

2014

# City of Timmins Draft Recreation Master Plan

  
Sierra Planning and Management  
advice • strategy • implementation



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## Overview of the Master Plan

### Purpose of this Master Plan

In 2011, the Council for the City of Timmins adopted the Timmins 2020 Community Strategic Action Plan. The Action Plan called for an update to the City's 1993 Leisure Services Master Plan as a primary first step in pursuing major recreation initiatives in future. This recommendation forms the basis for which this Recreation Master Plan was developed.

The Recreation Master Plan for the City of Timmins provides a comprehensive and sustainable multi-year framework of short (1-2 years), medium (3-5 years) and longer-term (6+ years) priorities for the development and enhancement of sport and recreation participation, amenities as well as community quality of life in Timmins. Many of the recommendations contained in the Recreation Master Plan, are expected to extend well beyond the time horizon of the year 2020 – particularly as it relates to decisions regarding major capital expenditures and plans.

### The Vision

The Recreation Master Plan is a municipal guidance document designed to further effective planning, budgeting and implementation of the stated goals, objectives and corresponding actions outlined herein.

The long-term vision for recreation in Timmins is as follows:

***To enhance quality of life in the City of Timmins by providing recreation facilities and services which allow all members of society to reach their potential throughout life, and by developing and maintaining built and natural assets which will enhance Timmins as a place to live and invest over the next 25 years.***

### Impetus for Change

Triggers which necessitate changes in facilities and services are based on a balance of factors. As a city and region which is expected to experience relatively no growth over the planning period to 2036 – as well as a gradual aging of the population – a number of the recommendations in this Master Plan are based on factors other than population-related needs for recreation facilities and services. These factors include:

- **The current age and functional condition of major recreation assets** – both buildings and outdoor facilities – and the degree of potential impact to the City's capital budget in future years in order to maintain these facilities in their current state;
- **Relative utilization of existing facilities** benchmarked against identified trends in recreation consumption within the community as identified by user groups and the City of Timmins; and

- **The range of views expressed by the community as it relates to the quality of services and facilities** and the stated priorities amongst the residents of Timmins as to both the extent and timing of change that is required.

The Phase 1 Situational Report produced as a precursor to this Recreation Master Plan functions as a Backgrounder on issues in recreation in the City and served to inform the recommendations/directions of this Master Plan.

### Structure of the Report

This Master Plan consists of the following sections:

*Section 1: Introduction:* This section provides a detailed outline of the Master Plan development process and identifies complementary studies and initiatives which serve to bolster opportunities for comprehensive recreation planning and investment of the period of this Master Plan.

*Section 2: Recreation Planning in Timmins:* Describes the City's recreation service area and existing inventory of indoor and outdoor recreation assets; delineating current and future (target) standards of recreation facility provision.

*Section 3: Future Demand for Recreation:* Outlines the Master Plan's approach to estimating future recreation needs through an analysis of existing and projected population dynamics and other metrics which are expected to impact community demand for recreation over the period of this Plan.

*Section 4: Setting the Vision for Recreation:* This section outlines the principles for recreation delivery on which recommendations of this Master Plan are based. This section also details the long-term vision, mission, goals and objectives for recreation in the City.

*Section 5: Facilities, Buildings and Fields:* Assesses the range of indoor and outdoor facilities in Timmins as it relates to current functional conditions, current and historic utilization, ongoing and planned operating and capital investment/challenges. Based on the aforementioned, a series of recommendations are made as to needed investment and/or changes to facilities. Where relevant, actions present alternative paths to ensure the successful implementation of recommendations over a 10 year planning period and beyond.

*Section 6: Service Delivery:* Provides an analysis of the City's current recreation delivery model, particularly as it relates to: the ability of the City's current Parks and Recreation Division to adequately deliver services (in light of the resources required to effectively implement this Master Plan), the effectiveness of existing partnerships for the utilization of facilities and delivery of programs, and the effectiveness of existing communicative and advocacy protocols to encourage recreation participation.

*Section 7: User Fees and Value for Money:* This section addresses priorities related to administering fair and equitable user fee protocols which also reflect the value of facilities to users.

*Section 8: Parks, Trails and Open Space:* Outlines recommendations to enable ongoing investment and development of the City's parks and trails network.

### Section 9: Making the Plan Happen

This section outlines short, medium and long-term capital and operating costs associated with the implementation of each Master Plan recommendation. Recommendations have been prioritized over the short to long-term timeframe.

This section of the document also identifies a range of facility delivery mechanisms, including traditional public sector procurement, ownership and operation, and a range of Alternative Financing and Procurement (AFP) models. The determination of which method of delivery is most appropriate is, in most instances, a case-specific exercise based on: the objectives of each particular project, the risks associated with delivery and ongoing operation, and the range of opportunities for these risks to be shared by both the private and public sectors.





# Introduction

1

## 1 Introduction

### 1.1 Context & Purpose of the Master Plan

#### 1.1.1. Purpose of the Master Plan

The City of Timmins is a regional service centre in Northeastern Ontario, with recreational amenities and programs servicing an immediate population of 43,000 as well as a broader service region which includes another 23,000 residents from surrounding localities. As it relates to sport tourism, Timmins attracts a range of competitive teams as far south as North Bay, to the James Bay coast to the North and west to include Kapuskasing.

With 82 indoor recreation facilities (including 5 single pad arenas, community centres, gymnasias, meeting space etc.), 33 soccer fields and ball diamonds, 22 basketball and tennis courts as well as an extensive system of parks, trails and open space, Timmins is home to a significant base of recreational assets. The long-term planning, maintenance and development of new and/or existing recreation assets to address continuing population change and demand will be important to ensuring quality of life for current and future residents.

Recreation programs, services and facilities in the municipality are delivered by the City of Timmins in conjunction with non-profit, private and institutional entities. This Recreation Master Plan is a planning tool to assist municipal decision-makers in planning for the long-term enhancement and provision of recreation opportunities in the City.

This Recreation Master Plan provides a comprehensive and sustainable multi-year framework of short (1-2 years), medium (3-5 years) and longer-term (6+years) priorities for the development and enhancement of sport and recreation participation, amenities as well as community quality of life in Timmins. The actions herein represent a balanced assessment of existing community needs weighed against fiscal and implementation realities, as well as considerations of projected demand and future needs for servicing.

The Master Plan provides:

- An assessment the current inventory and adequacy of indoor and outdoor facilities and recreation programming;
- An evaluation of existing and projected population trends and the anticipated impact on facility needs;
- An assessment of gaps in existing programs and facilities based on the City's current inventory, emerging recreation needs and relevant population and participation-based standards;
- A prioritized suite of actions with alternative paths to ensure the successful implementation of recommendations over the 10 year planning period and beyond;
- A complementary implementation plan which identifies priorities in terms of capital expenditures/investment in infrastructure; and



- A prudent approach to service provision and capital investment which recognizes the City's role as a regional service centre, as well as local community demand.

Taken as a whole, recommendations of this Master Plan offer a framework of provision of quality and sustainable access to a range of recreational opportunities in Timmins, both for residents and visitors.

### 1.1.2. Master Plan Process

The previous Recreation Master Plan for the City of Timmins was completed in 1993. Evident changes in community dynamics and the landscape of delivery of programs and services has resulted in the need for an extensive re-evaluation of the City's recreation delivery system. In accomplishing this, the process of developing this Master Plan required:

- Extensive public consultation and stakeholder outreach (see Table 1) as well as City staff, Mayor, and Council engagement. Over 1000 residents participated in the Master Plan consultation process;
- An analysis of local, regional and provincial demographic and leisure trends, as well as best practices in other communities;
- A City-wide review of existing assets (including facility conditions, revenues and expenditures, utilization and planned capital investment) and the establishment of facility provision targets appropriate for Timmins; and

**Table 1: Summary of Master Plan Project Consultation Activities**

Consultation Methods	Total	Key Stakeholders	Date
<b>Public Online Survey (Recreation)</b>	1	General Public	August - November 2013
<b>User Group Survey</b>	1	Sport Teams and Associations, Recreation Groups	August - November 2013
<b>Event Outreach</b>	3	General Public	July - September 2013
<b>Project Steering Committee Meetings</b>	5	Project Steering Committee	June 2013 - February 2014
<b>Recreation Master Plan Public Sessions</b>	2	General Public and User Groups	September 2013 - March 2014
<b>Culture, Tourism &amp; Recreation Master Plan Drop-In Information Session</b>	1	General Public and Recreation User Groups	September 2013
<b>School Engagement – Online Recreation Survey and Class Assignment</b>	3	Grades 9-10 students from L'école Secondaire Catholique Thériault and Timmins High & Vocational School as well as Grades 2-3 students from Pinecrest Elementary	October - December 2013
<b>Recreation Focus Groups</b>	2	Sport Teams and Associations, Recreation Groups, Key Stakeholders	September 2013 & February 2014
<b>Stakeholder Interviews</b>	N/A	User groups, sport bodies, Council, City staff, post-secondary institutions and Project Steering Committee	Ongoing throughout project



- An analysis of strategic plans, policies and priorities (local, regional and provincial) for recreational development over the long-term horizon, so as to align Master Plan recommendations in a manner which ensures the Municipality is able to take full advantage of programming, investment and partnership opportunities.

**The Phase 1 Situational Report produced as a precursor to this Recreation Master Plan functions as a Backgrounder on issues in recreation in the City and served to inform the recommendations/directions of this Master Plan.**

### 1.1.3. Concurrent Studies and Strategies

At the helm of the municipal charter is the Timmins 2020 Community Strategic Action Plan which represents Council's priorities for investment in the City over the long-term.

Identifying 5 main pillars for community enhancement (communications, community pride, economic diversification, community investment and quality of life) the 2020 Plan identifies a series of sector-based projects to strengthen the social, cultural and economic fabric of the City. Cross-cutting culture, tourism, recreation, housing, accessibility, labour force development and other issues – the framework of Timmins 2020 projects, are a confluence of initiatives to develop quality of life and opportunities in the City.

Recreation and the provision of high-quality leisure opportunities – and consequently the implementation of this Master Plan – will be

important in positioning Timmins as an attractive place to live, work, play and invest.

#### 1.1.3.1. Leveraging Opportunities for Culture, Tourism & Recreation

In keeping with 2020 priorities, this Recreation Master Plan is one component of a 3 pillar project to develop an integrated Culture, Tourism and Recreation Master Plan (CTRMP) for the City of Timmins. The CTRMP is a framework to guide the synchronous implementation of 3 individual sector-based Master Plans in a manner that leverages joint/complementary opportunities to bolster partnerships and investment in infrastructure, programming and other opportunities for the development of tourism, culture and recreation locally.

The development of the Culture and Tourism Master Plans, concurrent with that of this Recreation Master Plan, has allowed for broader municipal recognition of the value of recreation across local economic sectors. Notably, the value of tournament hosting and the provision of high-quality, multi-use facilities for events, festivals and cultural activities as a key draw for tourists and a vital component of community and cultural vibrancy.

As a key partner for recreation service delivery, the Mattagami Region Conservation Authority (MRCA) is to initiate its Community Trail Network Master Plan in tandem with this Recreation Master Plan. The Plan calls for the improvement of the community trails program to provide greater open space interconnections inclusive of waterfronts, beaches, conservation areas and parks. Recommendations of this Master Plan support those actions outlined as part of the trails initiative. The simultaneous

implementation of both the Recreation and Trail Network Master Plans will be advantageous; facilitating the comprehensive, and in

some instances, linked development of City-wide assets through partnership, stewardship and investment.



2

## Recreation Planning in Timmins



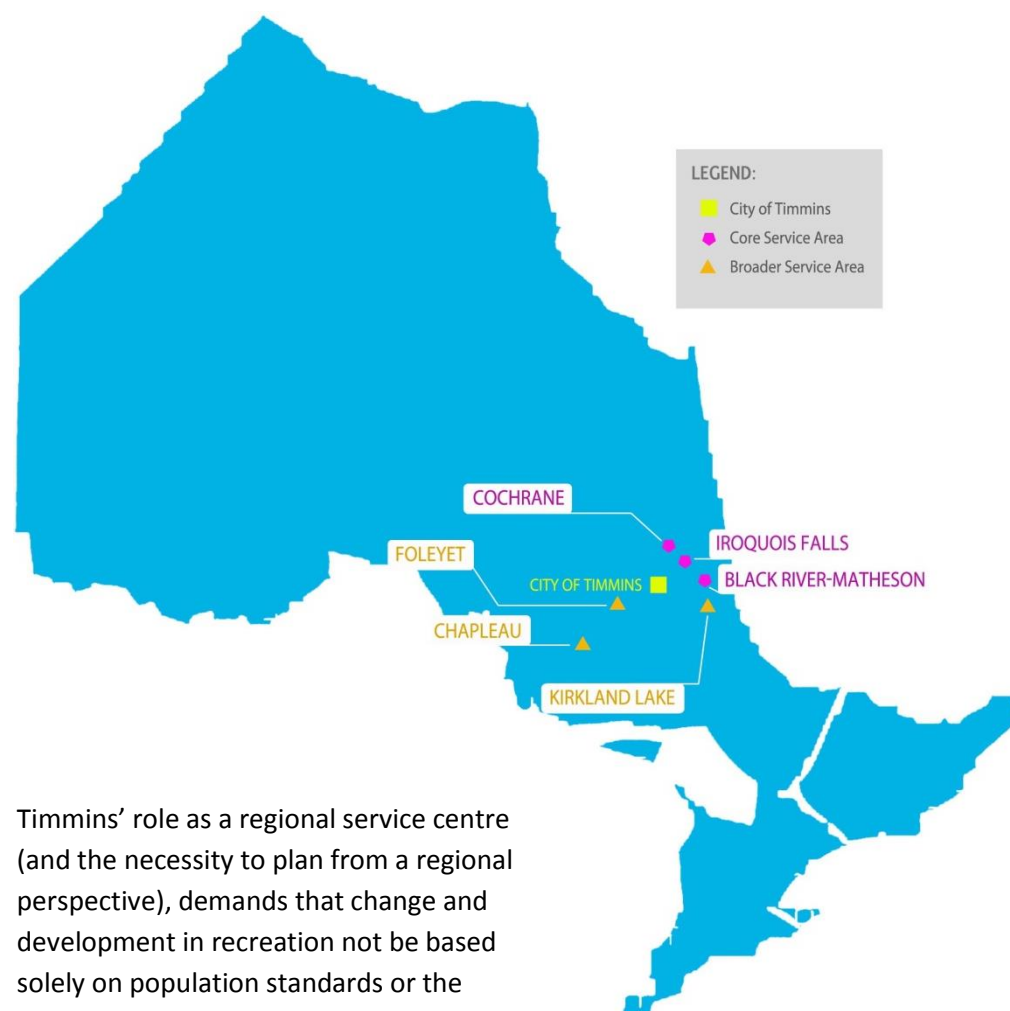
## 2 Recreation Planning in Timmins

### 2.1 Geographic Context

As Cochrane District's largest municipality, the City of Timmins (which represents almost half of the District's population) is a vital economic and service hub for Northeast Ontario and communities along the James Bay coastline. Recognizing the Municipality's mandate to meet the recreation needs of the city's population (immediate service area), this Master Plan – as well as the scope of recommendations herein – also gives consideration to Timmins' role as a recreation service centre to a broader surrounding area and population of up to 67,000 persons:

Core Service Area	
Locality	Pop (2011)
<b>Timmins (City) (Immediate Service Area)</b>	<b>43,165</b>
Iroquois Falls	4,595
Black River-Matheson	2,410
Cochrane (Town & Unorganized Areas )	5,355
<b>Total:</b>	<b>55,525</b>
Broader Service Area	
Kirkland Lake (Town)	8,133
Chapleau (Town and IRI)	2,226
Foleyet (LSD)	193
<b>Total:</b>	<b>10,552</b>
<b>Total Service Area Population</b>	<b>66,077</b>

Dependent on the nature and scale of use of amenities, facility recommendations are based on planning for various types of facilities at a city/regional, community and/or neighbourhood level of service as appropriate.



Timmins' role as a regional service centre (and the necessity to plan from a regional perspective), demands that change and development in recreation not be based solely on population standards or the number of available facilities. Rather, the recommendations of this Master Plan give consideration to the quality of facilities, value for money from the perspective of local users, and principles of economic development that require investment in a network of quality facilities which present the City with a competitive advantage.

## 2.2 Existing Inventory of Facilities

Table 2 presents an overview of the current supply of indoor and outdoor recreation facilities throughout the City of Timmins – in public ownership or otherwise.



*Gillies Lake*

### 2.2.1. Geographic Distribution

This Master Plan recognizes individual service districts within the immediate recreation service area (that is, the City of Timmins) (see *Appendix A*):

- **Service District 1 (central urban area):** including the Timmins, Schumacher and Mountjoy communities and immediate surroundings.
- **Service District 2:** encompassing South Porcupine and Porcupine.
- **Service District 3:** characterized by the remaining rural areas of the municipality.

The establishment of service districts is the result of recognition of the varied geographic makeup of the municipality, where Service District 3 represents a large geographic area of significantly low population density and limited public infrastructure making it a challenge to plan for and service independently.

Service District 1 reflects the central urban and commercial area of the municipality, which exhibits compact development and accommodates the majority of the City's existing population. Service District 2 represents a cluster of compact communities with a small commercial base. Though outside of primary urban area, District 2 is a smaller locality which has well developed infrastructure and greater population density than observed in District 3.

Recommendations of this Master Plan assume the development of facilities to independently service District 3 is geographically and physically impossible. Therefore this Master Plan assumes that facilities within Service Districts 1 & 2 serve to address the recreation needs of Service District 3.

Exhibit 2 provides an overview of recreation facilities by service district and forms part of the basis of analysis of facility servicing standards. As the table indicates, across select types of facilities (such as designated basketball courts and community-level parks), there are clear discrepancies/inadequacies in geographic distribution across Service Districts 1 and 2.

The majority of municipal land dedicated for recreational use is located within Service District 1. Working on the basis that Districts 1 and 2 serve to address the recreation needs of District 3, these two areas are the primary focus of analysis within this Master Plan.

Table 2: Inventory of Recreation Facilities based on Ownership and Geographic Distribution in the City

	Total	Ownership			Distribution (By Service District)		
		Municipal	School/College	Private/Other	SD 1	SD 2	SD3
Indoor Facilities							
Ice Pads	5	4	0	1	3	2	0
Pool	1	1	0	0	1	0	0
Boxing Ring	1	1	0	0	1	0	0
Community Centres	7	6	0	1	4	2	1
Curling Rinks	1	1	0	0	1	0	0
Fitness Studios	7	1	1	5	6	1	0
Martial Arts Centres	4	0	0	4	4	0	0
Gymnasia	30	1	28	1	24	6	0
Community Halls/Meeting Rooms - Designated	21	14	0	7	14	6	1
Squash/Racquetball Courts - Designated <sup>1</sup>	1	0	1	0	0	1	0
Golf/Mini Put	1	0	0	1	1	0	0
Outdoor Facilities							
Ice Rinks <sup>2</sup>	7	4	3	0	6	1	0
Ball Hockey	1	0	0	1	1	0	0
Ball Diamonds	13	8	3	2	10	3	0
Basketball Courts	10	7	3	0	3	7	0
Beach Volleyball	3	2	0	1	3	0	0
Boxing Rings - Designated <sup>3</sup>	0	0	0	0	0	0	0
Tennis Courts	12	8	0	4	6	6	0
Running Tracks	9	0	8	1	6	3	0

<sup>1</sup> No designated facilities: Multi-purpose space available at Northern College gym and in school board gymnasiums<sup>2</sup> Figures only identify those rinks that are maintained annually. However, there are instances where additional outdoor rinks are provided based on resident or school requests made to the City's Parks and Recreation Division.<sup>3</sup> No designated facilities: An outdoor area near Riverside Park is multi-purposed during the summer to function as an outdoor boxing ring.



	Total	Ownership			Distribution (By Service District)		
		Municipal	School/College	Private/Other	SD 1	SD 2	SD3
<b>Golf Courses</b>	3	0	0	3	2	0	1
<b>Playgrounds (i.e. Play Structures)</b>	42	36	4	2	31	11	0
<b>Parks</b>	49	48	0	1	36	13	0
<i>City Parks</i>	1	1	0	0	1	0	0
<i>Community Parks</i>	5	5	0	0	4	1	0
<i>Neighbourhood Parks</i>	43	42	0	1	26	13	4
<b>Skate Parks</b>	2	2	0	0	1	1	0
<b>Dog Park</b>	1	0	0	1	1	0	0
<b>Ski Hills</b>	2	0	0	2	1	0	1
<b>Football Fields</b>	5	0	4	1	4	1	0
<b>Soccer Fields</b>	20	10	9	1	15	5	0
<b>Splash Pads</b>	2	2	0	0	1	1	0
<b>Conservation Areas</b>	4	0	0	4	2	1	1
<b>Boat Launches</b>	2	1	0	1	1	1	0
<b>Beaches (Supervised and Unsupervised)</b>	3	0	0	3	1	1	1
<b>Community Trails</b>	9	0	0	9	NA	NA	NA

### 2.2.2. Building Inventory

The Parks and Recreation Division of the City of Timmins owns, operates and maintains 9 recreation buildings across the municipality. Table 3 identifies each of these facilities according to In-service Year and provides an overview of building condition based on useful life, 10 year replacement costs and Facility Condition Index (FCI)<sup>4</sup>.

<sup>4</sup> The FCI method compares a structure's replacement value against known or anticipated capital renewal cost (including deferred maintenance and other planned structural, mechanical and electrical improvements to keep the building functional).

In all cases, facilities have received scheduled maintenance or emergency repairs to resolve unanticipated requirements. Where feasible and required, some buildings (such as the Confederation Multi-Sport facility) have been renovated to increase capacity to meet the evolving leisure needs of the City. An analysis of the City's recreation building inventory indicates the following:

Facility Condition Index (FCI) = Capital Renewal Cost ÷ Facility Replacement Cost × 100  
The larger the FCI percentage, the closer the cost to maintain the building is to the cost to fully replace the structure.

- The latest building to commence operation is the Whitney Arena in Service District 2;
- Except for the Whitney Arena, all other facilities are at or beyond estimated useful life at the date of acquisition; and
- All buildings except the Connaught Community Centre rank very poor in Facility Condition Index.

### 2.2.3. Land Improvement Inventory

The City of Timmins oversees an estimated 132 ha (327 ac) of park land<sup>5</sup>; approximately 46.5% is actively maintained by the City for active and passive park users with remaining lands constituting open space/natural areas. The majority of these facilities are located in Service District 1 which accounts for roughly 76% (251.57 acres total, of which 127.25 acres actively maintained) of park land.

**Table 3: Overview of Recreation Building Inventory for the City of Timmins**

Facility	Service District	Year Acquired	Replacement Value (2010)	10 Year Replacement Cost	Deferred Work	FCI (10 Year & Deferred Work)	Useful Life at Acquisition
Mountjoy Arena	1	1972	\$2,683,178	\$720,328	\$87,100	30%	40
McIntyre Community Centre - Arena	1	1940	\$7,288,197	\$7,342,266	\$1,652,256	123%	40
Whitney Arena	2	1982	\$2,310,768	\$3,741,704	\$85,044	166%	40
Archie Dillon Sportsplex	1	1974	\$8,800,123	\$4,404,155	\$2,628,035	80%	40
Confederation Multi-Sport Facility	1	1967	\$1,891,888	\$598,716	\$598,716	32%	40
M. Londry Community Centre	2		\$489,021	\$177,746	\$63,500	49%	
Connaught Community Centre	3		\$411,902	\$100,670		24%	
Hoyle Community Centre	2	1960	\$189,451	\$103,170	\$103,107	109%	40
H.R. Bielek Community Centre	1	1935	\$471,997	\$271,339	\$258,180	112%	40
<b>FCI Rating:</b>	<b>Statement of Condition:</b>						
Below 5%	Good. Continue to maintain facility over time						
6%-9%	Fair. Address immediate needs and continue to maintain facility over time.						
10%-29%	Poor. Evaluate practicality of maintaining the building						
30% +	Very Poor. Consider replacement.						

Source: 2010 Conestoga-Rovers & Associates

<sup>5</sup> This figure includes lands related to ball and soccer fields.

Additionally, the Mattagami Region Conservation Authority owns and maintains an estimated 275 ha (680 ac) of park and open space areas; resulting in a combined portfolio of 407 ha (1,006 ac) in park land in the City.

The majority of Timmins' maintained parks supply (a total of 49 parks) is represented by neighbourhood-level facilities (largely characterized by parkettes and small open space areas) with fewer community-serving parks available (see Section 7). Hollinger Park has a broader appeal and is characterized as a city/regional-serving park.

Outdoor facilities which account for ongoing City investment in land improvements include play structures within parks, soccer and ball fields and tennis courts. The latest municipal investment in play equipment was in 2012 (with 45% of the City's play structures being acquired after 2004). The following exhibit provides an overview of select active fields and courts:

- All fields and court facilities commenced operation within the past 29 years; and
- All facilities have had their useful life extended via ongoing maintenance and improvements.

**Table 4: Land Improvement Inventory (Select Municipally-owned Assets)**

Facility	Service District	Year of Acquisition	Historical Cost of Asset
<b>Baseball Diamonds</b>			
Leo Delvillano Park	1	1989	\$53,326
Vipond Road Ball Field #1	1	1988	\$50,054
Vipond Road Ball Field #2	1	1988	\$50,054

Facility	Service District	Year of Acquisition	Historical Cost of Asset
Doug McLellan Ball Park	2	1988	\$50,054
Riverview Ball Park	1	1988	\$50,054
Bozzer Park Major Ball Diamond	1	1988	\$50,054
Bozzer Park Minor Ball Diamond	1	1988	\$50,054
Hollinger Baseball Park	1	1988	\$50,054
Whitney – Pete Landers Ball Park	2	1988	\$50,054
Connaught Baseball Field	3	1988	\$50,054
<b>Tennis Courts</b>			
Centennial Hall Tennis Courts	1	1988	\$25,027
Leo Delvillano Park Tennis Courts	1	1989	\$26,663
Riverview Tennis Courts	1	1985	\$19,671
Whitney Park Tennis Courts	2	1985	\$19,671
<b>Soccer Fields</b>			
King Street Soccer Field	1	1999	\$75,182
Bozzer Soccer Field	1	1988	\$62,567
Leo Delvillano Soccer Field	1	1988	\$62,567
Hollinger Soccer Field	1	1988	\$62,567
Gillies Lake Soccer Field	1	1988	\$62,567

Source: City of Timmins Public Sector Accounting Board (PSAB) 2013 data

## 2.3 Existing & Target Standards

This Master Plan establishes provision standards which provide a general guideline for determining present and future facility needs based on population and/or participation thresholds (i.e. the number of people or participants per type of facility).

Population-based and participation-based target standards were developed through a comprehensive analysis of:

- 1) Existing service standards in the City of Timmins;
- 2) Existing community and user group demand for and utilization of recreation facilities; and
- 3) Standards of provision in other comparable Ontario communities.

The result is a tailored base of facility provision targets/standards specific to the unique environment and dynamics of the City of Timmins.

The following presents an overview of standards of recreation facility provision (by type of facility) in the City of Timmins; assessing the ratio of supply of amenities – whether publicly or privately owned – based on total population and registered participants as appropriate.

### 2.3.1. Population-based Standards

Population-based standards were established using population estimates for the year 2015<sup>6</sup>. Table 5 provides an overview of standards by facility in the City of Timmins.

Population-based target standards of facility provision, as detailed within Tables 5 and Section 4, in general are most appropriately applied to those facilities historically developed in response to community-wide and/or City-wide needs (such as arenas, ball fields, indoor aquatic facilities etc.). In the case of new and emerging sports (i.e. niche activities such as cricket) population-based standards have little applicability and do not reflect the scale and specificity of demand for such activities which may be influenced by a range of locational, demographic, historic and ethnic dynamics.

As such individual recommendations of this Master Plan weigh the applicability of population-based targets accordingly. Where necessary, such standards have been applied to individual service districts.

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<sup>6</sup> Source of Population Projections: Sierra Planning and Management. Projections are based on the City of Timmins' 2011 Census population by age cohort as a percentage of Cochrane District's 2011 Census population. Ministry of Finance Ontario Population Projections Update Spring 2013 figures were applied to the calculated age cohort proportions to calculate City of Timmins 2012-2036 projected population.



Table 5: Population-based Recreation Standards

Indoor						
Facility/Amenity	Standard based on Projected 2015 Population					Target Standard
	Region	City (Total)	City (Age 0-19)	District 1	District 2	
Ice Pads	1:13,183	1:8,839	1:2,066	1:9,078	1:3,033	1:10,000-12,000
Gymnasias	1:2,197	1:1,473	1:344	1:1,135	1:1,011	1:30,000
Community Centres	1:9,416	1:6,314	1:1,476	1:6,808	1:3,033	1:20,000 to 25,000
Community Halls/Meeting Rooms - Designated	1:3,139	1:2,105	1:492	1:1,945	1:1,011	Target not applicable
Squash/Racquetball Courts - Designated	1:65,914	1:44,196	1:10,332	-	1:6,065	Target not applicable
Pool	1:65,914	1:44,196	1:10,332	1:27,233	-	1: 45,000
Outdoor						
Ice Rinks <sup>7</sup>	Not applicable	1:6,314	1:1,476	1:4,539	1:6,065	Target not applicable
Soccer Fields	Not applicable	1:2,210	1:517	1:1,816	1:1,213	1:2,000
Football Fields	Not applicable	1:8,839	1:2,066	1:6,808	1:6,065	Target not applicable
Tennis Courts	Not applicable	1:3,683	1:861	1:4,539	1:1,011	1:4,000
Ball Diamonds	Not applicable	1:3,400	1:795	1:2,723	1:2,022	1:4,000
Basketball Courts	Not applicable	1:4,420	1:1,033	1:2,723	1:1,213	1:5,000
Playgrounds (i.e. Play Structures Within Parks)	Not applicable	1:1,052	1:246	1:878	1:551	Target not applicable
Splash Pads	Not applicable	1:22,098	1:5,166	1:27,233	1:6,065	1:5,000 Youth (0-19)
Running Tracks	Not applicable	1:4,911	1:1,148	1:4,539	1:2,022	Target not applicable
Skateboard Parks	Not applicable	1:22,098	1:5,166	1:27,233	1:6,065	1:5,000 Youth (0-19)
Dog Parks	Not applicable	1:44,196	1:10,332	1:27,233	-	Target not applicable
Ski Hills	Not applicable	1:22,098	1:5,166	1:27,233	-	Target not applicable
Beaches (Supervised & Unsupervised)	Not applicable	1:14,732	1:3,444	1:27,233	1:6,065	Target not applicable

<sup>7</sup> Figures only identify those rinks that are maintained annually. However, there are instances where additional outdoor rinks are provided based on resident or school requests made to the City's Parks and Recreation Division.

## Parks And Open Spaces

	Total	City	Ha/Km Per 1,000 City Population*	Target Standard (Comparable)
Maintained Parkland (In Hectares)				
<i>Community-level</i>	15.9	1:2,780	0.36	1.5-2.5 ha per 1000 population
<i>Neighbourhood-level</i>	20.9	1:2,115	0.47	0.4-1.5 ha per 1000 population
Community Trails (In Kilometers)	45	1:982	1.02	Target not applicable
Conservation Areas (In Hectares)	275	1:161	6.22	Target not applicable

Source: Based on Sierra Planning and Management Population estimates for 2015



Archie Dillon Sportsplex

### 2.3.2. Participation-based Standards

Participation-based standards serve as an alternative measure for future facility provision and take into consideration the nature of dynamics of local sport participation among youth and adults (i.e. trends). Sierra Planning and Management undertook an assessment of local level participant and team registrations by sport. Where participation information was available, participation-based standards were established.

In general, participation-based standards are based on minor sport registration due to data limitations regarding adult participation. It should be noted that standards do not speak to issues of facility quality and conditions and therefore represent one measure of consideration for future facility provision.



Whitney Arena

Table 6: Participation-based Standards (based on 2012 program registration figures)

Indoor			
Facility/ Amenity	Total Avail	Existing Youth Participation Standard in the City	Comparable Participation Standard
Ice Pads	5	1 ice pad: 259 registered youth participants	1 ice pad : 400 registered youth participants
Pool	1	1 indoor pool: 1,826 registered participants	Not applicable
Curling Rink	1	1 rink: 56 registered youth participants	Not applicable
Gymnastic Centre	1	1 facility: 463 registered youth participants	Not applicable
Boxing	1	1 facility: 300 registered youth participants	Not applicable
Outdoor			
Soccer Fields	20	1 soccer field: 40 registered youth participants	1 field (unlit):100 registered youth participants
Ball Diamonds	13	1 ball diamond: 11 registered youth participants	1 ball diamond: 80-100 registered participants





3

## Future Demand for Recreation



## 3 Future Demand for Recreation

### 3.1 Approach to Estimating Future Needs

This Recreation Master Plan, as with the Tourism and Culture Master Plans, is a municipal guidance document designed to further effective planning, budgeting and implementation of stated goals and objectives and their corresponding actions over the period of the Master Plan. The Master Plan is associated with the broader Timmins 2020 Community Strategic Action Plan. Many of the recommendations contained in the Recreation Master Plan, are expected to extend well beyond the time horizon of 2020 – particularly those major capital expenditure items for which the timing can only be estimated based on the combined aims and objectives of this Master Plan in isolation from broader municipal priorities over the period. As a guidance document, the time horizon for this Plan is realistically 10 years, from 2015 to 2024, with guidance on all actions and policies categorized by short, medium and long-term timeframes. It is those long-term opportunities that are expected to continue beyond the 2020 timeline.

A number of the recommendations regarding services represent actions that, once initiated, are expected to remain in place over the full life of the Master Plan and beyond. This includes procedural, user fee related policies, and the organizational structure surrounding the provision of both recreational facilities and services.

The Master Plan does not represent an inflexible blueprint – many of the recommendations contained in this document are stand-alone, and can be implemented separate and apart from decisions

required to implement other aspects of the Master Plan. The Master Plan should also be placed in the broader context of all obligations of the City of Timmins as a provider of services, facilities and infrastructure. Changes in the wider municipal environment in terms of fiscal priorities can be expected to impact the priorities contained in this Master Plan as well as the Integrated Culture, Tourism and Recreation Master Plan.

Further, the Plan is expected to be delivered in an accountable manner, with annual monitoring of the success in resourcing and implementing these recommendations. Municipal priorities as it relates to other areas of service – be it infrastructure-related, services, as well as responding to emerging community needs – are all expected to inform, adjust and contextualize the pace at which the recommendations of this Plan are undertaken.

Several key recommendations of this Master Plan involve further analysis and strategy creation, such as concept development and feasibility assessment related to the provision of major new infrastructure as well as the necessary repurposing of existing assets.

