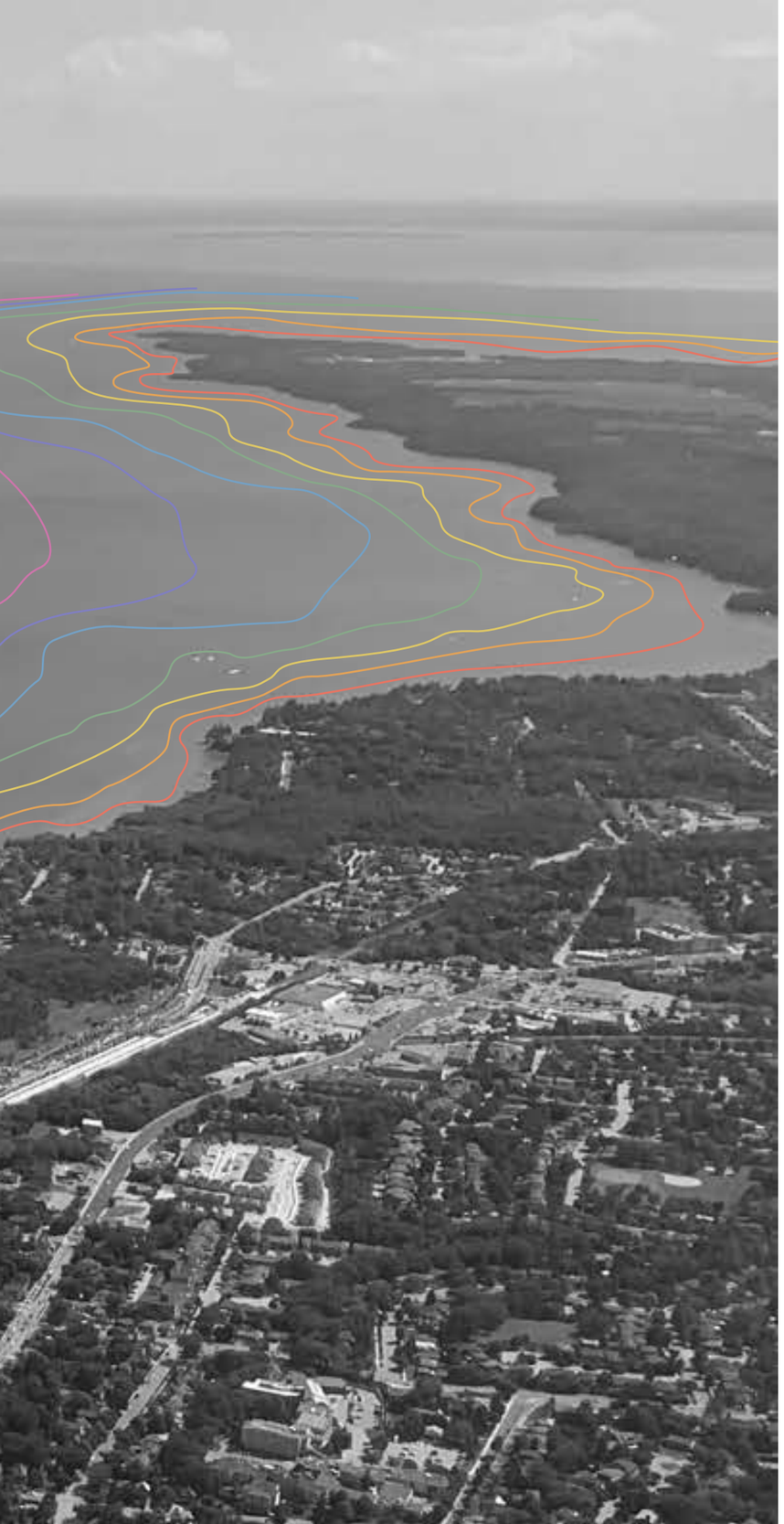
Barrie Bayside

Barrie Waterfront Strategic Plan Update

June 2023



Land Acknowledgement

Please visit the City of Barrie's Land Acknowledgement at barrie.ca.

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Executive Summary

Executive Summary

Barrie's waterfront encompasses approximately 10 kilometres of shoreline along Kempenfelt Bay on Lake Simcoe, with connections to a number of diverse neighbourhoods and park spaces along the North Shore, West Shore and South Shore. Many consider it to be the heart of Barrie – the centrepiece to new development and growth. With parks, marinas, naturalized beaches, urban squares, walking and cycling trails, scenic lookouts and heritage features characterizing the shores, the waterfront is truly one of the City's greatest assets to be celebrated, protected and enriched as Barrie continues to evolve.

Figure 1: Barrie Waterfront Strategic Plan Study Area

City of Barrie Boundary

WSP Boundary

As part of its ongoing evolution, Barrie's waterfront has benefitted from a number of significant improvements since the original Waterfront Strategic Plan was adopted in 2015. Guided by the vision and recommendations outlined in the **2015 Waterfront + Marina Strategic Plan**, the shorelines have been upgraded with the creation of new master plans (e.g. **2022 Heritage Park Master Plan**), ongoing infrastructural upgrades and planning efforts to ensure the waterfront becomes a regional destination from a tourism and economic development perspective. From transportation initiatives ongoing at the Allandale Transit Hub to park facility upgrades along the North Shore at St. Vincent Park, there has been work undertaken to enrich the experiences along the waterfront for residents and visitors alike.

However, with each Waterfront Strategic Plan (WSP) created, there is an impetus to rethink and upgrade the planning efforts approximately every 10 years to ensure the Waterfront Strategic Plan accurately captures and reflects the community needs, societal trends and growth projections for the community that will inevitably change in the time post-implementation. For Barrie specifically, the years since 2015 have been especially evolutionary, with significant change and growth, a global pandemic and a shift in social issues at play. As such, an updated Waterfront Strategic Plan framework is required to address the waterfront's continued evolution with the rest of the City over the next ten years and beyond.

Growth is envisioned to be transformative, leading to a more **inclusive, resilient and activated** Barrie that will result in a balanced community, economy and environment. Not only will Barrie's waterfront impact experiences within parks and open spaces, but it will also have a domino effect on the experiences of new residents and visitors to the Downtown, as an oasis for locals and tourists to enjoy the beauty of Kempenfelt Bay within the intensification area. Building off the increased use of waterfront spaces during the global COVID-19 pandemic, the Waterfront Strategic Plan will aim to continue to enhance Barrie's waterfront to allow it to reach its full potential as the heart and source of vitality for the City.

How to Read the Strategic Plan

The Barrie Waterfront Strategic Plan provides a clear vision for the waterfront, built from extensive consultation with key stakeholders and community members, and a roadmap on the strategies that can be employed to meet this vision. The Waterfront Strategic Plan is structured to include the following:

Section 1- Introduction

This section outlines what a Strategic Plan is, and the key factors which necessitated an update from the **2015 Waterfront + Marina Strategic Plan**, including themes surrounding:

- A Growing Community,
- A Post-Pandemic Waterfront,
- A Shift in Societal Trends, and
- A Flexible and Actionable Plan

The section introduces readers to the study area and the Strategic Plan process, including who contributed to the plan.

Section 2- Existing Conditions: The Barrie Waterfront Today

This section provides an overview of the policy context which has informed the Waterfront Strategic Plan, and should continue to inform future planning efforts. The section also delves into the study area in more detail and introduces the distinction of the Barrie waterfront into three areas – the North Shore, the West Shore, and the South Shore. Description and mapping of the existing waterfront conditions are provided including:

- Land Use & Built Form,
- Future Development,
- Transportation Systems,
- Environmental Features, and
- Waterfront Administration.

Section 3- From Vision to Strategy: Envisioning the Future of Barrie's Waterfront and Creating a Road Map

This section outlines the vision for:

> ***"The Barrie waterfront as a series of distinct inclusive, resilient and activated spaces and experiences, across three shores."***

The WSP is built on three main pillars that must work together to realize the vision for the waterfront: inclusive, resilient, and activated. The pillars are expanded through a series of goals that are necessary to achieve in order to effectively attain the vision. The goals are as follows:

- Inclusive
  - **Accessible:** Universally Accessible to All People
  - **Safe:** Safe & Secure for All Users
  - **Diverse:** Spaces for Diverse Cultural Uses & Cultural Representation
- Resilient
  - **Restorative:** Protection and enhancement of waterfront ecologies
  - **Climate Adaptive:** Mitigation of the causes and impacts of climate change
  - **Stewardship:** Waterfront stewardship and systems that support the success of waterfront initiatives
- Activated
  - **Connected:** Multi-modal connections to and along the waterfront that are accessible to all
  - **Attractive:** Unique & Memorable Spaces & Design Elements that foster a sense of place
  - **Flexible:** Spaces & Programs that Support Community, Tourism & Economic Vitality

In this section, six waterfront wide strategies are provided as means to accomplish each goal, in turn working towards the overall vision for the waterfront.

Section 4- Taking Action: The Top 10 Strategic Priorities

This section provides 10 action-oriented strategic priorities including specific recommendations that can be applied in various areas along the waterfront. Each priority is accompanied by an evaluation that provides additional information such as ease of implementation, goals achieved, and parties involved.

The 10 Strategic Priorities are as follows:

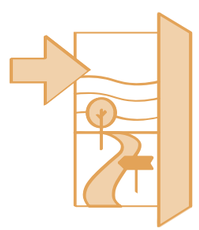
Section 5- Implementation Strategy: Making the Plan a Reality

This section outlines a strategy for implementing the Strategic Plan including phasing and funding strategies.

1

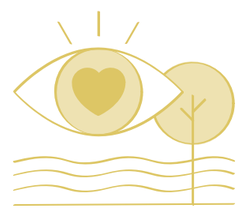
Add and Improve Inclusive Facilities

2



Enhance Access Points to Waterfront Parks & Trails

3



Introduce Waterfront-Wide, Iconic Branding Strategy

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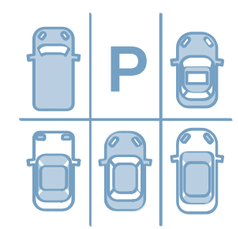
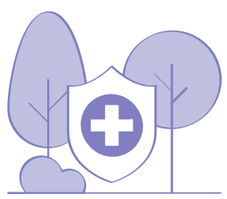
Optimize Access into/onto the Water

5



Manage Waterfront Use and Vehicular Demand

6



Promote Climate Adaptability and Environmental Protection

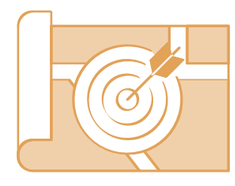
7

Implement and Support Seasonal Programming

8

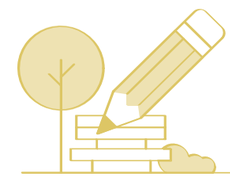
Utilize the Waterfront to Achieve Larger Economic and Tourism Development Goals

9



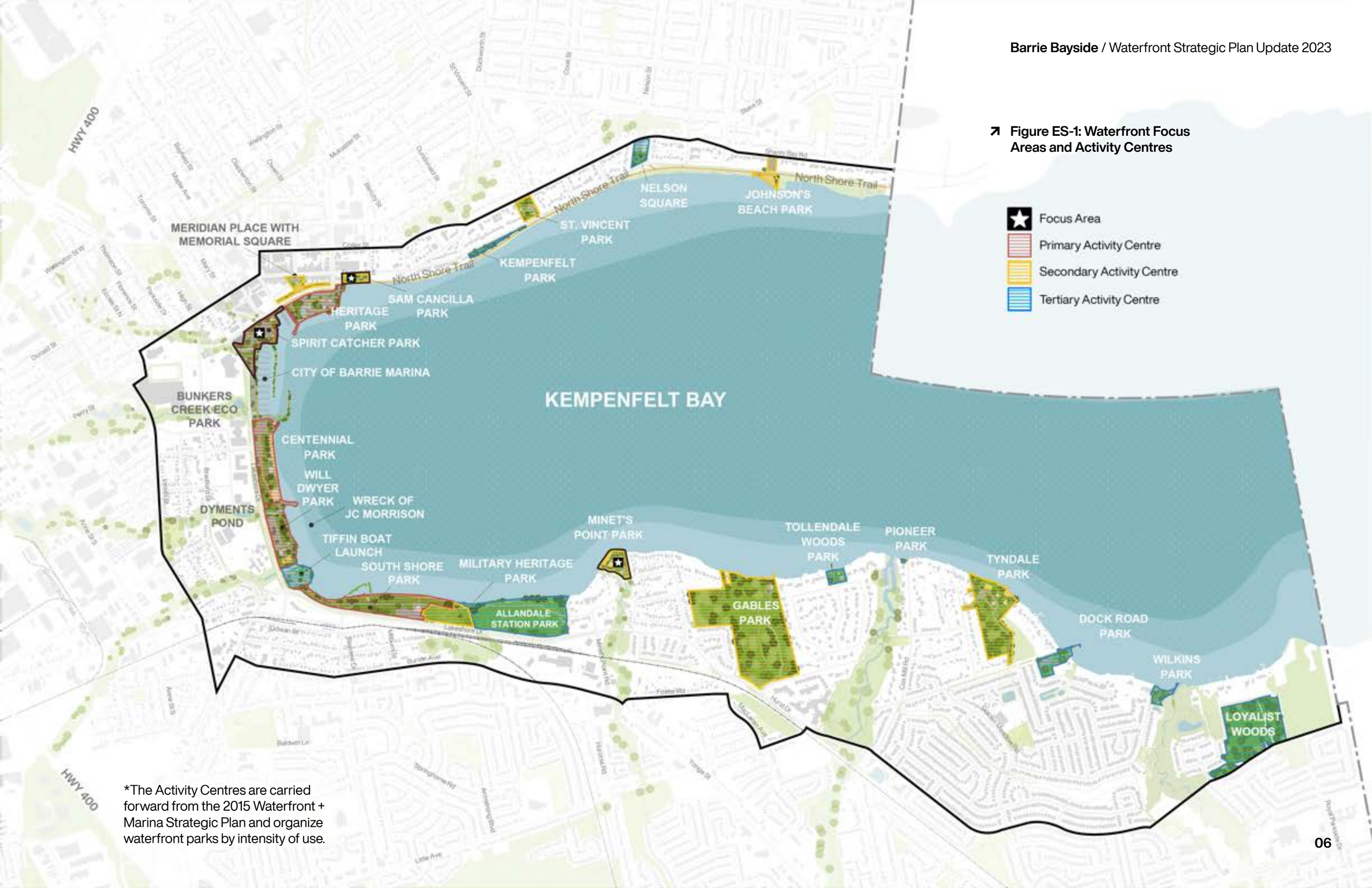
Revitalize Focus Destinations

10



Create Master Plans that Recognize Each Park's Contribution to the Waterfront

Figure ES-1: Waterfront Focus Areas and Activity Centres



*The Activity Centres are carried forward from the 2015 Waterfront + Marina Strategic Plan and organize waterfront parks by intensity of use.

1

Introduction:
Meet Barrie's Waterfront

1. Introduction:
Meet Barrie's Waterfront

1.1 Waterfront Strategic Plan Update

The Barrie Bayside—2023 Waterfront Strategic Plan sets forth the roadmap to guide the future of Barrie's waterfront spaces. Building upon the tremendous efforts, investments and planning interventions already undertaken and ongoing along the shorelines of Kempenfelt Bay, the plan identifies where the City left off from the previous **2015 Waterfront + Marina Strategic Plan** and what updated priorities the community would like to achieve to address current trends and needs.

The updated Waterfront Strategic Plan addresses major socio-economic shifts that have occurred since the previous iteration, including updated policy directions, increased awareness of the impacts of climate change and importance of resiliency in city building, re-focusing on social inclusion in public spaces, as well as consideration of population growth and increased tourism within the City of Barrie. The updated Waterfront Strategic plan excludes City of Barrie Marina planning.

1.2 Where is the Study Area?

The study area is established around the City of Barrie's entire 10-kilometre Kempenfelt Bay shoreline. The study area stretches past the bounds of parks and beaches that encompass Kempenfelt Bay. The waterfront as an essential asset to the City of Barrie has a ripple effect that goes beyond the shoreline and impacts the inland portions of the City as well, including the neighbourhood directly adjacent on the North Shore, the Downtown on the West Shore, and the neighbourhoods adjacent on the South Shore. As such, the study area boundary strategically captures these areas to ensure the plan suggested can have the optimal geographic impact (refer to Figure 1-1).

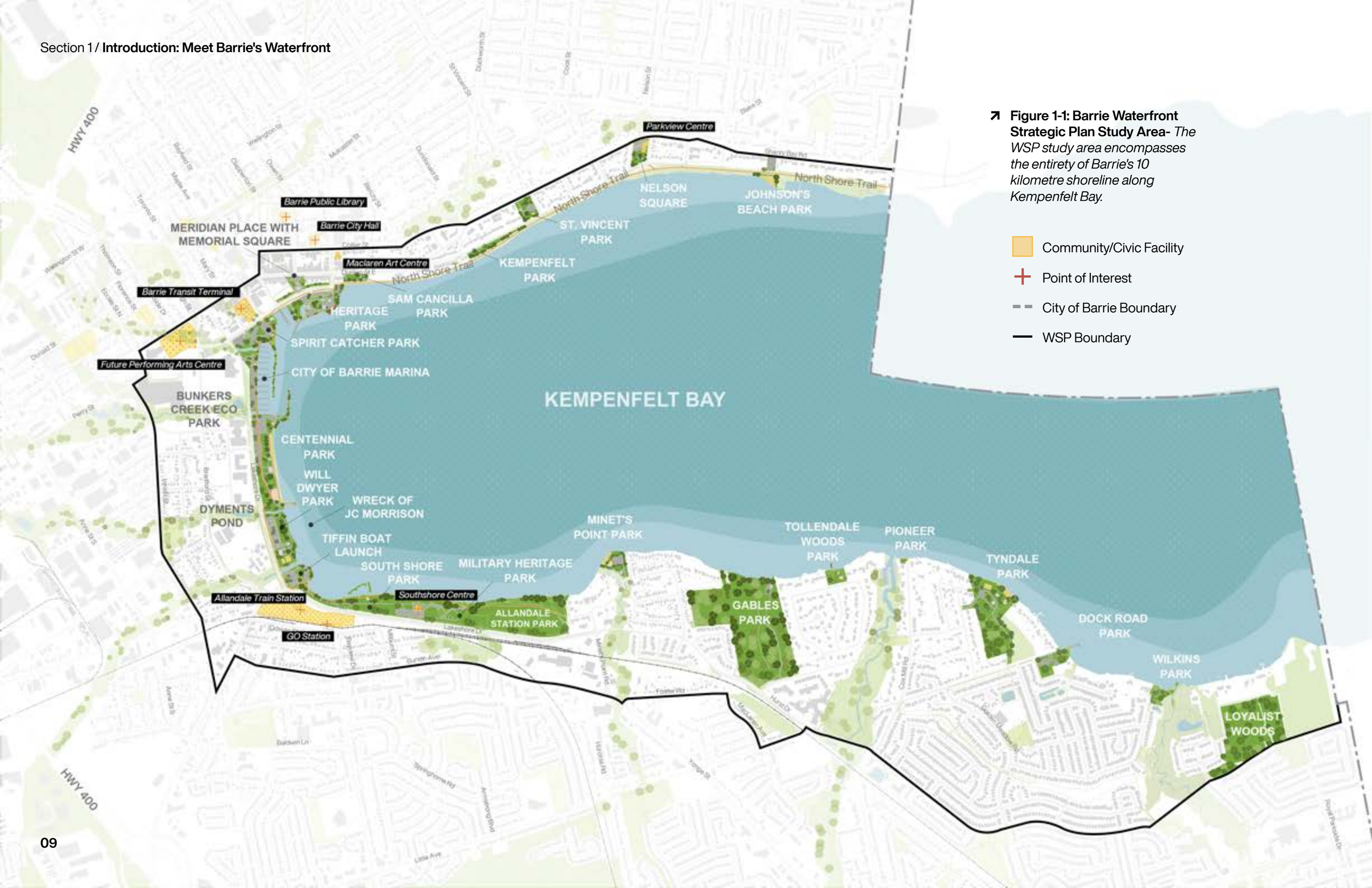


Figure 1-1: Barrie Waterfront Strategic Plan Study Area- *The WSP study area encompasses the entirety of Barrie's 10 kilometre shoreline along Kempenfelt Bay.*

- Community/Civic Facility
- Point of Interest
- City of Barrie Boundary
- WSP Boundary

1.3 Why is the Plan being Updated?

The 2015 Barrie Waterfront + Marina Strategic Plan was originally intended to be implemented to the year 2031, in short-, medium-, and long-term horizons.

Since the 2015 Waterfront Strategic Plan was adopted, the Barrie waterfront has changed and developed. The original Plan was created based on City initiatives and direction of the time. Five to ten years after its adoption, an updated Waterfront Strategic Plan (WSP) was intended to be developed with the understanding that the function and design of the waterfront will evolve over time with updated City realities and priorities. As time has progressed, new factors that influence how the waterfront will look in the future have emerged, and previous WSP considerations need to be updated. Of the many priorities that have changed since the 2015 adoption of the plan, the following are amongst the key reasons why a plan update was required:

↗ A Growing Community

As one of Canada's fastest growing cities, Barrie is becoming a regional destination for education, medicine, business, and tourism. Not only is it becoming a location that more and more Canadians are looking to call home, both newcomers to Canada and those relocating from other parts of Canada, it is also becoming a growing hotspot for businesses to thrive and people to visit. The City projects the number of residents to grow from the 2021 population of 212,856 to an estimated population of 298,000 by 2051, and the vast amount of new development supports these projections (StatsCan, 2021; City of Barrie Growth Report, 2022). The updated WSP will build upon the 2013 WSP while incorporating an updated understanding of current demographics, priorities, and opportunities available.

↗ A Post-Pandemic Waterfront

COVID-19 brought unique pressures and challenges to cities unlike any had experienced before. Open spaces, particularly, parks offered natural relief and respite from lockdowns and space to practice social distancing while enjoying an escape from one's home. With this shifting use of public space came increased pressures and overcrowding along Barrie's waterfront, all of which created social, economic and environmental challenges to the waterfront. Facing inadequate facilities for parking, washrooms and food services, conflict between visitors and residents and mounting environmental challenges caused by overuse, the WSP is required to adapt in a post-pandemic environment.

↗ A Shift in Societal Trends

In addition to the pandemic, since the implementation of the original Waterfront Strategic Plan, societal trends have also shifted towards enhanced equity and inclusion. Open spaces along the waterfront should be accessible, safe and inclusive to all regardless of race, age, gender identity, capability, culture or socio-economic status. Additionally, reconciliation with Indigenous communities with current and historic presence on the waterfront lands will play an important role in the updated WSP. The heightened role of equity and inclusion in the WSP highlights one of the main impetuses for its creation.

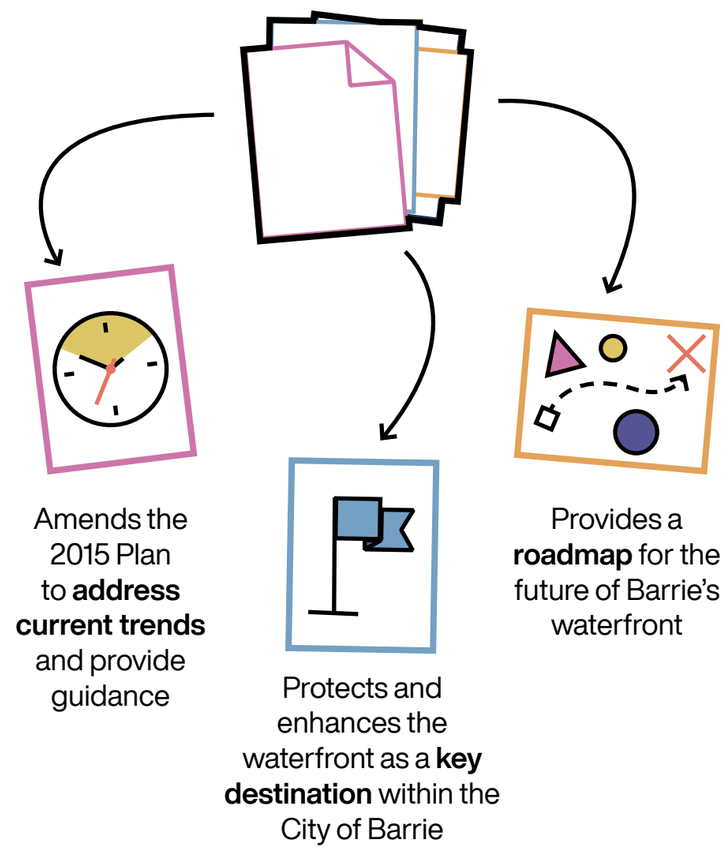
↗ A Flexible and Actionable Framework

In order to ensure the WSP is tangible and provides the City of Barrie with an implementable framework that adapts to future trends and provides actionable direction to the City, an update was required. The WSP Update restructures the recommendations to focus on the top priorities, supported by three overarching pillars identified by public and stakeholder engagement. Additionally, flexibility is instilled in the strategic framework through a series of high-level recommendations, organized by the top 10 Strategic Priorities, that can be applied over time as community needs change. By providing a restructured, flexible and actionable framework within the WSP, the aim is to achieve the goals outlined over the next 10 years.

1.4 How Will the Plan be Used?

The WSP provides a long-term vision and goals for the Waterfront to ensure all future improvements align with an overarching policy direction. The Strategy provides priorities to achieve the vision over the next 10 years and will act as a foundation to guide future planning efforts and capital projects such as master planning, transportation infrastructure improvements and facility improvements. With a clear vision as a guide, the plan can be better used as a tool and benchmark for future change along Barrie's waterfront.

The WSP Update



1.5 Who Contributed to the Plan?

The Strategic Plan was developed in collaboration with the City's Project Team, key local stakeholders, and the larger community.

Consultation is vital to establishing a successful and functional plan that is reflective of local interests. Consultation undertaken in the WSP update process was essential to informing the development of the plan update and incorporating the values and priorities of City staff, community stakeholders, and residents.

The following stakeholders were consulted within the Waterfront Strategic Plan process through stakeholder workshops:

The City of Barrie

- Parks Planning, Development Services Department
- Corporate Facilities Department (includes City of Barrie Marina)
- Economic & Creative Development Department
- Barrie Fire & Emergency Services Department
- Barrie Police
- Parks and Forestry Division, Roads, Parks and Fleet Department
- Recreation and Culture Services Department
- Transit and Parking Strategy Department
- Enforcement Services, Legislative and Court Service Department
- Transportation, Development Services Department
- Strategic Infrastructure Planning, Corporate Asset Management
- Infrastructure Department (Linear Infrastructure Projects, Vertical Infrastructure, Developer & Special Projects, Water Operations, Wastewater Operations)
- Business Performance & Environmental Sustainability Department, Risk Management (Climate Change)
- Traffic Services, Development Services Department
- Accessibility Advisory Committee, Human Resources Department
- Roads, Stormwater and Rail Operations, Operations Department

Lake Simcoe Region Conservation Authority

Barrie Native Friendship Centre

Beyond key stakeholder engagement, the Waterfront Strategic Plan was also built on invaluable knowledge gained from community members. Community consultation was undertaken through two Public Information Sessions (PICs) held March 2022 and June 2022, as well as two series of online surveys, held March 2022 and January 2023.

