



March 31, 2010

Shawn Binns, Director
Recreation and Community Services Department
Township of Oro-Medonte
148 Line 7 South
Box 100, Oro LOL 2X0

Dear Mr. Binns:

The RETHINK GROUP is pleased to submit this Draft Report of the **Strategic Facility Plan** for the Township of Oro-Medonte. The Strategy researched and evaluated most types of leisure facilities and offers recommendations that are aligned to broad time frames, looking out twenty years.

This comprehensive township-wide Strategy should act as the guiding framework for decision-making. It builds upon and integrates the individual provision strategies that have been developed for each type of facility. Key elements and themes include: measures to reduce deficiencies; consolidation and clustering of some facilities to improve efficiency and effectiveness; establishing the three-tiered hierarchy of parks and facilities (local, community and township-wide/regional) as the basis of service delivery; encouraging partnerships and strategic alliances with other public entities, and the non-profit and commercial sectors; and gradually and steadily increasing the direct and indirect role of the Municipality in the provision of leisure services - including an increased emphasis on leisure interests that are growing in popularity. Fundamental to the Strategic Facility Plan are the *Planning and Provision Principles*, which provide the philosophical foundation and key policy direction. The principles also provide a 'touch stone' to help evaluate decisions under consideration, as well as some of the tools to help refine the Strategy over time.

Integral to the Strategic Facility Plan is the detailed feasibility study for the proposed new arena complex and the outdoor facilities recommended for the Guthrie site. Although Chapter Six has been dedicated to the feasibility study, the associated recommendations have been integrated throughout the entire report.

The Strategy is based on certain assumptions about growth and development, as well as trends in leisure demand that will have to be regularly monitored. If conditions change, unexpected opportunities arise and/or development proceeds differently than anticipated, the Strategy will need to be adjusted in response. For that reason, *flexibility* is a cornerstone of the Strategy.

It was a pleasure to work with Township Council, municipal staff and the citizens of Oro-Medonte Township to help shape the best possible leisure services system for your community.

Respectfully submitted,
The RETHINK GROUP

Robert Lockhart

Robert Lockhart, Partner

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Summary of Recommendations

Township-wide Provision Strategy

The Township-wide leisure facilities strategy establishes the foundation, philosophy and broad direction for the facility-specific and other recommendations contained in the Strategic Facility Plan. Fundamental to the Township-wide and facility-specific strategies are Planning and Provision Principles (see below and Section 4.3). The township-wide strategy integrates all of the strategies for each individual type of facility (Chapter Four), and any recommendations regarding the Leisure Delivery System (Chapter Three).

Planning and Provision Principles

The recommendations are founded on a number of *principles* that are intended to provide the guiding philosophy for planning and decision making for now and into the future. Some of the principles are based on the **personal, social, economic and environmental benefits of parks, recreation, culture and the arts**. Others reflect **contemporary planning principles** for the provision of leisure facilities and related programs, activities and services, adapted to the Township of Oro-Medonte. The recommendations contained within Chapter Three regarding the leisure delivery system and the role of the Municipality, as well the recommendations that relate to specific types of facilities in Chapter Four are based on these principles.

Principle One: Utilize the Benefits of Parks, Recreation, Culture and the Arts as the Foundation of the Plan

The personal, social, economic and environmental benefits of parks, recreation, culture and the arts are becoming increasingly well documented and widely known, and have become the foundation of contemporary leisure delivery systems. The benefits are summarized in Appendix A and have been translated into the following **'belief' statement** that has been tailored to the Township of Oro-Medonte.

We believe that an investment in parks, recreation, arts and culture in the Township of Oro-Medonte is an investment in the beauty and appeal of our community; and the growth and development of our citizens, our community, our economy and our environment.

Research indicates that the results of this investment will include:

- Improved personal **health and well being for our citizens**.
- Greater **citizen engagement**.
- Proud and confident leaders**.
- Strong neighbourhoods**.
- Reduced crime and lower costs for policing and justice**.
- A cleaner and healthier environment**.
- Economic growth and prosperity**.
- Building strong families**.
- Balanced human development - *mind, body and spirit***.
- Preservation and celebration of our **cultural heritage and diversity**.

The following are the remainder of the planning and provision principles. Please refer to Chapter Five for a more advanced version of each.

Principle 2: Support the concept of ‘Communities within a Community’ – recognizing both historical and emerging residential areas.

Principle 3: Base the Delivery of Leisure Services on a Three-Tiered Hierarchy of Parks and Facilities.

- i) **Township-wide/Regional** (e.g., Bayview Memorial Park, the Oro-Medonte Community Arena/Guthrie site, the Oro-Medonte Rail Trail)
- ii) **Community** (e.g., the community halls, Sweetwater Park, Line 4 Park, Vasey Park, Danny McHugh Memorial Park (formerly Warminster Park), a new community park in Craighurst)
- iii) **Neighbourhood/Local** (e.g., Ravines of Medonte Park, Joy Avenue, Railside Park, Lloyd W. Memorial Scott Park, Shelswell Park, Barrillia Park)

A key element of the three-tiered system is to *increase the linkage* among the various open space components via a network of trails and open space greenways.

Principle 4: Cluster Facilities – community and Township-wide/regional levels

Principle 5: Locate for Visibility and Prominence

Principle 6: Gradually Lessen Dependence on Surrounding Communities

Principle 7: Complement Rather than Compete

Principle 8: Continue to Evolve Partnerships between the Municipality, the Voluntary Sector and Others

Principle 9: Optimize Facility Use

Principle 10: Ensure Physical Accessibility

Principle 11: Be Environmentally Responsible

Principle 12: Be Fiscally Responsible

Three Broad Themes of Enhancement are Recommended:

The strategy to improve leisure facilities is based, in part, on the following three themes:

- i) Upgrade/improve/replace/add to many existing facilities;
- ii) Consolidate some existing facilities; and
- iii) As demand increases and evolves, add some types of facilities that are currently not provided by the Township (as the Municipality can afford and through partnerships).

The Evolving Role of the Municipality

The following describes the recommended changes in the role of the Municipality as a provider of public open space and leisure services over next decade and beyond.

- Continue to increase the **community development** role of the Municipality – nurturing and enhancing community/sports/arts groups and volunteer resources.
- Encourage more **partnerships**.
- Continue to increase **direct programming**.
- Increase the role of the Department of Recreation and Community Services in **facility planning and operation**.
- Increase the role of the Department of Recreation and Community Services in **park planning, design and development**.
- Gradually move **toward higher levels of service provision** (parks, facilities and programming).

Partnerships and strategic alliances of many kinds with other public entities, and the quasi-public and the commercial sectors are essential to making significant improvements to parks, open space, facilities and leisure services in the Township of Oro-Medonte over the next decade and beyond. Continue to maintain and enhance partnerships with:

- surrounding municipalities regarding library services – agreements to be improved;
- the Township of Severn regarding access to the Coldwater Arena;
- the Coldwater and District Curling Club;
- hall boards and community associations;
- service clubs (e.g., Oro District Lions Club and Orillia Kinsmen);
- the Province and the County re: county forests and the Copeland Forest; and
- the two school boards.

Pursue potential partnership/strategic alliance opportunities with Skyline International (owners of Horseshoe Valley Resort), the City of Orillia, the City of Barrie, and Springwater Township/new Midhurst recreation centre – particularly for improving access to aquatic, fitness, arts and heritage facilities for Oro-Medonte residents.

Pursue partnerships re: naming rights and sponsorships to help finance major capital projects, promoting services, and programming and events.

Service Provision is Based on the Recommended Three-tiered Hierarchy of Parkland and Facilities

The *framework* for the township-wide strategy is the recommended three-tiered hierarchy of parkland and facilities - to ensure that all areas of the Township are effectively and efficiently serviced and that the various scales of facilities are aligned to the appropriate parkland category.

At the **neighbourhood/local level of provision**, parks and lower/smaller-scale facilities are provided to meet close-to-home requirements.

The **Community-level of provision/distribution** is based on the concept of ‘communities within a community’ and the six to seven clusters of settlement areas identified in this Strategy (see pages 97-98). At this level, mostly intermediate-scale facilities and parkland are provided. Appropriate facilities for this level include: a community hall or community centre; trails, picnic

areas, intermediate-scale playgrounds, intermediate level unlit ball diamonds and playing fields, double unlit tennis courts, sport pads, connecting trails, etc.

The **township/regional level of provision** accommodates the largest scale (and often, one-only) facilities, as well as others that by their nature, serve the entire Township and sometimes beyond.

Although the following types of facilities were identified in the community consultation and the research, the Strategic Facility Plan has not yet identified a *core* or *principle* municipal role, or specific locations and time lines:

- indoor aquatic facility;
- full-service fitness centre and indoor running track (floor-based fitness/wellness opportunities are recommended in suitable multi-purpose facilities);
- full-size gymnasium;
- curling rink;
- indoor soccer facility;
- four-court lit tennis facility with club house; and
- Township of Oro-Medonte library.

Overview of the Facility-Specific Provision Strategies

Below is an overview of the strategies and related recommendations specific to the culture and recreation facilities included in this Strategic Facility Strategy.

Indoor Ice Facilities

Two options have been examined to continue to provide indoor ice facilities. **Option One** would maintain the existing arena and associated second floor banquet hall for up to twenty years at an estimated cost of approximately \$3.77 million (\$2008). The focus of the anticipated repairs and replacements would be on accessibility, and life and fire safety, with a few improvements to amenities and functionality. This estimate does not include inflation and the unknown costs to: i) meet any additional accessibility standards; ii) deal with the floor movement between the main building and the change room area; iii) consider any additional energy and environmental initiatives, as well as any significant functional improvements; and iv) allow for replacement of the septic system. It is estimated that the existing facility will require almost \$1 million in repairs and replacements in the next 3-5 years.

If a second ice pad is required and can be afforded in approximately ten years, it could either be constructed as a stand-alone single ice pad facility or the existing arena complex could be retired and replaced by a new twin-pad arena complex in another location, ideally within the 85 acre Guthrie site.

Option Two would replace the existing facility with a new, larger, energy-efficient and much more functional facility to be located elsewhere on the Guthrie site. In May, 2009, Oro-Medonte Council recommended that Option Two be studied in detail through a feasibility study of township-scale facilities that would be suitable for the Guthrie site over the next twenty years. See Chapter Six for details.

The feasibility study proposed a new 63,600 square foot arena complex incorporating:

- a new, larger ice surface with seating for 480 within the arena enclosure;
- six larger dressing rooms, including two which are sized to accommodate persons with disabilities, two rooms designed to accommodate female customers, and one over-sized room for visiting Jr. 'A' teams and large groups;
- an additional over-sized dressing room and an office for the Jr. 'A' hockey team;
- a 5,600 square foot multipurpose program and event space with a kitchen and storage space;
- two meeting/activity rooms;
- a larger lobby with a larger food service area, improved display space, warm viewing area for around 100, and better control points;
- storage for historical/archival resources;
- an office for the Sports Association;
- a pro shop;
- offices and a staff room for facility staff and the Department of Recreation and Community Services;
- more and better storage throughout, including storage for outdoor maintenance and sports equipment;
- full accessibility throughout for persons with a disability;
- improved energy efficiency; and
- room to expand to incorporate a second ice pad and other components that may be required in future.

Outdoor facilities proposed for the Guthrie site include:

- a third lit senior ball diamond;
- two spaces prepared to support eleven soccer fields (two senior, three large mini and six small mini);
- walking/cycling trails;
- picnic areas with play equipment and shade structures;
- four tennis courts with possible future lighting and a club house;
- an access road, internal roadway and parking areas;
- environmental zones to protect and enhance the watercourse and wooded areas; and
- two storm water management ponds.

The proposed arena complex, which would be 28,600 square feet larger than the existing facility, would cost approximately \$14 million plus paved parking at \$500,000 (\$2009). Although the structure is larger, the opportunity for increased revenue and lower operating expenses would result in an annual net operating cost that is similar to and could be lower than the existing facility.

It is estimated that other site and facility development at the Guthrie site could cost approximately \$3.34 million (\$2009) – not including parking for the arena complex, as noted above, but including design fees and a contingency 5% allowance.

Option Two allows for a second ice pad to be added if demand warrants after 2014, as well as other indoor facilities if future demand warrants and they can be afforded.

Please refer to Chapter Six for the details.

Community Halls

A strategy is recommended to define six or seven ‘**settlement clusters**’ that would cover the entire Township, with each incorporating a number of established/historical former hamlets and/or emerging/future residential areas (see pages 97-98). In each settlement cluster, one or more venues (either Municipal or under other ownership, but accessible to the publicly) would be available so that residents can meet and participate in a variety of indoor and outdoor leisure/community activities. This strategy recognizes and supports:

- the need to maintain a ‘sense of community and identity’ in all parts of the Township, and
- provide equitable and sustainable distribution of facilities across the Township, based on the philosophy of ‘communities within a community’.

Based on the results of the building condition assessments, the accessibility audits and the fire safety inspections, as well as use patterns and the projected cost to maintain the halls as viable, safe, accessible and functional public use facilities, it is recommended that **Warminster Hall** and **Carley Hall** be retired as soon possible as ‘public use’ facilities. (Oro-Medonte Council accepted the recommendation to close Warminster Hall via a resolution of Council dated May 13, 2009. On October 28, 2009, Oro-Medonte Council agreed to declare Warminster Hall surplus and offer it for sale.) It is recommended that **Craighurst Hall** be closed when a suitable replacement hall is provided either in a future community park in Craighurst (hopefully associated with an adjacent future school facility) or within the expanding residential community at Horseshoe Valley Resort. **Edgar Hall** also requires more investment over the next twenty years to maintain the facility than it is estimated to cost to replace it, with a good deal of the investment required within the next five years. To determine the viability of Edgar Hall as a public facility, utilize the ‘divestment’ criteria that are recommended in Section 4.4 (page 99-100) and review its status in three years.

Although **Eady Hall** is in above average condition, its relatively isolated location, the relatively high estimate of repair cost over the next twenty years, (although most of the major repairs are not anticipated until the after 2024) and the recommended strategy to provide a new and larger community centre in the nearby area suggests that ultimately, Eady Hall may become either redundant or too costly to maintain. In the interim, use of Eady Hall should be closely monitored, especially if the proposed new ‘northern’ new community centre becomes a reality. In the near term, additional use may be able to be directed to Eady Hall, especially if Carley Hall is retired as a public use facility (along with Warminster Hall). To determine the viability of Eady Hall as a public facility, utilize the ‘divestment’ criteria that are recommended in Section 4.5 (page 99-100).

If the arena is rebuilt and repositioned on the Guthrie site and a new large multi-purpose program space is provided (as per Option Two under arenas), Municipal and community programming at **Old Town Hall** can be gradually reduced, especially in the winter season, to provide a more suitable venue at the new arena complex and reduce the annual operating cost of Old Town Hall. Other groups (e.g., the Oro Agricultural Society, the Oro-Medonte Horticultural Society, and the History Association) consider Old Town Hall their ‘home’. These uses can still be supported since much of this use takes place in the ‘warm’ seasons. Fortunately, most of the anticipated capital investment for this hall will not have to be made until the final five years of the twenty year cycle.

It is recommended that a **new community centre** be built in the settlement cluster serving Moonstone/Eady/Vasey/Carley/Ravines of Medonte, and another in either the growing Craighurst community or further east along the Horseshoe Valley Road corridor. These community centres should be a one-storey facility, comprising 2,000-3,000 square feet of flexible program space with a ten-twelve foot ceiling, and contain suitable additional space for washrooms, storage, a kitchenette and mechanical equipment. They should be suitable for floor-based fitness/wellness programming, dance programs, junior sports programs, creative arts activities, and other programming for all ages, including older adults. With no facilities north of Highway 400, the northern facility should have priority. As described above, a 4,000-5,000 square foot multi-use program and event hall is recommended as part of the **new arena complex**, proposed for Guthrie (see Chapter 6).

If the fire hall in **Shanty Bay** is enlarged, consider including a multi-purpose room to support training and community programming, but larger than the Ian Arthur Beard community room.

Recommendations were also provided in Section 4.5 to improve the promotion of community facilities, to better co-ordinate rentals, to set rental rates that are appropriate to each facility, to define the respective roles of the Municipality and the hall boards in the operation of community halls, and to deal with the requirement for atypical capital investment and operating costs. *Recommendations are also offered to consider all feasible options to retain as community assets, the halls that are retired as public use facilities.*

New community centres should be operated by the Municipality, working closely with local recreation/community associations to help support programming and special events.

Gymnasia

If a new elementary school is built anywhere within the Township, explore the opportunity to partner with the school board to provide a full-size single gymnasium for school and community use – a separate facility linked by a lockable corridor. If the option to partner with a school board does not materialize in the next few years, the market for and feasibility of a gymnasium should be further examined as a possible component of the Township-wide multi-use recreation centre, proposed for the Guthrie site, or associated with the proposed aquatic-fitness facility (wherever it is located).

Fitness Facilities

In new multi-purpose community centres, provide floors that will support a wide range of uses, including floor-based wellness/fitness programs. If it is not possible to partner with Horseshoe Valley Resort/Skyline International to provide a full-service publicly accessible fitness centre and possibly an indoor running track, the Township could consider adding a full-service fitness centre to the new arena complex that is proposed for the Guthrie site, or to consider a second township-wide facility cluster, centered around aquatic, fitness and possibly gymnasia facilities and located more centrally within the Township. Also explore opportunities to access municipal fitness facilities and associated programming in Barrie and Orillia for Oro-Medonte residents.

Aquatic Facilities

Explore partnership opportunities to provide an aquatic facility within the Township, or to access municipal aquatic facilities and associated programming in Barrie and Orillia for Oro-Medonte residents. Continue to upgrade the beach and associated facilities at Bayview Memorial Park.

Ball Diamonds

Add a third lit softball diamond at the **Lions Sports Field** (the Guthrie site) – recreation quality initially. Re-align and re-build Diamond #2 at **Vasey Park**, including bleachers, but not lit. Encourage greater use of the Vasey facilities. Upgrade the diamond at **Danny McHugh Memorial Park** (formerly Warminster Park) as required. If part of **Shanty Bay Park** is required for expansion of the adjacent fire hall, convert the ball diamond into a junior facility. Retire **Craighurst Park ball diamond**. Accommodate the adult use from the Shanty Bay and Craighurst diamonds at the additional senior lit softball diamond proposed for the Guthrie site.

Soccer Fields

Develop soccer fields at the **Guthrie site** in phases:

- Initially: develop a 15 acre unstructured turfed area to accommodate the equivalent of: 2 full-size fields, 3 large mini fields, and 6 small mini fields – all unlit - to support a local junior recreational program.
- Until the fields at the Guthrie site are completed, continue the partnership with Burl's Creek Family Event Park to support a gradually scaled back soccer program.
- With improved facilities available, test the market for competitive youth and adult programs.
- If the soccer facility evolves into a major venue, regional use and tournaments can be promoted and accommodated.
- Given the current situation at Richelieu Park (as noted above), it is not be recommended that a significant investment be made to upgrade or rebuild the fields. A suitable site should be sought to support a recreational soccer program in the northern part of the Township.
- Monitor the Orsi proposal to provide a soccer centre in Severn Township, and monitor the use of the new soccer facilities to be built nearby in Orillia in 2010. Adjust the recommendations for Oro-Medonte soccer facilities, if required.
- Investigate if the City of Barrie is interested in either a partnership to create soccer fields at the Guthrie site or in renting field time at those proposed facilities.

Multi-purpose Sport Pads

No new sports pads are recommended at this time.

Tennis Courts

It is recommended that consideration be given to provide a double unlit court in **Line Four Park**. It is also recommended that the Township continue discussions with **Horseshoe Valley Resort/Skyline International** re: the opportunity for a joint venture to provide publicly available facilities within their emerging year-round residential community. If that opportunity does not materialize, consideration should be given to providing four unlit courts at the **Guthrie site** to support a township-wide tennis program, with the option to light those facilities if demand warrants in future. Consideration should also be given to add a club house at the Guthrie site in future.

Older Adult Facilities

Support **programming** and associated recreational, social, health and educational uses for older adults in existing and proposed municipal multi-use facilities. Encourage the formation of older adult **clubs and associations**.

Cultural Facilities

Continue to expand **festivals and cultural events; visual arts and crafts programming; as well as dance and other performing arts** for all age groups (directly and indirectly).

Encourage the further development of **'heritage'** (*folkloric arts, material arts and built heritage, as well as archives, museums, historic sites and monuments, and heritage properties*). In particular, encourage and support the protectors of the African Methodist Episcopal Church (Township of Oro-Medonte History Association) to maintain this important national historic site.

Ensure that as new **multi-purpose community facilities** are provided, they are designed to support programming in the visual, media and performing arts (particularly dance).

Support Horseshoe Valley Resort/Skyline International in its interest to possibly provide a **'cultural centre'** within the planned residential community.

Curling Facilities

It is not recommended that the Municipality play a direct role in providing a curling facility. If a private/non-profit club was to form and raise funds to build and operate a facility, it may be feasible for the Municipality to provide a site, ideally associated with or adjacent to the proposed new arena on the Guthrie site.

Library Facilities/Services

It is recommended that the service agreement with Springwater Township be terminated as soon as possible. (Effective January 1, 2010, the agreement was terminated.) It is essential that accurate and supportable records of Oro-Medonte memberships are maintained for the other four library services. Closely monitor membership levels and associated costs at the Severn Township and Midland facilities.

Wharfs and Boat Launches

Since the wharf and boat launch located at Line 9 is the only site with even minimal space for parking, there may be an opportunity to improve the dock and possibly install a break wall and dredge to increase the depth at the boat launch. Revise signage at the wharfs that have been conveyed to the Township. As opportunities arise, consider acquiring waterfront lands adjacent to boat launch areas to provide larger sites, and in other areas to create boat launch facilities.

Parks and Open Space

Although a comprehensive review of parks and publicly-available open space was not completed as a component of this Strategic Facility Plan, an analysis will be completed in 2010.

It is recommended that the Municipality, through the Department of Recreation and Community Services (and guided by this Strategic Facility Plan, and the Parks and Open Space Assessment)

be much more proactive in the process of planning for, acquiring and developing all Municipal parkland, including neighbourhood and community level parks.

Implications for the Proposed Multi-use Recreation Complex

The terms of reference for this strategy included an assessment of the need for and feasibility of a multi-use recreation facility that would be township-wide/regional in appeal and scale. The recommendation for a three-tiered system to classify open space and leisure facilities included a township-wide/regional level into which this type of facility would be placed.

The 85 acre Guthrie site is only Township-owned land that is large enough to accommodate such a facility. This property is currently the site of the Oro-Medonte Community Arena and Banquet Hall, as well as the two top senior lit softball diamonds. All of these facilities are township-wide/regional in scale and would associate well with a township-scale multi-use recreation centre (indoor and outdoor facilities).

This site matched up quite well with the location criteria identified by the community at the Search Conference that was held to solicit input to this plan.

It was recommended that the following facilities and components be most seriously considered for the ‘feasibility study’ phase of this strategy - to examine demand more closely, and estimate the cost to build and operate a Township-scale multi-use recreation facility. The research has indentified both indoor and outdoor facilities that would be suitable for this site. As such, the feasibility study was designed to provide guidance for both the proposed community centre as well as the park in which the principle facility is to be located.

Indoor and Outdoor Facilities and Components to be Considered

- Single indoor ice pad (a new and repositioned or renovated existing arena - with space allowance to twin in future if demand warrants – that opportunity best exists for a new and repositioned facility);
- Multi-purpose program space (to support a wide range of uses to meet many of the needs of all age groups, including older adults);
- Meeting room(s);
- Washrooms and change rooms to support both indoor and outdoor facilities, male and female customers and persons with a disability;
- Commercial uses (from a pro shop to related health services);
- Third lit senior softball diamond;
- Outdoor soccer pitches – initially to support recreational children/youth program;
- Outdoor hiking and bicycle trails;
- Picnic areas with playgrounds;
- Food services to support indoor and outdoor activities; and
- Storage to support indoor and outdoor activities and equipment.

Several other facility components have been identified in this Strategic Facility Plan that could be considered as potential future phases of this complex (or could be provided elsewhere, within the Township possibly through partnerships with others):

- A fitness centre (strength, conditioning and stretching gym plus an aerobic/spinning/dance studio);
- An indoor running/walking track;
- An aquatic centre – to support full range of types of uses and pool tanks (from therapeutic to leisure and lane swimming);
- Gymnasium (if a full-size gym is not provided through a partnership with a school board);
- Curling rink (public/private partnership);
- Second indoor ice pad (if future demand warrants);
- Tennis courts; and
- An indoor soccer facility (public/private partnership).

Refer to Chapter Six for the analysis of the proposed Township-scale multi-use recreation complex and specific recommendations for this facility and the development of the Guthrie site.

Implementation Strategy

Chapter Seven contains recommendations to assist with the initiation, implementation and financing of the Strategic Facility Plan.

Flexibility and Timing

The Strategic Facility Plan must provide clear direction about what needs to be done, but it also must be sufficiently **flexible** to allow for shifting needs and priorities, and unforeseen changes in the operating environment. More detail is provided for the first five years or so of the Plan and options are provided where there is more than one way to proceed.

Except for 2010, recommendations are aligned with **time periods** rather than specific years, as follows:

- i) 2011-2014,
- ii) 2015-2019, and
- iii) 2020-2029.

Even then, these suggested time periods are considered as guidelines only.

Co-operation and Collaboration

The Township will have to continue to rely on a wide range of other entities in the public, non-profit, voluntary and commercial sectors to share in the task of providing culture, recreation, arts and heritage opportunities for Oro-Medonte residents – through direct provision by some, and partnerships and strategic alliances with others – operating within the Township and in neighbouring communities.

Review and Modification

It is recommended that the Strategy be kept current, in part through ongoing research and analysis of key information, including regular consultation with stakeholders and the wider community. Every five years, the Plan should be reviewed, and updated and extended. The

planning process relative to leisure services should be linked to other ongoing municipal planning and decision making functions.

Phasing and the Twenty-Year Capital Plan

Recommended phasing of facility development and other improvements are tied to 2010 the three time frames introduced above. Because of the two dramatically different directions identified for the arena complex, two scenarios have been prepared for the long-term capital plan. **Scenario One** assumes that the existing arena complex is retained and maintained for at least ten years and more likely twenty years as a recreation facility, at which point either a second stand-alone single ice pad is built to provide two stand-alone arenas or the existing arena complex is retired and a new single or twin pad arena complex is constructed to replace it (depending on demand and affordability). **Scenario Two** assumes that the arena complex proposed in this Strategic Facility Plan is constructed within the next five years and the existing facility is retired as a recreation facility before much investment is required. The existing arena may be able to be repurposed, potentially as a public works facility. If demand warrants and it can be afforded, a second ice surface would be added to the new arena complex after 2019.

The cost figures in both scenarios do not factor in the unknown potential for funding assistance from senior levels of government, fundraising, sponsorship, or partnerships/strategic alliances. The contributions from senior levels of government are typically in the order of two-thirds of the application for capital support.

It is recommended that a reserve account be established with annual contributions to cover the cost of future major repairs and replacement of all facilities.

Accounting for Scenarios One and Two and the variations within each, the estimate of capital investment for the period 2011-2014 ranges from \$6,710,000 (for Scenario One) to \$20,583,715 (for Scenario Two) (not factoring in an annual contribution to a capital reserve account, the unknown potential for funding assistance from senior levels of government, fundraising, sponsorship, or partnerships/strategic alliances, or the estimated cost of upgrades to wharfs and boat launches).

Accounting for Scenarios One and Two and the variations within each, the estimate of capital investment for the period 2015-2019 varies between \$1,556,000 (for Scenario Two) and \$2,965,000 (for Scenario One) (not factoring in an annual contribution to a capital reserve account, the unknown potential for funding assistance from senior levels of government, fundraising, sponsorship, or partnerships/strategic alliances, or the estimated cost of upgrades to wharfs and boat launches).

Accounting for Scenarios One and Two and the variations within each, the estimate of capital investment for the period 2020-2029 ranges from \$4,169,818 (for Scenario Two) to \$25,234,818 (for Scenario One) (not factoring in an annual contribution to a capital reserve account, the unknown potential for funding assistance from senior levels of government, fundraising, sponsorship, or partnerships/strategic alliances, or the estimated cost of upgrades to wharfs and boat launches).

The total estimated cost for **Scenario One** over the next twenty years is **\$25,574,318 - \$35,226,318**, and for **Scenario Two**, the total estimated cost is **\$26,304,533 - \$36,408,533**.

For both scenarios, the required/recommended investment in the arena complex represents half or more of the total projected capital forecast over the next twenty years. For **Scenario One** that retains and maintains the existing arena complex for another 15-20 years and then replaces it by around 2029 with either a single or twin pad complex, the portion of the total capital budget associated with the arena complex varies between 55 and 66%. For **Scenario Two**, that invests minimally into the existing arena complex for a short period of time and then invests in a new and much larger arena complex within the next five years and possibly twins the ice surface after 2020, the portion of the total capital budget associated with the arena complex varies between 49 and 60%. In total, over the next twenty years, more may be invested in the arena complex via Scenario One (\$14,115,500-\$23,115,500) than Scenario Two (\$12,852,246-\$21,852,246).

Although the total minimum and maximum capital investments for Scenario One are slightly less than for Scenario Two, the quality of sport and recreation facilities that can be achieved via Scenario Two will be higher because the new arena complex will be available much sooner. For Scenario One, the larger capital investments are delayed until later in the twenty year projection – mostly due to the incremental investment in the existing arena and the delayed investment in a new single or twin pad arena complex.

The estimated capital cost of the proposed new arena complex is \$14,115,715, exclusive of GST/HST (2009\$). Allowances have been made for various site development costs, internal project management costs, architectural and engineering costs and contingency. However, no allowances have been made for furnishings and equipment, building permits, and bringing three-phase electrical service into the site. Site development costs associated with parking, road access and landscaping are included in the \$3,833,487 cost estimate for development of the Guthrie site. That cost estimate does not include GST/HST and also does not include the \$196,800 allowance to construct the access road from Line 5 to the eastern boundary of the site (which may not have to be included in the cost of the development of the Guthrie site).

The net operating deficit for the proposed arena complex (*before transfers to or from reserves*) is projected to be lower for all five years of the projections than that currently budgeted for the existing facility in 2009, and is in line with the pattern of the current facility since 2006 (varying between +\$135 and -\$35,440, for the three operating scenarios over the years One to Five of the projections).

Sources of capital funding include the following broad categories:

- municipal taxes – annual allocation to capital projects,
- municipal debenture,
- contributions from specific user groups such as the potential investment by the Jr. ‘A’ hockey club for a dressing room and office in a new arena complex,
- recreation facility capital reserves,
- contributions from development charges,
- community and corporate fundraising,
- sponsorships,
- naming rights (whole facility and individual components),

- surcharge on rental rates and ticket prices,
- contributions from senior levels of government, and
- contributions from partners (via joint ventures/strategic alliances).

Several examples of **current senior government funding programs** include:

- The Ontario Trillium Foundation,
- The Building Canada Fund – Communities Component (one-third assistance for eligible projects - for communities with a population of less than 100,000),
- The Ontario Recreation Program (Ontario REC) – partnering with the Federal Building Canada Fund (one-third assistance for eligible projects - for communities with a population of less than 100,000), and
- The Recreation Infrastructure Program in Ontario (RInC) (for renovations to existing recreation facilities).

The most significant potential contributions from senior levels of government are anticipated to be potentially available in 2010.

Raise Awareness and Keep the Community Informed

After the results of the Township-wide recreation facilities strategy and associated feasibility study for the Guthrie site are received by Township Council, it will be important to raise awareness in the community, and with user and interest groups and other organizations within the Municipality and the surrounding area about the results of the strategy and the feasibility study. It is suggested that a series of ‘roll out’ initiatives be undertaken in 2010.

The community should be regularly updated of any major developments regarding the advancement of initiatives, including any potential senior government funding programs and applications, and any new thoughts about community needs. Any new information can be shared with the media to encourage follow-up stories.

Promotion Strategy

All new and improved facilities will need to be promoted throughout the market area. Initially and on a regular basis, residents within the market area will need to be made aware of the wider variety of recreation facilities, programs and events that could be offered at the Guthrie site and throughout the Township, some of which will be new to the community.

Implementation Initiatives Specific to the Proposed Arena Complex and the Development of the Guthrie Site

The following initiatives are recommended as first steps toward the initiation of the proposed new arena complex and the associated site and outdoor facility development proposed for the Guthrie site.

- high level assessment of hydro-geological conditions;
- advancement of the conceptual design for the proposed arena complex;
- preparation of a master plan for the Guthrie Site;
- confirmation of development priorities for the Guthrie Site (recommendations are provided in this plan); and
- Initiation of a fund development campaign.

Chapter One: Introduction

1.1 Scope of Work

The intent of this project has been to produce a long range strategy for the provision of municipal culture and recreation facilities that are expected to be required to meet the needs of the community over the next twenty years as the Township grows and evolves. In addition to a provision strategy for each type of culture and recreation facility, a comprehensive, township-wide provision strategy has been provided, including various options and opportunities for consolidation and clustering/consolidation of certain facilities. The strategy also includes planning and provision principles and guidelines.

The planning process involved research regarding the nature of the community and anticipated growth and change over the next twenty years; an analysis of how culture and recreation facilities and services are provided in the Township and the region (including the leisure services role of the Municipality); an inventory of culture and recreation facilities; a facility condition assessment and fire safety inspections of the eight public community halls and the arena; an analysis of the utilization of municipal culture and recreation facilities; research into future demand for leisure in the Township; an assessment of the ability of the Municipality to afford improvements to culture and recreation parks, facilities and services; and an investigation of the potential for partnerships and capital funding.

Community engagement was crucial to the process. To that end, a web site presence was maintained; a survey of recreation and community groups was administered; sessions were held with specific interest groups; a community-wide Search Conference was hosted; briefs and submissions were received; and a community-wide Forum was hosted. In addition, several sessions were held with Township Council, municipal staff, the Recreation Technical Committee, and a broader 'sounding board' group of representatives of Municipal Council, municipal staff, the Recreation Technical Support Group, the Accessibility Advisory Committee, and representatives from specific recreation groups.

1.2 Report Format

Chapter Two comprises a definition of the market area, a description of the planning context, a description of the current population, and predictions about future population growth and potential change, and broad implications of the changing age profile on demand for leisure activities.

Chapter Three contains an overview description of culture, recreation and open space resources, and the principle service provides. Particular attention is paid to the role and resources of Municipality and the Recreation and Community Services Department.

Chapter Four focuses on each of the types of leisure facilities included in the facility strategy, including a description of current supply, utilization, projected needs and the specific provision

strategy that is recommended for each. Also included in Chapter Four is a summary of the leisure trend analysis which is provided in more detail in Appendix C. Also included are the Planning and Provision Principles for the Strategic Facility Plan.

In **Chapter Five**, the Township-wide Provision Strategy for Leisure Facilities is described, including an overview of system-wide findings and conclusions, the comprehensive township-wide provision strategy, a summary of the provision strategy for each type of facility, and the implications for the township-wide multi-use recreation complex.

Chapter Six contains the detailed feasibility study of the proposed township-wide multi-use recreation complex.

Chapter Seven comprises the implementation strategy.

Appendix A provides an overview of the personal, social, economic and environmental benefits of improved parks, open space and leisure facilities.

Appendix B contains the details of the community consultation program.

Appendix C provides additional detail about leisure trends.

Appendix D comprises a May, 2009 report to Township Council regarding a High Level Analysis of Options for the Provision of Indoor Ice Facilities.

Appendix E contains the nine building condition assessments and the fire safety inspection reports.

Chapter Two: Community Profile

2.1 Introduction

This chapter contains a description of the market area for this study, provides some key context information about the community and leisure services, describes the current population, and looks to the future to predict likely population growth and change for the Township.

2.2 The Market Area

The principal market area for this facility strategy is the Township of Oro-Medonte, with a 2006 population of 20,031 (an increase of 9.4% between 2001 and 2006). Since customers freely travel across municipal boundaries to visit facilities and participate in programs and events, the immediately surrounding communities will comprise the secondary market area. Those communities include:

- The City of Barrie;
- The City of Orillia;
- The Town of Midland;
- The Township of Springwater (including Midhurst, Elmvale and Hillsdale);
- The Township of Tay (including Port McNicoll, Victoria Harbour, Waubaushene);
- The Township of Tiny (including Wyevale, Wyebridge, Perkinsfield, and Lafontaine); and
- The Township of Severn (including Coldwater, Washago, Port Severn, Marchmont, Bass Lake and Fesserton).

The 2006 population of these six municipalities was 208,707 and distributed as follows:

- | | |
|--|---|
| <input type="checkbox"/> The City of Barrie | 128,430 (23.8% population change 2001 - 2006) |
| <input type="checkbox"/> The City of Orillia | 30,259 (3.9% population change 2001 - 2006) |
| <input type="checkbox"/> The Township of Springwater | 17,456 (8.4% population change 2001 - 2006) |
| <input type="checkbox"/> The Township of Tay | 9,748 (6.4% population change 2001 - 2006) |
| <input type="checkbox"/> Township of Tiny | 10,784 (19.4% population change 2001 - 2006) |
| <input type="checkbox"/> The Township of Severn | <u>12,030 (8.0% population change 2001 - 2006)</u> |
| <input type="checkbox"/> Total population | 208,707 (17.1% average population change 2001 - 2006) |

Oro-Medonte is linked to Barrie and Orillia principally via Highway 11. The eastern boarder of the Township relates south to Orillia and north to Coldwater via Highway 12. County Road 22/Horseshoe Valley Road runs east-west through the Township near the midpoint and links to Highway 400 to the west via an interchange. Highway 400 parallels the western border with Barrie to the midpoint in the Township and then traverses northeast through the Township to Coldwater and points north. Highway 93/Penetanguishene Road, which links Barrie to Penetanguishene, parallels the entire western border of the Township and connects to all of the key east-west roads that traverse the Township.

Residents who live in the northern third of Township travel to Coldwater, Midland and Penetanguishene for many of their recreation activities. Residents who live in the Warminster/Price's Corners area, orient to both Coldwater and Orillia. Residents along the Lake Simcoe shoreline orient either to Barrie or Orillia. Residents who live in the southwestern part of the Township (as far north as Craighurst) orient toward Barrie for many of their recreation activities.

2.3 Community and Planning Context

The Township of Oro-Medonte comprises 586.65 square kilometers, with a population density of 34.1 persons per square kilometer. Total private dwelling units in 2006 totaled 8,382. The Township comprises 15 recognized settlement areas.

In 1994, the former townships of Oro and Medonte, as well as portions of the Townships of Flos, Vespra and Orillia amalgamated into the Township of Oro-Medonte. The area has been inhabited for around 2,000 years, first by native Indians, mostly Hurons. French explorers, missionaries and fur traders travelled through the region from around the 1,600s. Immigrants from England, Ireland and Scotland began to settle the area in the 1920s. In 1819, a Black settlement was established by government decree along Line 1.

The excellent quality of life that residents cherish is said to be one of the key factors that makes the Township a desirable place in which to live. According to the community vision that is the basis of the Township Official Plan, residents have expressed that this high quality of life is created in large part by the rural character, the open countryside, farmland, extensive wooded areas, the Oro Moraine, Lake Simcoe and Bass Lake, as well as the large number of small settlement areas. There is no one dominant settlement area in the Township, although there is a grouping of settlement areas along the Lake Simcoe shoreline and three clusters of settlement within the heart of the Oro Moraine in the west-central part of the Township. Another grouping of settlement areas can be found in the northeastern quadrant. More than half of the population resides in the southwestern quadrant and along the Lake Simcoe shoreline.

The Township contains a number of significant environmental and topographical features that comprise the much of the extensive natural heritage system, including the rolling upland areas that recharge groundwater to the headwaters of six watersheds, the vast forest tracts and the healthy wetland areas that support diverse wildlife communities, and the stream and valley systems.

The main geological feature of the Township is the Oro Moraine which extends east-west through the centre of the Municipality and extends west into Springwater Township. The moraine is an area of resource competition with its topography that is attractive to recreational uses, its natural features that are attractive to housing, and its mineral aggregate resources that are sought after by the aggregate industry. The moraine is also one of the major groundwater recharge areas in Simcoe County.

The Township is also blessed with a large number of provincially significant and other less significant wetlands, as well as provincially significant and other less significant ANSIs (Areas of Natural and Scientific Interest). There are also many large tracts of woodlands, particularly in the northern third of the Township and along the Lake Simcoe shoreline. Significant tracks of Provincially Significant Wetland and the Oro Moraine and the Copeland Forest and Wetland are publicly owned (Simcoe County, Ontario Ministry of Natural Resources). Bass Lake Provincial Park is located on the southeast shore of Bass Lake. Schedule B of the Oro-Medonte Official Plan maps the above and other natural features of the Township.

The protection of these natural attributes is a key underlying principle of the Official Plan and is the basis for the ‘environment-first’ philosophy that permeates the Plan. This philosophy “*is to be considered in making all planning decisions whereby the importance of maintaining, restoring, and where possible, enhancing and improving natural features and ecological functions is recognized and promoted as a Township priority, to be considered with other interests in accordance with Provincial Policy and legislation*”.

The Official Plan “*recognizes and enshrines the concept of ‘landform permanence’ and the need to permanently protect certain landforms. These include the extensive natural heritage system, and other lands to be preserved in large measure so that they will always form part of the Township’s landscape including the rural area, significant woodlands and major open space areas*”.

The Official Plan “*includes a comprehensive policy framework which directs development away from significant natural heritage features and from aggregate resource areas in the Moraine*”.

The Official Plan “*will make every effort to promote economic activity that does not negatively impact the Township’s attributes*”, with “*additional economic activity encouraged on the lands in the vicinity of the Lake Simcoe Regional Airport and the Highway 11/7th Line interchange*”.

Fifteen small settlement areas have been identified in the Official Plan. From north to south, they include: (the largest are in *italic*)

- Moonstone,
- Warminster,
- Prices Corners,
- Craighurst,
- Horseshoe Valley,
- Sugarbush,
- Jarratt,
- Edgar,
- Rugby,
- Forest Home,
- East Oro,
- Guthrie,
- Hawkestone,
- Oro Station, and
- Shanty Bay.

In general terms, the Official Plan “*anticipates that the existing pattern of development will remain unchanged in the future*”. Hawkestone, Craighurst, Horseshoe Valley Resort, Sugarbush and Warminster are the only settlement areas where significant growth will be allowed by the policies of the Official Plan. Additional growth in Hawkestone and Craighurst will require secondary plans and a master servicing plan will be required in Hawkestone. A new rural residential area called Buffalo Springs is in the planning stages. This development area, which is projected to reach 500 people, is located on the north side of Horseshoe Valley Road, between Lines 8 and 9.

2.4 Current Population

Interest in leisure pursuits is influenced by many factors, including demographic characteristics, the most influential of which are age, income, education, and ethno-cultural background. Future trends in participation in leisure will be influenced by growth in the population and changes in the profile of the community. The number and origin of new residents moving into a community can greatly impact demand for leisure, particularly if the new residents bring different values, interests and expectations. Increased requests are often made for higher quality leisure opportunities, as well as facilities and programs than have not been offered to date. However, in a fast growing community, the overall growth in population usually has the greatest impact on future demand.

The community profile will focus on:

- the current and past population and distribution pattern;
- the anticipated growth and future distribution pattern;
- current and projected future age profile;
- household composition, household size and family structure;
- education;
- income;
- employment and travel to work; and
- diversity and ethnicity.

The analysis of the current population will primarily cover the 2006 period, with limited reference to the 2001 population. The data sources include the 2001 and 2006 Canada Census, as reported by Statistics Canada.

Total Population

The 2006 population for the Township of Oro-Medonte was reported by Statistics Canada to be 20,031, an increase of 9.4% from 2001. In 2001, the population of the Municipality was reported by Statistics Canada to be 18,315. By comparison, the Ontario population increased by 6.1% during the 2001-2006 period, and the increase in the County of Simcoe was double that at 12%. Statistics Canada indicated that most of the growth that was reported in the 2006 Census in Oro-Medonte took place in the first half of the 2001–2006 period.

Current Age Structure

The age profile of Oro-Medonte residents is different from Ontario as a whole and the County of Simcoe. The local population is considerably older than the provincial average with a 2006 median age of 42.5 years compared to a much lower 39 years for Ontario and 39.8 years for Simcoe County. Although the 65+ age group was similar in percentage to both the province and the County in 2006, the percentages for the age 45-54 and 55-64 groups were considerably larger in the Township than either the province or the County (17% and 25% larger respectively for the two age groups combined). Although the proportion of the child and youth population in the Township was similar to the province and the County, the pre-school age population in the Township was almost 13% lower than the provincial average, and only slightly lower than the County average. The young adult population (age 20-35) was considerably lower in percentage (27.1% and 17.7% lower respectively). The 25-29 age group was considerably smaller at 3.7%, compared to the provincial average of 6.1% and the County average of 5.2%. The mid-age adult population (age 35-54) in the Township was similar, although slightly higher in percentage compared to the province and the County (6.1% and 5.1% higher respectively). The lower proportion of age 80+ residents in the Township reflects to need for a higher level of housing, medical and other services that are much more available in urban areas like Barrie and Orillia.

Part of the explanation for the atypical population profile is the pattern of in- and out-migration in Oro-Medonte Township. Statistics Canada reported that there is a high out-migration of 18-28 year old residents, with the peak being age 22-25. Conversely, the most significant in-migration is for ages 0-17 and 29-40, representing young, family-forming adults and their children. A small out-migration pattern was noted for age 43-53 residents, while a net in-migration pattern was noted for the 54-65 age group. The period examined was 2004-2007.

The larger than typical 50-69 age group in Oro-Medonte is likely the result of an above average number of mid-aged and empty-nester residents who have been attracted to waterfront and recreation-oriented communities. Some of these residents will still be working and others will have taken early retirement. It is also likely that an above average proportion of these residents are in an above average income group.

The considerably lower proportion of young adults may result from an above average proportion having left the community to seek higher education and employment opportunities, as well as a more exciting lifestyle afforded by larger and urban communities, and lower cost housing.

Population Change, Township of Oro-Medonte, 2001-2006

Figure 2

Age Category (Male and female)	2001		2006	
	Number	%	Number	%
0-4	955	5.2	965	4.8
5-9	1,265	6.9	1,190	5.9
10-14	1,390	7.6	1,455	7.3
15-19	1,340	7.3	1,450	7.2
20-24	900	4.9	1,050	5.2
25-29	735	4.0	745	3.7
30-34	1,045	5.7	1,015	5.1
35-39	1,525	8.3	1,325	6.6
40-44	1,630	8.9	1,740	8.7
45-49	1,595	8.7	1,845	9.2

50-54	1,430	7.8	1,735	8.7
55-59	1,185	6.5	1,575	7.9
60-64	930	5.1	1,245	6.2
65-69	765	4.1	955	4.8
70-74	670	3.7	690	3.4
75-79	515	2.8	520	2.6
80-84	290	1.6	335	1.7
85+	140	0.8	210	1.1
0-19	4,950	27.0	5,060	25.3
20-34	2,680	14.6	2,810	14.0
35-44	3,155	17.2	3,065	15.3
35-54	9,335	33.7	6,615	33.0
45-54	3,025	16.5	3,580	17.9
55-64	2,115	11.6	2,820	14.1
55+	4,495	24.6	5,530	27.6
65+	2,380	13.0	2,710	13.5
Totals	18,305	100.0	20,031	100.0

Source: Statistics Canada, 2001 and 2006 Census

Key Observations: 2001 to 2006:

- ❑ Overall, the population was older in 2006 compared to 2001.
- ❑ As the Echo generation (age 12-27 in 2006) continued to age out of the 0-19 age group, the proportion of children and youth declined by 6.3%.
- ❑ As the Baby Boom generation aged five years (from age 36-55 in 2001 to age 41-60 by 2006), the 35-44 age group declined significantly in percentage (11%), and the 45-64 age group increased significantly (13.8%).
- ❑ Most of the growth in the older adult population was in the younger portion (age 55-69). By 2006, the 55+ age group represented over one quarter of the total population, and exceeded the 0-19 age group, which slipped to less than one quarter of the total population.

Age Characteristics, Oro-Medonte, Simcoe County and Ontario, 2006

Figure 3

Age Category (male and female)	Oro-Medonte %	Ontario %	Difference (Oro-Medonte Compared to Ontario)	Simcoe County %	Difference (Oro-Medonte Compared to Simcoe County)
0-4	4.8	5.5	▼ by 12.7%	5.4	similar
5-9	5.9	5.9	same	6.2	▼ by 4.8%
10-14	7.3	6.7	▲ by 8.2%	7.4	similar
15-19	7.2	7.3	similar	7.2	same
20-24	5.2	6.6	▼ by 21.2%	5.8	▼ by 10.3%
25-29	3.7	6.1	▼ by 39.3%	5.2	▼ by 28.9%
30-34	5.1	6.5	▼ by 21.5%	6.0	▼ by 15%
35-39	6.6	7.3	▼ by 9.6%	7.1	▼ by 7.1%
40-44	8.7	8.5	similar	9.0	similar
45-49	9.2	8.2	▲ by 12.2%	8.4	▲ by 9.5%
50-54	8.7	7.1	▲ by 22.5%	6.9	▲ by 26.1%
55-59	7.9	6.4	▲ by 23.4%	6.3	▲ by 25.4%
60-64	6.2	4.5	▲ by 37.8%	5.1	▲ by 21.6%
65-69	4.8	3.8	▲ by 26.3%	4.1	▲ by 17.1%
70-74	3.4	3.3	similar	3.5	similar
75-79	2.6	2.8	similar	2.9	▼ by 10.3%
80-84	1.7	2.1	▼ by 23.5%	2.0	▼ by 15%
85+	1.1	1.6	▼ by 31.3%	1.5	▼ by 26.7%

0-19	25.3	25.0	similar	26.2	▼ by 3.4%
20-34	14.0	19.2	▼ by 27.1%	17.0	▼ by 17.7%
35-44	15.3	15.8	similar	16.1	▼ by 5%
35-54	33.0	31.1	▲ by 6.1%	31.4	▲ by 5.1%
45-54	17.9	15.3	▲ by 17.0%	15.3	▲ by 17.0%
55-64	14.1	11.2	▲ by 25.9%	11.3	▲ by 24.8%
55+	27.6	24.7	▲ by 11.7%	25.3	▲ by 9.1%
65+	13.5	13.6	similar	14.0	▼ by 3.6%
Median Age	42.5	39.0	▲ by 9.0%	39.8	▲ by 6.8%

Source: Statistics Canada, 2006 Census

Key Observations about the 2006 population:

- The population profile of Oro-Medonte is significantly different than average Ontario.
- Overall, the population of Oro-Medonte was older than both the province and the County (note the median age).
- The pre-school population (age 0-4) is notably below the Ontario average as a proportion of the total population.
- The proportion of young adults is well below the Ontario and Simcoe County averages, particularly age 25-29 – reflecting a significant out-migration pattern.
- The population of middle-age adults and young seniors is well above average Ontario and Simcoe County, particularly age 60-64 compared to Ontario, reflecting the attractiveness of the area as a retirement community, and also reflective of the high cost of housing which is more easily afforded by many middle-age and older adults.
- The proportion of the Township population that is age 80 and older is well below average Ontario and also below the average for Simcoe County (which contains Barrie and Orillia), as a result of older seniors choosing communities with required services and suitable housing opportunities.

2.4.1 Selected Social-Demographic Characteristics

There are a number of notable differences in the socio-demographic characteristics of Township residents and families, when compared to averages for the Province and Simcoe County. The Township is more affluent, with better educated and fewer disadvantaged residents. Most residents travel outside of the Township to work and most drive their own vehicle to work. The population is not ethnically diverse. Refer to Figure 4 and the following text for more information.

Family and Household Characteristics

At 35.9%, the percentage of families with children is above the provincial and County averages (31.2% and 32.7% respectively). In the Township, there was an average or above average proportion of 5-19 year olds and a below average proportion of pre-school age children in 2006. There was an above average proportion of 40 and older adults, but a below average percentage of 20-39 year olds (especially 24-29 year olds). With a below average proportion of young adults and very young children, this suggests that a good number of families with children may have moved to the Township from elsewhere.

