

Recreation and Culture Master Plan 2026-2036

Town of Deep River

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Acknowledgements

The preparation of the Town of Deep River Recreation and Culture Master Plan has been a collaborative effort, and our consulting team is grateful for the guidance and support we received throughout this process.

Above all, we wish to recognize the residents, volunteers, community organizations, and partners who contributed their time and ideas. Through surveys, focus group sessions, interviews, and conversations, community members shared candid feedback about their experiences, priorities, and hopes for the future of recreation and culture in Deep River. Their input directly shaped the Plan's goals, recommendations, and implementation framework, ensuring that this document is reflective, positive, and actionable.

As consultants, we are honoured to have supported the Town in this important work. We are excited to watch the Plan come to life over the coming years and to see how Deep River continues to build on its strengths in recreation, arts, culture, and the natural environment for the benefit of current and future generations.

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Executive Summary

The purpose of this plan in to provide a clear roadmap for the Town of Deep River to follow for the design and delivery of Recreation and Culture programs over the next ten years.

This plan will identify the Mission, Vision and Strategic Direction to inform the Town's approach to evaluation, design and implementation of programs and related assets. It will also guide the Town's approach to working with community and regional groups/ clubs, neighbouring municipalities & institutions, the Indigenous Community, Provincial & Federal governments and the broader North Renfrew community.

Recreation and culture experiences and activities are closely linked. Both support personal physical and mental well-being as well as personal growth and development, foster social connections, and promote community cohesion. Recreation programs and activities typically are designed for leisure, relaxation and enjoyment and include physical, social or intellectual leisure experiences or pursuits such as sports, fitness, outdoor/nature activities and hobbies.

Culture includes both the arts and heritage focussed programs and activities. Heritage-based activities and experiences are designed to celebrate elements such as history, social identity, values, traditions and language, and include events such community festivals and museum displays. The arts include the performing arts such as theatre, dance and music as well as visual and creative arts such as painting, photography, various crafts and writing. These can be experienced as creative pursuits for personal enjoyment as an individual or in a group, and as an audience member or visitor to an exhibition, performance or other events.

Each of the five Strategic Directions contained in the plan have a number of Core Recommendations. These recommendations will result in a short-, mid-, and long-term action plan which will presented to Council and require regular review and revision during the ten-year term of this plan.

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Introduction

1.1 Project Outcome

For the Town of Deep River, the Master Plan covers a 10-year period. The Plan is both a vision and an action plan, outlining how Deep River – and north Renfrew – can foster active, healthy, and connected lifestyles through public recreation and culture opportunities.

It should be acknowledged that recreation and culture services in Deep River are provided through a combination of public (municipal) and private (e.g., non-profit organizations) efforts that include provision of facilities, programming, events, and other activities. And, while the Master Plan is designed to inform municipal investment in recreation and culture, it also recognizes the key role that external delivery agencies fill. As such, the Master Plan will help build on existing relationships and partnerships with the overall goal of creating a vibrant and engaged community. It is critical to note that several facility assets owned by local School Boards, Community Groups/Clubs and neighbouring municipalities also play a key role in recreation and culture activities for the North Renfrew Community. In addition, several local organizations also play a critical role in partnering with these local clubs to support their ability to deliver high quality recreation and cultural programs.

This Master Plan is informed by information and data collected throughout Phase 1, which is compiled in the Background Report for additional context. The data in the Background Report was collected through extensive engagement with community groups, Council, staff, and the broader North Renfrew area public.

A Recreation and Culture Master Plan is a strategic document developed by municipalities to guide the planning, development, and delivery of recreation and culture services, facilities, and programs over a defined period.

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1.2 Project Approach

To accomplish this outcome, the Consulting Team utilized a two-phase approach. The steps within Phase 1, the Background Report, ensured that all necessary information and opinions were collected to inform the Master Plan. Phase 2 of this project is this Recreation and Culture Master Plan document. This document results from the development of a mission, vision, values, recommendations, and implementation framework that will guide the Town's approach to recreation and culture service delivery in Deep River.

A well-informed process ensures recommendations and attainable implementation strategies that accurately represent the community needs and wants in a meaningful way. A comprehensive, two-phase approach has been used to developing Deep River's Recreation and Culture Master Plan.

A comprehensive, two-phase approach has been used to developing Deep River's Recreation and Culture Master Plan.

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 and Recommendations
- Establish Implementation Framework
- Provide Funding Strategies
- Recommend Plan for Monitoring and Evaluation

1.3 Background and Context

Deep River's Setting and Role

Deep River is a compact, walkable riverside community with an exceptional natural setting along the Ottawa River. Its beaches, parks, trail network, and downtown are closely linked, giving residents and visitors easy access to outdoor recreation and community spaces. Although the Town has a modest permanent population, its recreation and culture facilities serve a much larger regional catchment, including nearby rural areas, visitors, and workers connected to Canadian Nuclear Laboratories (CNL) and other employers. With an estimated 100 Community Groups and Clubs supporting and or providing recreation and culture activities the Deep River community has a long history of recreation and cultural activities that are second to none.

