



CITY OF TIMMINS

RECREATION MASTER PLAN

MAY 2023



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APPENDIX A: Pre-Feasibility Assessment for a new Multi-Use Facility

APPENDIX B: Summary of Parks and Amenities



1

Introduction to the Plan

1.1 Project Background

In 2014 an Integrated Culture, Tourism, and Recreation (CTR) Master Plan was developed for the City of Timmins. This Plan has guided decision making and investment related to culture, tourism and recreation over the last 10 years. It clearly set out a framework for the implementation of linked priorities and actions as well as the analyses and recommendations for Recreation, Culture and Tourism as part of more detailed and separate master plan documents.

As the 10-year period of the 2014 CTR Plan is coming to an end new data, trends, and changes in the City require the strategic directions and priorities to be updated. The City of Timmins has embarked on a process to update the CTR Master Plans. As part of the update two detailed plans with recommendations have been developed: the Recreation Master Plan and the Culture and Tourism Master Plan. This document represents the updated Recreation Master Plan component.

Like the 2014 Recreation Master Plan (referred to as “2014 Plan” in this document), the 2023 Recreation Master Plan Update is designed to complement the objectives of the Timmins 2020 Community Strategic Action Plan, which identifies long-term strategic actions for the enhancement of community well-being and helping to position Timmins as a great place to live, work, learn, play, and invest.

This document builds on the City's successes in the implementation of the 2014 Plan to date, address future needs and opportunities for recreation and sports for the next 10 years. Pursuant to changes to municipal planning legislation brought about by Bill 23, this master plan constitutes the park plan that is necessary in order for the City to pass a by-law formalizing its parkland conveyance policies.



1.2 What is a Recreation Master Plan

A recreation master plan is a policy document that provides guidance for municipal policies, programs, and investment in recreation over 10 years. The 2014 Plan provided a vision and implementation strategy for the development of parks, recreation facilities and services until the year 2024.

The 2023 Master Plan builds on the success in recreation achieved to-date and assesses community's needs and priorities, recreation infrastructure and partnerships that would contribute to achieving the City's strategic goals over the next 10 years (until 2033).

The Master Plan provides a comprehensive, sustainable multi-year framework (short, medium, and longer-term priorities) for the development and enhancement of sport and recreation participation and amenities, facilities, parks and trails, and recreation programs and service delivery. Taken as a whole, recommendations of this Master Plan offer a framework of provision of quality and sustainable access to a range of recreational opportunities in Timmins, both for residents and visitors.

1.3 Master Plan Scope

The principal objective of the Master Plan is to document current municipal recreation assets and develop a series of recommendations and actions to accommodate the current and future recreational needs. The Master Plan evaluates needs and strategies related to the following:

Indoor Facilities

- Arenas
- Community Centres / Halls
- Indoor Pool



Outdoor Facilities

- Sports Fields, Sports Courts
- Playgrounds and Splash Pads
- Skate Parks
- Outdoor Rinks
- Dog Off-Leash Areas
- Boat Launches



Parkland and Trails

- Parks & Open Spaces
- Trail Network & Active Transportation



Service Delivery

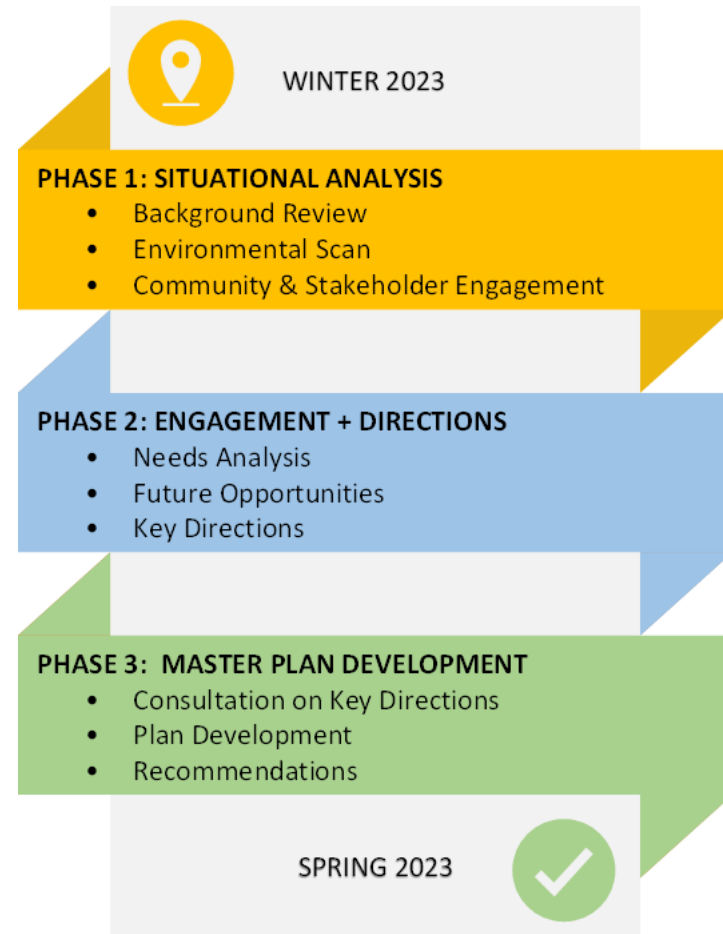
- Programming
- Partnerships
- Marketing & Communication
- Internal Resources



1.4 Process Guiding Plan Development

Development of the Master was founded on a three-phase process. Objectives of the project were as follows:

- Assess changes and the current inventory and adequacy of indoor and outdoor facilities and recreation programming;
- Update population trends, emerging facility/programming trends and provincial standards relating to recreation;
- Identify gaps in existing programs and facilities based on the community's current inventory and identified trends and standards;
- Anticipate service, facility and investment requirements over a long-term planning horizon;
- Ensure that recreation services align with the needs identified in the Timmins 2020 Strategic Plan (e.g., sport tourism) and the 2019 Official Plan;
- Evaluate and recommend innovative approaches to service delivery; and
- Develop a comprehensive, multi-year framework of short (1 to 3 years), medium (4 to 6 years), and long-term (7+ years) priorities for recreation facilities, programs, parks, and trails for the next 10 years within the municipality.



1.5 Successful Implementation of the 2014 Plan

The 2014 Plan outlined 84 key strategic actions/recommendations for the enhancement of sport, recreation and leisure service and program delivery across communities in the City of Timmins.

60%

Over 60% of the recommendations have been completed, are currently in progress, or are being implemented on a continuous basis.

Some of the key actions achieved are highlighted below. Facility-specific recommendations are discussed in the relevant sections.

Aquatic Facility Study and Design Work Completed

The 2014 Recreation Master Plan determined that one of the key priorities for the City was the development of a multi-use facility comprising twin ice surfaces, aquatics, and capacity to host a range of cultural and recreational activities and events.

In 2018, Municipal Council directed the completion of a feasibility analysis for the aquatics component of this larger-scaled facility, while taking into account possible future expansion(s) to include other cultural and recreational uses as suggested in the Master Plan.

The Timmins Aquatic Centre Feasibility Study addressed the form, function, location, associated amenities, and future expansion potential options for a new aquatic facility in Timmins. The Study also outlined construction and operating principles for the facility. Based on outcomes of the Feasibility Study, the City commissioned an architect to further the design for the proposed facility. The was completed, resulting in construction-ready design drawings.

Service Delivery Enhancements

The City has implemented organizational enhancements as a result of the recommendations of the 2014 Plan. This was achieved through designating two full-time positions under the Community and Development Services Department and within Parks and Recreation, including a manager of facilities and recreation and a supervisor of facilities and recreation.

Additionally, since 2014, a new Tourism Timmins division was established to address tourism related issues. This department helps organize sport events that bring in participants and generate sport-tourism related revenues.

Improving Customer Service

Implementing a recommendation of the 2014 Plan to develop and initiate a customer service monitoring system, the City launched Service Timmins via an online portal and a telephone hotline. Among other resident and property-related services and requests, Service Timmins was developed for booking and monitoring recreation facilities and handle inquiries and requests for all City Departments, including recreation facilities and programs (registrations, rentals, etc.). The City is progressively addressing customer service methods to improve the system over time.

Policy Enhancements

Parkland Dedication Policies - As per the recommendations of the 2014 Plan, the City of Timmins updated its Official Plan in 2019 to include an updated section related to parkland dedication policies.

User Fees Policy – The City of Timmins developed its Parks and Recreation Facility and User Fee Policy intended as a general mechanism for effectively allocating public funds for recreational services and facilities. The policy guides pricing of facility rental, user fees and programs to be undertaken in a fair, equitable, consistent, and formalized way. Recognizing that certain recreation and culture services are more essential than others for the achievement of critical recreation, health and wellness goals of the City acting as a provider of recreation facilities, services and programs. By providing a consistent approach to setting user fees, the policy also seeks to provide a standardized format for agreements and contracts of all kinds regarding the use of City-owned facilities.

Ice Allocation Policy – As per the recommendations of the 2014 Plan, the City's Ice Allocation Policy was reassessed and renewed to allow for more equitable facility access across user groups.

Improved Asset Management

Since 2014, the City has adopted an Asset Management Policy and most recently developed the 2022 Asset Management Plan (AMP). The AMP includes an updated assessment of core assets under the control of Community and Development Services Department (including municipal buildings and parks).

Regularly Updating City's Accessibility Plan

As per 2014 Plan recommendations, the City regularly updates and implement the City's Accessibility Plan and address future regulatory changes as established within the Accessibility for Ontarians with Disabilities Act (AODA) Customer Service Standards.

1.6 Engagement Underpinning the Update

Like in 2014, the Master Plan Update was developed through extensive community and stakeholder engagement. Consultations were conducted with the public and in collaboration with City staff as well as a range of stakeholders (user groups, sport, and community organizations, etc.) as well as the public in identifying current needs, issues, and priorities as it relates to developing recreation in the City.

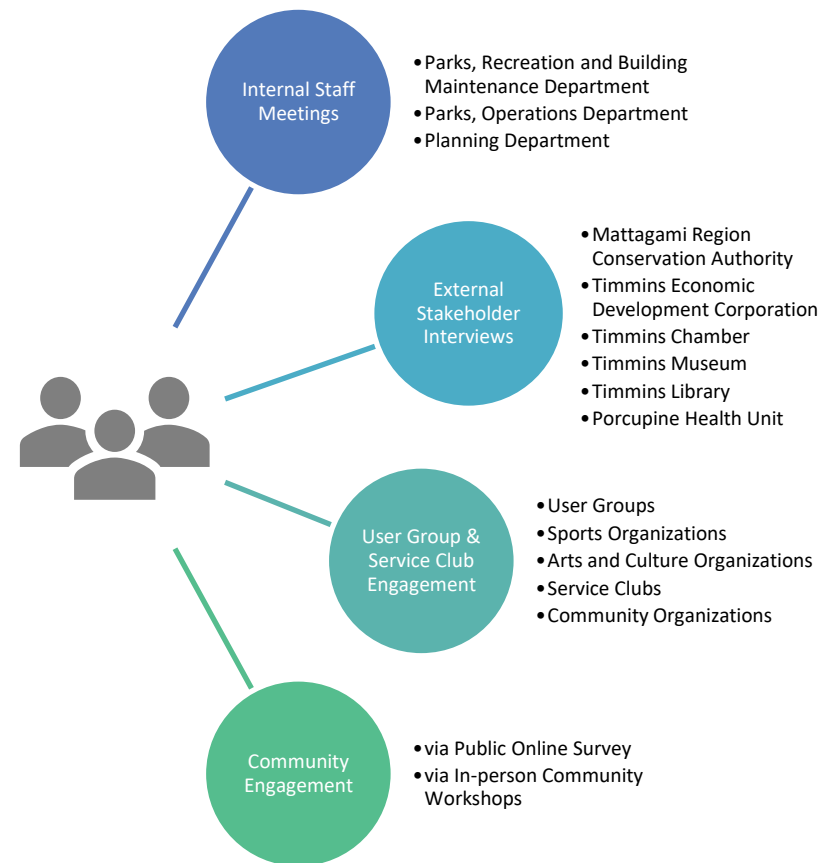
Several engagement activities relating to the preparation of this Plan have been undertaken to date (see exhibit on the following page). The purpose of these activities was to garner input from those who use and help to deliver the recreation and community services.

Community engagement activities generated input from over 1,200 residents and stakeholders over the course of the Master Plan Update process.

Throughout the process, the City and the Consulting team reached out to over 70 user groups and stakeholder organizations. Methods included a combination of in-person meetings and online surveys to offer different opportunities to provide input.

As a result, we have heard from:

- over 1,200 residents;
- over 30 user groups and groups delivering sports and recreation activities, including hockey, swimming, baseball, soccer, parks association and others;
- External stakeholders, including MRCA, TEDC, Timmins Chamber Porcupine Health Unit;
- City staff and Council.



Scope And Reach Of Engagement



74
user groups
informed

In the process of developing the Master Plan, the City reached out to 74 user groups



60
participants

Two (2) user group workshops

A series of interviews with key stakeholders



13
interviews

Mayor and Councillor interviews

Staff and senior management meetings and interviews



1,100
responses

A public survey delivered in English and French



35
responses

A targeted user group survey - delivered in English and French (list of respondents provided in Appendix A).



A web page dedicated to the project on the City Website

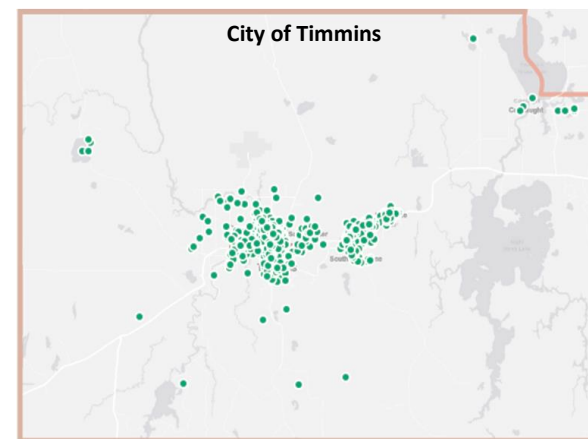
Public Survey

An online survey was available to the public between February 2 and March 5, 2023. A total of 1,143 surveys were completed (1,099 in English and 44 in French) with survey respondents referring to either themselves or any member of their household in their responses. The intent was to obtain key data including participation in recreation, satisfaction with existing indoor and outdoor facilities and programs, and the need for additional amenities identified by Timmins residents.

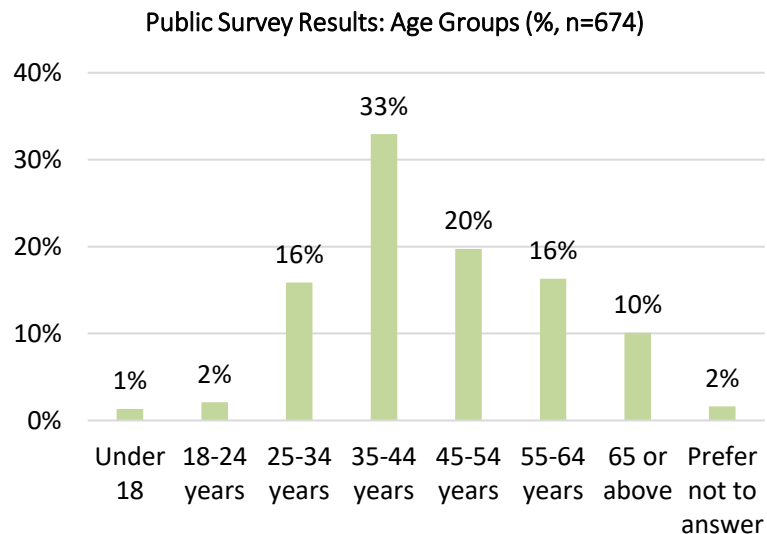
Who We Heard From

97% of survey participants are from the City of Timmins, residing in various communities (Porcupine, South Porcupine, Connaught, Mountjoy, etc.). Other communities include Iroquois Falls, Kenogamissi Lake, Sudbury, and other cities in Ontario.

Public Survey Results: Where do you live?

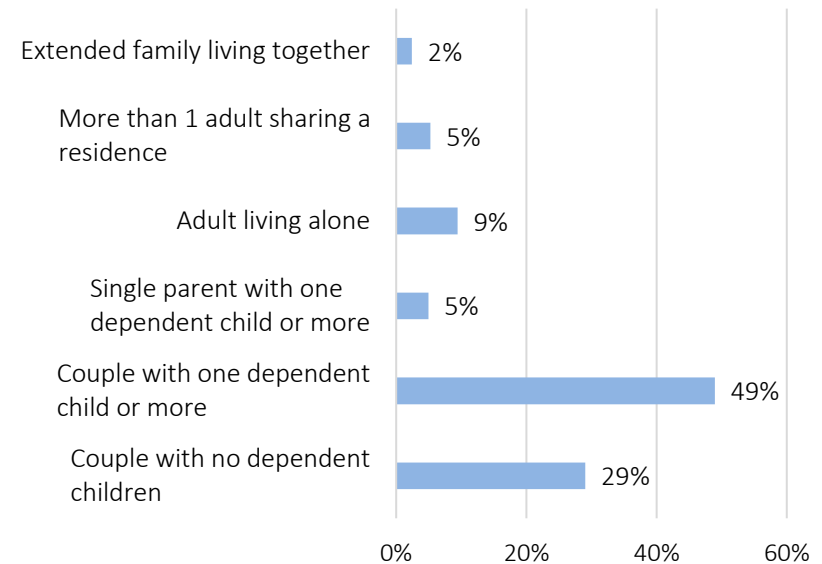


We heard from respondent household with representation from different age groups including youth and young adults under 24 (4%) and seniors over 65% (12%), the majority of responses were from adults 25-64 years old, with 46% of all respondents in the age group 25-44 years old and 36% - 45-64 years old.



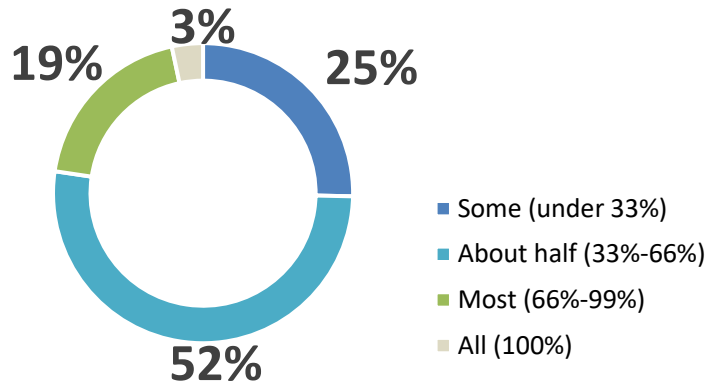
The majority of respondent households were families with children (54%), followed by couples with no children (29%) and other adults (17%).

Public Survey Results: Household Type (% n = 668)



Taken together all responses indicate that the proportion of recreational needs being met within City of Timmins facilities and spaces is around 50% (Median - 50%, Mean - 47%). Taking a closer look, over half (52%) of survey respondents note that 30-60% of their needs are met and 22% indicate that most of their needs are met (66-100%). Another, 23% of respondents indicated that less than one third of their needs are met. Overall, these results indicate that while some residents are satisfied, many are of the opinion that there is room for improvement.

Public Survey Results: Proportion of Parks and Recreation Needs Met in the City (n=950 respondents)



Most respondents or members of their household participate in recreation in City-owned indoor or outdoor facilities. (Multiple answers were possible.)

76% used **City-owned indoor facilities** for sport and recreation.

26% used **public parks and outdoor facilities**.

43% used **private facilities** (e.g. gyms, private fitness studios, etc.).

17% indicated **other facilities**, including trails, provincial or private parks, schools.

Indoor Facilities

85% of respondents or members of their household have used indoor recreational facilities (n=960) in the past year. When asked about the quality of facilities, survey participants demonstrated a lower level of satisfaction with City's facilities and somewhat higher level of satisfaction with school-based gymnasia.



Arenas:

30% of respondents are generally satisfied, while 38% are generally unsatisfied, including 10% who are very unsatisfied.



Pool:

22% of respondents are generally satisfied, while 52% are generally unsatisfied, including 16% who are very unsatisfied.



Community Centres / Halls:

27% of respondents are generally satisfied, while 16% are unsatisfied.

In open-ended responses, arenas and the pool were most cited as needing upgrades. Many responded indicated that a modern accessible multi-use facility is needed.

79% of respondents indicated that the City needs additional or new indoor facilities (n=850).

Indoor Facilities: Suggested Improvements

90% of open-ended comments (n=450) expressed the need for upgrades to existing facilities or new modern facilities that meet accessibility standards, offer year-round opportunities for recreation, event organizing and other functions, including:

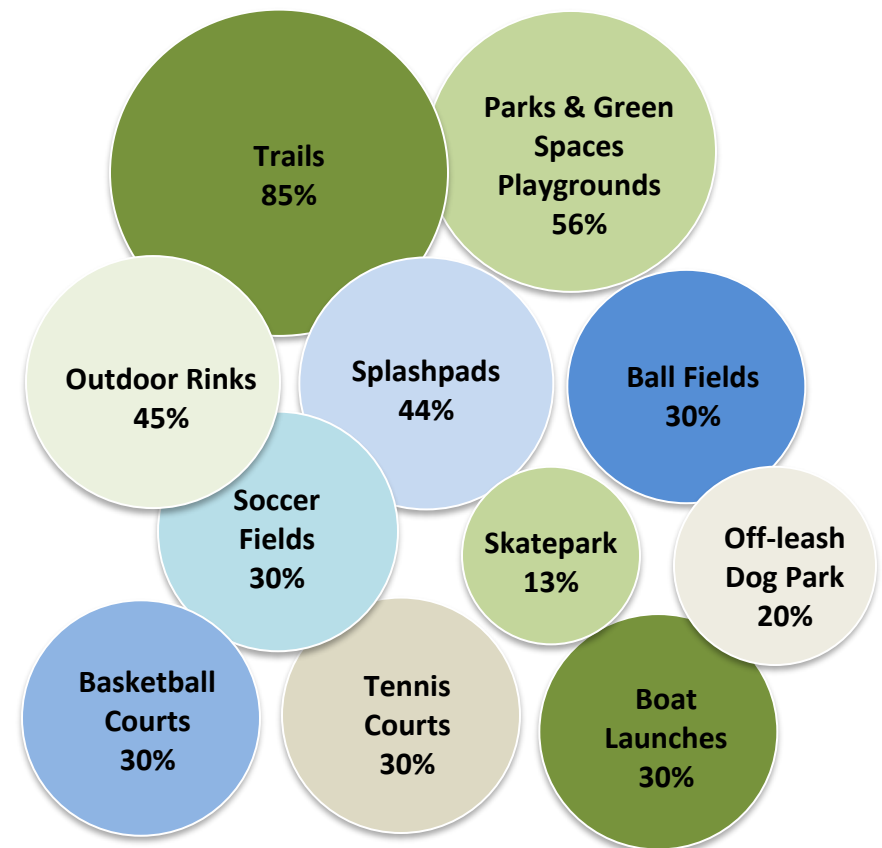
- New modern pool or new community centre (89% comments) that includes fun features for families and children, and a variety of aquatic programs.
- Better maintenance or new modern arena (26% comments).

Other suggestions included:

- Better amenities at all facilities (change rooms, showers, washrooms).
- Improving accessibility at indoor facilities.
- Providing indoor gymnasium, court sports, indoor track in a new facility.
- Bilingual signage and staff at indoor facilities.

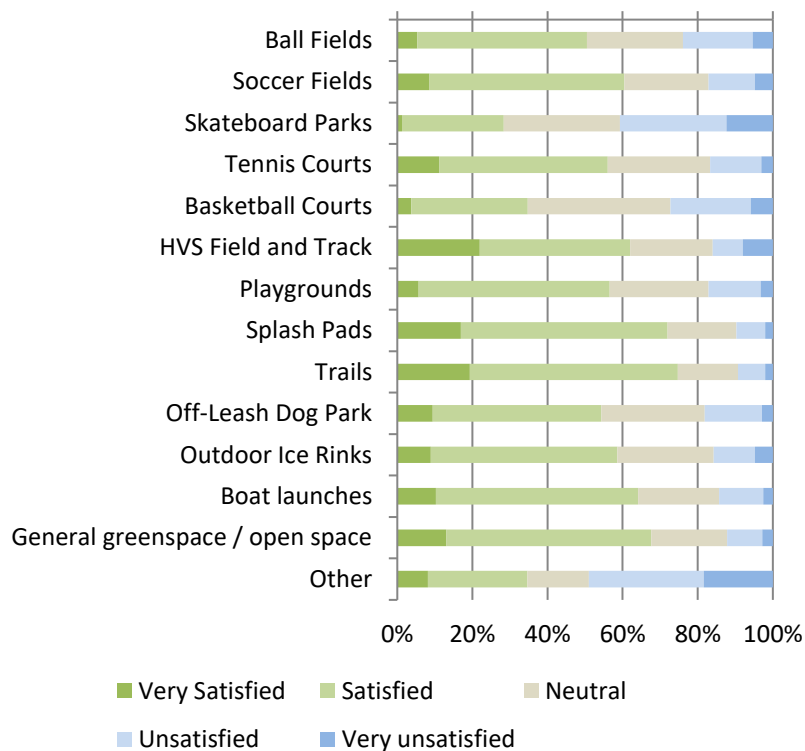
Outdoor Facilities

92% of respondents (n=668) indicated that they or members of their households have used municipal outdoor recreational facilities over the past year. As depicted below, the facility types that received the largest number of responses are trails and parks (including park amenities). Followed by sport fields and courts.



Respondents are generally satisfied with parks and trails, playgrounds and splashpad, however, some noted that maintenance and upgrades are required. Satisfaction related to fields and courts was generally high. The amenities with the lowest satisfaction ratings were those that typically cater to youth populations, namely skateboard parks and basketball courts.

Public Survey Results: Satisfaction with Outdoor Facilities



55% respondents indicate that new facilities are needed, while 45% indicated that new facilities are not needed.

Outdoor Facilities: Suggested Improvements

90% of participants (n=265) commented on the need to improve the overall quality of outdoor facilities and parks. Comments have been summarized as follows:

- Beautification of parks: More trees and flowers, and more rest areas (e.g., restaurants, benches, and tables for family use).
- Maintenance, cleanliness, safety, and upgrades are required in many parks.
- Fields and courts require upgrades and regular maintenance.
- Improving trail connections and increasing the number of bike lanes.
- Improving public transit and wheelchair accessibility of outdoor facilities, better access to washroom facilities and potable water, better lighting, and parking.
- Improving access to non-municipal facilities.
- New/improving existing amenities that are in disrepair, unusable (e.g., Pine Street skatepark).

Facilities Used Outside the City

Another measure of satisfaction with facilities is if residents engage in recreation in the City or travel to other municipalities.

66% of survey participants (n=470) or members of their household travel outside Timmins to participate in recreation.

Looking further into this issue, correlation is observed with the lower level of satisfaction with indoor facilities. 58% travel to other municipalities to use indoor pools, 44% travel to use arenas.

The top three facilities used outside the City:

59% - parks and trails

58% indoor pools (including Cochrane, Iroquois Falls).

44% arenas

The top three reasons for travelling outside the City to use facilities include:

- availability of this type of facility (53%);
- the overall quality of the facility (52%);
- ability to book the needed time (33%)

Programs and Service Delivery

40% of respondents are satisfied with access to recreation programs; 25% are not satisfied with programming in the City and 35% are neutral.

82% of survey participants (n=350) indicated that the City could play a bigger role in direct program delivery.

The top 3 programs that the City should be providing to its residents include: swimming, skating, and hockey. Followed by tennis, pickleball, and fitness.

Programming and Service Delivery: Suggested Improvements

- Creating a centralized recreation department to be in charge of programming, hiring program staff.
- Adding different programs in addition to hockey, skating and swimming (fitness and wellness, skiing, etc.).
- Organizing more activity groups, clubs, and/or leagues.
- More consultations with residents regarding the programming they would like to see.

Accessibility & Safety

Several respondents to the public survey note that access to facilities is an issue for those who do not have cars (public transit is insufficient, slow, and costly). Proposed solutions include better transit access, such as through designated shuttle buses to parks and arenas, better maintenance of transit routes (e.g., removing snow from bus shelters), as well as building more facilities in specific areas (e.g., in the East End). Respondents also suggest specifically improving access for particular groups: those who live in suburban areas, seniors, children with special needs, people with disabilities (e.g., more parking spots, elevators, wheelchair access, accessible washrooms, covered rest areas with benches). Finally, respondents note that more diverse programming can help cover different groups.

Many additional comments were about safety in parks and on trails, including used drug paraphernalia and litter.

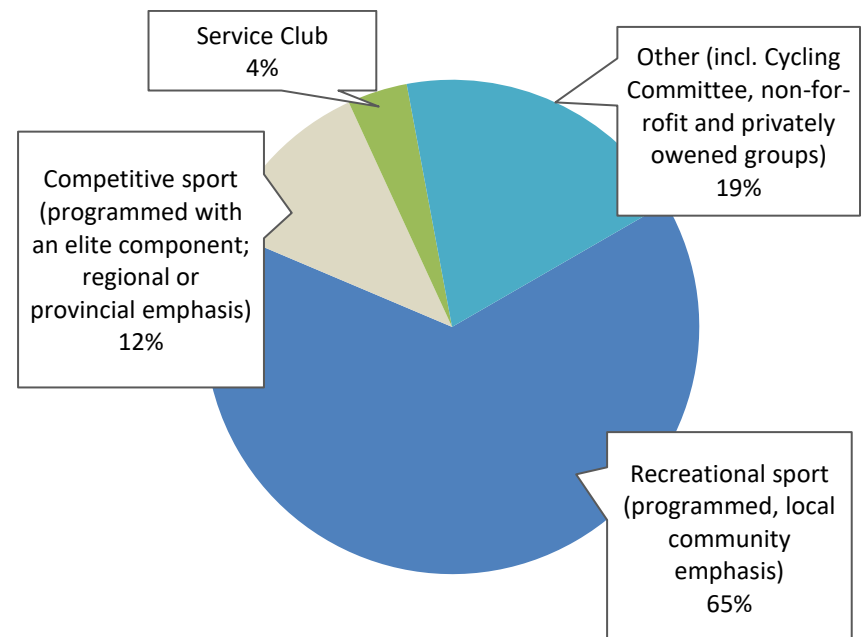
User Group Online Survey

A second online survey was initiated in February 2023. This survey was specifically targeted to community groups and organizations that use the City's facilities to understand their issues, needs and priorities going forward.

The following provides a summary of the feedback received from the user group survey. The respondents provided feedback on which activities or sports their group is involved in, membership and programming trends, which facilities (indoor or outdoor) their group uses within the City, and whether these facilities meet their group's needs.

Who We Heard From

The user group survey gathered responses from different community groups that use indoor and outdoor facilities in the City of Timmins. The user group survey garnered 51 responses representing community, sports, and leisure organizations, as identified below.



Generally, user group membership is growing (52% out of 44 groups) or stable (34%), while 14% reported declines. The table below summarizes the general trends of membership as identified through the survey by the community groups associated with each sport. Based on this feedback, it is apparent that hockey, soccer,

baseball/softball, and tennis have seen a general increase in membership over the past 5 years before 2020 (pandemic), with minor soccer registering a decline due to an overall population trend.

Sport	Registered Participants	5 Year Trend	Anticipated Future Trend
Hockey	2,357	Stable/increased	Stable/increasing
Baseball/ Softball	715	Stable/increased	Stable/increasing
Tennis	140	Increased	Increasing
Pickleball	80	Increased	Increasing
Badminton	30	Increased	Increasing
Curling	500	Increased	increasing
Aquatics	100	Increased	Increasing
Basketball	300	Increased	Increasing
Soccer	750	Stable/increased (Minor soccer declining)	Stable/increasing

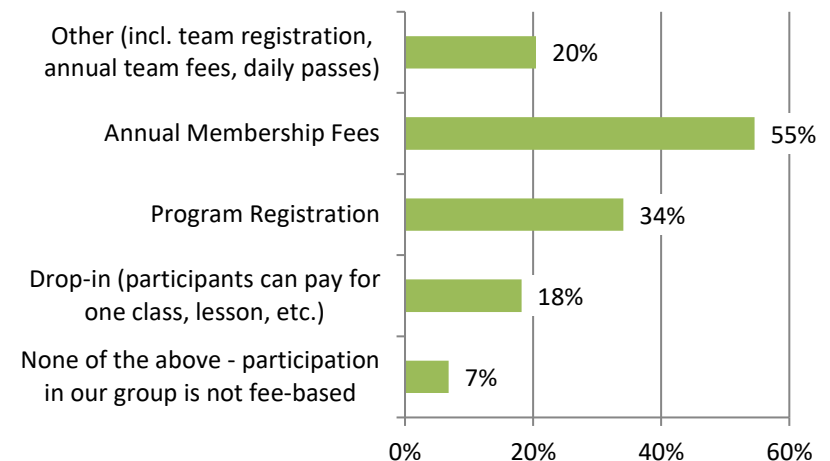
Timmins residents participate in all respondent groups, with some members residing in other communities in the Cochrane region (including Iroquois Falls, Matheson, Cochrane, Mattagami First Nation).

Other participants were snowmobile clubs, golf clubs, private sport organizations, charities including Sports for Kids (provides support to children to participate in over 40 partner sports organizations) and Special Olympics (sports programs for individuals with an intellectual disability), as well as two community parks groups.

78% of groups (n=44) are volunteer-based or rely on the support of volunteers. Volunteers play different roles from general help with set-up and maintenance to administrative support and advertising to running programs, mentoring, and coaching.

Most groups charge participation fees, with the largest share (55%) charging on an annual membership fee basis.

User Group Survey Results: Participation Fees

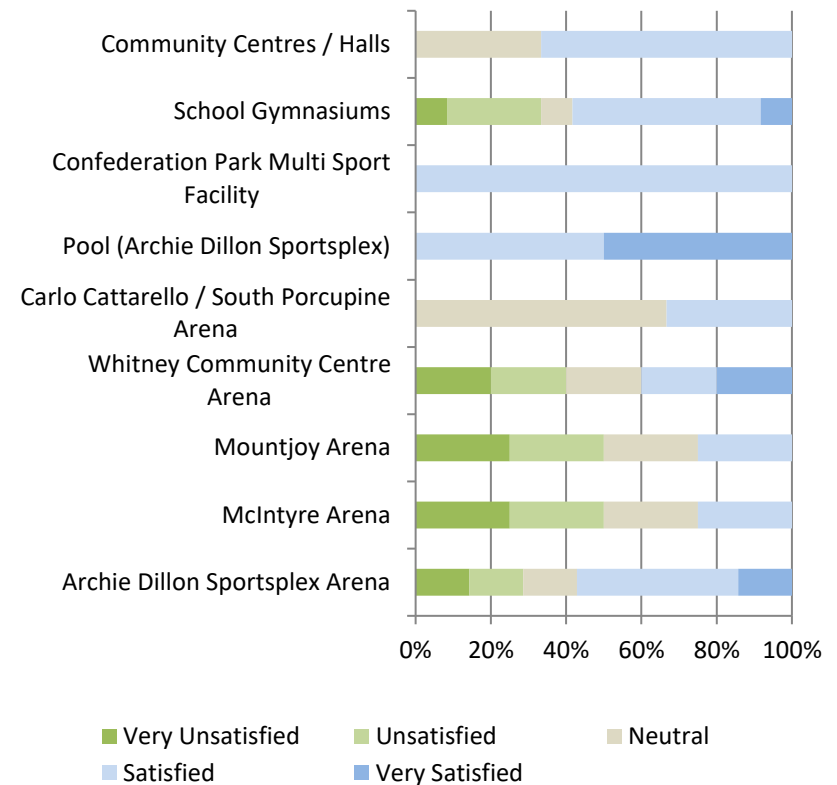


Indoor Facilities

57% (out of 44 user groups) have used indoor facilities in the past year, including all arenas, indoor pool community halls, gymnasias (municipal and school-based).



User Group Survey Results: Satisfaction with Indoor Facilities



Reasons for being unsatisfied include (n=18)

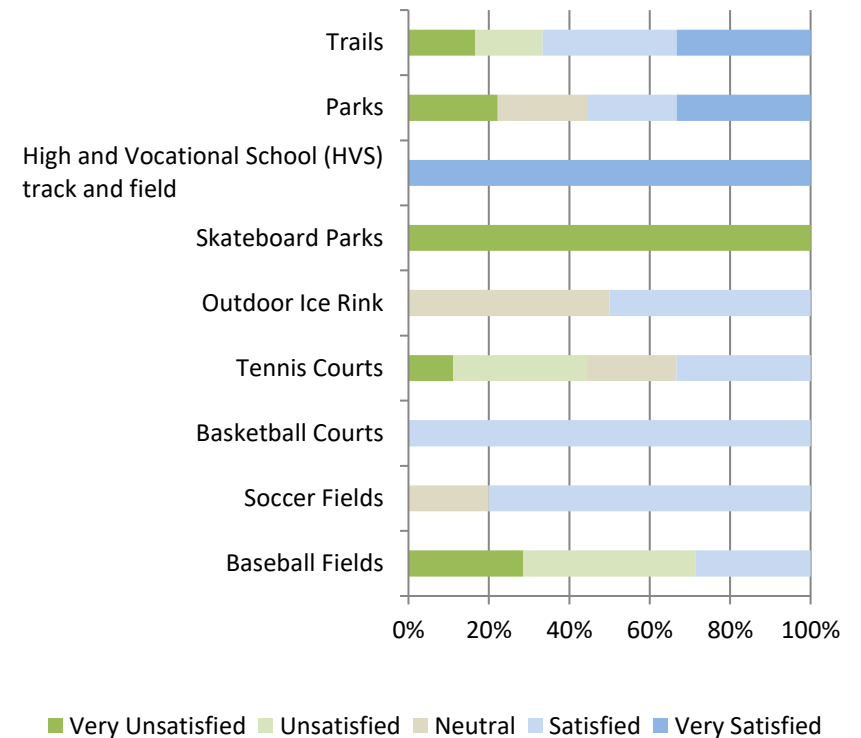
1	Ability to book convenient times (arenas)	47%
2	Amenities do not meet needs of the group	28%
3	Condition and maintenance	28%
4	Cost / Facility booking fees	22%

Outdoor Facilities

75% (out of 44 groups) use outdoor facilities. User groups are generally satisfied with parks, trails, soccer fields, and basketball courts but have suggestions for improvement.



User Group Survey Results: Satisfaction with Outdoor Facilities



■ Very Unsatisfied ■ Unsatisfied ■ Neutral ■ Satisfied ■ Very Satisfied

Reasons for being unsatisfied include (n=24)

1	Condition and maintenance	58%
2	Amenities do not meet our needs	42%
3	Ability to book convenient times	17%
4	Cost / Facility booking fees	4%

Emerging Themes from Engagement

Several common themes and aspirations emerged from engagement activities for the future provision of recreation facilities and programs and parks and trails over the long-term, summarized as follows:

- ❑ **Theme 1. Facility upgrades or new facilities:** Indoor facilities (pool, arenas and community centres) are aging and need to be upgraded to meet the needs of users and offer a range of programs and services.
- ❑ **Theme 2. Accessibility and affordability:** Ensure access to a broad range of recreational opportunities for residents of all ages, abilities, income, and background. An increased role of the Municipality in the delivery of affordable recreational programs.
- ❑ **Theme 3. New sports and activities:** Emerging new sport and recreation interests among residents (e.g., cricket, pickleball, basketball, etc.). Plan for and provide safe public spaces to accommodate new sporting and recreation options.
- ❑ **Theme 4. Four season activities:** More opportunities for staying active year-round, including indoor walking track, indoor courts and fields, maintaining trails and tracks in the winter, etc.
- ❑ **Theme 5. Collaboration and partnerships:** Seeking partnership opportunities with other level of governments, private sector and local user groups to enhance recreation offer.
- ❑ **Theme 6. Safe and secure for all:** Addressing safety concerns in parks, trails and public spaces.



2

Planning for Changing Needs

2.1 Location and Significance in the Region

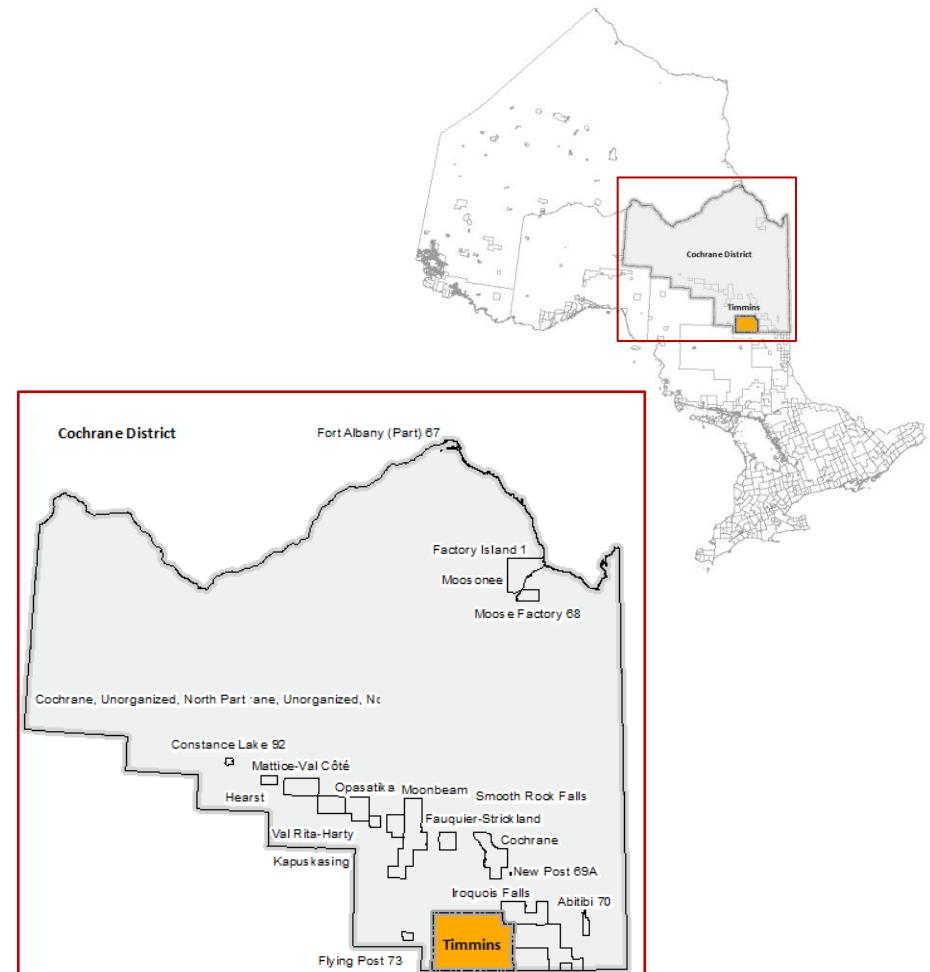
In terms of population, Timmins is the largest municipality in Cochrane District and the fourth largest municipality in Northeastern Ontario, acting as a regional service centre. As such, Timmins plays a significant role as a recreational and sport tourism destination, and is a significant contributor to regional economic development, including mining and tourism industries.

Exhibit 1: Population Centres in Northeastern Ontario

Name of City	Pop. (2021)	District
Greater Sudbury	166,004	Greater Sudbury
Sault Ste. Marie	72,051	Algoma District
North Bay	52,662	Nipissing District
Timmins	41,145	Cochrane District
Elliot Lake	11,372	Algoma District
Temiskaming Shores	9,634	Timiskaming District

Centrally located in Northeastern Ontario, the City also draws visitors from Cochrane District, the James Bay Coastal area, Chapleau and Kirkland Lake for the purposes of recreation (i.e., swim meets, hockey tournaments, kayaking).

