



Town of Hawkesbury

Parks & Recreation Master Plan

Draft Report | May 2026

Prepared for:



Prepared by:



In association with:



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1. About the Master Plan

1.1 Objectives & Scope

The Parks and Recreation Master Plan (Master Plan) for Hawkesbury is a strategic blueprint designed to shape the future of the Town's recreational facilities, parks, and community spaces over the next 15 years. Through comprehensive evaluation and community engagement, the Plan aims to enhance access, promote inclusivity, and ensure that residents of all ages and backgrounds benefit from vibrant, well-maintained amenities. By identifying opportunities and addressing challenges, the Master Plan sets a clear direction for investment and operational priorities, building a foundation for a healthier, more connected community.

The scope of the Master Plan for Hawkesbury encompasses a comprehensive review of all recreation, parks, and community assets within the Town, including both indoor and outdoor facilities, programs, and services. It aims to identify opportunities, address challenges, and ensure equitable access for residents of all ages and backgrounds. By evaluating current resources and future needs, the Master Plan sets the strategic framework necessary to guide development, investment, and operational priorities over the coming years.



1.2 Lens of Assessment

For each facility/asset type included in the scope of the Master Plan, several metrics have been assessed to gain a full understanding of the future needs, opportunities, and implications for future planning purposes. This includes:

- Supply and inventory details, including geographic distribution;
- Standard of provision / level of service;
- Facility usage;
- Facility condition and capital requirements;
- Participation trends; and
- Any future planning already in place.

These metrics, considered in conjunction with community and stakeholder input garnered from engagement activities undertaken to date, have been used to develop strategic directions and detailed recommendations within this Master Plan.

1.3 Relationship to the Background Report

The Master Plan and the Background Report are closely interconnected, each playing a critical role in shaping the Town of Hawkesbury's vision for parks and recreation. The Background Report provides the essential evidence, research, and analysis that underpin every aspect of the Master Plan. It identifies strategic issues, options, and opportunities through thorough investigation. These findings, coupled with the outcomes of engagement activities, directly inform the guiding principles of the Master Plan, ensuring recommendations are grounded in a strong foundation of relevant data and community perspectives.

For a comprehensive understanding of how the Town's parks and recreation master plan has been developed, these documents should be read together. The Background Report offers the context and rationale behind the decisions reflected in the Master Plan, while the Master Plan translates these insights into actionable recommendations and future directions.

1.4 Project Process

The development of the Master Plan followed a four-phase framework. The Plan has been shaped through a robust public engagement process, supported by detailed analysis of current and future community needs, as well as best practices in recreation facilities, programs, services, and parkland management.

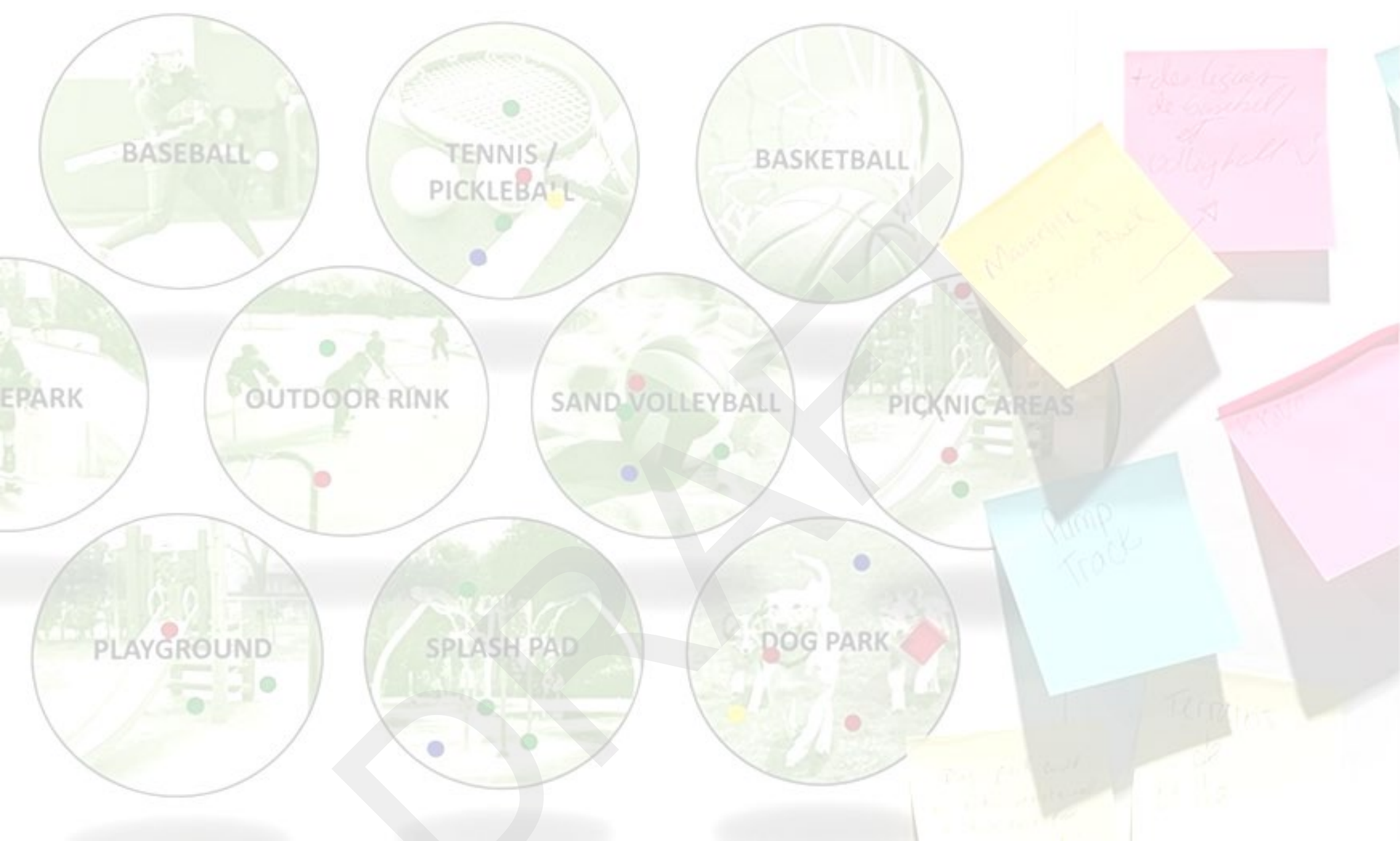


1.5 Engagement Initiatives

The Town of Hawkesbury's first Parks and Recreation Master Plan has been shaped by extensive engagement with residents, user groups, service clubs and community organizations. Across the public open house, stakeholder meetings, and a town-wide survey, more than 800 voices contributed their perspectives. Together, these inputs reveal a community that is deeply invested in recreation, cultural vitality, and inclusive access to facilities.

The main engagement phase took place from October 2025 to May 2026, utilizing a variety of approaches to gather meaningful input and feedback for the Master Plan. This included:

- **651 responses** to the public online survey.
- **177 attendees** at the initial Open House to gather input to the Master Plan.
- **35 user groups and external stakeholders informed** over the process of developing the Master Plan.
- **16 user groups attended** the user group workshops (3 separate sessions held).
- **2 interviews** were conducted with external stakeholders.



2. Community Context & What We Heard

2.1 Hawkesbury at a Glance

Locational Context

The Town of Hawkesbury is located in the United Counties of Prescott and Russell (UCPR) in eastern Ontario, positioned directly along the Ottawa River at the provincial border between Ontario and Québec. Its strategic location places the Town roughly midway between Ottawa and Montréal, providing convenient access to both metropolitan regions.

Hawkesbury is recognized for its riverfront setting, its historic industrial base, and its role as a regional service centre for surrounding rural communities. A defining feature of Hawkesbury is its strong Francophone presence. The community is officially designated under Ontario's French Language Services Act, ensuring that provincial services are available in both French and English. This bilingual character, combined with its immediate proximity to Québec across the Long-Sault Bridge, contributes to a cultural landscape where Francophone and Anglophone communities coexist and interact closely. Today, Hawkesbury continues to serve as an important economic and cultural link between the two provinces.

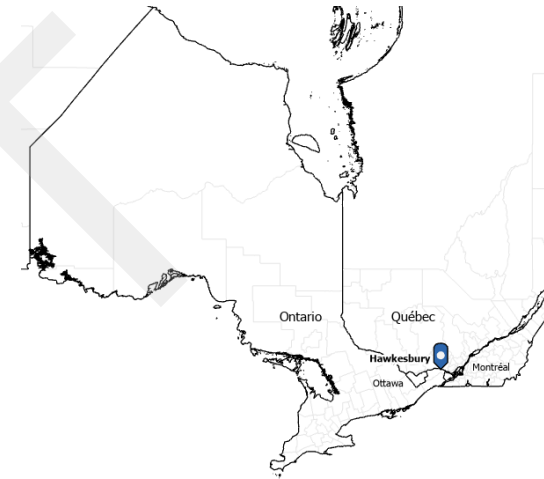


Exhibit 1: Hawkesbury's Strategic Location



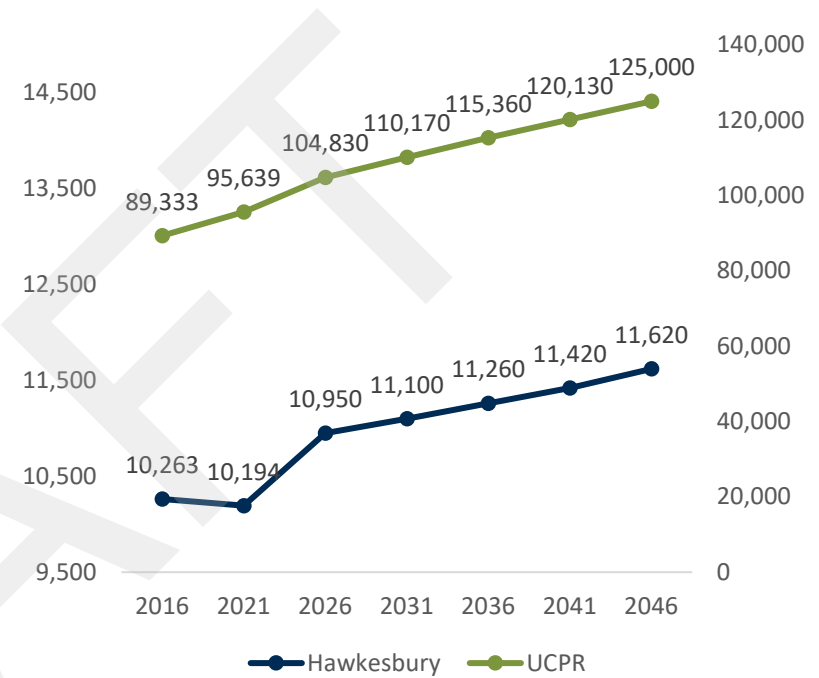
2.2 Hawkesbury’s Evolving Needs

Hawkesbury’s demographic composition establishes the foundation for how the Master Plan must respond to community recreation needs. An aging population and diversity of household types shape how residents rely on public parks and recreation services, while municipal and provincial policies set expectations for accessibility, environmental stewardship, and long-term financial sustainability.