Public Information Sessions
The public was given the opportunity to review the WSP's progress and provide feedback in the public information sessions held in March 2022 and June 2022. The first PIC featured interactive mapping activities that documented valued features, challenges, and opportunities. The second PIC collected feedback on the application of the nine WSP goals along the waterfront using an interactive mapping activity and asked attendees to identify waterfront focus areas for revitalization. In January 2023, online surveys were made available to the public that outlined the 10 Strategic Priorities and the recommendations for the 3 Focus Areas. Community members were asked to provide input regarding prioritizing implementation of the 10 Strategic Priorities, as well as the future direction for the 3 Focus Areas. In addition to documenting conversations with members of the public during the Public Information Centres, the project team also reviewed written comments that were submitted by individuals and groups prior to and following the PICs. The draft Final Report was circulated twice through the internal stakeholder departments for comment, after which the WSP was placed online on buildingbarrie.ca for public review prior to Barrie City Council meeting.

Additional information regarding the Waterfront Strategic Plan consultation process can be found in **Appendices D through G.**

2

Existing Conditions: The Barrie Waterfront Today

2. Existing Conditions: The Barrie Waterfront Today

A strong understanding of Barrie's waterfront is necessary to realistically envisioning a strategy for its future. **Since the adoption of the previous Waterfront Strategic Plan, the existing and planned context of the Barrie waterfront has evolved including new development, park reinvestments, and increased usage.**

A thorough analysis of the waterfront was undertaken to inform the WSP update. This information is based on detailed site visits, a photographic inventory, correspondence with key stakeholders and a review of background documents. The following section provides an updated overview of existing conditions including:

- ↗ Policy,
- ↗ Land use and built form
- ↗ Future development,
- ↗ Natural systems, environmental features, and parks,
- ↗ Transportation Systems, and
- ↗ Waterfront administration

2.1 Policy Context

A review of the policy documents that impact the Barrie waterfront was undertaken, including the following key document that informed updates to the waterfront since the previous WSP iteration:

1. City of Barrie Official Plan (2022)
2. Tourism Barrie Master Plan (2020)
3. Parking Strategy (2020)
4. Transportation Master Plan (2019)
5. Wayfinding Strategy (2022)
6. Climate Change Adaptation Strategy (2017)
7. Municipal Naming Policy (2016)
8. Storm Drainage and Stormwater Management Policy (2009)
9. Market Precinct Plan (ongoing)

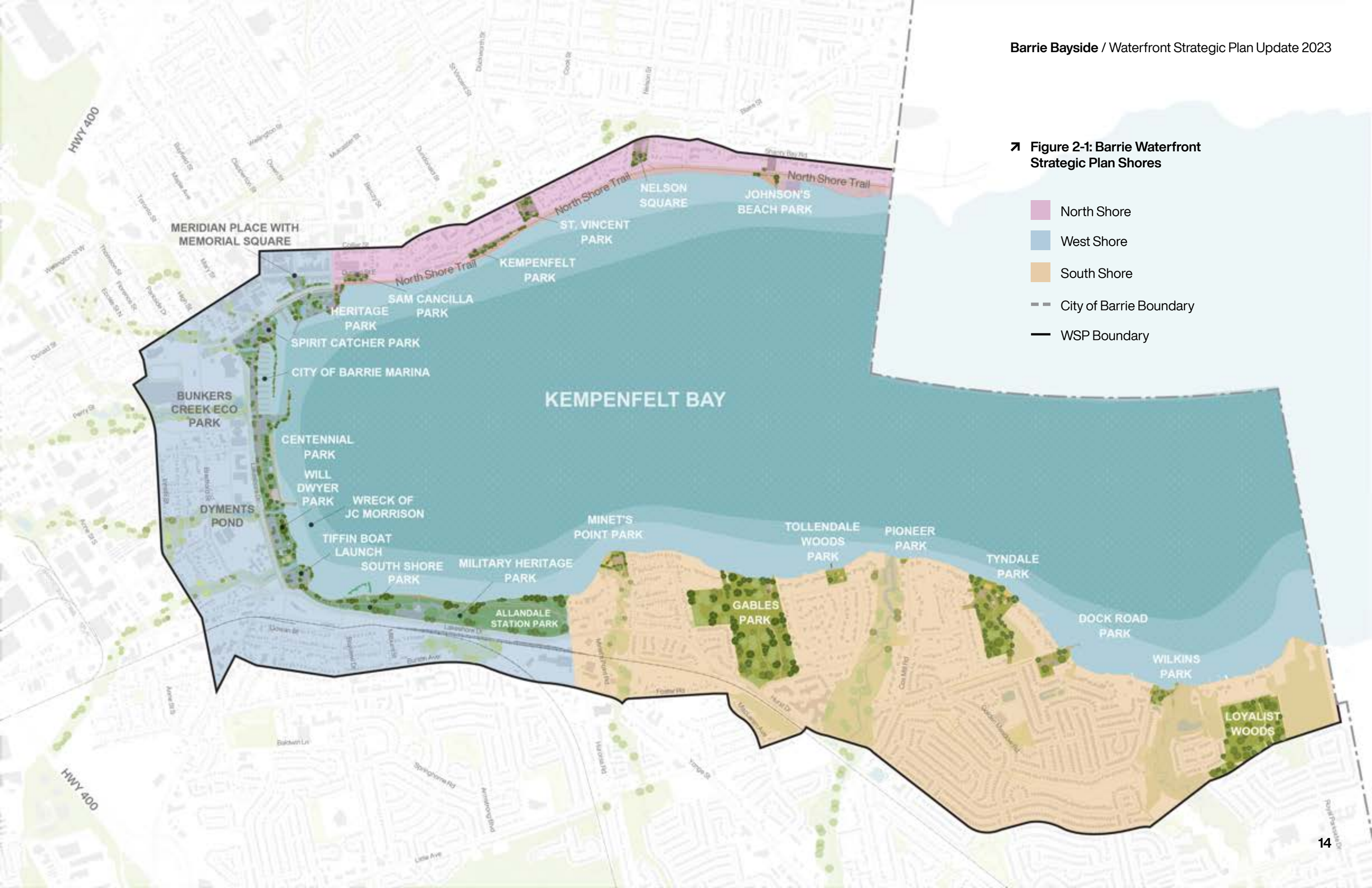
A more detailed summary of the policy review undertaken has been attached as **Appendix A** of this document.

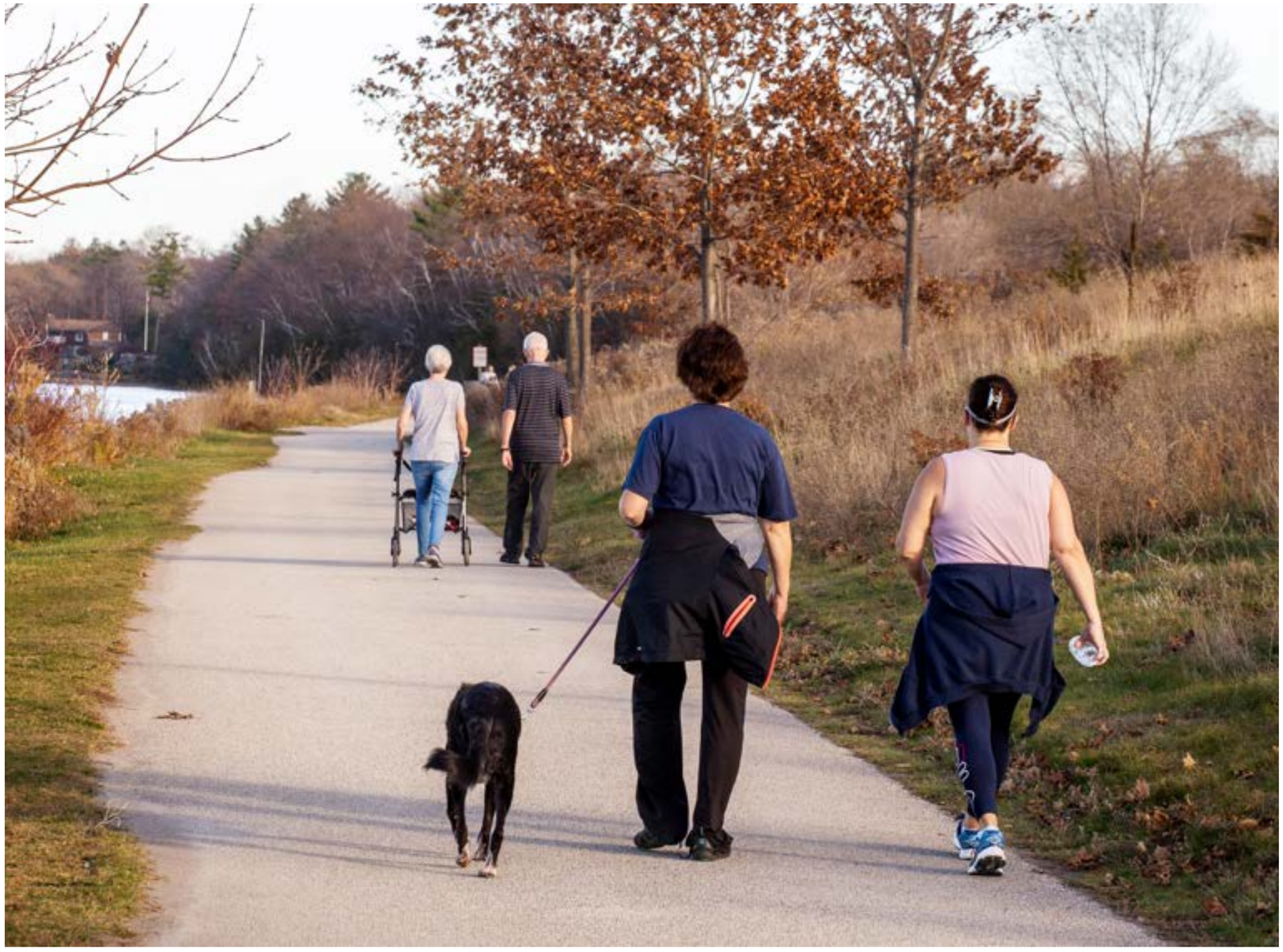
2.1.1 2022-2026 Strategic Plan

Members of Barrie City Council developed five goals that will guide the strategic direction for the City, including the waterfront, until 2026. The five Council priorities and goals are:

1. **Affordable Place to Live**
   - ↘ Encourage a range of housing options to make housing attainable
   - ↘ Open for business environment to help encourage job creation
   - ↘ Develop and attract talent to support our employers
2. **Community Safety**
   - ↘ Support neighbourhood safety and crime prevention
   - ↘ Address speeding and aggressive driving to ensure street and pedestrian safety
   - ↘ Work with our partners to implement community safety and well-being plan
   - ↘ Support community-based policing initiatives
3. **Thriving Community**
   - ↘ Champion equity, diversity, and inclusion
   - ↘ Create and foster programs and opportunities to support community wellness
   - ↘ Foster growth in arts and culture
   - ↘ Expand and maximize access to parks and recreation opportunities
   - ↘ Continue to support a vibrant Downtown
4. **Infrastructure Investments**
   - ↘ Make it easier to move around the city
   - ↘ Fix roads that need attention
   - ↘ Update and improve infrastructure
   - ↘ Support active transportation and pedestrian connections
   - ↘ Implement climate action plans
5. **Responsible Governance**
   - ↘ Support the services our community needs while keeping tax increases low
   - ↘ Maintain focus on city core services
   - ↘ Financial stewardship which includes finding efficiencies and innovation
   - ↘ Advocating to other levels of government for support
   - ↘ Ensure accountability and transparency

Figure 2-1: Barrie Waterfront Strategic Plan Shores





↗ South Shore lower trail by Military Heritage Park

2.2 Waterfront Context & Existing Conditions

Barrie's waterfront covers a large area with approximately 10 kilometres of shoreline in three distinct areas: North Shore, West Shore and South Shore.

The North Shore is characterized by a linear park system, with a sloped shoreline on one side and established residential communities on the other. The West Shore includes a diversity of high-profile public places, including urban squares near Downtown Barrie and one of the City's premier beach areas - Centennial Park. While the North Shore and West Shore provide ample public access to the water's edge, the shoreline along the South Shore is largely tucked away behind residential development, and much of the land at the water's edge is privately owned. Small-scaled, naturalized openings at the water's edge provide access to Kempenfelt Bay for residents in the know.

The following section provides an overview of the waterfront-wide and shoreline-specific context and existing conditions, including:

- ↗ Key Existing Features & Character
- ↗ Land Use & Built Form
- ↗ Future Development
- ↗ Transportation Systems
- ↗ Environmental Features

2.2.1 North Shore Key Existing Features & Character

The North Shore is bounded by Mulcaster Street to the west, Collier Street/Blake Street/Shanty Bay Road to the north, and the City limits at Penetanguishene Road in the east. The North Shore is identified in Figure 2-1.

The North Shore is primarily characterized by single-detached residential uses and a naturalized shoreline. The area includes the North Shore Trail, built along the former Canadian National Railway Company rail line, and large parks that are either directly connected to the path system (Johnson's Beach, Kempenfelt Park), or are located on the opposite side of the parallel road system (St. Vincent Park and Nelson Square). These key pieces of parkland are integrated with the waterfront park system and include buildings and structures. The North Shore Trail is a multi-use stonedust trail directly adjacent to Kempenfelt Bay that is classified as one of the City's four main trail systems. The North Shore Trail is connected to the Simcoe County Loop Trail at Mulcaster Street, which runs northwest towards Penetanguishene. The eastern entrance to the North Shore Trail is connected to Oro-Medonte Rail Trail, a 28 kilometre trail which runs northeast towards Orillia.

2.2.2 West Shore Key Existing Features & Character

The West Shore is bounded by the easterly limits of Mulcaster Street to the easterly limits of Allandale Station Park at White Oaks Road. The area includes Barrie's Downtown and many of the City's most heavily used waterfront destinations, including Centennial Park, Heritage Park, the City of Barrie Marina, and the Southshore Centre. These features play a significant role in defining the City's character and the quality of life that people enjoy through their amenities and programming. The West Shore is identified in Figure 2-1.

Of the three waterfront planning areas, the West Shore is expected to experience the greatest amount of population and employment growth over the next twenty years. Much of the West Shore is located within the provincially designated Barrie Urban Growth Centre (UGC), which is centred in the Downtown and is a target for intensification. Under A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020), the Barrie UGC is required to achieve a minimum density of 150 people and jobs per hectare by 2031 (City of Barrie Growth Report, 2022). Supported by the Official Plan, half of this development will be directed to delineated built-up areas, which encompass the entirety of the Barrie waterfront. These new developments will increase pressure on waterfront facilities, but also enhance the vitality of the waterfront, making it a great place to live, visit, own a business and invest in.

↗ Playground at Centennial Park

↗ View of Kempenfelt Bay from the dock of Dock Road Park

2.2.3 South Shore Key Existing Features & Character

The South Shore is primarily characterized by single family residential neighbourhoods. White Oaks Road and Barrie's city boundary make up the South Shore's west and easterly limits respectively, while Hurst Drive and a number of local roads create its southern boundary. The open space features along this section of the waterfront, such as Minet's Point Park, The Gables Park and Tyndale Park, are primarily used by local residents, although demand for these waterfront spaces is expected to increase as development brings new residents and jobs throughout South Barrie. The South Shore is identified in Figure 2-1.

Compared to other parts of the waterfront, public parks along the South Shore are small scaled, secluded nooks, and hidden off the main roads by an impermeable network of local streets. Moreover, much of the South Shore is privately owned, which raises barriers to public access to waterfront land and park expansion.

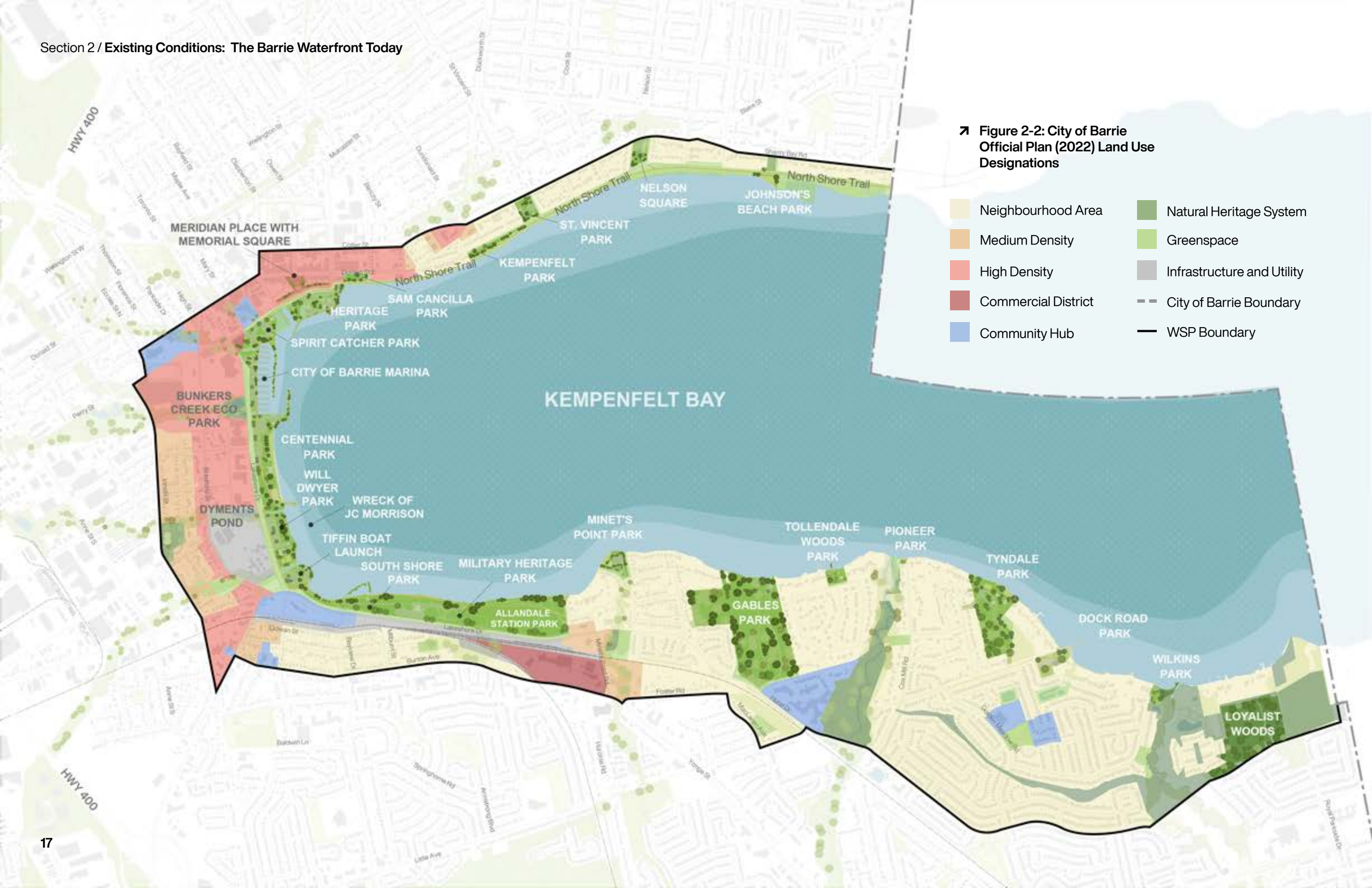


Figure 2-2: City of Barrie Official Plan (2022) Land Use Designations

2.2.4 Land Use & Built Form

City Directions for the Waterfront

A number of the City's planning documents clearly identify the waterfront as one of the City's key assets and attractions. Throughout these documents, the need to strengthen the connection between Barrie Downtown and the waterfront is highlighted as an important goal, along with enhancing the design quality and sense of place of these two central features of the City. These sentiments are expressed in the City's planning policy, which has been summarized in **Appendix A**.

Planning Framework

The existing land use framework for the waterfront is defined in the City of Barrie Official Plan (adopted by City Council February 2022, pending approval by the Ministry of Municipal Affairs and Housing) (see Figure 2-2) and Zoning By-Law 2009-141.

The local land use framework (refer to Figure 2-2) reflects Provincial planning directives outlined in the Provincial Policy Statement (2020) and A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020). The overarching objective of these policies is to plan for growth that supports economic prosperity, the environment and a high quality of life.

Section 5.2 of the City of Barrie Official Plan (2022) outlines that the waterfront should be developed as a network of connected high-quality parks, with the objective to promote, protect and enhance the waterfront as the city's premiere open space. The policy envisions it as an inclusive and accessible space that connects with the city's broader open space and natural heritage system.

Existing Built Form

The urban areas adjacent to the City's waterfront are primarily low-density residential, with some higher-density housing located closer to the Downtown, which itself is characterized by commercial uses, heritage buildings and public spaces. A section of the Allandale neighbourhood includes the new Allandale Waterfront GO station. Underutilized and vacant land parcels are located throughout the waterfront and its adjacent neighbourhoods.

Existing Land Use Designations

Consistent with A Place to Grow, the current Barrie Official Plan identifies Downtown Barrie as an Urban Growth Centre (UGC) where new growth will be targeted. The area is intended to intensify with a mixture of uses, as are a number of intensification corridors leading out of the core. As a designated UGC, Downtown Barrie is required to reach a minimum density of 150 people and jobs per hectare by 2031. Within the UGC, lands with the greatest development potential include vacant and underutilized sites adjacent or near to the waterfront, which are expected to accommodate new residential units.

Building on the UGC and MTSA designations, Map 2 of the Official Plan identifies Barrie's Downtown and Allandale as part of the "High Density" and "Community Hub" respectively. The vast majority of the North and South shores are considered stable and not intended to redevelop. These areas are designated "Residential", with a scattering of "Commercial" and "Institutional" uses. The waterfront lands throughout the North Shore and West Shore are designated Open Space, as are several parks along the South Shore. Notably, there has been mounting pressure on the City to permit business uses within the Open Space designation, and there is an appetite for addressing how these uses may be permitted.

The Zoning for the West Shore largely reflects the Official Plan land use designations, with a concentration of higher density commercial-mixed uses in the Downtown and Allandale, including lower density residential uses along the North and South Shores.

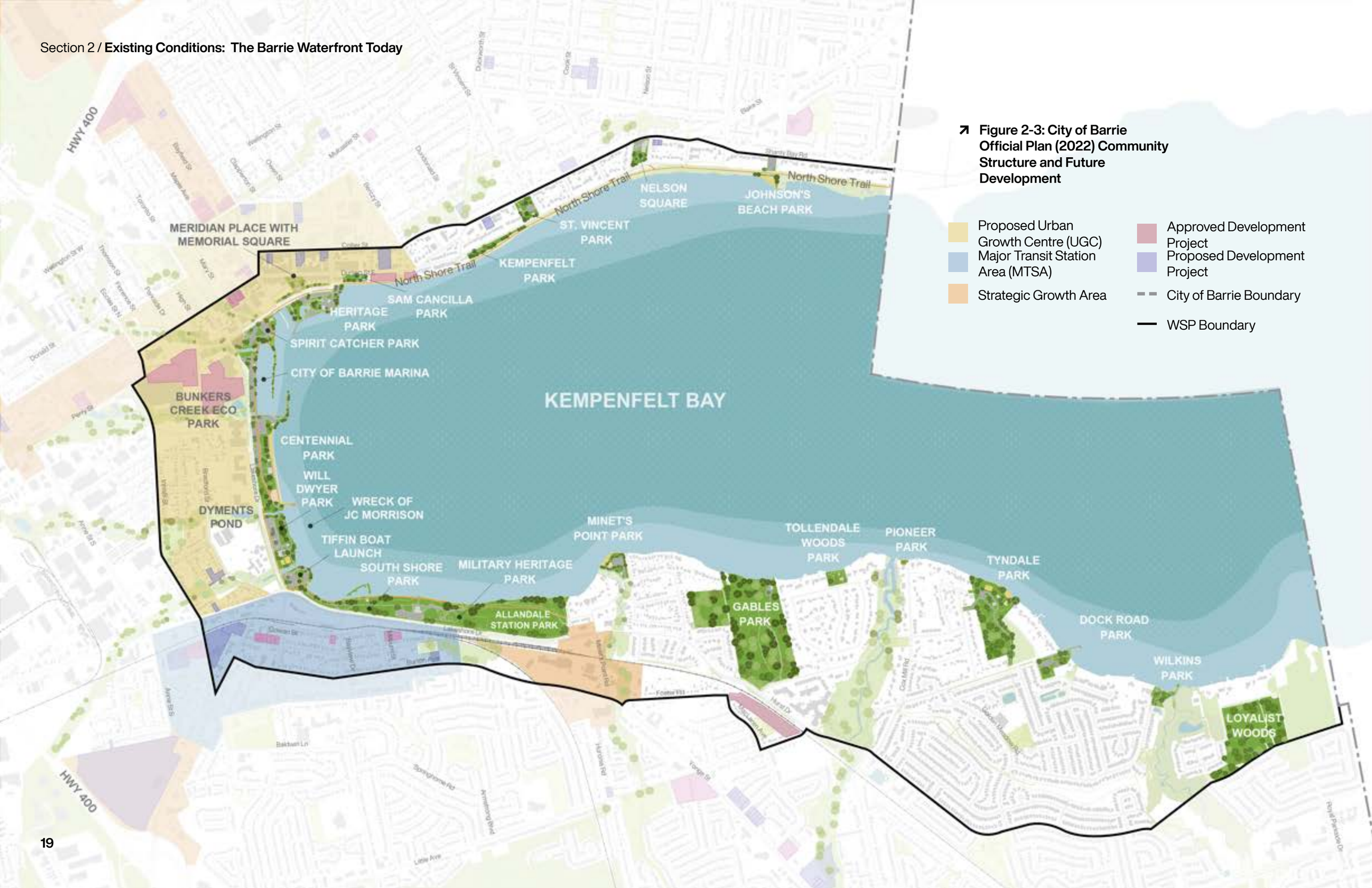


Figure 2-3: City of Barrie Official Plan (2022) Community Structure and Future Development

2.2.5 Future Development

The Growth Plan for the Greater Golden Horseshoe anticipates that the City of Barrie will grow substantially, by 120,000+ new residents, over the next thirty years. Half of this growth will be accommodated on Designated Greenfield Area lands, primarily located to the west of the West Shore and south of the South Shore. The remaining half of growth will be directed in the Built-Up Area which encompass the Urban Growth Centre, Allandale Major Transit Area, and Intensification Corridors which includes the Downtown and adjacent West Shore.

The City of Barrie Official Plan has set out a structure to direct growth which includes an updated Urban Growth Centre, Strategic Growth Areas, Major Transit Station Areas (MTSAs), Intensification Corridors, and Employment Areas. The Urban Growth Centre encompasses the City's Downtown and much of the West Shore. It will be a complete community with the City's highest densities and widest range of uses, connected to the waterfront with a public realm, park and multi-modal road network. The Allandale MTSA is also located on the West Shore and will act as a hub for regional transit with bus transit, active transportation, and pedestrian connections. A variety of uses and housing options, including affordable housing, will be provided within the MTSA.

With support from regional and municipal planning policy, the majority of active development applications along the waterfront are located on the West Shore. Although these projects are concentrated within the City's Downtown, more could be anticipated within the Allandale MTSA considering the density target of 130 persons and jobs per hectare identified in the City's Official Plan. According to the Municipal Comprehensive Review (M.C.R.) Long-Term Urban Land Needs Study, the largest number of vacant sites with potential for intensification are also located on the West Shore. Compared to the West Shore, the North and South Shores have a lower number of active development applications. This is likely a result of intensification being directed in the area of the West Shore and land on the North and South Shores already being largely developed. The Long-Term Urban Land Needs Study confirms this concept as only a handful of vacant sites with intensification potential are located on the North and South Shores. Figure 2-3 illustrates growth-related areas identified in the Official Plan as well as active development projects as of December 2022.

