

CULTURE TOURISM & RECREATION



MASTER PLAN CITY OF TIMMINS



ACKNOWLEDGEMENTS

The creation of the Integrated Culture, Tourism and Recreation Master Plan – as well as the accompanying sector plans – required extensive collaboration and consultation with a range of stakeholders, as well as the public to ensure final deliverables encapsulated the community's values, priorities and planning needs for the long-term.

Every participant in this project was valuable to the plan development process – from initial consultation and engagement to plan finalization. The Culture, Tourism and Recreation project team would especially like to thank the following individuals, groups and organizations for their time, advice, support and assistance:

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The Mayor and Councillors of the City of Timmins
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The Timmins Economic Development Corporation Staff
The Timmins Chamber of Commerce staff
Tourism Timmins
Timmins Museum: National Exhibition Centre
Timmins Public Library
Centre Culturel La Ronde
The Ontario Ministry of Tourism, Culture and Sport
Timmins Family YMCA
Downtown Timmins Business Improvement Association
The Métis Nation of Ontario
Ojibway and Cree Cultural Centre
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Timmins Media outlets

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- >> Timmins Daily Press
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HOW TO READ THIS PLAN:

>> This document is a framework for the implementation of linked priorities and actions across the 2014 Culture Master Plan, Tourism Master Plan and Recreation Master Plan. As a summary document this should be read in conjunction with each of the detailed master plans which provide the comprehensive basis for recommended policy, infrastructure, service and organizational change.

This document is intended to ensure that due consideration is given to the implementation of the individual master plans and functions as an administrative guide for the Senior Management Team which will be responsible for implementing the planned priorities to the year 2020 and beyond.



ACHIEVING VISION 2020

“Timmins will be recognized as a growing, innovative, regional hub that is culturally and economically diverse and that offers unique, northern quality of life.”

- Vision 2020, City of Timmins



>> 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 five focus areas 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, represents a

confluence of initiatives to develop the brand for the City.

The provision of high-quality culture, tourism and leisure opportunities – and consequently the implementation of this integrated Master Plan – will be important in positioning Timmins as an attractive place to live, work, play and invest.

>> Linking CTR Objectives to Timmins 2020 Priorities

CTR ALIGNED OBJECTIVES:

To facilitate cross-departmental planning and decision-making that prioritizes cultural development (2014 Culture Master Plan)

Build awareness of Timmins as a Tourist Destination of Choice in key market segments (2014 Tourism Master Plan)

To increase public awareness of recreation programs, services, opportunities, events and tournaments in the City through community-based knowledge and information-sharing tools (2014 Recreation Master Plan)

CTR ALIGNED OBJECTIVES:

To support principles of smart growth through the adaptive reuse and efficient use of existing infrastructure to develop new cultural spaces which leverage greater opportunities for programming and activities (2014 Culture Master Plan)

Build strong industry, government and community support for the tourism sector in Timmins (2014 Tourism Master Plan)

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 (2014 Recreation Master Plan)

<< ACHIEVING VISION 2020 >>



CTR ALIGNED OBJECTIVES:

To enhance resident access to cultural programs and opportunities via the development of community knowledge and information-sharing tools (2014 Culture Master Plan)

Improve the entire tourism experience for residents and visitors (improved service standards) (2014 Tourism Master Plan)

To promote physical activity as a way of life and quality of life through programming and education of target groups (2014 Recreation Master Plan)

CTR ALIGNED OBJECTIVES:

To develop niche cultural tourism attractors through regional partnership development (2014 Culture Master Plan)

Support the development of new tourism products and experiences that will provide Timmins with a viable competitive advantage (2014 Tourism Master Plan)

To enhance opportunities for sport tourism through the development of modern recreation amenities for extended as well as regional tournament hosting (2014 Recreation Master Plan)

CTR ALIGNED OBJECTIVES:

To facilitate local job growth and employment through the development and attraction of cultural businesses and entrepreneurs (2014 Culture Master Plan)

Foster industry partnerships and resource synergies (financial and human) to build a sustainable tourism sector for Timmins (2014 Tourism Master Plan)

To leverage investment in new and existing facilities for enhanced utilization and revenue generation (2014 Recreation Master Plan)

The Master Plan Process >>

The integrated Culture, Tourism and Recreation Master Plan (CTRMP) (also referred to as the CTR Master Plan) is an overarching framework to guide the implementation of three individual master plans for culture, tourism and recreation in a manner which bolsters partnerships and investment in infrastructure, programming, opportunities and services for the development of each sector locally.

This document in particular prioritizes the implementation of those actions which have linked effects/impacts on the sustainability and vitality of culture, tourism and recreation in Timmins. Though individual, each plan has been built through an integrated process of assessing culture, tourism and recreation needs simultaneously and therefore provide solutions which overlap and create synergy. This is the essence of an integrated plan:

- . **SHARED VISION;**
- . **SHARED RESOURCES;**
- . **SHARED TIMING; AND**
- . **SHARED REPORTING.**

The CTRMP was developed in four stages – Initial Planning, Research and Engagement, Plan Development, and Integration for Implementation – including:

- Ongoing project committee, stakeholder and public engagement for issues identification and needs confirmation;
- An assessment of the strengths, weaknesses, opportunities and threats impacting each sector;
- An analysis of existing and future plans, policies and initiatives for sector development locally, regionally and provincially;
- Asset identification, evaluation and inventory; and
- Other situational and financial implication assessments.

All of the aforementioned served to establish the vision, mission and long-term priorities for each sector, in addition to the further refinement of recommendations in collaboration with City staff.

