



MUNICIPALITY OF
GREENSTONE

RECREATION & PLAYGROUND MASTER PLAN

SUMMARY DOCUMENT

SEPTEMBER 2024

DRAFT

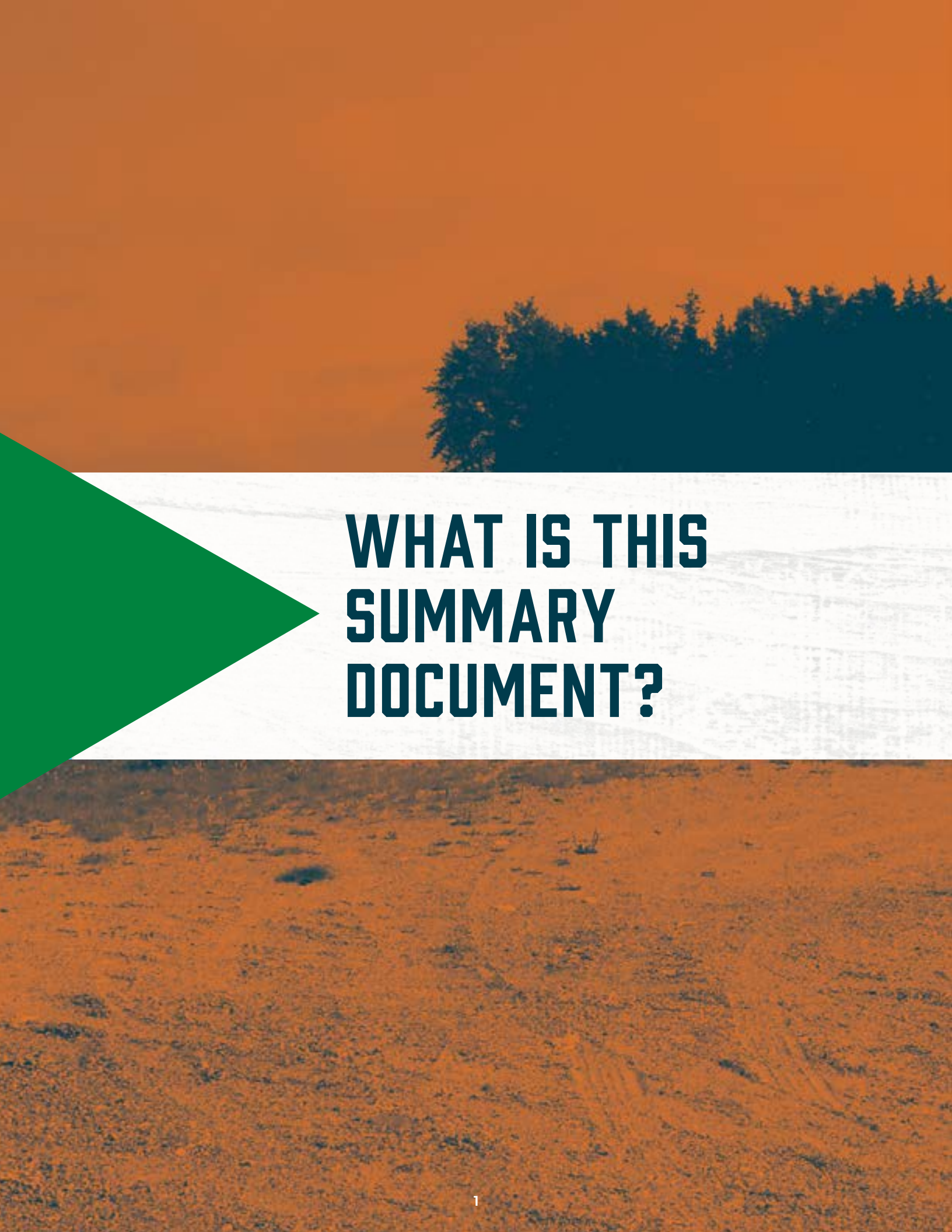


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We respectfully acknowledge that the Municipality of Greenstone is situated on the traditional territory of Robinson Superior Treaty and James Bay Treaty No 9. To do so recognizes and respects Indigenous People's long-standing presence in the territory, which is a key step towards reconciliation. The Municipality is committed to its relationships and partnerships with First Nation, Métis, and Inuit people and their communities.

