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MUNICIPALITY OF
GREENSTONE

Recreation & Playground Master Plan

Municipality of Greenstone

August 2024

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Land Acknowledgement

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.

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Executive Summary

<to be completed>

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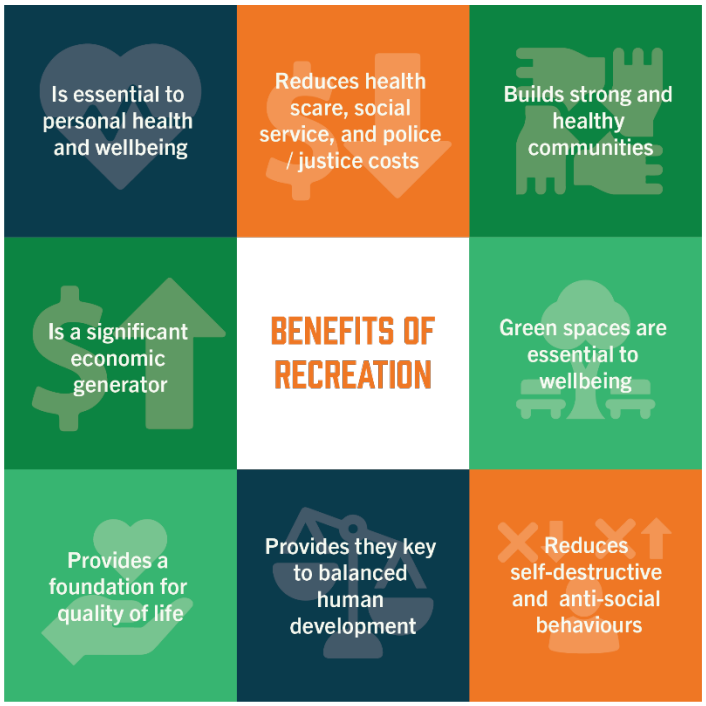
1.0 Introduction

Residents of Greenstone have an array of recreation programs, facilities, parks and playgrounds at their disposal. These important services contribute to personal, family, and community health and wellness. To help ensure the future of these services and their alignment with community need, the Municipality of Greenstone is developing a Recreation & Playground Master Plan. The Master Plan will guide the Municipality's contribution to providing these services over the next ten years. It is imperative that Greenstone's provision of services is done in a financially sustainable way. The economic realities experienced by Greenstone, necessitate a critical look at service delivery including the provision of recreation and playgrounds.

Recreation and playgrounds are key contributors to people's quality of life. These services help attract and retain people and businesses in the community. They contribute to the health and wellbeing of individuals, families and the overall community. When people can recreate together, they form bonds which helps strengthen their identity with the community and strengthen relationships with their neighbours.



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. Due to this, there is an array of strong opinions and expectations on the subject. It is because of these dynamics that the Municipality of Greenstone is developing a Recreation and Playgrounds Master Plan.

The Recreation & Playground Master Plan will provide a roadmap to guide the provision of playgrounds, recreation facilities, community programs, services and events. More specifically, the Master Plan will:

- Define the long-term vision and goals for Greenstone recreation provision (including playgrounds).
- Examine the current inventory of facilities and playgrounds and identify appropriate service levels.
- Provide tools to enable the Municipality to chart a path for the delivery of recreation and playground services in a financially sustainable manner.

To produce a Master Plan that reflects the context of Greenstone, an examination of the current context was completed. A program of secondary and primary research was completed with the findings from each presented under separate covers. A "What We Learned" report is a compilation of research that presents a snapshot of the current context of recreation and playground provision in Greenstone. The second report "What We Heard" includes the findings from the program of engagement undertaken. An overview of the findings from each of these reports is presented below.

This Master Plan document includes some of the findings from each of the research reports to tie the reports to the Master Plan. It then presents the foundations of the Master Plan followed by the Strategic Directions and then Strategic Considerations.

2.0 Research and Engagement Overview

Some of the key findings from the What We Learned and What We Heard reports is presented below. While the points presented below are material to the development of the Master Plan and its content, it should not be assumed that they are the only items that influenced the Plan.

2.1 Research Overview

The What We Learned report included sections with an overview of the community description, amenity and facility inventory and utilization, service delivery, financial impact, a policy and plan review, and trends and leading practices. Review the What We Learned report for additional detail to the points shared below.

Community Description – selected findings

- Greenstone formed in 2001 through amalgamation of towns, townships and settlements.
    - Population: Beardmore (including Jellicoe and MacDiarmid) – 347; Geraldton – 1,761; Longlac – 1,316; Caramat – 45; Nakina - 336
- Significant Indigenous and French speaking population.
- Population showing declines; aging population.
- New mine becoming operational; work camp accommodations for many.

Inventory – selected findings

- There are many different recreation spaces and amenities that residents and visitors can use across Greenstone including the following:
    - Arenas and curling rinks in Beardmore , Geraldton, Longlac, and Nakina.
    - Hall / gathering spaces in Beardmore, Jellicoe, Geraldton, Longlac, Nakina, Caramat.
    - Schools offer indoor and outdoor recreation and playground amenities.
    - There is an array of outdoor recreation amenities ranging from ball diamonds to trails, campgrounds to skateparks, greenspace to hard courts.

Capital Investments Identified from Facility Condition Assessment Reports*

- Beardmore Community Centre - $7.8M (5 yrs)
- Caramat Recreation Centre - $1.1M (5 yrs)
- Geraldton Community Centre - $3.9M (5 yrs)
- Jellicoe Community Centre - $600k (5 yrs)
- Longlac Sportsplex - $8.2M (5 yrs)
- Nakina Community Complex - $4.9M (5 yrs)

*Greenstone received grant funding through NOHFC (Northern Ontario Heritage Fund Corporation) in 2023 to complete $2.97M in mechanical rehabilitation and retrofits to the Longlac, Nakina and Beardmore facilities. Work to be completed in 2024 includes $1.27M at the Longlac Sportsplex and $457K at the Nakina Curling Club. Further work will be scheduled for 2025 including $836K at the Beardmore Community Centre and $407K at the Nakina Arena. Greenstone also received grant funding in 2022 to complete a $1.23M rehabilitation and structural upgrade to the Longlac Sportsplex roof, lighting and HVAC systems which will be completed in 2024. These projects have not been deducted from the capital investment needed (noted above) as contained in the Facility Condition Assessments completed in October 2023.

Playgrounds (in "town")

- Beardmore – no municipal playground, only a school playground
- Jellicoe – 1 municipal playground
- Geraldton – 4 municipal and 2 school playgrounds (school ones serve northern half of town)
- Longlac – 3 municipal and 3 school playgrounds (school ones serve central town)
- Caramat – 2 municipal each serving a different portion of the community
- Nakina – 2 municipal and 1 school. One municipal one serves same area as school one.

Service Delivery – selected findings

- No staff member dedicated to recreation program coordination.. Aside from facility operations staff there is the Manager of Parks & Recreation.
- Challenges with volunteer recruitment.
- A number of organized groups deliver recreation programming to residents in Greenstone including the following community organizations: Beardmore Recreation Association, Nakina Heritage Corporation, Caramat Community Club, Jellicoe Recreation Committee among others.
- The Library delivers a range of programming.

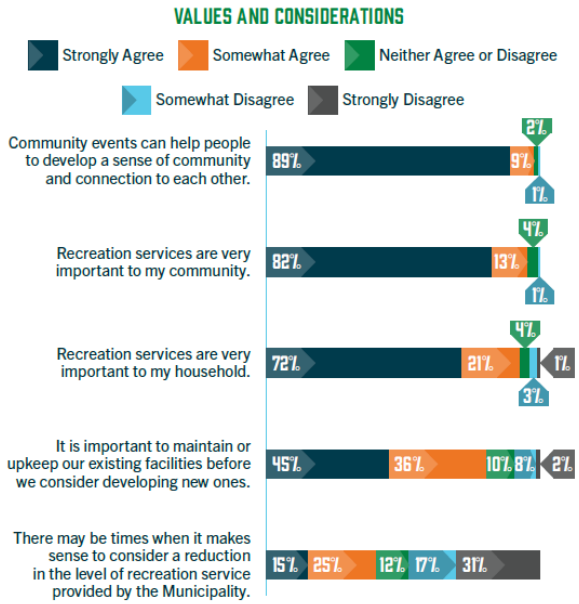
Policy & Plan Review – selected findings

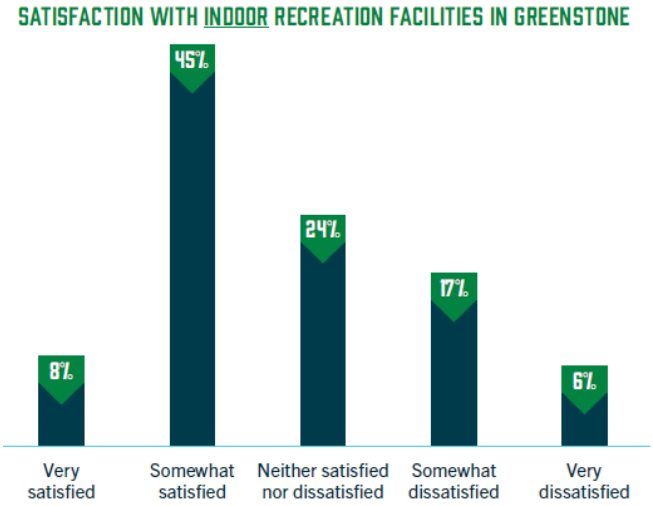
- Strategic Plan (2023)
    - Recognizes attraction factors of recreation programs and facilities (3.0 Business Development).
    - Stresses the fiscal challenges Greenstone is facing and the need for services to reflect economic realities.
- Seniors' Services Review
    - Key takeaways include concerns about affordability; washrooms in parks; walkways / bike lanes; community gardening.
- Recreation Programming Service Delivery Review
    - Indicates playgrounds should be within 15 min walk.
    - Ontario Recreation Facilities Association per capita criteria more closely aligns with Greenstone as a whole and not individual communities within Greenstone.
- Playgrounds and Outdoor Recreation Facilities Service Delivery Review
    - Park typology leads to playground equipment.
    - Service reduction to Municipal playgrounds in the six communities.

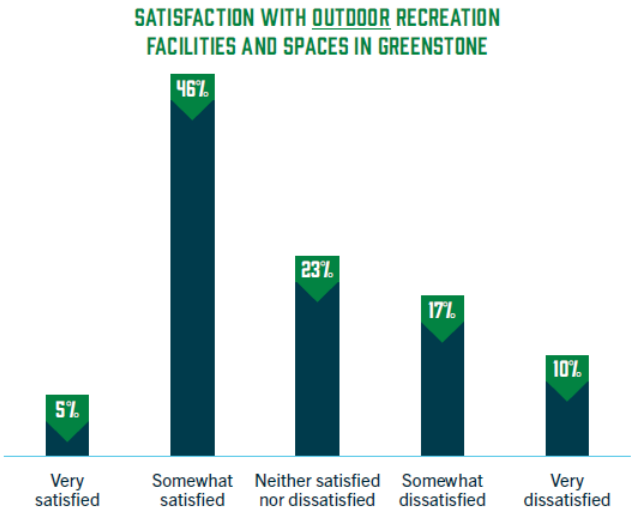
2.2 Engagement Overview

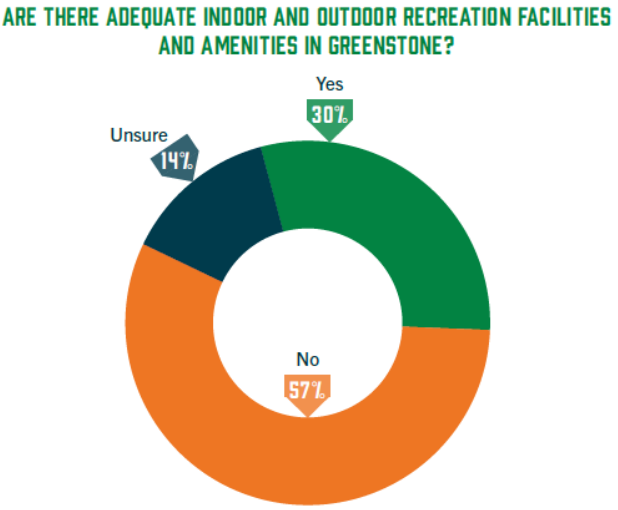
The program of engagement was varied and included a household survey, youth survey, and community group survey. A series of discussions sessions was facilitated as well. The following sections provide insight into the findings from the engagement tactics deployed.

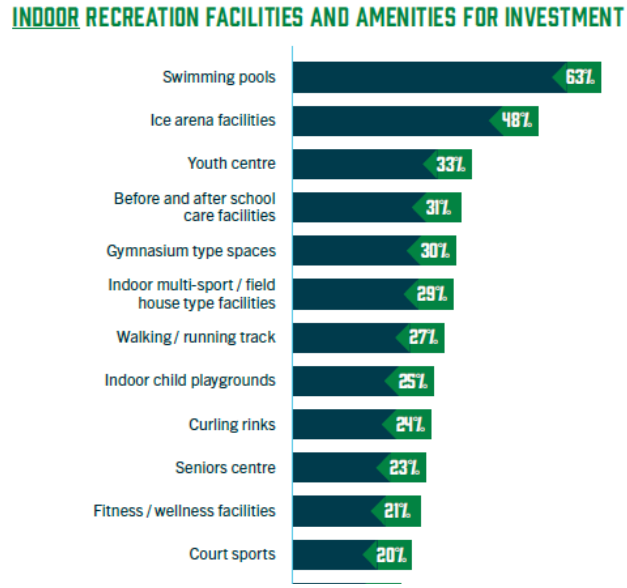
2.2.1 Household Survey – Select Findings



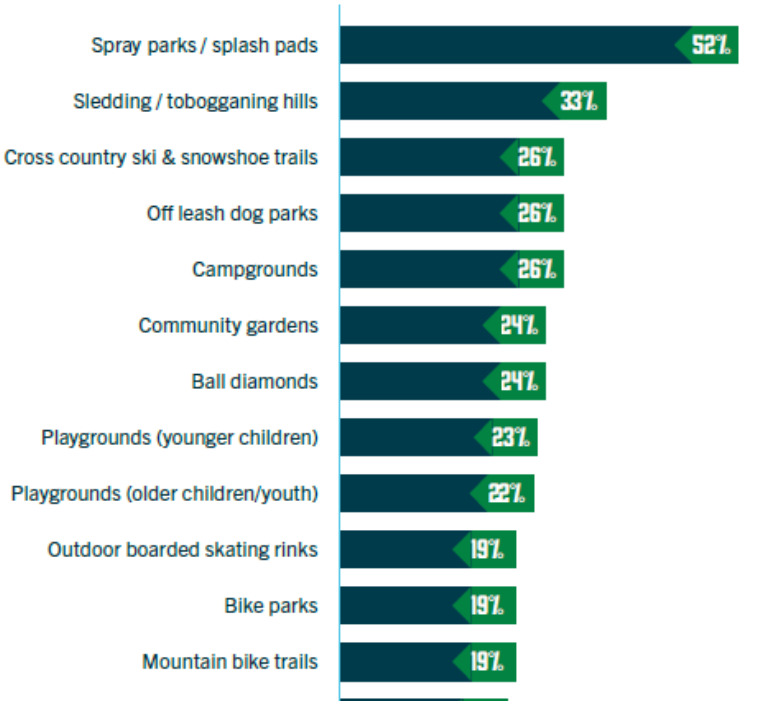



SATISFACTION WITH OUTDOOR RECREATION FACILITIES AND SPACES IN GREENSTONE
5%
46%
23%
17%
10%
Very satisfied
Somewhat satisfied
Neither satisfied nor dissatisfied
Somewhat dissatisfied
Very dissatisfied

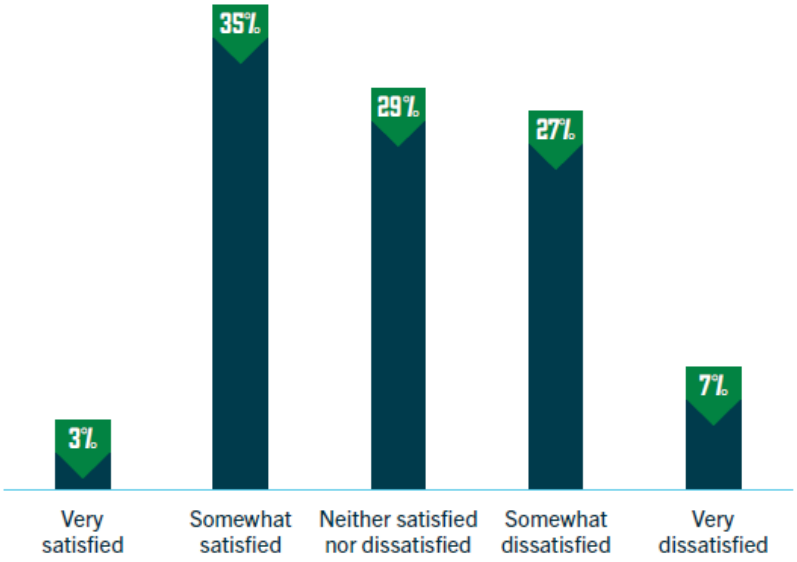

ARE THERE ADEQUATE INDOOR AND OUTDOOR RECREATION FACILITIES AND AMENITIES IN GREENSTONE?
Yes
30%
Unsure
14%
No
57%


INDOOR RECREATION FACILITIES AND AMENITIES FOR INVESTMENT
Swimming pools
63%
Ice arena facilities
48%
Youth centre
33%
Before and after school care facilities
31%
Gymnasium type spaces
30%
Indoor multi-sport / field house type facilities
29%
Walking / running track
27%
Indoor child playgrounds
25%
Curling rinks
24%
Seniors centre
23%
Fitness / wellness facilities
21%
Court sports
20%