Looking forward, growth will continue to be concentrated where the Official Plan has designated the Urban Growth Centre, Strategic Growth Areas, Major Transit Station Areas, and Intensification Corridors - primarily along the West Shore. In order to reduce existing and future capacity concerns and physical strain on parks along the West Shore, demand may be redirected towards parks located within the North and South Shores.

The Waterfront Strategic Plan caters not only to the existing conditions, but also to the projected future conditions along the waterfront. Accordingly, the strategies within this document will address the projected increase in residents and employment along the West Shore, ensuring heightened activity can be sustainably accommodated.

North Shore Development Context

The North Shore is largely developed with existing residential and commercial uses within the adjacent neighbourhoods. There are, however, opportunities for development on a number of vacant North Shore sites located east of the Downtown area.

Notwithstanding sites with active development applications, there are three vacant sites that have the potential for residential redevelopment. 5 Mulcaster Street and 151-153 Dunlop Street East is currently an underutilized site with five retail units. The sites municipally known as 217 Dunlop Street East, and 125-135 Collier Street and 170-172 Dunlop Street East are vacant. All parcels are currently zoned Transition Commercial C2-1 permitting a mix of commercial, institutional and residential uses, to a maximum height of 30 m.

The Municipal Comprehensive Review (M.C.R.) Long-Term Urban Land Needs Study has identified these sites as potential sites for residential intensification. In addition to the form of development, the City intends to provide public access to the shoreline through this area along the North Shore Trail.

West Shore Development Context

The West Shore is located within a distinct area of the City that includes Downtown with its walkable main streets, historic buildings, and commerce, as well as some of the City's historic residential areas. The West Shore is also part of Barrie's Urban Growth Centre (UGC), and includes several underutilized lands that have some of the greatest redevelopment potential within this area. Specifically, Allandale Centre and Bradford Street are expected to accommodate a sizable share of infill development that will be directed to Barrie's UGC over the next twenty years.

West Shore Intensification

The revitalization and intensification of the West Shore is supported in Barrie's Official Plan, which identifies Bradford Street and Allandale Centre as part of the "High Density" and "Community Hub." The zoning for these areas is primarily commercial mixed use (specifically C1-1, C2, C2-1, C2-2, C4), however, Bradford Street also includes a large parcel zoned for Municipal Servicing and Utilities (the Wastewater Treatment Facility), and Allandale includes a number of parcels that are currently zoned industrial and low-rise residential. While the zoning in these areas emphasizes commercial uses, infill development should also include a residential component, preferably above-grade, with retail, office and commercial uses located at and near street-level.

Within the three intensification areas (Downtown, Bradford Street and Allandale Centre), permitted heights ranging from approximately three to 15-storeys (9 to 45 m). The highest buildings are permitted within the Downtown and along the future "main streets" of Allandale Centre, while heights along much of Bradford Street are restricted to a maximum of 4 storeys (or 14 m).

In addition to the land use designation and built form standards provided in the Official Plan and Zoning By-Law, development in these key areas will conform with the City's Urban Design Guidelines for Barrie's Intensification Areas, which emphasize a mid-rise, mixed use built form with gradual height transitions; a continuous street wall; permeable street network that provides for pedestrians, cyclists and transit; structured parking; high quality design; and active frontages.

Downtown

Over the last two decades, there have been an increasing number of joint public and private sector initiatives undertaken in the Downtown. Additionally, several significant new residential developments are planned for the Downtown area. Further development can be accommodated through infill in underutilized areas, such as along Owen Street. The City and the Downtown Barrie Business Improvement Area (BIA) have also invested in streetscape and infrastructure improvements that are expected to attract additional development and redevelopment in this area. Investments have included enhanced streetscaping and the introduction of wayfinding signage for major destinations.

Barrie Bayside Market District

The Barrie Bus Terminal is located across from Spirit Catcher Park and currently operates as the City's primary hub for bus transit services. Following the relocation of the transit services to a new transit hub in Allandale Centre, the current transit terminal will be converted into a permanent market building with vendors open up to seven days per week. The revitalization of the transit terminal into a market building provides a unique opportunity to activate this Downtown space for visitors, tourists and surrounding businesses. The **Market Task Force Report (2022)** anticipates the market attracting high density residential development in Downtown Barrie as a result of its unique characteristics and increased activity. The intent of the Market Precinct is to "celebrate local cultural, creative and community enterprises, while enhancing opportunities for economic development and Downtown renewal."

Bradford Street

There are many opportunities for redevelopment along Bradford Street, particularly between Simcoe Street and John Street. Underutilized lands along Bradford Street would be better suited to accommodate a mix of uses that include small and large-scale commercial, cultural and recreational facilities (e.g. movie theatres, indoor markets, concert halls and restaurants). Bradford Street has also been considered a suitable location for the development of a new hotel and convention facility that would provide reasonable access to the waterfront. Commercial redevelopment is also supported by existing and impending high-rise residential development along the neighboring Lakeshore Drive and in Allandale Centre, which will generate demand for local services and amenities.

Challenges to redevelopment along the Bradford Street corridor include the presence of heritage buildings, existing residential uses, Conservation Authority creek flood line limits, known historic contaminated lands and the Wastewater Treatment facility. Notwithstanding these challenges, the Bradford Street Corridor should transition over time to high density urban corridor, with uses consistent with the "High Density" designation and a built form consistent with the City's Urban Design Guidelines.

As development proceeds, it will be important for Bradford Street to provide visual and physical connectivity not only between the Downtown and Allandale Centre, but also to the high-rise residential development along Lakeshore Drive, and the waterfront park system in general. Watercourse improvements from Bradford Street to Lakeshore Drive and culvert replacement and capacity increases at Bradford Street are currently being undertaken. As indicated in the Trails section, development proponents will be required to convey watercourse lands to the City for the establishment of pedestrian linkages to the waterfront and rezone to Environmental Protection. These projects will help reduce flood impacts at and around Bradford Street and Bunkers Creek as well as provide better opportunities for habitat in Bunkers Creek Eco-Park, through which Bunkers Creek flows.

Allandale Centre

The Allandale "node" is centred on the intersection of Bradford Street, Tiffin Street and Essa Road. As indicated in the Official Plan, Allandale Centre is a Major Transit Station: a higher-order transit stop in an urban core. The boundaries of the Allandale Waterfront GO Major Transit Station Area are located adjacent to the historic Allandale Train Station and the upcoming relocated bus transit terminal. The Allandale MTSA is intended to be redeveloped as a mixed use, transit supportive community providing regional connections to the City of Barrie. Currently, much of the Allandale Centre is underutilized, with low density commercial, industrial and residential uses. To further support redevelopment, the zoning for this area needs to be revisited.

South Shore Development Context

The waterfront along the South Shore is mostly privately owned, and any opportunities to increase the public's access to the shoreline should remain the highest priority. Therefore, no private sector development opportunities have been identified for this portion of the waterfront.

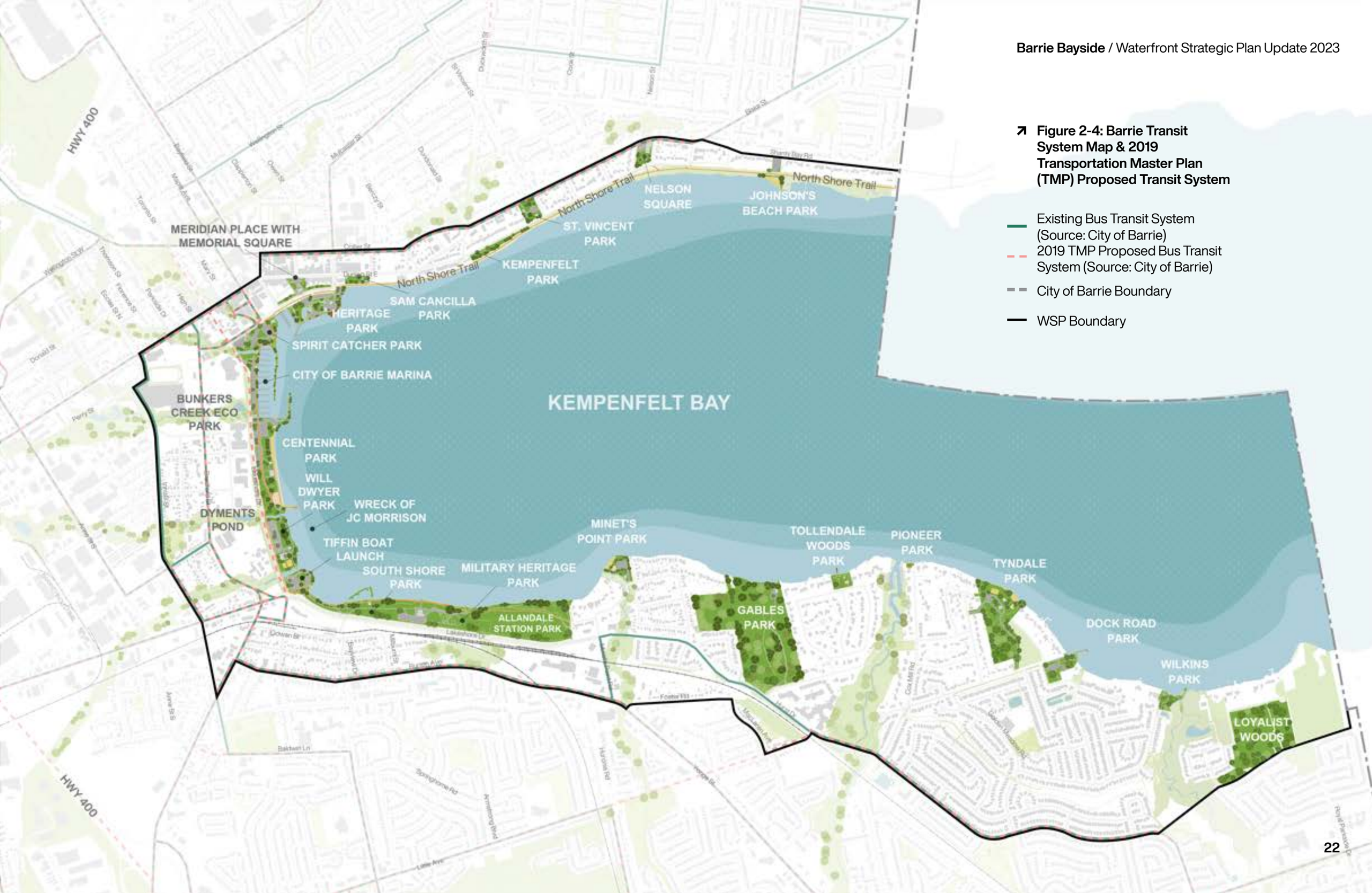


Figure 2-4: Barrie Transit System Map & 2019 Transportation Master Plan (TMP) Proposed Transit System

- Existing Bus Transit System (Source: City of Barrie)
- 2019 TMP Proposed Bus Transit System (Source: City of Barrie)
- City of Barrie Boundary
- WSP Boundary

2.2.6 Transportation Systems

The existing trail network provides access to the water's edge and important linkages for pedestrians and cyclists through much of the North Shore and West Shore, but lacks connectivity to the South Shore. The trail network includes a variety of paths, of differing materiality, depending on the location and intended use of the path. The trails are heavily used and regarded as an important recreational amenity for residents. Ongoing upgrades have improved the quality of trails in key areas and provided separation between pedestrians and cyclists, with further separation achieved with the realignment of Lakeshore Drive and the implementation of a parallel cycle track.

Trans Canada Trail

As part of the local trail network, the City of Barrie has registered the approximately 19 km of trail connection of the Trans Canada Trail (TCT) between the Town of Innisfil to the south and Springwater Township to the north. This trail comprises much of the multi-use path network along the waterfront.

North Shore Transportation Systems

Trail Network

The North Shore includes several underdeveloped trails, with opportunities to establish linkages to the surrounding communities (Figure 2-5). The North Shore Trail, constructed along the former CN Rail corridor, is the primary active transportation route through the area. The trail accommodates both walkers and cyclists and extends from Mulcaster Street in the Downtown to Penetanguishene Road at the City's limits, where it connects to the Oro-Medonte Rail Trail. The North Shore Trail provides visitors with direct views of the bay from a wide pathway, and complements a paved multi-use path that runs along Kempenfelt Drive.

Streets & Transit

The street network along the North Shore includes arterial roads, namely Dunlop Street, Blake Street, Collier Street, St. Vincent Street; collector roads such as Johnson Street and Penetanguishene Road; and, two local roads, Shanty Bay Road and Kempenfelt Drive. By 2031, the City's 2019 Transportation Master Plan proposes Blake Street and Collier Street be turned into a three-lane road. The Plan also proposes the addition of sidewalks on one side of roads, including St. Vincent Square, Rodney Street, Cook Street, Nelson Square West, and Puget Street. Local bus service makes connections to the Downtown on Blake and Collier Streets.

West Shore Transportation Systems

The West Shore includes two multi-use trails, running from Heritage Park to White Oaks Drive, with connections to the North Shore. The system includes a range of active transportation facilities, including crushed gravel walkways, unit-paver pedestrian paths, and paved and striped two-way multi-use asphalt paths (Figure 2-5).

Streets & Transit

In the West Shore, transit services are provided on Bradford Street, Dunlop Street, Collier Street, Innisfil Street, Tiffin Street and Burton Avenue. In the northern portion of the West Shore near Heritage Park and Memorial Square, Simcoe Street and Toronto Street/Lakeshore Drive are the primary waterfront routes for vehicular traffic. To support the success of Barrie's West Shore and improve connectivity to Downtown, safe pedestrian crossings have been provided at Mulcaster Street, Meridian Place, Bayfield Street, Maple Avenue and Mary Street so that pedestrians may comfortably access the commercial main streets that lead into Downtown from the waterfront. Further inland, these connector streets intersect with Dunlop Street, which is the Downtown's primary commercial main street. Dunlop Street is characterized by pedestrian-oriented, three-storey commercial buildings, many of which contribute to the Downtown's historical character. The street also serves as an arterial road, routing traffic around the waterfront.

Heading south along the waterfront, traffic is routed from Simcoe Street to Lakeshore Drive, and from Dunlop Street to Bradford Street then Burton Avenue, which serve as the primary waterfront routes. Key streets that provide connections between adjacent neighbourhoods and Centennial Park include Tiffin Street and Victoria Street. Heading around the bend of Kempenfelt Bay towards Allandale Station Park to Military Heritage Park, adjacent neighbourhoods are separated from the waterfront by the rail corridor, with no streets crossing this barrier. The southern section of the West Shore also includes the Allandale Waterfront GO Station, which provides peak-hour train service to Toronto, and is planned to provide full-day, two-way service, as well as connections to the City's local transit system.

Separated Path System & Continuous Waterfront Promenade

Separated pedestrian/cycling facilities are provided in Allandale Station Park, South Shore Park, Centennial Park, Spirit Catcher Park and on the north boundary of Heritage Park. Within parks, cyclists are provided with a two-way multi-use trail, while pedestrians are directed to a path at the water's edge. To complete the pedestrian promenade at the water's edge, the hardscaped path has been extended through Heritage Park and a boardwalk has been introduced to Centennial Park.

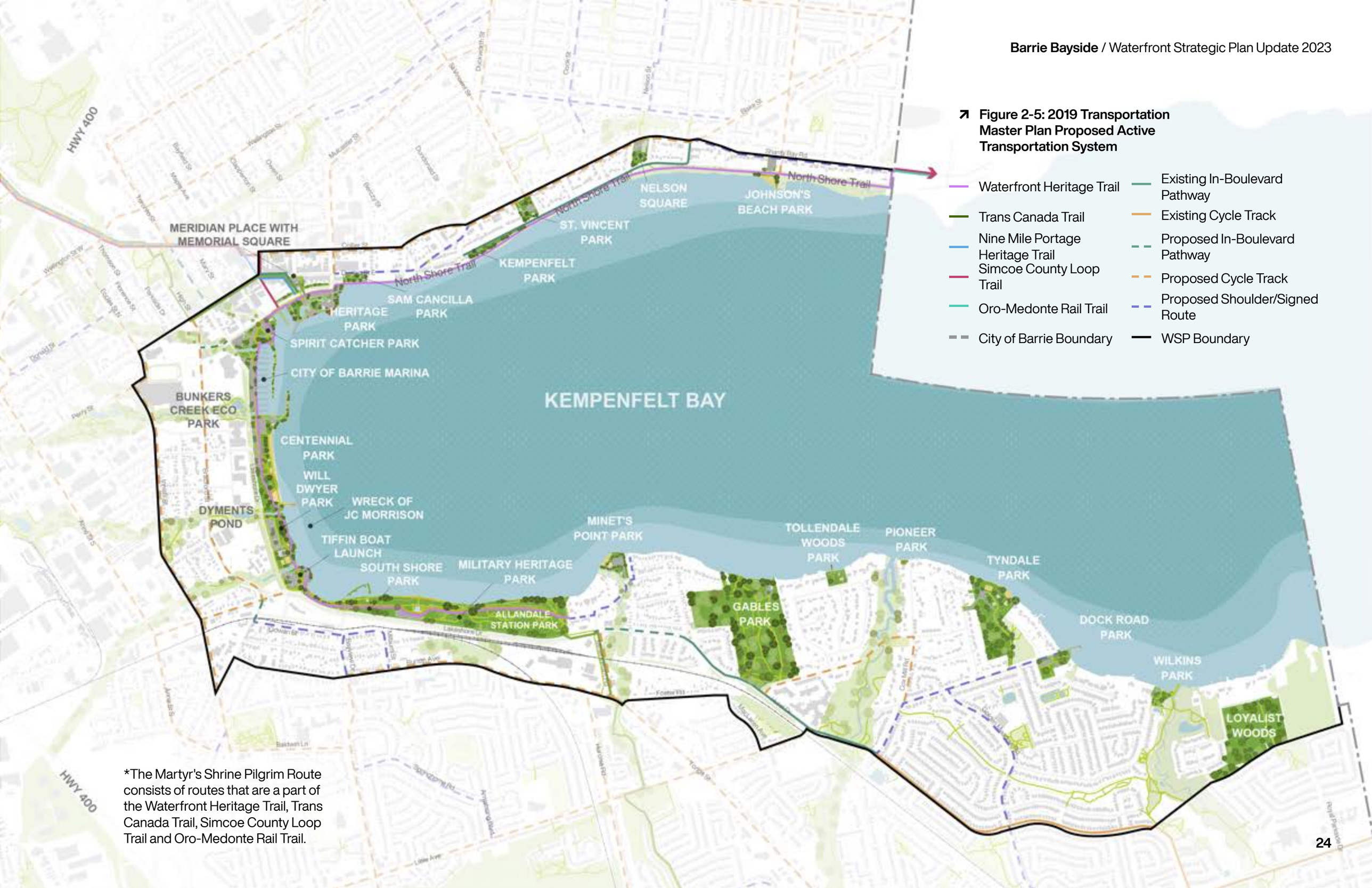


Figure 2-5: 2019 Transportation Master Plan Proposed Active Transportation System

*The Martyr's Shrine Pilgrim Route consists of routes that are a part of the Waterfront Heritage Trail, Trans Canada Trail, Simcoe County Loop Trail and Oro-Medonte Rail Trail.

South Shore Transportation Systems

Trails

The recreational trail system throughout the South Shore includes trails within The Gables Park, Tyndale Park and along Hewitt's Creek, as well as a multi-use path and on-street bicycle routes. The on-street bicycle route runs along Hurst Drive from Minet's Point Road to Big Bay Point Road (Figure 2-5). There are no continuous trails at the water's edge along the South Shore, largely because of private ownership.

Streets & Transit

Transit services run solely on Hurst Drive. Along the South Shore, motorized traffic is primarily routed along Hurst Drive arterial road, and along adjacent collector roads, including Cox Mill Road, Tollendal Mill Road, Dock Road, Golden Meadow Road and Crimson Ridge Road. These roads are also well used by cyclists who use the existing bicycle route through the area. Due to the gaps in the bicycle network, cyclists often travel in mixed traffic with no dedicated bikeway facilities.

Further south, the Yonge Street and Big Bay Point Road arterials feed traffic into the area. Local transit is provided primarily along the 4 East Bayfield and South GO bus route, which provides service through Downtown. Just south of this area, there is also the Barrie South GO Station, with peak-period (morning and afternoon rush hour) train service along the Barrie-Bradford-Toronto GO Corridor. Over the next twenty years, the frequency of the trains is expected to increase to full day, two-way service.

2.2.7 Environmental Features

A diverse network of parks is provided in all areas of the waterfront, from the North Shore, to the West Shore and South Shore, and serves as an attractive amenity for residents and visitors. The numerous parks vary in terms of their size, quality of facilities, access to the water's edge and connectivity to neighbourhoods located adjacent to the waterfront within the City. Parks along the West Shore are heavily used by local residents and visitors and serve as venues for major events. Parks located along the North and South Shores tend to be smaller scale and are primarily used by local residents for passive recreation. Across the waterfront, water-based sports and recreation draw people to the parks system as a launch point for numerous water-based activities, including swimming, rowing, canoeing, kayaking, sailing, boating, windsurfing and scuba diving.

A number of creeks flow through the City towards Kempenfelt Bay, many of them converging in the West Shore and along the South Shore. While many of the watercourses are currently channelized, opportunities for "daylighting" are being pursued by the City. Daylighting involves opening up an underground culvert of a creek back above ground and restoring the corridor with naturalized plantings. These daylighting projects provide opportunities for naturalized linkages between the waterfront and City neighbourhoods

New naturalization and restoration projects along the waterfront are enhancing the quality of the shoreline while providing visitors with educational experiences through exposure to native wildlife, plants and natural hydrological functions.

Contemporary stormwater management practices are being implemented to protect water quality and aquatic habitats along the waterfront. A stormwater management program has been implemented within the watersheds of Kidd's Creek, Bunkers Creek, Dyments Creek, and Hotchkiss Creek, and more generally, the City adopted "Storm Drainage and Stormwater Management Policies and Guidelines" in 2023, as well as six principles of sustainable development (including the mandatory inclusion of Low Impact Development (LID) Practices for Stormwater and Land Development) in May 2019.

Barrie's shoreline consists of constructed infill on the North Shore due to the railway corridor, and the West Shore due to historic rail use and park development (Heritage Park, the Marina, Centennial Park, Will Dwyer Park, Tiffin Boat Launch, South Shore and Military Heritage Park). Originally the land in the centre between North and South Shores was wetland. Urban forest remnants remain in Allandale Station Park, Gables Park, and Tyndale Park. Barrie is a BEE City and Bird Friendly City, which signifies Barrie's commitment to pollinator conservation and bird protection.

Bee City CANADA
a program of Pollinator Partnership Canada

VILLE AMIE DES OISEAUX
BIRD FRIENDLY CITY
NatureCanada.ca/BFC

North Shore Environment Features

The North Shore of Kempenfelt Bay is characterized by a narrow band of shoreline vegetation with small pockets of open water and submerged aquatic plant communities. The vegetation associated with the shoreline is mainly cultural in character and has experienced significant disturbance related to previous (railway line) and current (residential, multi-use trail) land use practices. Localized erosion is evident along the steeper sections of the shoreline, as is "pruned" vegetation to improve sightlines to Kempenfelt Bay from the adjacent residences along Dunlop Street and Kempenfelt Drive. The City has implemented a vegetation management plan that guides the maintenance of the trail along the North Shore, as the North Shore Trail is a significant naturalization corridor.

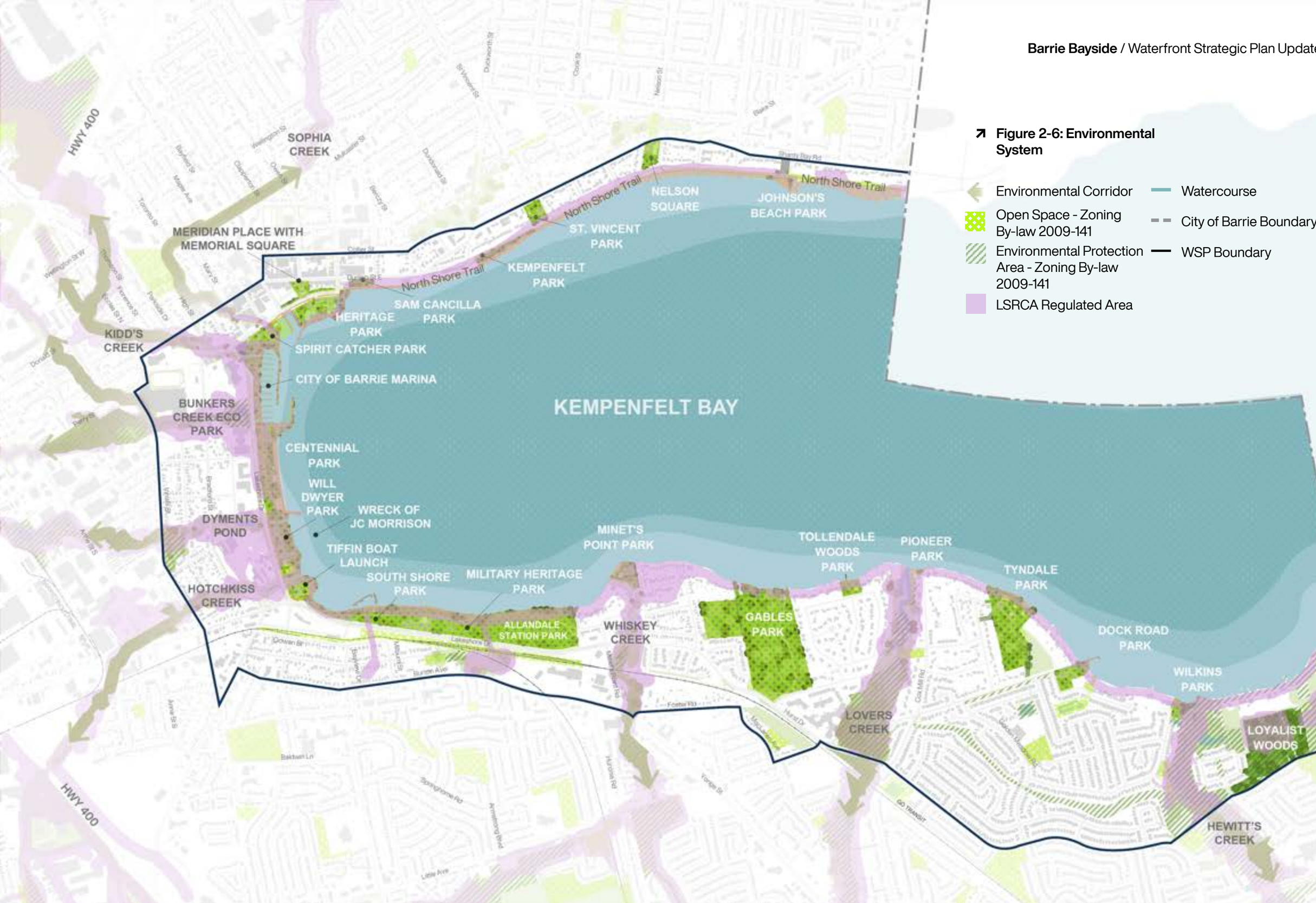


Figure 2-6: Environmental System

- Environmental Corridor
- Open Space - Zoning By-law 2009-141
- Environmental Protection Area - Zoning By-law 2009-141
- LSRCA Regulated Area
- Watercourse
- City of Barrie Boundary
- WSP Boundary

West Shore Environment Features

The West Shore includes a number of creeks and drainage areas that feed into Kempenfelt Bay and are within the Lake Simcoe watershed. The Sophia Creek and Kidd's Creek watercourses are located in the north end of the West Shore, in proximity to Downtown. The watercourses of Dyments Creek, Bunkers Creek and Hotchkiss Creek are the three streams located west of Centennial Park. These watercourses are contained within the Lake Simcoe Region Conservation Area watershed.

