



# Township of Russell Parks, Recreation and Culture Master Plan



Municipalité de  
**RUSSELL**  
Township

April 30, 2026

**expedition**  
MANAGEMENT CONSULTING



Photo Credit: Township of Russell

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# EXECUTIVE SUMMARY



## Introduction

The Township of Russell is a welcoming community of 22,685 residents.<sup>1</sup> It is adjacent to the City of Ottawa, and rooted in the traditional and unceded territory of the Iroquois, Algonquin, and Mohawk peoples. Within its boundaries, the villages of Embrun, Russell, Limoges, and Marionville blend rural charm with vibrant growth. Committed to sustainability and quality of life, the Township offers diverse recreational, cultural, and outdoor opportunities for residents, along with programs for all ages that encourage an active and engaged community. Local sports, arts, and cultural organizations further enrich these opportunities, fostering participation, connection, and a strong sense of community.

## The Project

This Master Plan will guide decisions about recreation, parks and culture facilities and programs for the next 10 years. It was developed based on input from residents and community groups, staff and Council, interviews with key partners and facility operators, as well as research and analysis by the consulting team.

This plan will replace the Township’s 2015 Parks and Recreation Master Plan. Most actions identified in that plan have been achieved. This 2026 Master Plan will be the guiding document going forward.

## Context and Project Findings





<p><b>KEY COMMUNITY CHARACTERISTICS</b></p>	<ul style="list-style-type: none"> <li> Rapidly growing population</li> <li> High proportion of children and youth</li> <li> Increasingly culturally diverse</li> </ul>
<p><b>KEY FACILITY GAPS</b></p>	<ul style="list-style-type: none"> <li> Dedicated indoor gymnasium and multi-sport courts</li> <li> Programmed youth centre</li> <li> Outdoor event space</li> <li> Parks with amenities for users of all ages</li> </ul>
<p><b>AMENITIES AND PROGRAMS IN HIGH COMMUNITY DEMAND</b></p>	<ul style="list-style-type: none"> <li> Indoor court space/gymnasium and fitness centre</li> <li> Parks, trails and pathways</li> <li> Performing and visual arts facilities</li> <li> Aquatics, child/youth, and fitness programs</li> </ul>
<p><b>KEY OPPORTUNITIES TO SUPPORT OPERATIONS</b></p>	<ul style="list-style-type: none"> <li> Comprehensive operational planning for the new Recreation Complex</li> <li> More equity in facility allocation and more drop-in public access to facilities</li> <li> Strategic fee setting and cost recovery planning</li> <li> Introduction of new capital project evaluation criteria and processes</li> </ul>



Photo Credit: Township of Russell

## Vision and Guiding Principles

A vision for recreation, parks and culture was created based on engagement findings. This vision is for parks, recreation and culture to bring the Township of Russell's communities and residents together, connecting people and places, and enriching their lives.

Guiding principles for service delivery were also developed to support the implementation of the master plan. The principles highlight the importance of equity, accessibility, adaptability and sustainability. They also encourage engagement and participation of residents, along with collaboration and local partnerships.

## Summary of Master Plan Priorities

The following provides a summary of the priorities recommended in the Master Plan and a suggested timeline for implementation. Actions are listed in numerical order and not by priority. Starred items are those that have been identified as the Plan's top priorities.

### Short Term (2026-2027)

Continue Preparations to Open the Recreation Complex (1.A).

Use the Findings of this Plan as Input into Facility Space Planning Activities (1.B). ★

Address Community Demand for Indoor Court Space (1.C). ★

Address Community Demand for Multipurpose and Cultural Space (1.D). ★

Develop an Updated Site Plan for the Lands Adjacent to the Recreation Complex (2.A). ★

Strengthen Tools for Parks Acquisition and Development (2.B). ★

Assign Master Plan Implementation Responsibilities (4.A).

Continue the Process of Upgrading Program Registration Software (4.B).

### Medium Term (2028-2030)

Consider Options for Developing a Fitness Centre (1.E). ★

Consider Third Party Development and Operation of Future Pickleball Courts (1.F). ★

Provide Space for Art in Township Buildings and Public Spaces (1.G).

Consider Developing an Additional Indoor Turf Facility in the Medium to Long Term (1.H).

Enhance the Trail Network (2.C). ★

Improve Playgrounds (2.D).

Build a Snow Sledding Hill at the Recreation Complex (2.E).

Investigate the Potential for a New Nature Park (2.F).

Explore Opportunities for Future Improvements to Recreation Facilities in Marionville (2.G).

Trials Continued Seasonal Operation of the Russell Centennial Pool (2.H).

Build New Ball Diamonds in the Medium to Long Term (2.I).

Build New Sport Fields in the Medium to Long Term (2.J).

Re-assess the Need for Additional Outdoor Multi-Sport Courts in the Medium-Long Term (2.K).

Enhance Programming for Children (3.A). ★

Enhance Programming for Youth (3.B). ★

Increase Fitness and Wellness Programming and Review Scheduling (3.C). ★

Support More Programs for People with Disabilities and Special Needs (3.D).

Provide Assistance to Local Groups Delivering Community Events (3.E).

Address the Increasingly Diverse Needs of the Community (3.F).

Consider Adopting Capital Project Evaluation Criteria and Processes for Parks, Recreation, and Culture Projects (4.C).

Improve Communication with Residents About Recreation Offerings (4.D).

### Long Term (2031-2036)

Consider Developing an Additional Indoor Turf Facility in the Medium to Long Term (1.H).

Build New Ball Diamonds in the Medium to Long Term (2.I).

Build New Sport Fields in the Medium to Long-Term (2.J).

Re-assess the Need for Additional Outdoor Multi-Sport Courts in the Medium-Long Term (2.K).

Consider Replacing the Skate Parks in Russell and Embrun with an Expanded Modern Facility (2.L).

Develop a Strategy to Improve Public Access to the Castor River (2.M).

Explore the Development of an Outdoor Festival and Event Space (2.N).

Review and Update the Parks, Recreation and Culture Master Plan (4.G).

### Ongoing

Investigate Facility Accessibility and Consider Improvements (4.E).

Consider Climate Change Related Risks in Facility Planning and Design (4.F).

Photo Credit: Township of Russell



## Conclusion

This Master Plan positions the Township to continue to evolve and enhance its parks, recreation and culture services. It reinforces the importance of sustainable operations, recognizes that programming needs to respond to resident interests and evolving needs, and strengthens the municipality's commitment to providing quality indoor and outdoor recreation facilities. By putting this plan into action, the Township will strengthen and diversify its service offerings for the benefit of those who live and recreate in its unique villages, now and into the future.

# 1 PROJECT OVERVIEW



## Introduction

The Township of Russell is a growing community of 22,685 residents located east of the City of Ottawa. The Township is situated on the traditional and unceded territory of the Iroquois (Haudeasaunee), Algonquin (Anishinabewaki and Omàwiniwiniwag) and Mohawk (Kanien'kehá:ka) peoples. Within its boundaries, the Township includes the villages of Embrun and Russell, as well as parts of Limoges and Marionville.<sup>2</sup> Charming communities and agricultural landscapes are characteristics of the area.

The Township of Russell is committed to its vision of providing high quality of life for residents by promoting environmental, social, and economic sustainability, while enhancing the unique features of its four villages.<sup>3</sup> Known for its welcoming community, the Township offers a wide range of indoor and outdoor facilities that cater to diverse interests. From recreation and cultural services to abundant outdoor activities, the Township is a destination where both residents and visitors can enjoy an active, engaging, and well-balanced lifestyle.

With a growing population and evolving community needs, now is an excellent time to develop an updated plan for parks, recreation, and culture development in the Township. The plan is an opportunity to engage the community to identify their current and future needs, leverage the knowledge and expertise of Township employees, and improve well-being and overall quality of life in the Township. The plan will be a tool that enables the Township to respond to future needs and make informed and fiscally responsible decisions.

## Process

The Township of Russell Recreation, Parks and Culture Master Plan process had five, interconnected phases, as described next.



# Overview of Research

A variety of primary and secondary research activities were conducted to develop the Master Plan. Primary research was completed through surveys of residents and community groups, input workshops with community members and the Recreation, Parks, and Culture Advisory Committee, interviews with key partners, Township staff, and Council, a community tour, in-person engagement stations, and discussions with facility operators.

## 1. Surveys Administered

- a. Resident Survey
- b. Community Group Survey

## 2. Meetings Conducted

- a. Project Steering Committee Meetings  
Dates: June 12 and July 2, 2025, and March 11, 2026
- b. In-Person Engagement Stations  
Dates: September 23 and September 24, 2025
- c. Community Input Workshops  
Dates: September 30 and October 2, 2025
- d. Recreation, Parks and Culture Advisory Committee Input Workshop  
Date: October 29, 2025

## 3. Groups Engaged (through interviews and/or surveys):

Invites to participate in the engagement process were sent out to community groups. 19 groups chose to participate, including representatives of the following organizations.

- |                                                            |                                                 |
|------------------------------------------------------------|-------------------------------------------------|
| 1. Association de balle-molle de Marionville               | 10. Russell Agricultural Society                |
| 2. Comité des Citoyens de Marionville                      | 11. Russell and District Historical Society     |
| 3. Conseil des arts Prescott Russell Arts Council (CAPRAC) | 12. Russell Association for the Performing Arts |
| 4. Club Joie de vivre d'Embrun                             | 13. Russell Badminton Club                      |
| 5. Eco East Butterflyway Project                           | 14. Russell Curling Club                        |
| 6. Embrun Minor Hockey Association                         | 15. Russell Minor Hockey Association            |
| 7. GōūtArt Altruism                                        | 16. Russell Run Club                            |
| 8. Kin Club of Russell                                     | 17. Russell Soccer Club                         |
| 9. Real Estate Business                                    | 18. Russell Trivia                              |
|                                                            | 19. Russell 4-H Association                     |

## 4. Tours Conducted

Members of the consulting team toured the Township to gain a first-hand perspective of community parks, recreation, and culture assets.

## 5. Documents Reviewed

- a. Strategies, plans, and other documents from the Township of Russell.
- b. Reports, statistics, surveys, and planning documents from community groups.
- c. Recreation, parks and culture frameworks and policies from provincial and national sources.

# 2 COMMUNITY ANALYSIS



## Parks, Recreation, and Culture Overview

The Township of Russell contains a variety of parks, recreation, and culture facilities. These include both indoor and outdoor amenities such as ice arenas, community centres, a sports dome, parks, sports fields, and trails. Additionally, a wide range of programs and activities are offered for residents of all ages, fostering an active and engaged community. The Township benefits from the active involvement of numerous community organizations that contribute to local programming. These include sports groups and arts and culture groups.

The Township has made significant progress on enhancing parks, recreation and cultural amenities over the last ten years. These include substantial construction of the new Recreation Complex, completion of the Sports Dome, and the addition of several new outdoor sport courts, parks and playgrounds, and trail extensions.

### 2015 Recreation Master Plan

The Township's previous Parks and Recreation Master Plan was completed in 2015. It provided priorities for the development of indoor and outdoor recreation opportunities, services, and facilities until 2025. The Township has completed the majority of actions identified in that plan. These include building the Sports Dome, outdoor tennis courts, two outdoor basketball courts, several new playgrounds and the Yahoo Park splash pad. It has also improved trails in the community and increased programming.

Several major actions are ongoing such as the construction of the Recreation Complex, consideration of the future of existing arena facilities, and consideration for new soccer fields as part of future parks. Other actions will continue into the future. Examples of these include ongoing asset management and maintenance, enhanced park and trail signage, data collection, and resident engagement.

See Appendix B for more details on the implementation of the 2015 Recreation Master Plan.



Photo Credit: Expedition Management Consulting Ltd.

Figure 1. Township of Russell Map

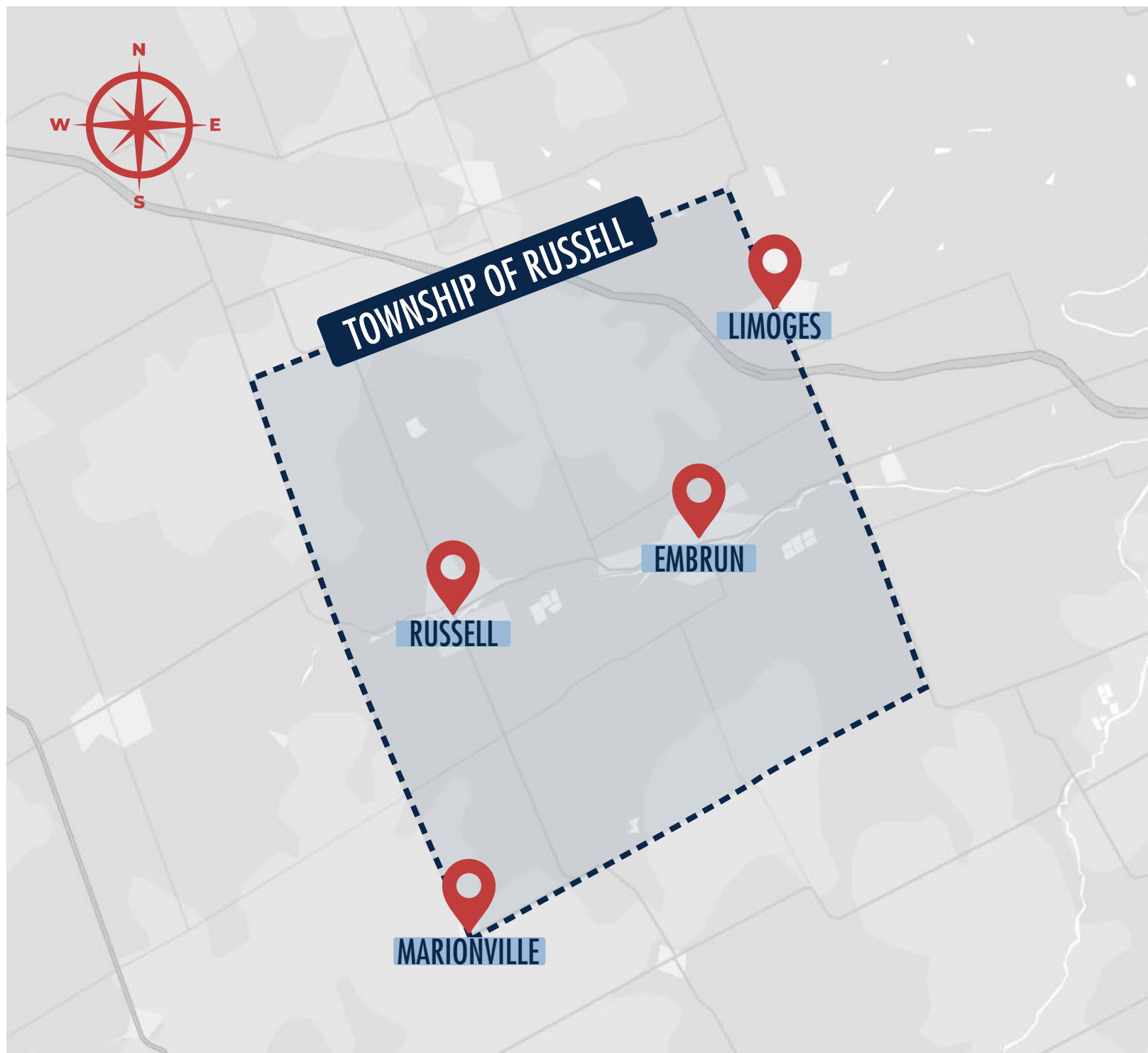
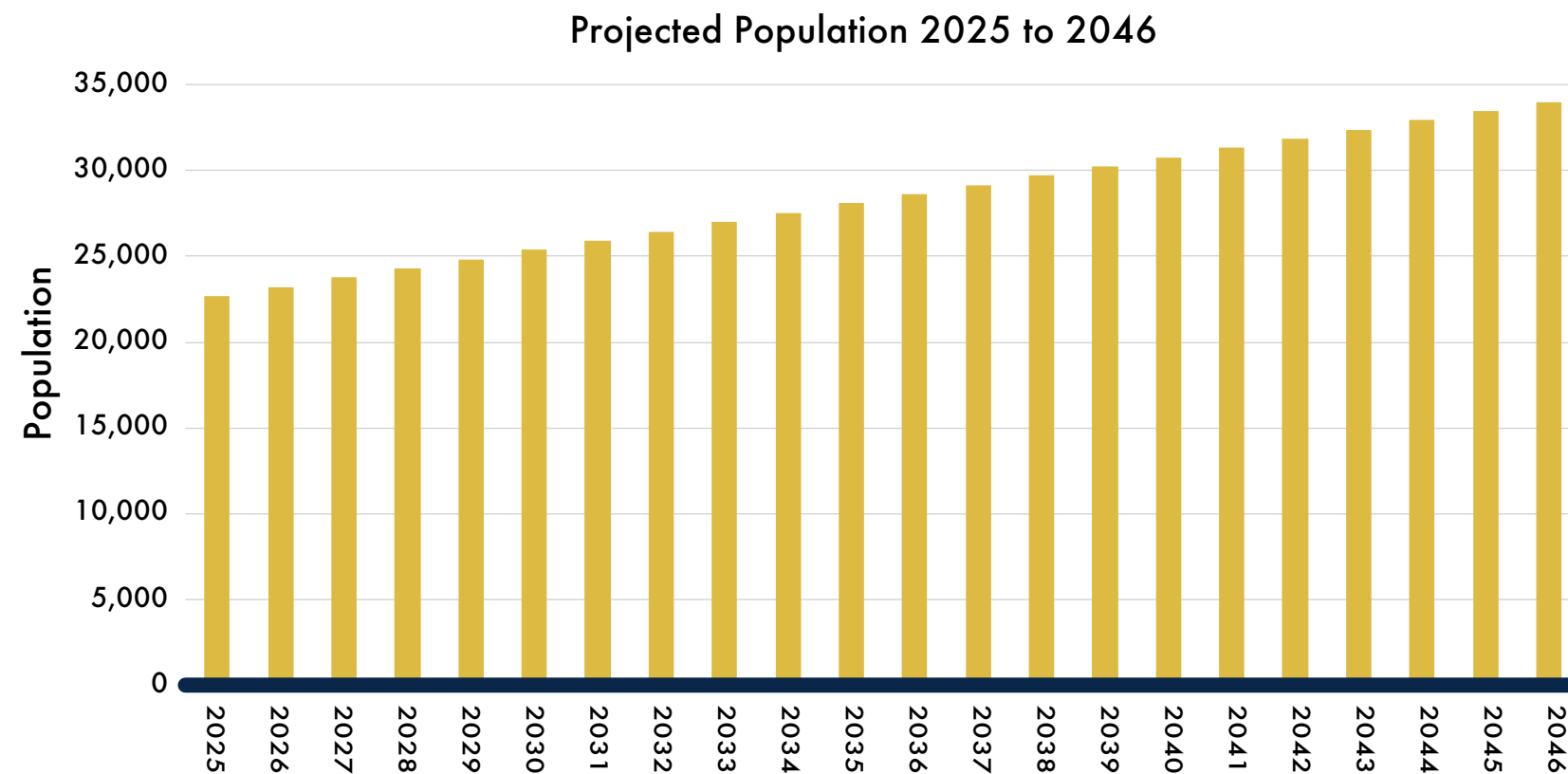


Photo Credit: Township of Russell

# Community Demographics

The demographics of the community are changing. It is growing rapidly and the community is becoming more culturally diverse. See Figure 2 for population projections. Its population is also relatively young, with more children under the age of 15 than the provincial average. Household size is higher than the provincial average. Most residents live in single detached homes. Most also commute outside of the Township for work. The median household income was significantly higher than the provincial average in 2021. Many residents are bilingual, with over half having knowledge of both English and French.<sup>4</sup>

Figure 2. Projected Population Growth in the Township of Russell



Increasing cultural diversity and the growing number of residents are key considerations for the future of recreation, parks and culture services. The bilingual nature of the community and its relatively young population are as well.

## COMMUNITY DEMOGRAPHICS OVERVIEW

2021 Population: **19,598<sup>5</sup>**  
 Projected 2046 Population: **34,000<sup>6</sup>**



Residents under the age of 15: **21%**  
 Residents 15-65: **65%**  
 Residents 64 and older: **14%**  
 Median age: **39.6**



**4.4%** of residents identify as Indigenous  
**5.2%** identify as visible minorities<sup>7</sup>



**80%**  
 Live in Single Detached Homes



**71%**  
 Commute outside the Township for work



Speak English at Home: **64%**  
 Speak French at Home: **30%**



**\$123,000**  
 Median Household Income



**35%**  
 Percentage Higher than Provincial Median



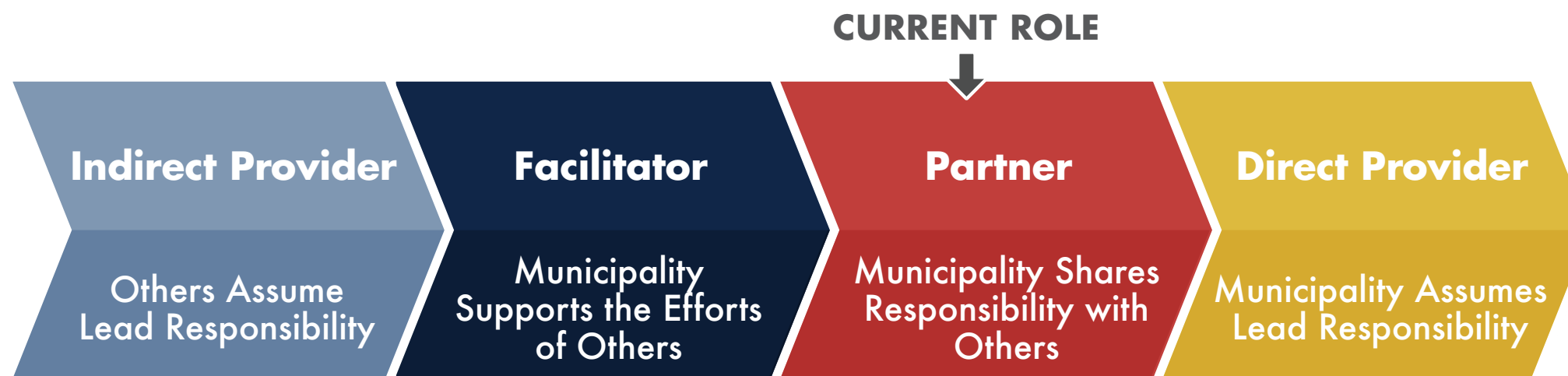
## Service Delivery Model Analysis

Figure 3 outlines a continuum of municipal service delivery and identifies the Township’s current role. At the present time, the Township of Russell’s approach is best described as Partner. The Township primarily delivers its own programs; however, minor sport associations and volunteer-led groups also provide programming and have raised funds to support local initiatives.

The Parks and Recreation Department is responsible for leading a wide range of services. These include park and trail operations, recreational facility operations and programming, community grant administration, capital planning, and day care services.

The department is led by the Director of Parks and Recreation and supported by a Facilities Operations Manager, Administrative Assistant, Project Manager, Recreational Programming Manager, St-Jean/La Croisée Daycare Supervisor and Saint-Joseph Daycare Supervisor. Several of these areas include additional staff. Together, they employ nine full-time recreation staff, 31 full-time daycare staff, 66 part-time recreation staff and 89 part-time daycare staff. Additional staff will be needed for the operation of the new Recreation Complex.

Figure 3. Service Delivery Spectrum



## Parks, Recreation, and Culture Inventory

The Township owns and operates several indoor facilities (see Figure 4). Some of these, such as the Sports Dome, the Palais des sports Embrun Arena, and the Frank Kinnaird Russell Arena house several different amenities. It also owns and operates many outdoor facilities (see Figure 5).

The nine schools in the Township house three full size gymnasiums and seven half size gymnasiums. These facilities, as well as outdoor sports fields on school grounds, are available for use by the municipality and community groups in accordance with school board community use policies. Community use is subject to availability.

Residents in the Township also benefit from privately and not-for-profit operated facilities, including the Nautica Equestrian Centre, the Russell Curling Club, La Maison des Arts, and private fitness and martial arts studios. The seasonally open Calypso Theme Waterpark is just east of the Township's eastern boundary. Residents can also access the Larose Forest east of Limoges. The Forest offers trails for many outdoor activities such as hiking, mountain biking, cross country skiing and snowmobiling. For a complete inventory of the Township's current parks, recreation, and culture infrastructure, see Appendix A. See Figure 6 for a map of existing Township owned facilities.

*Figure 4. Township Owned Indoor Facilities\**

1 turf field	4 community centres/halls
1 multi sport court	1 sport and youth centre
2 ice surfaces	1 bowling hall
1 training/fitness centre	
1 walking/running track	

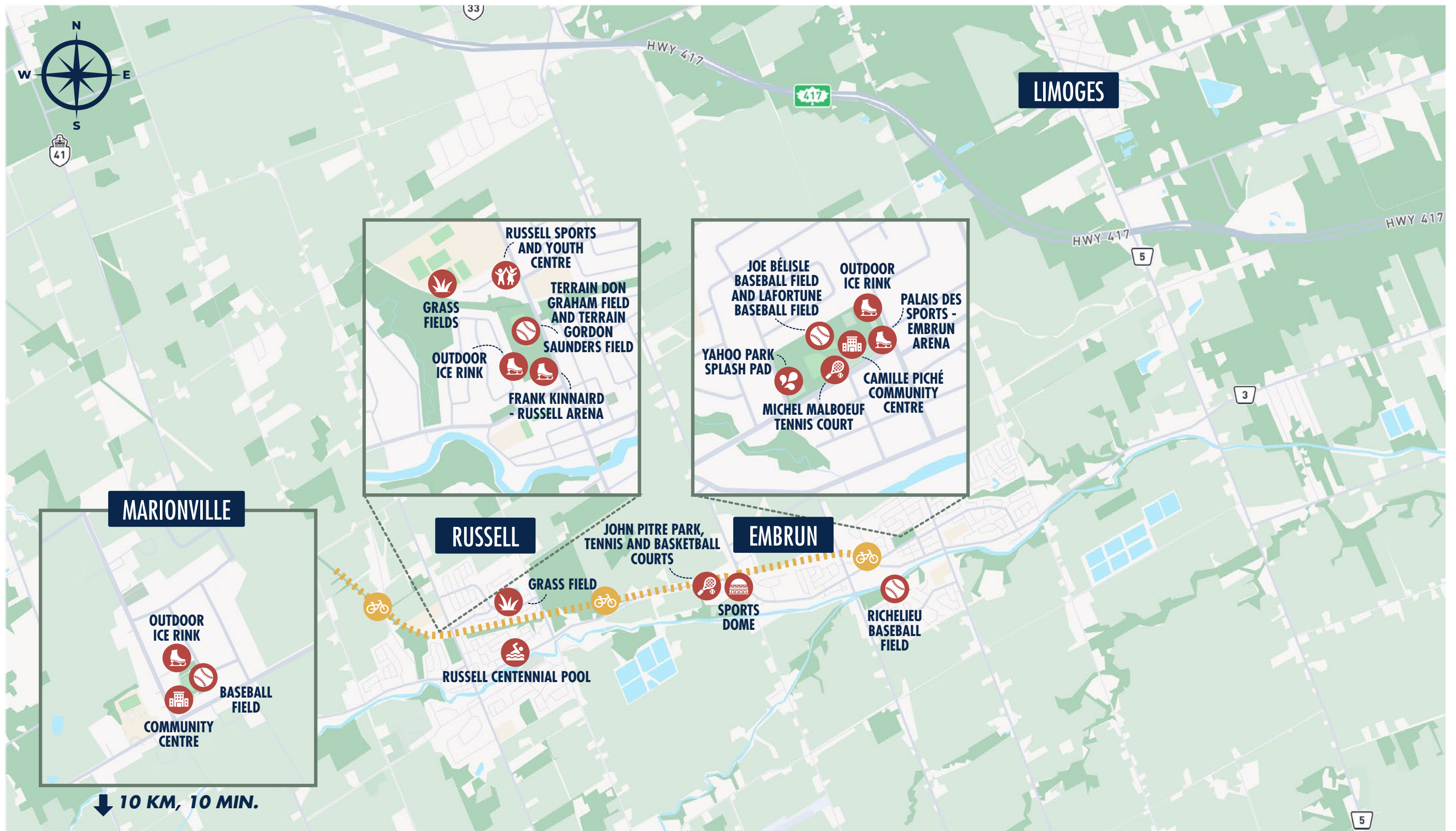
\*Some facilities may be decommissioned once the new Recreation Complex opens.