Aging and Shifting Population

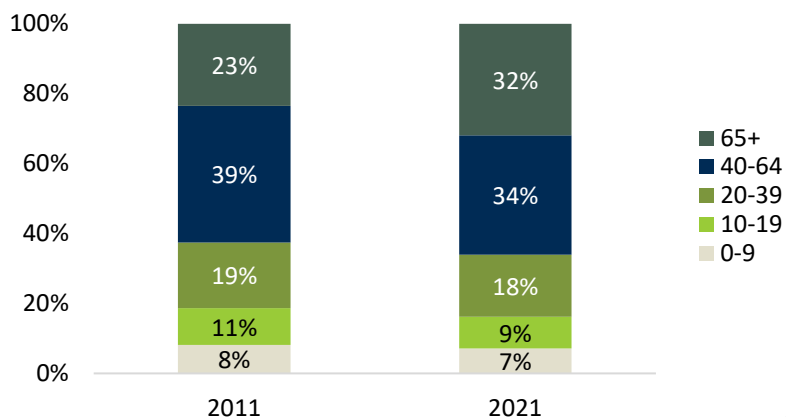
Hawkesbury’s population is expected to grow modestly by about 14% from 2021 to 2046, after a brief decline since 2016. Meanwhile, UCPR is projected to see a stronger increase of nearly 40%, indicating broader regional growth that could impact Hawkesbury’s planning priorities, including those related to the provision of community services.

Exhibit 2: Population Change 2011 – 2021 & Projections 2026-2046



Source: SPM based on Statistics Canada Census (2011-2021), Projections: UCPR Growth Management Strategy Update March 30, 2022. Table 9: Population by census period by municipality, 2021-2046, p. 36.

Exhibit 3: Population Age Groups: Change 2016 - 2021



Age Groups	2011 Pop.	2011 %	2021 Pop.	2021%	Change, Counts	Trend
0-9	860	8%	730	7%	-130	Decreased
10-19	1,110	11%	920	9%	-190	Decreased
20-39	1,980	19%	1,815	18%	-165	Decreased
40-64	4,135	39%	3,475	34%	-660	Decreased
65+	2,475	23%	3,250	32%	775	Increased
Total	10,560	100%	10,190	100%	-370	Decreased

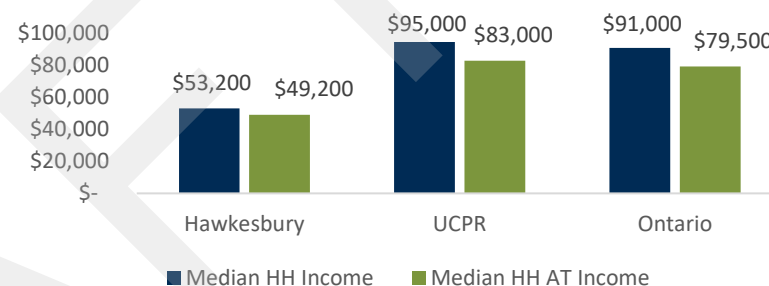
Source: SPM based on Statistics Canada Census (2011-2021).

Socio-Economic Conditions

Median household income in Hawkesbury, both total and after-tax (AT), is lower than in UCPR and Ontario overall, indicating comparatively more limited household spending capacity. While the Low-Income Cut-Off Prevalence After Tax (LICO-AT) in the Town (4.0% of households) is higher than the UCPR average (1.8%), it remains below the provincial rate (5.3%). This suggests that although Hawkesbury experiences greater income constraints than

the surrounding region, it is broadly comparable to, and slightly better than, Ontario overall in terms of low-income prevalence. These socio-economic conditions underscore the importance of maintaining affordable, accessible municipal services and facilities that respond to local financial realities.

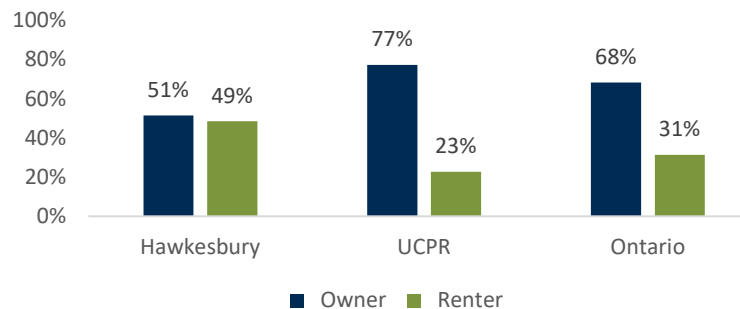
Exhibit 4: Median Household Income Comparison, 2021



Source: SPM based on Statistics Canada Census (2021)

In terms of housing tenure, the share of renters in Hawkesbury (49%), as a proportion of all households, was higher than in UCPR (23%) and Ontario (31%), as demonstrated below.

Exhibit 5: Housing Tenure Comparison, 2021

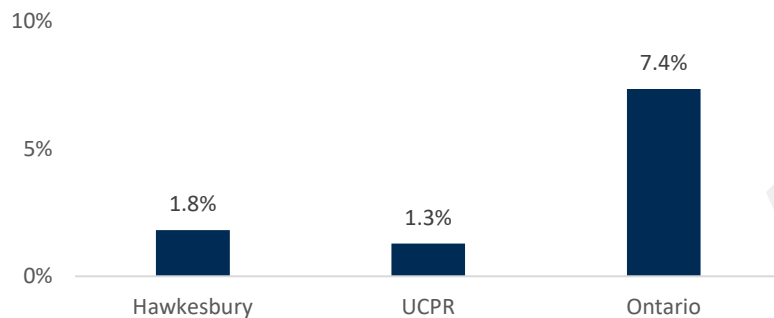


Source: SPM based on Statistics Canada Census (2021)

Ethnicity and Immigration

Between 2011-2021, Hawkesbury welcomed 185 new immigrants. The prevalence of Hawkesbury's new immigrant population (1.8% of total population) is similar to that in UCPR (1.3%) and significantly lower than Ontario (7.4%).

Exhibit 6: Immigrants as Percent of Total Population, 2021



Source: SPM based on Statistics Canada Census (2021)

The number of new immigrants (arrived in the five years preceding the census year) nearly doubled compared to the period between 2001-2010 (100 persons). The majority of new immigrants (62% or 115 persons) arrived in 2016-2021 from countries including Hong Kong, Philippines, Morocco and the USA.

Key Takeaways

Key demographic considerations and their implications for parks and recreation planning include:

- An aging and shifting population require parks and recreation spaces that are age-friendly, accessible, and supportive of both active aging and continued youth/family use.
- Socio-economic conditions, including lower household incomes and higher rental populations, create a strong need for affordable programming and passive outdoor recreation spaces that serve as essential community resources.
- Cultural diversity and bilingualism highlight the need for inclusive design, multilingual communication, and programming that reflects community identity and fosters belonging.

2.3 Community Values & Priorities

The following summary highlights the major themes that emerged from engagement activities, providing a foundation for the Master Plan's guiding principles.

Strong Demand for Indoor Facilities	Outdoor Recreation Priorities	Cultural and Multicultural Needs	Access, Equity, and Safety
<ul style="list-style-type: none">• Improvements to the aquatic facility to better accommodate a wide variety of users (e.g., family change rooms, leisure pool, safe diving blocks, etc.)• Large volume space for a variety of field and court sports to occur (e.g., multi-sport dome)• Expanded ability to accommodate growing sports (e.g., pickleball)• Needs related to youth spaces, such as centres, hangout areas, and programming to support leadership and recreation• Safe, accessible and affordable spaces and programming for seniors	<ul style="list-style-type: none">• Improved and additional soccer and baseball fields (including opportunities for indoor play)• Trails and active transportation as a top outdoor priority• Parks and amenities improvements to facilitate events and gatherings (e.g., washrooms, picnic areas, access to water, etc.)• Need for youth and action sport facilities (e.g., BMX facilities, pump track, etc)	<ul style="list-style-type: none">• More spaces for cultural events - both indoor and outdoor• Events and programming that bring newcomers and long-time residents together• Modern cultural centre and library facilities and expanded programming and events	<ul style="list-style-type: none">• Accessibility was a recurring theme:<ul style="list-style-type: none">• physically (e.g., accessible entrances),• financially (e.g., affordable passes, free programming), and• socially (e.g., inclusive programming).• Ongoing maintenance and safety upgrades to keep facilities in good working condition for users.



3. Master Plan Framework

3.1 Guiding Principles

The Parks and Recreation Master Plan is framed by the following guiding principles. These are accompanied by several key action items (recommendations), as detailed on the following pages, recommended for successful implementation of the Plan.

Moreover, the Master Plan serves as a cornerstone for the Town's economic sustainability, supporting local business growth, attracting tourism, and enhancing Hawkesbury's appeal as a vibrant and desirable community for residents and visitors alike.



Principle 1: Community Wellbeing and Inclusion

Recognize recreation and parks as vital for fostering community belonging, enriching quality of life, and supporting the health and well-being of residents of all ages, backgrounds, and abilities. Ensure accessibility, inclusion, and affordability in all programming, spaces, and services.



Principle 2: Cultural Identity and Pride

Celebrate Hawkesbury's unique cultural heritage and diversity through a variety of programming, events, facilities, and public spaces. Promote community pride and strengthen the Town's sense of place.



Principle 3: Maintenance and Sustainability

Prioritize maintaining and enhancing existing parks and infrastructure, planning for functional renewal and lifecycle needs before building new assets. Promote sustainable facilities management for long-term benefit and resilience.



