



Township of Russell
PARKS & RECREATION MASTER PLAN



MAY 2015

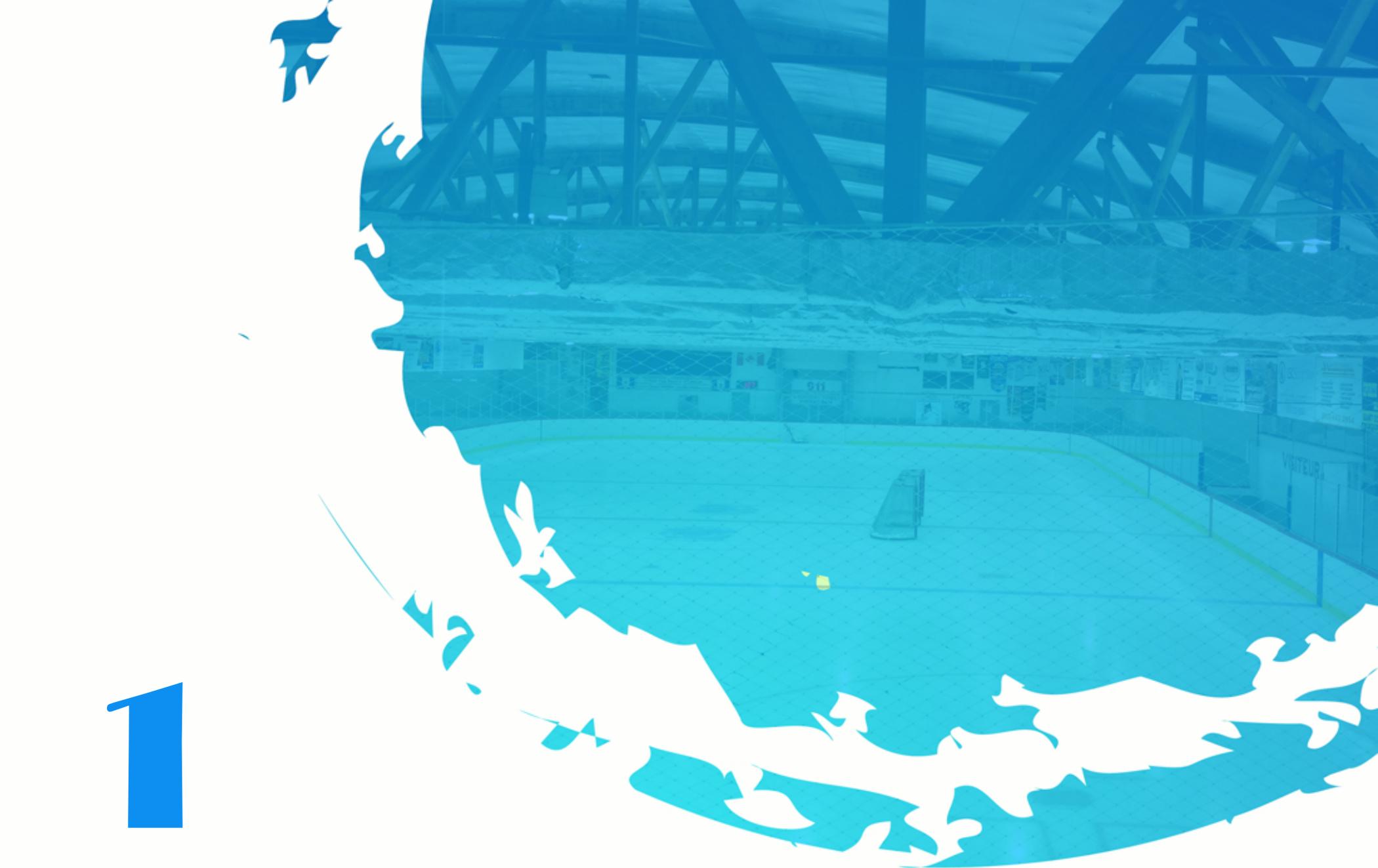
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Appendix A: Structural Assessment Conditions - Russel & Embrun Arenas



1

Introduction to the Plan

1 Introduction to the Plan

1.1. What is a Parks and Recreation Master Plan?

The Parks and Recreation Master Plan for the Township of Russell provides a comprehensive, multi-year framework of short (1-2 years), medium (3-6 years) and longer-term (7+ years) priorities for the development of indoor and outdoor recreation opportunities, services, and facilities in the Township.

This Master Plan is a municipal guidance document designed to further effective planning, budgeting and implementation of stated goals and objectives for parks and recreation in Russell Township until the year 2025.

The Master Plan is a flexible document – many of its recommendations are stand-alone, and can be implemented separate and apart from decisions required to implement other parts of the Master Plan. Recommendations within this Plan must be placed in the broader context of all obligations of the Township of Russell as a provider of services, facilities and infrastructure. Changes in the wider municipal environment in terms of fiscal priorities can be expected to impact the priorities contained within this Master Plan.

1.2. Aligning the Master Plan to Council's Strategic Priorities

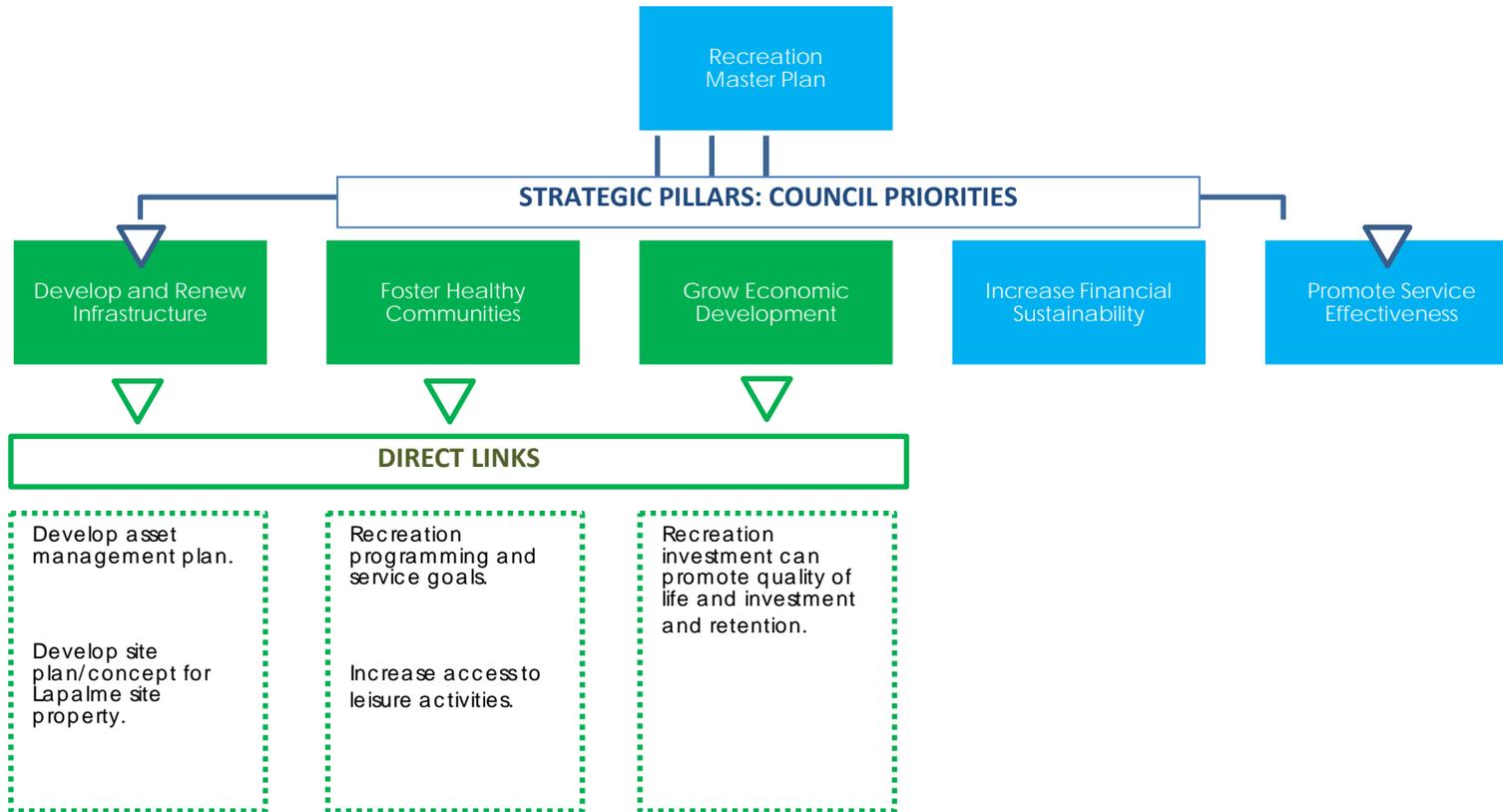
Strategic priorities of the Township of Russell's Council fall under five pillars:

- Develop and Renew Infrastructure;
- Foster Healthy Communities;
- Grow Economic Development;
- Increase Financial Stability; and
- Promote Service Effectiveness.

This Master Plan adopts a holistic approach to the delivery of recreation in a manner which serves, at various levels, to uphold and link principles of each of the strategic pillars.

As it relates to the development of an asset management plan for the Township, this Master Plan provides a blueprint for facilities renewal for recreation assets. This in tandem with recommendations for enhanced service delivery, communications and programming serve as a composite strategy to help foster community quality of life and well-being. Investment in recreation will promote quality experiences in the community from both existing and potential residents and will subsequently impact the business attraction and retention equation of the Township. This Master Plan is a forward planning document, the implementation of which is expected to impact as well as be impacted by other Council priorities for the development of the Township.

Exhibit 1: Aligning the Master Plan with Council's Strategic Priorities



1.3. Process Guiding Plan Development

The last Parks and Recreation Master Plan for the Township of Russell spanned the years 2005 to 2015. This Master Plan builds on the findings of the previous plan, guiding municipal decision making over the next ten years to 2025. While this Master Plan builds on its predecessor, it is its own stand-alone document, based on a range of independent analyses of the socio-economic factors, policy, planning and community needs impacting the current and future delivery of recreation in Russell Township. In accomplishing this, the process of developing this Master Pan involved:

- Community engagement and stakeholder outreach, as well as Town Staff and Council engagement. Public engagement provided:
 - An online public survey, which provided 277 respondents;
 - A public meeting to gather input into recreation trends and priorities across the township, with approximately 100 attendees;
 - Outreach to user groups (19 respondents); and
 - Consultation with the Parks and Recreation Advisory Committee, and the Recreation Complex Committee.
- An analysis of local, regional, and provincial demographic and leisure trends, as well as best practice in other communities;
- A Township-wide review of existing parks and recreation assets (including conditions, revenues and expenses, utilization and planned capital investment) and the establishment of facility provision targets appropriate for Russell; and
- An analysis of strategic plans, policies and priorities (local, regional, and provincial) for recreation development over the long-term horizon, so as to align Master Plan recommendations in a way which ensures that the Township is able to take full advantage of programming, investment, and partnership opportunities.



2

Recreation Dynamics

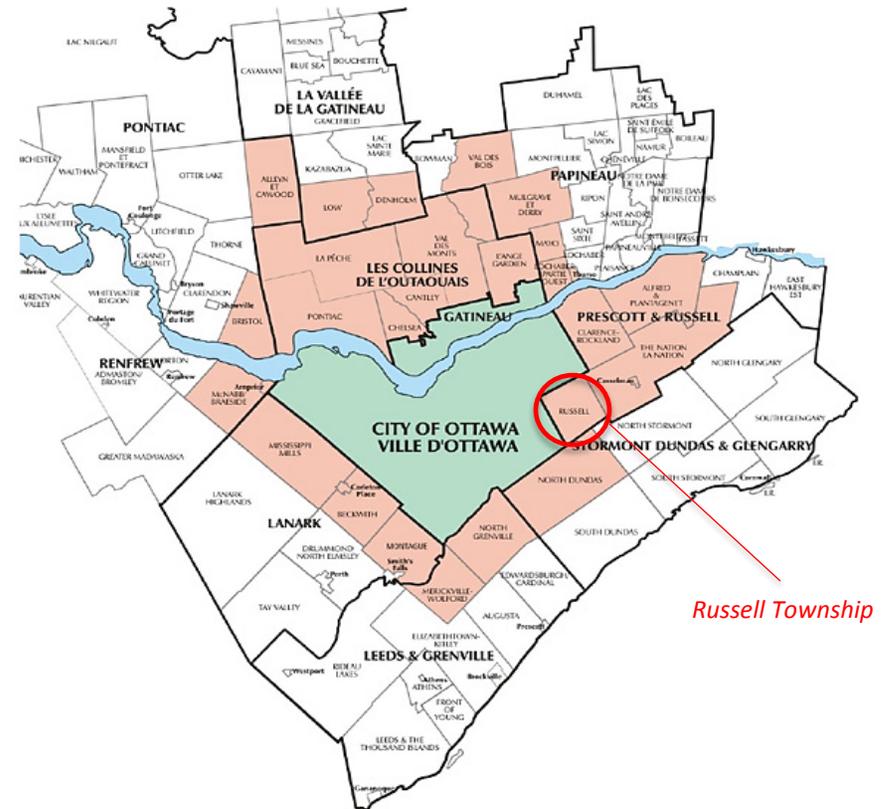
2 Recreation Dynamics

2.1. Locational Context: Russell and the Greater Ottawa-Gatineau Area

Russell Township, located within the United Counties of Prescott-Russell, is strategically located on the outskirts of the City of Ottawa. Between 2012 and 2013, The Census Metropolitan Area (CMA¹) of Ottawa-Gatineau was the third fastest growing CMA in Ontario behind Oshawa and Toronto.

Russell Township is one of the fastest growing municipalities adjacent to Ottawa, with a growth rate of 10% between 2006 and 2011, faster than the United Counties, and in line with the growth rates of nearby Clarence-Rockland, Casselman, and Annprior.

There is an opportunity in this Master Plan to establish Russell Township as a service centre for eastern municipalities adjacent to Ottawa through investment in parks and recreation infrastructure that draw residents from surrounding communities.



¹ Statistics Canada defines a Census Metropolitan Area (CMA) as an urban core with a total population of at least 100,000, of which 50,000 or more live in the core.

2.2. Where and why do Residents of Russell Township Travel to Recreate?

Employment patterns in Russell Township indicate that just over half (57%) of all residents within the labour force leave the Township each day to go to work: Almost all of these workers (94%) commute to Ottawa on a daily basis for employment.

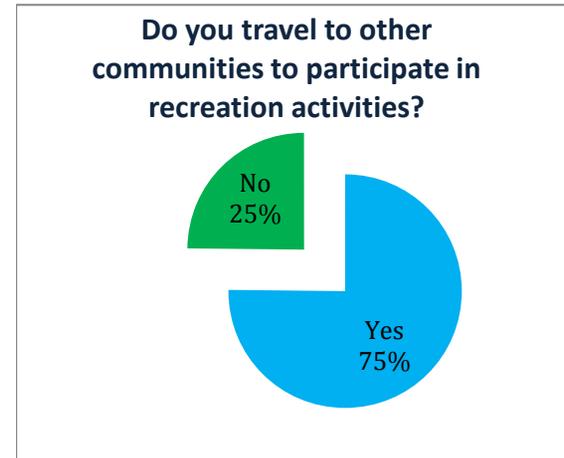
This pattern of employment means that many residents of Russell fulfil their recreation needs in Ottawa close to their workplace. This trend was confirmed through the public survey: three quarters of respondents indicated that they travel outside Russell Township to participate in recreation activities, the majority of which to Ottawa. The majority of these respondents indicated that they do not travel exclusively to Ottawa for recreation, rather, they engage in recreation in Ottawa because it is convenient to their workplace.

Of note, the majority of respondents that indicated that they participate in recreation in Ottawa did so for fitness facilities and swimming programs. Residents also travelled to other communities surrounding the Township to access prime time ice (18 survey respondents).

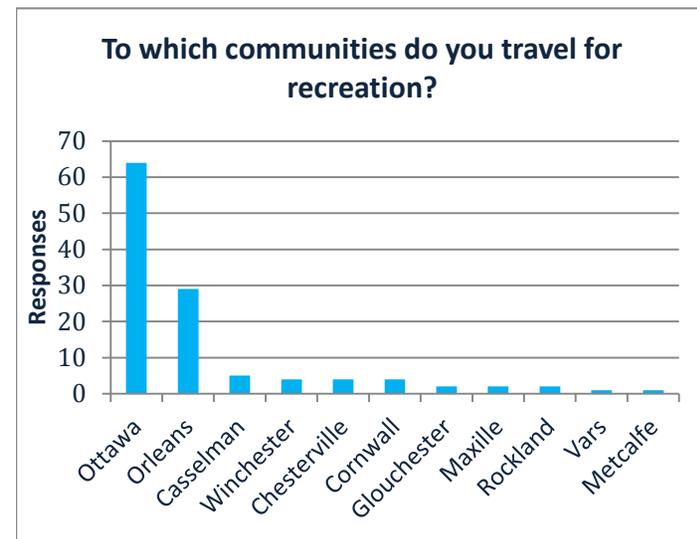
Fitness is an amenity that people typically have a lower propensity to travel far from home or work for given the relative availability of fitness facilities across communities. Moreover, many corporate jobs provide fitness memberships to their employees for gyms in proximity to their job.

Other recreation activities however are more likely to draw people from outside of their place of residence and employment: These are activities that require more specialist infrastructure such as arenas and indoor pools.

Public Survey Responses:



n=145



n=118

These are facilities that typically require a larger population to support their operations and as such are not available in every municipality. For example, residents of Russell Township predominately travel to Orleans to access their indoor pool. Similarly, residents travel to Casselman and Winchester to access ice time in excess of that offered by Russell and Embrun Arenas.