TABLE OF CONTENTS

WHAT IS THIS SUMMARY DOCUMENT?	1
What is a Recreation & Playground Master Plan?	2
HOW WAS THE MASTER PLAN DEVELOPED?	3
MASTER PLAN FOUNDATIONS	5
Vision	6
Goals	6
Guiding Principles	6
STRATEGIC DIRECTIONS	7
Create a new position (Program and Community Development Coordinator) that will report to the Manager of Parks & Recreation.	8
Explore contracting local groups to deliver recreation across Greenstone.	8
Address programming gaps.	9
Implement a promotions and communications plan.	9
Implement a purposeful data collection system.	10
Utilize the Planning Process Framework.	10
Utilize the Facility Condition Index in asset management processes.	11
Conduct a service level assessment.	11
Undertake a prioritization assessment	12
Develop an amenity / facility classification system.	12
SPECIFIC AMENITY / FACILITY PLANS	13
Feasibility studies should be completed for several amenities / facilities including:	14
The existing community centres in Beardmore and Nakina should be closed and concept plans for new community halls / activity spaces in both communities be developed.	15
Implement a playground classification system.	16
Implement the playground plan for each community.	17
SHARE YOUR THOUGHTS.	18



**WHAT IS THIS
SUMMARY
DOCUMENT?**

This summary document is not meant to take the place of the Recreation and Playground Master Plan. Instead, the purpose of this report is to provide a simpler and shorter document that highlights the main elements of the Master Plan. It is best to read and refer to the complete Master Plan, but this summary report can help the reader quickly understand some of the key points.

For each element of the Master Plan referred to in this summary document, reference is made to the complete sections in the Master Plan. That way, the reader can quickly find the complete text in the Master Plan itself.

WHAT IS A RECREATION & PLAYGROUND MASTER PLAN?

Recreation and playgrounds are key contributors to people’s quality of life. These services provide numerous benefits to people and communities as illustrated in the accompanying graphic.

Recreation services are subjective. There is no guide or legislation that outlines how many playgrounds a community should have or what recreation services should be provided. There are almost as many opinions about what services should be provided as there are people in a community. Because of this subjectivity, having a Master Plan in place provides direction that the Municipality can use when making decisions about service provision. An important thing to remember is that the Master Plan is a guide that Greenstone will consider for service provision across the Municipality. This is the other challenging aspect about service delivery. The Municipality needs to view service provision to consider all members of the broader community while balancing local needs. It is a challenging exercise.





HOW WAS THE MASTER PLAN DEVELOPED?

Because recreation and playground service levels are not mandated, it is important to complete a varied program of research to understand the context within which these services are currently delivered. This involves examining a range of information including:



- ♦ the current population of Greenstone and the individual communities including changes that have occurred and are expected;
- ♦ the inventory of recreation amenities and facilities along with their utilization;
- ♦ strategies and plans the Municipality has in place that already guide how it delivers services;
- ♦ the financial impact of providing the services; and
- ♦ trends and leading practices occurring elsewhere that may influence the future provision of services.

The information noted above is examined and is presented in a report of its own. It is entitled the **“What We Learned”** report.

A varied program of community engagement was also implemented to understand the perspectives of community members regarding the current and desired provision of recreation and playground services. The different engagement tactics used included:



- ♦ a household survey;
- ♦ a youth survey;
- ♦ a survey of community groups; and
- ♦ a series of discussion sessions with a variety of organizations and perspectives in Greenstone.

The findings from all of the engagement tactics are presented in its own report called the **“What We Heard”** report.

Both of these reports can be found on the Municipality of Greenstone’s website. Hardcopies are available at the Greenstone Library branches and Greenstone’s Ward Offices.



MASTER PLAN FOUNDATIONS

The Foundations can be found in the draft Master Plan document in Section 3 starting on page 11.

The foundations of the Master Plan include a vision, goals, and guiding principles. Together they provide a series of tools that can be used by the Municipality as decisions are made.

- ♦ The **vision** describes a future for Greenstone. Initiatives that are implemented and decisions that are made should assist the Municipality in reaching this future.
- ♦ The **goals** are high level outcomes that Greenstone should be working to achieve through implementation of the Master Plan. Efforts expended in the provision of recreation should contribute to achieving the goals.
- ♦ Finally, the **guiding principles** provide a lens through which decisions are made.