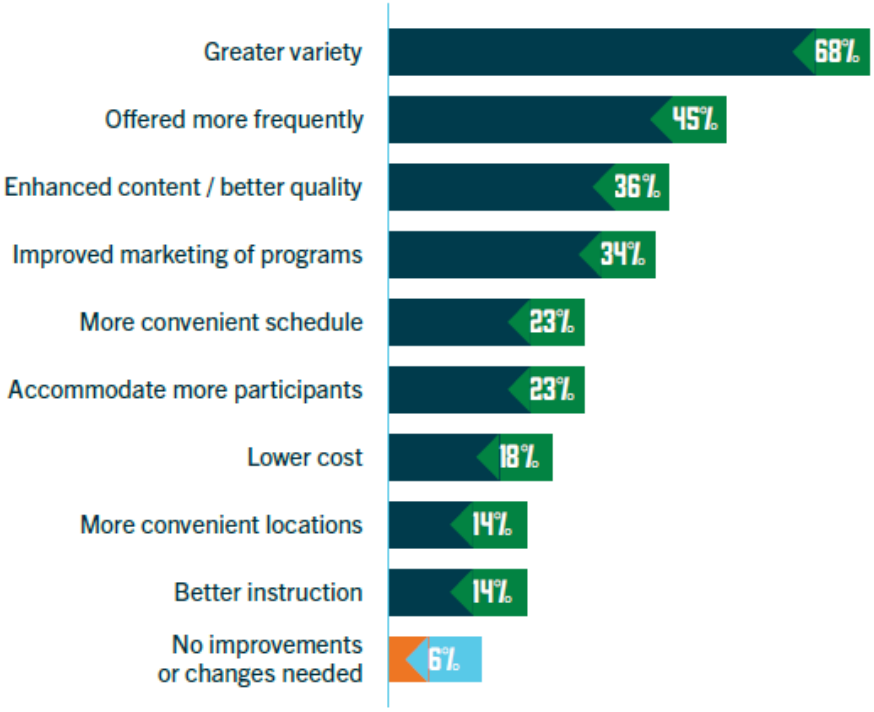
OUTDOOR FACILITIES AND AMENITIES FOR INVESTMENT



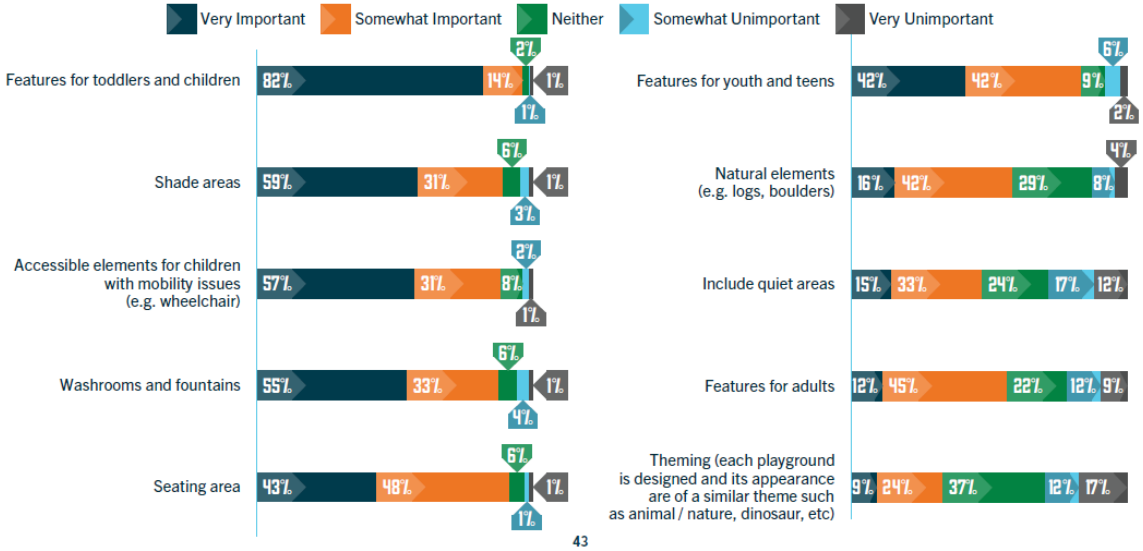
SATISFACTION WITH RECREATION PROGRAMS AND EVENTS IN GREENSTONE



IMPROVEMENTS OF CHANGES NEEDED REGARDING PROGRAMS AND OPPORTUNITIES



IMPORTANCE OF PLAYGROUND ELEMENTS



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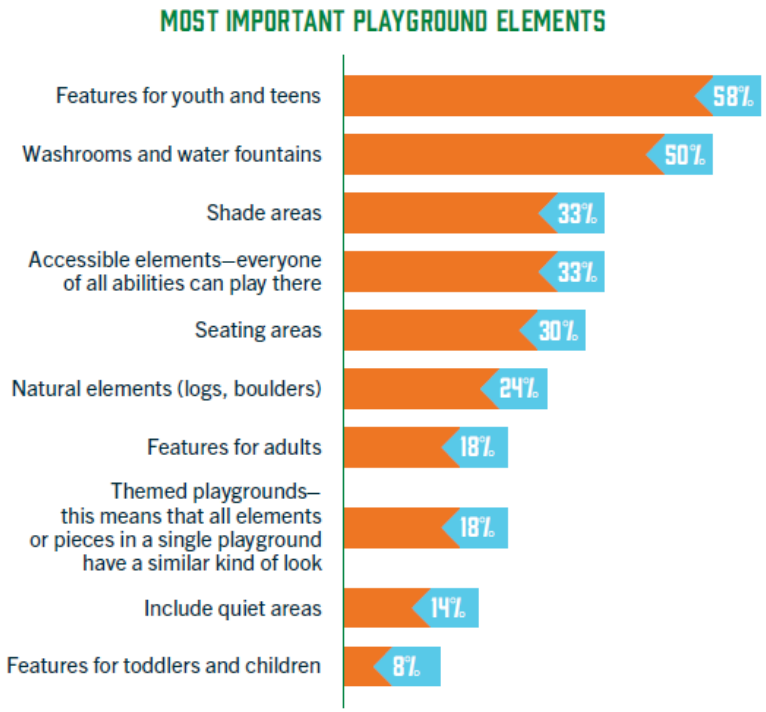
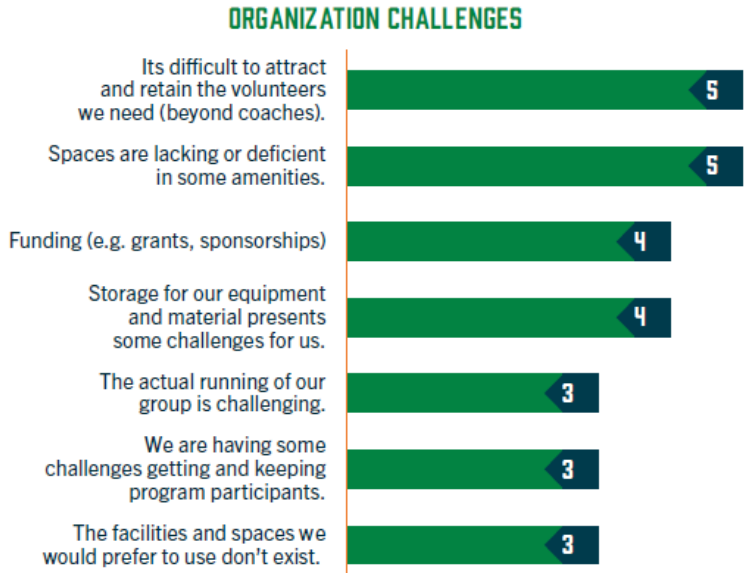
2.2.2 Youth Survey – Select Findings



2.2.3 Group Survey – Select Findings



2.2.4 Discussion Sessions – Select Findings

- **Recreation is important.** It is important that there are recreation opportunities in all communities of Greenstone.
- **Barriers to participation need to be addressed**. Some barriers people experience included awareness, affordability and accessibility. Some groups are challenged in promoting their programs and activities.
- It is important that entities with involvement and interest in recreation **work together**.
- **Volunteer challenges exist**. While some have articulated successes with their volunteer corps, it is common for others to speak about the difficulties in recruiting volunteers and retaining them.
- **More programming and activities** are needed, particularly for youth.
- There were comments that overall **maintenance of outdoor spaces**, including community **beautification**, is in need of improvement.
- Specifically, some needs were identified including community **gathering and programming spaces** are needed, support amenities for outdoor amenities is also needed including: **bathrooms, seating, and shade**.

3.0 Master Plan Foundations

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 ideally 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. These are invaluable and can be used by staff and management as they consider their actions and decisions. Together the elements of the framework provide tools that can shape parks and recreation service delivery beyond what is identified within this Master Plan.

3.1 Vision

The Vision describes the desired state in Greenstone related to the provision of recreation services.

> *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.*

3.2 Goals

The three goals identify the outcomes that are desired in Greenstone through the provision of recreation services.

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.

3.3 Guiding Principles

Guiding principles are similar to guideposts or lenses to use – a filter through which potential decisions are viewed. They are particularly valuable when faced with choices for which explicit direction has not been provided. These principles can work together, helping ensure that the best, most responsible decision is made.

Fiscally responsible / viable. Decisions need to be made considering their financial impact. This is not to suggest that everything needs to be in a net positive financial position, rather it is important to understand the financial contributions associated with an investment in a program, event, amenity and determining if that investment is commensurate with its outcomes. For example, one program may need to be subsidized while another one may not. If the former one can help advance an objective to a great degree in a manner that is more inline with the vision and goals delineated previously, then there may be a great case for that financial investment.

Collaborative. Working together with other entities can make great sense from a resource perspective but also from a creative perspective. Multiple groups working together can leverage the limited financial resources of any one group. Collaboration can be reflected in shared promotions and marketing and shared amenity provision. Working together can also be reflected in the development and provision of unique programs and events. Where possible, the Municipality should be encouraging those in the community to collaborate with others; the Municipality should, where it makes sense, collaborate with others as well.

Inclusive and accessible. Recreation services should be available and accessible to all people in the community. Accessibility has several different facets. Considerations related to this principle can include the welcoming nature of an opportunity. Offering a service is one important component but it is important that those in the community see the service as something that is truly for them. It can include addressing physical challenges and the ability to get to an opportunity. It can also involve making people feel comfortable enough to participate. In decision making, viewing the service from a comprehensive perspective related to inclusion and accessibility is important.

Responsive and flexible. At some point, ideas and requests will arise that the Municipality was not expecting or ready to deal with. It is important that Greenstone is not rigid and dismisses all ideas or requests that are presented to it simply because they do not fit into existing planning. 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. This may result in leveraging resources that may not have been available previously (e.g. grant funding, volunteer support) or it may be an opportunity to support a service that the community would really appreciate.

Data driven. The use of data can be invaluable when making decisions. While administration can be attuned to the community and the services delivered, comprehensive data can help ensure a more holistic perspective is applied to a decision. There can be challenges with having access to the appropriate data, however where and when possible, objective information should be brought to bear as decisions are made. This is not to suggest that objectivity is the only type of data considered; it is to suggest that that data is encompassed along with any qualitative and subjective information available.

Environmental impact. The environmental impact of decisions needs to be considered as responses to community demand are formulated. Climate change, biodiversity, and human health are some of the aspects that comprise environmental impact. Amenities can have a range of

impacts related to climate change. An indoor facility can serve as an emergency hub during natural disasters; they can be command centres during emergencies as well as shelters from inclement and hostile weather. The maintenance and energy utilization should be considered from an environmental perspective. Facilities can be large consumers of energy. Sizable amounts of resources may be used in the maintenance of outdoor amenities (think watering and grass cutting). Bringing an environmental lens into decision making is imperative.

4.0 Strategic Direction

In order to achieve the vision and goals described, a multitude of Strategic Directions are presented below. Each Strategic Direction is written as an action that the Municipality can directly implement. A description of this direction is included along with an indication of the research elements that support it. Often there is not a straight line from specific research findings and the recommendation, as elements from several research findings overlaid with a broad understanding of the study area and recreation provision lead to the recommendation. As well implementation considerations are included for each that illustrate how the Strategic Direction can be implemented. An indication of timing and incremental costs are included as well.

4.1 Create a coordinator position.

The current dedicated staffing for recreation in the Municipality is the Manager of Parks & Recreation within the Public Services department. The Manager does have a number of staff that are direct reports but these are facility operators who have a focus on the operation of the Municipality's facilities. While these staff have some interaction with the facility users, their responsibilities are primarily on the maintenance and operation of the facilities themselves.

The Manager of Parks & Recreation therefore assumes the direct interaction with facility users, community organizations, and the community itself. These responsibilities along with overseeing the operation of the recreation facilities is a "full plate". In terms of recreation programming and events in the communities of Greenstone, there are some groups that offer services but there are gaps in this service delivery model. Attempting to address these gaps falls to the Manager of Parks & Recreation.

Rationale

- No recreation staff position below the Manager therefore no capacity to focus on these tasks.
- Engagement findings generally show a desire for more programming in Greenstone.
  - 52% of households cited programs not offered or full as a barrier to participation.
  - 38% of households are satisfied with recreation programs and events.
  - 68% of households want greater variety of programming
  - Through discussion sessions, challenges with volunteerism were cited as was the need for more programming.

Efforts have been made to secure community volunteers who, in turn, can address these gaps and help fulfill community need, however the ability of the Manager to do this is limited. Creating a position that can focus their efforts on addressing the recreation programming needs of communities is important to ensure it occurs. The Program and Community Development Coordinator will have a varied role

that can evolve as the recreation delivery in each of the community develops. Two key tasks will be the responsibility of the Coordinator.

1. **Contracting program expertise**. Some of the programming needs in a community may focus on a specific activity that requires a level of expertise the Coordinator will not have. As such, one of the roles of the Coordinator is to bring some programming to Greenstone from other centres. This could be, for example, a skill development for a specific sport or an "artist in residence" program to operate for a week in a community. The Coordinator would identify an interest, find the programmer, and secure the in community programming.

2. **Community development**. This role of the Coordinator is a longer term investment to help build the program delivery system. Simply putting out a call for volunteers to delivery programs has had limited success and is not sustainable. There may be circumstances in which there may be some interest in the community to deliver or start a program. Challenges may exist however in that the interested party is unaware of the process to get a program in place; alternatively the party may not want to assume the full responsibility for a program. The Coordinator will work with the party to start up and get the program running. This assistance will be helpful and may encourage others in the community to step forward when seeing there is some support for them. Ultimately, this community development will see the formation of organized groups who, in turn, will be able to get insurance needed to operate programs, program specific and organization training etc.

The coordinator's responsibilities may involve the communication of recreation opportunities available to residents in Greenstone. This may include programs and events but should also include the promotion of indoor and outdoor amenities and spaces. The benefits of recreation should also be promoted. Albeit limited, there may be a role for the coordinator to be involved directly in program delivery. Should this occur, it will primarily be limited to the initiation of a desired community program. Refer to 4.3 and the program delivery tool.

<u>Research Connection</u>

Community Context	Inventory / Assessment / Utilization	Policy & Plan Review	Service Delivery	Engagement	Consultant Expertise
x			x	x	x

Implementation Considerations

Steps	**Timing** Short Term (<12 months) Mid Term (12-24 months) Long term >24 months	**Commitment** Ongoing=O Discrete=D	**Incremental Resources** Small=S Medium=M Large=L No Change = NC
Develop a job description including compensation. Conduct hiring process.	S	D	NC
Hire the Coordinator	S-M	D	M
Determine recreation program needs across Greenstone.	M	O	S
Develop Coordinator workplan to address needs.	M	O	NC
Set up fund to support the Initiatives	M	O	S-M

4.2 Consider contracting local recreation service delivery.

The job of the Coordinator (see 4.1) is a sizeable task, particularly considering the number of communities dispersed across Greenstone. With the intent of providing recreation opportunities across the Municipality, all services do not need to originate from the Coordinator's efforts. There are established entities already providing services in some communities in Greenstone including the Nakina Heritage Corporation, and the Beardmore Recreation Association. (Refer to the What We Learned report for other entities.)

Rationale

- No recreation staff position below the Manager therefore no capacity to focus on these tasks.
- There are established organizations in communities across Greenstone who deliver programming in their communities.
- Support from the recreation coordinator will strengthen the partnership between the Municipality and recreation organizations.
- The geographic distribution of communities in Greenstone would suggest that, where appropriate, a local delivery agent could be cost effective.
- Challenges with volunteer recruitment were identified. A contractual arrangement may help these groups with their "staffing" issues.

