

APPENDIX B:**Summary of Recommendations****Parks and Recreation Facilities Master Plan 2019 – 2038****FACILITY PROVISION STRATEGY**

Community Recreation Centres

1. Evaluate and pursue the revitalization or replacement of the following eleven (11) community recreation centres (listed in alphabetical order, not in order of priority) using the criteria proposed in the Facilities Master Plan. Unless needs suggest otherwise, replacement facilities will be similar in size to existing facilities.
 - Albion Pool and Health Club (Ward 1)
 - Dennis R. Timbrell Resource Centre (Ward 26)
 - Falstaff Community Centre (Ward 12)
 - Gus Ryder Pool and Health Club (Ward 6)
 - John Innes Community Recreation Centre (Ward 27)
 - Lawrence Heights Community Centre (Ward 15)
 - Masaryk-Cowan Community Centre (Ward 14)
 - Scarborough Centennial Recreation Centre (Ward 38)
 - Stan Wadlow Clubhouse (Ward 31)
 - Thistletown Community Centre (Ward 1)
 - Wallace Emerson Community Centre (Ward 18)

2. Additional program space requirements may emerge throughout the course of this plan due to high growth and demonstrated needs, such as in the Thorncliffe area (Ward 26). In these cases, opportunities to expand or upgrade existing community recreation centres should be prioritized.

3. Pursue the development of the following seventeen (17) new community recreation centres over the next twenty years (listed in alphabetical order, not in order of priority). This includes projects currently in the planning or proposal stage (11), centres required to fill gaps in distribution (2) and facilities to serve longer-term growth (4).

Community Recreation Centres in Planning or Proposal Stage:

- Bessarion (Ward 24)
- Davisville (Ward 22)
- Canoe Landing (Ward 20)
- Etobicoke City Centre (Ward 5) – proposed in 2004 RFR
- Newtonbrook site (Ward 24)
- North East Scarborough (Ward 42)
- North Rexdale (Ward 2) – proposed in 2004 RFR
- One Yonge Street (Ward 28)
- Shops at Don Mills (Ward 25)
- Wabash (Ward 14)
- Western North York (Ward 7)

Community Recreation Centres Required to Fill Gaps in Distribution:

- Central Etobicoke (Ward 4)
- Southwest Scarborough/McCowan (Ward 36)

Community Recreation Centres Required to Serve Longer-term Growth:

- Downsview (Wards 8/9/10)
- Downtown North (Wards 20/22/27)
- East Bayfront (Ward 28)
- Port Lands (Ward 30)

Gymnasiums

4. Revitalize gymnasiums as part of broader community recreation centre projects. Ensure that they have appropriate dimensions, change rooms, natural light, and incorporate indoor walking tracks where possible.
5. Evaluate opportunities to add gymnasiums to existing community recreation centres within under-served areas, with a focus on Scarborough.

Indoor Pools

6. Revitalize the indoor pool at Scadding Court Community Centre (Ward 20) and explore options for converting Harrison Pool (Ward 20) to other uses, with programming shifted to nearby facilities. Alternatives may be considered through the TOcore secondary plan.
7. Provide indoor pools within the following new community recreation centres (listed in alphabetical order, not order of priority), in addition to replacement centres with existing pools:
 - Bessarion (Ward 24)
 - Central Etobicoke (Ward 4)
 - Davisville (Ward 22)
 - Downsview (Wards 8/9/10)
 - Etobicoke City Centre (Ward 5)
 - Lawrence Heights (Ward 15)
 - North East Scarborough (Ward 42)
 - One Yonge Street (Ward 28)
 - Port Lands (Ward 30)
 - Shops at Don Mills (Ward 25)
 - Southwest Scarborough (Ward 36)
 - Wabash (Ward 14)
 - Waterfront West (Ward 20) – partnered site
 - Wellesley Community Centre (Ward 28) – addition
 - Western North York (Ward 7)
8. Evaluate geographic gaps in indoor pool provision, with a preference for adding aquatic facilities to existing community recreation centres. Gaps include: (a) Western/Central North York; and (b) Mid-Scarborough.