**Phase 1:
Initial Planning**

**Phase 2:
Research and
Engagement**

**Phase 3:
Plan Development**

**Phase 4:
Integration for
Implementation**

Community Engagement >>

Almost 2,000 residents attended forums, provided feedback and logged-on to complete the project's online surveys – this included almost 200 local French and English elementary and high school students. Their input was integral to the development of this Plan as well as to the creation of the Culture, Tourism and Recreation Asset Databases developed as part of this project.



COMMUNITY INPUT: PUBLIC/'OPEN HOUSE' SESSIONS WERE HELD IN SEPTEMBER 2013 IN ADDITION TO STAKEHOLDER FOCUS GROUPS IN FEBRUARY 2014



YOUTH OUTREACH THROUGH ART: THE GRADES 2 & 3 STUDENTS OF PINECREST PUBLIC SCHOOL GAVE THEIR VOICE TO THE CTRMP PROJECT. KAREN BACHMANN, DIRECTOR/CURATOR OF THE TIMMINS MUSEUM: NATIONAL EXHIBITION CENTRE, HOSTED AN EXHIBIT OF THE STUDENTS' ARTWORK IN FEBRUARY 2014.



The Culture, Tourism and Recreation Master Plans were developed in collaboration with City staff, representatives of local community organizations, sporting associations, the business community and other local and regional stakeholders. The media campaign for this project was comprised of a series of communication efforts to actively engage the community, including: newspaper ads; press releases; print advertising (in French and English) within community facilities; E-notifications through stakeholder distribution lists; online engagement, promotion and project updates through the Timmins 2020 website, Facebook page, as well as the municipal website.



A series of community engagement forums were progressively developed throughout the planning process (see the table below). The project encompassed outreach at major public

events; stakeholder interviews; online surveys for culture, tourism and recreation; youth/school engagement through tailored assignments and an online survey; as well as public/‘open house’

sessions. French translation was provided at all major public sessions as well as for all online surveys.

Consultation Methods	Total	Key Stakeholders	Date
Surveys (Online & Print) for Culture, Tourism and Recreation	4	General Public & Tourism Operators	August – November 2013
Event Outreach	3	General Public – Great Canadian Kayak Challenge, Summer Concert Series (a 10-week event), Welcome to Timmins Night	July - September 2013
Steering Committee Meetings	20	Culture, Tourism and Recreation Sub-Committees, CTR Project Steering Committee	June 2013 - February 2014
Public Sessions	4	General public and key stakeholders (local arts and culture groups, sport organizations, tourism operators, institutions and establishments)	September - May 2014
CTR Master Plan Public Drop-In Information Session	1	General public and stakeholders in Culture, Tourism and Recreation	September 2013
School/Youth Engagement – Writing and Art Assignments, Online Recreation	3	Grade 9-10 students from L'école Secondaire Catholique Thériault and Timmins High & Vocational School, as well as Grades 2-3 students from Pinecrest Public School	October- December 2013
Stakeholder Focus Group Sessions	6	Project Steering and Sub-Committees, community organizations, post-secondary institutions, City staff, members of Council and other key stakeholders	September 2013 & February 2014
Stakeholder Interviews (telephone and in-person) as needed	N/A	Community organizations, tourism operators, Council, City staff and other key stakeholders	Ongoing throughout project
Total:		41 consultation sessions across Culture, Tourism and Recreation	





^ I chose Timmins Public Library because me and my family like to read there. Also, I go there with my dad and mom to do crafts. I go on the computers. That is why I chose Timmins Public Library.

– Taylor



^ I chose the Park because it's my favorite place. I am the kid in the red shirt and blue jeans. I am on the monkey bars.

– Giavin



^ I chose the Sportsplex pool because I love swimming. It is my favourite sport and place. I love diving off the diving board.

– Kieriana



DRIVERS OF CHANGE

>> Any planning process, especially those geared to meeting a range of social and economic development goals, must begin with understanding the dynamics of change impacting our communities. The following are primary drivers of change which have impacted the need for greater planning and investment in culture, tourism and recreation in the City of Timmins:

CULTURE >>



Recognition of and **Investment in Culture Provincially, Regionally and Locally;**



Demand to ensure **Community Quality of Life;**



Youth and Talent Retention and Attraction;



Municipal priorities to further enable and foster **Economic Diversification;**



Community Demand for Enhanced Social & Recreational Opportunities;



Shifts in Demographics (Ethnic Diversity);



Need to foster **Community Pride;**



To **Celebrate Local Culture, its Origins and Future;**



Development of culture as a **Vehicle for Personal, Community and Regional Expression of Values.**





TOURISM >>



Overnight Visitor Attraction and Retention

from all sources –
commercial/corporate,
leisure, sport groups,
meeting/conference,
government, etc.;



Enhancement of Existing Tourism Products and Experiences;



Support for New Tourism Products and Experiences;



Alignment of Tourism and Recreation for Sport Tourism Capacity and Opportunity Development;



Meetings/Conferences/ Trade Show Capacity and Opportunity Development;



Co-ordination of Marketing efforts across Northern Ontario;



Need to identify Sustainable Funding Sources and Tourism Partnerships;



Promotion of Industry, Government and Community Support for Tourism.



Timmins needs to competitively position itself as a place to live and work.

RECREATION >>



Need to address challenges and provide solutions for an **Aging Infrastructure**;



Resident and Family Attraction and Retention. Other municipalities are doing this and Timmins needs to competitively position itself as a place to live and work;



The **Impact of Population Change** on changing demographics and community needs;



Promotion of Health and Wellness;



Current trends and **New Ways to Create and Develop Buildings;**



Shifts in models of Recreation Service Delivery;



Timmins is a Regional Service Centre.

PRIORITIES



Ongoing operational inefficiencies of single pad venues coupled with functional obsolescence, is a situation that requires change during the life of this Plan.

