The City of BARRIE

Parks & Recreation
Strategic Master Plan



June 2010

mbpc
Monteith • Brown
planning consultants

in association with

Tucker-Reid & Associates

The JF Group

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Executive Summary

The Parks & Recreation Strategic Master Plan establishes a strategic framework for recreation and parks' services, programs, and facilities that will guide future decision making with regard to policy, operations, maintenance, and capital improvements to the year 2019. Aligning to other guiding documents of the City of Barrie as well as community consultations that have been carried out through this process, the Parks & Recreation Strategic Master Plan develops a framework in which all recommendations have been developed within seven key Priority Areas have been established which consist of:

Proactive Leadership
- Maximize key systems and policies in order to make the Departments most effective

Excellence in Customer Service
- Focus on the needs of our customers in order to reduce barriers and increase participation in parks, recreation and leisure

Embracing an Integrated Service Delivery Approach
- Work better collectively in addressing areas of common concern

Program & Service Priorities
- Address specific program and service priorities centering on youth, older adults and inactivity and obesity

Including Under-Represented Groups
- Take a proactive approach to including under-represented groups in Barrie

Asset Management
- Protect and enhance the physical assets that allows for full community participation in parks, recreation and leisure pursuit

Environmental Protection & Stewardship
- Protect and sustain the environment through greening strategies and stewardship efforts

Evaluating needs over a ten year time frame (i.e. to the year 2019 when the population is expected to reach nearly 170,000 residents), the Strategic Master Plan offers a number of key directions. One of the most notable recommendations is the development of a new multi-use community centre to be located in Barrie's south end, ideally on a parcel of land at least 50

to 60 acres in size and preferably located along a major arterial or intensification corridor. The need for this proposed facility would likely become apparent around the year 2016, and should contain (subject to confirmation prior to construction, based upon future demographics, detailed design and business planning):

- twin pad arena (capable of expanding to a four pad facility in the longer-term);
- indoor aquatics centre;
- gymnasium;
- fitness centre and wellness studio;
- dedicated spaces for youth and older adults;
- multi-purpose program space; and
- outdoor recreation facilities to create a campus-type hub for recreation and community activity.

The provision of a large recreation campus can be justified to support the anticipated population for Barrie's south end, particularly with the recent expansion of the municipal boundary. The large site will position the City to meet immediate needs of this population but also allow for future additions to the community centre (if warranted), consolidating high quality sports fields (creating opportunities for sport development and tournaments), and providing space in which to address emerging demands (e.g. cricket pitches, skateboard parks, etc.).

With regard to outdoor facilities, considerable need has been identified for sports fields (particularly soccer), as well as neighbourhood and community-level facilities geared to children and youth (notably accessible playgrounds, splash pads, skateboard parks and basketball courts). The importance of integrating facilities and spaces that facilitate spontaneous, drop-in and family types of activities is also seen as being important as the community's demographics and recreation interests change over time.

The following tables summarize how the recommended facility service level targets from this Strategic Master Plan compare to the City's previous Master Plan (conducted in 1991), as well as the number of facilities that would be warranted by the end of this strategic master planning period and to the City's build-out (the years 2019 and 2031, respectively). It is worth noting that certain provision standards have changed over the past twenty years, largely due to changing trends, user preferences, operational efficiencies, and demographic characteristics.

Indoor Facility (number of facilities)	Standard Recommended in 1991 Leisure & Recreation Master Plan	Standard Recommended in 2010 Recreation & Parks Strategic Master Plan	**Additional Required Facilities for a Population of 169,967 in 2019**	**Actual Ratio of Facilities to Population of 169,967 in 2019**	Additional Required Facilities Between 2019-2031 to a Population of 210,000	Total Facilities Required to 210,000 Population
Arenas / Ice Rinks (8 total, 7.25 equivalents*)	1 : 600 Participants or 1 per 15,000 to 19,000 Population	1 : 750 Participants or 1 per 15,000 to 19,000 Population	**2**	**1 : 18,375**	2	11
Indoor Aquatic Centres (3)	1 : 30,000 Population (City incl. YMCA) 1:40,000 Population (Regional)	1 : 45,000 Population (City excluding YMCA)	**1**	**1 : 42,492**	1	5
Fitness Centres (4 total, 3.5 equivalents)**	1 : 40,000 Population	Contingent on business planning and development of complementary facilities	**1**	**1 : 37,770**	n/a	n/a
Indoor Sports Fields (1 private)	No standard applied	Contingent on business planning	**n/a**	**n/a**	n/a	n/a
Gymnasiums (4 total, 3 equivalents^)	No standard applied	1 : 45,000 Population	**1**	**1 : 42,492**	1	5
Youth Centres (2)	No standard applied	Contingent on business planning and development of complementary facilities	**1**	**1 : 56,656**	1	4
Older Adult / Senior's Centres (2)	1 :25,500 Population Based on 17% Participation Rate	Contingent on business planning and development of complementary facilities	**1**	**1 : 56,656**	1	4

* *Barrie Molson Centre assumed as 1/4 of an ice pad as it is primarily utilized for a special event/entertainment and elite athletic uses*

** *Victoria Village fitness assumed to be 0.5 fitness centres due to smaller size relative to other municipal fitness facilities*

^ *Gyms at Maple Avenue Youth Centre and Lampman Lane Community Centre assumed to be 0.5 equivalents due to smaller size*

Outdoor Facility (number of facilities)	Standard Recommended in 1991 Leisure & Recreation Master Plan	Standard Recommended in 2010 Recreation & Parks Strategic Master Plan	**Additional Required Facilities for a Population of 169,967 in 2019**	**Actual Ratio of Facilities to Population of 169,967 in 2019**	Additional Required Facilities Between 2019-2031 to a Population of 210,000	Total Facilities Required to 210,000 Population
Soccer Fields (54)	1 : 50 Participants	1 : 80 Participants	**15***	**1 : 2,281**	22	91
Ball Diamonds (46)	1 : 100 Participants	1 : 100 Participants	**0****	**1 : 3,695**	3	46
Tennis Courts (35)	1 : 2,800 Participants	1 : 5,000 Population	**0****	**1 : 4,473**	7	42
Basketball Courts (20)	1 : 10,000 Population	1 : 800 Youth (10-19)	**12^**	**1 : 5,311**	n/a	n/a
Skateboard Parks (1)	No standard applied	1:5,000 Youth (10-19)	**5^^**	**1 : 28,328**	n/a	n/a
Playgrounds (95 locations)	1 : 1,500 Population or 1 Accessible Playground within 500 metres	1 Playground within 500 to 800 metres	**TBD**	**TBD**	TBD	TBD
Splash Pads (1)	No standard applied	1 : 4,000 Children (0-9)	**4^^**	**1 : 33,993**	n/a	n/a
Artificial Ice Rinks (1)	No standard applied	No standard applied	**0**	**0**	TBD	TBD

* *assumes 8 fields over and above the 7 fields currently planned at future parks*

** *new facilities warranted only where required to address gaps in spatial distribution, over the strategic master planning period*

^ *assumes 6 basketball courts over and above the 6 courts planned at future parks*

^^ *preferred implementation strategy is to develop one facility in the short term and subsequently re-evaluate future demand/need before constructing additional facilities*

The Parks & Recreation Strategic Master Plan will play an important role in setting a new course in delivering high quality services and facilities to residents of Barrie. In establishing the strategic framework for this Plan, efforts were made to ensure integration and consistency with other municipal projects and priorities, while respecting key themes that were developed through the Strategic Master Plan's community consultation programme. The Plan is clear in that it distinguishes between community need and perceived "wants"; recommendations are based upon a comprehensive methodology and alignment to municipal roles and priorities for the delivery of core services.

Introducing the Parks & Recreation Strategic Master Plan

Overview

The Parks & Recreation Strategic Master Plan establishes a strategic framework for recreation and parks' services, programs and facilities that will guide future decision making with regard to policy, operations, maintenance, and capital improvements to the year 2019.

Recreation, both in an organized and unstructured form, provides individuals with numerous physical health, psychological, economic and environmental benefits which are associated with a high quality of life. Not only does participation in recreation provide opportunities for a healthy lifestyle, it also facilitates greater self-esteem, social interaction, economic spending, conservation of natural lands, and community vibrancy.

Recognizing this, the field of recreation planning has emerged to effectively position decision-makers and service providers to meet the recreational needs of a community in a sustainable manner. Municipalities, such as the City of Barrie, frequently undertake assessments of their parks and recreation system to develop policy frameworks and quantify benefits and needs through performance measures. The City's Leisure & Recreation Master Plan (1991) was the last long range master planning document prepared and requires updating, particularly given the substantial changes that have occurred in Barrie over the past twenty years. Notable accomplishments that have occurred since this time have included the development of the East Bayfield and Holly Community Centres, several major parks and sports field complexes, enhancement of the waterfront, and a restructured municipal service delivery model.

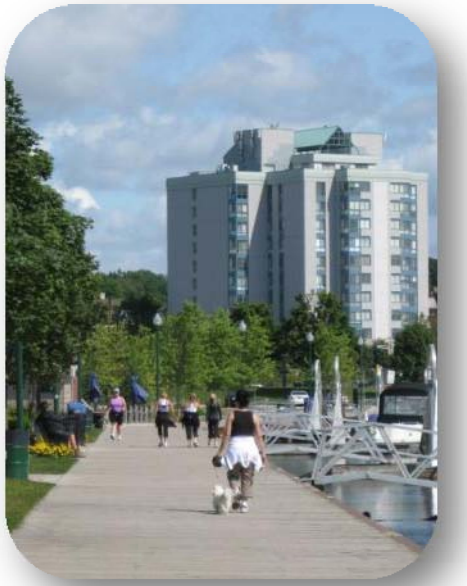
This new Parks & Recreation Strategic Master Plan will play an important role in setting a new course in delivering high quality services and facilities to residents of Barrie. In establishing the strategic framework for this Plan, efforts were made to ensure integration and consistency with other municipal projects and priorities, while respecting key themes that were provided through this Plan's community consultation programme. The Plan is clear in that it distinguishes between community need and perceived "wants"; recommendations are based upon a comprehensive methodology and alignment to municipal roles and priorities for the delivery of core services.

The Strategic Master Plan establishes a strategic framework for recreation and parks' services, programs and facilities, that will guide future decision making with regard to policy, operations, and capital improvements to the year 2019.

The Parks & Recreation Strategic Master Plan is designed as a dynamic document that can be adapted to future changes in the City's demographic structure or evolve with recreation trends and best practices. While this Plan projects needs over a ten year period, a review of the Strategic Master Plan will be required half way into the planning period in order to allow the City of Barrie to re-assess recommendations based upon the future market and utilization of any facilities developed within the first five years, and determine whether additional investments are justified in the future context. On an annual basis, however, the Strategic Master Plan (along with its actions, priorities and timing) should be considered during the preparation of capital and operating forecasts.

Preparing the Strategic Master Plan

The Strategic Master Plan is built upon local demographics, recreational trends, and consultations with municipal staff, key stakeholders and the general public. Needs have been assessed using market-driven and population-based (per-capita) targets, as well as program statistics which utilize data contributed by community recreation and stakeholder groups during consultation. Inventory data considers only municipal assets located on parkland owned by the City of Barrie, and is considered to be accurate as of August 2009. Parks and facilities and programs delivered by non-municipal providers (e.g. school boards, postsecondary institutions, YMCA, private sector, etc.) are not included in the supply, unless otherwise noted, as the City cannot guarantee operational aspects or accessibility.



Attaining service target thresholds represent a point of departure where the City needs to further consider the justification and priority of additional investment in specific facilities. After achieving a target the City should consider including (but not limited to) the following criteria prior to confirming the need for new facilities:

- Historical increases in growth;
- Evidence of latent demand (e.g. waiting lists);
- Usage patterns and capacity available at existing venues;
- Physical condition of existing facilities;
- Geographical equalities in distribution;
- Transit availability;
- Land availability on or near arterial roads; and
- Capacity of the City to fund, operate and maintain facilities.

Based on targets and subsequent analysis, including the consideration of public consultation and priority areas developed through this process, recommendations have been created to help guide future investment in each facility or service category. Detailed financial and/or staffing implications associated with recommendations contained in the Staffing Master Plan will need to be evaluated through the municipal capital or operating budget process (or similar business planning exercises conducted in the future).

The Master Plan is supported by three technical appendices contained under separate cover:

- **Phase 1 Report** - summary of information obtained through research and consultation;
- **Phase 2 Report** - assessments of parks and recreation facilities (indoor and outdoor)
- **Service Delivery Report** - reviews the City's parks and recreation service delivery system

While these documents do not form an official part of this Strategic Master Plan, they provide a more detailed explanation of the rationale behind the recommended actions and will be of assistance to decision-makers in the ongoing implementation of the Plan.



Report Organization

Section 1: Introducing the Master Plan
Provides an overview of the Plan's purpose, scope, and organization.

Section 2: Developing the Foundation
Describes the City's demographics, trends in parks and recreation, and the community consultation approach which have been used to develop the Strategic Framework.

Section 3: The Strategic Framework
Articulates the City's overarching vision, mission and priority areas of which all recommendations in the Strategic Master Plan have been based upon.

Section 4: Goal 1- Proactive Leadership
Contains all recommendations aimed at meeting the Priority Area of "Proactive Leadership."

Section 5: Goal 2 – Excellence in Customer Service
Contains all recommendations aimed at meeting the Priority Area of "Excellence in Customer Service."

Section 6: Goal 3 – Embracing an Integrated Service Delivery Approach
Contains all recommendations aimed at meeting the Priority Area of "Embracing an Integrated Service Delivery Approach."

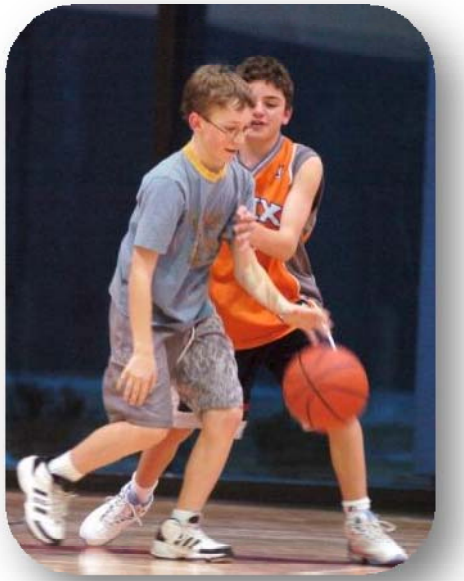
Section 7: Goal 4 – Program & Service Priorities
Contains all recommendations aimed at meeting the Priority Area of "Program & Service Priorities."

Section 8: Goal 5 – Including Under-Represented Groups
Contains all recommendations aimed at meeting the Priority Area of "Including Under-Represented Groups."

Section 9: Goal 6 – Asset Management
Contains all recommendations aimed at meeting the Priority Area of "Asset Management", including those pertaining to the development of indoor and outdoor recreational facilities.

Section 10: Goal 7 – Environmental Protection & Stewardship
Contains all recommendations aimed at meeting the Priority Area of "Environmental Protection & Stewardship", including those pertaining to the City's parkland and open space system.

Section 11: Implementation
Describes how to implement the Strategic Master Plan and its recommendations over the prescribed timeframe.



Glossary of Terms

Throughout the Strategic Master Plan, a number of references are made to the following terms:

Recreation broadly defined as activities consisting of all sporting, fitness and physical pursuits that a person or group pursues for the purposes of personal satisfaction and development, physical health and/or competition.

Parkland lands that are suitable for playing fields, play apparatuses, and community recreation facilities.

Open Space lands intended for preservation or conservation of the City's natural or cultural heritage system, unprogrammed green spaces, or linkages for the movement of humans or animals.

Active Living a holistic approach to personal wellbeing that combines physical activity with mental, spiritual, and social engagement into a wide range of passive and gentle active recreational pursuits (e.g. yoga, stretching, leisurely walking, cycling, etc.).

Older Adults those generally 55 to 70 years of age (i.e. the Baby Boom cohort) or who are expected to maintain their interest in more active forms of recreation (e.g. fitness, hockey, hiking, etc.), although with a lesser degree of intensity than in the past.

Seniors those generally over 70 years of age or who are generally associated with more passive recreational activities pursued by past generations (e.g. card playing, arts and crafts, shuffleboard, etc.).

Under-Represented Populations Vulnerable populations facing socio-economic barriers (such as lower incomes, disabilities, race) to a larger extent than that of the average citizen, which inhibits or reduces their propensity to be engaged in decision-making and/or participation in the delivery of parks and recreation services.



Developing the Foundation

To understand the findings and recommendations contained in the Parks & Recreation Strategic Master Plan, key pressures that are affecting Barrie, now and into the future, need to be identified and opportunities to address such challenges must be understood. This Section discusses a number of considerations which influence the provision of parks and recreation services and facilities in the City of Barrie. Demographics, trends and best practices, and existing municipal policies must be synthesized with the considerable input that has been provided by the community and civic representatives. Several different consultation tools have been utilized throughout the strategic master planning process in order to gain an appreciation of local issues and priorities pertaining to parks and recreation.



Key Drivers of the Strategic Master Plan

Since the preparation of the City's previous Master Plan, nearly twenty years ago, several key issues have emerged that have necessitated the development of this new Strategic Master Plan. Responding to these issues may result in the changes to the way the City of Barrie plans, develops, and implements parks and recreation services. Factors that have led to the need for the Strategic Master Plan have included (but are not limited to):



- the existing Master Plan is nearly twenty years old and is due for an update;
- evolving interests in parks and recreational activities;
- growing diversity, multiculturalism, and aging of the City's population;
- the need to manage aging infrastructure;
- changes in funding capacity and an increased emphasis on fiscal sustainability;
- growing demand for parkland and open space;
- higher expectations regarding the design, provision, and operation of facilities;
- the need to reassess service levels, provision standards, and policies for services; and
- strengthening relationships with community organizations and other partners.

Although the quality and quantity of the City's parks and recreation facilities are generally meeting needs at present, the community has identified areas that require improving particularly in the context of the anticipated population growth, intensification and the recent boundary adjustment in Barrie's south.

Benefits of Parks & Recreation

Recreation, both in an organized and unstructured form, provides individuals with numerous physical health, psychological, economic and environmental benefits which are associated with a high quality of life. Not only does participation in recreation provide opportunities for a healthy lifestyle, it also facilitates greater cognitive development, self-esteem, social interaction, economic spending, conservation of natural lands, and community vibrancy.

Community Benefits	• New leaders are supported and encouraged • Health care costs are reduced because we build healthier populations • Volunteerism is encouraged and enhanced • Youth find ways to channel their energy positively
Personal Benefits	• Sport contributes positively to physical, intellectual, social and emotional development • Increased personal health • Reduced stress and increased self-esteem • Stay independent longer
Environmental Benefits	• Residents take on stewardship roles in the protection of the environment • Enjoy the beauty of parks and open spaces while enhancing the quality of life • Focus on walkability and active modes of transport reduce reliance on cars
Economic Benefits	• New business is attracted to the City, resulting in economic growth • Tourism increases because of festivals, special events and tournaments • Increased property values

Sources: Canadian Parks & Recreation Association. The Benefits of Recreation. 1992. Canadian Centre for Ethics in Sport. What Sport Can Do, the TrueSport Report. 2008.

The Impact of Changing Demographics

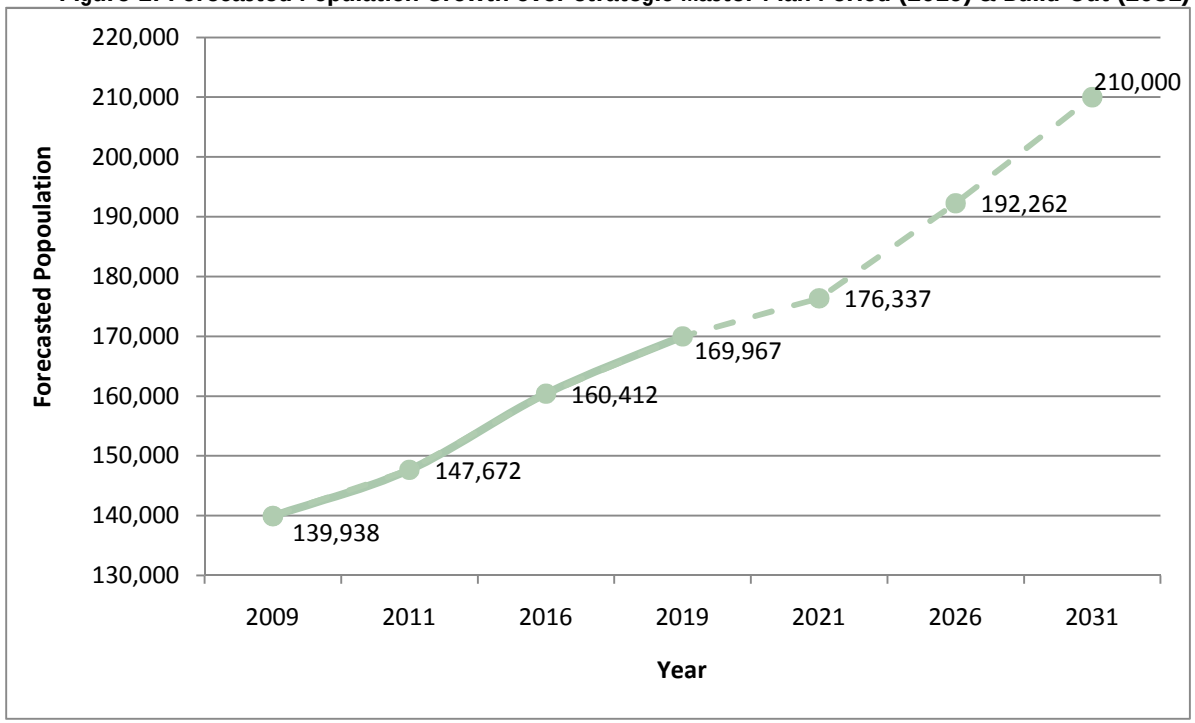
With new residents steadily arriving in Barrie, added pressures are being placed on the City's parks, recreation facilities and programs. These pressures can take the form of waiting lists for fitness classes, inability to provide enough soccer fields, added wear and tear on hard surface courts, or simply just requiring new spaces to "play."

Since the previous Master Plan was prepared in 1991, Barrie's population has more than doubled. Statistics Canada reports the City's 2006 population as being 128,430, representing a 24% increase since 2001 and a 43% increase since the year 1996. Current estimates provided by the City's Planning Services Department suggest that Barrie's 2009 population is 139,938 residents, excluding those residing in lands acquired through the boundary adjustment.

The City of Barrie is expected to experience continued growth into the future, largely based upon intensification policies established through the *Greater Golden Horseshoe Growth Plan* developed under the Province's *Places to Grow Act*. This legislation mandates that all decisions under the *Planning Act* and *Condominium Act* conform to the Growth Plan. For the City of Barrie, Schedule 3 of the *Growth Plan* establishes a build-out target population of 180,000 residents for the year 2031 based upon current (i.e. early 2009) municipal boundaries, though a recent provincial adjustment of lands to be located in the City of Barrie will add an additional 30,000 residents to achieve a total build-out population of 210,000.

The planning period for this Strategic Master Plan extends until the year 2019, at which time the population is expected to reach 169,967 (representing a growth

Figure 1: Forecasted Population Growth over Strategic Master Plan Period (2019) & Build-Out (2031)



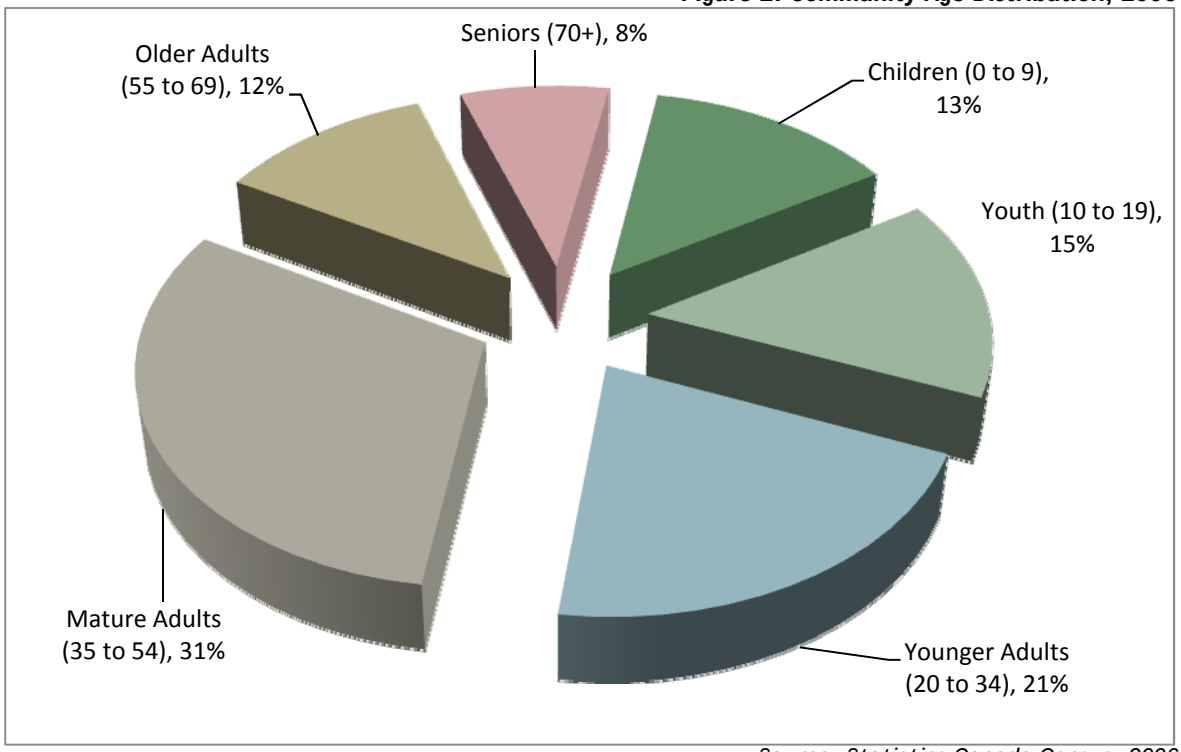
Source: City of Barrie Planning Services Department (2009); modified by Monteith Brown Planning Consultants to align with established targets

of 21% over current level). A longer term perspective will be taken in some instances to ensure that actions proposed by the Strategic Master Plan consider the timeframe shortly after the current master planning period has ended.

