Town of Georgina

Recreation Facility Needs Study

Final Report - May 2014

Monteith+Brown planning consultants

MJMA

MMM GROUP

COSBURN GIBERSON LANDSCAPE ARCHITECTS

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LIMITATIONS

This report was prepared by Monteith Brown Planning Consultants Ltd., MJMA, Cosburn Giberson Landscape Architects, and MMM Group (herein referred to as "the Consulting Team") for the account of the Town of Georgina. The material in this report reflects the Consulting Team's best judgment in light of the information available to it at the time of preparation. Any use which a third party makes of this report, or any reliance on or decisions to be made based on it, are the responsibility of such third parties. The Consulting Team accepts no responsibility for damages, if any, suffered by a third party as a result of decisions made or actions based on this report.

Acknowledgements

We would like to thank all of those who contributed to the development of the Recreation Facility Needs Study. First and foremost, our sincere gratitude is expressed to all residents and stakeholders who have provided input – your insights have helped to shape this Study and its recommendations. We also are grateful for the guidance provided by the Town of Georgina Council and staff – this document is a product of your vision and dedication to municipal service. We believe that this Study is one that will help Georgina respond to true community needs through the timely provision of high quality, sustainable recreation facilities.

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Executive Summary

This Recreation Facility Needs Study identifies current and future needs for recreation and park facilities in the Town of Georgina and establishes a strategy to guide their development**.** Facilities assessed include (but are not limited to) arenas, indoor pools, community halls, banquet facilities, youth and seniors' spaces, sports fields, splash pads, playgrounds, and associated amenities. Within this context, a focus has also been placed on identifying the need and feasibility of a new multi-use recreation centre (MURC) to serve the South Keswick community.

A broad public engagement program undertaken concurrently with the Town's Trails and Active Transportation Master Plan Study helped to direct this study. Consultation initiatives included public information centres, online surveys, stakeholder interviews, Council presentations, and a public review period. The Town's 2004 Leisure Services Master Plan and other guiding documents also provided valuable context for understanding past actions and current policies.

Planning for recreation and park facilities requires a strong understanding of local demographics and future trends. Georgina's population is currently estimated at 47,361 and is projected to grow to 70,300 by 2031. Planned residential growth is focused on the Town's established settlement areas, primarily Keswick (39,000 residents by 2031) and Sutton/Jackson's Point (15,150 residents by 2031); the balance of the Town is forecasted to have 16,150 residents by 2031.

Although the Town's population has grown in recent years, it has seen dramatic changes in its age profile. The older adult and senior populations have increased substantially, while the number of children and youth has actually declined in recent years. Looking to the future, positive growth is expected across every age cohort, with the older adult and senior population continuing to lead the way – a fact that is similar across most North American communities.

The following Guiding Principles – which are based on the assessments and consultations in this report – are core directional statements that are intended to guide the development and implementation of this Study and the Town of Georgina's future decision-making relating to the provision of recreation and parks facilities.

- Build a healthy community and foster active lifestyles.
- Provide inclusive, affordable, and accessible recreational opportunities for all Georgina residents.
- Ensure that recreation and parks facilities are multi-use, multi-generational, and responsive to true needs.
- Encourage designs and practices that promote energy efficiency and "green" technologies.
- Foster and support partnerships that create synergies and leverage resources.
- Make decisions that are financially responsible and sustainable for the Town and its residents, both existing and future.

This report makes the following recommendations:

Indoor Recreation Facilities *(Report Sections 4.3 to 4.15)*

1. ARENAS: The existing arena supply is sufficient to meet current needs. One additional ice pad will be required between 2021 and 2026 (for a total of 4).
2. ARENAS: As ice pads are best supplied in multiples of two and the Sutton Arena will be approaching its 50-year lifespan, consideration should be given to replacing the Sutton Arena with a twin pad in the 2021-2026 timeframe; this may take the form of a new development or twinning of the existing arena.
3. ARENAS: Conduct further study on the potential need and cost-benefit of offering year-round summer ice, as well as opportunities to enlarge the dedicated team room at the Georgina Ice Palace.
4. AQUATICS/MURC: As part of the proposed MURC in South Keswick, develop a multi-tank aquatics complex capable of accommodating competitive swimming (e.g., 25-metre, 6-lane), instructional swimming, recreational swimming, and wellness/therapeutic activities.
5. AQUATICS: Undertake further study regarding potential programmatic changes to the Georgina Leisure Pool in order to maintain its viability once the new MURC opens. This review may include options for reduced hours, alternate programming and pricing, enhanced marketing, etc. Over the longer-term (post-2021), the Town may consider redeveloping the Georgina Leisure Pool at the site of the Sutton Arena to create an efficient multi-use recreational facility in this community.
6. YOUTH SPACE/MURC: As part of the proposed MURC in South Keswick, develop a youth lounge (dedicated space).
7. YOUTH SPACE: Explore options for providing dedicated space for youth activities at the Pefferlaw Lions Community Centre, either through an internal reconfiguration or modest expansion (500 to 1,000 square feet).
8. OLDER ADULT SPACE: In order to provide additional program space, explore opportunities for a modest expansion to the Keswick Club 55 building, including the possibility of a second-floor addition. This project may result in the loss of adjacent parkland and should be coordinated with potential improvements to Stephen Leacock Theatre (including dedicated entrances for both the seniors' facility and the theatre).
9. OLDER ADULT SPACE/MURC: As part of the proposed MURC in South Keswick, develop a Club 55 lounge (dedicated space / satellite).
10. OLDER ADULT SPACE: When full accessibility is required, redirect Sutton Club 55 programming to the Sutton Arena Hall and/or future Sutton Community Hub.
11. GYMNASIUMS/MURC: As part of the proposed MURC in South Keswick, develop multi-use activity spaces including a double gymnasium, multi-purpose activity studio, multi-use program room, and meeting room.
12. INDOOR TRACK/MURC: As part of the proposed MURC in South Keswick, develop an indoor walking track, possibly elevated above the proposed gymnasium.
13. FITNESS/MURC: As part of the proposed MURC in South Keswick, explore third-party interest in the operation of an equipment-based fitness centre to complement the other proposed facility components (e.g., aquatic centre, gymnasium, program rooms, etc.). Should a partnership not be possible, the Town should consider offering additional space for active living programming.

14. INDOOR TURF: Continue to monitor local demand for a multi-sport indoor turf facility and evaluate partnership opportunities should they arise. Such a facility is not recommended at this time.
15. COMMUNITY HALLS: As part of an asset management program, undertake building condition audits and accessibility audits of each community hall to identify their short- and long-term capital maintenance and barrier-free requirements.
16. COMMUNITY HALLS: Consider upgrades to the De La Salle Chapel to improve functionality and to strengthen its rental profile (e.g., expanded kitchen, electrical service, etc.).
17. COMMUNITY HALLS: Work with the Belhaven Hall Board to undertake barrier-free improvements to the Belhaven Hall, including the installation of an elevator/lift and/or accessible washrooms.
18. COMMUNITY HALLS: As opportunities arise, seek ways to improve the flexibility and multi-use nature of existing community halls to make them more conducive to a wider range of activities (e.g., fitness programs, etc.).
19. COMMUNITY HALLS: Continue to work with the Hall Boards and local community organizations to maximize the utilization of community halls through expanded program development and facility marketing efforts.
20. COMMUNITY HALLS: Consider the divestiture of vacant halls (Elmgrove Hall, Pefferlaw Youth Centre, and Virginia Hall), as well as Roches Point Memorial Hall (as per the terms of its agreement, the Town must offer Roches Point back to the Laidlaw Foundation).
21. COMMUNITY HALLS/MURC: The municipal provision of a banquet or conference centre facility is not recommended for the proposed MURC or any other site.
22. ARTS & CULTURE FACILITIES: Undertake accessibility and technical improvements to the Stephen Leacock Theatre, in coordination with the potential expansion to the Keswick Club 55 centre.
23. ARTS & CULTURE FACILITIES: Conduct a coordinated business plan for the Georgina Pioneer Village, Stephen Leacock Theatre, and local cultural programming in order to identify actionable strategies for many of the high level recommendations in the Municipal Cultural Plan.
24. OTHER INDOOR FACILITIES/MURC: Through further study, consider opportunities for the relocation of the Town's administrative offices, with the future site of the proposed South Keswick MURC being one possible location.
25. OTHER INDOOR FACILITIES/MURC: As part of the proposed MURC in South Keswick, explore options for developing an "express branch" library (approximately 5,000 square feet; to be confirmed through ongoing discussion with the Library Board).
26. OTHER INDOOR FACILITIES/MURC: As part of the proposed MURC in South Keswick, the Town may consider issuing an Expression of Interest to solicit interest in non-traditional partnership opportunities involving complementary uses.

Outdoor Sports Fields and Park Facilities *(Report Sections 4.16 & 4.17)*

27. SOCCER FIELDS: Work with the Soccer Club to reconfigure existing fields at sites beyond The ROC (including De La Salle and Highcastle Parks) to meet the needs of the long term player development model.
28. SOCCER FIELDS: Examine the feasibility of installing field lights to one additional full size soccer field at The ROC. Additional upgrades to the soccer fields and support amenities at The ROC should be discussed further with the Soccer Club, with consideration to cost-sharing arrangements for value-added upgrades.
29. SOCCER FIELDS: Should additional soccer field development be required in the future, priority should be given to the creation of larger fields (i.e., capable of accommodating 9v9 and above).
30. BALL DIAMONDS: Examine the feasibility of installing lights to one additional ball diamond at The ROC, as well as installing a batting cage in association with user groups.
31. BALL DIAMONDS: Should additional diamond development be required in the future, priority should be given to the creation of adult diamonds with lights.
32. BALL DIAMONDS: Confirm the viability of maintaining active recreational uses at West Park. Should the Town not deem the site to be viable, a minimum of three lit ball diamonds should be replaced at a new site (through land acquisition or dedication) and the public should be consulted to determine alternate municipal or private uses for the developable portion of the park.
33. TENNIS COURTS: Through future park development, consider the development of a two court complex capable of accommodating tennis and/or pickleball.
34. BASKETBALL COURTS: Where appropriate, continue to incorporate basketball hoops into community and/or larger neighbourhood parks within developing residential areas.
35. SKATEBOARD PARKS: Where park design allows, install smaller "introductory level" skateboard features in new parks within developing areas to improve accessibility to youth.
36. PLAYGROUNDS: Evaluate the need for playgrounds in newly developing residential areas based on the recommended target of one every 800-metres or less from all residential units in urban areas (without crossing a major physical barrier).
37. SPLASH PADS: Through future park development, provide one additional splash pad by 2021 in Sutton and another by 2031 in a location to be determined.

Parkland *(Section 4.18)*

38. Maintain the current parkland classification system (Neighbourhood and Community Parks), but consider the addition of a new subset of Neighbourhood Parks – Village Greens – within the next Official Plan Review.
39. Strive to maintain a minimum Town-wide service level of 2.25 hectares of active parkland per 1,000 residents to provide the Town's future residents with a responsive and accessible supply of land for recreational purposes.
40. The parkland inventory database should be updated regularly for the purpose of keeping ongoing documenting on parks and open spaces in the Town of Georgina. Monitor active parkland supplies and put in place strategies to achieve the recommended target.

41. Seek to maximize *Planning Act* provisions in acquiring active parkland (or cash-in-lieu). The parkland policy considerations identified in this Study should be evaluated through the Town's next Official Plan review.
42. Prepare a Waterfront Parkland Strategy to identify opportunities for improving existing municipal assets (e.g., public beaches, shorelines, support infrastructure, etc.) and enhancing public access to the Town's waterfront.

MURC Implementation *(Report Sections 4.19, 5 & 6)*

43. The Town may entertain proposals from proponents wishing to develop, operate, or be a primary tenant in facilities not currently provided by the municipality, including the proposed South Keswick MURC. Proposals must be accompanied by a proper business plan and partnership agreement acceptable to the Town, with consideration being given to appropriate community access and financial sustainability.
44. The Town should form a Building Committee to oversee the MURC project. As a first task, the Building Committee should work to confirm the site, proposed space program, and cost estimates for the Multi-use Recreation Centre. The Town may wish to engage a Project Management Consultant to provide services throughout the remaining stages of the development of the MURC.

Section 1. Introduction

1.1 Purpose and Scope

The purpose of this Recreation Facility Needs Study is to identify current and future needs for recreation and park facilities in the Town of Georgina and to establish a strategy to guide their development**.** Facilities assessed include (but are not limited to) arenas, indoor pools, community halls, banquet facilities, youth and seniors' spaces, sports fields, splash pads, playgrounds, and associated amenities. Within this context, a focus has also been placed on identifying the need and feasibility of a new multi-use recreation centre (MURC) to serve the South Keswick community.

Key Study objectives include:

- Facility Rationalization – an evaluation of current recreation and park facilities, their ability to accommodate demand, and the identification of future strategies
- Needs Assessment – an analysis of existing gaps and future recreation facility and parkland needs, including for a MURC in South Keswick
- Feasibility Analysis – an implementation strategy providing direction on facility options, timing, preferred locations, projected costs, and funding and partnership opportunities

This assessment relies on several inputs, including past studies, demographic and usage data, targeted research, and input from the public and stakeholders. The public engagement program is a critical component of this Study and has been coordinated with the Town's Trails and Active Transportation Master Plan Study (being developed concurrently, as is a Parkland Standards Manual).

The scope of this report is limited to indoor and outdoor recreation facilities, along with co-location opportunities associated with other facilities such as commercial uses, cultural spaces, a new municipal administrative building, or other institutional uses. The assessment of existing facilities was limited to information provided by the Town and visual inspections; building condition audits are beyond the scope of this Study. Outside the scope of this Study are assessments of the Town's waterfront parks (a separate study and consultation process has been recommended) and recreational delivery system (the Town's 2004 Leisure Services Master Plan provides direction in this regard).

1.2 General Context

The Town of Georgina is a progressive municipality that is known for its location at the top of the Greater Toronto Area along the Lake Simcoe shoreline. With the assistance of community providers, Georgina offers an excellent selection of year-round recreational and cultural activities spread throughout the Town's many communities. While Georgina was once viewed largely as a seasonal community, it has become much more than this as it offers a high quality of life for long-time residents, newcomers, and visitors alike. With a current population estimated at over 47,000 (over one-half of which live in Keswick), Georgina is poised for considerable growth based on a build-out forecast of 70,300 people by 2031 – with growth will come a need for additional recreational and cultural facilities and enhanced programming.

Georgina's recreation facilities are valued community assets; however, anticipated population growth is expected to place pressures on existing facilities and create demands for new opportunities. Town Council is a strong supporter of community recreation – this has most recently been seen through the development of The ROC (Recreational Outdoor Campus) and investments in parks across Georgina – and the pursuit of healthy and complete communities remains a high priority. Fiscal accountability – balanced against meeting the highest priority needs of local residents – remains an important goal for Town Council. Recreation activities are strong contributors towards the Town's high quality of life and this Study seeks to identify needs and strategies to assist the Town and its partners in planning for future facility provision.

1.3 Process

Preparation of this Study was divided into two phases:

Phase 1 – Inventory & Analysis

- review of the Town's 2004 Leisure Services Master Plan and related studies
- examination of Georgina's socio-demographic profile and possible implications on facility needs
- identification of trends and best practices in participation and facility provision
- updating the inventory of existing facilities and examining past utilization
- extensive public and stakeholder engagement to identify Georgina-specific issues and priorities
- development of guiding principles for future facility provision

Phase 2 – Facility Needs Assessment Study

- assessment of existing facilities, including their ability to meet current and future needs
- identification of recreation facility gaps and needs for additional facilities over time
- development of facility provision options and high level concept plans
- review of funding sources and partnership opportunities
- development of site evaluation criteria for significant recreation facilities
- preparation of order of magnitude cost estimates associated with major facility options
- development of an implementation plan identifying priorities, timing, and roles/responsibilities

A consulting team consisting of Monteith Brown Planning Consultants, MacLennan Jaunkalns Miller Architects (MJMA), Cosburn Giberson Landscape Architects, and MMM Group were retained by the Town of Georgina in June 2013. The consulting team was assisted by a Working Group consisting of a multi-departmental team of Town staff. Combined with input from Town Council, community stakeholders, and the general public, this Working Group assisted in defining an appropriate work plan for the study, providing key information for the assessment, and providing feedback on deliverables.

1.4 Benefits of Recreation

Individuals, households, and entire communities all benefit greatly from access to quality recreational facilities and services. Examples include:

- Physical benefits (health and wellness) from participation in active endeavours;
- Intellectual benefits from access to information resources and lifelong learning opportunities;
- Social benefits from opportunities to be engaged in meaningful community activities;
- Environmental benefits from the protection of open spaces; and
- Economic benefits made possible through the attraction of sport tourism and new residents due to the high quality of life that leisure services provide.

The Canadian Parks and Recreation Association and Ontario Ministry of Culture have produced summary documents of research findings that highlight the benefits of providing parks, recreation, and culture services. An adapted version of these benefits is identified below.

Essential to Personal Health

- Combats diabetes, heart disease, cancer and respiratory illnesses
- Prevents site specific cancers (colon, breast and lung)
- Reduces stress, depression and contributes to emotional/psychological well being
- Restores physical, mental and social capacities and abilities
- Reduces levels of obesity among children and adults

Key to Human Development

- Strengthens social, motor, creativity and intellectual capabilities
- Develops people to their full potential (social, intellectual, creative, physical and spiritual)
- Positively impacts child and youth development

Essential to the Quality of Life

- Builds self esteem and positive self image
- Enhances life satisfaction levels
- Nurtures growth, acquisition of life skills for those with a disability

Reduces Anti-Social Behaviours

- Reduces self-destructive behaviours and negative social activities in youth
- Provides an antidote to smoking, substance abuse, suicide and depression
- Reduces crime, particularly effective with at risk/delinquent youths
- Builds understanding between diverse cultures
- Reduces isolation, loneliness and alienation; brings seniors' together
- Exposes youth to positive role models

Builds Families and Communities

- Families that play together, stay together; children and youth remain connected
- Provides safe, developmental opportunities for youth who are unsupervised before and after school
- Produces leaders who support their communities in many ways
- Builds social skills and stimulates participation in community life
- Provides the catalyst that builds strong self-sufficient communities
- Strengthens community engagement

Pay Now or Pay More Later

- Reduces the costs of social services, social interventions and foster care
- Reduces crime and social dysfunction – police, justice and incarceration costs
- Reduces the long-term costs of health care provision for obesity-related diseases

Section 2. Study Drivers

2.1 Community Profile and Population Forecast

Understanding Georgina's demographic profile and its anticipated changes over the life of this Study are essential to forecasting recreational demands and providing direction on facility needs. For example, higher proportions of children and youth may drive the need for facilities that support more rigorous and active opportunities, whereas a large older adult population may require less intensive facilities that focus on health, wellness, and socialization.

The 2011 short-form Census contains the most recent figures of Georgina's population and age breakdown, while population forecasts over the Study period are based on estimates contained in the 2010 Region of York Official Plan (as modified by the Minister of Municipal Affairs and Housing). The 2011 short-form Census did not collect information regarding immigration, income or place of work, thus the 2011 National Household Survey[1] (NHS) and previous Censuses has been referenced, where applicable.

Georgina's Location in the Greater Toronto Area

Note: Map does not show Georgina Island First Nation
Source: Town of Georgina, 2013
http://georgina.ca/maps-georgina-gta.aspx

Geographic Context

Formed through municipal amalgamation in 1970, the Town of Georgina is part of the Regional Municipality of York. Located on the south shore of Lake Simcoe, it forms part of the northern border of the Greater Toronto Area.

Of note, the Highway 404 extension to Ravenshoe Road – which will improve Georgina's accessibility to the Greater Toronto Area communities to the south – is anticipated to be completed by Fall 2014. With this will come accelerated opportunities for growth and investment.

Historical and Forecasted Population Change

In the 2011 short-form Census, Statistics Canada reported a population of 43,517 for the Town of Georgina, with a **mid-year 2013 estimate of 47,361**.[2] Georgina is also home to a large number of seasonal residents; the Town estimates that there were approximately 4,800 seasonal residents by the end of 2012.[3]

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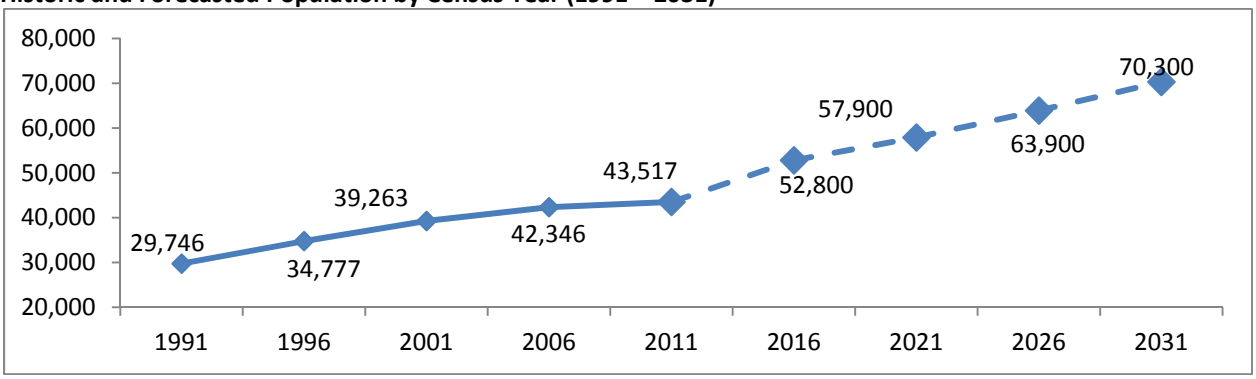
[1] The National Household Survey was a voluntary, self-administered survey conducted for the first time in 2011 as a replacement for the long census questionnaire. Due to the survey methodology, the Town of Georgina data has a non-response rate of 30%, which may affect data quality.
[2] York Region Office of the CAO, Long Range Planning Branch based on Statistics Canada data and CMHC Housing Completion data. 2013.
[3] Town of Georgina. Household and Estimated Population Counts 2009-2012. 2009

Georgina has grown at a moderate pace over the past 10 years, growing by less than 10% since 2001, and 46% since 1991. Although the population has remained relatively stable between the 2006 and 2011 Census, strong growth is forecasted to occur over the next twenty years, with the population anticipated to reach **70,300 by 2031** (representing an increase of 62% since 2011). This growth translates into an average of approximately 1,339 persons per year, although this will likely fluctuate from year to year. Much of this growth will likely be driven by relatively affordable housing within reasonable commuting distance of employment opportunities further south. The following graph illustrates the Town's population growth by Census year.

Historic and Forecasted Population by Census Year (1991 – 2031)



Source: Region of York Official Plan, 2010; Statistics Canada, 2011

Population by Settlement Area

The Town is growing, with planned residential growth focused on its established settlement areas, primarily Keswick, Sutton/Jackson's Point, and Pefferlaw/Port Bolster.

- Keswick: The 2011 short-form Census recorded a population of 25,527 in Keswick, the Town's largest settlement area, representing approximately 59% of the Town's overall population. Keswick grew by over 11% since the 2006 Census and it is expected to accommodate 39,000 residents by 2031, an increase of nearly 13,500 people. The Keswick Secondary Plan (2004) estimates that much of this growth will occur by 2021.

- Sutton/Jackson's Point: This is the Town's second largest settlement area, with notable growth forecasted over the next twenty years. Although the 2011 short-form Census reported that the population in Sutton/Jackson's Point remained relatively stable since 2006, the population is projected to increase by approximately 9,200 people by 2031 (an increase of 155%).

- Balance of the Town: The balance of the population growth (approximately 4,100 residents) is forecasted to be spread between Pefferlaw/Port Bolster, Georgina's smaller hamlets (Udora, Brownhill, and Ravenshoe), waterfront areas, and the rural countryside.

The following table illustrates the forecasted share of population amongst Georgina's main settlement areas between 2011 and 2031.

Forecasted 2031 Population by Settlement Area

Community	2011		2031		Growth (2011-2031)	
	Population	Proportion	Population	Proportion		
Keswick	25,527	59%	39,000	55%	**13,473**	**53%**
Sutton/Jackson's Point	5,938	14%	15,150	22%	**9,212**	**155%**
Balance of Town	12,052	28%	16,150	23%	**4,098**	**34%**
Total	**43,517**	**100%**	**70,300**	**100%**	**26,783**	**62%**

Source: Region of York Official Plan, 2010; Town of Georgina, 2013

Population by Age Group

The Town's population grew by 11% between 2001 and 2011, but has seen dramatic changes in its age profile over this ten year span. Consistently strong growth has been witnessed in the **older adult** cohort (a 63% increase between 2001 and 2011), as well as the **senior** population (27%). The **young adult** cohort (ages 20 to 34) has grown at a more modest pace (8%) over the past three census periods. Most notable is the steady decline in the size of the **child** (ages 0-9) population, which decreased by 20% over this period of time. Both the **youth** (ages 10-19) and **mature adult** (ages 35-49) groups have experienced overall growth since 2001, but have decreased since the 2006 was taken. The following table provides a summary of population change by age cohort.

Population Change by Age Group (2001-2011 Census)

Age Cohort	2001	2006	2011	Change (2001-2011)
Children (0-9)	6,055	5,215	4,835	**-20%**
Youth (10-19)	5,875	6,745	6,230	**6%**
Young Adult (20-34)	6,860	6,970	7,430	**8%**
Mature Adult (35-54)	13,285	14,530	14,350	**8%**
Older Adult (55-69)	4,310	5,590	7,030	**63%**
Senior (70+)	2,870	3,300	3,640	**27%**
Total	**39,265**	**42,350**	**43,515**	**11%**

Source: Statistics Canada, 2001, 2006 & 2011
Totals may not add due to rounding

Aligning with national aging trends, a greying of Georgina's population has become more apparent. The Town's median age increased by 4.7 years between 2001 and 2011 to 40.8 years, slightly older than the Region and Provincial medians of 39.3 and 40.4 years, respectively.

Despite this aging trend, **positive growth is expected across every age cohort over the long-term**. As illustrated in the following table, the older adult and senior population is expected to increase significantly towards 2031, growing by 85% and 181%, respectively. Strong growth is also anticipated among young adults (64%) and children (66%). Growth in these age cohorts suggests that by 2031, it is anticipated that **Georgina will be home to a number of young families and retirees**, resulting in higher demands for quality recreation facilities and services.

Forecasted Population by Age Cohort, 2011-2031

Age Cohort	2011	2016	2021	2026	2031	Growth (2011-2031)
Children (0-9)	4,835	5,388	5,939	7,031	8,014	**66%**
Youth (10-19)	6,230	6,281	6,226	6,445	7,146	**15%**
Young Adult (20-34)	7,430	10,862	12,344	12,368	12,172	**64%**
Mature Adult (35-54)	14,350	15,638	15,158	17,038	19,716	**37%**
Older Adult (55-69)	7,030	9,827	12,059	13,123	13,036	**85%**
Senior (70+)	3,640	4,851	6,202	7,859	10,223	**181%**
Total	**43,517**	**52,800**	**57,900**	**63,900**	**70,300**	**62%**

Note: Totals may not add due to rounding.
Source: York Region, 2009; Statistics Canada, 2011

Income, Immigration, and Place of Work

Studies have shown that **income** is an indicator of participation levels in recreation and leisure activities. Generally speaking, the higher the income, the more likely they are to participate (this is due to a number of factors, with income being only one). According to the 2011 National Household Survey, Georgina's median income was $31,434 for individuals (age 15 and over), which was nearly identical to the median figure for the Region, and 3% higher than the Provincial median. However, looking at median income levels for all private households tells a different story. The 2011 National Household Survey reported a median household income of $69,928 in Georgina, 27% lower than the Region and 5% higher than the Provincial median. Despite some modest variation, this suggests that **recreational participation rates in Georgina should generally be in line with provincial rates, but that affordability will remain a key objective when comparing against communities to the south.** There will be a need to continue to actively engage residents of all income groups to ensure their recreation needs are being met. Many municipalities (including Georgina) and organizations have established (or have access to) subsidy programs to assist those with financial barriers to accessing recreation and leisure opportunities.

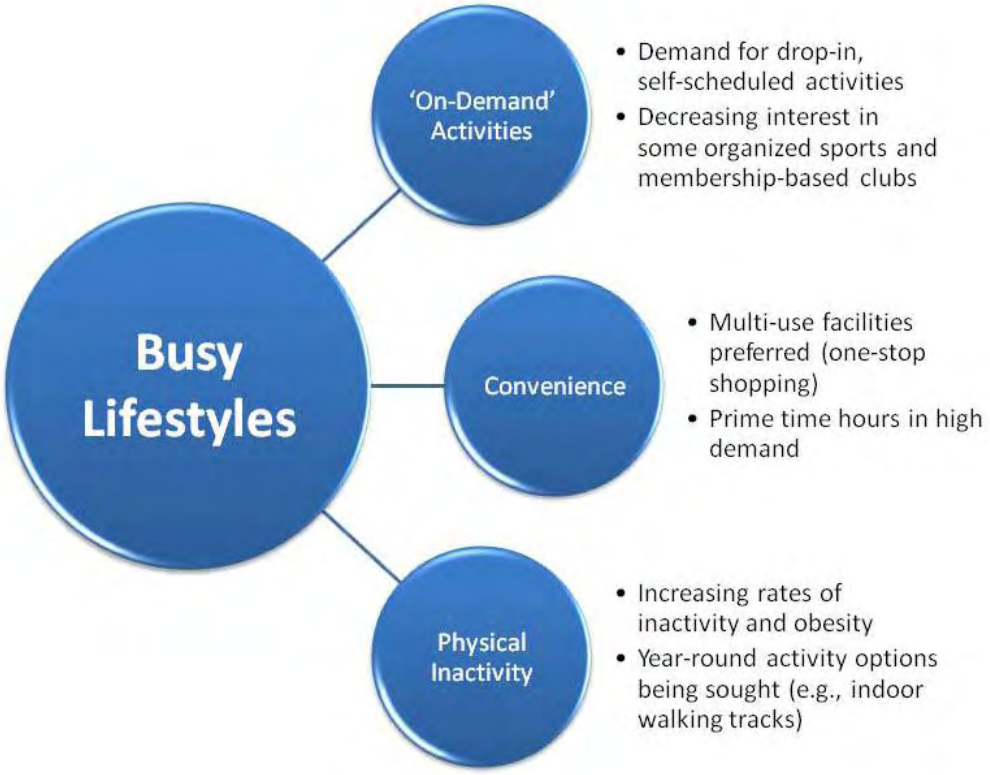
Participation in and accessibility of recreation opportunities is often impacted by immigration and diversity levels. Based on estimates from the 2011 National Household Survey, the Town has a considerably lower percentage of immigrants (11%) than the Region (45%) and the Province (29%). Nearly 60% of Georgina's immigrants arrived before 1980 and 66% of the immigration population is of European descent. This suggests **a high level of homogeneity in the population and demands for traditional recreation opportunities**, although this can be expected to change over time as ethnic diversity increases.

Georgina generally has a large commuter population. Over 93% of the employed workforce drive to work or are a passenger in a private vehicle. This is slightly greater than the Regional and Provincial averages of 86% and 79%, respectively. Less than 4% of the workforce walk or cycle to work. This is unsurprising given that Georgina is largely a rural municipality with pockets of lower density urban centres. According to the Region, 18% of the streets in Georgina have sidewalks, the lowest level in the

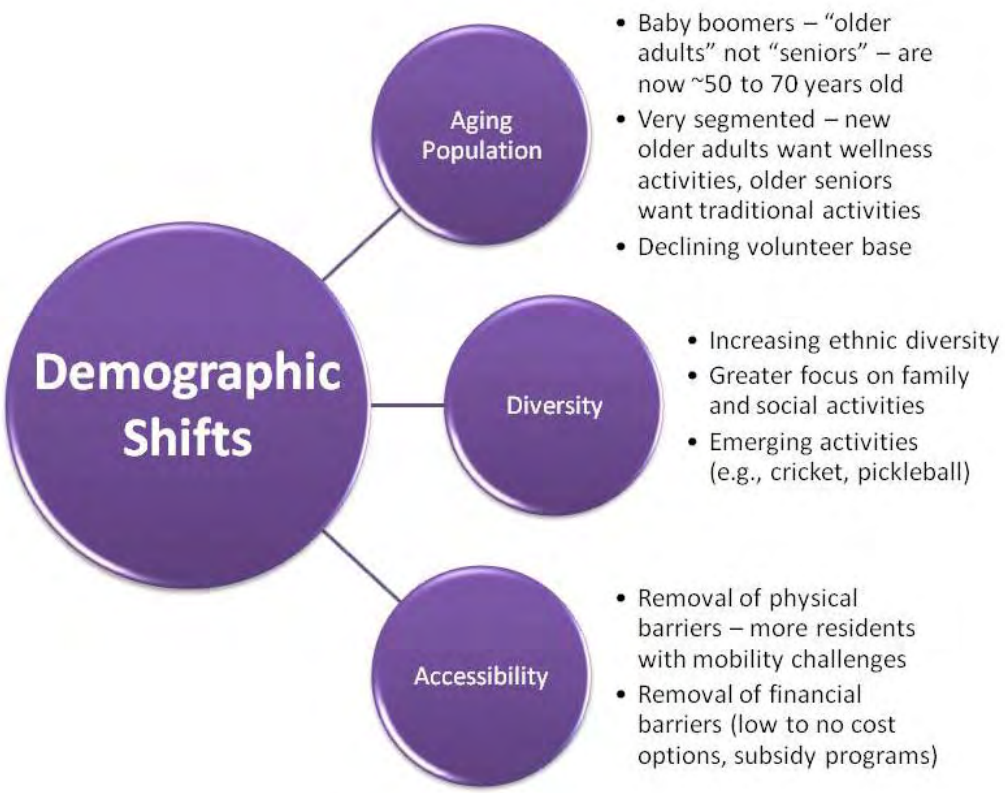
Region. The Town also provides 37 kilometres of cycling routes, with 14 kilometres located in Georgina's urban areas[4]; a Trails and Active Transportation Master Plan Study is being prepared concurrently with this report to further identify existing and potential trail systems. Although some active transportation infrastructure exists, **it is expected that a majority of residents drive (and will continue to drive) to community-level recreation and leisure facilities**. The large commuter population may also have an impact on recreational participation; for example; (1) many activities cannot be scheduled until later in the evening due to greater amounts of time spent in transit; and (2) there is a heightened demand for after-school activities for children and youth as parents may not be accessible during these hours.

2.2 Trends Impacting Facility Needs

Understanding current trends can assist with anticipating shifts in the demand for facility and program requirements. The following trends – based on local, provincial, and national research – may be directly or indirectly related to the potential demand, usage, design, and operation of recreational facilities in the Town of Georgina. Local implications of these trends are discussed in greater detail in **Section 4: Facility Needs Assessment**.



