



REPORT FOR ACTION

Implementation Strategy for the Parks and Recreation Facilities Master Plan 2019-2038

Date: October 8, 2019

To: Executive Committee

From: General Manager, Parks, Forestry and Recreation

Wards: All

SUMMARY

The Parks and Recreation Facilities Master Plan 2019-2038 (FMP) was adopted by City Council in November 2017 and is the first strategic plan to guide Parks, Forestry and Recreation's (PFR) city-wide planning and investment in a range of parks and recreation assets including: community recreation centres, aquatic and ice facilities, sports fields and courts, splash pads and a number of other facilities. The FMP directs investment for both maintaining existing facilities and the provision of new facilities over the next 20 years.

Since its approval by Council, the FMP has guided capital and facility planning, design and construction, as well as supported area studies, major development applications and policy development.

This report recommends the approval of the Implementation Strategy for the Parks and Recreation Facilities Master Plan 2019-2038, found in Appendix A.

The Implementation Strategy for the Parks and Recreation Facilities Master Plan 2019-2038 (FMP Implementation Strategy) provides an evidence-based, decision-making framework to address gaps in provision, align facility development with growth, pursue facility repurposing opportunities, invest strategically, and advance policy and partnerships across the city over the next 20 year period. It offers an equitable and consistent framework for identifying where, how and when to invest in parks and recreation facilities.

The FMP Implementation Strategy is supported by four guiding principles - quality, innovation, sustainability, and equity and is guided by three strategic goals:

- Renew and upgrade existing facilities;
- Address gaps and growth-related needs; and
- Work with other partners to explore new opportunities to provide facilities.

The FMP Implementation Strategy focuses equally on the importance of investing in both the state of good repair for existing facilities, and provision of new and enhanced facilities and proposes to:

- **Eliminate the state-of-good-repair (SOGR) backlog** and proactively plan for SOGR improvement by:
 - Increasing PFR's annual SOGR investment to proactively address the backlog and meet industry standards, helping to ensure existing parks and recreation facilities continue to serve the city for generations;
 - Focusing on facilities that have traditionally been underfunded. Historically, SOGR funding has been focused on larger facilities rather than smaller, community-based facilities like sports courts. This has impacted consistency and created gaps in service delivery;
 - Creating a dedicated team focused on asset management and addressing SOGR. Building a dedicated staff team within PFR focusing on SOGR strategies and assessments, along with advancing SOGR projects will both fast track implementation and build an enhanced internal expertise and project efficiencies; and
 - Advancing the prioritization methodology for capital facility renewal projects, informed by condition audits and inspections. Capital investments are directed to higher risk aging assets and urgent projects first, reducing, where budget is available, the possibility of system failure.
- **Construct 17 new community recreation centres** to address growth, respond to increasing demand and provide more equitable service in communities across the city;
- **Revitalize and/or replace 11 existing community recreation centres** while maximizing current land and resources, and making good use of financial resources;
- **Maintain current provision levels and address geographic gaps** for indoor pools, splash pads, soccer and multi-use fields, cricket pitches and bike parks;
- **Increase provision levels** for basketball courts, skateparks and sports bubbles; and
- **Maintain existing facilities** in all other areas.

Advancing the FMP Implementation Strategy will result in additional and improved parks and recreation facilities that address the needs of future growth, historically underserved areas, and respond to changing parks and recreation trends.

Recommendations in the FMP were established based on currently available research and information. Many things can change over the course of 20 years, including demographics, growth, facility conditions, partnership opportunities, recreation trends and the availability of funding. In order to ensure that facilities are responsive to change, prior to initiating the design of any major new or revitalized parks and recreation facility, a local planning review will be undertaken to confirm factors such as population growth, land opportunities, trends in demand for and availability of recreation services, and design standards.

The financial strategy for the FMP was based on PFR's current funding sources, namely the growth funding tools, which include Development Charges, Section 42 and Section 37 of the Planning Act, and debt which funds all SOGR requirements.

Growth-related projects are currently funded through revenue from Sections 37 and 42 of the Planning Act and Development Charges, which represent approximately 56% of PFR's 10-year Capital Plan. Based on the 2019-2028 Capital Budget and Plan it is estimated that there is sufficient funding for new and enhanced facilities over the 10 year period if current funding levels are maintained. The 2019-2028 Council-approved Capital Plan for PFR currently includes "FMP placeholders" for new and enhanced parks and recreation facilities, without referencing the specific name or Ward, District or Citywide location. This report provides the detail and timing for each of the parks and recreation facilities recommended in the FMP.

With the passage of the *More Homes, More Choice Act, 2019* (Bill 108), Section 42, Section 37 and the "soft infrastructure" elements of the Development Charges By-law, will be replaced with a new single source of funding, the Community Benefits Charge (CBC). The FMP Implementation Strategy will be dependent on the City developing and implementing a CBC strategy and enabling bylaw. The financial impacts of transitioning to the CBC will not be fully understood until the provincial regulations setting out the details of the CBC formula are finalized and subsequently evaluated by the City. The Province of Ontario has committed to maintaining municipal revenues through the proposed changes under Bill 108. PFR will report out on any funding changes that may impact on the 2019-2028 Capital Plan as a result of the new funding sources, as part of the City's annual capital budget planning process.

State of good repair (SOGR) is funded through debt. Addressing the SOGR backlog for existing FMP in-scope facilities will require the City to consider an additional investment of \$469.6 million over a 20-year period, or \$234.8 million over the upcoming 2020-2029 Capital Plan (an additional \$23.5 million per year), which will likely need to be phased in. This magnitude of investment is required as facilities continue to be in a state of disrepair. The inability to fund SOGR has led to increased equipment failure causing service interruptions, unplanned closures and cancelled programs.

The FMP Implementation Strategy will also serve as a framework to respond to external funding opportunities, such as grants and donations, from partnerships, public agencies, non-profits, or other orders of government.

Apart from external funding, projects included in the FMP Implementation Strategy may be accelerated or deferred for other reasons, such as availability of land and resources. The 10-year Capital Plan for PFR is updated every year and will offer the opportunity to reflect these changes.

Parks, Forestry and Recreation will report back to City Council in 2024 with an update on the first five years of implementation of the Parks and Recreation Facilities Master Plan 2019-2038.

