

Background Report

Town of Deep River

Recreation and Culture Master Plan

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Introduction

Deep River offers residents and visitors a vibrant array of recreational and cultural opportunities, all set against the stunning backdrop of the Ottawa River. The town's scenic, wooded location provides abundant access to nature, with beautiful beaches, lush parklands, and extensive trails for walking, hiking, cross-country skiing, and snowmobiling. Outdoor enthusiasts can also enjoy boating, fishing, and a local ski hill, while Deep River's proximity to Algonquin Provincial Park and nearby crown lands makes it a gateway to even more adventure. Complementing its natural assets, Deep River boasts a rich tapestry of local arts, heritage, and community events, all of which contribute significantly to the community's quality of life and strong sense of place.

As the Town looks to the future, developing a Recreation and Culture Master Plan will ensure these opportunities continue to evolve and respond to community needs. The first phase of this process—the Background Report—provides a comprehensive assessment of the current state of recreation and culture in Deep River.

The Background Report serves as the foundation for the Master Plan. It is rooted in robust data collection and meaningful community engagement, undertaken through a variety of strategies. This phase is designed to capture a full picture of Deep River's strengths, challenges, and emerging opportunities in recreation and culture. The findings from this assessment will inform the development of strategic directions and recommendations in the next phase of the Master Plan.

What the Background Report Includes

Inventory of Assets

A detailed overview of Deep River's parks, recreation facilities, arts and cultural spaces, and community programs.

Community Profile

Analysis of demographic trends and community characteristics that influence recreation and cultural needs.

Participation and Engagement

Insights into how residents currently engage with programs and facilities.

Community Feedback

Summary of input from residents, user groups, and stakeholders, highlighting priorities and aspirations.

Key Issues and Opportunities

Identification of gaps, barriers, and areas for enhancement, as well as strengths to build upon.

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What the Background Report Does Not Include

Strategic Recommendations

While the Background Report identifies issues and opportunities, it does not provide recommendations or an implementation strategy. These items will be developed in Phase 2.

Detailed Design or Capital Planning

The report does not include design or engineering details for specific projects.

The Background Report will serve as a critical resource for the Town of Deep River as it moves into the next phase of planning.



1.1 What is a Recreation & Culture Master Plan

A Recreation and Culture Master Plan is a strategic document developed by municipalities to guide the planning, development, and delivery of recreation and cultural services, facilities, and programs over a defined period—typically five to ten years. It is both a vision and an action plan, outlining how a community can foster active, healthy, and connected lifestyles through meaningful public recreation and culture opportunities.



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A Recreation and Culture Master Plan encompasses:

Assessment of Current State

An analysis of existing parks, recreation, and cultural assets, including facilities, programs, services, and community needs.

Community Engagement

Input from residents, stakeholders, and user groups to ensure the plan reflects local values, preferences, and emerging trends.

Vision and Strategic Goals

A clear vision for the future of recreation and culture in the community, supported by guiding principles and strategic objectives.

Recommendations

Actionable strategies for enhancing or developing new facilities, programs, and services, as well as optimizing existing resources

Implementation Framework

Priorities, timelines, and resource requirements for achieving the plan's recommendations, often categorized into short-, medium-, and long-term actions.

Monitoring and Evaluation

Mechanisms for tracking progress and adapting to changing needs over time.

While the Master Plan provides a comprehensive strategy for recreation and culture, it generally does **not** serve as a detailed design or engineering plan for specific projects, replace annual budgeting or operational plans (though it may inform them), or address unrelated municipal services (e.g., transportation, housing) except where they intersect with recreation and culture.

The primary goal of a Recreation and Culture Master Plan is to ensure that municipal investments and decisions in recreation and culture are proactive, equitable, and aligned with community needs and aspirations.



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Specifically, the Recreation and Culture Master Plan will:**Solidify a Vision for the Future**

Establish a clear vision for parks, recreation and cultural services that aligns with existing guiding documents, local priorities, and regional context, while preparing for emerging issues and trends.

Provide Strategic Direction

Set out a 10-year roadmap for recreation and culture, segmented into short-, mid-, and long-term goals and priorities.

Reflect Comprehensive Community Input

Incorporate feedback from Town staff, Council, user groups, the broader community, and current and potential partners through an inclusive engagement process.

Guide Funding Strategies

Include recommendations to balance taxation and user fees, enhance cost recovery, consider affordable access policies, and identify opportunities for grants and sponsorships.

Analyze and Enhance Services

Assess current recreational services, both direct and indirect, and recommend future programs, events, and services to meet evolving community needs.

Recommend Operational & Capital Improvements

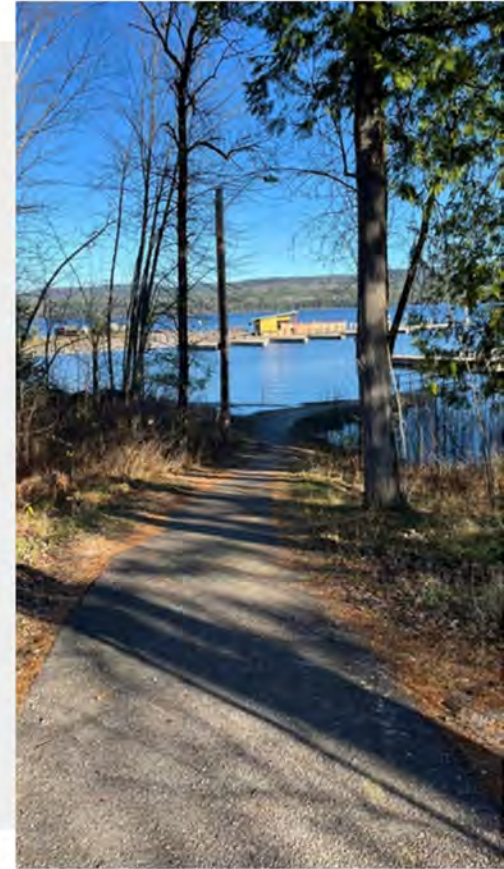
Provide actionable recommendations and an implementation strategy for operational and capital improvements, focusing on maximizing efficiency, addressing growth and demographic change, respecting staff and public priorities, and meeting legislative requirements such as accessibility.

Support Effective Implementation

Present a clear strategy to guide the successful delivery of recommendations based on identified needs and priorities.

Enable Ongoing Monitoring and Evaluation

Offer practical tools and indicators for tracking progress and evaluating the success of plan implementation over time.



“The Recreation and Culture Master Plan will be a vital tool for shaping the future of Deep River’s recreation and cultural landscape, ensuring that services remain relevant, accessible, and impactful for all residents.”

1.2 Master Plan Process in Deep River

A comprehensive, two-phase approach is being used to develop Deep River's Recreation and Culture Master Plan.

The process begins with a thorough assessment of the current state, involving extensive information gathering through stakeholder interviews, facility tours, focus groups, and a community-wide survey. This phase builds a deep understanding of existing programs, services and infrastructure, and culminates in a detailed Background Report that identifies strengths, challenges, and opportunities for the future.

Building on these insights, the second phase focuses on shaping actionable recommendations and strategic priorities for the next decade. The consulting team will work closely with the project team and the community to develop clear goals, implementation timelines, and evaluation tools, ensuring the plan is both practical and responsive to local needs. Ongoing communication and community engagement are central throughout, with regular updates and opportunities for feedback, leading to a final plan that is both visionary and grounded in the realities of Deep River.

Phase 1: Background Report

- Literature Review
- Environmental Scan
- One-on-One Interviews
- Focus Group Sessions
- Community Survey
- Site Visits
- Program and Service Review

Phase 2: Creating a Master Plan

- Develop Strategic Goals
- Create Action Items
- Establish Implementation Framework
- Identify Potential Partnerships
- Provide Funding Strategies
- Recommend Plan for Monitoring and Evaluation

Community of Deep River

2.1 Overview

Nestled along the Ottawa River and bordered by the Trans-Canada Highway, Deep River is a vibrant lower-tier municipality in Renfrew County, Ontario, home to just under 4,200 residents. The town encompasses approximately 51km², stretching from its core to the renowned Chalk River Laboratories, with expansive forests and recreational lands managed in partnership with local organizations.

Founded in the late 1940s as a purpose-built community for employees of the Chalk River Nuclear Laboratories (now Canadian Nuclear Laboratories, or CNL), Deep River's origins have left a lasting imprint on its character. Community growth has ebbed and flowed in tandem with the fortunes of the nuclear sector, shaping a resilient local economy. Today, Deep River features a diverse mix of high-tech, retail, and service, with CNL continuing as a primary employer and anchor of the local workforce.

The town is distinguished by its highly educated population, excellent schools, and a strong emphasis on community safety and affordable living. The economic landscape is further strengthened by the proximity of Garrison Petawawa, which, together with CNL, provides significant employment opportunities and underpins the town's stability. While Deep River has experienced modest population changes since the 1990s, it remains committed to attracting new residents and businesses, investing in infrastructure, and cultivating a welcoming environment for growth.

With its rich heritage, scenic landscapes, and engaged community, Deep River continues to stand out as a dynamic and desirable place to live, work, and explore—poised for a bright future as it adapts and grows.

Deep River acknowledges that its lands are part of the traditional territory of the Algonquin Nation, currently involved in treaty negotiations with federal and provincial governments. The Town values meaningful collaboration with the Algonquins, particularly on matters related to Indigenous heritage and cultural recognition and is prepared to respond to future treaty obligations as they arise.

2.2 Demographic Profile

Deep River is characterized by a stable, slightly aging population, with a high proportion of seniors (over a quarter of residents are 65+). The community has a relatively high median household income, likely reflecting the presence of major employers such as Canadian Nuclear Laboratories. Housing is predominantly single-detached, and the average household size is small, with a significant number of one-person households. The town's socio-economic profile is bolstered by its skilled workforce and stable income levels

Population Trends

Following a period of growth and stability in its early decades, Deep River experienced a gradual decline in population beginning in the early 1990s. Census data show that between 1991 and 2016, the population decreased from 4,571 to 4,109. This trend reflected broader changes in the nuclear sector and regional economic patterns.

However, recent years have seen a reversal of this trend. The most recent census data indicate a modest increase in population, marking a positive shift and renewed interest in Deep River as a place to live and work. This uptick reflects a combination of factors, including ongoing employment opportunities at CNL, the appeal of Deep River's natural environment, and its reputation as a safe and welcoming community.

Population Projections

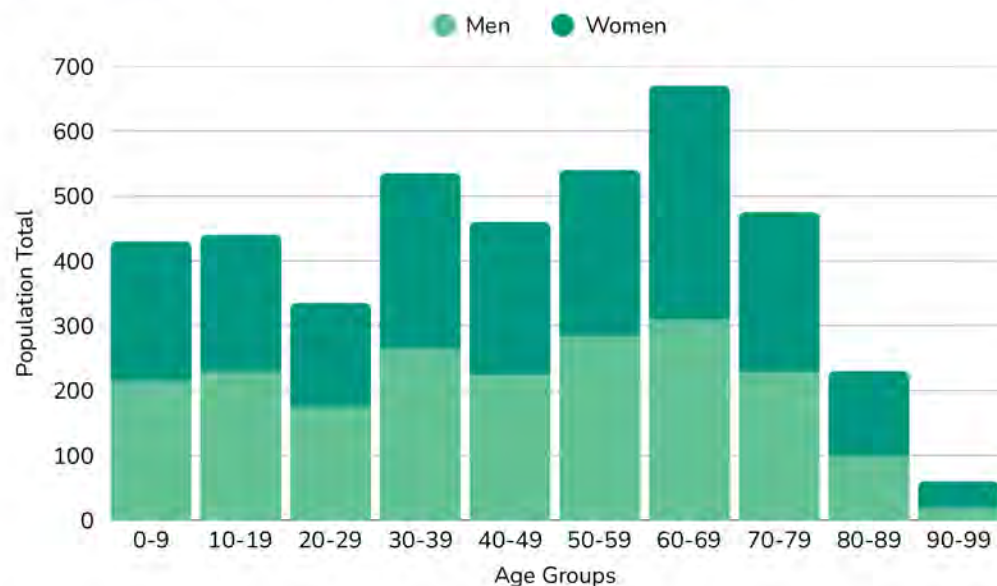
According to the Town's Official Plan (2018), Deep River anticipates population growth of approximately 8% over the next 10 to 15 years. This projection is based on a commitment to attracting new residents, investment, as well as the continued presence of major employers and the development of community infrastructure and services. More recent projections anticipate growth may even exceed the 8% rate identified in 2018.



Age and Gender Distribution

Deep River has a relatively older population, with a median age of 47.6 years—well above the provincial average—and nearly one in four residents aged 65 or older. The gender distribution is balanced, with females making up 51% and males 49% of the population. Children and youth under 15 comprise about 16% of residents, reflecting an aging demographic profile

Population by groups and gender, Deep River, Census 2021



Looking ahead, the proportion of residents aged 65 and older is projected to grow even more over the next 5 to 10 years, which will place increased importance on recreation, culture and community services that support aging in place, healthy living, and social connection.

By contrast, there is a noticeable gap in the number of middle-career adults (25 to 44 years). This gap is significant as it represents the life stage where individuals often settle, raise families, and contribute to the volunteer base that sustains local organizations, cultural programs, and community initiatives.

These population characteristics—particularly the aging profile and the absence of middle-aged adults—will drive a significant component of the Master Plan. They highlight the need to balance planning for older adults with strategies to attract and retain young families and working-age residents to maintain a healthy and sustainable demographic profile.

Income and Education

Deep River stands out among small Ontario towns for its above-average household incomes and a workforce with a strong presence in science and technical fields, supported by a highly educated population and stable employment at Canadian Nuclear Laboratories.

Diversity and Ethnicity

Deep River remains a predominantly non-racialized community, but the 2021 Census reveals a notable presence of residents from racialized groups, particularly Chinese and South Asian backgrounds. This reflects a meaningful, though modest, level of diversity for a small town and signals a gradual shift toward a more multicultural population over time.

The 2021 Census also shows that Deep River's foreign-born (immigrant) population is 15.5%—significantly higher than many rural communities in the region. Deep River's relatively high share of immigrants is likely linked to employment opportunities at Canadian Nuclear Laboratories and contributes to the town's evolving cultural landscape.

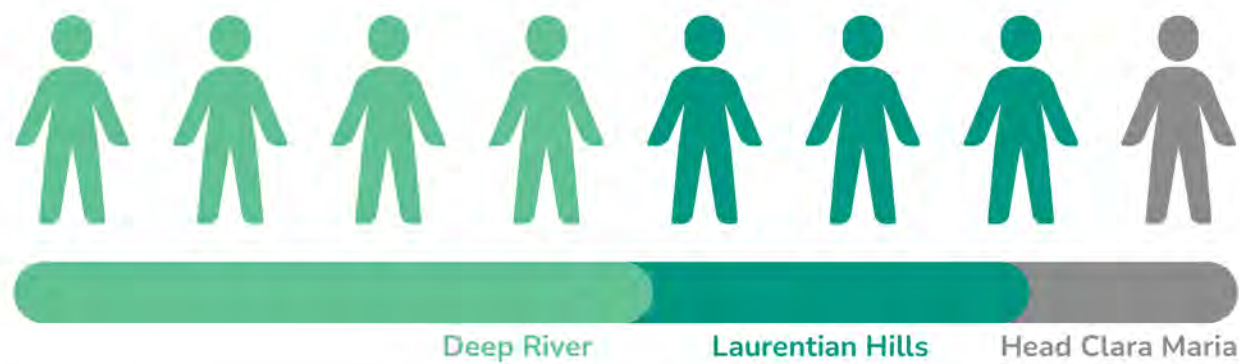


Housing

Deep River's housing is dominated by single-detached homes, with a notable number of one-person households and a generally stable, well-maintained stock. Demand for affordable and accessible options is growing as the population evolves.

Regional Demographic Context

Deep River’s recreation and culture facilities serve not only its local population but also attract regular users from surrounding rural communities of Laurentian Hills and Head Clara Maria. These areas together make up a broader service catchment for Town programs, events, and amenities. Understanding the demographic profiles of these communities is critical for effective program planning and service delivery.



Population (2021)	~3,860	~2,885	~267
Median Age	47	45-46	60
% Age 65+	26.6%	19%	39%
% Age <15	16-17%	17%	<10%
Population Trends	stable, slow growth; older profile	slight decline; rural	small, oldest; aging rapidly

The significant portion of older adults in these communities, especially Head Clara Maria and Deep River, underscores the importance of offering accessible, age-friendly recreation and culture services.

The continued participation of external users increases facility demand and highlights the need for regional collaboration in both planning and funding local amenities.



2.3 Indigenous History & Perspectives in Recreation & Culture Planning

The Town of Deep River is located within the traditional territory of the Algonquin Anishinaabe people. This land has a rich Indigenous history of stewardship, culture, and connection to the natural environment—a legacy that remains relevant to the community today. Integrating Indigenous perspectives into recreation and culture planning is essential for fostering inclusivity, supporting reconciliation, and ensuring that Deep River's parks, trails, and programs reflect the values and heritage of all residents.

Historical and Cultural Context

For thousands of years, the Ottawa River and surrounding lands have been home to the Algonquin people, who have maintained a deep relationship with the land through sustainable practices, traditional knowledge, and spiritual connection. The river, forests, and waterways provided not only sustenance but also pathways for travel, trade, and cultural exchange for Indigenous nations.

The arrival of European settlers brought significant changes, including the disruption of traditional land use and the marginalization of Indigenous communities. Today, the Algonquin Nation continues to assert its rights and interests in the region, with ongoing treaty negotiations with federal and provincial governments.

Recognizing the land's deep indigenous roots, Deep River's Recreation and Culture Master Plan is committed to embedding Indigenous voices, values, and cultural perspectives throughout the planning and delivery of recreation and cultural services. This approach ensures that Indigenous heritage is not only respected, but actively shapes the programs, spaces, and experiences offered to the community.

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Current Environment and Opportunities

Recreation and culture planning in Deep River is strengthened by recognizing and respecting Indigenous history and perspectives. The Town is committed to building meaningful relationships with local Algonquin communities and supporting initiatives that celebrate Indigenous culture.

Opportunities for Collaboration

Land-Based Learning

Partnering with Indigenous groups to offer programs that connect residents with the land, such as guided nature walks, traditional craft workshops, and storytelling events.

Cultural Events

Hosting powwows, Indigenous art exhibitions, and cultural festivals that showcase the traditions and creativity of the Algonquin people.

Youth Engagement

Supporting programs that empower Indigenous youth through leadership development, cultural education, and outdoor recreation.

Environmental Stewardship

Integrating traditional ecological knowledge into the management and design of parks, trails, and conservation areas, ensuring that natural spaces are protected and accessible for future generations.



2.4 The Corporation of the Town of Deep River

The Corporation of the Town of Deep River operates the Town Office as the administrative and service hub for the community.

The Town Office delivers essential municipal services, including administration, planning, public works, recreation, finance, and emergency management. It supports Council decision-making and provides a central point of contact for residents, reflecting the Town's commitment to effective, responsive local government and the well-being of the community.

Administration

Planning

Public Works

Recreation

Finance

Emergency
Management



2.5 Parks & Recreation Profile

Deep River's Operations Department (with support from other departments) is responsible for managing and enhancing the town's parks, recreational facilities, and cultural programming. The department's goal is to provide a diverse range of accessible, high-quality opportunities for residents of all ages to engage in active living, creative pursuits, and community events.

The department evolved as part of the municipal structure established after Deep River's incorporation as a town in 1959. The structure and responsibilities of this department has changed over time. It has a long-standing commitment to recreation and culture, rooted in its origins as a planned community designed with parks and schools strategically placed throughout the town.

Key Responsibilities and Services

Parks and Open Space

Management and maintenance of municipal parks, playgrounds, sports fields, trails, and open spaces.

Recreational Facilities

Maintenance and operation of the arena, pool, and other recreational facilities.

Cultural Activities

Support for local arts organizations, theatre groups, community band, and art exhibitions, as well as partnerships with volunteer groups to deliver concerts, plays, and cultural festivals.

Community Programs

Coordination of a wide variety of recreational and cultural programs for all ages, including sports, fitness, arts, and special events

Special Events

Organization and support for community-wide events, seasonal celebrations, and youth activities.

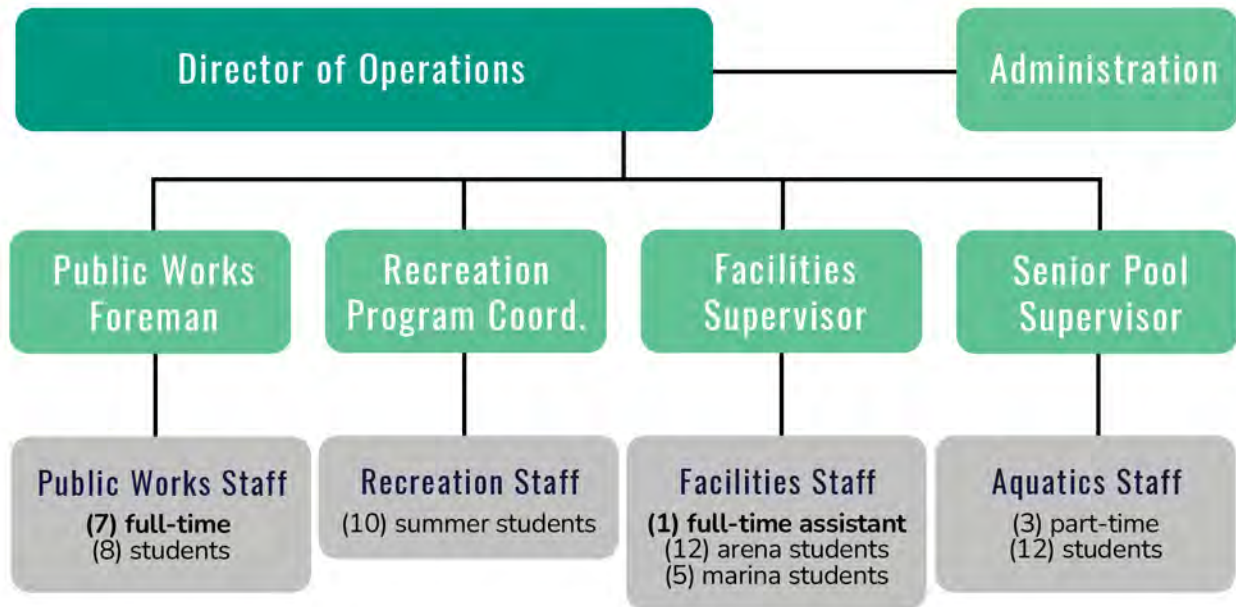
Administrative Functions

Communications, capital and asset planning, budget management, program registrations, facility rentals, etc.

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Staffing and Organizational Chart

Recreation and Culture services are supported by a staff concert of 14 full-time staff, 3 part-time staff, and 47 students.



2.6 Deep River Cultural Profile

Deep River's vibrant cultural landscape is shaped by the significant leadership and initiative of its many community organizations and volunteer groups. These groups are the primary drivers of cultural activities, programs, and events across the town and the Valley, offering a diverse array of opportunities that enhance the quality of life for residents of all ages and interests.

Residents take great pride in this strong tradition of volunteerism, creativity, and collective effort that underpins Deep River's arts, heritage, environment, recreation, and social sectors.



Tradition of Volunteerism

The Town of Deep River recognizes the essential role played by local organizations and volunteers and provides support through community development grants, facilitation, and collaboration wherever possible. This support helps enable the work of arts and culture clubs, environmental organizations, heritage associations, and numerous recreation groups. However, it is fundamentally the community—not the municipality—that leads in the creation and delivery of cultural initiatives.



“However, it is fundamentally the **community**—not the municipality—that leads in the creation and delivery of cultural initiatives.”

In particular, many performing and visual arts events, music groups, festivals and workshops are initiated and operated by local clubs, societies and committees, who rely on networks of volunteers and passionate participants. The Town strives to be a responsive partner, fostering a climate where these organizations can continue to flourish in their own ways and according to community priorities and capacities. The library stands out for its especially strong organizational role, collaborating with many groups to expand access to arts, lifelong learning, and creative opportunities.

This community-driven model is central to Deep River's cultural identity, and underpins the long-term sustainability and innovative spirit that distinguish recreation and cultural life in the community.

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2.7 Deep River Public Library

The Deep River Public Library plays an essential and multifaceted role within the town's recreation and culture services, often extending beyond what the town's formal programs provide. It not only offers access to a broad and evolving collection of books and media, but also functions as a welcoming community hub—often described as the town's “living room”—that supports lifelong learning, creativity, social connection, and inclusion for all residents.

Community Impact and Cultural Hub

The library offers a wide range of materials and programs, from traditional print and digital resources to museum passes, outdoor equipment (e.g., snowshoes, paddleboards, golf clubs), and a “Library of Things” supporting diverse interests and needs. Programming reflects a deep commitment to community engagement, including art activities, technology and digital literacy, children's literary events, seniors' workshops, language resources, and initiatives aligned with Truth and Reconciliation.

The space is open and accessible to all ages, abilities, and backgrounds. The library actively cultivates partnerships throughout the region, and boasts more than 100 volunteers contributing to its reach and impact.

Adaptive Leadership and Strategic Planning

As indicated in its recent strategic plan, the library is forward-thinking, responsive to resident feedback, and innovative with programming and outreach. Community surveys have shown strong satisfaction and frequent usage, positioning the library as a key provider of space and services that contribute directly to personal well-being, lifelong learning, and social inclusion for the town and the surrounding rural communities.

Expanding the Scope

The library's inclusive approach makes them integral to Deep River's ongoing Recreation and Culture Master Plan, complementing town infrastructure with services and social value that are uniquely responsive to a changing, aging, and highly engaged community.



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2.8 Inventory of Assets

Indoor Recreation and Culture Facilities

Recreation and Culture Facilities

- Arena
- Community Pool
- Library
- Lamure Beach Lifeguard Station
- Marina (public launch and gas dock)
- Marina slips
- Pat McAnulty Park Canteen

Community Facilities

- Community Centre
- Woodworking Building
- Keys Conference Centre

Administrative Facilities

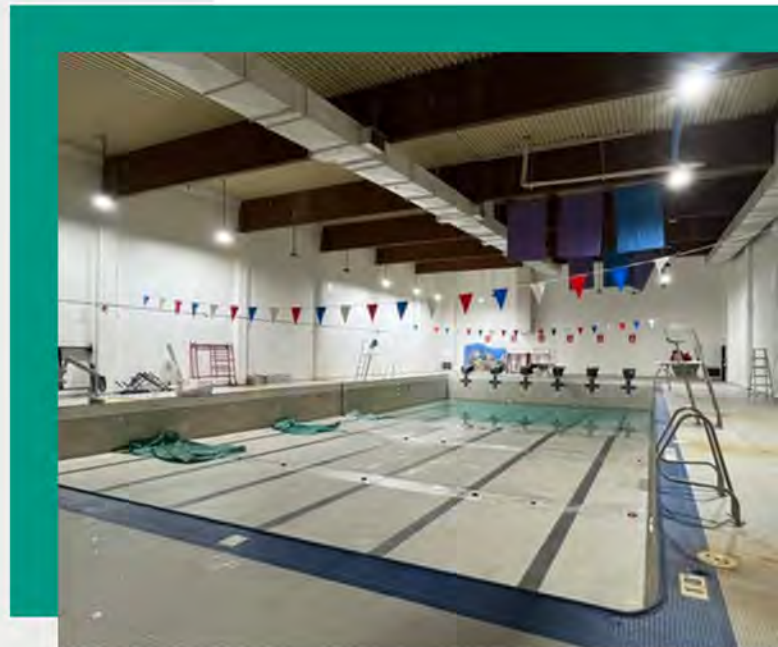
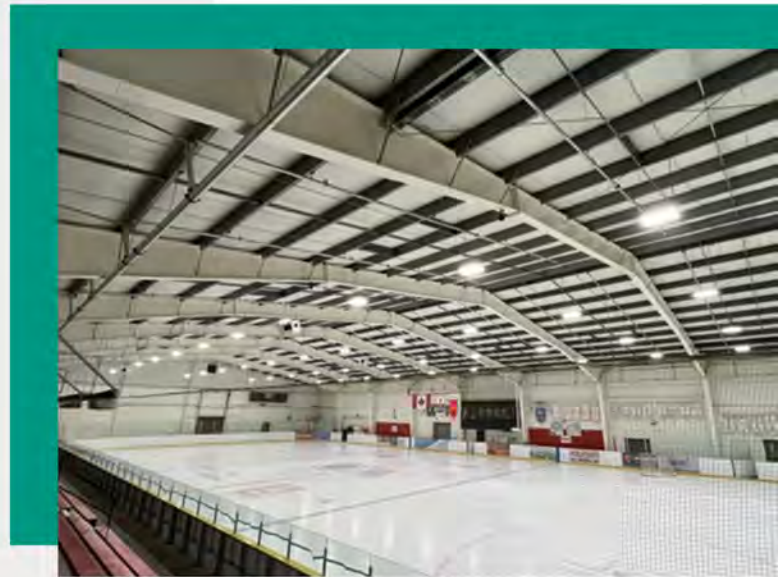
- Town Hall

Emergency Mangement Facilities

- Fire Station
- Police Station

Operations Buildings

- Admin and Garage
- Cold Storage
- Salt Shed
- Small Shed
- Walker Shed
- Sand Shed
- Pole Shed



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Parks and Trails

Playgrounds

- Unity Park
- Pat McAnulty Park
- Huron Park
- Silvie Park
- Hill Park
- Marina (Pier) Park
- Lamure Beach

Sportsfields

- Pat McAnulty Park
- Campus*

Parkland and Open Spaces

- Riverbank Park
- Bill Rounding Park
- Hill Park
- Riverview Park (downtown)
- Lamure Beach
- Pine Point Beach
- Huron Park

Trails

- Riverbank Park
- East-end Trails (four seasons)
- West-end Trails
- Various informal urban trails (unmaintained)

**owned by Renfrew and County District School Board but maintained by Town in July & August*

Deep River is a very unique, small town rural community that provides an abundance of great recreation assets and opportunities for its residents and the broader Renfrew community.