[4] York Region. Living in York Region: Our community check-up. Context Indicators Workbook. 2011.


Demographic Shifts
Aging Population
• Baby boomers – "older adults" not "seniors" – are now ~50 to 70 years old
• Very segmented – new older adults want wellness activities, older seniors want traditional activities
• Declining volunteer base
Diversity
• Increasing ethnic diversity
• Greater focus on family and social activities
• Emerging activities (e.g., cricket, pickleball)
Accessibility
• Removal of physical barriers – more residents with mobility challenges
• Removal of financial barriers (low to no cost options, subsidy programs)

Facility Provision
Aging Infrastructure
• Older facilities are often less energy efficient and have high lifecycle costs
• Often undersized, single-use and not barrier-free
• Recent grant programs focused on facility renewal
Multi-use & Specialized Facilities
• Flexible space is a must
• Enhanced focus on player development is creating new requirements
• Specialty camps and activities are on the rise
Partnerships
• New construction and management models being considered
• Recreation spans many sectors (health, tourism, culture, etc.)

2.3 About Georgina's Existing Recreation and Parks Facilities

The Town's geographic composition – with a concentrated population in the Keswick area and a number of small to medium-sized settlement areas dispersed amongst a large rural land base and along the lakeshore – creates both opportunities and challenges for park and facility provision. For larger and more specialized facilities, trade-offs are necessary as it may not be possible to provide opportunities within each settlement area. Furthermore, growth helps to pay for new facilities and parks through the development approvals processes (development charges, parkland dedication, etc.) and, while this may lead to new opportunities within growing areas, it can create animosity within established communities that feel they may not be getting their fair share. Strategic investment in existing facilities (e.g., renewal), partnerships with other providers, and population-based planning metrics (e.g., one facility per "x" residents) can help to create equitable access to facilities in all areas of the Town.

The Town of Georgina has a number of historic settlement areas, mixed with areas of new growth. As a result, the age of the Town's recreation infrastructure spans a number of decades, from halls built in the early 1900s (often for a different purpose, such as a school or church) to modern amenities such as splash pads. While many of the Town's newer facilities are in a state of good repair, several older facilities – primarily community halls that were built 30+ years ago – have mounting backlogs of capital repairs and upgrades. Many of these older venues – due to their age and/or design related to their former use – also lack barrier-free access and modern amenities such as HVAC systems, storage, and sufficiently-sized program spaces. In order to assess the backlog and identify possible capital avoidance strategies, many municipalities are undertaking Municipal Asset Management Programs for recreational infrastructure.

Furthermore, the design and delivery of recreation facilities and parks has evolved over time; it is now generally accepted that multi-use parks and facilities that can offer "one-stop shopping" conveniences and economies of scale are preferred over single-use venues. The Town has effectively implemented this model at sites such as The ROC and the Georgina Ice Palace and anticipates following a similar approach to future facility development.

The Town's existing recreation and parks facilities are documented and assessed in Section 4 of this report.

2.4 Town of Georgina's 2004 Leisure Services Master Plan

In 2004, the Town prepared a Leisure Services Master Plan that established guidelines for the provision of parks, recreation, and leisure services and facilities based on an extensive needs assessment process. The Master Plan was to provide direction for the next 10 years (to 2014) and many of its higher priority recommendations have been or continue to be implemented. The Master Plan established the following Vision Statement for Leisure Services in Georgina:

> "*The Town of Georgina's Leisure Services Department shall provide parks, facilities and recreation programs to enrich the quality of life in Georgina. A strong focus will be placed on creative partnerships with the community and the protection, enhancement and appreciation of Lake Simcoe and all of the features of the natural environment.*"

Four Guiding Principles were then developed that are intended to describe what the Town of Georgina must do in order to achieve the "vision":

Accessibility:	Ensure that leisure services are reasonably accessible to all residents of the community.
Infrastructure:	Ensure that the Town has the infrastructure in place to deliver the range of leisure services needed (e.g., facilities, parks, and trails).
Partnerships:	Ensure that partnerships are developed and enhanced to maximize the benefit to the community.
Service Delivery:	Ensure that the Town has the management tools and staffing to effectively and efficiently deliver leisure services.

The Leisure Services Master Plan has served as a valuable resource to this Study, recognizing that certain elements require updating given the amount of time that has passed since the Plan was prepared.

In addition, several other studies and plans – including Official Plans / Secondary Plans and topic-specific studies – have been reviewed for the purposes of this Study and their relevant implications are noted where appropriate.

Section 3. Public Engagement

Community input is critical to identify the issues, trends, and future priorities related to recreation facilities in Georgina. In order to obtain this input, a number of public outreach and engagement efforts were undertaken, including:

- public awareness campaign (notice of study commencement, mobile display boards, promotional cards, notices in the leisure guide and online, etc.);
- online questionnaire (hard copies also available) to solicit information on participation and facility gaps;
- key informant interviews and small focus groups to solicit informal input on specific topics of interest to key community organizations, agencies, and Town officials and staff;
- public information centres – one near the beginning of the project to create awareness and identify issues and another near the end of the process to receive feedback on the draft Study recommendations; and
- presentations to Town Council to present preliminary findings and request approval of the Study's final report.

Each consultation technique is structured to engage a different target audience and each has a unique purpose, whether to create awareness, gather information, identify issues, generate ideas, or establish community support and buy-in. Many of the public engagement activities (e.g., online survey, public information centres, etc.) were undertaken collaboratively with the Trails and Active Transportation Master Plan Study in order to streamline the process for interested residents.

3.1 Public Information Centres

An open public information centre was held on September 26, 2013 at The ROC Chalet to gather preliminary input from residents and organizations pertaining to this Study and the Trails and Active Transportation Master Plan. A second information centre was held on November 28, 2013 at The ROC Chalet to present the draft findings and recommendations to interested residents and organizations. Both events were advertised through local media, on the Town's leisure guide and website, through email, and in Town facilities.

The draft report was posted on the website from January to May 2014 to solicit public comment. Verbal and written input received through the public information centres and comment period has been considered as part of the Study's development.

3.2 Online Questionnaire

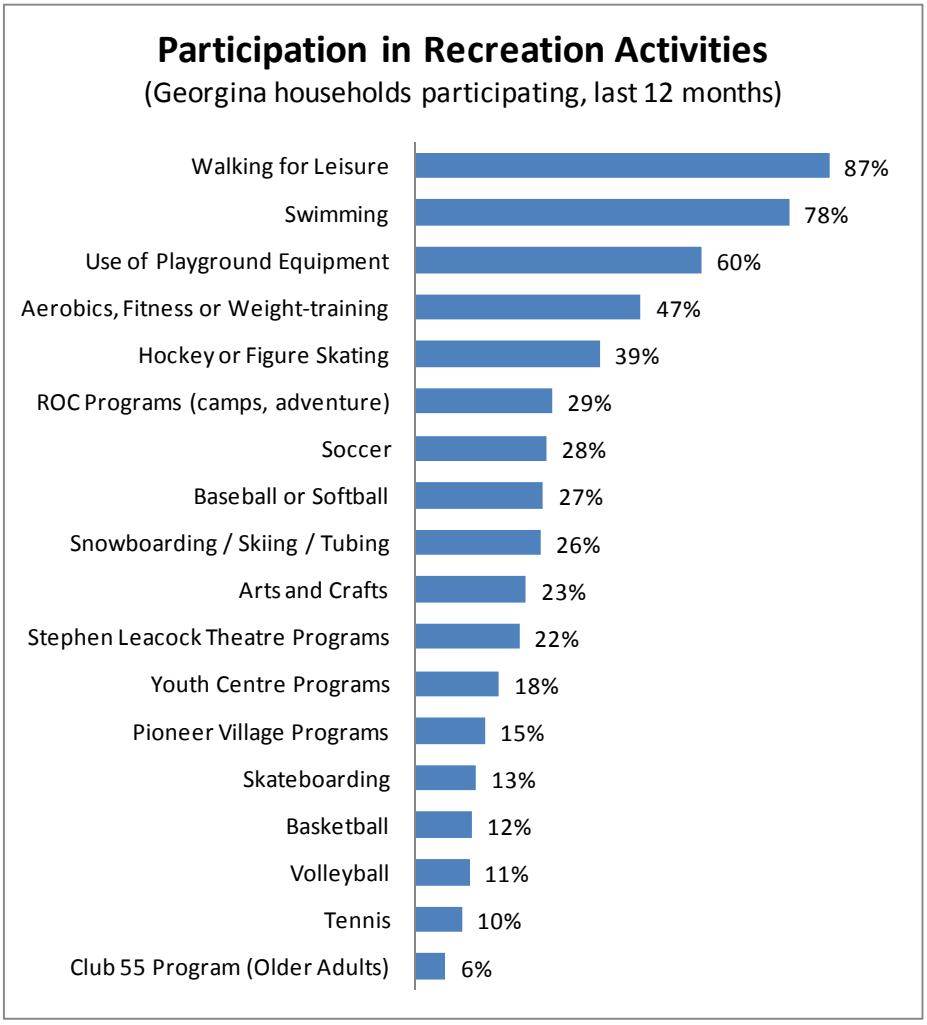
An online questionnaire was created and posted on the Town's website beginning in June 2013. The purpose of the questionnaire was to collect input from local residents on matters and opinions relating to participation in recreational activities and current facility needs. The questionnaire – which also contained questions related to the Trails and Active Transportation Master Plan Study – was publicized through a range of means, including posters, display boards, advertisements, community events, etc. Hard copies were also made available by the Town at key facility locations.

The recreation study component of the survey received 338 responses (as of October 2013). While the response rate for the questionnaire is excellent, due to self-selected and non-random nature of the survey, it cannot be considered statistically significant. Furthermore, participants were able to cease participation at any time and to skip questions, so the number of responses to each question varies. Differences between key variables (e.g., community, age, income) have been identified where applicable. Detailed data tables can be found in Appendix A.

Based on the demographic data collected through the questionnaire, it would appear that there was an over-representation of responses from households with young children and households from the Keswick area; conversely, older adults and rural residents are under-represented in the sample.

Current Participation

Respondents were asked to indicate if anyone in their household participated in selected activities within the past 12 months. Popular activities include walking for leisure, swimming, and use of playground equipment, with more than one-half of households indicating that they have recently participated in these activities. Note: "Cycling" was not listed as an option as this activity was the focus of questions for the Trails and Active Transportation Master Plan.



An equal proportion of Georgina households have "most" or "all" of their recreational needs met in the Town (36%) as do those that have "some" or "none" of their needs met in the Town (37%); 28% indicated that "about half" of their needs are met locally. In other words, residents are just as likely to travel outside of the Town to participate in recreational activities as they are to remain in the Town. Residents of Keswick were less likely than those living in other communities to indicate that "all" or "most" of their recreation needs are met within the Town of Georgina (30% v. 50%).

Primary recreational activities that residents participate in outside of Georgina include:

- swimming (30%)
- ice sports (12%)
- gymnastics (11%)
- walking / hiking (10%)
- cycling/biking (7%)
- soccer (6%)

For those residents travelling outside of Georgina to participate in recreational activities, most go to Newmarket (73%), followed by East Gwillimbury (25%), and Aurora (15%); note: multiple responses to this question were permitted.

The following were the primary reasons given for participating in recreational activities outside of Georgina:

- Facility / Program is not available in the Town of Georgina (62%)
- Quality of Facility / Program is Superior (35%)
- Facilities / Program not available at the Preferred Time (26%)
- Less Expensive (12%)

Barriers to Participation

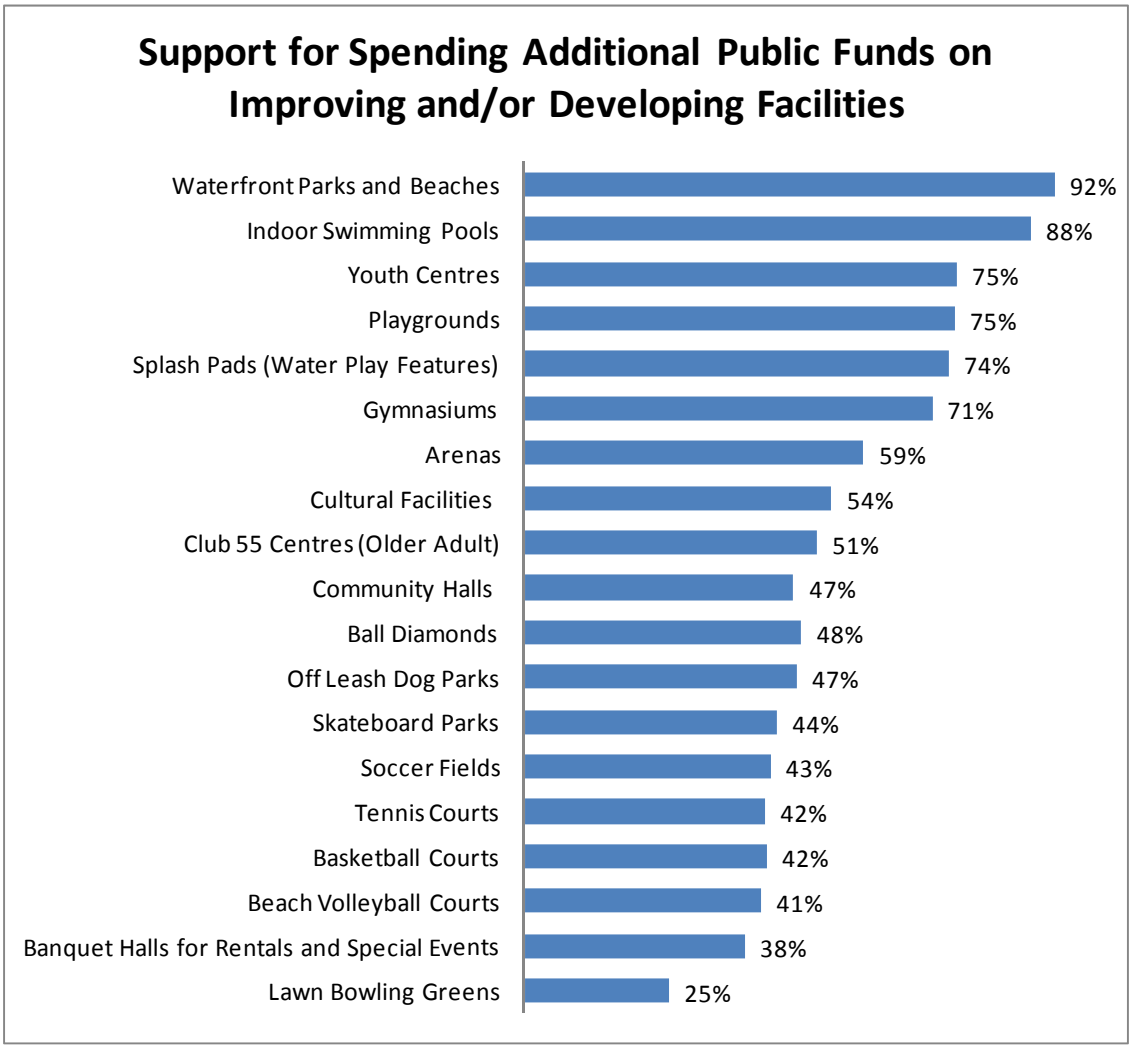
Nearly two-thirds (63%) of residents indicated that they are <u>not</u> able to participate in recreation activities as often as they would like. This percentage is much higher than our research in other communities, suggesting that the barriers to participation are considerable. The main reasons are as follows:

- lack of desired facilities or programs (72%)
- program not offered at a convenient time (38%)
- lack of personal time / too busy (28%)
- lack of money / too expensive (22%)

It is notable that the primary barrier identified was "lack of desired facilities or programs" as lack of time is typically the main response in these types of research. 44% of the entire sample has indicated that they are not participating as often as they would like due to a lack of recreational facilities and/or programs – this is a very high percentage that suggests a considerable level of latent demand.

Support for Spending on Municipal Facilities

Respondents were asked to indicate their support or opposition for spending additional public funds on improving and/or developing various types of recreational facilities. As shown in the following chart, support was greatest for waterfront parks/beaches (note: additional study has been recommended on this subject), indoor swimming pools, youth centres, playgrounds, splash pads, and gymnasiums – all of these facilities are typically heavily used by children and youth.



Residents of Keswick were more likely than those living in other communities in Georgina to support spending on indoor swimming pools (93% v. 71%) and gymnasiums (76% v. 55%).

The questionnaire also tested public opinion on the following statements:

- *"The Town should consider developing a Recreation Centre in the Keswick area with components such as an indoor pool, arena, gymnasium, walking track, and / or community rooms."*
    - 88% agreed or strongly agreed
    - 5% neither agreed nor disagreed
    - 7% disagreed or strongly disagreed

  Note: Residents of Keswick were more likely than those living in other communities to support this statement (95% v. 63%); interestingly, nearly two-thirds of residents in other communities are supportive of this initiative.

- *"As a cost-saving measure, the Town should consider closing community halls that are underutilized and in need of upgrades."*
    - 57% agreed or strongly agreed
    - 24% neither agreed nor disagreed
    - 18% disagreed or strongly disagreed

  Note: Residents of Keswick were also more likely than those living in other communities to support this statement (63% v. 39%).

Indoor Swimming Facilities

Anticipating that interest would be high for indoor swimming pools and that many residents may travel beyond the Town's boundaries for swimming activities, a series of questions specific to indoor aquatic participation and demand were posed.

52% of respondents have at least one household member that has used an indoor swimming pool on average of once a month or more within the past 12 months. Residents of Keswick were more likely than those living in other communities to indicate that they have used an indoor pool on average of once a month or more (57% v. 37%).

Nearly two-thirds (63%) of this subset have used the Georgina Leisure Pool the most, followed by the Magna Centre (18%) and Ray Twinney Recreation Complex (6%) – both in Newmarket.

41% of indoor swimming pool users find the time it takes to travel to the pool that they use the most to be "reasonable"; conversely, 59% find this travel time <u>not</u> be "reasonable". Residents of Keswick were more likely than those living in other communities to indicate that the travel time is <u>not</u> reasonable (69% v. 7%).

Lastly, respondents were asked to rate the quality of the pool that they use the most:

- 14% indicated that the pool "exceeds their needs"
- 31% indicated that the pool "meets their needs"
- 46% indicated that the pool "somewhat meets their needs"
- 9% indicated that the pool "does not meet their needs"

Only 30% of Georgina Leisure Pool users indicated that this pool "meets" or "exceeds" their needs, compared to 72% for pools outside the Town. This is likely an indication of the concerns (real or perceived) related to the distance of this pool from Keswick.

Additional Comments

Respondents were given an opportunity to supplement the questionnaire with open-ended comments. Nearly one-half of the questionnaires included commentary. The following word cloud was produced from a key word search on these comments; the larger the word, the more mentions it received.

Profile of Respondents

The average respondent was 35 to 54 years old, with 1.3 children, a household income between $80,000 and $120,000, and a resident of Keswick. Being a self-selected questionnaire, the sample is not statistically significant and appears to over-represent those living in Keswick (78% of the respondents, but closer to 59% of the actual population) and those with children under the age of 10 (25% of the respondents, but 11% of the actual population). Conversely, those living in communities other than Keswick (notably the smaller, rural communities) and residents age 55 and over appear to be under-represented in the data.

The following is a profile of the respondents that completed the questionnaire.

Age Group of Respondent

10 - 19 years	1%
20 - 34 years	25%
35 - 54 years	57%
55 - 69 years	15%
70 years and over	3%
Total	**100%**

Age of Household Members

Under 10 years	25%
10 - 19 years	14%
20 - 34 years	18%
35 - 54 years	32%
55 - 69 years	9%
More than 70 years	2%
Total	**100%**

2012 household income before taxes

Under $40,000	7%
Between $40,000 - $79,999	21%
Between $80,000 - $119,999	28%
$120,000 or more	24%
Don't Know / Prefer Not to Disclose	21%
Total	**100%**

Residency of Respondent

Georgina resident	99%
- Permanent Resident	98%
- Seasonal Resident	2%
Not a Georgina resident	1%
Total	**100%**

Community that Respondent Lives Closest to

Keswick	78%
Sutton	8%
Jackson's Point	4%
Pefferlaw	3%
Udora	2%
Willow Beach	2%
Baldwin	1%
Virginia	1%
Belhaven	1%
Port Bolster	0%

3.3 Key Informants

In order to provide an opportunity for in-depth and candid discussions regarding local needs (e.g., facility usage, shifting demands, desired improvements to existing facilities, partnership and funding possibilities, and future priorities), several community organizations, agencies and stakeholders involved in Georgina's recreation sector were directly consulted for their input into this Study.

Key stakeholders that were interviewed (or that completed surveys) included the following (note: invitations were sent out to a wide range of organizations and some groups were unable to participate):

- Keswick Club 55
- Sutton Club 55
- Egypt Hall Board
- Belhaven Hall Board
- Georgina Minor Hockey Association
- Georgina Ice, Junior C
- Georgina Skating Club
- Women's Ball Hockey
- Lake Simcoe Minor Soccer Club
- Lake Simcoe Minor Softball Association
- Under the Lights Mixed Ball League
- Ladies Competitive Slo-pitch
- Georgina Mixed Arc Ball League
- Town Council and staff

The information gathered through these interviews has been considered in the development of this Study.

3.4 Input from Past Studies

The 2004 *Leisure Services Master Plan* involved an extensive consultation program that included input from the public, community organizations, and Town staff and officials. At the time, the greatest support for facility development focused on trails, youth centres, an indoor pool, and splash pads (there were no splash pads in Georgina at the time). Where applicable, this input has been considered in the development of this Study.

Section 4. Facility and Parks Needs Assessment

4.1 Methodology

The needs assessment considers the following inputs:

- quantitative provision targets based on industry standards, utilization levels, and community input; and
- geographic distribution and level of service, which considers both location and a qualitative measure of service that accounts for factors such as facility condition, design, etc.

Provision Targets

In order to derive and support meaningful recommendations pertaining to recreation facilities, quantitative projections of current and future demand for facilities have been developed using the "Georgina-specific" facility provision targets. The targets established in the 2004 Leisure Services Master Plan were reviewed and adjusted based on:

- the Town's existing inventory, as confirmed through site visits (facilities owned, operated, and/or maintained by schools, private sector, etc. have been excluded from the inventory unless otherwise noted);
- industry standards (including benchmarking with the municipalities of Newmarket, Whitchurch-Stouffville, Innisfil, Bradford West Gwillimbury, East Gwillimbury, Uxbridge, King, and Brock);
- utilization levels and registration data, where available; and
- community input (see Section 3).

Participant-based provision targets (e.g., 1 ice pad per "x" participants) are generally used for recreational activities that are primarily registration-driven, while population-based targets (e.g., 1 indoor pool per "y" population) are applied to facilities that serve a broader cross-section of the community and/or are less structured in their use. Targets were not established for community halls/ meeting space, youth centres, or seniors' facilities as the provision of these spaces is dependent upon a wider variety of factors.

Geographic Distribution & Level of Service

Location, travel patterns, and historic service levels have a great deal to do with how local residents perceive the accessibility of recreation opportunities in Georgina. Due to the sheer geographic expanse of the Town and the proximity of other population centres, Georgina residents have a tendency to gravitate towards a number of different locations for their various needs and services, including communities beyond the Town's borders.

Proximity is one of many factors that can increase one's physical activity. Typically, it is our experience that most individuals are willing to travel about 15 minutes to access the activities that they participate in the most, with longer travel times (25 minutes or more) tolerated for regular participation in competitive activities and access to regional-level facilities. The type of facility/activity and the level of

competition/skill will affect catchment areas, with people being generally more like to travel greater distances to participate in more unique and elite activities.

To gain a better understanding of which areas within the Town have a higher or lower level of service, Georgina's parks and recreation amenities were evaluated at a high level. This approach supplements the provision target analysis (which examines the quantity of facilities) by evaluating the quality of an asset as a result of its various attributes. The level of service provided by anything – whether it is a playground, soccer field, or arena – is determined in part by its quality. The result is an approach that quantifies the general level of service based on a blend of quantity, quality, and overall accessibility.

The following criteria were used to aid in the qualitative evaluation:

- Condition (e.g., quality of construction, maintenance concerns, state of lifecycle requirements)
- Functionality (e.g., size/capacity, dimensions, quality of design, safety, visibility)
- Access (e.g., pedestrian access, nearby parking, barrier-free)
- Value-added (e.g., comfort features such as benches/shade/washrooms/HVAC, uniqueness, ambiance)

These criteria were independently scored for each recreational component and then aggregated to arrive at an easy-to-follow metric depicting the asset's quality using the following three-point scale:

1 = Below Average (asset is of poor quality due to its condition, functionality, access, and/or level of amenity)
2 = Average (asset is of average quality due to its condition, functionality, access, and/or level of amenity)
3 = Above Average (asset is of excellent quality due to its condition, functionality, access, and/or level of amenity)

It should be recognized that this is a subjective evaluation based on the consultant's experience in undertaking similar assessments in communities throughout Ontario. Further, the assessments of facility condition are based on high level visual inspections rather than detailed engineering audits; the assessments may require revisiting should the Town undertake such audits as part of their asset management initiatives or should the facilities be substantially renovated, expanded, or redeveloped.

Based on the foregoing, the geographic locations of most facilities and park amenities have been mapped (see Appendix B) to illustrate the proximity to residents and overall level of service. In some cases, service radii have been applied to illustrate general catchment areas and areas of potential gaps and/or overlap. It should be noted that these catchment areas are conceptual and should not be considered in isolation of the broader analysis as they may be affected by a host of factors (e.g., level of amenity, population characteristics, transportation choices and mobility, physical barriers, affordability, alternative providers, etc.). To illustrate the general quality of each asset, the aforementioned quality ratings have been recognized – darker colours have been applied to above average quality components and lighter colours are associated with below average quality components.

4.2 Guiding Principles

The following Guiding Principles – which are based on the assessments and consultations in this report – are core directional statements that are intended to guide the development and implementation of this Study and the Town of Georgina's future decision-making relating to the provision of recreation and parks facilities. The principles are largely complementary, but no one principle takes priority over another – they should be read and interpreted as a set, rather than as separate, isolated statements.

1. Build a healthy community and foster active lifestyles.
2. Provide inclusive, affordable, and accessible recreational opportunities for all Georgina residents.
3. Ensure that recreation and parks facilities are multi-use, multi-generational, and responsive to true needs.
4. Encourage designs and practices that promote energy efficiency and "green" technologies.
5. Foster and support partnerships that create synergies and leverage resources.
6. Make decisions that are financially responsible and sustainable for the Town and its residents, both existing and future.

As discussed in the next section, these guiding principles have relevance to the development of future major recreation facilities. Trends support the consolidation of recreation amenities in urban areas through the provision of multi-use and multi-generational facilities. Locations that accommodate various activities simultaneously are not only more convenient for residents within urban areas, but they also create activity hubs that are critical to the vitality and health of a community. Multi-use recreation centres become local destinations that can revitalize communities, as they generate a critical mass that can encourage greater physical and economic activity. Capital and operational cost efficiencies are also key advantages and the opportunity to incorporate 'green' technologies cannot be overlooked.

4.3 Multi-use Recreation Centre – South Keswick

Keswick is the Town's largest settlement area with over 25,500 residents as of 2011 and a 2031 forecast of 39,000 residents. The anticipated extension of Highway 404 to the Town's southwestern boundary in Fall 2014 is expected to stimulate growth in the South Keswick area in the short and medium-term; several plans of subdivision are currently in the planning approvals stage.

Given Keswick's existing and projected population, Town Council has identified the possible development of a Multi-use Recreation Centre (MURC) in the South Keswick area. The following sections include needs assessments for various components being considered as part of an initial or subsequent construction phase for the proposed MURC, including:

- arenas;
- indoor aquatics;
- banquet hall, multi-use program space, gymnasiums;
- dedicated space for youth and/or seniors;
- other potential indoor and outdoor recreational components; and
- other municipal and/or partnered components.

Local support for a MURC is substantial. 88% of respondents to the online survey agreed or strongly agreed with the following statement: *"The Town should consider developing a Recreation Centre in the Keswick area with components such as an indoor pool, arena, gymnasium, walking track, and / or community rooms."* While Keswick residents are more likely to agree to this statement, nearly two-thirds of residents in other communities are also supportive of this initiative. In terms of indoor recreational components, support was most notable for an aquatic complex, youth space, and gymnasium.

The subsequent needs assessment has found justification for the following components within the proposed MURC in South Keswick, recommended to be constructed within the short-term (by 2018, dependent upon funding and partnerships); more detailed business planning considerations are contained in Sections 5 and 6:

- multi-tank aquatics complex capable of accommodating competitive swimming (e.g., 25-metre, 6-lane), instructional swimming, recreational swimming, and wellness/therapeutic activities
- double gymnasium with elevated walking track
- dedicated seniors lounge
- dedicated youth lounge
- multi-use program and meeting rooms
- active living centre (e.g., fitness studio)
- library branch
- ancillary spaces, such as minor sports organization offices, food and beverage services, storage, etc.

Other potential MURC components to be considered through further study include:

- fitness centre (equipment-based) if operated by a third-party
- civic administration offices
- retail/commercial uses (as defined by Expression of Interest and Request for Proposals)
- outdoor amenities (to be determined based on site/facility fit exercise)

Experience in hundreds of communities across Canada supports the finding that multi-use recreation facilities can provide a great number of benefits. While the specific nature and degree of these benefits will depend on local circumstances, facility design/operation, and a host of other factors, there is no denying that multi-use recreation facilities have the potential to generate substantial economic, social, and environmental gains for local municipalities. These benefits are most notable in those municipalities that view sport infrastructure as an investment in the community, not simply an expenditure.

Larger multi-use facilities are more economical to build and operate than a model that relies on several stand-alone facilities; experience has shown that facilities become increasingly more expensive to operate and maintain once their systems surpass a 25-year lifespan. Multi-use facilities also serve as "one-stop shopping" destinations that respond to a broad range of users all under one roof. By becoming a "hub" within the community, facilities such as this can also offer opportunities for improved revenue generation. Multi-use facilities also have the opportunity to better facilitate and attract events and tournaments that can bring increased numbers of visitors to the community and also significantly enhance local program and sport development.

The opportunities and benefits that a new Multi-use Recreation Centre can provide to Georgina's residents are many. Residents need to know that:

- they have facilities and programs that can help them achieve the significant health benefits made possible through physical activity;
- they can have access to needed recreational activities within a reasonable driving distance;
- they have a wide variety of structured programs and unstructured activities for all age groups;
- they have a common meeting place with sufficient capacity for community activities;
- their taxes are not being spent trying to keep redundant and inefficient facilities functional;
- full accessibility is not an option but rather a requirement for all programs; and
- they can take pride in their recreational facilities as they invite groups from afar to visit Georgina and participate in first-class activities and events.

Ultimately, the leadership provided by Town Council will decide how much and in what ways the municipality will invest in its community. Investment in recreation facilities should be part of a larger vision for the Town as this can provide significant benefits to the local quality of life and economic success. Quality recreation opportunities are known to be key factors that attract and retain residents and business. With many other municipalities in the province having recently invested in new and expanded facilities, there is substantial competition for sport tourism, economic development, and growth. Sustainable, functional, and attractive recreational facilities would help to position the Town to maximize its potential.

4.4 Ice Pads/Arenas

Town of Georgina – Current Inventory of Municipal Ice Pads

Town of Georgina Inventory		Per Capita Ratios		
Number	**Locations**	**Provision Target**	**Georgina (2013)**	**Area Municipalities**
3 indoor 1 outdoor	Georgina Ice Palace (2 pads), Sutton Arena (1 pad), Pefferlaw Lions Community Centre (1 pad, outdoor and refrigerated)	1 ice pad per 450 registered participants	15,787 (indoor only); 1:475	8,728

The Town has two arena facilities containing a total of three ice pads: the Georgina Ice Palace (2 pads; constructed in 1996) and the Sutton Arena (1 pad; constructed in 1970/71 and renovated in 1998). The Town recently developed a full-size outdoor artificial ice rink in Pefferlaw to provide unstructured ice opportunities in the Town's eastern communities. The Town's arenas appear to be in a general state of good repair and are appropriately designed for their intended function, with sufficient dressing rooms, facility dimensions, and supporting amenities. 59% of online survey respondents support additional spending on arena facilities, ranking it as the seventh highest priority.

Nationwide, participation in ice sports is steady or declining. This can be attributed to many factors, including increased costs, greater immigration, population aging, growing popularity of other activities, and interest in activities one can do independently on their own time. Changes in minor hockey registration are notable:

- Hockey Canada and the Ontario Hockey Federation have experienced declining registration since the 2008/09 season. Registration has declined by 12% in Ontario since this time, a time period that coincides with the economic downturn and very slow youth population growth.

Registration remains strongest in the younger age groups (Initiation, Tyke, Novice), while the Atom to Midget age groups have seen the greatest declines. Currently, 9% of Canadian children and youth play hockey, half the percentage that played 20 years ago.

- Female hockey participation in Ontario also peaked in 2008/09. In the ten years prior to 2008/09, female hockey registration increased nearly four-fold and made-up for a reduction in male registration. Female hockey participation has declined slightly since. In 2012/13, females comprised 32% of all youth hockey registrants in Ontario.
- Skate Canada has also experienced a slow decline in its registration, with the number of associate members declining by 9% between 2006/07 and 2012/13. Synchronized skating and power skating programs have seen the greatest increases in recent years.

In Georgina, ice sports remain popular but – in line with provisional and national trends – participation has fallen off in recent years. **For the 2012/2013 ice season, there were approximately 1,427 registered youth participants using the Town's three indoor rinks, an average of 475 participants per ice pad**. **Including adults, there were a total of 1,972 registered participants, an average of 677 per ice pad.** In addition to the organized users identified below, the Town also offers opportunities for public skating, schools, junior hockey, and private rentals.