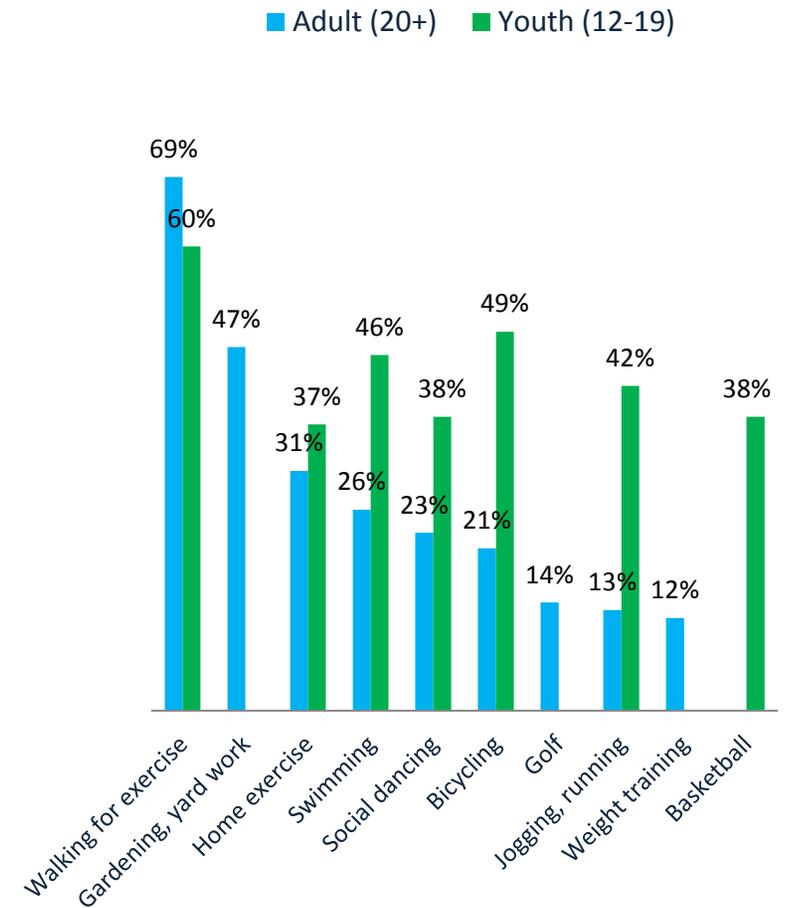
The provision of facilities that will both keep Russell residents in the township for recreation, and draw residents from surrounding communities, is an opportunity for the Township to establish its role as a service centre for communities east of Ottawa.

2.3. How do Residents of Russell Township Recreate?

Provincial trends in recreation and leisure participation indicate that the most popular recreation activities that Canadians engage in are passive in nature such as walking, yard work, and gardening. More active recreation activities popular with Canadians include bicycling, swimming, basketball, and home exercise. When focused on organized sport participation only, Parks and Recreation Ontario reports that the most popular local government-provided sports engaged in by Canadians are:

1. Swimming
2. Skating/Hockey; and
3. Soccer.

Exhibit 2: Most Popular Physical Activities for Ontario Youth and Adults



Source: Ontario Ministry of Health Promotion, Active 2010 Ontario's Sport and Physical Activity Strategy

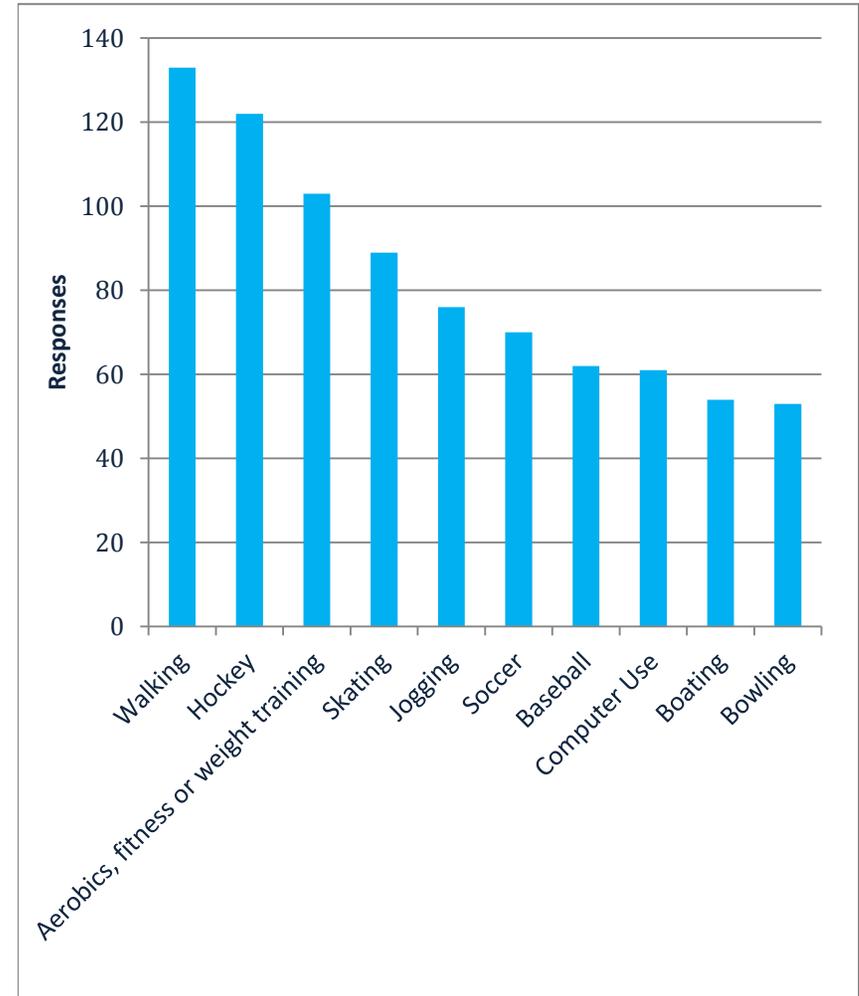
Residents of Russell Township participate in recreation in a similar manner to the provincial average: According to online survey results, the most popular recreation activities engaged in by township residents are **walking, hockey, fitness, skating, jogging, and soccer.**

Soccer is a particularly popular sport in Russell Township, facilitated through the Russell Soccer Club.



Players with the Russell Soccer Club

'Over the past year, which recreation activities have you participated in?'



n=189

3

Township of Russell's Recreation System



3 Township of Russell's Recreation System

3.1. Township of Russell's Indoor Recreation Facilities

Russell is home to a collection of indoor recreation facilities that provide residents of the township with the opportunity to engage in a wide range of activities including bowling, hockey, skating, curling, and educational and social activities.

The following table summarizes the consulting team's review and inventory of indoor recreational facilities in Russell Township based on ownership and type of facility.

The Township is predominately the provider of indoor recreation facilities, with the exception of gymnasiums and the Russell Curling Club: Gymnasiums are provided by the school boards that service the township. The Russell Curling Club is a private club that operates independently from the Municipality.

While the Township of Russell contributes capital and operating funding to the Russell Public Library, the facility is managed and controlled by the Russell Public Library Board. The seven trustees on the Board are appointed by Municipal Council after each municipal election and serve a four-year term.

Exhibit 3: Indoor Recreation Assets in Russell Township

Facility by Type	Total	Ownership		
		Township	School Board	Other/Private
Bowling Halls	1	1	0	0
Curling Club	1	0	0	1
Gymnasiums	8	0	8	0
Halls/Meeting Spaces	8	7	0	1
Ice Pads	2	2	0	0
Library Branches	2* <i>*(1 leased from school board)</i>	0	0	2
Youth Centre	1	1 <i>(leased from school board)</i>	0	0

3.1.1. Indoor Ice

Russell Township is home to two ice pads – one at the Russell Arena, and one at the Embrun Palais des Sports. Both are older, stand-alone arenas. The Palais des Sport was built in 1962, and Russell Arena in 1974. Arena utilization data from 2014 indicates that both facilities are well used. This supports the current need for two ice pads – a demand that is likely to grow as the Township continues to build out.

Exhibit 4: Prime Time Arena Utilization 2013/14 Season - # Hours Booked*

Arena	Weekday Prime Time	Weekend Prime Time
Russell Arena	728	904
Palais des Sports	836	967

*Weekday prime time is 6pm to midnight; Weekend Prime time is 7am to midnight.

Utilization does not include floodings which would increase the rate a little, but not demonstrably.

Our recommendations are based in part on the condition of the arenas and their current depreciated asset value, but also on the future ice-related needs of the municipality. All recommendations are conditional on the latest building condition reports currently in process.

Exhibit 5: Russell & Embrun Arenas – Replacement Value of Assets in Poor or Critical Condition

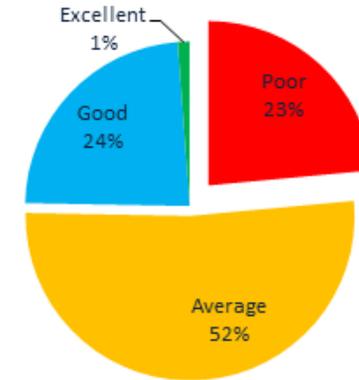
Arena	Description	Estimated Replacement Value
Russell Arena	Items in Poor Condition	\$ 2,222,860
	Items in Critical Condition	\$ 760,170
	TOTAL	\$ 2,983,030
Embrun Palais des Sports	Items in Poor Condition	-
	Items in Critical Condition	\$4,080,912
	TOTAL	\$4,080,912

Public engagement indicated that township residents are somewhat dissatisfied with their experiences at both arenas. 75% of respondents indicated that their experience at the Embrun Palais des Sports was either 'poor' or 'average'. Residents were more satisfied with their experience at the Russell Arena, however 45% of respondents still indicated that their experience was either 'poor' or 'average'. Dissatisfaction with the two arenas was predominantly a consequence of their age and condition. Specific likes and dislikes regarding each arena are as follows:

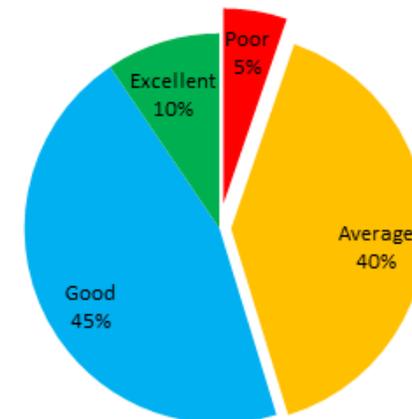
Exhibit 6: Public Survey Comments on Township Arenas

	Embrun Palais des Sports	Russell Arena	
I like this facility because:	<ul style="list-style-type: none"> -Close to home -Good CanSkate program -Good ice quality 	<ul style="list-style-type: none"> -Close to home -Upgraded change rooms -Good ice quality 	
What I'd like to change about this facility is:	<ul style="list-style-type: none"> -Building in poor condition -Dressing room needs renovating -More prime time ice 	<ul style="list-style-type: none"> -New stands -Seating along viewing window -New rink boards -Larger spectator capacity - More prime time ice 	

'How would you rate your overall experience at the arena?'



Embrun Palais des Sports n=85



Russell Arena n=95

3.1.2. Halls and Meeting Spaces

With the exception of Limoges which lies primarily within the borders of The/La Nation Municipality/é and is serviced by the Limoges Community Centre, Russell Township provides each community within its borders with community space to facility both recreation and more social activities. Halls and meeting spaces in Russell are primarily provided through the Township through community centres and arenas in each of its constituent communities.

Embrun:

Embrun is served by the Embrun Community Hall (Centre Communautaire d'Embrun) which was built in 1976. The hall is well-used by the local community for meetings, events, weddings, music and dance programming. The Town uses the hall for community meetings and programming. The hall has a capacity of 450 people (sitting), and 700 standing, with a kitchen to facilitate hosting events.

The interior of the Embrun Community Hall was recently renovated and is in good condition. Structural elements of the hall however, will require capital investment in the foreseeable future to keep it in good condition. Items in poor condition and critical condition will require approximately \$575,000 in capital investment.

Exhibit 7: Building Condition Overview - Embrun Community Hall

Community Hall	Description	Estimated Replacement Cost
Embrun Community Hall	<i>Items in Poor Condition</i>	\$ 521,144
	<i>Items in Critical Condition</i>	\$ 50,901
	TOTAL	\$ 572,044

Source: Asset Management Data – Township of Russell (2015)

Public engagement indicated that community members like the size of the Embrun Community Hall, its proximity to home, and large parking lot. Several residents indicated that a larger kitchen would improve utilization of the hall for events, however the facility generally meets community needs. Residents can also rent the slab at the Embrun Arena during the summer.

Exhibit 8: Public Survey Comments on Embrun Community Centre

Embrun Community Centre		
I like this facility because:	<ul style="list-style-type: none"> - Close to home - Large space for events - Plenty of parking 	
What I'd like to change about this facility is:	<ul style="list-style-type: none"> - A larger kitchen for serving large groups - More social events 	

Russell:

Russell is served by the Frank Kinnaird Hall in the Russell Arena, which has a capacity of 200 people (sitting). The hall has a stage and kitchen to facilitate event hosting. Public engagement indicated that the facility is well-liked by the community.

Community space in Russell is also provided through two rooms in the Russell Youth Centre, operated by the Russell Community Sport Club, one lounge/hall at the Russell Curling Club, and the Russell Arena slab during the summer season.



Marionville:

Marionville residents have access to the Marionville Community Centre – a historic building constructed in 1950. The building has a capacity of 250 people (sitting), and is used for approximately 50 events annually. The hall is also used by the Township for community programming such as yoga and other fitness classes. Public engagement with residents in Marionville indicated that community members are keen to retain facilities within their community to encourage participation in recreation activities and strengthen the sense of community.

On account of the age of the facility, the Marionville Community Centre will require significant capital upgrades in the foreseeable future to keep it in a condition suitable for public use. Asset management data from the Township indicates that all elements of the building are in critical condition, with a moderate risk rating. Capital investment required to maintain the building is approximately \$440,000.

Exhibit 9: Building Condition Overview - Marionville Community Centre

Community Hall	Description	Estimated Replacement Cost
Marionville Community Centre	<i>Items in Critical Condition</i>	\$ 436,940
	TOTAL	\$ 436,940

Source: Asset Management Data – Township of Russell (2015)

3.1.3. Library

Russell Township is served by the Russell Public Library which has two branches – one in Russell, and one in Embrun, that serve all township residents. The branch in Russell is relatively new, opening in 2011. The Embrun branch is a space leased within the Pavilion La Croissee after the Russell Registry Office closed, eliminating the branch within this location. Together, the two branches provide approximately 8,200 sq. ft. of space.

Community engagement indicated that residents are happy with the library and its programming. Their only complaint pertained to Pavilion La Croissee – respondents to the public survey indicated that the space is quite small compared to programming needs. Some indicated they were concerned about safety given that the library is located in the same building as École Élémentaire Catholique Embrun.

3.1.4. Bowling Hall

The Salle de Quilles, located in the basement of the Embrun Community Centre (built 1976), is in relatively good physical condition based on asset management data. Required maintenance on the community centre is approximately \$50,000 in the shorter-term for mechanical upgrades, with a further approximately \$500,000 over the medium-term on the structure, foundation, and doors and windows.

The facility is enjoyed by local residents, with public engagement indicating that residents are happy with the Bowling Hall in terms of amenities offered. Respondents during the public engagement sessions indicated that the hall is valued by community as a social space, and as a place for physical activity that is inclusive of all age groups. They enjoy the facility being close to home, the only aspect that they would like changed is a larger space. Given the fixed nature of this facility, this is not something that the Master Plan can change at this time, but the Plan supports the continued operation of the bowling hall/Salle des Quilles as a valuable community asset.

Embrun Bowling Hall/Salle de Quilles



3.1.5. Curling Club

Township residents are served by the Russell Curling Club – a private member-only facility located adjacent to the Russell Arena. The club offers league-play and learn to curl, in addition to a hall for social events. The club is popular with township residents.

3.1.6. Youth Centre

Formerly known as the Russell Sports and Youth Centre, the Township's youth centre houses two activity/meeting rooms and a washroom. The centre is located on land leased from a local school board and currently operated by the Russell Community Sports Club.

The Club provides youth programming focused on both recreational and social pursuits such as movie nights and other activities, and functions as a base for the Russell Soccer Club which uses the soccer fields at the adjacent Russell High School and École St. Joseph.

Exhibit 10: Public Survey Responses - Russell Community Sports Club'

Russell Community Sports Club/Youth Club		
I like this facility because:	<ul style="list-style-type: none"> - Close to home - Reasonable program rates - Well maintained - Provides good programming for kids 	
What I'd like to change about this facility is:	<ul style="list-style-type: none"> - More programming - More washrooms - Better outdoor lighting 	

3.1.7. Gymnasiums

Gymnasiums for Russell residents are provided through the Township's school boards in elementary- and high-schools within each community. Access is provided directly through the school boards on a case-by-case basis. Community engagement indicated that recreation groups in the Township use these facilities and are generally happy with the access that they are provided.



Gymnasium at the St. Thomas Aquinas Catholic High School, Russell

3.2. Township of Russell's Outdoor Recreation Facilities

Russell's indoor recreation facilities are complemented by a collection of outdoor assets that provide residents with the opportunity to engage in a wide range of both active and passive recreation and leisure pursuits.

The following table summarizes the consulting team's review and inventory of outdoor recreational facilities in Russell Township based on ownership and type of facility.

The Township is the primary provider of outdoor recreation facilities, with the exception of soccer fields which are primarily provided by the Township's local school boards.

Exhibit 11: Outdoor Recreation Facilities in Russell Township

Facility by Type	Total	Ownership		
		Township	School Board	Other/Private
Ball Diamonds	6	6	0	0
Beach Volleyball Courts	3	2	1	0
Boat Launch	1	0	0	1
Football Fields	2	0	2	0
Outdoor Rinks	3	3	0	0
Soccer Fields	19	1	17	1
Tennis Courts	6*	6	0	0

*Court in Marionville is temporary in the outdoor rink.