The portion of Sophia Creek within the waterfront area is enclosed in an underground storm sewer and outlets into the City marina within the Bayfield Basin. Several smaller localized drainage areas outlet by storm sewers through Heritage Park in the vicinity of Mulcaster Street and Memorial Square. Continuing south, Kidd's Creek is an open creek system that has been improved through a significant restoration and enhancement program.

Bunkers Creek is an open system running north of Vespra Street, but crosses Bradford Street and Lakeshore Drive currently through culverts to outlet at the south end of the marina.

Bunkers Creek Culvert Replacements & Watercourse Improvement is currently underway, which includes replacement of the existing culverts at Bradford Street that are in poor condition with larger culverts that can manage more water. This will help reduce flood waters over topping at Bradford Street and reduce flood impacts in that area. The project also includes restoration of a portion of Bunkers Creek from Bradford Street to Lakeshore Drive. This will provide enhanced opportunities for habitat creation in Bunkers Creek, provide an engineered floodplain and a natural channel design. Potential future daylighting of Bunkers Creek would complement the existing Bunkers Creek "eco-park", which includes naturalized plantings for water filtration.

South of Bunkers Creek, the watersheds of Dyments Creek and Hotchkiss Creek are typically open systems running westerly from Lakeshore Drive. For the most part, Dyments Creek discharges south of the Rotary Fountain. Daylighting and restoration of a portion of Dyments Creek from Sanford Street to downstream of Bradford is currently being undertaken as part of Dyments Creek Culvert Replacements & Watercourse Improvement. This will provide better opportunities for habitat in Dyments Creek, provide an engineered floodplain and a natural channel design. Hotchkiss Creek outlets to the east of the Wastewater Treatment Facility and has been opened up into a restored, naturalized water channel. Further south along the West Shore, there are three relatively small creek systems (William's, Holgate, and Huronia) that drain into Kempenfelt Bay. For the most part the lands surrounding these creeks have been developed for residential use, and there are no prominent valley corridors associated with these creeks and will remain piped systems across the railway, Lakeshore Drive and through Allandale Station Park.

Vegetation associated with the West Shore is mainly comprised of landscape plantings (including non-native species some of which are invasive, e.g. Norway Maple), and naturally occurring Manitoba maple, poplars and elms. Planted trees in the shoreline parks, in particular Norway Maple, have experienced signs of stress related to tar rust, frost cracking and damage to trunks from lawnmowers/weed trimmers.

At the water's edge, sections of the shoreline where smaller rip-rap stone has been used for stabilization are showing signs of erosion and localized bank undercutting. In the open water, submerged aquatic vegetation occurs in less disturbed shoreline areas.

South Shore Environmental Features

The South Shore supports a mosaic of open parkland, cultural vegetation and remnant, mature deciduous forest communities associated with the shoreline bluffs and the valleylands of Whiskey, Lovers and Hewitt's Creeks. The deciduous forest communities are dominated by a mixture of sugar maple, red maple, red oak, white oak, white ash, American beech and white pine. Large, tableland blocks of forest occur in association with Tyndale Park, The Gables Park and Loyalist Woods. Cultural vegetation features consist of old field meadow, shrub thicket and regenerating woodland. Two of the three main watercourses through the area, Hewitt's and Lovers Creek, occupy steep, heavily forested ravines at the confluence with Kempenfelt Bay. These watercourses support a coldwater fishery and provide an important corridor connection between the Bay and natural areas to the south. Both creeks are zoned Environmental Protection in the Lake Simcoe Region Conservation Authority watershed.

The South Shore provides a tremendous opportunity to achieve riparian/shoreline restoration, which is one of the key targets of the Lake Simcoe Plan (2009). Improvements should also consider addressing invasive, weedy species within the southeastern remnant forest patches; exposed, sandy soils at shoreline lookouts, which show signs of erosion (rilling); and areas where smaller rip-rap stone has been used for stabilization are showing signs of erosion and localized bank undercutting.

2.3 Waterfront Administration

Currently, numerous City departments have overlapping responsibilities and interests related to the planning, construction, operation and maintenance of parks, facilities, and infrastructure along the Waterfront, as well as the coordination of events. These departments include:

- Economic and Creative Development
- Fire and Emergency Services
- Finance
- Operations
- Recreation and Culture Services
- Transit and Parking
- Development Services
- Business Performance and Environmental Sustainability

3

From Vision to Strategy: Envisioning the Future of Barrie's Waterfront and Creating a Road Map

3. From Vision to Strategy: Envisioning the Future of Barrie's Waterfront and Creating a Road Map

3.1 Waterfront Vision

Barrie's waterfront is seen by many as the heart of Barrie - it is a place that holds great cultural, social and environmental importance. The waterfront is also a complex area with numerous overlapping and sometimes competing elements and requirements. To address the complexities of the waterfront, an overarching vision for the waterfront is necessary to focus the myriad of decisions required throughout the on-going process of waterfront improvement. This vision is intended to guide all strategies presented in the plan, as well as the development of the waterfront thereafter. Shaped by input from community members, stakeholders, and the City, the vision for the WSP establishes the City's long-term aspirations for the waterfront.

The Barrie waterfront Vision:

> ***"The Barrie waterfront as a series of distinct, inclusive, resilient and activated spaces and experiences, across three shores."***

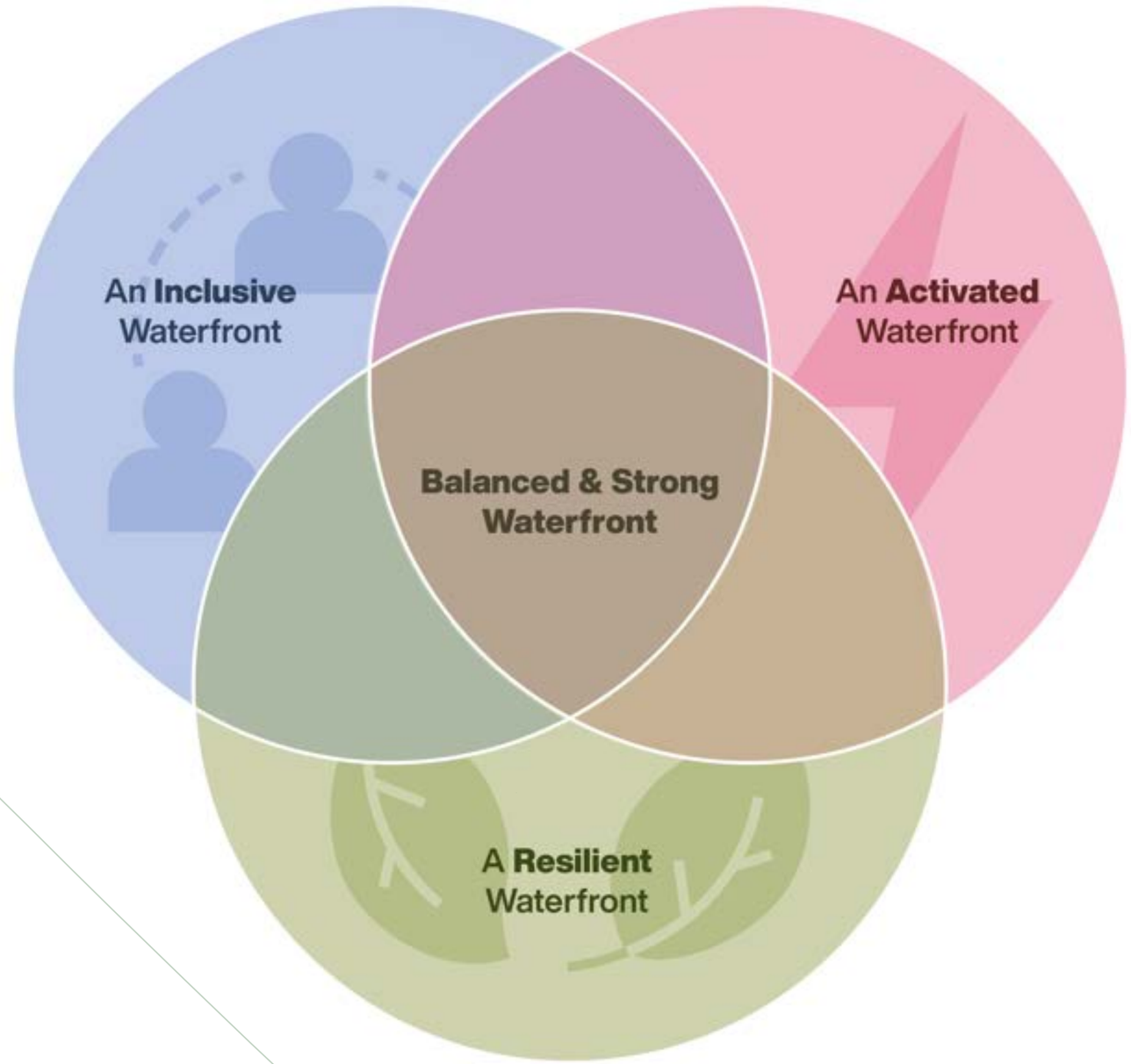
The strategic vision for the waterfront recognizes that a healthy waterfront must provide a balance of inclusion, resilience, as well as activation in order to be a truly vibrant and sustainable place that reflects and serves the community. The Barrie waterfront must hold a unique identity, both city-wide, as well as within individual areas, creating opportunities for memorable experiences for residents and visitors. The vision recognizes the variety of contexts along the waterfront, and that each space requires an individualized, context-driven approach.

↗ **The entirety of the waterfront should be inclusive, resilient, and activated** - *however the balance of these key pillars may differ depending on the unique context of each area along the waterfront.*

3.2 Pillars

To make vision reality, the Waterfront Strategic Plan is supported by three pillars, created as a framework to align future efforts along the waterfront.

These pillars are integral to achieving the vision set out for the Barrie waterfront. When working together, the pillars support a balanced and strong community, environment, and economy along the waterfront. Exploration into the pillars refines the waterfront vision and articulates success for the plan. To build upon these multiple facets of community building, the pillars for Barrie's waterfront are: **Inclusive, Resilient and Activated.**



Inclusive

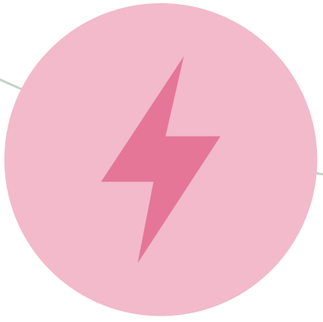
The pillar, Inclusive, is built upon the principle that the waterfront should be a place that is accessible, safe and comfortable for all to enjoy—regardless of your race, culture, ability, or gender identity. As a space that many consider the 'heart of Barrie,' the waterfront is a crucial resource to protect and enhance for community use and this hinges on ensuring it remains accessible to all those who may want to enjoy. It further provides flexibility for the broad range of community and cultural activities that it may accommodate.

Advancing from the 2015 WSP, inclusive design practices and strategies are becoming an increasingly important factor in the planning process with new societal trends from aging communities like 8-80 city design to close collaboration with Indigenous communities becoming considerations. With broader social movements in mind, and local community input collected, the Inclusive pillar ultimately aims to ensure that waterfront open spaces and access to the water itself can be more equitably experienced by members of the Barrie community and visitors to the City. The many benefits that connection to water and open space bring should be experienced by all and the WSP hinges on this belief as a key pillar.

Resilient

The pillar, Resilient, aims to ensure Barrie's waterfront can continue to be sustainably enjoyed today and by future generations, using preservation and enhancement strategies that recognize the irreplaceable value of the waterfront and its natural features. In the face of climate change, harsher extreme weather events and increased use and stress on waterfront features, the impetus for action has become increasingly pressing—with a need to adapt, mitigate and respond to changes in the environment.

Rewilding, water quality improvement, shoreline protection and active transportation connections are amongst the considerations for enhanced resilience within the WSP. With the future growth and success of the waterfront hinging on its ability to adapt to environmental changes and remain resilient despite heightened stressors like climate change, the Resilient pillar is an important facet to the foundation of the WSP.



Activated

The pillar, Activated, focuses on creating and sustaining a vibrant and lively waterfront. An activated waterfront aims to put Barrie on the map—making Kempenfelt Bay an iconic destination for residents and visitors alike. From strategic programming to alignment with the economic and tourism goals of the City, activation will incite excitement and spirit into the waterfront and its spaces.

To achieve an Activated waterfront, the Waterfront Strategic Plan will focus on finding balance—a key theme of the WSP overall. Whether balance be sought between active and passive spaces, programmed festivals versus impromptu community gathering spaces, tourist attractions versus spaces catered to local residents, arts and cultural installations versus serene natural spaces and seasonal programming versus all-season uses, striking this balance is an essential part of this pillar. As such, the Activated pillar aims to flexibly find this balance and, informed by community input, enliven the waterfront to reach its full potential as the centrepiece of the City of Barrie.

↗ **The application of the three pillars: Inclusive, Resilient, and Activated, across the waterfront will incorporate environmental, social and economic considerations to establish a balanced and strong waterfront.**

3.3 Making Vision Reality: Goals and Strategies for the Waterfront

Goals

With the three pillars as the supportive framework for the WSP, each pillar is accompanied by three goals that outline how to achieve **Inclusivity, Resilience and Activation** along the waterfront. The goals represent the tangible and strategic actions and recommendations to be applied on a waterfront-wide scale to realize the community vision of an **Inclusive, Resilient and Activated** Barrie waterfront.

The plan outlines a set of nine goals which establish themes that reflect community objectives for the future of the waterfront. The WSP builds upon the nine principles of the 2015 Waterfront Strategic Plan, but reflects the changes in the priorities of the community and responds to current trends through the following revised set of goals.

***1.** Pillars*

Inclusive

Resilient

Activated

***2.** Goals*

Accessible

Safe

Diverse

Restorative

Climate Adaptive

Stewardship

Connected

Attractive

Flexible

***3.** Actions*

↗ Action 1.1	↗ Action 2.1	↗ Action 3.1	↗ Action 4.1	↗ Action 5.1	↗ Action 6.1	↗ Action 7.1	↗ Action 8.1	↗ Action 9.1
↗ Action 1.2	↗ Action 2.2	↗ Action 3.2	↗ Action 4.2	↗ Action 5.2	↗ Action 6.2	↗ Action 7.2	↗ Action 8.2	↗ Action 9.2
↗ Action 1.3	↗ Action 2.3	↗ Action 3.3	↗ Action 4.3	↗ Action 5.3	↗ Action 6.3	↗ Action 7.3	↗ Action 8.3	↗ Action 9.3
↗ Action 1.4	↗ Action 2.4	↗ Action 3.4	↗ Action 4.4	↗ Action 5.4	↗ Action 6.4	↗ Action 7.4	↗ Action 8.4	↗ Action 9.4
↗ Action 1.5	↗ Action 2.5	↗ Action 3.5	↗ Action 4.5	↗ Action 5.5	↗ Action 6.5	↗ Action 7.5	↗ Action 8.5	↗ Action 9.5
↗ Action 1.6	↗ Action 2.6	↗ Action 3.6	↗ Action 4.6	↗ Action 5.6	↗ Action 6.6	↗ Action 7.6	↗ Action 8.6	↗ Action 9.6

Pillar: **Inclusive**

Goal 1: Accessible

Universally accessible to all people.

Central to inclusivity is ensuring that all people have equal access to the waterfront, regardless of their ability. Universal design principles, Accessibility for Ontarians with Disability (AODA) compliance and 8-80 city design are considered throughout the Waterfront Strategic Plan and should be applied to all waterfront projects.

In keeping with 8-80 design, a city that is designed to be all-encompassing and universally accessible, benefits everyone and provides a healthier and more enjoyable environment for all. To achieve **Accessibility** across the waterfront, the following actions have been devised:

- **Action 1.1:** Ensure facilities and attractions across the waterfront provide universal access, including AODA compliance.
- **Action 1.2:** Employ an 8-80 approach to the design of new master plans / park redesigns to ensure multigenerational access to waterfront open spaces.
- **Action 1.3:** Promote inclusive access to the water's edge across Kempenfelt Bay, through enhanced accessibility for all waterfront open space users.
- **Action 1.4:** Focus the enhancement of comprehensive accessible facilities to key destinations along the waterfront and ensure that these locations are made clear through a consistent wayfinding approach.
- **Action 1.5:** Ensure appropriate frequency of accessible facilities (e.g. accessible washrooms, change rooms, water stations) to allow all users to comfortably use the waterfront.
- **Action 1.6:** Develop AODA compliant wayfinding and seamless paths of travel along the waterfront.

Goal 2: Safe

Safe and secure for all users.

We heard from community members that safety during all times of the day and for all members of the community, regardless of age, gender, socioeconomic status, or culture, is paramount to the enjoyment and continued use of the waterfront. For this reason, having a **Safe** waterfront is an integral goal of the WSP.

Safety is approached in the WSP through the integration of design features, public education, wayfinding, and services for vulnerable populations that use the waterfront. The following actions have been developed to promote a **Safe** waterfront:

- **Action 2.1:** Integrate Crime Prevention Through Environmental Design features in the design / upgrade of existing park spaces.
- **Action 2.2:** Promote the safe use of the waterfront during all times of the day, night and year through increasing community presence and partnership.
- **Action 2.3:** Improve water safety education across the waterfront for all users.
- **Action 2.4:** Develop separation of incompatible water uses to optimize safety.
- **Action 2.5:** Protect vulnerable populations utilizing the waterfront through providing facilities, programs and spatial designs that support their well-being.
- **Action 2.6:** Promote enhanced access for emergency services to all waterfront areas, including wayfinding features for ease of geolocation.

Goal 3: Diverse

Spaces for diverse cultural uses, experiences, and representation.

With the immense growth experienced in the City of Barrie, increased diversity has also come with the influx in population. Creating spaces to accommodate and ensure diverse populations and cultural groups feel welcome is an essential part of the community building and the waterfront strategy moving forward.

Spaces for cultural expression, community gathering, and diverse programming will be considered in the creation of the WSP. It is important to the inclusivity of the waterfront that its public spaces feel safe and comfortable to all communities, as such the following actions have been developed in pursuit of a **Diverse** waterfront:

- **Action 3.1:** Shape the design and programming of waterfront spaces to accommodate a variety of cultural and social uses.
- **Action 3.2:** Promote a public art program for the waterfront that is reflective of the diversity that is unique to Barrie.
- **Action 3.3:** Utilize the waterfront as an opportunity for celebration and education of Indigenous history and culture, both past and present.
- **Action 3.4:** Develop an inclusive Waterfront Events & Festivals Strategy to enhance the celebration of diverse arts, food and culture along the waterfront.
- **Action 3.5:** Create an ongoing forum of communication with diverse community groups to ensure all users feel safe and welcome at the waterfront throughout the WSP planning and implementation process.
- **Action 3.6:** Provide inclusive programming to advance the health and well-being of historically marginalized populations along the waterfront.

Pillar: **Resilient**

Goal 4: Restorative

Protection and enhancement of waterfront ecologies.

The preservation of waterfront ecologies and environmental features is key to the longevity of Kempenfelt Bay and its continued enjoyment by future generations.

As a crucial resource to the City of Barrie, ensuring Kempenfelt Bay and its ecological functions are well cared for will be of particular importance. Actions developed for a **Restorative** waterfront include:

- **Action 4.1:** Retain and protect environmental features, including the Kempenfelt Bay shoreline (plus a 30 m buffer where feasible) and the remnant deciduous forest communities associated with the former Lake Algonquin shoreline.
- **Action 4.2:** Enhance the waterfront's environmental mandate to establish Blue Flag Certification.
- **Action 4.3:** Protect and enhance wildlife habitat and enhance biodiversity in naturalized areas along the shoreline
- **Action 4.4:** Design heavily frequented areas along the waterfront to minimize negative impacts to the ecology.
- **Action 4.5:** Work to improve water quality in Kempenfelt Bay.
- **Action 4.6:** Enhance shoreline stabilization along the waterfront.

Goal 5: Climate Adaptive

Mitigation of the causes and impacts of climate change.

With the rising threat of climate change, mitigation and adaption have become essential to the resilience of coastal environments with the increased frequency of extreme weather events, shoreline degradation, water quality decline and other environmental issues on the rise. Climate adaptation not only requires responsive efforts to curb the effects of climate change, but also mitigative efforts to prevent future environmental damage.

The following actions were developed to support resilience in the form of **Climate Adaptation**:

- **Action 5.1:** Utilize native and low-maintenance planting along the waterfront.
- **Action 5.2:** Integrate opportunities for shoreline protection, green infrastructure features and climate mitigation to manage and future-proof the waterfront for future generations.
- **Action 5.3:** Implement stormwater management strategies along the waterfront including minimizing impermeable surfaces, creating bioswales / rain gardens, and utilizing landscape to direct runoff / protect urbanized areas from flooding.
- **Action 5.4:** Expand resilient and innovative design practices that allow waterfront facilities, buildings and infrastructure to withstand the impacts of climate change.
- **Action 5.5:** Retrofit waterfront facilities where feasible to minimize carbon footprint of waterfront improvements.
- **Action 5.6:** Align with the City of Barrie's Climate Change Adaptation Strategy (2017), including establishing environmental monitoring systems to benchmark climate adaptation whilst educating the public.

Goal 6: Stewardship

Waterfront stewardship, community education and the creation of systems that support the success of waterfront initiatives.

The health and well-being of the waterfront and its environmental systems, as well as the success of the programs and initiatives intended for its preservation are contingent on the buy-in and support of the community and local organizations.

Waterfront stewardship and grassroots momentum will be important to the implementation of the WSP. The following actions are proposed for the creation of waterfront **Stewardship**:

- **Action 6.1:** Support existing and future community-based organizations (e.g. Pollinate Barrie and Barrie Yacht Club) to help plan, activate and sustain waterfront spaces.
- **Action 6.2:** Improve publicly available resources and information that connect communities with their waterfront.
- **Action 6.3:** Develop partnerships with local groups and organizations to fund and advocate for improvements along the waterfront.
- **Action 6.4:** Develop sustainable systems, events and programs for the continued management and protection of the waterfront (e.g. citizen science program(s)).
- **Action 6.5:** Recognize past stewards of the waterfront and its history.
- **Action 6.6:** Maintain strong relationships with property owners along the waterfront that encourage protection of the shoreline and balance the needs of the community and private citizen's space.

Pillar: **Activated**

Goal 7: Connected

Multi-modal connections to and along the waterfront that are accessible to all.

A **Connected** waterfront allows residents and visitors to gain access to its many features and destinations with ease, using a variety of different modes. Seamless access to Barrie's waterfront should be gained, whether it be by train, transit, bicycle, walking, car or alternate mode of transportation.

Innovative solutions to create more efficient and universal access to the waterfront will allow for its growth as an the iconic and distinct destination. The following actions have been developed for the creation of a **Connected** waterfront:

- **Action 7.1:** Optimize connectivity with multi-modal transportation hubs, including potential for shuttle and/or transit services.
- **Action 7.2:** Work towards a continuous and accessible waterfront trail system along the length of the waterfront (or adjacent areas) that is protected, clearly marked and mapped.
- **Action 7.3:** Foster a Complete Streets approach to roads surrounding the waterfront to ensure seamless multi-modal access to and from the waterfront.
- **Action 7.4:** Explore innovative solutions to overcrowding of parking lots through shared off-peak parking facilities.
- **Action 7.5:** Provide frequent active transportation connection points to the waterfront trails and spaces.
- **Action 7.6:** Provide clearly marked and accessible pick-up / drop off points for waterfront users to reduce long term parking demands in close proximity to the waterfront.

Goal 8: Attractive

Unique and memorable spaces and design elements that foster a sense of place.

Creating a sense of place and identity for Barrie's waterfront that differentiates it from the rest will be essential to its growth as a key local and regional destination. The creation of an **Attractive** waterfront is essential to give Kempenfelt Bay the world-class character necessary to attract investment, tourism and visitors to encourage its continued development and use.

Building an iconic identity is what will make the experience uniquely Barrie and will keep visitors coming back. To achieve an **Attractive** waterfront, the following actions have been developed:

- **Action 8.1:** Foster the design of memorable places that uphold design excellence and implement site-specific design elements to create unique destinations along the waterfront.
- **Action 8.2:** Create and reinforce a unique Barrie Waterfront Brand through a design language and iconic waterfront experiences that are widely recognizable as the Barrie waterfront.
- **Action 8.3:** Develop a legible and distinct Barrie waterfront wayfinding system.
- **Action 8.4:** Implement an interactive art installation and design competition program to encourage community participation in high-quality design ex. Winter warming huts design competition.
- **Action 8.5:** Celebrate waterfront landscapes through framing views and fostering picturesque experiences.
- **Action 8.6:** Position new iconic parkland art and sculpture that visually brands Barrie's location from both land and water.

Goal 9: Flexible

Spaces and programs that support the local community, tourism and economic vitality.

Flexibility is an important facet of ensuring the waterfront and its spaces can adapt and support a variety of uses. To accommodate the many users that may wish to use the waterfront, as well as the festivals, programs, seasonal initiatives, and activities that have different spatial, infrastructural and servicing requirements, the waterfront spaces must remain flexible.

Flex spaces on the waterfront are important to allow for versatility in support of broader community, tourism and economic development goals—where prime waterfront lands can be leveraged to undertake large-scale festivals, revenue-generating activities and cultural events. Additionally, in a climate where seasonality takes effect, flexibility allows for the waterfront to have multi-season uses, ensuring that it is optimized for winter use, rather than remaining useful only for peak summer months. The following actions have been developed for the creation of a **Flexible** waterfront:

- **Action 9.1:** Provide spaces for local entrepreneurial opportunities to support small businesses and community groups in activating the waterfront.
- **Action 9.2:** Provide flexible public spaces that support a variety of community uses including arts & culture, events, and small- to large-scale gatherings (e.g. within the Barrie Bayside Market District).
- **Action 9.3:** Cultivate multi-season animation along the waterfront.
- **Action 9.4:** Support tourism in focused areas along the waterfront in alignment with the Tourism Master Plan.
- **Action 9.5:** Shape design and programming of waterfront open spaces to reflect public use needs as they adapt over time.
- **Action 9.6:** Promote opportunities to get onto and into the water, across the waterfront.

4

Taking Action:
The Top 10 Strategic Priorities

4. Taking Action: The Top 10 Strategic Priorities

The previous section outlines high level pillars and goals to foster the vision of the ***"The Barrie waterfront as a series of distinct inclusive, resilient and activated experiences, focused across the three shores."***

Building upon the goals and actions outlined for the waterfront, ten Strategic Priorities have been established to provide action-oriented improvements to prioritize across the waterfront to achieve the overarching vision. The Strategic Priorities offer a focused list of items for the City to guide their attention, investment and planning efforts to make a strong impact on the waterfront and its growth.