Town of Georgina – Registered Ice Participants, 2012/13 season

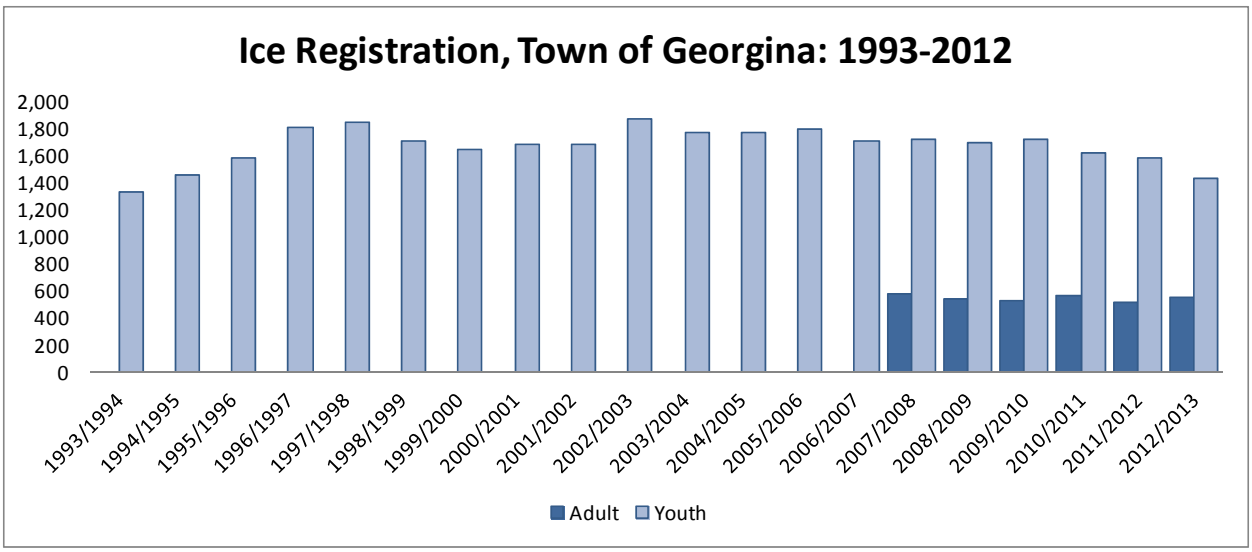
Ice Sport Organization	Registered Youth Participants
Georgina Minor Hockey Association	875
Georgina Girls Hockey Association	194
Georgina Skating Club	328
Skate Canada Lakeside	30
Subtotal – Youth	**1,427**
Subtotal – Adult (various groups)	**545**
Total – All registered participants	**1,972**

Source: Town of Georgina, 2013

The following table and graph illustrates how ice registration has changed over the past twenty years. Youth registration has declined by 24% since a peak in 2002/03 (1,874 participants); the declining youth population is a likely contributing factor. Adult ice registration has been steadier, but still declined by 4% since 2007/08.

Youth Ice Registration, Town of Georgina – 2001-2012

	2001/ 2002	2002/ 2003	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012	2012 /2013
Georgina Minor Hockey Assoc.	1,022	1,182	1,052	1,060	1,052	1,030	1,064	1,036	1,024	1,019	966	875
Georgina Girls Hockey Assoc.	75	132	150	165	190	214	226	249	260	240	240	194
Georgina Skating Club	496	440	420	375	396	336	360	356	386	314	330	328
Skate Canada Lakeside	82	120	146	171	152	125	73	50	50	45	45	30
TOTAL	**1,675**	**1,874**	**1,768**	**1,771**	**1,790**	**1,705**	**1,723**	**1,691**	**1,720**	**1,618**	**1,581**	**1,427**



Youth includes GHMA, GGHA, GSC, and SCL
Adult data not shown for pre 2007/08
Source: Town of Georgina, 2013

The requirements for youth ice sports are central to this needs assessment as the demand is highest for prime time ice (which is when youth are available to play) and this age group is given priority in ice allocation. Adults are generally accommodated outside of prime times. It bears noting that consultations with local groups underscored the opinion that there is a narrower prime-time window in Georgina due to the large commuter population.

It is important to note that the youth capture rate (ages 5-19) in ice sports in Georgina is approximately 17%. This rate is slightly lower than some other communities (many average about 20-25%, meaning that 1 out of every 4 to 5 children play ice sports), but there is evidence that this rate has been relatively steady in Georgina for many years. The adult capture rate (ages 20-54) in ice sports in Georgina is approximately 2.5%, lower than what has been reported in similar communities (many average 4-5%, but adult participation is affected by several factors, such as access to ice time and greater willingness to travel).

Given Georgina's location and sheer size, many of its residents have the option of using arenas in other communities (particularly for house league and adult hockey). The communities that can be expected to have available ice time in the future are generally those that have aging populations with growth that is below replacement level. To use an example, this is currently the case in Brock Township where there are ongoing discussions about the closure or re-purposing of one of their three single pad arenas. Although Georgina groups would prefer to use local arenas rather than travel outside of the Town, recent information provided by the Town that minor hockey (both boys and girls) has returned a substantial number of hours suggests that the local supply is generally meeting needs at present.

The Town's ice schedules were examined to gain a better understanding of how the rinks are currently used. In terms of usage, during a typical week in the winter, Georgina's arenas are generally used to capacity in prime time; however, there was a peak in utilization in 2008/09 – rental hours declined by 7% between 2008/09 and 2012/13 (additional declines are being seen in 2013/14). Youth sports have been attributed to the entirety of this decline; adult rentals have remained steady. For the 2012/13 season, minor sports groups received 1.2 hours of ice time for every 10 participants; this represents an

improvement over past years, when the ratio has been as low as 0.8 hours/10 participants. This suggests that minor hockey may be seeing gains in its goal to offer all of its players two practices per week.

Future outlooks suggest that ice demand will rise at a similar pace to that of the youth population, as adult participation represents a smaller proportion of all users. As such, Georgina's 17% youth capture rate will be used to project future needs. **For Georgina, a provision target of 1 ice pad per 650 registered participants (youth and adult) is recommended**. In order to capture the growing emphasis on player development, this is a slightly more aggressive target than that recommended in the 2004 Leisure Services Master Plan of 1 ice pad per 700 active participants. This market-driven target reflects the modest pressures for ice currently in the Town (the present ratio is 1:657) and is largely based upon a combination of industry standards and our experience in other communities. Furthermore, it allows for youth participants to utilize prime time hours, for adults to utilize shoulder hours, and for a typical amount of tournaments/competitions and skill development sessions (which is an identified pressure in Georgina) to be accommodated. Should the Town wish to accommodate other users (e.g., adults) to a greater degree within prime time hours, this provision target should be reduced slightly.

The following table applies this provision target to current registration levels and future population forecasts.

Town of Georgina Ice Pad Demand Analysis

	2013	2021	2031
Town-wide Population	47,361	57,929	70,306
Town-wide Youth Population (ages 5-19)	8,600	9,131	11,193
Projected Participation – Youth (17% capture rate)	1,427	1,552	1,903
Town-wide Adult Population (ages 20-54)	23,700	27,502	31,887
Projected Participation – Adult (2.5% capture rate)	545	688	797
Projected Participation – Youth & Adult	**1,972**	**2,240**	**2,700**
Provision Target	1 : 650 registered participants		
Town-wide Needs	3.0	3.4	4.2
Existing Supply (ice pads)	3		
Surplus (deficit)	**0.0**	**(0.4)**	**(1.2)**

Based upon current usage and projected participation, **the Town's supply of three ice pads is meeting current demands.**

With future growth, the demand for arenas will increase, but it is interesting to note that it is not expected to grow at the same pace of the entire Town population. Due to increases in the Town's median age (a factor which is affecting nearly all communities, even those in growth stages), there will be substantially more adults, which are not primary arena users. In fact, the number of youth is only expected to grow by 30% between now and 2031, despite the entire population growing by 48%. **By 2031, if the population projections come to bear and participation rates remain steady, it is likely that there will be demand for 4.2 total ice pads in Georgina.**

With an existing supply of three ice pads, this means that the Town requires 1.2 more to meet long-term needs. Much of the youth population growth is not expected to occur until the 2021-2031 period; therefore, the current arena supply should be sufficient for approximately the next ten years, after which future growth will generate demand for 1 additional rink (to be provided between 2021-2026).

To meet long-term needs for a fourth ice surface, a new single pad arena should not be built as the operational savings between two single pad facilities and a twin pad facility are significant (not to mention more conducive to league play and tournaments). A twin pad already exists in Keswick, along with an older (but renovated) single pad area in Sutton. Anticipated population growth in both Keswick (13,500 additional residents by 2031) and Sutton/Jackson's Point (9,200 additional residents by 2031) is sufficient to justify continued arena service in each community. Given Sutton's central location within the Town and that its existing arena was built in 1970/71 (renovated in 1998), it is recommended that consideration should be given to replacing the Sutton Arena with a twin pad in the 2021-2026 timeframe; this may take the form of a new development or twinning of the existing arena. The addition of a second ice pad in the Sutton/Jackson's Point community will also provide greater accessibility and equity as it will be better positioned to serve residents within the central and eastern portions of the Town. As such, an arena is not recommended as a potential component for the proposed multi-use recreation centre in South Keswick.

Other suggestions received through the public input phase included enclosing the Pefferlaw Ice Pad, enlarging the Junior C dressing room at the Ice Palace, and offering ice throughout the summer at one ice pad. There is insufficient demand relative to organized ice sports for enclosing the Pefferlaw Ice Pad, a suggestion that would have significant capital and annual operating cost implications for the Town. The Town may wish to conduct further study into the suggestions for a larger Team room at the Ice Palace and year-round summer ice.

RECOMMENDATIONS:

1. **The existing arena supply is sufficient to meet current needs. One additional ice pad will be required between 2021 and 2026 (for a total of 4).**
2. **As ice pads are best supplied in multiples of two and the Sutton Arena will be approaching its 50-year lifespan, consideration should be given to replacing the Sutton Arena with a twin pad in the 2021-2026 timeframe; this may take the form of a new development or twinning of the existing arena.**
3. **Conduct further study on the potential need and cost-benefit of offering year-round summer ice, as well as opportunities to enlarge the dedicated team room at the Georgina Ice Palace.**

4.5 Curling Facilities

The Town is served by the privately-operated Sutton Curling Club, which operates a facility containing four ice sheets.

Curling is a traditional winter sport in Canada that can be enjoyed by people of most ages and abilities, although it is most popular among the 35-64 age group (approximately 60% of curlers nationwide are in this range). The sport tends to be most popular in small towns and communities in western and eastern

Canada. Recent studies estimate that between 1% and 3% of the Canadian adult population participates in curling[5].

Many curling clubs have sought to bolster their members in recent years through the introduction of junior programs that have reached out to the community and local schools and post-secondary institutions. This continues to be a key strategy for the Canadian Curling Association, as they work to leverage the nation's success at the Winter Olympics.

Nevertheless, the proportion of Canadians that curl has been declining for the past two decades, causing a number of curling clubs to fold. Compared to more mainstream activities that attract a larger number of participants, curling is a niche activity that, because of its relatively small membership base, makes it more susceptible to fluctuations in market and sport trends.

Due to declining membership and increasing capital requirements, several curling rinks have been phased out of operation over the past two decades across Canada. In the City of Toronto alone, seven curling facilities have closed in the last 30 years (11 facilities remain), three of which closed in the past 10 years. To our knowledge, there are currently three municipally-operated dedicated curling facilities in Ontario: Trisan Centre in Schomberg (4 sheets, built in 2011 with stimulus funding); Chingacousy Park in Brampton (6 sheets, built in 2011 with stimulus funding); and Barnfield Point in Orillia (6 sheets, built in 1999).

In Ontario, curling facilities are most typically operated by the non-profit sector, as is the case of the Sutton Curling Club. Although direct municipal operation is rare, some municipalities have entered into land and/or facility lease agreements with curling clubs, with various funding formulas for capital investment. In some smaller communities where demand for hockey/skating is lower, curling can be accommodated on municipal ice rinks (accompanied by specialized ice maintenance practices and dedicated storage), typically one day/evening per week.

The Sutton Curling Club's membership as a proportion of the Town's adult population is 1%, which is generally consistent with rates anticipated in mid-sized urban communities in Ontario. Secondary research suggests that curling participation will grow at generally the same rate as the Town's adult population. Current forecasts indicate that the Town of Georgina's adult population is expected to increase by 30% to 40% by 2031.

The Sutton Curling Club has four sheets of ice for its membership of approximately 207 (as of 2012/13). 100 to 125 members can generally be accommodated on one curling sheet, suggesting that this facility is achieving about 50% of its capacity and has ample room for growth into the future. There is sufficient capacity within a 4-sheet facility to accommodate this future growth. No additional curling facilities are recommended at this time. Further study may be undertaken should the Club approach a membership of 400. Proposals for municipal involvement in the development and/or operation of curling facilities should consider the criteria established in Section 4.19 of this report (Responding to Unsolicited Facility Requests).

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[5] The 2009 Physical Activity Monitor published by the Canadian Fitness & Lifestyle Research Institute indicates that 27% of Canadians participate in sport, of which 4% participate in curling – this translates to approximately 1% of the entire Canadian population. Conversely, data from the Print Measurement Bureau estimates the curling market to be 2.8% of the entire Canadian population (as of 2008).

4.6 Indoor Pools

Town of Georgina – Current Inventory of Municipal Indoor Pools

Town of Georgina Inventory		Per Capita Ratios		
Number	**Locations**	**Provision Target**	**Georgina (2013)**	**Area Municipalities**
1	Georgina Leisure Pool (2 tanks)	1 indoor pool per 35,000 population	47,361	42,183

The Georgina Leisure Pool is located in Sutton and was constructed in 1996 as part of a multi-use complex developed through a partnership with the local School Boards and Public Library. The main aquatic components include a 4-lane lap pool, a tot pool, and a therapy pool with a 2-storey water slide. A broad range of aquatics programming for all ages is available to the community, including swimming lessons which tend to be in high demand at younger ages. However, due to its 4-lane design, the pool is not suitable for competitions and, thus, there are no swimming or diving clubs in the Town.

In addition to the municipal pool, a private indoor pool was recently opened in Keswick as part of a physiotherapy practice. The pool itself is quite small (approximately 30 by 40 feet), but is being used for semi-private and private swimming lessons up to Level 3.

Aquatic programming and user demands have changed significantly over the years. Most notably, there has been an increased focus on recreational swimming for all ages and the creation of unique experiences. Although fitness (especially for older adults) and instruction (especially for pre-school and school-age children) are still core markets for municipal pools, pool designs that increase comfort and enjoyment for all ages are becoming more commonplace. This often includes pools with warmer water, beach or zero depth entry, splash pad or interactive water apparatuses (e.g., sprayers, bucket dumps, etc.), lazy river features, larger slides, climbing walls, etc. The Georgina Leisure Pool was developed with many of these features in mind, along with a separate traditional lane tank for activities such as lap swimming, instruction, and deeper water activities.

Swimming is viewed by many as an essential life skill. Access to Lake Simcoe is available at several beaches and private properties in the Town, which magnifies the importance of water safety and swimming instruction. At the other end of the spectrum, many older adults and people with mobility and health-related challenges are seeing benefits from the inclusion of therapeutic pools as a part of larger aquatic complexes. With swimming being a “infant to senior” activity, the growing range of aquatic options is helping to sustain interest in aquatic activities for all age groups. As supported by the online survey and other research sources, swimming continues to be one of the most popular activities pursued by citizens, usually ranking only behind walking as the favoured leisure pursuit.

Given the Georgina Leisure Pool’s location in Sutton, there is a sense that Keswick residents are just as likely to use Newmarket’s pools given the geographic proximity and travel patterns. The results of the online survey suggest that 63% of Keswick residents use the Georgina Leisure Pool the most, followed by 24% who use Newmarket pools (11% use private pools or other pools in the region). While the use of pools outside the community may be a concern, nearly three out of four Keswick residents are more likely to use the Georgina Leisure Pool the most.

This finding should not be surprising as the Georgina Leisure Pool is geographically closer to Keswick (15 kilometres), albeit often in the opposite direction from the regular travel pattern of most Keswick residents. The following table identifies the estimated travel time (based on ideal traffic conditions) and distance from Keswick to key indoor aquatic facilities in the region.

Estimated Travel Time & Distance from Regional Indoor Pools to Keswick

Indoor Pool	Distance	Approximate Travel Time
Georgina Leisure Pool (Sutton)	15 km	15 minutes
Magna Centre (Newmarket)	24 km	26 minutes
Ray Twinney Recreation Complex (Newmarket)	26 km	29 minutes
Bradford West Gwillimbury Leisure Centre	26 km	27 minutes
Stronach Aurora Recreation Complex	27 km	23 minutes
Aurora Family Leisure Complex	30 km	28 minutes

End point: Woodbine Ave. at Maskinonge River
Source: Google maps

An examination of 2012 registration data for the Georgina Leisure Pool (see following table) shows that over 90% of all registration was generated by Town of Georgina residents (note: data excludes recreational swims). Approximately 60% of the pool's registered users come from the Keswick area, while about 30% originate from the Sutton and surrounding area (including Pefferlaw, Jackson's Point, Willow Beach, etc.). **This suggests that the development of a municipal indoor pool in the Keswick area would generally be well supported, but would also have a significant impact on the Georgina Leisure Pool in Sutton – this could reduce usage of the Georgina Leisure Pool by potentially 50% or more.**

Aquatic Registration (Georgina Leisure Pool) by Community, 2012

Community	Total Registrants	
Keswick	3,329	61%
Sutton	524	10%
Pefferlaw	493	9%
Jackson's Point	263	5%
Willow Beach	142	3%
Cannington	108	2%
Mount Albert	103	2%
Sutton West	102	2%
Other	381	7%
Total	**5,445**	**100%**

Source: Town of Georgina, 2013

The public input phase of this study found that there was some confusion as to whether or not the Georgina Leisure Pool was under-utilized, over-utilized, or properly utilized. Understanding utilization of indoor pools can be done through the use of a capacity formula that measures the water surface area (with a factor applied for varying depths) that is then applied against usage data. A full analysis using this approach is beyond the scope of this Plan, but this methodology does allow for some high level comparisons between Georgina pools and those in other communities. Typically, most pools have a

maximum "design" capacity of 150,000 to 250,000 swims per year; smaller pools and school pools may have a lower capacity due to reduced access, while multi-tank aquatic centres may have a higher capacity. However, **pools that operate at 50% of this maximum "design" capacity are generally considered to be at the upper end of the comfortable capacity and are considered to be "properly utilized"**. This calculation also depends on the size, depth, and type of pool (leisure pools generally have greater capacities than traditional lane pools). Based on 2012 data, the Georgina Leisure Pool appears to be operating at about 43% of its maximum design capacity (based on an estimate of 72,000 annual swims and an estimated maximum design capacity of 165,000). **As far as pools go, the Georgina Leisure Pool is properly utilized (as it is approaching the 50% threshold), although there is some room for additional usage.**

Another indicator of demand is the number of swims per capita in municipal pool. After adjusting for usage of pools outside the Town and non-resident use of the Georgina Leisure Pool, it is estimated that Georgina averages about 1.8 swims per capita at its indoor pool. This is a good ratio (many Ontario communities tend to be in the range of 1.2 to 1.5, although some can be higher than 2.0) that suggests that **Georgina residents have a keen interest in swimming and that they are finding options – whether it be at the Georgina Leisure Pool or elsewhere – to participate in this activity.**

In calculating demand, our experience has shown that one municipal indoor pool per 30,000 to 35,000 persons (within a reasonable market area) is a common provision standard in mid-sized communities such as Georgina. The lower end of this range was recommended in the Town's 2004 Master Plan; however, a slight adjustment to **one pool per 35,000 residents** is recommended due to the recent aging of the Town's population.

With over 47,000 residents at present, Georgina is currently in a deficit situation and the demand for such a facility will increase as the population grows. **By 2031, the Town's population is anticipated to exceed 70,000, which is equivalent to 2 indoor aquatic facilities.** Given the positive population growth trend, a second aquatics facility can be justified in the **2016 to 2021** period as demand exceeds 1.5 facilities.

Despite the provision target that suggests that another indoor aquatics facility will be required by 2031, community benefit must be weighed against economics – how much money is the community willing to spend to build it and to support the facility on an ongoing basis? It must be emphasized that a municipally-operated indoor pool (aquatic component only) is virtually assured to run an operating deficit; other components must be included in the facility concept in order to generate revenues to offset the pool costs. The timing of the pool's construction, its location, and the manner in which it is provided and managed requires additional examination on the part of the Town. Section 6 of this report contains order of magnitude costs for a municipally-operated indoor pool.

It is clear that there is interest for a publicly accessible aquatic facility in the Town; 88% of online survey respondents support additional spending on indoor pool facilities, ranking it as the highest priority behind waterfront parks/beaches. Keswick would be the logical core market for a second aquatic facility as it has the critical mass that is normally associated with municipal indoor pool development. This market contains approximately 25,500 residents at present (growing to 39,000 by 2031) and possibly a small number of residents in the surrounding rural area and adjacent portions of the Town of East Gwillimbury (which is not served by a municipal pool).

Looking at the local market, the Town's child population (ages 0 to 9) is expected to increase by approximately 66% by 2031 and the Town's entire population is forecasted to grow by 62%. This suggests that there will be moderate to high growth in instructional lesson demand (swimming lessons represent an important revenue stream for indoor pools); staff have indicated that pre-school swimming lessons are currently in high demand. Although swimming has consistently been identified as a favoured recreation activity for people of all ages, participation declines with age. With the aging of the population will also come an increased demand for therapeutic pools and programs aimed at rehabilitation (there is a new private sector operation that is also serving this market).

Given the shortcomings of the existing Georgina Leisure Pool (e.g., unable to support competitive swimming or diving, lack of ancillary/dryland space, lack of co-located municipal components, etc.) and growth in the child and older adult age groups, the Town's next aquatic facility should offer opportunities for a wide range of activities. **It is recommended that this multi-tank aquatics complex should be located at the proposed MURC (in order to both offer and benefit from economies of scale) and be capable of accommodating competitive swimming (e.g., 25-metre, 6-lane), instructional swimming, recreational swimming, and wellness/therapeutic activities.** Discussions with potential partners may result in alterations to this design. Under any scenario, a 50-metre would not be cost-efficient and would not be recommended.

As indicated earlier, the development of a municipal indoor pool in the Keswick area is likely to have a significant impact on the Georgina Leisure Pool in Sutton as the majority of its users are from the Keswick area. **It is recommended that the Town undertake further study regarding potential programmatic changes to the Georgina Leisure Pool in order to maintain its viability once the new MURC opens.** This review may include options for reduced hours, alternate programming and pricing, enhanced marketing, etc. Furthermore, over the longer-term (post-2021), should the Town find it financially feasibility, the Town may consider redeveloping the Georgina Leisure Pool at the site of the Sutton Arena in order to achieve the substantial operational cost savings and improved customer service associated with a multi-use recreational facility.

RECOMMENDATIONS:

4. **As part of the proposed MURC in South Keswick, develop a multi-tank aquatics complex capable of accommodating competitive swimming (e.g., 25-metre, 6-lane), instructional swimming, recreational swimming, and wellness/therapeutic activities.**
5. **Undertake further study regarding potential programmatic changes to the Georgina Leisure Pool in order to maintain its viability once the new MURC opens. This review may include options for reduced hours, alternate programming and pricing, enhanced marketing, etc. Over the longer-term (post-2021), the Town may consider redeveloping the Georgina Leisure Pool at the site of the Sutton Arena to create an efficient multi-use recreational facility in this community.**

4.7 Youth Centres

Town of Georgina – Current Inventory of Municipal Youth Centres / Program Sites

Town of Georgina Inventory		Per Capita Ratios		
Number	**Locations**	**Provision Target**	**Georgina (2013)**	**Area Municipalities**
3	Sutton Multi-use (shared facility), Georgina Ice Palace, Pefferlaw Lions Community Centre	n/a	15,787	126,549

Youth are traditionally a very challenging market for municipal recreation departments to serve due to their wide range of needs (e.g., recreational, social support, arts and culture, leisure hang-out, etc.), their segmentation, peer pressures and the changing "trendiness" of certain activities, competing interests, and lack of transportation options.

Traditionally, municipalities and community organizations have done a good job at addressing the organized recreational needs of youth, particularly sports. The challenge in most communities is meeting the 'unstructured' needs of youth who are not inclined to participate in active recreation. Not all youth want or are able to participate in organized activities and sports programs; therefore, places for youth to occupy their time constructively in a social setting are needed.

The demand for youth-focused space generated significant support through community input phase of this study – 75% of online survey respondents support additional spending on youth centres, ranking it as the third highest priority. Furthermore, modest future growth in this age group is expected by 2031 (29% in the 10 to 14 age group). As such, the Town should continue to facilitate opportunities and offer facilities that respond to the needs of youth.

All three of the Town's youth centres are co-located with other facilities (e.g., arena/gym in Keswick, pool/school/library in Sutton, and hall/park in Pefferlaw). Since the 2004 Master Plan was completed, the youth centre in Pefferlaw has been moved out of a stand-alone hall into shared space at the Lions Community Centre. Also, until recently, the Sutton Youth Centre operated out of the former Sutton Public School, but activities have been relocated to the Sutton Multi-use facility as plans are underway to re-purpose this site into a Community Hub.

Of the three locations, Pefferlaw is the only one that operates more as a single use facility (while it is a multi-use hall, it caters largely to older adults) and the lack of dedicated space has been raised as a concern. Its location within the park (with the ice pad, courts, and other amenities) and accessibility in the community are positive attributes and hold an advantage over the previous location on Pefferlaw Road. It is recommended that the Town explore options for providing dedicated space for youth activities at the Pefferlaw Lions Community Centre, either through an internal reconfiguration or modest expansion (500 to 1,000 square feet).

The 2004 Master Plan did not recommend a provision target for youth centres, instead relying on needs to be identified on a case-by-case basis and in partnership with community organizations (where appropriate). The Town's model of one youth centre in each of its three largest settlement areas responds well to the current geography of Georgina; however, anticipated growth in South Keswick will generate demand for additional youth activities in this area. Ideally, these activities would be accommodated within the proposed MURC through a mixture of both dedicated space (e.g., lounge/hub) and shared spaces (e.g., gymnasium, pool, etc.). It is recommended that the Town consider

including a youth lounge in the proposed South Keswick MURC to provide dedicated space for youth and to complement shared spaces.

RECOMMENDATIONS:

6. **As part of the proposed MURC in South Keswick, develop a youth lounge (dedicated space).**
7. **Explore options for providing dedicated space for youth activities at the Pefferlaw Lions Community Centre, either through an internal reconfiguration or modest expansion (500 to 1,000 square feet).**

4.8 Seniors' Facilities (Club 55)

Town of Georgina – Current Inventory of Municipal Seniors Centres (Club 55)

Town of Georgina Inventory		Per Capita Ratios		
Number	**Locations**	**Provision Target**	**Georgina (2013)**	**Area Municipalities**
3	Club 55 Keswick, Club 55 Sutton, Club 55 Pefferlaw (at Pefferlaw Lions Community Centre)	n/a	15,787	50,620

The Town offers a broad range of leisure opportunities for older adults through its three Club 55 locations in Keswick, Sutton and Pefferlaw. The clubs are managed by their own volunteer boards, which organize lunches and social events while the Town provides some direct programming. In addition, programs and activities are available at several community halls for area seniors, in addition to swimming and aquafit at the Georgina Leisure Pool.

Membership in Club 55 is approximately 680 (591 in Keswick/Pefferlaw and 90 in Sutton), a 13% increase over 2004 levels. The two largest clubs – Keswick and Sutton – are housed in dedicated facilities, although the Keswick Club 55 shares a building and parking lot with the Stephen Leacock Theatre.

The general population trend sees the older adult population increasing, although all age groups are increasing in Georgina due to overall population growth. Age cohort projections indicate that Georgina could see nearly a doubling of its older adult population (ages 55+) by 2031, making it the largest growing age segment. As a result, there is likely to be growing demand for services for this age group. 51% of online survey respondents support additional spending on Club 55 facilities, ranking them as the ninth highest capital priority; however, it should be noted that only 11% of the responding households contain members age 55 and over.

Traditionally, seniors have tended to participate in less physically rigorous activities, such as card playing, crafts, trips, socialization, etc. Although these pursuits will remain an important aspect of seniors' services, the aging baby boomers are fitter and more focused than previous generations on maintaining an active lifestyle. The “Boomers” are now reaching their senior years and as they age they will drastically change the landscape for Club 55 services and facilities. This is expected to translate into increased participation in active recreation pursuits (albeit at a gentler pace), particularly those that are

health and fitness related. In this way, the leisure demands of the new senior will closely mirror the needs of older adults (e.g., age 40 to 55), which include activities such as fitness and swimming.

In terms of existing facilities, the Keswick Club 55 building originally housed the community's library. With nearly 600 members, the group feels that the facility is over-utilized and under-sized, particularly for large events (e.g., lunches). Furthermore, its open floor plan does not allow for adequate separation of uses when multiple activities are hosted at the same time, thereby generating noise concerns. The group indicated a desire for additional space – possibly as part of the proposed South Keswick MURC – but acknowledged that it would be difficult to move away from the current location given its centrality and proximity to seniors' housing. Given the positive sentiments towards the current site and the greater cost of replacing this facility elsewhere, it is recommended that the Town explore opportunities for a modest expansion to the Keswick Club 55 building, including the possibility of a second-floor addition. This project may result in the loss of adjacent parkland and should be coordinated with potential improvements to Stephen Leacock Theatre, including the creation of dedicated entrances for both the seniors' facility and the theatre.

While the Keswick Club 55 is generally well suited to its current membership, there is a need for more activities targeted at attracting the younger members from the "Boomer" generation. This could be achieved through the proposed South Keswick MURC, particularly if this facility contains aquatics, fitness, and general activity/program space. Serving as a satellite facility, an older adult lounge is recommended to provide a hub for various Club 55 facilities at the MURC.

The Sutton Club 55 facility is generally well suited to most local activities that are currently offered by area groups (e.g., cards, fitness, etc.). The basement is only accessible via stairs and, over time, full accessibility will become a higher priority; however, installation of an elevator would not be an appropriate investment given the small size of the building. While the main level should continue to meet the majority of needs, programming that requires a larger floor plan should be redirected to accessible facilities such as the Sutton Arena Hall and future Sutton Community Hub; the latter would offer potential synergies with the proposed community kitchen, arts centre, etc.

RECOMMENDATIONS:

8. **In order to provide additional program space, explore opportunities for a modest expansion to the Keswick Club 55 building, including the possibility of a second-floor addition. This project may result in the loss of adjacent parkland and should be coordinated with potential improvements to Stephen Leacock Theatre (including dedicated entrances for both the seniors' facility and the theatre).**
9. **As part of the proposed MURC in South Keswick, develop a Club 55 lounge (dedicated space / satellite).**
10. **When full accessibility is required, redirect Sutton Club 55 programming to the Sutton Arena Hall and/or future Sutton Community Hub.**

4.9 Gymnasiums & Multi-use Program Spaces

Town of Georgina – Current Inventory of Municipal Gymnasiums

Town of Georgina Inventory		Per Capita Ratios		
Number	**Locations**	**Provision Target**	**Georgina (2013)**	**Area Municipalities**
2	Georgina Ice Palace / Georgina Gym, Sutton Multi-use (shared facility)	n/a	23,681	42,183

The Town maintains two gymnasiums (at the Georgina Ice Palace and Sutton Multi-use; the latter is shared with the school boards) and several multi-use program spaces at various recreation centres and community halls. There are also many schools, places of worship, non-profit associations, and private clubs that offer space for rent for various community activities and parties.

The demand for gymnasiums in Georgina (and most communities for that matter) is strong – 71% of online survey respondents felt that the Town should direct additional spending toward this type of facility, ranking it sixth amongst nineteen facility types. Gymnasium sports continue to exhibit high levels of demand, especially among youth and younger adults who participate in programs such as basketball, volleyball, badminton, etc. Demand for non-structured activities and drop-in programs is also on the rise and gymnasiums are flexible spaces that accommodate a very wide range of uses.

Unfortunately, the Town's municipal gymnasiums are small facilities (elementary school size) that are unable to accommodate many activities, particularly higher level team sports and competitions. Consistent access to elementary school and high school gymnasiums is also a challenge. A specific provision target is not recommended for municipal gymnasiums, but rather they should be considered as part of complementary facility developments. As such, a larger (e.g., double) gymnasium should be included in the proposed South Keswick MURC in order to accommodate a variety of recreational and community activities.

Meeting and activity rooms are mandatory amenities within any modern multi-use community facility as they take advantage to economies of scale associated with operation and maintenance and to maximize rental and cross-programming opportunities. In order to meet a variety of recreation and cultural needs, community meeting and multi-purpose spaces should form important parts of a new recreation centre in Georgina. In particular, Town staff have indicated that there is considerable demand for meeting/activity space in Keswick capable of accommodating Town programming. Promoting higher levels of physical activity is one of the key objectives established for the Town, as is facilitating recreational activities and community events for all age groups.

Specifically, the following multi-use spaces are recommended for consideration in the design of the proposed MURC (note: further definition of these spaces may be required during latter stages of the design process):

a. Double Gymnasium – divisible into two smaller courts with a drop-down curtain; with change rooms. This configuration would allow for basketball, volleyball, indoor soccer, baseball training, and other sports, as well as a broad base of other activities with partition capabilities so that multi-use can occur simultaneously.

b. Multi-Purpose Activity Studio – resilient floor surface for aerobics, dance and fitness programs; storage alcove or room for fitness equipment including balls, mats and steps.

c. Multi-Use Program Room – used for a variety of programs, events, and rentals; with kitchenette.

d. Meeting Room – for community and/or board meetings, with kitchenette.

It bears noting that the primary reason for providing these spaces is for accommodating recreational activities and related events. While the space will also be available for private rentals of a social nature, the design of the space should not take away from its ability to accommodate more active forms of community programming. A wide variety of active healthy living activities can be accommodated within properly designed multi-use spaces (e.g., with suitable flooring, adequate ceiling height, storage, etc.).

RECOMMENDATIONS:

11. As part of the proposed MURC in South Keswick, develop multi-use activity spaces including a double gymnasium, multi-purpose activity studio, multi-use program room, and meeting room.

4.10 Indoor Walking Track

The Town of Georgina does not currently have an indoor walking track within any of its recreational facilities.

Multi-use recreation facilities are able to provide a year-round venue for physical activity. Many such facilities are now including indoor walking tracks in response to high levels of demand (often encircling a signature ice rink, gymnasium, fitness centre, or indoor turf field). Track surfaces can be made of a rubber composite that lessens the effects of high impact walking (e.g., stress on knee and ankle joints) and may have designated lanes for walking and jogging.

An indoor walking track can be a low cost facility option in terms of capital and operating costs (although it is not likely to be revenue-generating). This amenity has been found in other communities to be well used in the winter season (and also year-round) and would assist in improving physical activity levels for many residents, particularly the aging population that is seeking more recreational opportunities.

RECOMMENDATIONS:

12. As part of the proposed MURC in South Keswick, develop an indoor walking track, possibly elevated above the proposed gymnasium.

4.11 Fitness Facilities

The Town of Georgina does not currently offer equipment-based fitness centres, but does offer health and wellness programming and accommodated related activities within its community halls and gymnasiums. The private sector is currently the primary provider of equipment-based fitness centres in Georgina and, as the Town grows, expanded private sector opportunities are possible.