Greenstone should consider contracting community organizations to deliver recreation programs in its communities. Undertaking a contract arrangement will help ensure that programming is taking place to address the needs of community residents. This type of arrangement will also reduce the expectation of the Coordinator to fulfill this role. A contract arrangement can help the sustainability of existing community groups by formalizing their role and providing some funding. As well because a group is local, its existing ties to the community can help with the identification of need and program promotion. Even costs (like travel) that the Municipality may have to accrue can be reduced by a contractual arrangement. Circumstances may arise in which an entity is established solely to deliver recreation programming through a contractual arrangement with Greenstone as well. These may be considered as well however this

approach may be better suited to a mid term strategy. In the short term it may be prudent to only enter discussions with existing entities.

Structuring these type of contract arrangements will require that the Municipality implements monitoring processes to ensure that the outcomes the Municipality seeks are being met. Several items need to be considered as this type of contract arrangement is explored. They include the following:

- Does the entity have an established track record of program delivery?
- If so, do the outcomes and goals of the entity align with the Municipality?
- What are the programming needs of the community?
- Who is the target demographic of the programming?
- What is the duration of the programming? Is it ongoing or discrete?

Research Connection

Community Context	Inventory / Assessment / Utilization	Policy & Plan Review	Service Delivery	Engagement	Consultant Expertise
X			X	X	x

Implementation Considerations

Steps	**Timing** Short Term (<12 months) Mid Term (12-24 months) Long term >24 months	**Commitment** Ongoing=O Discrete=D	**Incremental Resources** Small=S Medium=M Large=L No Change = NC
Identify programming needs in each community	S	O	NC
Identify existing entities with whom the contract arrangement can be explored	S	D	NC
Discuss contracting arrangement with each entity	S-M	D	NC
If acceptable, enter into contract (one year pilot) with the entities. If unacceptable, solicit for other parties.	S-M	D	S-M

4.3 Address programming gaps.

Typically, municipalities provide only a minority of the community's recreation programming directly. Rather, municipalities provide facilities and spaces for such programs and work with community groups and the private sector who deliver the programming. There are some exceptions that are related to facilities themselves (e.g. public skating) or because certain programs are viewed as broader public services (e.g. swim lessons). In Greenstone, the Municipality relies on the community to deliver the majority of the programming. The list is extensive and varied and includes entities ranging from the Beardmore Recreation Association to the Longlac Curling Club, to the Greenstone Snowmobile Club. The Greenstone Public Library offer programming to the community as well. (Refer to the What We Learned and What We Heard reports for other organizations.)

As referred to previously (4.1 Coordinator position), the Municipality can take a role in identifying and addressing the need for programming gaps in Greenstone. Whether the Municipality addresses the programming gaps through direct or indirect delivery is a separate issue, the first effort is to identify gaps. There exists a need to implement an ongoing process to identify gaps in the overall program provision. Strategies for identifying gaps are varied: gaps can be identified through community and service provider engagement utilizing similar processes used to develop this Master Plan.

Rationale

- Engagement findings generally show a desire for more programming in Greenstone.
  - 52% of households cited programs not offered or full as a barrier to participation.
  - 38% of households are satisfied with recreation programs and events.
  - 68% of households want greater variety of programming
  - Through discussion sessions, challenges with volunteerism were cited as was the need for more programming.
  - An exploration of partnerships in program delivery was mentioned in the engagement.
  - Partnerships between the Municipality and separate entities will be key in addressing as many gaps and barriers as possible.

Identifying gaps can involve monitoring trends in other communities; professional networking and attending conferences; monitoring utilization data; and engaging staff to learn of new opportunities or demands. Generally, the role of the municipality after identifying gaps is to initiate new programs by either delivering it directly (an incubation period that lasts typically until another entity steps up to deliver it), or to share the information gap identified with another service provider or group with interest/capacity to develop it.

Some of the programming gaps that have been identified through this Master Plan process (see household survey findings in What We Heard report), which may also provide a starting point for Greenstone to devise strategies for addressing such gaps, includes the following:

<u>Infants (0-5 year)</u>

- Water education and safety
- Programs that encourage socialization
- Casual recreation programming

Children (6-12 years)

- Water education and safety
- Organized sports teams, leagues, and clubs
- Nature / outdoor education programming

Youth (13-17 years)

- Organized sports teams, leagues, and clubs
- Programs that encourage socialization
- Casual recreation programming

Adults (18-39 years)

- Fitness and wellness programming
- Programs that encourage socialization
- Arts / culture programming

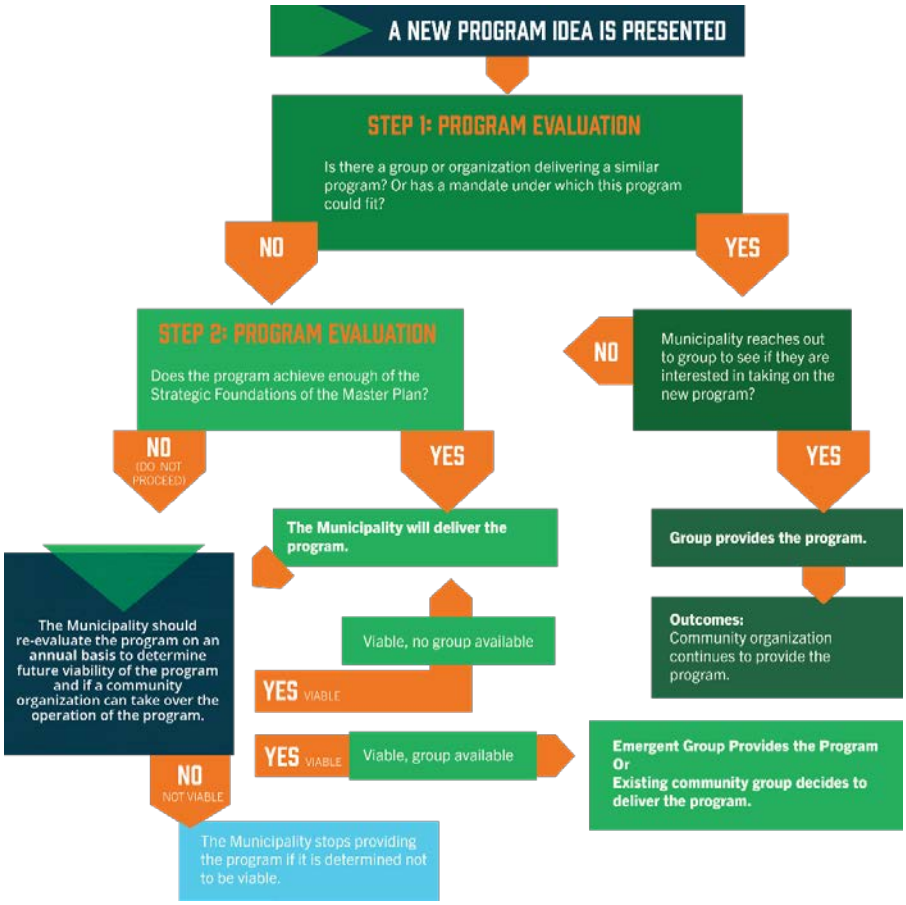
Adults (40-64 years)

- Fitness and wellness programming
- Arts / culture programming
- Programs that encourage socialization

Seniors (65 years and older)

- Programs that encourage socialization
- Arts / culture programming
- Fitness and wellness programming

The following program delivery tool is intended to help guide the Municipality determine whether to directly provide a program it deems is important to provide. Using this process will help rationalize decision making and will identify potential resources required to ensure the program is sustainable.



Research Connection

Community Context	Inventory / Assessment / Utilization	Policy & Plan Review	Service Delivery	Engagement	Consultant Expertise
X		X	X	X	X

Implementation Considerations

Steps	**Timing** Short Term (<12 months) Mid Term (12-24 months) Long term >24 months	**Commitment** Ongoing=O Discrete=D	**Incremental Resources** Small=S Medium=M Large=L No Change = NC
Identify programs to pilot and locations within Greenstone	S	D	NC
Utilize the Program Delivery Tool to determine Greenstone's role.	S	D	NC
Implement programs	S-M	D	S-M
Evaluate success of programs and program delivery model.	M	D	S

4.4 Develop and implement a promotions and communications plan regarding recreation programs and services.

Communication about recreation opportunities – including programs, events, and facility opportunities – is an ongoing effort. Those who are actively participating will be well aware of some opportunities but may not be aware of others.

Others may be less active and may be unaware of opportunities in which they may be interested. As well people's levels of activity and interest changes. Enhancing the provision of communication efforts is important to ensure that when people are interested in finding an opportunity, the information is available to them. Ultimately the participation of community members in all recreation opportunities available is the desired state. Having people miss out on opportunities because of a lack of awareness is not optimal.

Rationale

- Utilization of existing recreation amenities and spaces shows room for more use. Enhanced awareness of the opportunities may impact this.
- Communicating the benefits of recreation provision to everyone in the community may motivate others to step forward to volunteer.
- Engagement findings speak to the need for enhanced communications.
    - 34% of households said there is a need for improved marketing of programs.
    - 38% of households said they feel inadequately informed about recreation opportunities.

In addition to the messaging, the channels for communication vary. The Municipality needs to consider the vehicles through which messaging is delivered. Through the engagement completed in the development of the Master Plan, the top communication vehicles identified were Greenstone's social media. Survey respondents also indicated that communication through the schools and posters in community facilities / spaces as their preferences.

Some other challenges can be related to the multitude of sources for information. Some opportunities are promoted solely through the organization delivering them which necessitates interested parties knowing what channel to seek. It is recommended that the Municipality develop a recreation specific communications plan based on the template presented below. It is also recommended that such a plan be based on the principle of continual engagement – that opportunities are communicated more frequently and widely, with feedback and input solicited on an ongoing basis. The communication about recreation opportunities must not be limited to events and activities solely provided by Greenstone. Partnership between organizations that provide programs in the community should be included in this process. At the same time, being more strategic in communications is also recommended. For example, if a new event or initiative is being introduced, a clear communications strategy should be in place that aligns with the overall recreation plan. The Coordinator position may assume communications responsibilities and take responsibility for this strategic direction.

Communication Plan Template				
Project Title: What is the project, service, event or initiative?				
Why? Why are you communicating and for what purpose? Clearly understand the role and value of communications as it relates to the overall success of the project, service, event or initiative.				
For Who	**What**	**How**	**When**	**By Who**
Who are we communicating to? Who do we want to ensure sees the message or the promotion? Sometimes communication needs to be both external and internal. For example, it can be important that all Greenstone staff and Council are aware of a program. Consider the development of a structured grant program. It will be important to communicate that change internally and externally.	What information needs to be communicated? Remember one communication "hat" does not necessarily fit all. Each of the audiences identified in the plan may have different information requirements. It is important to think about what information you want your audience to receive. Also try and consider things from your audience's perspective. There may be some things obvious to you that they may not know. Ultimately you want your audience to "get what you are saying".	How is it best communicated? Are there existing methods, publications, etc., which will assist? For example: - Paid advertising - Media releases - Council/committee meetings - Staff meetings - Reports, letters, memos - Presentations - Newsletters - Posters - Brochures - Website - Email	Timing is important; be specific and meet deadlines. Be aware of and note milestones in the project, plan which trigger a communication "event". These events could include a public presentation, a news release, a project launch, etc.	Assign communication responsibilities. Communication plans are active documents and are designed to be implemented. Be clear on who takes responsibility for a communication task and, of course, ensure that the person/group assigned to that task is aware of any role or responsibility.

Research Connection

Community Context	Inventory / Assessment / Utilization	Policy & Plan Review	Service Delivery	Engagement	Consultant Expertise
			X	X	X

Implementation Considerations

Steps	**Timing** Short Term (<12 months) Mid Term (12-24 months) Long term >24 months	**Commitment** Ongoing=O Discrete=D	**Incremental Resources** Small=S Medium=M Large=L No Change = NC
Identify programs to pilot and locations within Greenstone	S	D	NC
Identify existing communication channels	S	D	NC
Develop a Communications Plan as outlined above	S-M	O	NC

Steps	**Timing** Short Term (<12 months) Mid Term (12-24 months) Long term >24 months	**Commitment** Ongoing=O Discrete=D	**Incremental Resources** Small=S Medium=M Large=L No Change = NC
Implement the Plan	S-L	O	S
Monitor the Plan and its effectiveness	M-L	O	NC
Adjust Communications Plan as needed	M-L	O	S

4.5 Implement a purposeful data collection system.

Municipalities are increasingly utilizing data to better understand recreation user behaviours, needs, preferences and desires. Greenstone does collect information about the utilization of some of its amenities, particularly the indoor ones that are booked (e.g. arenas). This provides an indication of hours booked but may not identify number of users within the bookings. Understanding how indoor and outdoor facilities are being used is an important input into facility investment decisions. Participation levels and trends of community organizations is also important and can provide insight into programming which in turn can be used to identify gaps (4.3 Address program gaps) or anticipate facility utilization.

Rationale

- Decision making related to recreation provision is improved immensely through the availability and examination of good data.
- Structuring data collection so it aligns with decision making ensures that it is its most useful.
- Purposefully collecting data is instrumental in performance tracking and thereby performance improvement.

Community organizations have their own participation data, usage data, demographics information about participants. While it can be daunting, it is important for the Municipality to understand who is participating in these activities. Is there an increase of youth in music classes? Are seniors participating in fitness classes? Through the collection and analysis of utilization and participation data a greater understanding can be gained that can be connected to targeted segments of the population. While participation and utilization figures may indicate good levels of participation, through greater analysis it may be learned that certain segments of the community are not participating. Understanding who is participating can be as important as how many are participating. All this information is helpful as the Municipality makes decisions.

Developing a simple form for organizations to complete, can help attain the data collection. There are two important pieces of data to consider. One is participation, which could include the age of participants, total number of participants, and residency. The other important piece is data referring to the facility. This could include when groups are using the facility, how many hours they are using the facility, and how well the facility is accommodating to their activity. This information,

collected annually, will give Greenstone insight into program demand as well as insight into how, who and how well their facilities are working for program delivery.

This strategic direction suggests that data being collected should be examined thoroughly to understand how facilities are being used and who is using them. This data can also be used to help inform decisions about recreation infrastructure in the region. The strategic direction also suggests that data collection from organizations in Greenstone is important to understand participation levels, who is participating in these programs and to understand the overall trend of recreation activity levels. Typically, utilization information related to scheduled and structured activities is most readily available through booking information. Moreover, it is more challenging to get information for spontaneous use facilities and amenities, and for programs.

Research Connection

Community Context	Inventory / Assessment / Utilization	Policy & Plan Review	Service Delivery	Engagement	Consultant Expertise
	x		x		x

Implementation Considerations

Steps	**Timing** Short Term (<12 months) Mid Term (12-24 months) Long term >24 months	**Commitment** Ongoing=O Discrete=D	**Incremental Resources** Small=S Medium=M Large=L No Change = NC
Identify information currently collected	S	D	NC
Identify processes / mechanisms available to collect data	S	O	NC
Determine information needed	S-M	O	NC
Determine if existing systems and processes can accommodate the collection of needed information	S-M	D	NC
Develop program to collect information then collect	M	O	NC-S
Analyze information	M-L	O	NC
Adjust data collection items and processes as necessary	M-L	O	NC

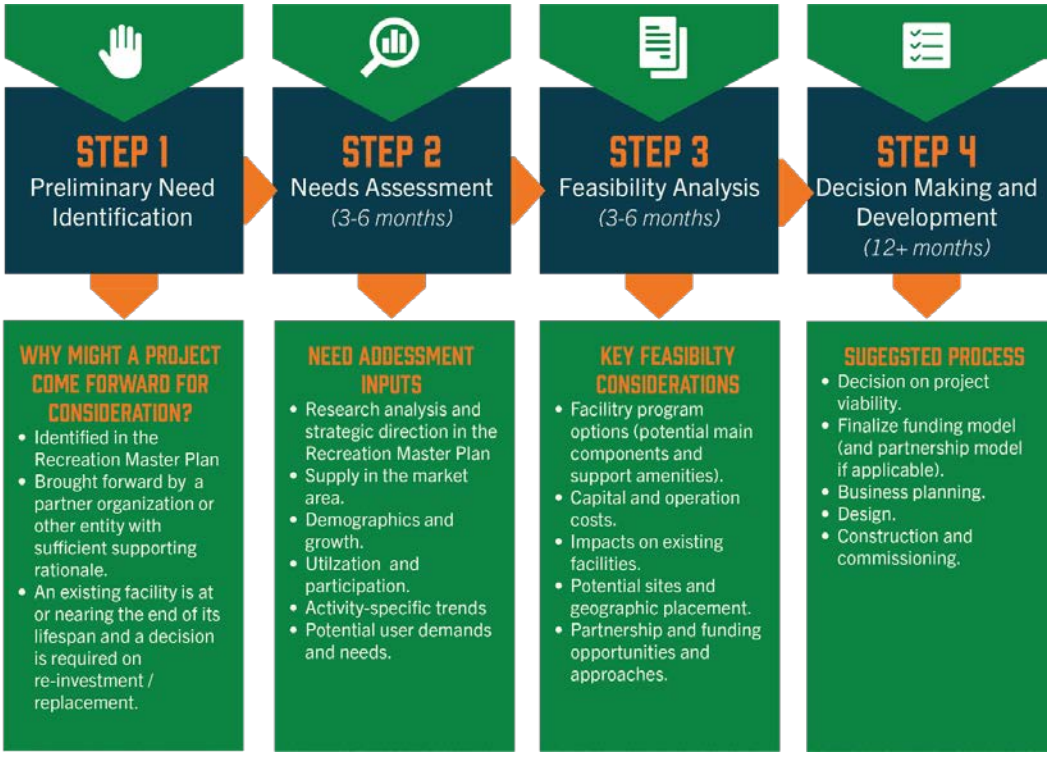
4.6 Utilize the Planning Process Framework.