Tennis Courts at the Embrun Palais des Sports/Yahou Park

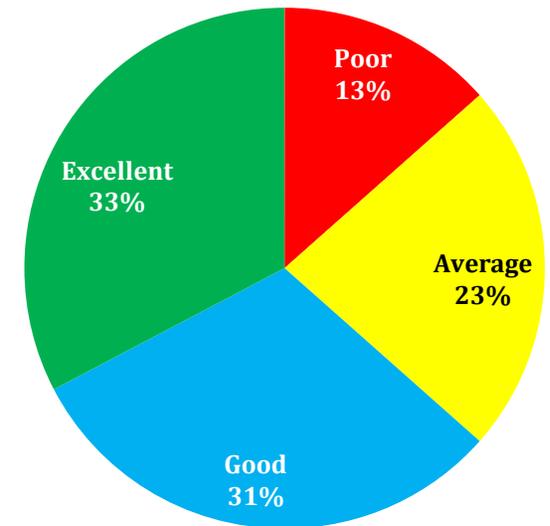
3.2.1. Soccer Fields

Russell Township is home to nineteen outdoor soccer fields that are spread between the villages of Russell and Embrun. The fields primarily owned by local school boards, and maintained by either the school board and/or the Russell Soccer Club, with the Township providing one field in Boyd Park, and the library providing one field also adjacent to the Russell Community Sport Club.

Community satisfaction with the fields is mixed – which is likely the result of community members rating a variety of different soccer fields. As a whole, residents like the facilities given that they are close to home, and generally well kept. They appreciate the cluster of soccer fields in and around the Russell Community Sport Club for leagues and tournaments.

Areas of potential improvement identified through community engagement include the need for automatic lighting, drainage, and new fields, including an indoor facility or winter play, to accommodate the continued growth in enrollment in the Township.

How would you rate your experience with the soccer fields in Russell Township?



n=52

Exhibit 12: Public Survey Responses - Soccer Fields in Russell Township

Soccer Fields in Russell Township		
I like these facilities because:	<ul style="list-style-type: none"> - Close to home - Well kept - Many fields in close proximity for leagues and tournaments 	
What I'd like to change about these facilities is:	<ul style="list-style-type: none"> - Automatic lighting in the evenings - Some fields are prone to flooding - An indoor facility for winter play. 	



Soccer Field at Ecole St. Joseph, Russell

3.2.2. Tennis Courts

The Township owns six tennis courts (five permanent, one temporary) across its communities:

Exhibit 13: Tennis Courts in Russell Township

Community	# Courts
Russell	2
Embrun	3
Marionville	1 (Temporary)

Courts in Russell are located at the Russell Community Sport Club, and in Embrun at Yahou Park. The court in Marionville is temporary, housed within the outdoor rink at Séraphin-Marion Park.

The courts are in good condition and asset management data from the Township indicates that they have an estimate life expectancy of another twenty years. Anecdotal evidence from facility managers, and feedback from community engagement, indicates that the courts are moderately used by the community.

3.2.3. Outdoor Rinks

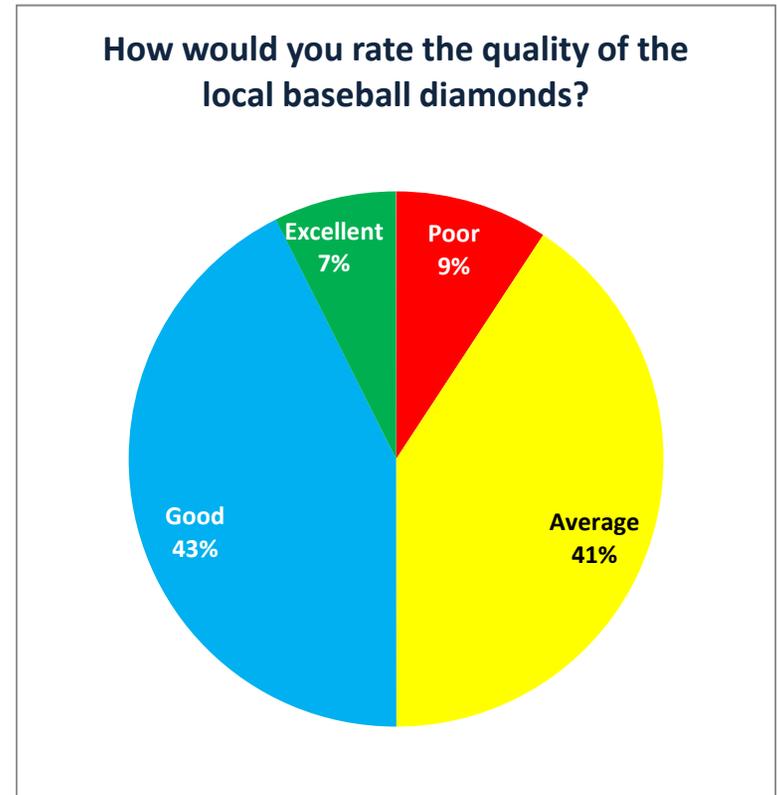
The Township maintains three outdoor rinks – one in Russell at the Russell Arena, one in Embrun outside of the Palais des Sports, and one in the Seraphin-Marion Park in Marionville. Residents in North Russell maintain their own outdoor rink in Stanley Park. Asset management data indicates that the rinks are in good condition, with required upgrades to goals and nets in critical condition at each rink to improve play conditions.

3.2.4. Ball Diamonds

Russell Township owns and maintains ball diamonds in Russell (2), Embrun (3), and Marionville (1). Township residents are generally satisfied with their experience at their local ball diamonds, with less than 10% of survey respondents indicating that they would rate the diamonds of 'poor' quality. Key issues identified with ball diamonds during public engagement are a lack of diamonds configured for softball, and for youth players.

Exhibit 14: Public Survey Responses - Ball Diamonds

Ball Diamonds in Russell Township		
I like these facilities because:	<ul style="list-style-type: none"> - Close to home - Easy access 	
What I'd like to change about these facilities is:	<ul style="list-style-type: none"> - All diamonds are softball which is an issue for minor baseball - There are no intermediate diamonds (80ft baseline) 	



n=54

3.2.5. Football Fields

Football fields in Russell Township are exclusively provided by the local school boards – one at the St. Thomas Aquinas High School in Russell, and one at the École Secondaire Embrun, in Embun. Community engagement did not identify unmet demand for football fields, and residents indicated that the sport is primarily played through the schools.

3.2.6. Outdoor Pool

Russell Township is home to the Russell Centennial Pool – an outdoor pool built in 1967. The pool is open between June and August, and offers swimming lessons and recreational swims. The pool deck and surroundings are in good condition having been recently re-poured. The pool structure itself will require capital investment over the medium-term to ensure its continued utility for residents (approx. \$400,000).

The pool is serviced by a small building that houses the reception area/cashier, change rooms, and storage. The building is in poor condition, requiring approximately \$350,000 in capital repairs over the short- to medium- term to maintain. The previous Master Plan indicated that the pool building would likely need to be decommissioned by 2014.

The pool is a valued asset by the community, with survey respondents indicating that they appreciate that there is a pool in their facility, and that it is generally well kept with helpful staff. Respondents were keen to have an indoor pool in their community that could be used for year-round programming and was larger to increase capacity.

Exhibit 15: Public Survey Responses - Russell Centennial Pool

Russell Centennial Pool		
I like this facility because:	<ul style="list-style-type: none"> - Close to home - Clean - Helpful staff 	
What I'd like to change about this facility is:	<ul style="list-style-type: none"> - Indoor pool for year-round use - Larger pool - More programming 	



Russell Centennial Pool

3.2.7. Beach Volleyball Courts

The Township provides beach volleyball courts for free public use at Yahou Park in Embrun, and Hanover Park in Russell. There is also a court provided by the École Secondaire Embrun. Public engagement indicated that these are valued assets within parks that improve public use of the parks and provide an additional outdoor activity for residents to engage in.

3.2.8. Boat Launch

The Township is served by a public boat launch just east of Embrun along the Castor River. The facility is operated by the South Nation Conservation Authority. Community engagement indicated it is an appreciated and well-used recreation asset. Engagement did not identify any concerns or issues with the boat launch.



Beach Volleyball Court at Hanover Park, Russell

3.3. Township of Russell’s Parks and Open Spaces

The Township owns and maintains parkland in Russell, Embrun and Marionville:

Exhibit 16: Municipal Park Standards by Community

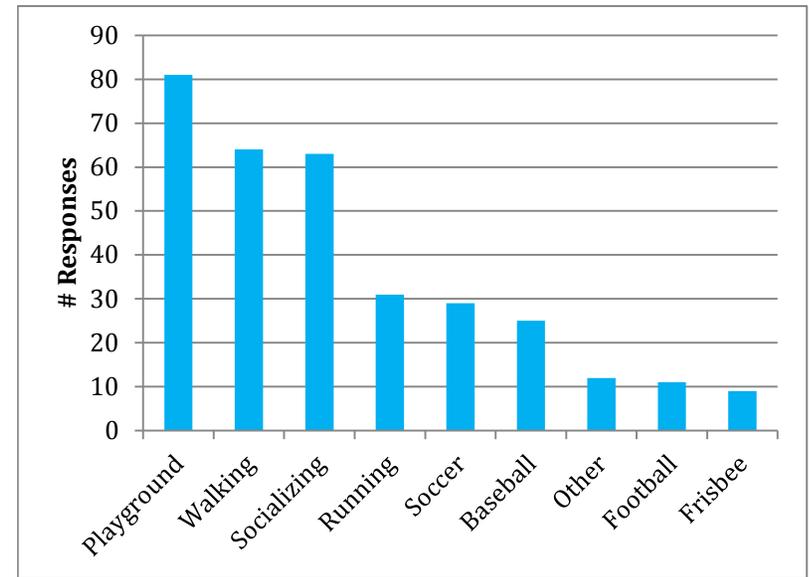
Community	Municipal Parkland (ha.) per 1,000 residents*
Russell	2.55
Embrun	3.37
Marionville	1.45

*Excludes trail

Residents in Russell also have access to the J. Henry Tweed Park and Burton Park – open space that is maintained by the South Nation Conservation Authority. Residents in Limoges have access to parkland provided by The Nation Municipality, and Nokomis Park which is owned and managed by the South Nation Conservation Authority.

Comparable standards of parkland provision range between 2-4 hectares per 1,000 residents, indicating that both Russell and Embrun fall within this category before additional undeveloped open space provided through the South Nation Conservation Authority is accounted for. Parkland standards for predominantly rural communities such as Marionville, are typically much lower given residents greater access to open space on their own properties as compared to more urban/built-up areas.

Which activities do you participate in when you visit local parks?



n=325

Residents provided feedback regarding parks and open spaces across the Township primarily through the public online survey. Survey participants indicated that park usage is predominately a weekly activity, with playground access being the predominant reason for accessing parks, second to walking as a form of recreation. The most frequently used parks are listed below. The survey results indicated that residents gravitate towards parks that have a variety of active and passive amenities:

Exhibit 17: Public Survey Results - Most Frequently Used Parks

Most Frequently Used Parks	
1	Yahoo Park (Embrun)
2	Boyd Park (Russell)
3	Russell Pool Park
4	J. Henry Tweed Park (Russell)
5	Pico Park (Embrun)
6	MacDougall Park (Russell)
7	Rodolphe Lateille Park (Limoges)

Township residents also have access to the New York Central Fitness Trail – a historic railway line that connects the two villages of Russell and Embrun that has since been converted into a multi-use trail. The trail runs for 7.2km between the two villages, and is popular with residents for passive recreation (walking), and more active pursuits such as cycling.

Public engagement indicated that residents are satisfied with the trail as it is, but would make better use of this asset if it was better connected to parks within the two villages, and potentially with cycling trails in other surrounding communities. Other concerns included a need for lighting, and improved signage.



Entrance to the New York Central Fitness Trail from Castor/Notre Dame St.

3.4. Programming

3.4.1. Current Model for Program Delivery

The Township of Russell is currently involved in the direct delivery recreation programs to the community. Under the present model, the Township has largely centred its efforts on providing niche programming options for its residents (i.e. non-competing with the volunteer/private sector) – a principle with which this Master Plan is in full support. Recreational and competitive swimming options represent more traditional sport and leisure opportunities for which there is no other local provider. Summer camps for children and youth represent those essential activities which are in demand by the community. All other activities reflect cultural, fitness and other leisure opportunities for which there is little to no availability in the private and/or volunteer sector.

The Township currently offers a range of programming inclusive of:

- Adult fitness (e.g. yogalates, ZUMBA etc.);
- Adult tennis;
- Aquatics – aquafit and learn to swim;
- General interest e.g. First Aid;
- Youth sports e.g. ball hockey, tennis;
- Youth dance;
- Youth art; and
- Youth camps.

3.4.2. Current Challenges

Existing challenges to the delivery of recreation programs include:

- The limited availability of qualified instructors in the local area;
- The commuting patterns of the adult population which is characterized by a large portion of this cohort travelling outside of the community for work. As such, their ability to participate in programs locally is impacted by the relatively variable schedule of the travelling workforce.

There is a recognized need to maintain the cost of programs in a range that does not limit accessibility to opportunities. The Township is actively seeking to implement creative means of achieving palatable price-points while maintaining the quality of programs.

3.4.3. Community Views

Community engagement indicated that Township residents are generally satisfied with recreation program offerings. Issues raised were primarily linked to the need for new facilities such as an indoor pool, indoor soccer field, and addition/new ice arenas to broaden the range of programming available to the community. Specific areas for improvement in Township programming identified by residents included a greater variety of programming for older youth, and senior-specific programming such as aquafit and other fitness classes for seniors.

3.5. Summary

The following provides a summary of issues identified within the review of Russell Township's parks and recreation system:

Category:	Issue:
Indoor Ice:	Both arenas are older and will require substantial capital investment over the next ten years to keep in working order.
Aquatics:	The Russell Centennial Pool is a valuable asset that provides an opportunity for swimming during the summer months; however residents would like an indoor pool that provides this opportunity year-round.
Library:	In the context of anticipated population growth in the Township, additional library space will be required over the next ten years to maintain or improve the standard of provision.
Outdoor Rinks:	Nets and goals are in poor condition at each rink and require replacing to improve play conditions.
Soccer Fields:	More soccer fields needed to keep up with demand. Indoor soccer field for winter play would be preferable.
Ball Diamonds:	A need for intermediate and softball diamonds.
Parks and Open Space:	A need to better connect the New York Central Fitness Trail with existing parks within the township, and with trails in surrounding communities.
Programming:	Programs for older youth, and senior-specific fitness programming.



4

Planning for Growth

4 Planning for Growth

4.1. Township Growth in a Regional Context

Russell Township is projected to grow by approximately an additional 7,500 residents by 2025, or an annual growth rate of 4%. This projection anticipates a continuation of the strong population growth, and new residential development that has characterized the Township over the past decade and a half: Between 2001 and 2015, the Township grew by approximately 5,000 residents (or a little under 40%).

The Township's strong population growth can be attributed to its strategic location close to the City of Ottawa. The Township is a popular residential location for city workers looking for more space and a rural or village-like setting, with the convenience of being within commuting distance. Indeed, approximately 55% of the Township's labour force commutes daily to Ottawa to work. This has a potential impact on how residents participate in recreation.

Communities surrounding the City of Ottawa have all experienced relatively strong population growth over the past decade – a product of both rising house prices in Ottawa, combined with new subdivision and commercial development in surrounding communities that were historically relatively rural – which has made outlying communities relatively more attractive for city workers. This trend can be expected to continue in the context of continued residential and commercial development in communities in and around Russell Township.

It is within this context that Russell Township has an opportunity to establish itself as a service hub for the growing communities to the east of Ottawa. This section identifies indoor and outdoor recreation facilities likely to be needed over the next



*New residential development around Richelieu Park, Embrun
– pictured September, 2014*

ten years to maintain or improve the Township's standard of recreation facility and programming provision. Providing high quality recreation services will be integral to continuing to attract residents to settle in the Township in comparison to other communities in the Greater Ottawa Area. The prospect of providing recreation services to a broader regional community that includes surrounding communities (e.g. Casselman, St. Albert, Winchester, Vars etc.) will give the Township an opportunity to establish itself as a leader in recreation service provision east of Ottawa.

4.2. Facility Standards

Master Plan recommendations are based on a variety of considerations inclusive of:

- Community needs and 'wants' as expressed through public consultation;
- Population-based standards of provision; and
- Participation-based standards of provision.

Community needs and wants are those that are expressed by members of the public, stakeholders, and community groups. They reflect the aspirations of the community as communicated through the consultation process associated with the Master Plan process.

These identified aspirations are balanced by **population- and participation-based standards of provision** - guidelines to inform decision-making regarding the appropriate range of facilities within each community. They reflect in part expected utilization of a given facility versus its capacity, and as such expected revenues and subsidization. Population-based standards of provision can provide a more general picture of the required population to support a facility, where participation-based standards of provision more accurately reflect local recreation and leisure trends.

Standards represent important guidelines however no one plan or standard can be applied to every community. They must rather be adapted to locally expressed needs, values, interests, and financial capabilities. As an example, while an 'average' community across the country provides indoor arenas at a rate of 1 per 20,000 residents², this may not apply to a community of 5,000 which decides that demand for indoor ice is sufficient to warrant the initial investment and ongoing operating subsidy associated with the development of an indoor arena.

We have provided our professional opinion on the range of recreation facilities required in the Township of Russell over the next ten years. Our recommendations reflect the balance between expressed community wants and needs, and population- and participation-based standards of provision.

Our recommendations provide guidance to Council on investment in new facilities over the planning period. This withstanding however, the development of facilities not recommended in this plan remains at the discretion of Council.