Facilities: Investment for Quality of Life

Invest in a new Multi-use Recreation Centre >>

Ongoing operational inefficiencies of single pad venues coupled with functional obsolescence, is a situation that requires change during the life of this Plan. The City recognizes the need for, and plan for, a major Multi-use Recreation Centre. Such a facility should support the variety of recreational, leisure and health and wellness priorities of the Master Plan.

The development of a new Multi-use Recreation Centre should comprise two ice surfaces with 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. Contingent on a concept plan and business planning exercise, 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;
- Family leisure pool and a standard 25 metre lane pool for competitive swims, plus wading and therapy pool;
- Meeting room space; and
- Fitness and potentially gymnasium space.

Ensure/create a long-term future for the McIntyre Community Centre >>

The McIntyre Community Centre is an iconic facility. Ensuring its future means sustaining the heritage that is embedded within the building, while recognizing that a new arena facility will best serve the interest of the residents of the City of Timmins over the next 30 years. A full-scale feasibility study for the repurposing of the McIntyre over the long-term should be undertaken (prior to the development of a new ice complex in the City) to assess the opportunities to create a cultural hub and tradeshow facility on-site, in a manner which preserves its architectural heritage and historic integrity.

Creating a new future for the McIntyre Community Centre through repurposing is contingent on the City successfully developing a new community and spectator venue to replace the McIntyre.

Repurpose the Mountjoy Arena site to create a Recreation Campus/Community Hub >>

Contingent on the successful achievement of an ice strategy resting on a new venue, decommission the Mountjoy Arena and associated infrastructure, including Centennial Hall for which the existing seniors and community space function should be relocated and reinvested in as part of a new Multi-use Recreation Centre or another municipal asset. The City should evaluate the opportunity for repurposing the Mountjoy Arena as a dedicated indoor soccer facility. Other potential uses on-site include an open-air arena, new skate park and additional court facilities.

Invest in a New Aquatic Complex as part of a new Multi-use Recreation Centre >>

This should include a lane pool (standard size 25m), family/children and therapeutic pool. This will mean the decommissioning of the existing pool at the Archie Dillon Sportsplex, resting on the assumption (which is to be confirmed through study) that the Archie Dillon site does not have the capacity to accommodate a new Multi-use Recreation Centre.



SO WHAT IS NEEDED TO MAKE THIS HAPPEN?

- All repurposing studies require engagement with the community to ensure all options for future use are addressed in full public view and benefit from both technical feasibility and public aspirations.
- Due to the complexity involved in making decisions about repurposing which are linked to developing new facilities, the investment of time, effort and capital to further investigate both a new facility and potential repurposing options should occur in close sequence.
- We do not recommend addressing decommissioning options only when there is funding in place for a new facility. Decommissioning and the financial impacts of this are expected to be relevant to the capital and operating equation of any new complex.



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.

- Principles for Recreation (2014 Recreation Master Plan)

Continue to invest in Hollinger Park as the City's Premier Park facility >>

- Rationalize some of the City's underutilized sports fields and 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

goal), giving capacity for accommodating football should opportunity arise in the future.

- The Hollinger Skating Oval functions as a City attraction. The City should develop programming (e.g. skate rentals and family skating events) around this facility to offset private contracting costs and develop concessions to gain additional revenue related to the park.

Create Neighbourhoods >>

Reinvest in existing play infrastructure including tennis courts, play structures within parks, baseball diamonds (as recommended within the Recreation Master Plan) and splash pads. This includes municipal support for enhanced community access to school facilities within neighbourhoods.

Support and Maximize the Potential of City Parks and Trails >>

Adopt a Parks Classification System and prioritize investment in community-serving parks which host co-located facilities such as soccer fields and ball diamonds.

Involve residents, sports groups and other key stakeholders in the development of a Park Design Strategy (informed by the Parks Classification System) to ensure the local parks system addresses the functional and aesthetic needs of the community. The strategy should

of communities. The nature of multi-use and associated design should be based on localized community consultation and could also include volleyball.

Rationalize and repurpose underutilized recreation infrastructure >>

- Close Vipond Road Ball Diamond #2 and repurpose the facility for use as a Cricket Field contingent on the Timmins Cricket Club demonstrating sustainability for operations.



outline maintenance standards for parks and related amenities (sport fields, ball diamonds, play structures etc.)

Adopt a principle of multi-use and co-location in developing and investing in recreation facilities >>

- Track the potential for existing soccer fields to accommodate emerging sports e.g. Rugby.
- Develop 2 new multi-use basketball courts in central locations to serve a broader swath

- Investigate the adaptive reuse of underutilized municipal buildings for cultural programming and activity based on an Infrastructure Needs Analysis which assesses current community demand for new and enhanced cultural spaces.

Invest in Youth >>

Build two new Skate and BMX Park facilities – one at Hollinger Park and the other as part of a new recreation campus on repurposed land at Mountjoy. The City should engage existing skate park users in the design of the new facilities.



Secure Community Legacy >>

Establish a Community Legacy Fund/Reserve for investment in recreation and cultural infrastructure over the long-term. The City should establish a capital budget account to fund the development, repair and replacement of community facilities and amenities through a range of mechanisms including user fees and related surcharges, Cash-in-Lieu of Parkland Dedication etc., as well as a new capital reserve associated with any major new capital investment in facilities.

Services

Re-energize & Realign City Services for Culture, Tourism and Recreation >>

Develop and adopt a Municipal Cultural Policy for the City of Timmins as Council's charter of commitment to support the sector

over the long-term. The policy will function as a terms of reference for decision-making, ensuring longevity of the cultural mandate on Council's agenda (even beyond the timeframe of this Plan).