The other significant difference is that in Oro-Medonte, the proportion of families that are ‘one parent’ is half the provincial and Simcoe County averages (7.9%, compared to 15.8% and 14.3% respectively). Not surprisingly, the percentage of one-person households is also lower in Oro-Medonte (16%, compared to 24.3% and 20.6% for Ontario and Simcoe County).

Education

Township residents have attained a slightly higher level of education compared to provincial averages. Only for completion of university, is the Township percentage a little lower. However, the proportion of Township residents with a trade or college diploma is higher than the provincial average. In all categories, educational attainment was higher in Oro-Medonte than the averages for Simcoe County in 2006.

Occupation

In Oro-Medonte, an above average proportion of the working population is employed in trades, transportation and equipment operation and related occupations (18% compared to the provincial average of 14.1%). Compared to provincial averages, the percentages were lower in the Township for:

- Business, finance and administration occupations;
- Occupations unique to processing, manufacturing and utilities; and
- Natural and applied sciences and related occupations.

In all other categories, the proportions were similar to the provincial averages in 2006. Overall, the employment profile in Oro-Medonte is closer to that of the County, although a little higher in management occupations; social science, education, government service and religion; and occupations in art, culture, recreation and sport. In the Township, the percentage for occupations unique to processing, manufacturing and utilities; and natural and applied science and related occupations were a little lower than in the County.

In 2006, the labour force employment rate was higher in the Township than the provincial average and the County of Simcoe. Not surprisingly, the unemployment rate was lower, especially compared to the provincial average.

Income

In all categories, except for lone-parent families, family, household and personal income was considerably higher in Oro-Medonte in 2005 than provincial averages and figures in Simcoe County (same pattern in 2001). The median income for lone-parent families was similar to the Province and County. The percentage of Township residents in the 'low income' category was about one third of the provincial average, and almost half of the Simcoe County average. The percentage of residents receiving government assistance was also lower than the provincial average and that of the County.

This suggests that 'affordability' for the purchase of leisure services will be less of an issue for a larger percentage of the population in Oro-Medonte than in most communities. Given the relatively limited supply of typical leisure opportunities in the Township, there may also be an above average appetite for expanded and improved leisure services.

Place of Work

The 'place of work' pattern in Oro-Medonte is very atypical. In 2006, only 7.3% of the workforce was employed within the Township, compared to the provincial average of 49.6% and the County average of 33.1%. The vast majority (57%) worked in Simcoe County, and an above average proportion (14.6%) had no fixed workplace address. Also, an above average percentage

worked at home (11.7% compared to the Ontario average of 7.1% and 7.5% for Simcoe County). This figure is surprising, given the poor Internet service in the Township. However, this speaks to the opportunity to further increase home-based employment with improved Internet service.

The high proportion of the workforce that commutes each day impacts the willingness and availability of especially families with children to participate in weekday evening leisure programming. That is further magnified by the large size of the municipality and the above average time that it takes many residents to travel to a leisure serve venue. Given the limited time that people have to get home from work and travel to a recreation facility, and the poor supply of restaurants in the township combine to provide an above average opportunity for food service business at or near major leisure service venues.

An above average proportion of the Township workforce drive their vehicle to work, and, due to very limited opportunity, a very small percentage of the workforce utilizes public transit (0.62%, compared to 2.4% in the County and the provincial average of 12.9%). Two percent of the Township workforce walk or bicycle to work.

Diversity and Ethnicity

The 2006 census described a Township with very few residents of visible minority and very few French-speaking residents. The total visible minority population was 265 (1.32%), compared to provincial average of 22.8% and the County average of 4%. Refer to Figure 4 for the details. The aboriginal population was greater at 390 residents or 1.9% of the population. That percentage was similar to the provincial average, but lower than Simcoe County with a figure of 3.1%.

Selected Socio-demographic Characteristics, Township of Oro-Medonte, County of Simcoe and the Province of Ontario, 2006

Figure 4

Demographic Characteristics	Township of Oro-Medonte	County of Simcoe	Ontario
Family and Household Characteristics			
Total number of census families	6,160	122,655	3,422,315
Number of persons per family in all census families	2.9	3.0	3.0
Lone parent families	485 (7.87%)	14.3%	15.8%
Number of persons per family in lone parent families	2.4	2.5	2.5
Total private households	7,320	156,655	4,555,025
Households containing a couple with children	2,630 (35.9%)	32.7%	31.2%
Households containing a couple without children	2,835 (38.7%)	31.6%	28.3%
One-person households	1,170 (16.0%)	20.6%	24.3%
Average household size (persons/household)	2.7	2.6	2.6
Education			
No certificate, diploma or degree	3,270 (19.9%)	25.3%	22.2%
High school certificate or equivalent	4,390 (26.8%)	28.7%	26.8%
Apprenticeship of trades certificate or diploma	1,820 (11.1%)	10.4%	8.0%
College, CECEP or other non-university certificate or diploma	3,760 (22.9%)	21.6%	18.4%
University certificate or diploma below the bachelor level	585 (3.6%)	2.9%	4.1%
University certificate, diploma or degree	2,580 (15.7%)	11.9%	20.4%
Income (2005)			
Median income – all census families	\$73,962	\$69,263	\$69,156
Median income – all private households	\$69,274	\$62,328	\$60,455
Median income – lone-parent families	\$37,935	\$37,932	\$38,448

Persons 15 years and over with income	15,860	322,665	9,340,020
Median income – persons 15 years and over	\$30,288	\$27,838	\$27,256
Government transfers as a % of total income	8.6%	10.6%	9.8%
% in low income before taxes – all persons	5.5%	9.3%	14.7%
Employment			
Labour force participation rate	70.6%	68.5%	67.1%
Labour force unemployment rate	5.3%	5.7%	6.4%
Occupation			
Sales and Service occupations	2,765 (24.1%)	22.2%	23.5%
Trades, transport and equipment operators & related occupations	2,060 (18.0%)	17.8%	14.1%
Business, finance & administration occupations	1,755 (15.3%)	15.5%	18.6%
Management occupations	1,350 (11.8%)	9.9%	10.3%
Occupations in social science, education, government service & religion	1,100 (9.6%)	7.5%	8.4%
Health occupations	650 (5.7%)	5.3%	5.3%
Occupations unique to processing, manufacturing & utilities	615 (5.4%)	7.7%	7.2%
Occupations unique to primary industry	430 (3.7%)	2.8%	2.6%
Natural & applied sciences & related occupations	375 (3.3%)	4.1%	7.0%
Occupations in art, culture, recreation & sport	365 (3.2%)	2.3%	3.1%
Place of Work			
Work at home	1,285 (11.7%)	7.5%	7.1%
Work outside of Canada	45 (0.41%)	0.34%	0.6%
No fixed workplace address	1,595 (14.6%)	11.9%	9.7%
Work in Oro-Medonte (or municipality of residence)	805 (7.3%)	33.1%	49.6%
Work in another municipality within Simcoe County (or in a different census subdivision within the same census division/county)	6,250 (57%)	27.0%	12.9%
Work outside of County of Simcoe but within Ontario (or in different census division/county)	965 (8.8%)	19.9%	19.7%
Work in a different province	15 (0.14%)	0.18%	0.51%
Travel to Work			
Car, truck or van – as driver	8,440 (87.6%)	81.2%	71%
Car, truck or van – as passenger	850 (8.8%)	9.4%	8.3%
Public transit	60 (0.62%)	2.4%	12.9%
Walk or bicycle	190 (2.0%)	5.7%	6.8%
All other modes	90 (0.93%)	0.51%	1.0%
Diversity and Ethnicity			
Mother Tongue			
English only	91.9%	87.9%	68.4%
French only	1.2%	2.6%	4.1%
English and French	0.17%	0.25%	0.27%
Other languages	6.7%	9.2%	27.2%
Language Most Often Spoken at Home			
English	97.6%	95.5%	80.3%
French	0.2%	0.85%	2.4%
Non-official language	2.1%	2.9%	15.1%
English and French	0.05%	0.10%	0.22%
English and non-official language	0.12%	0.62%	2.0%
Visible Minority Characteristics			
Total visible minority population	265 (1.32%)	4.0%	22.8%
Black	55 (0.27%)	0.88%	3.9%
Chinese	50 (0.25%)	0.44%	4.8%
Korean	35 (0.17%)	0.18%	0.58%
Filipino	30 (0.15%)	0.14%	1.7%
Latin American	20 (0.10%)	0.21%	1.2%
Japanese	20 (0.10%)	0.14%	0.23%
South Asian	15 (0.07%)	0.41%	6.6%

Southeast Asian	-	0.24%	0.92%
West Asian	-	0.12%	0.80%
Arab	-	0.10%	0.93%
Other	15 (0.07%)	0.12%	0.47%
Multiple	20 (0.10%)	0.17%	0.64%
Aboriginal Population	390 (1.9%)	3.1%	2.0%

Source: Statistics Canada, 2006 Census

2.5 Looking to the Future and Implications for Leisure Services

The County of Simcoe has recently prepared a growth management strategy called the Simcoe Area Growth Plan. The Plan responds to shifting public perceptions about growth and the effects of urban development on the environment and the quality and sustainability of the communities in the County and area. The Plan also responds to a number of new Provincial policy directions regarding long-range planning and growth management. The population of the County has nearly doubled since 1981 from 240,000 to almost 440,000 by 2006, with a good deal of that growth (in population and employment) taking place in the past decade. The expectations of the development community are for a County population of nearly one million by 2031, which would represent a significant acceleration in growth, compared to the past. Much of that growth in employment and population is targeted for the southern third of the County, along the Highway 400 corridor.

The Provincial Growth Plan has determined the 2031 population allocation for Simcoe County and the separated cities of Barrie and Orillia at 667,000. The Provincial Growth Plan also has provided guidelines for the 2031 population of the cities of Barrie and Orillia. The Simcoe Area Growth Plan has recommended the distribution of the remaining unallocated population to the other municipalities comprising the County. Refer to Figure 5 for the 2006 population of Oro-Medonte and the municipalities included in the secondary market area identified for this Strategic Facility Plan.

**Distribution of Population for Oro-Medonte and the Municipalities
Within the Primary and Secondary Market Areas Identified for this Strategic
Facility Plan, as Determined by the Simcoe Area Growth Plan, 2008**

Figure 5

Community	2006 Census Total Population	2031 Proposed Total Population	Potential Population Growth 2006-2031
Oro-Medonte (primary market area)	20,800	28,100	7,300 (35.1%)
City of Barrie	133,500	185,000	51,500 (38.6%)
City Orillia	31,400	41,000	9,600 (30.6%)
Town of Midland	16,900	19,700	2,800 (16.6%)
Springwater Township	18,100	26,500	8,400 (46.4%)
Tay Township	10,100	11,300	1,200 (11.9%)
Tiny Township	11,200	13,900	2,700 (24.1%)
Severn Township	12,500	20,300	7,700 (61.6%)
Total	254,500	354,800	91,200 (35.8%)

Source: Simcoe Area Growth Plan, Hemson Consulting Ltd., 2008

Note: The 2006 total population was adjusted upward within the Simcoe Area Growth Plan to include an approximately 4% Census under-coverage.

Based on either the official Statistics Canada number of 20,031 or the adjusted 2006 census population as noted in Figure 5, it is predicted that the primary market area (the Township of Oro-Medonte) will increase in population by between 7,300 (35.1%) and 8,000 (39.9%) between 2006 and 2031. Utilizing the adjusted 2006 figures noted above, the secondary market area is predicted to increase by 91,200 (35.8%) during the same period, resulting in a primary and secondary market area population of 354,800 by 2031. Note that the predicted rate of growth for Oro-Medonte is similar to Barrie, Orillia and the average for the market area. The growth rate is expected to be lowest in Tay Township followed by the Town of Midland, and highest in Severn Township, followed by Springwater Township.

The Simcoe Area Growth Plan made the following additional recommendations that will influence the Township of Oro-Medonte and this Strategic Facility Plan.

- Employment for Oro-Medonte is projected to increase by 1,500 between 2006 and 2031 (an increase of 31.9%).
- Employment for the secondary market area is projected to increase by 34,500 between 2006 and 2031 (an increase of 30.6%).
- Recreation-based housing should be limited to specific locations associated with identified natural creation attractions and where the following conditions are met:
 - The housing is adjacent to and has good accessibility to an identified natural recreation attraction (e.g., waterfront, ski resorts, golf courses);
 - The housing is not adjacent to or abutting an existing designated settlement area boundary;
 - The housing development is of a scale considered appropriate - relative to the scale of the natural recreation attraction;
 - The housing development would not have any negative impacts on nearby agricultural activities, rural resources or the rural 'aesthetic';
 - There would be no negative impacts on the Natural Heritage System, including hazard lands, water bodies or water courses, or cultural or architectural resources;
 - There would be no negative impacts on existing shoreline areas;
 - The housing development is serviced with full municipal or communal services; and
 - There would be no negative impacts to the County or the Municipality with respect to the cost to provide and maintain the necessary infrastructure.
- The Growth Plan density and intensification targets should be applied to the larger urban areas, and as a result, the small-town character of rural locations would be maintained.

Discussions with the staff in the Department of Development Services, Township of Oro-Medonte, identified the following anticipated growth pattern for the Township, looking ahead to 2031 and beyond. This projection is based on policies in the Township Official Plan and current development proposals. See Figure 6 below.

Residential Growth Potential, Township of Oro-Medonte, 2009-2031 and Beyond

Figure 6

Area of the Township	Seasonal Population	Permanent Population
Craighurst		2,200
Hawkestone		Potential - no current growth demand identified
Shanty Bay		700
Remainder of the Lake Simcoe Waterfront		800-1,000
Horseshoe Valley	2,200	2,500 (may be higher)
Warminster		300
Price's Corners		50
Buffalo Springs		500
Moonstone		300
Small estate residential developments		150
Severances		3,000-4,000
Totals	2,200	10,500-11,700
2006 Census (Statistics Canada)		20,031
Allocation of permanent population to the Township to 2031 by the Simcoe Area Growth Plan		28,100 (8,069)

Source: Oro-Medonte Department of Development Services and Building, 2008

Based on the 2031 population allocation for Oro-Medonte that is proposed in the Simcoe Area Growth Plan, and other factors, patterns, and assumptions; age-specific population projections were prepared for this Strategic Facility Plan by demographer John Kettle for the years 2011, 2016, 2021, 2026 and 2031.

The population projections are based on Statistics Canada's final census figures for 2001, current 2006 census data, and Statistics Canada population estimates for 2004-2007 for the Township.

The projections use the 'cohort component' method, which is the demographic standard. The calculations begin with the base-year population distributed by age and sex. Age-and-sex-specific survival ratios and age-specific fertility rates are applied to this distribution, making allowance for immigration and emigration. (Statistics Canada, *Population Projections for Canada, Provinces and Territories*, Catalogue 91-520).

The projection incorporates the current Ontario age-and-sex-specific mortality rates and the trends of these rates. Trends in the total fertility rate were calculated from Statistics Canada's population estimates for the Township for 2004-07. The distribution pattern of fertility rates among the fertile women's age groups is that which is current for Ontario. The broad pattern is for the highest number of births each year to be moving slowly from younger to older women.

The projections start with a total fertility rate of 1.53 in 2008 (TFR = total lifetime births for a woman who cumulatively experienced the current age-specific rates), and ends at 1.3 in 2031. The initial figure is higher than in other parts of the province, but the final figure is about equal to what is anticipated in Ontario and Canada generally, a quarter-century ahead. These TFRs produce about 155 births in 2008 and are projected to result in 225 births in 2031.

Net in-migration for the period 2004-07 showed a sharp annual decline from immediate previous years. Because Township officials believe this trend will be reversed in the future, a theoretical pattern of future in-migration was developed, based on an increasing development of new housing during the period 2008-2031. For the population projection, the increase in new housing

begins slowly but accelerates in the later years of the projection. In the final year of the projection, it was assumed that the Township will experience a net in-migration of 1,080, or nearly 4% of the population.

The age distribution of newcomers was based on southern Ontario intra-provincial migration patterns with a small admixture of international immigrants, but with a significant addition of people over 50 years of age. The age distribution in the last year of the projection shows the population that would be aged 60+ as 38% of the total, compared with 18% in 2001.

The 2006 census showed an unusually skewed population distribution in Oro-Medonte, with large peaks in the 8-18 and 35-60 age groups, a marked valley in the 19-34 age group comparable to that experienced in some European countries after World War I, and also a notable fall-off in the youngest part of the population, with populations for each year under the age of 8 markedly lower than the older ones. These demographic characteristics, combined with the noted decline in new housing development in recent years, led to the production of an initial projection that showed no increase, in fact a slight decline, in population over the projection period 2008-31. However, because of the belief of Township officials that increasing development and therefore population growth is likely, this projection has not been presented.

Refer to Figures 7 and 8 below for the age-specific projections (numbers and percentages) by five-year age groupings and lifestyle grouping for 2011, 2016, 2021, 2026 and 2031. Also included are the census figures for 2001 and 2006. *The light shading represents the approximate Echo generation and the darker shading represents the approximate Baby Boom generation.*

Age-Specific Population Projections for the Period 2011-2031 by Five-year Age Groupings (including 2001 and 2006 Census Figures) for the Township of Oro-Medonte

Figure 7

Age Group	2001		2006		2011		2016		2021		2026		2031	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
0-4	950	5.19	971	4.85	859	4.17	863	4.04	1,030	4.49	1,233	4.89	1,341	4.77
5-9	1,255	6.85	1,174	5.86	1,080	5.25	948	4.44	999	4.35	1,205	4.78	1,452	5.17
10-14	1,395	7.62	1,396	6.97	1,221	5.93	1,133	5.93	1,041	4.54	1,119	4.43	1,351	4.81
15-19	1,335	7.29	1,466	7.32	1,438	6.98	1,282	6.01	1,235	5.38	1,172	4.64	1,279	4.55
20-24	900	4.91	1,186	5.92	1,320	6.41	1,317	6.17	1,223	5.33	1,232	4.88	1,223	4.35
25-29	740	4.04	842	4.2	1,024	4.97	1,226	5.74	1,283	5.59	1,256	4.98	1,326	4.72
30-34	1,045	7.71	1,008	5.03	874	4.25	1,114	5.22	1,371	5.98	1,477	5.85	1,514	5.39
35-39	1,540	8.41	1,352	6.75	1,093	5.31	962	4.51	1,260	5.49	1,553	6.15	1,702	6.06
40-44	1,625	8.87	1,766	8.82	1,410	6.85	1,146	5.37	1,061	4.62	1,393	5.52	1,718	6.11
45-49	1,590	8.68	1,731	8.64	1,783	8.66	1,446	6.78	1,234	5.38	1,192	4.72	1,567	5.58
50-54	1,440	7.86	1,670	8.34	1,737	8.44	1,818	8.52	1,543	6.73	1,390	5.51	1,415	5.04
55-59	1,185	6.47	1,507	7.52	1,665	8.09	1,765	8.27	1,905	8.3	1,697	6.73	1,618	5.76
60-64	925	5.05	1,287	6.43	1,527	7.42	1,694	7.94	1,854	8.08	2,053	8.14	1,920	6.83
65-69	765	4.18	964	4.81	1,282	6.23	1,535	7.19	1,762	7.68	1,971	7.81	2,225	7.92
70-74	670	3.66	678	3.38	919	4.46	1,237	5.8	1,530	6.67	1,794	7.11	2,043	7.27
75-79	520	2.84	540	2.7	605	2.94	849	3.98	1,183	5.16	1,487	5.89	1,768	6.29
80-84	295	1.61	333	1.66	434	2.11	515	2.41	752	3.28	1,057	4.19	1,332	4.74
85+	140	0.76	160	0.8	316	1.53	491	2.3	675	2.94	951	3.77	1,308	4.65
Totals	18,315		20,031		20,587		21,341		22,941		25,232		28,100	

Source: Statistics Canada Census (2001, 2006); John Kettle, November, 2008

**Population Projections by Lifestyle Categories for the Period 2011-2031
(including 2001 and 2006 Census Figures) for the Township of Oro-Medonte**

Figure 8

Lifestyle Category	2001		2006		2011		2016		2021		2026		2031	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Pre-school (0-4)	950	5.2	971	4.9	859	4.2	863	4.0	1,030	4.5	1,233	4.9	1,341	4.8
Elem. School (5-14)	2,650	14.5	2,572	12.8	2,301	11.2	2,081	9.8	2,040	8.9	2,324	9.2	2,802	10.0
Sec. School (15-19)	1,335	7.3	1,467	7.3	1,439	7.0	1,282	6.0	1,235	5.4	1,172	4.6	1,279	4.6
Young Adults (20-34)	2,685	14.7	3,036	15.2	3,217	15.6	3,656	17.1	3,878	16.9	3,966	15.7	4,063	14.5
Mid-life Adults (35-54)	6,195	33.8	6,517	32.5	6,024	29.3	5,373	24.2	5,098	22.2	5,528	21.9	6,401	22.8
Empty Nesters (55-64)	2,110	11.5	2,795	14.0	3,192	15.5	3,464	16.2	3,760	16.4	3,750	14.9	3,538	12.6
Older Adults (65+)	2,390	13.0	2,674	13.3	3,557	17.3	4,627	21.7	5,902	25.7	7,260	28.8	8,676	30.9
Older Adults (55+)	4,500	24.6	5,469	27.3	6,749	32.8	8,088	37.9	9,662	42.1	11,010	43.6	12,214	43.5
Older Adults (75+)	955	5.2	1,033	5.2	1,356	6.6	1,854	8.7	2,610	11.4	3,495	13.8	4,408	15.7
Totals	18,315		20,031		20,587		21,341		22,941		25,232		28,100	

Source: Statistics Canada Census (2001, 2006); John Kettle, November, 2008

Key Observations about the Population Projections

- ❑ The **total population** is projected to increase slowly in the first five years of the projection period and then gradually accelerate, with the fastest growth in the 2026-2031 period.
- ❑ **The shifts in population profile will be most influenced by three factors:** i) the aging of the Echo generation (age 16-31 in 2010), ii) the aging of the Baby Boom generation (age 45-64 in 2010), iii) and the anticipated growth in the total population.
- ❑ In the projection, the **pre-school** age group is expected to decline in percentage to around the year 2016 and then increase, but not back to the 2001 level until after 2031. The number of 0-4 year olds is projected to decline between 2006 and 2016 and then rapidly increase to exceed the 2001 level by 2021, and continue to increase to 2031 and beyond.
- ❑ The **elementary school** population (age 5-14) is expected to decline from the 2001 level until around 2021 when both the number and percentage is projected to increase. The proportion of the population that this age comprises is expected to decline from 14.5% in 2001 to 8.9% by 2021. The number is projected to decline by 530 between 2006 and 2021.
- ❑ The **secondary school** population (age 15-19) peaked around 2006 and is projected to decline through 2026, and then increase toward 2031 and beyond. However, the percentage that this age group comprises is expected to decline steadily from 7.3 in 2006 through to at least 2031 when the percentage is expected to be 4.6.
- ❑ Even with the above average out-migration of 18-28 year olds, **young adults** (age 20-34) are projected to increase significantly in number through 2031 (1,027 or 33.8% between 2006 and 2031). Although the percentage will increase through 2016 to 17.1, it will begin to decline after that date back to near the 2001 figure of 14.7%. The aging of the large Echo generation (currently age 15-30) will be influencing this young adult age demographic.
- ❑ After peaking around 2006, the **mid-life generation** (age 35-54) is projected to decline by 21.9% (1,419) by 2021 and then gradually increase through 2031 and beyond. The percentage that this age group comprises is anticipated to decline steadily from 33.8 in 2001 to around 22.2 by 2021, when it will begin to increase, but only to 22.8 by 2031.

- ❑ The **empty nester** market (age 55-64) is expected to increase by around 1,000 and also in percentage until 2021, hold steady through 2026 and then begin to decline.
- ❑ The **older adult** market (age 65+) is projected to experience the greatest increase in number and percentage of any age group. The number is projected to increase from 2,674 in 2006 to 8,676 by 2031 (an increase of 6,002 or 224.5%). The percentage is expected to more than double from 13.3 in 2006 to 30.9 by 2031.

Broad Implications of the Changing Age Profile for Demand for Leisure Activities

Fewer children will be available to participate in leisure activities. - The aging of the large Echo generation (age 16-31 in 2010) and the smaller child and youth population that is following the Echo generation (and now comprises almost all of the minor sports age profile) will result in fewer children being available over the next fifteen years to participate in all sports and leisure activities of interest to children and youth.

In all communities, the participation rate for sports begins to decline at around age 12 and drops off considerably after age 20. *The participation rate comprises the percentage of a particular age group that participates regularly in an activity, and the number of hours of participation per person per season.*

It is projected that the 4-12 age group will decline from 2,305 in 2001 and 2,198 in 2006, to a low of 1,800 by 2016 through to 2021, (398 or 18%) and then slowly rebound back to around the 2006 level by around 2026, and increase to 2,561 by around 2031. This age group is projected to decline as a percentage of the total population from 12.6% in 2001 and 11% in 2006, to a low of 7.8% by 2021 and rebound a little to just 9.1% by 2031. *If total population growth does not accelerate in the later years of the projection as expected, then the number and percentage of the principle participants in minor sports will not increase much, even after 2021.*

Fewer youth will be available to participate in leisure activities. - The 13-17 age group is expected to show the greatest and most sustained decline in number and percentage. This age group peaked around 2006 at 1,461 (7.3%), but, even as the Township is expected to grow, this age group is projected to decline steadily through 2026 to a low of 1,123 (4.5%), before rebounding only slightly to 1,301 (4.6%) by 2031.

Although the young adult market will increase in number, the overall number of young and middle-aged adults available to participate in adult sports will at best hold steady. - The number of potential participants available for adult sports is also projected to decline a little. After peaking in 2006, growth in the combined young and middle-age adult market (age 18-54) is projected to decline over the next 12-15 years, even as the population of the Township is projected to grow. It is anticipated that the 18-54 age group will decline by 5.6% or 566 between 2006 and 2021 (10,130 to 9,468), gradually increase back to the 2006 level by around 2027, and then increase to 10,969 by 2031. And although the crucial 18-34 age group is projected to steadily increase in number from 3,613 in 2006 to 4,567 by 2031 (an increase of 954 or 26%), most of that growth will be in the next ten years as the Echo generation moves through, after which growth will slow.

In most communities, the aging of the Echo generation (age 16-31 in 2010) is ‘feeding’ the young adult market and increasing demand for individual and team sports. However, a dominant phenomenon in Oro-Medonte Township is the above average out-migration of young adults seeking high education, employment, excitement and lower cost housing. ***This out-migration is muting some of the potential for increasing demand for leisure activities of interest to this young adult market*** (e.g., hockey, tennis, cycling, fitness programs, soccer, slow-pitch baseball, etc.) and the pattern is not anticipated to change until more significantly lower-cost housing becomes available and local employment opportunities improve.

Demand for leisure programming, events and activities of interest to older adults will more than double over the next twenty years. - With the aging of the Baby Boom generation and the likelihood of most new residents being middle age or young seniors, the older adult markets will increase, as will the demand for all of the activities of interest to the adult market. By 2031, the Baby Boom generation will be age 66-85 and is projected to represent 27% of the total population. The adult market age 20-84 is projected to increase steadily from 13,240 in 2001 and 14,864 in 2006 to 21,372 by 2031 (an increase of 6,508 or 43.8% since 2006, *with most of the increase in the older ages groups*). This age group is projected to also increase as a percentage of the total population from 72.3% in 2001 to peak at 78.3% by around 2021, and then slowly decline to 76.1% by 2031, as the Baby Boom generation gradually ages into the older years of the adult market.

Between 2006 and 2031, the 55+ age group is projected to increase by 6,745 or 123% (from 5,469 to 12,214). The increase in the proportion of the population for this age group is projected to be from 27.3% in 2006, peak at 43.6% in 2026 and decline slightly to 43.5% by 2031. As noted above, the age 65+ market is projected to increase by over 6,000 or 225% between 2006 and 2031.

Refer to Section 4.2 and Appendix C for more information on anticipated local trends in leisure demand and related factors.

Chapter Three: Delivery of Leisure Services

3.1 Introduction

Due to the predominantly rural nature of the Township, its large size, the low density and spread-out nature of the population, and the close proximity of Barrie, Orillia and Midland with their well developed leisure facility and park systems, the Township has not had to provide many of the types of facilities that are typical of communities with a population of 20,000. As a result, the variety of providers of leisure services, as well as the range and quality of facilities, parks and other open space is less developed in Oro-Medonte than for most communities with its population, but not unlike many rural communities. The principle provider of parks, facilities and other leisure services is the Municipality through the Department of Recreation and Community Services. Other providers of leisure opportunities (facilities, open space, programming and support) within the Township include:

- The voluntary/non-profit sector (e.g., sports groups, community associations, hall boards, and clubs);
- The County of Simcoe;
- Ontario Ministry of Natural Resources;
- The Simcoe County District School Board;
- The Simcoe Muskoka Catholic District School Board; and
- The commercial sector.

Neighbouring Communities

The types of facilities in the surrounding communities that receive significant amounts of use from Township residents include: arenas, indoor aquatic facilities, fitness facilities, gymnasias, large halls, higher level soccer facilities, the Barrie Sports Dome (indoor soccer, golf, etc.), three YMCAs, movie and performance theatres, art galleries, museums, libraries, youth centres, older adult centres, and curling rinks.

There are plans to expand and otherwise improve facility provision in the City of Barrie, the City of Orillia and Springwater Township, with major complexes planned (from municipal facilities to a YMCA). Facilities under consideration for the near term include: at least two additional arenas, at least two indoor aquatic facilities, a fitness centre, gymnasias, multi-purpose program facilities, an indoor running/walking track, an older adult centre, an outdoor ball hockey facility, and outdoor and indoor soccer facilities.

Three specific proposals include Orillia's twin pad arena and soccer facility, the Multi-Use Recreation Facility in Orillia, the YMCA-by-the-Bay in Barrie, and the Multi-Use Recreation Complex for the Midhurst area in Springwater Township. The Orsi Group of Companies has been exploring the market for and feasibility of a soccer and arena facility to be located in Severn Township, near Orillia and Oro-Medonte.

3.2 The Department of Recreation and Community Services

Over the years, the Municipality has adopted a philosophy for the provision of leisure services (parks, facilities and programming) whereby the Township has focused primarily on the ‘base’ and ‘recreational’ level of provision, relying on Barrie, Orillia (and to a lesser extent Midland and Severn Township) to provide higher level programming and more specialized and higher level indoor and outdoor facilities. Examples would include: competitive youth and adult soccer, indoor soccer, competitive ball facilities and programs, indoor and outdoor tennis facilities, curling rinks, libraries, indoor aquatic facilities and programs, fitness facilities and programs, arts facilities and programs, museums, large multi-purpose and social event space, facilities and programs for older adults, and arenas.

As a result of this philosophy - which is typical of rural communities with a large geographic area, low population density and a below average commercial and industrial tax base - the Municipality provides a limited range of facilities, parks and leisure programming, either through direct public ownership and operation or via various indirect arrangements with others. The types of facilities that the Municipality directly provides include indoor artificial ice, recreational-level softball diamonds, recreational-level soccer fields, trails, playgrounds, outdoor multi-purpose sport pads, picnic areas, a beach, boat launches, and indoor multi-purpose spaces (the arena banquet hall, the Ian Arthur Beard program/seminar room and, until recently, eight small community halls – seven of which are managed by volunteer boards).

The Municipality provides recreation facilities, parks and programs through the Department of Recreation and Community Services. In addition to providing and maintaining a number of indoor and outdoor recreation facilities, the Department assists community-based volunteer and non-profit groups to provide facilities, programming and events, through community development and volunteer engagement roles. If no group is available to provide a program that is in sufficient demand, if there is excess demand, or if an available program is not of a high enough quality or is too expensive for many residents, the Department could step in to offer that program. Regularly, the Department offers programs on a ‘trial’ basis to test demand. Although the historical role of the Municipality has been mainly as an indirect provider and to support others, an increased direct programming role has been assumed over the past three years. Additional detail about specific Department roles is provided in Figure 9. Figure 10 outlines the structure of the Department. Also see below for the Department’s Mission Statement.

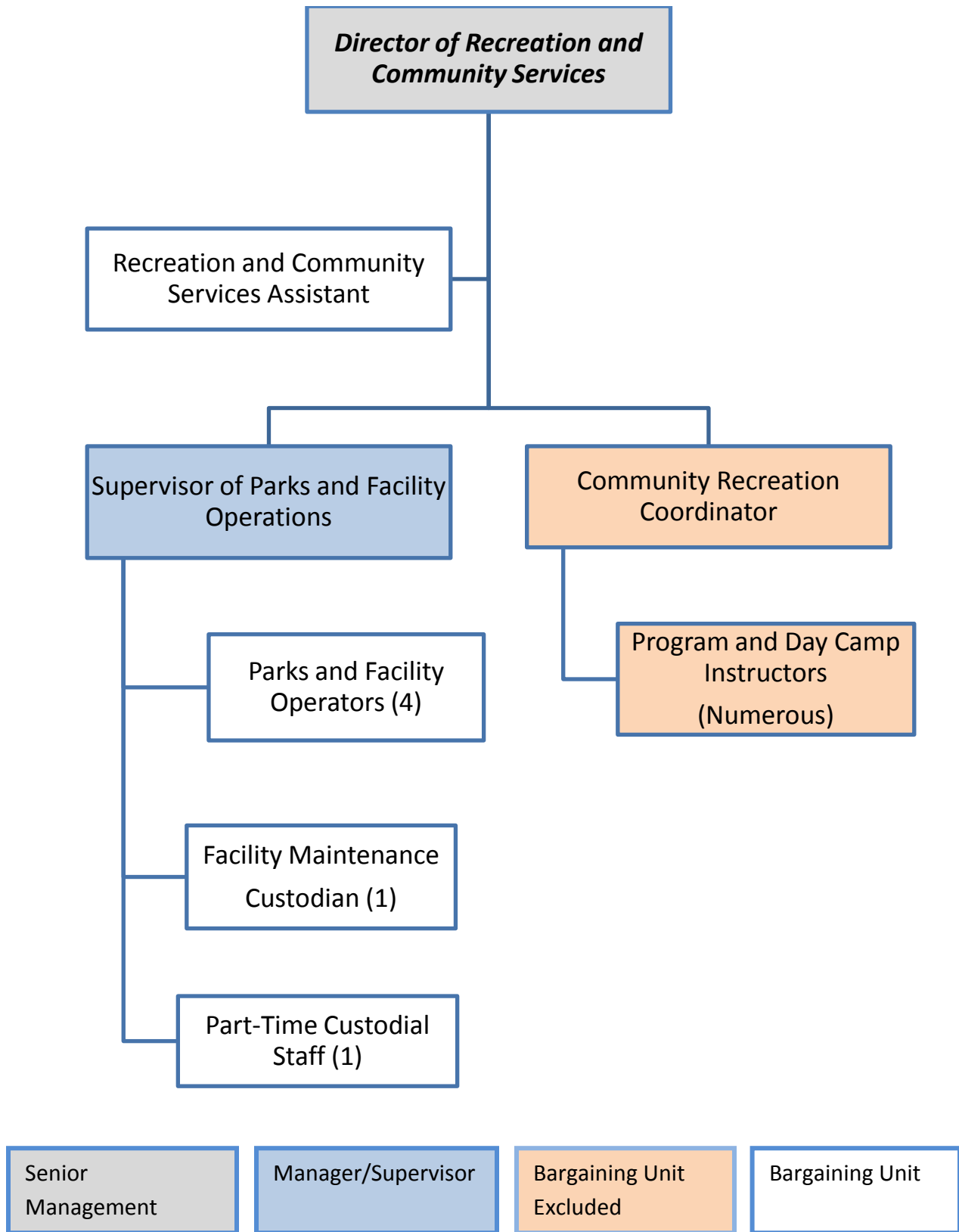
The **Mission Statement** of the Department of Recreation and Community Services is *to strengthen Community through programs, services, parks and facilities that promote healthy lifestyles, connect families and neighbours, recognize culture and heritage; thereby enriching the quality of life in Oro-Medonte.*

**Range of Services of the Department of Recreation and Community Services
Township of Oro-Medonte, 2009**

Figure 9

People	Places	Parks
<p>Social Recreation and Cultural Programs</p> <ul style="list-style-type: none"> • Recreation programs for all ages throughout the Township • Summer and March Break camps • Community special events <p>Community Development</p> <ul style="list-style-type: none"> • Support of the efforts of individual communities within the Township to identify and address their needs, including partnerships, and organizational and leadership development • Foster and enhance volunteer programs and opportunities • Provide leadership and community development to enhance grassroots community initiatives <p>Township Support</p> <ul style="list-style-type: none"> • Support to community hall boards, the History Association, the Horticultural Society, sports groups and other community service organizations • Public information and production of the Recreation and Community Services Brochure • Administration of grants and facility subsidies • Assistance with community-led programming and events <p>Strategic and Business Applications</p> <ul style="list-style-type: none"> • Ontario’s Lake Country • Marketing and Contracts • Assistance in economic development strategies • Long-term planning and strategy development for recreation and community Services 	<p>Community Facilities</p> <p>Development, management and operation of:</p> <ul style="list-style-type: none"> • Community halls, in partnership with community hall boards • The Township Administration Centre • The Oro-Medonte Community Arena and Hall • Old Town Hall • Ian Beard Community Centre • Historic and Heritage Sites <ul style="list-style-type: none"> - Oro African Church - Historic Plaques and Monuments <p>Library Services</p> <ul style="list-style-type: none"> • Management of library service contracts <p>Township Administration Office</p> <ul style="list-style-type: none"> • Facility management 	<p>Parks Development and Preservation</p> <ul style="list-style-type: none"> • Management of construction and development projects for parkland and facilities • Acquisition of public parkland and open space • Planning and development • Natural and environmentally sensitive areas preservation <p>Operations and Maintenance of Parks and Other Open Spaces</p> <ul style="list-style-type: none"> • Contract administration for turf maintenance • Sports fields • Playgrounds • Parks and open space • Swimming areas and wharfs <p>Trail Development and Management</p> <ul style="list-style-type: none"> • Oro-Medonte Rail Trail • Trail linkages • Partnership with local trail organizations, County of Simcoe, and surrounding municipalities to enhance trails and develop linkages • Promotion of trails

Organization Chart for the Department of Recreation and Community Services Figure 10



Based on the most recent inventory, the Township owns 117 hectares (290 acres) of parkland, 60% of which is undeveloped land. There are 11 waterfront properties that the Township owns, ten of which are small and undeveloped. That is in addition to the Line 9, Shanty Bay and Carthew Bay wharfs (two with launch ramps) which are all small sites, but developed to a degree. The federal wharf in Hawkestone will soon be deeded to the Township. Bayview Memorial Park is a 4.29 hectare waterfront park with a beach, picnic facilities (including two shelters), a playground, a basketball half court, gardens and sitting areas. Over half (38 of 54) of the parks are under two hectares in size, ten are between two and five hectares in size and only five are larger than five hectares. The largest park, at 34.43 hectares, is the recently enlarged arena/Lions sports park site, often referred to as the Guthrie Site. Eight parks contain one or more ball diamonds and/or soccer fields. Eleven of the 54 parks have minimal frontage and are thus difficult to access and not sufficiently visible. *Currently, an assessment of the parks and open space system is underway and it is likely that all of the above numbers will change, but not the overall impression of the open space system.*

When a community or sports group requests a new facility or improvements to an existing facility or public park, the current policy is that the Municipality can enter into a 50/50 partnership with the group to cover the capital cost, if the facility is deemed 'required'. If a new facility or improvements are initiated by Council, the project is funded 100% from the Municipal Recreation Capital Projects Fund. If improvements to facilities on private/communal parkland are requested, all requests for funding must be directed to Township Council.

The Department is assisted by the Recreation Technical Support Group, comprised of community members and Council representatives. This group acts in an advisory and planning capacity.

Throughout the year, the Department and community-based volunteer groups offer a variety of leisure and related programming, utilizing municipal halls, schools and outdoor venues. Programs are available for:

- infants and pre-school age children** (e.g., the Ontario Early Years Program, dance programs, Red Cross Swim, parent and tot programs, introductory skating programs);
- children and youth (age 6-15)** (e.g., dance, guitar lessons, baby sitting courses, summer day camp, Red Cross swim, recreational skating); and
- adults and older adults** (e.g., recreational co-ed volleyball, a variety of types of dance, health and wellness programs, sports coaching clinics, introductory computer and Internet training, sea kayaking, art and craft programs, theatre arts, singing, cooking/baking classes, Scouts, Beavers, Venturers, card and table games, Canada Day celebrations, New Year's Eve dances, music concerts, Halloween parties, bicycle safety clinics, and recreational skating).

The above programs and events are in addition to organized minor and adult hockey, figure skating, baseball and soccer.

Over the past three years, participation rates for recreation programs have increased dramatically through increased focused programming, and enhanced marketing and promotion.

A recent re-structuring of the Recreation and Community Services Department (see Figure 10 above) has enabled it to focus additional efforts in programming and community development, as well as parks management and operations.

Community Halls and Hall Boards

Seven of the eight municipally-owned community halls are managed by a volunteer board. Each board is responsible for the operation and maintenance of ‘their’ facility, guided by Municipal policies and procedures, including fire safety and building inspections, as well as health, safety and alcohol regulations. Each board must generate sufficient financial resources via facility rental, donations and fundraising to cover annual operating costs and their share of capital improvements as required. Boards must prepare a five-year capital plan and participate in the annual review and update of their plan. The boards are also responsible for promoting and booking their hall; recruiting and co-ordinating volunteer resources to assist with carrying out responsibilities; and hosting an annual public meeting to select a chair, secretary, treasurer and directors. The Old Town Hall community facility is managed by the Department of Recreation and Community Services, as is the second floor hall associated with the arena and the small program room located in the Ian Arthur Beard Complex.

Most of the events that are initiated by the hall boards are ‘fundraising’ in nature rather than leisure programs offered to the community. Some of the halls are rented by others to offer scheduled programs and events or one-time, often annual events. The exception is Hawkestone Hall, operated by the Hawkestone Hall Board and programmed by the Hawkestone Community Association. In addition to events initiated by the hall board, Hawkestone Hall supports a variety of leisure/community programs and events such as: Area Art Appreciation Day, the Young Gourmet Club, Books and Baking, the Weight-loss Support Group, a painting seminar, the Hawkestone Singers, Scottish Dance (including the Scottish festival Youth Dance Workshop and Summer Camp), Scouts, Beavers, Venturers, Euchre, Canada Day celebrations, Easter Egg Hunt in the Park, New Year’s Eve Dance, music concerts, Halloween parties, bicycle safety clinics, and the Hawkestone Theatre Camp. In addition, a small library of popular adult and children’s books is provided at the hall, along with Internet service via several on-site computers. Recently, the hall is also accommodating the Oro-Medonte Minor Sports Association office.

The Municipality is becoming increasing at risk regarding substandard facilities (fire safety, accessibility, and insurance requirements; as well as security, and LCBO and Ontario Building Code regulations). There is also risk associated with volunteers operating public buildings; for example: compliance with Township and other policies and regulations regarding type of use, compliance with regulations, the Occupiers Liability Act, etc.

Please refer to Section 4.4 for more on community halls and the recommended provision strategy for indoor multi-purpose facilities.

The Oro-Medonte Minor Sport Association

One of the strategic priorities identified in 2007 by the Recreation Technical Support Group was to help promote minor sports in Oro-Medonte, to assist in ‘capacity building’ and to ‘strengthen the relationship between the Township and the minor sports organizations’. In February, 2008, a ‘think tank’ session was held with representatives from all Oro-Medonte minor sports groups to

discuss the possibility of collaborating to establish a partnership in the form of an ‘umbrella’ organization that would work collaboratively to promote and enhance minor sports in the Township. The group identified common issues such as volunteer recruitment and retention, community awareness, rising costs and risk management. Through the review the issues, it was evident that there were a number of opportunities and advantages that could be realized by forming an association as noted below:

- development of common policies;
- training for coaches and volunteers;
- collaborative purchasing to decrease costs;
- enhance community awareness – development of a website that would promote minor sports and information across the Township, have the capability to provide on-line registration, and provide event and volunteer information - combined registration events and advertisements were also identified;
- to represent the interests of minor sports groups – e.g., address issues of facility allocation and provide a link to the Township for facility-related issues; and
- combine resources to allow for administrative support and coordination of volunteer engagement and registration.

As a result, the Oro-Medonte Minor Sport Association (OMMSA) was formed. In June, 2008 a collaborative application was submitted (with Oro Minor Hockey being the lead applicant) to the Ontario Trillium Foundation to build the internal capacity of the OMMSA, and to ‘ensure that programs and services are accessible through ease of service, communication and marketing to better meet the needs of the community’. The application involved funding to provide for administrative support and related capital requirements, website development and on-line registrations.

On November 6th, 2008, the Ontario Trillium Foundation awarded the OMMSA a grant in the amount of \$94,200 over 24 months.

The Association consists of:

- Vasey Minor Ball,
- Oro-Medonte Minor Ball,
- Oro-Medonte Minor Soccer,
- Oro Minor Hockey,
- Oro-Medonte Skating Club, and
- the Township of Oro-Medonte.

Warminster Soccer has been reluctant to join the association.

In 2009, the OMMSA hired an administrator and is currently working on a number of initiatives, including an enhanced website for all member associations.

3.3 Private Community-Based Parkland/Open Space

Within the Township, there are in the order of thirty sites that are located within rural residential communities that function much like municipal parkland, but are communally-owned by the property owners within the development. Most sites are undeveloped, some support a water course or small wetland, some are small waterfront lots, two are sites that contain private community halls (Oro Station and Rugby), two are sites of private tennis courts, and several have little to no frontage/access.

One of the ownership groups was the Indian Park Association, which had been operating for about thirty years as a non-profit capital corporation dedicated to providing recreational facilities, programs and other benefits to its members in the Sugar Bush community. Until recently, the Association, with 50 family members, owned a 1.21 hectare and a 5.26 hectare site with recreational facilities (a club house with an outdoor swimming pool, a tennis court, a basketball court, a playground, and some of the larger greenbelt areas within the community). The Indian Park Association recently dissolved, sold its facility assets and is in the process of selling its land assets. Unless the Municipality acquires the assets of a community association, it cannot influence the sale of communal open space and/or recreation facilities, even if the disposition of these assets results in a deficiency of parkland and community resources within a neighbourhood or cluster of neighbourhoods.

The two small private halls (Oro Station and Rugby) operate on the proceeds of rentals and non-municipal grants.

St. Thomas Anglican Church provides a 1.3 hectare site with a ball diamond backstop and a junior playground. The site, which is named Village Green, is located in the Shanty Bay community.

3.4 Libraries

Library services are provided through service agreements with the following adjacent municipalities.

- Barrie Public Library,
- Coldwater Public Library,
- Orillia Public Library,
- Midland Public Library, and
- Springwater Public Library (this agreement was terminated as of January 1, 2010 – see recommendation in Chapter 4, Section 4.14).

In addition, a small library, which stocks mostly novels, is provided in the **Hawkestone Community Hall** and operated by community volunteers.

The **County of Simcoe Library Co-operative** is the only library co-operative in the province and is officially recognized under the Public Libraries Act. The majority of funding comes from the County of Simcoe, although the library service receives a modest annual operating grant

from the Ministry of Culture. Membership in the Co-operative is restricted to public library boards in the County of Simcoe, with the exception of the separated cities of Barrie and Orillia. All municipalities in the County contribute to the support of the County Library Co-operative through the general County levy. Therefore, all municipal public libraries in Simcoe County are eligible to use the services of the Co-operative. Participation in any program or service of the Co-operative is strictly voluntary.

Please refer to Section 4.14 for more on library services and the recommended service provision strategy.

3.5 The County of Simcoe

The most significant leisure/open space assets provided by Simcoe County are the **County forests**. Throughout the County, there are over 30,000 acres (12,150 hectares) under active management. Established in 1922, the lands comprise the largest municipally-owned forest in Ontario. Within Oro-Medonte Township, the County has named 35 forest tracts, comprising 5,881 acres (2,382 hectares), including two recent acquisitions comprising 86 acres (35 hectares). Many of the forest tracts contain multi-use recreational/nature trails, many on old logging roads. Most blocks are open to the public. The Sandford Block is used by Hardwood Hills Nordic Ski and Mountain Bike Centre as a site for some of their trails. Six blocks are zoned Mineral Aggregate Resources. The remaining blocks are zoned Agricultural, Rural or Environmental Protection.

3.6 Ontario Ministry of Natural Resources

The 4,413 acre (1,787.23 hectare) **Copeland Forest Resource Management Area** is located in the central west part of the Township. It is classified as an Area of Natural and Scientific Interest and is 'Regional' in significance. The property contains steep valley slopes of the Oro Hills and a wetland that forms the headwaters of the Coldwater and Sturgeon Rivers. The Copeland Forest, which is managed by M.N.R., contains a network of forestry roads and trails, as well as reforested areas.

The 153 acre (62 hectare) **Bass Lake Provincial Park** is located on the south shore of Bass Lake in the central eastern part of the Township. The park contains 182 camp sites (92 of which have electrical services); three group camping areas; picnic and day use areas with shelters, BBQs, a playground; a boat launch; and four-season non-motorized trails.

Located west of Bass Lake, there are four parcels of **provincial crown land**, comprising 456 acres (184.82 hectares). The lands are zoned Environmental Protection, Agricultural and Rural.

3.7 Conservation Authorities

Although about two thirds of the Township is within the jurisdiction of the Nottawasaga Conservation Authority, with the remaining area within the influence of the Lake Simcoe Region Conservation Authority and their policies, neither agency owns or controls a ‘conservation area’ or other lands within Oro-Medonte. The Nottawasaga Conservation Authority owns/controls the most ‘conservation areas’ within the region of their areas of influence, principally to the west and south of the Township. All but two of the ‘conservation areas’ owned/controlled by the Lake Simcoe Region Conservation Authority are located east and south of Lake Simcoe. The other two sites are located south of Barrie on the west side of Cook’s Bay.

3.8 The Simcoe County District School Board

Although the Simcoe County District School Board has six elementary schools, there are no public secondary schools within the Township. The closest secondary schools are the five in Barrie, the three in Orillia, and one in each of Midland and Elmvale. The five elementary schools in Oro-Medonte are:

- Warminster Elementary School,
- Moonstone Elementary School,
- Guthrie Elementary School (Oro Station),
- Shanty Bay Public School,
- W. R. Best Memorial Public School, and
- East Oro Elementary School (Hawkestone).

Nearby, there is a public elementary school located in Elmvale and another in Coldwater, as well as public elementary schools in Barrie and Orillia.

Each of the elementary schools in Oro-Medonte contains a small gymnasium, 1-2 ball diamonds, 1 soccer field (except for Guthrie), and a playground. Shanty Bay, Warminster and Guthrie schools have a basketball pad. Moonstone Elementary School has a multi-purpose pad and Guthrie Elementary School has a volleyball court. Community use ranges from one to three nights per week for youth programs, Township programming and one adult group. The cost of custodial supervision that is passed on to user groups and the requirement for insurance can be deterrents to ability to provide affordable community programming.

The Township of Oro-Medonte maintains a joint use agreement with the SCDSB which provides a reciprocal agreement for facility use under the community use of schools program. This agreement has enabled the Township to provide a number of recreational programs and camps.

3.9 The Simcoe Muskoka Catholic District School Board

Located along the eastern boundary, just south of Price's Corners, Notre Dame Elementary School is the only Catholic school within the Township. Three Catholic elementary schools are located in Barrie, four in Orillia and one in Midland. The school board also has an elementary school in Elmvale and Victoria Harbour, and two in Midland.

Facilities at Notre Dame include: a soccer field with soccer/football nets, two junior baseball diamonds, a multipurpose pad, a playground, a gym and a picnic shelter. There is room to accommodate at least one more soccer field near the entrance to the school property. Youth and sports groups are typical users of the indoor facilities.

3.10 Federal Resources

The Department of Fisheries and Oceans Canada owns Hawkestone Wharf that extend into Lake Simcoe, but no associated land. The DFO is currently completing work to the Hawkestone Wharf and will be conveying the site to the Township.