In gaining a fulsome understanding of the Strategic Priorities, their implementation, and the potential impacts or challenges of their application, the following analysis is provided:

A Summary of the Strategic Priority including:

- The general location of the strategy
- The type of intervention

Evaluation of the Strategic Priority including:

- Cost range
- Timeline
- Ease of Implementation
- Seasonality
- Goals Achieved
- Responsible Parties

Implementation including:

- Strategic Recommendations—e.g. Potential actions to achieve the priority

↗ Waterfront Heritage Trail beside the City of Barrie Marina

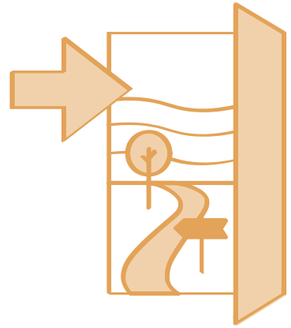
Top Ten Strategic Priorities

While the priorities range in complexity and timeframe, they all aim to provide impactful outcomes for Barrie's waterfront with eventual results for a more **inclusive, resilient and activated Barrie Bayside**. The priorities were developed based on community feedback/consultation and are as follows:

1

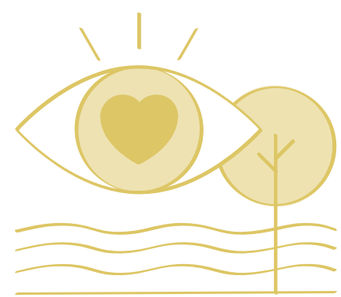
Improve and Add Inclusive Facilities

2



Enhance Waterfront Connectivity and Access Points to Waterfront Parks

3

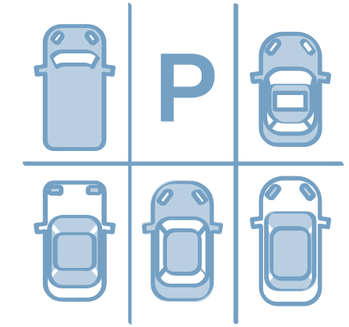


Introduce Waterfront-Wide, Iconic Branding Strategy

4

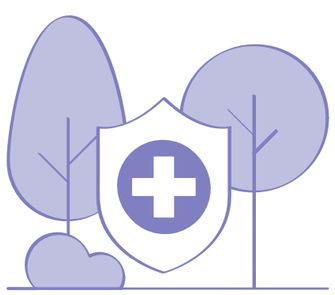
Optimize Access into/ onto the Water

5



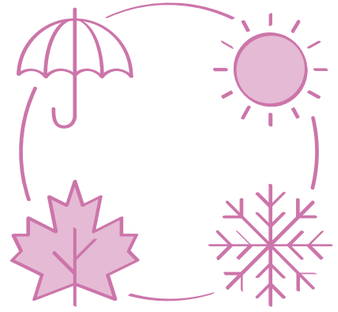
Manage Waterfront Use and Vehicular Demand

6



Promote Climate Adaptability and Environmental Protection

7

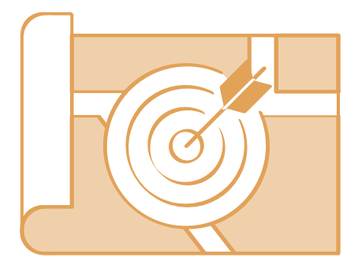


Implement and Support Seasonal Programming

8

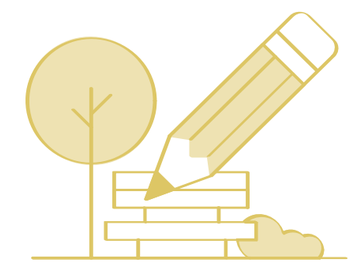
Utilize the Waterfront to Achieve Larger Economic and Tourism Development Goals

9



Revitalize Focus Destinations

10



Create Master Plans that Recognize Each Park's Contribution to the Waterfront

1

Strategic Priority 1: Improve and Add Inclusive Facilities

To enhance the enjoyment of the waterfront and allow for its inclusive use throughout all times of the year, the addition of facilities, including washrooms, change rooms, and places to eat and find shade, should be prioritized. The improvement of existing facilities will also be considered.

Type of Strategy:

- Infrastructure Improvement

Precedents

- **A. Mohawk College Farm Stand**
  Hamilton, ON

- **B. Arkinstall Accessible Splash Pad**
  Newmarket, ON

- **C. Accessible Beach Boardwalk**

Evaluation Criteria

The following evaluation criteria will guide the relevance of the priority, helping to understand the feasibility of waterfront facility improvements and additions and the costs, timeline, seasonality and strategic goals associated.

- **Cost:** $$$
- **Timeline:** Medium Term (5-10 years)
- **Ease of Implementation:** Moderate
- **Seasonality:** All Seasons
- **Goals Achieved:**

Accessible
Restorative
Connected
Safe
Climate Adaptive
Attractive
Diverse
Stewardship
Flexible

Responsible Parties

- Development Services Department (Parks Planning)
- Corporate Facilities Department

Strategic Recommendations

The following recommendations have been compiled to provide actionable ways of achieving the improvement and addition of inclusive facilities waterfront-wide and on a shore-by-shore basis:

Waterfront Wide

- **Short Term:** Explore the potential for temporary or portable accessible washroom facilities in parks where washrooms are currently not available, or where washroom facilities are overburdened
- Ensure accessible washrooms are available at priority Activity Centres and accessible changing facilities are available at key locations.
  - In time, all large parks should contain accessible washroom facilities to serve community members and visitors. Changing facilities, including accessible facilities for children and adults, should be available in areas with water access, such as beaches and personal watercraft boat launches.
  - Washroom facilities should provide water stations on the exterior of the building or nearby.
- Prioritize the inclusion of accessible washrooms and changing spaces for adults at key accessible destinations along the waterfront, ensuring comprehensive accessibility for visitors. Parks identified for prioritization include: St. Vincent Park on the North Shore; Centennial Park and Will Dwyer Park on the West Shore; and Minet's Point on the South Shore.
- Clearly identify accessible waterfront areas on site, and through the City's website etc.
- Provide cultural gathering places (e.g. Ceremonial Fire Pit) in accessible locations across the waterfront.
  - Flexible spaces for social and cultural gatherings of a variety of scales should be provided along the waterfront. Spaces along the waterfront that cater to the needs of specific types of cultural gatherings should be available.
- Provide food services at key locations across the waterfront.
  - Increased food and beverage offerings in key locations across the waterfront will aid in reinforcing the waterfront's status as a cultural destination and an economic driver. A variety of scales including vending machines, carts, tables, food trucks, kiosks and restaurants will provide offerings for a range of circumstances and waterfront users. Kiosks, primarily focused along the West Shore area, will provide casual food and beverage offerings that allow visitors to the waterfront to stay longer and be more comfortable. These establishments should be differentiated enough to not compete with Downtown restaurants.
  - Additionally, there is an opportunity for local restaurants to provide seasonal food trucks or kiosks along the waterfront.
  - The current Sea Cadet's site, adjacent to Spirit Catcher Park has been identified as a potential location for a cultural centre including a restaurant. Additional information is available in **Appendix B**.
  - Potential locations identified as candidates for food services include: Johnson's Beach, the City of Barrie Marina, Centennial Beach, Spirit Catcher Park, Minet's Point, Tyndale Park, and St. Vincent Park.
- Provide warming and cooling stations at strategic locations across the waterfront
  - With growing extreme weather, as a result of climate change, areas for protection will become more important along the waterfront. Warming and cooling outdoor structures should be implemented. These structures have the potential to also add architectural interest and be flexible to alternate uses during all seasons.
- Undertake a Waterfront and Parks Washroom Provision Strategy to understand the demand and maintenance requirements of waterfront facilities and the appropriate service level requirements (e.g. Hours of operation, seasonal use, etc.) of facilities.
  - As a part of the study, consider innovative solutions to enhance service levels, such as self-cleaning washrooms that will reduce maintenance and security costs, whilst provided 24/7 access to facilities.
- Provide lockers and phone charging stations at key destinations along the waterfront
  - Amenities such as lockers and phone charging stations provide security and convenience for all users, including vulnerable populations.
- Introduce automated external defibrillator (AED) stations at Primary and Secondary Activity Centres.
- Undertake a Waterfront and Parks Washroom Provision Strategy.

North, West and South Shores

Facilities recommendations on a shoreline-by-shoreline basis have been identified on the map provided (see Figure 4-1), based on the current provision of facilities and the perceived demand/need for facilities. These high-level locations have been determined through site analysis and stakeholder/community engagement.

Figure 4-1: Improved and Added Facilities

- Upgraded Washrooms/ Change Rooms
- New Washrooms/Change Rooms
- Lockers and/or Phone Charging
- Cultural Facilities
- Upgraded Food Service
- New Food Service

↗ Waterfront view from Heritage Park

2

Strategic Priority 2: Enhance Waterfront Connectivity & Access Points to Waterfront Parks

Barrie's waterfront is described by many as the 'heart of Barrie.' As such, strategic efforts should aim to connect various destinations and neighbourhoods throughout the City with the waterfront through the creation of new trail access points and connections.

A connected waterfront requires a mobility network that seamlessly integrates with the waterfront parks and creates opportunities to access each park by a variety of modes. Additionally, a comprehensive active transportation (AT) network between parks will further encourage a healthy and connected waterfront. Per the City's **2019 Transportation Master Plan (TMP)**, the WSP integrates the prioritization of active transportation and a balanced modal share through the application of proposed cycle routes, transit updates and consideration for complete streets. The Plan aims to build upon the TMP by strategically connecting waterfront spaces with the AT infrastructure necessary to reach all waterfront parks by cycle route, multi-use trail or by passing from park to park along waterfront paths. Access points located at accessible distances along the main waterfront active transportation corridor will be provided to enhance the ability for residents and visitors to get to the water from adjacent neighbourhoods and destinations. The number of waterfront park destinations accessible from the water will also be increased.

Type of Strategy:
- Infrastructure Improvement

Precedents

- **Cyclists using Bike Lane**
  Markham, ON

- **B. North Bank Bridge Park**
  Boston, MA

Additionally, the Waterfront Heritage Trail and the Waterfront Trail are proposed to provide a continuous interpretive trail network along the shoreline of Kempenfelt Bay. The WSP trail system builds on the existing network by providing connections between gaps and extending the network within the South Shore.

Through enhanced connectivity and strategic upgrades to the mobility network within the study area, the WSP aims to ensure the waterfront can be easily accessed by all—with a focus on encouraging seamless connectivity from North Shore to South Shore via active transportation.

Evaluation Criteria

The following evaluation criteria will guide the relevance of the priority, helping to understand the feasibility of waterfront access and the costs, timeline, seasonality and strategic goals associated.

- **Cost:** $-$$
- **Timeline:** Short to Medium Term (1-10 years)
- **Ease of Implementation:** Moderate
- **Seasonality:** All Seasons
- **Goals Achieved:**

Accessible, Restorative, Connected
Safe, Climate Adaptive, Attractive
Diverse, Stewardship, Flexible

Responsible Parties:

- Transit and Parking Department
- Infrastructure Department
- Development Services (Parks Planning and Transportation Planning)
- Economic and Creative Development Department

Strategic Recommendations

The following recommendations have been compiled to provide actionable ways of achieving enhanced connectivity and access points waterfront-wide and on a shore-by-shore basis:

↗ Waterfront view from Tiffin Boat Launch

Waterfront Wide

- ↗ **Short Term:** Provide improved wayfinding including distance markers along waterfront trails and multi-use paths to create clear and coherent paths of travel.
- ↗ Provide a continuous, accessible multi-modal trail system along the length of Barrie's waterfront with formal entrances and clear wayfinding that delineates between transportation modes.
- ↗ Main trails, with the exception of the North Shore Trail, along the waterfront should be lit for safety, with potential addition of safety stations along the trail in key areas. Some flexibility may be provided for trail lighting in locations in which lighting may negatively impact naturalized habitats.
- ↗ Provide trail gateways, designed to provide clear, iconic wayfinding and highly visual interpretive features for a sense of arrival.
- ↗ Incorporate permeable surfaces for trail systems, where appropriate, to reduce the environmental impacts of surface run-off and avoid winter maintenance salt by leaving unplowed.
- ↗ Provide consistent materiality of trail systems for increased legibility and accessibility, wherever possible, including driveways and access points. Vehicular right-of-ways will be raised to meet the pedestrian/cyclist pathway.
- ↗ Build upon the Waterfront Heritage Trail system by adding on to the existing interpretive posts and panels, to commemorate cultural heritage features, natural features and events- past and present. This should include the incorporation of Indigenous culture, wayfinding, and imagery along the waterfront.
- ↗ Ensure that Bradford Street maintains its functionality and capacity as an arterial street that operates effectively to attract traffic away from Lakeshore Drive.
- ↗ Adopt a complete streets policy so that the design of road improvements facilitates the safe and comfortable movement of all road users, including pedestrians, cyclists, and transit users, in compliance with the City's 2019 (and planned, 2023) Transportation Master Plan and the Plan for Transit. Complete streets interventions with traffic calming incorporated should be considered along adjacent streets, including Lakeshore Drive, Simcoe Street and Dunlop Street.
- ↗ Design and/or retrofit all public transit facilities to optimize multi-modal connectivity, and reflect the principles of the Provincial Mobility Hub Guidelines (2011) and Transit Supportive Guidelines (2012).
- ↗ Incorporate supportive bike infrastructure, including a Waterfront Bike Parking program, a bike share program, bike racks, shelters and repair stations at regular intervals across the waterfront. This will support a shift towards active transportation as a preferred modal share along Kempenfelt Bay.
- ↗ Ensure public transit service is maintained and implemented whenever possible in the Downtown and the waterfront including planned transit service connections along Lakeshore and Centennial Park.
- ↗ Improve the accessibility of pathways and trails for all user groups in accordance with the Accessibility for Ontarians with Disabilities Act (AODA), Accessibility Standards for the Built Environment and the Design of Public Spaces 0.Reg.
- ↗ Provide shaded seating at regular intervals across the waterfront for enhanced accessibility, in accordance with the Accessibility for Ontarians with Disabilities Act (AODA).
- ↗ Ensure the consistent all-season maintenance of waterfront-wide trail systems, and/or clear communication of unmaintained areas, with consideration for transition to cross-country ski and snowshoe trails in the winter season along the North Shore Trail.
- ↗ Establish a distinct and memorable sense of arrival at key locations and trail access points along the waterfront through the creation gateways—comprised of iconic architectural features, a unique material palette/paving treatment, public art and distinct signage.
- ↗ Consider providing personal watercraft storage for waterfront park locations where people can arrive by water and transfer to an alternate activity before returning to the water.
- ↗ Undertake a feasibility study to explore dog water access points, including time of day/week/year options.
- ↗ Prioritize snow clearance of the Waterfront Heritage Trail pedestrian path prior to the cycle track.

North Shore

- Increase Access Points to the North Shore Trail, including coordinated pedestrian crossings along Dunlop Street East at key locations and all Activity Centres located to the north of Kempenfelt Drive.
- Provide linkages to interior communities with vantage points to the waterfront, for example at Nelson Square and Vancouver Street.
- Continue to formalize and enhance the trail connection into Oro-Medonte with coordinated signage.
- Prioritize the naturalized state of the North Shore Trail, using permeable surfaces rather than asphalt for any new trails or trail improvements/extensions and through the implementation of rewilding of native species, where applicable.
- Consider the opportunity for a loop back trail from Penetanguishene Road along Shanty Bay to Blake Street and down to Vancouver Street, to connect users back to the North Shore Trail.
- Ensure an accessible trail connection between Kempenfelt Drive, Kempenfelt Park and the North Shore Trail.
- Extend the Kempenfelt Drive multi-use path through 3 Vancouver Street linear parkette to connect to Puget Street.

West Shore

- Enhance the connection between Downtown Barrie and the waterfront on the West Shore through the creation of a continuous, public parkland corridor between Meridian Place and Heritage Park.
- Require the dedication of watercourse lands as part of site plan approval for any applicable development along the Lakeshore Drive and Bradford Street corridors and develop new path connections along these watercourse lands.
- To enhance the mobility options of residents and visitors, investigate the feasibility of introducing a public bicycle sharing program (such as Bixi) for the waterfront, focusing on the West Shore, Allandale Transit Mobility Hub and Downtown.
- With the future development of the Market Precinct, establish a distinct and iconic Waterfront Corridor, stretching from Bayfield Street at the future market building to Mulcaster Street, at the initiation of the North Shore Trail and Sam Cancilla Park. The Waterfront Corridor will be intended to have the ability to transform to a pedestrian-focused corridor, with flexible uses during festivals to establish a strong sense of place and arrival, welcoming residents and visitors to the waterfront.
  - A future feasibility study to understand the applicability of the Waterfront Corridor should be explored in the **2023 Transportation Master Plan**. The corridor should integrate/align with the Market Precinct Task Force concept for a 'Green Gateway' along Simcoe Street.
  - Complete an operational assessment of the feasibility of undertaking temporary road closures on Simcoe Street, with consideration for existing Dunlop Street weekend closures.
- Provide additional safe, at-grade pedestrian crossings at Lakeshore Drive to improve connectivity between the waterfront trail system and adjacent development areas on the west side of Lakeshore Drive, with connections to Bradford Street.
- Consider moving the cycle track along Will Dwyer Park and Tiffin Boat Launch closer to the water to encourage compliance.
- Enhance connections between the upper and lower paths in South Shore Park.
- Support planned transit services along Lakeshore Drive to improve accessible connectivity to Centennial Park.

South Shore

- Improve wayfinding and access to South Shore parks through coordinated Active Transportation Connections and improved visibility through coordinated signage
- Implement a connected Waterfront Trail system, ensuring all waterfront parks along the South Shore are linked by a multi-use trail, according to the conceptual alignment identified in the plan provided. Ensure the new trail segments provide safe and comfortable linkages for cyclists and pedestrian between existing parks to provide a connected network of Activity Centres along the South Shore that connects to the West Shore through the gateway at Allandale Station Park.
  - Upkeep the maintenance of the Waterfront Trail along the South Shore.
    - Implement the updated Waterfront Trail extension to the City limits.
    - Ensure a consistent signage program is implemented for the Waterfront Trail.
    - Support the use of active transportation by residents of south Barrie by ensuring any other new cycling/walking routes connect the Waterfront Trail with key destinations, such as the Barrie South GO Station.
  - As new development proceeds, continue to address traffic capacity issues through Transportation Demand Management strategies and designs/technologies that optimize traffic efficiency.
  - To encourage active transportation, design road improvements to facilitate the safe and comfortable movement of all road users, including pedestrians, cyclists, and transit users, in compliance with the City's **2019 Transportation Master Plan.**
- Introduce separated cycling facilities, where necessary, to fill gaps between multi-use trails, in order to provide a seamless trail system between key Activity Centres on the South Shore.

Figure 4-2: Connectivity Improvements and Access Points

2023 Waterfront Strategic Plan

- Gateway
- Potential Trail Access Point
- Potential Active Transportation Route

2019 Transportation Master Plan

- Proposed In-Boulevard Pathway
- Proposed Cycle Track
- Proposed Shoulder/Signed Route
- Proposed Market Precinct Waterfront Corridor
- Waterfront Heritage Trail
- Trans Canada Trail
- Nine Mile Portage Heritage Trail
- Existing In-Boulevard Pathway
- Existing Cycle Track
- City of Barrie Boundary
- WSP Boundary

3

Strategic Priority 3: Introduce Waterfront-Wide, Iconic Branding Strategy

A strong waterfront identity will be the cornerstone of the Waterfront Strategic Plan and can be provided through an iconic, waterfront-wide branding strategy. Wayfinding, signage, public art and an attractive brand identity will help make Barrie's waterfront an iconic destination for visitors and residents alike.

A waterfront marketing and branding strategy should establish a brand that reiterates a clear and unique identity for the Barrie waterfront that draws visitors. The branding strategy should align with the Tourism Master Plan (2020) and larger economic development goals of the City.

The waterfront itself should also contain a consistent visual language that reiterates the Barrie waterfront brand, with elements and destinations with iconic and recognizable design. This may include features such as signage, furnishings, material palette, architectural design, lighting and landscaping, which should uphold a consistent design language. Additionally, the branding strategy should aim to integrate public art throughout the waterfront— creating a system of cultural and artistic expression that is both flexible and interactive and attracts visitors from near and far.

A key first step in establishing a coherent and attractive waterfront, the waterfront branding strategy will ensure that the waterfront experience along Kempenfelt Bay is distinct and memorable and allows for seamless exploration of the waterfront's many features.

Type of Strategy:
↗ Policy Creation

Evaluation Criteria

The following evaluation criteria will guide the relevance of the priority, helping to understand the feasibility of waterfront facility improvements and additions and the costs, timeline, seasonality and strategic goals associated.

- **Cost:** $$
- **Timeline:** Short Term (1-5 years)
- **Ease of Implementation:** Standard
- **Seasonality:** All Seasons
- **Goals Achieved:**

Accessible
Restorative
Connected
Safe
Climate Adaptive
Attractive
Diverse
Stewardship
Flexible

Precedents

↗ **A. 2015 Pan American Games Wayfinding**
Toronto, ON

↗ **B. Banana Bench**
Montreal, QB

↗ **C. Bremner Boulevard Historical Rail Lands Map**
Toronto, ON

Responsible Parties

- ↗ Development Services Department (Parks Planning)
- ↗ Economic and Creative Development Department
- ↗ Access Barrie

Strategic Recommendations

The following recommendations have been compiled to provide actionable ways of creating an iconic waterfront branding strategy and how it can be applied waterfront-wide and on a shoreline-by-shoreline basis (see Figure 4-3):

Waterfront Wide

- **Short Term:** Establish a unique Barrie waterfront brand for use marketing the waterfront and to drive the look and feel of the waterfront, including wayfinding features.
- Create a Waterfront Brand Strategy, with guidelines for all design assets within the study area, including but not limited to brand identity; signage; wayfinding; public art implementation; furnishings; materiality; lighting fixtures; architectural style and details; etc.
- Establish a clear and consistent wayfinding approach for the waterfront, with distance markers between key destinations and attractive signage to direct movement along key corridors. Wayfinding should consider access from water to land.
  - Wayfinding elements should include directions to key destinations, trail access points, and transit, as well as information on where parking and other facilities are located (e.g. Washrooms, boat launches, food services, etc.), including distance markers.
  - Wayfinding should complement and integrate with the existing BIA signage used in the Downtown and the 2022 Barrie Wayfinding Strategy.
  - Wayfinding should also direct people to adjacent recreational trails, parkland, and open space systems outside of the study area boundary.
- Undertake a Waterfront Park Furnishing Program and implement a consistent and unique material palette, family of furnishings and lighting, and signage along waterfront trails.
- Implement a Donor Recognition Policy to direct the placement of donor signs in parkland to minimize loss of active parkland.
- Develop a new Corporate Park Name signage program that updates older wood park signage including consideration for digit signage.
- Consider designating a unique waterfront related theme to each park to increase park identity and placemaking, and explore opportunities to communicate the theme through park form, design elements, and furnishings.
- Implement placemaking and safety features in key locations across the waterfront including highly visible beacons, shelters and info corners visible to boaters, cyclists, pedestrians, and drivers.
- Revisit the Municipal Naming Policy, specifically as it applies to waterfront parks, to ensure that all Activity Centre names are contextually appropriate, distinct and memorable.
- Integrate Indigenous wayfinding, naming and education into locations with cultural significance along the waterfront to celebrate the presence of the Indigenous community in Barrie, both past and present.
- Establish a future Public Art Strategy, to integrate seamlessly with the Brand Strategy, aiming to create a collection of public art installations along the waterfront for enhanced interactivity, attractiveness, and cultural expression.
  - The Public Art Strategy should consider the incorporation of design competitions along the waterfront as a form of engaging the community in the design of their open spaces.
  - Implement the winter warming huts design competition.

North Shore

- Create a consistent wayfinding system along the North Shore Trail and ensure it is coordinated with the wayfinding for the rest of the waterfront. Include distance markers and signage directing users to key facilities (i.e. washrooms), Activity Centres, lookout points and access/exit points along the trail for enhanced accessibility.
- Install beacons within Johnson's Beach, Nelson Square, St. Vincent Park, and Sam Cancilla Park Activity Centres.
- Develop a safety stations implementation plan along the North Shore, with standards for their design and separation distance. Coordinate the safety stations with any Blue Flag certification requirements, if pursued.

West Shore

- Develop a system of flexible and seasonal art installations, supported by the Public Art Strategy, along the Waterfront Trail to create an arts trail, establishing a cadence of iconic, picturesque moments along the waterfront.
  - The Public Arts Strategy may suggest an appropriate separation distance between art installations in order to create an effective and walkable arts trail, to be implemented on a seasonal basis to attract visitors.
- Ensure wayfinding and signage between the Downtown and waterfront complement one another and direct residents and visitors to destinations within both spaces (i.e. Waterfront signage directs users to Downtown and vice versa).
- Highlight the role of heritage and culture on the waterfront, particularly along the Waterfront Heritage Trail through historic location plaques, posts and educational panels.
  - Implement Military Heritage Park outdoor interpretative panels.
- Explore opportunities to enhance interpretation through outdoor art and sculpture.

South Shore

- Create a consistent wayfinding system along the South Shore that connects all Activity Centres by active transportation and/or multi-use trail and provides a sense of arrival at key parks along the South Shore. The wayfinding and signage used should be coordinated and consistent with the rest of the waterfront.
  - The wayfinding approach along the South Shore should prioritize the creation of local destinations, with a focus on providing amenities that encourage Barrie residents to enjoy the various parks the South Shore has to offer.
- Install a waterfront beacon within Minet's Point Park.
- Introduce at least one visible and identifiable access point at each South Shore Activity Centre to ensure entrance to each park is clear and a strong sense of arrival is defined through accompanying signage, wayfinding and furnishings.

Figure 4-3: Iconic Branding Strategy

- Existing Public Art
- Opportunity for Public Art/ Iconic Placemaking
- Wayfinding Node
- Updated Branded Signage

↗ Centennial Park playground

4

Strategic Priority 4: Optimize Access into/ onto the Water

Access into and onto the water across the three shorelines of Kempenfelt Bay will be key to ensuring an inclusive and enjoyable environment, that puts water at the forefront of the experience. As the main driving attraction of the Barrie waterfront, Kempenfelt Bay can be enjoyed in a variety of ways—whether it be swimming, windsurfing, sailing or just taking in the sights from the water's edge.

As a part of the WSP, a key priority is enhancing the water to be a true centrepiece of the waterfront Activity Centres. This can be achieved by optimizing the ability of users to get into the water through beaches, passive access points and accessible water access points (e.g. Mobi mats or ramps into the water) or onto the water through docks, boat launches or boat excursion tours.

Additionally, the WSP explores opportunities for views and iconic experiences at the water's edge through look-out points, waterfront art, view protection, boardwalk and pier creation and shore stabilization. Through the optimization of experiences with water at the forefront, the Plan aims to make the Activity Centres more accessible, enjoyable and attractive for residents and visitors to Kempenfelt Bay.

Type of Strategy:
- Infrastructure Improvement

Evaluation Criteria

The following evaluation criteria will guide the relevance of the priority, helping to understand the feasibility of a series of access points into and onto the water and the costs, timeline, seasonality and strategic goals associated.