VISION

Greenstone is an inviting and inclusive community of communities that fosters quality of life through the provision of recreation opportunities for all in an economically sustainable way. These opportunities create healthy people who are connected to their communities and each other. Recreation opportunities engender pride in place.

GOALS

1. **Inspire health and wellness.** Strive to support a variety of recreation spaces and opportunities for residents to benefit from a physically and socially active lifestyle.
2. **Foster community vibrancy.** Support the provision of community spaces for recreation, gathering.
3. **Build recreation capacity.** Strengthen the recreation system to support the delivery of services through complementary policies, practices, and systems for volunteers and organizations.

GUIDING PRINCIPLES

Fiscally responsible / viable. Decisions need to be made considering their financial impact.

Collaborative. Working together with other entities can make great sense from a resource perspective but also from a creative perspective.

Inclusive and accessible. Recreation services should be available and accessible to all people in the community.

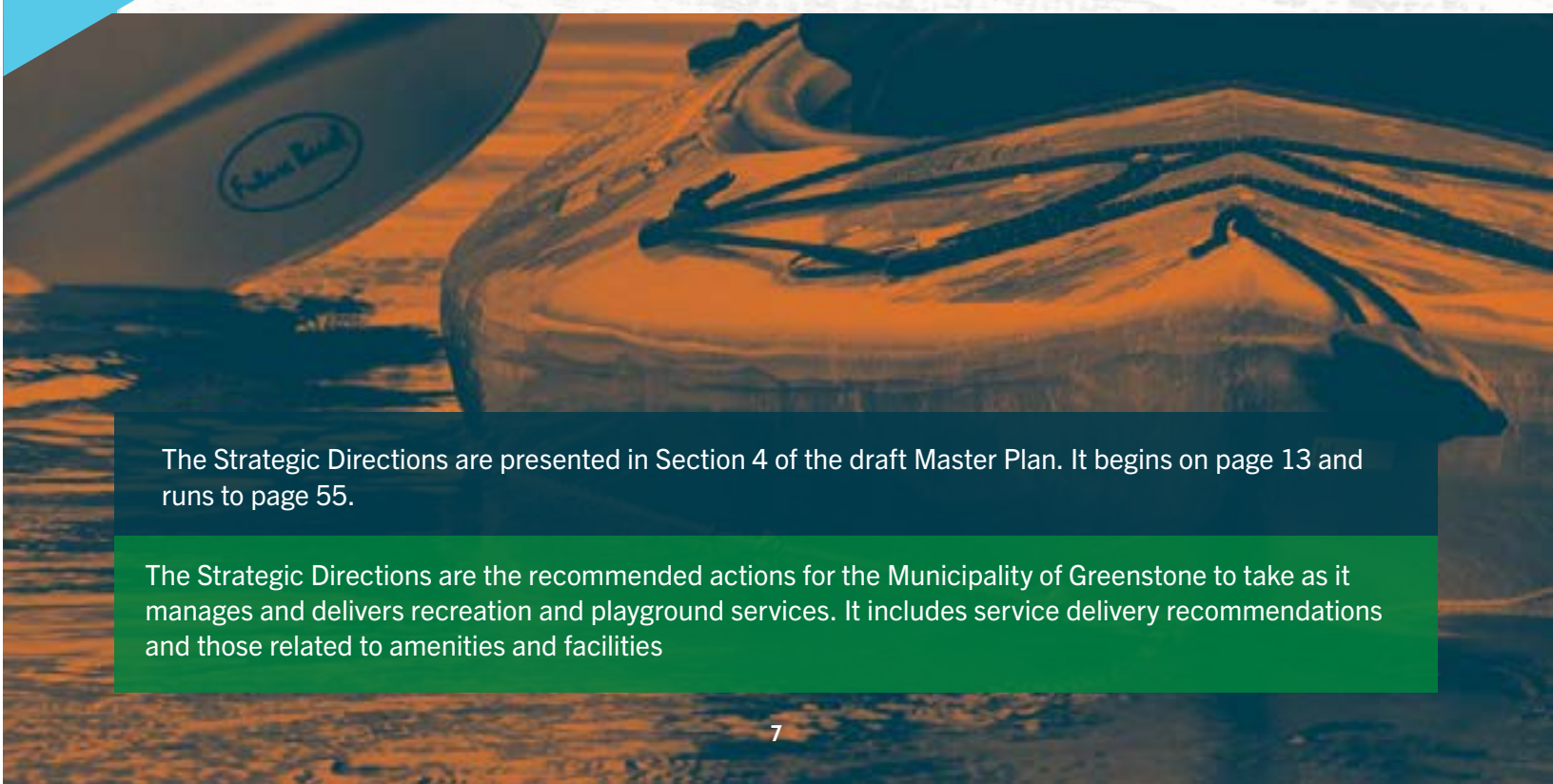
Responsive and flexible. While it is critical that Greenstone develop plans and use them to conduct its business, there needs to be some flexibility to shift course or consider something that arises and is unexpected.