Deep River's strategic plans emphasize quality of life, strong collaboration with community groups and neighbours, reliable infrastructure, and diverse recreational and cultural opportunities as core to the Town's future. The Recreation and Culture Master Plan is a key tool to advance these priorities.



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Facilities, Parks, and Cultural Assets

Deep River offers a broad mix of recreation and culture amenities for its size. Town owned facilities include; arena, pool, community and meeting spaces, beaches, waterfront parks and marina, playgrounds, sports fields, and an expanding trail system. Other private/public facilities such as the schools, golf club, ski hill and Four Seasons trails play a key role in the communities' programs. Deep River also benefits from a vibrant cultural community such as Deep River Players, THEOP and Valley Artisans, along with regional assets such as Upper Ottawa Valley Galleries, Libraries, Archives and Museums (GLAM) partners and local heritage organizations. Renfrew County Schools Board facilities are heavily utilized by a large number of community groups for a variety of recreation and culture events.

Facility assessments completed for this Plan confirm that several core municipal assets are aging and will require significant renewal or replacement over the next decade. Several community organizations also own and operate their own facilities and face similar challenges. At the same time, smaller investments in accessibility, comfort, and multi-use design can unlock more year-round value from existing spaces.





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Community and Stakeholder Input

Community engagement for the Master Plan included a public survey, interviews and workshops with community organizations, user groups, and partners, and discussions with Council and staff. Residents expressed strong pride in Deep River's natural setting, outdoor amenities, and sense of community, and identified several recurring themes:

Themes

Natural Assets
Desire to protect and enhance beaches, trails, and the waterfront while improving access, amenities, and connections.

Programming
Interest in more programming for youth, older adults, and intergenerational social connection.

Arts & Heritage
Recognition of the importance of arts, and heritage to community identity and tourism.

Capacity
Appreciation for volunteers and community partners, and concern about burnout and limited capacity.

Sustainability
Awareness of financial constraints and the need for sustainable funding and regional collaboration.



Feedback from the municipality, cultural organizations, and other service providers emphasized opportunities to advance Truth and Reconciliation, inclusion, and cultural visibility in both indoor and outdoor spaces.

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Key Challenges

The Background Report highlights several structural challenges that shape this Plan:

Challenges

Aging Infrastructure and Limited Capital Capacity

The arena, pool, and other key facilities are aging, and many outdoor amenities need reinvestment, while available capital funding is constrained. Many other facilities, not owned and operated by the Town, face the same challenges

Access to Renfrew County School Board Facilities

Many community groups have expressed concerns regarding both the cost and access to utilize these critical School Board facilities.

Small Tax Base, Regional Service Role

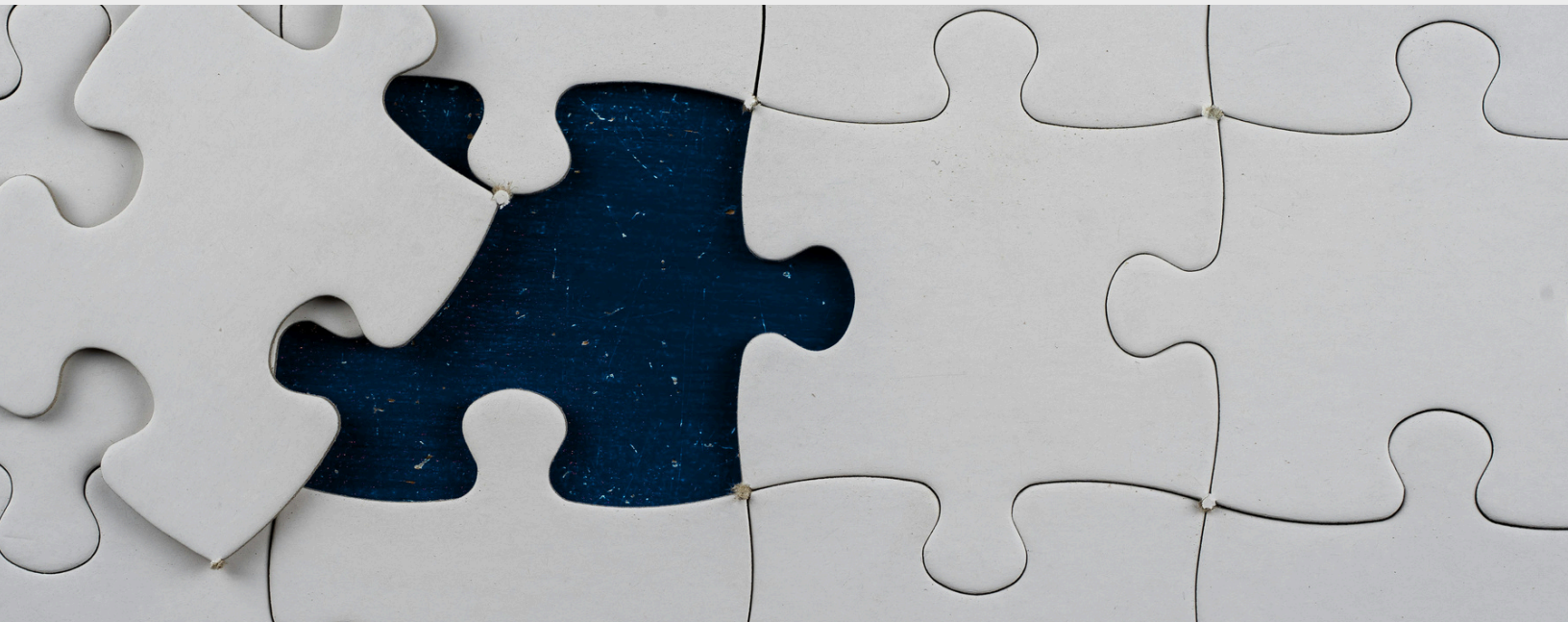
Deep River's population is relatively small compared to the number of people who use its facilities, making cost-recovery and fair regional cost-sharing critical.