*Figure 5. Township Owned Outdoor Facilities*

9.4km multi-use trail	1 grass sports field
1 outdoor pool	6 ball diamonds
3 outdoor rinks	3 tennis courts
1 splash pad	12 pickleball courts (4 to be built in 2026)
1 boat launch	18 playgrounds

Key facility gaps include a regularly programmed youth centre and dedicated indoor gymnasium/multi-sport courts. Others include a purpose-built outdoor event space and parks with amenities for users of all ages.

Figure 6. Existing Recreation, Parks and Culture Network



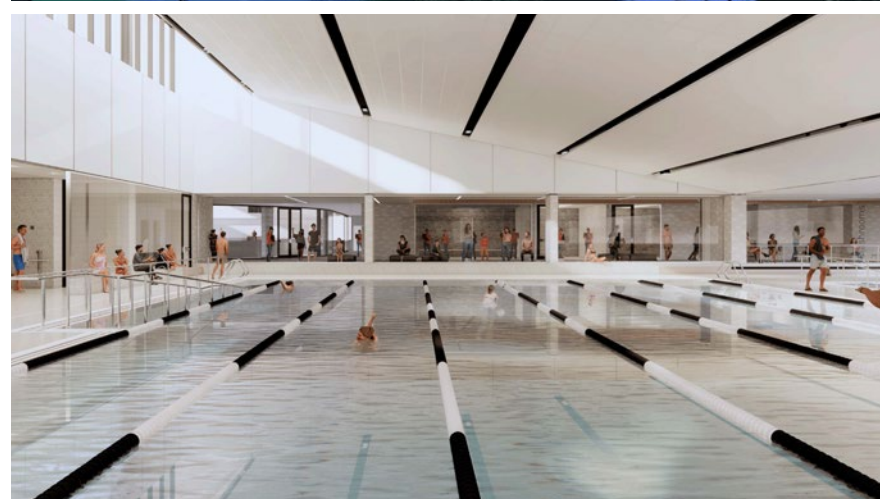
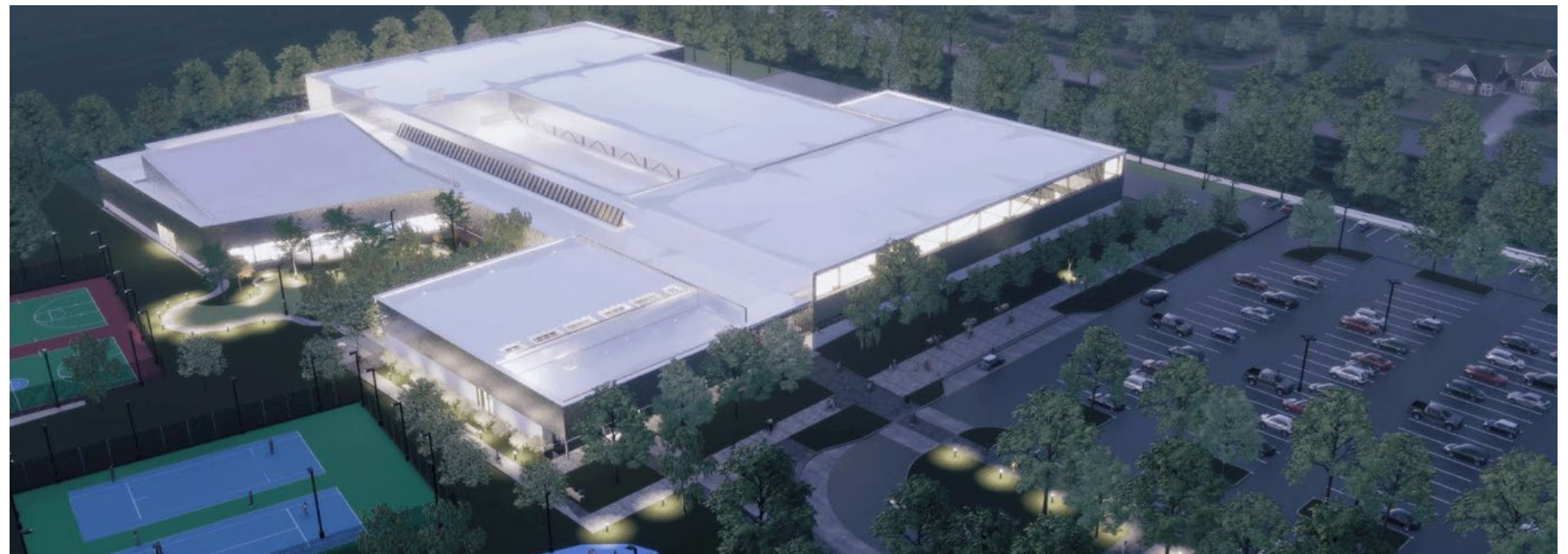
In addition, a new Recreation Complex is currently in development. It will be located between Embrun and Russell. The complex is part of a larger recreation site that includes the Sports Dome, outdoor sport courts, and an accessible playground. Some existing recreation facilities in the Township may be decommissioned once the new Recreation Complex opens.

### ***The New Recreation Complex is a Watershed Moment for the Community***

The development of the Recreation Complex represents a turning point in recreation service provision by the Township. It will increase the number of recreational amenities in the community, introduce new amenities, and bring different types of facilities together under one roof.

The planned facility will feature three ice rinks (NHL size), along with 12 changing rooms, a warm-up room, a 25m six-lane indoor pool, a leisure pool, a dry sauna, and a 10,000 square foot community hall. The facility is scheduled to be completed in fall 2026.

The Complex will provide opportunities for a significant increase in programming and participation in recreation.



*Russell Recreation Complex Construction Site and Concept Images  
Photo Credit: Township of Russell*

# Program and Facility Analysis

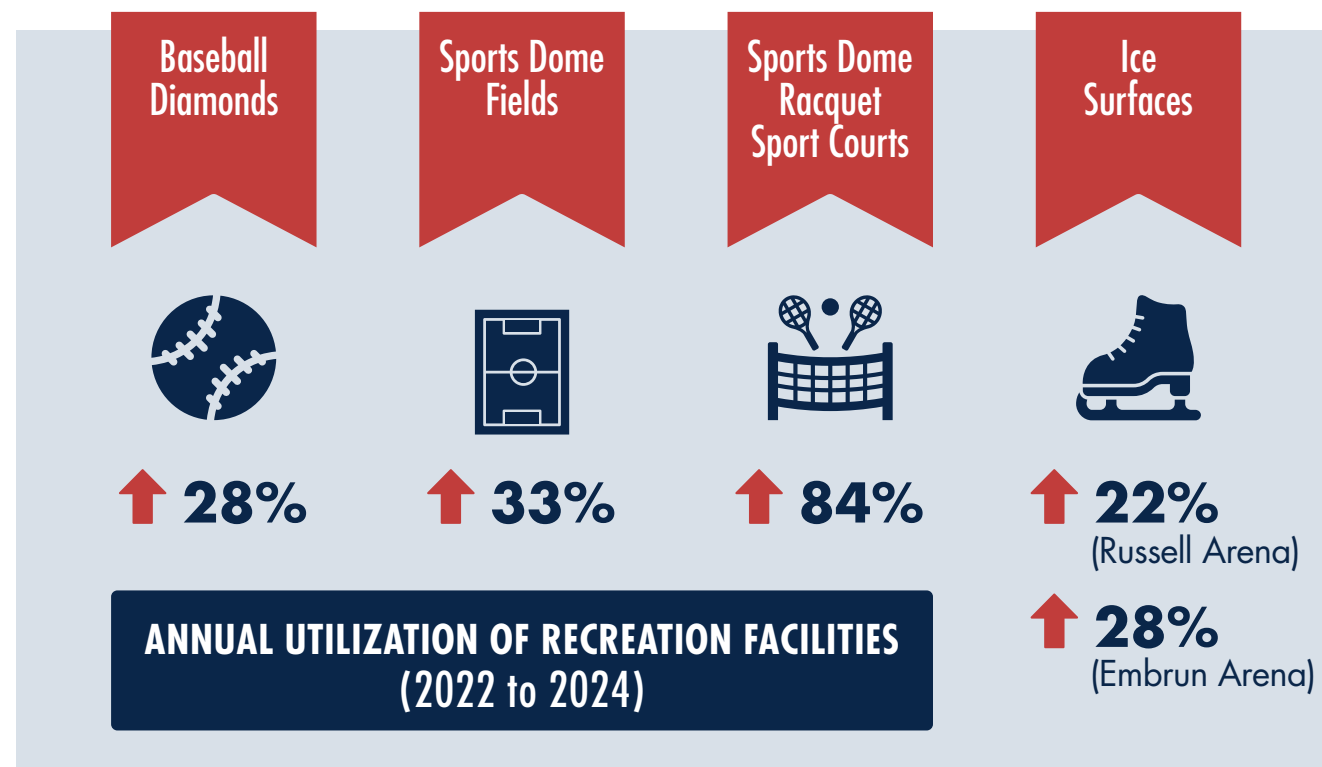
It is important to consider the utilization of recreation, parks and culture facilities when determining current and future needs. The following provides a description of facility utilization in the Township (where data was available).

## Utilization Overview

Overall, there was an increase in the annual utilization of indoor and outdoor recreation facilities from 2022 to 2024 (see Figure 7). These increases were calculated based on information provided by the Township and represent a relatively short timeframe of two years. Therefore, caution should be exercised when interpreting the results as an indicator of future growth. Note that these increases could be driven in part by a rebound in attendance post-COVID. The utilization analysis also indicated that:

- Organized groups that book/rent space are the primary users of several facilities.
- Drop-in times are limited at many facilities.
- Community halls and similar facilities are used for a variety of programming by the Township and local organizations.

Figure 7. Growth in Facility Use (2022-2024)



## Ice Utilization

Ice surfaces are highly utilized in the community. Prime times are almost fully booked by groups renting ice surfaces. The main groups booking space are minor hockey associations. Adult recreation groups, figure skating clubs, local schools, broomball, and a girls hockey association also use ice. See Figure 8. Compared to ice surface bookings, opportunities for drop-in use of ice surfaces are limited, especially during prime times. See Figure 9. Drop-in programs include 55+ skate, public skate, shinny, and stick and puck.

### Prime Time

Prime time refers to the hours of highest demand for a facility. For the Township’s arenas prime time is 5pm to 12am weekdays and all day weekends. Non-prime time is 6am to 5pm weekdays.

Figure 8. Ice Bookings

Frank Kinnaird-Russell Arena	Palais des sports-Embrun Arena
Prime time = 99% booked	Prime time = 99% booked
<b>Prime time bookings</b> 43% minor hockey 20% adult hockey 20% figure skating 7% girls hockey 7% broomball 3% adult women’s hockey	<b>Prime time bookings</b> 39% minor hockey 14% Junior B hockey 13% adult hockey 11% figure skating 11% girls hockey 3% broomball
Non-prime time = 28% booked	Non-prime time = 42% booked

Figure 9. Drop-in Facility Availability

Facility	% of all available prime time	% of all available non-prime time
Frank Kinnaird-Russell Arena	6%	6%
Palais des sports-Embrun Arena	6%	9%
Sports Dome Turf Field	0%	10%
Centennial Pool	29%	28%

### Multi-Sport Court and Turf Utilization

Primary Sports Dome user groups (those with booked/rented time) include the Score Tennis Academy, Russell Soccer Club, Atlético Ottawa Juniors, and Futuro Academy. Primary Sports Dome court users are pickleball and tennis user groups. On a typical week, courts are available for tennis bookings for 31 hours and pickleball bookings for 18 hours. Courts are also used for Township programs 21 hours each week. While peak usage occurs between September and April, there is a growing trend of groups opting for indoor play during the summer months, contributing to increased year-round utilization.

The Sports Dome’s turf field is fully booked during prime time in high season (November to April). See Figure 10. Drop-in public access is limited to 14% of all available non-prime time with no drop in access during prime time. The field’s high season runs from November to April, during which demand is at its highest and availability is extremely limited.

Figure 10. Turf Bookings

<b>Prime time</b>	100% booked
<b>Prime time bookings</b>	2% run club 6% ad hoc 10% adult soccer 10% baseball 22% Russell Soccer Club (youth soccer) 24% Futuro Academy (youth soccer) 26% Atlético Ottawa Juniors (youth soccer)
<b>Non-prime time</b>	14% booked for drop in access

### Utilization of the Other Township Sports Facilities

Ball diamonds are booked from May to September by leagues during weekday and weekend prime times. Tournaments utilize weekend times as well.

Drop-in access to the outdoor pool is comparatively high. The pool is also used for swimming lessons, swim camps, aquafit, Headstart and junior and senior swim teams. There were 1,277 pool admissions in the 2024 season and 1,544 in 2025.

In season, the bowling alley is used primarily during the week for leagues. Drop-in access is available on weekends.

### Utilization of Township Community Halls and Centres

Community halls are used by the Township and external groups for a variety of activities. Bookings of the Camille Piché Centre and Marionville Community Centre rose between 2022 and 2024. The Township also runs fitness and arts programs in the Youth Centre, and rents the centre to community groups for events.

In 2024, of the Township’s halls, Dr. Frank Kinnaird Hall at the Russell Arena was booked for the most hours (1 873) and the Marionville Community Centre for the least (740).

## Programs and Events

Township residents have access to a variety of programs and events throughout the year. Events are delivered by the Township and various local organizations. Examples include the Russell Fair, Meet me On Main Street, and Winter Carnival.

Township-run recreational programs are varied. They include aquatics, fitness and wellness, dance, language, arts, gymnastics, day camps, cooking, bowling, and first aid. Classes are offered for toddlers, children, youth, adults, parents and tots. A small selection of programs are available for people with disabilities. See Appendix A for a program inventory.

The number of programs offered by the Township almost tripled between 2017 and 2025. The number of sessions increased by almost four times. See Figures 11 and 12. Over that time frame the Township also introduced twelve new programs.

Registered programs are well attended, and many fill up quickly. Waitlists are common for adult fitness classes (e.g. bootcamp, Pilates, spin), pickleball, swimming lessons for children and youth, youth badminton, children’s art and cooking classes, tennis and gymnastics classes for children and youth.


**TOP WAITLISTED PROGRAMS**

-  Pickleball
-  Russell Tots in Motion
-  Adult Fitness Classes
-  Preschool Aquatics (evenings)
-  Swim Team
-  Child and Youth Tennis
-  Child and Youth Arts

Figure 11. Township Programs Offered

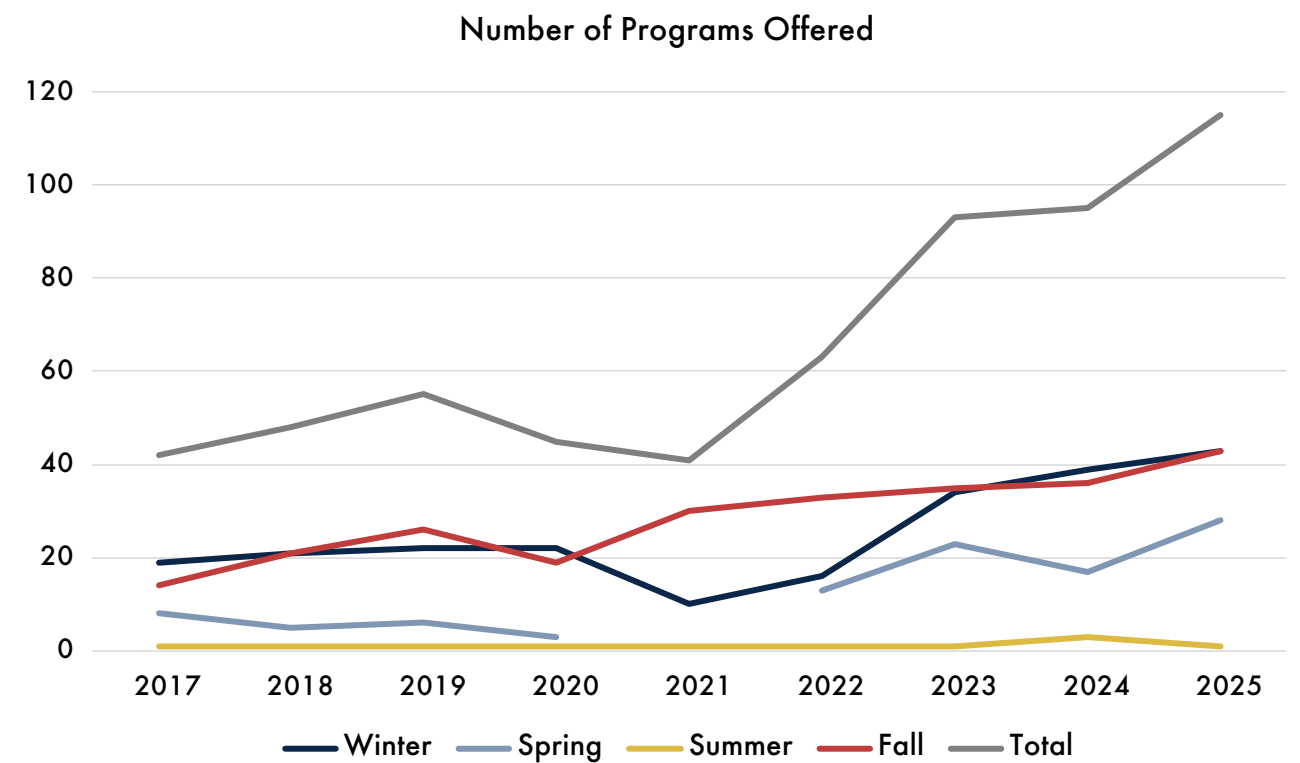
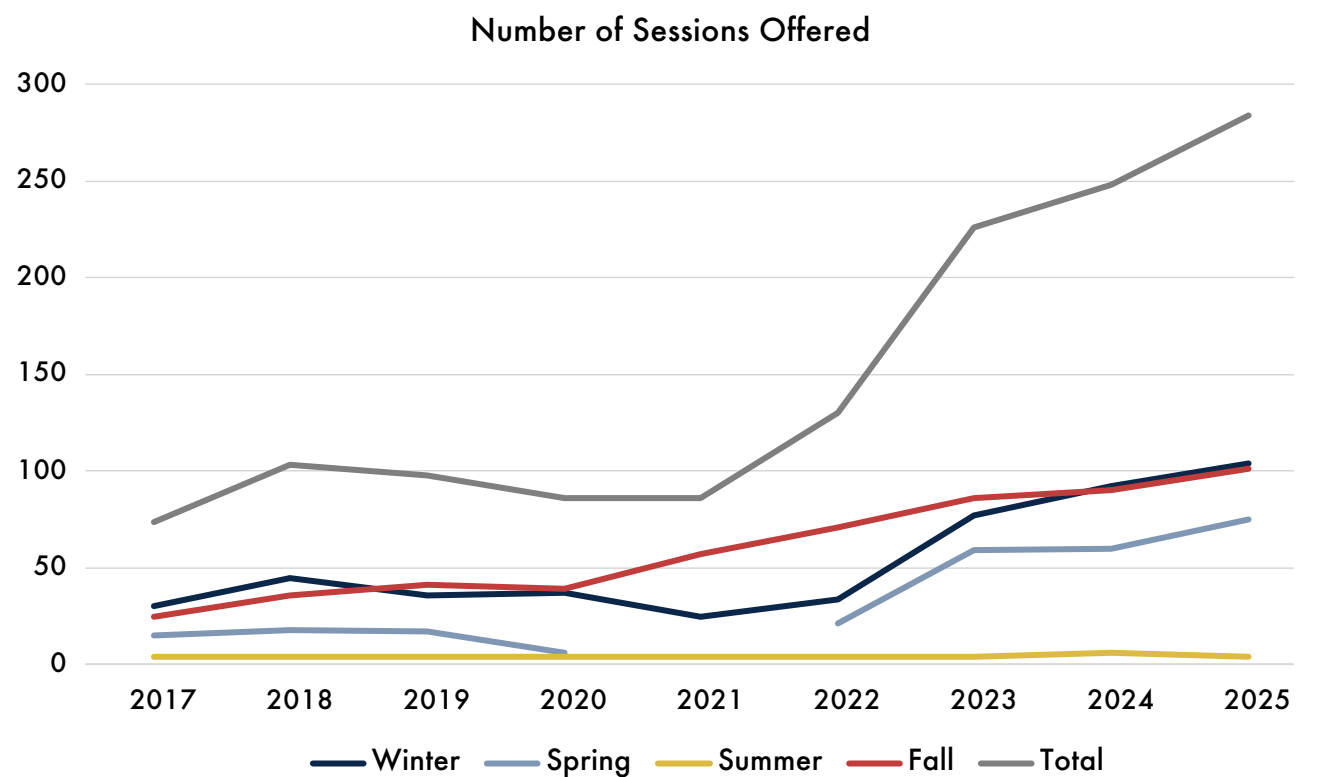


Figure 12. Township Program Sessions Offered



## Comparative Analysis

A comparative benchmarking analysis of communities similar to the Township of Russell was conducted to provide a reference point for the current level of recreation, parks and culture service provision.

Communities were chosen as comparators if they met the following criteria:



*The municipality is in Ontario.*



*The municipality contains a mix of rural and urban areas, including multiple towns, villages and/or settlements.*



*The population of the municipality is between 20,000 and 30,000 (2021 Federal Census).*



*The municipality is within a 30-minute drive of a city with a population over 300,000.*

The Township of Wilmot, Township of King, City of Clarence-Rockland and Township of Nation were selected. Note that the Township of Nation had a 2021 population of 13,350. It was included in the analysis due to its adjacency to the Township of Russell, and its mix of communities and rural areas.

Overall, the analysis indicates that the Township of Russell is:

- On par with comparator communities in the provision of multipurpose recreation centres, indoor ice surfaces, aquatics facilities, fitness centres, and grass fields.
- Above average in the provision of indoor fieldhouses/sports complexes.
- Below average in the provision of programmed youth centres, ball diamonds, and indoor gymnasiums/multi-court spaces.

Russell will have four outdoor pickleball-only courts once those are completed at Eadie Park (scheduled for summer 2026). According to their websites, no comparators have municipally owned or operated pickleball-only courts.

### Notes on the Comparative Analysis:

- The Township's new Recreation Complex was included in this analysis.
- The analysis counted the three new indoor ice surfaces that will be at the Recreation Complex. It did not include the two existing ice surfaces.
- The analysis included grass fields at local schools.
- The analysis considered municipally owned gymnasiums/multi-court spaces only. It did not include those located in schools as those tend to have limited availability for public use.

## Regional Supply Analysis

There are several public recreation facilities within a 30-minute drive of the Township. These include three multi-purpose recreation complexes in the City of Ottawa. Two of these contain ice surfaces and fitness centres, and all three contain swimming pools. There are also two indoor sports facilities, including the Orléans Dome and Complexe sportif de La Nation. Patrons can access indoor fields and courts at the former, and indoor fields and a walking track at the latter. There are no publicly accessible gymnasiums or multi-sport courts within a 30-minute drive. Some Township residents travel to neighbouring communities to use public and private facilities.



Photo Credit: Township of Russell

# 3 STRATEGIC ANALYSIS



## Current State of Parks, Recreation and Culture

The Township of Russell's parks, recreation, and culture system benefits from strong community engagement, diverse programming, and solid partnerships with local organizations. The Township has experience operating a range of facilities and is building new amenities to support growing demand. However, challenges and threats exist, including program demand that exceeds capacity, shifting recreational needs and expectations, rising construction and maintenance costs, and underinvestment in existing facilities.

Looking ahead, Russell has multiple opportunities to better align services with its growing and diverse population by enhancing public access, repurposing aging facilities, strategically investing in parks and trails, and creating multipurpose recreational spaces for people of all ages and abilities.



Photo Credit: Expedition Management Consulting Ltd.

# SWOT Analysis

A high-level analysis of the Township of Russell’s strengths, weaknesses, opportunities, and threats (SWOT) as they relate to parks, recreation, and culture was completed to support the Master Plan. The key findings from this analysis are provided below.

S	W	O	T
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>• A major new multi-purpose recreation complex is being developed that will dramatically increase recreation service provision.</li> <li>• Community is passionate about recreation and participation is high.</li> <li>• Community organizations deliver a variety of recreation programs.</li> <li>• The Township has strong relationships with community organizations.</li> <li>• The Township has experience operating a variety of recreational facilities.</li> <li>• Programming is diverse and programs are well attended.</li> <li>• Significant program growth over the last 10 years.</li> </ul>	<ul style="list-style-type: none"> <li>• Demand for some recreation services is higher than currently available supply.</li> <li>• Facility allocation is unbalanced (i.e. user group bookings vs. drop-in availability) and based on precedent.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring services meet the needs of a growing and increasingly diverse population.</li> <li>• Filling facility gaps and enhancing public access.</li> <li>• Supporting community groups and encouraging volunteerism.</li> <li>• Revenue generating programs to support service delivery at the new Recreation Complex.</li> <li>• Potential to repurpose facilities that will be replaced by the new Recreation Complex.</li> </ul>	<ul style="list-style-type: none"> <li>• Rising costs to maintain and build parks, recreation, and culture infrastructure.</li> <li>• Rapid population growth.</li> <li>• Aging volunteer base for community organizations.</li> <li>• Changing parks, recreation, and culture demands and expectations.</li> <li>• Environmental challenges (e.g. severe weather, droughts, floods).</li> </ul>

## Strategic Alignment Analysis

The concepts identified in this plan are aligned with the direction of other Township of Russell strategic documents. In addition, the broader planning context of regional plans and national recreation frameworks were also considered.