3.11 The Couchiching Conservancy

The Couchiching Conservancy is a non-profit, non-government organization with the mandate to accept donations of land to manage as nature preserves; to enter into conservations easements with willing owners to legally restrict future development; to work co-operatively with other organizations to acquire or manage ecological lands; to engage private landowners and volunteers in positive conservation actions; and to increase local knowledge and awareness about natural heritage conservation. Within the Township, the Conservancy owns or manages the following six properties, five of which are available for public access:

Carthew Bay Nature Reserve – 22 acres (8.9 hectares) - owned for the Conservancy - near Eight-Mile Point on Lake Simcoe – contains a provincially-significant wetland, mature hardwood forest, early success forest and meadow lands

East Coulson Swamp and Nature Reserve – 82 acres (33.2 hectares) – owned by the Nature Conservancy of Canada and managed by The Couchiching Conservancy under a stewardship agreement – within the forested hills of the Oro Moraine – upland forest and wetland habitats – headwaters of the Coldwater River – contains a provincially-significant wetland – in 2003, an adjacent 17 acre site was purchased by the NCC (with the assistance of the Township, The Couchiching Conservancy, the Orillia Fish and Game Club and the County of Simcoe – this 17 acre site abuts lands owned by the Orillia Fish and Game Club and a County Forest block to the north

Church Woods – 25 acres (10.1 hectares) - owned by The Couchiching Conservancy - located behind St. Thomas Anglican Church in the village of Shanty Bay – old growth hardwoods

Elliott Woods – 19 acres (7.7 hectares) – owned by The Couchiching Conservancy - mature upland hardwoods in a forest setting – a Simcoe County forest tract is located directly to the north.

Wilkins Conservation Easement (no size indicated by the Conservancy) – privately owned, but under a Conservation Easement with The Couchiching Conservancy – located just north of the Oro Moraine complex, an important geomorphologic feature of central Ontario – to protect Moraine habitat, the conservation easement seeks to restrict future land owners from subdividing the land; constructing roadways; permitting motorized vehicles; allowing dumping, grading or other topographic changes; permitting pesticides; water-taking; planting or removal of vegetation; use of fire arms or hunting, fishing and trapping; domestic livestock activities; and construction and use of exterior lighting.

The Tushingham Property – 45 acres (18.2 hectares) – owned by the Ontario Heritage Foundation and managed by The Couchiching Conservancy - in the Moonstone area – a fine example of upland hardwood forest with a full complement of associated woodland plant species and terraced springs creating a multi-textured landscape on the edge of an ancient shoreline – also an area of First Nations settlement, under study by the Royal Ontario Museum.

3.12 Trails

The Ganaraska Hiking Trail

The Ganaraska Hiking Trail was officially opened in 1968. The trail begins in Port Hope on the north shore of Lake Ontario, and passes through a variety of scenery from Lake Ontario, north through the Ganaraska Forest within the Oak Ridges Moraine, past the lakes and drumlin fields of the Kawarthas to the rugged wilderness of the Canadian Shield, then west through the rolling hills of Simcoe County (and the Oro Moraine) and the shores of Georgian Bay to the edge of the Niagara Escarpment, where the Ganaraska Trail meets the Bruce Trail. Including some branch trails, the total length exceeds 500 kilometres, approximately 300 of which are within Simcoe County. The trail is entirely maintained by the volunteers of various clubs, such as the Pine Ridge, Kawartha, Wilderness Wildland, Orillia, Barrie, Mad River, Midland, Oro-Medonte and Wasaga Beach clubs. Within Oro-Medonte, there are 57.7 kilometers of trails associated with the Barrie, Orillia and Midland sections.

Simcoe County Forests

Many of the forest tracts within Oro-Medonte and through the County contain multi-use recreational/nature trails, many on old logging roads. Most blocks are open to the public. As noted above, the Sandford Block is used by Hardwood Hills Ski and Bike as a site for some of their trails.

The Ministry of Natural Resources

The 4,413 acre (1,787.23 hectare) Copland Forest (noted above) contains a network of forestry roads and trails. The 153 acre (62 hectare) Bass Lake Provincial Park also contains four-season non-motorized trails.

The Couchiching Conservancy

Some of the lands under Conservancy ownership, management and easement contain walking trails.

The Lake Country Oro-Medonte Rail Trail

This Township-owned 30 kilometre multi-use trail which supports walking, hiking, bicycling and snowmobiling, parallels the Lake Simcoe shoreline from south of the lakefront in the City of Orillia to within 1.5 kilometres of the border with the City of Barrie.

Ontario Federation of Snowmobile Clubs

The OFSC manages 84.43 kilometers of trails throughout the Township on various parcels of private and public land.

Commercial Venues

Horseshoe Valley Resort and the Hardwood Hills Ski and Bike provide trails for skiing and cycling, as described below in Section 3.13.

The various trail networks within the Township are largely isolated from one another, and as a whole, are not adequately promoted as recreation resources in the Township. The commercial venues rely on tracts of County of Simcoe forest and the Copeland Forest. Increased marketing, long term agreements/conservation easements and increased connectivity would greatly enhance the 'trail' resource.

3.13 The Private/Commercial Sector

The private/commercial sector provides a variety of recreational opportunities within the Township, ranging from golf to skiing, boating, curling, camping, an education/recreation centre, equestrian facilities and special events. In total, there are 22 properties ranging in size from 1.63 hectares to 208.13 hectares. Key among the assets are the following.

Golf Courses

There are 18 courses within the Barrie-Orillia area and another four within the Midland-Penetanguishene area. There are seven golf courses located within Oro-Medonte Township as noted below:

- Shanty Bay Golf and Country Club (3 x 9 holes - public) – 110.38 hectares,
- Horseshoe Valley Resort (Highlands and The Valley, both 18 holes, and a driving range – semi-private) – 30.3 hectares and 51.21 hectares,
- Settlers Ghost Golf Club (18 holes - public),
- Heritage Hills Golf Club (18 holes – public),
- Orillia Golf and Country Club (18 holes – semi-private) – 60.71 hectares,
- Treehaven Golf and Country Club (18 holes – public) – 37.34 hectares, and
- Simoro Golf Links (18 holes – semi-private) – 82.28 hectares.

Resorts

- Horseshoe Valley Resort (36 hole golf course, driving range, full service spa, tennis, indoor swimming pool, fitness facility, dining room, alpine skiing (23 runs and 8 chair lifts), snowboarding, and cross-country skiing on 35 kilometres of trails – pool and fitness facilities available to the public on an annual, quarterly, monthly and daily fee basis)
- Mount St. Louis Moonstone (alpine skiing with 40 runs and 12 lifts and two base lodges)
- Carriage Hills/Carriage Ridge Resort (indoor and outdoor swimming pools – not available to the public)

Burl's Creek Family Event Park

This 49.28 hectare facility provides family camping, concerts, the Spring and Fall Barrie Automotive Flee Market, Canadian All Truck Nationals, and an area to support temporary soccer fields – on a one-night/week basis (leased to the Township of Oro-Medonte).

Barrie Speedway

The speedway, which operates May through September, has a one-third mile paved track with a covered and heated grand stand. It is located next to Burl's Creek Family Event Park (Highway 11 and 8th Line South).

Hardwood Ski and Bike

This is the first private Nordic ski centre in Canada with 88 kilometers of ski trails (5 routes), 80+ kilometers of mountain bike trails (6 routes), and 15+ kilometers of snowshoeing trails arranged on 163.33 hectares plus the 39.26 hectare Sandford block of the Simcoe County forest.

Equestrian Facilities

In recent years, the number of commercial equestrian operations has greatly increased as some traditional farms have been transformed into these specialized facilities.

Hawkestone Yacht Club

This is a small private club that caters to sailing craft that are less than 35 feet in length. The facility is full and has a waiting list of potential customers.

Golden Medonte Powerboat Club

This 53 slip private marina accommodates pleasure craft up to 30 feet in length and contains a launch ramp, and fuel and pump-out facilities.

3.14 Other Non-Commercial Sites

The Orillia Fish and Game Club owns two properties in Oro-Medonte totaling 60.08 hectares.

The Oro Fairgrounds site comprises 6.54 hectares and contains five exhibit buildings, a track with bleachers and a judges viewing platform. The site is owned by the Oro Agricultural Society.

Five other non-commercial sites include:

- The Ukrainian Federation Village Park (31.7 hectares),
- The Bonita Glenn Girl Guide Camp (8.29 hectares),
- Youth Leadership Camps Canada (25.08 hectares),
- The George Langman Bird Sanctuary, and
- Big Cedar Estates.

3.15 Voluntary Groups, Associations, Clubs, Hall Boards

There are close to one hundred volunteer clubs, associations and other non-profit and for-profit groups providing agricultural, historical, arts and culture, recreation and sport facilities; programs and other services to the residents of Oro-Medonte Township and area. Several that are based in Barrie and Orillia serve the Oro-Medonte community as well. Overall, the emphasis is on traditional sports. Below is a partial list of groups to illustrate the range of interests and groups.

- Agricultural organizations (3)
 - Oro-Medonte Agricultural Society
 - Oro-Medonte Horticultural Society
 - 4 H Ontario
- Historical Organizations (1)
 - Oro-Medonte History Association
- Sports and recreation groups (24+)
 - Oro-Medonte Men's Recreational Slow Pitch League
 - Vasey Countrymen (recreational men's ball)
 - Vasey Minor Ball League
 - Warminster Ball League (men's)
 - Oro-Medonte Minor Ball
 - Coldwater Minor Ball League (girls and boys)
 - Oro-Medonte Minor Soccer League
 - Warminster Soccer League
 - Oro Minor Hockey Association (includes girls)
 - Coldwater and District Minor Hockey Association
 - North Simcoe Girls Hockey Association
 - Barrie Women's Hockey
 - Barrie North Hockey
 - Oro-Medonte Adult Skating Club
 - Oro-Medonte (figure) Skating Club and Power Skating/Canskate Program
 - Coldwater and District Figure Skating Club
 - Oro-Medonte Junior 77s (Junior 'A' hockey)
 - Barrie-Orillia Christian Co-ed and Men's hockey and ball (based in Oro-Medonte)
 - many small to medium-size men's hockey groups
 - Barrie Ringette Association
 - Oro Swords Fencing Club
 - Horseshoe Valley Tennis Club
 - Kaos Sports

- Oro-Medonte Minor Sports Association
- ☐ Service clubs (3)
 - Oro District Lions Club
 - Oro Lioness Club
 - Orillia Kinsmen
- ☐ Seniors groups (3)
 - Big Cedar Estates
 - Oro Marigold Jolly Elders
 - Shanty Bay Seniors
- ☐ Trail groups (3 hiking, 3 snowmobile)
 - Ganaraska Hiking Trail Association
 - Oro-Medonte Club of the Ganaraska Trail Association
 - Huronia Trails and Greenways
 - Orillia and District Snowmobile Club
 - Mid Ontario Snowmobile Trails
 - Bass Lake Snow Riders
- ☐ Resident Associations (14)
 - Moon Point Residents Association
 - Shanty Bay Community Centre
 - Moonstone Recreation Committee
 - Jarratt, Coulson and Community Group
 - Vasey Park Committee
 - Vasey Recreation Association
 - Ravines of Medonte Recreation Committee
 - Harbourwood Recreation Committee
 - Horseshoe Valley Property Association
 - Big Cedar Residents Association
 - Line 4 Park Committee
 - Sokil Property Owners Association
 - Hawkestone and Area Community Association
 - Eady Community Association
- ☐ Community Hall Boards (7)
 - Warminster
 - Hawkestone
 - Craighurst
 - Eady
 - Jarratt
 - Carley
 - Edgar
- ☐ Private Community Halls/boards (2)
 - Rugby
 - Oro Station
- ☐ Women's Institutes (13)
 - Clowes
 - Coulson
 - Craighurst

- Crown Hill
 - Dalston
 - Eady-Genard
 - Guthrie
 - Harvie Settlement
 - Hawkestone
 - Jarratt-Creighton
 - Mitchell Square
 - Rugby
 - Vasey
- ☐ Culture and Arts Groups and Associated Business (8 identified below – there are many other artisans living in the Township)
- Hawkestone Singers
 - Images Studio Tour
 - Oro-Medonte Craft Sale
 - Village Players
 - Brieley Pottery (Oro Station)
 - Judith Smith ‘Crafts with Class’ (Warminster)
 - Esa’s Fine art Studio (Hawkestone)
 - Richard VanderMeer Fine art Studio Gallery (Warminster)
- ☐ Other Groups (5)
- I.B.E.W.
 - Beavers, Cubs and Scouts
 - Sparks, Brownies, Guides and Pathfinders
 - Barrie Amateur Radio Club
 - Couchiching Conservancy

3.16 Affordability

Although similar to many rural communities of comparable character, the annual capital and operating investment in parks and recreation has been below the norm for a community with a population of 20,000. However, in recent years, this investment has been gradually increasing with a larger role being defined and assumed by the Municipality through the Recreation and Community Services Department. The evolving role has been in community development, direct programming, facility maintenance, promotion, and partnerships/strategic alliances with community groups and others for facility upgrading and new facility development, as well as operations. Over the years, the most significant capital investments have been made in the Oro-Medonte Community Arena and Banquet Hall (built in 1971) and the two lit ball diamonds adjacent to the arena. With the assistance of community and sports groups, smaller investments have also been made in other ball diamonds, soccer fields, new sports pads, playgrounds, the rail trail, and Ramey Memorial and Bayview Memorial parks. The most recent significant community partnership has been the development of Sweetwater Park.

However, the level of capital investment that will be required to make *significant* improvements to parks and facilities, as well as to develop new outdoor and indoor facilities and parks will be much greater than historical levels.

The servicing requirements of the Municipality are greater than the norm, due in part to the relatively small population spread relatively thinly over a large geographic area. Compounding this servicing challenge is the above average dependence on the residential tax base and the above average investment required to maintain and improve the many kilometers of Township roads.

Therefore, it is clear that other sources of funding and assistance will be required for the culture and recreation system to be improved. An increasing reliance on community and corporate fundraising; and partnerships with community groups, other public entities and the commercial sector will be required for moderate and major initiatives. And the ongoing operating and maintenance costs associated with existing, new and improved facilities will have to be sustainable. The most serious issue is the relatively poor state of repair of many indoor and outdoor recreation and community facilities which will require many millions of dollars of investment over the next twenty years to maintain in a safe, functional and accessible condition in order to at least meet current service levels.

In 2010, the Municipality may be able to access federal and provincial infrastructure grants to support one or more capital projects. Refer to Chapter Seven for the recommended capital forecast, phasing, implementation and financing strategy.

Chapter Four: Facilities – Analysis and Provision Strategies

4.1 Introduction

This chapter describes the types of leisure facilities that are within the scope of this Leisure Facilities Strategy. Trails and playgrounds were not included in the required scope of work. For each category of facility, current supply is described, along with available information about type and level of use. Known demand is documented along with predictions about likely future demand. For each category of facility, a long-term provision strategy is also recommended. Section 4.3 contains twelve Planning and Provision Principles which have influenced the individual facility strategies contained in this chapter, as well as recommendations regarding the Leisure Delivery System (Chapter Three). In Chapter Five, the individual facility strategies have been integrated into a **Township-wide Facility Provision Strategy**, which is also influenced by the Planning and Provision Principles.

As introduced in Chapter Three, Oro-Medonte residents rely heavily on the facilities provided in surrounding and nearby communities, especially: arenas, indoor aquatic facilities, fitness facilities (municipal to commercial), school and municipal gymnasias, large halls (municipal to commercial), higher level soccer pitches, the Barrie Sports Dome (indoor soccer, golf, etc.), YMCAs, movie and performance theatres, art galleries, museums, older adult centres, youth centres, and curling rinks. This is due to the ‘basic’ and ‘recreational’ role/level of provision that the former townships of Oro and Medonte and the new Township of Oro-Medonte have adopted over the years.

Because of the unique topography found in Oro-Medonte, alpine ski and snowboard facilities, as well as equestrian centres and trails, nature-oriented recreation, and lake-based facilities are available to local and regional residents as well as visitors to the Township from outside the region.

4.2 Broad Indicators of Current Unmet and Future Demand for Leisure Services

The profile of the community provides important clues about leisure activity interests and participation tendencies. The average age of Oro-Medonte residents is considerably older than the provincial average due, in part to the below average proportion of pre-school age children as well as young adults age 20-39. The proportion of middle age adults and young seniors are both considerably above the provincial average, as is the case for high school-age children. The proportion of adults over the age of 80 is below the norm. Compared to provincial averages, township residents are more affluent, better educated and there are fewer disadvantaged residents. The population is not ethnically diverse. Most residents travel outside the Township to work and most drive their own vehicle.

This **community profile** suggests above average interest in individual rather than group activities; fitness and holistic wellness; swimming; sailing and other types of boating; arts and culture - including fine arts, performing arts, and museums; outdoor and nature-oriented activities such as bicycling, walking for pleasure and exercise, hiking, tennis, cross-country skiing and bird watching; and higher-priced pursuits such as alpine skiing, golfing and boating. The large percentage of the permanent population that commutes on a daily basis impacts on the ability of children to participate in weekday evening activities outside of the home. The existing pattern of concentrating recreational soccer and ball programs into one or two nights per week reflects this constraint.

Participants at the **Search Conference** conducted for this planning exercise indicated the strongest preference for the following types of facilities:

- an indoor aquatic centre,
- improved indoor ice,
- more and better program and meeting rooms,
- improved baseball facilities (a third quality diamond),
- more multi-purpose outdoor sports pads,
- a full-size (adult) gymnasium
- a fitness/wellness facility,
- expanded multi-use trails,
- improved outdoor soccer facilities,
- improved library facilities,
- a curling rink,
- improved facilities for older adults, and
- a large multi-use facility to support big events and conferences.

Delegates at the **Search Conference** also indicated a preference for a three-tiered facility provision model. At the top of the three-tiered system would be one (primary) major, township-wide multi-use public site that would contain high level indoor and outdoor facilities that only need to be provided in one location within the Township. The second tier of facilities would be intermediate in scale and strategically located in areas of the Township where there are sufficient clusters of population. Two of the seven groups suggested that a significant multi-use facility be provided in the northern portion of the Township (former Medonte Township) in addition to a primary facility in the south. The third tier would comprise close-to-home parks and smaller scale facilities located within individual clusters of residential development. Most delegates implied that the community halls are third-tier facilities, although only eight residential areas have a municipally-owned hall, and two communities are served by small, privately-owned halls that are similar in size to public halls.

The respondents to the **recreation and community group survey** indicated the most support for the following types of what should be considered as potential components of a major, township-wide multi-use recreation complex:

- a large, divisible multi-purpose room,
- another indoor ice pad,
- an indoor swimming pool,
- a gymnasium,

- meeting rooms,
- a fitness centre,
- a curling rink,
- a facility to support indoor soccer,
- a library, and
- an indoor walking/running track.

Survey respondents indicated the strongest support for the following outdoor facilities to be considered at the 85 acre Guthrie Road site (the only large Township-owned park):

- soccer fields,
- a third ball diamond,
- tennis courts,
- an open, but covered outdoor rink,
- a lawn bowling facility,
- a ball hockey rink,
- an outdoor swimming pool and/or wading pool,
- a lacrosse bowl,
- a skateboard facility,
- an outdoor running track,
- multi-purpose sports pads, and
- outdoor basketball courts.

Survey respondents also indicated the strong support for the following facilities to be located elsewhere in the Township:

- more major- to intermediate-scale facilities to be located in the west-central part of the Township, along the Horseshoe Valley corridor (arena, indoor swimming pool, multi-purpose building/recreation centre),
- provide/maintain neighbourhood-based facilities (upgraded community halls, beach volleyball, tether ball, soccer fields, unstructured facilities),
- a facility closer to the northern part of the Township,
- upgrade many existing facilities: e.g., Bayview Memorial Park, Vasey Park ball diamonds, Danny McHugh Memorial Park (formerly Warminster Park) ball diamond,
- improve tennis facilities, and
- more trails and bike lanes on roads – improve the linkage among trail networks.

Submissions

Five submissions were received from individuals and one was sent by 111 residents of Simcoe Estates.

Township-wide Facilities:

- trails in public open space areas – better linked together
- 5-6 foot wide bike lanes located along appropriate country roads
- indoor swimming pool
- lit multiple tennis courts with club house
- gymnasium for court sports
- facility for indoor soccer

- indoor tennis
- twin pad ice rink
- indoor running track

Local facilities:

- playground equipment
- walking trails with benches
- soccer field
- outdoor ice rink
- tether ball
- beach volleyball
- skateboard facility
- shuffleboard court
- tennis courts
- create a park that could be shared with the emerging Craighurst development
- reconsider the value of Craighurst Hall (too small, dangerously close to the highway, old)

Overview of Leisure Trends

As noted in Chapter Two, the Oro-Medonte population is considerably older than the provincial average due, in part to the below average proportion of pre-school age children as well as young adults age 20-39. The proportion of middle age adults and young seniors are both considerably above the provincial average, as is the case for high school-age children. The proportion of adults over the age of 80 is below the norm. Compared to the provincial averages, township residents are more affluent, better educated and there are fewer disadvantaged residents. The population is not ethnically diverse.

Although the total population is projected to increase by 40% between 2006 and 2031, **it is projected that the following markets will decline over the next 15-20 years** and then begin to increase after that:

- children (age 4-12) (by 400 residents or 18% of the total population)
- youth (age 13-17) (by 340 residents or 23% of the total population)
- Mid-life adult (age 35-54) (by 1420 residents or 22% of the total population)

The following markets are **projected to increase over the next 25 years**:

- Pre-school (age 0-4) (369 residents or 38% of the total population) – decline between 2006 and 2016 and then begin to increase
- Young adult (age 18-34) (954 residents or 26% of the total population)
- Empty nester adult (age 55-64) (955 residents or 34% of the total population)
- Older adult (age 65+) (6,000 residents or 224% of the total population)

The large Echo generation (the children of the Baby Boom generation that are age 16-31 in 2010) is aging out of the child and youth markets and into the young adult market. With the child and youth markets expected to remain relatively static over the next 25 years, demand for the types of activities and facilities of interest to this age group should not increase, especially in the next 15 years when this age group is projected to decline in number from 4,039 to around 3,275.

The Baby Boom market (age 45-64 in 2010) is aging into the late mid-life and early older adult markets. This generation still accounts for around one third of the Ontario population.

Therefore, although the generic/provincial leisure trends will generally apply, the downward trends in demand for individual activities that will be felt most in older and medium to slow-growing communities may be more pronounced in Oro-Medonte. The activities that are expected to grow in popularity due, in part to the aging of the population, should be accelerated locally. And, it is important to remember that the influence of the values and interests of the big Baby Boom generation and the smaller, but still quite large Echo generation will dominate demand for leisure.

Additional influences will come from the above average income and education levels of the Township's population, as well as the low level of ethnic diversity.

Other trends are combining with the gradual aging of the population to influence choices and participation in leisure. Chief among them are:

- shifting personal and societal values, attitudes and issues;
- economic factors and trends;
- gender;
- increased understanding of the personal, social, economic and environmental benefits of parks and recreation;
- an increasingly time-stressed society;
- increasing disparity between rich and poor;
- more aggressive public user pay policies;
- increasing ethnic diversity and the increasing proportion of the population that is foreign-born;
- increased inclusion and integration of those with special needs;
- an increasingly better educated population;
- changing work and workplace patterns;
- the environmental imperative;
- greatly increasing energy costs;
- social malaise and the prevention paradigm;
- the decline of institutions; and
- the crisis in traditional leadership.

Figure 11 below provides a summary of the upward and downward trends in leisure activities that are expected over the next decade or two. Both the upward and the downward trends are expected to be more noticeable in Oro-Medonte, due mainly to the older than average age of the current and future population.

Refer to Appendix C for more information on generic leisure and related trends, and their application to Oro-Medonte.

Technical Analysis and Local Perceptions

Technical data relating to character, quality and use of facilities, as well as other technical analysis will also influence future demand for each activity and facility, as well as unique local

participation patterns and public perspectives. Where this type of information was available, it has been incorporated into the specific documentation under each facility type.

**Upward and Downward Trends in Leisure Activities - based on:
Provincial Trends and the Influences the Current and Anticipated
Future Characteristics and Growth Potential of the Local Population**

Figure 11

Leisure Activities that are Trending DOWNWARD	Leisure Activities that are Trending UPWARD
<ul style="list-style-type: none"> <input type="checkbox"/> most arena activities - especially minor hockey and figure skating as the Echo generation ages into their young adult years, and eventually into older adult hockey as the Baby Boom generation ages out – however, there should continue to be an increase in girls hockey until the participation rate peaks (but the numbers will be relatively small compared to the decline in child and youth male participation) – and there should be an increase in young adult hockey as the Echo generation ages into their young adult years – but their participation rate will be lower than for minor hockey <input type="checkbox"/> hardball <input type="checkbox"/> child and youth softball <input type="checkbox"/> children’s camps (except for specialty camps) <input type="checkbox"/> Scouting and Guiding <input type="checkbox"/> swimming lessons for children <input type="checkbox"/> badminton <input type="checkbox"/> volleyball <input type="checkbox"/> basketball <input type="checkbox"/> mountain biking <input type="checkbox"/> long distance bicycling <input type="checkbox"/> water skiing <input type="checkbox"/> tobogganing <input type="checkbox"/> snowmobiling (unless the sport can find ways to retain enough of the aging market through sled design and other attractions) <input type="checkbox"/> hunting <input type="checkbox"/> attending sporting events (except for horse racing which will be driven by the growing appetite for gambling) <input type="checkbox"/> watching sporting events on TV <input type="checkbox"/> volunteering (the Baby Boom generation is less likely to participate in the way that the current older adult market has, and they will participate less than when they were younger – unless volunteer engagement practices change dramatically to entice this generation into sustained volunteering). 	<ul style="list-style-type: none"> <input type="checkbox"/> nature appreciation/nature study activities, orienteering/adventure travel and eco-tourism, <input type="checkbox"/> gardening, <input type="checkbox"/> visiting botanical/display gardens and related facilities, <input type="checkbox"/> reading, <input type="checkbox"/> walking, hiking and backpacking, <input type="checkbox"/> tennis, racquetball and squash (although the trend in these sports has been down for a decade or two, if the Echo generation is encouraged to take up tennis, racquetball and squash, and adequate facilities are provided and promoted, demand could grow), <input type="checkbox"/> cross-country skiing on shorter and gentler trails, <input type="checkbox"/> alpine skiing (although the trend has been down for a decade or two, if the Echo generation is encouraged to take up alpine skiing, demand could grow), <input type="checkbox"/> going on self-guided/directed tours (local and travel-oriented), <input type="checkbox"/> golf (especially for women), <input type="checkbox"/> lacrosse (influenced by recent increasing interest in professional lacrosse), <input type="checkbox"/> fitness and related activities that support health and holistic wellness – mental and physical well-being, <input type="checkbox"/> fitness/physical and well-being programs - tailored specifically to older adults, <input type="checkbox"/> swimming for pleasure, <input type="checkbox"/> therapeutic and health-related aquatic programs, <input type="checkbox"/> outdoor soccer (across Canada, the participation rate is peaking – youth participation appears to have peaked, but there is still some growth in girls and women’s soccer and participation by men), <input type="checkbox"/> indoor soccer (demand is increasing dramatically from competitive youth and adults, house league children and youth, and adult recreational, especially women – demand will be driven by the availability of facilities), <input type="checkbox"/> Ultimate Frisbee (a relatively new sport with growing interest – demand will be driven by the availability of indoor soccer facilities and excess time at suitable outdoor fields), <input type="checkbox"/> in-line hockey (relatively new sport with growing interest), <input type="checkbox"/> recreational in-line skating (relatively new sport with growing interest), <input type="checkbox"/> attending theatre and concerts, <input type="checkbox"/> participating in creative art and hand craft activities, <input type="checkbox"/> attending multi-cultural events/festivals, <input type="checkbox"/> attending handcraft exhibitions/shows, <input type="checkbox"/> visiting art galleries/attending art shows, <input type="checkbox"/> visiting museums and historic sites, <input type="checkbox"/> attending historic re-enactments and heritage festivals, <input type="checkbox"/> curling, <input type="checkbox"/> bowling (if up-scaled and packaged with other complimentary facilities/activities that also appeal to people in their 40s and 50s), <input type="checkbox"/> casual/recreational skating, especially in attractive, amenity-rich outdoor settings, <input type="checkbox"/> dancing (ballroom, line, square, etc.), <input type="checkbox"/> bicycling, <input type="checkbox"/> fishing and fishing tournaments, <input type="checkbox"/> camping, <input type="checkbox"/> boating, <input type="checkbox"/> eating out, <input type="checkbox"/> driving for pleasure, <input type="checkbox"/> computer and Internet use, and <input type="checkbox"/> gambling.

Figure 12
Key Culture and Recreation Facilities, Parks and other Open Space
Township of Oro-Medonte, 2009



4.3 Planning and Provision Principles

The recommendations of this Strategic Facility Plan for leisure facilities are founded on a number of *principles* that are intended to provide the *guiding philosophy* for planning and decision making for now and into the future. Some of the principles are based on the **personal, social, economic and environmental benefits of parks, recreation, culture and the arts**. Others reflect **contemporary planning principles** for the provision of leisure facilities and related programs, activities and services, adapted to the Township of Oro-Medonte. The recommendations contained within Chapter Three regarding the leisure delivery system and the role of the Municipality, as well the recommendations that relate to specific types of facilities that are found in this chapter are based on these principles.

Principle One: Utilize the Benefits of Parks, Recreation, Culture and the Arts as the Foundation of the Plan

The personal, social, economic and environmental benefits of parks, recreation, culture and the arts are becoming increasingly well documented and widely known, and have become the foundation of contemporary leisure delivery systems. The benefits are summarized in Appendix A and have been translated into the following ‘belief’ statement, tailored to the Township of Oro-Medonte.

We believe that an investment in parks, recreation, arts and culture in the Township of Oro-Medonte is an investment in the beauty and appeal of our community; and the growth and development of our citizens, our community, our economy and our environment.

Research indicates that the results of this investment will include:

- Improved personal **health and well being for our citizens** - recreation and active living results in lower costs for health care, improved quality of life, and increased life expectancy.
- Greater **citizen participation and engagement** - involvement in community organizations results in more civic engagement, and ultimately a safer and more democratic community.
- Proud and confident leaders** - involvement in recreation, parks, and arts and culture builds important social skills and produces leaders that are better able to serve their community.
- Strong neighbourhoods** - recreation, parks and the arts can be a catalyst for building a strong and self-sufficient community, and appealing and safe neighbourhoods.
- Reduced crime and lower costs for policing and justice** - increased opportunities in recreation, sports and the arts will reduce self-destructive and anti-social behaviour, alienation and racism.
- A **cleaner and healthier environment** - parks and natural areas protect and can enhance ecological integrity, improve air quality, help to purify our water and encourage stewardship ethics.
- Economic growth and prosperity** - recreation, sports tournaments, festivals, and arts and culture contribute to the positive economic and social environment necessary for business success – stimulating spending and employment, increasing productivity and increasing the attractiveness of Oro-Medonte to new residents, tourists, and existing and new businesses.
- Building strong families** - families that play together – stay together. Recreation supports and strengthens families.

- ❑ **Balanced human development - *mind, body and spirit*** - involvement in recreation, play, sports, and arts and cultural activity can help children, youth and adults develop their full physical, social, creative, intellectual and spiritual capacity.
- ❑ Preservation and celebration of our **cultural heritage and diversity** - helps us to better understand ourselves, our neighbours and newcomers to our community.

Principle Two: Support the Concept of ‘Communities within a Community’

The provision of and access to community facilities (halls/community centres, outdoor facilities and public open spaces) should support concentrations or clusters of established/historical as well as emerging/future communities. Therefore, where current and future population warrants, the Municipality should strive to support ‘suitable centres of community activity’ (either municipally-owned or provided by others, but available for community use). A few higher level facilities and leisure opportunities (e.g., arena, fitness centre, indoor swimming pool) that would not be replicated in two or more parts of the Township should be provided to meet the needs of *all* residents. For all non-neighbourhood facilities, consider locations that are visible and easy to access by well travelled roads and trails.

Principle Three: Base the Delivery of Leisure Services on a Three-Tiered Hierarchy of Parks and Facilities.

To help support this concept of ‘communities within a community’, and provide and organize leisure services as equitably as possible across the Township with its very decentralized and relatively sparse population, the following three-tiered hierarchy of parks, open space and leisure facilities is recommended. The **‘township-wide/regional’ tier** is intended for facilities and parks/open space that are highly developed and large scale, and regularly attract use from across much of the Municipality and beyond. The **‘community’ tier** recognizes facilities and parks that regularly attract most of their use from a relatively wide area, but not often the whole township, and as such, are generally developed to an intermediate level or scale, and could involve clustered and lit facilities and provision for parking. **Neighbourhood parks and facilities** represent the third tier and are intended to meet the ‘basic/recreational’ needs of nearby residents, and as such, should not incorporate even intermediate-level facilities, clusters of facilities or lit facilities.

- i) **Township-wide/regional** (Bayview Memorial Park, the Oro-Medonte Community Arena, the 85 acre Guthrie site, possibly future opportunities associated with Horseshoe Valley Resort, golf courses, the Ganaraska Trail, ski areas, County forests, the Copelend Forest, etc.)
- ii) **Community** (Sweetwater Park, Line 4 Park, Ramey Memorial Park, Vasey Park, Hawkestone Community Park, South Side Bass Lake Park, Shanty Bay Park, the proposed new park in Craighurst, and the community halls)
- iii) **Neighbourhood/Local** (Ravines of Medonte Park, Shelswell Park, Barrillia Park, Railside Park, and others)

A key element of the three-tiered system is to ***increase the linkage*** among the various open space components via a network of trails and open space greenways. **It is recommended that a township-wide trails and greenways plan be prepared in the next five years.**

Principle Four: Cluster Facilities

When and where appropriate, new indoor and outdoor non-neighbourhood facilities should be clustered to optimize efficiency and appeal, as well as to improve programming and marketing potential. Where appropriate, consideration should be given to including education, library, cultural, and other complimentary facilities along with traditional leisure facilities. Given the decentralized nature of much of the population, this principle cannot be applied as liberally as in more compact communities or municipalities with at least one major population centre.

Principle Five: Locate for Visibility and Prominence

Whenever possible, locate major leisure facilities in visible locations to help promote their use and to showcase what the community has to offer.

Principle Six: Gradually Lessen Dependence on Surrounding Communities

Although the Township has begun to gradually increase its self-sufficiency, the residents of Oro-Medonte rely quite heavily on several of the municipalities in the surrounding area to supply many types of the leisure facilities, programs and related events and services, particularly those for which there is marginal or insufficient local demand, or where there has not been sufficient local investment to provide adequate facilities and other services. However, as the Township continues to mature and attract residents from larger centres, and as the population grows toward 25-30,000 there will be an increasing need for the Municipality to provide more and better leisure programming (directly and indirectly) and related services, and higher quality leisure facilities (some types of which are currently not available in the Township).

Principle Seven: Complement Rather than Compete

When needs are adequately met for a particular leisure interest, the Municipality should not engage in or increase competition with other providers in the community or nearby. However, where there is sufficient unmet demand and/or other providers are not adequately and affordably meeting the leisure needs of a particular market segment of residents, the Municipality should consider providing or expanding service in that area. Municipal involvement could be direct or indirect.

Principle Eight: Continue to Evolve Partnerships and other Strategic Alliances between the Municipality, the Voluntary Sector and Others

As community expectations for parks and leisure services increase and broaden, and the Township expands its leisure services role, the need to partner with the voluntary sector and others will become increasingly important. Opportunities to partner with others in the public, quasi-public, non-profit and commercial sectors should increasingly be sought, evaluated and established where there are benefits to the Municipality and the community. Also, the role of the Municipality in support of improved volunteer engagement should continue to increase to ensure a strong volunteer presence in leisure service delivery.

Principle Nine: Optimize Facility Use

Relative to the characteristics of each type of facility, ensure that use is maximized before additional facilities are provided. Facilities at the Township-wide/Regional level of provision should always be programmed for the highest and best use in prime time.

Principle Ten: Ensure Physical Accessibility

Ensure that all existing municipal and new public facilities are fully accessible for persons with disabilities and mobility impairments. 'Accessibility' is defined by the Ontario Building Code (1992), the Ontarians with Disabilities Act (OADA), and the Accessibility Standards for Customer Service (Ontario Regulation 429/07) - compliance required by January 1, 2010.

Principle Eleven: Be Environmentally Responsibility

When facilities undergo major renovation, strive to improve energy efficiency where possible and economically feasible. For new construction, provide facilities that, through design and operation, embrace contemporary energy conservation technology and measures. Strive for at least a **LEED 'Silver' Certification** or equivalent for all new facilities, including the site and site development, as well as other factors including support of alternative transportation, light pollution, recycling, optimum energy performance, and low emitting materials. **LEED** stands for: the **L**eadership in **E**nergy and **E**nvironmental **D**esign scoring system, as regulated by the Canadian Green Building Council.

Principle Twelve: Be Fiscally Responsibility

Ensure that capital and net operating costs associated with existing and planned public facilities are affordable in the short term and are sustainable for the future.

4.4 Arenas

The Oro-Medonte Community Arena is the only indoor ice surface in the Township. The facility, which is located at Line 4 North and Highway 11, was constructed in 1972, with a 1989 addition and renovation. The facility, with a gross floor area of 35,000 square feet, includes a 80' x 180' ice pad, accommodation for 265 in the stands (225 seated and 40 standing) and 95 in the lobby (35 seated and 60 standing), a 2,850 square foot second floor banquet hall/multi-purpose room (with an elevator), six change rooms, a concession in the main floor lobby, washrooms and support functions.

Arenas in the region and plans for more facilities include:

- Barrie (eleven ice surfaces in seven facilities – one twin pad is commercial – no reported plans for additional public ice surfaces)
- Orillia (the Orillia Community Centre was closed in January, 2009 – leaving one ice surface plus plans for a new twin pad in the near future (NHL-size ice surfaces, seating for 700 and 200, 12 change rooms, to be located at the West Ridge Sports Complex on the border of Oro-Medonte near Forest Home) – the useful life of the Brian Orser/Twin Lakes Arena is reported to be about seven years – the Orillia Community Centre will be repaired for the 2009/10 season to provide a 'time bridge' to the new twin pad facility)
- Midland (one twin pad - the second pad was added recently)
- Severn Township (one single pad – Coldwater Arena under agreement to be also used by Oro-Medonte residents)
- Springwater Township (one single pad – one to two ice surfaces planned)
- Penetanguishene (one single pad)
- Mnjikaning Rama First Nation (Olympic size single ice pad)



Figure 13: Oro-Medonte Community Arena



Figure 14: Oro-Medonte Community Arena



Figure 15: Oro-Medonte Community Arena

Facility Condition

In October, 2008, a facility condition assessment was completed by AECOM Canada Architects Ltd. In general, building systems were found to be in ‘fair’ condition. One notable issue that will require further investigation is the movement observed between the change room floor and the main arena enclosure. Recommended repairs and replacement over the next twenty years are estimated to cost (in 2008\$) \$3,765,500, not including what could be required to repair the movement between the building components and any improvements to the functionality of the facility. Also not included in that figure are unknown costs to: i) meet additional accessibility standards; ii) deal with the floor movement between main building and change room area; iii) consider any additional energy and environmental initiatives; as well as any significant functional improvements; iv) allow for replacement of the septic system; and v) inflation.

Over the next ten years, anticipated large expenditures include: roof replacement, refrigeration components, improvements to dressing rooms, replace ice slab/refrigeration distribution piping/under-slab heating system/related components, electrical upgrades and exterior cladding.

The estimated cost for each time period is as follows. These amounts include design, engineering, approvals, construction, contingency and GST; but do not include non-fixed costs such as program and maintenance equipment, supplies, furnishings, communications, IT and security systems.

Year	Capital Cost Estimate
2009	\$ 133,500
2010-2014	742,000
2015-2020	825,000
2021-2025	920,000
2026-2030	<u>1,145,000</u>
Total	\$3,765,500

Additional recommendations regarding accessibility, energy and environmental considerations were offered, including adaptations to create barrier-free dressing rooms.

The total cost of repair and retrofits over the next 20 years represents 68% of replacement cost (not including ‘other’ items as noted). Recreation facilities with repair budgets in the order of 65% of the replacement cost and greater normally are subject to replacement due to the operating savings realized over the next life cycle. Functional updates such as features to address accessibility and male/female requirements, in addition to greater resource efficiency and environmental performance are also realized in new facilities with integrated systems.

Fire safety deficiencies were also found in the April, 2009 inspection by the Oro-Medonte Fire Department. These costs are not included in the figures above.

Refer to **Appendix E** for the full reports.

Operating Cost

Over the past four years, the facility has operated at an increasing annual deficit ranging from \$11,109 in 2006 and \$10,655 in 2007 to \$26,390 in 2008 and \$60,100 in 2009. During that period, total annual revenue increased from \$242,094 in 2006 to \$343,500 in 2009. The largest revenue source was ice rental which increased from \$228,693 in 2006 to \$265,000 in 2009. Total operating expenses increased from \$253,203 in 2006 to \$403,680 in 2009. In 2008 and 2009, there were notable expenditures relating to maintenance, and repairs and replacement of equipment – totaling \$42,000 in 2008 and \$85,500 in 2009, which inflated the ‘expenses’ totals in those years. For 2008, \$23,115 was transferred from reserves and, for 2009, the figure was \$55,300. More detail is provided for the years 2006-2009 in Section 6.7 of Chapter Six.

Utilization of the Ice Surface

Available hours of use are divided into two categories as noted below.

Prime time:	4pm-12pm Monday-Friday	
	<u>6am-12pm Saturdays, Sundays and holidays</u>	
	Total hours/week	= 76 hours/week
Non-prime time	<u>6am-4pm Monday-Friday</u>	= 50 hours/week
Total time available		= 126 hours/week

Depending on the year, the length of the winter season can vary slightly. However, a typical winter ‘ice-in’ season is 32 weeks. Total prime and non-prime time for a typical 32 week winter season is as follows.

<input type="checkbox"/>	Total prime time hours	2,432
<input type="checkbox"/>	Total non-prime time hours	<u>1,600</u>
<input type="checkbox"/>	Total hours	4,032

- In the 2007 'ice-in' winter season, 3,079.25 hours were rented, which equates to 76.4% of total available 'ice-in' time.
- In the 2008 'ice-in' winter season, 3,065 hours were rented, which equates to 76% of total available 'ice-in' time.
- In 2008, typically 73 of 76 available hours of prime time per week were rented, which equates to 96% of total available prime time. Two of the three unrented hours each week were typically early morning and late evening on Sundays.
- In 2008, typically 33.5 of 50 available hours/week of non-prime time were rented, which equates to 67% of total available non-prime time.

Ice-related Use of the Oro-Medonte Arena by Major Group, 2007 and 2008 Figure 16

User Groups	2007	2008
Children and youth	1,504.25 hours (48.9%)	1,519.0 hours (49.6%)*
Adult	1,145.0 hours (37.2%)	1,169.5 hours (38.2%)*
Schools	144 hours (4.7%)	145.0 hours (4.7%)
Township programs	286 hours (9.3%)	231.5 hours (7.6%)*
Totals	3, 079.25 hours (100%)	3,065.0 hours (100%)

* hours adjusted to more accurately allocate users and to remove the summer camp hours from the 'ice-in' uses.

Other Key Use Statistics for 2008

- Oro Minor Hockey and the Oro (figure) Skating Club used 1,477.5 hours (97.3% of all hours booked by minor age groups). The Barrie North Minor Hockey league was the largest out-of-township minor sport group, utilizing 29 hours.
- 77.9% of school group use was by out-of-township schools.
- Over half of adult rentals were by out-of-township groups.
- Approximately 950 hours or approximately 30% of the total time used was allocated to adult hockey groups that ranged from a few hours per season to 117 hours in 2008. In 2007, the comparable figure was approximately 980 hours or 32% of the total time used.
- Although the Barrie Women's Hockey League rented 81 hours in the 2007/80 season, no women's groups rented ice time for hockey in the 2008/09 season, due to allocation of ice time to the Jr. 'A' hockey club (Oro-Medonte 77s).
- The overall utilization of the ice surface and the allocation to various broad age categories and user groups remained relatively constant between 2007 and 2008

Access to and Use of the Coldwater and District Community Centre by Oro-Medonte Residents

In February, 1997, the Township of Oro-Medonte entered into an agreement with the Township of Severn to participate in the affairs of the then Board of Management to oversee the operation of the Coldwater and District Community Centre and the Coldwater Fairgrounds (arena, fairground, ball diamond, race track). Recently, the Board of Management was dissolved and the arena is now managed by the Township of Severn through the Public Works Department. An annual grant provided by the Township of Oro-Medonte to Severn Township guarantees equal

access by Oro-Medonte residents to all recreational and cultural programs provided at the Coldwater and District Community Centre and the Coldwater Fairgrounds. It is the mandate of the Municipality to achieve recovery of its annual operating expenses through revenues derived from users of the facility. A Capital Reserve Fund, to which each municipality contributes annually, has been established. The Township of Oro-Medonte may annually contribute a non-refundable amount equal to \$2.00 x 10% of the total registered electors, as defined by the Regional Assessment Office. The amount is renegotiated every three years.

For the 2007/08 season, 35.2% of ice users at the Coldwater and District Community Centre were reported to be Oro-Medonte residents, all registered within Severn Township groups such as Coldwater and District Minor Hockey and Coldwater and District Figure Skating. That 2007/08 percentage was an increase from 16.4% in 2006/07, 26.3% in 2005/06, 25.4% in 2003 and 23% in 2002. For 2008, at least 159 Oro-Medonte residents were reported to be registered with groups using this arena, mostly in the Coldwater and District Minor Hockey League (103 registrants).

Where a minor hockey player lives within the Township determines which minor hockey association they can join. Based on Ontario Minor Hockey Association Rules, most players who live north of Horseshoe Valley Road must join minor hockey associations in Coldwater, Elmvale and Midland.

Pattern of Use over the Past Three Winter 'Ice-in' Seasons

In examining the 2006/07, 2007/08 and 2008/09 winter 'ice-in' seasons, the following use patterns were noted. In the case of the 2008/09 season, the numbers are as of the October, 2008 and are expected to increase by about 100 hours for uses such as school rentals and incidental adult hockey rentals and holiday rentals.

Ice Rental Patterns for Principle User Groups, Oro-Medonte Community Arena, 2006/07, 2007/08 and 2008/09

Figure 17

Principle User Groups	Hours Rented per Season		
	2006/07	2007/08	2008/09
Oro Minor Hockey	1,200.25	1,260.5	1,391.5
Oro (figure) Skating Club	161.5	162.0	159.0
Township Programs	260.0	312.5	310.0
School Rentals	150.0	175.0	97.0
North Simcoe Girl's Hockey Association	22.0	9.0	9.0
Barrie North Hockey (minor)	28.0	30.0	29.0
Barrie Women's Hockey	66.0	81.0	
Rob Taylor (men's hockey)	83.0	78.0	117.0
Rob Drury (Men's Recreational Hockey)	73.5	78.0	87.0
Rob Sutherland (Men's Pick-up Hockey)	81.0	81.0	75.0
Oro-Medonte 77s			74.0
Bert Logan – OPP (men's hockey)	79.5	80.0	64.0
John Gray (men's hockey)	47.0	59.0	58.0
I. B. E.W. (men's hockey)	48.0	50.0	48.0
Jim Partridge (Adult Hockey – men's)	40.0	41.5	44.0
Zambonies (men's hockey)	43.5	46.5	42.0
Simcoe County Paramedics (men's hockey)	36.0	42.0	40.5
David King (men's hockey)	36.0		

Paul Duncan (men's hockey)	28.0	29.0	31.0
Dan Coates (men's hockey)	26.0	29.0	30.0
The Mountain League (men's hockey)			30.0
Paul Daoust – Oro-Medonte Fire (men's hockey)	27.0	30.0	25.5
Shanty Bay Old Boys (men's hockey)	28.0	29.0	28.0
The Green Team (men's hockey)	27.0	29.0	
Barrie-Orillia Christian Sports (men's hockey)			28.0
The Bickle League (men's hockey)	18.0	26.0	28.0
Nick Harvie League (men's hockey)	27.0	28.0	27.0
Oro-Medonte Adult Skating Club (Dave Caldwell)	27.0	27.0	27.0
Andy Bowers (men's hockey)	26.0	28.0	22.0
Tom Kennett (men's hockey)		25.0	21.0
Barrie Police (men's hockey)	25.0	24.0	23.0
Larry Maw League (men's hockey)	20.0	31.0	22.0
John Cuppage (men's hockey)	24.0	24.0	23.0
Wilkinson (men's hockey)	26.0	15.0	

Observations:

- Oro-Medonte Minor Hockey is by far the largest user of ice time at 1,391.5 hours in 2008/09, and has been renting an increasing amount of ice over the past three seasons – an increase of almost 200 hours or 16%.
- The amount of ice time rented for Township programs increased a great deal between the 2006/07 season and 2007/08 and leveled off for the 2008/09 season. The Township is now the second largest user of ice time.
- The ice time rented by the Oro Figure Skating Club has been relatively constant over the past three years at 159-162 hours. The club uses the third largest amount of ice time.
- The fourth largest use of ice time is school rentals which were up in 2007/08 over 2006/07, but for the 2008/09 season, dropped well below the 2006/07 level. However, an additional 56 hours of rental is anticipated to be allocated to schools before the end of the 2008/09 winter season, which will bring the total up to the 2006/07 allocation.
- The amount of ice time rented by the Barrie North Minor Hockey League has been consistent over the past three years at 28-30 hours.
- The amount of time rented by North Simcoe Girl's Hockey 'A' has declined over the last three seasons from 22 to 9 hours, in part due to the inclusion of the Oro-Medonte 77s.
- Barrie Women's Hockey did not rent any time this season, after renting 81 and 66 hours in the previous two seasons. They had to relinquish their hours because they did not meet the Township criteria for the minimum proportion of Township residents registered in their group. This was also influenced by the inclusion of the Oro-Medonte 77s.
- The four men's hockey groups who rent the most ice are: Robert Taylor, Men's Recreational Hockey, Robert Sutherland and Bert Logan (OPP), ranging from 64 to 117 hours. For the 2008/09 season, the total hours rented by men's groups who rent at least one hour per week was 575.5 hours. For these regular users, the amount of ice time rented has been relatively consistent over the past three seasons (567.5, 556, and 575.5 hours respectively). Based on the address of the person who rented the ice, at least 425 hours of ice time allocated to adult hockey is by an out-of-township group (74%). However, some of the participants in the out-of-township groups could be local residents.

Issues with the Oro-Medonte Community Arena

Although some of the groups who responded to the Facility Needs Survey considered the arena and banquet hall adequate, the following groups identified concerns.

- Shanty Bay Old Boys adult hockey – water temperature in showers fluctuates from cold to scolding hot; rate the facility as a 'B'
- Oro-Medonte (figure) Skating Club – ice is sometimes very rough due to heavy use by hockey, especially during try-outs; some of the small appliances are dated; kitchen cupboards are not always clean (mouse droppings)

- Oro-Medonte Fire adult hockey – dressing rooms are too small for adults, as are the showers; water temperature controls are dangerous; hallways are narrow for adults with equipment; support facilities are lacking (e.g., pro shop, skate sharpening service, tape, sticks, laces, etc.)
- Oro Minor Hockey - need for a meeting room; storage room needs to be twice the size, be insulated and have adequate air circulation to keep equipment and jerseys from molding; trophy case is too small; sound system needs upgrading; no separate change room for girls (an OMHA requirement for girls over the age of eight)

Staff noted the arena floor sweats during the summer which limits use.

The following issues were noted from the 2008 condition audit and other available technical information about the facility.