Realign Departmental Structure for Tourism Timmins within the City's Community and Development Services Department. The reestablishment of Tourism Timmins within the City's Community and Development Services Department will facilitate the maintenance of existing staffed support for tourism, and provide the ability to better coordinate projects that are aligned with cultural and recreation mandates (such as sport tourism, events and festivals).

Refine Tourism Timmins' Management Role to take responsibility for marketing and developing Tourism for the City of Timmins, implementing the Tourism Master Plan, and managing the Timmins Convention Bureau & Visitor Welcome Centre and Industrial Tours (formerly operated by Chamber of Commerce).

Tourism Timmins should take a leadership role in attracting major sport tourism events and meetings/conferences for the City. Tourism Timmins should be the Lead Agency responsible for the creation, promotion, and delivery of the Great Canadian Kayak Challenge & Festival; and the primary local contact for the Mushkegowuk Challenge Cup; while providing a catalyst and support resource to local sport organizations and businesses/associations in identifying other sport tourism and meeting/conference opportunities. Tourism Timmins will also be responsible for the creation, promotion, delivery of the Summer Concert Series, Industrial Tours and Geo-Tours, and will act as a catalyst for the development of a new Winter Event.

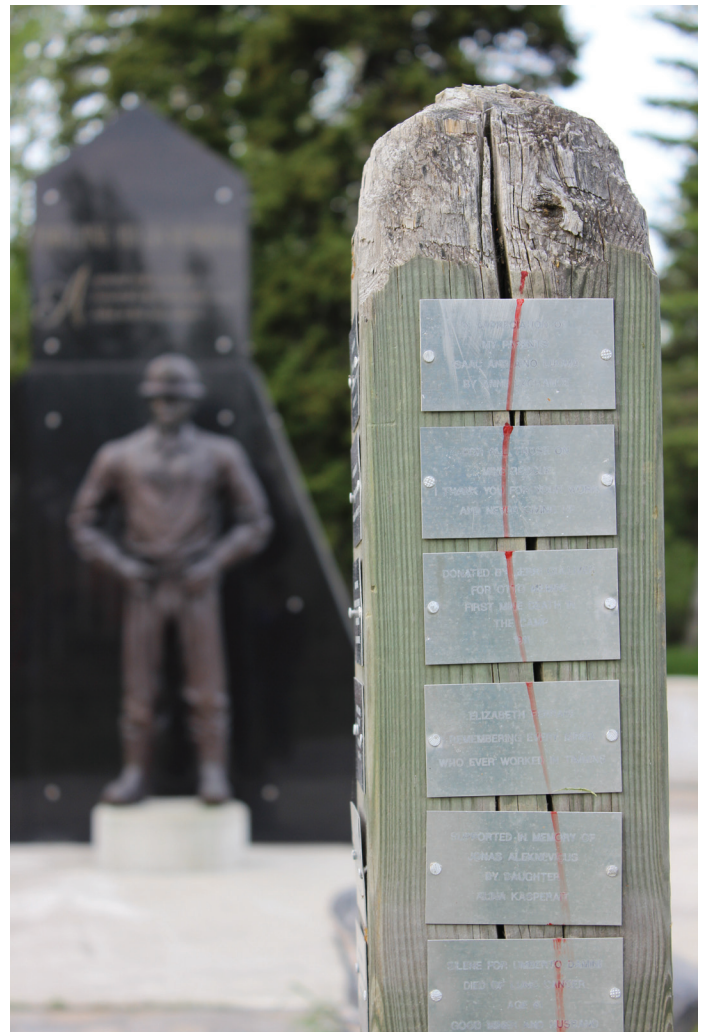
Appoint a Coordinator of Culture & Marketing within the City's Community & Development Services Department with responsibility for administering grant support to community culture groups and exploring opportunities for the development and provision of cultural programs, products and experiences.

Designate a Manager of Facilities Renewal within Parks and Recreation to have responsibility for all activities related to planning, funding, directing and executing infrastructure change including the building, decommissioning and repurposing of City-owned facilities (including recreation and cultural infrastructure).

Re-engage the Municipal Heritage Committee as the primary advisory committee on matters of heritage preservation and conservation.

Re-energize the City's involvement in Recreation and Cultural Programming by expanding its activities with development of a new recreation venue. The City will continue its role in facilitating non-profit programming within other municipal facilities.

Invest in the organic development of cultural programming and events by establishing a



A vibrant City showcasing our shared community heritage and pride through self-expression and the arts, unearthing local talent and positioning Timmins as a leader in Northern Ontario.

- Long-term Vision for Culture in Timmins (2014 Culture Master Plan)

Municipal Cultural Grant Fund through the (re)dedication of a portion of annual municipal funding for community grants to go directly into supporting local cultural organizations. A formal grant application and criteria-based approval

process is to be established and administered by the Coordinator of Culture and Marketing. The Grant Fund should support:

- Project-based Financing: for local events and festivals; and
- Core Operating Funding: for non-profit community arts groups to aid program development, marketing and outreach efforts.

(Long-term) Establish a Tourism, Culture and Recreation Division within the City's Community and Development Services Department in order to fully maximize the benefits of integrated planning.

Coordinate Partnerships for Recreation, Sport Tourism and Cultural Development>>

Host a Recreation Forum (annually) with local agents of recreation program delivery (sport groups) to facilitate a Sport for Life model in Timmins through the development of

opportunities (including partnerships) to address programming and service needs for long-term and elite athlete development.

Establish a Sport Tourism Roundtable with representation from local sporting organizations (including aboriginal stakeholders) to champion the sport tourism agenda (i.e. the development and attraction of tournaments) and provide a central information source and a coordinating body to improve communication between sport groups, participants and strategic partners in event hosting.