Data driven. The use of data can be invaluable when making decisions. Where and when possible, objective information should be brought to bear as decisions are made.

Environmental impact. The environmental impact of decisions needs to be considered as responses to community demand are formulated.



STRATEGIC DIRECTIONS



The Strategic Directions are presented in Section 4 of the draft Master Plan. It begins on page 13 and runs to page 55.

The Strategic Directions are the recommended actions for the Municipality of Greenstone to take as it manages and delivers recreation and playground services. It includes service delivery recommendations and those related to amenities and facilities

Refer to Section 4.1 on page 13 of the draft Master Plan.

CREATE A NEW POSITION [PROGRAM AND COMMUNITY DEVELOPMENT COORDINATOR] THAT WILL REPORT TO THE MANAGER OF PARKS & RECREATION.

What is the position?

- ◆ This position would have direct interaction with facility users, community organizations, and the community itself across Greenstone. The Program and Community Development Coordinator would:
 - Address some gaps in programming by contracting or bringing in experts to deliver the programs in the community.
 - Help individuals and groups in the community develop so that they could deliver programming in communities.
 - Communication and promotion of recreation and events in the Municipality.

Why create this new position?

- ◆ There is a high demand from residents for more programming in Greenstone and in the individual communities.
- ◆ There are difficulties getting community members to step forward and help with program delivery.
- ◆ The current staffing levels in Greenstone do not provide enough capacity to complete the tasks that the coordinator will

Refer to Section 4.2 on page 15 of the draft Master Plan

EXPLORE CONTRACTING LOCAL GROUPS TO DELIVER RECREATION ACROSS GREENSTONE.

What is it?

- ◆ Signing agreements / contracts with local groups and / or individuals to provide recreation services in Greenstone and its communities.
- ◆ Agreements will only be developed with those who meet the criteria / requirements of Greenstone.

Why consider contracting?

- ◆ This will help address programming needs in communities.
- ◆ Support local groups and / or individuals who can respond to local needs.
- ◆ Provides opportunities for local groups and / or individuals to deliver programs and contract with Greenstone.
- ◆ Lower risk than the municipality hiring additional staff.
- ◆ The Coordinator position would not have sufficient time to deliver regular and ongoing programming in all communities.

Refer to Section 4.3 on page 17 of the draft Master Plan.

ADDRESS PROGRAMMING GAPS.

How were needed programs identified?

- ♦ A variety of programming needs were identified during the community engagement phase of this project. While there were some differences in terms of what the programming needs are, there was a consensus that additional programming is needed.

What are the programming needs?

- ♦ The programming needs are broken out according to age groups. There are several including the brief list below.
 - Infants and children (0-12 years) – water education and safety.
 - Youth (13-18 years) – organized sports.
 - Adults (18-64 years) – fitness and wellness programming.
 - Seniors (65 years and older) – programs that encourage socialization.

Refer to Section 4.4 on page 20 of the draft Master Plan.

IMPLEMENT A PROMOTIONS AND COMMUNICATIONS PLAN.

What is a promotions and communication plan?

- ♦ This is a structured and planned approach to informing residents of Greenstone about the recreation opportunities available to them.
- ♦ This would include what programs and events are available to them. The communications plan would also inform and remind people about the various indoor and outdoor spaces in Greenstone that they can use including any hours of operation, booking information, and fees.
- ♦ The benefits that people, and the community, can accrue should also be promoted.
- ♦ A communication plan thinks about the key messages, who should receive the messages, and the most effective way to send the messages.