Although a number of actions contained in this Master Plan can be implemented as stand-alone items, the major facility changes recommended represent contingent actions. This includes linked actions to decommission facilities as well as invest in new infrastructure, and the gradual development of programs and other services which are made possible by the investment in new facilities.

The triggers which necessitate changes in facilities and services and which have both capital and operating financial impacts are based

on a balance of factors. As a city and region which is expected to experience negative growth over the planning period to 2036 – as well as gradual aging of the population – a number of recommendations are based on factors other than population-related needs for recreation facilities and services. These other factors include the following:

- **Current age and functional conditions of major recreation assets** – both buildings and outdoor facilities, and the degree of potential impact to the City’s capital budget in future years in order to maintain these facilities in their current state;
- **Relative utilization of existing facilities** benchmarked against identified trends in recreation consumption within the community as identified by user groups and the City of Timmins; and
- **The range of views expressed by the community as it relates to the quality of services and facilities** and the stated priorities amongst the residents of Timmins as to both the extent and timing of change that is required.

Based on these parameters, the full extent and timing of individual actions are presented.

As it relates to appropriating municipal investment in Timmins as a recreation service centre, long-range planning for facilities and anticipation of future demand for recreation required 1) the categorization of facilities based on an appropriate service level of provision and 2) the identification on a reasonable recreation service area (as outlined in Section 2.1) and local level service

districts to prioritize municipal planning and investment in facilities. The primary basis of the aforementioned is that not every facility serves to service the entire City (and consequently the regional population) and any investment in facilities should be planned for accordingly.

In addition to these considerations, this Master Plan lends itself to a pronged approach which evaluates the recreation delivery model in Timmins through an analysis of:

- Existing and long-term investment (capital and operating) in individual facilities; and
- Existing and potential partnerships for recreation delivery as well as other municipal investment (public works/infrastructure, tourism, culture etc.) which supports the development of recreational opportunities in the community.

### 3.2 Existing & Projected Population Change

In assessing population dynamics within the immediate service area (i.e. the City of Timmins), the Master Plan considers present and future population changes and composition both at the City level and the level of service districts. Recommendations as to population-based target standards of facility provision are informed by the aforementioned, dependent on the scale and use of individual facilities. In general, recommendations of this Master Plan take into account the following:

- The population of the City of Timmins will decrease over the next 22 years (2014-2036);

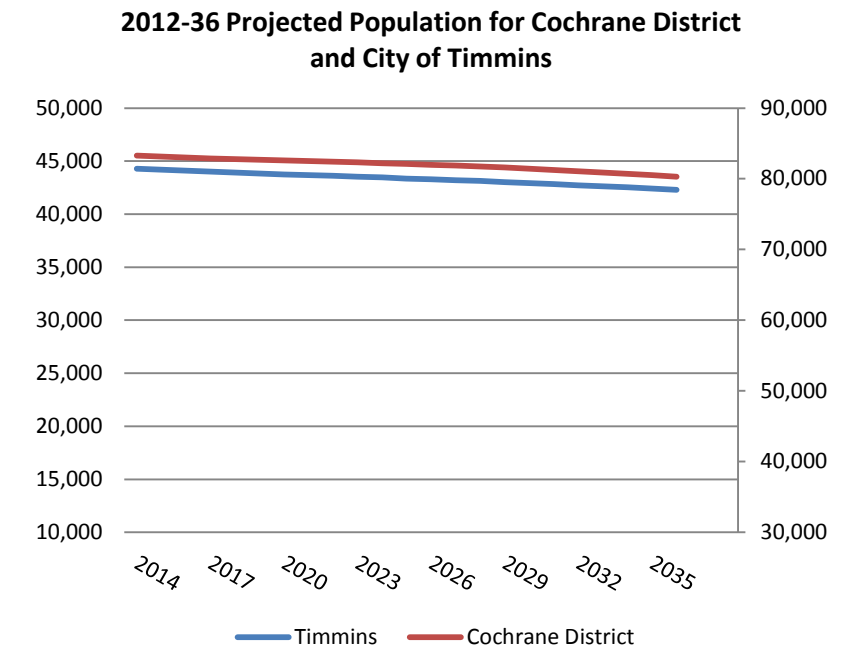
- The City's population is relatively younger than that of Cochrane District;
- The City's population is expected to age over the next 22 years;
- The majority of the City's residents reside in Service District 1;
- Based on median age, Service District 2 (comprising South Porcupine and Porcupine) is younger when compared to other parts of the City;
- New development in the Mountjoy area of Service District 1 is expected to attract a number of younger families to the area;
- Service Districts 2 and 3 represent larger households (2.5 and 3 persons per household, respectively).

### 3.2.1. City Dynamics

The City of Timmins is Cochrane District's largest municipality (representing roughly 50% of the District's population). In 2011 the City of Timmins had a population of 43,165 residents representing a 0.4% increase from its 2006 population; having experienced a period of population decline over the 1996-2001 period (-8%) and 2001-2006 period (-1.6%). Cochrane District also experienced a decline in its population between 1996 and 2006; however unlike

Timmins, the District continued to experience a rate of population decline into 2011.

**Exhibit 1: Timmins and Cochrane District Population Projections 2012-2036**



*Source: Estimates for City of Timmins by Sierra Planning and Management based on Ministry of Finance Ontario Population Projections Update Spring 2013*

According to the Ontario Ministry of Finance, the population of Cochrane District is projected to decrease (by 4%) from 83,290 in 2014 to 80,300 by 2036; as compared to a 26% increase in the Provincial population anticipated over the same period. A decline in population is also forecasted throughout Northeastern Ontario.

It is projected that Timmins' population will decrease to 42,287 residents by 2036 from its estimated 2014 population<sup>8</sup> of 44,296 residents.

Table 7: Population Projections for the City of Timmins (2011-2036)

Year	Population	Year	Population
2011*	43,165	2024	43,455
2012	44,564	2025	43,357
2013	44,444	2026	43,279
2014	44,296	2027	43,200
2015	44,196	2028	43,122
2016	44,098	2029	43,016
2017	43,998	2030	42,932
2018	43,922	2031	42,845
2019	43,834	2032	42,721
2020	43,749	2033	42,624
2021	43,671	2034	42,519
2022	43,605	2035	42,411
2023	43,530	2036	42,287

\*Actual based on Statistics Canada 2011 Census

Source: Population Projections by Sierra Planning & Management

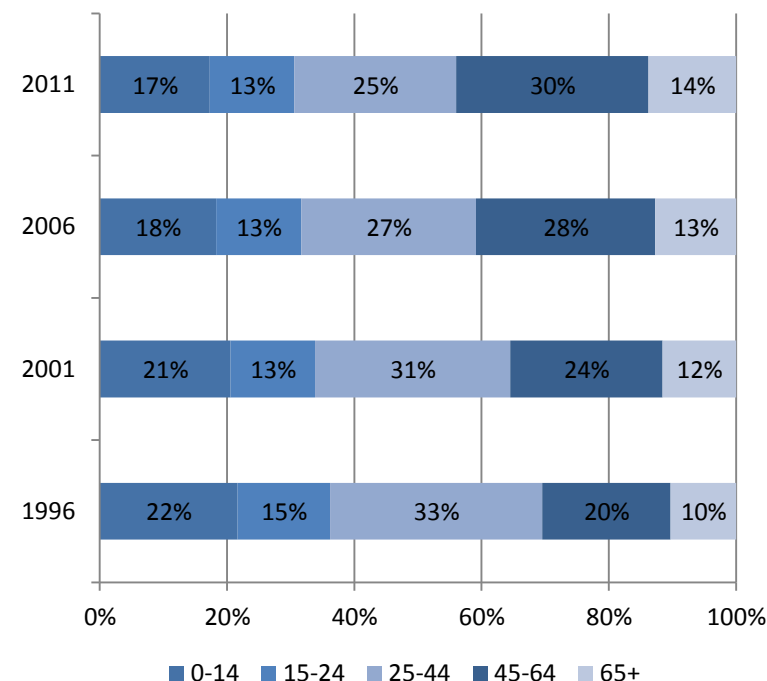
### 3.2.1.1. Age Cohort Analysis

Like many municipalities in Ontario, Timmins is experiencing an aging population. Between 1996 and 2011, the proportion of the municipality's senior cohort (65 years and older) grew from a 10%

<sup>8</sup> Sierra Planning and Management projection. The projection is based on the City of Timmins' 2011 Census population by age cohort as a percentage of Cochrane District's 2011 Census population. Ministry of Finance Ontario Population Projections Update Spring 2013 figures were applied to the calculated age cohort proportions to calculate City of Timmins 2012-2036 projected population.

share of the total population to a 14% share. Over the same period, the 45-64 year old age cohort grew from 20% to 30%.

Exhibit 2: 1996-2011 Population Change by Age Cohort in the City of Timmins

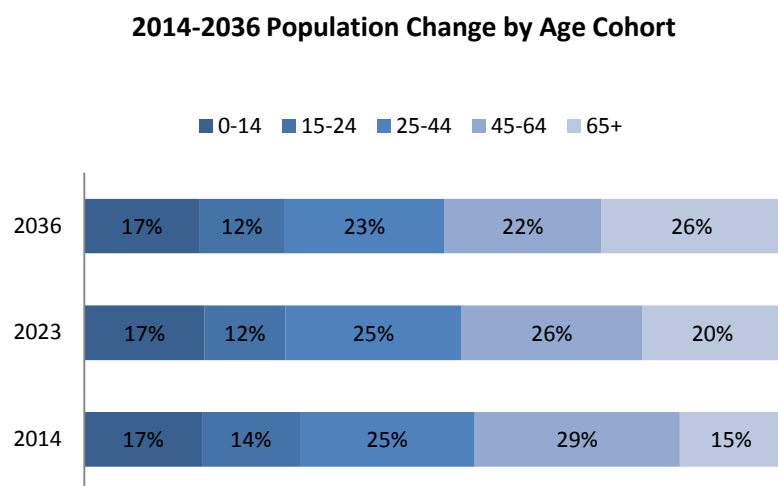


Source: Statistics Canada 1996-2011 Census

Nonetheless, based on latest available census data (2011), Timmins represented a relatively younger population compared to its surrounding area; with roughly 56% of its population being under the age of 45 versus 53% for Cochrane District, 48% for Timiskaming District and 45% for Sudbury District. In 2011, age cohort trends in Timmins were fairly comparable to that of the Province.



Exhibit 3: 2014-2036 Population Change by Age Cohort in the City of Timmins



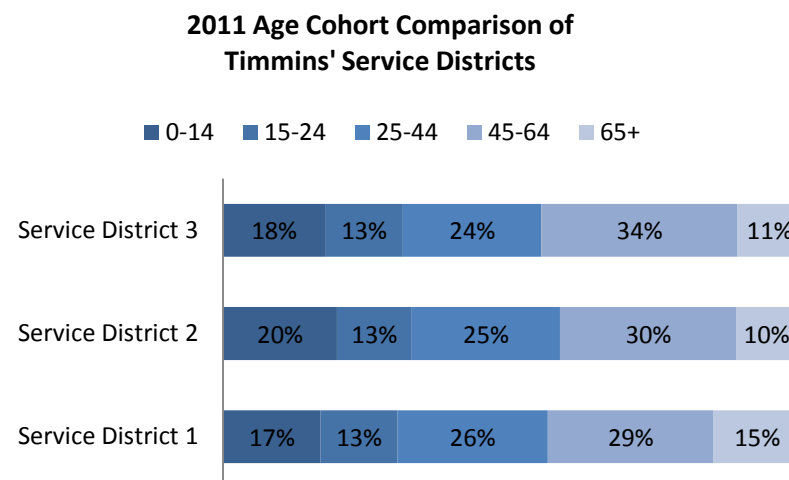
Source: Population Estimates by Sierra Planning and Management

Over the 10 year planning period of this Master Plan and beyond, the City's population is projected to further age. The City's population aged 64 and younger is expected to decrease by 17% (from 37,778 residents in 2014 to 31,287 residents in 2036) while the population aged 65 and older is expected to increase by 69% by 2036 (from 6,518 residents in 2014 to 10,999 residents in 2036).

### 3.2.1.2. Service District Analysis

Latest available population cohort data for neighbourhoods within Timmins are based on the 2011 Census. As of 2011, Service District 1 encompassed the majority of the City's population (62%), followed by Service District 3 (24%) and Service District 2 (14%).

Exhibit 4: Age Cohort Dynamics by Service District (2011) for the City of Timmins



Source: Statistics Canada 2011 Census

A detailed look at age cohort composition across the districts as well as median age indicates Service District 2 (South Porcupine and Porcupine) is home to a relatively younger population and larger households when compared to the Service District 1.

**Table 8: Population Dynamics within Recreation Service Districts in the City of Timmins**

Analysis of Timmins Service Districts				
	Service District 1	Service District 2	Service District 3	Timmins
<b>2011 Pop.</b>	27,300	6,080	10,400	<b>43,165</b>
<b>Median Age</b>	41	38.7	42.2	<b>40.7</b>
<b>Average PPH</b>	2	2.5	3	<b>2.4</b>

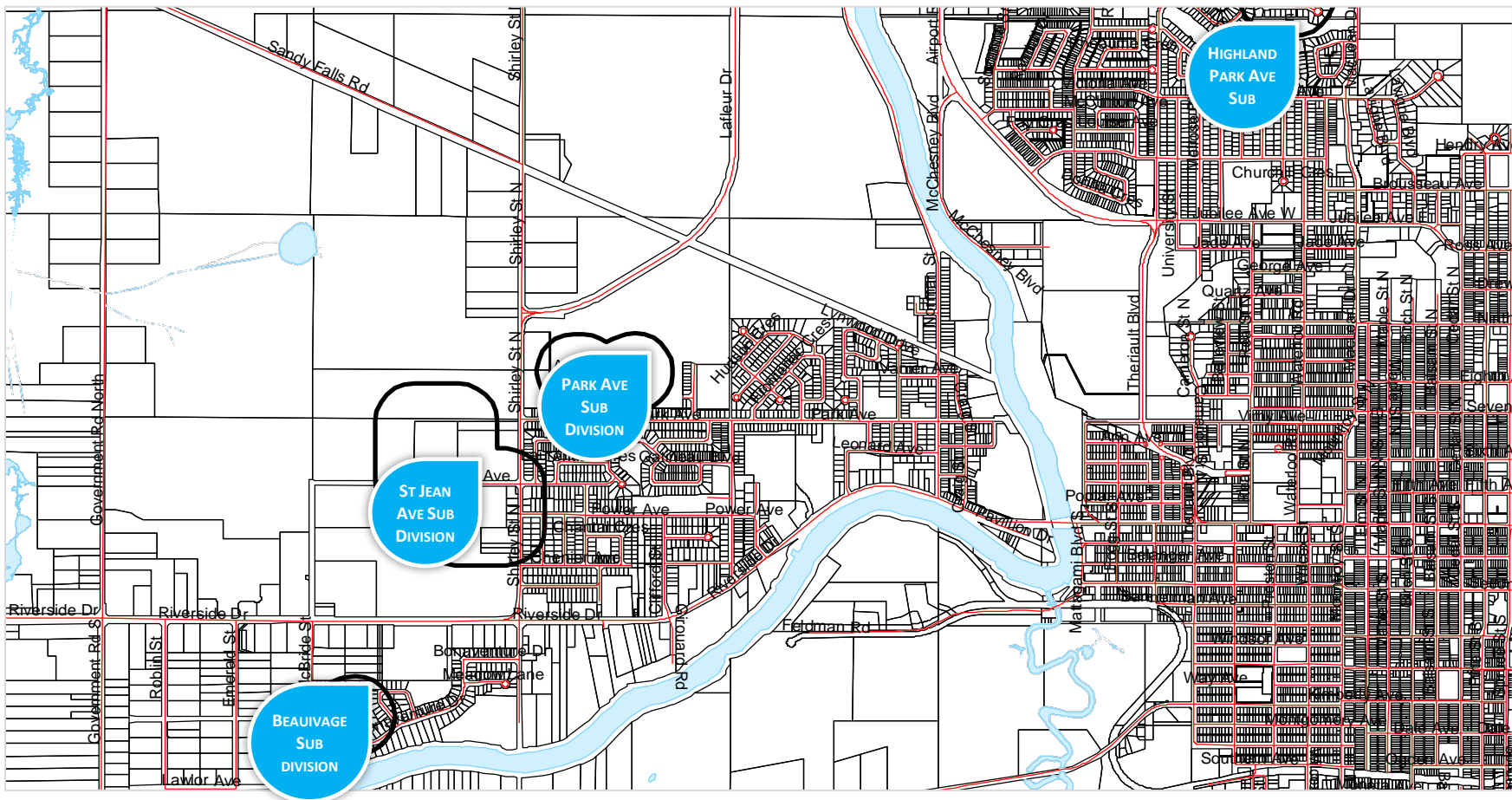
Source: Statistics Canada 2011 Census

Service District 3 represents a more geographically dispersed and older community. As previously mentioned, the provision of recreation services in the City is based on the principle that facilities in Districts 1 & 2 must service District 3 due to difficulties and inefficiencies related to investing in recreation infrastructure in areas of significantly low population density.

### 3.1 Where is Development Occurring?

New development has implications for shifting demographics which may in part be influenced by the movement of young and/or new families. As it relates to new residential development, there are over 440 subdivided lots subjected to plans for development in the Mountjoy and Melrose communities of Service District 1. This

Exhibit 5: New Residential Development in the City of Timmins



Source: City of Timmins Community & Development Services Department

represents the majority of new residential development in Timmins. Almost 50 subdivided lots are subject to plans for development in Service District 2.

In addition to the aforementioned, the urban area (Service District 1) remains the primary area subject to commercial development

plans. In January 2013, two new commercial roofed accommodations (totalling 187 rooms) entered the local market with another 108 rooms planned to be developed in 2014.



# 4 Setting the Vision for Recreation in Timmins

“ To enhance quality of life in the City of Timmins by providing recreation facilities and services which allow all members of society to reach their potential throughout life, and by developing and maintaining built and natural assets which will enhance Timmins as a place to live and invest over the next 25 years. ”

- The Long-term Vision

**The Mission:** To enhance value for money for taxpayers through the provision of high-quality facilities, the expansion of the City's programming commitment with development of new facilities, and by supporting a community and partnership development model for optimal recreation service delivery.





“ Parks and Recreation will aim to be the provider of the first resort for recreational facilities and services that are generally not provided at an affordable rate by the private sector. ”

## 4.1 Principles for Recreation

### 1 Fostering Sport for Life and Healthy Lifestyles

- The City of Timmins will encourage active lifestyles, sport participation and long-term athlete development throughout every stage of life.
- The City of Timmins will aim to provide a range of recreational facilities, programs and services for all residents, irrespective of age and ability, to help foster healthy lifestyle habits and active living. This includes the facilitation of introductory activities for all ages and abilities.
- The City of Timmins will facilitate health and wellness via a range of passive and active pursuits – empowering each resident to maximize/optimize opportunities for recreation in their daily lives.

### 2 Children and Youth

- The City of Timmins will pursue 8-80 community status in the provision of parks and recreation.
- Parks and Recreation will strive to promote health, wellness and active living for children and youth by offering a range of recreational and cultural services.
- Parks and Recreation will strive to provide a number of basic services for children and youth at a subsidized rate (e.g. group swimming lessons, rental of certain arenas, sports fields and community space).
- Parks and Recreation will strive to ensure programs, services and facilities used by children, youth and parents/caregivers are affordable. This may entail continued subsidization of the direct and indirect costs of some programs and services.



“Parks and Recreation will aim to provide a range of services, facilities and programs which reflect the diversity of interests and cultures within the community.”

### 3 Seniors

- Parks and Recreation will seek to encourage the participation of youth in non-essential programs and activities (e.g. advanced or specialty programs or use of premium facilities).
- Parks and Recreation will strive to promote health, wellness and active living for seniors by offering a range of recreational and cultural services.
- Parks and Recreation will strive to provide a number of basic services for seniors at a subsidized rate (e.g. recreational swimming and skating).
- Parks and Recreation will strive to ensure programs, services and facilities used by seniors are affordable. This may entail continued subsidization of the costs of programs and services.

### 4 Emerging Markets

- Parks and Recreation will strive to accommodate emerging recreation and cultural trends and new user groups.
- 

### 5 Advocacy and Promotion

- The City will maximize its role as a public information provider and supporter of community development and wellness through promoting/marketing the benefits of recreation participation as well as individual programs and activities.

### 6 Diversity & Inclusion

- Parks and Recreation will aim to provide a range of services, facilities and programs which reflect the diversity of interests and cultures within the community. This includes the facilitation and provision of programs which address the needs of new immigrants and the aboriginal community.

### 7 Accessibility

- Parks and Recreation will seek to remove a range of barriers (physical, financial, social and cultural) which may prevent residents from participating in recreation. This requires the development of equitable use policies and procedures and efficiency in facility operations and management.



- The City of Timmins will seek to ensure that sufficient facility space, allocations of time, and programs are offered to enable the broadest participation possible among the public at low costs (currently recreational swimming and public skating).

## 8

### Maintain a Community Development Model for Recreation

- The City will continue to support the delivery of programs and services largely by volunteer organizations and non-profits. The City is cognizant that recreation delivery involves the donation of significant volunteer time and effort, and will seek to support a healthy base of volunteerism.
- With the development of new recreation facilities, the City will re-engage in programming opportunities to maximize the full benefit of facilities.
- The City of Timmins aims to be the 'provider of first resort' for those activities which are integral to recreation services but for which there are either no private or non-profit providers, or where existing services are otherwise substandard. Municipally-provided services will not crowd out the private sector where adequate private or community sector opportunity exists.
- Regarding pricing, Parks and Recreation will aim to be the provider of the first resort for recreational facilities and services that are generally not provided at an affordable rate by the private sector.

## 9

### Partnerships

- Parks and Recreation recognizes the value of partnerships for sport and recreation program development.
- Parks and Recreation will strive to ensure the most effective use of City resources to maximize all opportunities for partnership development and sponsorship (including with industry and the corporate sector).
- The City of Timmins identifies recreation and the enhancement of leisure and sport opportunities as part of the investment readiness equation.

## 10

### Planning for Recreation on a City-wide basis

- Planning for recreation in Timmins is to be undertaken on a City-wide basis.
- The City will maintain the existing practice of the urban area servicing the recreation needs of the rural area.
- Where appropriate, the City will supplement planning for facilities at the level of sub-city service districts as relevant for specific neighbourhood-serving facilities.

## 11

### Develop Fee and Subsidy Policy

- Parks and Recreation will aim to ensure that the pricing of recreational services do not impede or reduce participation in recreation.
- Parks and Recreation will aim to ensure that user fees are developed in fair and equitable manner on the basis of established principles for support and subsidy including access to recreation for sensitive groups such as low-income residents.
- Policy development is to be an open and transparent process comprising all fees associated with the provision of recreation facilities, programs and services.

## 12

### Quality in Recreation Delivery

- Parks and Recreation will endeavour to provide accessible, high quality and integrated services to the community in a manner which is responsive to current and future needs.
- The City will strive to provide a level of customer service and facility maintenance, which maximizes participation in recreation including through timely communication on programs and services.

## 4.2 Goals & Objectives

### Goal 1: Renewal of Infrastructure to Enhance Quality of Life for Residents, Functional Efficiency and Financial Sustainability

#### Objectives:

- To ensure long-term capital planning for infrastructure renewal as a principle of operational sustainability and efficient facility maintenance: Build New and Plan for it;
- To enhance where feasible and fiscally sustainable the use life of existing facilities;
- To enhance opportunities for multi-use and/or alternative use of existing facilities; and
- To consider alternative facility delivery, operation models and pursue partnerships in funding and operations.

“To consider alternative facility delivery, operation models and pursue partnerships in funding and operations.”

- Goal 1: Renewal of Infrastructure to Enhance Quality of Life for Residents



### Goal 2: Promote Health, Wellness and Active Living

#### Objectives:

- To promote physical activity as a way of life and quality of life through programming and education of target groups;
- To offer opportunities for participation in recreation for all members of the community irrespective of age, ability, ethnicity and income; and
- To ensure passive and active recreational opportunities are accessible through a range of unaffiliated activities (e.g. trails).

### Goal 3: Maximize Access to Recreational Opportunities, Programs and Services

#### Objectives:

- To increase public awareness of recreation programs, services, opportunities, events and tournaments in the City through community-based knowledge and information-sharing tools;
- To provide support to user groups through a range of means including tournament development (sport tourism), ice allocation and volunteerism;
- To support access to sport and elite athlete development opportunities (Sport for Life);
- To support the development new sports by facilitating immigrant needs for recreation participation; and
- To improve physical access to recreation through alternative and informal outdoor opportunities.



“ To ensure efficient investment in recreational infrastructure which maximizes facility benefits to residents and visitors. ”

**- Goal 5: Improve Value for Money**

**Goal 4: Enhanced Operational Sustainability of the Parks and Recreation Division**

**Objectives:**

- To grow department revenues (user fees etc.) and reduce costs associated with operations;
- To provide new facilities and grow the operational mandate for programming with a link to culture;
- To ensure organizational efficiency in staff responsibility for the maintenance and administration of facilities, programs and services to eliminate gaps in municipal service delivery;
- To ensure municipal cross-departmental collaboration, planning and decision-making, where tourism, culture as well as planning and development considerations give priority to the conservation and expansion of recreational opportunities in the City as a long-term quality of life benefit; and
- To enhance legislative policy and strategic planning in support of the provision and enhancement of recreational opportunities in Timmins.



**Goal 5: Improve Value for Money**

**Objectives:**

- To recognize investment in recreation as economic development;
- To ensure efficient investment in recreational infrastructure which maximizes facility benefits to residents and visitors;
- To leverage investment in new and existing facilities for enhanced utilization and revenue generation; and
- To ensure sustainable investment in modern amenities which expand opportunities for multiple and multi-use program opportunities and event hosting.

**Goal 6: An Improved, Coordinated and Integrated Recreation Service Delivery System**

**Objectives:**

- To develop, maintain and enhance effective, efficient and formal partnerships for program development, service delivery and facility maintenance;
- To enhance communication and collaboration between municipal/public, private, institutional and community stakeholders to ensure the development of equitable and efficient planning, policy and facility use mechanisms and protocols; and
- To adopt a social development approach to program development and service delivery which recognizes recreation as a means to address issues of poverty alleviation and social inequality.



### Goal 7: Develop the Sport Tourism Mandate

#### Objectives:

- To enhance opportunities for sport tourism through the development of modern recreation amenities for extended regional tournament hosting;
- To increase overnight stays in Timmins through linked events (tournaments, festivals, fairs) and packaged experiences for sport tourism; and
- To market Timmins as a provider of high-quality services and recreational experiences.

### Goal 8: Solidify the City's Role as a Regional Hub for Recreation

#### Objectives:

- To pursue all opportunities to develop sport infrastructure by leveraging Provincial programs that exist and working in partnership with user groups;
- To view (the impact of) recreation service delivery as more than City-wide; and
- To develop services in support of visitors and sport tourism.

### Goal 9: A Connected System of Parks and Trails that Maximizes Natural Assets and Defines Timmins as a Leader in Connections with Nature

#### Objectives:

- To enhance the development and utilization of multi-use trails to accommodate and range of recreational opportunities;
- To develop an urban trails system; and
- To enhance connectivity between existing trails so as to link the '4-corners' of the community.







5  
6  
7  
8

# Charting the Course: Future Directions

## 5 Facilities, Buildings & Fields

Well-designed and functioning recreation and sport facilities, trails and parks are key to creating and maintaining healthy communities. Parks and Recreation Ontario (PRO) identifies Ontario's recreation infrastructure<sup>9</sup> is in a state of decline, as the majority of publically-owned facilities were built between 1956 and 1980. According to PRO's *Major Municipal Sport and Recreation Facility Inventory*, all communities throughout Ontario will be required to upgrade or replace up to 55% of their community centres in the near future.

Key trends that have emerged in parks and recreation facility development include:

- **Multi-use** – this includes multi-use trail development as well as the provision of facilities as recreation, entertainment and family centres. The community and resource benefits of incorporating of a range of services such as libraries, cultural and passive and active recreation amenities within a consolidated site has shifted the focus from standalone sport facilities;
- **Outdoor activities** – Outdoor activities represent the fastest growing recreation market. Soccer fields are generally in short supply relative to the demand for organized and

unorganized field sport, leading to a growing demand for artificial turf;

- **Multi-pad arena development** – 2 and 4 pad arenas provide more desirable sites for tournaments and events and consequently boost opportunities for sport tourism;
- **High Value Aquatics** – Emerging facility designs meld competitive and leisure swimming, therapeutic facilities and splash pads/water parks for children to create aquatic complexes which are either collocated with other recreation facilities or comprise part of a larger recreation facility; and
- **Accessibility** – Renovating, upgrading and developing facilities to meet legislated accessibility standards in order to improve opportunities for recreation participation for persons with disabilities.

A basic premise of this Master Plan is to ensure the long-term and efficient provision of quality recreation facilities – sufficient in scale and uses to meet the needs of the current and future population – as well as the development of sustainable strategies to achieve this.

The following recommendations pertain to a range of recreation facilities (indoor and outdoor) in the City – actions for which have been determined based on an evaluation of existing utilization and demand, facility conditions, capital and operating costs/impacts and acceptable standards of facility provision. As such, recommendations give balanced consideration to:

- The existing scale of use of facilities (that is, whether specific types of amenities offer a City-wide level of

<sup>9</sup> Parks and Recreation Ontario defines recreation infrastructure as “indoor and outdoor places and facilities that offer specific health, social, environmental and economic benefits to the individuals and communities in which they live”.



servicing, or are community or neighbourhood-serving in nature).

- The overall quantity and geographic distribution of facilities weighed against appropriate population-based (in some instances specific age cohorts) and participation-based targets.
- Target standards of facility provision for the City of Timmins.

## 5.1 Indoor Facilities

### 5.1.1. Arenas

#### Overview of Arena and Multi-Use Facility Infrastructure Strategy

The degree of functional obsolescence of the existing City-owned arenas, the estimated 10-year replacement costs to meet basic requirements of functionality, and the ongoing operational inefficiencies of single pad venues is a situation that must change. This Master Plan, the first since 1993, pivots upon an active strategy to invest in new indoor ice infrastructure. This strategy also places the provision of ice alongside other essential indoor recreational uses that in previous decades were not actively considered as part of a replacement ice strategy. Recommendations regarding indoor aquatics, fitness, community space and other amenities are dealt with in the relevant sections of the Master Plan.

As significant public assets, multi-use community recreation facilities do not typically provide financial surplus from operations. These facilities, based on the current approach to user fees and subsidy of rental rates, typically result in deficit. It is not the intent

of this Master Plan to recommend facilities which will under all circumstances create revenue-neutral operations.

Recommendations regarding user fees and City involvement in program development and implementation are made in relevant sections of this Master Plan. Investment in new facilities will yield efficiencies from operations that represent cost savings over the existing total operating costs of running the individual facilities which comprise the City's current portfolio. The following combined realities inform the strategy:

- Functional obsolescence;
- The scale of capital investment required to maintain current facility standards;
- Operational inefficiencies; and
- No requirement for an increase in the number of ice pads serving the residents of the City and broader region.

The following are key elements of the strategy:

1. Recognize the need for, and plan for, a major multi-use recreation complex.
2. Recognize the need for, and plan for, the necessary decommissioning of specific arena infrastructure as recommended within this Master Plan. Decommissioning can involve a range of options which should be subject to further investigation as part of the immediate implementation priorities of this Plan. By way of example, decommissioning can result in a range of options from repurposing to the outright demolition of building assets but, in all cases, includes the removal of mechanical ice

operations and the associated costs to the City of Timmins. Where potential exceptions apply, these are identified in the Master Plan.

3. Adherence to the principle of consolidation of facilities to achieve not only capital cost savings, but energy efficiency, labour cost efficiency and a variety of other benefits including the potential for hosting sport tourism more effectively, as well as hosting other events and maximizing the potential for conference and tradeshow markets to be served in the off-season.
4. Recognition and acceptance that the traditional organization of indoor ice within the city (which has been based on provision in each of the communities – Timmins, Schumacher, Porcupine/South Porcupine, and Mountjoy) must be replaced by an approach to planning for the combined city as a whole. The choice of location for new infrastructure will be predicated on a range of considerations, which are set out below (see Ice Strategy Specifics).
5. The City must recognize the importance of its ice allocation strategy associated with any major system changes to the portfolio of arenas such that any decommissioning, and subsequent new locations for ice are taken into account as part of the ice allocation strategy to respect the principle of fairness, equity, and transparency in both allocating time to user groups as well as distributing time by facility across the City of Timmins. This task alone will necessitate further analysis and consultation with key user groups of the current arena facilities in an effort to create a consensus

approach to the provision of recreational services in the City.

6. The decision to decommission facilities and decisions to invest in new infrastructure are not independent of one another – the decommissioning of any of the City’s existing ice plants is to be based wholly on the successful implementation of investment in new facilities.
7. A review of historic arena utilization demonstrates sufficient capacity to meet the current needs of the residents of the city and region. Analysis conducted in support of this Master Plan concludes that the City could realize facility operating savings equivalent to one ice surface, while maintaining the same revenues associated with current use of the existing ice surfaces. On a blended basis, excluding the McIntyre Arena, this would yield something in the order of \$300,000 in operating savings to the City on an annual basis. The degree of surplus available in the prime-time suggests that usage from a decommissioned ice facility can be spread across the existing portfolio without undue stress to the existing ice allocation system (some gradual recognition of the need to compromise on ice time within the prime-time slots or an extension of prime-time may be warranted).

Analysis demonstrates that while the impacts of a loss of one pad can be absorbed through the system, in reality, the ice needs of the residents of the City of Timmins are also met through a private ice facility – the Carlo Cattarello “The Old Barn” Arena located in South Porcupine. As the City does not control this facility, if there was to be a loss of this

building from the inventory, the effect of this coupled with the City's decision to rationalize its ice provision by decommissioning one ice surface, could result in the net loss of two ice surfaces with considerable impact on user satisfaction as well as the ability to house tournaments. It is for this reason, that the following ice strategy does not conclude that the City should seek to rationalize one ice surface in net terms. The replacement of ice should result in no net loss of ice surfaces within the City portfolio of ice.

### Ice Strategy Specifics

Details of the ice strategy in specific terms are provided as a series of recommendations. However, in summary, the Master Plan is predicated on the development of a facility which is anchored by two new ice pads (as well as other items to represent a multi-use recreation complex (with the capacity to be expanded in the future if required)).