- **Cost:** $$-$$$
- **Timeline:** Short to Medium Term (1-10 years)
- **Ease of Implementation:** Complex
- **Seasonality:** All Seasons
- **Goals Achieved:**

Accessible
Restorative
Connected
Safe
Climate Adaptive
Attractive
Diverse
Stewardship
Flexible

Responsible Parties:

- Development Services Department (Parks Planning)
- Lake Simcoe Region Conservation Authority (LSRCA)
- Operations Department (Parks)
- Corporate Facilities (Marina)
- Simcoe Muskoka District Health Unit
- Business Performance and Environmental Sustainability
- Infrastructure Department - Stormwater
- Operations Department - Stormwater & Rail Operations

Precedents

A. Candlestick Point
San Fransisco, CA

B. St. Patrick Island Park
Calgary, AB

C. Ontario Place
Toronto, ON

Strategic Recommendations

The following recommendations have been compiled to provide actionable ways of achieving optimized water access waterfront-wide and on a shoreline-by-shoreline basis:

Waterfront Wide

- **Short Term:** Utilize Mobi-Mats in otherwise accessible beach destinations to allow access into the water for all users.
  - Locations identified as accessible destinations, where comprehensive accessibility including pathways, facilities, parking, signage, etc., has been prioritized, should be optimized with the addition of accessible beach facilities.
  - Candidate beach locations to explore mobi-mats include: Johnson's Beach; Centennial Beach; and Minet's Point Park.
  - In the longer term, explore other options such as boardwalks or ramps to provide accessible paths of travel into and near the water.
- Provide architectural look-out points along the shorelines in key areas, to foster the creation of a cadence of framed views and vistas along the water's edge that create an iconic waterfront experience.
- Implement protected boardwalks in environmentally sensitive areas to allow access to the water's edge, whilst still protecting from shoreline erosion.
- Extend and explore the addition of beach areas to provide enhanced access to the water and mitigate overcrowding at popular Activity Centres along the waterfront.
  - Candidate locations to explore beach improvements, extensions or additions include: Johnson's Beach Park; Centennial Park; Tyndale Park; Sam Cancilla Park; and Minet's Point Park.
- Undertake a system-wide study to explore dog water access points around the bay for time of day/week/season and off-leash options.
- Explore the potential to improve and expand upon non-motorized boat launches such as kayak and Stand-Up Paddleboards (SUP) launches.
- Improve and update docks as required to improve functionality and aesthetics for users.
- Explore the potential to relaunch the Barrie Tour Boat service, if viable, in the future to provide visitors an opportunity for a unique waterfront experience on Kempenfelt Bay.
- Continue to undertake shore stabilization & bioengineering (e.g. riprap replacement) to enhance the resilience of the shoreline in the face of climate change.
- Consider undertaking a coastal feasibility study toward building a boat launch protection spit with floating dock staging area at the Tiffin Boat Launch to improve user safety.
- Undertake Marina Spit Redevelopment Feasibility Study

North, West and South Shores

Water access recommendations on a shoreline-by-shoreline basis have been identified on the map provided, based on current access and the perceived need for optimization. These high-level locations have been determined through site analysis and stakeholder/community engagement.

Figure 4-4: Access into/onto the Water

↗ The Gables Park

5

Strategic Priority 5: Manage Waterfront Use and Vehicular Demand

A key impetus to the WSP, utilization issues along the waterfront are a barrier to the enjoyment and sustainability of Kempenfelt Bay. Through stakeholder and community engagement, various participants cited that during peak seasons the crowds at waterfront parks and difficulties finding adequate parking were deterrents to their use of waterfront open spaces. To curb these negative experiences along the waterfront, the WSP aims to find innovative ways of managing the growing demand for open space accessible by convenient forms of transportation.

The strategies and recommendations established to achieve this Strategic Priority aim to disperse visitors to the waterfront across key areas along the three shorelines—relieving some of the burdens of overcrowding from the key waterfront parks such as Centennial Beach. Additionally, parking solutions that encourage alternative modes of transportation and shift parking demands to locations outside of the immediate waterfront parking lots aim to reduce demand for parking. Ultimately, overcoming these issues and finding opportunities for flexible and innovative solutions will be integral to the success of the Waterfront Strategic Plan.

Type of Strategy:

- Infrastructure Improvement
- Planning & Policy
- Public Education
- Wayfinding

Precedents

A. Dundas Street Flexible Parking
London, ON

B. King Street Flexible Parking
Kitchener, ON

Evaluation Criteria

The following evaluation criteria will guide the relevance of the priority, helping to understand the feasibility of solutions to manage utilization and vehicular parking and the costs, timeline, seasonality and strategic goals associated.

- **Cost:** $-$$$
- **Timeline:** Short Term (1-5 years)
- **Ease of Implementation:** Complex
- **Seasonality:** Spring/Summer (Peak Season)
- **Goals Achieved:**

Accessible
Restorative
Connected
Safe
Climate Adaptive
Attractive
Diverse
Stewardship
Flexible

Responsible Parties:

- Development Services Department (Parks Planning and Transportation Planning)
- Economic & Creative Development Department
- Transit and Parking Department
- Legislative Court Services Department

Strategic Recommendations

The following recommendations have been compiled to provide actionable ways of managing utilization and parking waterfront-wide and on a shoreline-by-shoreline basis:

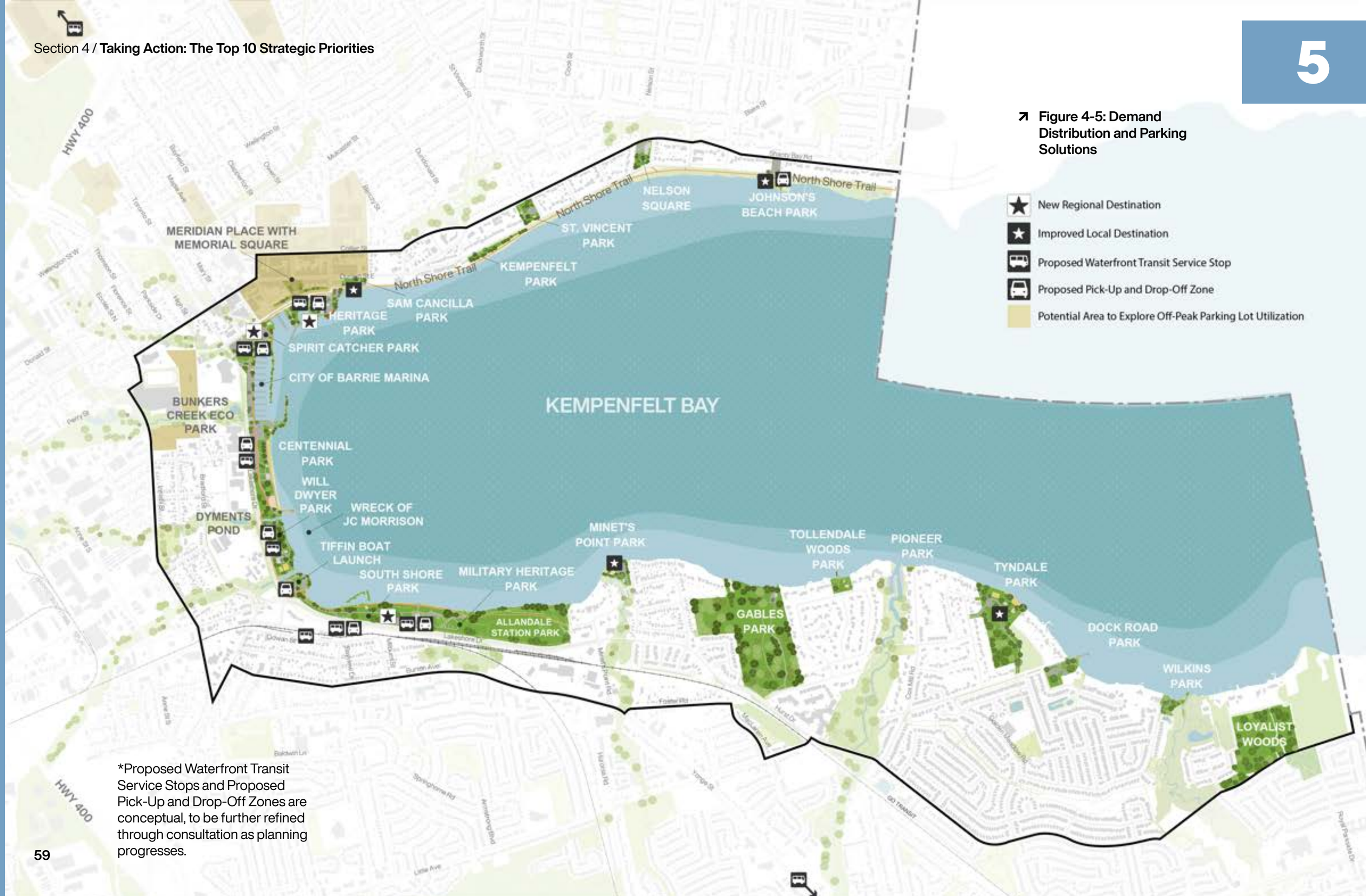
Waterfront Wide

- **Short Term:** Expand the potential to add Pick-Up/Drop-Off or temporary parking zones (e.g. 10-minute parking) in key locations within existing parking lots/spaces.
- Introduce new iconic regional destinations along the waterfront through the planning and revitalization of existing Activity Centres to activate and share the burden with waterfront parks currently experiencing over-utilization.
  - Candidate locations for revitalization as new regional destinations for the waterfront include: Heritage Park; Spirit Catcher Park; and South Shore Park.
- Introduce new iconic local destinations along the waterfront through the planning and revitalization of existing Activity Centres to activate and share the burden with waterfront parks currently experiencing over-utilization.
  - Candidate locations for revitalization as new local destinations for the waterfront include: Johnson's Beach Park; Sam Cancilla Park; Minet's Point Park; and Tyndale Park.
- Encourage a modal shift from driving and parking by providing safe and attractive transit and active travel options to the Waterfront.
  - Encourage the build out of an All Ages and Abilities (AAA) network of Active Travel connections to the waterfront to incentivize cycling and walking trips to the waterfront.
  - Encourage transit service and connectivity to waterfront attractions to incentivize transit trips to the waterfront.
  - Encourage the assessment of high order transit within the Transportation Master Plan, which could include connections to the waterfront to encourage transit as a primary trip choice.
- Encourage local businesses to provide under-utilized overflow parking for festivals and peak seasonal use of the waterfront.
- Ensure accessible parking spaces are available at all waterfront parking lots to accommodate all types of accessible vehicles (e.g. side loading vs. back loading personal vehicles and Specialized Transit Vehicles). Explore accessible pick-up and drop-off locations.
- Explore the potential for a branded transit service, providing seamless connection between key waterfront destinations, local/regional transit routes and centralized, free off-site parking.
  - The shuttle should be implemented on a pilot basis during the peak summer season to determine feasibility and demand, using the existing Barrie Transit fleet with specialized branding, until demand is confirmed.
  - Once feasibility is confirmed, a dedicated, branded transit bus should be considered to contribute to the sense of place on the waterfront (e.g. open air bus; double decker sightseeing bus; etc.).
  - Stops to be considered include: Bayfield Mall for off-site parking; Downtown Barrie/Heritage Park; Collier parkade; H-Block; Spirit Catcher Park/Market Precinct/Transit Downtown Mini Hub; Centennial Beach; Will Dwyer Park; South Shore Park Gateway; Allandale Transit Centre Mobility Hub; Saldon Centre; and Allandale Recreation Centre, with potential to explore other optimal stop locations.
- As new development proceeds, address traffic capacity issues primarily through Transportation Demand Management (TDM) strategies and designs/technologies that optimize traffic efficiency, rather than through road widenings or expansions.
- Explore potential partnerships within local development for shared public parking in underground facilities to offset high demand for parking during peak seasons at the site planning stage.
- Explore opportunities to acquire additional waterfront lands over the long-term for the growth of a continuous system of waterfront parks and trails, whilst accommodating continued growth in demand for waterfront open spaces.
- Continue the Waterfront Parking Permit for residents program to encourage the use of waterfront parks by Barrie residents and to promote accessible and affordable park utilization to local users.
- Consider the upgradation of parking payment terminals and the integrated HotSpot Parking App to incorporate tiered parking rates to incentivize the use of active forms of transportation and the waterfront shuttle during peak waterfront utilization times (i.e. Price hikes during weekends in the summer). Increased parking rates during these times will also provide a new revenue stream for the City.

North, West and South Shores

Recommendations for the management of waterfront utilization and parking on a shoreline-by-shoreline basis have been identified on Figure 4-5, based on identified problem areas and opportunities for improvement. These high-level locations have been determined through site analysis and stakeholder/community engagement.

Figure 4-5: Demand Distribution and Parking Solutions



*Proposed Waterfront Transit Service Stops and Proposed Pick-Up and Drop-Off Zones are conceptual, to be further refined through consultation as planning progresses.

↗ Meridian Place and Downtown Barrie

6

Strategic Priority 6: Promote Climate Adaptability and Environmental Protection

Protection of the natural environment and processes are key to preserving Kempenfelt Bay for generations to come. With climate change on the rise, environmental degradation becoming more prevalent with the overcrowding and misuse of natural and open spaces, heightened development pressures and the increasing frequency of severe weather events, mitigation and preservation are becoming especially important. Through the establishment of protected naturalized areas across the three waterfront shores, designated to minimize public use and prioritized for rewilding and shoreline stabilization, the WSP aims to enhance future sustainability of the waterfront. Resilience in the face of climate change and shifts in demand and use will be increasingly important and, as such, the WSP aims to integrate environmental protection, remediation and education as key facets of future growth.

Type of Strategy:

- Environmental Improvement/Initiative

Evaluation Criteria

The following evaluation criteria will guide the relevance of the priority, helping to understand the feasibility of establishing protected naturalized areas and the costs, timeline, seasonality and strategic goals associated.

- **Cost:** $$-$$$
- **Timeline:** Short to Long Term (1-10+ years)
- **Ease of Implementation:** Complex
- **Seasonality:** All Seasons
- **Goals Achieved:**

Accessible
Restorative
Connected
Safe
Climate Adaptive
Attractive
Diverse
Stewardship
Flexible

Precedents

- **A. Blackstone River Greenway**
  Uxbridge, MA

- **B. High Ground Park**
  Knoxville, TN

- **C. St. Patrick's Island Park**
  Calgary, AB

Responsible Parties:

- Development Services Department (Parks Planning)
- Lake Simcoe Regional Conservation Authority (LSRCA)
- Operations Department (Parks)
- Nature Barrie
- Infrastructure Department
- Business Performance and Environmental Sustainability
- Corporate Facilities - Energy Management

Waterfront Wide

The following recommendations have been compiled to provide actionable ways of protecting the environment on a waterfront-wide and on a shoreline-by-shoreline basis:

Strategic Recommendations

- Retain and protect environmental features, including the Kempenfelt Bay shoreline (plus a 30 m buffer where feasible) and the remnant deciduous forest communities associated with the former Lake Algonquin shoreline.
- Protect and enhance the existing tree and shrub cover through naturalization and infill planting. Localized planting should include native, riparian species in erosion prone areas, and shoreline plantings that provide shade and shelter for fish to increase aquatic habitat.
- Distribute a landscape and maintenance handbook with advice on appropriate planting materials and maintenance protocols for private lands that abut the waterfront, public lands and trails.
- Develop a program to annually replace non-native plantings with native species that are well suited for well-drained, sandy soils associated with the former Lake Algonquin shoreline (e.g. red oak, white oak, sugar maple, red maple, white pine, serviceberry).
- Consider the integration of low-impact development (LID) and green building standard minimums (e.g. LEED certifications) within the site plan approval process for developments within a pre-determined distance of the waterfront to encourage sustainable development.
- Explore the integration of EV charging at each Activity Centre parking lot, located in preferred locations, to encourage healthy and sustainable transportation along the waterfront.
- Initiate a Waterfront Tree Planting Program, to increase waterfront native tree cover and to buffer open spaces from the urban fabric for the benefit of improved air quality, carbon sequestration and microclimate control.
- Consult with the Energy Management Department to achieve Net Zero alternative energy targets and opportunities in alignment with the Community Energy & Greenhouse Gas Reduction Plan on all waterfront development.
- In the planning of all Activity Centres and ongoing improvements to waterfront open spaces, consult with the City of Barrie's Energy Management and Climate Change Adaptation Strategy - Climate Change Implementation teams to ensure climate change adaptation and environmental preservation are seamlessly integrated.
- Align all future interventions to the waterfront with the Community Energy and Greenhouse Gas Emission Reduction Plan through the incorporation of the four big moves in the Plan—buildings, transportation, waste reduction and natural environment & land use.
- Promote active forms of transportation to and from the waterfront to achieve the goal of near zero emissions from transportation, as proposed by the Community Energy and Greenhouse Gas Emission Reduction Plan.
  - To promote active transportation along the waterfront, the provision of ample cycling and pedestrian infrastructure, enhanced connectivity to transit, EV and car sharing infrastructure and consideration for shuttle service are recommended.
- Restoration of the riparian environment will be a priority to the enhancement of the creeks' natural functions, contributing to the City's efforts for stormwater management, sediment control and biodiversity.
- Leverage existing natural connections, such as the seven creeks adjacent to the waterfront, for the creation of naturalized corridors with paths/trails to improve connectivity between the City and adjacent neighbourhoods. The intent of these corridors will be to encourage healthy forms of transportation such as walking and cycling in naturalized greenways.
- Increase environmental education around the waterfront that enhances opportunities for plant and wildlife identification, especially water-oriented species. Offer environmental education that highlights ways that residents can act in support of migrating birds to align with being a "Bird-Friendly City". Investigate opportunities to enhance shoreline aquatic habitats to support migratory birds.
- Align with Council's climate emergency declaration, issued in the fall of 2019, which provides directives to target net zero carbon emissions by 2050.
  - Activity Centre planning and renewal projects should incorporate Net Zero initiatives such as renewable energy generation (e.g. solar powered facilities to offset park servicing) for reduced energy consumption and the reduction of greenhouse gas emissions for mitigation.
- Initiate an environmental education litter-reduction campaign that discourages litter, particularly plastics, and discusses the impacts of litter on the waterfront and wildlife, in partnership with the Marina, Business Performance and Environmental Sustainability - Environmental Compliance and the Operations Department.
- Select and implement planting for species ability to provide four season interest, cooling effects against extreme heat, wildlife habitat and food sources, as well as support public safety. Ensure a diversity of native plant species to support Barrie's Bee City Program and the Bird Friendly City Program.
- Explore opportunities to expand existing naturalized areas in active parkland and convert portions of mowed roadway corridor along Lakeshore Drive railway corridor to naturalized segments with enhanced biodiversity.
- Implement an Invasive Species Strategy and update the Naturalization Policy.
- Incorporate permeable surfaces, wherever possible, in Activity Centre planning and improvement projects, to support stormwater management and reduce the impacts of surface runoff, while avoiding using salt.
- Incorporate native planting to serve a role in stormwater infiltration, softscaping strategies, raingardens and bioswales, mitigating the potential impacts of stormwater impacts on the waterfront Activity Centres.
- Support the City of Barrie's Bee City pollinator initiatives through the increased provision of naturalized areas in Activity Centres and identification of opportunities for pollinator gardens in waterfront parks.
  - Currently, Allandale Station Park includes a pollinator meadow—this should be maintained and enhanced to continue to contribute to the program.
- Incorporate sustainable maintenance practices in the upkeep of waterfront Activity Centres including, but not limited to, the use of higher mowing settings, seed mixes and a transition away from gas-fired maintenance equipment.

- Implement a system to benchmark and analyze the impacts of water quality and water levels over the WSP horizon, using regular monitoring to observe changes and applying the Climate Change Adaptation Strategy framework for potential mitigation efforts.
- Ensure all development complies with the City of Barrie's Storm Drainage and Stormwater Management Policies and Design Guidelines (March 2023), and that it reflects the Community Energy and Greenhouse Gas Emission Reduction Plan (2022), as it relates to buildings.
- Aligning with the Waterfront-Wide Iconic Branding Strategy furnishing approach, provide adequately spaced waste facilities along the waterfront, with a focus on highly trafficked areas such as trails, parking lots, iconic look-out points, beaches, etc. Waste receptacles should include recycling and waste facilities, to discourage littering in waterfront parks.
  - Each Activity Centre along the waterfront should include at least one waste station, with adequate wayfinding and accessibility, to ensure refuse is disposed of correctly.
  - The opportunity to provide dog refuse bags at waste stations may be explored.
- Remove invasive plants across the waterfront parks on a systematic basis to promote the re-establishment of native groundcovers and understorey tree/shrub regeneration and encourage inter-planting with native species.
- Stabilize steep, erodible sandy slopes where the public has access to the shoreline through bio-engineering measures.
- Introduce raised boardwalks in vulnerable ecological areas to allow the public to have access to trails and natural areas, whilst ensuring environmental features are not degraded by overuse.
- Stabilize the shoreline with native shrubs where rip rap stone is eroding and explore the potential for upgraded bioengineering solutions, where viable.
- Ensure key natural heritage features are retained and protected, including Kempenfelt Bay and a 30 m setback from the shoreline, the open creek systems that drain into the Bay (e.g. Lovers, Whiskey, Hewitt's, Innisfil Creeks), as well as the large, deciduous forest blocks situated on the tableland and shoreline slopes.

North Shore

- Protect and enhance the existing tree and shrub cover through naturalization and rewilding. Localized planting should include native, riparian species in erosion prone areas, and shoreline plantings that provide shade and shelter for fish to increase aquatic habitat.
- Aligning with the City of Barrie's certification as a Bird Friendly City, establish 'quiet zones' along natural areas in the North Shore Trail for bird watching and eco-education plaques to provide opportunities for residents to learn about birds and get involved in their conservation.
- Undertake an assessment of the stormwater outfalls along the North Shore to understand the impacts of uncontrolled outfall on water quality and the potential for upgradation.
- Continue to restore and enhance the shoreline in the areas where boathouses have been removed.

West Shore

- Continue frequent maintenance of all storm sewer and watercourse culvert outlets to ensure appropriate functioning and require improvements as part of site development and road improvement works.
- Enhance Bunkers and Dyments creeks in Centennial and Will Dwyer Parks to enhance environmental connections and habitat creation through West Shore Activity Centres.
- Following the approach used on the off-shore "habitat islands"/ Rotary Islands and Kidd's Creek, incorporate native plantings along the edge of the rip-rap armoured shoreline to assist with soil stabilization and to create a habitat that discourages geese from encroaching on the public park system from the Bay.
- Ensure natural heritage features are retained and protected within the West Shore area, including the Kempenfelt Bay shoreline plus a 30 m buffer, and the open creek systems that drain into the Bay in accordance with the Conservation Authorities 30m buffer requirements.
- Explore the opportunity to utilize the Rotary Islands as an eco-education experience for the community and visitors, with protected bridges and boardwalks to explore the natural habitat and learn more about the species inhabiting Kempenfelt Bay and its surroundings.
- Consider designating Bunkers Creek Eco-Park as a birding destination and implement interpretive materials on waterfowl and migrating birds.
- Restore and stabilize the shoreline of Allandale Station Park to remove the sandy water access point.

South Shore

- Remove invasive plants on a systematic basis to promote the re-establishment of native groundcovers and understorey tree/shrub regeneration and encourage inter-planting with native species.
- Stabilize steep, erodible sandy slopes where the public has access to the shoreline through bio-engineering measures.
- Stabilize the shoreline with native shrubs where rip rap stone is eroding and explore the potential for upgraded bioengineering solutions, where viable.
- Introduce raised boardwalks in vulnerable ecological areas to allow the public to have access to trails and natural areas, whilst ensuring environmental features are not degraded by overuse.
- Ensure key natural heritage features are retained and protected along the South Shore, including Kempenfelt Bay and a 30 m setback from the shoreline, the open creek systems that drain into the Bay (e.g. Lovers, Whiskey, Hewitt's, Innisfil Creeks), as well as the large, deciduous forest blocks situated on the tableland and shoreline slopes.
- Undertake and implement the Gables Shoreline Restoration Plan and Wilkin's Walk Restoration Plan

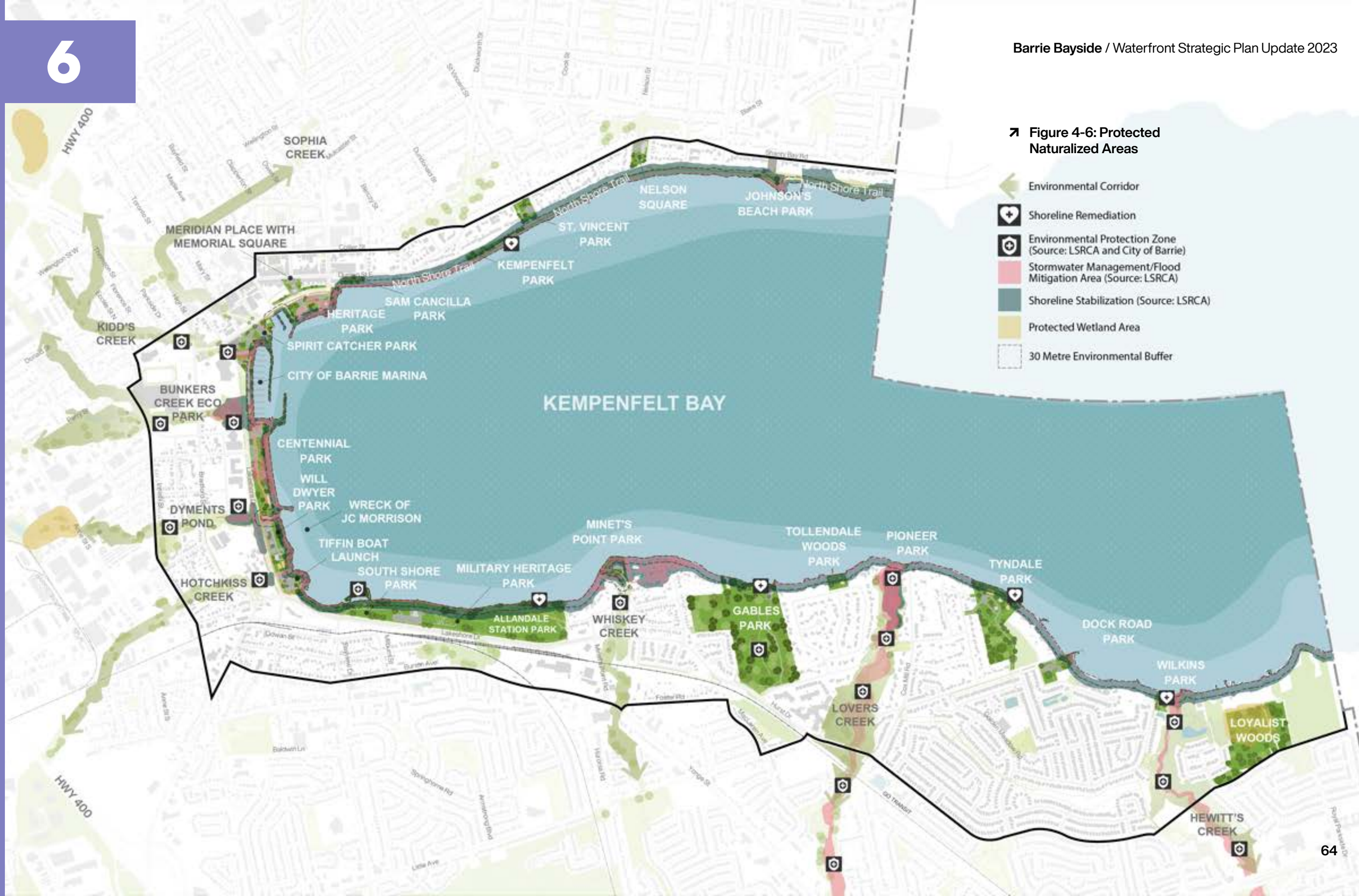


Figure 4-6: Protected Naturalized Areas

7

Strategic Priority 7: Implement and Support Seasonal Programming

Park programming is key to creating an animated and inviting atmosphere that welcomes people to the waterfront. All-season animation and programming of the waterfront will allow for heightened use of spaces that traditionally have seen much of their use in the summer season only. With benefits for economic development, tourism and identity building for the waterfront, seasonality will play an important role in its continued growth.