Many municipalities accommodate fitness activities through one or two types of operations: fitness centres and active living facilities. "Fitness centres" are generally defined as equipment-based training clubs that include amenities such as treadmills, free-weights, and other exercise machines. "Active living facilities", on the other hand, do not contain traditional weight equipment, but rather place a focus on fitness programming (e.g., yoga, zumba, cycling, etc.). **Providing affordable recreation opportunities that encourage greater levels of physical activity is a key objective for the Town and this goal can be achieved through a focus on active living opportunities, rather than the provision of fitness centres, with the latter option being left to other sectors to provide (e.g., private operators, YMCA, etc.).**

With that being said, a fitness centre would be an excellent fit with the complement of facilities being contemplated for the South Keswick MURC, specifically the aquatic centre, gymnasium, multi-use space, and ancillary spaces (e.g., change rooms). Regional and national trends indicate that there is increasing demand for fitness programming and there is increasing interest in a broad range of new, holistic, health-based, and specialized active living programs and activities (e.g., pilates, sport-specific training, athletic therapy, etc.).

At a minimum, an active living component (e.g., program rooms) should be provided as part of the proposed MURC. A suitable partnership with a third-party for the operation of an equipment-based fitness centre (with conditioning and studio/activity space, child-minding room, etc.) should also be considered for the South Keswick MURC.

RECOMMENDATIONS:

13. **As part of the proposed MURC in South Keswick, explore third-party interest in the operation of an equipment-based fitness centre to complement the other proposed facility components (e.g., aquatic centre, gymnasium, program rooms, etc.). Should a partnership not be possible, the Town should consider offering additional space for active living programming**.

4.12 Indoor Turf Facilities

There are currently no indoor soccer facilities in the Town of Georgina, although soccer activities do take place in local school gymnasiums.

Across Ontario, the provision of indoor soccer facilities varies considerably from community to community, as does the manner in which they are designed, funded, and operated. Indoor facilities can be domes or permanent structures; they can be small (similar to an outdoor mini field) or large (FIFA size, disable into smaller pitches); and they can be funded/operated by the municipality, not-for-profit group, or private sector (or a combination thereof). In addition to soccer, they can also be used for

sports such as baseball, field hockey, football, lacrosse, rugby, and other events. When municipalities become involved, it is generally common for there to be a partnership with local soccer organizations.

There are several indoor turf facilities that serve residents in the Region (including Georgina), such as:

- Town of Whitchurch-Stouffville – permanent structure opened in 2013; large field divisible into 3 small fields; built by private sector; leased and operated by Town
- Town of Newmarket – permanent structure opened in 2013; 2 fields; built and operated by Newmarket Soccer Club (with senior government grant and Town lease); Town has access through shared use agreement
- Town of Bradford West Gwillimbury – air-supported dome structure opened in 2010; large field divisible into 3 small fields; built and operated by private sector
- Town of Aurora - air-supported dome structure opened in 2006; large field divisible into 3 small fields; built and operated by private sector, in partnership with the Aurora Youth Soccer Club and Town (land is in municipal ownership)

The provision of indoor soccer facilities, especially direct provision by municipalities, is too new of a phenomenon to suggest an appropriate long-term provision target. Certainly the demand for these facilities is on the rise, as the sport's long-term player development model unfolds and emphasizes year-round skill development opportunities. Preliminary consultation with local user groups suggests that there is some interest in an indoor turf facility; for example, the Lake Simcoe Soccer Club feel they could use 40 hours per week during the winter season and some adult baseball groups have also expressed an interest. On their own, these requests are not enough to sustain the operation of an indoor turf facility.

Recent events in Newmarket and Bradford West Gwillimbury – where significant concerns have arisen around the ability of local soccer clubs to financially sustain indoor facility rental or leasing obligations – suggest that a cautious approach to facility provision is prudent. The development of an indoor turf facility is currently not recommended; rather the Town should continue to monitor local demand to better predict long-term needs. Should the Town be approached by a third-party (e.g., non-profit, private sector) to establish a partnership relative to the construction and/or operation of an indoor turf facility, the proper business planning steps should be undertaken at that time to better define need, community access, and financial feasibility.

RECOMMENDATIONS:

14. Continue to monitor local demand for a multi-sport indoor turf facility and evaluate partnership opportunities should they arise. Such a facility is not recommended at this time.

4.13 Community Halls

Town of Georgina – Current Inventory of Community Halls / Program Sites (Municipal and Board-run)

Town of Georgina Inventory		Per Capita Ratios		
Number	**Locations**	**Provision Target**	**Georgina (2013)**	**Area Municipalities**
11	Belhaven Hall (Board-run), De La Salle Chapel, Egypt Hall (Board-run), Georgina Ice Palace, Kin Community Centre, Pefferlaw Lions Community Centre, Port Bolster Hall (Board-run), ROC Chalet, Roches Point Memorial Hall (leased), Sutton Arena, Udora Hall (Board-run) *Inactive/closed: Elmgrove Hall, Pefferlaw Youth Centre, Virginia Hall*	n/a	4,306	4,290

The Town of Georgina has 11 community halls (including the spaces within the Town's two arenas), four of which are run by Boards. Most of these facilities are stand-alone structures containing one or two activity spaces. Three of the community halls are currently vacant due to low usage (Elmgrove Hall, Pefferlaw Youth Centre, and Virginia Hall). One hall is a designated heritage building under the Ontario Heritage Act (Elmgrove Hall), while three others are on the municipal heritage register but are not presently designated (Belhaven, Pefferlaw Youth, and Virginia). The largest hall is Pefferlaw Lions Community Centre. A large capacity municipal banquet hall facility (350+ person dining capacity with full catering kitchen and supporting amenities) does not currently exist in the southern portion of the Town.

Georgina's community halls provide rental space that is both conveniently located to most residents and competitively priced. In some cases, this space is also important to the delivery of Town and community programs and events, including those offered by the hall boards, seniors' groups, etc. These halls can often be focal points of community activity, offering rural populations reasonable access to programs and services that they may not otherwise have. Conversely, many community halls tend to be used for a narrow range of uses (such as small social gatherings and meetings) and are costly to operate due to low rents and high capital maintenance costs. The following table identifies general levels of utilization since January 2012 – average hall utilization is approximiately 21% with the Egypt Hall, Pefferlaw Hall, and Georgina Ice Palace having the highest rates of utilization. Conversely, the lowest rates were recorded for the lower level of Belhaven Hall and the Port Bolster Hall (both levels).

Community Hall Usage, January 2012 to September 2013 (21 months)

Facility		Dining Capacity	Hours Booked	Utilization	Rank
Belhaven Hall	Lower Level Hall	n/a	347	3%	13
Belhaven Hall	Main Level Hall	90	2,339	20%	7
De La Salle		165	3,038	26%	5
Egypt Hall*		166	3,071	47%	1
Georgina Ice Palace		250	4,307	35%	3
Georgina Sutton Arena		250	2,230	18%	8
Kin Community Hall		297	2,788	23%	6
Pefferlaw Lions Hall	Hall	371	4,791	42%	2
Port Bolster Hall	Lower Level Hall	n/a	589	5%	12
Port Bolster Hall	Main Level Hall	90	785	7%	11
The ROC		135	3,306	28%	4
Udora Hall	Georgina Hall	101	1,331	12%	9
Udora Hall	Scott Hall	182	1,239	11%	10
Total			**30,159**	**21%**	

Source: Town of Georgina, 2013
Excludes Roches Point Memorial Hall (leased) and Virginia, Pefferlaw Youth Centre, and Elmgrove Halls (closed)
Excludes Club 55 facilities
*Egypt Hall was closed for reconstruction in 2013; these hours have been excluded

There are a number of halls that are under-utilized. Local Hall Boards and community organizations should be encouraged to maximize the usage of these facilities. In working to improve utilization of halls, Town staff could work with the Hall Boards in identifying programming needs in the local communities (to either provide the program or identify local partners to provide the programs). Assistance could include promoting and marketing programs and special events at the halls. Although some Board-run facilities have low utilization, it is recommended that the Hall Board structure be maintained as it successfully leverages local volunteer resources that provides value to the Town.

Many of the Town's community halls are older and some were built for functions that are different from their current uses (e.g., churches, etc.). Given their age, their deferred capital maintenance requirements are likely significant portion of their replacement value, suggesting that their continued provision should be rationalized against the community and individual benefit they provide. Furthermore, many halls lack full barrier-free accessibility, which is currently a best practice but will become a legislated requirement in the future (AODA Built Environment Standards for enhancements to accessibility in newly constructed and renovated buildings are not yet in place, but are anticipated to occur through Ontario's Building Code at a future date). Many of the Town's community halls were built for a different era; part of the success of modern facilities is that they are generally multi-use and appeal to a wide range of uses and users. Reorienting the Town's single-use halls to accommodate a wider variety of uses is important to their long-term sustainability.

When assessing community halls – or any type of facility for that matter— consideration should be given to the following items – many of these have been accounted for in the following table:

- Adaptable Design: Can the facility accommodate various current and future opportunities and can it serve the functional needs of numerous activities at one location?
- Community Wellness: How does the facility benefit the health, well being and social development of the community?
- Accessibility: Is the facility barrier-free and inclusive of all potential users?
- Sustainability: Is the facility economically sustainable?
- Geographic Coverage: How does the facility contribute to the geographic spread of facilities throughout the Town?

Community Hall Summary of Strengths and Weaknesses

Hall	Level of Service*	Current Status	Strengths / Opportunities	Weaknesses / Challenges
Belhaven	Average	Board-run	• Multiple rentals throughout the week for a variety of events and activities • Well known and historic location (former Town Hall) • Low fees drive frequent rentals	• Not barrier-free (washrooms in basement; no elevator) • Due to the age of the building (1927), alterations and improvements can be limited or costly • As a registered heritage building, alterations and improvements may be limited
De La Salle Chapel	Average	Town-run	• Scenic location ideal for festivals, gatherings, picnics • Opportunity to refurbish selected components (e.g. washrooms, electrical, etc.) and expand kitchen to 'refresh' the facility • High utilization	• Kitchen requires upgrades • Electrical system requires upgrades
Egypt	Above Average	Board-run	• Brand new building (reconstructed after fire) • High utilization • Full commercial kitchen	
Elmgrove	Below Average	Vacant		• Due to the age of the building, alterations and improvements can be limited or costly • As a designated heritage building, alterations and improvements will be limited • Not barrier-free • Limited market base due to rural location • Limited functional value due to design and small size

Hall	Level of Service*	Current Status	Strengths / Opportunities	Weaknesses / Challenges
Georgina Ice Palace	Average	Town-run	• Part of multi-use facility (arena, gym) • High utilization – variety of events and activities	
Georgina Sutton Arena	Average	Town-run	• Part of multi-use facility (arena)	
Kin Hall	Average	Town-run	• One of the Town's larger venues • Full commercial kitchen	
Pefferlaw Lions	Average	Town-run	• High utilization – variety of events and activities • The Town's largest venue • Full commercial kitchen • Accessible washrooms	• Lacks dedicated space for youth activities
Pefferlaw Youth Centre	Below Average	Vacant		• Due to the age of the building, alterations and improvements can be limited or costly • As a registered heritage building, alterations and improvements may be limited • Not barrier-free • No air conditioning
Port Bolster	Below Average	Board-run	• Community-led programming	• Not barrier-free (basement) • Low utilization • Borders Township of Brock – usage split with non-residents
Roches Point	Below Average	Leased to Religious Group		• Limited functional value due to design and small size • Not barrier-free (washrooms in basement) • Parking is limited, and not conducive for large events • No air conditioning • Previous agreement requiring Town to offer facility back to Laidlaw Foundation
The ROC Chalet	Above Average	Town-run	• New facility; serves as chalet for ski/tube park • Fully accessible	• Limited conference capabilities
Udora	Average	Board-run	• Attractive facility for weddings and related events • Full commercial kitchen	• Limited market base due to rural location • Low utilization

Hall	Level of Service*	Current Status	Strengths / Opportunities	Weaknesses / Challenges
Virginia	Below Average	Vacant		• Due to the age of the building, alterations and improvements can be limited or costly • As a registered heritage building, alterations and improvements may be limited • Not barrier-free (washrooms in basement) • Limited market base due to rural location • No air conditioning

* See Section 4.1 for level of service descriptions

Community input suggests that there is some openness to rationalizing the supply of community halls. 47% of online survey respondents support additional spending on community halls, ranking it as the tenth highest priority amongst nineteen facility types. 57% agreed or strongly agreed with the following statement: *"As a cost-saving measure, the Town should consider closing community halls that are underutilized and in need of upgrades."* Many of the Town's halls were built with community contributions in the 1970s or earlier and some suggest that new residents do not have the same connection to these facilities, further jeopardizing their long-term outlook.

The Town should continue to invest in appropriate upgrades in order to ensure a sufficient distribution of rental and program delivery space. Prior to any investment in existing facilities, the Town will need to assess the costs of carrying out the improvements and rationalize this expense through a cost-benefit evaluation. This exercise should begin with the preparation of building condition audits to fully understand the condition of facilities and their pending lifecycle requirements. Considerations for hall improvements should include:

- upgrades to the De La Salle Chapel to improve functionality and to strengthen its rental profile (e.g., expanded kitchen, electrical service, etc.);
- barrier-free improvements to the Belhaven Hall, including the installation of an elevator/lift and/or accessible washrooms; and
- providing dedicated space for youth activities at the Pefferlaw Lions Community Centre (as recommended under "youth space").

In certain instances, the Town may also consider the divestiture of selected halls should the risks/costs outweigh the benefits of keeping and/or upgrading the facility. Low hall utilization across the Town suggests that the three vacant halls (Elmgrove Hall, Pefferlaw Youth Centre, and Virginia Hall) are not required to meet current needs, and their location and design suggest that this is unlikely to change in the future. In addition, Roches Point Memorial Hall has several shortcomings that limit its value as a municipal asset; as per the terms of its agreement, the Town should offer the facility back to the Laidlaw Foundation.

The development of new stand-alone community halls is not recommended; rather programming should be directed to shared spaces such as those proposed for the South Keswick MURC.

There have been suggestions that the Town needs banquet / conference facilities (350+ capacity; catering services, etc.) to accommodate larger events. 38% of online survey respondents support additional spending on banquet halls, ranking it as the second lowest priority amongst nineteen facility types. In mid-sized communities, these types of spaces are traditionally provided by the private sector (e.g., hotel, golf course) or non-profit sector (e.g., ethnic clubs). While the Town of Georgina should continue to encourage the development of such facilities within the area, the municipal development and/or operation of such a facility is not recommended for the proposed MURC or any other site.

RECOMMENDATIONS:

15. **As part of an asset management program, undertake building condition audits and accessibility audits of each community hall to identify their short- and long-term capital maintenance and barrier-free requirements.**
16. **Consider upgrades to the De La Salle Chapel to improve functionality and to strengthen its rental profile (e.g., expanded kitchen, electrical service, etc.).**
17. **Work with the Belhaven Hall Board to undertake barrier-free improvements to the Belhaven Hall, including the installation of an elevator/lift and/or accessible washrooms.**
18. **As opportunities arise, seek ways to improve the flexibility and multi-use nature of existing community halls to make them more conducive to a wider range of activities (e.g., fitness programs, etc.).**
19. **Continue to work with the Hall Boards and local community organizations to maximize the utilization of community halls through expanded program development and facility marketing efforts.**
20. **Consider the divestiture of vacant halls (Elmgrove Hall, Pefferlaw Youth Centre, and Virginia Hall), as well as Roches Point Memorial Hall (as per the terms of its agreement, the Town must offer Roches Point back to the Laidlaw Foundation).**
21. **The municipal provision of a banquet or conference centre facility is not recommended for the proposed MURC or any other site.**

4.14 Arts and Culture Facilities

Town of Georgina – Current Inventory of Arts & Culture Facilities (Municipal and Board-run)

Town of Georgina Inventory		Per Capita Ratios		
Number	**Locations**	**Provision Target**	**Georgina (2013)**	**Area Municipalities**
4	Stephen Leacock Theatre, Georgina Pioneer Village, Georgina Arts Centre (Board-run), Georgina Military Museum (Board-run)	n/a	11,840	n/a

In 2012, the Town of Georgina completed a Municipal Cultural Plan. Based upon a consultation program, research, and establishment of a cultural resource database, this Plan created a vision statement for culture in Georgina as well as strategies for achieving the vision. The definition of culture is wide-

ranging, including (but not limited to) performing arts, heritage, visual arts, crafts, and festivals and events.

Relevant to this study, some of the key recommended strategies in the Municipal Cultural Plan include:

Under Goal #3:

- Identify centres for cultural development and engage with local business operators and property owners
- Review neighbourhood and local planning goals and existing facility locations with a view to developing clusters of related uses such as cultural nodes
- Look for opportunities for programmable outdoor public space in these clusters

Under Goal #8

- Create an inventory and detailed description of cultural facilities in Georgina
- Prepare draft vision statement and standards for cultural facilities in Georgina
- Develop short, medium and long terms goals for cultural facilities
- Identify the top priority project and begin planning

While implementation of these goals is beyond the scope of this Study, arts and culture facilities are discussed due to their relevance to many leisure facilities, both existing and planned.

The Town of Georgina is blessed with a variety of cultural venues, including the municipally-operated Stephen Leacock Theatre (shared with the Club 55 Keswick building) and Georgina Pioneer Village & Archives (at The ROC / Civic Centre campus). In addition, volunteer boards operate the Georgina Military Museum and the Georgina Arts Centre (which is expected to move into the Sutton Community/Creative Hub).

Since purchasing the former Sutton Public School property in July 2011, the Town has formed a steering committee, drafted a feasibility study, undertaken significant research and public consultation, constructed a 6,000 sf skateboard park, and successfully received $990,000 in funding from the Federal Government to transform the facility into a multi-use community hub that supports the development of social service agencies and cultural organizations. The Town is contributing an additional $1.98 million to the project. Hilditch Architect was recently contracted to oversee each phase of the Creative/Community Hub renovation, including:

1. Schematic Design Phase
2. Design Development Phase
3. Permits and Approvals
4. Bidding Phase
5. Construction Phase

The project is currently in the schematic design phase and the Town intends to spend the current available funds by Spring 2014. Sutton after-school programming has since moved to the Sutton Multi-Use Facility in anticipation of the commencement of construction.

In terms of the municipally-operated arts and cultural venues, the Stephen Leacock Theatre was noted as having accessibility challenges (e.g., access to the stage and washrooms is not barrier free), as well as outdated sound and light equipment. This report recommends that opportunities for a modest expansion to the Keswick Club 55 portion of the building be further explored. At the time of this

initiative, it is recommended that accessibility and technical improvements be considered for the Stephen Leacock Theatre.

The Georgina Pioneer Village and Archives contains a series of buildings depicting the rich history of Georgina between 1850 and 1920. The Town offers a number of events, camps, and programs at this site, which is shared with The ROC and Civic Centre campus – it is also available for general admission, school groups, weddings, etc. As each structure is a historic exhibit unto itself, the site lacks a modern support building for gatherings, displays, and activities. Opportunities for leveraging the Pioneer Village's location within The ROC and related site improvements (e.g., support building) should be explored.

Based on our review of the Town's Municipal Cultural Plan, Theatre, and Pioneer Village, it is clear that Georgina's arts, culture, and heritage sector has an excellent foundation upon which to build. However, there may be gaps in programming and operations, and the challenges facing the Town's cultural assets are notable. It is recommended that the Town conduct a coordinated business plan for the Georgina Pioneer Village, Stephen Leacock Theatre, and local cultural programming in order to identify actionable strategies for many of the high level recommendations in the Municipal Cultural Plan.

Through design and operational planning, it is also prudent for the Town to seek opportunities to integrate cultural programming in new community centres. While dedicated arts space is not recommended for the proposed South Keswick MURC, opportunities for accommodating community-level arts programming within the multi-use rooms should be considered.

For more information and future directions pertaining to arts and culture facilities in the Town, reference should be made to the Municipal Cultural Plan.

RECOMMENDATIONS:

22. **Undertake accessibility and technical improvements to the Stephen Leacock Theatre, in coordination with the potential expansion to the Keswick Club 55 centre.**
23. **Conduct a coordinated business plan for the Georgina Pioneer Village, Stephen Leacock Theatre, and local cultural programming in order to identify actionable strategies for many of the high level recommendations in the Municipal Cultural Plan.**

4.15 Other Indoor Facilities

While the primary scope of this study related to indoor and outdoor recreation facilities, the focus on a potential multi-use recreation centre has raised ideas relative to the possible co-location of other municipal and non-municipal spaces, namely a new civic administration building, library branch, and potential retail uses. These options are discussed at a high level below – additional study will be required to confirm needs, designs, costs, etc.

Civic Administration Building

The Town's administrative building (Civic Centre) was originally built in 1958 by the Congregation of the Most Holy Redeemer for use as a facility for novice priests. The Town purchased the building (and surrounding property) in 1973 and converted it into municipal offices. However, the Town indicates that the Civic Centre is currently at capacity and cannot properly house the staff currently dedicated to the facility. Some of the current issues in the Civic Centre include accessibility restrictions, departmental staff dispersed over two floors, instances of more than one employee occupying a workstation, inability to accommodate any additional staff within the facility, lack of synergy of operation, lack of ease of collaboration in operation, and a lack of coordination of customer service provision due to spatial separation of staff. Furthermore, capital maintenance and operating costs are rising due to the building's age; these requirements can be expected to increase with every passing year.

The Town has begun a process to identify a long-term strategy for its municipal administrative offices. In 2010, the Town of Georgina retained Mayhew Consulting for the completion of a work space planning and design concepts plan for the Town of Georgina Civic Centre.

With a major municipal building project such as the proposed South Keswick MURC, it is reasonable to consider possibilities for co-locating other needed components such as a new Civic Centre administrative building. Relying on other municipal reports to identify potential space needs and costs, subsequent sections of this report examine potential synergies of a co-located administrative / recreational complex. It is recognized that further study will be required in order to identify the preferred strategy for replacement and/or re-location of the Town's administrative offices.

RECOMMENDATIONS:

24. Through further study, consider opportunities for the relocation of the Town's administrative offices, with the future site of the proposed South Keswick MURC being one possible location.

Library Branch

The Georgina Public Libraries (GPL) operates three branches, one in each Keswick (at the Ice Palace; branch contains Library's administrative offices), Sutton (Multi-use Shared Facility), and Pefferlaw (Lions Park site).

The Library's Strategic Plan (2011-2016) identifies the need to explore service delivery options to South Keswick in conjunction with the Town. The Library Board is prefers branches that are co-located with other community services in order to optimize investments in common areas, enhanced accessibility, and future expansion. The Library recognizes the needs and design of physical library space are changing, as libraries are rapidly evolving into social hubs in their communities and sharing more space with community centres and recreational facilities makes financial sense. The opportunities for sharing program rooms, public washrooms, and janitorial space reduces the amount of space required for library service and allows the Board to meet its Strategic Plan financial goals.

The GPL was consulted as part of this Study and identified preliminary interest in space at the proposed South Keswick MURC. Preliminary estimates are for a 5,000 square foot "express branch" that is able to offer program opportunities within shared community centre space; confirmation of this space allocation will require additional consultation with the Library Board. Justification for space expansion is based on improved accessibility to residents in the south end.

RECOMMENDATIONS:

25. As part of the proposed MURC in South Keswick, explore options for developing an "express branch" library (approximately 5,000 square feet; to be confirmed through ongoing discussion with the Library Board).

Retail / Commercial Uses

In many communities, recreation centres co-located with a variety of other non-municipal uses, such as retail, health services, child care, schools, banquet hall, and even residential developments. These arrangements benefit residents by creating a convenient "one-stop shopping" environment and, in some cases, may help to maximize under-utilized spaces. This design is most prevalent in denser urban areas where land values are higher, necessitating a multi-storey design that maximizes the building footprint. The relatively new height and density bonusing provisions within Section 37 of the *Planning Act* can also make these types of arrangements more attractive to developers.

While third-party tenants should not be pursued at the expense of achieving the core municipal mandate (i.e., space needed for Town programs and services), the Town may wish to consider this option in situations where a partnership agreement can be achieved that is in the best interest of the public. In order to solicit interest for potential non-traditional partnership opportunities at the proposed South Keswick MURC, it is recommended that the Town issue an Expression of Interest, after which an RFP process and partnership evaluation can be undertaken should there be merit in proceeding.

RECOMMENDATIONS:

26. As part of the proposed MURC in South Keswick, the Town may consider issuing an Expression of Interest to solicit interest in non-traditional partnership opportunities involving complementary uses.

4.16 Sports Fields

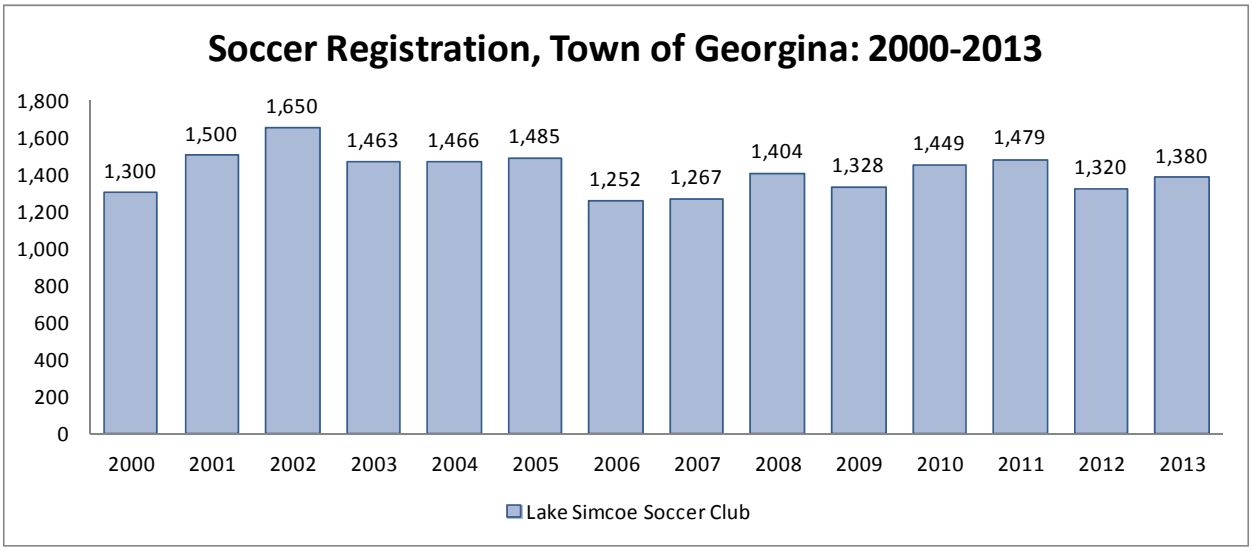
Soccer Fields

Town of Georgina – Current Inventory of Municipal Soccer Fields

Town of Georgina Inventory		Per Capita Ratios		
Number	**Locations**	**Provision Target**	**Georgina (2013)**	**Area Municipalities**
23 fields: 1 artificial 1 lit full 7 unlit full 14 mini	ROC (1 artificial, 1 lit full, 4 unlit full, 4 mini), West Park (1 full, 2 mini), Pefferlaw Lions Park (1 full, 2 mini), De La Salle Park (1 full, 4 mini), Highcastle Park (2 mini)	1 field (unlit equivalent) for 80 active participants	2,059	1,572

The Town maintains a total of 23 soccer fields of varying sizes at 5 municipal parks. This supply consists of 1 artificial turf field (lit), 1 full size lit field, 7 full size unlit fields, and 14 mini/intermediate size fields. A number of school fields are also available for casual use. To better reflect true capacity, each lit field is considered equivalent to two unlit fields and each artificial lit field is considered equivalent to three unlit fields due to the extended access that these fields can accommodate. As such, the current supply of 23 total fields is equivalent to 26 unlit fields.

The Lake Simcoe Soccer Club (LSSC) is the only local organization that offers soccer in the Town. The program is geared largely to youth, but also includes an adult mixed league (12 teams). LSSC has advised that their registration was approximately 1,380 players in 2013 (youth and adult). Approximately 14% of the Town's youth population participants in organized soccer with the LSSC; residents in Town's eastern communities may play with the Brock Soccer Club due to its proximity to this area of Georgina. All of the LSSC's games are played at The ROC, while practices are also held at De La Salle, Pefferlaw, and West Parks; the fields at Highcastle Park were not permitted in 2013 due to lack of demand.



Source: Town of Georgina, 2013

Current outdoor soccer registration levels are very similar to what they were in 2000. The Club experienced a peak in registration in the 2002 season, but has averaged annual registration of 1,390 players since that time. The Town's slow growth and declining child population is likely a primary reason for these recent trends. The Club is hopeful for increasing participation in the future as a result of population growth and the newly instituted long-term player development model.

A participant-based target of one soccer field per 80 players (youth and adult) was recommended in the 2004 Master Plan, which is a target that has been employed in a number of municipalities across Ontario (the typical range is one field per 60 to 100 participants, depending on the level of play, field capacity, etc.). Based on this target and registration of 1,380 players, the current demand is for 17 soccer fields (unlit equivalents). With a supply of 26 fields at present, the Town is projected to have an adequate supply of fields to meet needs until beyond 2031 barring the elimination of any municipal fields. Responses to the online support this finding as only 43% of respondents support additional spending on soccer fields, ranking it as the fourteenth highest priority amongst nineteen facility types.

Town of Georgina Soccer Field Demand Analysis

	2013	2021	2031
Town-wide Population	47,361	57,929	70,306
Town-wide Youth Population (ages 5-19)	8,600	9,131	11,193
Projected Participation – Youth (14% capture rate)	1,200	1,280	1,570
Town-wide Adult Population (ages 20-54)	23,700	27,502	31,887
Projected Participation – Adult (1% capture rate)	180	275	320
Projected Participation – Youth & Adult	**1,380**	**1,555**	**1,890**
Provision Target	1 : 80 registered participants		
Town-wide Needs	17	19	24
Existing Supply (unlit equivalents)	26		
Surplus (deficit)	**9**	**7**	**2**

Despite the apparent adequacy of the current supply of soccer fields, the LSSC identified the need for three additional 9v9 fields (9 players per side), two additional mini fields, and lights on 1 full and 1 intermediate field. In order to assess this request, two issues to be considered further are the sizing of and playability of existing fields.

Less than half of the Town's fields are full size. The newly instituted long-term player development model (LTPD) has led to several changes across the entire spectrum of soccer club operations, including field sizes. As the LSSC transitions into the LTPD, new field sizes that can accommodate smaller-sided games will be required. While some of these may be able to be accommodated on the Town's mini fields (or through reconfiguration of existing fields; e.g., at De La Salle Park), the larger the field, the greater its flexibility to host games at various levels. Should additional field development be required in the future (possibly through new residential development), priority should be given to the creation of larger fields (i.e., capable of accommodating 9v9 and above).

The Town has two lit soccer fields, one of which is artificial turf. As the Town grows, it can be anticipated that there will be growing demand for adult soccer, which often plays during later evening hours. Furthermore, the addition of lights helps to maximize existing fields, adding capacity without requiring new field development. Lighting one additional full size soccer field is a reasonable request and should be explored; lighting of mini/intermediate fields is not recommended due to the limited flexibility provided by this smaller field size.

In terms of field condition, the three fields at West Park are seldom used due to the high water table and poor irrigation of this site. While this matter is more fully discussed in the next section on ball diamonds, the poor quality of these fields suggests that their inclusion in the active inventory should be monitored annually. Offsetting this is the two fields at Highcastle Park, which – along with fields at various school sites – are available to local soccer users should demand increase in the future.

To address the LSSC's concerns relating to field needs, it is recommended that the Town work with the Club to reconfigure existing fields at sites beyond The ROC, including De La Salle and Highcastle Parks. Although there is certainly a benefit to consolidating all soccer games at one site (The ROC), this may not be a reasonable expectation should the sports' needs exceed the capacity of this site – usage of other existing locations should be maximized before considering additional field development.

The LSSC also requested a number of improvements to the fields and support amenities at The ROC, including additional parking, lighting of pathways, accessibility upgrades, and the development of a clubhouse building to serve the soccer complex. The Town should meet with the Club to identify potential strategies to work together to address the highest priority needs; cost-sharing arrangements for value-added upgrades should be considered.

RECOMMENDATIONS:

27. **Work with the Soccer Club to reconfigure existing fields at sites beyond The ROC (including De La Salle and Highcastle Parks) to meet the needs of the long term player development model.**
28. **Examine the feasibility of installing field lights to one additional full size soccer field at The ROC. Additional upgrades to the soccer fields and support amenities at The ROC should be discussed further with the Soccer Club, with consideration to cost-sharing arrangements for value-added upgrades.**
29. **Should additional soccer field development be required in the future, priority should be given to the creation of larger fields (i.e., capable of accommodating 9v9 and above).**

Ball Diamonds

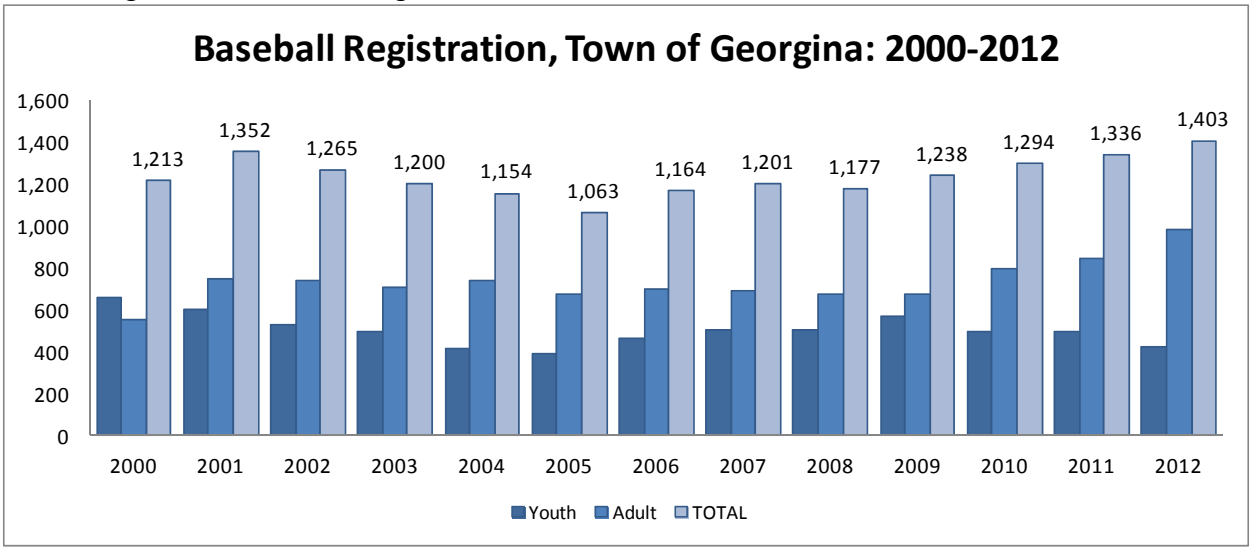
Town of Georgina – Current Inventory of Municipal Ball Diamonds

Town of Georgina Inventory		Per Capita Ratios		
Number	**Locations**	**Provision Target**	**Georgina (2013)**	**Area Municipalities**
19 fields: 8 lit 9 unlit 2 t-ball	ROC (1 lit hardball, 2 lit softball, 1 unlit softball, 2 t-ball), West Park (2 lit, 2 unlit), Pefferlaw Lions Park (1 lit), Sutton Multi-Use Park (1 lit), Udora Park (1 lit), Belhaven Park (1 unlit), Egypt Hall (1 unlit), Highcastle Park (1 unlit), Lakeside Park (1 unlit), Thornlodge Park (1 unlit), Whipper Watson Park (1 unlit)	1 diamond (unlit equivalent) per 80 active participants	2,493	2,721

The Town's supply of ball diamonds includes 8 lit, 9 unlit, and 2 t-ball diamonds. Similar to soccer fields, each lit diamond is considered equivalent to two unlit diamonds due to the extended play opportunities. As such, the Town has an effective supply of 27 ball diamonds (unlit equivalents). It bears noting that the condition/design of fields varies widely; some fields are not permitted due to their poor condition and low demand. Additional diamonds are available at local schools for practices and/or casual use.

