

RECREATION MASTER PLAN



Master Plan Report | August 2020

Prepared for the Corporation of the City of Temiskaming Shores by Trace Planning and Design

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Project Steering Committee

- » Carman Kidd, Mayor and Recreation Committee member
- » Mike McArthur, Councillor and Recreation Committee Chairperson
- » Chris Oslund, City Manager
- » Mathew Bahm, Director of Recreation
- » Tammie Caldwell, outgoing Director of Recreation
- » Paul Allair, Superintendent of Parks and Facilities
- » Jeff Thompson, Superintendent of Community Programs

City of Temiskaming Shores Staff

- » James Franks, Economic Development Officer
- » Jennifer Pye, Planner
- » Yvonne Walford, Age Friendly Coordinator

Public Participants

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Consultant Team - Trace Planning and Design

- » Jim Scott, Landscape Architect, Planner, Urban Designer
- » Carolyn Longaphie, Project Manager, Technical Director
- » Emily Phillips, Senior Researcher
- » Nicole Maxwell, Technologist
- » Meghan MacDougall, Technologist

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CHAPTER ONE

MASTER PLAN FOUNDATIONS

The Temiskaming Shores Recreation Master Plan is a policy document that identifies the City's recreation requirements, and assists Council and staff in determining future recreation service delivery, investment, and development. The Master Plan allows the City to strategically guide and manage the direction of parks, trails, recreation and leisure services, programs, facilities and amenities over the next ten years.

Investing in universal access to recreation is important because it strengthens community. Enhancing recreation for all ages, across the City, supports the following positive community outcomes:

- » Building life-long healthy and active habits
- » Generating opportunities for social connection
- » Supporting a sense of belonging and family well-being
- » Bringing diverse populations together
- » Establishing a sense of place
- » Promoting inclusivity and equity
- » Contributing to environmental stewardship and sustainability

Creating a strong local recreation network provides many ancillary economic benefits as well:

- » Retaining residents who feel an attachment to the community
- » Attracting new residents who desire a high quality of life
- » Capitalizing on a growing economic sector that creates jobs
- » Adding value to existing properties and new developments constructed close to recreation assets
- » Bringing visitors who are interested in recreation-related tourism
- » Drawing people to downtowns when facilities are clustered in the core

The delivery of recreation facilities and services as outlined in this plan reflect present statistical and financial environments; however, these benefits have the potential to transform the City in the future, providing new opportunity and capacity.



1.1 GUIDING PRINCIPLES

This plan is founded in a number of guiding principles that align with the City of Temiskaming Shores' *Official Plan* recreation goals and objectives.

UNIQUELY TEMISKAMING SHORES

The network communicates a unique municipal identity in which residents and visitors alike recognize recreation destinations and activity corridors as Temiskaming Shores elements. It expands into future development areas, providing a sense of continuity and unification.

A DYNAMIC FRAMEWORK

The plan responds to changing needs and tastes experienced over the past decades to address present day gaps in recreation provision. Continued monitoring through its 10-year implementation supports decision-making about long-term facility requirements.

ENVIRONMENTALLY SUSTAINABLE

Natural areas provide ecological services that contribute to a city's sustainability and lower long-term infrastructure costs. This plan ensures that recreation facilities are compatible with natural areas, are directed away from resource uses, and are properly serviced.

ACCESSIBLE AND INCLUSIVE

This plan encourages improved access and accessibility to recreation in Temiskaming Shores. Physically and socially inclusive recreation facilities and services create universally welcoming spaces and opportunities for people of all ages, abilities, and backgrounds.



FOSTERS PARTNERSHIPS

City recreation services are complemented by the private sector and not-for-profit groups. The City also plays an important regional role. This plan recommends collaborative strategies for recreation administration, planning, and provision to serve the community efficiently and sustainably.

COST EFFECTIVE

Proposed initiatives for which the City can reasonably plan and invest over the next 10 years will maximize impact and return, enhance services despite a declining population, and lead to ancillary economic benefits that can strengthen the tax base.

MUNICIPAL BUDGETING

Any recreation master plan for the City of Temiskaming Shores must propose actions that can be implemented within the municipality's ability to meet capital and operational requirements. Projects that increase present expenditures will require additional revenues.

PROACTIVE

The plan provides a framework guiding implementation initiatives in order to proactively build a well-connected and balanced recreation network. Meaningful improvements to the network address the gaps identified in demographic analysis and community consultations.

1.2 PROCESS

The project process was organized into four sequential phases: 1) platform development, 2) digital & community consultation, 3) network development, and 4) master plan creation. Throughout all phases, the project team worked closely with City staff. Each phase is explained in more detail in the following sections.

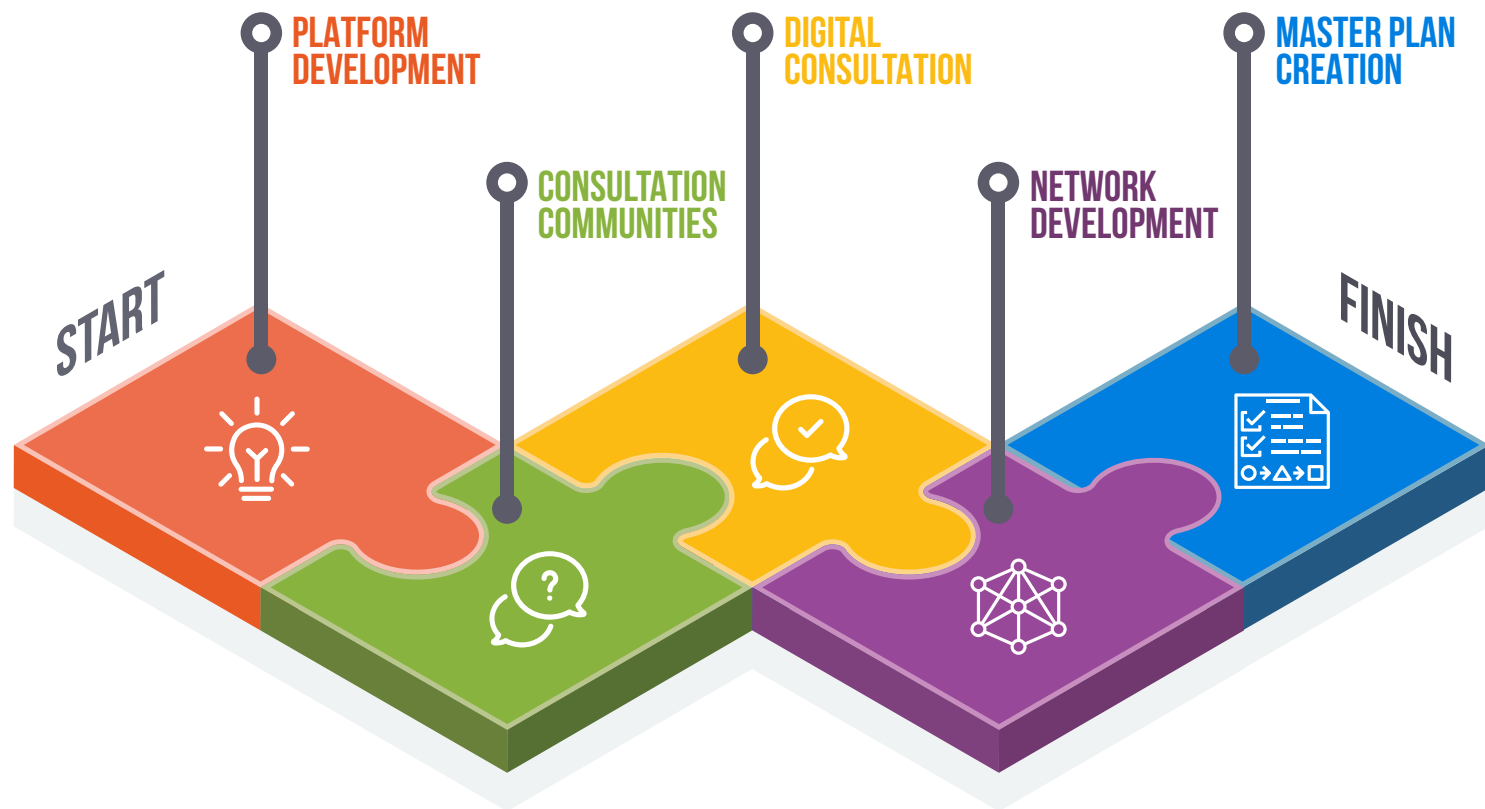


FIGURE 1 | MASTER PLAN PROCESS

PLATFORM DEVELOPMENT

Before consultation began, a comprehensive understanding of the present recreation position of the City of Temiskaming Shores based on interviews with city staff, demographic data, past studies and plans, an inventory of recreation assets, mapping, and site visits established the baseline platform on which the project could build.

CONSULTATION COMMUNITIES

A unique and comprehensive public engagement process ensured widespread participation and gathering of feedback from Temiskaming Shores' recreation program and facility users. Consultation began with in-person engagement with important recreation communities via stakeholder interviews and invited workshops.

DIGITAL CONSULTATION

In total, over 3,000 people were reached by digital engagement efforts, with hundreds of detailed responses shared via online surveys and two online public sessions. Due to Covid-19 travel and social distancing restrictions, two public engagement events were hosted online, experiencing strong digital turn-out.

NETWORK DEVELOPMENT

The community feedback gathered during consultation provided a futuristic vision of a recreation activity and asset network that begins at residents' front doors and ensures recreation is a part of daily life. This vision is supported by residents' criteria for a classified network of recreation assets and key recreation development themes. These consultation concepts informed the development of models for outdoor recreation assets, indoor facilities, and programming.

MASTER PLAN CREATION

This master plan assembles the components of the previous three phases into a single document and prioritizes recommendations and initiatives for implementation.

1.3 THE SETTING

This section discusses Temiskaming Shores' current recreation setting and community context. Changing resident tastes in recreation activities and practice are consistent with national trends which have evolved over the past couple decades. The City has also evolved during this time, undergoing population decline and economic transformation, leading to its present day demographics and physical character. Throughout its history, Temiskaming Shores has also played an important role as a regional service centre, and continues to do so in the capacity of recreation facility and program provision. Understanding these aspects of 'setting', recreation trends, city evolution, and the regional service area, are critical to establishing a foundation for planning recreation in Temiskaming Shores.

RECREATION TRENDS

Contemporary trends in recreation experienced in communities across Canada include:

- » Declining sport participation
- » Increased levels of youth inactivity
- » Shifting popularity of sports and organized activities
- » Desire for unstructured and spontaneous activities
- » Consolidation of social and recreation services in multi-use activity centres
- » Preference for outdoor, experiential activities
- » Growth in lower-impact leisure activities



DECLINING SPORT PARTICIPATION

Since the 1990s, Canadians' participation in sport has declined across all age groups (15 years+). In 2016, 27% of Canadians ages 15+ report regular participation in sports, compared to 45% in 1992.

The greatest decrease is seen in the youngest cohort. In 1992, 68% of people ages 15 to 24 participated regularly in sport; however, by 2016 participation in this age group was down to 45%.



INCREASED LEVELS OF YOUTH INACTIVITY

Declining youth sport participation coincides with growing child and youth inactivity, coinciding with more time spent viewing "screens" and sedentary behaviour. This has resulted in higher levels of childhood chronic disease and obesity. Increasing children's physical activity to combat these trends is becoming more and more important.



SHIFTING POPULARITY OF SPORTS AND ORGANIZED ACTIVITIES

Of the 27% of Canadians (15+) who do play sports, 71% report doing so for fun, recreation, and relaxation; 69% for physical health and fitness; 51% to get a sense of achievement and develop a skill; 45% as a family activity; and 35% to meet new friends and acquaintances.

As of 2016, the most popular sports played by Canadians ages 15+ are 1) ice hockey, 2) golf, 3) soccer, 4) running, and 5) basketball. This differs somewhat from the top 5 sports of 2010, which were 1) golf, 2) ice hockey, 3) soccer, 4) baseball, and 5) volleyball.

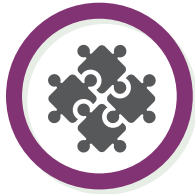
The top 10 organized sports and activities for Canadian youth ages 3 to 17 in 2014 were 1) swimming, 2) soccer, 3) dance, 4) hockey, 5) skating, 6) basketball, 7) gymnastics, 8) track and field, 9) ballet, and 10) karate.



DESIRE FOR UNSTRUCTURED AND SPONTANEOUS ACTIVITIES

The majority of Canadian adults (18+) report participating in sports in an exclusively structured and organized environment (61%); however, 24% participate in a combination of structured and unstructured, and 15% participate in a solely unstructured environment.

Shorter periods of time for leisure activity and increased feelings of being rushed contribute to a desire for activities taking place at convenient times and places. Demand for activities that are self-directed, informal, and/or individual, such as drop-in opportunities in recreational facilities, is increasing.



MULTI-USE ACTIVITY CENTRES

Building on the desire for convenience, consolidated community wellness hubs combine multiple recreation and social services in one location. These hubs may include libraries, community centres, healthcare and nutrition services, counselling services, intergenerational programs, child and after-school programs, playgrounds, and existing parks.

This trend in consolidating services on one site extends to active recreation centres as well. These indoor centres are often privately-run facilities that fill gaps in the amenity offerings of municipalities. They may incorporate elements such as trampolines, climbing facilities, skate parks, multi-sport courts and turf field areas. These multi-use centres should be located centrally, drawing people regionally to downtown cores.



PREFERENCE FOR OUTDOOR, EXPERIENTIAL ACTIVITIES

In keeping with the trend of greater self-directed recreation, Canadians' participation in activities within a natural setting exceeds their participation in sports. Forty-four percent of Canadians 15+ participated in hiking or backpacking in the past 12 months and 33% participated in wildlife viewing or photography. Other outdoor activities less popular than sports, but still having significant participation are tent camping (24%), fishing (22%), canoeing / kayaking (22%), and motor-boating (20%).

These types of nature-based activities reflect increasing interest in recreation that provides opportunity for adventure, ecotourism, cultural learning, and educational experiences. In addition to fulfilling personal health and recreation goals, outdoor and nature-based activities can also fulfill environmental goals such as conservation and low-carbon lifestyles. Facilities such as trails and nature parks support growing interest in this type of recreation experience.



GROWTH IN LOW-IMPACT LEISURE ACTIVITIES

Similarly, other informal and lower-commitment leisure activities, such as walking, cycling, home landscaping and gardening, and less strenuous physical activities with social elements are increasingly attractive to Baby Boomers, as well as other age groups. This is evidenced by the fast growth in popularity of new sports and games like pickleball that are inclusive, inexpensive, lower impact, provide for socialization, and can be played in flexible spaces both indoors or outdoors.

CITY EVOLUTION

From its origins to present day, the City of Temiskaming Shores is made up of communities collectively serving as a commercial hub for agriculture, forestry, mining, and services. In 2004, the Town of Haileybury, the Town of New Liskeard, and Dymond Township amalgamated, resulting in the incorporation of the City of Temiskaming Shores. A brief history of Temiskaming Shores is summarized in Figure 2's timeline.

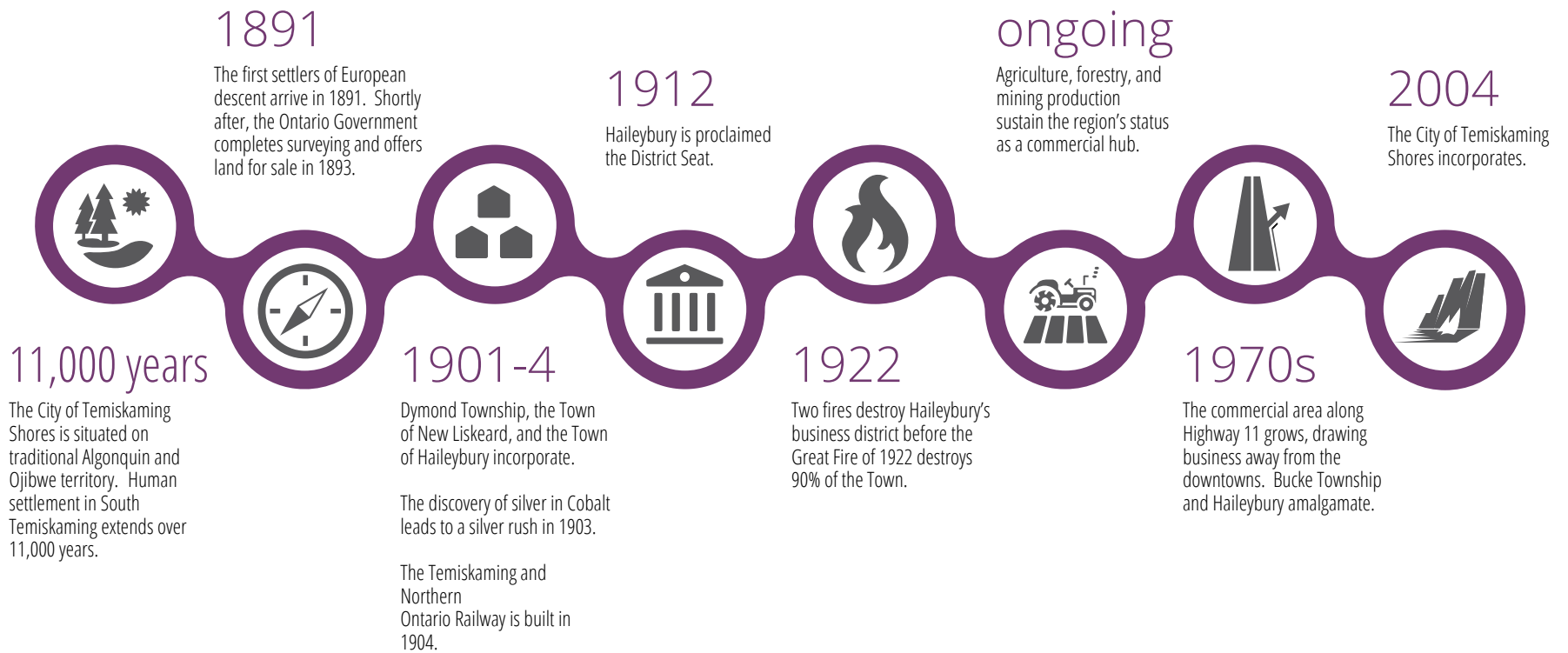


FIGURE 2 | CITY EVOLUTION

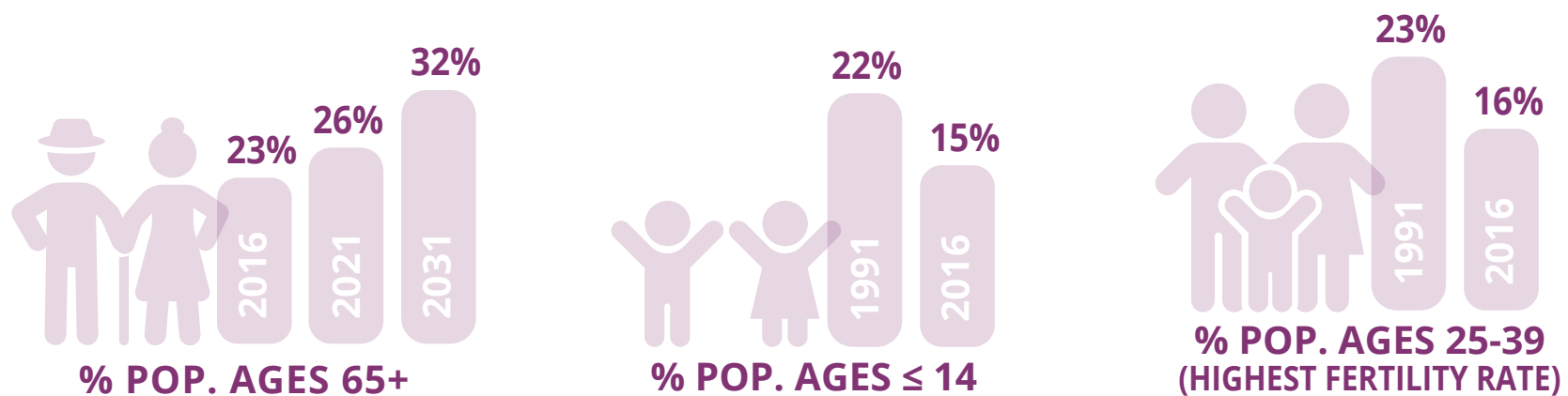
PRESENT CHARACTER

Like many communities in Canada, Temiskaming Shores has experienced a significant demographic transition over the past 25 years. In 2016, the population was 9,920. It has decreased in each census period since 1991, averaging a decrease of 3.2% every 5 years. The City has a growing senior population, and decreasing populations of youth and high fertility age groups (25 to 39).

It is likely that the population of Temiskaming Shores will continue to decrease and become proportionately older into the future. The Age Friendly Community Plan cites Timiskaming Health Unit population projections that by 2021, 26% of the population will be over 65 and by 2031, 32% of the population will be over 65.

Efforts to enhance recreation offers should promote aging well within the community, retention of the city's younger residents, and attraction of new residents. Doing so will support a high quality of life and contribute to ancillary economic development benefits.

Long-term recreation plans must consider population vectors based on the probable and possible to ensure services will be delivered to all residents, to relevant cultural and statistical benchmarks. If population continues to decrease, this may impact the number of facilities the community can financially support. Facility requirements should be reevaluated over the course of the next 25 years relative to population statistics and cultural practice to determine feasibility and scale of end-of-life replacements.



NEIGHBOURHOOD DEMOGRAPHICS

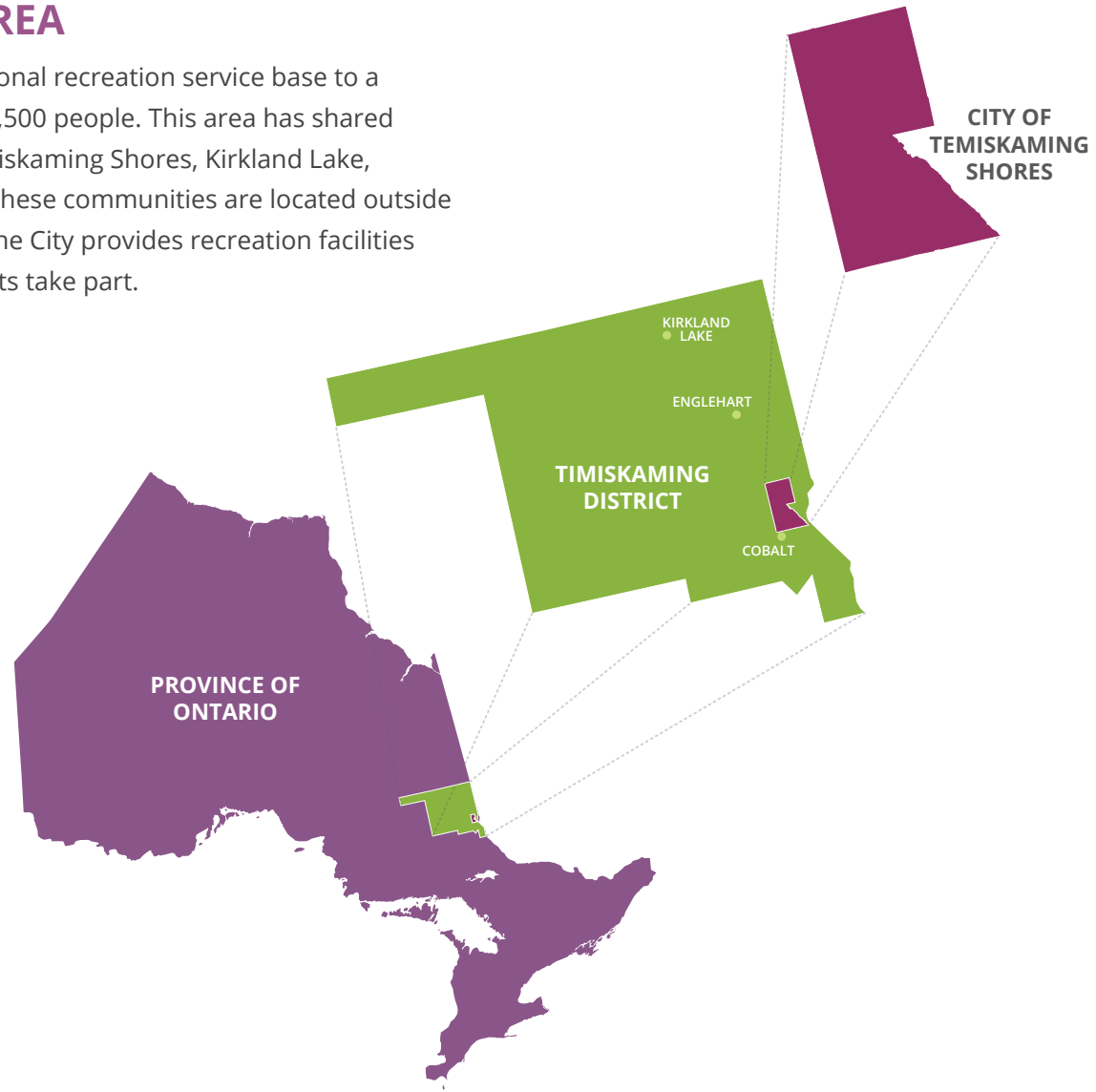
There is a wide variety of demographic diversity found across different parts of the city. Figure 3 shows that from one neighbourhood to another, there are differences in population density, household income, household size, and average age. These existing conditions impact recreation planning, providing insight into potential issues of equity and sustainability related to recreation program and facility delivery.