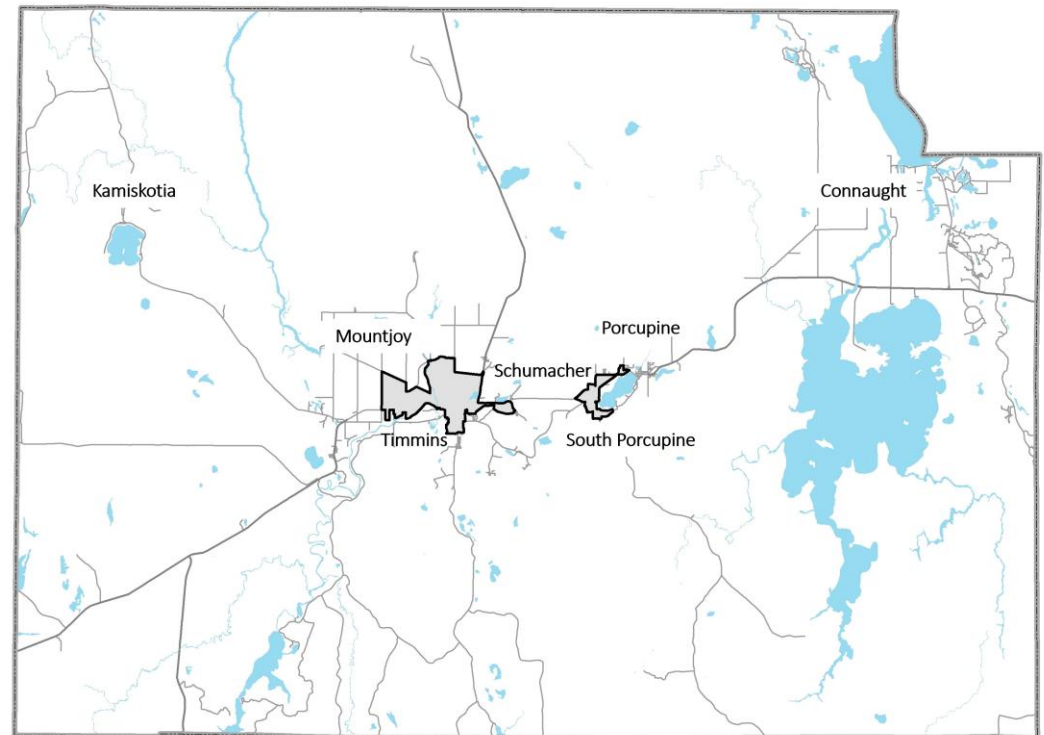
Exhibit 2: Locational Context of Timmins



The City of Timmins, as it is known today, is an amalgamation of several smaller communities, including:

- Barbers Bay
- Connaught
- Hill District
- Hoyle
- Kamiskotia
- Mattagami Heights
- Melrose
- Moneta
- Mountjoy
- Porcupine
- Schumacher
- South Porcupine

Recreation planning is to be viewed through the lens of City-wide provision, while acknowledging the historical circumstances of individual communities.



2.2 Population Dynamics

Historic Population Growth

The City of Timmins represents 53% of Cochrane District's population. As per 2021 Census data, the City of Timmins has a population of 41,145 residents; Cochrane District's population is 77,963.

Over the 10-year period both the population of the City of Timmins and Cochrane District declined. The following exhibit shows that from 2011 to 2021, the population of the City of Timmins declined by about 2,000 residents (4.7%) and Cochrane District – by over 3,100 (3.9%). Population decline in Timmins represents 63% of the population change in the District.

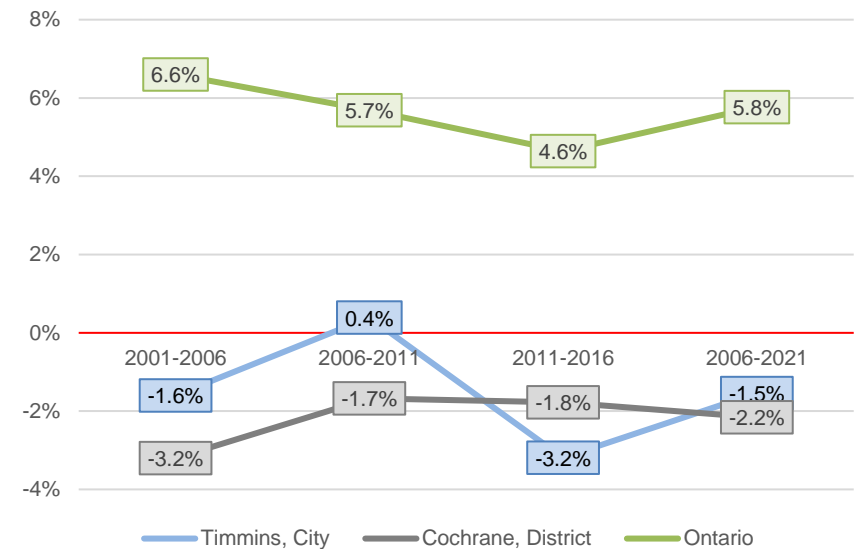
During the same period, the population of Ontario has experienced growth of nearly 11%.

Exhibit 3: Municipality and District Population Change 2011 to 2021

Geography	2011	2021	Change, persons	% Change
Timmins	43,165	41,145	-2,020	-4.7%
Cochrane District	81,122	77,963	-3,159	-3.9%
Ontario	12,851,821	14,223,942	1,372,121	10.7%

Source: Sierra, Statistics Canada Census 2016, 2021

Exhibit 4: Population Change Comparison, 2011 - 2021, City of Timmins, Cochrane District and Ontario



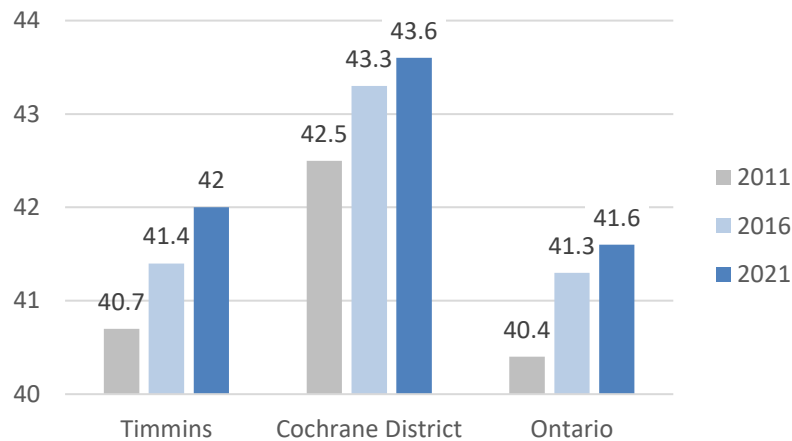
	City of Timmins		Cochrane District		Province of Ontario	
	Pop.	% Change*	Pop.	% Change	Pop.	% Change
2006	42,997	-1.6%	82,503	-3.2%	12,160,282	6.6%
2011	43,165	0.4%	81,122	-1.7%	12,851,821	5.7%
2016	41,788	-3.2%	79,682	-1.8%	13,448,494	4.6%
2021	41,145	-1.5%	77,963	-2.2%	14,223,942	5.8%

* Calculated as 5-year percent change from a preceding Census year

Timmins' population composition by age cohort is like that of Cochrane District and Ontario. Across these geographies, the population has been aging in the past decade. Between 2011 and 2021, the median age increased, the share of population 65+ years old increased, while the shares of youth and working age adults decreased.

Nonetheless, in comparison to Cochrane District, Timmins represents a relatively younger population based on median age and age cohort comparison.

Exhibit 5: Median Age Comparison, 2011 to 2021



Source: Sierra, Statistics Canada Census 2016, 2021

Age cohort trends in Timmins are comparable to that of Cochrane Region and the Province.

Exhibit 6. Comparison of Population Age Group Changes, 2011-2021

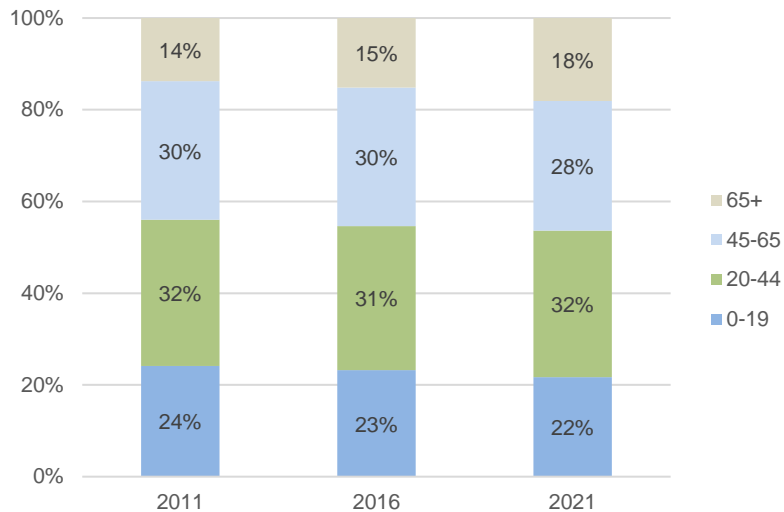
	Timmins			Cochrane District			Ontario		
	2011	2016	2021	2011	2016	2021	2011	2016	2021
0-19	24%	23%	22%	24%	23%	22%	24%	22%	21%
20-44	32%	31%	32%	30%	29%	30%	33%	32%	33%
45-65	30%	30%	28%	31%	31%	29%	29%	28%	27%
65+	14%	15%	18%	15%	17%	20%	15%	17%	19%

Source: Sierra, Statistics Canada Census 2016, 2021

In the City of Timmins, the share of senior population increased by 4% (from 14% to 18%) between 2011 and 2021, and by 3% in the last 5 years. The working age population (20-64 year old) decreased by 2% (from 62% to 60%). The 45-64 year old age cohort decreased by 2% (from 30 to 28%). This age cohort has stabilized, compared to the previous decade, when it decreased by 10% (from 20% to 30% between 1996 and 2011). Exhibit below shows changes in all age cohorts in 2011-2021.

It is important to note that Timmins is home to the campuses of several higher education institutions – College Boreal, Northern College of Applied Arts and Technology, Université de Hearst, and Algoma University (Timmins campus). This results in the City having a significant student population (mainly within the communities of Timmins and Porcupine), a portion of which may not be included in Census counts (if their primary place of residence is outside of Timmins).

Exhibit 7: 2011 to 2021 Timmins Population Age Group Changes



Age Cohort	2011	2016	2021
0-19	10,430	9,705	8,925
20-44	13,755	13,130	13,155
45-65	13,040	12,615	11,620
65+	5,955	6,345	7,445

Source: Statistics Canada, 2011-2021 Census

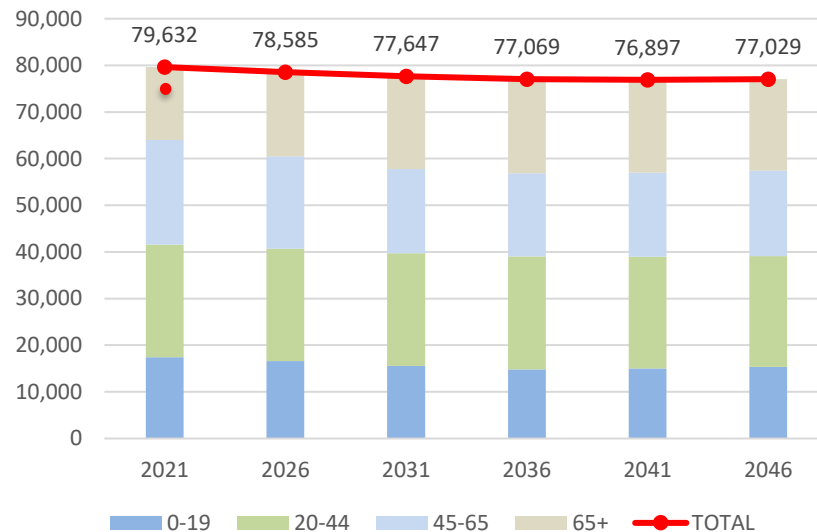
2.3 Population Projections for Timmins

The City of Timmins has not estimated population change projections beyond the 2021 period. The Ministry of Finance publishes projections until the year 2046 for census divisions and health unit areas. This source provides projections for Cochrane District and the Porcupine Health Unit. Both sets of projections, based on the historic Census Data including the 2016 Census, show a declining population between 2021 and 2046.

The following exhibit (on the following page) shows projections for Cochrane District based on the Ontario Ministry of Finance population projections (2021-2046). According to these projections, the population of Cochrane District is expected to continue decreasing over the next 25 years. These population estimates, based on the 2016 Census data, forecast a decrease (by 3%) from over 79,000 in 2021 to 77,000 by 2046. Noting that the 2021 Census population (77,963) was lower than the Ministry of Finance 2021 forecast (79,632), the Ministry of Finance data allows for the identification of trends in the District and in Timmins, the Region's largest and most populous municipality.

According to the Ministry of Finance, migration is the most important determinant of population growth in Ontario. Factors that have impacted past, current, and future population growth within Northern Ontario include:

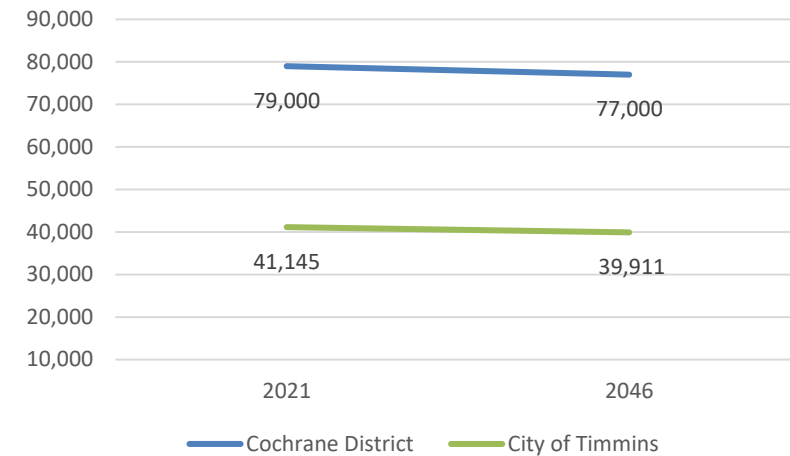
- The Region's relatively small share of incoming immigrants in relation to large urban areas;
- Net out-migration, specifically among youth; and
- A negative rate of natural increase due to the increasingly aging population.

Exhibit 8: Timmins and Cochrane District Population Projections 2012-2046

Note: Actual 2021 Census population was lower (77,963) than the MoF 2021 forecast (79,632).

Source: Sierra Planning and Management based on the Ministry of Finance Ontario Population Projections Update, 2022

Accounting for over 50% of the Cochrane District population and having demonstrated historic population change dynamics similar to the District, Timmins can be expected to have a similar trend in population change – sustaining the current level of population or experiencing a decline, at a rate similar to the rate predicted for the District. Consequently, the current rates and level of services estimated for recreation can be expected to be applicable in the 10 and 20 year horizon.

Exhibit 9: Projected Population Change to 2046

Data Source: Cochrane District – Ministry of Finance 2021, City of Timmins Sierra Planning Estimates

	TOTAL	% Change	0-19	20-44	45-65	65+
2021	79,632	-1.3%	22%	30%	28%	20%
2026	78,585	-1.2%	21%	31%	25%	23%
2031	77,647	-0.7%	20%	31%	23%	26%
2036	77,069	-0.2%	19%	31%	23%	26%
2041	76,897	0.2%	19%	31%	23%	26%
2046	77,029		20%	31%	24%	25%

The City's population decreased by 4.7% between 2011 and 2021. Applying the percentage change projected for the district – 3% over the next 20 years, Timmins population would be projected to decrease from 41,145 in 2021 to just under 40,000 by 2046.

At the same time, as a large economic and population centre and an important urban centre amidst fast growing mining operations, the City of Timmins has a strong potential to change the projected trend.

Efforts to reduce out-migration and attract and retain new resident, including programs to attract new immigrants, can influence this trend in Timmins. High quality recreation is an important part of the City's appeal and a factor in attracting and retaining new residents including new immigrants, mining industry employees, younger families, etc.

2.4 Planning for the Local Demographic

Planning for Seniors

The Cochrane Region population is projected to grow older in the next 20 years. Potential implications of this shift include a decreased emphasis on team sports, growth of wellness and fitness programs, and an increased demand for a wider variety of active and leisure programming pursuits and opportunities. An equally important consideration is the smaller Echo Boom generations (the children of the Baby Boomers), who are raising their own families at present. Promoting and fostering participation in physical activity for all ages (i.e., continuing to focus on children and youth but also expanding to meet the needs of the aging population) is an important priority

moving forward¹. This includes developing innovative convenient programming that appeals to today's changing society.

The City of Timmins is not directly involved in the operation of dedicated older adult facilities; instead, it facilitates access through leasing a municipal property to the Timmins Senior Citizen Recreation Centre Committee, which delivers services directly to older adults in the community in a central location. Since the 2014 Plan was developed, the City has relocated its seniors programs from the decommissioned Centennial Hall facility to the H.R. Bielek Centre.

To improve access to programming for seniors, the City could contribute through provision and programming of the shared municipal spaces, especially in communities outside central Timmins.

Planning for Youth

While the city is still expected to continue to attract young families, the total share of the population that is under the age of 45 is estimated to stay stable or decrease over time. The most notable change is forecasted to occur in the youth cohorts (under the age of 19) which will decrease from comprising 20% of the population at present to 16% by 2046. When looking at the existing age structure of the city, the areas with higher concentrations of children and youth (under 19 years of age) are those within the urban areas.

¹ Source: Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council (February 2015). A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing.

In 2021, City Council adopted Timmins' Community Safety and Well-Being Plan. One of the Key priorities of the CWBP is "Youth-focused community aiming to improve well-being, inclusivity, resiliency, pride, and success of all youth."

Providing inclusive spaces dedicated for youth, where they feel safe and comfortable, can contribute to an improved quality of life for those who participate. Since 2018, the Timmins Youth Wellness Hub (TYWH) has been serving Timmins youth offering pop-up "Hubs" at spaces throughout the Timmins community. In 2022, a dedicated Youth Wellness Hub opened in a central location in Timmins to offer a full range of integrated services and programming for youth, in addition to rotational offerings.

The City of Timmins is not directly involved in the operation of dedicated youth facilities but could contribute to promoting youth wellness activities through provision and programming of the shared municipal spaces, where more youth focus space could be accommodated, especially in communities outside central Timmins.

City of Timmins offers some youth-friendly indoor and outdoor amenities, including arenas, pool, skateboard park, basketball courts, including a recently built multi-use court at Whitney park. However, a 2021 survey conducted by the Youth Wellness Hub found that young people in Timmins believe that more recreational and social opportunities would make Timmins a better place for youth. To empower and include youth in decision-making the Council established a Youth Advisory Council.

The 2014 Plan recommended conducting a needs analysis among local community groups to identify demand for community/meeting space and programming. Considering that the need for recreation

services and space persists, such needs assessments or youth needs monitoring should be a routine practice conducted by or in cooperation with Youth Wellness Centre and Youth advisory bodies such as a City of Timmins Youth Advisory Council / Youth Action Table).

Planning for Safety and Well-being in Timmins

In 2021, City Council adopted Timmins' Community Safety and Well-Being Plan (CSWBP). The goal of the plan is to reinforce that Timmins' is a great place to live, work and play by identifying areas of improvement necessary to the safety and well-being of all residents. The CSWBP identifies emerging trends and concerns and outlines new strategic priorities that align with the needs of Timmins as a community. The four strategic priorities of Timmins' first CSWBP are:

- Unified and innovative community system approach to end homelessness.
- Harmonized mindset and action to improve care, respect, and outcomes for mental health and addictions (MHA).
- Youth-focused community aiming to improve well-being, inclusivity, resiliency, pride, and success of all youth.
- Shared responsibility and effort to improve safety and belongingness of all residents while in their homes, at work, and in the community.

Planning for Diversity

Cultural diversity is having an increased influence on the delivery of recreation by municipalities as the demand for activities evolve based on new waves of immigrants to Canada. Newcomers bring a certain level of interest for non-traditional activities, while traditional 'Canadian' sports and activities are being pursued as individuals seek to integrate and assimilate to Canada. This has impacted national trends in aquatics and resulted in new demand for cricket and other non-traditional activities. These evolving cultural influences on sport participation should continue to be monitored.

The existing ethno-cultural diversity of Timmins is comprised of 1,370 immigrants (0.8% of total population), including 245 persons who arrived between 2016 and 2021.

To attract new residents, the City of Timmins participates in the federal Rural and Northern Immigration Pilot (RNIP). The Timmins Economic Development Corporation (TEDC) facilitates the process receiving and processing applications from immigrants. According to TEDC, the number of skilled new immigrants applying to the programs and coming to the city through the program has doubled since the project launched in 2020. TEDC has issued over 200 permanent residency recommendations in 2020-2022.

With increasing and changing cultural diversity in the city's population, the city is beginning to see new needs and preferences for programming and spaces within its facilities. For example, cricket is gaining popularity. As the city continues to diversify, it should continue to monitor the community's needs and consider any changing requirements.

Planning for Accessibility

Barriers to participating in recreational and leisure pursuits, such as a lack of free time, limited disposable income, language barriers, and physical barriers vary across the community. The City of Timmins continues to make every effort to ensure there is equal opportunity for all residents to access parks and recreation facilities, programs, and services.

The Official Plan (OP) supports the accessibility of its parks, trails, and recreation facilities as well as all municipal buildings. In ensuring the adequate and equitable access to recreation facilities and services, Section 2.12 of the OP supports improving accessibility for people with different abilities; promotes "universal physical access to public spaces and buildings"; and encourages equitable access to community services by "improving and expanding local community service facilities in established neighbourhoods that are under or poorly serviced."

The City has an Accessibility Plan in place, updates it regularly, and frequently reports on its progress to make parks and recreation facilities accessible.

Planning for Social Inclusion

In 2015, the Ontario Government released the "Community Hubs in Ontario: A Strategic Framework and Action Plan", one of the core principles of which is to maximize the use of public property for community benefit. In general, community hubs are gathering spaces and places designed to provide residents with access to a wide range of community activities, programs, services, and events. Typically, hubs serve varying needs from social to academic,

economic to recreational supports; the role and function of which are typically defined by the individual communities within which these are located. Part of the planning basis for hub development are the opportunities to address social issues such as poverty, unemployment, and early childhood development in a collaborative manner.

The City of Timmins has recognized the value of community hubs in addressing access to social, recreation and leisure services and opportunities within neighbourhoods where a significant share of the population is marginalized. Centre La Rone and The Friendship Centre continue to support francophone and urban indigenous residents. Since the 2014 Plan, a dedicated youth wellness centre has opened (non-municipal) and the City supports the dedicated Seniors Centre at H.R. Bielek.

2.5 Trends in Recreation

Indoor Recreation

Key trends that have emerged in the development of indoor recreation facilities include:

Aquatics – Emerging aquatic facility designs (fitness and leisure swimming, therapeutic programs for seniors, and splash pads/water parks for children, accessible facilities).

Accessibility – making indoor and outdoor facilities accessible for people of all ages and abilities. Indoor facilities must comply with the provincial Accessibility regulations (AODA). Encouraging cycling and walking to access facilities.

Flexible Multi-purpose Multi-generational – Increasing focus on creating flexible multi-use “destination” facilities as inclusive community spaces for multiple recreation pursuits for people of all ages and abilities.

Sport tourism – Throughout Canada, sport tourism represents a growing market and providing facilities to accommodate this is an important consideration.

Sustainability – Increasing focus on the overall sustainability of a facility (e.g., net zero/carbon neutral).

Outdoor Recreation

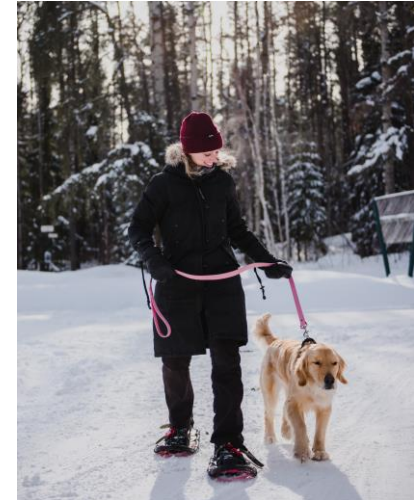
Outdoor recreational activities are constantly evolving. These activities tend to emerge based on one or more of the following contributing factors:

- The activity becomes more widely practiced – there is a natural growth in participation rates and therefore increased demand for supporting facilities.
- Interest and participation in an activity is re-energized based on recent events - such as the success of a sports team or the emergence of a Canadian star within a sport.
- The activity is popularized – interest is spurred by pop-culture.

New or emerging outdoor recreational activities that are gaining in popularity and becoming more widely programmed by municipalities across Ontario include:

- Basketball (established but growing in demand among youth),
- Beach volleyball,
- BMX / Pump Tracks,
- Cricket (growing in demand),
- Disc Golf,
- Pickleball (growing in popularity),
- Skateboarding,
- Tennis (established but growing in demand),
- Youth parks (e.g., mountain biking, skateboard parks, BMX/pump tracks),
- Year-round outdoor activities (post-pandemic trend), including hiking, walking, running, cycling, skating, etc.

In addition, unstructured and self-guided activities, such as hiking, cycling, jogging, skating, snowshoeing, skiing, yoga and fitness in parks, are becoming more prevalent than more traditional organized sports such as soccer, hockey, etc.



Parks and Trails

Some of the key trends that are to be considered in the planning and development (or redevelopment) of parks and open spaces or are outlined below.

Accessible Design Standards – Many municipalities have created their own Accessibility Guidelines for development that exceed the minimum Ontario standards.

Active and Passive Parkland – Open space areas that include or are suitable for the development of more structured and less structured recreational facilities and activities, respectively.

Age-Friendly Approach – Parks and open spaces are increasingly designed as inclusive spaces for example by providing multi-generational amenities.

Equity and Inclusivity – The amenities and services provided within parks and open spaces should be accessible and affordable to all, regardless of age, race, ethnicity, gender, sexual orientation, socio-economic status, or physical and cognitive abilities.

Improving links and connections – Connecting Trails, Parks, Facilities, establishing Active Transportation routes.

Sustainable Design Strategies – The inclusion of Low Impact Development (LID) site design strategies aim to improve storm water management quality.

Connecting People and Nature - Parks, trails and open spaces can serve as restorative environments providing opportunities for being

active in nature (walking or cycling), observing plants, gardens, pets, and wildlife.

Active transportation infrastructure for commute and recreation – improves safety, accessibility, and affordability of recreation.

Celebrating Local History and Culture



Source: City of Timmins

Incorporating and celebrating local history and culture into the parks and recreation facilities in Timmins will be important going forward. Many of the following ideas on how this can be done have been incorporated into parks and recreation services in other jurisdictions:

- Preserving and celebrating indigenous and local history and cultural aspects of the City parks and trails through multi-lingual signage and interpretive plaques/panels.

- Supporting indigenous communities in celebrating and sharing knowledge and stories in creative ways, creating pride amongst the local Indigenous communities, and helping to increase access to community recreation and parks for Indigenous communities.
- Creating historical murals on large wall spaces in recreation centres and other facilities.
- Providing gallery space and allowing Indigenous artists to showcase, and potentially sell their works.
- Creating spaces suited to Indigenous gatherings.
- Creating Indigenous gardens featuring plant materials that are traditionally used for material, food, and spiritual purposes.

Programming

Key trends that have emerged in the development of recreation programming include:

Removing Barriers to Participation – Promoting and fostering participation in physical activity for all ages, diverse identities, social and economic backgrounds and various abilities.

Promoting Active Transportation to support access to recreation opportunities and facilities.

The need to **(re)assess opportunities to diversify** the suite of program options to address changes in preferences for participation.

The **decline in sport participation** in favour of **unorganized and/or self-directed** leisure activity.

Increase in the **uptake of outdoor activities in all seasons** as a result of the Pandemic.

Effective monitoring systems help inform municipal responses to parks and recreation program demand.





3

Planning within a Supportive Policy Environment

The development of an updated Recreation Master Plan for the City of Timmins is situated within a supportive landscape of provincial and municipal policies/priorities for the development of sustainable and accessible recreation facilities and programming; fostering sport and recreation opportunities in a manner which limits potential social and economic barriers to participation.

The relationship between planning and the nature, location and scale of community facilities is increasingly important for quality of life in communities. In Ontario, community facilities are funded from a range of sources including Development Charges, Parkland Acquisition, developer contributions, government grants and the tax base. Achieving the right mix of community facilities and parks, in the right locations and at the appropriate scale to meet the goals of the City for a hierarchy of parks and facilities to meet local neighbourhood, community and city-wide needs is essential to good planning.

Provincial and municipal policies provide the tools for integrated municipal planning as outlined in this section.

3.1 Provincial Supports

Planning Act

The Planning Act sets out the ground rules for land use planning in Ontario and describes how land uses may be controlled, and who may control them. All planning policies, official plans, secondary plans, zoning by-laws, plans of subdivision, and other planning tools must be prepared and applied in compliance with the Act. Policies

and procedures for public consultation and changes to land use are set forth in the Act.

The Planning Act supports the adequate provision and distribution of recreational facilities and identifies requirements for parkland conveyance, the latter of which was amended through Bill 73, Bill 108 in 2020 and Bill 23 in 2022.

In 2020, Bill 197 regulation 509/20 under the Planning Act to implement Community Benefits Charges (CBCs) made significant changes to Section 37 (bonusing) of the Planning Act. The new regulation reverses the initial move (through Bill 108) to integrate development charges (DCs), parkland dedication / cash-in-lieu, and Section 37 benefits into Community Benefits Charges (CBCs). CBCs effectively only replace Section 37 benefits, while development charges (DCs) and parkland dedication continue to remain separate requirements. At present the prescribed amount of land value that can be charged through CBCs is set by regulation at 5% of land value (Section 37.37).

Consequent to these changes in the Planning Act, municipalities fund development related community infrastructure, in part, through:

- Development Charges: includes soft services such as recreation;
- Conveyance of parkland (land or payment in lieu of land) for park purposes: 2% for commercial or industrial, 5% and alternative requirements for residential under Sections 42 and 51 of the Planning Act;
- Community Benefits Charges (CBCs) (Section 37).

Provincial Policy Statement

Municipalities use the Provincial Policy Statement to develop their official plans and to guide and inform decisions on other planning matters. Policy 1.5.1 addresses Public Spaces, Recreation, Parks, Trails, and Open Space which calls for the promotion of healthy, active communities. The promotion of healthy, active communities can be achieved through:

- Planning spaces and facilities to be safe, foster social interaction and facilitate active transportation and community connections.
- Planning and providing for a full range and equitable distribution of publicly accessible built and natural settings for recreation.

Growth Plan for Northern Ontario

The Growth Plan for Northern Ontario (2011) is a 25-year plan that aims to strengthen Northern Ontario's economy through stimulating investment and entrepreneurship to encourage emerging sectors and industry diversification. Under the *Places to Grow Act* (2005), the Plan provides a framework for strategic growth throughout the Northern Ontario Growth Plan Area.

Provisions of the Plan encourage municipalities to “promote healthy living by providing for communities with a diverse mix of land uses, a range and mix of employment and housing types, high-quality public open spaces, and easy access to local stores and services” (Section 3.4.3).

The Plan identifies Timmins as one of the important **Economic and Service Hubs** in the region; wherein “economic and service hubs shall be focal areas for investment in regional transportation, energy, information and communications technology, and community infrastructure” such as recreational and social amenities (Section 4.3.4).

For the most populous municipalities in Northern Ontario, including Timmins, The Plan identifies **Strategic Core Areas**. The Plan encourages municipalities “to plan for these areas to function as vibrant, walkable, mixed-use districts” supplying a range of amenities and services to attract employment uses and clusters; ensuring residents and visitors access to “vibrant streetscapes, shopping, entertainment, transportation connections, lodging, and educational, health, social and cultural services” (Section 4.4.2).

3.2 Municipal Priorities

Timmins 2020

The City's strategic plan, Timmins 2020, provides a comprehensive framework of actions/principles to guide municipal decision-making, local economic and community development over the long-term. The plan's foundation is based on the following vision and mission:



City of Timmins Official Plan

The City of Timmins Official Plan (OP) (2010) is the primary policy framework guiding the long-term growth and sustainable development of the municipality.

The Plan maintains a vision for development of a “strong, safe, and sustainable City.” This vision can be achieved via policies which support “a cycle of community growth and renewal” consisting of four interconnected priorities: enhanced quality of life, community (re)investment, creating new jobs / industries, and rising prosperity.

The OP defines **recreation** as: “leisure time activity undertaken in built or natural settings for purposes of physical activity, health benefits, sport participation and skill development, personal enjoyment, positive social interaction and the achievement of human potential.” Policies of the OP support a safe, inclusive, and sustainable city and encourage the sustainable development and equitable access to recreational amenities and facilities:

- Promoting recreation and tourism development, (re)development within the City.
- Collaborative partnerships between organizations within the community/region, including First Nations and Métis.
- Ensuring that adequate infrastructure and public service facilities will be available to accommodate projected growth.
- Ensuring the conservation and/or enhancement of the environment and natural heritage features of Timmins.
- Providing for an integrated multi-modal transportation system.
- Planning for a diverse population base while recognizing their unique needs.

Recognizing that “addressing the quality of life and health and well-being of Timmins’ residents requires effective and co-ordinated planning, the involvement of all human services sectors and investment in social infrastructure and cultural capital”, Section 2.4 of the OP support the development of strong social infrastructure and cultural life and the provision of accessible community services/facilities (e.g., recreation centres) based on principles of shared use/responsibility.

Policies of the OP support the use and enjoyment of **parkland, trails, and open space system** and encourage the sustainable development and equitable access to parkland and trails. Section 2.7 also stipulates that the City should actively seek partnerships to secure natural open space areas (e.g., through conservation easements, conservation trusts, etc.) and to develop recreation areas and facilities.



4

Master Plan Framework

4.1 The Value of Investment in Parks and Recreation

The parks, recreation and open space offer in Timmins is a vital part of the quality-of-life equation in the city and is valued by residents as a core municipal service. As a municipal corporation, the City has a portfolio of responsibility for several parks and recreational assets (arenas, aquatics centre, sports fields, playgrounds, and trails, etc.), but a relatively limited role in direct programming. With the prospect of new City recreation infrastructure on the horizon, the value proposition for the City is in taking a larger role in programming and deepening the departmental resources to enable this. This plan speaks to those issues.

Enhancing quality of life in the city through investment in parks and recreation will be important for resident and business retention and attraction. This Master Plan recognizes the impact of the resource economy on population levels, the potential for shadow population growth related to out of town mining developments in the future, and accordingly a flexible approach is necessary in meeting these needs while planning for an appropriate long-term scaling of municipal services. Increasing ethnic and cultural diversification is a strength which can be nurtured through greater partnerships to provide culturally sensitive programming. The value proposition for investment in recreation lies in the creative ability of the sector to foster civic participation as well as resident health and well-being through the delivery of programs and investment in facilities.

The Recreation

Vision



Committed, ongoing and broad investment in the City of Timmins – It's people, places and cultures – to make happen all that the City has to offer: a high quality of life for all, best-in-class facilities and services, and a commitment to inclusivity that sustains the community, its volunteer leaders and partners in business, health and education.

The Recreation

Mission



The City of Timmins will, through vision and investment in its people, infrastructure, services and technologies, provide recreation services that speak to the needs, preferences and lifestyles of all residents, and which support broad based community growth, cultural diversity and economic development.

4.2 Guiding Principles of the Plan

Principles, otherwise known as value statements, upon which this Master Plan (goals, objectives, and recommendations) are based are as follows:

1

Forward Planning and Investment Readiness

Focus on forward planning and strategic investment in major recreation infrastructure for resident attraction and retention, tourism attraction, and economic development. Adopt a sound financial and asset management-based approach to capital planning and investment in recreation

2

Responsive Planning and Operational Excellence

The City will endeavour to provide accessible, high quality and integrated services to the community in a manner which is responsive to current and future needs. The City will strive to provide a level of customer service and facility maintenance, which maximizes participation in recreation including through timely communication on programs and services.

Major capital-build projects are also major service improvement projects – by the time a new state-of-the-art recreation complex is open for business, recreation services should also have been re-

3

Maximize the Value of City Dollars

Leverage the role of the City as the principal regional service hub for Northeastern Ontario as a foundation for attracting provincial and federal funding and partnership support for both capital investment and ongoing operations.

The higher operating costs of new facilities should be met through higher fees, recognizing the significant improvements in the level of service provided by the City.

4

Broaden Participation in Health and Wellness Activities

The City of Timmins will aim to provide a range of recreational facilities, programs and services for all residents, irrespective of age and ability, to help foster healthy lifestyle habits and active living. This includes the facilitation of introductory activities for all ages and abilities.

5

Adopt a Balanced Approach to Service Delivery

Support for Community Development - The City will continue to support the delivery of programs and services largely by volunteers and non-profit organizations. The City is cognizant that recreation delivery involves the donation of significant volunteer time and effort and will seek to support a healthy base of volunteerism.

City Direct Programming - With the development of new recreation facilities, the City will re-engage in programming opportunities to maximize the full benefit of facilities.

Enterprise - Where appropriate the City will adopt the Enterprise Model of service delivery which emphasizes business and industry best practices, greater participation in services and improved revenue streams, operational stability and clear outcomes for the public good.

Cost recovery is an important metric and will vary by type of facility and service. Pricing should represent an effective balance between user fees and tax- support while maximizing the take-up of services and use of facilities.

The higher operating costs of new facilities should be met through higher fees, recognizing the significant improvements in the level of service provided by the City.

6

Prioritize Children, Youth and Seniors

Children and Youth Parks and Recreation will strive to promote health, wellness and active living for children and youth by offering a range of recreational and cultural services, supported by appropriate subsidization policies.

Seniors: Parks and Recreation will strive to promote health, wellness and active living for seniors by offering a range of recreational and cultural services predicated on equitable access and affordability.

7

Connectivity

Support health, wellness, and recreational tourism through improved connectivity and active transportation networks.

8

Grow Partnerships

The City recognizes the value of partnerships for sport and recreation program development. The City will strive to ensure the most effective use of City resources to maximize all opportunities for partnership development and sponsorship (including with industry and the corporate sector).

9 Advocacy and Promotion, Diversity and Inclusion

The City will maximize its role as a public information provider and supporter of community development. Parks and Recreation will aim to provide a range of services, facilities and programs which reflect the diversity of interests and cultures within the community. This includes the facilitation and provision of programs which address the needs of new immigrants and the aboriginal community, as well as services across the age groups and within communities at risk.

10 Accessibility

The City will seek to remove a range of barriers (physical, financial, social, and cultural) which may prevent residents from participating in recreation. This requires the development of equitable use policies and procedures and efficiency in facility operations and management.

11 One-City Approach

Planning for recreation in Timmins is to be undertaken on a City-wide basis. The City will maintain the existing practice of the urban area servicing the recreation needs of the rural area.

Where appropriate, the City will supplement planning for facilities at the level of sub-city service districts as relevant for specific neighbourhood- serving facilities.

4.3 Service Directions

Five key service directions have been developed for parks and recreation in Timmins, upon which the Master Plan is structured.

Delivering Effective Recreation Services



Proactive Planning for Indoor Facilities



Ensuring State of Good Repair and New Outdoor Facilities



Achieving Complete Parks & Open Space Networks



Improving Trails & Active Transportation Linkages





5

Service Direction: Delivering Effective Recreation Services

Service Direction: Delivery of effective recreation and leisure services includes a comprehensive set of responsibilities that include departmental resources, outreach capacity, customer service enhancements, technology adoption, staff professional development and training, and policy integration – from land use planning and development control activities to by-law development. The essence of effective implementation is integration across divisions, adequate and timely operational and capital budgeting, and prioritization of a philosophy of continuous service improvement.

5.1 The City's Role in Recreation Delivery

Current Service Delivery Model

The City of Timmins has adopted a community development model for the delivery of recreation, whereby:

- The City is not heavily involved in direct program delivery but plays a supportive role through the provision of access to facilities.
- Event hosting and other activities/programs are primarily delivered by:

- The non-for profit / volunteer groups (e.g., volunteer-run sports teams/leagues and community organizations),
- Public entities (educational institutions), and
- Private entities (commercial sport and recreation establishments such as private gyms, tennis clubs, golf clubs etc.).
- Where little to no options exist in the private and/or volunteer market to adequately service the needs of the community, the City provides specialty programs (i.e., swimming, public skating, and dog obedience classes).

The City has established working arrangements with local leagues and volunteer groups to assist with the daily management of some of its facilities. Partnership approaches include:

- City provides dedicated facility/space, while volunteer groups are responsible for the day-to-day upkeep of the facilities (i.e. maintenance of fields etc.); and/or
- City provides dedicated facility/space, while volunteer groups are responsible for facility rental and booking management.

The City's Role Going Forward

At present, the City is not recognized as a major recreational program provider in Timmins; however, it remains the key provider of publicly accessible recreational facilities in City. This has not changed since the 2014 Master Plan.

As a public service provider and the only agency with a mandate to serve the entire population of the City of Timmins (particularly as it relates to those facilities in higher demand and/or inadequate recreation service provision in other sectors/realms), the existing service delivery model requires regulation and consistency. This includes a clear delineation of the City's role in managing and monitoring partnership effectiveness as it relates to overall facility management as well as the use of publicly owned facilities on a regular basis.

As the City invests in new indoor facilities (as recommended in this Master Plan), the role of the in how it delivers services will need to change. Spaces within a new multi-use recreation centre will need to be programmed directly by the City, requiring additional staffing, but also shifting from a Community Development Model to more of a blended, two-tier approach to service delivery.

A blended, two-tier approach would see the City is a direct provider of recreation facilities and services (as it does now), but also an expanded role of program provider through the Parks, Recreation, Building Maintenance Division. Other programs and opportunities would still be provided through community groups, faith groups, non-profit organizations and the private sector which is considered indirect delivery. The goal is not to provide programs and services that are in competition with private and other providers, but rather complement their offer and provide a different service.

This blended approach to program delivery would be aimed at providing Timmins residents with the broadest range of access to recreation in a manner that supports a diversity of needs, access, income, abilities, and interests.

Recommendations – Service Delivery Model

1. Over the short term, continue to employ a Community Development Model for the municipal delivery of parkland and recreation services.
2. Over the medium-term, transition to a blended, two-tier approach to recreation service delivery where the City provides more direct programming than is currently offered. These programs should occur in a variety of existing and new indoor and outdoor spaces.

5.2 Effective Organization

The Community Services department provides public services that contribute to community development, recreation and culture through the provision of recreation and leisure services including the maintenance of recreation facilities, parks and open space, and provision of programs (aquatic programs).

The Parks, Recreation and Building Maintenance Division within the Community Services Department is responsible for the operation and maintenance of indoor and outdoor recreation facilities, parks and trails. Additionally, the Recreation and Building Maintenance Division supports community events and activities with provision and setup of equipment.

Since 2014, the organizational structure of the City's Parks and Recreation Department has changed and the City increased capacity to address facility maintenance as well as service delivery and communication. Organizational enhancement was achieved through

designating two full-time positions under the Community and Development Services Department and within Parks and Recreation:

- Manager of Parks, Recreation and Building Maintenance
- Supervisor of Facilities and Equipment Maintenance

Supervisors and staff within the Parks, Recreation and Building Maintenance Division are responsible for arenas, indoor pool, parks and other facilities report to the Manager of Parks, Recreation and Building Maintenance. The Manager reports directly to the Director of Community Services & City Clerk.

This Division works closely with other municipal departments and divisions, including:

- Customer Service and Communications, housed within separate divisions that report directly to the Director of Community Services /City Clerk. This division oversees Service Timmins, and manages facility bookings and program registrations.
- The Planning, Property and Development Department, that manages urban development, including community development and parks planning.

The 2014 Plan recommended designating a Recreation Programming Coordinator as part of the operational mandate for a new-multi-use recreation centre in order to maximize the benefit of the new facility. This has not been implemented and is still relevant for consideration.

As the City increase its direct program offer with the development of the multi-use recreation centre, the structure will need to be enhanced by including a supervisor / staff responsible for recreation programming.

Aquatics and dog training are the only two areas where the City is currently involved in recreation programming and registrations are handled by Service Timmins (see Section 5.3 for details). With a new aquatics facility as part of a new multi-use centre, the designation of a Manager of Aquatics will be important to oversee aquatic programming, staffing and operations.

