

Parks and Recreation Master Plan

November 2016





Town of Innisfil

Parks and Recreation Master Plan

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Executive Summary

The Parks and Recreation Master Plan identifies needs and priorities for the Town and its partners to consider to the year 2031. Over the course of this fifteen year period, Innisfil's population is expected to grow from 35,000 to 58,266 residents with greater diversification expected among the populace in terms of income levels, cultural backgrounds, age mix, etc. Changes in population and evolving interests among residents provides the impetus for the Town to undertake this Master Plan to ensure parks and recreation services are aligned with current and future needs of residents.

The Master Plan's methodology has involved extensive research, consultation and assessment efforts. Through open houses, workshops, focus groups, interviews and surveys, the Master Plan's community engagement strategy resulted in direct participation from over 150 individuals speaking on behalf of hundreds of others in their respective households and community organizations. Common themes expressed during consultations included providing inclusive facilities and services (e.g. activities that appeal to many ages, interests, cultural backgrounds, abilities, income levels, and servicing rural and urban residents), appreciation for premier parks and facilities (e.g. Innisfil Beach Park and the Innisfil Recreational Complex), and a need to manage parks and facilities that are subject to overuse and crowding particularly during the summer months.

The Master Plan contains 71 recommendations spanning municipal delivery of parks and recreation facilities and services. A key tenet of the Master Plan is using such facilities and services in support of the place making initiatives. Place making is identified as a major theme arising out of presently ongoing work conducted as part of the Our Place Innisfil process which is the Town's

Official Plan Update process (the Master Plan has benefited from information contained in a number of technical discussion papers that will ultimately be used to form the new Official Plan). Parks, recreation, and culture facilities and services can be used to develop a 'sense of place' through elements such as attractive park designs, inclusion of public art, and the creation of multi-seasonal facilities that attract usage throughout the year.

Another central theme of the Master Plan is using parks, recreation and cultural facilities to create community hubs of activity (also related to place making). The Master Plan advocates that the Town build upon its multi-service, multi-use model at the Cookstown Community Centre & Library and potentially replicate this approach in Alcona, Stroud and Lefroy whereby a number of indoor and outdoor civic services are consolidated within a single site.

The following synopsis summarizes the most pressing actions for the Town of Innisfil to implement in the coming years (not presented in any particular order of priority or timing).

1. Acquiring **at least 34 hectares of new parkland** to meet service levels proposed over the next fifteen years, with greater focus placed upon providing parks that service a neighbourhood level catchment area in order to promote community hubs and align with walkable and healthy community principles envisioned through the ongoing Our Place Innisfil Official Plan review, Innisfil Strategic Plan, Trails Master Plan, etc.
2. Undertaking a number of actions at **Innisfil Beach Park** aimed at reducing the intensity of use in the summer and enhancing facilities to

better serve the needs of local residents. Proposed actions include:

- i. integrating the Roberts Road end to function as a local use beach;
 - ii. relocating the ball diamonds to a future Community Park capable of supporting play by adult and/or hardball users;
 - iii. considering an artificial ice feature, outdoor fitness equipment/trail (as a pilot project) and/or permitting organized use by any future tennis club if warranted by usage at that time; and
 - iv. bringing forward the recommendation from the 2004 Innisfil Beach Park Master Plan to create space for a gazebo, bandshell or other outdoor performance venue to diversify the types of cultural events and programs taking place there.
3. Conducting property valuations, facility fits and landscape architectural plans, consultations with residents and the Lake Simcoe Conservation Authority to **confirm the strategy for municipal road ends and lake access points set forth by the Master Plan** (i.e. a combination of a status quo approach, conversion to beach or parkland, and/or divestiture of land specific to individual lake access points).
 4. **Retain the current supply of four ice pads for the next five years** after which arena needs should be re-evaluated to determine:
 - i. If future arena market conditions continue to support four ice pads (due to softening shoulder and weekend demands, changing participation rates, and the City of Barrie’s plans to construct an arena in its south end which has the potential to significantly reduce non-resident rentals in Innisfil);
 - ii. whether one of the single pad arenas should be repurposed, potentially for warm recreational uses; and/or
 - iii. whether to twin the remaining single pad arena or expand the I.R.C. should arena participation rates support such an action.
 5. Engaging the Y.M.C.A. to **discuss opportunities for non-Y.M.C.A. member residents to gain access** to programs and/or drop-in events at the Innisfil Recreational Complex pool and gymnasium, potentially through revisiting the current agreement in a manner that benefits both parties.
 6. Engaging in discussions with Innisfil Public Library to determine ability to **co-locate a gymnasium, large multi-purpose space, and youth and older adult spaces at a new library branch in Lefroy** (and/or other communities) as recommended through the Innisfil Public Library Master Plan. The intent of co-locating facilities with the Library is to achieve operating efficiencies but more importantly to reinforce municipal place making objectives and creating community hubs (splash pads are also recommended to be co-located with branches in Alcona and Stroud).
 7. Preparing a **Sports Field Allocation Policy**, in consultation with all rectangular field and ball diamond users, to guide the management of the local sports field system, and to annually track player registrations as part of the Town’s performance measurement analyses.
 8. Reviewing the staff complement to **ensure that there are adequate resources to meet community expectations** surrounding the provision of parks and recreation services in relation to approved service standards.

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Appendix A: Inventory of Selected Private Facilities

Appendix B: Categorized Summary of Master Plan Recommendations

1.0

Introduction

1.1 Building a Robust Leisure System

The quality of life and wellbeing of residents depends in part upon the availability of great public spaces, community events, and programs that are well-run, well-maintained, and responsive to the needs of those they serve.

Located along the western shore of Lake Simcoe, Innisfil is endowed with a rich history, dozens of lakeside parks and beaches of varying sizes, and an abundance of recreation activities for the enjoyment of residents and tourists alike. Along with the impressive selection of recreation activities, cultural opportunities, and trails offered in the community (including skydiving, museums, Indy kart racing, horseracing, scuba diving, ice fishing, and much more), Innisfil is a unique, energetic community that offers an array of year-round leisure opportunities delivered by a broad range of providers. To ensure that this vibrant community continues to be well-served by parks, recreation, and culture facilities and services, a collective vision must be formulated to guide the Town of Innisfil's future planning.

The Town of Innisfil recognizes the importance of leisure pursuits and, to advance these opportunities, has commissioned the preparation of the **Parks and Recreation Master Plan** (herein referred to as the Master Plan) to inform future decision-making to meet needs of the community to the year 2031. Broadly speaking, this process involved several key objectives described through the project's Terms of Reference, which included (but not limited to) addressing the Town's role with respect to the provision of leisure in Innisfil and developing a strategy for the provision of parks, recreation, and culture facilities, programs, and services. In addition, this Master Plan explored opportunities to enhance road ends and lake access points to Lake Simcoe.



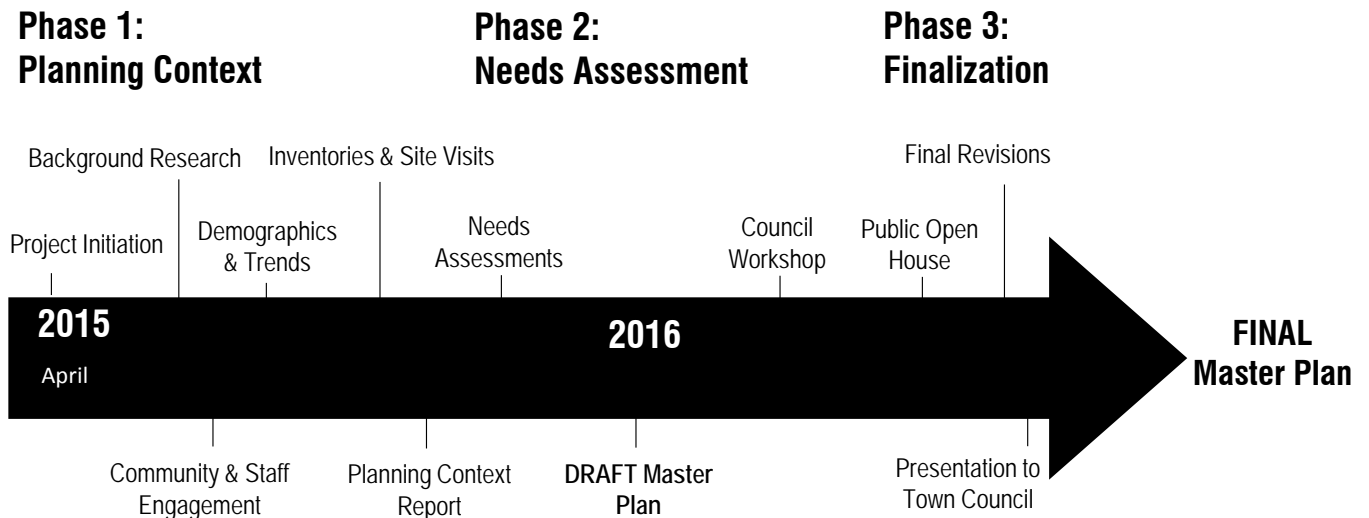
1.2 Methodology

A Master Plan is a document that defines what the Town’s high level needs and priorities are, in this case as they pertain to the local parks and recreation system. The Master Plan is intended to be consistent with overarching documents such as the Official Plan and the Corporate Strategic Plan and consider internal operating and management parameters, etc. It is important to understand that a Master Plan is a road map representing a point of departure for a municipality, its partners and its residents to continue discussions embark on more specific initiatives.



The Master Plan was prepared through three distinct phases as illustrated in Figure 1.

Figure 1: Project Methodology



Phase 1 of the planning process involved a comprehensive research and consultation exercise. Key research findings were summarized from background documents, Innisfil's socio-demographic profile, and relevant trends. A review of the Town's leisure assets was also undertaken, which was followed by a comprehensive community engagement strategy to solicit input from community stakeholders, municipal staff, Council, and interested members of the public. The inputs gathered from this Phase established current issues and opportunities, forming a solid foundation for preparing the Master Plan.

Phase 2 builds upon the information gleaned from Phase 1 and included the development of the draft Master Plan. Testing recommendations and implementation strategies with Town staff, Council, community stakeholders, and the public will occur in Phase 3, prior to finalizing the Master Plan.

1.3 Alignment with Corporate Frameworks

A number of background documents have been reviewed to understand the planning context surrounding the Master Plan, on the basis that this Master Plan forms part of a broader policy context for the Town as a whole. Information contained in background documents was used to provide baseline content for the Master Plan, while integrating and/or reinforcing appropriate findings that support the provision of facilities or services. Background documents that have been reviewed as part of the planning process include (but are not limited to) the following:

Strategic Policy Documents

- Town of Innisfil Official Plan
- Our Place Official Plan Review (associated Discussion Papers and materials, ongoing)
- Simcoe County Official Plan
- Innisfil Strategic Plan (2017 – 2020)

Parks, Recreation, and Culture Documents

- Innisfil Culture, Parks, and Recreation Master Plan (2002)
- Innisfil Beach Park Master Plan
- Innisfil Waterfront Public Access Study
- Innisfil Parks and Recreation Winter Program Guide 2015
- Ice Allocation Policy
- Facility Agreements and Use Policies
- Lake Simcoe Visitor Report

Trails and Other Active Transportation Documents

- Innisfil Transportation Master Plan
- Innisfil Active Transportation Workshop Presentation and Notes
- County of Simcoe Transportation Master Plan
- Simcoe County Trails Strategy

Other Supporting Documents

- Development Charges Background Study
- Innisfil Public Library Master Plan
- Innisfil Fees & Charges By-Law 132-13
- Innisfil Multi-Year Accessibility Plan (2013 – 2017)
- Accessibility Audits Innisfil Health Survey
- Innisfil Customer Service Satisfaction Survey
- Innisfil Plans of Subdivision
- Y.M.C.A. Simcoe Annual Reports
- Capital and Operating Budgets

For the Master Plan to be effective, it must employ a collaborative approach throughout its implementation, align with Innisfil’s corporate objectives and be synergistic with land use planning policies, including the ‘Our Place’ Official Plan Review, which is being prepared concurrently (technical background reports informing the Our Place process were available at time of writing). It is expected that the Master Plan will align with many of the policies and objectives surrounding place making that will ultimately be advanced through the Our Place process since parks, recreation and cultural infrastructure plays an integral part in community building activities. A Trails Master Plan has been prepared concurrently with the Parks and Recreation Master Plan, building upon the Innisfil Transportation Master Plan (among other relevant documents) and explores off-road recreational trails within and between established settlement areas and lands subject to future development.



2.0

Research Inputs

This section summarizes key themes from the Master Plan’s consultations while providing a broad overview of trends relating to parks, recreation, and culture. Broad trends observed at the national level are identified along with their implications in the local context, which is supported by the Town’s socio-demographic profile (generally based on data drawn from Statistics Canada, Simcoe County and the Town of Innisfil) and secondary research methods.

2.1 Community Engagement and Input

Community engagement provides critical insights into matters relating to the provision of municipal parks, recreation, and culture services to inform the master planning process. Community input revealed that Innisfil’s facilities are highly valued since they facilitate a broad range of activities while contributing immeasurable benefits to Innisfil and its residents.

At the project’s initiation, a comprehensive community engagement strategy was crafted outlining the consultation tools to be undertaken for the Master Plan. Each engagement technique was designed to maximize community involvement and tailored to a variety of audiences in Innisfil. A wide range of input was collected and established a deep understanding of perceived leisure needs, opinions, and priorities of the public and stakeholders.

Community engagement techniques undertaken to date include the following:

- Establishing a project website (www.innisfil.ca/activeinnisfil) and mailing list
- Master Plan Kick Off Event (April 18, 2015)
- Public Open House and Resident Submissions (May 14, 2015)
- Active Innisfil Online Survey (May 14, 2015 – July 31, 2015)
- Stakeholder Group Survey (May 16, 2015 – July 31, 2015)
- Youth Focus Group (May 27, 2015)
- Older Adult Focus Group (May 27, 2015)
- Road-Ends Workshop (July 27, 2015)
- Key Informant Interviews (various dates)
- Interviews with Council and Municipal Staff (May 7 and 14, 2015)
- Innisfil Beach Park Open House (September 26, 2015)
- Draft Master Plan Open House (August 24, 2016)

Later in the process, Community Open Houses and subsequent presentations to Council will be conducted to present draft findings from the needs assessments prior to finalizing the Master Plan. The Plan considers input from all consultation tools to ensure that the final Master Plan is representative of community needs and is consistent with other municipal documents.

A broad range of comments were expressed throughout the community engagement sessions that were held in the first phase of this project to gather input regarding the opinions, preferences, and priorities of residents, stakeholder groups, staff, and Council. Table 1 summarizes the most common themes that were heard.

Table 1: Summary of Public Engagement Themes

Key Themes (in no particular order)	Public Open House	Online Survey	Stakeholder Group Survey	Youth Focus Group	Older Adult Focus Group	Trails Focus Group	Road-Ends Workshop	Opinion Leader Interviews	Draft MP Open House
Emphasis should be placed on providing affordable/no-cost leisure opportunities to minimize financial barriers.	✓	✓	✓	✓	✓			✓	
There is a need to consider innovative solutions to inform residents about what opportunities are available (e.g., social media, maps, etc.).			✓	✓	✓	✓		✓	
More active transportation facilities are desired (e.g., walking and cycling trails).	✓	✓		✓	✓	✓		✓	✓
Lake Simcoe, Innisfil Beach Park, and Innisfil Recreational Complex are highly valued assets.	✓	✓	✓	✓	✓	✓	✓	✓	✓
Programs should be provided that appeal to a broad range of interests and ages.	✓	✓		✓	✓			✓	
Transportation to the Town's leisure facilities can be a challenge due to the spatial distribution of communities.		✓		✓	✓	✓			
There is a need for additional arts, culture, and heritage opportunities (e.g., theatre, art classes, music).	✓	✓			✓	✓		✓	
Innisfil's waterfront areas are too crowded and prevent residents from fully participating in parks, recreation, trails, and cultural activities.	✓	✓			✓	✓	✓	✓	✓
The availability of parking has been a challenge at the Innisfil Beach Park. Residents also requested that parking enforcement be improved, particularly in areas where parking is prohibited (e.g., along road ends and lake access points).		✓				✓	✓	✓	✓

2.2 Place Making and Creation of Community Hubs

Parks and recreation facilities and services are a critical part of the community infrastructure. Their availability lends many benefits relating to physical and mental health, social integration, economic development and environmental sustainability. These facilities and services are being used more often to supplement civic building initiatives pertaining to healthy and active community designs, place making, urban design, etc. all of which are intended to develop places that people want to live, work and play.

At the time of writing this Master Plan, the Our Place Official Plan Review process is underway (see Section 1.3). A number of Discussion Papers have been prepared to inform the Official Plan Review, of which the Healthy Communities and Place Making Discussion Papers are highly pertinent to the Master Plan.

The Place Making Discussion Paper states “The main objective in incorporating Place Making into the planning process for “Our Place” is to give town residents the opportunity to re-imagine their public spaces—main streets and commercial areas such as Alcona’s Innisfil Beach Road, parks and natural areas like Lake Simcoe’s beaches, or community facilities and gathering places — in order to strengthen connections between Town residents and these places.” The Place Making Discussion Paper advances a number of strategies, a few of which align well with the Parks and Recreation Master Plan including:

- Create Destinations in a Unified Town of Innisfil – an approach to help residents become attached to and care for special places, while appreciating the benefits of being a part of the larger Town of Innisfil.
- Plan For a Mix of Uses and Activities in Close Proximity – providing a wide range of uses and activities within easy walking distance of each other such as housing, shopping, recreation, entertainment, and civic uses. The Paper also states that successful parks are lively, secure and distinctive places that offer many things to do for all kinds of people without having to drive to another place.
- Plan For The Community First - putting residents ahead of tourists to create a more authentic and livable place whose characteristics appeal to both residents and visitors.
- Provide More Places for the Community to Gather - cited examples include more community gathering places, both large and small, both for a variety of events such as a music festival or outdoor performance and simply to have more spontaneous interaction with neighbours.¹

A recurring theme that will be demonstrated through the Master Plan relates to place making and establishing vibrant community hubs of activity, in support of the preliminary directions articulated through the Place Making Discussion Paper and the rest of the Our Place process. The Master Plan emphasizes the use of parks and facilities as community hubs which essentially are gathering places throughout the year, functioning as multi-use, multi-service and multi-generational hubs that help to define a sense of place. Community hubs, in the context of parks and recreation, integrate complementary civic services, notably using a model that replicates the Cookstown Library and

¹ Project for Public Spaces. October 2015. Our Place Innisfil: Placemaking Discussion Paper.

Community Centre whereby multiple municipal departments (possibly in conjunction with community partners) serve the public with a diverse range of opportunities both indoors and outside. As will be discussed throughout the Master Plan, a community hub model is encouraged within each of the settlement areas, to varying degrees, often in tandem with Innisfil Public Library that has been a longstanding and innovative facility and program provider to local residents.

2.3 Implications of Population Growth

The Town of Innisfil has experienced modest population growth over the past decade but is poised to grow considerably in the future. Statistics Canada reported a population of 33,079 for the 2011 Census year, a growth of approximately 15% since 2001 (an average of 441 persons per year). Innisfil’s Development Charges Background Study estimates the 2015 population at 35,090², which will be used as the baseline estimate for the Master Plan. Innisfil’s large geographic area and its rural/urban mix will affect facility provision and distribution compared to more urban, compact communities nearby in the G.T.A.

The Town’s Water and Wastewater Master Servicing Plan contains a breakdown of population by community area, which is contained in Table 2. Alcona is the largest settlement area with approximately 14,000 residents. Given that the Town’s Servicing Plan was developed in 2012, this figure is likely to be greater than shown due to recent growth taking place in this area.

Table 2: Population by Community Area

Community	Population	Community	Population
Alcona	13,870	Leonard's Beach Shoreline	1,232
Sandy Cove	3,405	Big Cedar Point Shoreline	806
Lefroy-Belle Ewart	3,063	Churchill	620
Big Bay Point	2,743	Degrassi Point Shoreline	355
Stroud	2,239	Innisfil Heights	321
Gilford	1,471	Fennell's Corner	196
Cookstown	1,431	Total	31,752

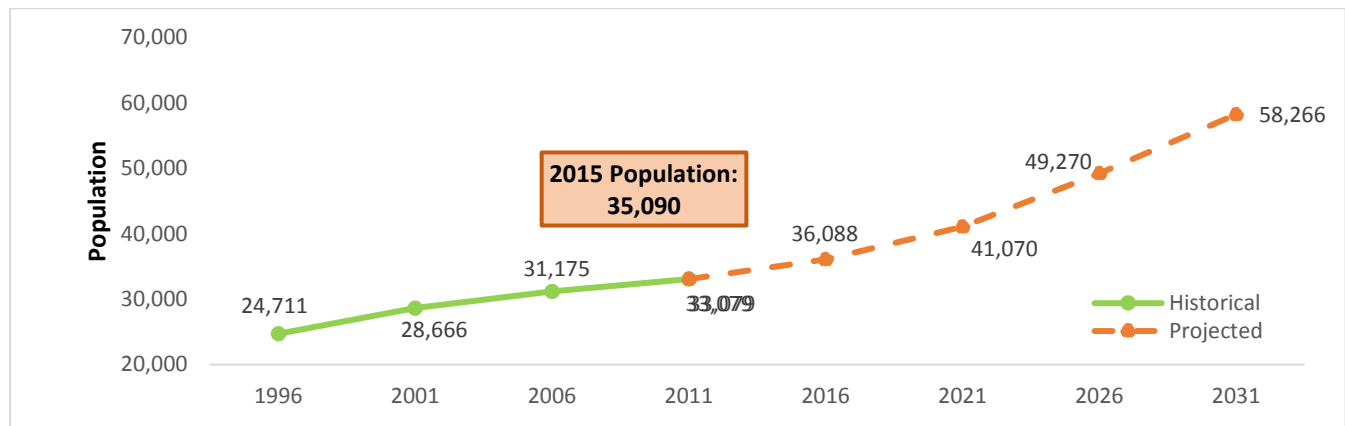
Source: Town-wide Water & Wastewater Master Servicing Plan, 2012

Looking to the year 2031, the Development Charges Background Study projects a population of 58,266 in remaining consistent with the planned population allocated to Innisfil through the *Growth Plan for the Greater Golden Horseshoe*, together with the population for Sleeping Lion (situated in Alcona), a community identified subsequent to the *Growth Plan*. A summary of historical and forecasted population growth is illustrated in Figure 2.

² Town of Innisfil. 2013. Development Charges Background Study,

The Town is also home to Friday Harbour, a private recreational resort situated along Lake Simcoe in the northern portion of Innisfil. Currently under development, this planned community is expected to provide 1,600 residential units and 400 hotel rooms by 2031 and will contain privately owned (but publicly accessible) facilities including a promenade and pier, marina, recreation centre, parks, trail network, and more.³ Given the features available in Friday Harbour, this portion of the population is excluded from the population estimate. Although this community is expected to add a sizable population of seasonal residents, it is not expected that this population will generate significant demands or pressures on Town-wide parks, recreation, and culture facilities and services given the access to the leisure and resort-style facilities located within Friday Harbour.

Figure 2: Historical & Forecasted Population, 1996 – 2031



Source: Statistics Canada, 1996 – 2011; Town of Innisfil Development Charges Background Study, 2013.

In assessing where growth is expected to occur, subdivision development information provided by the Town’s Planning Services Department⁴ provides a clear indication of the future distribution of growth during the planning period and beyond towards 2031. There are several active subdivision plans located within these high growth settlement areas, which are anticipated to yield over 3,000 new residential units in the short-term, with future growth potential beyond this time period. While Alcona is poised to remain the primary urban settlement area in the Town, the greatest share of population growth is expected to occur in Alcona, followed by Lefroy, Sandy Cove, Cookstown, and Gilford.

This growth drives the need to ensure that sufficient community facilities, programs, and services are in place to serve existing and future residents, particularly as these emerging areas are likely to attract young families with children, while established areas are more likely to experience aging trends. Further development of the cultural system will be important to establish a sense of place particularly among newcomers as Innisfil’s population grows over time. Irrespective of growth patterns, a balanced leisure system is required to serve all settlement areas in Innisfil in order to ensure that accessible community facilities, services, and programs are available.

³ Town of Innisfil. 2013. Transportation Master Plan.

⁴ Reflects plans of subdivision registered with the Town as of April 2015. At time of writing, growth forecasts by geographic area/settlement are not available.

2.4 Lack of Free Time and Physical Inactivity

Mounting research has revealed a growing trend in physical inactivity. Most recently, the 2015 ParticipACTION report card on physical activity for youth and children; overall physical activity scored a D- for the third year in a row, suggesting that there has been limited improvement in improving physical activity.⁵ This can be linked to the increasingly busy lifestyles of Canadians that are centred on vehicular transportation and an increasing variety of passive choices for leisure. The latter is particularly relevant to the demise of physical activity as the digital age has resulted in sedentary activities dominating leisure times through activities such as browsing the internet, gaming, using personal computer devices, or watching television.

Providing more unstructured programs may facilitate opportunities to participate as casual drop-in activities are often highly desirable. People with busy schedules are increasingly seeking spontaneous, non-programmed forms of activity that fit into their schedule. The Town of Innisfil, Innisfil Public Library and their partners have explored strategies to increase levels of physical activity and bolster leisure opportunities. The Town offers drop-in pickleball for older adults and an array of public skating programs are available. The Y.M.C.A. also offers drop-in programs and public swimming.

Communities are often faced with the challenge of overcoming the lack of free time barrier from a service delivery perspective as it is a societal issue that municipalities have limited direct influence. There are, however, solutions that can be implemented to mitigate impacts of the “time crunch” and competition from sedentary activities. Some communities have practiced extended hours of operation to allow residents to participate at times that are most suited to their needs.

These and other convenient leisure pursuits can help curb declining physical activity levels. The Canadian Physical Activity Guidelines recommends that children and youth get a maximum of 60 minutes of moderate to vigorous physical activity per day. Adults and older adults are expected to get at least 150 minutes of physical activity per week. Research has shown, however, that 85% of adults and 93% of children and youth are not meeting these minimum guidelines.⁶

Despite this broader trend, a local health survey undertaken by the Innisfil Community Health Committee in 2014 found that more than half (57%) of survey respondents self-rated their health as very good or excellent. Survey respondents were generally found to be moderately active with nearly two-thirds (63%) of survey respondents indicating that they exercise three days per week or more. The type and duration of exercise, however, was not reported. These findings indicate that although the general population in Innisfil identify as being physically active, improving access to leisure opportunities should continue to be a top priority.

⁵ ParticipACTION. 2015. The participACTION report card on physical activity for children and youth.

⁶ R.C. Colley, D. Garriguet, I. Janssen, C.L. Craig, J. Clarke, M.S. Tremblay. 2011. Physical activity of Canadian children, youth, and adults: Accelerometer results from the 2007 to 2009 Canadian Health Measures Survey. Health Reports 22(1):7-24

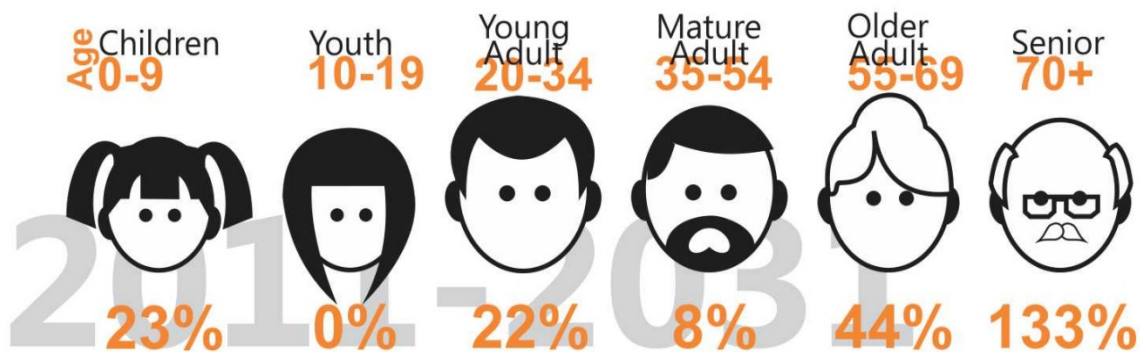
2.5 Recreation Preferences among Age Groups

Analyzing the age structure of a community provides insights into the types of leisure facilities and programs that are in demand or should be provided. For example, a large market of children and youth bolsters participation in minor sports such as soccer, hockey, and figure skating. On the other end of the spectrum, older adults and seniors may have greater interest in cultural activities and low impact recreation pursuits geared towards social interaction and cognitive stimulation.

For 2011, Statistics Canada recorded Innisfil’s median population at 42.3 years, above that of Simcoe County (41.8 years) and the Province (40.4 years). Since the 2006 Census, the Town’s median age increased by two years, suggesting that Innisfil’s population is aging as a whole. A review of trends in Innisfil’s age cohorts between 2006 and 2011 Census periods reveals additional evidence of an aging demographic profile. The number of children and youth under the age of 19 declined moderately by 140 persons (representing a 2% decrease). By contrast, the number of older adults and seniors over the age of 55 experienced an increase of 1,310 persons, equating to growth of 17%.

This aging trend is consistent with trends observed across Canada, which is driven in part by the Baby Boom generation. Is it expected that this trend will continue in Innisfil throughout the foreseeable future. Growth forecasts for Simcoe County indicate that all age groups across the County are projected to experience varying levels of growth between 2011 and 2031. While the number of children (age 0-9) and adults (age 20-34) are expected to grow by 23% and 22%, the population of older adults is projected to increase by 44% and seniors (age 70+) is forecasted to more than double (133%). The population of mature adults (age 35-54) is expected to grow by 8% and youth (age 10-19) is anticipated to remain unchanged.⁷ These trends should be interpreted with caution given that there are a number of communities within Simcoe County that are popular retirement communities such as Collingwood and Wasaga Beach, whereas Innisfil may be more attractive to families given its proximity to the Greater Toronto Area (G.T.A.) Age cohort forecasts specific to the Town of Innisfil are not available but it can be expected that that all age groups will experience varying levels of growth.

Figure 3: Forecasted Population Growth by Age Cohorts in Simcoe County, 2011 - 2031



Source: Ministry of Finance Ontario Population Projections Update, 2013-2041; Statistics Canada 2011 Census profile.

⁷ Ministry of Finance. 2015. Ontario Population Projections 2013-2041.

2.6 Overcoming Financial Barriers to Participation

Generally speaking, participation in leisure activities has been found to be proportional to the household's income, particularly in relation to competitive athletics and personal training due to the high cost to participate. Across Canada, 62% of individuals living in households with incomes of less than \$20,000 were considered inactive.⁸ The Canadian Fitness & Lifestyle Research Institute found that nearly 40% of children in households earning over \$100,000 were involved in organized physical activities and sports, whereas only 21% of children were involved in these pursuits in households earning less than \$50,000. There were generally higher participation levels in outdoor play across all income groups, the highest among households earning between \$50,000 and \$80,000 (71%).

According to the National Household Survey (2011)⁹ conducted by Statistics Canada, the median household income for Innisfil families in 2010 was \$70,252 (the average was \$81,632). This suggests that residents in Innisfil may be slightly more active compared to the rest of Simcoe County (median household income of \$67,468) and the Province (\$66,358) on the basis of income alone.¹⁰ Statistics Canada also reported that approximately 10% of local residents are living in low income households, which is lower than the County (11%) and the Province (14%). Nevertheless, with 3,385 persons living in low income households, there is a need to ensure that affordable opportunities are available in Innisfil.

In support of affordable access to leisure opportunities, Innisfil and its partners offer several financial assistance programs such as F.A.I.R. (Fee Assistance in Recreation) and Y.M.C.A. Financial Assistance. To qualify for these programs, participants must meet certain criteria such as age or household income to qualify to receive program or membership discounts. The Town also offers a 10% registration discount to all seniors over the age of 55 (excluding drop-in and fitness). Moreover, residents can seek financial assistance from other community organizations in Simcoe County, such as Canadian Tire Jumpstart and YouthReach to help cover the cost to participate, while the Innisfil Public Library provides many low-to-no cost leisure programs and services through its various branch libraries.

2.7 Engaging Persons Living with Disabilities

The Canadian Survey on Disability reported that, in 2012, approximately 3.8 million Canadians were living with a disability, representing 13.7% of Canadians and 15.4% of Ontarians.¹¹ While the number of persons with disabilities in Innisfil is not quantified, applying this Provincial rate to Innisfil's population leads to an assumption that 6,000 local residents could have some form of disability. Given these statistics, it is crucial that the provision of parks, recreation, and culture facilities are inclusive of all Innisfil residents, regardless of ability.

Municipalities across Ontario have embraced principles of inclusivity through facility design and service delivery. This practice is guided by the *Accessibility for Ontarians with Disabilities Act (A.O.D.A.), 2005*,

⁸ BC Healthy Living Alliance. 2011. Physical Activity Strategy. Everybody Active: Information Sheet #4 - Why don't people participate? Retrieved from <http://www.physicalactivitystrategy.ca>

⁹ The Global Non-Response Rate was 33.1%

¹⁰ Statistics Canada. 2011. National Household Survey

¹¹ Statistics Canada. 2013. Canadian survey on disability 2012. Catalogue no. 89-654-X, Ottawa.

which requires municipalities to remove all barriers within municipal facilities by 2025. In doing so, municipalities are required to form Accessibility Committees and adopt accessibility plans, which identify, develop, and prioritize solutions to remove barriers from municipal facilities.

Moreover, amendments were recently made to the Ontario Building Code through Ontario Regulation 336/13 to enhance accessibility in buildings. A number of new standards and requirements were added to support barrier-free design within new construction and buildings requiring extensive renovations, including barrier-free washrooms, pool areas, visual fire safety devices, and more.

Innisfil's five year accessibility plan highlights past achievements to make municipal facilities and services accessible, which include, but are not limited to, designing and building the Innisfil Recreational Complex in accordance with the Ontario Building Code and the A.O.D.A., and offering inclusive programming options. Over the past decade, the Town has been conducting accessibility audits of its community facilities, identifying accessibility barriers (and type), level of priority, and a means to prevent or remove barriers. The Town has allocated \$750,000 towards accessibility compliance projects to the year 2020.

2.8 Growing Cultural Diversity in Innisfil

Many cultures view leisure activities as family-oriented experiences and are inclined to pursue such activities together. As Innisfil experiences increasing socio-cultural diversity, there will be a need to evolve parks, recreation, and culture needs to ensure that leisure opportunities are available for all groups. The 2011 N.H.S. (National Household Survey) reported that approximately 12% of Innisfil's population are immigrants. With the majority having arrived prior to 1980, it can be suggested that most of the immigrant population is well established in Canadian culture. The N.H.S. also reported that a small proportion (4%) of residents are visible minorities and 11% of the population speak a non-official language. These 2011 N.H.S. results suggest that the influx of immigrants from non-European countries has not yet been felt at a local level, however, anecdotal information from Staff in community centres and libraries attest to increasing immigrant populations – particularly from Latin American countries - and it will be interesting to see if this perception is correct after the 2016 Census has been completed. It is likely that the proportion of immigrants in Innisfil, particularly visible minorities, will have grown if national and provincial immigration trends are any indication.

As communities across the province become more diverse, there is a need to ensure that opportunities are provided for immigrant and diverse cultural groups and that participation barriers are removed. Research has shown that persons with diverse cultural backgrounds are less likely to participate due to a number of factors such as lack of skill or knowledge, cultural or religious beliefs or traditions, income barriers, isolation, fear of discrimination, and community segregation. Recent immigrants are also less likely to participate in leisure activities due to higher priorities related to employment and financial stability.

A number of communities that are becoming increasingly more diverse have explored strategies to remove cultural barriers to participation through targeted consultations with cultural groups to understand specific challenges to participation, how to overcome these barriers, and what recreational

opportunities and services they would like to see offered. Some of the strategies that municipalities have implemented to engage cultural groups include equipment rentals (e.g., ice skates and helmets), publishing literature in multiple languages, and educating residents about sport safety and the benefits of physical activity.

A number of services and programs are offered by Simcoe County to assist with integration and adjusting to new life to Canada. In 2012, the County also completed the Local Immigration Partnership Community Settlement Strategy that identifies a vision for developing a welcoming and diverse community. A majority of these programs and services are offered by the County; however, are geared towards living and working in Canada, rather than leisure activities. The Y.M.C.A. of Simcoe / Muskoka also offers a number of newcomer services to new residents at the Innisfil Public Library. In its most recent annual report, the Y.M.C.A. indicated that more than 500 new residents used these services, representing newcomers from China, Germany, Pakistan, India, and more.¹² Furthermore, Innisfil Public Library has representatives on the Library Immigration Partnership that includes the County, YMCA, Welcome Centre and other immigrant service providers.

2.9 Trends in Facility Design

Environmentally Friendly Facility Design

Environmental concerns are often a top of mind issue among many Canadians as there is an increasing need to maximize the efficient use of resources. Many municipalities have demonstrated environmentally conscious awareness in the design of new facilities that utilize state-of-the-art technologies to enhance environmental efficiency. The design of environmentally friendly facilities is promoted by the Canadian Green Building Council, which governs the Leadership in Energy and Environmental Design (LEED) rating system in Canada. To obtain LEED certification, a facility must meet rating standards in sustainable development, water savings, energy efficiency, materials, and indoor environmental quality.

A number of Innisfil's prominent community facilities were built to environmentally progressive building standards including the Innisfil Recreational Complex that was one of Canada's first LEED certified recreation complexes, using energy efficient equipment, heat recovery, and water saving processes to reduce operating costs. The facility's unique design maximizes natural light throughout the facility, minimizing the need for artificial lighting. Other 'green' buildings include the Town Hall (LEED Silver) that was constructed using sustainable and regionally-sourced materials and water efficient technology. The Cookstown Library and Community Centre also earned LEED Silver certification for employing the use of geothermal heat pump system, heat recovery, and a host of other conserving features.¹³

Aging Infrastructure

In 2006, Parks and Recreation Ontario estimated that between 30% and 50% of recreation facilities were nearing the end of their useful lifecycle. Many recreation facilities were built between 1956 and 1980,

¹² Y.M.C.A. of Simcoe / Muskoka. 2014. 2013-2014 Annual Report.

¹³ Canadian Green Building Council.

with a number of them constructed to celebrate Canada's Centennial year in 1967. Since this period, infrastructure province-wide has been underfunded, though these pressures have been somewhat alleviated through recent provincial and federal economic stimulus programs. The Town of Innisfil previously benefited from the Recreation Infrastructure Canada (RIInC) program that secured over \$100,000 towards energy efficient improvements to Lefroy and Stroud Arena (in addition to entrance enhancements to Stroud), replacement of the Centennial Park septic system, and replacement of the Knock Community Hall roof.

Other federal grant programs exist to renovate and rejuvenate Canada's aging infrastructure such as the New Building Canada Fund, Community Improvement Fund/Gas Tax Fund, and Canada 150 Fund. Most recently, the Canada 150 Community Infrastructure Program was introduced to celebrate Canada's 150th anniversary of Confederation, which supports renovation, expansion, and rehabilitation of existing community infrastructure.

Supporting Amenities

Ensuring that the appropriate amenities are provided to support the Town's parks, recreation, and culture opportunities is paramount in ensuring successful utilization and attracting users. Such amenities may include (but not be limited to) provision of shade and comfort features (e.g. benches, gazebos), internal pathways, barrier-free elements for persons with disabilities, natural features (e.g. trees, naturalized areas), etc. Water and electrical servicing can also augment the ability of an area to deliver enhanced programming such as cultural events and certain sporting opportunities. Amenities can also be oriented to providing more robust services to residents such as concession stands, permitting equipment rentals (as was done at Innisfil Beach Park this past summer), outdoor fitness equipment, etc.

The provision of parking at strategic locations is another convenience that many residents look for in accessing parks and facilities and is best suited at intensively used locations such as parks, community centres, and locations containing multiple sports fields. The provision of parking lots serving neighbourhood level facilities may not be necessary as they serve a smaller catchment area and can be accessed in reasonable walking distance. In such situations, the provision of parking at these locations may be counterproductive to the goals of promoting physical activity and active transportation. Parking, however, may be necessary for higher volume facilities serving the Town or the broader County, which are primarily drive-to destinations. Through the consultation undertaken for this project, the availability of parking (and enforcement) has been an issue at Innisfil Beach Park, as well as at road ends and lake access points throughout Innisfil.

2.10 Trends in Service Delivery

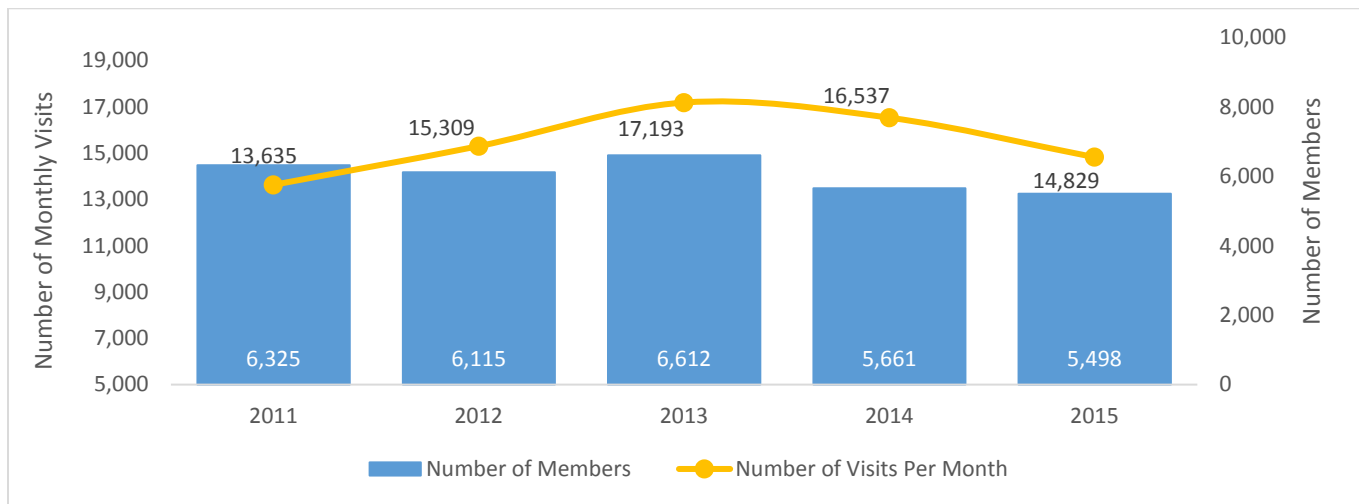
Partnerships

Successful partnerships utilize the resources of each party and can be a beneficial way to increase access to public facilities, programs and services. A successful outcome is realized when the public interest is maximized and the partnership fulfills the desired objectives of each party. For example, communities may provide facility space while operating responsibilities are provided by a partnering

community organization. An example exists locally at the I.R.C., where the Town entered into a long term agreement with the Y.M.C.A. of Simcoe/Muskoka.