FIGURE 3 | NEIGHBOURHOOD DEMOGRAPHICS

REGIONAL SERVICE AREA

Temiskaming Shores provides a regional recreation service base to a catchment area of approximately 17,500 people. This area has shared recreation relationships among Temiskaming Shores, Kirkland Lake, Englehart, and Cobalt. Even though these communities are located outside of the City of Temiskaming Shores, the City provides recreation facilities and programs in which their residents take part.





CHAPTER TWO

CONSULTATION CONCEPTS

Public engagement was an essential component of the planning process. Overall, engagement efforts were met with strong responses, indicating a population motivated and interested in recreation development in the City. This level of engagement is not entirely surprising, given the community's history of widespread participation in successful fundraising initiatives for major recreation assets like the Carter Antila Memorial Skatepark. The findings of the public engagement opportunities outlined below are detailed in the following sections. The chapter ends with the presentation of a set of consultation concepts drawing on issues discussed during public engagement. These concepts inform the master plan's network development.

- » Surveys:
 - » Community Survey (363 responses)
 - » Facility Operators Survey (2 responses)
 - » Activity Programmers Survey (13 responses)
- » Invited Sessions:
 - » Age friendly session
 - » Student session at TDSS
 - » Timiskaming Health Unit
 - » Various in-person activity programmer meetings
 - » Activity Programmers Virtual Session - Zoom Webinar (18 registered, 14 attended, 78% attendance rate)
- » Public Sessions:
 - » Public Session #1 - Online Project Page Chatroom (323 participants)
 - » Public Session #2 - Online Community Open House - Facebook Live & Zoom Webinar (2,831 people reached; 1,601 3-second video views; 809 engagements; 239 reactions, comments & shares)

2.1 COMMUNITY SURVEY

The community survey explored the recreational life of Temiskaming Shores' residents (both locally and regionally). It received 369 responses.



WHO TOOK THE SURVEY?

People of all ages responded to the community survey; however, the most common ages of respondents were 25 to 44 (44%) and 45 to 64 (39%). Sixty-six percent of respondents identified as female and 34% male. Before-tax household incomes varied, with 19% of respondents' households earning under \$50,000; 22% earning between \$50,000 and \$74,999; 19% earning between \$75,000 and \$99,000; and the remaining 40% earning over \$100,000. Ninety-four percent of respondents lived within the City of Temiskaming Shores, with 14% in Dymond, 41% in New Liskeard, and 35% in Haileybury.



RELATIONSHIPS TO ACTIVITIES

The survey asked people to choose all of the activities in which members of their households currently participate. The top 10 responses to this question were: Walking, Swimming, Fishing, Camping, Hiking, Snowshoeing, Bicycling, Gardening, Boating (Motorized), and Gym / Fitness Training. Outdoor, self-directed leisure activities requiring common skills,

lower costs of participation, and limited equipment were highly popular.

When asked which activities members of their households would like to participate in but do not now, respondents' top 10 answers were: Archery / Shooting, Gym / Fitness, Yoga, Kayaking, Curling, Climbing, Cross-Country Skiing, Canoeing, Snowshoeing, and Horseback Riding. Many of these activities still take place outdoors, and are best described as forms of adventure recreation, rather than leisure activities. Most require specialized facilities, equipment, coaching, or skills to take part.

Even though the most popular current activities tend to be self-directed, there remains a fairly strong team sports foundation in Temiskaming Shores. Of those answering the survey, 26% reported a member of their household playing softball / baseball, 22% ice hockey, 16% soccer, 16% basketball, 14% curling, and 13% volleyball. Survey results suggest that softball / baseball, being the top reported team sport in Temiskaming Shores, may be more popular in the city than it is nationally, where it fails to rank among the top 5 sports for ages 15+ or the top 10 organized sports/activities for ages 3 to 17.



Overall, the survey indicates that satisfaction with the recreation activities available in Temiskaming Shores is fairly strong. Forty-seven percent of respondents were either somewhat or strongly satisfied, 35% chose neutral, and only 17% were somewhat or strongly unsatisfied.

RELATIONSHIPS TO FACILITIES

The survey asked people to identify how frequently they used a variety of recreation facilities throughout the City. The Waterfront Pool / Fitness Centre was the most commonly used in all seasons. It was the #1 response for summer and winter daily use, and #2 response for summer and winter weekly use.

Trails were another one of the most frequently used facilities across all seasons; they were the #2 response for summer and winter daily use, #1 response for summer weekly use, and #4 response for winter weekly use.

In the summer, other facilities commonly used on a daily and weekly basis included Spurline Park, Algonquin Beach Park, neighbourhood parks, Bucke Park, and Haileybury Beach.

In the winter, the two arenas are used with high frequency. For winter daily use, the Don Shepherdson Memorial Arena was the #4 most common response and the Shelley Herbert-Shea Memorial Arena was #5. For winter weekly use, the Don Shepherdson Memorial arena was the #1 response and the Shelley Herbert-Shea Memorial Arena was #3. In the winter, the two other most commonly cited facilities used on a daily or weekly basis were school facilities and public libraries.

The community survey results suggest that existing indoor facilities like the Waterfront Pool / Fitness Centre, arenas, public schools, and libraries are important recreation destinations, particularly in the winter. Likewise, outdoor facilities such as parks are key recreation destinations through the summer, and the use of trails extends year-round.



ACTIVITY & MOBILITY

Survey respondents were also asked to describe the mode of travel and time members of their household spend travelling, on average, for each of their recreation activities. Forty-eight percent of respondents reported walking trips to recreation activities taking 5 minutes or fewer; 59% reported bike trips taking 10 minutes or fewer; and 81% reported car trips taking 20 minutes or fewer. The recreation network's assets should be positioned reflecting a similar hierarchy of proximity, relative to class and role of facility (i.e., neighbourhood, community, and regional assets), aligning with related modes of transportation.



IMPROVING RECREATION

Survey respondents identified a common set of challenges related to cost, communication and awareness, location, a lack of free time, scheduling of programs, accessibility, inclusion, transportation, or some type of facility inadequacy related to age, size, maintenance, design, or management.

When asked "What Temiskaming Shores needs more than anything else to improve recreation services for residents is...", respondents provided the following ideas:

- » Reaching Priority Populations (e.g., people of all abilities, free adult and family activities, subsidy program, continue to make more age friendly, teens);
- » Better Information Sharing (e.g., booklet with schedule and registration information, online directory, facility location map);
- » Maximize Natural Environment Opportunities (e.g., fishing, hiking, paddling, boat trips, camping, lake rinks, programming at beaches, day docking at marina, outdoor activities in the winter)
- » Improve Connectivity between Users and Facilities (e.g., playgrounds within easy walking distance, recreation options throughout city, transportation options for those with less access)
- » Coordinated and Expanded Scheduling (e.g., spread out scheduling days/times, coordinate with other recreation program providers like the library)
- » Broader Definition of Recreation (e.g., arts, hobbies, self-directed physical activity, etc.)

- » Multi-Purpose Recreation Facility (e.g., double rinks, new pool with lanes, indoor walking/running track, fitness centre, gymnasium, indoor play centre, climbing wall, daycare services)
- » Make the most of and maintain the facilities we already have.

2.2 INVITED SURVEYS & INTERVIEWS

Community members designing and delivering recreation programs were invited to participate in a separate survey, which received 13 responses. Those operating non-municipal recreation facilities were invited to fill out a separate survey, which received 2 responses. These surveys were complimented by several in-person interviews. Through the survey and interviews, representatives from the following groups provided information about their organizations and how their plans align with the future of recreation in Temiskaming Shores:

- | | |
|---|---|
| » Army Cadets | » Temiskaming Shores Minor Hockey Association |
| » Chat Noir Books | » Temiskaming Shores Public Library |
| » Haileybury Golf Club | » Temiskaming Track Club |
| » Haileybury Skating Club | » Timiskaming District Secondary School (TDSS) Hockey |
| » Ladies Slo Pitch | » Timiskaming Tumblers Gymnastics Club |
| » Leisure Inn Oldtimer’s Hockey Team | » Tri-Town Sno Travellers |
| » Les Suites des Présidents | » YogArt |
| » Men’s Slo Pitch | » Youth Slo Pitch League |
| » Mixed Slo Pitch | |
| » New Liskeard Figure Skating Club | |
| » North on Tap / Le nord en fut Craft Beer Festival | |
| » Temiskaming Bulls Eye Club | |

Each of these groups provided organization-specific information which was taken together to develop an understanding of the interconnected nature of Temiskaming Shores’ recreation network of programs and facilities.



RELATIONSHIP BETWEEN PROGRAMS AND FACILITIES

Activity programmers use facilities throughout Temiskaming Shores. The majority of programmers operate (at least in part) in a city-owned facility, such as community halls, the arenas, Harbourfront Pavilion, and city-owned park spaces. The relationships between programs and facilities described by these groups were plotted geographically, informing the maps in Chapter 3.0 Existing Network. These relationships are also represented in a database of Temiskaming Shores' recreation facilities, program providers, and programs. This database has been made available to the City of Temiskaming Shores to aid its strategic recreation planning.



CITY-WIDE RECREATION PRIORITIES

Beyond the needs of their individual organizations, activity programmers were also asked to identify city-wide recreation issues and gaps in Temiskaming Shores, noting:

- » The need for a variety of programming options for families with expanded hours,
- » Maintaining existing facilities,
- » Making recreation investments in activities throughout the city,
- » Keeping costs (and taxes) low in a shrinking community,
- » Planning for the maintenance of existing trails and creating future trail access,
- » Re-routing the STATO trail off of the highway where possible,
- » Increasing awareness of Devil's Rock and Bucke Park,
- » Creating a place for teens to gather, and
- » The future development of a new sportsplex.



ACTIVITY PROGRAMMERS WEBINAR

This review of program delivery in Temiskaming Shores contributed to preliminary concept development. On May 7th, program providers were invited to participate in another consultation session, the Activity Programmers Webinar, to give feedback about these concepts. Eighteen representatives registered, and 14 attended. Topics discussed included: all age-friendly opportunities, arenas, Bucke Park, dog parks, a recreation expo, field and sports court upgrades, sites for paddling-based activity, an extension to the STATO Trail, and developments along the Wabi River facilitating recreation and active transportation. This feedback informed the recreation development themes and initiatives discussed in greater detail in Section 2.4.

2.3 PUBLIC SESSIONS

Two public sessions were held online, together reaching over 3,000 residents, and attracting hundreds of participants to interact with the project team during network development and review sessions.

The first event, a public chatroom session, involved discussions related to the type of recreation facilities presently used, where these facilities are, and what improvements are required to improve outdoor recreation lifestyles.

The second event, an online webinar, started with a presentation of key development themes and how these themes informed the creation of a city-wide recreation network. In addition to this, residents commented on the need for street and trail improvements that transform the current spatially distanced recreation network into a well-connected recreation network.



2.4 KEY RECREATION DEVELOPMENT THEMES

This section brings together the results of research and consultation sessions to produce a series of recreation development themes and associated projects. The themes fall under three categories: local and regional positioning, amalgamated evolution, and strong recreation environments. The proposed project tasks do not address a specific place or program. Instead, they provide a general, rational approach to enhance what exists or develop new projects that have a role in the master plan's recreation network.

LOCALLY AND REGIONALLY POSITIONING RECREATION PRODUCTS

The themes and tasks listed in this section position Temiskaming Shores as a local and regional recreation address.



CLASSIFIED PARKS NETWORK

Students in local schools worked hard to develop a parks network model that provides both activities and social amenities, all from residents' front doors. Under this model, parks are assigned roles within a greater park network that ensure equitable delivery of activity assets relative to need, accessibility, and proximity. Everyone should have access to a park, and everyone should find an activity within that park.

The model includes the identification of neighbourhood parks that, where possible, can provide a small play structure and social amenities such as shade and seating within a 5 to 8-minute walk from residents' front doors. This baseline park can be accessed daily by youth for play, parents with small children, or adults/seniors looking for a quiet place to enjoy green space.

The next park asset is a community park that is intended to provide play, sport, and social spaces for several neighbourhoods and can be accessed a few times a week. This park is located approximately 15 to 20 minutes by bike and includes play structures with increased adventure play, seating and shade, and a grass open space or multi-use court for informal sports activities.

The final component of a municipal park network is a regional park that is located no more than 20 minutes from residents' front doors by car. Parks in this category include both waterfront parks as well as Pete's Dam Park, Community Kinsmen Park, Bucke Park, and Rotary Farr Park. Some of these parks include play and sports amenities, while others are nature-based. These primary uses should remain; however, any sport, play, or adventure amenity improvements intended for regional use should only occur at this class of facility.

INITIATIVES:

- » Identify and link a proposed network of classified facilities for neighbourhood, community, and regional use. Ensure linkages for each, relative to their network role.
- » Identify network gaps and propose locational resolutions.
- » Propose land purchases, use agreements, etc. to resolve gaps where the network does not meet criteria.
- » Explore improved access to school park spaces for both active and passive recreational activity.
- » Propose a long-term parks improvement strategy and plan that ensures each network facility fulfills its role.
- » Identify existing city-owned land that is redundant relative to this master plan, and make it available for other uses or release it for private use.



LOCAL NETWORK LINKAGE

Like parks and other natural spaces, Temiskaming Shores' streets and trails are an essential social and activity conduit that provides local connectivity. The plan must explore street enhancements that expand the use of critical corridors (e.g., pedestrians, cyclists, transit) to important destinations

INITIATIVES:

- » Identify a city-wide linkage plan based on Temiskaming Shores' existing street and trail assets that proposes new linkages where gaps exist.
- » Apply a mobility classification model that aligns mode of transportation with the local, community, and regional recreation facility classification model. This application ensures that proposed linkages support the appropriate mobility types (i.e., walking and cycling access to neighbourhood facilities, walking, cycling, and vehicle access to community facilities; and active transportation, transit, and vehicle use to access regional facilities).
- » Develop a city-wide branding/wayfinding system for routes and facilities that communicates a single lifestyle and recreation network.



THE INTERSECTION OF NATURE AND SOCIAL ACTIVITY

Residents describe Temiskaming Shores' natural assets and shoreline areas as world-class activity and social spaces. The landscape, terrain, and lake provide a genuinely unique Northern Ontario environment that brings residents together to enjoy nature and generates a unique sense of place. We must continue to celebrate these aspects of local living through gradual site upgrades that improve user experience. This approach may include elements such as signage and seating and trail upgrades in nature-based parks or by waterfront areas.



INITIATIVES:

- » Identify facilities that feature nature as their dominant characteristic and develop simple, cost-effective, sustainable, and long-term site-specific concept plans that propose approaches to improving the relationship between visitors and the natural environment.
- » Develop design guidelines that ensure a positive and 'appreciative' relationship between visitors and the natural environment at facilities that are not nature-dominant (i.e., shoreline parks).

REGIONAL NETWORKS

Temiskaming Shores is the focal point of a larger activity and economic region. Relative to activity, local residents visit facilities, parks, and natural spaces from Kirkland Lake to Temagami, and into Quebec (Notre Dame). This region is a great platform that can be strengthened through a clear definition of facility and activity catchment zones and organizational partnering that ensures the network is operating effectively. Economically, this region expands to North Bay and becomes a nature-rich and culturally diverse area that can be promoted as a recreation lifestyle destination.

INITIATIVES:

- » Develop a clear statistical and physical description of the existing facility network of large recreation centres, pool, arenas, regional parks, and sports fields that describes present-day demand.
- » Develop a long-term strategy that strengthens Temiskaming Shores' presence in this network (for future demand, lifestyle, and economic development purposes).



TEMISKAMING SHORES' FACILITIES AS A REGIONAL HUB

It is important to keep in mind the discrepancy between the locations of facility users and those supporting the municipal tax base. Facilities like arenas and pools are a regional recreational product, and the City of Temiskaming Shores largely relies on a portion of property tax collected from within the municipal boundary to sustain these facilities.

The City understands this reality of providing regional facilities and wishes to continue these offerings; however, sustaining and improving existing facilities, or creating new facilities for regional use, will require new and innovative approaches to funding the construction and operation of these facilities.

INITIATIVES:

- » Develop a sustainable approach to collecting non-municipal resident user fees for team/group-associated use of city facilities.
- » Develop a local user pass for city residents who access pay-per-use city facilities.
- » Propose a regional-approach to developing and operating facilities that serve non-municipal residents.



EMERGING RECREATION

Residents describe recreation as activities that go well beyond pools and arenas. The largest growing recreation segment is personal activities that capitalize on natural and social environments for both active and passive recreation. Trails, cycling networks, and pickleball courts are great examples of outdoor activities that provide amenities for all ages and abilities. This trend will be a large and essential part of both recreation and economic development planning.

INITIATIVES:

- » Inherently address emerging and evolving recreation needs in various facilities, relative to classification and activity type.

AMALGAMATED EVOLUTION

The themes and tasks listed under this section address Temiskaming Shores' continual cultural evolution from a three-town to one-city model.



STRONG URBAN CENTRES

Temiskaming Shores is home to two sets of historically significant downtown and waterfront spaces. Wherever possible, existing or proposed facilities should form multi-use activity centres that support the downtowns. While Dymond capitalizes on the highway to support business, Downtown New Liskeard and Haileybury capitalize on local visitation to survive. Therefore, existing or proposed facilities should form multi-use activity centres that support the downtowns.

Each town centre requires a definitive theme and role within a greater network of recreational communities. Each theme should clearly define the role of each town centre relative to probable demographics and supporting lifestyle amenities.



SHORT-TERM FACILITY REFINEMENT

Although Temiskaming Shores' existing facilities are ageing, they are in relatively good condition. They can be modified to support the needs of contemporary recreation activity. For example, the Waterfront Pool can be modified to increase deck space and realign the slide to attract more users and improve the pool's attraction as a regional event space. This has both lifestyle and economic benefits.

Other facilities such as the rinks and sports fields can be modified to meet emerging recreation needs.

INITIATIVES:

- » Ensure that existing facilities deliver equitable and accessible recreation amenities to all residents without straining operational and/or financial municipal budgets.
- » Explore reciprocal or use agreements with regional school administrators to formalize equitable use of school facilities when not used by the schools.



LONG-TERM FACILITY REQUIREMENT

Existing facilities have a lifespan that this master plan will explore. An estimate of end-of-life and evolved use scenarios will be developed to identify where community and regional facilities may require replacement. Although this will be preliminary and require further evaluation, the master plan will put these projects on the 'municipal radar.'

INITIATIVES:

- » Develop a list of long-term facility requirements that reflect cultural, economic and statistical needs.
- » Develop an estimated and probable lifespan model of existing facilities relative to condition and long-term needs.
- » Develop a long-term facility improvements/creation model that goes beyond the 10-year master plan window (based on a 25-year condition and need model).

STRONG RECREATION ENVIRONMENTS

The final themes and associated tasks relate to the strength and sustainability of existing and future Temiskaming Shores activity programmers.



STRONG TEAM SPORTS FOUNDATION

Temiskaming Shores is home to a strong and well-administered sports heritage. Several groups operate in stable or growing conditions where other communities struggle to sustain participation rates. The plan must recognize and celebrate this by exploring ways to sustain, improve, and evolve facilities to ensure residents have high-quality environments to host activities and to attract new residents to Temiskaming Shores.



INITIATIVES:

- » Ensure that the proposed facility network meets the long-term needs of user groups delivering activity programs within a regional centre.
- » Work together with regional municipalities to ensure equitable and sustainable facility delivery.
- » Work with the Province of Ontario to identify approaches to the sustainable delivery of facilities and programs to rural residents within regional centres.

MUNICIPAL ADMINISTRATIVE SUPPORT

Activity groups such as softball, figure skating, hockey, and soccer, are skilled at delivering programs; however, they may struggle with administrative tasks. Inversely, the City of Temiskaming Shores is highly skilled at administrative technologies, but not well-positioned to deliver programs. This situation presents an opportunity for the City to work with groups on an expansion of booking systems to include tasks such as fee collection.

INITIATIVES:

- » Work with groups to expand the existing booking system to become an appropriate and highly supporting digital platform that diverts time and effort to program delivery.
- » Develop a biannual sport and recreation expo that functions as a seasonal awareness, activity registration, and non-resident user fee collection event.
- » Using the data collected during the biannual expo event, work with the groups to develop facility schedules based on participation numbers.
- » Work with the various program delivery groups to streamline efforts, or amalgamate to improve quality while reducing volunteer burden.
- » Work with user groups and schools to develop activities and programs that sustain and expand existing volunteer numbers.



CHAPTER THREE

THE EXISTING NETWORKS

This chapter provides an overview of the existing facilities network that is evaluated relative to population and precedent service provision, and the existing activities network's ability to host a variety of recreation activity types and programs. This is valuable baseline data that will be refined when developing the Recreation Asset Network.

3.1 THE FACILITIES NETWORK

This section presents a summary of existing municipal recreation facilities in Temiskaming Shores. The data is presented by facility type, with ownership information and a count of the total number of each type within the city. In addition, the discussion of each facility type includes precedent provision data from other Ontario municipalities. This benchmark data is provided to identify potential facility service gaps and surpluses. It describes the number of city residents per facility in other precedent-setting jurisdictions sharing regional and cultural relevance.

When available, data from the National Recreation and Parks Association (NRPA) is also included. This American-based organization surveys parks and recreation agencies across the United States and reports relevant precedent data by population size. Although the data cannot be used as direct precedent, it can indicate where there may be significant variations in facility provision.

These facilities are located on Figures 4-8 on the following pages.