1. Consideration was given during the Master Plan process to the range of potential locations for a new facility, as well as the potential for adding two additional pads to the Archie Dillon Sportsplex Arena given its existing land asset base, proximity to the existing pool, general location and accessibility. Notwithstanding the significant benefits of this site, which form part of a broader campus of educational and recreational assets in the city, it is unlikely that a new format twin pad facility, and one that would include other gross floor area to meet needs such as an aquatics leisure complex, would be able to be accommodated on-site easily. While other opportunities exist including the renovation of and addition to the existing pool,

this does not represent a best practice approach unless other land assets are so constrained that the Archie Dillon site remains foremost as a preferred site. Adding two pads to the existing Archie Dillon Arena (a total of 3 pads) and an addition to the pool complex on-site may have some advantages in cost terms but are not achievable due to site constraints.



2. A new facility should be located on an appropriate tract of land which meets the following principles:
  - Provides a location either owned by the City or otherwise available to the City, and is compatible with surrounding land uses.

- Such a facility should be built with the highest degree of environmental sustainability and promote a pedestrian environment, walkability and connections to the city's existing trails and cycle paths, and support the variety of other recreational, leisure and health and wellness priorities of this Master Plan.
  - Have capacity to achieve on-site expansion should additional facilities warrant either co-location with the new complex or modular addition (such as an additional ice pad).
  - The chosen location should seek to be readily accessible to the larger proportion of the residential population of the City of Timmins. Creating a complex that promotes connections to the community and its trail systems is important, however, and it should be recognized that compromises will be required and greater distances will need to be travelled by some residents compared to others. Following the principle of consolidation of assets and co-location with assets and services, the compromise will represent a necessary balance between overall city-wide accessibility of the facility, the locational attributes of candidate sites and the needs of local communities.
3. The Archie Dillon Arena (separate from the pool) will be retained over the life of the Master Plan, as will the Whitney Arena.
  4. The decommissioning and repurposing/replanning of the Mountjoy recreation campus, as recommended within this

Master Plan, includes Centennial Hall as well as the Mountjoy Arena and several other recreational assets.

5. Decommissioning the ice surfaces (both arena and curling) at the McIntyre Community Centre in recognition of the significant operating deficit and capital investment needs associated with these facilities, and the repurposing the McIntyre Community Centre for alternative uses (see detailed recommendations).
6. Analysis in support of the Recreation Master Plan considered the costs and benefits of the comprehensive decommissioning of all four City ice arenas and their replacement with a single, centralized four pad multi-use recreation complex. As a result of that analysis, while operational savings can accrue from the development of a new four pad complex, these savings will only occur if each of the four existing arenas (plus the existing curling facility) are decommissioned and removed from the City's cost base all together. The proposed addition of two new ice pads is predicated on the effectiveness of decommissioning two existing ice facilities such that the operating costs of these facilities to the City are reduced significantly.

An integral principle of this Master Plan is that any new ice facility must be balanced to some degree by operational savings resulting from decommissioning within the existing portfolio. Considering the locational benefits of the Whitney Arena – which also represents the City's newest facility and is part of a broader recreation campus – the decommissioning of this facility is not warranted and therefore the benefit of committing to a four pad solution at this time is not apparent.



## Planning for Curling

Curling represents an important part of the heritage of many communities, including Timmins. The current curling space at the McIntyre Community Centre provides an annual lease payment to the City in exchange for its use of the facility. The sport of curling remains subsidized by the City of Timmins through this arrangement, in the same way as other recreation activities at City-owned facilities are also subsidized. This Master Plan seeks a solution for the continued enjoyment of curling in the City of Timmins, and the opportunity for its youth to develop recreational, competitive and elite curling. In order to achieve this, principles of the Master Plan are predicated on the application of continued subsidy for those sports which have held a traditional place in the cultural consciousness of the City. Curling forms part of such a social and cultural association and its location at the McIntyre Community Centre serves to reinforce this.

Based on a combination of building condition, functional obsolescence, capital expenditure required, and value for money, maintaining the McIntyre Community Centre as the City's premier venue for ice sports (including curling) and spectator viewing is no longer tenable as a long term goal. Repurposing is warranted and should include the decommissioning of the existing curling rink. Retention of the curling rink at the McIntyre Community Centre does not, based on supporting analysis, warrant further consideration. Retention of the facility's ice plant and operations thereof will result in limited cost savings in the event of the decommissioning of the main ice surface and the retention of the curling rink.

With the decommissioning of the McIntyre curling rink, potential solutions range from:

- 1) Tasking the curling community to partner with the City to provide a new stand-alone curling rink built and commissioned to coincide with the loss of curling at the McIntyre Community Centre;
- 2) The repurposing of a decommissioned City rink to accommodate curling with operating costs assumed in part by the curling community; or
- 3) Development of a curling rink as part of any new multi-use recreation complex. None of these options are achievable without the ongoing commitment of the City to subsidize curling as it does other activities. The option of removing curling facilities from the city would stand in contrast to the longstanding tradition of the City to support this activity – it is not recommended that the City take such a course of action.

All options require partners and it is the recommendation of this Master Plan that an active strategy for developing capital funding partners be developed (see Section 9: Making the Plan Happen).

## Arena Recommendations

The City has 5 single-pad arenas (4 owned by the City, 3 of which are located in Service District 1), all of which represent significantly aged infrastructure, with planned 10-year and deferred maintenance costs exceeding that of the replacement costs for a number of facilities. Of these facilities, the Mountjoy Arena exhibits the lowest utilization and is in significant need of capital repairs.

Exhibit 6: Archie Dillon Site Testing (for illustration only)



SITE AREA : 7 ac±

AVAILABLE PARKING AREA 2.4 ac  
APPROX. 240 CARS

 SITE PLAN STUDY

Archie Dillon Sportsplex Site Testing  
Timmins, Ontario



WGD ARCHITECTS INC.

MARCH, 2014

1:1500

## Standards of Provision for the City of Timmins:

<b>Existing Standard of Provision</b>	<ul style="list-style-type: none"> <li>1 ice pad : 8,839 population</li> <li>1 ice pad : 259 registered youth participants</li> </ul>
<b>Target Standard of Provision</b>	<ul style="list-style-type: none"> <li>1 ice pad: 10,000 - 12,000 population</li> <li>1 ice pad : 400 registered youth participants</li> </ul>

Based on existing participation in ice-based sports (minor sport), Timmins has a lower ratio of registered youth participants per ice pad – roughly 1 ice pad per 259 registered youth participants compared to 1:450 to 1:700 typically seen across the Province. Similar observations were made based on existing population-based standards.

Table 9: Annual Prime Prime-time Utilization for City-owned Arenas (2011-13)

Facility	Year	Total Prime Prime-Time Available	Total Prime Prime-Time booked	% Total Prime Prime-Time Booked
Sportsplex Arena	2011	2300.00	1211.00	53%
Whitney Arena	2011	2300.00	974.30	42%
McIntyre Arena	2011	2300.00	1176.30	51%
Mountjoy Arena	2011	2300.00	1041.60	45%
<b>Average Annual Prime Prime-Time Utilized</b>				<b>48%</b>

Facility	Year	Total Prime Prime-Time Available	Total Prime Prime-Time booked	% Total Prime Prime-Time Booked
Sportsplex Arena	2012	2304.00	1355.00	59%
Whitney Arena	2012	2304.00	954.75	41%
McIntyre Arena	2012	2304.00	1022.40	44%
Mountjoy Arena	2012	2304.00	932.60	40%
<b>Average Annual Prime Prime-Time Utilized</b>				<b>46%</b>

Facility	Year	Total Prime Prime-Time Available	Total Prime Prime-Time booked	% Total Prime Prime-Time Booked
Sportsplex Arena	2013	2292.00	1182.30	52%
Whitney Arena	2013	2292.00	1085.00	47%
McIntyre Arena	2013	2292.00	1139.30	50%
Mountjoy Arena	2013	2292.00	1020.30	45%
<b>Average Annual Prime Prime-Time Utilized</b>				<b>49%</b>

Table 9 further shows substantially low levels of prime-prime time<sup>10</sup> utilization across all 4 municipal arenas. Similarly, non-prime time utilization was also low.

The aforementioned indicates there is no need for additional ice pads in the City and a net loss of one ice pad could be warranted to:

- Meet recommended standards of ice provision (population and participation-based);
- Create pressure on prime-prime time ice utilization in the City and direct additional ice utilization to other facilities; and
- To reduce unnecessary capital expenditures required to maintain aged facilities.

However, consideration of community and user group impacts related to the possible loss the private arena facility coupled with a decision to rationalize City-owned ice warrants the retention of 4

<sup>10</sup> **Prime Prime-time** is defined as available ice Monday to Friday between 6pm and 10pm and Weekends (Saturday and Sunday) between 8am and 8pm.

**Prime-time** as presently defined by the City is Monday to Friday between 5pm and midnight; and Saturday and Sunday between 7am and midnight.

municipally-owned ice pads in the City. The replacement of ice should result in no net loss of ice surfaces within the City's portfolio of ice.

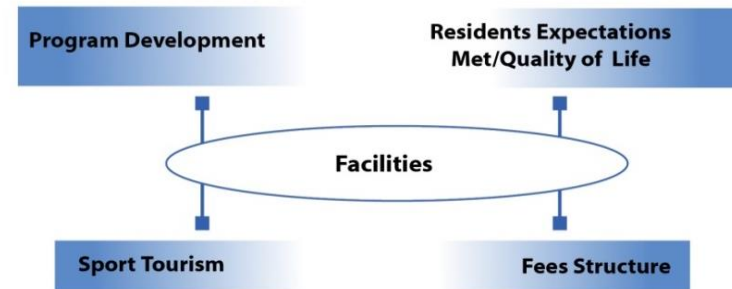
### New Multi-Use Recreation Complex

The development of a new multi-use recreation complex anchored on the basis of two ice surfaces and with potential for future expandability raises the need for a detailed architectural and site-related feasibility study. As part of that exercise, a full financial feasibility and funding analysis should be undertaken. It is a recommendation of this Plan to undertake a detailed feasibility assessment on the following basis:

- During the Master Plan process, the benefits of the Archie Dillon site as a campus of significant prominence within the city was discussed at length by the project committee. A preliminary investigation suggests that a major expansion of community ice pads at this location would be challenging given the existing site configuration.
- As part of any feasibility study, the merits associated with the adaptive reuse of the existing Archie Dillon complex, particularly in light of the existence of the lane pool, to accommodate a more substantial aquatics complex, should be thoroughly weighed against the benefits of a new facility.
- Site testing for purposes of this Master Plan is illustrative only and needs to be subject to full assessment of an appropriate functional program (again pursuant to all of the recommendations of this Master Plan for components for a new multi-use recreation facility), efficiencies in design and

costing, site circulation and adequacy of parking and other items.

### RESPONSES TO FACILITY INVESTMENT



- As part of that feasibility exercise, further consideration should be given to the level of seating that should be provided for one of the ice surfaces or as part of any new facility. The addition of seating in the order of 1,500 to 2,000 seats (in one rink) is recommended and may represent an additional challenge to accommodating such facility plans on the Archie Dillon site.
- The feasibility assessment should address the site location for the new facility – including an evaluation of the Archie Dillon property as well as other sites – in determining the best fit in terms of location, building form, capital cost, expandability and other principles established above.
- This feasibility assessment should be undertaken in the immediate term (2015).



**Recommendation 1: (2015) (Immediate) Undertake a Location and Feasibility Analysis for a new multi-use recreation complex to include an assessment of the viability of building on the Archie Dillon site as a major expansion as well as the feasibility of construction at a new location.**

**Recommendation 2: Contingent on a concept plan and business planning exercise, develop a new multi-use recreation complex. The building should have the following core components:**

- 2 new NHL-sized ice surfaces with the addition of 1,500 to 2,000 spectator seats in one rink and 250 to 300 seats in the second rink ;
- A family leisure pool and a standard 25 metre lane pool for competitive swims, plus wading or therapy pool;
- An indoor walking track;
- Meeting room space; and
- Fitness and potentially gymnasium space.

**Recommendation 3: Continue to invest in planned upgrades and maintenance to the Whitney Arena.**

**Recommendation 4: (Medium-term) Contingent on a feasibility study, decommission the Mountjoy Arena and associated infrastructure and transfer functions to the new arena facility.**

- Maintain the Mountjoy Arena in active use over the

short-term period (2015-16) and forgo any planned expenditures on the facility.

- Contingent on a feasibility study, decommission the Mountjoy arena in medium-term (2017-19). The decommissioning of the Mountjoy facility will be dependent on the successful implementation of investment in a new multi-use recreation complex.
- (Long-term) Create new uses at the Mountjoy site (i.e. retain a recreation campus) based on community wishes as expressed throughout consultation, and based on the City's needs at that time. There is the opportunity to accommodate an open-air arena, to convert the existing arena for indoor soccer, and to develop a new skate park and additional courts on-site.

### **Recommendations for the McIntyre Community Centre**

This Master Plan recommends the decommissioning of the ice surfaces at the McIntyre Community Centre and the repurposing of this historic facility to create a new life and purpose within the community. This recognizes the important and iconic nature of the building, representing the only mechanical ice surface in the Province at the time of its construction, other than the Maple Leaf Gardens in Toronto (the design upon which the McIntyre Community Centre is based). The future of the McIntyre Community Centre is more than just the façade, and should involve sustaining the heritage that is embedded in the building.

*Case Example: New Life for Maple Leaf Gardens, Toronto*



*Maple Leaf Gardens (1931-1999) <<*



*>> New Ryerson University Ice Pad (3<sup>rd</sup> Floor)*



*Repurposed Maple Leaf Gardens <<*

This Master Plan does not contemplate the termination of this facility predicated on its poor financial record and functional obsolescence. **This Master Plan contemplates breathing new life into the facility through a proactive and deliberate series of actions which recognize that a new facility will best serve the interest of the residents of the City of Timmins over the next 30 years**, and that the McIntyre Community Centre can now be rejuvenated with new functions for the benefit of all citizens. The mechanisms, by which this can be achieved, include the following:

- A full-scale feasibility study for the long-term repurposing of the McIntyre Community Centre should be undertaken in the immediate future (repurposing is to be timed in association with the operation of a new multi-use recreation complex in the city). The study should be both a technical exercise and one that involves creative community involvement to establish the long-term vision for the McIntyre Community Centre.
- Repurposing studies of this type are undertaken in many communities where the replacement of aging facilities is planned, leaving unanswered questions as to the role and operational feasibility of the existing facilities. The City should invest sufficient dollars to solicit not only community vision but also innovative approaches to the adaptive re-use of the building.
- The feasibility study should assess the opportunities to create a cultural hub at the site as well as potentially retrofitting for other sports such as the indoor soccer. Alternatively, the potential exists for the renovation and

improvement of the interior of the building portion of the site and the potential creation of a new façade to the rear of the building which overlooks the lake, to accommodate a food court, public gathering space, an amphitheater or other uses that represent a worthwhile public investment in this community.

The added advantages of this historic asset include its location near the McIntyre Headframe and Miners' Memorial and the potential to create a new trail system on reclaimed land to the north. Collectively, this offers potential for establishing cultural tourism opportunities centered around this complex of built and open space assets.

**The role of the McIntyre Community Centre in the short-term is not anticipated to change as it continues to provide the premier ice surface in the city,** along with the variety of 'warm-side' operations of the building including community hall rentals, a lounge and restaurant. In the long-term, decommissioning is recommended for both the main ice surface and the curling rink. Analysis undertaken in support of this Master Plan assessed the relative cost savings (expressed in terms of the net operating position after accounting for changes in revenues as well as changes in operating costs resulting from the decommissioning of ice). This suggests that there are relatively few savings by removing only the main ice surface at this location.

The removal of all ice operations by either converting the existing ice pads to other large volume halls catering to trade shows or other

activities, or more appropriately the consideration of demolishing the ice sheds as part of an adaptive re-use of the building, can result in significant savings in operating costs. A financial analysis of the potential operating impacts of decommissioning both ice pads at the McIntyre Community Centre showed a resulting \$560,000 (60%) in cost savings on an annual basis.

By retaining the cultural, social and community function, the facility would likely remain in deficit operationally, however, this would be significantly less than at present. Operational savings generated by decommissioning can be applied to the operating deficit of a new multi-use recreation complex or to the capital and operations associated with a new cultural hub on-site.

**Recommendation 5: (Short-term) Continue to invest in planned upgrades and maintenance for the McIntyre Community Centre. Investigate the feasibility of decommissioning both ice surfaces at the Community Centre for long-term repurposing of the building as a cultural hub and trade show venue.**

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**Recommendation 6: (Long-term) Implement decommissioning of the McIntyre ice surfaces contingent on 1) the results of a feasibility study (above) 2) the implementation of investment in 2 new ice surfaces as part of a new multi-use recreation complex as well as 3) the identification of a viable solution to maintain curling at another location in the City.**

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**Recommendation 7: Decommission the McIntyre curling rink and maintain City support for both a curling facility and ongoing subsidization of the sport in the community. Investigate options and partnerships to both fund and operate a rink:**

- As a stand-alone curling facility;
- Through the repurposing of a decommissioned City rink; or
- As a potential addition to a new multi-pad facility.

Operating efficiencies from the closure of the Mountjoy and McIntyre arenas will support the development/new build of a consolidated new recreation venue.

### 5.1.2. Indoor Pool

The existing indoor pool facility at the Archie Dillon Sportsplex has been in operation since 1981. The facility comprises a 37 metre (6 lane) pool complemented by a smaller warm-up pool, diving facility and limited spectator and changeroom/washroom amenities.

The pool has seen a significant increase in utilization within the last 10 years; increasing 103% (based on annual swims) from 40,844 swims in 2003 to 82,761 swims in 2012.

Despite growth in utilization and increased public demand for more family swim times, the current facility is rarely at capacity. Able to accommodate 318 capacity swimmers at any one time, the existing pool typically receives around 118 capacity swimmers on weekdays and 200-300 capacity swimmers on weekends.

Other operational/structural challenges include the following:

- The current dimensions of the pool do not conform to that of standard competitive facilities (typically 25 or 50 metres in length and approximately 6 or 8 lanes).
- The pool exhibits a number of concerns as it relates to conditions and maintenance, requiring significant investment in repairs and upgrades to maintain the pool in useable condition. This includes the need to address water leakage in or near base of pool.
- Functional inefficiencies such as a lack of proper family changerooms and inadequate spectator viewing areas.

On average, annual expenditures on the Archie Dillon pool over the last 3 years amounted to roughly over \$900,000; with the facility generating around \$348,000 in average revenue per annum. The result is an annual deficit of over \$500,000 (as reflected in pool operating financials between 2011 and 2013). In general, indoor pool operations across Ontario typically require substantial amounts municipal subsidy. As it relates to the City of Timmins, the current municipal subsidy (on a per swim basis) is minimal \$6.96<sup>11</sup> - this is similar to the City's existing ice subsidy on a per use basis.

### Invest in a New Aquatic Complex

An indoor aquatic recreation facility should be maintained in the City of Timmins on the basis of existing and growing demand and utilization. However, the maintenance of the current pool, given its present condition and amenities is not an ideal operational

<sup>11</sup> Based on 82,761 swims in 2012.



scenario. The City of Timmins should invest in a more efficient aquatic facility.

#### Standards of Provision for the City of Timmins:

Existing Standard of Provision	<ul style="list-style-type: none"> <li>1 indoor pool: 44,196 population</li> </ul>
Target Standard of Provision	<ul style="list-style-type: none"> <li>1 indoor pool: 45,000 population</li> </ul>

Based on capacity and target standards of facility provision, a second competitive pool is not required for the City of Timmins.

**Recommendation 8: Invest in a new aquatic complex to include a lane pool (standard size 25m), as well as a family/children and therapeutic pool. The option to provide an addition to the Archie Dillon Sportsplex Pool is contingent on an analysis to determine the viability of the Archie Dillon site for an entire new multi-use recreation complex.**

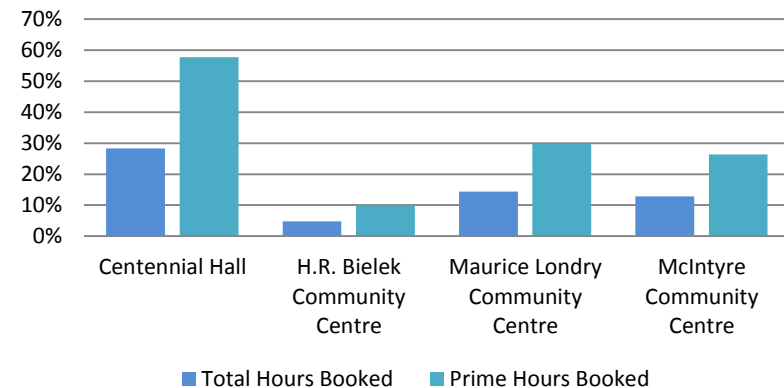
### 5.1.3. Community Centres

For the purpose of this Master Plan exercise (and in keeping with Provincial standards) a community centre has been defined as a multi-purpose building (which may be part of complex) where social and civic activities as well as recreational programming are accommodated.

The City of Timmins has 7 community centres (6 of which are municipally-owned) accommodating a variety of recreational and

social activities for its residents. These facilities are of valued community benefit and should be maintained as a quality of life principle. Nonetheless, the majority of municipally-owned structures represent a significantly aged infrastructure, with City facilities exhibiting poor utilization (with only 5% - 28% of total available rental hours being booked in 2013).

**Percentage of Total Available and Prime Hours Booked by Facility**



As it relates to Centennial Hall, the majority of prime use hours are utilized by seniors, yet the facility requires significant capital investment to maintain it in its current state (including needed roof repair and window replacement) and has in the past required heavy capital investment to meet accessibility standards.

With the exception of Centennial Hall and community functions at the McIntyre complex, community centres generate minimal revenues as well as expenditures. Larger deficits associated with the Centennial facility were related to required capital expenses to

maintain the building as a functional space.

**Recommendation 9: (Short-term) Decommission the Centennial Hall facility. Existing utilization is to be absorbed by other community centres. (Medium-term) Demolish the facility as part of activities to repurpose the Mountjoy arena site as a recreation campus.**

**Recommendation 10: Relocate the Centennial Hall seniors function and community use space to the new multi-use recreation complex or another municipal asset.**

Opportunities exist to enhance utilization and bookings within City-owned community centres through leasing agreements with willing community groups.

**Recommendation 11: Conduct a Needs Analysis among local community groups, identifying existing demand for community/meeting space and potential opportunities for lease arrangements; giving priority to those groups which are able accommodate active programming within these spaces. Lease arrangements should be standardized agreements.**

A primary component of this exercise is the need to identify space to accommodate the existing seniors groups utilizing Centennial Hall.

Of the 6 municipally-owned and maintained facilities, 2 (Hoyle and Connaught community centres) do not provide any revenues to the City of Timmins and are managed by local community associations.

**Recommendation 12: Re-evaluate existing agreements for the day-to-day management, operations and maintenance of the Hoyle and Connaught community centres. Identify opportunities for revenue generation to the Municipality and/or evaluate whether it is in the financial interest of the City to dispose of assets.**

#### 5.1.4. Halls & Meeting Space

Defined primarily as event space adequately outfitted with stage and seating amenities for concerts, productions, lectures and public meetings, facilities may range in size and capacity and can constitute an area within a building. Within the context of Timmins, there are 6 designated community hall facilities<sup>12</sup> across municipal and private ownership:

- Croatian Hall;
- White Polish Eagle Hall;
- Porcupine Dante Club;
- Archie Dillon Sportsplex Hall
- Scout Hall; and
- Whitney Arena Hall.

<sup>12</sup> This does not include the ballroom and auditorium at the McIntyre which constitute part of larger community centre complex.

The Croatian, White Polish Eagle Hall and Porcupine Dante Club represent privately-owned and managed facilities primarily catering to a membership base of local ethnic/cultural groups. However, facilities are available for rent by members of the public.

The Whitney and Archie Dillon facilities represent municipally-owned amenities. Bookings and operations for the Whitney facility are managed by the Free Masons (dedicated users of the space) on behalf of the City of Timmins. Bookings and operations at the Archie Dillon are solely the responsibility of the Municipality.

There are a total of 21 designated community meeting spaces across the City's community centres and halls<sup>13</sup>. As it relates to those spaces and facilities in municipal ownership, the opportunity exists to enhance utilization for revenue generation through leasing agreements with community groups. The eventual decommissioning of the Mountjoy Arena and related infrastructure will result some loss of available meeting space, however, this is to be counteracted with the development of community space within a new multi-use recreation complex.

**Recommendation 13: Build new community use space within the new multi-use recreation complex. The form, scale and range of utility of community space is to be dependent on confirmation of user needs assessed in balance with all factors impacting the eventual functional program, design and cost of the facility.**

**Recommendation 14: Maintain planned investment and improvements in existing municipal hall and meeting space facilities (with the exception of Centennial Hall for which the City**

**should undertake only the minimum investment required to keep the facility functional prior to decommissioning).**

#### 5.1.5. Indoor Soccer

Existing community and user group demand for an indoor soccer facility presents an opportunity to provide to year-round community access to field-related programming. At present, the only lit soccer facility in the City of Timmins is the Timmins Regional Athletic Soccer Centre (not in City management or ownership).

In addition to significant community demand, there are strong social benefits associated with indoor soccer facilities including the provision of affordable and accessible recreation, as well as the facilitation of a range of turf-related activities for sport and leisure. An indoor turf facility also offers opportunities for multi-use including training camps (such as dog obedience), field and box lacrosse, field hockey etc.

The development of an indoor soccer facility will provide year-round competitive game play as well as additional tournament hosting opportunities. Such a facility will be a public complement to the existing privately-operated Centre.

The development of an indoor soccer facility will require progressive and strategic action, and will involve an investigation and investment in partnership development.

**Recommendation 15: Give support to the concept of a dedicated indoor soccer facility operated (at its risk) by the Timmins-Porcupine Minor Soccer Association or another non-profit provider in partnership with the existing indoor soccer program offered in the City.**

**Recommendation 16: Evaluate the opportunity to repurpose the Mountjoy Arena as a dedicated indoor soccer venue.**

We do not believe that demand exists now or in the immediate future to warrant a new build facility based on a mix of grant and debt financing by the City and/or operators of such a facility. There is also no private market rationale. The form of the partnership as follows should be analysed in association with the Soccer Association:

- Capital funding for retrofit should be sought through grants to the City and/or Soccer Association depending on funding program availability.
- Operating Liability should either be transferred to Soccer Association or a stepped lease obligation should be created. Similar to the approach for the repurposing of the Confederation facility, the goal should be to reduce the City's financial obligation to a level of subsidy per use consistent with other core sports.

## 5.2 Outdoor Facilities

### 5.2.1. Soccer Fields

There are 20 outdoor soccer fields across the City, 50% of which are in municipal ownership and management. Fields that are not within

the municipal portfolio represent assets for which there is no public control as it relates to maintenance and improvements.

Based on available Public Sector Accounting Board (PSAB) information, all City facilities are beyond their estimated life and have no net book value. Notwithstanding that soccer field life is routinely extended, overall utility and quality suffers over time.

Given the low utilization of municipal fields (on average a 20%), the City should reduce the number of its existing fields, and focus on the provision of fewer, higher quality amenities.

There were no planned capital expenditures for City-owned soccer fields within the 2013 and 2014 capital plan for Parks and Recreation, yet soccer facilities should be a focus of municipal investment given its wide accessibility to the population based on the relatively affordable cost of play for individuals associated with a limited need for sporting equipment.

A comparison to other standards across similar municipalities in Ontario suggests there is no deficit in the numeric supply of fields City-wide or at the level of individual service districts.

#### Population-based Standard of Provision for the City of Timmins:

Existing Standard of Provision	<ul style="list-style-type: none"> <li>▪ (City-wide) 1 soccer field: 2,210 population</li> <li>▪ (Service District 1) 1 soccer field: 1,816 to population</li> <li>▪ (Service District 2) 1 soccer field: 1,213 to population</li> </ul>
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Target Standard of Provision	<ul style="list-style-type: none"> <li>1 soccer field: 2,000 population</li> </ul>
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Participation-based Standard of Provision for the City of Timmins:

Existing Standard of Provision	<ul style="list-style-type: none"> <li>1 soccer field: 39 registered youth participant</li> </ul>
Comparable Standard of Provision	<ul style="list-style-type: none"> <li>1 soccer field: 100 registered youth participants</li> </ul>

The Hollinger Park represents a central complex of recreation facilities including 3 adjacent soccer fields. The Timmins Regional Athletic Soccer Centre (TRASC) is another quality soccer complex available in the City.

**Recommendation 17: Invest in field turf and lighting at Hollinger Park with additional bleacher seating for alternate use with adjacent volleyball facilities. This should comprise one full-size pitch and have a mini pitch adjacent (behind the goal), giving capacity to accommodate football should the opportunity arise in the future.**

**Recommendation 18: Decommission 2 active use fields over the municipal portfolio. Do so where minimal impact is likely (e.g. single field complexes). This Master Plan recommends decommissioning 1 field at Hollinger Park as well as the Lonergan facility.**

#### *Associated Recommendation:*

**Recommendation 19: Decommission 2 of 4 mini fields at the Leo Delvillano facility.**

**Recommendation 20: Maintain and retrofit other fields (fencing, seating, new nets and lines) as planned and continue to facilitate multi-use of fields for football.**

**Recommendation 21: Adopt a principle of multi-use and track potential for existing soccer fields to accommodate emerging sports (e.g. rugby).**

The Timmins Regional Athletic Soccer Complex (TRASC) is in school board ownership and is operated by a non-profit organization. As a result, there is no value in City-sponsored capital infusions in turf at this facility unless effective access rights and partnerships are achieved.

Investment in turf and lighting at Hollinger Park, as recommended by this Master Plan, is contingent on the TRASC remaining in ownership of the school board trust unless more effective partnerships are created and maintained.

#### **5.2.2. Ball Fields**

There are 13 ball fields across the City of Timmins, 8 of which are within the municipal supply.

In general, lit City-owned diamonds experience relatively good utilization (anywhere from 59% to 74% during peak play season), with the exception of Hollinger Park (around 41% utilization) likely due to issues of facility condition<sup>14</sup>.

As it relates to unlit fields, utilization was generally low (anywhere from 4% to 37%) with the Vipond Dusty Baker Diamond #2 experiencing the lowest rate of utilization over the last 2 years (1% in 2012 and 4% in 2013).

**Population-based Standard of Provision for the City of Timmins:**

<b>Existing Standard of Provision</b>	<ul style="list-style-type: none"> <li>1 ball field: 3,400 population</li> </ul>
<b>Target Standard of Provision</b>	<ul style="list-style-type: none"> <li>1 ball field: 4,000 population</li> </ul>

A comparison of participation-based standards across similar municipalities in Ontario, suggests there is no numeric deficit in the supply of ball fields City-wide.

**Participation-based Standard of Provision for the City of Timmins:**

<b>Existing Standard of Provision</b>	<ul style="list-style-type: none"> <li>1 ball field: 12 registered youth participants</li> </ul>
<b>Comparable Standard of Provision</b>	<ul style="list-style-type: none"> <li>1 ball field: 80 to 100 registered participants</li> </ul>

Based on the aforementioned, there is room to consolidate the municipal portfolio of ball fields and focus investment on providing and maintaining better quality facilities.

**Recommendation 22: Close Vipond Diamond #2 in the immediate term. Repurpose the facility for use as a cricket field contingent on the Cricket Club demonstrating sustainability.**

**Recommendation 23: Over the long-term, seek the repurposing of Bozzer Park Diamond #2 and develop a strategy around unlit fields.**

The Unlit Field Strategy is to incorporate the following long-term targets:

- Light fields only in the locations where demand warrants it.
- The aforementioned should only occur in multiple field complexes.
- Lighting should only be commensurate with quality enhancements in those fields.

**Recommendation 24: Invest in the capital replacement of other field facilities to prevent the loss of tournament potential as well as player/parent interest.**

**(Associated) Recommendation 25: Ensure player/spectator amenities are in place, in good repair and open for use. The City and MRCA must work together to improve amenities.**

<sup>14</sup> Field amenities at Hollinger Park, in particular the grandstands and fencing are in significant disrepair.

**Recommendation 26: Invest in the Fred Salvador Ball Diamond at Hollinger Park. Lighting presents an opportunity and additional investment is now required in other areas (playing surface, grandstands etc.).**

In the short-term, the City should investigate whether it is more prudent to renovate the existing grandstands or demolish the existing structure and invest in new spectator seating.

**Recommendation 27: Implement planned 2014 capital projects for Bozzer Park (Diamond #1), Delvillano, Doug McLellan and Whitney Ball fields. Identify and prioritize any further needs to 2020.**

### 5.2.3. Tennis Courts

The total City-wide supply of tennis courts is 12, excluding the defunct River Park Courts (the closure of which has resulted in a loss of 4 lit courts):

- 8 of 12 courts are in municipal ownership, with the other 4 being in school ownership.
- 6 of the 12 courts are located within Timmins urban area (i.e. Service District 1) – all of which are Municipally-owned.
- 6 are located in Service District 2 including the Whitney Courts (2 in total) and another 4 at Roland Michener Secondary High School.

#### Population-based Standard of Provision for the City of Timmins:

Existing Standard of Provision	▪ 1 tennis court: 3,683 population
Target Standard of Provision	▪ 1 tennis court: 4,000 population

The standard for facility provision is City-wide based on a population of 44,196 in 2015, which is projected to experience a small decline to 42,287 by 2036. Based on a standard of 1 court per 4,000 population (and based on a total available supply of 12 courts), the City does not exhibit a deficit of tennis court facilities and could reduce its existing supply by 1 court.

Based on the above, the loss of the River Park Courts may be considered of little community-wide impact and could in fact be considered as surplus.

**Recommendation 28: Fully decommission the River Park Tennis Courts and consider alternative use for land.**

Ongoing investment in other existing tennis courts is a quality of life asset and opportunity for formal and informal recreational activity.

The rest of the existing supply of courts in the City are in moderate condition with the exception of the Whitney Courts (lit) which are in disrepair. The current lit, 3 court facility at Delvillano Park represents the City's higher quality tennis amenities.

**Recommendation 29: Retrofit and maintain other existing tennis courts. Identify and prioritize any maintenance, improvement and budgetary needs to the year 2020.**

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#### 5.2.4. Basketball/ Multi-use Courts

There are 10 designated basketball courts across the City, all of which represent outdoor concrete slab facilities. Three (3) courts are within school ownership, 1 on MRCA land and the remaining 6 in the ownership of the Municipality.

All facilities generally service the neighbourhood-level. As it relates to the geographic spread of facilities, the majority (7 courts) are located within Service District 2, with a distinct under-provision of amenities within the City core and area (that is, Service District 1).