Age plays an important role in determining the types of activities that are pursued by residents. For example, children and teens are more likely to participate in organized active sports such as hockey or soccer than older adults, who may prefer slightly more passive activities such as personal fitness or hiking.

According to the 2006 Census, the City's median age is 35.4 years, which is considerably younger than the provincial median of 39 years suggesting that Barrie is a fairly young community. That being said, the population is aging as the City's median age in 2001 was 33.9 years, indicating that the population is becoming older. This aging of the population is a common demographic trend that is being observed across Canada and Barrie's population can be expected to continue to age throughout the foreseeable future.

Figure 2: Community Age Distribution, 2006



Source: Statistics Canada Census, 2006

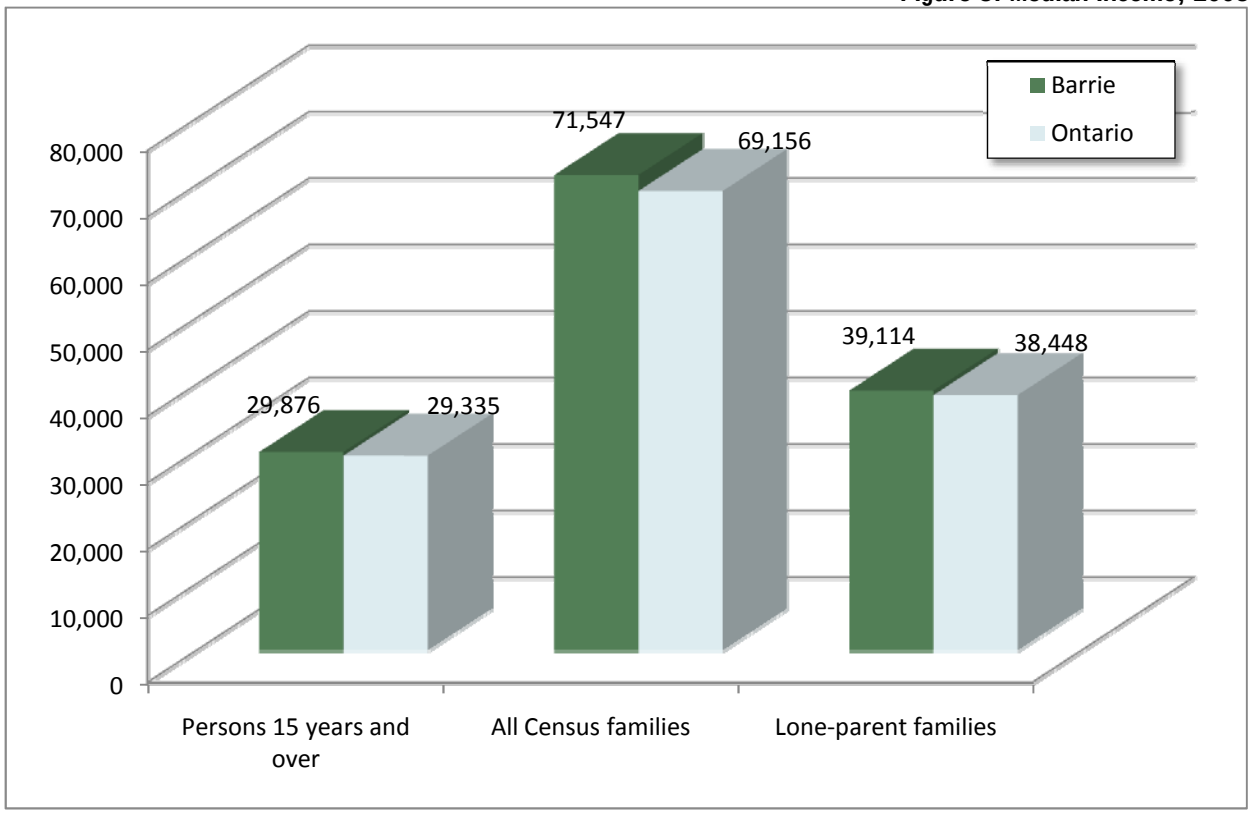
The City of Barrie is in close proximity to the GTA, which is one of the country's fastest growing regions for immigration rates. This is largely due to the fact that the GTA is home to the province's largest employment base, and contains large and established ethnic communities that are seen as social supports for newcomers. It is reasonable to expect that Barrie's population base will become more ethnically diversified as the population grows and an influx of new residents arrives to the City. This shift in socio-demographics, as with income and education characteristics, influences market demand for parks and recreation-based facility and program design. For example, demand for non-traditional sports such as cricket, rugby or bocce may increase.

Approximately 13% of Barrie's population consists of immigrants, the majority of whom settled in the City prior to 1991. About 7% of the City's population (8,520 residents) are visible minorities, with the largest visible minority populations consisting of Black, South Asian, Latin American and Chinese (in that order) according to definitions contained in the 2006 Census.

There is an abundance of literature correlating participation in recreational activities to household income. Simply put, income can be a barrier to use for households due to the cost of participating in certain activities; therefore, higher household income tends to correlate with higher participation in recreation activities. The 2006 Census records Barrie's median income for individuals as being $29,876, which is just slightly greater than the provincial median.

This may indirectly imply that local rates of participation in recreational activities are similar to the provincial average. It should be recognized that Statistics Canada reports a higher cost of living in Barrie with the local median monthly payment for a rented dwelling being 14% higher than the provincial median and the local median monthly payment for an owned dwelling being 27% higher than that of the province. This may mean Barrie's average resident may have less disposable income to spend on recreational activities as compared to the provincial average.

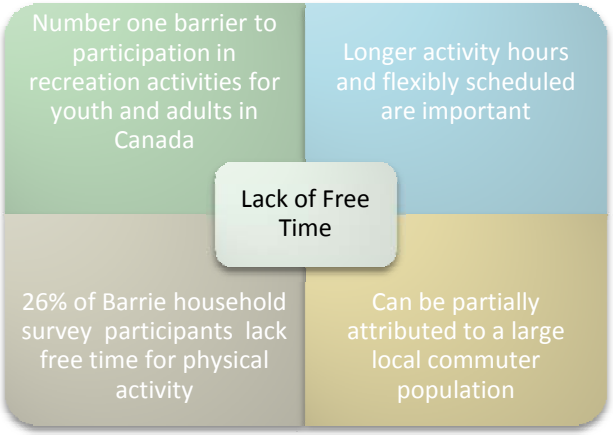
Figure 3: Median Income, 2005

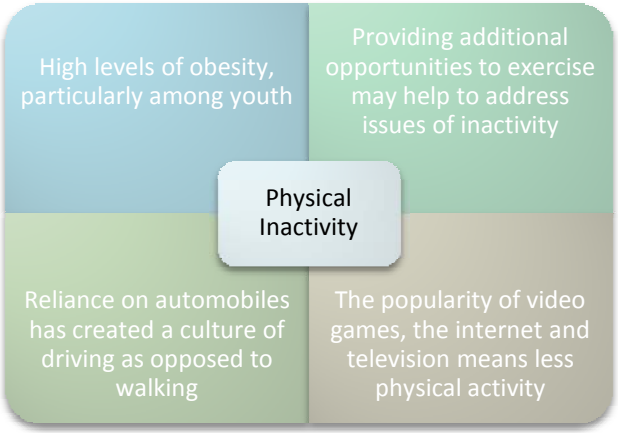


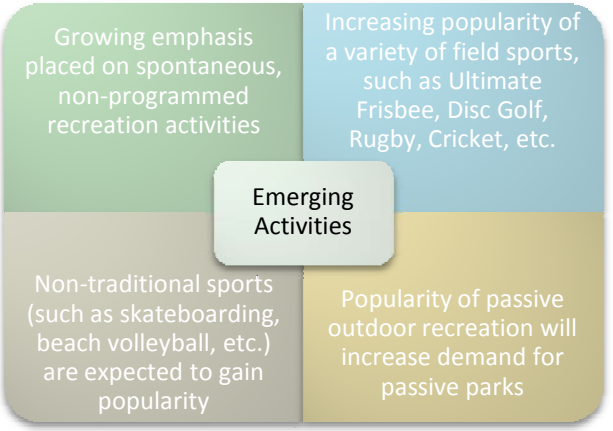
Source: Statistics Canada Census, 2006

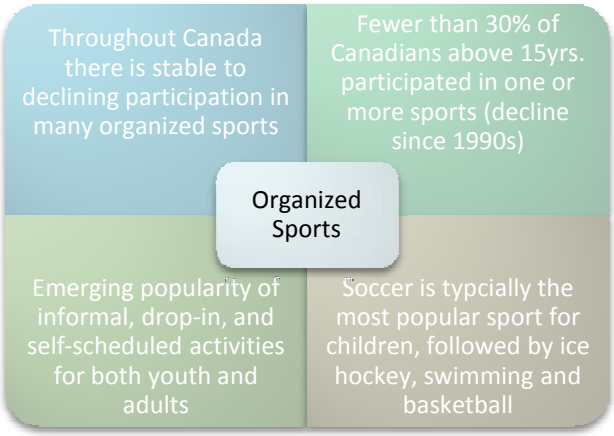
Trends in Parks & Recreation

There are a number of prominent parks and recreational trends which can influence the types and ways that facilities and services are provided to the public. These trends, when considered with other variables such as demographics and consultations with the public, can assist the City with forecasting demands for recreational activities and associated facilities.

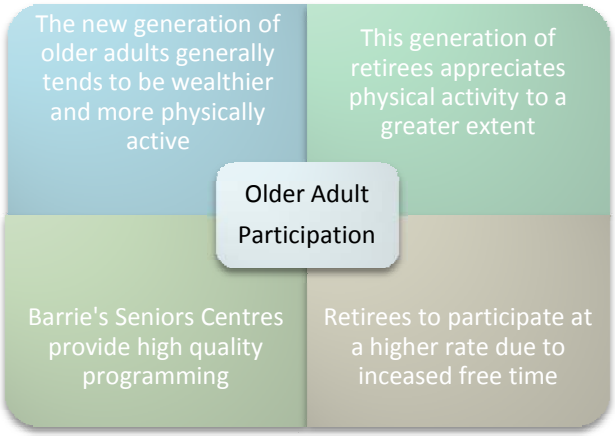














Multi-Use Facilities

- Reduced popularity of single-purpose, stand-alone facilities in favour of multi-use facilities
- Multi-use facilities are often designed with flexible spaces and potential to expand
- Barrie's facilities should be responsive and adaptive to shifting demands
- The Allandale, East Bayfield and Holly Communtiy Centres are examples of multi-use recreation facilities

Multi-Purpose Parks

- Increasing demand for multi-field parks often oriented towards holding tournaments
- Parks that can integrate spontaneous activities, family gatherings and special / community events
- Expectations of quality ancillary amenities (i.e. washrooms, drinking fountains, concessions, parking, benches)
- Park / sports field complexes combined with multi-use indoor facilities, creates hubs for recreational activities

Volunteerism

- Secondary school-level volunteer requirements present opportunities
- Concern over shortages of volunteers and volunteer recruitment, which is a national trend
- Seniors contribute largest amount of volunteer hours
- Shortage necessitates strategies to foster future volunteerism

Partnerships

- Partnerships and cost sharing relationships can efficiently address recreational needs
- Can maximize benefit for all parties, including the user /consumer
- Many municipalities view partnerships as essential to providing recreation services
- A partnership evaluation framework is necessary to guide decisions whether or not to enter agreements

Community Trails

- Walking for leisure ranks as the most popular activity for all ages
- Increasing demand for the establishment and expansion of trails
- Active Transportation advocates trail usage for recreation and daily activities
- Trails master planning can improve trail provision and connectivity

Parks/Public Space Design

- Parks are closely associated with quality of life, providing a variety of benefits to communities
- Parks are valued by all ages, especially for unstructured activities, socialization and passive recreation
- Integrating natural features that promote and enhance ecological function is a growing expectation
- The growing population places increased demands on public spaces, particularly along the waterfront

How the Community Was Consulted

The public and staff consultation program is a key foundational element in the strategic master planning process. It provides insights, attitudes and perceptions of parks and recreation services in Barrie from decision-makers, stakeholders and the general public alike.

This local research, when combined with trends from across the region and other relevant analyses, facilitates the formulation of critical decisions pertaining to the community. The Strategic Master Plan has employed a number of public participation tools including:

- Random Household Survey
- Online Submissions
- Community Search Conference
- Stakeholder / User Group Questionnaires
- Interviews with representatives of the City of Barrie and surrounding municipalities, upper levels of government, conservation authorities and regional partners
- Presentations to the City's Executive Management Team, Community Services Committee, General Committee and Council *(the latter will be scheduled upon the Plan's finalization)*
- Public Open House

These initiatives collected valuable input into the perceived strengths, challenges, needs and opportunities associated with parks and recreation facilities and services in Barrie. The findings from consultations, along with other factors, are considered in the needs assessment component of the strategic master planning process.





The Strategic Framework

The 20 Year Plan & Council Priorities



The City of Barrie takes a proactive and thoughtful approach to the provision of municipal services. Services are delivered based on the articulated needs of the residents and businesses and take into account providing quality services by maximizing the use of the tax dollar and leveraging alternate forms of revenue. It is important that the framework of the Parks & Recreation Strategic Master Plan align with appropriate municipal visions, goals and priorities in order to ensure that recommendations are supportive of the City's objectives.

Through the 20 Year Plan (i.e. the Community Based Strategic Plan)[1], Council provides a vision statement and goals that the community has had input into and staff / community groups align their services with. Barrie's vision for its community describes an environment which community opinion is sought as part of the decision making process, volunteerism is valued, residents enjoy a quality of life that is unparalleled where neighbours and neighbourhoods feel linked and enjoy common purpose. The City's vision is articulated below:

"The City of Barrie is an exciting, caring and progressive community we call home. We are committed to the growth and prosperity of Central Ontario's leading City and most dynamic waterfront community."

[1] City of Barrie. 20 Year Plan: Foundation for Our Future – Vision 2003-2023.

This twenty year vision is supported by eight key community goals:

1. Community Safety and Security
2. Economic Development to Ensure a Prosperous Future
3. Waterfront Excellence
4. A Clean and Healthy Environment
5. Government and Service Excellence
6. Maintain and Enhance Barrie's Premier Lifestyle
7. Transportation
8. Plans for Our Future



In order for the corporation to respond to and deliver on the community wide goals, Council developed strategic priorities in its 2007-2010 Strategic Plan[2] to ensure that employee efforts and resources are focused. These priorities are to:

1. Attract and retain business for Barrie.
2. Ensure a balance approach to growth management.
3. Position Barrie at the forefront of environmental issues.
4. Increase fiscal responsibility to ensure controlled spending and the best value for the tax dollar.
5. Initiate an infrastructure renewal program to prioritize rehabilitation and the repair of roads, pipes and other City assets.
6. Implement revitalization plans for the City Centre
7. Ensure Proactive communications with the public and increased opportunities for citizen engagement.
8. Influence senior levels of government to take responsibility for downloaded services.
9. Enhance public spaces throughout the City.
10. Encourage culture as an economic driver.

The delivery of parks, recreation, and facilities supports and is very much aligned with the strategic objectives to attract and retain business, balance growth, protect and steward the environment, provide value for the tax dollar, deliver on infrastructure renewal of its facilities, parks and waterfront, engage the citizenry, enhance public spaces and encourage culture as an economic driver.

[2] City of Barrie. Council's Strategic Priorities 2007-2010.

A Mission Statement for Parks, Recreation & Facilities

The delivery of parks and recreation services in the City of Barrie serves the public in providing and facilitating a wide range of environmental, creative and active experiences. Parks and open space, programs and facilities are well utilized and the public hold the services in high regard. In times when resources must be well justified, it is important to be clear about the work of the departments, and the alignment with city-wide priorities. Articulating priorities will assist municipal staff in placing resources and strategy development where they are needed and will be most effective.



The provision of parks, recreation and facility services is administered through branches of three departments; the common purpose is to enhance the quality of life in Barrie. The users of public spaces, programs and facilities are the same users; the public. It is therefore appropriate to articulate a common mission statement.

A mission statement describes what the Departments involved in the delivery of parks and recreation are responsible for, who the benefactors are and how the organization carries out its work. The following Mission Statement guides parks, recreation and facility services based upon alignment to the overall strategic framework set for the City of Barrie:

Barrie Parks, Recreation and Facilities Services contribute to the quality of life and a healthy and sustainable community through the provision of facilities, open spaces and active and creative choices. We are exciting, caring and progressive.

Service excellence continues to be a clear focus of most municipalities and government agencies in Canada. Local government is viewed as the" frontline" service provider with a vision to ensuring that the respective governance and administrative models are visionary, forward thinking, transparent, responsive to community needs and makes a difference in addressing community issues.

Priority Areas for Parks & Recreation

The Parks & Recreation Strategic Master Plan has identified seven priority areas where the collective efforts of parks, recreation, and facilities will need to provide specific focus and identified resources in order to embrace a philosophy of continuous improvement and better serve the residents of Barrie. These priority areas are built off the Community and Council Strategic Plans, in conjunction with the themes established through community consultations conducted for this Strategic Master Plan.

Proactive Leadership
- Maximize key systems and policies in order to make the Departments most effective

Excellence in Customer Service
- Focus on the needs of our customers in order to reduce barriers and increase participation in parks, recreation and leisure

Embracing an Integrated Service Delivery Approach
- Work better collectively in addressing areas of common concern

Program & Service Priorities
- Address specific program and service priorities centering on youth, older adults and inactivity and obesity

Including Under-Represented Groups
- Take a proactive approach to including under-represented groups in Barrie

Asset Management
- Protect and enhance the physical assets that allows for full community participation in parks, recreation and leisure pursuit

Environmental Protection & Stewardship
- Protect and sustain the environment through greening strategies and stewardship efforts

The priority areas are largely complementary and are not mutually exclusive; as such, they should be read together as a set and it is expected that the City will utilize these priorities when making future decisions relating to the delivery of parks, recreation and facilities.

How to Read the Strategic Master Plan's Recommendations

The following sections are organized by Priority Areas for Parks & Recreation, as described in the previous page. Recommendations have been developed and aligned with their respective Priority Area, and are presented alongside an indication of timing and resource implications, as shown in the example below.

Topic Area	Goal 1: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Describes the area of relevance or service for the municipality	*X.1 Describes the recommendation / action to be undertaken*	*Articulates the City Departmental Section(s) responsible for implementation* *LTF → Leisure, Transit & Facilities* *ENG → Engineering* *OPS → Operations* *FIN → Finance* *CAM → Community Asset Management*	*Describes the anticipated timeframe of implementing the action*	*Describes implications to the City which are associated with implementation of the action (e.g. financial, staffing, etc.)*

Timing of recommendations has been assigned by four key periods within the ten-year strategic master planning horizon:

- Short-Term → 2010 to 2013
- Medium-Term → 2014 to 2016
- Long-Term → 2017 to 2019
- Ongoing → 2010 to 2019 (i.e. over the entire planning period)



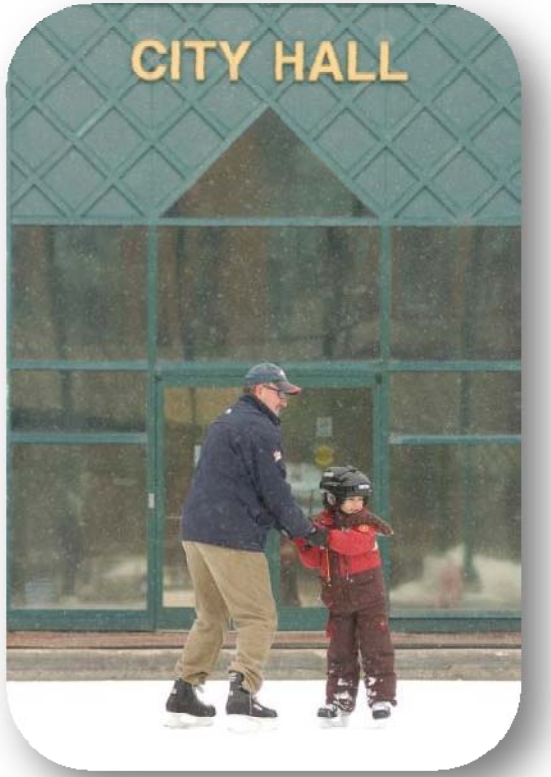
Timing assignments have been based upon present municipal conditions, however, they are subject to revision as the City implements the Strategic Master Plan. For example, timing may be changed based upon population growth being realized differently than envisioned in this Plan, municipal budget availability or constraints, staffing resources, etc. To ensure that recommendations align to future circumstances, an update to the Strategic Master Plan is required after five years have elapsed.

Resource implications will be developed with City Staff and are considered to be preliminary estimates. Implementation of recommendations will be attained through annual budgeting exercises, and are subject to further refinement. Any costs identified are identified in 2009 dollars. Resource implications will be developed after presentation of the Strategic Master Plan's recommendations to the Community Services Committee and the public.

Goal 1: Proactive Leadership

"To maximize key systems and policies in order to make the Departments most effective."

Successful recreation and parks organizations are flexible, creative and dedicated to constantly deliver maximum quality, value and top-notch customer service. In doing so, these organizations focus on achieving results in the areas of their work that are most likely to have the most influence on successful performance. In striving to be innovative, efficient and customer focused, results oriented organizations adjust their management systems and operating protocols in response to changing environments and escalating expectations of their constituents.



Collaboration between Recreation Facilities and Parks Services

A seamless and functional relationship between the Recreation and Facilities Branches is important in creating an environment in which patrons of the Department's services can be assured of a pleasant and fulfilling recreation experience. While the mandates of the Units may appear quite different (program and service delivery vs. facility development and operations), the activities of both groups have an equal and direct influence on the Department's ability to meet consumers' expectations.

As a consequence of the intermingling of roles and responsibilities, the Units should collaborate on all matters related to program development and facility operations. For example, by being involved in the process of developing a new program, Facilities staff could provide input about the endeavour's impact on space or room scheduling, equipment requirements, personnel deployment, etc. before the program is introduced. Similarly, the Recreation Branches could provide useful suggestions and guidance about Guest Service procedures that influence program participants or other community centre patrons.

Effective and meaningful collaboration is more than attending meetings. It is a managed activity that engages individuals and groups in strategic planning, priority setting, systems design, implementation and evaluation. The working relationship between the Units should

be reviewed with the view of establishing a structured mechanism that systematizes collaboration.

Adopting a Community Development Approach

Over the years the City has developed useful connections with user groups and community organizations. In large part these relationships have been shaped by the individual needs and competencies of the groups and therefore there is not much uniformity in the nature of the relations that the Department has with its community partners.



A standardized community development initiative would offer a more structured method of involving community groups in the development and delivery of recreation services and programs. Normally, a structured community development approach entails proactively engaging groups in most phases of program planning, design, delivery and evaluation. Community groups help to identify issues and goals and then make collective commitments to produce positive solutions. Typically, a functional community development approach stimulates partnerships, networks and collaboration at all levels of program designed and delivery. Furthermore, shared decision-making between municipal staff and key stakeholders helps to foster a degree of ownership and empowerment amongst community partners. As the City grows and the demand for increased programming expands, community organizations could assume a more significant role in certain aspects of the City's recreation services system. Applying the principles of a community development approach would strengthen the Department's relationship with its partners and increase community capacity.