Why communicate this information?

- ♦ There is significant investment (both in funds but also in people's time) to deliver recreation services. It is important then that people are aware of these opportunities. The more that are aware can translate into the more people who participate.

Refer to Section 4.5 on page 22 of the draft Master Plan.

IMPLEMENT A PURPOSEFUL DATA COLLECTION SYSTEM

What is it?

- ♦ This is about identifying the decisions that will be made and then determining what information is needed to help make that decision.
- ♦ Developing a system may not have happened immediately and the decision being made can change so this system can be an ongoing effort.
- ♦ Booking hours of a facility is one, important piece of information to have. But it may be important to know things like: how many people are involved in the booking? how many of the people are new in participating? Where do the participants live?

Why does Greenstone need this type of system?

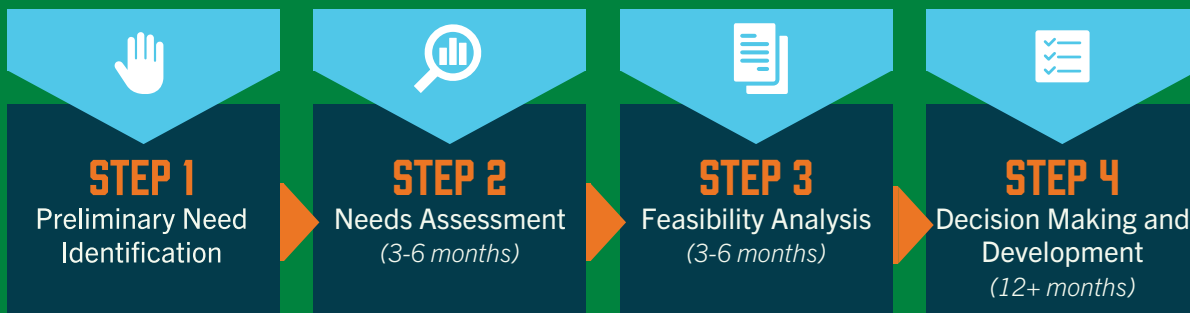
- ♦ Having good data allows good decision making to take place.
- ♦ Being purposeful in data collection means that there is a deliberate effort applied to collecting information that will be useful in decision making.
- ♦ The information that is being collected currently is helpful and important. Being more deliberate in data collection enables more strategic use of it.

Refer to Section 4.6 on page 24 of the draft Master Plan.

UTILIZE THE PLANNING PROCESS FRAMEWORK.

What is this framework?

- ♦ The framework describes a structured way, with specific steps, for the Municipality to implement when considering any significant capital project.



Why have this framework?

- ♦ Some deliberate consideration needs to be taken when it comes to major investment. This framework describes the steps and an estimated timeline to complete each step.
- ♦ This can be a good communication tool to help the public understand the process Greenstone goes through when considering facility investments.

Refer to Section 4.7 on page 25.

UTILIZE THE FACILITY CONDITION INDEX IN ASSET MANAGEMENT PROCESSES.

What is it?

- ♦ Asset management is a proactive, planned, and purposeful approach to managing infrastructure. Greenstone does have an asset management system in place.
- ♦ The facility condition index is a ratio of immediate required investment compared to the cost of replacing the facility. As the investment cost approaches half the cost to replacing the facility, consideration needs to be given to replacing it at that point.
- ♦ Consideration needs to be given as well to whether the facility actually meets user expectation. For example, if the facility that requires investment to sustain it does not meet the needs of its users, then the investment may not be warranted.

Why use this approach?

- ♦ This approach brings the idea of user experience and need into reinvestment decisions.
- ♦ This approach also involves the consideration of replacement value into the decision making. There is a point in which it can be better to invest in something new rather than rehabilitating an existing facility.

Refer to Section 4.8 starting on page 27. The detailed model and scoring is included in Appendix 6.1 starting on page 60 of the draft Master Plan.

CONDUCT A SERVICE LEVEL ASSESSMENT.

What is this assessment?