Outdoor Pools

9. Evaluate replacement of the following pools and support buildings to support anticipated population growth, invest in high needs areas and address aging infrastructure (listed in alphabetical order, not order of priority):
 - Alexandra (Ward 20)
 - Glen Long (Ward 15)
 - Irving Chapley (Ward 10)
 - Leaside (Ward 26)
 - Stan Wadlow (Ward 31)
 - Wedgewood (Ward 5)
10. Evaluate the potential to repurpose aging and underutilized outdoor pools into facilities that are in demand. Potential candidates include (listed in alphabetical order, not order of priority):
 - Flagstaff (Ward 2)
 - Grandravine, Northwood, Oakdale, Stanley and/or Roding (Ward 9) – all are in proximity and most have lower usage levels
 - Halbert (Ward 36)
 - Knob Hill (Ward 38)
 - Lawrence Heights (Ward 15) upon opening of the proposed indoor pool/community recreation centre
11. No additional outdoor pools are recommended.

Splash Pads and Wading Pools

12. Develop a strategy for the renewal of select wading pool locations, including the addition of water features to enhance the participant experience.
13. Over time, repurpose wading pools to other uses. The evaluation should reference the criteria identified in the Facilities Master Plan, including low levels of usage, deteriorating condition and proximity to alternatives. Potential candidates for repurposing in the short-term include:
 - Coleman Park (Ward 31) – planned
 - Geary Avenue Parkette (Ward 17)
 - Kempton Howard Park (Ward 30)
 - Northumberland Playground (Ward 19)
 - Oakcrest Parkette (Ward 32)
 - Sackville Playground and/or Sumach-Shuter Parkette (Ward 28)
14. Address ten (10) splash pad gaps through wading pools conversions. Potential areas include Wards 3, 13 (Ravina Gardens – planned), 16, 18 (MacGregor – planned), 19 (Fred Hamilton – planned), 25, 27 and 37.
15. Maintain the current level of provision – one splash pad per 24,000 residents – through the development of approximately 20 splash pads. This will be achieved through ten (10) new splash pads and ten (10) wading pool conversions within gap and growth areas, some of which are already identified in PFR's capital plan. New splash pad development

should be prioritized in Wards 2, 3, 4, 9, 24, 25, 34, 41 and 43 (it may be possible for one splash pad to address more than one distribution gap).

16. Prioritize splash pad expansion and replacement in growth areas, where feasible.

Arenas

17. Explore opportunities to repurpose up to four single pad arenas to other uses. The Facilities Master Plan identifies criteria to guide this evaluation and has short-listed the following as potential candidates for consideration (listed in alphabetical order): Albion (Ward 1), Chris Tonks (Ward 12), Gord & Irene Risk (Ward 7), Grandravine (Ward 9), Habitant (Ward 7), Long Branch (Ward 6), Phil White (Ward 21).

18. Develop an arena replacement strategy to ensure that the City's arenas can continue to meet long-term needs. Replacements should focus on facilities that are well utilized, but that need substantial capital repair and have significant design/functional challenges that would preclude their re-use. Future arena development should be in the form of multi-pad facilities and should coincide with the replacement of an equivalent number of ice pads from the supply. One potential candidate for replacement as a twin pad is East York Memorial Arena (Ward 31).

19. Provide one (1) additional ice pad over the next twenty years, for a total of 66 indoor ice pads (including Board of Management rinks). This will be achieved by the proposed Don Mills Civitan Arena (+1 ice pad) in Ward 26.

Curling Rinks

20. Maintain existing curling facilities and re-evaluate needs prior to major capital investment.

21. No additional curling facilities are recommended.

Outdoor Artificial Ice Rinks

22. Seek additional state of good repair funding to address aging ice-making equipment at outdoor artificial ice rinks.

23. Provide up to five (5) additional outdoor artificial ice rinks over the next twenty years, with potential locations in Wards 5, 8, 37, 39 and 43 to serve geographic gaps and future growth.

24. Continue to assess opportunities to add skating trails to existing outdoor artificial ice rinks. Provide a minimum of two (2) additional skating trails through expansions to existing outdoor artificial ice rinks at locations in North York and Scarborough.

Soccer and Multi-Use Fields

25. Upgrade 10% of all soccer and multi-use fields within the next twenty years (approximately 32 fields) to increase usage potential. These upgrades, such as converting fields to higher classes through improvements to field quality and supporting amenities, will enhance capacity by the equivalent of 6 to 7 new fields.