From its trail systems, parks, and playgrounds, to its indoor facilities, communities of similar size rarely attain what Deep River has built for those that live, work and play here.



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2.9 Facility Usage

Arena

Arena usage in Deep River shows a clear pattern of high demand on the ice surface, with over 50% of available hours booked in 2023 and 2024. The summer slab, used for dry-floor activities, maintains moderate utilization at about 25% which is steadily improving each year.

In contrast, the mezzanine space is significantly underutilized, with less than 7% of available hours booked even in 2024. Overall facility usage has increased from about 21% in 2022 to over 28% in 2024, indicating a positive trend toward fuller use but with clear opportunities to improve programming and activation of underused areas.

50%

used

Ice Surface

25%

used

Summer Slab

7%

used

Mezzanine

Marina

Marina **visitor** slip data shows low utilization, with individual slips booked between 8% and 22% of available days and annual averages around 11-15%. This reflects the transient nature of short-term visitor use, which varies significantly based on season, weather, and event-driven demand.

However, the overall cost recovery reported for the marina is actually driven by nearly full occupancy and high rates from **long-term** seasonal slip rentals, which make up a bulk of the marina's revenue. Thus, though visitor slips are modestly used, revenue is supplemented by a high-performing seasonal slip rental program that supports strong financial results.



Pat McAnulty Park

Field usage at Pat McAnulty Park and local school fields demonstrates generally light to moderate demand, with average booked hours ranging from 21% to 25% annually. Soccer fields are used somewhat less intensively (around 18-20%) compared to ball diamonds (about 18-23%), while school fields consistently see the highest proportional use—often above 25%—and reaching over 36% in 2024. Despite minor fluctuations year to year, overall field utilization levels remain below one-third of available hours, indicating capacity for expanded programming, rentals, or community promotion to optimize these outdoor assets.

36%

used

School Fields

18-23%

used

Sports Fields

Pool

Pool usage in Deep River shows variable trends impacted heavily by the extended closure in 2024. Overall facility utilization averaged at about 38% in 2022 and 2023, but dropped dramatically to 16% in 2024 due to limited availability. Recovery is evident in 2025, with usage rebounding over 38%.

Deep River Public Library

Library program and booking data from 2020 to 2024 shows a strong recovery and growth in usage following pandemic-related disruptions. Early years had significant dips in booked sessions, especially during closers in 2020 and the first half of 2021, but recent years reflect a marked increase in both the total number of bookings and session utilization. Booked sessions reached record highs in 2023 and 2024, indicating the library has re-established itself as a key community hub with sustained demand for programs and spaces. This trend demonstrates growing engagement and successful adaption to changing community needs.

2.10 Budget and Funding Review

Deep River's recreation and culture services play a central role in community wellbeing while also representing a significant financial commitment for the Town. These services are primarily funded through the municipal tax base, with the Town's 2020 Financial Master Plan and recent budget data indicating that per-household cost for recreation and culture services are notably higher than those of comparable municipalities. This elevated cost is driven by the scope and quality of facilities offered, and the burden of serving not only residents but also regional users without corresponding cost-sharing agreements.

Data Transparency and Peer Benchmarking

This section presents detailed operating budgets and cost recovery rates for Deep River's recreation and culture facilities, enabling year-over-year evaluation. Peer municipality data (Petawawa, Renfrew, Espanola, Marmora and Lake) is referenced where available, but precise cross-municipal benchmarking is limited by differences in public reporting and budget classification. Sector-wide best practice ranges and consultant guidance are used to contextualize performance where necessary.

Community Development Grant

Annually, Deep River allocates approximately \$35,000 through its Community Development Grant Program to support local not-for-profit groups that enhance recreation, culture, and community life. This funding, drawn from the municipal operating budget, is distributed via a competitive application process. While this support strengthens the community fabric, it adds to the overall operating cost pressure.



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Recovery and Facility Financial Performance

Deep River operates a diverse range of recreation assets – including the arena, aquatic centre (pool), marina, parks, Lamure Beach and community centre – which demonstrate varying degrees of cost recovery. The following represents a review of operating budgets and cost recovery levels.

Arena

The arena functions as a key multipurpose facility for the community but operates with modest cost recovery, relying on municipal subsidies. Revenue primarily derives from ice rentals, user fees, and some retail activities. Despite positive growth in revenue and a progressive reduction in expenses, operating costs continue to exceed revenue, calling for continued subsidy support. Anecdotally, and consistent with sector benchmarking (e.g., Parks and Recreation Ontario), cost recovery rates for similar rural Ontario arenas typically range 35–65%.

Arena

Year	2022	2023	2024	2025 (budget)
Operating Revenue	~\$131,680	~\$173,144	~\$196,761	~\$199,000
Operating Expenses	\$550,140	\$447,335	\$409,335	\$377,883
Operating Shortfall	\$418,460	\$274,191	\$212,574	\$178,883
Cost Recovery	24%	39%	48%	53%

Marina

The public boat launch and gas docks component of marina operations achieve cost recovery rates that generally fall between 43% and 55% across recent years. Revenues from launch fees and fuel sales offset a significant portion of operating expenses, but do not fully cover costs, resulting in annual operating shortfalls.

In contrast, the rental slips are the marina's strongest financial performer, consistently generating revenues that far exceed their segment's operating expenses. Cost recovery rates for slips fall between 188% and 286% during the reviewed period, indicating substantial net positive returns. Income from rental slips is a critical factor in the marina's overall financial sustainability and helps to offset the lower recovery rates of the other marina services.



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Public Boat Launch and Gas Docks

Year	2022	2023	2024	2025 (budget)
Operating Revenue	~\$79,843	~\$71,842	~\$80,577	~\$80,500
Operating Expenses	\$145,075	\$151,568	\$158,523	\$187,847
Operating Shortfall	\$65,232	\$79,726	\$77,946	\$107,347
Cost Recovery	55%	47%	51%	43%

Rental Slips

Year	2022	2023	2024	2025 (budget)
Operating Revenue	~\$56,943	~\$85,974	~\$83,083	~\$95,000
Operating Expenses	\$30,235	\$30,106	\$38,272	\$39,695
Operating Shortfall	~\$26,709	~\$55,868	~\$44,810	~\$55,305
Cost Recovery	188%	286%	217%	239%

Pool

The aquatic centre operates with significantly lower cost recovery owing in part pool closures. This was particularly impactful in 2024 when the pool was closed for a significant portion of the year. The last full year of operation was in 2019.

It is typical for community pools which have high staffing and utility costs, and revenue dependent on admissions and memberships, to have lower cost recovery rates.

Pool

Year	2022	2023	2024	2025 (budget)
Operating Revenue	~\$109,065	~\$115,627	~\$58,900	~\$110,000
Operating Expenses	\$363,420	\$397,870	\$405,353	\$581,150
Operating Shortfall	\$254,354	\$282,242	\$346,453	\$471,150
Cost Recovery	30%	29%	15%	19%

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Parks and Playgrounds

Parks and open spaces consistently recover a small portion of operating costs, reflecting their role as public goods rather than revenue generators. Revenue arises mainly from field rentals and tower leases. Parks remain highly subsidized to maintain open access and environmental quality.

Pat McNulty Park

Year	2022	2023	2024	2025 (budget)
Operating Revenue	~\$4,284	~\$7,137	~\$7,274	~\$7,300
Operating Expenses	\$55,491	\$36,459	\$45,384	\$50,816
Operating Shortfall	\$51,207	\$29,322	\$38,109	\$43,516
Cost Recovery	8%	20%	16%	14%

Total Other Parks

Year	2022	2023	2024	2025 (budget)
Operating Revenue	~\$7,825	~\$20,706	~\$5,682	~\$6,000
Operating Expenses	\$114,971	\$79,895	\$124,941	\$155,156
Operating Shortfall	\$107,146	\$59,189	\$119,259	\$149,156
Cost Recovery	7%	26%	5%	4%

Lamure Beach

Lamure Beach is a seasonal facility with minimal direct revenue from equipment rentals; it requires ongoing municipal support. Operating costs in 2024 are notably reduced compared to prior years, but revenues remain low, consistent with a seasonal, publicly accessible amenity.



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Lamure Beach

Year	2022	2023	2024	2025 (budget)
Operating Revenue	~\$1,355	~\$744	~\$707	~\$1,200
Operating Expenses	\$39,755	\$48,304	\$16,859	\$15,659
Operating Shortfall	\$38,400	\$47,560	\$16,152	\$14,459
Cost Recovery	3%	2%	4%	8%

Community Centre

The community centre operates without direct revenue, fully reliant on municipal funding to provide space for community gatherings and programming.

Community Centre

Year	2022	2023	2024	2025 (budget)
Operating Revenue	\$0	\$0	\$0	\$0
Operating Expenses	\$6,738	\$9,613	\$18,847	\$15,457
Operating Shortfall	\$6,738	\$9,613	\$18,847	\$15,457
Cost Recovery	0%	0%	0%	0%



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Administration

The administration function provides organizational and operational support for Deep River's recreation and culture portfolio. While 2022 showed moderate cost recovery, subsequent years reflect a decline in recovery rates due to increased expenses and minimal offsetting revenue.

Administration

Year	2022	2023	2024	2025 (budget)
Operating Revenue	~\$82,281	~\$13,354	~\$27,828	~\$4,850
Operating Expenses	\$132,625	\$222,780	\$221,204	\$212,186
Operating Shortfall	\$50,344	\$209,427	\$193,376	\$207,336
Cost Recovery	62%	6%	13%	2%

Facilities Administration

Facilities administration encompasses allocations for general facility management outside direct programming, such as utilities, maintenance, and capital repair planning. Recent years have seen new expenses incurred without corresponding revenue, resulting in a 0% cost recovery rate. This highlights the municipality's commitment to ensuring facility upkeep and safety, even where direct returns are not anticipated.

Facilities Administration

Year	2022	2023	2024	2025 (budget)
Operating Revenue	\$0	\$0	\$0	\$0
Operating Expenses	\$0	\$0	\$40,571	\$47,513
Operating Shortfall	\$0	\$0	\$40,571	\$47,513
Cost Recovery	N/A	N/A	0%	0%

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Summary Table: Cost Recovery Trends (2022–2024)

This summary table illustrates trending cost recovery levels across the Town's recreation and culture assets. While the total operating revenues have remained relatively stable, rising expenses have generated increasing annual shortfalls, driving a gradual decline in overall cost recovery between 2022 and 2024. The growing gap emphasizes the challenge of balancing community service expectations with fiscal sustainability.

Cost Recovery Trends

Year	2022	2023	2024	2025 (budget)
Operating Revenue	~\$550,029	~\$579,420	~\$534,163	~\$574,750
Operating Expenses	\$1,486,991	\$1,511,290	\$1,572,050	\$1,772,923
Operating Shortfall	\$936,962	\$931,871	\$1,037,887	\$1,198,173
Cost Recovery	37%	38%	34%	32%

- The marina consistently achieves strong cost recovery, at times exceeding full coverage of operating expenses, marking it as an efficient revenue-generating facility.
- The arena and aquatic centre require the largest municipal subsidies, though the arena shows steady revenue growth over the period.
- Parks and Lamure Beach are intentionally subsidized facilities reflecting their commitment to open community access rather than cost recovery.
- The community centre remains fully supported through municipal investment, aligned with their roles as essential cultural and social assets.

Cost Recovery Including Asset Management Costs

When taking the costs related to Asset Management into consideration in cost recovery rates, there is an average increase of 10%.

Cost Recovery Rates

Year	2022	2023	2024	2025 (budget)
Cost Recovery for Operations	37%	38%	34%	32%
Incl. Asset Management	26%	27%	24%	24%



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Interpreting Cost Recovery Rates

It is important to note that the cost recovery rates presented above reflect sector-typical benchmarks and recent fee schedules or budget reports, rather than precise site-specific figures. Many rural and small-town municipalities do not publicly provide annual facility-specific cost recovery statistics, but guidance from sector studies and Ontario Recreation Facility Association resources confirm these estimates are both reliable and defensible.

Sector-Wide Trends and Practices

Across Ontario, municipalities are increasingly standardizing annual fee reviews, introducing inflation-related increases, and formalizing non-resident fee surcharges—often in the range of 20–30% above resident rates. Asset cost recovery targets for arenas and marinas hover around 40–60% and 80%+, respectively, while pools, parks, and open spaces remain intentionally subsidized with recovery rates below 20% to support equitable public access.

Regional Cost-Sharing

A significant challenge for Deep River is the absence of cost-sharing agreements with neighbouring municipalities. Despite drawing substantial users from beyond its borders for the arena, pool, and marina, Deep River receives no operating or maintenance contributions from surrounding areas. This puts a disproportionate financial burden on Deep River taxpayers, inflating per-household costs relative to comparable towns where regional sharing or non-resident fees help keep fees equitable.

In contrast, some peer communities—particularly Renfrew and Espanola—have established models for intermunicipal or institutional cost sharing, providing useful benchmarks and potential frameworks as Deep River considers future fiscal strategies.

Deep River

No formal agreements; significant share of regional users.

Petawawa

No formal agreements; collaborates with CFB Petawawa on programming.

Town of Renfrew

Formal agreements with neighbouring townships for facility/program access.

Espanola

Agreements with school boards/partners for shared facility use.

Marmora and Lake

No public record of intermunicipal cost-sharing in recreation.

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User Fees Overview

To provide context for Deep River's recreation and culture funding, the following compares key user fees for arenas, pools, and marinas among a group of similar rural Ontario municipalities. These fees reflect cost recovery strategies, facility use costs, and community access priorities as of 2025.

While differences in fee structures and municipal policies exist, this comparison provides a high-level view of how Deep River's rates align with or differ from those in Petawawa, Town of Renfrew, Espanola, and Marmora and Lake. Some variation reflects facility size, programming scope, and market factors, while other gaps result from differing approaches to resident vs. non-resident fees and amenities included. Because not all municipalities publicly present every fee category in a detailed, directly comparable table, the rates shown below are sourced from their current published schedules and represent the most relevant and accessible fees for each facility (prime-time, as well as representative daily or seasonal rates where available).

This snapshot supports an understanding of Deep River's competitive positioning, potential opportunities for fee adjustment, and the broader sector context influencing resident affordability and municipal subsidy levels.

User Fees Comparison

Municipality	Arena Ice Rental (Youth / Adult - 1hr)	Pool Admission (Youth / Adult)	Marina Seasonal Slip (Resident)
Deep River	\$140.69 / \$243.91	\$5 / \$7	\$970.05 (24')
Petawawa	\$136 / \$165 *	\$5-6 / \$6-7 *	\$1,007 **
Renfrew	\$123.32 / \$165.35+HST	\$5.50 / \$6.25	\$1,030 (20')
Espanola	\$137.10 / \$204.10	\$6.16 / \$6.74	N/A
Marmora and Lake	\$115 *	\$2	\$1,960 (large lot)

* Petawawa and Marmora and Lake arena/pool rates are best approximations based on available public documents for the 2025 season; detailed breakdown by prime/youth/adult for all rentals may not be posted and some local surcharges may apply.

** Marina slip fees may vary by length, amenities, and resident/non-resident status.

N/A indicates the facility is not municipally operated or rate is not published for that type.



FEES

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Non-Resident Fees

Non-resident fees are a common policy tool used by Ontario municipalities to help offset the financial impacts of regional users accessing local recreation facilities. Deep River currently applies non-resident fees only to select services—most notably marina slip rentals—while other municipalities, such as Renfrew and Espanola, have adopted broader surcharge structures for non-resident facility use, often charging 30–50% above resident rates. In contrast, Petawawa and Marmora and Lake generally do not differentiate fees by residency status, preferring universally applied rates or lack of explicit policy. The implementation of non-resident surcharges helps recover costs from out-of-town users in communities where intermunicipal cost sharing is limited or absent.

Deep River

Are non-resident fees used? Yes, for Marina slips.

Details: Non-residents pay higher slip fees; other facility user fees are not differentiated

Petawawa

Are non-resident fees used? No, though there may be exceptions by program.

Details: Most programs/facilities have a uniform rate for users; policy is not to surcharge non-residents.

Town of Renfrew

Are non-resident fees used? Yes, in most recreation programs and facilities.

Details: Non-resident fees commonly 50% higher than resident rates.

Espanola

Are non-resident fees used? Yes, in some cases, such as the pool, arena, and gym.

Details: Non-resident surcharges are present for memberships/drop-ins; varies by facility.

Marmora and Lake

Are non-resident fees used? No, or not specified.

Details: No public documentation of structured non-resident surcharges.

The result for Deep River is a financial structure where the more commercial or exclusive assets (like the arena and marina) support greater self-sufficiency, while general community amenities require ongoing tax support.

This model follows sector practice but adds notable pressure to the municipal tax base, especially in the absence of regional cost-sharing arrangements.



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2.11 Aging Infrastructure and Capital Planning

Several key recreation assets, most notably the pool and arena, are aging and face the need for substantial capital renewal. With rehabilitation anticipated in the future, it may pose significant financial demands that will increase operating costs and affect cost recovery. Rising maintenance, insurance, and utility costs further stress the system, underscoring the critical need for strategic asset management and forward-looking capital investment plans.

Asset Management Costs (Replacement and Major Maintenance)

Strategic asset management planning (AMP) is vital to ensuring the long-term sustainability and reliability of Deep River's recreation facilities and public assets. By systematically forecasting replacement schedules, major maintenance requirements, and life-cycle costs, AMP enables the Town to proactively manage risk, optimize the use of municipal funds, and support uninterrupted service delivery. Well-developed AMP allows Deep River to anticipate major expenditures, minimize costly emergencies, and extend the life of community infrastructure through timely interventions.

The following table summarizes projected capital replacement and major maintenance costs for key recreation and community assets over the next ten years. These figures reflect annualized replacement values, scheduled major projects, and ongoing maintenance, providing Council and staff with clear targets for budget planning and asset renewal.

Recreation: Capital Replacement & Major Maintenance Costs (10-Year Lookahead)

Arena

Year	Replacement Value	Major Costs (10 years)	Annualized Replacement	Annualized Major Projects	Annualized Maintenance	Annualized Cost
2022	\$12,477,200	\$37,432	\$207,953	\$3,743	\$12,477	\$224,174
2023	\$12,477,200	\$37,432	\$207,953	\$3,743	\$12,477	\$224,174
2024	\$12,477,200	\$37,432	\$207,953	\$3,743	\$12,477	\$224,174
2025	\$12,477,200	\$37,432	\$207,953	\$3,743	\$12,477	\$224,174

Assume: 60yr life; 0.3% every 10 yrs; 0.1% every yr.

Life expectancy: Main building 30-80 yrs, engineer assessment after 10 yrs, every 5 yrs. HVAC 15-25 yrs with right maintenance. Plant room 25 yrs with proper maintenance - every 5 yrs compressor rebuilds.

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Community Pool

Year	Replacement Value	Major Costs (10 years)	Annualized Replacement	Annualized Major Projects	Annualized Maintenance	Annualized Cost
2022	\$11,409,000	\$57,045	\$190,150	\$5,705	\$22,818	\$218,673
2023	\$11,409,000	\$57,045	\$190,150	\$5,705	\$22,818	\$218,673
2024	\$11,409,000	\$57,045	\$190,150	\$5,705	\$22,818	\$218,673
2025	\$11,409,000	\$57,045	\$190,150	\$5,705	\$22,818	\$218,673

Assume: 60yr life; 0.5% every 10 yrs; 0.2% every yr.

Life expectancy: Main building 30-80 yrs, engineer assessment after 10 yrs, every 5 yrs. HVAC 15-25 yrs with right maintenance. Chemical room 15-25 yrs with proper maintenance - every 5 yrs specialized company for service. Main pool shell life span is 30 yrs.

Pat McNulty Park

Year	Replacement Value	Major Costs (10 years)	Annualized Replacement	Annualized Major Projects	Annualized Maintenance	Annualized Cost
2022	\$483,656	\$24,183	\$16,122	\$2,418	\$9,673	\$28,213
2023	\$483,656	\$24,183	\$16,122	\$2,418	\$9,673	\$28,213
2024	\$483,656	\$24,183	\$16,122	\$2,418	\$9,673	\$28,213
2025	\$483,656	\$24,183	\$16,122	\$2,418	\$9,673	\$28,213

Assume: 30yr life; 5% every 10 yrs; 2% every yr.

Cost to replace the building, garage, dugouts, fence, lighting and irrigation. Life span of the buildings are 30-80 yrs, fence is 15-30 yrs, lighting is 6-17, pole are 50 yrs and irrigation is 25-30 yrs.

Marina (Combined)

Year	Replacement Value	Major Costs (10 years)	Annualized Replacement	Annualized Major Projects	Annualized Maintenance	Annualized Cost
2022	\$1,844,446	\$59,839	\$55,107	\$5,984	\$18,538	\$79,629
2023	\$1,844,446	\$59,839	\$55,107	\$5,984	\$18,538	\$79,629
2024	\$1,844,446	\$59,839	\$55,107	\$5,984	\$18,538	\$79,629
2025	\$1,844,446	\$59,839	\$55,107	\$5,984	\$18,538	\$79,629

Assume: 40yr life; 5% every 10 yrs; 2% every yr.

Cost to replace marina building, gas system, sewage system and floating launch dock. Life span is 30-50 yrs for building, 25 yrs for fuel system, sewage systems is 15 years and floating dock is 20-35 yrs.

Assume: 30yr life; 2% every 10 yrs; 0.2% every yr.

Cost to replace Floating docks. Life span is 20-35 yrs.

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Lamure Beach

Year	Replacement Value	Major Costs (10 years)	Annualized Replacement	Annualized Major Projects	Annualized Maintenance	Annualized Cost
2022	\$284,000	\$8,520	\$7,100	\$852	\$1,136	\$9,088
2023	\$284,000	\$8,520	\$7,100	\$852	\$1,136	\$9,088
2024	\$284,000	\$8,520	\$7,100	\$852	\$1,136	\$9,088
2025	\$284,000	\$8,520	\$7,100	\$852	\$1,136	\$9,088

Assume: 40yr life; 3% every 10 yrs; 0.4% every yr.
Building life 30-50 yrs. Cost not including equipment.

Parks and Playgrounds

Year	Replacement Value	Major Costs (10 years)	Annualized Replacement	Annualized Major Projects	Annualized Maintenance	Annualized Cost
2022	\$1,132,990	\$113,299	\$75,533	\$11,330	\$1,133	\$87,996
2023	\$1,132,990	\$113,299	\$75,533	\$11,330	\$1,133	\$87,996
2024	\$1,132,990	\$113,299	\$75,533	\$11,330	\$1,133	\$87,996
2025	\$1,132,990	\$113,299	\$75,533	\$11,330	\$1,133	\$87,996

Assume: 15yr life; 10% every 10 yrs; 0.1% every yr.
Replacement based on 7 parks. Playground life expectancy 8-15 yrs with metal products

Community Centres

Assume: no major projects planned.

Totals

Year	Replacement Value	Major Costs (10 years)	Annualized Replacement	Annualized Major Projects	Annualized Maintenance	Annualized Cost
2022	\$27,631,292	\$300,317	\$551,964	\$30,032	\$65,776	\$647,772
2023	\$27,631,292	\$300,317	\$551,964	\$30,032	\$65,776	\$647,772
2024	\$27,631,292	\$300,317	\$551,964	\$30,032	\$65,776	\$647,772
2025	\$27,631,292	\$300,317	\$551,964	\$30,032	\$65,776	\$647,772

Information Gathering

To develop a comprehensive understanding of community needs and priorities, a variety of methods were employed to collect input and data. This section outlines the approaches used to gather information including surveys, focus groups, stakeholder interviews, and a review of documents and demographic data. The insights gained form the foundation for the findings presented later in this report.

3.1 Literature Review

Several documents, reports, and plans were reviewed with the purpose of determining goals, priorities, data about facility conditions and use, reviewing budget, assessing service levels, identifying operational practices and agreements, as well as to capture any trends, issues and influences that might inform strategic priorities and action items related to recreation and cultural services. ([Appendix A](#))

Of note, is the Town of Deep River's Strategic Plan which is the impetus to the Recreation and Culture Master Plan addressing the pillar of Community Wellness and Quality of Life. Implementing the Recreation and Culture Master Plan will support other strategic priorities within the Strategic Plan and demonstrates the Town's commitment to realizing its vision and mission.

A total of 17 documents were reviewed and include:

- Town of Deep River Strategic Plan (2024–27)
- Consolidated Official Plan (2024)
- Asset Management Plan (2022)
- Recreation Parks and Facilities Overview (2022)
- Community Improvement Plan
- Non-Core Asset Management Plan (2024)
- Multi-Year Accessibility Plan (2018; updated 2023)
- Design of Public Spaces Standard
- Accessible Customer Service Policy (By-Law 41-2009)
- Recreation Refund Policy
- Statement of Policy for Marina Operators
- Deep River Arena Policy
- Pool Standard Policy
- Zoning By-law 07-2024
- Joint Community Safety and Well-Being Plan
- Upper Ottawa Valley (2003)
- County of Renfrew Active Transportation Strategy
- Health Unit Reports (Source: <https://www.rcdhu.com/reports/>)

3.2 Environmental Scan

The consulting team reviewed close to twenty documents, plans, and reports from regional, provincial and national organizations. The purpose is to identify any key challenges, trends or opportunities (external to the Town of Deep River) that might influence delivery of service. ([Appendix B](#))

A total of 19 resources were reviewed and include:

- ParticipACTION: the Children and Youth Report Card
- Parks and Recreation Ontario
- Rural Recreation Association (RRA)
- Canada Sport Policy 2023
- What We Heard
- Contextual Analysis of Framework for Recreation in Canada
- Truth and Reconciliation Commission of Canada: Calls to Action, 2015
- Framework for Recreation in Canada
- 2024 Framework for Recreation in Canada Update
- Jumpstart State of Play Youth Report
- Rural Activities Market Report (2025)
- Economic Impact of Outdoor Recreation in Canada (2024)
- The Price of Inactivity
- Ontario Recreation Facilities Association (ORFA)
- Canadian Parks and Recreation Association
- ActiveXchange
- Ontario Culture Strategy: Telling Our Stories, Growing Our Economy
- Developing and Revitalizing Rural Communities through Arts and Creativity
- Ontario Heritage Trust – Proposals for Ontario’s Culture Strategy (White Paper)
- Environics Analytics



3.3 Community Engagement

Community engagement is the cornerstone of a good recreation culture plan; this process acknowledges that community is not merely a passive recipient, but rather an active participant in shaping strategic goals and service delivery.

Focus Groups

Extensive Focus Group sessions were prepared to ensure residents and key stakeholders were consulted on Deep River's parks and recreation services. Providing the opportunity for valuable insight and feedback from the community is an integral part of the planning process.

A total of four (4) Focus Groups were hosted on December 2nd and 3rd with a total of 50 key stakeholders participating in these critical workshops with high school students at McKenzie High School, Deep River Library with the Senior Friendship Group and two sessions upstairs at the Deep River Arena with community groups. ([Appendix C](#))



One-on-One Interviews

One-on-One stakeholder interviews were held between November 2024 and January 2025, to allow for depth and breadth of understanding regarding current recreation services, SWOT analysis, and local priorities and needs. Information also contributed to the development of a vision and mission statement. A total of 14 interviews were conducted with a total of 16 participants. Participants all have long-standing community ties and are actively involved across a wide range of recreation and cultural activities. ([Appendix D](#))

Community Survey

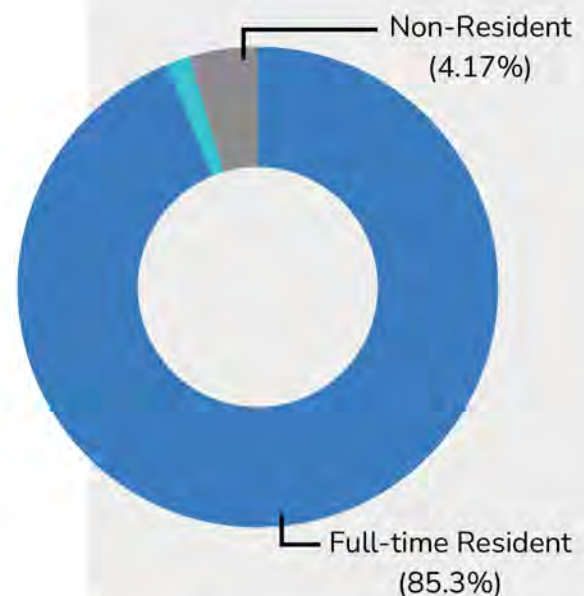
A comprehensive Community Survey was prepared to ensure residents and others that rely on Deep River's recreation and culture services had the opportunity to provide their insight and feedback as part of the planning process. Participants were polled on a variety of topics including participation in recreation and culture activities, use of outdoor spaces and facilities, user satisfaction, barriers to participation, communication preferences, and top priorities for investments, among others. ([Appendix E](#))

The survey was open from January 21 to February 28 and a total of **562** responses were received.

Residency Status

The majority of respondents (85.3%) are full-time residents of Deep River; this represents 10% of Deep River's total population. Seasonal residents account for 1.45% of participants, while 4.17% live in other municipalities but use Deep River's recreation or cultural services.

Specific neighboring locations mentioned include Laurentian Hills, Chalk River, Rapides des Joachims, and Petawawa.



Age Range Distribution

The largest group of respondents falls into the 31–40 years age range, representing 24.09%. Other significant groups include:

- 51–60 years (20.65%)
- 41–50 years (21.74%)
- 61–70 years (12.14%)

Smaller proportions of respondents are under 20 years or over 80 years.



3.4 Site Assessments

The consulting team visited all municipally owned indoor and outdoor recreation and culture facilities. These visits were conducted in November and December 2024.

Observations were recorded related to existing infrastructure and amenities, signage, location, and general condition. These will be used to inform recommendations as part of Phase 2 work. ([Appendix F](#))



3.5 ActiveXchange Movement Data

Data was obtained for the Deep River Arena for the period of January 1 to March 1, 2025. This information provides detail on visitation to the arena including length of visit, origin for travel, and provides visitation statistics. ([Appendix G](#))



3.6 Environics

Data was obtained for the Deep River Arena for the period of September 1, 2024, to September 1, 2025.