- ♦ Considering amenities and facilities across Greenstone, this assessment determines whether the current provision of amenities and facilities should be “enhanced”, “protected”, or “limited”.
- ♦ Using a score sheet (with criteria), if there is a high demand for an amenity but there is low supply of it, then its provision should be “enhanced”. If there is high demand and high supply, then the provision of that amenity / facility should be “protected”. And if there is low demand for an amenity / facility, then some “innovation” should be implemented to increase the demand. Ultimately, the level of service may be “limited”.
- ♦ Criteria includes utilization and capacity, trends, physical condition, and others.
- ♦ Some conclusions:
 - Enhance: indoor multi-sport / field house type facilities; swimming pool; ski and snowshoe trails; playgrounds; spray parks / splash pads
 - Protect: community hall / banquet facilities; ice arena facilities; off leash parks; skateboard parks

Why complete the assessment?

- ♦ Completing the assessment for amenities / facilities provides a structured way for decision makers to discuss the provision and investment.
- ♦ This assessment is needed to be completed so different amenity / facility capital projects can be prioritized.

Refer to Section 4.9 starting on page 31. The detailed model and scoring is included in Appendix 6.2 starting on page 62 of the draft Master Plan.

UNDERTAKE A PRIORITIZATION ASSESSMENT

What is a prioritization assessment?

- ♦ This is structured way to set priorities for multiple amenity / facility infrastructure projects.
- ♦ The assessment uses a standard set of criteria to score a series of projects to determine a ranking.
- ♦ Criteria includes the service level assessment, financial impact, public benefit, economic development, and others.
- ♦ Top rankings:
 - Indoor multi-sport / field house type facilities; community hall / banquet facilities; cross country ski / snowshoe trails; playgrounds

Why complete a prioritization assessment?

- ♦ This assessment provides an objective and structured approach to discussing various and different infrastructure projects and determine a ranked order.

Refer to Section 4.10 starting on page 34 of the draft Master Plan.

DEVELOP AN AMENITY / FACILITY CLASSIFICATION SYSTEM.

What is this?

- ♦ This system is a set of categories in which amenities / facilities are classified.
- ♦ The categories include the following:
 - **Neighbourhood** – intended to serve an area of a larger community that are within a 15-minute walk. These amenities and facilities are generally smaller with fewer components or support amenities. An example would be a ball diamond without fences and dugouts.
 - **Community** – intended to serve entire communities. These are destination amenities and facilities. Typically they are larger and have more components and support amenities than neighbourhood amenities / facilities. Examples are community halls, skateparks.
 - **Regional** – intended to serve multiple communities. These are more costly to provide or are specialty types of facilities and require a greater market area. Examples are arenas, swimming pools.

Why use this system?

- ♦ Using this system sets standards for maintenance and provision. Not every community would get a regional asset. As well maintenance levels for neighbourhood facilities would be set to be different (lower) than for regional facilities.
- ♦ Helps with decision making and communicating expectations for services levels to the public.



SPECIFIC AMENITY / FACILITY PLANS

Refer to Section 4.11 starting on page 37 of the draft Master Plan.

Specific actions or plans for different amenities / facilities have been identified. These actions provide direction for the Municipality of Greenstone regarding several different types of amenities / facilities. The actions or plans have been developed based on a number of different factors.

As described in previously mentioned strategic directions, amenity strategies were determined for each amenity / facility. This information was then utilized as prioritization was completed for each. The Amenity / Facility Plan (Section 4.11 on page 37 in the draft Master Plan) identifies actions for the top ranked amenities / facilities. Some of the actions or plans for the Municipality of Greenstone to consider are noted below. Refer to the draft Master Plan for the table.

SPECIFIC AMENITY AND FACILITY PLANS

Refer to Section 4.11 starting on page 37 of the draft Master Plan.

FEASIBILITY STUDIES SHOULD BE COMPLETED FOR SEVERAL AMENITIES / FACILITIES INCLUDING:

- ♦ **Indoor multi-sport / field house type facility including gymnasium type spaces, multi-purpose program rooms, walking / running track.**
- ♦ **Spray parks / splash pads.**
- ♦ **Swimming pool.**

What is a feasibility study?

A feasibility study is a more detailed examination of the need for these amenities / facilities. While the Master Plan process identified these different items as top priorities, it is important to do additional studies on each amenity / facility. A feasibility study is a study that provides additional information to assist Municipal decision makers (Council) better understand the need and impact of these facilities; that additional information then allows Council to make informed decisions about whether or not to proceed with the project.