Considering that existing court facilities within the municipal portfolio are 1) in moderate to poor condition, 2) lack adequate distribution, and 3) lack the scale and quality of amenities to address needs beyond that of individual neighbourhoods, the following are priorities of this Master Plan:

**Recommendation 30: Develop 2 new multi-use basketball courts in central locations to serve a broader swath of communities. The nature of multi-use and associated design should be based on localized community consultation and could include volleyball.**

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**Recommendation 31: Maintain existing neighbourhood-serving basketball courts.**

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#### 5.2.5. Playgrounds, Splash Pads and Skate Parks

Playgrounds refer to open space areas (be it parks and/or conservation areas) with play structures. Timmins is home to a number of such facilities (42 in total) – the majority being neighbourhood-level facilities (36) with larger community-serving facilities (6 total) offering a variety of play environments such as splash pads. Additionally, several local schools have playgrounds on their premises.

There are 2 splash pads in the City of Timmins – one at Hollinger Park and the other at White Waterfront Park (on MRCA property). Splash pad facilities are fairly well-maintained.

**Recommendation 32: Any play structure installed prior to the year 2000 should be phased for replacement immediately. As each year passes, a 14 year trigger will identify more play structures that need replacement. This will require the allocation of \$375,000 in the short-term for the replacement of 15 facilities, and another \$600,000 over the medium to long-term.**

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**Recommendation 33: Continue investment in the maintenance of existing splash pads at Hollinger Park and White Waterfront Park.**

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### 5.2.6. Skate Parks

The City currently offers two skate park facilities – one co-located with the Whitney Arena (Service District 2) and another at Pine Street South in Service District 1.

The Pine Street Skate Park is a poor facility and should be enhanced significantly or removed. The park and skate park facility could play an important role in providing recreational facilities to families within nearby neighbourhoods including the mobile home community to the south which appears underserved with open space.

The current trend of local youth from all over the City travelling to the east end to utilize the Whitney facility – which is currently overcrowded during peak use times – has resulted in significant community demand for the development of a new, industry-standard skate park facility in the Timmins urban area (Service District 1). The aforementioned is evident across student and general public responses to the online survey.

**Recommendation 34: Build two new skate and BMX park facilities in Service District 1 (one recommended at Hollinger Park; the other as part of a new recreation campus on repurposed land at the current Mountjoy arena site).**

The City should engage existing skate park users in the design of the new facilities.

#### Case Example: Skate Parks



*Modest scale community facility <<*



*>> Scale of park appropriate for City-serving facility.*

**Recommendation 35: Maintain and upgrade the existing Skate Park at the Whitney Arena; making improvements to existing jumps and amenities.**

The City should engage existing skate park users in improvements to the design of the facility.

**Recommendation 36: Evaluate the opportunities and financial feasibility of significantly enhancing amenities at the existing Pine Street Skate Park or explore options for the removal of the facility.**

### 5.2.7. Outdoor Rinks

As it relates to the provision of outdoor skating rinks during the winter, the City's premier facility is at Hollinger Park (the maintenance of which is the responsibility of a local contractor) which offers significant programming opportunities. The City maintains rinks at Roy Nicholson Park on Pine Street North and another behind the Mountjoy Arena. Schumacher Public, Golden Avenue and Centennial Public schools also provide and maintain outdoor rinks on their respective school properties.

In general, other outdoor rink facilities are provided with some irregularity; with community and neighbourhood-serving rinks being provided on community request (that is, by local schools and/or residents of an area). In the latter instance, the City's Parks and Recreation Division provides rink board set up and dismantling services free of charge and school/resident beneficiaries are responsible for flooding and snow removal.

The maintenance of outdoor ice rinks result in relatively small expenditures. The City of Timmins spends anywhere from \$13,200 - \$18,200 on outdoor rink costs per annum (including contractor-related fees for the Hollinger Park facility). All rinks are free and openly accessible to the public.

**Recommendation 37: Implement fees for rink set-up and removal which reflect the true cost duties. Schools and residents requesting rinks are to maintain responsibility for flooding and snow removal.**

**Recommendation 38: The Hollinger Skating Oval functions as a City attraction. Develop programming (e.g. skate rentals, winter passes, and family skating events) around this facility to offset the City's private contracting costs, and utilize concessions to gain additional revenue related to the park. The appropriate balance of activities should be subject to further investigation.**

## 5.3 New and Emerging Sport

Community feedback and investigation indicates new and emerging interests in sport and recreation.

Tailored youth engagement as part of the Recreation Master Plan project shows youth interest in a range of emerging sports. Some activities such as rugby represent sporting interests which can be accommodated on existing sports fields within the City and will bolster field utilization (see Recommendation 21).

In all instances, the demand for new sport should be subject to detailed investigation by the Municipality, prior to any decision to support and/or be involved in facilitating new recreation pursuits.

## 6 Service Delivery

In Ontario and Canada, key trends that have emerged in service delivery methods for recreational and sport programming include:

- **Developing Effective Partnerships** – Municipalities are increasingly entering into partnership agreements with community groups, the private sector and institutional stakeholders to maximize cost efficiencies in program delivery and facility operations;
- **Volunteerism** – National trends show a decline in volunteerism. However, those who volunteer are doing so on a more frequent basis;
- **Performance measures** – Performance measures for the recreation sector are increasingly shifting from outputs to outcomes (that is, a shift from output measures such as capital costs and volumes of program registrants to outcome measures such as qualitative assessments of how programs have benefited/met community and health indicators);
- **Sport Tourism** – Recreational facility development and programming/service provision which support sport tourism are increasingly part of municipal recreation initiatives;
- **User and rental fees** – Increased user and rental fees are increasingly raising the cost of participation. This is a particular challenge for communities in the inclusion of

target groups and has resulted in the adoption of user fee policies which more heavily subsidize specific categories of users such as low income groups, youth and seniors; and

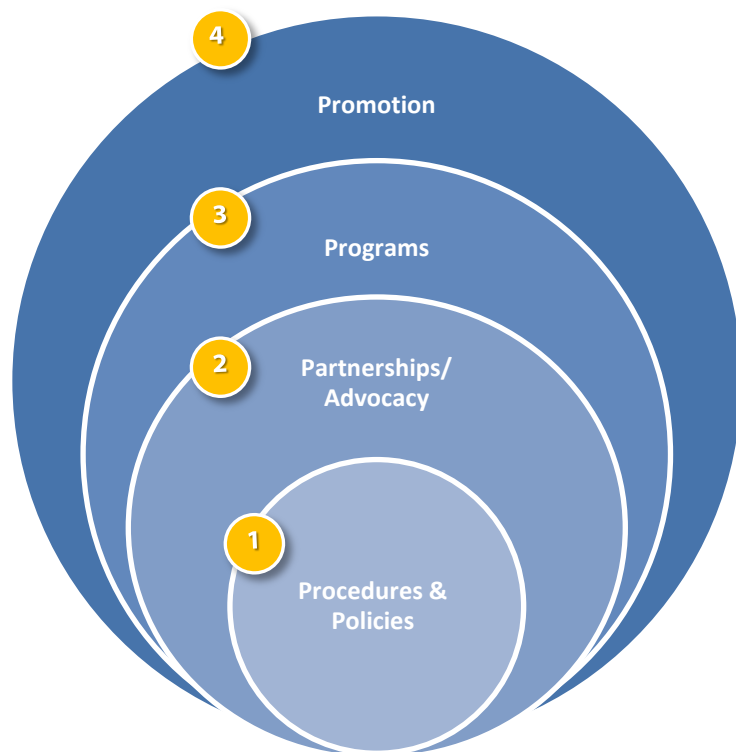
- **Unstructured Recreation and Sport** – Growing demand for unorganized and drop-in activities which meet increasingly busy lifestyles – particularly in communities with significant commuting populations.

As it relates to recreational service delivery, the City of Timmins historically functioned as the provider of first choice; playing a significant role in the direct delivery of leisure programming. Over the years, staffing reductions have resulted in a loss in the Recreation Division's programming staff complement; with facility maintenance requirements further inhibiting expenditures on direct municipal programming assistance.

In response, over the last 20 years Timmins' Parks and Recreation Division has shifted its focus from the direct provision of programming and has adopted a Community Development Model of recreation provision; supporting and facilitating the delivery of programs and services largely offered by other organizations/non-profits within its facilities. At present, the Division is not recognized as a major recreational program provider in Timmins; however, it remains the key provider of publicly-accessible recreational facilities in City. Aquatics remains the only aspect of programming currently maintained by the City of Timmins.

This Master Plan recognizes the existence of a wide range of community-based organizations as well as private establishments providing recreation programs and services in the City of Timmins, and subsequently acknowledges the importance, validity and

practicality of maintaining the existing Community Development Model of recreation service delivery.



Nonetheless, the effectiveness of this model requires the City adopt a holistic and integrated approach to service delivery, and places the onus on the Municipality to:

- Engage in standardized partnership development across user groups and organizations including volunteer groups;

- Develop mechanisms to monitor the ability of programs and partnerships to meet the needs of the community;
- Facilitate community-based programming and access to programming not only through space provision but also through:
  - Marketing and communications, ensuring public access to information;
  - Engaging in outreach and advocacy to target sensitive groups (including low-income residents, seniors and Aboriginals). This will require the engagement of user groups in order to understand who they serve;
- Develop and implement quality assurance and evaluation systems and mechanisms to monitor performance in service delivery.

#### 6.1.1. Maximize Effectiveness of Municipal Organization

The current organization of the City's Parks and Recreation Division exhibits a number of challenges with respect to effectively engaging in a Community Development Model, including the lack of designated staff responsibility for monitoring the effectiveness of existing and development of new partnerships for program delivery.

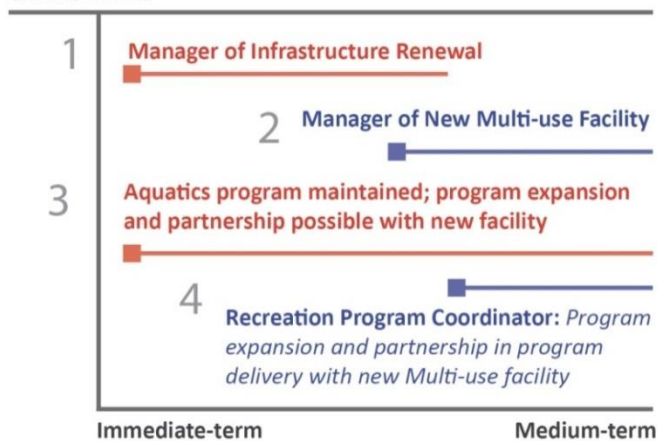
Core recreation planning priorities include provisions to address such inconsistencies and to create an administrative and organizational structure which will ensure the effective implementation of Master Plan recommendations.



The Recreation Master Plan is framed upon two distinct phases over the coming years – the initial phase which can be described as business as usual in terms of the operation of the existing portfolio of recreation assets, and the second phase which represents opportunities to expand programming and sport tourism as a result of incremental investment in new recreational assets. Over time, the City should be expected to expand the range of programming that it offers, contingent on a more expansive aquatics facility, multi-use community space as well as the addition of new ice surfaces within a new multi-use recreation complex.

As detailed in the Municipal Culture Plan, part of this enhanced response to programming opportunities includes the development of municipal programs in culture as well as the facilitation of programs offered by cultural organizations within the community. Over time, both in terms of programming and administration, it is envisaged that there will be greater integration between recreation, tourism and cultural services in the city.

#### RECREATION DEVELOPMENT: ORGANIZATIONAL ADDITIONS & PRIORITIES



#### Immediate Municipal Organizational Review

The implementation of Master Plan recommendations – specifically the development of a new recreation venue – will require changes and additions to the existing staff complement within the Parks and Recreation Division. Priorities include:

- The designated appointment of staff responsibility to manage recreation infrastructure renewal, in accordance with the facility recommendations outlined within this Master Plan, over the planning period;
- Staff leadership of the Community Development mandate including the need for communications and advocacy as part of the partnership development process;
- The need to enhance the City's programming function contingent on and surrounding the development of a new multi-use facility.

**Recommendation 39: (2015) Designate a Manager of Facilities Renewal.** It is recommended that the position be housed under the Community and Development Services Department and within Parks and Recreation. Responsibilities are to include all activities related to planning, funding, directing and executing infrastructure change including the building, decommissioning and repurposing facilities. The post of Manager of Facilities Renewal will be a progressive position, which intensifies over the short and medium-term planning period as facility recommendations of this Master Plan are implemented over time.

The Manager of Facilities Renewal will need to have an information sharing and reporting relationship with Economic Development as well as the CTR Master Plan Senior Management Team.

**Recommendation 40: (Immediate-term) (2014): Create a Senior Management Team with administrative oversight for the implementation of the integrated Culture, Tourism and Recreation Master Plan (CTR Master Plan). The Committee is to be comprised of the following staff positions:**

- Chief Administrative Officer (CAO);
- Director of Finance and Treasurer;
- Director of Human Resources;
- Director of Public Works and Engineering; and
- Director of Community & Development Services.

**Recommendation 41: Designate a Recreation Programming Coordinator as part of the operational mandate for a new multi-use recreation complex in order to maximize the benefit of the new facility. The Complex will offer additional non-aquatic programming opportunities specific to the utilization of meeting space as well as the main ice pads (this includes tournament hosting/sport tourism).**

The Council of the City of Timmins should undertake a municipal organizational review to accommodate the recommendations contained in each of the Master Plans (Culture, Tourism and Recreation). The present structure and mandate of responsibilities within the Community and Development Services Department is expansive and should change.

Ultimately, the Corporation of the City of Timmins will need to address long-term municipal organizational changes in a manner

that best suits its needs while meeting the intent of the Plan recommendations.

## 6.2 Programs

A primary role as facility provider has positioned the City as a supporter and partner for non-profit/private program delivery. The City of Timmins is to remain a program provider of the last resort except where public demand for opportunities lacks private provision.

### Enhance Existing City-run Aquatics and Public Skate Programs

The City's Aquatics programs continue to experience growth in public demand. Phase 1 consultations indicate community appetite from more accessible/extended public and family swim hours.

Likewise public demand for extended and convenient public/family skate hours presents opportunities to facilitate additional public access programs as well as to increase the utilization of available ice in the City.

**Recommendation 42: Improve public/drop-in skate and public swim times and expand hours (as feasible) to provide greater opportunities/access to recreation for low-income groups and families.**

At present there is no benefit to outsourcing the management of the City's pool. The City should retain the operation of its indoor aquatic facility. Long-term, with the development of an aquatics facility within the context of a new multi-use recreation complex,

the City may consider potential partnerships with the Timmins YMCA for program delivery and expansion.

**Recommendation 43: Retain the Archie Dillon Sportsplex pool operations and as part of user fee policies seek to move to 100% cost recovery from 87% (direct program recovery).**

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**Recommendation 44: (Short-term) Commence discussions with Timmins YMCA to assess its role in a new multi-use recreation complex relative to its existing functions and facility. In doing so, the City's goal should be to ensure direct program cost recovery.**

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**Recommendation 45: (Medium-term) Recognize and plan for potential partnership with the Timmins YMCA for pool and fitness programming within a new multi-use recreation complex.**

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### **Explore New Opportunities and Re-engage in Programming over time**

When asked what new/additional recreational programs should be made available to residents, the majority (around 40%) of public online respondents to the question indicated the desire for range general fitness programming including affordable public program options, run/walk groups as well as senior and youth specific fitness activities.

In keeping with the principle of community development and facilitation, it is assumed that due to other existing programming supply in the community, there is generally little to no role for the Municipality as a fitness provider. However, it is recognized that

relatively little to no organized running clubs and walking clubs (i.e. not-for-profit or otherwise) exist within the City and such programming is relatively low in cost of provision. The City should explore what fitness programs are offered by private, non-profit and volunteer providers within the community and decide whether there is an appropriate model for City involvement in the direct delivery of fitness programming.

Other sports/programs of interest to online respondents (20% or below) include racquet sports such as tennis and squash. The City should explore opportunities for the direct provision of tennis programming (at direct cost recovery) as a means of enhancing the utilization of its existing court facilities.

Across surveys and consultations for both the Recreation and Culture Master Plans, community demand for cultural programs ranged from knitting and photography to Aboriginal-specific programming. The City is home to base of cultural groups, some of which provide programming opportunities for residents. The City, in consultation with community arts groups, should evaluate what opportunities exist to accommodate existing volunteer-run programming within City facilities against those which may be directly offered through the City.

The development of a new multi-use recreation complex over the medium-term, presents a prime opportunity for the Municipality to reengage in programming. Principles of effective management require that the City have full programmatic and operational control of a new flagship facility for the community which is expected to attract significant utilization prospects for regional tournament hosting.

**Recommendation 46: Evaluate opportunities to engage in the delivery of tennis and cultural programming at direct cost recovery. The City should investigate opportunities to accommodate programming within its existing facilities or as part of a new multi-use recreation complex.**

Contingent on the results of this exercise, a Staffing Plan is required to determine the adequacy of existing roles and the quantity of staff needed to support proposed programs.

**Recommendation 47: Host a Recreation Forum with local agents of recreation program delivery (sport groups) to facilitate Sport for Life model in Timmins through opportunities (including partnerships) to address programming and service needs for long-term and elite athlete development.**

**Recommendation 48: Work with the Porcupine Health Unit, Special Olympics, Aboriginal groups and other key partners to develop and provide programming to sensitive groups (pregnant women, persons with disabilities etc.) as part of a new facility. Specialized/niche programs may include fitness for new mothers and will be part of the City's role in advocating for health and wellness.**

## 6.3 Services, Facilitation & Co-ordination

### 6.3.1. Promotions and Advocacy

When asked to identify those barriers which limited participation in recreational programming, 34% of respondents to the online survey question stated they were unaware of the range of recreational programs offered in the City of Timmins. Phase 1 investigations and community consultations indicate a principle improvement required

enhancing program accessibility and coordinated service delivery is the development of public information mechanisms to promote and facilitate participation in recreation.

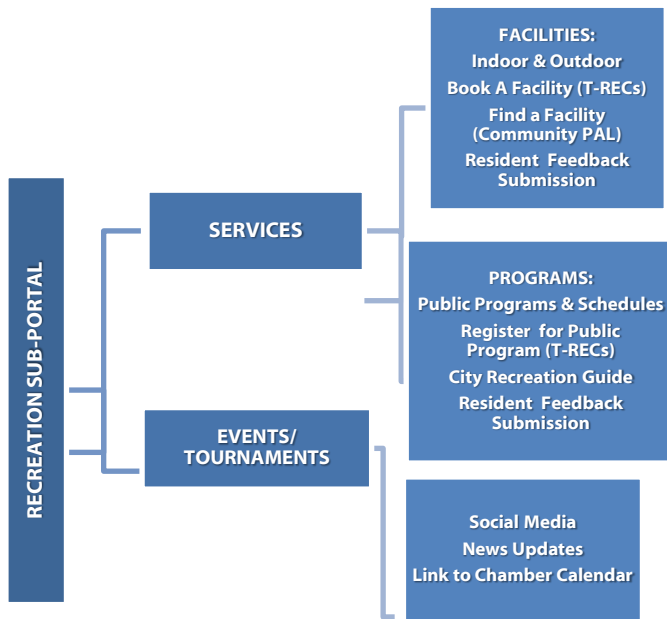
In achieving the aforementioned, there needs to be concerted effort between the City and its recreation partners to develop such tools. There is significant opportunity for the City as a facilitator of recreation and leisure activities and an agent for community/public information, to utilize its resources to help accomplish this.

**Recommendation 49: Develop a comprehensive and dedicated sub-portal for recreation within the existing Residents Portal of the Municipal website, as a gateway linking users to a range of online recreation services (facility bookings, program registrations, online interactive mapping of recreation venues, event and tournament notices etc.)**

Exhibit 6 illustrates recommended site mapping enhancements to improve the online functionality of the Municipality's existing website to provide easier resident access to comprehensive information on recreation in the City. New additions to the City's existing base of recreation content include timely news alerts and updates on upcoming tournaments in the City as well as the implementation of a resident submission tool to provide immediate 'real-time' notification to the City of any service or facility-related issues in order to improve City responsiveness to maintenance and service needs. In considering municipal website enhancements, bilingual web service (in English and French) is a potentially useful addition which will have budgetary requirements and should be accounted for on an ongoing basis should this decision be approved.



**Exhibit 7: Framework for Site Remapping within the Residents Portal of the Municipal Website**



**Recommendation 50:** Expand the partnership with the Timmins YMCA Mobile Program (free, travelling physical activity program) by marketing and promoting the program's seasonal event calendar on the City's Recreation sub-portal and within the Recreation Guide.

**Recommendation 51:** Seasonally update the City's Recreation Guide (in English and French) and develop a community-based marketing program to promote and disseminate booklet.

- Explore opportunities to achieve revenue generation through the sale of print advertising space within the booklet to offset cost associated with producing the Guide.
- Investigate a range of community-wide dissemination mechanisms including hard-copies at local recreation venues, hosting of an online (and downloadable) version of the Guide on the recreation sub-portal, and partnerships with local newspapers to facilitate door-to door delivery to subscribers.

**Recommendation 52:** Transition the Recreation Asset Database (developed as part of this Master Plan project) into the City's Online GIS & Interactive Mapping (Community Pal) system to develop a 'one stop', publicly-accessible hub of information on recreation venues and assets. Mapping systems should allow residents and visitors can access linked facility information and the City's T-RECS online program and facility booking system.

### Policies and Procedures

Enhanced and efficient service delivery is much the result of a working commitment to ensure ongoing and timely response to community need, in part through the development and institution of policies and procedures to progressively and regularly address changes in community demand and access to recreation over time.

The aforementioned will require the implementation of a customer service strategy designed to monitor changes in utilization, sport participation as well as allow for formal mechanisms to garner direct feedback from the community and user groups on an ongoing basis.

The City's Parks and Recreation Division currently operates an effective facility booking system which allows for monthly and annual tracking of facility utilization and City program registrations. This system should be incorporated within a broader strategy and framework to monitor ongoing change in consumer demand for recreation over the long-term in order to deliver a standard of service provision excellence to the community.

**Recommendation 53: Develop and initiate a customer service monitoring system to annually assess resident/user needs and requisite improvements to the City's recreation service delivery model. Progressively address methods to improve the system over time.**

- Develop a working group comprised of relevant Parks and Recreation Staff (Leisure Services, Maintenance etc.) and assess methods to streamline and, as possible, centralize the intake of community requests and feedback on maintenance, program and other recreation needs and improvements.

The utilization of online and hardcopy customer satisfaction surveys, maintenance alerts and other timely reporting mechanisms should be evaluated.

- Regularly evaluate developments in recreation service delivery by annual staff report and establish performance measures to gauge success/improvement over time.

**Recommendation 54: Continue to track program and facility bookings/registrations on an annual basis, working with organized user groups to collect data and monitor changes in registration by sport (i.e. demand for sport) and market conditions over time.**

### Improve Ice Allocation

The City's 2013 Ice Allocation Policy provides a framework for the distribution of ice time to various community/user groups across the City. In prioritizing equitable ice allocation, the policy provides that by May of each year, all user groups notify the City of their intent to participate in the ice allocation process for the upcoming season. Arena ice is allocated based on a hierarchy of need for ice by groups based on the following priorities:

- The number of teams registered to a user group for which the amount of available prime time ice is to be distributed proportionately;
- First priority for ice time is to be allocated to minor sport organizations followed by unorganized sport groups and subsequently other community programs; and
- Existing ice users are granted primacy but may be required to give up some ice time to facilitate the introduction of new groups into the ice allocation process.

The policy provides that each ice user/group rent at least one block of time at each municipal arena during prime-time periods and at least 1 hour during non-prime time periods.

As part of this Master Plan consultation process a number of user groups indicated dissatisfaction with existing ice allocation on the premise of what is deemed to be a monopoly of ice time for hockey versus other ice-based sport. The process of ice allocation requires subjectivity and best efforts on the part of the City to accommodate the needs of users. The aim of the ice allocation process should be to create equity, notwithstanding the fact that some sports have a larger base of participants/registrants to be accommodated.

**Recommendation 55: Reassess the City's Ice Allocation Policy to allow for more equitable facility access across groups. This includes the following:**

- Ice allocation should be based on principles of rights of access.
- The City should maintain a policy of ice allocation based on the number of registered participants and/or teams associated with user groups.
- The City should create mechanism to ensure impact of tournaments does not undermine access to ice for smaller ice sports (ringette etc.) and public skate opportunities. In doing so, the City should plan for and provide groups with good access to facilities at alternate times to accommodate needs.

**Recommendation 56: Implement higher use rates for Prime**  
**Prime-time ice (defined as available ice Monday to Friday**  
**between 6pm and 10pm and Weekends (Saturday and Sunday**  
**between 8am and 8pm). With this, the City should encourage**  
**groups to shift some demand for ice to available non-prime time**  
**hours incentivized by User Fee policies which promote non-**  
**prime time ices rates at a cost advantage.**

### **Accessibility for Ontarians with Disabilities (AODA)**

In 2009 the City completed a review of some of its City-owned buildings to identify structural compliance with the Accessibility for Ontarians with Disabilities Act, 2005 (AODA), including the Mountjoy Arena, Confederation Multi-Sport Facility, Maurice Londry Community Centre, and the McIntyre Community Centre. Subsequently, work to address identified facility needs has been conducted incrementally. The review did not constitute a comprehensive assessment of AODA compliance needs within all recreation buildings in the City.

Recent changes to Accessibility for Ontarians with Disabilities (AODA) requirements (per Ontario Regulation 368/13 filed to amend the new 2012 Building Code, O. Reg. 332/12) apply to major facility renovations and add additional requirements to any change to existing facilities within the municipal portfolio. This is further reason, in some instances, to focus on the benefits of new facility builds rather than improving existing facilities which are beyond their life span to accommodate needs which require significant renovation. The AODA requirements by themselves are not in question, but the requirements to comply in renovations may be an addition to required costs of renovation to the existing building supply to keep them up to standard and prolong their functional life.

**Recommendation 57: Undertake a comprehensive review of City-owned recreation facilities for compliance with standards of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).**

This review should include an updated assessment of the Confederation Multi-Sport Facility, Maurice Londry Community Centre, and the McIntyre Community Centre in light of 2013 accessibility amendments (effective in 2015) within the Ontario Building Code as well as to address outstanding needs and facility-related improvement costs. Any planned accessibility enhancements should be integrated with planned actions for repurposing existing assets so that major renovations which necessitate AODA-mandated improvements are undertaken cost efficiently.

- Incorporate building improvement priorities within future updates to the City's Accessibility Report and Plan.

**Recommendation 58: Regularly update the City's Accessibility Plan and address future regulatory changes as established within the Accessibility for Ontarians with Disabilities Act (AODA) Customer Service Standards.**

- Update the Plan and priorities in collaboration with the Municipal Accessibility Advisory Committee (MAAC).
- Engage key user groups and stakeholders (e.g. Timmins Special Olympics) in the development of priorities.

Additionally, in 2012 the City of Timmins released its Accessibility Report and Plan which identified 4 corporate-wide improvement areas to reduce, and prevent barriers for people with disabilities per

requirements of the *Ontarians with Disabilities Act, 2001 (ODA)* and the *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*.

The Plan focuses on addressing service-related information and communication barriers as follows:

- Implementing the AODA Integrated Accessibility Standard Regulation.
- Implementing accessible website technology.
- Coordinating feedback processes, focusing on accessibility.
- Enhancing the processes for providing notification of service disruptions.

Included in priorities are the institution of Accessible Website Technology and the redesign of primary municipal websites to meet Web Content Accessibility Guidelines (WCAG) Level 2.0, before the regulatory compliance date of 2021.

## 6.4 Partnerships & Standardization

City partnership and/or lease arrangements with local leagues and volunteer groups take 2 forms:

- City-provision of dedicated facility use/space in exchange for volunteer/group responsibility for the day-to-day upkeep of the facilities (i.e. line marking fields etc.); and
- City-provision of dedicated facility use/space in exchange for volunteer/group responsibility for facility rental and booking management.

Key challenges with the aforementioned arrangements surround 1) the assurance that municipal obligation to all sections of the



population are reflected, as well as 2) the reliance on a changing base of volunteer support to supplement recreation service gaps. There are clear implications/challenges related to inconsistent municipal-community arrangements for the management of facilities.

**Recommendation 59: Review existing partnership/lease agreements with groups and develop standardized protocols/arrangements based on the value of buildings to users.**

The City has a variety of agreements between itself and groups which reflect a range of rental fees, rights and obligations for the use of City facilities. This variation in structures should be terminated upon expiry of current agreements and replaced with standardized agreements which reflect the City's willingness to provide long-term leases and/or rental agreements based on established principles regarding:

- The relationship of such leases to operating costs and the level of subsidy included in leases;
- Access rights for other groups;
- Maintenance costs; and
- The duration of leases.

In some cases, this simply requires a solidification of current practices (e.g. existing lease arrangements for the Confederation Multi-Sport facility) but in all cases the policy and agreement template should be part of the broader User Fee Policy. As it relates to frequent users for which leases are not warranted, some preferred rate for use should be implemented.

Groups which require facility access on a regularly scheduled basis (i.e. once or twice every week) should be priority candidates for

preferred rental arrangements. More irregular users (e.g. once every month) should be subject to existing booking arrangements.

All agreements should be in written, documented form (including those related to historically granted access rights); the terms of which should reflect a standardized approach to granting access rights in the form of lease or rental agreements. The Council of the City of Timmins has the right to waive any historic obligation where necessary if not in non-conformity with the aforementioned protocol.

**Recommendation 60: Develop a Fairness Policy which supports leasing agreements where dedicated office/meeting space arrangements are based on prioritizing certain categories of users (i.e. more competitive sporting groups and associations).**

Timmins hosts a number of tournaments and competitive events of regional importance. Four of the City's major hockey associations host around 8 tournaments per annum; each bringing anywhere from 20 or more teams from other parts of Ontario and require the utilization of multiple City facilities for game play. The Mushkegowuk Challenge Cup attracts almost 50 teams from the 8 remote communities of Mushkegowuk Territory east and west of James Bay and pulls an estimated 2,000 players and spectators – further confirming Timmins' role as a regional hub.

These events put City facilities at the fore of activities and establish the Municipality as a key planning partner for competitive tournament hosting.

**Recommendation 61: Engage local and regional sporting organizations including competitive aboriginal groups in discussions to facilitate annual coordinated planning for competitive events in order to maximize event/tournament hosting opportunities.**

- As part of these activities, collaboratively investigate linked opportunities to promote other events (e.g. Festivals) synchronous with tournaments as a means to increase overnight visitation in the City. For example: identify and address mechanisms to engage in collaborative marketing of events (e.g. advertising of local festivals and coupons to local attractions posted within tournament program booklets and on sport association websites).
- The City of Timmins should give consideration to the establishment of a Sport Tourism Roundtable with representation from local sports-related organizations. The Sports Tourism Roundtable would champion the sport tourism agenda and provide a central information source and a coordinating body to improve communication between sport groups, participants and strategic partners.

**Recommendation 62: Identify and implement processes to inform local retailers, accommodations and other tourism stakeholders of planned competitive events to encourage business readiness for the potential visitor market.**

### **Addressing School Board Partnerships**

Community Use of School policies vary by educational institution and related school board procedures. Accessible facilities generally include classrooms, gymnasiums, cafeterias and/or outside recreation areas (e.g. sports fields, basketball courts and play structures) depending on the amenities available at each institution. Most facilities are available to community groups between 6:00 pm and 10 pm and sometimes for a fee dependent on custodial and audiovisual needs.

School amenities represent a supplement to the recreation facility supply which works well in providing additional opportunities to access recreation in the City. Nonetheless, public access to such facilities give way to priority school/school board activities (both in and outside of normal school hours). Recognizing potential conflicts in community demands for City facilities, the City should continue to support fair public community access to school-owned recreational amenities.

**Recommendation 63: Continue to maintain and encourage access to School Board facilities as supported through Community Use of School policies and agreements.**

**Recommendation 64: Engage in discussions with local school representatives to investigate opportunities to strengthen the City's relationship with the school boards for school use of public assets.**

- Explore opportunities to develop and host school skating hours/programs during non-prime ice time as a means of improving the City's ice utilization. Similar analysis should be undertaken for other City-owned facilities.
- Investigate school demand and/or need for better access to indoor pool facility.

The Timmins Regional Soccer and Athletic Centre is a publicly-funded facility on school board land which could be better utilized. In addressing partnerships, the City should work to improve public access to this facility.

**Recommendation 65: Engage school boards and post-secondary institutions in an assessment of existing community use agreements to improve community access to school recreation facilities.**

- Ensure current levels of satisfaction with facility access through the engagement of user groups which utilize school amenities.
- The City is to work with school boards to identify user needs through shared access to information on community group bookings of school facilities, as a means of measuring community demand and being able to meaningfully assist groups in maximizing the use of schools.
- In monitoring utilization, assist in identifying customer satisfaction issues with outdoor fields and play facilities.
- For those facilities which have benefited from public funds (e.g. the TRASC), develop an approach to improving community access rights and usage.

## 7 User Fees & Value for Money

In addressing principles and priorities to ensure that 1) the pricing of recreational services do not impede or reduce participation in recreation and that 2) user fees are developed in fair and equitable manner on the basis of established principles for support and subsidy including access recreation for sensitive groups such as low-income residents, the following are recommendations of this Master Plan:

### Recommendation 66: Create and Adopt Policy on User Fees.

The City of Timmins should adopt the following categorization of user and program fees as the basis of a permanent user fee policy which seeks to provide a sustainable basis for reducing municipal subsidy on activities where possible and supporting ongoing subsidy where appropriate.

**Category I:** comprising programs and services by the City as the principal provider of recreation services and a future partner in the

development of other services in culture (e.g. minor ice, group swimming lessons, youth and senior memberships, summer camps (future) for youth). It is intended that a range of recreational services be available to all citizens and that residents shall not be excluded from participating in recreational activities because of an inability to pay.

**Category II:** comprising programs and services by the City catering to adult recreation and cultural activity/skills development, as well as the use of facilities that serve non-basic recreation needs (for example, advanced classes for older youth and adults in premium facilities).

**Category III:** user fees that are charged to commercial users or otherwise for which public subsidization is unwarranted (weddings, room rentals, private swimming lessons, and use of recreational assets by non-City residents). This includes eliminating subsidization of activities such as for-profit tournaments and special events.



## 8 Parks, Trails and Open Space

The City of Timmins has an extensive base of parks, open space, trails and scenic landscapes including a total of 1,006 acres of municipal and MRCA owned park land and 45km of non-motorized trails. The aforementioned does not include those lands within Kettle Lakes Provincial Park (an estimated 1,261 ha/ 3,116 ac) and the Dana-Jowsey Provincial Park area which fall within the City's boundary.

Parks, trails and open space represent signature features and major community assets which offer a series of passive, active, formal, informal and affordable recreation opportunities for residents

irrespective of age, income and ethnicity.

Ongoing investment in the development of an interconnected system of parks and trails will enhance overall quality of life, community accessibility and walkability (in the case of inter-community trails), and serves to reinforce principles of community pride and position Timmins as a leader in environmental stewardship.