Overall, these strategic documents support:

- A high quality of life for residents and enviable quality of place
- A diversity of recreational opportunities
- Connected trails and open spaces
- Active recreation and transportation options
- Enhanced and sustainable operations and services
- Enhanced accessibility

See Appendix B for details.



Photo Credit: Expedition Management Consulting Ltd.

# 4 TRENDS AND BENEFITS



## Parks, Recreation, and Culture Trends

There are many trends impacting the delivery of parks, recreation, and culture services. Those most relevant to the Township of Russell are included here.



### Growing Interest in Informal and Individual Activities

Participation in independent, life sport activities has been increasing and is a programming trend across the recreation sector. Life sport activities include things like biking, swimming, walking, hiking, and other pursuits that are non-competitive, fun, and individualized.<sup>8</sup> In 2021, 78% of Ontario households reported participating in outdoor activities close to home.<sup>9</sup>



### Changing Lifestyle Habits

Leisure screen use has increased, indicating shifts in how people choose to spend their free time. Enhancing access and encouraging more use of facilities and recreational services is important to support community health.



### Youth Sport Popularity and Preferences

Soccer, swimming and hockey are the most popular organized sports for youth participation. Basketball and volleyball are also growing in popularity. Preferences vary by gender and origin. New Canadian youth exhibit a preference for soccer, swimming and basketball. One in four girls between 3 and 17 participate in dance, ballet and gymnastics.<sup>10</sup>



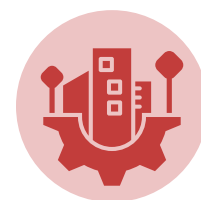
### Growing Recognition of the Connection Between Culture and Community Building

Governments and residents are increasingly recognizing the importance of culture to building strong and healthy communities. According to the Canadian Association for the Performing Arts, 94% of Canadians believe that arts and culture make a community a better place to live.<sup>11</sup>



### Positive Impacts of Investing in Arts and Culture

Investments in arts and culture development have the potential to produce a wide range of positive social and economic impacts.<sup>12</sup> According to an Arts and Heritage Access and Availability Survey done in 2017 for the Department of Canadian Heritage and Canada Council for the arts, 88% of Canadians agree that arts and cultural activities are important to a community's economic wellbeing.<sup>13</sup>



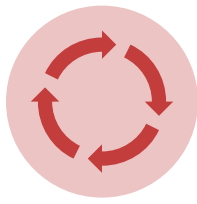
### Aging Infrastructure

Aging infrastructure poses a significant challenge for municipalities across the country. It will be important to ensure facility maintenance is a priority to support the longevity of facilities.



### Increased Emphasis on Inclusion and Access

Municipalities are taking strong steps to address barriers and constraints that their residents face when participating in recreation, parks and culture services. The importance of inclusion and access in the sector is also being recognized and acted on at provincial and federal levels.



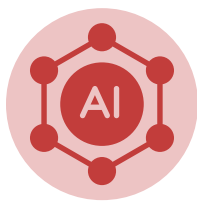
### Focus on Sustainability and Capacity of Recreation

An appropriate mix of individuals, including professional staff and volunteers, are needed for delivering high quality programs and services.



### The Integration of Technology into Recreation and Leisure

The use of web, mobile, and cloud-based platforms has increased, indicating a shift in programming, information delivery, and data collection.



### Growing Use of AI

AI has the potential to be applied to optimize scheduling, energy use, and maintenance in recreation centers, helping reduce costs and improve efficiency.<sup>14</sup> It also could be used to map park usage in support of facility investment planning.<sup>15</sup>



### Evolving Nature of Volunteerism

Volunteers remain essential to the planning and delivery of recreation, culture, events, and programs. Trends that may impact the Town include an aging volunteer base and a redefining of volunteer commitment as a negotiated and mutually beneficial arrangement rather than a one-way investment of time by the volunteer.<sup>16</sup>



### Increasing Costs

The costs to maintain, operate, and build new recreation, parks, and culture infrastructure have increased significantly since the COVID pandemic. Supply chain issues, cost of materials, and labour shortages have all contributed to increases in the cost of construction and project timelines.<sup>17</sup>



### Changing Demographics

It is important to consider demographics when planning for recreation, parks and culture. Service delivery systems must evolve and grow alongside the population as there are more people to serve and changing user profiles and interests.



### Changing Environment and Climate

The effects of climate change are becoming more apparent and there is an increasing feeling of urgency to adapt quickly. Parks and facilities will need thoughtful planning and maintenance to respond to climate change.

# Benefits of Parks, Recreation and Culture



1

## Enhanced Mental and Physical Well-Being

Recreation has an important role to play in increasing physical activity, which is a crucial factor in physical and mental health. People who participate in recreation have reported improved self-esteem and life satisfaction.



2

## Enhanced Social Well-Being

Experiencing cultural and recreational activities has been shown to enhance social well-being. For both children and adults, participation supports the development and strengthening of social relationships.



3

## Builds Strong Families and Communities

Participation in recreational activities can be an important component of fostering community life, family cohesion, adaptability and resilience while helping to build welcoming communities for people and families from diverse cultures.



4

## Helps People Connect with the Outdoors

Connecting citizens with the outdoors can provide both environmental and human benefits. Exposure to green spaces can have a positive effect on health, including reducing stress levels and improving cognitive development in children.



5

## Economic Benefits

Recreation has been shown to be a powerful contributor to community revitalization and economic development. Spending on culture and recreation provides local economic benefits including providing employment opportunities. It also supports local placemaking and can showcase a community's unique natural and built heritage. There are also significant cost savings to society through reductions in obesity and other chronic health conditions, and strain on social services.

# 5

## COMMUNITY ENGAGEMENT RESULTS





Photo Credit: Expedition Management Consulting Ltd.

## Summary of Engagement Process

Input from residents, community groups, Township Council, staff, and the RPC Advisory Committee was gathered from September 8 to October 29, 2025. In total, the engagement process produced 711 touchpoints. Figure 13 provides a breakdown of engagement touchpoints by activity. The community groups that participated in the engagement process account for 3,778 registered participants.

Figure 13. Summary of Engagement Touchpoints

Engagement Activity	Total Engagement
Resident Survey	544 responses
Community Group Survey	22 Group responses (accounting for 3,778 registered participants)
Community Road Show (In-Person Engagement Booths)	123 participants
Digital Community Input Workshops	4 participants
Council Input Opportunity	5 participants
Parks and Recreation Advisory Committee Workshop	6 participants
Interviews	7 completed
<b>Total</b>	<b>711</b>

## Summary of Engagement Findings

The following summarizes key findings from the input received. To view expanded engagement results, please see Appendix C.

Engagement highlighted community interests in:

- Indoor court and gymnasium space
- A new fitness centre
- More trails and pathways, including connections to parks and the New York Central Trail
- Outdoor festival and event space
- Playground upgrades
- Parks designed for users of all ages (toddlers, children, youth, and adults)
- Program scheduling better aligned with participant availability
- More programs for children and youth
- More aquatics programming
- More programs and fewer waitlists
- More recreational facilities and varied programs within the Township
- Potentially retaining existing older facilities
- Reduced fees and fewer barriers for booking facilities
- Programs and facilities that support participation by people with disabilities and different needs
- Enhanced arts and cultural spaces
- Sports fields and ball diamonds
- Pickleball courts



Photo Credit: Expedition Management Consulting Ltd.

# Resident Survey Results Summary

## TOP REQUESTS FOR NEW OR IMPROVED FACILITIES AND PROGRAMS

### INDOOR RECREATION FACILITIES

1. Indoor court space/gymnasium
2. Fitness centre
3. Indoor playground
4. Youth centre

### INDOOR CULTURE FACILITIES

1. Performing arts facilities
2. Visual arts facilities

### OUTDOOR FACILITIES

1. Nature park
2. Trails/pathways
3. Sledding hill
4. Outdoor festival/event space
5. Playground
6. Pickleball court

### PROGRAMMING

1. Aquatic programs
2. Children/youth activity programs
3. Educational/skill-building programs
4. Festivals/events
5. Fitness programs

## LEVEL OF SATISFACTION WITH OPPORTUNITIES BY POPULATION



There were higher levels of satisfaction with opportunities for families, children and adults. There were lower levels of satisfaction with opportunities for youth, people with disabilities, and Indigenous People.

## BARRIERS TO PARTICIPATION



**47%**

Scheduling/timing of activities



**46%**

Program(s) not offered



**23%**

Unaware of activities available



**18%**

Too expensive

## QUALITY OF LIFE



**93%**

A strong majority of respondents agreed that parks, recreation, and culture opportunities are important to their quality of life.

## SUPPORT FOR INCREASED TAXATION AND USER FEES



**62%**

of respondents indicated that they would support some level of increase to property taxes to better meet parks, recreation, and culture opportunities in the Township of Russell.



**52%**

of respondents indicated support for increased user fees to better meet their needs.

# Community Group Survey Results Summary

## OPPORTUNITIES AND CHALLENGES

Need for additional sport and activity space, including more fields and indoor facilities (e.g., gymnasiums and rehearsal spaces).

Limited ice availability.

Cost and access barriers, including room rental fees and challenges in securing indoor facilities, such as high school gyms.

Challenges in financing projects and fundraising.

Lack of accessible and sensory friendly spaces.

Reliance on the Municipality to make investments and repairs.

## FACILITY NEEDS

More soccer fields and upgrades to the ball diamond.

Arena improvements including better cooling systems and exploring repurposing opportunities.

More indoor sport and community activity space, such as additional gymnasium space and a community hall with updated audio/visual.

Affordable spaces including free access to small conference rooms and reasonably-priced rehearsal venues.

Additional storage and accessible facility spaces.

Enhanced arts and cultural space, including areas for public art display, workshops for arts and crafts, and exhibition/meeting space to showcase local creativity.

## GROWTH IN MEMBERSHIP



**67%**

of community groups that responded projected their annual participant base to grow over the next 5 years.

## SUPPORT FOR INCREASED USER FEES



**38%**

of community groups that responded to the survey said they would be willing to pay for increased user fees.

# 6 VISION FOR THE FUTURE



The Township of Russell recognizes the importance of parks, culture and recreation to resident quality of life. It is committed to evolving its facilities, programs and service delivery to ensure community needs are met today and into the future. Its responsiveness to residents, partnerships with community-serving organizations, along with the passion of community members and community groups will fuel implementation of this plan over the next ten years.

## Vision for the Future

*Parks, recreation and culture bring The Township of Russell's communities and residents together, connecting people and places, and enriching their lives.*

## Guiding Principles for Service Delivery

Guiding principles for recreation, parks and culture service delivery were developed to support the implementation of the master plan. The Township of Russell will:

- 1 Provide equitable public access to facilities, services and programs.
- 2 Ensure accessibility and inclusion in all programs, facilities, and services.
- 3 Strive to achieve long-term continuity and adaptability in recreation infrastructure and programs.
- 4 Aim for long-term sustainability by balancing social, economic, and environmental outcomes through a triple bottom line approach.
- 5 Prioritize engagement and participation of residents in the planning, development, and evaluation of recreation, parks and culture programs and facilities.
- 6 Foster strong collaboration and partnerships with local organizations to leverage resources, expertise, and support for the delivery of parks, recreation, and culture services.



Photo Credit: Township of Russell

# 7 MASTER PLAN PRIORITIES



This section outlines the key areas of focus for developing parks, recreation and culture in the Township of Russell. Priorities were identified based on extensive research, analysis, review of trends, consultant assessments, and engagement with the community. Some of the priorities will take more time to accomplish than others, so the Township is encouraged to pursue multiple priorities at the same time, as resources allow.

Priorities have been divided into four categories for organizational purposes (note that the numbering does not indicate priority). These include:

1. Indoor Facilities
2. Outdoor Facilities
3. Programming
4. Service Delivery

Action items are identified under each priority. Each action item has been assigned a suggested priority rating, anticipated timeline, and estimated cost for implementation.

## Legend

### Recommended Direction

 <b>MAINTAIN</b>	Maintain the amenity or program at its current service level.
 <b>IMPROVE</b>	The amenity, service or program needs significant improvement to meet community needs.
 <b>REPURPOSE</b>	The amenity is not providing significant value to the community and there are opportunities to repurpose it to better meet community needs.
 <b>NEW AMENITY OR SERVICE</b>	This would be a new amenity or service in the Township of Russell and would serve to meet community needs.
 <b>NEW STRATEGY, POLICY, OR TOOL</b>	This would be a new strategy, policy or administrative tool that would serve to meet community needs.
 <b>FURTHER STUDY</b>	Further study is recommended before proceeding with development.

### Timeline

Short Term	2026 – 2027
Medium Term	2028 – 2030
Long Term	2031 – 2036
Ongoing	


### Priority

High Priority (H)
Medium Priority (M)
Low Priority (L)

### Cost

\$	Less than \$100,000
\$\$	\$100,000 - \$999,999
\$\$\$	\$1,000,000 - \$10,000,000
Staff	Action can be undertaken with existing, re-allocated or new staff resources
Staff/\$	Action can be undertaken with staff resources or contracted resources

### Quick Wins

 A blue star indicates that an action item is a “Quick Win.” Quick wins are actions that can be implemented within a short timeframe, have a high probability of success, and have a relatively low cost.



# 1. Indoor Facilities


- A. Continue Preparations to Open the Recreation Complex**
- B. Use the Findings of this Plan as Input into Facility Space Planning Activities
- C. Address Community Demand for Indoor Court Space
- D. Address Community Demand for Multipurpose and Cultural Space
- E. Consider Options for Developing a Fitness Centre
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- G. Provide Space for Art in Township Buildings and Public Spaces
- H. Consider Developing an Additional Indoor Turf Facility in the Medium to Long Term

## 1. Indoor Facilities

The following identifies indoor facility priorities for the Township of Russell.

### A. Continue Preparations to Open the Recreation Complex


The new Recreation Complex is scheduled to open in the fall of 2026; therefore, a significant effort will be put forward leading up to opening day and in the first few years of operation. The action items below are intended to help guide some of those preparations. The Township staff report that significant progress on the following recommendations is underway.

Recommended Direction	Recommendation	Rationale
 <b>NEW STRATEGY, POLICY, OR TOOL</b>	1.A.1 Develop an Operating Framework.	<ul style="list-style-type: none"> <li>• An operating framework would help comprehensively and proactively address opportunities and challenges for the new complex. A framework should articulate a facility management philosophy and address: organizational structure, marketing strategy, partnership parameters, service levels, cost and revenue projections, business planning procedures, performance measures, and evaluation. See Figure 14 for additional details.</li> <li>• An allocation policy will help to ensure equitable public access to the complex’s amenities. It will be important for the policy to move away (wherever possible) from basing allocation on historical precedents at previous facilities. The new policy should balance access for the general public and organized user groups, competitive and non-competitive pursuits (i.e. elite play versus casual activity), structured and spontaneous activities (i.e. registered programs versus drop-in availability), diverse ages, cultures, and abilities, and existing and emerging groups.</li> <li>• Additional human resources will be required to successfully operate the complex. This includes positions in facility management, maintenance, programming, and administration. These can be identified through the Operational Framework. A plan should also be in place to transition staff from existing facilities where appropriate.</li> </ul>
	1.A.2 Develop an allocation policy.	
	1.A.3 Prepare to staff the complex by identifying required roles and then creating and hiring new positions as needed.	
	1.A.4 Develop cost recovery targets.	



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Recommended Direction	Recommendation	Rationale
 <p><b>NEW STRATEGY, POLICY, OR TOOL</b></p>	1.A.5 Develop a revenue plan.	<ul style="list-style-type: none"> <li>• The Township’s recreational operating costs will increase with the opening of the complex. Realistic cost recovery targets can help to guide fee setting and program planning, which can result in higher cost recovery. Targets can also result in enhanced public transparency, accountability and more informed decision making about charges and fees. See Figure 15 for more on cost recovery targets.</li> <li>• A revenue plan would guide how the facility and its services are funded and maintained, including how cost-recovery targets are met. It would help ensure long-term viability and cost-recovery by forecasting costs and identifying diverse funding sources such as property tax revenues, fees and charges, partnerships, sponsorships and collaborative service delivery.</li> <li>• Applying a benefits approach to setting fees would help to establish equitable and appropriate fees based on the extent to which different users and the community at large would benefit from a service. See Figure 16.</li> <li>• Aquatics programming was the highest ranked priority in the resident survey. The Township has the opportunity to significantly expand its aquatics programming with the opening of the new lap and leisure pools.</li> </ul>
	1.A.6 Consider adopting a benefits approach to fee setting.	
	1.A.7 Develop an aquatics programming plan.	

 **Timeline**  
Short

 **Priority**  
High

 **Cost**  
Staff/\$



## 1. Indoor Facilities

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Figure 14. Recommended Elements of an Operating Framework for the Recreation Complex

A comprehensive operating framework will help to set the facility, staff and visitors up for success. The following are items that are typically confirmed through such a document.

**Facility Management Philosophy** – vision and mission for how the facility will be operated including guiding principles

**Organizational Structure** – organizational chart showing staff positions and reporting structures

**Marketing Strategy** – identification of target markets and how they will be accessed

**Partnership Parameters** – parameters for partnering with external parties who may use the facility or operate programming at the facility (e.g. school boards, community groups)

**Service Level Expectations** – including hours of operation, public access commitments, facility allocation

**Budget Expectations** – informed projection of revenues and expenses for the facility

**Business Planning and Budget Procedures** – outlining processes for annual development and approval of facility based strategic business plan and budget

**Performance Measures** – clear measures to track and assess the performance of the facility through various lenses (e.g. user satisfaction, facility utilization, financial performance)

**Control Measures, Evaluation Cycle, and Reporting Mechanisms** – ensures performance measures are considered in decision making and communicated to interested parties



# 1. Indoor Facilities

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Figure 15. Cost Recovery Targets for Recreational Amenities

Certain recreational amenities typically recover more costs than others (e.g. ice sheets vs. pools). The extent of cost recovery depends on many factors, including the cost of operating a particular amenity and potential revenue streams. Understanding the costs per hour of operating a recreational facility is the first step in identifying cost recovery targets. Diverse revenue streams should be considered for the Recreation Complex, including rental fees, user charges, facility surcharges, program fees, sponsorship and advertising, and event support activities.

Figure 16. Benefits Approach to Fee Setting

If the whole community benefits from a service more than individuals participating in the service, the benefits approach directs that public (i.e. taxpayer funded) investment should cover more of the cost of providing that service. Examples of services where this might be the case include public skating, casual drop-in aquatics programming, and programs that are offered at the Recreation Complex that a broad demographic can participate in.

On the other hand, if individuals benefit more than the community, the 'benefits approach' directs that user fees should cover more of the cost than public funding. Examples of services where this might be the case include facility rentals to elite sport teams and registered programs that have a narrow target market. Taking this approach would help ensure that fees support public access and that they provide good value for taxpayers.

Community input should inform the process on an ongoing basis to better understand the benefits of the service and how those benefits are distributed between individual users and the community as a whole.





## 1. Indoor Facilities

A. Continue Preparations to Open the Recreation Complex

**B. Use the Findings of this Plan as Input into Facility Space Planning Activities**

C. Address Community Demand for Indoor Court Space

D. Address Community Demand for Multipurpose and Cultural Space


E. Consider Options for Developing a Fitness Centre

F. Consider Third Party Development and Operation of Future Pickleball Courts

G. Provide Space for Art in Township Buildings and Public Spaces

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### B. Use the Findings of this Plan as Input into Facility Space Planning Activities

Recommended Direction	Recommendation	Rationale
 <p><b>FURTHER STUDY</b></p>	<p>1.B.1 Use the facility priorities identified in this Plan as input toward the Township’s space planning activities.</p>	<ul style="list-style-type: none"> <li>The Township’s space planning activities for older facilities (i.e. Russell and Embrun arenas and Camille Piché Hall) should utilize the findings of engagement and analysis from this Plan. Needs identified through the master plan process could potentially be accommodated by retrofitting older facilities.</li> </ul>

 **Timeline**  
Short

 **Priority**  
High


 **Cost**  
Staff/\$




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## C. Address Community Demand for Indoor Court Space

Recommended Direction	Recommendation	Rationale
 <p><b>REPURPOSE</b></p>	<p>1.C.1 Address community demand for indoor court space.</p> <p>Options that could be considered include:</p> <ul style="list-style-type: none"> <li>• Assess the feasibility of repurposing an arena.</li> <li>• Building a new gymnasium.</li> </ul>	<ul style="list-style-type: none"> <li>• Indoor court space was identified through engagement as the top priority for new or improved indoor facilities.</li> <li>• Repurposing an arena for high demand non-ice uses would help increase resident access to indoor courts and programming, including pickleball, tennis, volleyball, badminton and basketball. Based on open ended responses in the resident survey, pickleball is the court sport with the highest demand.</li> <li>• It will be important to undertake thorough building assessments, functional program analysis, cost analysis and community group engagement to consider the suitability of repurposing an arena (s) to support non-ice recreational uses. This analysis will determine whether repurposing an existing building or building a new facility is more beneficial.</li> <li>• The Russell Arena may be a better candidate than the Embrun Arena for repurposing due to its condition and recent investments. The Township’s 2015 Parks and Recreation Master Plan recommended decommissioning the Embrun Arena.</li> </ul>

 **Timeline**  
 Short (assessment)  
 Medium (development)

 **Priority**  
 High


 **Cost**  
 TBD (based on chosen option)



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### D. Address Community Demand for Multipurpose and Cultural Space

Recommended Direction	Recommendation	Rationale
 <b>MAINTAIN</b>	1.D.1 Consider retaining Camille Piché Hall as a community centre to service demand for multipurpose and cultural space, including improvements to enhance its functionality for these uses.	<ul style="list-style-type: none"> <li>• Camille Piché Hall is a well-used and well-kept community recreation facility. It is used by seniors groups, dance programs, and others. Bookings for the hall have increased over the last several years.</li> <li>• The new Recreation Complex will help to meet demand for community hall space. However, there is potential to retain Camille Piché and improve its functionality as a venue for multipurpose and cultural uses, such as performing and visual arts. There are limited venues for these uses in the Township currently.</li> <li>• The Township could consider enhancements to the hall to improve its functionality for cultural uses. Examples include AV, lighting and acoustics upgrades, staging infrastructure, dedicated creation spaces, and storage for supplies, tools, and works-in-progress.</li> </ul>

 **Timeline**  
Short

 **Priority**  
High

 **Cost**  
TBD (based on potential improvements)



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### E. Consider Options for Developing a Fitness Centre

Recommended Direction	Recommendation	Rationale
 <b>NEW AMENITY OR SERVICE</b>	1.E.1 Consider options for developing a fitness centre, such as working with an external partner, repurposing an existing facility, or expanding an existing facility.	<ul style="list-style-type: none"> <li>• Residents identified a new or improved fitness centre as one of the highest ranking priorities for indoor facilities.</li> <li>• Fitness space is constrained at the existing fitness centre in the Sports Dome.</li> <li>• While service levels by population are similar, comparator communities have larger publicly operated fitness centres.</li> <li>• The private and non-profit sectors can operate fitness centres sustainability under certain favourable conditions. Therefore, it may be possible for an external organization to deliver this service to meet community needs.</li> </ul>

 **Timeline**  
Medium

 **Priority**  
Medium


 **Cost**  
TBD (based on chosen option)



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### F. Consider Third Party Development and Operation of Future Pickleball Courts

Recommended Direction	Recommendation	Rationale
 <b>NEW AMENITY OR SERVICE</b>	1.F.1 Consider third party development and operation of future pickleball courts that are beyond the service level baseline that the Township is able to provide.	<ul style="list-style-type: none"> <li>• Demand for indoor space to play pickleball is strong.</li> <li>• The Township provides more municipally owned/operated pickleball-only courts than comparator communities.</li> <li>• With the addition of four outdoor pickleball-only courts in 2026, there will be 16 courts where the game can be played in the community.</li> <li>• Indoor pickleball-only facilities in some communities are delivered successfully by private (for profit and non-profit) operators.</li> <li>• Third party operators would help to meet growing demand for indoor court space and provide a level of service above the baseline that the Township is able to provide through multi-use sport courts.</li> </ul>

 **Timeline**  
Medium

 **Priority**  
Medium

 **Cost**  
Staff/\$

#### Examples of Privately Operated Pickleball Facilities

##### R.A Pickleball Centre, Ottawa, ON

The centre has seven indoor competition-level courts. It offers court rentals, drop-in sessions, memberships, leagues and clinics. It is owned and operated by a not-for-profit organization. The same organization owns and operates a curling centre.

##### Altea, Ottawa, ON

This privately owned and operated fitness centre includes studios, an aquatics centre and an indoor pickleball club with ten courts. The company owns and operates facilities in three other Canadian cities.

##### Picklepoint, Lethbridge, AB


This privately owned and operated pickleball facility is located in a former industrial building. It includes eight indoor courts. It offers memberships, court rentals, and lessons. It also hosts leagues and tournaments.



## 1. Indoor Facilities

- A. Continue Preparations to Open the Recreation Complex
- B. Use the Findings of this Plan as Input into Facility Space Planning Activities
- C. Address Community Demand for Indoor Court Space
- D. Address Community Demand for Multipurpose and Cultural Space
- E. Consider Options for Developing a Fitness Centre
- F. Consider Third Party Development and Operation of Future Pickleball Courts
- G. Provide Space for Art in Township Buildings and Public Spaces**
- H. Consider Developing an Additional Indoor Turf Facility in the Medium to Long Term

### G. Provide Space for Art in Township Buildings and Public Spaces

Recommended Direction	Recommendation	Rationale
 <p><b>IMPROVE</b></p>	<p>1.G.1 Provide space for art in Township buildings and public spaces.</p>	<ul style="list-style-type: none"> <li>• There are limited spaces for art exhibits and opportunity for more public art installations in Township buildings and outdoor spaces.</li> <li>• 22% of resident survey respondents identified new or improved spaces for visual arts as a priority.</li> <li>• Providing spaces for art in public places can foster cultural development and an appreciation for the arts among residents and facility users. It can also strengthen the local visual arts community and support the livelihoods of visual artists. Visible art installations could also contribute to the unique character of the Township and its villages, enhancing their appeal and community pride.</li> </ul>

 **Timeline**  
Medium

 **Priority**  
Low

 **Cost**  
\$-\$\$




# 1. Indoor Facilities

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**H. Consider Developing an Additional Indoor Turf Facility in the Medium to Long Term**

## H. Consider Developing an Additional Indoor Turf Facility in the Medium to Long Term

Recommended Direction	Recommendation	Rationale
 <b>NEW AMENITY OR SERVICE</b>	1.H.1 Consider developing an additional indoor turf facility in the medium to long term.	<ul style="list-style-type: none"> <li>• The turf field in the Sports Dome is fully utilized during prime time November to April.</li> <li>• Should demand for indoor field time grow proportionately to the Township’s population, there may be sufficient demand for a new facility in the medium to long term.</li> <li>• An additional facility could help to accommodate indoor field sports beyond soccer as they become more popular.</li> </ul>

 **Timeline**  
Medium/Long

 **Priority**  
Low

 **Cost**  
\$\$\$



## 2. Outdoor Facilities

### A. Develop an Updated Site Plan for the Lands Adjacent to the Recreation Complex

- B. Strengthen Tools for Parks Acquisition and Development
- C. Enhance the Trail Network
- D. Improve Playgrounds
- E. Build a Snow Sledding Hill at the Recreation Complex
- F. Investigate the Potential for a New Nature Park
- G. Explore Opportunities for Future Improvements to Recreation Facilities in Marionville
- H. Trial Continued Seasonal Operation of the Russell Centennial Pool
- I. Build New Ball Diamonds in the Medium to Long Term
- J. Build New Sport Fields in the Medium to Long Term
- K. Re-assess the Need for Additional Outdoor Multi-Sport Courts in the Medium to Long Term
- L. Consider Replacing the Skate Parks in Russell and Embrun with an Expanded Modern Facility
- M. Develop a Strategy to Improve Public Access to the Castor River
- N. Explore the Development of an Outdoor Festival and Event Space

## 2. Outdoor Facilities

The following identifies outdoor facility priorities for the Township of Russell.