Volunteer and Partner Capacity

Many programs and events depend on a small group of dedicated volunteers and community organizations, which can limit growth and innovation.

Climate Change and Environmental Pressures

Changing weather patterns, shoreline conditions, and extreme events are affecting outdoor rinks, waterfront areas, and operations.



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Key Opportunities

In addition to the challenges, the Background Report identifies important strengths and opportunities:

Opportunities

Exceptional Outdoor Setting

The Ottawa River waterfront, beaches, and trail systems position Deep River as an outdoor recreation hub and potential tourism draw.

Strong Sense of Community and Engagement

Residents show high levels of attachment, volunteerism, and willingness to support local projects through time, fundraising, and ideas.

Strength in Numbers

With more than one hundred community-based groups and organizations who support a range of programs and services ensuring there is something for everyone.

Existing Cultural and Educational Strengths

The library, arts groups, heritage partners, and regional GLAM network offer a strong foundation to expand cultural programming and storytelling.

Strategic Partnerships

Connections with CNL, schools, health providers, Indigenous partners, and neighbouring municipalities create opportunities for shared facilities, programs, and funding.





How This Plan Responds

The Recreation and Culture Master Plan translates these findings into five strategic goal areas focused on:

1. Service Delivery Excellence & Sustainable Finances
2. Culture at the Heart
3. Partnerships
4. Renew the Places We Enjoy and Rely On
5. Outdoors for Generations

The remainder of the Plan outlines the recommendations, performance indicators, action plan process, and funding approaches that will help Deep River ensure that its approach to Recreation & Culture remains relevant and achievable while continuing to improve services to the community.



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Strategic Direction

2.1 Big Moves

Service Delivery Excellence & Sustainable Finances

Position the Recreation and Culture Department as a key community leader and changemaker by streamlining policies and processes, modernizing recreation technology, advancing long-term fiscal sustainability, and working collaboratively with community organizations and non-municipal partners to deliver seamless and high-quality services, programs, and spaces.

Culture at the Heart

Celebrate and advance arts, and heritage by creating intentional multi-cultural spaces, improving access to schools and other cultural venues, while supporting and building on existing programs to introduce new events and experiences that reflect Deep River's diverse cultural community.

Partnerships

Strengthen collaboration with local community organizations, neighboring municipalities, volunteers, and local businesses as partners and investors to build local capacity, co-deliver programs and diversify funding.

Renew the Places We Enjoy and Rely On

Address aging recreation and culture infrastructure (municipal and non-municipal) through integrated fiscal partnerships, long term asset management, and multi-use design, ensuring facilities remain welcoming and sustainable.

Outdoors for Generations

Establish the community's outdoor recreation facilities as signature outdoor assets that support everyday resident use, drive recreation related tourism, and strengthen the local economy, while protecting the natural environment for future generations.

2.2 Recommendations

There are a total of 24 recommendations, and they are categorized into 5 strategic directions designed with consideration for prudent fiscal management, recreation as an economic driver for tourism, resident attraction and retention, service delivery excellence, celebrate and advance cultural programming/services and regional partnerships/cost sharing agreements.