Establish a Cultural Roundtable as a municipal committee to enhance partnerships and investment in arts and heritage. The Roundtable will function as an advocacy and planning arm for investment and capacity-building in the sector, working hand-in-hand with the Coordinator of Culture to facilitate sponsorship and resource partnerships for community festivals, events and programming. Over time, the role of the Roundtable may evolve into an Arts Council.



Establish a Local Ambassador Club to lure more meetings and conferences to Timmins. Nominations to the Club should include a select group of “ambassadors” from the City’s academic, mining, forestry, space, environmental reclamation, aboriginal, health care, and other business sectors, whose connections and expertise could help promote Timmins as a meetings destination, including associated Trade Shows.

Revamp Municipal Communications >>

Restructure the Resident Portal of the Municipal Website to create dedicated sub-portals for:

1. Recreation: as a gateway linking online users to a range of online recreation services including facility bookings, program registrations, online interactive mapping of recreation venues, event and tournament notifications.

2. Culture: as a comprehensive web space providing information on local cultural activities/events, local artists and available programs as well as individual cultural assets through online interactive mapping.

Seasonally update and disseminate the City’s Recreation Guide (in English and French) to provide public access to information on recreation and cultural programming offered by the Municipality as well as community cultural and sport organizations. The Guide is to highlight Native and Francophone programming opportunities provided in the City.

Translate the Culture, Tourism and Recreation Asset Databases (developed as part of this Master Plan project) into City’s Online GIS & Interactive Mapping (Community Pal) system to create two individual mapping products:

1. A Community Information Map which is to be hosted on the Municipal website as a ‘one stop’, publicly-accessible hub of information of culture and recreation venues, activities and assets; and

2. A Visitor Information Map as an external marketing and tourist information tool which is to be hosted on the Tourism Timmins website. The map should include asset information produced across the three databases for culture, tourism and recreation.

Enhance tourism marketing mechanisms for sport and cultural tourism. This includes the redesign of the Tourism Timmins website to provide focal pages for Key Product Pillars: Sport Tourism; Motorsports and Outdoor Adventure; Meetings & Conferences; Festivals, Events, Attractions and Arts & Culture. Functional enhancements should include mobile compatible web interfaces, the incorporation of an interactive visitor information map tool, and development of a Photo /Video Library to use as a base for all digital marketing, packaging and promotion (focused on key product pillars).

Tourism Timmins is to enhance its social media



campaigns to engage with visitors and build its online presence and brand awareness in a more consistent manner.

In considering municipal website enhancements for residents and tourists, 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.

Create Vibrant Experiences >>

Expand existing tours and Self-Guided Geo Tour experiences to include new cultural heritage routes which allow visitors to discover

Northeastern Ontario (NeOnt) (RTO13A) to promote linked accommodations, culture and recreation attractions and experiences.

Diversify and Strengthen Existing Major Festivals and Events. Tourism Timmins should continue to develop, facilitate, promote and expand the Summer Concert Series. The Summer Concert should showcase various genres featuring local and provincial talent. To assist in sourcing and showcasing talent, Tourism Timmins should pursue discussions with MusicOntario. Working with the Cultural Roundtable, Tourism Timmins should identify and expand partnerships to enhance arts and cultural offerings at both the Concert Series and Great Canadian Kayak Challenge.



Timmins mining heritage as well as modern day geological features and industry activities.

Work in partnership with other Northeastern Ontario urban centres to develop niche event attractions and regional tour packages such as travelling regional museum exhibitions and performance/cultural tours (e.g. through partnerships with Science North and Sudbury Theatre).

Engage in the joint development and marketing of tourism packages with

Develop a Signature Winter Event for Timmins through the creation of new or linking of existing events which meld culture (festivals and events) with sport tourism to increase overnight visitation.

Enhance the City's GIS System & Expand Marketing Tools for Outdoor Tourism and Recreation Adventures: by providing visitor and resident access to GPS trailhead co-ordinates and outlining defined routes and access points for biking and hiking trails within the Timmins Visitor Guide, the City's Recreation

The Wider Frame: Community Improvement and Development



A vibrant City with sustainable tourism products and experiences that provide a lasting legacy for tourists and quality of life for residents; in recognition of the fact that tourism is an engine of growth for Timmins' overall economy.

Beautification & Public Art >>

Enhance the City's public realm through implementation of the 2007 Streetscape Master Plan for Downtown Timmins.

Undertake a Public Art Strategy/ Implementation Plan for the municipality (incorporating public realm designs outlined in the 2007 Streetscape Plan) to guide long-term community beautification and the development of creative public and social spaces.

Develop a Citywide Way-finding and Visitor Information Signage Strategy to guide visitors (and residents alike) to major tourist and cultural attractors, facilities, tours and trails. This strategy should be informed by design guidelines established as part of the City's Community Branding/Signage Initiative and build on existing neighbourhood character branding in the Downtown.

Investment in Trails >>

In partnership with the Mattagami Region Conservation Authority (MRCA), **enhance pedestrian and trail user safety** at existing

- Long-term Vision for Tourism in Timmins (2014 Tourism Master Plan)

crossings at major roadways intersecting the community trails system.

Expand the City's existing cycling trail to include an urban cycling route through Downtown Timmins via designated bike lanes, paths and well-articulated street signage.

Work with the MRCA to develop multi-use trails to accommodate a range of passive, active and accessible recreation and tourism opportunities (e.g. walking, jogging, cycling and where appropriate cross-country skiing, snowshoeing and motorized tours).

Improve seasonal maintenance of Terry Fox/ Waterfront and other City-maintained trails.

Tourism Timmins should invest in trail systems for motorized tours by creating a series of detailed maps for the website and print, with access points and routes and services clearly defined for visitors.