The provision of recreation infrastructure is one of the costliest services a municipality will undertake. These facilities and amenities provide spaces for community members to participate and for organized groups to deliver their programs. Not only is infrastructure costly but its lifespan means that the Municipality will be managing or supporting it for decades. The significance of this investment requires a deliberate and proactive approach to its development and management.

Rationale

- Provides a structured process for the consideration of any new amenity or facility.
  - For significant costs, there should be a defined process and decision points (and "off ramps")
- Serves as a communication tool to the community about how the Municipality undertakes its decision making related to facility development and decisions related to current and potential facilities.

The tool "Planning Process Framework" describes an overall process related to decision making for infrastructure provision. When making decisions related to major capital investments regarding recreation infrastructure the Planning Process Framework should be utilized. Greenstone must have a process in place that provides structure to the discussion and subsequent decision related to infrastructure development. This process ensures that diligence is applied to decision making and that the appropriate level of investigation takes place to provide the needed information for Greenstone to make a decision. It is a responsible approach to the use of public resources. It also can serve as a communication tool that informs the community of the process employed, and some relative timing, when considering recreation infrastructure development.



Research Connection

Community Context	Inventory / Assessment / Utilization	Policy & Plan Review	Service Delivery	Engagement	Consultant Expertise
	x	x	x		x

Implementation Considerations

Steps	**Timing** Short Term (<12 months) Mid Term (12-24 months) Long term >24 months	**Commitment** Ongoing=O Discrete=D	**Incremental Resources** Small=S Medium=M Large=L No Change = NC
Communicate the process to decision makers within Greenstone including Council and senior leadership	S	D	NC
Agree to process and adopt its application	S	D	NC
Utilize as needed	S-L	O	M-L

4.7 Utilize the Facility Condition Index in asset management processes.

An asset management system refers to a proactive, planned, and purposeful approach to managing infrastructure. Greenstone has invested significant amounts of funds in the development and operation of innumerable recreation facilities and spaces. It is critical and prudent to proactively take care of this infrastructure to maximize its use and the benefits accrued through its use. An asset management system is an approach to do so. It is important to note that the Municipality of Greenstone does employ an asset management approach and has completed facility assessments for its major recreation infrastructure. However, the Facility Condition Index (FCI) considers the capital investment needed as a proportion of overall replacement costs.

Rationale

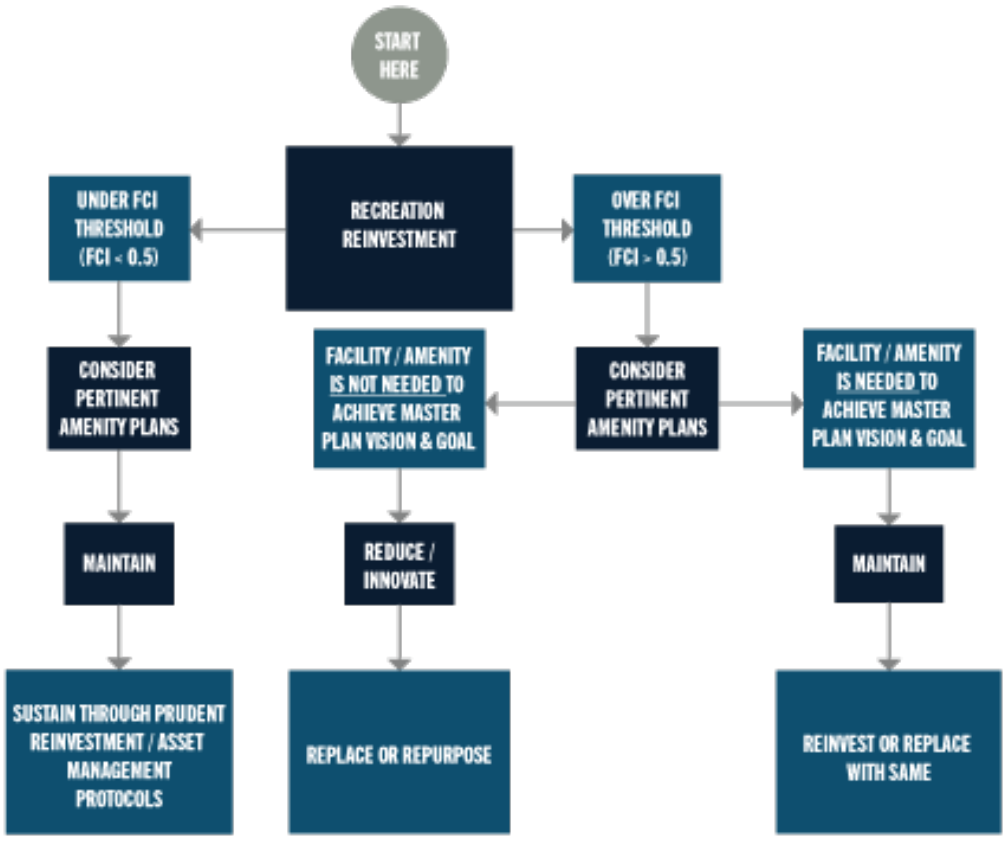
- The FCI process identifies a trigger point for investment in existing facilities.
- It also speaks to its connection with specific amenity plans that can bring in the relevance of facilities.

There is an "infrastructure deficit" at the municipal level across Canada and it has been found that of all municipal infrastructure, recreation facilities are in the worst state of disrepair (as indicated in the 2016 Canadian Infrastructure Report Card). The 2016 Infrastructure Report Card suggests a reinvestment rate of between 1.7% and 2.5% of replacement value for recreation and culture facilities.

Beyond the physical condition of the facilities and amenities, as they age there is a risk of them losing relevance or not meeting user expectation or activity requirements. What may have satisfied the needs of users at the time a facility was developed may not adequately support current activities and meet current expectations. While a facility may be physically in "good shape", it may not be as functionally relevant as it was. As such, the functional relevance of the facilities needs to be reflected in life cycle investments.

The Facility Condition Index (FCI) approach is a ratio of immediate required investment as a proportion of modern replacement value. If a facility or space requires investment that is more than 50% of replacement value, replacement may be warranted. If FCI is less than 50% of replacement value then reinvestment in the existing facility or space is prudent. It is important to note that required functional improvements should also be included in the FCI calculation to ensure facilities and spaces are relevant and effective at meeting modern user expectations.

The most prudent asset management approach is to consider reinvestment in existing infrastructure before considering the development of new infrastructure. Reinvestment leverages the municipality's existing assets and can be the most cost-effective approach. The FCI calculation and decision-making framework (see below) provides some nuance to this decision based on the cost of the reinvestment as a proportion of the cost of replacement.



Research Connection

Community Context	Inventory / Assessment / Utilization	Policy & Plan Review	Service Delivery	Engagement	Consultant Expertise
	x	x	x		x

Implementation Considerations

Steps	**Timing** Short Term (<12 months) Mid Term (12-24 months) Long term >24 months	**Commitment** Ongoing=O Discrete=D	**Incremental Resources** Small=S Medium=M Large=L No Change = NC
Communicate the process to decision makers within Greenstone including Council and senior leadership	S	D	NC
Agree to process and adopt its application	S	D	NC
Utilize as needed	S-L	O	S

4.8 Conduct a service level assessment for recreation facilities and amenities.

The Service Level Assessment provides an initial point of reference for infrastructure by identifying if the current provision of the recreation facilities and amenities should be "enhanced", "protected", or whether "innovations" should be developed to maximize the use of infrastructure or if its provision should be "limited". Essentially the assessment begins to answer the question, "based on the level of service, what should Greenstone's approach be for capital investment."

The current supply of the facility or amenity in Greenstone is examined and compared to the demand for that space. The intent of this assessment is to evaluate whether there is enough, more could be warranted, or there could be less of a certain amenity, both now and in the future. It is important to note that this assessment is conducted based on provision across all of Greenstone.

Rationale

- The service level assessment is a structured way to evaluate the future provision of an amenity or facility in Greenstone.
- It provides a means for decision makers to have discussions about the disposition related to amenities / facilities.
- Refer to the amenity / facility plan (4.11) for specific points related to each.

There are specific criteria that are examined to identify the levels of supply and demand, along with a scoring process. The criteria for both supply and demand are presented in the accompanying tables.

DEMAND CRITERIA

Criteria	Description
Community / Population	Does the community composition align with facility users? Will this change in the future?
Public Support	What is the level of local support or demand?
Use	How frequent is the use?
Trends	Are there trends in recreation activities that indicate upcoming demand?

SUPPLY CRITERIA

Criteria	Description
Amenity Condition	Are investments or upgrades needed to keep the facility functioning appropriately?
Capacity	What is the ability of the amenity to accommodate more use?
Relevance / Fit for Purpose	Does the amenity meet the current needs and expectations of users?
Public Availability / Accessibility	How available is the amenity for general / public (non group) use?

Once the assessment is completed, a list of facilities and amenities are grouped into “Enhance”, “Protect” or ”Limit/Innovate”. In instances in which there is high demand and low supply that facility / amenity needs to be enhanced (investment needed). Where high demand exists and high supply is in place the infrastructure needs to be protected. And for those facilities / amenities that are in low demand, consideration needs to be given for innovations to enhance the demand or to simply limit investment.

Each amenity was scored from 0-3 for both the supply criteria and the demand criteria. Considering the weighting for each criteria and the relative positioning of all the amenity scores, each amenity is categorized as an “Enhance”, “Protect” or “Limit / Innovate”. The grouping of amenities is a relative exercise in which the scores for each amenity is considered against all other scores. The detailed scoring is presented in the Appendix.

As previously mentioned, it is important to understand that as the community context changes or new opportunities are presented that the current service level assessment should be re-scored to ensure it best reflects the community.

4.8.1 Findings

Enhance

Indoor

- Indoor multi-sport/field house type facilities
- Gymnasium type spaces
- Libraries
- Walking/running track
- Swimming pools

Outdoor

- Cross country ski and snowshoe trails
- Pickleball court
- Playgrounds (younger children)
- Spray parks / splash pads

Protect

Indoor

- Community hall / banquet facilities
- Multi purpose program rooms
- Ice arena facilities
- Before and after school care facilities
- Seniors centres

Outdoor

- Ball diamonds
- Open spaces
- Picnic areas
- Campgrounds
- Bike parks
- Off leash dog parks
- Playgrounds (older children)
- Sledding / tobogganing hills
- Skateboard parks
- Mountain bike trails

Limit / Innovate

Indoor

- Youth centre
- Indoor child playgrounds
- Community meeting rooms
- Art creation spaces

- Archery range
- Community group office and admin space
- Community kitchen
- Indoor climbing wall
- Fitness / wellness facilities
- Storage space
- Curling rinks
- Hardcourts

Outdoor

- Community gardens
- Sport fields – grass
- Amphitheatres / event spaces / band shelters
- Beach volleyball courts
- Disc golf course
- Outdoor boarded skating rinks
- Tennis courts
- Archery lanes / range
- Outdoor pool
- Court sports
- Outdoor fitness equipment
- Track and field spaces
- Golf courses

Research Connection

Community Context	Inventory / Assessment / Utilization	Policy & Plan Review	Service Delivery	Engagement	Consultant Expertise
	x	x	x		x

Implementation Considerations

Steps	**Timing** Short Term (<12 months) Mid Term (12-24 months) Long term >24 months	**Commitment** Ongoing=O Discrete=D	**Incremental Resources** Small=S Medium=M Large=L No Change = NC
Review the model to understand the criteria and identify sources of information to facilitate scoring.	S	O	NC
Set a tentative schedule for conducting the assessment. Consider events / dynamics that may alter the schedule	S	D	NC
Conduct the assessment.	S-L	O	S
Utilize findings of assessment in Prioritization Tool.	S-L	O	NC

4.9 Undertake a Prioritization Assessment.

The Service Level Assessment identifies facilities and amenities that warrant enhancement, protection or innovation/limitation. Greenstone does not have unlimited resources and must set priorities to determine which projects should be implemented before others. These decisions are difficult, however the application of a framework can assist in setting priorities. The Prioritization Assessment Framework provides objectivity to the prioritization of projects. It provides a standard structure for decision makers to have conversations about varying projects.

Rationale

- The prioritization assessment is a structured way to consider the future of an amenity or facility in Greenstone compared to the others.
- It provides a means for decision makers to have discussions about the disposition related to amenities / facilities.
- Refer to the amenity / facility plan (4.11) for specific points related to each.

The "Prioritization Assessment Framework" consists of several criteria to determine which amenities will best meet the needs of the Municipality and provide maximum benefit to residents. Similar to the Service Level Assessment, the facilities and amenities are given a score from 0-3 based on the criteria presented in the accompanying chart. Along with the scoring, the criteria are given a weighting (1, 2 or 3) based on the importance of the criteria to Greenstone. To view the detailed scoring refer to the Appendix. Only those facilities and amenities that were rated as in need of enhancement or protections are brought forward into the prioritization process.

Criteria	Description
Service Level Assessment	Based on the Service Level Assessment
Public Benefit	What broad public benefit will the amenity deliver?
Financial Impact	What is the overall financial impact considering capital, operating and lifecycle costs?
Future Proofing	How well can the amenity be used for a variety of activities and accommodate new activities?
Support Economic and Community Development	To what extent can the amenity support community economic development? (e.g. attract residents and businesses)
Partnerships	What is the potential of the amenity to attract partnerships in its development and or operation?

The framework is designed to be adaptable to changes in the recreation and sport community, shifts in demographics, and the strategic goals of the community. By inputting reliable community data into the Framework, Greenstone can assess the best strategic direction of future investments in recreation facilities and amenities.

As the community grows, the context of the community changes, or as the inventory of facilities changes, it will be important to reprioritize facility projects. (Note: these changes would also suggest the application of the Service Level Assessment occur again.)

4.9.1 Findings

High Priority

A next step for those facilities / amenities identified as a high priority would be to consider both the Planning Process Framework and the FCI model.

- Ensure asset management protocols and procedures are in place for existing facilities.
- For existing facilities, conduct / review assessments and ensure necessary investments are made to maintain them.
- For existing facilities conduct functional assessments to identify any needed enhancements to improve the functionality of the space and to meet updated expectations.
- For new facilities, conduct feasibility study including:
  - Facility program and concept development
  - Capital and operating costs
  - Anticipated demand
  - Site considerations
  - Partnerships
  - Funding options

Indoor	Outdoor
Indoor multi-sport / field house type facilities	Cross country ski and snowshoe trails
Gymnasium type spaces	Pickleball courts
Libraries	Playgrounds (younger children)
Community hall / banquet facilities	
Multi purpose rooms	
Walking / running track	

Medium Priority

Next steps for amenities and facilities identified as a medium priority would be:

- Ensure asset management protocols and procedures are in place for existing facilities.
- For existing facilities, conduct / review assessments and ensure necessary investments are made to maintain them.
- For existing facilities conduct functional assessments to identify any needed enhancements to improve the functionality of the space and to meet updated expectations.
- Continue to monitor for changes in demand.
- If unplanned or unexpected reduction in amenity provision / supply occurs, then reassess service level to determine if a bump in priority is warranted.

Indoor	Outdoor
Walking / running track	Spray parks / splash pad
Swimming pool	Ball diamonds
Ice arena facilities	Open spaces
	Picnic areas
	Campgrounds

Low Priorities

A low priority action could include continuing to monitor demand and to reassess the service level assessment if a decrease or increase in demand is warranted.

- Ensure asset management protocols and procedures are in place for existing facilities.
- Continue to monitor fluctuation in demand.
- If unplanned or unexpected reduction in amenity provision / supply occurs, then reassess service level to determine if a bump in priority is warranted.

Indoor	Outdoor
Before and after school care facilities	Bike parks
Seniors centres	Off leash dog park
	Playgrounds (older children / youth)
	Sledding / tobogganing hills
	Skateboard parks
	Mountain bike trails

Research Connection

Community Context	Inventory / Assessment / Utilization	Policy & Plan Review	Service Delivery	Engagement	Consultant Expertise
x	x	x	x	x	x

Implementation Considerations

Steps	**Timing** Short Term (<12 months) Mid Term (12-24 months) Long term >24 months	**Commitment** Ongoing=O Discrete=D	**Incremental Resources** Small=S Medium=M Large=L No Change = NC
Review the model to understand the criteria and identify sources of information to facilitate scoring.	S	O	NC
Set a tentative schedule for conducting the assessment. Consider events / dynamics that may alter the schedule	S	D	NC
Conduct the assessment.	S-L	O	S
Apply findings, as appropriate, to the Planning Process Framework and the FCI framework.	S-L	O	NC

4.10 Develop an amenity / facility classification system

Currently the Municipality does not use a classification system for its recreation amenities and facilities. At its essence, a classification system involves labeling each amenity and facility into a category. The identification of categories has implications for the provision of amenities and facilities including numbers, distribution and siting, and markets served. The classification can also influence maintenance standards.