The feasibility study will help the Municipality better understand the need from the community for these amenities / facilities including arriving at some estimates for how much use they will get. Through a feasibility study, the different program spaces or rooms will be identified. This, in turn, will help understand the overall size of the facility and therefore help identify the capital cost or cost to construct it. Knowing the program spaces in the amenity / facility will be key in estimating the amount of use which will then be used to help determine operating costs and revenues. The location (or siting) of the amenity / facility is also identified through a feasibility study. The potential economic development impact (e.g. resident and business attraction and retention and tourism) is reflected in the feasibility study as well.

For example, while people generally have an idea of what a multi-sport / field house type facility is, through a feasibility study, the different program and activity spaces will be identified including estimated sizes. Through a feasibility study, Greenstone will determine how large the field / gym space will be, how many program rooms will be in it, how will an indoor track be included, and any other spaces that should be included. From this information some estimates on the cost to build the facility can be determined as well as the costs to operate the facility and what are the revenue opportunities.

Why complete feasibility studies on these amenities / facilities?

- ♦ These amenities / facilities are identified as higher priorities and are identified as being needed in Greenstone. Field house type facilities are facilities that are multi-purpose spaces that serve as hubs for many different community activities. It makes sense if looking at a large activity space like this to consider adding gymnasium type spaces, program rooms, and an indoor walking track as potential amenities. This would be a regional facility that could provide an indoor space to accommodate a large variety of activities for all members of the Greenstone (Refer to 4.10 starting on page 34).
- ♦ The spray parks / splash pads was also identified as a top priority from the community engagement. Additionally, it was seen as an outdoor facility that could support Greenstone tourism efforts. This is a regional facility that would be a destination for all residents.
- ♦ There used to be a swimming pool in Geraldton. The desire for an indoor pool was strongly supported in community engagement. An indoor pool can address some programming gaps and can serve as a source of employment for students and others in Greenstone. These types of facilities can be significant factors as people consider whether a community is one to move to or bring their family. There are many reasons to view an indoor pool as an important amenity to have in Greenstone. However, the costs to develop and operate are significant and a decision about a pool requires detailed study.

SPECIFIC AMENITY AND FACILITY PLANS

Refer to Section 4.11 starting on page 37 of the draft Master Plan.

THE EXISTING COMMUNITY CENTRES IN BEARDMORE AND NAKINA SHOULD BE CLOSED AND CONCEPT PLANS FOR NEW COMMUNITY HALLS / ACTIVITY SPACES IN BOTH COMMUNITIES BE DEVELOPED.

What is the rationale for this?

- ♦ Both of these community complexes require significant capital investment. As noted in Facility Condition Reports for the facilities, in the short term (2024-2029) the Beardmore Community Centre needs \$7.8M worth of investment and the Nakina Community Complex requires \$4.9M of investment. (Refer to page 30 of the “What We Learned” report.)
 - The investments would address necessary repairs to keep the facilities operational but would not result in a modern facility.
- ♦ The ongoing costs to operate each facility is significant. In 2022, it cost approximately \$220,000 and \$260,000 to operate the Beardmore and Nakina centres respectively. (Refer to page 59 of the “What We Learned” report. Note the 2023 do not reflect the entire year.)
- ♦ Beardmore and Nakina are small population centres and the utilization of both facilities reflects the use of small communities.
 - Beardmore’s population is 347. This includes the populations of both Jellicoe and MacDiarmid. Nakina has a population of 336. (Refer to page 7 of the “What We Learned” report.)
- ♦ Arena and curling facilities are regional facilities not community facilities as such they are provided in Geraldton and Longlac.
- ♦ The importance of indoor activity space in Beardmore and Nakina is recognized by the Municipality. As such, concept plans for community halls in both communities should be developed.
 - The concept plan would be the development of a facility plan that would identify the different program or activity areas of a community hall. This information would then lead to the determination of the estimated costs to build the facilities and to operate them.
 - While the community halls would not offer skating or curling ice, they could facilitate a wide variety of community activities including community gathering events; recreational programming including pickleball and other gymnasium type activities; indoor walking; and other types of meetings and social get togethers.
 - The community halls would offer brand new recreation facilities and spaces to support community building.

SPECIFIC AMENITY AND FACILITY PLANS

Refer to Section 4.12 starting on page 45 of the draft Master Plan.

IMPLEMENT A PLAYGROUND CLASSIFICATION SYSTEM.