THE PLAN TO MAKE IT HAPPEN



>> This Integrated Culture, Tourism and Recreation Master Plan is a municipal guidance document designed to further effective planning, budgeting and implementation of stated sector goals and objectives. The Master Plan is associated with the broader Timmins 2020 Strategic Plan with a time horizon to the year 2020. In reality, however, some recommendations are expected to extend well beyond this time horizon – in particular, those involving major capital expenditure, the timing for which can only be estimated based on further assessment of partnership funding sources.

A number of the recommendations regarding services represent actions that once initiated, are expected to remain in place over the full life of this Master Plan and beyond. This includes those procedural and organizational changes

surrounding the provision of facilities and services for culture, tourism and recreation.

Detailed Implementation: Conduct Due Diligence

This plan as well as the individual sector-focused plans are guidance documents to steer Council and municipal decision-makers in addressing priorities for planning and investment in culture, tourism and recreation. However, recommendations related the development of facilities and repurposing of existing ones – require detailed consideration of how these required changes will come about – that means further design and concept planning, but also an assessment and technical feasibility of repurposing. All of which will require public review and approval.



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.

As recommended, the staff and Council of the City of Timmins will need to further evaluate and investigate feasibility of implementing individual recommendations/actions through formal study (as may occasionally be required) as well as on an annual basis as part of the municipal planning and budgetary process.

Detailed Implementation: Resource It

The current organization of the City's organizational structure exhibits a number of challenges with respect to effectively implementing Master Plan recommendations. This includes:

- The lack of designated staff responsibility to champion the cultural mandate (as outlined in

the 2014 Culture Master Plan);

- A lack of designated staff responsibility for monitoring the effectiveness of existing (and development of new) partnerships for recreation program delivery, or leadership of the community development mandate which calls for communications and advocacy as part of the partnership development process;
- A need to more favourably reposition Tourism Timmins within the City's organizational framework to provide greater ability to coordinate projects that are aligned with cultural and recreation mandates, such as sport tourism events and festivals.

The Municipality will need to enhance its ability to address the resource needs (staff-related as

well as financial) of this plan via:

A Focus on Municipal Management

As an immediate response to Council approval of this document, the City of Timmins is to 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 will be charged with responsibility to ensure that the linked priorities outlined in this Master Plan are addressed in a timely manner – in particular those activities/actions which have significant implications for the staff ability to execute actions outlined within the individual master plans (e.g. municipal reorganization). 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.

The implementation of this Master Plan calls for a realignment of Tourism Timmins and appointment of additional staffed support for culture (Coordinator of Culture and Marketing) and recreation within the organizational framework of the Community and Development Services Department. The aforementioned is expected to be foundational to achieving the culture, tourism and recreation mandates as well as the level of collaborative planning required to successfully implement recommendations.

The appointment of a Manager of Facilities Renewal within the City's organizational framework should be given full consideration as the most effective means to focus resources necessary to achieving the renewal of the City's infrastructure. This position is expected to evolve over time and should include responsibility for broader infrastructure renewal

priorities for other municipal capital assets.

The Council of the City of Timmins should undertake a comprehensive municipal organizational review. The present structure and mandate of responsibilities within the Community and Development Services Department is expansive and should change in response to the detailed recommendations within the individual Culture, Tourism and Recreation Master Plans.

This plan as well as the individual sector-focused plans are guidance documents to steer Council and municipal decision-makers in addressing priorities for planning and investment in culture, tourism and recreation.

Ultimately, the Corporation of the City of Timmins will need to address long-term municipal organizational change in a manner that best suits its needs while meeting the intent of Master Plan recommendations.

Funding Strategy to Deliver Facility Change

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 rather a range of alternative financing and procurement (AFP) models which 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 the delivery and ongoing operation, and the range of opportunities for these risks to be shared by both the private and public sectors.

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 infrastructure in a cost-effective manner.

Monitor, Renew and Refresh

Annual Monitoring

While a range of staff support and partnerships will be required to enact recommendations, there must be senior management commitment and administrative oversight for effective implementation.

Individual master plans will be housed within the divisions of Parks and Recreation, Culture and Museum as well as Tourism Timmins, with requirements to initiate detailed actions falling under the responsibility of the respective staff/divisional managers (as has been outlined within the detailed Master Plans). Annual progress in the implementation of the individual master plans should be outlined by staff report to 1) a Senior Management Team with administrative responsibility to monitor implementation of priorities across all 3 Master Plans and subsequently 2) the Council of the City of Timmins.

Monitor direction recognizing that municipal priorities shift

Neither the CTR Master Plan nor its detailed sector plans represent an inflexible blueprint that must be undertaken their entirety – many of the recommendations contained in this document can be implemented separate and apart from decisions required to implement other aspects of the Master Plan; others are contingent on the implementation of other recommendations. It will be the task of the Senior Management Team and Council to determine the pace of implementation based on competing municipal priorities.