To date, the current organizational structure of the Parks and Recreation Division exhibits a further consolidation of staffing. At present there is no designated Director of Parks and Recreation; with an existing 2 management positions – the Aquatic Supervisor and Manager of Parks, Recreation and Building Services Maintenance – now reporting directly to the Manager of Community & Development Services.

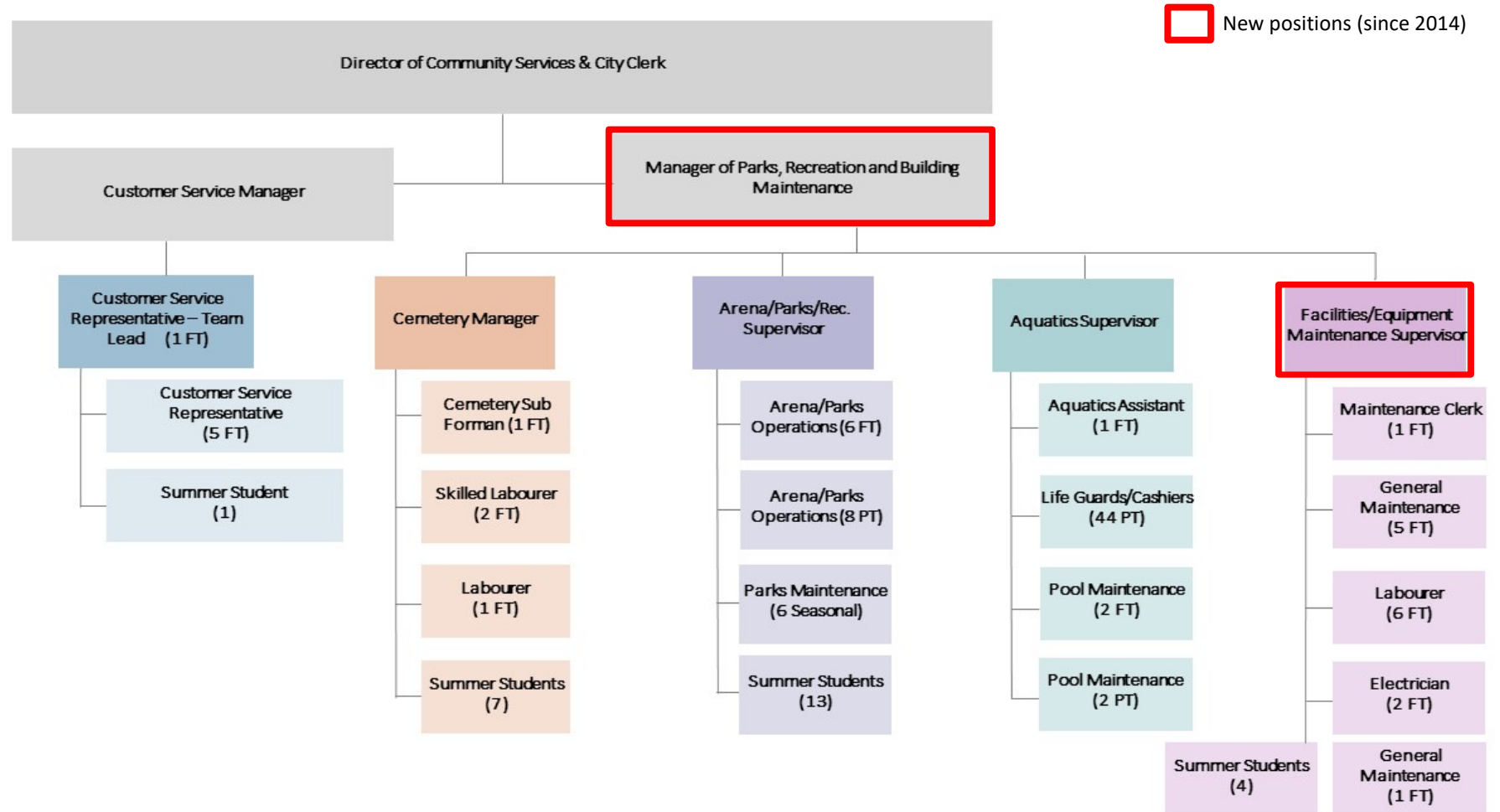
Under the purview of the Manager of Parks, Recreation and Building Services Maintenance is the Arena, Parks and Recreation Supervisor (who largely has responsibility for facility operations and maintenance).

Recommendations – Effective Organization

3. Consider designating a Recreation Programming Coordinator as a way to develop programs delivered by others, and gradually develop City program expansion. Once the new multi-use recreation centre is in place, a more comprehensive departmental structure will be required to operate, program and market the facility.

4. Designate a Manager of Aquatics. This position will provide specialized managerial expertise related to aquatics, and housed within the Community Services Department under Parks, Recreation, and Building Maintenance.

Exhibit 10: Current Organizational Structure of the Parks, Recreation and Buildings Maintenance Division

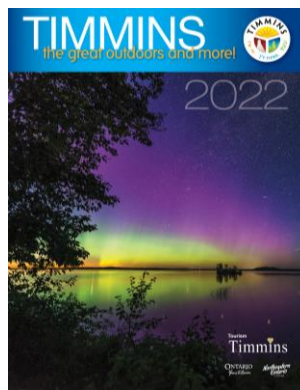


5.3 Marketing and Communications

As per 2014 recommendations the City established a centralized customer service support system for facility bookings and registering participation in municipal programs and programs delivered at municipal facilities – Service Timmins. However, at this time Service Timmins does not offer an online booking or registration option. Registrations for programs are done by phone or in person. Ideally, the system would allow users to register online viewing availability in real time. The City plans to progressively address customer service methods to improve the system over time, which should address this. A state-of-the art user friendly interface for facility booking and program registration will support service delivery.

As part of events marketing Timmins Chamber supported the development of The City's Events Calendar. The events calendar provided opportunities to self-register and promote events. The calendar was a useful marketing and communications tool. Since January 2023, the Calendar is no longer being maintained by the Chamber. A similar platform for organizing and marketing events would be beneficial moving forward.

The City's annual Tourism Guide is both printed and published on the City website. This guide provides information to visitors and residents. As supply of recreation facilities and programs increases, a separate recreation guide (printed and online) would be a helpful tool for communicating information about facilities and programs to residents.



Recommendations – Marketing and Communications

5. Evaluate opportunities to transition to provide online booking services for all facilities (arenas, meeting spaces, ball diamonds, etc.) and program registrations. Any investment in an online booking system should include an online payment feature. In the long-term, this will lessen the demand on staff and will allow for adequate planning for room bookings and preparation. This will also allow residents to have convenient, 'at home' access to facility booking services.
6. Consider developing a Recreation Program Guide to provide details on the variety of programs offered, session times and dates, and locations. This will be increasingly important as the City becomes more involved in the direct delivery of recreational programming.

5.4 Improving Service Delivery Through Partnerships

As a municipal corporation, the City of Timmins has a portfolio of responsibility for the management, operations, and maintenance of a number of recreational assets (parks, arenas, sports fields, playgrounds and trails).

The City's key partner in the provision of parks and trails has traditionally been the Mattagami Region Conservation Authority (MRCA). The intent of the 2014 plan to achieve partnerships with other facility and service providers remains a City priority, including renewed efforts to develop partnerships with local schools and higher education institutions.

Mattagami Region Conservation Authority

Historically, the City of Timmins has had a strong ongoing partnership with the Mattagami Region Conservation Authority (MRCA) which continues today. This relationship was recommended in 2014 to be upheld.

At present, the City and MRCA are reviewing, updating, and confirming the City's existing Memorandum of Understanding (MOU) for trails and park maintenance. Including cooperation to improve active transportation and recreation opportunities.

Community Use of Schools

As per the Ontario Ministry of Education's Community Use of Schools Program, a number of local educational institutions in

Timmins facilitate arrangements for the community use of schools-owned facilities. Facilities may include classrooms, auditoriums, gymnasias, cafeterias and/or outside recreation areas depending on the amenities available at each institution.

While activities organized/administered by each school and its respective school board have priority for use of school space during and after normal school hours, local education boards consider schools to an important facet of community building and thus support active community lifestyles via equitable and fair community access to school recreational and cultural amenities.

The specifics of school use arrangements differ per policy, however, most facilities are available to community groups after 6:00 p.m. – 10 p.m. and usually for a fee. Some policies allow not-for-profit organizations to access facilities at a minimal cost while others provide amenities for free where custodial services are not warranted. Nonetheless, school facilities in Timmins function as secondary rather than primary spaces for recreational facilities due to limitations on community access throughout the day.

Recommendations – Partnerships with Schools

7. Strive to achieve better access to school gymnasias for court sports, school playing fields for soccer and other sports, and in the case of the High school track, a permanent solution to the lack of access identified by athletic organizations.

Rationale: There is a long-standing issue of limited (perceived or otherwise) access to the premier school facility including both the soccer/football field and the track itself. This was identified as a priority in the 2014 plan and the problem persists. The City should facilitate better access arrangements for this and all school board facilities in the City, through pursuit of formalized joint use agreements on behalf of the City's varied user groups. Examples exist in several cities where a municipal-school board partnership includes defined access periods for afterschool use with bookings maintained by the municipality. Reciprocal access to City facilities including new recreational infrastructure would be ensured.

McIntyre Curling Club

The McIntyre Curling Club provides curling opportunities in Timmins through a lease agreement with the City. The lease agreement (By-law no. 2020-8431) is for the rental of the curling club facilities (ice sheet) at the McIntyre Community Centre between the months of October and March on an annual basis. The lease agreement is in effect for a period of five years (to 2025).

Under the agreement, the Club is responsible for the day-to-day maintenance, operation, and general upkeep of the facility, while the City is responsible for the maintenance and renewal of the ice plant.

Rock & Gold Gymnastics Club

Gymnastics in Timmins is provided by the Rock & Gold Gymnastics Club, which operates out of the Confederation Multi-Use Sport Facility (through a lease agreement). City By-law no. 2019-8290 authorizes the lease of gymnastics facilities to the Club for a period

of five years (initial two-year period, with the option of extending for an additional three years). The agreement is set to expire in February 2024.

Under the agreement, the Gymnastics Club is responsible to pay the relevant operating costs related to running the Club, while the City, as the landlord, provides any required capital and operational building maintenance.

Other Private and Not-for-Profit Providers

While the City, and to a lesser extent educational institutions, are important providers of recreation facilities in Timmins; the delivery of sport programming in Timmins is largely a community and volunteer-driven initiative.

At the community-level, sport and recreation programming and services are offered in varying formats – ranging from organized leagues and administrative associations to less formal groups/teams. These programs are typically administered at City-owned and operated facilities.

Recommendations – Recreation Forum

8. Host a Recreation Forum with local agents of recreation program delivery (sport groups) to facilitate a Sport for Life model in Timmins through opportunities, including partnerships, to address programming and service needs for long-term and elite athlete development.

5.5 Forward Planning for Recreation

Current Investment In Parks and Recreation

In 2021, the City of Timmins spent approximately \$5.4 million in operating dollars across parks, trails, and recreation. Parks account for around 40% of the total, while facilities operations account for 43% of the total.

BMA Management Consulting, in its 2021 Municipal Study (a municipal comparative study undertaken on behalf of participating Ontario municipalities) found that Timmins net recreation spending was \$109 per capita, a figure that is generally in line with, but slightly lower than, our understanding based on the budget information presented above (\$130 per capita).

This is comparable to the provincial average identified in the BMA Report, at \$137 per capita. It is important to note that spending amounts per capita can vary greatly across municipalities and are largely dependent on the services provided and facilities held within the municipal portfolio.

Asset Management Policy (2019)

In addition to the Official Plan that supports recreation enhancement and development, the City of Timmins has an Asset Management Policy that provides standards and guidelines to facilitate comprehensive long-term planning for capital assets, including recreation facilities and amenities, and support sustainable service delivery to the community.

The Asset Management Policy should align with the requirements of Ontario Regulation 588/17:

- By July 1, 2023: Develop AMP for all other infrastructure assets,
- By July 1, 2024: Enhance the AMPs by including Levels of Service and Lifecycle Management.

Asset Management Plan (2022)

As identified in the Asset Management Policy, the City updated its Asset Management Plan in 2022. This AMP includes:

- Indoor recreation facilities, including community halls/centres, arenas, and Archie Dillon Sportsplex (arena and pool), and
- Park Assets Condition Assessment (however, not in detail).

The Plan includes lists of issues and critical activities required within 1 year and cost estimates for indoor facilities and assets in some parks and provides per-unit replacement costs for parks assets.

The AMP estimates immediate needs as part of the cost of capital replacement forecast: for buildings - \$5,991,835 and for parks - \$2,311,680.

The parks assessment suggested that The City should allocate 0.5% of asset replacement cost to account for fixing vandalism to park assets, an issue that was observed in many parks.

The AMP provides financial forecasts until 2033, including costs of capital replacement and increased maintenance of indoor recreation facilities (arenas) and park assets.

The Corporation of the City of Timmins Accessibility Plan 2018-2022

The Plan defined Accessibility as “the ability of people with disabilities ... enhanced to have equal access to opportunities, live independently and contribute to the community. To be sustainable, accessibility must have long term viability as part of the institution’s systems and culture.

The Plan guides the City to identify, remove and prevent barriers to people with disabilities. As part of achieving service excellence “the City of Timmins is committed to eliminating barriers and improving accessibility for persons with disabilities in a manner that respects dignity, independence, integration and equal opportunity.”

Recommendations – Forward Planning for Recreation

9. Review and align the City’s Asset Management Plan with existing parks and open space amenities with the goal of understanding the impacts of aging infrastructure on future parks expenditures. This realignment should reflect the current inventory of assets, identify the physical condition of the infrastructure, establish current replacement costs, and set priorities for asset replacement and/or removal.

10. Review and update of the City’s Accessibility Plan to meet and, where possible, exceed provisions of the AODA and the City’s existing Plan, for example, consideration for accessibility of buildings, play areas/structures, etc.

Upgrade Existing Indoor and Outdoor Facilities

11. Build on the proactive approach developed since the 2014 Master Plan to inject capital for necessary repairs, maintenance and enhanced functionality of existing facilities. Examples include refurbished tennis courts, Hollinger Park investments, and upgrades to the McIntyre Arena.

5.6 Policies and Standards

User Fees Policy

Implementing recommendations of the 2014 Plan, the City developed a User Fees Policy, which serve as a basis for identifying the current fee schedules for use of City’s recreation facilities and enrollment in City-run programs. The User Fee By-Law (By-law 2020- 8488, *Schedule D Facility User Fee Rates*) establishes user fees for recreation facilities, including arenas, Archie Dillion Pool Facility, community halls/centres, and sport fields until the year 2025.

Parks By-law

The City's current Parks By-law (By-law No. 2002-5642) postulates rules and regulations for park users. It includes policies related to time of use, code of conduct for users, among other items.

Tree Canopy Policy

The Tree Canopy Policy (2019) guides the City to protect and enhance its tree canopy and natural vegetation when planning development is considered. It also strives to promote understanding of the benefits of protecting its tree canopy and natural vegetation by promoting community education programs and working with developers and community organizations.

Ice Allocation Policy

As per recommendations of the 2014 Recreation Master Plan, the City developed and adopted an Ice Allocation Policy (2014). The Policy provides a framework for the distribution of ice time to various community/user groups across the City. In prioritizing equitable ice allocation, the policy provides that by May of each year, all user groups notify the City of their intent to participate in the ice allocation process for the upcoming season; at which point the City will engage in a process of allocating ice time.

² Prime time: Ice allocated on Monday to Friday 5:00 p.m. to midnight, Saturday and Sundays 7:00 a.m. to midnight.

Arena ice is allocated based on a hierarchy of need for ice by groups based on the following priorities and fees differ for prime time and non-prime time.

As per the provisions of the policy, each ice user will be required to rent at least one block of time at each municipal arena during prime time² periods and at least 1 hour during non-prime time³ periods.

The City has implemented ice rates for different groups: youth, adults, and commercial/non-resident rental rates for prime-time and non-prime-time. Higher use rates are implemented for Prime-time ice than non-prime time. With this policy, the City aims to encourage groups to shift some demand for ice to available non-prime time hours incentivized by User Fee policies which promote non-prime time ices rates at a cost advantage.

Recommendations – One-City Approach

Operate Existing Arenas a City-wide Services and Adjust Allocation Policies to reflect a One-City Approach

12. Seek to maintain the historic relationship between individual arenas in the City and their user groups but where necessary the City should allocate ice time to maximize access by all groups regardless of the individual arena in which allocation is provided.

³ Non-Prime time: Ice allocated on Monday to Friday from 7:00 a.m. to 5:00 p.m. (from October 1-March 31st each year).

Rationale: This is an important policy which does not undermine the integrity of the existing minor hockey and other ice user groups. Increasingly, new ice user groups are organized on a City-wide basis and access to facilities should be planned for on the basis of all available ice time.

Recommendations – Enhanced Allocation Policy

Develop An Enhanced Facility Allocation Policy Beyond the Allocation Policy developed in 2016

13. A One-City approach to facility access is also a One-City approach to any plans for developing new recreational infrastructure. Accordingly, a more efficient and equitable allocation strategy represents best practice. It will also be a central policy of the City should a new multi-use recreation complex be commissioned.

Rationale: The 2016 Ice Allocation Policy states that “This policy recognizes that each City-owned area has a different emphasis with respect to utilization. It is not within the scope of this policy to define this emphasis. However, this policy does recognize that the McIntyre Arena is of special important for events”.

The existing City Ice Allocation Policy should be amended to better define how ice utilization is organized in each arena, thereby ensuring that competing demands for ice time are reduced or eliminated where possible, utilizing the entire portfolio of City-owned arenas. The role of the McIntyre Arena as the City’s event centre should be accommodated within the ice allocation policy until such time as a new event centre is developed.

5.7 Municipal Programming

Overview of Program Offer

Aquatics

The pool offers drop-in recreational swims and registered programs. Recreation swims include Public Swim, Family Swim, Early Bird Swim, Special Needs Swim, and Adult Swim.

Registered programs offered at the pool include:

- Swimming lessons from the Canadian Red Cross as well as the Lifesaving Society for learners from age 4 months to 100+ years.
- Exercise and Rehabilitation classes such as Aqua Fitness and Aqua Therapy for all skills levels.
- MASTERS swim program, including an Adult Swim Training Club led by the Timmins Marlins Swim Club.

Dog Obedience

The City offers a dog obedience training program at the Maurice Londry Community Centre. Typically, three sessions are scheduled each calendar year (not in summer).

Public Skating

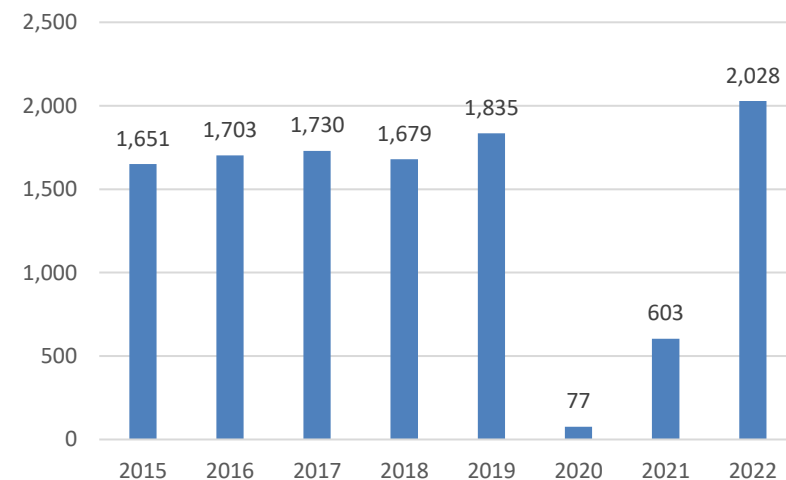
While not a registered program, the City offers free scheduled pre-school and adult skates as well as scheduled public skating at City arenas throughout the ice season.

Program Participation

Aquatics

Across the country, municipalities are now experiencing significant increased demand for aquatic programming, specifically swimming lessons, as pandemic restrictions mandated pool closures and other delays. These programs were on hold or had a considerably reduced capacity for much of the past three years. This is now resulting in a higher demand for pool use than was observed pre-pandemic. This is true in Timmins as well, as can be seen by the increase in registered program participation in 2022.

Indoor Pool: Number of Registered Participants (2015-2022)

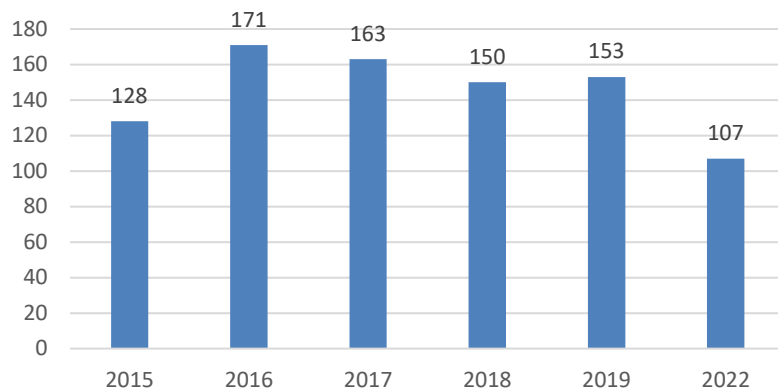


Source: SPM, City of Timmins program registration data, 2023.

Dog Obedience

The dog obedience program is generally well attended, with over 150 participants in 2016 through 2019. The number of participants was lower in 2022, which may be simply attributed to building back up to previous participation levels after the Pandemic.

Dog Obedience Program Registrations (2015-2019, 2022)



Source: SPM, City of Timmins program registration data, 2023.

Public Skating

The City does not track participation at these events as they are drop-in in nature, but it is understood that they are well attended.

Future Programming Needs

40% of respondents are satisfied with the current level of access to recreation programs; 25% identified that they are not satisfied with programming in the City.

82% of the 350 public survey participants who answered questions about programs, believe that the City should play a larger role in the direct delivery of recreation programs.

As indicated by public survey respondents, the top programs that the City should be providing to its residents include swimming, followed by skating, and tennis, pickleball, and fitness.

Several respondents indicated that they would like to see the City provide more variety in programs (in addition to skating and swimming), such as fitness and wellness programs, cross-country skiing, etc.

Recommendations – Municipal Programming

14. Improve public/drop-in skate and public swim times and expanded hours (as feasible) to provide greater opportunities/access for recreation for low-income groups and families.
15. Develop a monitoring strategy to assess trends in participation and evaluate shifts in market demand for programming activities.
16. With an aging population, the City should work closely with the Timmins Senior Recreation Centre and other local seniors' organizations to ensure that programs, facilities, and services are proactively positioned to accommodate future needs.
17. Work with the Porcupine Health Unit, Special Olympics, Indigenous groups and other key partners to develop and provide programming to sensitive groups (e.g., pregnant women, persons with disabilities) as part of the new multi-use facility. Specialized programs may include fitness for new mothers and will be part of the City's role in advocating for health and wellness.

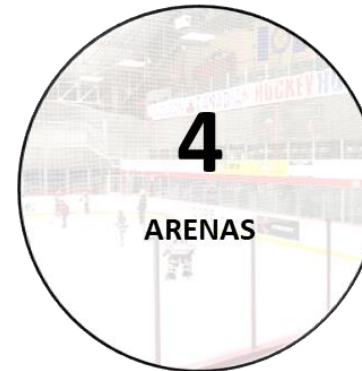


6

Service Direction: Proactive Planning for New Indoor Facilities

Service Direction:

Implementation through effective funding strategies those infrastructure renewal priorities identified in 2014 and updated, improved and re-imagined in this Master Plan. Successful implementation will necessitate dedicated management staff time and resources, and capital budgets, to further define and execute plans for delivery of funded capital projects. Referred to as feasibility studies and due diligence, these are decision-points that mark the path toward final design, construction, delivery and operation of new state-of-the-art facilities.

6.1 Overview of Indoor Facilities

6.2 Community Centres & Halls

Supply

In keeping with Provincial standards, a community centre is defined as a multi-purpose building, which may be part of complex, where social and civic activities as well as recreational programming are accommodated.

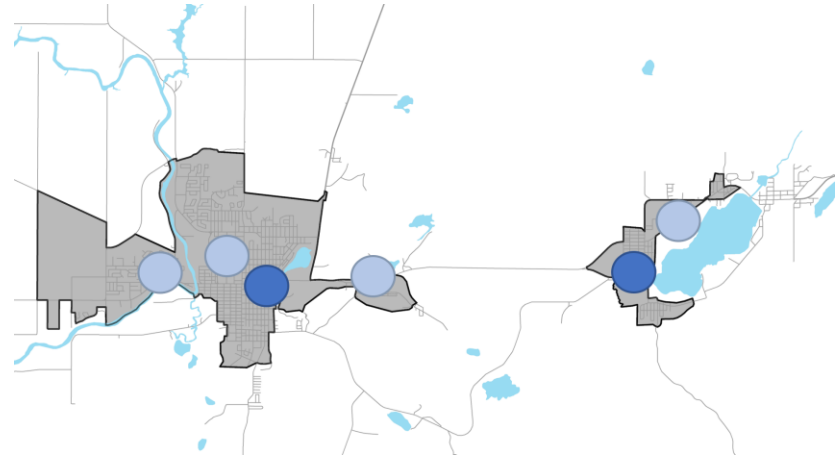
Municipal Supply

The City of Timmins operates four community centres accommodating a variety of recreational and social programming/activities for its residents. These facilities (shown in dark blue on map) include:

The **Maurice Londry Community Centre**, located in South Porcupine, is a two-storey building with a 2,094 sq. ft. main hall, meeting room, kitchen, and washrooms. The facility is primarily used for club meetings, card games, and small events.

The **H. R. Bielek Seniors Centre** is owned by the City of Timmins and operated by a separate elected board of directors. The Ministry of Health provided an operating subsidy to the City to offset some of the costs associated to the operations of the building. City council authorizes a payment to the Timmins Senior Recreation Centre Committee each year in the amount of \$ 10,000.00 to cover program costs.

The **Connaught Community Centre** is a single storey building located on Frederick House Lake Road (northeastern extent of City jurisdictional boundary, not shown on map). The community hall is complemented by a kitchen and washrooms.



The **Hoyle Community Centre** is a small single storey building with a main hall and washrooms, located in the northwestern extent of the City jurisdictional boundary (not shown on map).

The City's four arenas also provide FIVE multi-purpose community spaces / halls (shown in light blue on map). These facilities are detailed as follow:

The **Archie Dillon Sportsplex** has a spectator arena and swimming pool. In addition, to the pool and arena there are also banquet facilities that can be used for larger social and corporate events.

The **McIntyre Community Centre** is home to a hockey arena and bleachers, curling rink, accessible ballroom (5,280 sq. ft.), accessible auditorium (2,590 sq. ft.), a restaurant, change rooms, accessible washrooms, and office space. The multicultural festival and other major events are held at the McIntyre Community Centre.

Mountjoy Arena and **Whitney Community Centre** both have a multi-purpose room for use by the community for a variety of events.

The Library and the Museum provide additional space for community meetings.

Non-Municipal Supply

Additionally non-municipal community centres provide space and programs to the community, including:

- Centre Culturel La Ronde
- Youth Wellness Hub
- Timmins Native Friendship Centre

The Centre Culturel La Ronde also hosts a range of activities but has a specific mandate to serve the Francophone Community in Timmins. The community centre is used by local community groups and residents as event space.

In September 2018, the **Timmins Youth Wellness Hub** was established to provide programs and services (in English and in French). The centre's mandate is to support the wellbeing of youth in Timmins. The following free of charge services are offered for youth aged 12 to 25:

- Drop-in recreation and social support (skills and wellbeing activities).
- Mental health counselling and support.
- Mental health, wellbeing, and harm reduction resources.

- Peer support.
- Community and social support services (including education and employment support/training).

Timmins Native Friendship Centre offers programs and space to members of Indigenous Communities, including programs and services to support the Indigenous cultural heritage and inclusion and participation in urban life, improve the quality of life for Indigenous communities and members living in Timmins.

Privately operated meeting/community hall spaces include the Polish White Eagle Hall, Porcupine Dante Club, and the Croatian Hall.

Achievements Since 2014

As per 2014 recommendations, the City has maintained planned investments and improvements in existing municipal community centres and meeting space facilities at H.R. Bielek, Maurice Londry, McIntyre, and Mountjoy Arena. In addition, an audit was completed at the Maurice Londry Community Centre for compliance with standards of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).

To optimize its assets and reduce maintenance costs the City decommissioned the Centennial Hall facility. The Centennial Hall seniors' function and community use space was subsequently relocated to the H. R. Bielek Centre.

Level of Service

Based on the 2021 population of 41,145, the City provides one community centre per 5,143 population. Because the provision of community centres and hall facilities are often historical in nature, and differ significantly by community, there is no typical/target level of service provision.

Utilization

The Parks and Recreation Department coordinates activities at the community centres. Community groups contribute to the development of active lifestyles and community involvement. Service Timmins manages facility and hall rentals.

Exhibit 11: Hall Usage Reports for 2015 to 2019

Utilization, Hours		2015		2016		2017		2018		2019		2015-2019	
	Total Hours	Hours	%	Hours	%	Hours	%	Hours	%	Hours	%	Hours Avg	% Avg
Archie Dillon Sportsplex A.D. Hall	4,745	170.5	4%	187.5	4%	112.5	2%	120.5	3%	148.5	3%	147.9	3%
H.R. Bielek	5,110	173	3%	127.5	2%	143.5	3%	223	4%	217	4%	176.8	3%
Maurice Londry Community Centre	5,110	460	9%	405.5	8%	288	6%	378	7%	458	9%	397.9	8%
MAC Auditorium	5,110	748	15%	758.5	15%	896.5	18%	890.5	17%	730.5	14%	804.8	16%
MAC Ballroom	5,110	647	13%	897	18%	924	18%	978.5	19%	686	13%	826.5	16%
MAC CC Lounge	5,110	375.5	7%	374	7%	492.5	10%	342	7%	295	6%	375.8	7%
Whitney Arena Hall	5,110	585	11%	174	3%	174	3%	160.5	3%	86	2%	235.9	5%
Total / Average	35,405	3159	9%	2924	8%	3031	9%	3093	9%	2621	7%	2965.6	8%

Source: City of Timmins, Hall Usage Reports for 2015 to 2019.

Note: Total hours are based on the facilities being available 14 hours per day (8am to 10pm), 7 days per week for 52 weeks of the year. AD Hall operates with fewer total hours available.

The municipal arenas and Maurice Londry Community Centre can each accommodate events of up to 1,900 people including:

- Birthday parties and celebrations,
- Wedding receptions,
- Conferences, events, trade shows, meetings, and
- Public and private events.

Overall, utilization of community centres, halls and meeting rooms are generally low. This is common for facilities of this nature.

The table below shows that utilization in 2015-2019 was the highest for MAC halls at 16% on average, followed by Maurice Londry at 8%. Over the five-year period from 2015 to 2019, total utilization (hours booked) of all community centres has decreased by 17%.

Facility Condition

Building condition assessments of the community centres have not been completed since 2010. At that time, two of the facilities (Maurice Londry and Hoyle) were in poor condition.

Exhibit 12: Community Centres - Year Built

Facility	Year Built
M. Londry Community Centre	Unknown
Connaught Community Centre	Unknown
Hoyle Community Centre	1960
H.R. Bielek Community Centre	1935
Mountjoy Arena	1972
McIntyre Community Centre - Arena	1940
Whitney Arena	1982
Archie Dillon Sportsplex	1974

According to the 2022 Asset Management Plan, some repairs are required as described below:

Connaught Community Centre: Critical structural renovations, roof repairs and system replacement; Accessibility and roof framing; renovations, roof repairs within 1 year. This work is estimated to cost \$80,000.

Maurice Londry Community Centre: Critical system replacement security and alarm replacement within 1 year at a cost of \$10,000. Additionally, the City reports that AODA Audits were completed at the Maurice Londry Community Centre prior to 2020. Recommendations from the AODA audit are yet to be implemented to improve accessibility.

Operating Performance

Analysis of cost recovery for the year 2019, shows that the M. Londry Community Centre has the highest recovery rate at 29%.

H.R. Bielek Community Centre is utilized as a dedicated seniors centre and therefore would not be expected to have a high cost recovery rate (limited revenue potential). The Centre only had a few specialty rentals, resulting in a very low cost recovery rate (3%).

Revenue data for the Hoyle and Connaught Community Centres is not available because the facilities are managed/booked by local community groups and any revenues are paid directly to them. The City pays for operating expenses for these two facilities, which results in zero cost recovery.

The following exhibit shows revenues, expenses and resulting net operating income per community centre for 2019.

Exhibit 13: Community Centres – Operating Financials

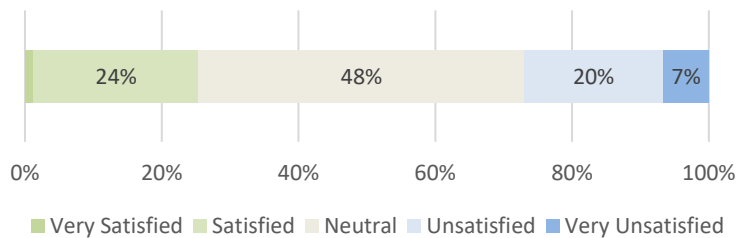
Facility	Revenues	Expenses	NOI	% Cost Recovery
M. Londry CC	\$5,664.27	\$ 19,671.24	\$(14,006.97)	29%
Connaught CC	\$ -	\$ 27,916.91	\$(27,916.91)	0%
Hoyle CC	\$ -	\$ 17,334.58	\$(17,334.58)	0%
H.R. Bielek CC	\$3,060.72	\$113,911.65	\$(110,850.93)	3%
Total Community Centres	\$8,724.99	\$178,834.38	\$(170,109.39)	5%

Source: City of Timmins Operating Budget, Hall Utilization data, 2019.

What We Heard

Among public survey respondents who use community halls (n=603), 25% are satisfied, 27% are not satisfied.

Public Survey Results: Satisfaction with Community Centres and Halls



Comments generally point to the age of facilities, amenities, and condition of the halls, including a lack of accessibility, and that halls and venues are dated and need to be updated.

Additional comments related to a lack of programming being offered in these spaces, and that they are expensive to rent.

Some respondents would like to see a larger community hall venue. Suggestions include building new facilities; for example, a multi-use facility that includes a large community hall.

Recommendations –Community Centres & Halls

18. Maintain each of the City's community halls in a state of good repair over the term of the Master Plan. Prioritize capital expenditure and operational support to the H.R.

Bielek Community Centre and the Maurice Londry Community Hall in South Porcupine.

Rationale: Given their significant role in the community servicing the needs of seniors as well as the eastern urban areas, these two centres should be prioritized for ensuring their continued programming by the community.

Recommendations –Hall Governance & Operations

19. Formalize the governance and operational management of all four of the existing community halls, including both identification and or evaluation of existing formal or informal operational agreements, as well as lease agreements. This review should also address implied usage rights or legacy use of the facilities by groups.

Rationale: The benefit of undertaking a formal review of all governance and access arrangements to these facilities is in the identification of community needs as it relates to the ongoing use of these facilities. There is an annual cost to the City from operating each facility, relatively little to no rental revenue which accrues to the City, and the status of existing usage agreements is unknown. In addition, it is possible that daily operation and use of the halls by community volunteers is itself in need of City support.

In view of the ongoing financial and general liability for these facilities that rests with the City, a detailed review of operations should inform better decision-making regarding the long-term use and ownership of these facilities.

6.3 Arenas

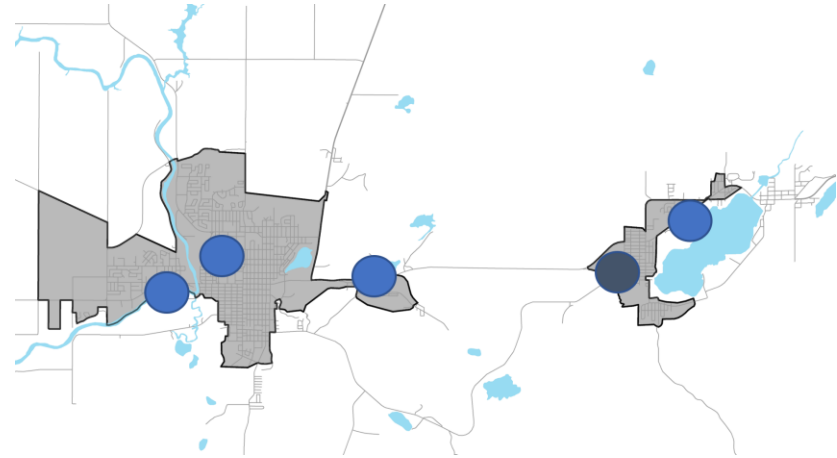
Supply

The City of Timmins is home to 5 municipal indoor ice arenas. All facilities are single pad venues. The newest facility, Whitney Arena, is over 50 years old. Archie Dillon Sportsplex and Mountjoy Arena were built in 1970 and McIntyre is a heritage building that dates back to 1940.

Arena	Ice Pads	Owner	Community	Year Built
Archie Dillon Sportsplex	1	City of Timmins	Timmins	1974
McIntyre Community Centre	1	City of Timmins	Schumacher	1940
Mountjoy Arena	1	City of Timmins	Mountjoy	1972
Whitney Arena	1	City of Timmins	Porcupine	1982
Carlo Cattarello "The Old Barn" Arena	1	Private (Gold Corp)	South Porcupine	

Municipal Supply

The **Archie Dillon Sportsplex** has an NHL size arena with 1,440 spectator seats. and swimming pool. Arena users include the Timmins Minor Hockey Association, Timmins Ringette, Timmins Women's Recreational Hockey League, and Timmins District Girls Hockey Association.



The **McIntyre Community Centre** is home to a hockey arena and bleachers. The main users of the arena are the Timmins Majors, Timmins Minor Hockey Association, Timmins Ringette, Timmins Women's Recreational Hockey League, Timmins District Girls Hockey Association.

The **McIntyre Curling Club** programs and operates the curling sheet at the McIntyre Community Centre during the curling season. It is available for booking via Service Timmins between April 1 to October 1 (curling off-season).

Mountjoy Arena is utilized by all minor hockey associations.

The primary users of the **Whitney Community Centre Arena** are the Porcupine Ringette, Timmins Women's Recreational Hockey League, and the Figure Skating Club. This facility is also used as practice space for both the Timmins Majors and Timmins Eagles.

Non-Municipal Supply

In addition, the **Carlo Cattarello/South Porcupine Arena** (privately-owned and maintained) is home to the Porcupine Minor Hockey and South Porcupine Chiefs as well as the Porcupine Figure Skating Club. This facility is currently the only facility with summer ice capabilities.

Achievements Since 2014

As per 2014 recommendations the City continues to invest in planned upgrades and maintenance for the McIntyre Community Centre and Whitney Arena.

Level of Service

Based on existing population-based standard and total supply of ice (five ice pads), Timmins has a higher population per ice pad ratio than the targeted standard of provision.

Population-Based Standard of Provision

Existing Standard of Provision	1 ice pad: 8,229 population
Target Standard of Provision	1 ice pad: 10,000 - 12,000 population

Participation-Based Standard of Provision

Seven ice-based user groups exist in Timmins, with a total of 2,357 participants. This includes 1,046 youth participants.

Hockey - User Groups	# Participants	Trends
Barn Mens Rec / Barn Oldtimers League	1,000	
Porcupine Minor Hockey Association	336	Increased
Timmins Ringette Association	231	Stayed relatively stable
Timmins Women's Recreational Hockey league	80	Stayed relatively stable
Timmins & District Girls Hockey Association	110	Increased
Timmins Majors (AAA)	100 (estimated)	
Timmins Minor Hockey Association	500	
Total	2,357	

Based on existing participation in ice-based sports, Timmins has a relatively high level of service related to ice pads at 1 ice pad per 209 registered youth participants (compared to 1 per 400 typically targeted across the Province), and 1 ice pad per 471 total registered participants (compared to 1 per 650 to 700 typically targeted).

Existing Standard of Provision	1 ice pad: 209 youth participants 1 ice pad: 471 total registered participants
Target Standard of Provision	1 ice pad: 400 (youth) to 700 (total) registered participants

Utilization

Analysis of utilization across all four municipal arenas below shows high level of prime-time utilization and an expected lower level of non-prime time utilization. This indicates the continued demand for ice in the City.

The updated utilization data is based on reports provided by the City. To enable comparison across all arenas, the facility utilization reports were generated for the period from October 1 to March 30 of each year from 2015 to 2022, using the following considerations:

- **Prime time** – Monday to Friday, 5 p.m. to 12 a.m.; Saturday and Sunday 7 a.m. to 12a.m.
- **Non-prime time** – Monday to Friday 7 a.m. to 5 p.m.

According to the City's rental policies, all ice rentals are at least one hour or more at length. One hour includes 50 minutes of ice time and 10 minutes for ice maintenance.

For all arenas taken together, the average prime time (PT) utilization was 77% in 2015/16 and 2016/17 seasons, lowering to 70% in 2018/19. Non-prime time utilization is 19% to 22%. This demonstrates a high rate of use and a continued demand for arenas.

Exhibit 14: Combined Arena Utilization

Season	PT Hours Avail.	PT Hours Booked	PT Booked, %	Non-PT Hours Avail.	Non-PT hours Booked	Non-PT Booked, %
2015/2016	6,788	5,255	77%	4,716	1,042	22%
2016/2017	6,760	5,229	77%	4,680	1,113	24%
2017/2018	6,760	5,041	75%	4,680	1,058	23%
2018/2019	6,760	4,715	70%	4,680	883	19%

Source: SPM based on the City of Timmins reports

The following tables indicate utilization by arena from 2015-2019. All arenas taken individually demonstrate high level of prime-time utilization, with McIntyre Arena and Archie Dillon averaging 80% over the 4 years, followed by Mountjoy Arena – average 75% and Whitney arena - 70%.

Exhibit 15: Annual Prime-Time Utilization for City-owned Arenas (2015-2019)

Facility	Season	PT Hours Available	PT Hours Booked	PT Booked, %
McIntyre Arena	2015/2016	1697	1411	83%
Sportsplex Arena	2015/2016	1697	1376	81%
Mountjoy Arena	2015/2016	1697	1296	76%
Whitney Arena	2015/2016	1697	1173	69%
Average				77%

Facility	Season	PT Hours Available	PT Hours Booked	PT Booked, %
McIntyre Arena	2016/2017	1690	1374	81%
Sportsplex Arena	2016/2017	1690	1353	80%
Mountjoy Arena	2016/2017	1690	1302	77%
Whitney Arena	2016/2017	1690	1200	71%
Average				77%

Facility	Season	PT Hours Available	PT Hours Booked	PT Booked, %
Sportsplex Arena	2017/2018	1690	1345	80%
McIntyre Arena	2017/2018	1690	1326	78%
Mountjoy Arena	2017/2018	1690	1240	73%
Whitney Arena	2017/2018	1690	1130	67%
Average				75%

Facility	Season	PT Hours Available	PT Hours Booked	PT Booked, %
McIntyre Arena	2018/2019	1690	1266	75%
Sportsplex Arena	2018/2019	1690	1234	73%
Mountjoy Arena	2018/2019	1690	1192	71%
Whitney Arena	2018/2019	1690	1023	61%
Average				70%

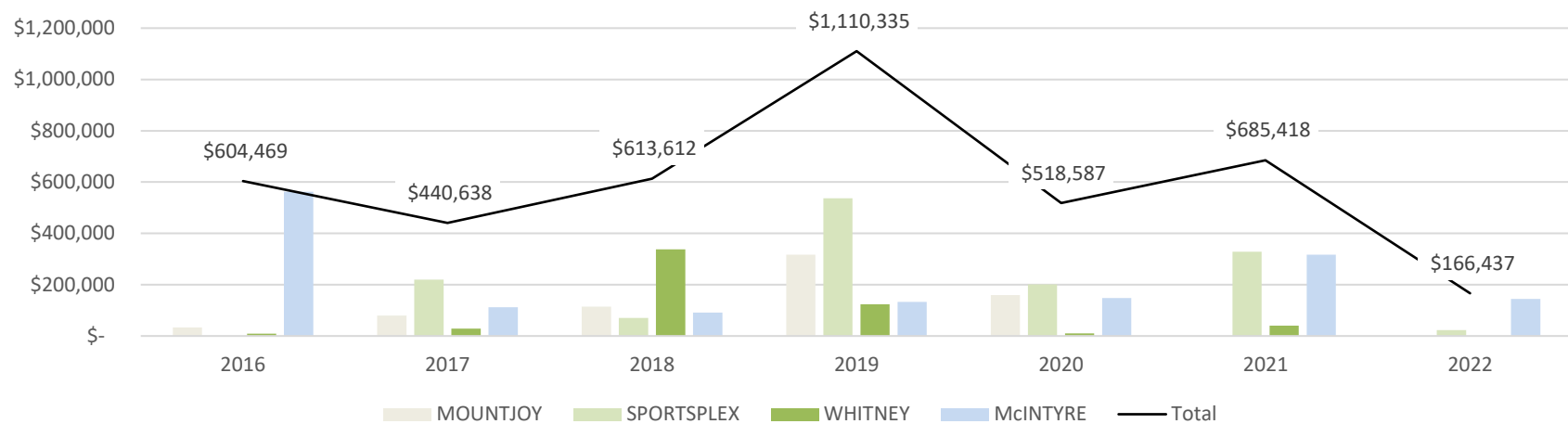
Facility Condition

Historical Capital Investment

Between 2016 and 2019, average capital expenditures for all arenas combined have been around \$600,000. Higher expenditures in 2019,

were due to Sportsplex Arena improvements including roofing, refrigeration and electrical, and dehumidifier, etc. Higher expenditures on McIntyre Arena in 2016, were due to works including roofing, electrical systems, and other repairs.