As the Town’s premier recreation facility, the Innisfil Recreational Complex attracts a wide range of local residents and users from adjacent communities such as south Barrie. The Town is responsible for operating the arena and outdoor facilities while the Y.M.C.A. is responsible for all other indoor components including the aquatic centre, gymnasium, fitness area, multi-purpose space, walking track, and child care. The current operating agreement is in place until 2023.

Figure 4: Y.M.C.A. Membership Growth vs. Visits per Month, 2011-2015



Source: Y.M.C.A., 2015

Y.M.C.A. memberships at the I.R.C. peaked at nearly 7,000 members during the opening year. Since then, memberships have steadily declined to approximately 5,500 members in 2015 (approximately 60% of Y.M.C.A. members are Innisfil residents while the remaining 40% come from adjacent communities such as Barrie and Bradford). This trend is typical for most new leisure facilities where demand and excitement is high prior to falling to a more stable membership base. By comparison, other Y.M.C.A. locations in Simcoe/Muskoka typically have 3,000 to 4,000 members at any given time. As such, the Y.M.C.A. at the I.R.C. continues to be a success. Although the number of members has declined since the opening year, the number of visits have increased (i.e. fewer members are participating more frequently). In 2011, the Y.M.C.A. at the I.R.C. received approximately 13,635 visitors per month, representing an average of 2 visits per member, while the number of visits grew to 14,829 in 2015, representing an average of 3 visits per member. Many users joined the Y.M.C.A. under their family membership category, thus the number of core users is likely smaller than reported, though these individuals would visit more frequently.

Across Ontario, several partnerships exist between municipalities and surrounding school boards to facilitate the sharing of community facilities. Agreements with school boards can be beneficial in providing residents with convenient public access to community facilities outside of school hours, although there can be challenges (permitted activities, scheduling priority, cost, etc.) depending upon the agreement in place. At present, the Town currently provides public access to the gymnasium at

Alcona Glen Elementary School. Municipally-run programs are also offered at the Cookstown Public School, Goodfellow Public School, Holy Cross Catholic School, and Nantyr Secondary School. Public access to these facilities is crucial in the delivery of local active indoor programming to augment the more centrally-located Y.M.C.A. gymnasium at the I.R.C. Several other partnerships exist between the Town, Innisfil Public Library and various community partners including the Lake Simcoe Region Conservation Authority, Regional Tourism Organization 7 (R.T.O. 7), Sand Zone Volleyball, Fun Rentals, Curling Clubs, South Simcoe Theatre, and other entities.

Promotion of Tourism

The provision of high quality parks, recreation, and culture facilities and activities is a way to draw visitors and participants from external markets through sport, tournaments, festivals, nature-based and historical experiences, and more. Promoting tourism requires exploring ways to improve awareness of the local resources to visitors. To encourage visitors and tourism, municipalities and communities often assess opportunities provided by their more prominent outdoor parks systems and recreation facilities. While parks may not generate significant direct revenue and profit, they may generate multiplier effects from tourism spending. Innisfil Beach Park is a unique example which generates income from its pay-and-display parking meters; for 2015, the Town received approximately \$223,500 from parking, an increase from the previous year.

Research conducted for the Inspiring Innisfil 2020 Strategic Plan found that the Town's largest tourism asset is its portfolio of outdoor leisure opportunities, which draws a broad cross-section of tourists including older adults, families, cottagers, urbanites, cultural groups, and even international visitors. Innisfil is also a popular year-round fishing destination among commercial fishermen and recreational anglers. A report studying visitor travel and spending patterns in the Lake Simcoe Watershed found that 45% of surveyed participants visited Simcoe County for some form of recreation and culture activity including low-impact outdoor recreation, boating, beach, fishing, and attending a festival or event.¹⁴

Sponsorship and Advertising

Other partnership opportunities can exist with private sector businesses through co-delivery, sponsorships, project funding, donations, and advertising. These types of partnerships allow businesses to give back to the community while gaining market exposure, although some corporate partnerships in the past have been known to generate community opposition; many communities now have sponsorship guidelines to ensure that decisions are made in the public's best interest.

Advertising and sponsorship opportunities help offset municipal costs, while promoting businesses. Evidence of private sector involvement is found at Innisfil's three arena locations, in addition to the Town's sports fields and at the Centennial Park Off-Leash Dog Park. A selection of advertising mediums and packages can be utilized to promote businesses, including rink and wall board advertising, ice and resurfacing logos, digital advertising, and outdoor signage.

¹⁴ Dodds, Dr. R. 2015. Accessing Visitor and Travel Spending Patterns for Recreation and Tourism in the Lake Simcoe Watershed.

3.0 Parks System

Innisfil's parks system facilitates many outdoor recreation and cultural opportunities. This section reviews the Town's current supply of parkland and provides an overview of existing policies established in the *Ontario Planning Act* and the Town of Innisfil Official Plan.

3.1 Parks & Open Space Planning Policy

Land use planning within Innisfil is guided by the *Ontario Planning Act*, the Provincial Policy Statement, the Greenbelt Plan, the Growth Plan for the Greater Golden Horseshoe, and the County of Simcoe Official Plan. The Town of Innisfil Official has regard for all of these documents (and certain others) and applies local-level policies guiding land use planning and land development activities occurring in Innisfil. The Town's Official Plan is currently being updated as a part of the five year review period. Recommendations emerging from this Master Plan will have an opportunity to influence policy development through the ongoing Official Plan review process.

Parkland is a prominent component of the Town's landscape, taking on many forms ranging from manicured parkettes to active parks to naturalized open spaces. Primary considerations for the parks system as a whole include (but are not limited to):

- Planning the appropriate function and use for each park;
- Achieving a satisfactory distribution of parks to ensure that they are easily accessible and maintain the integrity of natural heritage systems; and
- Maintaining a high degree of walkability and connectivity among parks through active transportation infrastructure, key linkages, etc.

The Town's current Official Plan prescribes objectives and policies associated with its 'Parks and Open Space' land use designation through Section 3.10. The Official Plan maintains a goal of using parks and open spaces in Innisfil to provide a broad range of recreational and leisure opportunities for residents, and to develop a continuous system of open space for recreational uses.

Park Classifications

Recognizing that parkland takes on different forms and functions, the Official Plan sets out three broad classifications of parkland:

- Neighbourhood Parks – service as a recreational and social focus of neighbourhoods containing a combination of active and passive opportunities including playgrounds, courts and a single sports field.

- Community/District Parks – service the broader community recreational needs containing both active and passive opportunities and are potentially suited for multiple sports fields.
- Regional/Special Use Parks – service all residents and others outside of the municipality, with a focus on preserving unique cultural or natural features but may include limited active recreational opportunities.

This system of classification defines specific functions, forms, size, and varying amenities that guides the acquisition, spatial distribution, development of the parks system and together, these forms of parkland are collectively targeted at a rate of 3.5 hectares per 1,000 residents. Of note, Section 13.3.11 of the Official Plan establishes a separate parkland hierarchy for the Lefroy Secondary Plan Area which adds a Parkette category permitting passive, non-programmed space such as playgrounds and seating areas (this classification is not applicable to areas outside of this Secondary Plan Area).

In reviewing the existing parkland classification system, it is generally consistent with those employed in other municipalities across Ontario. However, a few modifications are proposed for consideration through the Official Plan review process to better reflect the types of parkland presently being provided by the municipality. These modifications are to:

- add two new typologies ('Parkette' and 'Linear Parks') into the parkland classification system currently articulated in Section 3.10.2 of the Innisfil Official Plan; and
- adjust the service level for the Regional/Special Use Park category.

The first proposed amendment to the Town's Official Plan parkland classification system is to introduce the Parkette designation into Section 3.10.2 (i.e. applying a Parkette designation to all areas of the Town, not just Lefroy). This is because the Town already maintains a number of small parks that are classified as Neighbourhood Parks but do not always meet the size or functional requirements as defined by the Official Plan's current classification system. In adding the Parkette designation to a Town-wide hierarchy, the designation should contain policies mandating that parkettes only be developed in urban settings, preferably in commercial and medium to high density residential areas, and/or where inclusion of a Neighbourhood Park is not possible or does not make sense (e.g. if there is another larger park located nearby). The Lefroy Secondary Plan specifies that a Parkette is ideally between 0.2 and 0.5 hectares in size. Parkland size alone, however, should not be the sole factor in classifying parkland as function is equally if not a more important consideration.

A 'Linear Park' typology is also advanced for Section 3.10.2 in order to align with the Innisfil's active transportation goals and objectives, including those advanced through the Town's Trails Master Plan and the Transportation Master Plan (as well as the County's Trails and Transportation Master Plans, to a certain extent). Considering these additions and building upon the existing Official Plan descriptions, the proposed classification system for the Innisfil Official Plan is shown in Table 3.

Service Level per 1,000 Residents

Section 3.10.3 of the Town's Official Plan targets parkland based on the following standards:

- Neighbourhood Parks – 0.5 hectares per 1,000 population

- Community/District Parks – 1.0 hectares per 1,000 population
- Regional/Special Use Parks – 2.0 hectares per 1,000 population

A slight adjustment is proposed for the Regional/Special Use Park category recognizing that most urban settlement areas have approved draft plans of subdivision and therefore it would be difficult to obtain sufficient acreage for a large regional-serving park unless it is located in a rural area. Further, Master Plan assessments have not revealed sufficient facility needs that would be best suited in a regional park setting. Furthermore, consultations and preliminary discussion papers associated with the Our Place Innisfil Official Plan review have revealed a desire for healthy and walkable community designs (also reinforced through documents such as the Inspiring Innisfil 2020 Strategic Plan and the Trails Master Plan).

Therefore, it is recommended that the service level for the Regional/Special Use Park be adjusted to 1.5 hectares per 1,000 residents (slightly less than the current target of 2 hectares per 1,000) while Neighbourhood Parks/Parkettes be targeted at 1.0 hectares per 1,000 (slightly more than the current 0.5 hectares per 1,000 target, in support of place making objectives and enhancing walkability). This would result in the overall parkland standard remaining at 3.5 hectares per 1,000 population, with no changes proposed to service level for Community/District Parks.

Distribution

Further complementing walkable community objectives is to seek to provide some form of parkland within in proximity to major residential areas (although parkland strategically located in commercial, employment and other land uses is also desirable from place making perspective). Presently, the Official Plan only specifies a service area of 1,500 metres for Neighbourhood Parks through Section 3.10.2 although Neighbourhood Structure policies in Section 5.2.1 specify that “The majority of neighbourhood residents should be within approximately 400 metres of focal areas and amenities such as parks, schools and convenience commercial establishments.”

In determining optimal parkland coverage, a catchment area in between the two figures stipulated in the Official Plan is most appropriate. Many communities strive to provide some form of active parkland (i.e. parkette, neighbourhood park, community park, etc.) within 400 to 800 metres of major residential areas in urban settlements, unobstructed by major pedestrian barriers such as waterways, railways, arterial roads and highways, etc.

An 800 metre distance generally equates to a ten to fifteen minute walk and should not be construed as a catchment applicable to all forms of parkland (e.g. a parkettes usually are most appealing to those within a 400 to 600 metre radius whereas a Community Park may be attractive to those living 2 kilometres away). A 400 to 800 metre service level also strikes a balance in providing a range of park sizes – to illustrate, applying a smaller catchment area to a finite amount of parkland would result in many small parks which may be counterproductive to meeting major recreation and cultural facilities (e.g. sports fields, special event areas) while applying a larger catchment to the same quantum would have the opposite effect resulting in only a few parks being provided and negatively affecting the ability of residents to access parks in their community.

Table 3: Proposed Parkland Classification for the Town of Innisfil Official Plan

Park Type	Description	Location	Provision Target
Parkette (NEW TYPOLOGY)	Serves the immediate surrounding residential neighbourhoods located within built-up urban areas, primarily commercial and medium to high density residential areas. They shall be developed as passive, non-programmed spaces providing for playgrounds and seating areas, preferably in areas where provision of a Neighbourhood Park is not possible or already well served by a higher order park.	Service Area: Immediate surrounding residential area (approximately 400 to 600 metres) Size: 0.2 to 0.5 hectares	Combined with Neighbourhood Park Target
Neighbourhood Park	Serves as a recreational and social focus of neighbourhoods. They may provide a combination of active and passive opportunities and include a minimum of one sports field as well as playgrounds and hard surface courts.	Service Area: 1,500 metres along local and collector roads. May be located in conjunction with elementary schools. Size: 2 to 4 hectares	1.0 hectares per 1,000 population (REVISED TARGET)
Community / District Park	Serves the broader community recreational needs which may include several neighbourhoods or settlement area. Includes both active and limited passive opportunities including multi-sports fields or single-use parks with groupings of like-facilities are provided.	Service Area: 1 to 3 kilometres along an arterial or collector road. May be located in conjunction with secondary schools. Size: 4 to 10 hectares	1.0 hectares per 1,000 population
Regional / Special Use Park	Serves all residents and others outside of the municipality. They focus on preserving unique cultural, heritage, natural landscapes, and open spaces, and provide passive recreational opportunities but may also include limited active recreational opportunities.	Service Area: Town-wide Size: Varies	1.5 hectares per 1,000 population (REVISED TARGET)
Linear Park (NEW TYPOLOGY)	Connecting links of green space forming a part of, or a complement to, the Town's active transportation/trails network. They may also serve as buffers within or adjacent to environmentally sensitive areas, and may contain paved or non-paved pathways, seating areas, interpretive signage, and other amenities oriented to active transportation users provided that such facilities are deemed to be compatible with surrounding land uses.	Service Area: Town-wide Size: Varies	Not applicable

Again, the 400 to 800 metre catchment is intended to reinforce access to some form of park and coverage is illustrated through Map 1. As shown, most of the urban settlements achieve satisfactory geographic coverage with the only notable gap shown in the southwest side of Sandy Cove. Gaps apparent in undeveloped portions of this and other urban settlements are expected to be addressed by parkland acquired through the land development process, as would be shown through submitted plans of subdivision.

Master Plans can identify broad geographic areas where parkland is best situated, however, they typically do not dictate precisely where parks should be located largely because this is best done through draft plans of subdivision and other land development related processes. In determining where future parkland should be situated, there are many factors to consider which will vary by type, size and function of a given park. Generally speaking, parkland should be consolidated in a location deemed most appropriate by the municipality for the population it is intended to serve, in the interest of good community planning and the preservation and integration of the natural environment regardless of the disposition of land ownership. In some instances, parkland may become a joint conveyance from multiple ownerships (e.g. municipalities, school boards, private land owners, etc.). Common considerations include, but are not limited to sites that can demonstrate:

- Synergies with environmental and natural heritage areas, as appropriate;
- Integration with community hubs and civic destinations, particularly where objectives relating to place making, urban design, heritage and culture, etc. can be achieved;
- Safety to park users by considering proximity to transportation corridors and through park design principles such as CPTED;
- Ability to integrate the desired facilities and features thereby requiring appropriate park size, setbacks from adjacent land uses, ability to be serviced by municipal infrastructure, sufficient tableland areas to ensure cost-effective development, etc.;
- Proximity to, and linkages with, transportation corridors, particularly active transportation routes such as sidewalks, trails and pathways; and/or
- Proximity to, and linkages with, other parks in order to achieve an accessible, interconnected network of parkland.

Recommendations

- #1.** Revise the parkland classification system contained in the Town of Innisfil Official Plan through actions such as, but not necessarily limited to, the addition of 'Parkette' and 'Linear Park' classifications.
- #2.** A greater focus should be placed upon providing Neighbourhood Parks and Parkettes in order to promote community hubs and align with walkable/healthy community principles envisioned at this time through the ongoing Our Place Innisfil Official Plan review, Innisfil Strategic Plan, Trails Master Plan, etc. In doing so, service levels contained in the Official Plan should be redistributed so that Neighbourhood Parks/Parkettes are provided at a slightly greater rate of 1.0 hectares per 1,000 population, Regional/Special Use Parks are provided at a slightly reduced

rate of 1.5 hectares per 1,000 population and Community/District Parks remain unchanged at 1.0 hectares per 1,000 population.

- #3. To complement healthy, walkable community design objectives being reinforced through Recommendation #2, major residential areas situated within urban settlements should have access to a form of parkland or open space within 400 to 800 metres unobstructed by major pedestrian barriers.

3.2 Parkland Supply

Based on G.I.S. data and background information provided by the Town, Innisfil maintains 169.8 hectares (419 acres) of active and passive parkland that is distributed across 41 sites. The breakdown of parkland by typology is shown in Table 4 using the proposed Official Plan parkland hierarchy discussed in the preceding pages. This listing has been prepared by the consultant for the sole purposes of informing the Master Plan and classifications may be adjusted based upon subsequent evaluations undertaken by Town Staff. Table 5, immediately following the map, provides a specific listing of parks assigned to each classification.

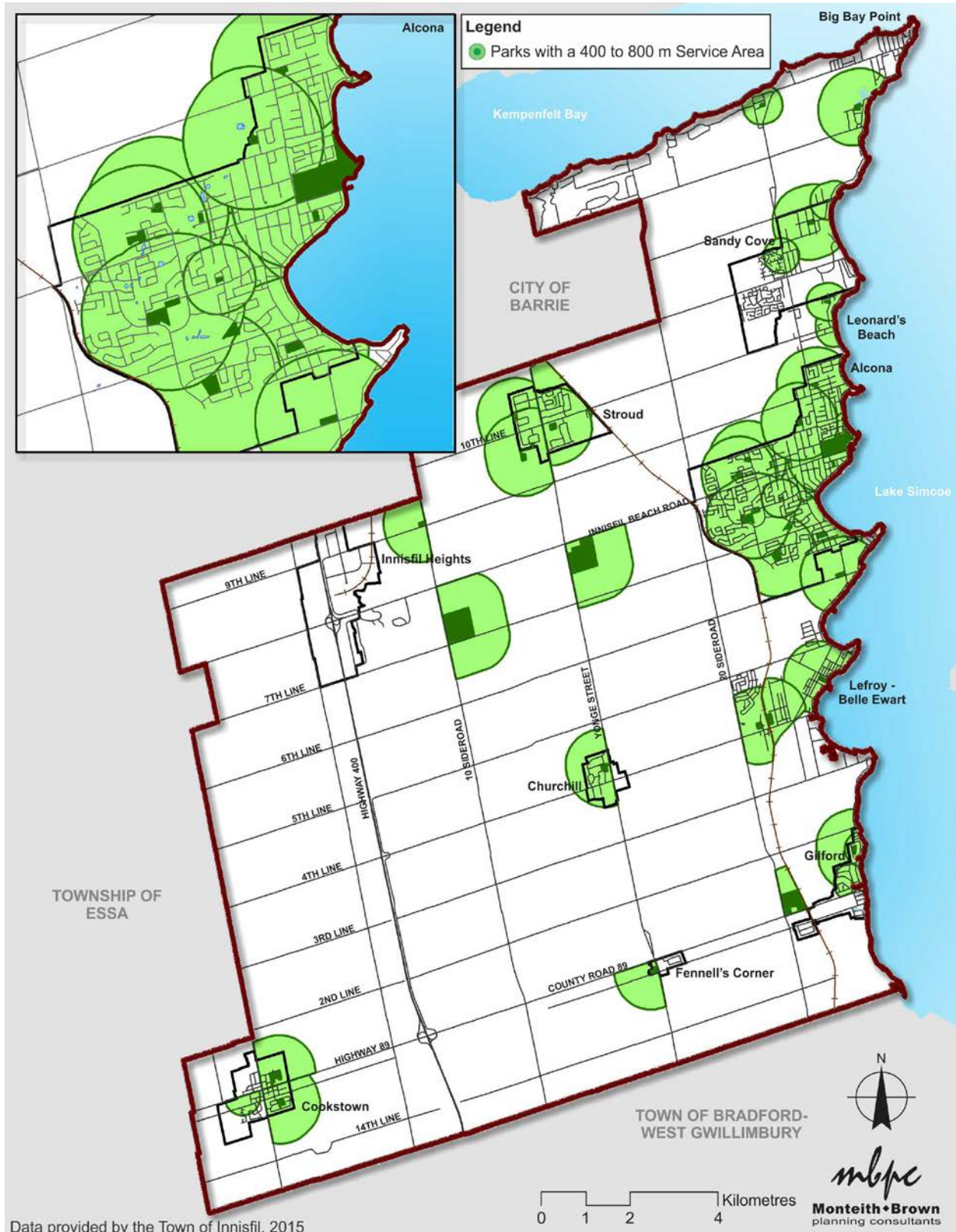
Table 4: Summary of Town of Innisfil Parkland

Park Type	Number of Parks	Total Area (ha)	Official Plan Service Level Target (hectares per 1,000 Population)	Current Service Level (hectares per 1,000 Population)
Parkette	9	3.8	n/a	0.1
Neighbourhood Park	24	39.7	0.5	1.1
Community / District Park	4	38.4	1.0	1.1
Regional / Special Use Park	4	87.9	2.0	2.5
Total Parkland	41	169.8	3.5	4.8

Note: Parkland acreages provided by the Town of Innisfil and assigned park classifications by the consultant for the purposes of informing the Master Plan.

Based on the current supply, Innisfil is achieving a parkland service level of 4.8 hectares per 1,000 residents. These municipal parks facilitate a broad range of outdoor recreational and cultural opportunities through spaces such as sports fields, playgrounds, and passive areas for informal activities and community events. In addition to the municipal supply of parkland, residents benefit from a number of parks and open spaces located at schools, conservation areas, and certain privately held lands. Of note, the municipal supply includes South Innisfil Arboretum that is owned by the Lake Simcoe Region Conservation Authority and maintained by the Town.

Map 1: Distribution of Parkland



Data provided by the Town of Innsfil, 2015

Note: 400 metre radii applied to parkettes and 800 metre radii applied to all other parks.

Table 5: Inventory of Town of Innisfil Parkland

Park Name	Size (ha)	Park Name	Size (ha)
Parkette			
10 th Line Park	0.7	Ireton Street Park	0.4
12 th Line Park	0.5	Orm Membery Memorial Park	0.2
Ashwood Park	0.3	Pitt Street Park	0.5
Bayshore Road Park	0.4	Sandy Cove Park (Undeveloped)	0.4
Cookstown Gazebo	0.4	Total Parkette	3.8
Neighbourhood Park			
Alcona Community Park	0.9	Huron Court Park	2.3
Andrade Memorial Park	0.9	Kidd's Lane Park	1.7
Anna Maria Park	2.5	Knock Community Hall**	1.2
Aspen Street Park	0.9	Lawrence Avenue Park	2.5
Belle Ewart Park	0.9	Linda Street Park	1.4
Church St Park	1.2	Nantyr Park	1.9
Circle Park*	2.2	Previn Court Park	3.2
Coral Woods Park	1.8	Saint John's Soccer Park	1.4
Crossroads Park	1.6	Sunset Park	1.2
Dempster Park	1.4	Trinity Park	0.8
Fennell's Corners Park	2.1	Warrington Park	1.0
Hastings Park	1.0	Webster Blvd Park	3.7
		Total Neighbourhood Park	39.7
Community / District Park			
Cookstown Community Park	4.6	South Innisfil Community Centre**	2.4
Innisfil Recreational Complex**	29.8	Stroud-Innisfil Community Centre**	1.6
		Total Community / District Park	38.4
Regional / Special Use Park			
Centennial Park	39.4	South Innisfil Arboretum	20.1
Cookstown Veterans Memorial Park	0.8	Innisfil Beach Park	27.6
		Total Regional / Special Park	87.9
		Total Parkland Area	169.8

* undeveloped park at present time

** land area includes indoor facility footprints

Note: Parkland acreages provided by the Town of Innisfil while classifications have been established by the consultant for the purposes of informing the Master Plan. Some acreages may change pending outcomes of financial and/or conveyance agreements.

3.3 Parkland Needs

Based upon the service levels articulated in the Town of Innisfil Official Plan, municipal parkland provision levels are quite strong. The current parkland service level of 4.8 hectares per 1,000 residents exceeds the targeted ratio of 3.5 hectares per 1,000 with greater than targeted service levels being achieved for all forms of parkland (i.e. Neighbourhood, Community/District, and Regional/Special Use). The Town's efforts in securing this level of parkland and achieving higher than targeted levels of service is commendable given how important parkland is to quality of life.

Looking towards the year 2031 when the population is expected to reach 58,266, application of the Official Plan provision target (3.5 hectares per 1,000 residents) will necessitate a total parkland supply of 204 hectares. Accordingly, an additional 34 hectares will be required over and above the current supply; in terms of the types of parkland that will be required by 2031:

- **Neighbourhood Parks (and Parkettes):** Based on the revised service level target of 1.0 hectares per 1,000, these forms of parkland should comprise 58.3 hectares, meaning that the existing supply of 42.7 hectares will need to be bolstered by 14.8 hectares since Neighbourhood Parkland is an important part of healthy and walkable community design and should continue be considered as part of future residential developments.
- **Community / District Parks:** Retaining the existing service level target of 1.0 hectares per 1,000 would necessitate a total supply of 58.3 hectares, meaning 19.9 hectares of new parkland in this category would be required.
- **Regional / Special Use Parks:** The revised service level target of 1.5 hectares per 1,000 results in a need for 87.9 hectares, meaning that the current supply is sufficient over the master planning period. Depending upon the vision and preferred land use form arising from the Our Place Innisfil Official Plan Review, however, Regional/Special Use Parkland may be considered by way of opportunity and alignment with other civic building principles.

The Town's Development Charges Background Study identifies numerous park-related projects that are planned by 2021 including additional park furnishings in existing parks, recreation facility development at specific park locations, as well as new park development to accommodate population growth in emerging areas such as Sleeping Lion, Lefroy, and Cookstown (there are also a number of subdivision proposals in various stages of the development approval process). Land development projects will contribute additional parkland (or cash-in-lieu) towards the Town's supply over the life of this Master Plan. While the Town is expecting to receive a 5 acre parcel through the Friday Harbour development that could potentially be used towards future parkland needs, its use is undefined at the time of writing and thus will have to be considered in relation to other municipal priorities (e.g. other municipal services) as well as what parks and recreation facilities are ultimately provided by the private resort.

Recommendations

- #4.** Acquire an additional 34 hectares of parkland by the year 2031 in order to attain the service levels proposed through Recommendation #2 of this Master Plan. The Town will allocate this quantum of parkland, as appropriate, based upon future development patterns within the settlement areas.

3.4 Parkland Redevelopment Opportunities

While most of Innisfil's parks are generally in good condition, improvements and enhancements to certain parks may be considered in response to anticipated growth pressures, evolving neighbourhood demographics (such as aging), the age of parks, availability of funding, etc. Park redevelopment activities can also be used to improve the recreational benefit offered to residents living in the Town's more isolated or rural settlement areas. For example, the following are examples of renewal activities that may be considered over the master planning period:

- **Coral Woods Park** (Churchill) - Opportunities for enhanced landscaping and to extend the internal pathway to create a walking loop – at time of site visits, local park users expressed a desire for a swing set.
- **Hastings Park** (Alcona) – Would benefit from improved sightlines into the park while the basketball court requires rejuvenation.
- **Circle Park** (Gilford) - Various possibilities as the park parcel is presently undeveloped including enhanced plantings and areas for seating and socialization
- **Church Drive Park** (Lefroy) - Enhanced plantings and 'hardscaping' features for seating and socialization, hard surface court, and/or splash pad, particularly if implementing Innisfil Public Library Master Plan recommendation to construct a branch library there.
- **Pitt Street Park** (Big Bay Point) – Enhanced landscaping and comfort amenities, improved sightlines to encourage gatherings and socialization among area residents

This is not intended to be an exhaustive list but merely intended to provide examples of certain types of renewal activities – other renewal activities could focus upon integration of sports fields or other recreation facilities (where required), rejuvenation of internal circulation pathways or facilities, provision of shade, etc. Park redevelopments should employ park-specific master plans, facility fit diagrams, business planning and area-specific consultations in order to receive sufficient feedback from surrounding residents with respect to their needs, better understand topographical or geotechnical constraints, and obtain accurate costing associated with any conceptual designs. The timing of potential actions is subject to the Town's discretion, based upon needs determined through consultation, community demographics, and the availability of funding.

Recommendations

- #5. Establish a capital plan through which to undertake strategic parkland renewal and redevelopment projects so that parks are able to effectively service their intended populations, particularly where residents may be underserved due to demographics within the park catchment area, situation within isolated or rural settlements, or where park components are aging and in need to be updated.

3.5 Acquisition Policies & Guidelines

There are several provincial and municipal regulations, policies, and guidelines governing the acquisition and location of land for parks, with the *Ontario Planning Act* and the Town of Innisfil Official Plan being the primary policy tools. As the Town is currently undertaking the 'Our Place' Official Plan Update, analyses presented in this section should be considered for the purposes of informing the update.

The *Planning Act* establishes the framework for the dedication of parkland and possible alternatives to the dedication of land for park and recreation purposes. Parkland policies contained in Official Plans and Parkland Dedication By-Laws enable communities to require parkland dedication as a condition of development or redevelopment, and identify criteria by which this land is assessed, including factors to be considered when seeking cash-in-lieu of parkland. The *Planning Act* requires that parkland dedication to the Town (or purchased by the Town using cash-in-lieu of monies) must be used for 'park or recreational purposes' including land acquisition, maintenance and equipment. In addition, Section 51 (25) of the *Planning Act* enables municipalities to require the dedication of lands for pedestrian and bicycle pathways as a condition of development approval.



Section 3.10 of the Town's current Official Plan establishes the overall direction and policy regarding the planning of parks and open spaces. Policies regarding parkland acquisition are contained in Section 3.10.4, which maintains that as a condition for residential development, the Town may require 5% of land or the equivalent of 1 hectare for every 300 units (whichever is greater) for residential development and 2% of land for all other types of development (e.g., industrial and commercial). Criteria for considering suitable lands for parkland acquisition is contained in Section 3.10.5 of the Official Plan, which maintains that parkland dedication shall be based on the following principles:

- Securing and consolidating waterfront public open space on Lake Simcoe;
- Linking and consolidating parks to provide for a continuous system of open space;
- Achieving the parkland size, function, and distribution of standards;

- Where possible, neighbourhood parks shall be located adjacent to elementary school sites and community/district parks adjacent to secondary school sites;
- Developing adjacent to existing watercourses, or man-made storm water retention facilities that have potential for recreational amenity or aesthetic value, provided such recreational amenity does not constitute a threat to human safety, environmental integrity, or increased municipal liability; and
- Providing for and contributing to a greenspace separator between urban settlements.

Several other policies exist in the Official Plan when considering the selection and acceptance of lands for parkland dedication, which includes (but are not limited to) the following:

- The Town shall not accept as parkland dedication the following lands: hazard lands, wetlands, floodplains, valleylands, generic regulated lands, lands designated or capable of being designated Natural Environment Area under the policies of the Plan, residual lands or pedestrian walkways and bicycle routes.
- Where the parkland dedication requirement for a proposed development does not meet the size requirement for parks or the locational requirements, the Town shall accept cash-in-lieu of parkland, which shall be at the Town's discretion. The proceeds from cash in lieu provisions, or from the sale of municipal parks shall be utilized for the development of the Town's park and recreational facilities.

There are a couple of notable examples that have recently emerged as potentially reducing the amount of parkland that could be conveyed to municipalities in the future. The first is Bill 73, which received Royal Assent in December 2015, that changes the alternative standard applicable to cash-in-lieu contributions whereby one hectare per 500 dwelling units would have to be conveyed (instead of the previous one hectare per 300 units). The stated intent of the change is to encourage municipalities to take physical land rather than cash (the physical land conveyance remains set at 1 hectare per 300 dwelling units under the alternative standard) although the impacts upon denser urban settlements remains to be seen, particularly in areas of infill and intensification where smaller lot sizes may contribute a small quantum of land (as the alternative standard's physical land contributions can sometimes consume an unrealistic portion of the site).

The second is a recent Ontario Municipal Board decision in the Town of Richmond Hill that infers a municipality must justify use of the *Planning Act's* alternative standard and that application of that standard would cap the amount of land to be conveyed at a fixed percentage (the Board's decision is presently being appealed by a number of municipalities). The Town will need to remain apprised of the Ontario Municipal Board decision and monitor how municipalities respond to the Bill 73 changes over the course of the next couple of years since either one could mean that: a) taxpayers will be responsible for bearing a higher portion of purchasing needed parklands, assuming that the Town continues to target parkland provision according to current levels; and b) the Town could potentially have less parkland to service future residents.

Acquisition Criteria for Parks

In situating future parks, a number of criteria should be considered. While such criteria will depend upon the type/classification of parkland, the following points are offered as a point of departure (i.e. they represent the minimum considerations) for major park developments.

Table 6: Sample Acquisition Criteria for Parks

Criteria	Considerations
Location and Access	<ul style="list-style-type: none"> The site's is conveniently accessible to the majority of the park's intended users.
Site Development Potential	<ul style="list-style-type: none"> The site will support the intended park uses, programs or services activities. The site is the right size and shape to accommodate physical development requirements. The topography is conducive to desired site development in terms of its usable space. Utility services are available (water, sewer, gas, electric).
Community Compatibility	<ul style="list-style-type: none"> Development of the park can enhance surrounding land uses and is compatible with the zoning of nearby lands. The site is conducive to achieving municipal objectives relating to place making and the creation of community hubs. The land can be shared with other community facilities and/or organizations for recreation purposes. The site is near other community services such as a library, school, museum, fire station or police station. There is a relationship between the site and existing parks, trails, conservation areas or educational facilities.
Known Constraints	<ul style="list-style-type: none"> The site is safe relative to traffic, hydro lines, and proximity to other potentially non-compatible land uses. The land drains properly and general soil conditions are acceptable for site and facility improvements.
Availability of Site	<ul style="list-style-type: none"> The cost of acquisition is affordable and in line with comparative land values.
Expansion Potential	<ul style="list-style-type: none"> The site provides flexibility to meet future needs possibly through acquisition of adjacent properties.
Amenity Opportunity	<ul style="list-style-type: none"> The general surrounding, physical and natural environment is aesthetically pleasing. The site has desirable trees and other natural vegetation.

3.6 A Vision for Innisfil Beach Park

Situated on the western shoreline of Lake Simcoe Innisfil Beach Park is located on the north side of Innisfil Beach Road (the 8th Line), east of Sideroad 25. Regarded as the Town's premier park, Innisfil Beach Park is approximately 28 hectares (70 acres) in area with just over 1,000 metres of shoreline along Lake Simcoe.

Presently, the most pressing issue facing the park is the intensity of use that occurs during the summer months as its popularity has grown exponentially among local residents but also among non-residents from other municipalities. The intensity of use places considerable pressure on local roads and the supply of parking, and the economic spinoffs from tourist visits is perceived to be sub-par (albeit they have not been specifically quantified) as observations are that most park visitors stay in the park rather than venturing into the Alcona commercial area. A workshop held during, but separate from, the master planning process was focused on how to overcome the challenges of such an intensity of use.

An open house was held on September 26, 2015 to discuss the future of Innisfil Beach Park with over 85 people dropping in to share their thoughts with Town Staff and the Consulting Team. The most common themes from the open house are as follows:

- Better enforcement of traffic, parking and littering within and around the park during the peak season was the prevailing theme of the open house
- Recouping more parking revenues from out-of-town residents, providing Innisfil residents with priority/greater convenience for parking their vehicles and providing a shuttle between the park and off-site parking lots;
- Prohibiting people from setting up personal tents;
- Allowing locally-based food trucks and vendors to operate in the park;
- Making the boat launch available only to Innisfil residents or constructing a new launch altogether; and
- Improving park amenities such as washrooms, ball diamonds

The Parks and Recreation Master Plan provides a number of facility and space-related directions with respect to Innisfil Beach Park, as summarized below (specific recommendations are found in their respective parks and recreation sections through this Master Plan):

- Reconfiguring the Roberts Road lake access point (road end) to function as a local use beach that is integrated with Innisfil Beach Park, with greater enforcement of illegal on-street parking (see Recommendation #7.a)
- The potential location of a pilot project for outdoor fitness equipment/fitness trail (would be one of many sites evaluated for the pilot and/or subsequent expansion of service) (see Recommendation #17).
- Relocating one or preferably both ball diamonds to a future park so that ball groups have an ability to make greater use of the facilities (at present, traffic congestion prevents use of the existing diamonds on weekends) (see Recommendation#30).

- Permitting the tennis courts to be used for organized play should a racquet sport club (e.g. tennis and/or pickleball) be formed at a future time (see Recommendation #34).
- Developing a refrigerated outdoor ice skating rink or trail within the park to enhance its multi-seasonal appeal (see Recommendation #38).
- Bringing forward an unimplemented recommendation from the park’s 2004 Master Plan to establish space for a gazebo/bandshell (or other outdoor performance venue) in order to diversify the types of cultural events and programs taking place there.
- Investigating themes from the September 26th open house, particularly those that could have a positive economic spinoff (e.g. parking revenues, food truck permits, equipment rental services, unique attractions such as outdoor ice, etc.).

As presented through a memo to Town Council dated April 20, 2016, the Town has a number of key projects that are planned or underway that will positively impact the functionality of Innisfil Beach Park. Further, a detailed review of some of the key projects is highlighted throughout this report.

- Boat Launch Docks (PKS-118)
- Boat Launch Parking Expansion (PKS-138 – Active Innisfil Implementation)
- Playground Relocation (PKS-138 – Active Innisfil Implementation)
- Washroom Facility (PKS-123)
- In-ground Waste Receptacles (PKS-120)
- Additional Park Furnishings – (PKS-89)
- New Parking System for Innisfil Beach Park – (PKS-128)

Recommendations

- #6.** Using the Parks and Recreation Master Plan’s recommended actions for Innisfil Beach Park as a point of departure, a landscape architectural exercise should be initiated to prepare facility fit and conceptual design with continued engagement of the community. This process will determine the types of facilities and spaces that can be accommodated and understand their impact on the site (e.g. access, circulation, parking, etc.) to inform subsequent decision-making,

3.7 Road Ends and Lake Access Points

There are 46 public right-of-ways and easements that terminate at the Lake Simcoe and Kempenfelt Bay shorelines that are under the ownership of the Town of Innisfil. Known as road ends or lake access points, these parcels are frequently used in a manner similar to parks although they are not classified under the municipal supply of parkland. These road ends and lake access points are highly valued by their surrounding neighbourhoods and communities since much of the shoreline is under private ownership and opportunities to directly access the water is limited.

Municipal shoreline properties consist of known or maintained road ends and lake access points plus three developed lakefront parks consisting of Innisfil Beach Park, 10th Line Park and 12th Line Park. These waterfront road ends are generally made up of small, irregularly-shaped parcels totalling approximately 4.4 hectares (11 acres) with shoreline features that varying from naturalized and granular surfaces to

concrete viewing platforms and sandy beaches. A number of these access points are predominantly naturalized spaces. There are also other access points for other servicing requirements (e.g. drainage), however, these do not fall under the scope of analysis for this project. There are also private open spaces located at various points along the waterfront (e.g. beach clubs) that contribute access to some residents but are not open to the general public that may be opportune to explore public-private partnerships.

Despite the small size of the parcels (each averaging 0.1 hectares, similar to a rural residential lot), these access points are highly valued by local residents as they provide scenic vistas of Lake Simcoe while some of these locations facilitate passive recreation, swimming, and launching watercraft. During the winter season when the lake freezes over, some road ends serve as connections. For example, the 9th Line and 2nd Line road ends are used as access points by the Bonsecour Track and Trail Snowmobile Club. Road access points including Guest Road, Gilford Road, 6th Line, Shore Acres Drive, and many others are known to be used for launching fishing huts and ice fishing.

The desire for greater public access to the waterfront has been a long standing concern in Innisfil, with numerous studies and plans dating back over the past 25 years. From a land use planning standpoint, the Town of Innisfil Official Plan contains policies that encourage the acquisition and consolidation of public waterfront properties; however, this acquisition has been challenging given that the waterfront is predominantly developed and the high cost to purchase land.



Other notable documents providing guidance regarding the waterfront include the Inspiring Innisfil 2020 Strategic Plan, the previous Culture, Parks, Recreation Master Plan (2002) and a waterfront access study¹⁵ completed in 1990. The Road Ends Workshop conducted as part of the current master planning process along with consultations undertaken through the ongoing Our Place Innisfil Official Plan review continue to express themes of greater desire to connect with the waterfront. Consultations to date have also identified several challenges and conflicts with respect to ice fishing, overuse and misuse of certain road ends, encroachment, and on-street parking.

¹⁵ Township of Innisfil. 1990. Waterfront Public Access Study. Prepared by Knox, Martin, Krech.

Classification of Municipal Waterfront Access Points

With the diversity in the type of waterfront access points, a classification system has been created to reflect commonalities between the different sites. Three classes have been established with a set of criteria that was used to assess each road end and lake access point. The criteria considers elements such as size, frontage/right-of-way width, topography, availability of parking or other amenities, etc. though no one criterion has greater weight over another when assigning the classifications to individual road ends so long as at least one criterion was met.

The classification system is articulated in Table 7, while the location of each corresponding road end and lake access point is shown in Map 2, Map 3 and Map 4. There are also a number of undocumented municipal and private road ends owned by the Town.

Future Directions to Consider

A review of each road end under municipal ownership was undertaken in the context of six possible outcomes:

1. Maintain Status Quo
2. Conversion to Neighbourhood Park / Parkette or Minor Beach
3. Conversion to Community/District Parkland or Major Beach
4. Designated Point for Year-Round Lake Access
5. Designated Point for Seasonal Lake Access
6. Sell / Divest Property

The majority of road ends and lake access points fall under the **‘Maintain Status Quo’** option, largely due to the high degree of value that the Master Plan and Our Place Innisfil consultations have placed on waterfront access in any form. Retaining them in their current form continues to allow residents to passively observe and experience Lake Simcoe and Kempenfelt Bay. This is deemed to be important, even when road ends are not converted to parkland or formal lake access points, given the importance of retaining public shoreline property for the enjoyment of future generations.