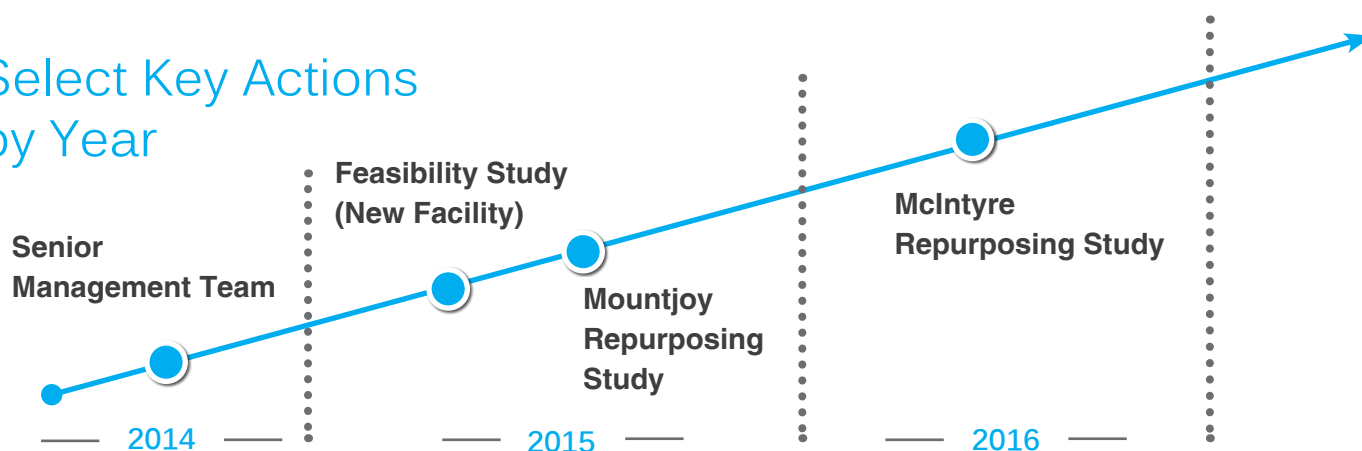
The Master Plan should also be placed in the broader context of all obligations of the City of Timmins as a provider of services, facilities and infrastructure. Changes in the wider municipal environment in terms of priorities in fiscal capacity can be expected to result in changes to the priorities contained in this Master Plan as well as the detailed Culture, Tourism and Recreation Master Plans. Council will need to review priorities on an annual basis.

Further, the Plans are expected to be delivered in an accountable manner, with annual monitoring of success in both resourcing and implementing the recommendations of the Plan taking into account these external forces. Municipal priorities as it relates to other areas of service be it infrastructure related, services, financial priorities as well as responding to emerging community needs are all expected to inform, adjust and contextualize the pace at which recommendations within the plans are undertaken.

IMPLEMENTATION SPECIFICS

>> The following are initial (years 1-3) implementation specifics for the sequenced, and in some instances phased, implementation of key master plan priorities.

Select Key Actions by Year



Some actions represent additional tasks or steps necessary to achieving the recommendations contained in the individual sector-focused master plans. Together they reflect the means to 'jump start' plan implementation and achieve necessary municipal approval and budget support.

Action	Resource	Lead	Timing
2014			
Approve each individual Master Plan (Culture, Tourism and Recreation) and the Integrated CTR Master Plan as Council's guiding documents.		Council of the City of Timmins	2014
Staff Report to approve the creation of a Senior Management Team (SMT) to monitor and ensure the implementation of the CTR Master Plan; and to approve the required staff hires as prescribed under each Master Plan 'in principle'.	Regarding the job descriptions for the Coordinator of Culture & Marketing and Manager of Facilities Renewal, evaluate: Opportunities for the reallocation/rededication of staff versus new hires to fill the recommended roles; <ul style="list-style-type: none"> • Timing; and • The fiscal impact on the Corporation. 	Relevant City staff	Develop departmental plan in 2014. Coordinator of Culture & Marketing in place in 2015. Manager of Facilities Renewal in place in 2016.

Action	Resource	Lead	Timing
Staff Report outlining planned budgetary requirements for 2015 based on the recommendations of each individual Master Plan.	This action should be undertaken as part of the City's annual budget process.	Relevant City Staff	2014 (to occur on an annual basis)
Approve and allocate the budget to establish a Municipal Cultural Grant Fund.	The grant application process is to be developed and initiated by the Coordinator of Culture in 2015.	SMT	2014
Re-engage the Municipal Heritage Committee (MHC) as the primary advisory body on matters of heritage preservation and conservation.	Review and renew the Terms of Reference (ToR) for the MHC, establish a meeting schedule and create a short-term action plan of committee priorities/ activities. This should include prepping the Committee for a strategic role in a repurposing study for the McIntyre Community Centre.	SMT, assisted by the City's Planning Division	2014
Detailed analysis of capital funding options for Master Plan projects.	<p>This analysis should address available funding options for:</p> <ul style="list-style-type: none"> • A feasibility study for a new recreation venue; • Funding for recommended repurposing studies; and • Capital funding for development as outlined in the Culture, Tourism and Recreation Master Plans. 	Relevant City Staff (e.g. Manager of Facilities Renewal) or Consultant	2014 to 2015
Strategy for the McIntyre Community Centre: Review capital expenditure requirements.	Capital expenditures based on immediate capital needs for health and safety; defer major capital expenditures pending the determination of the McIntyre Community Centre's future use.	Parks and Recreation	2014

Action	Resource	Lead	Timing
2015			
Council will initiate a capital reserve policy to be applied to any new capital investment in recreation.	This will include a surcharge on facility rentals and program fees.	Relevant City Staff	2015
Commit to fund a corporate organizational review focusing on implementing functional recommendations of the Culture, Tourism and Recreation Master Plans.	This requires the allocation of funding for the hiring of a consultant as necessary or the extension of the contract for City's 2020 consultant to undertake this review. Budgetary allocations will need to be made for staff time and/or the direct costs associated with implementing this action.	SMT	2015
Report on Corporate Organizational Review made to Council by mid-year 2015, to enable approval of recommendations.	This report will inform departmental transitioning and budgetary allocations for 2016 and beyond.	Consultant	2015
Appoint via staff re-dedication or new hire a Coordinator of Culture & Marketing.	A preliminary job description has been outlined within the Culture Master Plan and should include responsibility to create a staff training program (2016) to ensure matters of culture are considered across municipal departments.	SMT	2015
Report on Corporate Organizational Review made to Council by mid-year 2015, to enable approval of recommendations.	This report will inform departmental transitioning and budgetary allocations for 2016 and beyond.	Consultant	2015