26. Provide access to 45 new soccer and multi-use fields over the next twenty years. Possible strategies include collaborating with school boards to improve facilities and community access, ball diamond conversions, field upgrades and planning for a future sports complex.

Ball Diamonds

27. Upgrade 10% of all ball diamonds within the next twenty years (approximately 34 fields) to increase usage potential. These upgrades, such as converting diamonds to higher classes through improvements to field quality and supporting amenities, will enhance capacity by the equivalent of 10 to 14 new diamonds.
28. No additional ball diamonds are recommended.

Cricket Pitches

29. Upgrade 10% of all cricket pitches within the next twenty years (approximately 3 pitches) to increase usage potential. These upgrades, such as converting fields to higher classes through improvements to field quality and supporting amenities, will enhance capacity.
30. Provide access to up to five new cricket pitches within the next twenty years. New pitches should be regulation size and may be shared with other uses (e.g., across two full size soccer fields). A variety of strategies such as partnerships with large landholders (e.g., schools, industrial areas, etc.), land acquisition and/or park redevelopment may be required to achieve this goal.

Tennis and Pickleball Courts

31. Identify and evaluate under-utilized public courts in well-served areas for conversion to pickleball, club tennis or multi-use sport courts. Prioritize the establishment of pickleball courts in the short-term through re-lining projects based on demonstrated demand.
32. Provide up to 20 tennis courts in growth areas that do not have equitable access to courts, such as Downtown Toronto (Wards 19, 20, 27) and North Scarborough (Wards 38, 39, 40, 41). Where feasible, new courts should be in the form of multi-use sport pads. Additional club courts may be established through club expansions, where feasible and supported by membership levels.

Basketball Courts

33. Prepare a strategy to identify and prioritize repairs and improvements to outdoor basketball courts, including opportunities to redevelop some as multi-sport courts.
34. Provide 30 new outdoor basketball and multi-sport courts within the next twenty years. Twelve (12) courts are recommended to serve gap areas (Wards 3, 4, 5, 10, 13, 22, 23, 31, 34, 40, 41 and 43) and eighteen (18) are to be provided in response to growth.

Bocce Courts

35. Convert under-utilized bocce courts to other in-demand amenities on an as-needed basis.

36. No additional bocce courts are recommended.

Lawn Bowling Greens

37. Convert under-utilized lawn bowling greens and support buildings to other in-demand amenities on an as-needed basis. Candidates for conversion should be evaluated further, including the Downsview (Ward 7), Humberstone (Ward 13), Lakeshore Mimico (Ward 6) and Lawrence Park (Ward 25) lawn bowling greens, many of which are no longer supported by clubs and are not being actively maintained.

38. No additional lawn bowling greens are recommended.

Skateboard Parks

39. Evaluate options for skatepark renewal and replacement.

40. Consider the development of indoor skateparks within repurposed arenas.

41. Provide four (4) additional community-level skateparks, one in each district.

42. Develop up to 18 skate spots within smaller gap and growth areas across the city. The planning of these features should consider the site selection criteria identified in the City's Skatepark Strategy, public input and park redevelopment opportunities.

Bike Parks

43. Develop a minimum of one bike park in Scarborough to improve geographic access.

44. Consider the introduction of smaller bike park features— similar to skate spots – within local-level parks, which may be phased in as pilot projects to test demand.

Dog Off-Leash Areas

45. Develop a strategy for improving existing dog off-leash areas. This will require a site-specific analysis.

46. Continue to use the City's Dogs in Parks Strategy to evaluate the establishment of new dog off-leash areas. The need for new dog off-leash areas requires neighbourhood and site-specific analysis and should consider opportunities to work with the development community.

Sports Bubbles

47. Confirm the market demand for additional sports bubbles and associated activities and the circumstances under which the City would participate in partnered projects.

48. Should there be sufficient demand, examine stadium locations for their potential to accommodate winter bubbles for field sports, enabling the City to optimize these locations for year-round use. Lamport Stadium is a potential candidate for revitalization and enhanced capacity based on its location and attributes.

Support Buildings – Clubhouses, Fieldhouses

49. Develop a strategy for support buildings to identify priorities for reinvestment and repurposing.
50. Assess clubhouse and fieldhouse requirements based on the needs associated with the activities that they support.