- Movement between the floor areas is evident along the west wall of the main arena enclosure adjoining the dressing rooms.
- The roofing is due for replacement and the joint between the high roof area of the main arena enclosure and the lower adjacent roof area over the dressing rooms has experienced leaking due to movement between the two floor areas.
- The prefinished siding along the east elevation is exhibiting de-lamination of the coloured coating. The undercoating appears to be galvanized which continues to protect the metal.
- Recessed, sloped glazing details at the south elevation of the lobby addition/renovation exhibit water penetration and need to be addressed.
- Swing doors, overhead doors and hardware are being maintained, but are due for ongoing maintenance regarding hardware and weather sealing.
- Banquet hall, the concession, and office and staff areas are finished with painted block, lay-in ceiling tile and vinyl/wood flooring and are in poor to fair condition.
- The dasherboard system, glazing and related components are 10 years old and are in fair condition.
- Plumbing and drainage for washrooms, dressing rooms and the concession areas are in fair condition, but beyond their useful life
- Exhaust fans are provided in the dressing rooms and are functional, but exhibit damage - likely due to their being within reach of hockey sticks. The warm, moist air exiting via the exhaust systems has resulted in ice build-up at the exterior vents.
- One of the dehumidifier units is over 30 years old and is due for replacement.
- Except of the lighting over the ice pad, which is 5 years old and in good condition, the balance of the electrical components, although reasonably maintained, are beyond their useful life and are within 5–10 years of replacement.
- The compressors are reaching the end of their life expectancy.
- Although new in 2002, the 20 hp brine pump is under-sized and runs continuously.
- The 17 year old condenser tower is showing signs of deterioration and water leaks.
- The de-supra heater, which is used to recover heat for domestic water, is about 22 years old and is reaching the end of its useful life expectancy.
- The controls are original and are reaching the end of their useful life expectancy.
- The ice slab, refrigeration piping, under-slab heating system and related components are nearing the end of their life expectancy (within 5-10 years).
- The electrical power panels, distribution and related components in the original building are nearing the end of their life expectancy (within 5-10 years).

Demand and Supply Indicators

Although residents and visitors from age 2 to 90 utilize the Oro-Medonte Community Arena, the principle ice users are age 4 to 12. In all communities, the participation rate for sports (*the percentage of a particular age group that participates regularly in an activity, and the number of hours of participation per person per season*) begins to decline at around age 12 and drops off considerably after age 20. Although, according to local sports groups, all current demand cannot be completely accommodated for minor hockey, figure skating and some adult hockey groups, it is anticipated that local demand, especially for minor hockey and figure skating, but also for the older adult hockey groups (with participants over age 35), will decline over the next 15-20 years.

The age-specific population projection completed for this study anticipates that the 4-12 age group which declined from 2,305 in 2001 and 2,198 in 2006, and will continue to decline to a low of 1,800 by 2016 and 2021, (398 or 18%) and then slowly rebound back to around the 2006 level by around 2026, and reach 2,561 by around 2031. This age group is projected to decline as a percentage of the total population from 12.6% in 2001 and 11% in 2006, to a low of 7.8% by 2021 and rebound a little to just 9.1% by 2031. *If total population growth in the township does not accelerate in the later years of the projection as expected, then the number of the principle users of arenas will not increase much even after 2021.*

The 13-17 age group is expected to show the greatest and most sustained decline in number percentage (23%) and number at 338. This age group peaked around 2006 at 1,461 (7.3% of the total population). But, even as the Township grows, this age group is projected to decline steadily through 2026 to a low of 1,123 (4.5% of the total population), before rebounding slightly to 1,301 (4.6%) by 2031.

The number of potential participants available for adult hockey is also projected to decline. After peaking in 2006, the young and middle-age adult market (age 18-54) is projected to decline over the next 12-15 years, even as the population of the Township grows. Based on the age-specific population projection completed for this study, it is anticipated that the 18-54 age group will decline by 5.6% or 566 between 2006 and 2021 (10,130 to 9,468), gradually increase back to the 2006 level by around 2027, and then increase to 10,969 by 2031. And although the crucial 18-34 age group is projected to steadily increase in number from 3,613 in 2006 to 4,567 by 2031 (an increase of 954 or 26%), *most of that growth will only be in the next ten years* as the Echo generation moves through this time interval, after which growth will slow.

In most communities, the aging of the Echo generation (age 15-30 in 2009) is 'feeding' the young adult market and increasing demand for individual and team sports. However, a dominant phenomenon of Oro-Medonte Township is the above average out-migration of young adults seeking higher education, employment, excitement and lower cost housing. This out-migration is muting the potential for increasing demand for leisure activities of interest to this young adult market (e.g., hockey, tennis, cycling, fitness programs, soccer, slow-pitch baseball, etc.) and the pattern is not anticipated to change until more significantly lower cost housing becomes available and local employment opportunities improve.

As indicated below under each type of user, the amount of estimated unmet prime time appears to be between 800 and 1,000 hours annually, which would represent only 33-41% of total prime

ice time available in a second ice pad. With the anticipated decline in demand for minor hockey and figure skating over the next 15-20 years and some increase in demand for young adult hockey (mostly over the next ten years), there will be very little if any opportunity for overall demand to increase until the number of children and youth begins to increase in 15-20 years.

Supply of ice surfaces in the region appears to be on the increase over the next few years. The City of Orillia will increase the supply of indoor ice surfaces by a net of one through the construction of a new twin-pad arena and the planned eventual retirement of its oldest arena (which will be refurbished enough to open again for the next few years). Therefore, some of the excess demand for prime ice time from Orillia and area residents will be absorbed. Throughout the region, the appeal of new facilities will likely attract some use away from older, less appealing arenas in the area, including Oro-Medonte. The Orsi Group is considering including a twin-pad arena as part of a proposed indoor/outdoor soccer complex that could be built south of Price's Corners in Severn Township. Springwater Township is planning to include an indoor ice surface (with potential to twin) in a new multi-use recreation complex proposed to be built in the development area west of Midhurst.

Barrie has recently completed the Holly Community Centre which includes two ice pads and other facilities. A Parks and Recreation Master Plan is currently underway which will examine the need for all types of leisure facilities. However, given the recent increase in the number of indoor ice surfaces, it is unlikely that any more will be added in the next ten years.

The recent addition of an ice surface to the North Simcoe Sports and Recreation Centre in Midland has increased supply to the area to the north of Oro-Medonte. This facility will be attractive to residents living in the northern part of Oro-Medonte, who already use facilities in Midland.

No additional indoor ice facilities are planned for the other municipalities in the immediate area.

Minor Hockey

- ❑ The Oro Minor Hockey Association increased their ice rental by 16% (or about 200 hours) over the past three seasons from 1,200.25 to 1,391.5 hours.
- ❑ The organization has requested an additional 20 hours/week of prime ice time to support: i) one full practice/week for local teams, ii) two full practices/week for representative teams, iii) offer an ongoing power skating and skills program, and iv) more tournaments. If that level of increased use for a group with declining registration can be realized, that increased rental would total about 640 hours of prime time per season.
- ❑ For the 08/09 season, the ice rental rate was subsidized by \$40/hour. The subsidy for the 09/10 season will be \$35/hour.
- ❑ In 2008/09, there were 350 registered with Oro Minor Hockey and that number is reported to be down from around 500 in the recent past.
- ❑ Oro Minor Hockey currently receives about 57% of the available prime ice time and has ice time seven days/week.
- ❑ The 103 registrants for the 2007/08 season represented was an increase in the number of Oro-Medonte residents participating with the Coldwater and District Minor Hockey Association.

- ❑ Based on the age-specific population projection completed for this study, unless the participation level increases, demand for minor hockey should continue to be in decline over the next 15-20 years. The 4-12 age group is expected to decline by 18% or 400 between 2006 and 2021 (from 2109 to 1,800) and then slowly increase back to the 2006 level by around 2029 and continue to increase to 2,561 by 2031. The 13-17 age group is expected to decline by 23% or 338 between 2006 and 2026 (from 1,461 to 1,186) and then slowly increase back to the 2006 level after 2031. That represents a total decline of around 750 for the 4-17 age group over the next 12-20 years.

Figure Skating

- ❑ For at least the past three seasons, the Oro-Medonte Skating Club has been restricted to around 160 hours per season or two nights per week for 5-6 hours per night.
- ❑ Current registration is around 100-120 and is limited by available ice time.
- ❑ For the 08/09 season, the ice rental rate was subsidized by \$40/hour. The subsidy for the 09/10 season will be \$35/hour.
- ❑ Local skaters and coaches either regularly leave or do not even consider the local club due to the shortage of ice time and especially, the lack of ice time on weekends. The larger and more developed clubs in Barrie and Orillia attract significant numbers of Oro-Medonte residents. In 2007/08, it was reported that there were 16 township residents registered with the Coldwater and District Figure Skating Club.
- ❑ The Oro-Medonte Skating Club reports that they could use 3-4 more hours and one more night per week to expand their program and attract more local skaters and coaches.
- ❑ Based on the age-specific population projection completed for this study, the number of Oro-Medonte residents available to participate in figure skating will be in decline over the next 15-20 years, beginning immediately. The 3-19 age group is expected to decline by 17% or 752 between 2006 and 2021 (from 4,436 to 3,684) and then slowly increase back to the 2006 level by around 2029 and continue to increase to 4,646 by 2031.

Girls Hockey

- ❑ Oro Minor Hockey reports that 20% of registrants are female or approximately 100. North Simcoe Girls Hockey reports a membership of 136 in the 4-18 age range.
- ❑ Although interest in girls hockey continues to increase across Canada, the number of participants remains relatively small, compared to male participation.
- ❑ Based on the age-specific population projection completed for this study, the number of Oro-Medonte residents available to participate in girls hockey will be in decline over the next 15-20 years, beginning in the next year or so. The 4-17 age group is expected to decline by 16.4% or 291 between 2006 and 2021 (from 1,770 to 1,479) and then slowly increase back to the 2006 level by around 2028 and continue to increase to 1,904 by 2031.

Adult Hockey

- ❑ The age range of most adult hockey players is between 18 and 55, with a few participants playing into their late 60s and most of the players in the 18-34 age group.
- ❑ Most of the smaller groups who use the Oro-Medonte arena report that demand is either holding steady or has declined somewhat recently, while some of the larger groups indicate significant growth in the past five years (in the range of 15-30%), and project similar growth in the next five years.

- ❑ The 18-54 age group increased by almost 8% or 740 (9,390 to 10,130) between 2001 and 2006. Since almost 40% of the growth was in the 20-24 age group and there was growth in most age categories (all but age 30-39) during that period, that could account for some of the recent spike in demand for adult hockey. However, growth across this entire age group will not be sustained over the next decade and a half.
- ❑ After peaking in 2006, growth in the young and middle-age adult market (age 18-54) is projected to decline over the next 12-15 years, even as the overall population of the Township grows. Based on the age-specific population projection completed for this study, it is anticipated that the 18-54 age group will decline by 5.6% or 566 between 2006 and 2021 (10,130 to 9,468), gradually increase back to the 2006 level by around 2027, and then increase to 10,969 by 2031.
- ❑ And although the crucial 18-34 age group is projected to steadily increase in number from 3,613 in 2006 to 4,567 by 2031 (an increase of 954 or 26%), most of that growth will be in the next ten years, after which growth will slow. As a percentage of the growing population of the Township, this age group is projected to increase slightly from 18% in 2006, peak at 19.6% by 2016, and then decline to 16.3% by 2031, as the Echo generation moves through and ages out of this age group.
- ❑ Therefore, some teams, especially the over age 35 group, may not be able to sustain their minimum numbers and will have to cancel their ice time, while the larger groups should soon stabilize and therefore, not require additional ice time.
- ❑ There appear to be few women participating in organized hockey in Oro-Medonte.

Adult Pleasure Skating

- ❑ An adult pleasure skating club exists in Oro-Medonte, but comprises only around two dozen regular members, with an additional 60 participants for special occasions.
- ❑ Gender is close to 50/50 and the age range of participants is currently 19 to 90.
- ❑ Participation has been steady over the past five years, but has fluctuated over the 35 years of the club.
- ❑ 27 hours/season are utilized by the club. Twenty-one hours/season are also booked by the Municipality for senior skating and 185 hours/season were booked in 2008 for general (all ages) public skating (including holidays).
- ❑ With the aging of the Baby Boom generation, the likelihood of most new residents being middle age or young seniors and increasing motivation for exercise, the market for adult pleasure skating has the potential to increase, if skating groups market effectively to this age group, and venues and associated programming are sufficiently attractive to this increasingly demanding and independent market. By 2031, the Baby Boom generation will be age 66-85 and is projected to represent 27% of the total population. Based on the age-specific population projection completed for this study, the adult market age 20-84 is projected to increase steadily from 13,240 in 2001 and 14,864 in 2006 to 21,372 by 2031 (an increase of 6,508 or 43.8% since 2006, with most of the increase in the older ages groups). This age group is projected to also increase as a percentage of the total population from 72.3% in 2001 to peak at 78.3% by around 2021, and then slowly decline to 76.1% by 2031, as the Baby Boom generation gradually ages into the older years of the adult market.

Between 2006 and 2031, the 55+ age group is projected to increase by 6,745 or 123% (from 5,469 to 12,214). The increase in the proportion of the population for this age group is

projected to be from 29.9% in 2006, peak at 43.6% in 2026 and hold steady at around that figure through to 2031.

School Use

School rentals have varied between 150 and 175 hours of non-prime time per season. However, the new rule requiring helmets to be worn by all students reduced demand in the 08/09 season. It is uncertain if this drop in demand will continue in coming years if the effect of the helmet rule lessens. Each school receives eight free hours of non-prime time ice rental per season.

Summer ‘Ice-out’ Season

The summer camp program offered by the Department of Recreation and Community Services utilized 240 hours, all between 8:00 am and 6:00 pm from Monday to Friday. The arena floor was rented in 2007 and 2008 by the Oro District Lions Club and by the Navy League of Canada (Barrie) for fund raising events. Oro Minor Hockey rents the arena floor annually for their banquet. The Hawkestone Singers have rented the floor for a concert and Oro Minor Soccer has rented the floor for a referee clinic. Occasionally, the arena floor is rented for a wedding reception. The process of building ice begins the last week in August.

If the floor did not sweat during the summer months, considerably more use could be made of the facility; for example, ball hockey, lacrosse, inline skating, trade show, exhibitions, large social events, and music concerts.

Overall Demand for Ice Time over the Next Ten to Twenty Years

Although there is currently excess demand for ice time at the Oro-Medonte Community Arena, it is more likely than not that *overall* demand for ice time will decline over the next ten to twenty years – based on projected declining numbers in most age categories (especially for the principle user groups) and increasing supply of arenas in the region.

Provision Strategy

Although prime time is fully utilized and two thirds of non-prime time is utilized, and there is currently excess demand for ice time, it is more likely than not that *overall* demand for ice time will decline over the next ten to twenty years – based on projected declining numbers in most age categories (especially for the principle user groups) and increasing supply of arenas in the region.

Over the next ten years, local and regional demand should continue to be monitored to determine if excess demand continues to exist in Oro-Medonte and the immediate area. Even though Oro Minor Hockey believes that many of their parents would be willing to pay for additional ice time per week to provide more hours per child, their request for an additional 640 hours per season falls far short of the 2,432 hours of prime time that would be available in a second ice surface. As noted above, even with the addition of the estimate of excess demand for prime ice time from figure skating and adult hockey, the total would be between 800 and 1,000 hours.

Even if there continues to be excess demand for ice time from minor hockey and figure skating (which is doubtful) and demand grows for young adult hockey, there is insufficient unmet demand for prime time and non-prime time ice to justify a second ice surface in Oro-Medonte for at least ten years. The additional indoor ice surfaces planned for the region are likely to have excess capacity for at least the next decade, especially if the City Orillia retains the Orillia Community Centre, even for a few more years.

Service Level/Provision Guideline

A service level or provision guideline of one indoor ice surface per 25,000 residents is recommended to serve as a guideline for future planning. Based on the population projections produced for this study, a population of 25,000 is anticipated by around 2026.

There are two options to continue to provide indoor ice in Oro-Medonte Township. One is to continue to invest in the existing arena over the next ten to twenty years. The other is to build a new arena with a single ice pad and associated components and contemporary features in the near future.

Although the existing arena could remain viable for another twenty years with an estimated minimum investment of \$3.8 million (in 2009 \$) plus: i) inflation; ii) the cost to address fire safety issues and iii) the unknown costs to address the movement between the change room floor and the main arena enclosure, to improve accessibility, usability and appeal, and replace the septic system - a reasonable rationale can be made to consider replacing the facility in the near future, as outlined below.

- The estimate of \$3.8 million plus inflation and the other unknown costs noted above represents considerably over 65% of the replacement cost for exactly the same facility, which is the point where a new facility is typically considered.
- A projected minimum investment of almost \$900,000 is required in next 3-5 years and almost \$1.7 million over the next ten years.
- A new facility would include additional components and features (meeting/program rooms, storage for historical resources, a pro shop, a dressing room and office for the Jr. 'A' hockey team, a running track, offices, and external storage), as well as improved facilities/components (change rooms, foyer, food services, multipurpose space, the arena floor, spectator areas, storage, and display areas); total accessibility throughout the structure for persons with disabilities; and contemporary design, engineering and features to significantly improve energy efficiency and functionality.
- Due to lower energy costs that would result from a more energy-efficient building, and lower annual maintenance costs, as well as the opportunity to generate higher revenues from a more attractive and functional building with more revenue sources, a new and larger facility would be no more expensive to operate and maintain.
- A new facility would have a life expectancy of at least 30 years.
- A new facility could be re-located on the recently expanded Guthrie site and designed to be able to accommodate other facility components and support outdoor uses in the park.
- Due to site restrictions, the existing arena cannot easily be enlarged to allow twinning or the addition of other facility components, without moving the parking area and possibly the ball diamonds.

Due to improvements in design, features, functionality and energy efficiency measures, a typical contemporary single ice pad could not be constructed for the estimated \$5.6 million replacement cost of the existing facility. It is estimated that a new, contemporary single ice pad would cost between \$8 and \$10 million, depending on size, features, quality and degree of energy efficiency. If a 4,000-5,000 square foot ground floor multi-purpose community hall was attached, along with meeting rooms, offices for staff and sports groups, a pro shop, and other improvements and new features, the cost would be in the order of \$14 million. See Chapter Six for more detail.

It is recommended that the Township continue to maintain the partnership with the Township of Severn re: the Coldwater Arena – far as long as that facility remains viable.

In May, 2009, Oro-Medonte Council recommended that the ‘new facility’ option be examined in detail through a feasibility study of township-scale facilities that would be suitable and feasible for the Guthrie site to be built over the next twenty years. See Chapter Six for the results of that study.

4.5 Indoor Multi-purpose Space

Quantity, Size and Distribution

Indoor multi-purpose space comprises ten small community halls (eight public and two private, but publicly available), the second floor hall at the Oro-Medonte Community Arena, the small program room associated with the fire hall located at Line 4 North and Horseshoe Valley Road (the Ian Arthur Beard Complex), and the seven small gyms located at elementary schools within the Township. Other available facilities include church halls; the Warminster Legion; and facilities at Horseshoe Resort, Heights of Horseshoe, Carriage Ridge Resort and Carriage Hills Resort.

The ten community halls are small and vary in size from 700 to 1,150 square feet on their main floors (five halls have a usable basement). The second floor hall associated with the arena is 2,850 square feet in size and is accessed by an elevator. The size of the small program room at the Ian Arthur Beard Complex is 770 square feet. The school gymnasias range in size from 2,046 to 2,490 square feet. The halls were built between 1877 and 1950, with most prior to 1930.

Although there are three community halls between Horseshoe Valley Road and Highway 400 (Warminster, Carley and Eady), there are no halls north of Highway 400. The only public-use facilities in this part of the Township are Moonstone Elementary School and a small room associated with the fire hall in Moonstone (which has not been used to date for community events). Although there is an elementary school, another part of the Township with a substantial population base that lacks a community hall is Shanty Bay. The area that comprises the Horseshoe Valley Resort community and the Sugar Bush community is another under-served part of the Township with a sizable and growing population.



Figure 18: Hawkestone Hall



Figure 19: Carley Hall



Figure 20: Craighurst Hall



Figure 21: Eady Hall



Figure 22: Jarratt Hall



Figure 23: Warminster Hall



Figure 24: Old Town Hall



Figure 25: Edgar Hall

Quality and Condition

The quality and functionality of these multi-use facilities varies from poor for three of the small community halls (Warminster, Craighurst and Carley), to reasonably high for two of the halls (Hawkestone and Jarratt), to quite high for the school facilities, the arena hall, the program room in Ian Arthur Beard Complex, most church halls and the resort facilities.

Excluding Old Town Hall, the cost of energy to heat the remaining public halls has been increasing in recent years, as has the need for capital repairs. Over the past five years, the total annual expenditure for these halls has varied between \$40,500 and \$53,350. Total revenue has varied between \$58,242 and \$36,853. In 2004 and 2006, there was an overall deficit of \$751 and \$3,997 respectively. In each of years, at least two of the halls ran a deficit. In 2004, six of halls were in deficit. In the past five years, Warminster Hall has been in deficit four times, and Carley and Edgar halls have been in deficit three times. Deficits are carried over from year to year, unless written off by the Municipality. At the 2008 year end, Eady, Warminster, and Hawkestone halls accumulated deficits of \$983, 3,115 and \$4,223 respectively. The Hawkestone Area Community Association covers any annual shortfalls in operating costs for their facility. For those halls, their reserves had also been depleted. At 2008 year end, Craighurst and Jarratt halls had the largest reserves (between \$11,500 and \$12,500).

For most of the halls, a very strong sense of attachment and ‘ownership’ has been cultivated over the years through caring for the facilities and the use of the halls by the nearby community. In some cases, these halls are the remaining symbols of some of the hamlets that comprised the former townships of Oro and Medonte.

In October, 2008, Ted Wilson, Architect with AECOM Architects Canada Ltd. completed a building condition assessment for each of the eight municipal community halls. The on-site assessments included visual reviews of existing conditions. No destructive or other intrusive sampling or testing involving instrumentation was done.

Identified repairs responded to life safety and accessibility deficiencies, based on the requirements of A2 occupancy under the Ontario Building Code for public use facilities, the Ontarians with Disabilities Act (OADA), the Accessibility Standards for Customer Service (Ontario Regulation 429/07), and the requirement for an asbestos survey under Ontario Regulation 278/05. In general, a facility life cycle is in the order of thirty years and varies depending on the systems incorporated and the maintenance programs implemented over the operating life of each structure.

The analysis examined the building structure, envelop and interior, as well as the mechanical, and electrical systems, and offered recommendations over a twenty year period. Recommendations were also offered regarding accessibility, and energy and environmental recommendations (water conservation, energy, materials, indoor environmental quality).

Replacements are recommended as systems/components reach the end of their useful life.

Life cycles for buildings and components are based on the standards of the Building Owners and Managers Association (BOMA) and Protocols for Building Condition Assessments published by Public Works and Government Services Canada.

System repair and replacement budgets are derived from life cycle analysis data for Municipal facilities of similar size, complexity and program accommodation. Tasks are prioritized with life safety and structural concerns first and facility durability following. Facility replacement budgets are sourced from:

- published construction industry systems replacement data;
- historical data on tendered projects of similar scope, construction type and finish; and
- adjustments based on site-specific conditions.

Hall board members indicated that many of the repairs/upgrades/replacements could be completed for less than the amount indicated, with some volunteer labour, local connections, donations and discounts and lower quality components where allowable. The estimate for capital improvements assumed materials and equipment of a quality suitable for a contemporary public use facility (A2 occupancy), with the work tendered and completed by bonded contractors. Ultimately, the completion of each task is intended to enable the Municipality to meet its obligation to continue to maintain each public facility over the next life cycle.

The recommended repairs, upgrades and replacements and associated capital cost estimates did not include many upgrades to improve functionality or aesthetic quality. Many of the recommended repairs/upgrades/replacements will not be noticed by most customers.

Although what was recommended for each facility was unique, there were a number of common themes for repair/replacement/upgrade over the next 20 years. Common items included:

- surveying for asbestos-containing material (immediate),
- adding CO detectors,
- install fire suppression hoods over stoves and other cooking equipment (if required by local regulations),
- weather stripping,
- replacement of doors and windows,
- modifications to meet provincial requirements for accessibility (including barrier-free washrooms),
- roof repairs/replacement,
- heating system repairs/replacement,
- plumbing and water supply system improvements/repairs/replacement,
- replacement of septic systems,
- ongoing maintenance of interior walls and floor finishes,
- improvements and repair to electrical systems, and
- replacement of emergency systems.

The estimated budget for each facility includes design, engineering, approvals, construction, contingency and GST. Replacements are recommended as systems/components reach the end of their useful life.

Edgar, Warminster, Eady and Carley halls are particularly high maintenance and require regular and costly repair to brickwork and/or stucco finish. The estimate for recommended repair/replacement and upkeep over the next 20 years varied from \$235,000 for Craighurst Hall to \$534,000 for Carley Hall.

For each facility, the cost to replace the hall in its current size, configuration, style and construction characteristics was estimated, along with the cost to replace each facility at the same size, but utilizing a single-floor design and a construction style and materials more consistent with conventional community facilities of this nature. The estimated cost to replace the halls as they are currently configured ranged from \$246,000 for Craighurst Hall to \$652,500 for Hawkestone Hall. Refer to Figure 27 for the cost per facility and to Appendix E for the details.

At \$240/square foot, the cost to replace the facilities in the general style and construction method noted above varied from \$168,000 for Warminster Hall to \$549,200 for Jarratt Hall. The cost to replace each facility was lower than to repair for all but Craighurst, Old Town, Eady, Jarratt and Hawkestone halls. Jarratt and Hawkestone halls are in considerably better condition than the others and are lower maintenance facilities.

When estimated repair budgets exceed 65% of replacement cost, facilities are generally replaced with more functional, and energy- and cost-efficient facilities. New facilities would be much more efficient, functional and appealing; would generate increased revenues; and could allow for the consolidation of some halls and associated volunteer resources.

Carley Hall requires the most investment, with almost half of that investment anticipated in the next five or so years.

In March, 2009, the Oro-Medonte Township Fire Department conducted Fire Safety Inspections of the community halls and the Oro-Medonte Arena. Refer to Appendix E for the details of those reports. An estimate of costs associated with addressing the inspections was prepared by the Municipality. The fire regulations must be met to allow for public occupancy.

Utilization

- ❑ Use of the eight small public halls varies from very low (e.g., Warminster, Edgar, Eady and Carley) to quite high on weekday evenings (e.g., Hawkestone, Jarratt, Craighurst and Old Town Hall). Overall, daytime use is extremely low. Uses and programs are limited to what can be accommodated in small venues, the ability or inability to heat the facility, the ability or inability to clear snow so vehicles can be parked, the adequacy of washroom facilities, overall aesthetic appeal, the nature of the floor, the absence of change rooms and showers to support fitness programs, low ceilings (in some cases), and degree of accessibility for persons with disabilities into and within the facilities (especially the lower levels). The capacity of the upper and/or lower halls of the eight municipal halls ranges from 70 to 130 people depending on configuration.
- ❑ The Ian Arthur Beard program room, which can accommodate 15–30 people, is booked four nights/week for between 2 and 3.5 hours. It is also booked four days/week during the daytime for between one and 3.5 hours. Total scheduled use in 2008 for meetings, recreation

and fitness programs and seasonal events was 994.5 hours, including 184.25 hours of Municipal programming.

- ❑ The 2,850 square foot arena hall is used for a wide variety of purposes from meetings, seminars and training sessions; to parties, social events and receptions; as well as fitness and seasonal programming. Although most of the use is generated by groups in the community, most of the scheduled recreation and fitness programming is offered by the Recreation and Community Services Department. Over the past three years, total annual use has varied a great deal from 1,091 hours in 2006 to 1,410 hours in 2007, and 821 hours in 2008. With a minimum of 4,212 hours per year available for use, this facility is operating at only 20-33% of capacity. Reasonable hours determined to be available are 8 a.m. to 10 p.m. Monday to Thursday and Sunday, plus 8 a.m. to 2 a.m. for Fridays and Saturdays. The capacity of the hall is 160–250 depending on configuration.
- ❑ Limited use is made of the school gymnasias by community-based groups. The Department of Recreation and Community Services uses school gymnasias on occasion for regularly scheduled programming. Weekday evening use varies from one to three nights. The Township uses four of the schools one night per week. This low amount of community use is due in part to the cost of additional custodial time required to supervise the schools after regular maintenance hours. When these costs are added, the recovery cost of the programs make them too expensive to offer. The public school board is looking into ways to schedule custodial work to minimize costs to the community.

Issues

A top issue is the small size and marginal quality of most of the public facilities that are available for community use which limits the types of uses that can be accommodated and therefore the breath of leisure and related programming that can be offered by community and sports groups, as well as the Department of Recreation and Community Services.

Another top issue is the poor physical condition of many of the community halls, and the deficiencies of many facilities. For example, Craighurst Hall lacks a water supply and a septic system, and Edgar Hall has poor well water. The heating system and condition of the Carley Hall makes winter use impossible. The recent condition audit of the halls that was noted above, revealed that over the next twenty years, each of the facilities will require a great deal of investment. The total estimated capital investment was close to \$3 million. And that did not include any investment to improve the functionality and appeal of these facilities. See Figure 26 for a summary of information on each facility, Figure 27 for a summary of estimated repair, replacement and upgrade costs, and Appendix D for the condition audit reports for each facility.

There is no barrier-free access to the main floor of Carley Hall or the unfinished basement. None of the halls with a useable basement can provide barrier-free access to the lower level. Most halls require some upgrades to the entry access and some require modifications to create a barrier-free washroom.

For most of the community halls, there is either no opportunity or very limited opportunity to expand the buildings, due to the small size of the sites. For Craighurst hall, there is not enough room on site to provide adequate on-site parking. Site sizes vary from 0.15 hectares for Jarratt

Hall to 1.07 hectares for Old Town Hall. Four of the halls are located on sites of 0.3 hectares and smaller.

The issue of inadequate distribution of indoor multi-purpose facilities was noted earlier.

There is no consistent or centralized system for booking the use of the halls. Except for Old Town Hall, which is operated by the Municipality, a potential user/renter has to find a private phone number and then call someone on the hall board who may not be readily available to take the booking. There is no centralized data base that tracks availability for all of the halls, so referrals can be made to prospective customers if one hall is not available when requested. There is also no consistency in rental rates and no mechanism to establish rates, based on the quality and functionality of each facility.

Beyond the Recreation and Community Services brochure, which simply lists the halls with a photo and booking information, there is no marketing strategy. No pertinent information (features, capacity, rates, range of possible uses, etc.) about each of the halls is provided. On the Township web site, there is no mention the community halls.

Given the estimated cost to repair and upgrade each of the community halls, it will not be possible for the hall boards to cover their portion of capital cost sharing, if the current 50/50 arrangement with the Township remains the policy.

One of the biggest issues for the Municipality is the inability to afford to finance the high cost of repairs and upgrades that will be required at many of the aging community halls.

Given increasing energy costs, and the poor condition of most of the buildings that contributes to increasing repair costs, and high heat and cooling losses, it is increasingly difficult for the hall boards to balance their annual operating budget, especially with the limited ability to generate sufficient revenue at most facilities.

As introduced in Chapter Three, the Municipality is increasing at risk regarding substandard facilities (fire safety, accessibility, and insurance requirements; as well as security, and LCBO and Ontario Building Code regulations). There is also risk associated with volunteers operating public buildings; for example: compliance with Township and other policies and regulations regarding type of use, compliance with regulations, the Occupiers Liability Act, etc.

For the management boards, it is increasingly difficult to recruit and maintain sufficient volunteers with the required skills. Most of the activity of the management boards is focused on hosting activities that are intended to raise funds to help off-set annual operating costs and build a reserve to pay for some of the upcoming repairs. For Hawkestone and Eady halls, there is a community association that organizes social, recreational and fitness programming; and annual events to provide leisure activities for the community; supplement the activities of the hall boards; and sometimes assist with operating and capital costs.

Demand Indicators

Over the years, it appears that township residents have been relatively satisfied with the level of service supported by the small community halls, and provided by the boards of management that operate them and the community associations that exist in some areas. However, what is not known is the degree to which the halls are being ignored or passed over by prospective customers who know they are inadequate for their needs. A good deal of this latent demand (and revenue) could be captured by adequate and well marketed facilities.

Residents of all ages are interested in leisure and social activities that cannot be either accommodated adequately or at all by available multi-use facilities in the Township. Looking ahead, it is anticipated that many of the leisure, wellness and social activity needs and aspirations of especially the aging Baby Boom generation who have grown up in the Township and many of the new residents who have and will in future make the Township home, will not be able to be accommodated in the types of facilities currently available.

Examples of activities that cannot be accommodated or accommodated adequately include:

- Medium size and larger social gatherings (most community halls cannot accommodate even 100 people and the banquet hall at the arena accommodates between 160 and 250 people, depending on the configuration);
- Floor-based/aerobic fitness/wellness activities that require a sprung or otherwise cushioned floor, and ideally change rooms and showers;
- Dance programs that require a sprung or otherwise cushioned floor, and ideally change rooms and showers;
- All gym sports (there are no full-size single gymnasia in the Township – all of the gyms are school-based and under 2,500 square feet in size – none of the halls are suitable for these types of activities);
- Indoor soccer (a minimum size pitch of 80 x 200 feet with adequate artificial turf is required – gyms are currently used for a minimum soccer program);
- Creative arts programming (requiring adequate natural light, storage and a water source);
- Performing arts events (including music); and
- Recreation, social, instructional, information and wellness programs and other services for older adults, especially for residents who require barrier-free access into and throughout the facility.

For many programs to be economically viable, a floor area of over 1,000 square feet is required to accommodate sufficient participants.

Overview of Municipally-owned Community Halls, Township of Oro-Medonte, 2008

Figure 26

Facility and Components		Usability	Type and Level of Use	Room to Expand	General Condition	Barrier-free Access
Hawkestone Hall 2,175 sq. ft. (including basement) 120 cap.	Main-floor multi-purpose room; resource centre/library in basement; washrooms; kitchen	Small open hall suitable for a variety of programs & uses; inadequate accessibility to basement library; no air conditioning	Used regularly & often (4 nights/wk. & on weekends Sept.-June for community & family events programs & events + library uses	0.89 ha. May be able to expand behind	Good	Exterior ramp to main floor (modifications required); none to basement
Jarratt Hall 2,290 sq. ft. (including basement) 130 cap.	Multi-purpose room on each floor; new kitchen in basement; washrooms	Moderate size open hall suitable for a variety of programs & uses; inadequate accessibility to basement limits use	Used five days/wk. most of year - meetings, Girl Guides, private recreation programs, community events, occasional rentals	0.15 ha. No	Good	Exterior ramp to main floor (modifications required); none to basement
Old Town Hall 1,988 sq. ft. (including basement) 110 cap.	Multi-purpose room on each floor; kitchen; washrooms	Small open hall & basement room suitable for a variety of programs & uses; inadequate accessibility places some limits on use	Managed by Twp.; Used regularly for Twp. programs, meetings 4 nights/wk. & some weekend use + other occasional uses	1.07 ha. Possibly	Fair-good	Exterior ramp to main floor (modifications required); none to basement
Eady Hall 1,876 sq. ft. (including basement) 110 cap.	Multi-purpose room on each floor; newer kitchen; washrooms; air conditioned; sound system	Small open hall with stage & basement room suitable for a variety of programs & uses; inadequate accessibility (especially in winter) limits use	Used 10-15% on wk. nights & less than 10% on weekends - Women's Institute, church groups, community & family events, Coldwater Players (practices x3/wk.; prop storage)	0.42 ha. Possibly	Fair-good	Exterior ramp to main floor (modifications required); none to basement
Warminster Hall 700 sq. ft. (including basement) 70 cap.	Multi-purpose room (55) on each floor; small kitchen; washrooms	Very small open hall & basement room + inadequate accessibility to basement limits use	Used rarely – main user is Orillia Kinsmen once/wk. + the odd rental	0.2 ha. No	Poor	Exterior ramp to main floor (modifications required); none to basement
Craighurst Hall 1,025 sq. ft. 120 cap.	Multi-purpose room; washroom; kitchenette	Small open hall, lack of water supply & unconventional toilet limits use	Used regularly by Women's Institute, private Karate & Taekwondo program	0.2 ha No	Poor; no water supply or septic system	Exterior ramp to main floor (modifications required)
Edgar Hall 1,600 sq. ft. (including basement) 110 cap.	Multi-purpose room (60-70) on each floor; kitchen in basement; washrooms	Small open hall & small basement room + inadequate accessibility to basement; needs kitchen upgrades & poor well water	Used regularly – seniors Euchre, Women's Institute, community & family events, fundraisers, assorted rentals	0.3 ha. Could possibly add a little	Poor	Exterior ramp to main floor (modifications required); none to basement
Carley Hall 700 sq. ft. (main floor only) 80 cap.	Multi-purpose room; washroom; kitchen; unfinished basement	Very small open hall with small stage + inadequate accessibility; no winter use due to heat loss; new road surface has helped use	Used rarely – occasional rec. programs, a few community & family events – no use during winter	0.42 ha. Yes, 50% bigger, rear yard	Poor	No barrier-free access is provided to the building or the basement

**Capital Replacement Costs and Estimate of Minimum
Repairs/Replacement/Upgrades by Milestone Years (Beginning in 2010),
Municipally-owned Community Halls, Township of Oro-Medonte, 2008**

Figure 27

Facility	Capital Replacement Cost (2008\$)	Year 1	Year 5	Year 10	Year 15	Year 20	Total
Hawkestone Hall 2,175 sq. ft. (including basement)	\$652,500 (\$300/sq. ft.) \$522,000 (\$240/sq. ft.) 46%	\$6,000	\$9,000	\$30,000	\$25,000	\$234,000	\$304,000
Jarratt Hall 2,290 sq. ft. (including basement)	\$641,200 (\$280/sq. ft.) \$549,000 (\$240/sq. ft.) 48%	\$6,000	\$46,000	\$26,000	\$44,000	\$185,000	\$307,000
Old Town Hall 1,988 sq. ft. (including basement)	\$596,400 (\$300/sq. ft.) \$477,120 (\$240/sq. ft.) 52%	\$10,000	\$78,000	\$10,000	\$29,000	\$187,000	\$314,000
Eady Hall 1,876 sq. ft. (including basement)	\$600,320 (\$320/sq. ft.) \$450,240 (\$240/sq. ft.) 60%	\$7,000	\$58,000	\$59,000	\$39,000	\$197,000	\$360,000
Warminster Hall 700 sq. ft. (including basement)	\$336,000 (\$480/sq. ft.) \$168,000 (\$240/sq. ft.) 79%	\$13,000	\$117,000	\$28,000	\$29,000	\$80,000	\$267,000
Craighurst Hall 1,025 sq. ft.	\$246,000 (\$240/sq. ft.) \$246,000 (\$240/sq. ft.) 95%	\$7,000	\$124,000	\$12,000	\$43,000	\$49,000	\$235,000
Edgar Hall 1,600 sq. ft. (including basement)	\$448,000 (\$280/sq. ft.) \$384,000 (\$240/sq. ft.) 100%	\$6,000	\$118,000	\$46,000	\$102,000	\$177,000	\$449,000
Carley Hall 700 sq. ft. (not incl. basement)	\$406,000 (\$580/sq. ft.) \$336,000 (\$240/sq. ft.) 132%	\$16,000	\$242,000	\$94,000	\$38,000	\$144,000	\$534,000
Totals	\$3,925,420	\$71,000	\$792,000	\$305,000	\$349,000	\$1,253,000	\$2,770,000

1. The first figure under **capital replacement cost** represents the cost to replace the facility *in its current style and construction technique*. The second figure represents replacement cost for a *contemporary facility (style and construction methods) with the total square footage on one floor*.
2. The percentage figure in column two represents the relationship between the cost of required investments compared to replacement cost of the facility in its current style and construction method. When the required investment reaches approximately 65% of replacement cost, the facility should be seriously considered for replacement or divestment as a public facility.
3. The order of listed facilities represents the relationship between the cost of required investment compared to replacement cost, beginning with the most viable facilities.

Provision Strategy

Clusters of Settlement Areas

The overall aim is to provide a network of community venues (either Municipal or under other ownership, but accessible to the publicly) across the Township so that residents can meet and participate in a variety of indoor and outdoor leisure and community activities. This strategy recognizes and supports:

- the need to maintain a 'sense of community and identity', and
- to provide equitable and sustainable distribution of facilities across the Township, based on the philosophy of 'communities within a community'.

Only facilities that are readily available and affordable for community use will be considered to be part of the network.

Due in part to the disbursed nature and low density of the population, it is not possible to provide a community venue in each established/historical or emerging/future settlement area. Over the years, the number of small local halls has diminished to eight. Therefore, more than half of the original hamlets do not have a public hall or similar facility.

Under the proposed provision strategy, consideration should be given to provide a facility(s) (either Municipal or others that are available for public use) to support the following seven clusters of settlement areas:

- i. Moonstone/Eady/Fair Valley/Vasey/Hobart/Mount St. Louis/Carley/Ravines of Medonte;
- ii. Jarratt/Coulson/Warminster/Price's Corners/Bass/Lake/Buffalo/Springs/Rugby/Knox Corner/;
- iii. Horseshoe Valley/Sugarbush;
- iv. Craighurst/Dalston/the Bidwell Road community;
- v. Hawkestone/ East Oro/Forest Home/Fergus Hill Estate/ Mitchell Square/the eastern Lake Simcoe shoreline community;
- vi. Guthrie/ Edgar/Morningstar Corner/Oro Station/ the central Lake Simcoe shoreline community; and
- vii. Shanty Bay/the western Lake Simcoe shoreline community.

For several of the communities/hamlets, the orientation toward participation in an activity or attendance at an event could go in two or more directions, depending on the activities/programs offered at any of the community halls, schools, churches, etc.; for example: Edgar, Morningstar Corner, Mitchell Square, Oro Station, Rugby, Knox Corner, and Fergus Hill Estate.

To augment some of the activities in community halls and similar facilities, they should be directly associated with a park and appropriate outdoor facilities (e.g., playground, picnic area, attractive social gathering space). To accomplish this, larger sites will be required.

Service Level/Provision Guideline

Under this scenario, the following service level/provision guideline is recommended to serve as a guideline for future planning:

- One Township-wide large multi-purpose facility (Guthrie)
- 6-8 smaller multi-purpose halls/community centres/program rooms, ranging in size from around 700 – 3,000 square feet.
- The total amount of multi-purpose space should be in the order of 17-20,000 square feet, which equates to 0.6 – 0.7 square feet per resident, based on a future population of 28,000.

Factors/criteria to consider when deciding to provide additional or alternative public indoor multi-purpose space:

1. If a gap in service is identified or an emerging need in a specific area is identified and the supply of existing facilities is unable to meet the growing and/or changing need (this could include demand for a new type of facility/activity and/or growth in demand for an existing type of facility/activity);
2. When an existing municipal or community-used facility is at the end of its useful life (when the cost to maintain reaches or exceeds approximately 65% of the cost to replace);
3. When an existing facility is no longer suitable for its intended purpose;

4. When the provision of a new public facility will contribute to the outcomes and objectives of a particular planning objective or policy; and
5. When no viable partnership or alliance opportunity for meeting community needs has been identified.

If research indicates the need to redevelop an existing facility, further detailed analysis should be undertaken to verify and detail needs for the market area of the facility, and to identify and evaluate all potential opportunities for meeting those needs. The primary focus will be on how best to develop it to meet changing needs and demands.

Criteria for redevelopment/renovation/upgrade/expansion of public indoor multi-purpose space/community halls would include:

1. When demand research confirms a localized need for a change or redevelopment of a particular facility;
2. When there are relatively high levels of facility use and the facility can no longer meet demand;
3. When there is demand or pressure for a facility to meet different or greater levels of needs than are currently addressed;
4. When the physical design and size of the facility is unsuitable for the preferred community use, and it is unable to meet demand, or is better suited to another use;
5. When the condition of the building is good and warrants redevelopment to meet changing and/or growing demand;
6. When there is relatively high customer satisfaction with this current facility;
7. When the building is of historical value;
8. When there are no viable partnership or strategic alliance opportunities to meet emerging new and/or growing needs; and
9. When there are major operational issues affecting the viability of the operation such that it is or will be non-competitive (e.g., conflict/competition between commercial use and community use).

The following criteria are recommended to help determine when to divest an existing public indoor multi-purpose space/community hall:

1. When the facility is unsuitable to meet current and changing future uses (design, size, characteristics, location);
2. The ability of the facility to be easily and satisfactorily modified to meet additional and/or new uses and expectations for service level;
3. The ability of a facility to be enlarged and to support outdoor facilities, including parking;
4. Very low usage and/or over-supply;
5. Close proximity of similar facilities;
6. Planned development of another public facility(s) which would render the existing facility obsolete or surplus;
7. When a facility which requires major capital improvement/repair/upgrade which could not be justified due to the poor condition of the building, low use levels, or other factors (typically, when the cost to maintain the structure reaches or exceeds approximately 65% of the cost to replace; and

8. When the Community Hall Board of Management is unable to meet their obligations for 50% contribution to required capital investments and/or finance 100% of ongoing operating expenses.

Divestment options include:

1. Sell the facility for another use;
2. Lease the facility for another use;
3. Convey the facility to another provider to maintain as a viable community-use venue;
4. Seek a strategic alliance with another provider (public, quasi-public, non-profit, commercial) to help maintain the facility as a public-use venue; and
5. Convert the facility into another public use.

Other Recommendations

A key recommendation for all halls is to define the respective roles of the Municipality and the management boards in the operation of community halls. This should be done in close consultation with the hall boards. It is crucial that the Municipality is aware of the uses of the halls and that the boards comply with all rules and regulations regarding fire safety, accessibility, LCBO, the Occupiers Liability Act, etc.

Since most halls are under-utilized, minimally promoted, and under increasing financial stress, additional efforts are required to try to increase revenues. It is recommended that most useable halls be much better promoted, including their features, potential for uses/programs and their availability. Increased promotion should be by the individual hall boards and by better utilizing Township resources such as the semi-annual Recreation and Community Services Brochure, and the Township web site.

To the extent possible, and in co-operation with the Township, encourage increased utilization through more rentals, community-based programs, Township-driven programs, and annual/seasonal events – that go beyond ‘fundraising’ as the only goal.

Consider a booking and referral protocol to make it easier for customers to book a facility and research all opportunities/options.

Consider establishing rental fees that are consistent and relate to the characteristics and features of each hall.

For the halls that are retired as public use facilities, consider all feasible options to retain them as community assets, including encouraging other entities to assume ownership and operational responsibility. It will be necessary to fully disclose any current and anticipated deficiencies in the buildings that may apply to any new ownership arrangement and uses.

For the community halls that are retained, the 50/50 capital cost-sharing arrangement with the Municipality will have to be adjusted to account for the large expenditures that are required over the next 20 years. As requirements for investments that exceed typical annual maintenance and repair are identified, it is recommended that these be discussed with the Municipality on a case-

by-case basis, and a decision made about how the investment will be financed and the respective responsibilities of the Municipality and the hall board.

The current policy for hall boards to balance their annual operating budget may have to be implemented with increasing flexibility as ongoing expenses increasingly exceed revenue.

New community centres should be operated by the Municipality, working closely with local recreation/community associations to help support programming and special events.

Craighurst Hall

The inadequate Craighurst Hall should be replaced within the next five years with a contemporary community centre which could be located within the future community park that will be provided in one of the growth areas of the Craighurst community. Another option may include a community facility located within the residential area of Horseshoe Valley Resort or Sugarbush. Ideally, the replacement facility should be one-storey and comprise 2,000-3,000 square feet of flexible program space with a ten-twelve foot ceiling, and contain suitable additional space for washrooms, storage, a kitchenette and mechanical equipment. The facility and especially the floor should be suitable for all floor-based fitness/wellness programming, dance programs, junior sports programs, creative arts activities, and other programming for all ages, including older adults. If the multi-purpose space is directly associated with a full-size gymnasium, the amount of space could be reduced and the requirement for the cushioned floor would also be reduced. If a school is built adjacent to the community park in Craighurst, consider associating this multi-purpose program space with the school. It is recommended below that a full-size single gymnasium be provided with all new elementary schools, through a capital and operational partnership between the Municipality and the school board. The site should be large enough to support parking and some outdoor facilities such as a playground and picnic area to complement the activities that the facility will attract.

Before embarking on this initiative to provide a new community centre, it is recommended that a feasibility study/business case be completed to further test the market/interest, determine the full range of uses, refine the nature and size of the building, and estimate revenue as well as operating and capital costs. It is further recommended that this facility be operated and programmed by the Municipality, with assistance from the immediate community.

Warminster Hall

Before any significant additional capital investment is made in the Warminster Hall, it should be retired as a public facility. The condition audit identified up to \$13,000 in upgrades in Year One and an additional \$117,000 in repairs within five years. Given the small size and limited usability of this facility, it is considered that this 700 square foot hall is not a good candidate for continued service as a public recreational/social facility. The limited programming that takes in the facility should be transferred to nearby facilities (Legion, church, school).

Note

The recommendation to retire Warminster Hall as a public use facility was accepted by Township Council. On May 13, 2009, a resolution was passed to close the hall. On October 28, 2009, Township Council agreed to declare the hall surplus and offer the facility and site for sale.

However, since this facility was operational during most of the period that this Strategic Facility Plan was being prepared and was part of the condition assessment of Township buildings and other analysis, it has been included in the descriptions, analysis and recommendations in this section and throughout the report.

Carley Hall

Since this hall requires the most investment to maintain life and fire safety, especially in the short term, is a relatively remote facility, and receives only seasonal use due to its physical condition and very small site, it is recommended that serious consideration be given to retiring this facility as a ‘public use’ facility in the near future. It is estimated that a capital investment of around \$250,000 will be required in the next five years, which represents almost half of the total estimated investment of \$534,000. Also, over \$10,000 in additional upgrades are needed immediately to meet fire safety requirements. Public use cannot be allowed until these improvements are completed. Consider a heritage designation for this facility to protect its character, no matter the future use.

Edgar Hall

Due to the significant investment required to maintain this facility in adequate and safe repair, and its limitations regarding poor well water and accessibility, serious consideration should be given to its retirement as a ‘public use’ facility within the next five years. An investment of around \$125,000 is estimated for the next five years and a total of approximately \$450,000 will be required over the next twenty years. To determine the viability of Edgar Hall as a public facility, utilize the ‘divestment’ criteria that are recommended in Section 4.4 (page 99-100) and review its status in three years.

Eady Hall

Although **Eady Hall** is in above average condition, its relatively isolated location, the relatively high estimated cost of repair over the next twenty years, (although most of the major repairs are not anticipated until the after 2024) and the recommended strategy to provide a new and larger community centre in the nearby area suggests that ultimately, Eady Hall may become either redundant or too costly to maintain. In the interim, use of this facility should be closely monitored, especially if the proposed new ‘northern’ new community centre becomes a reality. In the near term, additional use may be able to be directed to Eady Hall, especially if Carley Hall is retired as a public use facility (along with Warminster Hall). To determine the viability of Eady Hall as a public facility, utilize the ‘divestment’ criteria that are recommended in Section 4.4 (page 99-100).

Old Town Hall

If the proposed new the arena is constructed on the Guthrie site, providing a new and larger multi-purpose program and event space, municipal and community programming at Old Town Hall can be gradually transferred to this facility, especially for the winter season, to provide a more suitable venue and reduce the annual operating cost of Old Town Hall. Other groups (e.g., the Oro Agricultural Society, the Oro-Medonte Horticultural Society and the History Association) consider Old Town Hall their ‘home’. These uses can still be supported since they take place in the warm seasons. Fortunately, most of the anticipated capital investment for this hall will be required until the final five years of the twenty year cycle.

Jarratt Hall

Although this facility is will require considerable capital investment over the next twenty years, most of the investment will not be required until the final five years of that period. The facility is well used, mostly by community groups. Jarratt Hall is strategically located to serve many of the needs of an area bounded roughly by a line half way between Warminster Road and Mount St. Louis Road on the north, Line 7 on the west, Old Barrie Road on the south and the eastern boundary of the Township. Unfortunately the current site is too small to support an expansion of the facility and required parking, and to provide a community park at this location. Additional land should be acquired adjacent the site, if the opportunity arises.

Hawkestone Hall

This community hall is the busiest of the public halls, supported by the hall board and the local community association. The hall, which also contains a small community library, is heavily scheduled for regular community-based programming and seasonal events. The hall board and the community association operate the hall like a mini-recreation department. Although a capital investment of around \$300,000 will be required over the next twenty years, most of that investment will not be required until the final five years of the maintenance cycle. Given that the hall is located on a 0.83 hectare (2 acre) site, there is the opportunity to develop the land behind the hall into a passive recreation area and link it to the Oro-Medonte Rail Trail that passes by the site on the south side.