² Guidelines for Developing Public Recreation Facility Standards, Ontario Ministry of Culture and Recreation (2004)



Provincial Junior Women's Championships at the Russell Curling Club

4.2.1. Indoor Recreation Facilities

Exhibit 18: Current and Projected Standards of Provision - Indoor Facilities

Facility	Inventory	Current Standard (2015)	Comparable Standard	Projected Standard 2020	Projected Standard 2025
Indoor Ice Pads	2	1: 7,937 residents 1: 320 youth participants	1: 12,500-15,000 residents 1: 450-600 youth participants	1: 10,194 residents	1: 13,559 residents
Halls/Meeting Space	8	1: 2,218 residents	N/A	1: 2,549 residents	1: 3,390 residents
Library	2 (8,200 sq.ft.)	0.48 sq.ft. per capita	Provincial Guidelines: 0.60 sq.ft. per capita	12,232 sq.ft.	14,251 sq.ft.

Indoor Ice: Population- and participation-based standards of provision indicate that the Township will remain within comparable standards of provision over the next ten years. This assumes that the Township retains both of its arenas. As indicated in Section 4 however, the Township's arenas are older and require substantial capital investment to ensure their

continued availability to the public over the next ten years. The Township may choose to either continue to invest in its existing arenas, or replace them with a new twin-pad arena over the next ten years to remain within comparable standards of provision in communities of a similar size. Of note, by the end of the planning period (2025), to maintain the current standard of provision, the Township will require one additional ice pad.

Halls and meeting spaces are provided by the Township and other private and non-profit recreation providers across Russell. There is no set standard of provision for this type of facility, rather its provision is typically based on patterns of community demand. Utilization patterns of existing halls and meeting spaces owned by the Township, and trends from community engagement, indicated that existing spaces are valued by the community however there is likely sufficient excess capacity to accommodate population growth over the next decade.

Library: The Russell Public Library currently houses two branches – one in Embrun, and one in Russell. Provincial guidelines developed by the Ontario Ministry of Tourism, Culture, and Sport, indicate that the Township will likely require additional library space over the next decade to meet community needs. The amount of space needed will be a product of both population growth and use patterns. Of particular note is the shift away from the use of hard copy branch material towards online collections which reduce the per capita requirement for library space.



Meeting space at the Russell Arena

4.2.2. Outdoor Recreation Facilities

Exhibit 19: Current and Projected Standards of Provision - Outdoor Facilities

Facility	Inventory	Current Standard (2015)	Comparable Standard	Projected Standard 2020	Projected Standard 2025
Ball Diamonds	6	1: 2,827 residents	1: 2,500-4,500 residents	1: 3,398 residents	1: 4,520 residents
Soccer Fields	19	1: 896 residents 1: 74 participants	1: 2,000-3,000 residents 1: 75-90 participants	1 :1,073 residents 1: 88 participants	1: 1,250 residents 1: 103 participants
Tennis Courts	6.5*	1: 2,619 residents	1: 4,000 5,000 residents	1: 3,137 residents	1: 3,654 residents

**The temporary tennis court at the Marionville outdoor rink has been counted as 0.5 of a court given its temporal nature.*

Population-based standards of provision support the development of additional soccer fields over the next ten years. No other additional outdoor facilities are likely to be required based on comparable standards, and projected population growth. Parkland and trail development will be needed to ensure that new residents to the Township have sufficient and convenient access to parks and open spaces. Our recommendations in this regard are provided in Section 7.



5

Community Aspirations

5 Community Aspirations

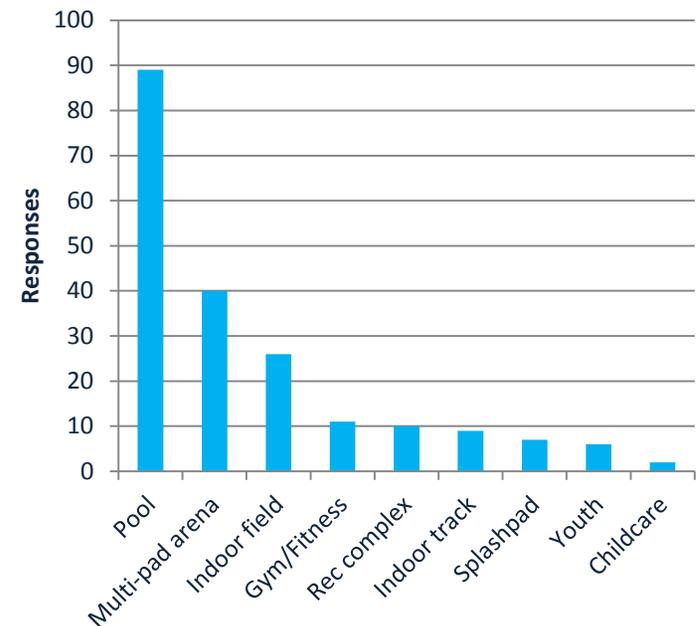
5.1. Priorities for Recreation Facilities

Throughout the public engagement for this Master Plan, residents of Russell Township have been clear about their aspirations for their community: Residents want Russell Township to be a community with high quality recreation facilities that encourage community members of all ages to take part in a broad range of recreation and leisure activities.

Specific aspirations for their community are focused on the development of a new arena to replace the aging Russell Arena and Palais des Sports. Both arenas were built more than 40 years ago, and while still provide ice time to local residents, are older stand-alone arenas. Residents are keen for their community to house a new multi-pad arena which would be a part of a multi-purpose complex that provides a variety of indoor and outdoor facilities including an indoor field, fitness, indoor track, and of particular importance – an indoor pool.

Russell is home to the Russell Centennial Pool – an outdoor pool that is popular with residents during the summer months. Swimming however, is a popular activity among residents for which they need to travel outside of the Township to participate in outside of the summer months. Public engagement indicated that the development of a pool would open up the opportunity to engage in swimming and other aquatic activities, to residents year-round.

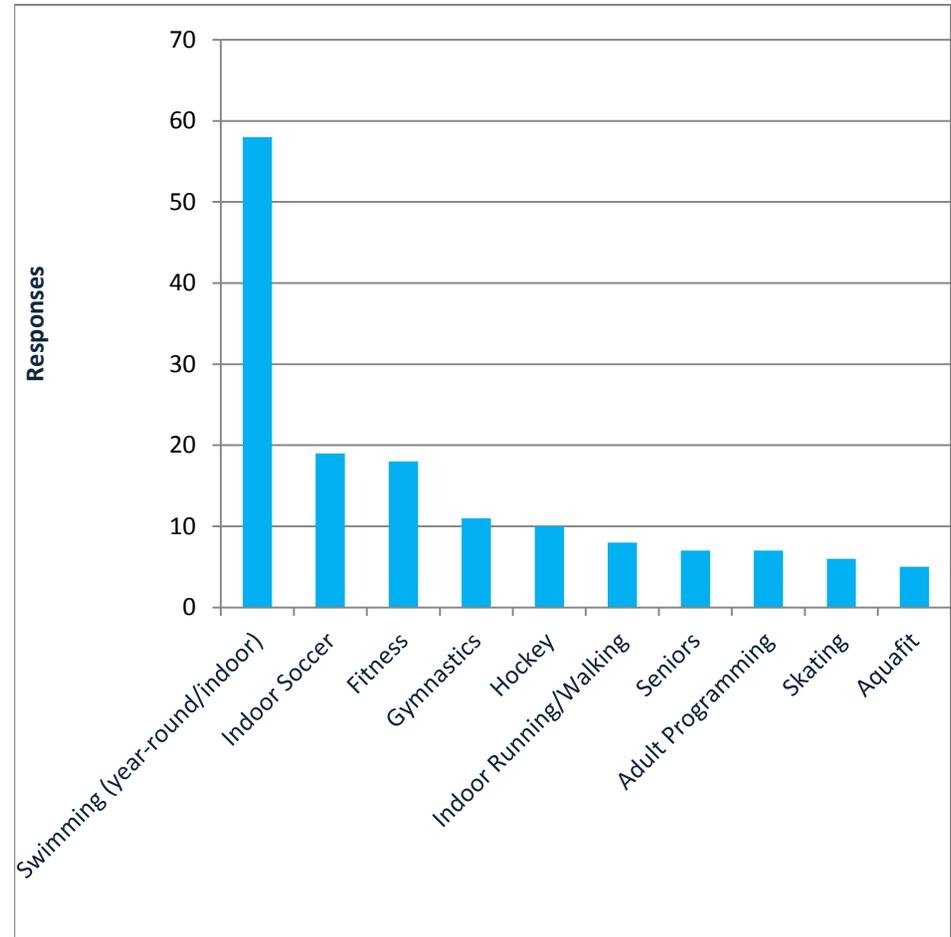
‘What are your priorities in terms of new recreation facilities that the Township needs?’



5.2. Priorities for programming

The Township of Russell is currently involved in the direct delivery recreation programs to the community. Under the present model, the Township has largely centred its efforts on providing niche programming options for its residents (i.e. non-competing with the volunteer/private sector) – a principle with which this Master Plan is in full support. Recreational and competitive swimming options represent more traditional sport and leisure opportunities for which there is no other local provider. Summer camps for children and youth represent those essential activities which are in demand by the community. All other activities reflect cultural, fitness and other leisure opportunities for which there is little to no availability in the private and/or volunteer sector.

Identified Programming Priorities for the Municipality of Russell: Public Survey



Community aspirations for programming as identified through the public survey were focused on programs that required the development of new facilities to develop. The most frequently identified programming priorities for township residents were:

- Indoor swimming;
- Indoor soccer;
- Fitness;
- Gymnastics; and
- Hockey.

Other, more general priorities, included:

- Greater availability of programming outside of work hours;
- A need for more availability/greater variety of time slots;
- A need for year-round programming for those sports which are currently limited to the summer due to a lack of facilities e.g. swimming, soccer, etc.



6

The Master Plan

6 The Master Plan

6.1 Vision

Russell Township as a healthy, vibrant, and active community that is the first choice for recreation for communities within the Ontario Municipalities Adjacent to Ottawa (OMATO) region.

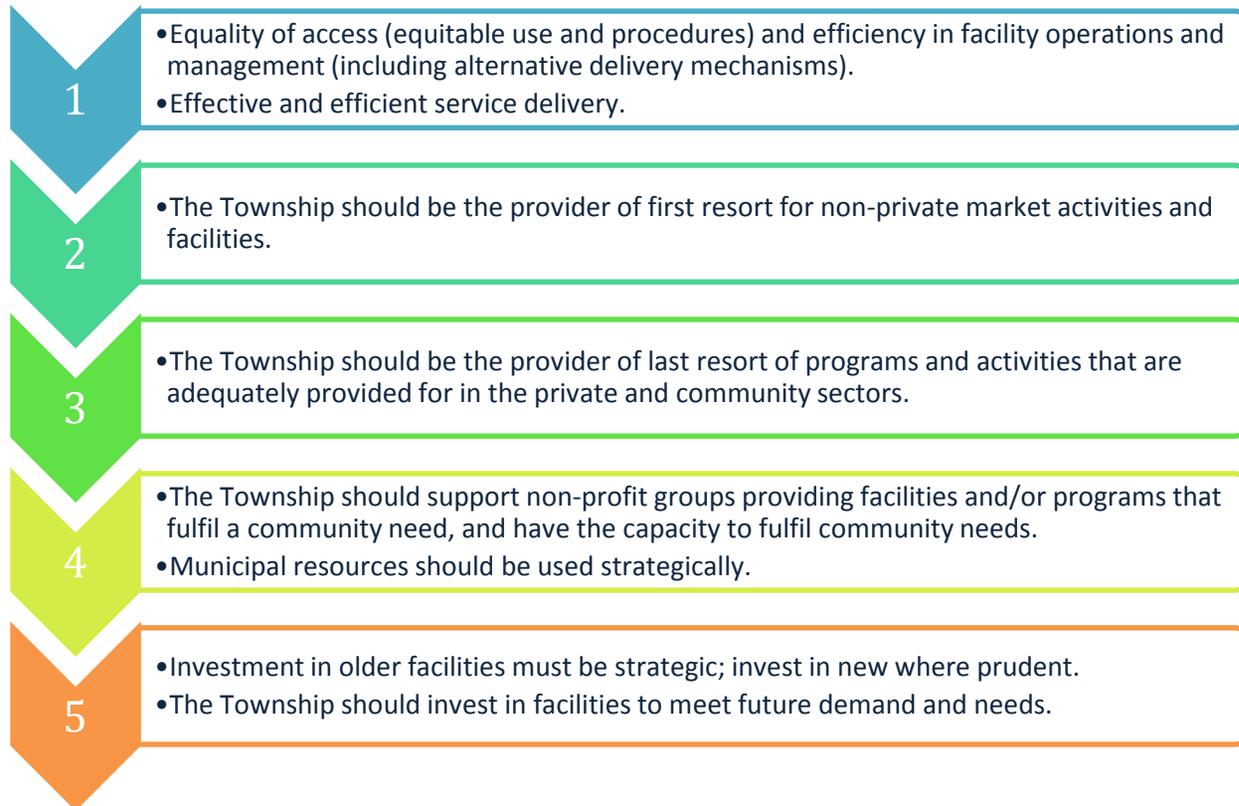
6.2 Mission

To fully develop the Township's role as a regional hub for recreation facilities and services over the next ten years.



6.3. Master Plan Principles

The following outlines principles of recreation on which the goals and recommendations of this Master Plan are based.



6

- Recreation facilities and programming must be accessible by all.

7

- The Township should engage in advocacy and promotion of recreation programs and facilities as a public provider of information.

8

- The Township should provide and support programs that promote health and wellness.

9

- The Township should encourage positive partnerships and alliances.

10

- The Township should partner with developers and members of the community to maximize access to active and passive outdoor recreation spaces.

6.4. Goals and Objectives

Goal 1: The Development of infrastructure to enhance quality of life for residents and financial sustainability.

Objectives:

- To provide state of the art recreation facilities that meet current community needs and plan for the projected population growth over the next ten years.
- To use Township dollars strategically; investment in older facilities needs to be weighed against the improved efficiency of newer facilities.
- To make natural heritage a cultural cornerstone in Russell Township through the development and stewardship of trails and protected natural space.

Goal 2: Facilities renewal and investment

Objectives:

- Maximize the utilization of existing assets through investment in improvements and renewal. This requires a comparison of the costs and benefits of facility renewal against new construction.
- To pursue all opportunities to develop recreation infrastructure by leveraging upper level government and other funding programs that exist, with the recognition that the Township should pursue best-bet opportunities.
- To ensure long-term capital planning for infrastructure renewal as a principle of overall municipal operational sustainability.
- To support investment in facilities which enhance opportunities for multi-use to enhance utilization and operational efficiency.

Goal 3: Promote health, wellness and active living

Objectives:

- The Township to continue to play a lead role in the development and delivery of recreation and community-based programming that promotes health, wellness and active living to residents of all ages, backgrounds and skill levels.
- The Township to continue to play a lead role in the promotion of recreation facilities and programs that facilitate residents to live a healthy lifestyle.
- The Township to provide support to non-profit and other user groups that provide recreation and community facilities and programs that promote a healthy lifestyle to residents.
- Targeted investment in infrastructure for target groups including youth and seniors.

Goal 4: Make Russell Township a hub for recreation services in the Ontario Municipalities Adjacent to Ottawa (OMATO) region

Objectives:

- To establish Russell Township's role as a service hub for communities adjacent to Ottawa.
- To provide state-of-the-art recreation facilities and programs that attract residents from surrounding communities to participate in recreation in Russell Township, encouraging visitors to use other local businesses to promote economic growth and diversity.
- To provide resources for the development and retention of volunteers who play an essential role in the development and delivery of high quality recreation services.

Goal 5: Target children and youth through recreation

Objectives:

- To provide recreation facilities and services that both attract young families to choose Russell Township as their permanent home in the Greater Ottawa region, and meet the needs of families already settled.
- To promote healthy and active living for children and youth by offering a range of recreational services including structured programming and more passive neighbourhood-based opportunities.
- To provide support to existing non-profit recreation user groups serving children (under 12) and youth (13-18) to allow them to expand their services as may be required over the next decade to meet growing needs.
- To provide directly, or support, a diverse offer of youth programming to include both traditional sport-based recreation, and non-sport skills and experiential development.

Goal 6: Support, promote and partner for access to facilities and programs for older residents

Objectives:

- To continually investigate new ways to develop programs for seniors in partnership with local seniors' services organizations.
- To continue to partner with and support non-profit groups which provide programming opportunities for older residents.

Goal 7: Develop parks, trails, and open space that maximizes access to active and passive outdoor recreation spaces

Objectives:

- Russell Township is growing: This Master Plan is the opportunity to create a town-wide system of parks and open space that celebrates the natural heritage of the area. This includes a community-inspired approach to local neighbourhood open space development.
- To maximize residents' access to outdoor spaces which are highly functional in terms of providing both passive and active recreation opportunities.
- To facilitate growth of the Township's existing trail system to include linkages in new subdivisions.
- To facilitate the development of neighbourhood parks which offer a variety of active recreational opportunities for residents of all ages.



MacDougall Park, Russell

7 Recommendations

The identified goals and objectives of this Master Plan are achieved through a series of prioritized actions falling under the following categories:

- A – Programming
- B – Facilities
- C – Partnerships
- D – Funding

7.1. Programming Recommendations

Future Program/Delivery

→ **Recommendation 1:** Focus Township driven programming around those skills identified by Canadian Sport for Life where Municipalities should take a leadership role.

Canadian Sport for Life is a movement to improve the quality and consistency of sport and physical activity in Canada. The program links sport, education, recreation, and health, and aligns community, provincial and national programming. Canadian Sport for Life's Long-Term Athlete Development (LTAD) strategy identifies the appropriate role for municipalities and their partners at each life stage.