The following table summarizes several key metrics and directions – including current supplies, provision rates/targets and new and replacement facilities – for each facility type addressed in this plan. The needs assessment will be updated every five years to reflect changing needs. Additional facilities may be provided by way of other opportunities that may arise, in keeping with the overall principles, goals and strategic directions of the Facilities Master Plan.

Table 1: Summary of Recommended Facilities (20-year implementation timeframe)

Facility Type	Current Supply (City)	Current Per Capita Provision Rate*	Recommended Provision Target (applied to future growth)	Facilities identified in 2017-2026 Capital Plan	Additional FMP-Recommended Facilities	Total Additional Facilities (next 20 years)	Replacement Facilities (next 20 years) - Estimated
Community Recreation Centres (Large and Mid-size)	85**	1:34,000	1:34,000 and 2km to 2.5km radius	14***	3	17	11
Gymnasiums	102	1:28,000	All new and replaced CRCs; 2km radius	16***	7	23	8
Indoor Pools (locations)	59	1:48,600	Site-specific; 2km radius	13***	5	18	7
Outdoor Pools (locations)	59	1:48,600	No additional recommended	0	0	0	6
Splash Pads	119	1:24,000	1:24,000 and 2km radius	7	13	20	0
Wading Pools	101	1:28,400	No additional recommended	0	0	0	tbd
Arenas (pads)	65 (at 51 locations)	1:44,100	1:50,000 (existing and future pop.)	1	0	1	4
Curling Rinks (sheets)	22 (at 3 locations)	1:131,000	No additional recommended	0	0	0	0
Outdoor Artificial Ice Rinks (pads)	62 (at 52 locations)	1:46,300	1:100,000 and 2km radius	0	5	5 (and 2 or more skating trails)	6
Soccer and Multi-use Sports Fields	324	1:8,900	1:10,000	0	45, plus upgrades	45	0
Ball Diamonds	342	1:8,400	No additional recommended	0	Upgrades only	0	0

Facility Type	Current Supply (City)	Current Per Capita Provision Rate*	Recommended Provision Target (applied to future growth)	Facilities identified in 2017-2026 Capital Plan	Additional FMP-Recommended Facilities	Total Additional Facilities (next 20 years)	Replacement Facilities (next 20 years) - Estimated
Cricket Pitches	28	1:102,500	1:100,000	0	5, plus upgrades	5	0
Tennis & Pickleball Courts	602 (at 185 locations)	1:4,800	2km radius	0	20	20 (+ pickleball conversions)	tbd
Basketball Courts	135 (at 104 locations)	1:21,200	1:15,000 and 2km radius	2	30, plus upgrades	32	tbd
Bocce Courts (outdoor)	131 (at 50 locations)	1:21,900	No additional recommended	0	0	0	0
Lawn Bowling Greens	28 (at 17 locations)	1:102,500	No additional recommended	0	0	0	0
Skateparks (outdoor)	14	1:205,000	Parks: 1:100,000 and 5km radius; Spots: 1:25,000	2	4, plus 18 skate spots	6	6
Bike Parks	4	1:717,000	Additional study required	0	1, plus local-level amenities	1	0
Dog Off-leash Areas	68	1:42,200	Site-specific, as per City policy	3	Site-specific evaluation	As needed	0
Sports Bubbles	9	1:319,000	Site-specific	0	Project-specific evaluation	3	0
Clubhouses and Fieldhouses	118	1:24,300	Site-specific	1	As needed	As needed	tbd

* Based on a 2016 population estimate of approximately 2.87 million persons. Rates are rounded.

** In addition, the City operates 2 City-wide centres, 29 community schools and 7 community recreation spaces for a total of 123 community recreation centres.

*** Includes 3 community recreation centres (and pools and/or gyms) recommended in the 2004 Recreation Facilities Report and 2 proposed in unfunded secondary plans. Additional indoor facilities may be realized through community recreation centre replacement projects, based on demonstrated needs.

SUSTAINED PUBLIC INVESTMENT IN EXISTING FACILITIES (STATE OF GOOD REPAIR)

Sustained Investment in Existing Facilities is a Priority

51. Revise SOGR financial policies and practices to streamline and strengthen PFR's ability to undertake projects in a timely and cost effective manner.