Rationale

- The size, scale, and markets served for amenities and facilities can differ dramatically.
- Not having categories or classifications of amenities / facilities can make decision making about their provision and maintenance challenging.
- While walking distance is inherent in the Neighbourhood classification, where possible consideration and planning related to connecting amenities and facilities to the trail / pathway system to enable non motorized and active transportation access is desirable.

Suggested classifications are presented below. The suggestions would be applied to indoor and outdoor amenities and facilities.

1. **Neighbourhood** amenities and facilities – are intended to serve a neighbourhood area within a 15-minute walk. These amenities and facilities are typically smaller, have fewer component parts, and have a less rigorous standard of maintenance (e.g. consider grass cutting, ice resurfacing). Their intention is to service the residents within the local neighbourhood. Crescent Park in Geraldton is an example of a neighbourhood park. Ball diamonds without fences, a small, flat back stop, and no dugouts could also be considered a neighbourhood facility.

2. **Community** amenities and facilities – are intended to serve entire communities. While they may be situated within a 15-minute walk for some people nearby, they do serve all people in the community. They are a destination and would require parking to accommodate people who may commute to the amenity or facility. These facilities are larger than a neighbourhood facility and have more components. Community halls are good examples of this type of amenity as are community ball diamonds (fenced with dugouts). Amenities and facilities that are intended to service an entire community like the Longlac skatepark are community facilities. Siting considerations need to include accessibility for community amenities and facilities.

3. **Regional** amenities and facilities – are intended to serve multiple communities. For people in a neighbourhood surrounding a regional amenity, they may consider it their neighbourhood amenity and people in the community may consider it their community facility. The intent of them however is to provide a service to people in a large geographic area. The Kenogamisis Golf Club can be considered a regional amenity because it is servicing people across Greenstone. The Geraldton Arena can be considered regional as well as it serves the residents beyond Geraldton. Siting considerations can include visibility, parking, and access. These amenities and facilities are very costly and require the support of a large market area. Regional amenities and facilities are often situated in central locations.

Municipal Provision		
Neighbourhood Amenities / Facilities	**Community Amenities / Facilities**	**Regional Amenities / Facilities**
Indoor - None	Indoor - Hall / gathering space	Indoor - Curling rink - Arena - Indoor swimming pool
Outdoor - Small playground - Green field - Grass / dirt diamond with small backstop	Outdoor - Larger playground - Ball diamond - Rectangular field - Sports court - Boarded rink - Dog park Each community should have one of these amenities. The provision of any more need to be supported by a business case including a description of expected use.	Outdoor - Large playground with higher risk elements - Spray park - Ball diamond (lights, dug out, spectator seating) - Rectangular field (lights) - Boarded rink (with lights) - Dog park (larger)
Location - Serves areas within communities or smaller communities	Location - Serves entire communities	Location - Serves a regional market

Note: Refer to the appendices for descriptions and estimated capital costs for different amenities including splash pads, community halls, tennis and pickleball courts, outdoor sport courts, outdoor rinks, off leash parks, sport (rectangular) fields, and ball diamonds. It is important to note that these costs are intended to provide information only to inform discussions and preliminary decision making. Additional study to provide more detailed costing is necessary for specific decision making about amenities / facilities.

<u>Research Connection</u>

Community Context	Inventory / Assessment / Utilization	Policy & Plan Review	Service Delivery	Engagement	Consultant Expertise
x	x	x		x	x

Implementation Considerations

Steps	**Timing** Short Term (<12 months) Mid Term (12-24 months) Long term >24 months	**Commitment** Ongoing=O Discrete=D	**Incremental Resources** Small=S Medium=M Large=L No Change = NC
Confirm purpose for a classification system.	S	D	NC
Confirm classes of amenities / facilities.	S	D	NC
Present classification system and implement.	S-M	O	S-M

4.11 Implement the Amenity / Facility Plan

Utilizing the prioritization ranking, specific actions for each of the amenities is noted in the table along with an estimated cost for the actions. Rows shaded in green denote amenities that were scored as "Enhance" in the service level assessment. Only those amenities / facilities that were prioritized as a high or medium priority are included in the table below.

Prioritization Assessment Ranking	Amenity / Facility	Service Level Assessment	Actions*	Timing S (<12 months) M (12-24 months) L (>24 months)	Order of Magnitude Costing	Rationale
1	Indoor multi-sport / field house type facility	Enhance	Initiate feasibility analysis for field house development.	S-M	$75k	-29% (top 10) household survey -top 10 youth survey; top 5 group survey -can accommodate a broad array of indoor activities for all ages
2	Gymnasium type spaces	Enhance	Initiate feasibility (included in fieldhouse study). Explore formal agreement with school jurisdiction to secure access to gymnasiums.	S-M	Part of fieldhouse feasibility.	-30% (top 5) household survey -top 5 youth survey - accommodates a variety of indoor activities for all ages
2	Libraries	Enhance	Work with Library to fully understand program and service delivery. This includes its overlap with recreation provision and potential for additional programs and partnership with Greenstone. This work will enable understanding of facility needs.	S-M	N/A	-17% (top 10) household survey -can host a variety of programs beyond typical sport types - programs for all ages and abilities
2	Cross country ski and snowshoe trails	Enhance	Work with community partners to enhance the trail system.	M-L	N/A	-26% (top 5) household survey -low capital investment, leverages natural assets

Prioritization Assessment Ranking	Amenity / Facility	Service Level Assessment	Actions*	Timing S (<12 months) M (12-24 months) L (>24 months)	Order of Magnitude Costing	Rationale
5	Pickleball courts	Enhance	Look for opportunities to utilize existing indoor and outdoor spaces to offer pickleball (including gymnasiums, hall spaces, sport courts, etc)	S-M	N/A	-30% (top 5) household survey identified gym -can be accommodated in a variety of indoor spaces including halls, gyms -can be played outdoors on a hard court set up -portable nets, played by all ages (getting younger but tends towards older at this point) - large growth in this activity
5	Community hall/banquet facilities	Protect	Develop concept plans (including capital and operating cost estimates) for new facilities in Beardmore and Nakina to replace the Community Centres. For Beardmore, consideration should be given to developing a facility that could also serve the needs of Jellicoe. The Caramat Recreation Centre is approaching 50% on the Facility Condition Index suggesting that exploration of the need for indoor space. This may be addressed through provision of space in Longlac.	M-L	$50k (construction ~$2.3M for an example of a community hall as presented in the Appendix)	-community reps emphasize the importance of indoor activity space - each community should have some form of indoor activity space for social gathering, recreation, and fitness from weddings, reunions, special events, indoor walking
7	Playgrounds (younger children)	Enhance	Implement the playground plan (4.12).	M-L	- Neighbourhood ~$200k - Community ~$300k - Regional ~$500k	- -23% households (top 10) - Playgrounds provide activity space for children, supports physical literacy

Prioritization Assessment Ranking	Amenity / Facility	Service Level Assessment	Actions*	Timing S (<12 months) M (12-24 months) L (>24 months)	Order of Magnitude Costing	Rationale
						- supports young families
7	Multi-purpose program rooms	Protect	Included in feasibility study of fieldhouse. Look for opportunities to deliver programs in existing spaces (e.g. schools, community centres) or in any new hall development.	S-M	Part of fieldhouse feasibility	-engagement supported the need for more recreation programming in communities - rooms facilitate programming
9	Walking / running track	Enhance	Initiate feasibility (included in fieldhouse study). Include walking loop around perimeter of hall / activity space.	S-M	Part of fieldhouse feasibility.	-27% households (top 10) -top 5 group survey - walking is a low impact fitness activity that can pose hazards outside in winter. Indoor walking opportunities are important, particularly for older adults, young parents, and people with mobility issues
9	Spray parks / splash pads	Enhance	Complete feasibility study and concept plan for a regional spray park in Geraldton. Would need to include a washroom building.	S-M	$50k (construction ~$300k splash pad + ~$200k washroom)	-52% (#1) household survey - top 10 youth; #1 group survey - trending as an important summer outdoor aquatic venue for all ages that has low risk for participants - plays a role in tourism as well

Prioritization Assessment Ranking	Amenity / Facility	Service Level Assessment	Actions*	Timing S (<12 months) M (12-24 months) L (>24 months)	Order of Magnitude Costing	Rationale
9	Ball diamonds	Protect	Monitor use of the existing diamonds. The Coordinator position willwork to increase utilization through programming.	M-L	N/A	-24% (top 10) household survey -#2 group survey - opportunity for greater use of diamonds. Ensure collection of utilization data. Longlac showed decline in participation of youth baseball from 2022-2023 while Geraldton was steady.
9	Open spaces	Protect	Continue to optimize use of this space.	S-L	N/A	Stay the course
9	Picnic areas	Protect	Continue to optimize use of this space.	S-L	N/A	Stay the course
14	Swimming pools	Enhance	Initiate feasibility analysis for the development of an indoor pool to understand capital investment required and ongoing costs for operation. Solicit levels of interest amongst potential partners. Classified as a regional facility. (Refer to Planning Process Framework)	L	$100K (construction ~$20M; see Appendix for capital estimate)	-63% (#1) household survey -#1 youth survey; #1 group survey - highly desired amenity in many communities - provides sport / recreation opportunities; health and fitness for all ages, life saving skills, and employment for community members - costly to build and operate (requiring annual subsidy)

Prioritization Assessment Ranking	Amenity / Facility	Service Level Assessment	Actions*	Timing S (<12 months) M (12-24 months) L (>24 months)	Order of Magnitude Costing	Rationale
14	Ice arena facilities	Protect	Classify as a regional facility. Ultimately close the Beardmore and Nakina facilities**. Invest in immediate lifecycle improvements in Geraldton and Longlac arenas. Work to maximize use of both facilities.	S-M	<$12M	-48% (#2) household survey Top 10 youth -participant numbers represent the community but as a regional facility (Geraldton & Longlac are regional centres) they cannot be provided in each community -capital investment required ($7.8M Beardmore in short term and $4.9M in Nakina short term) and operating costs cannot be justified in based on limited utilization
14	Campgrounds	Protect	Continue to optimize use of this space.	S-L	N/A	Continue with asset management program.

*Explore partnership opportunities with the First Nations in the Greenstone area related to the provision of new amenities / facilities or the investment in existing.

**See the Appendix for estimated demolition costs.

4.11.1 Amenity / Facility Plan by Community

The Amenity / Facility Plan presented above describes the plan for amenities from a Greenstone perspective. Understanding the **key elements** of amenity and facility plan by community is an important piece of information. The following amenity and facility synopsis by community provides insight into recommended provision levels of recreation amenities and facilities except for playgrounds – that is presented Section 4.12.

Beardmore

Amenity / Facility	Classification	Comments
Beardmore Community Centre	Regional	- Regional amenities are located in Geraldton or Longlac. - The current facility requires $7.8M investment in next 5 years. - Population and utilization figures suggest a very high public subsidy is required to maintain the facility as is. - This facility will be closed. The Municipality should look for other uses for the facility, if appropriate.
Hall / Activity Space	Community	- Develop a new hall / activity space to replace the Beardmore Community Centre. - This will provide an indoor activity and social gathering space. - It will include an activity space, small kitchen, and program room. In planning, consideration should be given to ensuring the space can service residents in Jellicoe.
Outdoor Amenities - Boarded rink - Ball diamond - Rectangular field - Sports court - Dog park	Community	- Ensure at least one of these amenities is available.

Caramat

Amenity / Facility	Classification	Comments
Caramat Recreation Centre	Community	- The cost of repairs needed is over 50% of replacement. According to the Facility Condition Index, exploration of the need for indoor activity space should be initiated.
Outdoor Amenities - Small playground - Green field	Neighbourhood	- Ensure at least one of these amenities is available.

- Grass / dirt diamond with small backstop		

Geraldton

Amenity / Facility	Classification	Comments
Geraldton Community Centre	Regional	- Regional amenities are located in Geraldton - Facility requires $3.9 M investment in next 5 years - Provides indoor activity space – work to maximim use.
Spray Park	Regional	- Complete feasibility study to understand capital and operating costs for a concept plan. - A stand alone washroom facility should be developed onsite.
Indoor multi-sport / field house type facility	Regional	- Complete feasibility study to understand capital and operating costs for a concept plan.
Indoor swimming pool	Regional	- Complete a feasibility study to understand capital and operating costs for a concept plan
Outdoor Amenities - Boarded rink - Ball diamond - Rectangular field - Sports court - Dog park	Community	- Ensure at least one of these amenities is in the community.

Jellicoe

Amenity / Facility	Classification	Comments
Neil Arthur Community Centre	Community	- Given the necessary investment needed ($575k in the next 5 years), consider the ability of the new facility in Beardmore fulfilling Jellicoe's need.
Outdoor Amenities - Small playground - Green field - Grass / dirt diamond with small backstop	Neighbourhood	- Ensure at least one of these amenities is in the community.

Longlac

Amenity / Facility	Classification	Comments
Longlac Sportsplex	Regional	- Regional amenities are located in Geraldton and Longlac - Invest to address immediate issues and work to maximize the use of the facilities. - Provides indoor activity space
Outdoor Amenities - Boarded rink - Ball diamond - Rectangular field - Sports court - Dog park	Community	- Ensure at least one of these amenities is in the community.

Nakina

Amenity / Facility	Classification	Comments
Nakina Community Complex	Regional	- Regional amenities are located in Geraldton or Longlac - Facility requires $4.9M investment in next 5 years - Population and utilization figures suggest a very high public subsidy is required to maintain the facility as is. - This facility will be closed. Greenstone should consider other uses, where appropriate for the facility.
Hall / Activity Space	Community	- Develop a new hall / activity space to replace the Nakina Community Complex. - This will provide an indoor activity and social gathering space. - It will include an activity space with small kitchen, and program room.
Outdoor Amenities - Boarded rink - Ball diamond - Rectangular field - Sports court - Dog park	Community	- Ensure at least one of these amenities is in the community.

4.12 Implement the playground plan.

A playground classification system should be implemented. Classifying playgrounds is useful for several reasons. Classifications impact the size and cost of a playground. While there is certainly variation within the classifications, setting broad categories offers a means of communicating about them. As with recreation facilities and amenities, playground classification is related to provision as well and to market area served. The system utilized herein includes three levels of classification: neighbourhood, community, and regional. Each category is described below, includes some examples and a capital estimate (for planning purposes).

4.12.1 Playground Classifications

Neighbourhood Playgrounds
Neighbourhood playgrounds serve community members in the immediate area. Neighbourhood playgrounds are likely accessed by walking or cycling and should be available without crossing a highway or major road. The scale of most neighbourhood playgrounds is modest with some typical play elements like a slide, swings, low climber, and/or interactive components.

Other organizations may provide similar facilities nearby (such as schools or day care providers) and consideration should be given to complementing existing nearby public facilities by diversifying play options. Some neighbourhood playgrounds may only include swings to complement other features nearby. These playgrounds include Engineered Wood Fiber (EWF) play surfacing and simple site furnishings like benches, bicycle racks, and should be well connect to existing pathways and sidewalks.

<u>Cost Estimates</u>
A budget of approximately $**200-250K** should allow for modest play equipment, timber edging, EWF play surfacing, simple site furnishings, and minor pathway improvements. Wasco Park (currently under construction – 225K) is an example of a neighbourhood playground in Thunder Bay. It includes small play structures with slides and climbing elements as well as swings and site furnishings.

Wasco Park Playground, Thunder Bay (under construction)

Dease Park Playground, Thunder Bay

Community Playgrounds

Community playgrounds provide play opportunities for children aged 6 months to 5-yearss as well as youth aged 5 to 12. These play areas are larger, include more challenging features, and offer a diversity of play opportunities than do neighbourhood playgrounds. Examples of challenging features involve riskier play elements like tall climbing opportunities.

These play areas are convenient for residents within the community and are likelyaccessed by cycling or walking. Because they serve the larger community, they may serve residents who are beyond a 15-minute catchment. Equipment can vary widely in these play areas but they typically include multiple structures with slides of varying heights, integrated climbers, multiple ground level activities, multi-person play opportunities, and multiple swings. Cognitive ground level and interpretive elements can also be included to complement the physical challenge. Community playgrounds are larger than neighbourhood playgrounds allowing more children to access challenging features.

<u>Cost Estimates</u>

A budget of approximately **$300-350k** should allow for multiple play equipment, timber edging, EWF play surfacing, complimentary site furnishings, and pathway improvements.

Wayland Park Playground, Thunder Bay

Meo Park Playground, Lasalle ON

Regional Playgrounds

Regional playgrounds are unique facilities that serve the entire Municipality of Greenstone. They are considered a destination and contain a wide variety of unique play options. These playgrounds typically include separate play areas for 6 months to 5 years-olds and 5 to 12-year-olds. These facilities are likely accessed by vehicle and may be associated with other municipal amenities.