New Northern Community Centre and Community Park

It is recommended that a new contemporary community centre be located in the northern part of the Township, possibly within the Moonstone community to serve the Moonstone/Eady/Fair Valley/Vasey/Hobart/Mount St. Louis/Carley/Ravines of Medonte area. As with the facility proposed for the Craighurst/Horseshoe Valley/Sugar Bush area, this community centre should be a one-storey facility, comprising 2,000-3,000 square feet of flexible program space with a ten-twelve foot ceiling, and contain suitable additional space for washrooms, storage, a kitchenette and mechanical equipment. The facility and especially the floor should be suitable for all floor-based fitness/wellness programming, dance programs, junior sports programs, creative arts activities, and other programming for all ages, including older adults. If Eady and Carley halls are retired as public facilities, this new community centre should be larger, with more than one room created by one or more high quality folding walls. A suitable site will have to be identified and acquired for this facility to create a community park. The site should be large enough to support parking and some outdoor facilities such as a playground and picnic area to complement the activities that the facility will attract.

Before embarking on this initiative to provide a new community centre, it is recommended that a feasibility study/business case be completed to further test the market/interest, determine the full range of uses, refine the nature and size of the building, and estimate revenue as well as operating and capital costs. It is further recommended that this facility be operated and programmed by the Municipality, with assistance from the immediate community. It is recommended that this proposed new northern community centre be identified as a higher priority than the one proposed for Craighurst/Horseshoe Valley/Sugarbush area, unless a partnership opportunity arises in the near future to accelerate that facility.

Shanty Bay Community

If the fire hall in Shanty Bay is enlarged, consider including a multi-purpose room to support training and community programming, similar to, but larger than the Ian Arthur Beard community room.

Multi-purpose Space Associated with the Oro-Medonte Arena

If a major multi-purpose recreation facility is provided in association with a rebuilt and relocated arena at the Guthrie site, a suitable amount of flexible, multi-purpose, ground floor program space should be provided. A minimum of 4,000 square feet of space should be considered, along with washrooms, storage and a kitchenette. The ability to divide the space into two rooms should be facilitated via a high quality folding wall. If a gymnasium is also provided as part of this facility, the requirement for a cushioned floor in the multi-purpose room could be reduced.

Full-size Single Gymnasias

If a new school is built anywhere within the Township, vigorously explore the opportunity to partner with the school board to provide a full-size single gymnasium for school and community use. The gymnasium, with change rooms and possibly one or more smaller multi-purpose program room, should be designed to be separated from the main school building by a lockable corridor to eliminate the need for after-hours custodial security. If a secondary school is built in the Township, one or more full-size gymnasias would be included. If the option to partner with a school board does not materialize in the next few years, the market for and feasibility of a gymnasium should be further examined as a possible component of the Township-wide multi-use recreation centre, proposed for the Guthrie site, or associated with the proposed aquatic-fitness facility (wherever it is located).

4.6 Fitness Facilities

Although the Municipality does not provide any formal fitness facilities, a number of facilities that are owned by the Township (the banquet hall at the Oro-Medonte Community Arena and some of the community halls) are used for floor-based fitness programs offered by the Department of Recreation and Community Services, community associations and others. Examples of types of fitness and wellness programs include: Healthy Bones, Get Fit, Total Body Sculpture, Stretch and Relaxation, Pilates, Yoga and Movement Improvisation. A major issue with these facilities is the fact that the floors are not 'sprung' or otherwise cushioned, which is a prerequisite for many floor-based fitness activities.

Other types of fitness and wellness opportunities such as strength and conditioning, spinning, running, cardio and aqua are not readily available in the community and area, except through a membership at Horseshoe Valley Resort or venues in:

- Barrie (four municipal fitness centres, the YMCA with its fitness centre and indoor running track, and commercial entities such as Curves for Women and GoodLife);
- Orillia (the YMCA with its fitness centre and indoor running track, and commercial entities such as Genesis and Curves for Women);
- Midland (the YMCA and Curves for Women); and
- Penetanguishene (Curves for Women).

Monthly, quarterly and annual membership for individuals, couples and families are available at Horseshoe Valley Resort (treadmills, ellipticals, recumbent bikes, Universal and free weights). Monthly rates vary from \$50 for individuals to \$75 for couples and \$100 for families. A day rate is also available. Currently, there are approximately 100 family memberships. It is likely that many residents enroll at a fitness centre or program outside of the community, and sometimes, near where they work.

Interest in fitness and especially wellness programs is increasing, driven in part by the aging Baby Boom generation as this large generation identifies better fitness levels with greater longevity, and improved stamina and mobility.

The multi-use recreation facility that the City of Orillia has been planning does not include a fitness centre, nor does the multi-use recreation facility that is planned for Springwater Township, to be built in the Midhurst area. The townships of Tiny, Tay and Severn are not planning for any fitness facilities. In the City of Barrie, the YMCA is planning for a new and substantially enhanced 70,000 square foot facility as part of the Allandale Station lands and Allandale Village project. The facility would include a full-service fitness centre, as well as aquatic facilities, a gymnasium, employment and community services, and child and family services.

Provision Strategy

As part of the study into the need for and feasibility of a township-wide multi-use recreation centre (see Chapter Six), the potential inclusion of a limited to full-service fitness facility was examined. Even though demand is strong and growing, given the dispersed nature of the Township population and current and planned facilities in the area, local demand should continue to be monitored along with the role of the Municipality to determine when in future a local full-service facility should be pursued. A partnership with another entity that could augment resident demand would increase the feasibility of a facility within the Township.

In the near term, there are a number of options and possibilities to provide an improved fitness program for Township residents, as noted below.

1. If, as recommended, new multi-use community centres are provided throughout the Township, consider floors in these facilities that will support a wide range of uses, including floor-based wellness/fitness programs.
2. As a component of the new arena complex that is proposed for the Guthrie site, the potential to incorporate a three-lane running/walking track around the perimeter of the ice surface on the second floor was investigated. It was determined that the ice surface enclosure would have to be widened and more headroom would be required to accommodate the track. This additional cost would be too high to justify a running track in an arena.
3. Continue to discuss with Skyline International (Horseshoe Valley Resort), the possibility of a strategic alliance between the Municipality and the resort to provide a full-service fitness facility at the resort with access to all Township residents via a range of competitively-priced memberships and pay-as-you go fitness program opportunities.

4. If it is not possible to achieve a strategic alliance with the owners of Horseshoe Valley Resort, the Township could consider adding a full-service fitness centre to the new arena complex that is proposed for the Guthrie site, or to consider a second township-wide facility cluster, centered around aquatic, fitness and possibly gymnasium facilities and located more centrally within the Township. If at the Guthrie site, one possibility would be to locate the fitness facility on the second floor between the two ice surfaces, if the second ice pad is added as a future phase. A small walking track may be possible within the fitness centre. As was recommended under multi-use facilities, a full-size single or double gymnasium could also be considered as a component of this potential fitness facility, along with a multi-use aerobic exercise/dance studio. If a full-size gymnasium is included with a new or renovated elementary or secondary school in the Township, one may not be required as part of a municipal facility.
5. If it is not possible to achieve a strategic alliance with the owners of Horseshoe Valley Resort, or to provide a municipal facility as local demand continues to grow, the Township should contact the cities of Barrie and Orillia, and the Township of Springwater to attempt to negotiate an arrangement that would allow Oro-Medonte residents access to municipal fitness facilities and associated programming at rates consistent with the residents of those municipalities.
6. A **service level/provision guideline** of one full-service fitness facility per 30,000 people is recommended to serve as a guideline for future planning.

4.7 Aquatic Facilities

There are no public aquatic facilities in the Township, either indoor or outdoor. However, a quality public beach is available at Bayview Memorial Park. Located at Horseshoe Valley Resort are two outdoor swimming pools and an indoor pool. As noted above under fitness facilities, memberships are available to the public to access the aquatic, fitness, tennis and squash facilities at the resort. There are indoor aquatic facilities located at various other resorts throughout the Township such as the aquatic centre with a small main pool, a children's pool and a whirl pool in the recreation centre at Carriage Ridge Resort in Horseshoe Valley for use by guests and timeshare residents; and the indoor/outdoor pool and hot tubs at Carriage Hills Resort.

As introduced in Section 3.1, aquatic facilities are located in neighbouring communities and are available to Oro-Medonte residents through program fees and memberships. In Barrie, there are three municipal indoor aquatic facilities comprising three 25 metre lane-style pools, one leisure-style pool, two smaller therapeutic tanks and one 'toddler' pool. Also in Barrie is the YMCA facility with its 20 yard indoor pool and a 20'x20' instructional pool. As noted earlier, the YMCA of Simcoe/Muskoka is planning for a new Y facility in Barrie, which is proposed to include a lane pool, a leisure pool and a therapeutic/children's tank. The YMCA facility in Orillia provides a 25 metre, six lane pool as well as whirlpools and saunas. The old YMCA indoor pool is owned and operated as a commercial venture (Pauline Barratt Aquatics). For some time, the City of Orillia has been planning for a major multi-use recreation centre which is proposed to include an aquatic facility comprising a 25 metre x eight lane swimming pool, a leisure/teaching pool, a therapy pool, a water slide and seating for 150 spectators. Given the recent and unexpected closure of the Orillia Community Centre (single pad arena) and the

challenges relating to the site that has been purchased for the new recreation centre, the City may have to delay building the full multi-use recreation facility. The City has decided to construct a twin pad arena on another site as soon as possible (West Ridge Sports Complex on the border of Oro-Medonte near Forest Home). The Midland YMCA contains a small pool, and in Penetanguishene, there is an indoor pool associated with the Oakridge Community Centre.



**Figure 28:
The Beach at Bayview
Memorial Park**

Provision Strategy

As part of the study into the need for and feasibility of a township-wide multi-use recreation centre (see Chapter Six), the potential inclusion of an indoor aquatic facility was examined. It was determined that although there is current and growing interest in such a facility and an aquatic facility is a relatively high priority among residents, this type of facility is beyond the financial ability of the Municipality to provide at this time and into the medium-term future. A partnership with another entity that could augment resident demand would increase the feasibility of a facility within the Township.

In the near term there are a number of options and possibilities to provide an aquatic program for Township residents, as noted below.

1. Continue to upgrade the beach and associated facilities at Bayview Memorial Park.
2. Continue to discuss with the owners of Horseshoe Valley Resort/Skyline International, the possibility of a strategic alliance between the Municipality and the resort to provide an indoor aquatic facility at the resort with access to all Township residents via a range of competitively-priced memberships and pay-as-you go aquatic program opportunities. The design of the facility should tend toward a main leisure-style tank with at least four 25 metre lanes and a separate therapeutic tank to support some of the aquafit programs; cardio and other rehabilitation and therapy programs; and other aquatic, fitness and wellness programs that would benefit from warmer, shallow water.

3. If it is not possible to achieve a strategic alliance with the owners of Horseshoe Valley Resort/Skyline International, the Township could consider adding an aquatic facility to the new arena complex that is proposed for the Guthrie site, or to consider a second township-wide facility cluster, centered around aquatic, fitness and possibly gymnasia facilities, and located more centrally within the Township. The design of the aquatic facility should tend toward a main leisure-style tank with at least four 25 metre lanes and a separate therapeutic tank to support some of the aquafit programs; cardio and other rehabilitation and therapy programs; and other aquatic, fitness and wellness programs that would benefit from warmer, shallow water.
4. If it is not possible to achieve a strategic alliance with the owners of Horseshoe Valley Resort, or to provide a municipal facility as local demand continues to grow, the Township should contact the cities of Barrie and Orillia to attempt to negotiate an arrangement that would allow Oro-Medonte residents access to municipal aquatic facilities and associated programming at rates consistent with the residents of those municipalities.
5. A **service level/provision guideline** of one indoor aquatic facility per 30,000 people is recommended to serve as a guideline for future planning.

4.8 Ball Diamonds

The quality of ball diamonds in Oro-Medonte Township ranges from ‘fair to excellent’. The best fields are well to very well used, and the worst are extremely under-utilized.

Baseball/softball programs in Oro-Medonte are provided by six local and one regional group, with the assistance of the Township of Oro-Medonte:

- Oro-Medonte Minor Ball registered 230 players between the ages of 4 and 16 in 2008. Male participation represented approximately 60%. They used the two diamonds at Lion’s Sports Field (Guthrie site), and the Shanty Ball Park and Craighurst Park diamonds for a total of 264.5 hours per season.
- Vasey Minor Ball registered 150 players between the ages of 5 and 19 in 2008 for slow-pitch and fastball. Male participation represented approximately 70%. They use the two Vasey Park diamonds for a total of 40 hours per season. The group uses the unlit diamond the most.
- Oro-Medonte Men’s Recreational Slow-pitch League. They use the two diamonds at the Lion’s Sports Field (Guthrie site) and the diamond in Shanty Bay Park.
- Warminster (men’s) Ball League uses the diamond at Danny McHugh Memorial Park (formerly Warminster Park).
- Shanty Bay Fire Fighters use the unlit diamond in Shanty Bay Park.
- Vasey Countrymen (men’s) use Diamond #1 in Vasey Park.
- Barrie-Orillia Christian Sports Co-ed and Men’s Ball registered 200 players between the ages of 16 and 50 in 2008 in a Slow-Pitch league. Many participants are Oro-Medonte residents. Male participation represented approximately 60%. They use the two diamonds at the Lion’s Sports Field (Guthrie site).



Figure 29: Lion's Sports Field Diamond



Concession/Picnic Facility



Figure 30: Lion's Sports Field Diamond



Figure 31: Lion's Sports Field Diamond



Figure 32: Shanty Bay Park Ball Diamond



Figure 33: Vasey Park Ball Diamond #1



Figure 34: Vasey Park Ball Diamond #2



Figure 35: Danny McHugh Memorial Park (formerly Warminster Park) Ball Diamond

Quantity, Size and Distribution

- There are 19 publicly available ball diamonds in Oro-Medonte. Refer to Figure 36 below for details.
- Seven diamonds are located on Township lands and 13 are located at elementary schools.
- Six diamonds are categorized as ‘full-size’, and of those, three are lit. All of the lit diamonds are Township facilities. The outfielders range from 215’ to 270’, which are on the small side for adult facilities. The three lit diamonds are the only facilities with fenced outfielders.
- There are two intermediate scale diamonds (Craighurst Park and Moonstone Elementary School).
- There are 11 junior diamonds, all located at elementary schools.
- Except for school facilities, ball diamonds are mainly concentrated in two locations: i) the Lion’s Sports Field adjacent the Oro-Medonte Community Arena, and ii) Vasey Park located in the far northern part of the Township. In addition, one municipal ball diamond is located in each of Danny McHugh Memorial Park (formerly Warminster Park), Shanty Bay Ball Park, and Craighurst Park.
- One poor quality scrub diamond exists in the Hawkestone community (adjacent to Hawkestone community Park) on lands owned by the Ukrainian National Federation.
- None of the diamonds are tile-drained or irrigated, and as such, take longer to dry in the Spring and after rains, and it is more difficult to maintain quality turf, especially during a dry summer.

Quality

- The diamonds that are used the most (Lion's Sports Field, Danny McHugh Memorial Park/formerly Warminster Park) and Shanty Bay Park) and are in the best condition. Adjacent to the Lions Sports Field diamonds is an attractive concession building with a small attached picnic shelter and bleachers. Associated with the Warminster diamond are bleachers, a concession building, a playground and parking at the adjacent fire hall. Associated with the Shanty Bay diamond are bleachers.
- The Vasey Park diamonds are rated as 'good' to 'average' condition. For Diamond #2, the infield requires improvement and the bleachers and backstop are in poor condition. In Vasey Park, there is a concession, washrooms, a warm-up pen, bleachers at both diamonds, a picnic shelter, a parking lot and a playground, all adjacent to Diamond #1.
- The Craighurst Park diamond is rated as 'fair', and the park has very poor physical and visual access from Highway 93. There are bleachers behind the backstop. Along with the very poor access to the park and poor parking, is the close proximity of the diamond to adjacent residences.
- The school diamonds are typical (minimum) quality for educational facilities.

Utilization

- The lit diamonds at the Lion's Sports Field, adjacent to the arena are used the most, and scheduled six nights/week and sometimes on Saturday afternoons. There is additional time available for daytime weekend use for tournaments. Use of both diamonds is mostly by adult groups, with a good deal of use from out-of-township groups.
- At 88%, the next most used diamond is Shanty Bay, with scheduled use five nights per week. Use is mostly by minor ball, with one night of adult use.
- At 70% utilization, the next best used diamond is the diamond at Danny McHugh Memorial Park (formerly Warminster Park), with scheduled use three nights per week, all by adult groups (two thirds of which is the Orillia Slow-Pitch League).
- Diamond #1 at Vasey Park is scheduled for use only two nights per week for one time slot. Based on a four-night per week standard, this lit diamond is only used 33% of available hours. Use is by both minor and adult groups, along with a few tournaments. It is reported that a good deal of unscheduled use takes place, where no fee is paid to the Township. That unscheduled use has not been factored into the above utilization figures.
- Diamond #2 at Vasey Park and the unlit diamond in Craighurst Park are used only one night per week on a regular basis, but there are other infrequent uses at Vasey #2 (16% utilization for Craighurst and 50% utilization at Vasey diamond #2). Use of these diamonds is by both minor and adult groups, along with a few tournaments.
- In 2008, use was up slightly for the Lion's Sports Field diamonds, Diamond #1 at Vasey Park, and Danny McHugh Memorial Park (formerly Warminster Park) diamond.
- In 2008, use was down slightly at Craighurst, and down significantly at Diamond #2 in Vasey Park.

Issues

- Oro-Medonte Minor Ball noted that the Craighurst diamond could be prepared better.
- Craighurst Park has issues of insufficient frontage and visibility which contributes to problems of access and knowledge of the existence of the ball diamond. The small size of

the park provides very limited opportunities for parking, and also creates noise conflicts and privacy issues for adjacent residents when the ball diamond is in use.

- ❑ The unlit diamond in Vasey Park could be re-oriented and enlarged to accommodate older age groups.
- ❑ Vasey Minor Ball suggested that the lights at the Vasey Park diamond are inadequate and a water well should be provided at the park to support irrigation. (Potable water is supplied via a well that is shared with an adjacent church.)
- ❑ The Barrie-Orillia Christian Co-ed and Men's Slow-Pitch League noted that the diamonds at the Lion's Sports Fields are not always dragged and the portable chemical toilets should be emptied more often.

Demand Indicators

- ❑ There is interest from the ball community in the northern part of the Township to re-align and enlarge Diamond #2 in Vasey Park, make improvements to Diamond #1 in Vasey Park, and add another adult-size diamond.
- ❑ To meet current unmet demand for two more teams, Oro-Medonte Minor Ball has requested 1.5 additional hours per week on Tuesdays and Thursday for the first seven weeks of the season and a total of 4.5 additional hours per week for the remaining five weeks of their season. They also would like additional diamonds to support their annual tournament and rainouts.
- ❑ Oro-Medonte Minor Ball anticipates an increase in participation of 15% over the next five years. Over the past five years, registration has increased by 18%.
- ❑ Vasey Minor Ball anticipates an increase in participation of 10% over the next five years. Over the past five years, registration has held steady.
- ❑ The Barrie-Orillia Christian Co-ed and Men's Slow-Pitch League (which is actually based in Oro-Medonte) indicated that registration has increased by 20% over the past five years and they anticipate that demand could increase by another 25% over the next five years. Due to a shortage of available facilities in Oro-Medonte, they are renting diamond time in Barrie. They currently use three hours at each of the Lion's diamonds on Monday and Friday nights and could use 50% more time.

Anticipated Changes in the Local Market for Minor Ball

Overall, the number of children, youth and adults who regularly play ball is projected to decline in number over the next 12 to 20 years and then begin to increase again.

- ❑ Based on the age-specific population projections completed for this study, the number of potential participants available to play minor ball in Oro-Medonte is projected to decline in number (586 between 2006 and 2021) and percentage (from 15% in 2006 to 10.5% by 2021) through to around the year 2020, after which, it is predicted there will be an increase back to 2006 levels by 2031. The decline for the 5-19 age group is predicted to be 763 from 2006 to 2021.
- ❑ The decline in the 5-16 age group (Oro-Medonte Minor Ball) through to around 2026 is predicted to be as follows (the percentage indicated the proportion of the total population that this age group represents and will represent):
 - 3,065 in 2001 (16.7%),
 - 3,002 in 2006 (15.0%),

- 2,727 in 2011 (13.2%),
 - 2,409 in 2016 (11.3%),
 - 2,413 in 2021 (10.5%),
 - 2,664 in 2026 (10.6%), and
 - 3,194 in 2031 (11.4%).
- ☐ The decline in the 5-19 age group (Vasey Minor Ball) through to around 2031 is predicted to be as follows (the percentage indicated the proportion of the total population that this age group represents and will represent):
- 3,985 in 2001 (21.8%),
 - 4,038 in 2006 (20.2%),
 - 3,739 in 2011 (18.2%),
 - 3,363 in 2016 (15.8%),
 - 3,275 in 2021 (14.3%),
 - 3,496 in 2026 (13.9%), and
 - 4,081 in 2031 (14.5%).

Anticipated Changes in the Local Market for Adult Ball

- ☐ Based on the age-specific population projections completed for this study, the number of potential participants available to play adult ball in Oro-Medonte is projected to decline by close to 10% (279) over the next 8-10 years and then slowly increase, but not back to the 2006 level until around 2030.
- ☐ For the 21-40 age group (Vasey Countrymen), the number is projected to actually decline a little until around 2016, when the number is expected to continue to increase through to at least 2031. For this age group, the population in 2006 was 2,179. The number is projected to bottom out at 2,016 (by around 2016) and then slowly increase to 2,458 by 2031. As a percentage of the population, this age group is expected to decline from 23% in 2001 to 19.8% by 2016 and then fluctuate through to 2031 when it is projected to represent 18.5% of the population.
- ☐ For the 16-40 age group (Oro-Medonte Men's Recreational Slow-pitch League), the number is also projected to decline until around 2016 and then increase through to at least the year 2031. For this age group, the population in 2006 was 2,830. The number is projected to bottom out at 2,681 (by around 2016) and then slowly increase to 3,064 by 2031. As a percentage of the population, this age group is expected to steadily decline from 30.7% of the population in 2001 to 23.1% by 2031.

Provision Strategy

Lions Sports Field Diamonds

- ☐ Add screening to the infield of both diamonds (2010)
- ☐ Add a third full-size lit softball diamond of slightly larger size (325' outfield) and similar quality to create a three-diamond tournament facility.
- ☐ If a new arena is built elsewhere at the Guthrie site, ensure that there is access from outside to washrooms and food services to support outdoor uses of the park.
- ☐ When three diamonds are available, promote the availability of this tournament facility within the region.

Vasey Park Diamonds

- Encourage greater use of Diamond #1.
- Re-align and re-build Diamond #2, including bleachers and an adequate backstop, but do not add lights.
- Encourage greater use of Diamond #2.
- More closely monitor the use of both diamonds to ensure that the rental fee to the Township is paid for all regular use.

Shanty Bay Park Diamond

If the adjacent fire hall is expanded into the park, program the ball diamond as a junior facility. The adult uses that are currently supported by this diamond for one night per week can be accommodated at the proposed three-diamond facility at the Guthrie site (as noted above).

Craighurst Park Ball Diamond

It is recommended that this substandard facility be retired and the uses that it currently supports be accommodated at the proposed three-diamond facility at the Guthrie site (as noted above).

Danny McHugh Memorial Park (formerly Warminster Park) Diamond

Maintain this unlit diamond in its current condition.

Service Level/Provision Guideline

The following Service Level/Provision Guideline is recommended for full-size/senior ball diamonds to serve as a guideline for future planning.

- 1 lit diamond per 5,000 residents
- 1 unlit diamond per 3,000 residents

Inventory and Utilization of Ball Diamonds Township of Oro-Medonte, 2008

Figure 36

Diamond Category	Quantity and Provider	Outfield Dimensions		Utilization	Notes
		Metres	Feet		
Full-Size Lit Arena (Lions #1)	1 Twp	78	260	Scheduled regularly 6 nights/wk. @ 3-3.5 hrs/night, mostly adult, a good deal of out-of-town-use, use up slightly from '07	Fenced outfield, lighting on 3 infield and 4 outfield poles, no warning track, picnic area, canteen, excellent condition
Arena (Lions #2)	1 Twp	81	270	Scheduled regularly 6 nights/wk. @ 2-3.5 hrs./night & Sat. afternoon, 68% adult, 37% out-of-town, use up slightly from '07	Fenced outfield, lighting on 2 infield and 2 outfield poles, no warning track, picnic area, canteen, excellent condition
Vasey #1	1 Twp	64.5	215	Scheduled regularly 2 nights/wk. @ 1.5-2 hrs./night, adult & minor ball + a few small tournaments (32.6% utilization), use up slightly from '07	Fenced outfield, lighting on 4 outfield and 2 infield poles, no warning track, bleachers, washrooms, picnic area, canteen, good condition
Full-Size Unlit Vasey #2	1 Twp.	81	270	Scheduled regularly 1 night/wk. @ 2 hrs./night, minor ball + a few small tournaments (50.2% utilization), use down significantly from '07	Minimum wooden pole backstop, minimum infield, no outfield fence, no warning track, washrooms, picnic area, canteen, below average condition
Danny McHugh Memorial Park (formerly Warminster Park)	1 Twp.	72	240	Scheduled regularly 3 nights/wk. @ 1.5-2 hrs./night (70% utilization), 79% out-of-town groups, all adult, use up slight from '07	No outfield fence, bleachers, no warning track, storage building, excellent condition
Shanty Bay	1 Twp.	78	260	Scheduled regularly 5 nights/wk. @ 2 hrs./night, mostly minor ball (87.5% utilization), use same as '07	No outfield fence, no warning track, bleachers, good condition
Intermediate Craighurst	1 Twp.	60	200	Scheduled regularly 1 night/wk. @ 2 hrs./night, minor ball (15.8% utilization), use down from '07	No outfield fence, bleachers, fair condition
Moonstone El. Sch.	1 SCDSB	?	?	Not scheduled	No outfield fence, fair condition
Junior/Scrub Pub. El. schools	9 SCDSB	?	?	Not scheduled	No outfield fence, fair condition
Sep. El. schools	2 SMCDSB	?	?	Not scheduled	No outfield fence, fair condition

Notes:

Utilization is based on four nights/days/week x a 19 week season, with lit diamonds available for two 2-hour time slots and unlit diamonds available for one 2-hour time slot. So, a lighted diamond would have 304 hours available and an unlighted diamond would have 152 hours available per season.

4.9 Soccer Facilities

The quality and availability of outdoor soccer facilities in Oro-Medonte Township is poor.

Within the Township, the soccer program is provided by three groups, with the assistance of the Township of Oro-Medonte:

- ❑ Oro-Medonte Minor Soccer supports just over 400 participants ranging in age from 5-14, with approximately 60% male. Their program is 'recreational'. One night per week, they use fields at Burl's Creek Family Event Park that are leased by the Municipality.
- ❑ The Warminster Minor Soccer League reports approximately 600 participants for their one-night per week recreational program. Participants range in age from 4 to 14. Male participation represents 55%. They use the fields at Richelieu Park.
- ❑ Kaos Sports provides a minor indoor soccer program utilizing a number of school gyms. In the past, the Township has offered an indoor soccer program, also utilizing school gyms.



Figure 37: Soccer Fields at Richelieu Park, Warminster

Quantity, Size and Distribution

The two minor soccer programs serve the Warminster area (eastern half of the former Township of Medonte) and the central southern part of the Township (former Township of Oro). There is no soccer program to specifically support residents north of Highway 400.

There are 33 publicly available soccer fields in Oro-Medonte. Refer to Figure 38 below for details. There used to be a field in Danny McHugh Memorial Park (formerly Warminster Park), but the facility fell into disuse and the goals posts have been removed.

- Seven fields are located on Township lands, seven fields are located at elementary schools, and the remaining 19 are located at Burl's Creek Family Event Park and leased to the Township for use one night per week.
- Three fields are close to Full-Size (60x110 metres), and for this study, they have been categorized as Full-Size.
- Although 21 fields are categorized as Intermediate or Mini, all are smaller than the optimum 60x75 metres.
- The remaining 10 fields are categorized as Micro, although all are smaller than the optimum 20x30 metres.
- Except for school facilities, soccer fields are concentrated in two locations: i) Richelieu Park in the Warminster area (5 fields), and ii) Burl's Creek Family Event Park (19 fields) in the central south part of the Township. In addition, one municipal soccer field is located in Ramey Memorial Park and at Guthrie neighbourhood Park.
- For younger players, the larger fields can support several micro games simultaneously, utilizing portable nets.
- The only indoor soccer facility in the region is the private Barrie Sports Dome, located on Hanmer Street, in the north end of the city.
- City of Orillia Council has approved the construction of four new soccer pitches at the West Ridge Sports Complex on the border of Oro-Medonte near Forest Home. Two of the pitches will be full-size (67x105 metres) lit facilities, and two will be smaller at 55x82 metres and unlit. One of the large fields will be artificial turf, which will allow extended season use. The plan is for all four pitches to be open by the fall of 2010. Also sharing this site is a new twin pad arena and a four-court lit acrylic surface tennis facility. The future site of the Orillia Campus of Lakehead University will share the northern border of this site.

Quality

- None of the fields are lit, tile-drained or irrigated.
- In each category, all fields are under-sized.
- Turf quality is moderate to poor.
- The fields at Richelieu Park are particularly inadequate (under-sized, sloping, rough turf).
- One of the better municipal fields is located in Ramey Memorial Park, but it is not scheduled for regular use by either soccer organization.
- Since the space occupied by the leased fields at Burl's Creek is used for a variety of large event throughout the spring, summer and fall, the turf cannot be well maintained and as a result, is of marginal quality. In addition, portable nets have to be used.
- Due to size limitations and the marginal to poor quality of fields, neither a competitive youth nor an adult soccer program can be supported. Thus, both youth programs only serve children and youth up to age 14 for 'introductory' and 'recreational' programs. And even for this level of soccer program, facilities are marginal in quality.

Utilization

The available soccer fields are either used very infrequently or not at all by the community.

- Only 18 of the 28 fields are scheduled for regular community use. Two of the seven Township fields receive no scheduled use (fields at Guthrie and Ramey Memorial parks).
- Two of the three nearly Full-Size fields, located at Burl's Creek, are used only one night/week. The third nearly Full-Size field, located at Guthrie Park, is not scheduled.
- Only seven of the 15 Intermediate/Mini fields are scheduled for use and all are used only one night/week.
- The fields at Richelieu Park are used during June and July by the Warminster Minor Soccer League for House League play, and the fields at Burl's Creek are used from mid May to early August by Oro-Medonte Minor Soccer for House League play.
- The fields located at schools are only utilized for school programs, and unscheduled, undocumented community use.

Issues

The major issue with soccer fields is inadequate overall quality - including the size of the pitches, the quality of the turf and the sloping grade of some of the pitches at Richelieu Park. This discourages an unknown number of potential minor soccer customers. Current fields cannot support a competitive youth soccer program or adult soccer, both of which have potential to be developed in Oro-Medonte. The two soccer organizations appear motivated to only provide an 'introductory' and 'recreational' program for children and youth.

The second major issue is the soccer facility in Richelieu Park which is extremely unsatisfactory for soccer participants. As well, having 600 children descending on such a small site and directly abutting to the back yards of residents – and with a good deal of the parking on adjacent residential streets - even for one night per week is not acceptable for adjacent and nearby residents by most standards.

The Warminster Soccer League identified the following issues.

- There is little opportunity to park vehicles on site.
- The organization has to provide a storage bin/facility each season to stow equipment.
- Washrooms are portable chemical toilets, with no hand washing facilities.

Other issues and observations about the facilities at Richelieu Park include:

- The adjacent streets are utilized for parking, even though a parking area is available at nearby Danny McHugh Memorial Park (formerly Warminster Park).
- The fields are in poor condition and require significant leveling and turf enhancement. Lack of tile drainage and irrigation limits turf management and quality.
- Even the three largest fields (at 45x66 metres) are not large enough nor of sufficiently adequate quality for youth over age 14, a competitive minor soccer program or adult play.
- At 8.5 acres (4.41 hectares) in size, there is no more room to expand facilities or provide for additional parking in Richelieu Park. About 10% of the park is unavailable for sports fields due to a row of trees. The park is bordered on two sides by houses, with the only 'official' access point being a narrow laneway suitable only for pedestrian access. The park is unofficially accessed via private property off Champlain Crescent at the northwest corner of the park. Richelieu Park is classed as a large neighbourhood park and because there is no

alternative in the Warminster community, it has been utilized for a purpose that is unsuitable for this type of park in this location, especially a park with no street frontage.

- ❑ The number of fields at this location is inadequate to support a minor soccer program with 600 participants that functions only one night per week. However, an associated issue is that the soccer program only operates for one night per week, rather than the typical four nights per week.

The lease arrangement with Burl's Creek Family Event Park, which comprises of an annual fee of \$5,000, is subject to annual renewal and could be terminated at any time. It does not allow for the development of adequate quality fields to support a broader soccer program (youth 15-17 for recreational and competitive youth soccer, or adult recreational and competitive soccer).

The Oro-Medonte Minor Soccer League identified the following issues relative to the facilities available at the Burl's Creek location, and other issues:

- ❑ The difficulty to recruit and retain sufficient volunteers.
- ❑ The inability to offer a program for youth over the age of 14, and to support an adult program. Many Township residents travel to Barrie and Orillia to join higher level programs. It was reported that in both of those communities, there are often insufficient numbers to form a competitive youth league.

Other Observations

- ❑ Neither site is suitable to support soccer tournaments - Richelieu Park (due to the small size of the site, poor condition and size of the fields, and the location within a residential neighbourhood) - the Burl's Creek location (due to size and condition of fields, and competition for weekend time with events at the park).
- ❑ With scheduled play only one night per week for 10 and 12 week seasons for the two local clubs and no tournaments, soccer facilities in the Township are extremely under-utilized. Most soccer programs operate on a minimum four night/week schedule and some offer a seven night/week schedule. Most seasons are 15-20 weeks in duration, with some play extended into September.

Demand Indicators

- ❑ The Warminster Soccer League noted that they do not attempt to attract additional participants since no more can be accommodated via the existing facilities and the one-night per week schedule. They indicate that there is often a waiting list of around 50 children and youth.
- ❑ With adequate facilities and/or a schedule that is more than one night/week, the soccer programs could be expanded to accommodate additional participants in the minor soccer program and to extend the age of participants to 17. With adequate facilities, the soccer program could also be extended to accommodate adults, and to support tournaments.
- ❑ There is unmet demand for competitive minor soccer, with many players participating in programs in neighbouring communities.
- ❑ It is ideal to concentrate the two soccer programs at one site for each.
- ❑ The Township has recently received several requests from Orillia-based adult soccer groups, but cannot accommodate them due to inadequate or unavailable fields.

- ❑ Based on the age-specific population projections completed for this study, unless the participation rate increases, demand for **minor soccer** in Oro-Medonte will decline over the next 15-20 years, beginning in the very next future. The 4-14 age group is expected to decline by 19% or 525 between 2006 and 2021 (from 2,769 to 2,244) and then slowly increase back to around the 2006 level by around 2028 and continue to increase to 3,088 by 2031. The proportion of the population that this age group represents is projected to decline from 15.6% in 2001 and 13.8% in 2006 to 9.8% by 2021 and then increase to 11% by 2031.
- ❑ Oro-Medonte Minor Soccer saw a decline of 80 participants in 2008. Although the organization attributed the decline in numbers to the introduction of on-line registration and severe weather on registration night, it may have been partially a result of the decline in the number of children and youth in the Township (a decline of 96 children and youth between that ages of 4 and 14 was reported by Statistics Canada between 2001 and 2006, and that downward trend will continue).
- ❑ However, if there were adequate facilities in the Township, demand for **adult soccer** has the potential to increase, since the age groups typically associated with adult soccer are projected to increase in number over the next 25 years. The 18-34 age group is projected to increase slowly from 3,613 in 2006 to 4,567 by 2031 (an increase of almost 1,000 or 26%). The proportion of the population that the 18-34 age group represents is also projected to increase from 17.4% in 2001 and 18.0% in 2006 to peak at 19.6% by 2016 and then decline to 16.3% by 2031. The 18-54 age group is projected to increase from 10,130 in 2006 to 10,969 by 2031 (an increase of 839 or 8.3%), with almost 90% of the growth in the 18-34 portion of this age group. However, the proportion of the population that the 18-54 age group represents is projected to decline from 51.1% in 2001 and 50.6% in 2006 to 39% by 2031.

Provision Strategy

The Arena/Guthrie Site

- ❑ This site is a logical location to establish a quality soccer facility to support an expanded Oro-Medonte Soccer League as well as to support tournaments for the entire Township and the region. With adequate, eventually lit facilities at this location, a township-wide adult program should be able to be established – if the organizational structure can be established to promote and support such a program.
- ❑ Initially: develop an approximately 15 acre unstructured turfed area to support the equivalent of: 2 full-size fields (60-110 metres), 3 large mini fields (50x75 metres) and 6 small mini fields (40x60 metres) – all unlit - to initially support a local junior/recreational program.
- ❑ In the coming years, and as facilities improve, test the market for a competitive youth and adult program in Oro-Medonte.
- ❑ If the soccer facility at the Guthrie site evolves into a major venue, regional use and tournaments can be promoted and accommodated.

Richelieu Park

- ❑ Given the current situation at Richelieu Park (as noted above), it is not be recommended that a significant investment be made to upgrade or rebuild the fields. A suitable alternative site should be sought to support a recreational soccer program in the northern part of the Township.

Other

- Monitor the Orsi proposal to provide a soccer centre in Severn Township, and monitor the use of the new soccer facilities to be built nearby in Orillia in 2010. Adjust the recommendations for Oro-Medonte soccer facilities, if required.
- Until the fields at the Guthrie site are completed, continue the partnership with Burl's Creek Family Event Park to support a gradually scaled back soccer program.
- Investigate if the City of Barrie is interested in either a partnership to create soccer fields at the Guthrie site or in renting field time at those proposed facilities.

Service Level/Provision Guideline

The following Service Level/Provision Guideline is recommended to serve as a guideline for future planning. The following guideline refers to optimum size fields as noted under Figure 38.

- 1 Full-size field per 10,000 residents
- 1 large mini field per 6,000 residents
- 1 small mini field per 4,000 residents

**Inventory and Utilization of Soccer Fields
Township of Oro-Medonte, 2008**
Figure 38

Field Category	Quantity and Provider	Dimensions		Utilization	Notes
		Metres	Feet		
Full-Size/Senior					
Burl's Creek	1 (leased)	54x96	180x320	1 night/wk. house league (mid May-early Aug.)	Moderate condition, portable nets
Burl's Creek	1 (leased)	49x96	162x320	1 night/wk. house league (mid May-early Aug.)	Moderate condition, portable nets
Guthrie Park	1 Twp.	48x99	160x330	Not scheduled	Moderate condition
Intermediate/Mini					
Richelieu Park	3 Twp.	45x66	150x220	1 night/wk. house league (June/July), infrequent use by Orillia Soccer & Ultimate Frisbee	Moderate condition, parking issue
Richelieu Park	2 Twp.	27x63	90x210	1 night/wk. (June/July)	Mod. cond., parking issue
Ramey Mem. Pk.	1 Twp.	36x75	120x250	Not scheduled	Good condition
Burl's Creek	1 (leased)	50x70	166x220	1 night/wk. house league (mid May-early Aug.)	Moderate condition, portable nets
Burl's Creek	3 (leased)	48x66	160x220	1 night/wk. house league (mid May-early Aug.)	Moderate condition, portable nets
Burl's Creek	4 (leased)	30x48	100x160	1 night/wk. house league (mid May-early Aug.)	Moderate condition, portable nets
Pub. El. schools	5 SCDSB	?	?	Not scheduled	Moderate condition
Sep. El. schools	1 SMCD SB	?	?	Not scheduled	Moderate condition
Micro					
Burl's Creek	5 (leased)	15x24	50x80	1 night/wk. house league (mid May-early Aug.)	Moderate condition, portable nets
Burl's Creek	4 (leased)	12x19	40x64	1 night/wk. house league (mid May-early Aug.)	Moderate condition, portable nets
Pub. El. schools	1	?	?	Not scheduled	Moderate condition

Notes:

None of the fields are lit, tile-drained or irrigated.

The annual fee to lease the Burl's Creek fields is currently \$5,000.

Typical Levels and Optimum Field Sizes:

Full-size/Senior	60x110 metres	Small Mini	40x60 metres
Intermediate/Large Mini	50x75 metres	Micro/Junior	20x30 metres

4.10 Multi-purpose Sport Pads

In partnership with resident groups, the Township has developed six outdoor multi-purpose sport pads in the following locations. In June, 2009, a seventh court was approved in principle by Township Council for Line 4 Park to be constructed in 2009.

- Sweetwater Park (50'x100') – concrete base and lit (used for ball hockey, basketball, and ice skating)
- Ravines of Medonte Park (60'x120') – 10' fence surrounds the concrete surface (used for tennis, ball hockey, basketball and ice skating)
- Shanty Bay Park (60'x120') – no boards (used for ball hockey, basketball, and ice skating)
- Ramey Memorial Park (60'x120') – concrete base, boards and lights (used for ball hockey, skateboarding, basketball, ice hockey, ice skating and community picnics)
- Shelswell Park (50'x100') – concrete base, no boards (used for ball hockey, basketball and ice skating)
- Hawkestone Community Centre and adjacent park (asphalt-surfaced basketball court)



Figure 39: Ravines of Medonte Park



Figure 40: Sweetwater Park



Figure 41: Shanty Bay Park



Figure 42: Ramey Memorial Park



Figure 43: Hawkestone Community Hall and Park – outdoor basketball court



Figure 44: Shelswell Park

Provision Strategy

At this time, there are no recommendations to provide additional sport pads.

Service Level/Provision Guideline

Including the new facility to be provided in Line 4 Park, the current provision level will be approximately 1 pad per 2,850. Assuming no more sport pads are provided, the ration by erode to around 1 pad per 4,000 when the population reached 28,000, projected for 2031.

4.11 Tennis Courts

The Municipality provides one unlit tennis court at Barrillia Park in the Oro Station community. The facility is only fenced at the ends and is of very marginal quality.

Two moderate quality lit tennis courts are available via a \$30/month per person membership fee at Horseshoe Valley Resort.

There is a private two-court tennis facility at Lakewood Estates located on Line 13 near Lake Simcoe. The courts are owned by the Association with a \$3,500 one-time initiation fee and an annual maintenance fee.

There is another private double-court unlit facility provided by the Eight Mile Point Tennis and Cottager's Association.



Figure 45: Barrillia Park Tennis Court

Provision Strategy

It is recommended that consideration be given to provide a double unlit tennis court in Line Four Park. It is also recommended that the Township continue discussions with Horseshoe Valley Resort re: the opportunity for a joint venture with the Municipality to provide publicly-available facilities within the emerging year-round residential community at Horseshoe Valley. If that opportunity does not materialize, consideration should be given to providing four unlit courts at the Guthrie site to support a township-wide tennis program, with the option to light these facilities if demand warrants in future. Consideration should also be given to add a club house at the Guthrie site in future.

Service Level/Provision Guideline

Given the potential for increasing demand for tennis, the current provision ratio of one unlit public court per 10,000 population should be increased. Since it cannot be determined how much interest will grow and the role of the commercial and non-profit sectors, a definitive provision level cannot be recommended. However, if six more courts are provided, the ratio would be 1 court per 2,875 by the time the population reaches 23,000, projected for around 2021.

4.12 Older Adult Facilities

There are no facilities in the Township that cater exclusively to older adults. However, adult programs are offered at various venues by the Department of Recreation and Community Services (e.g., wellness and exercise, dance, computer training, basketball and volleyball). The facilities utilized for municipal adult programs include: the banquet hall at the Oro-Medonte Community Centre Arena, Guthrie Elementary School gymnasium, Moonstone Elementary School gymnasium, Jarratt Hall, Edgar Hall, Old Town Hall, Carley Hall, the Ian Arthur Beard community room, and the Oro-Medonte municipal offices.

The community hall boards and some community associations offer a variety of programs and events, many of which are family and adult-oriented and of interest to older adults (e.g., Scottish Country Dance; social events, dances and dinners; community picnics; garage sales; craft shows, singing groups; card games; practice for theatre; Women's Institute events; church group events; and floor-based exercise activities).

Provision Strategy

Support programming and associated recreational, social, health and educational uses for older adults in existing community halls, the arena multi-use room and the Ian Arthur Beard community room.

Support programming and associated recreational, social, health and educational uses for older adults in new and improved municipal multi-use facilities.

Encourage the formation of older adult clubs and associations.

Service Level/Provision Guideline

Since it is anticipated that facilities to support older adult activities will be integrated into various other venues, no specific service level/provision guideline is applicable for older adult facilities.

4.13 Cultural Facilities

There is only one public cultural or arts facility in the Township, that being the historic **African Methodist Episcopal Church in Oro** or the 'Oro African Church' as it is also called. Built in 1849, this National Historic Site is the last built remnant of an African Canadian community uniquely rooted in the history of the United Empire Loyalists. Between 1830 and 1850, some 24 Negro families who fled from slavery in the United States to freedom in Canada were settled in Oro Township. In 1849, they acquired this piece of land for a burial ground and built the church.

There are a few **historical plaques** throughout the Township identifying significant events and places.

There are no other public cultural facilities such as an art gallery, a concert hall or playhouse, an outdoor performance space, public artist studios, or a public garden. Several of the community halls and the small school gymnasias could be utilized for minor performances and rehearsing, although, other than a small stage, there are no support features such as sound, lighting, or green room in these facilities.

However, there are approximately a dozen and a half artists and a number of private art galleries; for example:

- Woodside Pottery in Craighurst,
- Mill Pond Studio Gallery,
- Double Doors,
- Brierley Pottery in Oro Station, and
- Ridge West Gallery in Oro/Shanty Bay.

A limited number of **cultural programs** are offered by the Municipality including: children's creative dance and drama for age 6-9, kinder dance for age 3-5, pre-ballet instruction for age 5-7, junior ballet for age 5-7, introduction to guitar for age 8-15, beginner tap dancing for adults, movement improvisation for adults, dance lessons for youth and adults, and scrapbooking for adults.

A few other programs and events are sponsored by community groups:

- Scottish Country Dancing – for adults and youth (Hawkestone Community Hall)
- Hawkestone Singers (Hawkestone Community Hall)
- Coldwater Players theatre group who rehearse at Eady Hall
- The annual Coldwater Studio Tour stops at Carley Hall in June
- The annual Images Studio Tour (Thanksgiving Weekend)
- The Christmas Craft Show at Jarratt Hall
- Oro-Medonte Christmas Craft Tour (Old Town Hall, Oro Station Community Hall, St. Thomas Church hall)
- The annual agricultural fair, which is held in September at the fairgrounds



Figure 46: Oro African Church, Built in 1849

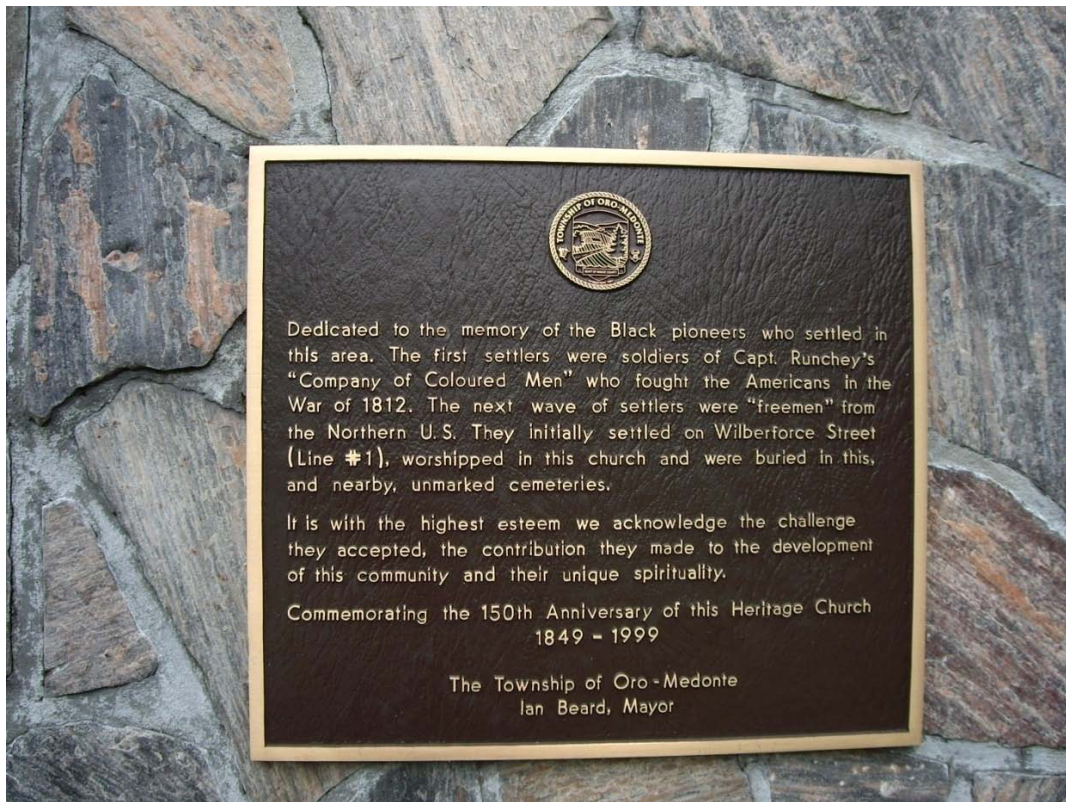


Figure 47: Plaque located at the Oro African Church

The City of Barrie

In 2007, the City of Barrie established the Department of Culture which is dedicated to cultural development in the City. Significant cultural facilities and activities in Barrie and area include:

Performance Spaces

- Gryphon Theatre for Arts and Entertainment at Georgian College
- The Downtown Theatre
- Fisher Auditorium
- Theatre by the Bay
- The Gibson Theatre - Alliston

Museums

- Simcoe County Museum
- Base Borden Military Museum

Galleries

- The MacLaren Art Centre
- Barrie Native Friendship Centre – gallery
- Yvette Miller Fine Art Studio/Gallery
- Gallery on Queen
- Martin House Garden Art

Sample of Festivals and Events in the Region

- Barrie Waterfront Festival and the Festival of Ice
- Kempenfelt Festival - arts and crafts
- Barrie Jazz and Blues Festival
- Roots Music Festival
- Barrie Film Festival
- Barrie Kiwanis Music Festival
- Colours of Music Festival
- Barrie Dragon Boat Festival

Other

- Barrie Public Library
- Georgian College School of Design and Visual Art
- Barrie Farmers Market (temporary)
- Talk is Fine Theatre – an artist-driven company
- The Huronia Symphony
- The Barrie Concert Series

City of Orillia

The City of Orillia has established a Department of Culture and Heritage which is responsible for the management of the Orillia Opera House and the Stephen Leacock Museum. Significant cultural facilities and activities in Orillia and area include:

Performance Spaces

- The Opera House – the Gordon Lightfoot Auditorium (700 seats) plus the Shilling Studio Theatre (104 seats)
- Swanmore Hall – Leacock Museum
- Couchiching Beach Park Bandstand (outdoor)

Museums

- Leacock Museum National Historic Site
- Orillia Museum of Art and History – showcases the best of Orillia and Lake Country's culture and history through local and national exhibitions
- Ontario Provincial Police Museum

Galleries

- Orillia Museum of Art and History
- various private galleries, mostly in the downtown

Sample of Festivals and Events

- Leacock Summer Festival
- Annual Orillia Scottish Festival
- Orillia Spring Blues Festival
- Annual Orillia Jazz Festival
- Orillia Comedy Festival
- Orillia Beatles Celebration
- Mariposa Folk Festival
- Mariposa Butterfly Festival
- Christmas in July
- Orillia Waterfront Festival
- Doors Open Orillia
- Orillia Canada Day Celebrations
- Orillia Santa Clause Parade
- Orillia Winter Carnival
- Arts with Class Arts and Craft Show
- Christmas Arts and Crafts Show
- National Aboriginal Day Celebrations – Casino Rama
- Arts for Peace Festival
- Sunday Evening Band Concert - Couchiching Beach Park Bandstand
- Annual Tribute Artists Weekend
- Village of the Arts
- Annual Orillia and District Fall Fair
- Mnjikaning First Nation Annual Thanksgiving weekend and Mother's Day Pow Wows

Other

- Orillia Farmers Market
- Orillia Public Library (local history, local art, public internet, books, video, CDs)

Elsewhere in the Region

There are other cultural attractions and events in the region including the following examples:

- Casino Rama – 5000 seat entertainment centre (Mnjikaning Rama First Nations)
- Mnjikaning Fish Weirs (at the Atherley Narrows) – a 5000 year old National Historic Site
- Ste. Marie Among the Hurons museum - Penetanguishene
- Discovery Harbour – Penetanguishene
- King’s Wharf Theatre - Penetanguishene
- Penetanguishene Centennial Museum and Archives
- The Martyr’s Shrine – Midland
- Simcoe County Museum – Midland
- Coldwater Gallery – Village of Coldwater
- Coldwater and Area Studio Tour (with nine stops in Oro-Medonte)
- The Gibson Centre for Community Arts and Culture (theatre, gallery, studios) - Alliston

Provision Strategy

It is recommended that the Municipality, through the Department of Recreation and Community Services, continue to expand visual arts and crafts programming, as well as dance and other performing arts for all age groups. This should be accomplished directly through municipal programming, as well as through the encouragement and support of community volunteer-based groups. It is recommended that the Municipality also encourage independent/commercial interests who provide culture activities and facilities (such as classes in the visual arts, crafts, and the performing arts), as well as cultural facilities such as galleries, studios and performance facilities.