As it relates to outdoor recreational activity, online survey respondents identified City-owned parks and fields (38%) and MRCA conservation areas and trails (34%) as the most popularly utilized amenities. Phase 1 consultations indicated high levels of community satisfaction with the City's existing community trails network and an acknowledgement that necessary improvements to the parks and

**Table 10: Parks and Open Space Hierarchy**

Category	Description	Examples
<b>City-wide Parks</b>	Parks service and attract patrons from all over the municipality (potentially the surrounding region) and are designated for a range of recreational, civic, cultural and social uses. Facilities are able to accommodate large-scale events (e.g. tournaments, concerts) and provide multifaceted amenities including washrooms and parking facilities. City-wide parks are centrally sited (e.g. connected to major roadways) and are located on large lands. While these parks may be separate from residential areas, parks are situated near an active population base. The highest level of maintenance should be provided for this type of park.	Hollinger Park
<b>Community Parks</b>	These parks offer a range of opportunities for informal and formal recreational activity and typically accommodate active recreation fields (e.g. soccer fields, ball diamonds) and/or play structures. Facilities are typically mid-sized parks that attract residents from various communities and may be located between or within residential areas or near schools. Parks typically have good access to main streets and though facilities may accommodate some spectator seating, parks are generally not ideal for major tournament hosting. The higher level of maintenance should be provided for this type of park compared to neighbourhood parks.	King Street Park, Bozzer Park
<b>Neighbourhood Parks</b>	Neighbourhood parks comprise smaller open space environments (including parkettes) and are typically within short walking distance of residential homes. Generally, parks do not accommodate active sports fields. Parks mainly support informal recreational and social uses and range in amenities to include basic park benches and may or may not accommodate play structures. Amenities typically service the less mobile population (i.e. youth and the elderly).	Chantal Crescent Park, Randall Parkette, Fourth Avenue Park

trail system to include: improved trail signage and interpretation, multi-use trail development, general park maintenance and the replacement/upgrading of park play structures.

The high value placed on the City's parkland and open space system creates a need to further invest in local amenities and develop policies, programs and partnerships in a manner which enhances and protects outdoor leisure opportunities for residents for the long-term.

### 8.1.1. Parkland & Open Space

There are 49 parks located across the City of Timmins. With a total of 407 ha (1,006 acres) of parkland across the MRCA and municipal portfolios, the City does not exhibit a deficit in parkland. The current Official Plan (2010) provides for a ratio of 4 ha (9.9 ac) of parkland for every 1,000 persons. At the present standard, the City and MRCA inventory represents a ratio of 9.25 ha (22.8 ac) of parkland/open space<sup>15</sup> for every 1,000 persons – over and above the recommended provision level.

In conducting a detailed analysis of the City-wide park portfolio, existing parks (more specifically, those actively maintained by the City and/or MRCA) were evaluated based on size (acreage), scale of use and intensification of uses (amenity levels) and subsequently categorized according to service-level provision as outlined in Table 10.

In terms of maintained area, Timmins provides 0.47 ha (1.7 acres) of neighbourhood parkland per 1000 residents – an acceptable ratio based on standards across the Province (comparable standards

being between 0.4-1.5 ha of neighbourhood parkland per 1000 residents). As it relates to community parks, the City currently provides 0.36 ha per 1000 residents (comparable standards across the Province requires 1.5-2.5 ha of community parks per 1000 residents).

The majority of Timmins' parks supply serves a neighbourhood service level. Based on the aforementioned the City does not need to provide additional parks of this nature (in fact there is room to consolidate this portfolio). Based on existing standards of provision the City is underserved as it relates to community-level park facilities.

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**Recommendation 67: Adopt a Parks and Open Space Classification System (as proposed within this Master Plan based on scale of use and intensification of uses (amenity levels)). The system will form the basis for prioritizing investments in park enhancements as well as determine levels of maintenance for the various categories of parks.**

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**Recommendation 68: Based on the Parks and Open Space Classification System, revisit, revise and confirm those parks prioritized for rationalization.**

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**Recommendation 69: Develop a Park Design Strategy (based on the Classification System) in partnership with the public, local sport groups, other key stakeholders in recreation and citizens at large. The strategy should outline maintenance standards for parks and related amenities (sport fields, ball diamonds, play structures etc.)**

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<sup>15</sup> This ratio includes Conservation Area lands

**Recommendation 70: Develop maintenance protocols applied to all fields which represent realistic and financially-sustainable means to maintain and improve parkland assets.**

**Recommendation 71: Prioritize future investment in Community Parks, including decisions on replacing play structures, based on the Park Design Strategy.**

**Recommendation 72: Maintain existing Community Parks.**

**Recommendation 73: Where practical, repurpose via sale for the other productive uses (e.g. residential development) some of the existing lands for neighbourhood parks.**

**Recommendation 74: Confirm that Cash-in Lieu of Parkland protocols (as outlined in the City's existing Official Plan) will be used where available for existing park improvements as opposed to the acquisition of new parkland.**

**Recommendation 75: Develop and initiate an Adopt-a-Park program for neighbourhood parks involving residents, volunteers and schools in regular park beautification and maintenance. The City would need to adopt a monitoring role in the program as well as maintain duties related to garbage collection and other essential public service works.**

### 8.1.2. Trails

As it relates to trail improvements and maintenance, the Mattagami Region Conservation Authority (MRCA) is the primary agent of development; operating roughly 90% of existing trails in the City. In 2013, the MRCA released its Community Trail Network Master Plan for the City of Timmins. The City of Timmins, as a municipal entity, only maintains and operates the Terry Fox/Waterfront Trail and a portion of the Bridge to Bridge Trail. Agreements exist between the MRCA and City for the latter to assist with the ongoing maintenance of MRCA-owned lands and trails. The City of Timmins also contributes funding to the MRCA's annual operations.

Consequently the MRCA and City of Timmins remain vital partners in the maintenance of the Timmins' trail systems.

Recommendations of this Master Plan serve to facilitate the enforcement of priorities of the Community Trail Network Master Plan. The Trails Network Master Plan recommends the long-term development of the MRCA system through enhanced interconnections/linkages between existing trails, the provision of value-added amenities (e.g. lighting and storyboards), improved signage and improved trail access in more developed parts of the City.

The City of Timmins represents a key partner in addressing municipal planning and public/development considerations related to the actual implementation proposed improvements; including:

- Operational efficiency in response to community needs as it relates to trail network branding, access agreements and information services; and

- Improvement of trail access to more heavily developed commercial/residential areas of the City (i.e. the downtowns of Timmins and South Porcupine as well as the Riverside Drive area in Mountjoy).

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**Recommendation 76: Improve winter maintenance (clearing) of the Terry Fox/Waterfront and other City-maintained trails.**

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**Recommendation 77: MRCA is underfunded with respect to capital. The City should champion existing land reclamation and related trail and recreation development. Long-term, the City of Timmins should promote, integrate and help the MRCA seek funding support for maintenance costs and capital works through corporate donations (e.g. in partnership with the MRCA's fundraising arm, Wintergreen Fund for Conservation) and grants. There is available potential to access grants given the strong regional role of these trails.**

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**Recommendation 78: Support the Ontario Trails Strategy and leverage any related funding as may become available in future years to develop local trail infrastructure (building fences, bridges, culverts and on-going maintenance).**

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Municipal planning and decision-making should continue to support MRCA priorities to expand recreational opportunities for residents and move towards a fully connected trail network linking the 'four corners' of the community as well as major recreation, culture and tourism assets:

**Recommendation 79: Immediately review, update and confirm the City's existing Memorandum of Understanding with the MRCA for trails and park maintenance. The MOU should be updated and revisited in 2 year increments so as to address changes in community need and new facilities as developed over time.**

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**Recommendation 80: Throughout this Plan and as part of wider road and streetscape enhancements, partner with the MRCA to expand the City's existing cycling trail to include an urban cycling route through Downtown Timmins via the provision of designated bike lanes, paths and well-articulated street signage. The City should promote effective links between bike paths and trail networks and maximize accessibility across the City through active transportation.**

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**Recommendation 81: Partner with the MRCA to assist with the development of multi-use trails (where possible) to accommodate a range of passive, active and accessible recreational opportunities (e.g. walking, jogging, cycling and where appropriate cross-country skiing and snowshoeing) as funding allows; giving consideration to the broad benefits of trails compared to other facilities in the City.**

**Existing multi-use trails within the City include trails located along sections of the ONR rail bed in Schumacher and on the Waterfront Trail. The Draft Trails Master Plan identifies the need to develop trial design standards to ensure safe and efficient trails use within these areas. Where possible, the Municipality should work with the MRCA to encourage proper speed limits, public education and awareness of the use of multi-use trails.**

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**Recommendation 82:** The Draft Trails Master Plan provides for the development of connecting links (extensions) to existing trails. At several locations throughout the existing network and planned trail links, major roadways need to be crossed (e.g. highways and City streets). The Municipality, in partnership with the MRCA, should through its Public Works Department enhance pedestrian and trail user safety at crossings via reduced speed zones, extra lighting and graded transitions at the road's edge. The Draft Trails Master Plan identifies the following areas as priorities for such improvements:

- Airport Road and River Park Road;
- Highway 655 at Ross Avenue East; and
- Highway 655 just north of Highway 101 East.

Additionally, the Timmins Snowmobile Club maintains approximately 450 km of groomed trails in and around the City on behalf of the Timiskaming Abitibi Trail Association.

**Recommendation 83:** The Municipality, in partnership with the Timmins Snowmobile Club, should explore opportunities to support trail enhancements such as directional signage and bridge infrastructure improvements along snowmobile trails within the City of Timmins.

**Recommendation 84:** The City should work to recognize and maintain canoe routes (as well as canoeing access points such as beaches) through the detailed mapping of existing and new routes within the City's online interactive map system.



9

Making the  
Plan Happen

## 9 Making the Plan Happen

### 9.1 Scale of Cost & Timing

The following table outlines the short, medium to long-term capital costs associated with the implementation of Master Plan recommendations:

	Related Rec. #	Item	Short-Term (2015-16)	Medium-Term (2017-19)	Long-term (2020+)	Comments
BUILDINGS						
New Multi-Use Recreation Complex	1	(Immediate) Undertake a Location and Feasibility Analysis for a new multi-use recreation complex to include an assessment of the viability of building on the Archie Dillon site as a major expansion as well as the feasibility of construction at a new location.	Cost of study subject to Terms of Reference (ToR)			
	2	Contingent on a concept plan and business planning exercise, develop a new multi-use recreation complex. The building should have the following core components: <ul style="list-style-type: none"> <li>2 new NHL-sized ice surfaces with the addition of 1,500 to 2,000 spectator seats in one rink and 250 to 300 seats in the second rink;</li> <li>A family leisure pool and a standard 25 metre lane pool for competitive swims, plus wading or therapy pool;</li> <li>An indoor walking track;</li> <li>Meeting room space; and</li> <li>Fitness and potentially gymnasium space.</li> </ul>		\$50 million to \$61 million for 100% a New Build.		See specifics below.

	Related Rec. #	Item	Short-Term (2015-16)	Medium-Term (2017-19)	Long-term (2020+)	Comments
Arenas	4	Maintain the Mountjoy Arena in active use over the short-term (2015-16) and forgo any planned expenditures on the facility.	\$60,000 per existing recommended cost of upgrades over short-term.			<i>Necessity of expenditure given planned decommissioning to be determined by City.</i>
	4	Decommission the Mountjoy Arena and transfer its functions to the new arena facility.		\$50,000		<i>Allocation for transfer of function.</i>
	4	Create new uses at the Mountjoy site (i.e. retain a recreation campus) based on community wishes as expressed throughout consultation, and based on the City's needs at that time. There is the opportunity to accommodate an open-air arena, to convert the existing arena for indoor soccer, and to develop a new skate park and additional courts on-site.	Dependent on use			
	5	Continue to invest in planned upgrades and maintenance for the McIntyre Community Centre. Investigate the feasibility of decommissioning both ice surfaces at the Community Centre for long-term repurposing of the building as a cultural hub and trade show venue.	\$100,000 - \$200,000 contingent in part on the results of the repurposing study and determination of whether any costs can be deferred.			
	6	Decommissioning of McIntyre ice surfaces contingent on 1) the results of a feasibility study 2) the implementation of investment in 2 new ice surfaces as part of a multi-use facility as well as 3) the identification of a viable solution to maintain curling at another location in the City.		Cost of study subject to Terms of Reference (ToR)		<i>For repurposing vision and feasibility study; decommissioning and repurposing costs Specific to final plan for re-use.</i>

	Related Rec. #	Item	Short-Term (2015-16)	Medium-Term (2017-19)	Long-term (2020+)	Comments
Curling	7	Decommission the McIntyre curling rink and maintain City support for both a curling facility and ongoing subsidization of the sport in the community. Investigate options and partnerships to both fund and operate a rink: <ul style="list-style-type: none"> <li>As a stand-alone curling facility;</li> <li>Through the repurposing of a decommissioned City rink; or</li> <li>As a potential addition to a new multi-pad facility.</li> </ul>	Commence planning for curling rink replacement.	Decommissioning at the McIntyre Community Centre and replacement solution.		Capital costs to be determined based on the facility solution (i.e. repurposing or as part of a new facility)
	3	Continue to invest in planned upgrades and maintenance to the Whitney Arena.	\$36,500			Per existing short-term capital repair and replacement needs identified by the City of Timmins.
Aquatics Facility	8	The new aquatic complex is to include a lane pool (standard size 25m), a family/ children and therapeutic pool. The option to provide an addition to the Archie Dillon Sportsplex Pool is contingent on an analysis to determine the viability of the Archie Dillon site for an entire new multi-use recreation complex.		Capital cost part of multi-use recreation complex.		
Indoor Soccer Facility	15	Give support to the concept of a dedicated indoor soccer facility operated (at its risk) by the Timmins-Porcupine Minor Soccer Association or other non-profit provider in partnership with the existing indoor soccer program offered in the City.		Potentially part of repurposing costs – funding liability is to be determined.		
	16	Evaluate the opportunity to repurpose the Mountjoy Arena as a dedicated indoor soccer venue.	Cost of study subject to Terms of Reference (ToR)			Soccer Club to fund.



	Related Rec. #	Item	Short-Term (2015-16)	Medium-Term (2017-19)	Long-term (2020+)	Comments
Community Centres	9	(Short-term) Decommission the Centennial Hall facility. Existing utilization is to be absorbed by other community centres. (Medium-term) Demolish the facility as part of activities to repurpose the Mountjoy arena site as a recreation campus (as recommended by this Master Plan).		Allocation: \$100,000		<i>Demolition Cost plus transfer of functions.</i>
	10	Relocate the Centennial Hall seniors function and community use space to a new multi-use recreation facility or another municipal asset.				
	11	Conduct a Needs Analysis among local community groups, identifying existing demand for community/meeting space and potential opportunities for lease arrangements, giving priority to those groups which are able accommodate active programming within these spaces. Lease arrangements should be standardized agreements.	Option to do 'in-house' or use a consultant. Cost of analysis subject to Terms of Reference (ToR)			
	12	Re-evaluate existing agreements for the day-to-day management, operations and maintenance of the Hoyle and Connaught community centres. Identify opportunities for revenue generation to the Municipality and/or evaluate whether it is in the financial interest of the City to dispose of assets.				<i>Staff cost in addition.</i>
Meeting Spaces	13	Build new community use space within the new multi-use recreation facility. The form, scale and range of utility of community space is to be dependent on confirmation of user needs assessed in the balance with all factors impacting the eventual functional program, design and cost of the facility.		Capital cost part of multi-use recreation complex.		

	Related Rec. #	Item	Short-Term (2015-16)	Medium-Term (2017-19)	Long-term (2020+)	Comments
	14	Maintain planned investment and improvements in existing municipal halls and meeting space facilities (with the exception of Centennial Hall for which the City should undertake only the minimum investment required to keep the facility functional prior to decommissioning).				<i>Of the remaining community centres, the City has thus far identified only the Maurice Londry facility for capital works – an estimated cost of \$50,000.</i>
FIELDS						
Baseball Fields	24	Invest in capital replacement to prevent the loss of tournament potential as well as player and parent interest. Implement planned capital projects and identify and prioritize any further needs to 2020.				<i>Covered below.</i>
	25	Ensure player/spectator amenities are in place, in good repair and open for use. The City and MRCA must work together to improve amenities	Ongoing			<i>The City as an operator should further consult with user groups.</i>
	26	Invest in Fred Salvador Ball Diamond at Hollinger Park. Lighting represents an opportunity and additional investment is now required in other areas (playing surface, grandstands etc.)	Cost of study subject to Terms of Reference (ToR).	Grandstands: \$125,000; Playing surface: \$100,000.		
	22	Close the Vipond #2 Diamond in the immediate-term. Repurpose for use as a cricket field contingent on the Cricket Club demonstrating sustainability.	\$50,000			<i>Transfer maintenance function to the Cricket Club.</i>


	Related Rec. #	Item	Short-Term (2015-16)	Medium-Term (2017-19)	Long-term (2020+)	Comments
	23	Over the long-term, seek the repurposing of Bozzer Park Diamond #2 and develop a strategy around unlit fields.				<i>Cost of conversion estimated on case by case basis; not expected to be significant need based on utilization of fields.</i>
	27	Implement planned 2014 capital projects for Bozzer Park (Diamond #1), Delvillano, Doug McLellan and Whitney Ball fields. Identify and prioritize any further needs to 2020.	\$110,000			<i>Based on existing capital costs planned across facilities identified.</i>
<b>Outdoor Soccer Fields</b>	18	Decommission 2 active use fields over municipal portfolio. Do so where minimal impact is likely (e.g. single field complexes). The decommissioning of 1 field at Hollinger Park as well as the Lonergan facility is recommended.		No significant capital cost expected.		<i>See other sports needs below.</i>
	17	Invest in field turf and lighting at Hollinger Park with additional bleacher seating for alternate use with adjacent volleyball facilities. This should comprise one full-size pitch and have a mini pitch adjacent (behind the goal), giving capacity for accommodating football should opportunity arise in the future.	Cost of prefeasibility assessment subject to Terms of Reference (ToR).	\$2 million		
	19	Decommission 2 of 4 mini fields at Delvillano.				<i>Frees up land for other uses e.g. skate park long term.</i>

	Related Rec. #	Item	Short-Term (2015-16)	Medium-Term (2017-19)	Long-term (2020+)	Comments
	20	Maintain and retrofit other fields (fencing, seating, new nets and lines) as planned and continue to facilitate the multi-use of fields for football.				<i>Capital budget to be developed by City annually based on condition assessment.</i>
<b>Multi-Use Playing Fields</b>	21	Adopt the principle of multi-use and track potential for existing soccer fields to accommodate emerging sports (e.g. rugby).				<i>Decommissioned fields can be utilized.</i>
<b>Cricket</b>	22	Repurpose the Vipond #2 baseball diamond for use as a Cricket Field.				
<b>COURTS</b>						
<b>Tennis Courts</b>	28	Fully decommission the River Park (4) Tennis Courts.				<i>Disposal of property.</i>
	29	Retrofit and maintain other existing tennis courts.	\$160,000	\$160,000		
<b>Multi-use Basketball Courts</b>	30	Develop (2) new multi-use basketball courts in central locations to serve a broader swath of communities.		\$125,000		<i>With lighting.</i>
<b>Basketball Courts</b>	31	Maintain 8 existing neighbourhood courts.		Possible rationalization based on utilization of lit courts above.		
<b>PARKS AND TRAILS</b>						
<b>Play Structures</b>	32	Any play structure installed prior to the year 2000 should be phased for replacement immediately. As each year passes, a 14 year trigger will identify more play structures that need replacement. This will require the allocation of \$375,000 in the short-term for the replacement of 15 facilities, and another \$600,000 over the medium to long-term.	\$375,000	\$225,000	\$375,000	<i>Replacement per the Functional Life Span identified through the City's Asset Management Plan.</i>

	Related Rec. #	Item	Short-Term (2015-16)	Medium-Term (2017-19)	Long-term (2020+)	Comments
Splash Pads	33	Continue investment in the maintenance of existing splash pads at Hollinger Park and White Waterfront Park.	\$500,000	\$500,000		
Skate Parks	34	Build two new skate and BMX park facilities in Service District 1 (one recommended at Hollinger Park; the other as part of a new recreation campus on repurposed land at the Mountjoy arena site).	\$300,000	\$300,000		
	35	Maintain and upgrade the existing Skate Park at the Whitney Arena; making improvements to existing jumps and amenities.	\$15,000			
	36	Evaluate the opportunities and financial feasibility of significantly enhancing amenities at the existing Pine Street Skate Park or explore options for the removal of the facility.				Staff cost.
Parks	72	Prioritize future investment in Community Parks, including decisions on replacing play structures, based on a Park Design Strategy.	Further consideration of disposition of surplus land.			
AODA						
AODA	57	Undertake a comprehensive review of City-owned recreation facilities for compliance with standards of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). This review should include an updated assessment of the Confederation Multi-Sport Facility, Maurice Londry Community Centre, and the McIntyre Community Centre in light of 2013 accessibility amendments (effective in 2015) within the Ontario Building Code.	\$20,000 for a review of compliance requirements; an additional \$40,000 for design solutions for 7 recreation buildings.			




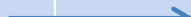






The following represent key recommendations related to the enhancement of the operations of the City's Parks and Recreation Division as well as other aspects of recreation service delivery:

Item	Recommendation		Short-term	Medium-term	Long-term
			2015-16	2017-19	2020+
Outdoor Ice Rinks					
	37	Implement fees for rink set-up and removal which reflect the true cost of duties. Schools and residents requesting rinks are to maintain responsibility for flooding and snow removal.	✓		
	38	The Hollinger Skating Oval functions as a City attraction. Develop programming (e.g. skate rentals, winter passes, and family skating events) around this facility to offset the City’s private contracting costs, and utilize concessions to gain additional revenue related to the park. The appropriate balance of activities should be subject to further investigation.	✓		
Service Delivery					
Maximize Effectiveness of Municipal Organization					
	39	(2015) Designate a Manager of Facilities Renewal. It is recommended that the position be housed under the Community and Development Services Department and within Parks and Recreation. Responsibilities are to include all activities related to planning, funding, directing and executing infrastructure change including the building, decommissioning and repurposing of facilities. The post of Manager of Facilities Renewal will be a progressive position, which intensifies over the short and medium-term planning period as facility recommendations of this Master Plan are implemented over time.	✓ ½ FTE	✓ 1 FTE	✓ 1 FTE
			\$50,000 to \$100,000 annually		
	40	(Immediate–term) (2014): Create a Senior Management Team with administrative oversight for the implementation of the integrated Culture, Tourism and Recreation Master Plan (CTR Master Plan). The Committee is to be comprised of the following staff positions: Chief Administrative Officer (CAO); Director of Finance and Treasurer; Director of Public Works and Engineering; Director of Human Resources; and Director of Community & Development Services.	✓		


Item	Recommendation	Short-term	Medium-term	Long-term
		2015-16	2017-19	2020+
41	Designate a Recreation Programming Coordinator as part of the operational mandate for a new multi-use recreation complex in order to maximize the benefit of the new facility. The Centre will offer additional non-aquatic programming opportunities specific to the utilization of multi-use, seniors and youth space as well as the main ice pads (this includes tournament hosting/sport tourism).		✓ \$50,000 annually	→ \$50,000 annually
<b>Programs</b>				
42	Improve public/drop-in skate and public swim times and expanded hours (as feasible) to provide greater opportunities/access to recreation for low-income groups and families.	✓	→	→
43	Retain Archie Dillon Sportsplex pool operations, and as part of user fee policies, seek to move to 100% cost recovery from 87% (direct program recovery).	✓		
44	(Short-term) Commence discussions with the Timmins YMCA to assess its role in a new multi-use recreation complex relative to its existing functions and facility. In doing so, the City's goal should be to ensure direct program cost recovery.	✓		
45	(Medium-term) Recognize and plan for potential partnership with the Timmins YMCA for pool and fitness programming within a new multi-use recreation complex.		✓	
46	Evaluate opportunities to engage in the delivery of tennis and cultural programming at direct cost recovery. The City should investigate opportunities to accommodate programming within existing facilities or as part of a new multi-use Recreation Centre.	✓	→	→
47	Host a Recreation Forum with local agents of recreation program delivery (sport groups) to facilitate a Sport for Life model in Timmins through opportunities (including partnerships) to address programming and service needs for long-term and elite athlete development.	✓		

Item	Recommendation	Short-term	Medium-term	Long-term
		2015-16	2017-19	2020+
48	Work with the Porcupine Health Unit, Special Olympics, Aboriginal groups and other key partners to develop and provide programming to sensitive groups (e.g. pregnant women, persons with disabilities) as part of the new facility. Specialized/niche programs may include fitness for new mothers and will be part of the City's role in advocating for health and wellness.		✓ →	
Services, Facilitation & Co-ordination				
49	Develop a comprehensive and dedicated sub-portal for recreation within the existing Residents Portal of the Municipal website, as a gateway linking users to a range of online recreation services (facility bookings, program registrations, online interactive mapping of recreation venues, event and tournament notices etc.).	✓ Cost per Culture Plan		
50	Expand the partnership with the Timmins YMCA Mobyle Program (free, travelling physical activity program) by marketing and promoting the program's seasonal event calendar on the City's Recreation sub-portal and within the Recreation Guide.	✓		
51	Seasonally update the City's Recreation Guide (in English and French) and develop a community-based marketing program to promote and disseminate booklet.	✓ Cost per Culture Plan		
52	Transition the Recreation Asset Database (developed as part of this Master Plan project) into City's Online GIS & Interactive Mapping (Community Pal) system to develop a 'one stop', publicly-accessible hub on information of recreation venues and assets. Mapping systems should allow residents and visitors to access linked facility information and the City's T-RECS online program and facility booking system.	✓ Cost per Culture Plan		
53	Develop and initiate a customer service monitoring system to annually assess resident/user needs and requisite improvements to the City's recreation service delivery model. Progressively address methods to improve the system over time.	✓		
54	Continue to track program and facility bookings/registrations on an annual basis, working with organized user groups to collect data and monitor changes in registration by sport (i.e. demand for sport) and market conditions over time.	✓ →		
55	Reassess the City's Ice Allocation Policy to allow for more equitable facility access across groups.	✓		

Item	Recommendation	Short-term 2015-16	Medium-term 2017-19	Long-term 2020+
56	Implement higher use rates for “Prime” Prime-time ice (defined as available ice Monday to Friday between 6pm and 10pm and Weekends (Saturday and Sunday) between 8 am and 8pm). With this, the City should encourage groups to shift some demand for ice to available non-prime time hours incentivized by User Fee policies which promote non-prime time ices rates at a cost advantage.	✓		
58	Regularly update and implement the City’s Accessibility Plan and address future regulatory changes as established within the Accessibility for Ontarians with Disabilities Act (AODA) Customer Service Standards.		✓ 	
59	Review existing partnership/lease agreements with groups and develop standardized protocols/arrangements is based on the value of buildings to users.		✓ 	
60	Develop a Fairness Policy which supports leasing agreements where dedicated office/meeting space arrangements are based on prioritizing certain categories of users (i.e. more competitive sporting groups and associations).		✓ 	
61	Engage local sporting organizations including competitive Aboriginal groups in discussions to facilitate annual coordinated planning for competitive events in order to maximize event/tournament hosting opportunities.	✓		
62	Identify and implement processes to inform the local retailers, accommodations and other tourism stakeholders of planned competitive events to encourage business readiness for the potential visitor market.	✓		
63	Continue to maintain and encourage access to school board facilities as supported through Community Use of School policies and agreements.	✓ 		
64	Engage in discussions with local school representative to investigate opportunities to strengthen the City’s relationship with the school boards for school use of public assets.		✓ 	
65	Engage school boards and post-secondary institutions in an assessment of existing community use agreements to improve community access to school recreation facilities.		✓ 	

Item	Recommendation		Short-term	Medium-term	Long-term
			2015-16	2017-19	2020+
User Fees & Value for Money					
	66	Create and adopt a policy on user fees.	✓		
Parks Trails & Open Space					
Parkland and Open Space					
	67	Adopt a Parks and Open Space Classification System (as proposed within this Master Plan based on scale of use and intensification of uses (amenity levels)). The system will form the basis for prioritizing investments in park enhancements as well as determine levels of maintenance for the various categories of parks.		✓	
	68	Based on Parks and Open Space Classification System, revisit, revise and confirm those parks prioritized for rationalization.	✓		
	69	Develop a Park Design Strategy (based on the Classification system) in partnership with the public local sport groups, other key stakeholders in recreation and citizens at large. Strategy should outline maintenance standards for parks and related amenities (sport fields, ball diamonds, play structures etc.).		✓	
	70	Develop maintenance protocols applied to all fields which represent realistic and financially-sustainable means to maintain and improve parkland assets.		✓	
	71	Prioritize future investment in Community Parks, including decisions on replacing play structures, based on the Park Design Strategy.		✓	
	72	Maintain existing Community Parks.			
	73	Where practical, repurpose via sale for the other productive uses (e.g. residential development) some of the existing lands for neighbourhood parks.			
	74	Confirm that Cash-in Lieu of Parkland protocols (as outlined in the City’s existing Official Plan) will be used where available for existing park improvements as opposed to the acquisition of new parkland.		✓	



Item	Recommendation		Short-term	Medium-term	Long-term
			2015-16	2017-19	2020+
75	Develop and initiate an Adopt-a-Park program for neighbourhood parks involving residents, volunteers and schools in regular park beautification and maintenance. The City would need to adopt a monitoring role in the program as well as maintain duties related to garbage collection and other essential public service works.			✓	
76	Improve winter maintenance (clearing) of Terry Fox/Waterfront and other City-maintained trails.			✓	
<b>Trails</b>					
77	The MRCA is underfunded with respect to capital. The City should champion existing land reclamation and related trail and recreation development. Long-term, The City of Timmins should promote, integrate and help the MRCA seek funding support for maintenance costs and capital works through corporate donations (e.g. in partnership with the MRCA's fundraising arm, Wintergreen Fund for Conservation) and grants. There is available potential to access grants given the strong regional role of these trails.				✓
78	Support the Ontario Trails Strategy and leverage any related funding as may become available in future years to develop local trail infrastructure (building fences, bridges, culverts and on-going maintenance).			✓	
79	Review, update and confirm the City's existing Memorandum of Understanding (MOU) with the MRCA for trails and park maintenance. The MOU should be updated and revisited in 2 year increments so as to address changes in community need and new facilities as are developed over time.		✓		
80	Throughout this Plan and as part of wider road and streetscape enhancements, partner with the MRCA to expand the City's existing cycling trail to include an urban cycling route through Downtown Timmins via the provision of designated bike lanes, paths and well-articulated street signage. The City should promote effective links between bike paths and trail networks and maximize accessibility across the City through active transportation.				

Item	Recommendation	Short-term	Medium-term	Long-term
		2015-16	2017-19	2020+
81	Partner with the MRCA to assist with the development of multi-use trails (where possible) to accommodate a range of passive, active and accessible recreational opportunities (e.g. walking, jogging, cycling and where appropriate cross-country skiing and snowshoeing) as funding allows; giving consideration to the broad benefits of trails compared to other facilities in the City. Existing multi-use trails within the City include trails located along sections of the ONR rail bed in Schumacher and on the Waterfront Trail. The Draft Trails Master Plan identifies the need to develop trail design standards to ensure safe and efficient trails use within these areas. Where possible, the Municipality should work with MRCA to encourage proper speed limits, public education and awareness of the use of multi-use trails.			✓
82	The Draft Trails Master Plan provides for the development of connecting links (extensions) to existing trails. At several locations throughout the existing network and planned trail links, major roadways need to be crossed (e.g. highways and City streets). The Municipality, in partnership with the MRCA, should through its Public Works Department enhance pedestrian and trail user safety at crossings via reduced speed zones, extra lighting and graded transitions at the road's edge.			✓
83	The Municipality, in partnership with the Timmins Snowmobile Club, should explore opportunities to support trail enhancements such as directional signage and bridge infrastructure improvements along snowmobile trails within the City of Timmins.		✓	
84	The City should work to recognize and maintain of canoe routes (as well as canoeing access points such as beaches) through the mapping of existing and new routes within the City's online interactive map system.	✓		

## 9.2 Delivering Facilities

The range of means to deliver large-scale municipal capital projects has evolved in recent years. No longer are the options restricted to traditional public sector procurement, ownership and operation approaches, but a range of alternative financing and procurement (AFP) models have been implemented by jurisdictions throughout Canada and elsewhere. The determination of which method of

project delivery is most appropriate is, in most cases, a case-specific exercise in establishing the objectives of the project, the risks associated with delivery and ongoing operation, and the range of opportunities for these risks to be shared by both the private and public sectors.

The following discussion of project delivery partnership options is focused on the development of real estate assets and its ongoing

operation. We therefore distinguish principally between the private sector and the public sector. The potential for other partnerships in funding and operating a particular facility, such as with educational institutions, is another important opportunity – one that has already been achieved in Timmins.

There are a number of ways to design, fund, build and operate recreational assets, including:

1. The traditional approach to facility procurement; and
2. A variety of forms of public private partnership (PPP or P3s).

The choice approach is not necessarily a binary one and can reflect a range of hybrid solutions. What is important is that the City give due consideration to the ways and means to deliver new recreational infrastructure in a cost-effective manner. The current debt ratio of the Corporation of the City of Timmins is comparatively low, however, this should not imply that traditional municipal ownership and operation is necessarily the most appropriate solution. Informing the decision of how to engage the private sector, if at all, is the complement of uses in a new facility(ies). In general terms, the wider the array of community-focused activities, including aquatics, the more limited the opportunity to partner with the private sector which may more appropriately provide management services for fee as opposed to putting capital at risk in financing deficit producing capital assets. However, this is NOT a universal principle, and while many ice arenas are built and operated by the private sector for profit in partnership with municipalities who purchase ice time at market rates, there remains the potential to expand municipal underwriting of private risk in the form of guaranteed payment of rental fees for use of the facility.

The City should consider all options for funding, financing and operating a new recreation complex.

### 9.2.1. The Traditional Public Procurement Approach

In the traditional municipal procurement method, municipal or other public sector funds are used to fund capital construction costs and the Municipality is responsible for facility operation, maintenance and life cycle works.