Proactive Planning

Provincially, the "recreation services business" is evolving in sync with changes in community demands, consumer preferences, recreation and sport participation trends etc. Locally, Barrie's growth and changing community profile will challenge the Department with a variety of issues that will influence the number and type of facilities and programs that are necessary to meet current and future community requirements. The Department should have ready access to pertinent data and information to help plan for appropriate responses to changes in the recreation environment. Furthermore, tracking local trends and analyzing performances in key result areas would help the Department learn from its successes and identify areas

where improvement is required. To ensure that these important functions are systematically and continuously addressed, the Department could assign the monitoring and analyzing function to designated staff (an individual or team) that would be responsible for a particular area of interest. By formalizing its approach to proactive planning the Department would be well positioned to stay current with the global and local recreation industry and equipped to anticipate and respond to the need for adjustments to its inventory of programs and services. It is encouraging to note that a Policy and Planning staff person was approved as part of the 2010 Business Plan.



As additional facilities have come on line and as new services have been introduced, the Department has begun to embrace an open approach to planning and development. While there will always be room for improvement, staff report recent progress in breaking down functional silos and an effort to engage in inclusive dialogue. There are now regular meetings between the Facilities and Recreation Units to discuss operational issues and areas of mutual interest. This new openness offers a useful platform for continuous improvement.

Recommendations – Goal 1

Topic Area	Goal 1: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Collaboration Between Departments	1-1. The Departments should build on recent successes and adopt a standardized system through which the Parks, Facilities and Recreation Units collaboratively plan and execute a seamless recreation and parks service delivery system.	LTF – Policy & Planning	Ongoing	Staff Time
	1-2. The Departments should articulate service standards for each discipline and have these service levels approved by Council and posted on the City website to provide transparency.	LTF/ENG/OPS	Short-Term	Staff Time
	1-3. The Departments should develop staffing standards in order to support the existing service levels and anticipate for growth in programs, services and facilities.	LTF/ENG/OPS	Medium-Term	Staff Time and/or Professional Fees
Adopting a Community Development Approach	1-4. The Department should embrace the principles of a community development approach and where possible incorporate a more community based model in certain areas of its program and service delivery system. Once fully implemented, this could	LTF – Policy & Planning	Ongoing	Staff Time and/or other contributions (e.g. expertise, financial, etc.) to

Topic Area	Goal 1: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
	result in: o activities that are grounded in a set a values articulating the worth and capacity of people working together for mutual goals; o the community's participation in determining required services, service goals, service delivery issues and appropriate responses; o shared decision-making related to issues that are mutually important to the community and the Department; o new types of partnerships and alliances with community organizations that have interests in specific recreation service areas; and o a sense of empowerment by community partners through providing meaningful contributions to the recreation delivery system.			community partners
Proactive Planning	1-5. The Department should assign the responsibility of trend tracking and data analysis to the newly created Policy and Planning position that would produce information and advice to guide proactive planning. The trend analyst would focus on: o global, industry wide issues that should inform Departmental planning; o provincial information that would be helpful in establishing operational standards and procedures, such as compliance with legislative requirements; and o community and neighbourhood requirements that should be considered when developing the program and service inventories that are specific to certain jurisdictions of the City or that are unique to certain Community Centres.	LTF – Policy & Planning	Short-Term	Staff Time

Goal 2: Excellence in Customer Service

"To focus on the needs of our customers in order to reduce barriers and increase participation in parks, recreation and leisure."

Throughout the province, consumers of public recreation services are more sophisticated and demanding than ever before. Patrons of recreation facilities and program participants seem to be expecting new degrees of service treatment that is well beyond traditional norms. Furthermore, newcomers to communities often bring with them expectations that are based on what they had experienced elsewhere.



The importance of a well managed quality-focused customer service system cannot be overstated. Top performing recreation, facilities and parks service departments acknowledge this by allocating sufficient resources as well as an appropriate number of well trained staff to fulfill the service expectations of their clientele.

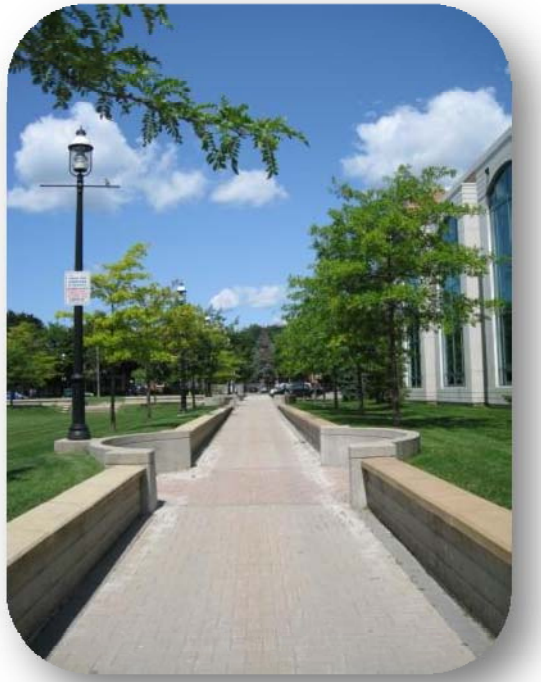
How a person is treated often frames his/her perception of value of the service as much as the quality of the program or the nature of the facility that the customer uses. Consequently, progressive organizations are placing greater emphasis on their ability to meet their patrons' service expectations. These organizations also realize that the consistent delivery of quality customer service is a planned activity that must be carefully managed and effectively coordinated. They also recognize that they must devote at least as much time on the "people side of the business" as they do on the technical and procedural aspects of providing facilities and services. Therefore, they split their planning and implementation energies between:



- creating systems, procedures, practises and controls to deliver quality services; and
- training and assisting service personnel to adopt attitudes, behaviours and verbal skills that will effectively meet customers' expectations.

Effective Systems, Practices and Procedures

The "business" of parks and recreation service delivery is rapidly evolving, which means that progressive Departments must be flexible in adopting methods to manage and control their day-to-day activities. Successful parks and recreation organizations recognize that management and operating techniques must be revised over time in response to shifts in corporate culture or changes in market conditions.



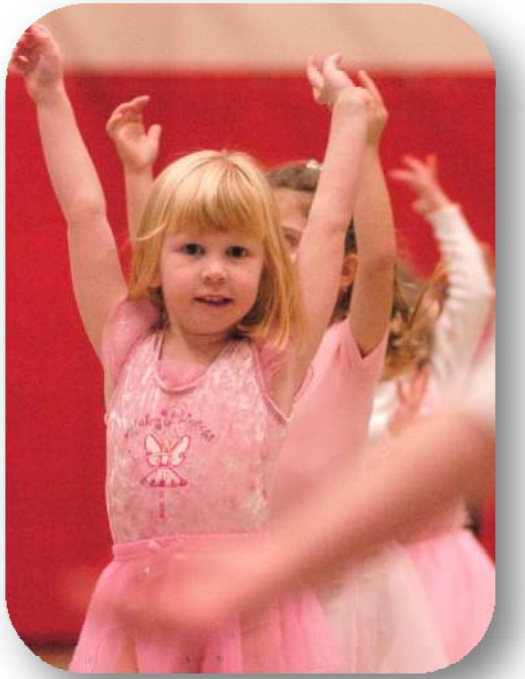
Most successful service organizations establish standard business processes to make sure practices, policies and procedures are consistently applied throughout all levels of the organization. These standards generally set-out "how we operate" to ensure that the most up-to-date practices are employed regardless of time pressures or other impediments that sometimes get in the way of the application of proper management techniques.

Appropriate management and operating systems should take full advantage of operating synergies, cross-marketing opportunities, cost containment techniques and other benefits associated with adopting standardized practices and procedures. Sometimes, departments utilize a team approach to identify potential target areas or specific problems requiring resolution. This generally requires the dedication of time and resources to facilitate planning (e.g. regular meetings involving the management team, planning sessions, annual planning retreats, etc.). Committing to this type of regiment can be a useful method of ensuring that staff is in the best position to respond to changes in consumer and corporate demands and that the department continues to take full advantage of necessary skills and expertise to fulfill its mandate.

It is notable that the Facilities and Recreation Units largely "serve the same customers". Therefore, it would seem reasonable that collaborative planning and the development of joint service delivery mechanisms should be examined and that cooperation between the Units should be fully maximized. In practical terms, this would mean allocating adequate time to collectively plan and to ensure that the appropriate people are involved. For example, the guest services desk is an important hub of activity at Barrie's community centres. Practices, procedures and controls that are employed at the desk will have an influence on the scheduling of facilities, the allocation of equipment, effective program delivery and the quality of customer service. Therefore, personnel from both Units should be involved in the development of the procedures employed at the desk to ensure that issues that overlap

between Units can benefit from joint planning. This type of interaction is becoming more frequent but could be formalized in a standardized planning framework.

Creating effective service delivery models starts with a sound strategic plan, the development of thoughtful service priorities and the application of meaningful policies, practices and procedures. Innovative organizations adopt effective systems that focus on progress and that maintain a keen focus on meeting customers' needs. Barrie's management systems should emphasize the following concepts.



- *Working together as a Team* - regardless of their area of responsibility, all staff should fully understand the Department's philosophy and raison d'être. Through training, collaboration and cooperation, staff will be expected to support one another, share responsibilities, respect the contributions of other individuals or service units and work towards a common purpose.

- *Empowered accountability* - basic guidelines should establish the boundaries within which each service area will operate. Within the context of these ground rules, staff should be empowered to make decisions and take action and be empowered to take thoughtful chances with the knowledge that they will be accountable for their performance.

- *Financial accountability* - financial sustainability is a key factor of success and financial parameters are usually set out in a business plan that is a precursor to budget submissions. Staff with responsibilities and control over revenue and cost aspects of the plan should understand their level of accountability and the implications of falling short, reaching or exceeding business plan estimates.

- *Creativity* - as the parks and recreation services environment changes, it will be up to the Department to innovate, create and adapt itself in response to the needs for new types of services, facilities and programs.

- *A Flexible and dynamic process* - effective business systems are flexible and adaptable to respond to changes in the marketplace, adjustments in the business environment or new priorities developed by senior decision makers. Effective models value consumer input into the process - meaning the Department would engage the community in order to enhance its responsiveness to community needs.

A Framework for Evaluating Partnerships

Municipalities that have successfully implemented alternative service delivery approaches suggest that a standardized framework is helpful in choosing the most appropriate delivery strategy as well as measuring the capacity of potential service providers. Furthermore, a pre-set process allows for the department to pro-actively pursue and cultivate relationships with community groups and makes service delivery decisions more transparent.

Barrie's relationships with its community partners are important to the process of fulfilling the City's service delivery goals in the most fiscally responsible fashion. Currently, the City assumes a "direct" program delivery role for certain aspects of its service and program inventory (e.g. arenas, camps, fitness facilities, aquatics, etc.). The City also collaborates with community groups and external organizations – referred to as "indirect" service delivery – to facilitate the delivery of programs and services. Examples of these types of groups include the YMCA, Georgian College as well as sport delivery associations. Discussions with staff suggest that a standardized framework to decide upon the most appropriate delivery approach would help to systematize decision-making.

Throughout the Parks and Recreation Strategic Master Plan, partnerships are a key theme in the effective delivery of programs and services. Whether it be in collaboration with community organizations, local institutions, conservation authorities, school boards, or the private sector, the entire community benefits from the collective expertise of facility and service delivery providers working together towards a common goal.

Figure 4: A Standardized Partnered Service Provision Framework

Criteria	Decision		Response
Is the project consistent with the municipal mandate and service philosophy?	Yes ▼	No ►	Do not consider municipal involvement in the project.
Is there a municipal role to play in providing the program or service?	Yes ▼	No ►	Do not consider municipal involvement in the project.
Is there demonstrated need for the proposed service or program?	Yes ▼	No ►	Do not consider municipal involvement in the project.
Does the proposed service or program conform to the municipality's strategic priorities and is it within long-term capital and/or operating budget forecasts?	Yes ▼	No ►	Either do not consider municipal involvement in the project or consider alternative forms of capital financing or ongoing funding sources.
Can specifications ensure that the community group will conform to the Department's vision, mandate, values, strategic priorities and service standards?	Yes ▼	No ►	Consider providing the service using a traditional municipal self managed approach (direct).
Can financial and liability risks be reasonably mitigated through an arrangement with the group?	Yes ▼	No ►	Consider providing the service using a traditional municipal self managed approach (direct).
Are there suitably qualified or properly equipped individuals within the group who are willing to provide the service or program and comply with legislation and policy requirements?	Yes ▼	No ►	Consider providing the service using a traditional municipal self managed approach (direct).
Can the delivery responsibility of the service or program be assigned to an organization on a sole source basis?	Yes ▼	No ►	Issue a Request For Proposal or other procurement process specified by purchasing policies.
Is there consensus regarding the terms, conditions, standards of delivery and responsibilities of the community organization?	Yes ▼	No ►	Negotiate a mutually acceptable operating and performance standards with a community organization.
Establish a relationship with a community organization (standardized agreement) for the delivery of the program or service and adopt a mutually agreeable evaluation/monitoring system.			

Recommendations – Goal 2

Topic Area	Goal 2: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Customer Service Frameworks	2-1. The Department should develop a standardized customer service management system beginning with the following basic activities: o identify customers' needs, expectations and requirements; o prioritize needs and determine what is most important to individual customers and groups of customers; o analyze existing service delivery methodologies and identify gaps; o strategize about how gaps can be filled; and o develop and implement an action plan and monitor performance. The customer service management system should include the following elements: o written standards of performance that specify the expectations of all personnel that have contact with customers; o a performance review and improvement system; o an orientation and "new hire training system" that indoctrinates new staff with the Department's expectations regarding their customer service performance; o a customer complaint and tracking system; o information sessions and training initiatives that help all layers of staff recognize their contribution to the service experience of facility patrons or program participants; o continuous staff training and professional development opportunities including instruction on change management techniques; and o a communication system that ensures the effective and timely transfer of relevant information between the Facilities and Recreation Units.	LTF – Policy & Planning	Short-Term	Staff Time, Capital and Operating Costs, and/or Professional Fees associated with developing the management system

Topic Area	Goal 2: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
	2-2. The Department should adopt a Matrix Model of Accountability in areas of its business where staff has responsibilities that fall within the purviews of both the Facilities and Recreation Units. For example, Guest Services representatives report to the Facilities Unit. However, these individuals are extremely important to the customer service experience of program participants. Therefore, while the Guest Services Team would continue to report to the Facilities Unit Manager, Guest Services representatives would be accountable to the Recreation Unit for program related issues.	LTF – Policy & Planning	Medium-Term	Staff Time to develop and implement the Matrix Model
Staffing	2-3. The Department should adopt a Manager on Duty strategy for its Community Centres to ensure adequate facility supervision during evenings and weekends.	LTF – Facilities Operations	Short-Term	Staff Time & Compensation Costs
	2-4. The Department should hire a fulltime Guest Services Coordinator to supervise the Guest Services Team and provide increased controls over the financial and functional activities that occur at the Guest Service desk. This recommendation is also intended to match employment status of the individual with the degree of accountability that is associated with guest services (i.e. cash offs and reconciliations, cash deposits, complaint and conflict resolution, liaison between Facilities Unit functions and programs delivered by the Recreation Unit, etc.).	LTF - Administration	Short-Term	$60,000 annual salary plus benefits

Topic Area	Goal 2: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Effective Systems, Practices and Procedures	2-5. The Departments should engage in a "process mapping" exercise to identify the areas of responsibility and points of contact between all staff members and their two groups of customers (i.e. external customers represented by facility patrons, program participants, community organizations; and internal customers represented by staff, colleagues, contractors and service partners). The results of the study should be used in determining the most appropriate delegation of responsibilities, lines of authority and should act as a guide for assessing the relevance of staff job descriptions. As necessary, job descriptions should be revised. It is noted that implementation of this recommendation may result in structural realignment.	LTF – Policy & Planning	Medium-Term	Staff Time and/or Consulting Fees
	2-6. Based on the results of the process mapping study, the Departments should assess the skill sets that are necessary for each staff person to effectively meet the needs of his/her customer groups. Where necessary, the Department should provide professional development and training for staff needing enhanced skills.	LTF – Policy & Planning	Long-Term	Staff Time
	2-7. The Departments should centralize the oversight responsibility associated with legislative compliance. In so doing, the Department should assign the responsibility to an individual who would identify provincial and federal legislation that should be considered when developing Barrie's operating standards and procedures. Additionally, a monitoring mechanism should be created to ensure the municipality remains compliant with all legislative requirements.	LTF – Policy & Planning	Medium-Term	Staff Time or Possible New Staff Position ($45,000 annual salary)

Topic Area	Goal 2: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
	2-8. The Departments should establish a Staff Committee or Team that would, over time, develop standardized systems, controls and practices for all areas of work that were identified through the process mapping exercise. At a minimum, the standardized systems and practices should deal with staffing standards, risk management, health and safety, cash controls, deposits and handling, guest services procedures, communication between staff, consistent implementation of the customer service management system, etc. Each system, control and practice should be documented and made available to all staff members either in written or electronic format.	LTF – Policy & Planning	Long-Term	Staff Time
	2-9. The Departments should develop a standardized approach for dealing with facility or room renters. The approach should balance the needs of renters (i.e. understanding the relative roles and responsibilities associated with setup, supervision and cleanup, convenient access, necessary support, etc.), while protecting the City's interests (i.e. ensuring the space is ready for the next renter, staff time allocated to supervision, liability associated with providing keys to renters, etc.).	LTF – Facilities Operations	Short-Term	Staff Time
	2-10. The Department should adopt a standardized partnership framework that sets out the methods Barrie should employ to identify partnership opportunities, select the most appropriate partnership structure and choose the most capable partner. The framework should also establish a standardized process through which the City would deal with unsolicited proposals from community organizations or the private sector.	LTF – Policy & Planning	Short-Term	Staff Time

Goal 3: Embracing an Integrated Service Delivery Approach

"To work better collectively in addressing areas of common concern."



In order to deliver on the recreation, facilities and parks needs in the City of Barrie, the three Departments must be focused to serve and engage a similar base of community groups, neighbourhoods, residents and businesses. Coordinated efforts are made to respond to common issues and emerging trends on an as needed basis. Communication in and amongst the departmental staff is critical in order to provide services consistently and equitably through the agreement on priorities. The Departments work collectively to a certain extent but efforts to take an integrated approach to service delivery could maximize resources and streamline efforts. The departments work independently in some cases with the same community partners to deliver on the mandate of providing recreation, facilities and parks services to all residents. Many initiatives are planned based on evidence that specific programs and services will meet neighbourhood and community needs without consultation with departments with like customers.

In an effort to streamline resources and focus on priorities in government, many models have emerged; the most successful being the models that recognize the power of the collective - staff departments, community partners and agencies working together to address pressing community issues. The lesson has been learned that working in isolation often leads to duplication and ineffective approaches to community issues. This collective approach is considered as an Integrated Service Delivery Model (ISD) to a certain degree. Staff would still have the function of looking after their respective responsibilities in their departments and to deliver on service mandates but at the same time work collectively with other departments and agencies to address specific initiatives.

"The model recognizes the failure of traditional hierarchical government organizations to successfully deal with the complexity and interaction among many of the tough social and economic challenges facing societies and the inability of individual agencies or governments to interconnect and reach out to wider community-based stakeholders. The model also seeks to avoid the inefficiencies inherent in earlier efforts to reorganize government agencies into

large units by focusing on engaging agencies in joint problem solving without wasting time on reorganization or re-establishment of formal authorities."[3]

ISD relies on and recognizes the capacity of individuals, organizations, agencies and neighbourhoods to interact creatively to develop innovative approaches and utilize available resources to address emerging and existing social issues and the multi-dimensional needs of the community and also recognizes the role of each organization to provide their own continuum of services that serves their respective stakeholders and residents.



Integrated Service Delivery is not a wholesale change for the departments involved in service delivery. Many existing initiatives involve groups of stakeholders meeting to work collectively on projects. It is suggested that the departments develop integrated Service Delivery Models with respect to a couple of the service priorities and goals as previously stated in this report (e.g. inclusion of under-represented groups, development of a greening strategy, etc.).

Recommendations – Goal 3

Topic Area	Goal 3: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Implementing an Integrated Service Delivery Model	3-1. Adopt an integrated service delivery model for key projects and initiatives requiring expertise from varied departments and community organizations.	LTF – Policy & Planning	Short-Term	Staff Time and/or Consulting Fees
	3-2. Provide training to staff on awareness and the effective implementation of an integrated service delivery model.	LTF – Policy & Planning	Short-Term	Staff Time
	3-3. Apply the integrated service delivery model to two of the priorities housed in the Master Plan as a pilot to the end of greater effectiveness and efficiencies.	To be determined	Medium-Term	Variable dependent upon pilot projects chosen

[3] Goldsmith and Eggers, 2004. Kettl, 2005.

Goal 4: Program & Service Priorities

"To address specific program and service priorities centering on youth, older adults and inactivity and obesity."

Youth

The youth market remains a core focus of the City, despite burgeoning demands associated with growth in older adult and seniors populations. Addressing the recreational needs of children and youth is critical to their personal health and development, as participating in some forms of physical activity can reduce the propensity for certain youngsters to be overweight or become involved in undesirable behaviours (e.g. crime, alcohol and drug abuse, etc.), while helping to stimulate cognitive development and nurture self esteem.

The spaces and programs required to address youth needs are highly varied and constantly evolving. Growth in the number of individuals within this age segment will necessitate continued emphasis on active recreational facilities such as sports fields, spray pads, day camps, etc. Youth between the ages of 10 and 19 accounted for 15% of Barrie's population in 2006, a proportion which has grown slightly since 1996 according to Census data.

National trends suggest that the number of youth engaged in unstructured, drop-in types of activities is increasing, while youth participation in organized activities is generally declining.

Older Adults & Seniors

The aging population trend being observed in Barrie will become a major pressure point in the delivery of recreation facilities and services. According to Statistics Canada Census data, 20% of the City's population were over the age of 55, and this proportion is expected to grow in the future in line with the provincial trend. The difference between the older adult age group (generally 55 to 70 years of age) and the senior's market (over 70 years of age) is characterized in the Glossary of Terms at the start of this Plan.



The clear message for trends relating to the new older adult is that 'one size does not fit all'. Not only will the next generation of older adults be more culturally diverse and physically fit, but many will have the financial resources to participate in any type of activity or program they choose. The active living concept and a great focus on the mind, body and soul will need

to be reflected in the types of programs and services offered as the Baby Boomer population ages. An example of the growth in active living is the rise in participation rates for both yoga and Pilates by older adults.

This new generation of older adults is predicted to cycle through periods of work and recreation. While they may retire from their 'career', many will go on to work part-time or start new endeavours. This may shift the traditional hours at which municipal services, facilities, and programs need to be offered, although it is recognized that many older adults will have more flexible working hours which will still impact day-time usage of facilities. Furthermore, older adults who are "living green" may generate demands for facilities and programs in non-peak hours as this segment may be more likely to use non-motorized transportation and public transit during the daytime when roads and transit services are less congested.



Inactivity and Obesity

Canada is facing a national health care crisis caused by a combination of physical inactivity, increased time in front of the television, computer screens and video games and poor eating decisions within most populations across the country. The combined effect of these unhealthy lifestyle choices has resulted in a dramatic rise in the number of obese and inactive Canadians. While historically these conditions were restricted to adults, it is now becoming increasingly apparent that young Canadians are not active enough to sustain adequate health levels over their lifetime. In fact, there is an increasing body of evidence that suggests that for the first time in history, the current younger generation will not have the longevity or quality of life enjoyed by their parents.



Federal, provincial and municipal governments are responding to this issue by developing strategies to increase awareness about opportunities for greater participation in regular physical activity, as well as to encourage individuals to make wise food choices. The notion of being physically active and maintaining healthy weights through proper diet has become main stream. Barrie has become part of the growing movement that has been initiated by senior levels of government as well as organizations with a mandate to promote and/or support healthy living behaviours. At the very least it will be important to be aligned with existing initiatives that can help to encourage residents to eat healthfully, be physical active

or to participate in recreation and sports endeavours. Barrie Recreation, Facilities and Parks Services can make a meaningful difference in the lifestyle choices of the residents over time.