Principle 4: Signature Assets and Destination Parks

Elevate the Ottawa River, waterfront parks, and signature facilities as defining features of Hawkesbury. Invest in their accessibility, appeal, and integration into community life and regional tourism, recognizing their contribution to economic development.



Principle 5: Connectivity and Active Living

Enhance connections between neighbourhoods, parks, recreation facilities, and the broader trail network. Support active transportation and healthy lifestyles through safe, accessible trails, pathways, and cycling infrastructure.



Principle 6: Collaboration and Partnerships

Foster partnerships and regional collaboration with local organizations, neighbouring municipalities, and other stakeholders. Leverage shared resources and expertise to broaden impact and achieve community goals.

3.2 Aligning with Town Priorities

Several regional and municipal policies affect Hawkesbury’s future growth and land use planning. Several documents were reviewed as part of the background report and have been considered in the development of recommendations provided in this document. Aligning the Parks and Recreation Master Plan with corporate strategic initiatives and objectives is critical in order to be an effective document for future planning by the Town.

Regional policy documents: United Counties of Prescott and Russell Official Plan, and Prescott-Russell Economic Development Strategy.

Municipal policy documents: Town of Hawkesbury Official Plan, Asset Management Plan, Strategic Asset Management Policy, Energy Conservation and Demand Management Plan, Recreation Facilities Policy, Organization Recognition and Support Policies, and Volunteer Management Policy.

In addition, the 2025-2030 Strategic Plan for the Town of Hawkesbury sets out the vision for the future as a “hub for growth in Eastern Ontario, Hawkesbury is a great place to live, visit work and do business”. This vision will be realized through the following strategies.

Exhibit 7: Strategies to Achieve Aspirations





4. Delivering Recreation Services

4.1 Investing in Play, Health & Community Well-Being

The Town's economic sustainability is closely tied to community health and well-being, with recreation, tourism, and municipal facilities playing a central role in supporting this relationship over time. The Recreation, Tourism and Municipal Facilities Department portfolio includes a wide range of community-oriented facilities and services, with an overall cost recovery rate of approximately 14%. This figure reflects the inclusion of Town Hall salaries and facility operating costs without associated revenues, contributing to a lower overall rate of cost recovery.

While some services, such as arena operations and aquatic programs, generate moderate to strong revenues, most operate at a net loss. Parks recover only 4% of operating costs, and facilities such as tennis courts and the Annexe Buildings produce no direct revenue. This structure reflects a deliberate municipal investment in inclusive recreation, cultural amenities, and public infrastructure as long-term assets that support community well-being, social cohesion, and economic resilience.

Public engagement indicates that approximately 51% of recreation needs are currently being met within Hawkesbury. A key objective of this Plan is to prioritize maintenance before building new facilities, maximizing existing assets. This requires clear and appropriate levels of subsidization for rentals and programming to ensure equitable user fees while supporting the long-term financial sustainability of Town facilities.

How Recreation Is Organized & Delivered

The Town currently employs a Two-Tiered Model of Service Delivery, whereby the Town (a) directly delivers programming within its facilities, and (b) enables community groups to deliver more specialized programming that the Town does not offer, through facility rentals, partnerships and other agreements.

It is understood that the Town's Recreation and Tourism Department is one of six departments within the corporate structure. This department has two divisions, under which staff is distributed:

- Activities division: oversees facility bookings, delivering programs and events, and providing customer service at the Robert Hartley Sports Complex (RHSC).
- Municipal Facilities division: oversees the operations and maintenance of indoor recreation facilities, outdoor recreation facilities, horticultural aspects, and parks in general.

Current operational capacity constraints (staffing, resources, partnerships) may limit the Town's ability to expand or adapt programming to meet emerging needs. This has implications for both service quality and long-term sustainability.

Recommendations:

1. **Support the Two-Tiered Model of Service Delivery with the Town's role as the primary provider of indoor and outdoor recreation assets, facilitating programming provided by others, and supporting third-party and non-profit providers where appropriate.**
2. **Monitor staffing requirements within the Recreation and Tourism Department due to increased service needs. Specifically, this is linked to the maintenance of appropriate levels of parks, facilities, and service delivery, including program coordination.**

4.2 Stronger Together: Partnerships To Extend Services

The Town has a number of diverse partners and agreements in place that leverage municipal assets in support of cultural vitality, active living, youth development, and local entrepreneurship. This includes but is not limited to:

- Le Chenail Cultural Centre
- Club de l'Âge d'Or 50+
- Hawkesbury Hawks Junior A Hockey Club
- Food Truck Rental Space
- Conseil des écoles publiques de l'Est de l'Ontario (CEPEO) (not a formal partner at present)
- Conseil scolaire de district catholique de l'Est ontarien (CSDCEO) (not a formal partner at present)

Each agreement established by the Town is designed to address specific community needs, ensuring that both the Town and its partners benefit from the relationship. These agreements are

important in maximizing the use of municipal facilities and enhancing operational efficiency. By pursuing partnerships, the Town not only improves facility utilization but also advances its overarching vision for a parks and recreation system that is both vibrant and resilient.

The Background Report provides full details of these current partnership agreements and the ways in which these groups envision working with the Town in the future. This Master Plan recognizes the importance of these partnerships, and the Town should continue to enhance existing and develop new partnerships to bolster the provision of recreation in the Town. An example of a partnership is the creation of a joint use agreement with a school board.

Going forward, it is recommended that the Town develop and implement a standardized framework for partnership, rental, and operating agreements. Clear and consistent agreements help align partner responsibilities with municipal objectives related to cost recovery, asset maintenance, accessibility, and public benefit, while also supporting accountability and long-term facility sustainability. At the same time, allowing flexibility within the standardized framework ensures agreements can be tailored to reflect the scale, capacity, and role of different users, ranging from volunteer-led community organizations to commercial operators, without compromising municipal standards or expectations.

Recommendations:

3. **Develop and implement a standardized framework for partnership, rental, and operating agreements across all municipal recreation facilities to ensure consistency, transparency, and alignment with municipal objectives.**

4. **Strengthen engagement with CEPEO and CSDCEO by enhancing communication channels and investigating potential avenues for partnership (e.g., capital development of assets).**
5. **Collaborate with community partners (e.g., local schools, etc.) and user groups to optimise investment in recreation facilities and parks for community access and to determine the appropriate balance for the delivery of services and programs at present as well as into the future.**

4.3 Programs & Events: Bringing People Together

The Town offers registered and drop-in recreation programs at the Robert Hartley Sports Complex (RHSC), special events, and cultural programs at the library for residents of all ages. At present, registered programs are heavily focused on aquatics, while drop-in programs are focused on ice (e.g., public skating) and uses within the multi-functional space (e.g., pickleball, tennis, walking, etc.).

Municipal programs are understood to be well-attended, based on what we heard from the community and program attendance data provided by the Town, as available. Annual event highlights include the Multicultural Festival, Christmas Parade and Market, and Halloween on Main Street, which are all well-attended.

Based on community engagement activities, the Town should prioritize expanding arts, culture, and entertainment programs and events, as these consistently rank as top priorities. These offerings could include new festivals, workshops, and cultural celebrations to further enrich the local recreation landscape and embrace the community’s changing diversity. In addition, sports and fitness, as well as outdoor programs, are highly valued as a top priority. The

Town should consider introducing new outdoor activities and fitness programs, such as guided trail walks and outdoor fitness classes (e.g., yoga in the park), to meet initial demand.

Engagement also indicated ongoing and consistent demand for new youth/teen and seniors’ programs. The Town could develop additional youth and teen-focused initiatives, such as leadership workshops, arts-based programs, and recreational leagues, as well as new senior-focused activities, such as wellness seminars, social events, and accessible outdoor excursions, to meet immediate demand.

The Town should be mindful not to duplicate existing programs provided by others where demand is clearly met. This will help to identify new programs that are consistent with the Town’s focus on community recreation for all residents including underserved communities, seniors, children and youth, newcomers, and traditional users. In this regard, the Town should bolster its existing equipment lending/rental program by adding new and/or diversified equipment and promote it as a “try it” opportunity for not only newcomers but also existing residents. This approach would be economical, helping to reduce financial barriers to participation by allowing residents to access sports and recreation equipment at no or low cost for a defined period (e.g., one week).

Recommendations:

6. **Consult with the community on an ongoing basis related to changing preferences and identify new programs which will expand the diversity of available program services, looking for opportunities to fill gaps in services and improve use of existing facilities (e.g., ice pad, etc.).**

7. **Strive to establish a well-rounded suite of programs for residents through partnerships with local community groups and not-for-profit service providers to optimize existing assets and complement those programs offered by the Town.**
8. **Improve the Recreation Lending Library for sports equipment and outdoor activities for the community to rent out at no cost.**
9. **Collaborate with United Counties of Prescott and Russell (UCPR), neighbouring municipal partners and local community partners to develop and promote festivals, events, and activities that aim to attract visitors and foster economic development.**

4.4 Removing Barriers: Fees, Affordability & Access

The Town of Hawkesbury's By-Law to impose fees for services or activities rendered by the Town of Hawkesbury (currently By-law No. 36-2023, as amended) establishes a comprehensive schedule of fees for recreation and tourism services. Schedule E outlines charges for the use of municipal facilities such as the RHSC pool, multi-room, community hall, and ice rink, as well as outdoor amenities including parks, baseball fields, kiosks, gazebos, boat launches, and mooring spaces. Fees vary by user group and activity type. For example, there are distinct rates for exclusive pool rentals with lifeguards, drop-in rates for residents and non-residents, school and association ice rentals, and seasonal boat launch passes, among others.

While the By-law provides clear direction on the amounts charged for specific services, it is important to note that the Town does not currently have a formal user fee policy or allocation policy to guide

decisions about appropriate levels of subsidization. These policies are typically based on varying degrees of subsidization and fee categorization that vary by skill level (e.g., learn to programs for children would have higher subsidization rates than adult programs or more advanced skill development programs) and/or user type (e.g., commercial/private users warrant no subsidization).