This information provides a snapshot of data/"mobilescapes" on number of visitors, demographic summary of unique visitors, visit summary by day of week, visit summary by time of day and a geographical summary over the year. ([Appendix H](#))



3.7 Non-Municipal Facility Supply

There are several recreation and culture facilities in the Town of Deep River that are not owned or operated by the municipality. This includes spaces such as the Royal Canadian Legion Branch 436, Mount Martin Ski Club, Deep River Curling and Squash Club, church halls, and school facilities. These, and many others, add to the overall supply of recreation and cultural spaces available to residents. However, there are some challenges such as hours of availability, fees, and building condition.

Representatives from some of the organizations responsible for these spaces have come together as an informal Infrastructure Clubs Working Group to discuss their common issues and work collaboratively to seek solutions. These groups are challenged with navigating increasing operating costs such as insurance and hydro and planning for capital projects and renewal. Interest has been expressed in engaging with the Town to review how their facilities fit into the bigger picture to support the community fabric both in the short and long term horizon.

3.8 Council Presentation

On June 11, 2015, Evelyn Myers and Sofia Wilkie made a presentation to Council. In their presentation these youth addressed their concern with the condition of the park and identified some opportunities for improvement. They brought forward some fundraising opportunities. At this meeting, staff were directed to forward a copy of the presentation for consideration as part of the Recreation and Culture Master Plan. ([Appendix I](#))



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Overview of Findings

The Town of Deep River's recreation and culture landscape is characterized by strong community pride, diverse activities, and a unique multi-cultural identity. Throughout Phase 1 of the process (Information Gathering), one of the biggest initial findings was the overwhelming response from the community to be engaged in their Recreation and Culture Master Plan. This was observed through extensive interviews, community survey, focus groups and facility assessments with all key stakeholders from the community.

Initial information gathering findings reveal some persistent challenges including aging infrastructure, sustainable funding, accessibility, and volunteer recruitment. There is clear appetite for inclusive programming, better event support, enhanced marketing, and a centralized community hub. Addressing these themes will be key to sustaining and growing Deep River's quality of life and community spirit.



“The impact of recreation and culture services is noted to define the community and its character. These services foster friendships, community engagement and personal growth and are the key to attracting and retaining residents.”

From One-on-One Interviews



4.1 Summary of Findings

After extensive Information Gathering several key findings came to light including the pride the community has in its surroundings, its natural environment and location next to the Ottawa River with access to nature, trails and parks.

The community is also interested in exploring the feasibility of centralized, accessible community space for inclusive program delivery with the latest technology and space for significant community use in all seasons.

Initial findings also demonstrate and re-enforce the significance of the pool for the community. This was noted heavily throughout the process especially when the pool was closed.

There is also opportunity for expanded program in sports, fitness and cultural activities for seniors and youth programming. The demographic profile of the community supports an aging community while feedback from the community was that young people need recreation in the form of a youth centre, youth programming, etc.



4.2 Strengths, Weaknesses, Opportunities, & Threats (SWOT) Analysis

The following SWOT analysis provides an overview of Deep River's key strengths, weaknesses, opportunities, and threats as they relate to recreation and culture. This assessment draws on recent data, community input, and local context to inform strategic priorities and guide future planning.

Strengths

- Abundance & diversity of activities
- Strong natural environment
- Engaged residents & supportive volunteer base
- Affordable programs & facilities
- Cultural diversity & inclusion
- Innovative clubs & adaptive programs
- Quality facilities & parks

Weaknesses

- Aging infrastructure
- Insufficient community space
- Volunteer burnout & declining numbers
- Financial constraints
- Gaps in youth/teen programming
- Poor promo & communication
- Outdated or missing policies
- Accessibility issues
- Siloed organizations

Opportunities

- Improved promo & communication
- Cost-sharing & partnerships
- Grant opportunities
- Optimizing recreation & culture facilities and infrastructure
- Enhanced volunteer recruitment & retention
- Multicultural festivals & senior events
- Attracting young families
- Recreation-related tourism
- Increased accessibility

Threats

- Aging infrastructure & high maintenance costs
- Limited tax base & rising costs
- Declining & aging volunteer base
- Climate change impacts
- Siloed organizations & competition
- Financial instability
- Barriers to regional collaboration
- Population stagnation over the last decade

Strengths

Deep River benefits from a vibrant and active community supported by nearly 100 diverse groups offering a wide spectrum of recreation and cultural activities. The town's outstanding natural environment—with access to parks, trails, the Ottawa River, and a well-used marina—provides an exceptional backdrop and habitat for outdoor recreation and cultural festivals. Residents show remarkable engagement, driving a strong and supportive volunteer base essential for sustaining programming and civic life.

The town emphasizes affordability and accessibility, ensuring recreation and culture programs serve all demographic groups. Deep River places a priority on cultural inclusion, reflected in active support for LGBTQ+, multicultural programming, and innovative clubs that adapt quickly to changing needs. Facilities such as the Deep River Arena—with year-round ice and ball hockey, banquet hall, and community gathering spaces—the aquatic centre with its well-equipped natatorium and sauna, and numerous well-maintained parks and recreation spaces collectively enhance the community's livability and appeal.

The library plays a vital role as a cultural hub, augmented by varied and creative programming across indoor and outdoor spaces. Collectively, these assets create a diverse, inclusive, and high-quality recreation and cultural landscape uncommon in towns of this size.



Weaknesses

Despite its assets, Deep River grapples with challenges rooted mainly in aging infrastructure, including the pool, arena, and community centre, all of which require significant capital investment and ongoing maintenance to remain viable. Existing community space is noted to be insufficient, limiting the scope and scale of programs especially for youth and teen populations. Gaps in dedicated programs and facilities are evident.

The volunteer base, while strong, is showing signs of burnout and decline, increasing risk for program sustainability. Financial constraints—exacerbated by limited and inconsistent grant availability—restrict the Town's capacity to address these issues and pursue significant new initiatives.

A lack of up-to-date policies or formal agreements around recreation governance creates fragmentation and potential liability concerns. Accessibility challenges, particularly in aspects of the arena, remain problematic.

Furthermore, siloed organizational structures limit coordination, joint planning, and resource sharing across the broader community sector.

Communication and promotional strategies lag behind contemporary standards, with digital presence and public awareness efforts needing enhancement to better connect with residents.



Opportunities

Deep River has numerous promising opportunities to capitalize on its strengths and mitigate weaknesses. Promotion across media platforms can raise engagement levels and participation in events and programs.

Regional collaboration through cost-sharing arrangements and formal partnerships with neighbouring municipalities and institutions offers potential to expand resource availability and programming possibilities. Planned facility investments and upgrades—including a multi-year arena improvement plan, marina expansion, new splash pad, BMX/pump track, and enhanced outdoor amenities—will attract new users while catering to existing community needs.

A refreshed volunteer strategy focusing on recruitment, recognition, and retention will sustain this critical resource. Expanded multicultural festivals and seniors events can celebrate diversity and address aging needs.

Population growth—anticipated from new housing developments and improved amenities—combined with strategic marketing of natural assets, presents opportunities to increase tourism and recreational visitation. Initiatives aimed at enhancing accessibility further ensure all residents and visitors can fully participate.

Threats

Several threats could impact Deep River's recreation and cultural vitality. The town must contend with aging infrastructure whose maintenance and upgrade needs exert substantial financial pressure.

A limited tax base combined with rising operational and capital costs heightens fiscal vulnerability. The volunteer sector is aging and contracting, jeopardizing the continuity of numerous community programs. Climate change introduces unpredictable weather patterns and environmental impacts that challenge outdoor recreation and facility operations. Competitive dynamics and siloed organizations complicate collaboration efforts, while financial instability and insufficient external funding exacerbate constraints.

Though recent census data shows modest growth, historical stagnation or decline remains a risk that could reduce program demand and community vibrancy. Additionally, barriers to regional cooperation and a lack of cost-sharing agreements restrict Deep River's ability to realize full economies of scale or spread costs equitably.



4.3 Points of Pride

Throughout the recreation and culture planning process, residents have consistently highlighted what makes Deep River a special place to live. Drawing from a wide range of community input—including surveys, workshops, and public engagement activities—several points of pride have emerged that reflect the community’s values, strengths, and unique identity.

The following summary captures the recurring themes that residents celebrate most about recreation, culture, and community life in Deep River.

Natural Beauty &
Outdoor Recreation

Community
Engagement &
Volunteerism

Arts, Culture
& Heritage

Recreation &
Sport Facilities

Educational &
Institutional
Resources

Community Identity
& Liveability

Natural Beauty & Outdoor Recreation

The dominant theme is Deep River’s access to nature and recreational outdoor spaces. The town strongly values its environment and has structured its recreation around seasonal and natural features.

Community Engagement & Volunteerism

A strong civic and social engagement spirit is evident. Community cohesion is fueled by a culture of giving, mutual aid, and diverse engagement.

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Arts, Culture & Heritage

There's an impressive cultural richness for a small community. The town's cultural identity is rooted in strong musical, artisan, and event-based traditions.

Educational & Institutional Resources

The town benefits from strong educational and civic infrastructure. There is pride in intellectual capital, healthcare, and public service infrastructure.

Recreational & Sports Facilities

Varied opportunities for all ages in sports and fitness. Investment in youth, health, and community sports is a clear priority.

Community Identity & Livability

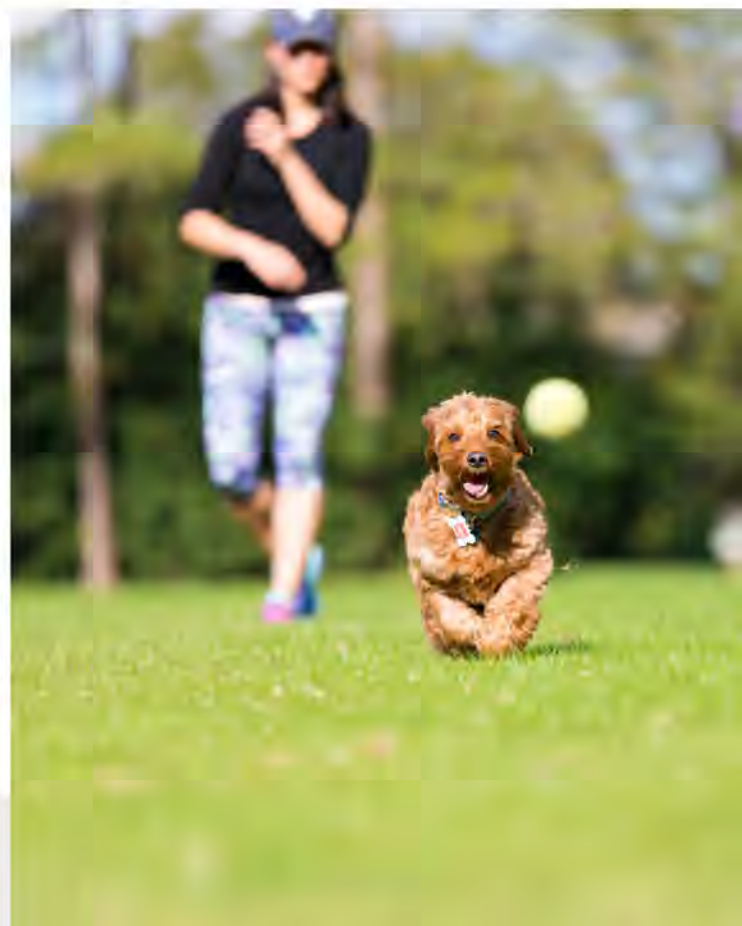
There's a repeated emphasis on quality of life. Residents express a deep appreciation for the town's safety, culture, and livability.

4.4 Parks & Playgrounds

Almost all (96%) survey respondents indicated that they visit parks, trails, and open spaces. Park usage is evenly distributed across town with Pier Park, Pine Point Beach and Lamure Beach topping the list. Unity Park, Hill Park, Riverbank Park and Pat McAnulty Park are also used significantly, along with the 4 Season Trails/Conservancy.

In reviewing the Town's Asset Management Plan, the parks and associated equipment related to recreation were rated in good condition with all playgrounds noted to be in fair to very good condition. Notable projects include playground structure replacements, sports field lighting, bleacher refurbishments and ongoing parkland and trail maintenance. The replacement value for all parks and associated equipment related to recreation was established at \$11.5 million.

While the Skate Park is seen as a welcome addition, there remain some concerns about its location and unsupervised activity. There were also multiple mentions for a dog park in the community.



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4.5 Trails Systems and Facilities

Many respondents use local trail networks for activities such as walking, hiking, dog walking, cycling, cross-country skiing, and snowshoeing. Approximately half (49%) of those surveyed access the town's trails with others accessing trails at East End Lands / Four Seasons Trails (20%) or at West End Lands / Near Pat McNulty Park (13%). Some of those surveyed (11%) don't use the local trails.

Frequently utilized facilities include use of beaches (86%), Bench, Picnic Table or Other Seating (72%), Waste Receptacle (61%), Washrooms (54%), and the Marina, Pavilion or Gazebo, Playground or Climber (all over 40%).

Satisfaction rate with the town's parks, trails and open spaces was high with over 85% of residents being satisfied or very satisfied with town services. Residents feel that parks, trails, and open spaces provide excellent opportunities for recreation and everyday exercise, contributing significantly to their quality of life. The sentiment of pride and contentment is evident, with respondents regularly using these areas and noting that they are well maintained and accessible.

The overwhelmingly positive satisfaction ratings emphasize that these spaces are a vital asset to Deep River's residents. However, the constructive suggestions also outline a roadmap for future investments. The community was very adamant that no trails or parks be taken away for any future development. By improving wayfinding, bolstering amenities, and addressing maintenance challenges, local decision makers can continue to nurture and enhance these cherished community resources.



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In essence, while residents are highly satisfied with Deep River's outdoor spaces, there is also a clear and engaged call for continual improvements to maintain the quality, safety, and accessibility of these beloved areas. This balanced view not only validates past investments but also points toward strategic enhancements that could ensure these assets remain a strong pillar of community well-being for years to come.



4.6 Marina

A majority of respondents visit the marina in the town. Popular uses include viewing or sight-seeing (67%), visiting the playground (40%), picnicking (36%), swimming (33%), launching a motorized boat (36%) and launching a non-motorized boat at (27%).

Respondents stressed that the marina's docks, slip areas, and adjacent facilities need regular maintenance and modernization. The proposed upgrades include replacing or refurbishing aging dock structures, ensuring that ramps and walkways are level and accessible, potentially adding more slips and additional parking, addressing any issues related to water drainage or erosion that might compromise safety and usability.

Several community members urged the addition of better lighting throughout the marina area, so evening and early-morning users feel secure. Improvements in signage—both for navigation and to communicate safety protocols—were also recommended. Clear markers, directional maps, and emergency information would help boaters and visitors maneuver confidently throughout the marina.



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The feedback highlighted a desire for more comfortable and appealing amenities. This includes introducing marina service trailhead with sheltered waiting areas or seating spots; upgrading restroom and waste management facilities to keep the area clean; and considering small, complementary retail or service kiosks, food trucks/additional food service to serve boaters, adding free Wi-Fi, making the marina not only a transit point but also a destination in its own right.

Several suggestions called for the preservation and enhancement of the natural qualities of the marina. Enhancing water quality, controlling pollution, and maintaining the surrounding landscape were seen as vital to ensuring that the marina remains a vibrant recreational asset. There was also an emphasis on engaging local residents through ongoing public consultations so that any improvements reflect community needs and values.

Taken together, these recommendations advocate for a marina that is safer, better maintained, more accessible, and more responsive to both environmental concerns and local community use. Such improvements are intended not only to boost the attractiveness and functionality of the marina but also to reinforce its role as an integral part of the town's recreational and cultural offerings.



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4.7 Indoor Facilities

Most (91%) of those surveyed visit indoor recreation and cultural facilities with the Deep River Library used the most (37%), followed by the Deep River Pool (28%) and the Deep River Arena (26%). Half (50%) of those surveyed state that there are no programs or events of interest to them which is significant and surprising with all the town has to offer. There could be expanded programming opportunities to explore.

In reviewing the town's Asset Management Plan, the facilities and buildings related to recreation were rated in fair condition while 23% were noted to be in very poor condition (community centre and woodworking building) and the arena and community pool require major rehabilitation (pool rehabilitation now complete). For example, the arena ice surface replacement is valued at \$1.5 million. The replacement value for all facilities and buildings was established at \$89.86 million.

Satisfied Users (59%)

Arena Data Extract Summary

A Data Extract Summary was also completed on the Deep River Arena for the period of January 1 to March 1, 2025. This provided a 'snapshot' on usage patterns and visitation to the arena over this time.

There were almost 3000 visits to the arena; with 42% traveling 5.5 km (indicating they are local) and 58% being from outside the Town boundaries.



Arena Data Mobilescope Summary

A Data Mobilescope Summary was completed by Environics Analytics on the Deep River Arena for the period of September 1, 2024, to September 1, 2025.

This provided a longer and much broader perspective on usage patterns at the arena. Some of the key findings include: 30,900 visits to the arena; visits by day of week at 20% (6105) visits on Fridays, 19% on Saturdays, 16% on Sundays; visits by time of day at 35% Evening (6-9 p.m.) and 32% evening commute (3-6 p.m.); and finally the geographical summary with 35% of visitors coming from within 2 km and 70% of visitors are from within 9 km.

As part of the arena analysis, there were also multiple flags to better utilize the upper hall for much needed community space.



Arena Accessibility

Accessibility is the major barrier/challenge. This issue has been explored by the town in the past however, the community has raised it here again. Additionally, further consideration to utilizing the side entrance and second floor for additional programming such as fitness centre, rental space, connection to the upper hall, etc. could be explored.

Other Facilities and Identified Needs

The community relies on many non-municipal indoor facilities to meet recreational and cultural programming needs. This includes locations such as the Deep River Legion, curling club, golf course, and Childs' Auditorium.

The community has identified concerns about aging infrastructure and financial/funding challenges for maintaining and upgrading facilities. They have also identified a strong demand for a central hub or community centre for events, programs, and rentals (e.g., one stop shop) that expands meeting/congregation space with expanded accessibility and clarification of accessibility policies. There is a desire for facility renewal through seeking grants, prioritizing maintenance and adapting spaces for new trends to better serve the community.

There is also recognition of the library's central role in the community and many mentions for library improvements such as better equipment, extended hours, more space especially for children and consideration for outdoor wraparound deck and additional outdoor amenities.

There was a focus on further exploring the feasibility of the cultural needs of the community through a cultural centre to host all arts and cultural related activities, events and programs.

There was also strong demand for a Splash Pad which was mentioned multiple times through each information gathering stage (e.g., interviews, survey, and focus groups).



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4.8 Recreation & Leisure Programming

Recreation and leisure programming is valued in Deep River with 82% of survey respondents participating in some form of recreation and cultural programming. Usage data for programs find that Seasonal Activities (skating, skiing, snowmobiling, etc.) top the list at 33%, Library Programs (27%), Aquatics (swimming, diving, learning to swim, etc.) (24%), Fitness related programs (group exercise, running, yoga, Pilates, etc.) (24%), Special Events (Summerfest, farmers market, etc.) (22%), and Sports (baseball/softball, basketball, soccer, volleyball, etc.) (21%).

68% of those surveyed were very satisfied or satisfied with the recreation and cultural programming in Deep River. Approximately 31% of survey respondents were Neither Satisfied nor Dissatisfied and Dissatisfied.

Community response re: increasing participation in recreation programming:

- 58% - Increased awareness of programs
- 47% - More variety in programs
- 35% - Ensure programs are affordable
- 30% - Expand frequency of programs
- 27% - Offer better hours of programs

Another interesting finding related to participating in recreation and cultural programs in other municipalities was 41% of survey respondents participated in recreation and cultural programs in other municipalities (e.g., Petawawa-Pembroke-Chalk River-Laurentian Hills region and nearby areas). From those surveyed, they participate in fitness and indoor recreation, arts, culture and performing arts, winter and outdoor activities, youth and family sports, activities, social and community events



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The reasons provided included accessing facilities and services that are not available in town (55%), the facility or program is better (27%), accessing these in conjunction with other trips (e.g. shopping) (18%), and hours are more convenient at (17%).

The community was asked to recommend new recreational programs, and the feedback was extensive with the following recommendations placed into categories:

Fitness & Physical Activity

Gymnastics, pickleball, biking, martial arts, etc.

Arts, Culture & Creative Expression

Sewing, woodworking, cultural & Indigenous

Kids, Camps & Family Activities

After-school, camps, children's classes

Community Facilities & Gathering Spaces

New/upgraded spaces, dog park, expansion or reuse

Events & Entertainment

Outdoor movies, fishing derbies, one-off events

Outdoor & Nature-Based Recreation

Canoeing, sailing, group outings, trails

Organized Sports

Basketball, lacrosse

Infrastructure & Support

Weather-resistant, year-round options

Miscellaneous

Adult education, naturalist programs, staff support

4.9 Cultural Programming

As mentioned above, recreation and leisure programming are deeply valued in Deep River with 82% of survey respondents participating in some form of recreation and cultural programming.

Usage data for programs finds that THEOP (100+), Farmers Markets (90+), and community theatre/symphony/orchestra (80+) are core cultural anchors in the community. The data and findings identify that cultural spaces such as school auditoriums and gyms are critical for cultural programming, but access is inconsistent. Deep River's science/nuclear history and ongoing connection to the nuclear industry are well-recognized. There is a wide range of cultural activities and organizations (theatre, symphony, potters' guild, art exhibitions, library) who demonstrate a high level of community-driven events and active groups.

4.10 Events

The community was asked to respond to any community or cultural events that they participated in within the last 24 months with some key findings being, Summerfest (140 mentions) is the most frequently cited activity, indicating that it is one of the main events in the community. The library (130 mentions) stands out as a central hub for cultural, educational, and social engagement across all age groups. THEOP (100+), Farmers Markets (90+), and community theatre/symphony/orchestra (80+) are core cultural anchors. Lastly, a wide range of sports, wellness, and arts-based programs suggests diverse interests and opportunities were mentioned.

Top Community & Cultural Events

- Summerfest
- Library programming
- THEOP
- Farmers Markets
- Community Theatre
- Symphony
- Orchestra

4.11 Administration & Communications

The study also explored the administration and communications services of the Town of Deep River. The data suggests multiple mentions of enhanced promotions and communications on all recreation related programs and events. There was also mention of some policy and process gaps citing a need for updated policies, agreements, and better collaboration to avoid working in silos. Additionally, there was a strong desire from community groups and volunteer organizations for additional support and guidance from the town to support them in delivering their services. There were significant findings around a decline in volunteerism in Deep River which mirrors provincial and national trends.

Residents were surveyed and asked where they get information about Deep River's recreation and cultural services and the top choice was Facebook (75%), word of mouth (from friends or family) (74%), the town website (49%), print media (e.g. newspapers, flyers or posters) (41%) and finally through other organizations or clubs that I am involved with at (27%).

Survey results indicate that while many residents find staff knowledgeable about Deep River's recreation and cultural services and are generally satisfied with customer service, there are notable areas for improvement. Approximately 59% of respondents reported some difficulty in finding information about parks and recreation services, and just over half (54%) expressed neutral or negative views regarding the current program registration and facility booking system. These findings suggest opportunities to enhance communication, streamline information access, and improve administrative processes to better serve the community.

The community was also asked about how they would contribute to the development of recreation and cultural services in the future; the top three responses include supporting the implementation of non-resident fees and cost-sharing agreements (16%), offering to volunteer at a program or fundraising event (16%), or agreeing to paying more user fees (14%).

Key Findings

These five trends—service delivery and partnerships, aging infrastructure, climate and environment, health and wellbeing, and recreation trends—provide a comprehensive framework for addressing the key challenges and opportunities facing Deep River’s recreation and culture sector. By focusing on these areas, the Town can develop strategic goals and actions that support a vibrant, inclusive, and sustainable community

Trends

Service Delivery, Partnerships, & Accessibility

- Strong partnerships with local groups
- Volunteers essential for diverse programs
- Technology adoption
- Accessibility & inclusivity; barrier-free design
- Affordable options

Aging Infrastructure & Asset Management

- Aging facilities require costly maintenance
- Multi-purpose spaces are in demand
- Partnerships with schools and nonprofits
- Sustainable funding for long-term viability

Climate, Environment & Outdoor Recreation

- Natural environment is a community asset
- Climate change impacts outdoor activities
- Environmental stewardship is key
- Outdoor recreation is vital for wellbeing

Health, Wellbeing & Social Inclusion

- Recreation & culture support health
- Flexible, unstructured options are needed
- Isolation & mental health are concerns
- Inclusive programs reduce barriers for all

Emerging Trends & Youth Engagement

- Growing interest in activities like pickleball & unstructured play
- Youth engagement is a top priority—safe, welcoming spaces needed
- Screen time & declining physical activity are concerns for young people
- Innovative, creative programming helps meet evolving community needs



Service Delivery and Partnerships

Deep River's parks, recreation, and culture services are delivered through a network of strong partnerships between the municipality, local organizations, and dedicated volunteers. As the community evolves, maintaining and expanding these relationships is essential to ensure access to a diverse range of programs and facilities. The rapid pace of technological change presents both opportunities and challenges—adopting new tools and software can streamline operations, enhance the customer experience, and support data-driven decision-making. However, adapting to these changes requires ongoing training and investment.

The aging population is a key consideration, as improvements that benefit seniors—such as barrier-free design and accessible programming—often enhance the experience for all residents. Addressing barriers related to location, cost, and inclusivity is a priority. At the same time, the sector faces challenges with staff and volunteer recruitment and retention, especially in the wake of COVID-19 and as long-time volunteers age out. Developing new approaches to volunteerism, succession planning, and staff development will be critical to sustaining high-quality services.

Aging Infrastructure and Asset Management

Deep River, like many rural municipalities, faces significant financial pressures in maintaining and renewing its recreation and cultural infrastructure. Aging facilities, with new regulations and rising service demands, present ongoing challenges. The lack of consistent, sustainable funding from other levels of government further complicates these efforts.

There is a growing recognition of the need for multi-purpose, multi-generational spaces that can serve a variety of community needs. Partnerships with schools, nonprofits, and other organizations can maximize the use of existing facilities and share the burden of maintenance and upgrades. Ensuring that these spaces remain accessible, safe, and relevant will be essential as the community grows and evolves.



Climate, Environment, and Outdoor Recreation

Deep River's natural environment is a cornerstone of community identity and a major driver of recreation and tourism. Protecting and preserving parks, trails, and open spaces is a top priority, especially as climate change brings more extreme weather events and environmental challenges. Adaptations such as tree planting, sustainable building design, and resilient programming will help mitigate these impacts.

The popularity of outdoor activities—from hiking to skiing to water-based recreation—underscores the importance of environmental stewardship. Deep River is positioned to lead in sustainability, ensuring that its natural assets remain accessible and enjoyable for future generations.

Health, Wellbeing, and Social Inclusion

Recreation and culture play a vital role in promoting both physical and mental health. Despite the well-documented benefits, participation rates can be low, and many residents seek more flexible, unstructured opportunities that prioritize personal fulfillment over traditional performance-based activities.

Social isolation and mental health challenges are growing concerns, particularly among seniors and youth. Ensuring that programs are accessible, affordable, and inclusive is essential to addressing these issues. Deep River's active community spirit provides a strong foundation, but ongoing efforts are needed to reduce barriers and support the wellbeing of all residents.



Recreation Trends and Youth Engagement

The recreation landscape is shifting, with growing interest in activities like pickleball and a greater emphasis on unstructured, flexible play. At the same time, youth engagement remains a critical issue. Concerns about screen time, declining physical activity, and mental health highlight the need for innovative programming and safe, welcoming spaces for young people.

Deep River's recreation and culture services must adapt to these trends, repurposing spaces and developing new initiatives that meet the evolving needs of the community. Fostering a culture of accessibility, inclusion and creativity will help ensure that all residents, regardless of age or background, can participate and thrive.



Summary & Next Steps

The first phase of the Recreation and Culture Master Plan is now complete. The findings in this report have made it clear that the Town of Deep River, along with its residents and visitors, greatly value and appreciate its natural landscape and variety of recreation and culture-based opportunities currently available.

Throughout this first phase of the project, several important trends, issues, and opportunities have been identified that will shape the future direction for recreation and culture services in Deep River. These findings were informed by the community survey, key stakeholders, and a review of relevant reports and documents, reflecting the community's priorities, needs, and aspirations.

New Vision

Building on this foundation, the consulting team will begin to craft a new vision and mission for Deep River's recreation and culture services. These will be designed to capture the community's values, address identified trends and issues and provide clear direction for future growth and improvement.

Strategic Goals

Following the development of the vision and mission statements, a series of strategic goals will be established. These goals will be supported by specific actions categorized into short, medium, and long-term timelines. Each action will be aimed at enhancing service delivery, promoting accessibility and inclusivity, protecting the natural environment, and supporting community health and well-being.



Funding

A funding strategy will be integrated into the final Master Plan. This strategy will provide guidance on funding priorities, explore potential funding sources (e.g., grants, partnerships, user fees), and offer approaches for ensuring the financial sustainability of parks and recreation services.

Evaluation Tools

Evaluation tools will also be developed and embedded within the Plan. These tools will assist the Town in tracking progress over time, measuring the effectiveness of initiatives, and ensuring that the Master Plan remains a living document that adapts to the evolving needs of the community.

The planning process will conclude with a final presentation to Council in fall, 2025. This presentation will summarize the planning process, highlight key findings, outline the recommended vision, mission, goals, and actions, and present the Recreation and Culture Master Plan for Council's endorsement.

“The Town of Deep River’s commitment to proactive planning ensures that its recreation and culture services will continue to enrich the lives of residents and visitors, now and into the future.”

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2024 Framework for Recreation in Canada Update
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Appendix A: Literature Review

The literature review for the Town of Deep River Recreation and Culture Master Plan synthesizes a broad range of municipal documents, policies, and sector studies to establish a solid base of evidence for planning. This review identifies the Town's strategic directions, assesses the condition and use of recreation and cultural assets, and highlights best practices and emerging trends that will shape service delivery over the next decade. By drawing on both internal and external sources, the literature review ensures that recommendations for Deep River are grounded in local realities while reflecting broader policy, demographic, and sectoral shifts. The findings directly inform priority-setting, resource allocation, and the creation of an inclusive, resilient, and vibrant recreation and culture system for the community.