### A. Develop an Updated Site Plan for the Lands Adjacent to the Recreation Complex

Recommended Direction	Recommendation	Rationale
 <b>FURTHER STUDY</b>	2.A.1 Develop an updated site plan for the land adjacent to the recreation complex.  	<ul style="list-style-type: none"> <li>• There is potential for future indoor and outdoor amenities to be built on land adjacent to the Recreation Complex. This may include amenities such as sport fields, ball diamonds, court spaces, skate parks, festival and events space, etc.</li> <li>• Updating the site plan would help assess and confirm the potential for such amenities, and the long-term future of these lands.</li> <li>• The facility and programming priorities identified in this Plan can be used as inputs toward future site planning activities, along with additional community and user group engagement.</li> </ul>

**Timeline**  
Short

**Priority**  
High

**Cost**  
Staff/\$



## 2. Outdoor Facilities

A. Develop an Updated Site Plan for the Lands Adjacent to the Recreation Complex

**B. Strengthen Tools for Parks Acquisition and Development**

C. Enhance the Trail Network

D. Improve Playgrounds

E. Build a Snow Sledding Hill at the Recreation Complex

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G. Explore Opportunities for Future Improvements to Recreation Facilities in Marionville

H. Trial Continued Seasonal Operation of the Russell Centennial Pool

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### B. Strengthen Tools for Parks Acquisition and Development

Recommended Direction	Recommendation	Rationale
 <b>NEW STRATEGY, POLICY, OR TOOL</b>	<p>2.B.1 Adopt acquisition and design guidelines for parks.</p> <p>2.B.2 Update the Township’s Park Development Policy to align it with this Master Plan.</p>	<ul style="list-style-type: none"> <li>• More parkland will be acquired and new parks will be built as new subdivisions are developed in the Township.</li> <li>• Residents have noted that existing parks cater largely to children, and that they would like to see more parks that are built for people of all ages, including teens and adults.</li> <li>• Adopting park acquisition and design guidelines would provide a clear framework for the planning of new parks and upgrades to existing ones. They would help ensure these spaces are connected, usable, welcoming, and accessible to people of all ages and abilities. Design guidelines would also promote consistency in amenities, layout, and user-focused design, and could also address prioritization of existing park spaces for improvements.</li> <li>• Guidelines for acquisition should build on parkland policies of the Township’s Official Community Plan. An example of parkland acquisition guidelines is provided in Appendix D.</li> <li>• The Township’s Park Development Policy should be updated to align with the direction of this Master Plan.</li> </ul>

 **Timeline**  
Short

 **Priority**  
High


 **Cost**  
Staff/\$



## 2. Outdoor Facilities

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### C. Enhance the Trail Network

Recommended Direction	Recommendation	Rationale
 <b>REPURPOSE</b>	2.C.1 Enhance the Township’s trail network by expanding into new neighbourhoods connecting new trails to the New York Central Trail and to other parks, recreation and culture amenities in the Township.	<ul style="list-style-type: none"> <li>• New and improved trails were among the top outdoor facility priorities identified through the resident survey.</li> <li>• Residents are interested in more walking and biking connections to and from neighbourhoods, and into the New York Central Trail.</li> <li>• Expansion of the multi-use pathway system would also support the goals of the Township’s Transportation Master Plan.</li> </ul>

 **Timeline**  
Medium

 **Priority**  
High

 **Cost**  
\$\$\$

Recommended Direction	Recommendation	Rationale
 <b>NEW AMENITY OR SERVICE</b>	2.C.2 Explore the potential to extend the New York Central Trail east through Embrun.	<ul style="list-style-type: none"> <li>• Extending the New York Central Trail to the east through Embrun would enhance access to the trail and connected recreational amenities for residents of the village.</li> <li>• Extending the trail beyond its current length would also improve the recreational draw of one of the Township’s most popular outdoor amenities.</li> <li>• It would also complement the Township’s Cycling Plan.</li> </ul>

 **Timeline**  
Long

 **Priority**  
Medium


 **Cost**  
TBD



## 2. Outdoor Facilities

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### D. Improve Playgrounds

Recommended Direction	Recommendation	Rationale
 <b>FURTHER STUDY</b>	2.D.1 Review playgrounds for potential improvements.	<ul style="list-style-type: none"> <li>• Many residents identified the need for existing playground equipment to be upgraded for usability and safety. They noted that some playgrounds are in disrepair and that many do not accommodate young children or older kids.</li> <li>• As the number of residents under 15 years of age grows, demand will increase for modernized playground amenities.</li> <li>• The Township could review their playgrounds to identify potential upgrades and new amenities. Such a review would look at accessibility and inclusion, general site conditions (i.e. seating, shade, walkways), usability and programming (considering all ages, proximity to/integration with nearby neighbourhoods and amenities). This would help to prioritize playgrounds for investment and identify potential costs.</li> </ul>

 **Timeline**  
Medium


 **Priority**  
Medium

 **Cost**  
Staff/\$



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Recommended Direction	Recommendation	Rationale
 <p><b>REPURPOSE</b></p>	2.D.2 Consider upgrading existing playgrounds.	

 **Timeline**  
Long

 **Priority**  
Medium


 **Cost**  
TBD



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### E. Build a Snow Sledding Hill at the Recreation Complex

Recommended Direction	Recommendation	Rationale
 <b>NEW AMENITY OR SERVICE</b>	2.E.1 Build a snow sledding hill at the Recreation Complex.	<ul style="list-style-type: none"> <li>• A snow sledding hill was identified as a high priority through the resident survey. It was also previously identified as a component of the Recreation Complex.</li> <li>• Locating the hill at the complex would leverage the precinct’s existing amenities.</li> <li>• A snow sledding hill would provide the growing number of children and youth in the Township with a low-cost winter activity. It could also be used as green space in other seasons.</li> </ul>

 **Timeline**  
Medium

 **Priority**  
Medium

 **Cost**  
\$-\$\$



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### F. Investigate the Potential for a New Nature Park

Recommended Direction	Recommendation	Rationale
 <b>FURTHER STUDY</b>	2.F.1 Work with partners to investigate the potential for a new nature park in the Township.	<ul style="list-style-type: none"> <li>• According to the resident survey, new and improved nature parks are the most desired outdoor recreation amenity in the community.</li> <li>• Demand for nature parks is likely to grow with the area’s population as people who spend the majority of their time in urban environments look to increase their connection with the natural world.</li> <li>• There are three existing nature parks in the Township. Two are owned and operated by the South Nation Conservation and one is owned and operated by the United Counties of Prescott and Russell.</li> <li>• There may be opportunity for a new nature park somewhere in or adjacent to the Township’s villages.</li> <li>• The Township could consider working with the South Nation Conservation, the United Counties, and land developers to identify desirable areas for the establishment of a new nature park.</li> </ul>

**Timeline**  
Medium

**Priority**  
Medium


**Cost**  
Staff/\$



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### G. Explore Opportunities for Future Improvements to Recreation Facilities in Marionville

Recommended Direction	Recommendation	Rationale
 <b>FURTHER STUDY</b>	2.G.1 Engage with residents and users of the Marionville Community Centre and nearby recreation amenities to explore opportunities for future improvements to these facilities.	<ul style="list-style-type: none"> <li>A local community group is interested in improvements being made to recreation facilities in Marionville.</li> <li>Facilities include the Marionville Community Centre, Séraphin-Marion Park, outdoor rink and sport court, and ball diamond.</li> <li>The Township could work with residents and users to identify future improvements and potential ways to implement them.</li> </ul>

 **Timeline**  
Medium

 **Priority**  
Medium


 **Cost**  
Staff



## 2. Outdoor Facilities

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### H. Trial Continued Seasonal Operation of the Russell Centennial Pool

Recommended Direction	Recommendation	Rationale
 <b>MAINTAIN</b>	2.H.1 Trial continuing to operate the Russell Centennial Pool seasonally for three years and then re-evaluate.  	<ul style="list-style-type: none"> <li>• The pool is a well-used seasonal amenity and unique feature in the community.</li> <li>• It provides a unique opportunity for recreation at the riverside.</li> <li>• The pool’s relatively low operating cost and relatively high cost recovery make it a potential candidate for retention after the new aquatic centre opens.</li> <li>• Its seasonal nature and unique shape lend the outdoor pool to casual public access and drop-in recreation, as opposed to swimming lessons and swim training.</li> <li>• Following a trial period of continued seasonal use, the Township should reassess demand, the condition of the pool and building, and the impact the indoor pool has had on use of the outdoor pool.</li> </ul>

 **Timeline**  
Medium

 **Priority**  
Medium

 **Cost**  
Staff



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Recommended Direction	Recommendation	Rationale
 <b>REPURPOSE</b>	2.H.2 Should operation of the Centennial Pool continue beyond a three year trial period, invest in public amenities at and around the Russell Centennial Pool as resources allow.	<ul style="list-style-type: none"> <li>• There are public spaces directly adjacent to the pool site.</li> <li>• These spaces, as well as the pool site itself, could be enhanced over time to improve patron comfort and increase use.</li> <li>• Potential upgrades to consider include reconfiguration of the fence line to allow more space for patrons near the pool, additional tables and seating near the pool and near the river, shade structures, hardscaping and walkways for accessibility, and modern play structures.</li> </ul>

**Timeline**  
Long

**Priority**  
Medium/Low


**Cost**  
\$\$



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### I. Build New Ball Diamonds in the Medium to Long Term

Recommended Direction	Recommendation	Rationale
 <p><b>NEW AMENITY OR SERVICE</b></p>	<p>2.1.1 Build new ball diamonds in the medium to long term as demand grows and as resources allow.</p>	<ul style="list-style-type: none"> <li>The Township is below the average of comparator communities in the provision of ball diamonds.</li> <li>The Township may wish to consider adding additional diamonds to its inventory in the medium to longer term as demand grows. Based on average service levels in comparator communities, five new ball diamonds may be required should the population grow to 34,000 by 2046.</li> <li>New diamonds should be designed to accommodate multiple types of ball sports, as well as players of all ages.</li> </ul>

 **Timeline**  
Medium/Long

 **Priority**  
Medium

 **Cost**  
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## 2. Outdoor Facilities

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### J. Build New Sport Fields in the Medium to Long Term

Recommended Direction	Recommendation	Rationale
	2.J.1 Build new sport fields in the medium to long term as demand grows and as resources allow.	<ul style="list-style-type: none"> <li>• When sports fields at schools are considered, the Township is on par with comparator communities for the provision of grass sports fields.</li> <li>• Participation in soccer is strong in Russell and the Soccer Club reports having to limit registration based on field availability.</li> <li>• The Township may wish to consider adding additional sport fields to its own inventory in the medium to longer term as demand continues to grow. Based on average service levels in comparator communities, 4 grass fields may be required should the population grow to 34,000 by 2046.</li> <li>• To accommodate varied resident interests and create multi-purpose recreation infrastructure, new fields should be designed to accommodate a diversity of sports, such as soccer, football, rugby, cricket and lacrosse.</li> </ul>

 **Timeline**  
Medium/Long

 **Priority**  
Medium

 **Cost**  
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### K. Re-assess the Need for Additional Outdoor Multi-Sport Courts in the Medium-Long Term

Recommended Direction	Recommendation	Rationale
 <b>FURTHER STUDY</b>	2.K.1 In the medium to long term, re-assess the need for additional multi-sport courts.	<ul style="list-style-type: none"> <li>• Based on program registration data, gym utilization data, and engagement findings, there is strong demand for court sports in the Township. This includes volleyball, badminton, pickleball, tennis and basketball.</li> <li>• The Township’s new outdoor basketball and tennis courts at the Recreation Complex, and the four planned pickleball courts at Eadie/Station Trail Park, are expected to meet demand for outdoor court activities into the medium term.</li> <li>• The Township should re-assess demand and supply of multi-sport courts in the future to ensure that local needs are met.</li> </ul>

**Timeline**  
Medium/Long

**Priority**  
Low

**Cost**  
Staff

#### Multi-Sport Courts

Multi-sport courts provide accessible recreation opportunities to residents with varied interests and abilities. They also provide a more resource efficient way for municipalities to accommodate court sports than single purpose facilities. Multi-sport courts can accommodate pickleball, other racquet sports, and activities such as basketball and volleyball. New courts in the Township of Russell could be operated as first come first serve, and/or used to expand popular sport court programs.



Town of Yarmouth Multi Sport Court  
Photo Credit: Sport Nova Scotia



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### L. Consider Replacing the Skate Parks in Russell and Embrun with an Expanded Modern Facility

Recommended Direction	Recommendation	Rationale
 <b>IMPROVE</b>	2.L.1 Consider replacing the skateparks in Russell and Embrun with expanded and modernized facilities.	<ul style="list-style-type: none"> <li>• Skateparks were identified through the youth engagement session as important recreation amenities.</li> <li>• The skate parks in Russell and Embrun are basic facilities. With wooden/metal structures and a limited complement of elements, they do not provide users with a range of features or opportunities for significant progression from beginner to advanced levels.</li> <li>• Replacing those facilities with a modern park(s) that has permanent elements would enhance the availability of low-cost spontaneous recreational opportunities for children, youth and adults, as well as programming opportunities for the Township and other providers.</li> </ul>

**Timeline**  
Long

**Priority**  
Medium

**Cost**  
\$\$



## 2. Outdoor Facilities

- A. Develop an Updated Site Plan for the Lands Adjacent to the Recreation Complex
- B. Strengthen Tools for Parks Acquisition and Development
- C. Enhance the Trail Network
- D. Improve Playgrounds
- E. Build a Snow Sledding Hill at the Recreation Complex
- F. Investigate the Potential for a New Nature Park
- G. Explore Opportunities for Future Improvements to Recreation Facilities in Marionville
- H. Trial Continued Seasonal Operation of the Russell Centennial Pool
- I. Build New Ball Diamonds in the Medium to Long Term
- J. Build New Sport Fields in the Medium to Long Term
- K. Re-assess the Need for Additional Outdoor Multi-Sport Courts in the Medium to Long Term
- L. Consider Replacing the Skate Parks in Russell and Embrun with an Expanded Modern Facility
- M. Develop a Strategy to Improve Public Access to the Castor River**
- N. Explore the Development of an Outdoor Festival and Event Space

### M. Develop a Strategy to Improve Public Access to the Castor River

Recommended Direction	Recommendation	Rationale
 <b>NEW STRATEGY, POLICY, OR TOOL</b>	2.M.1 Develop a strategy to improve public access to the Castor River.	<ul style="list-style-type: none"> <li>• The Castor River is a unique natural feature in the Township. It ties together villages, and it is deeply tied to the community’s heritage.</li> <li>• Formal public access to the river is limited and existing access points are not highly accessible.</li> <li>• The Township could develop a strategy to enhance access through a variety of means, such as the creation and enhancement of riverside parks, trails and open spaces, additional boat launches, access points and viewing areas.</li> <li>• The potential cost of improvements would be determined through the strategy.</li> </ul>

**Timeline**  
Long

**Priority**  
Medium

**Cost**  
Staff/\$




## 2. Outdoor Facilities

- A. Develop an Updated Site Plan for the Lands Adjacent to the Recreation Complex
- B. Strengthen Tools for Parks Acquisition and Development
- C. Enhance the Trail Network
- D. Improve Playgrounds
- E. Build a Snow Sledding Hill at the Recreation Complex
- F. Investigate the Potential for a New Nature Park
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- H. Trial Continued Seasonal Operation of the Russell Centennial Pool
- I. Build New Ball Diamonds in the Medium to Long Term
- J. Build New Sport Fields in the Medium to Long Term
- K. Re-assess the Need for Additional Outdoor Multi-Sport Courts in the Medium to Long Term
- L. Consider Replacing the Skate Parks in Russell and Embrun with an Expanded Modern Facility
- M. Develop a Strategy to Improve Public Access to the Castor River

**N. Explore the Development of an Outdoor Festival and Event Space**

### N. Explore the Development of an Outdoor Festival and Event Space

Recommended Direction	Recommendation	Rationale
 <b>FURTHER STUDY</b>	2.N.1 Explore the development of an outdoor festival and event space at a central location in the Township.	<ul style="list-style-type: none"> <li>• Outdoor festival and event space was identified as the third most desired new or improved outdoor recreation amenity through the resident survey.</li> <li>• Formal outdoor event venues are those that are purposefully built to accommodate a large number of people and activities, and that may include supporting infrastructure such as amphitheatre, hardscaping, utility connections, seating, shade structures, stages, washrooms and parking.</li> <li>• The Township could investigate the potential of developing an event space on existing municipal lands near the Recreation Complex to leverage existing and planned amenities. It could also consider outdoor event space needs during space planning activities for older recreation facilities.</li> </ul>

 **Timeline**  
Long

 **Priority**  
Medium/Low

 **Cost**  
Staff/\$



Algonquin Park Amphitheater  
Photo Credit: Frontenac and Ontario Parks



### 3. Programming

**A. Enhance Programming for Children**

B. Enhance Programming for Youth

C. Increase Fitness and Wellness Programming and Review Scheduling

D. Support More Programs for People with Disabilities and Special Needs



E. Provide Assistance to Local Groups Delivering Community Events

F. Address the Increasingly Diverse Needs of the Community

## 3. Programming

The following identifies programming priorities for the Township of Russell.

### A. Enhance Programming for Children

Recommended Direction	Recommendation	Rationale
 <b>IMPROVE</b>	3.A.1 Increase and improve programming for children.  	<ul style="list-style-type: none"> <li>• New and improved programming for children was identified through engagement as a priority.</li> <li>• Parents are interested in programs for children being offered at alternate times to improve access to them (e.g. not at midday when parents are working or at mealtimes).</li> <li>• The Township could consider partnering with schools and other service providers to enhance children’s programming.</li> </ul>

 **Timeline**  
Medium

 **Priority**  
High

 **Cost**  
Staff/\$



### 3. Programming

A. Enhance Programming for Children

**B. Enhance Programming for Youth**

C. Increase Fitness and Wellness Programming and Review Scheduling

D. Support More Programs for People with Disabilities and Special Needs

E. Provide Assistance to Local Groups Delivering Community Events

F. Address the Increasingly Diverse Needs of the Community

#### B. Enhance Programming for Youth

Recommended Direction	Recommendation	Rationale
<p><b>IMPROVE</b></p>	<p>3.B.1 Increase and improve programming for youth.</p> <p>★</p>	<ul style="list-style-type: none"> <li>• According to the resident survey results, there is a higher rate of dissatisfaction with programs for youth than other demographic groups.</li> <li>• Engagement participants and community groups noted the importance of supervised places and programs for teens especially.</li> <li>• Youth programming could become a focus for programs at the new Recreation Complex (e.g. “Youth Nights” or regularly scheduled themed events targeted at youth).</li> </ul>

**Timeline**  
Medium

**Priority**  
High

**Cost**  
Staff



### 3. Programming

A. Enhance Programming for Children

**B. Enhance Programming for Youth**

C. Increase Fitness and Wellness Programming and Review Scheduling

D. Support More Programs for People with Disabilities and Special Needs

E. Provide Assistance to Local Groups Delivering Community Events

F. Address the Increasingly Diverse Needs of the Community

Recommended Direction	Recommendation	Rationale
<p><b>NEW AMENITY OR SERVICE</b></p>	<p>3.B.2 Introduce new low-cost programming for youth.</p> <p>★</p>	<ul style="list-style-type: none"> <li>Residents are interested in youth having access to low cost programs. Some are also interested in pairing non-recreational programming with recreational programming, including social and mental health supports.</li> <li>The Township could work with schools and other service providers to enhance access to low cost programming.</li> </ul>

**Timeline**  
Medium

**Priority**  
High

**Cost**  
Staff/\$

Recommended Direction	Recommendation	Rationale
<p><b>NEW STRATEGY, POLICY, OR TOOL</b></p>	<p>3.B.3 Develop a Leaders in Training program for youth.</p>	<ul style="list-style-type: none"> <li>Leaders in Training programs are typically designed for youth aged 13-17 to develop leadership skills and gain practical experience. Participating youth help recreational leaders run programs. They may also participate in volunteer tasks such as organized park clean-ups and outdoor rink activities. They get an opportunity to give back to their community and to earn community involvement activity hours for school.</li> <li>The Township and its residents as a whole would benefit from such a program through the development of future recreation instructors and leaders.</li> </ul>

**Timeline**  
Medium

**Priority**  
Medium



**Cost**  
Staff/\$



### 3. Programming

- A. Enhance Programming for Children
- B. Enhance Programming for Youth
- C. Increase Fitness and Wellness Programming and Review Scheduling
- D. Support More Programs for People with Disabilities and Special Needs
- E. Provide Assistance to Local Groups Delivering Community Events
- F. Address the Increasingly Diverse Needs of the Community

#### C. Increase Fitness and Wellness Programming and Review Scheduling

Recommended Direction	Recommendation	Rationale
 <b>NEW STRATEGY, POLICY, OR TOOL</b>	3.C.1 Increase fitness and wellness programming and review scheduling.  	<ul style="list-style-type: none"> <li>Many of the Township’s existing fitness and wellness programs are oversubscribed. More are needed to meet demand.</li> <li>46% of resident survey respondents indicated that programs not being offered prevented them from participating in recreation. 46% indicated that scheduling/timing prevents their participation. Some specifically noted that existing schedules do not accommodate people who commute to work, and the need for more early morning and later evening programs.</li> <li>The opening of the new Recreation Complex and the potential re-purposing of other facilities provides an opportunity for the Township to explore new venues for its fitness and wellness programs.</li> </ul>

 **Timeline**  
Medium

 **Priority**  
High


 **Cost**  
Staff/\$



### 3. Programming

- A. Enhance Programming for Children
- B. Enhance Programming for Youth
- C. Increase Fitness and Wellness Programming and Review Scheduling
- D. Support More Programs for People with Disabilities and Special Needs**
- E. Provide Assistance to Local Groups Delivering Community Events
- F. Address the Increasingly Diverse Needs of the Community

#### D. Support More Programs for People with Disabilities and Special Needs

Recommended Direction	Recommendation	Rationale
 <b>NEW AMENITY OR SERVICE</b>	3.D.1 Work with local organizations to develop and deliver more programs for people with disabilities and special needs.	<ul style="list-style-type: none"> <li>• The Township’s programming for people with disabilities and special needs is limited.</li> <li>• There are local organizations who deliver and help fund this type of programming. They may be interested in working with the municipality to increase and scale up their activities.</li> <li>• The Township could partner with or otherwise assist local organizations in delivering programs. Potential forms of assistance include help with program design/development, provision of venues for activities, grants, and help with marketing and promotion.</li> </ul>

 **Timeline**  
Medium

 **Priority**  
Medium

 **Cost**  
Staff



### 3. Programming

- A. Enhance Programming for Children
- B. Enhance Programming for Youth
- C. Increase Fitness and Wellness Programming and Review Scheduling
- D. Support More Programs for People with Disabilities and Special Needs
- E. Provide Assistance to Local Groups Delivering Community Events
- F. Address the Increasingly Diverse Needs of the Community

#### E. Provide Assistance to Local Groups Delivering Community Events

Recommended Direction	Recommendation	Rationale
 <b>FURTHER STUDY</b>	3.E.1 Work with local groups to identify potential event delivery needs and potential forms of Township assistance.	<ul style="list-style-type: none"> <li>Residents indicated through the survey that they are interested in new or improved festivals and events.</li> <li>Festivals and events are important cultural activities.</li> <li>Most events in the community are delivered by local groups and organizations.</li> <li>The Township could consider working with local groups to identify any assistance they might need in continuing to deliver events for residents. Examples of potential assistance include help with securing venues and event planning, advertising and promotions, and volunteer organizing.</li> </ul>

 **Timeline**  
Medium

 **Priority**  
Medium


 **Cost**  
Staff/\$



### 3. Programming

- A. Enhance Programming for Children
- B. Enhance Programming for Youth
- C. Increase Fitness and Wellness Programming and Review Scheduling
- D. Support More Programs for People with Disabilities and Special Needs
- E. Provide Assistance to Local Groups Delivering Community Events
- F. Address the Increasingly Diverse Needs of the Community**

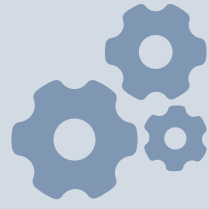
#### F. Address the Increasingly Diverse Needs of the Community

Recommended Direction	Recommendation	Rationale
 <b>FURTHER STUDY</b>	3.F.1 Further engage with members of diverse cultural communities to identify unique programming and facility access needs.	<ul style="list-style-type: none"> <li>• The Township’s population is becoming more culturally diverse.</li> <li>• Residents who are members of different cultural communities may have unique recreational programming and facility access needs.</li> <li>• The Township could work with residents and organizations to identify these. Examples may include sport fields and courts configured for different activities (e.g. cricket, rugby, field hockey, lacrosse), gender-specific programs and facility access times, multi-lingual communication materials, and help with program delivery.</li> <li>• Supporting access to programs and facilities will enable more residents to participate in their preferred recreational activities.</li> </ul>

 **Timeline**  
Medium

 **Priority**  
Medium

 **Cost**  
Staff



## 4. Service Delivery

### A. Assign Master Plan Implementation Responsibilities

- B. Continue the Process of Upgrading Program Registration Software
- C. Consider Adopting Capital Project Evaluation Criteria and Processes for Parks, Recreation, and Culture Projects
- D. Improve Communication with Residents About Recreation Offerings
- E. Investigate Facility Accessibility and Consider Improvements
- F. Consider Climate Change Related Risks in Facility Planning and Design
- G. Review and Update the Parks, Recreation and Culture Master Plan

## 4. Service Delivery

The following identifies service delivery priorities for the Township of Russell.