RECOMMENDATIONS

The General Manager, Parks, Forestry and Recreation recommends that:

1. City Council adopt the Implementation Strategy for the Parks and Recreation Facilities Master Plan 2019-2038 as set out in Appendix A of this report.
2. City Council direct the General Manager, Parks, Forestry and Recreation to work with the Chief Financial Officer and Treasurer on a funding strategy to implement the Parks and Recreation Facility Master Plan 2019-2038 over the 20 year period.
3. City Council direct the General Manager, Parks, Forestry and Recreation to submit the additional funding requirements associated with the implementation of the "Parks and Recreation Facilities Master Plan 2019-2038" including state of good repair backlog for consideration as part of the 2020 Budget process.
4. City Council direct the General Manager, Parks, Forestry and Recreation to present the Implementation Strategy for the Parks and Recreation Facilities Master Plan 2019-2038 to relevant stakeholders, including the school boards, and to discuss partnership opportunities to advance both the City and school boards capital and programming priorities.
5. City Council direct the General Manager, Parks, Forestry and Recreation to use the Implementation Strategy for the Parks and Recreation Facilities Master Plan 2019-2038 to inform funding, partnerships and inter-governmental discussions in order to advance the priorities set out in the FMP Implementation Strategy.
6. City Council direct the General Manager, Parks, Forestry and Recreation to use the Implementation Strategy to inform the development of the City's Community Benefit Strategy and subsequently, the Community Benefit Charge by-law.

FINANCIAL IMPACT

The Council-approved Parks and Recreation Facilities Master Plan 2019-2038 requires a total investment of \$2.223 billion over the next 20 years. As shown in Table 1 below, cash flow funding of \$943.4 million is currently included in the 2019-2028 Council Approved Capital Budget and Plan for PFR. The remainder cash flow funding requirements of \$810.1 million as well as additional investment of \$469.6 million in state of good repair, for a total of \$1.279.7 billion, will be considered in future budget submissions. The funding sources, if necessary, will need to be determined.

The projection does not include potential future funding from non-municipal sources such as grants and donations. New and enhanced facilities may be accelerated by future funding, partnerships and intergovernmental discussions as directed by Council.

Table 1: Additional Investment Required

Item	Estimated Funding Requirements over 20 years	Funding Included in Previously Approved PFR Capital Budget & Plan (2019-2028)	Estimated Funding to be Considered Through Future Budget Processes*	Total Additional Investment Required to Fund FMP
Recommended new and enhanced facilities	\$945.5 M	\$539.4 M	\$406.1 M	\$0
Eliminate existing SOGR backlog / increase investment in ongoing SOGR	\$1,277.9 M	\$404.1 M	\$404.1 M	1 st 10yrs = \$234.8 M 2 nd 10yrs = \$234.8 M 20 yrs = \$469.6 M (avg \$23.5 M/year)
Total investment required	\$2,223.4 M	\$943.4 M	\$810.1 M	\$469.6 M (over 20 years)

* Based on projected revenue sources.

Annual updates to the PFR's 10-Year Capital Budget and Plan will ensure that FMP projects will only proceed where funds are secured and received, recognizing that the funding plan is dependent on the availability of growth-related funds, collected under a forthcoming Community Benefit Charge, and debt funding (SOGR) based on the City's affordability and limitations on debt servicing costs. In the event that such funding is not forthcoming, the priority and funding of the FMP projects will be reassessed by City Council relative to other City-financed priorities and needs as part of the future budget processes.

Future competing priorities and financial impacts resulting from Bill 108 may also affect the ability to fully implement the \$943.4 million projects included in the 2019-2028 Council-approved Capital Budget and Plan for PFR.

Staff will report back, as required, as part of the future budget processes on financial impacts including capital and operational costs resulting from implementing the FMP.

The Chief Financial Officer and Treasurer has been provided the financial impacts associated with this program for review as part of the 2020 Budget process.

EQUITY IMPACT

Parks and recreation facilities are integral to Toronto's success and well-being. They provide spaces for services and programs that benefit residents, are venues for community building, and contribute in a significant way to the city's social, economic and environmental priorities.

York Recreation Centre, a new, fully accessible, state of the art facility is a recent example of how a new community recreation centre can empower community life. Connecting three underserved neighbourhoods, the development of York Recreation Centre has reduced travel time and financial barriers. In 2018, there were 585,967 visits to the new centre, giving residents of all ages and abilities a place to get together, have fun, learn new skills and get fit. As a designated Free Centre, recreation programs here are free of charge. The centre includes a pool, double sized gymnasium, weight room, indoor running track, fitness studio, universal change rooms, kitchen, multi-purpose rooms, a green roof and other City of Toronto Green Standard sustainable features.

The FMP Implementation Strategy provides a framework that will improve equitable distribution, quality and access to parks and recreation facilities and programs through the provision of parks and recreation facilities over the next 20 years. Equity-seeking groups such as newcomer agencies, disability and youth organizations informed the Council-approved FMP, challenging the City to respond to changing demographics and growing demand for facilities that support age-related or cultural interests.

The FMP Implementation Strategy ensures an inclusive approach to prioritizing facility development so that facilities are equitably distributed, the needs of identified communities are met and barriers are reduced. If fully implemented, the FMP will have a significant and positive impact, transforming neighbourhoods into vibrant, active communities, and making new and refurbished facilities more welcoming, accessible and inclusive for all Torontonians and specifically for youth, seniors, LGBTQ2S communities, persons with disabilities, immigrants and refugees, and residents in Neighbourhood Improvement Areas.

DECISION HISTORY

On May 2, 2019, the provincial government released Bill 108 – the More Homes, More Choice Act for review and comment. City Council adopted the recommendations in the Proposed Bill 108 (More Homes, More Choice Act, 2019) and the Housing Supply Action Plan - Preliminary City Comments report on May 14, 2019.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC7.3>

The Parks and Recreation Facilities Master Plan 2019-2038 was adopted by City Council at its meeting on November 7, 2017, with amendments.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX28.2>

The Parks and Recreation Facilities Master Plan Progress Report was adopted by City Council at its meeting on October 5, 6 and 7, 2016:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX17.10>

The Parks and Recreation Facilities Master Plan Update and Consultation Plan was received by City Council's Executive Committee at its meeting on October 20, 2015:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX9.8>

The Parks Plan was approved by City Council at its meeting on May 7, 8 and 9, 2013 and, among other items, recommends the development of a 20-year facilities plan:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PE20.1>

The Recreation Service Plan was approved by City Council at its meeting on November 27, 28 and 29, 2012 and, among other items, recommends the development of a 20-year facilities plan:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.CD17.2>

The Parks and Recreation Facilities Master Plan, as well as the Parks Service Plan and the Recreation Service Plan outlined above build on the three Parks, Forestry and Recreation planning initiatives highlighted below.