In Georgina, adult baseball participation levels were stable for many years before showing modest gains since 2009. Conversely, youth participation has been in slow decline since 2000. Adult participants outnumber youth participants more than two to one. These trends are consistent with those being observed province-wide, where adult slo-pitch and softball remain relatively popular, but other sports such as soccer have pulled children away from baseball. An extrapolation of these trends suggests that ball diamond demand will increase at a slightly slower rate than overall population growth. Monitoring of both youth and adult registration levels will assist in identifying the appropriate future allocation of resources.

Baseball Registration, Town of Georgina: 2000-2012



Note: Data for 2013 was unavailable at the time of report publication.
Source: Town of Georgina, 2013

The Town's 2004 Master Plan recommended a target of one ball diamond (unlit equivalent) per 100 registered players (youth and adult); it is recommended that this be adjusted to one per 80 participants to reflect local demand factors. 48% of online survey respondents support additional spending on ball diamonds, ranking it as the eleventh highest priority amongst nineteen facility types.

The projection model shown in the following table assumes constant participation rates for youth (5%) and adults (4%). This is a conservative approach given that the trends research suggests that the sport is in decline.

Town of Georgina Ball Diamond Demand Analysis

	2013	2021	2031
Town-wide Population	47,361	57,929	70,306
Town-wide Youth Population (ages 5-19)	8,600	9,131	11,193
Projected Participation – Youth (5% capture rate)	440*	470	570
Town-wide Adult Population (ages 20-54)	23,700	27,502	31,887
Projected Participation – Adult (4% capture rate)	1,000*	1,160	1,350
Projected Participation – Youth & Adult	**1,440***	**1,630**	**1,920**
Provision Target	1 : 80 registered participants		
Town-wide Needs	18	20	24
Existing Supply (unlit equivalents)	27		
Surplus (deficit)	**9**	**7**	**3**

* estimate

The Town of Georgina's current supply of 27 baseball diamonds exceeds the current and long-term needs of user groups. The 2004 Master Plan identified a similar finding and suggested that the Town consider decommissioning some under-utilized fields as some of the existing ball diamonds are of questionable quality or design (e.g., fences are too short or infields too small for adult play, lack of lighting for night play, etc.).

Ball groups consulted for this study identified improvements to existing ball diamonds as their highest priorities, including infield alterations to ROC Diamond #3 and the addition of lighting to ROC Diamond #4, as well as a desire for batting cages. It was suggested that there was some latent demand for adult ball and the groups indicated that additional diamonds may be needed to keep pace with population growth. While the needs assessment suggests that the Town generally has an adequate supply of diamonds at present, should additional fields be required in the future, priority should be given to the creation of adult diamonds with lights. However, to help maximize the Town's investment at The ROC, it is recommended that the Town examine the feasibility of installing lights to one additional ball diamond at The ROC, as well as installing a batting cage in association with user groups.

Another issue that arose frequently when considering the state of the Town's ball diamonds (and soccer fields) was the condition of the sports fields at **West Park**, which are often wet and/or poorly drained, leading to several cancellations and questionable playing conditions. The Park also lacks a support building (shelter, washrooms) as development on the site is restricted.

West Park has several constraints including, but not necessarily limited to, the following (based on information provided by the Town and Lake Simcoe Region Conservation Authority):

- A Provincially Significant Wetland is located on and directly adjacent to a portion of the subject site.
- A Significant Woodland as identified by York Region is also located on a portion of the subject site.
- Based on current digital terrain modeling, the western portion of the subject site appears to be located within the regulated shoreline floodplain.
- This property is within an area of High Aquifer Vulnerability.
- The site is not currently served by municipal water and sewers.

Unfortunately, improvements to the site (e.g., raising the land by bringing in fill) would be costly and may not be a guaranteed long-term solution. This matter requires additional study into the condition of the site and its ability to be remediated to a degree that it may continue to support active recreational uses.

The West Park diamonds (2 lit, 2 unlit) are well used and, if they are removed from service, they should be replaced by a minimum of three lit fields at a new site (ideally they are provided together at the same new location to generate efficiencies), which would require land acquisition or dedication from development. If fewer than three diamonds can be replaced, some users would be relegated to using lower quality or more distant diamonds, some of which may require improvements to accommodate needs. Based on a high level cost of $500,000 per diamond (including site development and associated amenities), **the cost to construct a three diamond complex would be in the order of $1.5 million**; additional costs may be incurred for land acquisition and enhancements.

Should the Town decide to replace the ball diamonds on an alternate site, the Town may seek municipal or private uses for the developable portion of West Park, possibly to offset the cost of recreation facility development elsewhere. As a result of its considerable constraints, any proposed development would need to be located outside of the identified hazard lands and/or be supported by the necessary environmental and hydrologic studies. This leaves a smaller portion of land (roughly estimated to be 3.5ha) fronting on Ravenshoe Road as a potential candidate for development. The site is designated Greenlands System in the Keswick Secondary Plan and would require an Official Plan Amendment as part of the approvals process (in addition to approvals from the LSRCA) should an application be made to re-designate land uses. Further study and public consultation is recommended to identify current and future options for this site.

RECOMMENDATIONS:

30. **Examine the feasibility of installing lights to one additional ball diamond at The ROC, as well as installing a batting cage in association with user groups.**
31. **Should additional diamond development be required in the future, priority should be given to the creation of adult diamonds with lights.**
32. **Confirm the viability of maintaining active recreational uses at West Park. Should the Town not deem the site to be viable, a minimum of three lit ball diamonds should be replaced at a new site (through land acquisition or dedication) and the public should be consulted to determine alternate municipal or private uses for the developable portion of the park.**

4.17 Other Park Facilities

Tennis Courts

Town of Georgina – Current Inventory of Municipal Tennis Courts

Town of Georgina Inventory		Per Capita Ratios		
Number	**Locations**	**Provision Target**	**Georgina (2013)**	**Area Municipalities**
7	ROC (4), Udora Park (1), Whipper Watson Park (2)	1 court per 7,000 population	6,766	n/a

The Town currently provides 7 tennis courts. Since the 2004 Master Plan was prepared, courts have been removed from Pefferlaw Lions Park (to accommodate the ice pad) and Sutton District High School (to accommodate the new Public School), and new courts have been developed at The ROC and Whipper Watson Park. The Town's courts are generally in good repair; tennis court development was not identified as a priority through the online survey.

Interest in tennis has varied considerably in the past. After peaking in the 1970s, participation in tennis slowly declined, but a passionate base of players remained. Although not a major growth sport, participation amongst adults (35-64 years old) is steady. Increasing participation levels in the Baby Boom demographic – who are more active than previous generations – suggest that current interest in tennis could be sustained, at least in the short-term. Most municipalities are building only a very small number of tennis courts (in groupings of two or more), if any.

Several communities are seeking alternate uses for their under-utilized tennis courts, including basketball, ball hockey, skateboarding, and – more recently – pickleball. Pickleball is a newer game that is quickly growing in popularity amongst older adults and recently debuted at the Ontario Seniors Olympics. The sport is played on a badminton-size court (approximately 20' x 44') with a net that is slightly lower than a tennis net. It is played with a perforated plastic baseball (similar to a whiffle ball) and paddles and can be played indoors or outdoors. Pickleball is easy for beginners to learn, but can develop into a quick, fast-paced, competitive game for experienced players.

The current service target for tennis courts in Georgina is one court per 6,766 persons, which appears to be meeting needs. For projecting future needs, a provision target of 1 court per 7,000 persons is recommended. Application of this target translates into the need for approximately two additional courts by 2026. Through future park development, the Town may consider the development of a two court complex capable of accommodating tennis and/or pickleball.

RECOMMENDATIONS:

33. Through future park development, consider the development of a two court complex capable of accommodating tennis and/or pickleball.

Basketball Courts

Town of Georgina – Current Inventory of Municipal Basketball Courts

Town of Georgina Inventory		Per Capita Ratios		
Number	**Locations**	**Provision Target**	**Georgina (2013)**	**Area Municipalities**
9 courts: 3 full 6 half	Egypt Hall, Hollywood Park, Pefferlaw Lions Park, Richmond Park, ROC (2), Udora Park, Whipper Watson Park, Wyndham Park	1 hoop per 600 youth between the ages of 10-19	5,262; 1 : 520	n/a

The Town currently has 3 full and 6 half-size basketball courts (equivalent to 12 hoops). Outdoor basketball opportunities are also available at several local schools.

As basketball is one of the more popular activities for youth, the Town should continue to encourage outdoor basketball in community and larger neighbourhood parks as they develop. Half courts are generally preferred over full courts as they can require a smaller footprint than a full court and can accommodate both shooting and small team play.

To help guide their development, a provision target of 1 outdoor basketball hoop for every 600 youth (ages 10 to 19) is recommended for Georgina, as was initially established in the 2004 Leisure Services Master Plan. With approximately 6,250 youth (ages 10-19) at present, this suggests the need for 10-11 hoops (the Town currently offers 12); however, geographic coverage should also be considered. Additional hoops may be required in South Keswick and Sutton as these communities continue to develop.

RECOMMENDATIONS:

34. Where appropriate, continue to incorporate basketball hoops into community and/or larger neighbourhood parks within developing residential areas.

Skateboard Parks

Town of Georgina – Current Inventory of Municipal Skateboard Parks

Town of Georgina Inventory		Per Capita Ratios		
Number	**Locations**	**Provision Target**	**Georgina (2013)**	**Area Municipalities**
2	Georgina Ice Palace, Sutton Community Hub	n/a	23,681	28,122

The Town has two skateboard parks, with the newest one being located at the Sutton Community Hub (former Sutton Public School). 44% of online survey respondents support additional spending on skateboard parks, ranking it as the thirteenth highest priority amongst nineteen facility types.

Over the past several years, skateboarding has become a mainstream activity that has demonstrated sustained longevity and is a popular pursuit among children, youth, and to a lesser extent, young adults. Skate parks are increasingly being viewed as positive venues that respond to the interests of a number

of youth. The unstructured, unscheduled, and low cost nature of the sport also adds to its appeal. Skate parks also help to fill a void in youth recreational activity, primarily for males.

A provision target of one skateboard park per 5,000 youth (ages 10-19) was recommended in the 2004 Master Plan; however, this target does not adequately respond to the geographic distribution of the Town. With large skateboard parks in its two largest communities, the Town has an excellent distribution of skateboard parks and additional parks of this size and nature are not recommended.

However, as opportunities arise, the Town may wish to consider installing smaller-scale neighbourhood skate features to further improve accessibility to youth. Skateboard facilities should be centrally located, highly visible, and located within areas frequented by youth.

RECOMMENDATIONS:

35. Where park design allows, install smaller "introductory level" skateboard features in new parks within developing areas to improve accessibility to youth.

Playgrounds

Town of Georgina – Current Inventory of Municipal Playground Sites

Town of Georgina Inventory		Per Capita Ratios		
Number	**Locations**	**Provision Target**	**Georgina (2013)**	**Area Municipalities**
27	Bayview Park, Claredon Beach Park (closed for renovation), Constable Garrett Styles Park, De La Salle Park, Egypt Hall, Glenwood Beach Park, Gwendolyn Park, Highcastle Park, Hollywood Park, Lakeside Park, Holmes Point Park,Kin Park, Lorne Street / Bonnie Park, North Gwillimbury Park, Pefferlaw Lions Park, Richmond Park, ROC (2), Sheppard Park, Sutton Multi-Use Park, Thornlodge Park, Udora Park, Virginia Hall, Vista Park, West Park, Whipper Watson Park, Wyndham Park, Youngs Harbour Park	1 playground within an 800-metre radius within built-up residential areas (should not cross any major physical barriers)	1,754	n/a

There are currently 27 municipal playground locations, along with several school playgrounds across the Town. As playgrounds are a staple of park development, this supply will increase as new parks come on-line in growth areas.

The 2004 Master Plan recommended a target of one parkland within an 800-metre radius of all built-up residential areas without crossing any major barriers (this generally equates to a 10 minute walk time). Based on this target, there is a good distribution of playground facilities in Georgina. However, the Town should continue to evaluate the need for playground locations in newly developing residential areas based on the recommended target.

Input from the online survey suggests that there is substantial public interest in establishing new playground sites or improving existing ones – 75% of online survey respondents support additional spending on playgrounds, ranking it as the fourth highest priority amongst nineteen facility types. The Town should continue to consider barrier-free designs and the new accessibility standards within any new or replacement playground structure.

RECOMMENDATIONS:

36. Evaluate the need for playgrounds in newly developing residential areas based on the recommended target of one every 800-metres or less from all residential units in urban areas (without crossing a major physical barrier).

Splash Pads

Town of Georgina – Current Inventory of Municipal Splash Pads

Town of Georgina Inventory		Per Capita Ratios		
Number	**Locations**	**Provision Target**	**Georgina (2013)**	**Area Municipalities**
3	Constable Garrett Styles Park, Whipper Watson Park, ROC	1 per 2,500 children between the ages of 0-14	15,787	21,092

The Town of Georgina currently has three splash pad facilities, all of which have been developed within the past few years.

Splash pads are a cost-effective and fun component of any parks system. They are more affordable to build and operate than outdoor pools (although the operational cost is greater than many other park assets) and they can attract large numbers of children and youth looking to cool off on a warm day. Splash pads can vary in size from large to small, and be designed using a range of different apparatuses, thereby providing unique experiences throughout the Town's parks. These facilities are ideally located in parks that have access to washrooms or community centres and parking; shade is also desired. 74% of online survey respondents support additional spending on splash pads, ranking it as the fifth highest priority amongst nineteen facility types.

The recommended provision target is one splash pad for every 2,500 children between the ages of 0-14. In applying this target to Georgina, the Town would need to develop 1 additional splash pad by 2021 and another by 2031. Given the lack of splash pads in Sutton, this should be targeted as the location for the Town's next such facility.

RECOMMENDATIONS:

37. Through future park development, provide one additional splash pad by 2021 in Sutton and another by 2031 in a location to be determined.

4.18 Parkland Requirements

The Town's active parkland supply is examined in this section, along with policies for parkland acquisition. Active parks provide the land base that supports many recreation amenities and their continued provision and enhancement is desired by the community.

For the purposes of this Plan, "active parkland" is referred to as all lands owned, leased, and/or managed by the Town and potentially classified as Neighbourhood or Community Parks. Active parks typically contain built recreational amenities (such as sports fields, playgrounds, courts, etc.) and are used for both organized and unorganized activities. Active parkland is generally synonymous with "tableland" parks and may also allow for passive recreational use as a secondary function. The analysis in this section focuses on Active Parkland.

Conversely, "open space" lands, which are generally considered undevelopable and are primarily designated for purposes such as passive recreation (e.g., trails, etc.), environmental protection/conservation, stormwater management, buffers, etc. are not addressed in the inventory or future requirements, as they are often acquired through voluntary dedication and/or by way of opportunity. Open space lands should not be acquired as part of the parkland dedication requirement. The Town's Official Plan and other planning documents may use a different definition of "open space".

Parkland Classification

Parkland hierarchies help to guide the acquisition and development of parks and open space, which may include guiding information such as size, use, activities, functions, and locations. The identification of park uses, activities and functions can assist the community in understanding what a new park may include and can also help ensure compatibility with neighbouring landowners. For a variety of reasons, including intensity of use, space demands, noise/disruption, etc., some uses are more appropriate in certain types of parks. Playgrounds (considered to be a basic unit in of most park construction) are appropriate in all park types, but lit sports fields should not be contained in neighbourhood level parks due to their significant size and impacts (e.g., lighting, parking, hours of use, etc.).

Parkland acquisition and planning is addressed through municipal Official Plans and Secondary Plans. The Town's Official Plan identifies a municipal park classification system comprised of **Neighbourhood Parks, Community Parks, and municipally-owned special open space areas**; a similar classification is embedded in the Sutton/Jackson's Point Secondary Plan.

Based on the current policy structure and other factors impacting community design, it is recommended that the Town maintain its current parkland classification system with one modification – that being the addition of "Village Green" as a subset of Neighbourhood Parks. This change can be addressed through the Town's next Official Plan Review. Village Greens are generally intended to serve higher density areas where the provision of a larger neighbourhood park is not practical or feasible. Village Greens may have a more urban character, should have direct pedestrian access to the surrounding area, and should be framed by an urban edge of streets and front-facing buildings. Village Greens can be a valuable component of neighbourhood community design, provided that they are not provided at the expense of true Neighbourhood Parks, with the latter park type having the ability to accommodate a wider range of amenities and needs.

This is not a new concept for the Town; the Sutton/Jackson's Park Secondary Plan identifies the possibilities of smaller parkettes, open space, or village greens. Village greens may be a solution where there is a need to fill a gap in parkland within areas of higher density. With a movement towards higher residential densities, along with an aging population and a greater emphasis on walkability and placemaking, there is growing demand for smaller and more urban parks.

The following table provides general direction as to the service area, amenities/function, and size of each park type.

Proposed Parkland Classification System, Town of Georgina

Classification	Service Area	Permitted Facilities/Amenities	Size (ha)
Neighbourhood Park	Within walking distance to local residential areas	Neighbourhood Parks offer active and passive play opportunities including play equipment, courts, and spaces for unorganized activities. Sports fields and off-street parking are discouraged (pedestrian and bicycle access should be promoted). A new subset of Neighbourhood Parks is recommended – Village Greens. Village Greens are generally intended to serve higher density areas where the provision of a neighbourhood park is not practical or feasible. These are typically smaller parcels of land that accommodate singular uses such as playgrounds or seating areas.	1.5 to 2.0ha (village greens may be +/-0.5ha)
Community Park	The broader community area and/or entire Town	Community Parks offer more play opportunities than Neighbourhood Parks, including a range of higher order recreational facilities and amenities such as lit playing fields, pavilions, and off-street parking.	4ha+
Open Space Areas*	Variable	Open Space areas are intended primarily for passive recreational uses (trails, picnics, stormwater ponds, woodlots, etc.). They may be undeveloped, but should generally be publicly accessible.	n/a

**Should not be accepted as parkland dedication as it does not meet active parkland needs (playgrounds, sports fields, courts, etc. are not permitted)*

RECOMMENDATIONS:

38. Maintain the current parkland classification system (Neighbourhood and Community Parks), but consider the addition of a new subset of Neighbourhood Parks – Village Greens – within the next Official Plan Review.

Active Parkland Inventory & Requirements

In total, the Town of Georgina owns approximately 141.5 hectares of active parkland based on data provided by the Town (please refer to the following table). This supply translates into approximately 3.0 hectares of parkland for every 1,000 persons. Each of the Town's three primary settlement areas has access to at least one community park; additional parks have been established within the Town's

waterfront communities and the Civic Centre property. Several non-municipal open spaces and recreation areas (e.g., Sutton Fairgrounds, Sibbald Point Provincial Park, etc.) are provided by schools, places of worship, non-profit organizations, upper levels of government, and/or private businesses and help to supplement the municipal parkland inventory.

2013 Active Parkland Supply, Town of Georgina

Classification	Existing Parkland (ha)	Current Provision Level (ha per 1,000 population)
Neighbourhood Parks / Parkettes	36.7	0.8
Community / District Parks	104.8	2.2
Total	**141.5**	**3.0**

Source: Town of Georgina, 2013

The Town's Civic Centre property accounts for approximately 27% of all active municipal parkland; this is a unique property that was acquired as a way to serve Town-wide needs for many years to come and, as such, skews the Town-wide average. Nevertheless, input from the community suggests that the local parks system is highly valued by residents and efforts should be made to ensure that provision levels remain sufficient to meet local needs moving forward.

The Town's Official Plan identifies a municipal park standard of **2.25 ha/1000 population**, which is further broken down as follows:

- Neighbourhood Parks – 1.0 ha/1000 population
- Community Parks – 1.25 ha/1000 population
- Open Space areas – no specific standard

The Town is currently falling short of its target for the provision of Neighbourhood Parks (0.8ha/1000 v 1.0ha/1000), which should be a focus for future parkland development. Nevertheless, the Town's current provision level (3.0ha/1000) is above the standard established in the Official Plan (2.25ha/1000). Most smaller urban/rural communities target parkland provision rates in the range of 2.0 to 3.0 hectares per 1,000 residents. Through the parkland dedication enabled by the *Planning Act,* municipalities can generally expect to receive parkland below this level. As identified in the Town's Official Plan, alternative acquisition opportunities should also be considered in order to achieve parkland requirements.

Through our research in several growing GTA municipalities, 2.25ha/1000 is a reasonable target for new residential growth that should be able to provide a sufficient land base for most active recreational needs. This target is not intended to be applied to both current and future supplies, but rather new residential growth only; this target should be assessed on a Town-wide basis and may vary from development to development. **The Town should continue to acquire Neighbourhood and Community Parks (active parkland) at a rate of 2.25 hectares per 1,000 residents (note: this target excludes open space areas).**

In evaluating the Town's target for parkland provision, current distribution must also be considered as one indicator of a great parks system is its accessibility. For example, this Master Plan recommends that municipal playgrounds be located within 800-metres of all units in urban residential areas – the objective behind this recommendation is to ensure that the parks system is walkable for children and other citizens.

An analysis of Georgina's parkland distribution within built-up areas suggests that some of the Town's older residential areas (e.g., Sutton and near-shore areas of Keswick) are not as well served with "programmable" parkland (e.g., Neighbourhood Parks). The more recently developed subdivisions are generally well served (or will be as additional phases are developed) and may be used as an example to guide future park development. This is likely a factor of the evolution of community design and the Town's development, which was influenced by its general rural nature and waterfront resources.

Looking to the future, approximately 23,000 new residents are anticipated by 2031 (for a Town-wide population of 70,300). Applying the target of 2.25ha/1000 against this growth figure translates into a need for **52 hectares** of additional parkland, with a large portion of this being Neighbourhood Parks. Additional park development is anticipated in the Town's growth areas, including several subdivisions in Keswick and Sutton. Strategic acquisitions or agreements to increase the supply of lakefront property are also desired; the Town's Official Plan promotes the acquisition of lands along the Lake Simcoe waterfront at no or minimal costs through a variety of mechanisms (policies 4.3.1.2a and 7.8.1); similar policies are in place in most of the Town's Secondary Plans. Active parkland supplies should be monitored and strategies put in place to achieve this requirement.

RECOMMENDATIONS:

39. **Strive to maintain a minimum Town-wide service level of 2.25 hectares of active parkland per 1,000 residents to provide the Town's future residents with a responsive and accessible supply of land for recreational purposes.**
40. **The parkland inventory database should be updated regularly for the purpose of keeping ongoing documenting on parks and open spaces in the Town of Georgina. Monitor active parkland supplies and put in place strategies to achieve the recommended target.**

Parkland Acquisition Policies and Guidelines

There are several provincial and municipal regulations, policies, and guidelines governing the acquisition and location of parkland, with the Ontario *Planning Act* and the Town of Georgina Official Plan being chief among them.

The *Planning Act* establishes a framework for the dedication of parkland and possible alternatives to the dedication of land for parks and recreation purposes. Parkland policies contained in the Official Plan and Secondary Plans – approved pursuant to the *Planning Act* – enable municipalities to require parkland dedication and identify criteria by which this land is assessed, including factors to be considered when seeking cash-in-lieu of parkland. The *Planning Act* requires that land dedication to the Town as park (or purchased by the Town using cash-in-lieu), must be used for park or other recreational purposes, which not only includes land acquisition, but also the erection or repair of buildings and the acquisition of machinery.

Like most communities, the Town's primary method for parkland acquisition is through dedication from residential development, which the Town takes at a rate of 5% of the land included in the plan (or cash-in-lieu). The areas governed by the Keswick and Sutton/Jackson's Point Secondary Plans also allow for application of the alternate requirement of 1 hectare per 300 dwelling units for residential applications,

which tends to produce greater amounts of parkland than the 5% rate when the density exceeds 15 units per hectare (depending on persons per unit counts). The areas governed by the Keswick and Keswick Business Park Secondary Plans also allow for the dedication of 2% of developable commercial/ industrial land for parkland purposes.

Policies are also in place to require cash-in-lieu of parkland at the Town's discretion. For example, in cases where the proposed development is too small to result in a meaningful park parcel or where the immediate area already has suitable and unimpeded access to sufficient parkland, then the Town may consider accepting cash-in-lieu to put towards future acquisition.

It is important to emphasize that the legislative tools for acquiring parkland are not likely to result in sufficient parkland supplies on their own. As such, practices such as the following should be considered:

- The Town should not accept undevelopable open space lands (e.g., stormwater management ponds, woodlots, valley lands, floodplains, hazard lands, etc.) as part of the parkland dedication requirement, although these may be assumed through voluntary dedication or easement. Official Plan policy 3.6.3.7 states that "*Lands within the Environmental Protection Areas shall not necessarily be acceptable as part of the 5 percent dedication for public park purposes as provided for in the Planning Act*"; similar policies are in place in most of the Town's Secondary Plans.
- Trails should also not be accepted as part of the required parkland dedication. Instead, if local policies are in place, pedestrian and bicycle pathways can be conveyed as per 51(25)(b) of the *Planning Act*. The Sutton/Jackson's Point Secondary Plan (2010) contains a policy that allows for the dedication of trails through the development approval process, in addition to the parkland dedication requirement (policy 9.2.8.1.9a.ii).
- The Town's Official Plan also allows for height and density bonusing through policy 7.3.6 in return for the provision of facilities and services such as additional parkland dedication; similar policies are in place in most of the Town's Secondary Plans.

Currently, the Town's Official Plan and Secondary Plans do not provide guidance of when to take land versus cash-in-lieu. The Town should consider taking cash-in-lieu of parkland dedication, or a combination of cash-in-lieu and parkland, where (as determined by the Town):

- there is no land that is either usable or functional on the site for parkland or recreational purposes;
- the required land dedication fails to provide an area of suitable shape, size, or location for public parkland;
- the area being developed is already well served by existing park and recreational facilities; and/or
- such contributions may be more effective in achieving local parkland targets and the objectives of park studies, reports, and strategies.

RECOMMENDATIONS:

41. Seek to maximize *Planning Act* provisions in acquiring active parkland (or cash-in-lieu). The parkland policy considerations identified in this Study should be evaluated through the Town's next Official Plan review.

Waterfront Parkland

Georgina is defined by its location along the Lake Simcoe waterfront and this Study found considerable interest in enhancing the Town's access to this resource. 92% of online survey respondents support additional spending on waterfront parks and beaches, ranking it as the highest priority. The depth of research and consultation into waterfront access requires its own dedicated process and it is recommended that the Town prepare a Waterfront Parkland Strategy to identify opportunities for improving existing municipal assets and enhancing public access.

RECOMMENDATIONS:

42. Prepare a Waterfront Parkland Strategy to identify opportunities for improving existing municipal assets (e.g., public beaches, shorelines, support infrastructure, etc.) and enhancing public access to the Town's waterfront.

4.19 Responding to Unsolicited Facility Requests

Some leisure activities appeal to a narrower margin of the population beyond those discussed previously in this section, such as curling, gymnastics, squash, indoor soccer, off-leash dog parks, lawn bowling, etc. Some of these activities are currently accommodated in Georgina through facilities operated by not-for-profit or private sector organizations. As such, there are limitations on the ability and/or responsibility of the Town to involve itself in the provision of such facilities.

The Town of Georgina should remain open to discussion from new and emerging sport and leisure groups and evaluate capital proposals through a formal partnership framework, with consideration to this Study's guiding principles and the Town's financial capacity to participate in such projects. The partnership framework should include the various partners providing information which, at a minimum, should include (but not be limited) to:

- a comprehensive needs analysis
- a comprehensive business plan
- the club's financial capacity
- a demonstration of the sustainability of the project
- detailed evidence of community benefits
- full risk analysis

RECOMMENDATIONS:

43. The Town may entertain proposals from proponents wishing to develop, operate, or be a primary tenant in facilities not currently provided by the municipality, including the proposed South Keswick MURC. Proposals must be accompanied by a proper business plan and partnership agreement acceptable to the Town, with consideration being given to appropriate community access and financial sustainability.

Section 5. MURC Facility Concept & Considerations

This section examines factors relating to the implementation of this report, including the following items relative to the proposed Multi-use Recreation Centre:

- facility concept
- site selection considerations
- partnership considerations
- space requirements and concept plan
- design considerations

5.1 Facility Concept

As identified in Section 4.3, options have been developed for the proposed Multi-use Recreation Centre based on the level of community need and requirements for partnerships, as documented in previous sections of this report:

Core components – Facilities that can be justified during the first phase of construction based on current community needs and municipal operating profile. These include:

- multi-tank aquatics complex capable of accommodating competitive swimming (e.g., 25-metre, 6-lane), instructional swimming, recreational swimming, and wellness/therapeutic activities
- double gymnasium with elevated walking track
- dedicated seniors lounge
- dedicated youth lounge
- multi-use program and meeting rooms
- active living centre (e.g., fitness studio)
- library branch
- ancillary spaces, such as minor sports organization offices, food and beverage services, storage, etc.

Optional or Phased components: Facilities that require further partnership development and/or additional population growth. Further study will be required prior to committing to the construction of these components, including:

- fitness centre (equipment-based) if operated by a third-party
- civic administration offices
- retail/commercial uses (as defined by Expression of Interest and Request for Proposals)
- outdoor amenities (to be determined based on site/facility fit exercise)

A proposed building programme for the core components of the proposed MURC is contained in **Section 5.4**.

5.2 Location / Site Criteria

At the present time, the Town of Georgina does not own sufficient land in a suitable location for the proposed MURC. **The potential study area has been defined as the area bounded by Glenwoods Avenue to the north, Woodbine Avenue to the east, Ravenshoe Road to the south, and The Queensway South to the west.** Based on current and projected population growth, as well as the impending extension of Highway 404, this is a suitable location for a major recreation complex. This area is also being planned with a number of trails and transportation options for enhanced connectivity. Much of this area will be developed for residential uses and there are currently a number of draft plans of subdivision under review. As a result, should the Town wish to identify and secure a parcel of land for the MURC in this area, the timing is now.

Evaluating and selecting a preferred site for the proposed Multi-Use Recreation Centre is important to the facility's ultimate success. The location needs to be chosen with care, so as to embody as many key characteristics as possible. Maximizing accessibility to as many residents as possible (both now and in the future) should certainly be one of the key objectives; however, there is also a need to ensure that the site (and the facility) can be properly serviced, is compatible with adjacent land uses, can be cost effectively developed, and so on. The site can also have a dramatic impact on the facility's construction cost. Servicing potential, stormwater management, traffic and road access, soil condition, available infrastructure, etc. can all result in significant budget implications.

The following criteria provide a strong rational basis for evaluating potential sites and have regard to local planning policies. While it is preferable for the selected site to demonstrate all of the criteria, it is possible that they all may not be able to be met.

<u>Location & Access</u>

- The site is within reasonable proximity to existing and future residential areas.
- The site is located along an arterial or collector road, is in the vicinity of a connected trail network, and has barrier-free access.

<u>Focal Point Potential</u>

- The site is at a highly visible location.
- The site is located at or has the potential to be a community focal point.

<u>Site Development Potential</u>

- The site area and shape are sufficient for the proposed use and provide a reasonable level of flexibility in design.
- The site is able to accommodate enough on-site and/or nearby parking for both patrons and staff.

<u>Community Compatibility</u>

- The facility would be compatible (in terms of building design, scale, landscaping, setbacks, etc.) with the surrounding area/buildings.

Known Constraints

- The site is not unduly impacted by a geographic barrier (e.g. watercourse, rail line), is not restricted by easement/man-made obstructions, does not require site decommissioning (e.g. brownfield), and is relatively flat.
- Suitable infrastructure exists (e.g. sewers, water, etc.) on the site or can be reasonably extended to the site.
- The site does not require the demolition of a significant existing building or elimination of necessary parkland, parking or other vital land use.

Planning Approval Status

- The site is capable of complying with applicable planning policies.

Availability of Site

- The site is owned by the Town or can be readily acquired by the Town.

Expansion Potential

- The site possesses long-term expansion potential for municipal uses.

Amenity Opportunities

- The site has the ability to enhance and support other facilities, accommodate potential partners, and generate increased usage due to proximity to other locations (e.g., the Town's planning documents are supportive of co-locations with schools).
- The site offers the potential for economies of scale in construction and/or operation due to the co-location of other municipal and/or community services.

Enhanced Design Potential

- The site has the ability to incorporate outdoor parkland/features and architecturally integrate with surrounding buildings.

Based on the contemplated facility profile (see Section 5.4), **there is a need for up to 4 hectares to support the building, parking, and associated buffers**, with the two latter components having the greatest impact on site requirements. Depending on the scope and form of development, other partnered services or long-term expansion options beyond what is currently contemplated may require additional land above and beyond this amount.

The **three lit softball diamonds** recommended as a possible replacement to the West Park fields may be located on the same site or elsewhere, depending on land availability, location, and other opportunities. Approximately 7 hectares of land would be required to accommodate the three diamonds, parking, and playout/buffer space on an independent site, and slightly less (approximately 6 hectares) should they be combined with another site that offers shared parking. It bears noting that lit sports fields will require a sizable buffer from adjacent residential development in order to mitigate the effects of light and noise; siting of these facilities must be planned with care and ideally in advance of adjacent development; locations adjacent to natural features may help to provide an additional buffer from these uses.

5.3 Partnership Considerations

It is possible that there may be potential partners interested in becoming involved with a new municipal recreation project. Additionally, there may be other local not-for-profit groups, service clubs or quasi-public agencies that have resources that could be dedicated to the project or expertise that may be leveraged to enhance the services and programs available from the new facility.

Partnership possibilities that have been raised through the internal and external consultation program include the YMCA, Georgina Public Library, new civic administration building for the Town, York Region, and retail/commercial interests. The scope of this study did not include detailed discussions with potential partners and it is difficult to predict all of the potential motivators that could attract partner interest to Georgina's MURC project. However, the Town is advised to pursue or address interests from outside organizations utilizing a standard partnership framework.