### A. Assign Master Plan Implementation Responsibilities

Recommended Direction	Recommendation	Rationale
 <b>NEW STRATEGY, POLICY, OR TOOL</b>	4.A.1 Assign responsibility for leading implementation of the master plan to a staff member.	<ul style="list-style-type: none"> <li>This responsibility could be worked into either an existing position, or a new position at the Recreation Complex, or it could be through contracted resources.</li> </ul>

**Timeline**  
Short

**Priority**  
High

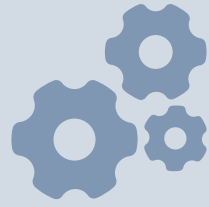
**Cost**  
Staff

Recommended Direction	Recommendation	Rationale
 <b>NEW STRATEGY, POLICY, OR TOOL</b>	4.A.2 Consider establishing an internal committee to support implementation of the Master Plan.	<ul style="list-style-type: none"> <li>This committee would serve to enhance internal collaboration and effectively marshal the Township's resources toward implementation.</li> <li>The committee could be made up of a broad cross-section of municipal staff, including senior administration, managers and other staff who play key roles in delivering recreation services to the community. Members of the committee may or may not be the same as the committee formed to prepare the Master Plan.</li> </ul>

**Timeline**  
Short

**Priority**  
Medium

**Cost**  
Staff



## 4. Service Delivery

A. Assign Master Plan Implementation Responsibilities

**B. Continue the Process of Upgrading Program Registration Software**

C. Consider Adopting Capital Project Evaluation Criteria and Processes for Parks, Recreation, and Culture Projects

D. Improve Communication with Residents About Recreation Offerings


E. Investigate Facility Accessibility and Consider Improvements

F. Consider Climate Change Related Risks in Facility Planning and Design

G. Review and Update the Parks, Recreation and Culture Master Plan

### B. Continue the Process of Upgrading Program Registration Software

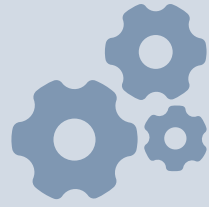
Township staff report that implementation is underway.

Recommended Direction	Recommendation	Rationale
 <b>REPURPOSE</b>	4.B.1 Upgrade program registration software.	<ul style="list-style-type: none"> <li>Residents have expressed frustration with existing program registration software, noting that it is challenging to use.</li> <li>Updating or upgrading software could improve user experience and satisfaction with recreational programming.</li> <li>Effective registration software will become increasingly important as the Township opens the Recreation Complex and introduces additional programs.</li> </ul>

 **Timeline**  
Short

 **Priority**  
High

 **Cost**  
\$\$



## 4. Service Delivery

- A. Assign Master Plan Implementation Responsibilities
- B. Continue the Process of Upgrading Program Registration Software
- C. Consider Adopting Capital Project Evaluation Criteria and Processes for Parks, Recreation, and Culture Projects
- D. Improve Communication with Residents About Recreation Offerings
- E. Investigate Facility Accessibility and Consider Improvements
- F. Consider Climate Change Related Risks in Facility Planning and Design
- G. Review and Update the Parks, Recreation and Culture Master Plan

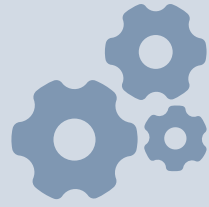
### C. Consider Adopting Capital Project Evaluation Criteria and Processes for Parks, Recreation, and Culture Projects

Recommended Direction	Recommendation	Rationale
 <b>NEW STRATEGY, POLICY, OR TOOL</b>	4.C.1 Consider adopting a formalized process and Capital Project Evaluation Criteria to evaluate new parks, recreation and culture projects.	<ul style="list-style-type: none"> <li>Implementing formal evaluation criteria for future capital projects will support the Township in maintaining alignment between its investments, strategic priorities, and financial capacity.</li> <li>Such an approach would reinforce a consistent and transparent framework for decision-making as the Township initiates refurbishment, reuse, new build, or decommissioning projects.</li> <li>See Appendix E for proposed criteria and process.</li> </ul>

 **Timeline**  
Medium

 **Priority**  
Medium

 **Cost**  
Staff



## 4. Service Delivery


- A. Assign Master Plan Implementation Responsibilities
- B. Continue the Process of Upgrading Program Registration Software
- C. Consider Adopting Capital Project Evaluation Criteria and Processes for Parks, Recreation, and Culture Projects

### D. Improve Communication with Residents About Recreation Offerings

### E. Investigate Facility Accessibility and Consider Improvements

- F. Consider Climate Change Related Risks in Facility Planning and Design
- G. Review and Update the Parks, Recreation and Culture Master Plan

## D. Improve Communication with Residents About Recreation Offerings


Recommended Direction	Recommendation	Rationale
 <b>REPURPOSE</b>	4.D.1 Develop and implement a communication plan to increase resident awareness of the Township’s parks, recreation and culture programs.  4.D.2 Where feasible, help promote programs and activities delivered by local organizations.	<ul style="list-style-type: none"> <li>• 23% of resident survey respondents indicated that being unaware of activities prevented them from participating in recreation programs.</li> <li>• Some local organizations also noted that they could benefit from Township support in promoting their activities.</li> <li>• Enhancing communication about the Township’s programming and helping to promote the activities of local groups could increase participation in recreation and improve community and individual wellbeing.</li> </ul>

 **Timeline**  
Medium

 **Priority**  
Medium/Low

 **Cost**  
Staff/\$

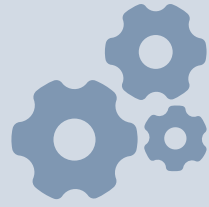
## E. Investigate Facility Accessibility and Consider Improvements

Recommended Direction	Recommendation	Rationale
 <b>FURTHER STUDY</b>	4.E.1 Audit existing facilities for physical accessibility and consider making identified improvement.	<ul style="list-style-type: none"> <li>• Some community groups expressed an interest in the Township taking additional measures to increase the physical accessibility of facilities.</li> <li>• Investigating accessibility and considering improvements is identified in the Township’s 2026 Business Plan.</li> </ul>

 **Timeline**  
Ongoing

 **Priority**  
Medium


 **Cost**  
Staff/\$



## 4. Service Delivery

- A. Assign Master Plan Implementation Responsibilities
- B. Continue the Process of Upgrading Program Registration Software
- C. Consider Adopting Capital Project Evaluation Criteria and Processes for Parks, Recreation, and Culture Projects
- D. Improve Communication with Residents About Recreation Offerings
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- G. Review and Update the Parks, Recreation and Culture Master Plan

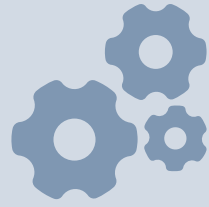
### F. Consider Climate Change Related Risks in Facility Planning and Design

Recommended Direction	Recommendation	Rationale
 <b>NEW STRATEGY, POLICY, OR TOOL</b>	4.F.1 Take climate change related risks into account when siting and designing recreation, parks and culture facilities.	<ul style="list-style-type: none"> <li>The Township’s Asset Management Plan recognizes the potential impacts of climate change on service delivery. Taking climate related risks into consideration when siting and designing facilities is important to the sustainability of the community’s infrastructure and investments.</li> <li>The effects of climate change in the Township are expected to include higher average annual temperatures, an increase in total annual precipitation, and an increase in the frequency and severity of extreme events.<sup>18</sup></li> <li>There are many potential implications for recreation facilities and parks. These include flooding risks and mitigation, the ability of structures to withstand heavy snow and ice loads, heavier use and maintenance needs of outdoor facilities as warmer seasons extend, the need for more shade structures in open spaces.</li> <li>The Township may want to consider other actions to reduce, mitigate, and adapt to climate change impacts across its recreation planning and service delivery activities.</li> </ul>

 **Timeline**  
Ongoing

 **Priority**  
Medium

 **Cost**  
Staff/\$




## 4. Service Delivery

- A. Assign Master Plan Implementation Responsibilities
- B. Continue the Process of Upgrading Program Registration Software
- C. Consider Adopting Capital Project Evaluation Criteria and Processes for Parks, Recreation, and Culture Projects
- D. Improve Communication with Residents About Recreation Offerings
- E. Investigate Facility Accessibility and Consider Improvements
- F. Consider Climate Change Related Risks in Facility Planning and Design

**G. Review and Update the Parks, Recreation and Culture Master Plan**

### G. Review and Update the Parks, Recreation and Culture Master Plan

Recommended Direction	Recommendation	Rationale
 <b>FURTHER STUDY</b>	4.G.1 Review the Master Plan as needed and undertake a fulsome update in ten years.	<ul style="list-style-type: none"> <li>• Given the growth expected in the community, an assessment of whether a review of the Master Plan is needed should be completed annually.</li> <li>• Every five years it should be determined whether a more thorough review is needed.</li> <li>• A fulsome update should be completed after ten years of implementation.</li> </ul>

 **Timeline**  
Medium/Long

 **Priority**  
Medium

 **Cost**  
Staff/\$

# 8

## IMPLEMENTING THE MASTER PLAN



Photo Credit: Township of Russell

This section provides guidance toward implementing the Master Plan.

## Top 10 Actions

The following actions have been identified as the top priorities of the master plan. They are in addition to the Township's ongoing preparations to open the Recreation Complex. Top 10 actions are listed in a recommended order of priority.



1. Use the findings of this Master Plan as input toward the Township's facility space planning activities. It is recommended to assess the feasibility of repurposing the Russell Arena for other recreation uses and enhance the functionality of Camille Piché Hall as a multipurpose and cultural programming space.



2. Develop an updated site plan for the lands adjacent to the Recreation Complex.



3. Strengthen tools for parkland acquisition and development, including adopting acquisition and design guidelines for parks, and updating the Township's Park Development Policy.



4. Address community demand for indoor court space.



5. Address community demand for multipurpose and cultural space.



6. Consider options for developing a fitness centre.



7. Enhance and extend the trail network.



8. Consider third party development and operation of future pickleball courts.



9. Enhance programming for children and youth.



10. Increase fitness and wellness programming and review scheduling.



Photo Credit: Township of Russell

## Organizational Lead

The Township of Russell's Parks and Recreation Department will lead implementation. It will engage and collaborate with internal departments and external entities as needed.

## Future Planning, Evaluation, and Reporting

A key component of the success of the Master Plan will be the evaluation of its initiatives. Recommended performance measures are identified in Appendix F. Master Plan priorities should be reviewed bi-annually, at which time they should be re-evaluated, and a discussion of any variances should occur in reference to performance measures. If new projects are added (or old projects removed) as the plan progresses, this should be done by weighing the relative priority of all projects in the plan. A fulsome update of the Master Plan may be needed after year five of implementation, depending on progress made and circumstances at the time.

## Implementation Considerations

The Master Plan recommends several priorities and supporting action items. Attempting to complete all initiatives concurrently will stretch the resources and limit the focus of the Township as it implements the plan. Therefore, it is recommended that implementation of the plan begins with the highest priority items and quick wins.

It should be recognized that this Master Plan is a non-statutory plan whose purpose is to provide direction and guidance. Implementation of the plan may be impacted by a variety of factors, including Council priorities, available resources, and emerging opportunities/challenges.



Photo Credit: Expedition Management Consulting Ltd.

## Funding Mechanisms

The following financial strategies and opportunities can be considered to help the Township of Russell achieve more objectives identified in the master plan, as well as to mitigate anticipated capital and operational budget impacts.

### Alternate Operating Models for Facilities and Programs

There are opportunities to explore alternative operating models for some facilities and programs. Independent operating boards, non-profit societies, and the private sector could be engaged to provide facilities and deliver programs. Given the right circumstances, alternative operating models for some services have the potential to reduce municipal costs while providing high demand recreational opportunities for residents.

### Developer Contributions

Municipalities in Ontario may use Development Charges (DCs) to recover capital costs related to residential and non-residential growth. Funds collected through DCs can be used to pay for services to support new development including parks and recreation.<sup>19</sup> The Township already collects DCs for parks and recreation through the provisions of its Development Charges Bylaw.<sup>20</sup> Beyond DCs, the municipality could use this Master Plan as a tool to communicate community priorities and seek to increase more direct developer investment in recreational amenities.

### Surcharges

The Township has a Recreation Complex Surcharge on various services to help finance the construction of the new recreation complex. This approach could be considered to help fund future facilities.

### Involvement of the Non-Profit Sector

The non-profit sector can be of assistance in reducing capital development and annual program/project costs in a variety of ways. For example, non-profit societies can access grants that are not available to municipalities or private sector organizations; they can fundraise for new projects or on-going facility operations; and they can volunteer at programs and events, and conduct work-bees to lower project costs. The Township already has numerous non-profit organizations related to recreation and culture that could be of assistance in these ways.

### Grant Funding

The Township can access grant funding from provincial and federal governments for projects related to parks, recreation, and culture. The Township is encouraged to seek additional grant funding to help them achieve objectives identified in the Master Plan.

### Review Existing Municipal Budgets

The Master Plan is expected to have some level of impact on municipal budgets. Therefore, it would be prudent to examine budgets as a whole and determine if there are opportunities to reduce costs and increase revenues in order to address capital and operational budget impacts.

### Enhanced Corporate Sponsorships

There may be opportunities to develop enhanced corporate sponsorships for parks, recreation, and culture services in the township. As its villages grow and attract new businesses, corporations can be invited to sponsor facilities and programs in the community. Additional sponsorship funds would allow the municipality to reduce costs and achieve more with their investments in service delivery.

### User Fees

Users of facilities and programs can further support service delivery by paying more for enhanced services. Adjustments to user fees should be considered as the Township evaluates its approach to fees and future fee structures.

# 9 CONCLUSION





Photo Credit: Township of Russell

This Master Plan positions the Township of Russell to continue to evolve and enhance its parks, recreation and culture services. It reinforces the importance of sustainable operations, recognizes that programming needs to respond to resident interests and evolving needs, and strengthens the municipality's commitment to providing quality indoor and outdoor recreation facilities. By putting this plan into action, the Township will strengthen and diversify its service offerings for the benefit of those who live and recreate in its unique villages, now and into the future.

# APPENDICES



# Appendix A – Facility and Program Inventory

## Township Owned Indoor Facilities

### Recreation Complex (to be completed in 2026)

The future Recreation Complex will be located between Embrun and Russell, adjacent to the sports dome. The facility will include three ice surfaces. Rink 1 will include 250 seats, Rink 2 will include 125 seats, and Rink 3 will include 117 seats. The facility will also include 12 changing rooms and a warm-up room. A 25-m, six-lane pool will also be developed along with a leisure pool and dry sauna. Additionally, there will be a 10,000 square foot community hall.

### Sports Dome

The Sports Dome is located on Sportsplex Street in Embrun. The facility includes a training centre (gym), walking and running track, turf field, multisport court, and conference room. In the summer, the Sports Dome is open Monday to Friday from 5:30am to 10:00pm and weekends from 7:00am to 4:00pm. During the non-summer months, the facility is open from 7:00am to 6:00pm for walkers and members. Hours may vary depending on field bookings.

### Palais des sports – Embrun Arena

The Embrun Arena is located on Blais Street in Embrun. The facility includes an ice surface, an upstairs hall, and a canteen.

### Frank Kinnaird – Russell Arena

The Russell Arena is located on Concession Street in Russell. The facility includes an ice surface, canteen, and the Frank Kinnaird Community Centre, which has a seating capacity of 200.

### Camille Piché Community Centre (Embrun)

The Camille Piché Community Centre is located at 8 Blais Street in Embrun. The facility includes a hall, which has a capacity of 450 people and a kitchen. The Community Centre is also home to a bowling hall, which includes eight

five-pin lanes. The bowling hall is closed during the summer aside from group reservations. External groups rent the centre for weddings, birthday parties, craft shows and other gatherings. The Township runs several programs in the Hall including dance, fitness, Tai Chi, and art classes.

### Marionville Community Centre

The Marionville Community Centre is located on Gregoire Road in Marionville. The facility includes two halls. Hall A has a seating capacity of 184 and Hall B has a seating capacity of 40. The Community Centre also includes a kitchen.

### Russell Sports and Youth Centre

The Russell Sports and Youth Centre is located on Concession Street in Russell. The activity room has a seating capacity of 75 and the meeting room has a seating capacity of 30.

### Keith M. Boyd Museum

The museum is located in two Township-owned buildings, the Church Museum and beside it the old Fire Hall Museum. It is operated by the Russell and District Historical Society.

## Externally Owned and/or Operated Indoor Facilities

### Russell Curling Club and Russell Agricultural Society

The Russell Curling Club is located on Concession Street in Russell. The facility has four sheets of ice and a lounge featuring a hall, bar, and kitchen. There are several other small buildings on the Agricultural Society site adjacent to the Russell Arena.

## Town Owned Outdoor Facilities

### Russell Centennial Pool

The Russell Centennial Pool is located on Castor Street in Russell. The pool has five lanes and operates in the summer months. It is open Monday to Sunday.

### Outdoor Ice Rinks

There are three outdoor rinks in the Township located in Embrun, Russell, and Marionville.

### Yahoo Park Splash Pad

The Splash Pad is located on Marcel Street in Embrun. There are a variety of structures and it is open from June to September from 9:00am to 8:00pm.

### Boat Launch

The boat launch is located on Notre Dame Street and is open from May to October. The launch includes a parking lot, ramp, and dock and is part of the South Nation Conservation river access.

### Parks and Playgrounds

The Township of Russell has 26 parks. Amenities vary at each location and may include basketball courts, playground equipment, outdoor fitness equipment, zip line, green space, and picnic tables. The Keith M. Boyd Park also features a BMX park.

### Grass Fields

The Township owns one grass sports field. All other sports fields in the municipality are owned and operated by school boards.

### Baseball Fields

The Township of Russell owns six ball diamonds including Marionville Baseball Field, Terrain Don Graham Field and Terrain Gordon Saunders Field, Joe Bélisle Baseball Field, Lafortune Baseball Field, and the Patenaude Baseball Field.

### Basketball, Tennis and Pickleball Courts

The Township includes two tennis courts and two basketball courts. The Jonathan Pitre Tennis and Basketball Courts are located on Sportsplex Street in Embrun and the Michel Malboeuf Tennis Court is located on Blais Street in Embrun. Each court can also be used for pickleball. Outdoor tennis and pickleball courts are available on a first come first serve basis.

### New York Central Recreational Trail

The New York Central Recreational Trail is located between Embrun and Russell and covers a total of 9.4km. The trail is fully paved and is groomed throughout the winter months.

## Externally Owned and/or Operated Outdoor Facilities

### W.E. Burton Conservation Area

This nature park in the Village of Russell has 3 km of nature trails winding along the Castor River. It is owned and operated by the South Nation Conservation.

### Henry Tweed Conservation Area

This 16-acre nature park in the Village of Russell contains green space suitable for hiking, geocaching, dog walking (on leash), snowshoeing, cross-country skiing. It is owned and operated by the South Nation Conservation.

### Nokomis Park

This nature park in Limoges is part of the Larose Forest. It offers a few kilometres of trails. It is owned and operated by the United Counties of Prescott and Russell.

# Programs

The Township of Russell offers a variety of programs for residents. They include:

## Aquatics

- Parent & Tot
- Preschool A-C
- Swimmer Level 1-6
- Semi-Private & Private Lessons
- Leadership Courses (Bronze Star, Bronze Medallion, and Bronze Cross)
- Aqua-Fit
- Aqua Zumba
- Barracudas Swim Team

## Adults

- Fitness Dance Program
- Full-Body Fitness
- Zumba
- Cerveaux actifs
- MoDayo Dance
- Language Classes
- Barefoot Nia Cardio Classic
- Moving to Heal
- Chair Exercises
- Learn to Nordic Walk Clinic
- Belly Dance Cardio
- Jump Rope Detox
- Bootcamp Program
- Yang Style Tai Chi
- Hatha Yoga
- Pure Balance Yoga
- Modern Square Dancing
- Mom and Baby Fitness
- Long & Lean
- Pilates
- Pickleball Recreational League
- Healing Meditation
- Adult Gentle Yoga
- Korean Sword
- Ballroom Dancing
- Spinning
- Get Your Paint On!
- Re-think Vintage

## Children and Youth

- Russell Tots in Motion
- Russell Littles Movers
- Mini Chef
- Abstract Art
- Book Club
- Creative Writing
- Fashion and Jewelry Design
- Tennis
- Tap Dance
- Salon & Spa
- Monkey Rock Music
- Badminton
- Youth Bowling League
- Advanced Youth Bowling League

## Day Camps

- Summer
  - Camp Lightning
  - Camp Xtreme
  - Camp Sunshine
  - Camp Moustiques
  - Camp Kaboum
  - March Break Camp

## Programs for Children, Youth, and Adults with Disabilities

- New Frontiers
- Challengers Bowling League
- Challengers Swim Team

## Dance Classes

- Acro
- Hip Hop
- Creative Dance
- Jazz
- Musical Theatre
- Ballet
- Lyrical
- Twinkle Toes Competitive Dance Team
- Competitive Dance Team

## Other

- Standard First Aid with CPR-C
- Online Babysitting Course

## Appendix B – Expanded Strategic Analysis

### Township Documents

#### Township of Russell Official Plan (2025 – pending approval by United Counties of Prescott-Russell)

The role of the Township of Russell Official Plan is to guide and direct the use of land within the Township's four Villages (Embrun, Russell, Limoges, and Marionville), and the Industrial Park adjacent to Highway 417. The vision for the Township of Russell Official Plan is to provide a high quality of life for residents by promoting the environmental, social, and economic sustainability of the Township and enhancing the unique features of its Villages. Several of the plan's guiding principles, objectives and policies support active communities, a diversity of recreational opportunities and a connected network of open spaces.

#### Township of Russell Community and Economic Development Strategic Plan (2025)

This plan identifies community and economic development goals. Goals most related to recreation include enviable quality of place, vibrant urban cores, strong volunteer network, and develop a unique tourism product.

#### Township of Russell Transportation Master Plan Update (2025)

The plan update sets out a long term vision for transportation in the community. Elements of the plan that most support recreation include a vision to provide transportation choices including those that encourage people to walk and cycle, and recommendations to improve multi-use paths and sidewalks.

#### Township of Russell Strategic Plan (2023)

The 2023-2026 Strategic Plan focuses on six strategies including bold leadership, innovation and collaboration, long-term sustainable planning, sustainable development and community character, empathy, trust, and equity for all. Objectives related to parks, recreation, and culture include completing the design and construction of the Recreation Complex by December 2026, optimize the online reservation system for recreation facilities, complete a long term plan for 100% sustainability in existing assets and infrastructure, draft a new park and recreation bylaw, optimize user-fee revenue while maintaining competitive rates for programs, foster programs to enhance volunteerism, complete condition assessments for arenas and other recreation facilities, continue to develop access to park space for dogs, and improving safety and security in parks.<sup>21</sup>

#### Accessibility Plan (2022)

The Township's Accessibility Plan has several goals, including reviewing and building on past efforts to identify, remove, and prevent barriers for people with disabilities as well as identifying solutions to ensure the community is accessible to everyone.<sup>22</sup>

### Township of Russell Parks and Recreation Master Plan (2015)

A Parks and Recreation Master Plan was completed in 2015. It provides priorities for the development of indoor and outdoor recreation opportunities, services, and facilities until 2025. Figure 17 outlines implementation actions completed over the last ten years. Figure 18 provides a scorecard of all initiatives from the 2015 plan.

Figure 17. New Parks, Trails and Facilities Since 2015

<b>Indoor Facility</b>	<ul style="list-style-type: none"> <li>• Recreation Complex</li> <li>• Sports Dome</li> </ul>
<b>Outdoor Facilities</b>	<ul style="list-style-type: none"> <li>• 2 full size tennis courts / 4 pickleball courts</li> <li>• 2x full size basketball courts</li> </ul>
<b>New Playgrounds</b>	<ul style="list-style-type: none"> <li>• Richelieu</li> <li>• Library Park</li> <li>• Séraphin Marion Park</li> <li>• Cloutier / Dazé</li> <li>• Jonathan Pitre</li> <li>• Yahoo Park - Splash Pad</li> </ul>
<b>Additional Trails</b>	<ul style="list-style-type: none"> <li>• Trail Extension - 1.65km</li> <li>• Forced Road to Route 300 - 1.2 km</li> <li>• Valoris Street - 450 m</li> </ul>

Of the 62 action items in the 2015 plan, 11 are completed and the rest are ongoing. Many of those that are ongoing will continue into the future as part of regular departmental operations. Many are also reflected in the recommended actions of this plan. These include considering the future of existing recreation facilities, applying connectivity and location principles to parkland acquisition, enhancements to park design, further enhancements to programming, and cost recovery targets. Please see the following scorecard for an update on each action item as of the writing of this report.