Exhibit 16: Arenas - Historic Capital Expenditures (2016-2022)



Facility	2016	2017	2018	2019	2020	2021	2022	Total
MOUNTJOY	\$33,010	\$80,000	\$114,000	\$316,690	\$159,802	\$-	\$ -	\$670,492
SPORTSPLEX	\$ -	\$219,995	\$69,819	\$537,004	\$201,032	\$328,032	\$22,495	\$1,378,377
WHITNEY	\$9,369	\$28,408	\$338,214	\$123,577	\$9,679	\$40,710	\$ -	\$540,587
McINTYRE	\$562,089	\$112,235	\$91,579	\$133,064	\$148,074	\$316,676	\$143,942	\$945,570
Total	\$604,469	\$440,638	\$613,612	\$1,110,335	\$518,587	\$685,418	\$166,437	\$3,535,026

Sources: City of Timmins 2023, based on Capital Expenses Reports

Within the past five years, the City of Timmins has conducted two condition assessments for arenas: a non-destructive review of buildings (2018) and assessment of municipal buildings as part of the 2022 Asset Management Plan. Both reports identify a need for repairs and the AMP recommends an increase in maintenance spending over the next 10 years.

Arenas - Non-destructive inspection of structural building

In 2018 the City's Parks and Recreation Division commissioned IRC McCavour Engineering group to undertake a non-destructive inspection of structural building components for the four municipal arenas:

- Archie Dillon Sportsplex Arena
- McIntyre Arena Complex
- Mountjoy Arena
- Whitney Arena and Hall

The assessment focused on the conditions of structural steel components, exterior and interior walls, concrete foundation walls of each facility to identify "the needed repairs beyond general maintenance included regular maintenance". This study finds all facilities to be in "average" conditions⁴. The results outline needed/essential repairs recommended to be completed within the immediate to short-term (2018-2020) to reduce the lifecycle costs associated with the maintenance of these facilities. The total repair cost was estimated at \$330,000.

⁴ The report uses three assessment categories: Poor, Average and Good. Average Condition means "the condition of the component is considered to

A number of recommended repairs (representing 20% of the cost) have been completed as reflected in the summary table below:

Exhibit 17: Arenas - Works Undertaken Since 2018

	Recommended Work	Repair Cost
McIntyre Arena	Repair block wall cracking by raking out existing and installing new mortar joints.	\$4,000
Mountjoy Arena	Remove corrosion, clean, prime and re-paint steel structure with notable corrosion within the arena area.	\$ 50,000
Whitney Arena	Re-instate vertical bracing rod bracing in the south- west corner of the building.	\$1,000
	Exterior Mechanical Unit Platforms - Remove corrosion / re-paint.	\$5,000
	Replace failed wood retaining.	\$6,000
	Completed repairs since 2018	\$ 66,000

Outstanding necessary repairs to the arena facilities and Archie Dillon Sportsplex represent a total of \$264,000 in expenses; with upgrades to the McIntyre Community Centre reflecting a significant proportion (80%) of proposed improvement cost (\$220,000). Detailed recommendations are provided in the following table.

be consistent with the expected condition when compared with the expected rate of deterioration for the assumed age and use."

Exhibit 18: Arenas - Outstanding Recommended Work (from 2018 Assessment)

	Recommended Work	Repair Cost
Archie Dillon Sportsplex	Repairing concrete bleacher supports	\$4,000
	Foundation wall repairs	\$10,000
	Removing corrosion from some steel HVAC guards and canopies and various canopies at exit doors.	\$8,000
	Sub-total – outstanding repairs	\$22,000
McIntyre Arena	Removing corrosion & re-painting trusses within primary arena, columns/ beams/ purlins above Private Mirrored Room.	\$175,000
	Removing and replacing cracked block/ brick walls within hallway.	\$25,000
	Exterior Facades: Securing/repairing splitting framing or replacing windows.	\$1,000 or 4,500
	Removing corrossions - exterior HVAC Unit Platform.	\$8,000
	Repairing Exterior Access Ramps: Ramp into diner removed; ramp into arena to be done.	\$5,000
	Replacing fixed access ladder with a new ladder meeting current code requirement.	\$3,000
	Sub-total – outstanding repairs	\$218,500 - 220,500
Mountjoy Arena	Steel Stairs, Guardrails: Removing corrosion.	\$2,000
	Repairing concrete block wall	\$3,000
	Removing exterior cladding	\$1,500
	Exterior HVAC Unit Platform, AC Structure and gas meter: Removing corrosion	\$9,000
	Sub-total – outstanding repairs	\$15,500
Whitney Arena	Concrete Block Walls – crack repair	\$6,500
	Sub-total – outstanding repairs	\$6,500
	TOTAL - Outstanding repairs since 2018	\$264,500

Asset Management Plan Recommendations

The 2022 Asset Management Plan provides further recommendations with regard to needed improvements at the Arenas as well as an estimate of maintenance cost over the next 10 years, until 2033.

The AMP estimates operating expenditures requires in addition to the above indicated building repair costs.

The AMP recommends increasing annual maintenance costs for municipal buildings, including arenas by \$60,000 per year or by \$600,000 over the next 10 years (2023-2033). The budget of identified short term capital expenditures totals \$350,000.

Exhibit 19: Arenas - Recommended Capital Expenditures (2022-2023)

	Recommended Work	Repair Cost
All Arenas	Supplying and installing access systems	\$140,000;
Archie Dillon Sportsplex	Structural review, replace roof over stairs and repair flashing and masonry on north wall	\$60,000;
Mountjoy Arena	Structural review	\$5,000;
McIntyre Arena	Structural review, curling club roof replacement and floors replacement in the ballroom and auditorium	\$145,000.
	Subtotal immediate costs	\$350,000
All arenas / Sportsplex building	Increase building maintenance 60,000 / year or 600,000 from 2023 to 2033	\$600,000 from 2023 to 2033
	Total over 10 years – 2022-2023	\$1,380,000

SPM, Data Source: City of Timmins AMP Plan 2022

Operating Performance

Analysis of cost recovery for the year 2019 shows a 44% cost recovery rate for all arenas combined, with the highest cost recovery rate for Mountjoy arena (53%) and the lowest for Sportsplex arena (39%). It is important to note, that Mountjoy and Whitney arenas have a shorter season and fewer rental hours compared to McIntyre and Sportsplex Arena. The following exhibit shows revenues, expenses and resulting net operating income per arena for the year of 2019.

Exhibit 20: Arenas - Net Operational Income in 2019

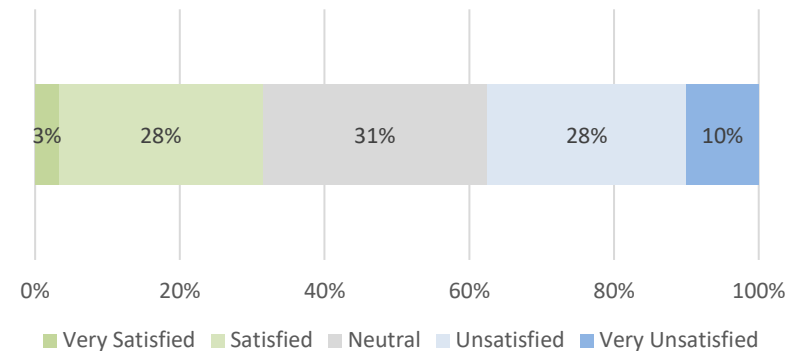
	Revenues	Expenses	NOI	% Cost Recovery
Mountjoy	\$163,356	\$ 310,715	-\$47,359	53%
Whitney	\$180,157	\$ 381,947	-\$201,790	47%
Archie Dillon Sportsplex	\$206,341	\$ 527,125	-\$320,784	39%
McIntyre	\$524,967	\$ 1,206,544	-\$681,577	44%
Total Arenas	\$1,074,821	\$ 2,426,331	-\$1,351,510	44%

Source: City of Timmins Operating Budget, 2019

What We Heard

The results of engagement (public and user group surveys, meetings and interviews with user groups and stakeholders) point to the fact that arena facilities do not meet modern standards, and consequently, do not meet the existing needs of user groups and residents. While 31% of arena users (n=636) are generally satisfied with the facilities, 38% of respondents are generally unsatisfied, including 10% who are very unsatisfied.

Public Survey Results: Satisfaction with Arenas



Responses indicated that all facilities need updating and require improved maintenance and accessibility (e.g., installing sliding doors, accessible washrooms on the ground floor, etc.). Comments related to updating the facilities were centred on improving the quality of the changerooms with showers, providing warm and more spacious viewing areas, and considering inclusivity (e.g., insufficient amenities for families or female players).

A recurring suggestion related to building a new modern facility to reduce unnecessary capital expenditures required to maintain the aging facilities, to increase efficiency, accessibility, and ice availability as well as to increase sport tourism potential. Some respondents noted that smaller nearby communities have double ice pads (e.g., Hearst, Kapuskasing) while other communities have built multi-use facilities with arenas, pool, gym, walking tracks, e.g. Kirkland Lake) that function as a recreation centre.

Many respondents noted that arena booking fees are high for what the facilities offer and considering their condition.

A lack of ice time was mentioned as an issue both in the user groups and the public survey. Changing schedules at the arenas limit interest and registration for user groups. Suggested improvements in this regard included consistency in arena scheduling and improving the ice booking system (e.g., groups can use ice time when dropped by another group).

Recommendations - Major New Multi-Use Recreation Complex

20. Develop a multi-use community recreation complex, the core uses of which are expected to comprise the following:

- Two (2) NHL-sized ice surfaces.
- One ice surface developed as a community rink with seating capacity for 250 to 300 persons.
- One arena bowl designed to event centre standards (design and functional specifications including sufficient fixed seat count, floor to ceiling height, concourse and concessions scaling, loading and direct access arena floor, and a range of other specifications that enable the facility to operate as a community and commercial event centre).

- Event centre fixed seating count to be determined through market assessment but within a range of 3,000 to 4,000 fixed seats.
- A municipal Class A Indoor aquatic centre, the specifications of which are outlined under the Indoor Aquatics section of the Master Plan.
- Potential additional building components to include double gymnasium, meeting and studio space, a fitness centre, community kitchen, walking track, and other opportunities subject to design, cost, and operational feasibility.

21. Through a comprehensive feasibility assessment, determine the viability and merit of achieving the identified program in a single building/single location versus options for multi-site development.

Rationale: For further clarity, the existing design plans for the development of a major new aquatics centre on the existing site of the Archie Dillon should be reviewed to determine if it remains a viable concept. This is worthwhile as Sportsplex/Dillon site is not large enough (even with possible expansion to the south) to appropriately accommodate the scale of a new multi-pad ice, aquatics, and gymnasium facility. However, the site can accommodate the existing design, or a variant of it, and could include the development of a gymnasium as well as a renovation to the Sportsplex Arena.

The development of aquatics remains as significant a priority as investment in ice facilities. Prioritizing a new twin-pad arena over aquatics and placing an aquatics centre as a modular addition in a future phase (as is sometimes seen in other community centre development plans) is not ideal. Separating the projects, making best use of the Archie Dillon site, and entertaining dual priorities should remain an option for further assessment.

Appendix A provides a pre-feasibility analysis for the recommended multi-use community recreation facility.

Recommendations – Detailed Assessments for a New Multi-Use Recreation Complex

22. Undertake, as part of a single or multi-site feasibility assessment, a detailed evaluation of alternative sites. Site selection should successfully balance economic, social and environmental goals. More particularly, this includes balancing economic benefits and investment potential with the need to enhance accessibility through alternative modes of transportation and safeguard access to the facility by marginalized and other priority groups within the community.
23. The City of Timmins should invest to enhance its capacity to host a range of sport, concert, trade shows and conferences events. Subject to conformation through a market needs assessment, the potential to develop a new spectator arena in the City should be considered as part of the feasibility assessment for a new indoor ice facilities in the City.

Rationale: The potential to develop and successfully operate a spectator arena should be subject to a graduated market assessment of event potential. This comprises an assessment market potential for a range of commercial events, building design and functionality requirements and financial risks.

Subject to the results of that preliminary market assessment, the concept of an enhanced community recreation centre to include a commercial event centre function should be explored as part of the ongoing feasibility review.

Recommendations - Mountjoy Arena

24. Decommission the Mountjoy Arena upon the completion of a new multi-use twin-pad recreation centre. Until the completion of the new complex, maintain ice operations at the Mountjoy Arena. Limit capital expenditure on the ice plant and other ice-related functions of the building to the minimum required to ensure arena safety and functionality.
25. Maintain the 2014 Recreation Master Plan recommendation for alternative recreational use of the Mountjoy Arena and property (Campus). In addition to refurbishment of the existing single tennis court at this site to accommodate pickleball, consider the renovation of the arena building for accommodating a range of court sports.

Recommendations - McIntyre Arena

26. In the medium term, maintain the operations of the McIntyre Arena and continue investment in any planned upgrades to maintain its functionality. Should a new multi-use recreation complex be developed which includes the capacity for hosting major events, re-evaluate the future of the arena as an ice facility.
27. Upon funding approval to undertake detailed design and development of a new multi-use community recreation centre elsewhere in the City, undertake a Future Use Strategy for the McIntyre Arena.

Rationale: The premise of the 2014 Master Plan that the long-term sustainability of the McIntyre Arena will rest on developing a transition plan from premier ice venue to cultural hub remains relevant. Over the medium to long-term, the role of the arena as an event centre may be phased out as a new multi-use community and event centre fulfills that role. The quality and scale of the existing building, including the large community hall, curling club, cafeteria and arena itself provides a range of opportunities:

The heritage value of the building should be protected, and adaptive re-use options should be addressed. These could, for example, include continued investment in the warm-side of the building for cultural, community use and event hosting; and renovation of the main ice arena to accommodate dry-floor sports, enhanced trade show capacity or the development of a new indoor fieldhouse. Importantly, this can also include its retention as a community ice surface with major spectator events transitioned to the new arena complex.

The long-term contribution of the McIntyre Arena to fulfilling the City's cultural, event hosting and recreational facility needs, including the retention of ice, if justified by demand, will be informed and further defined by the extent to which other recommendations of this plan are successfully implemented. Until such time, the Arena is the City's primary event centre.

Recommendations –Whitney Arena

28. Over the 10-year period of the Master Plan, budget sufficient resources to effectively maintain the arena in a state of good repair, undertake necessary upgrades and deferred maintenance, and maximise utilization of the Whitney Arena.
29. Assess the potential of the Whitney Arena site to accommodate additional uses including additional active outdoor amenities (e.g., pump track, scooter track, skate spots or basketball half courts) to complement the existing facilities.

Recommendations – Research to Assist Planning Efforts and Decision Making

30. Monitor ice demand in all city owned arenas upon opening of the new facility, (planned for Fall 2027 assuming funding is achieved and no delays due to site assembly and development).

Rationale: Sufficiency of City ice in the future will be a function of City and regional demand together, the operational success of a new twin pad facility as well as any risks to the future sustainability of the privately owned and operated Carlo Catarelli Arena.

Barring other development plans for these sites which may arise, any decision to decommission an additional City owned arena (Sportsplex Arena or McIntyre Arena) should occur only toward the end of the current Master Plan period. Further, it should consider measurable ice demand and utilization in the period following the opening of a new twin pad facility and the closure of Mountjoy Arena.

It is possible that other development opportunities at both the Sportsplex Arena and McIntyre Community Centre sites may hasten decisions regarding the long-term future of these sites. For example, the option to develop a new pool and associated gymnasium space at the current site of the Archie Dillon Pool would likely include a recommitment to a long-term future for the Sportsplex Arena.

6.4 Indoor Aquatics

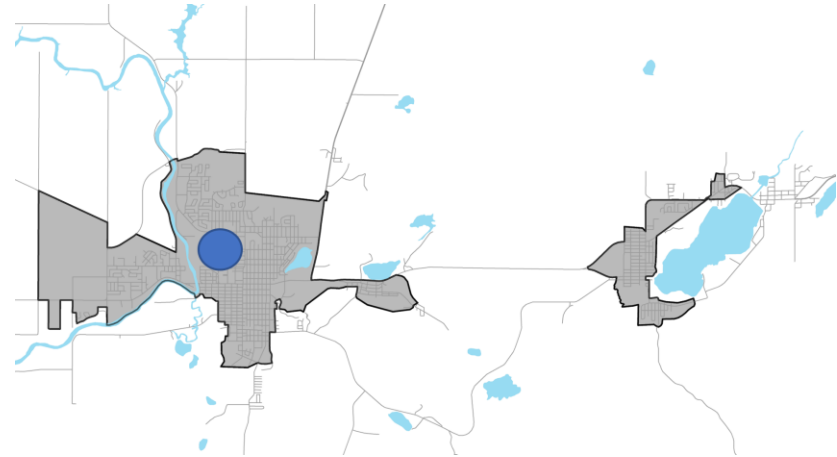
Supply

The City of Timmins indoor swimming pool is located at the Archie Dillon Sportsplex. The facility has been in operation since 1981; with pool maintenance, rental/booking and aquatic programming at the facility conducted by the City of Timmins.

Until 2019, the pool configuration was as follows: 37-meters, 6 lanes, a 1 m and 3 m diving board, climbing wall, slide, and a therapeutic pool with lift.

In 2019-2020, the pool configuration was changed, and the diving board and the climbing rock-wall were removed. The current configuration is as follows:

- A 25m, 6 lane pool with a 12.5m diving tank.
- A 30-person hot pool.
- Two changerooms and a small family change room.
- Electric saunas in the two main changerooms.
- An observation gallery.



These pool improvements also addressed a number of concerns as it relates to conditions and maintenance and functional inefficiencies such as a lack of proper family changerooms and inadequate spectator viewing areas. Improvements include:

- Improvement of office spaces for admin staff and lifeguarding/teaching staff.
- Improved accessibility for customers.
- Improved changeroom /washroom design.
- Windows in pool area.
- Improved spectator areas.

The pool supports competitive and recreational swim training, as well as a range of other special programming (e.g., lifeguard training).

Achievements Since 2014

The 2014 Recreation Master Plan determined that one of the key priorities for the City was the development of a multi-use facility comprising twin ice surfaces, aquatics, and capacity to host a range of cultural and recreational activities and events. In 2018, Municipal Council directed the completion of a feasibility analysis for the aquatics component of this larger-scaled facility, while taking into account possible future expansion(s) to include other cultural and recreational uses as suggested in the Master Plan.

The Timmins Aquatic Centre Feasibility Study addressed the form, function, location, associated amenities, and future expansion potential options for a new aquatic facility in Timmins. The Study also outlined construction and operating principles for the facility. Based on outcomes of the Feasibility Study, the City commissioned an architect to further the design for the proposed facility. The was completed, resulting in construction-ready design drawings.

Level of Service

Indoor pool is a regional facility. There are two indoor pools within about an hour drive located drive in Cochrane and Iroquois Falls. There are no indoor pools within 30-45 minutes, which would be a reasonable travel time for regular usage of a pool or participation in programs.

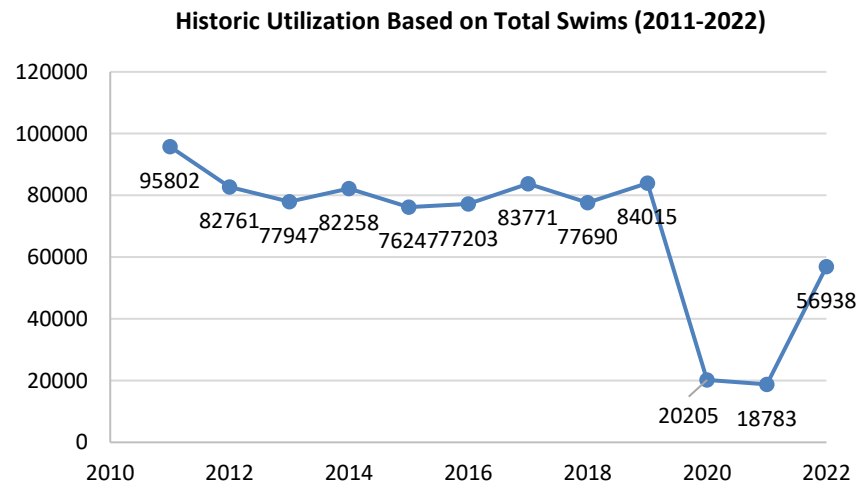
As indicated during consultations, Timmins residents often use Cochrane indoor pool at the Tim Horton Events Centre which offers play features for children and families.

Existing Standard of Provision	<ul style="list-style-type: none"> 1 pool: 41,145 city population
Target Standard of Provision	<ul style="list-style-type: none"> 1 pool: 45,000 population



Utilization

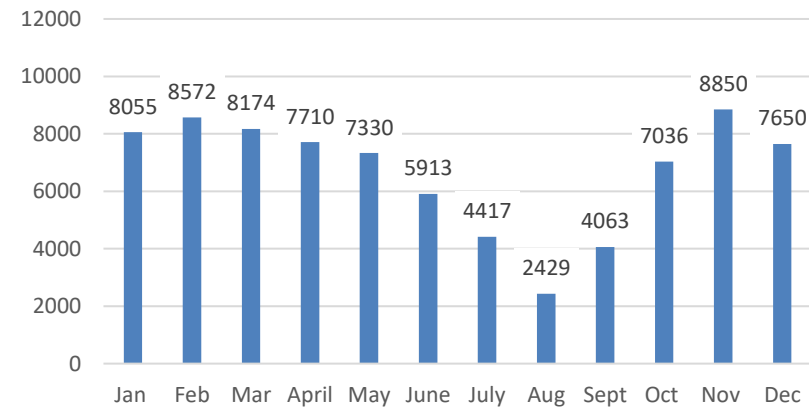
The indoor pool has experienced consistent utilization, in terms of annual person visits (swims), between 2011 to 2019. Over this period, the pool utilization data shows an average of 80,000 annual swims.



Notes: 2019 - Bather load count as of January 14th, pool closed: August 17-September 8 - RegROUTED bottom of the pool; 2020-pool closed as of March 15th due to COVID-19 - replaced pool deck and removed rock climbing wall, removed diving board, roof replacement; 2021-pool re-opened March 1-April 1.

Considering monthly usage, peak use periods are the first at last quarters of the year with January to March swims accounting for about one third of the pool's annual utilization and October to December swims accounting for another third of the pool's annual utilization. November to March are peak months for the facility accounting for around 8,000 swims per month.

Total Swims per Month (5 year- average), 2014-2019



According to the pool schedule provided by the City, programs are scheduled back-to-back to maximize the aquatics programming and services offer. Pool managers and operators observe that the pool operates at or very near capacity. Finding pool time to offer any new programs or allocate to new activities is challenging.

Major users include:

- Timmins Marlins Swim Club operates out of the pool 3 mornings and 5 nights a week: accounting for approximately 40% of pool usage.
- Local school boards utilize the pool for programming.
- The YMCA utilizes the pool for summer day camps.

- The pool hosts two regional tournaments per year. Regional tournaments such as A Champs and B Champs have drawn an estimated 180 spectators to the Sportsplex pool facility (poolside and viewing area) in addition to over 280 competing swimmers.

Other major users/uses of the pool include:

- Special Olympics
- Children's Treatment Centre (Seasonal)
- Friendship Centres
- Northern College
- Family Health Teams
- Canadian Mental Health Association

Facility Condition

According to the City, since 2013-2014, capital improvements to the pool include the following:

- 2013 re-grout both pool basins.
- 2014 replaced changeroom lockers & removal of high diving board.
- 2015 added foam to bulkhead and repaired skimmers.
- 2016 filter tank re-parged and grading replaced.
- 2017 Asbestos removal from observation deck, general maintenance and cleaning.

⁵ The report uses three assessment categories: Poor, Average and Good. Average Condition means "the condition of the component is considered to

2020 Rock wall and diving board removed; new pool deck installed (to repair the concrete base). Total capital expenditures in 2020 were \$865,000.

The 2018 non-destructive inspection of structural building components found the pool steel structure and the wood superstructure above the pool area and walls in "average condition"⁵. The inspection recommended \$35,000 repairs to the Archie Dillon Complex pool.

Building Asset	Recommended Work (2018-2020)	Budget Replacement/Repair Cost
Archie Dillon Sportsplex Pool	Replacing composite floor deck Repair block wall step cracking Reinstate concrete at several locations of foundation wall.	\$20,000 \$5,500 \$10,000
	Total	\$35,500

Immediate actions recommended specifically for the pool in the Asset Management Plan (2022) to be completed within one-year (2022-2023) recommendations include:

Building Asset	Recommended Work	Budget Replacement/Repair Cost
Archie Dillon Sportsplex Pool	Supply and install dehumidifier within 1 year	\$500,000
	Total	\$500,000

be consistent with the expected condition when compared with the expected rate of deterioration for the assumed age and use."

Operating Performance

Based on the 2019 report, annual expenditures on the Archie Dillon pool amounted to \$1,152,818, with the facility generating roughly \$448,063 in revenue that year. The result is an annual deficit of over \$700,000. In general, municipal indoor pool operations across Ontario typically require substantial amounts of subsidy.

Exhibit 21: Operating Performance of Pool, 2019

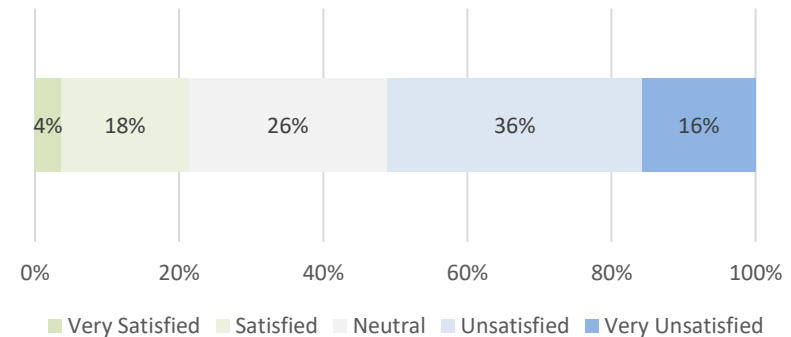
	Revenues	Expenses	NOI
Archie Dillon Sportsplex Pool	\$ 448,063	\$ 1,152,818	-\$ 704,755

Source: City of Timmins, 2023

What We Heard

Over half of public survey respondents who use the pool (n=645) are unsatisfied with the facility. Comments provided from unsatisfied public survey respondents were focused on the age of the facility and condition of the amenities being poor, showers and changerooms needing upgrading and increased in size, improvements to the family changeroom, and expanding the observation deck.

Public Survey Results: Satisfaction with Indoor Pool



Comments from pool user groups include:

- Improving the pool's overall condition and undertaking ongoing maintenance.
- Amenities do not meet the needs for hosting regional (or other) competitions (e.g., starter blocks require updating).
- Accessibility should be improved - access for persons of all ages and abilities.
- Schools have difficulty registering children for swimming as no time is available in the booking system.

As noted above, recently the play features were removed, several public survey respondents indicated that this has made the pool less attractive for families and children. Public survey respondents that are in households comprised of families with children indicated that they travel outside of Timmins to use other pools (e.g., Cochrane).

In summary, engagement activities indicated that the existing capacity issues at the pool need to be addressed. There were many

suggestions for undertaking either a significant renovation of the existing pool or developing a new modern, efficient, and accessible pool.

Recommendations – Indoor Aquatics

31. As an equal priority with replacement ice arenas, undertake immediate planning to development a new indoor aquatics centre, building upon the detailed consultation, functional space programming, community and stakeholder consultation, design, costing undertaken in the period since the 2014 Recreation Master Plan.
32. Consider two alternatives for development of a new indoor aquatics centre:
 - As part of a new multi-use community recreation complex which comprises two ice surfaces and a range of other amenities; and
 - As a continuation of plans to house a new aquatics centre on the site of the existing Archie Dillon Pool.
33. Until such time as the development of a new aquatics centre is finalized and the timing of development known, maximize the use of the existing pool to the benefit of the community, including enhanced program development where possible, and improved online booking protocols (currently underway).

Rationale: In both cases, the design inclusions for the aquatics centre, in terms of the number and type of pool tanks, length, depth and accessibility of the lane pool (25 metres) and number of lanes, design and scale of change rooms, and aquatics-specific ancillary spaces, should be those already in place as part of the completed design on file with the City. All other aspects of the program, including common areas, additional athletic facilities, etc. should be reviewed as part of the detailed design and financial feasibility study for a multi-use community recreation centre.

In the case of the existing plans for development at the Archie Dillon site, an updated capital cost estimate should be undertaken as a baseline to inform discussions regarding the merit of building in this location.

6.5 Other Indoor Facilities

Confederation Multi-Sports Complex

In 2010 the City of Timmins converted the Confederation Arena into a multi-use sport facility which is a single storey building that houses a gymnastics club, viewing area and office space. The facility is currently home to the Rock & Gold Gymnastics Club, who lease the facility from the City through a lease agreement, as described in Section 5.4.

Gymnasias

Gymnasias in Timmins are predominately provided through the school boards. There are twenty-eight gymnasiums in local schools and colleges. These facilities are available for league bookings as well as private clinic use for a fee through the Community Use of Schools Policy.

Additionally, the Northern College Wellness Centre includes a full-size gymnasium that is equipped for basketball, volleyball, indoor soccer, floor hockey, and badminton. The gymnasium is rented to the community for sports in the evenings and for events for a fee. The Timmins Native Centre also houses a gymnasium.

Timmins Basketball Club uses school-based gymnasias for indoor practice. Racquet sports groups (tennis, pickleball, badminton and squash) use school gymnasiums and YMCA. While these groups are generally satisfied with gymnasias, they comment that playing at schools has limitations: times are limited to nights and Sundays; the need to tape on and remove lines is onerous; and the YMCA court is too small.

McIntyre Curling Club

The McIntyre Community Centre has the only curling rink in the City of Timmins. The rink is programmed and operated seasonally by the McIntyre Curling Club. Currently the club has a total membership of about 500 persons ranging from ages 8 and up.

The McIntyre Curling Club and the attached McIntyre Community Centre host regional and national tournaments, including the 2022 Canadian Under-18 Boys and Girls Curling Championships from and the 2023 NOCA Seniors Curling Championships. For the community, the McIntyre Curling Club hosts Free Family Fun Days of Curling.

In the off season the curling rink is utilized by the Gold City Roller Girls, in addition to the Curling Club hosting pickleball and badminton programs. The Club aspires to grow curling and making off season pickleball / badminton permanent (when not curling).

Recommendations – Curling at McIntyre Arena

34. Maintain curling at the McIntyre Community Centre over, at least, the medium term. Renew the current lease which expires in 2025 for a period commensurate with the overall long-term plans for the McIntyre Community Centre.
35. As a contingency exercise, assess the cost feasibility of relocating the McIntyre Curling Club as part of a new multi-use community recreation centre. This may include a replacement six (6) sheet tournament-scale curling facility as a future addition to a twin-pad recreation centre.

Rationale: Curling at the McIntyre Community Centre is regionally significant activity and includes six sheets within a facility capable of hosting major bonspiels and championships. Curling should remain a dedicated facility-use activity. Several examples exist in Canada where Curling is a non-dedicated use of the facility which necessitates conversion of the ice between curling and other ice sports on a frequent basis. While accepting this preference in other communities, in Timmins this would represent a reduction in the level of service. Accordingly, any relocation would necessitate the dedicated use of that facility for curling.

Given the level of service enjoyed at the McIntyre Community Centre, and the cost of relocation, there is a strong argument to retain curling at this centre even if the arena itself were repurposed to another use.

Recommendations – Indoor Multi-Sport Facility

36. In response to a range of community sport organizations identifying a desire for an indoor facility, undertake a feasibility assessment for the development of a field house as a long-term development option.

Rationale: A number of user groups have identified winter programming needs that are currently being underserved including winter tennis, other court sports, soccer and track and field. Recognizing these types of facilities are generally not undertaken as municipally owned and operated facilities, the emergence of indoor multi-sport facilities in Ontario should be addressed in this master plan. In larger urban centres, field houses are owned and operated by municipalities as well as larger universities. The development of

air supported domes is also entering the municipal landscape as well as through partnerships with school boards for winterising synthetic field turf). There are also private providers of these domes.

The City should seek funding to undertake a study in partnership with relevant user groups to determine the viability of different forms of development ranging from the development of field turf complexes with grade beam infrastructure capable of enabling winter bubbling of fields, the impacts of the local climate on the feasibility of air supported domes, and the cost of fixed roof structures.



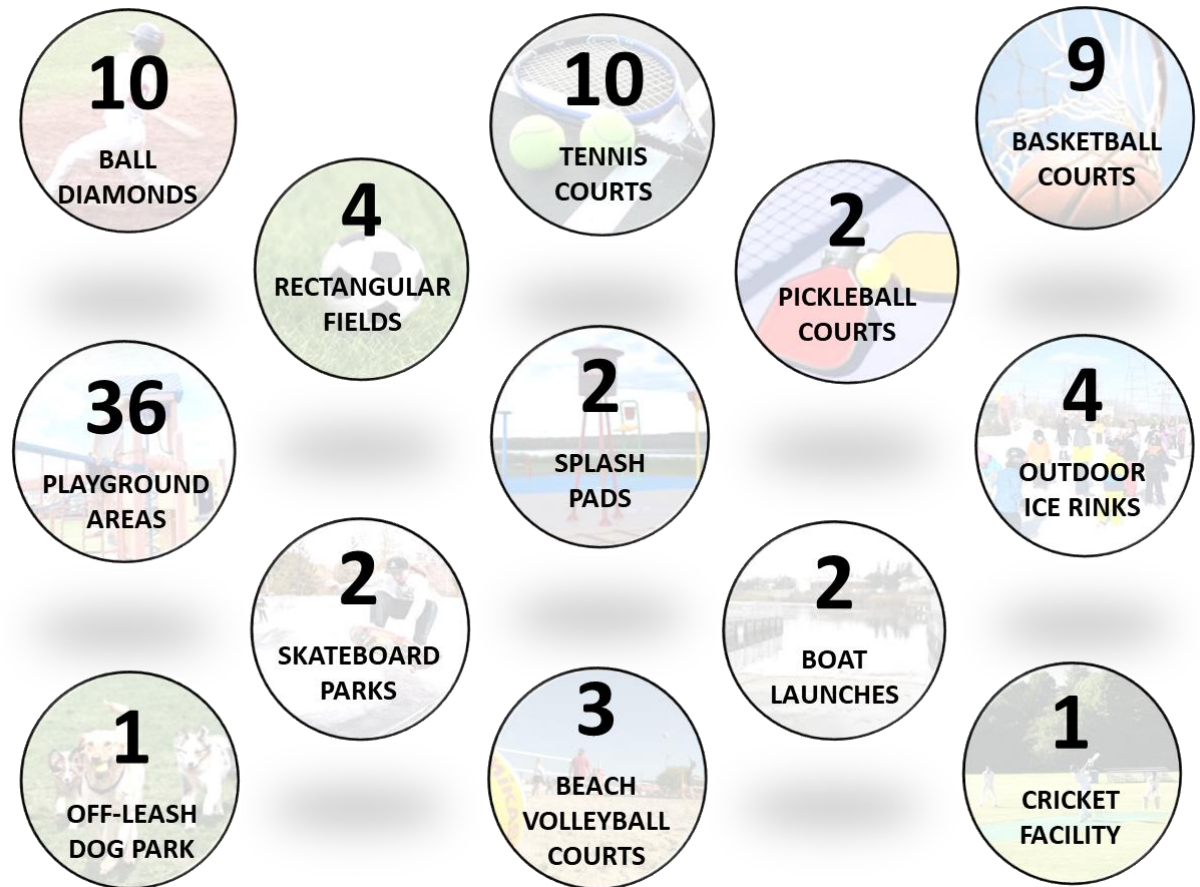
7

Service Direction: Ensuring State of Good Repair and New Outdoor Facilities

Service Direction: The City has developed a broad range of outdoor amenities from sports fields to a range of outdoor courts, water play installations and seasonal opportunities. Critical standards of care, backed by effective policy making for asset management and lifecycle renewal, coupled with ongoing consultation with user groups as is current City practice, will help ensure that the depth of existing amenities is maintained well over the plan period.

New investment, where it is necessary, should be state of the art, geared for durability in a northern boreal climate and capable of multi-season utility. The City is not the only provider and partnerships are the means to greater satisfaction on the part of all users.

7.1 Overview of Outdoor Facilities



7.2 Ball Diamonds

Supply

Municipal Supply

The City of Timmins has total of 10 municipally owned and operated fields in 8 park locations. The total supply includes 6 lit and 4 unlit fields. When considering field equivalent (FE) ball diamonds, where lit diamonds are counted as 1.5 unlit equivalents due to increased playing time in the evening, the City is providing 13 ball diamond for use by the community.

The ball diamond inventory is comprised of natural turf fields and includes both hardball and softball facilities. The Dusty Baker Vipond Road Ball Diamond #1, Leo DelVillano Park Ball Diamond, Bozzer Park Ball Diamond and Hollinger Park (Fred Salvador) Baseball Diamond offer premium levels of play as well as extended hours of play due to the presence of lighting and spectator seating.

Minor leagues typically use City-managed MRCA fields that are smaller in size (one lit and one unlit).

Non-Municipal Supply

Two unlit ball diamonds are provided at Schumacher Public School and Theriault High School. These diamonds are prioritized for students but are also used informally by the community outside of school hours and therefore, are not counted within the supply for assessment purposes.

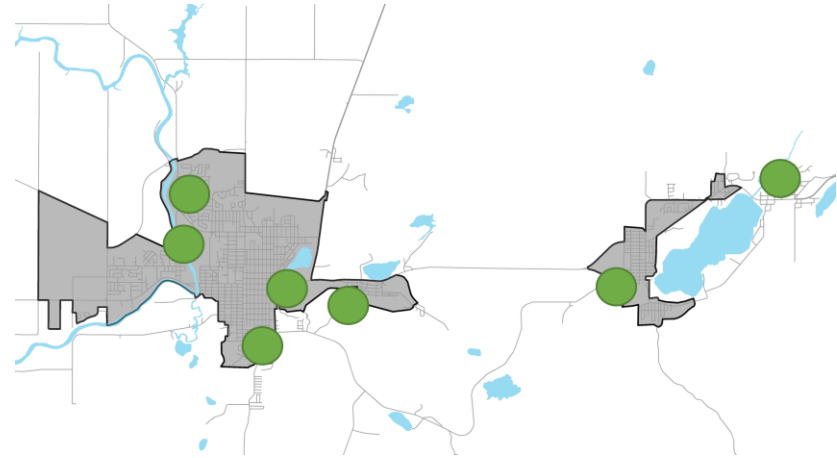


Exhibit 22: Ball Diamond Supply Details

Facility Name	Size				Total Diamonds	Equiv- alents	Use
	Senior		Junior				
	Lit	Unlit	Lit	Unlit			
Whitney Park				1	1	1	Softball
Dusty Baker	1	1			2	2.5	Softball
Leo DelVillano Park			1		1	1.5	Softball
Hollinger Park	1				1	1.5	Baseball
MRCA lands			1	1	2	2.5	Softball/Baseball
Bozzer Park			1	1	2	2.5	Softball
Doug McLellan Park			1		1	1.5	Softball
Total	2	1	4	3	10	13	

Achievements Since 2014

As it relates to ball diamonds, between 2019 and 2022, the City has undertaken capital improvements to the infield surface and outfield grass at the Hollinger Park ball diamond, installed new bleachers at the Leo DelVillano, Hollinger Park, Dusty Baker ball diamonds. Capital improvements to the infields at Bozzer Park (Diamond #1), DelVillano, and Doug McLellan ball diamonds were undertaken in 2014; these fields will require replacing in the short term.

Continuous investment in ball diamonds to ensure player and spectator amenities are in place and in good repair has been an ongoing initiative by the City and MRCA.

Level of Service

Population-Based Standards

Since 2014, the population has not changed significantly, and the municipal supply of ball diamonds remains the same but considers equivalencies. This is reflected in a similar standard of provision.

The current level of provision is based on the 'effective' supply and takes into consideration the field equivalents.

Existing Standard of Provision	1 ball diamond: 3,165 population
Target Standard of Provision	1 ball diamond: 4,000 population

The target standard of provision determined as part of the 2014 Plan is still relevant today and should be upheld. This suggests that there is no numeric deficit in the supply of ball diamonds across the City.

Participation-Based Standards

A preferred provision target is often based on participation levels when evaluating the capacity of ball diamonds. Based on the responses to the User Group Survey received, registration numbers for the 2022 season have been reported and are provided below.

Organization	# Participants	Participation Trend
Timmins Mixed Funpitch League	120 (estimate)	Stayed relatively stable
Timmins Men's Baseball League	125	Stayed relatively stable
Timmins Men's Slowpitch League	150	Increasing
Timmins Ladies Slo-pitch	120	Decreasing
Timmins Little League Baseball	200	Increasing
Total	715	Stable/Increasing

Based on the above, the existing standard of provision on a population-basis is 1 diamond per 55 total registered participants. This is a relatively high standard of provision compared to other communities in Ontario.

Existing Standard of Provision	1 ball diamond: 55 total registered participants
Target Standard of Provision	1 ball diamond: 90 (youth) to 100 (total) registered participants

Utilization

Use of ball diamonds in Timmins varies significantly and is often determined by the size of the diamond, whether there is lighting, and the general needs of the groups that run softball and/or baseball programming.

In 2017-2019, utilization was very low (2-4%) for unlit diamonds and between 30% to 40% for lit diamonds. Noted in the 2014 Plan, Dusty Baker Diamond #2 was experiencing the lowest rate, in 2017-2019 its utilization increased to 30%. The lowest utilization rates in 2017-2019 are recorded for MRCA diamonds (2%) and Hollinger Park.

It is understood that the ball diamond at Hollinger Park is occasionally unusable for ball play, as it is sometimes used for concerts / events.

It should be noted that the Timmins Little League maintains and operates the lit MRCA diamond and therefore no utilization data has been provided for this facility.

The most used ball diamonds are Leo DelVillano Baseball (45% of total available hours) Bozzer # 1 Baseball (43%), Doug McLellan (39%), Dusty Baker #1 (37%), Dusty Baker #2 (30%).

Utilization details by diamond are provided in the table below.

Exhibit 23: Ball Diamond Utilization

	2017 - % total time	2018 - % total time	2019 - % total time	Average Utilization
Hours Available	348 hours	344 hours	344 hours	(3 year)
Bozzer Park #1	38%	34%	58%	43%
Bozzer Park #2	17%	15%	3%	12%
Doug McLellan	30%	33%	55%	39%
Dusty Baker #1	30%	37%	42%	37%
Dusty Baker #2	25%	25%	39%	30%
Hollinger Park		1%	2%	1%
Leo DelVillano	41%	48%	47%	45%
MRCA (unlit)	2%	1%	2%	2%

Facility Condition

The 2022 Asset Management Plan does not assess the condition of sports fields as requiring updates, but no specific or more detailed instructions are provided for baseball fields.