Regional playgrounds may include a distinct theme or play feature and should be in areas with major tourism potential and complement other facilities such as community centres, halls, campgrounds, arenas or other civic facilities. They are distinctly larger than Community Playgrounds and provide the wider variety of play experiences with varying heights of climbing and sliding features with numerous ground level play elements. These facilities offer a unique experience and play opportunities to high numbers of children simultaneously.

Cost Estimates

A budget of approximately $500k should allow for multiple play equipment, timber edging, EWF play surfacing, complementary site furnishings, and pathway improvements. Additional funding would need to be allocated for shade shelters, hard surface gathering areas or rubber surfacing if desired[1].

Regional Playgrounds could include complementary features for gatherings with multi-family shade shelters ($100k), water fountains ($10k assuming water supply is convenient), bicycle parking facilities ($3k), adult fitness ($50k), games tables ($3k), and walking paths to encourage a diversity of users.

[1] Vickers Park in Thunder Bay (2024) recently completed installation of new play equipment, swings, adult fitness equipment and site furnishes. Rubber surfacing was included in the complete accessible design and also integration of a beloved turtle play feature from the previous playground.

Vickers Park Playground, Thunder Bay

4.12.2 Natural Play Elements

Many contemporary playgrounds include natural play elements. These can come in many forms but in general are play features created out of wood, stone, rope or similar natural materials with limited metals and plastics. They are often integrated into vegetation and topographic features and can be designed with preferred themes. They provide opportunities for youth to interact with components in a more traditional unstructured way with several climbing, sliding and swinging opportunities included throughout. They also often integrate interpretive or education elements. Natural playgrounds can be of any classification. Costs can vary widely for natural playgrounds depending largely on desired features and customization.

Kiwanis Park Playground, Thunder Bay

East Cappel Park Playground, Hamilton

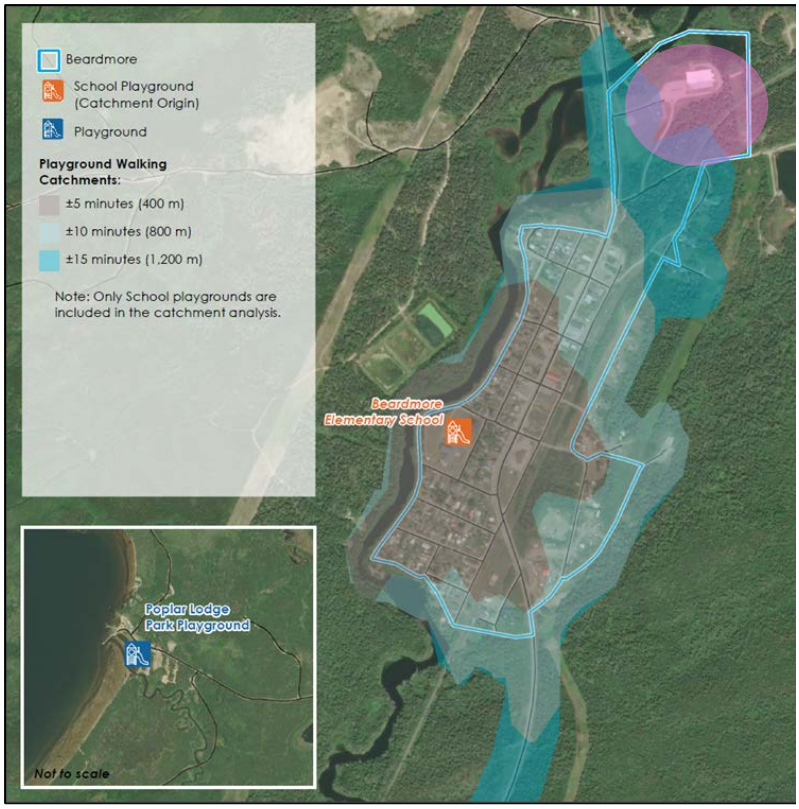
4.12.3 Playground Plan by Community

Each Greenstone community should have playgrounds to serve neighbourhood residents within a 15-minute walk. Many of the communities are serviced by school playgrounds. As such, the analysis of playground provision includes the provision of school playgrounds. It is expected that the school playgrounds are accessible and have been developed with the individual community's needs reflected in their design. It is also assumed that these school playgrounds will be maintained through the life of the playground and be replaced by the schools when appropriate. Community use of the school playgrounds is assumed and should be formally acknowledged by the schools. Because the school playgrounds are offering a service to the communities in Greenstone and are reducing the level of service that Greenstone has to provide directly, Greenstone should consider agreements with the schools for playground provision.

Beardmore

Beardmore is well served by the school playground. As illustrated in the accompanying map, the school playground is within a 15-minute walk of the community.

The municipality of Greenstone should develop a **community playground in the north part of the community** that is outside the 15- minute. It is the site of the current Community Complex and the ball diamond. With a new community hall potentially being built on that site and with the ball diamond situated there, a community playground would complement the amenities.

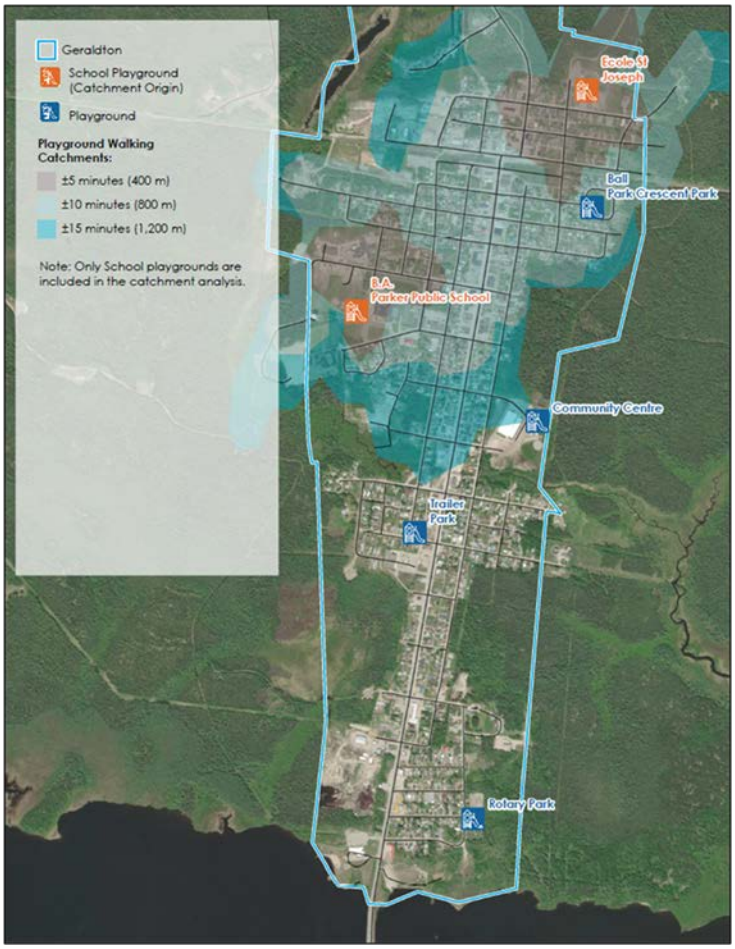


Jellicoe

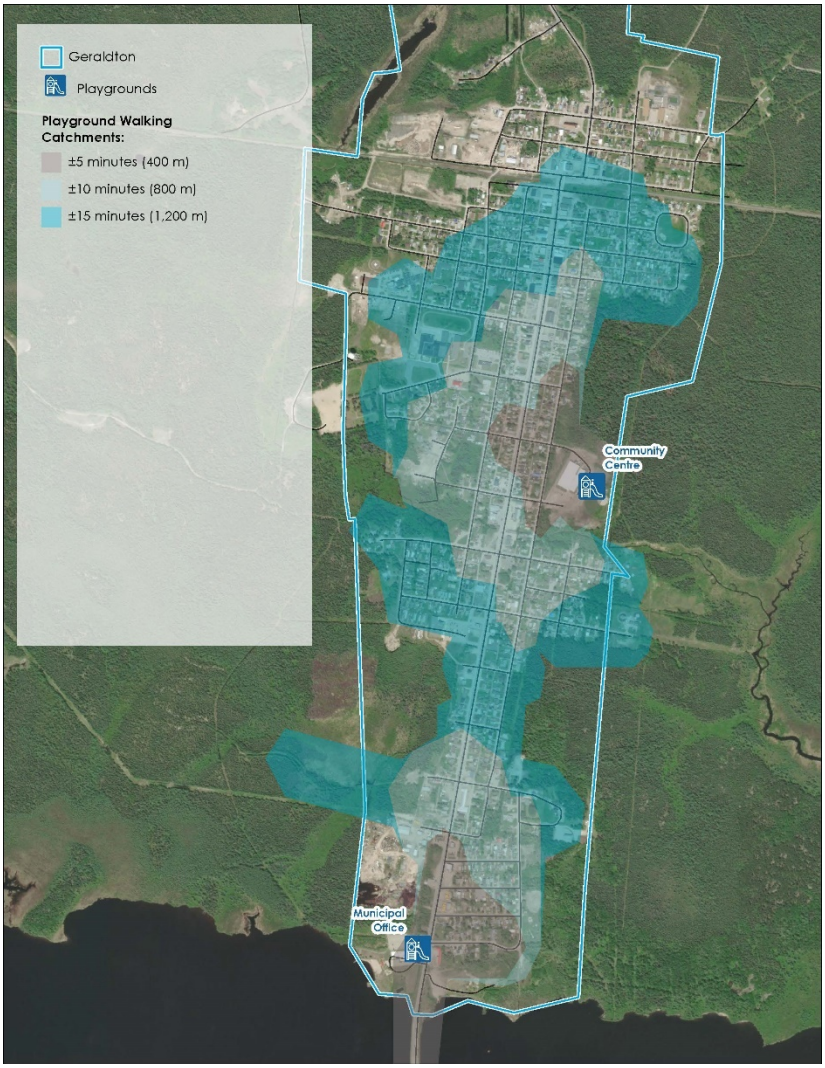
A playground is situated centrally in Jellicoe that services the community. At the time of replacement of this playground, the Municipality of Greenstone should ensure that the playground aligns with the description of the neighbourhood playground as noted above.

Geraldton

The northern neighbourhoods in Geraldton are serviced by two school playgrounds (as illustrated in the accompanying map). As such there is no need for the Municipality to provide playgrounds in those neighbourhoods. There is a playground at the Community Centre. This playground complements the amenities offered by the **Community Centre** and at that site. As such Greenstone should ensure that there is a **neighbourhood playground on that site**. A playground at the Community Centre will also service the neighbourhoods to the south of this location

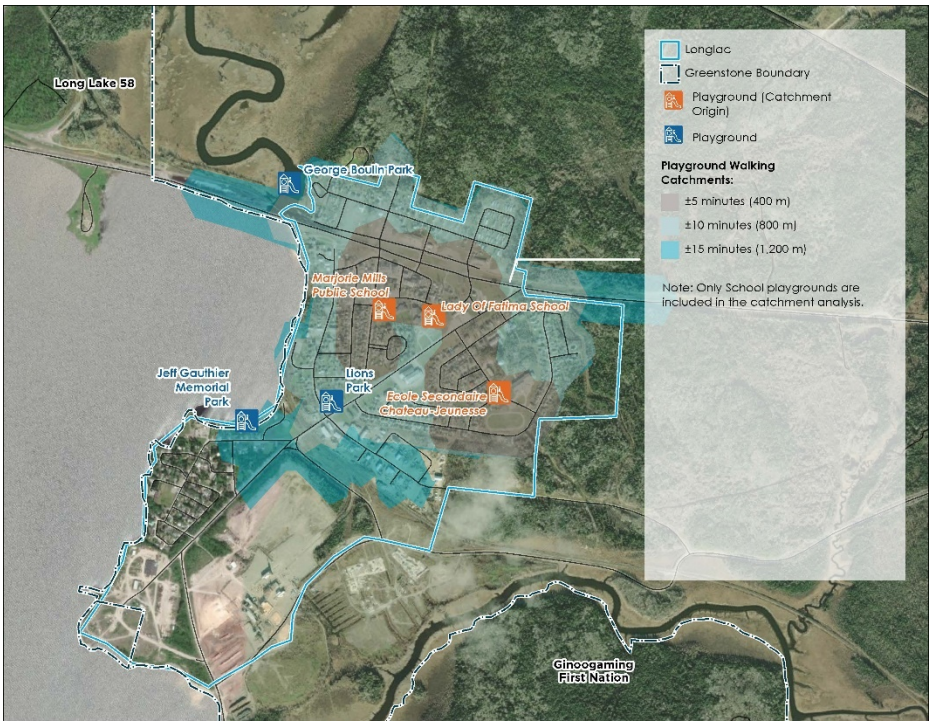


A regional playground should be developed in the southern portion of the community on the site of the Greenstone Municipal building. As illustrated in the map below, this playground would ensure that the southern portion of Geraldton would be within 15 minutes of a playground. A regional playground situated here would reinforce Geraldton as a regional centre for Greenstone. It would also provide the regional playground elements for all Greenstone residents.



Longlac

Longlac is well serviced with three school playgrounds. The Municipal playgrounds that are in Longlac all fall within the 15 minute zone serviced by the school playgrounds. With its location across the highway and in the park, George Blouin Park should continue to have a neighbourhood playground. The Lions Park playground and Jeff Gauthier Memorial Park playground both fall within the 15 minute catchment of the school playgrounds, however the southern portion of Longlac is not within the catchment. **A community playground should be developed** by the Municipality to provide those amenities to all of Longlac that comprise a community playground. Its secondary purpose would be to include the southern portion of Longlac into a 15 minute catchment. This community playground could be situated **near Jeff Gauthier Memorial Park**.

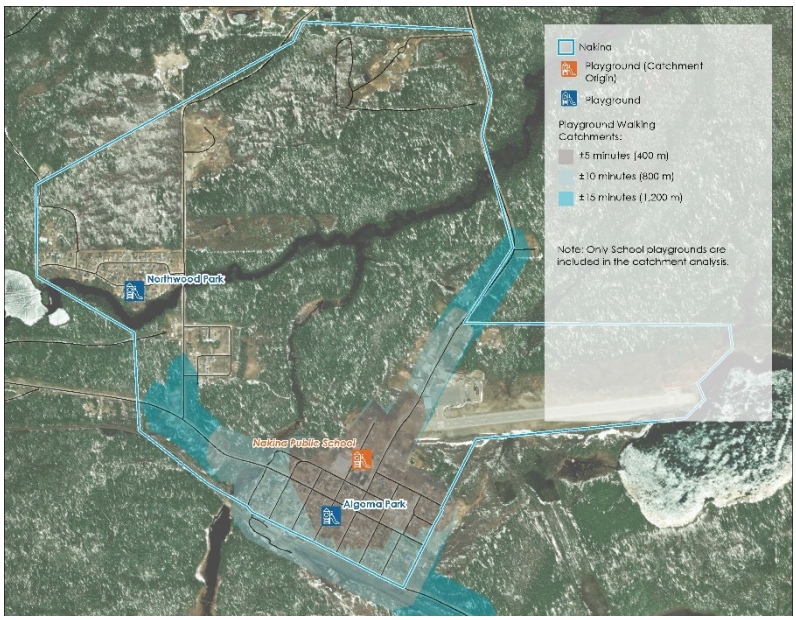


Caramat

Caramat is serviced by two playgrounds as illustrated in the accompanying map. The distribution of the community's population and the catchments of the playgrounds indicates the need for the two playgrounds. While the lifespan of the playgrounds allows it, both playgrounds should be maintained. When the time occurs, a single **neighbourhood playground sited in the more suitable area** should be considered to replace the two neighbourhood playgrounds.

Nakina

Nakina has a school playground with a catchment area that serves the south portion of the community that also includes the Algonquin Park playground. This duplication is unnecessary. The only playground that should be provided by Greenstone is one in **Northwood Park**. When the lifespan for the Northwood Park playground is reached, Greenstone should replace it with a neighbourhood level playground.



Research Connection

Community Context	Inventory / Assessment / Utilization	Policy & Plan Review	Service Delivery	Engagement	Consultant Expertise
x	x	x			x

Playground Summary

The following table presents the number of municipal playgrounds – and their classification – in each community.

Community	Playground Provision	Capital Estimates*
Beardmore	-1 community playground at the site of the Community Complex	$300-350 k
Jellicoe	-1 neighbourhood playground near / at current site	$200-250 k
Geraldton	-1 neighbourhood playground at the Community Centre site -1 regional playground at the Greenstone Municipal Building site	$200-250k $500k
Longlac	-1 neighbourhood at George Blouin Park -1 community playground near Jeff Gauthier Memorial Park	$200-250k $300-350k

Caramat	-1 neighbourhood playground at Community Centre park	$200-250k
Nakina	-1 neighbourhood playground in Northwood Park	$200-250k
Total	**-5 neighbourhood playgrounds -2 community playgrounds -1 regional playgrounds**	**$2.1-2.45M**

*Costs are associated with new construction and should only be undertaken upon the lifespan of current playgrounds being reached. It is also important to note that the capital estimates do not include support amenities such seating, shade, washrooms, etc.

5.0 Service Delivery Considerations

In the delivery of recreation services there are several areas and topics that should be considered and, potentially, further action taken when necessary. It may be determined that policies or formal processes be developed; alternatively, elements of a workplan may be built around them. Four of these topics are discussed below. They are intended to help the Municipality formulate a position and determine the timing for when some a formalized approach is needed.