Our Common Grounds: Toronto Parks and Recreation Strategic Plan, approved by City Council at its meeting on July 20, 21 and 22, 2004:

<http://www.toronto.ca/legdocs/2004/agendas/council/cc040720/cofa.pdf>

<http://www.toronto.ca/legdocs/2004/agendas/council/cc040720/edp5rpt/cl002.pdf>

The Recreation Facilities Report, approved by City Council at its meeting on September 28, 29, 30 and October 1, 2004:

<http://www.toronto.ca/legdocs/2004/agendas/council/cc040928/cofa.pdf>

<http://www.toronto.ca/legdocs/2004/agendas/committees/edp/edp040913/it005.pdf>

The Parks, Forestry and Recreation Division Service Efficiency Study: Final Report (2012), which recommends a Facilities Plan:

http://www1.toronto.ca/City%20Of%20Toronto/City%20Manager's%20Office/Strategic%20&%20Corporate%20Policy/pfr_ses.pdf

COMMENTS

The Comments section of this report is organized as follows:

1. Introduction and Background
2. Purpose and Scope of the Implementation Strategy for the Parks and Recreation Facilities Master Plan 2019-2038
3. State of Good Repair
4. Provision of New and Enhanced Facilities
5. Priority Actions
6. Facility Planning and Sequencing
7. Funding Strategy
8. Alignment with Other Strategies and Initiatives
9. Monitoring Progress

1. Introduction and Background

Universal access to parks and recreation facilities that serve diverse purposes and needs and offer affordable, high-quality recreation opportunities is vital to Toronto's health and prosperity. PFR's community recreation centres, sports fields, courts, pools and arenas are the building blocks that encourage people to get active, foster connections, and create a shared sense of belonging.

In the face of growing waitlists for recreation programs, aging facilities that are on average 40 years old, varying access to service across the city and massive population growth, Council endorsed the FMP in November 2017, representing the most ambitious parks and recreation facility development program in the history of the City.

The facilities in scope for the FMP are: community recreation centres (CRC); gymnasiums; multi-purpose rooms; weight rooms and fitness rooms; indoor playgrounds; walking tracks; indoor and outdoor pools; splash pads and wading pools; indoor and outdoor arenas and ice pads, curling rinks; lawn bowling greens: tennis, bocce and outdoor basketball courts; bike and skateparks; sports fields (soccer and multi-use, softball and baseball diamonds, cricket pitches); sports bubbles; dog off-leash areas; and support buildings (clubhouses and fieldhouses).

The FMP established provision targets that will help PFR to continually assess geographic gaps, growth-related needs and opportunities to optimize facilities across service areas within the city and maintain current service levels for the next 20 years. The funding and implementation plans outlined in this report commit to important investments for Toronto residents and the City's future.

The Facilities Master Plan sets out 95 recommendations to be accomplished over 20 years, as outlined in Appendix A to this report. The status of each recommendation is summarized in subsequent appendices to this report as follows:

- Summary of Facility Recommendations and Timing – 2019-2038 (Appendix B) outlines the timing for initiating the planning for each of the recommended parks and recreation facilities in the FMP, grouped in five year increments which are aligned with the Capital Plan; and
- Policy and funding recommendations to support strategic facility investment and management (Appendix C)

Highlights of FMP Implementation to Date

Since its approval in 2017, the FMP has advanced both facility planning and policy development. It has been used to inform several capital and planning initiatives, as a guide for best practices in design and construction, and to ensuring optimization and promote co-location opportunities. Table 2 sets out some key examples:

Table 2: Highlights of FMP Implementation to Date

Capital Planning	Major Facility Design and Construction	Facility Planning, Rationalization and Co-location Opportunities
<ul style="list-style-type: none"> • 2019-2028 Capital Budget Submission • Development Charge By-Law Background Report 	<ul style="list-style-type: none"> • Canoe Landing CRC • Bessarion CRC • North East Scarborough CRC • Wellesley Pool • Western North York 	<ul style="list-style-type: none"> • Etobicoke Civic Centre • Golden Mile Secondary Plan • Don Mills • Downtown West Services and Facilities Review • Parkdale Hub • Numerous Secondary Plan studies, Site and Area Specific Plans (SASP) and major development applications.

Based on the 2019-2028 Capital Budget and Plan it is estimated that there is sufficient funding for new and enhanced facilities over the 10 year period if current funding levels are maintained. The 2019-2028 Capital Plan included “FMP placeholders” for the new and enhanced parks and recreation facilities, without referencing the specific name or Ward, District or Citywide location. Appendix B provides the FMP Implementation Strategy Summary of Facility Recommendations and Timing.

2. Purpose and Scope of the FMP Implementation Strategy

The FMP Implementation Strategy will direct ongoing planning and provision of parks and recreation assets through an evidence-based decision-making approach to address service gaps, improve equity, align facility development with growth, pursue facility repurposing opportunities, invest strategically, and advance policy and partnerships.

The FMP Implementation Strategy focuses equally on the importance of investing in both the state of good repair for existing facilities, and provision of new and enhanced facilities and will:

- **Eliminate the state-of-good-repair backlog** and increasing PFR's annual investment to meet industry standards, helping to ensure existing parks and recreation facilities continue to serve the city for generations;

- **Construct 17 new community recreation centres** to address growth, respond to increasing demand and provide more equitable service in communities across the city;
- **Revitalize and/or replace 11 existing community recreation centres** while maximizing current land and resources, and making good use of financial resources;
- **Maintain current provision levels and address geographic gaps** for indoor pools, splash pads, soccer and multi-use fields, cricket pitches and bike parks;
- **Increase provision levels** for basketball courts, skateparks and sports bubbles; and
- **Maintain existing facilities** in all other areas.

Implementing the FMP through this strategy will result in additional and improved parks and recreation facilities that address the needs of future growth, historically underserved areas, and respond to changing parks and recreation trends.

3. State of Good Repair

PFR is responsible for an aging portfolio of thousands of parks and recreation facilities, with an increasing SOGR backlog. While new and enhanced projects are well funded, maintaining this portfolio is an ongoing challenge for the City.