Recommendations – Goal 4

Topic Area	Goal 4: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Early Childhood Development	4-1. Spaces for drop-in children's programming and supervision should be included at all new and existing multi-use community facilities in order to expose children to physical and social activities at an early age, while also facilitating convenient access for caregivers who may not otherwise use City facilities due to an inability to find adequate child supervision. It is recommended that the City refrain from entry into providing licensed childcare.	LTF - Recreation	Ongoing	Variable Capital, Operating & Staffing Costs depending upon number and programming of facilities
	4-2. Continue to develop innovative programming for early childhood development that are targeted to encouraging physical activity, exposure to arts and cultural activities, healthy living, and cognitive/social development among children and/or their caregivers.	LTF - Recreation	Ongoing	Staff Time
Youth	4-3. Develop a Youth Strategy to ensure that youth engagement and empowerment and the resulting benefits to youth and the community continue to be a priority.	LTF - Recreation	Short-Term	$45,000 for Consulting Fees
	4-4. Apply for the designation of a "Youth Friendly City" through the Play Works collective in order to promote its successes in engaging youth and to address any gaps in the provision/enabling of youth services.	LTF - Recreation	Short-Term	Staff Time
	4-5. Inventory and promote <u>all</u> opportunities available for youth utilizing technology and local neighbourhood communications vehicles.	LTF - Recreation	Short-Term	Staff Time & Applicable Marketing Costs

Topic Area	Goal 4: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
	4-6. In conjunction with Barrie Youth Centres, local school boards and other community-based providers, continue to develop and deliver innovative programming to the youth population with an added emphasis on program development geared to the 15 to 18 year market. New programs and spaces should be designed with input received from local youth in order to remain apprised of their preferences.	LTF - Recreation	Ongoing	Staff Time & Applicable Program Costs (variable depending upon number and scale of new programs)
	4-7. To address youth needs in residential lands recently obtained by the City's recent boundary adjustment, the provision of a dedicated youth space is recommended as part of the proposed south-end multi-use community centre (see Recommendation 6-6). It is recommended that the space be designed in collaboration with Barrie Youth Centres and local youth.	LTF – Facility Planning & Development	Medium	Capital - $275 per square foot Operating – variable dependent upon size, scale, and staffing
Older Adults	4-8. Include park amenities such as shade, water and washrooms to accommodate use by older populations when designing new and refurbishing existing parks, trails and green spaces.	ENG – Parks Planning	Ongoing	Variable Capital, Operating & Maintenance Costs
	4-9. That staff consider eliminating reduced rates for older adults in the 55 – 65 year age range and offer financial assistance for those who cannot afford to participate in programs and services.	LTF – Policy & Planning	Medium-Term	Reduction in Program Revenue from the subsidy
	4-10. Develop an Older Adults Plan to address the changing needs of residents over 55 years of age and an anticipated increased demand due to the aging population.	LTF - Recreation	Short-Term	$75,000 for Consulting Fees
	4-11. Continue to develop and deliver innovative programming to the older adult and seniors populations. Programming and supporting spaces should be designed in collaboration with local older adult and seniors representatives in order to ensure that the desired spectrum of opportunities is provided to the greatest extent possible.	LTF - Recreation	Ongoing	Staff Time & Operating Costs associated with development and delivery of programs

Topic Area	Goal 4: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
	4-12. Existing recreation facilities should be examined for their ability to be adapted to accommodating such programming through enhancements of the space. Furthermore, the City should incorporate dedicated space for older adults as part of the proposed multi-use community centre (see Recommendation 6-6) in order to effectively complement the indoor aquatics centre and fitness centre which are also recommended at this facility.	LTF – Facility Planning & Development	Ongoing	Capital - $275 per square foot Operating – variable dependent upon size, scale, and staffing
Inactivity & Obesity	4-13. Work with community partners (Public Health, Education, Libraries, Social Services, etc.,) to develop a physical activity plan that sets about to increase the level, duration and intensity of physical activity for Barrie residents and in Barrie workplaces.	LTF - Recreation	Short-Term	$45,000 for Consulting Fees
	4-14. Compliment the City of Barrie workplace wellness initiatives through the introduction of interventions that would benefit staff in order for Barrie to demonstrate leadership in the community.	Human Resources	Short-Term	Staff Time & Operating Costs associated with program delivery
	4-15. Denote all active choices in the Recreation and Parks Guide with a symbol to demonstrate that the active choice will improve physical activity levels as is currently done with all day camps.	LTF - Recreation	Ongoing	No Change
	4-16. Promote the benefits of being active on the City website and in the Recreation and Parks Guide.	LTF - Recreation	Ongoing	Staff Time
	4-17. Integrate opportunities for informal fitness and exercise opportunities within parks by providing appropriate infrastructure such as equipment, internal trails, and spaces in which can be utilized for programmed and unprogrammed active living pursuits.	ENG – Parks Planning	Ongoing	Variable Capital, Operating & Maintenance Costs depending upon number and scale of facilities developed

Goal 5: Including Under-Represented Groups

"To take a proactive approach to including under-represented groups in Barrie."

The provision of parks and recreation facilities, programs and services brings with it the challenge of including the needs of a culturally diverse population, persons with disabilities and low income residents by ensuring that all residents' needs are understood and further that any barriers to full participation are identified and addressed. All residents need to feel included by being heard in the development of programs and services and "counted in" through service and program provision and employment opportunities. Particular focus is required for over and beyond the Strategic Master Plan horizon to include persons of low income, culturally diverse residents and persons with disabilities.



Provision of Affordable Opportunities

An individual or household's ability to pay for recreation opportunities generally dictates the type and frequency of participation. Essentially, income is directly correlated with level of participation, with higher income groups tending to have higher participation rates in recreation. Residents and families of low income face particular issues in accessing parks and recreation services as their participation in recreational pursuits require disposable time, access to affordable transportation, equipment costs, user fees, etc. As such, resources required for recreation often come at the expense of spending time and resources on basic security needs such as housing, employment, and food which are higher priority needs and thus can inhibit participation in recreation.

The 2006 Census records Barrie's median income for individuals is just slightly greater than the provincial median. While this may indirectly imply that local rates of participation in recreational activities are similar to the provincial average, it should also be recognized that Statistics Canada reports a higher cost of living in Barrie which may suggest that the average resident may have less disposable income to spend on recreation as compared to the provincial average. As a result, there is a need to ensure that affordable programs continue to be considered as part of the overall program spectrum.

Planning for Diversity

Approximately 13% of Barrie's population consists of immigrants, the majority of whom settled in the City prior to 1991. In 2006, 7% of Barrie's population was considered a visible minority, which has increased from the 2001 Census. It is reasonable to expect that the City's population base will become more ethnically diversified as the population grows, in line with provincial and regional trends. This shift in ethnic composition, as with income and education characteristics, influences market demand for parks and recreation-based facility and program design. For example, demand for non-traditional sports such as cricket, rugby or bocce may increase.



Engaging persons from culturally diverse backgrounds and providing equitable access to parks and recreation services includes understanding and addressing the barriers to participation, offering culturally specific opportunities, providing space to groups to self manage the provision of recreational pursuits and offering introductory experiences to typical Canadian opportunities. Ideally, the concept of engaging diverse populations would become a corporate goal, thus would apply to the entire spectrum of City services (i.e. in addition to parks and recreation), as deemed appropriate by the other municipal departments.

Considering Persons With Disabilities



Under the *Accessibility for Ontarians with Disabilities Act* (AODA), the Ontario Government defines a barrier as anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability, including physical, architectural, informational, technological, communicational, attitudinal, or policy/practice barrier(s). The AODA states that Ontario municipalities, as well as businesses and organizations, will have to meet certain accessibility standards in the five following areas:

- customer service;
- transportation;
- information and communication;
- built environment; and
- employment.

The range of recreational activities, both competitive and non-competitive, for people with disabilities has increased significantly in recent years. Providing residents of all ages and abilities with opportunities to recreate is important in achieving inclusivity among all. The City works collaboratively with a number of agencies and associations who offer recreational services and opportunities to persons with disabilities. The City is largely compliant with the *AODA* and utilizes the advice of the Accessibility Advisory Committee to understand and create barrier free infrastructure, programs and services. Staff provides integrated programs and promotes programs that are accessible and offer aid to residents with disabilities. A potential increase to the number of persons with disabilities requires staff to ensure that Barrie is compliant, works with like minded support groups and continues to increase participation.

Recommendations – Goal 5

Topic Area	Goal 5: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Role in Serving Under-Represented Populations	5-1. That a departmental policy be developed that seeks to ensure that all project related committees to support the work of the Department represent the community it serves and includes persons with disabilities, residents of low income, various age groups, male/female representation and cultural diversity at a minimum.	LTF – Policy & Planning	Short-Term	Staff Time
	5-2. Develop a policy and articulate the resources and costs required to provide needed translation and interpretive signing where appropriate at community meetings in order to fully engage under-represented groups and individuals.	LTF – Policy & Planning	Medium-Term	Staff Time
	5-3. Provide more information and first hand testimonials to staff through inclusive forums on the barriers that under-represented groups face in accessing services.	LTF – Policy & Planning	Short-Term	Staff Time
	5-4. Implement a training program for staff to gain the skills and competencies needed to fully engage under represented populations.	LTF – Policy & Planning	Short-Term	Staff Time

Topic Area	Goal 5: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
	5-5. Execute an observational audit in parks and recreation facilities on a regular basis and in a systematic fashion to determine how parks and facility use is changing and how best to service the changing needs.	LTF – Policy & Planning	Ongoing	Staff Time
	5-6. Post the listing of organizations that provide support to under-represented groups, goals of the organization and contact information in the Recreation and Leisure Guide, in other appropriate publications and on the City website as well as partnering with the Library system and Information Barrie to make this information readily available.	LTF – Policy & Planning	Ongoing	Staff Time to maintain and post listings
	5-7. Aquatics to develop a public education campaign on the need for all families to learn to swim including drowning and water incident prevention messaging. Targeted presentations, and assisting families to access pools and swimming lessons should also accompany the public education plan.	LTF - Recreation	Short-Term	Program development and delivery costs
	5-8. Foster the development of existing, new and emerging sport and recreational activities that may be popular with under-represented populations.	LTF - Recreation	Ongoing	Variable Capital, Operating & Maintenance Costs
	5-9. Develop simple but meaningful performance measures (inputs, outputs, efficiencies and effectiveness) with respect to including under-represented groups and report out annually to respective groups and stakeholders.	LTF – Policy & Planning	Medium-Term	Staff Time
	5-10. Engage a full range of under-represented groups in the development of new and the review of existing programs and services.	LTF – Policy & Planning	Ongoing	Staff Time associated with consultation
	5-11. Provide staff training to ensure that plain and clear language is utilized in all reports and publications.	LTF – Policy & Planning	Ongoing	Staff Time

Topic Area	Goal 5: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Culturally Diverse Residents	5-12. Include a statement that the Department seeks to be fully inclusive in the Recreation and Leisure Guide and other Departmental publications, translated into the top 3 predominant languages other than English.	LTF – Promotions & Marketing	Ongoing	No Change
	5-13. Develop opportunities for all residents to learn introductory skills in traditional Canadian sport and recreational opportunities.	LTF - Recreation	Ongoing	Variable Program Delivery Costs
Residents of Low Income	5-14. Place high priority on the development of an articulated subsidy program to reduce financial barriers to participation.	LTF – Policy & Planning	Ongoing	Reduction in Program Revenue from the subsidy
	5-15. Continue to provide a strong balance of no cost / low cost programs and services that are accessible to all residents.	LTF - Recreation	Ongoing	Reduction in Program Revenue from the subsidy
	5-16. Develop an Access Policy for low income residents that address reducing barriers to participation including addressing barriers for transportation and equipment.	LTF – Policy & Planning	Short-Term	Staff Time
	5-17. Complete a cost analysis in order to provide, at no charge, the youth leadership training continuum in order to reduce fiscal barriers and increase employment opportunities for youth.	LTF - Recreation	Short-Term	Staff Time

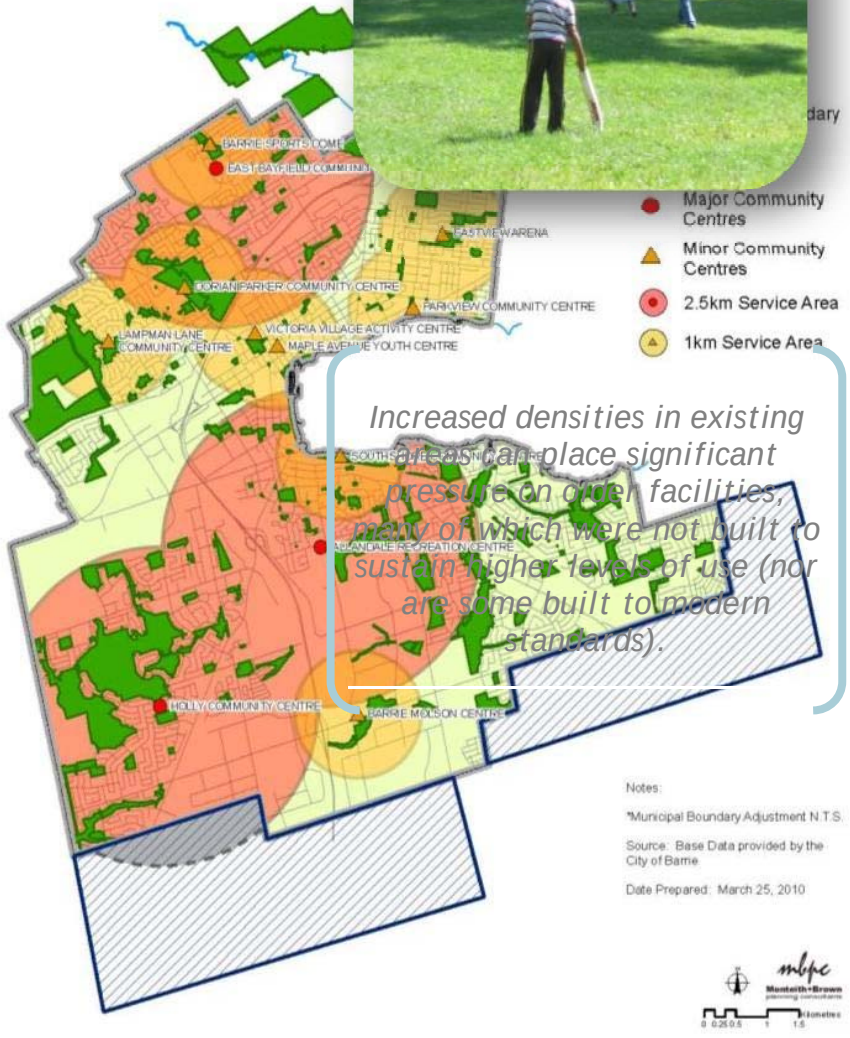
Goal 6: Asset Management

"To protect and enhance the physical assets that allows for full community participation in parks, recreation and leisure pursuit."

Efficient asset or facility management systems reduce demand for new assets, extend asset life, lower program costs and improve delivery of services that involve the facility. Effective asset management systems are normally tied to an organization's corporate strategic plan. This is accomplished by linking new facility and asset management decisions to program delivery strategies and standards. In the parks and recreation sector, asset management systems should complement operational and business plans.

The Parks and Recreation Strategic Master Plan recommends a number of enhancements to the existing supply of recreation facilities over the next ten years. It is worth noting that certain provision standards have changed over the past twenty years, largely due to changing trends, user preferences, operational efficiencies, and demographic characteristics. The comprehensive analyses articulating the supply, need and detailed recommendations pertaining to recreation facilities are contained within the Phase 2 Report (under separate cover).





Increased densities in existing neighbourhoods place significant pressure on older facilities, many of which were not built to sustain higher levels of use (nor are some built to modern standards).

Implications of Intensification

The *Places to Grow Act* (2005) is a provincial initiative that ensures that "growth plans reflect the needs, strengths and opportunities of the communities involved, and promotes growth that balances the needs of the economy with the environment." The rapid expansion of urban areas across the province, particularly in the Greater Golden Horseshoe, has necessitated the consideration of managing future growth through intensification of our existing footprint.

Furthermore, land is at a premium within intensifying areas and it will become increasingly difficult to acquire sufficient parkland and spaces

to accommodate recreation facilities which are needed to serve a growing population, and no large land masses exist to be acquired. As such, the City will need to be proactive in assembling lands that are large enough to accommodate future recreation facility needs as well ensuring sufficient spaces for community interaction and social gatherings can take place (e.g. festival and special event spaces).

The City recognizes the importance of providing multimodal neighbourhoods wherein active transportation (e.g., walking, cycling, etc.) is encouraged through both design and promotion. Furthermore, the urban structure advanced through the Intensification Strategy[4] would imply that large centralized recreation facilities would benefit from being hubs of activity located within, or in close proximity to, major nodes or community nodes, or along intensification or urban corridors. On the other hand, decentralizing services or providing neighbourhood-scale amenities in lower-density areas which are responsive to the character of neighbourhoods should be explored, particularly in neighbourhoods where walk-to options are needed due to the prevalence of vulnerability characteristics.

Indoor Recreation Facilities

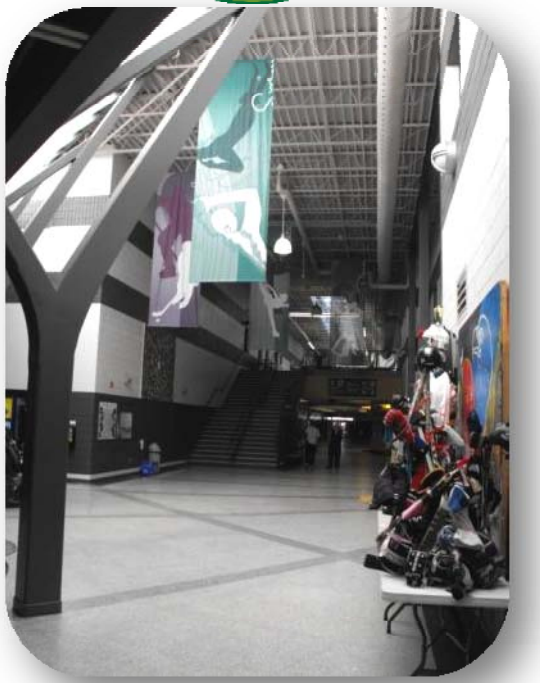
The most notable recommendation arising from the assessment of indoor recreational facility needs is for one new multi-purpose recreation complex that consolidates a number of indoor and outdoor recreational and community functions. The proposed recreation complex is envisioned to contain the following components:

- a twin pad arena (with sufficient space allocated to accommodate another two ice pads if warranted by needs beyond the ten year timeframe of this Plan);
- an indoor aquatics centre;
- a full size gymnasium;
- fitness and wellness studio space;
- indoor walking track;
- youth and older adult space;
- multi-purpose space for community and municipal programming; and
- associated parkland and outdoor recreation facilities (with space allocated for fields dedicated to emerging sports/activities such as cricket or ultimate frisbee).

[4] City of Barrie, Planning Services Department. Intensification Study. 2008.

As such, the City will need to begin a process of evaluating potential sites within its boundaries that are large enough to accommodate a major indoor and outdoor recreational complex. The following criteria (including, but not limited to) may be applied in the determination of an appropriate location for a future community centre:

- Proximity to population/market served;
- Attaining appropriate facility distribution;
- High visibility / potential to be a community focal point;
- Sufficient land size with potential for future expansion;
- Accessible by car, transit and trails;
- Appropriate site development potential;
- Availability of service infrastructure;
- Compatibility with adjacent land uses;
- Compliance with zoning;
- Site availability; and/or
- Potential for partnerships.



Based upon these criteria, it would appear that a location in the City's south end would likely be the preferred choice for the new recreational complex.

Furthermore, an extensive modernization and revitalization process of the Allandale Recreation Centre is proposed whereby overall aesthetics, circulation, accessibility for those with disabilities would be improved. This may also involve more functional improvements to the existing arena, aquatics and fitness spaces to provide a level of quality that is comparable to the City's other multi-use community centres. A revitalization project of this scale is expected to render the facility closed to the public for an extensive period of time, thus consideration may be given to accelerating the timing for the development of the aforementioned southeast multi-use community centre to mitigate pressures associated with users displaced from Allandale Recreation Centre.

The following tables summarize how the recommended facility service level targets compare to the City's previous Master Plan (conducted in 1991), as well as the number of facilities that would be warranted by the end of this strategic master planning period and to the City's build-out (the years 2019 and 2031, respectively).

Facility (number of facilities)	Standard Recommended in 1991 Leisure & Recreation Master Plan	Standard Recommended in 2010 Recreation & Parks Strategic Master Plan	**Additional Required Facilities for a Population of 169,967 in 2019**	**Actual Ratio of Facilities to Population of 169,967 in 2019**	Additional Required Facilities Between 2019-2031 to a Population of 210,000	Total Facilities Required to 210,000 Population
Arenas / Ice Rinks (8 total, 7.25 equivalents*)	1 : 600 Participants or 1 per 15,000 to 19,000 Population	1 : 750 Participants or 1 per 15,000 to 19,000 Population	**2**	**1 : 18,375**	2	11
Indoor Aquatic Centres (3)	1 : 30,000 Population (City incl. YMCA) 1:40,000 Population (Regional)	1 : 45,000 Population (City excluding YMCA)	**1**	**1 : 42,492**	1	5
Fitness Centres (4 total, 3.5 equivalents)**	1 : 40,000 Population	Contingent on business planning and development of complementary facilities	**1**	**1 : 37,770**	n/a	n/a
Indoor Sports Fields (1 private)	No standard applied	Contingent on business planning	**n/a**	**n/a**	n/a	n/a
Gymnasiums (4 total, 3 equivalents^)	No standard applied	1 : 45,000 Population	**1**	**1 : 42,492**	1	5
Youth Centres (2)	No standard applied	Contingent on business planning and development of complementary facilities	**1**	**1 : 56,656**	1	4
Older Adult / Senior's Centres (2)	1 :25,500 Population Based on 17% Participation Rate	Contingent on business planning and development of complementary facilities	**1**	**1 : 56,656**	1	4

* *Barrie Molson Centre assumed as 1/4 of an ice pad as it is primarily utilized for a special event/entertainment and elite athletic uses*

** *Victoria Village fitness assumed to be 0.5 fitness centres due to smaller size relative to other municipal fitness facilities*

^ *Gyms at Maple Avenue Youth Centre and Lampman Lane Community Centre assumed to be 0.5 equivalents due to smaller size*

Outdoor Recreation Facilities

A number of outdoor recreational facilities have been recommended over the strategic master planning period which adheres to existing core service levels or standards established through this Plan. The most notable outdoor facility developments are associated with sports fields and neighbourhood-level amenities primarily oriented to facilitating non-programmed or unstructured forms of recreational activity. It is envisioned that land-intensive facilities such as sports fields can be accommodated within the urban boundary where large parcels of land presently exist (e.g. the Sandy Hollow Landfill Buffer, the proposed south-end multi-use recreation complex, etc.) as well as increasing capacities through facility improvements.