Action	Resource	Lead	Timing
Appoint via staff re-dedication or new hire a Coordinator of Culture & Marketing.	A preliminary job description has been outlined within the Culture Master Plan and should include responsibility to create a staff training program (2016) to ensure matters of culture are considered across municipal departments.	SMT	2015
Develop Selection Criteria and solicit interest for a Sports Tourism Roundtable.	The Roundtable should have representation from local sport organizations including aboriginal groups. Once members have been identified, a Terms of Reference for the group should be developed.	Relevant City Staff	2015
Develop Selection Criteria and solicit interest for a Cultural Roundtable.	The Roundtable is to be a municipally-mandated committee and should have representation from economic development, community cultural groups and other stakeholders in the sector. Once members have been identified, a Terms of Reference for the group should be developed.	Coordinator of Culture & Marketing	2015
Develop Selection Criteria and solicit interest for a Local Ambassador Club.	Ambassador Club to include representatives of the City's various business/ association/ government sectors, with an interest in promoting Timmins as a meetings host.	Tourism Timmins	2015
Enhance the Tourism Timmins website.	Website to be redeveloped to create webpages for each of the 5 pillars: Sport Tourism, Meetings & Conferences, Recreational Motorsports, Outdoor Adventure and Festivals, Events, Attractions, Arts & Culture.	Tourism Timmins	2015

Action	Resource	Lead	Timing
Create Tourism Event Calendars.	Support the creation of a Festivals and Events calendar and Sport Events/ Tournaments calendar.	Tourism Timmins	2015
Develop Geo-Tour and Update Industrial Tours.	In partnership with the local mining community, showcase best practices in Environmental Reclamation and link to heritage/cultural routes.	Tourism Timmins	2015
Identifying a new home for curling should be part of any study for a new Multi-use Recreation Centre and the repurposing of the Mountjoy site.	Options should be explored in consultation with the McIntyre Curling Club.	Parks and Recreation and Consultant as relevant	2015
City (Senior Management Team) to assess priorities for capital investment in fields, courts, play structures etc. and annually evaluate what items are funded rolling forward.	Priorities for investment are identified within the Recreation Master Plan.	Senior Management Team	To commence 2015 for ongoing
Development Planning: fund, create and execute a Request for Proposals (RFP) for consulting services for a feasibility assessment of options for a new Multi-use Recreation Centre.	The Study should assess: <ul style="list-style-type: none"> • Alternative site locations including the feasibility of development at the Archie Dillon site; • Concept design; • Capital costs; • Operating models; and • Funding. 	Parks and Recreation/ Community & Development Services	Early 2015
Issue contract to preferred consultant to undertake the feasibility assessment of options for a new Multi-use Recreation Centre.	Project to be completed by November 2015.	Parks and Recreation/ Community & Development Services	Spring 2015

Action	Resource	Lead	Timing
Commission a separate analysis and consultation for long-term plan for the Mountjoy campus (i.e. arena and associated recreation infrastructure).	Staff to lead and consultant acquired as necessary.	Parks and Recreation	Spring or Fall 2015
Issue of New User Fee Policy.	Council to approve new User Fee Policy produced as part of the Recreation Master Plan.	Parks and Recreation	2015
Continue the standardization of leases, agreements and access rights to municipal recreation facilities.	Included in this action is the planning for facility solutions for community cultural groups.	Parks & Recreation/ Community & Development Services Department	2015
Develop, finalize and approve a Municipal Cultural Policy.	Draft Policy provided as an appendix to the Culture Master Plan document.	Coordinator of Culture & Marketing	2015
Fund, create and execute a Request for Proposals (RFP) to commission a print publication/ design firm to redesign and develop the City's Recreation Guide for seasonal publication (Fall/Winter and Spring/ Summer).	The selected firm should also be required to produce the Guide in a web-compatible interactive flip-book (.pdf) format. The Guide is to promote cultural programming offered in the City. The City will need to invite groups to submit program-related and registration information to be vetted by the Coordinator of Culture and/or other staff as relevantly appointed.	Parks and Recreation/ Coordinator of Culture & Marketing	2015
Revamp Community Information Map: Confirm/allot financial resources for City's external GIS consultants to integrate the Culture and Recreation Asset Databases into the City's Community Pal interactive map tool.	Databases have been developed as part of the CTR Master Plan project. Database content must be further vetted and confirmed by relevant departmental staff for culture and recreation prior to integration.	Community & Development Services Department	2015

Action	Resource	Lead	Timing
Develop Visitor Information Map: Confirm/allot financial resources for City's external GIS consultants to integrate the Culture, Tourism and Recreation Asset Databases into an interactive Visitor Information Map as a second interface within the City's Community Pal map tool.	Databases have been developed as part of the CTR Master Plan project. Database content must be further vetted and confirmed by relevant departmental staff for culture, tourism and recreation prior to integration.	Community & Development Services Department/ Tourism Timmins	2015
2016			
Develop New Packaging & Promotion based on Cultural Tourism.	Develop a campaign to promote cultural tourism and local arts events/ establishments and develop associated packages and promotional materials.	Tourism Timmins and Coordinator of Culture & Marketing	2016
Restructure the Resident Portal of the Municipal Website to create dedicated sub-portals for Recreation and Culture.	Site mapping enhancements recommended as part of Recreation and Culture Master Plans.	Community & Development Services Department/ Information Technology	2016
Solicit Interest in Developing a Signature Winter Event.	Explore and facilitate partnerships with private and not for profit stakeholders to develop a signature winter event – either through the development of a new or linking of existing events.	Tourism Timmins	2016
Strategy for the McIntyre Community Centre: Undertake a repurposing study for the McIntyre Community Centre.	Create, fund and execute an RFP (this may mean making a funding application in 2015). The study will require significant consultation.	Consultant	Study to be completed by the end of 2016

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