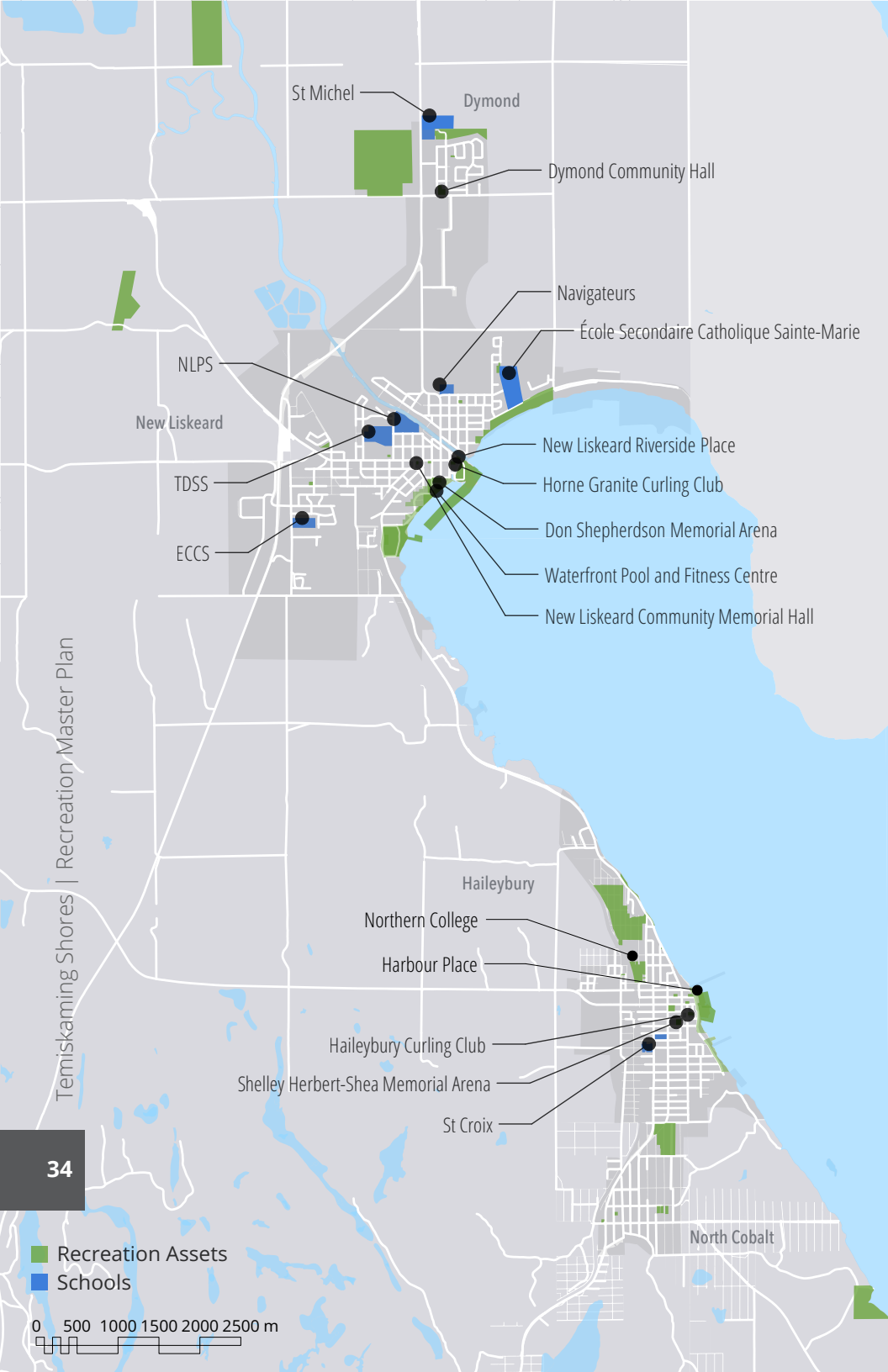


TABLE 1 | INVENTORY OF EXISTING RECREATION FACILITIES

Facility Type	Total	Municipal	School	Other
Indoor Facilities				
Arenas (Ice Pads)	2	2	0	0
Community Halls / Meeting Rooms	8	5	1	2
Curling Rinks	2	0	0	2
Fitness Centre	1	1	0	0
Gymnasiums	9	0	9	0
Pool	1	1	0	0
Squash Courts	1	1	0	0
Outdoor Facilities				
Ball Diamonds	8	7	1	0
Basketball Facilities	11	5	5	1
Beach Volleyball Courts	3	3	0	0
Campground	1	1	0	0
Community Gardens	1	1	0	0
Dog Parks	1	0	0	1
Football Fields	0	0	0	0
Golf Courses	2	0	0	2

Facility Type	Total	Municipal	School	Other
Ice Rinks	3	2	0	1
Marinas	3	3	0	0
Parks	21	20	1	0
Playgrounds	23	12	11	0
Play Structures Ages 2-5	6	3	3	0
Play Structures Ages 5-12	17	9	8	0
Pools - Outdoor	1	1	0	0
Running Tracks	2	0	2	0
Skate Parks	1	1	0	0
Soccer Fields	17	7	10	0
Large	6	3	3	0
Small	10	4	7	0
Splash Pads	0	0	0	0
Tennis Courts	6	6	0	0
Trails (km)	19.3			





INDOOR FACILITIES INVENTORY

ARENAS - ICE PADS

There are two (2) arenas (one ice pad each) in the City of Temiskaming Shores, the Don Shepherdson Memorial Arena in New Liskeard and the Shelley Herbert-Shea Memorial Arena in Haileybury. Both arenas are owned and operated by the City of Temiskaming Shores.

Facility	Owner	# Pads
Don Shepherdson Memorial Arena	City	1
Shelley Herbert-Shea Memorial Arena	City	1

Compared to ratios of population-to-arena provision in other northern Ontario communities such as Timmins, Greater Sudbury, and North Bay, the population of the City of Temiskaming Shores appears to be small for the number of ice pads it supports (4,960 city residents per ice pad), suggesting a possible surplus.

Jurisdiction	City Residents per Ice Pad
Temiskaming Shores	4,960
Timmins	8,839
Greater Sudbury	10,394
North Bay	12,888

FIGURE 4 | INDOOR RECREATION FACILITIES

Outside of Temiskaming Shores there are two (2) other arenas relatively close by, in Notre- Dame-du-Nord (~30 kms) and in Englehart (~45 kms). A fire destroyed the Timiskaming First Nation Recreation Facility arena (~40 kms) in 2019; however, news reports suggest the community hopes to rebuild. Regionally, there are a total of four (4) arenas serving a catchment population of approximately 35,000 people.

Community	# Pads	Catchment Area Residents (35,000) Per Ice Pad
Temiskaming Shores	2	
Notre-Dame-du-Nord	1	8,750
Englehart	1	
Timiskaming First Nation	0	*destroyed by fire in 2019
Cobalt	0	*town decided to sell in 2016

When considering the greater context of regional population accessing these regional arenas, the ratio of regional residents per arena (8,750) is closer to that of Timmins, suggesting a more sustainable population-to-arena ratio, as long as regional sharing continues and reciprocal financial benefits to the City are realized. If another ice pad is built to replace the one in Timiskaming First Nation that was destroyed in 2019, the regional population per ice pad ratio will decrease to 7,000 residents per ice pad, suggesting a potential surplus both municipally and regionally.



COMMUNITY HALLS / MEETING ROOMS

Temiskaming Shores operates five (5) community halls and/or facilities with designated meeting rooms. Two (2) of these facilities are located in New Liskeard, two (2) in Haileybury, and one (1) in Dymond. In addition to these facilities, Northern College has a boardroom that can be rented in Haileybury. The Haileybury Curling Club’s upper level, called the Main Hall, seats 110 people, has full kitchen facilities, and is licensed. The Horne Granite Curling Club also has a hall and kitchen available for rent.

Facility	Owner	Jurisdiction	City Residents per City-Owned Facility
Dymond Community Hall	City	Temiskaming Shores	1,984
Haileybury Community Hall (Shelley Herbert-Shea Memorial Arena)	City	Greater Sudbury	6,159
New Liskeard Community Memorial Hall	City	Timmins	6,314
New Liskeard Riverside Place	City	North Bay	12,888
Harbourfront Pavilion	City		
Haileybury Curling Club	Private		
Horne Granite Curling Club	Private		
Northern College Boardroom	School		

Relative to other northern Ontario communities, the City of Temiskaming Shores appears to have a surplus of community halls and meeting rooms.

CURLING RINKS

Temiskaming Shores has two (2) privately owned curling clubs, the Horne Granite Curling Club (New Liskeard) and the Haileybury Curling Club.

Facility	Owner	# Sheets
Horne Granite Curling Club	Private	6
Cobalt-Haileybury Curling Club	Private	6

Timmins has a much larger population than Temiskaming Shores (41,788 in 2016), but does share cultural relevance. It is likely that Temiskaming Shores has a surplus of curling clubs for its population.

Jurisdiction	City Residents per Facility
Temiskaming Shores	4,960
Timmins	22,098

FITNESS CENTRES

The only city-owned fitness centre in Temiskaming Shores is located at the Waterfront Pool / Fitness Centre in New Liskeard. Within the facility, there is the main level fitness centre, the Iron Room, and the Crossfit Room.

Facility	Owner
Waterfront Pool / Fitness Centre	City

Relative to Greater Sudbury, the City of Temiskaming Shores has a relatively small population supporting the city-owned Waterfront Pool / Fitness Centre.

Jurisdiction	City Residents per City-Owned Facility
Temiskaming Shores	9,920
Greater Sudbury	27,717

GYMNASIUMS

All nine (9) gymnasiums in Temiskaming Shores are located in schools. Two (2) schools are located in Haileybury: Northern College and École Catholique Sainte-Croix. Five (5) schools are located in New Liskeard: Timiskaming District Secondary School, École Secondaire Catholique Sainte-Marie, New Liskeard Public School, English Catholic Central School, and École publique des Navigateurs. One (1) school is located in Dymond, École catholique St Michel.

Facility	Owner	#	Notes
Northern College at Haileybury campus	School	1	Available for rent
Timiskaming District Secondary School	School	2	2 gyms on floor plans
École Secondaire Catholique Sainte-Marie	School	1	
New Liskeard Public School	School	1	
École catholique St Michel	School	1	Able to be divided
English Catholic Central School	School	1	Double gym
École publique des Navigateurs	School	1	
École Catholique Sainte-Croix	School	1	

Not enough precedent information was available to assess a benchmark ratio for the number of city residents per gymnasium (including schools). There are 1,102 city residents per gymnasium in Temiskaming Shores.

POOLS | INDOOR

The indoor pool in Temiskaming Shores is located at the Waterfront Pool / Fitness Centre in New Liskeard. It is a 25 meter, supervised, leisure chlorine pool with a 100 foot slide and a hot tub.

Facility	Owner
Waterfront Pool / Fitness Centre	City

Other northern Ontario municipalities have a much larger population supporting their indoor pool facilities compared to Temiskaming Shores.

Jurisdiction	City Residents per City-Owned Facility
Temiskaming Shores	9,920
Greater Sudbury	33,260
Timmins	44,196

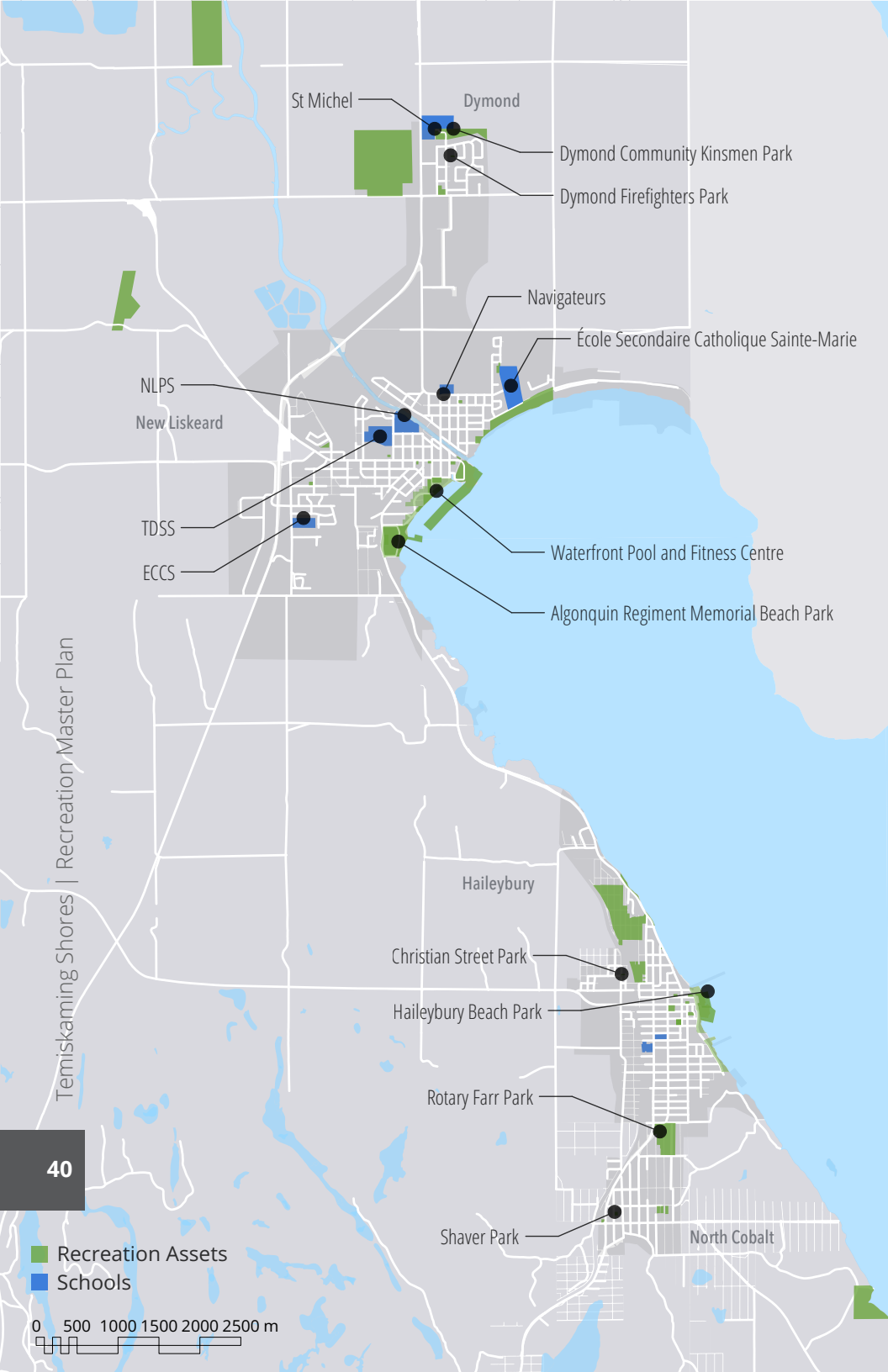
SQUASH COURTS

One (1) squash court is located in the Waterfront Pool / Fitness Centre in New Liskeard.

Facility	Owner	# Courts
Waterfront Pool / Fitness Centre	City	1

Not enough precedent information was available to assess a benchmark ratio for the number of city residents per squash court. There are 9,920 city residents per squash court in Temiskaming Shores.





OUTDOOR FACILITIES INVENTORY - FIELDS AND COURTS

BALL DIAMONDS

There are eight (8) baseball diamonds in Temiskaming Shores. Seven (7) are owned by the city. Two (2) are located at Rotary Farr Park in Haileybury, three (3) are located at Algonquin Regiment Memorial Beach Park in New Liskeard, and two (2) are located in Dymond. The New Liskeard Public School also has one (1) baseball diamond.

Facility	Owner	# Fields
Algonquin Regiment Memorial Beach Park	City	3
Dymond Ball Fields	City	2
Rotary Farr Park	City	2
New Liskeard Public School + Daycare	School	1

FIGURE 5 | OUTDOOR FIELD AND COURT FACILITIES

Relative to other northern Ontario municipalities, the City of Temiskaming Shores has a smaller population of city residents per city-owned ball field.

Jurisdiction	City Residents per City-Owned Facility
Temiskaming Shores	1,417
Greater Sudbury	2,278
Timmins	3,400
North Bay	3,682

BASKETBALL FACILITIES

A range of basketball facility types are available in Temiskaming Shores. City facilities provide opportunity for 3 on 3 play. Larger surfaces, with more than one hoop, are only available at some school sites. In total, there are two (2) sites with basketball facilities in Dymond (École Catholique St Michel, Dymond Firefighters Park), six (6) in New Liskeard (École publique des Navigateurs, École Secondaire Catholique Sainte-Marie, English Catholic Central School, Grills Street Outdoor Rink, Temiskaming District Secondary School, Waterfront Pool / Fitness Centre), two (2) in Haileybury (Christian Street Park, Rotary Farr Park), and one (1) in North Cobalt (Shaver Park).

Facility	Owner	Facility Type
Christian Street Park	City	Small surface w/ 1 hoop
Dymond Firefighters Park	City	3 on 3 court
Rotary Farr Park	City	3 on 3 court
Shaver Park	City	3 on 3 court
Waterfront Pool / Fitness Centre	City	3 on 3 court
École publique des Navigateurs + daycare	School	Hard surface w/ 1 hoop
École Catholique St Michel + daycare	School	8 hoops on large surface
Temiskaming District Secondary School	School	Court w/ 2 hoops

Facility	Owner	Facility Type
École Secondaire Catholique Sainte-Marie	School	Surface w/ 2 hoops
English Catholic Central School	School	Surface w/ 4 hoops, side of building 2 hoops
Grills Street Outdoor Rink	Private	2 hoops within rink

Relative to other northern Ontario municipalities, Temiskaming Shores offers far more city-owned basketball facilities per resident.

Jurisdiction	City Residents per City-Owned Facility
Temiskaming Shores	1,984
Timmins	4,420
Greater Sudbury	5,452
North Bay	25,777

BEACH VOLLEYBALL COURTS

There are three (3) municipal beach volleyball courts in Temiskaming Shores, located at Algonquin Regiment Memorial Beach Park in New Liskeard.

Facility	Owner	# Courts
Algonquin Regiment Memorial Beach Park	City	3

Temiskaming Shores provides more municipal beach volleyball courts to its residents, per capita, than North Bay and Timmins.

Jurisdiction	City Residents per City-Owned Facility
Temiskaming Shores	3,307
North Bay	10,311
Timmins	22,098



FOOTBALL FIELDS

There are no municipal football fields in Temiskaming Shores. There are large fields at both high schools, École Secondaire Catholique Sainte-Marie and Timiskaming District Secondary School; however, these fields don't have football markings or goal posts.

Relative to the population-to-facility ratio in Timmins, Temiskaming Shores' population may be under-served by its lack of a football field; however, cultural relevance must be taken into consideration such as the existence of a football program or latent resident desire to participate in football.

Jurisdiction	City Residents per Facility
Temiskaming Shores	-
Timmins	8,839
North Bay	25,777

RUNNING TRACKS

There are two (2) running tracks in Temiskaming Shores, both located at schools: Timiskaming District Secondary School and École Secondaire Catholique Sainte-Marie. The City of Temiskaming Shores does not own or operate any running or walking tracks.

Facility	Owner
Timiskaming District Secondary School	School
École Secondaire Catholique Sainte-Marie	School

Little precedent information was available to assess a benchmark ratio for the number of city residents per city-owned outdoor running track. Timmins has a population of 4,911 per running track, and Greater Sudbury has 41,575 people supporting one running track.

Jurisdiction	City Residents per City-Owned Facility
Temiskaming Shores	-
Timmins	4,911
Greater Sudbury	41,575

SOCCER FIELDS

There are a total of seventeen (17) soccer fields, of all sizes, in Temiskaming Shores. Of these, seven (7) are owned by the city and ten (10) are located at schools. There are three (3) large and four (4) small municipally-owned fields. Of the school fields, seven (7) are small and three (3) are large. There are four (4) large fields in New Liskeard and two (2) in Haileybury. There are two (2) small fields in Dymond, six (6) in New Liskeard, and three (3) in Haileybury.

Facility	Owner	#	Size
Algonquin Regiment Memorial Beach Park	City	1	Large
Algonquin Regiment Memorial Beach Park	City	1	Small
Dymond Firefighters Park	City	1	Small
Rotary Farr Park	City	2	Small
Rotary Farr Park	City	2	Large
New Liskeard Public School	School	1	Small
École publique des Navigateurs	School	2	Small
École Catholique St Michel	School	1	Small
Timiskaming District Secondary School	School	2	Large
École Secondaire Catholique Sainte-Marie	School	1	Large
École Catholique Sainte-Croix	School	1	Small
English Catholic Central School	School	2	Small

Jurisdiction	City Residents per City-Owned Facility
Temiskaming Shores	1,417
Timmins	2,210
North Bay	5,728



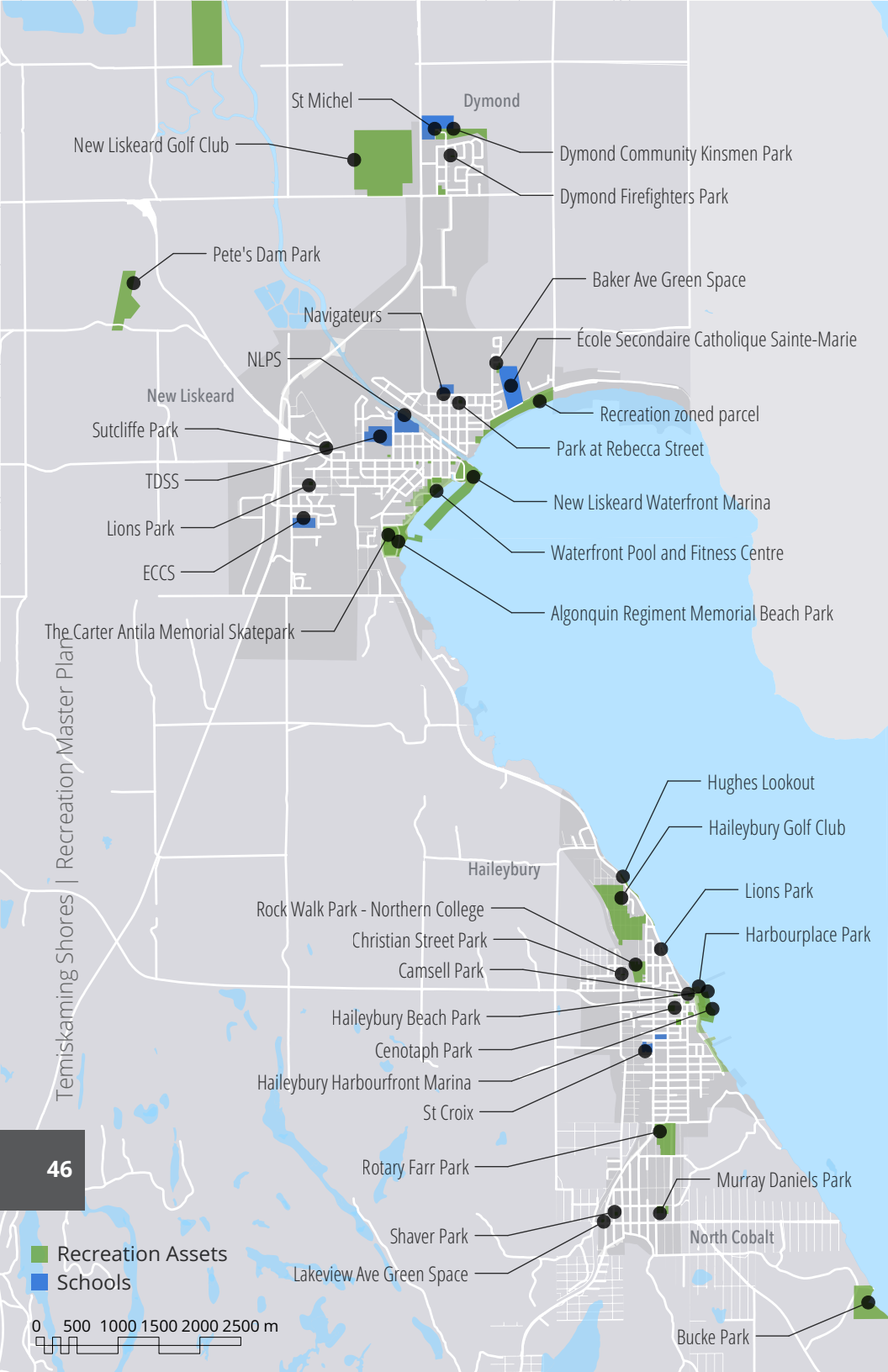
TENNIS COURTS

The Lions Tennis Courts at Spurline Park have four (4) lit courts. There are two (2) tennis courts at Rotary Farr Park in Haileybury.

Facility	Owner	#
Lions Tennis Courts at Spurline Park	City	4
Rotary Farr Park	City	2

Jurisdiction	City Residents per City-Owned Court
Temiskaming Shores	1,653
Timmins	5,525
North Bay	17,184





OUTDOOR FACILITIES INVENTORY - PARKS AND PLAYGROUNDS

CAMPGROUND

The City of Temiskaming Shores owns and operates a campground in Bucke Park, located southeast of North Cobalt. Not enough precedent information was available to assess a benchmark ratio for the number of city residents per campground. Temiskaming Shores supports one (1) campground for 9,920 city residents.

FIGURE 6 | OUTDOOR PARKS AND PLAYGROUND FACILITIES

COMMUNITY GARDEN

The one (1) community garden site (10 boxes) in Temiskaming Shores is located at the Waterfront Pool / Fitness Centre in New Liskeard.

Facility	Owner	# Boxes
Waterfront Pool / Fitness Centre	City	10

Temiskaming Shores' community garden site provides an opportunity for residents to garden at a much lower ratio of city residents to city-owned facility compared to other larger Ontario municipalities.

Jurisdiction	City Residents per City-Owned Facility
Temiskaming Shores	9,920
Markham	43,101
Oakville	60,840
Burlington	175,779
Mississauga	178,360
Richmond Hill	185,545
Vaughan	288,301

DOG PARKS

Dogs are permitted off-leash at Larocque's Field on Cobalt Avenue in North Cobalt. Animals are prohibited in areas such as schools, beaches, parks, and cemeteries.

Facility	Owner
Larocque Field	Private

Temiskaming Shores does not have a city-owned off-leash dog area. Other northern Ontario municipalities have at least one city-owned facility.

Jurisdiction	City Residents per City-Owned Facility
Temiskaming Shores	-
Timmins	44,196
North Bay	51,553
Greater Sudbury	166,300

GOLF COURSES

Temiskaming Shores has two (2) private golf clubs, the Haileybury Golf Club and New Liskeard Golf Club. There is also a Mini-Putt at the New Liskeard Waterfront that is run by a private operator.

Facility	Owner
Haileybury Golf Club	Private
New Liskeard Golf Club	Private

Jurisdiction	All
Temiskaming Shores	4,960
Timmins	44,196

ICE RINKS

There are two (2) municipal outdoor ice rinks in Temiskaming Shores, the Dymond Outdoor Rink at Dymond Community Kinsmen Park and the Shaver Park Outdoor Rink in North Cobalt. There is also an outdoor rink located at a private residence on Grills Street in New Liskeard.