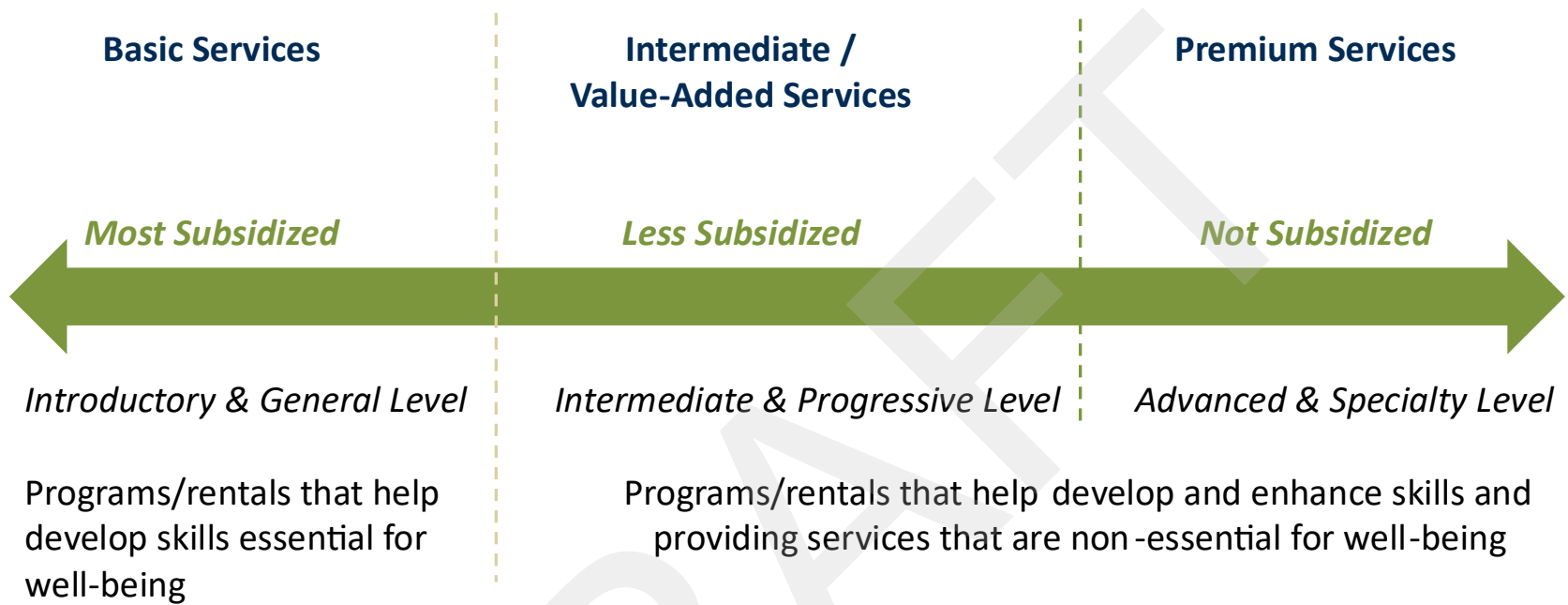
Since 2025, with support of the Ministry for Seniors and Accessibility of Ontario, the Town has been offering a program for older adults - Seniors in Step Program. The program includes a number of free recreational and social activities and participation in yoga and spinning classes with discounts. Engagement activities indicated the need for low or no cost program options that extend beyond older adults. The Town should ensure that residents of all income levels have access to programs, services and facilities provided by the Town and others, and therefore, will need to identify where the balance lies between subsidization and cost recovery for recreation services.

With the pool and other amenities at the RHSC being a regional draw, there are opportunities to increase revenues from non-residents by way of differentiating resident and non-resident rates. In addition, the Town has researched the idea of a membership platform for various programs; these items should be investigated further as part of the comprehensive User Fee Study.

Recommendations:

10. **Undertake a comprehensive User Fee Study to determine an appropriate level of subsidization for services, facilities, and programs, the appropriateness of differentiating between resident/non-resident rates as well as a membership platform. The User Fee Study should be accompanied by a formal User Fee Policy developed for the Town.**

Exhibit 8: Varying Levels of Subsidization for Programs & Services





5. Indoor Recreation Experiences

5.1 Overview of Indoor Recreation Assets

The Town of Hawkesbury offers a strong supply of indoor recreation facilities anchored by a major recreation centre, the Robert Hartley Sports Complex. In conjunction with two other specialized facilities, indoor recreation spaces support year-round programming, drop-in use, and community events, ensuring residents have access to diverse recreational opportunities regardless of the season.

Regional Facilities

This Master Plan acknowledges that the Town's major indoor recreation facilities at the Robert Hartley Sports Complex (RHSC) serve not only residents of the Town but also individuals from the surrounding region. As such, the assessment of these amenities, including the arena, pool, and multi-functional spaces, has been conducted based on a regional catchment area defined by a 30-minute drive time. While this service radius encompasses a broad user base, it is recognized that some residents on the outer edges may choose alternative facilities for reasons of proximity and convenience (such as those in Clarence-Rockland, Ottawa, Montreal, and other locations).

The service radius includes areas in both Ontario and Quebec. The total service area population for 2025 is estimated at 75,900 (according to ESRI Business Analyst data), and this population figure has been used to calculate the current regional standard for major indoor recreation facilities, including arenas, indoor pools, and gymnasiums.

Local Facilities

The Town's population is used to calculate the standard of provision for the more local and/or unique components of the recreation facility supply, even though they may be used by people who reside elsewhere. These facilities are not solely measured through population-based standards of provision but are considered as important community amenities that support social, cultural, and overall quality of life. Their significance lies in enriching the daily experiences of residents, making them vital to the community regardless of their broader usage.

Indoor Facility Needs and Priorities

Looking ahead, the Town of Hawkesbury is well-positioned with respect to indoor recreation, thanks in large part to the regional capacity and quality of the RHSC and other specialized facilities. Current analysis demonstrates that the supply of major indoor assets, including the arena and pool, meets and exceeds regional service expectations, with observed service levels providing excellent access for residents both locally and within the broader 30-minute catchment area.

As a result, no new major indoor recreation facilities are required over the planning period. The focus of the Master Plan is instead on reinvigorating and rejuvenating existing spaces to ensure they remain accessible and responsive to evolving community needs. This includes ongoing maintenance, upgrades, and enhancements to programming and amenities, so that the Town continues to enjoy high-quality indoor recreation opportunities year-round.

Exhibit 9: Regional Indoor Recreation Facilities Overview & Key Strategies

Regional Facility Type	Current Supply (Regional)	Observed Service Level (Regional)	Comparable Service Level (guidance only)	Notes (refer to recommendations for details)
Aquatic Facility	1.5	1:50,600 residents	1:35,000 – 50,000 residents	<ul style="list-style-type: none"> Adequate service level. If additional facilities are required, they would be provided elsewhere. Strategic capital investment strategy required. Strive for balance between rentals, drop-in and registered programming.
Ice Pad	5	1:15,180 residents	1:12,500 to 17,500 residents	<ul style="list-style-type: none"> Good level of service regionally, with a circuit of rinks that are used by the local teams. Strive to improve utilization of the rink.
Multi-Functional Hall (Gymnasium)	1	1:75,900 residents	1:35,000 – 50,000 residents	<ul style="list-style-type: none"> Provide more directly delivered registered programming to improve utilization and align services with community needs.

Exhibit 10: Local Indoor Recreation Facilities Overview & Key Strategies

Local Facility Type	Current Supply (Town)	Observed Service Level (Town)	Comparable Service Level (guidance only)	Notes (refer to recommendations for details)
Indoor Walking Track	1	1: 10,194 residents	Not Applicable	<ul style="list-style-type: none"> Likely attracts a regional population as a year-round space for activity. Monitor use through secure access improvements.
Community Hall	2	1: 5,097 residents	Not Applicable	<ul style="list-style-type: none"> Town supply is supplemented by similar spaces delivered by non-municipal service providers.
Senior Centre	1	1: 3,250 residents (age 65+)	Not Applicable	<ul style="list-style-type: none"> Seniors' programming and space is understood to be well used.
Cultural Centre	1	1: 10,194 residents	Not Applicable	<ul style="list-style-type: none"> Value lies in its role as a municipal/regional amenity that enhances cultural life and local identity.

5.2 Maintaining & Renewing Indoor Facilities

Proactive asset management, including regular condition assessments, timely maintenance, and planned replacement of building systems and facility components at the end of their useful lifecycle, is critical to sustaining safe, functional, and high-quality indoor recreation and cultural facilities across the Town. As indoor facilities age, deferring maintenance or capital renewal can result in increased safety risks, reduced service levels, unplanned closures, and higher long-term capital and operating costs. The Town should continue to advance lifecycle-based repairs, renewals, and reinvestment through a structured asset management approach to help extend the lifespan of existing facilities and reduce reliance on reactive maintenance, ensuring that indoor spaces remain accessible and capable of meeting community needs throughout the 15-year planning horizon. Lifecycle renewal at the RHSC pool should be prioritized and evaluated in conjunction with the findings from the recommended Capital Investment Strategy.

Renewal requirements are twofold: a modest, ongoing state-of-good-repair budget, and larger, periodic investments to address building lifecycle renewal. A dedicated capital reserve policy should be established for the RHSC, with the reserve level informed by the average annual lifecycle requirements forecast over a 20-year period. The reserve should be supported through a consistent annual contribution rather than irregular, ad-hoc transfers. While the specific annual amount should be determined by the Town, it should represent a reasonable and predictable proportion of anticipated lifecycle costs.

The Town of Hawkesbury is effectively meeting accessibility requirements through a coordinated and proactive approach that should continue. The Accessibility Advisory Committee undertakes informal, on-the-ground accessibility reviews of recreation facilities

and public spaces, providing practical recommendations directly to Council to inform improvements. This work is complemented by formal audits of AODA building standards conducted through regular Building Condition Assessments. Together, these processes ensure accessibility is consistently considered in both facility operations and long-term capital planning, supporting ongoing compliance and continuous improvement.



5.3 Celebrate RHSC as a Regional Hub

Strengthening the Facility's Functionality

The RHSC is a cornerstone recreation facility that delivers an exceptionally high level of aquatic service for a community of Hawkesbury's size - well beyond what is considered modern practice in many comparable municipalities. Given both the rarity of maintaining a large-scale indoor pool in a small community and the cost-prohibitive nature of constructing a new aquatic facility, the Town has a significant opportunity to strategically re-imagine and reposition the existing aquatics facility to serve the community over the next 20 to 25 years. By directing incremental capital investment toward targeted, high-impact improvements, the Town can modernize the facility, improve functional performance and user experience, and strengthen long-term value. Importantly, many potential enhancements also offer opportunities to expand revenue generation and reduce operating deficits relative to current conditions - outcomes that should be considered integral components of a comprehensive Capital Investment Strategy.

