

**APPENDIX C: Summary of Policy and Facility Strategies - Parks and Recreation Facilities Master Plan 2019-2038**

In progress: Work has commenced.  
 Short-term: To be initiated within one year of Council adoption.  
 Medium-term: Initiated within two to four years of Council adoption.

Policy and Facility Strategy	Status	FMP Rec. No.
<p><b>Sport Bubble Strategy</b></p> <ul style="list-style-type: none"> <li>• Confirm the market demand for additional sports bubbles and associated activities and the circumstances under which the City would participate in partnered projects.</li> <li>• Evaluate stadium sites.</li> </ul>	In progress	47, 48
<p><b>Increase Capacity to Deliver Planned Projects</b></p> <ul style="list-style-type: none"> <li>• Allocate additional staff resources for planning and project management of capital projects.</li> <li>• Allow appropriate time for planning projects that reflects realistic spending capabilities.</li> <li>• 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.).</li> <li>• Explore the use of external project management resources to accelerate the pace that facility maintenance and remedial actions can be implemented.</li> <li>• Develop facility design guidelines to support external services and developer-built facilities.</li> <li>• Increase funding to hire additional purchasing staff to facilitate timely project planning or request for proposals documentation.</li> <li>• Allocate additional staff resources for planning and project management of capital projects.</li> <li>• Continue to ensure staff have the appropriate skills and training and are assigned to the relevant program area.</li> <li>• Regularly review cash flow projects for the “readiness to proceed” and realign project timing where necessary.</li> </ul>	In progress	90

Policy and Facility Strategy	Status	FMP Rec. No.
<p><b>Dogs Off-Leash Area Improvement Strategy</b></p> <ul style="list-style-type: none"> <li>Develop a strategy for improving existing dog off-leash areas. This will require a site-specific analysis.</li> </ul>	In progress	45
<p><b>State of Good Repair Strategy</b></p> <ul style="list-style-type: none"> <li>Improved coordination of facility upgrades and renewal projects.</li> <li>Improvements to SOGR financial policies and procedures</li> <li>Coordinate facility upgrades and renewal projects to minimize disruptions while maximizing outcomes (e.g., combine multiple work items).</li> <li>Develop a process to measure facility condition, unplanned closures and their impacts, and any outstanding safety issues according to a systematic facility visitation program.</li> <li>Establish dedicated funding for small-scale facility rehabilitation items (e.g., painting, sport court lining, lighting, etc.).</li> <li>Establish dedicated capital funding for large-scale facility revitalization and replacement projects.</li> </ul>	In progress	51, 52, 53 54, 55

Policy and Facility Strategy	Status	FMP Rec. No.
<p><b>Asset Management Policy and Procedures</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Consider eliminating or repurposing aging facilities that are no longer needed to maintain service levels.</li> <li>• 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.</li> <li>• Develop a more dynamic asset inventory that can be used for strategic planning and tracking by multiple internal stakeholders.</li> <li>• Establish qualitative measures that evaluate facilities for risk and criticality to assist with funding decisions.</li> <li>• Create assessment management report cards that are shared with Council and the public.</li> <li>• Improve the integration and cross-coordination of asset management systems (e.g., inventories, lifecycle costing, state of good repair, etc.).</li> </ul>	In progress	56, 63
<p><b>Business Intelligence Resources</b></p> <ul style="list-style-type: none"> <li>• Develop evidence-based facility assessment tools and guidelines to improve database management and business intelligence.</li> <li>• 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).</li> </ul>	In progress	59, 65, 93, 95

Policy and Facility Strategy	Status	FMP Rec. No.
<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>		
<p><b>Partnership Process</b></p> <ul style="list-style-type: none"> <li>• Support provincial and national initiatives that increase support for facility-based information sharing, research and data collection.</li> <li>• 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.</li> <li>• Regularly communicate the Parks and Recreation Facilities Master Plan to internal and external partners to improve coordination, alignment and implementation.</li> <li>• Be proactive in partnership development through regular communication and establishment of a standardized framework and/or criteria to simplify and expedite the partnership process.</li> <li>• 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 &amp; Social Services and Toronto Community Housing Corporation.</li> <li>• Be proactive in the pursuit of partnerships as part of Facilities Master Plan implementation.</li> <li>• 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.</li> <li>• 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.</li> <li>• Regularly communicate the Parks and Recreation Facilities Master Plan to internal and external partners to improve coordination, alignment and implementation.</li> </ul>	In Progress	62, 64, 66, 67, 68, 80, 82, 91