The majority of SOGR work relates to equipment that has surpassed its expected lifespan, with many components at risk of failure. This affects facility functionality and operational efficiency and impairs the City's ability to provide quality customer service, ensure health and safety and maintain current service levels.

SOGR funding extends the usable life of facilities by remediating deficiencies such as mechanical systems, roofing, structural systems, flooring and equipment replacement. The inability to fund SOGR has led to increased equipment failure causing service interruptions, unplanned closures and cancelled programs.

On average, PFR experiences eight or more unexpected facility closures per year at CRCs, ice rinks, arenas, pools and other facilities. These events result in lost days of public access and reduced program availability at facilities across the city.

Historical Underfunding and Current SOGR Backlog

Investment in SOGR is challenged by both the age and large number of facilities requiring improvements, as well as other competing divisional pressures on Debt funding which is the only available stream for SOGR projects.

Limited resources, coupled with aging assets, have contributed to an increasing SOGR backlog of over 400 projects for FMP in-scope facilities. These projects include:

- 85 community recreation centres (average age of 42 years);
- 50 outdoor ice rinks (average age of 43 years);
- 50 splash pads (average age of 22 years);
- 65 sports fields/buildings (average age of 46 years);

- 35 indoor/outdoor pools (average age of 47 years for indoor pools; and 48 years for outdoor pools); and
- 120 sports/tennis courts (average age of 38 years).

This backlog has grown from \$274.4 million at the end of 2017 to \$301.8 million at the end of 2018, and is projected to increase to \$350.6 million by the end of 2019. Without additional investment the backlog is projected to reach \$450 million by 2038.

As part of PFR's 2019-2028 Capital Budget and Plan, \$18.862 million was required to be redirected from SOGR to other priorities that can only be funded by Debt, including ferry boat replacement and Capital IT projects. This has accelerated the deterioration of facilities and further increases the accumulated SOGR backlog.

SOGR Strategy

The FMP recommends a SOGR strategy that would dramatically reduce the backlog for in-scope facilities by 2028. The strategy includes the allocation of additional funding, along with policy and operational approaches to ensure funds are used efficiently.

Recommended Investment

Significant investment in SOGR is required, especially given that new facilities planned for in the FMP will grow the asset base.

Based on the 2019-2028 Capital Budget and Plan, PFR invests an average of \$40.4 million annually for the SOGR of in-scope facilities. The FMP Implementation Strategy recommends increasing annual SOGR funding to \$63.9 million per year, an annual additional investment of \$23.5 million, consisting of:

- **\$15.1 million to address the SOGR backlog**
Due to the growing backlog, the initial FMP recommendation of \$13.7 million annual increase in SOGR funding for each of the next 20 years has been updated. The FMP Implementation Strategy now recommends a \$15.1 million annual increase in SOGR funding to address the backlog.
- **\$8.4 million to increase investment to avoid future backlog**
To proactively address the backlog, the FMP recommends increasing annual investment in SOGR from 1.1 percent to 2.1 percent of the total asset value, which is consistent with industry standards.

The FMP Implementation Strategy is recommending additional SOGR investment of \$469.6 million (\$23.5 million/year over 20 years). This report recommends that the additional funding requirements to address the state of good repair be submitted as part of the 2020 Capital Budget submission, recognizing that the funds will need to be phased in. Staff will work to try and achieve a three year phase-in of this funding.

Policy and Operational Tools

Parks, Forestry and Recreation continues to improve its capital spend rate, increasing the Division's capacity to deliver on the volume of planned projects, including those recommended in the FMP:

- New staff added since 2017 and improved efficiencies in the procurement process have resulted in an increase in the rate that money is spent.
- The spend rate for SOGR projects has increased from 57% in 2016 to 90% in 2018.
- The overall capital budget spend rate has increased from 47% in 2016 to 77% in 2018, and is projected to reach 79% by year-end 2019.

The FMP Implementation Strategy builds on these recent improvements and recommends several new tools and approaches to address the SOGR backlog:

- 1. Focus on facilities that have traditionally been underfunded.** Historically, SOGR funding has been focused on larger facilities rather than smaller, community-based centres and facilities like sports courts. This has impacted consistency and created gaps in service delivery.
- 2. Create a dedicated team focused on asset management and addressing SOGR.** The staff team within PFR will enable the division to advance proactive SOGR strategies and assessments, along with advancing SOGR projects.
- 3. Advance a prioritization methodology for capital facility renewal projects,** informed by condition audits and inspections. Capital investments are directed to higher risk aging assets and urgent projects first, reducing, where budget is available, the possibility of system failure.

This dual approach of increasing investment and bringing new policy and operational approaches online will not only address the SOGR backlog but will also result in better strategic planning, more resilient infrastructure and avoid higher capital costs in the future. It will position PFR to establish capital renewal as an integral part of planning in order to improve user experience and minimize service disruptions and facility closures.

4. Provision of New and Enhanced Facilities

New capital projects recommended in the FMP have been evaluated using quantitative, research-based methodologies, and prioritized within five-year windows over a twenty-year period to inform capital planning.

The evidence-based decision frameworks in the FMP Implementation Strategy will help the city to explore and evaluate new opportunities as they arise, even if they fall outside of the anticipated timeline, and make adjustments if needed in response to changes in growth or new opportunities.

Prioritization Methodology

The FMP Implementation Strategy uses two approaches to prioritize PFR's capital needs so that similar facilities are prioritized in the same manner:

- For indoor recreation facility projects, such as Community Centres (new or revitalized), indoor pools, gyms and arenas, a data-driven assessment is applied

with weighted measures and scoring to create a prioritized ranking while maintaining flexibility to incorporate emerging priorities.

- For park-based amenities, such as outdoor rinks and pools, sport courts and fields, and skate and bike parks, a standards-driven, qualitative assessment is used that prioritizes addressing gaps in distribution.

Summary of Facility Priorities

The following provides a high-level summary of facility priorities over the next 20 years. Further details of specific projects, timing and status are set out in the appendices.

New and Revitalized Community Recreation Centres (CRCs)

The FMP supports the continued provision of new CRCs in pace with population growth, with a focus on multi-use centres and partnerships that address existing service gaps and reduce the waitlist for recreation programs. Table 3 shows the proposed community recreation centre development timeline of the FMP Implementation Strategy.