It is also recommended that the Municipality encourage and support festivals and cultural events, both civic and independent.

In addition, it is recommended that the Municipality encourage the further development of ‘heritage’ (folkloric arts, material arts and built heritage, as well as archives, museums, historic sites and monuments, and heritage properties). In particular, encourage and support the protectors (Township of Oro-Medonte History Association) of the African Methodist Episcopal Church to maintain this important national historic site. It is also recommended that an archives room and display area be provided in the proposed arena complex.

Ensure that as new multi-purpose community facilities are provided, they are designed to support programming in the visual, media and performing arts (particularly dance). It will be crucial that natural and artificial lighting is suitable to the creative arts and that storage is provided to support multiple programming per multi-purpose room. It is also crucial that a ‘sprung’ or cushioned floor is available for dance programs. That is the type of flooring that is also suitable for floor-based fitness/aerobic and stretching programs.

Support Horseshoe Valley Resort/Skyline International in its interest in possibly providing a ‘cultural centre’ within the planned residential community. To date the Resort has not defined the nature of this cultural centre.

Service Level/Provision Guideline

Since no specific new facilities are recommended and it is anticipated that indoor and outdoor facilities/spaces to support cultural activities/programs/events will be integrated into various other venues in the Township, no specific service level/provision guideline is applicable for cultural facilities at this time.

4.14 Curling Facilities

Although there are no curling facilities in Oro-Medonte, there are fourteen facilities within surrounding and nearby communities (see the list below). The facilities range in size from two to seven sheets of ice. Most facilities have a lounge and some have a dining room and/or banquet hall. Some of the larger facilities are nearby.

- Coldwater and District Curling Club (4 sheets, banquet hall) - the Township has an agreement with this Club.
- Penetanguishene Curling Club (6 sheets, banquet hall)
- Midland Curling Club (5 sheets, lounge, banquet hall)
- Orillia Curling Club (6 sheets, associated with the Barnfield Point Recreation Centre at Atherley)
- Barrie Curling Club (7 sheets, lounge, dining room)
- Elmvale Curling Club (2 sheets)
- Stroud (5 sheets, lounge – Innisfil)
- Churchill Curling Club (2 sheets, Innisfil)
- Bradford Curling Club (4 sheets, lounge)
- Cookstown Curling Club (4 sheets)
- Alliston Curling Club (4 sheets, lounge)
- Collingwood Curling Club (6 sheets, lounge)
- Creemore Curling Club (2 sheets)
- Stayner Granite curling Club (4 sheets, lounge)

Through the Search Conference, some of the group surveys and the Community Forum, there was some interest expressed for a curling facility in Oro-Medonte Township. A more in-depth investigation into the utilization and viability of nearby curling facilities, as well as the degree of any unmet demand would be required to help determine the need for and feasibility of such a facility in the Township.

Provision Strategy

It is not recommended that the Municipality play a direct role in providing a curling facility. If a private/non-profit club was to form and raise funds to build and operate a facility, it may be feasible for the Municipality to provide a site, ideally associated with or adjacent to the arena on the Guthrie site.

4.15 Library Facilities/Services

For a variety of reasons, including the widely disbursed nature of the population, the Township does not *directly* provide library services to Township residents via a Township facility. Instead, the Municipality has negotiated various agreements to allow Township residents to access library facilities in five of the surrounding communities, including:

- The City of Barrie
- The City of Orillia
- The Town of Midland
- Springwater Township (Elmvale and Midhurst branches), and
- Severn Township (Coldwater Branch).

In 2008, it was reported that there were 6,433 memberships registered through the five libraries.

The agreement with the City of Barrie is a service contract, which, in 2008, totaled \$111,228 and served an estimated 2,830 Oro-Medonte residents (for an average annual cost per member of \$41). The annual fee charged to non-members from other communities was \$100.

The agreement with the City of Orillia is also a service contract, which, in 2008, totaled \$92,700 and served an estimated 2,269 Oro-Medonte residents (1,852 adults and 417 children) (for an average annual cost per member of \$41). The annual fee charged to non-members from other communities was \$60.

The Municipality also has a service contract agreement with the Town of Midland, which, in 2008, totaled \$4,500 and served an estimated 270 Oro-Medonte residents (230 adults and 40 juveniles) (for an average annual cost per member of \$17). The annual fee charged to non-members from other communities was \$110.

The agreement with the Township of Severn (Coldwater branch) is a service contract, which, in 2008, totaled \$15,000 and served an estimated 957 Oro-Medonte residents (711 adults and 246 juveniles – represented 30% of total membership at this branch) (for an average annual cost per member of \$19). The annual fee charged to non-members from other communities was \$25.

The agreement with the Township of Springwater (Midhurst and Elmvale branches) is a fee per member arrangement, which, in 2008, totaled \$6,230, based on a rate of \$70 x a reported 89 households. The Ontario Ministry of Culture estimated that in 2007 and 2008, 107 Oro-Medonte households were members (40 at the Midhurst Branch and 69 at the Elmvale Branch). The average annual cost per member in 2008 was \$70. The annual fee charged to non-members from other communities is \$75. This annual cost per membership is double the average for the other libraries (\$35.26, not including the annual fee to Springwater Township). It is clear that the value of the Springwater Township library service is the lowest in terms of the cost per member and members served.

In 2008, the total cost to the Township of Oro-Medonte for library services was \$229,308. The three services in Barrie, Orillia and Coldwater (Severn Township) accounted for 94% of all

memberships and 95.5% of the annual cost. Factoring in the higher cost of the Springwater service, the average annual cost per membership was \$35.65. This represents good value.

There a small library located in the lower level of the Hawkestone Hall, which was established and is maintained and administered by the Hawkestone and Area Community Association. The library focuses on popular adult reading, as well as a collection for infants and toddlers. Computers and Internet access are also available.

The 6,433 memberships registered through the five libraries represents one third of the population of the Township. Although no reliable data is available on average membership levels, library specialist, Jim Morgenstern of dmA Planning and Management Services indicated that it is not unusual for rural and county systems to have a market penetration in the 30-40% range. He also indicated that highly developed urban systems claim membership rates in the 50-70% range. He suggested that the local membership rate could be increased with more effective marketing, better services and more remote access. And because the Municipality has five separate agreements, they may be paying more in total than if there were fewer agreements to negotiate.

Provision Strategy

It is recommended that the service agreement with Springwater Township be terminated as soon as possible. (Effective January 1, 2010, the agreement was terminated.) It is essential that accurate and supportable records of Oro-Medonte memberships are maintained for the other four library services. It is also recommended that membership levels and associated costs at the Severn Township and Midland facilities are closely monitored.

4.16 Wharfs and Boat Launches

There are four public wharfs and three official public boat launch sites along the Lake Simcoe shoreline within the Township, as well as a public boat launch at Southside Bass Lake Park. This 2.5 acre park at Bass Lake (including the road allowance) provides some space for parking; however, parking limits the opportunity to develop this park for picnicking and passive recreation. Although the Hawkestone wharf is federal, the transfer of ownership to the Municipality is nearing completion. None of the Lake Simcoe boat launch facilities are adequate, as noted below.

- Line 9 wharf and boat launch – poor condition and poor access – the ramp is too short for the shallow water depth – however, this is the only facility with adequate parking
- Carthew Bay Wharf and boat launch – although the boat launch facility not in good shape and access is poor, it is, by default, one of the better options - however, loose stone/gravel at the entry limits traction, especially for haul-out – there is very limited parking which parallels the adjacent roadway
- Line 2/Shanty Bay wharf and boat launch – old and deteriorated, very steep loading angle
- Hawkestone Wharf – wharf only

- ❑ Shelswell Park (gravel) beach – used by ice fishermen as an important access point to Lake Simcoe with parking



Figure 48: Hawkestone Wharf



Figure 49: Carthew Bay Wharf and Boat Launch



Figure 50 Line Nine Boat Launch



Figure 51: Line Nine Boat Launch Parking Lot



Figure 52: Shanty Bay Wharf



Figure 53: Shanty Bay Wharf

Provision Strategy

Since Line 9 wharf and boat launch is the only site with even minimal space for parking, there may be an opportunity to improve the dock and possibly install a break wall and dredge to increase the depth at the boat launch.

Revise signage at the wharfs that have been conveyed to the Township.

As opportunities arise, consider acquiring waterfront lands adjacent to boat launch areas, or in other areas to create boat launch facilities.

Service Level/Provision Guideline

No specific service level/provision guidelines are recommended. The current provision level for public wharfs is one per 5,000 population, and for public boat launches, the ratio is one per 6,700.

4.17 Neighbourhood/Community Parkland Planning and Development

Historically, neighbourhood and community parks have not been developed based on even a basic site plan which identifies desirable and suitable facilities (type and scale), as well as an optimum layout and phasing strategy. Typically, local residents and/or sometimes a local/community-based recreation association have taken the initiative to decide what is desired in 'their' park and where to locate each individual facility within their local park. Often, the decision about a type of facility to add to their park and where to locate it was made in a one-facility-at-a-time fashion, without the benefit of an overall plan or experienced advice about the appropriate scale and layout that would be suitable for each park. The result has often been facilities in a neighbourhood park that are out of scale or character for the type and size of park (e.g., busy sports facilities in a neighbourhood park); sports facilities that are aligned in the wrong direction; facilities that have been developed to an inadequate level of quality to support the intended use; facilities that are not required in a particular park (given the overall demand, leisure trends, the existing supply and distribution of similar facilities, etc.); and facilities inappropriately located within the park.

In part, this approach has been encouraged by the Township policy that if a community raises enough money to pay for a particular facility, they can locate it in 'their' park. For most parks, very little analysis has been undertaken to ensure that the decision about the need for the facility, the type and scale of the facility, or its location are all correct - although this has begun to change recently.

Provision Strategy

It is recommended that the Municipality, through the Department of Recreation and Community Services (and guided by this Strategic Facility Plan, and the Parks and Open Space Assessment to be completed after this Strategy) be much more proactive in the process of planning for and developing all Municipal parkland. Also, gradually improve the identification of parkland through signage and entrance enhancement. Implement a process to improve the name of many parks and to provide a name for unnamed sites.



Chapter Five:

Township-wide Leisure Facility Provision Strategy

5.1 Introduction

This chapter is devoted to the **township-wide leisure facilities provision strategy** which establishes the foundation, philosophy and broad direction for the facility-specific and other recommendations contained in the Strategic Facility Plan. Fundamental to the Township-wide and facility-specific strategies are Planning and Provision Principles (see Sections 4.3 in Chapter 4). The township-wide strategy integrates all of the strategies for each individual type of facility (Chapter Four) and any recommendations regarding the Leisure Delivery System (Chapter Three). Section 5.2 summarizes the system-wide findings and conclusions. In Section 5.4, the individual facility-specific strategies are summarized. Section 5.5 reports on the implications for the proposed township-wide multi-use recreation centre. The capital cost estimates, recommended phasing, the financing strategy, and other implementation recommendations can be found in Chapter Seven.

5.2 Summary of System-wide Findings and Conclusions

The following is intended to summarize the key findings and conclusions contained in Chapters Two, Three and Four.

Key facts about the population of the Township

- The 2006 population was 20,031 (source: Statistics Canada census).
- The population is considerably older than the provincial average.
- Considerably more than half of the population lives in the southern half of the Township, particularly in the southwest quadrant.
- Overall, Township residents are more affluent, better educated and fewer are disadvantaged than is the average for Ontario.

Looking to the Future

The population has been projected in five year intervals to 2031 as indicated below and was also projected by age of residents.

- 2001 18,315
- 2006 20,031
- 2011 20,587
- 2016 21,341
- 2021 22,941
- 2026 25,232
- 2031 28,100

A notable concentration of population is beginning to emerge along the Horseshoe Valley Road corridor (Craighurst, Horseshoe Valley Resort, Sugarbush, and Buffalo Springs) – with accommodation for 5–6,000 new permanent residents planned.

As the Baby Boom and the children of the Baby Boom (the Echo generation) age, it is projected that the following markets will decline in size over the next 15-20 years:

- 4-12 age group (by 400 residents or 18% of the total population)
- 13-17 age group (by 340 residents or 23% of the total population)
- Mid-life adult group (age 35-54) (by 1420 residents or 22% of the total population)

For the same reasons, the following markets are projected to increase over the next 25 years:

- Young adults (age 18-34) (954 residents or 26% of the total population)
- Empty nester adult group (age 55-64) (955 residents or 34% of the total population)
- Older adults (age 65+) (6,000 residents or 224% of the total population)

Broad Implications for Demand for Leisure Activities

Over the next 30 years, there will be a very large increase in demand for all of the activities that a mature Baby Boom market and an adult Echo generation will desire – including increasing expectations for: quality, comfort, value for price, flexibility, focus on the individual, accessibility, and eco-friendly.

Over the next 10-15 years, there will a decline in demand for all activities of interest to children and youth – then a slow increase in demand back to current levels by 2025-2030.

This is due in large part to the aging of the big Baby Boom population (age 45-64 in 2010) and the influence of their values and leisure interests; as well as the aging of the Echo generation (the children of the Baby Boom population who, in 2010, are age 16-31).

Due to the above average age of the population of Township residents, the upward and downward trends in leisure interests will be more pronounced in Oro-Medonte.

Implications of Some of the Unique Characteristics of the Township

Due to the large size of the Township, the widely disbursed nature and low density of the population with no (current) dominant population centre, and the amalgamation of two former rural townships (and small parts of three others municipalities) with *different levels of provision*, the following has resulted:

- an oversupply of some facilities, leaving facilities such as some ball diamonds, soccer fields, and community halls under-utilized or simply unused;
- facility provision that is not uniform across the Township, in terms of type, quantity and quality of facilities;
- a less than ideal location/distribution of most facilities and parks relative to where people live – with very little in the area of the Township that is north of Highway 400 and the area immediately southeast of the highway.
- there is only one of some types of facilities (e.g., arena, large municipal hall, beach), and all of these facilities are located in the southern third of the Township;

- ❑ there is a focus on the ‘base’ and ‘recreational’ level of provision with a strong dependence on Barrie, Orillia, Midland, and to a lesser extent, the Township of Severn, to provide many leisure facilities and a good deal of programming and events; and
- ❑ there is a focus within the Township on tradition recreation and sports facilities and programming with little available in the arts and culture sector.

The Resource Base and Key Providers of Leisure Services and Open Space

The existence of the Oro Moraine, Lake Simcoe, Bass Lake, and large tracts of forest and wetlands has provided an outstanding inventory of nature-oriented recreation opportunities that greatly exceeds the norm.

The existence of two well developed trail systems and pockets of other well developed trail networks is an asset, which would be greatly enhanced (for local and regional recreation and tourism) if the systems and pockets of trail activity were better integrated and promoted in their entirety.

The significant role of other providers in the public, quasi-public, non-profit and commercial domains has resulted in an array of typical, as well as some unique recreation opportunities (e.g., golf courses, marinas and yacht clubs, other water-based opportunities, alpine skiing and snowboarding, cross-country skiing, bicycling, equestrian activities, camping, nature appreciation, exhibitions, and large spectator events).

The strong base of volunteers is at the centre of program and facility provision, and defines an essential community development role for the Department of Recreation and Community Services. However, this diminishing asset must be nurtured if volunteers are to continue to play a pivotal role in the future.

The existence of a good number of non-public/community-based parks, open space and recreation facilities is unusual. This presents both opportunities and issues.

The lack of a secondary school in or near the Township removes some key public facilities and focuses many community-based (and especially youth) activities and communities of interest away from the Township.

Parks and Open Space

Over the years, the slow and piecemeal nature of residential development and the small size of many residential clusters, as well as inadequate parkland acquisition policies/philosophy and decisions have resulted in many examples of poorly located, sized and shaped parkland, some with minimal frontage, and some sites that are unusable or only marginally useful.

The absence of parcels of parkland that are of suitable size, location and setting for the development of modern recreation facilities and clusters of facilities is seriously jeopardizing the ability to find adequate solutions to a number of facility shortfalls. Only ten parks are between two and five hectares in size and only five are larger than five hectares. This deficiency may require the purchase of some additional parkland.

By contemporary standards, few parks are well developed, with only Sweetwater and Bayview Memorial parks approaching minimum standards for functionality, layout and attractiveness. Many parks do not have signs or even basic identification that the site is public parkland.

Some parks have been developed and utilized for purposes that are not in keeping with their size, location and purpose (e.g., Richelieu and Craighurst).

Indoor Facilities

Most municipal facilities are in fair to poor condition, requiring large amounts of capital investment in the coming years, if they are to remain safe, accessible and viable as public use facilities. In some cases, the cost to maintain these facilities over the next 20 years exceeds the cost to replace each facility with one of similar size, but of higher quality, character and functionality, as well as requiring lower annual maintenance and utility costs going forward.

Many indoor and outdoor facilities are too small and of marginal quality and character to support the type of leisure programming and uses expected by contemporary society. And the expectations of tomorrow's residents will continue to increase.

The northern third of the Township is extremely under-serviced compared to the rest of the Township, with no indoor community facilities (other than Moonstone Elementary School) north of Highway 400.

In 2008, building condition assessments were completed for the eight community halls owned by the Municipality. The estimate for recommended repair and upkeep over the next 20 years varied from \$235,000 to \$534,000, and totaled \$2.8 million. Although the actual cost of individual works could be lower (depending how the works are undertaken and materials used), inflation may more than compensate. Edgar, Warminster, Eady and Carley halls are particularly high maintenance facilities, and will require regular and costly repairs to brickwork and to the stucco finish on the Edgar facility. See Appendix E for details.

Fire safety audits were also conducted by the Municipality in 2009 on the community halls and the arena. Deficiencies were identified in each facility, some of which require immediate attention. See Appendix E for details.

Identified repairs responded to life safety and accessibility deficiencies, based on the requirements of A2 occupancy under the Ontario Building Code for public use facilities, the Ontarians with Disabilities Act and the requirement for an asbestos survey under Ontario Regulation 278/05. In general, a facility life cycle is in the order of thirty years and varies depending on the systems incorporated and the maintenance programs implemented over the operating life of each structure.

At \$240/square foot, the cost to replace these facilities using contemporary style, configuration and construction methods varied from \$168,000 for Warminster Hall to \$546,000 for Jarratt Hall. The cost is higher to repair than to replace Warminster, Carley and Edgar halls, with Craighurst very close. When repair budgets exceed 65% of the replacement cost of a similar facility, it is deemed prudent to consider replacing those facilities with more functional, and energy- and cost-

efficient buildings. New facilities would be much more efficient, functional and appealing; would generate increased revenue; and, if larger, could consolidate two or more halls and their associated functions, and also combine the pool of diminishing volunteer resources associated with each facility.

The Oro-Medonte Community Arena and Banquet Hall also requires a great deal of repair over the next 20 years and beyond, if the facility is to be retained.

- \$875,500 is targeted for the next five years and another \$825,000 for Years 6-10.
- Upkeep and repairs are estimated at \$3.8 million over the next 20 years in 2008\$.
- Only a few functional and aesthetic upgrades are included in the recommended initiatives.
- The identified repair and replacement items do not include: i) inflation; ii) the cost to address fire safety issues and iii) the unknown costs to address the movement between the change room floor and the main arena enclosure, and to improve accessibility, usability and appeal.
- High cost items in the next 10 years include roof replacement, replacement of refrigeration components, improvements to dressing rooms, replacement of the ice slab/refrigeration distribution piping/under-slab heating system/related components, electrical upgrades, and exterior cladding.

A new contemporary arena, which would cost between \$8 million and \$10 million (depending on size, components, features and quality) would be more functional and appealing, would be more energy-efficient and would cost less to operate and maintain. A new *and repositioned* facility (on the 85 acre Guthrie site) would also provide the only reasonable option to add components to better support existing and future park functions, and additional indoor activities in the near and longer-term future.

Operation of the Community Halls

Although volunteers are heavily invested in the management, operation, marketing, scheduling and programming of community halls, the current model is not working as well as it should. Rather than providing essential community programming, a good deal of the volunteer time is invested and many events are hosted simply to raise funds to cover operating costs and support minor capital improvements and upgrades. The Municipality is increasing at risk regarding substandard facilities (fire safety, accessibility, and insurance requirements; as well as security, and LCBO and Ontario Building Code regulations). There is also risk associated with volunteers operating public buildings; for example: compliance with Township and other policies and regulations regarding type of use, compliance with regulations, the Occupiers Liability Act, etc.

Affordability

The relatively small number of residents relative to the large geographic size of the Township and the above average burden placed on the residential tax base, has made it challenging to adequately service township residents and finance municipal services, especially parks, recreation and arts/culture.

Partnerships with local groups/entities and surrounding communities (in the public, quasi-public, non-profit and commercial sector) will be essential to significantly improve and add to existing leisure opportunities. Assistance from senior levels of government will likely be required to advance major investments in facility improvement and expansion.

5.3 Overview of the Way Facilities are Recommended to be Provided Across the Township

Three Broad Themes of Enhancement are Recommended:

The strategy to improve leisure facilities is based, in part, on the following three themes:

- i) Upgrade/improve/replace/add to many existing facilities;
- ii) Consolidate some existing facilities; and
- iii) As demand increases and evolves, add some types of facilities that are currently not provided by the Township (as the Municipality can afford and through partnerships).

The Evolving Role of the Municipality and the Recreation and Community Services Department

The following describes the recommended evolution of the role of the Municipality as a provider of public open space and leisure facilities and services over next decade and beyond.

- Continue to increase the **community development** role of the Municipality – nurturing and enhancing community/sports/culture/arts groups and volunteer resources in pursuit of their roles relative to the provision of leisure services (e.g., programming; arts, culture and recreation group activities; facility and parkland provision and operation; and fundraising).
- Encourage more **partnerships and strategic alliances** with other public, non-profit and commercial entities to further the provision of publicly-available leisure opportunities for Township residents.
- Continue to increase and improve the quality of **leisure programming**, provided directly by/through the Department of Recreation and Community Services.
- Increase the role of the Department of Recreation and Community Services in **facility planning, provision and operation**.
- Increase the role of the Department of Recreation and Community Services in **park planning, design and development, including all activities associated with the acquisition of municipal parkland**.
- Gradually move **toward higher levels of service provision** (municipal parks and open space, leisure facilities, and programming).

Partnerships and strategic alliances of many kinds with other public entities, and the non-profit, quasi-public and the commercial sectors are essential to make significant improvements to parks, open space, facilities, programming and other leisure services in the Township of Oro-Medonte over the next decade and beyond. Continue to maintain and enhance partnerships and strategic alliances with:

- surrounding municipalities regarding library services – agreements to be improved;
- the Township of Severn regarding access to the Coldwater Arena;
- the Coldwater and District Curling Club;
- hall boards and community associations;
- service clubs (e.g., Oro District Lions Club and Orillia Kinsmen);
- the Province and the County re: county forests and the Copeland Forest; and
- the school boards.

Pursue potential partnership/strategic alliance opportunities with Horseshoe Valley Resort/Skyline International, the City of Orillia, the City of Barrie, the Town of Midland,

Springwater Township/new Midhurst recreation centre, and Lakehead University (Orillia Campus) – particularly for improving access for Township residents to aquatic, fitness, soccer, arena, arts and heritage facilities and programs.

Pursue partnerships re: naming rights and sponsorships to help finance major capital projects and programming in Township facilities.

Base the Delivery of Leisure Services on a Three-Tiered Hierarchy of Parks, Open Space and Leisure Facilities

As introduced in Chapter Four under Planning and Provision Principles, a three-tiered hierarchy has been recommended as the basis for the delivery of leisure services – to provide parkland and leisure facilities on three levels with the aim of ensuring that the entire Township is equitably, effectively and efficiently serviced: i) close-to-home neighbourhood parkland and associated facilities provided in all settlement areas, ii) intermediate-level parkland and associated facilities strategically located to serve each of the proposed clusters of communities/settlement areas, and iii) several clusters of higher-level facilities and associated parkland, as well as a number of specialized facilities and parks are provided to serve the entire Township. Open space and facilities provided by others in the public, non-profit and commercial realms can also be categorized under this three-tiered system.

The following *examples* of parkland, other open space and leisure facilities are allocated to each of the three tiers as noted below:

Township-wide/Regional-scale Parks, Open Space, Facilities and Clusters of facilities

- Bayview Memorial Park
- The Oro-Medonte Community Arena and the 85 acre Guthrie site
- Potential cultural/community centre (and potentially other facilities) at Horseshoe Valley Resort (if provided at a high enough scale – otherwise, they would be classified as Community-scale)
- Copeland Forest and trails
- County forests and trails
- Bass Lake Provincial Park
- Ganaraska Trail and the Rail Trail – trails and nature-oriented recreation - improve linkage
- Oro African Church
- golf courses
- ski facilities
- wharfs and boat launches
- equestrian facilities
- Oro Fairground
- Burl's Creek Family Event Park

Community-scale Parks, Open Space and Facilities (examples only)

- The community halls and proposed community centres
- The future community-scale park in the Craighurst residential development area
- The future community-scale park (and community centre) proposed for the Moonstone area
- Sweetwater Park
- Line 4 Park

- Ramey Memorial Park
- Vasey Park and ball diamonds
- Danny McHugh Memorial Park (formerly Warminster Park) and ball diamond
- Shanty Bay Park and ball diamond
- The soccer fields in Richelieu Park (although, due to its location, size and original purpose, this park should be classified as a neighbourhood facility)
- Craighurst Park and ball diamond (although, due to its location, size and original purpose, this park should be classified as a neighbourhood facility)

Neighbourhood/Local Parks, Open Space and Facilities (examples only)

- Ravines of Medonte Park
- Shelswell Park
- Barrillia Park
- Railside Park
- Price Park
- Robin Crest Park
- Medonte Hills Park
- Woodland Crescent Park
- Huronia Homes Parkland
- Northwood Court Park
- Horseshoe Valley Park (Pods & Alpine)
- Emily Park
- Cathedral Pines Park
- Joy Avenue Park
- Lloyd W. Scott Memorial Park
- Bachly Subdivision Parkland (private/non-commercial)
- Maplewood Waterfront Park (private/non-commercial)

5.4 Overview of the Facility-Specific Strategies

The following section summarizes the key facility-specific strategies and related recommendations.

Indoor Ice Facilities

Two options have been examined to continue to provide indoor ice facilities. **Option One** would maintain the existing arena and associated second floor banquet hall for up to twenty years at an estimated cost of approximately \$3.77 million (\$2008). The focus of the anticipated repairs and replacements would be on accessibility, and life and fire safety, with a few improvements to amenities and functionality. This estimate does not include inflation and the unknown costs to: i) meet any additional accessibility standards; ii) deal with the floor movement between the main building and the change room area; iii) consider any additional energy and environmental initiatives, as well as any significant functional improvements; and iv) allow for replacement of the septic system. It is estimated that the existing facility will require almost \$1 million in repairs and replacements in the next 3-5 years.

If a second ice pad is required and can be afforded in approximately ten years, it could either be constructed as a stand-alone single ice pad facility or the existing arena complex could be retired and replaced by a new twin-pad arena complex in another location, ideally within the 85 acre Guthrie site.

Option Two would replace the existing facility with a new, larger, energy-efficient and much more functional facility to be located elsewhere on the Guthrie site. In May, 2009, Oro-Medonte Council recommended that Option Two be studied in detail through a feasibility study of township-scale facilities that would be suitable for the Guthrie site over the next twenty years. See Chapter Six for details.

The feasibility study proposed a new 63,600 square foot arena complex incorporating:

- a new, larger ice surface with seating for 480 within the arena enclosure;
- six larger dressing rooms, including two which are sized to accommodate persons with disabilities, two rooms designed to accommodate female customers, and one over-sized room for visiting Jr. 'A' teams and large groups;
- an additional over-sized dressing room and an office for the Jr. 'A' hockey team;
- a 5,600 square foot multipurpose program and event space with a kitchen and storage space;
- two meeting/activity rooms;
- a larger lobby with a larger food service area, improved display space, warm viewing area for around 100, and better control points;
- storage for historical/archival resources;
- an office for the Sports Association;
- a pro shop;
- offices and a staff room for facility staff and the Department of Recreation and Community Services;
- more and better storage throughout, including storage for outdoor maintenance and sports equipment;
- full accessibility throughout for persons with a disability;
- improved energy efficiency; and
- room to expand to incorporate a second ice pad and other components that may be required in future.

Outdoor facilities proposed for the Guthrie site include:

- a third lit senior ball diamond;
- two spaces prepared to support eleven soccer fields (two senior, three large mini and six small mini);
- walking/cycling trails;
- picnic areas with play equipment and shade structures;
- four tennis courts with possible future lighting and a club house;
- an access road, internal roadway and parking areas;
- environmental zones to protect and enhance the watercourse and wooded areas; and
- two storm water management ponds.

The proposed arena complex, which would be 28,600 square feet larger than the existing facility, would cost approximately \$14 million plus paved parking at \$500,000 (\$2009). Although the

structure is larger, the opportunity for increased revenue and lower operating expenses would result in an annual net operating cost that is similar to and could be lower than the existing facility.

It is estimated that other site and facility development at the Guthrie site would cost approximately \$3.34 million (\$2009) – not including parking for the arena complex, as noted above, but including design fees and a contingency 5% allowance.

Option Two allows for a second ice pad to be added if demand warrants after 2014, as well as other indoor facilities if future demand warrants and they can be afforded.

Please refer to Chapter Six for the details.

Community Halls

A strategy is recommended to define six or seven ‘**settlement clusters**’ throughout the Township that would each incorporate a number of established/historical former hamlets and/or emerging/future residential areas (pages 97-98). In total, the settlement clusters cover the entire Township. In each settlement cluster, one or more venues (either Municipal or under other ownership, but accessible to the publicly) would be available so that residents can meet and participate in a variety of indoor and outdoor leisure/community activities. This strategy recognizes and supports:

- the need to maintain a ‘sense of community and identity’ in all parts of the Township, and
- provide equitable and sustainable distribution of facilities across the Township, based on the philosophy of ‘communities within a community’.

Based on the results of the building condition assessments, the accessibility audits and the fire safety inspections, as well as use patterns and the projected cost to maintain the halls as viable, safe, accessible and functional public use facilities, it is recommended that **Warminster Hall** and **Carley Hall** be retired as soon possible as ‘public use’ facilities. (Oro-Medonte Council accepted the recommendation to close Warminster Hall via a resolution of Council dated May 13, 2009. On October 28, 2009, Oro-Medonte Council agreed to declare Warminster Hall surplus and offer it for sale.) It is recommended that **Craighurst Hall** be closed when a suitable replacement hall is provided either in a future community park in Craighurst (hopefully associated with an adjacent future school facility) or within the expanding residential community at Horseshoe Valley Resort. **Edgar Hall** also requires more investment over the next twenty years to maintain the facility than it is estimated to cost to replace it, with a good deal of the investment required within the next five years. To determine the viability of Edgar Hall as a public facility, utilize the ‘divestment’ criteria that are recommended in Section 4.4 (page 99-100) and review its status in three years.

Although **Eady Hall** is in above average condition, its relatively isolated location, the relatively high estimate of repair cost over the next twenty years, (although most of the major repairs are not anticipated until the after 2024) and the recommended strategy to provide a new and larger community centre in the nearby area suggests that ultimately, Eady Hall may become either redundant or too costly to maintain. In the interim, use of Eady Hall should be closely monitored, especially if the proposed new ‘northern’ new community centre becomes a reality.

In the near term, additional use may be able to be directed to Eady Hall, especially if Carley Hall is retired as a public use facility (along with Warminster Hall). To determine the viability of Eady Hall as a public facility, utilize the ‘divestment’ criteria that are recommended in Section 4.5 (page 99-100).

If the proposed new the arena is constructed on the Guthrie site, providing a new and larger multi-purpose program and event space, municipal and community programming at Old Town Hall can be gradually transferred to this facility, especially for the winter season, to provide a more suitable venue and reduce the annual operating cost of **Old Town Hall**. Other groups (e.g., the Oro Agricultural Society, the Oro-Medonte Horticultural Society and the History Association) consider Old Town Hall their ‘home’. These uses can still be supported since they take place in the warm seasons. Fortunately, most of the anticipated capital investment for this hall will be required until the final five years of the twenty year cycle.

It is recommended that a **new community centre** be built in the settlement cluster serving Moonstone/Eady/Vasey/Carley/Ravines of Medonte, and another in either the growing Craighurst community or further east along the Horseshoe Valley Road corridor. These community centres should be a one-storey facility, comprising 2,000-3,000 square feet of flexible program space with a ten-twelve foot ceiling, and contain suitable additional space for washrooms, storage, a kitchenette and mechanical equipment. They should be suitable for floor-based fitness/wellness programming, dance programs, junior sports programs, creative arts activities, and other programming for all ages, including older adults. With no facilities north of Highway 400, the northern facility should have priority. As described above, a 4,000-5,000 square foot multi-use program and event hall is recommended as part of the **new arena complex**, proposed for Guthrie (see Chapter 6).

If the fire hall in **Shanty Bay** is enlarged, consider including a multi-purpose room to support training and community programming, but larger than the Ian Arthur Beard community room.

Recommendations were also provided in Section 4.5 to improve the promotion of community facilities, to better co-ordinate rentals, to set rental rates that are appropriate to each facility, to define the respective roles of the Municipality and the hall boards in the operation of community halls, and to deal with the requirement for atypical capital investment and operating costs. *Recommendations are also offered to consider all feasible options to retain as community assets, the halls that are retired as public use facilities.*

Gymnasia

If a new elementary school is built anywhere within the Township, explore the opportunity to partner with the school board to provide a full-size single gymnasium for school and community use – a separate facility linked by a lockable corridor. If the option to partner with a school board does not materialize in the next few years, the market for and feasibility of a gymnasium should be further examined as a possible component of the Township-wide multi-use recreation centre, proposed for the Guthrie site, or associated with the proposed aquatic-fitness facility (wherever it is located).

Fitness Facilities

In new multi-purpose community centres, provide floors that will support a wide range of uses, including floor-based wellness/fitness programs. If it is not possible to partner with Horseshoe Valley Resort/Skyline International to provide a full-service publicly accessible fitness centre and possibly an indoor running track, the Township could consider adding a full-service fitness centre to the new arena complex that is proposed for the Guthrie site, or to consider a second township-wide facility cluster, centered around aquatic, fitness and possibly gymnasium facilities and located more centrally within the Township. Also explore opportunities to access municipal fitness facilities and associated programming in Barrie and Orillia for Oro-Medonte residents.

Aquatic Facilities

Explore partnership opportunities to provide an aquatic facility within the Township, or to access municipal aquatic facilities and associated programming in Barrie and Orillia for Oro-Medonte residents. Continue to upgrade the beach and associated facilities at Bayview Memorial Park.

Ball Diamonds

Add a third lit softball diamond at the **Lions Sports Field** (the Guthrie site) – recreation quality initially. Re-align and re-build Diamond #2 at **Vasey Park**, including bleachers, but not lit. Encourage greater use of the Vasey facilities. Upgrade the diamond at **Danny McHugh Memorial Park (formerly Warminster Park)** as required. If part of **Shanty Bay Park** is required for expansion of the adjacent fire hall, convert the ball diamond into a junior facility. Retire **Craighurst Park ball diamond**. Accommodate the adult use from the Shanty Bay and Craighurst diamonds at the additional senior lit softball diamond proposed to be located at the Guthrie site.

Soccer Fields

Develop soccer fields at the **Guthrie site** in phases:

- Initially: develop a 15 acre unstructured turf area to accommodate the equivalent of: 2 full-size fields, 3 large mini fields, and 6 small mini fields – all unlit - to support a local junior recreational program.
- Until the fields at the Guthrie site are completed, continue the partnership with Burl's Creek Family Event Park to support a gradually scaled back soccer program.
- With improved facilities available, test the market for competitive youth and adult programs.
- If the soccer facility evolves into a major venue, regional use and tournaments can be promoted and accommodated.
- Given the current situation at **Richelieu Park** (as noted above), it is not recommended that a significant investment be made to upgrade or rebuild the fields. A suitable site should be sought to support a recreational soccer program in the northern part of the Township.
- Monitor the Orsi proposal to provide a soccer centre in Severn Township, and monitor the use of the new soccer facilities to be built nearby in Orillia in 2010. Adjust the recommendations for Oro-Medonte soccer facilities, if required.
- Investigate if the City of Barrie is interested in either a partnership to create soccer fields at the Guthrie site or in renting field time at those proposed facilities.

Multi-purpose Sport Pads

No new sports pads are recommended at this time.

Tennis Courts

It is recommended that consideration be given to provide a double unlit court in **Line Four Park**. It is also recommended that the Township continue discussions with **Horseshoe Valley Resort/Skyline International** re: the opportunity for a joint venture to provide publicly available facilities within their emerging year-round residential community. If that opportunity does not materialize, consideration should be given to providing four unlit courts at the **Guthrie site** to support a township-wide tennis program, with the option to light those facilities if demand warrants in future. Consideration should also be given to add a club house at the Guthrie site in future.

Older Adult Facilities

Support **programming** and associated recreational, social, health and educational uses for older adults in existing and proposed municipal multi-use facilities. Encourage the formation of older adult **clubs and associations**.

Cultural Facilities

Continue to expand **festivals and cultural events; visual arts and crafts programming; as well as dance and other performing arts** for all age groups (directly and indirectly).

Encourage the further development of **'heritage'** (*folkloric arts, material arts and built heritage, as well as archives, museums, historic sites and monuments, and heritage properties*). In particular, encourage and support the protectors of the African Methodist Episcopal Church (Township of Oro-Medonte History Association) to maintain this important national historic site.

Ensure that as new **multi-purpose community facilities** are provided, they are designed to support programming in the visual, media and performing arts (particularly dance).

Support Horseshoe Valley Resort/Skyline International in its interest to possibly provide a **'cultural centre'** within the planned residential community.

Curling Facilities

It is not recommended that the Municipality play a direct role in providing a curling facility. If a private/non-profit club was to form and raise funds to build and operate a facility, it may be feasible for the Municipality to provide a site, ideally associated with or adjacent to the proposed new arena on the Guthrie site.

Library Facilities/Services

It is recommended that the service agreement with Springwater Township be terminated as soon as possible. (Effective January 1, 2010, the agreement was terminated.) It is essential that accurate and supportable records of Oro-Medonte memberships are maintained for the other four library services. Closely monitor membership levels and associated costs at the Severn Township and Midland facilities.

Wharfs and Boat Launches

Since the wharf and boat launch located at Line 9 is the only site with even minimal space for parking, there may be an opportunity to improve the dock and possibly install a break wall and

dredge to increase the depth at the boat launch. Revise signage at the wharfs that have been conveyed to the Township. As opportunities arise, consider acquiring waterfront lands adjacent to boat launch areas to provide larger sites, and in other areas to create boat launch facilities.

Parks and Open Space

Although a comprehensive review of parks and publicly-available open space was not completed as a component of this Strategic Facility Plan, an analysis will be completed in 2010.

It is recommended that the Municipality, through the Department of Recreation and Community Services (and guided by this Strategic Facility Plan, and the Parks and Open Space Assessment) be much more proactive in the process of planning for, acquiring and developing all Municipal parkland, including neighbourhood and community level parks.

5.5 Implications for the Proposed Multi-use Recreation Complex

The terms of reference for this strategy included an assessment of the need for and feasibility of a multi-use recreation facility that would be township-wide/regional in appeal and scale. The recommendation for a three-tiered system to classify open space and leisure facilities included a township-wide/regional level into which this type of facility would be placed.

The 85 acre Guthrie site is only Township-owned land that is large enough to accommodate such a facility. This property is currently the site of the Oro-Medonte Community Arena and Banquet Hall, as well as the two top senior lit softball diamonds. All of these facilities are township-wide/regional in scale and would associate well with a township-scale multi-use recreation centre (indoor and outdoor facilities).

This site matched up quite well with the location criteria identified by the community at the Search Conference that was held to solicit input to this plan.

It was recommended that the following facilities and components be most seriously considered for the ‘feasibility study’ phase of this strategy - to examine demand more closely, and estimate the cost to build and operate a Township-scale multi-use recreation facility. The research has indentified both indoor and outdoor facilities that would be suitable for this site. As such, the feasibility study was designed to provide guidance for both the proposed community centre as well as the park in which the principle facility is to be located.

Indoor and Outdoor Facilities and Components to be Considered

- Single indoor ice pad (a new and repositioned or renovated existing arena - with space allowance to twin in future if demand warrants – that opportunity best exists for a new and repositioned facility);
- Multi-purpose program space (to support a wide range of uses to meet many of the needs of all age groups, including older adults);
- Meeting room(s);
- Washrooms and change rooms to support both indoor and outdoor facilities, male and female customers and persons with a disability;
- Commercial uses (from a pro shop to related health services);

- Third lit senior softball diamond;
- Outdoor soccer pitches – initially to support recreational children/youth program;
- Outdoor hiking and bicycle trails;
- Picnic areas with playgrounds;
- Food services to support indoor and outdoor activities; and
- Storage to support indoor and outdoor activities and equipment.

Several other facility components have been identified in this Strategic Facility Plan that could be considered as potential future phases of this complex (or could be provided elsewhere, within the Township possibly through partnerships with others):

- A fitness centre (strength, conditioning and stretching gym plus an aerobic/spinning/dance studio);
- An indoor running/walking track;
- An aquatic centre – to support a full range of types of uses and pool tanks (from therapeutic to leisure and lane swimming);
- Gymnasium (if a full-size gym is not provided through a partnership with a school board);
- Curling rink (public/private partnership);
- Second indoor ice pad (if future demand warrants);
- Tennis courts; and
- An indoor soccer facility (public/private partnership).

Refer to Chapter Six for the analysis of the proposed Township-scale multi-use recreation complex and specific recommendations for this facility and the development of the Guthrie site.

Chapter Six:

Feasibility Study for the Township-wide Recreation Complex

6.1 Introduction

The Strategic Facility Plan identified a number of types of indoor and outdoor facilities to be considered for the 85 acre Guthrie Site, which is located on the north side of Highway 11 between Line 4 north and Line 5 north. As reported in Section 5.6, the following facilities and components should be most seriously considered for the feasibility study phase of the Strategic Facility Plan. The need and priority for these facilities was to be confirmed, along with the estimated cost to build and operate a Township-scale multi-use recreation centre. The research has identified both indoor and outdoor facilities that would be suitable for this site. This follow-up study has provided guidance for both the proposed community centre as well as the park in which the principle facility is to be located.

The highest priority facilities for the Guthrie site have been identified as:

- A single indoor ice pad (new and repositioned or renovated existing - with space allowance to twin in future if demand warrants – that opportunity best exists for a new and repositioned facility);
- Multi-purpose program space (to support a wide range of uses to meet many of the needs of all age groups, including older adults);
- Meeting/seminar room(s);
- Washrooms to support both indoor and outdoor facilities/activities;
- Commercial uses (from a pro shop to related health services);
- Third lit senior softball diamond;
- Outdoor soccer pitches – initially to support a recreational children/youth program;
- Walkways and multi-use trails;
- Picnic areas with playgrounds;
- Food services to support indoor and outdoor activities; and
- Storage to support indoor and outdoor activities and equipment.

Several other facility components have been identified and were examined as potential future phases of this complex. Their priority was determined to be lower due mainly to a combination of insufficient current and near term demand and the inability of the Municipality to afford. These facilities could also be located elsewhere in the Township, some through partnerships with other providers.

- Fitness centre (strength, conditioning and stretching gym plus an aerobic/spinning/dance studio);
- Indoor running/walking track;
- Gymnasium (if a full-size gym is not provided through a partnership with a school board or becomes part of another publicly available recreation complex);
- Aquatic centre – to support the full range of types of uses and pools (from therapeutic to leisure and lane swimming);

- Curling rink (public/private partnership);
- Second indoor ice pad (if future demand warrants);
- Tennis courts; and
- An indoor soccer facility (public/private partnership).

6.2 The Evolving Facility Concept

An important task in the follow-up research on facility needs that could be accommodated at the Guthrie site included a workshop with the sports groups who are already using facilities at the site and potential groups who could utilize other facilities under consideration.

The input from the user group workshop influenced the evolving facility concept and outdoor facility development in the following way:

- The ice surface should be larger than initially proposed
- Seating for around 500 within the arena enclosure (with heating)
- A good sound system for music and announcements
- An elevated (possibly corner) music room for figure skating
- A foyer with an ice surface viewing area for around 100, washrooms and display cabinets (sports, history)
- An office for the Sports Association - large enough for the various user groups to be able to store files and small things associated with each group
- Quality, dry storage for outdoor users – however, depending on the location of the arena and outdoor sports facilities, it may be better for ball and soccer groups to have storage in another location on the site) – the Municipality also needs storage for maintenance equipment
- Meeting/seminar rooms – likely two with one overlooking the ice surface (if possible)
- Office(s) for facility staff
- Outdoor-accessible washrooms (with two larger stalls in both the male and female washrooms that would include a bench and hooks to facilitate changing of clothes) – washrooms could be time-locked to correspond with the timer for the outside lights
- A minimum of 4,000 square feet of multi-purpose space (sprung floor or otherwise cushioned for half of the space, divisible, access to storage for programming equipment, kitchenette, washrooms – ideally at ground floor level)
- Indoor three-lane running/walking track
- An additional larger, more professional-style dressing room with player equipment stalls and benches for the Junior ‘A’ team, with room for exercise bikes for cool-down after play
- An office for the Junior ‘A’ team
- Facility oriented and designed to accommodate expansion to accommodate a second ice pad and other complementary and supportable facility components (if future demand warrants)
- Soccer area(s) (approximately 15 acres of unstructured turf area – laid out to be easily converted and upgraded to higher level fields in future, if demand warrants). Provide sufficient space for the equivalent of:
 - 2 full-size senior fields (60x110 metres)
 - 3 large mini fields (50x75 metres)
 - 6 small mini fields (40x60 metres)
 - all pitches unlit, initially

- potential to upgrade some or all of the with better soil conditions to support quality turf, drainage and irrigation
- portable nets (for now)
- *it was proposed in the Leisure Facility Strategy that over the next few years, the market for competitive youth and adult programs should be tested*
- *if the soccer facility evolves into a major venue, regional use and tournaments can be promoted and accommodated*
- A 3rd lit senior softball diamond with skinned infield and an outfield fence (270' outfield – like Diamond #2)
- Leave space to add a fourth diamond in future (if demand warrants and there is room)
- May have to correct a drainage issue with the outfield of the lower ball diamond
- Storage building(s) for smaller soccer nets, balls, etc., plus baseball and infield lining equipment – or incorporate all or part of storage needs in the principle (arena) building
- Hopefully, the steel unit that is used by the Township to store field dragging and other equipment could become a more attractive and maybe better located 'facility' – or incorporated into the principle (arena) building (currently located between the parking lot and the ball diamonds)
- May require a set or two of portable toilets in the far reaches of the property (structures screened to improve appearance) – to augment washrooms provided within the principle building
- Picnic area(s) – well positioned to support the various field functions
- Playground(s) – well positioned to support the various field functions
- Sun shelter(s) associated with the picnic area(s) and playground(s) – well positioned to support the various field functions
- Pedestrian circulation pathways to support the various sports and associated functions
- Wider multi-use trails associated with other activities and parts of the site
- Allow room for 4 lit tennis courts – possible future club house
- Parking with room to expand as additional uses/facilities are added – possibly convert current arena footprint to parking
- Vehicular circulation system to provide access from Lines 5 and 4, and to service internal functions
- Electronic sign facing Highway 11 (possibly)

As the facility was initially taking shape, the following components were added by municipal staff:

- Climate-controlled storage space for the History Association archives, etc.;
- Expanded office space to accommodate the staff of the Recreation and Community Services Department, including a public counter to support enquiries and program registration; and
- A staff room.

The architect suggested that the arena spectator seating be arranged along one side for efficiency and to reduce capital cost.

As the conceptual site plan began to evolve, the following was discovered and adjustments made to the initial thinking about facilities and the capacity of the site:

1. A 30 metre setback from the top of bank along the length of the watercourse on the site had to be established.
2. That left two areas to the north of the watercourse that are difficult to access and include into the site plan.
3. Significant space had to be allowed for the septic tile bed(s) – it may be possible to locate the tile bed under minor soccer fields.
4. A significant area(s) had to be allocated for possible future facilities.
5. The area to the east of Ball Diamond #2 was not large enough to accommodate the third ball diamond.
6. With all of the other facility requirements and the site constraints, there was not enough room on the site to locate a fourth senior ball diamond.
7. Since most of the soccer fields will have to be located in the eastern half of the site, and it was advantageous to keep the ball diamonds together, it was necessary to locate the arena complex (with its components to also serve outdoor uses) further into the site than was originally envisioned.
8. Due to site constraints, the number of large mini soccer fields had to be reduced by two and replaced with two additional small mini fields.
9. The concept of incorporating a three-lane running/walking track around the inside of the arena enclosure became too expensive to justify when, through the conceptual design process, it was determined that the arena enclosure would have to be widened on both sides to accommodate the track, and greater roof height would be required to allow the track to clear the high door required for the ice re-surfacer to exit the building.
10. During the initial conceptual design process, it was also determined that the capital cost would be prohibitive to prepare the front portion of the building to accommodate a second floor in future that could house a fitness centre and possibly other facilities.
11. If a second ice pad is added in future, it would be reasonable to spread the two ice surfaces beyond the minimum to create a good sized upper level between the ice surfaces that may be suitable to accommodate a fitness centre and possibly a small walking track (or other required recreation facilities).

In September, 2009, the evolving plans for the principle facility and outdoor facilities were presented to potential user groups. Their input continued to evolve the facility concept.

6.3 Guiding Principles for Planning, Design and Operation

A number of important guiding principles have been identified to guide planning and design for, and operation of the proposed township-wide recreation complex and associated outdoor facilities.

1. To **provide new and improved facilities** which will allow the community to offer a much wider range of leisure and wellness programs.
2. To provide facilities, programs and events that **appeal to many leisure interests, all age groups, individuals and families; and are accessible to residents of all incomes.**

3. To support activities that **improve the health and well being** of residents and reduce health care costs.
4. To ensure that the facility is **accessible for persons with a disability and/or a mobility impairment**.
5. To provide facilities and support programs and events which contribute to **civic pride** and help to **unify the Township**.
6. To help **enhance the economy of the Township** by improving the ability of the Municipality to provide enhanced leisure programming; host sporting events, tournaments, trade shows, exhibitions, and community social events and festivals; and to attract visitors to the community as customers of the proposed recreation facilities, programs and events.
7. To **make the Township more attractive** to existing and new employers; health care, education, and other professionals; and residents (both working and retired).
8. To **create a contemporary community recreation centre** that is open and bright with an inviting and free-flowing interior that shows off and promotes all of its components and encourages the visitor to sample new activities.
9. To provide a facility that is **cost-effective to operate**, and **incorporates current technology**, and **centres of revenue/profit**.
10. To provide a facility that, through design and operation, **embraces contemporary energy conservation technology and measures**, and **mitigates the negative impact on the physical environment**.
11. To provide a facility that is designed and sited in a fashion that **allows for future expansion** and the addition of other adjacent facilities and/or associated components.
12. To **concentrate major ball and soccer facilities** to support regular programming, as well local and regional tournaments.