Facility	Owner
Dymond Outdoor Rink	City
Shaver Park Outdoor Rink	City
Grills Street Outdoor Rink	Private

Jurisdiction	City Residents per City-Owned Facility
Greater Sudbury	2,970
Temiskaming Shores	4,960
Timmins	6,314
North Bay	7,365



PARKS

The City of Temiskaming Shores has twenty (20) recreation zoned parcels functioning as park spaces. Eight (8) are located in Haileybury, seven (7) in New Liskeard, two (2) in North Colbalt, two (2) in Dymond, and Pete’s Dam Park is located in the northwest area of the city. The Rock Walk park is a geological garden adjacent to the Haileybury School of Mines, part of Northern College.

Facility	Owner
Algonquin Regiment Memorial Beach Park	City
Camsell Park	City
Cenotaph Park	City
Christian Street Park	City
Dymond Community Kinsmen Park (rink and ball fields)	City
Dymond Firefighters Park	City
Haileybury Beach Park / Harbour Place Park	City
Hughes Lookout	City
Lakeview Avenue Park	City
Lions Park (New Liskeard)	City
Lions Park (Haileybury)	City
Murray Daniels Park (not in use)	City

Facility	Owner
Park at Rebecca Street	City
Park off Baker Avenue	City
Pete's Dam Park	City
Recreation zoned parcel off Dawson Point Road	City
Rotary Farr Park	City
Shaver Park	City
Sutcliffe Park	City
Rock Walk Park	School

Jurisdiction	City Residents per City-Owned Park
Temiskaming Shores	472
Greater Sudbury	714
North Bay	769
Timmins	921

PLAYGROUNDS

There are a total of thirteen (13) locations with at least one play structure in Temiskaming Shores. Of these locations, seven (7) have more than one play structure. Eight (8) locations with at least one play structure are owned by the municipality, and five (5) are schools. Of all play structures in Temiskaming Shores, six (6) are for ages 2 to 5 and seventeen (17) are for ages 5 to 12. Two (2) play structures ages 2-5 are located in Dymond, three (3) in New Liskeard, and one (1) in North Cobalt. Four (4) play structures ages 5-12 are located in Dymond, seven (7) in New Liskeard, four (4) in Haileybury, one (1) in North Cobalt, and one (1) in the southeast corner of the city at Bucke Park Campground.

Facility	Owner	#	Age
Algonquin Regiment Memorial Beach Park	City	2	5-12
Bucke Park Campground	City	1	5-12
Camsell Park	City	1	5-12
Christian Street Park	City	1	5-12
Dymond Firefighters Park	City	1	2-5
Dymond Firefighters Park	City	2	5-12
Haileybury Beach Park / Harbourplace Park	City	1	5-12
Lions Park (New Liskeard)	City	1	2-5

Facility	Owner	#	Age
Shaver Park	City	1	2-5
Shaver Park	City	1	5-12
English Catholic Central School	School	1	2-5
English Catholic Central School	School	1	5-12
École Catholique Sainte-Croix	School	1	5-12
École Catholique St Michel + daycare	School	1	2-5
École Catholique St Michel + daycare	School	2	5-12
École publique des Navigateurs + daycare	School	1	2-5
École publique des Navigateurs + daycare	School	1	5-12
New Liskeard Public School + daycare	School	3	5-12

Jurisdiction	City Residents per City-Owned Location
Greater Sudbury	929
Timmins	1,052
Temiskaming Shores	1,240
North Bay	2,062

SKATE PARKS

The Carter Antila Memorial Skate Park is located in New Liskeard at the Algonquin Regiment Memorial Beach Park. It opened on June 21st, 2014.

Facility	Owner
Carter Antila Memorial Skate Park	City

Jurisdiction	City Residents per City-Owned Facility
Temiskaming Shores	9,920
Greater Sudbury	16,630
Timmins	22,098
North Bay	51,553



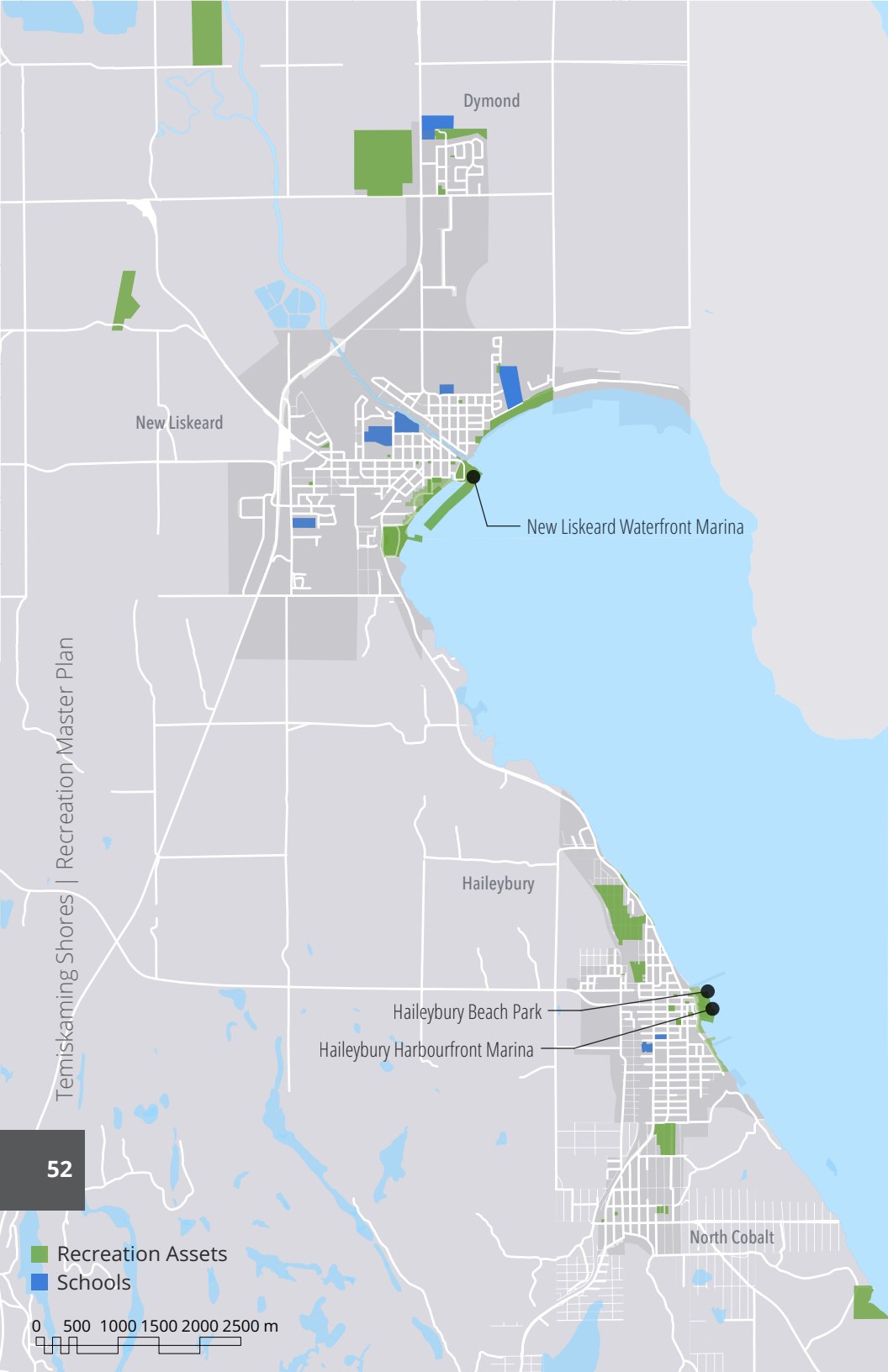
SPLASH PADS

The City of Temiskaming Shores is presently fundraising to construct the Rotary Splash Pad at a site selected in New Liskeard's Spurline Park. This will be the city's first splash pad.

Facility	Owner
Rotary Splash Pad (fundraising stage)	City

Jurisdiction	City Residents per City-Owned Facility
Temiskaming Shores	-
Timmins	22,098
Greater Sudbury	20,788
North Bay	51,553





OUTDOOR FACILITIES INVENTORY - AQUATICS

MARINAS

There are three (3) municipal marinas in Temiskaming Shores, Haileybury's two marinas and the New Liskeard Waterfront Marina. The Haileybury Marinas provide full service on the west side of Lake Temiskaming at the mouth of the Wabi Bay. They have 176 slips, 92 with water and hydro hook-up, and there is a free boat launch. The New Liskeard Waterfront Marina is located at the mouth of the Wabi Bay on Lake Temiskaming. This full service marina has 75 slips and is typically open from May to October.

Facility	Owner
Haileybury Marinas (2)	City
New Liskeard Waterfront Marina	City

Jurisdiction	City Residents per City-Owned Facility
Temiskaming Shores	3,306
North Bay	51,553

FIGURE 7 | OUTDOOR AQUATIC FACILITIES

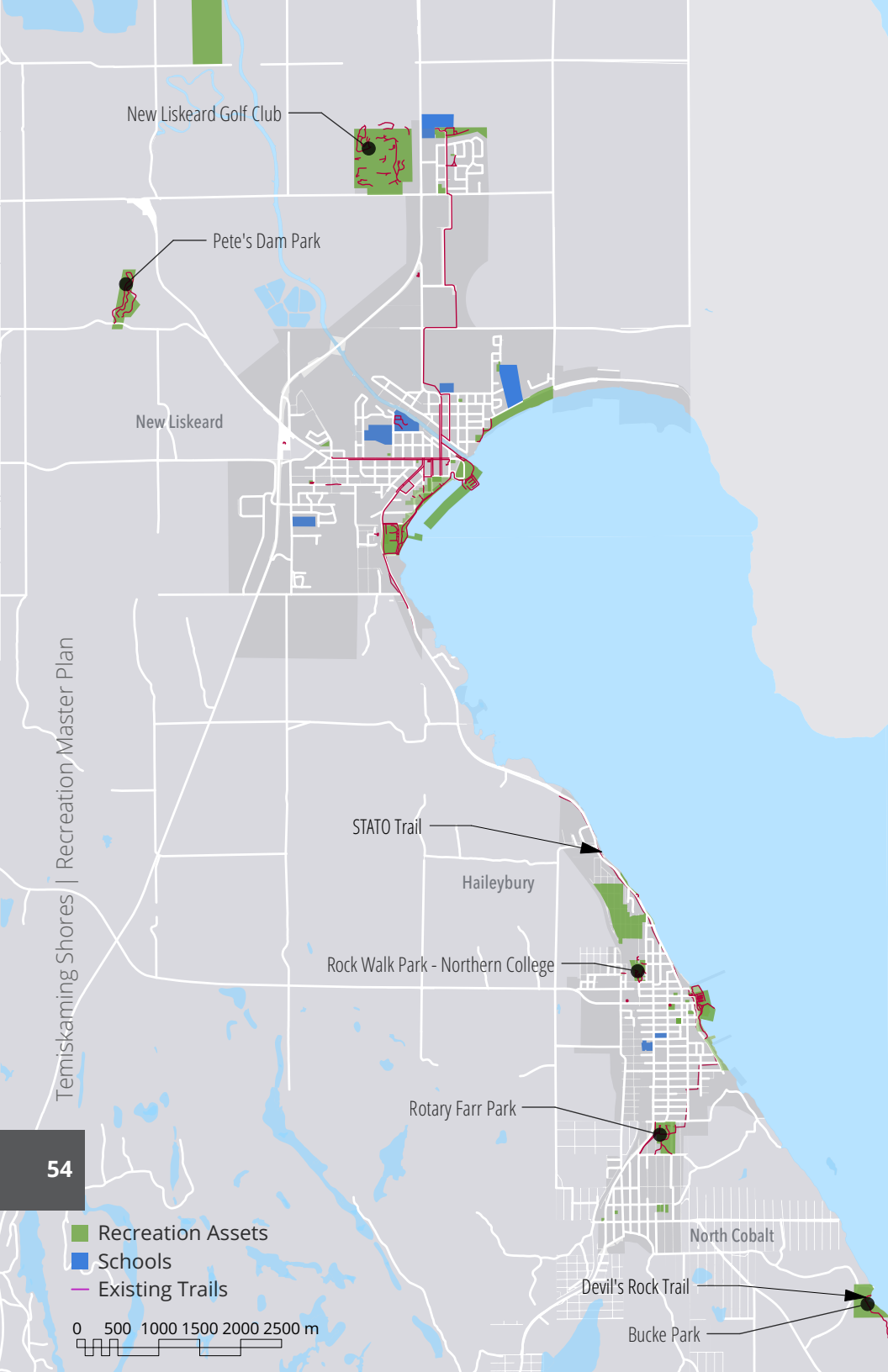
POOLS | OUTDOOR

The Haileybury Public Beach is a city-owned large, outdoor, chlorinated, enclosed beach with a slide. Lifeguard supervision is offered during the summer months.

Facility	Owner
Haileybury Public Beach	City

Jurisdiction	City-Owned
Temiskaming Shores	9,920
Toronto	48,600
Markham	173,500





OUTDOOR FACILITIES INVENTORY - TRAILS

TRAILS

The City has 19.3 kms of trails, composed of the STATO trail network, Pete's Dam Park trails, Devil's Rock Trails (Trail A and Trail B) and the Rock Walk.

Facility	Kms
STATO	13
Pete's Dam Park	2.8
Devil's Rock Trail	3.2
Rock Walk	0.3
TOTAL	19.3

Jurisdiction	Kms of Trails, All Owners
North Bay	19
Temiskaming Shores	19.3
Timmins	45

FIGURE 8 | OUTDOOR TRAIL FACILITIES

POTENTIAL GAPS & SURPLUSES

An analysis of the provision of municipal recreation facilities relative to population size shows that Temiskaming Shores’ residents are well-served by the vast majority of municipally owned facilities relative to precedent municipalities in northeastern Ontario. Table 2 summarizes the existing provision for each facility type, relative to precedent.

Determining whether the community has a deficit or surplus of facilities depends on additional factors, such as the local culture of activity and use, geographic distribution of facilities, municipal capacity to maintain facilities, asset lifespans relative to population change, and funding sources. Temiskaming Shores residents have a proven history of successful fundraising campaigns for significant recreation facilities in which the municipality might not have otherwise invested. The Carter Antila Memorial Skate Park and currently the Temiskaming Shores Rotary Splash Pad are examples of these community fundraising efforts.

TABLE 2 | EXISTING FACILITIES NETWORK - POTENTIAL GAPS AND SURPLUSES

Facility Type	# City Facilities	Residents per City Facility	Northeastern Ontario Avg. Provision (Residents per City Facility)	City Facility Surplus (+) or Deficit (-) based on Precedent	Temiskaming Shores Context
Indoor Facilities					
Arenas - Ice Pads	2	4,960	9,270	0	When considering regional ice-pad catchment, there are approx. 8,750 people per ice pad (includes pads in Tem. Shores, Englehart, and Notre-Dame-du-Nord).
Community Halls / Meeting Rooms	5	1,984	6,836	+3	

Facility Type	# City Facilities	Residents per City Facility	Northeastern Ontario Avg. Provision (Residents per City Facility)	City Facility Surplus (+) or Deficit (-) based on Precedent	Temiskaming Shores Context
Curling Rinks	0	4,960*	22,098	0	The City doesn't own curling rinks, but there appears to be a 1-rink surplus among private owners.
Fitness Centre	1	9,920	18,818	0	
Gymnasiums	0	1,102*	n/a	n/a	
Pool	1	9,920	29,125	0	55% of Community Survey respondents report a member of their household swimming.
Squash Courts	1	9,920	27,058	0	
Outdoor Facilities					
Ball Diamonds	7	1,417	2,694	+3	Slo-pitch is very popular in Tem. Shores. Softball / Baseball is the #1 team sport reported in the Community Survey (26% of respondents report a member of their household playing) and program providers report strong participation, utilizing this apparent surplus.

Facility Type	# City Facilities	Residents per City Facility	Northeastern Ontario Avg. Provision (Residents per City Facility)	City Facility Surplus (+) or Deficit (-) based on Precedent	Temiskaming Shores Context
Basketball Facilities	5	1,984	9,408	+4	Some northeastern Ontario municipalities have a deficit in basketball facilities, skewing average provision and apparent surplus in Tem. Shores. Basketball is tied as the #3 team sport in the Community Survey. Basketball hoops/multi-use half-courts are often neighbourhood park and school property assets, so geographic distribution and after-school access should also be considered as part of their provision.
Beach Volleyball Courts	3	3,307	11,905	+2	13% of Community Survey respondents reported a household member playing volleyball.
Campground	1	9,920	n/a	n/a	52% of Community Survey respondents reported a household member camping.
Community Gardens	1	9,920	n/a	n/a	43% of Community Survey respondents reported a household member gardening.
Dog Parks	0	0	35,223	-1	The City website states that dogs are permitted off-leash in Larocque's Field on Cobalt Street; however, there is no municipal dog park.
Football Fields	0	0	17,308	-1	There are no recreational or high school football programs. Only 1% of survey respondents report a household member playing football. This apparent deficit may reflect a lack of cultural relevance.
Golf Courses	0	4,960*	n/a	0	26% of Community Survey respondents reported a household member playing golf.

Facility Type	# City Facilities	Residents per City Facility	Northeastern Ontario Avg. Provision (Residents per City Facility)	City Facility Surplus (+) or Deficit (-) based on Precedent	Temiskaming Shores Context
Ice Rinks	2	4,960	5,402	0	
Marinas	3	3,306	28,257	+2	The unique importance of Tem. Shores' two waterfronts supports increased provision of marina facilities; one is located in New Liskeard and two in Haileybury. There is an apparent surplus of one marina.
Parks	20	472	721	+6	The total park count includes city-owned recreation parcels that are not maintained and/or developed as park spaces. Their status is reflected in the apparent surplus of park spaces. The geographic distribution of parks is also an important consideration in park provision.
Playgrounds (All Ages)	12	827	1,320	+4	The geographic distribution of playgrounds, like parks, is an important consideration in their provision.
Play Structures Ages 2-5	3	3,306	5,536	+1	
Play Structures Ages 5-12	9	1,102	n/a	n/a	
Pools - Outdoor	1	9,920	n/a	n/a	Many precedent northeastern Ontario municipalities manage beaches rather than provide treated outdoor pools. 55% of Community Survey respondents report a member of their household swimming.

Facility Type	# City Facilities	Residents per City Facility	Northeastern Ontario Avg. Provision (Residents per City Facility)	City Facility Surplus (+) or Deficit (-) based on Precedent	Temiskaming Shores Context
Running Tracks	0	4,960*	17,148	0	
Skate / BMX Parks	1	9,920	25,050	0	
Soccer Fields (all sizes)	7	1,417	3,118	+3	16% of Community Survey respondents report a member of their household playing soccer.
Large	3	3,306	6,012	+1	
Small	4	2,480	7,684	+2	
Splash Pads	0	0	31,480	-1	The City is currently fundraising for a splash pad, reflecting this apparent deficit.
Tennis Courts	6	1,653	8,121	+4	4% of Community Survey respondents report a member of their household playing tennis; there is likely a surplus of tennis facilities. 7% of Community Survey respondents reported a member of their household playing pickleball, an emerging all-age leisure sport. Existing tennis courts can be converted temporarily into pickleball courts.
Trails (non-motorized)	19.3 km	514	1 system per region	n/a	67% of Community Survey respondents reported a member of their household walking for recreation, 44% bicycling, 44% snowshoeing, and 20% running.

*Facility per City Residents (all owners, including school and private).



3.2 THE ACTIVITIES NETWORK

Foundational research and community consultation provided detailed information about the many types of activities in which Temiskaming Shores residents take part, and the locations of these activities. To better understand how the wide variety of activities in which residents participate relate to one another as part of a city-wide Activities Network, activities were broadly sorted into four categories: Nature-Based, Sports & Fitness, Leisure, and Social.

NATURE-BASED.

Activities where a natural environment is the primary setting (e.g., hiking, fishing, boating).

SPORTS & FITNESS.

Moderate to high intensity physical activities, sports, and exercise that increase heart rate (e.g., going to the gym, basketball, soccer).

LEISURE.

Lower intensity physical activities, sports, games, and pastimes (e.g., horseshoes, gardening, walking).

SOCIAL.

Activities facilitated by amenities with the primary purpose of supporting social gathering (e.g., community halls, picnicking, bbqing, shade structures).

Figure 9 Existing Activities Network illustrates the types of activities available at important recreation destinations in Temiskaming Shores.

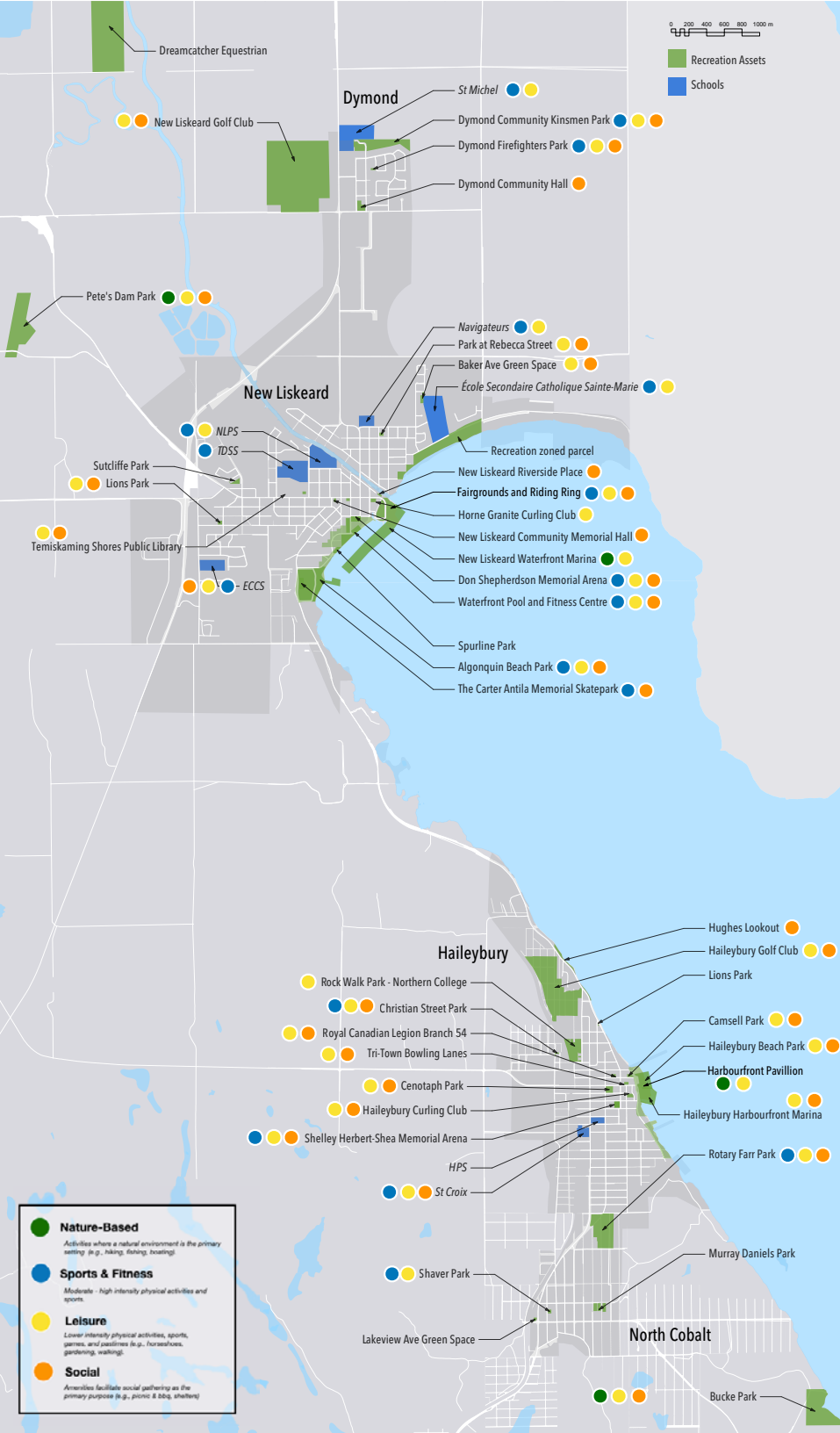


FIGURE 9 | EXISTING ACTIVITIES NETWORK

BIG IDEAS

Analysing the Activity Network in this manner reveals a few key big ideas:



PRESERVE LOCATIONS FOR NATURE-BASED RECREATION

The City of Temiskaming Shores owns few properties that permit residents access to recreation in a natural environment, as opposed to a built one. Pete's Dam Park and Bucke Park both provide access to these types of settings, nature-based activities, and outdoor experiences. The Haileybury and New Liskeard Marinas provide access to Lake Temiskaming; however, motorized boating is not accessible for everyone. The City should explore opportunities for more equitable and inclusive access to lake-based recreation, for example paddling accessed from the Wabi River. Maintaining supportive environments for nature-based recreation is important and any future developments to these sites should be planned in order to facilitate nature-based activity while maintaining a feeling of 'wildness', naturalization, and minimized built infrastructure.