Highlights of the Most Relevant & Important Findings

Strategic Alignment

Deep River's Strategic Plan (2024–2027) and Official Plan (2024) both prioritize the creation of a healthier, more inclusive community, emphasizing the importance of accessible recreation and culture, infrastructure renewal, and meaningful community engagement.

Asset Condition and Investment Needs

The Asset Management Plans (2022, 2024) reveal that a significant portion of recreation and cultural facilities are aging or in poor condition, with major investments required for rehabilitation and replacement. Parks and trails are generally in better shape, but continued funding and proactive planning are essential.

Accessibility and Inclusion

The Multi-Year Accessibility Plan (2018, 2023) and related policies commit the Town to removing barriers and ensuring all residents can participate fully in recreation and culture. This includes facility upgrades, accessible design standards, and ongoing engagement.

Community Engagement and Needs

Surveys and facility reviews show strong community demand for improved amenities

(e.g., splash pad, skate park), expanded youth opportunities, and enhanced accessibility. Public input is central to shaping priorities and ensuring services reflect local needs.

Policy and Regulatory Framework

The Zoning By-law (2024) and other municipal policies protect land for recreation and culture, set standards for facility development, and guide the integration of these services into broader community planning.

Downtown and Economic Revitalization

The Community Improvement Plan supports the enhancement of public spaces, integration of public art, and activation of the downtown core through cultural programming and events, linking recreation and culture to economic development and community pride.

Health and Well-being

External reports, including those from the Health Unit, underscore the role of recreation and culture in addressing food insecurity, mental health, youth engagement, and health inequities—reinforcing the need for accessible, affordable, and inclusive programming.

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These findings provide a strategic foundation for the Master Plan, ensuring that future investments and initiatives are responsive to Deep River's evolving needs and aspirations while aligning with best practices and legislative requirements.

Internal: Plans, Reports, and Studies

Town of Deep River Strategic Plan (2024 – 2027)

Deep River's Strategic Plan covers the years 2024 – 2027; and was adopted in early 2024. The Plan sets out a vision of Deep River as a vibrant, diverse, and safe community, proud of its Indigenous and scientific heritage. It identifies four key areas and lists a series of goals and actions.

- Plan prioritizes creating a healthier and more inclusive community; a key action to address this is the completion of a Recreation and Culture Master Plan. The purpose is to guide the delivery of programs, events, facilities and services.
- Emphasizes the need for maintaining and upgrading municipal infrastructure, including recreation and cultural facilities.
- Inclusivity and engagement are highlighted including recommendations to enhance accessibility, social wellness, with a call for meaningful community engagement.
- Other key elements of the Plan include environmental stewardship, operational leadership and continuous improvement.

Consolidated Official Plan (2024)

The Official Plan is the Town's primary land use and policy document, guiding growth, development, and community priorities over the long term. Updated in 2024, the Plan sets out a vision for a sustainable, inclusive, and vibrant community, addressing residential, commercial, environmental, and social needs. It provides the framework for decision-making on infrastructure, land use, and public services, including recreation and culture.

- Plan identifies parks, open spaces, and recreational amenities as vital for community health, social interaction, and quality of life. Emphasizes need to maintain and expand assets as town grows.
- Policies support the conservation and enhancement of Deep River's natural environment, including the Ottawa River waterfront, forested areas, and trail systems, ensuring these spaces remain accessible for public recreation and enjoyment.
- Plan encourages the preservation of cultural heritage resources and the incorporation of public art into new developments and public spaces, fostering a sense of place and community identity.
- There is a strong focus on ensuring that recreational facilities and programs are accessible to people of all ages and abilities, with a commitment to removing barriers and promoting universal design.
- The Plan supports working with local organizations, Indigenous communities, and neighbouring municipalities to broaden recreation and cultural opportunities, share resources, and coordinate programming.
- Ongoing investment is highlighted as essential to keep facilities safe, modern, and responsive to evolving community needs, with an emphasis on long-term planning and asset management.

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Asset Management Plan (2022)

Deep River's 2022 Asset Management Plan (AMP) outlines the Town's approach to managing core municipal infrastructure, including transportation, water, wastewater, and stormwater assets. The plan provides a comprehensive inventory, condition assessment, and long-term lifecycle projections for these assets, ensuring that the Town can maintain service levels, manage risks, and plan for future growth. The AMP also addresses regulatory requirements, climate change impacts, and the need for sustainable financial planning.

- Includes municipal facilities such as recreation centres, arenas, and community buildings as part of the broader asset inventory, highlighting their role in service delivery.
- Emphasizes the importance of long-term maintenance, rehabilitation, and replacement of recreation and cultural facilities to ensure safety, accessibility, and continued community benefit.
- Identifies the need for dedicated funding strategies to address significant future capital investments in recreation and culture infrastructure.
- Considers the impact of aging facilities and climate change on recreational assets, underscoring the importance of proactive planning to mitigate service disruptions.
- Integrates asset management with other municipal plans and policies, supporting coordinated decision-making for recreation and culture services.

2022 Recreation Parks and Facilities Overview

This overview, prepared by the 2022, provides a comprehensive inventory and assessment of Deep River's municipal parks and recreation facilities. The document summarizes current assets, usage patterns, recent public engagement findings, and identifies both immediate and long-term needs for investment and improvement. The report also highlights community feedback collected through surveys and consultations, which inform recommendations for future planning, programming, and capital investment.

- Provides a detailed inventory and condition assessment of key parks and recreation facilities, including arenas, pools, trails, and beaches.
- Highlights strong community engagement and usage across a variety of organized programs and informal activities.
- Identifies priority improvements such as enhanced accessibility, new amenities like a splash pad and skate park, and expanded recreational opportunities for youth.
- Emphasizes ongoing capital investments and the importance of integrating recreation planning with broader municipal strategies and community partnerships.

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Community Improvement Plan

Adopted in 2021, Deep River's Downtown Community Improvement Plan (CIP) provides a framework for revitalizing the town's core area. The CIP outlines financial incentives, design guidelines, and strategic priorities to encourage property improvements, support local businesses, and enhance the downtown's vibrancy and appeal. The plan aims to foster economic development, community pride, and a more attractive, accessible, and active downtown for residents and visitors.

- Supports improvements to public spaces, including parks, trails, and pedestrian amenities, to make downtown more welcoming and accessible for recreation and cultural events.
- Encourages the integration of public art, heritage features, and cultural programming into the downtown environment.
- Provides grant programs and incentives for property owners to enhance building facades, signage, and landscaping, contributing to a more vibrant community hub.
- Promotes collaboration with local organizations and event organizers to animate downtown with festivals, markets, and cultural activities.

Non-Core Asset Management Plan (2024)

Deep River's 2024 Non-Core Asset Management Plan (AMP) provides a comprehensive framework for managing the Town's non-core municipal assets, including recreation facilities, parks, green infrastructure, and municipal buildings. The plan details asset inventories, current conditions, service levels, and ten-year lifecycle cost projections, supporting evidence-based decision-making and compliance with Ontario Regulation 588/17. The AMP also considers the impacts of climate change, future growth, and sustainability, emphasizing the importance of maintaining service quality and managing financial risk.

- **Asset Valuation and Condition:** the total replacement value of non-core assets is approximately \$108.35 million, with an overall condition rated as "Fair." Condition breakdown: 12% Very Poor, 23% Poor, 29% Fair, 21% Good, and 14% Very Good.
- **Ten-Year Lifecycle Cost Projections (2025–2034):** Average annual lifecycle cost is \$1.08 million, with peak spending projected for 2025–2029 (\$1.34 million/year) and lower costs in 2030–2034 (\$831,400/year).
- **Facilities and Buildings:** Replacement value: \$89.86 million; overall condition: Fair. 23% of facilities are in Very Poor condition, including the Community Centre and Woodworking Building. Major rehabilitation is required for the Arena and Community Pool, with notable projects such as arena ice surface replacement (\$1.5 million) and pool upgrades. Lifecycle costs over 10 years: \$4.14 million. Demolition is planned for severely deteriorated buildings.
- **Parks and Associated Equipment:** Replacement value: \$11.5 million; condition: Good. Assets include 7 playgrounds, 1 sports field, 6 parklands, and 62 km of trails. All playgrounds are in Fair to Very Good condition; trails, though mostly informal, are highly valued by the community. Ten-year lifecycle costs: \$765,000, with projects such as playground replacements, sports field lighting, and ongoing park and trail maintenance.
- **Green Infrastructure:** Replacement value (street trees only): over \$900,000; condition: Good (limited data). Assets include ~1,000 street trees, 67 ha of urban forest patches, 400 ha of large forests, and key watersheds. Ten-year lifecycle costs: \$150,000. Noted gaps in condition and valuation data for forests and watersheds, with updates planned in the 2025/2026 Forest Management Plan.
- **Financial and Sustainability Focus:** The AMP highlights the need for dedicated funding strategies and long-term planning to address significant future investments and ensure the ongoing safety, accessibility, and quality of recreation and culture infrastructure.

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Multi-Year Accessibility Plan (2018 and updated 2023)

This multi-year accessibility plan outlines Deep River's ongoing commitment to identifying, removing, and preventing barriers for people with disabilities in all areas of municipal service, including recreation and culture. Developed with input from the Accessibility Advisory Committee and community consultation, the plan details achievements, current policies, and prioritized actions to meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA). It covers municipal buildings, public spaces, and programs, and is reviewed and updated regularly to track progress and set new goals.

- Establishes a framework for ongoing barrier identification and removal.
- Sets measurable objectives and timelines for accessibility improvements.
- Includes staff training, facility upgrades, and public engagement initiatives.
- Reviewed and updated regularly to reflect progress and new priorities.

Design of Public Spaces Standard

This procedure outlines how the Town of Deep River meets the accessibility requirements for the built environment under Ontario Regulation 191/11 (Integrated Accessibility Standards Regulation) of the AODA. It applies to new construction and redevelopment of public spaces owned, operated, or maintained by the Town, ensuring that parks, trails, beaches, play spaces, and related amenities are accessible to people of all abilities. The procedure also details consultation requirements, exceptions, and maintenance standards.

- New or updated trails must be wide, smooth, and easy to use, with input from the public and accessibility committee.
- Beach access paths must be accessible, with proper width and gentle slopes.
- At least (1) picnic table in new/improved outdoor eating areas must be accessible and easy to reach. Playgrounds should have accessible surfaces and equipment for children and caregivers with disabilities, with community input.
- Sidewalks and paths must be safe, smooth, and include rest areas planned with accessibility advice.
- New parking lots must include accessible parking spaces with clear signs; on-street accessible parking is also considered.
- Accessible features must be regularly checked and fixed quickly, and the public notified if there are temporary problems.

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Internal: Policies and Processes

Accessible Customer Service Policy (By-Law 41-2009)

This policy, adopted in 2009, ensures that all Town of Deep River services—including parks, recreation, and cultural programs—are accessible to people with disabilities. It sets standards for customer service, staff training, and the use of assistive devices, service animals, and support persons. The policy also outlines procedures for handling service disruptions, feedback, and accessible communication.

- People with disabilities can use assistive devices, service animals, and support persons at all recreation and park facilities.
- When helping someone with a disability, support persons enter for free at events or facilities.
- Town staff and volunteers receive training on accessible customer service and how to assist people with different disabilities.
- Notices are provided if there are temporary disruptions to accessible features at recreation sites.
- Feedback about accessibility at recreation and park facilities is welcomed and can be given in person, by phone, email, or comment box.
- Information and documents about programs can be provided in accessible formats upon request.

Recreation Refund Policy

Adopted in January 2014, this policy provides for a consistent standard related to program participants withdrawing from a registered program so that there is a clear understanding of the process and expenses involved.

- Sets clear, consistent standards for recreation program refunds.
- Ensures transparency and fairness in handling cancellations.
- Supports customer trust and satisfaction in recreation services.

Statement of Policy for Marina Operators

This policy outlines the rules and expectations for the operation, management, and use of the Deep River Marina. It covers safe and responsible boating, environmental protection, facility maintenance, and customer service standards. The policy aims to ensure the marina is welcoming, safe, and environmentally sustainable for residents and visitors.

- The policy ensures the Deep River Marina is operated safely, responsibly, and in an environmentally friendly manner, with clear rules for users and staff.
- It supports accessible, well-maintained marina facilities that provide positive experiences for residents and visitors.

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Deep River Arena Policy

This policy document, enacted by the Town of Deep River, establishes the framework for allocating and managing ice time at the Deep River Arena. Its primary goal is to ensure fair and equitable access to the municipal facility for both organized groups and the general public.

- Establishes a fair, transparent process for allocating ice time, ensuring community needs and priorities guide facility use.
- Promotes equitable access for all user groups.
- Supports efficient and needs-based facility management.

Pool Standard Policy

The Deep River Pool Admission Standard Policy requires direct in-water supervision for non-swimmers under 10, sets clear adult-to-child ratios, and allows children 6–10 to swim unaccompanied only if they pass a swim test, ensuring safety and accountability in pool access.

- Enforces compliance and commitment to safety.

Zoning By-law 07-2024

The Deep River Zoning By-law No. 07-2024 is the primary land use regulation for the Town of Deep River, enacted under the Planning Act. It governs the use of all land, buildings, and structures within the town, aiming to ensure orderly and proper development.

- Identifies and protects lands designated for recreation, parks, open space, and cultural facilities, ensuring their long-term availability for community use.
- Sets standards for the location, size, and type of recreation and cultural facilities, supporting equitable access and compatible development.
- Facilitates planning for new or expanded facilities by clarifying permitted uses and development requirements in each zone.
- Guides the integration of recreation and culture into broader community development, supporting walkability, connectivity, and environmental protection.

External

Joint Community Safety and Well-Being Plan Upper Ottawa Valley (2003)

In 2018 the Ontario Government passed legislation requiring every municipality in Ontario to develop a community safety and well-being plan. Deep River met this requirement by partnering with several other area municipalities to create a joint Plan. It identifies local risk factors and preventative measures that can be applied in an 'upstream', while recognizing the value of support services for those already at risk.

- Identifies ten high/very high priority risk factors—such as social isolation, mental health, and substance use—where recreation and cultural participation can serve as protective factors by fostering social connections, inclusion, and well-being.
- Stresses the importance of involving residents, including those with lived experience, in developing and delivering programs; recreation and culture recognized as vehicles for engagement.
- Calls for a comprehensive inventory of all programs and services, including recreation and cultural offerings, to identify gaps, avoid duplication, and maximize positive impact.
- Encourages municipalities to work together and with local organizations to deliver recreation and cultural programs that address identified risk factors and promote community safety.
- Recommends regular assessment and adaptation of programs—including recreation and culture—to ensure they effectively contribute to community safety and well-being goals.

County of Renfrew Active Transportation Strategy

This document was first adopted in 2012 and was revised in September of 2017. It outlines / identifies a series of recommendations related to Active Transportation (human-powered modes of transportation – whether for commuter purposes or for recreational purposes).

- The strategy speaks to the alignment and integration with the County Trails Strategy.
- It calls for promotion and enhancement of trails and roadsides (infrastructure) to support active transportation.
- It includes recommendations related to partnerships to enhance municipal capacity to plan and implement active transportation plans and projects.

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Health Unit Reports

Source: <https://www.rcdhu.com/reports>

Food Affordability in Renfrew County and District, 2022

Each year Renfrew County and District Health Unit monitors food affordability in Renfrew County and District. Some people are unable to securely access food due to financial constraints, resulting in food insecurity. Food insecurity is a serious public health problem.

Food insecurity occurs when a person is not able to regularly access safe and nutritious food. Insecure access to food often occurs due to financial constraints. When incomes are low, people may have to choose between eating well or paying for other basic necessities like housing and utilities. Food insecurity can range from worrying about having enough to eat, (referred to as marginal food insecurity), to not eating for entire days due to a lack of money (severe food insecurity). 1 in 6 Households are experiencing Food Insecurity in RCD.

Status of Mental Health in Renfrew County and District — July 2020

Status of Mental Health in Renfrew County and District is part of a situational assessment to inform the planning of comprehensive, evidence-based mental health promotion programming at Renfrew County and District Health Unit. Mental health promotion efforts can increase self-esteem, coping skills, social connectedness and well-being. This contributes to the resiliency of individuals and communities when faced with mental health challenges.

Renfrew County Youth Needs Assessment Report, 2018

The Renfrew County Youth Network (RCYN) with leadership from the Renfrew County and District Health Unit has been striving towards the development, implementation and sustainability of a Renfrew County Youth Engagement Strategy. The report provides survey feedback collected through online surveys and youth sharing circles of local youth aged 12-24 years of age.

Health Inequities in Renfrew County and District Report, 2018

Some people in Renfrew County and District are less healthy and live shorter lives, not because of personal choice, but because of the circumstances in which they live. When differences in health are systematic, avoidable and unfair and have the potential to be changed or decreased by social action, they are called health inequities.

- The social determinants of health have been shown to have strong effects upon the health of our community. Housing, aboriginal status, gender, disability, early life, income, education, race, employment, social exclusion, food insecurity, social safety net, health services and unemployment help us to understand why some Canadians are healthier than others.
- These social determinants are much stronger to overall health than the ones associated with behaviours such as diet, physical activity and even tobacco and excessive alcohol use.
- Collaborative approaches and an asset-based community development approach would be highly recommended moving forward.

Appendix B: Environmental Scan

The environmental scan for the Deep River Recreation and Culture Master Plan synthesizes a broad range of external sector research, policy frameworks, and best practices to provide critical context for local planning. This review identifies the key trends, challenges, and opportunities influencing recreation and culture delivery in Deep River, ensuring the Master Plan is responsive to broader sectoral shifts while grounded in the realities of rural communities. By drawing on national, provincial, and rural-focused sources, the scan highlights factors such as infrastructure condition, equity and inclusion, community well-being, and the evolving role of culture and recreation in supporting economic, social, and environmental sustainability. These findings directly inform strategic decision-making, priority-setting, and the creation of a resilient, accessible, and vibrant recreation and culture system for Deep River.

Highlights of the Most Relevant & Important Findings

Physical Activity & Health

National data (e.g., ParticipACTION Report Card) show that Canadians are not meeting recommended physical activity levels, with high screen time and minimal sleep contributing to health concerns. There is a growing need for more spontaneous, accessible, and passive recreation opportunities, especially for youth and families.

Aging Infrastructure & Investment Needs

Ontario faces a significant recreation infrastructure deficit, with many facilities in poor repair and one in three requiring investment within the next decade. This underscores the urgency for renewal, funding advocacy, and innovative approaches to facility management.

Equity, Inclusion, & Accessibility

Sector policies (e.g., Canadian Sport Policy, Framework for Recreation in Canada) emphasize the removal of barriers—such as cost, transportation, and facility availability—particularly for rural, Indigenous, and equity-deserving groups. There is a strong emphasis on equitable access, inclusive programming, and addressing systemic barriers.

Volunteerism & Community Capacity

Sustaining recreation and culture in rural communities relies heavily on strong volunteer networks, local leadership, and partnerships with schools, businesses, and community organizations. Capacity-building and volunteer recruitment remain critical challenges.

Climate Change & Sustainability

The sector is increasingly focused on climate adaptation, environmental resilience, and the protection of natural assets. Outdoor recreation and eco-tourism offer key opportunities for rural communities but require investment in trails, parks, and connectivity.

Cultural Sector Insights

Culture is recognized as the “fourth pillar” of sustainability, fostering community identity, pride, and belonging, while also driving economic development and tourism. There is a growing focus on celebrating Indigenous heritage, newcomer experiences, and the expressions of equity-deserving groups. Creative placemaking, heritage conservation, and the use of libraries, museums, and schools as cultural hubs are emerging as best practices.

Economic & Social Value

Recreation, arts, and culture are powerful drivers of economic growth, tourism, and local pride. Investment in parks, trails, festivals, and heritage assets enhances quality of life, community vibrancy, and attracts visitors.

Digital Tools & Data-Informed Planning

The use of centralized databases and data intelligence platforms (e.g., ActiveXchange, CPRA's infrastructure database) is supporting evidence-based decision-making, optimizing programming, and identifying growth opportunities in the sector.

Challenges to Address

Rural and smaller communities face barriers such as funding limitations, facility constraints, and transportation challenges, making it harder to offer diverse recreation and cultural programming. Sustaining aging facilities and ensuring ongoing relevance through community engagement are ongoing sector challenges.

These findings provide a strategic foundation for the Master Plan, ensuring future investments and initiatives are responsive to Deep River's evolving needs and aspirations while aligning with sector best practices and legislative requirements.

Documents

ParticipACTION & the Children and Youth Report Card

ParticipACTION is a national non-profit organization that was established in 1971. Their goal is to work with partners in the recreation sector to promote and encourage physical activity and healthy lifestyles. ParticipACTION is heavily vested in science, data, and research as it relates to physical activity; they publish some of these findings in their Adult Report Card and the Children and Youth Report Card.

The 2024 ParticipACTION Report Card on Physical Activity for Children and Youth is the most comprehensive assessment of child and youth physical activity in Canada. It synthesizes data from multiple sources to assign evidence-informed grades across 14 indicators including daily behaviors, individual characteristics, spaces & places, and strategies & investments.

Note: The Adult Report Card is being updated.

- Children, youth and adults in Canada are not getting the level of physical activity that they need; this has significant downstream effects on the health care system.
- Screen time is higher than recommended; and the amount of sleep that people get is just meeting minimum requirements.
- Passive and spontaneous opportunities are needed to allow for uptake of activity.
- Continued promotion of the (health) benefits of physical activity are needed.
- Emphasizes the impact of climate change on physical activity.

Parks and Recreation Ontario

Parks and Recreation Ontario (PRO) is a non-profit organization that advances health, social, and environmental benefits of recreation. This is accomplished through policy leadership, elevating quality assurance and standards, and knowledge mobilization. Of particular note, PRO has been actively working to connect and engage regions across the province to learn, provide support and direction, and help move the sector forward to a new and exciting future.

- Identifying trends that are impacting service providers across the province.
- Supporting quality programs and program delivery (including training and education).
- More recently, as part of the 2025 Ontario Pre-Budget Consultation process PRO highlights critical issues related to aging recreation infrastructure: Ontario's estimated recreation infrastructure deficit has grown from \$5 billion in 2007 to \$9.5 billion in 2021; 58% of Ontario's recreation assets are 'not in a good state of repair'; one in three recreation facilities requires investment in the next decade.
- Lobbied for the creation of the new Recreation Facilities Infrastructure grant.

Rural Recreation Association (RRA)

This organization operates across a broad geographic region and demonstrates the value of regional networking and collaboration. The RRA provides networking opportunities, is a conduit to training and professional development, and is a resource to regional recreation and leisure service providers from various sectors.

- This network provides a good model for a regional organization, source of information and networking (relevant to rural remote communities)

Canada Sport Policy 2023

The Canadian Sport Policy 2023-2033 outlines a comprehensive vision for the future of sport in Canada, emphasizing inclusivity, accessibility, and excellence. It sets dual goals: social goals that focus on who participates and the conditions of participation, and technical goals that define how sport is delivered across various contexts (Introductory, Recreational, Competitive, and High Performance). The policy emphasizes collaboration among stakeholders, including governments, sport organizations, and community groups; and, reflects Canadians' values and needs in sport.

- Policy emphasizes equitable access to sport and recreation opportunities for all Canadians, aligning with needs to address barriers like transportation, affordability, and facility availability in rural areas.
- Encourages leveraging existing community resources and partnerships to provide relevant programs.
- Policy highlights the importance of maintaining and upgrading sport and recreation infrastructure.
- Advocates for capacity-building initiatives to recruit, and retain volunteers.
- Promotes sport and recreation as tools for lifelong health and community engagement.

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What We Heard

The What We Heard report (2022) summarizes findings from consultations and a national survey conducted to inform the renewal of the Canadian Sport Policy (2023-2033). Over 5,000 individuals and 500 organizations participated in engagements, focusing on topics such as equity, inclusion, safe sport, and sport ecology. The report highlights Canadians' priorities for a sport system that is inclusive, accessible, and adaptable to diverse needs. Key themes include the importance of grassroots participation, addressing systemic barriers for equity-deserving groups, and fostering lifelong engagement in sport.

- Emphasizes building a strong foundation for community-level sports and recreation programs.
- Highlights the need to address barriers for underrepresented groups, including rural residents, Indigenous peoples, and newcomers.
- Recognizes the critical role of volunteers in sustaining rural sport programs.

Contextual Analysis of Framework for Recreation in Canada

The Contextual Analysis of Framework for Recreation in Canada (2022) provides a comprehensive review of the implementation progress and current relevance of the Framework for Recreation in Canada since its launch in 2015. The report examines the evolving challenges and priorities in the recreation sector, including pandemic recovery, equity and inclusion, climate resilience, and community well-being. It offers insights into how the Framework can be adapted to address emerging issues such as systemic racism and climate change, while continuing to support the government and sector professionals.

- Highlights the need to rebuild recreation services post-pandemic, addressing gaps in infrastructure, programming, and community engagement.
- Emphasizes the need to ensure recreation opportunities are inclusive for all residents.
- Encourages integrating climate adaptation strategies into parks and recreation planning.
- Reinforces the role of recreation in improving individual and community health, which is critical in rural areas with limited access to other wellness resources.

Truth and Reconciliation Commission of Canada: Calls to Action, 2015

In 2015, the Truth and Reconciliation Commission released its Final Report recognizing the horrific history of Indigenous Peoples and recommending 94 Calls to Action.

- Included in the 94 Calls to Action are several actionable items related to sport and recreation which will be considered in the drafting of recommendations.

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Framework for Recreation in Canada

The development of the Framework was led by provincial and territorial governments, the Canada Parks and Recreation Association and provincial/territorial parks and recreation associations (such as Parks and Recreation Ontario (PRO)). The purpose is to bring coordination of “policies and practices in recreation and related jurisdictions in Canada that aim to improve the wellbeing of individuals, communities and the natural environment”. The Framework outlines benefits and challenges within the sector, provides rationale for investing, and calls for collaborative efforts.

- The goals and priorities within the Framework support active healthy lifestyles; and speak to the value and benefits of parks and recreation services.
- Emphasizes inclusive and accessible recreation for all, including rural communities.
- Promotes connecting people with nature, relevant for rural settings.
- Stresses the importance of supportive environments and recreation capacity.
- Encourages partnerships and collaboration, crucial for resource-sharing in rural areas

2024 Framework for Recreation in Canada Update

The 2024 Framework for Recreation in Canada Update builds on the 2015 Framework, addressing new challenges and opportunities to guide the recreation and parks sector in enhancing community well-being. It focuses on inclusivity, sustainability, and community engagement while responding to issues such as climate change, the COVID-19 pandemic, and demographic shifts. The update provides practical strategies for adapting to these complexities and ensuring recreation remains integral to Canadian life.

- Addresses post-pandemic recovery challenges relevant to rural communities.
- Highlights climate change impacts on recreation, important for rural outdoor activities.
- Emphasizes innovative practices for service delivery, crucial in resource-limited rural settings.
- Stresses community engagement and partnerships, vital for rural recreation sustainability.

Jumpstart State of Play Youth Report

The Jumpstart State of Play Youth Report (2024), developed by Canadian Tire Jumpstart Charities in partnership with the Aspen Institute, provides an in-depth look at youth sports participation in Canada. Based on a survey of over 3,000 youth from grades 3 to 12, the report explores the current state of youth sports, including participation levels, barriers, motivations, and access to programs.

- High costs of sports participation, such as registration fees and equipment, are a significant issue for rural families.
- Schools and community centers are critical hubs for sports and recreation in rural areas, emphasizing the need for investment in multi-use facilities that serve as local gathering spaces.
- Transportation is a key barrier in rural areas, making it essential to develop local programming that minimizes travel needs for residents.

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Rural Activities Market Report (2025)

This global market report outlines trends in rural activities such as eco-tourism, agritourism, sustainable forestry, and experiential travel.

- Identifies opportunities for rural tourism development through eco-tourism and experiential travel.
- Suggests leveraging local assets like trails, waterways, and artisan markets to attract visitors.
- Highlights the importance of digital connectivity and infrastructure investments for rural growth.

Economic Impact of Outdoor Recreation in Canada (2024)

This report by Protect Our Winters Canada highlights the \$101 billion contribution of outdoor recreation to the Canadian economy. It emphasizes the growing public demand for outdoor recreation investments and the need to protect natural spaces as the foundation of this sector.

- Highlights the economic and social value of outdoor recreation in rural areas.
- Encourages investment in parks, trails, and natural spaces to boost local tourism and community well-being.

The Price of Inactivity

The Price of Inactivity report (2023) by the Canada Parks and Recreation Association and Canadian Fitness and Lifestyle Research Institute highlights the significant impact of physical inactivity on Canada's health, economy, and environment. It provides data-driven insights to advocate for investment in sport, physical activity, and recreation (SPAR) infrastructure and programs.

- Investing in accessible recreation can reduce healthcare costs associated with chronic diseases.
- Prioritize maintaining and upgrading local facilities like trails, parks, and community centers.
- Offer diverse, age-friendly programs to promote lifelong participation.
- Strengthen volunteer recruitment and training to sustain rural recreation services.

Ontario Recreation Facilities Association (ORFA)

The Ontario Recreation Facilities Association (ORFA) is a not-for-profit, volunteer-driven organization established in 1947 and incorporated in 1951. It serves as a leading professional association for the recreation facilities industry in Ontario. ORFA's mission is to provide leadership in developing and delivering innovative professional development programs, value-added services, and quality products for the benefit of the recreation facilities profession. ORFA's primary role is to support recreation professionals in Ontario by offering resources, training, and networking opportunities to enhance the management and operation of recreation facilities.

- Identifying that a significant portion of Ontario's recreation infrastructure was built between 1956 and 1980 and is nearing the end of its useful life.
- Estimated recreation infrastructure deficit in Ontario has increased from \$5 billion in 2007 to \$9.5 billion in recent years indicating a need for recreation related infrastructure investment.
- Municipalities and provinces have been forced to take on the bulk of funding for recreation and parks.
- Communities struggle to prioritize upgrades while managing public expectations for new amenities.
- Aging facilities are expensive to operate and maintain, diverting upgrade funds to emergency repairs.