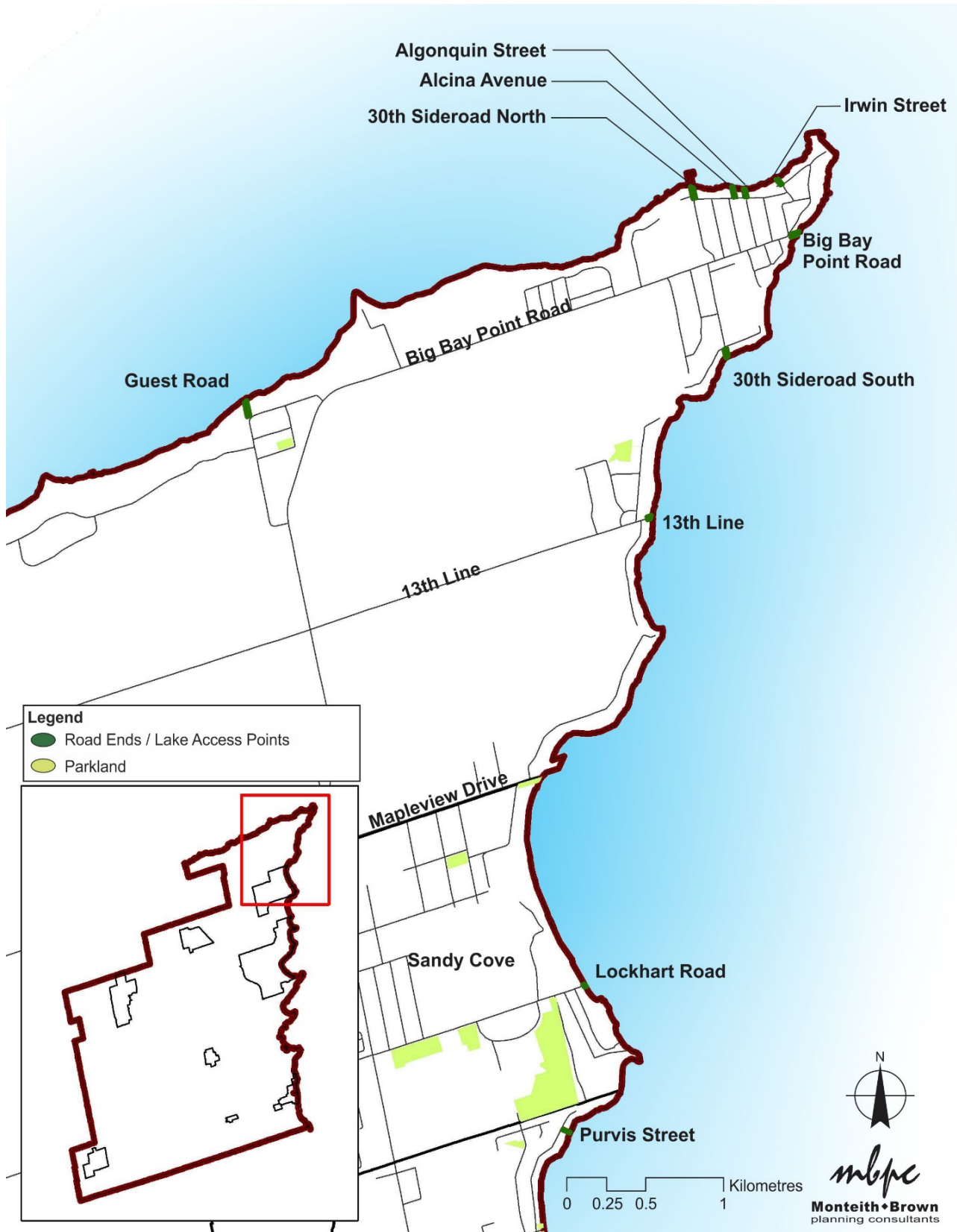


Table 7: Proposed Waterfront Access Point Classification System

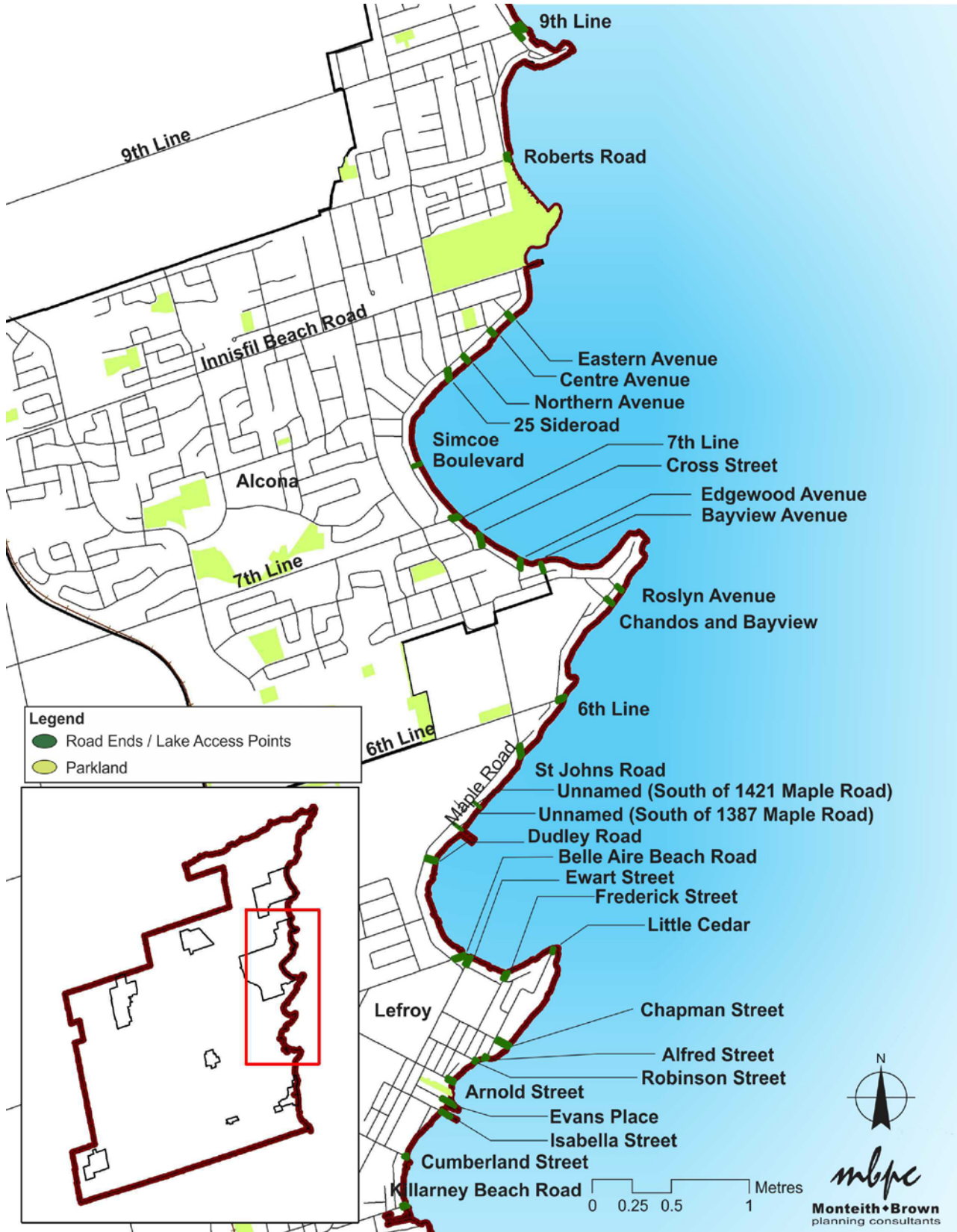
Class	General Characteristics	Road End Inventory	
Waterfront Park	Classified under the Town of Innisfil Official Plan 'Parks and Open Space' land use designation or otherwise included by the municipality under its parkland classification system	<ul style="list-style-type: none"> Innisfil Beach Park 10th Line Park (Leonard's Beach) 	<ul style="list-style-type: none"> 12th Line Park
Class 1	<ul style="list-style-type: none"> ROW width generally up to 30 metres Land area generally greater than 0.1 hectares in size Contain a major feature or amenity (e.g. pier, platform, launch, seating, community mailbox) Off-street parking is available Appropriate for motorized access to the lake (all seasons) High quality beach (e.g. sand, desirable swimming conditions) Regular municipal maintenance (garbage collection, cutting, etc.) Generally flat terrain High degree of visibility to the water from the street 	<ul style="list-style-type: none"> 2nd Line 6th Line 9th Line 30 Sideroad North Arnold Street Belle Aire Beach Road Big Bay Point Road Chapman Street Cross Street 	<ul style="list-style-type: none"> Frederick Street Gilford Road Guest Road Isabella Street Maple Road North Shore Drive Roberts Road Shore Acres Drive
Class 2	<ul style="list-style-type: none"> ROW width generally up to 21 metres Land area generally up to 0.1 hectares May contain a minor feature or amenity (e.g. platform, seating, community mailbox) Appropriate only for non-motorized access to the lake (all seasons) No parking apart from legal on-street parking Limited visibility or obstructed view to the water from the street Less frequent municipal maintenance relative to Class 1 	<ul style="list-style-type: none"> 7th Line 13th Line 25 Sideroad 30 Sideroad South Alcina Avenue Alfred Street Algonquin Street Centre Avenue Chandos Avenue Cumberland Street Eastern Avenue Purvis Street 	<ul style="list-style-type: none"> Edgewood Avenue Ewart Street Killarney Beach Road Lakeshore Blvd. Lindy Lane Lockhart Road Northern Avenue Poplar Drive Robinson Street Saint Johns Road Wood Street
Class 3	<ul style="list-style-type: none"> ROW width generally less than 10 metres Characterized by environmental areas or hazard lands Terrain impedes public access Undeveloped and/or unmaintained by the Town 	<ul style="list-style-type: none"> 3rd Line Evan's Place Little Cedar Avenue Irwin Street 1387 Maple Road 1421 Maple Road 	<ul style="list-style-type: none"> Roslyn Avenue Simcoe Boulevard Woodgreen Road

Note: road ends are classified upon an ability to meet one or more of the identified general characteristics (in no particular order of importance)

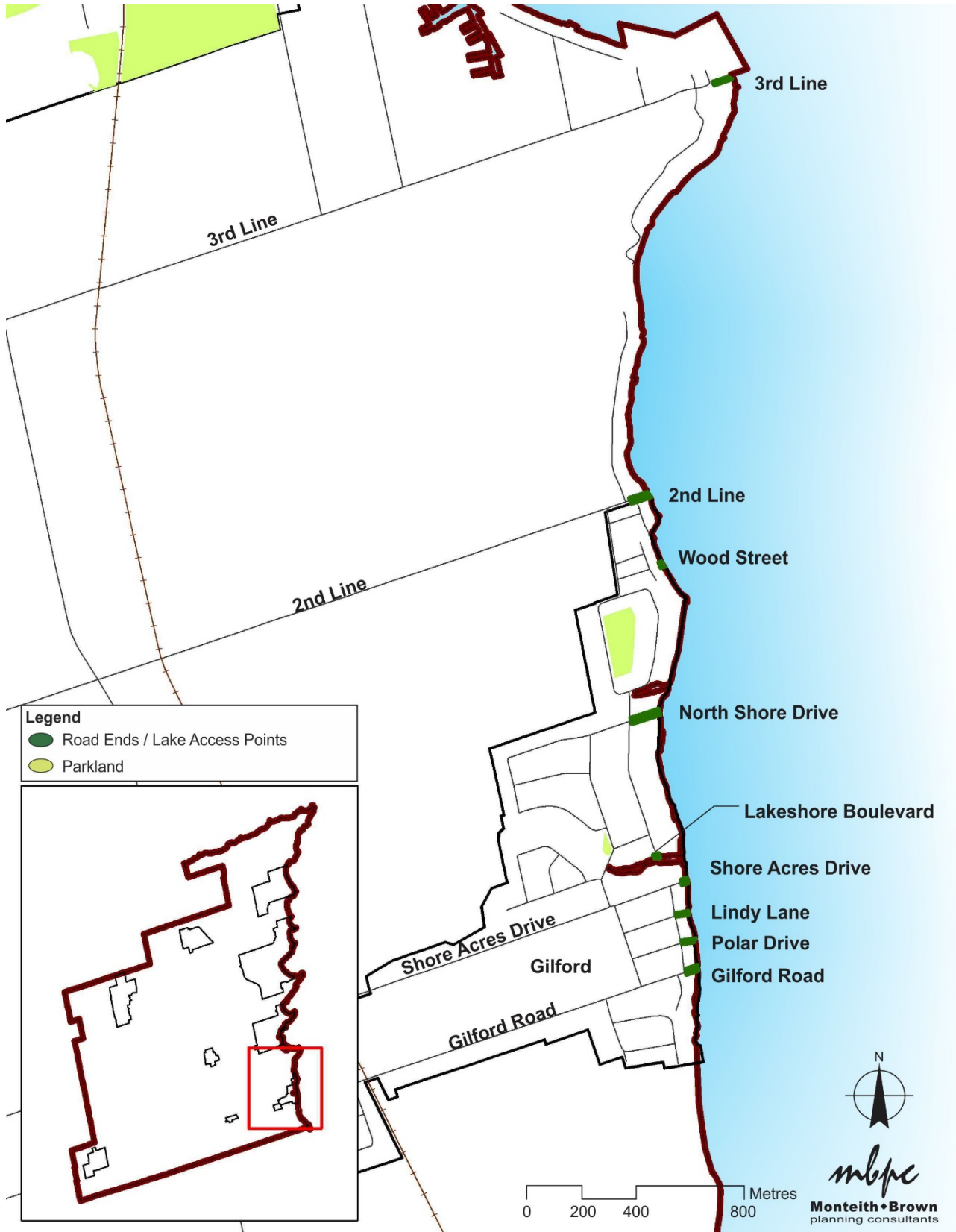
Map 2: Road Ends and Lake Access Points - North End



Map 3: Road Ends and Lake Access Points - Alcona and Lefroy



Map 4: Road Ends and Lake Access Points - South End



Road ends proposed for ‘**Conversion to Neighbourhood Park / Parkette or Minor Beach**’ are intended to service neighbourhoods immediately surrounding the lake access point. Conversion to parkland is seen as a benefit for area residents to access passive recreational space through greenspace and a small beach while reducing pressure placed on Innisfil Beach Park for waterfront leisure activities. Few facilities or amenities would be provided, potentially relegated to seating area/picnic table, garbage can, community mailbox, etc. while no vehicular parking should be provided since the intent is for walk-to access within the neighbourhood. Launching areas for non-motorized watercraft (e.g. canoes or kayaks) may also be considered where appropriate. The following road ends have been recommended for conversion to serve neighbourhood-level park and localized beach needs:

- **7th Line** – local use beach/parkette (provides area residents with an alternative to Innisfil Beach Park).
- **9th Line** – local use beach with some enhanced on-site parking given the ample frontage and land area associated with the property (could alleviate pressures on Innisfil Beach Park).
- **Arnold Street** – already functions as a local use beach.
- **Belle Aire Beach Road** – local use beach.
- **Big Bay Point Road** – local use beach with greater enforcement of illegal parking.
- **Cross Street** – already functions as a local use beach as it is understood the property is popular among area residents to access the water.
- **Cumberland Street** - already functions as a local use beach.
- **Gilford Road** – local use park or beach, with consideration to permanent installations at the front of the park to prevent unauthorized motorized access into the property.
- **Lockhart Road** – local use beach with greater enforcement of illegal parking.
- **North Shore Drive** – neighbourhood park/parkette (along with the Gilford Road end conversion noted above, provides Gilford area residents with alternatives for certain activities that take place at Innisfil Beach Park).
- **Roberts Road** – local use beach integrated with the adjacent Innisfil Beach Park (unlikely to require any new facilities but perhaps more grooming) to alleviate pressures on the main beach, with greater enforcement of illegal on-street parking.

Although not identified through the current supply, future consultations and investigations subsequent to this master planning process may identify road ends that have a possibility for ‘**Conversion to Community/District Parkland or Major Beach**’ where strategic potential exists to serve the recreational needs of multiple neighbourhoods or an entire settlement area. Any such parks would have sufficient space to contain one or more major facilities or amenities such as a playground structure, groomed beach area, picnic areas, etc. Where appropriate, such spaces could also serve as a launch point for non-motorized and small motorized personal watercraft (e.g. a jet ski). Vehicular parking is required either through onsite spaces or use of designated on-street, though parking enforcement will need to be vigilant where on-street parking is not permitted to minimize traffic impact on area residences.

'Points for Year-Round and Seasonal Lake Access' essentially maintain a public right-of-way in its current form but enables opportunities for area residents to launch motorized watercraft during the summer and access the frozen lake during the winter. The provision of dedicated parking lots and/or on-street parking will have to be considered on a case-by-case basis after considering potential traffic impact on surrounding residential areas. The following road ends have been recommended as designated lake access points:

- **Shore Acres Drive** – with the recent addition of a paved parking lot, this site becomes opportune for lake access.
- **Maple Road** – locally-focused lake access point with greater enforcement of illegal parking.
- **Guest Road** – benefits from an adjacent municipal parking lot and provides opportunities to launch certain watercraft (albeit grading may be required to safely do so) in the northern portion of the Town, notably the Big Bay Point and Sandy Cove settlements.
- **Isabella Street** – promote parking at Belle Ewart Park

Given the importance and value placed upon public waterfront access, along with the fact that access is permanently removed once municipal property is sold, very few road ends should be **'Sold / Divested'**. A decision to sell should be made where a road end is not considered to provide safe or accessible public use opportunities due to size, shape, configuration or orientation, nor does the road end form part of a public easement or be required for the purposes of engineering, stormwater management or other municipal servicing. Proceeds from sale of land are preferably reinvested back into the community through which the road end has been removed, possibly by improving or acquiring another open space parcel that can better service localized needs. The Town should explore whether it is in its best interests to divest of the following properties through further study including additional community consultations, real estate/market conditions, whether other municipal parks or open spaces in the area can be repositioned to enhance public use, if traffic impacts on surrounding residences can be alleviated, and/or any other significant considerations.

- **3rd Line** – divest as it is a heavily vegetated property that is not presently maintained by the municipality, and does not provide any direct access to the waterfront.
- **Evans Place** – divest as it is a narrow, as it is a heavily vegetated property that is not presently maintained by the municipality but instead is leased to the neighbouring marina (with whom discussions to purchase should be held).
- **Little Cedar Avenue** - divest as it is a narrow unmaintained property seemingly prone to illegal dumping (based on discussions with Town Staff and observations at time of visit).
- **1387 Maple Road / 1421 Maple Road** – divest as both road ends are very narrow, heavily vegetated, largely unmaintained by the municipality, and provide nominal recreational value.

In redeveloping and/or divesting road end parcels, there are potential costs and cost savings. Redevelopment costs will vary depending upon the scale and types of amenities associated with the project, something that will be more clearly defined through landscape architectural concepts that the Town must first undertake. Each redevelopment project and/or divestiture project will be unique and

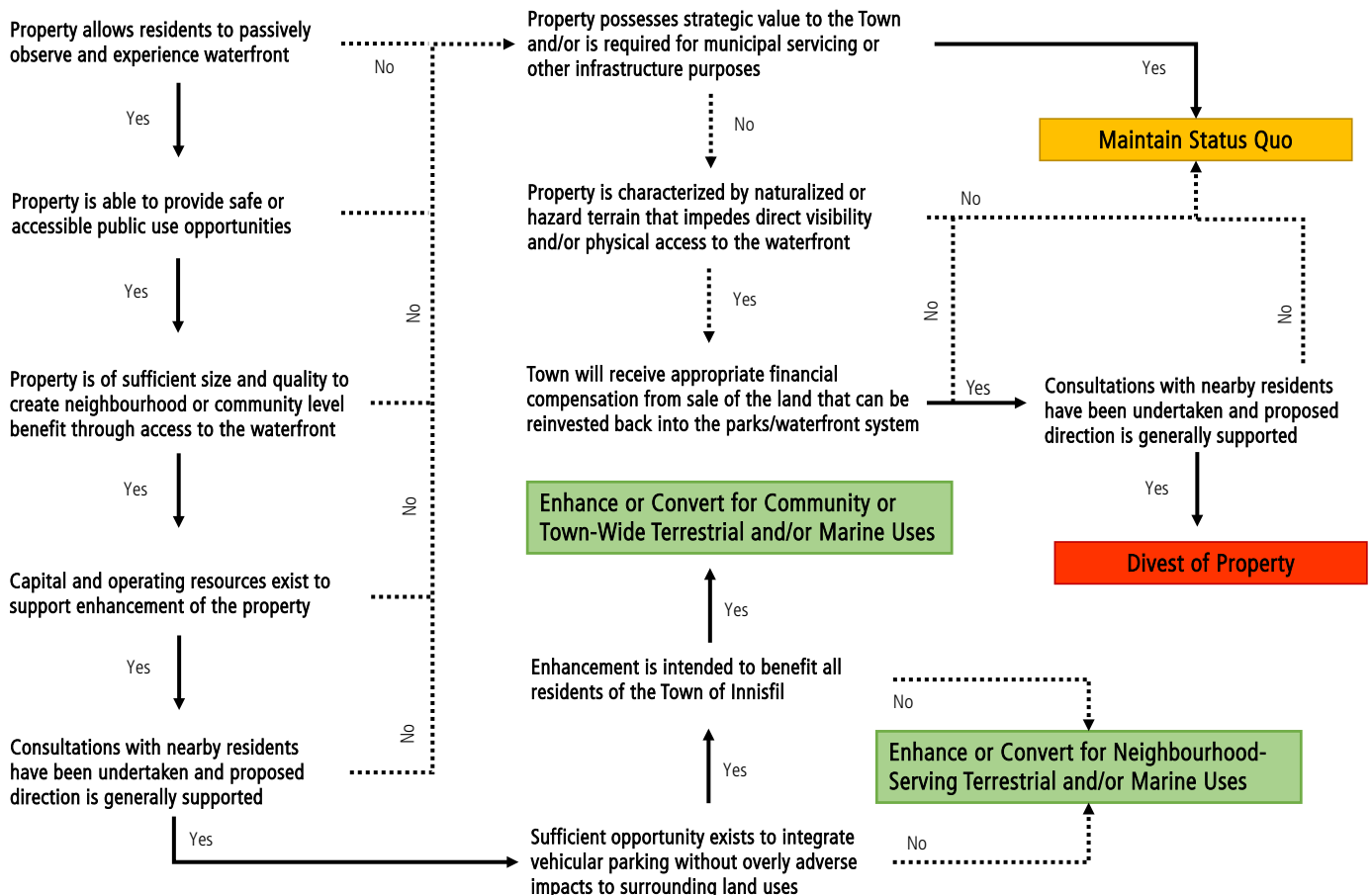
should thus involve nearby residents in the planning/design processes. Through the workshop held during this Master Plan, most participants were able to speak in meaningful detail only to the road ends in their respective neighbourhoods, understandably so since many of these properties are small, hidden and property ownership is not always easy to denote.

Capital costs of redevelopment could be funded through cash-in-lieu of parkland proceeds, fundraising campaigns within neighbourhoods where redevelopment is proposed, and general tax base. The latter would also be used to fund ongoing operations associated with maintaining the enhanced access point over and above its current level, and costs will again vary depending upon the scale and amenities included in each location.

A Standardized Model for Evaluating and Developing Road Ends

To summarize the directions proposed through the Master Plan and provide a process to confirm these directions and revisit opportunities for lake access points in the future, the standardized framework model shown in Figure 5 depicts the necessary steps to determine the direction and development of road ends and lake access points. Note that other evaluations and considerations may be warranted in the decision-making process and that the following framework should be interpreted as a point of departure for each road end that is to be evaluated.

Figure 5: A Standardized Framework for Evaluating and Developing Road Ends



The Town should also engage in discussions with local marina operators to discuss ways in which to facilitate access to the lake during the winter ice fishing season by way of private properties as a means to reduce the reliance on road ends for vehicular access and parking. Additionally, more vigilant enforcement of parking should be implemented in areas where illegal parking activities are resulting in major conflicts with land uses adjacent or nearby to road ends, particularly residential areas.

Recommendations

- #7.** Conduct property valuations, facility fits and landscape architectural plans, consultations with residents and the Lake Simcoe Conservation Authority to confirm the following strategy for municipal road ends and lake access points set forth by the Parks and Recreation Master Plan:
 - a. Convert the following road ends to Neighbourhood level Parks, Parkettes or Minor Beach in order to improve opportunities to enjoy the waterfront for surrounding residents and provide an alternative to Innisfil Beach Park: 7th Line, 9th Line, Arnold Street, Belle Aire Beach Road, Big Bay Point Road, Cross Street, Cumberland Street, Gilford Road, Lockhart Road, Roberts Road and/or North Shore Drive.
 - b. Maintain the following road ends as points for year-round and seasonal lake access: Shore Acres Drive, Maple Road, Guest Road and/or Isabella Street.
 - c. Explore the sale of the following road ends due to site encumbrances that preclude safe or convenient access to the water: 3rd Line, Evans Place, Little Cedar Avenue, and/or 1387/1421 Maple Road.
 - d. Retain all other municipally-owned road ends and waterfront access points in their current form unless an opportunity is expressed in the future through which subsequent evaluations would take place, using a standardized framework for evaluating and developing a given property.
- #8.** Engage local marina operators to discuss opportunities to facilitate access to the water during the winter months and reduce reliance on road ends to the greatest degree possible.
- #9.** Monitor the recently constructed parking lot serving the Shore Acres Drive road end to determine whether or not to replicate this model for parking at other road ends as a means to reduce on-street parking impacts and potentially generate additional revenues from parking.
- #10.** In conjunction with the Ontario Provincial Police and local by-law enforcement officers, develop policies and protocols that result in stronger enforcement of illegal parking in areas surrounding road ends.

4.0

Recreation System

This section explores the state of the Town’s existing recreation system and the implications that may impact the future provision of facilities, services, and programs in Innisfil. An inventory of the Town’s recreation facilities is contained in this section and where appropriate, supporting mapping is provided to illustrate the distribution of facilities and appropriate service coverage. General facility observations are articulated, together with general market trends, public input, and utilization data provided by Town staff. Facility benchmarking was undertaken to evaluate how the Town’s facility service levels compare with adjacent/similar communities including Barrie, East Gwillimbury, Georgina, Halton Hills and Milton.

4.1 Overview of Recreation Facilities

Table 8 summarizes the indoor and outdoor recreation facilities owned by the Town of Innisfil or that are provided in partnership with a community partner (e.g., Y.M.C.A. or school). Service levels are based upon the 2015 population estimate of 35,090 persons.

Table 8: Indoor and Outdoor Recreation Facility Inventory

Facility Type	Supply	Current Service Level	Location(s)
Ice Pads	4	8,773	Innisfil Recreational Complex (2), South Innisfil Community Centre, Stroud-Innisfil Community Centre
Indoor Aquatic Centres	1	35,090	Innisfil Recreational Complex (Y.M.C.A.)
Fitness Centres	1	35,090	Innisfil Recreational Complex (Y.M.C.A.)
Gymnasiums	1	35,090	Innisfil Recreational Complex (Y.M.C.A.) Note: The Town also offers programming and limited community access at Alcona Glen Elementary School. Nantyr Shores Secondary School, Holy Cross Catholic School, and Goodfellow Public School can be rented through the school board.
Multi-Purpose Rooms	9	3,899	Alcona Glen Elementary School, Churchill Community Centre, Cookstown Library and Community Centre, Knock Community Hall, Innisfil Town Hall Community Room (3), Stroud-Innisfil Community Centre, South Innisfil Community Centre

Facility Type	Supply	Current Service Level	Location(s)
Rectangular Fields	19 (21)	1,847 (1,671)	<u>Major - Lit:</u> Innisfil Recreational Complex (4) <u>Major – Unlit:</u> Innisfil Beach Park (2), Previn Court Park <u>Minor:</u> Andrade Memorial Park, Hastings Park, Huron Court Park, Nantyr Park, St. Johns Road Soccer Park, Trinity Park, Warrington Park, Webster Park <u>Mini:</u> Coral Woods Park (2), Innisfil Beach Park, Meadows of Stroud Park
Major – Lit	4 (6)		
Major – Unlit	3		
Minor	8		
Mini	4		
Ball Diamonds	9 (11)	3,899 (3,190)	<u>Lit:</u> Fennell’s Corner Park, Innisfil Beach Park, Innisfil Recreational Complex (2) <u>Unlit:</u> Dempster Park, Innisfil Beach Park, Knock Community Hall, Nantyr Park, Stroud Arena
Lit	4		
Unlit	5		
Tennis Courts	6	5,848	Crossroads Park (2 unlit), Innisfil Beach Park (4 lit)
Basketball Courts	7	5,013 or 709 youth ages 10 to 19	12 th Line Park (0.5), Belle Ewart Park, Centennial Park, Cookstown Community Park, Crossroads Park (0.5), Hastings Park, Huron Court Park, Innisfil Beach Park
Skateboard Parks	2	17,545 or 2,481 youth ages 10 to 19	South Innisfil Community Centre, Stroud-Innisfil Community Centre
Splash Pads	1	35,090 or 3,757 children,	Cookstown Community Park
Off-Leash Dog Parks	1	35,090	Centennial Park
Playgrounds	29	1,210 or 130 children ages 0 to 9	See Playground Map

Notes: Parentheses (#) for sports field supplies represent unlit equivalents.

In addition to the municipal supply of facilities, there are a number of other providers of parks, recreation and cultural space. Appendix A contains an inventory of selected private sector facilities presently located in Innisfil that are recognized for their ability to address a portion of local demands.

4.2 Ice Pads

Supply

The Town operates four NHL regulation size ice pads at three arenas throughout Innisfil. The I.R.C. contains two ice pads, while the South Innisfil Community Centre (Lefroy Arena) and Stroud-Innisfil Community Centre (Stroud Arena) are both single pad arenas. The I.R.C. is centrally-located in a rural part of the Town and is well suited to serving most areas of Innisfil while the single pad arenas are most convenient to those residing in their respective settlement areas but also service residents from other parts of Innisfil.

Market Conditions

Over the past several decades, hockey has been a staple of Canadian winter sports. However, organized hockey has experienced declining participation levels across the nation since a registration peak in the 2008/09 season, most notably in children and youth divisions.¹⁶ The decline in hockey participation is driven by a number of factors such as the escalating costs of equipment and travel, greater concerns over safety, immigration from non-hockey playing nations makes up a large portion of growth in many communities, and the many alternative activities available to residents throughout the year. Recreational skating remains a popular activity for those learning to skate or seeking an occasional leisure time pursuit, but represents a small portion of overall use.

Innisfil is providing a service level of one ice pad per 8,773 residents, which is the highest level of service among the five benchmarked communities.

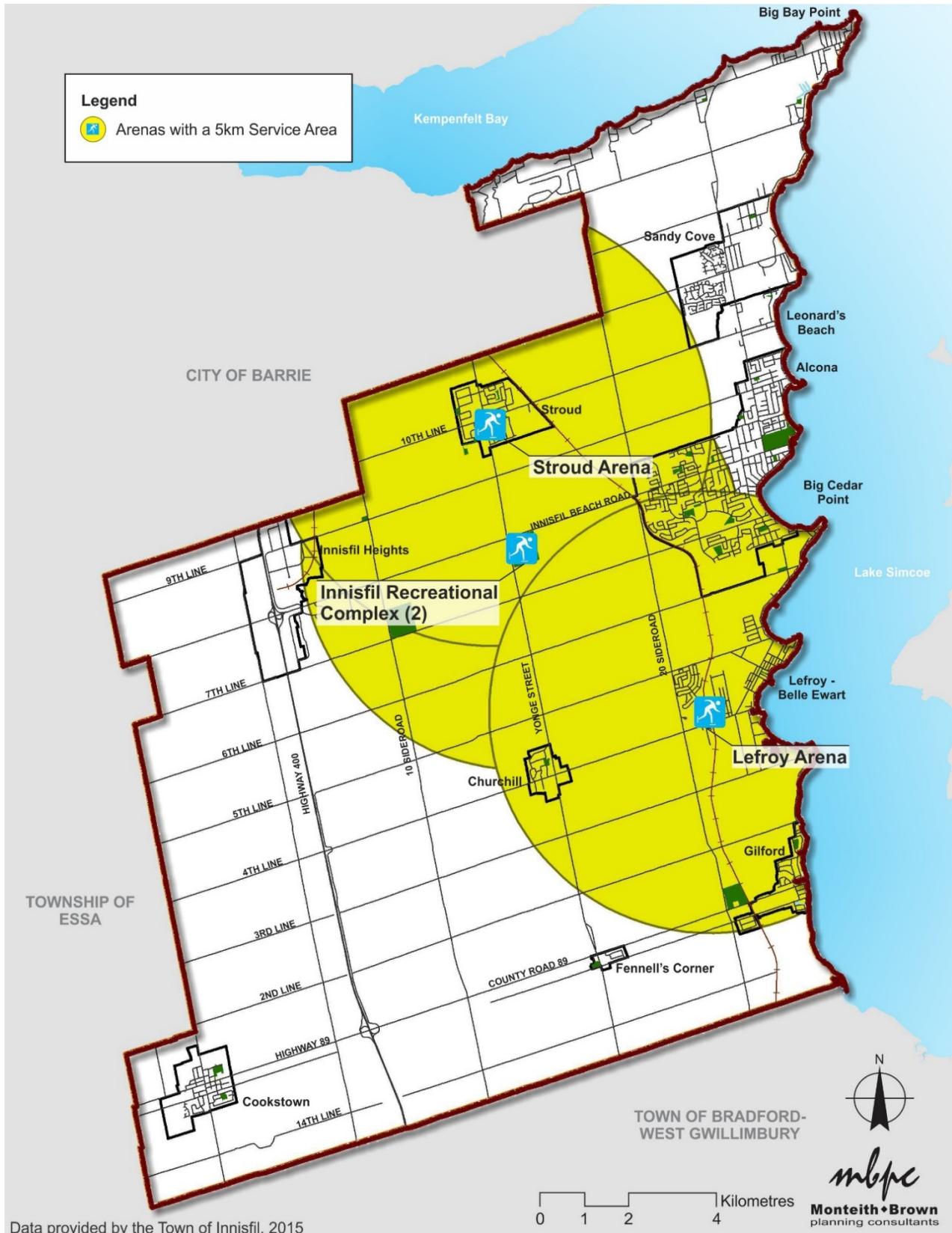
Table 9: Benchmark Municipal Ice Pads

Municipality	Population	Number of Ice Pads	Service Level
Barrie	147,524	7.25	20,348
East Gwillimbury	24,396	2	17,350
Georgina	47,272	3	15,800
Halton Hills	58,891	6	9,815
Milton	105,317	6	17,553
Average	79,846	5	15,134
Innisfil	35,090	4	8,773

Note: Supply does not include private sector rinks. Barrie’s Molson Centre is equivalent to 0.25 ice pads based on hours allocated to general community use.

¹⁶ Hockey Canada. Annual General Meeting Reports.

Figure 6: Distribution of Arenas



Public Engagement

Several arena user groups completed the Stakeholder Group Survey, including the Lefroy Minor Hockey Association, Innisfil Gentlemen's Hockey League, Innisfil Knights Hockey League, Innisfil's Minor Hockey Association, Innisfil Skating Club, and Lefroy Skating Club. Together, these groups deliver organized hockey and skating programs to over 1,500 participants. Requested improvements from the groups include improved signage at South Innisfil Community Centre, heated spectator seating at Stroud Arena and a desire for a banquet-style facility located at I.R.C. The Innisfil Minor Hockey Association was the only organization that reported using arenas outside of Innisfil. All organizations expressed the need for additional ice time in order to accommodate the planned growth of their groups (although some groups did not specify whether they require prime or non-prime ice). Some organizations recognized that there is available prime ice, although these times are not desirable or feasible for the group to use (e.g. early mornings and late evenings may be inconvenient or incompatible with needs of a particular age group).

With respect to community-level input, 20% of Active Innisfil survey households had at least one member who participated in hockey or skating within the past 12 months, ranking 11th out of 27 activities and is the most popular organized activity. However, survey respondents ranked additional spending on arenas as their second lowest priority out of 22 facility types (38% supported and 25% were opposed to additional spending).

Utilization

Utilization of Innisfil's arenas is guided by the Town's Ice Allocation Policy to determine a fair and consistent distribution of ice time to groups taking into account changing needs on an annual basis. Priority rentals are given to public uses (e.g., public skate, parent and tot, etc.), followed by competitive/minor groups, commercial, adult, Y.M.C.A., schools, and non-residents.

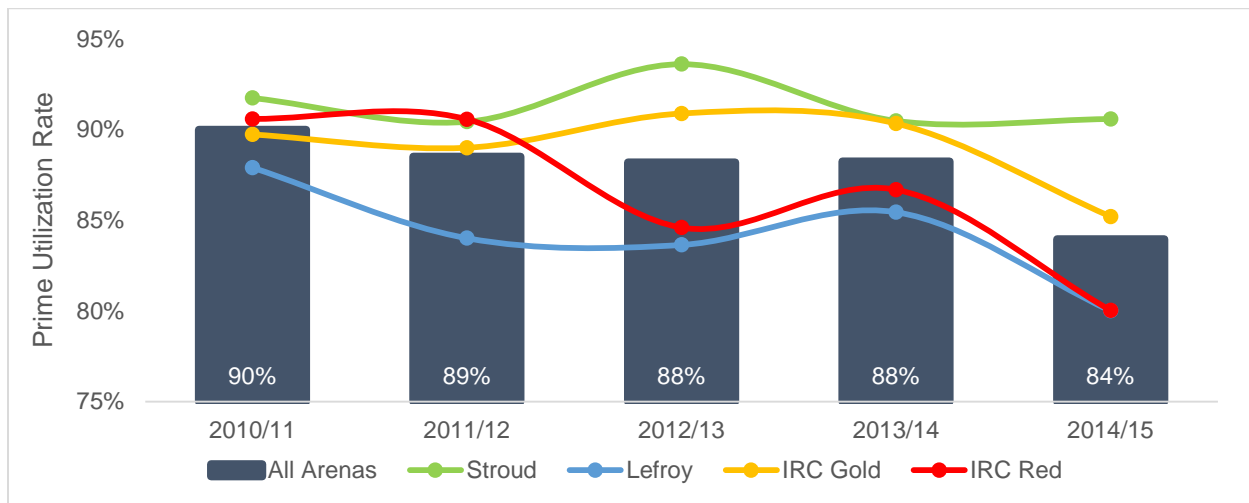
A review of arena utilization data between the core winter season (October to February) shows that the overall weekly prime time utilization rate¹⁷ declined from 90% to 84% over the past five years (Figure 7). The following trends were observed over the past five seasons:

- The weekday prime utilization rate increased from 87% to 89% (peaking at 94% during the 2013/14 season) while the weekend rate considerably declined from 93% to 79%.
- Stroud Arena and the I.R.C. Gold Pad are the most heavily booked ice pads, booked for 5,913 and 5,763 prime time hours, respectively. The I.R.C. Gold Pad, however, has experienced a decrease in its prime utilization rate from 91% to 85% this past season. Proximity of the Stroud Arena to the City of Barrie may currently be contributing to the demand for ice at this location.
- The I.R.C. Red Pad observed strong utilization of about 91% between the 2010 and 2012, until the prime time utilization rate dropped to a low of 80% for the 2014/15 season.
- The South Innisfil Community Centre experienced a decline in utilization from 88% to 80%.

¹⁷ The Town defines prime time as 5pm to close during the week and all day after 8am on weekends.

With the exception of Stroud Arena, utilization of all ice pads had varying levels of decline over the past five years. Discussions with Town staff identified that this is due to declining non-resident usage during prime ice. It is presumed that usage of Stroud Arena has remained strong as it is supporting both local and non-resident users given its close proximity to Barrie, which will likely be impacted if/when the Barrie provides arenas in its southern growth area.

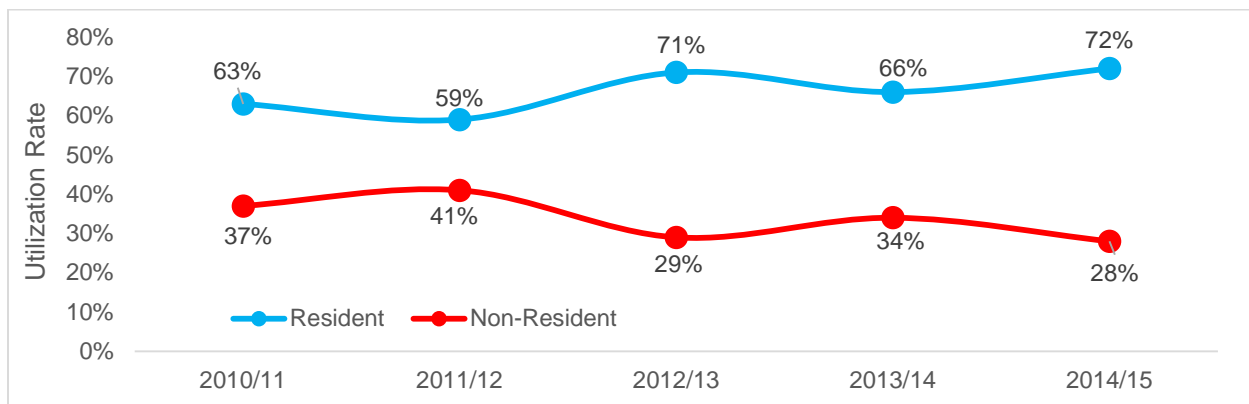
Figure 7: Summary of Arena Utilization, 2010/11-2014/15



Source: Town of Innisfil, 2015. Utilization includes prime time only during peak season.

Innisfil’s arenas draw a substantial number of non-residents from adjacent communities such as Barrie since due to the regional nature many arena users that are willing to travel longer distances to access ice at more convenient times, rental rates and/or lack of facility availability in their own municipalities. Rental data compiled by the Town revealed that during the 2014/15 season, 28% of prime time ice rentals were booked by non-residents, which is down by 9% compared to the 2010/2011 ice season and shows that non-resident usage may be waning, which is significant since they have traditionally consumed a large share of arena capacity and further declines could have a negative impact on future arena performance.

Figure 8: Resident vs. Non-Resident Prime Time Ice Rentals, 2010-2015



Source: Town of Innisfil, 2015. Rentals include bookings during the ice skating season between September and March.

This data, however, should be interpreted with caution as the actual number of non-resident users are difficult to quantify since some Innisfil-based ice groups have non-resident participants. For example, the majority of arena users that completed the Stakeholder Group Survey reported that between 1% and 15% of their participants are non-residents, while one local ice group reported that half of their participants are non-residents. Participation data supplied by these groups estimate that there are approximately 370 non-resident participants registered in local ice organizations.

In addition to rentals to organized affiliated arena groups, the Town also provides registered programs (e.g. introductory learn to skate and power/advance classes) and public skating opportunities. Town-run programs generally take place during non-prime hours when the ice is generally not booked by other user groups, although some programs are held during prime time weekday evening hours. Registration data provided by the Town reveals that program participation has increased by nearly 50% over the past five years, while the fill rate has remained steady due to the increase in program capacity.