Facility (number of facilities)	Standard Recommended in 1991 Leisure & Recreation Master Plan	Standard Recommended in 2010 Recreation & Parks Strategic Master Plan	**Additional Required Facilities for a Population of 169,967 in 2019**	**Actual Ratio of Facilities to Population of 169,967 in 2019**	Additional Required Facilities Between 2019-2031 to a Population of 210,000	Total Facilities Required to 210,000 Population
Soccer Fields (54)	1 : 50 Participants	1 : 80 Participants	**15***	**1 : 2,281**	22	91
Ball Diamonds (46)	1 : 100 Participants	1 : 100 Participants	**0****	**1 : 3,695**	3	49
Tennis Courts (35)	1 : 2,800 Participants	1 : 5,000 Population	**0****	**1 : 4,473**	7	42
Basketball Courts (20)	1 : 10,000 Population	1 : 800 Youth (10-19)	**12^**	**1 : 5,311**	n/a	n/a
Skateboard Parks (1)	No standard applied	1:5,000 Youth (10-19)	**5^^**	**1 : 28,328**	n/a	n/a
Playgrounds (95 locations)	1 : 1,500 Population or 1 Accessible Playground within 500 metres	1 Playground within 500 to 800 metres	**TBD**	**TBD**	TBD	TBD
Splash Pads (1)	No standard applied	1 : 4,000 Children (0-9)	**4^^**	**1 : 33,993**	n/a	n/a
Artificial Ice Rinks (1)	No standard applied	No standard applied	**0**	**0**	TBD	TBD

* *assumes 8 fields over and above the 7 fields currently planned at future parks*

** *new facilities warranted only where required to address gaps in spatial distribution, over the strategic master planning period*

^ *assumes 6 basketball courts over and above the 6 courts planned at future parks*

^^ *preferred implementation strategy is to develop one facility in the short term and subsequently re-evaluate future demand/need before constructing additional facilities*

Recommendations – Goal 6

Topic Area	Goal 6: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Asset Management Systems	6-1. The Department should develop a comprehensive asset management system. Once developed, the Department should solicit Council's endorsement and approval of the system so that it can be supported by corporate policy.	CAM/LTF/ENG/ OPS/FIN	Long-Term	Staff Time and/or Professional Fees
	6-2. Based upon a review of asset management systems employed in other sectors and jurisdictions, it is recommended that several key elements be included in Barrie's system. o Establish a complete inventory of recreation and parks facilities and assets. The inventory should describe the municipality's facilities, their condition, anticipated useful life as well as the equipment and systems inherent in each facility. o Establish critical success factors (CSFs). CSFs are issues that the Department decides are critical to effectively running the building. CSFs should be closely linked to issues of serviceability, service consistency, cost effectiveness, greening, accessibility, etc. Critical success factors should span all issues that would influence the delivery of the service from the facility including environmental, health and safety, service interruption avoidance, etc. Once the CSFs have been identified, they should be weighted in accordance with their influence on the facility's capacity to deliver appropriate levels of service. The weighted CSFs will act as criteria through which capital asset management and investment decisions will be made. o Establish benchmarks describing the operational parameters and desired service levels of the facility. The benchmarks should be complemented by key result indicators that provide a method to determine if the facility is operating to its benchmarked level. The benchmarks and key result indicators should be documented for easy reference. The Department should	CAM/LTF/ENG/ OPS/FIN	Long-Term	Staff Time associated with development and implementation of the management system

Topic Area	Goal 6: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
	determine and assign roles and responsibilities of maintaining benchmarked performance to its operating Units or other departments in the corporation. This may result in the need for a Working Group that would meet as frequently as necessary to discuss the performance of the facilities. o Establish an operation and maintenance plan for each facility, its equipment and systems. The plan should outline the levels of use, condition, maintenance and anticipated performance of the facility. The plan should also document the resources required to maintain the facility or asset. The plan should prescribe a routine examination and reporting cycle that assesses the physical condition and performance of the asset and its components according to relevant standards for each element. o Develop and maintain an accurate asset register to record the Department's assets, determine their value, calculates the asset life and depreciation rate and considers the input from the regular assessment reports. o Establish a capital maintenance reserve account to be used for major capital items that are necessary to preserve the operating performance of the asset in accordance with its benchmarked levels. Contributions to the account could be funded through the operations of the facility, based on a formula at the discretion of the City's finance department. Commonly used formulas involve time tracking maintenance costs of similar facilities or a percentage of the capital cost of the building divided by the years of its anticipated useful life. o Establish a capital replacement account to be used to replace the asset after it its useful life. Contributions to the account could be funded through operations of the facility plus special charges added to user fees. The			

Topic Area	Goal 6: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
	City's finance department should establish a formula to determine an appropriate annual contribution to the capital replacement account. Commonly used formulas involve dividing the capital cost of the building by the years of its useful life. o Establish a capital priority system employing the critical success factors as criteria to select the most important capital projects. o Establish a system to retire, replace, re-purpose or dispose of underutilized or delinquent assets. The system should set out the process that will be used to retire the asset and should consider retirement cost implications, the need for environmental analysis, occupational health and safety issues, a replacement or renewal scheme, disposal value and redeployment and or retraining of staff.			
Implications of Intensification	6-3. Intensifying areas (e.g. high density nodes, corridors, etc.) should be examined for their ability to act as hubs of community activity, while providing opportunities for passive and active recreation to serve a larger population using a greater focus on neighbourhood-level planning. Appropriate municipal and non-municipal facilities (e.g. community centres, parks, libraries, elementary schools, etc.) should be strongly considered to deliver high quality and increasingly sophisticated recreational opportunities within walking distance of neighbourhoods, with any new developments tied to population increases in intensifying areas.	LTF – Facility Planning & Development ENG – Parks Planning	Long-Term	Variable Capital, Operating & Maintenance Costs depending upon type and scale of developments
	6-4. Pursue alternative provision of parks and facilities in intensifying areas through creative partnerships with the development industry and other landholders (e.g. school boards) to provide community centre space within their developments and the provision of multi-functional spaces within parks.	LTF – Facility Planning & Development ENG – Parks Planning	Long-Term	Variable Capital, Operating & Maintenance Costs depending upon type and scale of developments

Topic Area	Goal 6: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Existing Community Centres	6-5. Evaluate the ability of existing community facilities for their ability to be enhanced and/or expanded to accommodate a wider variety of usage. At a minimum, this should include an examination into potential ways to: o Modernize the Allandale Recreation Centre so that this facility is brought up to a level of quality and service that is comparable with the City's other multi-use community centres. Special attention should also be placed on improving aesthetics, circulation and accessibility for patrons. o Diversify the types of uses that can occur at the Southshore Community Centre and other appropriate facilities by undertaking selective improvements to program and meeting spaces, kitchen facilities, etc.	LTF – Facility Planning & Development	Ongoing	Capital Costs = $275 per square foot Variable Operating & Maintenance Costs dependent upon the scale of facility revitalization
New Multi-Use Community Centre	6-6. The provision of a new multi-use community centre containing a twin pad arena, indoor aquatics centre, fitness centre, gymnasium and multi-purpose space (at a minimum) is recommended around the year 2016. Prior to the construction of this facility, a comprehensive feasibility study, site selection process and business planning exercise is recommended to ensure that facility components are truly required at that time based upon future community demographics and market need. Discussions should also be held with the Library (and/or other potential partners) to determine whether this facility would be suitable for the delivery of other community services.	LTF – Facility Planning & Development	Medium-Term	Capital Costs = $275 per square foot or $49.5 million for a 180,000 square foot facility plus $3.25 million FFE (excludes cost of land) Operating, Staffing & Maintenance
	6-7. In the short term, the City should undertake a preliminary feasibility assessment that evaluates the merits and ability of locating the proposed multi-use community centre and associated outdoor facilities at an existing park versus a new park parcel in Barrie's south end to provide guidance on a land requirement strategy. Doing so will proactively position the City in assembling lands required for the south end community centre and park hub.	LTF – Facility Planning & Development	Short-Term	Consulting Fees of $30,000

Topic Area	Goal 6: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Arenas	6-8. The provision of a twin pad should be considered towards the year 2016, preferably as part of a multi-use community centre serving the City's residential lands in the south (see Recommendation 6-6). The need for the new ice rinks should be reconfirmed through a detailed feasibility study and business plan that is prepared prior to the facility's construction to ensure that provision of the rinks will not adversely affect utilization at the City's other arenas.	LTF – Facility Planning & Development	Medium-Term	Capital = $275 per square foot Operating, Staffing & Maintenance
Indoor Aquatics	6-9. The provision of one new indoor aquatic centre should be considered towards the year 2016, preferably as part of the proposed south-end multi-use community centre (see Recommendation 6-6). The need for the indoor aquatic centre should be reconfirmed through a detailed feasibility study and business plan that is prepared prior to the facility's construction to ensure that provision of the pool will not adversely affect utilization at the City's other aquatic centres.	LTF – Facility Planning & Development	Medium-Term	Capital = $300 per square foot Operating, Staffing & Maintenance
Fitness Space	6-10. New fitness centres should only be provided in facilities containing an indoor pool and gymnasium, and so long as the provision of such a facility is supported through a comprehensive feasibility study, market assessment and business plan. This would suggest that the City explore the feasibility of including a fitness centre at the proposed south-end multi-use community centre (see Recommendation 6-6).	LTF – Facility Planning & Development	Medium-Term	Capital = $275 per square foot Operating, Staffing & Maintenance
	6-11. The provision of a wellness studio (potentially integrated within a larger fitness centre, if provided) and an indoor walking track should be considered as part of any new multi-use community centres developed in the future, including the proposed south-end community centre (see Recommendation 6-6).	LTF – Facility Planning & Development	Medium-Term	Capital = $275 per square foot Operating, Staffing & Maintenance
	6-12. Incorporation of outdoor fitness infrastructure should be considered at strategic locations within new and existing parks and trails, such as along the waterfront or other appropriate areas deemed appropriate by the City.	ENG – Parks Planning	Ongoing	Variable Capital, Operating & Maintenance Costs depending upon

Topic Area	Goal 6: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
				number and scale
Indoor Sports Fields	6-13. The preparation of a comprehensive feasibility study, market assessment and business plan is required prior to municipal entry into the direct or indirect provision of an indoor turf facility.	LTF – Policy & Planning	Long-Term	Consulting Fees for Study
Indoor Tennis Courts	6-14. The City of Barrie should refrain from entry into the provision of indoor tennis facilities unless: a) a community partner is willing to contribute towards the capital and operating commitment associated with the facility; and/or b) that a feasibility study, market assessment and business plan supports the municipality's position to be involved. This study could be combined with the feasibility study recommended prior to pursuing a new indoor turf field house if such a facility is considered for development.	LTF – Policy & Planning	Long-Term	Consulting Fees for Study
Gymnasiums	6-15. The provision of one new gymnasium should be considered towards the end of the master planning period, preferably as part of the proposed south-end multi-use community centre (see Recommendation 6-6). The need for the gymnasium should be reconfirmed through a detailed feasibility study and business plan that is prepared prior to the facility's construction to ensure that provision of the gym will not adversely affect utilization at the City's other gymnasiums.	LTF – Facility Planning & Development	Medium-Term	Capital = $275 per square foot Operating, Staffing & Maintenance
Multi-Purpose Community & Municipal Space	6-16. Multi-use community and program spaces should be incorporated into the design of new community recreation facilities which are constructed in the future. Furthermore, such spaces contained within existing community centres should be evaluated for their potential to be upgraded, on a case-by-case basis, for their respective abilities to accommodate a broader range of uses.	LTF – Facility Planning & Development	Ongoing	Capital = $225 per square foot Operating, Staffing & Maintenance
Soccer Fields	6-17. Proceed with the planned development of six new soccer fields plus the rehabilitation of Surrey Park in the short-term, with preference given to developing them as full size fields where appropriate to do so. The development of an additional four full soccer fields (either through new field construction, increasing capacity of existing fields, or a combination of both) is	ENG – Parks Planning	Short-Term (7 fields) Medium-Term (4 fields) Long-Term	Capital = $400,000 per natural turf full size field Operating & Maintenance

Topic Area	Goal 6: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
	recommended in the medium term after which soccer field requirements should be re-evaluated during the five year review of the Strategic Master Plan in order to consider future demographic characteristics and demand factors pertaining to soccer.		(4 fields to be confirmed)	
	6-18. Full size fields should be developed as part of multi-field complexes, to the greatest degree possible, which are supported by amenities such as washrooms, benches, water fountains, etc. as appropriate. In support of this concept, the City should undertake a Park Master Plan for the Sandy Hollow Landfill Buffer Area in order to evaluate its suitability as being a sports field complex within the municipal boundary. The City should also refrain from the development of mini fields in favour of developing full size fields and programming two mini fields across the width.	ENG – Parks Planning	Ongoing	Operational Savings associated with agglomeration of sports fields
	6-19. Undertake a comprehensive review and development of municipal sports field allocation policy and procedures (encompassing the entire spectrum of the City's sports fields including soccer fields, ball diamonds, and other field sports) in order to ensure that fields are being scheduled effectively and are being permitted at a rate that allows for sustainable operations over the long-term.	ENG – Parks Planning	Short-Term	Staff Time
	6-20. Evaluate the feasibility of all new and existing soccer fields to incorporate field lighting systems which are supported by adequate irrigation and drainage systems that are able to accommodate the extra use. At a minimum, the three unlit fields at the Barrie Community Sports Complex should be considered for lighting.	ENG – Parks Planning	Ongoing	$75,000 for lighting at each field Irrigation and drainage costs are variable by site
	6-21. The provision of artificial turf should be considered for heavily utilized sports fields so long as they are supported by a business planning process and strongly consider involvement of a third party who would contribute to the capital and/or operational investment required.	ENG – Parks Planning	Long-Term	Staff Time for Business Plan Note: capital cost for artificial turf is around $1 million

Topic Area	Goal 6: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Ball Diamonds	6-22. The provision of new ball diamonds within the master planning period is only recommended where warranted by spatial distribution, generally implying the need to consider new facilities in areas of new residential development.	ENG – Parks Planning	Ongoing	Capital = $400,000 per diamond Operating & Maintenance
	6-23. Undertake a process to evaluate the supply of ball diamonds for their ability, where appropriate, to be converted/repurposed to other uses deemed more pressing at the neighbourhood and city-wide level (i.e. to address gaps in distribution or reconcile deficiencies in the supply of other required facilities).	ENG – Parks Planning	Short-Term	Staff Time to Evaluate Diamonds Variable Capital & Operating Costs depending upon repurposed use
Other Field Sports	6-24. Consider the designation of two multi-purpose sports fields to accommodate the growing number of organized sport field users; these fields should primarily consider the needs of non-soccer field sport user groups. Furthermore, incorporating larger open fields into parkland designs to facilitate casual participation in emerging sports is encouraged.	ENG – Parks Planning	Medium-Term	Capital = $400,000 per natural turf full size field Operating & Maintenance
	6-25. If sufficient funding partnerships can be established, a multi-purpose artificial turf should be pursued as a pilot project to provide opportunities for a longer playing season and minimize field damage associated with usage from various intensive sports field users. Subsequent study will also be required to determine whether the artificial turf should be integrated within a larger track and field facility.	ENG – Parks Planning	Long-Term	Capital cost for artificial turf is around $1 million
Trails System / Active Transportation	6-26. Incorporate principles of active transportation within the development of the trails network, particularly within new suburban types of development, in order to ensure that the system functions from both a utilitarian and a recreational perspective.	ENG – Parks Planning	Ongoing	Variable Capital & Operating Costs depending upon number and type of facilities
	6-27. Strive to enhance connectivity within the trails system, as well as designing appropriate trails for multiple uses throughout all seasons. The types of permitted uses will have to be established	ENG – Parks Planning	Ongoing	Variable Capital & Operating Costs depending upon

Topic Area	Goal 6: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
	on a trail-by-trail basis in order to match usage to environmental conditions and level of accessibility.			number and type of trails
	6-28. At key locations within the trail system, efforts should be made to integrate comforts and ease of access through the provision of park and interpretive signage, benches, trail distance markers, lighting, parking, washrooms and rest areas.	ENG – Parks Planning	Ongoing	Variable Capital & Operating Costs depending upon number and type of facilities
	6-29. Undertake a Trails / Active Transportation Master Plan provide comprehensive insight into how best to enhance and manage the City's trails system, as well as land acquisitions needed to complete trail networks.	ENG – Parks Planning	Short-Term	$100,000 for Consulting Fees
Track & Field	6-30. If a track and field facility fits into the City's corporate objectives and there are sufficient identifiable community benefits, undertake a comprehensive feasibility study, business plan and partnership procurement strategy to understand potential sites, desired amenities, and cost implications of constructing a track and field facility that best suits community needs.	ENG – Parks Planning	Medium-Term	Staff Time for Business Plan
Tennis Courts	6-31. The construction of new tennis courts should expand distribution to areas currently not serviced. Areas where gaps exist are located in the southwest (this should be reconciled by provision of tennis courts within the Holly Community Park) as well as within residential lands (when developed) within the recent boundary adjustment.	ENG – Parks Planning	Short-Term (3 courts at Holly Community Park) Ongoing (for new gap areas)	Capital = $75,000 per tennis court Operating & Maintenance
	6-32. Continue to maintain existing tennis courts to a level that is optimal to facilitate casual use, and avoid instances where residents may avoid use due to unsatisfactory playing conditions.	ENG – Parks Planning	Ongoing	No Change
Basketball & Multi-Uses Courts	6-33. According to the basketball court provision standard, the City will require six new basketball courts by the end of the planning period. The first step in addressing this deficit should be to provide facilities anywhere gaps currently exist, which should	ENG – Parks Planning	Short-Term (2 courts) Medium-Term (2 courts)	Capital = $35,000 per basketball court Operating &

Topic Area	Goal 6: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
	occur in the short-term. Once distribution has been improved and gaps no longer remain, the City should reassess the need for basketball courts.		Long-Term (2 courts)	Maintenance
	6-34. Expand undersized basketball courts located at Brock Park, Strabane Park, Greenfield Park and Shear Park to provide half courts, at a minimum, which can facilitate a better drop-in basketball experience to their surrounding neighbourhoods.	ENG – Parks Planning	Short-Term	Capital = $35,000 per basketball court
Skateboard Park	6-35. The provision of one new skateboard park is recommended in the short-term, and if deemed to be successful without adversely impacting the Queen's Park facility, a second new skateboard park should be developed in the medium term. The need for additional skateboard parks (i.e. beyond a total provision of three major skateparks) should be confirmed through the five year update of this Strategic Master Plan.	ENG – Parks Planning	Short-Term	Capital = $400,000 to $750,000 Operating & Maintenance
	6-36. Consider the integration of minor skatezone elements, where appropriate, into parkland design to provide introductory users and children with a venue to refine their skills in order to more safely transition them to major skateboard parks.	ENG – Parks Planning	Ongoing	Variable Capital, Operating & Maintenance Costs
	6-37. The local skateboarding and/or cycling community should be consulted during the design phase of all future skateboard parks to accurately understand local preferences and design templates required to satisfy its users. Furthermore, users should be encouraged to maintain cleanliness after such facilities are developed.	ENG – Parks Planning	Ongoing	Staff Time to consult
BMX/Mountain Bike Parks	6-38. The provision of a smaller scale mountain biking or BMX track is recommended to gauge interest in extreme sport cycling. This facility should be designed with the input of the local cycling community, conservation authorities, and other interested parties.	ENG – Parks Planning	Short-Term	Capital = $250,000 Operating & Maintenance

Topic Area	Goal 6: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Playgrounds	6-39. If there is found to be overlap in playground provision (and playgrounds are found to be in a state of disrepair) and children are no longer the primary market segment in the particular area, consider removal/repurposing of playgrounds to accommodate an alternative activity.	ENG – Parks Planning	Ongoing	Variable Capital, Operating & Maintenance depending upon repurposed use
	6-40. Ensure that all newly developed residential areas are provided with CSA approved playgrounds within an 800 metre radius, unobstructed by major pedestrian barriers. Furthermore, continued provision of accessible playgrounds at appropriate community/regional park locations while incorporation of certain barrier-free features should be considered at neighbourhood level playgrounds (subject to appropriate provisions of accessibility legislation).	ENG – Parks Planning	Short-Term (1 accessible playground) Ongoing (for new gap areas)	Capital = $500,000 for fully accessible playground and $125,000 for standard play set Operating & Maintenance
Outdoor Aquatics	6-41. The provision of one new splash pad is recommended in the short-term, preferably to replace the Lampman Lane Park outdoor pool (so long as supported through consultation and future study). If the proposed splash pad is deemed to be successful, a second new splash pad should be developed in the medium term. The need for additional splash pads (i.e. beyond a total supply of three splash pads) should be confirmed through the five year update of this Strategic Master Plan.	LTF – Facility Planning & Development ENG – Parks Planning	Short-Term (1 splash pad) Medium-Term (1 splash pad to be confirmed)	Capital = $500,000 per splash pad Operating & Maintenance
Off-Leash Dog Areas	6-42. The provision of additional off-leash areas should be considered through business planning should sufficient demand for such a facility be expressed in the future. While the City will ultimately decide its ongoing role in operations of these parks when they are developed, it would be prudent to investigate partnership opportunities if an interested community organization is willing to become involved with the ongoing operation and/or capital investment associated with a future off-leash park.	ENG – Parks Planning	Ongoing	Variable Capital & Operating Costs depending upon number, location, size, scale and operating arrangement

Topic Area	Goal 6: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Outdoor Ice Rinks	6-43. Continue to foster relationships with community or neighbourhood groups that oversee outdoor ice maintenance. Furthermore, the City should consider the provision of a municipally-maintained rink at the Holly Community Park and/or the future south end community centre site.	ENG – Parks Planning	Ongoing	Capital = No Change Operating & Maintenance
	6-44. The City should consider the installation of outdoor ice at new multi-use courts developed to serve neighbourhood level needs, preferably in partnership with the neighbourhood or resident-based associations.	ENG – Parks Planning	Ongoing	Capital = No Change if developed on existing courts
	6-45. Given its high cost, artificial ice and supporting amenities (e.g. shade structures, change rooms, etc.) should only be considered if deemed to be truly required through these templates so long as its provision is supported through business planning processes.	LTF – Facility Planning & Development	Long-Term	Staff Time for Business Plan
Community Gardens	6-46. Integration of horticultural displays and arts and cultural elements into the design of public spaces is encouraged at key destinations through improved aesthetics and creation of comfortable places, as a means to encourage for both passive and active recreational activity.	ENG – Parks Planning / Operations - Parks	Ongoing	Variable Capital, Operating & Maintenance
	6-47. After monitoring and evaluation of the Sunnidale Park allotment garden project has been completed, and if it has been deemed to be a successful endeavour, the City should evaluate additional locations (based upon established criteria) at which to promote urban agriculture.	ENG – Parks Planning	Medium-Term	Variable Capital & Operating Costs depending upon number, location, size and scale

Goal 7: Environmental Protection & Stewardship

"To protect and sustain the environment through parkland acquisition and development, greening strategies and stewardship efforts."



Parkland and open space are key components of the recreational and cultural heritage systems given the range of active and passive recreational uses, and environmental benefits, afforded within them. Section 4.6 of the Official Plan pertains to Open Space in the City of Barrie, providing goals and policies that guide land use decisions in these areas. The Official Plan establishes the following goals pertaining to Open Space in Barrie:

- Provide all residents with an adequate supply of recreational areas, facilities and activities;
- Acquire lands in order to develop a continuous public open space system encircling Kempenfelt Bay;
- Provide recreational, leisure and educational opportunities in the form of a linked open space network;
- Maintain and enhance the natural river valleys, vistas and other aesthetic qualities of the environment; and
- Identify and protect locally significant heritage resources.

The City places priority on environmental sustainability in order to provide a healthy environment for generations to come. Parks, recreation and facilities can play a large role in executing a greening strategy to meet this end by educating the public, making specific efforts a priority, engaging stakeholders and leading by example. Over the last few years, the City has implemented some environmentally friendly policies and practices which include:

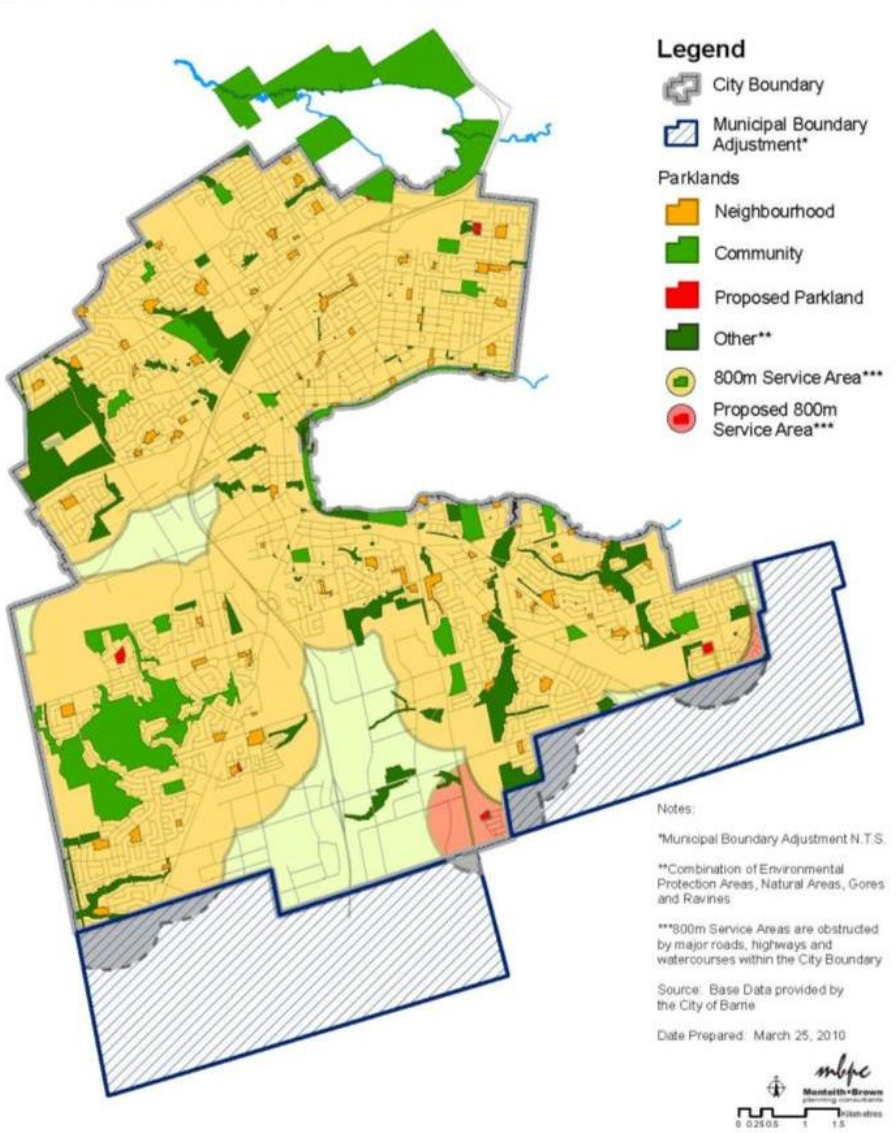
- Reducing pesticide use on public green spaces;
- Increasing active transportation opportunities through education and awareness efforts and increasing the kilometres of trails and pathways available to the public;
- Increasing efforts to become more bicycle friendly;
- Participated in Barrie's water consumption reduction program;
- Developed an urban forestry plan to protect, preserve and replant trees;
- Designing new buildings to LEED standards; and
- Implementing energy conservation technology into building operations.