Goal 1: Service Delivery Excellence & Sustainable Finances

Position the Recreation and Culture Department as a key community leader and changemaker by streamlining policies and processes, modernizing recreation technology, advancing long-term fiscal sustainability, and working collaboratively with community organizations and non-municipal partners to deliver seamless and high-quality services, programs, and spaces. Recommendations:

Strengthen Program Quality, Inclusion, and Older Adult Services

Design and refine programs to support active living, healthy lifestyles, and social connection for all ages, with particular attention to inclusive opportunities and welcoming, age-friendly services for older adults in Deep River.

Engage Staff, Volunteers, and Workplace Culture

Invest in staff and volunteers through ongoing training, clear roles, and recognition, and foster a positive, collaborative workplace culture where people feel valued, supported, and equipped to deliver excellent service.

Clarify Policies, Standards, and Accountability

Develop and maintain clear policies, service standards, and performance metrics to guide decision-making, track outcomes, and demonstrate accountability and continuous improvement in service delivery.

Modernize Technology for Efficiency and User Experience

Leverage modern recreation software and digital tools to streamline operations, enhance customer service and communication, and support data driven decision-making.

Enhance Communications

Strengthen communications and marketing to increase awareness, make it easier for residents to find and register for opportunities, and grow participation in recreation and culture programs.

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Establish a Recreation Capital Reserve with Dedicated Funding Streams

Create a sustainable reserve fund for major renewals and upgrades by dedicating consistent annual contributions to a capital reserve, supplemented by modest, clearly communicated surcharges on select rentals and registrations. This fund can be used to leverage matching grants related to facility investment.

Advance Revenue Integrity Through Annual Fee Reviews

Implement an annual user fee review as part of the recreation and culture budget process, adjusting rates where necessary to maintain alignment with service costs, market conditions, and cost-recovery targets.

Improve Operational Efficiency and Shared Use

Pursue staffing, and operating efficiencies, and expand shared-use and partnership models to increase utilization of existing spaces, reduce operating costs where feasible, and grow the effective supply of recreation and culture space.

Performance Indicators

Indicator	What it Tells Us	Desired Direction
Resident satisfaction with services	Overall satisfaction rating with recreation and culture services from periodic surveys	Stable or improving
Program participation and reach	Total program registrations/unique participants, by age group and key populations	Increasing or stable
Digital adoption and convenience	Percentage of registrations and bookings completed online; basic feedback on ease of use	Increasing over time
Partnerships and volunteer activity	Number of active community partners, volunteers, and co-delivered programs/events	Increasing or stable
Cost-recovery trend	Overall cost-recovery level for recreation and culture (e.g., net cost per capita or % cost-recovery)	Stable or improving over time
Diversity of funding sources	Share of total revenues coming from non-tax sources (fees, partnership agreements, grants, sponsorships, donations, etc.)	Increasing or stable

Goal 2: Culture at the Heart

Celebrate and advance arts, and culture, and (local, natural, scientific, and Indigenous) heritage by creating intentional multi-cultural spaces, improving access to schools and other cultural venues, while supporting and building on existing programs to introduce new events and experiences that reflect Deep River's diverse cultural community. Recommendations:

Strengthen Cultural Partnerships and Programming

Work with schools, Indigenous partners, cultural organizations, and community groups to co-create and expand cultural programs, workshops, and experiences.

Promote Local Artists and Cultural Assets

Enhance promotion and storytelling about performing arts, local artists, cultural organizations, and heritage assets through coordinated marketing, cultural branding, and regional outreach, raising awareness of Deep River as a cultural destination.

Inventory Cultural Assets

Identify, document, and regularly update Deep River's cultural assets, using this information to guide planning, investment, storytelling, and tourism development.