## Public Sector Owner

A - Design Development

B - Construction Tenders

C - Operation and Maintenance Control & use of  
Contract Suppliers

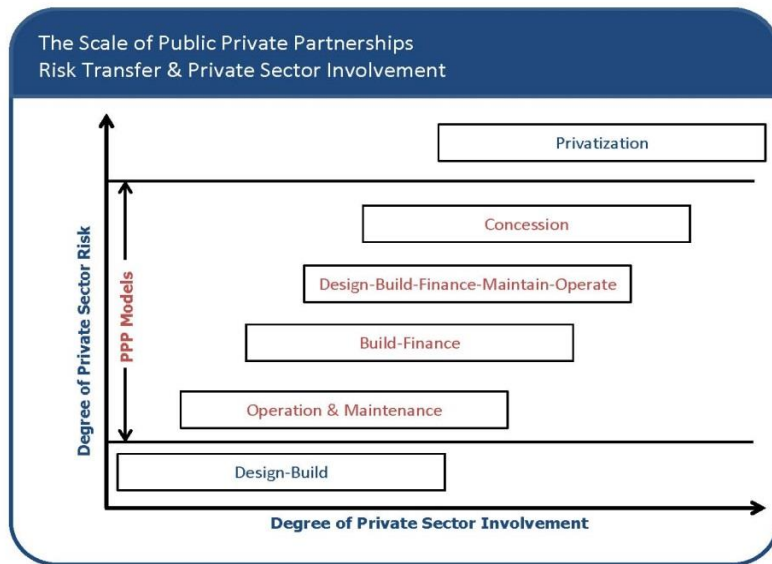
Under the traditional approach, the public sector as owner of the facility separates out the components of project design construction and delivery, through one or more design development contracts, and a series of construction tenders, managed by a project manager contracted by the Municipality.

The operation and maintenance of the facility is the responsibility of the Municipality with necessary short-term contracts with private sector companies to provide supplies and specific services. Under this model, the Municipality has 100% control of the facility, its financing and requirements, operations and therefore assumes all risks associated with the project including any delays or cost overage prior to completion, and any ongoing operating liabilities (financial or otherwise) during the operation phase of the project.

### The Range of P3 Options

Several essential principles define public private partnerships and the reasons that municipalities and other public sector organizations seek these models:

1. Involving the private sector in project delivery and/or operations enables the transfer of risks to the private sector while also providing the necessary profit incentive for the private sector;
2. Partnerships are based on reducing overall costs both in the short term and over the long-term;
3. Roles and responsibilities reflect the relative expertise of public vs. private sector parties; and
4. The arrangement potentially frees up scarce public sector resources.



The extent of private sector involvement and therefore the degree of project risk transferred to the private sector varies depending on the type of private sector partnership. In the first limited form, the involvement of the private sector is in the provision of the design-build services whereby the design and construction (not necessarily the financing) is undertaken by the private sector. Ownership and operation of the facility when complete remains with the public sector. At the other end of the spectrum is complete privatization whereby the private sector fully substitutes the public sector in the provision of the facility, service or other activity under consideration. Between these two limits, lie a range of risk transfer mechanisms which have proven valuable to a number of municipalities in the delivery of large scale, long term capital facilities.

A brief explanation of some of the terms includes the following:

- Operation and Maintenance (O&M) – involves a private sector operator managing a facility owned by the private sector on the basis of a specific contract for a specified term, while ownership of the asset remains with the public sector;
- Build-Finance is a condition where the private sector builds and finances the construction of a capital asset during the construction period only. Following this, the responsibility for the repayment of the capital cost and the operation of the facility resides with the public sector only;
- Design-Build-Finance-Maintain (DBFM) – this is often considered a true and complete form of public private

partnership whereby a municipal capital facility is designed, constructed, financed, maintained and (sometimes) operated by the private sector on behalf of the municipality or other public sector organization which has the use of the facility; and

- Concession – a full private sector solution to public sector requirements. This also involves a level of control residing with a private sector as well as the majority of project-related risks over a specified concession period. This method is often used for large scale municipal capital facilities as well as transportation infrastructure.
- For community recreation facilities (albeit those providing a more limited usage of services such as ice only), comprehensive P3 solutions can involve the guaranteed purchase of programming time by the Municipality to enable a private sector model of facility development and operation.

### 9.2.2. Pre-Requisite for Capital Funding

There are two elements to the recommended capital funding necessary to implement the Master Plan:

1. Smaller-scale capital funding to enable necessary consulting and other services on all matters related to the management of the assets of the Municipality, decommissioning and repurposing assets, as well as the feasibility of developing new recreational assets; and

2. Large-scale capital funding as part of a broader strategy for the delivery of built facilities, repurposing and renovating existing assets as necessary.

Building on this Master Plan as well as the range of delivery options described above, the City of Timmins should seek funding from its Provincial and Federal Government partners through the variety of existing capital funding programs/streams available, in order to first undertake the necessary feasibility and strategy making process, and subsequently build these facilities. That process is not necessarily linear, nor easy, and will require ongoing efforts by the Municipality. It is for that reason that the implementation of the Master Plan will be best served by the appointment of a staff resource (Manager of Facilities Renewal) to work toward all aspects of the implementation. This role need not be limited to recreation, but would be a Corporation-wide role charged also with the implementation of the City's Asset Management Plan.

In 2011, the Province of Ontario released *Building Together: Jobs & Prosperity for Ontarians*. Central to that was a Municipal Infrastructure Strategy which recognizes that municipalities are the stewards of the infrastructure they own and that the Provincial and Federal governments have an obligation to help municipalities address infrastructure challenges. Further, comprehensive asset management plans are required in order to enable a municipality to be eligible for Provincial infrastructure funding. This Strategy also recognizes the concept of partnerships – between communities and between organizations to help enable facilities renewal.

A linked recommendation of this Master Plan is that the City of Timmins should therefore pursue in an integrated fashion the ongoing process of effective asset management planning as a



prerequisite in obtaining the financial support of upper levels of government which will be necessary to achieve the capital facility recommendations contained in this Master Plan.

### 9.2.3. Establishing a Capital Reserve for Facilities

The City of Timmins does not currently have a corporate policy with respect to the achievement of a capital reserve related to its capital assets. For all municipal capital assets that represent sunk costs over time, the creation of a capital reserve from operations will help to pay for necessary renovations and the replacement of major building components as these facilities continue to age. With new facilities, the City of Timmins should align itself with other municipalities within the Province that have attempted to consistently apply the principles of a capital reserve to be built into the operating finances of the facilities in question. This represents

forward planning which is essential to long-term sustainability and should be central to any asset management plan. For practical reasons, it is often not possible to operate a capital reserve on the basis of the expected lifecycle of a building as this represents a significant annual allocation to such reserves. However, we would suggest that following common practice in other municipalities, 1-2% of the original capital cost of new buildings should be allocated to a capital reserve(s).

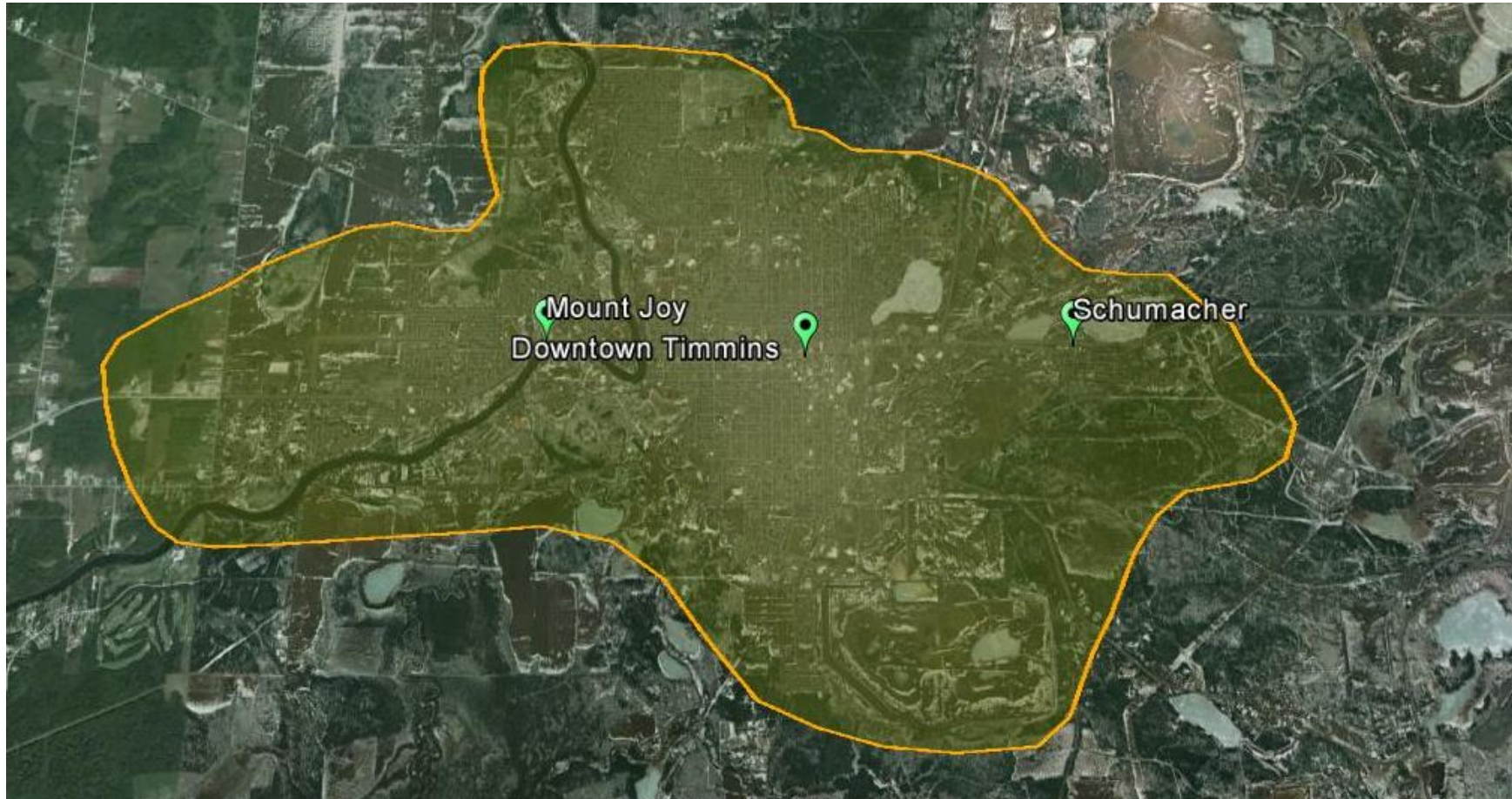
In addition, the operating savings arising from the decommissioning and repurposing of selected assets over the course of the Plan should be allocated to a capital reserve(s) as a means to bolster the level of funding necessary to apply for future capital priorities.



