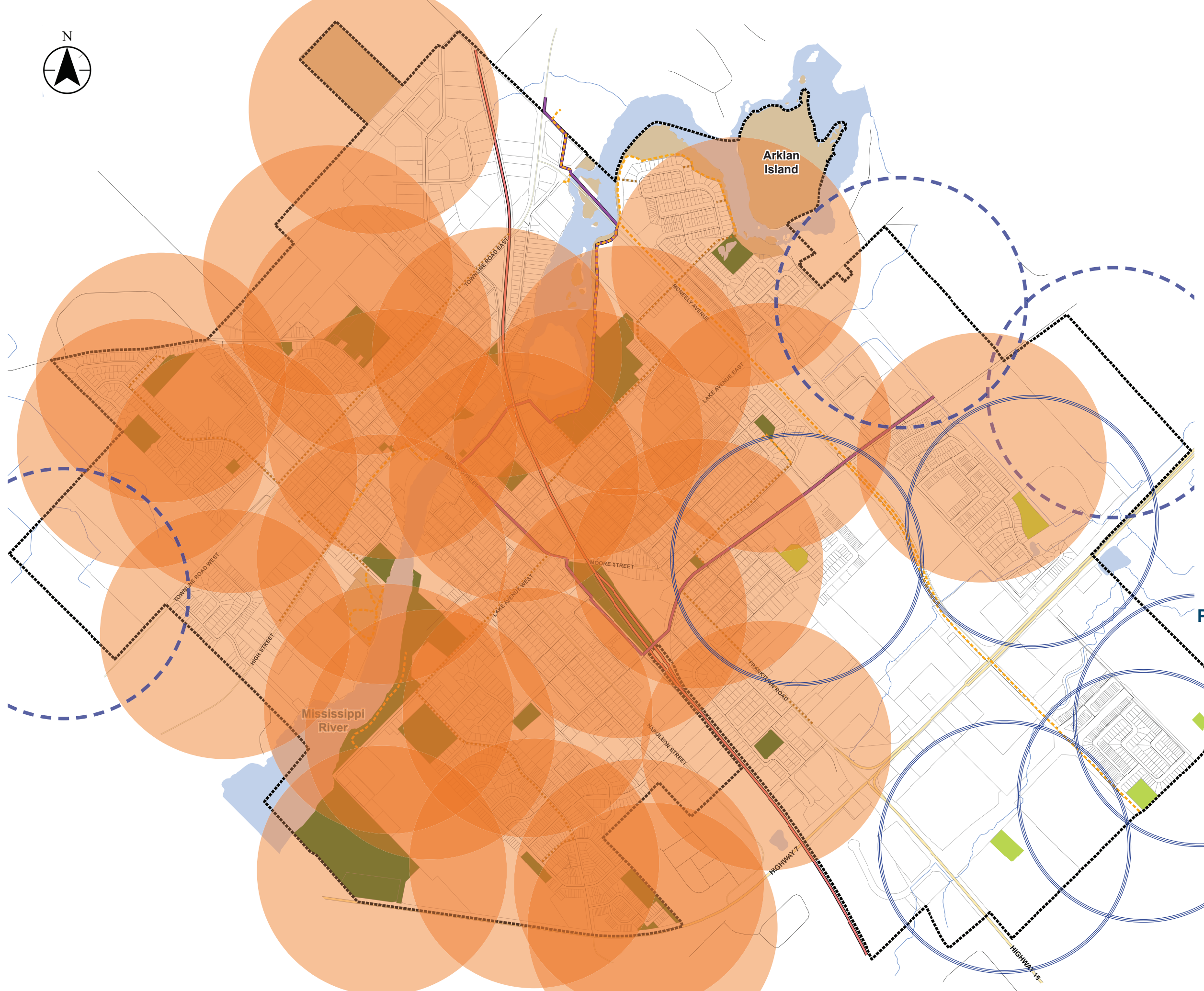
PARK DISTRIBUTION

500m SERVICE RADIUS

EXISTING PARK

PLANNED / FUTURE PARK

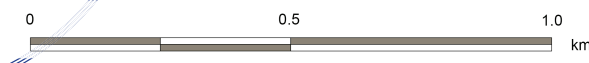
RECOMMENDED PARK DEVELOPMENT



PARKS, RECREATION & CULTURE MASTER PLAN

Legend

- Municipal Boundary
- Highway
- Major Road
- Local Road
- Trans-Canada Trail
- Local Trail
- Ottawa Valley Recreational Trail (OVRT)
- Connector Sidewalk
- Watercourse
- Waterbody
- Parcel Boundary
- Existing Park
- Existing Natural Environment District
- Planned / Future Park