The following exhibit summarizes the Township's role in comparison to other community partners. The Township of Russell has a key role to play in the provision of physical literacy and introductory skill development opportunities as well as general active lifestyle programming for all ages – particularly where there this service is either non-existent or inadequately provided by the non-profit/volunteer and private sector. The Township's current for recreation delivery exhibits this and should be continued in future.

Exhibit 20: Role of the Township of Russell in the Delivery of Sport and Recreation Programs

	Leaders in Programming	Level of Training	Competition
Active Start Males and Females 0-6	Municipalities; daycare and schools.	None. Focus on developmental learning skills.	None
FUNdamentals Males 6-9 Females 6-8	Municipalities; daycare and schools; community/user groups.	Unstructured and structured play, short programming seasons. Aim to develop a basic level of athleticism.	Minimal; mostly informal
Learning to Train Males 9-12 Females 8-11	Municipalities; Schools; User groups; Sports clubs.	Regular seasonal practice; sport skills development	Occasional
Training to Train Males 12-16 Females 11-15	Schools; User groups; Sports clubs.	Regular structured and seasonal practice; sport skills development	Increased level of competition (up to 40%); regular competition (local, provincial & regional)
Training to Compete Males 16-23 +/- Females 15-21 +/-	Schools; Post-Secondary Institutions; User groups; Sports clubs.	Regular structured and seasonal practice; focus on one sport; tactical and technical training	Increased level of competition; regular competition (provincial, national and international)
Training to Win Males 19 +/- Females 18 +/-	Post-Secondary Institutions; Sports clubs; Professional sport organizations	Regular structured practice; focus on one sport	Increased level of competition (up to 75%); selective and planned competition (national and international)
Active for Life Enter At Any Age	Municipalities; Community/User groups; Sports clubs.	Not applicable	Not applicable

Source: Canadian Sport for Life and Sierra Planning and Management

- **Recommendation 2:** Continue to annually track program registrations and assess the rate of take-up for individual programs. The Township should focus its efforts on maintaining and growing those programs which have the highest demand based on historic registration patterns.
- **Recommendation 3:** Continue with regular resident surveys to annually assess resident/user needs and required improvements to the Township's recreation service delivery model. Progressively address methods to improve the system over time.

The Township currently uses registration software to permit online registrations, and to track enrolment in recreation programming. This should continue, with the Township prioritizing its resources in those programs with high take-up. Historically this has been:

- a. For adults, this includes badminton and scoped fitness options.
- b. For children, this includes swimming, karate, badminton, dodgeball, dance (hip hop, ballet) and guitar.
- c. For summertime programming, children/youth camps serve a vital need and should be maintained.

The Township should continue in its efforts to survey residents annually to assess community satisfaction with programming and identify needs that are not currently being met that the Township could fulfil.

- **Recommendation 4:** Target youth (particularly older youth) and seniors through the development of non-traditional recreational programming options to enhance the utilization of existing infrastructure.
- **Recommendation 5:** Explore new programming opportunities for fitness with development of a new multi-use facility. The Township will need to weigh the operating implications of 1) directly programming and operating fitness space with the new facility itself or 2) partnering with a local private operator to manage the facility on its behalf.

The current roster of recreation programs (as detailed in the latest available community guide) reflects a strong base of programming. Potential gaps include programs and activities for youth over the age of 13 and adults as well as senior-specific options. Program development for these markets should be addressed over-time, with a focus on those options that are not provided (or are in limited provision) by the volunteer and/or private sector. In doing so, it will be important for the Township to explore those non-traditional/niche opportunities desired by the local market. The results of the annual resident survey employed by the Parks and Recreation department should form part of the basis for implementing new programs in addition to annual assessment in the take-up of individual programs.

The development of a new multi-use facility will present further opportunities for program development. Effectively programming space will be important to efficiently operating a new facility. The developing of fitness space as part of the functional space program will offer new programming opportunities. The Township will need to evaluate its capacity/appetite to operate this space itself or whether this is best done through partnerships.

→ **Recommendation 5:** Enhance the Community Portal on the Township’s website to provide improved access to information and maximum clarity for recreation. The Parks and Recreation sub-portal for residents should serve as a gateway linking users to a range of online recreation services (facility bookings, program registrations, online interactive mapping of recreation venues, event and tournament notices etc.).

The Township currently uses the Parks and Recreation portal on the Township’s website to provide information regarding recreation facilities including parks and trails, and programming. Residents can also access the Township’s online program registration system via this portal. There is room to improve the functionality of this webspace to enhance access information on recreation. Opportunities include the addition of online interactive mapping for facilities and assets as well as real-time updates on local games and events and repositioning of the online community calendar within the Parks and Recreation portal. The Township should work over the planning period to enhance the functionality of portal.

→ **Recommendation 6:** Transition the Recreation Asset Database (developed as part of this Master Plan project) into the United Counties of Prescott and Russell online GIS mapping system to highlight local assets at the regional level.

The Township currently provides a link to the United Counties of Prescott-Russell GIS application to provide residents with online mapping that identifies regional assets. To promote community awareness of recreation- and open-space assets, the Township should work with the United Counties to incorporate the recreation asset database developed as a part of this Master Plan project, into this regional application. Mapping systems should allow residents and visitors to access facility information linked to the Township’s iREGISTER program and facility booking system.

→ **Recommendation 7:** Seek to develop programming options for seniors through the continuation of partnerships with local community clubs and seniors groups. Where partnerships represent a 'best-fit', the Township should work with groups to develop and implement programs accordingly.

Given that there are a variety of seniors-focused community organizations across the Township, we recommend that the Municipality continue to work in partnership with these organizations to develop programming that complements the activities of these groups, and identifies programming that meets the needs of this demographic.

- **Recommendation 8:** Continue to support local demand-driven programming opportunities where community groups express an interest and have the capacity to host programs within municipal facilities.
- **Recommendation 9:** Continue to offer support to those recreation user groups that have historically serviced the more traditional sporting needs of the community (e.g. soccer etc.) through the provision of access to facilities for programming as well as through the Township's Grants and Contributions Program for tournaments and events.
- **Recommendation 10:** Develop a volunteer recognition program as a means of celebrating and encouraging collaborative planning and project/program implementation initiatives by community groups (including local cultural organizations, recreation user groups, social service clubs etc.).

Recreation programming has historically been provided across the Township as a hybrid model of both community groups and the Municipality. These groups play an important role in program development and provision, and athlete development. The Township should continue to support these groups where they meet a community need, and have the capacity to host programs within municipal facilities.



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Recognizing that a range of community groups exist in Russell Township and are actively involved in helping to meet the program needs of residents (in partnership with the Township or otherwise), the Parks and Recreation Department should seek to continue to promote and celebrate these initiatives in light of groups playing an integral part in the fabric of recreation service delivery. The Township should develop a volunteer recognition program as a means of continuing to foster community involvement in recreation delivery.

→ **Recommendation 11:** Develop creative pricing options to enhance access to and participation in programs.

To facilitate access to Township operated programs, the Municipality should provide creative pricing options including:

- Continue to provide 'drop-in' pass options for adults as a means of meeting the variable schedule of this target market.
- Explore '2 for 1' initiatives (2 programs at the cost of 1) for select categories of programs (i.e. for adults and seniors) to help stimulate increased participation and provide affordable programming options to the Township's older demographic.
- Develop discounted summer and Family Passes for 'bundled' recreation programs.

7.2. Facility-Based Recommendations

Within this section we provide a variety of recommendations organized by facility type.

Town-wide facilities: Facilities for which residents will travel across communities to use. Examples include indoor ice arenas and pools.

Neighbourhood facilities: These facilities predominantly serve their local neighbourhood, and are often in walking distance

Our implementation plan will identify recommendations in terms of their short-, medium- or longer-term time frame. Within this section however, we make reference to the time frame of some of the recommendations, as such – for clarity, our definition of each of these terms is as follows:

- **Short Term:** 1-2 years
- **Medium Term:** 3-6 years
- **Long Term:** 7+ years

7.2.1. Town-Wide Facilities

Long-Term Asset Management:

→ **Recommendation 12:** Continue with ongoing asset management work.

Asset management work that tracks the condition and required capital upgrades of Township owned facilities is integral to making decisions regarding continued investment in these facilities. We recommend that the Township continues in this work on an ongoing basis.

Indoor Ice:

- **Recommendation 13:** Build a twin indoor ice pad at a Multi-Use Recreation Complex on the municipally owned land at the intersection of Notre Dame St. and St. Guillaume Rd. in Embrun. Maintain the option to expand the twin pad to a three-pad in the long-term.
- **Recommendation 14:** Contingent on the development of a new facility, decommission the Embrun Palais des Sports. Weigh the costs/benefits of sale of this parcel for development versus decommissioning and alternative use.
- **Recommendation 15:** Contingent on the development of a new facility, maintain the Russell arena over the plan period and consider its long term replacement as part of an eventual expansion of the Embrun Twin-pad.

As outlined in Section 3, the Township is home to two indoor ice facilities – the Russell Arena and Embrun Palais des Sports. Both arenas are older and as a result of their age, both have capital investment requirements that will need to be addressed over the shorter-term. Arena utilization data indicates that both facilities are well used. This supports the current need for two ice pads – a demand that is likely to grow as the Township continues to build out. The current standard of provision on both a population and participation basis is above that of comparable communities. To meet the standard of comparable communities, the Township would require two ice surfaces for the duration of the plan period. **However, to maintain the current population-based standard of provision, the Township will require one additional ice pad by 2025 based on population projections provided by the Township (for a total of three indoor ice surfaces).** It should be noted however, that the current standard of provision far exceeds comparable standards. **Maintaining two ice pads in the township to 2025 will keep the Township in line with standards in comparable communities.**

Trends in indoor recreation facility provision have moved the development of indoor ice away from single standalone ice pads, towards either standalone double ice pads, or more preferable – double

ice pads within multi-purpose recreation facilities that house a variety of additional amenities. The benefits of twin-pad arenas include among other things:

- Operational savings from economies of scale e.g. heating, shared equipment etc.
- Payroll costs can be proportionately reduced versus a pair of stand-alone single pad facilities.
- Improved tournament use.

Planning horizons for recreation master plans are arbitrary and it is important to plan for the period immediately following the 10-year planning horizon to 2025. This ensures continuity of the plan and assists in the update to the plan which is recommended to be commissioned toward the end of the planning period (years 7 to 8). To meet future community ice needs likely to exist in the period 2025 and beyond, based on need, the Township has the following options:

1. Maintain or replace (rebuild) one of the existing single pads (most likely Russell Arena) while building a new twin pad as part of the multi-use recreation centre in Embrun;
2. Build three ice surfaces during the plan period as part of the new multi-use facility, and decommission the two existing facilities; or
3. Build a twin-pad with expansion capacity to enable the addition of a third ice surface, while maintaining to 2025 and beyond, one of the existing single pad arenas.

The third option recognizes that while the long term needs (to 2030) based also on community expectations in regard to utilization of the rinks, suggest that a three-pad is built, funding availability and priorities may well necessitate a phased approach to both building new facilities and decommissioning older ones. In light of this, the recommendation of this Master Plan is that the Township builds a twin ice pad in a new multi-purpose recreation facility on the Township owned parcel between Russell and Embrun, with expansion capacity for additional ice surfaces built into the initial construction and site works. The benefits associated with this option include:

1. Build a single ice pad within a multi-use recreation facility on the parcel of land owned by the Township at the intersection of Notre-Dame Street and St. Guillaume Road between the villages of Russell and Embrun with the intent to decommission the Embrun Arena/Palais des Sports; or
2. Build a twin ice pad within a multi-use recreation facility on the Township owned parcel between the two villages with the intent to decommission the Embrun Arena/Palais des Sports.

The recommendation of this Master Plan is that the Township builds a twin ice pad in a new multi-purpose recreation facility on the Township owned parcel between Russell and Embrun. Benefits associated with this option include:

- Operational cost savings for the Township;
- Facilitate tournaments and sport tourism in the Township – particularly in the context of a potential hotel development in Limoges;
- Long-term capital cost savings if population growth continues to be strong over the longer-term, necessitating a second additional ice pad.

A new build facility is a medium-term proposition. Once the facility has been built, we recommend that the Municipality decommission the Embrun Palais des Sports given the proximity of the new facility to this arena and required capital upgrades over the

There is an opportunity for the Township to weigh the costs and benefits of full or partial sale, or lease, of the site on which the Embrun Palais des Sports stands once the arena is decommissioned. The site is a part of a broader recreation complex that provides a variety of recreation and leisure opportunities for local residents and as such we recommend that the site is unlikely to prove a prime candidate for sale and redevelopment based on the cost to the community in terms of loss of facilities that are in good condition and well-used by residents.

We recommend that over the longer-term, and contingent on the development of a twin-pad at a new Multi-Use Recreation Complex, that the Township decommission the Embrun Palais des Sports and consider options for the Russell Arena to be maintained over the plan period. While this defers the matter of its long-term future, it reflects the fiscal reality that a third ice surface at the Embrun site may not, in the context of other demands for facilities, represent the most appropriate use of scarce funds over the plan period.

Pools

→ **Recommendation 16:** Consider the benefits of an indoor pool at a Multi-Use Recreation Complex on the municipally owned land at the intersection of Notre Dame St. and St. Guillaume Rd. in Embrun.

There is significant community interest in the development of an indoor pool as a part of a new multi-purpose recreation facility to be built by the Township. Indoor pools and aquatic complexes typically serve a population base of 50,000 or greater. The development of an indoor pool would be a regional proposition in that it would likely serve a catchment area of the Township and surrounding communities. Municipalities surrounding Russell Township that would be likely to use the pool (i.e. do not have their own pool, or are not in proximity to pools in and around Ottawa), combined with Russell's own population, have a population base of approximately 45,000 based on 2011 census data³. This population catchment will also grow over the plan period.

By serving a regional population, the Township can expect user fees to extend beyond Township residents, improving the financial position of the pool. It should be noted however that indoor pools typically require significant operating subsidies, and as such we recommend that the Township consider both the benefits of including an indoor pool as a part of a new Multi-Use Recreation Complex, while weighing its financial feasibility.

³ Russell Township, The Nation Municipality, North Dundas, and North Stormont.

→ **Recommendation 17:** Maintain the Russell Centennial Pool. Determine community appetite for continued subsidization if an indoor pool is built as a part of a centrally planned multi-purpose recreation complex.

Russell is currently home to the Russell Centennial Pool – an older, outdoor pool which serves the community during the summer months. In good physical condition, the pool is a valuable community asset. Required capital work extends only to the pool building which will require significant upgrades and/or replacement in the medium-term. The Township should hold off on required capital upgrades until a decision is made regarding the functional space program of a new centrally planned Multi-Use Recreation Complex on the Township land between Russell and Embrun.

Should the development of an indoor pool be realized within a multi-purpose recreation facility, the Township should gauge community appetite for the continued support of both the indoor and outdoor pool – on the understanding that the outdoor pool will largely serve a casual recreation function rather than being the location for organized aquatic sports and education. At this point, if there is community support for keeping the Russell Centennial Pool open, the Township should replace/upgrade the pool building as necessary.

Library

- **Recommendation 18:** As per the Township of Russell Public Library's Strategic Plan (2013), move forward with a library Facility Master Plan to determine space needs as based on their strategic planning priorities.
- **Recommendation 19:** Give consideration to the cost feasibility of library space in a new centrally-planned Multi-Use Recreation Complex on the municipally owned land at the intersection of Notre Dame St. and St. Guillaume Rd. in Embrun.

The Township is home to two public library branches – one in Russell which is a new (2011) facility, and a leased facility in the Embrun Pavilion La Croisée which was developed when the provincial government closed the Russell Registry Office. The Township has 8,200 sq. ft. of library space between these two branches.

The current level of service provision based on 2015 population data is 0.48 sq. ft. of library space per capita. To maintain this level of provision, the Township would require 11,401 sq. ft., or an additional 3,200 sq. ft. on top of existing library space. We suggest that library space in Embrun could more effectively be provided under one roof (rather than having two branches in Embrun) – potentially at a new centrally planned Multi-Use Recreation Facility on the municipally owned land between Embrun and Russell. This would require a single space of approximately 6,900 sq. ft. in the facility.

We suggest that the addition of library space to a new Multi-Use Recreation Facility is given cost consideration. The functional space program of a new multi-purpose facility would be developed through further feasibility testing for the site.

Community Centres/Halls

→ **Recommendation 20:** Continue to market the Township's community centres as an affordable community space for events and non-sport based programming.

Community centres are indoor spaces open for use by the public for a variety of social and recreation-based activities. This space can take the form of both stand-alone community halls, and community rooms in larger multi-purpose facilities. Given the geography of the Township, community centres/spaces are provided in each community.

The Township owns two community centres – the Embrun Community Centre, and Marionville Community Centre. Community space in Russell is provided by the Township through a multi-purpose room on the second story of the Russell Arena.

- **Recommendation 21:** Consider the development of community space at a centrally-planned Multi-Use Recreation Facility on the municipally owned land at the intersection of Notre Dame St. and St. Guillaume Rd. in Embrun.
- **Recommendation 22:** Maintain the Embrun Community Centre in interim.

The Embrun Community Centre is an older building (1976) which has been recently renovated to upgrade its interior. Building condition reports indicate that its interior is in excellent condition, with work totalling approximately \$500,000 required to its mechanical systems and exterior.

The community centre is relatively well used by the community for social events, and the Township operates several programs including music, dance, and yoga out of this facility. The hall was used for approximately 1,000 hours during 2014. Consultation indicated a desire for a larger kitchen with industrial appliances however given the recent renovation of the facility we do not recommend any upgrades to the kitchen at this time. The Township should continue in its efforts to market the community centre as an affordable community space for events and non-sport-based programming.