Possible strategies include:

- a. Revise the current SOGR policy so that the scope of the program is increased to include all potential remedial facility and equipment items that allows staff to proactively plan for and routinely address inevitable maintenance issues in a timely manner.*
- b. Expand the definition of state of good repair to include items currently deemed to not have sufficient lifespan to qualify as a SOGR item (e.g. painting).*
- c. Increase the Division's purchase order spending limit.*
- d. Increase the dollar threshold for distinguishing operating from capital projects so maintenance, repair and improvements that are currently considered capital project can be addressed as operational "minor maintenance" projects.*
- e. Bundle capital improvements into a single project to achieve efficiencies and create a greater impact for users.*
- f. Revise procedures to allow for the use of "blanket" contracts for common SOGR projects (e.g., mechanical systems, windows, roof replacement, etc.) to facilitate awarding contracts for these items before they fail.*

52. Maintain facilities in a safe, clean and attractive condition. Develop a process to measure facility condition, unplanned closures and their impacts, and any outstanding safety issues according to a systematic facility visitation program.

53. Coordinate facility upgrades and renewal projects to minimize disruptions while maximizing outcomes (e.g., combine multiple work items).

54. Establish dedicated funding for small-scale facility rehabilitation items (e.g., painting, sport court lining, lighting, etc.).

55. Establish dedicated capital funding for large-scale facility revitalization and replacement projects.

56. Develop new tools and practices to further enhance the City's infrastructure management system, ensuring that capital renewal becomes an integral part of planning and prioritization.

Possible strategies include:

- a. Establish a preventative maintenance program to extend the lifecycle of major building components of PFR facilities. The program should address SOGR items based on anticipated useful life or industry standards for the item in question – such as pre-scheduled common area painting and refurbishment.*

- b. *Explore and develop a facility replacement approach to identify and replace facilities that are no longer efficient to maintain or situations where further reinvestment is not recommended.*
- c. *Consider eliminating or repurposing aging facilities that are no longer needed to maintain service levels.*
- d. *Develop strategies to maintain acceptable service levels during the period between when an existing facility is taken off-line and when its replacement is constructed.*
- e. *Develop a more dynamic asset inventory that can be used for strategic planning and tracking by multiple internal stakeholders.*
- f. *Establish qualitative measures that evaluate facilities for risk and criticality to assist with funding decisions.*
- g. *Create assessment management report cards that are shared with Council and the public.*

POLICY RECOMMENDATIONS

Planning for the Future

- 57. Adopt the Facilities Master Plan vision, principles and goals and use this strategic framework to guide decision-making.
- 58. Update the Parks and Recreation Facilities Master Plan every five years, aligning with related initiatives (e.g., Parks and Recreation Service Plans, Parkland Strategy, Ravine Strategy, Census release, development planning, etc.) and City Planning studies.

Informing our Decisions

- 59. Develop evidence-based facility assessment tools and guidelines to improve database management and business intelligence.
- 60. Planning for major capital projects will include meaningful community engagement, business plans that validate building program and service requirements (informed by demographic and socio-economic data, local needs, recreation trends and preferences, etc.) and consideration of potential partnerships.
- 61. Establish guidelines for engaging residents, stakeholders and City staff in the planning of local parks and recreation facilities.
- 62. Support provincial and national initiatives that increase support for facility-based information sharing, research and data collection.
- 63. Improve the integration and cross-coordination of asset management systems (e.g., inventories, lifecycle costing, state of good repair, etc.).
- 64. Require business cases (acceptable to the City) to consider new single-use facilities that accommodate sports or activities that have not traditionally been supported by the City.

Continue to support existing lines of business that exhibit positive short- and long-term demand.

65. Develop an approach to determine the contribution, economic benefit and impact that parks and recreation facilities have on the City's social, cultural, environmental and economic status.

Collaborating With Others

66. Work with service providers to understand their facility expansion and relocation plans in order to look collectively at the needs within the city as it continues to grow.
67. Regularly communicate the Parks and Recreation Facilities Master Plan to internal and external partners to improve coordination, alignment and implementation.
68. Be proactive in partnership development through regular communication and establishment of a standardized framework and/or criteria to simplify and expedite the partnership process.