ENHANCE CONNECTIVITY TO NATURE-BASED RECREATION

The STATO trail system does not currently extend to either Bucke Park or Pete's Dam Park. Accessing these locations from the city's urban areas is largely dependent on vehicle access. There is an opportunity to improve connectivity between nature-based recreation assets and the rest of the city through the extension of the non-motorized STATO trail system. This will expand the city's Active Transportation network and increase residents' travel mode options. Enhancing connectivity between these assets, and through the city, will permit residents to engage in popular recreation activities (i.e., biking, running, walking, and other 'wheeling') as they travel to work, play, and learn.



SCHOOLS SUPPORTING INFORMAL SPORTS & FITNESS ACTIVITIES

Most city parks currently host leisure or social-oriented infrastructure such as swings, playgrounds, and picnic tables, but many do not have facilities that provide an environment for higher intensity sports and fitness activities. For some neighbourhoods, school yards are the only site close enough to home for kids to travel by themselves and participate in informal and pick-up sport play. Schools typically provide facilities such as multi-use courts, basketball hoops, soccer nets, and fields. The distribution of schools throughout the city gives neighbourhoods more equitable access to this type of infrastructure, as long as agreements are in place ensuring residents can access school grounds after school hours.



SPORTS & FITNESS CLUSTERING ALONG NEW LISKEARD WATERFRONT

The area along the New Liskeard waterfront hosts Algonquin Memorial Beach Park, the New Liskeard Boardwalk, the New Liskeard Marina, the Waterfront Pool / Fitness Centre, the Don Shepherdson Memorial Arena and Riverside Place. About equidistant from downtown New Liskeard is Timiskaming District Secondary School, one of the city's two high schools. Across the Wabi River is the city's other high school, École secondaire catholique Sainte-Marie. This cluster of facilities provides regional-scaled, indoor and outdoor recreation environments for active sports and fitness, supporting an identity based in regional activity extending from New Liskeard's downtown core.



LEISURE & SOCIAL FOCUS ALONG HAILEYBURY WATERFRONT

Recreation assets available along the Haileybury waterfront such as the Haileybury Beach, Camsell Park, Harbourfront Pavilion, Harbour Place Park, and the Haileybury marinas provide quality of life-enhancing outdoor recreation settings supporting leisure activities and social gathering. This collection of more passive park and activity spaces are located adjacent to lake-facing residential developments, creating a powerful lifestyle destination.



CHAPTER FOUR

RECREATION ASSET NETWORKS

This chapter presents a City of Temiskaming Shores recreation model for parks, facilities and programs over the next ten years. It is important to note that the model forms an equitable network of parks and facilities across an amalgamated city. However, the assets described in this chapter, and the activity hosted at each asset, are proposed in support of community development themes celebrating each community's unique character.

DYMOND - REGIONAL SERVICE CENTRE.

This community along the highway's edge is a regional service centre and emerging residential neighbourhood providing quick access to and from regional travel routes. Dymond recreation assets support evening and weekend gatherings of families for activity and social purposes.

HAILEYBURY - REGIONAL LIFESTYLE HUB.

This community slopes sharply from the shoreline to upland residential, industrial and commercial areas. Haileybury's residential and downtown areas occupy the landscape between the lowland and upland areas and provide venues for shoreline and lake views.

Haileybury's shoreline hosts lifestyle amenities that include a marina, community centre, outdoor pool and gathering spaces. This master plan celebrates the notion of a lifestyle-based community. It provides a recreational development theme that informs residential, economic and cultural development initiatives. New projects attract visitors and residents to Haileybury's unique relationship with the lake and lake-edge assets.

NEW LISKEARD - REGIONAL ACTIVITY HUB.

Downtown New Liskeard presently hosts a high school, indoor pool and other regional recreational destinations. This master plan expands the theme of regional activity by increasing the core area's recreational assets with new activity-based projects.

4.1 CLASSIFIED PARKS NETWORK

The network described in this chapter presents outdoor recreational and social amenities based on resident-developed park classification criteria. This criteria relates to a park's role, dimensions, space, location and activities. The network distributes classified parks across the city to ensure equitable access to the various types. The following sections provide an overview and description of each park's role within the network.

It is important to note that parks can serve multiple network roles to ensure equitable access across the city. For example, the distribution of neighbourhood parks illustrated in Figure 11 does not provide all residents access to 'close-to-home' social and recreational spaces in a neighbourhood-level park. Where apparent gaps occur, the positioning of a nearby community-level park meets surrounding neighbourhood needs with social and recreational amenities while also providing sports amenities for the broader community.

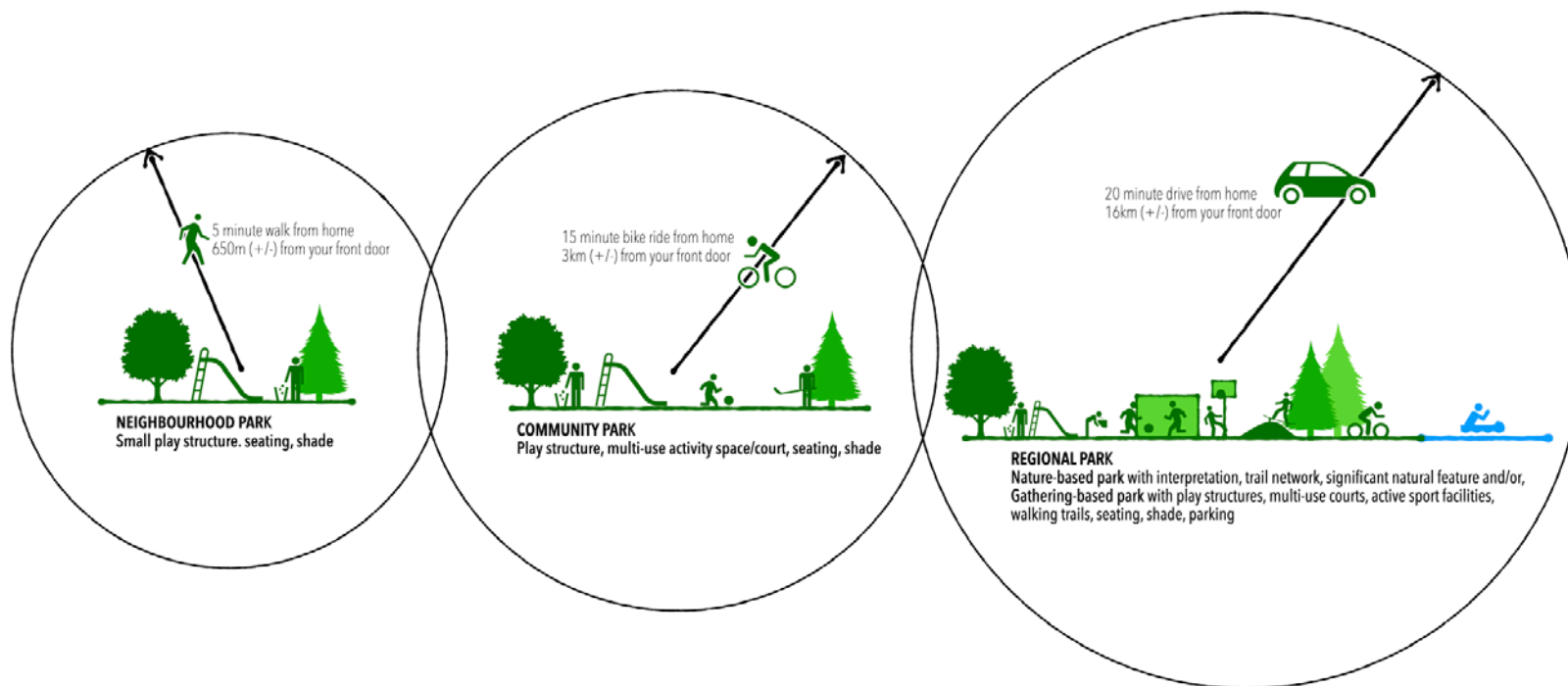


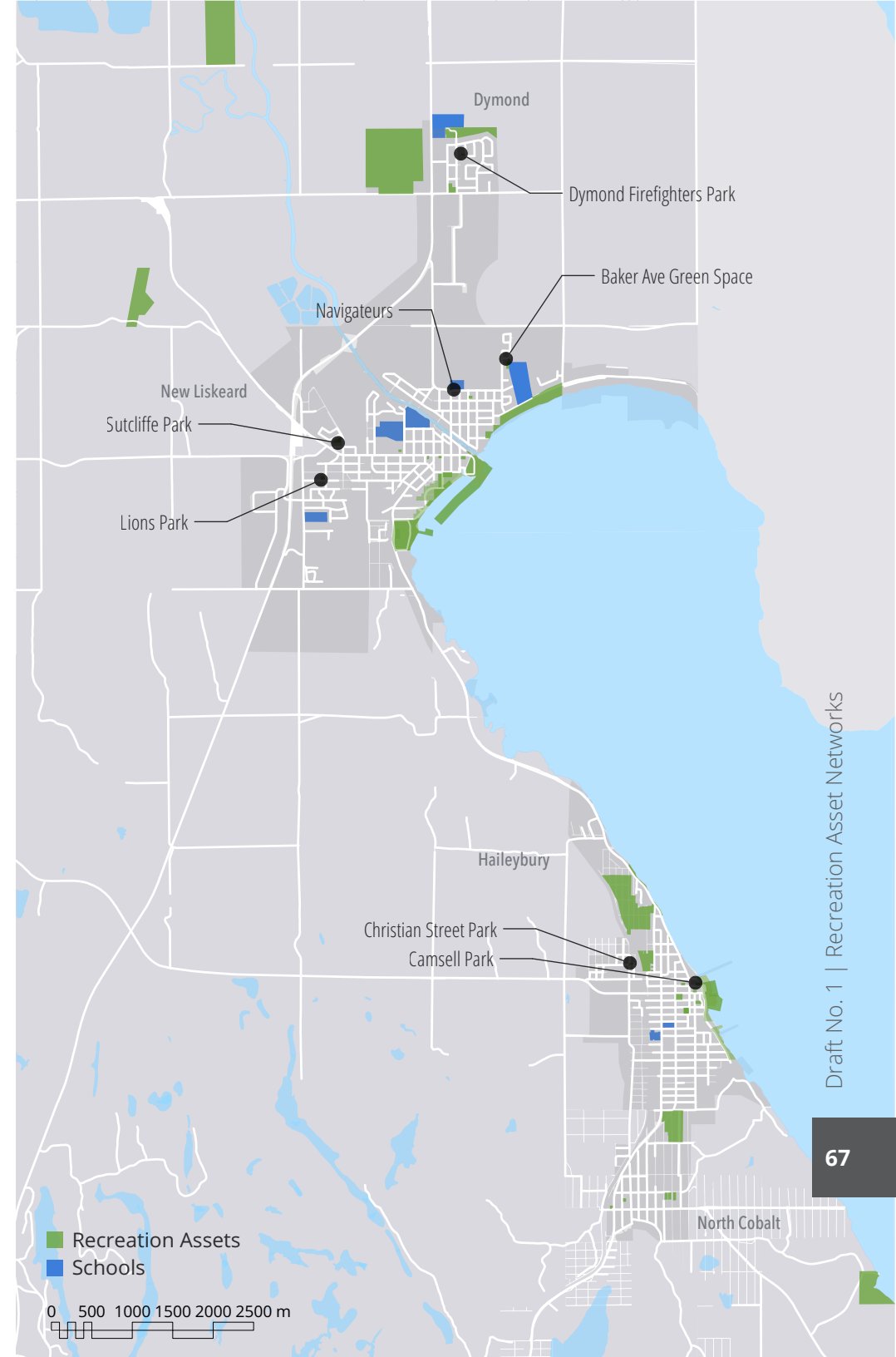
FIGURE 10 | CLASSIFIED PARKS NETWORK

NEIGHBOURHOOD PARKS

The neighbourhood park is the gateway to the classified parks network. It provides local recreation and leisure opportunities within a 5-minute (650 meters) walk from residential front doors. Designed to be a social and recreational focal point, it serves as a high-use amenity within existing and developing neighbourhoods.

Neighbourhood parks occupy at least 1 hectare of land, have at least one continually open boundary and have an accessible entry adjacent to a branded sign. All play structures should be located to one side of the park entrance and require an adjacent, continual barrier that limits small children from running toward any bordering streets or parking areas.

FIGURE 11 | NEIGHBOURHOOD PARKS



NEIGHBOURHOOD PARK DESIGN GUIDELINES

The development of this park is subject to the following guidelines, recognized standards and best practices observed and practiced by the City of Temiskaming Shores.

PARK ACCESS

- » On-street parking only.
- » One continuous and street-exposed edge of the site is required.
- » Provide accessible entry for walkers, cyclists or those with mobility challenges.
- » Using park trails, provide direct connection to adjacent sidewalks, pathways, trails or adjacent parks.

IN-PARK AMENITIES

The following describes the required in-park amenities.

- » Benches
- » Waste receptacles
- » Lighting from street sources
- » Pathways and trails
- » Shade structures or shade providing trees
- » Signage
- » Small playgrounds suitable for 2-5 and/or 5-12 year olds
- » Trees and shrubs

ADDITIONAL IN-PARK AMENITIES

Although not required, the following should be considered for neighbourhood parks.

- » Bicycle racks
- » Community gardens
- » Picnic tables
- » Public art

DRAINAGE

- » Parks sites should be relatively flat with overall minimum grades of 1.5 percent, and overall maximum grades of 5 percent.
- » Neighbourhood park sites may use stormwater retention for water collected within the park only. No adjacent lands should drain into park sites unless agreed upon by the City of Temiskaming Shores.

FUNCTIONAL PARK DESIGN

- » Neighbourhood park sites to be square or rectangular, and have at least one continuous open boundary (to an adjacent street).
- » Include an open and unobstructed turf space to accommodate unstructured play.
- » Ensure a mix of shade and non-shade areas to accommodate year-round usage and a variety of weather conditions.
- » Use crime prevention through environmental design (CPTED) principles when determining locations, programming, and design.
- » Locate utility right-of-ways away from neighbourhood park spaces to avoid interference with the recreational and functional use of the park.

PARK LOCATION

Locate parks at the heart of neighbourhoods, on stand-alone sites where good street and sidewalk connectivity is available.

PARK SIZE

- » A minimum of 1 hectare in size.
- » Neighbourhood parks should be located approximately 5 minutes (walking) from resident front doors, and at 1,300 metre intervals across the city.

ESSENTIAL NEIGHBOURHOOD PARKS

The following parks are classified as neighbourhood parks in the Classified Parks Network. Figure 11 illustrates the location of these facilities and their descriptions provide a general overview with actions that sustain the parks as permanent network components.

DYMOND PARKS

Dymond Firefighters Park

NOTES: Important central-neighbourhood park that also provides community amenities for programmed activities (if desired).

ACTIONS: Regrade and resurface turf and trails to improve drainage conditions and access to play areas. Renovate basketball court into a two-pad multi-use court area. Create a 10-12 person social area with seating, a shade structure and accessible entrance.



HAILEYBURY PARKS

Camsell Park

NOTES: Excellent addition to waterfront and downtown areas. Existing accessible surfacing is important to ensure broad community use at an important city-centre location.

ACTIONS: To be retained in present form and condition.

Christian Street Park

NOTES: Great in-neighbourhood park site to be retained in present form and condition.

ACTIONS: Remove existing swing and replace with a swing and base that meet CSA standards.

NEW LISKEARD PARKS

École publique des Navigateurs

NOTES: Important neighbourhood destination with great play and social spaces.

ACTIONS: Develop a reciprocal agreement with the school district that permits use of play areas when the school is closed.

Baker Avenue Park

NOTES: Excellent location with great potential as a neighbourhood recreation space.

ACTIONS: Develop a detailed site master plan that proposes locations and amenity types for a multi-age play structure, a multi-use two-pad court, a social area and an informal open play space.

Lions Park

NOTES: Provides good play amenities and is a great location for in-neighbourhood park space; however, access from the adjacent neighbourhoods is challenging due to slope.

ACTIONS: Add a social space with shade structure and seating. Improve access to this park from adjacent neighbourhoods as part of future active transportation planning.

Sutcliffe Park

NOTES: This is a very important park location that can serve a large neighbourhood with well-planned improvements.

ACTIONS: Develop a site master plan that proposes locations for a youth-aged play structure and open play space, as well as amenities for a social space (i.e., seating and a shade structure).

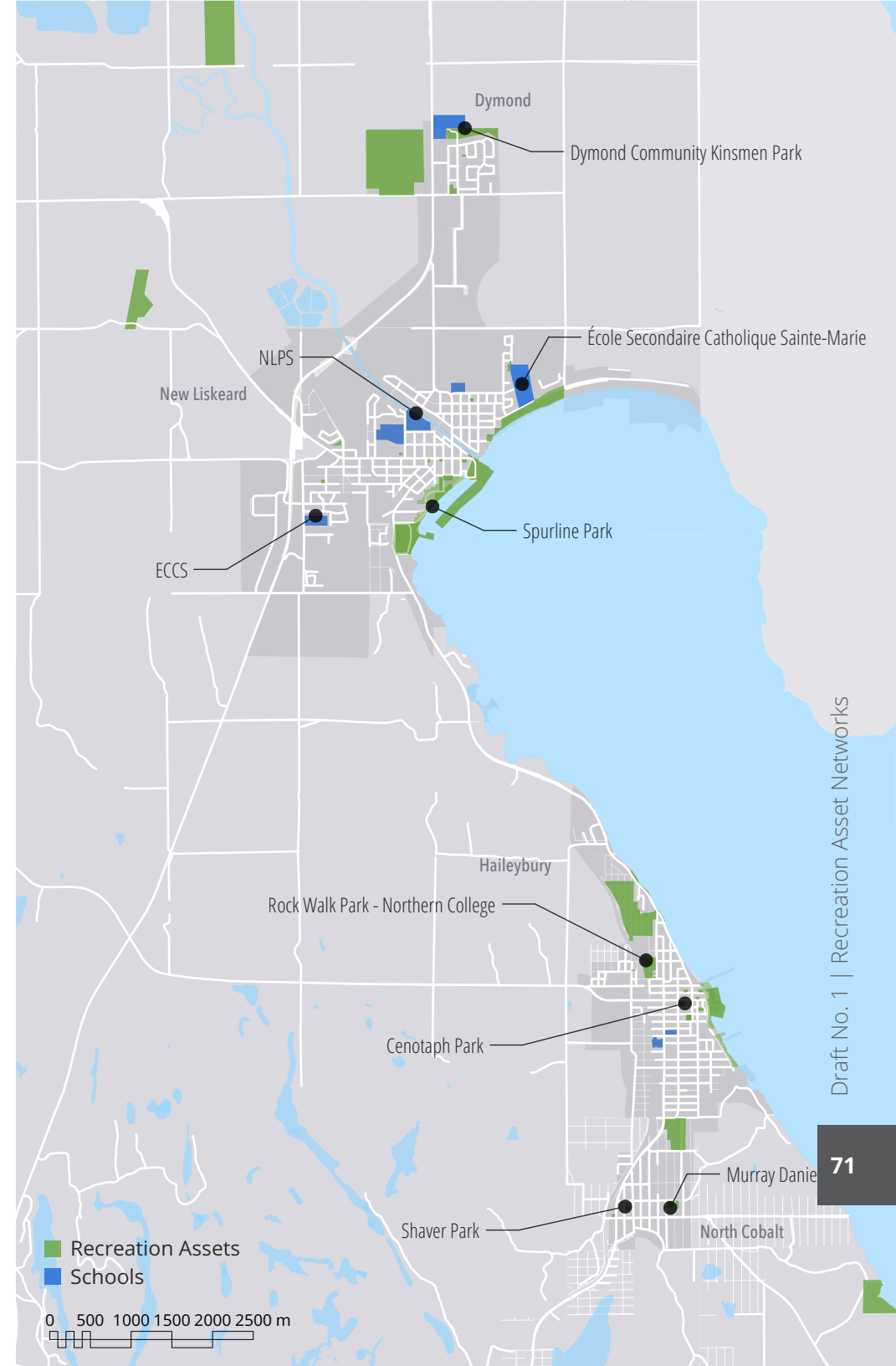
COMMUNITY PARKS

Community parks expand the design criteria of neighbourhood parks through strategies that support increased use, such as larger play structures, greater open space and planting, and field or building-based sports facilities. The network locates these parks strategically to provide active and passive recreation amenities to several neighbourhoods via trail, sidewalk and street links. Where possible, connections to regional bus stops should provide city-wide transit access to these parks.

Community park sizes vary depending on sport hosting, community gathering and small civic event space requirements. In some cases, these parks can be located at or adjacent to existing schools to provide an expanded play area or sports field for community sport or event hosting. Thus, the minimum community park size is 1 hectare plus the size of the included sports facility. This park is available within a 20-minute bike ride (3 kilometres) from resident front doors.

The park model for this facility is simple; community parks should be an upsized version of the neighbourhood park and a downsized version of a regional park (next section). Thus, park components include similar and upsized elements to those placed in the neighbourhood park, as well as sport or enhanced play facilities (i.e., turf, ball fields, sports courts). All school sites function as community parks, in addition to performing as community education facilities.

FIGURE 12 | COMMUNITY PARKS



COMMUNITY PARK DESIGN GUIDELINES

The following describes the specific design attributes associated with community parks.

PARK ACCESS

- » Provide adequate street frontage to create sightlines for safety and access.
- » Locate centrally to service the park's catchment zone.
- » Provide accessible opportunities to participants of all abilities and mobility.
- » Where possible, provide access to regional transit stops.
- » Provide links to neighbourhood sidewalks, pathways, trails, adjacent parks, schoolyards.
- » Provide nearby safe street crossings.
- » Provide dedicated street parking or an on-site parking lot for associated sports fields.

IN-PARK AMENITIES

- » Benches
- » Bicycle racks
- » Waste receptacles
- » Trail access from adjacent sidewalks or trails
- » Gazebos or shade structures
- » Lighting where after-dark gathering is possible

- » On-site parking (where sports facilities are provided)
- » Pathways and trails
- » Picnic tables
- » Shade structures
- » Signage
- » Sports fields, sports courts, and/or community buildings that host sports spaces.
- » Trees and shrubs

ADDITIONAL IN-PARK AMENITIES

- » Community gardens
- » Farmers markets
- » Sports facility fencing
- » Off-leash dog parks
- » Outdoor rinks
- » Public art
- » Restrooms
- » Sliding hills

DRAINAGE

- » Parks sites should be relatively flat with overall minimum grades of 1.5 percent, and overall maximum grades of 5 percent. Non-programmed open space may exceed these guidelines.

- » Community park sites may use stormwater retention for water collected within the park, or from adjacent sites where agreements require collection and treatment. Where stormwater features are placed within community parks, the feature must be designed as a park asset with incorporated walking, shade and rest areas.

FUNCTIONAL DESIGN

- » Community parks may be shaped to suit challenging sites or character-driven residential or downtown development areas.
- » Any shared utilities should be placed at park peripheries to avoid interference with park activity.
- » Ensure a mix of shade and non-shade areas to accommodate open play and year-round use (in varied weather conditions).
- » Provide adequate access for fire, emergency, and maintenance equipment when developing park gateways.
- » Provide highly visible and accessible park gateway access.

PARK LOCATION

- » Ideally, the community park is associated with a school site. Where not associated with a school, locate community parks centrally within the heart of several neighbourhoods.

- » Locate on a collector or arterial street route to ensure maximum connectivity.

PARK SIZE

- » Approximately 1 hectare plus the size of associated sports or enhanced play facilities.
- » Community parks should be located approximately 20 minutes (biking) from resident front doors, and at 6-kilometre intervals across the city.

ESSENTIAL COMMUNITY PARKS

The network classifies the following parks as community parks. Figure 12 illustrates the parks' location, and the descriptions provide a general overview and actions that sustain the parks as a permanent component of the network.

DYMOND PARKS

Please note that Dymond Community Kinsmen Park will function as both community and regional park. The description of this park and associated projects is described in the next master plan section: Essential Regional Parks.