Table 10: Registration in Skating Programs, 2010-2014

Year	2010	2011	2012	2013	2014
Registrants	206	224	222	301	304
Capacity	387	408	376	521	548
Fill Rate	53%	55%	59%	58%	55%

Source: Town of Innisfil, 2015

Participation in the Town’s drop-in recreational skating during non-prime hours (such as public skating, shinny, and parent and tot skating) has been strong and growing each year, increasing by 43% over the past three ice seasons though it should be noted that the Town’s system for tracking participants varies between each facility.

Table 11: Participation in Drop-in Recreational Skating, 2010/11-2014/15

Year	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Public Skating	-	1,411	1,519	2,884	3,219
Parent and Tot	Not Tracked				
Seniors’ Skating	Data Not Available		784	916	869
Adult Skating			271	452	769
Shinny Hockey			2,259	2,244	2,060
Total	-	1,411	4,833	6,496	6,917

Source: Town of Innisfil, 2015

Local participation growth in registered and drop-in skating programs align with trends observed in many communities. The strong attendance in drop-in recreational skating (particularly in public skating) suggests that there is a demand for unstructured and informal activities during non-prime hours, again consistent with national trends. This increasing use of Innisfil ice for drop-in skating also assists in off-setting decreases in usage in arena user group utilization.

Needs Analysis

The I.R.C.'s twin pad arena effectively complements other parts of the multi-use community centre, positioning the I.R.C. as a major community hub. Operationally, this multi-use facility maximizes operating efficiencies and tournament potential. The Town's single pad arenas in Stroud and Lefroy also function as activity hubs for the surrounding communities and it is recognized that Innisfil's arenas benefit from attracting a number of non-resident users to supplement rental and program revenues.

The Town has historically done an excellent job in accommodating resident and non-resident arena users with its strong supply/service level and resulting availability of prime time ice. With population growth translating into registration increases for some groups, additional pressures are being generated for the most desirable prime time hours though as the utilization analysis revealed, demand is softening for shoulder and weekend hours.

Trends within the City of Barrie similarly point to diminishing demand as that City's Staff indicate surplus ice time in its arena system. The City notes that its own arenas can accommodate Barrie residents that are presently using Innisfil arenas (Stroud in particular), however, those residents are using Stroud Arena in particular because it is more geographically convenient for them. However, plans prepared by the City of Barrie in recent years (notably its 2010 Parks and Recreation Strategic Master Plan and subsequent recreation facility assessments) identify a new twin-pad arena within the next five years as part of a multi-use community centre that will reconcile a geographic gap in the south Barrie.

For this reason, growth-related pressures that arise in Innisfil could be alleviated by the City of Barrie's planned new twin-pad arena if/when constructed. New arena development in south Barrie will presumably reduce non-resident usage in Innisfil arenas from current levels and potentially free up times that can be offered to local users, and thus absorb a portion of growth-related needs from future Innisfil residents.

To determine current and future ice pad requirements, a market-specific service level target is applied because it is able to consider the impact of participation trends, accepted standards of play, population growth, and demographic factors. The previous Master Plan recommended a provision target of one ice pad for every 650 participants, however, the unavailability of registration data for non-organized users such as adult pick-up rentals results in a revised provision target that considers only minor users. A total registration of approximately 1,450 children and youth players is collectively reported between Innisfil Minor Hockey Association, Innisfil Skating Club, Lefroy Minor Hockey, Lefroy Skating Club, and the Innisfil Knights. This translates into one ice pad per 363 minor players.

The typical range in most communities using a similar approach is one ice pad per 400 to 500 minor players, depending upon factors such as degree of house league versus rep level programs, maintaining a certain amount of reasonable access for adult players, urban/rural composition, etc. For Innisfil, a mid-range target of 1:450 minor players is applied to reflect current arena utilization levels – the 430 unused hours during times considered optimal for minor users (5pm-10pm on weekdays and 8am to 9pm on weekends) supports the availability of surplus capacity as determined through application of the registration based standard.

Table 12: Projected Ice Pad Requirements

Year	2015	2021	2031
Estimated Number of Minor Participants (Assumes a local penetration rate of 10%)	1,450	1,065*	1,500*
Ice Pad Requirements (One ice pad per 450 minor participants)	3.2	2.4	3.3
Surplus Capacity (Based on a supply of 4 ice pads)	0.8	1.7	0.7

* Assumes non-resident registrations will be minimal due to anticipated construction of a City of Barrie south-end community centre by 2021 and thus applies a penetration rate based solely on local residents. Also assumes that Innisfil’s future proportion of ages 0-19 will be similar to that of Simcoe County.

The projection model accounts for the potential loss of most non-residents currently affiliated with minor users. At present, there are an estimated 350 non-residents playing in minor associations who would presumably stay in their home community once a new twin pad is constructed in the south end of Barrie. To this end, if one were to remove all of the non-resident usage from the 2015 minor participant numbers (noted above), the surplus capacity is projected to increase to over 1.5 ice pads as non-residents account for the equivalent of 0.75 ice pads under the service level standard.

Based upon the assumption that non-residents will transition back to Barrie, significant capacity is freed up in Innisfil’s arenas (i.e. the equivalent of 0.75 ice pads worth of time or between 45 and 50 prime time hours per week). Projected population growth to the year 2031 is anticipated to renew some pressures on the local arena system contingent upon local penetration rates remaining stable, however, the existing supply would still amount to a surplus of 0.7 ice pads as growth among Innisfil-based minor registrants would effectively offset the loss of non-resident registrations.

Under an assumption that Innisfil maintains the same number of non-resident minor users – e.g. if the City of Barrie does not build new ice pads or if non-residents choose to remain in Innisfil arenas – the equivalent of 0.75 ice pads would still be required to service non-resident needs. The Town’s four ice pads would still be able to accommodate the vast majority of needs, though this upward pressure could result in between 5 and 10 prime hours of week being unmet after accounting for local participation rates although it is important to recognize that Innisfil-based groups would presumably be able to obtain all of their required hours under the terms of the municipal Ice Allocation Policy (i.e. it would be non-resident needs that would not be serviced).

As such, no new arenas are recommended in Innisfil and thus the Town should retain its supply of four ice pads for at least the next five years. Beyond this five year period, however, the needed supply could change based on two key factors being provincial/regional trends and the impact of non-resident users is significant on the local arena system as their present levels account for at least three quarters of an ice pad. Over the course of the next ten to fifteen years, this places the Town in a position of having to decide whether it should continue to operate all four ice pads and rely upon external usage to largely

support one of these pads versus decommissioning one ice pad and focus allocation priorities towards serving just local organizations.

There are financial implications of retaining versus divesting of an ice pad in the context of current non-resident rentals. Divesting of an ice pad could result in operational savings since arenas are not operated on a cost-recovery basis, and the loss of service of an ice pad would primarily impact non-residents who would either transition back to Barrie or attempt to join an Innisfil organization in the hopes of continuing to play close to home. On the other hand, conservatively assuming that 25% of non-resident rentals remain at Innisfil's arenas if Barrie constructs new arenas in its south end, this would result in a loss of over 1,200 prime time hours based on 2014/15 non-resident rentals. The possible financial impact is a loss of \$260,000 per year (applying the average minor and minor non-resident rate) although financial impacts could be less depending upon the degree to which local residents pick up these vacated hours.

The recommended status quo approach of retaining a supply of four ice pads will continue to provide a higher than needed level of service, particularly between now and the year 2031, maintain existing geographic coverage, and allow local groups to access very convenient ice times. However, the status quo approach will also result in the Town accepting the financial costs of operating surplus ice that may be just as convenient for non-residents as it is for Innisfil-based players. The financial impacts are even greater after considering that the Stroud-Innisfil and South Innisfil Community Centre arenas are both in advanced stages of their lifecycle and require ongoing expenditures associated with capital renewal of structural and mechanical components.

Alternative Approach

Should the Town determine that retaining four ice pads is operationally unsustainable based upon future arena market conditions, the alternative is to match the arena supply to arena needs. With an arena supply that is projected to provide between 0.7 and 1.7 surplus ice pads over the master planning period (or between 0.1 deficit and 0.9 surplus pads if including the current number of non-resident players), the Town could consider an approach to decommission one of its ice pads within the next three to five years. This would more closely align the supply to registrations projected in the short to medium term. If arena participation trends reverse back to a growth scenario and/or the current level of non-resident usage is maintained/increases, the Town would be in a position to construct a new ice pad in the long term to respond to such demands and bring the supply back to four ice pads.

With the current arena system operating below 85% prime time capacity, transitioning to three arenas would theoretically bolster utilization rates closer to the 90%-95% range that is the optimal operating threshold in most municipal arena systems. Operating efficiencies would presumably be reflected in stronger financial performance and the Town could have greater funds on hand to reinvest back into its existing three ice pads to continue to provide a quality playing experience beyond the next decade and presumably becoming more financially sustainable in doing so. This approach, however, will require that the Town place greater priority on local residents so that their needs are served first prior to making any surplus ice that may exist available to non-residents.

The challenges with indefinitely reducing the arena supply to three ice pads is that user groups will likely be forced to make greater use of hours that are less convenient. Younger age divisions could be impacted the most if they have to use late evening timeslots to a greater degree (e.g. after 9pm), which may cause registrations in those divisions to erode further or have to be capped. Similarly, all players have seemingly become used to being able to access convenient timeslots and they may not be so inclined to play during weekday and weekend shoulder hour periods (e.g. later in the evenings, weekend starts before 8am). However, effective ice allocation and scheduling policies could mitigate such impacts.

Should the Town decide to divest of an ice pad, it makes sense that one of the single pad arenas is removed. For example, the Stroud-Innisfil Community Centre arena could be decommissioned – the ten year capital plan for that facility identifies over \$2.3 million in required work to main its current state – and if need for the fourth ice pad re-emerges in the future, the South Innisfil Community Centre could be considered for twinning (its ten year capital plan identifies under \$1 million in required work) with an NHL regulation size ice pad supported by six dressing rooms. The I.R.C. was designed in a manner to allow expansion of another one to two ice pads thereby making this an option as well. Construction of another single pad arena to replace the decommissioned ice pad is discouraged as a twinned facility would operate much more efficiently. Further, the decommissioned ice pad could be converted to serve an alternative purpose, such as a warm use recreation facility.

Over the next five years, the Town's focus should be placed upon monitoring arena registration and utilization trends along with financial performance and capital reinvestment requirements for each ice pad. Under an optimal operating scenario, arena utilization rates should achieve bookings at a minimum of 90% of all available prime time hours (including shoulder time slots) while financial performance objectives need to be defined year-by-year depending upon factors such as the Town's cost-recovery expectations, competing municipal priorities, comparison to historical operating subsidies, etc.

At a minimum, the following strategies should be employed so the Town can proactively respond to any changes (whether greater or fewer) in arena demand:

1. Continue to monitor registration levels for non-resident and resident arena users, and for the latter, discern the extent to which national, provincial and regional participation trends are being realized (if at all). The intent is to better understand how local registrations will affect the future need for arenas in order to create a sustainable plan moving forward.
2. Specifically focus on registration and utilization data for Stroud Arena, with a notable emphasis placed on determining the extent of non-resident usage. There is a strong likelihood that City of Barrie residents are contributing significantly to its present level of usage and thus has the potential to impact performance of that arena if the level of non-resident use changes in any way over the future.
3. Continue to engage in discussions with the City of Barrie to remain apprised of its plans to construct new arena facilities, including the number of ice pads to be added and the timing.

Discussions should also be held with all major renters of local ice time to gain an understanding of how future arenas constructed in Barrie may affect Innisfil arena groups.

4. Should a new twin-pad arena be constructed in Barrie, the Town should carefully assess its impact on Innisfil's arena bookings. In doing so, any adjustments to the ice pad supply should be re-evaluated through a five year update to this Master Plan.

In charting a course for the existing arenas over the next five years, regularly planned capital maintenance activities should be undertaken at the I.R.C. and South Innisfil Community Centre. A more careful approach should be considered for the Stroud Arena given its catchment area overlaps with the I.R.C. and extends into south Barrie where a new twin-pad arena there would also service (noting, however, Stroud Arena's compressors were recently overhauled).

Recommendations

- #11. Maintain a total of four ice pads for the next five years after which arena needs should be re-evaluated based upon market conditions including (but not limited to) local registrations, prime and shoulder hour utilization rates, and the regional supply of ice pads. Should the five year review result in a decision to adjust the supply of ice pads, consideration should be given to repurposing the Stroud Arena and potentially relocating the ice pad to the South Innisfil Community Centre or the Innisfil Recreation Complex if supported by the requisite participation/utilization rates that attain fiscal/operational sustainability.
- #12. Engage in discussions with the City of Barrie to better understand its intentions and potential timing for new arena development(s) in that municipality. At the same time, the Town should carefully assess registration and utilization trends associated with non-resident usage of the Stroud Arena, while engaging local users to determine how a future arena in the City of Barrie may affect Innisfil-based arena groups' needs for ice time.

4.3 Curling Facilities

Supply

Curling facilities are provided in a variety of ways in Innisfil. The Stroud Arena has a curling club attached to it, while detached curling facilities on private lands are located in Churchill and Cookstown, the latter of which is adjacent to the Cookstown Library and Community Centre. In all three cases, the curling facilities are operated by their respective curling clubs and offer a total of eleven curling sheets (five in Stroud, four in Cookstown and two in Churchill).

Market Conditions

In Innisfil, the three curling clubs operate as autonomous entities in a manner consistent with the community-based model in Ontario. Whereas the Cookstown and Churchill Curling Clubs own and operate their own facilities without assistance from the Town, which is the most common model in the province, the Stroud Curling Club facility receives direct municipal funding that is used towards ongoing

capital and operating costs given that it is physically attached to the Stroud-Innisfil Community Centre (the Stroud Curling Club also contributed money towards the facility's construction in the 1970s).

Each of the three curling clubs offer leagues for all age groups as a way to help sustain membership. As with many governing sport bodies, local curling clubs are exploring ways to bolster participation among children and youth as a means to offset aging trends that have prevailed among memberships of certain sports including curling. The Stroud Curling Club, for example, cites its under 20 program as being a healthy and growing part of its membership. Information obtained from the curling clubs shows a collective registration of 552 members. The Stroud Curling Club is the largest with 352 members followed by the Cookstown Curling Club with 130 members while the Churchill Curling Club has 70 members. The reported membership likely consists of both Innisfil and non-Innisfil residents given the social nature of the sport while additional curlers may be drawn into local facilities for regionally and provincially-focused bonspiels and events.

There have been a few new curling clubs that have been built by municipalities in recent years (the Schomberg Curling Club is a regional example) though municipalities in Ontario generally appear to be relying to a greater degree on privately owned and operated facilities compared to years past. Among the benchmarked communities, Innisfil is the only one that directly owns a curling facility (though municipally-owned curling facilities in the region include King Township and Orillia). The strength of curling is apparent in some areas of the province (typically more rural and/or northern communities) though there are concerns in many other parts as evidenced by the number of curling clubs that have folded province-wide.

Utilization

Precise utilization data for the various local curling clubs was not available as they are all operated independently. Anecdotally, however, conversations with the Stroud Curling Club suggests that approximately 50 regular league and rental games take place in their facility between Sunday and Friday, with Saturdays usually reserved for events that can generate an additional 10 to 25 draws. The Club notes that its prime time window is likely more constrained due to the commuter population being unwilling or unable to access less desirable times of operation.

Needs Analysis

As a general guide, one curling sheet for every 100 to 125 members/active participants is a common metric for evaluating facility needs and is a standard adopted by a number of municipalities and curling clubs located throughout southern Ontario. It should be recognized that this range (100-125 members/sheet) is affected by a number of factors, including frequency of use on a member to member basis, non-prime time utilization, programs, rentals, etc. Clubs that are very membership-focused may approach capacity at a level of one sheet per 125 members, while clubs that allow more non-members to use the facility are likely closer to capacity at a level of one sheet per 100 members. It is worth noting that the metric is based on a prime time window generally accepted by clubs and municipalities to reflect both a historical and sustainable definition of hours of operation, though as the Stroud Curling Club notes is a window that is smaller for its members due to time constraints.

To remain consistent with the metric applied by others but reflect the shorter prime time availability for Innisfil players, the higher service level is used (1:100). The more aggressive metric also provides accommodation for continued event hosting capabilities or non-member games, and accounts for a higher service level based upon the dispersed nature of the Town's population across a large geographic land base. Based on 2015/16 registrations and using the higher service level, Innisfil's needs should be served by six sheets in total for member-based usage alone. Carrying the current penetration rate forward would result in the existing number of sheets being sufficient to meet future needs, again – reinforcing that a portion of this capacity allows clubs to offer a greater level of service through geographic distribution as well as the capacity to host certain regional and provincial events and expand utilization (memberships, events, etc.).

While no new curling sheets are recommended for construction by the municipality over the master planning period, there is merit in the Town facilitating discussions with each of the three curling organizations to see what role, if any, the municipality can play in ensuring their ongoing operational sustainability, membership growth, event hosting capabilities, etc. This is consistent with the intent of Key Focus Area #2 in Section 6.0 of this Master Plan (Working Stronger Together with Community Partners).

Since the Stroud Curling Club is the only facility supported through the municipal tax base and is operated within a municipal building, it bears mentioning that Recommendation #11 regarding future arena needs has the potential to affect the club should the ice pad in Stroud be deemed surplus in the mid to long term. While the future is not defined with respect to factors such as the number of players, hours rented, structural or mechanical investments needed in an aging facility, etc., the future of the Stroud Arena is linked to that of the Curling Club as well.

Essentially if participation in arena sports remains or grows from current levels, with all other factors remaining equal, it is logical that both the arena and curling club could operate as they would today. If arena performance (or curling membership for that matter) declines to an unsustainable point, the future of the entire Stroud-Innisfil Community Centre would need to be re-evaluated as discussed in the arena assessment. What this means specifically for curling in Stroud, should the Stroud-Innisfil Community Centre be selected for redevelopment, is one of three likely options (noting there may be other options as well):

- 1) the curling facility remains as is, provided that the curling club demonstrates reasonable growth in its membership and/or facility utilization levels;
- 2) the curling facility becomes a private detached curling facility (i.e. all capital and operating costs would be borne by the club); or
- 3) the curling club amalgamates with one of the other two clubs and the curling facility is repurposed, possibly with a larger curling facility being constructed either onsite or at a different location altogether.

Based upon the above noted variables and possible outcomes associated with any decision for the Stroud-Innisfil Community Centre, the continued operations of the Stroud Curling Club are seemingly contingent upon a number of factors, including (but not limited to):

- The ability of the Town to cost-effectively operate the aging facility in which it is located.
- The future of the entire Stroud Arena should the ice pad be deemed surplus (depending upon the course of action pursued by the Town as per Recommendation #11).
- The ability of the Stroud Curling Club to demonstrate operational sustainability and continued growth in membership and/or event hosting.
- The Town's continued ability and appropriateness of subsidizing a municipal curling facility when there are two other curling facilities that operate autonomously at present time (and whether there is rationale for the Town to extend operational supports to those autonomous clubs should they request it on the basis of equitability).
- Sustainability in terms of finances and membership levels for all curling clubs given that they are competing with each other for a finite member base of Innisfil residents and from surrounding areas.

Recommendations

- #13.** Bring together representatives from the Stroud Curling Club, Cookstown Curling Club and the Churchill Curling Club to collectively discuss ways in which to: a) enhance the operational sustainability of each group in a manner that respects the Town's need to operate sustainably itself; b) ways to attract and host more events in the clubs; and c) how to most efficiently match the local supply of curling facilities to the local curling market. Based on these discussions the Town of Innisfil, with input from the Curling Clubs, can confirm the preferred strategy moving forward in tandem with the municipality's other asset management plans.

4.4 Indoor Aquatic Centres

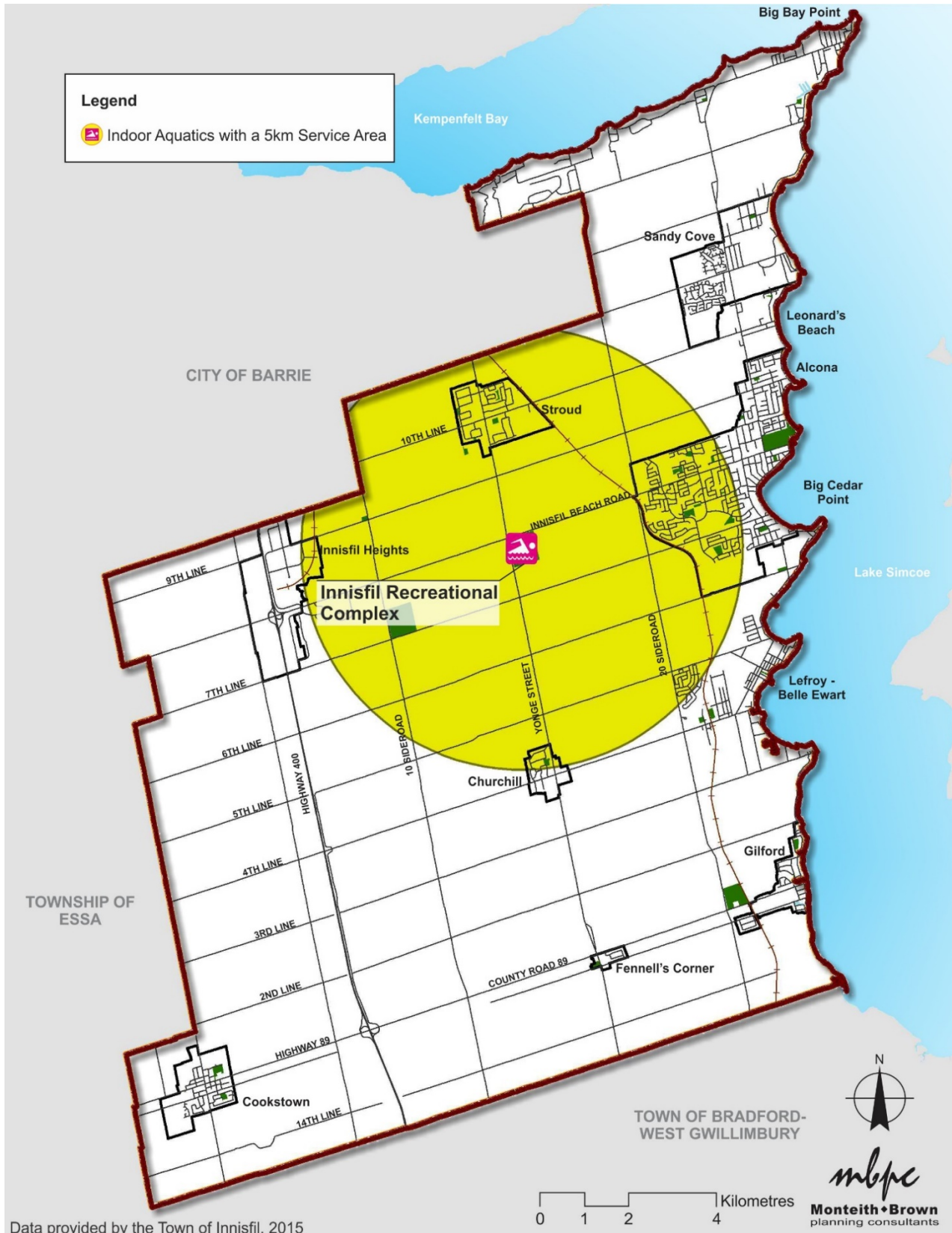
Supply

The I.R.C. features a 25 metre, six lane, rectangular pool that is used for a wide range of activities including competitions and lane swims, instruction, recreational swims, and programs while a separate leisure pool is also integrated within the aquatics centre. The I.R.C. aquatics centre is operated by the Y.M.C.A. and primarily accessible to its members. Complementing the Y.M.C.A. pool are a number of private pools, some of which offer private and semi-private lessons as well as swim camps.

Market Conditions

Swimming is a popular activity in most communities since it can be pursued by persons from a wide range of ages and abilities. Learning to swim is an essential life skill that all residents can benefit from, something that is especially important in waterfront communities such as Innisfil. While backyard pools provide similar leisure activities, public pools offer many program opportunities and serve as a venue for residents to gather and form community ties. Although indoor aquatic facilities are highly desirable and provide a wealth of intangible benefits, these facilities are among the most expensive leisure facilities to operate.

Figure 9: Distribution of Indoor Aquatic Centres



Innisfil’s service level of one indoor aquatic facility per 35,090 residents is the highest among the regional comparators, however its agreement with the Y.M.C.A. is unique among the benchmarks. Whereas Innisfil’s pool is generally limited to use by Y.M.C.A. members, the pools in benchmarked communities are all operated by the municipalities (except for one shared-use pool in Milton) allowing access to all residents without requiring a club membership fee.

Table 13: Benchmarked Municipal Indoor Aquatic Centres

Municipality	Population	Number of Indoor Aquatic Centres	Service Level
Barrie	147,524	3	49,175
East Gwillimbury	24,396	0	n/a
Georgina	47,272	1	47,400
Halton Hills	58,891	1	58,891
Milton	105,317	3	35,106
Average	79,846	2	47,611
Innisfil	35,090	1	35,090

Note: Innisfil’s pool is operated under a different model (Y.M.C.A.) than the rest of the benchmarked communities.

Public Engagement

Input received through various consultation sessions indicates that the Y.M.C.A.’s membership requirement to access the I.R.C. pool is a challenge for some residents. Despite the Y.M.C.A.’s affordable access policy, residents are looking for more options. Another concern expressed a number of times was a perception that many Y.M.C.A. members are from the City of Barrie and thus non-residents are benefiting from a facility more so than Innisfil residents whose tax dollars funded the facility in part.

The Active Innisfil Survey found that swimming is one of the most popular activities undertaken in the past 12 months. During this period, 57% of respondents reported that at least one member of their household swam in a lake and 48% swam in a pool. Moderate support was received for spending additional funds on indoor swimming pools with 59% support, ranking 10th out of 22 facility types (21% were opposed).

Utilization

A broad range of registered aquatic programs are available to Y.M.C.A. members for all age groups, including learn to swim, aqua fitness and therapy. Drop-in swimming opportunities are also offered including open and family swims, lane and adult swims, and aqua fitness. Discussions with Y.M.C.A booking staff indicates that registered swimming programs and drop-in swimming have been popular, although it was noted that attendance has declined slightly since the facility opened in 2008. This is expected as interest in a new facilities tends to wane after the first couple years of operation after people have had a chance to see and experience the facility after it initially opens.

Needs Analysis

Since the completion of the 2002 Master Plan and subsequent construction of the I.R.C., indoor aquatic opportunities provided through the Y.M.C.A. indoor pool have largely addressed the demand for indoor swimming. As shown through the regional benchmarking, Innisfil's current service level affords the highest level of service though with the caveat that the pool is operated by a third party. Nevertheless, maintaining the current level of service of one indoor aquatics centre per 35,000 population suggests that needs will be met over the master planning period though pressures may be experienced towards the year 2031 when the projected 58,266 residents would be creating needs for the capacity equivalent of 1.7 indoor pools based on the service target.

In determining an appropriate strategy for the provision of indoor pools, a couple of critical factors are considered. First, the City of Barrie's proposed south-end indoor aquatic centre has a very high likelihood to affect Innisfil in two ways since:

- a) it could potentially service a portion of Innisfil's future population in the north; and
- b) Barrie residents presently constitute a sizeable number of Y.M.C.A. members, some of whom may decide to stay in Barrie once the south-end community centre is built and thereby alleviating pressures placed on the I.R.C. pool.

A second important factor to consider is that the majority of future indoor aquatic pressures are expected to emerge beyond fifteen years from now (i.e. post 2031), which places the need for a new pool far into the future. While it is recognized that the service level does not fully account for the needs of residents that are not members of the Y.M.C.A., the Master Plan cannot recommend that the Town pursue a new indoor aquatics centre during the master planning period since there is a distinct possibility that having a new municipal pool operate alongside the Y.M.C.A. pool will oversaturate the market and create a high probability of both pools operating well below expectations and capacities.

In the interim period as the Town grows to a point where having two indoor aquatic centres becomes more operationally feasible (likely sometime after reaching the 55,000 population mark), the Town and the Y.M.C.A. both have an interest in tracking utilization trends of the I.R.C. pool prior to making a decision relating to new pool construction. Both parties will want to avoid a situation where financial and operating performance is considered unsustainable. Therefore, trend tracking as the population grows is a critical process as it will allow the Town and Y.M.C.A. to determine whether in fact additional aquatic capacity needs to be added and whether anticipated usage of a second pool will be sufficient to attain the desired level of cost-recovery.

Accordingly, the preferred short to medium-term strategy is for the Town to focus on optimizing access to, and use of the I.R.C. pool to a greater number of local residents. To address concerns heard from consultations, the Town should engage in formalized discussions with the Y.M.C.A. to explore ways in which Innisfil residents may be given priority for program registrations (especially learn-to-programs) through assigning dedicated swim times for non-members, permitting a percentage of non-members within aquatic programs, etc. There is also merit in evaluating whether municipal program delivery can safely take place outdoors using Lake Simcoe and/or Kempenfelt Bay as a means to supplement indoor aquatic programming during the summer. Any additional investments in indoor aquatics should be

investigated based upon the outcomes of these discussions with the Y.M.C.A. along with a re-evaluation of population and market trends at the time of this Master Plan's five year update.

Recommendation

- #14.** Do not construct a second indoor pool until the population reaches a minimum of 55,000 persons and the Town can satisfactorily determine that a second pool will not be adversely affected by competition from the I.R.C. aquatics centre (and/or future indoor pool development in the City of Barrie). To determine the latter, the Town and Y.M.C.A. should collaboratively monitor program participation rates, pool utilization statistics and other relevant metrics to determine market viability.
- #15.** In partnership with the Y.M.C.A., explore opportunities through which to facilitate a greater degree of indoor aquatics access for Innisfil residents, including how best to improve access to learn-to-swim programs for non-members residing within the Town of Innisfil (also refer to Recommendation #59).

4.5 Fitness Centres

Supply

The Y.M.C.A. operated Fitness & Wellness Centre is a full service fitness centre forming part of the I.R.C. It offers modern fitness training equipment and is supported by fitness studios, dressing rooms, a steam room, and a walking track that are available to Y.M.C.A. members.

In addition, the Town of Innisfil offers several floor-based fitness programs (e.g. group fitness and other general fitness classes) through a number multi-purpose rooms at municipal facilities including Knock Community Hall, Cookstown Library and Community Centre, the Stroud and Lefroy Banquet Halls, and other community rooms. The Town also offers low-impact fitness programs within gymnasiums at Alcona Glen Elementary School and Nantyr Shores Secondary School. The Innisfil Public Library is also involved in health-related programming by facilitating partnerships with the Canadian Mental Health Association to provide support for mental health initiatives, and the Victorian Order of Nurses for seniors' fitness programs.

Market Conditions

Access to affordable fitness activities has never been more important as mounting evidence reveals increased rates of physical inactivity and obesity. In addition to traditional weight and aerobics training, activities centring upon active living and wellness are the fastest growing segments in the fitness industry spanning health-based and specialized programs such as yoga, Pilates, Zumba, athletic training, physiotherapy, personal training, and more.

While many municipalities offer some level of studio-based active living programs, not all choose to provide equipment-based facilities due to the cost of entry/operation and competition with the private sector. For the latter, there is a limited private sector fitness presence defined by smaller specialized businesses catering specifically to yoga, CrossFit, boot camps, etc. The City of Barrie has a much larger

private sector complement including major chains such as GoodLife, LA Fitness, and Anytime Fitness and the City of Barrie also operates fitness centres in some of its community centres (a model that can be presumed to be replicated as part of its planned south-end community centre).

Among the benchmarked regional municipalities, only the City of Barrie and Town of Milton provide this level of service and their facilities are directly operated by the municipality whereas the Y.M.C.A. operates the fitness centre in Innisfil. As with the I.R.C., the City of Barrie’s and one of Milton’s fitness centres are high quality and replicate a private sector experience (Milton’s other fitness centre’s is a basic setup offering an affordable, introductory-level experience). Although East Gwillimbury, Georgina and Halton Hills do not operate equipment-based fitness centres, they provide fitness studios and community spaces through which floor-based wellness programs take place and are served by private sector fitness operators. All of these communities have rationalized their respective roles through comprehensive business planning and defining their corporate philosophies as it pertains to competing with private sector in relation to the type of recreational experiences they wish to provide within their indoor facilities.

Table 14: Benchmarked Fitness Centres

Municipality	Population	Number of Fitness Centres	Service Level
Barrie	147,524	3	49,175
East Gwillimbury	24,396	0	n/a
Georgina	47,272	0	n/a
Halton Hills	58,891	0	n/a
Milton	105,317	2	52,659
Average	79,846	1	50,917
Innisfil	35,090	1	35,090

Public Engagement

Limited input was received with respect to fitness centres. A broad range of comments were received regarding the need for outdoor fitness equipment (associated with a trail route), as well as fitness-oriented programs and services such as aerobics, weight-lifting, and yoga. The Active Innisfil Survey revealed that fitness pursuits are very popular among Innisfil residents. 56% of respondents indicated that at least one member of their household participated in aerobics, fitness, or weight-lifting in the past 12 months. The survey found moderate support, ranking as the seventh highest priority for additional public spending for this facility type (68% support and 12% opposition).

Utilization

A number of fitness programs are offered by the Y.M.C.A. for all age groups, such as yoga, strength and conditioning, boot camps, cardio, women’s only classes, etc. Participation data in these programs is not

tracked by the Y.M.C.A. since many of these programs are drop-in, although it is understood that these programs are very well attended. The Town has done an excellent job in augmenting these programs with a range of affordable active-living offerings that take place in many of the Town’s multi-purpose spaces.

Table 15: Registration in Fitness Programs offered by the Town, 2010-2014

Year	2010	2011	2012	2013	2014
Registrants	805	583	359	585	578
Capacity	1,574	1,066	691	1,232	1,490
Fill Rate	51%	55%	52%	47%	39%

Note: includes general fitness and seniors fitness registrations largely in group fitness (boot camp, yoga, etc.) and dance.

Source: Town of Innisfil, 2015

As illustrated in Table 15, registration in Town-run programs is lower than it was in 2010 and has generally been consistent in the years since expect for 2012 when fewer programs were offered. Also of note is the decreasing fill rate although this is largely due to the Town expanding its programming capacity back towards 2010 levels as it continues to determine its optimal programming mix and creating flexibility to accommodate residents with different daily schedules.

Needs Analysis – Indoor Fitness Space

At present time, there is no reason for the Town to redefine its core service mandate with respect to full service (i.e. equipment-based) fitness largely no major indoor facility construction is being recommended through this Master Plan that would complement such a facility (e.g. a pool). Furthermore, the absence of need identified through public engagements along with the fact that there is presently no demonstrated unmet demand to justify competition with the Y.M.C.A. and any future private sector operations, who will be able to satisfy the local market for equipment-based fitness facilities.

At a time if/when the Town is able to rationalize the construction of a second indoor aquatics centre (see Recommendation #14), provision of fitness space in some form would be a plausible complement. However, the critical decision would be whether it consist of a full-service centre or simply group fitness space. If faced with such a scenario, the provision of a full service, equipment-based fitness centre must consider a few key points including, but not limited to:

- Whether the Town wishes to become a direct operator of such spaces, which would trigger a review of its core service philosophy, mandate and decision to actively compete with non-profit and private sector enterprise (and/or whether the Y.M.C.A., as a current municipal partner, sees an opportunity to expand into a second location).
- The ability to tie in with another municipal indoor facility development or redevelopment project (e.g. repurposing an arena as an example of the latter) as a stand-alone fitness centre typically would not be constructed by itself (nor would it drive facility construction to the extent that an arena or indoor pool would).

- The ability for the Town to bear the capital and ongoing operating costs of a facility, the latter of which would include greater staffing requirements for program development, instruction/supervision, maintenance, etc.
- The likelihood that greater private sector fitness operators, including major chains, will continue to establish a presence as the population grows to a level that is attractive to private investment.
- Competition with private sector fitness operations can be challenging for a municipality due to costs involved with maintaining a modern stock of equipment, marketing, higher wages for staff, etc.

Over the master planning period the Town should place its focus on evaluating the ability to improve its existing supply of multi-purpose community programming space to better accommodate fitness programming it delivers throughout Innisfil. Possible improvements include flooring conducive to fitness (e.g. rubberized or sprung wood surfaces), permanent or temporary mirrors, enhancements to room lighting and audio systems, added storage, etc. that would be similar to those found in a group fitness studio. Such a strategy should also consider geographic distribution for any room improvements in order to maximize participation rates across the entire municipality along with a cost-benefit assessment for any investment associated with retrofits as noted in subsequent assessments supporting Recommendation #22. Strategic facilities to be considered, at a minimum, include the Stroud-Innisfil and South Innisfil Community Centres (particularly if one of them is ultimately repurposed based on a five year review of arena needs through Recommendation #11).

Needs Analysis – Outdoor Fitness Space

A growing trend in North American park designs pertains to the inclusion of outdoor fitness infrastructure. While “vita parcours” or outdoor fitness loops have existed for some time in Europe and some southern cities in the United States, more Canadian municipalities are integrating outdoor exercise equipment into their parks that are designed to withstand extreme temperature and inclement weather conditions. Research and site visits to parks across Ontario reveals that Barrie, Toronto, Newmarket, Petawawa, Aurora, and Middlesex Centre are among a few examples of municipalities providing outdoor fitness equipment. By all indications, it appears that residents in those communities are making use of those facilities.

The provision of outdoor fitness equipment is congruent with municipal philosophies centred upon physical activity and can be used spontaneously and/or used to deliver municipal programming. As mentioned earlier, a few requests were received from the public for outdoor fitness equipment and fitness trails. Through parkland design processes and consultation with the community, the Town should explore the provision of outdoor fitness equipment in a selected park(s) on a trial basis and subsequently monitor successes and challenges prior to constructing additional ones.

Subject to confirmation through detailed design and costing exercises, potential candidates to consider include Innisfil Beach Park, South Innisfil Arboretum (possibly in partnership with Lake Simcoe Region Conservation Authority), the I.R.C. or Centennial Park (possibly combined with the internal trail routes being proposed through the Trails Master Plan) and/or another strategic park such as one located along a major trail or active transportation route.

Recommendations

- #16.** Evaluate opportunities through which to make the Town's existing multi-purpose community program rooms more conducive to floor-based active living and wellness programs. At a minimum, improvements should be considered through consultation, design and costing exercises at Stroud-Innisfil Community Centre, South Innisfil Community Centre, and any other municipal facility that the Town deems as a strategic opportunity to deliver active living and group fitness programs.
- #17.** Install outdoor fitness equipment at Innisfil Beach Park, possibly in the form of an outdoor fitness trail, which will be monitored as a pilot project prior to deciding whether to expand outdoor fitness into other locations. The site of the pilot project and any subsequent outdoor fitness areas should be confirmed through facility fit exercises. If additional fitness areas are pursued beyond the pilot project, potential locations to evaluate include the South Innisfil Arboretum, the Innisfil Recreation Complex, Centennial Park (aligning with trail developments recommended in the Draft Trails Master Plan), or any other strategic park deemed appropriate by the Town.

4.6 Gymsnasiums

Supply

The I.R.C.'s gymnasium is leased for the exclusive use of the Y.M.C.A. However, the Town delivers programming out of gymnasiums at Alcona Glen Elementary School, Holy Cross Catholic School, Goodfellow Public School, and Nantyr Shores Secondary School. School gyms enable public access to the gymnasiums after 6pm and during the weekends during the school year. School gymnasiums are subject to certain restrictions as they are not available for rent during the summer holidays, available times are also in demand by community groups, and there are often other logistical barriers (e.g. affordability of rates, permitted uses and activities) particularly where joint-use agreements are not in place.

Market Conditions

Gymnasiums provide flexible spaces that can accommodate a broad range of indoor sports and activities. Most often, gymnasiums are used for active sports (basketball, volleyball, floor hockey, pickleball, etc.), active programming (aerobics, fitness, dance, etc.) and other activities that are compatible with hard surface courts. Municipalities may also utilize gymnasium space for other non-recreational activities such as trade shows, large gatherings, and other events, so long as the activities are compatible with the flooring.

Although the Town's investment results in a service level of one gymnasium per 35,090 residents (comparable the benchmark average), the facility is not a municipally-operated and access is relegated to Y.M.C.A. members. Accordingly, benchmarking data should be interpreted with caution as provision and operating models employed by the Town and comparator municipalities typically depends upon their relationship and existence of any shared-use agreements with their respective school boards and/or other non-municipal gymnasium providers.

Table 16: Benchmarked Municipal Gymnasiums

Municipality	Population	Number of Gymnasiums	Service Level
Barrie	147,524	2.5*	59,010
East Gwillimbury	24,396	1	24,396
Georgina	47,272	2	23,636
Halton Hills	58,891	0	n/a
Milton	105,317	4	26,329
Average	78,766	2	33,343
Innisfil	35,090	1	35,090

Notes: Undersized gymnasium assumed to be equivalent to 0.5 gymnasiums. Innisfil’s gym is operated exclusively by the YMCA. Average service level excludes municipalities not providing a facility.

Public Engagement

Little input was received regarding gymnasium space. The Active Innisfil survey revealed that over half of respondents (53%) supported spending additional public funds on gymnasiums, ranking 14th out of 22 facility types (15% opposed). Participants at the youth focus group also expressed the desire for a gymnasium as a part of a youth space while the Innisfil Soccer Club indicated that they occasionally use the Nantyr Shores Secondary School for indoor games but would likely transition away from that facility if an indoor turf field is developed in the future.

Utilization

The Y.M.C.A. offers drop-in gymnasium sports and activities to its members, however, participation is not formally tracked. Notwithstanding this, anecdotal evidence indicates that these programs are very well used, particularly given that this location is the most popular Y.M.C.A. facility in the Simcoe/Muskoka region. That being said, a cursory review of the Y.M.C.A.’s Fall 2015 schedule (accessed online) shows substantial blocks of free time in the gymnasium though it is recognized that programs may take place that are not identified on the schedule.

The Town augments the Y.M.C.A.’s offering of gymnasium-based activities with several comparable programs available for all residents including, but not limited to, badminton, pickleball, volleyball, basketball, indoor sports camps, and other active opportunities. These programs are provided at the four school gymnasiums the Town has access to, as well as at the Town’s multi-purpose spaces including the Stroud-Innisfil Community Centre and South Innisfil Community Centre.

Registration data provided by the Town reveals that historical participation in gymnasium-based sports and activities is growing, with the number of registered participants increasing by 55% over the past five years. During this time, the Town increased programming capacity at a greater rate than registration growth, likely to improve program variety and availability, which is a likely reason why average program fill rate declined after peaking in 2011.