Many fields have been updated recently. Known condition is described in the table below.

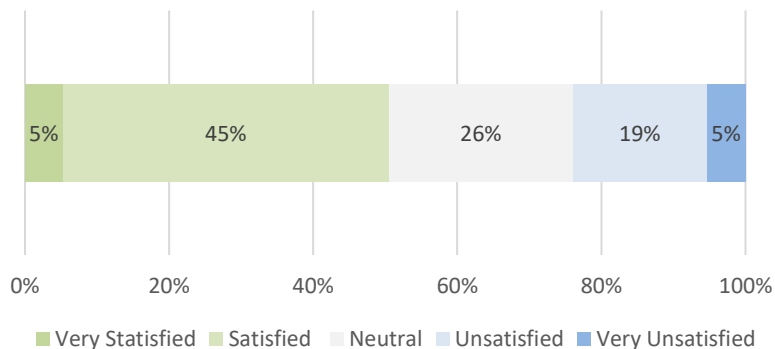
Exhibit 24: Ball Diamond Condition Overview

	Ball Diamond	Condition (based on City data)
1	Pete Landers (Whitney) Ball Diamond	
2	Dusty Baker Diamond 1	New bleachers in 2019. Benches: infield surface re-placed in 2014, needs replacing soon.
3	Dusty Baker Diamond 2	New bleachers in 2019. Benches: infield surface re-placed in 2014, needs replacing soon.
4	Leo DelVillano Park	Surface: replaced in 2013, needs to be replace again. Bleachers: new bleachers in 2021. Outfield: Good.
5	Hollinger Park Baseball Diamond	Surface: new in 2020. Outfield: new sod in 2020. Seating: bleachers been all re-done in 2019/20
6	MRCA - Little League Diamond 1	New bleachers in 2016-17
7	MRCA - Little League Diamond 2	
8	Bozzer Park Major Diamond	Bleachers replaced in 2015, infield replaced in 2014, needs new material soon
9	Bozzer Park Minor Diamond	Bleachers replaced 2015
10	Doug McLellan Park	Surface: Replaced in 2015, needs new material soon. Outfield: Good - well maintained. Bleachers: being replaced in 2023.

What We Heard

Public survey respondents (50%, n=188) are generally satisfied with the existing quality of ball diamonds. However, 25% of respondents who use ball diamonds are not satisfied.

Public Survey Results: Satisfaction with Ball Diamonds (n=188)



While user groups note some improvements in the field quality (repairs) over the past few years, most user groups are not satisfied with condition and maintenance of the fields.

A variety of improvements to the existing diamonds were suggested by the public as well as user groups. These have been summarized as follows:

- Improved or more regular maintenance of the diamonds, including line painting, grass maintenance, fencing repairs, regular inspections for a safe playing environment (i.e., presence of needles), etc.
- General improvements to the diamond surfacing (e.g., uneven outfields, levelling of infields/replacement of gravel, etc.), the provision of improved/additional spectator seating, and adding lighting for extended play.
- Replacement of the barbed wire fence at Dusty Baker diamonds to reduce injuries.
- Enable the availability of washroom facilities during practice / game times in evenings.

A majority of the groups that utilize ball diamonds in Timmins are adult leagues. Many groups indicated that many of the diamonds are too small to accommodate their group (only 3 diamonds in the City are of an appropriate size to accommodate adult play). This is limiting league expansion as the existing senior diamonds are heavily used at present.

Groups indicated that having diamonds optimized specific to their type of game play would be ideal (e.g., baseball diamond, diamond for slow pitch softball, etc.).

Enhanced support for non-for-profit and volunteer groups with field maintenance was also important.

Recommendations – Ball Diamonds

37. Monitor utilization and demand of existing ball diamonds through the provision of an annual Diamond User Group Meeting, to determine each group's needs and other requirements. As part of this meeting, groups should be required to report their membership / participation numbers to the city on an annual basis to continue to plan effectively for ball diamonds.
38. Continue to ensure player/spectator amenities are in place, in good repair and open for use. The City and MRCA must work together to improve amenities.
39. Relocate the senior ball diamonds at Dusty Baker Park and Hollinger Park to a new, centrally located City-wide park and develop a 4-diamond complex (all senior diamonds, 1 with a mound), co-located with other sport and recreational amenities. This is envisioned to be a premier sports facility that will enable tournament play across a variety of sports.
40. Rectify quality and functionality problems of existing ball diamonds in the City. This can include a range of measures, budgeted annually to include improvements to the quality of the playing surfaces, improved in-season maintenance, consideration of the potential to improve or add lighting contingent on demonstration of sufficient demand, and potential renovations to increase the size of fields where feasible.

41. The City should undertake further due diligence in the form of a Ball Diamonds Rationalization Strategy. This should assess the range of enhancements to the existing portfolio of ball diamonds that are possible and whether these are warranted in view of the constraints imposed by the undersized nature of a number of fields. This study should also determine which fields are beyond service life and should be replaced, including the identification of alternative recreational uses.

Best Practice: Steve Omischl Sports Complex, North Bay, ON

The state-of-the-art facility, located on 80 acres in the east end of North Bay, is comprised of a variety of outdoor recreational amenities. This includes:

- Ball diamond complex
 - 3 ball diamonds with 350' outfield fence, 1 has pitching mound
- Rectangular fields complex
 - 1 FIFA International Natural Turf (68m x 105m)
 - 1 FIFA International Artificial Turf (68m x 105m)
 - 1 FIFA International / CFL Artificial Turf
- 300 space parking lot
- Food vendors and licensable beer garden area
- Washroom building
- Picnic area
- Bleacher seating



7.3 Rectangular Fields

Supply

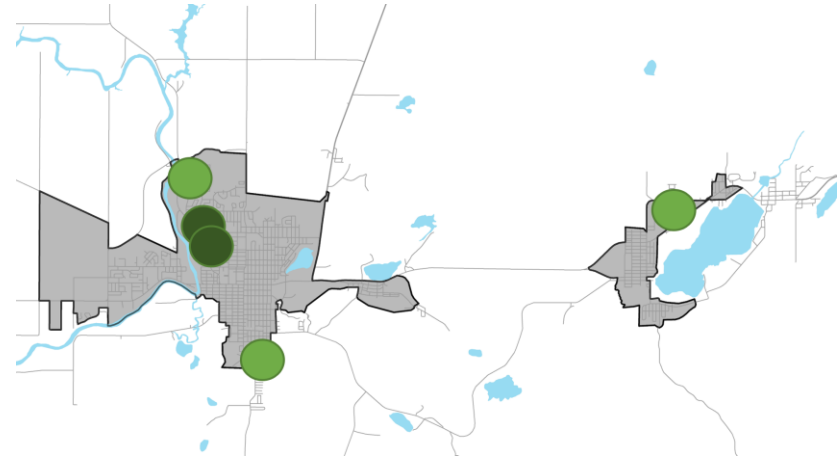
Municipal Supply

The City of Timmins provides four municipal rectangular fields for use by the community. The municipal supply is comprised of junior, mini, and micro fields. This equates to a field equivalency of 2.5 unlit senior fields for the purposes of analysis.

Facility Name	Field Size			Total	Field Equiv- alent
	Junior (9v9)	Mini (7v7)	Micro (4v4, no goalies)		
Leo DelVillano Park	1	1		2	1.5
Lonergan Park		1		1	0.5
Melview Park			1	1	0.5
Total	1	2	1	4	2.5

The supply of rectangular fields has decreased since the 2014 Plan, with municipal fields removed at Hollinger Park, Bozzer Park, and King Street Park (repurposed as a practice cricket pitch). In addition, a field on MRCA lands at Gillies Lake was closed, as was a field at Northern College (non-municipal).

The City does not have a senior (11v11) rectangular field within its supply that can accommodate adult league play.



Non-Municipal Supply

The Timmins Regional Athletics and Soccer Complex (TRASC) is owned by the District School Board Ontario Northeast and managed by a specially appointed Trust. The complex offers one competitive standard grass rectangular field (lit) (counted as 1.5 unlit senior field equivalents), as well as 2 practice fields utilized for mini/micro-soccer (each counted as 0.5 equivalents).

Timmins High and Vocational School built a \$3.8 million track and field facility in 2020 with funding from the Ontario Ministry of Education. The new high school facility includes a lit artificial turf field (counted as 2.0 equivalents), in addition to a six-lane rubberized track, and a long and triple jump area.

As the fields are owned and operated by the school boards/schools, they are rented/booked through the Community Use of Schools Policy and are not booked through Service Timmins. They are available only part of the time for public use through this policy.

(discounted by 75% to reflect this) and therefore included in the total available supply of rectangular fields within Timmins. This increases the available supply by 1.0 equivalents for a total supply of 3.5 unlit senior field equivalents.

Facility Name	Field Size/Surface			Total	Field Equiv- alent
	Artificial Turf, Lit Senior	Natural, Lit Senior	Micro (4v4)		
TRASC		1	2	3	2.5
Timmins High & Vocational School	1			1	2.0
Total	1	1	2	4	4.5

In addition, local schools feature 5 junior rectangular fields. Four of these fields are located at the grounds of Theriault High School, O’Gorman High School, Schumacher Public School, and Roland Michener Secondary School. Due to their small size, unknown condition, and likely use for informal play, these fields have not been included in the total supply.

Level of Service

Population-Based Standard

The total supply of rectangular fields in Timmins, equivalent to 3.5 unlit senior rectangular fields, results in an existing standard of provision of 1 field per 11,755 population.

Existing Standard of Provision	(City-wide) 1 rectangular field: 11,755 population
Target Standard of Provision	1 rectangular field: 2,000 population

Participation-Based Standard

The two soccer groups that function in Timmins report a total of 750 registered participants.

Soccer User Groups	No. of participants	Trend
Timmins Porcupine Minor Soccer Inc.	600	Decreasing
Timmins Women's Soccer Association	150	Stable
Total	750	Stable/Decreasing

With consideration for the total supply available in the City, this equates to 1 rectangular field per 214 registered participants. Comparable municipalities in Ontario often set target standards to be in the range of 1 field per 80 youth or 100 total registered participants. This would equate to a need for 4 fields in Timmins. Realistically, a more appropriate standard for a city the size of Timmins would be in the range of 1 field per 130 youth to 150 total registered participants. This results in the need for two additional senior rectangular fields that are publicly accessible on a regular basis.

Existing Standard of Provision	1 field: 171 youth participants 1 field: 214 total registered participants
Target Standard of Provision	1 field: 130 (youth) to 150 (total) registered participants

Utilization

Out of the three municipal facilities, only the two fields at Leo Delvillano were rented. Other fields were not rented, and therefore have not been included. In 2016-2019, utilization of municipal fields was typical, averaging between 18% and 28% over the period. This would allow for appropriate field resting time and marginal scheduling conflicts.

	2016	2017	2018	2019	Avg
Available Hours / Season	280	276	272	276	276
Leo Delvillano Mini Field (E-W)	9%	33%	35%	35%	28%
Leo Delvillano Junior Field (N-S)	-	20%	18%	17%	18%

Facility Condition

The 2022 Asset Management Plan states that the rectangular fields require updating but no specific or more detailed instructions are provided for rectangular fields.

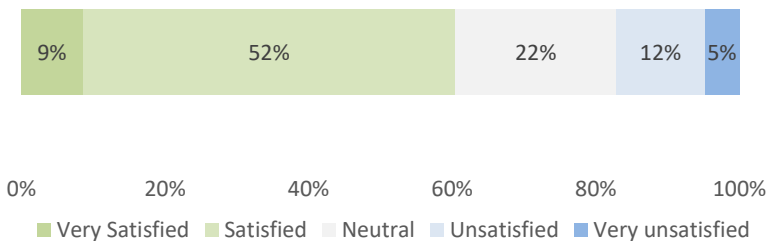
Based on the 2014 Master Plan (PSAB data), all City facilities were beyond their estimated life and had no net book value. The City decommissioned several small fields to accommodate other recreational amenities (e.g., Hollinger Park fields were replaced with a splash pad, skating trail, and play elements).

	Field	Condition
1	Leo DelVillano Park Soccer Field - Large	Bleachers: new bleachers in 2015.
2	Leo DelVillano Park Soccer Field – Small	Bleachers: new bleachers in 2015.
3	Loneragan Park Soccer Field	Upgrades needed
4	Melview Park	Goal posts removed; field maintained

What We Heard

Of the public survey respondents who use rectangular fields (n = 210), over 60% of survey respondents are satisfied with the city's soccer fields, while 17 % are not satisfied.

Public Survey Results: Satisfaction with Rectangular Fields



Of those respondents that are not satisfied, many comments related to the available municipal fields not being properly maintained (e.g., uneven ground, low-lying areas, long grass, nets missing, cleanliness of washrooms, etc.).

Soccer groups indicated that they use TRASC and school-based facilities, however, they note that access to schools and TRASC facilities is often limited due to preference for TRASC user groups and affordability of the facility. This asset could create the opportunity to run adult soccer tournaments. Coordination of access and registration with schools would also help streamline the process.

Timmins Women's Soccer Association noted that they require access to regulation (senior) size fields. The lack of regulation size quality municipal soccer fields, the group is experiencing fewer registrations and participation numbers have been decreasing.

Groups also noted that they would like to see an indoor/outdoor (domed) facility that would be able to accommodate a variety of recreational uses.

Recommendations – Rectangular Fields

42. Monitor utilization and demand of existing rectangular fields through the continued provision of an annual Field User Group Meeting, to determine each group's needs and other requirements. As part of this meeting, groups should be required to report their membership / participation numbers to the City on an annual basis in order to continue to plan effectively for rectangular fields.
43. Work with the school boards to optimizing existing fields in the city. This can be achieved through partnerships for use of school board facilities through Joint Use Agreements (JUAs).
44. Develop at least one senior rectangular field at the new City-wide Outdoor Sports Complex on Highway 655. This field will be collocated with other sport amenities (e.g., ball diamonds, cricket, etc.). Depending on the level of future access to the school board fields by the public and user groups, two senior rectangular fields at the Sports Complex location may be warranted. This will need to be monitored.

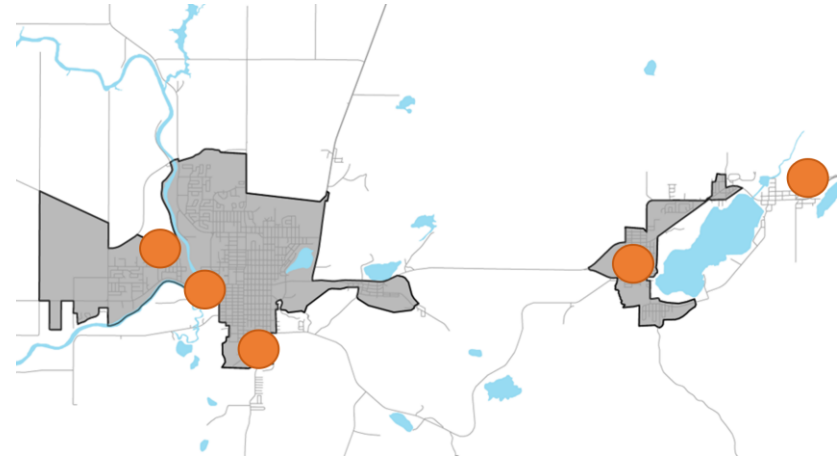
7.4 Tennis / Pickleball Courts

Supply

At present, the total City-wide supply of tennis courts is 11, operated in five locations: three in Timmins, two in Porcupine.

Currently, the Mountjoy court provide both tennis and pickleball courts (lines) for multi-use purposes. At present, there are no dedicated pickleball courts in the City, however, the Mountjoy tennis court is scheduled to be resurfaced and converted to a dedicated pickleball facility in 2023.

Facility Name	Tennis Courts			Notes
	Courts	Lit	Shared Use	
Mountjoy	1	Yes	Yes	Shared with pickleball.
Leo DelVillano	3	Yes	No	
Bannerman	2	No	No	
Whitney Multi-Use Court	1	Yes	No	Adjacent to basketball.
Roland Michener Secondary School	4	Yes	No	Booked through City.
Total	11			



Level of Service

The current standard of provision for tennis is 1 tennis court per 3,740 population. The standard for facility provision is City-wide based on a population of 41,145 in 2021, which is projected to experience a decline to under 40,000 by 2046. Based on a target standard of 1 court per 5,000 population (and based on a total supply of 11 courts), the City does not exhibit a deficit of tennis court facilities.

As a relatively new and emerging sport, pickleball is growing in popularity in communities across Canada. Timmins is home to one pickleball group – Timmins Pickleball with 80+ members. In communities where there are active pickleball clubs, some municipalities have adopted a similar target standard of provision for pickleball courts as they have in place for tennis courts. Consideration for indoor pickleball courts (dedicated or non-dedicated) must also be part of the determination of need.

If the City continues with plans to convert the Mountjoy tennis court to be dedicated for pickleball there will be a total supply of 2 pickleball courts in Timmins (by end of 2023). This equates to a current standard of 1 pickleball court per 20,573 population. In turn, this conversion will reduce the supply of tennis to 10 courts for a standard of 1 tennis court per 4,115 population, remaining an acceptable standard.

Existing Standard of Provision	1 tennis court: 3,740 population 1 pickleball court: 20,573 population
Target Standard of Provision	1 tennis court: 5,000 population 1 pickleball court: 5,000 population

Based on a target standard of 1 pickleball court per 5,000 population the City would require 6 additional pickleball courts over the Plan period.

Achievements Since 2014

As per the 2014 Plan recommendations, the River Park tennis courts (4) were closed. Since 2014, several tennis courts have been renewed/resurfaced:

- Whitney tennis court resurfaced as a rubber tile multi-surface court in 2015/16 (includes 2 multi-purpose courts, 1 tennis and 1 basketball).
- Mountjoy tennis court was repainted in 2017.

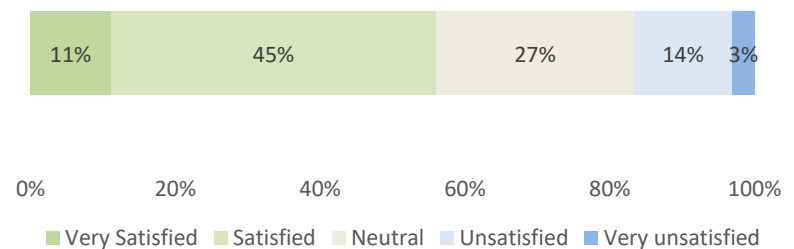
- Roland Michener Secondary School tennis courts were renewed with a fibreglass surface and lines repainted in 2018/19.
- Bannerman courts were resurfaced with new asphalt, and new fencing installed in 2022.

What We Heard

Over 55% of survey respondents who use sport courts (n=198) are satisfied with the city's tennis courts, while 17% are not. Noting increased popularity of tennis and pickleball, respondents would like to see additional public courts provided in Timmins (the northern part of the city was identified as a potential location).

Court maintenance and repairs were identified as an issue, as respondents mention damaged/cracked surface. Some respondents noted that maintenance of the courts at Whitney Park (e.g., broken fencing and guideposts) and Delvillano Park (e.g., surface repairs, overall cleanliness) could be improved.

Public Survey Results: Satisfaction with Sport Courts



The Timmins Tennis and Squash Club currently utilizes tennis courts across the City. With a strong and growing membership base of 140 members, they are interested in seeing an indoor tennis facility being developed. Timmins Pickleball also referred to an indoor facility. Suggestions for repurposing an existing arena to accommodate indoor racquet sports (e.g., tennis, pickleball, badminton) were also noted.

Timmins Pickleball identified the need for new dedicated outdoor pickleball courts with permanent nets, windscreens, lights, off-street parking, and washroom facilities. These new dedicated courts would allow the club to increase membership and offer new programs (e.g., introduction courses and tournaments).

Recommendations – Sport Courts

45. Continue with plans to convert the Mountjoy tennis court to be a dedicated pickleball facility (accommodating 2 pickleball courts).
46. Explore the feasibility of developing 4 new dedicated pickleball courts in a northern or central location (e.g., Leo Delvillano Park), to be co located with existing tennis courts. Any development of pickleball facilities should be done through engagement with Timmins Pickleball.

7.5 Basketball Courts

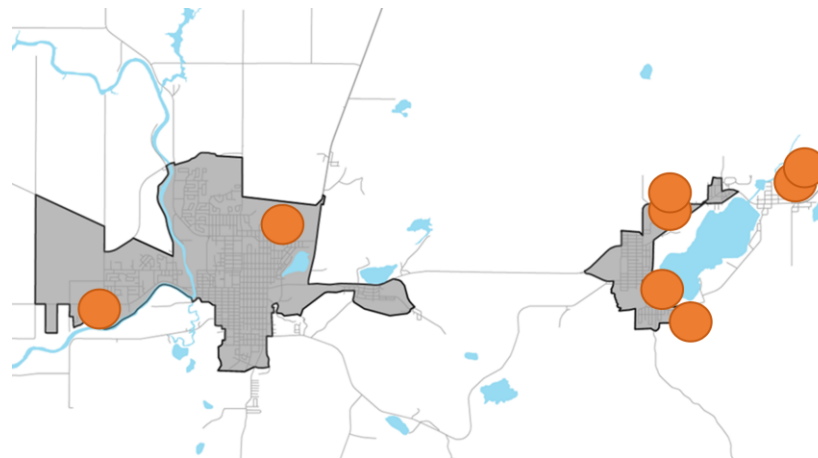
Supply

The City offers 9 municipal basketball facilities across the City. This includes 8 full court facilities, and one half-court (one net) at Loneragan Park. The court at Whitney Park is a lit facility.

The City currently has plans to undertake a complete renovation of Melview Park over the next two years, meaning that this court will be closed in the short-term. It is included as part of the program for the upgraded park and will re-enter the supply upon completion (2025).

For indoor practice, basketball groups use school gymnasiums.

Facility Name	Basketball Courts	
	Courts	Lit
Murray Street Park	1	No
Melview Park	1	No
Whitney Park	1	Yes
Lakeview Park	1	No
Woodland Park	1	No
Kenneth Crescent Park	1	No
White Waterfront CA	1	No
Beaurivage Park	1	No
Loneragan Park	0.5 (one net)	No
Total	8.5	



Level of Service

The standard of provision for basketball fields is based on the ratio of courts to youth population. Timmins population between the ages of 10 and 19 years old in 2021 was 4,690, and with a municipal supply of 8.5 basketball courts, the current standard is 1 per 552 youth.

This standard of provision for basketball courts is higher than the target standard of 1 court per 800 youth. Based on a population-based standard, no new basketball facilities are required over the Plan period.

Existing Standard of Provision	1 basketball court: 552 youth (age 10-19)
Target Standard of Provision	1 basketball court: 800 youth (age 10-19)

Achievements Since 2014

Since 2014, as per the Master Plan recommendations, the City has continued to maintain the existing courts and developed two new courts: in 2015-16, Whitney Tennis Courts were upgraded and converted to a multi-purpose rubber tile court (1 tennis, 1 basketball net). A new multi-use court opened at Beaurivage Park.

In addition, one outdoor school-based court at the Frank P. Krznaric Whitney Public School was closed.

Facility Condition

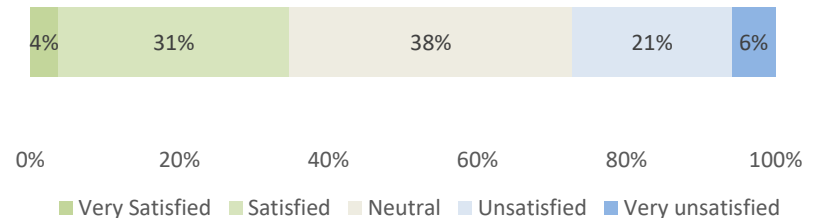
The AMP does not include assessment or plans for courts conditions. Based on the engagement results participants indicated that some courts need better maintenance.

Basketball Court	Condition (as per City data)
Murray Street Park	Surface: Good – new tarmac; Nets: Average - peeling paint but structurally good
Melview Park	Surface: being removed in 2023; Park getting major facelift 2023-25
Whitney Park	Surface: converted to multipurpose rubber tile court
Lakeview Park	Court surface: Good / Goals: Average – no nets
Woodland Park	New surface in 2021
Kenneth Crescent Park	Net pole removed due to rotting, possibly new pole
White Waterfront CA	Average
Beaurivage Park	New court in 2015
Loneragan Park	New surface in 2021

What We Heard

While 35% of survey respondents who use basketball courts (n=187) are satisfied with the city's facilities, almost 30% are not satisfied. Of those who are not satisfied, respondents indicated that they would like to see more outdoor basketball courts in different parks (e.g., Timcor or Hollinger Park were suggested), and improved maintenance of existing facilities (e.g., broken poles and/or nets).

Public Survey Results: Satisfaction with Basketball Courts



There is one basketball group in the city, the Timmins Selects Basketball Club, which has approximately 300 members. Club members are comprised of both youth and adults (50% each). The Club currently utilizes school gymnasiums. The Club participation trends demonstrate growing interest in the sport. The Club would be interested in municipal-owned and operated multi-use gymnasium space as an addition to the existing school-based gym supply.

Recommendations – Basketball Courts

47. Maintain existing basketball courts for continued use by the community, undertaking general maintenance and improvements as required. This includes:
 - Replacing the net pole at Kenneth Crescent Park; and
 - Installing nets at Lakeview Park.
48. Review the need and explore opportunities to develop a new basketball facility in central and / or southern Timmins where current gaps in the supply exist. This should consider any basketball facilities located on school-owned properties in these areas and, if determined to be required by the City, should be co-located with other youth-focused recreational uses.

7.6 Playgrounds

Supply

Timmins offers 36 municipal playgrounds. Most municipal playgrounds serve neighbourhoods (30 playground locations). Larger community-serving facilities (6 locations) offer a variety of play equipment.

Since 2014, two municipal playgrounds were removed from Frontenac Park and Bristol Road Parkette.

Additional playgrounds are located on school properties across the city.

Level of Service

Within an urban context, playgrounds are often targeted to be provided within 400 to 800 m (5-to-10-minute walk) of major residential areas without any major barriers impeding access (i.e., railways, major roads, waterways, etc.).

The map on the following page shows that the City generally provides an adequate supply of playgrounds and play structures. This walkability approach and standard of provision are recommended to be carried forward to sustain the current level of playground provision.

Achievements Since 2014

As recommended in the 2014 Plan, the City has implemented a 14-year trigger for playground replacement planning. This is a

continuous effort, as playground reach the 14-year mark, planning for its replacement (as appropriate) is initiated.

The City has been actively upgrading playgrounds and play structures in parks, as many of the play structures were installed before the year 2000. In 2022-2023, the City installed new swing sets at Hollinger park, Lonergan Park, Fourth Ave Park, and Lonergan Park North, and new play structures at Spillenaar and Hollinger park. In 2015-2017, new swing sets were installed in Lynwood Park, Flintstone Park, Gold Centre Park, Moore Park, Murray St. Park, Roy Nicholson Parc, Timcor (Gatineau) Park and Whitney Historical Park.

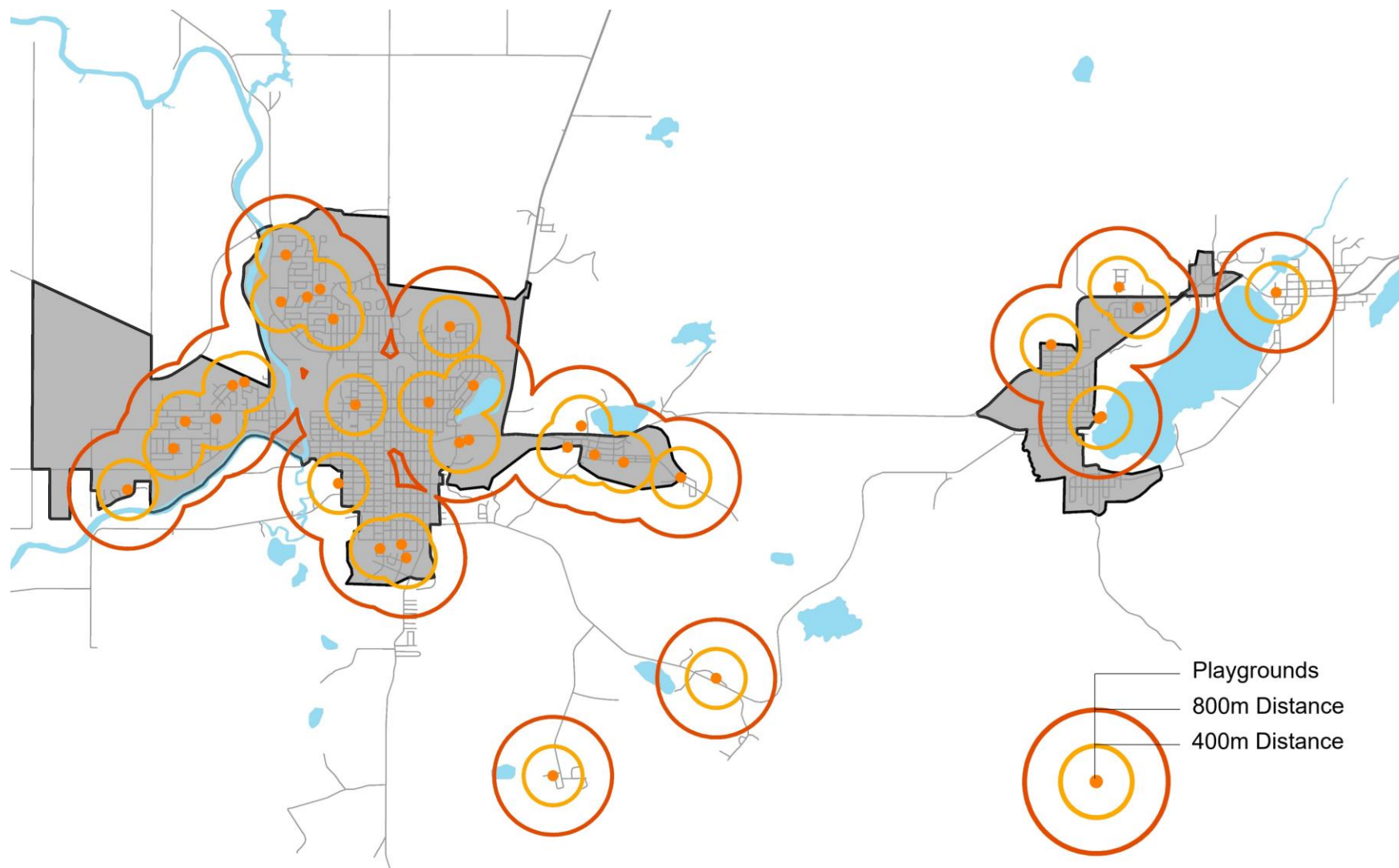
Facility Condition

The 2022 AMP refers to the condition of playground equipment. Level of service analysis states that the City should meet regulations (CSA playground standards). However, the plan does not include a more detailed assessment of lifecycle and replacement schedule for playgrounds. Currently the City is striving to meet regulation standards.

The AMP of all recreation facilities should include a plan for playgrounds upgrades and replacements schedule to enable the City to manage playgrounds proactively, ensure safety by conducting regular CSA inspections, and allocate funding to address the aging infrastructure.

Playgrounds require a proactive approach to management and regular safety inspections. Developing a more detailed plan for managing and replacing playgrounds / play structures the AMP provide opportunities for building more accessible play structures and play areas and planning play structures for children of different ages.

Exhibit 25: Playgrounds Distribution and Walkability Assessment

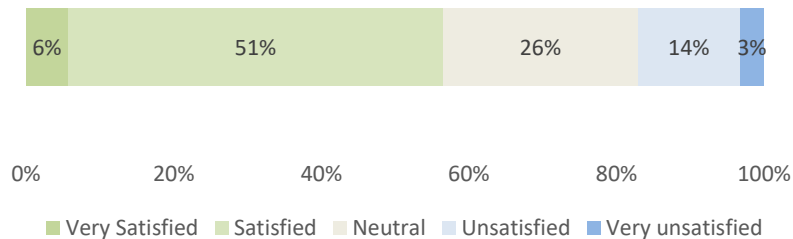


What We Heard

Almost 60% of survey respondents are satisfied with playgrounds in Timmins, and less than 20% are not satisfied with them. If the respondents that are not satisfied, comments relating to their overall cleanliness and the requirement for improved maintenance were often cited. Limited play equipment options that are suitable for older children was also noted by respondents, as was consideration for including unique and exciting play equipment.

Other ideas related to playgrounds included exercising stations, water fountains, swings, shade/seats for parents, washroom facilities nearby, etc.

**Public Survey Results: Satisfaction with Playgrounds
(n=368)**



Recommendations – Playgrounds

49. Any play structure installed prior to the year 2009 should be phased for replacement immediately. As each year passes, a 14 year trigger will identify more play structures that need replacement.
50. Adopt a standard of provision of one playground location within 400m to 800m (5 to 10 minute walk) of new residential areas, and as a guideline for identifying and resolving gaps within existing residential areas. Consideration should be had for major barriers (e.g., major roads, natural features, railway corridors, etc.).
51. As additional playground needs are identified in the future, the inclusion of playgrounds within larger park parcels and collocated with other recreational amenities is preferred over locating them on smaller land parcels to reduce operational requirements in the future. These locations should be assessed with consideration for local demographics, local demand, and co-location with other recreational amenities.

7.7 Splash Pads

Supply

The City of Timmins offers 2 splash pads – one at Hollinger Park and the other at White Waterfront Conservation Area. The splash pads are open from May to September and are well maintained.

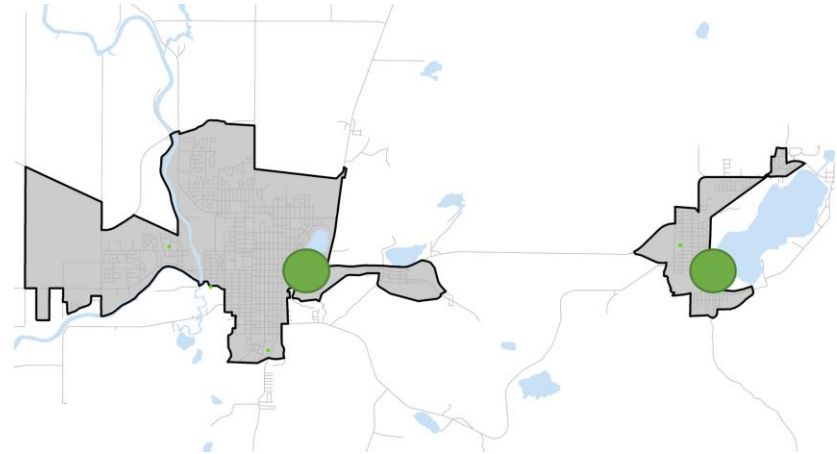
Hollinger Park Splash Pad offers a large, rubberized pad with anti-slip surface. Nearby park amenities include parking and picnic facilities.

The splash pad at White Waterfront Conservation Area was upgraded in 2022 to feature a rubberized, anti-slip surface and mining themed splash pad. Other amenities include parking, playground, picnic tables and facilities, and an unsupervised beach.

Level of Service

With 2 splash pads in the city, the current level of provision is 1 splash pad per 2,118 children (age 0-9). This is a higher level of provision that targeted by many communities, which is typically in the range of 1 splash pad per 3,000 to 5,000 children.

Existing Standard of Provision	1 splash pad: 2,118 children (age 0-9)
Target Standard of Provision	1 splash pad: 4,000 children (age 0-9)



Based on the existing supply of splash pads, Timmins' standard is not anticipated to change significantly over the Plan period and beyond, as the share of the child population is forecasted to decrease slightly.

Achievements Since 2014

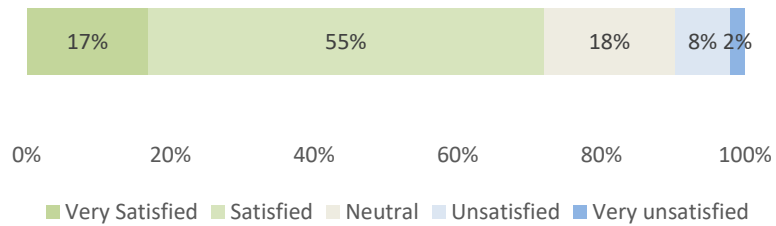
Since 2014, the City has continuously invested in the ongoing maintenance and operation of the existing splash pads at Hollinger and White Waterfront Conservation Area. In 2019, new splash pad base was installed at Hollinger Park.

What We Heard

Over 70% of survey respondents (n=289) are satisfied with the city's splash pads, while 10% are not satisfied with them. Of those respondents that are not satisfied, some indicated they would like additional splash pads in the city. Suggestions included shade

structures, trees, benches, changerooms, and upgrading the White Waterfront Conservation Area splash with new equipment.

Public Survey Results: Satisfaction with Splash Pads



Recommendations – Splash Pads

52. Consider improved amenities at splash pads including shade trees, shade structures, seating, changerooms, etc. to address changing weather patterns and user needs.

7.8 Skateboard Parks

Supply

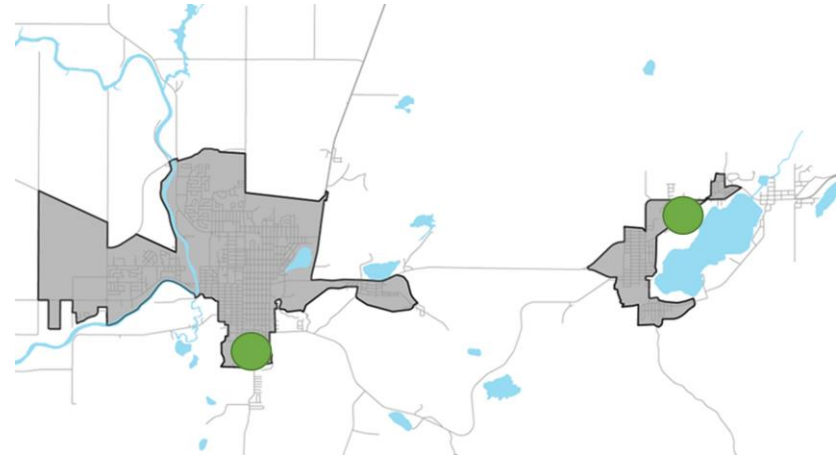
The City of Timmins owns and operates 2 skateboard parks located at Pine Street South (Across from Leo Delvillano Park), and at the other at Whitney Park. The Whitney Park skateboard park is a concrete inground skate park with a mini bowl, ramps, and rails. The facility on Pine Street is comprised of temporary (movable) equipment that needs replacement.

Level of Service

With 2 skateboard parks, the current level of provision is 1 splash pad per 2,345 youth (age 10-19). This is a higher level of provision that targeted by many communities, which is typically in the range of 1 skateboard park per 3,000 to 5,000 youth.

Existing Standard of Provision	1 skateboard park: 2,345 youth (age 10-19)
Target Standard of Provision	1 skateboard park: 4,000 youth (age 10-19)

Based on the existing supply of skateboard parks, Timmins' standard is not anticipated to change significantly over the Plan period and beyond, as the share of the youth population is forecasted to decrease slightly.



Achievements Since 2014

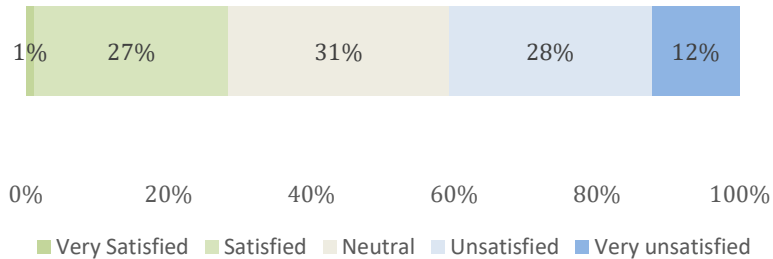
Since 2014, the city has continued to maintain the skateboard park at Whitney Park. Investment at Pine Street skateboard park has been minimal over the last ten years.

What we have heard

Almost 30% of survey respondents express their satisfaction with the city's skateboard parks, while 40% are not satisfied with them. Unsatisfied respondents indicate that they would like to see additional skateboard parks in Timmins. It was noted by several respondents that the existing skateboard parks are not centrally located, are too small (Whitney) or are of an insufficient quality (Pine Street).

Respondents suggested that an indoor facility that could accommodate skateboards, BMX, scooters, and inline skating would be ideal.

Public Survey Results: Satisfaction with Skateboard Parks (n=81)



Recommendations – Skateboard Parks

53. Decommission the Pine Street skateboard park and develop a concrete in-ground facility in central or western Timmins. Ideally, this should be located along or near to the Algonquin corridor and siting should employ “eyes on the park” and CPTED principles for safety and security.
54. Expand the existing skateboard park at Whitney Park to provide more variety of amenities for users and to appeal to a broader range of uses (e.g., skateboarding, BMX biking, inline skating, scootering, etc.).

7.9 Cricket Fields

Cricket is a growing sport in Timmins. The Timmins Tiger Cricket Club has 40 members and participation has been increasing over the past five years.

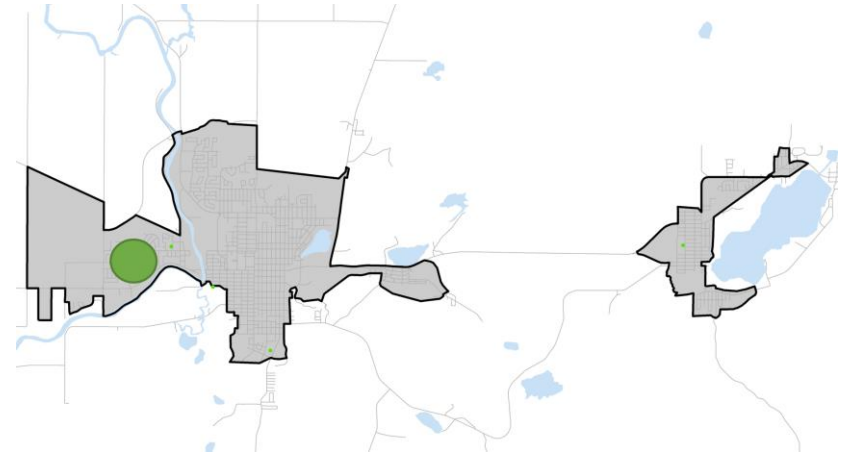
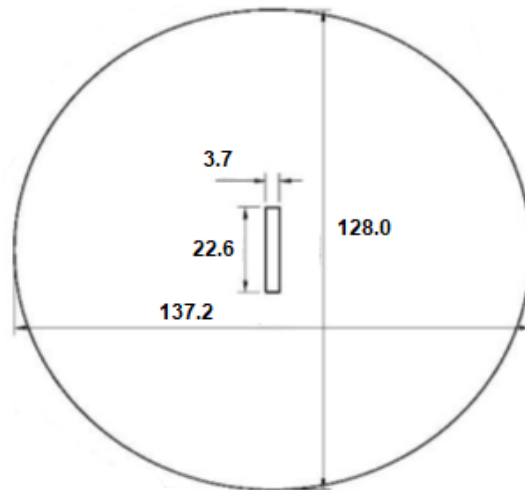
The Club currently uses the Archie Dillon Arena during the summer as an indoor facility, and the Royal/King Park Field as an outdoor facility (former soccer field). The existing King Park field is a junior/practice pitch, and is not of an appropriate size for proper adult game play.

The Club would like to see investment in a dedicated full-size cricket pitch to promote and grow outdoor cricket sports in Timmins further. This facility would include amenities such as seating areas, fenced boundaries, and washrooms.

Standard cricket field dimensions are as follows

137 metres boundary to boundary square of the wicket and

128 metres straight – boundary to boundary.



Recommendations – Cricket Fields

55. Explore opportunities to develop a dedicated full-size cricket pitch in Timmins. This could be co-located with the recommended destination sports park on Highway 655.