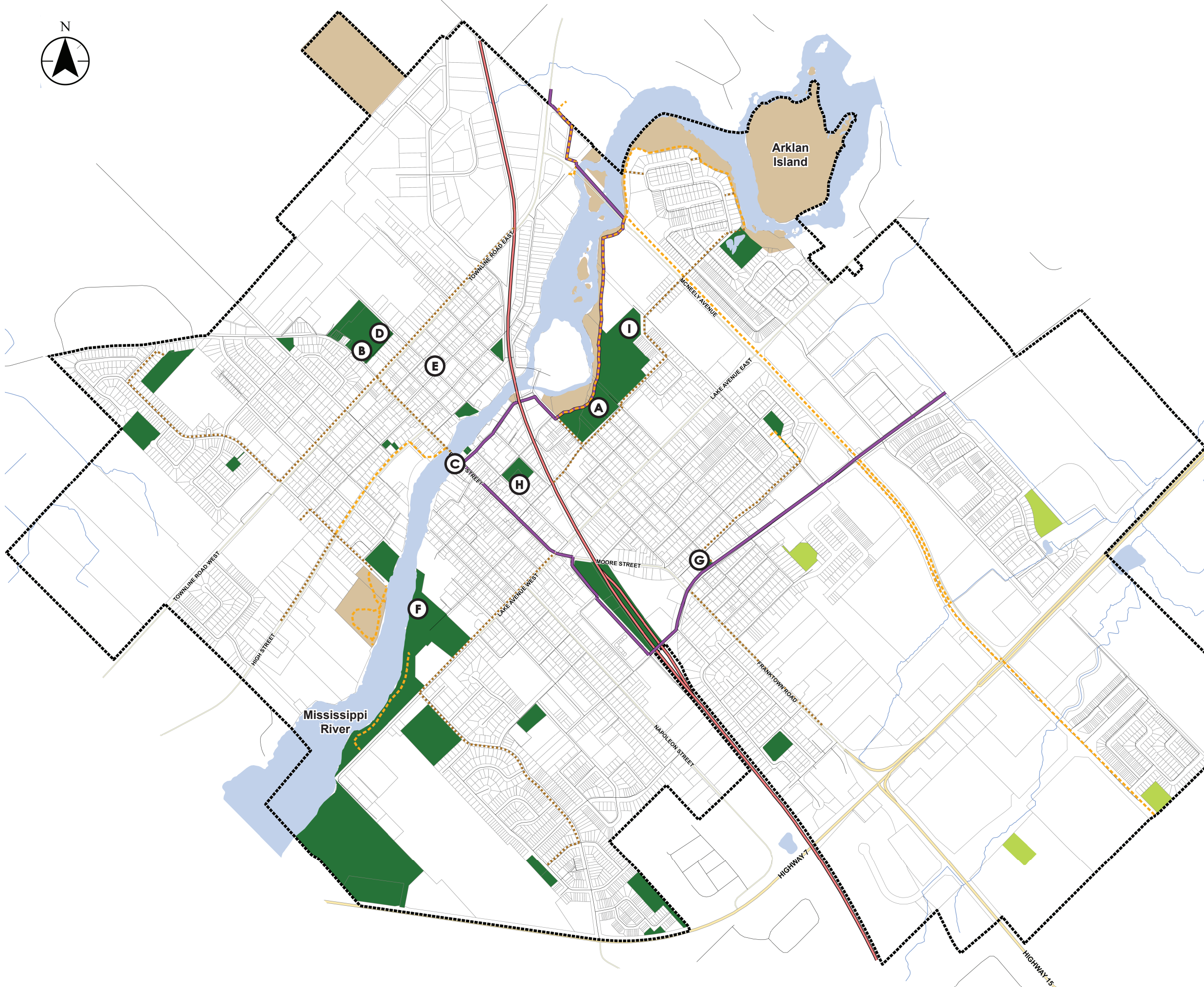


Notes
1. Coordinate System: NAD 1983 UTM Zone 17N
2. Base features produced under license with the Ontario Ministry of Natural Resources and Forestry © Queen's Printer for Ontario, 2018.
3. Town of Carleton Official Plan mapping provided by the Town of Carleton