Figure 18. Master Plan Scorecard

#	Recommendation	Ongoing	Done
1	Continue the Township's asset management work	✓	
2	Detailed Financial Feasibility, Concept Design, Funding Strategy and Phasing Plan Development of a Multi-Use Recreation Complex		✓
3	Assessment of the Future Use Potential/disposition of Embrun Arena (and associated recreation campus) and Russell Arena	✓	
4	Develop a detailed site plan for the Township land between Russell and Embrun		✓
5	Develop a twin indoor ice pad Multi-Use Recreation Complex on the municipally owned land between Embrun and Russell with options for expansion (this was reviewed and is now 3 ice pads)		✓
6	Contingent on Investment in a New Multi-Use Recreation Complex, Decommission the Embrun Palais des Sports		✓
7	Contingent on new investment, consider options for the Russell Arena	✓	
8	Enact a planned decommissioning/re-use strategy for Embrun Arena/Palais des Sports	✓	
8 (sic)	Invest in the Russell Centennial Pool unless to commitment indoor pool facility/otherwise maintain-only	✓	
9	Construct a centrally planned Multi-Use Recreation Complex on the municipally owned land between Embrun and Russell	✓	
10	(removed)		
11	(removed)		
12	Continue to market the Township's community centres as an affordable community space for events and non-sport based programming	✓	
13	Consider the cost feasibility of developing community space at a centrally planned multi-purpose recreation complex on the municipally owned land between Embrun and Russell	✓	

#	Recommendation	Ongoing	Done
14	Continue to weigh the costs of maintaining the Marionville Community centre versus the cost of a new build facility	✓	
15	Community space use at Russell Arena contingent on re-use/repurposing plan for facility	✓	
16	Build a field turf complex as a part of a centrally planned Multi-Use Recreation Complex on Township land between Embrun and Russell, to be bubbled during the winter; site concept design to determine mix of field types and multi-use opportunity		✓
17	Install temporary changeroom facilities at the field turf complex at a new Multi-Use Recreation Complex		✓
18	Maintain existing ball diamonds, conducting capital repairs for assets in critical and poor condition	✓	
19	Do not invest in additional ball diamonds over the ten-year planning period		✓
20	Work with minor ball groups to help them adopt Baseball Canada's LTAD recommendations as to altered pitch sizes based on age	✓	
21	Replace goals and nets in outdoor rinks in critical condition		✓
22	Work with and support members of the community wishing to form a local neighbourhood rink committee to maintain flooded rinks with the support of the Township	✓	
23	(removed)		
24	(removed)		
25	Maintain existing tennis courts in good condition for community use	✓	
26	Acquire parkland in future subdivisions with consideration to its connectivity to existing trail system and contribution to expanding the trail system	✓	
27	Acquire parkland in future subdivisions with consideration to its connectivity to existing trail system and contribution to expanding the trail system	✓	
28	Acquire parkland with a consideration to provision of sufficient street frontage, and a configuration suitable for both active and passive recreation elements	✓	

#	Recommendation	Ongoing	Done
29	Acquire parkland in new subdivisions of sufficient quantity to maintain and/or improve the per capital level of parkland provision over the planning period	✓	
30	Maintain existing active parks as outdoor recreation hubs for their respective communities	✓	
31	Develop new parkland within new subdivisions to include active recreation elements where sufficient space and configuration permit	✓	
32	Maintain the Township's OP standard for parkland provision within 400m of homes in residential neighbourhoods		✓
33	Provide playground equipment in each municipally owned neighbourhood park where possible	✓	
34	Replace playground equipment when asset management determines an asset is in critical condition	✓	
35	Develop a playground replacement fund that is contributed to annually to finance upgrades and repairs to municipal playgrounds	✓	
36	Consider innovations in future park designs to increase the availability of active and passive park amenities and community use of parks	✓	
37	Work with the United Counties of P-R to identify an appropriate road-based route to connect bike trail in Russell with those in neighbouring municipalities		✓
38	Provide infrastructure in parkettes to encourage public use	✓	
39	Improve park signage to improve access	✓	
40	Develop a trails hierarchy within which new and existing trails can be identified		✓
41	Explore possibilities for the expansion of the New York Central Fitness Trail to the north-west	✓	
42	Develop a signage strategy to ensure that the routes from the NY+C Trail to new neighbourhoods is clear and consistent	✓	

#	Recommendation	Ongoing	Done
43	Focus Township driven programming around those skills identified by Canadian SOL where Municipalities should take a leadership role	✓	
44	Continue to track program registrations. Focus on maintaining and growing programs with highest demand	✓	
45	Continue with regular resident surveys to assess resident/user needs and required improvements. Progressively address methods to improve the system over time	✓	
46	Target youth, adults, and seniors through non-traditional recreational programming options to enhance the utilization of existing infrastructure	✓	
47	Explore new programming opportunities for fitness with the development of a new multi-use recreation facility.	✓	
48	Enhance the Community Portal on the Township's website to provide improved access to information and maximum clarity for recreation.	✓	
49	Transition the Recreation Asset Database into the UP-PR GIS mapping system	✓	
50	Develop programming options for seniors through partnerships with local community clubs and seniors groups	✓	
51	Continue to support local demand-driven programming opportunities where community groups express an interest and have the capacity to host programs within municipal facilities	✓	
52	Continue to support recreation user groups through the provision of access to facilities, and through the Township's Grants and Contributions Program	✓	
53	Develop creative pricing options to enhance access and participation in programs	✓	
54	Maintain current Facility Allocation Policy	✓	
55	Develop Fee Policy based on Targeted Subsidization	✓	
56	Establish (at Township's discretion) Target Cost Recovery in Delivery of Facilities and Services	✓	

#	Recommendation	Ongoing	Done
57	Establish and fund annual facility capital reserve fund	✓	
58	Establish user fee and program fee surcharge for capital reserve	✓	
59	Establish longer term capital forecast	✓	
60	Strengthen use of developer agreements to fund park-related investment	✓	
61	Establish Section 37 policies in Official Plan	✓	
62	Engage Neighbourhood in park planning and design	✓	

## Regional Documents

### United Counties of Prescott and Russell Official Plan (2022)

As a lower-tier municipality, the Township of Russell is subject to the policies of the United Counties of Prescott and Russell Official Plan. This plan directs growth and development across the United Counties. It guides the location of recreational uses in various areas and supports enhancements to trail networks across the region.

## National Documents

### National Framework for Recreation: Pathways to Wellbeing (2015)

Provides a vision for recreation in Canada whereby everyone is engaged in meaningful, accessible recreation experiences that foster individual wellbeing, community wellbeing and the wellbeing of natural and built environments.

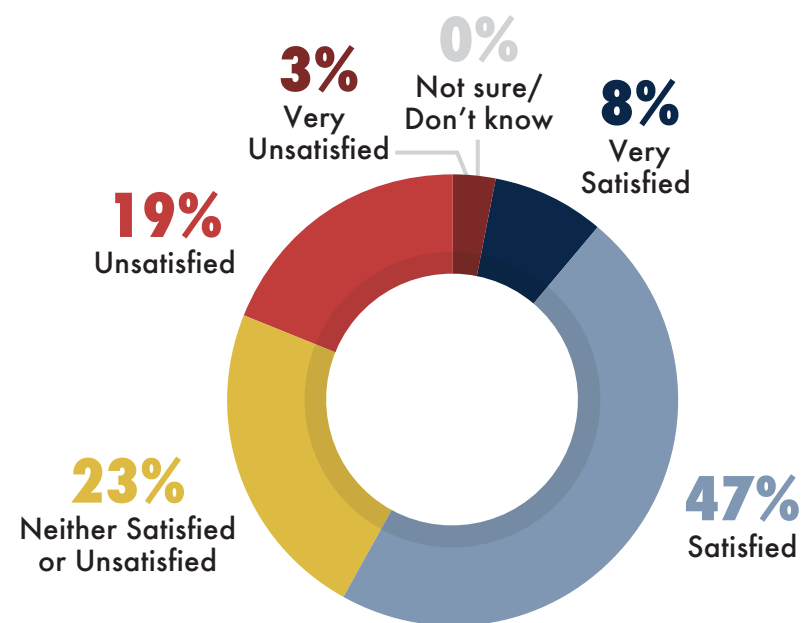
# Appendix C – Expanded Engagement Results

## Resident Survey

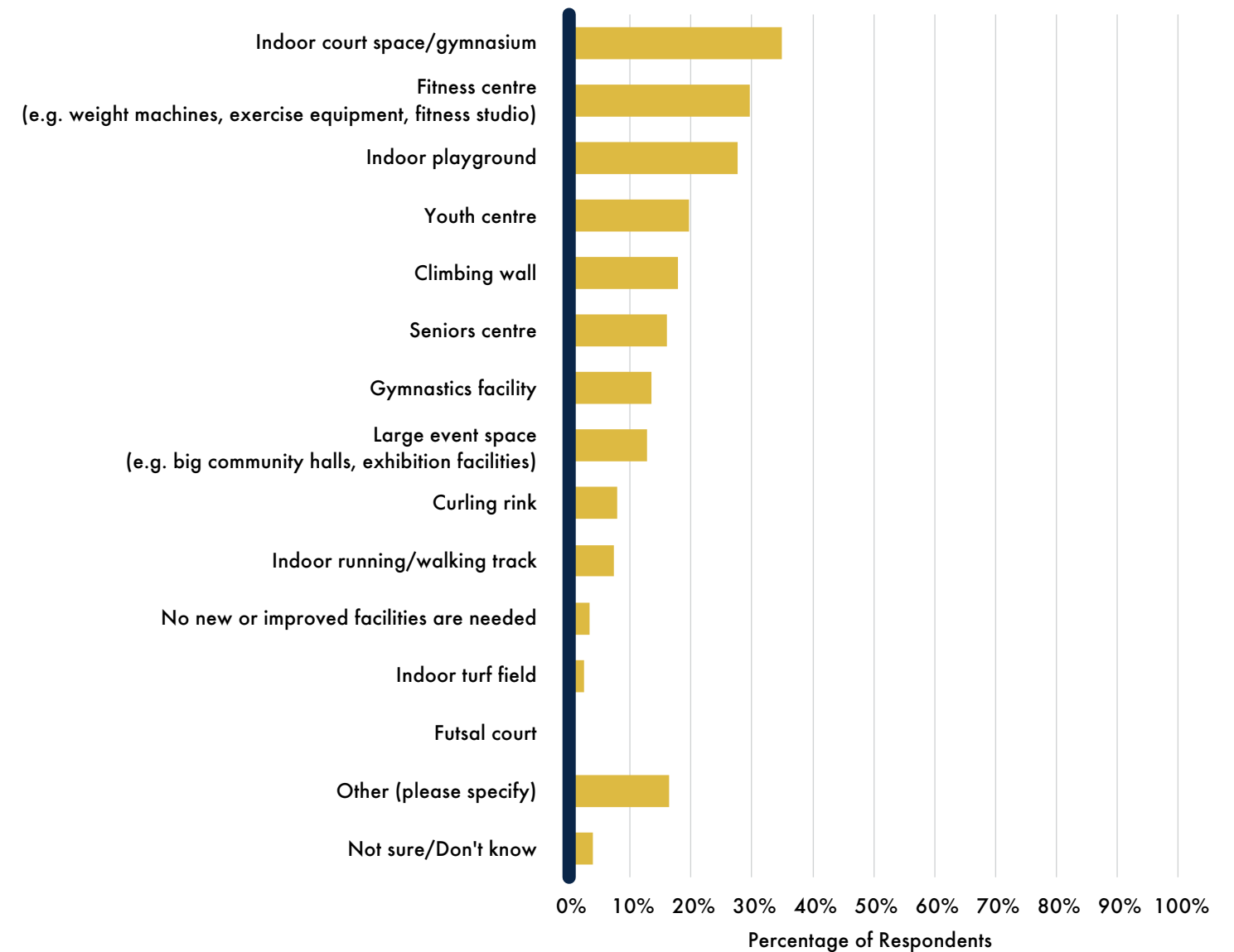
A resident survey was conducted from September 8 to October 6, 2025. The objective of the resident survey was to gain a deeper understanding of resident’s needs for parks, recreation and culture facilities and programs in the Township of Russell.

In total, 544 responses were received. Respondents were primarily between the ages of 30-39 (33%), 40-49 (25%), 60-69 (16%) and 50-59 (13%).

*Please rate your level of satisfaction with indoor facilities in the Township of Russell.*

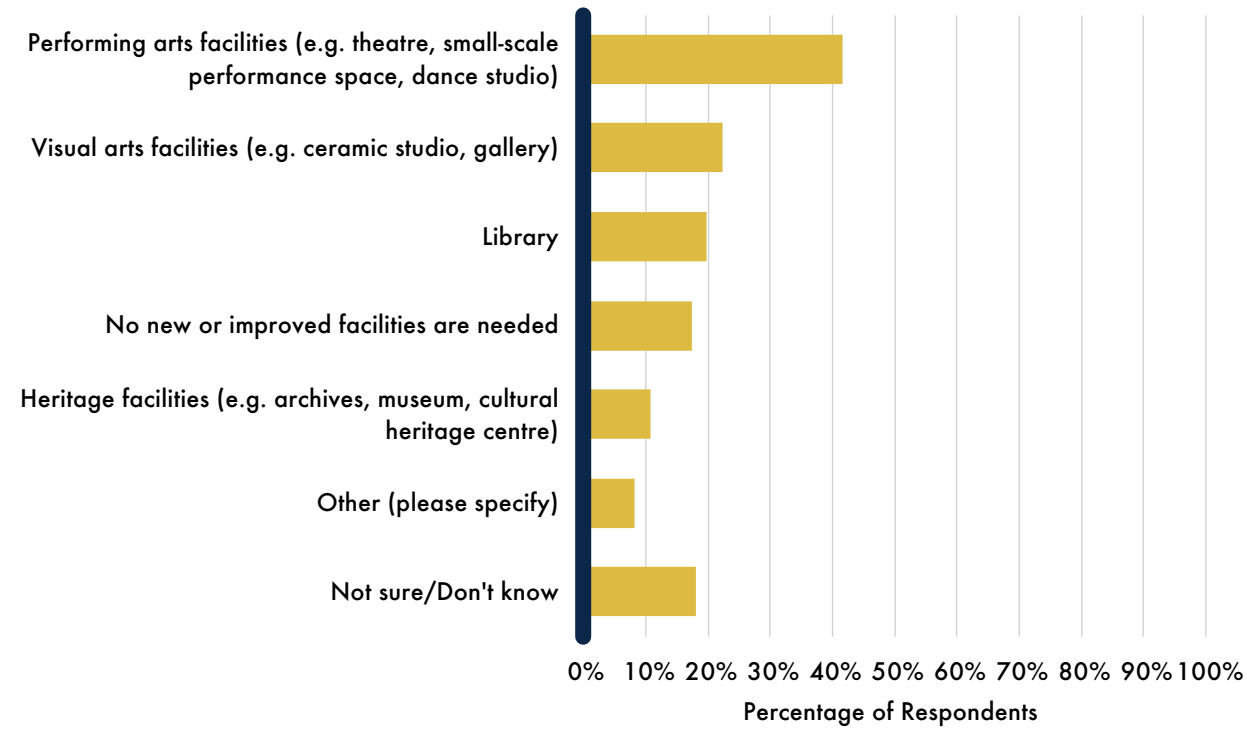


*What, if any, new or improved indoor recreation facilities are most needed in the Township of Russell? Please select up to three options.*

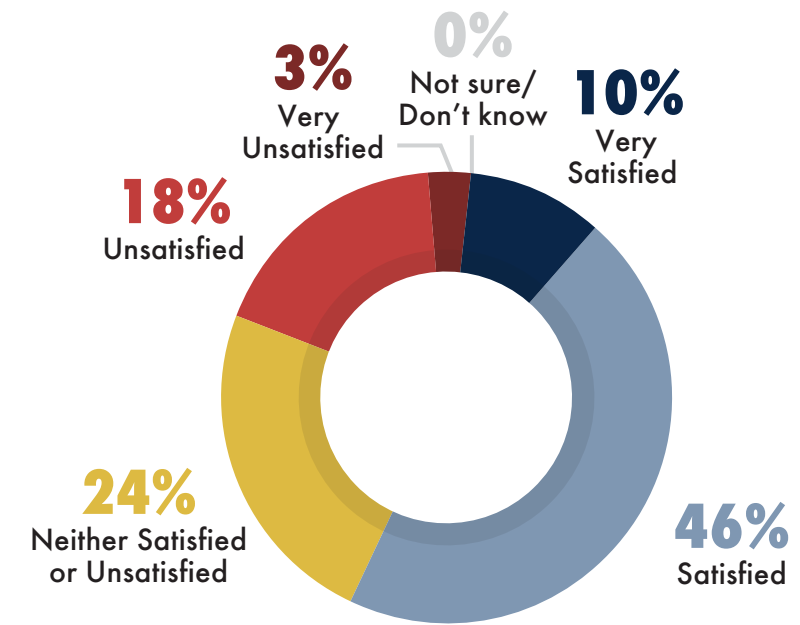




What, if any, new or improved indoor culture facilities are most needed in the Township of Russell? Please select up to three options.

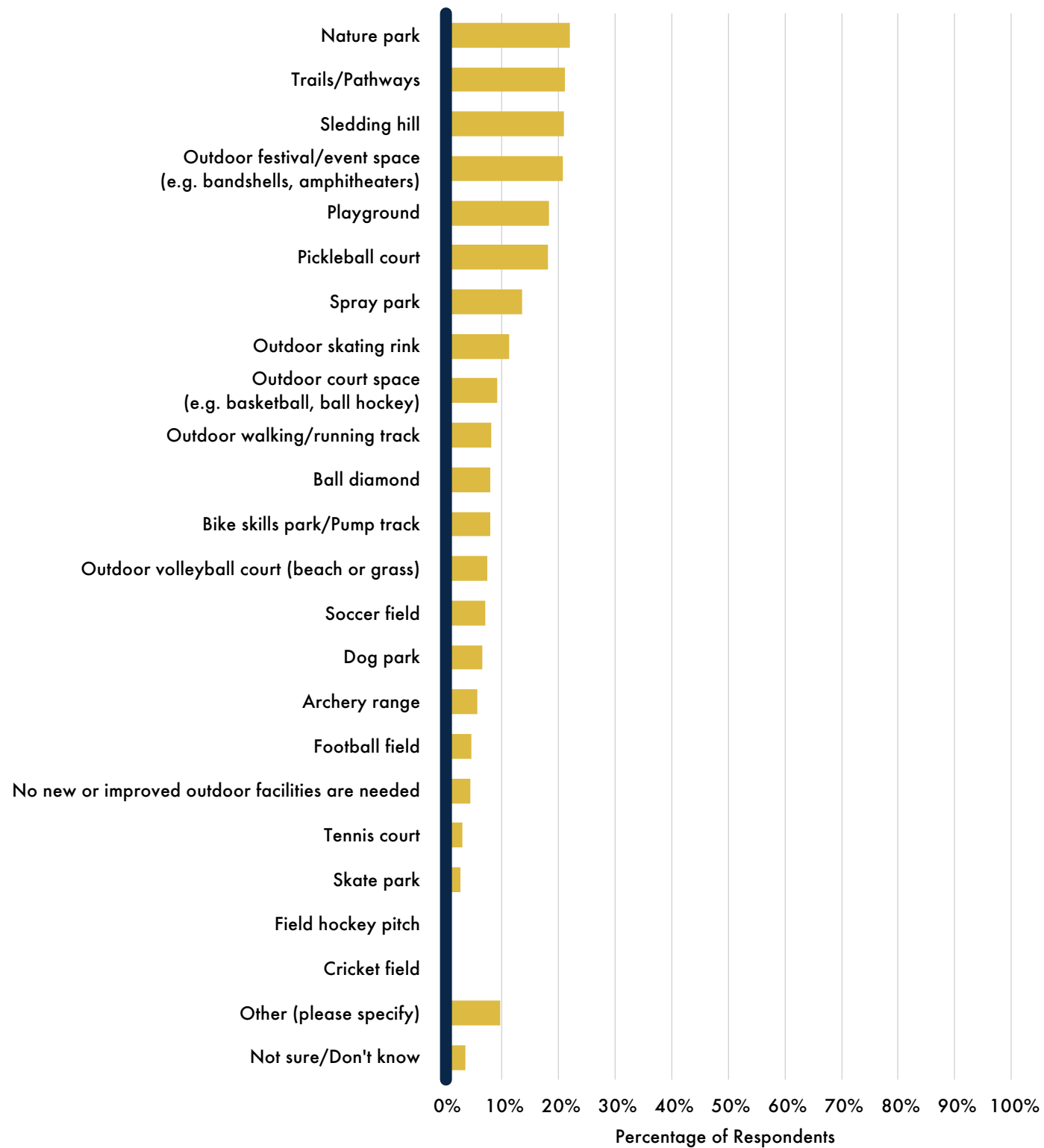


Please rate your level of satisfaction with outdoor facilities in the Township of Russell.

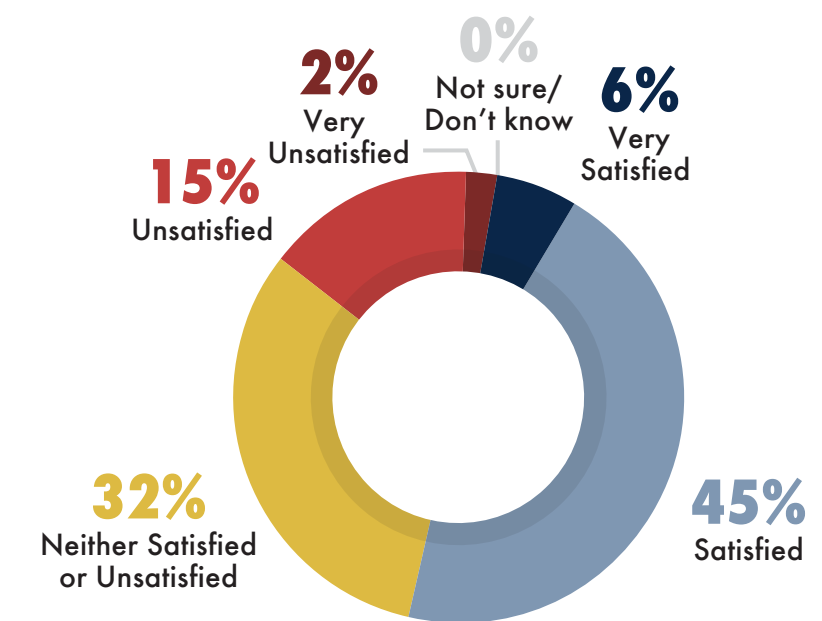




What, if any, new or improved outdoor facilities are most needed in the Township of Russell. Please select up to three options.

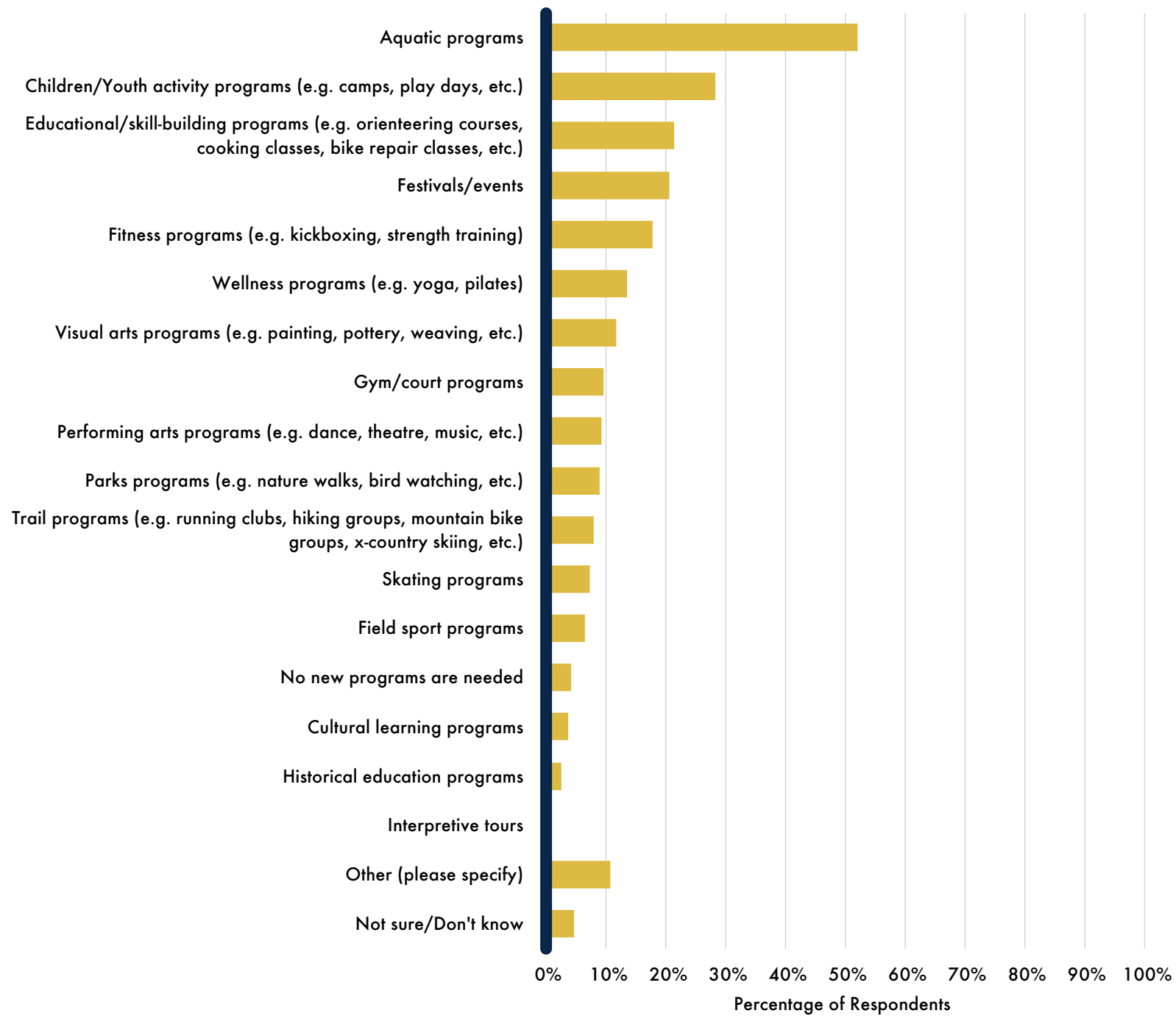


Please rate your level of satisfaction with parks, recreation and culture programs in the Township of Russell.

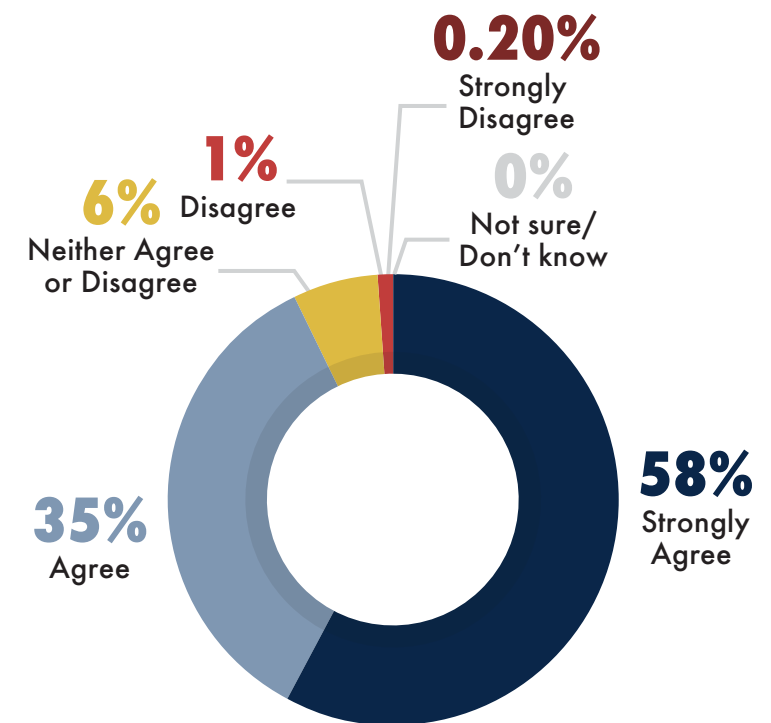




What, if any, new or improved parks, recreation, and culture programs are most needed in the Township of Russell? Please select up to three options.