A key priority for the WSP, seasonal use will be expanded upon through programming, festivals and design features that allow for safe, accessible and enticing use of the waterfront during all four seasons. By building off the momentum from the growing summer use of the Barrie waterfront, the aim will be to attract visitors year-round to Kempenfelt Bay as a destination for a variety of diverse seasonal uses.

Type of Strategy:

- Infrastructure Improvement
- Programming and Policy Creation

Evaluation Criteria

The following evaluation criteria will guide the relevance of the priority, helping to understand the feasibility of implementing seasonal programming and the costs, timeline and strategic goals associated.

- **Cost:** $-$$
- **Timeline:** Short Term (1-5 years)
- **Ease of Implementation:** Moderate
- **Seasonality:** All Seasons
- **Goals Achieved:**

Responsible Parties:

- Recreation and Culture Services Department
- Economic & Creative Development Department
- Development Services (Parks Planning)
- Road, Parks and Fleet (Horticulture)

Strategic Recommendations

The following recommendations have been compiled to provide actionable ways of promoting seasonal uses on a waterfront-wide and on a shoreline-by-shoreline basis:

Waterfront Wide

- Support events and festivals beyond the summer season including the potential for:
  - Winter Markets / Festivals (e.g. holiday markets)
  - Fall Festivals (I.e. Halloween Themed Events and fairs)
  - Spring Planting and Flower festivals (e.g. lilacs, tulips, forsythia)
- Ensure every Activity Centre provides opportunities for all season programming and infrastructure which could include, but is not limited to:
  - Lake skating or skating rinks with a skate lending program or skate rental
  - Ice fishing
  - Winter sports (e.g. Kite surfing, snow shoeing, cross country skiing)
  - Warming and cooling stations
  - Market / Kiosk spaces with adequate servicing
  - Urban fire pits
  - Holiday lights
  - Multi-cultural festivals
  - Environmental education
  - Community cooking spaces
  - Pop-up fitness classes
- Develop seasonal interest through planting and landscaping that attracts visitors during all four seasons (e.g. cherry blossoms during the spring; fall colours during the fall; evergreen trees during the winter; floral festivals in the summer; and seasonal perennials).
- Explore opportunities for rotating public art and light installations to create seasonal intrigue along the waterfront.
- Ensure the inclusion of small flexible spaces which allow for intimate performances and gatherings and that are supported by electrical servicing, if required, water service.
- Undertake a feasibility study and demand assessment to understand the facilities requirements during off-peak seasons, in order to keep provide washrooms and supportive facilities to trail and waterfront users during the winter months.
- Promote active transportation and brand the waterfront as an active-transportation-positive space by considering seasonal time of day/time of week closure to sections of Simcoe Street and/or Lakeshore Drive.
- Pursue partnerships with community organizations to deliver programming and include licensing opportunities.
- Incorporate environmental education and Nature Play programming, where feasible.
- Develop a Waterfront Festivals and Events Strategy

North, West and South Shores

Recommendations to support seasonal uses and programming on a shoreline-by-shoreline basis should be identified through the planning and design process of each Activity Centre along the waterfront. The following overarching recommendations should be used as a precursor to ensure consideration for seasonality:

- Incorporate a requirement for the consideration of seasonal programming and design features within the master planning of each waterfront Activity Centre.
- Explore a consistent approach to seasonal maintenance that prioritizes pedestrian safety, with the provision of a maintained pedestrian/cycling asphalt walkways along the length of the waterfront for use during the winter season.
- Consider the formal transition of trails to develop cross country skiing or snow shoeing routes along the waterfront during the winter season. This transition should include adequate wayfinding and maintenance to optimize conditions, whilst separating the use from pedestrian/cycling movement along the waterfront.

Precedents

A. Roundhouse Mini Train Ride
Toronto, ON

B. Park Movie Event
Häädemeeste, EE

C. Beaver Lake Skating
Montreal, CA

D. Seasonal Market
Ayamonte, ES

E. Meridian Place Yoga
Barrie, ON

F. Tanger Outlets Fire Pit
Ottawa, ON

G. Flexible Picnic Area

H. Cross-Country Skiing
Barrie, ON

↗ Heritage Park Winterfest

8

Strategic Priority 8: Utilize the Waterfront to Achieve Larger Economic and Tourism Development Goals

Not only is the waterfront a key asset for local residents, it also is a destination for regional tourists and plays a role in the City's larger economic and tourism goals. The WSP will aim to align with and uphold the City's overarching objectives for economic and cultural development and sustainable tourism, and will be developed as a tool to assist with these important considerations.

The WSP will aim to achieve balance— leveraging the waterfront's role as a sustainable destination and attraction for visitors, whilst also meeting the needs of local residents and community groups. Striving for balance and helping the City of Barrie meet its strategic economic development and tourism goals will be key priorities of the Plan.

Type of Strategy:

- Policy and Planning

Precedents

- **A. Young Circle Park**
  Hollywood, CA

- **B. Nello & Patrache Statue**
  Brussels, BE

- **C. Canoe Landing Park**
  Toronto, ON

Evaluation Criteria

The following evaluation criteria will guide the relevance of the priority, helping to understand the feasibility of utilizing the waterfront to achieve the City's economic and tourism development goals and the costs, timeline, seasonality and strategic goals associated.

- **Cost:** $$$+
- **Timeline:** Short to Long Term (1-10+ years)
- **Ease of Implementation:** Complex
- **Seasonality:** All Seasons
- **Goals Achieved:**

Accessible
Restorative
Connected
Safe
Climate Adaptive
Attractive
Diverse
Stewardship
Flexible

Responsible Parties:

- Development Services Department (Parks Planning)
- Recreation Services Department
- Economic & Creative Development Department
- Tourism Barrie
- Business Performance and Environmental Sustainability

Strategic Recommendations

The following recommendations have been compiled to provide actionable ways of utilizing the waterfront to achieve larger economic and tourism development goals within the City of Barrie:

Waterfront Wide

- Ensure all future planning and design along the waterfront aligns with and considers the findings and recommendations of the Tourism Strategic Plan (2021-2023), Tourism Master Plan, Market Precinct Task Force, Performing Arts Centre Task Force and overarching Economic and Creative Development directives set out by the City of Barrie.
- Coordinate waterfront tourism and economic development efforts with Priority #3, Iconic Waterfront Brand Strategy to ensure the waterfront becomes a catalyst for Barrie's Unique Selling Proposition and wayfinding draws people to experiences outside of the waterfront (e.g. Downtown Barrie).
- Coordinate with Priority #3 and the creation of a Public Art Strategy, using art as a means of creating an attractive, culturally-significant and iconic waterfront that clearly differentiates Barrie from others.
- Consider the implementation of a central permitting system (primarily, web-based or app-based) for the rental of spaces and facilities across the waterfront. The system should aim to provide seamless, step-by-step access for the rental of pavilions, shade structures, temporary kiosks, market and event space, and other flexible features across the waterfront.
- Undertake a feasibility study, in collaboration with the Downtown BIA, to consider the incorporation of Lakeshore Drive in the Open Air program during summer months for a fully pedestrianized environment between the Downtown and waterfront.
- Initiate a joint task force between members of the Downtown BIA, Economic & Creative Development, Tourism Barrie and Parks Planning to discuss future planning initiatives and proposals to create enhanced connectivity between the Downtown and waterfront. Potential discussions may include:
  - A Patio Program and assistance for restaurants on Dunlop Street to encourage activity facing the waterfront
  - Future transition of parking lots abutting Lakeshore Drive to activated public/open spaces with the creation of a waterfront shuttle
  - Creating consistent wayfinding/branding between the Downtown BIA and waterfront
  - Interconnectivity of experiences between the Downtown and waterfront
- Expand services in key waterfront parks with the potential as destinations for food services, festivals and community events. Locations identified for expansion of services include: Centennial Beach (additional servicing); Will Dwyer Park; Spirit Catcher Park; Meridian Place; Heritage Park; Sam Cancilla Park; Johnson's Beach Park; South Shore Park; Minet's Point Park and Tyndale Park.
  - Electrical servicing should be provided in proximity to existing or planned facilities, such as washroom buildings.
- Incorporate a balanced approach to tourism through the application of the United Nations World Tourism Organizations' three dimensions of Sustainable Tourism:
  - Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
  - Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
  - Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.
- Develop a system to benchmark and monitor the carrying capacity and demand management along the waterfront—ensuring that as demand grows, the environment is respected and ecological systems are carefully managed for recovery and enhanced longevity.
  - Monitoring may include an assessment of facility use (including parking, washrooms, beach and park capacity, lifeguard to swimmer ratio, etc.); as well as the impacts environmentally, such as water quality and levels, shoreline erosion, etc.
- Develop a Sports Tourism Strategy, focused on watersports, in collaboration with Economic and Creative Development and Recreation and Culture Services, that identifies the resource requirements to attract and host sport events that positively impact the Barrie brand and community via economic, social and sustainability outcomes.
- To encourage the joint use of the waterfront and Downtown Barrie by regional visitors to the Barrie waterfront, consider the creation of a Tourism Barrie handbook offering vouchers/discounts to GO Transit riders to various establishments and restaurants in the Downtown.
- Encourage private sector commercial initiatives, such as kiosks, at Johnson's Beach, St. Vincent Park, and Tyndale Park to serve the recreational nature of the area and promote tourism in these Activity Centres, whilst providing supportive services such as food and drink.

North Shore

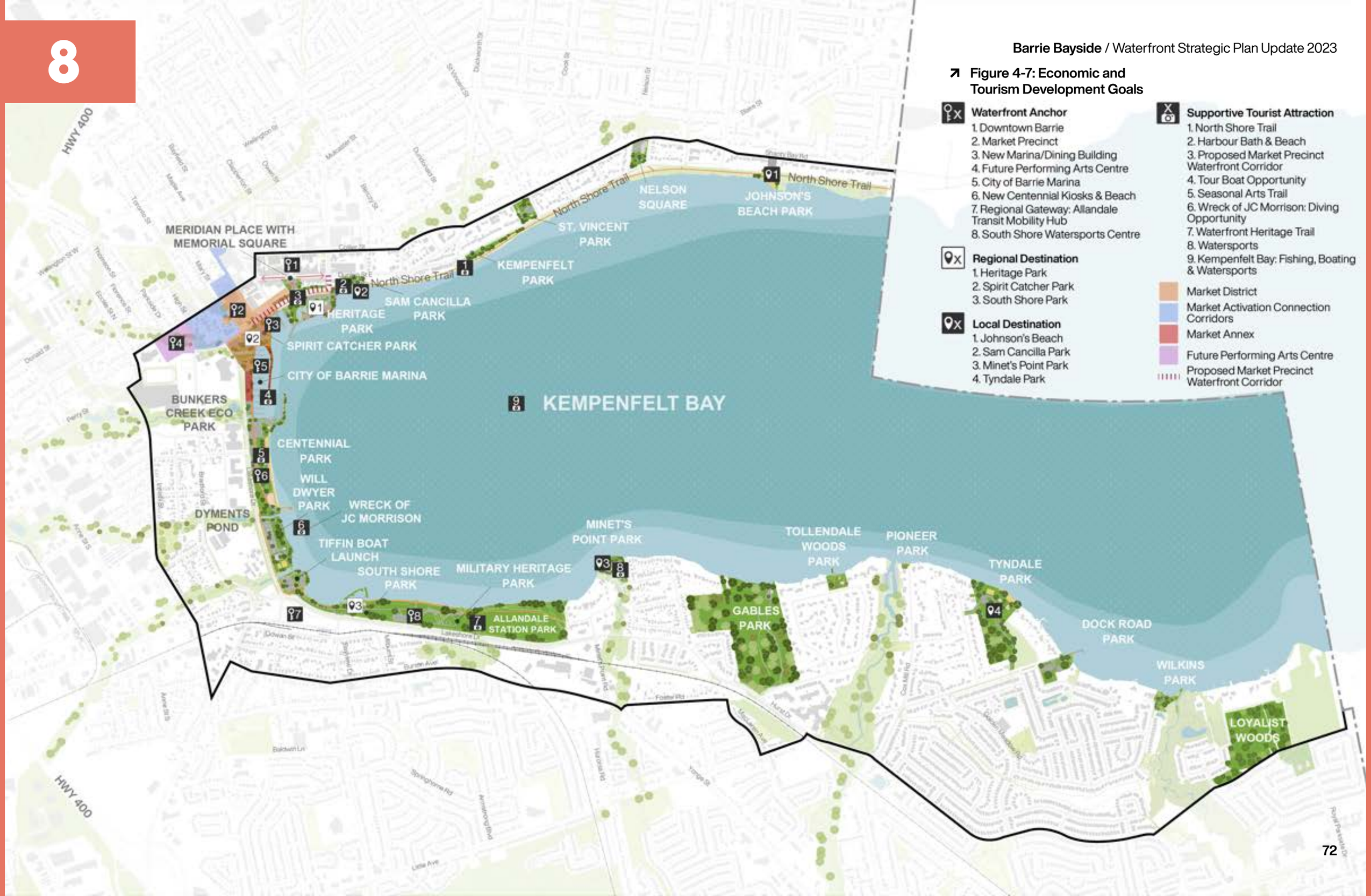
- Protect public access to the shoreline and its recreational amenities, including trails, as a condition of any new development or redevelopment.
- Where permitted, ensure all new development is compatible with the adjacent residential community, in terms of introducing land uses and a built form that preserves the local character and avoids adversely impacting adjacent properties (e.g. by blocking views of the waterfront, or creating a noise disturbance). Ensuring new development does not negatively impact the waterfront experience will be integral to the growth and economic development along the waterfront.
- Explore the opportunity to launch local art design competitions at Johnson's Beach Park, as a local destination on the North Shore.

West Shore

- Support a seamless connection between the Downtown and waterfront through enhanced wayfinding, public art and coordination with the Downtown BIA.
- Provide support for the Busking Barrie program by identifying flexible locations for busking in the forthcoming designs for West Shore Master Plans.
- Encourage all-day use of the waterfront through the provision of food services, within walking distance of attractions and beaches with high utilization (e.g. Centennial Beach and Will Dwyer Park).
  - Food services provided should be diverse and showcase a variety of local options—with a range of cultural and affordable choices.
  - Food trucks and flexible pop-up kiosks offering rotating selections of culinary services may be an effective means of creating excitement and diversity in the options provided.
  - Waterfront dining in newly proposed buildings will add iconic architecture to the shoreline and provide an alternate type of experience centred on food.
- Explore the future potential to temporarily transition waterfront parking lots to activated public spaces, using iconic waterfront experiences and tourist attractions to offset parking revenue.
- Implement a system of flexible kiosks for use by small-businesses along the waterfront to provide goods and services to visitors. Candidate locations for the provision of kiosks include: Centennial Beach, Will Dwyer Park, Spirit Catcher Park, and Heritage Park.
- Explore the potential to establish sports tourism opportunities along the West Shore, with a hub for the proposed South Shore Park Watersports Centre.
- Work with the Navy League of Ontario to seek a new viable location for the Sea Cadets in Barrie within the remaining twenty-four years lease timeframe.
- Explore the potential to revitalize the Sea Cadet's site, after its relocation, into an iconic waterfront dining and marina building with potential event rental space. The building should also provide improved services for both seasonal and transient boaters, such as new washrooms and showers, food services and lockers.
- Undertake a business study to review the benefits of co-locating Tourism Barrie, Downtown Barrie, the City of Barrie Marina administrative functions and marina-related small service commercial uses within the proposed marina/dining building.
- Retain public ownership of the marina to ensure the City maintains authority over its future development for the benefit of the public. Explore potential revenue generating opportunities to expand the marina.
- Promote the redevelopment of underutilized lands along Bradford Street with a mix of uses that include small and large-scale commercial, cultural and recreational facilities (e.g. movie theatres, indoor markets, concert halls and restaurants), and/or a new hotel and convention facility.
  - As development proceeds, use urban design guidelines, site plan reviews, and conveyed watercourse lands to create view corridors and strong physical linkages between Bradford Street and Downtown, Allandale Centre, and the waterfront park system.
  - Continue to require shadow studies for all development applications to illustrate the impact of building massing and height on microclimatic conditions along the waterfront.
- Ensure wayfinding implemented across the waterfront considers the visitor experience and provides seamless and welcoming access to the waterfront, with consideration for ease of access to facilities, attractions, food services, adjacent destinations, transportation, parking, etc.

South Shore

- Explore the potential to establish and expand upon sports tourism opportunities along the South Shore, with a focus on wind and kite surfing at Minet's Point Park and Tyndale Park.
- Encourage private sector commercial initiatives, such as kiosks, at Johnson's Beach and St. Vincent Park to serve the recreational nature of the area and promote tourism in these Activity Centres, whilst providing supportive services such as food and drink.
- Implement pavilion upgrades at St. Vincent Park with a potential partnership with the Rotary Club of Barrie.


HWY 400
MERIDIAN PLACE WITH MEMORIAL SQUARE
North Shore Trail
NELSON SQUARE
JOHNSON'S BEACH PARK
ST. VINCENT PARK
KEMPENFELT PARK
SAM CANCILLA PARK
HERITAGE PARK
SPIRIT CATCHER PARK
CITY OF BARRIE MARINA
BUNKERS CREEK ECO PARK
KEMPENFELT BAY
CENTENNIAL PARK
WILL DWYER PARK
WRECK OF JC MORRISON
DYMENTS POND
TIFFIN BOAT LAUNCH
SOUTH SHORE PARK
MILITARY HERITAGE PARK
MINET'S POINT PARK
ALLANDALE STATION PARK
TOLLENDALE WOODS PARK
PIONEER PARK
TYNDALE PARK
GABLES PARK
DOCK ROAD PARK
WILKINS PARK
LOYALIST WOODS
Figure 4-7: Economic and Tourism Development Goals
Waterfront Anchor
1. Downtown Barrie
2. Market Precinct
3. New Marina/Dining Building
4. Future Performing Arts Centre
5. City of Barrie Marina
6. New Centennial Kiosks & Beach
7. Regional Gateway: Allandale Transit Mobility Hub
8. South Shore Watersports Centre
Regional Destination
1. Heritage Park
2. Spirit Catcher Park
3. South Shore Park
Local Destination
1. Johnson's Beach
2. Sam Cancilla Park
3. Minet's Point Park
4. Tyndale Park
Supportive Tourist Attraction
1. North Shore Trail
2. Harbour Bath & Beach
3. Proposed Market Precinct Waterfront Corridor
4. Tour Boat Opportunity
5. Seasonal Arts Trail
6. Wreck of JC Morrison: Diving Opportunity
7. Waterfront Heritage Trail
8. Watersports
9. Kempenfelt Bay: Fishing, Boating & Watersports
Market District
Market Activation Connection Corridors
Market Annex
Future Performing Arts Centre
Proposed Market Precinct Waterfront Corridor

9

Strategic Priority 9: Revitalize Focus Destinations

To kickstart the revitalization of Barrie's waterfront parks and envision them as attractive and iconic spaces, three focus destinations have been identified through community and stakeholder engagement. These three Activity Centres were selected as both requiring revitalization and having the potential to be of significant impact to the inclusivity, resilience, and activation of the waterfront.

The aim in establishing preliminary concepts for these parks is to further enhance and plan for their redevelopment to act as catalysts for the waterfront's transformation. As high-impact revitalizations, these focus destinations stand to make a significant contribution to the waterfront's growth and development over the WSP horizon.

Type of Strategy:

- Infrastructure Improvement

Precedents

- **A. Iconic Pavilions, Tongva Park**
  Santa Monica, CA

- **B. Gateway Feature, Chinatown Park**
  Boston, MA

- **C. Topographic Play Space, Tongva Park**
  Santa Monica, CA

Evaluation Criteria

The following evaluation criteria will guide the relevance of the priority, helping to understand the feasibility of revitalizing the focus destinations and the costs, timeline, seasonality and strategic goals associated.

- **Cost:** $$$+
- **Timeline:** Medium to Long Term (5-10+ years)
- **Ease of Implementation:** Complex
- **Seasonality:** All Seasons
- **Goals Achieved:**

Accessible
Restorative
Connected
Safe
Climate Adaptive
Attractive
Diverse
Stewardship
Flexible

Responsible Parties:

- Development Services Department (Parks Planning)
- Recreation and Culture Services Department
- Economic & Creative Development Department
- Tourism Barrie
- Navy League of Ontario
- Lake Simcoe Region Conservation Authority (LSRCA)
- Infrastructure Department (Servicing)
- Business Performance and Environmental Sustainability

Strategic Recommendations

The following recommendations have been compiled to provide actionable ways of revitalizing the three selected focus destinations:

Waterfront Wide

- **Short Term:** Continue the visioning process for the three identified Focus Areas, ensuring multi-disciplinary collaboration is sought with all City departments and stakeholders for a comprehensive and thorough vision.
- Initiate the process for request for proposals (RFP) for park design services for each of the three focus area parks, each to be bid on individually and prioritized based on internal selection.
- Upon completion of the park design process, establish a strategic timeline for construction and implementation of each park to ensure each focus area comes to fruition within time, budget and aligning with the visions created.
- Consideration should also be given for prioritizing the revitalization of Johnson's Beach, Tyndale Park and South Shore Park, which were also highly ranked for upgrade by the public.

North Shore

- Continue the design and visioning process to initiate improvements to Sam Cancilla Park to expand shoreline activation near the Downtown and serve surrounding residents, including those in the forthcoming adjacent development.
- Initiate the process for request for proposals (RFP) for park design services for Sam Cancilla Park, including an option for a harbour bath.
- Initiate the master planning process for Johnson's Beach as a priority waterfront space identified by the public for renewal.

West Shore

- Continue the design and visioning process to initiate improvements to Spirit Catcher Park to provide a flexible and vibrant space that celebrates Indigenous culture.
  - Negotiate a new site for the Sea Cadets with the Navy League of Ontario (interim Barrie Marina use of former building).
  - Undertake improvements to the former Sea Cadet's site, including the potential to develop a new marina/dining building with event rental space.
  - Undertake consultation with key stakeholders, including Spirit Catcher sculptor Ron Baird, the MacLaren Art Centre and the Indigenous community.
  - Continue to consult with Indigenous stakeholders to assess interest and the location of a potential ceremonial firepit, with possible inclusion within Spirit Catcher Park.
- Initiate the master planning process for South Shore Park to provide a stronger connection to the Allandale Transit Mobility Hub .
  - Proceed with all required studies to assess the feasibility of a new water-based sports tourism facility and community hub at the Southshore Community Centre.
- Initiate the process for request for proposals (RFP) for park design services for Spirit Catcher Park.

South Shore

- Continue the design and visioning process to initiate improvements to Minet's Point Park to optimize the park as a destination for sports tourism and accessible beach access.
- Initiate the process for request for proposals (RFP) for park design services for Minet's Point Park.
- Initiate the master planning process for Tyndale Park as a priority waterfront space identified by the public for renewal, including consideration for relocation of the Sea Cadet's site to Tyndale Park.

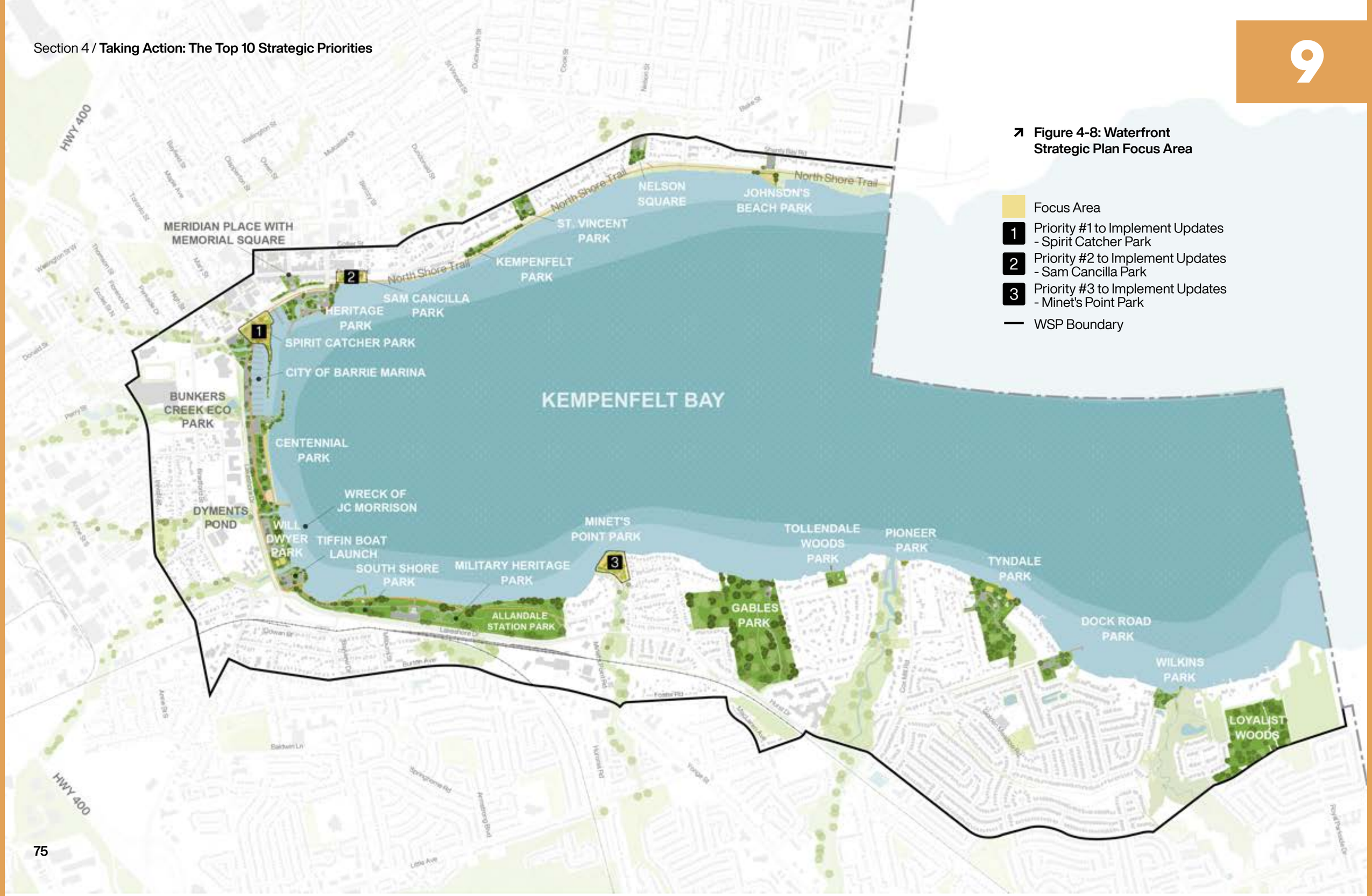


Figure 4-8: Waterfront Strategic Plan Focus Area

- Focus Area
- 1 Priority #1 to Implement Updates - Spirit Catcher Park
- 2 Priority #2 to Implement Updates - Sam Cancilla Park
- 3 Priority #3 to Implement Updates - Minet's Point Park
- WSP Boundary

↗ View of Spirit Catcher statue from Heritage Park

10

Strategic Priority 10: Create Master Plans that Recognize Each Park's Contribution to the Waterfront

The Waterfront Strategic Plan will set the framework for future planning efforts that will guide the waterfront to an inclusive, resilient, and activated future. Creating unique master plans for each waterfront Activity Centre that contribute to the overall vision for the waterfront and align with the Strategic Planning pillars will be pivotal to recognizing the role each individual park plays in the overall waterfront system.