In order to maximize value to the community, partnerships with local organizations in the funding and operation of the facility must be established (future partners will depend on a number of financial factors, as well as the characteristics and location of the site, the services offered within the complex, etc.). Nurturing these relationships can be complicated and time-consuming, but is imperative to the long-term success of the facility and recreational offerings in the Town. The proposed Multi-use Recreation Centre will also require the Town to continue to build its program offerings and to enhance its facility management and marketing efforts. Coordinated, thoughtful, and proactive planning must be the cornerstones upon which the new Multi-use Recreation Centre is built.

Municipalities are faced with intensifying demands to provide quality, accessible services in spite of shrinking budgets, reductions in traditional forms of funding, and changes in resource deployment priorities. In response to these pressures, many local governments are pursuing alternative methods of delivering and managing infrastructure and related services. Examples of this trend in the recreation field include partnerships through which traditional municipal leisure services are entirely delivered by a third party. For example, the YMCA is operating facilities and providing aquatic and/or community wellness programs in jurisdictions where the municipal recreation department was once the sole provider of services (e.g., Town of Innisfil). Likewise, certain municipalities have opted to align with private arena operators who help to develop, manage and program community arenas (e.g., London, Hamilton, Vaughan, etc.).

Understandably, non-traditional partnerships – especially those involving the private sector – have been met with a degree of scepticism by public sector staff and to a certain extent taxpayers. However, well conceived and thoughtfully designed relationships can provide mutual benefit to both partners while protecting the interests of the community they serve.

It is understood that the Town explored preliminary partnership options with the Simcoe YMCA in the past, but these discussions did not move past the initial stage of consideration. With a focus on family recreation, the YMCA has a number of different models that could be applied locally, with the most significant being a large recreation facility consisting of a fitness centre, gymnasiums, and indoor swimming pools (developed by the municipality and managed by the YMCA on a membership-based platform). Under this scenario, the YMCA would most likely require a sizable financial contribution from the Town (complemented by fundraising), as well as a large and concentrated population base in order to sustain such an operation. If the YMCA does not have a sufficient market area to draw from, they may still be willing to work with a local municipality, but this approach would be more likely to take the

form of a fee for service arrangement (e.g., annual management fee in addition to coverage of any financial losses). Locally, concerns about potential partnership with the YMCA include their membership-based model, the impact on the Georgina Leisure Pool, and the overall financial model, matters which would have to be addressed to the Town's satisfaction should these discussions re-emerge.

Another option that has been discussed is co-locating the MURC with a **new civic administration building** for the Town. It is outside the scope of this report to undertake a site selection process and space programme for a civic centre; this should be completed through a thoughtful process that involves a review of service requirements and consultation with the public and municipal staff and officials. Co-locating a MURC and civic administration building would offer some economies of scale (most notably shared parking and possibly a customer service counter), create a "one stop shopping" environ for local residents, and provide corporate wellness opportunities for staff. Should the Town consider co-locating a new civic administration building with the proposed MURC, these and other efficiencies should be explored at the design stage.

5.4 Space Requirements & Concept Plan

The following components and approximate sizes (to be refined during a future design stage) are to be considered for the proposed Multi-Use Recreation Centre. The space programme should be considered preliminary and subject to change during future stages of the project. Further refinement of this program and the associated capital costs is recommended prior to the facility's initial construction. As recommended in the 2004 Leisure Services Master Plan, facilities should be designed and planned with flexibility to convert to other uses in the future should facility needs change.

Core Components – MURC

Component	Details/Assumptions	Proposed Floor Area (sf)
Aquatic Centre	**Natatorium** • 25m 6 lane basin; suitable for training, local-level competition and fitness; deep end can include tarzan rope and climbing wall features • Leisure basin with zero depth entry; warmer water basin suitable for instruction, recreational/family swims; leisure area includes interactive spray features • Design features: Tile finish deck area with deck level flush gutter; Non-ferrous and stainless steel equipment; North facing and/or non glare natural lighting configuration; Acoustically absorbent wall and ceiling surfaces; HID or LED lighting fixtures **Pool viewing gallery** • Adjacent to shallow depth and primary lesson area; Elevated above pool deck surface; Glass rail separates viewing gallery from pool deck; HVAC air circulation pattern for comfortable viewing in pool atmosphere **Change rooms** • Male, Female and Universal change facilities; Access from controlled corridor; Tile finishes, non-ferrous lockers and partitions; Family and accessible change cubicles in universal change room; Safe access directly to pool deck (shallow water area adjacent to entrance doors) **Pool storage** • Multiple locations at 25m basin and leisure basin; Sized to store program equipment including life jackets, aqua-aerobics weights and floats, pool toys; Coiling non-ferrous doors; Wall recesses for lane reels to maintain clear deck circulation **Pool Control and Administration** • Located for direct visibility to all building entrances; Administration and Aquatic Director accessible directly to lobby; Control desk with 'arms; length' distance to pool entrance corridor; Gate or turnstile control, card access optional	**21,370**
Gymnasium and Athletics	• Suitable for basketball, volleyball, badminton; Retractable partition for multiple programming; Programmable for multi-use for assembly occupancy with floor cover • Includes running track elevated above perimeter of gymnasium • Gymnasium storage area for game posts, nets, ball racks, floor covering rollers and equipment • Design features: Resilient hardwood sport floor with game lines and inserts; Long span structure; Acoustic roof deck and/or acoustic ceiling panels with sections of acoustic wall panel; North facing and/or non glare natural lighting configuration • Option to add dry change rooms should they be required	**16,460**
Seniors and Youth Lounges	• Separate multi-purpose rooms (each approximately 2,100sf, plus storage); Computer, WiFi and cable ready; Area for games tables, table tennis, billiards, cards, darts, foosball, air hockey; Lounge and conversation area seating, gas fireplace and hearth; Instructional kitchen capable	**4,470**

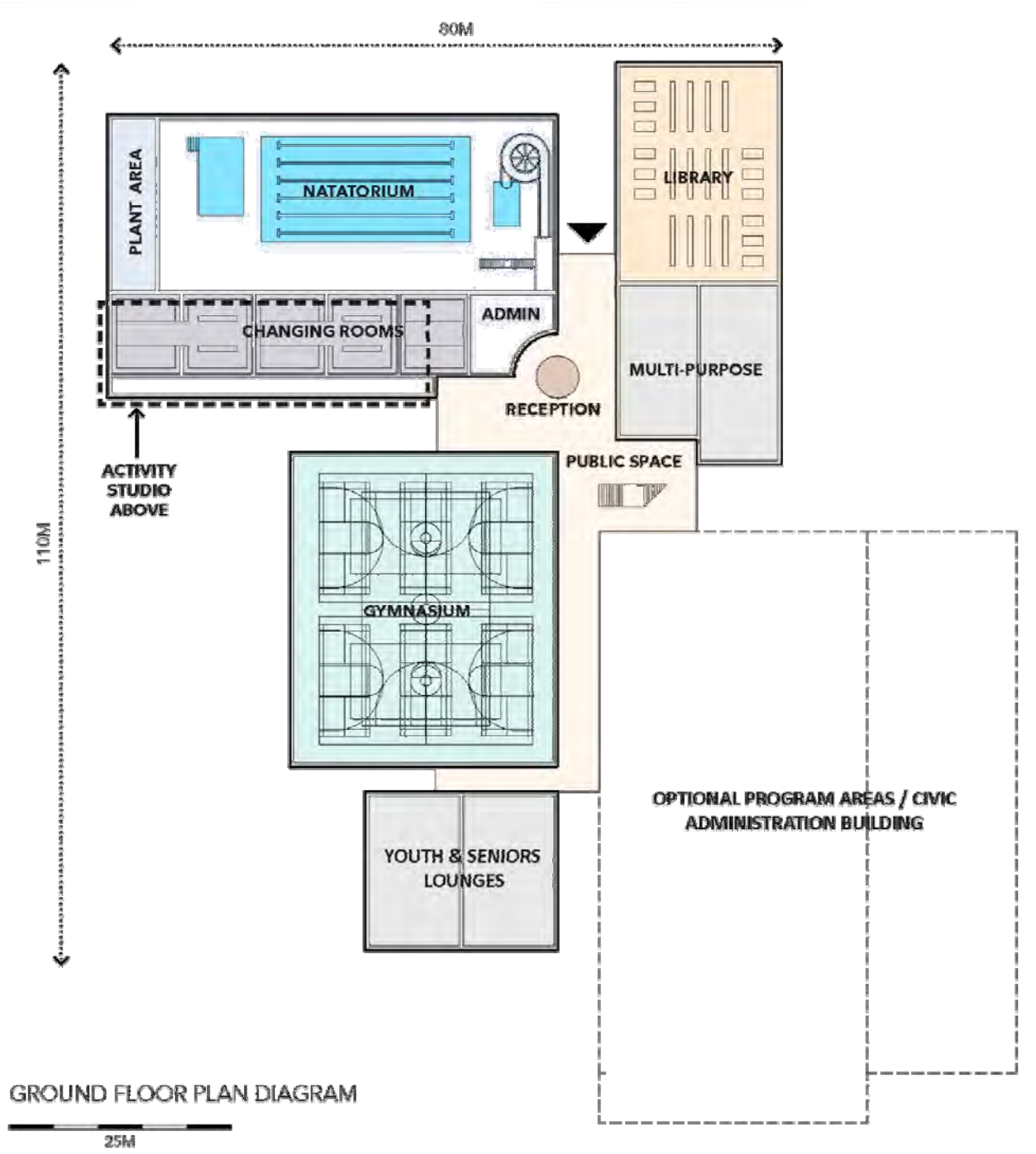
Component	Details/Assumptions	Proposed Floor Area (sf)
Multi-Purpose Room, Meeting Room, Activity Studio	• Single or double rooms; Moveable wall/dividers to allow for flexible smaller room configurations • Accommodate range of seating options, for lecture seating, non-fixed tables and chairs for special events; Accommodate spin, yoga, zumba, fitness and dance programming • Design features: Multi-purpose resilient flooring; Storage for table and chair dollies, fitness equipment and ball racks, step exercise units; Acoustic ceiling surfaces, integrated speaker systems and sound system input; Dimable lighting configuration, projection screens, light control blinds; Counter with sink and receptacles; Possible access to exterior terraces/verandahs for outdoor access during permitted events	**5,660**
Public Circulation and Lobby	• Central, single point administration 'control' desk; clear view of all entrances • Accessible barrier-free washrooms • Abundant natural light, CPTED design principles for direct view to exterior and parking areas • View of all primary program area activities from public lobby and main corridors	**7,000**
Mechanical, Loading and Service Areas	• Pool filtration adjacent to deep end of primary basin, lower floor level to accommodate filters/tanks • Direct loading from exterior service pad • Upper level mechanical room(s) with direct air-return to HVAC upper level area, perimeter / sub grade supply air to eliminate exposed supply ducts in natatorium	**5,400**
Library	• To be designed with input from Library Board; space includes allocation for stacks, open area, workroom, and circulation desk	**5,100**
Gross-up	• Allocation of walls, columns, shafts, etc. (15% of component subtotal)	**9,819**
Total – Core Components		**75,279 sf**

Note: Sizes are approximate and to be confirmed at the design stage, along with partnered components.

A preliminary concept plan has been developed (see following pages) to provide a sense of massing and potential flow within the building, as well as its positioning within a 4-hectare site. Space for optional program areas not identified in the core components and/or a civic administration building has also been shown, but not included in the costing that follows in Section 6. This concept will require reconsideration once a preferred site for the facility is chosen.

In addition, consideration should be given to locating outdoor recreation facilities at the site of the proposed Multi-use Recreation Centre, including neighbourhood-level amenities such as a playground and outdoor basketball court.

PRELIMINARY CONCEPT PLAN – SOUTH KESWICK MURC
(to be refined through further design stages)



PRELIMINARY CONCEPT PLAN – SOUTH KESWICK MURC (shown on 4 hectare site)
(to be refined through further design stages)

5.5 Design Considerations

From our experience, we have found the following factors will affect the tenders and the ultimate construction costs of most public building projects, especially those delivered through a competitive bidding process.

- Prevailing market conditions have the most important effect on pricing. Ideally, there must be adequate competition among general contractors and sub-contractors to maintain reasonable overheads and profits. Prices are always higher when construction activity is brisk. Similarly, a shortage of labour or materials will also adversely affect prices, as with the well publicized steel shortage. Prices in the ICI (industrial, commercial, institutional) sector are generally rising faster than the Consumer Price Index because of an escalating shortage of experienced labour. Retiring older workers are not being replaced at the required rate to maintain equilibrium.
- Design characteristics will affect the design. As with most things, simplicity is less expensive. Obviously, the cost and quality of individual building materials and systems will affect the overall cost. Prefabricated metal buildings are less expensive than the existing masonry and concrete arena, and shell / tube refrigeration is less expensive than plate / frame systems. Often,

operating and maintenance (life cycle) costs are ignored to minimize initial capital costs, as with systems that save energy but cost more to install.

- Environmental conditions like weather, soils conditions, and groundwater levels will affect costs. The construction scheduling should be coordinated to minimize winter construction that necessitates temporary enclosures and heating. Similarly, the area of the site least affected by poor bearing capacity and high water table should be chosen, especially for pool and ice slab construction.
- Constructing the project in phases will be more expensive than one large project. There is an economy of scale to be gained by reducing contractor and consultant overhead. The overhead for a large project is not proportionately larger than the overhead for a small project.
- Owner / Stakeholder involvement at an early stage will contribute to the overall timeliness and program resolution of the project. Rushing the design development / contract document stage of a project will result in a contract that requires more monitoring during construction than one with an adequate design phase. This can result in unforeseen costs.

The Town may also wish to pursue LEED certification (Leadership in Energy and Environmental Design) and/or integrate various "green" technologies into the Multi-use Recreation Centre in order to improve energy efficiency; the cost analysis of such is not included as part of the study. Additional design considerations include the following, which should be accommodated where possible through future planning stages:

- The entrance of the MURC should promote a welcoming atmosphere, including appropriate lighting and use of windows, open and casual front desk, and a lounge/lobby area. The facility should have a single point control desk for efficient staffing and ease of maintenance.
- The entries should be visible from the approaches to the building and the visibility of the entire exterior is important also for passive safety and security.
- The building should be organized with a clear public circulation system with all program rooms visible from a lobby and entrance. Blind corridors should be avoided.
- The facility should be designed on CPTED principles, with clear visibility from the control and administration directly to a well lit site and parking area.
- The building should encourage opportunities for casual interaction, including space for parents waiting for children in programs.
- Where possible, each "multi-purpose" space should have access to the main hallway of the complex, as well as access to a sink for washing/clean-up. The flooring for each "multi-purpose" space should be reflective of the type of activities envisioned for the space.
- Public washrooms should have view baffles without doors for aural control; washroom entrances should be clearly visible from the public lobby and the control desk.
- The building should respond to the site, making connections to adjacent parks, paths and exterior terraces.
- With or without certification, the building should embrace LEED principles on all environmental levels. It should be oriented to work in harmony with the landforms of the site and take advantage of the 'low-tech' assistance of the site sun and wind angles.

- The building should take advantage of balanced natural light for low-glare interior illumination and reduced energy costs.
- The building should be based on a clear organization that anticipates future growth and program expansion without disrupting the operation of the facility.
- The mechanical and electrical systems should leverage the benefits of the building type, including heat recovery on the refrigeration system, re-use of low grade recycled heat and energy efficient fluorescent lighting in the large arena and soccer halls.
- The facility should also be designed to act as an Emergency Evacuation Centre for the area (i.e., provide shelter and food to people affected by significant local or regional emergencies).

Section 6. Implementation Plan

This section contains a discussion relating to various items of the proposed Multi-use Recreation Centre, including:

- capital cost estimates
- management approach
- operating cost estimates
- funding considerations
- implementation plan

6.1 Capital Cost Estimates

All budget estimates contained in this report are in 2014 Canadian dollars. Budgets for future years should be increased to account for such factors as inflation conditions in the construction industry. While the amount of this increase is speculative, we suggest a minimum of 5% per year for budgeting purposes.

It bears noting that construction costs can vary significantly due to instability of material costs, labour costs, and other economic factors. The estimates in this report represent a basic level of building construction and finishes. This budget is based on a very preliminary concept only and should be considered as a Class D budget (+/- 20%). As a result of these factors, sizable contingencies have been applied which, depending on the Town's expectations and external pricing factors, may be able to be refined at the next stage of the process.

The cost estimates on the following page exclude land acquisition, capital financing, development charges (if applicable), and capital replacement. The capital construction costs also exclude LEED certification, which is a program that recognizes green building practices in areas such as energy conservation and demand management. Should the Town decide to pursue LEED certification, the prevailing philosophy is that these upgrades will increase the capital cost, but reduce the facility's environmental impact and result in incremental operating cost savings due to energy efficiencies.

Based on the preceding, **the complete cost to develop the identified core components of the proposed MURC is estimated at $30.7 million, exclusive of land acquisition and capital financing.** Optional or phased components will be dependent upon partnership requirements and are beyond the scope of this report.

Capital Costs for Core Components – MURC

Construction - Components	Floor Area (sf)	Rate ($/sf)	Cost ($)	Notes
Aquatic Centre				
Natatorium	10,500	450	$4,725,000	
Pool Storage	480	230	$110,400	
Pool Filtration	480	275	$132,000	
Pool Viewing Gallery	970	380	$368,600	
Admin And Control Desk	1,940	275	$533,500	
Change Rooms (M, F, Universal)	4,300	325	$1,397,500	
Pool HVAC (2nd Level)	2,700	230	$621,000	
Athletic				
Double Gymnasium	11,800	300	$3,540,000	
Gymnasium Storage	860	250	$215,000	
Meeting Room (Single)	1,080	290	$313,200	
Multi-Purpose Room (With Divider)	2,300	290	$667,000	
Multi-Purpose Storage	480	250	$120,000	
Seniors Centre	2,100	290	$609,000	
Youth Centre	2,100	290	$609,000	
Seniors And Youth Storage	270	250	$67,500	
Running Track (2nd Level)	3,800	250	$950,000	
Activity Studio	1,800	275	$495,000	
Public Circulation				
Lobby, Corridors	7,000	300	$2,100,000	
Mechanical, Loading, Service	5,400	250	$1,350,000	
Library				
Library Stacks And Open Area	3,800	450	$1,710,000	
Workroom And Desk	1,300	350	$455,000	
Wall, Structure and Mechanical Shaft Gross Up Factor	9,819	250	$2,454,750	
Subtotal - Construction	**75,279 sf**		**$23,538,700**	
Site Development, Fees & Contingency			**Cost ($)**	**Notes**
Assume 275 parking spaces @ $3,100/per space			$852,500	1
Site Servicing, Landscaping, SWM Pond			$1,250,000	
Construction Contingency (5% of subtotal)			$1,282,060	
Consulting Fees (6% of subtotal)			$1,538,472	2
Soft Costs, plus 3% contingency			$1,320,719	3
Project Contingency (3% of subtotal)			$893,474	4
Subtotal – Site Development, Fees & Contingency			**$7,137,225**	
Total Project Estimate			**$30,675,925**	5

Notes:

1. Site development costs include servicing, parking lot, landscaping, etc for both core components and some future expansion.
2. Consulting fees include full professional services for architectural, structural engineering, mechanical engineering, electrical engineering, civil engineering and landscape architectural services.
3. Soft costs include other fees (survey, geotech, environmental), FFE, A/V, security, communications, utility fees, signage, etc.
4. Includes a small reserve for items to be added to or revised within the space programme.
5. Capital construction cost and fee estimates are based on the current construction climate; yearly escalation should be added depending on the proposed construction date. This estimate assumes a rational "pre-engineered" structural system. Specific exclusions: HST, land costs, legal costs, environmental remediation, project management.

6.2 Management Approach

A complex incorporating the operating units contemplated for the Town's Multi-use Recreation Centre requires a degree of sophistication and specialized expertise to maximize financial and program performance. Municipalities usually elect to either self-manage multi-purpose complexes or contract the management and operations to a third-party, such as a not-for-profit organization or a private sector company. Although there are some examples where community organizations are adequately equipped to run these sorts of facilities, generally they are unable to respond to municipal concerns or requirements regarding risk obligations, compliance with preset standards of operation, board member or senior staff secession issues, etc. It is, therefore, quite likely that Georgina's management options would be restricted to either a self-operated or third-party management approach.

The operations of the proposed Multi-use Recreation Centre, as they have been structured in this report, are not likely to provide net proceeds. Given the nature of this complex and the experience of other municipalities, it is unlikely that a private sector organization would be willing to invest equity in this project without an expectation of a return on its investment. For a private sector organization to be attracted to the operational aspects of this project, the Town would have to offer an annual management fee or similar payment, which would further drive up the net deficit of this project yet keep all liability with the Town.

The financial projections included in this section assume the Town would run the facility. Consequently, estimates do not include management or franchise fees, bonuses or other costs normally associated with a contracted-out approach. If alternative management arrangements are considered in the future (e.g., contract the management and operations to a third-party), the self-managed approach could be used as a municipal comparator against which management proposals could be evaluated.

Furthermore, the Town's current role in programming focuses on areas that have a broad range of appeal and that offer introductory level instruction and skill development. Key areas of focus include youth programs, drop-in opportunities for all age groups, active living and wellness programs for older adults and seniors, and family-oriented activities and events. This focus is expected to continue and should be embraced in the proposed Multi-use Recreation Centre.

6.3 Operating Cost Estimates

In order to develop an estimate of the probable operating costs for the proposed MURC, a business case analysis has been developed based on an initial examination of the operating and financial performance of existing municipal facilities (e.g., Georgina Leisure Pool). This information was combined with industry norms and operating patterns of other multi-use centres to develop the basic assumptions for each component of the new project. The operations of the proposed facility have been divided into independent business units to illustrate the operating and financial implications of the various components.

The following table illustrates the financial performance of the proposed MURC in the first and fifth year of its operations. **Based on the aforementioned assumptions, the facility would produce a first-year operating deficit of about $423,000.** Based upon the operating and pricing assumptions described in previous sections, the Centre's net cost would increase to approximately $432,000 by the fifth-year of operations.

Also of note, a **capital reserve fund** is recommended to address future replacement costs. These funds can also be used annually to ensure that minor adjustments are made to the mechanical, electrical and plumbing systems – as well as the building envelope – to extend the life of the facility. The introduction of a capital reserve fund is standard practice for the Town of Georgina and has been established at a rate of 1% of the building's replacement cost. This will increase the net annual cost by $235,000 per year, resulting in a first-year operating deficit of about $658,000.

Consolidated Operating Cost Profile – South Keswick MURC

	Year 1	*Year 5*
Revenue		
General Administration	$15,000	$16,883
Indoor Aquatic Centre	$460,900	$518,747
Gymnasium/Age-Specific/Multi-use Space	$111,880	$125,922
Total Revenue	$587,780	$661,552
Expenses		
General Administration	$238,136	$257,766
Indoor Aquatic Centre	$638,202	$690,810
Gymnasium/Age-Specific/Multi-use Space	$134,012	$145,058
Total Expenses	$1,010,350	$1,093,635
Subtotal Net Profit (Cost)	**($422,570)**	**($432,083)**
Capital Reserve Fund	$235,000	$235,000
Total Net Profit (Cost)	**($657,570)**	**($667,083)**

To help offset some annual costs, the inclusion of optional/partnered components, such as a fitness centre or retail space will have an opportunity to attract new sources of revenue to the facility, but will also increase the capital construction cost.

The complete analysis of probable operating costs for the proposed MURC can be found in Appendix C.

6.4 Funding Options

Should the scope of the MURC project be larger than the Town's current financial reserves and development charge funds, other sources of funding may be required to cover the full cost of the facility's development. These may include (but not be limited to) grants, debt financing, user fees and capital surcharges, gas tax, partnerships and sponsorships, fundraising and/or other initiatives. Several of these items are discussed in more detail below.

Development Charges

Development charges (DCs) collected from the development community can be applied towards recreation facilities required to meet growth related needs. We understand that the Town expects considerable future development and, therefore, this fund has been growing (and will continue to grow) over time. Although all of the components proposed in the MURC are growth-related and therefore eligible for leveraging Development Charges, it should be noted that DCs cannot be used to fund replacement infrastructure offering the same level of service.

Grants

Within the past decade, many major municipal capital projects have received financial support from senior levels of government. For example, in 2009, the Federal and Provincial governments announced significant one-time grant programs (Build Canada Fund, Economic Stimulus Fund, and Recreation Infrastructure Canada), with portions of this funding being available for parks and recreation. This funding was successfully leveraged by many communities and has resulted in several new and enhanced facilities across the province. Most of these funds have prioritized "shovel-ready" projects in order to act as an economic stimulant, while others have focused on the rehabilitation and improvement of aging infrastructure. Most recently, capital grants have emphasized green technologies, partnerships, and smaller-scale improvements, with additional funding being made available to small and rural communities.

Presently, there are no formal provincial or federal infrastructure programs from which municipalities are able to receive financial assistance to develop new sport and recreation facilities. While it is not currently known when the next significant recreation infrastructure funding program will begin, it is unlikely that another formal capital program is on the short-term horizon. Consequently, for the next several years it is quite probable that municipalities will be required to develop new recreation facilities in the absence of federal or provincial financial assistance. Non-capital grants are currently available for initiatives focused on physical activity through the Ontario Sport and Recreation Communities Fund administered by the Ministry of Tourism, Culture and Sport.

User Fees

User fees for individual drop-in and organized activities represent a significant portion of revenue generation for indoor pools and fitness centres, but less so for multi-use space. User fees are typically established as a way to offset a portion of ongoing operating expenses (full cost recovery is rare in the municipal sector), while a capital surcharge may be introduced to be applied against the cost of borrowing for capital upgrades or improvements.

Partnerships & Sponsorships

Partnerships are discussed in more detail in Section 5.

Fundraising

The capital and ongoing operational costs of constructing a new Multi-use Recreation Centre are substantial, and will inherently place pressures on the municipal budget. Seeking assistance from the community to contribute resources towards the construction and/or operation of the facility can be an effective way to provide services and spaces that are truly desired by residents.

Capital fundraising is most effective when there is a clear purpose and target. The purpose can be best expressed when the schematic design has been completed. Shortly there will be sufficient clarity in the building plans that renderings and realistic concepts can be provided, such that people can see what they will be getting. Also at this stage there is greater certainty about the cost of the facility. The Town should determine what portion of the project costs it can fund and what portion should be contributed by the fundraising campaign (led by a Fundraising Committee). This defines the project objective and the funding target.

Financing

The final funding option – should the aforementioned sources not prove to be sufficient – would be to finance the development; however, this is the most expensive alternative. While the Town may have sufficient borrowing capacity to finance the MURC and other projects, the borrowing capacity can fluctuate on a month-to-month basis depending upon the number and scope of major capital investments undertaken by the municipality in the future.

Other than the capital cost of the project, the two key variables that determine the cost of financing a project are the interest rate and the term of the amortization period over which the project is financed. Interest rates are largely dictated by the prevailing economic conditions and the associated lending rates. Municipalities choose amortization periods based upon their financial capacities to handle capital repayment schedules as well as the nature of the project that is to be financed (e.g., up to 20 years for major recreation centres).

6.5 Implementation Steps (Timing, Roles, Responsibilities)

In the current context, it is suggested that the Town consider planning the delivery of the MURC project through a conventional Design-Bid-Build (DBB) approach. Following this approach, the Town would work with a Prime Consultant to develop a design for the MURC, issue a tender and receive bids to construct the complex, and then contract with a constructor to have the centre built. This approach gives the Town the greatest control of what will be built and provides a product of market quality at a competitive price within a reasonable, standard schedule. While the DBB system does not guarantee a superior product, the environment to achieve this goal is maintained by the participation of the client and the client-retained consultant throughout all phases of the project. This recommendation is based on the assumption that the Town will secure funding for the MURC and that there is no urgent requirement to have construction completed by a specific date.

If the funding context is different, such as if funding requires rapid completion to meet a funding timeline, then a Design-Build (DB) approach would give greater certainty of cost and rapid delivery at the expense of some control over building design. However, the DB method does not offer a strong advocate acting on behalf of the client's interests when the technical drawings and specifications are being produced. Consultants retained by the builder to furnish the "design" part of the design-build are in a conflict situation if they are purporting to act as an agent of the client. They do have responsibility for Building Code issues, but not necessarily for non-code issues of building quality. Prudent clients will retain independent consultants to assist in reviewing these documents as well as to represent the client's interests on-site through periodic construction review to monitor contract compliance and provide estimates of progress for payment certification. When the cost of these additional consulting fees is added to the DB contract cost, the overall project economics are less attractive.

The ordered tasks below are intended to guide the Town of Georgina in the development of the proposed Multi-Use Recreation Centre using a Design-Bid-Build delivery methodology.

1) Acquisition of land – the Town should secure an appropriate parcel of land for the MURC and related facilities, with consideration given to the site criteria identified in Section 5.2
2) Partnership Solicitation (optional) – the Town may issue an Expression of Interest to solicit interest in various forms of partner participation in the MURC; further scoping would be required through a Request for Proposals process, partnership evaluation, and negotiation.

3) Acquisition of consultants – the Town may issue an RFP for a project manager to provide services through the life of the project; the project manager would develop a procurement strategy and lead the procurement of other consultants

4) Functional program – the general recommendations of this study will be further elaborated to define the specific requirements for the facility; typically defined by an architect

5) Schematic design – includes floor plans and elevations and shows the character and materials to be used in the building

6) Allocation of funds – the project budget is assessed to make a determination of how, and when, to proceed; this is an appropriate stage to commence fundraising efforts through the procurement of a professional fundraising firm

7) Construction document preparation – includes design development and the preparation of tender documents, sufficient for preliminary site plan approval; on completion of the tender documents a pre-tender Class B estimate to within 10% of the contract cost can be developed

8) Tendering and award – tender documents are issued and interested general contractors (or pre-qualified bidders) develop submissions and pricing, which are formally evaluated by the Town and its project manager; the lowest priced bid that meets the tender requirements is awarded the contract

9) Construction – the successful bidder will construct the project in accordance with the construction documents, with significant oversight from the Town and its project manager

10) Commissioning – this process ensures that the Town's requirements are incorporated into the design, are built, and are configured to produce the required result (often achieved with the assistance of a Commissioning Agent); move-in follows, which can require considerable advance coordination

Given the magnitude of this proposed project, the Town should ensure that the annual work plans for the Director of Recreation and Culture and Director of Operations and Engineering adequately reflect the time commitment that will be necessary for them to be engaged in the project.

The implementation process for this project is likely to take a minimum of three years given the need to receive final approval, to secure a site and funding, to establish partnership parameters (if applicable), to complete the design and tender process, and to construct the facility. Even this may be aggressive as there are many factors that could delay this project even further (e.g., site securement, fundraising, partner requirements, etc.).

RECOMMENDATIONS:

44. The Town should form a Building Committee to oversee the MURC project. As a first task, the Building Committee should work to confirm the site, proposed space program, and cost estimates for the Multi-use Recreation Centre. The Town may wish to engage a Project Management Consultant to provide services throughout the remaining stages of the development of the MURC.