What is this?

- ♦ This system is a set of categories in which playgrounds are classified.
- ♦ The categories include the following:
 - **Neighbourhood** – intended to serve an area of a larger community that are within a 15-minute walk. The scale of neighbourhood playgrounds is modest with some typical play elements like a slide, swings, low climber and / or interactive components.
 - **Community** – intended to serve entire communities. While it is ideal that these playgrounds would be accessible within a 15 minute catchment, they will serve people beyond that. They are larger than neighbourhood playgrounds and provide play opportunities for very young children and older children. These are destination amenities and facilities. Equipment may include multi structures with slides of varying heights, and multi-person play opportunities.
 - **Regional** – intended to serve multiple communities. These may include distinct themes or play features and are larger than community playgrounds, can have tourism potential, and offer a wider variety of play experiences.

Why use this system?


- ♦ Using this system sets standards for maintenance and provision. Not every community would get a regional asset.
- ♦ Helps with decision making and communicating expectations for services levels to the public.

SPECIFIC AMENITY AND FACILITY PLANS

Refer to Section 4.12. starting on page 49 of the draft Master Plan.

IMPLEMENT THE PLAYGROUND PLAN FOR EACH COMMUNITY.

- ♦ The schools in many Greenstone communities provide playgrounds. These playgrounds are available for community use outside of school hours. As such, as Greenstone considers its provision of playgrounds in each of its communities, recognizing the provision of school playgrounds is important.
- ♦ The plan for Greenstone's provision of playgrounds in its communities is noted below.
 - Beardmore – provide a community playground in the north part of the community near the site of the current community complex and potential site of a new community hall.
 - Jellicoe – when it is necessary replace the neighbourhood playground that currently exists.
 - Geraldton – ensure there is a neighbourhood playground at the Community Centre site. Develop a regional playground in the southern portion of Geraldton at the Greenstone Municipal building.
 - Longlac – ensure there is a playground at George Blouin Park – when necessary replace the one there. Develop a community playground near Jeff Gauthier Memorial Park.
 - Caramat – when it is necessary to replace the two existing playgrounds, develop a neighbourhood playground in the most suitable location in the community.
 - Nakina – ensure there is a neighbourhood playground in Northwood Park. When necessary, replace the one that is currently there.

The background of the page is a photograph of a forest scene. In the upper portion, there are several tall, dark evergreen trees against a light sky. Below the trees, a white tent is partially visible. In the lower portion, a person is sitting on the ground, possibly on a log or a large rock, in a grassy area. A white horizontal banner is overlaid across the middle of the image, and a large orange triangle points from the left edge towards the center of the banner. The text "SHARE YOUR THOUGHTS." is printed in a bold, dark blue, sans-serif font on the white banner.

**SHARE YOUR
THOUGHTS.**

This Summary Document presents the primary elements of the draft Master Plan. It is intended to present the content in a simpler and more succinct manner than it is presented in the draft Master Plan. The draft Master Plan, however, does offer more content than found in this Summary Document. All are encouraged to review the draft Master Plan document, which can be found on the Municipality's website.

The Municipality of Greenstone is interested in gathering the feedback from Greenstone residents about the draft Master Plan. Please visit the website (www.greenstone.ca) to access the online version of the feedback form. Alternatively, you can click on the link below to be taken directly to the form.

[MP Review - Feedback Form](#)

Please provide your feedback by **September 30, 2024 by 5:00 p.m. EDT**. Please limit the feedback you provide to one response per person.

If you have any questions about this feedback form, or if you need assistance providing your feedback, please contact Brent Henley (Manager of Parks and Recreation) at brent.henley@greenstone.ca. Hardcopies of the feedback form can be picked up (and dropped off) at:

- ◆ Greenstone Library locations
 - Beardmore Branch (285 Main Street)
 - Geraldton Branch (405 Second Street West)
 - Longlac Branch (110 Kenogami Road)
 - Nakina Branch (216 North Avenue)
- ◆ Municipality of Greenstone Administration Office (1800 Main Street, Geraldton)
- ◆ Beardmore Ward Office (285 Main Street, Beardmore)
- ◆ Longlac Ward Office (105 Hamel Avenue, Longlac)
- ◆ Nakina Ward Office (200 Centre Avenue, Nakina)



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