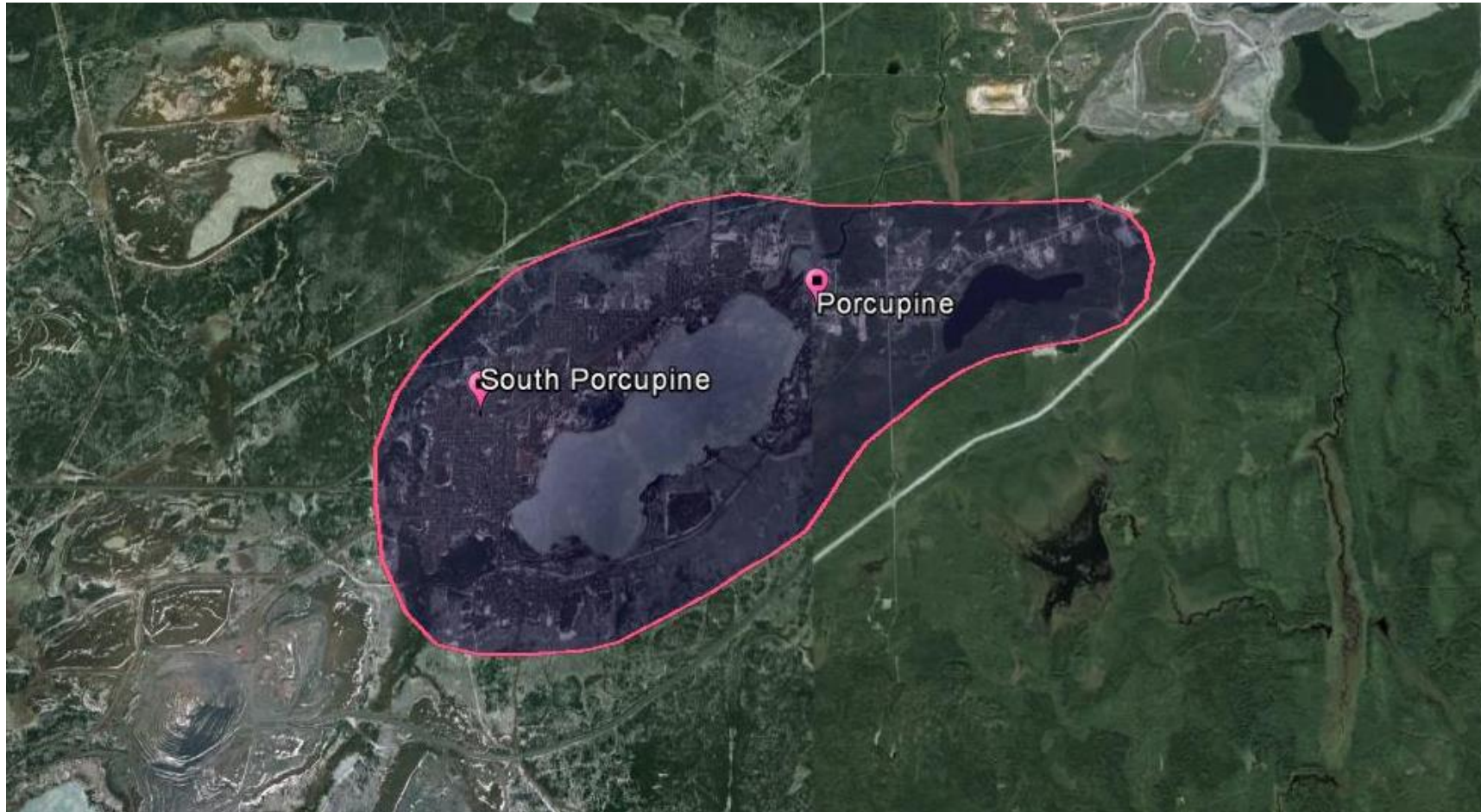
# Appendix



## City of Timmins Service District 1

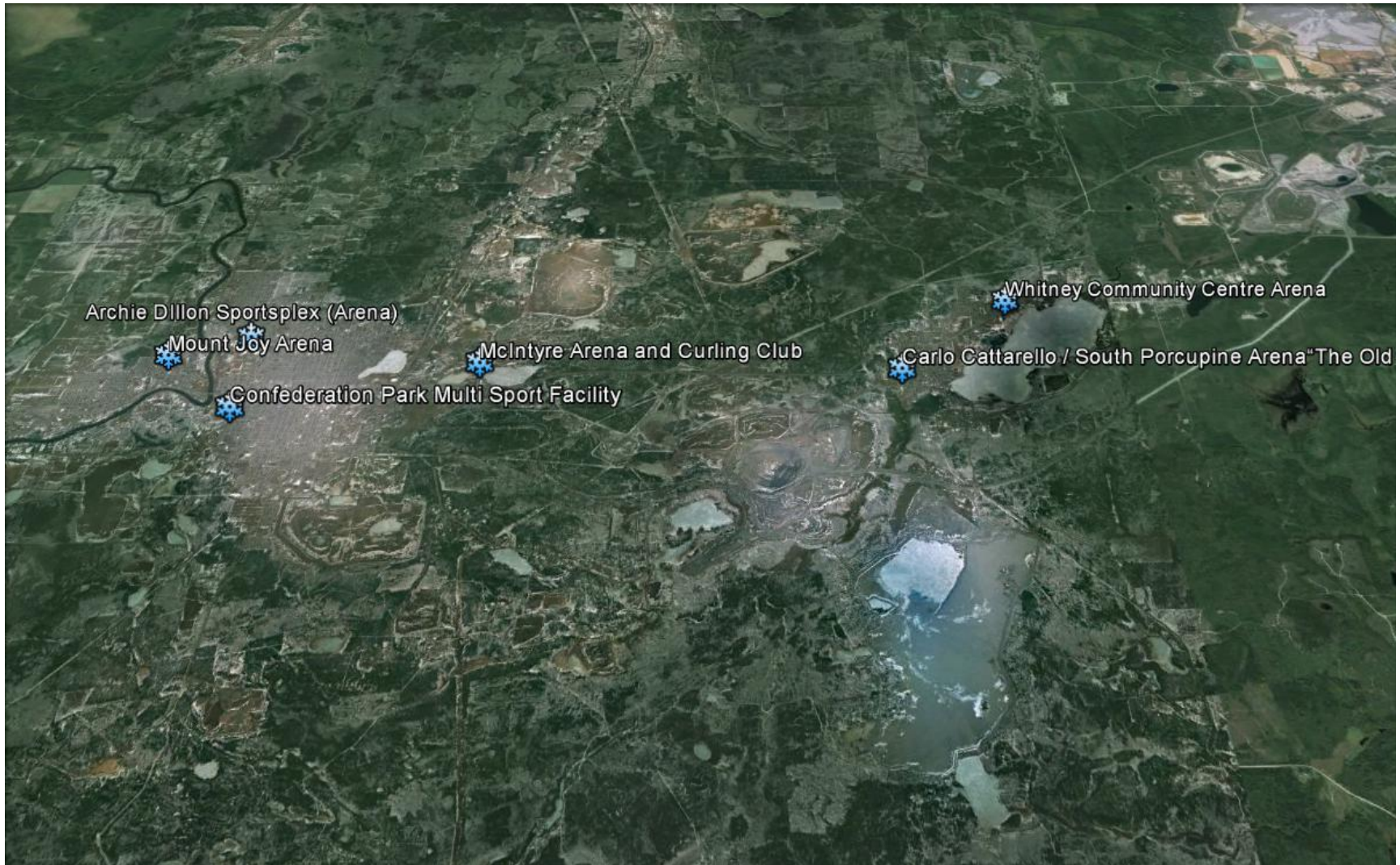


## City of Timmins Service District 2



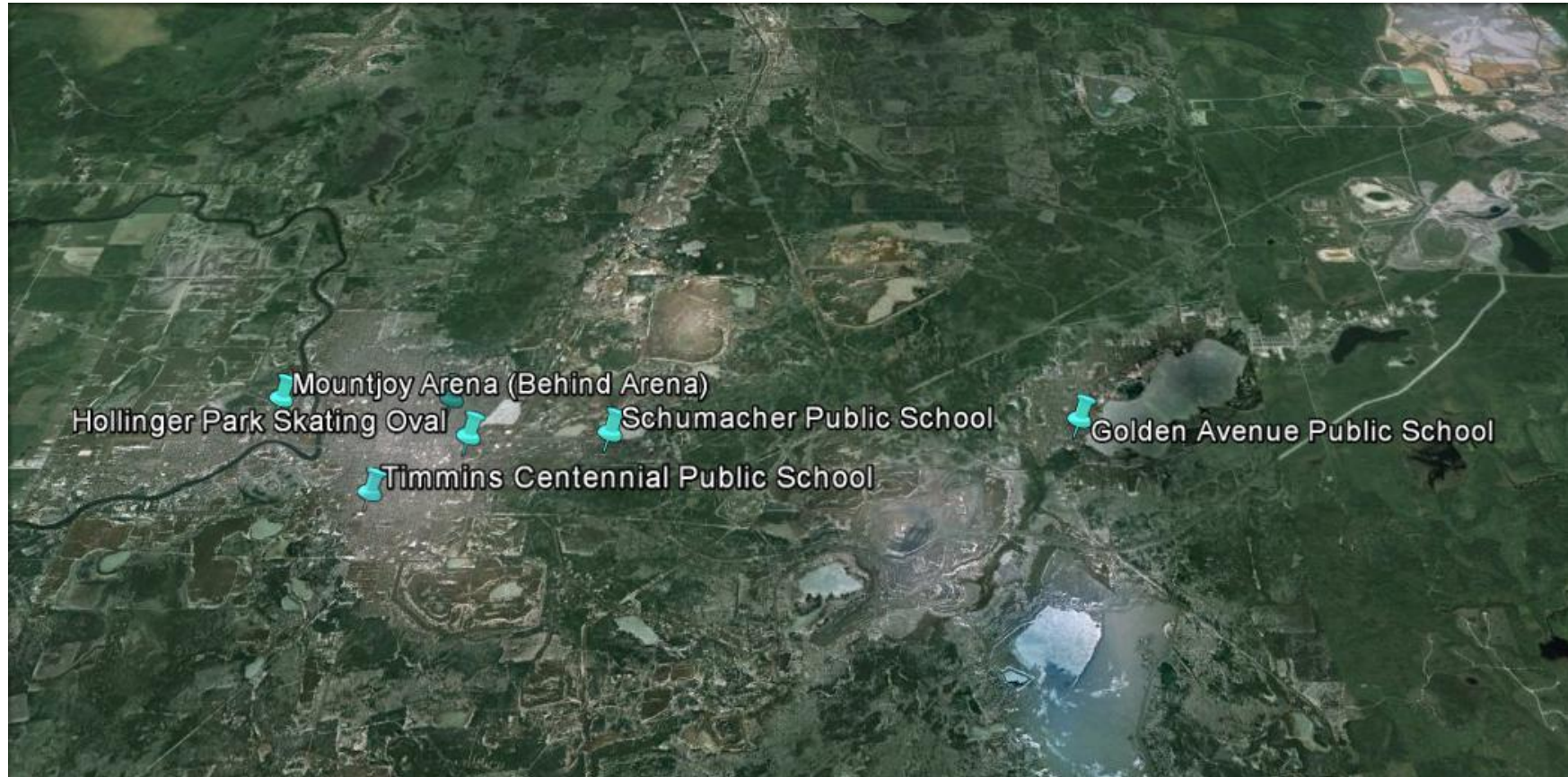


## Arena Inventory

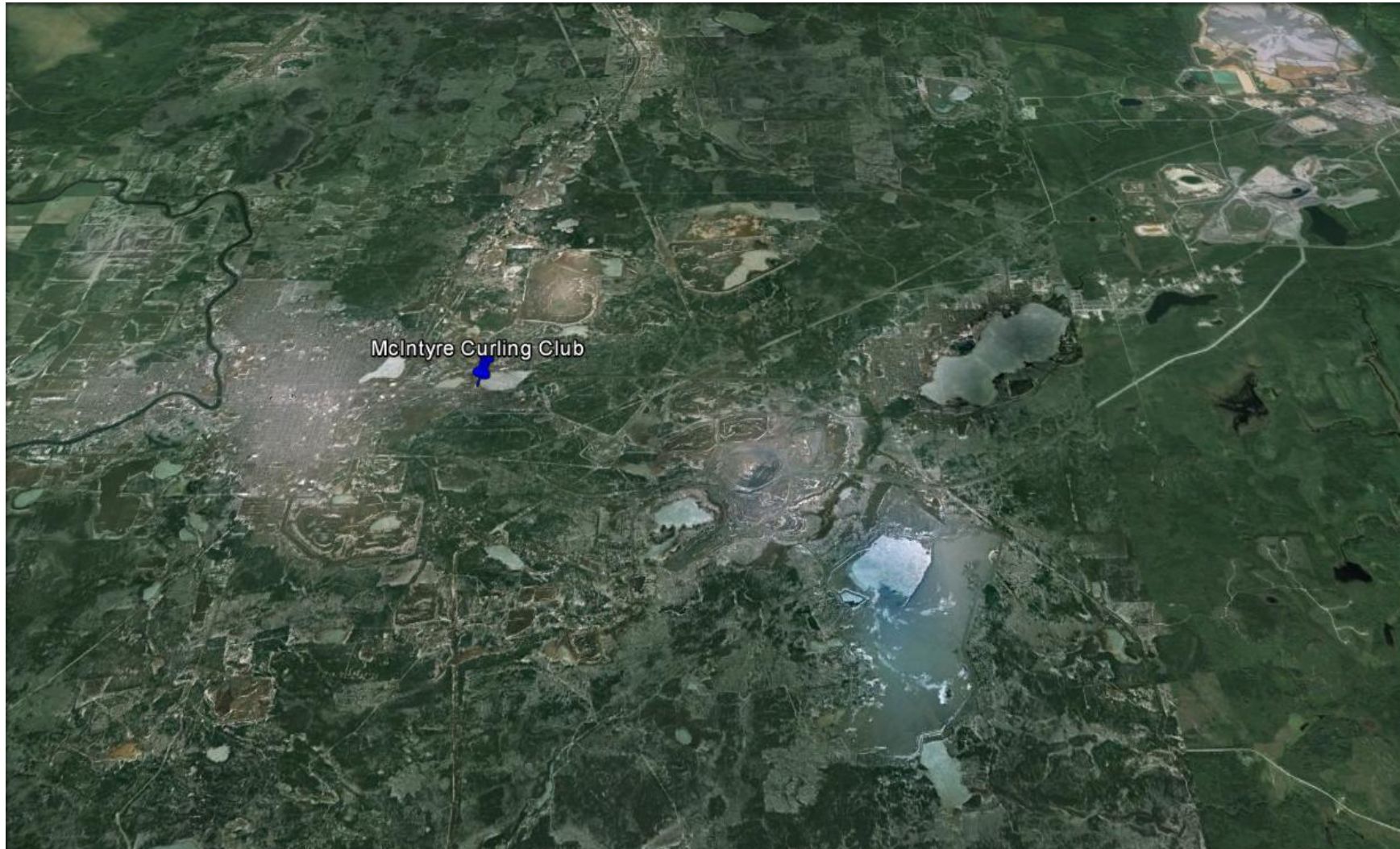




## Outdoor Skating Facilities

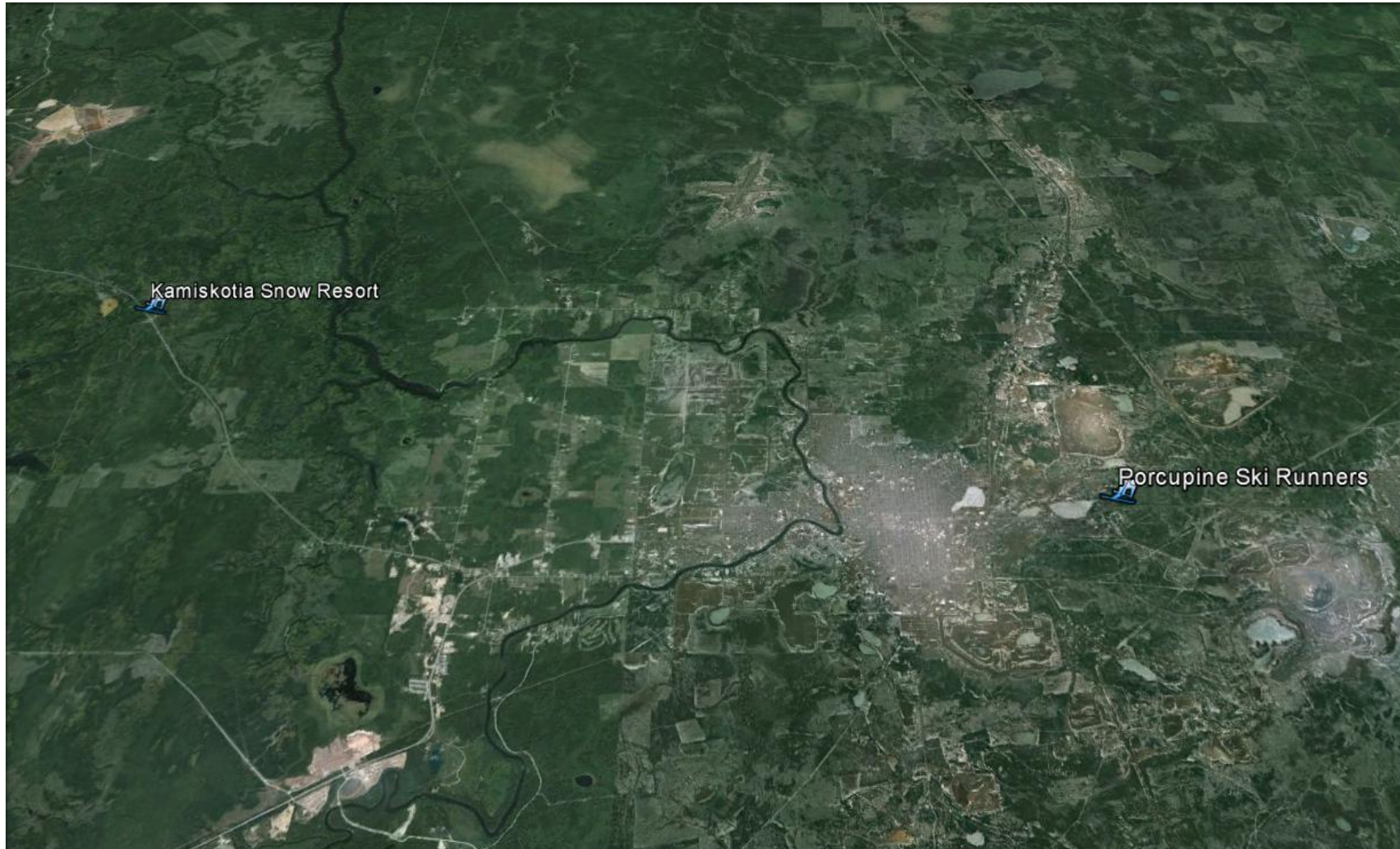


## Curling



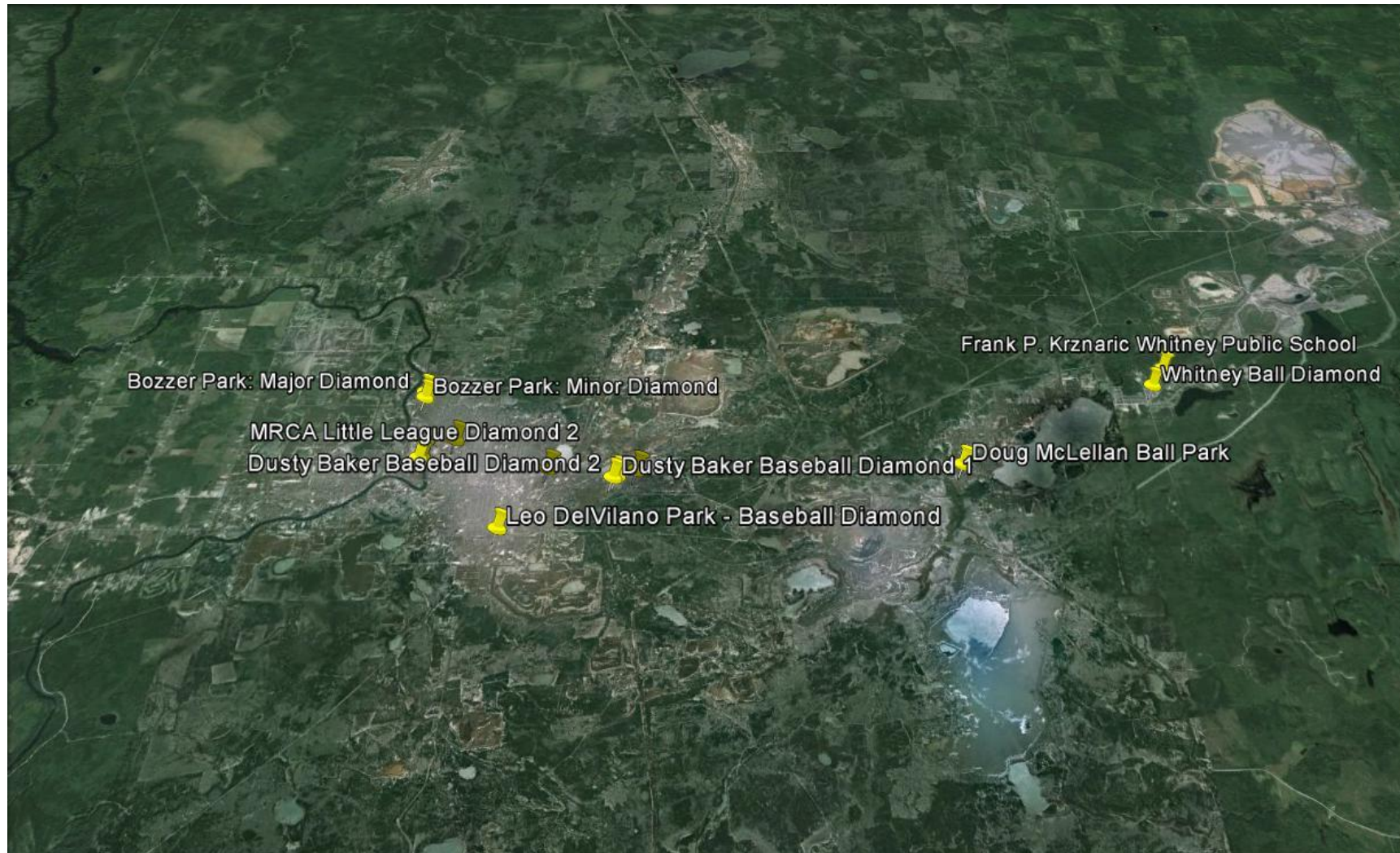


## Ski Facilities



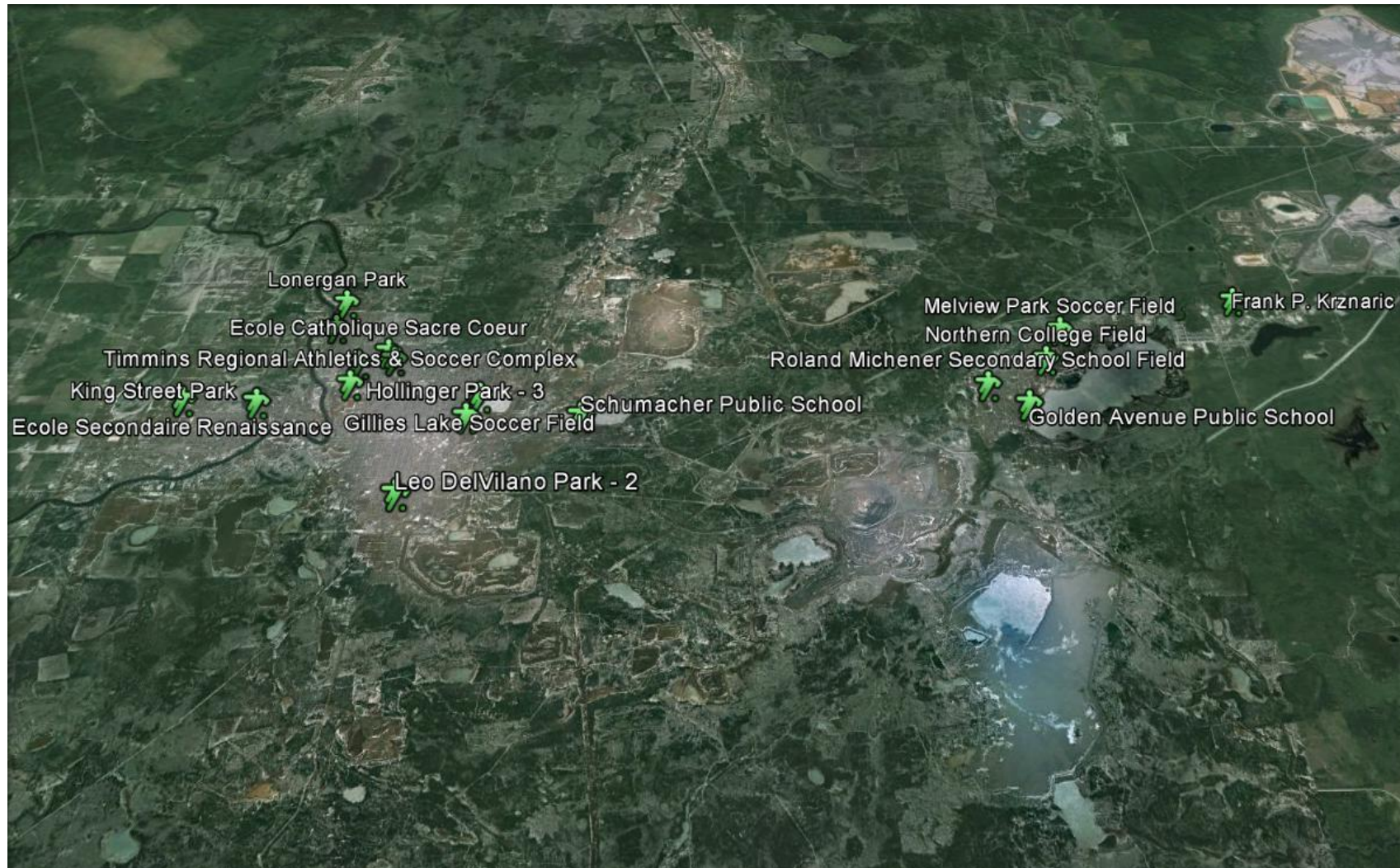


## Baseball/Softball Diamonds



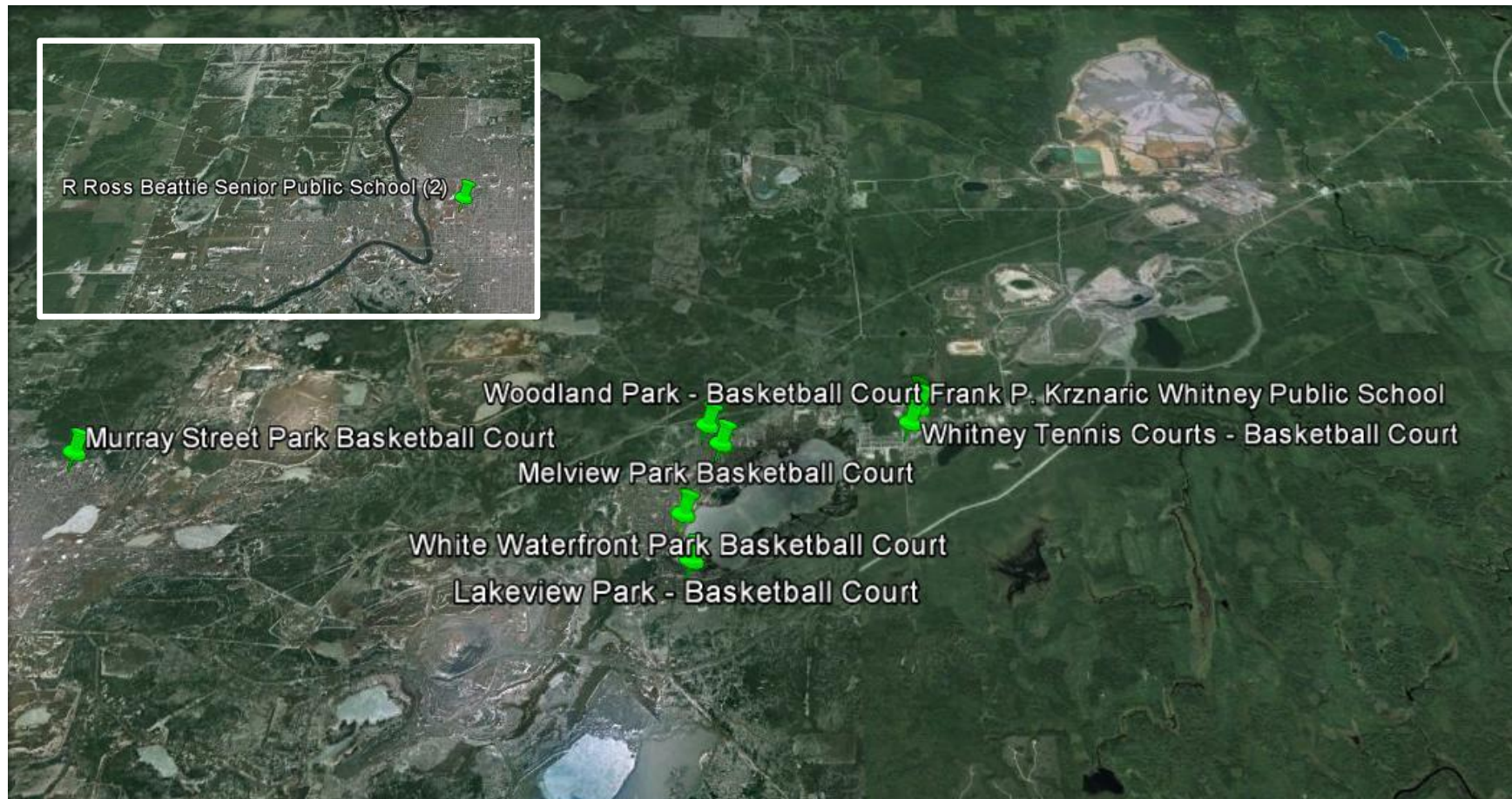


## Soccer



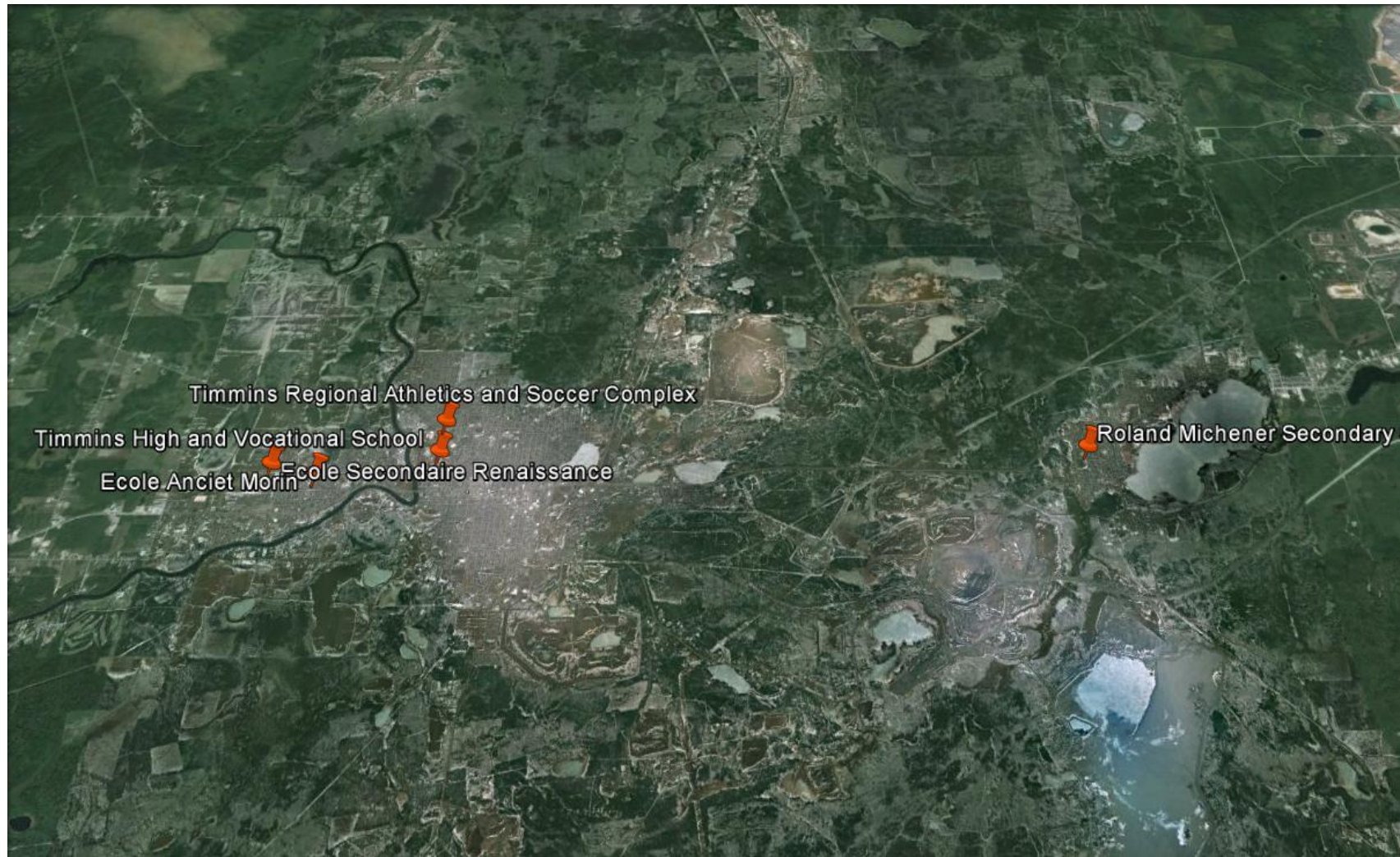


## Basketball Courts



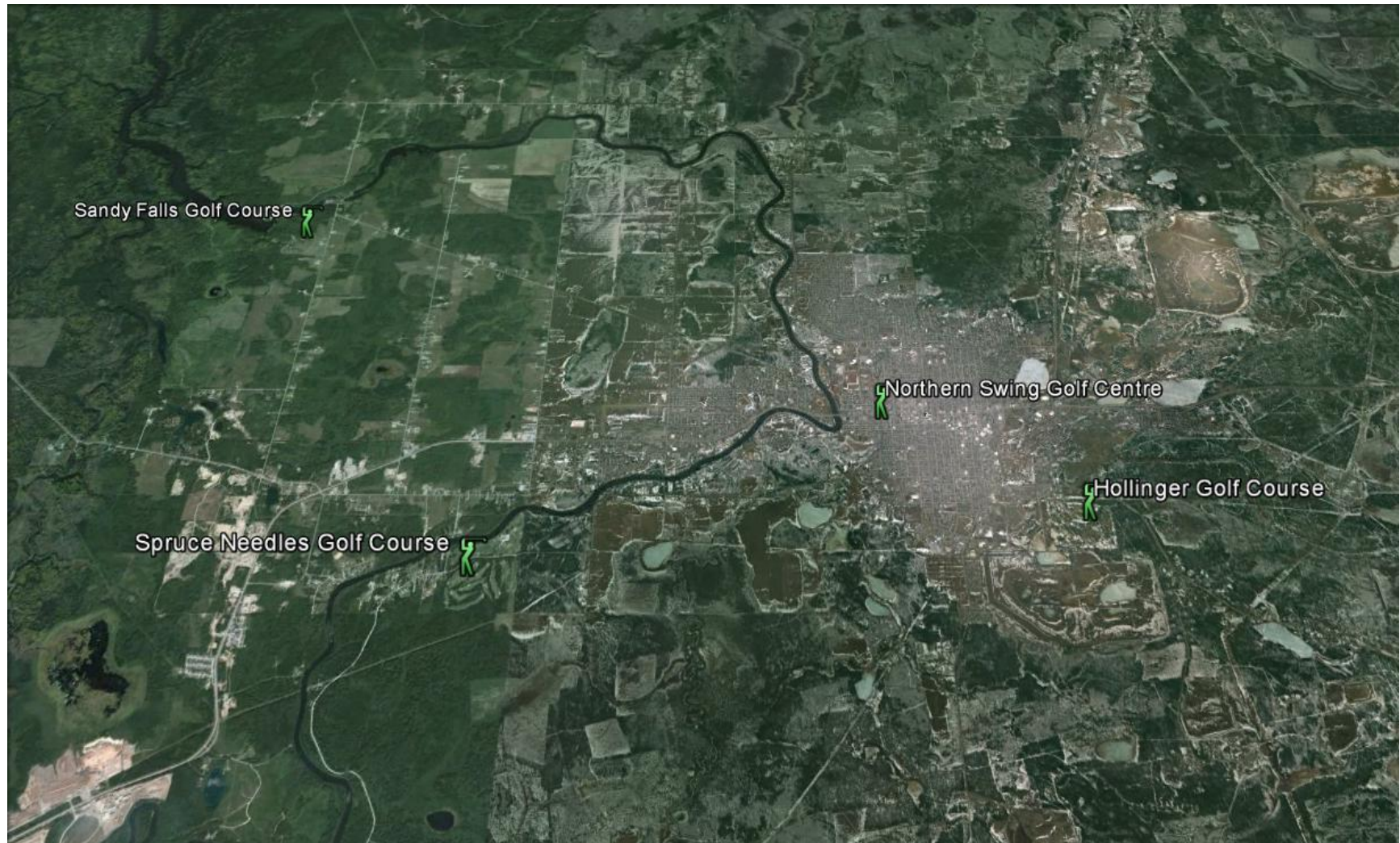


## Football



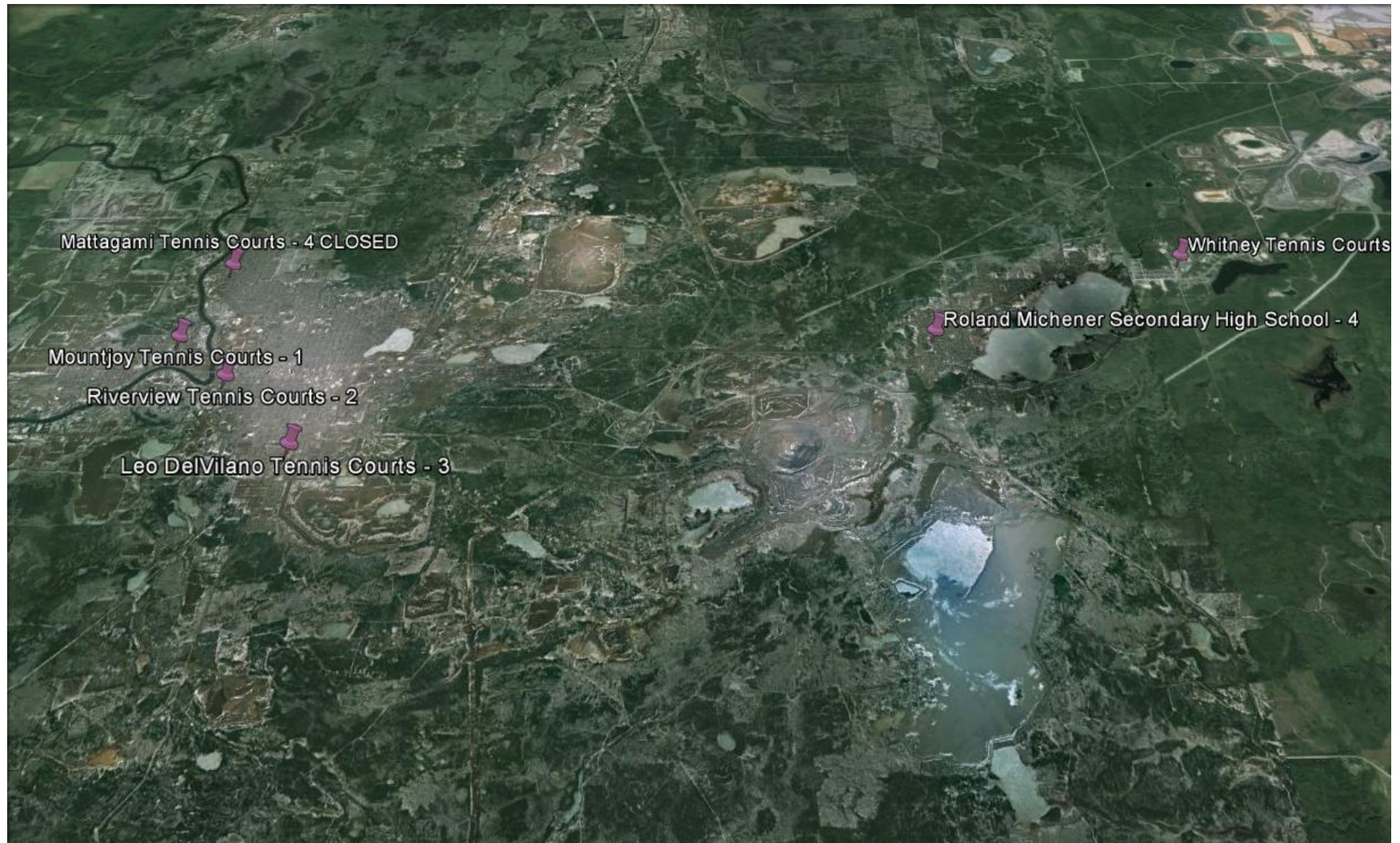


## Golf



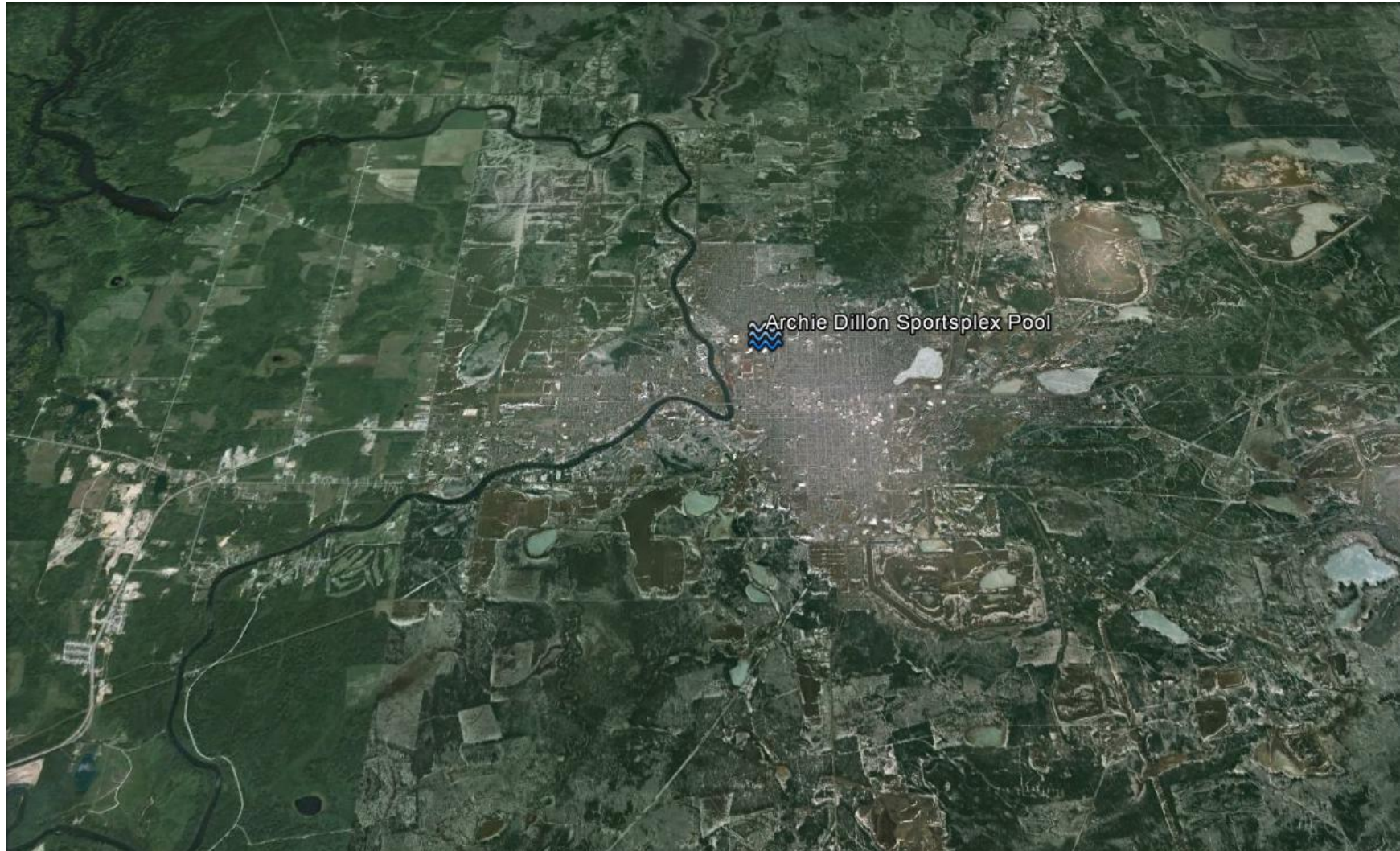


## Tennis



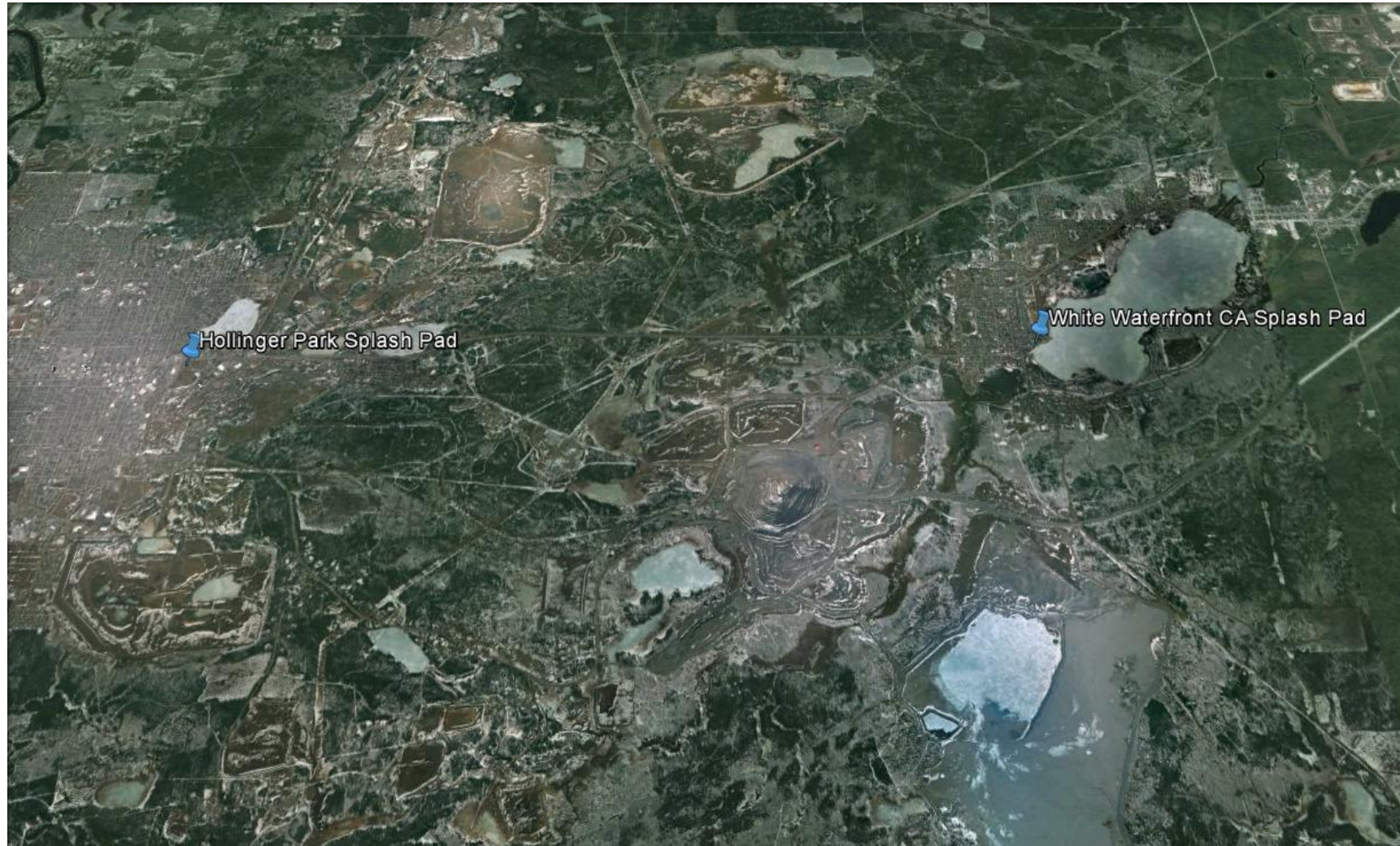