Appendix A:

Online Survey Results

1. In the past 12 months, which of the following activities have you or anyone in your household participated in? By participation, we mean situations where you or a member of your household actively participate (which does not include attending an event or watching others), either at home or in public. (select all that may apply)	Walking for Leisure	289	87%
	Swimming	261	78%
	Use of Playground Equipment	200	60%
	Aerobics, Fitness or Weight-training	158	47%
	Hockey or Figure Skating	129	39%
	ROC Programs (camps, adventure)	96	29%
	Soccer	92	28%
	Baseball or Softball	90	27%
	Snowboarding / Skiing / Tubing	88	26%
	Arts and Crafts	78	23%
	Stephen Leacock Theatre Programs	73	22%
	Youth Centre Programs	59	18%
	Pioneer Village Programs	49	15%
	Skateboarding	43	13%
	Basketball	40	12%
	Volleyball	38	11%
	Tennis	33	10%
	Club 55 Program (Older Adults)	21	6%
	Other (please specify) - top responses:	67	20%
	- cycling / biking	19	6%
	- boating / kayaking	7	2%
	- rollerblading	5	1%
	- various recreation programs	4	1%
	- tobogganing	4	1%
	- splash pad use	4	1%
	- golf	3	1%
	- kiteboarding	3	1%
	- badminton	3	1%
	- dance	3	1%
	- fishing	3	1%
	- curling	3	1%
	- running	2	1%
	- yoga	2	1%
	Total Respondents	**334**	

		#	%
2. Are you and members of your household able to participate in recreation activities as often as you would like?	Yes	126	37%
	No	212	63%
	Total	**338**	**100%**

		#	%
3. Why are you and members of your household not able to participate in recreation activities as often as you would like? (select up to 2 responses)	Lack of Desired Facilities or Programs	152	72%
	Program not Offered at a Convenient Time	81	38%
	Lack of Personal Time / Too Busy	60	28%
	Lack of Money / Too Expensive	46	22%
	Lack of Information / Unaware of Opportunities	17	8%
	Safety Concerns	17	8%
	Health Problems / Disability / Programs not Accessible	11	5%
	Language / Cultural Barriers	0	0%
	Other (please specify) - top responses:	6	3%
	- Lack of Transportation	5	2%
	- Lack of Child Care	1	0%
	Total Respondents	**211**	

4. Generally, what proportion of your household's recreation needs are met within the Town of Georgina?	All	26	8%
	Most	93	28%
	About Half	93	28%
	Some	111	33%
	None	15	4%
	Total	**338**	**100%**

		#	%
5. What recreation activities do you or members of your household participate in outside of the Town of Georgina? (self-reported; top responses listed)	Swimming	103	30%
	Ice sports	41	12%
	Gymnastics	37	11%
	Walking / hiking	34	10%
	Cycling / biking	25	7%
	Soccer	20	6%
	Baseball	17	5%
	Fitness	12	4%

		#	%
6. Where do you or members of your household choose to participate in recreation activities outside of the Town of Georgina? (select up to 2 responses)	Newmarket	193	73%
	East Gwillimbury	65	25%
	Aurora	40	15%
	Uxbridge	16	6%
	Bradford West Gwillimbury	12	5%
	Innisfil	9	3%
	Brock	4	2%
	Other (please specify) - top responses:	78	30%
	- Toronto	11	4%
	- Markham	9	3%
	- Richmond Hill	8	3%
	- Barrie	6	2%
	- Stouffville	5	2%
	- Orillia	5	2%
	- New Tecumseth	4	2%
	- Muskoka	3	1%
	- various	27	10%
	Total Respondents	**264**	

		#	%
7. Why does your household participate in these activities outside of the Town of Georgina? (select up to 2 responses)	Facility / Program is not available in the Town of Georgina	164	62%
	Quality of Facility / Program is Superior	93	35%
	Facilities / Program not available at the Preferred Time	68	26%
	Less Expensive	32	12%
	Connected' to other Community / Used to Live There	23	9%
	Closer to Other Activities or Shopping	20	8%
	Tournaments / Special Events / Travel Teams	19	7%
	Closer to Work or School	15	6%
	Childcare	2	1%
	Other (please specify) - top responses:	20	8%
	- Facility is closer	10	4%
	- Safety	3	1%
	- Variety	3	1%
	Total Respondents	**266**	

		Oppose/Strongly Oppose		Neither Oppose nor Support		Support/Strongly Support		Total	
		#	%	#	%	#	%	#	%
8. To what degree do you oppose or support the Town spending additional public funding on improving and / or developing the following types of facilities? Please use a scale from 1 to 5, where 1 means "strongly oppose" and 5 means "strongly support".	**Waterfront Parks and Beaches**	6	2%	17	6%	282	92%	**305**	**100%**
	Indoor Swimming Pools	15	5%	22	7%	279	88%	**316**	**100%**
	Youth Centres	15	5%	60	20%	230	75%	**305**	**100%**
	Playgrounds	17	6%	57	19%	222	75%	**296**	**100%**
	Splash Pads (Water Play Features)	22	7%	56	19%	222	74%	**300**	**100%**
	Gymnasiums	21	7%	66	22%	214	71%	**301**	**100%**
	Arenas	51	17%	73	24%	180	59%	**304**	**100%**
	Cultural Facilities	37	13%	99	34%	157	54%	**293**	**100%**
	Club 55 Centres (Older Adult)	24	8%	122	41%	152	51%	**298**	**100%**
	Community Halls	34	11%	125	42%	141	47%	**300**	**100%**
	Ball Diamonds	62	21%	89	30%	141	48%	**292**	**100%**
	Off Leash Dog Parks	58	20%	97	33%	140	47%	**295**	**100%**
	Skateboard Parks	51	17%	113	39%	129	44%	**293**	**100%**
	Soccer Fields	65	22%	103	35%	126	43%	**294**	**100%**
	Tennis Courts	38	13%	131	45%	122	42%	**291**	**100%**
	Basketball Courts	35	12%	132	46%	122	42%	**289**	**100%**
	Beach Volleyball Courts	46	16%	125	43%	120	41%	**291**	**100%**
	Banquet Halls for Rentals and Special Events	53	18%	130	44%	114	38%	**297**	**100%**
	Lawn Bowling Greens	58	20%	159	55%	73	25%	**290**	**100%**
	Other facilities that you support spending on (specify) - top responses:								
	- YMCA / Recreation Centre					12			
	- Trails / Paths					12			
	- Beaches					4			
	- Squash Courts					3			
	- Indoor Walking Track					3			
	- Curling Rinks					3			
	- Outdoor Swimming Pool					3			
	- Indoor Concrete Pad for Activities					2			
	- Kiteboarding Areas					2			

9.	**In the past 12 months, have you or members of your household used an indoor swimming pool on average of once a month or more?**	**Yes**	169	52%
		No	156	48%
		Total	**325**	**100%**

			#	%
10.	**What indoor pool does your household use the most?**	**Georgina Leisure Pool (Sutton)**	106	63%
		Magna Centre (Newmarket)	31	18%
		Ray Twinney Recreation Complex (Newmarket)	10	6%
		Private Pool (residential, hotel)	8	5%
		Aurora Family Leisure Complex	5	3%
		Stronach Aurora Recreation Complex	4	2%
		Innisfil YMCA	3	2%
		Bradford West Gwillimbury Leisure Centre	2	1%
		Total	**169**	**100%**

			#	%
11.	**Do you consider the time it takes to travel to this indoor pool to be reasonable?**	**Yes**	70	41%
		No	99	59%
		Total	**169**	**100%**

			#	%
12.	**Does this indoor pool meet the needs of your household? Please use a scale of 1 to 4, where 1 means "does not meet needs" and 4 means "exceeds needs".**	**Does not meet needs**	15	9%
		Somewhat meets needs	78	46%
		Meets needs	53	31%
		Exceeds needs	23	14%
		Total	**169**	**100%**

		Disagree/Strongly Disagree		Neither Disagree nor Agree		Agree/Strongly Agree		Total	
		#	%	#	%	#	%	#	%
13. Please indicate your level of agreement with the following statements. Use a scale of 1 to 5, where 1 means "strongly disagree" and 5 means "strongly agree"	**The Town should consider developing a Recreation Centre in the Keswick area with components such as an indoor pool, arena, gymnasium, walking track, and / or community rooms**	21	7%	17	5%	279	88%	**317**	**100%**
	As a cost-saving measure, the Town should consider closing community halls that are underutilized and in need of upgrades	58	18%	76	24%	180	57%	**314**	**100%**

14. Please provide any additional comments you may have regarding the Recreation Facility Needs Study in the Town of Georgina. (maximum 100 words)

See Report

		#	%
15. What is your age group?	**10 - 19 years**	3	1%
	20 - 34 years	78	25%
	35 - 54 years	181	57%
	55 - 69 years	46	15%
	70 years and over	8	3%
	Total	**316**	**100%**

		#	%
16. Please indicate the number of people in your household that are within the age groups identified.	**Under 10 years**	274	25%
	10 - 19 years	153	14%
	20 - 34 years	199	18%
	35 - 54 years	358	32%
	55 - 69 years	98	9%
	More than 70 years	26	2%
	Total	**1,108**	**100%**

		#	%
17. Please indicate what your household income was in 2012 before taxes.	**Under $40,000**	23	7%
	Between $40,000 - $79,999	64	21%
	Between $80,000 - $119,999	86	28%
	$120,000 or more	73	24%
	Don't Know / Prefer Not to Disclose	64	21%
	Total	**310**	**100%**

		#	%
18. Are you a resident (permanent or seasonal) of the Town of Georgina?	**Yes**	318	99%
	No	4	1%
	Total	**322**	**100%**

		#	%
19. You indicated that you are a resident of the Town of Georgina. Please indicate whether you are a permanent or seasonal resident.	**Permanent**	312	98%
	Seasonal	5	2%
	Total	**317**	**100%**

		#	%
20. You indicated that you were a resident of the Town, please indicate which of the following you live in or closest to.	**Keswick**	247	78%
	Sutton	25	8%
	Jackson's Point	14	4%
	Pefferlaw	9	3%
	Udora	7	2%
	Willow Beach	6	2%
	Baldwin	3	1%
	Virginia	3	1%
	Belhaven	2	1%
	Port Bolster	1	0%
	Total	**317**	**100%**

		#
21. You indicated that you are not a resident of the Town of Georgina. In what municipality do you reside?	Ramara	1
	Markham	1
	Newmarket	1
	York Region	1

Appendix B:

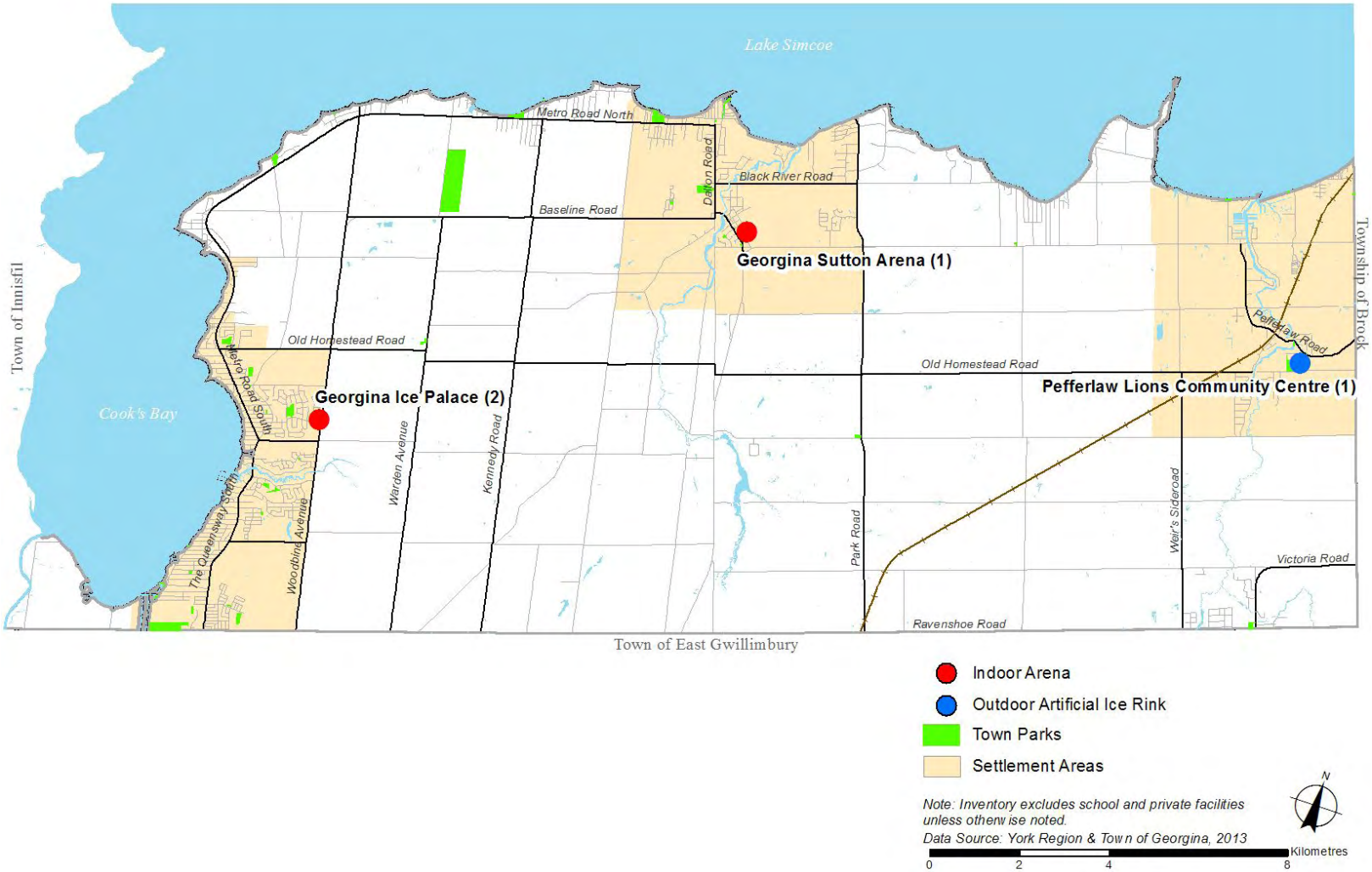
Park and Facility Mapping

Town of Georgina

Recreation Facility Needs Study

Arena / Ice Pads

Monteith+Brown planning consultants

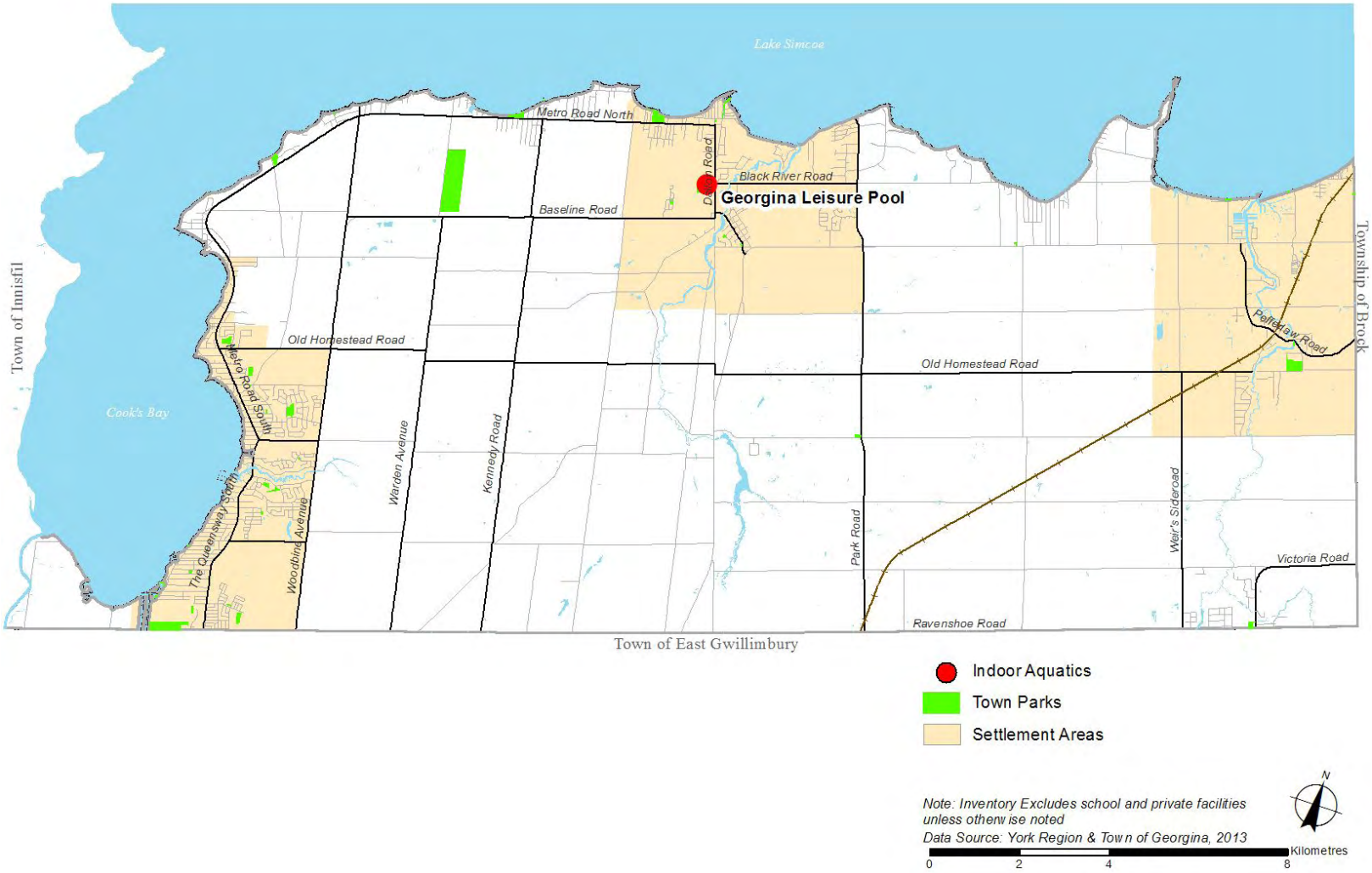


Town of Georgina

Recreation Facility Needs Study

Indoor Aquatics

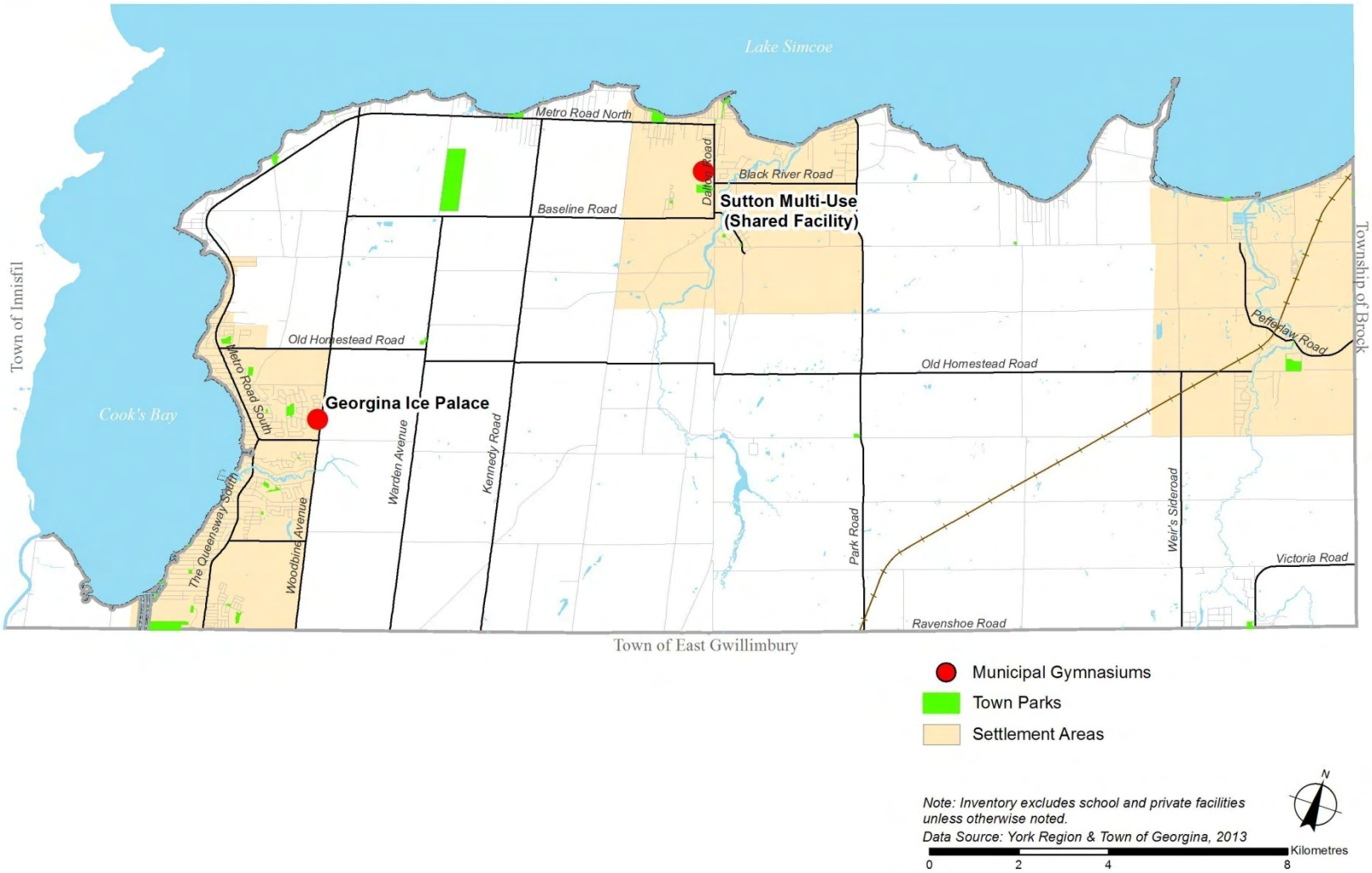
Monteith+Brown planning consultants



Town of Georgina

Recreation Facility Needs Study

Municipal Gymnasiums

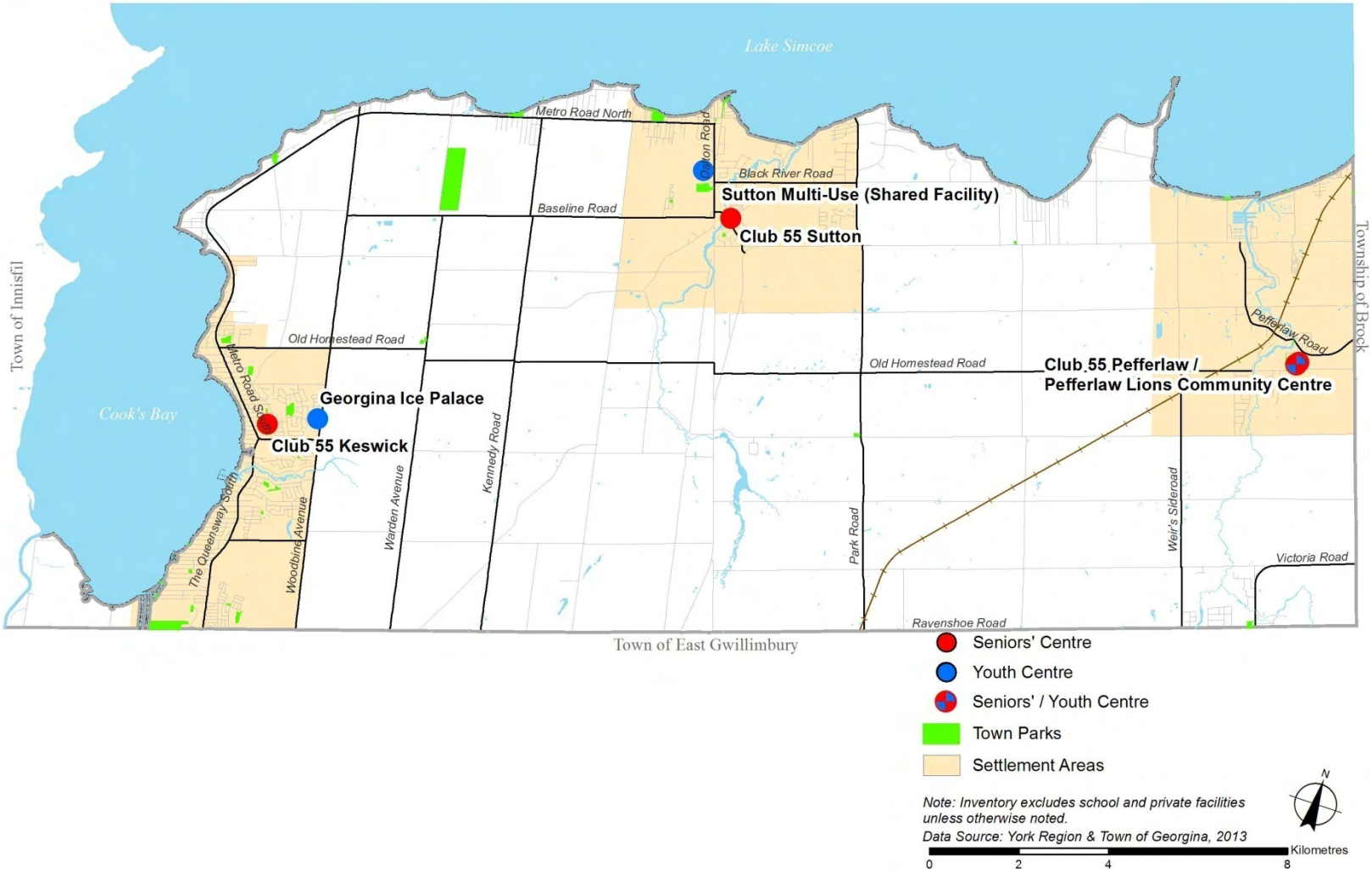


Town of Georgina

Recreation Facility Needs Study

Seniors' & Youth Centres

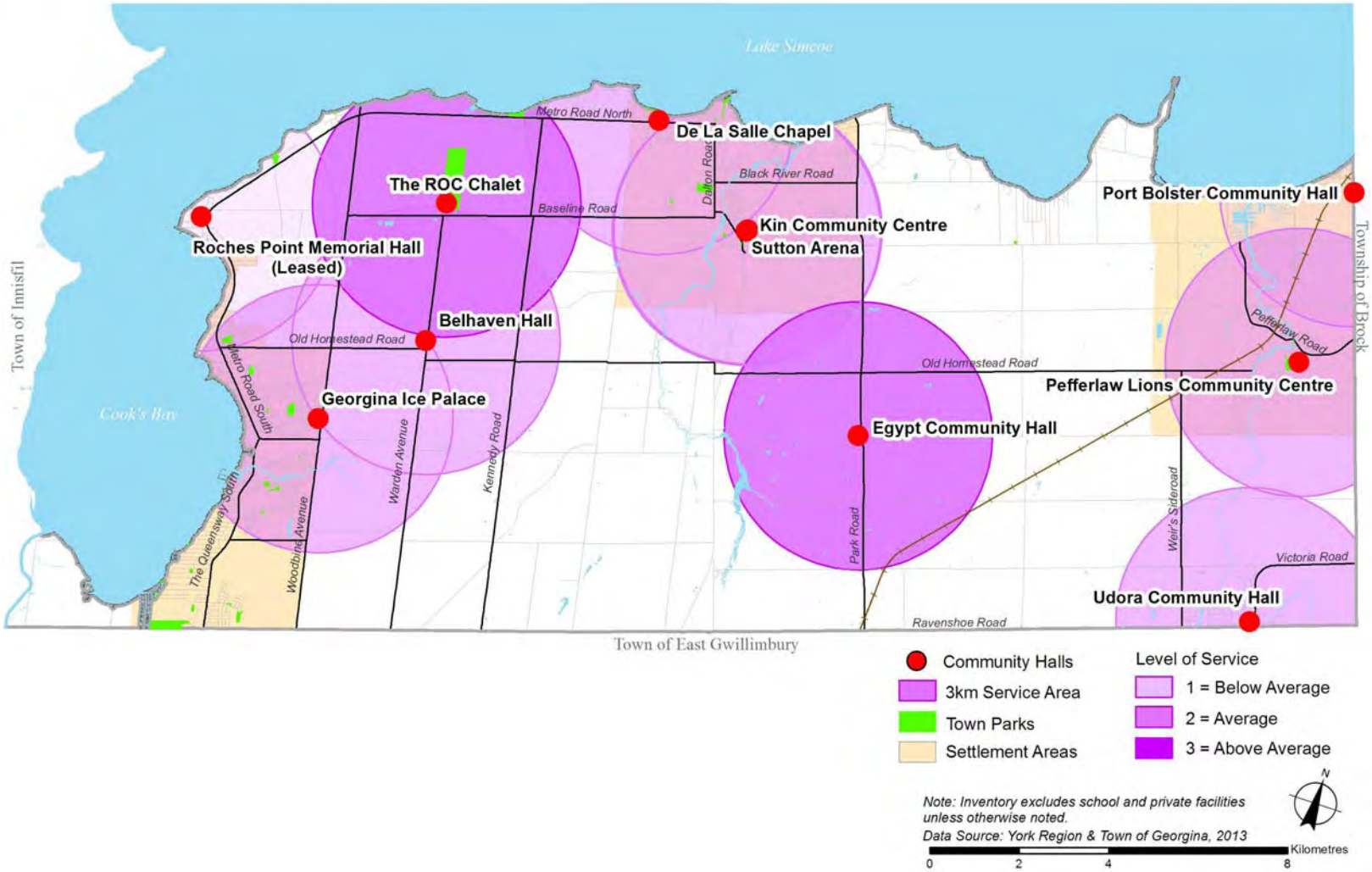
Monteith+Brown planning consultants



Town of Georgina

Recreation Facility Needs Study

Community Halls

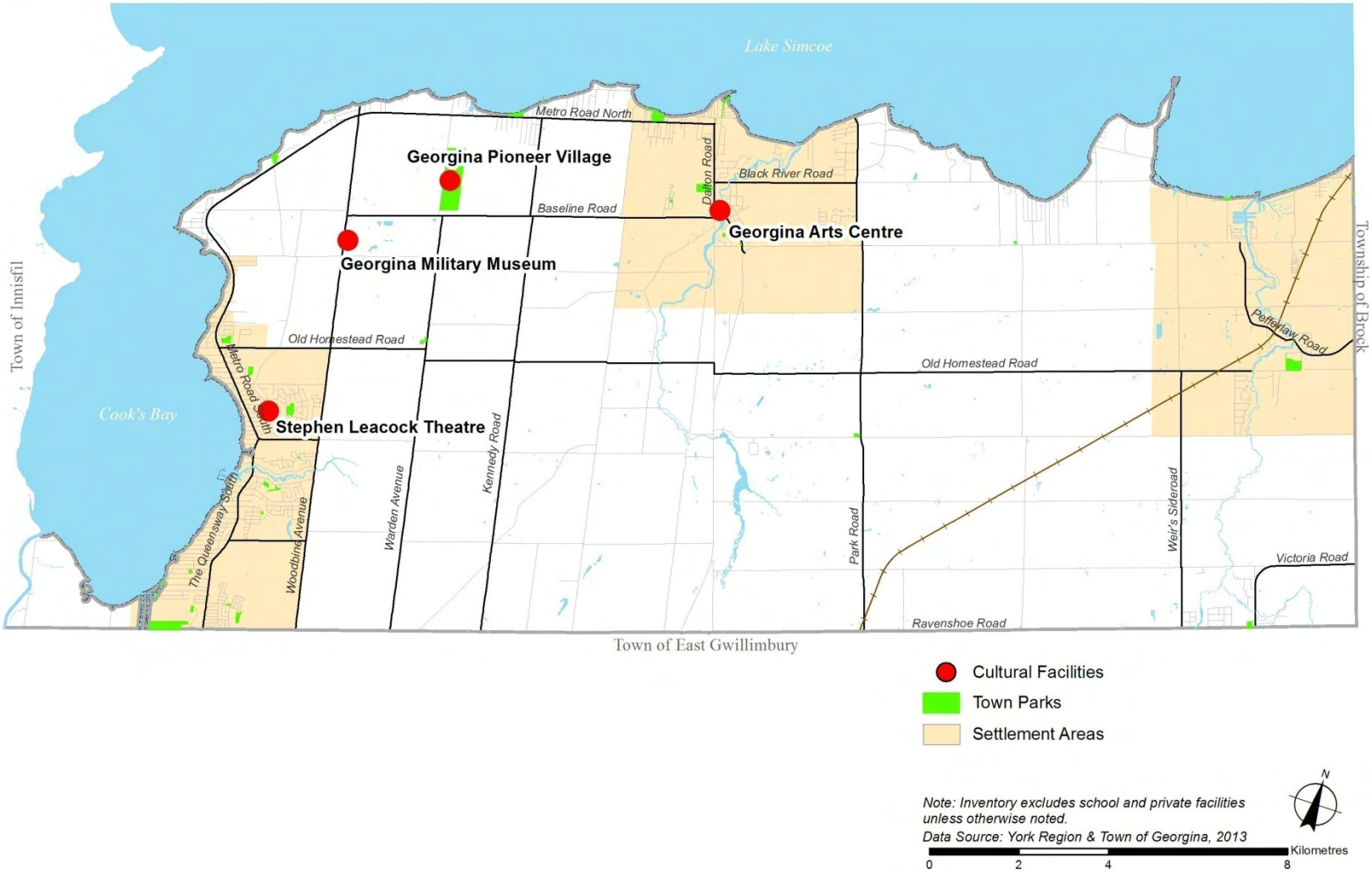


Town of Georgina

Recreation Facility Needs Study

Cultural Facilities

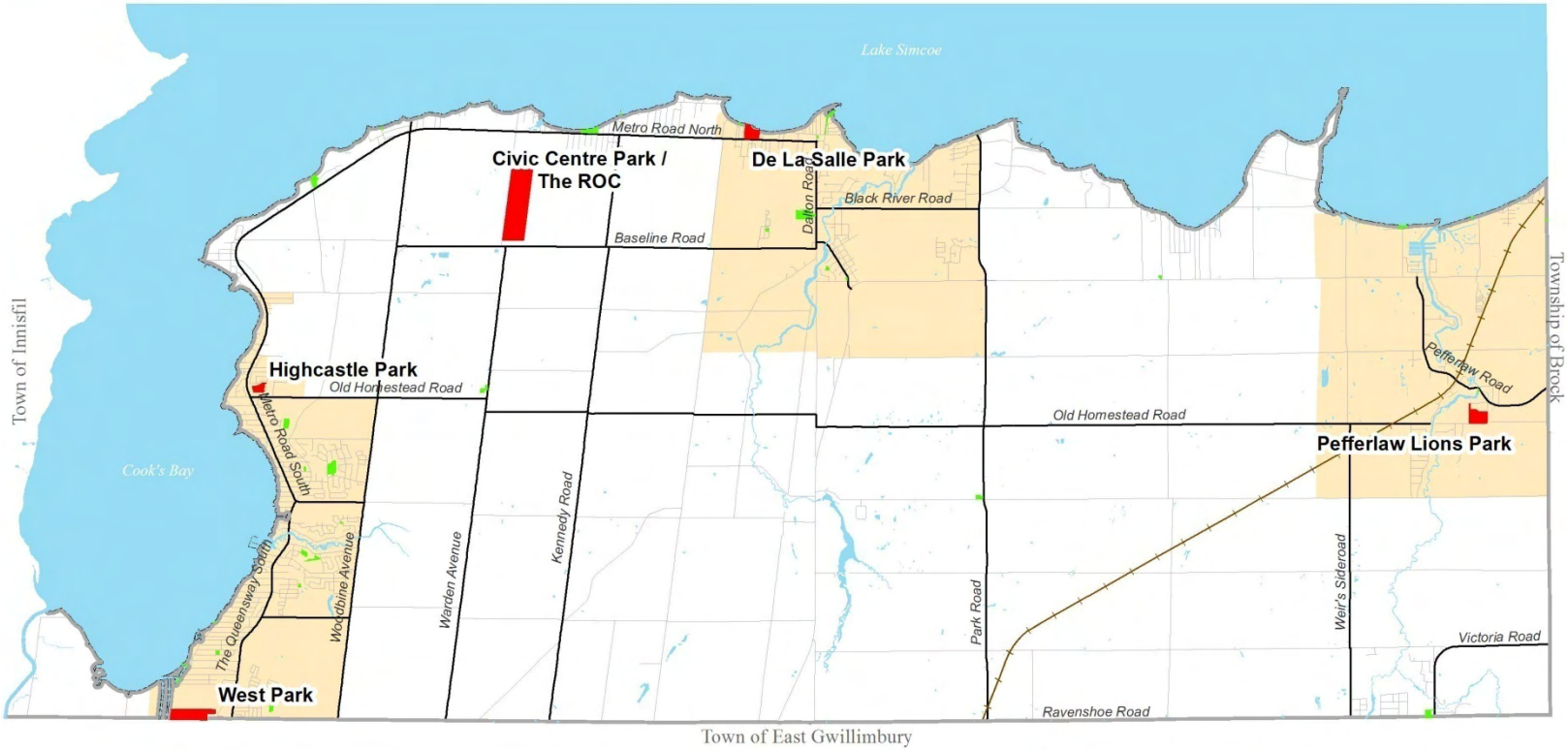
Monteith+Brown planning consultants



Town of Georgina

Recreation Facility Needs Study

Municipal Soccer Fields



Full Soccer Field
Civic Centre Park/The ROC (4 Unlit, 1 Lit, 1 Lit-Artificial)
De La Salle Park
Pefferlaw Lions Park
West Park

Intermediate Soccer Field
Civic Centre Park/The ROC (4 Unlit)
De La Salle Park (4 Unlit)
Highcastle Park (2 Unlit)
Pefferlaw Lions Park (2 Unlit)
West Park (2 Unlit)

Municipal Soccer Fields
Town Parks
Settlement Areas

Note: Inventory excludes school and private facilities unless otherwise noted.
Data Source: York Region & Town of Georgina, 2013