Canadian Parks and Recreation Association

The Canadian Parks and Recreation Association (CPRA) is a national organization that represents the collective interests of the parks and recreation sector in Canada. It serves as the national voice advocating for the social, health, economic, and environmental benefits of parks and recreation. CPRA works with 13 provincial and territorial associations, connecting with over 90% of Canadian municipalities. Its mission includes fostering individual and community well-being, sustaining recreation infrastructure, and protecting natural resources. CPRA also stewards the Framework for Recreation in Canada and leads initiatives like the Canadian Parks, Recreation, and Sport Infrastructure Database to support evidence-based decision-making in the sector. CPRA has partnered with ActiveXchange to create Canada's first open database for parks, recreation, and sport infrastructure.

- The database centrally collates information about parks, recreation, and sport facilities across Canada, including location, size, amenities, and age.
- Offers features such as interactive mapping, community profile layers, and benchmarking tools to compare infrastructure levels across different areas allowing for trend analysis and planning.
- CPRA and ActiveXchange have made basic facility information accessible to any municipality or industry organization, streamlining decision-making processes.
- The initiative supports evidence-based decision-making, helping organizations respond better to community needs and identify growth opportunities.

ActiveXchange

ActiveXchange is a global data intelligence platform specializing in leveraging data to improve community health, recreation participation, and facility management. It provides actionable insights through tools like interactive mapping, demographic profiling, and demand modeling. ActiveXchange integrates data from various sources to help recreation organizations make evidence-based decisions, optimize programming, and attract investment. In Canada, ActiveXchange collaborates with CPRA on the Canadian Parks, Recreation, and Sport Infrastructure Database to centralize information about recreation facilities and support strategic planning.

- ActiveXchange, in partnership with CPRA, provides a comprehensive database for parks and recreation infrastructure, helping to analyze community needs and plan facilities effectively.
- Offers tools like interactive mapping and demographic profiling to optimize programming, allocate resources, and identify growth opportunities in parks and recreation.

Ontario Culture Strategy: Telling Our Stories, Growing Our Economy

The Ontario Culture Strategy is a province-wide plan that recognizes culture as vital to community well-being and economic growth. It focuses on making arts and heritage accessible to all, especially in rural and underrepresented communities, and encourages local planning, partnerships, and the use of community spaces like libraries and museums. The strategy also highlights the need for Indigenous engagement and cultural revitalization.

- Reduces barriers to funding and participation for rural and diverse groups.
- Encourages use of libraries, museums, and schools as community cultural hubs.
- Provides tools for conserving local heritage buildings, landscapes, and Indigenous and settler histories.
- Recognizes culture as an economic driver for tourism and quality of life.
- Emphasizes dialogue and partnership with Indigenous groups for programs and heritage recognition.
- Focuses on engagement of all ages, including youth leadership and senior participation.

Developing and Revitalizing Rural Communities through Arts and Creativity

This report shows how arts and creativity can help rural communities thrive by building local pride, supporting economic growth, and strengthening social ties. It stresses the importance of local leadership, volunteerism, and partnerships, while also noting the need for flexible and innovative approaches to overcome rural challenges.

- Recognizing arts and culture as essential for building local pride, attracting newcomers, and supporting economic growth.
- The importance of strong volunteer networks in sustaining cultural activities.
- The value of partnerships between the municipality, businesses, schools, and local artists.
- Investing in public art, festivals, and cultural events to define Deep River's unique identity.
- Adopting flexible, grassroots approaches to address limited resources and reach diverse residents.

Ontario Heritage Trust – Proposals for Ontario's Culture Strategy (White Paper)

This white paper emphasizes the importance of rural heritage—historic sites, landscapes, and local traditions—in shaping community identity. It calls for integrating cultural heritage into local planning and for more resources to help rural communities protect and celebrate their unique assets.

- Recognizing importance of Deep River's natural and built environment as part of its cultural heritage.
- Utilizing tools and strategies for protecting historic sites, buildings, and landscapes, including those along the waterfront and in historic districts.
- Encouraging documentation and celebration of local traditions, stories, and community events.
- Integrating culture and heritage into municipal planning and economic development strategies.
- Building local capacity for heritage conservation through training, funding, and partnerships.

Provincial Planning Statement (2024)

The Provincial Planning Statement, 2024 (PPS 2024) sets out the Ontario government's policy direction for land use planning and development. It aims to support housing supply, economic growth, and efficient infrastructure while maintaining a focus on healthy, sustainable, and inclusive communities. The PPS 2024 continues to emphasize the importance of recreation, parks, open spaces, and public access as part of complete communities.

- Requires municipalities to plan for a range of public spaces, parks, and recreational facilities that are safe, accessible, and meet community needs.
- Encourages the integration of parks and open spaces into new and existing neighbourhoods to support physical activity, social interaction, and community well-being.
- Supports the development of connected networks of parks, trails, and open spaces to promote active transportation and enhance community connectivity.
- Promotes public access to shorelines, waterfronts, and natural features where possible.
- Calls for public services to be provided in a coordinated, cost-effective, and sustainable manner.
- Importance of planning for current and projected needs, including growth and demographic changes.
- Continues to require the protection of natural features and biodiversity, including the integration of green spaces and natural areas into community planning.
- Supports climate change adaptation and mitigation through sustainable land use and planning.

Other Key Legislation

Recreation, parks, and cultural planning in Ontario is guided by a range of provincial and federal legislation. These laws ensure that municipal programs, facilities, and public spaces are safe, inclusive, and sustainable, while supporting healthy, vibrant communities.

Accessibility for Ontarians with Disabilities Act (AODA)

Requires municipalities to identify, remove, and prevent barriers for people with disabilities in all public spaces, programs, and services.

Occupational Health and Safety Act

Ensures safe working conditions for staff and volunteers in municipal facilities and during program delivery.

Ontario Human Rights Code

Guarantees equal treatment and prohibits discrimination in the provision of services, including recreation and cultural programs.

Child, Youth and Family Services Act

Establishes standards for the protection and well-being of children and youth participating in municipal programs.

Municipal Act, 2001

Provides municipalities with the authority to deliver recreation, parks, and cultural services, and to regulate their use.



Appendix C: Focus Group Slides

Focus Group Session

Town of Deep River
Recreation and Culture Master Plan

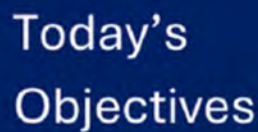
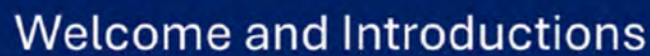


December 2 & 3, 2024
Deep River, Ontario

Agenda

- Introductions
- Today's Goal
- Review of the Recreation and Culture Master Plan
- Discussion Items
 - SWOT
 - Trends and Issues
- Recommendations Arising / Strategies for Success
- Thank you and Next Steps





Recreation and Culture Planning

-  A strategic process that results in a plan to improve Deep River's recreational and cultural services
-  Includes parks, trails, indoor facilities, programs and events
-  Reflects community's needs, interests, and priorities
-  Will guide the Town for the 10-year horizon
-  Helps staff and Council in decision making



Process / Workplan

Phase 1 Fall 2024/Winter 2025

- Project Kick-off
- Information Gathering
- Background Report

Phase 2 Winter/Spring 2025

- Create Vision, Goals and Actions
- Draft Implementation Framework
- Final Recreation and Culture Plan

We Want to Hear From You!

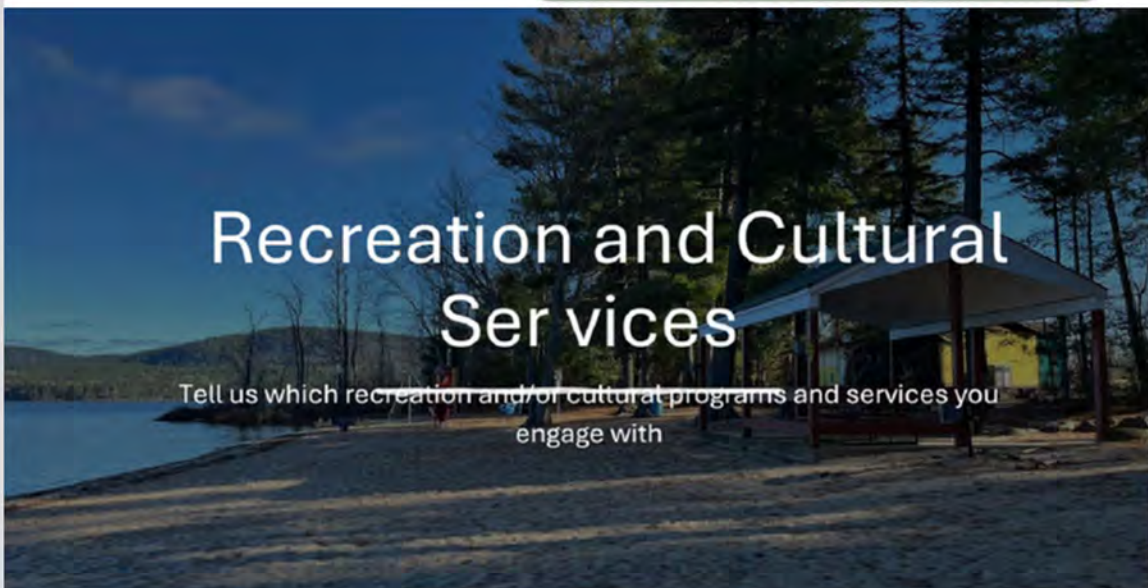
We are going to run through a series of slides with a range of discussion topics

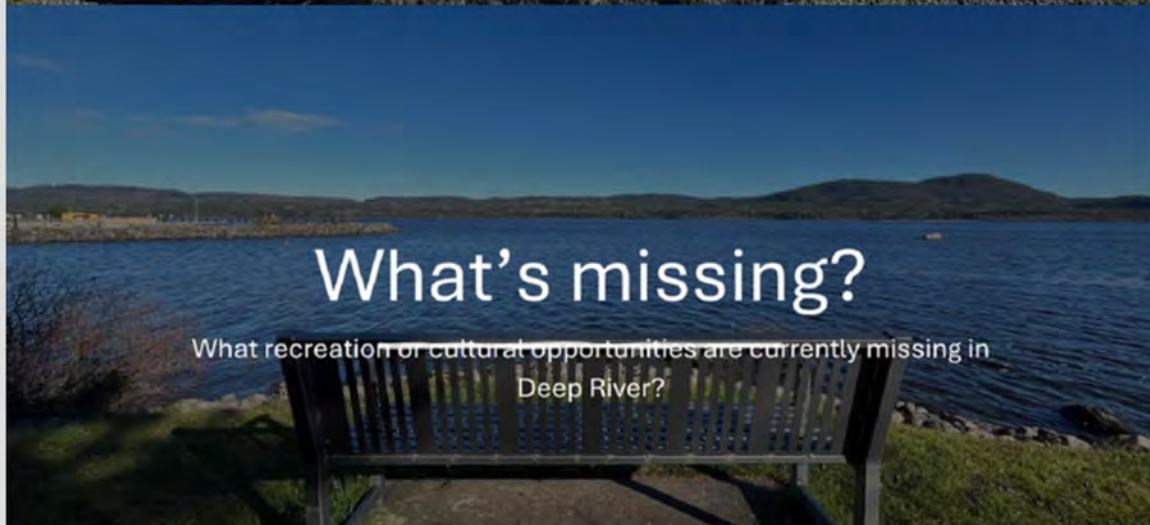
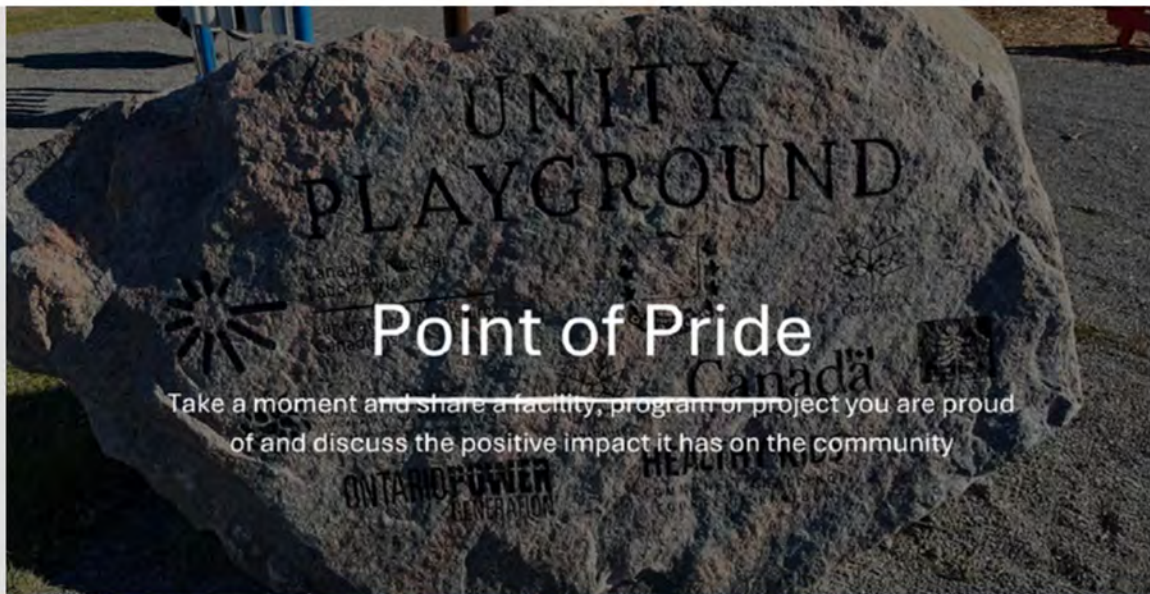
Use the flip chart paper and post it notes in front of you

For each activity area, you will have about five minutes to come up with as many ideas as you can

Recreation and Cultural Services

Tell us which recreation and/or cultural programs and services you engage with







Trends or Issues

What trends and issues do you foresee impacting recreation and/or cultural services in the coming years? These could be demographic, political, economic, general health, wellness, social trends, environment ...



The One Thing...

If there was one thing you would like this place to help accomplish, what would it be?



Grouse Park Tree Nursery

Est. 2022

A collaborative effort between the Deep River and Area Horticultural Society and the Town of Deep River to increase the tree canopy in Deep River.
For more information please visit: www.drahs.ca or www.deepriver.ca

Next Steps

Compile	data	Data
analysis	Goal setting	Draft
recommendations		
Implementation strategies		

Thank you!

Please submit any follow-up questions to:

Dave McCarthy, Director of Operations

dmmccarthy@deepriver.ca

613-584-2000 ext 112

Kim Goodman, K.A. Community Consulting

kim@kacommunityconsulting.ca

613-929-4237

Kevin Lee, Leesure Innovations

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613-858-1061

Alana Latincic

Alana.Latincic@gmail.com

613-715-1345



Strategies for Success

- Vision aligns with demographics
- Community needs and priorities are measured
- Strong partnerships are in place
- Support for active aging is built in
- Multi-generational spaces are explored
- Regional approaches are integrated
- Mitigation for at-risk behaviour is explored
- Financial and staff resources are considered



Appendix D: One-on-One Interviews

The following is a list of questions that was used to direct discussion as part of the one-on-one interviews.

Connection & General Perception

- Share your connection to Deep River and your involvement or experiences with its recreation and culture services. This could include parks, trails, arts, heritage, programs, events, and facilities.
- How would you describe the impact of these services on the community?

Significant Needs & Gaps

- From your perspective, what are the most pressing recreation and culture needs in the community?
- Are there specific facilities, activities, or cultural resources you think should be developed to address these needs?

SWOT Analysis

- **Strengths:** What do you believe are the most significant strengths in Deep River's recreation and culture offerings?
- **Weaknesses:** What areas/issues limit the effectiveness of recreation and culture services?
- **Opportunities:** Where do you see potential for growth or new initiatives in recreation and culture?
- **Threats:** What are the external or internal threats that could impact the success of these services?

Trends & Challenges

- Are there any emerging trends or long-term challenges you see affecting recreation and cultural services in Deep River?
- How might we address these proactively to ensure continued relevance and resilience?

Community Collaboration & Partnerships

- In what ways could local organizations, schools, or government agencies work together to support recreation and cultural development?
- Are there untapped resources or potential collaborations that could benefit the community?

Cultural Identity & Community Engagement

- How are Deep River's culture and heritage are currently represented in community offerings?
- Are there any additional cultural programs or events that could enhance community engagement and reflect local identity?

Long-Term Vision & Legacy

- What is your vision for the future of recreation and culture in Deep River? What lasting impact or legacy would you like to see these services leave for future generations?

Prioritization of Improvements (Council Only)

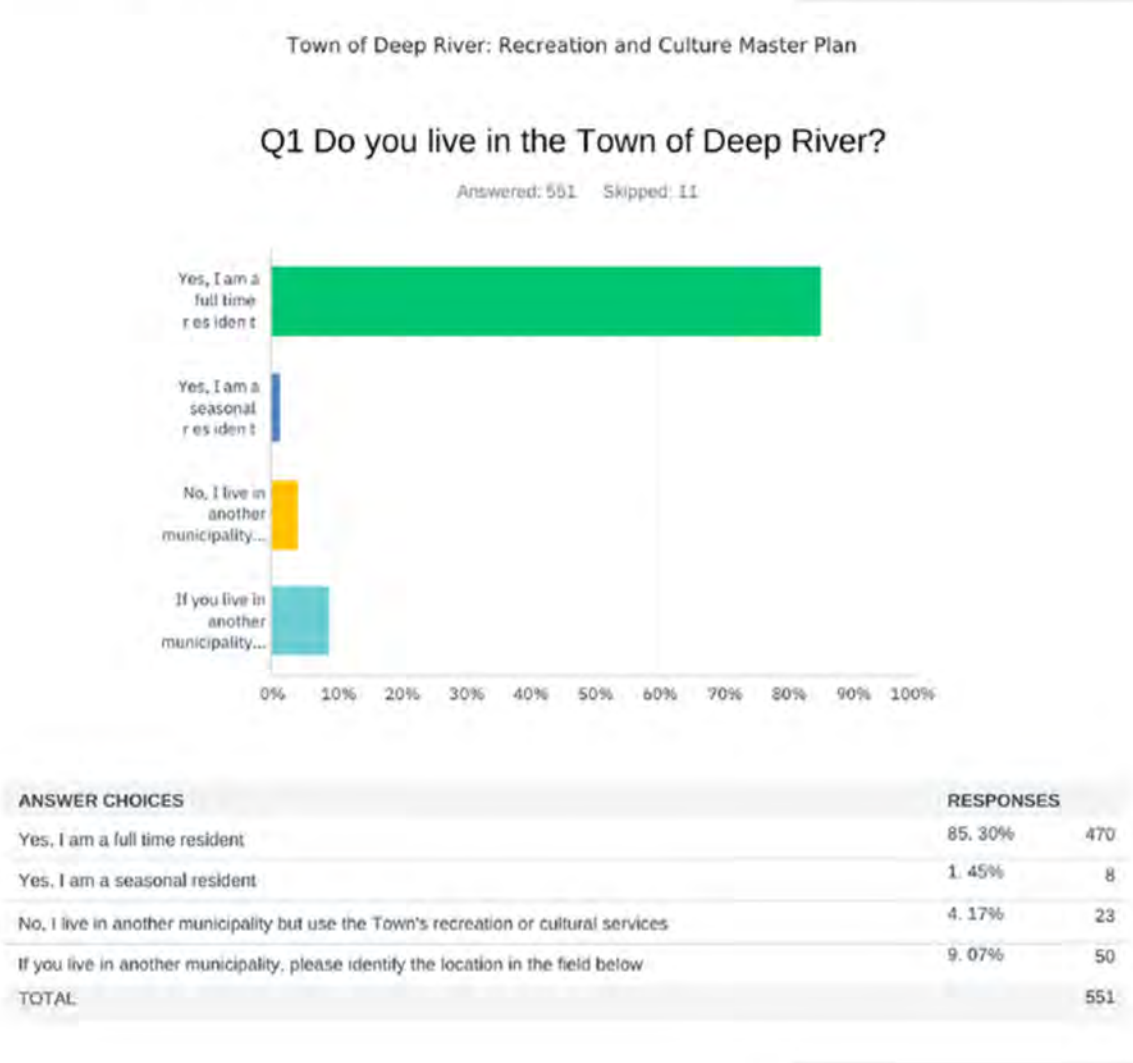
- What criteria do you believe should be used when prioritizing projects or recommendations for recreation and culture in Deep River?

Additional Thoughts

- Is there anything else you'd like to share about recreation and culture in Deep River?
- Are there unique qualities, opportunities, or needs you feel are essential for us to consider in our planning?

Appendix E: Community Survey

The following is a list of questions and results captured from the Community Survey that took place between X and X. Data was compiled from results submitted online, as well as in-person.



Town of Deep River: Recreation and Culture Master Plan

Q2 Please select your age range

Answered: 552 Skipped: 10



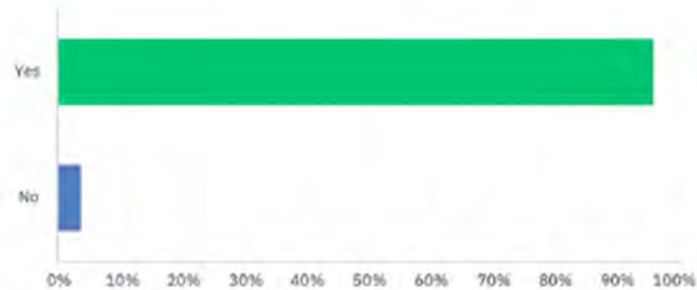
Town of Deep River: Recreation and Culture Master Plan

ANSWER CHOICES	RESPONSES	
0 - 5 years	0.00%	0
6 - 10 years	0.54%	3
11 - 15 years	1.45%	8
16 - 20 years	2.17%	12
21 - 30 years	6.70%	37
31 - 40 years	24.09%	133
41 - 50 years	21.74%	120
51 - 60 years	12.14%	67
61 - 70 years	20.65%	114
71 - 80 years	7.07%	39
81 - 90 years	3.44%	19
91 or older	0.00%	0
TOTAL		552

Town of Deep River: Recreation and Culture Master Plan

Q3 Do you visit parks, trails, and open spaces throughout the Town?

Answered: 467 Skipped: 05

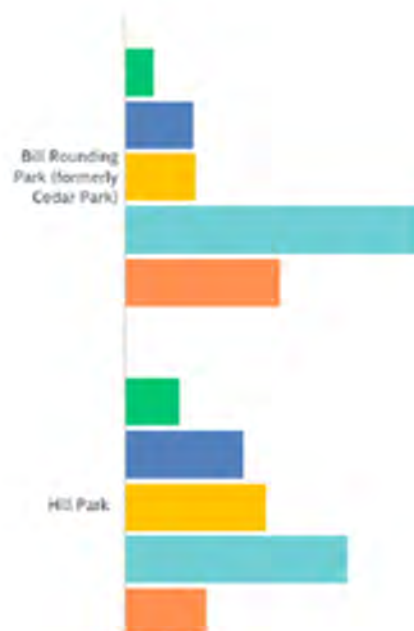


ANSWER CHOICES	RESPONSES	
Yes	96.15%	449
No	3.85%	18
TOTAL		467

Town of Deep River: Recreation and Culture Master Plan

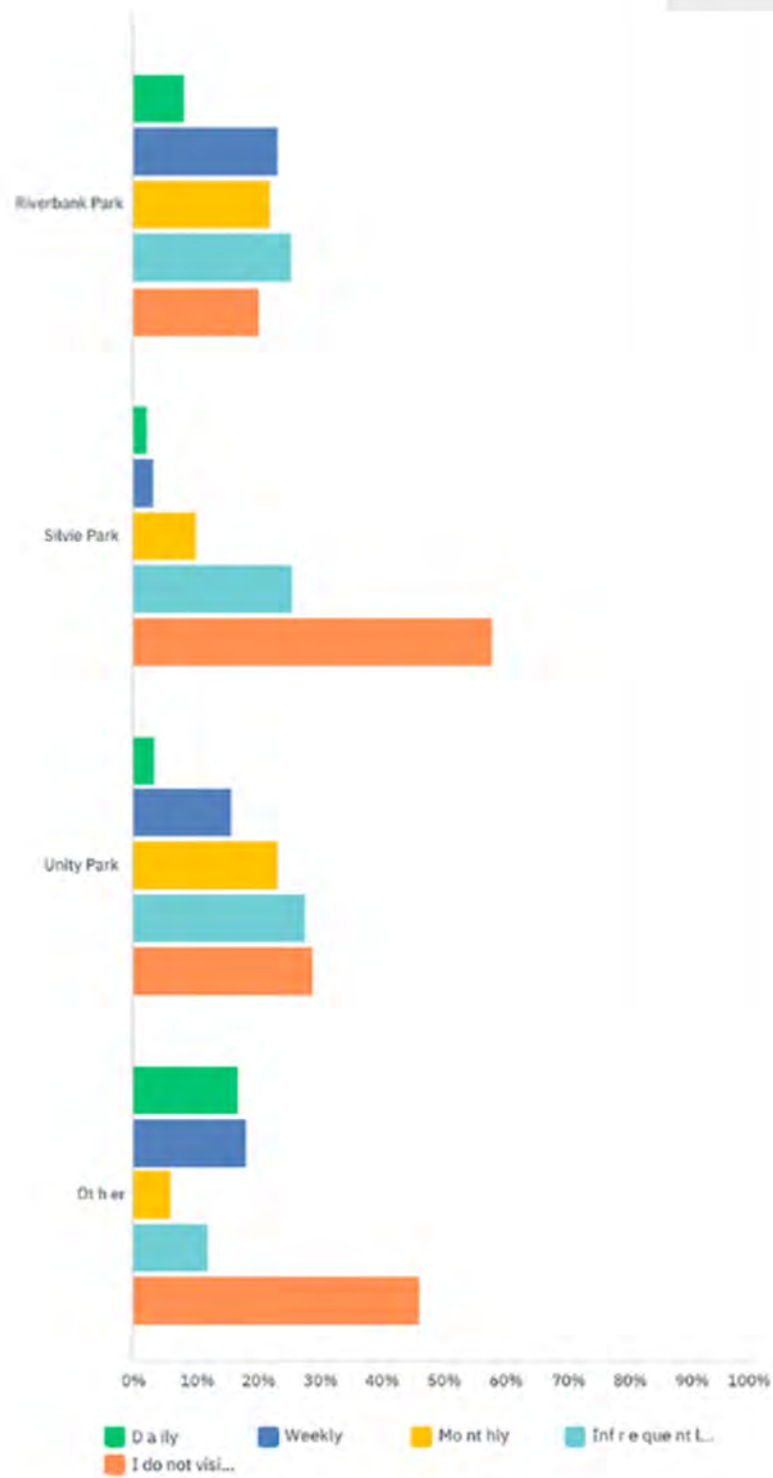
Q4 Which parks, playgrounds, or open spaces do you visit? Please check all that apply.

Answered: 463 Skipped: 94





100

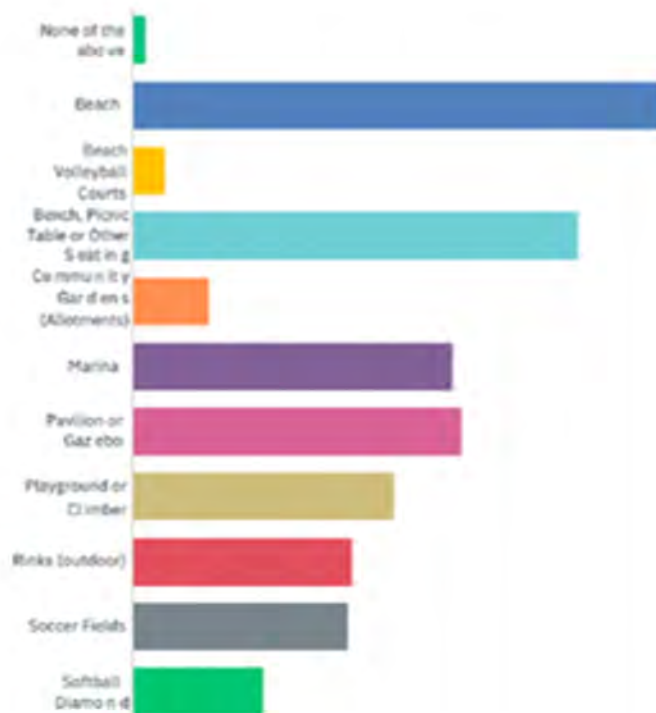


Town of Deep River: Recreation and Culture Master Plan

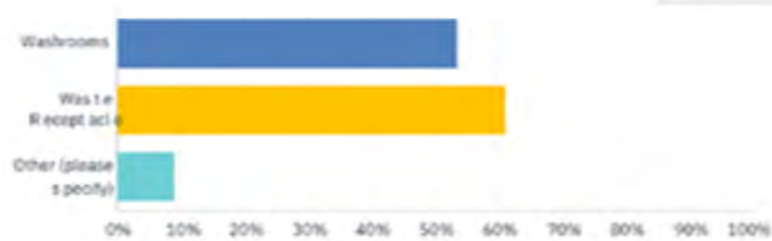
	DAI LY	WE E KLY	MONTHLY	INFREQUENTLY / ONLY ON SPECIAL OCCASIONS	I DO NOT VISIT THIS SPACE	TOTAL
Bill Rounding Park (formerly Cedar Park)	4.69% 20	11.03% 47	11.50% 49	47.65% 203	25.12% 107	426
Hill Park	8.86% 39	19.09% 84	22.73% 100	36.14% 159	13.18% 58	440
Huron Park	0.51% 2	3.54% 14	9.85% 39	27.27% 108	58.84% 233	396
Lamure Beach	7.22% 32	25.96% 115	23.70% 105	37.70% 167	5.42% 24	443
Pat McNulty Park (formerly Grouse Park)	11.74% 52	32.73% 145	20.99% 93	27.54% 122	7.00% 31	443
Pier Park	5.29% 23	22.53% 98	25.98% 113	30.34% 132	15.86% 69	435
Pine Point Beach	8.72% 39	30.65% 137	23.94% 107	31.10% 139	5.59% 25	447
Riverbank Park	8.37% 36	23.49% 101	22.09% 95	25.58% 110	20.47% 88	430
Silvie Park	2.44% 10	3.41% 14	10.24% 42	25.85% 106	58.05% 238	410
Unity Park	3.59% 15	16.03% 67	23.44% 98	27.99% 117	28.95% 121	418
Other	17.07% 28	18.29% 30	6.10% 10	12.20% 20	46.34% 76	164

Q5 Which facilities or amenities do you use in these outdoor spaces?
Please check all that apply.