HAILEYBURY PARKS

Shaver Park

NOTES: Located in North Cobalt, this important community park provides skating and sports court activities at the heart of its neighbourhood. This master plan proposes two projects to ensure the park meets its network role.

ACTIONS: Add a new pavilion building with washrooms and change spaces. Upgrade the asphalt surface to multi-use courts.

Cenotaph Park

NOTES: This is an important community heritage asset that must be retained in its present form and location.

Murray Daniels Park

ACTION: This is an ideal location for a new off-leash dog park. At this location, a fence is not required to retain dogs; therefore, a grading and turf building exercise will bring the field into an appropriate condition.

Rock Walk Park

NOTES: This is not a city-owned facility; however, this is an important trail site.

ACTION: The city should place a social gateway in this location to increase user comfort, complete with a shade structure, seating, entry sign and a bike rack adjacent to the Hardy Avenue entrance.

NEW LISKEARD PARKS

New Liskeard Public School (K-6)

NOTES: Important park location at a school site that can meet adjacent resident community park needs.

ACTIONS: Develop a reciprocal agreement with the school district to ensure access to play areas and sports fields.

École Secondaire Sainte-Marie

NOTES: It is a school-based community park location that meets local sports and recreation needs.

ACTIONS: Develop a reciprocal agreement with the school district to ensure access to soccer fields and the surrounding track, as well as basketball courts.

Spurline Park

NOTES: This is a very important community asset that must be retained in its present form and location to meet residents' desires for current and future activity.

English Catholic Central School

NOTES: It is a school-based community park location that can meet local recreation needs.

ACTIONS: Develop a reciprocal agreement with the school district to ensure access to soccer fields, play area and basketball courts.

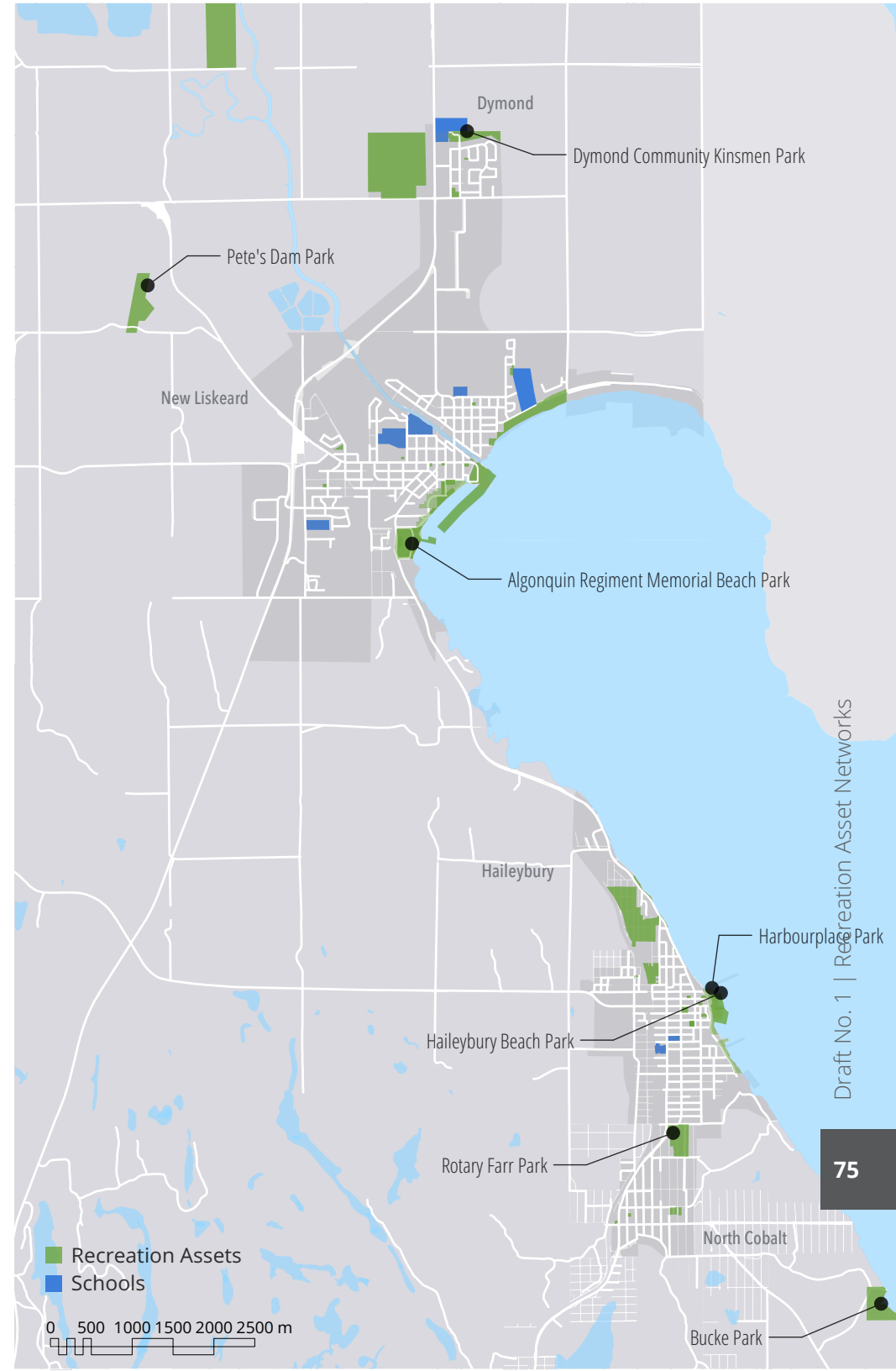
REGIONAL PARKS

Regional parks function as destinations for people of all ages and abilities to participate in active and passive recreational activities. These parks are appropriately titled “regional” because they provide recreation amenities to those living within Temiskaming Shores and those living within the larger region.

Regional parks accommodate structured athletic and cultural activities such as tournaments and festivals, in addition to informal recreational amenities such as playgrounds, sports courts, internal trail systems, picnic areas and open play spaces. Indoor sports facilities are located within regional parks, enhancing locational attraction from which adjacent downtown areas can benefit from regional park visitation.

Regional parks also host larger special-use areas. This includes a variety of recreational amenities such as splash pads, mountain bike parks, skateboard and BMX facilities, nature centres, equestrian facilities or larger water parks. In general, any recreational activity that is destination-based and provides economic and cultural benefits is placed within the regional park.

FIGURE 13 | REGIONAL PARKS



REGIONAL PARK DESIGN GUIDELINES

The following describes the specific design attributes associated with Temiskaming Shores' regional parks.

PARK ACCESS

- » Provide adequate street frontage to ensure the site is visible as a regional park and provide sightlines for safety and access
- » Ensure safe and comfortable access by walking or cycling
- » Provide safe and comfortable street crossings for all adjacent intersections leading to the regional park
- » Include internal park links to all adjacent sidewalks, trails, downtown or waterfront areas, or adjacent parks
- » Provide accessible activity opportunities to participants of all abilities and mobility
- » Provide adequate access for fire, emergency, and maintenance equipment

- » Provide adequate off-street parking for amenities, located in areas where parking does not impact the park's image and character.

APPROPRIATE IN-PARK AMENITIES

- » Aquatic facility
- » Benches
- » Bicycle racks
- » Community gardens
- » Cultural or community centres
- » Farmers markets
- » Fencing for safety or sport delineation or park boundary purposes
- » Garbage receptacles
- » Gazebos or performance stages
- » Ice arenas
- » Lighting
- » Nature and/or cultural interpretation
- » On-site parking
- » Pathways and trails
- » Picnic tables
- » Planting beds
- » Playgrounds
- » Public art
- » Marinas
- » Food and snack vendors
- » Restrooms
- » Shade structures
- » Signage
- » Skating rinks
- » Sports fields
- » Sport pads
- » Splash pads
- » Bike parks
- » Skateboard parks
- » Volleyball courts
- » Sliding hills
- » Tree planting to create shade and define park spaces
- » Other facilities or amenities that attract regional visitation

DRAINAGE

- » The site should be relatively flat with an overall gradient of two to five percent in activity areas
- » Nature-based regional park activity areas and trails should follow the site's contours to achieve accessibility and site conservation
- » On-site stormwater collection, storage and treatment is appropriate where design strategies ensure the infrastructure is complimentary with the regional park

FUNCTIONAL DESIGN

- » Locate utility right-of-ways at park edges to avoid interference with park activity
- » Design for multi-use and evolution in a manner that supports regional economic and cultural growth
- » Create a mix of shade areas to support passive use, and non-shade areas to support active park use
- » Create landscape or landform buffers between active and passive use areas, as well as adjacent neighbourhoods

PARK LOCATION

- » Locate adjacent to a collector or arterial road to facilitate visitation
- » Wherever possible, locate new regional park assets adjacent to downtown areas to support increased

visitation to Temiskaming Shores' urban centres

- » Provide sufficient street frontage to recognize and access park
- » For regional nature parks, locate relative to the asset and provide street frontage that communicates the notion of nature, rather than vehicle parking or gathering areas.

ESSENTIAL REGIONAL PARKS

The Classified Parks Network categorizes the following parks as regional. Figure 13 illustrates the location of these facilities while the descriptions provide a general overview and actions that sustain the parks as permanent components of the network.

DYMOND PARKS

Dymond Community Kinsmen Park

NOTES: This important community park will also become the gateway to the city-wide trail system. It will connect to a STATO and greenway extension from the New Liskeard waterfront toward Dymond.

ACTIONS: Develop a municipal trail entrance complete with gateway and wayfinding signage where the future trail enters the park. Also, create multi-use street connections to the park on adjacent neighbourhood streets as part of future active transportation planning.

HAILEYBURY PARKS

Bucke Park

NOTE: This is an important regional and local nature destination. It currently presents operational challenges, thus, this master plan clarifies the City's role in supporting sustained nature activity within the park.

ACTIONS: The existing building on-site is in poor condition and should be replaced with a centrally located user pavilion. The pavilion should provide shelter from the sun and inclement weather, interpretation and washrooms. The park requires an upgraded and themed gateway, wayfinding and interpretive signage (e.g., on an improved trail loop to Devil's Rock).

The City's role is simplified by ending municipal management of the camping area. This master plan understands that the Bucke Park camping area is an important asset; however, the City struggles with maintaining the site (and competes with private sector operators). The City should offer the campground portion of Bucke Park for long-term lease to experienced and stable operators.

Haileybury Beach Park/Harbour Place Park

NOTES: This is an essential regional and City destination that provides Haileybury with an interface between the downtown and Lake Temiskaming. The master plan proposes to evolve this site toward a diversified and 'right-sized' destination that supports the park's long-term sustainability while supporting economic development within Haileybury's downtown.

ACTIONS: At present, two marinas take up significant portions of the waterfront. The operations of these marinas can be combined to create one strong facility, serving as a new downtown-waterfront interface and providing new lake-based activities. The north marina should remain, and the south marina should be removed and renovated to support all-season activities (e.g., paddling, winter ice). The existing breakwater edges create a basin from which to host new activities.

A paddling facility can be created and leased to operators that offer rentals and tours from the existing shoreline pavilion. Skate rentals can be offered from the same location.

The upland area of the renovated marina can be enhanced to support visitor interest and events at this location. The existing play area should be

replaced with adaptable open space for community gathering events. The existing pavilion building should be renovated to support both water and land-based activities.

This project requires a more detailed evaluation of the concept's design and feasibility components to ensure that this project is cost-effective, sustainable and supportive of the downtown (relative to investment).

Rotary Farr Park

NOTES: This is an essential component of the Temiskaming Shores parks network. Sport and recreation activities for both local and regional residents occur at this facility. Thus, the facility serves as both an activity and an economic asset.

ACTIONS: This sports setting meets present and future needs; however, social and local play components require upgrades. This master plan calls for a new multi-age play structure, upgraded courts to include multi-use play, and a centrally located social area with shade and seating.



NEW LISKEARD PARKS

Algonquin Regiment Memorial Beach Park

NOTES: This one of Northern Ontario’s recreational jewels; it requires special attention as both a regional economic and recreation focal point.

ACTIONS: This park requires a long-term comprehensive master plan that changes the existing play fields and open space with three ball fields and expands the skatepark by adding a pump track. This will help to increase local and regional park visitation to the downtown area. Other park improvements include an improved pathway, gateway and wayfinding signage, a dog park on the water-side edge of Fleming Drive, and a parking distribution plan that improves access from vehicle gateways.

Pete’s Dam

NOTES: Located on the south side of the Wabi River, this park is a very important nature destination that serves both local and regional residents.

ACTIONS: This master plan proposes to add a standardized gateway, wayfinding and orientation signage, as well as a gateway pavilion that supports visitor comfort and identifies Pete’s Dam as a city-owned park.

Additionally, the future STATO connection to this park will require gateway signage, bike racks and social/rest facilities to support increased pedestrian and cyclist visits.

FIGURE 14 | ALGONQUIN REGIMENT MEMORIAL BEACH PARK CONCEPT



4.2 CLASSIFIED TRAIL NETWORK

This classification includes two trail types, as well as a greenway description. The greenway is provided as additional information where trail corridors pass through significant, continuous and intact habitat areas. Although the greenway will not be fully explored until future active transportation planning, the value of this landscape and the importance of including it in future planning efforts is stated in this master plan.

THE GREENWAY

Greenways provide open space connections to and from parks, schools, neighbourhoods, downtowns, shopping areas, and may include wildlife corridors and trails. They are vegetated land corridors that host significant habitats and personal movement within these habitats. Special consideration of the greenway zone ensures conservation of habitat while permitting human activity within the designated corridors.

GREENWAY DESIGN GUIDELINES

The following describes the specific design attributes associated with Temiskaming Shores' linear greenway.

GREENWAY ACCESS

Links to important downtown or regional park spaces and follows important natural features while supporting the municipal trail.

- » Accesses regional gateways using the regional trail
- » Accesses in-neighbourhood or community destinations using the community trail

IN-GREENWAY AMENITIES

- » Benches
- » Bicycle racks
- » Formalized viewpoints
- » Waste receptacles
- » Interpretive signage
- » Pathways and trails
- » Picnic tables
- » Planting beds
- » Public art
- » Shade structures
- » Trees and shrubs

DRAINAGE

- » Development within the greenway must not impact the existing drainage pattern (i.e., use appropriately sized and low-impact drainage infrastructure).

FUNCTIONAL DESIGN

- » Develop the greenway using public utility right-of-ways, reserve dedication, road right-of-ways, utility right-of-ways and/or easements to permit ecological and/or trail connectivity
- » Can accommodate linear utility right-of-ways; however, these must be located along the greenway's periphery or under trail surfaces
- » Surface installations for power or municipal infrastructure must not directly interfere with the recreational and functional design of the greenway
- » Can accommodate regional or community trails
- » Can serve as habitat to permit animal movement through a developed or developing area
- » Can include riparian areas recognized and protected through easements or reserve dedication

PARK LOCATION

- » Located along waterways, waterfront zones, natural areas and historic features

FUNCTIONAL SIZE

- » Minimum of ten meters wide
- » Length to suit functional requirement



THE STATO TRAIL

This trail is the multi-modal mobility backbone for the greater system of integrated trails throughout Temiskaming Shores. This master plan calls for a regional park connectivity strategy that expands the STATO trail to connect all regional parks, from all areas of the city (see Figure 15). Future active transportation planning will expand this connectivity to important civic and cultural destinations.

STATO TRAIL DESIGN GUIDELINES

The following describes the specific design attributes associated with the municipal trail.

MUNICIPAL TRAIL ACCESS

- » Access trail from important existing gathering destinations
- » Provide access point bollards or gates to prevent vehicle access to trails (except where permitted)
- » Provide branded gateway and wayfinding signage

FIGURE 15 | CLASSIFIED TRAIL NETWORK

TRAIL AMENITIES

- » Provide rest/social areas that include seating, shade and waste collection approximately every kilometre (minimum), and access points
- » Keep on-trail lighting to a minimum in compliance with dark sky practices
- » Provide lighting at trail access points and significant on-trail destinations (i.e., bridges, interpretation areas, viewpoints)
- » Provide interpretation at rest/social areas where appropriate

DRAINAGE

- » Use cross slope or crowning to prevent the collection of water on the trail surface
- » Ensure trails are not used as a drainage surface along the surface's longitudinal line
- » Ensure trails adjacent to stormwater facilities are located above the estimated high water line

TRAIL EDGE

- » Conserve existing vegetation where possible
- » Maintain a grass buffer between the trail and adjacent natural or manicured surfaces
- » Provide drainage swales along longitudinal trail edges that drain the trail and adjacent surfaces into installed infrastructure (e.g., culverts, catch basins, ditches)

FUNCTIONAL DESIGN

- » The trail shall be a 3.0 to 3.5 meter-wide asphalt surface over a compacted granular base
- » A minimum one meter-wide grass surface and drainage swale shall be located along the trail's edge
- » The trail shall meet slope and radial design guidelines for this trail type.
- » The trail shall intersect streets at right angles
- » Trail/street intersections have a minimum three-meter radius clearance zone
- » Ensure design addresses key elements of Crime Prevention Through Environmental Design
- » Ensure access points have a smooth transition in grade (i.e., dropped curb structures)

MAINTENANCE AND OPERATION

Trails shall be maintained subject to the guidelines included in this master plan (Appendix A).

COMMUNITY TRAIL

This trail connects neighbourhoods to each other, and to the municipal STATO trail where indicated in this master plan. The community trail is not located within the master plan; however, future community trail connections will be explored during active transportation planning and should conform to this master plan's specifications.

COMMUNITY TRAIL DESIGN GUIDELINES

The following describes the specific design attributes associated with the community trail.

COMMUNITY TRAIL ACCESS

- » Access trail from important existing neighbourhood parks, streets or sidewalks
- » Provide access point bollards or gates to prevent vehicle access on trails (except where permitted)
- » Provide branded gateway and wayfinding signage

TRAIL AMENITIES

- » Keep on-trail lighting to a minimum in compliance with dark sky practices
- » Where possible, provide lighting at trail access points (i.e. adjacent street or building lighting)

DRAINAGE

- » Use cross slope or crowning to prevent water collection on the trail surface
- » Ensure trails are not used as drainage surfaces along the surface's longitudinal line
- » Ensure trails adjacent to stormwater facilities are located above the estimated high water line

TRAIL EDGE

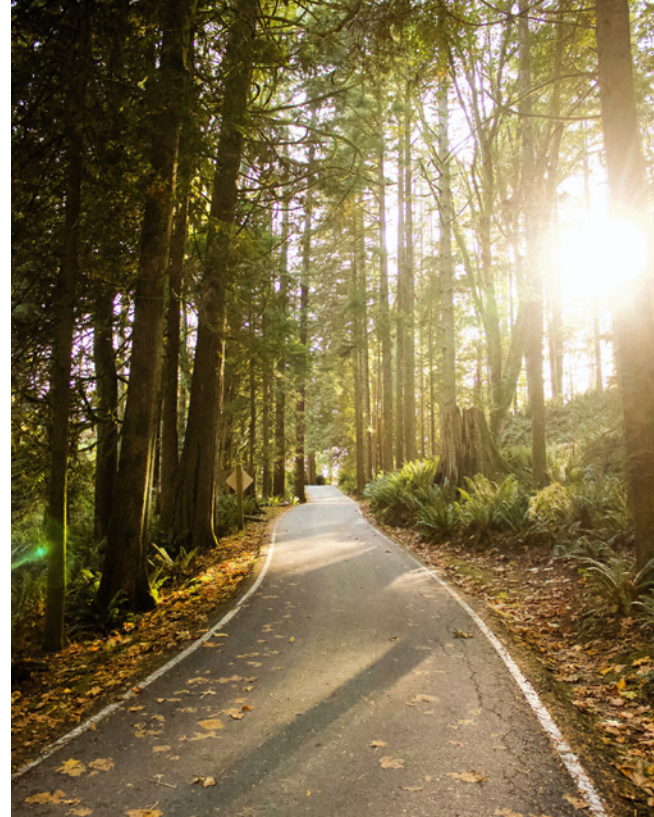
- » Conserve existing vegetation where possible
- » Maintain a grass buffer between the trail and adjacent natural or manicured surfaces
- » Provide drainage swales along longitudinal trail edges that drain trail and adjacent surfaces to installed infrastructure (e.g., culverts, catch basins, ditches)

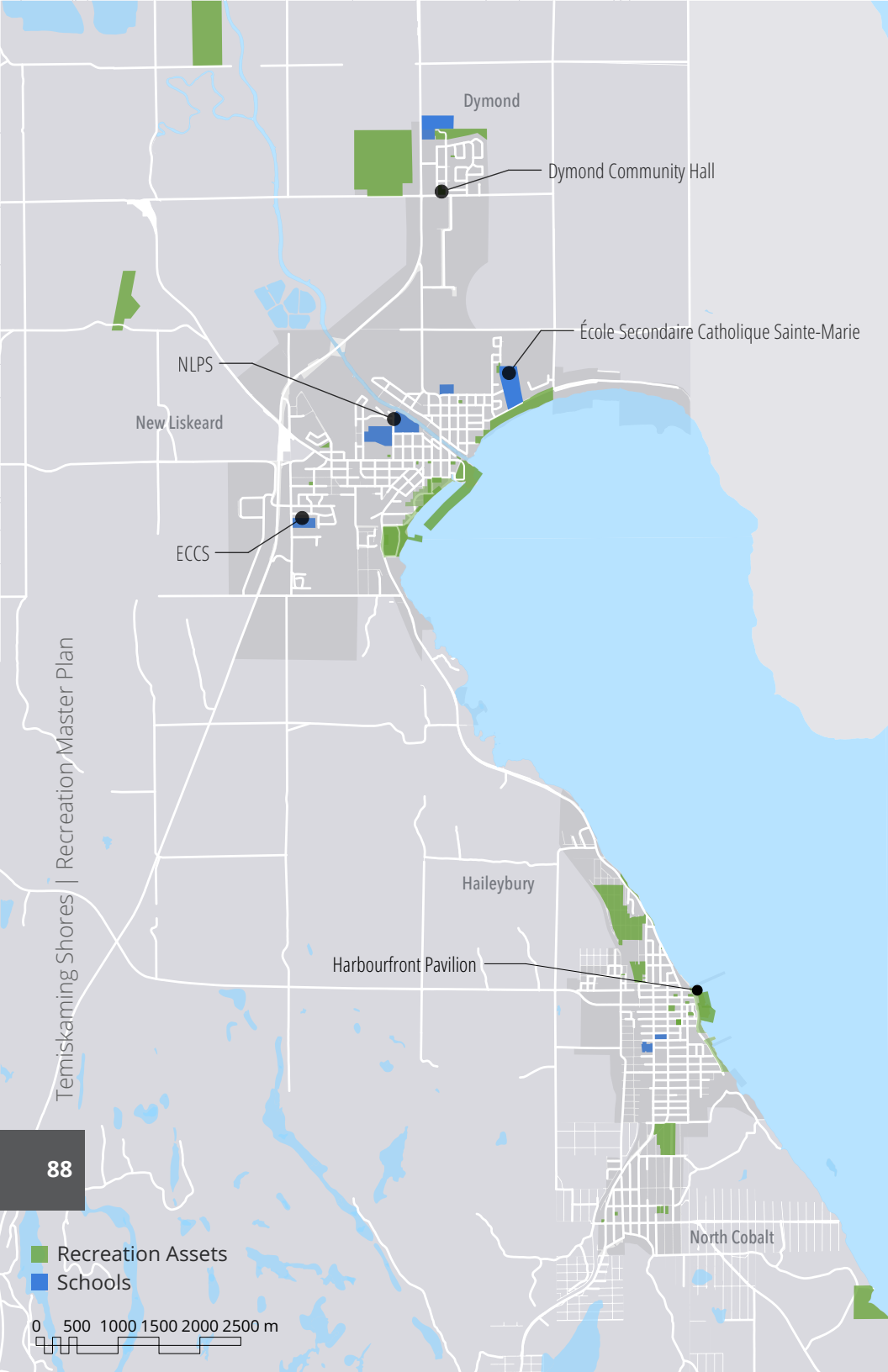
FUNCTIONAL DESIGN

- » The trail shall be 2.5 to 3.0 meter-wide asphalt or pit run tilling surface over compacted granular base
- » A minimum one meter-wide grass surface and drainage swale shall be located along the trail's edge
- » The trail shall meet slope and radial design guidelines for this trail type.
- » The trail shall intersect streets at right angles
- » Trail/street intersections have a minimum three meter radius clearance zone
- » Ensure design addresses key elements of Crime Prevention Through Environmental Design
- » Ensure access points have a smooth transition in grade (i.e., dropped curb structures)

MAINTENANCE AND OPERATION

- » Trails shall be maintained subject to the guidelines included in this master plan (Appendix A).