5.1 Fee Setting

The Municipality of Greenstone sets fees for participation in programs, the booking of facilities, and other recreation related charges. There are a wide range of methods for setting fees. They can span from the something quite simple (e.g. increase last year's fees by a certain percentage) to something that is much more complex (e.g. calculating price elasticity). There are pros and cons to each method that do need to be considered when determining how to set the fees. It is suggested that the system utilized for setting fees and the philosophy that under pins it be examined and ultimately documented. It may make sense for Greenstone to have several different means of determining costs. Consideration of those methods should take into account competition in the marketplace, affordability, the ease or complexity of the process, and other factors. As fees are set it is important that the process considers the importance of the service; the benefit that the community derives from that service; and the purpose of providing these services at all.

Typically supply and demand has an impact on the cost of services. As demand increases, costs increase to a point (where possible) such that a price is reached that sees demand match supply. This can be seen as some businesses have gone to dynamic pricing. For example, in a competitive market some golf courses have instituted dynamic pricing such that highly preferred times are more costly than less desirable times – this fluctuates in real time. However, it would be inconceivable for a municipality to take a pricing approach like this as it relates to swimming lessons.

Municipal provision of a recreation service is a reflection of its benefit to the community. Considering the benefits that recreation provides to people and the community as a whole and considering the Vision and Goals of recreation provision (as articulated previously in this Master Plan), it is conceivable that the recreation services provided by Greenstone may not completely cover all costs of service provision. The benefits that are accrued by community members are

subsidized by various degrees through taxes. This dynamic needs to be considered as fees are set. Typically, where there is a larger community benefit, fees are set lower than situations in which most of the benefit is captured by the user.

Some examples of pricing approaches are noted below for consideration. Specific approaches need to be carefully considered and applied.

Cost recovery. Determining the actual cost of the service and charging a rate to get back that cost. This can be complex when determining what costs should be included. For example, for a fitness class the cost of the instructor is an obvious cost but there is a cost for the space (room rental). How are the costs associated with overhead (e.g. management, promotion costs) captured? Simplifying this and charging for direct costs can be relatively simple.

Cost plus. Determining the break-even costs and adding a "profit". Depending on the service and on the different costs included in the cost recovery calculation, the profit can be used to offset some of the other costs of providing parks and recreation services.

Benchmarking. Fees can be set by reviewing the fees charged in other communities for similar services. This can be a relatively simple exercise. It does not recognize the dynamics in the local market however. Incremental. This process would involve simply taking the fees charged previously and raising the rates by some proportion. This could be an inflationary increase or some other amount.

In circumstances where there are differential fees for different people (e.g. children / youth / adult / seniors or local / non local) consideration should be given to determining a set rate and then adjusting that rate for the other classes. This means that the adult rate for access to arena ice would be set (the highest rate) and then the children, youth, and senior's rates are determined by adjusting the adult rate by a particular amount. For example, the child rate might be 50% of the adult rate. Determining the philosophy related to provision is key prior to actually determining fees.

Regardless of the means of setting fees, it is important for municipalities to have structured fee schedules. These schedules set utilization and booking fees for individual and groups to use facilities and spaces (indoor and outdoors). These are typically hourly rates that and they are often adjusted depending upon the user. Rates are often set for adults and then adjusted for children and youth (up to 50% lower) and seniors. As well, it is common practice to differentiate, for groups, between not for profit / community groups and for-profit entities. Particularly for higher demanded spaces, there are prime time hours and nonprime time hours. Many communities charge higher rates for ice times that are in prime time (typically evenings and weekends) than nonprime time. For event space (e.g. halls) in which longer activities occur (e.g. wedding, trade shows), weekend, daily or half day rates are typical.

5.2 Enhanced Revenue Opportunities

While the provision of recreation services – including programs, events, and facilities & amenities – is a necessity for a vibrant and healthy community, these services can be costly to provide. Taxation, user fees, and sponsorship are the primary revenue sources that are used to provide recreation services. Additional revenue can be helpful to offset costs and provide enhanced services. The Municipality of Greenstone should explore opportunities for additional revenue generation at its facilities and amenities (indoor and outdoors). There are primarily three means to enhance Greenstone's revenue from recreation as described below.

Enhanced utilization of its facilities / amenities
Greater use of spaces (indoor and outdoor) with a fee can help generate additional revenue. There is a culture of paying for indoor spaces but less so when it comes to outdoor amenities. Increased use of spaces can equate to additional user fees. The incremental costs of additional use of an arena (for example) is relatively small. Some additional costs could be related to any increase in staffing needed to accommodate the additional use or additional maintenance or cleaning.

Increasing use (assuming there is excess capacity and possibly unmet demand) can involve offering the unused time at a discount. For example, if there is minimal use of an amenity at an off time, making it available for a reduced rate may generate some extra use. Consideration must be given however to an existing user changing times for the less costly rate. If this frees up attractive time to another user, then the trade off makes sense.

Enhanced promotion of the opportunities inthe community could see some additional use of space. Perhaps some groups or community members may not have considered the use of space. These may be non-traditional users. For example, a group could use a space for its meetings or activity space for team building. Businesses consider using a Town meeting room for some of its meetings. This would result in direct and new revenue. At the same time, it could expose the individuals to the amenities and opportunities that exist in that facility. Along the lines of exposure to opportunities, using the large foyer space in the Geraldton Community Centre for a variety of events and activities would provide opportunities for the Municipality to show to those who may not be familiar, the recreation possibilities for people in the facility.

Sponsorship
Maximizing sponsorship may provide a source of additional revenue. It should be noted that this revenue source is not typically to the scale that many envision. However, it is something that could be explored. Sponsorship opportunities at outdoor facilities and amenities could be considered and then communicated to the community. Having these opportunities communicated along with the benefits accrued to the community through the provision of recreation services may have some entities consider some form of sponsorship for the first time.

An important step in securing sponsorship is to understand the potential opportunities available and then to determine their accompanying cost. The opportunities can range from special events to recreation programming (e.g. public skate) to amenity naming. There can be title sponsors for community events and even elements of them (e.g. pancake breakfast). Sponsors can secure naming rights for different amenity spaces (e.g. playgrounds). In the early stages of developing a

sponsorship program, the "costs" of sponsorship may be lower and rise over time. Commensurate with the opportunity and its cost, it is important to deliver benefits to the sponsors. While the name on the event or space is the most significant benefit, this typically would transfer through to other promotional means as well. For example, all references in communications material would reference the name. Part of a sponsorship program is to articulate these benefits.

Delivery of programs
The Municipality could deliver additional programs. As discussed in 4.3, programs beyond what are currently being delivered would assist in bringing in some additional revenue. This could occur through the rental of space to someone delivering the program or could be from program revenue if Greenstone delivers the program directly.

5.3 Facility Allocation

As demands for space and time in facilities and amenities increases to the point where there may be some conflicts or competition between users, facility allocation policies and processes are put in place. Allocation policies and processes provide direction on what groups and interests get precedence over others as it relates to booking time in facilities. Where there is an abundance or excess supply of time in a facility, there is less of a need for standardized allocation "rules". However, these "rules" do articulate the intents of the Municipality and the hierarchy of support the community receives to access facility time.

Allocation considers age, residency, breadth of opportunities, events and tournaments as well as municipal led versus community led programs. In essence, when requests are submitted to the Municipality for time in a regional area, the allocation sets a prioritized list. Typically, municipally delivered or supported programs get precedence over other programs and events. Youth activities are typically favoured over adult activities. Activities that are delivered by not-for-profit organizations are often given priority over those organizations that are "for profit". Some municipalities include factors related to accessibility. This can be manifested so that a small group that delivers service to people with disabilities can access facility time even though another group with many more participants is looking for additional facility time. This type of approach helps ensure that large and successful organizations do not eliminate facility access to others.

5.4 Volunteer Support

While there are challenges for the Municipality of Greenstone in recruiting volunteers to help in delivering programs, there are many volunteers who are contributing to the delivery of recreation services in the community. Some of these volunteers are working independently while others are part of volunteer organizations. As noted in Strategic Direction 4.1 "Create a coordinator position", there is a role for the municipality to undertake some community development and help organizations form and develop capacity to be sustainable and delivery programs and services. There are some considerations and areas of support that can be provided by the Municipality of Greenstone – much of which can emanate from the Coordinator position.

The success of many organizations is contingent upon individual skill sets of those in leadership roles. While some are led by well experienced people, turnover is inevitable. This can manifest itself

operationally in different ways: one organizational strength may be replaced by another with changes in leadership.

To help build a healthy delivery ecosystem – comprised significantly by volunteer and not-for-profit organizations – Greenstone needs to build capacity. This requires ongoing dialogue between the Greenstone and the community to identify areas that need to be addressed. This dialogue can also help solidify relationships and foster a shared sense of purpose. Through discussions with these groups, Greenstone can learn about challenges being faced and can make some determinations on how they might be addressed.

For example, for individual organizations, it can be daunting to learn how to manage finances or devise fundraising programs. Working on these challenges collectively under the stewardship of the Municipality can be much less burdensome. This is not to suggest that Greenstone is responsible for solving any or all problems experienced by these groups. But by staying connected and helping to identify challenge areas that some are experiencing, the Municipality can provide needed stability and leadership. For example, Greenstone could assist groups to deal with these challenges by directly offering a solution or service; by coordinating responses to challenges faced by multiple groups; or even by connecting organizations facing challenges with others that have successfully navigated them.

Typical challenges experienced by organizations include the following.

- **Program promotion and marketing** – help is needed to ensure that community members are aware of organizations and their programs and events. If people are unaware of an organization, then participation rates and membership numbers can suffer, also limiting volunteer attraction.

- **Attraction and retention of volunteers** – organizational sustainability often relies on the ability to attract and retain volunteers. Attraction and retention challenges may be addressed through a variety of means including job descriptions, appropriate matching of volunteers and duties, and simply awareness of need for volunteers.

- **Board development** – voluntary and not-for-profit organizations are becoming more complex to operate. It is challenging enough to recruit and retain volunteers without having to limit recruitment to those with the requisite skills to serve in a leadership capacity. Organizations identified challenges in having effectively functioning boards. This refers to the understanding of the roles and responsibilities of board positions as well as the functioning of an effective board.

- **Organizational development** (incubation, structure, administration tasks) – managing the day-to-day operations of organizations can be challenging for those without experience. While people can be enthused about an activity or program, they may not all have the knowledge, experience, or skills to start up an organization, or know how to handle the basic but necessary tasks (e.g. book keeping, marketing, grant writing, and so on).

6.0 Appendices

6.1 Service Level Assessment Model & Scoring

SUPPLY					
		Scoring			
Criteria	Description	0	1	2	3
Amenity Condition	Are investments or upgrades needed to keep the facility functioning appropriately?	The amenity does not exist **or** is in need of significant upgrades / needs replacing	Somewhat meets applicable design standards. Moderate improvements / upgrades are needed.	Meets design standards. Minimal improvements or upgrades needed.	Exceeds applicable design standards. No improvements or upgrades needed.
Capacity	What is the ability of the amenity to accommodate more use?	The amenity does not exist.	At capacity / highly utilized during applicable season Minimal availability.	Moderate rates of utilization throughout the year with seasonal peaks. Some availability exists.	Limited levels of utilization without seasonal peaks. Good opportunities for additional use. Seemingly unlimited availability.
Relevance / Fit for Purpose	Does the amenity meet the current needs and expectations of users?	The amenity does not exist or does not meet user expectations without significant upgrades needs replacment.	Facility requires investment to serve intended purpose and to meet modern user expectations. Not really suited for this use.	Facility is functional and meets basic user expectations. Suitable for use.	Includes contemporary program areas and facility support spaces. Meets most/all user and spectator experience expectations. Great space for use.
Public Availability / Accessibility	How available is the amenity for general / public (non group) use?	The amenity does not exist.	Facility is primarily available for group use with minimal access for drop-in and public use.	Facility availability is limited for public use. Mixtute of dedicated group bookings and general public drop-in use.	Facility is highly available and accessible for public use. (Ex. For spontenous and drop-in use)

DEMAND					
		Scoring			
Criteria	Considerations	0	1	2	3
Community / Population	Does the community composition align with facility users? Will this change in future?	Does not serve current and future populations.	Does not align with current population, may align with future population	Moderately aligns with current and future populations.	Highly aligns with current and future populations.
Public Support	What is the level of local support or demand?	No market demand	Periodic market demand	Moderate market demand	High market demand
Use	How frequent is the use?	No indication of activity / use.	Limited participation /use.	Moderate activity participation / use that appears sustainable.	High participation /use activity that appears sustainable. (Residents and groups may participate in the activity outside of Greenstone because of lack of space in their community)
Trends	Are there trends in recreation activity the indicate upcoming demand.	Does not align.	Aligns minimally with trends.	Moderately aligns with trends.	Highly aligns with trends.

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	Amenity	Supply				Demand						
		Amenity Condition	Capacity	Relevance / Fit for Purpose	Public Availability / Accessibility	Community / Population	Public Support	Participation	Trends	Supply Total	Demand Total	Service Level
1	Art creation spaces	0	0	0	0	1	0	0	2	3	3	Innovate / limit
2	Archery lanes/range	0	0	0	0	2	1	0	1	4	4	Innovate / limit
4	Before and after school care facilities	2	2	2	2	2	2	2	3	17	9	Protect
5	Community group office/admin space	1	2	1	1	2	0	1	2	10	5	Innovate / limit
6	Community hall/banquet facilities	2	3	2	2	3	0	1	3	16	7	Protect
7	Community kitchen	1	3	2	1	3	0	1	2	13	6	Innovate / limit
8	Community meeting rooms	1	2	2	2	2	0	1	3	13	6	Innovate / limit
9	Court sports	1	3	3	2	2	2	1	1	15	6	Innovate / limit
10	Curling rinks	2	3	2	1	1	2	1	1	13	5	Innovate / limit
11	Fitness/wellness facilities	1	3	1	3	1	2	1	3	15	7	Innovate / limit
12	Gymnasium type spaces	3	2	3	2	3	2	3	3	21	11	Enhance
13	Ice arena facilities	1	3	2	2	2	2	1	2	15	7	Protect
14	Indoor child playgrounds	0	0	0	0	2	2	0	3	7	7	Innovate / limit
15	Indoor climbing wall	0	0	0	0	1	1	0	2	4	4	Innovate / limit
16	Indoor multi-sport/field house type facilities	0	0	0	0	3	2	0	3	8	8	Enhance
17	Libraries	2	2	3	3	3	0	2	3	18	8	Enhance
18	Swimming pools	0	0	0	0	3	3	0	3	9	9	Enhance
19	Multi-purpose program rooms	2	3	3	2	3	0	1	3	17	7	Protect
20	Seniors centre	2	2	3	2	2	2	2	1	16	7	Protect
21	Storage space (for groups)	1	2	2	1	2	0	1	2	11	5	Innovate / limit
22	Walking/running track	0	0	0	0	3	2	0	3	8	8	Enhance
24	Youth centre	0	0	0	0	3	1	0	1	5	5	Innovate / limit
25	Amphitheatres / event spaces / band shelters	0	0	0	0	2	0	0	3	5	5	Innovate / limit
26	Archery range	0	0	0	0	2	0	0	1	3	3	Innovate / limit
27	Ball diamonds	2	3	2	2	2	2	1	2	16	7	Protect
28	Beach volleyball courts	0	0	0	0	1	1	0	2	4	4	Innovate / limit
29	Bike parks	0	0	0	0	2	2	0	3	7	7	Protect
30	Campgrounds	3	2	3	3	2	0	2	2	17	6	Protect
31	Community gardens	0	0	0	0	1	2	0	3	6	6	Innovate / limit
32	Cross country ski & snowshoe trails	2	3	3	3	3	2	2	2	20	9	Enhance
33	Disc golf course	0	0	0	0	1	0	0	2	3	3	Innovate / limit
34	Off leash dog parks	0	0	0	0	2	2	0	3	7	7	Protect
36	Golf courses	3	2	3	3	2	1	2	1	17	6	Innovate / limit
37	Hardcourts	1	3	2	3	2	1	1	2	15	6	Innovate / limit
38	Mountain bike trails	3	3	3	3	2	1	2	2	19	7	Protect
39	Open spaces	3	3	3	3	2	0	2	2	18	6	Protect
40	Outdoor boarded skating rinks	1	3	2	3	2	1	1	1	14	5	Innovate / limit
41	Outdoor fitness equipment	0	0	0	0	1	0	0	1	2	2	Innovate / limit
42	Outdoor pool	0	0	0	0	2	1	0	1	4	4	Innovate / limit
43	Pickleball courts	2	2	2	3	3	1	1	3	17	8	Enhance
44	Picnic areas	3	3	3	3	3	1	1	2	19	7	Protect
45	Playgrounds (younger children)	2	3	2	3	3	2	2	3	20	10	Enhance
46	Playgrounds (older children/youth)	1	3	1	3	2	2	1	2	15	7	Protect
47	Sledding/tobogganing hills	1	3	2	3	2	2	1	2	16	7	Protect
48	Skateboard parks	2	2	2	3	2	0	2	3	16	7	Protect
49	Sports fields - grass	2	3	2	3	2	1	1	2	16	6	Innovate / limit
50	Spray parks / splash pads	0	0	0	3	2	3	0	3	11	8	Enhance
51	Tennis courts	2	2	2	3	2	0	1	2	14	5	Innovate / limit
52	Track and field spaces	1	3	2	3	1	0	1	1	12	3	Innovate / limit
										14	6	median