This investment strategy should focus on assessing the condition, capacity, functionality, and future potential of the existing aquatic facility and related building components. Key considerations should include:

- Potential expansion options;
- Best-practice provision such as the addition of an auxiliary or leisure tank;
- Improvements to the existing natatorium, pool deck, and user amenities;
- Enhanced spectator viewing and gallery space;

- Redesign of change rooms to improve accessibility and user experience;
- Dedicated space for aquatics program management, staff offices, and customer service; and
- Improvements to internal circulation and secure access between the pool, multi-functional hall, and the broader facility.

The strategy should also evaluate pool mechanical and building systems, including energy efficiency opportunities, waste-heat recovery, and long-term lifecycle performance, as well as complementary community amenities such as meeting or program space at the pool level, where appropriate.

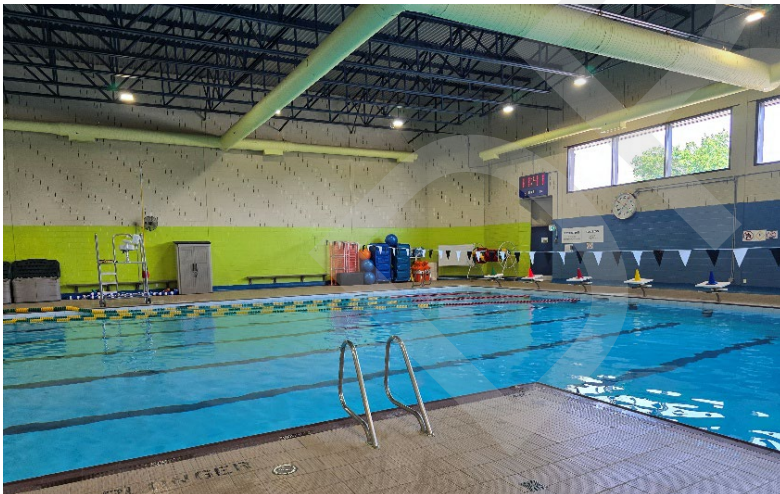
Given the scale and importance of the asset, this work should follow a formal and structured process that includes: (a) a detailed assessment of existing conditions and deficiencies; (b) the development and evaluation of reinvestment, expansion, and modernization options; (c) targeted consultation with user groups, partners, and the public on specific enhancement concepts; and (d) a clear implementation strategy. The implementation strategy should identify near-term priority interventions required to address essential building and system needs, assess the benefits of combining these interventions with longer-term enhancements and modernization, and establish phasing approaches that minimize service disruption while advancing best practices in aquatics design, amenities, accessibility, and operations.

Together, this work will help ensure the RHSC, particularly its aquatic facilities, remains a functional, safe, accessible, energy efficient, and high-quality community asset that continues to respond to evolving needs over the life of the Master Plan.

Aquatics as a Core Service Area

In recent years, the Town has proactively expanded programming opportunities and improving overall utilization of the pool, and this momentum should continue. Future capital investments will play a key role in enabling a more flexible and diversified aquatic program by removing physical and operational constraints and supporting modern programming needs. A balanced approach to pool scheduling that appropriately aligns rentals, registered programs, and drop-in opportunities will be critical to ensuring equitable access, maximizing utilization, and responding to a broad range of community needs.

Through targeted capital reinvestment, combined with operational refinements and programming adjustments, the Town can enhance the pool's functionality, expand programming potential, and improve the overall user experience, ensuring that the aquatic facility remains a high-value component of the RHSC for years to come.



Multi-Functional Space

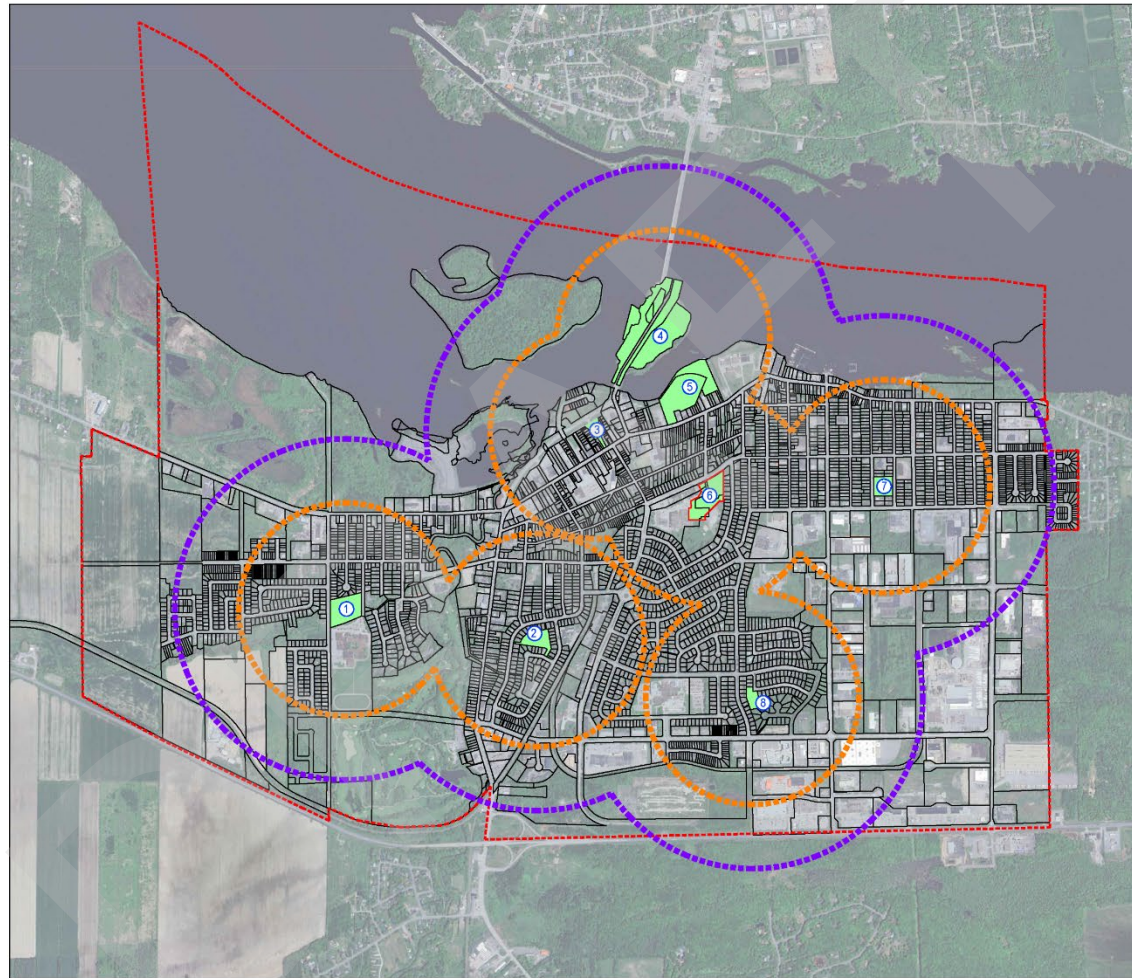
To ensure equitable access and effective use of municipal assets, the delivery of the multi-functional space should move beyond a primary reliance on third-party rentals and informal drop-in use. While rentals remain important, this model limits the Town's ability to proactively address service gaps and shape recreation outcomes. The Master Plan supports a shift toward more directly delivered, registered municipal programming, particularly for high-demand court-based activities, to improve utilization and align services with community needs.

Recommendations:

- 11. Establish and build up a dedicated capital reserve fund for the RHSC, supported by a consistent annual contribution aligned with the facility's average 20-year lifecycle renewal needs, to address both ongoing state-of-good-repair and periodic major renewal requirements.**
- 12. Prioritize lifecycle renewal at the RHSC, with a focus on the aquatic facility, to ensure it remains functional and inclusive for all users. For example, upgrades to the mechanical dehumidification system, and sandblasting and painting of metal structures in the pool and multi-functional hall are necessary to preserve a high-quality experience.**
- 13. Prepare a comprehensive, design-informed aquatics-focused Capital Investment Strategy for the RHSC to guide short-, medium-, and long-term reinvestment in the existing pool and related building systems. The strategy should include an up-to-date comprehensive Building Condition Assessment and assess existing deficiencies modernization and expansion opportunities, circulation and secure access improvements, accessibility (AODA) and code compliance, energy efficiency, and enhancements to aquatic amenities**

Exhibit 13: Parkland Walkability Assessment

- EXISTING PARKS -**
1. Parc Cadieux
 2. Parc Old Mill
 3. Place des Pionniers
 4. Parc De La Confederation
 5. Parc Cyr-de-LaSalle
 6. Parc Memorial
 7. Parc Larocque
 8. Parc Sidney Park



REFERENCE PLAN

N.T.S.

LEGEND

- Municipal Limits
- 500m walkability
- 800m walkability
- Park

Client: **WAWKESBURY**

North Arrow:

Graphic Scale:
0 100 250 500 1000

Consultant:
the mbtw group
landscape architecture | urban design | design guidelines | consultation | park design | urban design
255 Wellington Ave., Unit 1A | Toronto, Ontario, Canada M5V 1G8
T: (416) 468-7767 | F: (416) 468-1933 | www.mbtw.com

**PARKS & RECREATION
MASTER PLAN
FIGURE 1.1**

**PARKS & OPEN SPACE
TOWN OF HAWKESBURY DISTRIBUTION**

6.6 Investing to Meet Community Needs

Rectangular Fields

Monitoring participation levels and usage of the Town-controlled junior soccer fields will be essential to understanding future needs for additional rectangular field capacity. Engagement findings highlight strong and growing demand for soccer and other field sports, many of which currently rely on both municipal and school-based facilities, as well as an identified need for additional outdoor field space. Soccer in particular was repeatedly noted as a highly accessible activity across age groups due to low costs, flexible skill levels, and minimal equipment requirements, suggesting continued growth in participation over time.

At the same time, engagement revealed a community aspiration for a year-round indoor sports dome as a means for the Town to improve local access to training space, reduce reliance on facilities outside the municipality, and differentiate itself among peer communities. Developing an outdoor artificial turf field designed to support potential future enclosure provides a flexible and fiscally responsible pathway toward this objective. An incremental approach, whereby the field functions outdoors initially and is designed to transition to seasonal or permanent dome coverage if demand warrants, would allow the Town to respond to proven need while maintaining adaptability over the life of the Master Plan. Any such initiative should be explored collaboratively with potential partners, including local school boards (e.g., CEPEO) and other service providers, to maximize shared use and cost-sharing opportunities.