Parkland System

Defining a hierarchy within a parks and open space system is important to directing many aspects of intended park usage, such as size, form, function and/or amenity. Primary considerations of the parks system as a whole include (but are not limited to):

- Planning the appropriate **function** and use for each park;
- Achieving a satisfactory **distribution** and quantity of parks to provide access to residents and maintain the integrity of the natural heritage system (the adjacent map applies an 800 metre radius to City parkland); and
- Ensuring a high degree of "walkability" or ability to access parks by other forms of **active transportation**.

The City of Barrie maintains nearly 1,200 hectares of parkland, resulting in a service level of 8.6 hectares per 1,000 residents. Of this total, the City owns or leases about 310 hectares of active open space areas translating into a service level of 2.2 hectares per 1,000 residents. Nearly three-quarters (74%) of the City's parkland supply consists of natural areas and environmentally protected lands, including the 253 hectare Little Lake Park.



Natural Heritage Lands

Barrie has a number of significant ecological areas, particularly riparian zones along the creek systems draining into Kempenfelt Bay and Little Lake. Many municipalities are making efforts to provide passive areas that incorporate native plant species, conserve woodlots, and ensuring that certain areas of new active parks remain in a natural state. With the interest in outdoor recreation, many municipalities are also designing parks to include provisions for bird watching, wildlife viewing and capitalizing on eco-tourism opportunities. The natural heritage

system is an important component of the City of Barrie's open space system. The core components of the natural heritage generally consist of:

- Significant woodlots;
- Wetlands and lakes;
- Watercourses and valleylands;
- Areas of Natural and Scientific Interest (ANSIs); and/or
- Significant areas of flora and fauna; and
- Areas containing endangered species (vegetation, amphibian, wildlife, etc.).

A significant portion of the City's natural heritage lands fall under the definition of Environmental Protection Area (EPA), as articulated in Section 4.7 of the Official Plan. EPAs are identified in Schedule A of the Official Plan and are primarily intended for preservation and conservation.

Waterfront Lands

Barrie's waterfront is one of the City's most valuable assets and an important part of the parks system. Continuing to acquire and avoid disposition of waterfront lands should be practiced (as per the Official Plan), while enhancing the waterfront areas as a "facility" for all residents to use. Attracting and programming uses of the waterfront, however, will require careful management as any other municipal facility would. A process mapping exercise, such as that noted in Goal 2 (Recommendation 2-5), would greatly benefit the waterfront park system as it is heavily utilized yet there is currently no single Department assigned as the primary coordinator for managing the waterfront.

The Waterfront 2020 Plan currently being developed by the City will provide the necessary guidance to sustainably manage the waterfront and mitigate the impacts associated with new and added usage stemming from new types of programming and residential intensification.



Recommendations – Goal 7

Topic Area	Goal 7: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Environmental Stewardship & Leadership	7-1. Develop a Greening Strategy that is aligned with community priorities and speaks to the departmental mandates and efforts to protect and preserve clean air, land and water and encompasses parks naturalization, beautification, urban forestry targets, reduction of waste in facilities and parks, education and awareness through the facilities, programs and services, reduction of gas emissions through the use of trails for active transportation and the engagement of children and youth in protecting and enhancing the environment.	All City Departments	Short-Term	Staff Time
	7-2. Pilot programs that support litterless lunches in camps and litterless parks sites.	LTF – Recreation / Operations - Parks	Short-Term	Staff Time
	7-3. Include interpretive signs along trails and in parks and facilities that speak to environmental efforts and results of being environmental stewards.	ENG – Parks Planning	Ongoing	Variable depending upon number and quality of signs
	7-4. Continue to place priority on decreasing energy consumption in parks and in facilities.	LTF – Facility Planning & Development ENG – Parks Planning	Ongoing	Possible higher capital investment but operational "payback"
	7-5. Continue to engage and recognize environmental groups and volunteers that support the stewardship efforts.	ENG – Parks Planning	Ongoing	Staff Time
	7-6. Through ongoing dialogue, remain apprised of park, facility development, and program delivery plans among key non-municipal park providers, while also continually developing innovative and engaging initiatives, in partnership with local conservation authorities and other experts in environmental management, that encourage environmental stewardship and the role of individuals in maintaining and enhancing ecological systems in Barrie.	ENG – Parks Planning	Ongoing	Staff Time

Topic Area	Goal 7: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Informal / Non-Programmed Park Spaces	7-7. Through the parkland design process, ensure that sufficient spaces are allocated to facilitate informal activities within all types of parks. Informal spaces should be large enough to accommodate casual play and gathering opportunities, as well as being flexible enough to accommodate any future infrastructure demands that may arise through the needs associated emerging activities.	ENG – Parks Planning	Ongoing	Variable Capital, Operating & Maintenance Costs
Parkland Classification System	7-8. Continue to strive towards providing or exceeding parkland provision at a rate of 4.7 hectares per 1,000 residents.	ENG – Parks Planning	Ongoing	Cost of acquisition for lands needed above parkland conveyed through dedications
	7-9. At the time of the next comprehensive review of the Official Plan, integrate definitions pertaining to Neighbourhood, Community and City-wide Parks in order to guide decisions related to form, function and distribution of future parks.	ENG – Parks Planning Planning Services	Medium-Term	Staff Time
	7-10. As residential intensification becomes more pronounced, create an 'urban park' category as part of the City's parkland classification system. Urban Parks tend to be smaller than Neighbourhood Parks, contain more hard surfaces and elements such as gazebos, sitting areas, public art, etc., facilitate more intense and all-season uses, and are supportive of the principles of walkability and placemaking.	ENG – Parks Planning Planning Services	Medium-Term	Staff Time
Parkland Supply & Needs	7-11. Maintain the provision of useable parkland for recreational purposes at a rate of 2.2 hectares per 1,000 residents; over the course of the master planning period, this would necessitate the acquisition of 69 hectares of tableland using a combination of tools such as those available under the *Planning Act* and other alternative acquisition methods.	ENG – Parks Planning	Ongoing	Cost of acquisition for lands needed above parkland conveyed through dedications

Topic Area	Goal 7: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
	7-12. Through Secondary Plans for newly developing areas, the City should articulate its long-term plan for the provision of a range of park typologies and supplement these with "facility fit" diagrams for each park (of all classifications) in order to ensure that opportunities are available to integrate sports fields and other recreational infrastructure (for both organized and unstructured use) which will be required beyond the time frame of this plan.	ENG – Parks Planning	Ongoing	Staff Time
Park Functionality	7-13. Undertake an inventory of park amenities overlapping with school board boundaries and establish a strategy for mutually agreeable land trades/acquisitions in order to optimize redevelopment opportunities or eliminate liability concerns.	ENG – Parks Planning	Short-Term	Staff Time
	7-14. Design functional parks that can respond to various market segments of the population (e.g. ages, abilities, incomes, and interests) by integrating principles of safety, accessibility, operational efficiency, structured and spontaneous programmability, and comfort.	ENG – Parks Planning	Ongoing	Variable Costs depending upon facilities developed
	7-15. Given the needs associated with active recreation in Barrie, place a focus on the development of larger parks that are able to accommodate a broad range of active and passive recreational infrastructure while avoiding the provision of parks under 1 hectare in size unless warranted in areas of high density, infill or intensification, or another circumstance deemed acceptable by the City (which are supported through the proposed Urban Park category).	ENG – Parks Planning	Ongoing	Cost of acquisition for lands needed above parkland conveyed through dedications
Parkland Distribution	7-16. Target the provision of active forms of parkland within a 500 to 800 metre radius of major residential areas, unobstructed by major pedestrian barriers, in order to ensure parkland is accessible to residents. This target should also be incorporated and encouraged within the City's Official Plan at the time of the next comprehensive review.	ENG – Parks Planning Planning Services	Ongoing	Cost of acquisition for lands needed above parkland conveyed through dedications

Topic Area	Goal 7: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Implications of Intensification	7-17. Through the City's Official Plan, establish policies relating to parks and open space in areas of intensification to ensure that opportunities to maximize contributions to the parks, open space and recreational amenities are in place, including policies relating to parkland dedication, cash-in-lieu of parkland, bonusing (e.g., height and density allowances in cases where usable public spaces will be created and/or enhanced), etc.	ENG – Parks Planning Planning Services	Ongoing	Staff Time
	7-18. In areas of residential intensification (including, but not limited to, the Urban Growth Centre) and through Community Improvement Plans, make the preservation and enhancement of parkland and open spaces a priority. This may include giving consideration to the purchase of surplus school sites in the vicinity, improving linkages to existing park sites, renewing and/or redeveloping existing parks, implementing urban design practices that enhance connections with park/open space elements, etc.	ENG – Parks Planning	Ongoing	Variable depending upon number, location and scale of future sites
Parkland Acquisition	7-19. Establish a reserve account for parkland acquisition which supplements receipts acquired through cash-in-lieu of conveyances in order to provide flexibility in acquiring key parcels of parkland.	FIN	Short-Term	Staff Time
	7-20. Continue to collect cash-in-lieu contributions as per the *Planning Act* and utilize these receipts, as appropriate, towards the development of larger municipal parks which are able to accommodate major sports fields as part of multi-field complexes. Doing so will allow the City to manage sports fields to its own standards in the most cost effective manner, while providing user groups with long-term security to access fields.	ENG – Parks Planning	Ongoing	No Change

Topic Area	Goal 7: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
	7-21. Avoid acceptance of lands encumbered by environmental features and hazards, environmental protection areas and stormwater management facilities as part of parkland dedication requirements. Conveyed parkland may be located adjacent to or contain such areas provided that land acreage associated with the environmental or stormwater lands are excluded from the parkland conveyance calculation.	ENG – Parks Planning	Ongoing	No Change
Natural Heritage Lands	7-22. In accordance with Section 3.5.2.5 of the Official Plan, the City should undertake a Natural Heritage Strategy to identify natural features of local significance.	Planning Services	Ongoing	$75,000 for Consulting Fees
	7-23. The City should continue to design parks that incorporate natural, indigenous vegetation features in order to foster an appreciation for such areas and maintain crucial ecological functions.	ENG – Parks Planning	Ongoing	No Change
Waterfront Parks & Facilities	7-24. Continue to enhance, improve and acquire parkland and/or beach areas along the Kempenfelt Bay and Little Lake waterfronts, while ensuring that the waterfront pathway is continuous and connected to as many parks and attractions as possible. The waterfront path should be an appropriate width to accommodate cyclists, walkers and joggers.	ENG – Parks Planning	Ongoing	Variable depending upon number, location and scale of future sites
	7-25. Undertake a study to determine if there is a significant amount of latent demand for marina and boat slip facilities. If so, the City should undertake a business plan to guide the provision of additional facilities.	LTF - Facilities	Short-Term	Staff Time and/or Consulting Fees

Implementation

The Strategic Master Plan provides guidance and direction for decision-makers involved with the planning of the Barrie's parks and recreation system. Using the timing and resource implications assigned to each recommendation as a point of departure, City of Barrie Staff will establish a strategic implementation approach/funding strategy with Council based on available resources and funding. The recommendations then can be prioritized over the life of the Strategic Master Plan, and should be used for reference for capital planning, development charge studies and other related planning exercises conducted by the municipality. City Staff can refer to the prioritized recommendations as part of the annual progress report to Council and the community.

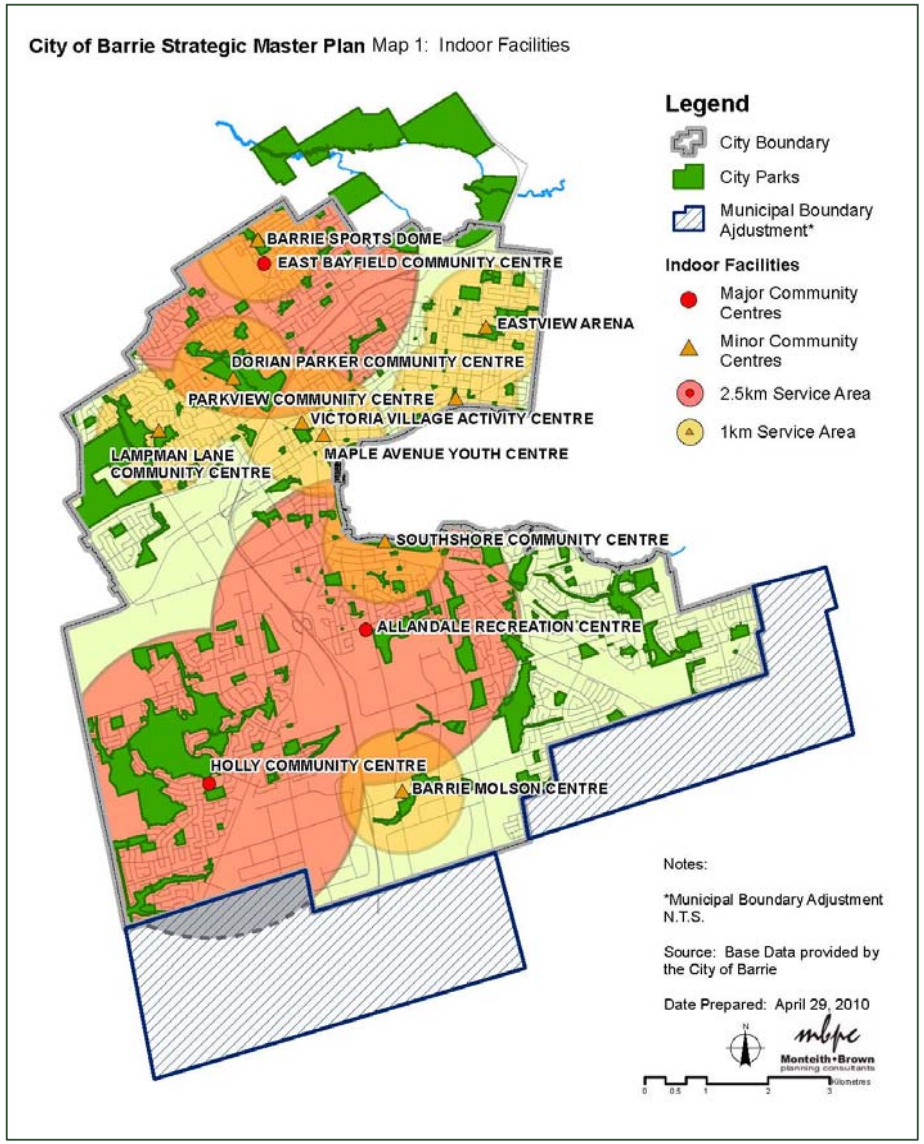


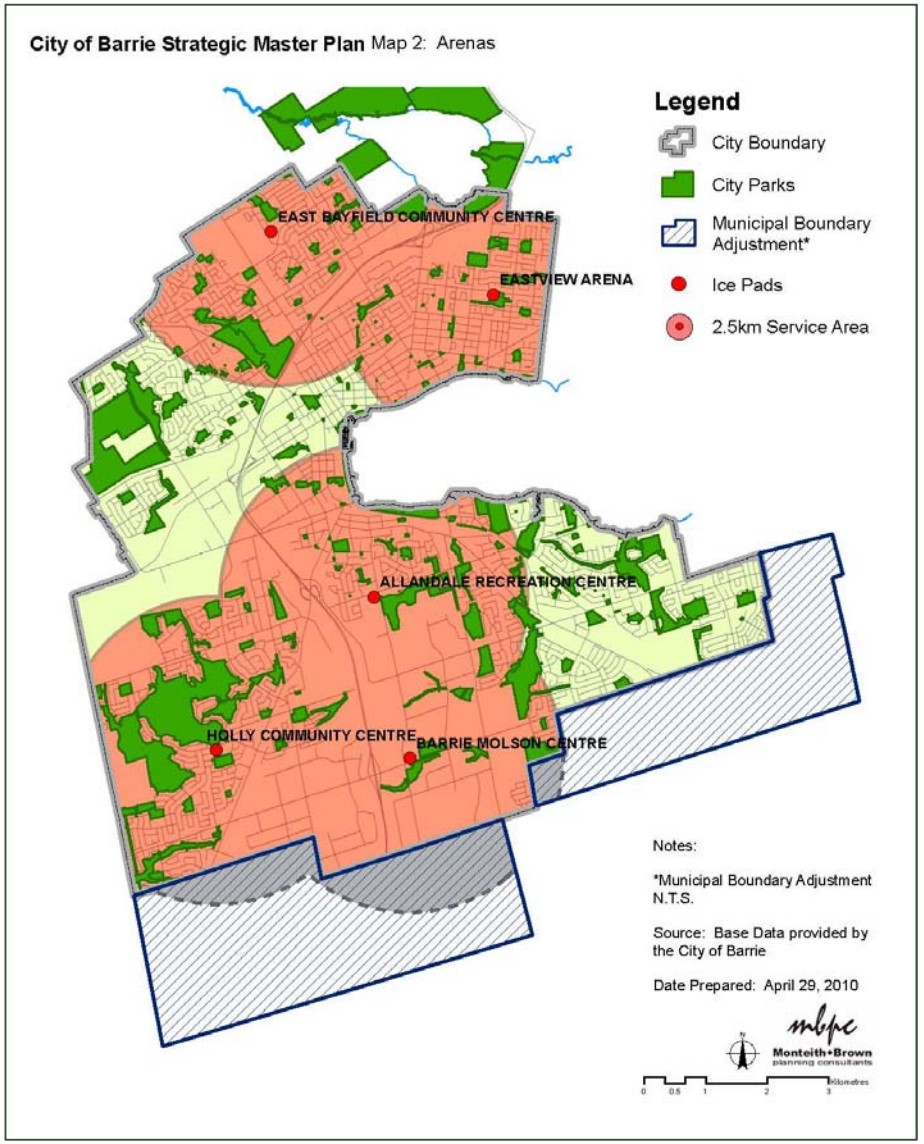
The City should continue to review and assess the Recommendations set out in this document in order to ensure that they remain relevant. This will require monitoring of recreation and parks activity patterns, conducting annual review of the achievements of the Plan, tracking satisfaction levels, reviewing trends and participation levels, and undertaking a new Strategic Master Plan at the end of the planning period.

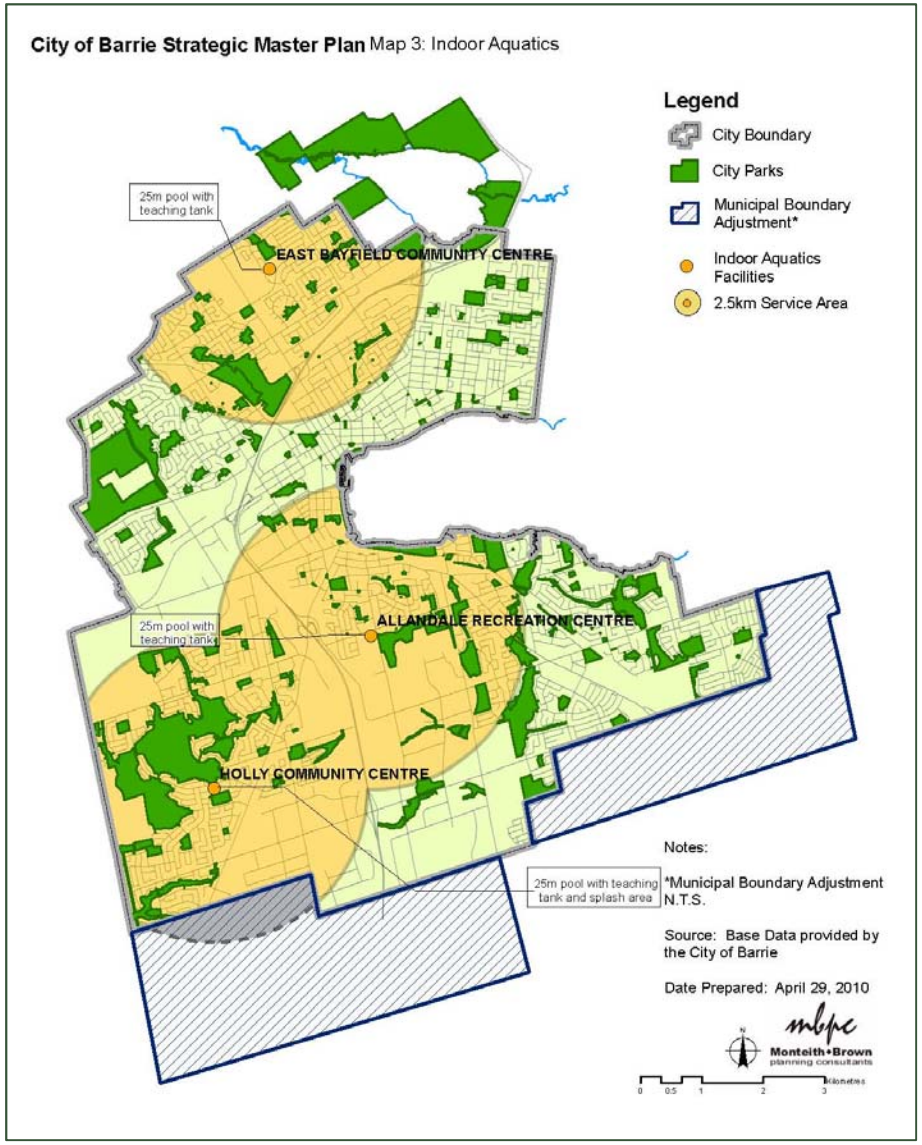
Topic Area	Implementation: Recommendations	Section Most Responsible	Suggested Timing	Resource Implications
Reviewing & Updating the Strategic Master Plan	I-1. Review and monitor the progress made on implementing the Strategic Master Plan's recommendations on an annual basis in order to remain apprised of progress and re-affirm the need for facilities and services recommended herein.	LTF – Policy & Planning	Ongoing	Staff Time
	I-2. Prepare Updates to this Strategic Master Plan within five year intervals in order to ensure that recommendations reflect future demographics, recreational trends, community preferences, and alignment to municipal objectives and funding capabilities.	LTF – Policy & Planning	Medium-Term (5 year Review) Long-Term (10 year Update)	Consulting Fees of $125,000 for Review & $185,000 for Update
Funding Strategy	I-3. Develop a Funding Strategy associated with the recommendations contained in the Strategic Master Plan, that could be aligned or guide Development Charges, User Fees (Pricing Strategies), land banking opportunities, provision of core municipal services, etc.	LTF – Policy & Planning ENG – Parks Planning FIN	Short-Term	Staff Time and/or Professional Fees