4.3 CLASSIFIED FACILITIES NETWORK

Like parks, indoor and outdoor facilities serve local and/or regional residents; therefore, the plan applies a classification system to ensure investment sustains assets relative to their role.

COMMUNITY FACILITIES

These community-based facilities primarily deliver recreational and sports products to city users; therefore, the facilities must be sustained for a population that hovers around 10,000 residents. For facilities owned by the City of Temiskaming Shores, the municipality will continue to fund capital and operational budgets from resident property tax revenue. For provincially owned schools, the City of Temiskaming Shores must develop a reciprocal agreement(s) with school districts to acquire access to these sites and building facilities. This is discussed in greater detail in the next chapter.

Figure 16 locates and describes the placement of community facilities within the greater master plan network, while the sections below provide commentary on the various community facility types relative to their statistical and financial operation.

FIGURE 16 | COMMUNITY FACILITIES

SCHOOLS

- » New Liskeard Public School (K-6)
- » École Secondaire Catholique Sainte-Marie (New Liskeard)
- » English Catholic Central School (New Liskeard)

SCHOOL SOCCER FIELD NOTES: Reciprocal agreements with school districts will ensure that the City of Temiskaming Shores can help with soccer program sustainability by ensuring long-term access to fields.

ACTION: Although previously noted, the City should enter into an agreement with the school districts that ensures access to high-quality and well-maintained turf fields where required for soccer use. All bookings for these fields will be administered by the City to ensure availability relative to the level-of-service model proposed in this plan, and schedule alignment.

COMMUNITY CENTRES

The following city-owned community centres are important assets that should be retained to meet resident needs.

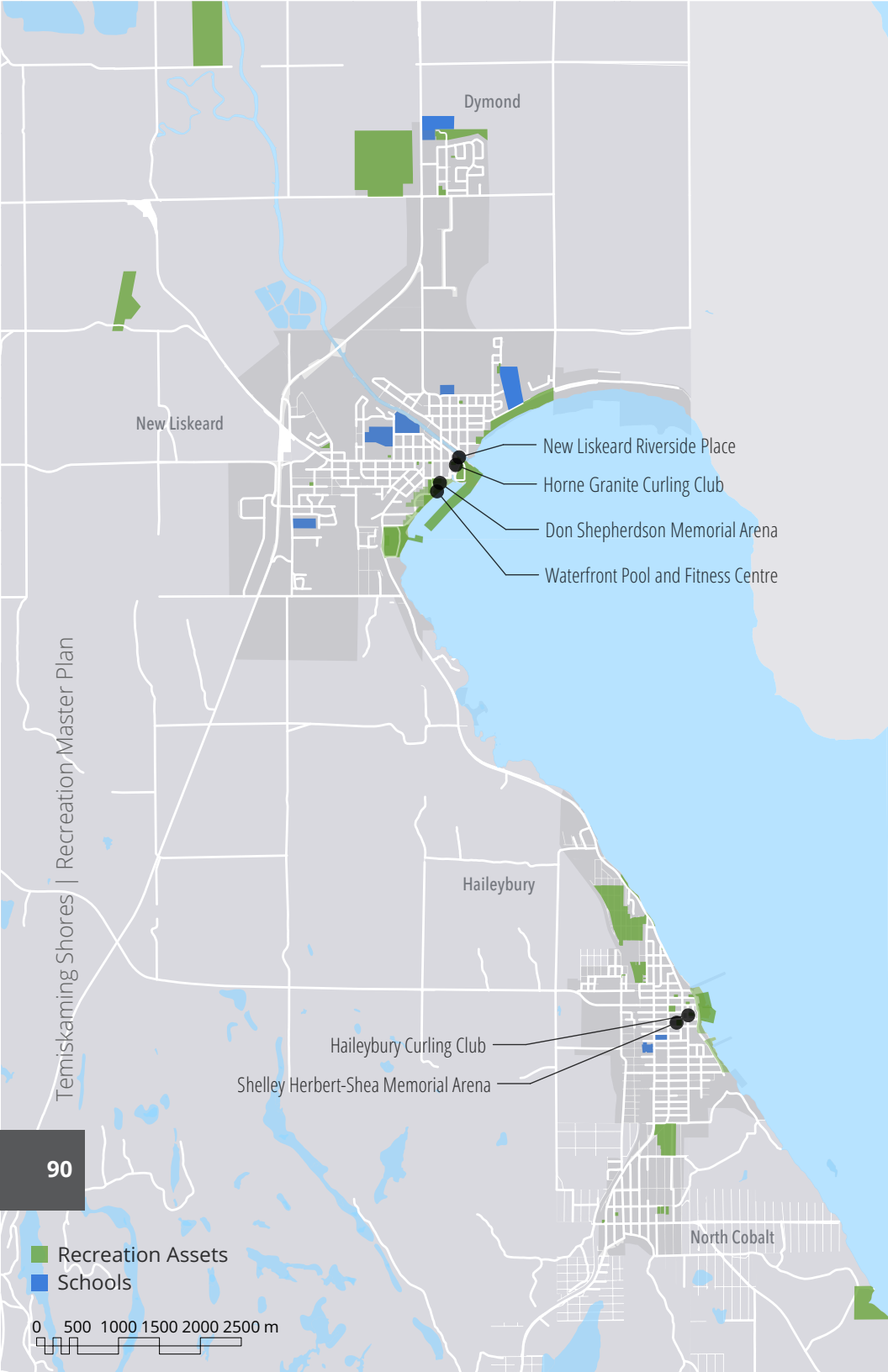
Dymond Community Hall

NOTES: This centre should be retained in its present form and location.

Harbourfront Pavilion

NOTES: This master plan calls for an upgrade to this building to support community and waterfront events and activities.





■ Recreation Assets
■ Schools

0 500 1000 1500 2000 2500 m

REGIONAL FACILITIES

These facilities deliver recreation products to regional users; therefore, the facilities must be sustained for a population that hovers around 17,500 residents (within the Temiskaming Region). The City of Temiskaming will continue to explore approaches to fund capital and operational budgets from all users. City residents presently pay property taxes that cover these costs; however, out-of-town user fees must be collected from those visiting the facilities noted in Figure 17. The following sections provide master plan commentary on the various facility types relative to statistical and financial operation.

ARENAS

DON SHEPHERDSON MEMORIAL ARENA

NOTES: This arena is an essential regional facility that meets present needs; however, it should evolve to meet future recreation and sports requirements. Over the long term, the arena should remain within the New Liskeard downtown, drawing visitors to one of the hearts of Temiskaming Shores and supporting this regional economic destination.

SHORT-TERM ACTIONS: The building requires additional meeting, social and administrative space to meet user needs over the next ten years. Therefore, the upper floor space should be reallocated to arena use. The gymnastics program should move to a temporary location until a new multi-use facility is developed (e.g., a temporary option may be an expanded Riverside Place).

FIGURE 17 | REGIONAL FACILITIES

LONG-TERM ACTIONS: The master plan proposes to move this arena to an alternative downtown location within the next ten years. The present waterfront location is not required to retain the facility's regional 'magnitude'; however, the waterfront location is ideal for future mixed residential and retail development.

As previously noted, the City's two existing arenas are required to meet the present level of regional need. A single pad facility is required without regional use; however, minor hockey, skating and other activities deliver programs to regional residents living outside the city. Therefore, the City should provide two ice pads at present, with operational and capital funds contributed from 'out-of-town' residents or municipal entities. Additionally, all new regional facilities must be located within Temiskaming Shores' core areas to ensure city-centre business operators can capitalize on facility visitation.

The lands located between the Timiskaming District Secondary School, Scott Street and Whitewood Avenue host a mix of academic, municipal and business facilities. These facilities and a new multi-use complex that enhances school assets and increases visitation to business assets should be evaluated as a future regional recreation, sport and retail hub. Components within a new regional multi-use complex may include a relocated arena, lounge, fitness centre, multi-use field house with indoor track and outdoor artificial turf field with a track (as an extension to the school site). Further exploratory and

feasibility work will clarify the requirements and costs.

The City of Temiskaming Shores should commission a feasibility study that explores the concept proposed above. Additionally, any capital investments at the Don Shepherdson Memorial Arena should be based on a ten-year building life.

SHELLEY HERBERT-SHEA MEMORIAL ARENA

NOTES: This is a valuable community asset that should be retained in its present condition for approximately 25 years. A future needs analysis will determine lifespan requirements beyond this period.

In keeping with the building's dedication, use should include 100% of the region's figure skating program at present booking levels. Minor and adult hockey programs, as well as public skating, can fill out the schedule beyond figure skating.

ACTIONS: The building requires further improvements related to supporting figure skating use (offices, meeting rooms, event space), and the creation of a detailed parking plan should consider building use and visitors' access to the downtown.

ACTION - LONG TERM. This arena may be replaced as part of a two-pad regional arena; however, replacement is unlikely in an initial multi-use facility phase. Relative to Haileybury's community theme, the arena should be evaluated as an in-town and pedestrian destination building shell that shelters multi-event floor activities, or as a future replacement rink for the two curling clubs.

WATERFRONT POOL AND FITNESS CENTRE

NOTES: The master plan proposes that this facility retain its presence as a waterfront-related activity centre. Thus, the pool, as well as its associated activity and operational spaces, are retained while the fitness centre component moves to a future regional multi-use complex.

ACTIONS: Four actions are proposed for the pool. First, the existing slide is replaced with a slide that does not empty into the swimming lanes. Second, the existing dressing rooms are removed to allow for a modified family change space and additional deck space.

Third, the existing waterfront room and front entry are modified to open onto the shoreline, the STATO trail and the existing parking area. This will evolve part of the building into an open pavilion structure, significantly modifying the building's relationship to adjacent recreation assets and future residential development (e.g., the site where the Don Shepherdson Memorial Arena presently exists). Fourth, and finally, the existing outdoor courts are modified to create six multi-use court spaces that are booked from the pool facility. These courts should be retained as a northern anchor for Spurline Park, and as recreation assets for the future residential project.

RIVERSIDE PLACE

NOTES: This facility is a great community destination within a single hall. It can be expanded and better connected in order to provide increased, diversified and sustained activity hosting. This venue can provide a long-term and stable location for a variety of existing or emerging groups that provide community programs or events.

ACTIONS: The addition of a second hall will accommodate expanded, structured activity. Additionally, a new active transportation bridge that links Riverside Place and the STATO trail to neighbourhoods on the north side of the Wabi River ensures multi-modal, city-wide connectivity. Riverside Place enhancements should include public washrooms, water stations, rest/social amenities and bike racks to support trail user comfort. The City will require a feasibility study to determine an expansion program, building requirements and associated costs to complete project evaluation.

CURLING RINKS

Temiskaming Shores' two private curling facilities will require repair beyond the ability of membership revenues at some point in the future. Because curling is an important activity within the City and region, the City should be prepared to work with the existing clubs on the creation of a unified regional curling club under a single roof.

Although the groups will participate in location decision-making, it is important to note that a curling facility is in keeping with the lifestyle theme applied to Haileybury. It should be explored as a starting point in this discussion.



4.4 ASSETS AVAILABLE FOR ALTERNATIVE USES

The New Liskeard Community Memorial Hall on Whitewood Avenue is primarily located within New Liskeard's downtown. The build presently has costly fire code issues and accessibility challenges that can be resolved through a complete building renovation.

The master plan identifies this architecturally significant building for redevelopment as a mixed-use, city-centre project that contributes to downtown economic well being. This building and property should be made available to private developers through an RFP process. As part of this process, developers will need to demonstrate how existing community program/activity users are accommodated or relocated.





CHAPTER FIVE

IMPLEMENTATION PLAN

This chapter provides clear implementation steps for moving forward and the strategy that guides these steps. Although the plan presents steps in a linear format, it is understood that implementation is a highly iterative process that will not occur exactly as described in this chapter. It is important to note that actions may be undertaken relative to budget availability, funding opportunities, emerging and evolving user needs, etc. Changes to the implementation plan are normal and expected. Regular evaluation of the implementation strategy's direction and actions will ensure the city is accomplishing plan goals.

5.1 IMPLEMENTATION STRATEGY

The implementation strategy establishes an administrative and physical platform for creating a network of recreation-based facilities and activities over the next ten years. Plan implementation will not result in a final network product; rather, the ten-year implementation window repositions the City of Temiskaming Shores toward an amalgamated, contemporary and relevant asset and activity network that will require full re-evaluation at the end of this period. This master plan puts the City on a positive path toward that time.

It is important to remember that the notion of 'network' is critical to the success of this plan. All future planning, design, construction and operational activities must move the City of Temiskaming Shores from a series of stand-alone recreation spaces to a network of linked spaces that respond to residents' needs. This master plan proposes a four-phase implementation strategy for meeting this requirement.

The first step includes solicitation and acquisition of a political and community mandate and support for plan implementation. This involves 'spreading the word' -- informing local and regional residents and political representatives of the City's intent and upcoming actions.

Second phase actions bring city staff and program providers together to undertake actions that strengthen the local and regional activity base through shared communication and operational actions.

The third phase proposes developing the required site and building specific master plans before phase four. The final phase moves the City from administrative to physical project actions. At this point, further evaluation and changes to the physical network will occur and continue over the next several years. The following implementation steps are presented in text format, while Figure 18 presents the steps in a graphic format.

It is important to consider Temiskaming Shores' population trends in planning for plan implementation. The projects proposed in this master plan cannot create an additional operational burden on city budgets without increased property tax revenues, increased visitation to downtown areas resulting from improved recreation assets, or increased user fee collection.



FIGURE 18 | IMPLEMENTATION STRATEGY



5.2 IMPLEMENTATION STEPS

IMPLEMENTATION PHASE ONE - ADMINISTRATIVE ACTIONS

REVISE MUNICIPAL POLICY TO SUPPORT NETWORK CREATION

Staff representatives will review the City's Official Plan to determine all areas that should be revised to support the implementation of this master plan. The policy provided in this chapter provides a clear direction. Planning representatives may update policy through Official Plan amendments.

ACHIEVE A MANDATE TO IMPLEMENT THIS MASTER PLAN

This plan includes several important and long-term projects that will require ongoing communication among political representatives, residents, city council and staff.

This action involves acquiring a mandate from City Council and funding/operation partners (e.g., the Province of Ontario and the Government of Canada). Although City Council has accepted the document, the plan's policy statements must be incorporated into the Official Plan to ensure implementation. Recreation leadership must work with city planning representatives to amend the Official Plan, or to include policies in the next plan update.

In addition to this, recreation leadership should present this master plan to regional funding and support agencies such as the Province of Ontario's recreation staff, regional MPPs, MPs, and key local and regional residents highly involved in program or facility delivery. This will set the platform for future implementation phases.



REGIONAL LEADERSHIP

This master plan proposes actions that require long-term regional participation. Temiskaming Shores provides recreation facilities needed by the region; however, the city is not able to carry the entire capital and operational cost of these facilities. Recreation and political leadership should provide copies of this master plan to adjacent communities to commence this conversation. The City of Temiskaming Shores will continue to collect user fees from non-residents who wish to use facilities such as arenas and pools. New facilities that serve regional residents will require a financial commitment from non-resident administrations for both operational and capital costs. The city can develop administrative platforms to further explore equitable facility delivery approaches and models at the regional level.



BRANDING AND IDENTIFICATION PACKAGE

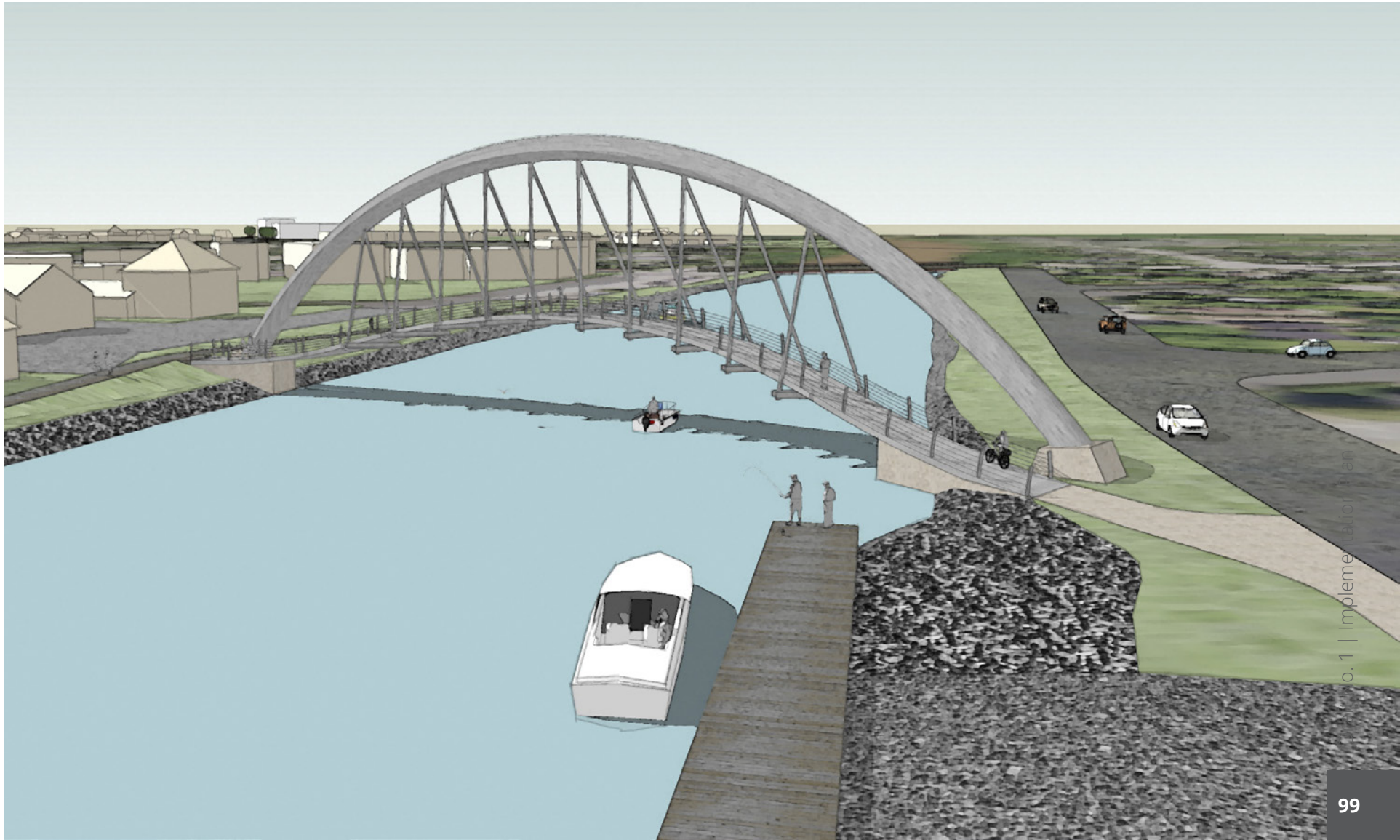
The City of Temiskaming Shores presently owns several high-quality parks and facilities that will benefit from branding that communicates a single identity expressing quality and activity. The city should develop a brand and associated wording that reflects the notion of a contemporary and integrated recreation network. The brand can be applied to gateways, wayfinding signage and interpretive signage/materials. An associated graphics manual should describe a hierarchical signage program.



ACTIVE TRANSPORTATION (AT) MASTER PLAN

This master plan proposes several recreation destinations that will improve residents' lifestyles. Public consultation participants repeatedly talked about the need to humanize city streets that connect them to their favourite places. An active transportation master plan will propose approaches and tools to expand the city-wide network of humanized streets, trails, waterways, parks, and critical destinations.

This master plan proposes three STATO trail projects for consideration during AT plan development. The trails extend from the existing STATO trail and link to three regional parks (Haileybury STATO termination to Bucke Park, New Liskeard STATO trail termination to Pete's Dam and the Dymond Community Kinsmen Park). All three projects require the evaluation of greenway routes, land acquisition, the detailed design of trail corridors as well as the creation of community trail linkages to adjacent neighbourhoods.



o. 1 | Implementation Plan

FIGURE 19 | ACTIVE TRANSPORTATION BRIDGE CONCEPT



The STATO extension to the Dymond Community Kinsmen Park requires a trail bridge to cross the Wabi River (adjacent to Riverside Place). This bridge becomes a significant trail focal point and trail marketing icon that expresses Temiskaming Shores' lifestyle and requires special architectural treatment to meet these goals.

Landscape treatments around the bridge include the placement of water's edge paddling infrastructure that creates an opportunity to rent kayaks and canoes at Riverside Place and to access the water or land for those arriving with a paddle craft.

IMPLEMENTATION PHASE TWO - SUSTAINABLE PROGRAM SUPPORT

The City of Temiskaming Shores invests in local and regional recreation through facility development and maintenance and supports individuals and groups delivering programs with facility access and operational assistance where possible. City and regional residents are fortunate to have access to strong recreation programs; however, volunteer time constraints will impact providers' ability to retain their present level of service. This implementation phase describes city actions that can support sustained program delivery.

COMMUNICATIONS

Groups participating in planning exercises evaluated their long-term requirements and associated activities. Program sustainability evolves with changing cultural and economic settings. The greatest challenges described related to communication and registration.

The City accepts the responsibility of providing facilities in which people gather for group activities. The City will lead an exercise that brings groups together to address challenges partially while demonstrating to local and regional residents that 'we have a lot going on here!'. The City can host a biannual Sport and Recreation Expo that brings all program delivery groups together for activity promotion, registration and to answer visitor questions. This one-stop shopping venue also provides an opportunity for the City to collect regional user fees for facility use.

Visitors can spend time learning about all of the activities available in the City. At the same time, program providers have an opportunity to promote their activities to new audiences. The City can collect information



at this event related to local vs. regional facility use and program providers' registration numbers. This data can inform future facility planning and budgeting exercises, and support facility scheduling changes based on increased or decreased participation rates.

SCHOOL DISTRICT RECIPROCAL AGREEMENT

The City of Temiskaming Shores should begin discussions with school groups such as the District School Board Ontario North East, the Northeastern Catholic District School Board, and the Conseil scolaire catholique de district des Grandes Rivières to discuss the physical, administrative and budgetary framework leading to a reciprocal agreement. These agreements should provide residents access to school-based play spaces, fields and gymnasiums. Part of this agreement will determine how the City can act as a central booking agent for gymnasiums and field facilities.

It is important to note that all municipal-school board reciprocal agreements are unique. Cities want access to facilities and play spaces to ensure equitable recreation asset delivery. School boards want to ensure facility conditions, insurance costs and operational budgets are not affected by increased use. The framework and subsequent agreements will explore and resolve these common ground issues.



INTEGRATED BOOKING SYSTEM

The City should commission an experienced digital systems developer to create a customized booking system that permits activity providers and residents to book all facilities, for all activities. Reciprocally, this program helps to inform residents about available activities and locations.

Again, this is one-stop shopping that provides the City with data that supports annual scheduling exercises and budgetary planning relative to activity participation rates. For example, an increase in any sport's participation can be considered when allocating facility time and the municipal investments required to sustain facilities for that use.

One important and ancillary benefit to collecting this data is the information collected relative to user location. Knowing this will allow the city to develop a local user pass that ensures the bearer is paying facility fees relative to living within the municipality. Those not living within the city can purchase a pass annually, or pay on a use-by-use basis.



VOLUNTEER SUSTAINABILITY PROGRAM

The City should work with the various program providers, high school students, senior groups and interested residents to develop a volunteer engagement program. The goal of the program is to increase interest in activity coaching and administration at the middle and high school levels and sustain this interest through adult life and into senior years.

This program must be designed based on the needs of the program providers. Volunteers are engaged based on mission, clarity of volunteer requirements, safeguards against any mishaps, and excitement about how their participation makes a better community. Collectively, under city recreation leadership guidance, a program is developed and delivered.

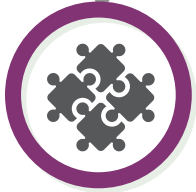


ACTIVITY AMALGAMATION ACTIONS

The City of Temiskaming Shores is the product of three amalgamated municipal entities. Many activity providers have subsequently merged and are operating as a single local or regional entity. Other groups have not; however, these groups will eventually explore amalgamation to sustain the presence of their activity within the region.

The City should work closely with groups that duplicate offerings to ensure their programs, as well as the unique aspects of their programs, are sustained for future generations. This work will include the creation of timelines that lead to possible amalgamation, as well as what actions are required to create one entity from two or more programs.

The actions described in this phase will result in closer and stronger relationships among program delivery groups, and between these groups and the City's recreation leadership. The City and program delivery groups must approach these actions with an openness to new ways of sharing information, scheduling, and moving the City's recreation environment forward.