Over the next 20 years, the FMP recommends developing 28 community recreation centres - 17 new, many with indoor pools; and replacing or revitalizing 11 existing. Of these, 15 new and six replacement CRCs have been included in the 2019-2028 Capital Budget and Plan. Davisville is categorized as a pool in the capital plan. Funded CRCs will proceed according to capital planning time lines, which may be influenced by availability of funds, land acquisition, site conditions, partner negotiations, market conditions and contractor availability.

Table 3: Community Recreation Centres

	In Progress (Design or Construction)	Planned (Not initiated, but in Capital Plan)	Anticipated (to be considered in future capital plans) <i>Projects may be accelerated through further analysis (growth, SOGR etc.), new funding and/or partnership opportunities.</i>	
	2019-2023	2024-2028	2029-2033	2034-2038
New Community Recreation Centres	Canoe Landing Bessarion NE Scarborough Western North York Don Mills Etobicoke City Centre** Wabash Downtown Davisville Pool Lower Yonge* East Bayfront*	Central-Etobicoke Southwest-Scarborough North Rexdale Newtonbrook*	Downsview Portlands	
Revitalized/ Replacement Community Recreation Centres	John Innes Wallace Emerson/Galleria*	Lawrence Heights Masaryk-Cowan** Scarborough Centennial Falstaff	Dennis R. Timbrell Stan Wadlow Albion	Gus Ryder Thistletown

Notes: Items listed in priority order of implementation within 5-yr periods. Construction is anticipated to be initiated within the identified timeframes, subject to funding, land availability and site condition.

*Developer initiated **City Building initiative

Aquatics

The FMP recommends 18 new, high-quality indoor pools (that address geographic gaps) and 7 replacement/redeveloped pools, most of which will be realized through the construction, expansion or redevelopment of community recreation centres.

The FMP recommends an outdoor pool enhancement and replacement program to improve the quality, accessibility and longevity of facilities and support structures at selected sites within higher-needs areas. Additional outdoor pool locations are not recommended.

The FMP recommends 19 new splash pad facilities to meet future needs within gap and growth areas. Ten splash pad projects will be achieved through new development. Recent additions to the supply have addressed two of these, and the remainder of the requirements will be addressed through the conversion of wading pools.

No additional wading pools have been recommended. Over time, many will be converted to splash pads (or other in-demand uses) or removed from the inventory through attrition. The FMP recommends developing strategy to renew select wading pool locations, including adding water features and shade to enhance user experience.

Gymnasiums and Multi-Purpose Space

The FMP recommends that all new and redeveloped community recreation centres include at least one gymnasium (as well as multipurpose program spaces) with a focus on spaces that accommodate multiple activities for people of all ages and abilities.

In addition, some areas of the city require improved access to gymnasiums. This will be achieved through additions to large, multi-component and mid-sized centres in Scarborough (two), North York and Etobicoke York.

Ice

The FMP recommends strategic development of multi-pad arenas in place of older and obsolete arena facilities, including conversion of underutilized arenas to other uses. Over the next 20 years, only one additional ice pad is required, which will be achieved by the proposed Don Mills Civitan Arena replacement and twinning.

As demand for ice sports is evolving, the FMP supports the development of an arena replacement and renewal strategy, and projects that up to three single ice pads could be converted to other uses, such as indoor sport complexes or skateparks, without restricting the city-wide supply.

The FMP sets a target of one Artificial Ice Rink (AIR) per 100,000 new residents evaluated on a citywide basis, representing a need for up to five new AIRs by 2038. The proposed locations for the AIRs focused on equitable access, using a 2 km service radius to identify gaps in provision. In addition, the FMP recommends two additional skating trails by 2038.

Sports Fields

The FMP recommends securing public access to 45 new soccer and multi-use fields by 2038 to assist in meeting growth-related needs. Additionally, the FMP sets a target of upgrading 10% of all soccer and multi-use fields (approximately 32 fields).

The potential to optimize stadium locations (Birchmount - Scarborough, Centennial Park – Etobicoke, Esther Shiner - North York, Lamport) for year-round field sport use through seasonal bubbles is also supported by the FMP. To further this initiative, an assessment of partnership options is required, with consideration to public access, cost and feasibility, local impacts and more.

Additional ball diamonds are not required as there is a city-wide surplus; however, with growing demand for high quality diamonds, the focus will be on improving existing assets. The FMP sets a target of upgrading 10% of all ball diamonds by 2038 (approximately 34 diamonds).

The FMP recommends securing public access to five new cricket pitches, required most in Toronto East York and Etobicoke York, to improve geographic equity. The FMP sets a target of upgrading 10% of all cricket pitches by 2038 (approximately three pitches).

Courts

The FMP recommends a focus on improving existing courts, either through repairs and redevelopment or conversion to other uses. A strategy to prioritize investment is recommended. For areas that are currently without adequate access to tennis courts, the FMP identifies the need for up to 20 new courts over the next 20 years. New court development should be offset by court conversions that allow surplus courts to be transformed into other uses.

In addition, the FMP allows for the expansion of club tennis court locations where feasible and supported by membership levels. A clubhouse renewal and development strategy is recommended.

The FMP supports expanded provision of outdoor basketball courts and recommends 30 new courts over the next 20 years, with a focus on addressing existing gaps, growth and accessible opportunities for people of all abilities and across all communities.

Skateparks and Bike Parks

Using the City's Skateboard Strategy as a guide, the FMP identifies the need for four additional community-level skateparks - one in each district; and up to 18 skate spots (small-scale skateable features) within smaller gap and growth areas across Toronto.

The FMP recommends the development of a minimum of one bike park as well as smaller bike park features, similar to skate spots, within existing or new parks.

Opportunities to support year-round indoor skateboarding through repurposed arenas will be evaluated further as prospects arise.

Dog Off-Leash Areas (DOLAs)

The FMP found that the distribution of dog off-leash areas (DOLAs) is effective in higher density areas. It does not establish a provision target but recommends continued use of the criteria contained in the City's People, Dogs and Parks Off-leash Policy to evaluate the establishment of new DOLAs. To maximize investments, a greater focus will be placed on improvements to existing DOLAs.