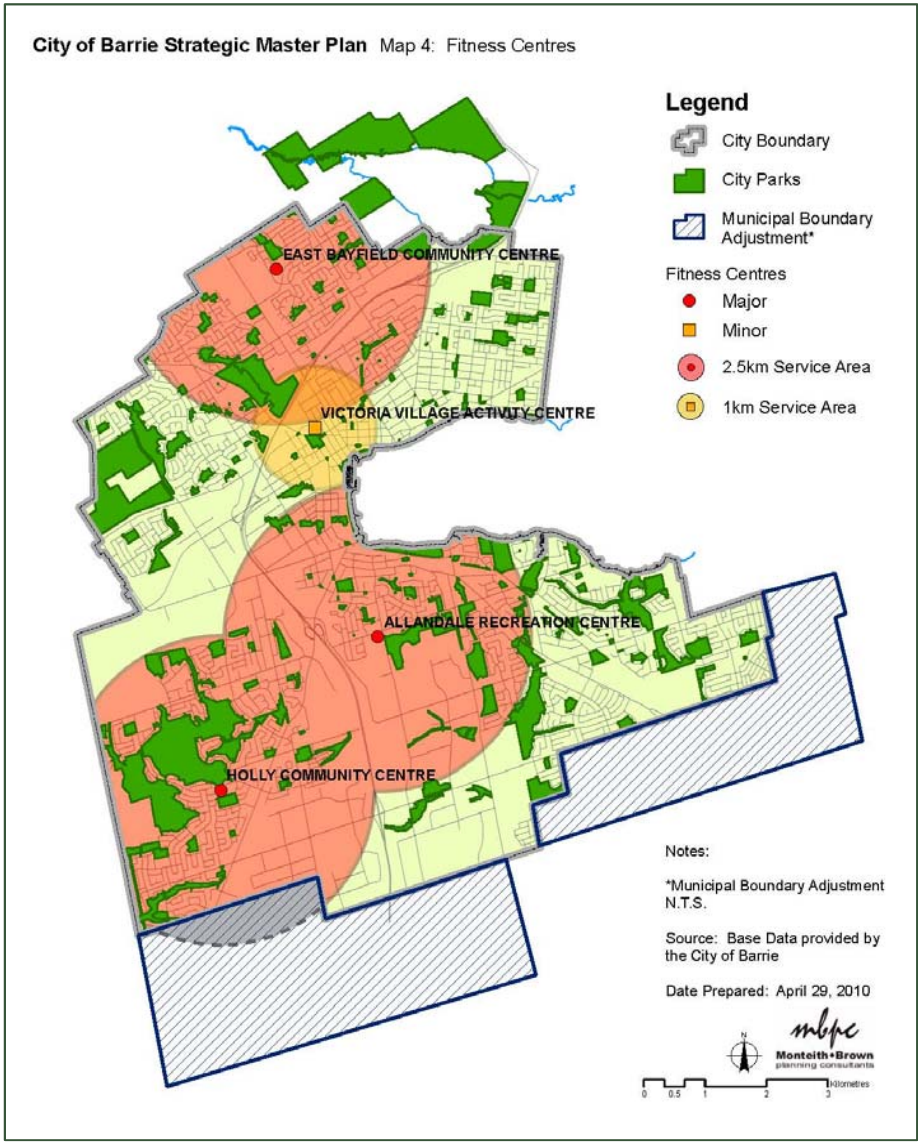
Appendix A

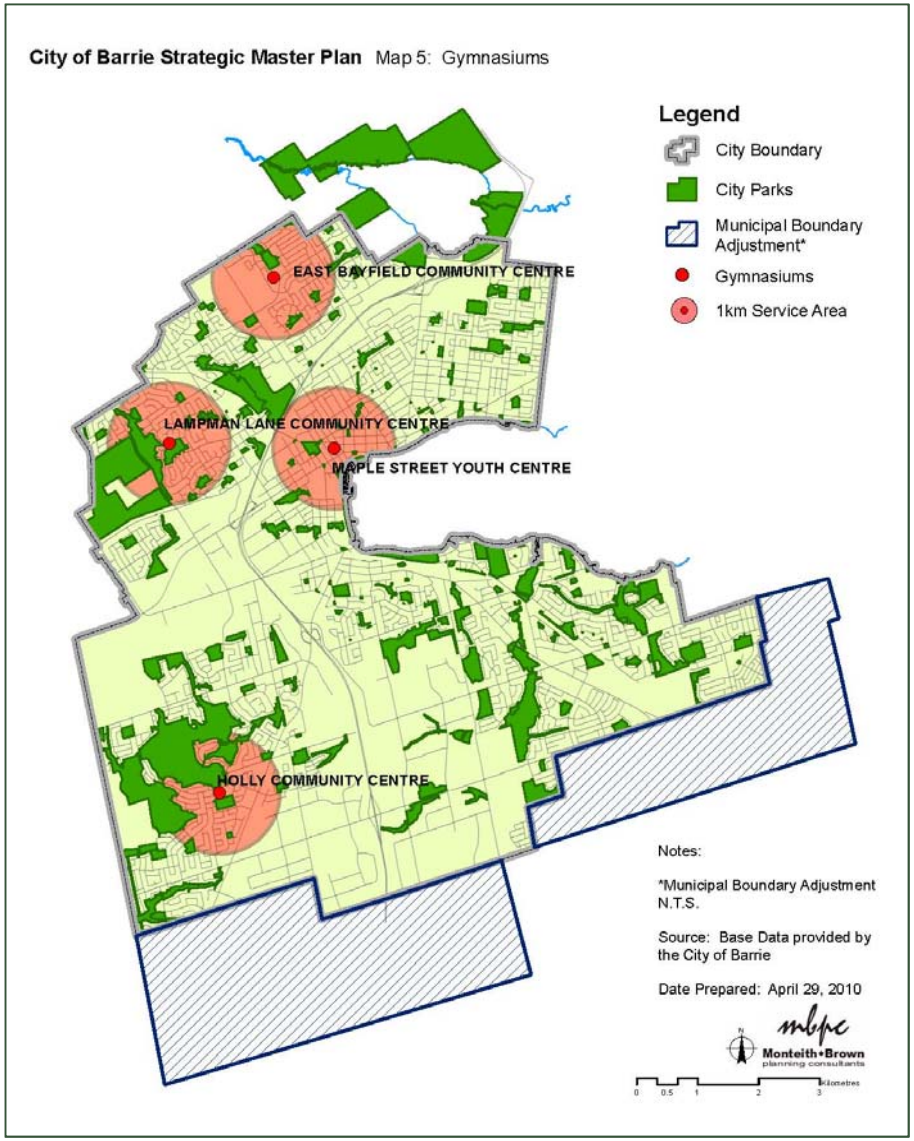
Parks & Recreation Facility Location & Distribution Maps

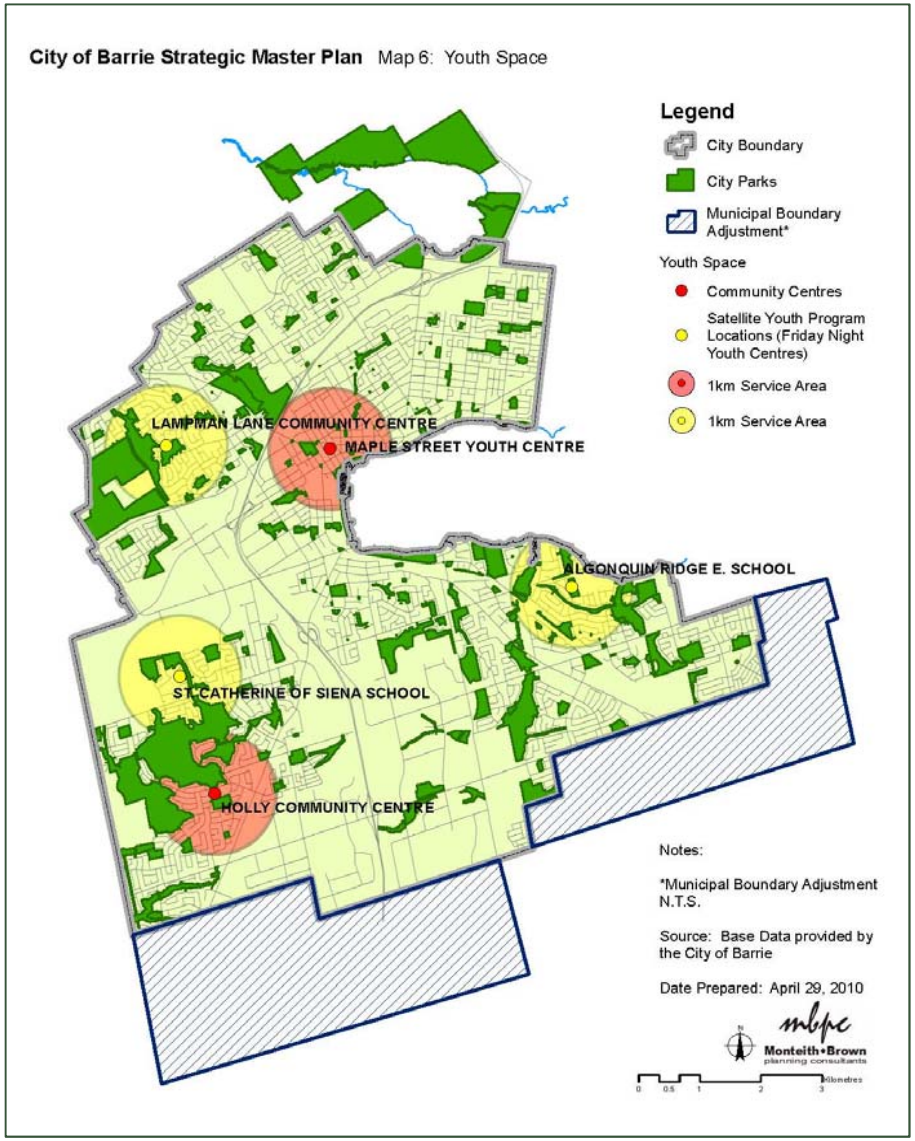

City of Barrie Strategic Master Plan Map 1: Indoor Facilities
Legend
City Boundary
City Parks
Municipal Boundary Ajdustment*
Indoor Facilities
Major Community Centres
Minor Community Centres
2.5km Service Area
1km Service Area
BARRIE SPORTS DOME
EAST BAYFIELD COMMUNITY CENTRE
EASTVIEW ARENA
DORIAN PARKER COMMUNITY CENTRE
PARKVIEW COMMUNITY CENTRE
VICTORIA VILLAGE ACTIVITY CENTRE
LAMPMAN LANE COMMUNITY CENTRE
MAPLE AVENUE YOUTH CENTRE
SOUTHSHORE COMMUNITY CENTRE
ALLANDALE RECREATION CENTRE
HOLLY COMMUNITY CENTRE
BARRIE MOLSON CENTRE
Notes:
*Municipal Boundary Adjustment N.T.S.
Source: Base Data provided by the City of Barrie
Date Prepared: April 29, 2010
Monteith+Brown planning consultants

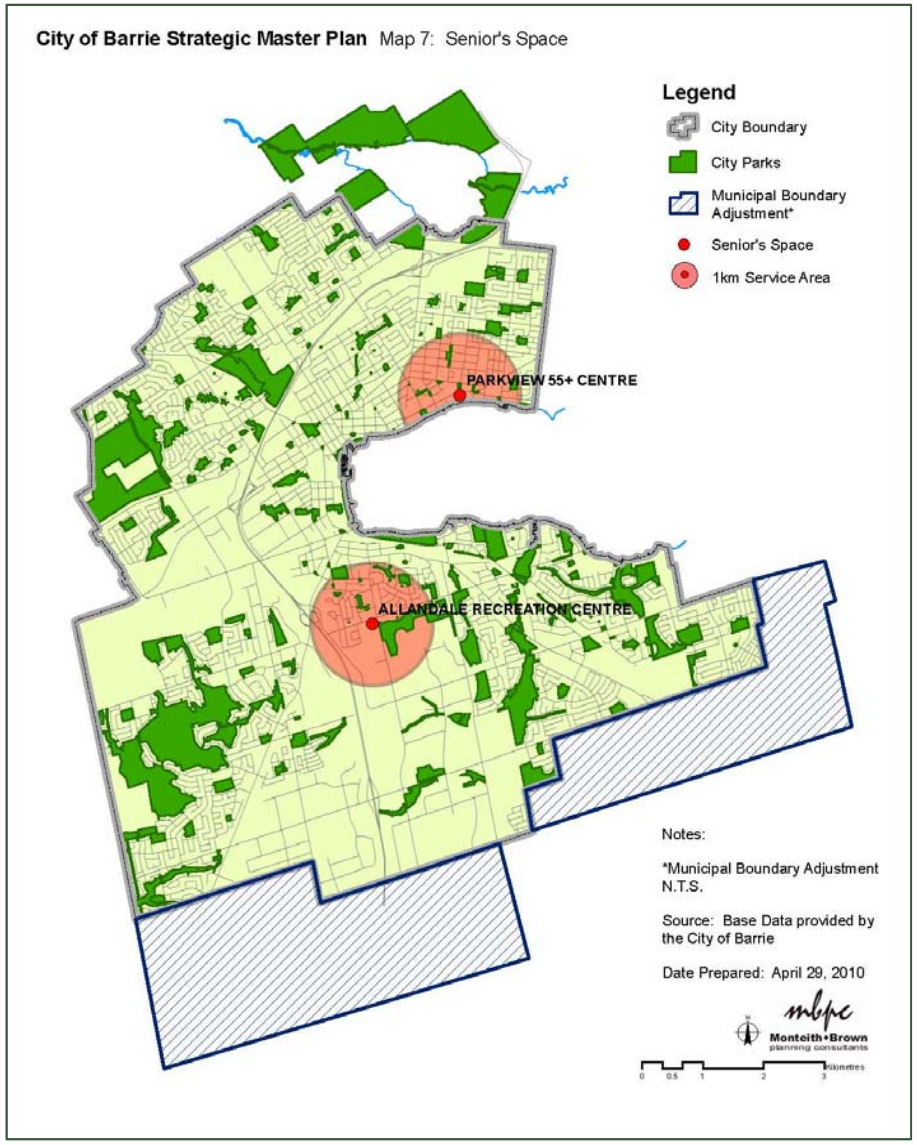

City of Barrie Strategic Master Plan Map 2: Arenas
Legend
City Boundary
City Parks
Municipal Boundary Adjustment*
Ice Pads
2.5km Service Area
EAST BAYFIELD COMMUNITY CENTRE
EASTVIEW ARENA
ALLANDALE RECREATION CENTRE
HOLLY COMMUNITY CENTRE
BARRIE MOLSON CENTRE
Notes:
*Municipal Boundary Adjustment N.T.S.
Source: Base Data provided by the City of Barrie
Date Prepared: April 29, 2010
Monteith+Brown planning consultants

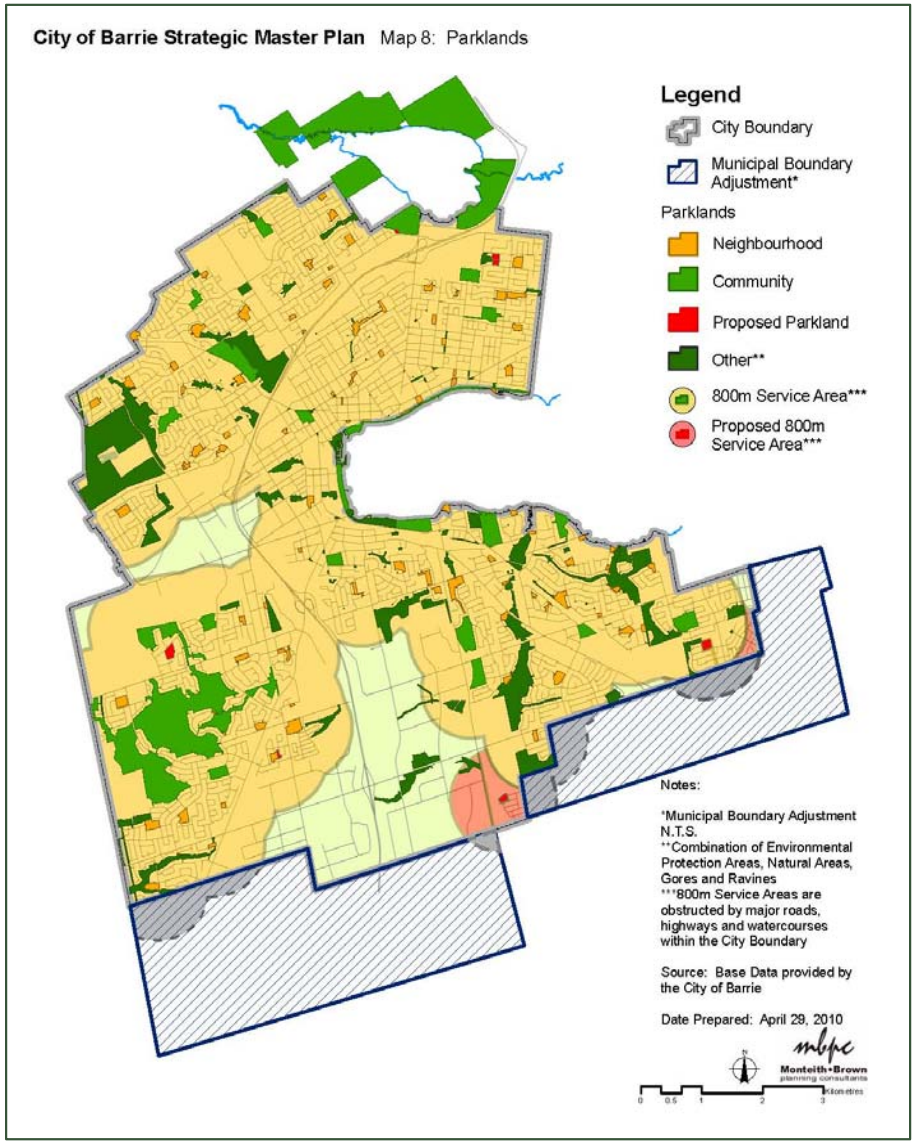

City of Barrie Strategic Master Plan Map 3: Indoor Aquatics
Legend
City Boundary
City Parks
Municipal Boundary Adjustment*
Indoor Aquatics Facilities
2.5km Service Area
25m pool with teaching tank
EAST BAYFIELD COMMUNITY CENTRE
25m pool with teaching tank
ALLANDALE RECREATION CENTRE
HOLLY COMMUNITY CENTRE
25m pool with teaching tank and splash area
Notes:
*Municipal Boundary Adjustment N.T.S.
Source: Base Data provided by the City of Barrie
Date Prepared: April 29, 2010
Monteith+Brown planning consultants
Kilometres

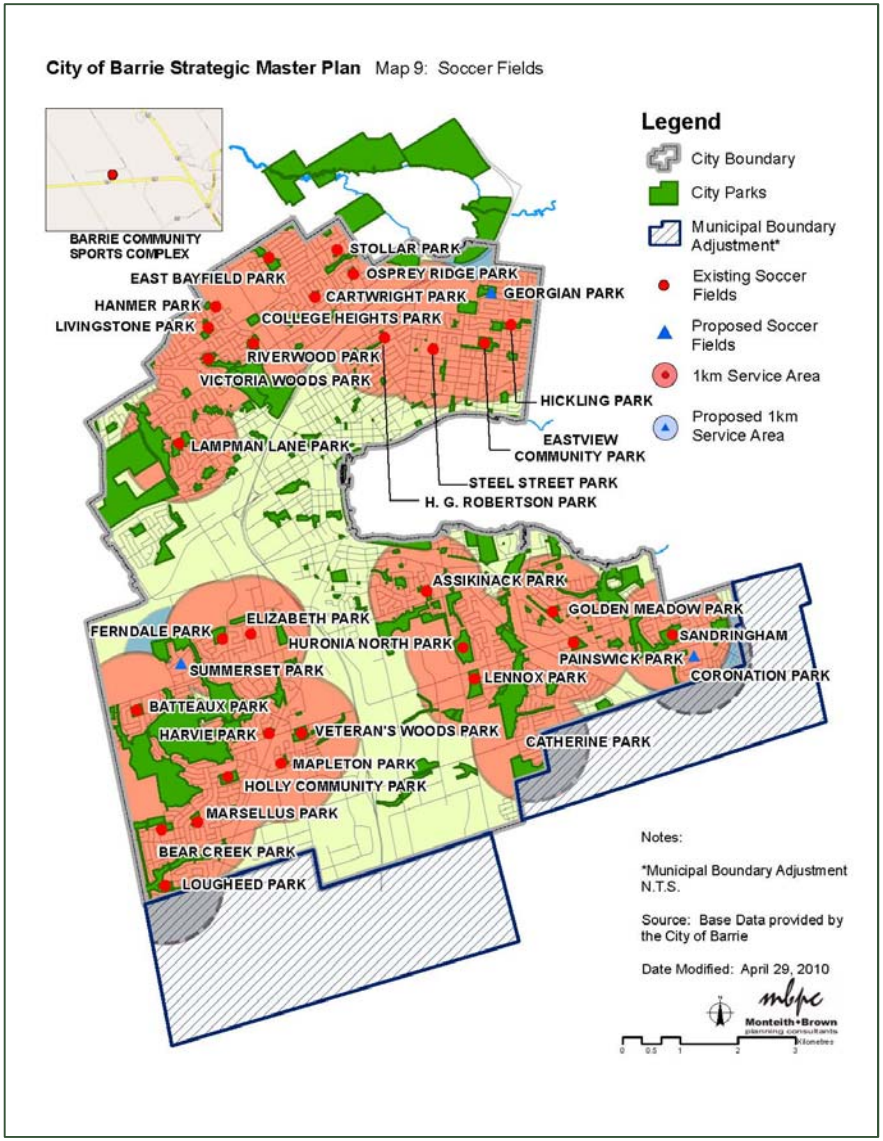

City of Barrie Strategic Master Plan Map 4: Fitness Centres
Legend
City Boundary
City Parks
Municipal Boundary Adjustment*
Fitness Centres
Major
Minor
2.5km Service Area
1km Service Area
EAST BAYFIELD COMMUNITY CENTRE
VICTORIA VILLAGE ACTIVITY CENTRE
ALLANDALE RECREATION CENTRE
HOLLY COMMUNITY CENTRE
Notes:
*Municipal Boundary Adjustment N.T.S.
Source: Base Data provided by the City of Barrie
Date Prepared: April 29, 2010
Monteith+Brown planning consultants
Kilometres

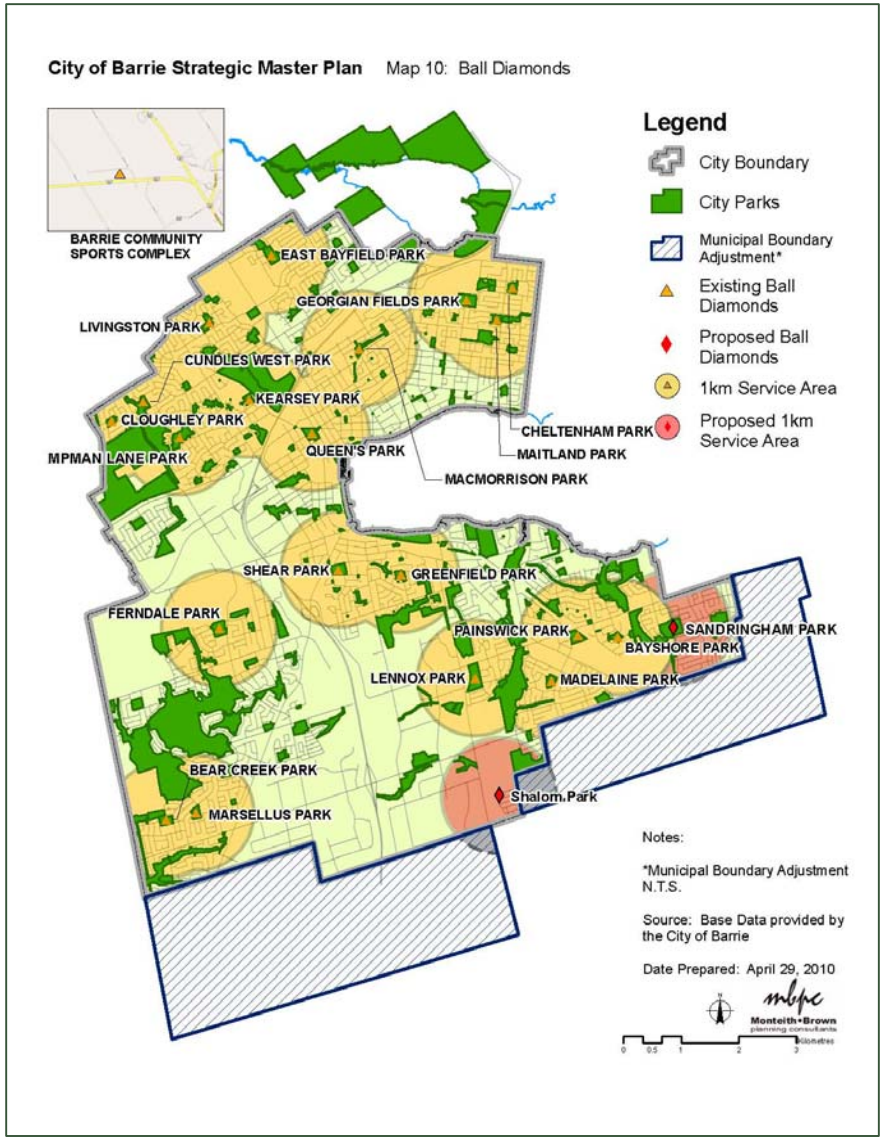

City of Barrie Strategic Master Plan Map 5: Gymnasiums
Legend
City Boundary
City Parks
Municipal Boundary Adjustment*
Gymnasiums
1km Service Area
EAST BAYFIELD COMMUNITY CENTRE
LAMPMAN LANE COMMUNITY CENTRE
MAPLE STREET YOUTH CENTRE
HOLLY COMMUNITY CENTRE
Notes:
*Municipal Boundary Adjustment N.T.S.
Source: Base Data provided by the City of Barrie
Date Prepared: April 29, 2010
Monteith+Brown planning consultants