Table 17: Registration in Gymnasium Programs, 2010-2014

Year	2010	2011	2012	2013	2014
Registrants	263	264	189	339	393
Capacity	370	335	283	593	632
Fill Rate	71%	79%	67%	57%	62%

Note: includes Volleyball, Dance, Fitness, Playball, Tennis, Monkeynastix but excludes pickleball
 Source: Town of Innisfil, 2015

School gyms are also available to be booked by community groups and sports users through the provincial Community Use of Schools policy, however, staff indicate that community rentals have been low. This is common in many communities due to the high cost of renting school facilities.

Needs Analysis

Municipalities tend to target gymnasium service levels around 1:35,000 to 1:50,000 population, typically aligning with indoor aquatic centre targets recognizing the economies of scale and cross-programming potential of developing these facilities together. More often, however, an aquatic centre or an arena is considered to be a facility “driver” through which a gymnasium is added for ancillary support and as such a gymnasium does not usually provide the sole impetus for new community centre construction. In addition, proximity and ability to access school gymnasiums also has a significant impact on supply and demand.

The preferred strategy is for the Town to continue to engage in shared use agreements with the local school boards, particularly if/when developing new secondary and/or elementary schools as Town Staff indicate existing school gyms are fully booked at present time. Opportunities to form partnerships with community-based institutions who have gyms should also be explored, such as churches and other places of religious assembly, social clubs, etc. The Y.M.C.A. should also be engaged (preferably as part of discussions proposed to re-evaluate pool access for Innisfil residents) as a review of its current online schedule appears to show substantial times during which the gym is not being programmed. For example, mid-peak or off-peak periods could be conducive to drop-in programs such as pickleball, badminton, basketball, etc. that permits access by non-members. However, this availability may be reduced as discussions are taking place between a private school and the Y.M.C.A. to facilitate daily access to the gym.

In the absence of a major recreation or cultural facility component that would drive construction of a multi-use community centre and operating under the presumption that access to the four school gyms will be maintained, no new municipal gymnasiums are proposed during the master planning period. However, the Innisfil Public Library Master Plan (2013) contemplates a new branch library in the Lefroy/Belle Ewart upon the population in that community reaching a minimum of 8,000 persons (among a number of other factors driving the need for a new branch). Should Innisfil Public Library move forward with a new branch library in Lefroy (or another part of Innisfil), the Town should engage them to determine whether a gymnasium or larger multi-purpose room would be an optimal fit to allow a greater range of programming to be delivered (this is similar to the model that the Town and

the Innisfil Public Library employed through the Cookstown branch library design, which by many accounts has been a success).

Recommendations

- #18.** Continue the strategy of engaging in shared-use or reciprocal agreements to access existing and new gymnasiums operated by the Simcoe County District School Board, Simcoe Muskoka Catholic District School Board and/or any other appropriate partnering agency in order to meet future gymnasium demands.
- #19.** In partnership with the Y.M.C.A., explore opportunities through which to facilitate a greater degree of gymnasium access for Innisfil residents, including potentially creating drop-in program opportunities for non-members residing within the Town of Innisfil and opening the gym up to the general public during off-peak/low use periods (also refer to Recommendation #59).
- #20.** Engage in discussions with Innisfil Public Library to determine interest and ability to co-locate a gymnasium or large multi-purpose space if the Library proceeds with a new branch in Lefroy (and/or other communities) as recommended through the Innisfil Public Library Master Plan.
- #21.** Pending the outcomes of the five year review of arena needs proposed through Recommendation #11, initiate an architectural/engineering analysis to determine the feasibility and associated costs of converting one of the Town's single pad arenas into a warm use facility capable of accommodating certain gymnasium sports and other active living/wellness programs.

4.7 Multi-Purpose Program and Rental Space

Supply

The Town offers nine multi-purpose community program and rental spaces at various municipal and shared community facilities throughout Innisfil. These spaces can be found at Stroud Community Centre, South Innisfil Community Centre, Churchill Community Centre, Cookstown Library and Community Centre, Knock Community Hall, and Innisfil Town Hall (3). Ranging from larger halls to smaller meeting rooms, these spaces are available to rent for a variety of functions and special events including, but not limited to, meetings, birthday parties, special events, programs, banquets, and more. The capacity of the rooms range between 50 and 300 persons and each is supported by a unique set of amenities. In addition to these municipal spaces, a program room can also be rented at the Alcona Glen Elementary School, however, it is excluded from the supply given that the Town does not have full access to this space.

Market Conditions

Historically, community spaces were provided as small single-purpose facilities for passive activities (such as gatherings and meetings) with the Churchill Community Centre and Knock Community Hall being examples of such facilities. Co-locating multi-purpose community program space within multi-use community centres has become the norm largely to attain operating economies and efficiencies

associated with staffing, maintenance, and flexibility for program delivery. The Town is providing a service level of one multi-purpose room per 4,386 residents, which exceeds only that of the City of Barrie when compared to the rest of the benchmarks.

Table 18: Benchmarked Multi-Purpose and Community Spaces

Municipality	Population	Number of Multi-Purpose Rooms	Service Level
Barrie	147,524	18	8,196
East Gwillimbury	24,396	11	2,218
Georgina	47,272	11	4,297
Halton Hills	58,891	15	3,926
Milton	105,317	27	3,901
Average	79,846	16	4,508
Innisfil	35,090	9	4,386

Public Engagement

The Active Innisfil Survey recorded low support for additional spending on community halls, banquets, and multi-purpose rooms with 45% support, ranking 17th out of 22 facility types (14% opposed). Apart from the survey, no other input was expressed through consultations.

Utilization

A review of booking data provided by the Town reveals that multi-purpose program spaces are moderately utilized. Between 2012 and 2014, multi-purpose room bookings declined by nearly 2,500 hours (-16%) through which utilization rates decreased from 32% to 27%. In total, Innisfil’s multi-use rooms have the ability to accommodate an additional 35,000 hours of use during their normal hours of operation.

In 2014, Community Rooms B and C at Innisfil Town Hall were booked most frequently at around 2,700 for each, largely since rentals are free of charge – Community Room A is also fairly well used though most often for internal municipal usage. Knock Community Hall is booked least frequently (600 hours) with usage down 30%, likely since it is an older stand-alone, single-purpose facility located in a rural area of Innisfil and it is common for such single-use facilities typically experience lower levels of utilization compared to community rooms located within multi-purpose facilities. Low usage is also observed at the South Innisfil Community Centre (850 hours) and the Cookstown Community Centre (900 hours), the latter of which Staff believe may be a result of its small size although cost of rentals will also likely influence demand.

Needs Analysis

No data has been received through the planning process that speaks to the need for the additional multi-purpose rooms given the ample capacity presently available and the fact that no major indoor

community facilities, through which multi-purpose space could be co-located, have been proposed for construction. Accordingly, maximizing existing multi-purpose program and rental spaces to accommodate a wider variety of uses (e.g. active living, dance, arts and culture, older adult and/or youth services, business meetings, etc.) is a preferred approach to providing the public with access to new multi-purpose program space. The Town should continue to make use of its existing assets and invest in appropriate upgrades in order to ensure that a sufficient distribution of rental and program delivery spaces exist. This will require the Town to explore whether existing multi-purpose program rooms can be improved in a manner that encourages a greater degree of usage among residents, facility user groups, businesses and other potential room users.

Prior to any investment in existing facilities, the Town needs to assess the costs of carrying out any improvements and rationalize expenditure through a cost-benefit evaluation. For example, certain spaces could be used for a greater degree of outreach programming delivered by the community (e.g. youth and older adults programs, studio-based fitness opportunities, etc.), therefore ensuring that these spaces are multi-purpose yet actively programmable is an important part of evaluations undertaken to upgrade. Based upon the case-by-case evaluations, the Town should also determine if redundancies exist in terms of service provision, particularly in relation to required capital and operating costs.

With respect to the single-purpose Knock Community Hall and Churchill Community Centre, these are assets that provide some quantifiable benefits to their localized rural catchment areas though like any facility will require ongoing capital maintenance and renewal. The latter is particularly relevant since both of these facilities offer very similar program options to those found nearby at the I.R.C. and arenas in Stroud and Lefroy thus creating a potential redundancy (this observation is strictly from a recreational use perspective and does not factor intrinsic criteria such as historical value). This should be a factor in deciding the degree of investment to be directed into these facilities, and/or whether the Town will continue to have a need to directly own and maintain these properties over the long-term.

Provision of additional community program spaces should also be considered if/when constructing new or expanded major municipal facilities, whether future community centres, libraries or other civic institutional buildings. As alluded to in the gymnasium assessment, the Innisfil Public Library Master Plan (2013) recommends a new branch library in the Lefroy area which if implemented, creates an opportunity to provide new multi-purpose space that could benefit both the Library and Town program deliver using a similar model to the Cookstown Library and Community Centre.

Recommendations

- #22.** Undertake a design and costing exercise to confirm any decisions to improve multi-purpose program and rental rooms located within the Stroud-Innisfil Community Centre, South Innisfil Community Centre, Knock Hall, Churchill Community Centre and future community centre developments at a minimum. Such improvements should result in increased appeal, flexibility, expanded usage and a strengthened ability to act as community hubs. Examples of enhancements may include, but not be limited to, flooring materials specific to program needs, addition of sinks and/or mirrored walls, integration of audio-visual equipment, storage, and other aesthetic or functional improvements.

4.8 Youth and Older Adult Spaces

Supply

The Town offers several registered and drop-in opportunities throughout municipal parks, facilities and library branches for youth and older adults. Presently there are no dedicated youth or older adult spaces that are operated by the Town.

That being said, the Innisfil Public Library’s Lakeshore Branch in Alcona offers a number of components found within a progressive youth centre design template as it integrates the ideaLAB makerspace, sound and video editing rooms, and multi-media labs that are well suited to youth users (as well as others). The Library is rolling out a scaled down template of the same services at the Cookstown and Stroud Branches (it also offers Minecraft at three of its branches which attracts pre and early teen users).

Market Conditions

Recreation trends reveal a growing preference among youth for unstructured pursuits compared to organized sports, prompting the emergence of drop-in youth centres or community spaces that support a variety of youth recreation opportunities. Youth between the ages of 10 and 19 represent a key market segment in most communities and, although this demographic is not expected to experience a high level of growth in Innisfil compared to other age groups, youth will continue to be an important segment to serve. The provision of adequate youth services is essential to facilitate programs and opportunities that focus on positive reinforcement and engagement to combat common concerns surrounding physical and mental health.

Older adult spaces are generally oriented to those 55 years and over though use is predominantly favoured by those 65 years and over. Whether in the form of dedicated or shared facilities, older adult space provides a venue to share common interests, hold events and programs, and organize games. These spaces will become more important as Innisfil’s population ages, and to respond to an evolving and increasingly active older adult demographic, many communities are shifting away from stand-alone seniors’ facilities towards the provision of integrated spaces within multi-use community centres.

Table 19: Benchmarked Youth and Older Adult Spaces

Municipality	Youth Population (Age 10-19)	Number of Youth Spaces	Service Level	Older Adult Population (Age 55+)	Number of Older Adult Spaces	Service Level
Barrie	21,388	1	10,694	32,883	2	16,442
East Gwillimbury	3,403	0	n/a	6,910	2	3,455
Georgina	6,768	3	2,262	11,591	3	3,864
Halton Hills	9,122	0	3,041	13,378	2	6,689
Milton	12,247	0	n/a	23,358	1	23,358
Average	10,877	2	6,475	18,072	2	10,761
Innisfil	4,961	0	0	9,372	0	0

Findings from the regional benchmarking show that only Barrie and Georgina operate dedicated youth spaces. All benchmarked communities operate older adult spaces using either a stand-alone or integrated community centre model.

Public Engagement

The public engagement sessions conveyed a moderate level of support for dedicated youth and older spaces. Nearly two-thirds of Active Innisfil survey respondents were in favour for spending additional public funds on dedicated spaces for both youth and older adult spaces, respectively ranking them as the 8th and 9th highest priorities out of 22 facility types. Only 8% of survey respondents had at least one member of their household who participated in organized seniors' programs within the past 12 months, while 5% participated in youth programs.

A broad range of comments were received from the youth and older adult focus groups regarding the ideal age-specific spaces. Participants at the youth focus group expressed that the ideal youth room would be easily accessible/walkable and contain, or have access to, a number of components including a hang-out space to socialize and play video games, a gymnasium, and an arcade. Attendees of the older adult focus group indicated that the age-friendly spaces would include places to drop-in and socialize, pickleball courts, programming space, and more.

Needs Analysis

There are no generally accepted provision level for the development of dedicated youth or older adult spaces as these facility types are generally constructed based on need, ability to be co-located with other complementary facilities, and potential for cross-programming opportunities. The preferred implementation strategy is to continue to augment youth and older adult programming within existing municipal community centres. However, the Innisfil Public Library Master Plan identifies a future branch in Lefroy which if developed, should consider the provision of components attractive to youth and older adults in a manner similar to that integrated within the Library's Lakeshore Branch. The Town and Library should take a collaborative approach to creating opportunities for these demographic age groups, particularly for youth where the library have already shown success in creating exciting and interactive space as well as passive and comfortable spaces for youth.

Recommendations

- #23.** Continue to augment youth and older adult program delivery at existing community centres through implementation of youth-friendly, age-friendly and place making principles relating to program delivery, staff training, and building design/layout (e.g. comfortable seating areas, priority scheduling of rooms, etc.).
- #24.** Engage Innisfil Public Library in discussions to take a collaborative approach to meeting the needs of youth and in replicating youth and older adult-focused components if it proceeds with a future branch library in Lefroy (and/or other communities), including ways in which municipal programming could complement those offered by the Library (also refer to Recommendations #20 and #59).

- #25. Investigate the creation and associated costs of a mobile youth centre model whereby youth-specific programming is delivered in a different hamlet throughout the week to engage youth without means to regular transportation. If successful, a similar model should be tested for older adults.

4.9 Rectangular Fields

Supply

The Town provides a total of 19 rectangular fields distributed throughout Innisfil. Consisting of varying sizes, this supply includes seven major rectangular fields, eight minor fields, and four mini fields. The I.R.C., which contains four lit major fields, is considered to be the Town’s premier sports field complex and as such, these fields are most popular among affiliated user groups.

Recognizing that the Town’s lit rectangular fields provide greater capacity through evening use compared to an unlit field, they are considered to be the equivalent of 1.5 unlit fields and as a result, **Innisfil has an effective supply of 21 unlit equivalent rectangular fields.** In addition to these fields, eight rectangular fields are found at six schools sites.

Market Conditions

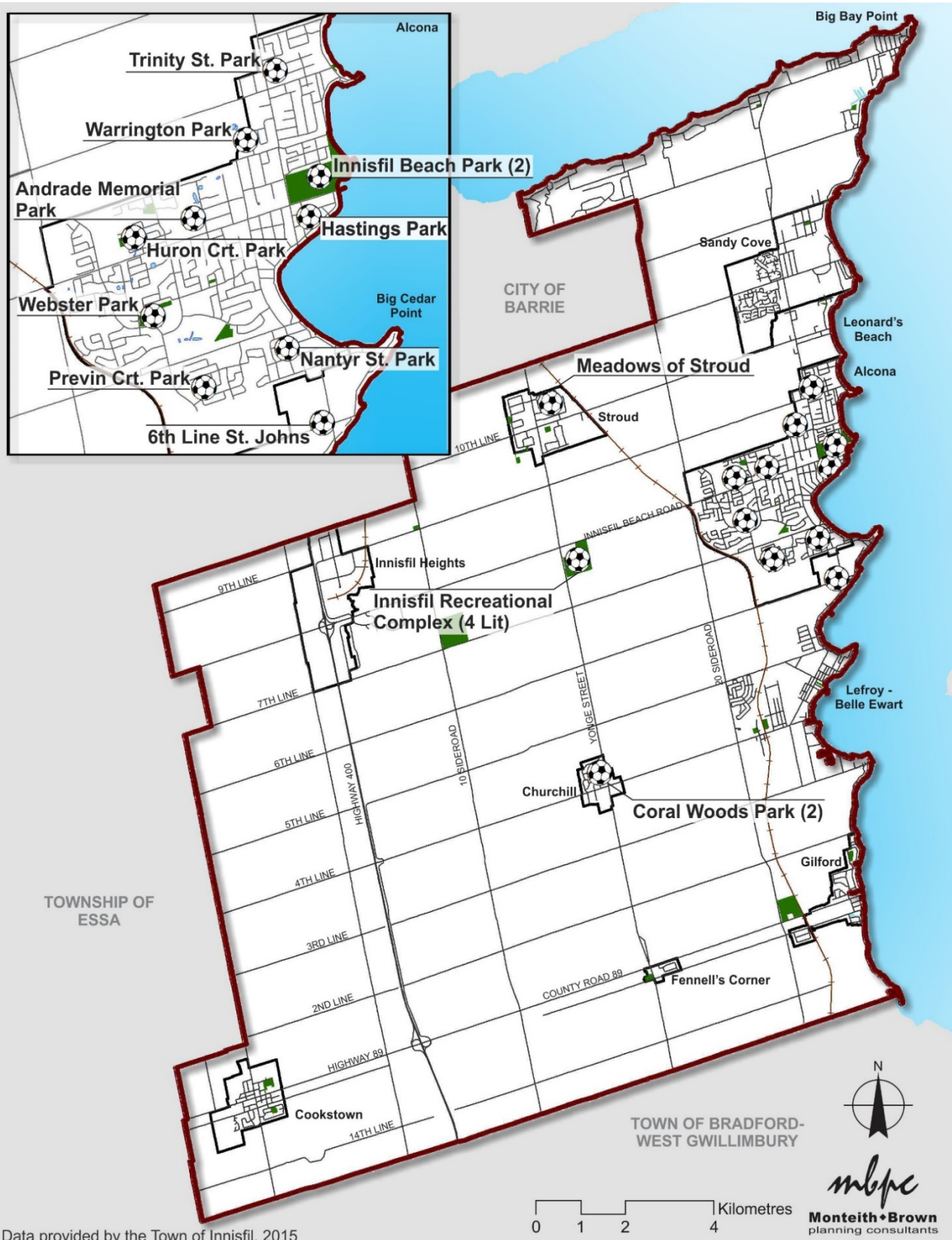
Soccer experienced tremendous growth during the 1990s when it overcame baseball and hockey as the most popular organized sport among Canadian youth. Coupling this trend with the sport’s world-wide appeal, high fitness quotient, and lower cost to participate, soccer fields are in high demand in most municipalities. The L.T.P.D. (Long Term Player Development) program recently adopted by the Ontario Soccer Association has had a direct impact on the provision of soccer fields (e.g., field sizes and the amount of time required for skill development), thus influencing the demand for field time. The Town provides one unlit equivalent soccer field per 1,671 residents, representing the second highest level of service with only Halton Hills providing more per population.

Table 20: Benchmarked Soccer Fields

Municipality	Population	Number of Soccer Fields	Service Level
Barrie	147,524	64.5	2,287
East Gwillimbury	34,700	15	2,313
Georgina	47,400	26	1,823
Halton Hills	58,891	40	1,472
Milton	105,317	60	1,755
Average	78,766	41	1,930
Innisfil	35,090	21	1,671

Note: Unlit equivalents shown

Map 5: Distribution of Rectangular Sports Fields



Data provided by the Town of Innisfil, 2015

Public Engagement

A Stakeholder Survey completed by the Innisfil Soccer Club reports steady registration growth over the past three years with 1,250 members for 2014. The Club utilizes fields at the I.R.C. and Innisfil Beach Park, as well as other fields in the Town to a lesser extent. The Club's suggested enhancements to Innisfil's fields include improved field conditions and maintenance, in addition to field lighting. The need for additional full-sized fields was expressed as a priority due to the inability to book earlier or later game times. An indoor training facility was also requested.

Attendees at the Public Open House also identified the need for additional soccer fields. The Active Innisfil Survey found that 15% of respondents had at least one member of their household who participated in soccer in the past 12 months, which was the second most popular organized sport after hockey. The survey found moderate support for spending additional public funds on soccer fields with 47% support, ranking 16th out of 22 facility types (19% opposed).

Utilization

The Innisfil Soccer Club is the primary user of the Town's rectangular sports fields. Certain fields were also been used in the past by an Ultimate Frisbee league, however, this is no longer the case as of this past season. Town staff have received interest from field lacrosse and football users, although fields are presently not permitted for these activities.

Utilization data for the Town's soccer fields has been reviewed for June to September (the core playing season) with prime times calculated based on the following parameters:

- 6 pm to 8:30 pm for unlit fields (until 11 pm for lit fields) between Monday and Friday;
- 9 am to 5 pm for Saturday; and
- 9 am to 9 pm for Sunday.

Based on a review of these time slots, there is an abundance of unutilized time. Prime time soccer field utilization for 2015 was only 9%, with nearly 500 fewer hours booked compared to the year before (the five year average utilization rate was also low at 14%). The low levels of utilization is largely due to significant amounts of unbooked field time at unlit soccer fields, possibly because the field size, configuration or quality is not conducive to the Soccer Club's needs as this group has identified it is looking for access to fields that are larger than some of the Town's minor and mini fields. Additionally, weekends are not likely to be attracting considerable usage as minor soccer programming is usually focused on weekdays. However, an important factor to recognize is the inability of the Soccer Club to use the Innisfil Beach Park fields on weekends due to the heavy use of that park and constrained vehicular parking, which likely contributes to less utilization occurring on those fields than possible (weekends account for roughly 60% of weekly prime hours at unlit fields). That being said, weekend usage of fields by soccer is less typical in most communities so it is not likely a major issue faced by soccer groups apart from a tournament hosting perspective.

The fields at the I.R.C. are the most heavily used though bookings appear to be stabilizing as the number of hours rented at both fields decreased from a high of 500 hours in 2011 to 350 hours in 2014 (i.e. -150 hours or a 30% decline). Accordingly, there appears to be a considerable amount of unused

capacity available at this location as utilization rates of the I.R.C. fields is below the 25% level, though usage will be somewhat bolstered if the Kempenfelt Bay School follows through on its stated intention to use these fields. Discussions with Town staff suggest that the I.R.C. and the Innisfil Beach Park fields are the most sought by field users, and is confirmed by limited bookings at the other fields (particularly among the minor and mini fields).

Needs Analysis

A market-driven standard is utilized when determining soccer field needs. Innisfil’s current service level amounts to approximately one field per 60 registered players, falling in line with its historical service level target. With stabilizing outdoor soccer penetration and participation rates, aging population trends along with major investments in fields over the past two decades, provisioning rates across the province tend to be one soccer field per 80 registered players.

The 1,250 players currently registered with the Innisfil Soccer Club generate a need for 15.5 unlit field equivalents based on the 1:80 provision target, amounting to the Town providing a surplus of 5.5 unlit equivalents. Surplus capacity is confirmed by the significant number of unused hours at local fields. Assuming current penetration rates hold steady, the existing field supply is expected to satisfy needs until 2031.

Table 21: Projected Soccer Fields Requirements

Year	2015	2021	2031
Estimated Number of Participants (assumes a penetration rate of 8% among the primary age group)	1,250	1,290	1,690
Rectangular Field Requirements (One field per 80 minor participants)	15.5	16	21
Surplus Capacity (Based on a supply of 21 unlit equivalent fields)	5.5	5	0

Based on comments from the Innisfil Soccer Club survey, there are a few rectangular fields that are not optimal for organized play due to their current condition or configuration and thus the group books time at a couple of school fields, stating that they must do so since they cannot gain sufficient access to municipal fields that they require. Despite the stated surplus, the field mix (i.e. type, size) must be considered as the Soccer Club indicates that it is most pressed for full and intermediate size fields. However, field booking statistics show that the full size fields at the I.R.C. alone have the potential to accommodate an additional 1,200 hours between them while the Previn Court Park full field has another 550 hours available for booking.

The Town should engage the Innisfil Soccer Club in further discussions to explore ways in which to enhance the quality and maximize usage of existing fields prior to increasing the quantity of the field supply. Conversations may centre upon resizing certain fields, lighting or irrigating others, understanding implications of the L.T.P.D. model including implications on field sizes noted in Table 22,

promoting greater use of fields during weekends and encouraging scheduling efficiencies through a formal allocation policy (to be discussed in subsequent paragraphs), etc. Of note, the Town has allocated \$690,000 through its capital plan towards sports field improvements by 2025 which will be used for goal post replacement, and turf leveling or replacement.

Table 22: L.T.P.D. Soccer Field Standards

Group	U4 / U5	U6	U7	U8	U9 / U10	U11 – U12
Game Day Squad Size	Parent & Child	Max 6	Max 8	Max 10	Ideal 9 / 12 Max	Ideal 12 / 16 Max
Field Width	n/a	18 to 22 metres	25 to 30 metres	25 to 30 metres	30 to 36 metres	42 to 55 metres
Field Length	n/a	25 to 30 metres	30 to 36 metres	30 to 36 metres	40 to 55 metres	60 to 75 metres

Source: Ontario Soccer Association, 2013

In addition to soccer, other field sports such as field lacrosse, ultimate Frisbee, football, rugby, etc. are expressing an interest in booking rectangular fields. Presently, these sports are generally accommodated through the schools since rectangular fields are primarily allocated to soccer and any spring/fall sports tend not to be booked since they have the potential to damage the turf since their seasons take place during the wetter months. The construction of a full size multi-use field that could be used for soccer and other field sports would help to alleviate future pressures.

A multi-use field could be constructed with natural or artificial turf, with the latter being identified in the Town’s capital forecast and Development Charges Background Study. An artificial turf allows the playing season to be extended into the spring and fall months, effectively transitioning soccer and lacrosse users from their indoor winter programming to the outdoors. However, the cost of constructing an artificial turf field usually exceeds one million dollars and given the capacity that exists in the sports field system, the Town needs to undertake a business plan to determine how much time can be expected to be used, the revenue generated from bookings and potential capital funding sources beyond the tax base (e.g. user group fundraising targets, hourly surcharges, etc.). A site selection process should also be employed and should consider the I.R.C. as a potential location (among other sites) since it is already established as a premier rectangular field complex.

Building upon the proposed discussions with the Innisfil Soccer Club, the Town should engage all sports field users (including soccer, ball and others) in preparing a Sports Field Allocation Policy (similar to the Town’s Ice Allocation Policy). A Sports Field Allocation Policy is crucial to as it establishes guidelines for the maintenance and management, ensures consistency transparency in programming sports fields, classifies field users based on highest priority need, and implements a system to monitor registrations and related market trends. Additionally, an effective allocation policy is one that engages user groups in its creation, establishes equitable allocation practices and procedures, requires groups to submit detailed information about their membership, specifies implications of ‘burnt’ or turned-back time on fields, etc. It is recommended that the Town prepare a Sports Field Allocation Policy to guide the

programming, maintenance, and management of Innisfil's outdoor sports facilities (e.g., soccer fields and ball diamonds).

Recommendations

- #26. Engage the Innisfil Soccer Club and other sports field users to discuss ways in which to enhance existing rectangular fields in a manner that encourages greater use by organized users.
- #27. Undertake a business plan and site selection study to determine the need, feasibility and cost implications of constructing an outdoor artificial turf field.
- #28. Prepare a Sports Field Allocation Policy, in consultation with all sports field and ball diamond users, to guide the effective management and maintenance of the local sports field system, and to annually track player registrations among organized users as part of the Town's performance management analyses.

4.10 Ball Diamonds

Supply

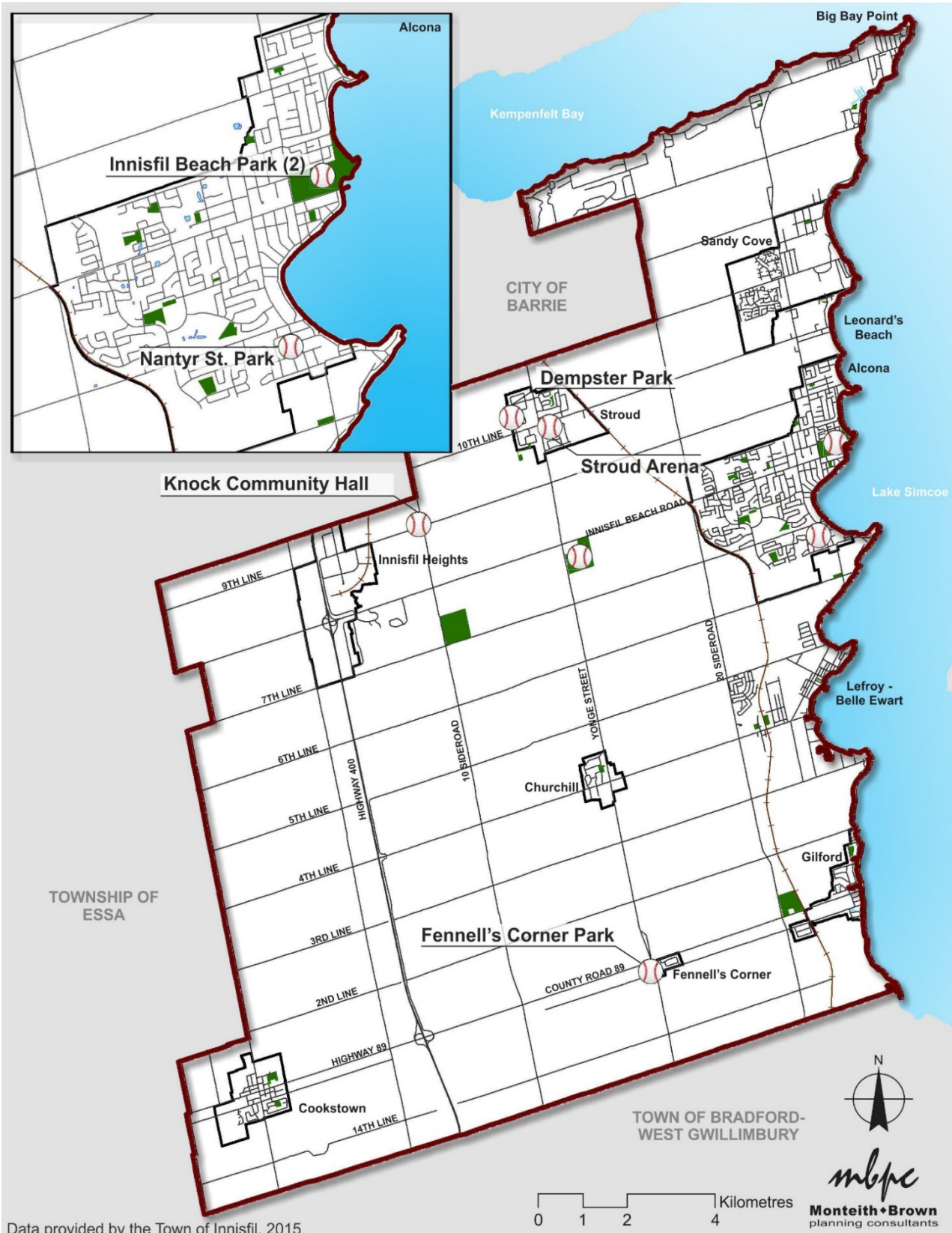
A total of 9 ball diamonds are distributed throughout Innisfil, consisting of four lit diamonds and five unlit diamonds. All are softball diamonds except for one diamond at the I.R.C. which is the Town's sole hardball diamond. Two parks with backstops (Church Street Park and Pitt Street Park) are not included in the supply as they are not suitable for organized use.

Recognizing that lit ball diamonds can accommodate extended periods of play into the evening, an equivalency factor is applied whereby each lit ball diamond is provides the equivalent capacity of 1.5 unlit ball diamonds. With four lit diamonds, **Innisfil has an effective supply of 11 unlit equivalent diamonds.** In addition to this supply, six ball diamonds are also available at school sites. Map 6 illustrates the distribution of ball diamonds.

Market Conditions

Baseball in its various forms (hardball and softball) has generally been in decline across Canada, driven by a number of factors including the worldwide appeal of soccer (particularly among children), slower game pace, and lower fitness quotient. According to Baseball Ontario, participation peaked in 2001 with 12,609 registered participants and declined to a low of 11,248 players in 2007, prior to rebounding slightly to 11,856 players in 2012. Despite this trend, the popularity of baseball is often strong in rural communities although regional differences exist. Compared to soccer and other field sports (which are generally youth dominated), baseball and softball are often have a greater rate of adult participation, although many ball organizations are attempting to enhance youth participation figures by promoting grassroots level opportunities.

Map 6: Distribution of Ball Diamonds



Data provided by the Town of Innisfil, 2015

Innisfil is providing a service level of one unlit ball diamond per 3,190 residents (based on the effective, unlit equivalent supply), ahead only of East Gwillimbury.

Table 23: Benchmarked Ball Diamonds

Municipality	Population	Number of Ball Diamonds	Service Level
Barrie	147,524	47	3,139
East Gwillimbury	24,396	7.5	3,253
Georgina	47,272	27	1,751
Halton Hills	58,891	35	1,683
Milton	105,317	35	3,009
Average	78,766	30	2,567
Innisfil	35,090	11	3,190

Note: Unlit equivalents shown

Public Engagement

Ball groups submitting a Stakeholder Group Survey included the Innisfil Minor Baseball Association, Women’s 3 Pitch, Sandy Cove Stars Senior Baseball, and Stroud Mixed Slo-Pitch League. Each of these groups reported a steady or growing membership base, many of which are Innisfil residents. Participation figures provided by these groups indicate that there are approximately 613 registered ball players, using diamonds such as (but not limited to) the I.R.C., Innisfil Beach Park, Knock Community Hall, and Stroud Arena. Suggested enhancements to these facilities included improved drainage, complementary batting cages, and upgraded fencing and infields. A number of attendees at the Public Open House also indicated a need for diamonds in Cookstown. The most pressing need expressed by local groups is the continued availability of adult diamonds to maintain growth and accommodate demand.

The Active Innisfil Survey recorded low participation in baseball/softball with 10% of households reporting at least one member playing in the past 12 months. Support for spending additional public funds on ball diamonds was 34%, ranking lowest out of 22 facility types (25% opposed).

Utilization

Utilization data for municipal ball diamonds has been reviewed for months of June to September (the core playing season) with prime times calculated based on the following parameters:

- 6 pm to 8:30 pm for unlit fields (until 11 pm for lit fields) during the week;
- 9 am to 5 pm on Saturday; and
- 9 am to 9 pm on Sunday.

The 1,700+ hours booked at municipal ball diamonds in 2015 represents a 6% increase (100 more hours) compared to 2011 illustrates that while demand persists at recent levels, the average prime utilization rate was 31% in 2015 with nearly 3,800 hours going unused during prime times over the course of the core season.

The I.R.C. diamonds are the most heavily used diamonds with over 300 hours booked though utilization rates are about 40%. The two other lit diamonds booked between 200 and 240 hours for this past season with utilization rates between 26% and 31%. This suggests that there is capacity within lit diamonds to accommodate additional rentals. With the exception of the diamond beside the Stroud Arena, all unlit diamonds had fewer than 100 hours booked over the course of the 2015 season. As with rectangular fields, use of the Innisfil Beach Park diamonds is constrained on weekends by the heavy intensity of use on the park as a whole. Since weekends are typically used by ball organizations across the province, the unavailability of the diamond has an effect on the supply and has been discounted by 40% on a lit diamond and 60% on the unlit diamond (thereby removing the effective capacity of a whole diamond).

Needs Analysis

Whereas the Town’s previous Master Plan employed a provision standard of one diamond per 80 registered players, changes over the past decade (notably declining provincial participation rates after the 2001 peak) and re-evaluation of how diamonds are generally programmed and utilized have resulted in many municipalities targeting provision at one diamond per 100 registered players. The 613 registered players in Innisfil would thus require 6 diamonds, leaving the Town in a surplus position that is confirmed by the ample capacity present.

Although the projection model articulates a short to medium term surplus, concerns expressed by ball associations appear to be well founded in terms of diamond size and configuration. Innisfil Minor Baseball’s registration of over 200 players would suggest that 2 hardball diamonds would be required through application of the standard, while adult groups may not be inclined to book some of the Town’s smaller sized softball diamonds.

Table 24: Projected Ball Diamond Requirements

Year	2015	2021	2031
Estimated Number of Participants (Assumes a penetration rate of 2%)	613	820	1,165
Ball Diamond Requirements (One diamond per 100 registered participants)	6.1	8.2	11.7
Surplus Capacity (Based on a supply of 10* unlit equivalent diamonds)	4.5	1.8	(1.7)

* supply is discounted by 1.0 equivalent diamonds reflecting unavailability of Innisfil Beach Park diamonds on weekends.

Using an approach similar to that advanced in the rectangular field assessment, the Town should engage ball diamond users to explore opportunities to enhance the existing supply (e.g. lighting, irrigation/drainage, type of infield material, fencing, expanded play-out lines, etc.) prior to contemplating any new diamonds.

With a number of diamonds considered to be underutilized, the Town should convert one softball diamond to a hardball diamond with pitcher's mound to alleviate pressures presently placed on the I.R.C. north diamond – dimensions, play-out lines, amenities, etc. should be discussed with user groups in advance of this conversion. At least one other diamond should be evaluated to expand its playout lines and/or add lighting in order to provide an added option for adult users. Subsequent user group engagement is considered to be critical in order to define the types of improvements and select the sites that will result in effectively meeting their specific needs.

Given the unavailability of the Innisfil Beach Park diamonds on weekends, one or both of these diamonds should be relocated within the next five years to a location or locations not impacted by high volume weekend traffic, thereby providing an opportunity to address the specific size and quality concerns discussed above. There are no existing parks that are deemed to be suitable to accommodate two new diamonds due to functional (i.e. size, buffers, etc.) and geographic constraints, therefore, relocation of these diamonds is likely best suited to a future park preferably in the vicinity of Alcona (though Sandy Cove and Lefroy are also options since new parkland will be added as draft plans of subdivision are submitted and approved). At this moment, the Innisfil Recreation Complex is the most logical venue for the relocated diamonds provided that they can fit and function effectively with the rest of the park as additional diamonds here would bolster the tournament appeal of the site (but remaining cognisant that such an action could preclude the Town from adding ice pads to the I.R.C. as identified as an option in the arena assessment).

As the population grows longer-term and existing diamond(s) are relocated/converted, the model projects available capacity being exceeded between the years 2028 and 2031. One new ball diamond could thus be rationalized towards the end of the master planning period, and should be considered in Cookstown as was heard through consultations with the community. The design specifications of the diamond will depend upon the market characteristics prevalent in the ten to fifteen year implementation window, notably whether it is designed to hardball or softball standards and the types of amenities to be provided. The Town should also work with ball users to make more effective use of diamonds throughout the entire week, in conjunction with the Sports Field Allocation Policy process recommended in the rectangular field assessments.

Recommendations

- #29.** Engage the Innisfil Minor Baseball Association and other ball diamond users to discuss ways in which to enhance existing diamonds in a manner that encourages greater use by organized users. At a minimum diamonds at Dempster Park, Knock Community Hall and Nantyr Park should be evaluated for surface improvements (e.g. irrigation, drainage, fencing) while the Innisfil Recreational Complex and relocated Innisfil Beach Park Diamonds should consider amenity-related improvements (e.g. batting cages, concessions, etc.).

- #30. Relocate the Innisfil Beach Park diamonds to the Innisfil Recreation Complex subject to confirmation through a facility fit exercise, with a design specification oriented to play by adult and/or hardball users.
- #31. Construct one new ball diamond towards the end of the master planning period, potentially in Cookstown, subject to confirmation through five year updates to the Master Plan.
- #32. Apply the Sports Field Allocation Policy proposed in Recommendation #28 to ensure efficient and equitable utilization of all diamonds, regardless of quality and size, and ensure operational sustainability within the sports field supply.

4.11 Tennis & Pickleball Courts

Supply

The Town maintains six tennis courts, consisting of four lit courts at Innisfil Beach Park and two unlit courts at Crossroads Park. Both of these locations are also marked for pickleball. As shown in Map 7, both of these locations are within Alcona.

Market Conditions

Research suggests that interest in tennis has declined since its peak in the 1970s. However, there has been a recent (but modest) resurgence in participation, which is being driven by the aging baby boomer generation (a segment that makes up a growing portion of Innisfil’s population). Growth has also been spurred by the recent success of Canadians on the professional tour, including a number of athletes from the G.T.A. Interest in tennis varies greatly between municipalities and can be influenced by several factors such as the existing level of service, local sports organizations, and demographic composition. While there is some evidence that baby boomers are creating a small boost in tennis participation, this age segment has driven pickleball to become the fastest growing sport in Canada. An increasing number of baby boomers are taking an interest in pickleball, which is a low-intensity paddle sport that can be played on a modified tennis court.

Table 25: Benchmarked Municipal Tennis Courts

Municipality	Population	Number of Tennis Courts		Service Level		
		Public	Club	Public	Club	Total
-	-					
Barrie	147,524	28	9	5,269	16,392	3,987
East Gwillimbury	24,396	9	0	2,710	n/a	2,710
Georgina	47,272	7	0	6,753	n/a	6,753
Halton Hills	58,891	7	6	8,413	9,815	4,530
Milton	105,317	9	12	11,702	8,776	5,015
Average	79,846	12	5	7,202	6,997	4,407
Innisfil	35,090	6	0	5,848	0	5,848

The Town’s tennis court supply translates into a service level of one public tennis court per 5,848 residents, which among benchmark municipalities only exceeds Georgina. Benchmarking for pickleball courts has not been presented given that it is an emerging sport. Although many municipalities have yet to respond with the provision of dedicated pickleball courts, some communities have adapted existing spaces to accommodate the increasingly popular sport through indoor gymnasium space or pickleball line markings at existing tennis courts.

Public Engagement

Input received at the Public Open House suggested that the Town should explore opportunities to develop an indoor sports dome for year-round racquet sports such as tennis, badminton, and pickleball. Additional outdoor tennis courts were also requested, as well as improved maintenance of existing courts. The Active Innisfil Survey generally found low interest in tennis with 9% of respondents indicating that one member of their household participated in tennis in the past 12 months. 42% of respondents supported spending additional public funds on tennis courts (20% opposed).

Utilization

The Town delivers tennis programs year-round basis at Innisfil Beach Park (spring and summer) and Alcona Glen Elementary School gym (winter) and Stroud Arena banquet hall (winter). These programs are intended for a wide range of ages and abilities, consisting of Tennis Social, Tennis Basics, and Just for Kids Tennis Program. A review of program registration data reveals that registration has tripled since 2011 to reach 50 participants in 2014. Drop-in usage of the outdoor courts is not tracked since it is a self-scheduled, spontaneous activity.