INDOOR FACILITIES RECREATION & CULTURE FACILITIES

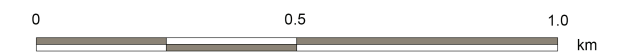
- (A)** CARLETON PLACE ARENA
- (B)** CARLETON PLACE AQUATIC CENTRE
- (C)** TOWN HALL
- (D)** CARAMBECK COMMUNITY CENTRE / YOUTH CENTRE
- (E)** MUSEUM
- (F)** CANOE CLUB
- (G)** TRAIN STATION / ACTIVE LIVING CENTRE
- (H)** LIBRARY
- (I)** CURLING CLUB



PARKS, RECREATION & CULTURE MASTER PLAN

Legend

- | | |
|---|---------------------------------------|
| Municipal Boundary | Watercourse |
| Highway | Waterbody |
| Major Road | Parcel Boundary |
| Local Road | Existing Park |
| Trans-Canada Trail | Existing Natural Environment District |
| Local Trail | Planned / Future Park |
| Ottawa Valley Recreational Trail (OVRT) | |
| Connector Sidewalk | |



Notes

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2. Base features produced under license with the Ontario Ministry of Natural Resources and Forestry © Queen's Printer for Ontario, 2018.
3. Town of Carleton Official Plan mapping provided by the Town of Carleton



APPENDIX D

**DRAFT
MASTER PLAN
COMMENTS**



PARKS, RECREATION & CULTURE MASTER PLAN



**PHASE 2 – DRAFT MASTER PLAN
COMMENTS SUMMARY REPORT**
Parks, Recreation, and Culture Master Plan

March 28, 2023

Prepared for:
Town of Carleton Place

Prepared by:
Stantec Consulting Ltd.

Project Number:
160410389

Table of Contents

1 PHASE 2 DRAFT MASTER PLAN ENGAGEMENT OVERVIEW 1
1.1 What have we heard?..... 1



1 Phase 2 Draft Master Plan Engagement Overview

At the end of Phase 2 of the development of the Parks, Recreation, and Culture Master Plan, a Draft Master Plan was prepared and made available on the Town's Recreation webpage for a period of two weeks. During that period, residents and stakeholders were invited to provide electronic emails. The comment period extended from February 22, 2023, to March 8, 2023.

1.1 What have we heard?

The comments received during the review period of the Draft Parks, Recreation, and Culture Master Plan are summarized below, in no specific priority or order. These comments have been considered and integrated in the Master Plan where possible and have informed the Town of public and staff priorities and any missing information needed to guide the new Parks, Recreation and Culture Master Plan.

- **The Master Plan does not mention spaces for squash and racquetball sports.** The Master Plan indicates the requirement for gymnasium but is not specific in the type of activities that would occur in those spaces.
- **Pathways and Trails – Planning, building, and maintenance of recreational pathways and trails and active transportation routes should be integrated.** This Master Plan focuses on the trails and pathways that are recreative versus the multi-use pathways (MUP) that are active transportation means. Nonetheless, the vision developed in the Master Plan for the Trails and Pathways states that connectivity between recreation destinations should be strengthened.
- **The Final Transportation Master Plan does not recommend a pedestrian bridge over the Mississippi River between Riverside Park and Centennial Park.** The information related to the previously proposed pedestrian bridge over the Mississippi River has been deleted from the Final Master Plan.
- **The Carleton Place Public Library is an active partner of the community.** Clarity on the role of the Library Board have been provided. The Carleton Place Public Library is considered a community partner; a definition for community partners have been included in the Final Master Plan.
- **A consolidated, accessible multi-use complex should be prioritized.**
- **Trails and Pathways should include bicycle paths.**



- **The CP Scoop is the ideal medium for promoting programs, especially for those who do not engage in social media.**
- **To promote inclusivity in parks, recreation and culture spaces, adequate signage and wayfinding should be provided.**





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