We recommend that the Township continues to maintain this facility given that it serves a community need and is a large flexible space. In the interest of operational efficiency, we have recommended that the Township consider the development of community space in a new centrally planned Multi-Use Recreation Complex however it is unlikely that this space could be large enough to replicate the facilities located in the current community centre. Rather, smaller-scale community space within a Multi-Use Recreation Complex would likely function independently of the Embrun Community Centre, and be associated with the use of other amenities at the facility.

→ **Recommendation 23:** Continue to weigh the costs of maintaining the Marionville Community Centre versus the cost of a new build facility.

The Marionville Community Centre is an older facility (built in 1950) that is in need of significant capital upgrades over the shorter term. Asset management work conducted by the Township indicates that all aspects of the building are in critical condition, with a total replacement value of approximately \$450,000. While utilization of the building is relatively low (350 hours or 5% of all bookable hours in 2014), the building provides an important service to the community as a meeting space for social events and recreation programming. The hall is used minimally for recreation programming with the Township currently offering dance classes for youth out of this location once a week.

While consultation did not indicate any unmet demand for programming at this location there is a possibility for the Township to provide a broader range of programming at this location. There are approximately 100 seniors (65+) living in the Marionville area (2011 Census of Canada) – a population for which the Township could consider adding a seniors fitness class in the hall for example.

Based on the condition of the building, the Township must weigh the costs of continuing to maintain this facility, versus the construction of a new facility. The issue is not a simple one given the historic significance of the community centre however it is not a heritage property. Given the community significance of the building and its continued use, we recommend that the Township maintain this

facility over the planning period, weighing the relative cost of required capital work versus a new build facility.

→ **Recommendation 24:** Consider options the Russell Arena. Develop comparable community space in the village either as a part of alternative uses if the facility is decommissioned, or develop in an alternative venue.

The arena is home to the Frank Kinnaird Hall (capacity 200 seating) overlooking the ice pad. The hall is used differently than the designated community halls in Embrun and Marionville in that it primarily functions as a gathering space during hockey games, and for camps by the Municipality.

The arena in which the community space is located is in poor condition and may require decommissioning over the longer-term. The village will require community space regardless of this decommissioning. If community space is not a part of this new space program, the Township will need to find alternative community space for the village.

New Facilities

→ **Recommendation 25:** Construct a centrally-planned Multi-Use Recreation Complex on the municipally owned land at the intersection of Notre Dame St. and St. Guillaume Rd. in Embrun.

In the context of the required capital repairs to the Township's existing arenas to maintain them over the next ten years, we have recommended that the Township build a new twin ice pad on the parcel of land at the intersection of Notre Dame St. and St. Guillaume Road in Embrun. Trends in facility design have moved away from stand-alone facilities in favour of centrally planned, multi-purpose facilities. Multi-purpose recreation complexes improve convenience for local residents who can fulfil a variety of multi-generational recreation activities under one roof, and provide operational cost savings for the municipality.

Based on our recommendations (many of which follow below), the following elements should be considered for inclusion within this facility. The feasibility of these elements must be tested through further site testing and operational studies:

- Twin pad arena with configuration to facilitate future expansion;
- Indoor aquatic complex;
- Community room/multi-purpose space;
- Library space ;
- Winterized dome/fieldhouse;
- Other playing fields ;
- Fitness;
- Civic gathering space; and
- Trails.

The specific functional space program associated with a centrally planned recreation complex, and its financial feasibility, should be determined through a more detailed planning study associated with this site.

The Township is not currently in the business of providing fitness facilities. Rather, this is primarily catered for (as identified through community consultation), by private facilities in Ottawa where the majority of the Township's workforce commute to on a daily basis. However, the development of a new multi-purpose facility provides the Township with the opportunity to provide this service to local residents closer to home. The Township would have the option of either operating the fitness facility itself, or contracting the services of a third-party operator (e.g. Goodlife Fitness) to run this facility.

7.2.2. Neighbourhood Facilities

Soccer Fields

- **Recommendation 26:** Build field turf complex as a part of a centrally-planned Multi-Use Recreation Complex on the municipally owned land at the intersection of Notre Dame St. and St. Guillaume Rd. in Embrun, to be bubbled during the winter to provide a year-round facility.
- **Recommendation 27:** Install temporary change room facilities at the field complex on the municipally owned land at the intersection of Notre Dame St. and St. Guillaume Rd. No permanent infrastructure should be developed as a part of the soccer fields to avoid wasted investment in duplicated services that are to be provided in an indoor multi-purpose recreation facility on this site.

Soccer is a particularly popular sport in Russell Township: The average rate of youth (5-14) participation in organized soccer across the country is 20% - in comparison, the rate of youth participation in Russell Township is currently 42%. The Russell Soccer Club liaises with the local school boards for access to soccer fields and has indicated that this arrangement works well. A review of target standards of provision in other Ontarian communities indicates that the Township's current standard of provision is in line with targets set across the province.

Given the popularity of soccer in the Township, combined with projected growth, the Township will likely require additional soccer fields to maintain the current participation-based standard of provision. Assuming that the participation rate remains constant (i.e. the proportion of Township residents actively participating in soccer stays unchanged), the Township will require an additional eight soccer fields over the ten-year planning period.

Exhibit 22: Projected Facility Needs 2015-2025 - Soccer Fields

Year	Required # Fields (1 per 74 participants)	Deficit
2015	19	-
2020	23	4
2025	27	8

Sierra Planning and Management

The Township has the opportunity to develop a field turf complex on the land it purchased on the outskirts of Embrun with the intent to develop a multi-purpose recreation facility on this site. There is an opportunity to bubble one or several fields to provide year-round playing conditions. Further site testing studies should identify the exact configuration of the facility. This Master Plan also recommends however that no permanent infrastructure is installed on this site external to an indoor Multi-Use Facility. Any servicing requirements in the short-term should be provided by portables or other solutions to avoid wasted investment in duplicate services that may be provided in an indoor Multi-Use Recreation Facility next door.

Exhibit 21: Portable Washroom/Changeroom Facility - Penetanguishene Ontario



Photo: Sierra Planning and Management (2014)

→ **Recommendation 28:** Consider the development of soccer fields in the development of new parks.

Consultation with the Russell Soccer Club indicated that the most important consideration as it pertains to the development of soccer fields is their co-location to allow for multiple practices/games at one, or multiple proximate, locations. We recommend that the development of soccer fields is a consideration in future subdivision parks development.

Ball Diamonds

- **Recommendation 29:** Maintain existing ball diamonds, conducting required capital repairs for assets in critical and poor condition.
- **Recommendation 30:** Do not invest in additional ball diamonds over the ten-year planning period.

Ball diamonds are typically provided on a neighbourhood scale – meaning that residents are unlikely to travel across communities to use these amenities. Given the size and scale of Russell Township, this means that ball diamonds should be provided within each constituent community. The current level of provision supports meets this standard - each community in Russell Township has its own ball diamonds (see table to the right), with The Nation Municipality providing a diamond in Limoges.

Population growth to 2030 will keep the provision of ball diamonds within an acceptable range. As such, we do not recommend that the Township actively look to develop any additional ball diamonds. This recommendation is supported by national and provincial participation trends which indicate that participation in baseball/softball is on the decline. This Master Plan recommends however, that the Township maintain existing ball diamonds – conducting capital repairs for assets in critical and poor condition.

Exhibit 23: Ball Diamonds by Community in Russell Township

Community	# Diamonds
Russell	2
Embrun	3
Marionville	1

→ **Recommendation 31:** Work minor ball user groups to adopt Baseball Canada's Long Term Athlete Development (LTAD) recommendations as to altered pitch sizes and dimensions based on age of players.

Consultation did not indicate the need for additional ball diamonds at this time. While enrollment in minor baseball is stable, minor baseball's most significant concern is the configuration of the ball diamonds rather than their quantity: All of the Township's ball diamonds are configured for softball. Moreover, no diamonds are set up for intermediate play. To address this issue, we recommend that the Township work with minor ball groups in the Township over the planning period to adopt Baseball Canada's Long Term Athlete Development (LTAD) recommendations as to altered pitch sizes and dimensions based on age of players.

This Master Plan recommends that the Township consider the costs and benefits associated with the full or partial sale, or lease of the Palais des Sports/Yahou Park complex to contribute to the costs of financing the development of a new centrally planned recreation complex on the municipally owned site between Russell and Embrun villages. Should the Township sell this land, the two ball diamonds will need to be replaced.



Richelieu Ball Park, Embrun

Outdoor Rinks

→ **Recommendation 32:** Replace infrastructure in critical condition.

The Township maintains three outdoor rinks – one in Russell (Russell Arena), one in Embrun (Palais des Sports), and one in Marionville in Seraphin-Marion Park. Residents in Limoges have access to a rink operated by Nation Municipality, and residents in North Russell maintain their own outdoor rink in Stanley Park.

The rinks are in good physical condition. Over the short term, the Township should replace those assets in critical condition at each rink.

→ **Recommendation 33:** 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 municipality.

Outdoor ice rinks are typically provided based on demand rather than a set population-based standard. Communities with large youth populations likely have greater demand for outdoor ice. Given that the projected population growth in the Township over the next decade will likely comprise a large proportion of families with children, demand for outdoor ice may increase. Requests for additional outdoor ice should be dealt with on a neighbourhood basis by the Township, recognizing the significant contribution that these relatively cost effective assets have on quality of life for local residents. Most municipalities have a notice on their website where information regarding skating is posted advising residents to call the parks maintenance department should they be interested in forming a local neighbourhood rink committee to maintain flooded rinks with the support of the municipality. We recommend that the Township of Russell is proactive in this regard.

Football Fields

→ **Recommendation 34:** Continue to work with local school boards to strengthen access to school fields for all user groups.

Football fields in the Township are exclusively provided by the school boards –as are soccer fields. Based on population standards, the Township is significantly underserved, with only two designated football fields – one at the St. Thomas Aquinas High School, and one at Ecole Secondaire Embrun.

Football in Russell is played primarily in the schools and through the Russell Minor Football Association, with only one adult recreation group (Men’s Touch Football League) involved in the sport. As such, this level of provision currently works for the Township with no identified need in consultation for the development of additional fields.

In terms of dimensions, football fields are similar to soccer fields (120 yards by 53 yards for football, versus 100-130 yards by 50-100 yards for soccer). The Township has nineteen soccer fields – many of which are of the right size to be used for football if the appropriate posts are provided (see image below).

The soccer pitches in the Township are located on school board land, and maintained primarily by the Russell Soccer Club. The Township should continue to work with local school boards to secure access to school fields for all user groups.

Exhibit 24: Multi-Purpose Posts for Soccer and Football



Source: Future Pro Inc.com

Gymnasiums:

→ **Recommendation 35:** Continue to work with local school boards to increase access to gymnasiums for all user groups.

Gymnasiums are currently provided exclusively within local neighbourhood schools. While recreation user groups indicated that these facilities work well for their groups, they all compete for space at a limited number of facilities. We recommend that the Township assist by continuing to work with local school boards to increase access to gymnasiums for all user groups.

Tennis Courts

→ **Recommendation 36:** Maintain existing tennis courts in good condition for community use.

The Township owns and operates five tennis courts – two at the Embrun Palais des Sports, and three at the Russell Community Sport Club. The courts are in good condition and asset management from the Township reports indicate they have an estimated life expectancy of another twenty years. Anecdotal evidence from facility managers, and feedback from community consultation, indicates that the courts are moderately used by the community. There is a temporary court on the Marionville outdoor rink that is open during the summer.

Comparable population-based standards of provision do not support the development of additional tennis courts over the planning period, however existing courts should be well maintained to encourage continued community use.

This Master Plan has recommended that the Township consider the costs and benefits associated with the full or partial sale or lease, of the Palais des Sports/Yahou Park recreation complex as a contribution towards the cost of a new multi-purpose recreation facility between the villages of Russell and Embrun. Should the parcel be sold, the two courts on this land will need to be replaced, possibly as a part of a new recreation complex.

7.2.3. Parks and Open Spaces

Parks and open space in Russell Township can be grouped into five categories based on their function and level of service to the community. Our recommendations in this section are grouped in this manner.



Active Parks

- Parks featuring active recreation infrastructure such as sports fields, pools, and indoor recreation facilities.
- Typically serve a large catchment area (community or Township-wide)
- Image: Yahou Park, Embrun



Neighbourhood Parks

- Service local neighbourhood residents
- Typically feature play equipment, and/or smaller recreation amenities like basketball courts, beach volleyball etc.
- Image: Pico Park, Embrun



Parkettes

- Small pocket parks, typically on small and/or irregular sized parcels
- Minimal amenities
- Image: MacDougall Park, Russell



Passive Parks

- Undeveloped sites
- Typically include pathways/trails
- Image: J. Henry Tweed Park, Russell



Linear Parks/Trails

- Typically trailways that connect a series of parks or locations
- Image: New York & Central Line Fitness Trail

General Parkland Provision

- **Recommendation 37:** Parkland in future subdivisions must be acquired with consideration to its connectivity into the existing trail system and contribution to expanding the Township's trail system
- **Recommendation 38:** Parkland acquisitions in future subdivisions should be acquired with a consideration to provision of sufficient street frontage, and of a configuration suitable for the inclusion of both active and passive recreation elements.
- **Recommendation 39:** Acquire parkland with the development of new subdivisions to maintain and/or improve the level of parkland provision per capita as the Township builds out.

Comparable standards of parkland provision for communities of a similar population lie between 2-4 ha. per 1,000 residents. As whole, inclusive of conservation areas, the Township provides 2.99 ha. of parkland (exclusive of trails) per 1,000 residents, indicating that it is within an acceptable level of service provision. In the context of significant projected population growth, we recommend that the Township acquire parkland of sufficient size to maintain and/or improve the overall standard or provision per 1,000 residents in each community, where possible. As indicated in Section 3, more rural communities such as Marionville traditionally have lower standards of parkland provision given there is typically greater access to open space by local residents th.

Acquisition of parkland however must be considered not only in terms of the quantity, but also the quality of acquired municipal land. Parkland acquisitions in future developments must be considered based on their connectivity to the existing trails system, and contribution to expanding the Township's trails. It should also be of sufficient size and configuration to allow for the development of a variety of active and passive amenities. Street frontage should also be a key consideration: residents feel more safe and are more likely to use the park if it is open and highly visible from the street.



Active Parks

'Active Parks' are those featuring active recreation infrastructure such as sports fields, pools, and indoor recreation facilities. They typically serve a large catchment area (community or Township-wide).

- **Recommendation 40:** Maintain existing active parks as outdoor recreation hubs for their respective communities.
- **Recommendation 41:** Develop new parkland within planned subdivisions to include active recreation elements where sufficient space and configuration permit.

Active parks feature active recreation infrastructure such as sports fields, pools, and indoor recreation facilities, often in combination with neighbourhood scale amenities such as a playground. They typically serve a large catchment area (community or Township-wide). Each community in the Township is home to at least one active park:

Recommendations for each amenity (e.g. soccer fields, ball diamonds, etc.) within these parks can be found under the relevant sub-sections in this report above.

The development of additional active parks should be carefully considered by the Township based on the acquisition of new parkland. Subdivision plans indicate that parkland in Russell's Solidex subdivision, and Embrun's St. Thomas Street development are of a sufficient size to house active recreation infrastructure.

Exhibit 25: Active Parks by Community

Community	Parks with active infrastructure:
Russell	Russell Agricultural Society Fairgrounds Outdoor Pool Park Boyd Park Stanley Park (North Russell)
Embrun	Yahou Park Parc Richelieu
Marionville	Seraphin-Marion Park

Neighbourhood Parks and Playgrounds

→ **Recommendation 42:** Adopt a standard of provision of one neighbourhood park available within walking distance of every Township residence within its urban centres without having to cross a major road.

Neighbourhood parks serve local residents and are typically available to residents within a ten minute walk of their home. Ideally, neighbourhood parks should have good street frontage to encourage use by residents, and to maximize visibility and safety. Based on the principle of providing one neighbourhood scale park per residential neighbourhood (i.e. within approximately a ten minute walk of any house) without crossing major roads, the Township has deficiencies in Embrun's Chantal development, and in the south-west corner of Russell. Given that these neighbourhoods are built up, there is likely little that the Township can do to remedy these deficiencies.

Future parkland acquisition by the Township for future subdivisions should be strategic, ensuring the provision of a neighbourhood park within walking distance of any residence, without having to cross a major road where the neighbourhood is not served by an active park. The Township has worked to improve deficiencies in terms of street frontage for Russell's Stiver Park. Embrun's Melanie Park remains deficient in this regard – hidden from the street with access only through a narrow laneway behind houses. Given the build-out of this neighbourhood there is little the Township can do to remedy this deficiency at this time.

→ **Recommendation 43:** Seek to develop playground equipment in each neighbourhood park, where possible.

Playground amenities are important outdoor assets that encourage families to engage in active lifestyles. We recommend that the Township seek to develop playground equipment in each neighbourhood park where possible.

→ **Recommendation 44:** Replace playground equipment when asset management determines an asset is in critical condition.

→ **Recommendation 45:** Develop a playground replacement fund that is contributed to annually to finance upgrades and repairs to municipal playgrounds.

Playground equipment must be kept in good repair to ensure public safety and continued use of the neighbourhood parks. We recommend that the Township replace playground equipment when asset management determines an asset is in critical condition. To assist in this process, we recommend that the Township develop a playground replacement fund that is contributed to annually to finance upgrades and repairs to municipal playgrounds.



Pico Park, Embrun

Innovations in Park Design

→ **Recommendation 46:** Consider innovations in future park designs such as walking tracks, beach volleyball courts, and basketball courts to increase the availability of active and passive park amenities.

Neighbourhood parks should provide multi-generational opportunities for both active and passive recreation. This means that a neighbourhood park should be more than an open field, or a playground. Ideally, a neighbourhood park should include a variety of amenities that cater to residents of all age groups. We recommend that where possible, the Township consider innovations in future park designs to increase the availability of both active and passive park amenities.