Table 26: Registration in Tennis Programs, 2010-2014

Year	2010	2011	2012	2013	2014
Registrants	14	Not Offered	18	22	50
Capacity	31		22	34	92
Fill Rate	45%	n/a	82%	65%	54%

Source: Town of Innisfil, 2015

Needs Analysis

Outdoor tennis court needs are assessed using a combination of geographic distribution and population-based service standards. As exemplified through the regional benchmarking, service levels of one tennis court per 4,000 to 6,000 population are common across Ontario. In Innisfil, targeting one outdoor tennis court per 5,000 residents adequately reconciles distributional gaps and provides a level of service that is sustainable to meet future needs.

Year	2015	2021	2031
Forecasted Population	35,090	41,070	58,266
Tennis Court Requirements (One tennis court per 5,000 residents)	7.0	8.2	11.7
Deficit (Based on a supply of 6 tennis courts)	1	2.2	5.7

The provision standard anticipates that the Town requires one additional tennis court at present and a total of six new courts by the year 2031. With Alcona seemingly well serviced with the six existing courts, new tennis courts would be a logical choice in other settlement areas, potentially as follows within an existing or future park:

- 2 courts in Lefroy by 2018
- 2 courts in Cookstown by 2024
- 2 courts in Stroud or Sandy Cove by 2031

These double court pods should be sized to standard tennis court specifications (play-out area generally equates to 37 metres by 37 metres) with asphalt surfacing that may or may not contain the coloured acrylic treatment. As an alternative to the above, the Town could instead consolidate the six recommended courts into two locations (i.e. two parks, each with three courts). Additionally, any of the communities identified as potential locations could be replaced in favour of a more suitable site such as where the demographic composition of the surrounding community is partial to racquet sports. After observing usage of the recently resurfaced Crossroads Park for tennis and pickleball play, the Town should contemplate using a similar multi-use model with tennis and pickleball line markings for the future courts given the growing interest in pickleball.

Through the public consultation process, a desire was expressed to form a tennis club. Tennis clubs typically require the use of four lit tennis courts to support simultaneous games with supporting amenities such as parking, storage, and washroom facilities. Some tennis clubs are also integrating pickleball players as a way to bolster their membership and drive program growth (as pickleball is an ideal transition for many aging tennis players). The tennis courts at Innisfil Beach Park, which are currently being used to deliver the Town’s tennis programs, would be a suitable location to support a tennis club given that it currently meets these criteria.

Should the Town be formally approached by persons interested in forming a community tennis and/or pickleball club (preferably using a model sanctioned by the Ontario Tennis Association), use of the courts of the Innisfil Beach Park tennis courts should be encouraged. A user agreement for the tennis courts should be required to establish the responsibilities of each party and dedicated time slots for the group; however, club bookings should not interfere with the Town’s tennis programming unless a tennis club could deliver similar programs at a better value to the community.

Recommendations

- #33. Construct six new tennis courts by the year 2031, focusing on the communities of Lefroy, Cookstown and/or Stroud. Developed in pods of two courts each, these courts should integrate multi-use line markings for tennis and pickleball consistent with the Town's new template applied at Crossroads Park, provided that successful usage is observed there.
- #34. The Town should facilitate a discussion between the Ontario Tennis Association and residents interested in forming a sanctioned community tennis and/or pickleball club. Discussions should also determine possible lease arrangements and program delivery options to accommodate such needs at the Innisfil Beach Park tennis courts.

4.12 Basketball Courts

Supply

Basketball courts are provided at eight parks in Innisfil consisting of six full courts and two half courts. Full courts are found at Belle Ewart Park, Centennial Park, Cookstown Community Park, Hastings Park, Huron Court Park, and Innisfil Beach Park while half courts are found at 12th Line Park and Crossroads Park.

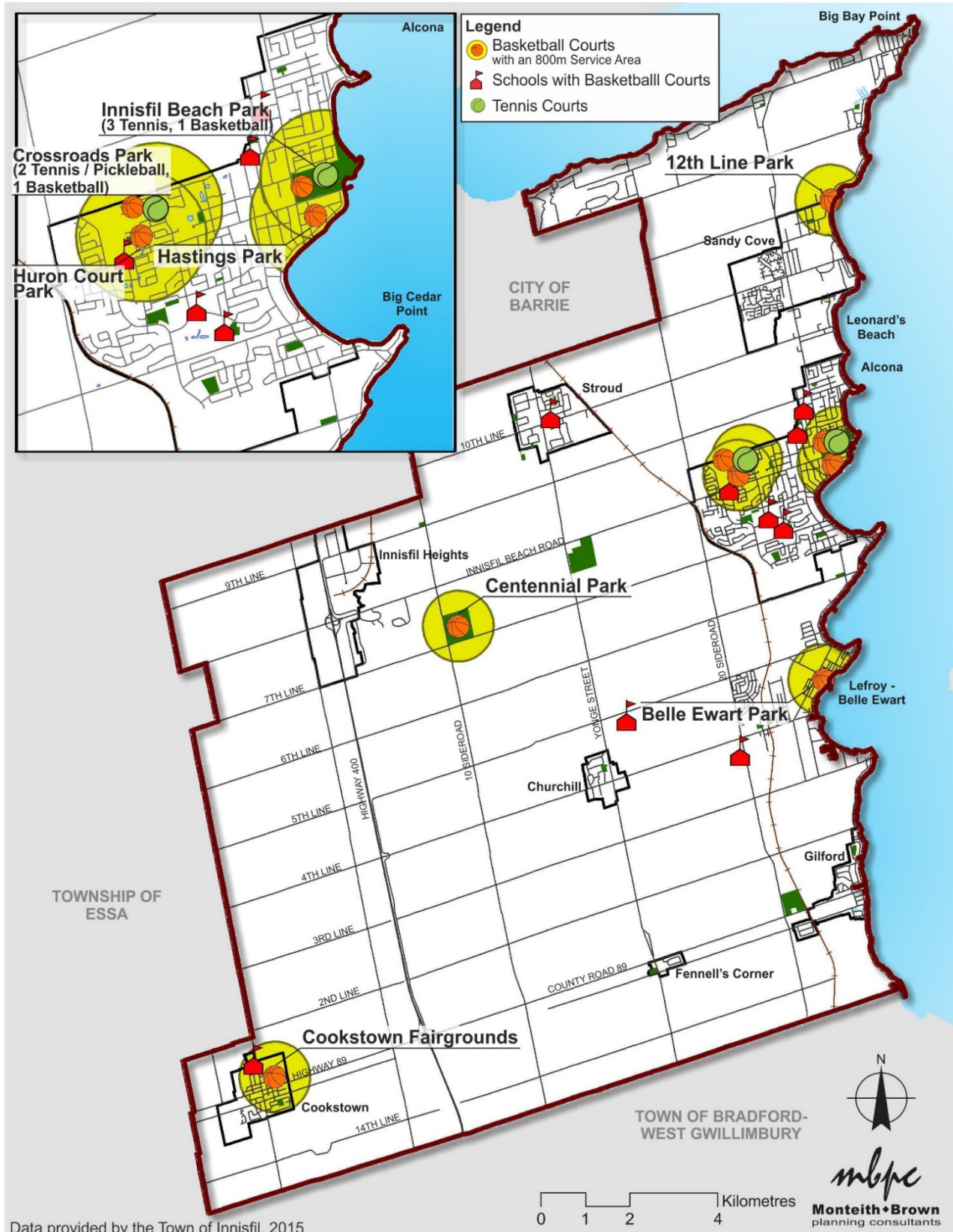
While these courts are designed to facilitate basketball, other hard surface court activities such as ball hockey, may take place. In addition to these municipal courts, there are 10 school basketball courts that can be used outside of school hours.

Market Conditions

Basketball maintains strong participation rates among youth. Demand for outdoor basketball courts has been found to be high in many communities as they are relatively low cost amenities that can be easily incorporated into local parks, thus allowing for easy access and opportunities for spontaneous, informal play. Basketball can simply be played at home; however, which generally meets much of this demand.

With basketball courts located at eight parks throughout the Town, Innisfil provides one municipal basketball court for every 620 youth residents between the ages of 10 and 19. This service level is the highest among benchmarked communities, however, noting that Innisfil's large land area and geographically dispersed population supports a higher level of service, as well as the fact that the Town has the second fewest number of youth which contributes to a greater service level.

Map 7: Distribution of Hard Surface Courts



Data provided by the Town of Innisfil, 2015

Table 27: Benchmarked Municipal Basketball Court Locations

Municipality	Youth Population (Age 10-19)	Number of Basketball Courts	Service Level
Barrie	21,388	23	930
East Gwillimbury	3,403	4	851
Georgina	6,768	8	846
Halton Hills	9,122	4	2,281
Milton	12,247	16	765
Average	11,031	15	1,135
Innisfil	4,961	8	620

Note: Excludes school basketball courts

Public Engagement

Comments received at the Public Open House suggested a need for more basketball programs such as organized leagues or summer camps for children. The Active Innisfil Survey found that 9% of respondents had at least one member of their household who played basketball in the past 12 months. 44% of survey respondents supported spending additional public funds on basketball courts, ranking 18th out of 22 facility types (18% were opposed) noting that the lower priority could also be a result of the survey being completed by a large number of adults.

Utilization

Outdoor basketball courts are intended for self-scheduled, spontaneous play and are thus not programmed for organized use nor is any utilization data collected by the Town. Anecdotal information received from the Town suggests that the Cookstown court receives limited usage.

Needs Analysis

The best indicator of need for basketball courts is a standard that considers the number of youth along with the geographic distribution of facilities since youth are the primary users of basketball courts and many do not have regular access to a personal vehicle. A provision target of one basketball court for every 750 youth between the ages of 10 and 19 is typically used in communities similar to Innisfil while walkability is assessed using an 800 metre service radius, unobstructed by major pedestrian barriers, which represents a ten minute walk. In the absence of age-specific population forecasts, the number of youth in the community is estimated using the proportional rate for the 10-19 age cohort from the 2011 Census and applying it to the forecasted total population.

Year	2015	2021	2031
Estimated Youth Population (based on 14% of the total population)	4,900	5,750	8,150
Basketball Court Requirements (One basketball court per 750 youth ages 10 to 19)	6.5	7.7	10.9
Surplus (Based on a supply of 8 basketball courts)	1.5	0.3	(2.9)

The existing supply of courts is sufficient to meet needs over the next five years based upon the service level target, though a total of three new basketball courts would be required by the year 2031. This is not to suggest that the Town should wait until after 2021 to construct new basketball courts as a review of walkability, as shown through Map 7, shows gaps on the west side of Lefroy, south side of Alcona, and Stroud. While many rural areas and smaller settlements are also not serviced, their populations are highly dispersed and aging which do not lend themselves as ideal locations for a basketball court.

Emphasis should thus be placed on providing new basketball courts in populated/denser communities and where population growth is expected to serve the greatest number of residents. On this basis, it is recommended that three additional basketball courts should be constructed in existing or future parks as per the suggested timeline:

- 1 court on the west side of Lefroy by 2018;
- 1 court in the south end of Alcona by 2021;
- 1 court in Stroud by 2031 (potentially at the Stroud-Innisfil Community Centre which would align well with the skateboard park).

These courts should be sized to standard full or half court specifications (play-out area generally equates to 15 metres in width by between 15-25 metres), depending upon fit within the rest of the park. Surfacing should consist of asphalt that may or may not contain a coloured acrylic treatment.

Recommendations

#35. Construct three new basketball courts, focusing on the communities of Lefroy, south Alcona and Stroud.

4.13 Bike and Board Parks

Supply

Two skateboard parks are provided at the South Innisfil Community Centre (Lefroy) and the Stroud-Innisfil Recreation Centre & Library, which can also be used by bicyclists, scooters, and inline skaters. The skateboard park at the South Innisfil Community Centre is the smaller of the two, providing users with a selection of modular skateboard features. The larger skateboard park in Stroud offers a mix of modular and permanent concrete components.

Market Conditions

Research shows that youth are gravitating towards unstructured, unscheduled, and low-cost activities. Skateboarding achieves these three attributes and resulted in its sustained longevity to the point where it has become a core municipal service in many communities. Innisfil, like many communities, has embraced this activity through the provision of municipal skateboard parks that also appeal to bicycling, inline skating, and related sports.

Table 28: Benchmarked Skateboard Parks

Municipality	Youth Population (Age 10-19)	Number of Skateboard Parks	Service Level
Barrie	21,388	2	10,694
East Gwillimbury	3,403	0	n/a
Georgina	6,768	2	3,384
Halton Hills	9,122	2	4,561
Milton	12,247	1	12,247
Average	10,586	1.5	7,722
Innisfil	4,961	2	2,481

The Town’s supply of skateboard parks translates into a service level of one skateboard park per 2,481 youth between the ages of 10 and 19, which is the highest compared to the benchmarked municipalities although the population distribution of Innisfil is an important factor to consider.

Public Engagement

Comments received from the Public Open House suggest that a skateboard park should be provided in Alcona. Participants from the consultation sessions held for the Official Plan Review also requested a skateboard park in Innisfil Beach Park. The Active Innisfil Survey found that skateboarding in Innisfil is generally a niche activity. Approximately 5% of respondents indicated that one member of their household participated in this activity within the past 12 months, which was the activity with the lowest participation rate. 42% of respondents supported spending additional funds on this facility type, ranking third last after arenas and ball diamonds (26% opposed). This suggests that there is limited support for this facility type and that other facilities are higher in priority; however, the survey was completed mostly by adults and thus may not fully reflect the opinions of youth.

Utilization

Skateboard parks are intended for self-scheduled, spontaneous play and are not programmed for organized use, thus no utilization data is collected.

Needs Analysis

As with other youth-oriented facilities intended for drop-in use, distribution is an important factor in addition to using population-based service targets. Most communities target the provision of one skateboard park per 5,000 to 7,500 youth which if applied locally would suggest the two existing skateboard parks will suffice as the year 2031 population of 10 to 19 year olds is projected to be around 8,100 persons.

From a distributional perspective, however, Alcona is the largest major community that does not have a skateboard park. In maintaining consistency with the Town's past philosophy of providing skateboarding facilities in major settlement areas (something that is consistent with servicing in other urban-rural municipalities), it is recommended that a skateboard park be constructed to serve youth residing in Alcona. According to the Town's Development Charges Background Study, provisions have been made to fund the third skateboard park in 2019 (\$225,000). As Cookstown is another settlement area that is fairly isolated from the other existing and proposed skateboard park locations, a skateboard park would ideally serve that community as well (potentially a scaled-back facility to reflect the smaller settlement area population).

In determining specific locations, the Town should consider a number of factors including a strong degree of visibility from the street, proximity to an area with a high concentration of youth, along active transportation or public transportation routes, co-location with other appropriate recreation facilities (e.g. community centre sites with a full time staff presence can lend additional supervision capabilities) or amenities (e.g. where water fountains or benches exist), etc. The location and design of the skateboard parks, including layout, configuration and components should be determined in consultation with the bike and board community as well as local youth.

Recommendations

#36. Construct new skateboard parks in Alcona and Cookstown, designed in a manner that permits use by skateboarders, BMX and mountain bikers, and other inline wheel or board sports. The site and design of the skateboard parks should be determined in consultation with local youth and members of the board and bike sport communities, is preferably co-located with other youth oriented facilities such as multi-purpose courts, and a portion of funding would be derived through a community fundraising campaign similar to the Town's historical practice.

4.14 Splash Pads

Supply

A splash pad is located at Cookstown Community Park. Opened in spring 2014, this facility provides users with an interactive water-play experience with spray features, tipping buckets, and water jets.

Market Conditions

Splash pads are highly sought amenities for young families seeking affordable and accessible opportunities to cool down on a hot day. They tend to be more cost effective than traditional outdoor

pools to build and operate as they can be integrated into most park configurations and do not require regular staffing as there is no standing water. Splash pads can be designed in a wide variety of ways with a range of different apparatuses that provide an enhanced aquatic experience for residents of all ages.

The Town provides one splash pad per 3,757 children under the age of 10. Among the benchmarked communities, this service level is only above that of Barrie.

Table 29: Benchmarked Splash Pads

Municipality	Children (Age 0-9)	Number of Splash Pads	Service Level
Barrie	18,382	2	9,191
East Gwillimbury	2,556	4	639
Georgina	5,252	3	1,751
Halton Hills	7,460	3	2,487
Milton	19,438	13	1,495
Average	10,957	5	3,113
Innisfil	3,757	1	3,757

Public Engagement

Some residents expressed the desire for splash pads to be distributed in settlement areas across the Town. Residents enjoy the splash pad in Cookstown and many felt that one should be located in Alcona as well; suggestions were received for a splash pad at Innisfil Beach Park, adjacent to the Lakeshore Branch Library, Webster Park, or in the Fox Street area. The Active Innisfil Survey revealed strong support for splash pads, as 82% of respondents supported spending additional funds on this facility type, ranking 4th out of 22 facility types (5% opposed).

Utilization

Splash pads are intended for self-scheduled, spontaneous play and are thus not programmed for organized use. The Town’s anecdotal observations suggest that the splash pad in Cookstown has been very successful and has benefitted from its proximity to the branch library.

Needs Analysis

There are two common methods for determining future splash pad needs. Highly populated urban communities may utilize an age-specific market standard such as one splash pad for every 3,000 children under the age of 9. Other communities provide splash pads on the basis of geographic distribution, often using a mix of ‘major’ and ‘minor’ splash pads, the latter of which include only a couple of elements and are used as neighbourhood level ‘cooling’ stations.

The population-based standard is not best applied in Innisfil due to the highly dispersed nature of the Town's population and built form. Instead, the provision of splash pads should focus on geographic distribution and serving priority areas. Cookstown is currently well serviced with the Town's only splash pad located adjacent to the Cookstown Library and Community Centre. A clear gap area exists in Alcona, Innisfil's largest urban settlement and key growth area during this planning horizon. It is recommended that a splash pad be constructed in Alcona to serve residents in this community.

The Innisfil Beach Park Master Plan identifies that a splash pad should be provided at this park. While there are logical synergies in providing a splash pad here (many major waterfront parks are integrating splash pads), the extreme intensity of use of Innisfil Beach Park during the summer months poses a distinct challenge, and a splash pad at this location would exacerbate usage and parking pressures on the park. Furthermore, locating a future splash pad at a site other than Innisfil Beach Park will help ensure that local residents will benefit the most from this investment.

Unless the Town views a splash pad at Innisfil Beach Park as part of a broader tourism, civic place making and/or economic development strategy, alternative sites should be considered in Alcona where local residents might enjoy a greater degree of access and use compared to Innisfil Beach Park where it can be expected non-residents would make considerable use (albeit likely on weekends). Given the success of the Town's existing splash pad adjacent to the Cookstown Library and Community Centre, replicating a similar model in Alcona adjacent to the Lakeshore Library Branch is a plausible option. A high level scan of the general vicinity reveals that there is a small woodlot on the west side of the library branch, which may accommodate a splash pad, although these lands would have to be acquired by the Town. Other existing parks in Alcona with the potential to accommodate a splash pad include Alcona Community Park, Previn Court Park, or Nantyr Street Park. The provision of a splash pad at a new park (e.g. in the Sleeping Lion development) may also be an opportunity, given the level of growth expected to occur during the planning period.

Other settlement areas poised for growth, such as Lefroy, should also be considered after observing use of the proposed splash pad in Alcona. Again, the Cookstown model could be considered if Innisfil Public Library proceeds with a new library branch in Lefroy as identified in the Library's 2013 Master Plan. The Town's Development Charges Background Study identifies \$1.325 million for three future splash pads suggesting that future splash pads have growth funding assigned to them. The design of the splash pads should be determined in conjunction with other parks planning and community place making initiatives.

Recommendations

- #37.** Construct two new splash pads to serve the communities of Alcona and Lefroy, potentially replicating the existing model that co-locates these facilities with Innisfil Public Library branches (existing and/or future) to reinforce municipal objectives of creating community hubs. Additional splash pads may be considered on the basis of addressing a geographic gap for a settlement area that does not have a splash pad or where synergistic civic services are co-located so long that there are sufficient concentrations of children to warrant additional investments.

4.15 Outdoor Ice Skating Rinks

Supply

The Town of Innisfil maintains two natural ice rinks, located in the park area outside of the Cookstown Library and Community Centre, and within a parking lot at Innisfil Beach Park.

Public Engagement

The online survey sample recorded 70% support for outdoor skating rinks, ranking as the sixth highest priority for public spending among parks and recreation facilities. Additionally, a desire for an outdoor covered rink (for skating/hockey in the winter and ball hockey/basketball in the summer) was expressed through youth workshops held as part of the Our Place Official Plan process.

Market Conditions

Outdoor 'natural' ice skating opportunities are becoming increasingly difficult to provide due to global climate change, requiring considerable maintenance efforts to resurface rinks and may be one reason why the local volunteer rink program has been in decline (maintenance requires a considerable time commitment on the part of an individual when weather conditions are not favourable). Uncertain and warming weather conditions have greatly impacted the provision of outdoor ice, with many municipalities (who are choosing to provide outdoor skating opportunities) looking at artificial refrigeration or synthetic ice surfaces that are typically able to operate for a longer season but come at a higher cost to build and operate compared to natural ice. This, however, comes at a more significant cost than their natural counterparts and accordingly fewer artificial ice rinks are being constructed province-wide unless tying into a broader economic development strategy or providing a municipally-wide level of service (as opposed to servicing a community or neighbourhood catchment).

Depending upon their size and configuration, the capital and operating cost of artificial rinks ranges widely; common rinks can cost between \$100,000 to over \$1 million to build, while annual operating costs range from tens of thousands to hundreds of thousands of dollars per year depending on the level of maintenance and the length of the operating season. Costs can be further inflated with common support elements such as roof structures, and washroom/change room facilities which is why many artificial rinks are located adjacent to community centres. Skating paths constructed in some communities are essentially artificial rinks of a different configuration and require similar capital and operational resources, though their function is largely relegated to pleasure skates (whereas rinks can accommodate both pleasure skating and pickup ice sports, depending on size).

The operating season for artificial rinks is typically December to March although the actual number of weeks varies greatly with climate conditions and municipal operating capabilities. Refrigeration systems allow a municipality to ensure a more consistent operating season compared to natural ice surfaces since the latter is difficult to maintain above the freezing mark (recognizing the warmer the temperature gets, the greater becomes the operating cost of running an artificial pad). Depending upon design, artificial pads can also be used in the non-winter months for ball hockey, basketball and tennis while larger artificial pads may be used for community events, again tying into their viability as economic development tools.

Needs Analysis

Fewer natural and artificial rinks are being constructed by municipalities compared to the past. Research conducted across Ontario suggests that there is little consistency in how municipalities approach the provision of outdoor rinks in the absence of generally accepted service level standards. Natural rinks have become cumbersome to maintain with climate change, necessitating significant staffing resources to be deployed to keep the ice conditions safe for use. Some municipalities have transitioned maintenance of rinks to community volunteers who look after flooding (and may receive a water rebate from the municipality), instead only using municipal staffing to assist with initial set up and/or take down of the rink. For example, the City of London has a 'Neighbourhood Supported Outdoor Rink' that specifies criteria for the approval of a volunteer rink, roles and responsibilities of each party, maintenance practices, services provided in kind by the City, insurance requirements, etc.

Since artificial rinks carry a considerable operating cost over their three to four month season, most municipalities view artificial rinks using an opportunity-based approach to create distinctive recreational experiences that cannot be offered within an arena. Accordingly, pursuit of an artificial rink should be rationalized through planning and economic development studies in conjunction with the principles of this Master Plan, and be subjected to a cost-benefit analysis.

An artificial rink in Innisfil should only be constructed with the view of creating a Town-wide 'destination', thereby suggesting location options consist of a major park or civic node. Innisfil Beach Park is likely the most appropriate site for a future artificial skating rink or path as it is the Town's most prominent park attraction, would improve the park's four-season appeal, and there is sufficient parking onsite (which could also possibly generate off-season parking revenues). Certain municipalities have also combined outdoor rinks with splash pads (e.g. Sherbourne Park in Toronto, Market Square in Guelph, Newmarket Riverwalk Commons) which can create year-round use supporting place making initiatives. With splash pads being recommended in Alcona and Lefroy through this Master Plan, combination facilities should be explored.

Recommendations

- #38.** Construct an artificial skating rink or skating path at Innisfil Beach Park, of which the size, scale and cost should be confirmed through a detailed design process. Alternative or additional location(s) may be considered if undertaking other civic planning, urban design and/or economic development initiatives, or where creating multi-seasonal community hubs of activities (e.g. within destination parks, through co-location with hard surface courts, splash pads or water features, etc.).

4.16 Off-Leash Dog Parks

Supply

Innisfil's first off-leash dog park opened in 2014 at Centennial Park, providing a location for dogs and dog owners to interact and engage freely in social activities. The off-leash area is supported by seating, garbage cans, signage, and other park amenities.

Market Conditions

Many communities that provide off-leash dog parks have found that such facilities are used extensively, sometimes more so than traditional parks, as they provide a legal venue to actively exercise dogs, aside from on private property. People also benefit greatly from off-leash areas, whether they are individuals, newcomers, older adults, and seniors, as they provide a place for people who share similar interests to meet, gather and socialize. All of the benchmarked communities provide off-leash areas with the exception of East Gwillimbury.

Table 30: Benchmarked Off-Leash Dog Parks

Municipality	Population	Number of Off-Leash Dog Parks	Service Level
Barrie	147,524	2	73,762
East Gwillimbury	24,396	0	n/a
Georgina	47,272	1	47,272
Halton Hills	58,891	2	29,446
Milton	105,317	2	52,659
Average	79,846	1	50,785
Innisfil	35,090	1	35,090

Public Engagement

Residents expressed a desire for a new off-leash dog park located in a more convenient location (such as in Alcona) as not all dog owners are able or willing to drive to Centennial Park. Residents also raised concerns regarding the ban on dogs at Innisfil Beach Park during set hours as well as at the Town’s lakefront access points. The Active Innisfil Survey revealed moderate support (58%) for spending additional public funds on off-leash dog parks (16% opposed).

Utilization

The Town does not collect utilization data for its leash free dog park.

Needs Analysis

Off-leash areas have become much more common in Ontario municipalities over the past decade, though there are no measurable provision standards for the development of leash-free dog parks as this facility type is generally assessed based on qualitative needs. Municipalities typically consider the provision of leash-free dog parks on a case-by-case basis if significant local demand exists for such a facility and if there is a willing community organization with the ability and resources to operate a leash free dog park (generally the day-to-day operations with a municipality providing assistance for only a few specific undertakings).

With the Centennial Park off-leash area having been open for over a year, the Town should monitor its use (potentially using summer students, establishing a community-based off-leash park committee, etc.) along with noting any successes and challenges associated with it prior to considering a second off-leash park. Monitoring should also examine whether the rural location of the park is a barrier to use. Pending the outcomes of at least a two-year monitoring process, the need for additional off-leash areas should be re-assessed.

Recommendations

#39. Undertake a two-year monitoring process for the Centennial Park off-leash area to determine the degree of use along with successes and challenges associated with its operation over that time. The need for, and feasibility of providing an additional off-leash park(s) should be re-evaluated with these findings in mind, including potential for providing a waterfront off-leash opportunity.

4.17 Playgrounds

Supply

Innisfil provides 29 municipal playground locations. In addition to this supply, residents have access to playgrounds at eight school locations outside of school hours.

Market Conditions

Playgrounds are neighbourhood-level amenities benefitting children through early childhood development skills fostering cognitive and social skills, and physical activity. Playgrounds are typically provided within walking distance of built-up residential areas to allow ease of access among children and their caregivers.

The design of playgrounds has evolved from traditional equipment (e.g., swings, slides, teeter totters) to creative structures that combine several of these elements, along with other interactive play components. Guided by the C.S.A. (Canadian Standards Association), standards for children's play spaces and equipment have introduced softer materials, unique designs, bright colours, and interactive components that simulate the senses to provide enhanced play experiences. Many communities are exploring barrier-free playgrounds (or components of playgrounds) to be inclusive with persons with disabilities. The design of accessible playgrounds is also guided by the Accessibility for Ontarians with Disabilities Act (A.O.D.A.) for new structures built after 2016. Another emerging trend relates to 'natural' playgrounds that integrate boulders, logs, grassy hills, trees and other features found in naturalized settings to reconnect children with nature and foster imaginative play – depending upon design and features, maintenance can be more challenging particularly if high volume use occurs during or after periods of inclement weather.

The Town's supply of 29 playground locations translates into a service level of one playground per 130 children under the age of 10, which is among the highest among benchmarked communities and second only to East Gwillimbury. However, distribution is a key factor when considering adequacy of supply.

Table 31: Benchmarked Playground Locations

Municipality	Children (Age 0-9)	Number of Playground Locations	Service Level
Barrie	18,382	95	193
East Gwillimbury	2,556	26	98
Georgina	5,252	27	195
Halton Hills	7,460	43	173
Milton	19,438	57	341
Average	10,957	50	200
Innisfil	3,757	29	130

Public Engagement

Use of playgrounds was the seventh most popular activity with 33% of surveyed households having done so during the past 12 months. The provision of playground equipment is highly desirable in Innisfil with 76% of residents supporting additional investment into playgrounds, ranking fourth out of 22 facility types (5% opposed). Participants in the youth focus group also expressed the need for youth-oriented/senior playgrounds.

Utilization

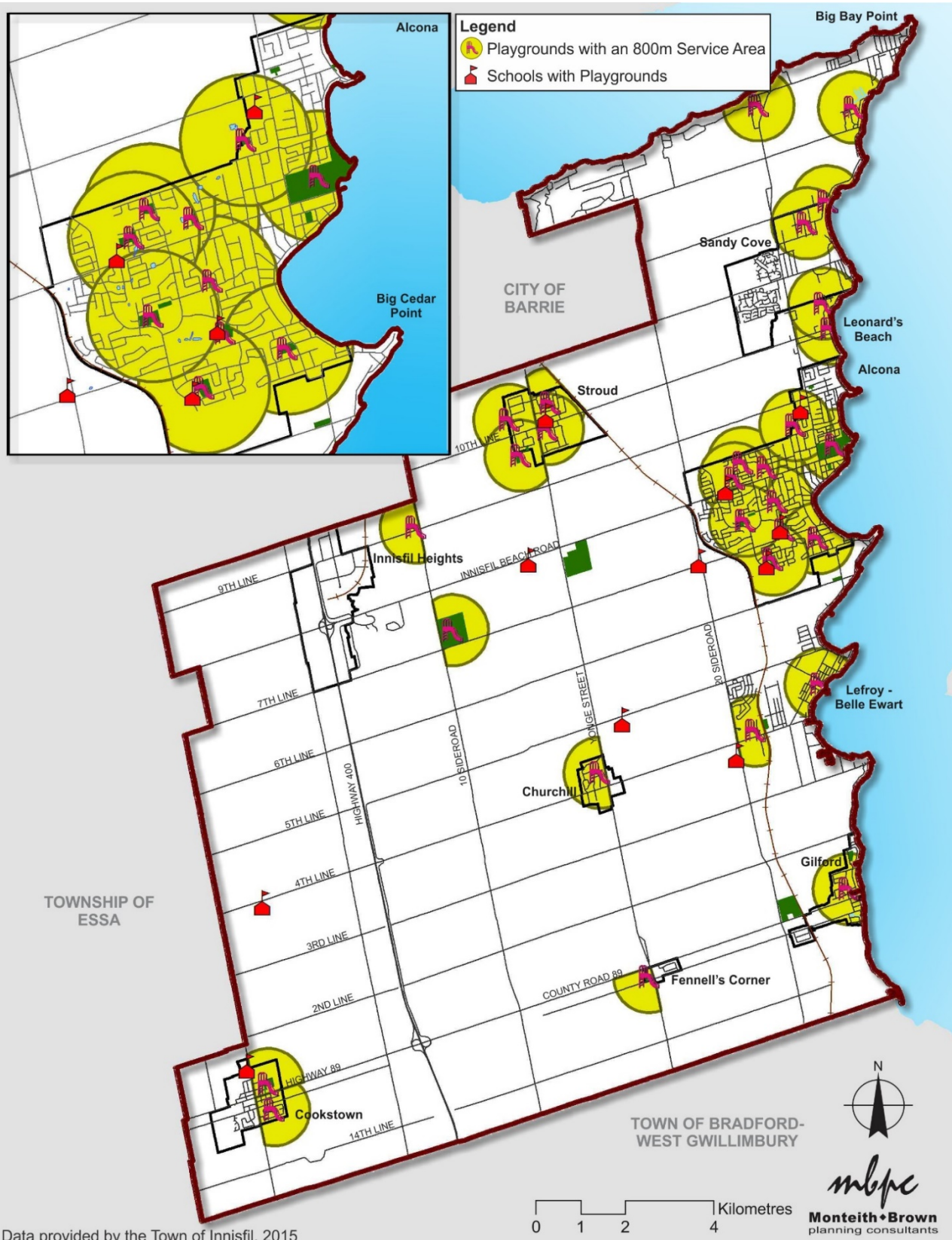
Playgrounds are intended for self-scheduled, spontaneous play and thus utilization data is not collected.

Needs Analysis

Map 8 illustrates the distribution of playground locations in Innisfil, applying an 800 metre radius around each to illustrate a ten to twelve minute walking distance for children and caregivers and accounting for major pedestrian obstructions such as higher volume roads and railway lines.

The service coverage resulting from distributional analysis is generally applicable to the larger built-up areas for the purposes of identifying gaps. Playground coverage is excellent in most areas apart with gaps identified at the west ends of Sandy Cove (where future development will likely address the gap through future park provision) and Cookstown (though a school playground is available). A new playground is also planned to serve residents on the west side of Lefroy. It is recommended that the Town pursue playground opportunities through future land acquisition and/or subdivision development where required to service new populations as appropriate.

Map 8: Distribution of Playground Locations



Data provided by the Town of Innisfil, 2015

The Town also regularly inspects, maintains and replaces its playground equipment with several standards and specifications guiding maintenance and renewal of playgrounds including the Innisfil Engineering Standards and Specifications guide including CSA and AODA standards. A cursory review of the Town's playgrounds during field visits reveals that there are a number of playground structures that offer a basic play experience and that many are aging, suggesting that repair and replacement of select playgrounds may be required to ensure that they continue to provide accessible, safe, and engaging playing experiences.

The Town has already earmarked between \$175,000 and \$205,000 annually for playground replacement projects over the next ten years (\$2.2 million in total) through its Capital Budget to ensure that residents have access to high quality outdoor playground spaces. The Town has also been active in undertaking playground replacements every 10 to 15 years to ensure that they are engaging, colourful, modern, meet C.S.A. standards, and have accessibility components. At present, the Town has replaced playgrounds at 18 locations including Centennial Park and Ireton Park this past year. The remaining playgrounds are expected to be replaced by 2030.

The Town should continue to implement the playground replacement program in tandem with conducting routine playground inspections. Should the playground inspection reveal that certain playgrounds are deteriorating more rapidly than anticipated, the Town should place a higher priority on its replacement. The Innisfil Accessibility Advisory Committee should also be engaged in the replacement and development of new playgrounds to maximize inclusiveness for children and caregivers of all abilities. Where possible, consideration should be given to integrating accessible play components similar to the Town's existing accessible playground located at Innisfil Beach Park.

Recommendations

- #40.** Engage the Innisfil Accessibility Advisory Committee in the replacement and development of new playgrounds to ensure that they are inclusive of persons of a wide range of abilities taking into account access to the playground feature as well (e.g. curb cuts, ground surface materials, etc.).
- #41.** Explore new design templates for playgrounds including thematic elements (consistent with an overall theme for any given park) and naturalized components to complement traditional and creative playground equipment. These templates should rationalize costs associated with non-traditional equipment and surfacing as they relate to construction and ongoing maintenance.

4.18 Sand Volleyball Courts

Supply

The Town provides an Olympic-regulation size volleyball court at the Innisfil Recreational Complex that can be subdivided into four smaller courts. Sand courts are also provided at Innisfil Beach Park and are open to the general public.

Market Conditions

A demand has been observed in certain municipalities for outdoor sand volleyball courts, particularly in waterfront communities such as Innisfil. Beach volleyball is a sport that is popular among youth and younger adults, largely as the sport is played in a flexible, non-structured environment that is low cost which further adds to its appeal.

Public Input

According to the online survey, 8% of responding households played volleyball indoors or outdoors during the past twelve months. Additional investments in sand courts received the thirteenth highest level of support at 56% while 10% were opposed.

Utilization

Programming at the I.R.C. sand volleyball courts is delivered by a private operator that leases the courts from the Town, while the public courts at Innisfil Beach Park are not formally monitored by the Town and thus utilization data is not available.

Needs Analysis

No new sand courts are recommended over the next fifteen years given the limited interest expressed through consultations along with the fact that the Town appears to be successfully partnering with a third party for use of the existing sand courts. Any requests for additional courts should be considered using a model similar to the existing agreement that is in place at the I.R.C., with a noted emphasis on community contributions of capital to share in the capital and/or operating costs (and preferably providing a degree of access to the general public).

Recommendations

In the absence of stated demand for additional sand courts, no recommendations have been made.

4.19 Arts and Cultural Space

Through the Master Plan consultations, residents expressed a desire to strengthen the local arts, culture and heritage sector. Innisfil is home to a vibrant arts and culture community, which are an important part of a strong and sustainable community model with ample research reinforcing the contributions of the arts and culture sector upon economic prosperity, environmental health and social cohesion. The promotion of arts, culture, and heritage in Innisfil is guided by the strategic directions contained in the Inspiring Innisfil 2020 Strategic Plan which identifies strategic goals, including the following that are pertinent to the cultural planning framework:

- Grow and empower arts, culture, and heritage substantially through policy development, annual funding and promotion.
- Support the preservation and promotion of Innisfil's heritage with policies and funding.
- Create at least two cultural events, and promote all major events in Town and tourism publications.

Investment in the arts and cultural sector is seen as the fundamental and most critical component of building successful and vibrant creative industries. Of course there are many other important components of successful community-based delivery of these services; however, it is the recognition that priority for fiscal and human resources are required to establish the initial space and programmatic infrastructure. Like many other industries, the arts and culture sector is known to generate 'spinoffs' and 'multipliers' for the economy. For example, arts patrons not only pay for the event or program but also may contribute towards complementary services such as dining, accommodations, and/or retail.

Many municipalities are increasingly recognizing the positive influences of the cultural sector and in turn are undertaking cultural planning exercises to integrate cultural and heritage resources within other realms of municipal planning such as urban development and renewal strategies, land use planning, business and resident attraction and retention, and pursuit of the 'creative' economy. Given the interest expressed in bolstering Innisfil's arts and cultural sector, the Town should prepare a terms of reference for a comprehensive Cultural Plan that will provide direction to Council, Staff and stakeholders and complement this Parks and Recreation Master Plan. The Cultural Plan should contemplate the following key themes that were expressed through the Parks and Recreation Master Plan:

- Arts and Cultural Policy development through integration with the Our Place Innisfil Official Plan update process, creation of a public art policy, etc.
- Funding the sector through targeted investment in the creative industries and having specific strategies in place to ensure financial resources are effectively directed towards capacity building.
- Remaining engaged with local and regional partners (e.g. Innisfil Public Library, County of Simcoe, Museum on the Boyne, representatives from creative industries) involved in the delivery of arts and cultural services, and working collaboratively to increase awareness and exposure to the sector.
- Progressively marking local arts and cultural programs and events by building upon the Department's existing communications processes and remaining apprised of new technologies, media platforms and other tools that emerge over time.
- Making use of the Town's existing parks and facilities to accommodate a broader range of arts and cultural programming including enhancing the ability of Innisfil Beach Park to host a greater number of outdoor performances and events, leveraging the stage and makerspace at the Lakeshore Branch Library, adapting multi-purpose program and meeting rooms, etc.
- Updating the Town's policies guiding festivals and special events while regularly reviewing the provision of annual events with a view towards identifying gaps and opportunities for new events.

Recommendations

- #42.** Undertake a comprehensive municipal Cultural Plan including a cultural mapping exercise to identify, record and classify cultural resources in the community, and to gain a greater understanding of local cultural assets that can subsequently be translated into strategies aimed at improving delivery of, and participation within cultural programs.
- #43.** Appropriate policies that sustain and enhance cultural vibrancy and heritage should be integrated through the ongoing Town of Innisfil Official Plan review and update process (Our Place Innisfil).
- #44.** Remain engaged with the County of Simcoe as it implements its Cultural Study Report and other initiatives pertaining to determine what supports and resources the Town of Innisfil can provide in developing the local and regional arts and cultural sectors.
- #45.** Evaluate existing multi-purpose program and meeting rooms situated within municipal recreation facilities to determine whether opportunities exist to improve their capacity to accommodate arts and cultural activities through lighting, acoustics, addition of sinks or storage, etc. (also refer to Recommendation #22).

4.20 Summary of Major Facility Strategies

As the Town continues to grow and evolve, there are a number of factors that impact the provision of facilities, programs, and services. The Town of Innisfil has traditionally been the primary facility provider but more recently has taken on a greater role in offering a broader range of recreation programs including, but not limited to, fitness, skating, and general interest programs for all age groups and abilities. Municipal facilities are complemented by several community providers and/or partners including Innisfil Public Library, the Y.M.C.A. of Simcoe/Muskoka, school boards, and the volunteer and private sectors. A major direction advanced through the Master Plan's needs and service delivery assessments is greater coordination with Innisfil Public Library and the Y.M.C.A., largely through Recommendation #59 (found in Section 6.5).

The Y.M.C.A. has played a significant role in Innisfil's recreation system for a number of years, evidenced by the partnership with the Town at the I.R.C. The Town is responsible for managing the arena and outdoor facilities while the Y.M.C.A. operates the indoor aquatics centre, gymnasium, fitness centre, and meeting space, which are exclusively available to Y.M.C.A. members. The importance of Y.M.C.A.'s presence in Innisfil cannot be understated as it is the busiest location in the Simcoe/Muskoka area. While the Y.M.C.A. has benefited Innisfil residents and visitors, the public engagement process suggests that the cost of memberships has been a deterrent to certain residents in terms of accessing the spaces at the I.R.C., namely the aquatics, wellness and gymnasium programming. As a result, ensuring that affordable municipal program alternatives and financial assistance strategies are in place will be essential while the Master Plan's needs assessments have recommended that the Town engage in formal discussions with the Y.M.C.A. to determine opportunities to increase access to the indoor pool and gymnasium for Innisfil residents that are not presently members (facilitating non-member access could potential benefit Y memberships by drawing people into the facility).