A DOLA Improvement Strategy is already underway that began earlier in 2019 with a review of best practices; public and stakeholder consultations; and evaluation of design recommendations and best practices at case study sites. Work will continue with finalizing recommendations that will aim to improve existing DOLAs through better design, maintenance and operation; community involvement; and development of future partnerships

Approach for Specialized Facilities

Some specialized facilities have unique characteristics or changing demand and market conditions that make it harder to apply set criteria. Examples include dog off-leash areas, sport bubbles, curling rinks, clubhouses and field houses. For these facilities, the FMP Implementation Strategy calls for further, asset-specific studies.

For example, the City has a small number of curling rinks. Changing supply, demand and market conditions are impacting the sport and provision of curling facilities, with many non-municipal venues closing their doors in recent years. More study is required to identify strategies for accommodating this sport.

Asset-specific studies should examine the need and provision options, and consider existing supply and distribution, demonstrated demand, partnership opportunities, impacts to potential sites and related policy frameworks. Examples include developing a strategy or standards to guide investment, conducting a feasibility study including analysis of lifecycle estimates and operating impacts, exploring partnership or co-location opportunities, and public consultation.

Based on evidence generated from these studies, opportunities to invest in these facilities will continue to be evaluated over the next 20 years.

5. Priority Actions

There are 95 recommendations in the FMP, 50 of which relate to the provision of new or revitalized facilities which will be addressed over a 20 year period through capital planning. As noted previously the 2019-2028 Capital Budget and Plan advances the first 10 years of the FMP, addressing 57% of all the recommended new and enhanced facilities. Each year through the Capital Plan, additional facilities will be added pending availability of funds as outlined in Appendix B.

The FMP identified 45 policy and funding recommendations that will develop facility focused assessment strategies, advance improved capital planning protocols and provide additional resources for the delivery of the FMP's capital program (Appendix C).

This represents a significant work program for PFR. In order to ensure adequate resourcing, work on some of the strategies is in progress, others will begin over the next year and others will be addressed over the next 2-4 years.

Appendix C outlines the priorities and timing for the various policy and funding recommendations.

The priority policy recommendations that will be initiated over the next year include:

- **State of Good Repair Strategy:** Establishment of a dedicated team within the division that focuses on the SOGR capital program. Focus on facilities that have traditionally been underfunded. Advance a prioritization methodology for capital facility renewal projects, informed by condition audits and inspections. Capital investments are directed to higher risk aging assets and urgent projects first, reducing, where budget is available, the possibility of system failure.
- **Sports Field Strategy:** The FMP recommends securing public access to 45 new soccer and multi-use fields by 2038 to assist in meeting growth-related needs. Additionally, the FMP targets upgrades to 10% of all soccer and multi-use fields (approximately 32). Development of a sports field strategy will include identifying opportunities to expand public access to multi-use fields. This may include collaborating with school boards to improve facilities and community access, converting under-utilized ball diamonds, upgrading fields, planning for a future sports complex.
- **Sports Bubble Strategy:** The FMP recommends three new sports bubbles (in addition to nine existing) over 20 years, where there is confirmed demand, through an examination of selected outdoor soccer fields, tennis courts, and stadium locations to accommodate year-round use. Given Toronto's climate, sports fields and courts are only used for half of the year. Installing bubbles maximizes assets and increases access. Development of a sports bubble strategy will include an environmental scan of bubble enclosures, lifecycle estimates, evaluating potential locations, exploring partnerships, and consultation, with an emphasis on affordable community access.
- **Engagement Guidelines:** Development of community and stakeholder engagement guidelines in planning local parks and recreation facilities.
- **Business Intelligence Resources:**
 - Development of a business intelligence system that will actively monitor and measure progress on the FMP including investments such as capital, SOGR, and social investment; facility and program utilization; efficiency measures such as occupancy, visitation and offset costs; and effectiveness measures.
 - Development of 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.

- **Partnership Process:** Establishment of a standardized framework to simplify and expedite the partnership process.
- **Development Resiliency:** Incorporation of existing policies and facility design standards into development processes, including responses to climate change, environmental sustainability, energy conservation, and accessibility.
- **Communications:** Publicizing information about the features at each parks and recreation facility, including those that are accessible to persons with disabilities.
- **Staff Complement:** Increasing PFR's capacity to deliver on the volume of planned projects, including those recommended in the FMP through allocation of additional staff resources for planning, design and construction management, which will enable the division to continue to improve on the capital spend rate.

Once the above work is underway the next set of strategies that will be advanced include:

- **Arena Replacement and Renewal Strategy:** The FMP projects that up to three single ice pads could be converted to other uses, such as indoor sport complexes or skateparks, without restricting the city-wide supply. Development of a strategy will inform ongoing work to explore and evaluate opportunities to repurpose underutilized arenas to other uses.
- **Artificial Ice Rink (AIR) Development Strategy:** The FMP targets up to five new AIRs and two new skate trails by 2038 to maintain a citywide provision target of one AIR per 100,000 new residents. Development of a strategy will guide PFR in evaluating development opportunities and potential sites in consultation with stakeholders.
- **Outdoor Pool Replacement Strategy:** The FMP recommends replacing or redeveloping pools at selected sites within higher needs areas to improve their quality, accessibility and longevity. Development of a pool replacement strategy will include prioritization of pool revitalization projects, a review of potential candidates, feasibility studies and exploration of redevelopment opportunities.

Implementing the policy and funding recommendations will assist in advancing improved parks and recreation facilities across the City and enhanced practices for planning, designing and delivering parks and recreation facilities, and ensure sustainable funding and financial systems are in place.

6. Facility Planning and Sequencing

Planning parks and recreation facilities must take into account the needs identified in the FMP, prioritizing projects across facility types and bundling them where possible to increase participation and efficiencies. Undertaking the planning for specific parks and recreation facilities involves identifying and prioritizing needs, consulting with stakeholders, and acquiring land or negotiating partnership agreements for co-located

sites, all with the goal of ensuring we develop the right facilities in the right places at the right times.

Facility Planning Considerations

Capital projects will take into account requirements across the entire facility or park in a coordinated, comprehensive manner, allowing for efficient use of resources. For example, upgrades to existing sports fields could include turf, lighting and spectator areas, but also where possible supporting elements such as washrooms, storage and concession buildings, pathways, parking, signage and park features (e.g. playgrounds).

SOGR projects should evaluate whether a component upgrade, facility redesign or installation of new features is required, depending on the age and use of the facility, the impact on users and the facility's long-term sustainability.