<b>Policy and Facility Strategy</b>	<b>Status</b>	<b>FMP Rec. No.</b>
<ul style="list-style-type: none"> <li>• Be proactive in partnership development through regular communication and establishment of a standardized framework and/or criteria to simplify and expedite the partnership process.</li> <li>• 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 &amp; Social Services and Toronto Community Housing Corporation.</li> <li>• Be proactive in the pursuit of partnerships as part of Facilities Master Plan implementation.</li> <li>• 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.</li> <li>• Encourage partners – including school boards – to assist in meeting parks and recreation facility needs through the protection and renewal of community assets.</li> </ul>		
<p><b>Funding Strategies</b></p> <ul style="list-style-type: none"> <li>• Monitor and actively pursue grant-based funding.</li> <li>• Prioritize the use of density for benefit contributions (Section 37 and 45) for unfunded portions of planned projects.</li> <li>• Use reserve contributions from the parkland cash-in-lieu (CIL) reserve (Section 42) to offset the costs associated with FMP implementation.</li> </ul>	In-progress	86, 87, 88, 89, 92
<p><b>Development Processes</b></p> <ul style="list-style-type: none"> <li>• Regularly review facility classifications, design standards and related guidelines and embed them into facility design and development processes.</li> <li>• 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.</li> <li>• Establish guidelines for engaging residents, stakeholders and other City staff in the planning of facilities.</li> <li>• Emphasize flexible, age-friendly and barrier-free facility design, where appropriate.</li> </ul>	In-progress	61, 69, 70, 71, 72, 73, 74, 75, 76, 78, 81, 83, 84

Policy and Facility Strategy	Status	FMP Rec. No.
<ul style="list-style-type: none"> <li>• 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).</li> <li>• Wherever possible, ensure that new community-level parks and recreation facilities are located along transit lines and accessible by the trail and cycling network.</li> <li>• Embed existing policies and standards into facility design and development processes, including responses to climate change, environmental sustainability, energy conservation, accessibility, etc.</li> <li>• Document and make publicly available information about the features at each parks and recreation facility, including those that are accessible to persons with disabilities.</li> <li>• 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.</li> <li>• Evaluate smaller, single use facilities to identify opportunities to improve public access and operational efficiency.</li> <li>• 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.</li> <li>• 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.</li> </ul>		
<p><b>Sport Field Strategy</b></p> <ul style="list-style-type: none"> <li>• Upgrade 10% of all soccer and multi-use fields within the next twenty years (approximately 32 fields) to increase usage potential.</li> <li>• Provide access to 45 new soccer and multi-use fields over the next twenty years.</li> </ul>	Short-term	25, 26
<p><b>Communications Planning</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>	Short-term	94

Policy and Facility Strategy	Status	FMP Rec. No.
<b>Wading Pool Renewal and Repurposing Strategy</b> <ul style="list-style-type: none"> <li>Strategy for the renewal and replacement of select wading pool locations, including the addition of water features to enhance the participant experience.</li> </ul>	Short-term	12, 13, 14
<b>Skatepark and Skate Spot Development Strategy</b> <ul style="list-style-type: none"> <li>Strategy to guide the development of four (4) additional community-level skateparks, one in each district and 18 skate spots within smaller gap and growth areas across the city.</li> </ul>	Short-term	41,42
<b>Arena Replacement and Renewal Strategy</b> <ul style="list-style-type: none"> <li>Explore opportunities to repurpose up to four single pad arenas to other uses.</li> <li>Develop an arena replacement strategy to ensure that the City's arenas can continue to meet long-term needs.</li> </ul>	Medium-term	17, 18
<b>Artificial Ice Rink (AIR) Development Strategy</b> <ul style="list-style-type: none"> <li>Strategy to guide the development of up to 5 new AIRs. Strategy to guide the evaluation of development opportunities in consultation with stakeholders.</li> </ul>	Medium-term	23,24
<b>Outdoor Pool Replacement Strategy</b> <ul style="list-style-type: none"> <li>Strategy for the replacement/redevelopment of outdoor pools to improve quality, accessibility and longevity.</li> </ul>	Medium-term	1, 9
<b>Support building strategy</b> <ul style="list-style-type: none"> <li>Strategy for support buildings to identify priorities for reinvestment and repurposing.</li> </ul>	Medium-term	49
<b>Outdoor Court Strategy</b> <ul style="list-style-type: none"> <li>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.</li> </ul>	Medium-term	31, 33