The collaboration between the Town and Innisfil Public Library most notably regarding the Cookstown Public Library & Community Centre serves as an excellent precedent upon which to guide future facility development and advance municipal place making goals through the creation of multi-faceted community hubs. As the Innisfil Public Library Master Plan contemplates a new branch in Lefroy, there is opportunity to combine indoor multi-purpose space and outdoor recreational facilities (e.g. a splash pad) again using the Cookstown model as an example. The Church Street Park in Lefroy may be one location with merit in considering such a facility as it would provide opportunity to create both indoor and outdoor spaces similar to that found in Cookstown.

A third notable outcome of the needs assessments pertains to a potential multi-use community centre(s) that is planned in the south-end of the City of Barrie. Throughout this process, it became clear that the Town is addressing the needs of many non-resident facility users from adjacent communities, primarily from Barrie. This proportion of non-resident users is due to a number of factors such as their proximity to Innisfil's facilities, participation in Innisfil-based sports organizations and/or lack of facilities in their own jurisdictions. The City of Barrie Parks & Recreation Growth Strategy (2013) expresses a need for two new multi-use community centres¹⁸ to be located in the south end of Barrie. The provision of such facilities in Barrie will likely have considerable impacts on the number of non-resident facility users in Innisfil. The Barrie Growth Strategy identified that the first multi-use facility (proposed to be developed between 2017 and 2021) would contain: twin pad area and indoor aquatic centre; gymnasium, fitness centre, wellness studio, and walking track; dedicated youth and older adult space; and outdoor recreation facilities

It is anticipated that there could be a shift in non-resident usage during the life of the Master Plan as a result of the expansion and associated population of south Barrie. Population growth in south Barrie could generate additional pressures on Innisfil's facilities unless a south-end community centre(s) in Barrie is built. If Barrie does in fact build a new facility, this could create the opposite problem in that existing Innisfil facilities that have considerable use by Barrie residents (e.g. Stroud Arena, Y.M.C.A. fitness centre) could see their utilization rates fall if non-residents stay in their own community. Accordingly, a recommendation in the arena assessment to engage the City of Barrie to better understand its future community centre plans and timing applies to other recreation facilities as well, as does the recommendation to proactively plan for any reduction in non-resident usage of Innisfil facilities.

Recommendations

- #46.** For future recreation or other civic facilities that are contemplated in the future, the Cookstown Library and Community Centre model should be considered as a point of departure to capture inter-departmental synergies and efficiencies while providing a centralized hub of activity within a settlement area (such as Lefroy and/or Stroud).
- #47.** Undertake a site selection and design process in the Lefroy settlement area to meet identified needs of this Parks and Recreation Master Plan along with the Innisfil Public Library Master Plan.

¹⁸ The second multi-use community centre is proposed to be developed between 2021 and 2031 and its facility components is subject to a future feasibility study.

Optimally, the site should have the capability to accommodate a branch library, gymnasium or large multi-purpose space, shared meeting rooms and/or outdoor recreation facilities such as a splash pad. Church Street Park should be considered as one of the sites to be reviewed.

- #48.** Based upon outcomes of a five year review of arena needs, discussions with the City of Barrie, and arena monitoring through Recommendations #11 and #12, investigate the feasibility of relocating the ice pad in Stroud to either the Innisfil Recreation Complex or the South Innisfil Community Centre to gain operational efficiencies associated with multi-pad arenas and possibly reposition the present Stroud Arena site as per Recommendation #46.

4.21 Site Selection Criteria for Facilities

In situating future recreation and cultural facilities, a number of criteria should be considered. While such criteria will depend upon the type and scale of development, the following points are offered as a point of departure (i.e. they represent the minimum considerations) for major facility developments.

Table 32: Possible Site Selection Criteria for New and Expanded Facilities

Criteria	Considerations
Location and Access	<ul style="list-style-type: none"> The site is within reasonable proximity to existing and future residential areas. The site is located along an arterial or collector road, is in the vicinity of a sidewalk or walkway with lighting during the evening, and has barrier-free access. The site is reasonably serviced by public transit (if provided in the future by the Town)
Focal Point Potential	<ul style="list-style-type: none"> The site is located at or has the potential to be a community focal point and the site is at a highly visible location. The site is conducive to achieving municipal objectives relating to place making and the creation of community hubs.
Site Development Potential	<ul style="list-style-type: none"> The site area and shape are sufficient for the proposed use and provide a reasonable level of flexibility in design. The site is able to accommodate enough on-site and/or nearby parking for both patrons and staff.
Community Compatibility	<ul style="list-style-type: none"> The facility would be compatible (in terms of building design, scale, landscaping, setbacks, etc.) with the surrounding area/buildings.

Criteria	Considerations
Known Constraints	<ul style="list-style-type: none"> • The site is not unduly impacted by a geographic barrier (e.g. watercourse, rail line), is not restricted by easement/man-made obstructions, does not require site decommissioning (e.g. brownfield), and is relatively flat. • Suitable infrastructure exists (e.g. sewers, water, etc.) on or adjacent to the site. • The site does not require the demolition of an existing and needed building or elimination of necessary parkland, parking or other vital land use.
Planning Approval Status	<ul style="list-style-type: none"> • The site complies with Environmental Assessment Act and Official Plan policies, and has acceptable Zoning By-Law regulations or there is planning support for amending the planning documents.
Availability of Site	<ul style="list-style-type: none"> • The site is owned by the Town (preferable), the site is currently for sale, and/or the site presents a viable partnership opportunity.
Expansion Potential	<ul style="list-style-type: none"> • The site possesses long-term expansion potential.
Amenity Opportunity	<ul style="list-style-type: none"> • The site has the ability to enhance and/or support other facilities or parkland, accommodate potential partners, and generate increased usage due to proximity to other locations. • The site offers the potential for economies of scale in construction and/or operation due to the co-location of other municipal and/or community services.
Enhanced Design Potential	<ul style="list-style-type: none"> • The site has the ability to incorporate outdoor parkland/features and architecturally integrate with surrounding buildings.

6.0

Service Delivery

The mandate for program and service provision must include the notion that participation in active and passive leisure opportunities is key to the quality of life in Innisfil and key to the health and wellness of each individual resident. All efforts must be coordinated and focussed on including as many residents as possible to garner the social, physical, psychological and emotional benefits. Maximizing participation in quality leisure pursuits is critical to the health of individuals, thriving families and a strong community. All related partners must be engaged in providing or enabling recreation in Innisfil and must see themselves as playing a part in reaching out to more residents to be included in quality leisure pursuits; the community is stronger when it works together toward one simple but compelling vision.

The critical questions that are addressed in the Parks and Recreation Master Plan Service Delivery Review include:

- a) What is the service delivery model and the role of the Town in providing and enabling recreation programs and services and in maximizing participation?
- b) What influences impact the delivery of services, for example – community growth, participation rates, demographics, trends, promising practices in other jurisdictions and the voice of residents heard during the consultations to support the development of the plan?
- c) How can related partners and stakeholders address priorities in the delivery of service to contribute in providing a broad range of choices for all residents?
- d) What are the recommended service delivery priorities for the future and how can these be developed in a timely and effective manner?
- e) How can the Town demonstrate to the public and stakeholders that progress is being made on the implementation of the service delivery recommendations?

This section of the Master Plan focusses on relevant trends, articulating the service delivery model, a vision, guiding principles and three key areas of focus from a service delivery perspective. The three key areas of focus include:

1. Program and Service Delivery Priorities
2. Working Better Together with Community Partners
3. Building Internal Capacity

6.1 Trends in the Delivery of Leisure Services

The Master Plan's development included a research component, community engagement, compilation of a demographic profile of the community and a detailed analysis of current recreation and leisure

trends. Relevant trends must be considered as part of the service delivery assessment as they have an impact on what communities across Ontario are considering as they develop a broad range of program and service opportunities. Trends can describe current approaches to service delivery, quality assurance initiatives or focus on a specific age group or segment of the population. The following summary of trends (built upon the Master Plan's background research) describes what is relevant in Innisfil, while considering the community input that has been received as part the development of this plan.

- Address **lack of free time** to participate in recreational pursuits with a greater focus on drop-in and casual opportunities.
- Seek ways to combat escalating rates of **physical inactivity** and obesity, most effectively in partnership with like-minded agencies and organizations.
- Continue to focus on engaging **youth** through further dialogue and program and delivery, considering the criteria to make Innisfil a Youth Friendly Community through the Playworks Collective.
- Consider the increase in the **older adult** segment of the population and build greater capacity now in anticipation of increased participation in future years. Engage the aging population (particularly the Baby Boom generation) to a greater extent in order to provide more opportunities through programs and self-directed older adult groups.
- The **Canadian Sport for Life (CS4L)** and its Long Term Athlete Development Program (LTAD) bringing sport groups together to discuss common challenges and work to address sport development issues and concerns under a common framework. This approach will remain an important consideration of Innisfil as sport preferences change and the need to keep residents engaged increases.
- As a waterfront community, the emphasis on **learn-to-swim opportunities** is very important as a means of drowning prevention. The Canadian Red Cross has developed the Red Cross Swim@School program that enables children to learn about water safety in the classroom and develop swimming and safety skills in the water. The Lifesaving Society has developed the "Swim to Survive" program that enables non-swimmers to be able to swim to safety and survive a potential water incident. Further discussions with the Y.M.C.A. and the schools in Innisfil is appropriate to further this initiative of ensuring every child can be safe in and around water.
- Building **capacity through community development**, partnerships, and volunteers as a means to provide quality, accessible services to respond to budget pressures, reductions in traditional forms of funding, and changes in the way resources are allocated.
- The **use of technology** is proving very effective in promoting all recreational opportunities and events regardless of who is administering them within a community. One central and coordinated source of information can be customized to promote the leisure preferences of the user and avoid information overload (e.g. the 'MeetUp' app and software delivers information on local sport, recreation and cultural opportunities within a certain geographic location).
- Many communities are realizing that ensuring that like agencies **working better together** is proving to reduce duplication and make greater differences on community priorities Innisfil relies on the Library system, Community Development Services and the YMCA to deliver a range

of recreational, leisure, and active pursuits for all ages and abilities. . Innisfil and related partners need to understand the penetration rate of these combined groups and what numbers can be anticipated in the future. Developing some baseline metrics around inputs, outputs, efficiencies and effectiveness will better determine the reach and effectiveness of these various approaches over time.

- Efforts to **include marginalized populations** such as residents from low income backgrounds and persons living with disabilities are crucial in ensuring the benefits of recreation can impact all residents. The focus of the delivery of programs and services must be geared to residents that most need assistance in terms of a range of no cost and low cost opportunities, and are complemented by tools such as the Town's fee assistance policy. These approaches as well as sponsorships and volunteerism will ensure adequate opportunities for residents can be sustained in Innisfil over time.

6.2 The Current Service Delivery Model

The current program and service delivery model utilizes a two tiered approach. Programs and services are provided **directly** through both the Town (Parks, Recreation and Library Board) and other providers. Staff members and volunteers determine needs by engaging the community and utilize current research and trends in the provision of service. Staff follow a continuum of developing, implementing, delivering, evaluating and improving service and program delivery. Other programs and opportunities are provided through community groups, faith groups, non-profit organizations and the private sector which is considered **indirect delivery**. Through a combination of direct program delivery and indirect delivery as well as community development tools (where staff support community organization initiatives), the municipality strives to ensure a diverse and a barrier free range of recreational programs and/or opportunities for all residents, regardless of their background.

Program and Service Delivery

The Town delivers programs and services across the municipality in a variety of facilities and spaces and these programs and services are either offered as registered programs or as drop-in and casual opportunities. Staff design, develop and execute programs based on resident interests and new trends. A registered program and member based activity (e.g., fitness) is a supervised activity/course; and residents register for the programs and commit to attend the workshops or series of classes. Most often there is learning and skill development involved in a structured environment and many of the programs are standardized so the same program can be offered in multiple locations. In addition to registered programs, flexible drop-in activities are offered.

Drop-in programs offer the ability to participate in a range of recreation activities without having to register beforehand. This provides an element of flexibility for residents' busy schedules. These programs are generally offered at a lower cost and can be accessed when the services are scheduled in the recreation facilities. Drop-in opportunities are becoming more popular as busy schedules dictate the need for more casual form of recreation.

Indirect Program and Service Delivery

Beyond direct provision, Innisfil supports the delivery of programs and services through partnerships with volunteers, not-for-profit organizations and other local service providers. Support from the municipality is provided in a variety of ways:

Permits

Recreation facilities are distributed throughout the municipality and provide valuable local space to many community based recreation service providers. Permits are provided for a wide range of activities including sports, special events, arts, meetings, social gatherings, fundraisers, and general activities. These leased facility spaces are available to all groups servicing residents for both recreation, social and other uses.

Community Development and Enabling Self-Determining Groups

Innisfil supports local community organizations to facilitate the development of strong relationships and build the group's capacity to sustain their recreation activities over time. Organizations that rely on volunteers often do not have the capacity to recruit and train individuals to assist with the program delivery. Innisfil can assist these groups with volunteer recruitment, governance structures, policy templates (recruitment and selection, legislative obligations, risk management, Police Reference Checks etc.) and generally provide guidance to ensure the groups have access to information on grants, fundraising and networking opportunities.

Innisfil Community Grant Program

Innisfil provides annual grants to non-profit groups for a variety of purposes, including the provision of recreational experiences for community members. The grant program is funded by the proceeds from the Mayor's Golf Tournament, the Spirit of the Community Dinner and Auction, and slot revenues from the Ontario Lottery and Gaming Corporation. The grants have proved to be an excellent way to broaden the reach of recreational opportunities and support volunteer efforts in the community as well as to ensure low income residents can access recreation through the Fee Assistance in Recreation (F.A.I.R.) program.

Various methods are used to provide a range of choices and deliver quality recreational pursuits in Innisfil. It is important to understand the full range of service providers as demographics change and the older adult population increases. It will be important to understand how groups can work better in partnership to garner the greatest efficiencies in order to provide the number and scope of recreation programs and services that will be needed. It cannot and should not be assumed that additional resources will be readily available to support increased participation; resources and supports must be geared to the organizations who can self-organize, have little overhead and have significant reach in addressing increasing demands.

6.3 A Vision for Parks and Recreation Service Provision

Delivering relevant, quality driven and safe programs and services in Innisfil requires synergistic efforts amongst the public, staff, partners, sponsors and volunteers. Energies are spent identifying the

changing makeup and needs of the community, interpreting current research, developing plans, and developing program and services that are meaningful and well utilized. Implementing programs and services through marketing, registration, delivery and evaluation requires coordination and a thoughtful approach. Varying approaches need to be taken to reach out and include all residents in leisure time pursuits. It is therefore critical that all service providers keep focussed in a similar direction to ensure that there is alignment in focussing on key priorities.

The approach to service delivery is as important as the facilities that are provided, as the programs and service needs determine how the assets will be designed and utilized. Continued emphasis should be placed on delivering services in an integrated manner by providing programs directly and enabling community organizations and partners to deliver quality programs and services. This harmonized approach takes great effort, serves to avoid duplication of resources and capitalizes on limited funding.

Vision Statement

A vision statement provides a brief description of what is important and what community and partners must work collectively to achieve.

"All Innisfil residents are highly active in safe and welcoming parks and recreation activities as a result of the broad range of choice and engaged partners."

Guiding Principles

Guiding principles provide a summary of the main beliefs that surround the provision of service. They provide a lens that can be utilized to develop new programs and services and to evaluate existing service delivery within a community.

1. The Town and related partners **share the leadership** in providing a broad range of programs and services that address community priorities;
2. Programs and services are **barrier free and accessible** to all residents regardless of their background;
3. **Communication** plays a central role in promoting the benefits of parks and recreation participation and promoting local opportunities and events.
4. Innisfil is **fiscally responsible** and will seek out efficiencies and alternate revenues to enhance recreation experiences.
5. The Town will **continuously improve** on its ability to increase participation and provide a high level of service.

6.4 Key Focus #1: Program Service Delivery Priorities

Goal: Ensure that the needs of all residents are addressed in the delivery of service.

The delivery of leisure services is a complex operation with thousands of hours of programs and services offered annually. The Town and its community partners will continue to place a priority on their own sport or programs to ensure that they can respond to the needs of athletes and participants in

order to grow these opportunities. It must be noted that the review of programs and services found that staff are nimble and responsive in providing meaningful services and specific directives on program gaps are not needed. Staff are proactive in terms of trends and are empowered to develop new opportunities.

Community input, current demographics and/or health and quality of life issues prompt the Town to place focus on certain service delivery priorities. This does not imply that resources should be reduced in other program areas; it does imply, however, that continued dialogue and working with community partners is required to address these priorities. It is suggested that specific focus is required for the duration of the plan on the delivery of recreation services for:

- Children/youth;
- Older adults;
- Promotion of physical activity and sport;
- Cultural experiences for residents of all ages and abilities;
- Learn to swim opportunities and prevention of water incidents;
- Increasing casual and drop-in opportunities; and
- Life-long sport development for all residents.

Increasing Program Registrations

Municipalities are looking to non-traditional means of increasing participation in programs and are witnessing an increase as a result. One approach is to contract out the provision of specialized programs and offerings where there is a need for specialized skills and equipment. The municipality avoids many of the direct costs through a service agreement. Revenues are shared with contracted service providers and none of the hiring, training, program supply and supervisory costs are accrued to the municipality. The programs are listed in the community recreation guide and registrations are processed through the municipal computerized registration system. Samples of contracted and specialized programs include science and theatre classes, film making, golf, photography, yoga and Sportball. Programs may or may not take place in municipal facilities and there is seamless system to the user.

Innisfil Considerations

Focus on Children

Infants gain from an early start in programs to assist with mental and physical development as well as speech and socialization skills. Recreation offers pre-school and children's programs starting at 1 year and focus on dance, physical development and introduction to skating and martial arts. The Libraries offer programs for parents/caregivers and pre-school children ranging from under 1 year and on, generally focusing on songs, rhymes to strengthen basic literacy skills and speech development. The Library also provides a number of other initiatives such as applying 'Every Child Ready To Read' early literacy criteria, STEAM programming, etc.

The role of the municipality is to ensure that all service providers collectively offer a range of physical, creative as well as general interest opportunities in safe and welcoming settings.

a) High Five – Principles of Healthy Child Development

In an effort to qualify what quality assurance represents in the offering of children's programs and services, Parks and Recreation Ontario has developed High Five the Principles of Healthy Child Development. High Five is now a nationally recognized initiative that provides training and program delivery audits in recreation, aquatics, sport and any organizations that provides services to children. The Town of Innisfil is a registered organization with High Five and provides training for staff delivering children's services. High Five training was offered to the user groups at the December 2015 User Group meeting and is provided to the Library and Y.M.C.A. staff as well. Extending training opportunities to all providers of children's services in Innisfil will ensure that there is a consistent quality to children's recreation services.

b) Before and After School Programs

Afterschool programs are being expanded across Ontario in order to address the critical time between the end of the school day and when parents/caregivers come home after work. Recreation service providers are partnering with non-profit agencies in providing spaces, support and active and creative opportunities for school aged children. Before school programs are generally offered where there is a reciprocal agreement with the school board so that parents can drop off their children for a seamless day experience and not be concerned with safety issues. Programs include physical activity, creative opportunities, nutrition, homework help, social responsibility and behaviours, and creative activities. The library and the Y.M.C.A. provide some afterschool programs and a discussion around registration numbers, pent up demands expansion needs would be a good starting point.

c) Camps

The summer camp experience provides children with exposure to new skills in a safe and supportive environment. Camps also provide youth leadership experience to those who will potentially become camp councillors and supervisors through the Counsellor in Training program. Varied camp experiences are offered in Innisfil including sport, adventure, trips, and discovery camps for children ages 3-5 and specialty camps. Pre and Post camp hours allow working parents and caregivers to extend the day to allow for their travel time. All leaders are trained in High 5 and First Aid. All camps are accessible and inclusive for children and youth with disabilities and funding opportunities are available to children and youth from low income backgrounds through the F.A.I.R. program. Innisfil anticipates a 23% increase in the population of school aged children over the next 15 years and the need for camping opportunities may increase as a result. Looking at possible camp expansions or more locations in growth neighbourhoods would be a responsible action over the next few years.

From a quality assurance perspective, it is important for parents and caregivers to know that the camps are providing safe and quality experiences with complete compliance with legislative requirements at a minimum. The Ontario Camping Association provides and accreditation process that ensure meet minimum requirements with respect to legislative compliance, operations and program standards and health and safety. Auditing compliance with camp

operations with the applicable camp accreditation standards would ensure the Innisfil camps are providing camp excellence as appropriate.

Focus on Youth

The youth who attended the Youth Focus group to support the development of the Master Plan indicated their needs as being the provision of some gathering spaces and initial help in facilitating their needs. The group suggested some access to social services to assist with issues that youth sometimes face. Preferred communications would be by social media and by email. A broader series of discussions with youth would begin to synthesize needs and develop a core of youth volunteers.

a) Youth Friendly Communities – Playworks

Playworks represents a cooperative of organizations focussed on healthy youth development and the support that a community and partners can bring to provide a nurturing environment. Playworks has developed the “Youth Friendly Communities” initiative that describe 16 elements of a youth friendly community. Communities can either work to implement these criteria overtime and can apply for Youth friendly Community status through an application process. The criteria include:

- a) Youth have options for play
- b) Youth are formalized contributors to the community
- c) Facilities are dedicated to youth play
- d) It is easy to find information about youth play opportunities
- e) The community supports youth specific events
- f) The community celebrates and recognizes youth
- g) The community is committed to funding opportunities for youth play
- h) The community support positive youth development
- i) The community supports youth volunteerism and leadership development
- j) The community has effective youth partnerships that support youth play
- k) Youth activism and advocacy for play is nurtured
- l) Youth feel valued in their community
- m) Youth can get to play programs that are offered
- n) Schools support the youth friendly application
- o) Adults champion the cause for youth play
- p) Play is inclusive

Innisfil is committed to youth development and leadership and auditing youth engagement and service provision in the community against the Youth friendly Community criteria will provide a common quality assurance framework and identify any gaps in the support of youth development.

b) Increase Casual and Drop-In Opportunities – No Cost or Pay As You Go

Drop-in and casual opportunities are gaining in popularity for all ages and especially for youth where there is a consistent schedule of opportunities. Youth indicated that they would like to have more drop in and casual opportunities in Innisfil.

c) Memberships or Passes

Municipalities and other service providers are increasing their offerings of resident membership opportunities that allow residents' unlimited access to facilities and casual drop-in opportunities according to the membership options that they have chosen. A consistent schedule of drop-in and casual opportunities is posted and promoted to the community including indoor skating, shinny, public swim, drop-in basketball etc. A discount is generally offered for continued use of facilities through the membership options.

Focus on Older Adults

The older adult population is generally self-sufficient in developing and administering older adult opportunities other than the provision of space and some assistance from staff in terms of assistance in starting a groups and promotion of activities. Their input at the focus group to support the development of the Master Plan indicated that they would like to see more activities and opportunities for older adults in Innisfil including dancing, yoga, lawn bowling and chair exercises. As well they would like to see dedicated space not unlike the Oshawa Seniors Centre which is a full club operation housed in a community centre complex.

There are many exciting initiatives that can advance the health of older adults as they age; and research shows that physical activity and mental exercise prevents chronic disease in older adults and can prolong the quality of life.

a) Linking Physical Activity to Brainpower in Older Adults

Pedometers (including those in a watch like form which measure steps taken daily) and Lumosity (a software program to boost mental reaction time, problem solving, attention span and memory amongst other mental skills) have partnered to link their programs. An individual who has a certain pedometer and a subscription to Lumosity (minimal annual fee) can agree to submit the results of their daily steps taken and their Lumosity scores to a North American research project. The research is set to determine if physical activity is linked to the ability of the brain functions. There is also the ability to link up subscription members to compare weekly steps taken. This is often a constant reminder and motivator to keep active. Using either pedometers or Lumosity or both has applicability within communities with efforts to increase physical activity levels and prevent mental decline in an aging population. There may be an innovative opportunity to utilize libraries to support the applications and encourage groups to set goals to be more active.

Increasing Levels of Physical Activity for all Ages and Abilities

The physical inactivity epidemic has shown no signs of improvement in Canada. There is still critical need to have local government work with partners to promote and facilitate physical activity in all age groups. The overarching goal is to increase the frequency, duration and intensity of physical activity in order to meet Canada's Physical Activity Guidelines and garner the long-term health benefits. Evidenced based interventions to increase physical activity include:

- A broad range of physical opportunities within a community;

- A promotional program that communicates the benefits of physical activity and promotes local opportunities;
- Community signage that prompts people to take the stairs and distance markers on trails and pathways;
- A coordinated approach by related community partners to provide interventions and keep the message dominant in the community to keep active.

Including Marginalized Residents

There are policies and practises in place to ensure that all residents are welcome to participate in programs and services. Efforts are made to include participants with disabilities.

Working with Sport Groups - The Canadian Sport for Life (CS4L) Long-Term Athlete Development Program (LTAD)

The Canadian Sport for Life is a movement setting about to improve the quality of sport and physical activity participation in Canada. The vision is to support sport involvement for life for all ages and abilities. The LTAD model support participants to train and be involved to the level of their choice. Many communities in Ontario are introducing the CS4L and the LTAD models to the sport community in the hopes that residents can enjoy sport throughout their lives at a level of their ability.

Recommendations

- #49.** Ensure that all recreation and sport service providers for children continue to be trained in the Principles of Healthy Child Development through the Parks and Recreation Ontario High Five initiative.
- #50.** Ensure that there is a range of program choices and options including creative, physical and sport introduction at a minimum for all age groups.
- #51.** Increase casual and drop in recreational activities for all age groups by determining which opportunities will be successful and utilizing times that are attractive to residents within available spaces.
- #52.** Work to implement the Youth Friendly Community criteria to foster youth play and leadership in Innisfil.
- #53.** Host a forum to hear about best practises in the provision of recreational opportunities for older adults and develop an action plan that addresses the needs of a growing segment of the population.
- #54.** Work with community partners to implement evidenced-based approaches to increasing the frequency, intensity and duration of physical activity in Innisfil residents.
- #55.** Coordinate a meeting(s) with organization serving persons living with disabilities to identify gaps in including more residents in recreation and sport programs.

- #56. Meet with Social Service staff from the County of Simcoe to provide information on accessing recreation and sport opportunities for low income clients.
- #57. Audit camp operations against the Camp Accreditation Guidelines offered through the Ontario Camping Association with a view to applying for full camp accreditation.
- #58. Develop a summer camp expansion plan to anticipate the increase in school-aged children over the next decade; and continue to monitor pent up demand.

6.5 Key Focus #2: Working Stronger Together with Community Partners

Goal: Maximize community resources and participation in recreational pursuits by working stronger with community partners

A Partnership Framework

Residents have demonstrated a willingness to actively support the delivery of leisure programs and services through organizing leagues and events and as well as volunteering. Partnerships have demonstrated an ability to increase opportunities for residents with little burden to the taxpayer. With a relatively stable population base and a growing interest in participating in recreational pursuits, alternative delivery strategies are needed to augment directly offered programs and services. The Town will need to continue to build and strengthen the current recreation service delivery system through partnerships, community development and volunteers.

Parks and Recreation Departments in Ontario continue to work in a climate that demands broadening their reach to all residents by finding internal efficiencies. This requires the ability to be innovative and to enable staff to do more with equal or fewer resources. Municipalities have risen to this challenge and are beginning to work better together with institutions and organizations that have complementary mandates. The trend is for more innovative departments to proactively seek out community partnership opportunities as well as augment services through the use of other providers and volunteers. This combined approach provides better choices with less burden to the taxpayer than trying to provide all programs and services directly through the related departments. These agencies have the infrastructure and expertise to ensure that their clients can easily access recreational services by working in partnership with the Town.

It is helpful to utilize a common partnership framework to determine when and how partnerships should be developed and sustained. The use of the following Partnership Framework will enable all staff to seek out partnerships in their respective disciplines to broaden the reach of their service efficiently and effectively.

Partnership Goal – To efficiently increase the number of residents participating in quality parks and recreation experiences in Innisfil by working in partnership with complementary organizations, agencies and institutions.

Types of Partnerships in a Municipal Parks and Recreation Setting

In all partnership arrangements, specifications and requirements must ensure that the partner will respect and align with the Department’s vision, mandate, values, strategic priorities and service standards.

Partnership Types	Description	Formalized Relationship
Not-for-Profit Community Groups	Community groups exist to provide services, leagues, education etc. through the use of volunteers for the most part and are not-for-profit. They may require assistance in forming as a group but most likely require space and consideration for a not-for-profit rate for rental fees.	Typically community groups abide by an allocation policy or a Community Development Policy and thrive more effectively through sharing of information, cross-marketing of opportunities and regular communications to enhance the delivery system.
Complementary Institutions and Agencies	Working more effectively with school boards, hospitals and other agencies such as the YMCA can benefit the community through the development of joint programs and initiatives and sharing of resources. This will broaden the reach of like programs and services and reduce duplication.	Requires a service level agreement or a reciprocal agreement that spells out the rights, obligations and deliverables of each agency.
Private Service Providers	Private service providers have a for-profit mandate and may provide specialized programs and services not necessarily in the municipal mandate. Often profit sharing can provide an alternate form of revenue to the municipality.	A contract will articulate the rights, obligations and deliverables of each party. Specific consideration must be given to ensuring that quality assurance, risk management and service levels are equal to that of the municipality.

Partnership Principles

Each partnership must be considered with the following guiding principles in mind:

- a) The outcome of the partnership is aligned with the municipal values, mandate and priorities;
- b) There is an articulated need for the proposed service in the community;
- c) The financial and liability risks to the municipality is shared or reduced;
- d) The proponent is best equipped and qualified to deliver the service through identified efficiencies, and the ability to reach an identified segment of the population;

- e) Municipal values and principles must be protected through the partnership;
- f) The quality of the program or service provided through the partnership meets municipal quality assurance and risk management requirements and complies with legislation;
- g) Unsolicited for-profit partnership proposals are dealt with transparently and through a competitive process as identified in the Town's procurement process;
- h) Accountabilities and responsibilities can be clearly defined and complied with; and
- i) Annual reporting requirements capture participation numbers and alignment with departmental objectives.

Making the Most Out of Existing and Potential Partnerships

Partnerships can increase the capacity of the municipality to deliver quality programs and services and therefore should be considered an integral part of the delivery system. Continued discussions should centre on how each organization can contribute to community priorities and promote each other's contribution to the quality of life in Innisfil. Annual reporting can demonstrate linkages to similar priorities, innovative partnership arrangements, outcomes and participation numbers, combined penetration rates as well as volunteer hours. The Department is encouraged to proactively seek out and strengthen existing in the key priority areas for programs and services.

Innisfil Considerations

There are three key providers of recreation and community leisure driven activities in Innisfil; the Town, the Y.M.C.A. and the Innisfil Public Library. Each organization offers a range of activities to all age groups with varying entry mechanisms including membership based (the Y), drop in and through formalized registration (Library and the Town). Each agency has a particular focus from literacy to an emphasis on mind, body, spirit to individual and community benefits and tries to include all residents with specific emphasis on marginalized populations. The Library typically focusses on literacy, technology, reading appreciation, crafts, parent and tot circle times and cultural experiences etc. The Y offers physical opportunities such as fitness, aquatics gymnasium activities as well as social supports for new Canadians, youth leadership, volunteerism and job readiness, etc. The Town offers active pursuits as well as creative expression and builds capacity within the community so that volunteer organizations can broaden the sport and recreation experiences for residents.

A review of the program offerings and promotion of same brings to light that there are some benefits to be gained for the community if the Y.M.C.A., the Library and Town worked more collaboratively. This is not to say that these agencies do not meet to advance certain priorities; the libraries host settlement services for new Canadians which has Y.M.C.A. involvement. The Y.M.C.A. and Town share the Innisfil Recreation Centre under a partnership agreement. There is significant opportunity to serve the community to a greater extent through joint focus on community goals and priorities.

A review of the available times in the Y.M.C.A. schedule of rooms indicate that there is available space at the I.R.C. in the studio rooms and the gymnasiums on a weekly basis to possibly share space for community purposes. The I.R.C. is a community hub and residents offered their opinions at the community consultations that they would like to gain access without having to become a member of

the Y.M.C.A. The review included all hours between 6:00 a.m. and 10:00 p.m. Sunday to Saturday and indicated that there are approximately 30 hours of available space in Studio A, 74 hours in Studio B, 60 hours Gymnasium A, 50 hours in Gymnasium B and 40 hours available in both gymnasium spaces at the same time. Should the YMCA be amenable to working more cohesively toward the community priorities of older adults, youth, after school programming etc., there is an opportunity to maximize the use of a public facility toward the greater community good. There are many successful models where community facilities are shared and space maximized to the community benefit without taking away from membership benefits (London and Gravenhurst). Ongoing discussions with the Library system will also prompt cohesion around shared values and goals, maximizing facility spaces and reducing duplication.

There are also considerations that should be made around joint promotion of activities and supports for various age groups such as older adults where a listing and promotion of all activities could be found in one publication or website or jointly provide linkages to each organizations websites. A discussion about community priorities and what each agency is doing currently and approaches to jointly addressing gaps in service delivery would most likely increase participation and serve Innisfil residents better.

Recommendations: Working Better Together

- #59.** Strengthen the community partnerships through continued dialogue and the development of service agreements in order to:
 - a) Focus on common priorities;
 - b) Promote opportunities in a seamless fashion to the public;
 - c) Share and maximize facility space more effectively;
 - d) Jointly measure penetration rates within various age groups; and
 - e) Better align with services offered by Innisfil Public Library and the Y.M.C.A.

- #60.** Identify gaps in community recreation opportunities (physical and creative opportunities for all age groups), and seek out opportunities to collaborate with private, non-profit and volunteer sectors to share in the delivery mechanisms.

6.6 Key Focus #3: Building Internal Capacity to Exceed Expectations

Goal: Commit to a continuous improvement model in order to exceed the expectations of residents.

Innisfil Considerations

The expectations of the residents Innisfil of the public service include a high level of customer service, quick response time to queries and requests and a communicative and well informed staff team. Understanding promising practices and trends in organizational effectiveness can assist with identifying areas for improvement and new opportunities available to the Town. The practices and trends that are provided will prompt further thinking about innovative ways of improving the efficiencies and effectiveness within the departments. Workshops with staff and key opinion leader interviews to support the development of the Master Plan have indicated that there are efforts in place to keep staff

informed and engaged and some adjustments would boost the ability of staff to perform at an even higher level. A review of practises has surfaced a few enhancements that would position the staff team to exceed resident expectations.

These enhancements centre on:

- a) Training Plans
- b) Legislative Compliance and Policies and Procedures Audit
- c) Staff Engagement, Internal Communications and Recognition
- d) The Role of Technology
- e) Performance Measures

Training Plan for all Staff

The staff involved in parks and recreation are in the process of developing a common training plan for all staff and individual training plans where required. The purpose of the training plan is to support a competent and knowledgeable workforce, foster innovation through continued learning and create a readiness in staff for succession planning purposes. Training needs will be determined by the licences, skills and competencies needed to perform the varying positions within the departments. Regular training sessions will address common training needs and individual staff will be provided training opportunities to meet their specific learning requirements. Internal training opportunities will be delivered more efficiently and will be specific to the Innisfil environment and needs. Online training modules will assist with continued common training needs for part-time staff.

Legislative Compliance and Policies and Procedures Audit

There are over 50 legislative acts that govern the delivery of parks and recreation operations. An annual review of compliance will ensure that Innisfil meets or exceeds baseline requirements. The Leisure Information Network (LIN) in concert with Parks and Recreation Ontario (PRO) has developed a Legislative Audit Tool that list all of the requirements for each discipline within parks and recreation. The tool can be administered by staff and demonstrates where there are gaps and required action. This is critical to ensuring that operations and administration are providing safe and compliant services and facilities. A further review of policies and procedures would ensure that there is alignment with legislative compliance and that any additional requirements are addressed in a timely fashion.

Staff Engagement, Internal Communications and Recognition

Fostering a productive and engaged workforce requires continued commitment by both management and frontline staff to be open about what is working and what requires focus. In order to be most productive all staff must feel valued, trusted to work independently and feel appreciated. Recent efforts to communicate with staff on a regular basis and provide some recognition are appreciated. Some suggestions by staff included combined planning sessions, developing work targets and service levels and being engaged in determining specifications for new equipment. Enhancements would centre on a planning session to discuss realistic and achievable approaches to engagement, internal communications and recognition efforts.

Service Standards and Staffing

The current staff complement delivers services with expanding expectations and an anticipated increase in population. Efficiencies have been created by the sharing of staff positions between parks and facilities, based on the seasons that the assets are in predominant use.

The current levels of service have evolved over time and address:

- i. The benefits and value of the service on the community at large and to the benefits to individuals;
- ii. The availability and locations of physical assets such as program spaces, camp locations, school based spaces ;
- iii. Health and safety, legislative compliance and quality assurance in the delivery of services;
- iv. The provision of active and creative opportunities for all ages and abilities;
- v. Consideration of other service providers to avoid duplication and share resources;
- vi. Support to volunteer community groups that provide sport and leisure opportunities;
- vii. Ensuring that marginalized populations are included and welcomed; and
- viii. Best practices in the delivery of services.

It will be important from a planning perspective to articulate the levels of service in each discipline and the required staffing standards to meet the level of service required in Innisfil. Within Innisfil there are four major providers of recreation and cultural opportunities as previously discussed. It will be most important for these departments, organization and groups to have discussions on the preferred level of service and who best can deliver that service based on expertise and resources. The delivery model is shared and therefore ongoing and joint discussions are required.

An example within the parks system would be the required level of service to maintain a hectare of parkland and the number of required equipment and staff hours. This serves to articulate the expectations around services from the public, the services being provided and the time, equipment and supplies needed to deliver the service. This is especially critical as the number of hectares or the number of amenities within parks increase. The exercise will prompt staff to look for efficiencies in the delivery of service through the utilization of partnerships, better equipment, cross training and possibly scheduling. This work will also provide Council with advanced knowledge of when additional human resources will be needed based on increased service delivery or growth in the number of parks and facility spaces.

Staffing

It is evident from the consulting team's review that the Community and Economic Development Division staff are over extended to deliver the array of services that they are currently responsible for. Growth in the population (children, adults and older adults) will require additional staff resources to provide this expanded level of service. Staff currently address the program and camps needs for children and youth - including but limited to developing programs and camps, development of the

recreation guide content, staff hiring, training and supervision, liaising with community groups, ensuring that marginalized residents are included, promoting local opportunities, addressing quality assurance, legislative compliance, program delivery, and evaluation. This master plan recommends additional work and focus to ensure that services are provided most effectively and reach the broadest number of Innsfil residents. A review of future service expectation, service levels and staffing requirements is recommended.

Professional Development & Training

Organizations are continually faced with the need to remain on the forefront of providing high quality services that are relevant to residents and end users. This can be accomplished by bolstering internal capacity through professional development and training of staff to understand innovative strategies, skills, techniques, and opportunities to excel in their respective fields. Professional development and training opportunities provided by organizations are vast and may include a number of areas of focus including professional development, health and safety, wellness, information technology, diversity and inclusivity, volunteerism, community engagement, and more.

A simplistic approach to professional development would involve identifying the skills and competencies for each position and having an honest discussion between the employee and his or her supervisor around strengths and future needs for the employee.

The Role of Technology

The use of technology has enhanced service provision over the last decade. Requirements to manage social media, maintain websites and blogs as well as seek new solutions has required new levels of expertise and some very creative thinking. Innovative departments are committed and are willing to devote the funding and resources into ensuring that they understand the needs of their staff, users and non-users and develop technology based solutions centred on these needs. Some current examples of the use of technology to enhance the parks, recreation and cultural experience include:

a) Promotion of Casual Opportunities by Self-Determining Groups

The use of technology to promote and engage residents in casual and active opportunities is also witnessing results in increased participation. Residents "join" a website and customize what activities they would like to receive information on. Each week residents receive a listing of the respective opportunities and are invited to "join in". The respondent replies as to which opportunities he/she will be attending and a list of attendees is provided to the program/opportunity organizer. This approach is especially successful for those who are busy and cannot attend regimented multi-week programs. "Meet-Up" is a software application that lists activities in many North American cities.

b) People Counters

Laser people counters have been installed in parks, recreation and cultural facilities to count the number of users in a day, month, year, etc. This information provides data on peak time usage and can address efficiencies such as energy use, staffing and maintenance scheduling.

c) Promotion and the Use of Social Media

Continuous efforts to promote recreational opportunities and its benefits is an ongoing necessity in keeping residents informed. The use of the Leisure Guide, the Innisfil website, the use of social media and are excellent communications mechanisms. An annual strategy to communicate and promote recreation opportunities using additional mechanisms, such as cross promoting with other providers, would assist in increasing the number and frequency of communication impressions.

d) Population Segmentation

Oakville, Ajax, Markham and many other municipalities are using a program developed by Environics that segments the population into 64 predominant types of residents and predicts their leisure (amongst other) preferences and behaviours. This program assists municipal staff and agencies in aptly predicting program and service types and levels of service. It also creates greater awareness of the types of residents living within their communities in terms of communications and engagement efforts.

e) Parks Interpretation and Points of Interest Enhancement Applications

Parks Canada has introduced a GPS based application that allows parks users to learn more about points of interest in national parks through the use of their mobile phone. Two other applications that Parks Canada had introduced include a "How to Camp" application for new campers and a "Heritage Gourmet" application that lists Canadian heritage cooking recipes.

f) Forestry Tree Maintenance

Many communities are tagging trees with chips that link the maintenance of the municipally-owned tree canopy to a data base. The data base can determine ordered tree trimming by streets and geographical areas as well as the age and type of tree stock. This technology assists with the more efficient way to maintain the tree canopy and provide other efficiency measures. This application could be extended to other maintenance applications such as playground inspections, and maintenance of parks amenities.

These uses of technology are provided as examples and food for thought for the use of Council, staff and stakeholders. There may be applications or spin-offs of applications that can create efficiencies and enhance the parks and recreation experience in Innisfil. As well there may be an ability to work with other like agencies and organizations to create meaningful applications and share in the resources that it takes to source and utilize them.

6.7 Performance Measures

Measuring performance in any endeavour can bring substantial benefits to any organization in the form of greater efficiency, effectiveness and accountability. Regular reviews of progress made against targets can assist in ascertaining how well, or how poorly, a program, service or initiative is being delivered. Measuring performance involves the continuous collection of data on progress made towards achieving pre-established goals or outcomes. Performance indicators, or measures, are developed as standards

for assessing the extent to which these goals or outcomes are achieved, alongside already established expectations of desired levels of service.