6.4 The Conceptual Facility Design and Facility-Fit Site Plan

6.4.1 The Guthrie Site

The 85 acre site is located on the north side of Highway 11 between Line 4 north and Line 5 north. The original “T”-shaped ten acre site of the Oro-Medonte Community Arena and Banquet Hall and the two Lion’s Sport Field ball diamonds was recently enlarged through a combination of land donation and purchase.

Currently, access to the site is gained directly from Highway 11 southbound and via Line 4. From the northbound lanes of Highway 11, indirect access to the site is gained from the

interchange at Line 5. In this case, visitors to the site have to either travel south to Ridge Road or north to the 15/16 Side Road and then west to Line 4 where they would then have to travel either north or south to reach the entrance to the site off Line 4. To greatly improve access from Highway 11 north, a strip of land was acquired (part of the 85 acre site) that is wide enough to accommodate a road that links the enlarged site directly to Line 5.

The arena structure and associated parking lot comprise the base of the ‘T’-shaped original site. The two lighted ball diamonds and associated parking and access roadway from Line 4 are located on the western third of the remainder of the original site. The portion of the original site to the east of the ball diamonds is undeveloped. A portion of this part of the site contains the septic system for the arena structure.

6.4.2 Physical Characteristics

The central portion of the total site contains two small wooded areas. Running roughly across the northern portion of the site is a very narrow and shallow intermittent stream/watercourse with its headwaters in the immediate area to the north and east of the site. Except where it traverses through the northern wooded area, the edges of the watercourse have grown up in tall grass/weeds and low brush. The western half of the site, north of the ball diamonds and the arena, is currently in agricultural use for seasonal crops. The eastern half of the site has recently been tilled, but for the summer of 2009, this area has been left fallow. The entire site is relatively level and gently slopes toward the watercourse.

6.4.3 Opportunities and Constraints

Opportunities for the continued development of this site as a Township-wide recreation facility include:

1. The original ten acre site is an established and well known major sport facility containing the Oro-Medonte Community Arena and Banquet Hall, and the two Lion’s Sport Field ball diamonds.
2. Direct access to and from Highway 11 southbound.
3. Direct access to Line 4.
4. Once the access road to Line 5 is built, there will be the ability to directly access Line 5 and Highway 11 north and south.
5. The relatively large size of the site, with no other large or even medium size parks within the Township that can be developed for active recreation.
6. The relatively open and level nature of the site.
7. With redevelopment of the site, there is opportunity to enlarge the outfield of each of the two existing ball diamonds (if desired).
8. The two small wooded areas and the environmental zone containing the watercourse will provide a setting for the development of walking trails, nature appreciation and passive recreation pursuits; and also provide a contrast to the larger portions of the site that will be developed for active recreation.

The most significant *constraints* to the development of this site as a Township-wide recreation facility include:

1. The existence of the watercourse that traverses across the length of the site in the vicinity of the northern boundary, and the requirement for a 30 metre setback from the top of bank on each side to create an environmental zone or corridor (with limits to development within the zone).
2. The location of the watercourse and the required environmental zone will isolate two portions of the site, especially the larger area in the northeast corner. The ability to cross the watercourse into these two areas, with even a pedestrian bridge, may be prohibited (physically and/or due to cost). Although the area in the northwest corner can be accessed directly from Line 4, the small size and isolated nature of this parcel of land (due in part to the required setback for the watercourse) limits its use for many recreation purposes. To date, no facilities have been identified in this Township-wide leisure facilities strategy for an area and location such as this.
3. The desire to protect all or most of the wooded portions of the site removes additional acreage from development. However, each of these wooded areas is relatively small and the quality is not very high, especially the southern block.
4. If no re-use is found for the existing arena, there will be a cost associated with demolishing the old building when the new arena is opened and the old facility is no longer required. However, interest in the shell of the building and the office area has been expressed from the Township Works Department.

The constraints posed by the watercourse and the wooded areas, greatly reduces the amount of the site that is available for development for active recreation uses. Approximately half of the 85 acre site is unavailable for development.

6.4.4 Proposed Site Development

The Township-wide leisure facilities strategy identified facilities that would be suitable for this site, including an area to support soccer, one or two major lighted ball diamonds, a replacement ice surface and multi-purpose space (if that option is chosen by Township Council), tennis courts, walking trails, picnic areas, playgrounds, parking and space for future expansion of the principle building.

A 'facility-fit analysis' was undertaken to determine if there is sufficient room to accommodate the desired facilities. It was determined that there is room to accommodate the following:

- Two full-size soccer fields (60x110 metres),
- Three large mini soccer fields (50x75 metres),
- Six small mini soccer fields (40x60 metres),
- One major lighted softball diamond (325' fenced outfield),
- A four-court lit tennis facility with a club house,
- A replacement arena/multi-purpose hall complex with room to twin the ice surface and add additional facilities (if demand warrants),
- Picnic and playground areas and two shade structures,
- Walking/cycling trails,

- Pedestrian access to/from Melville Court and Guthrie (neighbourhood) Park
- Nature interpretation opportunities,
- Two storm water management/passive recreation areas,
- Parking areas throughout the site,
- Internal vehicular access, and
- An access road to Line 5.

The facility-fit analysis recommends the following site layout. This high level, very general facility-fit layout could be modified when the more detailed site master plan is prepared (recommended for 2010). Also, more detail will be provided at that stage in the evolution of site planning and design. See Figure 54 for details.

The **eastern half** of the site contains the two wood lots and part of the watercourse. The remainder of the area has been dedicated to soccer (with sufficient space allocated for two full-size pitches, three large mini pitches and two of the six small mini pitches). Other facilities designated for the eastern half of the site include: two small gravel-surfaced parking areas, a picnic and playground area with a shade structure, a storm water management/passive recreation area, and half of the watercourse-oriented environmental zone/corridor. No development has been identified for the area in the northeast corner beyond the watercourse and environmental zone. However, if the watercourse was bridged, at least two more mini soccer fields could be located there.

The **western half** of the site already contains two lit and fenced senior ball diamonds, a small canteen and covered picnic shelter, an access road from Line 4, a parking area parallel to the access road, a portable storage unit, and the arena structure and associated parking lot. Proposed new facilities in the western half of the site include a third lit and fenced senior softball diamond to be located directly north of the smallest of the two existing diamonds; four lit tennis courts and a clubhouse located directly north of the third ball diamond; a storm water management pond and recreation area east of the tennis courts; an area east of the pond that will accommodate four small mini soccer fields; and the new arena complex and principle parking areas located directly to the east of the third ball diamond. The area to the south of the proposed arena complex has been identified for future building expansion. It is proposed that the area north of the arena complex that has been identified for the four small mini soccer fields could also accommodate the septic system for the principle building.

6.4.5 The Proposed Arena Complex

The principle components of the arena complex include the ice surface and the multi-purpose hall. The ice surface is 85'x200', with seating along one side for 480. Six dressing rooms have been included, two of which are sized to accommodate persons with disabilities. Two of dressing rooms have been designed to accommodate female customers. One of the dressing rooms is over-sized to accommodate visiting Jr. 'A' teams and large groups (e.g., school groups, skating parties). Seven secured storage areas are located under the arena seating. Male and female referee rooms and a first aid room are also included. The player's benches and penalty boxes are located opposite the seating.

The lower level front of the building contains the lobby with portable seating for 100 that can be arranged to view the ice surface, the concession, display cases, two meeting/activity/seminar rooms with storage, a box office and control point on the 'arena' side, offices for the Department of Recreation and Community Services, a staff room, an elevator, an office for the Sports Association, the Junior 'A' hockey team office, a pro shop, a storage/archive room for the History Association, and public washrooms.

The 5,600 square foot dividable multipurpose hall, with kitchen, bar and three storage rooms is also located at the front of the complex. To separate ice-related and other uses, the hall has its own entrance, with associated coat room. The upper level contains a small lobby.

The refrigeration room, the ice re-surfacer room, an outdoor storage room, and the dressing room for the Junior 'A' hockey team are located at the back of the building, accessed by a corridor with access to the outside. The ice re-surfacer is located so it can also access a second ice surface if provided in future. A building mechanical and electrical room is located behind the multi-purpose room and staircase to the second floor.

Refer to Figure 55 for the proposed conceptual layout of the facility. The intent of this high level conceptual design exercise is to provide sufficient information to be able to prepare order of magnitude estimates of capital and operating costs. This layout could be modified at the detailed design stage when the layout undergoes much more scrutiny. More detail will also be provided at the next stage in the conceptual planning and design process.

Improved Accessibility Compared to the Existing Building – The proposed facility will be fully accessible for spectators and participants in ice sport and other activities accommodated by the building spaces. From facility entry, barrier-free access will be provided throughout the floor areas. Strategies for accommodating spectators will include locations throughout the facility so that optimal choice is provided for all to experience events. For other community activities utilizing the multi-purpose room, details for washrooms, serving areas, canteen counters and other like features will provide universal access.

Prolonging the Economic Life of the Asset – The facility design strategy can provide an integrated systems approach. Conservation can be used to reduce wear on mechanical systems. By increasing the thermal resistance of the facility envelope, the amount of energy required in the building is reduced. This reduces the design load and size of equipment components. The ventilation systems can include heat recovery to return energy used in the building to be reused in the facility for space heating, domestic water pre-heating, the ice re-surfacer, water pre-heating, and the snowmelt system.

Environmental Benefits of a New Building – Integrated design can be the underpinning approach to the project. For example, the collection of roof water from the ice pad enclosures into storage cisterns will allow for recycling into toilets on-site. The building envelope should include R40 roof insulation, R20 wall insulation and a low-E ceiling over the ice sheet. These strategies will assist in reducing overall energy demand and increase interior comfort. The refrigeration system can include ice-battery technology. This concept engages the compressors overnight to utilize off-peak rate electrical energy to create an ice bank which can then be

sourced in the daytime to top up cooling for the ice pad or interior spaces in the shoulder seasons. Consideration could be given to integrating a geo-thermal system (this was not included in the cost estimates to date). For a single pad facility, data from similar facilities in southern Ontario have confirmed that a payback on the capital premium invested in a geo-thermal system design and equipment is in the order of seven years. The heat from the system rejected from ice making can be introduced into preheat systems for the domestic hot water supply, space heating for dressing rooms, spectator heating and other areas of the building. The interior snow melt system (from ice maintenance) will eliminate the need for exterior disposal, thus mitigating the potential for environmental contamination from dyes used for ice sheet and line painting. As noted above, the ventilation systems will include energy recovery and transfer technologies to recycle energy for other system uses.

Reduction of Greenhouse Gas Emissions – Energy conservation strategies for the facility envelope, and mechanical and electrical systems will reduce energy demand. This in turn will reduce greenhouse gas emissions from equipment operating in the building, and the upstream demand from energy sources (electrical and natural gas) needing to be produced to serve the facility.

Sharing Components and Reducing Building Size - If other components are associated with the proposed arena complex (as would be possible with a new building), the following advantages would be realized:

- the ability to share common facility elements among all components and uses, and reduce overall space requirements and associated capital and operating costs; e.g., some of the washrooms, the meeting/seminar room(s), the food service area (expanded and enhanced due to additional customer traffic with broader profile), the entrance/foyer, circulation space, mechanical and electrical space, storage space, parking, etc.
- the opportunity for ‘one-stop’ shopping and associated cross-marketing of the various uses supported by a highly visible and appealing multi-functional facility;
- the ability to cross-program, utilizing various complementary components; and
- the ability for some components to generate revenue to help off-set operating deficits associated with other components.

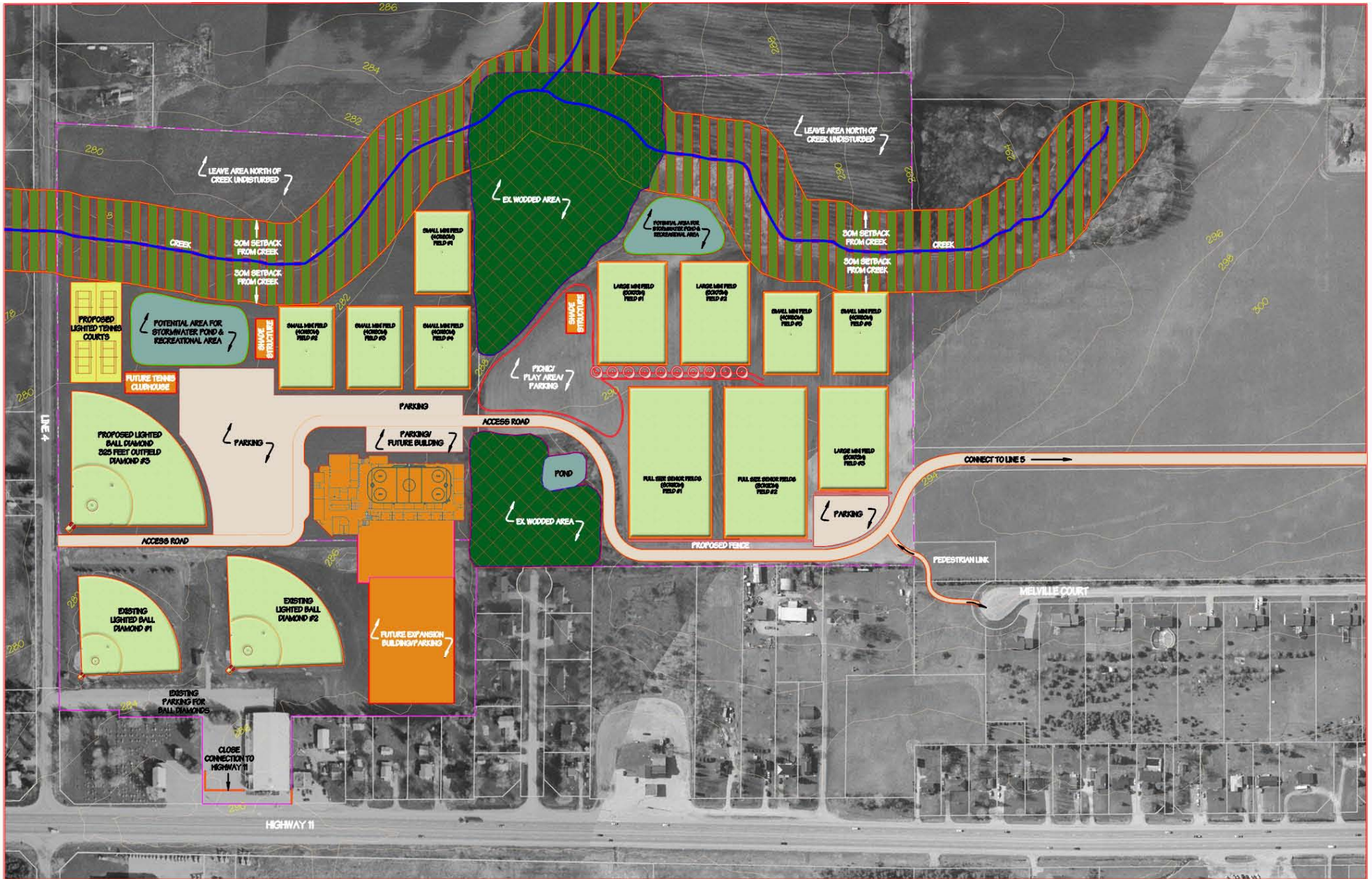
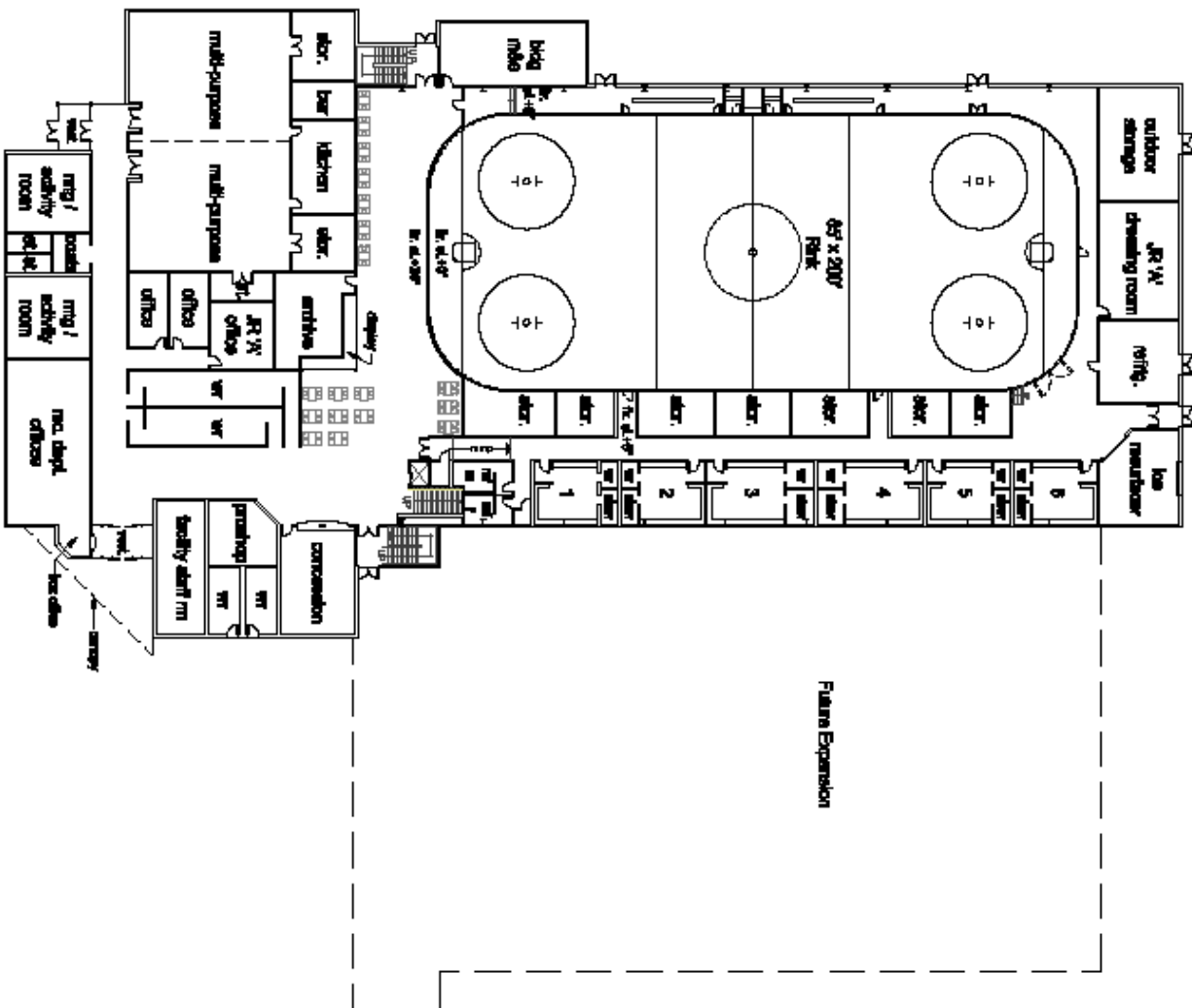
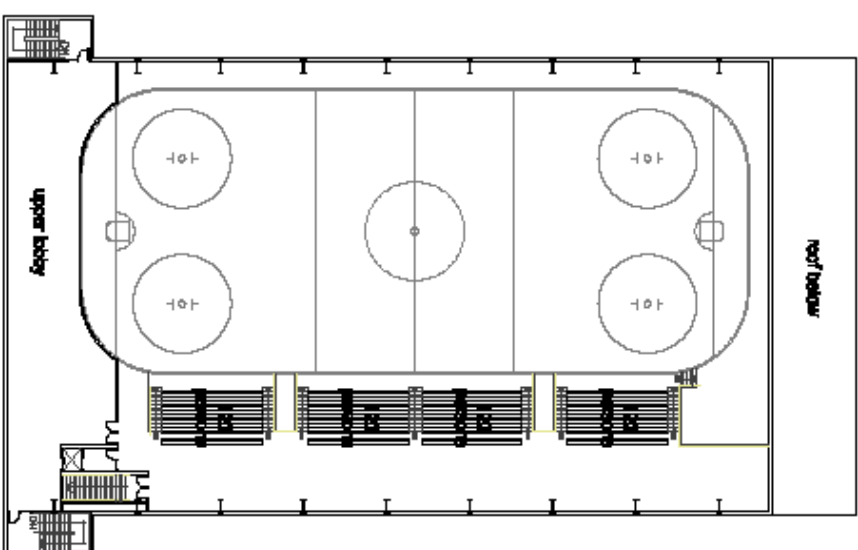


FIGURE 54
FACILITY-FIT ANALYSIS, PROPOSED DEVELOPMENT OF THE GUTHRIE SITE, TOWNSHIP OF ORO-MEDONTE, 2010





ground floor plan



second floor plan

Figure 55
 Conceptual Design
 Proposed Arena Complex
 Township of Oro-Medonte
 January, 2010



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6.5 The Space Program and Capital Cost Estimate for the Arena Complex

Figure 56 lists the proposed components of the arena complex and the approximate size that has been estimated for each. The detailed design process will refine these figures. Total building size is estimated at 63,600 square feet. The estimated cost of each component is also included in Figure 56. Note that construction costs vary for different components.

All costs have been estimated in 2009 dollars. Allowances have been made for various site development costs, internal project management costs, architectural and engineering costs, and contingency. However, no allowances have been made for furnishings and equipment, building permits, and bringing three-phase electrical service into the site. Site development costs associated with parking, road access and landscaping are included in the capital cost estimates for development of the Guthrie site (Section 6.6 and Figure 57).

In 2009 dollars and based on current projects in southern Ontario, the estimated total cost for the arena complex is \$14,115,715, exclusive of GST/HST, plus the cost of the parking lot and associated landscaping (\$500,000).

**Estimate of Area Allocations and Capital Cost per Component,
Proposed Township of Oro-Medonte Community Arena Complex**

Figure 56

Functional Space	Area M ²	Area FT ²	Cost Estimate	Comments/Notes
Arena	2622	28,222	\$7,016,100	Including seating area (with infrared heating) Not including upper lobby area
Upper Lobby	320	3,440		
Standard Dressing Rooms	368	3,960		Includes Referee's Room
Storage and Corridor (under seating)	331	3,570		Reduced headroom area
Junior A Dressing Room and Corridor	84	900		
Outdoor Storage	81	875	\$220,150	
Outdoor Seasonal Washrooms	39	420		Includes small change area in each washroom
Refrigeration and Ice Re-surfacer Rooms	146	1,575	\$263,250	
Multi-purpose rooms (including two meeting rooms)	520	5,600	\$1,120,000	Includes, bar and related storage rooms - commercial kitchen equip. not incl. (est. \$100,000)
Meeting/Activity Rooms	149	1,600	\$320,000	
Arena Ground Floor Lobby	405	4,361	\$784,980	
Arena Ground Floor Lobby	104	1,120	\$201,600	
Concession area	71	759	\$136,620	Includes related storage room. (Concession equipment not included)
Pro Shop	36	388	\$69,840	
Junior 'A' Hockey Team Office	51	551	\$528,480	
Sports Assoc. Offices	70	750		Includes corridor
Recreation and Community Services Department Office	152	1,635		Includes staff washroom within area
Internal Public Washrooms	113	1,219	\$219,420	
Corridor and Vestibule Adjacent to Multi-purpose Rooms	110	1,190	\$130,900	
Archives Storage	51	545	\$95,375	
Building Mechanical and Electrical Services	85	920	\$138,000	
Totals	5,908	63,600	\$11,217,715	
Directly Related Site Development Costs				
Septic System			\$350,000.	Allowance only
Well			\$75,000.	Allowance only
Water Reservoir			\$100,000.	Allowance only
Pump			\$25,000.	Allowance only
Diesel Fire Pump			\$85,000.	Allowance only
Related Building Development Costs				
Internal Project Management			\$103,000.	Allowance only
Architectural and Engineering Fees @ 8.25%			\$980,000	
Contingency Allowance @ 10%			1,180,000	
Building Permit			Not included	
Equipment and Furnishings			Not included	
Totals	5,908	63,600	\$14,115,715	

Notes to Cost Estimate Summary:

1. Area calculations are based upon the Concept Floor Plans dated January, 2010.
2. Cost estimates are based upon 2009 construction costs for projects that are competitively tendered.
3. The Contingency Allowance is for revisions to design as the design develops in further detail as well as a pricing contingency. Additional allowances are to be applied for construction cost increases should the project not proceed within the next year.
4. Site development cost allowance does not include parking, landscaping, road access and circulation, as well as other site development costs.

AECOM Canada Architects Ltd., January, 2010

6.6 Capital Cost Estimate for Site Development

The following estimates of capital cost (Figure 57) are for all aspects of the development of the Guthrie site that are in addition to the arena complex, including parking for the arena complex and other parking locations and the access road from Line 5 and internal road network. The cost estimates for sports fields assumes that the existing top soil is adequate and will not require amendment.

The following cost estimates must be considered as ‘order-of-magnitude’. They are NOT based on a detailed master plan for the site or more detailed site planning and design of individual facilities and components. Such detailed planning and design may identify additional works and will refine many aspects of the high level of site planning provided in this ‘facility-fit analysis’.

The cost estimate for the soccer facilities assumes that several areas designated for soccer will be graded and seeded to support a recreational soccer program. Although the facility-fit analysis defined three sizes of fields and has outlined dimensions and locations, it is assumed that the soccer organization will determine how to define the fields, at least initially. It is expected that in future, individual fields will be defined and at least the major ones will be developed to a higher level (enhanced growing surface, graded playing surface, likely drained and possibly irrigated). Several fields may be lighted in future.

See Chapter Seven, Section 7.5 for phasing recommendations within the twenty-year capital plan.

**Capital Cost Estimate for Proposed Outdoor Facilities
and Associated Site Development at the Guthrie Site**
Figure 57

Facility/Component	Capital Cost Estimate
Senior softball diamond – 325 foot outfield, fenced and lighted – minimum quality - not drained or irrigated – lighting assumes 6 poles and ‘recreational’ quality lighting – <i>does not include bringing power to the facility, a transformer and control system, etc., and does not include the cost to provide a water supply (pump station, electrical supply, well & storage tanks etc.)</i>	\$425,000
Areas to support the recreational soccer program – two graded and seeded areas to support the equivalent of: 2 full-size fields (60x110 metres), 3 large mini fields (50-75 metres) and 6 small mini fields (40x60 metres) - total area (including 40% for perimeter spacing) = 54,500 sq. m. (5.45 ha.) \$6.50/square metre A full-size drained & irrigated field would cost \$330,000 each + \$150,000 to light (<i>does not include bringing power to the facility, a transformer and control system, etc., and does not include the cost to provide a water supply (pump station, electrical supply, well & storage tanks, etc.)</i>)	\$354,250
Portable soccer nets (if required) pair of portable nets 8’ x 24’ = \$5,000 x 2 pair of portable nets 6’6” x 12’ = \$2,500 x 3 pair of portable nets 4’ x 6’ = \$1,800 x 6	\$28,300
Four unlit tennis courts – medium quality surface Optional cost to light four courts: \$450,000 Optional club house (assumes 2,000 sq. ft @ \$150/SF): \$300,000 (<i>does not include bringing power to the facility, a transformer and control system, etc., and does not include the cost to provide a water supply (pump station, electrical supply, well & storage tanks, etc.)</i>)	\$400,000
Granular walking/cycling trails throughout site Cost per kilometer (assumes 1000 metres x 3 metres wide @ \$25.00/sq. m.	\$75,000
Paved asphalt access road 8 metres wide x 800 m long (within park boundary) = 6,400 sq. m. @ \$40.00/sq. m. (615 metres from Line 4 to eastern park boundary = an additional \$196,800)	\$256,000
Asphalt parking lot at the arena complex Parking lot = approximately 12,400 sq. m. @ \$40.00 (assuming 28 sq. m./parking space = 440 spaces)	\$496,000
Gravel parking areas along access road - approx. 3,000 sq. m. (= 105 spaces) @ \$30.00/sq. m.	\$90,000
Planting allowance Trees (cost per tree: \$400) Shrub beds and creek buffer allowance +/- \$40.00/sq. m.	\$350,000
Two storm water ponds - Pond One approx. 4,000 sq. m.; Pond Two approx. 2,400 sq. m.	\$350,000
Two shade structures	\$60,000
Miscellaneous - ball field bleachers, soccer bleachers, play areas, culverts, pre-cast curbs & furniture, etc.	\$350,000
Subtotal for construction cost	\$3,434,300
Fees:	
i) Site Master Plan (not including principle building) – refine areas, materials and circulation for site development - refine budget costing, initial agency reviews/requirements - landscape architectural and civil services	\$30,000
ii) Detailed design based on 5-6.5% of construction costs (assume 5.75% for this estimate)	\$197,472
Contingency (assume 5% of construction costs)	\$171,715
Total Project Cost (not including the 615 metres of access road from Line 4 to the eastern boundary of the site, estimated at \$196,800)	\$3,833,487

6.7 Financial Projections

6.7.1 Introduction to Financial Projections

Figures 58, 59, 60 and 61 present pro forma operating revenue and expense projections for the proposed new Oro-Medonte Arena Complex as described above. The **period of the financial projections** is the first five years of operation of the proposed new facility, assumed to begin January 1, 2011, which is the earliest possible date that the new facility could be ready for use if development were to begin immediately.

The pro forma operating revenue and expense projections are **based on information supplied by the client, research undertaken by us, and our experience in these matters**. The assumptions upon which the pro forma projections are based are stated below (Section 6.7.3). However, certain assumptions may not materialize and circumstances may change. Accordingly, actual results may vary from the pro forma projections and the variations may be material. Furthermore, the consultant (^{the} Tourism Company) is not responsible for future management and marketing decisions upon which actual results will depend.

The pro forma projections present expected operating revenue and expenses **based on achieving the levels of use as described below** (Section 6.7.3). Detailed market demand assessment, described above, was undertaken to forecast expected levels of ice season use. Levels of non-ice season use are targets provided by the client. Facility use at levels lower than described in Section 6.7.3, without any change in the assumed level of prices and fees, could be expected to result in a higher net operating deficit or lower net operating surplus than projected since most of the operating expenses are ‘fixed’ and would not decline in proportion to a decline in revenue. Conversely, usage higher than that described in Section 6.7.3 could be expected to reduce the projected net operating deficit or increase the projected net operating surplus, without any change in the assumed level of prices and fees.

6.7.2 Projected Financial Operating Results

Pro forma financial operating projections were prepared for **three operating scenarios** that vary in the level of *non-ice season use* and *operating efficiencies* associated with a new facility.

The assumed levels of the **key variables** in **Scenario A** are:

- non-ice season use at the target levels provided by the client (see Section 6.7.3 below); and
- facility operating efficiencies as per the consulting team’s estimates (see Section 6.7.3 below).

In **Scenario B**, non-ice season use is assumed to be **10% less** than the target levels provided by the client, while facility operating efficiencies are assumed to be **5% less** than the consulting team’s estimates.

In **Scenario C**, non-ice season use is assumed to be **10% more** than the target levels provided by the client, while facility operating efficiencies are assumed to be **5% more** than the consulting team's estimates.

Figure 58 summarizes the pro forma financial operating projections for each of the three scenarios.

As illustrated in Figure 58, for each of the three scenarios, the **net operating deficit** *before transfers to or from reserves* is projected to be the **lower** for all five years of the projections than that currently budgeted for the existing facility in 2009. And the projected net operating deficit is in line with the pattern since 2006. In viewing the first five years of projections for all three scenarios, the annual net operating figures vary between +\$135 and -\$35,440. The net operating deficit between 2006 and 2009 inclusive varied between \$10,655 and \$60,180.

This improved operating picture results from a growth in projected revenue, generated primarily by a combination of higher facility rental rates (including ice rental rates) and an expected increase in non-ice season use - equaling or exceeding the increase in projected operating expenses, which are dampened by the expected increased operating efficiencies of the new building (maintenance, repairs, utilities) in each scenario.

Figures 59, 60 and 61 present more detailed financial operating projections for Scenarios A, B and C, respectively.

Proposed New Oro-Medonte Arena: Summary of Pro Forma Financial Operating Performance

Figure 58

Scenario A: Non-Ice Season Use As Per Client Targets; Facility Operating Efficiencies As Per Consultant Estimates

	Actual			Budget	Projected				
	2006	2007	2008	2009	Year 1	Year 2	Year 3	Year 4	Year 5
Hours of Ice Use	0	3,079	3,065	3,064	3,064	3,064	3,064	3,064	3,064
Prime Time Rate	\$ 125	\$ 130	\$ 130	\$ 130	\$ 150	\$ 164	\$ 169	\$ 174	\$ 180
Minor Sports Rate	\$ 90	\$ 90	\$ 95	\$ 95	\$ 109	\$ 120	\$ 124	\$ 127	\$ 131
Non-Prime Rate	\$ 74	\$ 77	\$ 77	\$ 77	\$ 89	\$ 97	\$ 100	\$ 103	\$ 106
Ice Rental Revenue	\$ 228,693	\$ 243,450	\$ 257,303	\$ 265,000	\$ 304,800	\$ 335,200	\$ 345,300	\$ 355,600	\$ 366,300
Ice Rental Subsidy	\$ -	\$ -	\$ 67,485	\$ 65,000	\$ 74,800	\$ 82,200	\$ 84,700	\$ 87,200	\$ 89,800
Ice Related Revenue	\$ 5,417	\$ 10,484	\$ 6,803	\$ 8,000	\$ 10,500	\$ 10,700	\$ 11,000	\$ 11,600	\$ 11,800
Non-Ice Revenue	\$ 7,984	\$ 10,175	\$ 8,903	\$ 5,500	\$ 48,700	\$ 54,800	\$ 56,400	\$ 58,100	\$ 59,800
Total Revenue	\$ 242,094	\$ 264,109	\$ 340,494	\$ 343,500	\$ 438,800	\$ 482,900	\$ 497,400	\$ 512,500	\$ 527,700
Total Operating Expenses	\$ 253,203	\$ 274,764	\$ 366,884	\$ 403,680	\$ 462,640	\$ 482,765	\$ 503,591	\$ 525,418	\$ 548,045
Net Surplus/(Deficit)	\$ (11,109)	\$ (10,655)	\$ (26,390)	\$ (60,180)	\$ (23,840)	\$ 135	\$ (6,191)	\$ (12,918)	\$ (20,345)
Transfer From Reserve	\$ -	\$ -	\$ 23,115	\$ 55,300	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Reserve	\$ -	\$ -	\$ -	\$ -	\$ 228,800	\$ 228,800	\$ 228,800	\$ 228,800	\$ 228,800

Scenario B: Non-Ice Season Use 10% Less Than Scenario A; Facility Operating Efficiencies 5% Less Than Scenario A

	Actual			Budget	Projected				
	2006	2007	2008	2009	Year 1	Year 2	Year 3	Year 4	Year 5
Hours of Ice Use	0	3,079	3,065	3,064	3,064	3,064	3,064	3,064	3,064
Prime Time Rate	\$ 125	\$ 130	\$ 130	\$ 130	\$ 150	\$ 164	\$ 169	\$ 174	\$ 180
Minor Sports Rate	\$ 90	\$ 90	\$ 95	\$ 95	\$ 109	\$ 120	\$ 124	\$ 127	\$ 131
Non-Prime Rate	\$ 74	\$ 77	\$ 77	\$ 77	\$ 89	\$ 97	\$ 100	\$ 103	\$ 106
Ice Rental Revenue	\$ 228,693	\$ 243,450	\$ 257,303	\$ 265,000	\$ 304,800	\$ 335,200	\$ 345,300	\$ 355,600	\$ 366,300
Ice Rental Subsidy	\$ -	\$ -	\$ 67,485	\$ 65,000	\$ 74,800	\$ 82,200	\$ 84,700	\$ 87,200	\$ 89,800
Ice Related Revenue	\$ 5,417	\$ 10,484	\$ 6,803	\$ 8,000	\$ 10,500	\$ 10,700	\$ 11,000	\$ 11,600	\$ 11,800
Non-Ice Revenue	\$ 7,983	\$ 10,175	\$ 6,935	\$ 5,500	\$ 43,900	\$ 49,400	\$ 50,800	\$ 52,400	\$ 53,900
Total Revenue	\$ 242,093	\$ 264,109	\$ 338,526	\$ 343,500	\$ 434,000	\$ 477,500	\$ 491,800	\$ 506,800	\$ 521,800
Total Operating Expenses	\$ 253,203	\$ 274,764	\$ 366,884	\$ 403,680	\$ 469,440	\$ 489,665	\$ 510,991	\$ 533,218	\$ 556,245
Net Surplus/(Deficit)	\$ (11,109)	\$ (10,655)	\$ (26,390)	\$ (60,180)	\$ (35,440)	\$ (12,165)	\$ (19,191)	\$ (26,418)	\$ (34,445)
Transfer From Reserve	\$ -	\$ -	\$ 23,115	\$ 55,300	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Reserve	\$ -	\$ -	\$ -	\$ -	\$ (228,800)	\$ (228,800)	\$ (228,800)	\$ (228,800)	\$ (228,800)

Scenario C: Non-Ice Season Use 10% More Than Scenario A; Facility Operating Efficiencies 5% More Than Scenario A

	Actual			Budget	Projected				
	2006	2007	2008	2009	Year 1	Year 2	Year 3	Year 4	Year 5
Hours of Ice Use	0	3,079	3,065	3,064	3,064	3,064	3,064	3,064	3,064
Prime Time Rate	\$ 125	\$ 130	\$ 130	\$ 130	\$ 150	\$ 164	\$ 169	\$ 174	\$ 180
Minor Sports Rate	\$ 90	\$ 90	\$ 95	\$ 95	\$ 109	\$ 120	\$ 124	\$ 127	\$ 131
Non-Prime Rate	\$ 74	\$ 77	\$ 77	\$ 77	\$ 89	\$ 97	\$ 100	\$ 103	\$ 106
Ice Rental Revenue	\$ 228,693	\$ 243,450	\$ 257,303	\$ 265,000	\$ 304,800	\$ 335,200	\$ 345,300	\$ 355,600	\$ 366,300
Ice Rental Subsidy	\$ -	\$ -	\$ 67,485	\$ 65,000	\$ 74,800	\$ 82,200	\$ 84,700	\$ 87,200	\$ 89,800
Ice Related Revenue	\$ 5,417	\$ 10,484	\$ 6,803	\$ 8,000	\$ 10,500	\$ 10,700	\$ 11,000	\$ 11,600	\$ 11,800
Non-Ice Revenue	\$ 7,983	\$ 10,175	\$ 6,935	\$ 5,500	\$ 53,500	\$ 60,300	\$ 62,000	\$ 64,000	\$ 65,800
Total Revenue	\$ 242,094	\$ 264,109	\$ 340,494	\$ 343,500	\$ 443,600	\$ 488,400	\$ 503,000	\$ 518,400	\$ 533,700
Total Operating Expenses	\$ 253,203	\$ 274,764	\$ 366,884	\$ 403,680	\$ 449,240	\$ 469,165	\$ 489,491	\$ 510,518	\$ 532,545
Net Surplus/(Deficit)	\$ (11,109)	\$ (10,655)	\$ (26,390)	\$ (60,180)	\$ (5,640)	\$ 19,235	\$ 13,509	\$ 7,882	\$ 1,155
Transfer From Reserve	\$ -	\$ -	\$ 23,115	\$ 55,300	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Reserve	\$ -	\$ -	\$ -	\$ -	\$ (228,800)	\$ (228,800)	\$ (228,800)	\$ (228,800)	\$ (228,800)

Source: Township of Oro-Medonte, 2010; the Tourism Company, 2010

Proposed New Oro-Medonte Arena: Pro Forma Financial Operating Performance Scenario A

Figure 59

	Existing Facility			New Facility					
	2006	2007	2008	2009	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue									
Late Payment Fees	\$ -	\$ -	\$ 73	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 1	\$ -	\$ 1,895	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ice Rental	\$ 228,693	\$ 243,450	\$ 257,303	\$ 265,000	\$ 304,800	\$ 335,200	\$ 345,300	\$ 355,600	\$ 366,300
Floor Rental	\$ 1,411	\$ 381	\$ 736	\$ 500	\$ 14,100	\$ 16,800	\$ 17,300	\$ 17,800	\$ 18,300
Hall/Multi-Purpose Rooms Rental	\$ 6,573	\$ 9,794	\$ 6,199	\$ 5,000	\$ 34,600	\$ 38,000	\$ 39,100	\$ 40,300	\$ 41,500
Concession Booth Rental	\$ 701	\$ 3,113	\$ 1,400	\$ 2,500	\$ 2,800	\$ 2,800	\$ 2,800	\$ 3,100	\$ 3,100
Pro Shop Rental	\$ -	\$ -	\$ -	\$ -	\$ 1,400	\$ 1,400	\$ 1,500	\$ 1,500	\$ 1,500
Advertising Rentals	\$ -	\$ 2,620	\$ 820	\$ 1,000	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,200	\$ 1,200
Ice Rental Subsidies	\$ -	\$ -	\$ 67,485	\$ 65,000	\$ 74,800	\$ 82,200	\$ 84,700	\$ 87,200	\$ 89,800
Vending Machines	\$ 4,716	\$ 4,751	\$ 4,582	\$ 4,500	\$ 5,200	\$ 5,400	\$ 5,600	\$ 5,800	\$ 6,000
Total Revenue	\$ 242,094	\$ 264,109	\$ 340,494	\$ 343,500	\$ 438,800	\$ 482,900	\$ 497,400	\$ 512,500	\$ 527,700
Expenses									
Salaries -- Full Time	\$ 99,522	\$ 101,683	\$ 105,697	\$ 105,655	\$ 137,800	\$ 141,900	\$ 146,200	\$ 150,600	\$ 155,100
Salaries -- Part Time	\$ 9,564	\$ 16,361	\$ 16,557	\$ 6,462	\$ 20,700	\$ 23,900	\$ 27,300	\$ 30,900	\$ 34,700
Distributed Benefits	\$ -	\$ -	\$ 50,126	\$ 45,326	\$ 65,000	\$ 68,000	\$ 71,100	\$ 74,400	\$ 77,800
Banquet Hall Supervision	\$ 3,101	\$ 2,155	\$ 661	\$ 1,200	\$ 2,500	\$ 2,600	\$ 2,700	\$ 2,800	\$ 2,800
Education -- Training	\$ -	\$ -	\$ 6,131	\$ 5,000	\$ 5,300	\$ 5,500	\$ 5,700	\$ 5,900	\$ 6,100
Licences	\$ -	\$ 704	\$ 546	\$ 1,000	\$ 1,000	\$ 1,100	\$ 1,200	\$ 1,200	\$ 1,200
Clothing Allowance	\$ -	\$ -	\$ -	\$ 1,600	\$ 1,700	\$ 1,800	\$ 1,900	\$ 2,000	\$ 2,100
Internet Service	\$ -	\$ -	\$ 1,189	\$ 2,000	\$ 840	\$ 865	\$ 891	\$ 918	\$ 945
Vending Machines	\$ 3,444	\$ 2,890	\$ 3,301	\$ 2,200	\$ 3,600	\$ 3,700	\$ 3,800	\$ 4,000	\$ 4,100
Insurance	\$ 5,331	\$ 5,752	\$ 5,733	\$ 5,848	\$ 11,300	\$ 11,600	\$ 11,900	\$ 12,300	\$ 12,700
Security Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance	\$ -	\$ -	\$ -	\$ 22,000	\$ 31,800	\$ 32,700	\$ 33,700	\$ 34,700	\$ 35,800
Repairs	\$ 14,434	\$ 13,447	\$ 14,060	\$ 5,500	\$ 7,900	\$ 8,200	\$ 8,400	\$ 8,700	\$ 8,900
Utilities	\$ 84,600	\$ 92,931	\$ 94,365	\$ 92,000	\$ 117,900	\$ 123,800	\$ 129,900	\$ 136,400	\$ 143,300
Telephone	\$ 1,845	\$ 1,696	\$ 1,839	\$ 1,600	\$ 1,900	\$ 2,000	\$ 2,100	\$ 2,200	\$ 2,300
Grounds Maintenance & snow removal	\$ 3,650	\$ 3,987	\$ 4,631	\$ 4,500	\$ 4,900	\$ 5,000	\$ 5,200	\$ 5,400	\$ 5,600
Rentals -- Own Forces	\$ 411	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials, Supplies	\$ 5,479	\$ 7,517	\$ 6,371	\$ 15,000	\$ 28,900	\$ 29,800	\$ 30,700	\$ 31,600	\$ 32,500
Supplies	\$ 6,481	\$ 8,827	\$ 10,280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waste Disposal	\$ 1,892	\$ 3,842	\$ 4,552	\$ 4,200	\$ 4,500	\$ 4,600	\$ 4,700	\$ 4,800	\$ 4,900
Water Testing	\$ 2,385	\$ 2,552	\$ 2,669	\$ 2,500	\$ 2,700	\$ 2,800	\$ 2,900	\$ 3,000	\$ 3,100
Fire Code Deficiencies	\$ -	\$ -	\$ -	\$ 9,536	\$ -	\$ -	\$ -	\$ -	\$ -
Flat Panel TV	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -
Bio-Remediation -- Oil Tank	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
Roof Repair	\$ -	\$ -	\$ 23,115	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -
Speakers	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -
Sign Glass Replacement	\$ -	\$ -	\$ -	\$ 1,300	\$ -	\$ -	\$ -	\$ -	\$ -
Distributed Wages	\$ 268	\$ 281	\$ 537	\$ 783	\$ 800	\$ 900	\$ 900	\$ 900	\$ 900
Distributed Benefits	\$ -	\$ -	\$ 215	\$ 314	\$ 300	\$ 400	\$ 400	\$ 400	\$ 400
Insurance	\$ 142	\$ 154	\$ 153	\$ 156	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Maintenance	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,600	\$ 1,600	\$ 1,700	\$ 1,700	\$ 1,800
Fuel	\$ 6,510	\$ 7,218	\$ 8,715	\$ 7,000	\$ 7,400	\$ 7,600	\$ 7,900	\$ 8,100	\$ 8,400
Repairs	\$ 3,184	\$ 1,132	\$ 4,729	\$ 2,000	\$ 2,100	\$ 2,200	\$ 2,200	\$ 2,300	\$ 2,400
Equipment Repairs	\$ 961	\$ 1,636	\$ 714	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 253,203	\$ 274,764	\$ 366,884	\$ 403,680	\$ 462,640	\$ 482,765	\$ 503,591	\$ 525,418	\$ 548,045
Net Surplus/(Deficit) Before Reserves and Debenture Interest	(11,109)	(10,655)	(26,390)	(60,180)	(23,840)	135	(6,191)	(12,918)	(20,345)
Transfer from/(to) general reserves	\$ -	\$ -	\$ 23,115	\$ 55,300	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from/(to) building reserve	\$ -	\$ -	\$ -	\$ -	\$ (214,000)	\$ (214,000)	\$ (214,000)	\$ (214,000)	\$ (214,000)
Transfer from/(to) ice resurfacer reserve	\$ -	\$ -	\$ -	\$ -	\$ (14,800)	\$ (14,800)	\$ (14,800)	\$ (14,800)	\$ (14,800)
Net Surplus/(Deficit) Before Debenture Interest	(11,109)	(10,655)	(3,275)	(4,880)	(252,640)	(228,665)	(234,991)	(241,718)	(249,145)

Source: Township of Oro-Medonte, 2010; the Tourism Company, 2010

Proposed New Oro-Medonte Arena: Pro Forma Financial Operating Performance Scenario B

Figure 60

	Existing Facility				New Facility				
	2006	2007	2008	2009	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue									
Late Payment Fees	\$ -	\$ -	\$ 73	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 1	\$ -	\$ 1,895	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ice Rental	\$ 228,693	\$ 243,450	\$ 257,303	\$ 265,000	\$ 304,800	\$ 335,200	\$ 345,300	\$ 355,600	\$ 366,300
Floor Rental	\$ 1,411	\$ 381	\$ 736	\$ 500	\$ 12,700	\$ 15,100	\$ 15,500	\$ 16,000	\$ 16,500
Hall/Multi-Purpose Rooms Rental	\$ 6,573	\$ 9,794	\$ 6,199	\$ 5,000	\$ 31,200	\$ 34,300	\$ 35,300	\$ 36,400	\$ 37,400
Concession Booth Rental	\$ 701	\$ 3,113	\$ 1,400	\$ 2,500	\$ 2,800	\$ 2,800	\$ 2,800	\$ 3,100	\$ 3,100
Pro Shop Rental	\$ -	\$ -	\$ -	\$ -	\$ 1,400	\$ 1,400	\$ 1,500	\$ 1,500	\$ 1,500
Advertising Rentals	\$ -	\$ 2,620	\$ 820	\$ 1,000	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,200	\$ 1,200
Ice Rental Subsidies	\$ -	\$ -	\$ 67,485	\$ 65,000	\$ 74,800	\$ 82,200	\$ 84,700	\$ 87,200	\$ 89,800
Vending Machines	\$ 4,716	\$ 4,751	\$ 4,582	\$ 4,500	\$ 5,200	\$ 5,400	\$ 5,600	\$ 5,800	\$ 6,000
Total Revenue	\$ 242,094	\$ 264,109	\$ 340,494	\$ 343,500	\$ 434,000	\$ 477,500	\$ 491,800	\$ 506,800	\$ 521,800
Expenses									
Salaries -- Full Time	\$ 99,522	\$ 101,683	\$ 105,697	\$ 105,655	\$ 135,400	\$ 139,500	\$ 143,700	\$ 148,000	\$ 152,400
Salaries -- Part Time	\$ 9,564	\$ 16,361	\$ 16,557	\$ 6,462	\$ 20,700	\$ 23,900	\$ 27,300	\$ 30,900	\$ 34,700
Distributed Benefits	\$ -	\$ -	\$ 50,126	\$ 45,326	\$ 64,000	\$ 67,000	\$ 70,100	\$ 73,400	\$ 76,700
Banquet Hall Supervision	\$ 3,101	\$ 2,155	\$ 661	\$ 1,200	\$ 2,500	\$ 2,300	\$ 2,400	\$ 2,500	\$ 2,600
Education -- Training	\$ -	\$ -	\$ 6,131	\$ 5,000	\$ 5,300	\$ 5,500	\$ 5,700	\$ 5,900	\$ 6,100
Licences	\$ -	\$ 704	\$ 546	\$ 1,000	\$ 900	\$ 1,000	\$ 1,000	\$ 1,100	\$ 1,100
Clothing Allowance	\$ -	\$ -	\$ -	\$ 1,600	\$ 1,700	\$ 1,800	\$ 1,900	\$ 2,000	\$ 2,100
Internet Service	\$ -	\$ -	\$ 1,189	\$ 2,000	\$ 840	\$ 865	\$ 891	\$ 918	\$ 945
Vending Machines	\$ 3,444	\$ 2,890	\$ 3,301	\$ 2,200	\$ 3,600	\$ 3,700	\$ 3,800	\$ 4,000	\$ 4,100
Insurance	\$ 5,331	\$ 5,752	\$ 5,733	\$ 5,848	\$ 11,300	\$ 11,600	\$ 11,900	\$ 12,300	\$ 12,700
Security Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance	\$ -	\$ -	\$ -	\$ 22,000	\$ 33,900	\$ 34,900	\$ 36,000	\$ 37,000	\$ 38,200
Repairs	\$ 14,434	\$ 13,447	\$ 14,060	\$ 5,500	\$ 8,500	\$ 8,700	\$ 9,000	\$ 9,300	\$ 9,500
Utilities	\$ 84,600	\$ 92,931	\$ 94,365	\$ 92,000	\$ 125,700	\$ 132,000	\$ 138,600	\$ 145,500	\$ 152,800
Telephone	\$ 1,845	\$ 1,696	\$ 1,839	\$ 1,600	\$ 1,900	\$ 2,000	\$ 2,100	\$ 2,200	\$ 2,300
Grounds Maintenance & snow removal	\$ 3,650	\$ 3,987	\$ 4,631	\$ 4,500	\$ 4,900	\$ 5,000	\$ 5,200	\$ 5,400	\$ 5,600
Rentals -- Own Forces	\$ 411	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials, Supplies	\$ 5,479	\$ 7,517	\$ 6,371	\$ 15,000	\$ 28,900	\$ 29,800	\$ 30,700	\$ 31,600	\$ 32,500
Supplies	\$ 6,481	\$ 8,827	\$ 10,280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waste Disposal	\$ 1,892	\$ 3,842	\$ 4,552	\$ 4,200	\$ 4,300	\$ 4,400	\$ 4,500	\$ 4,600	\$ 4,700
Water Testing	\$ 2,385	\$ 2,552	\$ 2,669	\$ 2,500	\$ 2,700	\$ 2,800	\$ 2,900	\$ 3,000	\$ 3,100
Fire Code Deficiencies	\$ -	\$ -	\$ -	\$ 9,536	\$ -	\$ -	\$ -	\$ -	\$ -
Flat Panel TV	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -
Bio-Remediation -- Oil Tank	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
Roof Repair	\$ -	\$ -	\$ 23,115	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -
Speakers	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -
Sign Glass Replacement	\$ -	\$ -	\$ -	\$ 1,300	\$ -	\$ -	\$ -	\$ -	\$ -
Distributed Wages	\$ 268	\$ 281	\$ 537	\$ 783	\$ 800	\$ 900	\$ 900	\$ 900	\$ 900
Distributed Benefits	\$ -	\$ -	\$ 215	\$ 314	\$ 300	\$ 400	\$ 400	\$ 400	\$ 400
Insurance	\$ 142	\$ 154	\$ 153	\$ 156	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Maintenance	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,600	\$ 1,600	\$ 1,700	\$ 1,700	\$ 1,800
Fuel	\$ 6,510	\$ 7,218	\$ 8,715	\$ 7,000	\$ 7,400	\$ 7,600	\$ 7,900	\$ 8,100	\$ 8,400
Repairs	\$ 3,184	\$ 1,132	\$ 4,729	\$ 2,000	\$ 2,100	\$ 2,200	\$ 2,200	\$ 2,300	\$ 2,400
Equipment Repairs	\$ 961	\$ 1,636	\$ 714	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 253,203	\$ 274,764	\$ 366,884	\$ 403,680	\$ 469,440	\$ 489,665	\$ 510,991	\$ 533,218	\$ 556,245
Net Surplus/(Deficit) Before Reserves and Debenture Interest	(11,109)	(10,655)	(26,390)	(60,180)	(35,440)	(12,165)	(19,191)	(26,418)	(34,445)
Transfer from/(to) general reserves	\$ -	\$ -	\$ 23,115	\$ 55,300	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from/(to) building reserve	\$ -	\$ -	\$ -	\$ -	\$ (214,000)	\$ (214,000)	\$ (214,000)	\$ (214,000)	\$ (214,000)
Transfer from/(to) ice resurfacer reserve	\$ -	\$ -	\$ -	\$ -	\$ (14,800)	\$ (14,800)	\$ (14,800)	\$ (14,800)	\$ (14,800)
Net Surplus/(Deficit) Before Debenture Interest	(11,109)	(10,655)	(3,275)	(4,880)	(264,240)	(240,965)	(247,991)	(255,218)	(263,245)