## Swimming Pools



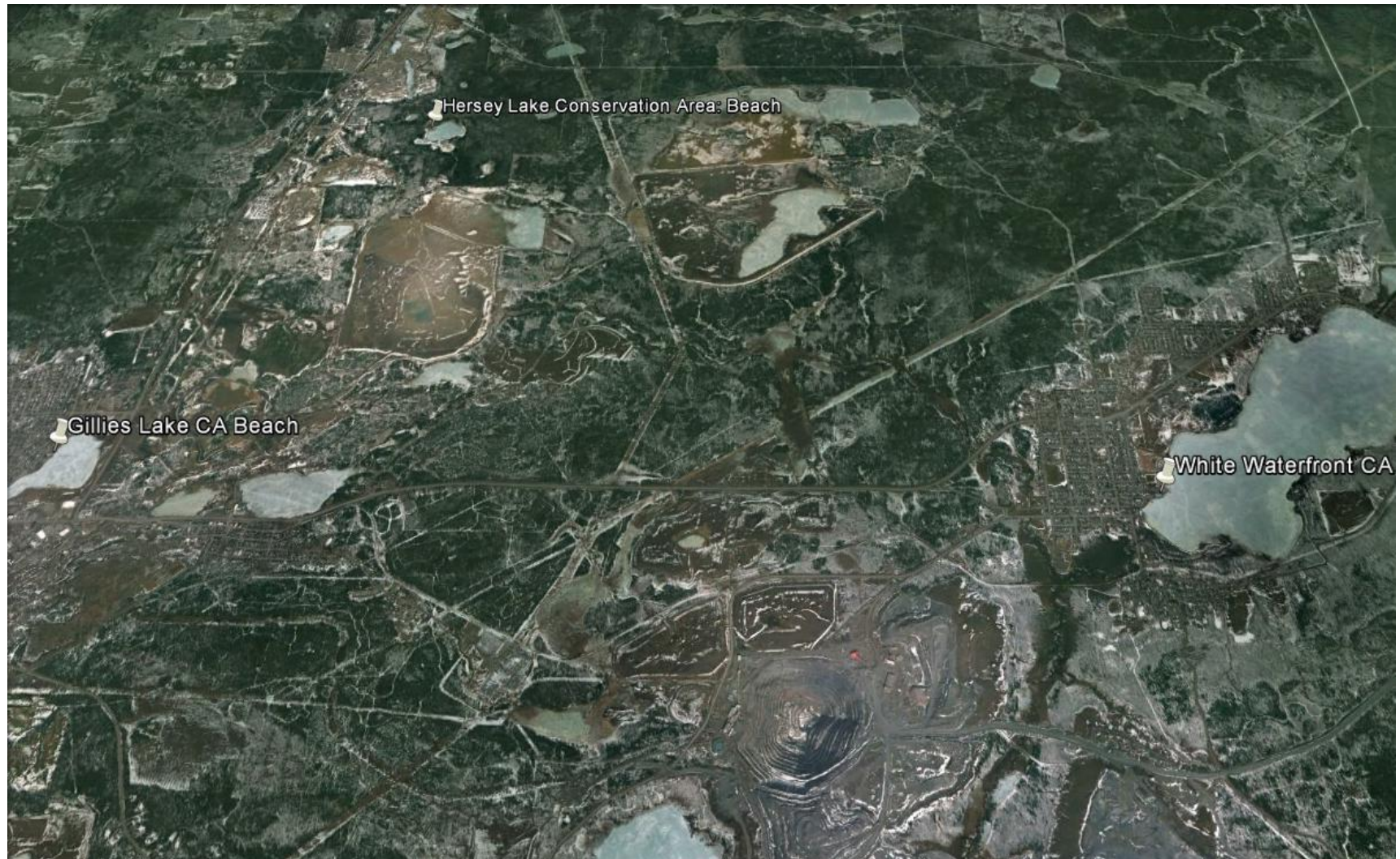


## Splash Pad



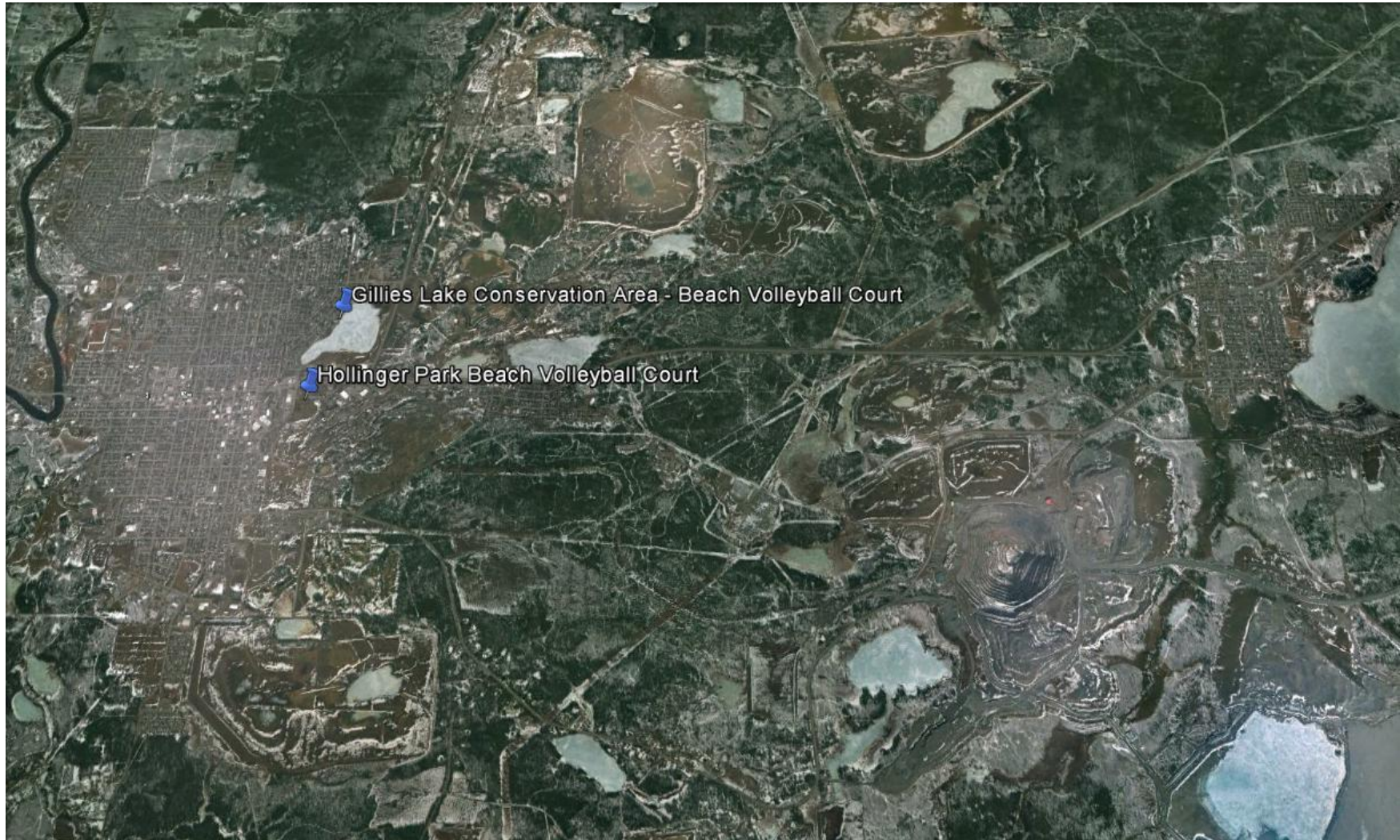


## Beaches



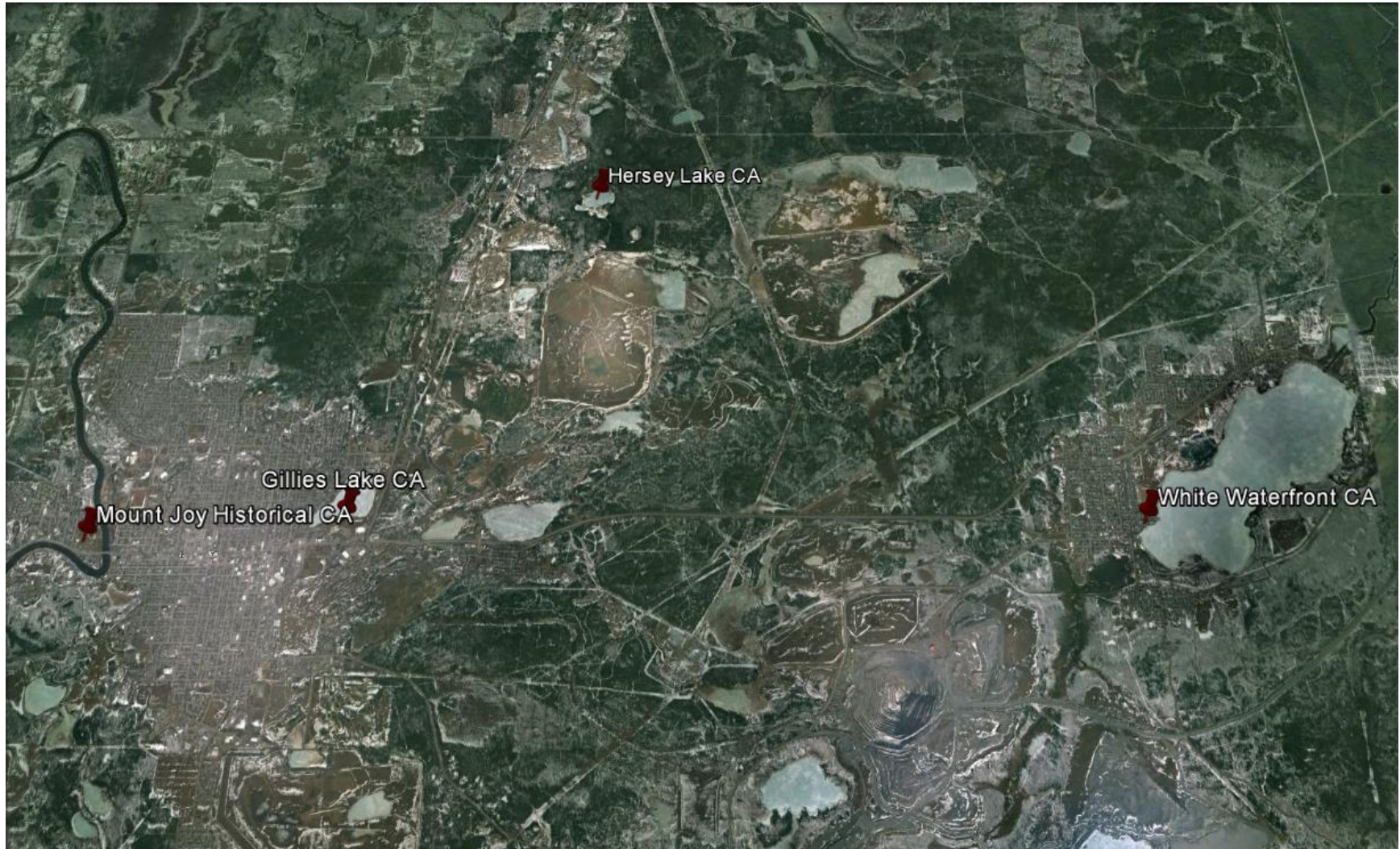


## Beach Volleyball



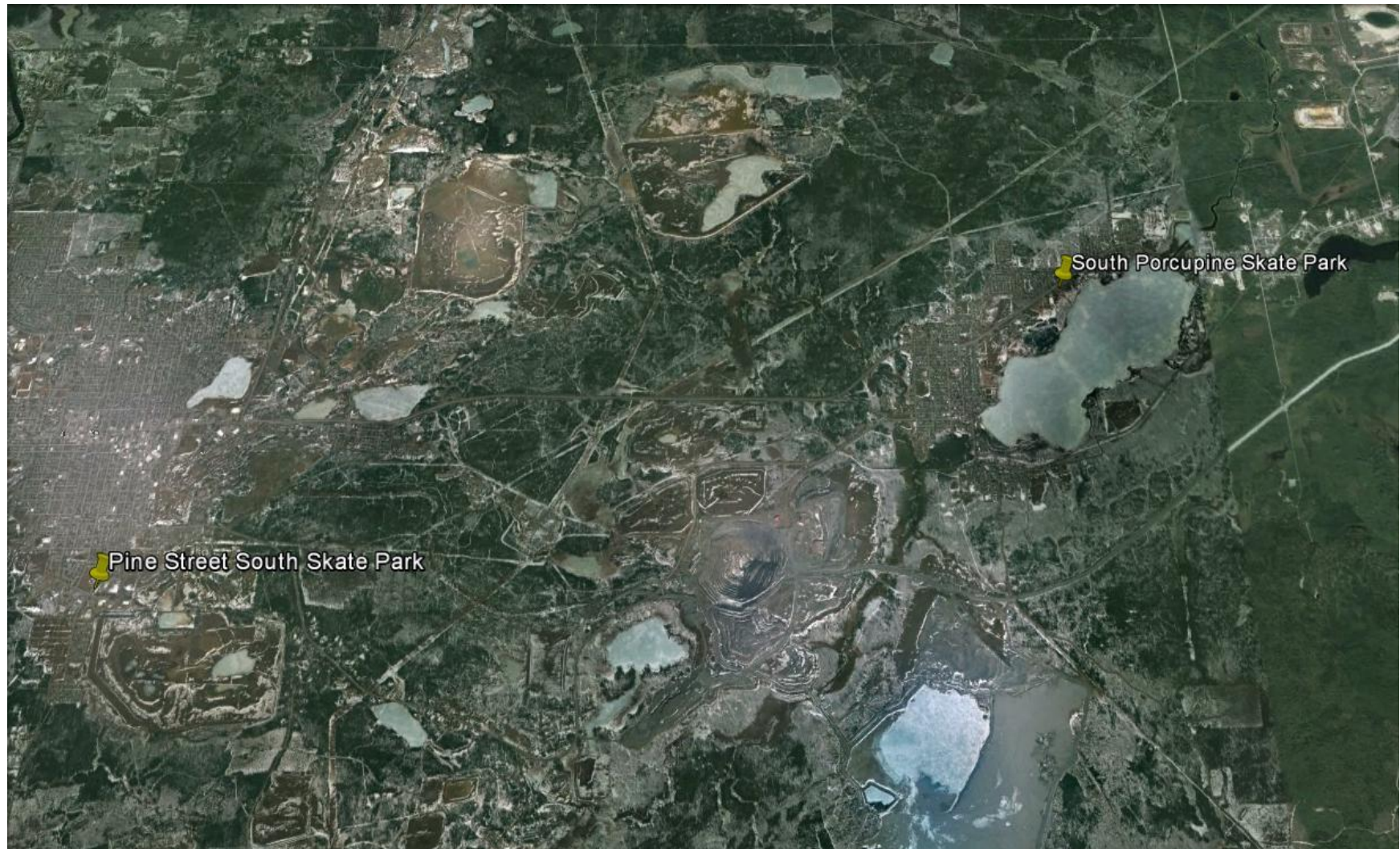


## Conservation Authority



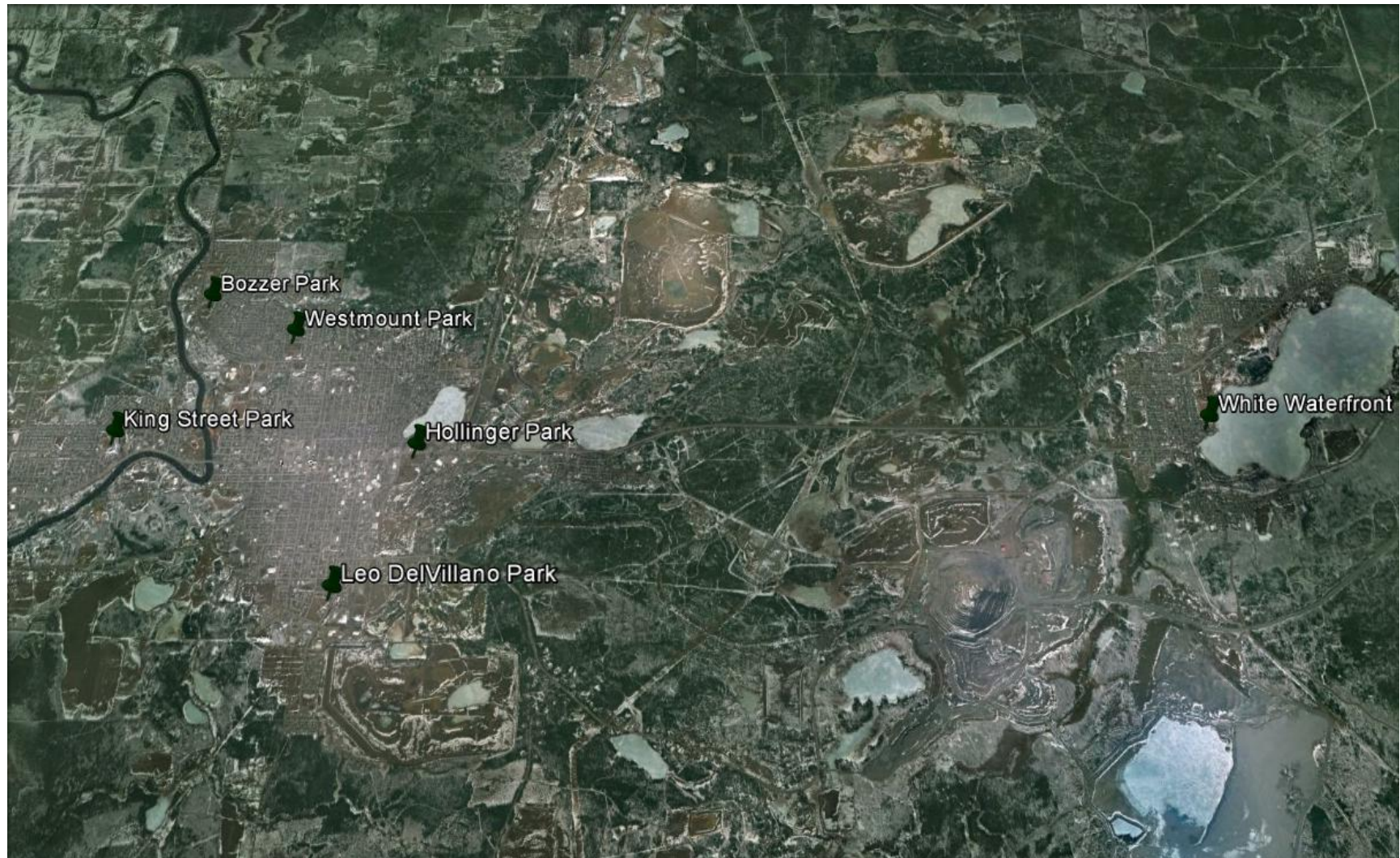


## Skateboard Parks



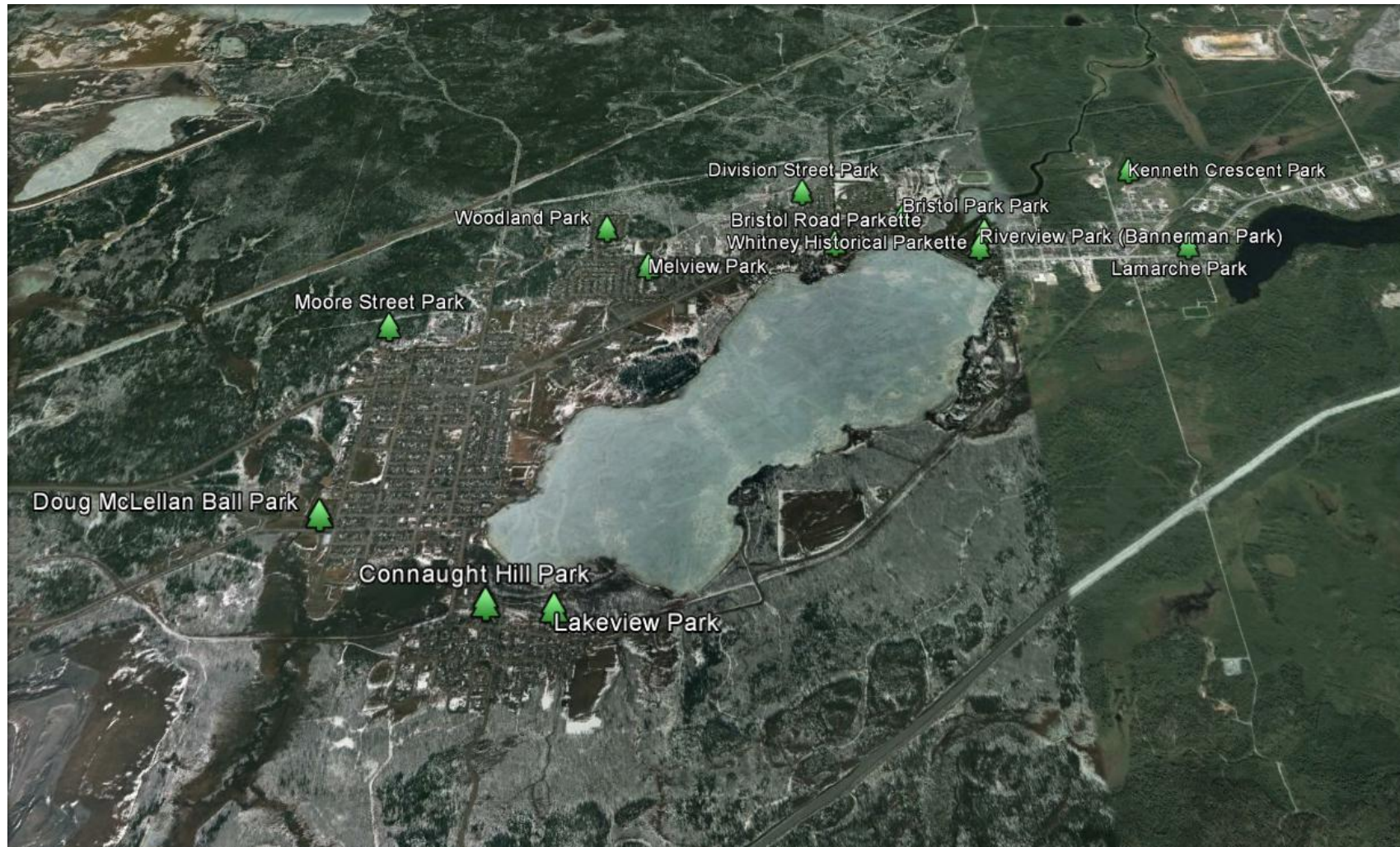


## Community Parks

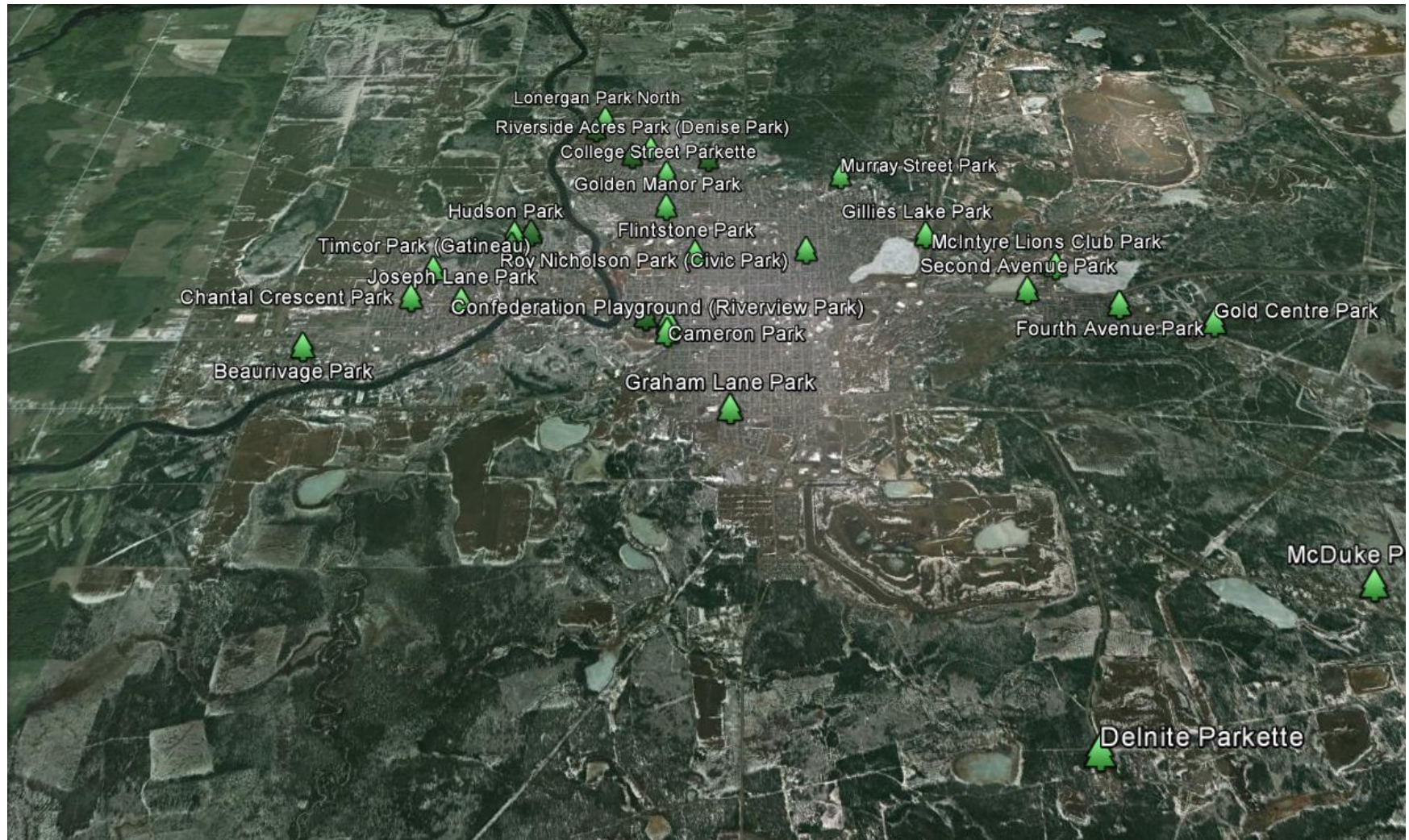




## Neighbourhood Parks

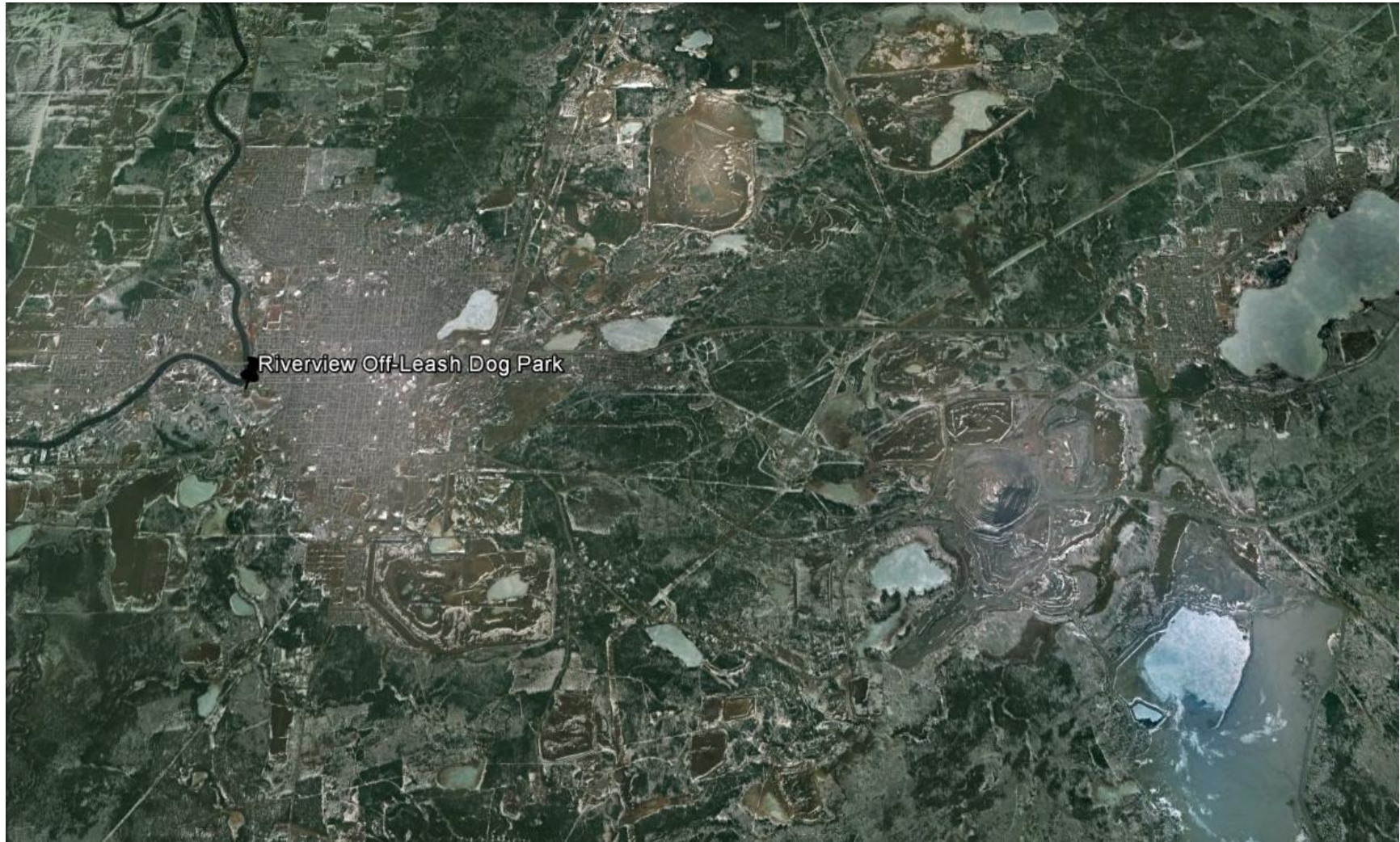






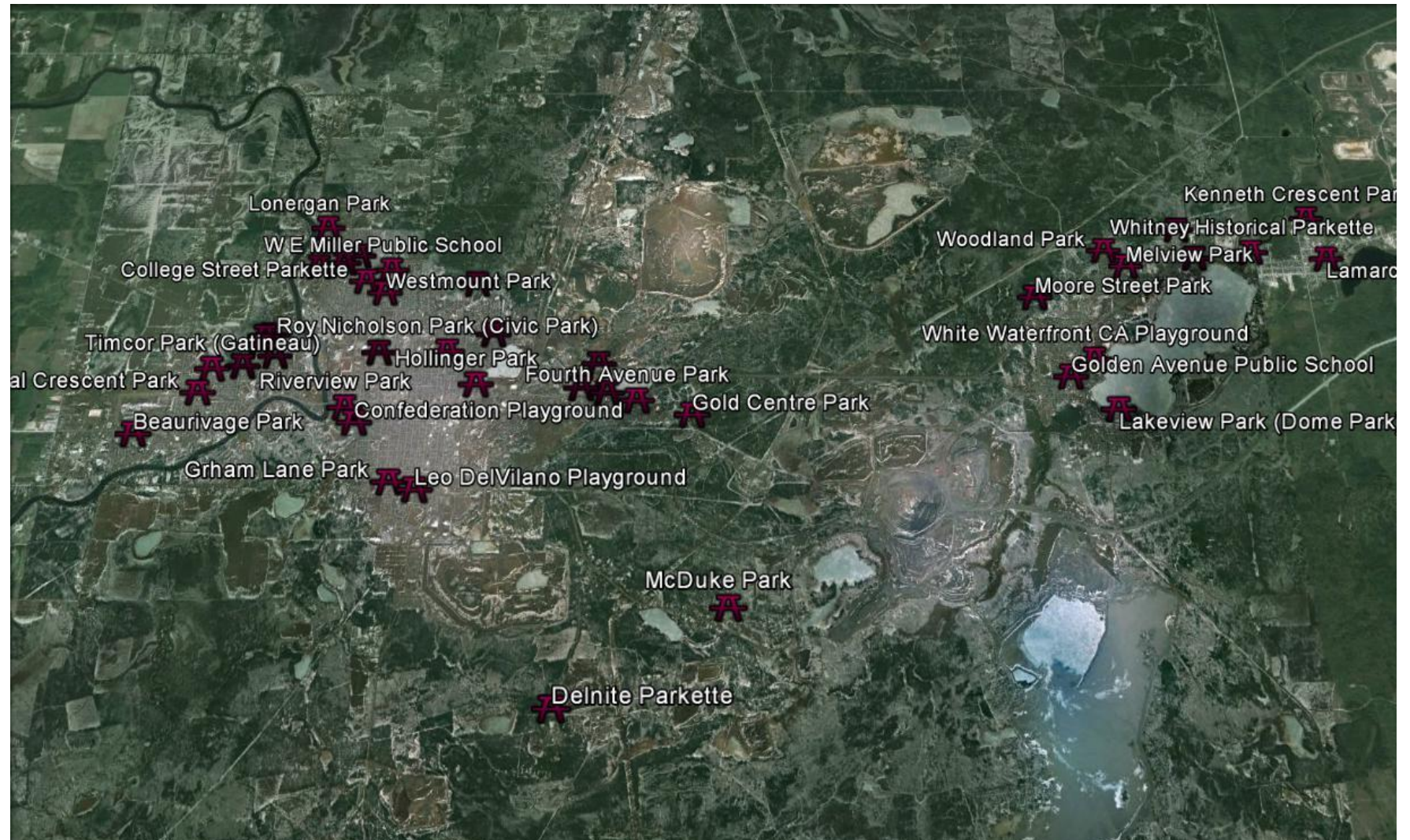


## Dog Parks



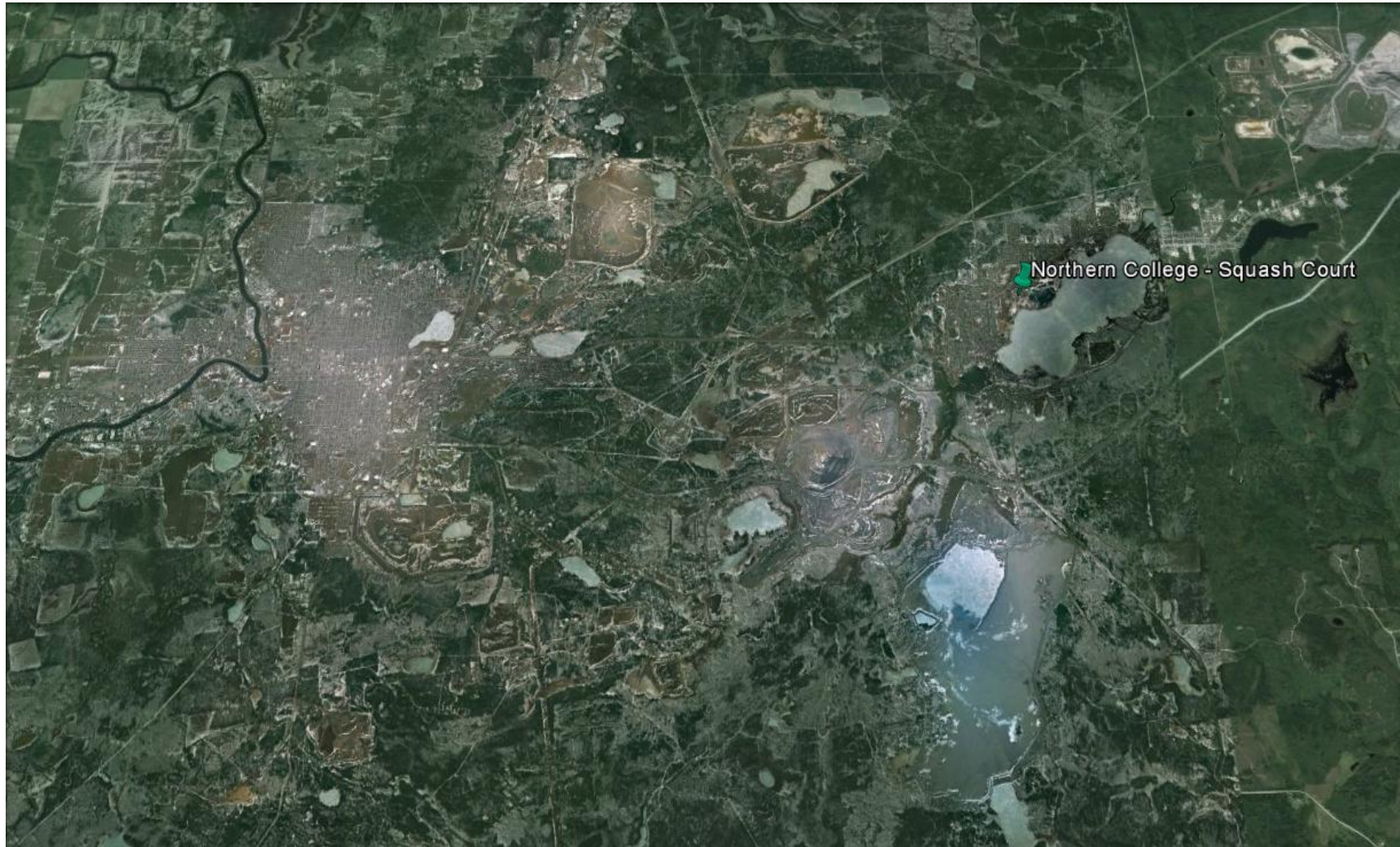


## Playgrounds



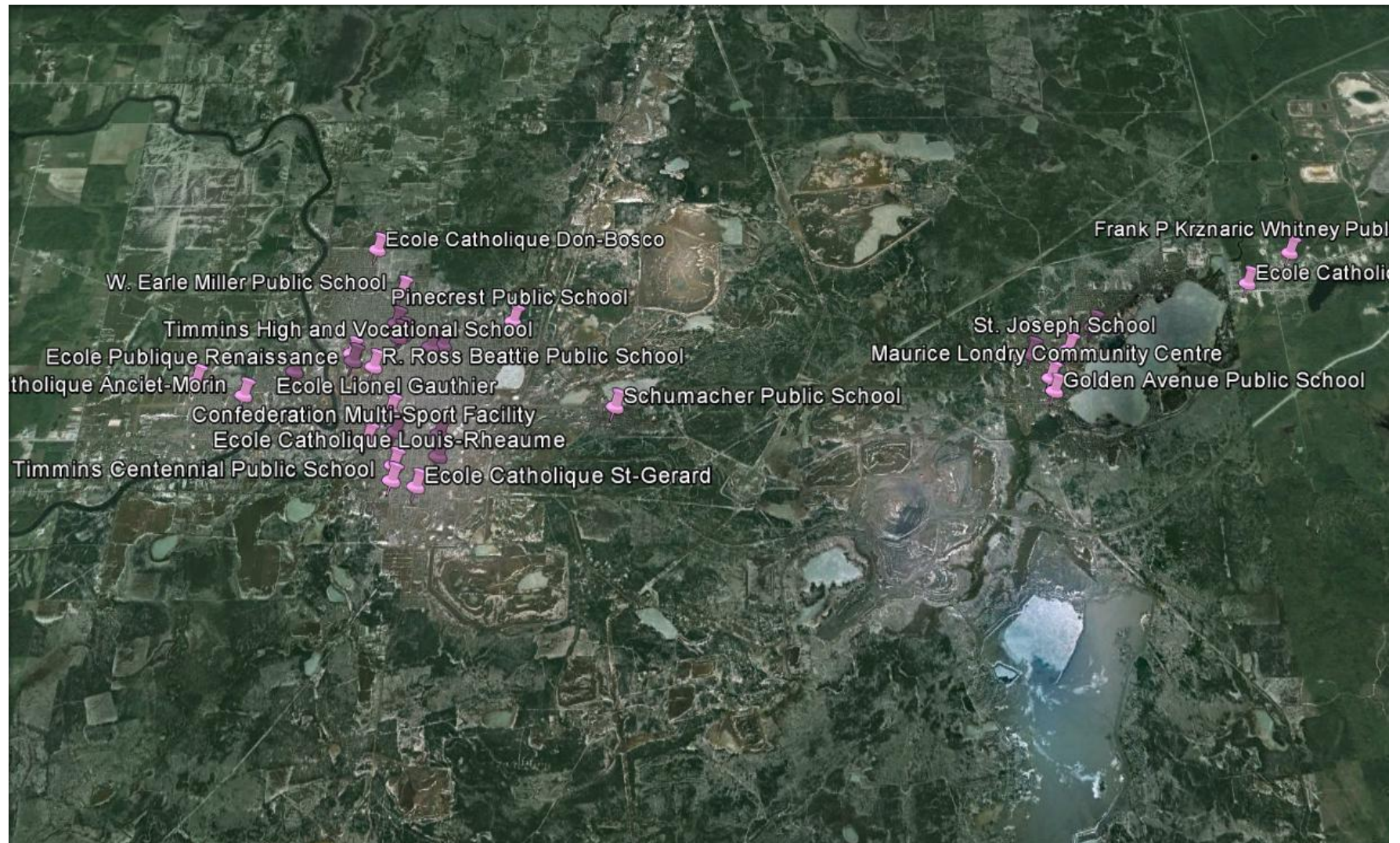


## Squash / Racquetball



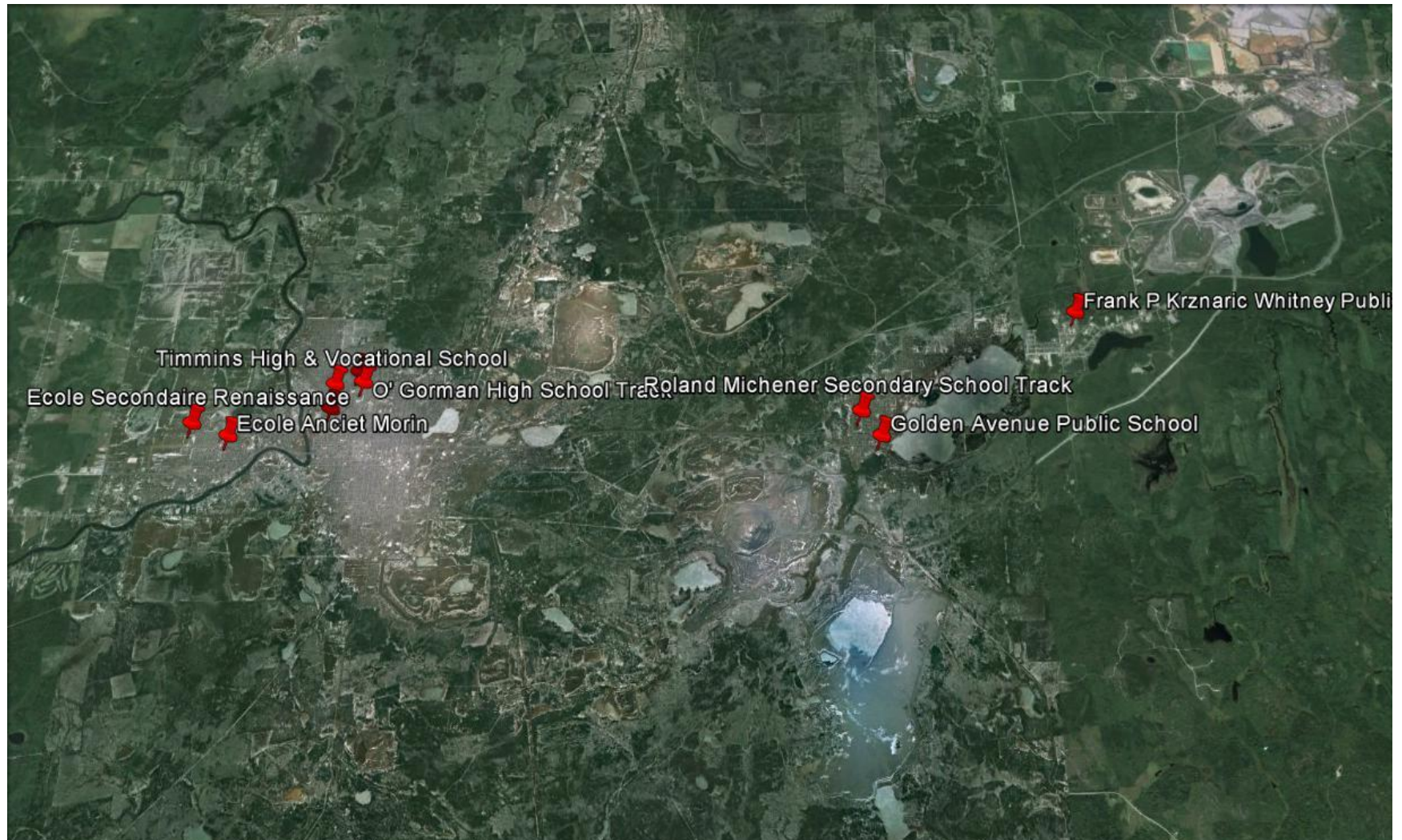


## Gymnasias





## Outdoor Track Facilities





## Community Halls/Meeting Spaces - Designated





## Community Centres