Parkettes

→ **Recommendation 47:** Consider the provision of amenities in parkettes to encourage public use.

Parkettes are small areas of parkland that typically function as passive space for local residents. For parkettes to be actively used they must strike an important balance between providing an open space with visibility to maximize safety, and providing a more intimate space that does not leave potential users feeling over exposed. Russell's MacDougall Park is an example of a well-designed and maintained parkette that provides sufficient shade and coverage to give users privacy from passing traffic and pedestrians, but maintaining visibility from the road. We recommend that the Township consider the provision of amenities in parkettes such as benches, to encourage public use.



MACDOUGALL PARK BRIDGE
AUGUST 2006

MacDougall Park, Russell

Passive Parks

Passive parks are those that are typically undeveloped or have limited infrastructure. They provide residents with a more natural experience that lends itself to hiking, dog walking, etc. The Township houses three passive parks – J. Henry Tweed in Russell (owned by South Nation Conservation Authority), LaPointe Park in Embrun, and Nokomis Park (owned by South Nation Conservation Authority) in Limoges. To ensure their utility for local residents, passive parks should include maintained trails where possible, and clear signage that indicates their location from main roads.

→ **Recommendation 48:** Improve directional signage for all parks.

New Parks

Given its strategic location close to Ottawa and Highway 417, Russell Township is set to experience significant population growth over the ten year planning period, with almost 5,000 new households projected to 2031. This growth is in the context of the Township's current population of approximately 5,700 households. Much of this growth will occur within new subdivisions. New parks should be designed as a part of a collaborative process with Township residents. Opinion polling software is used by a number of municipalities across the country to facilitate public input into new park designs. We recommend that the Township make use of technology to provide the community with opportunities into future park designs. A particular priority in new parkland designs should be connecting new parks with the Township's trail system to maximize utility of these spaces to local residents.

→ **Recommendation 49:** Make use of technology to provide the community with opportunities to have input into future park designs.

→ **Recommendation 50:** New parks should be designed with optimal connectivity to the Township's trail system.

Linear Parks/Trails

- **Recommendation 51:** Develop a trails hierarchy within which new and existing trails can be identified
- **Recommendation 52:** Explore possibilities for the expansion of the New York Central Fitness Trail to the north-west of Russell village.

Linear parks are trails that provide residents with an opportunity to use non-motorized vehicles, in addition to running and walking. Russell Township owns and maintains the New York Central Fitness Trail – a multi-use trail, approximately 8km long, that connects the villages of Russell and Embrun. The trail is well used and appreciated by the community. Consultation indicated a community desire to extend the trail. The Township should plan for the extended development of the New York Central Fitness Trail as development in Russell stretches further north/west, particularly if development continues north of the 'Olde Towne West' subdivision up along Forced Road. Extension of the trail further north should be considered only in the advent of development applications in this area where additional parkland can be connected to this trail, along the municipally owned land in this corridor.

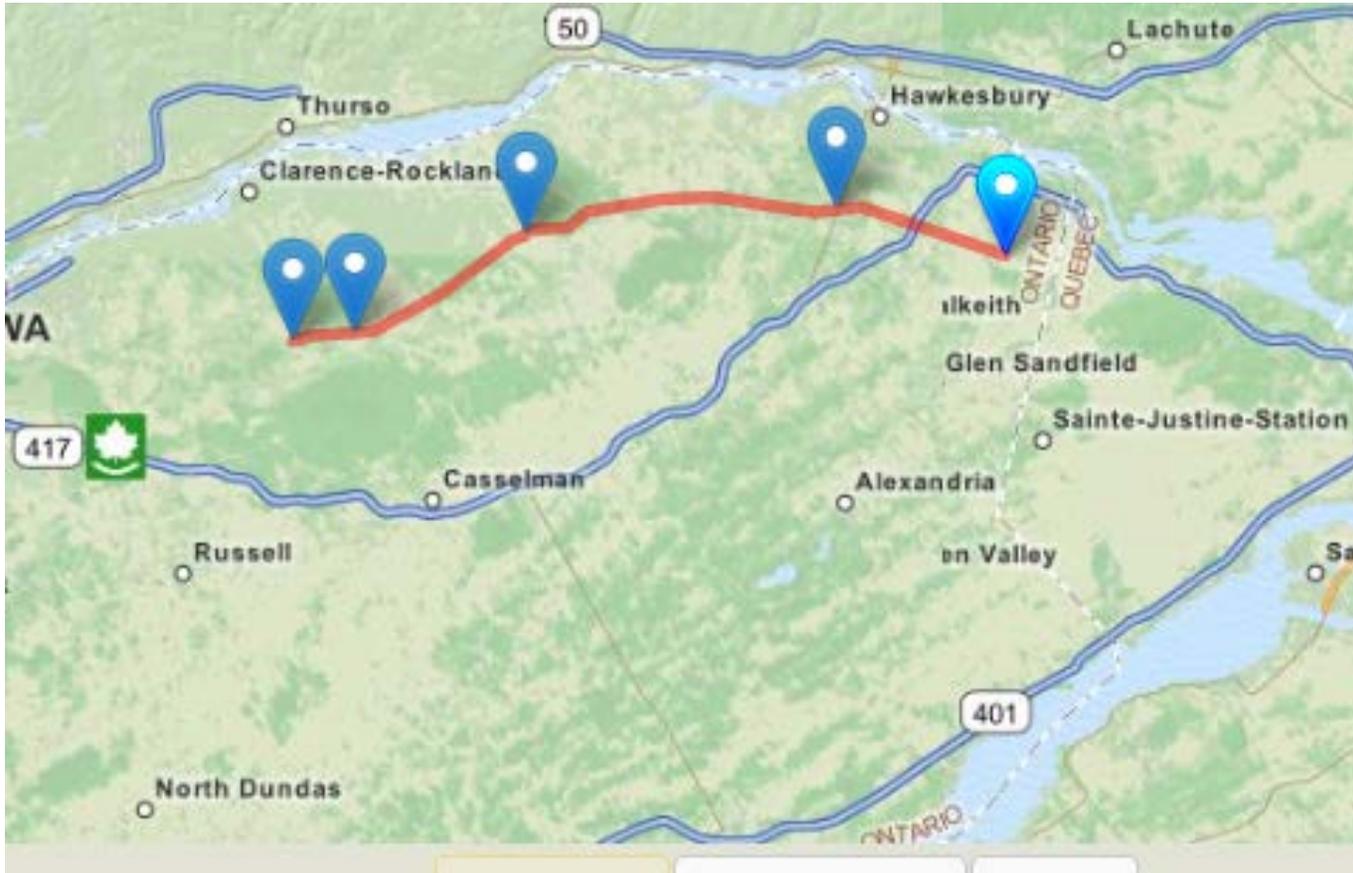
As a broad recommendation – this Master Plan supports and promotes the completion of a continuous trails system whereby new parkland is acquired with consideration to how it can be connected into the existing trails system. Suggestions regarding language for Township have been provided to the Township as a part of this project.

Bike Trails

→ **Recommendation 53:** Work with the United Counties of Prescott Russell to identify an appropriate road-based route to connect the existing bike trail in Russell with existing trails in surrounding municipalities.

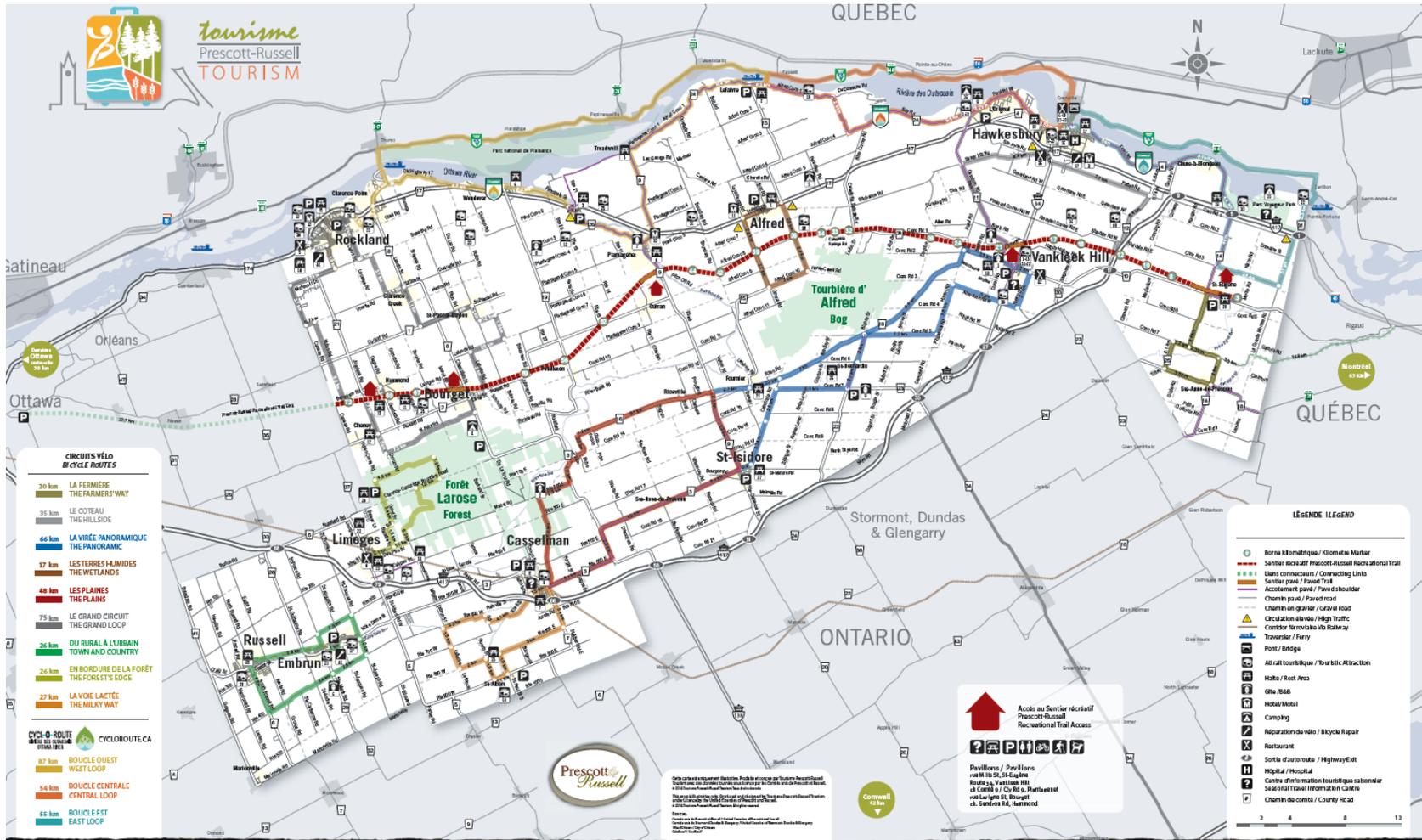
The Prescott-Russell Recreational Trail is a 72km non-motorized trail that runs across a converted railway. Given the configuration of the old railway line, it does not pass near Russell Township, however there is an opportunity for the Township to work with the United Counties to identify a road-based route that would connect the existing bike trail in Russell (see map below) with either the trail that begins in Limoges (The Forest's Edge) which is partially connected to the Hillside Trail which connects with the main Prescott-Russell Recreation Trail, and/or east through The Nation municipality to connect with the Milky Way trail south of Casselman. This connects through multiple trails to the Prescott-Russell Recreational Trail. This recommendation is in line with the recommendations in the Township's Strategic Plan (2014-16).

Exhibit 26: Map of the Prescott-Russell Recreational Trail



Source: Balado Discovery.com

Exhibit 27: Bike Trails - United Counties of Prescott Russell



Source: Tourism Prescott-Russell Tourisme

7.3. Partnership-Based Recommendations

The provision of recreation in Russell Township must be based on a principle whereby the Township actively seeks and is involved in the effective development of partnerships. Our recommendations as it pertains to partnerships are as follows:

→ **Recommendation 54:** Partner with the United Counties of Prescott Russell as it pertains to trail development and linking the Township's trails into the broader regional trail system.

Expansion of the Township's trails network has been identified in the Township's Strategic Plan (2014-16) as a key priority, ideally linking the Township's existing trails with those in the broader United Counties of Prescott-Russell. As such, the Township will need to partner with the United Counties to identify opportunities to link their existing trails with those in neighbouring communities.

→ **Recommendation 55:** Continue the partnership between the Township and the Russell Horticultural Society for maintenance of MacDougall Park

The Russell Horticultural Society maintains the MacDougall Park which is a particularly scenic park on the way into Russell from the west along Craig Street. Community beautification is a key goal within the Township's Strategic Plan (2014-16), as such we recommend that the Township continue to partner with the Russell Horticultural Society for the continued maintenance and upkeep of MacDougall Park as a key focal point on the way in to town.

→ **Recommendation 56:** The Township should continue to work with local school boards to increase community access to school facilities.

→ **Recommendation 57:** Work with school boards to identify user needs through shared access to information on community group bookings of school facilities, as a means of measuring community demand, and being able to meaningfully assist groups in maximizing the use of schools.

The Township's four school boards are significant recreation providers across the villages of Russell and Embrun in that the community uses their gyms for a variety of activities. At present, user groups approach the school boards independently for use of their gyms. We recommend that the Township continue to work with school boards to secure greater access to their gyms for community groups.

The Township should work with school boards to identify user needs through shared access to information on community group bookings of school facilities, as a means of measuring community demand, and being able to meaningfully assist groups in maximizing the use of schools.

→ **Recommendation 58:** Continue to support senior-oriented community groups to broaden the variety of programming for this segment of the community.

The provision of seniors specific programming is a priority identified by the Township's Parks and Recreation Department. The Department currently provides a range of seniors programming focused around fitness. This should be continued, however a broader role for the Township is in supporting community organizations that provide a variety of seniors programming in terms of social, recreational, and cultural activities. This includes the Club bel âge de Marionville, Club de Joie de Vivre Embrun, and Russell Seniors 55+ Club.

→ **Recommendation 59:** Continue to partner with and support local service clubs to identify projects of mutual interest as it pertains to the development of recreation infrastructure, programming and events

The Township is home to a number of service clubs that play an active role in community development. As an example the Kin Club of Russell is looking to fundraise to develop a soccer dome for the Russell Soccer Club. The Township should continue to partner with and support their local service clubs to identify projects of mutual interest as it pertains to the development of recreation infrastructure, programming, and events.

7.4. Funding Recommendations

7.4.1. Cost Recovery Metrics

Based on a review of the financial period 2011-2013 actuals, the Township of Russell Recreation and Cultural Services department reflects a typical financial picture for costs and revenues, and demonstrates an overall good standing in terms of total cost recovery. Direct cost recovery of programs (excluding general administration) has varied. This reflects a growing operating cost relative to fees, indicative of lower revenue gain likely due to fee structure, but also the evolving nature of what is a relatively small program base compared to larger municipalities.

Exhibit 28: Cost Recovery - 2011-2013

Year	Cost Recovery (%)
2011	94.6%
2012	80.7%
2013	72.9%

Overall cost recovery (direct and indirect) (with some possible corporate overhead exclusions) has equated to 60.1% in 2011, 57.2% in 2012 and 56.9% in 2013. This represents a favourable comparison to other municipalities particularly the larger urban areas that typically operate large departmental and facility portfolios. General Administration reflects the mainstay of municipal expenses in delivery parks and recreation services and Parks as a discrete service and asset is not generally expected to generate revenues. While some revenue is produced annually from park permits, the greater emphasis in programming park space should be on community events and festivals which provide leisure and entertainment option for local households.

Principal Facilities: Notwithstanding their age, both community arenas require relatively little subsidization. Embrun Palais des Sports/Arena demonstrates a relatively consistent revenue and expense profile, with the overall campus including the Embrun Community Hall and Bowling Alley (Salle des Quilles) resulting in a moderate deficit (approximately \$160,000 in 2013, excluding some other grounds-related expenses).

The level of deficit in the Embrun Community Hall is not atypical for a traditional community hall, and the value of replacing this space in a new multi-use facility should be a function of the overall increase in utilization and revenues which can be achieved, as well as the additional net capital cost associated with this element of a new multi-use recreation and community complex. Based on preliminary assessment, it is questionable whether the replacement of a community hall function of this size within a new complex would ultimately be cost feasible, particularly given that the existing community hall is integral with the revenue neutral bowling alley (and a well-liked community asset) and adjacent to an existing playing field complex. The Russell Arena deficit is more significant but has improved annually in response to higher revenue.

Exhibit 29: Selected Facility Cost Recovery Analysis- 2013

		2013 Actual Figures			
		Cost	Revenue	Net	% Cost Recovery
A:	FACILITIES				
	<i>Embrun Arena</i>	\$412,090	\$369,550	\$42,540	90%
	<i>Embrun Canteen</i>	\$60,916	\$54,000	\$6,916	89%
	Embrun Arena and Canteen	\$473,006	\$423,550	\$49,456	90%
	<i>Embrun Hall</i>	\$168,251	\$56,096	\$112,155	33%
	<i>Embrun Bowling Area</i>	\$116,072	\$117,881	\$1,809	102%
	Embrun Hall and Bowling Area	\$284,323	\$173,977	\$110,346	61%
	<i>Russell Arena</i>	\$417,532	\$304,838	\$112,694	73%
	<i>Russell Canteen</i>	\$51,433	\$52,500	\$1,067	102%
	Russell Arena & Canteen	\$468,965	\$357,338	\$111,627	76%
	Marionville Community Hall	\$55,520	\$18,396	\$37,124	33%
	Sport Youth Centre	\$16,406	\$0	\$16,406	0%
	Centennial Pool	\$115,913	\$56,347	\$59,566	49%
B:	PROGRAMS	\$220,165	\$160,535	\$59,630	73%
C:	PARKS	\$280,740	\$15,475	\$265,265	6%
D:	GENERAL ADMINISTRATION	\$203,262	\$0	\$203,262	0%
E:	TOTAL	\$2,118,300	\$1,205,618	\$912,682	57%

Sierra Planning and Management based on data from the Township of Russell Operating Budget

7.4.2. Approach to Capital Reserve

→ **Recommendation 60:** Develop a formalized process of funding a capital reserve

The current approach to the development of a recreation facility-specific capital reserve account is ad hoc and should be formalized. For the 2011 to 2013 period, certain facilities have included expenses related to a transfer to capital reserve (including the case of the Embrun Community Hall and the Russell Centennial pool, these one-time transfers have resulted in a significant increase in the annual deficit to the building. Practical approaches (ad hoc or otherwise) which accurately reflect the need to fund capital replacement should be encouraged, and we recommend a formalized process of funding a capital reserve.