Ball Diamonds

Currently, Hawkesbury has only one ball diamond that is suitable for regular use, and it is configured primarily for senior-level play. This limits the Town's ability to accommodate both adult leagues and

younger players, particularly as a new adult ball league is forming and competition for limited field time increases. Planning for an additional ball diamond, designed to better support youth and junior play while complementing senior-level use, would help address this service gap, improve scheduling flexibility, and allow the Town to respond more effectively to a wider range of participation needs over the life of the Master Plan. This opportunity should be explored through the Park Master Plan for Cyr-de-LaSalle Park.

Outdoor Rinks

The Town has strategically invested in outdoor rinks recently, signifying its importance as a community asset. Continued investment should be considered, including covering an outdoor ice rinks can provide a level of shaded amenity in the summer as well and can be used/programmed for a variety of recreational activities.

Basketball Courts

Basketball is an accessible and affordable opportunity for increased informal play for all residents, particularly youth. This Master Plan calls for improving the basketball court at Larocque Park including new nets, playing surface, and line painting.

Skate Park

With the anticipated removal of the skate park at RHSC/Memorial Park, this facility will need to be replaced. This facility would best be located in a highly visible location that is easily accessible to youth. Any replacement facility should consider skate parks not as discreet investments for skateboarders only, but to develop all-wheel facilities that appeal to a broader audience (e.g., pump tracks, etc.).

31. Explore opportunities to cover an outdoor ice rink (e.g., Cadieux Park) to enhance weather resilience and expand shoulder-season skating opportunities.
32. Develop a replacement skatepark to address the anticipated removal of the RHS Memorial Park skatepark, with consideration for locating the new facility in a highly visible and easily accessible location. The replacement should prioritize a modern, multi-use all-wheel facility (e.g., skate, scooter, BMX, pump track elements) to support a wider range of users and maximize year-round community benefit.
33. Expand the pickleball court supply only where demonstrated demand and utilization of existing courts support additional investment.
34. As part of the future Park Concept Plan for Cyr-de-LaSalle Park, evaluate opportunities to enhance the existing dog park. Consideration should be given to functional upgrades such as improved gates, snow removal, access to potable water, shade (trees or structures), and safety measures related to proximity to the adjacent ball diamond to improve usability, comfort, and safety.
35. Monitor community interest and usage trends by engaging residents through surveys, public consultations, and pilot programming to gauge demand and for emerging sports.

6.7 Maintaining & Renewing Parks & Outdoor Facilities

Parks & Outdoor Facilities

Applying a lifecycle-based approach to the management of parks and the outdoor facilities contained within them will support consistent service levels and extend long-term value from existing assets. The Town should continue to maintain existing outdoor facilities by proactively address aging infrastructure such as hard surfaces, play features, sport equipment, and site amenities to help reduce safety concerns, avoid unplanned closures, and minimize the escalation of repair costs over time.

Based on the detailed review of park outdoor facilities, and park support buildings undertaken as part of the Master Plan, several park assets have been identified as requiring short-term attention due to condition, safety, or lifecycle considerations:

- x Confederation Park: Structural issues have been observed in the concrete pad beneath the gazebo and should be addressed as a priority short-term repair to ensure public safety and continued use.
- x Cyr-de-LaSalle Park and Dog Park: Ball diamond fencing has reached the end of its lifecycle and requires replacement to maintain safe and functional play areas.
- x Memorial Park: Fencing associated with the tennis and pickleball courts has reached the end of its lifecycle and requires replacement. In addition, the pedestrian asphalt paving leading to the court area requires renewal to improve safety and accessibility.

- **Larocque Park:** The existing splash pad is at the end of its useful lifecycle and should be replaced in the short term to support ongoing family-oriented recreation and water play.

Skating Chalets & Park Support Buildings

Skating chalets are provided as a complementary amenity to the three outdoor ice rinks in Town (located at Cadieux Park, Larocque Park, and Old Mill Park). These buildings provide a place for people to put their skates on and warm up on cold days. Park support buildings provide an indoor storage area for Town park operations and maintenance equipment used by staff.

This Master Plan supports the continued provision of skating chalets at outdoor ice rinks as important support amenities that enhance winter use and safety and park support buildings as required by the Town. The Town currently undertakes regular condition assessments, timely maintenance, and annual inspections, which are essential to managing risk, maintaining safe public access, and informing sound long-term investment decisions by identifying issues early and address minor repairs before they escalate. However, visual assessments completed as part of this Master Plan indicate that the skating chalets at Larocque Park and Old Mill Park are approaching the end of their functional lifespan, with noted challenges related to condition and compliance with Accessibility for Ontarians with Disabilities Act (AODA) and Ontario Building Code (OBC) requirements. In these cases, major renovations or repairs may not represent a prudent or cost-effective use of public resources, and replacement through new construction should be considered as an alternative to reinvestment in aging structures.

Recommendations:

36. **Continue to undertake ongoing inspections and repairs including planning for asset replacement at end of useful lifecycle (asset management). Park specific recommendations that require attention in the short-term:**
 - a. Confederation Park: Repair concrete structure / pad under the gazebo.
 - b. Cyr-de-LaSalle Park & Dog Park: Replace ball diamond fencing. This should be considered as part of the Park Concept Plan for the site, as recommended in this Master Plan.
 - c. Memorial Park/RHSC Complex: Replace tennis /pickleball fencing and pedestrian asphalt paving leading to tennis / pickleball courts. Inclusion of user comfort elements (e.g., shade structures, hydration station) should also be considered.
 - d. Larocque Park: Replace the splash pad (at end of useful life) informed by engagement with local residents.
37. **As skating chalets and park support buildings reach the end of their useful life, systematically assess the feasibility of renovation versus full replacement, considering lifecycle costs, accessibility, energy efficiency, and long-term programming and operational needs.**

6.8 The Waterfront as a Signature Experience

The Ottawa River and the adjacent waterfront parks, most notably Confederation Park, serve as signature elements of Hawkesbury's identity. These areas should be elevated and recognized as defining features of the community, creating spaces that foster pride and connection among residents and visitors alike. The Town's Official Plan encourages the provision of public access to the shorelines of the Ottawa River, which is also supported by this Master Plan. In this regard, it is recommended that the Town develop a Waterfront Master Plan.

A key step in this process involves the implementation and integration of the Confederation Park concept plan as part of the overall waterfront strategy. As Hawkesbury's largest green space, Confederation Park is envisioned as a regional hub and signature destination for recreation and community life. Incorporating this plan will help align future improvements and activities along the Ottawa River, ensuring the waterfront is positioned as a central, vibrant experience within Hawkesbury.

Engagement activities reiterated the community's desire for the following waterfront amenities:

- Public/urban beach, improved access for swimming;
- Beach volleyball and other beach sports;
- Dedicated canoe/kayak launch;
- Boardwalks and trails;
- Water viewing/seating areas; and
- Concessions, vendors, patios with live music.

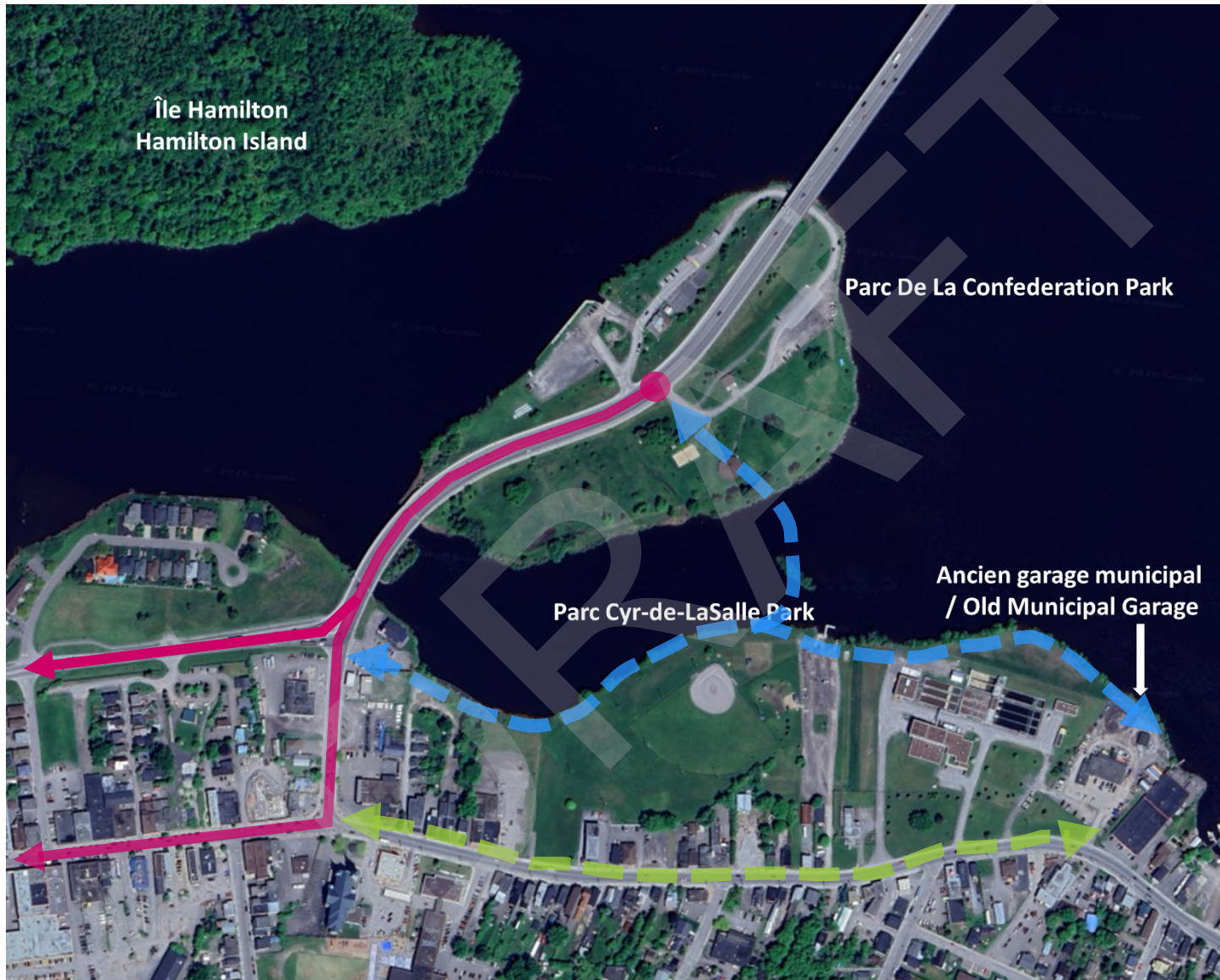
Exhibit 17: Confederation Park Concept Plan



Continuous Waterfront Boardwalk/Trail

Establishing a continuous trail along the Town's eastern waterfront will enhance public access to the shoreline, strengthen connectivity, and expand opportunities for active transportation and recreation. Much of the waterfront is under mixed ownership, making collaboration with non-municipal landowners essential to realizing a complete and uninterrupted trail alignment. A formalized trail connection to the existing Discovery Trail and Confederation Park would improve network legibility, support tourism and local recreation, and advance broader place-making and waterfront revitalization objectives, while ensuring long-term public benefit through coordinated planning and mutually beneficial partnerships.