7.10 Outdoor Ice Rinks

Supply

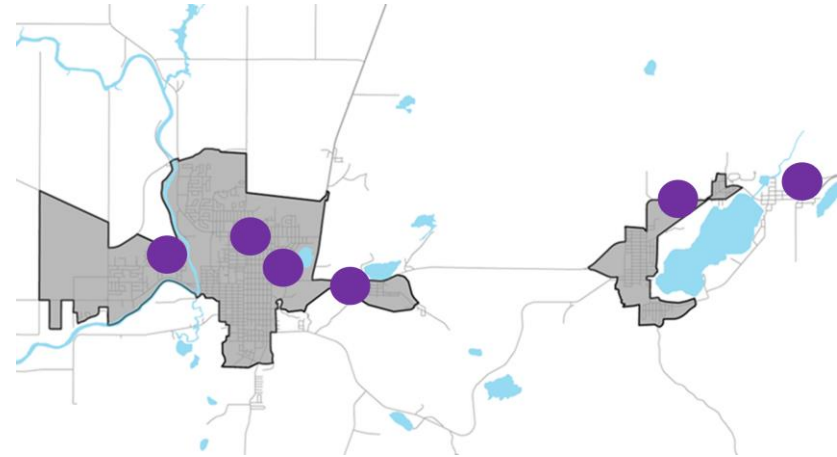
As it relates to the provision of outdoor skating and ice rinks during the winter, the City owns and maintains the following:

- A Skateway at Hollinger Park,
- An outdoor rink at the Mountjoy Arena,
- Whitney Park,
- Spillenaar Park, and
- Two outdoor rinks at Roy Nicholson Park.

The Hollinger Skateway is a lit skating oval that functions as a City-wide attraction. Amenities include a warming trailer, washrooms, and accessible sleighs. Timmins Community Parks Association (TCPA) and the City of Timmins run this facility in partnership. The TCPA provides the programming (e.g. free family skating events, fun family skate) and skate rentals. The City maintains the skateway.

Additionally, the City maintains two rinks at Roy Nicholson Park and one rink at the Mountjoy Arena grounds. These rinks are unsupervised. Community and neighbourhood-serving rinks can be provided on community request by local schools and/or residents. Currently the City does not implement fees for rink set-up and removal.

Schumacher Public, Golden Avenue and Centennial Public schools also provide and maintain outdoor rinks on their respective school properties.



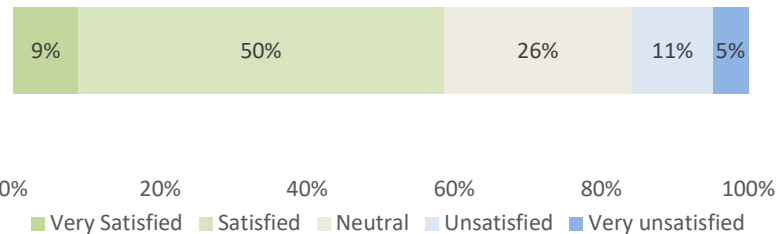
What We Heard

Almost 60% of survey respondents who use rinks (n=292), are satisfied with outdoor rinks in Timmins, while 16% are not satisfied. Respondents noted the popularity of outdoor rinks and would like to see more of them around the city.

Several respondents specifically mentioned full-sized ice rinks for games, with benches, lights, and warm canteen/changing room, that could be dual-serving and used for ball and roller hockey during summer. Some locations that were mentioned include the east end, Whitney Park, and Westmount. Skating on Porcupine Lake was also mentioned by some respondents as a potential location for the city to manage.

As for maintenance, respondents identified the need to open rinks earlier for a longer season, as well as snow cleaning and ice maintenance during winter (e.g., at Hollinger Park).

Public Survey Results: Satisfaction with Outdoor Ice Rinks



In general, rinks provide opportunities for free recreation in the winter and can be re-purposed in the summer. Engagement indicated the need for more outdoor activities, winter activities and more affordable or free recreation opportunities for all. Outdoor rinks meet all these criteria.

Recommendations – Outdoor Ice Rinks

56. Explore opportunities to developing additional outdoor ice rinks to improve the distribution of outdoor rinks in the city through community engagement. The rinks should only be provided if the required infrastructure (e.g., access to water supply, changeroom facility, etc.) is existing or can be feasibly implemented.
57. Develop a Community Ice Rink Policy to govern the division of responsibilities related to maintenance and operation of natural ice rinks in the city. The policy should also consider implementing fees for rink set-up and removal which reflect the true cost of duties.

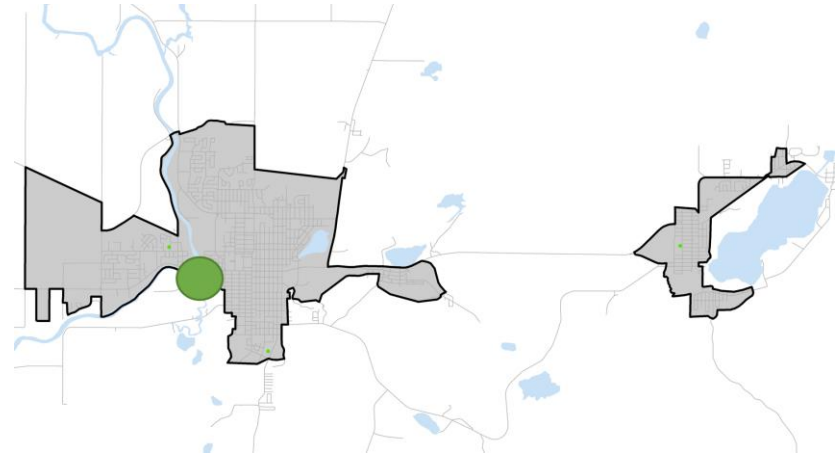
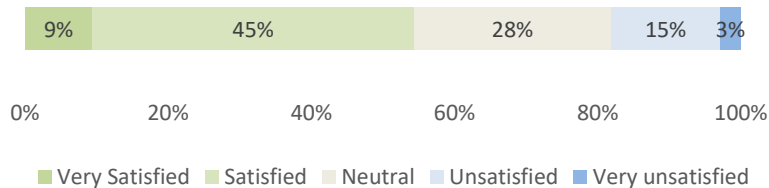
7.11 Dog Park

The City is home to one volunteer-run dog park located near Riverview Park. Timmins Responsible Owners of Mannerly Pets (TROMP) is a non-profit group that currently maintains and operates the dog park.

Almost 55% of survey respondents express their satisfaction with the city's dog parks, while almost 20% are not satisfied with them. Respondents noted that they would like to see more dog parks, specifically off-leash areas, in Timmins (e.g., in South Porcupine, in the East end were identified as potential locations).

MRCA created a designated off-leash area within the Hersey Lake Conservation Area - Rainbow Loop Trail.

**Public Survey Results: Satisfaction with Dog Park
(n=138)**



Better maintenance of the existing dog park was also noted by several respondents. Specific comments in this regard included levelling the ground to reduce puddles, cleaning dog excrement (health and safety issue), special areas for small dogs, water fountains, canopies to provide shade in summer, and incorporation of off-leash dog trails.

Recommendations – Dog Parks

58. Establish a formal lease agreement with TROMP for the operation and maintenance of the Riverview Off-Leash Dog Park. This should stipulate the municipal standard of maintenance required for use of city-owned land.
59. Evaluate opportunities to develop a second off-leash dog park location on city-owned land on the east side of Timmins.

7.12 Boat Launches

Supply

There are two boat launches within the City, one on the Mattagami River within the Mountjoy Historical Conservation Area, and one on Porcupine Lake within the White Waterfront Conservation Area.

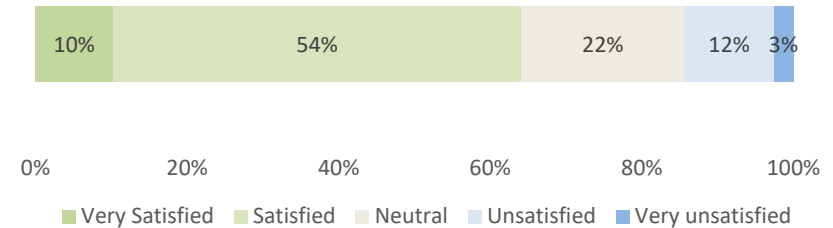
What We Heard

Almost 65% of survey respondents are satisfied with the city's boat launches, and 15% are not satisfied with them. Of those that are not satisfied, several suggestions were made for improvements, including:

- Improving safety at the Mattagami River Boat Launch (e.g., reducing the slope of the ramp, adding dock areas, extending the boardwalk, etc.).
- Dredging to ensure adequate depth and regular cleaning of weeds.
- Additional parking areas for vehicles and boat trailers.
- The addition of user amenities – suggestions included picnic tables, gas station, accessibility, etc.

Respondents also suggested increasing the number of public boat launches in Timmins (e.g., Peterlong Lake and Bannerman Park were identified as potential locations).

**Public Survey Results: Satisfaction with Boat Launches
(n=195)**



Recommendations – Boat Launches

60. Maintain the existing boat launches in good condition, undertaking improvements, repairs, and addressing safety concerns on an ongoing basis.
61. Explore opportunities for additional water access points through improvements to municipally owned/operated lands (i.e., municipal road allowances) or through partnerships with community organizations.

7.13 Beach Volleyball Courts

The City has three beach volleyball courts; two of which are located at Hollinger Park and the other at Gillies Lake.

Recommendations – Beach Volleyball Courts

62. Monitor utilization and participation of the existing beach volleyball courts. The provision of additional beach volleyball courts should be based on demand or interest.

7.14 New and Emerging Sports

The City's parks and open spaces provide a range of other specialized outdoor recreation facilities, and this offer continues to diversity. Opportunity-based facilities include disc golf courses, picnic areas, special event facilities, cricket fields, cross country skiing and snowshoeing trails, bocce courts, and other facilities and amenities.

Many of these facilities are dependent on continued or new expressions of community interest and should be evaluated on an ongoing basis to ensure that the level of facility development and investment is scaled to the level of community benefit, and to establish a sustainable operational mode / partnership.

Recommendations – New and Emerging Sports

63. The City should identify opportunities for the further development of facilities and programs to support the recreational and cultural interests of new immigrants. Develop best practice in facility development, program development and community outreach based on the experiences of communities with established programs of recreational and cultural support for ethnic diversity.
64. Separate from this Recreation Master Plan, develop a Diversity, Equity, and Inclusion (DEI) lens on the provision of services, outreach and communication and all community stakeholders. Consider the development of an official Corporate Service and Community Partnerships DEI Strategy which includes recreation services along with all other public-facing municipal services.
65. Work with community partners to investigate the feasibility of developing a non-dedicated disc golf course in the City. Locations for investigation include Mountjoy Historical Conservation Area Park.

Rationale: New immigrants benefit from access to recreation, cultural activities, educational resources, and organized programs of participation in key areas of health and wellbeing. This is in addition to the benefits of improving the City's open space, trails and parkland amenities and the exposure to northern recreational pursuits including traditional Indigenous cultural activities.

Recreation facilities, programs and outreach is an important element of cultural exchange with significant benefits in terms of community social and economic development.

7.15 Other Outdoor Amenities

Golf Courses

There are three outdoor golf courses in Timmins totalling of 45 holes, all of which are privately-run. Prime facilities being the Hollinger Golf course (originally established in 1922) and Spruce Needles Golf Club; each having 18-holes.

Ski Facilities

Timmins has 2 privately managed ski hills operated by the Kamiskotia Snow Resort and Porcupine Ski Runners Club; representing a combined total of 19 ski trails and 8 snowshoe trails.

In addition, the Nordic Centre offers a vast network of cross-country skiing trails close to the urban area of Timmins.

While these are not city-owned and/or operated facilities, they are important recreation amenities that provide options to Timmins' residents.

Track and Field Facilities

The majority of field and track facilities in Timmins are operated by the local schools and colleges. The City's premier facility – Timmins Regional Athletics and Soccer Complex – is located on school board owned land. The facility offers opportunities for City and regional-level competition hosting and is equipped lighting, press boxes, 1000 seat capacity bleachers, changing rooms, canteen/concessions. It is also the only artificially surfaced track in the City.

Engagement participants indicated that there is limited public access to the track and field facilities. This was echoed by comments that stressed the importance of all community members having access to this outdoor space in the evenings and on weekends, providing a safe space for all ages to use for sport and recreational purposes.

Recommendations – Other Outdoor Amenities

66. Bolster existing relationships with non-municipal recreation providers to ensure the continued provision of specialty assets (e.g., golf courses, ski facilities, track and field facilities) for use (paid or otherwise) by Timmins residents.



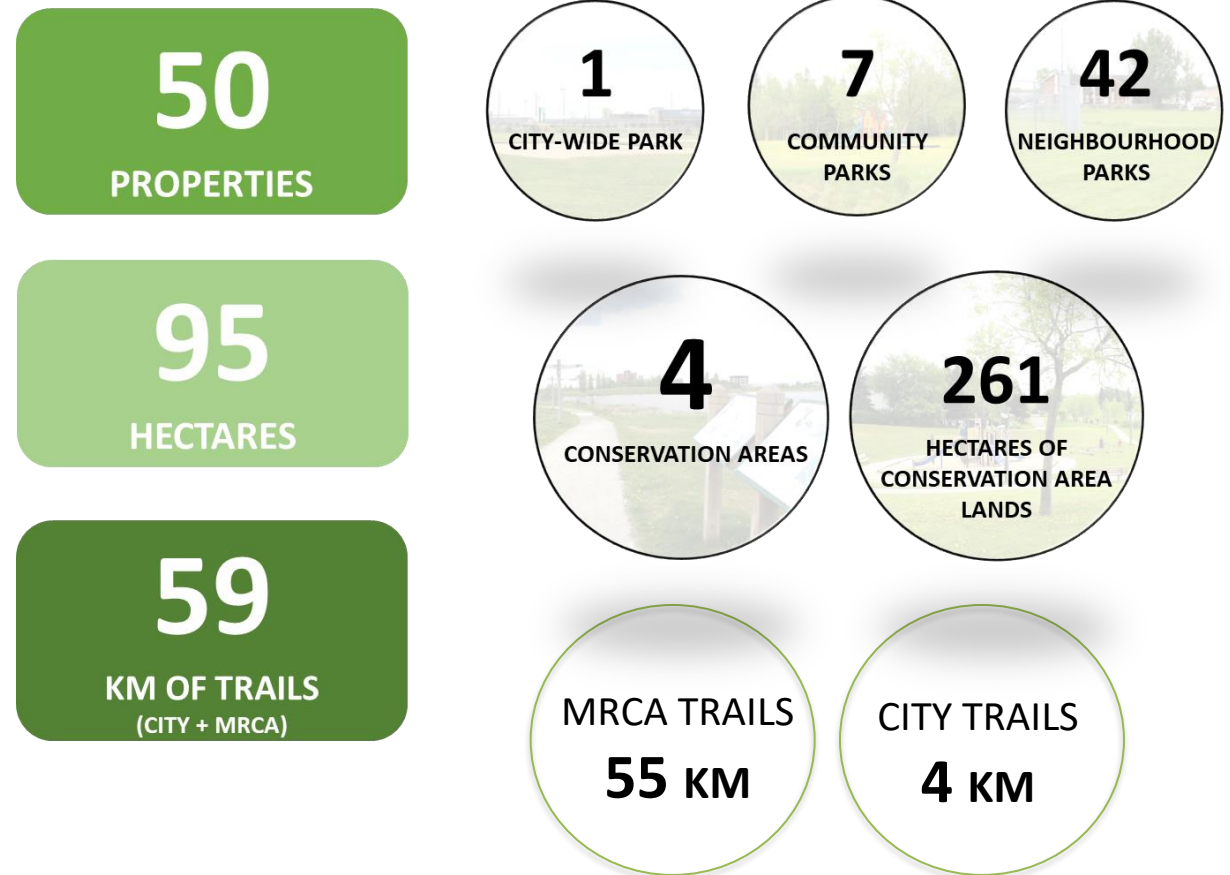
8

Service Direction: Achieving Complete Parks & Open Space Networks

Service Direction: The level of service set out through the provision of the City's hierarchy of parks and open spaces is measurable in terms of the quality of the spaces, the views expressed by the public and stakeholders, and the list of potential improvements.

In order to achieve successful implementation of these enhancements, the operational implications of development should be assessed, communicated and budgeted.

8.1 Overview of Parks and Open Space Networks



8.2 Parkland Supply

As a municipal guidance document, the Master Plan is focused on providing direction for the supply of municipally owned and maintained parkland; however, it should be recognized that municipal parkland is one component of a much larger network of publicly accessible greenspace.

The City's Official Plan sets out policy standards and regulations for future development to ensure improvement, preservation and enhancement of the City's parkland, open space, and trails system to support the implementation of accessible, safe, inclusive, and equitable recreation. Directions included in Section 2.7 (Providing Parks, Recreation Facilities & Open Space Areas) are focused on the following:

- protecting, maintaining and enhancing existing parks, open space, recreation facilities and linkages discouraging the sale or disposal of publicly owned lands in or near the green space system and on the waterfront;
- encouraging the year round recreation use of the green space system;
- recognizing Provincial Parks and Ontario's Resource Management Areas for their recreational, ecological or conservation attributes; and
- encouraging landscaping and 'green' design in the development of private and public developments.

Timmins is rich in natural heritage and ecological features. The City of Timmins and Mattagami Region Conservation Authority (MRCA) own and maintain parks, trails, and open spaces, and therefore, they both play a vital role in the protection, enhancement and management of parkland, open spaces, conservation areas and trails. Together, the City of Timmins and MRCA offer a combined 356 hectares of public parkland for active and passive recreation.

The Master Plan recommendations contained within this section are intended to provide direction to address key issues and areas of focus and for the continued management of active parkland resources.

Municipal Supply

The City owns and maintains 50 park properties including one City-wide park, 7 community parks and 42 smaller neighbourhood parks, as detailed in Appendix B: Summary of Parks and Amenities. The total area of municipal parkland is 95.3 hectares.

The majority of Timmins' parks supply is represented by neighbourhood-level facilities (largely parkettes, small open space areas and neighbourhood level parks). Community parks typically include sport fields and spray pads and other structures. Hollinger Park can be characterized as a city-serving park, as it has a broader appeal and range of destination-type amenities.

Non-Municipal Supply

The City of Timmins and Mattagami Region Conservation Authority (MRCA) owns, operates and maintains 4 Conservation Areas within the City's urban boundaries, totaling 260.5 hectares.

Hersey Lake Conservation Area is located 5 km north of Timmins via Highway 655. The Hersey Lake Conservation Area (220 ha) offers nature and lakes for passive recreation, trails and scenic lookouts. Amenities include picnic areas, nature trails and an unsupervised swimming beach.

Mountjoy Historical Conservation Area is a greenspace featuring (7ha) picnic areas and amenities, washrooms and containing a section of the Bridge to Bridge trails, along the shores of the Mattagami River.

White Waterfront Conservation Area is located on the Porcupine Lake in South Porcupine (2.6 ha). The Conservation Area offers picnic areas, natural open space, a playground, a section of Bart Thomson trail and a public boat launch.

Gillies Lake Conservation Area surrounds Gilles Lake (32 ha). The area includes the Gilles Lake Promenade trail - 2.5 km of a lit walking trail around the lake, a supervised public swimming area, picnic areas and public washrooms.

Existing partnerships between the MRCA and the City of Timmins provide for municipal assistance in the maintenance (i.e. grass cutting, garbage collection, inspection etc.) of some of the MRCA-owned properties and facilities located throughout the City.

Additionally, playgrounds are located on school parcels which often have field areas as well. Examples include Westmount Park on the École Intermédiaire Sacré-Coeur and grounds, green areas with playgrounds by Golden Avenue Public School, Schumacher Public School, W. E. Miller Public School, and Ecole Catholique St-Dominique. These parks and green areas also serve neighbourhood recreational needs, but due to their somewhat limited availability (outside of school hours) are not counted as part of the overall supply.

CA Name	Area Ha
Gillies Lake Conservation Area	31.6
Hersey Lake Conservation Area	219.3
Mountjoy Historical Conservation Area	7.0
White Waterfront Conservation Area	2.6
Total MRCA Park Area	260.5

8.3 Achievements Since 2014

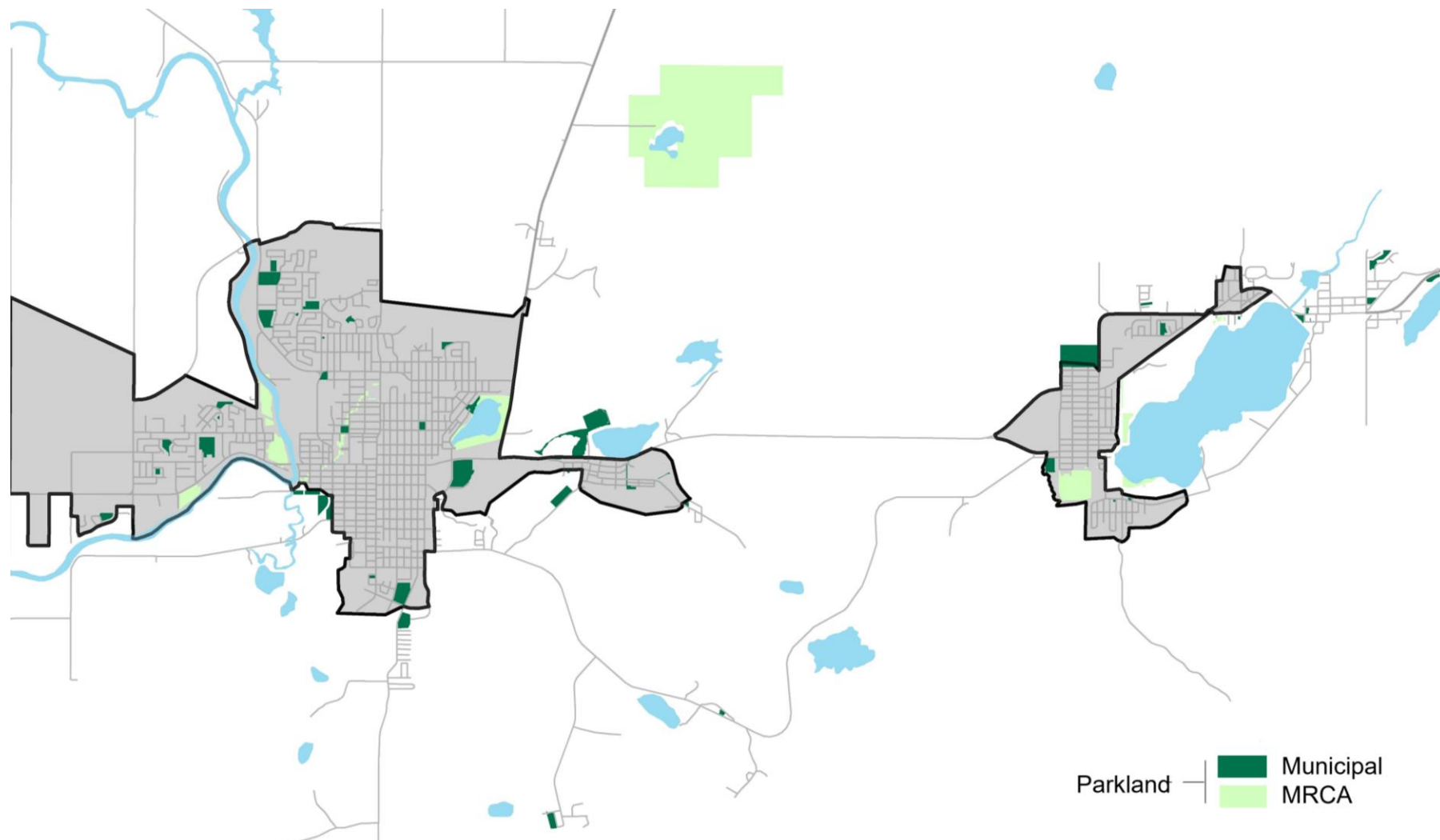
As per 2014 recommendations, the City has maintained all community parks and prioritized investments in these parks. The City repurposed via sale for the other productive uses (such as residential development) some of the existing lands for neighbourhood parks, including the Riverview tennis courts, Connaught Hill Park and Joseph Lane Park.

The City of Timmins Official Plan (2019) regulates the use of parkland acquisition tools, including Cash in Lieu tool that the city utilizes in for subdivision development. As per 2014, recommendations, the City has applied Cash-in Lieu of Parkland protocols (as outlined in the City's existing Official Plan) for existing park improvements.

As per 2014 recommendations, the City has been maintaining parkland and fields and has replaced some of the play structures based on parkland design principles.

Ageing play structures were removed from two neighbourhood parks - Frontenac Park Bristol Road Parkette. Currently these parks are maintained and serve as green areas.

Exhibit 26: Parkland Distribution: Municipal Parks and MRCA Conservation Areas

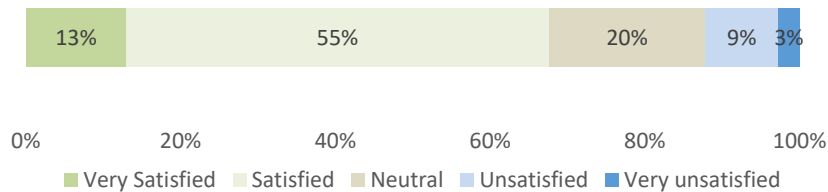


Note: Does not show Kamiskotia Park and Connaught Park.

8.4 What We Heard

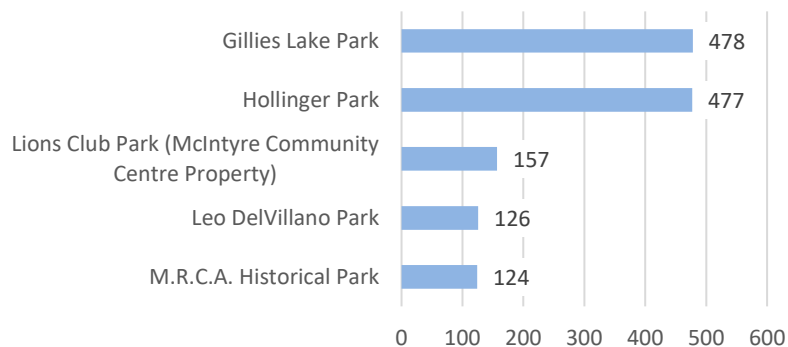
Close to 70% of survey respondents expressed their satisfaction with the city's green space and open space more generally.

Public Survey Results: Satisfaction with Green Space and Open Space (n=361)



Public survey respondents were asked which parks they used most frequently. Gillies Lake Park and Hollinger Park were identified as the most used parks by respondents.

Public Survey Results: Top 5 Parks Used



Respondents to the public survey have many suggestions on how to improve Timmins' parks to make them appealing to diverse groups of residents. Suggestions are summarized as follows:

- Planting more trees, shade structures, cutting grass and removing weeds, adding benches and tables, providing signage (including highlighting the Indigenous history).
- Cleaning and maintaining parks (e.g., garbage removal, and health hazards such as needles, dog waste), snow clearing.
- Adding amenities, including water stations and shade structures in parks and washrooms at tennis courts.
- Organizing sports or cultural events in parks, upgrading park amenities and equipment (e.g., washrooms, water stations for people and pets, swings, fitness stations, soccer and volleyball nets, disk golf facilities).
- Using the space along the river for recreation and/or organizing city-run camping areas.
- Making parkland more accessible for all (e.g., Lion's Park).
- Creating more designated cycling paths within parks, and in general, more cycling infrastructure.
- Specific parks mentioned in the context of maintenance, care and improvement, include Hollinger Park, Melview Park, Michener Blvd Park, DelVilano Park, MRCA Historical Park, Hersey Lake Park, Bannerman Park, Bob's Lake Park, Participark, Kenneth Cres Park, and Gatineau Park.

Community groups that maintain and support park development participated in the user group survey. Suggestions from these groups included increased consultation with communities and community groups, and resources and support to local park groups for park improvements.

8.5 Parkland Provision Standards

As identified in Section 8.2, the total area of parkland and open spaces within urban areas of the City of Timmins is 356 hectares. This includes municipally owned parks (95 ha) and MRCA-owned parks (260.5 ha).

To assess the level of service, the analysis focuses on municipal parks, this does not include MRCA parks. The current parkland inventory represents a service level of 2.3 hectares per 1,000 residents (based on the City's 2021 Census population of 41,145), which is in line with comparable standards across the Province, which are typically in the range of 2.0 to 4.0 hectares per 1,000 residents.

This Master Plan recommends a standard of 2.3 hectares per 1,000 new population as the minimum target standard for City of Timmins going forward.

Parkland Distribution and Access

Distribution of parkland and access to parks within walkable distance (400-800 meters from residences) is an important indicator of sufficient parkland supply. Based on the map below the City is well serviced by the public parkland including municipal parks and MRCA conservation areas and parks.

It is important to note that the map does not include parks located on school properties, which would further improve the distribution and access (during evenings and weekends). For example, Westmount Park on the École Intermédiaire Sacré-Coeur grounds provides parkland where there is a gap in the 800m radius (north end). Additionally, the southern gap in the 800m radius is comprised of commercial land uses, and therefore not relevant to parks planning requirements.

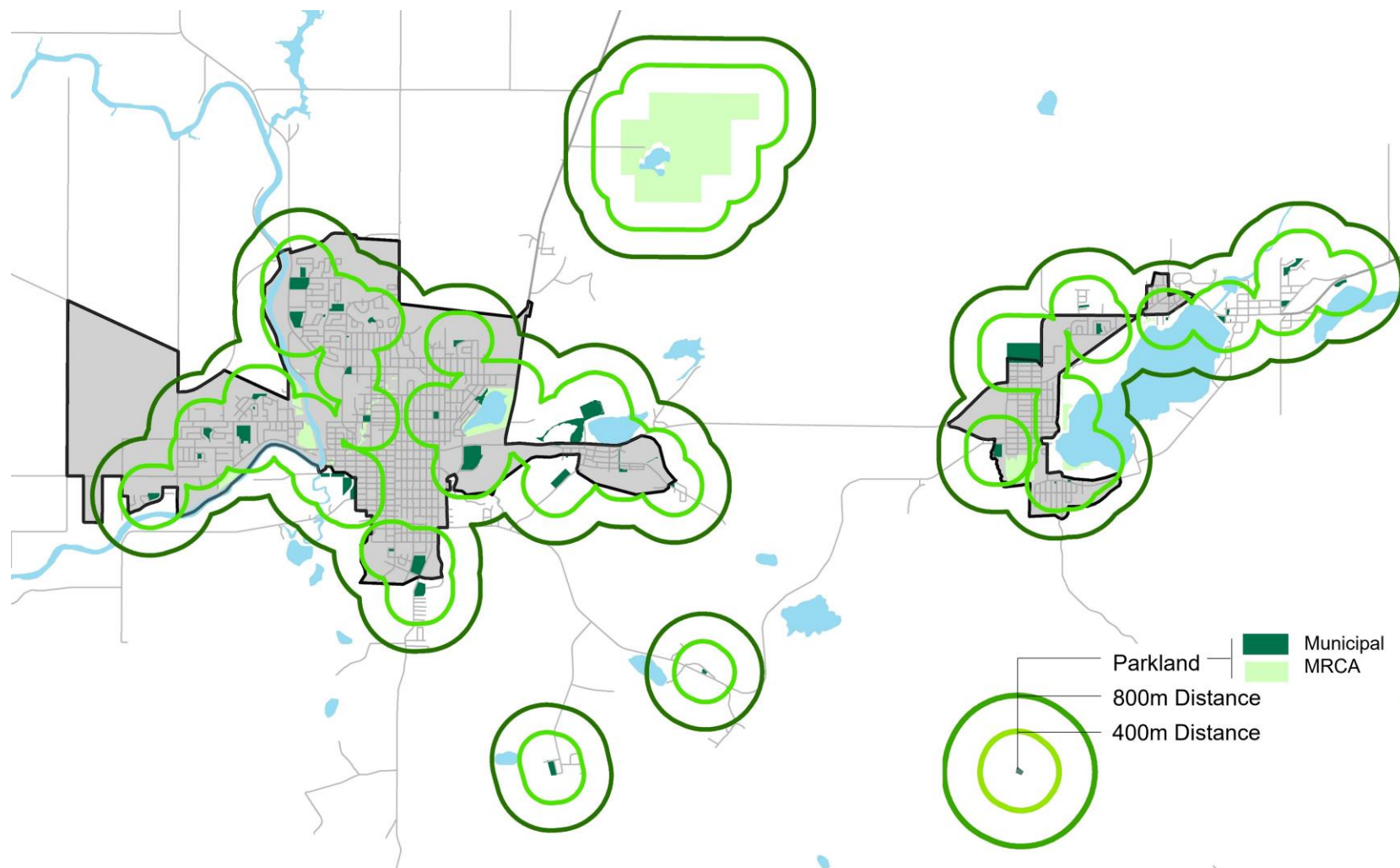
Engagement activities noted that there is a lack of neighbourhood parks within walking/biking distance for families and children in the north end of Timmins (e.g., between McLean and Highway 655 (north of Ross)).

Parkland within the rural areas of the municipality can not be assessed based on walkability, as they are typically provided as centralized hubs for dispersed residential populations.

Recommendations – Parkland Provision

67. Adopt a parkland service level of a minimum of 2.3 hectares of parkland per 1,000 new residents to ensure an appropriate level of provision of parkland and open space over the Plan period and beyond.
68. The City should continue to ensure a parkland access standard that all residential property within the defined Urban Area of the City is within a radius of 800 m of useable public open space. The City should maintain a standard that most properties are within a 400 m radius of useable public space. Useable public open space is broadly defined not by scale but by a minimum level of amenity, typically including a playground and seating.

Exhibit 27: Parkland Distribution and Walkability Assessment



Note: The map does not show Connaught Park and Kamiskotia Park.

8.6 Parkland Classification & Hierarchy

The City of Timmins' 2014 Recreation Master Plan provides a hierarchy for the municipal parks organized in the following typologies for municipal parks:

- **City-wide Parks:** are large, City-wide parks, with major athletic / recreation facilities and other supporting amenities that serve the Urban Area and adjacent portion of the rural area; centrally located; service and attract patrons from all over the municipality.
- **Community Parks:** These parks offer a range of opportunities for informal and formal recreational activity and typically accommodate active recreation fields (e.g., soccer fields, ball diamonds) and/or play structures; typically include trails, picnic areas, and other conservation and educational features.
- **Neighbourhood parks:** are smaller parks, which typically include play structures, benches, etc.; located throughout the City within walkable distance from residences.

The 2014 Plan recommended adopting a park hierarchy system to classify parks (Exhibit 27 on the following page). The City of Timmins Official Plan (2019 Consolidation) does not include a hierarchy for parkland or establishes targets to guide the development of the municipal parkland system.

The City's parkland hierarchy includes a number of smaller parcels provided to the City through dedication over the years. While most parks are served with amenities, some are not. Any of the smallest

parks (under 0.5 ha or 1.2 acres) that are deficient or for which the amenities are beyond their service life should be subject to a review to consider their future value to the overall City of Timmins parks system.

At present, the City has several parks in this category either below 0.5 has or just above (for example, Bristol Road Park and Martin St. Park, Golden Manor Park, and Simone Court Park). These larger neighbourhood parks should not be subject to disposition unless it can be demonstrated that they offer little potential for future development of recreational and park amenities or are otherwise unusable by the general public. It is unlikely that the latter is the case.

Recommendations – Parkland Hierarchy

69. Adopt the Parkland Hierarchy and Classification System proposed in this Master Plan as a basis for planning for and acquiring, designing, developing, and programming parkland.
70. review the relevant sections of the City of Timmins Official Plan (Objectives, Land Use Designation Policies and Implementation provisions) with respect to open space and parkland to ensure alignment with the recommendations of this master plan regarding the classification, form and function of municipal parks and open space, relevant parks development standards and the importance connecting trails.
71. With respect to a number of other larger parks that are also lacking amenities, including Connaught Park, J. Emile

Brunette Memorial Park and Lonergan Park South, the City should undertake a more detailed analysis of the possible future amenities that could be installed on these sites to meet some of the wider public needs identified in this plan.

Develop a Clear Future for Hollinger Park

72. Develop the balance of Hollinger Park as an event grounds, within the City-wide Park classification, on the understanding of City-control of programming this space for a range of events, year-round.

Exhibit 28: Parks and Open Space Hierarchy

Category	Description	Examples
City-wide Parks	Parks service and attract patrons from all over the municipality (potentially the surrounding region) and are designated for a range of recreational, civic, cultural and social uses. Facilities are able to accommodate large-scale events (e.g. tournaments, concerts) and provide multifaceted amenities including washrooms and parking facilities. City-wide parks are centrally sited (e.g. connected to major roadways) and are located on large lands. While these parks may be separate from residential areas, parks are situated near an active population base. The highest level of maintenance should be provided for this type of park.	Hollinger Park
Community Parks	These parks offer a range of opportunities for informal and formal recreational activity and typically accommodate active recreation fields (e.g. soccer fields, ball diamonds) and/or play structures. Facilities are typically mid-sized parks that attract residents from various communities and may be located between or within residential areas or near schools. Parks typically have good access to main streets and though facilities may accommodate some spectator seating, parks are generally not ideal for major tournament hosting. The higher level of maintenance should be provided for this type of park compared to neighbourhood parks.	King Street Park, Bozzer Park
Neighbourhood Parks	Neighbourhood parks comprise smaller open space environments (including parkettes) and are typically within short walking distance of residential homes. Generally, parks do not accommodate active sports fields. Parks mainly support informal recreational and social uses and range in amenities to include basic park benches and may or may not accommodate play structures. Amenities typically service the less mobile population (i.e. youth and the elderly).	Chantal Crescent Park, Randall Parkette, Fourth Avenue Park

8.7 Park Design and Renewal

The City has an important task of designing and maintaining its parkland, open spaces and amenities to the enjoyment of residents and visitors and provision of quality affordable and accessible leisure and recreation.

Engagement revealed a strong desire for maintaining existing parks and open space in good condition, making better use of existing parks through the addition of a range of amenities including those that support unstructured play and passive enjoyment of parkland.

Parkland design principles are outlined in Section 2.7 of the Official Plan and the City has been investing in Community Parks. However, the City does not have detailed Parks Design Standards.

In order to ensure a consistent approach for the design and development of parkland, open space and trails, the City should undertake the development of a Parks Design Standards Manual. The purpose of the manual should be to provide clear and consistent communication with regards to expectations for the planning, design, and implementation of recreation facilities in parks.

The manual should build upon the policies included within the Official Plan, providing an overview of general policies and guidelines, describe minimum performance standards, metrics and requirements associated with the delivery of parks and open spaces, and provide a compilation of typical details that standardize the baseline for construction including layout, minimum design criteria, materials, and product selection.

Further, the Parks Design Standards Manual should specifically address the following key items:

- Accessible Design Standards - Policies / requirements above and beyond AODA.
- Sports Field / Sports Court Design Standards.
- Signage and Wayfinding Standards - Improve the quality and quantity of signage and mapping for parks, open spaces, and trails.
- Storm Water Management Facility Design Standards: For SWM ponds/ facilities (new construction and redevelopment) including a list of key requirements - LIDs; contribution to the active transportation network.
- Approved Plant Material Species for Parks and Open Spaces.
- Park Construction Standards: communicates the minimum requirements / design standards for new construction.

Recommendations – Park Design and Renewal

73. Create a Parks Design Standards Manual to guide the development and renewal of parks and open spaces. This document should build upon the general park design policies included within the Official Plan.
74. Develop a clearly defined municipal processes and policies for community/stakeholder engagement as it relates to park design, development, and renewal projects. This includes obtaining public input during the

planning and design process, fostering partnerships and joint ventures in park development/renewal, and promoting awareness of park projects and initiatives through effective public communications.

Existing Parks

75. Undertake strategic improvement of existing operational parks. The scale of renovations is to be determined on site-specific base. Major upgrades and replenishment/additions of infrastructure should be supported through engagement with residents and development of design plans.

8.8 Parkland Dedication and Acquisition

To implement the policies for the parks and open space system, the OP requires the conveyance of parkland or the cash-in-lieu equivalent for residential and non-residential development. Section 2.7 of the OP stipulates that the City will endeavour to add new land to the inventory as the City continues to grow and change through provisions of the Planning Act, through site plan control or through direct land purchase where the need or opportunity arises.

This Master Plan aligns with this policy and recommends that the City should seek to maximize the supply of available parkland through a range of strategies, including dedication by development, but also by accessing grants, land trusts, conservation easements, land exchanges, partnerships, agreements, and direct purchase.

The acquisition of parkland must be strategic and considered not only in terms of the quantity, but also the quality of acquired municipal land. Parkland acquisitions in areas of growth and potential future developments must be considered based on their connectivity to the existing parks, open space and trails system, street frontage, and ease of accessibility. It should also be of sufficient size and configuration to allow for the development of a variety of active and passive amenities, with a priority to develop larger parks (as appropriate) over smaller parkettes.

The City does not current have a Parkland Dedication By-law in effect. Through this Master Plan, and appropriate references in the Official Plan, direction should be established to guide the planning

and acquisition of parkland based on the various categories of park types, sizes, locations, and provision level standards.

Modern Parkland Dedication By-laws are often accompanied by a Parkland Dedication Policy which provides a framework for parkland dedication requirements and details of how cash-in-lieu payments are calculated. Typically, these policies include:

- Statutory requirements of the Planning Act.
- Parkland dedication requirements and calculations.
- Conveyance requirements and cash-in-lieu of parkland dedication calculations.
- Valuations, credits, and exemptions.
- Preferred location and configuration of parkland.
- Gratuitous conveyance of undevelopable open space (e.g., stormwater ponds, woodlots, valley lands, floodplains, hazard lands, etc.).
- Trails as a component of parkland dedication.
- Allocation of cash-in-lieu payments to a reserve fund.

Bill 23 (Building More Homes Built Faster Act, 2022) makes several changes to the Planning Act relevant to parkland acquisition. For example, the alternate rate is reduced by 50% (lowering the standard), some classes of development (e.g., affordable housing, etc.) are exempt from parkland conveyance requirements, and capping the amount of land that can be dedicated to 10% for lands

under 5 hectares (15% for those that are larger than 5 hectares). This is on top of the provision for a Community Benefits Charge (CBC) which, limited to 4% of land value, can work alongside parkland conveyance requirements if there is no duplication of parkland items within the charge. The CBC is a new funding tool developed through revisions to Section 37 of the Planning Act that enables municipalities to collect for growth related capital expenditures not otherwise collected via development charges or cash in lieu of parkland provisions.

While the City's Official Plan includes the provisions for parkland dedication and use of the alternative requirement, the identified rate will need to be updated to reflect the new legislation, as modified by Bill 23.

The 2014 Plan and the analyses in the Master Plan update demonstrate the need for city and community parks at key locations rather than small park parcels throughout. This does not mean that the City will not be investing in local parks that serve residents on a neighbourhood level, but preference for larger community parks that serve adjacent neighbourhoods should be sought. This will enable a broader variety of amenity within park locations and reduce operational and maintenance requirements in the future.

Recommendations – Park Dedication and Acquisition

76. Update the Official Plan to reflect the new standards for parkland dedication and cash in lieu based on the use of the alternative rate (1 hectare per 600 residential units or assessed value of 1 hectare per 1,000 residential units for cash-in-lieu).

77. The City should develop a Parkland Dedication Policy and implementing By-law that includes provisions for alternate rates and cash-in-lieu of parkland dedication. This By-law will need to conform with recent changes to the Planning Act.

78. The development process should align with any new Parkland Dedication Policy that provides a framework for parkland dedication requirements (i.e., prescription and guidance for the scale, configuration and location of new parks and infrastructure) as well as details of how cash-in-lieu payments are calculated.

79. This plan – and specifically the distribution of existing parks relative to existing and proposed development, the proposed location of new recreation assets within some of the City's Community Parks, and the creation of a new City-Wide sports park development - should inform the City's decision-making with respect to when to require as a condition of development approval, the dedication of land for parks or cash-in-lieu of parkland dedication.

80. Consider the acquisition of undevelopable natural open space areas, including stormwater management ponds, through the development process and other means of securement to provide opportunities for enhanced conservation, and compatible public access and linkages to the parks, trails, and open spaces, as per Section 51(25)(b) of the Planning Act. This land should not be accepted as part of the parkland dedication requirement (i.e., no credit is to be applied).

81. When acquiring or developing new parkland, preference should be given to larger park parcels to improve the supply of community and City-wide parks, over smaller parcels.
82. Any proposal for significant capital investment including the receipt and development of parkland should be assessed for operational staffing and financial implications.