To achieve this, all capital projects will consider:

- Ensuring high quality design and location;
- Keeping facilities in a safe, clean and attractive condition;
- Coordinating facility upgrades and renewal projects;
- Meaningful community engagement;
- Business plans that validate program and service requirements, informed by demographic data, local needs and recreation trends;
- Potential partnerships;
- Emphasizing flexible, age-friendly and barrier-free facility design;
- Creating public spaces that are digitally enabled (e.g. Wi-Fi access) and can be animated through unstructured community use;
- Optimizing or converting under-used facilities to better fit with changing needs;
- New facility provision models in high-density residential communities; and
- Exploring co-location opportunities with City divisions, agencies and commissions.

The FMP Implementation Strategy's evidence-based decision frameworks enable prioritization of FMP projects and assessment of future needs. Timing for facilities is planned in response to growth, so facilities are developed where and when they are needed. Timing may be influenced by the facility's status in the development "pipeline", future population growth, and alignment with approved civic initiatives or partnerships.

Role of Partnerships

Working with others and exploring new opportunities is a key goal of the FMP. Toronto's collaborative governance model brings municipal government and communities together to improve, operate and enhance parks and recreation facilities and the public realm. The FMP Implementation Strategy supports this governance model, recommending collaboration with partners through all aspects of facility improvement, development and operation.

PFR is committed to continued collaboration with internal and external partners to implement the FMP and ensure recreation opportunities are available to all residents. PFR actively works with its partners, including City divisions, schools, universities and others to maximize shared potential, pursue alternative funding, engage communities, and create mutually beneficial solutions.

PFR enters into partnerships when the outcome benefits the community and key criteria, such as accessibility, visibility, design, operations, costs, and terms are met.

Implementing the FMP will require partnerships specifically when looking at co-located facilities, arenas, cricket pitches and sports bubbles. Moving forward, healthy, multi-sector partnerships will leverage resources, create community hubs, ensure sustained investment in existing facilities, and identify innovative opportunities - especially in areas with high population growth and where it can be more challenging to acquire land.

School boards have been a longstanding partner in delivering parks and recreation facilities and programs. Aligning with school boards has been key to improving the health and wellbeing of students, their families and surrounding neighbourhoods. PFR continues to work with school boards through site-specific and shared-use agreements to maximize resources and address facility needs.

The FMP Implementation Strategy will inform discussions on partnership opportunities to advance both the City and school boards' capital and programming priorities. This ongoing collaboration will help realize the potential of underutilized spaces, enhance public access, address gaps in programming, and protect and renew community assets.

Flexibility to Respond to Future Opportunities

Toronto in 2019 is experiencing unprecedented growth. It is anticipated that Toronto's population will grow from 2.9 million to 3.4 million by 2041. For the first time, there are more people over the age of 65 in Toronto than there are people under the age of 15.

As part of preparing the FMP and this Implementation Strategy, PFR has done in-depth analysis to understand growth conditions driving specific projects proposed for advancement.

The Facilities Master Plan was prepared based on population and growth forecasts (pipeline data) available at the time (Q4 2016). On the basis of this analysis, Council approved the FMP recommendation to deliver 17 new CRCs and 11 CRC replacement projects. The FMP Implementation Plan sets out a prioritization plan for when and where to deliver these projects, which was prepared using updated pipeline data from Q4 2018.

PFR will continue to analyze new pipeline data as it becomes available which will inform the implementation of the FMP based on potential future changes to growth and development projections. Any such adjustments will be reflected in the annual capital planning process as well as in the FMP 5-year review and report back to Council.

Changes in the city's composition and diversity result in evolving needs for new and improved facilities based on factors such as participation trends, age-related or cultural

interests, and changing design requirements (e.g. Toronto Green Standard, Toronto Accessibility Design Guidelines, Ontario Building Code.)

To reflect this changing environment, planning for major capital projects will involve a fulsome local analysis, including analyzing existing facilities and the available options, evaluating available land, meaningful community engagement; business plans to validate program and service requirements, and consideration of potential co-location, partnership, and development opportunities.

The FMP Implementation Strategy is a high-level, strategic plan with flexible methodology that can reflect and incorporate the results of this local analysis. For example, to fill an identified service gap, PFR may pursue a new facility or co-location opportunity, or consider a site that becomes available that is different from what was recommended in the FMP. When redevelopment opportunities are presented, PFR may look to right-size facilities where it can and will evaluate revitalization opportunities.

As a further example, significant upward adjustments to population projections and the location of growth may lead to the consideration of additional facilities beyond what was recommended in the FMP.

Parks, Forestry and Recreation will continue to respond to changing needs and new opportunities, as demonstrated through the following examples:

- Don Mills CRC Facility Rationalization - on July 16, 2019, City Council approved a new approach for planning and building new recreation facilities to serve the existing and future communities along Don Mills Road, in response to intensified growth. This includes the Don Mills Civitan Arena replacement and twinning, recommended in the FMP, and will result in one of the largest and most integrated recreation facilities in the city, located at the Celestica Lands.
- The Golden Mile Secondary Plan, a City Planning initiative, will identify facility needs for a growing population.
- Thorncliffe needs assessment is currently underway that will help determine the best approach to increasing community space for local residents. The focus of this review is the existing Jenner Jean-Marie Community Centre, to determine both what programming improvements may be required, assessing what partnerships may assist in meeting community needs including those with the co-located Toronto Public Library, and assessing the feasibility of facility improvements.

7. Funding Strategy

The FMP's financial strategy was based on PFR's current funding sources namely the growth funding tools which include Development Charges, Section 42 and Section 37/45 of the Planning Act, and debt. The growth-related projects currently funded through revenue from Sections 37 and 42 of the *Planning Act* and Development Charges, represent approximately 56% of PFR's 10-year Capital Plan.

The 2019-2028 Capital Budget and Plan advances the first 10 years of the 20-year FMP, at a cost of \$539.4 million for new projects identified in the FMP representing 57% of all new and enhanced facilities in the 20-year FMP. The 2019-2028 Capital Plan

incorporated “FMP placeholders” for the new and enhanced parks and recreation facilities, without referencing the specific name or Ward, District or Citywide location. This report provides the detail and timing for each of the parks and recreation facilities recommended in the FMP as outlined in Appendix B. Based on the 2019-2028 Capital Budget and Plan it is estimated that there is sufficient funding for new and enhanced facilities over the 10 year period if current funding levels are maintained.