N

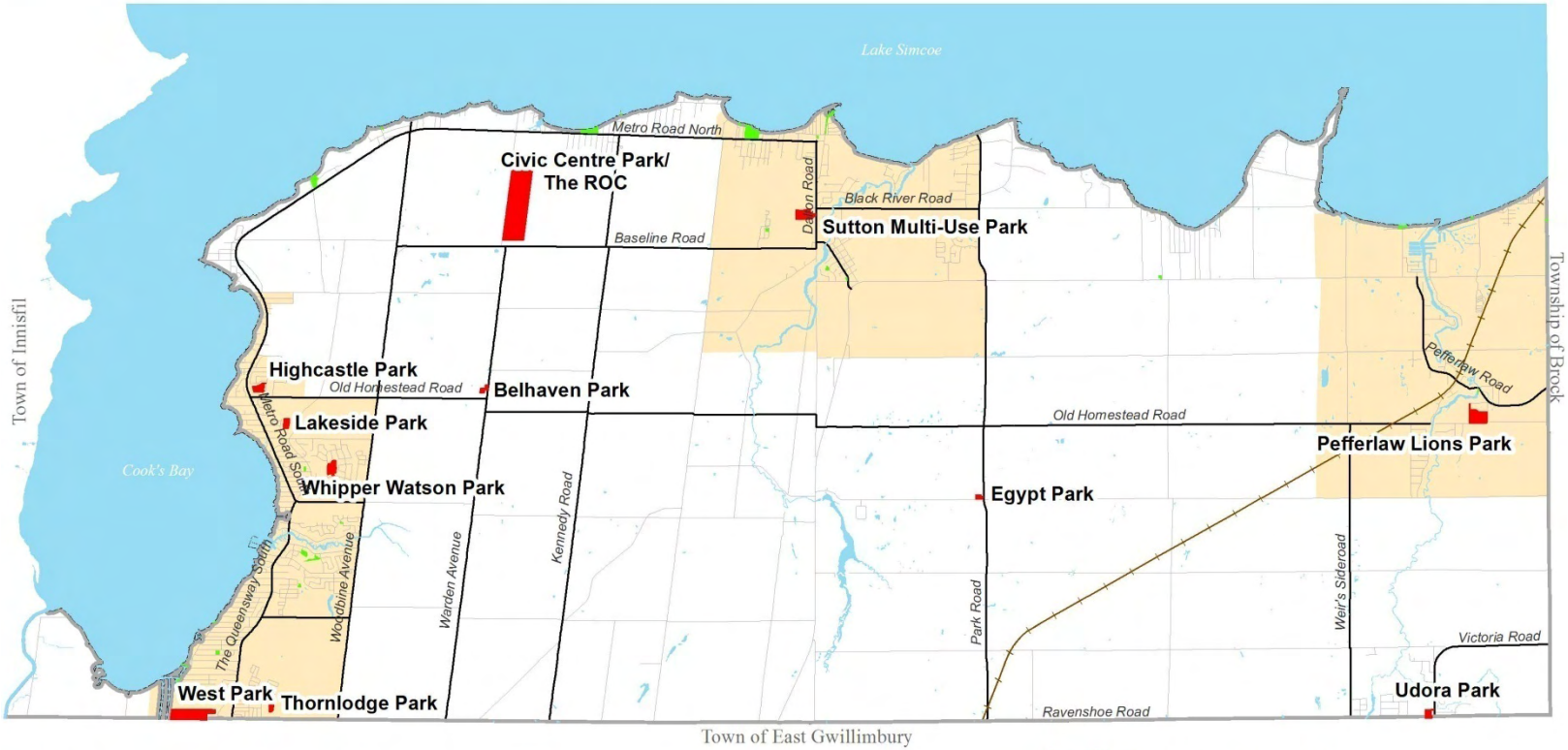
0 2 4 8 Kilometres

Town of Georgina

Recreation Facility Needs Study

Municipal Ball Diamonds

Monteith+Brown planning consultants



Hardball
Civic Centre Park/The ROC (1 Lit)

Softball
Belhaven Park (1 Unlit)
Civic Centre Park/The ROC (2 Lit, 1 Unlit)
Highcastle Park (1 Unlit)
Lakeside Park (1 Unlit)
Pefferlaw Lions Park (1 Lit)
Sutton Multi-Use Park (1 Lit)
Thornlodge Park (1 Unlit)
Udora Park (1 Lit)
West Park (2 Lit, 2 Unlit)

Scrub / T-Ball
Civic Centre Park/The ROC (2)
Egypt Park (1)
Whipper Watson Park (1)

Municipal Ball Diamonds
Town Parks
Settlement Areas

Note: Inventory excludes school and private facilities unless otherwise noted.
Data Source: York Region & Town of Georgina, 2013

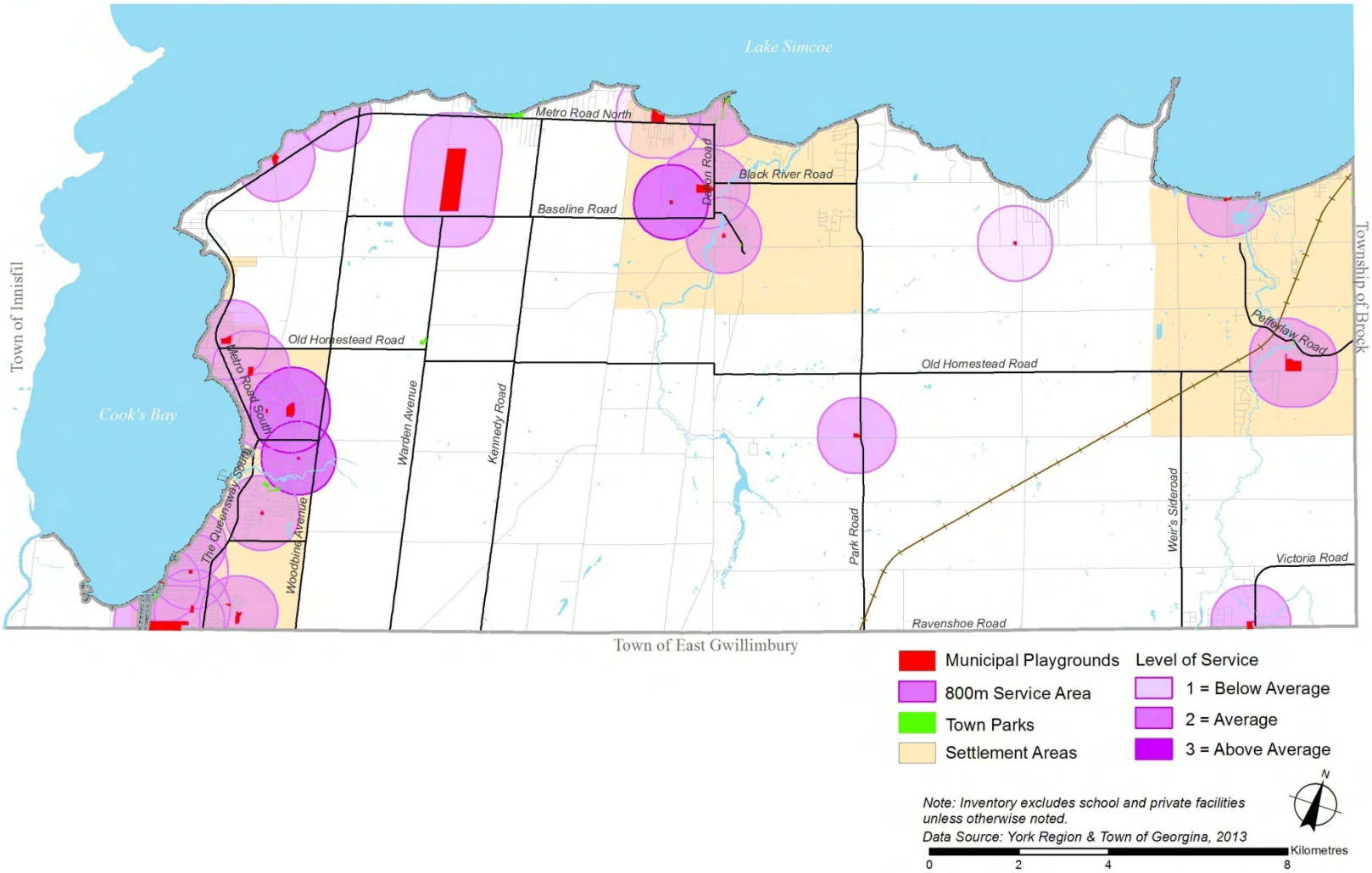
N

0 2 4 8 Kilometres

Town of Georgina

Recreation Facility Needs Study

Municipal Playgrounds

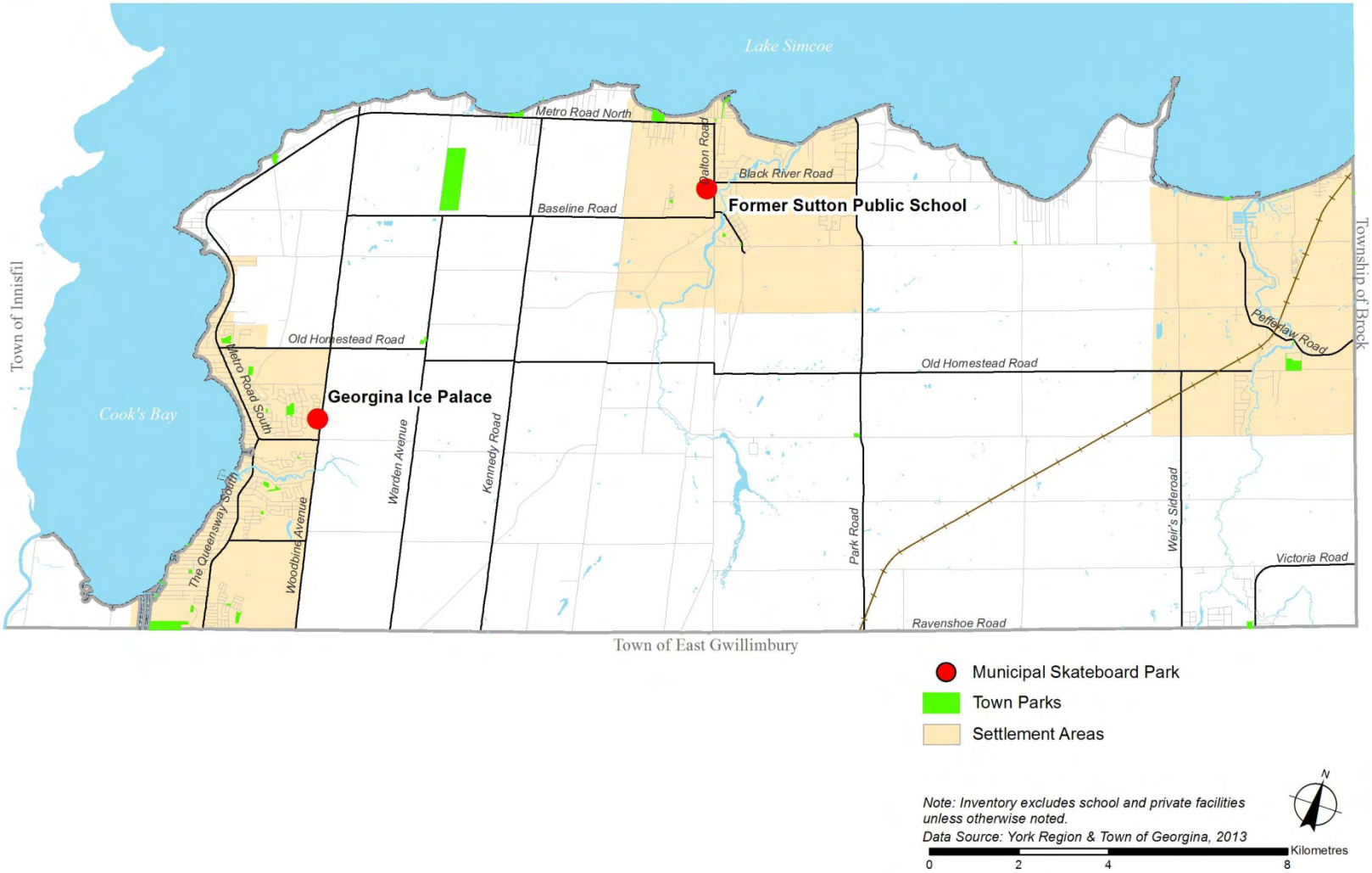


Town of Georgina

Recreation Facility Needs Study

Municipal Skateboard Parks

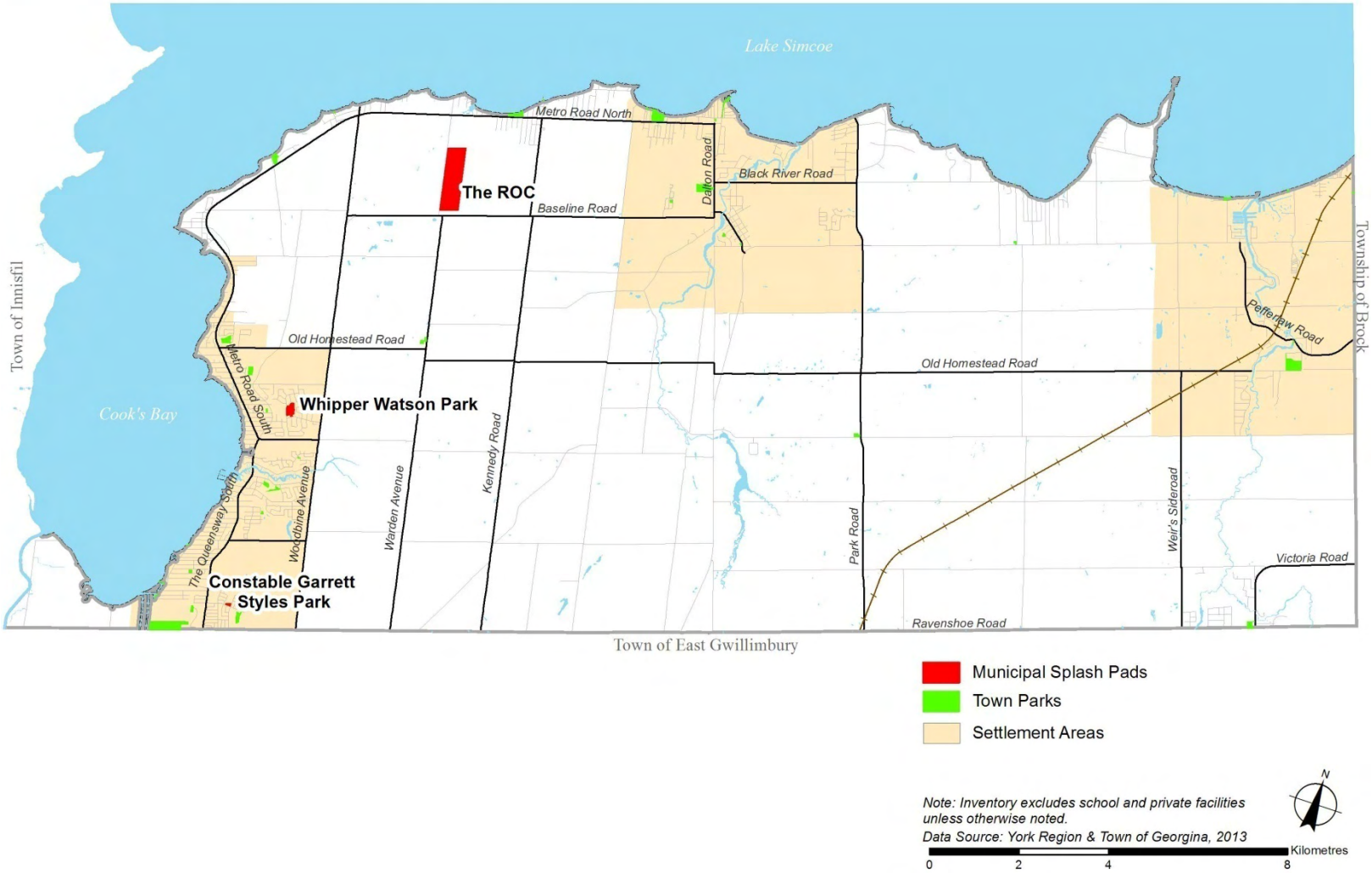
Monteith+Brown planning consultants



Town of Georgina

Recreation Facility Needs Study

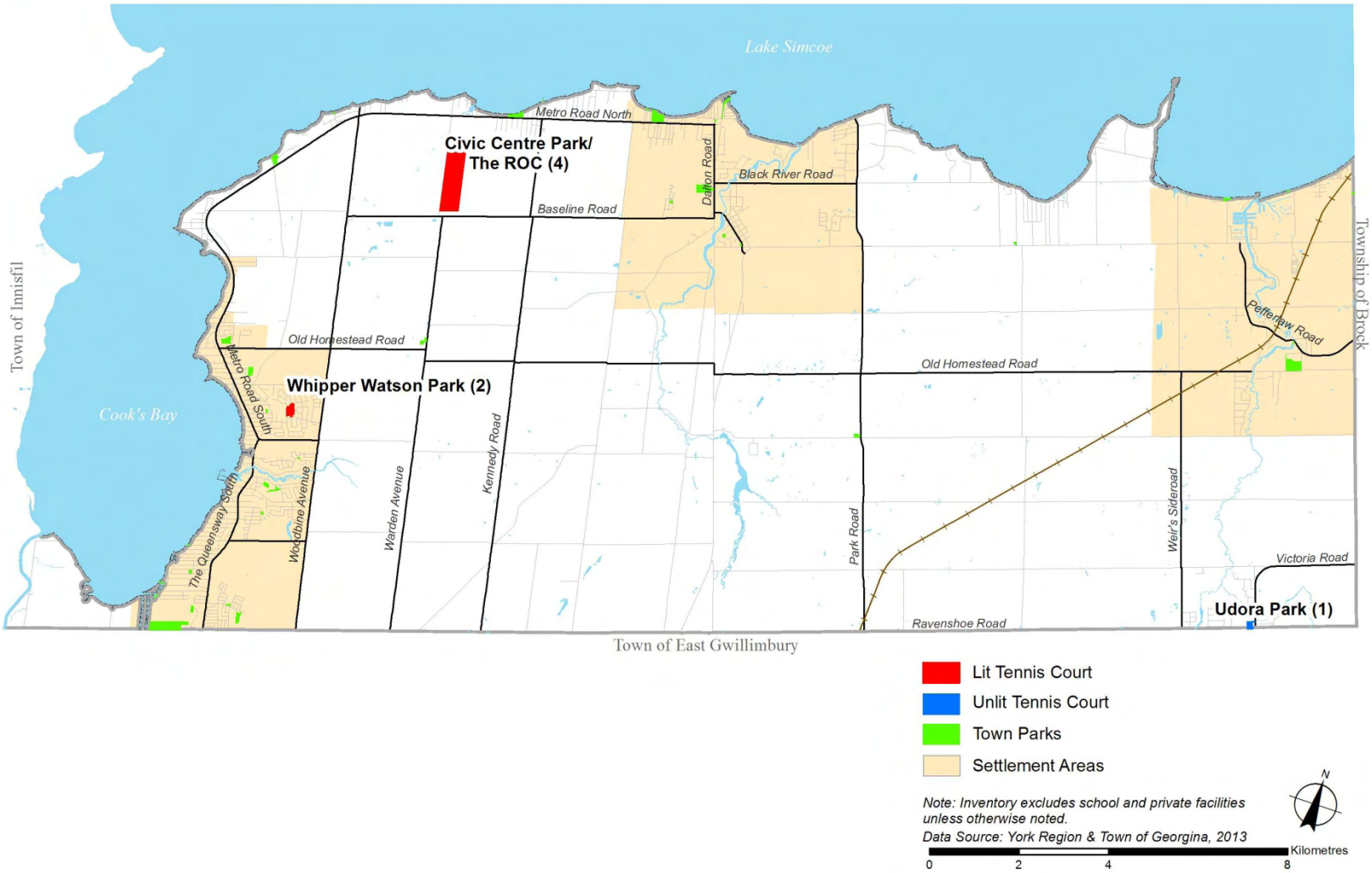
Municipal Splash Pads



Town of Georgina

Recreation Facility Needs Study

Municipal Tennis Courts



Appendix C:

MURC Business Plan – Probable Operating Costs

Methodology

The assumptions employed for this business analysis are based upon an initial examination of the operating and financial performance of existing municipal facilities (e.g., Georgina Leisure Pool) as these facilities are representative of the Town's current operational approach. Revenue and cost data, facility use profiles, allocation approaches, rates and fees, staffing profiles, etc. were also extrapolated from the existing facilities. This information was combined with industry norms and operating patterns of other multi-use centres to develop the basic assumptions for each component of the new project.

The operations of the proposed development have been divided into independent business units to illustrate the operating and financial implications of the various components. Each unit would have specific and identifiable functions and would involve staff dedicated to each of the particular service environments. The following sections provide details and financial implications of each of these business units. In order to provide a five year financial projection, revenues have been escalated 3% per year and expenses have been increased by 2% per year to account for inflation (in accordance with typical municipal pricing philosophies).

Operating costs of outdoor sports fields and related amenities have not been identified through this analysis as the location of these facilities has not yet been determined.

Core Components

The business units that encapsulate the recommended core components of the proposed MURC would include:

- *General Administration*: Includes the team of staff that manages and administers the operations of the new centre as well as costs associated with their administration functions (i.e., supplies, telephone, repairs and maintenance of common areas, etc.). This business unit also includes the building maintenance costs associated with the branch library (all utility, staffing, supplies, and operating costs associated with the library are the responsibility of the Georgina Public Library).
- *Indoor Aquatic Centre*: Includes revenue and operating costs for a multi-tank community indoor aquatic complex.
- *Gymnasium, Age-Specific Space & Multi-Purpose Rooms*: Includes revenue and operating costs associated with programs and rentals located in the gymnasium, youth lounge, seniors lounge, multi-use/meeting rooms, and activity studio.

General Administration

Members of the General Administration team would include a Facility Supervisor and part-time receptionists and facility attendants. This team would be responsible for the operation of the entire complex (in cooperation with the staff associated with the other business units). To maintain a cost-efficient approach to operations, many members of the team would combine their administrative duties with operating functions on either a scheduled or an as-needed basis.

The General Administration business unit would absorb the operating costs associated with the lobby and reception area, washrooms, facility offices, reception and circulation space that are common to all facility users. The only revenue production by this business unit relates to advertising.

The following assumptions have been employed in determining the annual cost implications of the General Administration unit:

- The MURC would be staffed by a full-time Facility Supervisor. It is assumed that an existing Facility Operator employed by the Town would be deployed to this facility as required. Facility attendants (1 FTE) would assist with room set-up, tear-down, and general maintenance. The reception desk of the MURC would be staffed for up to 90 hours per week.
- Total indoor build space for which this business unit would be responsible is 12,400 square feet, which includes the lobby, public circulation, offices, and mechanical areas.
- Utilities are estimated at $3.25 per square foot. This is estimated based on similar spaces in the Town; the utility rate may also be affected by the energy-efficiency of the installed systems.
- The operations (e.g., office supplies, communications, travel, contract and custodial services, insurance, etc.) and maintenance cost of the common areas is estimated at $1.50 per square foot annually. Insurance is a significant portion of the overall operational costs and can vary based on local experience and insurance carrier.
- It is assumed that all staffing, utilities, and operations costs associated with the library space will be addressed through the library budget and are not included in this analysis.
- The only revenue production by this business unit is advertising revenue, for which a modest contribution has been assumed. If the Town were to lease out office or other space to tenants, the revenues would be associated with this unit.

The following table provides the first and fifth year financial projection for the General Administration unit based upon the preceding assumptions.

General Administration	***Year 1***	***Year 5***
Revenue		
Advertising	$15,000	$16,883
Total Revenue	$15,000	$16,883
Expenses		
Labour and Benefits	$179,236	$194,011
Utilities	$40,300	$43,622
Operations & Maintenance	$18,600	$20,133
Total Expenses	$238,136	$257,766
Net Profit (Cost)	**($223,136)**	**($240,883)**

The General Administration business unit would result in a net cost of approximately 223,000 in the first year of operation, growing to $241,000 in the fifth year of operation.

Indoor Aquatic Centre

The recommended MURC aquatic centre is a multi-tank lane-leisure concept that will appeal to a broad target audience. Consequently, it is anticipated that the pool would be utilized for a combination of instructional, lane swimming, recreational swimming, competitive swimming, and family swims.

It is recommended that the proposed MURC, including the indoor aquatic centre, be operated by the Town. As such, it is important to understand the operating position of the Georgina Leisure Pool as it relates to both demand (e.g., rentals, lessons, etc.) and supply (e.g., staffing costs, general operating costs, etc.). It should be noted that this facility is operated through a unique agreement with the school boards, a circumstance that is likely to be different from the proposed MURC. The following observations have been made regarding the Georgina Leisure Pool:

- Between 2010 and 2012, the Georgina Leisure Pool generated an average of $338,000 in gross operating income, with aquatic lesson fees producing the majority (68%) of the facility's total revenue, followed by recreational swimming fees (23%), pool rentals (7%), and miscellaneous revenues (2%).
- At 75% of the total facility expenditures, labour is by far the most significant expense item associated with the operating of the Georgina Leisure Pool. General operations (including maintenance, contracted services, and miscellaneous expenses) represent about 14% of total expenses, while utilities account for an average of 8% of expenses, and supplies (3%) consume the balance of the facility budget. In addition the Town has instituted a capital reserve for future expenditures that is applied annual to the operating budget; this reserve varies by facility, but is set at $60,000 for the Georgina Leisure Pool.
- Between 2010 and 2012, the Georgina Leisure Pool's cost recovery ratio ranged between 29% and 43%. On average, the Pool generates approximately $1 for every $2.70 spent to operate the facility; this amount excludes the capital reserve but includes the costs associated with the shared use agreement.

The current operating performance of the Georgina Leisure Pool has been used as the basis for estimating revenue and costs associated with the aquatics business unit. Where necessary, certain estimate assumptions have been "normalized" based on industry standards or site specific related considerations (e.g., the shared use arrangement has been properly accounted for).

The following assumptions have been employed to project the financial performance of the new aquatic centre:

- The primary market for the indoor aquatics centre is assumed to be approximately 30,000 residents in the Keswick area. The secondary market includes approximately 15,000 residents living in the surrounding areas, including non-municipal residents to the south.
- Approximately 40% of the children and youth population (ages 0-14) in the primary and secondary market areas would annually register for swimming lessons, similar to existing usage

levels. Lesson revenue is based on an average registrant fee of $85 per session which is a blended rate of the various lesson fees charged for different types of aquatic instruction.

- Annual recreational swim attendance would be the equivalent of 1.2 pool visits per population in the primary market area and of 0.6 pool visits per population in the secondary market area. This represents an annual recreational swim attendance of 45,000 persons.
- Recreational swim and aquafit revenue estimates are based on generating an average of $3.50 per pool visit. While this revenue level may be less than daily admission fee to the pool, patrons may gain access to the pool through passes or other discounts, resulting in an overall reduction in actual revenue generated per pool visitor.
- Pool rental fees are based on an average hourly charge of $100 per tank. This is based on a blended rate between private and birthday party rentals, which tend to charge a higher rate, and affiliated youth organizations (e.g., swim team) that tend to charge a lower rate. Rentals are expected to grow over time with the assumption that a local aquatics club will be formed.
- The pool would be the responsibility of a full-time Aquatic Supervisor and Aquatic Programmer who together would work with a staff complement of part-time personnel. Reception and maintenance staffing costs are incurred by the General Administration business unit.
- Part-time labour costs are based upon the appropriate guard coverage during all hours of operation (7.0 FTEs) and the number of instructors that are necessary to conduct the lesson programs (2.0 FTEs).
- Labour costs include a staff benefit allowance of 30% (full-time) and 14% (part-time).
- Utility costs are based upon $7.50 per square foot. Supplies, maintenance, and miscellaneous operating costs are based upon $4.50 per square foot.
- The aquatic centre would be approximately 18,670 square feet, including pool tanks, deck space, change rooms, viewing area, control desk, and storage (but excluding HVAC).

The following table provides the first and fifth year financial projection of the indoor aquatic centre based upon the preceding assumptions.

Indoor Aquatic Centre	***Year 1***	***Year 5***
Revenue		
Lessons	$275,400	$309,965
Recreational Swims	$157,500	$177,268
Pool rentals	$28,000	$31,514
Total Revenue	$460,900	$518,747
Expenses		
Labour and Benefits	$414,162	$448,302
Utilities	$140,025	$151,568
Maintenance, Operations & Supplies	$84,015	$90,941
Total Expenses	$638,202	$690,810
Net Profit (Cost)	**($177,302)**	**($172,063)**

Based on the preceding assumptions, the Indoor Aquatic Centre would result in a net cost of approximately $177,000 in the first year of operation, declining to $172,000 in the fifth year of operation.

Gymnasium, Age-Specific Space & Multi-use Rooms

The proposed MURC would contain a number of program spaces that can be used for various activities, such as sports (e.g., basketball, volleyball, etc.), fitness (e.g., zumba, yoga, aerobics, tai chi, etc.), instruction classes (e.g., dance, martial arts, etc.), creative activities (e.g., visual arts, pre-school crafts, etc.), day camps, community events (e.g., holiday celebrations, dinners, etc.), and meetings. Several spaces, each with different sizes, will provide the Town with the flexibility needed to accommodate a wide range of activities.

This business unit is focused largely on space rentals, but does have labour expenses related to the youth lounge (part-time Recreation Facilitator); the remaining facility management staff are contained under the General Administration business unit. It is anticipated that the Town will be a primary user of the gymnasium and multi-use rooms, which will be used to deliver programs at or near cost recovery levels, meaning that the direct cost for running a program (e.g., instructor and supplies) would be fully recovered through the program fee. As such, the primary expenses associated with this business unit relate to facility operations, maintenance, and utilities.

The following assumptions have been employed in the projections for the multi-use spaces in the complex:

General notes – all spaces

- Each space would generally be available for rentals and program activity year round, but for the purposes of the projections (and to recognize periods of maintenance, program transition, etc.), a 48-week operating season has been employed.
- Community programming will be consistent with current municipal practices. These activities would attempt to operate at a direct cost recovery level and are, therefore, not included in the financial analysis.
- Compensation for the facility attendants and receptionists has been included in General Administration business unit.
- Operating costs including utilities, cleaning, supplies and maintenance have been projected at $2.00 per square foot, similar to existing municipal multi-use spaces. Utility costs have been projected at $3.25 per square foot, similar to existing municipal multi-use spaces.

Gymnasium

- The double gymnasium would be approximately 12,660 square feet and be designed to accommodate a variety of group and individual activities including sports, shows, programs, camps, social events, etc. This floor area includes a dividing wall or curtain, as well as storage.
- The full gymnasium would be rented an average of 12 hours per week (excluding municipal use) and would generate an average of $90 per hour. There would be approximately 20 licensed events per year at an average of $410 per event.
- Elevated above the perimeter of the gymnasium would be an indoor walking/running track. There are only nominal costs associated with this space as it is within the gymnasium envelope. It is anticipated that there will be no direct revenues generated from the running track, although it may be rented out from time to time depending on demand.

Activity Studio

- The activity centre would be 1,800 square feet with a resilient sport floor surface to accommodate aerobics, dance, and similar activities.
- The activity studio would produce an average of $40 per hour for rentals and would be utilized 12 hours per week for general rentals (excluding municipal use).

Multi-use/Meeting Rooms

- There will be two multi-use/meeting rooms of different sizes (one room would be divisible into two spaces) that would provide a total of 3,860 square feet (including storage) to accommodate community, municipal, and library activities, programs, and meetings.
- The multi-use room would produce an average of $30 per hour for rentals and would be utilized a total of 16 hours per week for general rentals (excluding municipal use).
- The meeting room would produce an average of $20 per hour for rentals and would be utilized a total of 6 hours per week for general rentals (excluding municipal use).

Youth Lounge

- The youth lounge would be 2,235 square feet (including storage) and would be available for casual drop-in activities for youth club members and guests. Most registered programming would occur in other spaces within the MURC.
- The youth lounge would be staffed by a part-time Recreation Facilitator (approximately 15 hours per week) and would not have any direct rental revenue.

Seniors Lounge

- The seniors lounge would be 2,235 square feet (including storage) and would be available for casual drop-in activities for Club 55 members and guests. Most registered programming would occur in other spaces within the MURC.
- The seniors lounge would be staffed by existing Town personnel and volunteers and would not have any direct rental revenue.

The following table provides the first and fifth year financial projections of the gymnasium, age-specific space, and multi-use space business unit.

Gymnasium, Age-specific, & Multi-use Rooms	***Year 1***	***Year 5***
Revenue		
Gym/Room Rentals	$111,880	$125,922
Total Revenue	$111,880	$125,922
Expenses		
Labour and Benefits	$14,364	$15,548
Utilities	$74,068	$80,173
Maintenance, Operations & Supplies	$45,580	$49,337
Total Expenses	$134,012	$145,058
Net Profit (Cost)	**($22,132)**	**($19,136)**

The gymnasium, age-specific space, and multi-use rooms business unit would result in a net cost of approximately $22,000 in the first year of operation, declining to $19,000 in the fifth year of operation.

Consolidated Financial Projections – Core Components of MURC

This section identifies the consolidated financial implications of the core components of the proposed MURC, exclusive of debt financing and capital replacement. It bears reiterating that the Town's decisions regarding pricing, programs, and allocation could either positively or negatively influence the facility's operating performance. A number of factors could change between now and when the new complex would begin operations. Therefore, it is recommended that in preparing the budget for the expanded facility, staff re-examine and adjust as necessary the business and operating assumptions that underpin the financial projections presented herein.

The following table illustrates the financial performance of the proposed MURC in the first and fifth year of its operations. **Based on the aforementioned assumptions, the facility would produce a first-year operating deficit of about $423,000.** Based upon the operating and pricing assumptions described in previous sections, the Centre's net cost would increase to approximately $432,000 by the fifth-year of operations.

Also of note, a **capital reserve fund** is recommended to address future replacement costs. These funds can also be used annually to ensure that minor adjustments are made to the mechanical, electrical and plumbing systems – as well as the building envelope – to extend the life of the facility. The introduction of a capital reserve fund is standard practice for the Town of Georgina and has been established at a rate of 1% of the building's replacement cost. This will increase the net annual cost by $235,000 per year, resulting in a first-year operating deficit of about $658,000.

Consolidated Operating Cost Profile – South Keswick MURC

	Year 1	***Year 5***
Revenue		
General Administration	$15,000	$16,883
Indoor Aquatic Centre	$460,900	$518,747
Gymnasium/Age-Specific/Multi-use Space	$111,880	$125,922
Total Revenue	$587,780	$661,552
Expenses		
General Administration	$238,136	$257,766
Indoor Aquatic Centre	$638,202	$690,810
Gymnasium/Age-Specific/Multi-use Space	$134,012	$145,058
Total Expenses	$1,010,350	$1,093,635
Subtotal Net Profit (Cost)	**($422,570)**	**($432,083)**
Capital Reserve Fund	$235,000	$235,000
Total Net Profit (Cost)	**($657,570)**	**($667,083)**