Answered: 415 Skipped: 97



102



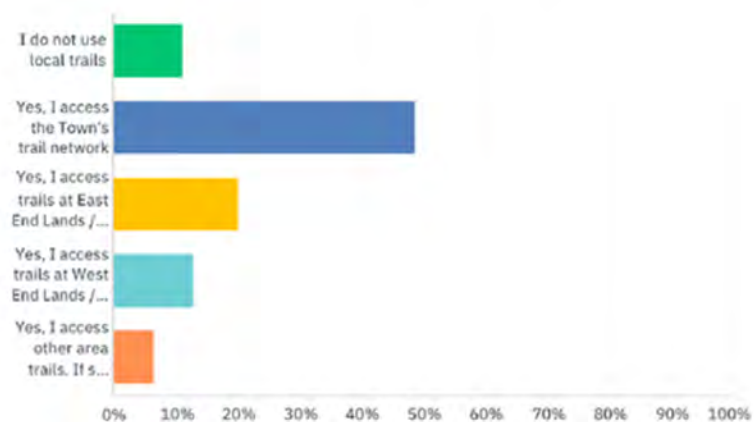
Town of Deep River: Recreation and Culture Master Plan

ANSWER CHOICES	RESPONSES	
None of the above	2.15%	10
Beach	86.02%	400
Beach Volleyball Courts	5.38%	25
Bench, Picnic Table or Other Seating	71.83%	334
Community Gardens (Allotments)	12.47%	58
Marina	51.61%	240
Pavilion or Gazebo	53.12%	247
Playground or Climber	42.15%	196
Rinks (outdoor)	25.48%	116
Soccer Fields	34.64%	162
Softball Diamond	21.08%	98
Washrooms	53.55%	249
Waste Receptacle	61.29%	285
Other (please specify)	9.25%	43
Total Respondents: 465		

Town of Deep River: Recreation and Culture Master Plan

Q6 Do you use local trail systems?

Answered: 465 Skipped: 97



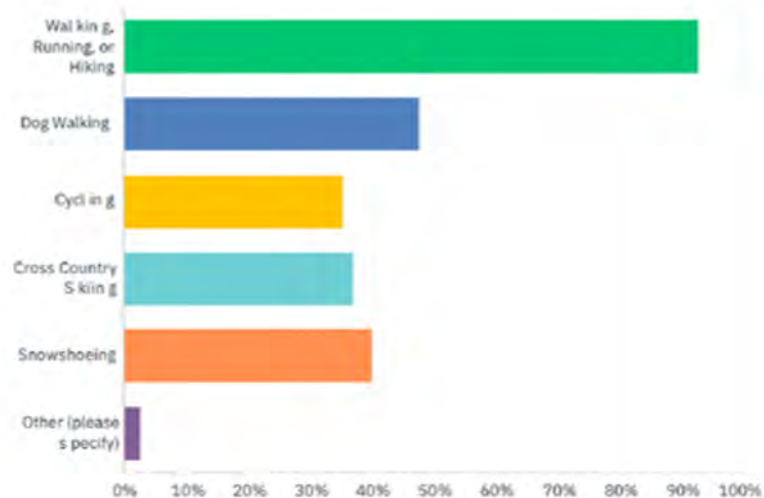
103

ANSWER CHOICES	RESPONSES	
I do not use local trails	11.40%	53
Yes, I access the Town's trail network	48.82%	227
Yes, I access trails at East End Lands / Four Seasons Trails	20.22%	94
Yes, I access trails at West End Lands / Near Pat McNulty Park	12.90%	60
Yes, I access other area trails. If so, please list.	6.67%	31
TOTAL		465

Town of Deep River: Recreation and Culture Master Plan

Q7 Please identify your trail use.

Answered: 420 Skipped: 142



ANSWER CHOICES	RESPONSES	
Walking, Running, or Hiking	92.86%	390
Dog Walking	47.86%	201
Cycling	35.48%	149
Cross Country Skiing	37.14%	156
Snowshoeing	40.00%	168
Other (please specify)	2.86%	12
Total Respondents: 420		

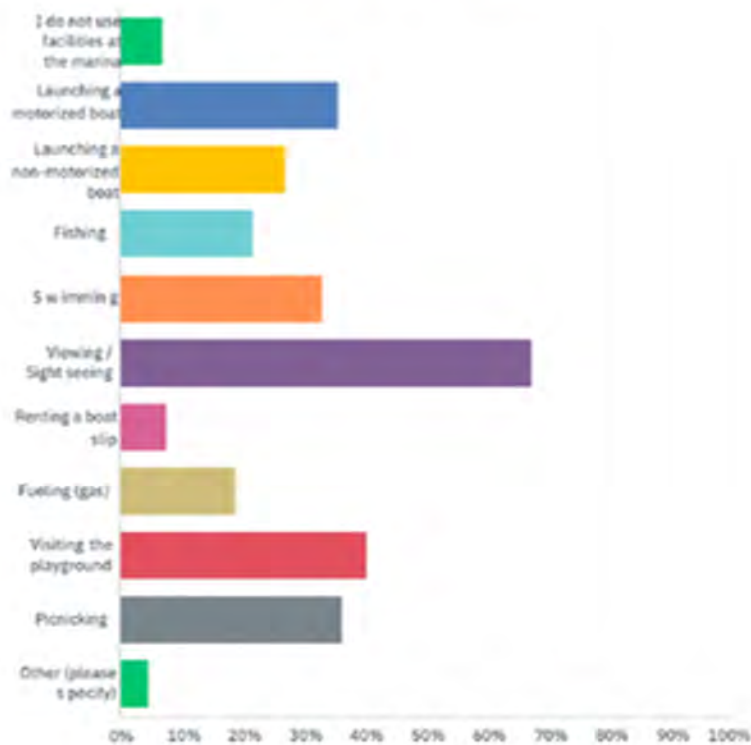
Town of Deep River: Recreation and Culture Master Plan

Q8 How could the trail experience in Deep River be improved?

Answered: 234 Skipped: 328

Q9 Please indicate which of the following marina facilities or services you access.

Answered: 458 Skipped: 194



Town of Deep River: Recreation and Culture Master Plan

ANSWER CHOICES	RESPONSES	
I do not use facilities at the marina	6.99%	32
Launching a motorized boat	35.59%	163
Launching a non-motorized boat	27.07%	124
Fishing	21.83%	100
Swimming	32.97%	151
Viewing / Sight seeing	67.25%	308
Renting a boat slip	7.64%	35
Fueling (gas)	19.00%	87
Visiting the playground	40.39%	185
Picnicking	35.24%	166
Other (please specify)	4.59%	21
Total Respondents: 458		

Town of Deep River: Recreation and Culture Master Plan

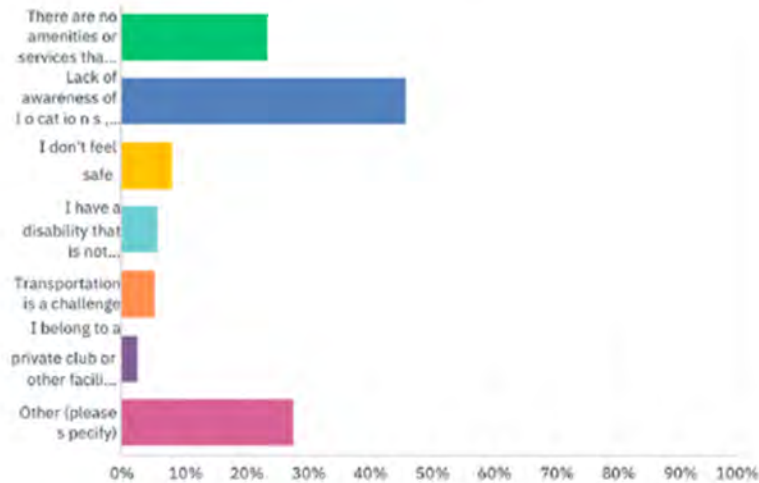
Q10 How could marina services be improved?

Answered: 143 Skipped: 419

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Q11 Please indicate why you might not use parks, trails, or open spaces. Please select all that apply.

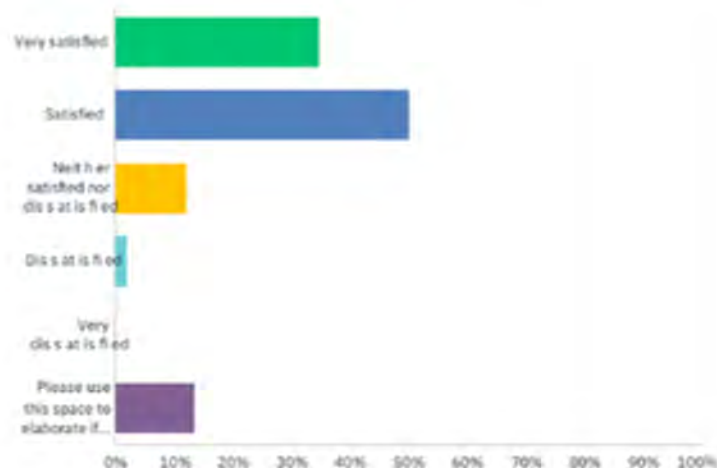
Answered: 182 Skipped: 380



ANSWER CHOICES	RESPONSES	
There are no amenities or services that I am interested in	23.63%	43
Lack of awareness of locations, services, or amenities	46.15%	84
I don't feel safe	8.24%	15
I have a disability that is not accommodated	6.04%	11
Transportation is a challenge	5.49%	10
I belong to a private club or other facility that provides the services that I need	2.75%	5
Other (please specify)	28.02%	51
Total Respondents: 182		

Q12 What is your overall satisfaction rate with Deep River's parks, trails and open spaces?

Answered: 402 Skipped: 100



ANSWER CHOICES	RESPONSES	
Very satisfied	35.06%	162
Satisfied	50.22%	232
Neither satisfied nor dissatisfied	12.34%	57
Dissatisfied	2.16%	10
Very dissatisfied	0.22%	1
Please use this space to elaborate if you would like to provide additional information.	13.64%	63
Total Respondents: 462		

Town of Deep River: Recreation and Culture Master Plan

Q13 What are your top three priorities for investing in parks, trails, and open spaces? For example, what could be added or improved. Please be sure to identify the specific location or age group if applicable.

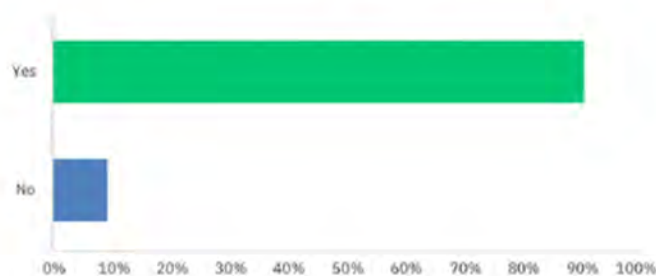
Answered: 286 Skipped: 276

ANSWER CHOICES	RESPONSES	
Priority 1	99.65%	28
Priority 2	75.52%	5
Priority 3	52.45%	21
		6
		15

Town of Deep River: Recreation and Culture Master Plan

Q14 Do you visit (e.g., participate in programs, engage in social activities, attend events) indoor recreational or cultural facilities in the Town?

Answered: 407 Skipped: 155

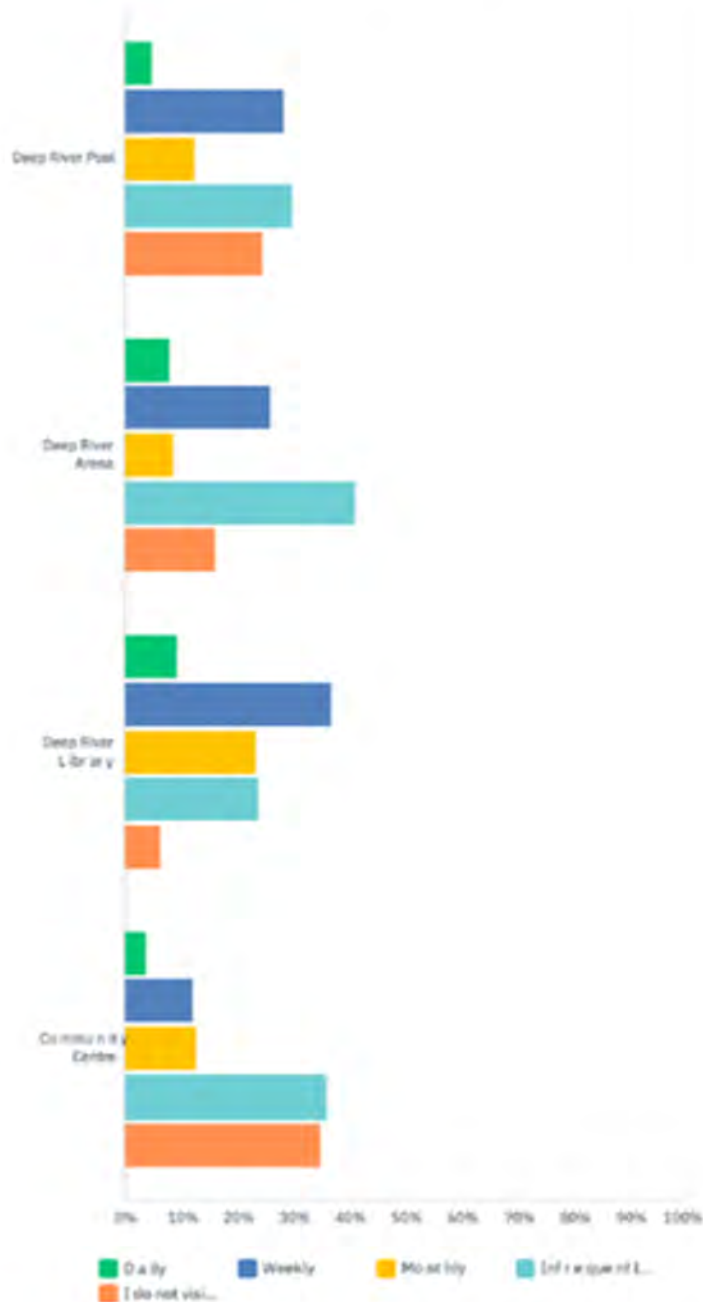


ANSWER CHOICES	RESPONSES	
Yes	90.66%	369
No	9.34%	38
TOTAL		407

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Q15 Which municipal indoor recreational or cultural facilities do you visit? How often do you visit these spaces?

Answered: 420 Skipped: 162

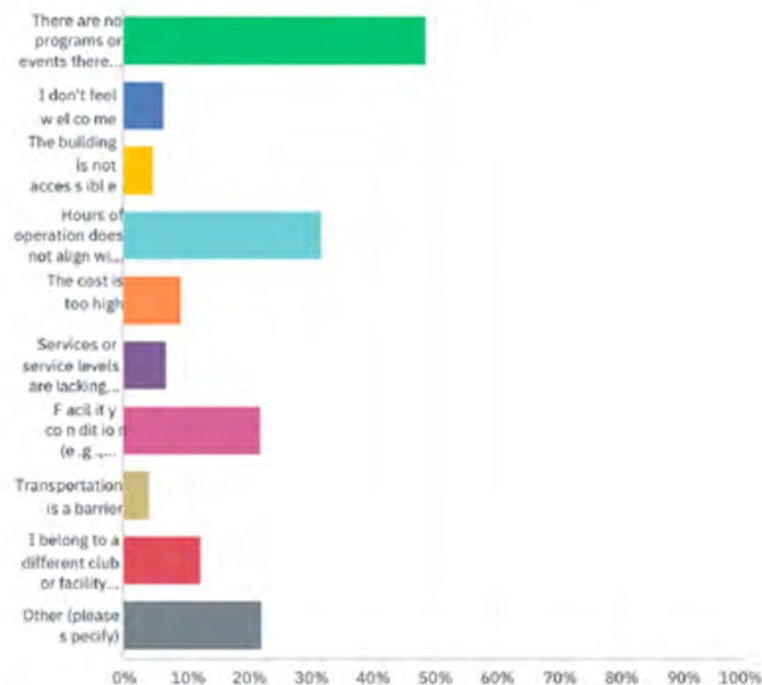


	DAILY	WEEKLY	MONTHLY	INFREQUENTLY / ONLY ON SPECIAL OCCASIONS	I DO NOT VISIT THIS SPACE	TOTAL
Deep River Pool	4.05% 19	28.32% 131	12.50% 49	29.85% 117	24.49% 96	392
Deep River Arena	8.06% 32	25.34% 103	8.82% 35	41.98% 163	16.12% 64	397
Deep River Library	9.44% 39	36.10% 152	23.49% 97	23.97% 99	6.30% 25	413
Community Centre	3.89% 14	12.22% 44	12.78% 46	36.11% 130	35.00% 125	360

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**Q16 Please indicate what might prevent you from visiting indoor facilities?
Please select all that apply.**

Answered: 285 Skipped: 277



Town of Deep River: Recreation and Culture Master Plan

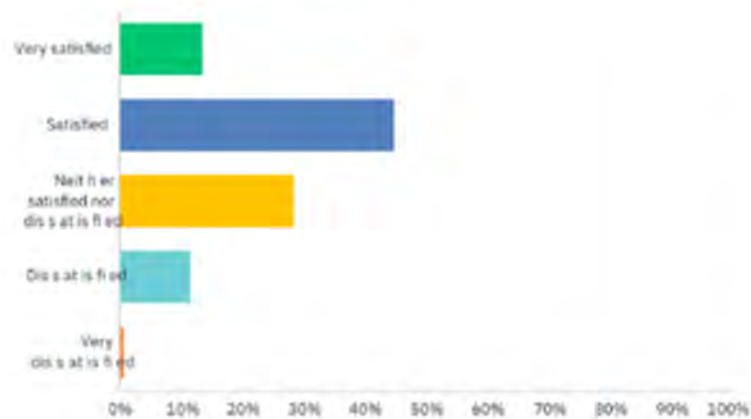
ANSWER CHOICES	RESPONSES	
There are no programs or events there that I am interested in, in these spaces	48.77%	139
I don't feel welcome	6.67%	19
The building is not accessible	4.91%	14
Hours of operation does not align with my needs	31.93%	91
The cost is too high	9.47%	27
Services or service levels are lacking (e.g. poor staff interactions)	7.02%	20
Facility condition (e.g., maintenance, cleanliness)	22.11%	63
Transportation is a barrier	4.21%	12
I belong to a different club or facility that offers the spaces and services I need	12.63%	36
Other (please specify)	22.46%	64

Total Respondents: 285

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Q17 Overall, how satisfied are you with the Town's indoor recreational or cultural facilities?

Answered: 417 Skipped: 145



ANSWER CHOICES	RESPONSES	
Very satisfied	13.67%	57
Satisfied	45.08%	188
Neither satisfied nor dissatisfied	28.54%	119
Dissatisfied	11.75%	49
Very dissatisfied	0.96%	4
TOTAL		417

Town of Deep River: Recreation and Culture Master Plan

Q18 Do you visit non-municipal indoor recreation or cultural facilities located in the Town? This might include performing arts spaces, studios, schools, halls or banquet spaces, program areas. If so, please list below.

Answered: 238 Skipped: 324

ANSWER CHOICES	Indoor	RESPONSES	
Recreation or Cultural Facility 1		100.00%	23
Indoor Recreation or Cultural Facility 2		65.55%	8
Indoor Recreation or Cultural Facility 3		45.38%	15
			6
			10

Town of Deep River: Recreation and Culture Master Plan

Q19 What indoor recreation or cultural spaces are missing in the community inventory?

Answered: 180 Skipped: 382

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Q20 What are your top three priorities for investment in the Town's indoor facilities? For example, what could use improvement? Please be sure to identify the specific location or age group if applicable.

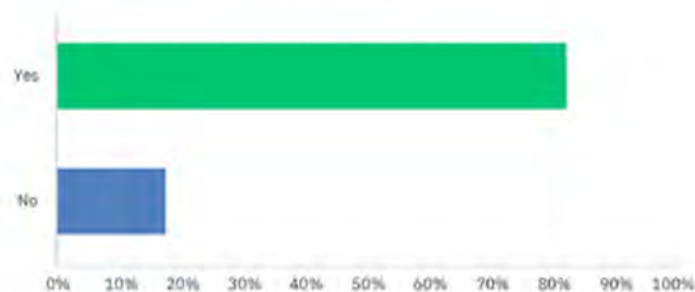
Answered: 246 Skipped: 316

ANSWER CHOICES	RESPONSES	
Priority 1	100.00%	246
Priority 2	58.13%	143
Priority 3	32.52%	80

Town of Deep River: Recreation and Culture Master Plan

Q21 Do you participate in recreation and cultural programming in Deep River?

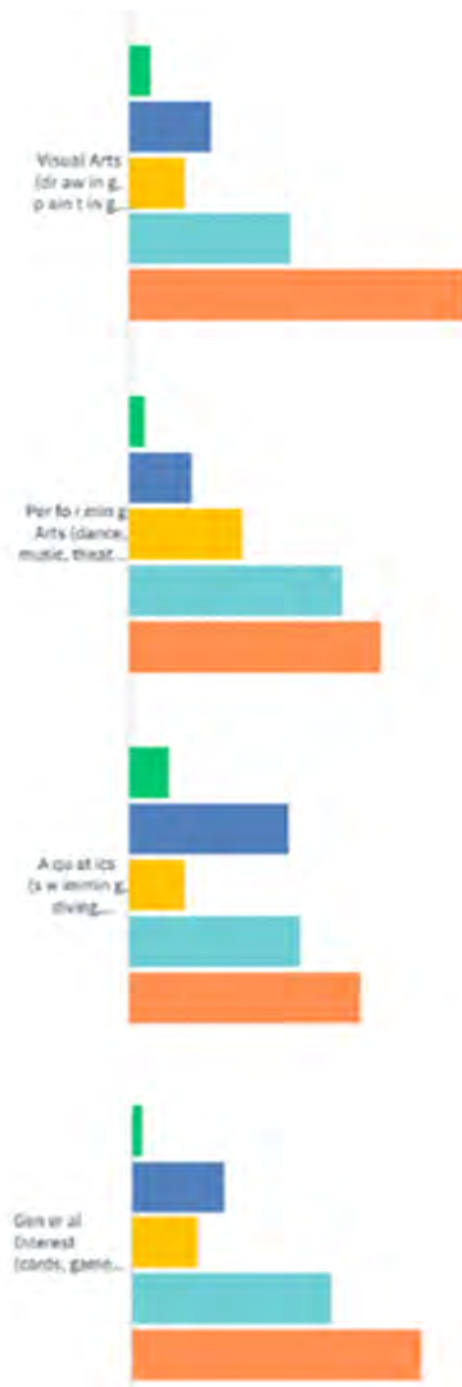
Answered: 363 Skipped: 199

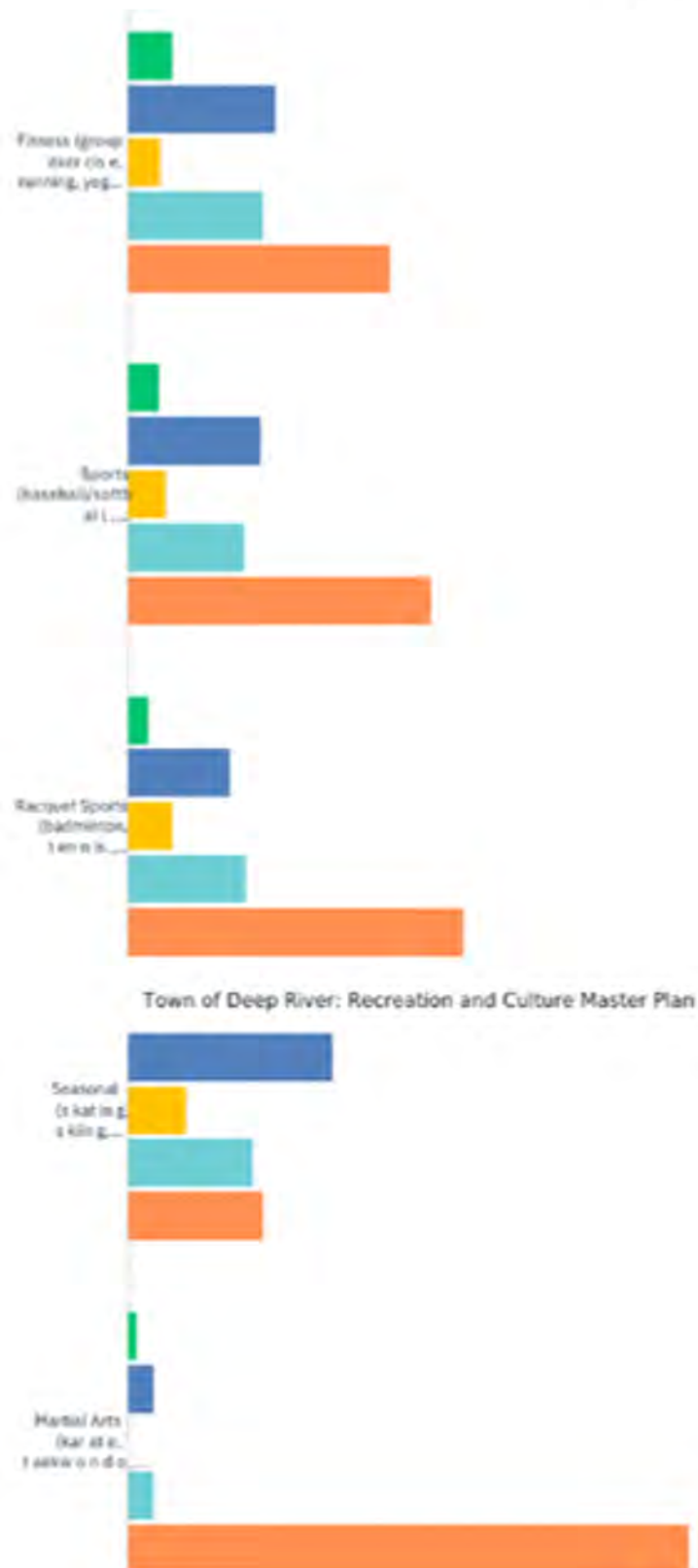


ANSWER CHOICES	RESPONSES	
Yes	82.37%	299
No	17.63%	64
TOTAL		363

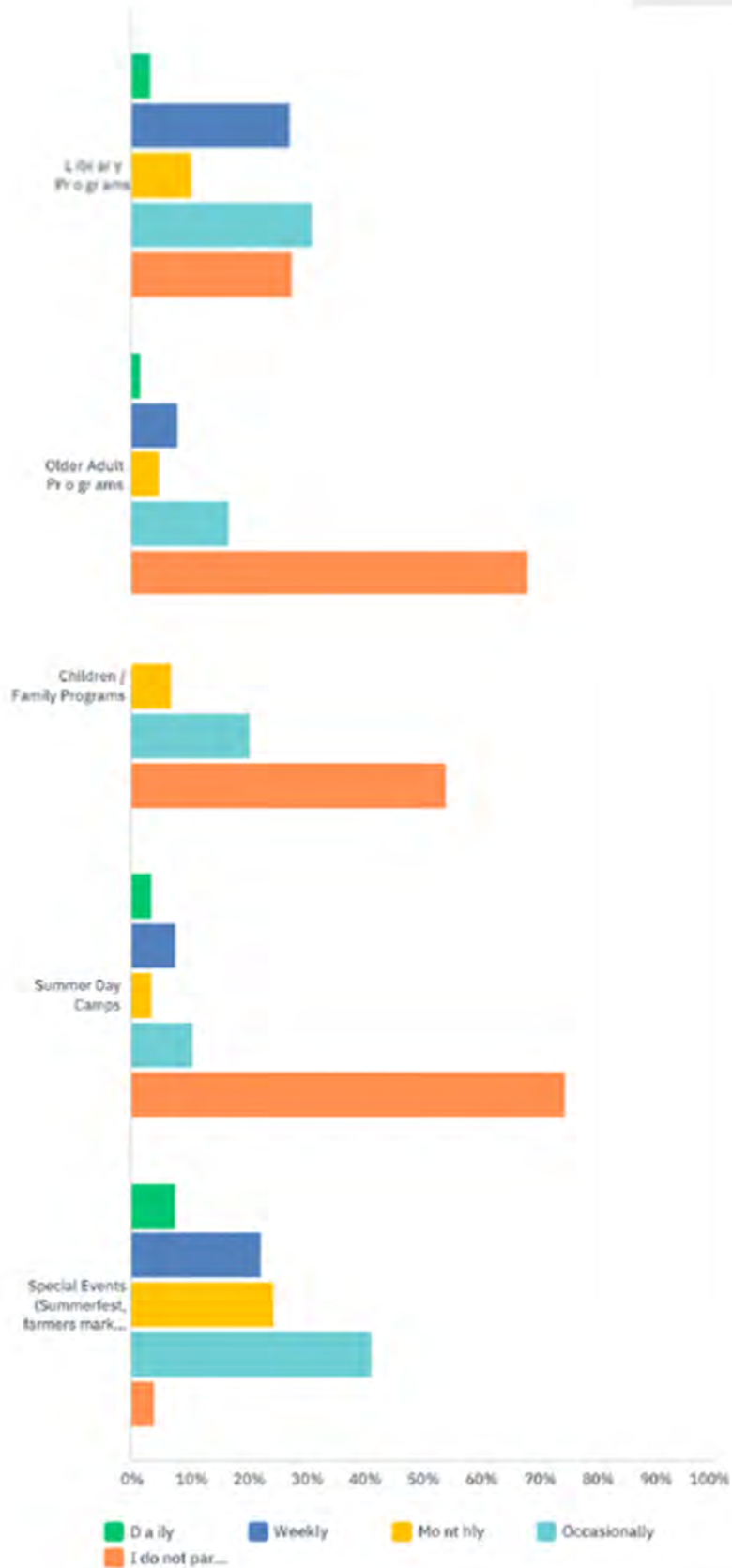
Q22 1. The following is a list of several recreation and cultural programs that you can participate in, in the Town of Deep River. Some of these are offered directly by the Town, while others are offered by community partners or other organizations. Please select programs and activities that you have participated in within the last 24 months. Please also indicate how often you participate.