With the passage of the *More Homes, More Choice Act, 2019* (Bill 108), Section 42, Section 37 and the “soft infrastructure” elements of the Development Charges By-law, will be replaced with a new single source of funding, the Community Benefits Charge (CBC). The FMP Implementation Strategy will be dependent on the City developing and implementing a CBC strategy and enabling bylaw. The Province has proposed a date of January 1, 2021 for municipalities to transition to the CBC.

The financial impacts of transitioning to the CBC will not be fully understood until the Provincial regulations setting out the details of the CBC formula are finalized and subsequently evaluated by the City.

Parks, Forestry and Recreation is participating on the City’s Interdivisional Staff team reviewing and engaging with the Province as they advance the regulations and implementation of Bill 108. The interdivisional staff team will also assess the impact of the changes that will be brought forward through regulations once they are known. The Province has committed to maintaining municipal revenues through the proposed changes under Bill 108. PFR will report out on any funding changes that may impact on the 2019-2028 Capital Plan as a result of the new funding sources as part of the City’s annual capital budget planning process.

It is anticipated that as the City moves to a new CBC regime, that the FMP and the FMP Implementation Strategy will form a core component of the required CBC strategy and by-law.

State of good repair (SOGR) is funded through debt. Addressing the SOGR backlog for existing FMP in-scope facilities will require the City to consider an additional investment of \$469.6 million over a 20 year period, or \$234.8 million over the upcoming 2020-2029 Capital Plan (an additional \$23.5 million per year). This magnitude of investment is required as facilities continue to be in a state of disrepair. The inability to fund SOGR has led to increased equipment failure causing service interruptions, unplanned closures and cancelled programs.

The FMP Implementation Strategy will also serve as a framework to respond to external funding opportunities, such as grants and donations, from partnerships, public agencies, non-profits, or other orders of government. An example is the recently-launched Investing in Canada Infrastructure Program: Community, Culture and Recreation Stream grant program. Such opportunities may allow for accelerated delivery of facilities planned both within and beyond the current 10 year Capital Plan.

Parks, Forestry and Recreation will continue to monitor and plan for the implications of the following initiatives, to advance the full implementation of the FMP:

- Changes to the current budget and long-term capital forecast;
- Sequencing and timing of facilities;
- Increases to some unit cost factors (e.g. for CRCs);
- New Community Benefits Charges which may impact available funding;
- Updated lifecycle assessments, facility replacement values, and changes to the facility inventory or asset management practices which may impact SOGR requirements; and
- Potential funding sources that are not explicitly calculated (e.g. grants, discretionary funding, partner contributions).

The FMP Implementation Strategy may be accelerated or deferred for other reasons, such as availability of land and resources. The 10-year Capital Plan is updated every year and will offer the opportunity to reflect these changes through future budget processes.

8. Alignment with Other Strategies and Initiatives

The FMP Implementation Strategy supports and aligns with the Poverty Reduction Strategy, Seniors Strategy, Resilience Strategy, Parkland Strategy (PLS) and Ravine Strategy.

It has been used to inform the development of plans such as TOcore, Midtown in Focus, and Don Mills Crossing and will continue to inform secondary plans and area studies. Through these and other projects PFR has engaged Councillors and communities to advance the implementation.

In particular, there is a high degree of co-dependency between the FMP Implementation Strategy and the PLS. Parks and recreation facilities require parkland, and park improvements and master plans require upgrades to existing and provision of new parks and recreation facilities. PFR staff have been working closely to ensure that both strategies inform each other. Future planning and design for all parks and recreation facilities and parks will require a fully integrated implementation strategy of both the FMP and the PLS.

Implementing the two strategies together lends itself to aligning goals and applying a broader lens to recreation opportunities related to both existing parkland and acquisition of new parkland. This integrated approach will ensure that a balance of parkland uses is maintained as new facilities are constructed. The PLS Final Report is scheduled to be considered by Council in November 2019.

The FMP Implementation Strategy is also well aligned with the City-Wide Real Estate Transformation. It supports several of the same goals including city-wide strategic planning and management of City lands, co-location cost savings through mixed-use,

multi-service developments, capacity building, and accessibility and service improvements through community hubs.

As PFR implements the FMP over the next 20 years, the Division will establish new service relationships with other City divisions and community partners. These partnerships are necessary to provide facilities that respond to the realities of land economics in a rapidly intensifying city.

9. Monitoring Progress

The Implementation Strategy provides sets out benchmark activities, timelines and resource requirements for investing in parks and recreation facilities over the next 20 years, and evidence-based methodologies to evaluate new opportunities as they arise.

Although major projects are expected to proceed in the order recommended in the Implementation Strategy, facility development may be accelerated by substantial external funding, or delayed by the inability to secure appropriate lands, negotiate necessary partnerships or realize anticipated funding.

The evidence-based decision frameworks in the FMP Implementation Strategy provide a process through which the City can assess future needs and opportunities that may arise, including those that emerge from new growth estimates, partner opportunities, internal review, and community requests.

PFR will monitor and assess the progress of implementation with updates every five years, ensuring parks and recreation facilities continue to advance in innovation and modernization and adapt to changing realities. These five-year reviews will serve as feedback to reassess the direction, priorities and accomplishments of the FMP and refine ongoing implementation in light of new opportunities.

In addition to this formal five-year review, PFR is regularly analyzing new information as it becomes available, assessing new opportunities as they arise, and is able to respond to changes quickly through the annual capital budget process.

The FMP Implementation Strategy will direct ongoing planning and provision of parks and recreation assets through an evidence-based decision-making approach to address service gaps, improve equity, align facility development with growth, pursue facility repurposing opportunities, invest strategically, and advance policy and partnerships.

CONTACT

Matt Bentley, Project Manager, Policy and Strategic Planning
Parks, Forestry and Recreation

Ann-Marie Nasr, Interim Director, Policy and Strategic Planning
Parks, Forestry and Recreation

SIGNATURE

Janie Romoff
General Manager, Parks, Forestry and Recreation

ATTACHMENTS

Appendix A: Implementation Strategy for the Parks and Recreation Facilities Master Plan 2019-2038

Appendix B: Summary of Facility Recommendations and Timing- Parks and Recreation Facilities Master Plan 2019-2038

Appendix C: Summary of Policy and Funding Recommendations - Parks and Recreation Facilities Master Plan 2019-2038