Evolving Facility Standards

69. Regularly review facility classifications, design standards and related guidelines and embed them into facility design and development processes.

Environmental Responsibility

70. Embed existing policies and standards into facility design and development processes, including responses to climate change, environmental sustainability, energy conservation, accessibility, etc.
71. Ensure that all major retrofits and new construction projects respect the Official Plan and other legislative requirements to protect and enhance the natural environment.

Accessibility for All

72. Document and make publicly available information about the features at each parks and recreation facility, including those that are accessible to persons with disabilities.
73. Emphasize flexible, age-friendly and barrier-free facility design, where appropriate.
74. Wherever possible, ensure that new community-level parks and recreation facilities are located along transit lines and accessible by the trail and cycling network.

Reshaping Facilities

75. Place a focus on creating public spaces, meeting rooms and year-round multi-use spaces that are digitally enabled (e.g., WiFi access) and can be animated through unstructured community use and programming.
76. Establish criteria to guide the optimization and/or conversion of under-utilized facilities into spaces that are a better fit with changing parks and recreation needs.
77. Evaluate smaller, single use facilities to identify opportunities to improve public access and operational efficiency.

Responding to a Changing Urban Fabric

78. Consider new facility provision models that reflect the realities of high density residential communities, while ensuring convenient public access to needed spaces (e.g., recreation centres in condominium podiums).
79. Consider the needs and strategies put forward in the Parks and Recreation Facilities Master Plan in the evaluation of surplus school sites.

Working as One City

80. Explore and promote co-location opportunities with other City divisions, agencies and commissions, such as the Toronto Public Library, Children's Services, Toronto Public Health, Employment & Social Services and Toronto Community Housing Corporation.
81. Work with the City Planning Division to establish processes ensuring that the Parks and Recreation Facilities Master Plan is a primary resource in guiding and informing City Planning initiatives, including Secondary Plans, Area Studies and Section 37 (Planning Act) negotiations.
82. Develop evaluation criteria and investigate opportunities with the Toronto Realty Agency for the strategic replacement of under-leveraged assets, while remaining focused on ensuring public access to needed spaces and services.

Re-imagining City-School Relationships

83. Evaluate the potential to negotiate public access to facilities supplied by other providers in areas of the city that lack municipal recreation facilities, for example at schools and YMCAs.
84. Strengthen and modernize agreements with local school boards for achieving guaranteed and adequate public access, consistent maintenance and greater municipal oversight for needed parks and recreation facilities.
85. Encourage partners – including school boards – to assist in meeting parks and recreation facility needs through the protection and renewal of community assets.

FUNDING THE PLAN

Funding for State of Good Repair

86. Increase spending on SOGR in order to create more resilient infrastructure and avoid higher capital costs in the future.

Possible strategies include:

- a. *Address the backlog of deferred rehabilitation projects. This will also help to direct capital investment to higher risk aging assets and reduce the possibility of system failure and service interruption.*
- b. *Provide sufficient priority and funding for ongoing renewal and SOGR requirements, including when new assets are added to the inventory. Annual funding for ongoing SOGR requirements should be calculated as 2.1% of facility*

replacement values (including soft costs) and should be assessed on a regular basis.

Funding for New and Enhanced Facilities

87. Maximize the use of Development Charges (DCs) in funding new capital requirements.

Possible strategies include:

- a. Consider area-based DC levies.*
- b. Explore the applicability of DCs to address investment in facility funding across the city.*
- c. Continue to employ a loan reserve as a funding mechanism when DCs and cash-in-lieu (CIL) are deficient to front-end land purchase, then reimburse when DCs and CIL accrue. Potentially this could be an arrangement with Infrastructure Ontario using the 505 Richmond approach as a model.*

88. Prioritize the use of density for benefit contributions (Section 37 and 45) for unfunded portions of planned projects.

Possible strategies include:

- a. Earmark and pool funds for larger scale projects that are supported by the capital plan.*
- b. Direct Section 37 funds to cover the 10% improvement not covered by DC funding.*
- c. Identify local needs and ensure that funds are used for a publicly vetted needs.*
- d. Encourage City staff and elected officials to adhere to the process and priorities outlined in the Section 37 implementation guidelines.*
- e. Discussions between City Planning and PFR must include local needs early in the planning process so that the potential of Section 37 funds can be brought to bear at the Site Plan Application stage (after zoning has been approved but before an actual plan is submitted).*

89. Use reserve contributions from the parkland cash-in-lieu (CIL) reserve (Section 42) to offset the costs associated with FMP implementation.