Exhibit 18: Waterfront Lands & Potential Linkages



In advancing this initiative, it is important to recognize existing floodplain constraints and the potential presence of brownfield conditions along portions of the waterfront, both of which may influence the feasibility, design, and phasing of trail implementation. Any future linkage would need to be carefully designed to respond to these conditions while minimizing environmental impacts and ensuring long-term resilience. Trail solutions may therefore vary by location and could include a combination of on-land pathways, elevated or floating boardwalks, or other stable structures, selected based on site conditions, regulatory requirements, and opportunities to balance public access with environmental protection.

Old Municipal Garage Site

The Town has recently decommissioned the old municipal garage, located at 855 Main Street East, as a public works site. While the property is subject to setbacks due to its proximity to neighbouring uses and recognizing the current use of the site and possible need for remediation of soils, the site is nevertheless a strategic Town-owned waterfront asset that should be fully leveraged for its recreational potential.

This is achieved by ensuring the near-shoreline lands are used to create a waterfront trail (boardwalk) that is linked to the development of waterfront trail lands on the northern edge of the adjacent Town land holdings and separated from the secure and controlled access waste water treatment plant site, extended to the existing boat launch and a waterfront trail extension as part of the redevelopment of Cyr-de-LaSalle Park.

This Master Plan supports establishing a trailhead area at the old municipal garage site to support access, wayfinding, and user amenities for the Town's trail network, including the planned

continuous waterfront trail or boardwalk, in coordination with the recommended Waterfront Master Plan.

Recommendations:

- 38. Prioritize implementation of the Confederation Park Concept Plan to develop the park as a signature destination along the Ottawa River.**
- 39. Undertake a comprehensive Waterfront Master Plan to complement the concept plan for Confederation Park and assess additional opportunities along the Ottawa River, including development opportunities, enhanced green spaces, connections to the downtown core, and a continuous waterfront trail.**
- 40. Collaborate with non-municipal waterfront landowners to establish a formalized, continuous trail along the Town's eastern waterfront, with a clear connection to the existing Discovery Trail.**
- 41. Control and fund further environmental assessment and site decommissioning of the former municipal garage site, including the achievement of a Record of Site Condition only if required for regulatory compliance or long-term stewardship under the Environmental Protection Act.**
- 42. Establish the old municipal garage site as a trailhead area to support access, wayfinding, and user amenities for the Town's trail network, including the planned continuous waterfront trail or boardwalk, in coordination with the recommended Waterfront Master Plan.**

43. Assess opportunities to expand public access and recreation use on Hamilton Island over the long-term. This should include exploring grant opportunities from upper levels of government and other sources.

6.9 Trails, Walkability & Connections

Hawkesbury's trail network is an important asset for recreation and active transportation, but it remains fragmented and inconsistent across the community. While several parks and neighbourhoods are served by informal walking routes or local sidewalks, many sites lack internal pathways, limiting accessibility, particularly for users with mobility challenges.

Enhancing trails and connections was a top priority throughout engagement activities and presents a significant opportunity and is highlighted in the Town's new Official Plan (Active Transportation network). Adding internal pathways within parks for year-round use, improving wayfinding, and formalizing links to the Discovery Trail would support active transportation goals, increase accessibility, and create new recreational loops between parks. Strengthening these connections would also improve visibility and use of smaller neighbourhood parks while drawing more residents and visitors to the waterfront. This Master Plan supports the development of a coordinated trail and connectivity strategy to identify missing links and enhance connections between parks and the broader active transportation network, with particular emphasis on leveraging and expanding access to the UCPR Trail Network.

Recommendations:

44. Develop a coordinated Trail and Connectivity Strategy to strengthen connectivity across the Town and to the broader UCPR trail network by linking key destinations, recreation facilities, and parks to the existing trail network through a combination of on-street (as per the Active Transportation Network) complemented by off-street routes.
45. Assess the feasibility of establishing a safe, dedicated pedestrian connection to Confederation Park that is separate from the highway corridor, potentially through a pedestrian bridge or boardwalk link to Cyr-de-Lasalle Park (per the Confederation Park Concept Plan).





7. Implementation & Monitoring

7.1 Budgeting and Capital Planning

This Master Plan provides a strategic framework to support informed and coordinated investment decisions related to recreation and cultural infrastructure in the Town of Hawkesbury. It also underscores the long-term implications of deferred investment, helping the Town prioritize projects that best respond to community needs and asset sustainability.

This Master Plan recognizes that the Town's financial capacity to advance new initiatives will vary over time, influenced by economic conditions and competing infrastructure priorities. To support implementation of the Plan in a fiscally responsible manner, a proactive and flexible funding approach will be required. This includes:

- **Exploring external funding opportunities:** Actively pursuing grants, subsidies, and partnership opportunities with senior levels of government, agencies, and community organizations.
- **Balancing capital and operating impacts:** Considering both initial capital costs and long-term operational, maintenance, and staffing requirements when evaluating project feasibility.
- **Minimizing impacts on residents:** Identifying funding tools and delivery models that limit the financial burden on local taxpayers while maximizing community benefit.

By aligning funding strategies with the priorities and phasing outlined in this Master Plan, the Town of Hawkesbury will be better positioned to deliver a flexible, inclusive, and sustainable recreation system that evolves alongside the community.

7.2 Plan Review and Update Cycle

Successful implementation of this Plan will require dedicated staff support, interdepartmental collaboration, and ongoing administrative oversight. Given the Plan's 15-year horizon, it must remain adaptable to shifts in community needs, population growth, and facility usage patterns. In this regard, the Town should establish an Interdepartmental Working Group composed of senior representatives from Recreation, Tourism and Facilities, Planning, Finance, and other relevant departments. This group will be responsible for monitoring progress, evaluating resource requirements, and guiding implementation of key recommendations.

To maintain relevance and responsiveness, the Plan should undergo a formal internal review every five years. This review will help recalibrate timelines, prioritize emerging needs, and ensure alignment with the Town's evolving planning environment.

7.3 Priority Actions & Phasing

The implementation of the Parks and Recreation Master Plan is organized into three broad phases over a 15-year planning horizon, providing a flexible and strategic roadmap for action.

Short Term (Years 1 - 3) focuses on establishing the foundation for implementation, including policy updates, administrative and operational improvements, partnership development, and early planning, feasibility, and design work for priority facility projects.

Medium Term (Years 4 - 7) emphasizes advancement of detailed design, approvals, and phased development of prioritized facilities and infrastructure, alongside expansion and refinement of programs and services as community needs evolve.

Long Term (Years 8+) supports the delivery and completion of major capital projects, long-range reinvestment initiatives, and continued optimization of service delivery based on performance monitoring, community feedback, and available resources.

Maintenance, programming, service enhancements, and performance monitoring will occur on an ongoing basis throughout the planning period and will be subject to available funding, staffing capacity, and evolving community priorities. The term on-going is used to describe either existing practices that should be maintained over time or new practices that should be implemented and sustained on a continuous basis.

Items identified as short-term should be considered for inclusion in the Town's capital budget within a 3- to 5-year timeframe. While the capital budgeting process is undertaken separately, the phasing matrix in this Master Plan is intended to inform and support that process.

7.4 Detailed Implementation Matrix

No.	Recommendation	Timing	Priority
Delivering Recreation Services			
Investing in Play, Health & Community Well-Being			
1	Support the Two-Tiered Model of Service Delivery with the Town’s role as the primary provider of indoor and outdoor recreation assets, facilitating programming provided by others, and supporting third-party and non-profit providers where appropriate.	On-going	Implementation underway
2	Monitor staffing requirements within the Recreation and Tourism Department due to increased service needs. Specifically, this is linked to the maintenance of appropriate levels of parks, facilities, and service delivery, including program coordination.	On-going	High
Stronger Together: Partnerships To Extend Services			
3	Develop and implement a standardized framework for partnership, rental, and operating agreements across all municipal recreation facilities to ensure consistency, transparency, and alignment with municipal objectives.	Short-Term (develop framework) / Implement as new agreements arise	Medium
4	Strengthen engagement with CEPEO and CSDCEO by enhancing communication channels and investigating potential avenues for partnership (e.g., capital development of assets).	On-going engagement will be required	High
5	Collaborate with community partners (e.g., local schools, etc.) and user groups to optimize investment in recreation facilities and parks for community access and to determine the appropriate balance for the delivery of services and programs at present as well as into the future.	On-going	High
Programs & Events: Bringing People Together			
6	Consult with the community on an on-going basis related to changing preferences and identify new programs which will expand the diversity of available program services, looking for opportunities to fill gaps in services and improve use of existing facilities (e.g., ice pad, etc.).	On-going	Medium