Expand and Optimize Cultural Spaces

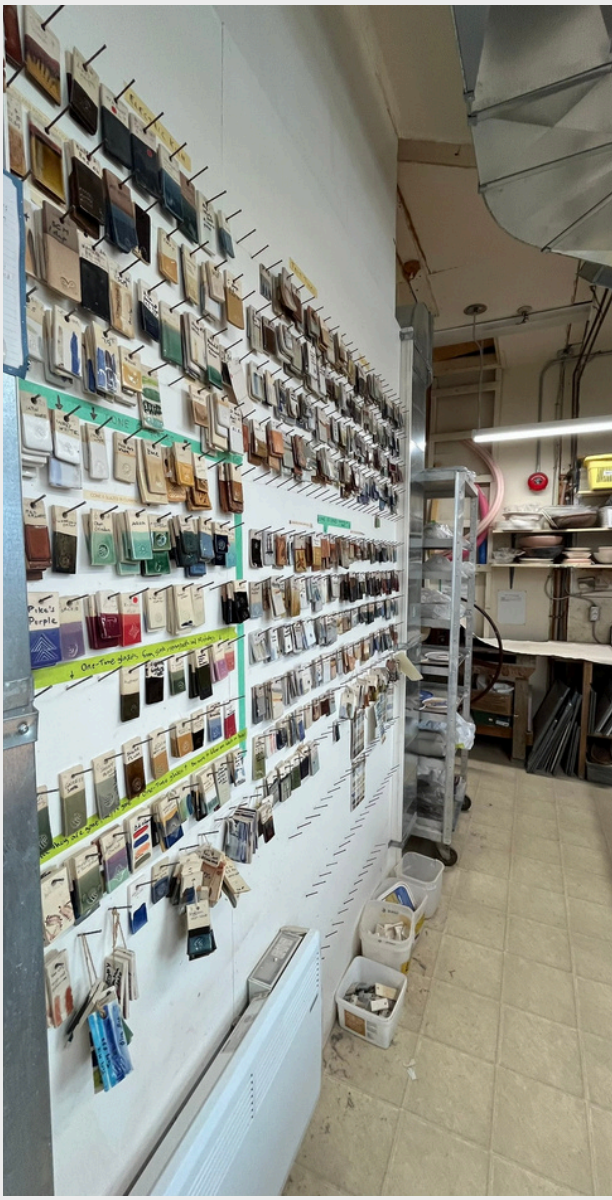
Increase access to, and creative use of, cultural spaces including schools, libraries, museums, and non-traditional venues by encouraging shared use, pop-up and outdoor cultural spaces, and flexible, multi-purpose cultural hubs.

Animate the Community with Cultural Events

Support a diverse range of community-driven arts, and heritage events throughout the year, partnering with local volunteers and cultural groups to sustain and grow existing festivals and performances, use indoor and outdoor venues to celebrate local talent, attract visitors, and strengthen community pride.

Advance Truth, Reconciliation, and Inclusion

Collaborate with Indigenous communities and apply the principles of Inclusion, Diversity, Equity, and Accessibility (IDEA) to ensure cultural spaces, programs, and events are welcoming, respectful, and accessible to everyone, and support ongoing Truth and Reconciliation learning and action.



Performance Indicators

Indicator	What it Tells Us	Desired Direction
Cultural event volume and attendance	Number of arts, and heritage events supported/hosted annually and estimated attendance	Increasing or stable
Cultural organization engagement	Number of cultural groups engaged in municipal initiatives each year	Increasing or stable
Cultural space utilization	Use of key cultural spaces (e.g., library rooms, pop-ups, outdoor hubs) through bookings/events	Increasing or stable
Truth and Reconciliation progress	Number and type of TRC-aligned initiatives implemented annually (education, signage, partnerships, etc.)	Increasing and sustained





Goal 3: Partnerships

Strengthen collaboration with local community organizations, neighbouring municipalities, volunteers, and local businesses as partners and investors to build local capacity, co-deliver programs and diversify funding. Recommendations:



Build Community Collaboration and Volunteerism

Support and collaborate with community organizations, volunteers, and partners to expand the depth and breadth of community offerings, build local leadership capacity, share delivery of programs and events and increase access to and use of non-municipal spaces.

Strengthen Regional Cost-Sharing and Collaboration

Work with neighbouring municipalities to establish fair, transparent cost-sharing agreements that reflect Deep River's broader service role and support equitable regional access to all recreation and culture facilities and programming for the broader community.

Funding Through Partnerships, Sponsorships, and Fundraising

Engage local businesses, community organizations (including schools, Indigenous groups, CNL, and the library), and residents as investors in Deep River's recreation and culture future through sponsorships, co-delivery partnerships, and visible community fundraising campaigns.

Performance Indicators

Indicator	What it Tells Us	Desired Direction
Regional contribution ratio	Extent to which neighbouring municipalities contribute to community facilities and programs (via agreements or user fees)	Increasing or stable, aligned with regional use
Co-delivered community program volume	The depth of collaboration with local groups; shows how actively the Town is supporting volunteers to lead, expand, and share the delivery of events and community offerings.	Stable or increasing
Partnerships, Sponsorships & Fundraising contributions	The total annual dollar value (cash and in-kind) brought in via corporate sponsorships, community fundraising, and major institutional partners to enhance assets and diversify funding.	Stable or increasing

Goal 4: Renew the Places We Enjoy and Rely On

Address aging recreation and culture infrastructure (municipal and non-municipal) through integrated fiscal partnerships, long term asset management, and multi-use design, ensuring facilities remain welcoming and sustainable. Recommendations:

Plan Long-Term Renewal and Multi-Use Spaces

Develop an integrated long-term facilities strategy that prioritizes high-impact investments, supports multi-use and flexible design, and guides the phased renewal, repurposing, or expansion of community facilities.