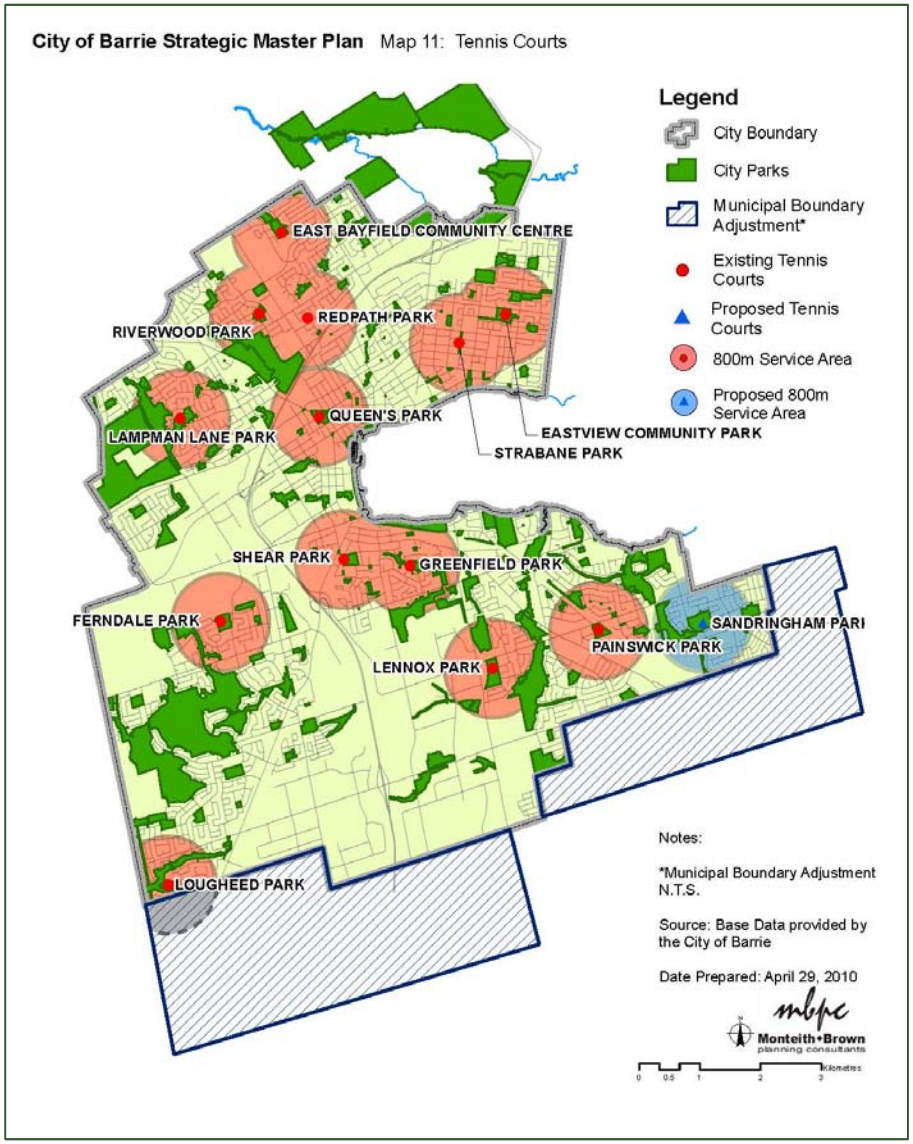

City of Barrie Strategic Master Plan Map 6: Youth Space
Legend
City Boundary
City Parks
Municipal Boundary Adjustment*
Youth Space
Community Centres
Satellite Youth Program Locations (Friday Night Youth Centres)
1km Service Area
1km Service Area
LAMPMAN LANE COMMUNITY CENTRE
MAPLE STREET YOUTH CENTRE
ALGONQUIN RIDGE E. SCHOOL
ST. CATHERINE OF SIENA SCHOOL
HOLLY COMMUNITY CENTRE
Notes:
*Municipal Boundary Adjustment N.T.S.
Source: Base Data provided by the City of Barrie
Date Prepared: April 29, 2010
Monteith+Brown planning consultants

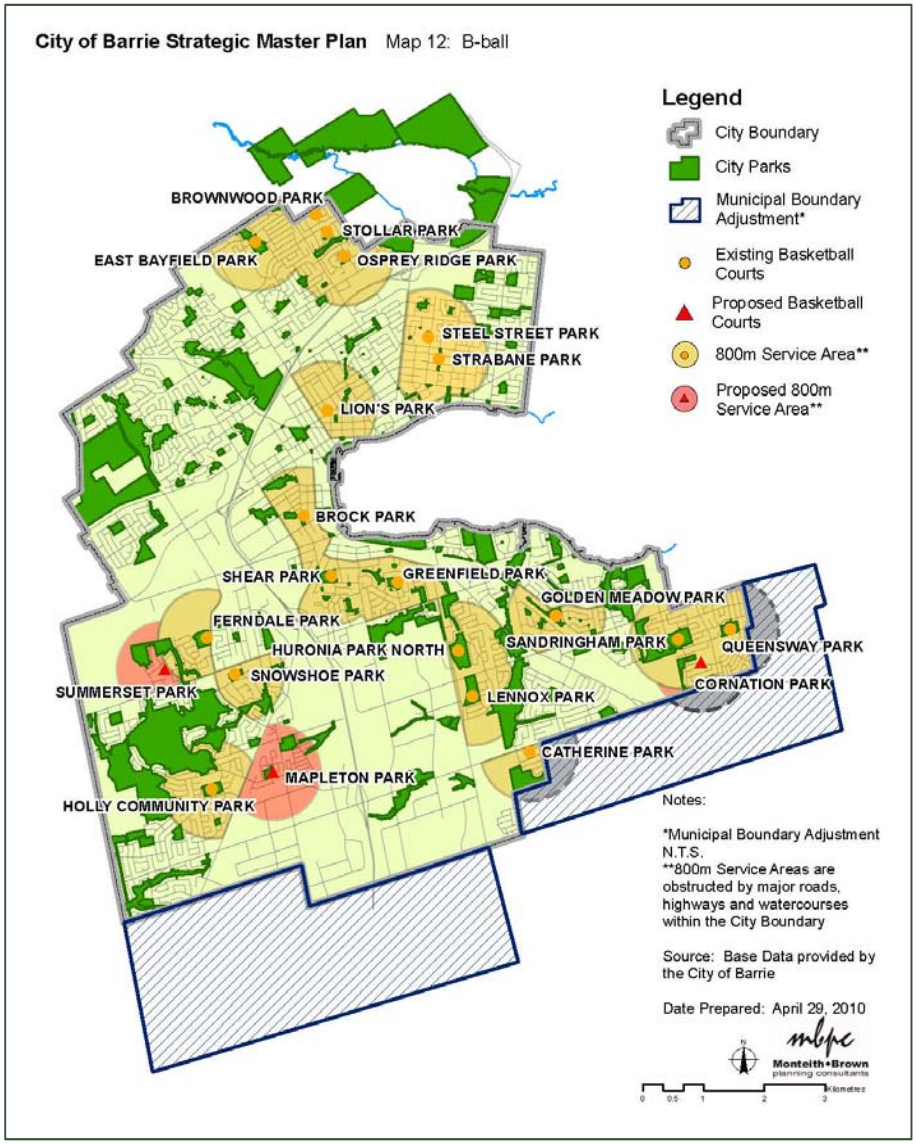

City of Barrie Strategic Master Plan Map 7: Senior's Space
Legend
City Boundary
City Parks
Municipal Boundary Adjustment*
Senior's Space
1km Service Area
PARKVIEW 55+ CENTRE
ALLANDALE RECREATION CENTRE
Notes:
*Municipal Boundary Adjustment N.T.S.
Source: Base Data provided by the City of Barrie
Date Prepared: April 29, 2010
Monteith+Brown planning consultants
Kilometres

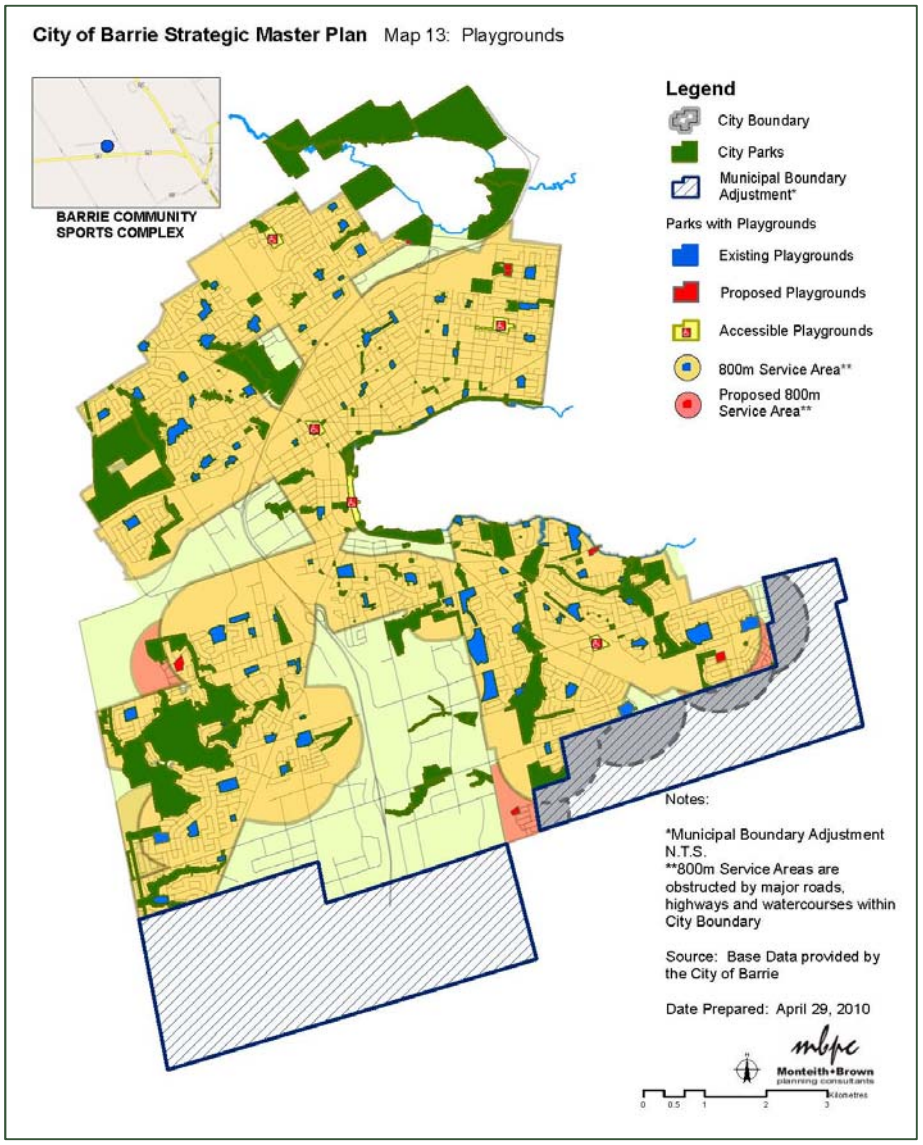

City of Barrie Strategic Master Plan Map 8: Parklands
Legend
City Boundary
Municipal Boundary Adjustment*
Parklands
Neighbourhood
Community
Proposed Parkland
Other**
800m Service Area***
Proposed 800m Service Area***
Notes:
*Municipal Boundary Adjustment N.T.S.
**Combination of Environmental Protection Areas, Natural Areas, Gores and Ravines
***800m Service Areas are obstructed by major roads, highways and watercourses within the City Boundary
Source: Base Data provided by the City of Barrie
Date Prepared: April 29, 2010
Monteith+Brown planning consultants

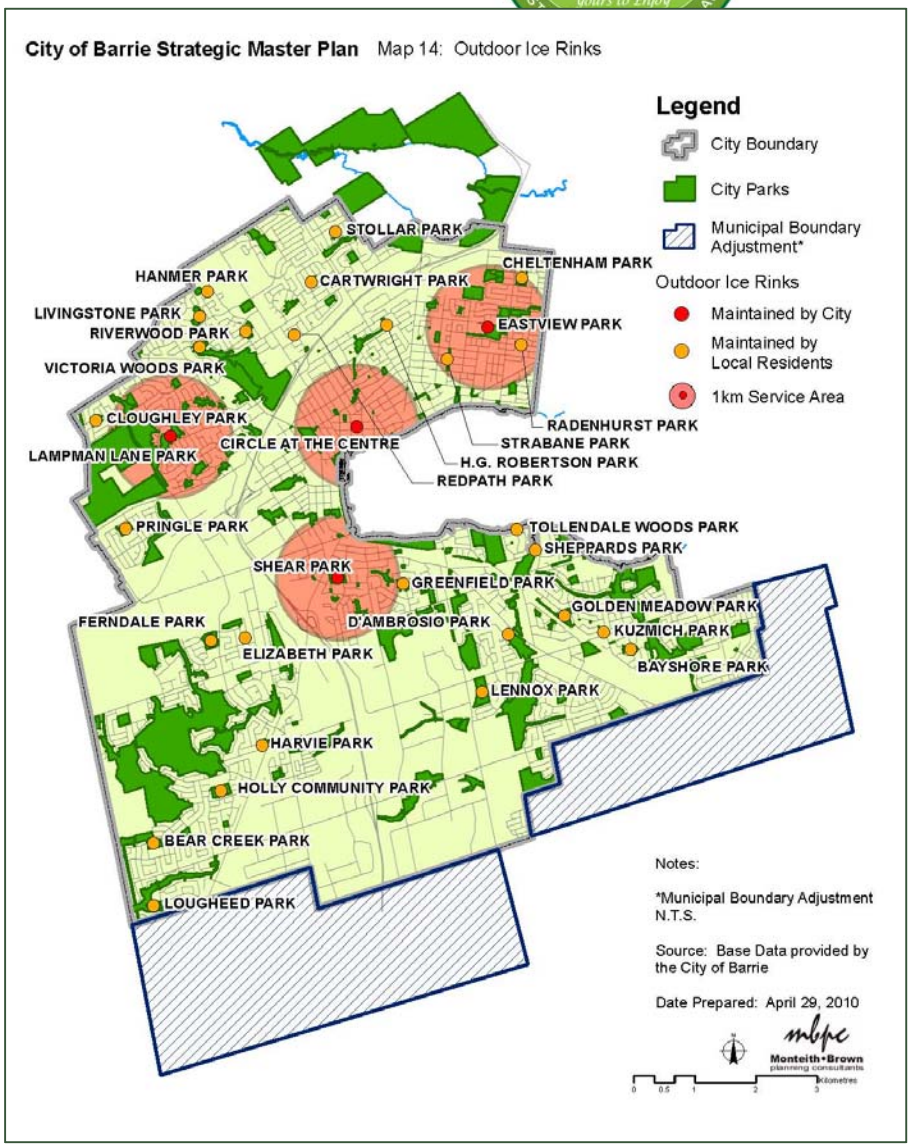

City of Barrie Strategic Master Plan Map 9: Soccer Fields
Legend
City Boundary
City Parks
Municipal Boundary Adjustment*
Existing Soccer Fields
Proposed Soccer Fields
1km Service Area
Proposed 1km Service Area
BARRIE COMMUNITY SPORTS COMPLEX
STOLLAR PARK
EAST BAYFIELD PARK
OSPREY RIDGE PARK
HANMER PARK
CARTWRIGHT PARK
GEORGIAN PARK
LIVINGSTONE PARK
COLLEGE HEIGHTS PARK
RIVERWOOD PARK
VICTORIA WOODS PARK
HICKLING PARK
EASTVIEW COMMUNITY PARK
LAMPMAN LANE PARK
STEEL STREET PARK
H. G. ROBERTSON PARK
ASSIKINACK PARK
GOLDEN MEADOW PARK
FERNDALE PARK
ELIZABETH PARK
HURONIA NORTH PARK
SANDRINGHAM
PAINSWICK PARK
SUMMERSET PARK
LENNOX PARK
CORONATION PARK
BATTEAUX PARK
HARVIE PARK
VETERAN'S WOODS PARK
CATHERINE PARK
MAPLETON PARK
HOLLY COMMUNITY PARK
MARSELLUS PARK
BEAR CREEK PARK
LOUGHEED PARK
Notes:
*Municipal Boundary Adjustment N.T.S.
Source: Base Data provided by the City of Barrie
Date Modified: April 29, 2010
Monteith+Brown planning consultants


City of Barrie Strategic Master Plan Map 10: Ball Diamonds
Legend
City Boundary
City Parks
Municipal Boundary Adjustment*
Existing Ball Diamonds
Proposed Ball Diamonds
1km Service Area
Proposed 1km Service Area
BARRIE COMMUNITY SPORTS COMPLEX
EAST BAYFIELD PARK
GEORGIAN FIELDS PARK
LIVINGSTON PARK
CUNDLES WEST PARK
KEARSEY PARK
CLOUGHLEY PARK
CHELTENHAM PARK
MAITLAND PARK
MPMAN LANE PARK
QUEEN'S PARK
MACMORRISON PARK
SHEAR PARK
GREENFIELD PARK
FERNDALE PARK
PAINSWICK PARK
SANDRINGHAM PARK
BAYSHORE PARK
LENNOX PARK
MADELAINE PARK
BEAR CREEK PARK
Shalom Park
MARSELLUS PARK
Notes:
*Municipal Boundary Adjustment N.T.S.
Source: Base Data provided by the City of Barrie
Date Prepared: April 29, 2010
Monteith+Brown planning consultants


City of Barrie Strategic Master Plan Map 11: Tennis Courts
Legend
City Boundary
City Parks
Municipal Boundary Adjustment*
Existing Tennis Courts
Proposed Tennis Courts
800m Service Area
Proposed 800m Service Area
EAST BAYFIELD COMMUNITY CENTRE
REDPATH PARK
RIVERWOOD PARK
QUEEN'S PARK
LAMPMAN LANE PARK
EASTVIEW COMMUNITY PARK
STRABANE PARK
SHEAR PARK
GREENFIELD PARK
FERNDALE PARK
SANDRINGHAM PARI
PAINSWICK PARK
LENNOX PARK
LOUGHEED PARK
Notes:
*Municipal Boundary Adjustment N.T.S.
Source: Base Data provided by the City of Barrie
Date Prepared: April 29, 2010
Monteith+Brown planning consultants
Kilometres


City of Barrie Strategic Master Plan Map 12: B-ball
Legend
City Boundary
City Parks
Municipal Boundary Adjustment*
Existing Basketball Courts
Proposed Basketball Courts
800m Service Area**
Proposed 800m Service Area**
BROWNWOOD PARK
STOLLAR PARK
EAST BAYFIELD PARK
OSPREY RIDGE PARK
STEEL STREET PARK
STRABANE PARK
LION'S PARK
BROCK PARK
SHEAR PARK
GREENFIELD PARK
GOLDEN MEADOW PARK
FERNDALE PARK
HURONIA PARK NORTH
SANDRINGHAM PARK
QUEENSWAY PARK
SNOWSHOE PARK
SUMMERSET PARK
LENNOX PARK
CORNATION PARK
CATHERINE PARK
MAPLETON PARK
HOLLY COMMUNITY PARK
Notes:
*Municipal Boundary Adjustment N.T.S.
**800m Service Areas are obstructed by major roads, highways and watercourses within the City Boundary
Source: Base Data provided by the City of Barrie
Date Prepared: April 29, 2010
Monteith+Brown planning consultants
Kilometres


City of Barrie Strategic Master Plan Map 13: Playgrounds
BARRIE COMMUNITY SPORTS COMPLEX
Legend
City Boundary
City Parks
Municipal Boundary Adjustment*
Parks with Playgrounds
Existing Playgrounds
Proposed Playgrounds
Accessible Playgrounds
800m Service Area**
Proposed 800m Service Area**
Notes:
*Municipal Boundary Adjustment N.T.S.
**800m Service Areas are obstructed by major roads, highways and watercourses within City Boundary
Source: Base Data provided by the City of Barrie
Date Prepared: April 29, 2010
Monteith•Brown planning consultants
Kilometres


City of Barrie Strategic Master Plan Map 14: Outdoor Ice Rinks
Legend
City Boundary
City Parks
Municipal Boundary Adjustment*
Outdoor Ice Rinks
Maintained by City
Maintained by Local Residents
1km Service Area
STOLLAR PARK
CHELTENHAM PARK
HANMER PARK
CARTWRIGHT PARK
LIVINGSTONE PARK
RIVERWOOD PARK
EASTVIEW PARK
VICTORIA WOODS PARK
CLOUGHLEY PARK
RADENHURST PARK
STRABANE PARK
LAMPMAN LANE PARK
CIRCLE AT THE CENTRE
H.G. ROBERTSON PARK
REDPATH PARK
PRINGLE PARK
TOLLENDALE WOODS PARK
SHEPPARDS PARK
SHEAR PARK
GREENFIELD PARK
GOLDEN MEADOW PARK
FERNDALE PARK
D'AMBROSIO PARK
KUZMICH PARK
ELIZABETH PARK
BAYSHORE PARK
LENNOX PARK
HARVIE PARK
HOLLY COMMUNITY PARK
BEAR CREEK PARK
LOUGHEED PARK
Notes:
*Municipal Boundary Adjustment N.T.S.
Source: Base Data provided by the City of Barrie
Date Prepared: April 29, 2010
Monteith•Brown planning consultants
Kilometres

Appendix B

Estimated Capital Cost Implications

With the assistance of City Staff, capital cost implications associated with implementation of the Strategic Master Plan's key recommendations are summarized below. All figures are quoted in 2010 dollars and should be considered as preliminary estimates that will need to be further explored (e.g. indexed with applicable cost of living index) and confirmed at the time of implementation through annual budgeting or detailed business planning processes.

Recommendations – Recreation	$	65,852,750
Proposed Multi-Use Community Centre	*$*	*58,390,000*
Other Capital Items	*$*	*7,462,750*
Recommendations – Parks	$	28,745,750
Total Master Plan Costs	**$**	**94,598,500**

Estimated Capital Cost for Leisure, Transit & Facilities

The following cost estimates are applicable to recommendations falling primarily under the purview of the Leisure, Transit & Facilities Division.

Table B-1: Capital Cost of the Proposed Multi-Use Community Centre

Community Centre Component	Estimated Cost	*Size*	*Unit Cost*
Arenas	$ 21,000,000	*84,000 ft²*	*$250 / ft²*
Youth Centre	$ 550,000	*2,000 ft²*	*$275 / ft²*
Administration/Public Space	$ 4,125,000	*15,000 ft²*	*$275 / ft²*
Older Adult Centre	$ 550,000	*2,000 ft²*	*$275 / ft²*
Indoor Aquatics	$ 14,850,000	*45,000 ft²*	*$330 / ft²*
Fitness Space	$ 550,000	*2,000 ft²*	*$275 / ft²*
Gymnasium	$ 4,125,000	*15,000 ft²*	*$275 / ft²*
Multi-Purpose Space	$ 3,750,000	*15,000 ft²*	*$250 / ft²*
Community Centre - Base Cost	**$ 49,500,000**	*180,000 ft²*	
Site Development	$ 3,960,000		*8% of Base Cost*
Furnishings, Fixtures & Equipment	$ 3,250,000		
Land Acquisition	$ 1,650,000	*15 acres*	*$110,000/acre*
Consultants	$ 30,000		
Community Centre - Total Cost	**$ 58,390,000**		

Table B-2: Other Capital Item Costs

Capital Work Item	Estimated Cost	Size	Unit Cost
Allandale Recreation Centre Retrofit	$ 6,987,750	*25,410 ft²*	*$ 275 / ft²*
Older Adults Plan – Consultants*	$ 75,000		
Youth Strategy – Consultants*	$ 45,000		
Physical Activity Plan – Consultants*	$ 45,000		
Master Plan Updating	$ 310,000		
Total Cost	**$ 7,462,750**		

** Denotes item that is non-eligible for DC funding*

Estimated Capital Cost for Parks & Outdoor Facilities

The following cost estimates are applicable to recommendations fall primarily under the purview of the Parks Planning Division.

Table B-3: Parks & Outdoor Capital Item Costs

Capital Work Item	Estimated Cost	Size / Number of Units	Unit Cost
Land Acquisition	$ 7,260,750	*66 acres*	*$ 110,000/acre*
Sports Field Lighting (existing)	$ 225,000	3	$75,000/field
Basketball Court Upgrades (existing)	$ 140,000	4	$35,000/court
Playgrounds	$ 3,500,000	20	$175,000/unit
Trails Master Plan – Consultants*	$ 100,000		
Natural Heritage Study – Consultants*	$ 75,000		
Soccer Fields	$ 6,000,000	15	$400,000/field
Ball Diamonds	$ 2,400,000	6	$400,000/field
Other Field Sports	$ 800,000	2	$400,000/field
Sports Field Lighting	$ 1,125,000	15	$75,000/field
Artificial Turf Field	$ 1,000,000	1	$1,000,000/field
Tennis Courts	$ 450,000	6	$75,000/court
Basketball Courts	$ 420,000	12	$35,000/court
Skateboard Parks	$ 3,000,000	4	$750,000/unit
BMX Park	$ 250,000	1	$250,000/unit
Splash Pads	$ 2,000,000	4	$500,000/unit
Total Cost	**$ 28,745,750**		

** Denotes item that is non-eligible for DC funding*