Strengthening Policies for Disposition of Recreational Lands and Assets

Related to dedication and acquisition is the reality of surplus City-owned land. The City's 2019 property disposition by-law (2019-8360) is a comprehensive document which outlines the policies and procedures by which the City can dispose of municipal real property assets. Two primary and substantive areas of investigation as part of this process include:

- The work necessary to deem a property surplus to municipal requirements (Section 5.1 Declaration of Surplus Lands); and
- Consideration by Council, in a public meeting, of a City staff report which declares the land surplus and recommends disposition (Section 6.1 Accountability, Transparency and Public Notice Requirements).

As it pertains to recreational assets, the analysis and recommendations contained in this Master Plan should form an

important foundation for future analysis by the City as to whether an individual municipal recreation property is surplus to requirements. In short, does the Master Plan either call for direct disposition of an assets or outline conditions which should be met for assets to be deemed surplus.

The disposition policy of the City can be supported through the development and application of criteria. To determine whether parkland can be deemed as surplus to supply, the following evaluation criteria should be applied:

- Is there a recreational need for the facility or amenity(ies) or can it be / is it provided elsewhere?
- Is the facility / amenity(ies) functionally obsolete?
- Does the site have limited or no future recreational development potential (this can include a range of constraints including scale, location, legal or other encumbrances)?
- Can the lands be subdivided to ensure only relevant portions subject to disposition?
- Is the disposal of parkland acceptable from a land use planning perspective?
- Is there likely to be a loss of recreational amenity because of disposition?
- Can the property be re-allocated for other City purposes?

As a rule, revenue to be generated from a proposed sale of surplus parkland should be allocated to re-investments in priority parks and recreation facilities and programs.

Recommendations – Strong Policies for Disposition

83. Develop clear metrics to define when a recreational property is determined to be surplus to City needs.



9

Service Direction: Improving Trails & Active Transportation Linkages

Service Direction: The City is one provider with the MRCA representing a closely aligned, but separate organization for implementing the community need for multi-season trails access. Funding challenges, changes to the core function of Ontario Conservation Authorities and an increasing need to ensure accessible trails, and overall higher levels of service necessitate the City and the MRCA should work in close collaboration and identify multi-year capital and operating funding solutions to enable implementation of the goals of this plan.

Active transportation including a range of on- and off-road elements represents a long-term service goal, incremental in its execution, and requires collaboration across departments and with Provincial Ministries as appropriate.

9.1 Trail Network

Multi-Use Trail Network

Timmins offers 59 kilometers of multi-use trails, designed for walking and cycling (some trails or sections of trails allow motorized vehicles). The trails provide an active recreation and transportation connection between all Timmins communities and connections to conservation areas. Trails amenities include scenic lookouts, rest areas, some have interpretive and education stations.

Trails are a popular destination for residents and visitors. According to the MRCA annual report (2021), over 282,300 trail users visited MRCA trails that year.

There are a total of 11 trails in Timmins including two municipal trails (3.8 km) and nine MRCA trails (55 km including connecting links). Many of the trails are inter-linked throughout the communities. See trail network map for details.

The City of Timmins maintains and operates the following trails:

Waterfront Trail Waterfront/Terry Fox Trail (2.5 km) is a walking and cycling trail that runs from the downtown to the Mattagami River waterfront, connecting to the Mountjoy Historical Conservation Area. The trail follows an old rail bed, which in the past connected local sawmills and the downtown.

Airport Road Multi-use Trail (1.3 km) is a walking and cycling trail that runs along Airport Rd. from Riverpark Rd. to Theriault Blvd. connecting several schools and the MRCA's Bridge to Bridge Trail.

Nine additional trails connect communities and run through conservation areas. These trails are owned by MRCA and supported and maintained by MRCA, the City of Timmins, and community groups and clubs. The trails are suitable for walking and cycling and offer opportunities for active recreation and serve as active transportation connections between communities and conservation areas. MRCA trails include:

Bridge to Bridge Trail/Mattagami River Trail (7km) runs along the banks of the Mattagami River from Algonquin Blvd. to Lafleur Dr. and runs through Denise Park connecting the Waterfront Trail at the Mattagami boat launch and the Scout Rock Trail.

Golden Springs Trail (11.5km) connects the Gillies Lake Promenade with the Hersey Lake area. The trail features boardwalks, scenic lookouts and rest areas.

Gillies Lake Promenade (2.5km) is a recreation trail that connects the Scout Rock, Golden Springs and Lion's Walk Trails, featuring a public beach and picnic facilities;

Scout Rock Trail (4km) connects the Gillies Lake Promenade and Golden Springs Trail;

Lion's Walk (2km) connects Timmins and Schumacher, running through the McIntyre Park between the Gillies Lake Promenade and the Rotary Trail in Schumacher;

Rotary Trail (8.5km) connects Schumacher and South Porcupine;

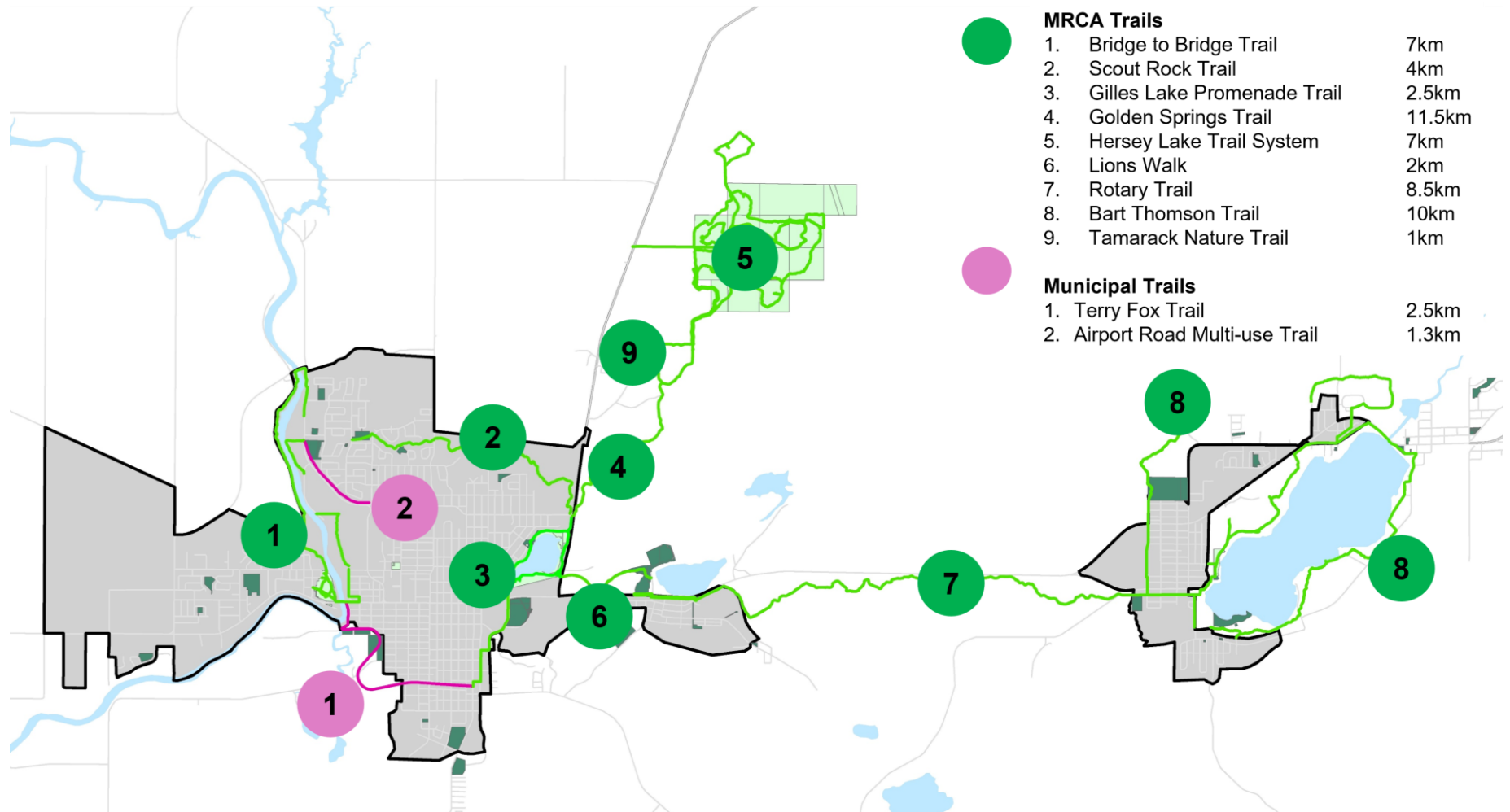
Bart Thomson Trail (10km) runs along the shoreline of Porcupine Lake, north of Porcupine and South Porcupine;

Hersey Lake Conservation Area Trail System (7km) surrounds Hersey Lake. The conservation area is located 5 km north of Timmins on Highway 655 providing access to lakes, trails and scenic lookouts.

Tamarack Nature Trail (1km) loops around the Tamarack Lake. This trail is an example of a self-guided educational trail with 15 resting and interpretive stations (that can be followed with an information booklet). The trail introduces visitors to the conservation area and some of the flora and fauna species of the north.

The City is currently working closely with MRCA to develop the Community Trail Network Master Plan that provides for the development of connecting links (extensions) to existing trails. The City, in partnership with the MRCA have been enhancing pedestrian and trail user safety at crossings implementing additional safety features, including extra lighting, reduced speed zones, and graded transitions at the road's edge, etc. At several locations throughout the existing network and planned trail links, major roadways need to be crossed (e.g., highways and city streets).

Exhibit 29: Multi-Use Trail Network in Timmins

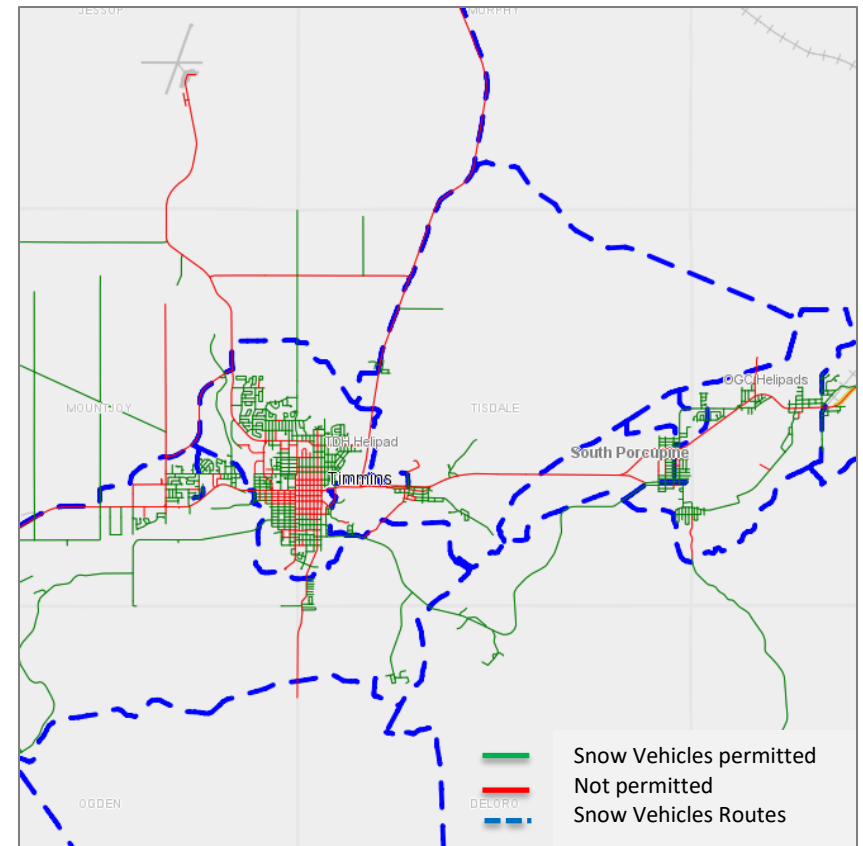


Snowmobile Trail Network

The City offers opportunities for ATV and snowmobile use. MRCA trails are maintained by volunteers and user groups. The Timmins Snowmobile Club maintains and opens the trails for use each season.

The City of Timmins regulates motorized snow vehicles on city roadways (By-Law No. 2020-8499). Motorized snow vehicles are allowed on roads and city property as specified in the By-law. The vehicles are not allowed on highways between 10PM and 7AM. Permitted speed is limited to 20 km/hr. A motorized snow vehicle operator must be at least 16 years old, must have a trail permit from the Ontario Federation of Snowmobile Clubs (OFSC). The snowmobile trails can be used only during the times when the Timmins Snowmobile Club opens them for use.

Exhibit 30: Permitted Snowmobile Trail Network



9.2 Achievements Since 2014

As per 2014 recommendations, the City and MRCA are currently in the process of reviewing, updating and confirming the City's existing Memorandum of Understanding (MOU) for trails and park maintenance, including cooperation to improve active transportation and recreation opportunities.

The City continues to partner with the MRCA to assist with the development of multi-use trails (where possible) to accommodate a range of passive, active and accessible recreational opportunities (e.g., walking, jogging, cycling and where appropriate cross-country skiing and snowshoeing).

As per the 2014 recommendations, the City, in partnership with the Timmins Snowmobile Club explored opportunities to support trail enhancements such as directional signage and bridge infrastructure improvements along snowmobile trails within Timmins. The City and the Club have signed a Land Use Agreement as well as trial period for enhanced snowmobile route access.

City policies support and encourage the development of connected and accessible trails and the promotion of active recreation and transportation (walking and cycling). The Official Plan now includes trails related provisions supporting the development of a connected trail system throughout the City and promoting active transportation and recreation, including:

Section 2.6.4 Wherever possible, the City will encourage the use of transportation, infrastructure and right-of-way corridors for expanded trail development opportunities and will encourage the integration of

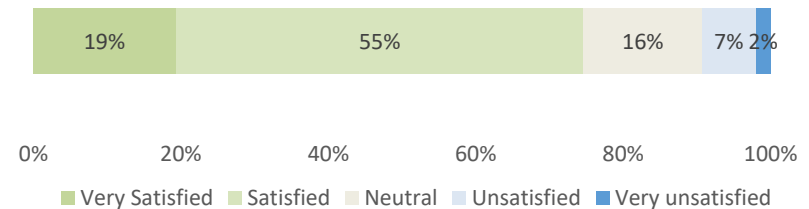
trail systems in the development of new or expanded subdivision developments. Special purpose trails that are intended to cross a provincial highway are subject to provincial approval. The City encourages construction standards that promote the use of trails by persons with disabilities.

Section 2.6.9 Utility corridors ... will be protected wherever possible as linkages for recreational trails and open space areas.

9.3 What We Heard

Almost 75% of survey respondents, who use trails, are satisfied with trails in Timmins, and 7% are not satisfied with them. Many respondents comment on the importance of trails to Timmins residents.

**Public Survey Results: Satisfaction with Trails
(n=549)**



Survey participants would like to see more trails with various levels of difficulty throughout the city (such as trails leading up to Hersey Lake, trails between Timmins and South Porcupine, etc.).

Improving Trail Connectivity

Survey participants have the following suggestions to improve connectivity:

- Connecting Scout Rock Trail to Marcel Lafleur Rotary Walk Trail, connecting the Norman Bridge trail to Cedar Meadows, keeping the Algonquin overpass and making it part of the trail);
- Connection from Terry Fox trail to Hollinger Park;
- Improving trail network connections and parking at access sections (e.g Rotary Trail at Schumacher);
- Building a paved walking path between the McIntyre Park and Gilles Lake area with lighting; and
- Building additional trails along the river.

Trail Improvements

Suggestions for trail improvements include:

- Widening trails to accommodate strollers and cyclists at the same time;
- Paving central trails to ease bicycle use and facilitate winter maintenance;
- Creating bicycle loops (e.g., from Mountjoy to Porcupine);
- Including mountain biking trails around Hersey Lake and the hospital trail;

- Separating motorized and non-motorized uses would make trails safer for all users. Organizing trails for specific uses;
- Improving access to trails for snow mobiles and ATV, improving base for snowmobile trails.

Maintenance

Many survey respondents that utilize the trail system in Timmins noted that seasonal maintenance would improve overall trail safety and user experience. Paying attention to trails that get muddy during the rain season, regular grooming of walking trails for winter, and general maintenance (maintaining vegetation and cutting dead trees) could contribute to this (for example on Terry Fox Trail, Bridge to Bridge trail).

Some respondents suggested that keeping trails open during the winter and that upgrading trails could resolve the issue of re-routing due to flooding. In addition, it was noted that snow plowing could help use trails all year round.

Survey respondents also noted that trail maintenance is heavily reliant on volunteers; with a growing trail network and dwindling volunteerism, this is becoming increasingly difficult.

Improving User Experience and Safety

Many respondents who use trails indicated that the overall safety and general appeal of using trails could be improved by providing lighting and landscaping, maintaining cleanliness (e.g., removal of litter, dog excrement, and drug paraphernalia).

Keeping dogs on leash and having dedicated off-leash areas and trails was also identified to improve the safety of other users, while walking, cycling, or using motorized vehicles. Creating off-leash pet-friendly trails was also suggested by some.

Trail signage and information (e.g., maps, trail use rules) was another recurring suggestion that would help improve trail usage experience. Others suggested that utilizing trails for a variety of activities such as organizing birdwatching tours, hiking/walking groups, and recreational activities around trails.

Improving Cycling Infrastructure

Including cycling considerations and infrastructure for all new outdoor projects and roadways was suggested by some survey respondents, including dedicated bicycle lanes and new bike racks in key locations across the City (e.g., parks, facilities, etc.). Access to washrooms and installing water fountains/bottle filling stations was also noted as important to respondents. The potential to organize bicycle rentals was identified as another consideration relating to cycling.

9.4 Trail Maintenance and Management

As previously identified, the MRCA maintains a majority of the trails within the city, with some help from the City and volunteer-based trail groups. MRCA's Strategic Plan (2020-2023) identified the need for a Trail Management Strategy, which was developed in 2022.

The Strategy provides a number of recommendations for future development, including required connecting link signage, trail relocations, trail closures, the provision of additional trails, developing controlled road crossings, and improved signage.

Engagement activities indicated that there is general confusion among residence regarding the ownership and maintenance of trails within the City. The City receives, through its Service Timmins platform, complaints related to the maintenance and operation of MRCA trails, which it then passes on to MRCA for information/action.

The MRCA should establish a best practices model to have more direct communication with residents who use the trails to communicate trail ownership and operational/maintenance responsibilities.

Recommendations – Trail Network

84. Support the MRCA in the implementation of the Trail Management Strategy recommendations to expand the trail network in Timmins and improve the overall quality and safety of trails.
85. In partnership with the Timmins Snowmobile Club, continue to explore opportunities to support trail enhancements such as directional signage and bridge infrastructure improvements along snowmobile trails within the City of Timmins.

9.5 Active Transportation Considerations

Active Transportation & Recreation (ATR) Network

An ATR network is an essential community asset that connects parks, trails, recreation facilities and other Timmins destinations. A safe and connected system of sidewalks and bicycle lanes enables and supports walking, cycling and other active modes of transportation and recreation.

An ATR network offers residents and visitors affordable and equitable recreation opportunities.

The City of Timmins offers a system of trails that provides active transportation options and supplies cycling infrastructure (bicycle lanes and bicycle parking) connecting parks, trails, and other recreation facilities.

Benefits of AT include:

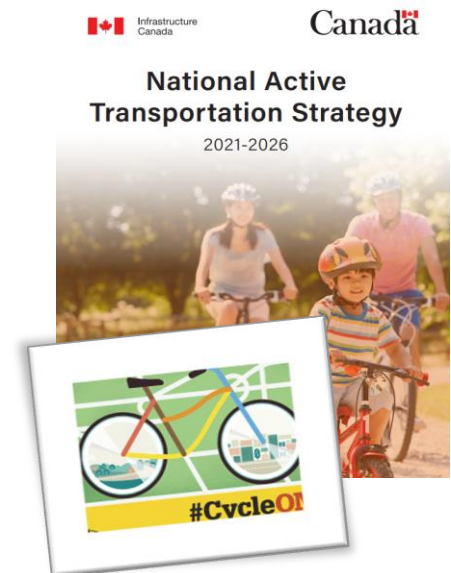
- Active lifestyle;
- Sustainability & equity;
- Accessibility & inclusivity;
- Affordability;
- Access to outdoor and indoor recreation facilities;
- Increasing tourism opportunities;
- Providing alternative forms of recreation & transportation to reduce sedentary activities such as driving.

Connections:

- Connecting Communities;
- Linking Recreational Facilities;
- Connecting people and nature;
- Connecting people and facilities
- Providing year-round accessible and equitable recreation and safer transportation options.

AT Planning - Funding & Support

- Infrastructure Canada provides funding to regions and municipalities to develop AT plans and build active transportation infrastructure, including bicycle lanes, trails and pathways, and bicycle parking;
- Both Canada and Ontario AT Strategies encourage promotion of active transportation and development of AT infrastructure.



Recommendations – Active Transportation

86. Develop an Active Transportation Plan for the City of Timmins.
87. Continue to partner with the MRCA to expand the City's existing cycling trail to include an urban cycling route through Downtown Timmins via the provision of designated bike lanes, paths, and well-articulated street signage. The City should proactively promote effective links between bike paths and trail networks and maximize accessibility across the City through active transportation.
88. Explore opportunities to fund the AT planning and infrastructure development, such as Infrastructure Canada Fund, Province of Ontario and other sources.
89. Consult with AT groups and the community to identify current and future needs; plan and implement connections to trails, parks, waterfront, recreation facilities and regional / provincial AT networks.
90. As key roads and cycling routes are planned to be upgraded/resurfaced, enhance the safety of cyclists and pedestrians by providing bicycle lanes and enhancing trails and paths with hardened shoulders.
91. Coordinate with the City's Public Works department the development of a comprehensive plan to promote and sustain Active Transportation.



10

Implementing the Plan

This plan is designed to steer Council and municipal decision-makers in addressing priorities for planning and investment in parks and recreation. However, recommendations related to the development of facilities and revitalizing existing ones – require detailed consideration of how these required changes will come about – that means further design and concept planning, but also an assessment and technical feasibility of repurposing. All of which will require public review and approval.

The staff and Council of the City of Timmins will need to further evaluate and investigate the feasibility of implementing individual recommendations/actions through formal study (as may occasionally be required) as well as on an annual basis as part of the municipal planning and budgetary process.

10.1 Monitoring and Updating the Master Plan

While a range of staff support and partnerships will be required to enact recommendations, there must be senior management commitment and administrative oversight for effective implementation.

While individual recommendations crosscut a range of municipal divisions including the Chief Administrative Officer (CAO), and senior management from the Community Services, Finance and Treasurer, Public Works and Engineering, and Communications, the overall control for implementation of the plan should rest with the Office of the Director of Community Services. However, the development of an Interdepartmental Working Group is recommended to provide an appropriate mechanism for regularly reviewing and evaluating progress

and successful achievement of targets of this Plan and will allow for accountability. Annual progress in the implementation of this Master Plan should be outlined by staff report to Council.

Recognizing the long-term scope of this Plan and potential shifts in municipal priorities, this document and its recommendations should be subject to an internal departmental review every five years to determine and re-calibrate, as necessary, the timing of recommendations to align with shifts in the municipal planning environment.

Recommendations – Monitoring and Updating

92. Develop an Interdepartmental Working Group comprising the CAO, and senior management from the Community Services, Finance and Treasurer, Public Works and Engineering, Communications, and other relevant municipal departments to regularly review and evaluate the progress of plan recommendations. Overall implementation of the Plan should be led by the Office of the Director of Community Services.

10.2 Funding and Financing the Plan

The implementation of recommendations contained within this Master Plan present the following financial implications:

- Funding capital priorities: This includes mechanisms to support the ongoing maintenance of assets as well as funding new build infrastructure.

- Planning for operational sustainability: as linked to business and programming plans for facilities supported by user fees. This applies to both new and existing infrastructure.

The City will need to actively monitor and review available sources of funding from upper-levels of government, external agencies, and other partner sources, as it relates to both the capital and operational costs, in order to reduce the impact on the residents of Timmins.

Recommendations – Funding and Financing

93. Continually seek out and utilize all relevant funding sources from upper levels of government and other relevant sources to reduce the burden on the city's tax base.

- **Immediate:** to be initiated in Year 1
- **Short Term:** to be initiated in Years 2-3
- **Medium Term:** to be initiated in Years 4-6
- **Long Term:** to be initiated in Years 7-10
- **Ongoing:** continuous over the Plan period.

10.3 Detailed Phasing Framework

This section summarizes the general suggested timeframe for implementing the recommendations of this Plan. Some actions commence with due diligence (as in the case of facilities) moving through to implementation. Other recommendations are immediate requirements – this is particularly true of those policy and administration related requirements which set the tone for future recreation planning priorities.

The timing assigned to individual recommendations is an estimate and provides a general indication of when the need to implement the actions could be considered, with consideration of other future variables, and includes:

Appendix A: Multi-Use Community Recreation Facility: Pre-Feasibility Analysis

MULTI-USE COMMUNITY RECREATION FACILITY: PRE-FEASIBILITY ANALYSIS

1 RECOMMENDATION:

- Develop a multi-use community recreation complex the core uses of which are expected to comprise 2 indoor arenas, an indoor aquatic centre, a double gymnasium and ancillary community use spaces. Such uses may include studio space, a fitness centre, community kitchen, walking track, and other space subject to confirmation through a feasibility assessment.

- Through a comprehensive feasibility assessment determine the viability and merit of achieving the above program in a single building / single location versus a multi-site alternative investment plan

- The potential to develop a new spectator arena in the City should be considered as part of the feasibility assessment for a new indoor ice facilities in the City.

PURPOSE OF PRE-FEASIBILITY

The purpose of pre-feasibility assessment is to establish the framework necessary for the detailed investigation and planning on a range of connected matters.

This appendix outlines a number of those considerations which should form the central elements of a terms of reference for this work.

Pre-feasibility commences with an articulation of the project itself – the key elements of which need to be identified. These are laid out in the following sections.

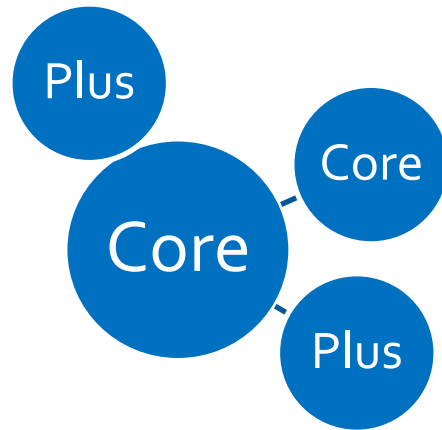
This documents points to the nature of questions that should be posed during the investigative stage of project planning.

The Feasibility Study should address key questions including:

- **Scale of facility;**
- **Functional Space Program,**
- **Capital Costs; Site Selection;**
- **Operating model and annual deficit;**
- **Governance and partnerships;**
- **Planning, construction and operating risks;**
- **Funding strategy;**
- **Site acquisition and due diligence investigation; and**
- **Project Management and timing**

The remainder of this document outlines considerations that should inform both the development of detailed terms of reference and the budgets necessary for successful execution of concepts plans, the acquisition of the most suitable site, and a comprehensive business plan for the design, development, operation and funding/financing of the facility.

FACILITY COMPONENTS



A new regional facility is an addition to the landscape of existing facilities and services. As it relates to “core” uses, these comprise indoor ice and aquatics, as well as the potential addition of additional dry-floor (gymnasium) space.

The detailed feasibility assessment that is required also should address the potential costs and benefits associated with developing the facility as an event centre, capable of hosting major spectator sporting events as well as a range of other, non-sport commercial events.

Typically, combining a commercial event centre function with community recreation needs is possible and has proven successful albeit with certain challenges arising

from the competing demands of community access versus event hosting.

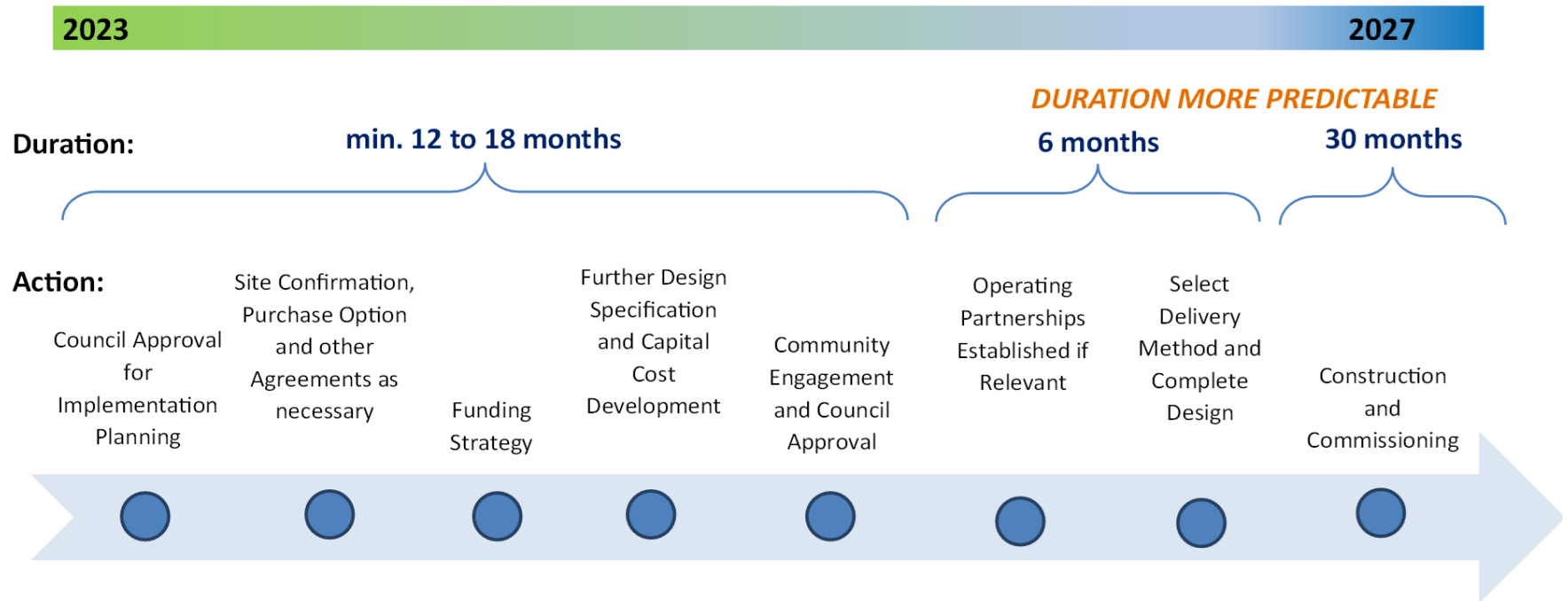
Assessing both the feasibility of a new multi-use community recreation centre comprising aquatics and ice, and detailed market and financial feasibility assessment for an event centre in a single study is complicated. It is recommended that the roll-out of the master plan recommendations for more detailed investigation of both community and event centre facility development is completed in a phased manner – the initial phase addressing the overall viability of an event centre in the City and an estimation of future market-justified seat count. Once this is completed, the more detailed assessment of functional space programming, location and concept design can occur. Both phases should be commissioned as part of a single overall consulting assignment.

Recommendations for an appropriate range of options for the regional facility and its governance and operation will stem in part from its prospective location.

TIMING

Feasibility Planning should be undertaken immediately as part of the Year 1 action plan of the Recreation Master Plan.

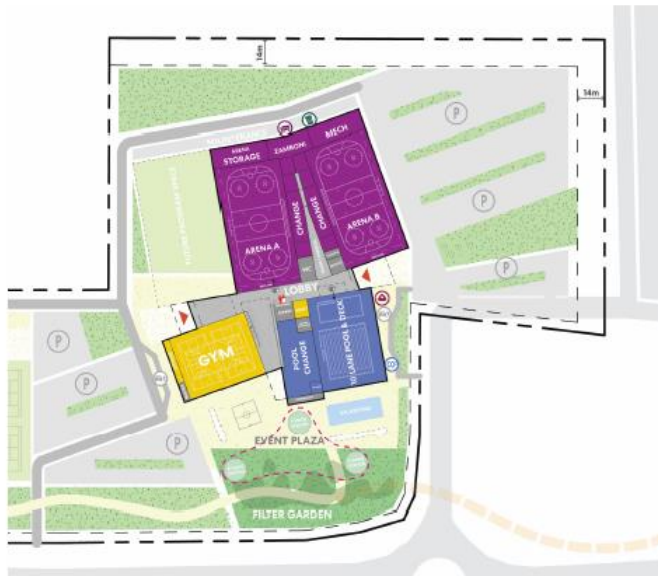
Potential Timing:



2 PRECEDENT EXAMPLES

2.1 Multi-Use Community Centres

Example: Whitby Sports Complex (Brooklin): **Project Cost: approximately \$120 million (Pre-Class D)**



GFA: 154,850 sq.ft.

- 10 lane pool
- Double gym
- Twin pad
- Multi-purpose rooms
- Indoor Track

There are numerous examples which should be assessed for their specific arrangement of functional components and the relationship between the provision of state of the art indoor ice and the provision of indoor aquatics, the use of district heating, and the creation of a range of additional dry-floor spaces to create a comprehensive community facility.

While this framework document is not a feasibility assessment, and no determination is made as to overall scale of the facility, it is likely that the demands for a full range of community uses (ice, aquatics and dry-floor use) will challenge the project to determine priorities. This includes the degree to which the facility can also be developed as a spectator event centre.

Further detailed assessment of the experience in other communities is warranted as part of the design, operational and financial feasibility assessment.

Consolidated Credit Union Place, Summerside PEI.

Opened in 2007, this facility is one of several useful examples of community facilities that from the outset were conceived in terms of their event centre potential. This facility is a twin rink complex with the main bowl (Junior A tenant) providing 3,728 fixed seats accessed from an upper concourse. Conference facilities, and a full community recreation centre include a 25 metre lane pool and fitness centre.

Other examples of a combination of large seating arenas and indoor aquatics are more typical of larger urban centres as well as university athletic centres. These examples should be assessed as part of more detailed feasibility planning.

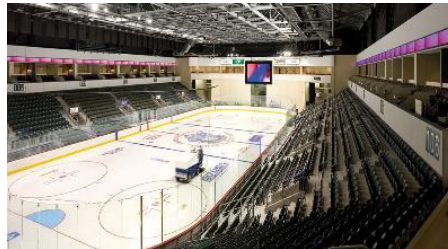
2.2 Examples of Two-Pad Event Centres

There are a number of hybrid venues that combine community needs with a broader need for high quality spectator facilities and which cater to the needs of the touring events industry. The following highlights best practice for hybrid facilities within North America.

Town Toyota Center

Wenatchee, Washington

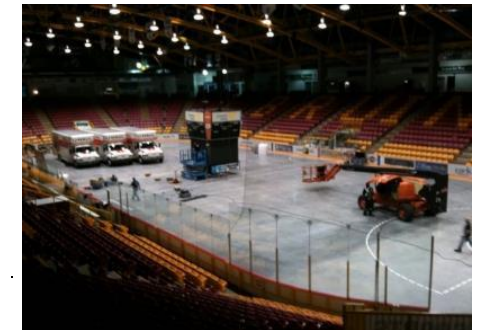
- Opened in 2008
- \$52.8M Capital Cost
- Main spectator facility with 4,300 seats and club space
- Conference facility
- Team store / specialty concession
- Community ice facility with 500 seats and dressing rooms



Prospera Place

Chilliwack, British Columbia

- Opened in 2004
- \$20.3M Capital Cost
- Main spectator facility with 5,000 seats
- Meeting rooms
- Tap and Grill
- Community ice facility



K.C. Irving Regional Centre

Bathurst, New Brunswick

- Opened in 1996
- \$21M Capital Cost
- Main spectator facility with 3,500 seats, 24 private boxes
- Sports hall of fame
- Community ice facility
- Walking track



Centre Slush Puppie

Gatineau, Quebec

- Opened in 2021
- \$80.4 M Capital Cost
- Main spectator facility with 4,000 seats, home to Gatineau Olympiques (QMJHL)
- 3 additional community ice rinks



2.3 Spectator Venues – Best Practices

There are several components that form part of a typical multi-use sport and event centre (MUSEC) which are not found within arena facilities even if that arena has large capacity spectator seating. These features include, but are not limited to, the following:

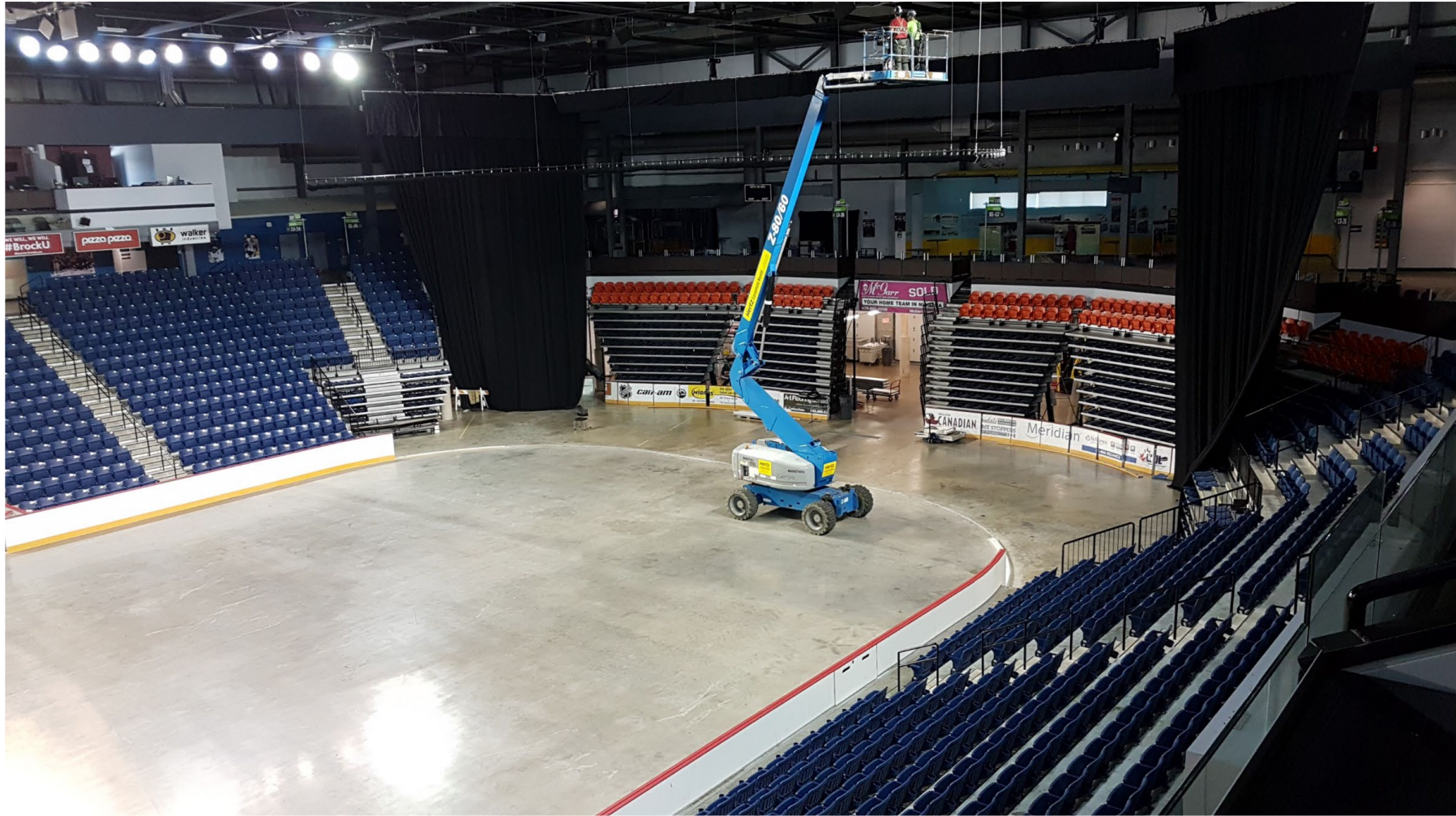
- An open type roof structure capable of accommodating show loads. It is common for speaker/lighting loads to be in the 50,000 – 75,000 lb. range and these need to be easily and quickly suspended from the underside (typically) of the roof structure. Access to the structure through catwalks is critical for show setup, for spotlight locations and general management of the lighting for the building. The inclusion of high ceiling heights is also a feature of event centres that provide additional flexibility for events.
- Retractable / removable seating enables a larger flat floor area for event hosting and loading. It provides opportunities to host a wide variety of events that may not typically be held in ice facilities (e.g., water tank / pool events).
- Retractable jumbotron allows for clear ceiling heights for various flat floor events and somewhat changes the ambiance of being in an ice facility.

- Appropriate power distribution throughout the building. Critical areas of power concentration include the back of house for concerts and end-stage events (this is the largest single power source), the bowl corners (used for even distribution of power for trade shows and other floor type events), catwalk level (from spots and special lighting), and shore power (easily accessed for use by show-oriented vehicles including television broadcasting support).
- Consideration for accessible storage is also important. All equipment and furnishings necessary for event-hosting should be stored on site. This includes rink boards and glass (stored separately), flat floor seating, tables, portable stage, ice covering, and other equipment, as necessary.
- In Canada and the United States, the majority of large MUSECs (10,000-20,000 seats) and mid-size ones (3,500-10,000 seats) are built with the seating bowl designed around an NHL (85' x 200') ice surface.

One of the main goals in the design of a MUSEC is to provide the operator with the greatest flexibility and opportunity to maximize the “event calendar”. Fundamental to that is the ability to quickly change from one event or format to another.