Proactively Pursue Grants and External Funding

Maintain shovel-ready concepts and systematically apply for federal, provincial, and regional grants and other external funding to accelerate capital renewal and maximize local dollars.

Effective Stewardship of Municipal Assets

Establish clear maintenance standards, inspection routines, and service levels for all major facilities and parks, using lifecycle best practices to keep assets safe, accessible, and in a state of good repair.

Performance Indicators

Indicator	What it Tells Us	Desired Direction
Asset condition and state of good repair	Percentage of recreation and culture assets rated fair or better in asset management data	Stable or improving
Renewal funding vs. lifecycle need	Annual renewal spending compared to estimated lifecycle requirement (renewal funding ratio)	Moving toward agreed range
Priority capital project progress	Status of key capital projects from the Plan (not started / in progress / completed / deferred)	Steady progress year over year
Facility utilization and multi-use	Utilization levels for major facilities, downtime, and number of spaces operating as multi-use hubs	Increasing or stable

Goal 5: Outdoors for Generations

Establish the community's outdoor recreation facilities as signature outdoor assets that support everyday resident use, drive recreation related tourism, and strengthen the local economy, while protecting the natural environment for future generations. Recommendations:

Enhance Community Pride, Beautification, and Amenities

Strengthen community pride, beautification, and everyday use of outdoor spaces through targeted amenities, policies, and programs.

Create an Integrated Waterfront Approach

Strengthen the waterfront as a connected economic and recreation hub by better linking the marina, beaches, waterfront parks, and downtown, and enhancing facilities, amenities, programs, and events to improve the overall resident and visitor experience.

Expand and Connect Trail Systems

Expand, connect, and enhance Deep River's land and water trail systems to provide safe, accessible routes between neighbourhoods, major parks, the waterfront, and downtown for people of all ages and abilities, while linking local routes with regional trail networks to promote recreation and support active transportation.

Lead in Environmental Stewardship and Climate Adaptation

Act as a leader in environmental stewardship by protecting and enhancing natural spaces, promoting environmental education, and integrating climate adaptation into parks and recreation operations.

Performance Indicators

Indicator	What it Tells Us	Desired Direction
Trail and active transportation connectivity	Kilometres of maintained trails/active routes and number of key destinations connected by accessible routes	Increasing over time
Access to nature and play	Proportion of residents within a short walk of a park, trail access, or play space; perceived ease of access	Increasing or stable
Environmental stewardship actions implemented	Number of new or ongoing stewardship initiatives (tree planting, habitat projects, education, waste/recycling improvements)	Increasing over time
Climate adaptation measures in place	Number of parks/facilities with climate-resilient features (shade trees, drought-tolerant landscaping, stormwater features, etc.)	Increasing over time
Outdoor events and tourism activity	Number of outdoor events/tournaments and qualitative feedback from local businesses about outdoor-related visitation	Increasing or stable

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Implementing the Plan

This plan is intended to guide Town of Deep River staff and Council through to 2036, providing a clear bridge from high-level goals to day-to-day decisions about programs, spaces, partnerships, and investment. This section outlines the process that will be followed to identify actions that will be sequenced over time, how they align with Council's strategic direction and the Town's fiscal framework, and how progress will be monitored, reported, and refined as conditions change.

3.1 Purpose and approach

Implementation of the Recreation and Culture Master Plan is an iterative process, not a one-time exercise, and should be integrated into the Town's annual business planning, asset management, and budget cycles. An updated operational action plan that describes short-, mid-, and long-term action items will be provided annually as part of the budget cycle. It is expected that Council will make final decisions on individual projects, service levels, and funding sources through its regular budget process, using the Master Plan as a key reference point alongside other corporate plans such as the Strategic Plan and Asset Management Plan.





3.2 Factors That May Shift Priorities

Priorities will inevitably shift as conditions change, and the Plan is intended to be flexible enough to accommodate this. In addition to the availability of municipal funding, factors that might change priorities include:

Public Safety and Risk

Actions or projects required to address safety, accessibility, or regulatory compliance concerns should advance ahead of less urgent initiatives.