This priority establishes the stage of planning each Activity Centre currently resides in—whether currently underway, recently upgraded and requiring continued improvement, requiring a Master Plan, or requiring immediate redesign as a high-impact location. The intent will be to utilize the park visioning and preliminary recommendations within the WSP to inform and inspire the planning forthcoming for the waterfront.

Type of Strategy:

- Infrastructure Improvement
- Programming and Policy Creation

Evaluation Criteria

The following evaluation criteria will guide the relevance of the priority, helping to understand the feasibility of creating holistic parks plans for each park and the costs, timeline, seasonality and strategic goals associated.

- **Cost:** $+
- **Timeline:** Short Term (1-5 years)
- **Ease of Implementation:** Standard
- **Seasonality:** All Seasons
- **Goals Achieved:**

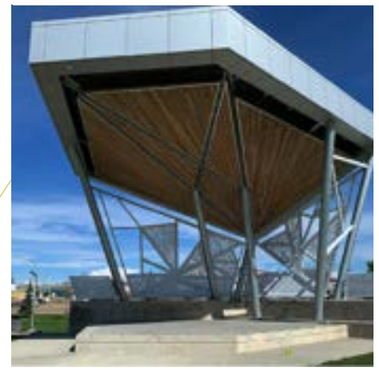
Accessible
Restorative
Connected
Safe
Climate Adaptive
Attractive
Diverse
Stewardship
Flexible

Responsible Parties:

- Development Services Department (Parks Planning)
- Recreation and Culture Services Department
- Economic & Creative Development Department
- Council approval required
- Business Performance and Environmental Sustainability
- Infrastructure Department - Wastewater Operations
- Operations Department

Precedents

- **A. St. Patrick's Island Park**
  Calgary, AB



- **B. Fort St. John Centennial Park**
  Fort St. John, BC

- **C. Water Feature, Tongva Park**
  Santa Monica, CA

Strategic Recommendations

The following recommendations have been compiled to provide actionable ways of building upon existing master planning to create distinct master plans for each Activity Centre, in order to recognize each parks' contribution to the overall waterfront vision:

Waterfront Wide

- Short Term: Develop a vision for each Activity Centre to act as the foundation for future park design efforts, including exploring complementary waterfront themes for each park.
- Ensure strong wayfinding and active transportation connections for each Activity Centre, consistent with the overarching approach applied waterfront-wide.
- Complete Parks Plans exercises for Activity Centre improvements across the shorelines that do not already have Master Plans or planning efforts underway or have not recently been revitalized.
  - The designations of Primary, Secondary, and Tertiary Activity Centres should be used as a guide to establish the level of activity and animation these parks should accommodate.
  - Initial strategic directions for the Activity Centres are provided in **Appendix B.** This strategy provides initial direction that could be taken within these Activity Centres, to be further refined through additional consultation and detailed design phases.
- All Parks Planning processes should include comprehensive and meaningful public engagement, including discussion with key stakeholder groups such as Barrie's Indigenous community (e.g. Barrie Native Friendship Centre).

North Shore

- Develop Master Plans for the following Activity Centres:
  - Johnson's Beach Park
  - Nelson Square
  - Kempenfelt Park
- Develop a prioritized Focus Area Master Plan for Sam Cancilla Park.
- Develop a Parkette Plan for 3 Vancouver Street.
- Implement planning work undertaken and ongoing to improve the following Activity Centres:
  - St. Vincent Square
- Update the North Shore Trail Plan

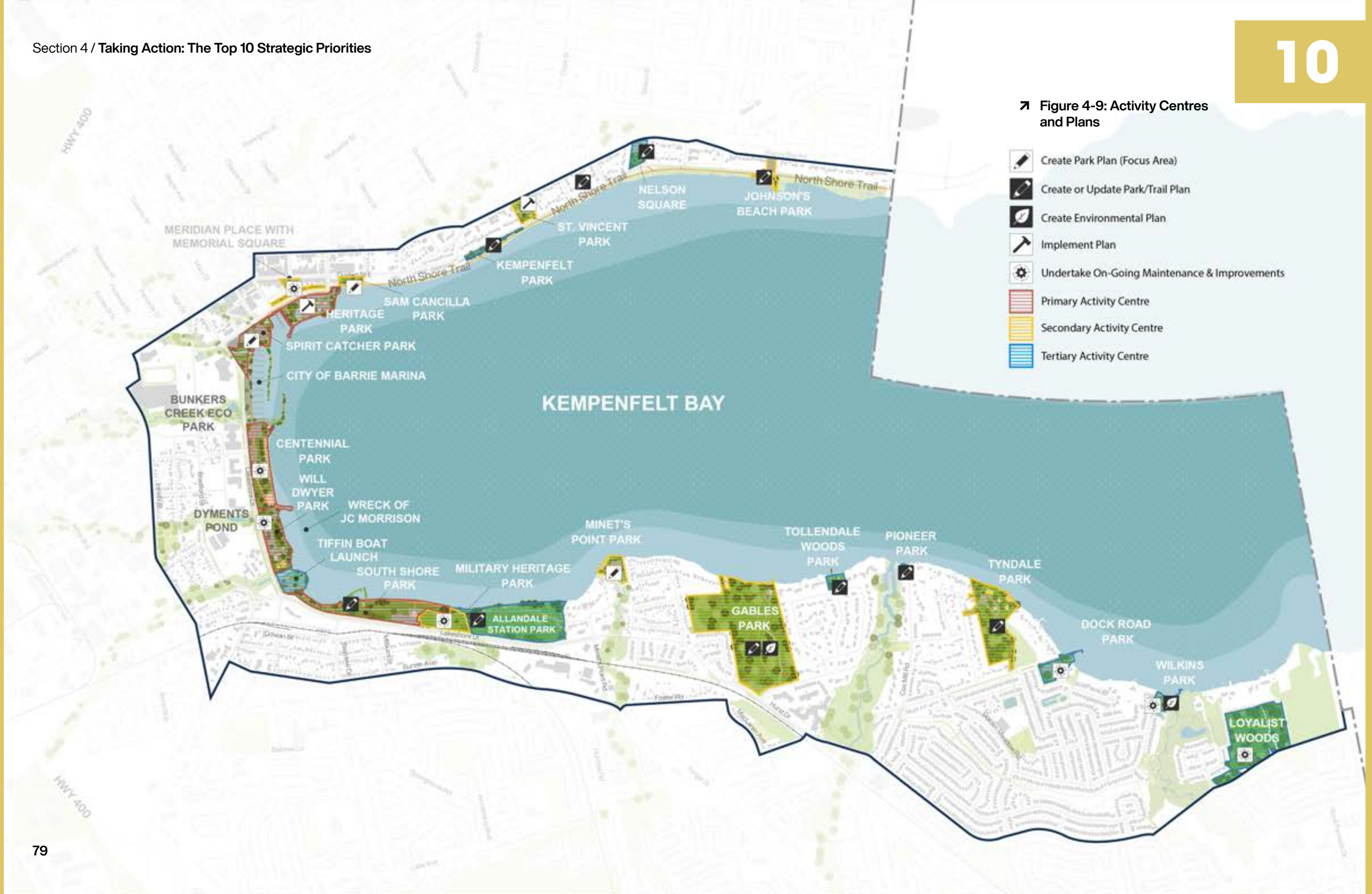
West Shore

- Work with existing planning and exercises undertaken to improve on the following Activity Centres:
  - Heritage Park
- Develop Master Plans and/or planning studies for the following Activity Centres:
  - South Shore Park
  - Allandale Station Park
  - Sea Cadets Site
- Develop a prioritized Focus Area Master Plan for Spirit Catcher Park.
- Undertake regular maintenance and improvements, as required, to parks already planned and implemented, including:
  - Centennial Park & Beach
  - Will Dwyer Park
  - Military Heritage Park
  - Meridian Place with Memorial Square
  - Pioneer Park
  - Tollendale Woods Park

South Shore

- Develop Master Plans and/or planning studies for the following Activity Centres:
  - The Gables Park, including an Environmental Plan
  - Tyndale Park
  - Pioneer Park
  - Tollendale Woods Park
- Develop a prioritized Focus Area Master Plan for Minet's Point Park.
- Undertake regular maintenance and improvements, as required, to parks already planned and implemented, including:
  - Loyalist Woods
  - Wilkins Park (including Restoration Planning/Implementation)
  - Dock Road Park
- Explore the opportunity to undertake an Environmental Plan for further protection and restoration of The Gables Park.

Figure 4-9: Activity Centres and Plans



5

Implementation Strategy: Making the Plan a Reality

5. Implementation Strategy: Making the Plan a Reality

5.1 The Value of the Waterfront

Much of Barrie's future anticipated growth will be accommodated in an urban structure that facilitates transit supportive urban centres and corridors, in balance with its already established and more traditional forms of building within the older boundaries of the City. Investment in Barrie's Waterfront (parks, streetscapes, public buildings) is good for the City's image, health, beauty and quality of place/quality of life. Part of this investment is focused on maintaining a comprehensive public parkland system – including the waterfront – that grows and evolves with population and employment growth over time. Investment in the Waterfront will help to ensure that new jobs are created, commercial and business centres are enhanced, property values increase and that income is generated for its investors for many years to come. A high-quality and publicly accessible waterfront has economic value in terms of acting as a catalyst and enhancing real estate value, tourism value and assessment value and creating spin-off effects within the community—all which needs to be continuously enhanced.

The Waterfront includes community gathering places that serve an important recreational function which, in turn, contributes to stronger and healthier community. Key benefits include:

- Improving personal health and well-being;
- Advancing social development;
- Enhancing quality of place/quality-of-life;
- Building strong and engaged communities; and
- Increasing social and community benefits realized through parks, open spaces and recreational services.

It is a fundamental requirement of good planning practice that an appropriate public parkland system be developed and maintained along Barrie's Waterfront. The Waterfront's public realm must have the right amount of space, the right mixture of park types, the right levels and quality of design and the right programming. Barrie's Waterfront must be planned and built to serve the existing and future residents of the City of Barrie in response to the evolving and planned urban structure.

5.2 Recommended Studies

In addition to the physical improvements recommended in the plan, there are further recommended studies that support specific redevelopment projects, but also address waterfront wide issues identified through the community consultation. These studies include:

- Waterfront Events & Festivals Strategy to establish guidelines around the attraction, scale, location, and timing of waterfront festivals and events to achieve a balance between economic development, tourism and community enjoyment objectives.
- Waterfront and Parks Washroom Provision Strategy to assess the role of the City in providing year-round access to public washroom and change room facilities including a review of the type, location, public safety and operational considerations .
- Feasibility Study to Relocate the Sea Cadets Facility is a key element in the redevelopment of the strategic site(s) to find a suitable alternate city-owned location for the Sea Cadets facility and programming.
- Infill Tree Planting Study to increase shade opportunities, especially throughout the west shore, achieve climate resiliency and adaption objectives, and assist to ensure the long-term environmental sustainability of the waterfront.

The City's Waterfront is expansive, and that requires special attention to ongoing maintenance and improvements. The City's population is continuously expanding, and that places more pressure on the waterfront resource. Achieving these objectives will take time, commitment from City staff and strong political will.

Overall, this Plan includes activities and projects that are focused squarely on three important pillars:

To enhance the quality and inclusivity of the experiences and the level of enjoyment of the waterfront for the existing and future residents of the City of Barrie;

To enhance the resilience of the waterfront and secure its longevity for future generations; and

To enhance the role of the waterfront, in conjunction with the Downtown, as an engine of economic development and an attractor of significant tourist expenditures.

5.3 Phasing the Plan

The actions and improvements proposed in the Waterfront Strategic Plan are intended to be implemented in three phases with each phase building upon the work of the previous phase :

- Short Term – 2024 to 2028
- Medium Term – 2029 to 2033
- Long Term – 2034+

The phases and the timing of the individual components within the phases, are planned in alignment with current initiatives, planned growth, downtown intensification, long-term affordability, economic development objectives and community identified priorities.

Projects and initiatives that satisfy the following objectives are planned with higher priority:

- Have received previous Council direction or approval;
- Address the priorities identified by the community through the public consultation process;
- Achieve the greatest community-wide benefits; and
- Systematically prepare the City for the implementation of future priorities and phases.

Short Term Priorities

The catalyst projects that have the greatest potential to transform the waterfront into a major destination and drive downtown investment have been given the highest priority. These projects include:

- Heritage Park Redevelopment
- Spirit Catcher Park and Sea Cadets Site Redevelopment Feasibility Study
- Sam Cancilla Master Plan
- Waterfront Wayfinding and Branding Signage Implementation

Medium Term Priorities

Building on the highest priority projects identified within the short-term, the following projects continue with the redevelopment of two key strategic waterfront sites:

- Sam Cancilla Park Redevelopment
- Spirit Catcher Park and Sea Cadets Site Redevelopment
- North Shore Trail and Kempenfelt Park Redevelopment

Long Term Priorities

In reality, improvements to Barrie's Waterfront will never be complete, it will continue to evolve over time and adjustments to the role, function and design of various waterfront components will be implemented as the needs and the demographics of the City change. The priorities in the long-term are to focus on updates to, or the completion of Master Plans, including their implementation for each of the waterfront activity centres.

5.4 Funding the Plan

This Plan includes numerous activities and projects that identify that significant on-going and long-term investment is required. There will be a major role in the long-term funding and affordability of the implementation of the plan from numerous partners including all levels of government and their agencies, the local business community, private developers, donors, and volunteer organizations including local service clubs. The City should continue to actively pursue alternate funding arrangements, grants and cost-sharing opportunities created through corporate sponsorship, partnerships and donations that are anticipated to assist with the affordability of the plan and reduce the City's capital burden.

However, the extent to which the capital expenditures can be offset by external support must be qualified. The City must consider that not all of the capital projects will be appropriate for, or necessarily attract, a private sector partner, or other direct funding such as from individuals, service clubs, corporations, or senior levels of government. That is when the City will need to step in to provide funding.

For the City's component of the capital costs, the long-term horizon of the Plan, along with tremendous population growth throughout the City, will spread the municipal cost burden over a much larger tax base.

Further, all the proposed improvements will require Council approval of the capital and operating components necessary for implementation through the City's annual Business Plan. Over time, priorities may change, and funding opportunities may arise that are not anticipated by this Plan. Flexibility to make decisions over time is required, and it is Council's prerogative to make adjustments to this Plan over time. It is expected that this Plan will be further updated in 5 to 10 years to reflect the new realities of the City and Council's new strategic priorities and financial position.

5.4.1 Public Funding Sources and Partnerships

There are a range of funding tools and programs available to the City from the federal, provincial and municipal levels of government. These funding mechanisms include, but are not limited to the following:

- Development Approvals – the City can use a suite of municipally available instruments that includes:
  - Municipal development charges;
  - Section 37 of the Planning Act and the City's Official Plan Community Benefits Charge By-law;
  - Section 40 of the Planning Act (cash-in-lieu of parking); and
  - Section 42 of the Planning Act (cash-in-lieu of parkland).
- Federal and Provincial Governments – municipalities are eligible to apply for current, or as they are made available, grant and funding programs through senior government agencies. The City has benefited from grants that include:
  - Inclusive Community Grants
  - Canada Community Revitalization Fund
  - Canada Healthy Communities Initiatives
  - Lake Simcoe Region Conservation Authority Ecological Offsetting Program
  - Ontario Trillium Foundation (while the City is ineligible to apply directly for grants under this program, it may partner with a registered non-profit organization eligible to apply)
- Funds allocated in the City's budget for Community Improvement Projects; and
- The potential to develop a special waterfront development tax levy.

Significant to the implementation of the WSP are the potential funding sources from the municipal perspective, particularly those funds generated through development that are directly appropriate for application to waterfront projects given the significant intensification of land use anticipated in the Downtown. Further, those lands in south Barrie slated for substantial new development will create a resident public who will demand access and use of Barrie's waterfront resources. It would therefore be a reasonable assumption that some of the Development Charges from that development area be allocated to improvements to the waterfront.

5.4.2 Private Funding Partnerships

Increasingly, partnerships that engage our local business community, individual sponsors and community organizations, are critical to the implementation of Waterfront Strategic Plan. Once approved, the plan could be utilized to pursue and direct these additional funding opportunities to projects tailored to private funding partners areas of interest. These partnerships could assume many collaborative forms including fundraising support, direct funding, programming and joint project delivery. Examples of potential partnerships include:

- Voluntary conveyance, donations, gifts, bequests from individuals, corporations or service clubs;
- Collaboration and/or partnership with Downtown Barrie Business Association, local developers and local businesses;
- New rentals and lease options within the waterfront park system, including businesses that operate in the waterfront parkland, including small-scale commercial kiosks and business activities; and
- Public/private partnerships and corporate naming and sponsorship opportunities for large-scale projects to both cost-share in facility capital costs and reduce the City's share of operating expenditures.

Some key elements of the Plan that may be appropriate for funding from alternative sources and/or public private partnerships include:

- Sam Cancilla Park Redevelopment
- South Shore Park Redevelopment
- Spirit Catcher Park Redevelopment
- Centennial Park Adventure Playground Development;
- Waterfront Trail Public Art Installations;
- Centennial Beach Kiosks

These specific capital projects have been identified because they are likely to include a private sector component from an operational perspective, large enough that they may attract a private sector partner, small enough, or can be broken into small enough components to attract smaller scale investors.

5.5 Capital Improvement Costs

Order of magnitude cost estimates, unless otherwise specified, have been prepared and summarized in the table on page 84 based on comparable industry trends, recent City tenders and studies, and on comparable budget requests sourced from the City of Barrie's annual Capital Project Detail Reports. These estimated costs are intended for planning and discussion purposes only. The actual costs may be higher or lower than the estimates provided by Arcadis IBI. All of the costs are provided in 2023 dollars and will be affected by any proposed changes to the City's delivery schedule.

It is important to note that the phasing strategy, like all components of this plan, is flexible. The phasing and cost estimates should be reviewed annually as part of the City's Business Plan process. This will provide Council, and the public, transparency on the progress of the plan and allow the City to adjust its priorities based on the long-term financial position of the City, new grant and partnership opportunities and the changing needs of the community and its partners.

Initiatives and projects may be shifted from one phase to another depending upon the needs of the public and the funding available to implement the projects. In addition, the cost estimates and capital forecasts will be refined through feasibility and pre-design studies, pre-tender estimates and benchmarking against City tender results.

Capital Improvements	Short Term (2024-2028)	Medium Term (2029-2033)	Long Term (2034+)	Notes/Comments
Phase 1: Plans, Studies and Strategy Creation				
The Gables Shoreline Restoration Plan	$50,000			
Wilkin's Walk Restoration Plan	$50,000			
Waterfront and Parks Washroom Provision Strategy	$75,000			
Sam Cancilla Park Master Plan	$125,000			
Waterfront Festivals and Events Strategy	$100,000			
Minet's Point Park Master Plan	$150,000			
North Shore Trail Plan Update + Kempenfelt Park Master Plan	$200,000			Includes 3 Vancouver St. implementation as a new linear vest pocket park, trail wayfinding signage program, Penetanguishene Road trail gateway feature, and Kempenfelt Dr. multi-use pathway reconstruction. $125,000 forecast in 2027-28 in the long-range Capital Plan.
Spirit Catcher Park + Sea Cadets Site Plan	$200,000			Includes feasibility study to relocate the Sea Cadets facility and develop an iconic waterfront multi-purpose building on the site as a component of the new park design. $8,700,000 forecast in 2027-2030 specifically for the park development in the long-range Capital Plan.
Winter Warming Huts Design Competition		$40,000		
The Gables Master Plan Update		$150,000		$125,000 forecast in 2028 in the long-range Capital Plan.
Tyndale Park Master Plan		$150,000		
Johnson's Beach Master Plan		$150,000		
South Shore Park Master Plan		$150,000		
Marina Spit Redevelopment Feasibility Study		$150,000		Includes the scope to design a linear park feature on the Marina spit.
Tollendale Woods Master Plan			$50,000	
Nelson Square Master Plan			$100,000	
Waterfront Strategic Plan Update			$300,000	
Subtotal	**$975,000**	**$790,000**	**$450,000**	

Capital Improvements	Short Term (2024-2028)	Medium Term (2029-2033)	Long Term (2034+)	Notes/Comments
Phase 2: Upgrades and Area Revitalizations				
Wilkin's Walk Restoration Implementation	$150,000			
The Gables Shoreline Restoration Plan	$400,000			Costing provided by the City of Barrie in the Capital Prioritization Report.
North Shore Trail New Water Access Points	$1,000,000			
Centennial Park Adventure Playground Development	$1,500,000			Includes the design of water play features in lieu of dedicated spray pad.
Spirit Catcher Park + Sea Cadets Site Plan Implementation	$1,500,000 (Pre-design + Design)	$8,500,000 (Park Development)	$11,000,000 (Building Development)	Includes feasibility study to relocate the Sea Cadets facility and develop an iconic waterfront multi-purpose building (12,000 sq. ft.) on the site as a component of the new park design. Excludes capital cost for new facility for Sea Cadets which is identified separately below in Part 3.
Heritage Park Master Plan Implementation	$11,500,000			As per Council approved 2022 Heritage Park Master Plan.
Dock Road Park Beach Access Improvements		$150,000		
Winter Warming Huts Design Implementation		$200,000		
Minet's Point Park Master Plan Implementation		$2,500,000		Includes upgrades of park washroom.
Sam Cancilla Park Master Plan Implementation		$3,000,000		
North Shore Trail + Kempenfelt Park Master Plan Implementation		$3,500,000		Includes 3 Vancouver St. implementation as a new linear vest pocket park, trail wayfinding signage program, Penetanguishene Road trail gateway feature, and Kempenfelt Dr. multi-use pathway reconstruction.
Pioneer Park Redevelopment			$75,000	
Tollendale Woods Master Plan Implementation			$750,000	
The Gables Master Plan Implementation			$1,000,000	
Nelson Square Master Plan Implementation			$1,000,000	
Johnson's Beach Master Plan Implementation			$2,500,000	Includes replacement of park washroom.
Tyndale Park Master Plan Implementation			$3,000,000	
South Shore Park Master Plan Implementation			$3,500,000	
Marina Spit Redevelopment Implementation			$4,000,000	Includes the scope to design a linear park feature on the Marina spit.
Subtotal	**$16,050,000**	**$17,850,000**	**$26,825,000**	

Capital Improvements	Short Term (2024-2028)	Medium Term (2029-2033)	Long Term (2034+)	Notes/Comments
Part 3: Strategic Physical Improvements				
Beach Accessibility Improvements - Mobi Mat Installation	$10,000			Johnson's Beach and Minet's Point Park.
Trans Canada Trail Pavilion Repurposing	$50,000			
Military Heritage Park Outdoor Interpretative Panels	$60,000			Estimated based on 2023 costs for research, design, fabrication and installation to complete Interpretation Plan.
Military Heritage Park Peace Sculpture Implementation	$150,000			As per the Council approved master plan through a potential partnership with the Rotary Club of Barrie.
Waterfront Park Furnishings Program	$300,000			Capital Prioritization Report slated for 2023.
Waterfront Commercial Kiosks	$400,000	$400,000		Design, supply and servicing.
Waterfront Signage & Branding Implementation	$500,000	$500,000		
Bunkers Creek Eco-Park Interpretive Signage		$35,000		
Waterfront Bike Parking Program		$150,000		
St. Vincent Park Pavilion Upgrades		$200,000		Potential partnership with the Rotary Club of Barrie.
Sea Cadets Building - Interim Barrie Marina Use of Former Building		$500,000		
Sea Cadets Building - Relocation to City-Owned Property		$2,000,000		
Waterfront Beacons Implementation			$1,250,000	Design and construction.
Waterfront Gateway Features			$1,250,000	At Lakeshore Rd and Minet's Point Rd. intersection and Tiffin St and Lakeshore Rd intersection.
Subtotal	**$1,470,000**	**$3,785,000**	**$2,500,000**	
Part 4: Strategic Land Acquisition				
South Shore Property #1	$810,000			Valuation based on 2016 assessment data.
West Shore Property #2	$1,750,000			
South Shore Property #1		$1,200,000		
West Shore Property #2		$700,000		
Subtotal	**$2,560,000**	**$ 1,900,000**		
Total	**$21,030,000**	**$24,325,000**	**$29,775,000**	
			$75,130,000	

5.6 Funding for Maintenance, Operating & Life Cycle Replacements Costs

5.6.1 Operating Costs

In addition to new capital costs, and costs assigned to studies and design briefs, there are ongoing operating costs related to administration and maintenance of current facilities, trails and parks. It is estimated that Barrie's annual operating and maintenance costs for Recreation and Culture, which includes the Waterfront, is estimated to be $18,048,072 in 2022, as per the City of Barrie **2022 Operating Budget Expenditure**.

Over time, new facilities will be added to the Waterfront, parks will become more urban in character and more highly used. Commercial activity will create more activity and anticipated population and employment growth will generally add much more stress on the waterfront resource. Based on this anticipated change, and in consideration of inflationary impacts, it can be anticipated that ongoing maintenance costs will increase throughout the Barrie waterfront. It is expected that annual maintenance costs will increase between 2 to 4 percent over the next 20 years.

In addition, there will be a need to hire new facility, parks programming and administration staff to maintain a level of service standard to manage the additional requirements of the Plan.

- It is recommended that a Waterfront Administrative Strategy be investigated and, if applicable, developed to streamline and organize the waterfront's management through the WSP implementation process and its continued growth.

Further detail of the business cases for the various elements of waterfront management would need to be completed and evaluated through the Business Plan process to include such components as agreements with partners to share in these costs through these rental and leasing arrangements. Fees associated with these new programs will also help to offset operating costs. The proposed facilities requiring staff resources include, but are not limited to, the proposed marina and restaurant building (current Sea Cadets site adjacent to Spirit Catcher Park) and park facility improvements at various parks such as Sam Cancilla Park, Minet's Point Park, Johnson's Beach Park, Tyndale Park and the new Spirit Catcher Park. All projects in the WSP would need to conform to the City's policies related to asset replacement and renewal.

5.6.2 Funding Sources

Maintenance and operating costs as well as life cycle replacement costs are typically to be funded through:

- Funds allocated in the City's budget, or dedicated reserves;
- Revenue generated through the future programming of the waterfront facilities themselves; and
- Collaboration with sponsors and business partners such as the Downtown Barrie BIA (Business Improvement Area).

Replacement and renewal costs for other existing park infrastructure associated with the recommendations of the Plan may also be considered for partnership and/or sponsorship opportunities.

In addition to those traditional funding sources, the City may pursue a host of other, more innovative approaches to reducing maintenance and operational cost such as the following:

- Funds generated from business licensing in parks;
- Grants (government and private organizations;
- Cost efficiencies identified through other service level reductions and/or reallocations (i.e. naturalizing turf areas); and
- More efficient equipment or process improvements.

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Barrie ARCADIS