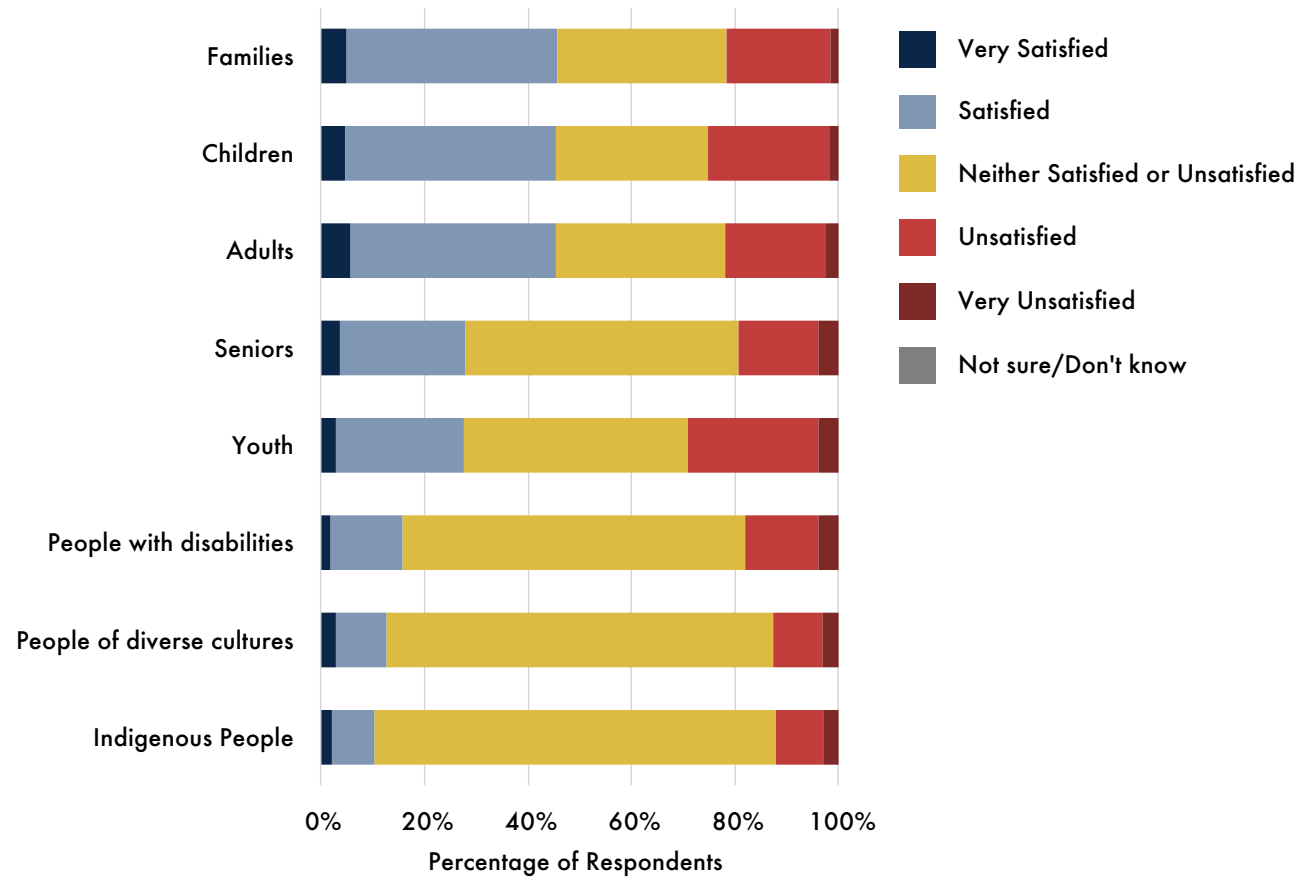


Please rate your level of agreement with the following statement: Parks, recreation, and culture opportunities in my community are important to my quality of life.

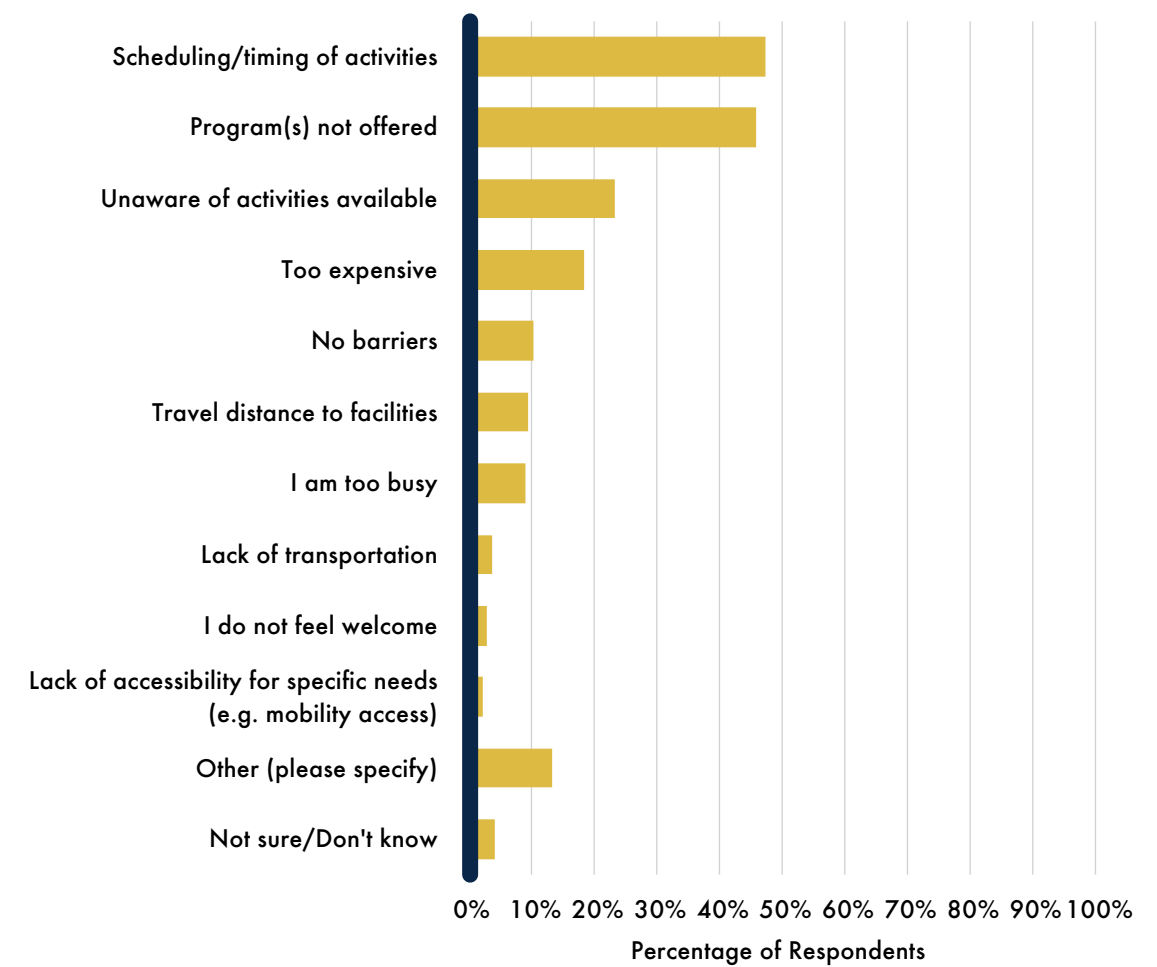




Overall, how satisfied are you with parks, recreation, and culture opportunities for the following populations in the Township of Russell.

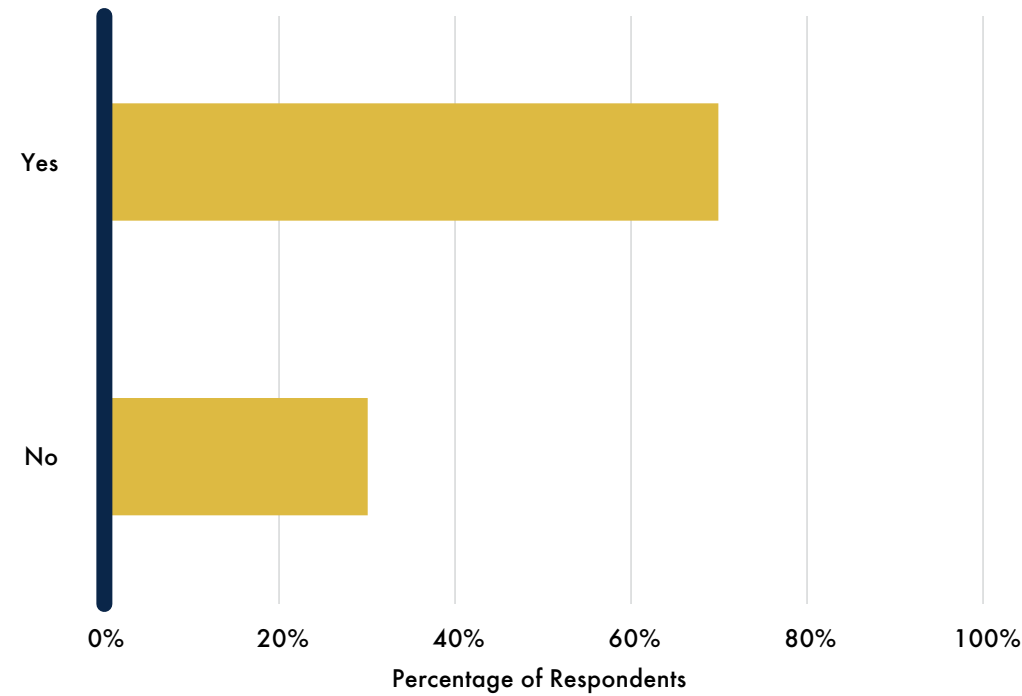


What, if anything, prevents you from participating in parks, recreation, and culture activities more often? Please select all that apply.





Do you travel outside of the Township of Russell to access parks, recreation, and culture facilities and programs?



If you answered "yes" to the question above, please describe where you travel and what facilities and/or programs you participate in.

Respondents identified the following most often:

- Utilize aquatic facilities for swimming, programs, and lessons.
- Travel to participate in various programs such as children and youth programs, fitness programs, dance, etc.
- Parks including dog parks, splash parks, and enjoying nature.
- Trails.
- Gymnastics programs.
- Arts and culture activities including music, theatre, festivals, markets, and museums.
- Travelling for the purpose of participating in sports.
- Pickleball.
- Utilizing gymnasium and arena facilities for various purposes.
- Several respondents travel to Orléans and Ottawa to participate in programs and utilize indoor/outdoor facilities.



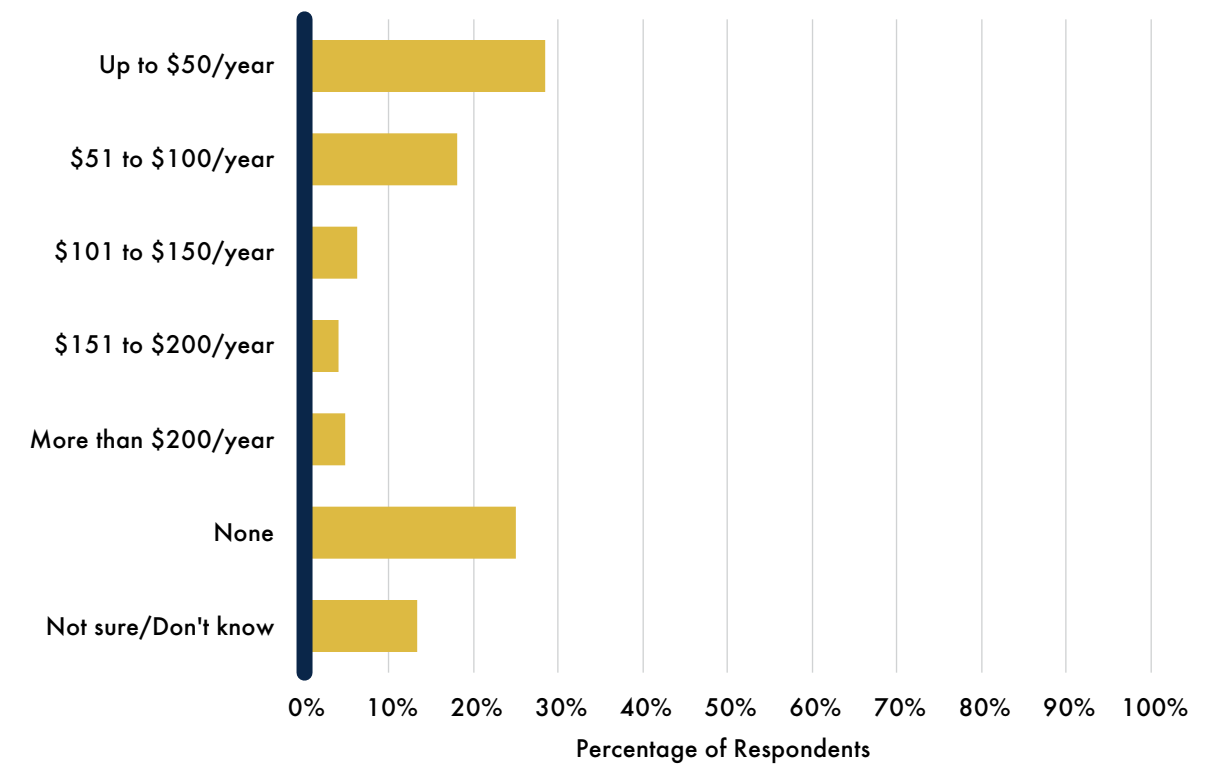
*If one improvement could be made to parks, recreation, and culture facilities and programs in the Township of Russell, what would your top priority be?*

Respondents identified the following most often:

- More pickleball courts, dedicated courts, and upgrades to the flooring at the dome.
- More parks, park amenities, and maintenance.
- More aquatic programs including swimming lessons and aquafit.
- More activities for children, youth, and seniors.
- More programs in the winter, more variety, programs offered outside working hours, and more programs related to pickleball, sports, culture, and leagues.
- Splash pad.
- Extending trails, maintenance, lighting, and connectivity.
- Pool.
- More playgrounds for toddlers, new playgrounds, and playgrounds in new communities.
- General comments related to indoor facilities including the need for a fitness centre, gymnasium, courts, seniors centre, youth centre, and performance space.
- General comments related to outdoor facilities including more sports fields, river access, more trees, and amenities.

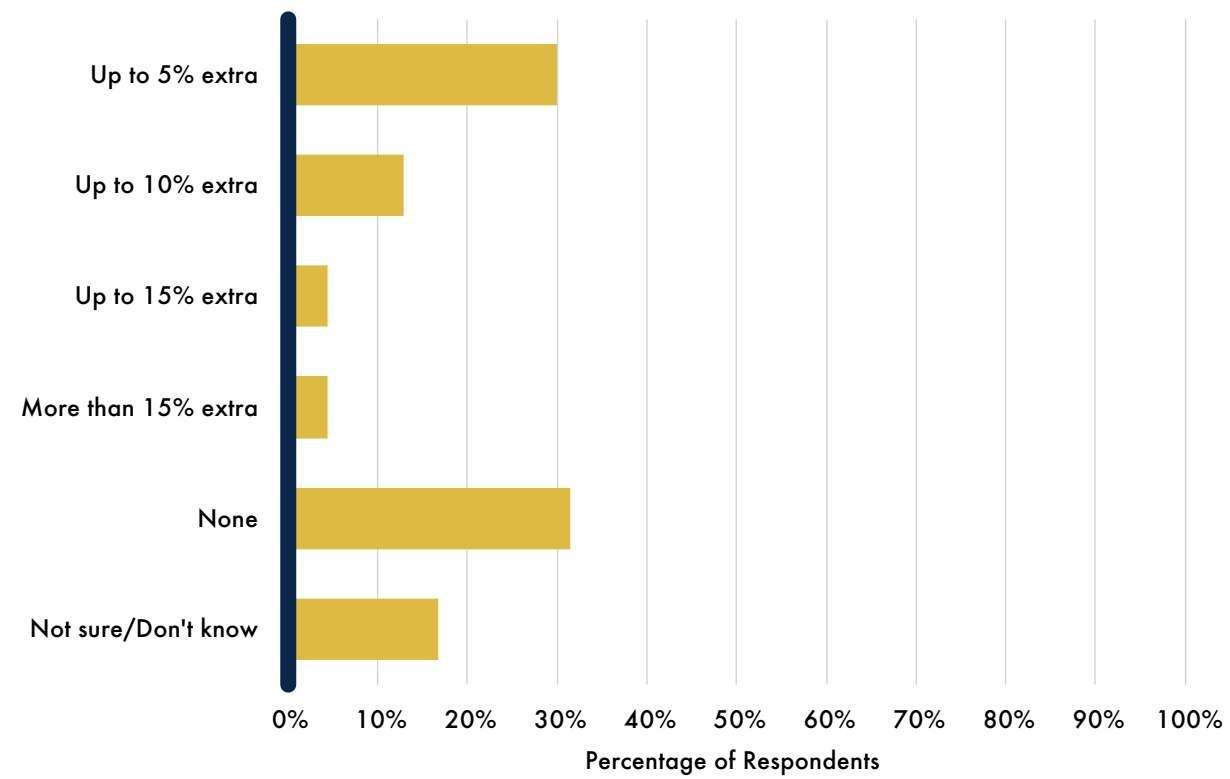


*Would you support an increase in property taxes to better meet parks, recreation, and culture facility and program needs in the Township of Russell? If so, how much?*





*Would you support an increase in user fees to better meet parks, recreation, and culture facility and program needs in the Township of Russell? If so, how much?*

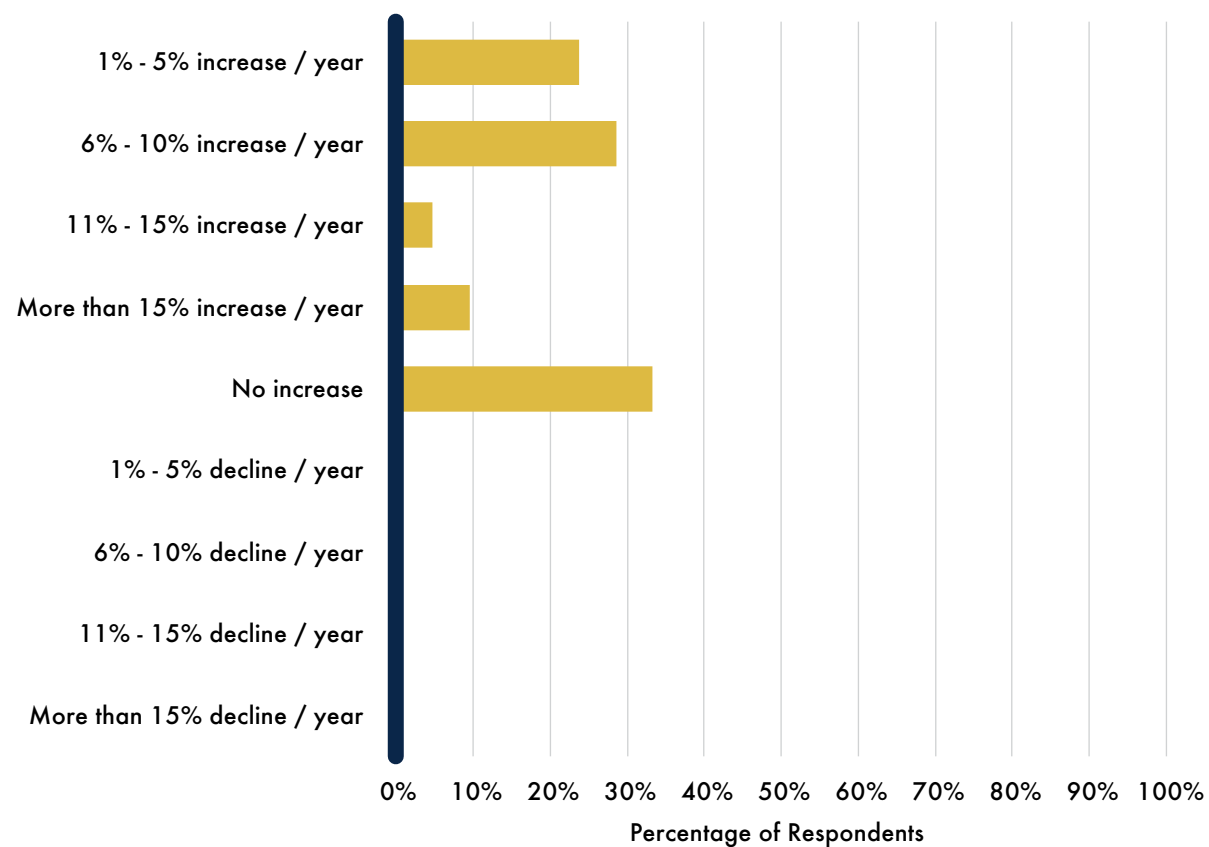


## Community Group Survey

A community group survey was conducted from September 8 to October 6, 2025. The objective of the survey was to gain a deeper understanding of community group’s perspectives in relation to parks, recreation, and culture facilities and programs in the Township of Russell. In total, 22 responses were received.



*What are your average annual growth projections for your participant base over the next 5 years?*



*If applicable, please describe any new facilities or upgrades to existing facilities that are needed to better serve your organization and its participants.*

Respondents identified the following most often:

- Need for more soccer fields. Artificial turf may be an opportunity to allow the soccer season to be extended.
- Better cooling systems in arenas.
- Ensuring organizations are kept informed on current facility plans from the Township.
- More spaces for public art exposure.
- Free use of small conference rooms.
- Stairs need to be added to the band stand.
- More storage space is needed.
- Lack of reasonable sized venues at reasonable prices for rehearsals.
- More gymnasium space.
- Community hall with updated audio and visual.
- Opportunity to repurpose arenas into a running track with court space in the middle.
- Versatile and accessible spaces.
- Community workshops equipped for arts and craft activities.
- Natural and accessible outdoor areas.
- An exhibition and meeting place to promote local creativity.
- New skating rink that can be used for tennis, basketball, and pickleball when the ice isn't in.
- Upgrades to the ball field including lights and moving sand onto the field.



*Please describe why these enhancements are necessary to better serve your organization and its participants.*

Respondents identified the following most often:

- Additional soccer fields would allow groups to accommodate all registrations.
- Communicating plans for the arena. The facility is essential for the operations for some groups.
- Enhanced quality of life of residents through increased daily exposure to art.
- Volunteer based organization who is paying for conference rooms to host meetings isn't an option.
- Accessibility for everyone.
- Running out of space to store donations, which hinders preserving local history.
- Too many user groups competing for gymnasium space.
- Indoor track would be a great addition to allow our club to train, grow and host some track events.
- Infrastructure will strengthen social participation, mental health, and feelings of community belonging.
- Amenities are aging and the rink surface and boards are outdated in Marionville.
- Players can't see well at night with the existing lights at the ball field.



*Please describe any opportunities or challenges your organization experiences in meeting the needs of its participants.*

Respondents identified the following most often:

- Additional fields would aid in practice times for competitive teams.
- There currently isn't enough ice.
- Lacking a permanent structure to house all activities for the annual fair.
- Cost of room rentals.
- Financing projects is a challenge.
- Lots of opportunities to grow membership by taking part in more local events. The challenge is getting the word out and fundraising in competition with other groups.
- Lack of suitable rehearsal space.
- Challenging to get approved gymnasium space.
- Club is growing and it is a challenge to access indoor facilities, including high school gyms.
- The availability of facilities to comfortably accommodate participants, including sensory friendly space, adaptive equipment, and accessible areas.
- Rely on the municipality to make investments and repairs. Marionville seems to be forgotten about.
- Outfield grass is not cut often enough in the past.
- Need more space for activities.



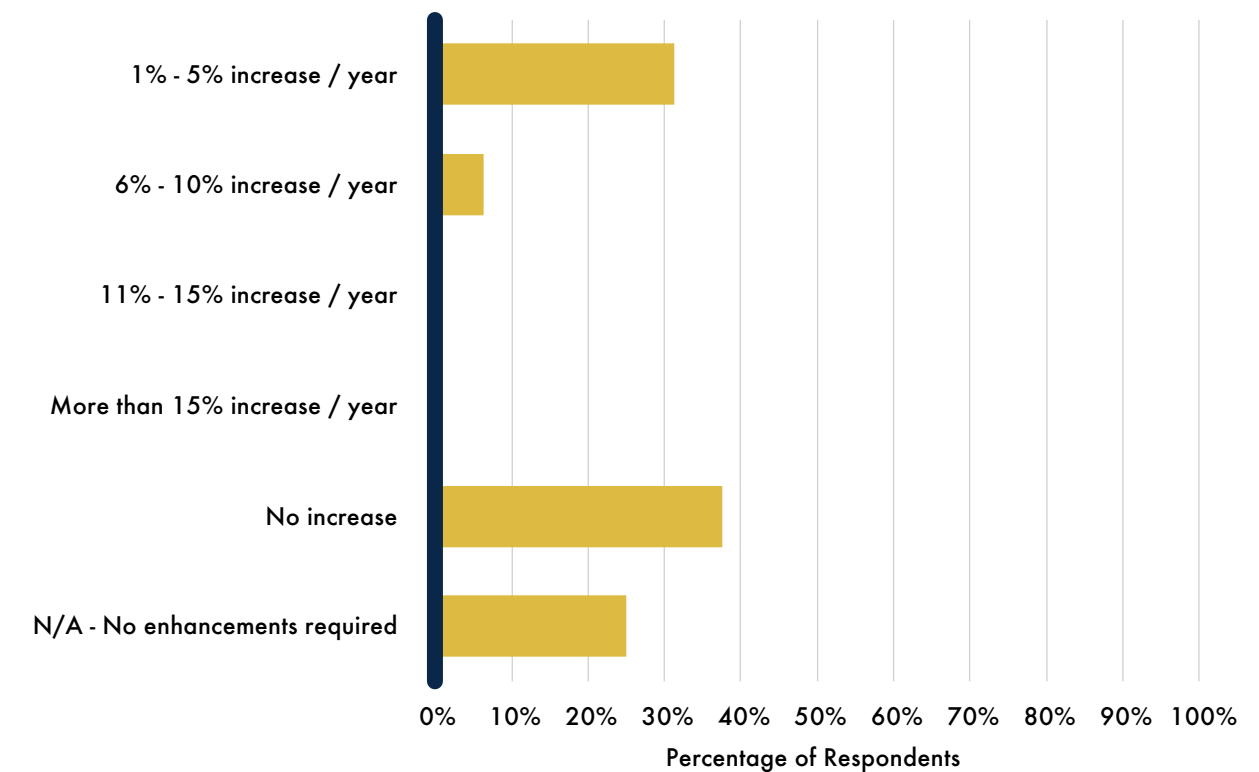
*How can the Township of Russell work with your organization to help you better serve the community?*

Respondents identified the following most often:

- Space for a soccer field that can be used by the soccer club. The club would maintain the field.
- Ability to still utilize Embrun and Russell Arena's.
- Collaboration on artistic, cultural or heritage related initiatives.
- Promoting organizations.
- Hiring a horticulturist that can care for the gardens around town.
- Assistance with developing budgets.
- Not charging not-for-profit groups fees for renting spaces.
- More access to indoor facilities.
- More support, specifically financially through grants and with events.
- Facilitate access to inclusive and adaptive infrastructure.
- Promote community understanding and education about inclusion and accessibility.
- Proactive approach to determining needs.



*Would your organization be willing to pay increased user fees in order to utilize enhanced facilities and services?*



## In-Person and Digital Community Engagement

Members of the consulting team visited the Township of Russell on September 23 and 24, 2025 to conduct in-person engagement stations. Staffed engagement stations were set up at multiple locations to collect input from community members, seniors, and youth regarding their parks, recreation, and culture facility and program needs. The stations had table-top presentation boards where participants could “stick” their input onto the boards. The Township also had an in-person booth set up in July 2025 collecting input from the community. In total, the consulting team and Township staff engaged with 123 community members. Additionally, two Digital Community Input Workshops were hosted on September 30 and October 2, 2025. Four people from the community participated in the sessions.