IMPLEMENTATION PHASE THREE - SPECIAL MASTER PLANNING PROJECTS

REGIONAL MULTI-USE FACILITY MODEL

As previously mentioned, the creation of new recreational facilities can take up to ten years to complete (from idea to opening). The concept of the new facility proposed in this master plan accompanied by Temiskaming Shores' ageing facilities, and council's desire to improve and grow the City provides the initial background required to explore the feasibility of the new multi-use complex.

The first step in this exploration is the creation of a conceptual facility program and feasibility model. This is a detailed document that describes, in written form, facility components, construction and operational costs, as well as revenues from all sources throughout the complex lifespan. The City will develop and deliver an RFP to capable professionals to develop an approach, work plan and associated cost to complete this work.

It is important to note that this facility is a regional asset, and must be evaluated within this context. As previously noted, the City of Temiskaming Shores does not require two ice surfaces; however, two ice surfaces are required at the regional level. A feasibility study must explore this facility as a regional asset.

The study must also explore the notion of creating a two-pad arena at this regional facility to replace the aging arenas. This will require an understanding of the phased timing of two new ice pads as well as the repurposing of the Shelley Herbert-Shea Memorial Arena.

RIVERSIDE PLACE EXPANSION

This important project expands this regional destination through an extension of the great hall. It will be able to host events displaced from other facilities or new activities. The addition will also include paddling equipment rental space and exterior trail-side washrooms, as well as required storage, interior washroom and utility space.

The City can commission a Riverside Place Expansion study that clarifies the building's program and spatial needs and proposes a preliminary architectural model and associated budget estimates. This project should also consider the adjacent STATO bridge and Wabi River paddling dock.





PARK MASTER PLANS AND STANDARD DETAILS DOCUMENT

This master plan calls for the creation of several neighbourhood and regional park plans that will guide contract document creation during phase four. These include New Liskeard's Baker Avenue and Sutcliffe Neighbourhood Parks, Haileybury's Beach and Harbour Place Regional Park, and the Algonquin Regiment Memorial Beach Regional Park (in New Liskeard).

Several other projects require infrastructure and landscape upgrades; therefore, the City should commission the creation of a parks standards document, and the development of the above-noted master plans. The standards will inform all park development/improvement projects while the master plans will inform the contract document development required in phase four.



IMPLEMENTATION PHASE FOUR - NETWORK UPGRADES

This phase moves the existing inventory of park and facility assets to a network of rationalized recreation assets that meet resident needs over the next ten years. Implementation required to achieve the hierarchical network described in this plan commences with the assets closest to resident front doors and moves towards regional assets as various reciprocal or user agreements are developed.



WHERE TO BEGIN: THE NEIGHBOURHOOD PARKS

This master plan proposes the enhancement of seven parks that become the foundational components of the parks network. These parks require upgrades, including small play structures, courts or turf space improvements, or the addition of social amenities (seating, shade, garbage cans, signage).

CONTINUED PARKS NETWORK CREATION: THE COMMUNITY PARKS

Eight community parks are identified as essential to the network. These parks require similar but larger-scale improvements (when compared to the neighbourhood park). In many cases, the community park is located at a school and will require a reciprocal agreement to acquire access to the site.



MOVING FORWARD: - THE REGIONAL PARK

This park will be developed based on need, available funding, partnerships and municipal budgets. This master plan proposes the enhancement of six regional parks to meet user needs over the next ten years. The park-specific projects are described in Chapter Four. Master planning projects are described in Phase Three, while project descriptions and associated budgets are described in Appendix B.



5.3 POLICY FRAMEWORK AND STATEMENTS

The City of Temiskaming Shores commissioned this recreation master plan to identify a network of parks, facilities and activity programs that will be required over the next ten years. It is clear that the city's program environment is healthy. This master plan largely focuses on creating a refined network of parks and facilities that host the activities, as well as approaches to simplifying the administrative tasks collectively undertaken by program delivery groups. Municipal policies are required to ensure this occurs within the context of the previously described implementation phases. This section describes the required policies.

Through its enactment of the policies listed below, the City of Temiskaming Shores establishes a mandate for which the Recreation Master Plan's implementation will be achieved. Thus, the administrative context required to implement this plan is developed immediately for procedural ease.

OVERARCHING POLICY

Policy RMP-1 The City of Temiskaming Shores shall incorporate this Recreation Master Plan's policies, projects, schedules and figures into Section 7.0 of the Official Plan.

Policy RMP-2 The City of Temiskaming Shores shall update the Official Plan's Schedule A to include the hierarchical parks network illustrated in the Recreation Master Plan.

Policy RMP-3 The City of Temiskaming Shores shall update Section 6.0 of the Official Plan to ensure parks and recreation is described as an essential component of city lifestyle and economic development strategies that retain and attract new residents and business.

Policy RMP-4 Council shall direct staff to provide the City of Temiskaming Shores Recreation Master Plan to all provincial and federal operational and funding partners to ensure the partners are aware of the city's interrelated recreation and economic development approaches and actions over the next ten years.

Policy RMP-5 Council shall use Chapter 5.0 Implementation Plan as a guide to implementing the Temiskaming Shores Recreation Master Plan.

Policy RMP-6 Council shall use the Temiskaming Shores Recreation Master Plan as a guide for expanding the hierarchical parks network within existing or developing city neighbourhoods, and communities.

TASK SPECIFIC POLICY

Preamble - Regional Facility Delivery. The city will continue to provide existing and new recreation facilities for local and regional use. Staff and council will continue to collect non-resident user fees and will evaluate operational costs for all facilities relative to local and regional use, and adjust or apply fees where required to sustain existing and new facilities.

Policy RMP-7 Council shall direct recreation leadership to collect and administer non-resident user fees for city facilities at present or increased levels relative to capital and operational costs.

Policy RMP-8 Council shall direct recreation leadership to monitor facilities not presently charging non-resident user fees to ensure operational requirements can be sustained under regional use, and to apply new non-resident user fees where requirements cannot be sustained.

Policy RMP-9 Council shall consider allocation of appropriate funds and direct recreation leadership to commission and deliver feasibility studies for the creation of a Multi-Use Facility Model and Riverside Place Expansion plan in keeping with the concepts described in the Recreation Master Plan.

Preamble - Active Transportation. An active transportation (AT) master plan will describe a network of hierarchical streets and trails that will complete the parks and facilities network. Projects and policies identified in an AT plan will be incorporated into the city's Official Plan.

Policy RMP-10 Council shall consider allocation of appropriate funds and direct city staff to commission the development of a City of Temiskaming Shores Active Transportation Master Plan.

Preamble - Digital Administrative Platform. Recreation leadership, associated staff and the greater community require a central and contemporary booking and operational system that ties together parks and facility use with operational requirements. This system will provide recreation leadership with the data required to fully understand operational cost implications for the various recreation assets while providing local user groups and residents with a central booking system.

Policy RMP-11 Council shall consider allocation of appropriate funds and direct city recreation leadership to expand the present digital administrative platform to include a comprehensive booking and operational system.

Preamble - School Board Reciprocal Agreements are required to provide equitable facility access for program providers and those requiring access to school-based parks for social and activity reasons.

Policy RMP-12 Council shall direct recreation leadership to commence discussions with the relevant School Districts to work toward the creation of reciprocal agreements that ensure the goals and objectives of the Recreation Master Plan are met.

5.4 EVALUATION AND EVOLUTION

Several performance evaluation models exist and can be adapted for review of implementation-to-date; however, Temiskaming Shores' challenges are unique and require a city-specific approach to successful evaluation. The Canadian Parks and Recreation Association (CPRA) provides a toolkit that proposes monitoring measures. Although this is a helpful tool, Temiskaming Shores continues to evolve from three communities to a single city, and evaluation should be refined to reflect this unique position.

Chapter one of this master plan document described a purpose for this plan and the notion that the City of Temiskaming Shores should achieve both improved recreational and economic development goals. Therefore, this is the benchmark for success. Recreation leadership must continually ask and answer yes to five simple questions.



- » Are we creating better activity spaces for our residents?;
- » Are we creating better administrative and operational environments for our program providers?;
- » Have we accomplished this without creating an additional burden on our relative level of staffing and budgets?;
- » Are we attracting additional visitors to our downtowns from which businesses benefit?;
- » Are we attracting new businesses and residents to our city as a result of master plan implementation strategies?

The Temiskaming Shores Recreation Master Plan is created through carefully crafted consultation and park/facility evaluation. Plan implementation must deliver results within its means; therefore, any additional monies applied to operational budgets result from a demonstrated increase in property tax revenues, visitation to the downtowns or collection of non-resident user-fees.





APPENDIX A

PARK AND TRAIL SPACE MAINTENANCE GUIDELINES

Temiskaming Shores parks and trails network includes a diverse landscape of neighbourhood and community park assets. Due to this diversity, a general list of maintenance tasks is identified for each park that ensures equitable level-of-service across the city.

Please note that the guidelines do not necessarily imply quality; rather, they are developed in response to meeting maintenance service objectives and the level of effort required. The primary basis for establishing maintenance levels is the frequency at which maintenance is required (based on discussions with municipal operational staff). These frequencies are based on peak seasonal use from May through October, inclusive.

MAINTENANCE SERVICE OBJECTIVES

Maintenance guidelines propose a minimum acceptable level of care to be provided. Park and trail maintenance is the key to protection of the public's health, safety and welfare, as well as the basis of the public's image of the quality of park components and activities. It is important to note that facilities are to be maintained based on use.

The following objectives are recognized to assist in establishing a comprehensive maintenance program:

SAFETY: Maintain parks in a condition which protects the health, safety and welfare of the public.

CLEANLINESS: Maintain facilities in a clean and sanitary condition.

AMENITY PERFORMANCE: Maintain amenities in a condition which allows for the intended recreational use.

RESOURCE PROTECTION: Protect natural resources, developed improvements, and infrastructure from deterioration, vandalism and natural processes such as erosion.

RESPONSIVENESS: Respond to public needs, requests and unsolicited concerns in a timely manner.

MAINTENANCE GUIDELINES FOR ATHLETIC FIELDS AND REGIONAL PARKS

DESCRIPTION: These parks and fields are located in highly populated areas and experience intensive year-round use by a variety of user groups.

TURF MAINTENANCE

- » Maintain turf between 76 mm to 89 mm (51 mm for sport fields)
- » Trim park perimeter and around features before every cut
- » Service level frequency is subject to current weather conditions, accumulated precipitation and subsequent growth
- » Planting Beds Maintenance
- » Maintain beds in a weed-free condition
- » Ensure adequate and consistent mulch depth
- » Ensure edging around beds is maintained
- » Garbage and Litter Maintenance
- » Inspect site a minimum of three times every two weeks during peak season (May-October) and as deemed necessary by administrative staff during the off-season
- » Clear fence lines of visible accumulated litter

- » Pick up litter and trash daily during peak seasons (May-October) and as deemed necessary by administrative staff during the off-season
- » Empty trash if more than half full or sooner if strong odor is present or attracting insects; clean up area around garbage receptacle

WEED CONTROL

- » Inspect and treat during Spring and Fall, or when outbreak threatens turf and planting bed areas.

TREE MAINTENANCE

- » Inspect on a monthly basis or as required by senior staff
- » Maintain tree wells; if cultivated, well should be free of weeds, intact and able to hold water; if mulched, mulch should be spread evenly to a depth of 101.6 mm and not piled against the tree
- » Remove dead, diseased or broken branches
- » Remove low-hanging branches, and branches interfering with clearance zones of signs, benches, pathways, etc.

PLAY EQUIPMENT

- » Inspect bi-weekly during peak seasons (May-October) and weekly during off-peak seasons
- » Follow Manufacturer's Inspection Sheet when performing inspections
- » Fence Maintenance
- » Inspect on a monthly basis
- » Ensure no broken or bent posts are present
- » Tighten cable and/or fabric as required
- » Ensure fence is straight and at same consistent height
- » Install all gates according to standard procedures and ensure fully operational

MAINTENANCE PROGRAM FOR NEIGHBOURHOOD AND COMMUNITY PARKS

DESCRIPTION: These parks and open spaces are typically located in neighbourhood areas and experience moderate seasonal use by a variety of user groups including: families, school groups, as well as formal and informal activity groupings.

TURF MAINTENANCE

- » Maintain turf between 76 to 89 mm
- » Trim parks perimeter and around features before every cut
- » Service level frequency is subject to current weather conditions, accumulated precipitation and subsequent growth
- » Garbage and Litter Maintenance
- » Inspect site a minimum of three times every two weeks during peak season (May-October) and as deemed necessary by administrative staff during the off-season
- » Clear fence lines of visible accumulated litter
- » Remove unapproved structures (tree forts, building materials, etc.)

- » Pick up litter and trash daily during peak seasons (May-October) and as deemed necessary by administrative staff during the off-season
- » Empty trash if more than half full, or sooner if strong odor is present or attracting insects; clean up area around garbage receptacles

WEED CONTROL

- » Inspect and treat during Spring and Fall, or when outbreak threatens turf and planting bed areas.

TREE MAINTENANCE

- » Inspect annually (or as required by administrative staff)
- » Maintain tree wells; if cultivated, wells should be free of weeds, intact and able to hold water; if mulched, mulch should be spread evenly to a depth of 101.6 mm and not piled against the tree
- » Remove dead, diseased or broken branches
- » Remove low-hanging branches, and branches interfering with clearance zones of signs, benches, pathways, etc.

PLAY EQUIPMENT

- » Inspect bi-weekly during peak seasons (May-October) and weekly during off-peak seasons
- » Follow Manufacturer's Inspection Sheet when performing inspections

FENCE MAINTENANCE

- » Inspect on a monthly basis during peak season (May-October) and as deemed necessary by administrative staff during off-season periods
- » Ensure no broken or bent posts are present
- » Tighten cable and/or fabric as required
- » Ensure fence is straight and at same consistent height
- » Install all gates must according to standard procedures and ensure fully operational

STATO TRAILS

DESCRIPTION: These 3.0m - 3.5m wide fully accessible asphalt trails are located along natural spaces, road sides or in populated areas. The STATO trail will experience intensive use by a variety of use groups including: cyclists, walkers, joggers, and in-line skaters.

TREAD SURFACE MAINTENANCE

- » Inspect pathway and corridor on a weekly basis (year round)
- » Ensure the STATO trail tread is free from hazards and obstructions
- » Keep tread surface swept and free of debris - asphalt, sand, grass clippings
- » Ensure painted line work is legible and not fading
- » Repair and seal cracks and surface crumbling
- » Fringe Vegetation Maintenance
- » Regularly maintain fringe turf grass as not to encroach on tread surface
- » Signs and wayside amenities
- » Ensure that all signs and wayside amenities are free and clear of any hazards
- » Keep directional or interpretive signage free from graffiti and keep content current and relative to the

location

- » Adjacent Tree and Shrub Maintenance
- » Remove any low-hanging branches interfering within the specified/illustrated vertical clearance zone
- » Remove any standing dead vegetation that may pose a threat (deadfall) to the trail
- » Remove any vegetation obstructing signs adjacent to trail

LITTER MANAGEMENT

- » Pick up litter monthly from tread and immediately adjacent to trail

WINTER MAINTENANCE

- » Ensure maintenance during winter months includes snow clearing contingent on City of Temiskaming Shores snow clearing priorities

COMMUNITY TRAILS

DESCRIPTION: These 2.5 - 3.0m wide fully accessible granular or asphalt trails are located in populated areas and provide linkage in parks, between neighbourhoods or as linkage between neighbourhoods and the STATO trail. The community trail experiences moderate seasonal use by a variety of user groups including: cyclists, walkers, joggers, hikers, and in-line skaters.

TREAD SURFACE MANAGEMENT

- » Inspect pathway and corridor on a monthly basis - seasonal restrictions may apply
- » Ensure pathway or trail or tread is free from hazards and obstructions
- » Keep tread surface swept and free of debris - gravel, sand, grass clippings
- » Surface washouts/degradation to be repaired
- » Fringe Vegetation Management
- » Regularly maintain fringe turf grass; typically cut monthly, weather depending

SIGNS AND WAYSIDE AMENITIES

- » Ensure that all signs and wayside amenities are free and clear of any hazards
- » Keep directional or interpretive signage free from graffiti and keep content current and relative to the location
- » Adjacent Tree and Shrubbery Maintenance
- » Remove of any low-hanging branches interfering within the specified/illustrated vertical clearance zone
- » Remove of any standing dead vegetation that may pose a threat (deadfall) to the trail
- » Remove of any vegetation obstructing signs adjacent to trail

LITTER MANAGEMENT

- » Pick up litter monthly from tread and immediately adjacent to trail

APPENDIX B

PROJECT BUDGET ESTIMATES

Park projects are described in Chapter Four. Master planning projects are described in Phase Three of the implementation plan, while associated budgets are described below.

TABLE 3 | PHASE ONE PROJECTS

Task	Unit	Unit Cost	Phase One Works	
			units	cost
Special Projects				
Feasibility Study - Regional Multi-Use Activity Centre	per	\$150,000		\$0.00
Feasibility Study - Riverside Centre Expansion	per	\$62,500		\$0.00
Annual Expo	per	\$38,500		\$0.00
Integrated Digital Booking/Registration/Operations System	per	\$250,000		\$0.00
Active Transportation Master Plan	per	\$50,000	1	\$50,000.00
Parks Standards Details Package	per	\$16,500		\$0.00
Branding & Identification Package	per	\$35,000	1	\$35,000.00
Parks Master Plan	per	\$15,000		\$0.00
				\$85,000.00
projects subtotal				\$85,000.00

TABLE 5 | PHASE THREE PROJECTS

Task	Unit	Unit Cost	Phase Three Works	
			units	cost
Special Projects				
Feasibility Study - Regional Multi-Use Activity Centre	per	\$150,000	1	\$150,000.00
Feasibility Study - Riverside Centre Expansion	per	\$62,500	1	\$62,500.00
Annual Expo	per	\$38,500		\$0.00
Integrated Digital Booking/Registration/Operations System	per	\$250,000		\$0.00
Active Transportation Master Plan	per	\$50,000		\$0.00
Parks Standards Details Package	per	\$16,500	1	\$16,500.00
Branding & Identification Package	per	\$35,000		\$0.00
Parks Master Plan	per	\$15,000	5	\$75,000.00
				\$304,000.00
projects subtotal				\$304,000.00

TABLE 6 | PHASE FOUR PROJECTS (CONTINUED ON THE NEXT 3 PAGES)

Task	Unit	Unit Cost	Phase Four STATO Trail		NL Softball Fields	
			units	cost	units	cost
Structural Projects						
Building Renovation Allocation	lumpsum	\$50,000		\$0.00		\$0.00
Paddle Docking systems	lumpsum	\$120,000	1	\$120,000.00		\$0.00
Pedestrian Bridge	sq.m.	\$3,650	320	\$1,168,000.00		\$0.00
				\$1,288,000.00		\$0.00
Hardscape Development						
Granular Surface Entrance and Parking Area	sq.m.	\$13		\$0.00		\$0.00
Asphalt Surface Entrance and Parking Area	sq.m.	\$25		\$0.00	4,800	\$120,000.00
Asphalt Multi-use Court (c/w fence)	sq.m.	\$125		\$0.00		\$0.00
Asphalt Multi-Use Court Surface Coating	per	\$12,500		\$0.00		\$0.00
5' chain link fence	lin. m.	\$140		\$0.00	1500	\$210,000.00
Backstop & Dugouts	per	\$21,500		\$0.00	3	\$64,500.00
Field Lighting	per	\$460,000		\$0.00	3	\$1,380,000.00
Granular Surface Trail	sq.m.	\$21		\$0.00		\$0.00
Asphalt Surface Trail	sq.m.	\$57	47250	\$2,669,625.00		\$0.00
Gateway, Wayfinding and Reassurance Signage	per	\$2,500	20	\$50,000.00	4	\$10,000.00
				\$2,719,625.00		\$1,664,500.00
Play Events and Site Furnishings						
Benches (surface-mounted)	per	\$850	50	\$42,500.00		\$0.00
Play Structure (small)	per	\$45,000		\$0.00		\$0.00

Task	Neighbourhood Parks		Community Parks		Regional Parks	
	units	cost	units	cost	units	cost
Structural Projects						
Building Renovation Allocation		\$0.00		\$0.00	1	\$50,000.00
Paddle Docking systems		\$0.00		\$0.00	1	\$120,000.00
Pedestrian Bridge		\$0.00		\$0.00		\$0.00
		\$0.00		\$0.00		\$170,000.00
Hardscape Development						
Granular Surface Entrance and Parking Area		\$0.00	1,250	\$16,362.50		\$0.00
Asphalt Surface Entrance and Parking Area		\$0.00		\$0.00		\$0.00
Asphalt Multi-use Court (c/w fence)	800	\$100,000.00	800	\$100,000.00		\$0.00
Asphalt Multi-Use Court Surface Coating	4	\$50,000.00	4	\$50,000.00		\$0.00
5' chain link fence		\$0.00		\$0.00		\$0.00
Backstop & Dugouts		\$0.00		\$0.00		\$0.00
Field Lighting		\$0.00		\$0.00		\$0.00
Granular Surface Trail	650	\$13,481.00		\$0.00		\$0.00
Asphalt Surface Trail		\$0.00		\$0.00	2600	\$146,900.00
Gateway, Wayfinding and Reassurance Signage	5	\$12,500.00	8	\$20,000.00	20	\$50,000.00
		\$175,981.00		\$170,000.00		\$196,900.00
Play Events and Site Furnishings						
Benches (surface-mounted)	20	\$17,000.00	8	\$6,800.00	35	\$29,750.00
Play Structure (small)	2	\$90,000.00		\$0.00		\$0.00

Task	Unit	Unit Cost	Phase Four STATO Trail		NL Softball Fields	
			units	cost	units	cost
Play Structure (large)	per	\$125,000		\$0.00		\$0.00
Shade Structure	per	\$15,000	8	\$120,000.00		\$0.00
Washrooms	per	\$18,500		\$0.00	8	\$148,000.00
Play Zone Sand/Infield Miz	sq.m.	\$35		\$0.00	2500	\$87,500.00
Accessible Play Surface	sq.m.	\$150		\$0.00		\$0.00
Basketball Standards	per	\$2,800		\$0.00		\$0.00
Bicycle Racks	per	\$620		\$0.00		\$0.00
				\$162,500.00		\$235,500.00
Softscape Development						
Topsoil and Surface Shaping, and Sod (for Sod Surfaces)	sq.m.	\$17		\$0.00	7500	\$127,500.00
Topsoil and Surface Shaping, and Seed (for Hydroseed RAreas)	sq.m.	\$10		\$0.00	13000	\$130,000.00
100mm cal. Formal Park or Street Tree	per	\$950		\$0.00		\$0.00
100mm cal. Large Park or Street Tree	per	\$1,250		\$0.00		\$0.00
4m Park Softwood Tree	per	\$650		\$0.00		\$0.00
Planting Bed (c/w planting)	sq.m.	\$65		\$0.00		\$0.00
				\$0.00		\$257,500.00
	Contingencies	20%		\$834,025.00		\$431,500.00
	Design and Project Management	12%		\$600,498.00		\$310,680.00
	projects subtotal			\$4,170,125.00		\$2,157,500.00

Task	Neighbourhood Parks		Community Parks		Regional Parks	
	units	cost	units	cost	units	cost
Play Structure (large)	1	\$125,000.00		\$0.00	1	\$125,000.00
Shade Structure	4	\$60,000.00	3	\$45,000.00	8	\$120,000.00
Washrooms		\$0.00	2	\$37,000.00	6	\$111,000.00
Play Zone Sand/Infield Miz		\$0.00		\$0.00		\$0.00
Accessible Play Surface		\$0.00		\$0.00		\$0.00
Basketball Standards		\$0.00		\$0.00		\$0.00
Bicycle Racks		\$0.00		\$0.00		\$0.00
		\$292,000.00		\$88,800.00		\$385,750.00
Softscape Development						
Topsoil and Surface Shaping, and Sod (for Sod Surfaces)	2400	\$40,800.00		\$0.00		\$0.00
Topsoil and Surface Shaping, and Seed (for Hydroseed RAreas)		\$0.00		\$0.00		\$0.00
100mm cal. Formal Park or Street Tree		\$0.00		\$0.00		\$0.00
100mm cal. Large Park or Street Tree		\$0.00		\$0.00		\$0.00
4m Park Softwood Tree		\$0.00		\$0.00		\$0.00
Planting Bed (c/w planting)		\$0.00		\$0.00		\$0.00
		\$40,800.00		\$0.00		\$0.00
Contingencies		\$101,756.20		\$51,760.00		\$150,530.00
Design and Project Management		\$73,264.46		\$37,267.20		\$108,381.60
projects subtotal		\$508,781.00		\$258,800.00		\$752,650.00



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