Parks and recreation can measure various results to ensure that efforts are achieving the articulated priorities and include:

- Monthly and annual budget actuals against budget targets
- Program statistics including the number of registrants year over year for each age group and for drop-in and casual opportunities
- Capacity and fill rates of facilities
- Prime and non-prime usage of facilities

In the context of the Master Plan, a performance measurement framework is being suggested as an effective tool for monitoring, capturing, and reporting information on the key goals identified in the plan. The hope is that Town managers, Council, and other related committees or bodies, will use the performance management information to evaluate how well the priorities in the plan are being addressed. Incorporating performance measures into the Departments' annual performance evaluation would enhance accountability and help reinforce a culture that values and celebrates accomplishments for these important priorities.

Suggested Performance Measures

Key Result Area	Performance Measures
Program and Service Priorities	<ol style="list-style-type: none"> 1. # of children engaged in recreational and sport pursuits 2. # of youth engaged in recreational and sport pursuits 3. # of older adults engaged in recreation and sport pursuits 4. Satisfaction levels of participants 5. # of residents accommodated from low income backgrounds
Working Stronger Together with Community Partners	<ol style="list-style-type: none"> 6. # of partnerships and sponsorships 7. # of joint projects and results with community partners 8. Costs avoided and additional revenues generated by working with community partners 9. Satisfaction levels of groups partnering with the Town
Building Internal Capacity	<ol style="list-style-type: none"> 10. % compliant with legislative requirements 11. Annual training hours per staff person 12. Engagement satisfaction levels of staff 13. How technology has improved service provision

Recommendations on Building Internal Capacity

- #61.** Consider the use of technology in enhancing service delivery and creating efficiencies within parks and recreation.
- #62.** Complete an annual audit of the ability of parks and recreation to comply with legislative and technical requirements.
- #63.** Review and update policies and procedures to ensure that they align with legislative, operational and technical requirements.
- #64.** Complete the training plan for all staff and create online training to support ongoing training requirements especially for part-time staff.
- #65.** Review the staff complement to ensure that there are adequate resources to meet community expectations surrounding the provision of service and approved service standards with a target to maximize staff outputs and identify needed staff resources.
- #66.** Host annual forums with all staff to development further enhancements with respect to staff engagement, communications and recognition opportunities.
- #67.** Refine the performance metrics for parks and recreation, and report out annually on successes and refinements required to the delivery system.

7.0

Implementation

This Section summarizes the Parks, Recreation & Culture Master Plan's recommendations into an overarching implementation strategy that will guide planning and management of Innisfil's parks and recreation system over the next fifteen years.

7.1 Implementing the Master Plan

The Master Plan is a comprehensive document projecting facility needs in the Town of Innisfil until the year 2031. The data and recommendations contained herein will be used to inform corporate, departmental, library, and unit plans into the foreseeable future. Town of Innisfil Staff will be required to establish a strategic implementation approach with Council based on available resources and funding. The recommendations then can be prioritized over the life of the Master Plan, and should be used for reference for capital planning, development charge studies and other related planning exercises conducted by the municipality. Town Staff can refer to the prioritized recommendations as part of the annual progress report to Council and the community.

The Master Plan broadly assigns a 'High', 'Medium' or 'Low' priority to each recommendation that considers inputs such as community feedback received through the Master Plan's consultation program, alignment with the Town's Strategic Plan objectives and other corporate documents, community demographics and best practices in facility/service provision, high level capital and operating cost impacts, and the anticipated level of community benefit that is expected to be attained through implementation. In further rationalizing priorities within annual implementation plans, Town Staff will also weight such factors to determine their highest priority pursuits in a given year. Priorities may also be accelerated or adjusted based upon opportunities such as grants or infrastructure funding provided by senior levels of government and other agencies.

The Town should continue to review and assess the Recommendations set out in this Master Plan in order to ensure that they remain relevant. This will require monitoring of recreation and parks activity patterns, conducting annual review of the achievements of the Plan, tracking satisfaction levels, reviewing trends and participation levels, and undertaking a new Master Plan at the end of the planning period. Though annual implementation plans prepared in support of the Master Plan, Town Staff should define estimated capital and operating costs associated with each recommendation (e.g. through annual budgeting processes) prior to bringing them forward to Council.

7.2 Assessing the Need for Other Facilities and Programs

The Town of Innisfil may be pressed for additional indoor and outdoor facilities that are not currently of sufficient demand to warrant a specific recommendation in the Master Plan. However, the Town must

be prepared to appropriately respond to future requests. These demands may arise for existing activities / facilities or for those that evolve according to future trends and preferences. Examples may include, but not be limited to: bocce courts, cricket pitches, fields for Ultimate Frisbee, multi-media arts venues, radio-controlled car racing tracks, etc.

When requests are brought forward for investment in non-traditional, emerging and/or non-core municipal services, the Town should evaluate the need for these pursuits on a case-by-case basis. This should involve an examination into (but not be limited to):

- local/regional/provincial trends pertaining to usage and popularity of the activity/facility;
- examples of delivery models in other municipalities;
- local demand for the activity / facility;
- the ability of existing municipal facilities to accommodate the new service;
- the feasibility for the Town to reasonably provide the service / facility as a core service and in a cost-effective manner;
- the willingness and ability of the requesting organization to provide the service / facility if provided with appropriate municipal supports.

As examples, there were a limited number of requests heard through consultations for indoor turf and indoor tennis facilities. Neither of these facilities have historically been provided by the Town of Innisfil, nor are they considered to be a standard level of provision across municipalities. Indoor turf is becoming more prevalent with the popularity of indoor soccer and year-round training for field sports, while indoor tennis is offered by a limited number of municipalities. While there may be demand for these facilities, local participation rates are undefined while the availability of some regional facilities may represent competition and thus further evaluation would be required if the Town receives formal requests. The Town should consider these, and any other facilities, on a case-by-case basis and determine if the municipality will be responsible for construction and operation, if there are partnership opportunities (Barrie and Aurora are nearby examples where the municipality has provided land and the private sector has built and operates indoor soccer domes), or if it is in the municipal interest to leave service provision solely to a third party.

Recommendations

- #68.** Requests for facilities presently not part of the Town of Innisfil's core parks and recreation service mandate should be evaluated on a case-by-case basis, after first considering the municipality's role in providing the service in relation to quantified market demand and cost-effectiveness of such services, while also identifying potential strategies to address long-term need for such requests should a sufficient level of demand be expressed.

7.3 Review of the Master Plan

It is important that the information contained in the Master Plan continues to be relevant, timely and aligned with evolving trends, future directions and other strategic initiatives. Keeping the public and stakeholders updated on the status of the Master Plan and noting any changing conditions that may

impact the study’s recommendations can be achieved through continued emphasis on communications, utilizing the document to inform plans and noting any changing conditions that may impact facility development.

The Master Plan informs multi-year and annual planning and evaluation of capital, fiscal and operational priorities. The document reflects current conditions with respect to facility use, trends, demographics, development and projects for the future as best as possible. The recommendations reflect a significant capital investment, will have annual budgetary implications and must be an actual reflection of the current state as much as is possible. Conditions may change such as development, demographics and facility usage and it will be important to schedule a thorough review of the Master Plan in five years’ time. Further, the first year of the Master Plan’s implementation coincides with the reinstated long form 2016 Census of Canada which will once again provide solid baseline demographic information that will be more accurate than the 2011 National Household Survey and a more up-to-date picture of the community profile (this Master Plan has relied in part upon 2011 Census and N.H.S. data).

Recommendations

- #69. Prepare an update to the Parks and Recreation Master Plan after five years has elapsed.
- #70. The Master Plan’s recommendations should be reviewed upon the release of 2016 Census results given the considerable changes that have occurred to Innisfil’s population since the 2011 Census and National Household Survey were undertaken.

7.4 Implementation Schedule of Recommendations

The Implementation Schedule is comprised of a number of parts that will assist the Town in carrying out the Master Plan’s recommendations including:

- The recommendation itself;
- The estimated timing;
- The estimated capital cost; and
- Potential funding sources to finance capital development.

The Implementation Schedule is presented in the following format, with subsequent pages describing the intent of each component in greater detail.

Recommendation	Priority	Estimated Timing	Estimated Costs	Potential Capital Funding Sources
Recommendation Number and Text	High, Medium or Low	Short, Medium or Long-Term	Capital Estimates and Operating Implications, where applicable	Funding Source, where applicable

Timing is often, but not always, synonymous with priority – the sooner the recommendation should be implemented, the higher the priority. The timing of recommendations is organized into the following categories:

- Short-Term (2016 to 2020)
- Medium-Term (2021 to 2025)
- Long-Term (2026 to 2031)

Attention to medium and long-term recommendations is generally required when short term actions have been initiated/completed or when suitable partners have been identified for funding. Timing, however, is also contingent upon a number of other factors and should be revisited annually prior to the Town’s capital and operating budget development exercises. In addition to funding availability, factors that might change timing or priority from year to year may include:

- capital lifecycle and considerations of safety;
- legislation and mandated requirements;
- changes to service standards;
- public input and community interests;
- emerging trends and changes in usage;
- participation of partners; and
- socio-demographic changes and growth forecasts, including attaining the population thresholds as assumed in this document.

The Master Plan has capital cost implications in the range of \$5.37 million over its fifteen year planning horizon, as presented in Table 33 and further categorized in Appendix B. High level capital cost estimates are identified in 2016 dollars that should be considered as preliminary and provided for illustrative purposes since they are subject to change given future market conditions. Further, it would be appropriate to apply a 1% annual escalation to these costs to reflect inflationary factors associated with construction. Costs generally reflect base construction of facilities but typically exclude land acquisition, site servicing and design fees. Potential sources of funding include (but are not necessarily limited to):

- Development Charges
- Municipal Reserves
- Partnerships
- Grants
- Parkland Cash-in-lieu
- Fundraising and Sponsorships
- User Fees & Surcharges
- Long Term Debt Financing
- Tax Base

The operating cost implications of implementing the Master Plan’s recommendations will be developed by Town Staff through annual budgeting, detailed design, business planning, staffing and resource reviews, and any other activities that support the implementation of individual recommendations.

Table 33: Master Plan Implementation Schedule

Recommendation	Priority	Estimated Timing	Estimated Costs	Potential Capital Funding Sources
Parkland				
#1 Revise the parkland classification system contained in the Town of Innisfil Official Plan through actions such as, but not necessarily limited to, the addition of 'Parkette' and 'Linear Park' classifications.	Medium	Short-Term	Not Applicable	Not Applicable
#2 A greater focus should be placed upon providing Neighbourhood Parks and Parkettes in order to promote community hubs and align with walkable/healthy community principles envisioned at this time through the ongoing Our Place Innisfil Official Plan review, Innisfil Strategic Plan, Trails Master Plan, etc. In doing so, service levels contained in the Official Plan should be redistributed so that Neighbourhood Parks/Parkettes are provided at a slightly greater rate of 1.0 hectares per 1,000 population, Regional/Special Use Parks are provided at a slightly reduced rate of 1.5 hectares per 1,000 population and Community/District Parks remain unchanged at 1.0 hectares per 1,000 population.	High	Ongoing	Not Applicable	Not Applicable
#3 To complement healthy, walkable community design objectives being reinforced through Recommendation #2, major residential areas situated within urban settlements should have access to a form of parkland or open space within 400 to 800 metres unobstructed by major pedestrian barriers.	High	Ongoing	Not Applicable	Not Applicable
#4 Acquire an additional 34 hectares of parkland by the year 2031 in order to attain the service levels proposed through Recommendation #2 of this Master Plan.	High	Short to Long Term	Depends upon location, amount received through dedications, etc.	Parkland Dedication / Cash-in-Lieu Other funding sources to be determined

Recommendation	Priority	Estimated Timing	Estimated Costs	Potential Capital Funding Sources
<p>#5 Establish a capital plan through which to undertake strategic parkland renewal and redevelopment projects so that parks are able to effectively service their intended populations, particularly where residents may be underserved due to demographics within the park catchment area, situation within isolated or rural settlements, or where park components are aging and in need to be updated.</p>	Medium	Ongoing	To be determined on a park-by-park basis	Fundraising Tax base
<p>#6 Using the Parks and Recreation Master Plan’s recommended actions for Innisfil Beach Park as a point of departure, a landscape architectural exercise should be initiated to prepare facility fit and conceptual design with continued engagement of the community. This process will determine the types of facilities and spaces that can be accommodated and understand their impact on the site (e.g. access, circulation, parking, etc.) to inform subsequent decision-making,</p>	High	Short-Term	\$40,000 (concept design)	Tax base
<p>#7 Conduct property valuations, facility fits and landscape architectural plans, consultations with residents and the Lake Simcoe Conservation Authority to confirm the following strategy for municipal road ends and lake access points set forth by the Parks and Recreation Master Plan:</p> <ul style="list-style-type: none"> a. Convert the following road ends to Neighbourhood level Parks, Parkettes or Minor Beach in order to improve opportunities to enjoy the waterfront for surrounding residents and provide an alternative to Innisfil Beach Park: 7th Line, 9th Line, Arnold Street, Belle Aire Beach Road, Big Bay Point Road, Cross Street, Cumberland Street, Gilford Road, Lockhart Road, Roberts Road and/or North Shore Drive. b. Maintain the following road ends as points for year-round and seasonal lake access: Shore Acres Drive, Maple Road, Guest Road and/or Isabella Street. 	Medium	Short to Medium Term	\$900,000 (assumes average of \$100K per site for playground, benches, picnic tables, basic landscaping, etc.)	Parkland Reserve Fundraising Tax Base
	Medium	Short-Term	To Be Determined	To Be Determined

Recommendation	Priority	Estimated Timing	Estimated Costs	Potential Capital Funding Sources
<p>c. Explore the sale of the following road ends due to site encumbrances that preclude safe or convenient access to the water: 3rd Line, Evans Place, Little Cedar Avenue, and/or 1387/1421 Maple Road.</p> <p>d. Retain all other municipally-owned road ends and waterfront access points in their current form unless an opportunity is expressed in the future through which subsequent evaluations would take place, using a standardized framework for evaluating and developing a given property.</p>	Low	Short-Term	To Be Determined based on property valuations	Not Applicable
	Low	Ongoing	Current cost of operations	Not Applicable
#8 Engage local marina operators to discuss opportunities to facilitate access to the water during the winter months and reduce reliance on road ends to the greatest degree possible.	High	Short-Term	Staff Time	Not Applicable
#9 Monitor the recently constructed parking lot serving the Shore Acres Drive road end to determine whether or not to replicate this model for parking at other road ends as a means to reduce on-street parking impacts and potentially generate additional revenues from parking.	Medium	Short-Term	Staff Time	Not Applicable
#10 In conjunction with the Ontario Provincial Police and local by-law enforcement officers, develop policies and protocols that result in stronger enforcement of illegal parking in areas surrounding road ends.	High	Short-Term	Staff Time	Not Applicable
Recreation Facilities				
#11 Maintain a total of four ice pads for the next five years after which arena needs should be re-evaluated based upon market conditions including (but not limited to) local registrations, prime and shoulder hour utilization rates, and the regional supply of ice pads. Should the five year review result in a decision to adjust the supply of ice pads, consideration should be given to repurposing the Stroud Arena and potentially relocating the ice pad to the South Innisfil Community Centre or the Innisfil Recreation Complex if supported by the requisite participation/utilization rates that attain fiscal/operational sustainability.	High	Short-Term	Depends upon chosen action	To Be Determined

Recommendation	Priority	Estimated Timing	Estimated Costs	Potential Capital Funding Sources
<p>#12 Engage in discussions with the City of Barrie to better understand its intentions and potential timing for new arena development(s) in that municipality. At the same time, the Town should carefully assess registration and utilization trends associated with non-resident usage of the Stroud Arena, while engaging local users to determine how a future arena in the City of Barrie may affect Innisfil-based arena groups' needs for ice time.</p>	High	Short-Term	Staff Time	Not Applicable
<p>#13 Bring together representatives from the Stroud Curling Club, Cookstown Curling Club and the Churchill Curling Club to collectively discuss ways in which to: a) enhance the operational sustainability of each group in a manner that respects the Town's need to operate sustainably itself; b) ways to attract and host more events in the clubs; and c) how to most efficiently match the local supply of curling facilities to the local curling market</p>	Medium	Short-Term	Depends on outcomes of discussions and resulting actions	To Be Determined
<p>#14 Do not construct a second indoor pool until the population reaches a minimum of 55,000 persons and the Town can satisfactorily determine that a second pool will not be adversely affected by competition from the I.R.C. aquatics centre (and/or future indoor pool development in the City of Barrie). To determine the latter, the Town and Y.M.C.A. should collaboratively monitor program participation rates, pool utilization statistics and other relevant metrics to determine market viability.</p>	Low	Ongoing	Staff Time (monitoring)	Not Applicable
<p>#15 In partnership with the Y.M.C.A., explore opportunities through which to facilitate a greater degree of indoor aquatics access for Innisfil residents, including how best to improve access to learn-to-swim programs for non-members residing within the Town of Innisfil (also refer to Recommendation #59).</p>	High	Short-Term	Staff Time	Not Applicable

Recommendation	Priority	Estimated Timing	Estimated Costs	Potential Capital Funding Sources
<p>#16 Evaluate opportunities through which to make the Town’s existing multi-purpose community program rooms more conducive to floor-based active living and wellness programs. At a minimum, improvements should be considered through consultation, design and costing exercises at Stroud-Innisfil Community Centre, South Innisfil Community Centre, and any other municipal facility that the Town deems as a strategic opportunity to deliver active living and group fitness programs.</p>	Medium	Ongoing	Depends on the type/scale of improvements	User Fees Tax Base
<p>#17 Install outdoor fitness equipment at Innisfil Beach Park, possibly in the form of an outdoor fitness trail, which will be monitored as a pilot project prior to deciding whether to expand outdoor fitness into other locations. The site of the pilot project and any subsequent outdoor fitness areas should be confirmed through facility fit exercises. If additional fitness areas are pursued beyond the pilot project, potential locations to evaluate include the South Innisfil Arboretum, the Innisfil Recreation Complex, Centennial Park (aligning with trail developments recommended in the Draft Trails Master Plan), or any other strategic park deemed appropriate by the Town.</p>	Medium	Short-Term	\$40,000	Development Charges Fundraising Sponsorship Tax Base
<p>#18 Continue the strategy of engaging in shared-use or reciprocal agreements to access existing and new gymnasiums operated by the Simcoe County District School Board, Simcoe Muskoka Catholic District School Board and/or any other appropriate partnering agency in order to meet future gymnasium demands.</p>	High	Ongoing	Not Applicable	Not Applicable
<p>#19 In partnership with the Y.M.C.A., explore opportunities through which to facilitate a greater degree of gymnasium access for Innisfil residents, including potentially creating drop-in program opportunities for non-members residing within the Town of Innisfil and opening the gym up to the general public during off-peak/low use periods (also refer to Recommendation #59).</p>	High	Short-Term	Staff Time	Not Applicable

Recommendation	Priority	Estimated Timing	Estimated Costs	Potential Capital Funding Sources
#20 Engage in discussions with Innisfil Public Library to determine interest and ability to co-locate a gymnasium or large multi-purpose space if the Library proceeds with a new branch in Lefroy (and/or other communities) as recommended through the Innisfil Public Library Master Plan.	High	Short-Term	Staff Time	Not Applicable
#21 Pending the outcomes of the five year review of arena needs proposed through Recommendation #11, initiate an architectural/engineering analysis to determine the feasibility and associated costs of converting one of the Town's single pad arenas into a warm use facility capable of accommodating certain gymnasium sports and other active living/wellness programs.	High	Medium Term	\$50,000 (Architectural / Engineering Fees to prepare study and concepts)	Tax Base
#22 Undertake a design and costing exercise to confirm any decisions to improve multi-purpose program and rental rooms located within the Stroud-Innisfil Community Centre, South Innisfil Community Centre, Knock Hall, Churchill Community Centre and future community centre developments at a minimum. Such improvements should result in increased appeal, flexibility, expanded usage and a strengthened ability to act as community hubs. Examples of enhancements may include, but not be limited to, flooring materials specific to program needs, addition of sinks and/or mirrored walls, integration of audio-visual equipment, storage, and other aesthetic or functional improvements.	Medium	Medium-Term	Depends on the type/scale of improvements	User Fees Tax Base
#23 Continue to augment youth and older adult program delivery at existing community centres through implementation of youth-friendly, age-friendly and place making principles relating to program delivery, staff training, and building design/layout (e.g. comfortable seating areas, priority scheduling of rooms, etc.).	High	Ongoing	Depends on the type/scale of improvements	Grants/Sponsorships Tax Base

Recommendation	Priority	Estimated Timing	Estimated Costs	Potential Capital Funding Sources
#24 Engage Innisfil Public Library in discussions to take a collaborative approach to meeting the needs of youth and in replicating youth and older adult-focused components if it proceeds with a future branch library in Lefroy (and/or other communities), including ways in which municipal programming could complement those offered by the Library (also refer to Recommendations #20 and #59).	High	Short-Term	Depends on the type/scale of improvements	Development Charges Grants/Sponsorships User Fees Tax Base
#25 Investigate the creation and associated costs of a mobile youth centre model whereby youth-specific programming is delivered in a different hamlet throughout the week to engage youth without means to regular transportation. If successful, a similar model should be tested for older adults.	Medium	Short-Term	Depends on the type/scale of model used	Grants/Sponsorships User Fees Tax Base
#26 Engage the Innisfil Soccer Club and other sports field users to discuss ways in which to enhance existing rectangular fields in a manner that encourages greater use by organized users.	Medium	Short-Term	Depends on the type/scale of improvements	User Fees/Surcharge Fundraising Tax Base
#27 Undertake a business plan and site selection study to determine the need, feasibility and cost implications of constructing an outdoor artificial turf field.	Medium	Medium-Term	Staff Time	To Be Determined
#28 Prepare a Sports Field Allocation Policy, in consultation with all sports field and ball diamond users, to guide the effective management and maintenance of the local sports field system, and to annually track player registrations among organized users as part of the Town's performance management analyses.	High	Short-Term	Staff Time	Not Applicable

Recommendation	Priority	Estimated Timing	Estimated Costs	Potential Capital Funding Sources
#29 Engage the Innisfil Minor Baseball Association and other ball diamond users to discuss ways in which to enhance existing diamonds in a manner that encourages greater use by organized users. At a minimum diamonds at Dempster Park, Knock Community Hall and Nantyr Park should be evaluated for surface improvements (e.g. irrigation, drainage, fencing) while the Innisfil Recreational Complex and relocated Innisfil Beach Park Diamonds should consider amenity-related improvements (e.g. batting cages, concessions, etc.).	High	Short-Term	Depends on the type/scale of improvements	User Fees/Surcharge Fundraising Tax Base
#30 Relocate the Innisfil Beach Park diamonds to the Innisfil Recreation Complex subject to confirmation through a facility fit exercise, with a design specification oriented to play by adult and/or hardball users.	High	Short-Term	\$1,000,000 (@ \$500,000 per lit diamond)	User Fees/Surcharge Fundraising Tax Base
#31 Construct one new ball diamond towards the end of the master planning period, potentially in Cookstown, subject to confirmation through five year updates to the Master Plan.	Low	Long-Term	\$500,000	Development Charges User Fees Tax Base
#32 Apply the Sports Field Allocation Policy proposed in Recommendation #28 to ensure efficient and equitable utilization of all diamonds, regardless of quality and size, and ensure operational sustainability within the sports field supply.	High	Ongoing	Staff Time	Not Applicable
#33 Construct six new tennis courts by the year 2031, focusing on the communities of Lefroy, Cookstown and/or Stroud. Developed in pods of two courts each, these courts should integrate multi-use line markings for tennis and pickleball consistent with the Town's new template applied at Crossroads Park, provided that successful usage is observed there.	Medium	Short-Term (2 courts) Medium-Term (2 courts) Long-Term (2 courts)	\$300,000 (@ \$50,000 per unlit court)	Development Charges Tax Base

Recommendation	Priority	Estimated Timing	Estimated Costs	Potential Capital Funding Sources
#34 The Town should facilitate a discussion between the Ontario Tennis Association and residents interested in forming a sanctioned community tennis and/or pickleball club. Discussions should also determine possible lease arrangements and program delivery options to accommodate such needs at the Innisfil Beach Park tennis courts.	Low	Short-Term	To Be Determined	To Be Determined
#35 Construct three new basketball courts, focusing on the communities of Lefroy, south Alcona and Stroud.	Low	1 court in each of the Short, Medium and Long Term	\$105,000 (@ \$35,000 per half court)	Development Charges Tax Base
#36 Construct new skateboard parks in Alcona and Cookstown, designed in a manner that permits use by skateboarders, BMX and mountain bikers, and other inline wheel or board sports. The site and design of the skateboard parks should be determined in consultation with local youth and members of the board and bike sport communities, is preferably co-located with other youth oriented facilities such as multi-purpose courts	Medium	Short-Term (Alcona) Medium-Term (Cookstown)	\$550,000 (@ \$225,000 per skatepark)	Development Charges Tax Base
#37 Construct two new splash pads to serve the communities of Alcona and Lefroy, potentially replicating the existing model that co-locates these facilities with Innisfil Public Library branches (existing and/or future) to reinforce municipal objectives of creating community hubs. Additional splash pads may be considered on the basis of addressing a geographic gap for a settlement area that does not have a splash pad or where synergistic civic services are co-located so long that there are sufficient concentrations of children to warrant additional investments.	Medium	Short-Term (Alcona) Medium-Term (Lefroy)	\$800,000 (@ \$400,000 per splash pad)	Development Charges Tax Base
#38 Construct an artificial skating rink or skating path at Innisfil Beach Park, of which the size, scale and cost should be confirmed through a detailed design process. Alternative or additional location(s) may be considered if undertaking other civic planning, urban design and/or economic development initiatives, or where creating multi-seasonal community hubs of activities (e.g. within destination parks, through co-location with hard surface courts, splash pads or water features, etc.).	Medium	Medium-Term	\$1,000,000 (Assumed as cost will depend on size and scale)	Development Charges Grants/Sponsorships Tax Base

Recommendation	Priority	Estimated Timing	Estimated Costs	Potential Capital Funding Sources
#39 Undertake a two year monitoring process for the Centennial Park off-leash area to determine the degree of use along with successes and challenges associated with its operation over that time. The need for, and feasibility of providing an additional off-leash park(s) should be re-evaluated with these findings in mind, including potential for providing a waterfront off-leash opportunity.	Low	Short-Term	Staff Time (monitoring)	Not Applicable
#40 Engage the Innisfil Accessibility Advisory Committee in the replacement and development of new playgrounds to ensure that they are inclusive of persons of a wide range of abilities taking into account access to the playground feature as well (e.g. curb cuts, ground surface materials, etc.).	High	Ongoing	\$85,000 to \$150,000 per playground	Tax Base
#41 Explore new design templates for playgrounds including thematic elements (consistent with an overall theme for any given park) and naturalized components to complement traditional and creative playground equipment. These templates should rationalize costs associated with non-traditional equipment and surfacing as they relate to construction and ongoing maintenance.	Low	Ongoing	Staff Time	Not Applicable
#42 Undertake a comprehensive municipal Cultural Plan including a cultural mapping exercise to identify, record and classify cultural resources in the community, and to gain a greater understanding of local cultural assets that can subsequently be translated into strategies aimed at improving delivery of, and participation within cultural programs.	High	Short-Term	\$50,000 (Consulting Fees)	Tax Base
#43 Appropriate policies that sustain and enhance cultural vibrancy and heritage should be integrated through the ongoing Town of Innisfil Official Plan review and update process (Our Place Innisfil).	High	Short-Term	Not Applicable	Not Applicable
#44 Remain engaged with the County of Simcoe as it implements its Cultural Study Report and other initiatives pertaining to determine what supports and resources the Town of Innisfil can provide in developing the local and regional arts and cultural sectors.	High	Ongoing	Staff Time	Not Applicable

Recommendation	Priority	Estimated Timing	Estimated Costs	Potential Capital Funding Sources
#45 Evaluate existing multi-purpose program and meeting rooms situated within municipal recreation facilities to determine whether opportunities exist to improve their capacity to accommodate arts and cultural activities through lighting, acoustics, addition of sinks or storage, etc. (also refer to Recommendation #22).	Medium	Ongoing	Depends on the type/scale of improvements	User Fees Tax Base
#46 For future recreation or other civic facilities that are contemplated in the future, the Cookstown Library and Community Centre model should be considered as a point of departure to capture inter-departmental synergies and efficiencies while providing a centralized hub of activity within a settlement area (such as Lefroy and/or Stroud).	High	Ongoing	To Be Determined	To Be Determined
#47 Undertake a site selection and design process in the Lefroy settlement area to meet identified needs of this Parks and Recreation Master Plan along with the Innisfil Public Library Master Plan. Optimally, the site should have the capability to accommodate a branch library, gymnasium or large multi-purpose space, shared meeting rooms and/or outdoor recreation facilities such as a splash pad. Church Street Park should be considered as one of the sites to be reviewed.	Medium	Medium-Term	Staff Time	To Be Determined
#48 Based upon outcomes of a five year review of arena needs, discussions with the City of Barrie, and arena monitoring through Recommendations #11 and #12, investigate the feasibility of relocating the ice pad in Stroud to either the Innisfil Recreation Complex or the South Innisfil Community Centre to gain operational efficiencies associated with multi-pad arenas and possibly reposition the present Stroud Arena site as per Recommendation #46.	High	Ongoing	To Be Determined	To Be Determined
Service Delivery				
#49 Ensure that all recreation and sport service providers for children continue to be trained in the Principles of Healthy Child Development through the Parks and Recreation Ontario High Five initiative.	High	Ongoing	Staff Time	Not Applicable

Recommendation	Priority	Estimated Timing	Estimated Costs	Potential Capital Funding Sources
#50 Ensure that there is a range of program choices and options including creative, physical and sport introduction at a minimum for all age groups.	High	Ongoing	Staff Time	Not Applicable
#51 Increase casual and drop in recreational activities for all age groups by determining which opportunities will be successful and utilizing times that are attractive to residents within available spaces.	High	Ongoing	Staff Time	Not Applicable
#52 Work to implement the Youth Friendly Community criteria to foster youth play and leadership in Innisfil.	High	Ongoing	Staff Time	Not Applicable
#53 Host a forum to hear about best practises in the provision of recreational opportunities for older adults and develop an action plan that addresses the needs of a growing segment of the population.	Medium	Short-Term	Staff Time	Not Applicable
#54 Work with community partners to implement evidenced-based approaches to increasing the frequency, intensity and duration of physical activity in Innisfil residents.	High	Ongoing	Staff Time	Not Applicable
#55 Coordinate a meeting(s) with organization serving persons living with disabilities to identify gaps in including more residents in recreation and sport programs.	High	Short-Term	Staff Time	Not Applicable
#56 Meet with Social Service staff from the County of Simcoe to provide information on accessing recreation and sport opportunities for low income clients.	High	Ongoing	Staff Time	Not Applicable
#57 Audit camp operations against the Camp Accreditation Guidelines offered through the Ontario Camping Association with a view to applying for full camp accreditation.	Medium	Ongoing	Staff Time	Not Applicable
#58 Develop a summer camp expansion plan to anticipate the increase in school-aged children over the next decade; and continue to monitor pent up demand.	High	Short-Term	Staff Time	Not Applicable

Recommendation	Priority	Estimated Timing	Estimated Costs	Potential Capital Funding Sources
<p>#59 Strengthen the community partnerships through continued dialogue and the development of service agreements in order to:</p> <ul style="list-style-type: none"> a) Focus on common priorities; b) Promote opportunities in a seamless fashion to the public; c) Share and maximize facility space more effectively; d) Jointly measure penetration rates within various age groups; and e) Better align with services offered by Innisfil Public Library and the Y.M.C.A. 	High	Ongoing	Staff Time	Not Applicable
<p>#60 Identify gaps in community recreation opportunities (physical and creative opportunities for all age groups), and seek out opportunities to collaborate with private, non-profit and volunteer sectors to share in the delivery mechanisms.</p>	High	Ongoing	Staff Time	Not Applicable
<p>#61 Consider the use of technology in enhancing service delivery and creating efficiencies within parks and recreation.</p>	Medium	Ongoing	Staff Time	Not Applicable
<p>#62 Complete an annual audit of the ability of parks and recreation to comply with legislative and technical requirements.</p>	High	Ongoing	Staff Time	Not Applicable
<p>#63 Review and update policies and procedures to ensure that they align with legislative, operational and technical requirements.</p>	Medium	Ongoing	Staff Time	Not Applicable
<p>#64 Complete the training plan for all staff and create online training to support ongoing training requirements especially for part-time staff.</p>	Medium	Short-Term	Staff Time	Not Applicable
<p>#65 Review the staff complement to ensure that there are adequate resources to meet community expectations surrounding the provision of service and approved service standards with a target to maximize staff outputs and identify needed staff resources.</p>	High	Ongoing	Staff Time	Not Applicable
<p>#66 Host annual forums with all staff to development further enhancements with respect to staff engagement, communications and recognition opportunities.</p>	Medium	Ongoing	Staff Time	Not Applicable

Recommendation	Priority	Estimated Timing	Estimated Costs	Potential Capital Funding Sources
#67 Refine the performance metrics for parks and recreation, and report out annually on successes and refinements required to the delivery system.	High	Ongoing	Staff Time	Not Applicable
Implementation				
#68 Requests for facilities presently not part of the Town of Innisfil's core parks and recreation service mandate should be evaluated on a case-by-case basis, after first considering the municipality's role in providing the service in relation to quantified market demand and cost-effectiveness of such services, while also identifying potential strategies to address long-term need for such requests should a sufficient level of demand be expressed.	Low	Ongoing	Staff Time	Not Applicable
#69 Prepare an update to the Parks and Recreation Master Plan after five years has elapsed.	High	Medium-Term	\$85,000	Development Charges Tax Base
#70 The Master Plan's recommendations should be reviewed upon the release of 2016 Census results given the considerable changes that have occurred to Innisfil's population since the 2011 Census and National Household Survey were undertaken.	High	Short-Term	Staff Time	Not Applicable

Appendix A: Inventory of Selected Private Facilities

This Appendix lists major non-municipal recreation and cultural facilities in Innisfil. It is not intended to be an exhaustive list and represents best available information at the time of writing.

Recreation & Sports	
<p>Curling Facilities Cookstown Curling Club Churchill Curling Club</p> <p>Indoor Aquatic Centres Innisfil YMCA Elite Swim School</p> <p>Fitness Centres Innisfil YMCA Curves</p> <p>Gymnasiums Innisfil YMCA Various elementary and secondary schools</p> <p>Group Exercise Innisfil YMCA Yoga Plus</p> <p>Dance Studios Miss Jennie’s Performing Arts Studio Sanderson School of Highland Dancing L.A. Dance Design</p> <p>Martial Arts Sho Shin Karate & Martial Arts Yujo Martial Arts</p>	<p>Outdoor Basketball Courts Various elementary and secondary schools</p> <p>Sports Fields Various elementary and secondary schools</p> <p>Youth and Older Adult Spaces Various churches</p> <p>Golf Courses Innisfil Creek Golf Course Big Cedar Golf Course Allandale Golf Course Big Bay Point Golf Course National Pines Golf Course</p> <p>Marinas/Boat Rentals Cooks Bay Marina Kon-Tiki Marine Lefroy Harbour Monto-Reno Marina Lake Simcoe Marine Limited Carefree Boat Rental Friday Harbour (presently under development)</p> <p>Beaches Alcona Beach Club</p>
Arts & Culture	
<p>Theatres South Simcoe Theatre Various elementary and secondary schools</p> <p>Music Schools Alexander Doan School of Music TJ’s School of Music</p> <p>Art Galleries Art Unique</p>	<p>Halls/Venues Lions Hall Alcona Beach Club Grange Hall (Lefroy United Church)</p> <p>Live Music and Orchestra Churches, community spaces, and bars/restaurants</p>

Appendix B: Categorized Summary of Master Plan Recommendations

This Appendix categorizes recommendations contained within the Parks and Recreation Master Plan into six categories, namely:

1. Capital;
2. Studies and Plans;
3. Operational/Programming;
4. Monitoring Activities;
5. Partnerships; and
6. Policies and Standards.

Table 34 and Table 35 summarize Master Plan recommendations that have a capital cost associated to them (falling above the above noted 'Capital' and 'Studies and Plans' categories). Order of magnitude capital costs (2016 dollars) of these recommendations are presented according to their estimated short, medium and long-term timeframes as presented in Section 7.4 of the Master Plan.

Table 36 to Table 39 present recommendations stemming from operational actions that generally have very little capital cost implications. The operating cost implications of these recommendations (as well as the capital recommendations) will be developed by Town Staff through annual budgeting, detailed design, business planning and other activities supporting the implementation of individual recommendations.

Table 34: Summary of Capital Recommendations

Rec. #	Recommendations - Capital	Priority	Estimated Timing	Short-Term (2016-2020)	Medium-Term (2021-2025)	Long-Term (2026-2031)
#4	Acquire 35 hectares of parkland	High	Ongoing	←	To be determined based upon park dedication	→
#7	Road end/lake access point enhancement strategies	Medium	Short to Medium	\$450,000	\$500,000	--
#11	Maintain total supply of 4 ice pads for next five years	High	Short	←	As per capital plan	→
#17	Outdoor fitness equipment at Innisfil Beach Park	Medium	Short	\$40,000	--	--
#30	Relocate Innisfil Beach Park diamonds to I.R.C.	High	Short	\$1,000,000	--	--
#31	Construct one new ball diamond	Low	Long	--	--	\$500,000
#33	Construct six new tennis courts	Medium	Ongoing	\$100,000	\$100,000	\$100,000
#35	Construct three new basketball courts	Low	Ongoing	\$35,000	\$35,000	\$35,000
#36	Construct two new skateboard parks	Medium	Short to Medium	\$225,000	\$225,000	--
#37	Construct two new splash pads	Medium	Short to Medium	\$400,000	\$400,000	--
#38	Artificial skating rink or path at Innisfil Beach Park	Medium	Medium	--	\$1,000,000	--
#40, #41	Playground accessibility improvements / New design templates	High	Ongoing	←	Variable	→
Capital Cost Summary						
	Short-Term			\$2,250,000		
	Medium-Term			\$2,260,000		
	Long-Term			\$635,000		
	Total			\$5,145,000		

Table 35: Summary of Recommended Studies and Plans

Rec. #	Recommendations – Studies and Plans	Priority	Estimated Timing	Short-Term (2016-2020)	Medium-Term (2021-2025)	Long-Term (2026-2031)
#5	Capital Plan for park redevelopment projects	Medium	Ongoing	←	To be determined on a park-by-park basis	→
#6	Innisfil Beach Park concept design/facility fit	High	Short	\$40,000	--	--
#13	Bring together curling clubs to discuss amalgamation and facility provision strategies	Medium	Short	--	--	--
#21, #48	Architectural/engineering study to repurpose a single pad arena and/or relocate the ice pad	High	Medium	--	\$50,000	--
#16, #22, #45	Design and costing for multi-purpose room improvements	Medium	Ongoing	--	--	--
#25	Business case for mobile youth centre	Medium	Short	--	--	--
#27	Business case and site selection for artificial turf field	Medium	Medium	--	--	--
#42	Undertake a comprehensive Cultural Plan	High	Short	\$50,000	--	--
#47	Lefroy site selection and design process	Medium	Medium	--	--	--
#58	Summer camp expansion plan	High	Short	--	--	--
#69	Prepare an update to the Parks and Recreation Master Plan	High	Medium	--	\$85,000	--
Capital Cost Summary						
	Short-Term			\$90,000		
	Medium-Term			\$135,000		
	Long-Term			nil		
	Total			\$225,000		

Table 36: Summary of Operational/Programming Recommendations

Rec. #	Recommendations – Operations/Programming	Priority	Estimated Timing
#10	Stronger enforcement of parking around road ends	High	Short
#23	Continue to augment youth and older adult programming	High	Ongoing
#49	Healthy Childhood Development/High Five training	High	Ongoing
#50, #51	Range of programs for all age groups	High	Ongoing
#52	Implement Youth Friendly Community criteria	High	Ongoing
#53	Older adult forum and action plan	Medium	Short
#54	Implement approaches to increase physical activity levels	High	Ongoing
#55	Meetings with accessibility/disability representatives	High	Short
#60	Identify gaps in community recreation opportunities	High	Ongoing
#61	Use of technology to enhance service delivery	Medium	Ongoing
#63	Review and update policies and procedures in accordance with legislative, operational and technical requirements	Medium	Ongoing
#64	Training plan and online training support for staff	Medium	Short
#65	Ensure adequate staff resources exist to meet community expectations	High	Ongoing
#66	Annual forums with staff	Medium	Ongoing
#67	Refine performance metrics for parks and recreation	High	Ongoing

Table 37: Summary of Recommended Monitoring Activities

Rec. #	Recommendations - Monitoring	Priority	Estimated Timing
#9	Monitor Gilford Road End parking lot	Medium	Short
#14	Monitor indoor pool performance with Y.M.C.A.	Low	Ongoing
#39	Centennial Park off-leash area monitoring	Low	Short
#57	Audit camp operations against Camp Accreditation Guidelines	Medium	Ongoing
#62	Annual audits of ability to comply with legislative and technical requirements	High	Ongoing
#68	Evaluate requests for emerging/non-core facilities and services	Low	Ongoing
#70	Review Master Plan’s recommendations in light of 2016 Census information, once released	High	Short

Table 38: Summary of Partnership Recommendations

Rec. #	Recommendations - Partnerships	Priority	Estimated Timing
#8	Engage local marinas to discuss winter access to lake	High	Short
#12	Discussions with City of Barrie regarding its planned south-end community centre and arena	High	Short
#15, #19	Discussions with Y.M.C.A. to facilitate non-member access to pool and gymnasium	High	Short
#18	Reciprocal/joint use agreements with school boards	High	
#20, #24, #46	Discussions with Innisfil Public Library regarding joint facility planning and community hub model	High	Short
#26, #29	Engage sports field users to discuss field enhancements	Medium	Short
#34	Facilitate discussions with Ontario Tennis Association and residents interested in forming a community tennis club	Low	Short
#44	Remain engaged in Simcoe County Cultural Study Report implementation	High	Ongoing
#56	Meet with County Social Service Staff	High	Ongoing
#59	Strengthen community partnerships	High	Ongoing

Table 39: Summary of Recommended Policies and Standards

Rec. #	Recommendations – Policies and Standards	Priority	Estimated Timing
#1	Revise Official Plan park classification system	Medium	Short
#2	Greater focus on Neighbourhood Parks and Parkettes	High	Ongoing
#3	Parks within 400 to 800 metres of major residential areas	High	Ongoing
#28, #32	Prepare and implement Sports Field Allocation Policy	High	Short
#43	Integrate appropriate arts and cultural policies into Official Plan	High	Short