7.4.3. Approach to User Fees and Rental Allocation

The Township user fee rate structure is reflective of the existing policy of promoting minor sports in facility rental rates. Similarly, the Township has enacted a policy of higher rental fees for non-residents, over and above township adult resident rates. Pricing for hall and floor rentals demonstrates differentiation based on function, while outdoor field rates are typically very low and well below the cost of operations per hour.

Program fees likely reflect a range of variables including popularity and demand, as well as the intent of the Township to promote other accessible and affordable sports and activities among the resident base with lower program fees.

The cost recovery for direct program costs reflects the broader goals of the Township in promoting healthy and active living.

Township of Russell By-Law #105-2014 and accompanying Schedule A (Russell Municipal Facilities Rental & Allocation Policy) sets out user group categories and their priority for allocation of ice time, fields, community halls and meeting rooms. This policy principally addresses allocation procedures and confirms the Township's partnership with the school boards in facilitating school-day access to municipally owned facilities.

→ **Recommendation 61:** Maintain current Facility Allocation Policy

The Township Rental and Allocation Policy represents a significant policy document which should be maintained and used as the principal guideline for access to facilities going forward, including any new facilities developed over the plan period.

As a result of consultation with the primary user groups, attention should continue to be paid to the ensuring fair and equitable access to ice. This includes both amount of time allocated as well as time of day considerations (recognizing that within "Prime Time", efforts should be made to ensure that all groups are provided with a range of ice times (including times appropriate for the ages of players in the case of minor sports).

Because of population growth and changes in participation, it will continue to be important to base the allocation of ice time explicitly on the previous year registration of players (per the existing policy).

- **Recommendation 62:** Develop fee policy based on targeted subsidization
- **Recommendation 63:** Revise the user fee structure on 3-year forward cycles
- **Recommendation 64:** Give consideration to price differentiation should a new multi-use recreation complex be developed

Given that the focus of the Township Rental and Allocation Policy rests primarily with allocation priorities, the Township should consider amending the rental policy to expressly categorize its approach to subsidy between the categories of users. This can be a basis for forward planning for revisions to recreation facility and program fees and disbursement charges by-laws.

- a. Specifically, the purpose of the user fee policy should be to establish a categorization of all activities and rentals in recognition of the necessity to subsidize and otherwise promote some activities and groups, as well as the need to create sufficient differentiation in pricing between different users. This policy reflects the Township's commitment to promotion and advocacy for maximum community access to recreation, while at the same time recognizing the higher municipal cost associated with progressively more advanced services and instruction as well as the need to reduce the level of subsidy afforded to groups including adults, non-residents, and corporations. While an informal approach has been adopted thus far, formalization of Council policy is required. The appropriate delta between prices by user group should be subject to analysis based on achieving an overall target increase in cost recovery for Recreation and Cultural Services. The quantum of such target increases in cost recovery will be at the discretion of the Township upon implementation of this Master Plan.
- b. Revise the user fee structure on 3-year forward cycles based on the principles of the user fee policy, and specifically pricing differentiation based on user.
- c. The Township should give consideration to price differentiation should a new multi-use recreation complex be developed, not only to reflect great cost recovery for new investment but also in recognition of the quality of these facilities. As an alternative, the value of new facilities developed in the future should be factored into the overall rise in user fees in future years.

7.4.4. Cost Recovery Targets

→ **Recommendation 65:** Establish (at Township's discretion) Target Cost Recovery in Delivery of Facilities and Services

As part of the commitment to the Strategic Plan principles of encouraging community participation in active lifestyles, investing in infrastructure and ensuring fiscal responsibility, the Township should consider setting a 3-year goal for improved cost recovery – principally in terms of direct cost recovery (excluding facility operations). However, it is important to recognize the need to maintain or exceed the overall cost recovery for recreation facilities and services. With the advent of new facilities in future years, overall portfolio costs will rise unless or until existing facilities are either decommissioned, repurposed to alternative lower cost use, divested or operating liabilities are transferred to other partners.

7.4.5. Capital Reserve Fund

→ **Recommendation 66:** Formalize approach to funding annual facility capital reserve fund

It is recognized that the Township operates and funds a general capital reserve fund (funded from operating surpluses), as well as the obligatory Development Charges Reserve, Recreational Land reserve (Planning Act), and subdivision contributions. In addition, capital accounts exist for Provincial Gas Tax and other grants. The following represents a formalized approach to funding from operations the future capital needs (in part) of municipal capital facilities, and as such would be included in the annual budget and reporting process.

It is recommended that with the commitment through the Strategic Plan to the development of an asset management database, as well as the creation of 5 year capital plans, that consideration be given to creating a recreation facility capital reserve fund policy. The purpose of the policy is to establish a set of principles and guidelines for the creation of a long-term capital reserve for key municipal capital facilities, including new facilities. The practice of formalizing a commitment to

funding a capital reserve for each principal facility is growing in Ontario and the potential investment in new infrastructure in Russell Township offers the incentive to undertake future planning for capital replacement at the outset. The means of funding the capital reserve should be subject to further discussion but at its minimum would be a charge against the revenues to the facility. A reserve may also be created using operational savings or capital proceeds from divesting or decommissioning existing facilities.

- **Recommendation 67:** Establish user fee and program fee surcharge for capital reserve
- **Recommendation 68:** Establish longer term capital forecast

It is recommended that the Township consider the development of a capital reserve surcharge to be added to the cost of facility rentals and program fees offered by the municipality. The percentage surcharge can be set at a flat rate across the board or moderated according to the type of user, and should be taken into account in the consideration of the proposed user fee policy.

Given the ten-year horizon of the recreation Master Plan, consideration should be given to the creation of a long-term capital forecast of an additional 5 years beyond the 5 –year capital plan recommended by the Township Strategic Plan.

7.4.6. Working with the Planning Act and Official Plan

- **Recommendation 69:** Consider the full range of partnership options in the development of new recreation infrastructure
- **Recommendation 70:** Consider the full range of external grant programs to assist in financing all aspects of new development

The Township of Russell Official Plan provides a number of policies which provide effective guidance on the provision of suitable open space, river shoreline access, parks and greenspaces to meet the needs of residents. The implementation of the Recreation Master Plan will benefit from the continuation of policies which seek to achieve development of these open spaces in conjunction with residential and commercial subdivision development.

The provision targets set out in the Official Plan with respect to permanent green space within villages (16% to 20% of gross land area), and parks and leisure areas in villages (8% to 10% of gross land area), as well urban standards of greenspace within 400 m of homes should be maintained as minimum standards (Official Plan Greenspace and Parks and Leisure Areas Policies, Section 6.2 Parks, Leisure Areas and Greenspaces).

In the planning and approval of all subdivisions, maximum opportunity should be taken to create linked opens spaces, access to shoreline and creation of community gathering spaces. In order to achieve this, the Township should continue to pursue an approach to parkland provision that makes best use of the legal commitments to the dedication of parkland (or cash-in-lieu of parkland dedication) as required by Planning Act Section 51.1 and 42.

Specifically, the Township should directly engage local neighbourhoods in respect of the desired design and features of local parks.

The Township should seek to achieve added public realm amenities including parkland amenities, trails and servicing through the innovative use of development agreements pursuant to provisions of

the Planning Act. Such agreements, anchored in agreed site plan concepts, can reasonably be used to secure additional amenity infrastructure.

As the opportunity for higher density development grows in the Township's principal urban areas, the Township should give consideration to enabling Section 37 (Ontario Planning Act) provisions within the relevant section (Implementation) of the Township Official Plan. As the acquisition of parkland is not recoverable through the Development Charges Act, bonusing (pursuant to Section 37) agreements can provide for community benefits in exchange for additional development density. The range of potential community benefits is broadly defined although some municipalities outline specific categories of community benefit including parks and streetscape enhancements.

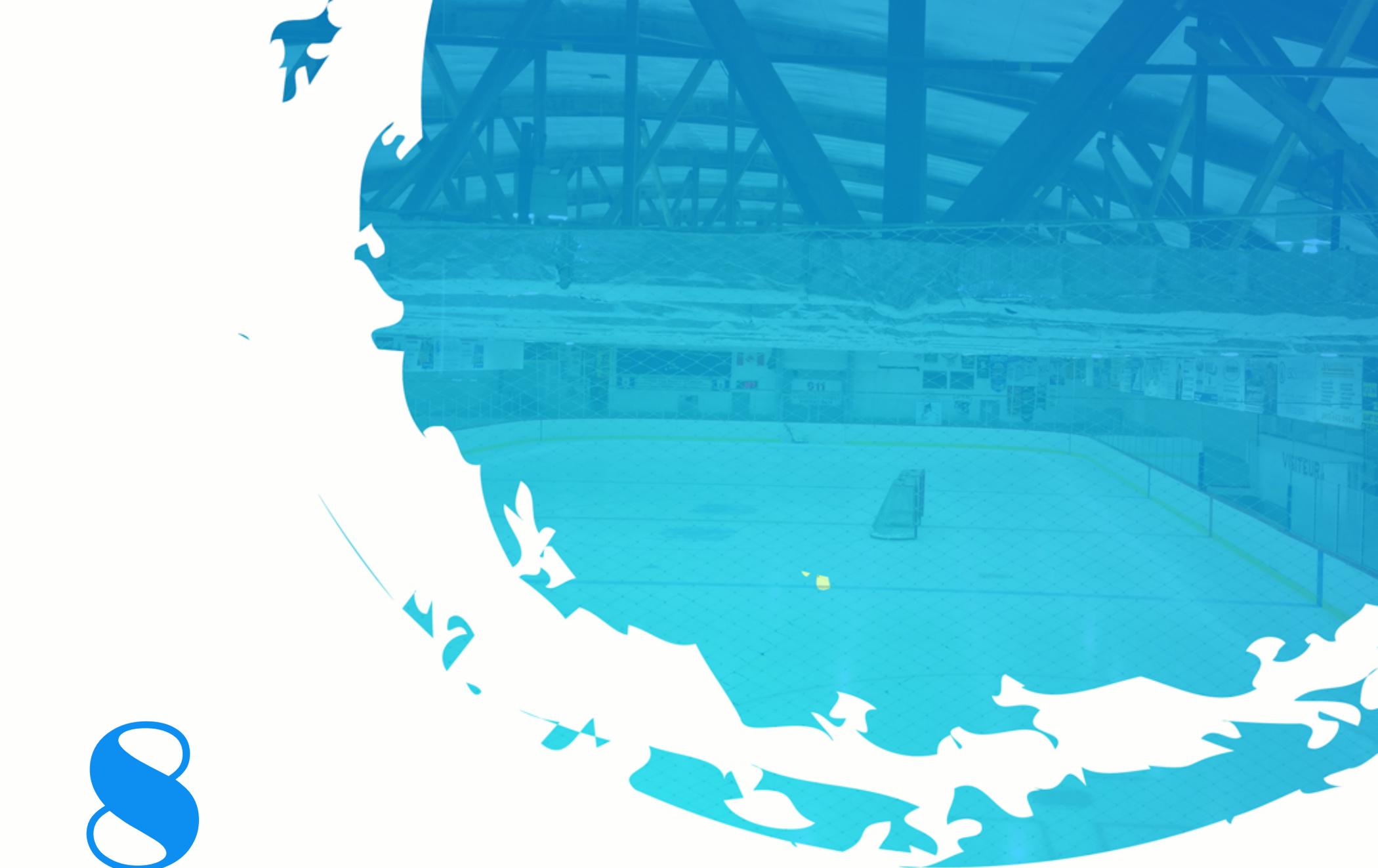
Section 37 of the Planning Act enables municipal bylaws to increase height and density in return for provision of facilities, services or others matters detailed in the zoning bylaw. Prior to this there must be an official plan in effect that contains provisions relating to the authorization of the increases in height and density. The Act also authorizes the municipality to require the owner to enter into agreements dealing with the facilities, services or matters and to register such agreements on title.

Accordingly, the Township would need to undertake the necessary Official Plan Amendment to enact these provisions.

7.4.7. Financing New Development

- **Recommendation 71:** Consider the full range of partnership options in the development of new recreation infrastructure
- **Recommendation 72:** Consider the full range of external grant programs to assist in financing all aspects of new development

A consideration of delivery mechanisms will be provided in the final Master Plan, however the Township should engage in detailed feasibility and site planning exercises to determine the requirements and appetite for alternative delivery mechanisms.



Implementation

8 Implementation

The following schematic provides suggestions as to the proposed timing of recommendations made within this Master Plan.

#	Recommendation	Short-Term	Medium-Term	Long-Term	Ongoing
		1-2 years	3-6 years	7+	
Long-Term Planning and Implementation Assessment					
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	✓			
Long Term Ice Provision Strategy					
5	Develop a twin indoor ice pad Multi-Use Recreation Complex on the municipally owned land between Embrun and Russell with options for expansion		✓	✓	
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			✓	

		Short-Term	Medium-Term	Long-Term	Ongoing
		1-2 years	3-6 years	7+	
	Aquatics				
8	Invest in the Russell Centennial Pool unless to commitment indoor pool facility/otherwise maintain-only				✓
	Multi-Use Recreation Complex				
9	Construct a centrally planned Multi-Use Recreation Complex on the municipally owned land between Embrun and Russell		✓		
	Library				
10	As per the RPL's Strategic Plan (2013), move forward with a Library Facility Master Plan to determine space needs based on their strategic planning priorities	✓			
11	Give consideration to the cost feasibility of library space in a multi-purpose recreation complex on the municipally owned land between Embrun and Russell	✓			
	Community Halls and Meeting Rooms				
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	✓			
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.			✓	

		Short-Term	Medium-Term	Long-Term	Ongoing
	Playing Fields and Outdoor Facilities	1-2 years	3-6 years	7+	
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	Partner with local school boards to improve access to school fields where community demand exists				✓
24	Continue to work with school boards to secure access for all user groups to neighbourhood school gymnasiums	✓			
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				✓

		Short-Term	Medium-Term	Long-Term	Ongoing
	Parkland & Trails	1-2 years	3-6 years	7+	
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				✓
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				✓

		Short-Term	Medium-Term	Long-Term	Ongoing
		1-2 years	3-6 years	7+	
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	✓			

		Short-Term	Medium-Term	Long-Term	Ongoing
	Programming	1-2 years	3-6 years	7+	
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	✓			✓

		Short-Term	Medium-Term	Long-Term	Ongoing
	Funding	1-2 years	3-6 years	7+	
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		✓		
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		✓		



Appendix A

Appendix 1: Structural Condition Assessment Summary

Subsequent to the submission and adoption of the Township of Russell’s Parks and Recreation Master Plan, the Township received finalized structural condition assessments of both the Russell and Embrun Arenas. These assessments provide an updated estimate of required capital upgrades to each arena over the next ten years.

Table 1: Summary – Required Capital Upgrades - Structural Condition Assessments for Russell and Embrun Arenas

	Currently Critical (Immediate)	Potentially Critical (Year 2)	Not Yet Critical (Year 3-5)	Recommended (Year 6-10)	Non-Compliant	TOTAL
Russell Arena	\$ 540,181	\$ 16,073	\$ 55,498	\$ 37,675	\$ -	\$ 649,427
Embrun Arena	\$ 22,866	\$ 84,935	\$ 22,347	\$ 63,108	\$ 38,245	\$ 231,501
TOTAL	\$ 563,047	\$ 101,008	\$ 77,845	\$ 100,783	\$ 38,245	\$ 880,928

Source: Township of Russell via Fishburn Sheridan & Associates Ltd (2015)

The condition assessments indicate that the Russell Arena requires greater capital investment over the next ten years than the Embrun Arena. Of particular urgency is structural repair to the roof, which is estimated to cost a little over \$500,000. The depreciated asset value of each arena is estimated below:

Table 2: Summary - Estimated Depreciated Replacement Value - Russell & Embrun Arenas

Arena	Description	Estimated Replacement Value
Russell Arena	<i>Items in Poor Condition</i>	\$ 2,222,860
	<i>Items in Critical Condition</i>	\$ 760,170
	TOTAL	\$ 2,983,030
Embrun Arena	<i>Items in Poor Condition</i>	-
	<i>Items in Critical Condition</i>	\$4,080,912
	TOTAL	\$4,080,912

Source: Township of Russell PSAB Data

The depreciated value reflects the age of the facilities and the need to limit investment in these facilities over the plan period. However, the roof repair is indicated as 'immediate' and given the need to maintain this arena to service Russell over the plan period, we recommend undertaking this repair if necessary.

Notwithstanding the new information contained within the Structural Condition Assessments, this Master Plan maintains its recommendation that the Township will need to invest in at least two new ice pads over the plan period. Despite its higher current value, we maintain our recommendation to divest of the Embrun Arena given its proximity to the new proposed Multi-Use Recreation Complex, in addition to the potential land value associated with the site. We maintain our recommendation that the Russell Arena be maintained over the plan period, with the necessary roof repairs conducted as soon as possible.



Township of Russell: PARKS & RECREATION MASTER PLAN
PREPARED BY SIERRA PLANNING AND MANAGEMENT