## Summary of In-Person and Digital Community Engagement Results

### Indoor facility requests:

- Aquatics facility
- Gymnasium/court space
- Keeping ice at the existing arenas
- Pickleball courts
- Fitness centre

### Outdoor facility requests:

- Splash pad/water park
- Larger play structures in parks
- Pump track/skate park
- Keep the outdoor pool
- Trail connectivity and expansion
- Sports fields

### Program/activity requests:

- Sports programs
- More programs for seniors, adults, and youth; classes are full
- More subsidized activities
- Stronger advertising
- Festivals and events
- More activities for youth
- Aquatic programs

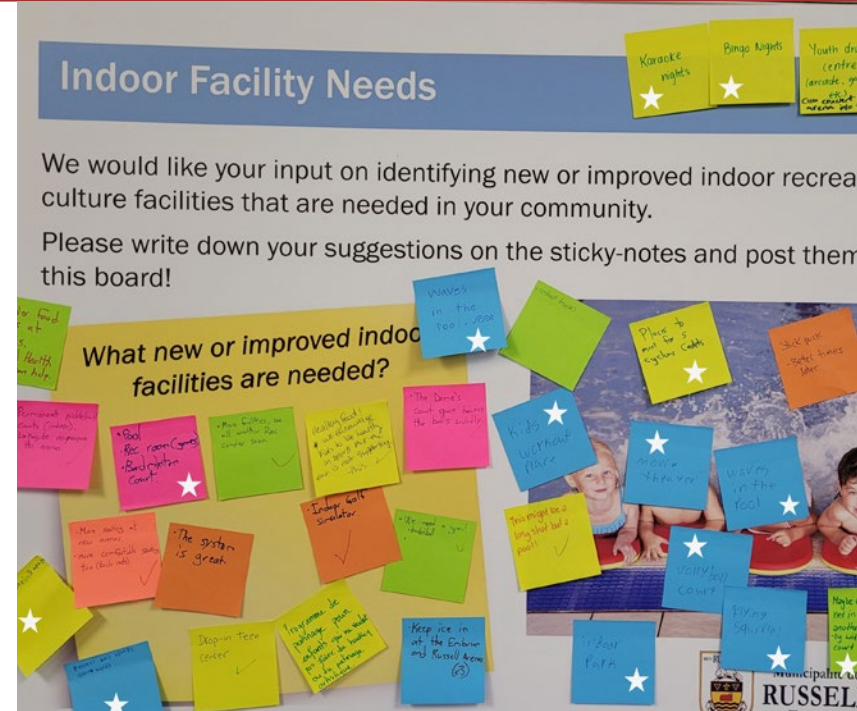


Photo Credit: Expedition Management Consulting Ltd.

## Detailed In-Person and Digital Community Engagement Results

### In-Person Engagement Stations

Indoor Facility Requests	Outdoor Facility Requests	Program/Activity Requests
<ul style="list-style-type: none"> <li>• Pool.</li> <li>• Gymnasium/court space.</li> <li>• Keep the ice in at the Embrun and Russell Arenas.</li> <li>• Healthier food options at facilities.</li> <li>• Permanent pickleball courts.</li> <li>• More seating at the new arenas.</li> <li>• More skating arenas for public skating (5-7pm)</li> <li>• Drop-in teen centre.</li> <li>• Indoor golf simulator.</li> <li>• Indoor track.</li> <li>• Performance theatre.</li> <li>• Fitness centre.</li> <li>• Rock climbing wall.</li> <li>• Thermal pool.</li> </ul>	<ul style="list-style-type: none"> <li>• Splash pad/water park.</li> <li>• Parks with bigger play structures.</li> <li>• Pump track.</li> <li>• Trails are great.</li> <li>• Washrooms in Tweed Conservation area and parks.</li> <li>• Ball fields are good.</li> <li>• Sledding hill.</li> <li>• More skate parks.</li> <li>• Mountain bike trails.</li> <li>• Mini putt/driving range.</li> <li>• Larger parks.</li> <li>• More parks within walking distance of subdivisions.</li> <li>• More play structures.</li> <li>• Outdoor badminton court.</li> <li>• Sports centre.</li> <li>• Add shade/picnic areas to the outdoor pool.</li> <li>• Keep the outdoor pool.</li> <li>• Public garden shared with the school.</li> <li>• Tennis courts.</li> </ul>	<ul style="list-style-type: none"> <li>• Sports including badminton, tennis, figure skating, speed skating, lacrosse, volleyball, basketball, pickleball, etc.)</li> <li>• Need more programs. Classes are full.</li> <li>• Stronger advertising.</li> <li>• Events (BBQs, summer events, winter events)</li> <li>• Something for teens (more activities/learning opportunities)</li> <li>• Community calendar used by all organizations.</li> <li>• Learn more about volunteer opportunities.</li> <li>• More ways to make fun use of the river as a community.</li> <li>• More varied programs.</li> <li>• Recreational activities that are not sport related.</li> <li>• Programming for seniors and stay at home parents.</li> <li>• More availability of swimming lessons.</li> <li>• Adult evening classes.</li> </ul>

## Seniors Engagement

Indoor Facility Requests	Outdoor Facility Requests	Program/Activity Requests
<ul style="list-style-type: none"> <li>• Permanent pickleball courts.</li> <li>• More facilities.</li> <li>• More seating and comfortable seating at new arenas.</li> <li>• Gymnasium.</li> <li>• Dome's court space bounce the balls weird.</li> </ul>	<ul style="list-style-type: none"> <li>• Extend the rail trail (into Trans Canada/Ottawa).</li> <li>• Cross country ski trails.</li> <li>• Paved shoulders on rural roads.</li> <li>• Better physical accessibility in parks (curbs/surfaces).</li> <li>• Tennis courts.</li> <li>• Safer bike lanes and crossings.</li> <li>• Remove rumble strips on trails.</li> <li>• Dedicated pickleball courts.</li> </ul>	<ul style="list-style-type: none"> <li>• Pickleball programs are full. It's tough to register.</li> <li>• Need more programs in general. Classes are full.</li> <li>• Programs are expensive. More subsidized activities.</li> <li>• Build a strong sense of community for young adults and teens through skill building and life skills.</li> <li>• Pickup hockey is good.</li> <li>• Mentorship programs for youth/kids.</li> <li>• Activities between school and end of work.</li> <li>• Difficult to engage younger kids.</li> <li>• Succession planning for volunteer groups.</li> </ul>

## Youth Engagement

Indoor Facility Requests	Outdoor Facility Requests	Program/Activity Requests
<ul style="list-style-type: none"> <li>• Waves in the new pool.</li> <li>• Pool.</li> <li>• Gymnasium for volleyball, drop in activities, basketball badminton, etc.)</li> <li>• More free skating after 5pm.</li> <li>• Rec room.</li> <li>• Indoor park.</li> <li>• Kids workout place.</li> <li>• Movie theatre.</li> <li>• Flying Squirrel.</li> <li>• Youth drop-in centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Volleyball courts.</li> <li>• Soccer fields.</li> <li>• More parks.</li> <li>• Upgrade the skate park.</li> <li>• Ball hockey.</li> <li>• Obstacle course.</li> <li>• Outdoor adventure park.</li> <li>• Waterpark.</li> <li>• Golf course.</li> <li>• Basketball courts.</li> <li>• Make the dam site into a nice park.</li> <li>• Turf baseball field.</li> <li>• Zipline.</li> </ul>	<ul style="list-style-type: none"> <li>• Sports including volleyball, basketball, football, etc.)</li> <li>• Festivals and events.</li> <li>• Outdoor movie nights.</li> <li>• Intramural leagues.</li> <li>• Dance classes.</li> <li>• More youth activities at night for free.</li> <li>• More interschool activities with all high schools involved.</li> <li>• Workout classes/bootcamps.</li> <li>• Homework clubs.</li> <li>• Drop in rec room.</li> <li>• Neighbourhood clean ups.</li> <li>• Painting or arts groups for teens.</li> <li>• Public murals.</li> <li>• Community garage sales.</li> <li>• Not everyone plays hockey and soccer or belongs to a league.</li> <li>• Karaoke and bingo nights.</li> </ul>

## Digital Community Input Workshops

Indoor Facility Requests	Outdoor Facility Requests	Program/Activity Requests
<ul style="list-style-type: none"> <li>• More pickleball courts and an organized group for existing and new players.</li> <li>• Joint centre for seniors.</li> <li>• Thermal pool for seniors or those with mobility or health issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Bridge built from Richelieu park trails to the village.</li> <li>• Water fountains in some parks.</li> <li>• Snow hill.</li> <li>• Natural parks.</li> <li>• Gazebo for live music.</li> <li>• Ensure to consider accessibility when planning.</li> <li>• Lack of accessibility near the river. It can be challenging to access the dock (i.e. no railings).</li> <li>• Consider more benches and picnic tables near the river.</li> </ul>	<ul style="list-style-type: none"> <li>• Various tournaments to bring people together.</li> <li>• Youth programming after school.</li> <li>• Township offers quite a few activities and does a good job.</li> <li>• Registered classes can fill up quickly. Consider a waiting list for programs.</li> </ul>

## Internal Engagement Results

### Council Input Opportunity

Input was collected from Township Council throughout the engagement process. 5 participants provided input. The following summarizes the input received.

- Parks, recreation and culture services are deeply valued by the community.
- Consider demographic changes (i.e. more seniors and youth, diverse cultures).
- Attention to financial impacts and cost recovery.
- Desire for an updated plan and data to inform decisions.
- There needs to be a clear plan that flows through the budget process and capital plan.
- Accessibility and equity lenses are important.
- The plan should provide input into future use space use studies.
- Consider the impact of the new Recreation Complex as it is a major investment for the Township.
- Some Council members are hearing a need for enhanced pickleball courts from the public.
- Some Council members are hearing a need to improve online registrations from the public.
- Consider how cultural programming fits into offering.

### Input from Township Staff

Input was collected from Township staff throughout the engagement process. The following summarizes the input received.

- Seeing strong demand for services and high expectations from the community.
- Need to respond to population growth and increasing diversity.
- The new Recreation Complex will have significant impacts on operations and service delivery.
- Good timing to set a new vision and identify future priorities.

### Input from the Recreation, Parks, and Culture Advisory Committee

An input workshop was hosted on October 29, 2025, to collect input from the Recreation, Parks, and Culture Advisory Committee. 6 participants provided input. The following summarizes the input received.

- There is a need for new indoor facilities including court space and amphitheatre.
- High demand for swimming lessons and indoor pickleball.
- A need for additional soccer fields and basketball courts.
- Paved pump track.
- Incorporating paddle sports at the river.
- Trail expansion/connectivity.
- More programming is needed for seniors and youth.

# Appendix D – Example of Parkland Acquisition Guidelines

## 1. Timing of parkland identification

- Parkland identification and boundary determination should be initiated as an early part of land use planning processes, ideally before road layouts and preceding any lot layouts in new development areas.

## 2. Topography and natural features

- Parkland slopes should facilitate intended park facilities, programming and experiences. Consideration should be made on a park by park basis of natural geographic features (such as small hills, knolls, valleys) which may act as features of a park, but the majority of a park should be capable of accommodating a range of recreational activities.
- Parklands should not be sited on natural hazard lands or lands susceptible to flooding.
- Parkland should be considered where it protects ecosystems not otherwise represented in the system.
- Park sites should conserve, enhance and restore the natural physical character of the site and its immediate context, including views.
- Parkland should be considered where significant natural features or viewpoints are located.

## 3. Convenient to the population it serves

- Parkland should be sited to provide easy access to residents (e.g. five minute walking distance).
- Publicly accessible sites near natural areas should be earmarked as park/greenway sites, particularly those with the potential to enhance the exposure of park users to natural systems.
- Parks should be located close to transit routes, bicycle paths and pedestrian routes.

## 4. Compatibility with adjoining land uses

- Parks should be situated adjacent to larger natural features or linear green connectors. Examples of this are locating neighbourhood parks adjacent to linear greenways (e.g. multi-use paths and non-motorized trails).
- Create parks, where possible, adjacent to community amenities (e.g. school sites and recreation facilities).
- The location of proposed athletic fields or events sites should take into consideration the effect of lighting, parking and circulation on adjacent land uses and circulation patterns.
- Parks should have street frontage. Parks should not be positioned behind housing or other development where they are not visible from or accessible to surrounding public rights of way.

## 5. Suitability for programming

- Park sites should be located, sized and configured in accordance with intended use and programming.
- To accommodate changes in interests and demographics over time, park sites should be of a size, shape and contour that park elements can change over time.

## 6. Non-park infrastructure

- Stormwater detention ponds that preclude public use should not be considered for park space.
- Large, constructed wetlands with multiple habitat and recreation benefits should be considered and should be designed through integration of both parks and engineering criteria.

## 7. Trail connections

- Parkland should be acquired where it contributes directly to the community-wide system of trails, and also where indirect benefits can be provided such as access points and trailheads with amenities.

## Appendix E – Capital Project Evaluation Criteria and Process

The following evaluation criteria and process are recommended to use when considering capital projects, including facility, park and trail renovations, expansions, repurposing, and new construction. They should be used to evaluate Township led projects and projects proposed by external organizations. Potential facility partners should be involved as early on in the process as possible.

The criteria can be weighted to reflect particular priorities. For example, if particular considerations such as land availability or public access, are a primary driving factor, scoring of related criteria can be multiplied to reflect that.

Criteria could be scored based on the following:

0 = clearly does address the considerations

1 = somewhat address the considerations

2 = clearly addresses the considerations

3 = exceeds the considerations (new and innovative thinking is demonstrated)

It is recommended that the Township incorporates evaluation of business cases using the criteria into their annual budget planning cycle.

### Evaluation Criteria

Criteria	Scoring Is Based on the Extent to Which a Project Aligns with the Following Considerations:
Demand	<ul style="list-style-type: none"> <li>• Demonstrates strong demand from residents (indicators may include public input surveys, community group interviews, focus groups, activity trends, population projections, current and projected facility utilization, program statistics etc.).</li> <li>• Clearly identifies target markets and how the facility will meet the needs of those markets.</li> </ul>
Supply	<ul style="list-style-type: none"> <li>• Provides complementary (vs. competitive) services and facilities.</li> <li>• Demonstrates existing facility supply does not meet demand.</li> <li>• Demonstrates effective use of existing assets and has completed a thorough review of all re-purposing options of existing assets.</li> </ul>

Criteria	Scoring Is Based on the Extent to Which a Project Aligns with the Following Considerations:
Public Access and Extent of Benefit	<ul style="list-style-type: none"> <li>• Demonstrates high level of accessibility to the public and ensures the greatest access to the greatest number of residents.</li> <li>• Demonstrates inclusiveness and accommodates people of all ages, cultural backgrounds, income levels and abilities.</li> <li>• Demonstrates benefits to the entire community or a large % of the public. Single use facilities or those facilities that cater mostly to one user group must specifically demonstrate broad community benefit.</li> <li>• Would help to balance/offset high utilization at existing facilities, enhance access to public facilities, and/or complement amenity and program offerings at other facilities.</li> </ul>
Condition Assessment (for expansions, renovations, replacement, or transfer of ownership/management of an existing facility)	<ul style="list-style-type: none"> <li>• Mitigates safety risk to staff and public.</li> <li>• Ensures compliance with all laws and regulations.</li> <li>• Mitigates risk to infrastructure and the environment.</li> <li>• Enables operational cost savings and efficiencies.</li> <li>• The condition of the facility has been professionally assessed and resources are available to address known deficiencies.</li> </ul>
Engagement with Partners	<ul style="list-style-type: none"> <li>• Demonstrates early involvement and engagement with partners.</li> </ul>
Engagement with Residents	<ul style="list-style-type: none"> <li>• Demonstrates meaningful engagement with residents.</li> </ul>
Comparative Research	<ul style="list-style-type: none"> <li>• Comparison of facility provision to benchmarks from other communities supports the project.</li> </ul>
Strategic Alignment	<ul style="list-style-type: none"> <li>• Demonstrates strategic alignment/compliance with Township planning documents. (e.g. Official Plan, strategic plans, facility site plans, municipal planning strategies)</li> </ul>
Strategic Partners	<ul style="list-style-type: none"> <li>• Demonstrates a collaborative approach and strong partnerships that will enhance public access and programming.</li> <li>• Demonstrates a plan to work with other relevant organizations to ensure resources are shared, support services are centralized and efficiencies are maximized.</li> </ul>

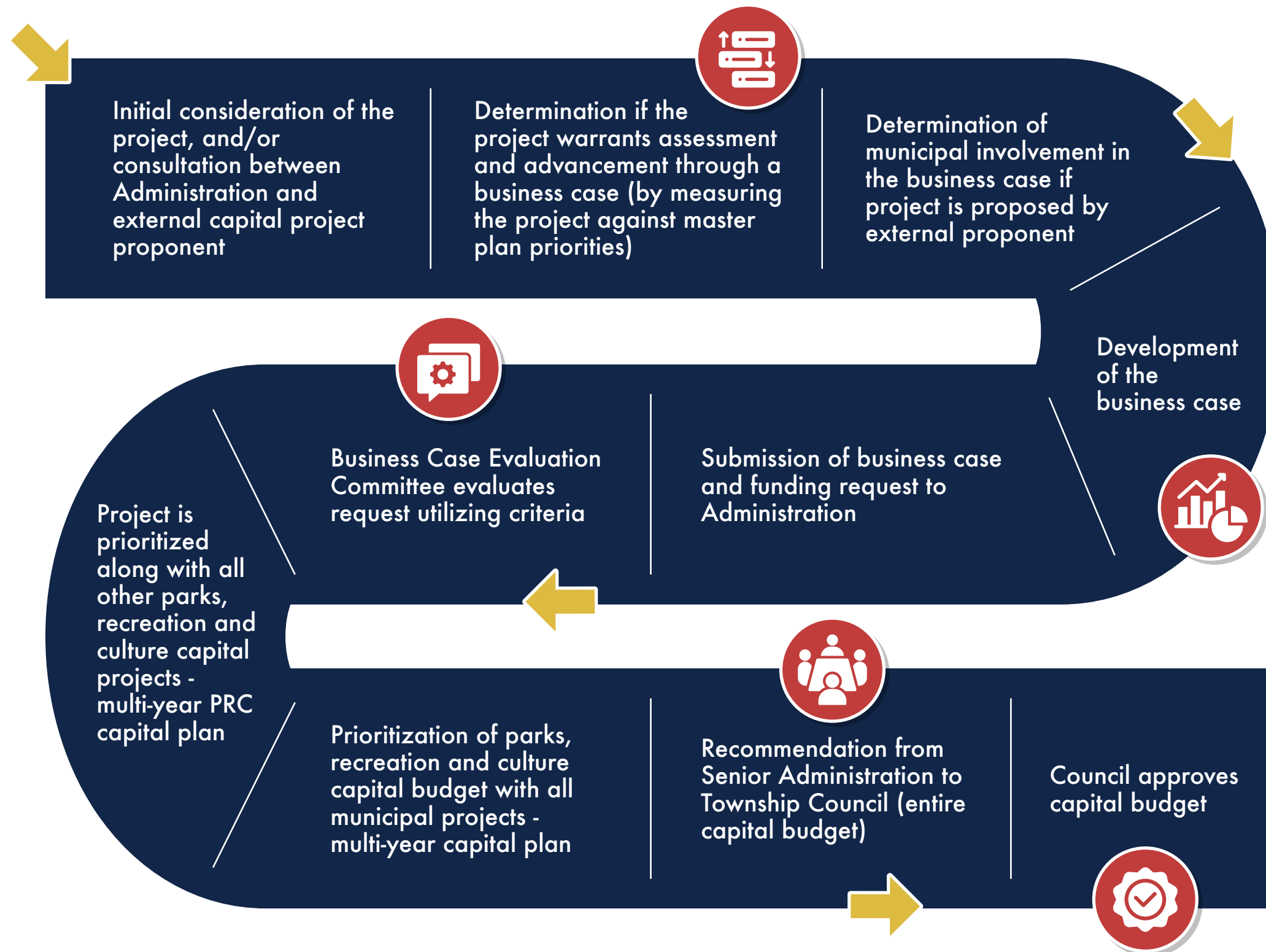
Criteria	Scoring Is Based on the Extent to Which a Project Aligns with the Following Considerations:
Capital Cost Analysis	<ul style="list-style-type: none"> <li>• Capital cost analysis is comprehensive and considers all aspects of development.</li> </ul>
Capital Financing Plan	<ul style="list-style-type: none"> <li>• Capital financing plan is realistic and is supported by sound data.</li> <li>• Capital financing plan demonstrates a clear ability to fund the project.</li> <li>• Capital financing plan identifies impacts to taxpayers.</li> <li>• If applicable, sponsoring external organization demonstrates provision of an agreed upon percentage of project costs (e.g. cash in hand, grants, donations, labour in kind, etc.).</li> </ul>
Operational Costs	<ul style="list-style-type: none"> <li>• Operational revenue/cost assessment is realistic and is supported by sound data.</li> <li>• Business model demonstrates enhanced opportunities for residents, while seeking to maximize revenue and minimize tax supported annual operating costs.</li> <li>• Demonstrates sound lifecycle planning and allocates annual resources for lifecycle costs.</li> <li>• Clear identification of anticipated cost recovery and annual taxpayer support required (e.g. property tax increases, facility surcharges or levies).</li> </ul>
Operating Plan	<ul style="list-style-type: none"> <li>• Plan is clear, logical and realistic, and demonstrates that the facility will operate efficiently and effectively.</li> <li>• Identifies clear performance measures.</li> <li>• Proposed operating model demonstrates sound management capacity, financial resources, business infrastructure, support services, experience and management controls to support the on-going high quality operation of the facility.</li> </ul>
Operating Impacts	<ul style="list-style-type: none"> <li>• Annual operating savings have been quantified.</li> <li>• Impacts on existing staff have been identified.</li> <li>• Staff re-assignments have been considered.</li> <li>• Timing of replacement facility completion has been considered.</li> </ul>

Criteria	Scoring Is Based on the Extent to Which a Project Aligns with the Following Considerations:
Facility Concept and Site Assessment	<ul style="list-style-type: none"> <li>• Sound preliminary design and site assessment that provides maximum benefit for residents.</li> <li>• Location ensures equitable access to facilities across the community.</li> <li>• Location links new facility with multi-modal transportation options, and other high value culture, parks, recreation assets.</li> <li>• Project is high quality and will be built to last.</li> <li>• Design encourages multi-use spaces that promote a variety of uses for a variety of interests.</li> <li>• Design allows for growth in the future as needs change and evolve.</li> <li>• Design will limit negative impacts on the environment.</li> </ul>
Environmental Impact	<ul style="list-style-type: none"> <li>• Environmental risks and mitigation measures are adequately identified.</li> </ul>
Risks	<ul style="list-style-type: none"> <li>• Project risks and mitigation measures are adequately identified.</li> </ul>
Relative Priority	<ul style="list-style-type: none"> <li>• After evaluation of the above criteria, Town Council will measure the need for the project against other projects.</li> </ul>

### Process for Evaluating Major Capital Development Projects

It is recommended that the Township incorporates the evaluation of business cases into their annual budget planning cycle. Figure 19 outlines a process for evaluating major capital projects.

Figure 19. Major Capital Projects Evaluation Criteria



## Appendix F – Performance Measures

The Township of Russell should use the following measures to track performance during implementation of the Master Plan. Exact numbers and percentages should be added to each performance measure once benchmarks have been developed.

Goal	Performance Measures	Measurement Tools	Measurement Value
Social Measures	1.1 Increased public utilization of facilities (e.g. ice sheets, sport fields, community halls, etc.).	User statistics Facility capacity analysis	% Growth % Utilization
	1.2 Increased prime time available for spontaneous drop-in activities at facilities.	Facility schedules	% Prime Time Available
	1.3 Strong participation in parks, recreation and culture programs in the community across all age groups, incomes, cultural backgrounds and abilities.	Program registration data Resident and user surveys	% Registration % Participation
	1.4 Facilities and programs positively impact individual and community wellness.	Resident and user surveys	% Satisfaction
	1.5 Facilities and programs demonstrate a high level of accessibility.	Accessibility audits, user surveys	% Satisfaction
	1.6 Increased capacity of local culture and recreation organizations to deliver related services.	Group surveys Program reviews Facility improvements	% Satisfaction % Program Growth % Facility Improvements
Economic Measures	2.1 Increased revenue from programs/rentals/events.	Revenue tracking	% Growth
	2.2 Cost control measures are in place.	Expense tracking	% Target Realization
	2.3 Increased local sponsorships for programs and facilities.	Revenue tracking	% Target Realization
	2.4 Increased market reach (communications) and community awareness.	Resident and user surveys	% Market Growth % Awareness

Goal	Performance Measures	Measurement Tools	Measurement Value
Organizational Measures	3.1 Sufficient staff are in place to successfully deliver programs and operate facilities.	Staffing complement	% Alignment with Key Directions
	3.2 Facility and program performance are reviewed annually.	Annual report	% Target Realization % Growth
	3.3 Operating and program plans are reviewed annually.	Annual report	Operations and programs aligned with current needs
Environmental Measures	4.1 Facility use and development minimizes negative impact on the environment.	Environmental impact assessments, energy audits	Impacts Identified % Energy Savings
	4.2 Facility use and development addresses climate change mitigation and adaptation.	Climate risk assessments	Risks identified and actions taken

## Appendix G – References

- <sup>1</sup> Township of Russell. (2026).
- <sup>2</sup> Township of Russell. (2020).
- <sup>3</sup> Township of Russell. (2018). Community Profile.
- <sup>4</sup> Statistics Canada. (2021). Census of Population
- <sup>5</sup> Statistics Canada. (2021). Census of Population.
- <sup>6</sup> Township of Russell. (2026).
- <sup>7</sup> Statistics Canada. (2021). Census of Population.
- <sup>8</sup> Learning Resource Network. (2020). Top Trends in Recreation Programming, Marketing and Management.
- <sup>9</sup> Statistics Canada. (2021). Participation in outdoor activities.
- <sup>10</sup> Solutions Research Group Consultants Inc. (2023). Canadian youth sports rebound after pandemic disruptions, but rising costs raise concerns about affordability.
- <sup>11</sup> Canadian Association for the Performing Arts. (n.d.).
- <sup>12</sup> Standing Committee on Canadian Heritage. (2018). A Vision for Cultural Hubs and Districts in Canada.
- <sup>13</sup> Environics Research Group. (2017). Arts and Heritage Access and Availability Survey.
- <sup>14</sup> National Parks and Recreation Association: Parks and Recreation Magazine. (2023). AI: Here and Now.
- <sup>15</sup> BerryDunn. (n.d). 10 Ways Park and Recreation Professionals Are Using AI.
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- <sup>17</sup> Journal of Commerce by Construct Connect. (2022). U.S., Canadian construction industries move into 2022 at different pace.
- <sup>18</sup> Township of Russell. (2025). Asset Management Plan.
- <sup>19</sup> Province of Ontario. (1997). Development Charges Act.
- <sup>20</sup> Township of Russell. (2026). Development Charges Bylaw.
- <sup>21</sup> Township of Russell. (2023). Strategic Plan.
- <sup>22</sup> Township of Russell. (n.d.). Accessibility Plan.