No.	Recommendation	Timing	Priority
7	Strive to establish a well-rounded suite of programs for residents through partnerships with local community groups and not-for-profit service providers to optimize existing assets and complement those programs offered by the Town.	On-going	High
8	Improve the Recreation Lending Library for sports equipment and outdoor activities for the community to rent out at no cost.	Short-Term (improve stock)/ On-going (stock renewal)	High
9	Collaborate with United Counties of Prescott and Russell (UCPR), neighbouring municipal partners and local community partners to develop and promote festivals, events, and activities that aim to attract visitors and foster economic development.	On-going	Medium
Removing Barriers: Fees, Affordability & Access			
10	Undertake a comprehensive User Fee Study to determine an appropriate level of subsidization for services, facilities, and programs, the appropriateness of differentiating between resident/non-resident rates as well as a membership platform. The User Fee Study should be accompanied by a formal User Fee Policy developed for the Town.	Short-Term	High
Indoor Recreation Experiences			
Celebrate RHSC as a Regional Hub			
11	Establish and build up a dedicated capital reserve fund for the RHSC, supported by a consistent annual contribution aligned with the facility's average 20 year lifecycle renewal needs, to address both ongoing state of good repair and periodic major renewal requirements.	Immediate (establish fund) / On-going contributions	High
12	Prioritize lifecycle renewal at the RHSC, with a focus on the aquatic facility, to ensure it remains functional and inclusive for all users. For example, upgrades to the mechanical dehumidification system, and sandblasting and painting of metal structures in the pool and multi-functional hall are necessary to preserve a high-quality experience.	Immediate / On-going	High

No.	Recommendation	Timing	Priority
13	Prepare a comprehensive, design-informed aquatics-focused Capital Investment Strategy for the RHSC to guide short-, medium-, and long-term reinvestment in the existing pool and related building systems. The strategy should include an up-to-date comprehensive Building Condition Assessment and assess existing deficiencies, modernization and expansion opportunities, circulation and secure access improvements, accessibility (AODA) and code compliance, energy efficiency, and enhancements to aquatic amenities and supporting spaces, with a clear implementation and phasing approach that maximizes the impact of incremental capital investment.	Immediate	High
14	Leverage targeted capital reinvestment to support a refined aquatic operations and programming strategy for the RHSC pool that expands programming capacity, improves user experience, and strengthens operational efficiency. The strategy should continue to balance rentals, registered programs, and drop in opportunities to improve utilization, support equitable access, and respond to evolving community needs while contributing to improved financial performance over time.	Medium-Term	High
15	Establish clear service targets for municipally delivered, registered programming within the multi functional hall, particularly for high-demand court-based activities. Adjust rental allocations over time to support a balanced mix of municipal programming, rentals and drop-in use, with future capital improvements used to improve flexibility, utilization and alignment with community needs.	Short-Term	Medium
Flexible Spaces for Changing Needs			
16	Commit to maintaining the Annexe Building in the short- to medium-term through targeted state of good repair investments, including priority lifecycle improvements such as roof replacement, with senior and infrastructure related grant funding actively pursued.	Short and Medium Term	High
17	Initiate a longer-term review of alternative locations for a future seniors' centre, with a focus on sites that improve accessibility and visibility and support downtown revitalization through integration with compatible commercial and community uses.	Long-Term	Medium

No.	Recommendation	Timing	Priority
18	Assess the feasibility of developing a dedicated youth space within underutilized spaces at existing indoor facilities, or at an alternative location through potential partnerships, recognizing the benefits such a space could provide.	Short Term	High
19	Address lifecycle maintenance issues affecting Maison de l'île's functionality to support the continued provision of cultural programming and events.	Immediate / On-going	Medium
20	Ensure that Maison de l'île, its outdoor spaces, and adjacent lands (including Hamilton Island) are fully considered in future parks and waterfront master planning to support cultural programming, events, and public access.	Short-Term	Medium
Outdoor Parks, Spaces & Connections			
Parkland Provision			
21	Adopt a park service level of a minimum of 2.0 hectares of parkland per 1,000 new residents to ensure an appropriate level of provision of parks and open space over the Plan period and beyond.	Immediate (adoption) / On-going (planning consideration)	High
Parkland Hierarchy			
22	Adopt the Parkland Hierarchy proposed in this Master Plan as a basis for planning and acquiring, designing, developing, and programming parkland.	Immediate (adoption) / On-going (planning consideration)	High
Parkland Dedication & Acquisition			
23	Develop a comprehensive Parkland Dedication Policy, supported by an enabling By-law, to ensure the consistent and equitable provision of parkland in future developments. This policy should reflect the Town's growth projections and recreational needs.	Short Term	Medium
24	Plan to secure a total of 2.9 hectares of parkland by 2041 to meet parkland needs associated with forecasted population growth with a preference for larger parcels (e.g., at least 1.0 ha) to enable the colocation of recreation facilities. Prioritize land banking in the developing west end to secure a future community park site of approximately 3 hectares. This approach will support growth related park provision and preserve flexibility for future park and field development as community needs and funding opportunities evolve.	On-going	High

No.	Recommendation	Timing	Priority
Park Planning & Development			
25	Undertake a Concept Plan for Cyr de LaSalle Park and Dog Park to address formalizing the entrance and boat launch area, developing a continuous pedestrian boardwalk/trail along the water's edge, test fit whether the site can accommodate an additional ball diamond for youth, and safe use of the dog park.	Short-Term (based on ability to accommodate youth ball diamond at present)	High
26	Integrate Accessibility for Ontarians with Disabilities Act (AODA) and Crime Prevention Through Environmental Design (CPTED) principles into the planning and development of new parks to support safe, inclusive, and accessible public spaces.	On-going (as new parks develop or existing parks are renewed)	Medium
27	Mitigate climate-related health concerns by integrating user comfort features, such as hydration stations, shade trees (contributing to increased tree canopy), constructed shade structures, and comprehensive tree preservation measures, into park design.	On-going (as new parks develop or existing parks are renewed)	Medium
Investing to Meet Community Needs			
28	Monitor usage of the Town controlled soccer fields and assess the need for additional full-size outdoor rectangular field capacity to support multi sport use, including soccer, based on demonstrated demand and system wide utilization.	On-going	High
29	Where additional rectangular field capacity is required, pursue collaborative solutions with local partners, including local school boards and other service providers, to explore shared-use opportunities that respond to demonstrated demand. This may include assessing the feasibility of an artificial turf field (with the potential for future doming) to support multi sport use and position the Town as a differentiated recreation provider within the region.	Medium-Term	High
30	Investigate the feasibility of developing an additional ball diamond to better support youth and junior play and address current limitations associated with the Town's single senior sized diamond. This opportunity should be evaluated as part of the future Park Concept Plan for Cyr de LaSalle Park, with consideration for balancing youth and adult league needs.	Immediate (assess capacity at Cyr-de-LaSalle to accommodate in existing available space)	High
31	Explore opportunities to cover an outdoor ice rink (e.g., Cadieux Park) to enhance weather resilience and expand shoulder season skating opportunities.	Medium-Term	Medium

No.	Recommendation	Timing	Priority
32	Develop a replacement skate park to address the anticipated removal of the RHSC/Memorial Park skate park, with consideration for locating the new facility in a highly visible and easily accessible location. The replacement should prioritize a modern, multi use all wheel facility (e.g., skate, scooter, BMX, pump track elements) to support a wider range of users and maximize year round community benefit.	Short-Term (contingent on timing of removal of existing skate park)	High
33	Expand the pickleball court supply only where demonstrated demand and utilization of existing courts support additional investment.	Long-Term (contingent on demand)	Low
34	As part of the future Park Concept Plan for Cyr de LaSalle Park, evaluate opportunities to enhance the existing dog park. Consideration should be given to functional upgrades such as improved gates, snow removal, access to potable water, shade (trees or structures), and safety measures related to proximity to the adjacent ball diamond to improve usability, comfort, and safety.	Short-Term	Medium
35	Monitor community interest and usage trends by engaging residents through surveys, pop-up consultations, and pilot programming to gauge demand for emerging sports.	On-going	Medium
Maintaining & Renewing Parks & Outdoor Facilities			
36	Continue to undertake ongoing inspections and repairs including planning for asset replacement at end of useful lifecycle (asset management). Park specific recommendations that require attention in the short-term:	On-going	Medium
a)	Confederation Park: Repair concrete structure / pad under the gazebo.	Short-Term	High
b)	Cyr-de-LaSalle Park & Dog Park: Replace ball diamond fencing. This should be considered as part of the Park Concept Plan for the site, as recommended in this Master Plan.	Short-Term	High
c)	Memorial Park/RHSC Complex: Replace tennis / pickleball fencing and pedestrian asphalt paving leading to tennis / pickleball courts. Inclusion of user comfort elements (e.g., shade structures, hydration station) should also be considered.	Short-Term	High
d)	Larocque Park: Replace the splash pad (at end of useful life) informed by engagement with local residents.	Short-Term	High

No.	Recommendation	Timing	Priority
37	As skating chalets and park support buildings reach the end of their useful life, systematically assess the feasibility of renovation versus full replacement, considering lifecycle costs, accessibility, energy efficiency, and long term programming and operational needs.	On-going (as required)	Medium
The Waterfront as a Signature Experience			
38	Prioritize implementation of the Confederation Park Concept Plan to develop the park as a signature destination along the Ottawa River.	On-going	High
39	Undertake a comprehensive Waterfront Master Plan to complement the concept plan for Confederation Park and assess additional opportunities along the Ottawa River, including development opportunities, enhanced green spaces, connections to the downtown core, and a continuous waterfront trail.	Short-Term	High
40	Collaborate with non-municipal waterfront landowners to establish a formalized, continuous trail along the Town's eastern waterfront, with a clear connection to the existing Discovery Trail.	Immediate (initiate) / On-going (engagement)	High
41	Control and fund further environmental assessment and site decommissioning of the former municipal garage site, including the achievement of a Record of Site Condition only if required for regulatory compliance or long-term stewardship under the Environmental Protection Act.	Medium to Long Term (municipal discretion)	Medium
42	Establish the old municipal garage site as a trailhead area to support access, wayfinding, and user amenities for the Town's trail network, including the planned continuous waterfront trail or boardwalk, in coordination with the recommended Waterfront Master Plan.	Short-Term	High
43	Assess opportunities to expand public access and recreation use on Hamilton Island over the long-term. This should include exploring grant opportunities from upper levels of government and other sources.	Long-Term	Low

No.	Recommendation	Timing	Priority
Trails, Walkability & Connections			
44	Develop a coordinated Trail and Connectivity Strategy to strengthen connectivity across the Town and to the broader UCPR trail network by linking key destinations, recreation facilities, and parks to the existing trail network through a combination of on-street (as per the Active Transportation Network) complemented by off-street routes.	Medium-Term	Medium
45	Assess the feasibility of establishing a safe, dedicated pedestrian connection to Confederation Park that is separate from the highway corridor, potentially through a pedestrian bridge or boardwalk link to Cyr-de-Lasalle Park (per the Confederation Park Concept Plan).	Long-Term	Medium

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