Asset Condition and Failure Risk

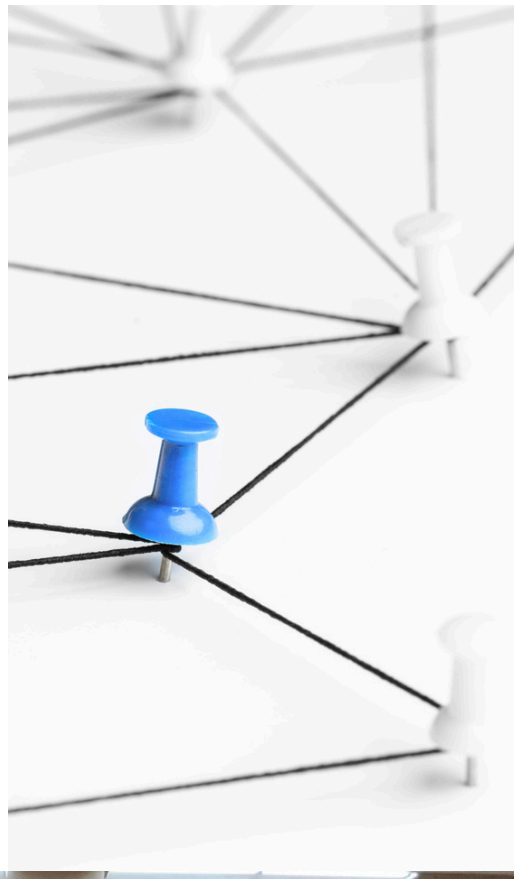
Deteriorating facilities or amenities identified through asset management updates may require accelerated renewal, replacement, or decommissioning.

Grants and Partnerships

Time-limited external funding, donations, or partnership offers may justify bringing forward shovel-ready projects that align with the Plan's goals.

Demand, Usage, and Satisfaction

Sustained changes in participation, waitlists, or user feedback may warrant re-sequencing actions to expand or refine services with the greatest impact.





Regional and Institutional Initiatives

New strategies or investments by neighbouring municipalities, Canadian Nuclear Laboratories, educational institutions, health partners, Indigenous communities, or other agencies may create opportunities for joint projects or shared facilities.

Legislative and Policy Changes

Updates to provincial regulations, funding programs, accessibility standards, or climate-related requirements may necessitate adjustments in timing, scope, or design.

Climate and Environmental Conditions

Shifts in weather patterns, water levels, or environmental risk may accelerate or reshape projects related to waterfronts, outdoor rinks, or parks and trails.



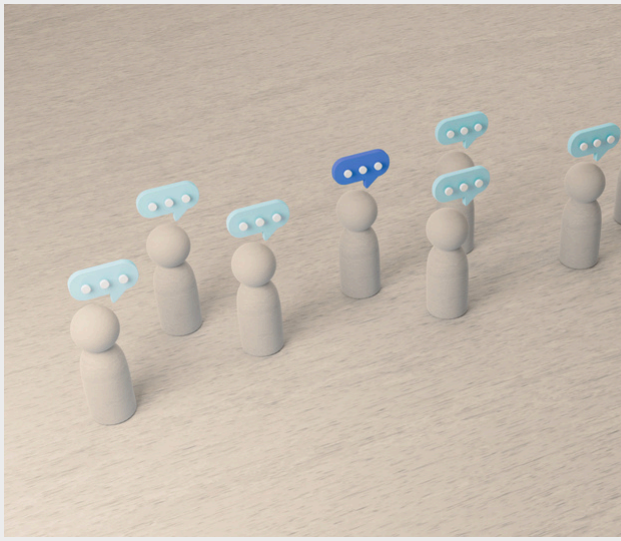
3.3 Roles, Accountability, & Communication

Roles

Council
Council sets direction, approves budgets, and champions the Plan's vision in dialogue with residents and partners.

Senior Management
Senior management integrates Master Plan priorities into corporate planning, asset management, and inter-departmental initiatives.

Recreation and Culture Staff
Recreation and culture staff lead day-to-day implementation, monitor performance, and maintain relationships with community organizations, volunteers, and regional partners.



Framework

Successful implementation depends on coordinated roles across the organization. By embedding this implementation framework into regular municipal practice, Deep River can move steadily from vision to action, adapting as needed while maintaining a clear line of sight between daily decisions and the long-term recreation and culture outcomes the community has identified as most important. The Town will:

Update
Provide annual public updates on progress, celebrating achievements and acknowledging delays or changes in direction.

Promote
Use multiple channels (ex: website, social media, newsletters, library and facility displays) to highlight upcoming projects and opportunities for involvement.

Recognize
Recognize partners, volunteers, sponsors, and funders who contribute to implementation, reinforcing a culture of shared ownership.

> Transparent communication is **essential** to maintain trust and momentum.

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Funding Strategies

Implementing the Recreation and Culture Master Plan will require ongoing investment of time, funding, and community partnership. While the Town's tax base and user fees remain the foundation for operating and capital budgets, Deep River will rely on a mix of complementary tools to deliver on the Plan's vision in a financially responsible way.

Capital Reserves and Lifecycle Planning

Deep River will continue to integrate recreation and culture facilities into its corporate asset management and long-term financial plans, dedicating stable funding for renewal and replacement over time. Establishing and maintaining a dedicated recreation capital reserve, with clear annual contributions and transparent reporting, will provide a reliable foundation for major upgrades and allow the Town to respond to urgent needs when they arise.