Answered: 208 Skipped: 176





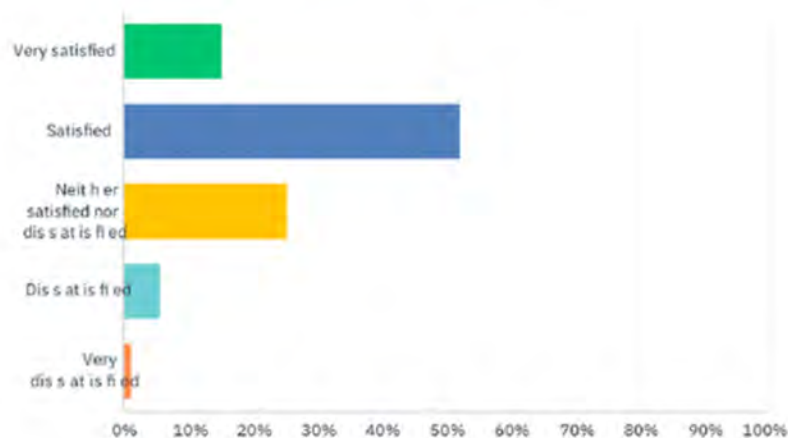
113



	DAI LY	WE E KLY	MONTHLY	OCCAS I ONAL LY	I DO NOT PART I CI PAT E	TOTAL
Visual Arts (drawing, painting, pottery, textiles, woodworking, etc.)	3. 42% 12	12. 54% 44	8. 55% 30	24. 50% 86	51. 00% 179	351
Performing Arts (dance, music, theatre, etc.)	2. 52% 9	9. 52% 34	17. 37% 62	32. 49% 116	38. 10% 136	357
Aquatics (swimming, diving, learning to swim, etc.)	6. 20% 22	24. 23% 86	8. 45% 30	25. 92% 92	35. 21% 125	355
General Interest (cards, games, gardening, social clubs, etc.)	1. 72% 6	14. 08% 49	10. 06% 35	30. 17% 105	43. 97% 153	348
Fitness (group exercise, running, yoga, Pilates, etc.)	7. 32% 26	23. 66% 84	5. 35% 19	21. 69% 77	41. 97% 149	355
Sports (baseball/softball, basketball, soccer, volleyball, etc.)	5. 04% 17	21. 36% 72	6. 23% 21	18. 69% 63	48. 66% 164	337
Racquet Sports (badminton, tennis, pickleball, etc.)	3. 47% 12	16. 47% 57	7. 23% 25	19. 08% 66	53. 76% 186	346
Seasonal (skating, skiing, snowmobiling, etc.)	16. 16% 59	32. 88% 120	9. 32% 34	20. 00% 73	21. 64% 79	365
	1. 50% 5	4. 19% 14	0. 30% 1	4. 19% 14	89. 82% 300	334
Martial Arts (karate, taekwondo, etc.)	3. 37% 12	27. 25% 97	10. 39% 37	31. 18% 111	27. 81% 99	356
Library Programs	1. 75% 6	8. 16% 28	4. 96% 17	18. 91% 58	68. 22% 234	343
Older Adult Programs	2. 05% 7	16. 13% 55	7. 04% 24	20. 53% 70	54. 25% 185	341
Children / Family Programs	3. 54% 12	7. 67% 26	3. 54% 12	10. 62% 36	74. 63% 253	339
Summer Day Camps	7. 63% 28	22. 34% 82	24. 52% 90	41. 42% 152	4. 09% 15	367
Special Events (Summerfest, farmers market, etc.)						

Q23 What is your overall satisfaction with recreation and cultural programming in Deep River?

Answered: 383 Skipped: 179

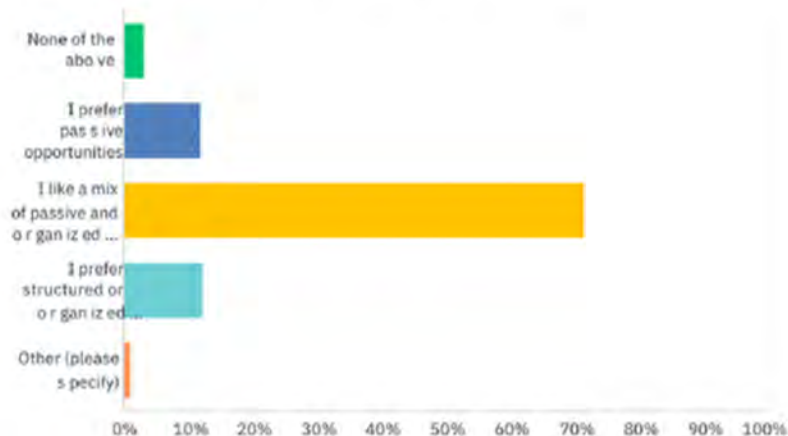


115

ANSWER CHOICES	RESPONSES	
Very satisfied	15.40%	59
Satisfied	52.22%	200
Neither satisfied nor dissatisfied	25.33%	97
Dissatisfied	5.74%	22
Very dissatisfied	1.31%	5
TOTAL		383

Q24 When you consider sport or recreation based programs, do you prefer passive opportunities (e.g., casual, unscheduled), or do you prefer organized opportunities (e.g., team sports, regularly scheduled programs)?

Answered: 377 Skipped: 185

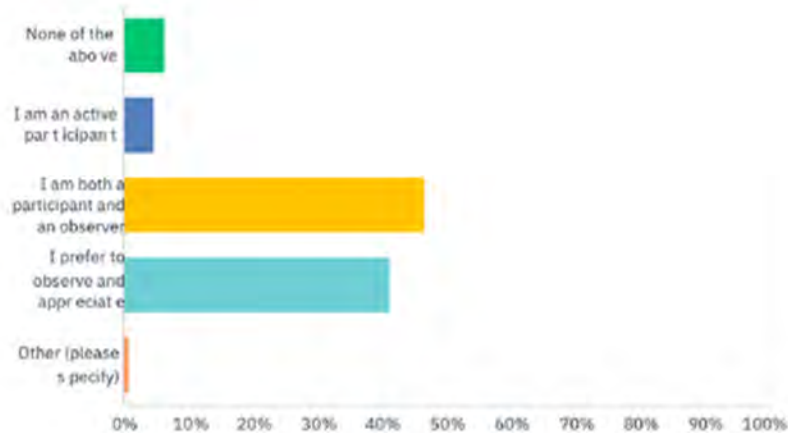


ANSWER CHOICES	RESPONSES	
None of the above	3.18%	12
I prefer passive opportunities	11.94%	45
I like a mix of passive and organized opportunities	71.35%	269
I prefer structured or organized opportunities	12.47%	47
Other (please specify)	1.06%	4
TOTAL		377

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Q25 When you consider cultural programs, do you prefer to actively participate (e.g., you create art, you perform on stage) or do you prefer to engage as an observer (e.g., attend a concert, visit a gallery)?

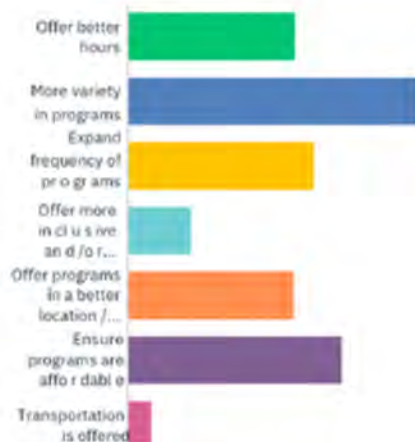
Answered: 377 Skipped: 185



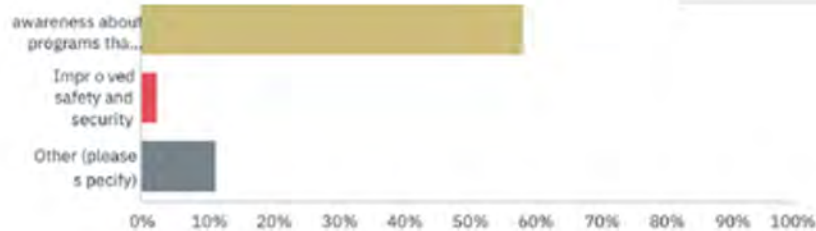
ANSWER CHOICES	RESPONSES
None of the above	6.37% 24
I am an active participant	4.77% 18
I am both a participant and an observer	46.68% 176
I prefer to observe and appreciate	41.38% 156
Other (please specify)	0.80% 3
TOTAL	377

Q26 What might encourage you to participate in (more) recreation and cultural programs? Please select all that apply.

Answered: 310 Skipped: 252



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Town of Deep River: Recreation and Culture Master Plan

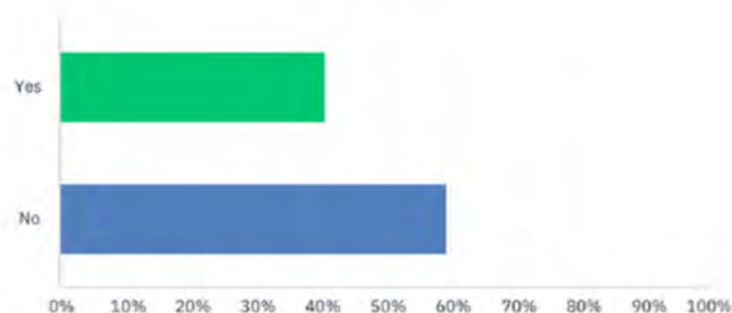
ANSWER CHOICES	RESPONSES	
Offer better hours	27, 10%	84
More variety in programs	47, 42%	147
Expand frequency of programs	30, 00%	93
Offer more inclusive and/or accessible programs	10, 32%	32
Offer programs in a better location / facility upgrades needed	26, 77%	83
Ensure programs are affordable	34, 52%	107
Transportation is offered	3, 87%	12
Increased awareness about programs that are offered	58, 39%	181
Improved safety and security	2, 58%	8
Other (please specify)	11, 61%	36

Total Respondents: 310

Town of Deep River: Recreation and Culture Master Plan

Q27 Do you participate in recreation and cultural programs in other municipalities?

Answered: 379 Skipped: 183



ANSWER CHOICES	RESPONSES	
Yes	40, 63%	15
No	59, 37%	4
TOTAL		22

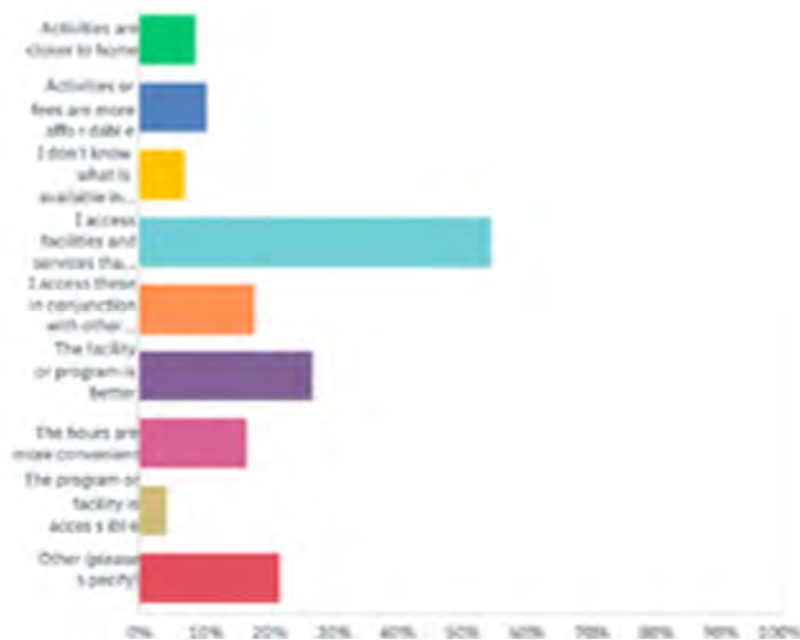
118

Q28 If so, please identify the community and list the programs, services, or facilities accessed there.

Answered: 149 Skipped: 413

Q29 Why do you use recreation or cultural services in other communities?
Select all that apply.

Answered: 177 Skipped: 385



ANSWER CHOICES	RESPONSES	
Activities are closer to home	5.04%	16
Activities or fees are more affordable	10.73%	19
I don't know what is available in Town	7.34%	13
I access facilities and services that are not available in Town	54.80%	97
I access these in conjunction with other trips (e.g. shopping)	18.08%	32
The facility or program is better	27.12%	48
The hours are more convenient	18.95%	30
The program or facility is accessible	4.52%	8
Other (please specify)	22.03%	39
Total Respondents: 177		

119

Q30 Please list the community or cultural events have you participated in within the last 24 months.

Answered: 219 Skipped: 349

Town of Deep River: Recreation and Culture Master Plan

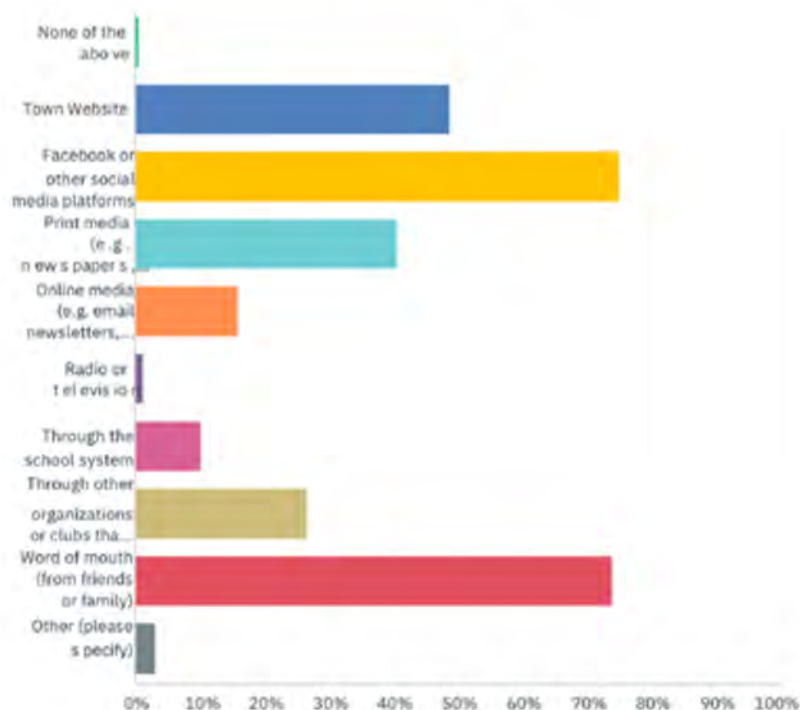
Q31 What three additional recreation or cultural programs do you think Deep River could offer that you would be willing to pay for or support? Please be sure to identify the specific location or age group if applicable.

Answered: 142 Skipped: 420

ANSWER CHOICES	RESPONSES	
Option 1	100.00%	142
Option 2	66.20%	94
Option 3	43.59%	59

Q32 Where do you currently get information about the Deep River's recreation and cultural services? Please select all that apply.

Answered: 374 Skipped: 188

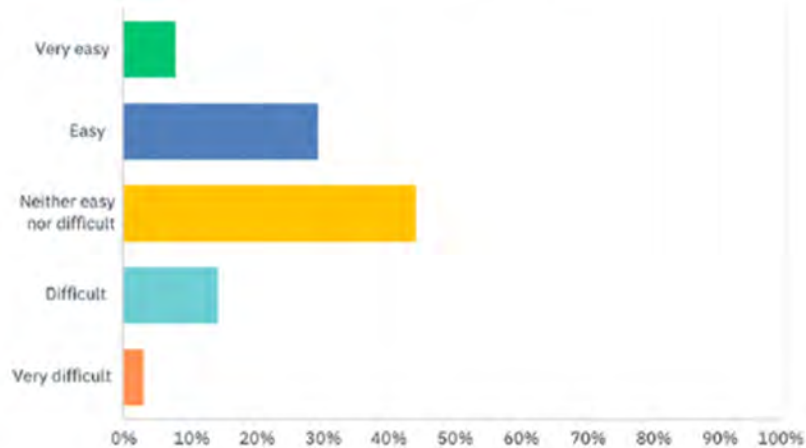


120

ANSWER CHOICES	RESPONSES	
None of the above	0, 53%	2
Town Website	48, 93%	183
Facebook or other social media platforms	75, 13%	281
Print media (e.g. newspapers, flyers or posters)	40, 64%	152
Online media (e.g. email newsletters, online news)	16, 04%	60
Radio or television	1, 34%	5
Through the school system	10, 16%	38
Through other organizations or clubs that I am involved with	26, 74%	100
Word of mouth (from friends or family)	74, 06%	277
Other (please specify)	3, 21%	12
Total Respondents: 374		

Q33 Is it easy to find the recreation and/or cultural services related information that you are looking for?

Answered: 367 Skipped: 195

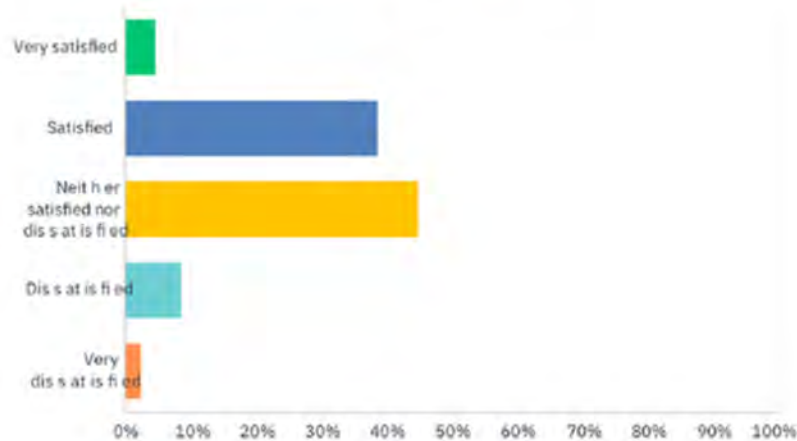


ANSWER CHOICES	RESPONSES	
Very easy	8, 17%	30
Easy	29, 70%	109
Neither easy nor difficult	44, 41%	163
Difficult	14, 44%	53
Very difficult	3, 27%	12
TOTAL		367

121

Q34 How satisfied are you with the program registration or facility booking process?

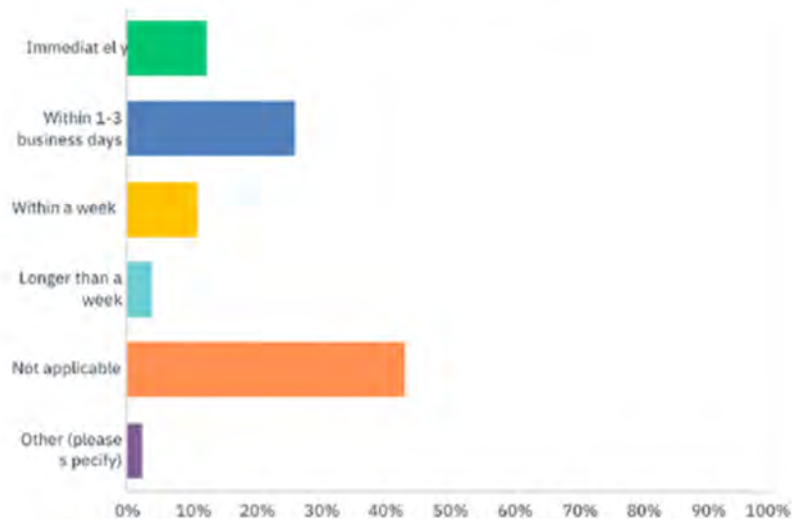
Answered: 355 Skipped: 207



ANSWER CHOICES	RESPONSES	
Very satisfied	4.79%	17
Satisfied	38.87%	138
Neither satisfied nor dissatisfied	45.07%	160
Dissatisfied	8.73%	31
Very dissatisfied	2.54%	9
TOTAL		355

Q35 How promptly does staff address your questions or concerns as it relates to recreation and/or cultural services?

Answered: 342 Skipped: 220

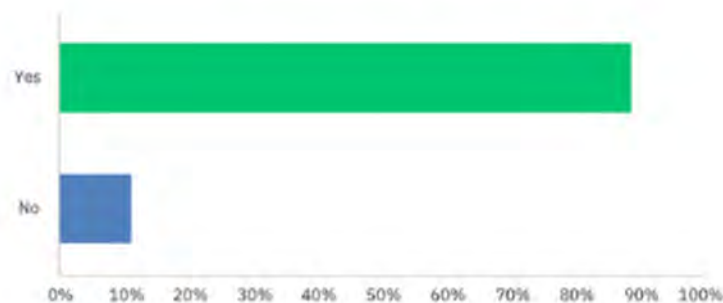


122

ANSWER CHOICES	RESPONSES	
Immediately	12.57%	43
Within 1-3 business days	26.32%	90
Within a week	11.11%	38
Longer than a week	4.09%	14
Not applicable	43.27%	148
Other (please specify)	2.63%	9
TOTAL		342

Q36 Do you feel that staff are knowledgeable about the Town's recreation and cultural services?

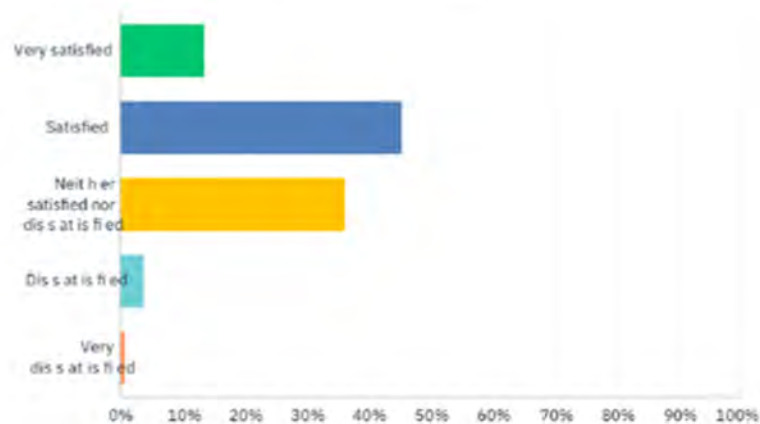
Answered: 311 Skipped: 251



ANSWER CHOICES	RESPONSES	
Yes	88.75%	276
No	11.25%	35
TOTAL		311

Q37 How satisfied are you with customer service levels related to recreation and cultural services?

Answered: 342 Skipped: 220



123

ANSWER CHOICES	RESPONSES	
Very satisfied	13, 74%	47
Satisfied	45, 32%	155
Neither satisfied nor dissatisfied	36, 26%	124
Dissatisfied	3, 80%	13
Very dissatisfied	0, 88%	3
TOTAL		342

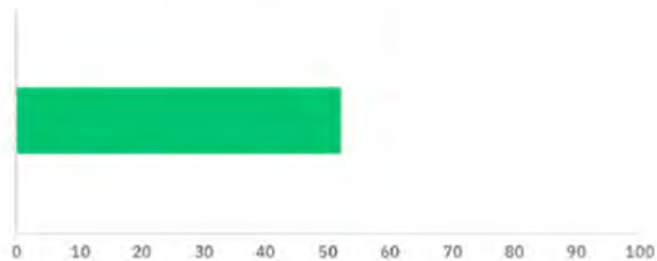
Town of Deep River: Recreation and Culture Master Plan

Q38 Do you have an exceptional experience that you would like to share?
If so, please describe.

Answered: 54 Skipped: 508

Q39 Which statement best describes how you think recreation and cultural services should be funded in Deep River?

Answered: 349 Skipped: 213



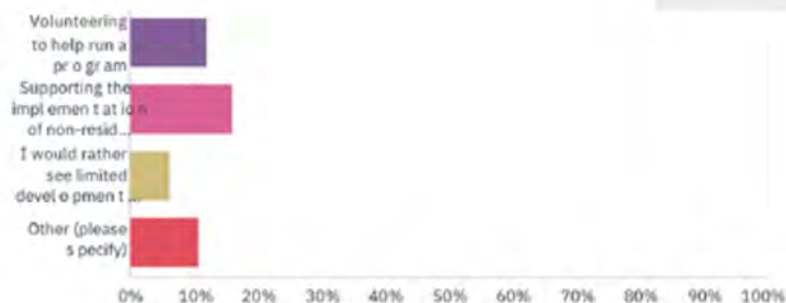
ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	52	18,316	349
Total Respondents: 349			

Q40 Please indicate your preferred method of contributing to the development of recreation and cultural services in the future.

Answered: 329 Skipped: 233



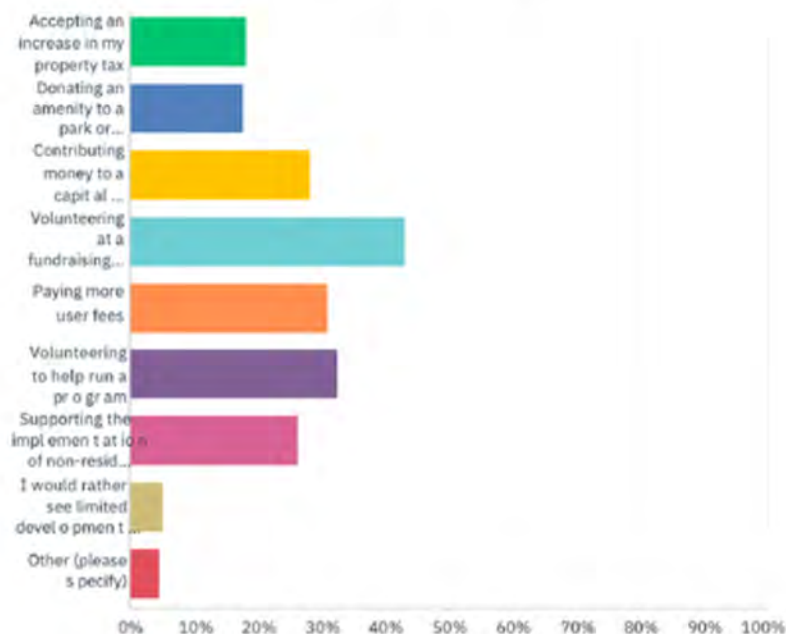
124



ANSWER CHOICES	RESPONSES	
Accepting an increase in my property tax	9.12%	30
Donating an amenity to a park or facility (e.g., a bench, a tree)	3.65%	12
Contributing money to a capital campaign	11.25%	37
Volunteering at a fundraising event	16.11%	53
Paying more user fees	14.29%	47
Volunteering to help run a program	12.16%	40
Supporting the implementation of non-resident fees and cost-sharing agreements	16.11%	53
I would rather see limited development than to have to contribute more	6.38%	21
Other (please specify)	10.94%	36
TOTAL		329

Q41 In which other ways would you support recreation and cultural services in Deep River?

Answered: 251 Skipped: 301



125

ANSWER CHOICES	RESPONSES	
Accepting an increase in my property tax	18.39%	48
Donating an amenity to a park or facility (e.g., a bench, a tree)	18.01%	47
Contributing money to a capital campaign	28.35%	74
Volunteering at a fundraising event	43.30%	113
Paying more user fees	31.03%	81
Volunteering to help run a program	32.57%	85
Supporting the implementation of non-resident fees and cost-sharing agreements	26.44%	69
I would rather see limited development than to have to contribute more	5.36%	14
Other (please specify)	4.60%	12
Total Respondents: 261		

Town of Deep River: Recreation and Culture Master Plan

Q42 Do you have any other comments, suggestions, or recommendations that you would like to share?