MULTI-USE SPORT AND EVENT CENTRE / EXAMPLE

BUILDING FEATURES



Meridian Centre, St. Catharines

- 5,300 seats
- Opened in 2014
- \$50 Million Capital Cost
- 360 degree seating with retractable seating to enlarge flat floor capacity
- Higher floor to ceiling height
- Retractable jumbotron



MULTI-USE SPORT AND EVENT CENTRE / RANGE OF EVENTS

BUILDING FEATURES



▼ Leon’s Centre, Kingston, ON



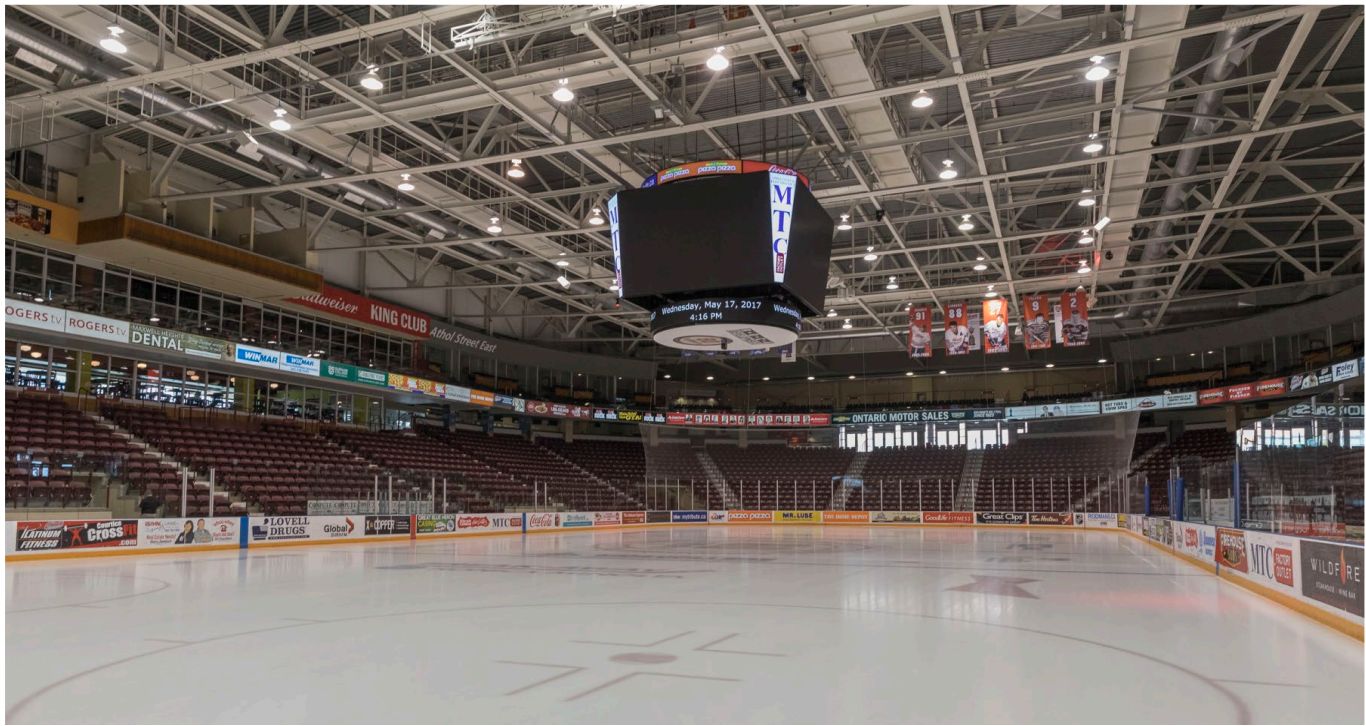
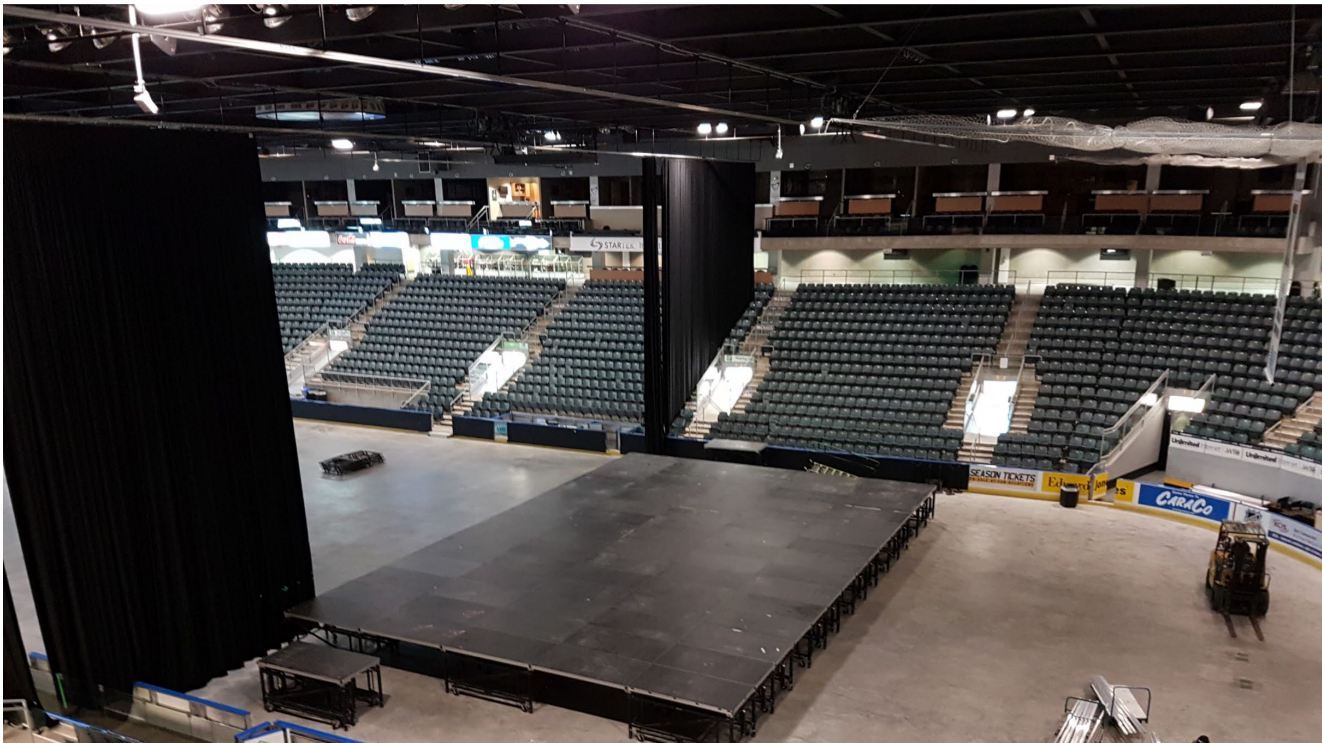
◀ Coca-Cola Coliseum (formerly Ricoh), Toronto

- Removable seating on this much larger mid-sized event centre enabled a definitional multi-use opportunity

▲ WFCU Centre, Windsor

- 6,500 fixed seats
- Large floor space allows for specialized events to occur

▼ Tribute Centre, Oshawa, ON



MULTI-USE SPORT AND EVENT CENTRE / SCALABLE FACILITY

BUILDING FEATURES: COMPLEMENTARY FLEXIBLE SPACES



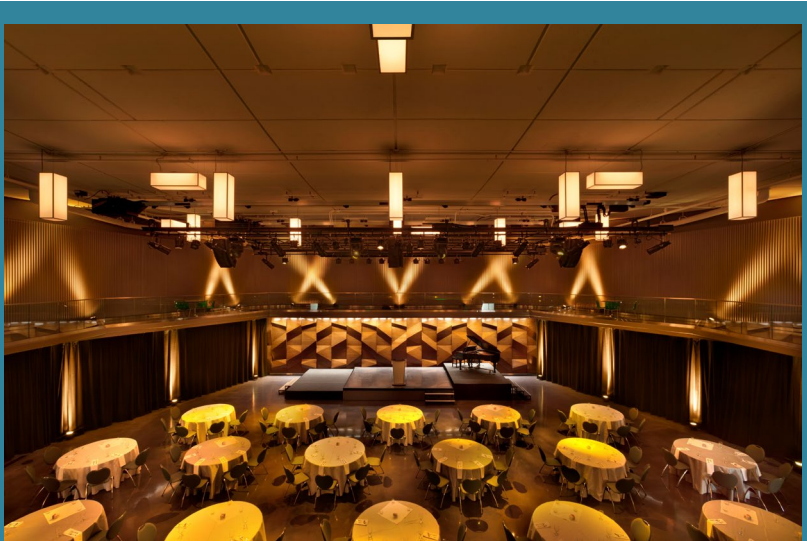
Club / Viewing Lounge



Lobby / Circulation Space

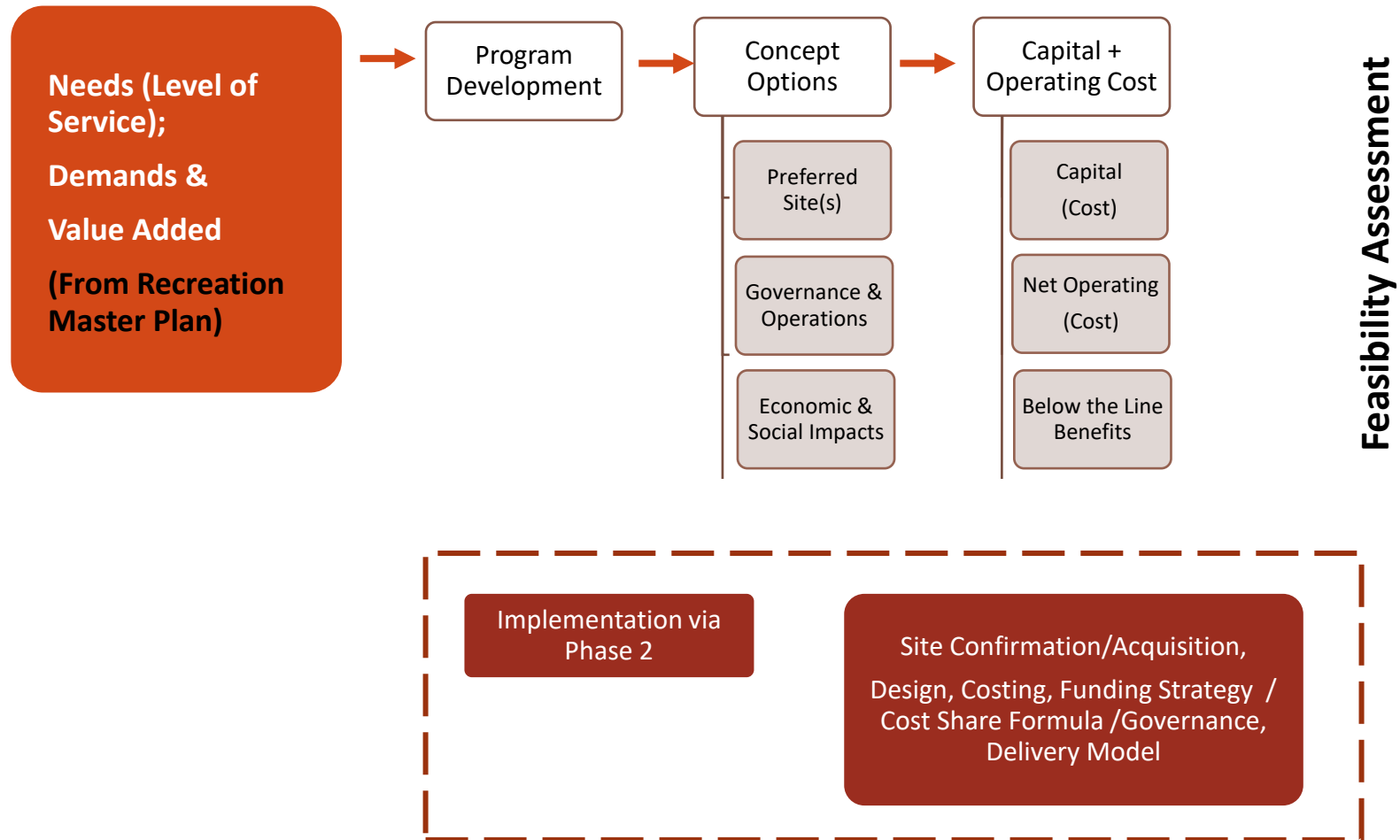


Flex / Auditorium Space



3 PROCESS

3.1 Process Explained



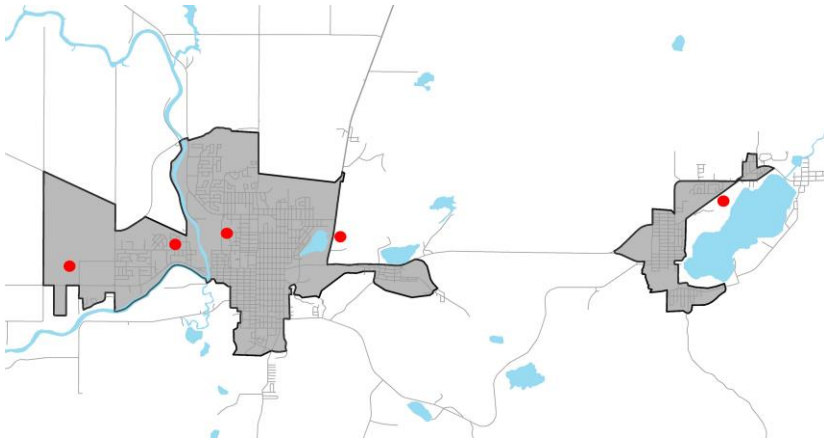
The feasibility assessment should result in defined project, order of magnitude capital cost, business plan for delivery of the facility, operating financial plan and governance model, and selected site.

- **A review of community needs.** This is undertaken at a general level in the Recreation Master Plan and includes all relevant indoor and outdoor facilities.
- The focus of the feasibility study is defining those uses which will form the core functional spaces within the building – these are primary and related uses or activity spaces that are the framework to consider the scale of building required, its capacity to be developed as a modular building in phases, the capital costs and operating model.
- The potential for other niche spaces or services – anything from concessions, studios, day-care, lease space or dedicated/shared use space for specific types of user (youth/seniors, etc.) – are opportunities which should align with the Master Plan. Many of the non-core functions in buildings of this type are a good idea, some are in need because of a lack of supply, but the decision to include them is a function of the balance between design, capital cost and operational priorities.

- **Concept Identification:** design opportunities and best practice.
- **Locational analysis** and recommended site potential.
- **Capital costs** and consideration for energy efficiencies and Green House Gas (GHG) emissions.
- **Economic impact potential, funding plan and business case.**

Public input is recommended to provide feedback on options and preferred location.

4 LOCATION AND COMMUNITY-BUY-IN



The choice of location is critical in order to achieve community consensus. This is best achieved through a clear articulation of the core criteria that should be met in planning for a major regional facility, and the application of these to the identification and subsequent evaluation of alternative sites.

Establish the minimum site area required. This is a function of the prospective uses included in the building, its scale, general parking needs, capacity for in-situ expansion in the future and role of the building complex as an event centre. The potential for co-location with outdoor amenities/sportsfields will further define site needs as part of a detailed feasibility study.

The consideration of location should be conducted in equal parts **vision** for a generational project, and **functionality**. Both the location and design of the building reflect future need, rather than current or historic practices. The detailed assessment of location should meet minimum site standards to enable expansion in-situ and maximize future economic impacts. It should reflect the preferred combination of uses that a proposed for the building, and form an integral part of the development feasibility plan.

The recreation master plan defers the determination of location to the detailed feasibility exercise which is recommended as an immediate Year 1 action.

A full inventory of potential sites will be necessary including sites not previously considered in earlier planning studies. Of those sites which have been previously considered, we note the following.

Whitney Arena:

- Good Highway access + visibility;
- Co-located with Northern College;
- The site has capacity to accommodate development but would require the acquisition of adjacent land to accommodate future build-out for parking;
- There is little commercial/retail or accommodations in the surrounding area;
- The location is distant from the majority of the City's population.

McIntyre Community Centre:

- Site constrained – locked in by highway + water on the east.
- The removal of McIntyre Road to access lands on the west + a solution to the existing Chamber of Commerce Building would be required to accomplish development.
- Sensitive lands to the west pose an additional limit to the developable land area.

Highway 655:

- Good highway access + site prominence/visibility;
- A 1987 Geotechnical investigation by Golder & Associates records the entire east edge of Gillies Lake, along of Highway 655, is underlain by Hollinger mine tailings (an average of 8m);
- Good co-location with an existing recreation asset (Gilles Lake, trails + boardwalk etc.);
- Area compatible with development (i.e. recreational/institutional – no sensitive residential uses in the surrounding area).

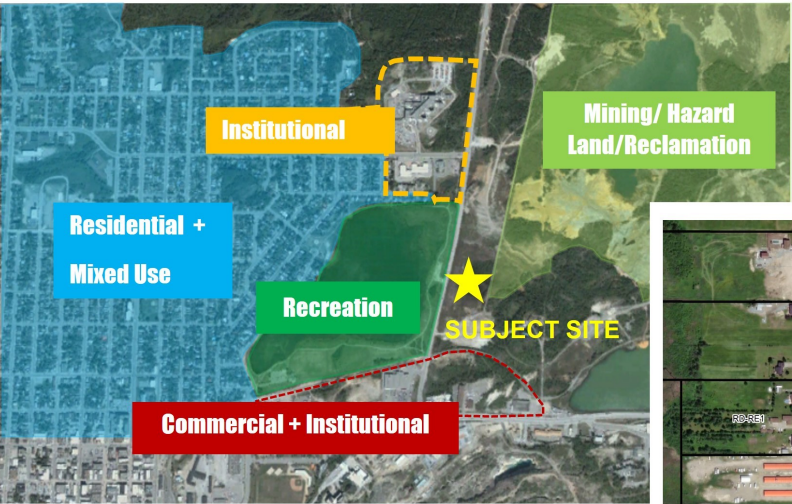
Archie Dillon Sportsplex:

- Immediate proximity to residential + institutional uses – good population capture radius and site accessibility;
- Site will not meet required site size to accommodate twin pad facility and indoor pool – particularly if the facility is scaled to operate as a spectator event centre.
- Site considerations: old Polaris mine shaft located in the vicinity of the site;
- The site is bounded by residential + rock/wooded area to the north east. Development of the site would need to be sensitive to these surrounding uses.

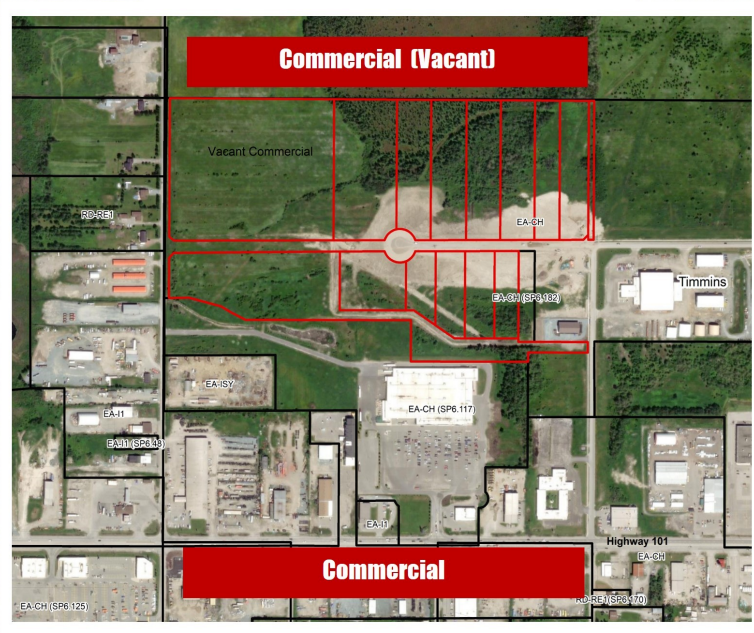
City-Owned Lands in West End:

- Good highway access but limited visibility
- Distant from the majority of the urban population and considerable distance from the east end communities
- Room for in-situ expansion
- Well located relative to future growth of the City
- Commercial services in the vicinity support event centre functions.

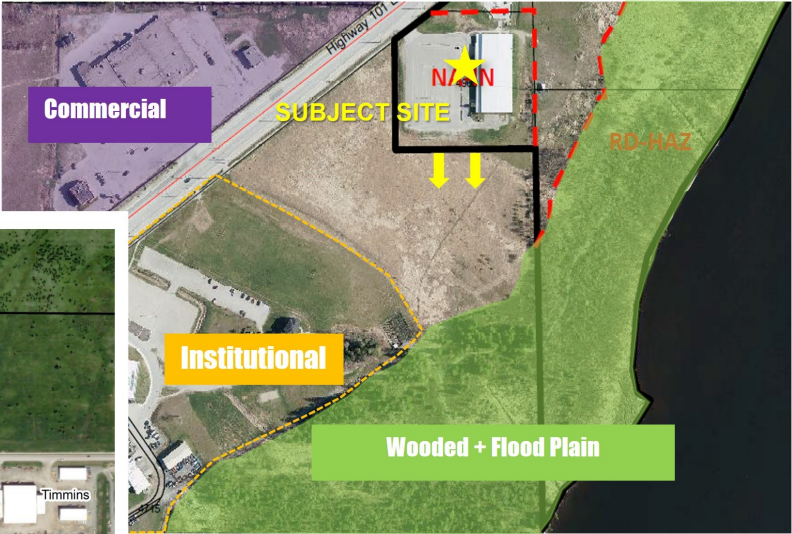
Highway 655



City-owned Land West End – North of Commercial Plaza



Whitney Arena



McIntyre Community Centre



Archie Dillon Sportsplex



5 INCORPORATING AN EVENT CENTRE

5.1 A QUESTION OF MARKET POTENTIAL AND SEAT COUNT

Focusing on market demand, now and in the future will result in **realistic appreciation of how the building will likely function in terms of seat demand over the next 10 years.**

NOJHL Attendance Stats (2015-2023)

Team	2015-16	2016-17	2017-18	2018-19	2019-20	2021-22*	2022-23
Timmins Rock	595	791	862	835	919	1156	699
Hearst Lumberjacks			691	783	728	728	570
Soo Eagles	612	658	615	634	618	804	586
Kirkland Lake Gold Miners	349	297	234	449	348	400	240
French River Rapids	208	264	296	324	304	350	126
Blind River Beavers	198	273	250	261	294	237	197
Cochrane Crunch	418	276	346	273	277		141
Esponala Express	181	285	261	340	276		176
Powassan Voodoos	279	238	226	236	233	289	173
Elliot Lake Wildcats	387	289	272	262	220	327	213
Rayside Belfour Canadians	219	182	256	200	216		
Soo Thunderbirds	291	168	177	198	130	507	144
Greater Sudbury Cubs						403	320
Irquois Falls Eskis	436	346					

Source: SPM based on NOJHL.com

Note: 2021-22 numbers reflect playoffs only; 2020-21 excluded

The evidence from buildings developed over the last 10 years is that seat counts increase by an order of magnitude – Guelph being an exception and a facility with the physical constraints imposed by placing the footprint on that of the old Eaton Centre.

	Capacity	Built	Seats Replaced
London Knights	9,100	2002	4,000
Kitchener Rangers	7,700	1950	plus expansion late 1990s / 2000s
Oshawa Generals	5,500	2008	3,625
Niagara IceDogs	5,300	2014	2,800
Guelph Storm	4,540	1998	3,999
Sault Ste. Marie Greyhounds	5,000	2006	3,990
Kingston Frontenacs	5,400	2008	3,300
Sudbury Wolves	4,600	1950	proposal for 5,800 seats
North Bay Battalion	4,200	1954	Reno in 2012
Belleville Bulls	4,400	1978	3,700, reno in 2017

The consideration of appropriate seating in a new venue in Timmins should likely anticipate opportunities for higher leagues including potentially the Quebec Major Junior Hockey League (QMJHL). Arenas in the QMJHL are on average smaller in fixed seat count than those of the Ontario Hockey League (OHL) but still represents a sizable increase in the scale of facility compared to any existing facility in Timmins.

In order to grow event days and ensure relevance to the growing opportunity for major championships, tournaments, competitive/rotational bid events, and other one-off bid events, a minimum seat count is often cited as part of the hosting requirements.

The requirements for hosting high-level sporting events vary by level and sport, however, there are some minimum specifications that must be considered. These are detailed on the following pages for a number of key sports, broken down by discipline/event and with consideration for the following specifications:

- Size of competitive venue required (i.e., square footage, number of courts, number of rinks, etc.)
- Ceiling height required (for dry floor sports)
- Spectator seating required
- Other requirements for the event (i.e., hotel rooms, A/V specs, ancillary spaces, parking, etc.)

This information has been obtained from the relevant national governing body for each of the sports (i.e., Curling Canada, Hockey Canada, etc.).

The specifications identified are generalized requirements with some criteria being more essential than others. Many successful bid host facilities differing from the requirements identified in this report. For example, the Tim Hortons Briar was held at Kingston's Leon's Centre in 2020, which has a seat count of 5,400, while the event hosting requirements lists a 6,000 seat minimum. Similarly, the 2022/2023 World Under-17 Hockey Challenge was recently held jointly in

Moncton (8,000 seat venue) and Halifax (10,000 seats), while the seat requirements are listed at 1,500 to 4,000 seats.

Evaluation of hosting facilities is undertaken considering a balance of factors within the facility and beyond. Examples of these requirements are provided below.

	Event / Tournament	Size of venue required	Seating Required	Other requirements	Example Arenas
Curling	Tim Hortons Brier - Canadian Men's Championship – 16 teams	60,000 – 80,000 sq.ft	6,000 (minimum)	Hotel rooms; banquet facilities; access for TV crews	TD Place, Ottawa Leon's Centre, Kingston
	Scotties Tournament of Hearts - Canadian Women's Championship – 16 teams	30,000 sq.ft	3,500 (minimum) – 5,000 (maximum)		Fort Williams Gardens, Thunder Bay Meridian Centre, St Catharines
	World Financial Group Continental Cup of Curling - 12 teams	20,000 sq. ft	2,500 (minimum) – 4,000 (maximum)		Western Fair Grounds, London SOEC, Penticton, BC
	Ford World Men's - 13 teams	30,000 sq.ft	6,000 (minimum) – 10,000 (maximum)		Northlands Coliseum, Edmonton
	Ford World Women's - 13 teams	20,000 sq. ft	2,500 (minimum) – 4,000 (maximum)		North Bay Memorial Gardens
	Tim Hortons Canadian Curling Trials	Doesn't specify	6,000 – 10,000 seat		Canadian Tire Centre, Ottawa
	Other National Championships (<i>various</i>)	Between 4 and 8 sheets of ice	500 seats (minimum)		

	Event / Tournament	Size of venue required	Seating Required	Other requirements	Example Arenas
Skating	Canada Tire National Skating Championships	Doesn't specify	Doesn't specify	Doesn't specify	TD Place, Ottawa
	Skate Canada International				Hershey Centre, Mississauga
	2018 Skate Canada Synchronized Skating Championships				Tributes Communities Centre, Oshawa
	Speed Skating (Canada East, Short Track)				Bob MacQuarrie Recreation Complex, Ottawa

	Event / Tournament	Size of venue required	Seating Required	Other requirements	Example Arenas
Hockey	National Women's Under-18 Championship	Two (2) rinks (min. 200' x 85')	1,000 - 2,500 seats	150 hotel rooms	Canada Summit Centre, Huntsville
	World Under-17 Hockey Challenge	Two (2) rinks (min. 200' x 85')	1,500 - 4,000 seats	160 hotel rooms	Langley Event Centre, Langley, BC Saint John, NB
	Canadian Tire Para Hockey Cup	One (1) rink - IPC Standards (min. 200' x 85')	1,000 - 2,500 seats	80 hotel rooms	Budweiser Gardens, London LCLC, Bridgewater, NS
	World Junior A Challenge	One (1) rink + practice rink (min. 200' x 85')	1,500 - 3,500 seats	125 hotel rooms	Benson Centre, Cornwall Iroquois Park Sports Centre, Whitby
	Coupe Esso Cup	One (1) rink + practice rink (min. 200' x 85')	1,000 - 2,500 seats	120 hotel rooms	Sudbury Community Arena, Sudbury Ovinitiv Event Centre, Dawson Creek
	Coupe TELUS Cup	One (1) rink (min. 200' x 85')	1,500 - 3,500 seats	120 hotel rooms	Fort Williams Gardens, Thunder Bay
	Centennial Cup	One (1) rink (min. 200' x 85')	1,500 - 4,000 seats	90 hotel rooms	Cobourg Community Centre, Cobourg Centennial Regional Arena, Brooks, AB

	Event / Tournament	Size of venue required	Ceiling height required	Seating Required	Other requirements	Arena used in Ontario	
Gymnastics	Women's Artistic Gymnastics	17,000 sq ft	6.6m	500 per individual discipline (i.e. 2,000 in total)- Minimum	Misc ancillary rooms for operations / VIPs / hospitality, etc; loading dock; and parking	Waterloo Memorial Recreation Complex	
	Men's Artistic Gymnastics						
	Trampoline Gymnastics	6,000 sq ft	10-12m (recommended)				
	Rhythmic Gymnastics					Markham Pan Am Centre	
	All of above	50,000 sq ft (30,000 sq ft training)					

	Event / Tournament	Size of venue required	Ceiling height required	Seating Required	Other requirements	Arena used in Ontario
Badminton	Canadian Senior Badminton Championship	5 courts	9m (minimum)	250 (minimum)	Misc ancillary rooms for operations / VIPs / hospitality etc; parking. Courts must have 2m back of court & 1.2m between courts.	
	Canadian Junior/U23 National Championships	10 courts				Markham Pan Am Centre
	Canadian University/College Championships	6 courts				(2018 World Junior Badminton Championships)

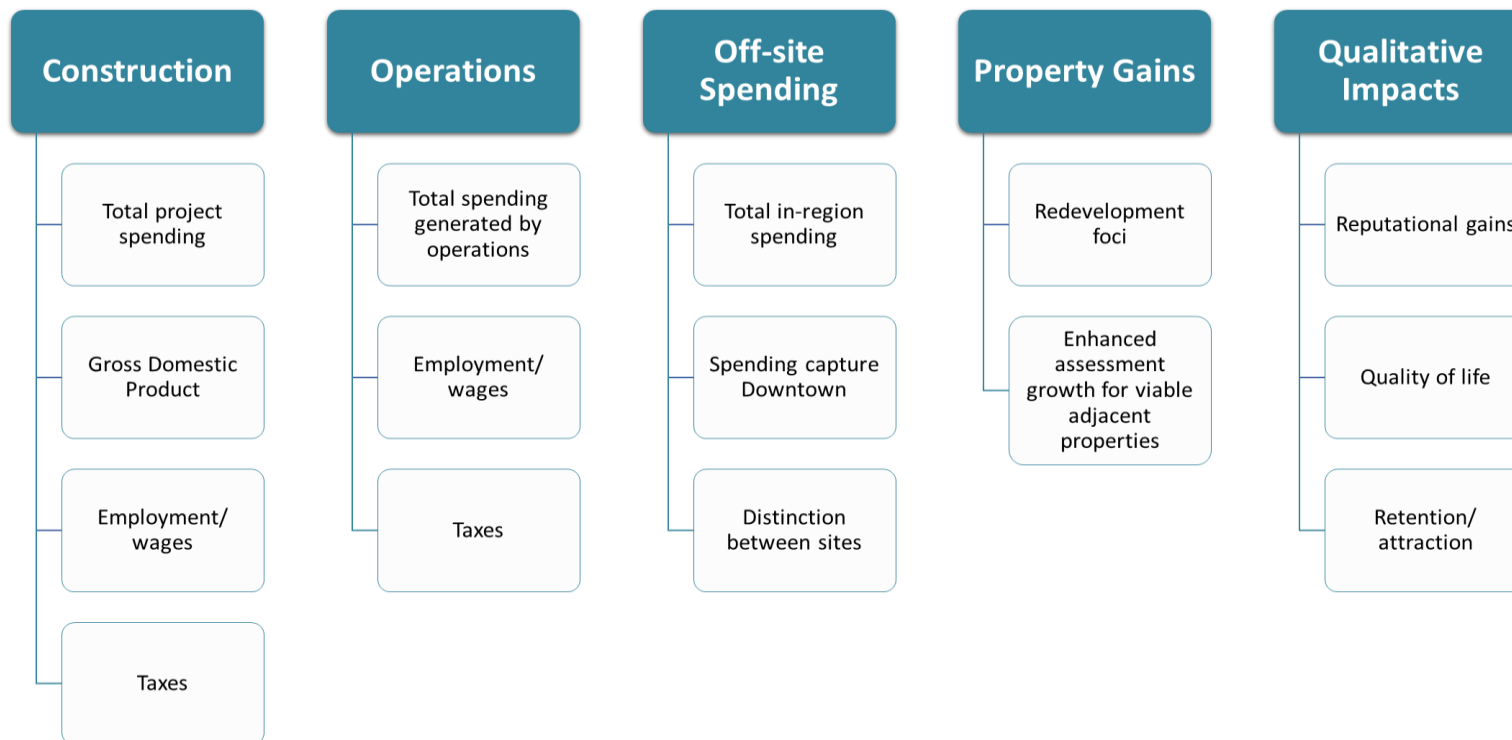
	Event / Tournament	Size of venue required	Ceiling height required	Seating Required	Other requirements	Arena used in Ontario
Volleyball	14U Volleyball Canada National Championships - east (hosted in ON/QC)	10 courts (45,000 sq ft)	7m	1800 (based on 80 teams)	Loading dock; misc ancillary rooms; parking	Carleton University, Ottawa; RIM Park, Waterloo
	15U to 18U Volleyball Canada National Championships	20 courts (150,000 sq ft)	9m	5,500 (based on 300 teams)	Loading dock; misc ancillary rooms; parking	Energare Centre, Toronto
	Volleyball Canada National Competitions (if 14U to 18U in one venue i.e. in 2020)	60-65 courts (500,000 sq ft in max of two venues)	9m	7,500 (based on 400 teams)	10,000 sqft reception space; parking; ancillary rooms; exhibition space for vendors; loading dock; results centre	Energare Centre, Toronto (2012)
	Volleyball Canada International Competitions	Doesn't specify	12.5m	5,000 (air-con venue) - min	Forklift access (5,000 lb; gerflor on ice deck; 1500 lux - min; VIP seating/ TV broadcast room; 5 change rooms; other ancillary rooms	n/a

5.2 ECONOMIC IMPACTS

There are a range of measures possible when considering economic impact and we recommend taking a broader perspective, going beyond a sport-tourism lens of event generation. As large facilities, sports and event centres are often inspiring examples of public investment and can generate sometimes subtle recognition of the value of surrounding real estate. There are knock-on impacts, typically measured in terms of gradual development over decades in the surrounding area or deepening of the service offer because of the improved infrastructure.

The economic impact of sports and event facilities varies widely by venue and is highly dependent on a range of contextual factors, including the surrounding economic region, linkages and connections with surroundings, as well as the use of the building.

The adjacent table showcases just how varied the estimated economic impact of multi-use sports and event venues can be.



While the figures vary in what types of impacts (direct, indirect, and induced) are included, they provide a general sense of the economic impacts to the area.

Successful MUSECs often have annual spending impacts (direct and indirect) anywhere between \$10M to \$20M. For example, the Leon's Centre in Kingston is estimated to have spending impacts of between \$15M and \$16M on an average annual basis. In years when large special events are held, such as the Brier, this figure can expect to increase significantly.

Venue	Location	Estimated Economic Impacts
South Okanagan Events Centre	Penticton, BC	Direct Impact Spending: \$6,854,412
Budweiser Gardens (formerly John Labatt Centre)	London, ON	In-facility spending for non-sport related events is estimated to be in the \$10,000,000 to \$13,000,000 range.
Leon's Centre	Kingston, ON	Total Annual Spending Impact (direct and indirect) is estimated at \$15,000,000 - \$16,500,000
Abbotsford Sports and Entertainment Centre	Abbotsford, BC	In-Facility Spending: \$13,100,000 Off-Site Spending: \$7,800,000

The business case for a spectator event function of significance as part of the new multi-use complex in Timmins will need to provide a detailed market assessment of event potential, leading to the determination of potential economic impacts.

Example A: Hockey Canada Events and Tournaments

Estimates of the economic impacts that could be expected from hosting a Hockey Canada event or tournament are provided below. The assessment ranges estimated are provided by Hockey Canada using the STEAM model.

These various events occur over several days ranging from 5 days to 9 days, with varying number of participants and average attendance. Economic impacts are estimated ranging from a minimum of \$1 million up to as much as \$3.5 million for a World Junior A Challenge tournament.

Example B: 2020 Tim Hortons Brier – Kingston, Ontario

(Assessment undertaken by Sport Tourism Canada)

The 2020 Tim Hortons Brier, Canada's national men's curling championship was held from February 29 - March 8 at Leon's Centre in Kingston, Ontario. The event attracted 8,900 out-of-town participants.

Spending by participants and spectators:

Out-of-town participants, delegates, spectators and other people who visited Kingston spent over \$4.3 million, including \$3.5 million (81%) on accommodations and restaurants/bars.

Economic Impacts:

The combined expenditures by the organizers, participants and visitors totaled over \$6.5 million. These expenditures supported \$5.8 million for the province of Ontario, including \$3.3 million for the City of Kingston.

The total net economic activity (GDP) generated by the 2020 Tim Hortons Brier at different levels:

- National: \$6.2 million for Canada;
- Provincial: \$5.8 million for Ontario; and
- Local: \$3.3 million for the City of Kingston.

Event / Tournament	# Days	# Games	# Participants	Avg. Total Attendance	Economic Impact – STEAM Assessment (Range)
National Women's U-18 Championship	5	18	208 + officials	8,000	\$1 - \$2 million
World U-17 Hockey Challenge	9	22 + 4 exhibition games	208 + officials	25,000	\$3 - \$5 million
Canadian Tire Para Hockey Cup	7	10	80 + officials	8,000	\$1 - \$1.5 million
World Junior A Challenge	7	13 or 14 + 2 or 3 exhibition games	156 + officials	18,000	\$3 - \$3.5 million
Coupe Esso Cup	7	19	156 + officials	8,000	\$1 - \$1.5 million
Coupe TELUS Cup	7	19	156 + officials	18,000	\$1.5 - \$2 million
Centennial Cup	9	13	140 + officials	23,000	\$2 - \$3 million

5.3 BENEFIT COST RATIO (BCR)

The potential costs associated with project should be subject to a detailed assessment of the Benefit Cost Ratio.

The Community recreation components are exempt this requirement as they represent the identified community needs per the Recreation Master Plan.

The capital cost premium associated with the potential development of part of the complex as a spectator event centre should be subject to an assessment of overall public benefits. This is predicated on both the capital and operating costs of the facility over its service life as well as the revenues generated and the economic impacts to the community as a whole. The potential for combining both community use and event centre use in a single complex represents a potential advantage provided the priorities for community access are successfully met.

Appendix B: Summary of Parks and Amenities

CITY OF TIMMINS

PARKS AND AMENITIES - SUMMARY

May 2023

FACILITY DETAILS							FACILITY AMENITIES														
	Name	Address	Location	Classification	Area Ha	Area Acres	Playgrounds / play structures	Splashpad	Baseball Diamond	Soccer Fields / Cricket	Basketball Courts	Tennis Courts	Picnic table / Picnic bench	Skateboard Park	Skating Rink	Wahsrooms	Trails	Sliding hill (winter)	Garbage Can	Benches	Other
1	Hollinger Park	60 Brunette Road	Timmins	City	8.2	20.2	1	1	1						1	1	connecting link				Events
2	Bozzer Park (Airport Rd Park)	551 Airport Road	Timmins	Community	3.6	9.0	1		2							1	x				
3	Doug McLellan Ball Park	1 Legion Drive	South	Community	2.2	5.4			1								connecting link				
4	King St Park	202 Royale Street	Timmins	Community	4.5	11.0	1			1			1								
5	Leo Del Villano and Skateboard	670-790 Birch Street South	Timmins	Community	7.2	17.7	2		2	2		3	1	1		1			3		
6	Vipond Rd Ball Fields	Vipond Rd & Poplar St (Approximate)	Timmins	Community	3.1	7.8			2												
7	White Water Park	58 Lakeview Dr	South Porcupine	Community	4.5	11.0	1	1			1		2								
8	Whitney Arena - Skatepark and area outside	4969 ON-101	Porcupine	Community	0.7	1.6								1							
9	Bannerman Park	5801-5823 King Street	Timmins	Neighbourhood	0.7	1.6							6								Lake lookout
10	Beaurivage Park	54 Castlewood Avenue	Timmins	Neighbourhood	1.3	3.3	1		1		1						x		1	x	
11	Bob's Lake Park	6582 ON-101 (Approximate)	Porcupine	Neighbourhood	0.9	2.2															Green space
12	Bristol Road Parkette	60-80 Florence Street	Porcupine	Neighbourhood	0.1	0.3															Green space
13	Cameron Park	271-329 Middleton Avenue	Timmins	Neighbourhood	2.8	6.8												x			Green space
14	Chantal Cres Park	141 Chantal Crescent	Timmins	Neighbourhood	0.4	1.1	1						1						1	x	
15	College Street Park	718 College Street	Timmins	Neighbourhood	0.1	0.2	1												1		
16	Confederation Park	303 Dalton Road	Timmins	Neighbourhood	1.1	2.7	1											x			
17	Connaught Park	Rd.	Connaught	Neighbourhood	1.5	3.7													1		
18	Delnite Park (Parkette)	22 Hazlenut Street	Timins /	Neighbourhood	1.7	4.1	1						1						1		
19	Division Street Park	Division Street at Ruth Street	Timmins	Neighbourhood	0.1	0.3	1						1						1		
20	Flintstone	Rea Street North at Pearl Ave.	Timmins	Neighbourhood	0.9	2.3	1						2						2	x	
21	Fourth Ave Park	130-144 Fourth Avenue	Schumacher	Neighbourhood	0.9	2.3	1												2		
22	Frontenac Park	248 & 332 Frontenac	Timmins	Neighbourhood	0.1	0.3															Green space
23	Gold Centre Park	2 Miners Ave	Schumacher / Gold Centre	Neighbourhood	0.2	0.6	1											x	1		
24	Golden Manor Park	455 Theriault Boulevard (Approximate)	Timmins	Neighbourhood	0.6	1.2							4						2	x	
25	Graham Lane Park	2-72 Graham Lane	Timmins	Neighbourhood	0.3	0.6	1						1								
26	Hudson Park	194 Hudson Crescent	Timmins	Neighbourhood	0.8	2.0	1						1						1		
27	J. Emile Brunette Memorial Park / Gilles Lake Park	Highway 101 East at Algonquin Boulevard	Timmins	Neighbourhood	1.4	3.5	1										x		1	x	

28	Kamiskotia Park	Kamiskotia Highway	Kamiskotia	Neighbourhood	0.1	0.2	1												1		
29	Kenneth Cres Park	61-103 Kenneth Crescent	Golden City	Neighbourhood	2.0	4.9	1				1		1						1	x	
30	Lakeview Park	204-208 Goldrush Street	Porcupine	Neighbourhood	0.1	0.3	1				1		1								
31	Lamarche Street Park	802 Lamarche Street	Porcupine / Golden City	Neighbourhood	0.1	0.2	1						1						1		
32	Lonergan Park North	750-800 Airport Road	Timmins	Neighbourhood	1.1	2.8	1			1			1						1		
33	Lonergan Creek Park South	750-800 Airport Road	Timmins	Neighbourhood	3.5	8.7															Creek
34	Lynwood Park	553-557 Lynwood Drive	Timmins	Neighbourhood	0.3	0.7	1														
35	MacDonald Lake Park (McDuke Park)	1638 Gold Mine Road	Timmins	Neighbourhood	0.3	0.9	1						1						1		
36	Martin St Park	Hwy 101 & Bob's Lake Dr.	Porcupine / Golden City	Neighbourhood	0.0	0.1															
37	McIntyre Lion's Club Park	85 McIntyre Road	Schumacher	Neighbourhood	13.5	33.5	1												1	x	
38	Melview Park	160 Michener Blvd	Porcupine	Neighbourhood	1.1	2.8	1			1	1										
39	Moore St Park	(approximate)	Porcupine	Neighbourhood	14.3	35.3	1						1						1		
40	Murray St Park	657 Murray Street	Timmins	Neighbourhood	0.7	1.7	1				1										
41	Randall St Park (Parkette)	445 Randall Drive	Timmins	Neighbourhood	0.1	0.3	1						1						1		
42	Riverside Acres Park (Denise Park)	876-900 Denise Street	Timmins	Neighbourhood	2.0	5.0	1										x		1	x	
43	Riverview Park	340 Bannerman Avenue	Timmins	Neighbourhood	1.7	4.3	1					2							1	x	Community garden
44	Roy Nicholson Park	200-240 Pine Street North	Timmins	Neighbourhood	0.7	1.8	2								1	1			1	x	Changerooms
45	Second Avenue Park	8-12 Dwyer Ave	Schumacher	Neighbourhood	0.1	0.2	1						1								
46	Simone Court Park	160 Simone Crescent	Timmins	Neighbourhood	0.6	1.6															Green space
47	Timcor Park (Gatineau)	Boulevard	Timmins	Neighbourhood	1.4	3.4	1						1				x		1		
48	Whitney Historical Park	105-109 Queen Street	Porcupine	Neighbourhood	0.3	0.7	1												1		
49	Whitney Park	606 Queen St	Porcupine / Golden City	Neighbourhood	0.7	1.8			1		1	1			1						
50	Woodland Park (Spillenaar)	111-113 Spillenaar Street	Porcupine	Neighbourhood	0.5	1.2	1				1				1				1	x	
	Total Area - Municipal Parks				95.3	235.1	38	2	10	5	8	6	30	2	4	4			32		

MRCA Parks

	Name				Area Ha	Area_Acres															
1	Gillies Lake Conservation Area			MRCA/Community	31.6	78.1											x				
2	Hersey Lake Conservation Area			MRCA/Community	219.3	541.9											x				
3	Mountjoy Historical Conservation Area			MRCA/Community	7.0	17.3			2								x				
5	White Waterfront Conservation Area			MRCA/Community	2.6	6.5															
	Totoal MRCA Area				260.5				12												

Changes from the 2014 plan
Sold Municipal Parkland Parcels

1	Riverpark Tennis Crts				0.6	1.4
2	Joseph Lane Park				0.3	0.9
3	Connaught Hill Park				0.1	0.2
3	Martin St Park (3 parcels)				0.1	0.2
	Total				1.0	2.6