Grants and External Funding

The Town will proactively pursue federal, provincial, and regional grants – using shovel-ready concepts and the approved Master Plan to demonstrate need, community alignment, and readiness. When possible, capital projects will be bundled and timed to coincide with grant programs, and successes and lessons learned will be shared with Council and the community. Staff will work with community groups to support their independent grant applications where possible and in many cases apply for grants in partnership with community groups. It is also critical that municipal grant programs that provide support from the Town to community groups continue to evolve to maximize the potential for them to thrive.

Establishing and maintaining a dedicated recreation capital reserve, with clear annual contributions and transparent reporting, will provide a reliable foundation for major upgrades and allow the Town to respond to urgent needs when they arise.

Community Sponsorships and Fundraising

Deep River and the broader north Renfrew community residents, businesses, and community organizations have a strong history of investing their time and resources in local facilities and programs. The Town will build on this by offering structured sponsorship opportunities, supporting visible fundraising campaigns for priority projects, and recognizing donors in meaningful ways, while ensuring all partnerships align with community values.

User Fees, Surcharges, and Cost-Sharing

Fair and transparent user fees will continue to play an important role in supporting sustainable operations, guided by regular fee reviews and clear cost-recovery principles. Where appropriate, modest, project-specific surcharges on select rentals or registrations may be used to help fund major improvements. A combination of regional cost-sharing arrangements with neighbouring municipalities and or non-resident user fees will be pursued to reflect Deep River's broader service role.

Partnerships and Innovative Funding Streams

Partnerships with health, education, cultural, Indigenous, and private sector partners can unlock funding streams and shared investments in programs, spaces, and equipment. Over time, Deep River will look to strengthen these relationships and explore innovative tools – such as social prescribing initiatives, joint-use agreements, and targeted pilot projects – that deliver community benefit while sharing financial responsibility.



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Monitoring and Evaluation

Deep River should consistently review and evaluate implementation of the Recreation and Culture Master Plan to ensure it remains aligned with community needs and Council priorities. This requires ongoing monitoring of key data, including annual facility and program usage, resident engagement, activity trends, user satisfaction, and regular dialogue with community organizations and regional partners. Annual reporting on plan implementation and action plan is essential to support transparent decision-making and to inform adjustments to resource allocation and priorities.

Review Commitment

A thorough review of the Plan demands a clear commitment from staff involved in the planning, financing, and delivery of recreation and culture services, as well as from Council. The following steps can guide Deep River's annual review and continuous-improvement process.

Annual Review Steps

Past Year Evaluation

- Evaluate the past year's activities, including progress on recommendations and actions, status of capital projects, and the launch or continuation of key initiatives.
- Review changes in participation and usage across facilities, programs, and events, and summarize feedback from residents, user groups, and community organizations.
- Use the Performance Indicators to support performance monitoring



Assessment of Challenges & Opportunities

- Annually identify and discuss key challenges (e.g., funding constraints, staffing, legislative or political changes) and opportunities (e.g., grants, donations, partnerships, new developments).
- Consider financial and operational implications and determine what modifications or re-sequencing of actions are needed for the upcoming year.

Prioritization & Communication

- Confirm project and action priorities with the senior management team and Council, ensuring alignment with the Town's Strategic Plan and fiscal framework.
- Communicate project status, priorities, and planned initiatives clearly to staff, Council, and the community through annual reporting and updates.

Next-Year Projections & Workplan

- Prepare an annual staff report that prioritizes short-term projects and actions for the next year, based on Master Plan recommendations, budget limits, asset management priorities, community input, and partnership opportunities.
- Identify any "shovel-ready" initiatives to position the Town for grant applications and other external funding opportunities.

Quarterly Review & Ongoing Adjustments

- Establish a quarterly check-in to review progress on the annual workplan, track key performance indicators, and address barriers or emerging opportunities.
- Bring forward any required budget amendments or new funding requests tied to time-sensitive opportunities, grant intakes, or emerging community needs.

By adhering to this structured monitoring and evaluation process, Deep River can ensure that its recreation and culture services remain responsive to evolving community needs, support continuous improvement, and align with Council's commitment to accountability, transparency, and performance measurement.orting, will provide a reliable foundation for major upgrades and allow the Town to respond to urgent needs when they arise.

Summary

Completing a Recreation and Culture Master Plan demonstrates the Town of Deep River's commitment to enhancing community well-being, fostering belonging, and protecting the natural and cultural assets that make the Town unique. This process has provided an opportunity to reflect on how residents, regional users, and partners experience recreation and culture today, and to establish a clear vision and roadmap for the next decade. The Plan focuses on the key priorities identified through a rigorous, two-phase planning and engagement process and provides practical, actionable recommendations to sustain and strengthen quality of life in Deep River.