Answered: 89 Skipped: 473

Town of Deep River: Recreation and Culture Master Plan

Q43 We are offering three gift cards for a draw for those who complete the survey. The draw will take place when the survey closes, and notice will be provided to the winners via email or phone. If you would like to be entered into the draw for one of three \$25 gift cards, please provide the following information:

Answered: 153 Skipped: 400

ANSWER CHOICES	RESPONSES	
Name	99.35%	15
Phone Number	97.39%	2
Email Address	97.39%	14
		9
		14
		9

Appendix F: Site Visits

Template

Name of Facility	
Date of Assessment	
Assessed By	
Facility Type <i>aquatic, park, marina, indoor recreation, culture, trail</i>	
Facility Address	
Facility Size	
Facility Amenities <i>e.g., Amphitheatre, basketball, seating, share structures, climbers, swings, dog park, splashpad, courts, cycle infrastructure, etc.</i>	
General Observations <i>e.g., Condition of facilities and infrastructure, quality of landscaping, accessibility, safety, cleanliness, etc</i>	
General Condition <i>(poor - excellent)</i>	
Signage <i>e.g., list existing, ID new</i>	
Comments on Location <i>Walkability, proximity to other parks and amenities</i>	
Programs/Activities	
Other <i>e.g., opportunities, needs, benefits</i>	

127

Parks

Pier Park & Marina

Date of Assessment	November 13, 2024
Assessed By	K.Goodman
Facility Type	Community Park
Facility Address	100 Pier Road, Deep River
Facility Size	~ .41Ha (park) ~ 2.49Ha including marina slips and breakwater
Facility Amenities	• Reception / gift shop • 99 slips available • Boat ramp • Picnic area (with ramp) • Lots of parking (and trailer parking) (signed) • Gazebo / pavilion with picnic tables and BBQs • Garbage cans • Swings • Climber • Canoe / kayak rentals
General Observations	• Very interesting location, very visible to guests visiting from the water • No manufacturer label on climber (meet standard for CSA Z614.20) • Small shop / service area accessible by ramp
General Condition	Fair to Good
Signage	No park ID sign (should include civic address, rules, emergency contact)
Comments on Location	At marina, near recreation trail system
Programs/Activities	• Picnicking • Motorized and non-motorized boating
Other	Option to expand marina (add slips)



Pine Point Beach

Date of Assessment	November 13, 2024
Assessed By	K.Goodman
Facility Type	Beach
Facility Address	Pine Point Road, Deep River
Facility Size	~ 1.0Ha
Facility Amenities	• Great sandy beach area • Other amenities such as • Garbage cans and/or Porta-let available in season
General Observations	A great space for swimming, gathering and seems to be in great condition
General Condition	Good
Signage	Signs do exist; improvements include: wayfinding signage, civic address and emergency contact info
Comments on Location	• Just out of town; not sure about pedestrian traffic • Cyclists could be supported with a bike rack
Programs/Activities	• Swimming • Picnicking
Other	• Opportunity to install shade shelter (manufactured or natural) • Water safety / risk management (e.g. water safety ring)

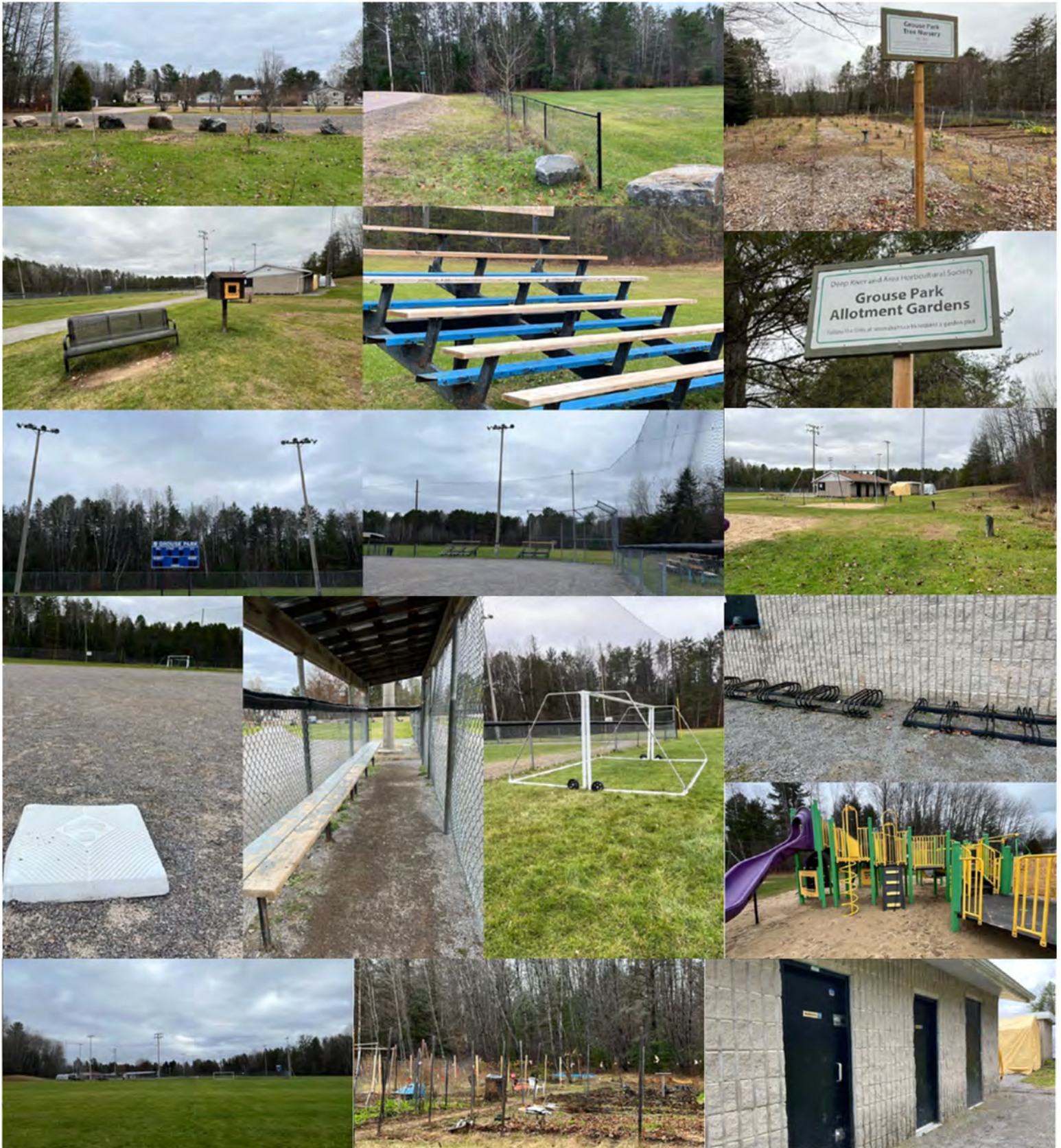


130



Pat McNulty (Grouse) Park

Date of Assessment	November 13, 2024
Assessed By	K.Goodman
Facility Type	Community Park
Facility Address	15 Double Dip Road, Deep River
Facility Size	6+ Ha (developed)
Facility Amenities	• Lots of waste cans & dog waste receptacle • Lending library • Canteen building (heated); washrooms & storage • Community garden & food forest • Bike racks • Fountain (seasonal) • Wifi; outdoor power access • Lit ball diamond with bleachers; scoreboard • Soccer fields with nets • Recreational trail system; skating trail (seasonal) • Climber & swings • Underground sprinkler system • Shuffleboard pads • Crokicurl Pad (seasonal)
General Observations	• Climber & swings in good condition; lots of space & soft sand ground cover; cannot find manufacturer label • Backstop netting showing some signs of wear • Portable soccer nets; flexible play options • Allotments & gardens nice; (seasonal) water access
General Condition	Good to very good
Signage	• Yes; needs civic address, rules, contact info, rules • Wayfinding signs would be useful at this site • Trail & directional signage needed
Comments on Location	On edge of town, good location with ample parking
Programs/Activities	• Swimming • Picnicking
Other - Considerations	• Splashpad location (reusing grey water for gardens and landscaping) • Bike or skate park • Dog park • Could soccer field be lit? • Good location to host tournaments (ball and soccer)



Hill Park

Date of Assessment	November 13, 2024
Assessed By	K.Goodman
Facility Type	Community Park
Facility Address	87 Ridge Road, Deep River
Facility Size	3Ha
Facility Amenities	• Sledding hill • Lots of parking • Outdoor rink • Bench in shaded area (x3) • Picnic table • Waste cans • Climber and Swing Set • Backstop
General Observations	• Huge open areas • Large(r) landing space at bottom of slide needed for safety purposes (meet standard for CSA Z614.20) • Some tree clean-up needed
General Condition	Good
Signage	No signs noted on site; need park name, rules, civic address, contact
Comments on Location	Residential, good location
Programs/Activities	• Swimming • Picnicking
Other - Considerations	• Intergenerational swing would be a nice addition here • Add dog waste station • Good for kite flying or informal soccer games • Trail by swings should be marked • Multiple access points (CPTED) • Limited lighting • Something needs to be done with old Woodworkers bldg. at top of hill

134



Huron Park

Date of Assessment	November 13, 2024
Assessed By	K.Goodman
Facility Type	Neighbourhood park
Facility Address	16 Huron Street, Deep River
Facility Size	~ 0.15Ha
Facility Amenities	• Picnic table (x1) • Bench (x1) • Waste can (x1) • Sensory play items • Climber • Swing set • Trees (with plaques) • Monkey bars
General Observations	• Climber and sensory toys look new (missing manufacturer labels) • Swings look tired • Nice plaque by trees • Good natural shade • Is the ditch as the roadside a concern? • Check ground cover under play equipment to ensure it meets safety guidelines
General Condition	Good
Signage	No signage noted
Comments on Location	Good residential location, accessible from street and lane at rear of property
Programs/Activities	• Unstructured play • Picnicking
Other - Considerations	• Update swings (include intergenerational option) (meet standard for CSA Z614.20) • Seating options need paint, but look to be in good condition • Yellow monkey bars look tired

136



Boulton Common

Date of Assessment	November 13, 2024
Assessed By	K.Goodman
Facility Type	Parkette / Open Space
Facility Address	44 Algonquin St, Deep River
Facility Size	~ 0.15Ha
Facility Amenities	• Bench • Natural shade
General Observations	Looks recently landscaped / terraformed
General Condition	Good
Signage	Park name only
Comments on Location	Central location
Programs/Activities	Rest stop



Riverbank Park

Date of Assessment	November 13, 2024
Assessed By	K.Goodman
Facility Type	Park / Parkette
Facility Address	55 Brockhouse Way
Facility Size	0.22Ha
Facility Amenities	• Parking • Several commemorative benches • Memoria garden • Waste cans • Small gazebo with power (includes picnic tables and waste cans) • Shoreline rocks and with access (stepping stones) • Terraced / natural seating • Pathway (lit) with benches
General Observations	Show stopper!
General Condition	Good
Signage	• One small (hidden) sign • No emergency contact, civic address, etc
Comments on Location	• Central, near 'downtown' and school • Waterfront • Walkable
Programs/Activities	N/A
Other - Considerations	• Add bike rack or other cycle infrastructure • Any issue with goose poop? • No noticeable 'lifesaving' devices (especially given proximity to water), nor are any rules posted



140

Lamure Beach

Date of Assessment	November 13, 2024
Assessed By	K.Goodman
Facility Type	Destination Park
Facility Address	Cedar Road, Deep River
Facility Size	~ 1.25Ha
Facility Amenities	• Great beach (lifeguarded) • Off-shore swim platform • Lots of waste cans • Shelter / washrooms (non-heated) • Teeter totter with spring toys and tunnel • Gazebo with picnic table (accessible path access) • Climber (small) • Swing Set • BBQs/ grills • Kayak / SUP storage (rentals) • Beach volleyball • Picnic tables, benches throughout • Access ramp / mat to water (in season) • Large parking area
General Observations	Large drop at end of slide (review ground cover standard)
General Condition	Fair
Signage	• Some signage in place • Need 911 / Civic & rules • Wayfinding signage could be beneficial here
Comments on Location	Outskirts, but walkable (could better define pedestrian / cycle corridor)
Programs/Activities	• Picnicking • Swimming • Kayaking • Volleyball
Other - Considerations	• Wayfinding signs • Cycle infrastructure • Note in 2022 survey about exploring option to add campsites at this location as a possible future initiative

141



142

Bill Rounding Park

Date of Assessment	November 13, 2024
Assessed By	K.Goodman
Facility Type	Park / Green (Open) Space
Facility Address	35 Parkdate Ave, Deep River
Facility Size	9.64Ha
Facility Amenities	• 1 bench • 1 waste can • Lots of open space • Tree nursery and community gardens
General Observations	• Unsure of parking location • Flat, open area
General Condition	Good
Signage	1 small sign
Comments on Location	Walkable
Programs/Activities	• Walking, dog walking • Gardening • Informal soccer, kite flying, disc golf or other unstructured play
Other - Considerations	• Possible location for fenced dog park • Increase allotments and tree nursery • Shade gazebo • Improved signage (civic, rules, contact, emergency) • More seating • Concrete slab (ice surface, pickleball)



143



144

Silvie / Hillcrest Park

Date of Assessment	November 13, 2024
Assessed By	K.Goodman
Facility Type	Neighbourhood Park
Facility Address	55 Hillcrest Ave. , Deep River
Facility Size	~ .1Ha
Facility Amenities	• 1 bench • 1 picnic table • New trees • 2 swing sets (one toddler, one older children) • 1 climber • 1 waste can • Dbl light standards • Outdoor rink
General Observations	• Good, clean space • Like the lighting and tree planting • Missing manufacturer label on climber • Lots of natural shade • Looks well maintained • Bench looks a little warped
General Condition	Good
Signage	No signage
Comments on Location	Great location, east end, quiet
Programs/Activities	• Skating (seasonal) • Free Play
Other - Considerations	Improve signage



Unity Park

Date of Assessment	November 13, 2024
Assessed By	K.Goodman
Facility Type	Community Park
Facility Address	5 Ridge Road, Deep River
Facility Size	~ .14Ha
Facility Amenities	• Gazebo with picnic table • Mini amphitheatre • Accessible climber • Sensory toys • Community garden / beautification • Fitness equipment (x3) • Some benches • Skatepark (though closer to HS)
General Observations	• No manufacturer label on climber • Damage to picnic table • Some tree for shade
General Condition	Good – Very Good
Signage	None – just on rock
Comments on Location	Great central location near Town core and school
Programs/Activities	• Skateboarding • Fitness • Unstructured play
Other - Considerations	• Improve signage • Improve slope from parking area to park • Enhance accessibility / navigability • Determine whether this is the permanent home for the skatepark and add (safety) features & signage



Indoor Facilities

Community Centre

Date of Assessment	December 2, 2024
Assessed By	K.Goodman & K.Lee
Facility Type	Community Centre (Indoor Recreation Facility)
Facility Address	5 Ridge Road
Facility Size	
Facility Amenities	Whistle Stop Pottery Guild Bowling Alley Parking Area Washroom
General Observations	Whistle Stop is well used, and needs more space Brings in over \$100k / yr donated to hospital Washroom near front entrance Lots of original features still in bowling alley Aging building Accessible ramp at front
General Condition	Poor
Signage	Poor
Comments on Location	Great location, walkable Close to everything
Programs/Activities	
Other	Pottery wish list Kids classes and more outreach Explore options and feasibility for redevelopment

148

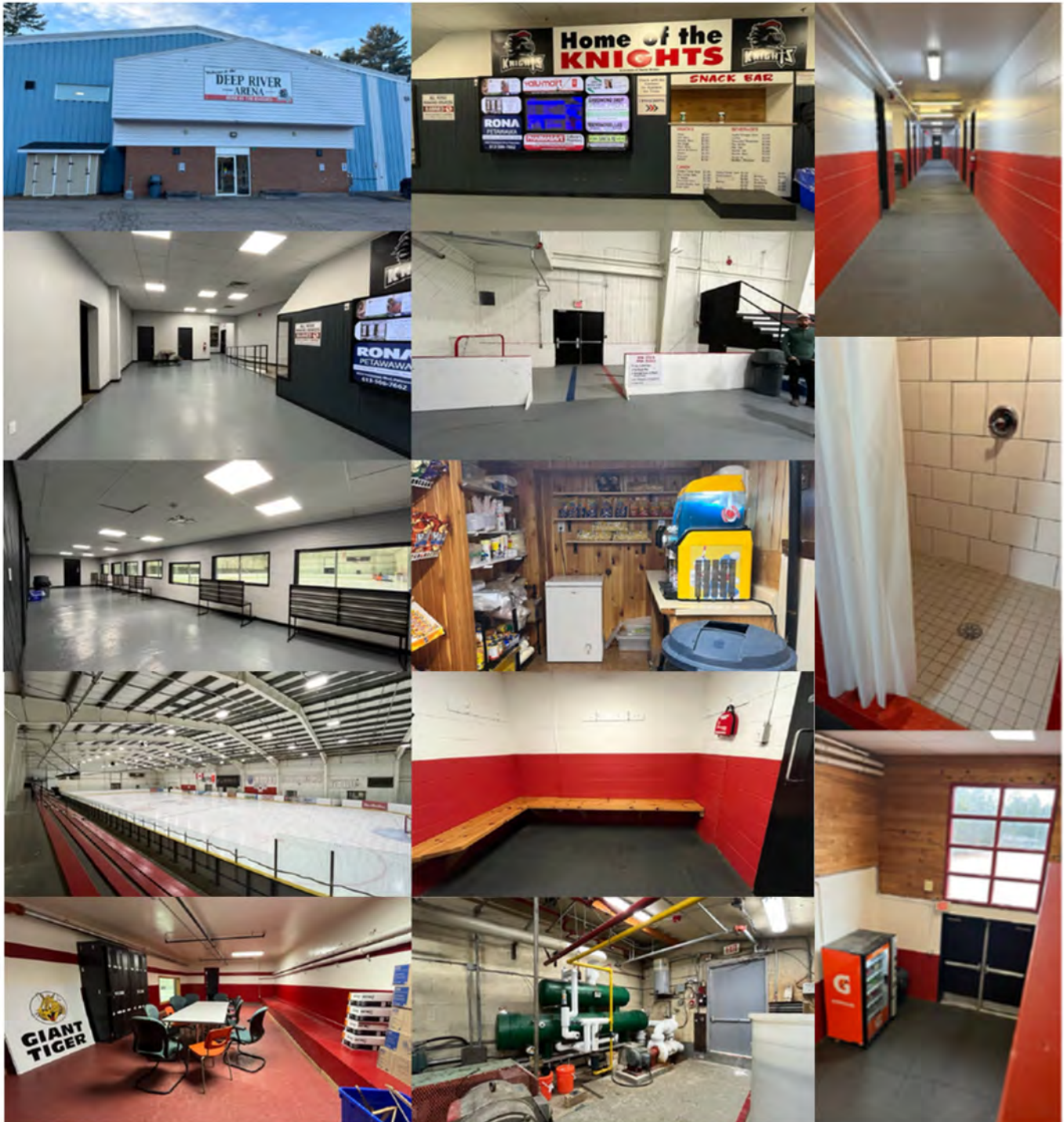


149

Deep River Arena

Date of Assessment	December 3, 2024	
Assessed By	K.Goodman & K.Lee	
Facility Type	Arena	
Facility Address	2 Clubhouse Way, Deep River	
Facility Size	~ .14Ha	
Facility Amenities	• Original build est 1963-67; addition in 1978 – 1980 • Lobby; canteen • Marketing partnership (future sign) • Changerooms added (est 2000) • 8 rooms in total • Allows for accessible and ladies play • Large parking lot • Kitchen and hall in upper level (not accessible)	
General Observations	• Steel beams need engineering assessment • Replace boards, floor, piping est \$1.2M • Currently near end of life • Upper level is underutilized (estimate 5% occupancy)	
General Condition	Good	
Signage	• Yes, but needs better wayfinding • Needs to be more consistent across the Town	
Comments on Location	• Great location in proximity to gold course, curling club, lawn bowling	
Programs/Activities	User Groups • Minor hockey • Public skating; power skate; can skate • Pickleball • Special events • Town sports • Day camps • Figure skating • Parent and tot	Programs • Science camp • Tournaments • Community use • Mini stick space
Other - Considerations	• Elevator to improve access to upper level • Hockey tournaments • Community hall space (rentals) are cheap • Convert 'storage' area to add 'gym' space with workout equipment • Upstairs redone 2021; chiller updated 2021 (alarm & monitoring) • Safety training – recognize value/importance • Annual loss est \$350k	

150



151

Aquatic Centre (Deep River Pool)

Date of Assessment	December 2, 2024	
Assessed By	K.Goodman & K.Lee	
Facility Type	Pool	
Facility Address	57 Brockhouse Way, Deep River	
Facility Amenities	• Ballet / dance studio upper level • Ability to mark lanes • Sauna • Leadership courses • PA day rentals / free swim • Corridor to connect school and gym • All necessary safety and training equipment together	
General Observations	• Major roof repair • Ground fault issues between school and pool • Refurbishment (\$1.2M) in 2018; LED lighting in 2019 • Tile damage notes in some areas • Changerooms • Lack of accessible changerooms (other accessible features included)	
Signage	Branded signage	
Comments on Location	• Great location in proximity to golf course, curling club, lawn bowling	
Programs/Activities	Programs • Lessons • Drop in swim • Birthday parties • Rentals • Aquafit • NLS courses • Stand up paddleboard • 'cradle to grave' • Muslim swim • Overall use is significant	User Groups • Seniors • Swim clubs • Schools • Somenon-residents / Laurentian Hil
Other - Considerations	• Online registration • Universe (doesn't connect with financials); some glitches • Staff schedules • Create 'Family' changerroom & non-gender changerroom • Staff complement to run programs; partner with area municipalities • Rates • Online and practical training • Early recruitment of lifeguards (PRO Conference: How to Recruit) • ORFA / CPO training; IDEA training	

152



153

Riverbank

Date of Assessment	
Assessed By	K.Goodman & K.Lee
Facility Type	Trail
Facility Size	470m
Facility Amenities	Gravel (crushed) pathway, wide Seating
General Observations	Great location to serve downtown and a great connector from marina to town core
General Condition	Good
Signage	Some signage
Other - Considerations	Lacking cycle infrastructure Consider improved lighting Install more waste receptacles Lacking maps and promotional materials Access to drinking water station would be a nice add



154

East-end Trails (Four Seasons)

Date of Assessment	
Assessed By	K.Goodman & K.Lee
Facility Type	Trail
Facility Size	~47.5km
Facility Amenities	Very natural
General Observations	Very popular; high levels of use
General Condition	Very good
Signage	Some available; look at options for way-finding and interpretive signs (nature, indigenous history, etc)
Programs / Activities	Good for walking, mountain biking, x-cty skiing, snowshoeing
Other - Considerations	Not maintained by the Town Parking options Trail maintenance; look at opportunities to train vol to assist Set standard for trail maintenance and inspection (e.g., to ID possible hazards (over hanging trees) and address accordingly



155

West-end Trails

Date of Assessment	
Assessed By	K.Goodman & K.Lee
Facility Type	Trail
Facility Size	8km
General Condition	Very good
Signage	Lacking directional / way-finding
Programs / Activities	Good for walking, mountain biking, x-cty skiing, snowshoeing
Other - Considerations	Need for signage, waste receptacles, dog waste stations, mapping, clear trailhead (with appropriate amenities)



Appendix G: ActiveXchange

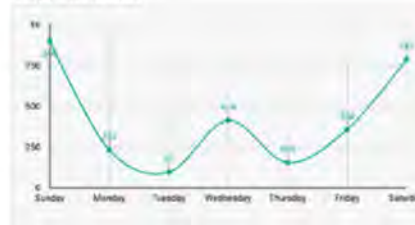
A Data Extract Summary was also completed on the Deep River Arena for the period of time, January 1 to March 1, 2025. This provided a 'snapshot' on usage patterns and visitation to the arena over this time. There were almost 3000 visits to the arena with the average time spent at the arena was 44 minutes with some visits exceeding four hours. Daily visitation show highest use occurs on weekends and generally between the hours for 2:00 p.m. and 6:00 p.m.

Where People are Coming From

- The average distance travelled to visit the arena was 25 km.
- 42% of users were within 5.5km (indicating that they were local)
- 18% originated from Pembroke
- 15% originated from Laurentian Hills
- 11% originated from Laurentian Valley
- 9% originated from Petawawa
- 4% originated from Renfrew

Therefore, approximately 42% of users are residents with over 58% being from out of the area/non-residents.

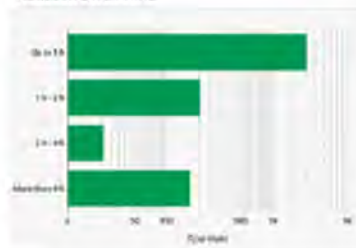
Daily Visitation Trend



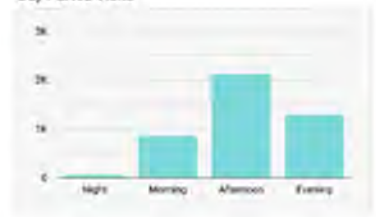
Weekday vs Weekend Visits



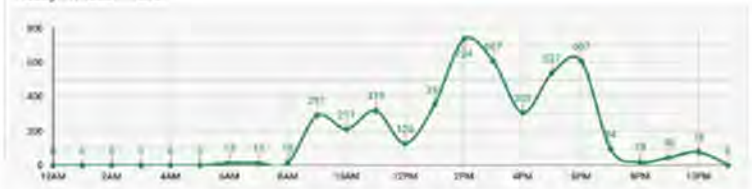
Visitation Dwell Time



Day Parted Visits



Hourly Visitation Trend



Time Series Visitation Counts



Appendix H: Environics

A MobileScapes Data Extract Summary is a report generated using Environics Analytics' MobileScapes which is a tool that provides a snapshot of mobile movement data for a specific location and time period.

Mobilescapes can answer questions like:

- Where do visitors live and work?
- How far do they travel to reach a location?
- What other places do they visit?
- How do visitor demographics compare to competitors?

This is especially useful for recreation, retail, tourism, urban planning, and public health initiatives.

Key Findings

- 30,900 visits to the arena
- 1223 unique visitors
- 102 average visitors per month
- 2576 average visits per month

Demographics of Unique Visitors

- Average household income \$157,000
- Maintainer age 55-64
- Household size – 2 persons
- Education level – trades/college
- Households with children – 41%
- Cultural diversity is low

Visit Summary by Time of Day

- % of Visits by Unique Visitors:
- 35% Evening (6-9 p.m.)
 - 32% Evening Commute (3-6 p.m.)

Deep River Mobility Data

As part of the Deep River Recreation and Culture Plan, a Data Mobilescape Summary was completed on the Deep River Arena for the period of time, September 1, 2024, to September 1, 2025.

This provided a longer and much broader perspective on usage patterns and visitation to the arena over this time.

Some of the key findings are listed below, as well as demographic data points, visit summaries, and geographical summaries of where visitors are coming from.

Visit Summary by Day of Week

- % of Visits by Unique Visitors:
- 20% (6105) visits on Fridays
 - 19% on Saturdays
 - 16% on Sundays

Geographical Summary

- 35% of visitors are from within 2 km
- 70% of visitors are from within 9 km
- KOJ (Deep River) postal code tops the FSA with visits at 90% (27,828 visitors)
- Further exploration is required for area municipalities with the same postal code as Deep River to provide a more detailed understanding/use of the arena from non-taxpayers including Deep River: KOJ 1P0, Laurentian Hills: KOJ 1P0, Chalk River: KOJ 1J0, Head, Clara, & Maria: KOJ 2K0, Mackey: KOJ 2B0

MobileScapes | Visitor Summary

Deep River Arena and Parking Lot | Time Period: September 01, 2024 - September 01, 2025

ENVIRONICS
ANALYTICS

Visitation Summary



Top PRIZM® Segments by Volume of Visits

Top PRIZM®
Segments Represent:

77%

of unique visitors

88%

of visits

28.9

Visitation Rate

Visit Summary by Day of Week

% of Visits by Unique Visitors

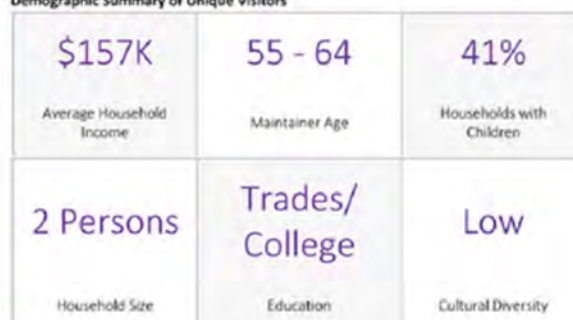


Visit Summary by Daypart

% of Visits by Unique Visitors



Demographic Summary of Unique Visitors



Demographics determined from customer-weighted summary of unique visitors. Standard metrics based on highest value and represent the highest likelihood of being held among visitors compared to the Canadian population.

MobileScapes | Geographic Distribution

Deep River Arena and Parking Lot | Time Period: September 01, 2024 - September 01, 2025

ENVIRONICS
ANALYTICS

Geographic Summary, by Volume of Visits by Unique Visitors

Top 15 FSAs with Visits			
Name	Visits	%	Household Population 15+
Total	30.9K	100%	468.6K
K0J (Deep River, ON)	27,828	90.0%	32,108
K4P (Greely, ON)	924	3.0%	9,501
K8H (Petawawa, ON)	751	2.4%	12,661
K8A (Pembroke, ON)	418	1.4%	23,670
K2L (Ottawa, ON)	149	0.5%	16,911
K7V (Renfrew, ON)	140	0.5%	12,799
K2K (Ottawa, ON)	105	0.3%	23,050
K1X (Ottawa, ON)	91	0.3%	5,354
T2C (Calgary, AB)	76	0.2%	20,167
J0X (Wakefield, QC)	72	0.2%	42,919
N2Z (Kincardine, ON)	63	0.2%	11,370
K8B (Pembroke, ON)	54	0.2%	435
K7S (Auriprior, ON)	51	0.2%	13,946
K7C (Carleton Place, ON)	44	0.1%	20,852
K0A (Embrun, ON)	35	0.1%	99,493
Other FSAs	111	0.4%	123.3K

Catchment Area Summary

35% of visits are from within 2KM
70% of visits are from within 9KM

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Appendix I: Council Presentation

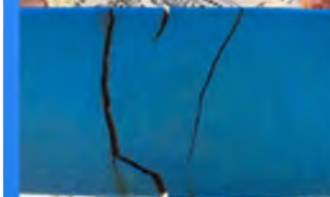
Why We Should Improve Hill Park's Playground

A presentation by: Evelyn Myers and Sofia Wilkie

Current state of Hill Park



The chains are rusted



The swing seats are cracked



The park is quite empty



The paint on the swing posts is chipped

What people are saying

If a town installs a playground for its children to enjoy, shouldn't it be maintained?

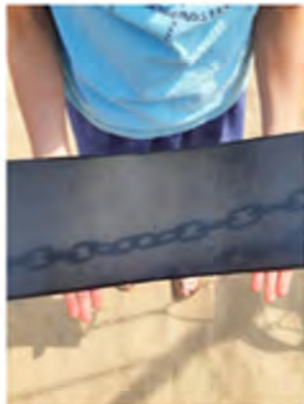
Gisele Schruder

We live close to Hill Park and we go there a lot, now that the broken baby swing set has been removed, there is a perfect spot for a jungle gym.

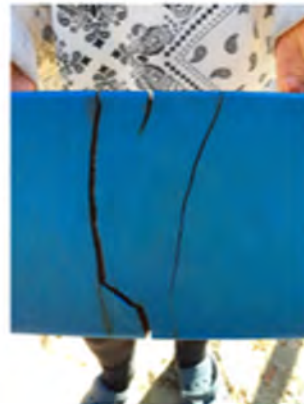
Phillion Family

The slide needs to be a little bit bigger. Just a bit.

Edward Myers



VS



VS



VS



Fundraising Ideas

- Organizing a run (Like The Reindeer Run)
- A Dance
- Going Door To Door To Earn Pledges

We Will Apply For Grants From:

- Jumpstart
- D.R.D.C.F (Deep River and District Community Foundation)



Thank you for your time
and for listening to our
deputation. We hope you
will approve our plan,
fund us and help us move
forward.

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