6.2 Prioritization Model & Scoring

		Scoring				
Criteria	**Description**	**3**	**2**	**1**	**0**	**Weighting**
Service Level Assessment	Based on service level assessment	Enhance	Protect		Innovate / Limit	3
Public Benefit	What broad public benefit will the amenity deliver?	high public benefit (indirect benefits for all)	Moderate public benefit (indirect benefits for some)	Low public benefit (some indirect benefits)	No public good (only benefits are received by users)	3
Financial Impact	What is the overall financial impact considering capital, operating, and lifecycle costs?	Low overall cost impact	Moderate overall cost impact	High overall cost impact	Not feasible due to cost	3
Future Proofing	How well can the amenity be used for a variety of activities and accommodate new activities?	High level of adaptability to meet unknown needs	Moderate level of adaptability to meet unknown needs	Limited level of adaptability to meet unknown needs	No adaptability to meet unknown needs	2
Support Economic & Community Development	To what extent can the amenity support community economic development? (e.g. attract residents and businesses)	High opportunity to enhance development	Moderate opportunity to enhance development	Limited opportunity to enhance development	Does not enhance development	2
Partnerships	What is the potential of the amenity to attract partnerships in its development and / or operation?	High partnership potential	Moderate partnership potential	Limited partnership potential	No partnership potential	1

weighting		Score	Priority Rank
Amenity			
Indoor multi-sport/field house type facilities	Enhance	35	1
Gymnasium type spaces	Enhance	32	2
Libraries	Enhance	32	2
Cross country ski & snow shoe trails	Enhance	32	2
Pickleball courts	Enhance	31	5
Community hall/banquet facilities	Protect	31	5
Playgrounds (younger children)	Enhance	29	7
Multi-purpose program rooms	Protect	29	7
Walking/running track	Enhance	28	9
Spray parks / splash pads	Enhance	28	9
Ball diamonds	Protect	28	9
Open spaces	Protect	28	9
Picnic areas	Protect	28	9
Swimming pools	Enhance	27	14
Ice arena facilities	Protect	27	14
Campgrounds	Protect	27	14
Bike parks	Protect	26	17
Off leash dog parks	Protect	26	17
Playgrounds (older children/youth)	Protect	26	17
Sledding/tobogganing hills	Protect	26	17
Skateboard parks	Protect	26	17
Before and after school care facilities	Protect	25	22
Community gardens	Innovate / limit	24	23
Seniors centre	Protect	23	24
Mountain bike trails	Protect	23	24
Youth centre	Innovate / limit	22	26
Sports fields - grass	Innovate / limit	22	26
Hardcourts	Innovate / limit	21	28
Indoor child playgrounds	Innovate / limit	20	29
Amphitheatres / event spaces / band shelters	Innovate / limit	20	29
Beach volleyball courts	Innovate / limit	20	29
Disc golf course	Innovate / limit	20	29
Community meeting rooms	Innovate / limit	19	33
Outdoor boarded skating rinks	Innovate / limit	19	33
Tennis courts	Innovate / limit	18	35
Art creation spaces	Innovate / limit	17	36
Archery range	Innovate / limit	17	36
Community group office/admin space	Innovate / limit	16	38
Community kitchen	Innovate / limit	16	38
Indoor climbing wall	Innovate / limit	16	38
Outdoor pool	Innovate / limit	16	38
Fitness/wellness facilities	Innovate / limit	15	42
Storage space (for groups)	Innovate / limit	15	42
Archery lanes/range	Innovate / limit	14	44
Court sports	Innovate / limit	14	44
Outdoor fitness equipment	Innovate / limit	12	46
Track and field spaces	Innovate / limit	11	47
Golf courses	Innovate / limit	10	48
Curling rinks	Innovate / limit	9	49

6.3 Splash Pad Considerations and Costs

Splash pads are often the most popular community facility on hot summer days. They provide a low-cost opportunity or people to cool down and youth the opportunity for playing with water. Costs for spray pad facilities can vary greatly based on features, existing services and community needs.

Most splash pads contain multiple features controlled by senses to onsite triggers. Most contain rubber or concrete surfacing with integrated drainage. Some municipalities require splash pads to drain into the sanitary sewer. Mechanically, they all need electrical, plumbing and water supply – ideally with high pressure and flow. Individual futures are available (approx. $20k) but the infrastructure required for them is often cost prohibitive to install single features and usually are combing to create spaces for multiple users.

There is a wide variety of features and frills that are available for splash pads. Most are sized for play by many people at once. The simplest splash pads are likely in the **$200k** range. Some facilities are designed to collect, treat, and recycle the water which can increase the capital costs considerably while slightly reducing the operating costs and impact on the water supply. In addition to the costs for the splash pad, considering for including shade shelters, benches, bicycle racks, tree planting and pathway connections should be included in the budget. Splash pads are features that will likely draw community members from a wide geographic area and encourage that to spend a lot of time on site. They are often best sited with other active outdoor facilities like playgrounds, court areas or exercise outdoor equipment.

Splash Pad Examples

A new facility was installed in Fort Frances in 2023 for approximately **$330k** (including the servicing, concrete pad, and site furnishing). That facilities were design for use by approximately 30 youth and includes numerous interactive elements. Scope of services included install of features, excavation, granular, layout, footings and cages of features, all piping, mounting controller/manifold, 6” drain t edge of pad, electrical bonding, forming and pouring concrete pad, supplying and installing a dichlorination system, and initial opening and closing training.

Rendering for Splash Pad, Fort Francis

A typical spray pad in Thunder Bay is budgeted around **$500k** with about 50k included for design. In 2021, the City of Thunder Bay installed a new facilities Northwoods Park that included a low impact development feature designed to treat run-off water and funding for that feature specifically was acquired through provincial grants. It is designed to be used by about 30 youth and include shade area, typical play equipment, garden areas, seating, and other typical park furnishings.

Northwoods Park Splash Pad, Thunder Bay

In 2023, in Tavistock ON, a spray pad installed spray pad for **275k** that included supply and install of features, excavation, granular, layout, footings and cages of features, all piping, mounting

controller/manifold, 6” drain t edge of pad, electrical bonding, forming and pouring concrete pad, supplying and installing a dichlorination system, and first opening and closing training.

Rendering for Splash Pad, Tavistock ON

6.3.1 Washroom Building

Double washroom – without automations and self cleaning features (2 toilets and a mechanical room) has an estimated cost of $210k. The addition of an external drinking foundation with reinforcement of the wall and winterization adds an additional $10k. (Source: URBEN BLU urbenblu.com)

6.4 Community Facility Capital Estimates

Tennis and Pickleball Courts

Two-court tennis facilities are approximately 32 x 36 m in area. Typical fencing along the baselines is over 3 m in height and often surrounding the entire court with multiple pedestrian and maintenance gates included. Coloured and textured surfacing can increase costs by approximately 10% and longevity.

Three pickleball courts require approximately the same area as a single tennis court. Pickel ball courts typical include 1.8 m high perimeter fencing and some facilities include fencing between individually courts (1.8 or 1.5) to minimize the distance require to retrieve arrant balls. Many community facilities have playing lines for both sports painted to the surface with single permanent net (noting a pickleball net is slightly different in height). Depending on anticipate use and community expectations, share facilities can be an efficient way to offer both opportunities and use can be allocated based on scheduling.

The City of Thunder Bya recently install two tennis courts with four pickleball courts in Boulevard Lake Park for approximately **$450k**. This included considerable sub surface drainage and site

preparation based on the soil conditions. Parking is usually provided for facilities like these as they attract users from a broad geographic area. Bicycle park should also be provided. Additional amenities like shade shelters, benches or wind windscreens can be considered on a site by site basis. Lighting can be included for premier facilities based on use and longitude.

Outdoor Hard Courts

Outdoor recreation basketball courts are approximately 16 x 25 m in area. Courts are typically constructed of asphalt or concrete. In some cases, basketball courts can be integrated with other hard surface facilities like tennis or ball hockey with adjacent facilities or seasonal programming. Recently completed concrete basketball courts in Thunder Bay cost around **$100k** on flat, well drained sites. Understanding the existing sub-grade conditions is important for proper siting, drainage and longevity of the facility. Depending on use, context and community needs, half basketball courts may be more appropriate requiring less capital and operating costs. Additional facilities like benches, bicycle racks and tree plantings are usually included with active sport facilities like basketball courts.

Outdoor Hockey Rinks

A permanent year-round facility can cost around 350K (unlit). Surfacing is similar to basketball courts with concrete or asphalt and designed with integrates surface drainages. There are considerable safety details relating to the design of entrances and design of the boards. These facilities can be designed for ball hockey or basketball in the summer. Dease Park in Thundery Bay recently had permanent board installed around two basketball courts. Basketball nets are removed in the winter to avoid conflicts with ice maintenance equipment. The total cost was about **$200k** with good suffice condition. Approximately half of that cost was the materials and labour for the boards that were constructed by Park Operations staff. Additionally, lighting was added for use throughout the winter and existing electrical supply was conveniently located. Ice skating rink require access to water supply that usable throughout the winter. Included convenient and appropriate outside of the rink area are important consideration for enabling people to change from boots skates and back.

Off-Leash Dog Parks

Off-leash dog parks provide canines with space for social and physical activities. They provide the dogs with the opportunity to run and exercise in a large space and puppies the opportunities to learn socializing behavior and make new friends.

Costs relating to creating a dog park primarily relate to fencing, maintenance gates, user gates, grading / site preparation, concrete entrance area, signage, parking and access improvements signage. Dog Parks include optional features like play items for canines, drinking water fountains, shade shelters or furnishings for humans. Typical dog park fencing is 4’ chain link or post and wire

farm fencing. Estimating fencing costs around **$200/m**, assuming a small granular parking area ($20K), and two concrete entrance areas (**$10k**).

A "mid-sized" dog park in Thunder Bay has about 270 m of fencing and total fenced area of about 3800 sq m. This park is capable of comfortable of hosting 20 dogs at a time. An appropriate size dog park for the Greenstone Community may be half that size and if utilizing existing parking, may cost around **$30-40k** for fencing (including gates) and entrance corrals. Some community utilized other fully fence lawn facilities as temporary off-leash areas (such a baseball diamonds).

Sport Fields

Full sized-soccer fields can be designed to accommodate more than facility. The playing area of a full-size soccer field is approximately (60x100m) and quite often smaller fields (40 x 7m) can be designed perpendicular to the full-size field to create two smaller fields for use by youth. Additional buffer areas around the fields need to be provided for safety run-out zones. Some communities program parks with multiple of the same or similar facilitates to allow for multi-game tournaments at a single site.

Costs for rectangular fields can vary greatly based on existing conditions and level or service expectations. Natural grass fields require good subdrainage. Typically, sport fields are flat with minimal surface grades for drainage (1-2%). Depending on the site, diversion swales, catch basins and storm sewers are often used to direct storm water away from the fields and spectator areas to nearby infiltration areas, retention ponds or the storm sewer system. Natural turf fields may require irrigation during arid months to maintain standards of play and may need lighting if programmed into the fall or evenings. Agronomic background studies of the existing soil conditions should be undertaken to identify current PH and chemical levels. Assuming the site is suitable for natural grass fields, (i.e. contains well drained soils with sufficient nutrients and is generally flat), then costs are limited to grading, seeding and furnishings like goal posts or bleachers. Sport fields in optimal conditions can be constructed for approximately **$250k**. During peak growing conditions, sport fields require mowing multiple times per week. Consideration should be given to including accessible viewing areas by connecting spectator areas with multi-use pathways. Artificial turf fields require a major capital investment (+/-$1M) but they allow water to infiltrate at a very high rate and do not require any turf recovery time between games or storms.

Ball Diamonds

Ball diamonds are used for playing soft ball or hard ball. Levels of play vary greatly based on age and level of competition. The biggest cost variable for constructing these facilities relate to design choices such as: type and amount of fencing, level of play anticipated, size of facility, infield surfacing, existing topography and sub-surface conditions.

Full size hard ball fields have sideline lengths of up to 400' and continuous outfield fences with warning tracks. They also include large backstops and enclosed dug-out areas with hard surfacing. They often include spectator areas with bleachers or berms for viewing.

Softball diamonds (or "slo-pitch" diamonds) are the most common for recreational programming. They typically have sideline fences of approximately 250-275' and in many cases do not include outfield fencing. Infields are considerably smaller as well. Surfacing can vary from compacted native ground, granular chips and dust screenings to professional clay surfacing. Backstops for softball diamonds are much smaller than for baseball diamonds.

For new softball diamonds (or "slo-pitch diamonds") on well drained sites, communities can anticipate a cost of approximately **$270k** for a softball diamond (outfield grading and seeding - $75k, chips and dust infield $50k, fencing $30k, backstop $40k + furnishings, external drainage/servicing, pathway connections for $75k). Optional features of fully fence outfield, irrigation, and lighting).

For new baseball diamonds on well drained sites, a cost of approximately $400k could be expected (outfield grading and seeding - $100k, chips and dust infield $75k, fencing $75k, backstop $50k + dug outs ($20k) + furnishings, external drainage/servicing, pathway connections for $100k). Optional features of fully fenced outfield, irrigation, and lighting)

Both baseball diamonds and soccer fields require sufficient parking. Full soccer games include 22 players, multiple coaches and support staff plus spectators. Similar volumes of people attend baseball or softball games.

6.5 Community Hall Capital Estimate

The following class D estimates was based upon a unit rate provided by MJMA Architecture & Design. It is important to note that the costs of this type of project may be higher than the estimate provided due to factors related to Greenstone's location. As well, cost escalation can impact the magnitude of the estimates. This estimate however does provide some magnitude of cost for the program space. Prior to proceeding with any facility project, it is important to complete a study to confirm the facility program and the associated costs.

Program Space	Sq. Ft	Cost	$ 550	per Sq Ft
hall / activity space	2,000	$ 1,100,000		
kitchen	300	$ 165,000		
storage for tables / chairs	200	$ 110,000		
foyer/entrance	300	$ 165,000		
bathrooms	200	$ 110,000		
small program room	500	$ 275,000		
20% gross-up	700	$ 385,000		
Total Cost (+/- 20%)	4,200	$ 2,310,000		

Note: the estimate is based on a generic facility program and an estimated cost per square foot. This unit cost reflects the recent experience of MJMA. The estimate reflects that lack of complex

mechanical systems and long structural spans. No adjustment to the unit cost for construction in the north has been included either.

6.6 Swimming Pool Capital Estimate

The following class D estimates were provided by MJMA Architecture & Design. It is important to note that the costs of this type of project may be higher than the estimate provided due to factors related to Greenstone's location. As well, cost escalation can impact the magnitude of cost estimates. This estimate however does provide some magnitude of cost for the program space. Prior to proceeding with any facility project, it is important to complete a study to confirm the facility program and the associated costs.

Aquatic Centre:			$800.00
25 m 6 lane tank	650.0	6,997	
kids' pool/hot tub	200.0	2,153	
party/program room	123.0	1,324	
staff/admin	125.0	1,345	
storage	40.0	431	
changerooms	450.0	4,844	
foyer/public space	325.0	3,498	
20% gross-up (structure, M+E space, additional storage)	382.6	4,118	
Gross ft2	2,295.6	24,710	
Cost +/-20%			$19,767,687.07

Note: the estimate is based on a basic facility program and an estimated cost per square foot. A separate kids' pool has been included as a typical 25m tank does not accommodate swim lessons and aquatic activities for young children. Aquatic facilities are typically the most expensive recreation facility to construct because of complex mechanical systems, medium to long structural spans, specialized assemblies, and complex subgrade work. This cost reflects the recent experience of MJMA. No adjustment to the unit cost for construction in the north has been included.

6.7 Demolition Estimates

Costs to demolish building of facilities can vary greatly based on age, size, condition and materials involved. If demolition is linked directly to construction of a new faculties, the costs for demolition may be minimized as the contractor can plan for a continuous site activity and minimize downtime between tasks. If demolition is planned separately, costs may be higher due to inefficiencies with mobilization, staging and likelihood of multiple contracts and separation of time between activities.

Thunder Bay Estimates (2024 dollars)

Neebing Arena – a single sheet arena with locker rooms, concession area and washrooms - $200,000 est.

Neebing Arena, Thunder Bay

Single storey school near Oliver Road Community Centre in (now called Crossroad Centre),approx. 2400 sq m - $300-400k

Crossroad Centre, Thunder Bay

Quotes above assume no designated substances and no tipping fees.

Thunder Bay Actuals

Jackpine Community Centre – one storey – 10 years ago - $57k

Jackpine Community Centre, Thunder Bay

Odd Fellows Hall – 3 storey – approx.. 3 years ago entire building contained asbestos, complicated building due to adjacent buildings and damage - $392k.

Odd Fellows Hall, Thunder Bay

Note – values above do not include tipping fees and only the Odd Fellows Hotel included designated substances. Tipping fees were covered by the municipality / land fill operators.