Possible strategies include:

- a. Where possible and after sites are selected, earmark CIL funds for specific projects.*
- b. Enact policy changes to allow more flexibility in where “local portion” can be spent (i.e. explore how much more broadly the current 2-5 km spending boundary can be pushed) and explore possible protocol changes to allow for spending across Ward boundaries.*
- c. Adjust DC forecasts in 10-Year Capital Plan to adopt more aggressive estimates (greater than 80% of past five-year average).*

- d. *Work with City Planning to consider: (i) increasing the Alternative Rate for parkland acquisition and park/facility development; (ii) increasing the City-wide portion to help fund projects in low growth areas; (iii) revisiting the current allocation between parkland acquisition and parkland development; and (iv) opportunities to align Facilities Master Plan funding and implementation with the Parkland Strategy.*
- e. *Prioritize DCs in high growth areas and CIL in non-growth areas.*

Strengthening the Capital Spend Rate

90. Increase PFR's capacity to deliver on the volume of planned projects, including those recommended in the Facilities Master Plan.

Possible strategies include:

- a. *Allow appropriate time for planning projects that reflects realistic spending capabilities.*
- b. *Explore new building and project management options to accelerate the pace that a new facility can be brought on-line (e.g., design/build, developer-built facilities, etc.).*
- c. *Explore the use of external project management resources to accelerate the pace that facility maintenance and remedial actions can be implemented.*
- d. *Develop facility design guidelines to support external services and developer-built facilities.*
- e. *Increase funding to hire additional purchasing staff to facilitate timely project planning or request for proposals documentation.*
- f. *Allocate additional staff resources for planning and project management of capital projects.*
- g. *Continue to ensure staff have the appropriate skills and training and are assigned to the relevant program area.*
- h. *Initiate public consultation well in advance of the planned start of the project to avoid unnecessary delays.*
- i. *Regularly review cash flow projects for the "readiness to proceed" and realign project timing where necessary.*

Seeking Funding from Outside Sources

91. Be proactive in the pursuit of partnerships as part of Facilities Master plan implementation.

Possible strategies include:

- a. *Redefine the first order of project funding priority specified in the Capital Budget Financing Sources Policy to include funding contributions by potential project partners.*

- b. *Pre-establish the parameters that a partner must fulfill so that the expectations are known in advance. Use the One Yonge Street project as an example of a partnership best practice.*
- c. *Establish a standardized partnership framework using existing City approaches and materials.*
- d. *Build on the success of existing partnership models by promoting that the City is open to partnership proposals, but only after that protocols and project evaluation systems are in place.*
- e. *Explore partnership opportunities with the Toronto Realty Agency to maximize the inherent value of existing PFR infrastructure and other assets.*
- f. *Proactively match projects in the pipeline to the needs in local areas so that proposals can be offered to developers.*
- g. *Clearly link new facility provision to evidence-based demand and future growth to ensure that the City does not take on facilities that it does not need.*

92. Monitor and actively pursue grant-based funding.

Possible strategies include:

- a. *Prepare studies that are routinely required to qualify for government grants.*
- b. *Maintain an updated list of “shovel-ready” projects.*
- c. *Prepare “talking points” that align with the goals of the Framework for Recreation in Canada to be used in future funding applications.*
- d. *Because grant applications are viewed more favourably if there is a partner component, line up partners in advance.*

ENSURING SUCCESS

Implementing and Monitoring the Plan

- 93. Develop and implement a system for assessing progress and measuring success of the Facilities Master Plan. This will require understanding facility and program capacities, monitoring of facility usage, customer satisfaction levels, spending rates, dialogue with stakeholders, annual reporting on implementation and more (see Section 7.2).
- 94. Develop and implement a communications plan following approval of the Facilities Master Plan to create awareness about its key messages and recommendations amongst residents and stakeholders.
- 95. Reassess the direction, priorities and accomplishments of the Facilities Master Plan through an update in 2023 and at subsequent five year intervals, guided by the foundation provided by this comprehensive plan.