Source: Township of Oro-Medonte, 2010; the Tourism Company, 2010

	Existing Facility				New Facility				
	2006	2007	2008	2009	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue									
Late Payment Fees	\$ -	\$ -	\$ 73	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 1	\$ -	\$ 1,895	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ice Rental	\$ 228,693	\$ 243,450	\$ 257,303	\$ 265,000	\$ 304,800	\$ 335,200	\$ 345,300	\$ 355,600	\$ 366,300
Floor Rental	\$ 1,411	\$ 381	\$ 736	\$ 500	\$ 15,500	\$ 18,500	\$ 19,000	\$ 19,600	\$ 20,200
Hall/Multi-Purpose Rooms Rental	\$ 6,573	\$ 9,794	\$ 6,199	\$ 5,000	\$ 38,000	\$ 41,800	\$ 43,000	\$ 44,400	\$ 45,600
Concession Booth Rental	\$ 701	\$ 3,113	\$ 1,400	\$ 2,500	\$ 2,800	\$ 2,800	\$ 2,800	\$ 3,100	\$ 3,100
Pro Shop Rental	\$ -	\$ -	\$ -	\$ -	\$ 1,400	\$ 1,400	\$ 1,500	\$ 1,500	\$ 1,500
Advertising Rentals	\$ -	\$ 2,620	\$ 820	\$ 1,000	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,200	\$ 1,200
Ice Rental Subsidies	\$ -	\$ -	\$ 67,485	\$ 65,000	\$ 74,800	\$ 82,200	\$ 84,700	\$ 87,200	\$ 89,800
Vending Machines	\$ 4,716	\$ 4,751	\$ 4,582	\$ 4,500	\$ 5,200	\$ 5,400	\$ 5,600	\$ 5,800	\$ 6,000
Total Revenue	\$ 242,094	\$ 264,109	\$ 340,494	\$ 343,500	\$ 443,600	\$ 488,400	\$ 503,000	\$ 518,400	\$ 533,700
Expenses									
Salaries -- Full Time	\$ 99,522	\$ 101,683	\$ 105,697	\$ 105,655	\$ 135,400	\$ 139,500	\$ 143,700	\$ 148,000	\$ 152,400
Salaries -- Part Time	\$ 9,564	\$ 16,361	\$ 16,557	\$ 6,462	\$ 20,700	\$ 23,900	\$ 27,300	\$ 30,900	\$ 34,700
Distributed Benefits	\$ -	\$ -	\$ 50,126	\$ 45,326	\$ 64,000	\$ 67,000	\$ 70,100	\$ 73,400	\$ 76,700
Banquet Hall Supervision	\$ 3,101	\$ 2,155	\$ 661	\$ 1,200	\$ 2,500	\$ 2,900	\$ 2,900	\$ 3,000	\$ 3,100
Education -- Training	\$ -	\$ -	\$ 6,131	\$ 5,000	\$ 5,300	\$ 5,500	\$ 5,700	\$ 5,900	\$ 6,100
Licences	\$ -	\$ 704	\$ 546	\$ 1,000	\$ 1,100	\$ 1,200	\$ 1,300	\$ 1,300	\$ 1,400
Clothing Allowance	\$ -	\$ -	\$ -	\$ 1,600	\$ 2,100	\$ 2,200	\$ 2,300	\$ 2,400	\$ 2,500
Internet Service	\$ -	\$ -	\$ 1,189	\$ 2,000	\$ 840	\$ 865	\$ 891	\$ 918	\$ 945
Vending Machines	\$ 3,444	\$ 2,890	\$ 3,301	\$ 2,200	\$ 3,600	\$ 3,700	\$ 3,800	\$ 4,000	\$ 4,100
Insurance	\$ 5,331	\$ 5,752	\$ 5,733	\$ 5,848	\$ 11,300	\$ 11,600	\$ 11,900	\$ 12,300	\$ 12,700
Security Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance	\$ -	\$ -	\$ -	\$ 22,000	\$ 29,700	\$ 30,600	\$ 31,500	\$ 32,400	\$ 33,400
Repairs	\$ 14,434	\$ 13,447	\$ 14,060	\$ 5,500	\$ 7,400	\$ 7,600	\$ 7,900	\$ 8,100	\$ 8,300
Utilities	\$ 84,600	\$ 92,931	\$ 94,365	\$ 92,000	\$ 110,000	\$ 115,500	\$ 121,300	\$ 127,300	\$ 133,700
Telephone	\$ 1,845	\$ 1,696	\$ 1,839	\$ 1,600	\$ 1,900	\$ 2,000	\$ 2,100	\$ 2,200	\$ 2,300
Grounds Maintenance & snow removal	\$ 3,650	\$ 3,987	\$ 4,631	\$ 4,500	\$ 4,900	\$ 5,000	\$ 5,200	\$ 5,400	\$ 5,600
Rentals -- Own Forces	\$ 411	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials, Supplies	\$ 5,479	\$ 7,517	\$ 6,371	\$ 15,000	\$ 28,900	\$ 29,800	\$ 30,700	\$ 31,600	\$ 32,500
Supplies	\$ 6,481	\$ 8,827	\$ 10,280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waste Disposal	\$ 1,892	\$ 3,842	\$ 4,552	\$ 4,200	\$ 4,500	\$ 4,600	\$ 4,700	\$ 4,800	\$ 4,900
Water Testing	\$ 2,385	\$ 2,552	\$ 2,669	\$ 2,500	\$ 2,700	\$ 2,800	\$ 2,900	\$ 3,000	\$ 3,100
Fire Code Deficiencies	\$ -	\$ -	\$ -	\$ 9,536	\$ -	\$ -	\$ -	\$ -	\$ -
Flat Panel TV	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -
Bio-Remediation -- Oil Tank	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
Roof Repair	\$ -	\$ -	\$ 23,115	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -
Speakers	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -
Sign Glass Replacement	\$ -	\$ -	\$ -	\$ 1,300	\$ -	\$ -	\$ -	\$ -	\$ -
Distributed Wages	\$ 268	\$ 281	\$ 537	\$ 783	\$ 800	\$ 900	\$ 900	\$ 900	\$ 900
Distributed Benefits	\$ -	\$ -	\$ 215	\$ 314	\$ 300	\$ 400	\$ 400	\$ 400	\$ 400
Insurance	\$ 142	\$ 154	\$ 153	\$ 156	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Maintenance	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,600	\$ 1,600	\$ 1,700	\$ 1,700	\$ 1,800
Fuel	\$ 6,510	\$ 7,218	\$ 8,715	\$ 7,000	\$ 7,400	\$ 7,600	\$ 7,900	\$ 8,100	\$ 8,400
Repairs	\$ 3,184	\$ 1,132	\$ 4,729	\$ 2,000	\$ 2,100	\$ 2,200	\$ 2,200	\$ 2,300	\$ 2,400
Equipment Repairs	\$ 961	\$ 1,636	\$ 714	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 253,203	\$ 274,764	\$ 366,884	\$ 403,680	\$ 449,240	\$ 469,165	\$ 489,491	\$ 510,518	\$ 532,545
Net Surplus/(Deficit) Before Reserves and Debenture Interest	(11,109)	(10,655)	(26,390)	(60,180)	(5,640)	19,235	13,509	7,882	1,155
Transfer from/(to) general reserves	\$ -	\$ -	\$ 23,115	\$ 55,300	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from/(to) building reserve	\$ -	\$ -	\$ -	\$ -	\$ (214,000)	\$ (214,000)	\$ (214,000)	\$ (214,000)	\$ (214,000)
Transfer from/(to) ice resurfacer reserve	\$ -	\$ -	\$ -	\$ -	\$ (14,800)	\$ (14,800)	\$ (14,800)	\$ (14,800)	\$ (14,800)
Net Surplus/(Deficit) Before Debenture Interest	(11,109)	(10,655)	(3,275)	(4,880)	(234,440)	(209,565)	(215,291)	(220,918)	(227,645)

Source: Township of Oro-Medonte, 2010; the Tourism Company, 2010

6.7.3 Financial Projection Assumptions

The assumptions underlying projected revenues and expenses presented in Figures 58, 59, 60 and 61 are described, following.

Facility Specifications

The types, functions and sizes of spaces in the proposed new Oro-Medonte Arena Complex are described in Sections 6.4 and 6.5 above.

Hours of Operation

It is assumed that in each of the three scenarios, the proposed new arena will operate on the schedule currently followed by the existing arena, including:

- The ice season will be 32 weeks in length and the ice surface will be available for use from 6:00 am to 12 midnight, inclusive, 7 days per week.
- The non-ice season will be 16 weeks in length and the facility's main floor will be available for use from 6:00 am to 1:00 am, 7 days per week.
- For approximately 4 weeks annually, while the ice surface is installed and removed, the facility's floor will not be available for use.
- The proposed large multi-purpose hall and the two meeting/activity rooms will be available for use 7 days/week, 52 weeks per year, between the hours of 6:00 am and 1:00 am.

Ice Season Level of Use

It is assumed that the current level of use of available ice time – approximately 3,064 of a possible 4,032 hours of prime and non-prime time or 76% -- will remain unchanged in each of the three scenarios. In addition, the mix of adult and minor sport prime time and non-prime time use is assumed to remain unchanged in each of the three scenarios.

Non-Ice Season Level of Use

The following targets for level of use of the proposed new arena facility's main floor, multi-purpose/banquet hall and meeting/activity rooms were provided by the client and used in Scenario A.

- 2 hours/week for 10 weeks use of the facility main floor by adult sports during Year 1, increasing to 4 hours/week for 10 weeks in Year 2 through Year 5 inclusive;
- 15 hours/week for 16 weeks use of the facility main floor by minor sports in Year 1 through Year 5 inclusive;
- 4 events (full day) use of the facility main floor in Year 1 through Year 5 inclusive;
- 35 banquet hall events (full day) in Year 1 through Year 5 inclusive;
- 6 tournament events in the banquet hall (full day) in Year 1 through Year 5 inclusive; and
- 10 hours/week for 52 weeks use of the meeting/activity rooms in Year 1 through Year 5 inclusive.

In Scenario B, the level of use is assumed to be 10% *less* than Scenario A for each type of use. In Scenario C the level of use is assumed to be 10% *higher* than Scenario A for each type of use.

Revenue

Late payment Fees of approximately \$73 were recorded at the existing arena in 2008. In each of the three scenarios, no late payment fee revenue is projected for any of Years 1 through Year 5, inclusive.

Other Revenue is the account used to record grants from federal and provincial government programs. Given the uncertainty of the timing and amounts of such grants, in each of the three scenarios no “other revenue” is projected for any of Years 1 through Year 5 inclusive.

Ice Rental revenue is the sum of fees paid by organizations, groups and/or individuals to use the arena’s ice surface (and dressing rooms, as required) during the ice season. This source of revenue is assumed to increase as a result of price increases only – no change in level of use is projected. For the proposed new arena facility, it is assumed that ice rental rates in each of the three scenarios will increase as follows based on information provided by the client:

- ❑ **Prime Time Rate** – in Year 1, an increase of 15% from the current (2009) rate of \$130/hour to \$150/hour. In Year 2, an increase of 10%, and for Years 3 through 5 inclusive, an annual increase of 3% is assumed, resulting in a Year 5 rate of \$180/hour.
- ❑ **Non-Prime Time Rate** – in Year 1, an increase of 15% from the current (2009) rate of \$77/hour to \$89/hour. In Year 2, an increase of 10%, and for Years 3 through 5 inclusive, an annual increase of 3% is assumed, resulting in a Year 5 rate of \$106/hour.
- ❑ **Minor Sport Prime Time Rate** – in Year 1, an increase of 15% from the current (2009) rate of \$95/hour to \$109/hour. In Year 2, an increase of 10%, and for Years 3 through 5 inclusive, an annual increase of 3% is assumed, resulting in a Year 5 rate of \$131/hour.

Floor Rental revenue is the sum of fees paid by organizations, groups and/or individuals to use the arena’s floor (and dressing rooms, as required) during the non-ice season. In each of the three scenarios, the following non-ice season floor rental rates are assumed based on information provided by the client:

- ❑ For **adult sports** - in Year 1, an increase of 15% from the current (2009) rate of \$49/hour to \$56/hour. In Year 2, an increase of 10%, and for Years 3 through 5 inclusive, an annual increase of 3% is assumed, resulting in a Year 5 rate of \$68/hour.
- ❑ For **minor sports** - in Year 1, an increase of 15% from the current (2009) rate of \$38/hour to \$44/hour. In Year 2, an increase of 10%, and for Years 3 through 5 inclusive, an annual increase of 3% is assumed, resulting in a Year 5 rate of \$53/hour.
- ❑ For **events without music** - in Year 1, an increase of 15% from the current (2009) rate of \$545/day to \$627/day. In Year 2, an increase of 10%, and for Years 3 through 5 inclusive, an annual increase of 3% is assumed, resulting in a Year 5 rate of \$753/day.
- ❑ For **events with music** - in Year 1, an increase of 15% from the current (2009) rate of \$605/day to \$696/day. In Year 2, an increase of 10%, and for Years 3 through 5 inclusive, an annual increase of 3% is assumed, resulting in a Year 5 rate of \$836/day.

Multi-Purpose/Banquet Hall and Meeting/Activity Rooms Rental revenue is the sum of fees paid by organizations, groups and/or individuals for use of the large multi-purpose/banquet hall and two meeting/activity rooms. In the existing arena facility, only a banquet hall is available for use. In each of the three scenarios, the following hall/multi-purpose room rates are assumed based on information provided by the client:

- For **banquet hall events with music** - in Year 1, an increase of 15% from the current (2009) rate of \$290/day to \$334/day. In Year 2, an increase of 10%, and for Years 3 through 5 inclusive, an annual increase of 3% is assumed, resulting in a Year 5 rate of \$401/day.
- For **banquet hall tournament events** - in Year 1, an increase of 15% from the current (2009) rate of \$164/day to \$189/day. In Year 2, an increase of 10%, and for Years 3 through 5 inclusive, an annual increase of 3% is assumed, resulting in a Year 5 rate of \$227/day.
- For **multi-purpose room rental** - in Year 1, an increase of 15% from the current (2009) rate of \$38/hour to \$44/hour. In Year 2, an increase of 10%, and for Years 3 through 5 inclusive, an annual increase of 3% is assumed, resulting in a Year 5 rate of \$53/hour.

Since a pattern of use and rental rates have not been established, no rental revenue has been allocated to the **meeting/activity rooms**. Typically, non-profit groups are not charged for the use of meeting rooms for regular meetings, and the potential for utilization of these small rooms for programming is currently unknown.

Concession Booth Rental revenue is the annual rental fee currently paid by an independent food concession operator to prepare and sell food and drink items from the food concession booth located in the arena. Although the food concession booth will be significantly larger and of higher quality in the proposed new facility, it is expected to be operated in the same way. Based on information provided by the client, for each of the three scenarios:

- The rental fee in Year 1 is assumed to increase 10% from the current (2009) fee of \$2,250/year to \$2,800/year.
- In Years 2 and 3, the rental fee is assumed to remain unchanged.
- In Year 4, a 10% increase to \$3,100/year is assumed.
- In Year 5, the rental fee is assumed to remain unchanged.

Pro Shop Rental revenue will be the annual rental fee paid by an independent sports pro shop operator to sell sports equipment items and services from a pro shop space proposed for the new arena complex. It is assumed that the Municipality will charge an annual rental fee modeled on the fee charged for rental of the concession booth (see above), with an adjustment to recognize the fact that the pro shop is planned to be approximately 46% (285 sq. ft.) of the size of the concession booth (614 sq. ft.). As a result, for each of the three scenarios, it is assumed that:

- The Year 1 and 2 rental fee will be \$1,300/year.
- In Year 3, the rental fee will increase 10% to \$1,400/year.
- In Years 4 and 5, the rental fee will remain unchanged.

Advertising Rental revenue is the revenue collected by the Municipality from sales of advertising space on the walls in the existing facility and on the ice re-surfacer. Currently, the Municipality contracts with the Chamber of Commerce to sell the advertising space to third parties. The terms of the agreement with the Chamber of Commerce results in 60% of the advertising revenue accruing to the Municipality. For the proposed new facility, in each of the three scenarios it is assumed that:

- A similar amount of space will be available for advertising sales, a similar amount of the space will be sold to advertisers, and that the Municipality will continue its relationship with the Chamber of Commerce.

- Advertising rates charged by the Chamber of Commerce will increase 10% above the 2009 rate in Year 1.
- Advertising rates will remain unchanged in Years 2 and 3.
- In Year 4, advertising rates will increase 10% above the Year 3 rate.
- Advertising rates will remain unchanged in Year 5.

The difference in ice rental revenue paid by minor sports organizations for use of prime time ice and the revenue that would be earned if the full prime time ice rental rate was charged is recorded as **Ice Rental Subsidies**. In each of the three scenarios, this amount changes annually as a result of changes in the prime time and minor sport ice rental rates. It is assumed that there will be no change from the 2009 level of prime time use by minor sports organizations.

Vending Machine revenue is the revenue collected by the Municipality from the vending machine sales inside the arena complex. In each of the three scenarios, it is assumed that:

- A similar number of vending machines selling similar products will be available in the proposed new arena facility.
- Vending machine sales will increase by 10% as a result of the increase in non-ice season activity.
- Prices of products in the vending machine will increase approximately 3% annually as a result of general price inflation.

Salaries – Full Time expense is the cost of wages paid to unionized full time staff that operate and maintain the existing arena building, the artificial ice surface, and machinery and equipment including the ice re-surfacer. In each of the three scenarios, it is assumed that:

- Wage rates established by the current union contract will apply in Year 1. For Years 2 through 5, an annual wage increase of 3% is assumed based on the pattern of annual wage increases in the current union contract.
- The mix of full time staff at each of the five wage rate levels will remain unchanged, resulting in an average wage rate of approximately \$21.84 in Year 1, increasing to approximately \$24.64 by Year 5.
- An additional 30 hours/week of staff time will be required annually during the 32-week ice season, beginning in Year 1.
- An additional 20 hours/week of staff time will be required annually during the 16-week non-ice season, beginning in Year 1.

Salaries – Part Time expense is the cost of wages paid to unionized part time staff that operate and maintain the existing arena building, the artificial ice surface, and machinery and equipment including the ice re-surfacer. It also includes wages paid to attendants who supervise public ice skating programs. In each of the three scenarios, it is assumed that:

- Wage rates established by the current union contract will apply in Year 1. For Years 2 through 5, an annual wage increase of 3% is assumed based on the pattern of annual wage increases in the current union contract.
- The mix of full time staff at each of the five wage rate levels will remain unchanged, resulting in an average wage rate of approximately \$21.84 in Year 1, increasing to approximately \$24.64 by Year 5.

- For public skating program attendants, the wage rate will be \$12.72/hour in Year 1, increasing 3% annually to \$14.32 by Year 5, for a total of approximately 2,000 hours annually.

Distributed Benefits expense is the cost of statutory and other benefits provided to full and part time staff that is paid by the Municipality. In each of the three scenarios, it is assumed that the cost of benefits will remain proportional to the total cost of full and part time salaries at the current level of 41%.

Banquet Hall Supervision expense is the cost of part-time staff assigned to supervise events that occur in the banquet hall. Based on the current pattern, it is assumed that approximately 5.14 hours of supervision are required for each banquet hall event. Based on information provided by the client, in each of the three scenarios it is assumed that the cost of supervision will be \$14.00/hr for Year 1, increasing 3% annually to reach \$15.76/hr by Year 5. The total cost of banquet hall supervision varies among the three scenarios as a result of varying forecasts of banquet hall use (see “Revenue – Multi-Purpose/Banquet Hall and Meeting/Activity Room Rental” above).

Education – Training expense is the direct cost (course fees, course materials, travel, accommodation, meals, etc.) associated with arena staff participating in training courses and events. In each of the three scenarios, it is assumed that:

- The number and length of training courses and the number of staff participating in the courses will be unchanged from the current level.
- In Year 1, the price of course fees, course material, travel, accommodation, meals, etc. will increase 6% from the 2009 level.
- In Years 2 through 5, the price of course fees, course material, travel, accommodation, meals, etc. will increase 3% annually.

Licenses expense is the sum of SOCAN fees (i.e., license to play recorded music at events held in the arena facility) collected as part of the banquet hall/multi-purpose room fees for events with music, and paid by the Municipality. In each of the three scenarios, it is assumed that this expense will continue to be calculated as 8.8% of the basic space rental fee.

Clothing Allowance is the cost of uniforms provided to full and part time arena staff. In each of the three scenarios, it is assumed that:

- The quantity of uniforms provided to staff will be essentially unchanged from the current level.
- In Year 1, the price of uniforms will increase 6% from the 2009 level as a result of general price inflation.
- In Years 2 through 5, the price of uniforms will increase 3% annually as a result of general price inflation.

Internet Service expense is the cost of fees paid by the Municipality for the provision of Internet service at the existing arena. In each of the three scenarios, it is assumed that:

- A similar level of Internet service will be purchased for the proposed new arena complex.

- Based on information provided by the client, in Year 1, the fee will be \$70/month for 12 months/year.
- In Years 2 through 5, the monthly fee will increase 3% annually as a result of general price inflation.

Vending Machines expense is the cost of product sold through the vending machines in the existing arena. In each of the three scenarios, it is assumed that the relationship between the cost and the selling price of the product will be equal to the average level over the past three complete years (2006-2008, inclusive) of 0.69:1 (i.e., cost at 69% of selling price).

Insurance expense is the cost of property casualty insurance for the existing arena facility, based on the replacement value of the building and contents. This cost is assumed to be proportional to facility size and contents, with a 2009 cost per square foot calculated at \$0.17. In each of the three scenarios it is assumed that:

- In Year 1, the 2009 cost per square foot of \$0.17 will increase 6% as a result of general price inflation.
- In Years 2 through 5, the cost per square foot will increase 3% annually as a result of general price inflation.

Consistent with the operations over the past four years, it is assumed there will be no **security service** expense in any of the three scenarios.

Maintenance expense is the cost of materials for non-janitorial facility and ice plant maintenance undertaken by arena staff. Beginning in 2009, some items that were previously recorded as repairs (see below) are now included in maintenance. In Scenario A, it is assumed that:

- In Year 1, the 2009 maintenance expense of \$0.63 per square foot will decline by 25% to reflect the newer facility and equipment, while increasing 6% as a result of general price inflation.
- In Years 2 through 5, the cost per square foot will increase 3% annually as a result of general price inflation.

In Scenario B, the cost per square foot is assumed to decline only 20% from the 2009 level to reflect savings associated with a new facility and equipment. In Scenario C, a 30% decline in cost per square foot is assumed.

Repairs expense is the cost of repair services (e.g., plumbing, electrical, heating/ventilation/air conditioning) and related materials provided by independent contractors to extend the life of the building, furnishings, fixtures and equipment (other than the ice re-surfacer). In Scenario A, it is assumed that:

- In Year 1, the 2009 repairs expense of \$0.16 per square foot will decline by 25% to reflect the newer facility and equipment, while increasing 6% as a result of general price inflation.
- In Years 2 through 5, the cost per square foot will increase 3% annually as a result of general price inflation.

In Scenario B, the cost per square foot is assumed to decline only 20% from the 2009 level to reflect savings associated with a new facility and equipment. In Scenario C, a 30% decline in cost per square foot is assumed.

Utilities expense comprises the costs for heating (oil) the arena facility and hot water, as well as electricity for lights and equipment, including the ice plant. In Scenario A, it is assumed that:

- In Year 1, the estimated 2009 heating (space and water) cost of \$1.05/sq. ft. will decline by 25% to reflect a more energy efficient building and hot water system, while increasing 10% as a result of expected price inflation for oil.
- In Year 1, the estimated 2009 electricity cost of \$0.78/sq. ft. for lights and equipment (excluding the ice plant) will decline by 25% to reflect a more energy efficient lighting system and equipment, while increasing 10% as a result of expected price inflation for electricity.
- In Year 1, the estimated 2009 electricity cost of \$1,744/week (ice season only) for operating the ice plant will decline by 25% to reflect a more energy efficient ice plant, while increasing 10% as a result of expected price inflation for electricity.
- In Years 2 through 5, the cost per square foot for space and water heating will increase 5% annually as a result of oil price inflation.
- In Years 2 through 5, the cost per square foot for lighting and equipment power will increase 5% annually as a result of electricity price inflation.
- In Years 2 through 5, the weekly cost of electricity for the ice plan will increase 5% annually as a result of electricity price inflation.

In Scenario B, the cost per square foot for oil and electricity (lights, equipment), and the weekly cost of electricity (ice plant) is assumed to decline only 20% from the 2009 levels to reflect savings associated with a new facility and equipment. In Scenario C, a 30% decline is assumed.

Telephone expense is the cost of monthly telephone service and associated long distance calling charges. In each of the three scenarios, it is assumed that:

- In Year 1, the 2009 cost of \$1,600 will increase 6% as a result of expected price inflation.
- In Years 2 through 5, the monthly cost will increase 3% annually as a result of general price inflation.

Grounds maintenance and snow removal expense is the cost of snow plowing service provided under contract by an independent third party. In each of the three scenarios, it is assumed that:

- In Year 1, the 2009 cost of \$4,500 will increase 6% as a result of expected price inflation.
- In Years 2 through 5, the monthly cost will increase 3% annually as a result of general price inflation.

Materials and Supplies expense is the cost of janitorial and consumable supplies. In each of the three scenarios it is assumed that:

- In Year 1, the 2009 cost of \$0.43/sq. ft. will increase 6% as a result of expected price inflation.
- In Years 2 through 5, the cost will increase 3% annually as a result of general price inflation.

Supplies expense was discontinued as a separate expense account in 2009, being combined with materials and supplies (see above).

Waste disposal expense is the cost of waste pick-up and disposal service provided under contract by an independent third party. In each of the three scenarios, it is assumed that:

- In Year 1, the 2009 cost of \$4,200 will increase 6% as a result of expected price inflation.
- In Years 2 through 5, the cost will increase 3% annually as a result of general price inflation.

Water testing expense is the cost of mandatory testing of potable water undertaken by a private laboratory. In each of the three scenarios, it is assumed that:

- In Year 1, the 2009 cost of \$2,500 will increase 6% as a result of expected price inflation.
- In Years 2 through 5, the cost will increase 3% annually as a result of general price inflation.

Fire code deficiencies, flat panel TV, bio-remediation (oil tank), roof repair, speakers and sign glass replacement expenses were one-time repairs recorded in 2009 (and 2008 for roof repair). In each of the three scenarios, these expenses are not expected to reoccur during the first 5 years of operation.

Distributed Wages – Ice Re-surfacer is an allocation of arena staff time for maintenance and repair work undertaken on the ice re-surfacer. In each of the three scenarios, it is assumed that:

- In Year 1, the 2009 cost of \$24.47/week of the ice season will increase 6.5%, consistent with the scheduled wage increase under the current contract.
- In Years 2 through 5, the cost will increase 3% annually, consistent with projected wage increases for full and part time staff (see above).

Distributed Benefits – Ice Re-surfacer is the cost of benefits associated with distributed wages (see above). In each of the three scenarios, it is assumed to remain at 40% of wages annually, consistent with the level of benefits projected for full and part time staff benefits (see above).

Insurance – Ice Re-surfacer expense is the cost of insurance for the ice re-surfacer. In each of the three scenarios, it is assumed that:

- In Year 1, the 2009 cost of \$156 will increase 6% as a result of expected price inflation.
- In Years 2 through 5, the cost will increase 3% annually as a result of general price inflation.

Maintenance – Ice Re-surfacer expense is the cost of materials for ice re-surfacer maintenance undertaken by arena staff. In each of the three scenarios, it is assumed that:

- In Year 1, the 2009 cost of \$0.49/hour of ice use will increase 6% as a result of expected price inflation.
- In Years 2 through 5, the cost will increase 3% annually as a result of general price inflation.

Fuel – Ice Re-surfacer expense is the cost of fuel used to operate the ice re-surfacer. In each of the three scenarios, it is assumed that:

- In Year 1, the 2009 cost of \$2.28/hour of ice use will increase 6% as a result of expected price inflation.
- In Years 2 through 5, the cost will increase 3% annually as a result of general price inflation.

Repairs – Ice Re-surfacer expense is the cost of ice re-surfacer repair services provided by third party independent contractors. In each of the three scenarios, it is assumed that:

- In Year 1, the 2009 cost of \$0.65/hour of ice use will increase 6% as a result of expected price inflation.
- In Years 2 through 5, the cost will increase 3% annually as a result of general price inflation.

Equipment Repairs – Ice Re-surfacer expense was discontinued as a separate expense item in 2009, with the costs moved to the Maintenance – ice re-surfacer account (see above).

Reserve for Replacement – Building expense is the estimated annual contribution to a reserve fund established for the purpose of financing the future replacement of the proposed new arena complex. It is recommended that such a fund be established in Year 1. The annual contribution amount has been calculated based on the following assumptions:

- An estimated capital cost for the proposed new arena facility (Functional space and building development costs) of approximately \$13.5 million in 2010;
- An expected 40 year useful life for the proposed new facility and an estimated replacement cost of approximately \$42.7 million in 2050 based on annual average price inflation of 3%; and
- Average annual interest of 7% earned on the reserve fund balance, with interest earned retained in the reserve fund.

Reserve for Replacement – Ice Re-surfacer expense is the estimated annual contribution to a reserve fund established for the purpose of financing the future replacement of the existing ice re-surfacer. It is recommended that such a fund be established in Year 1. The annual contribution amount has been calculated based on the following assumptions:

- A capital cost for the ice re-surfacer of approximately \$80,000 when purchased new in 2006;
- An expected 10 year useful life for the ice re-surfacer and an estimated replacement cost of approximately \$95,600 in 2016 based on annual average price inflation of 3%; and
- Average annual interest of 3% earned on the reserve fund balance, with interest earned retained in the reserve fund.

6.8 Summary of the Advantages of a New Arena Complex

The following points summarize the key advantages of replacing the 40 year old arena complex with a new facility as described in Chapter Six of this Strategic Facility Plan.

The new facility will include *additional* components:

- two meeting/seminar/activity rooms,
- storage/archival space for historical resources,
- an office for the Sports Association,
- a room for female referees,
- a dressing room and an office for the Junior ‘A’ hockey team,
- an external change room/washroom (possibly),
- a pro shop, and
- offices and a staff room for the Recreation and Community Services Department.

The new facility will include *improved* components:

- more and better dressing rooms (all larger, with one over-sized for visiting Jr. 'A' teams and large groups, and two to accommodate females and two to accommodate persons with a disability),
- more and better spectator areas (480 heated seats within the arena enclosure and approximately 100 portable seats within the lobby – seating could also be arranged in the upper lobby area),
- a larger (almost double the size) and better multi-purpose program/event space – main floor location, dividable, larger modern kitchen, storage rooms, separate entrance, plus adjacent to the arena floor and the two program rooms),
- a useable arena floor for summer 'ice-out' activities,
- a larger concession area,
- more and much improved indoor and outdoor storage,
- better control points to the ice surface and the hall, and
- improved display space in the main floor lobby.

The new facility will:

- be **fully accessible** throughout – including the ground-floor multi-purpose hall (the current facility cannot achieve this);
- be more **space and energy-efficient** – **resulting in lower operating costs and lower environmental impact;**
- provide the **opportunity to expand** (e.g., second ice pad, fitness centre, indoor running track, additional multi-purpose space, curling rink, indoor soccer, etc.) – the current facility cannot be expanded without moving parking and possibly one of the ball diamonds;
- support a **wider variety of activities** and **meet the needs and interests of many more residents;** and
- attract **more use** and **generate increased revenue.**

The cost to maintain the existing arena is estimated to be in excess of \$3.77 million over the next 20 years (in 2008\$) – and current estimates do not account for annual inflation and the unknown costs to:

- meet any additional accessibility requirements,
- deal with the floor movement between the main building and the change room area,
- additional energy and environmental considerations,
- any significant functional improvements, and
- replacement of the septic system.

The current facility will require in the order of **\$1 million to be invested in the next 3-5 years.**

Although the average annual cost estimated to maintain the existing building is \$190,000 in 2008 costs, that investment **will not result in many actual improvements to the quality, appeal and usability of the facility.** Eventually, the exiting building will have to be replaced with a new arena complex. It is estimated that the cost to build an arena complex similar to what is proposed in this Strategic Facility Plan will be in the order of \$43 million in 2050. As the old facility continues to age, it may reach a point where it will unexpectedly need to be closed, disrupting seasonal uses and leaving no time to prepare for a replacement.

Due to increased revenue and lower per square foot operating cost, **a new, 82% larger, more appealing and more functional facility is projected to operate at a similar annual net cost as the existing building** (*not including debenture costs that could be associated with a new building or an annual contribution to a reserve account*).

It is estimated that the average annual cost to maintain the existing building to 2030 will be at least \$190,000 (2008\$ and recognizing that there are unknown additional costs noted above plus inflation, which could average 3% per year). The recommended annual contribution to a reserve account is \$228,800 (building and ice re-surfacer).

Chapter Seven: Implementation Strategy

7.1 Introduction

Throughout this chapter, recommendations will be offered for how to initiate, implement and finance the recommendations contained in this Strategic Facility Plan. Recommendations have been prioritized and implementation target dates established to reflect the relative need for action within available resources.

Having a strategy for implementation is essential to successfully carry out a comprehensive facility development strategy. To assist with implementation, recommendations will be offered dealing with: **flexibility and timing; co-operation and collaboration; on-going review and modification; financing; raising awareness and keeping the community informed; and promotion.** Section 7.9 provides **implementation initiatives, specific to the proposed arena complex and the development of the Guthrie Site.**

7.2 Flexibility and Timing

The Strategic Facility Plan must provide clear direction about what needs to be done, but it must also be sufficiently **flexible** to allow for shifting needs and priorities, and unforeseen changes in the operating environment. *However, recommendations should only be changed, overridden or re-prioritized when there is solid justification and a well conceived rationale for doing so.*

As much flexibility as possible has been built into the Plan. Where research, trends and analysis strongly support a recommendation, as much detail as possible is provided concerning **what, when** and sometimes **how**. Where recommendations are intended for the longer term, and where data is less detailed and trends less definite, a more *general* sense of priority, strategy and timing has been offered. In the intervening years, further study may be required to update and collect more information, fine-tune some of the recommendations, and pinpoint when and how they should be implemented. In some cases, options are provided. The recommendations to provide a new community centre in the Moonstone area and a similar facility in the Craighurst/Horseshoe Valley Road corridor are examples of initiatives that will require additional study to fine-tune size and components, uses, costs, location, timing and potential partners.

The timing for most recommendations has been linked to identified needs and the ability of the Municipality and others to fund programs, services, and new and improved facilities, as well as land acquisition.

Instead of tying each recommendation to a specific year for implementation, **three multi-year time frames (after 2010) have been established** to provide more flexibility. And even these time frames should be considered as *guidelines*. Some initiatives will ‘shift’ into the next time frame due to financial realities and/or the further refinement of need and priority; and therefore, timing. For example, it has been recommended that certain equipment and components be

replaced and repairs made within identified time frames (five year intervals) for each of the community centres, based, in part, on the *average life expectancy* of each component. Sometimes, the replacement date can be extended or interim measures taken to put off a large expenditure for a few more years. Sometimes, however, the date has to be moved up in response to a premature failure. Another example would be a recommendation to provide additional soccer, ball, arena and other facilities, based on anticipated growth in the population and/or demand. If the growth in demand does not emerge as anticipated in the Plan, the provision of the new or improved facility(s) can be delayed.

The four time frames that have been established for the Strategic Facilities Plan are:

1. 2010,
2. 2011-2014,
3. 2015-2019, and
4. 2020-2029.

The timing of some of the recommendations may have to be adjusted to align with the mandate, resources and priorities of other service providers (such as the boards of education, the County of Simcoe, community associations, private operators, etc.) who share in the responsibility to implement parts of this Plan.

7.3 Co-operation and Collaboration

In any municipal setting, no one agency can provide all of the required leisure services, or implement a comprehensive plan on their own. Together is not only **necessary**; it is also **better** for identifying and carrying out plans, meeting community needs and providing better services. There are many areas that require co-operative effort to have an impact. Among them are: research, planning, programming, facility provision and upgrade, land acquisition, park/open space development and redevelopment, awareness and promotion, volunteer enhancement, and funding.

A recent study published by Parks and Recreation Ontario (*Recreation and Parks ... Essential for Quality of Life, 2009*) reported that although 34% of Ontario residents rely ‘a great deal’ on local government parks and leisure services, they also ‘rely a great deal’ on other sources for recreation activities, including: friends and family (36%), service/religious/community clubs (21%), private clubs (17%), private clubs (15%), schools (14%), and their employer (5%).

Therefore, to help ensure that as many gaps as possible are plugged and overlaps are minimized, it is essential that all direct and indirect providers of leisure services and resources work in close co-operation - with the Municipality (through the Department the Recreation and Community Services) playing the co-ordinating/lead role.

A number of projects have been identified that require, or could benefit from collaboration between two or more agencies. Examples include:

- provision of a full-size single gymnasium (e.g., in co-operation with a school board);

- provision of tennis courts, a fitness centre, an indoor running track, and an indoor aquatic facility (potentially, through a strategic alliance with Skyline Developments/Horseshoe Valley Resort);
- provision of an indoor soccer facility (potentially, through a strategic alliance with a commercial, institutional or a non-profit operator);
- provision of a curling rink (potentially, through a strategic alliance with a non-profit curling club);
- trail development (with Simcoe County, the Ganaraska Hiking Trail Association, Lake Country Oro-Medonte Rail Trail, the Ontario Ministry of natural Resources, the Ontario Federation of Snowmobile Clubs and others); and
- provision of a cultural centre (Skyline Developments/Horseshoe Valley Resort).

7.4 Review and Modification

It is important to continually re-examine and update this Strategic Facility Plan. It should be a strategic 'living' document that is responsive to the community and its needs as the community grows and evolves. If conditions change sufficiently or new information becomes available that questions any of the recommendations or general directions of the Plan, the Department of Recreation and Community Services, the Township and other major providers should work together to make appropriate modifications. *However, no changes should be made to the Plan without adequate analysis and deliberation.*

The following is the type of on-going research and analysis that is recommended to keep the base data current. This will allow modifications to be made as conditions change and to sort through options and make the best decisions. When it is time to update and extend the Plan, relevant data will be readily at hand. Also, valuable information on past trends will be available. Much of this data can be collected and analyzed by municipal staff.

The following types of data should be kept current:

- The demographic profile of the Township (next census will be in 2011, and age-specific projections are valuable to augment and extend the census data);
- Development/growth projections (Township, County, provincial);
- Inventory of all public and publicly available leisure facilities and parks/open space;
- Inventory of leisure programming and events offered by all agencies and groups as well as participation data and wait lists;
- Base data on community groups involved in the provision of sports, recreation and arts/culture programs and events;
- The utilization of indoor and outdoor publicly available leisure facilities;
- Changes in land use, especially residential – new residential areas and expansion of existing areas;
- Resident preferences for leisure activities, and trends in participation;
- Resident and user group appraisal of parks/open space, leisure facilities and programs, and related services; and
- The plans, activities and roles/mandate of all leisure entities in the Township and major providers in the surrounding communities.

Community Forums

It is recommended that every other year, the Department of Recreation and Community Services host a township-wide forum to give residents and stakeholders a regular opportunity to hear about progress and plans, and to provide input into evolving needs and priorities. An approach similar to what was used for this Plan would be appropriate.

Five Year Review

Every five years, a more detailed assessment of needs and a review of recommendations and progress relative to this Plan should be undertaken, and the Strategic Facility Plan should be 'advanced' for the next five-year period.

Link Continuous Research and Planning Effort to Other Regular Exercises

The update of relevant information, and on-going review and modification of the Strategic Facilities Plan should be tied to a number of other exercises that are essential components of the municipal operation:

- the annual capital and operating budget process;
- the long-term capital forecast of the Municipality;
- the municipal mandate, roles, vision and strategic direction; and
- ongoing resident and stakeholder involvement.

7.5 Phasing and Twenty-Year Capital Plan

Wherever possible, capital costs associated with facility-specific recommendations for renovation, improvement, expansion or additional facilities have been estimated and allocated to the **four time frames** to provide guidance regarding priorities, phasing and implementation. In some cases, where the optimum solution is currently not clear, options have been recommended to provide flexibility in determining the optimum solution. Further investigation and additional information may be required, and sometimes, other decisions have to be made first.

The following estimates of capital cost for the entire Strategic Facility Plan (Figures 62 and 63) are 'order of magnitude' and based on recent (2008/09) costs for facility construction in Southern Ontario. The estimates do not account for inflation, and the totals for each time period do not account for the establishment of an annual capital reserve account. Future circumstances, detailed facility design and local site conditions will influence these 'high level, order of magnitude' cost estimates.

Two Cost Scenarios for the Twenty-Year Capital Plan

Because the future direction of the arena complex has such an impact on especially the timing of capital costs, two 20-year capital cost scenarios for the entire Strategic Facility Plan have been prepared and presented as **Scenarios One and Two** (see Figures 62 and 63).

Scenario One assumes that the existing arena complex is retained and maintained for at least ten years and more likely twenty years as a recreation facility, at which point either a second stand-alone single ice pad is built to provide two stand-alone arenas or the existing arena complex is

retired and a new single or twin pad arena complex is constructed to replace it (depending on demand and affordability).

Scenario Two assumes that the arena complex proposed in this Strategic Facility Plan is constructed within the next five years and the existing facility is retired as a recreation facility before much investment is required. The existing arena may be able to be repurposed, potentially as a public works facility. If demand warrants and it can be afforded, a second ice surface would be added to the new arena complex after 2019.

The cost figures in both scenarios do not factor in the unknown potential for funding assistance from senior levels of government, fundraising, sponsorship, or partnerships/strategic alliances. The contributions from senior levels of government are typically in the order of two-thirds of the application for capital support.

Please refer to the **Financing Strategy** (Section 7.6) for broad indications of potential sources of funding for all projects, and a number of example scenarios for financing the arena complex and initial development of the Guthrie site.

Scenario One:**Recommended Phasing Strategy and Associated Estimate of Capital Costs****Figure 62**

Retain the Oro-Medonte Community Arena and Banquet Hall for at least ten years (and likely closer to 20 years) and then either build a new stand-alone single ice pad to provide two ice surfaces, or retire the existing arena complex and build either a single or twin pad (depending on demand and affordability).

Recommendations by Facility Category	Estimate of Capital Cost and Recommended Implementation Timetable (the figures in brackets represent capital investment that may not be required)			
	2010	2011-2014	2015-2019	2020-2029
<p>Arenas - Option A: Retain & renovate/upgrade the existing facility over a twenty year period (minimum of \$3,765,000 in 2008\$)</p> <p>Allowance for a New Septic System for the Existing Arena Complex (timing approximate)</p> <p>Replacement Arena Complex (either a new stand-alone single ice pad complex or a new twin pad arena complex – if a new twin pad facility, the \$2,065,000 required to be invested in the retained arena complex in the 2020-2029 time period may not all be required)</p>	\$133,500	\$742,000	\$825,000 \$350,000	\$2,065,000 \$10,000,000 ((\$7-9 million))
<p>Community Halls These numbers represent the estimated cost to maintain the viability of the halls that are recommended to be retained for at least five years. These costs do not include very much upgrade in appeal or functionality, but do include upgrades/repairs to meet A2 occupancy requirements for public buildings under the Ontario Building Code, accessibility upgrades re: the Ontarians with Disabilities Act (OADA), and the Accessibility Standards for Customer Service (Ontario Regulation 429/07), and the requirement for an asbestos survey under Ontario Regulation 278/05.</p> <p>Hawkestone (\$304,000) \$6,000 \$9,000 \$30,000 \$259,000 Jarratt (\$307,000) \$6,000 \$46,000 \$26,000 \$229,000 Eady (depending on if/when retired: \$65-360,000) \$7,000 \$58,000 (\$59,000) (\$236,000) Old Town (depending on if/when retired: \$98-314,000) \$10,000 \$78,000 \$10,000 (\$216,000) Edgar (depending on when retired: \$6-124,000) \$6,000 (\$118,000) Craighurst (min. investment – est. of \$5,000) \$5,000 Total \$785,000 - \$1,414,000</p>				
<p>Other Multi-purpose Program Space</p> <ul style="list-style-type: none"> ▪ New northern community centre (assumes 3,000 s.f., incl. servicing costs) \$820,000 ▪ New west-central community centre – Craighurst/Horseshoe Valley (assumes 3,000 s.f., incl. servicing costs) \$820,000 ▪ Multi-purpose room associated with expanded fire hall building in Shanty Bay \$360,000 				
<p>Soccer Fields Develop recreational level soccer fields at the Guthrie site, beginning with the creation of an open turfed area (approx. 15 acres) to support equiv. of 2 senior, 3 large mini, 6 small mini fields (\$250,000 in 2011-2014 & \$140,000 in 2015-2019) - develop the area into</p>		\$250,000	\$140,000	\$1,020,000

designated fields over time, as demand dictates, beginning with the senior fields (\$700,000) – which can eventually be lit (\$320,000)				
Ball Diamonds				
▪ Develop a 3 rd lit senior softball diamond at the Guthrie site (assumes adequate power on-site)		\$475,000		
▪ Minor improvements to Vasey Diamond #1		\$5,000		
▪ Re-align & re-build Vasey Diamond #2 , including bleachers – but no lights		\$250,000		
▪ Remove the diamond in Craighurst Park		\$2,000		
Tennis Courts				
▪ Develop a medium quality double unlit tennis court at Line 4 Park		\$200,000		
▪ In partnership with the owners of Horseshoe Valley Resort, provide a medium quality lit four-court facility - Option B would be to provide this facility at the Guthrie site – if so, lighting could be a later phase (2015-2019)		\$400,000	(\$475,000)	
Walking/cycling trails – assumes 3 m. wide trail @ \$40/sq. m. or \$120,000/km. for paved surface (\$75,000/km. for granular surface)		\$300,000	300,000	\$600,000
Remainder of Site Development Cost Associated with the Guthrie Site (access road to & within site, gravel parking for outdoor facilities; playgrounds; picnic areas; sun shelters; furnishings; planning allowance; storm water ponds; miscellaneous items; & related detailed design fees, construction, supervision & contingency) Total: \$1,861,818		\$1,000,000	\$300,000	\$561,818
Master Plan for the Guthrie Site	\$30,000			
Neighbourhood Parkland Development Municipal responsibilities (e.g., turf, landscaping, pathways, playgrounds, sun shelters, water fountains, parking, signage, security lighting, etc.)		\$500,000	\$500,000	\$1,000,000
Wharfs and Boat Launches		undetermined	undetermined	undetermined
Land Acquisition				
▪ Allowance for approximately 5 acre site for proposed northern community centre		\$500,000		
▪ Allowance for other parkland acquisition		\$250,000	\$250,000	\$500,000
Totals:	\$25,574,318 - \$35,678,318	\$198,5 00	\$6,710,000- \$6,828,000	\$2,431,000 - \$2,965,000
				\$16,234,818 - \$25, 686,818

Scenario Two:**Recommended Phasing Strategy and Associated Estimate of Capital Costs****Figure 63**

Retire the Oro-Medonte Community Arena and Banquet Hall as a recreation facility and replace it with a new single-pad arena complex within five years – then add a second ice pad in approximately ten years, if demand warrants and it can be afforded.

Recommendations by Facility Category	Estimate of Capital Cost and Recommended Implementation Timetable (the figures in brackets represent capital investment that may not be required)			
	2010	2011-2014	2015-2019	2020-2029
Arenas - Option B: Build a new, contemporary single pad arena in a different location on the Guthrie site. Cost will be influenced by size, components, features, quality & if the ice surface is associated with other facilities. Does not include the associated 5,600 safe, multi-purpose hall – priced below)		\$12,782,246		
Minimum Repairs to the Existing Arena Complex (if it is to be replaced in near future & not including roof replacement)	\$38,500	\$22,000		
Conceptual Design of the Arena Complex	\$9,500			
Twin the Ice Surface (if demand warrants)				(\$7-9 million)
Community Halls These numbers represent the estimated cost to maintain the viability of the halls that are recommended to be retained for at least five years. These costs do not include very much upgrade in appeal or functionality, but do include upgrades/repairs to meet A2 occupancy requirements for public buildings under the Ontario Building Code, accessibility upgrades re: the Ontarians with Disabilities Act (OADA), and the Accessibility Standards for Customer Service (Ontario Regulation 429/07), and the requirement for an asbestos survey under Ontario Regulation 278/05.				
Hawkestone (\$304,000)	\$6,000	\$9,000	\$30,000	\$259,000
Jarratt (\$307,000)	\$6,000	\$46,000	\$26,000	\$229,000
Eady (depending on if/when retired: \$65-360,000)	\$7,000	\$58,000	(\$59,000)	(\$236,000)
Old Town (depending on if/when retired: \$98-314,000)	\$10,000	\$78,000	\$10,000	(\$216,000)
Edgar (depending on when retired: \$6-124,000)	\$6,000	(\$118,000)		
Craighurst (min. investment – est. of \$5,000)		\$5,000		
Total	\$785,000	-\$1,414,000		
Other Multi-purpose Program Space				
▪ New northern community centre (assumes 3,000 s.f., incl. servicing costs)		\$820,000		
▪ New west-central community centre – Craighurst/Horseshoe Valley (assumes 3,000 s.f., incl. servicing costs)		\$820,000		
▪ Multi-purpose program space added to new arena complex – Option Two (assumes 5,600 s.f.)		\$1,333,469		
▪ Multi-purpose room associated with expanded fire hall building in Shanty Bay		\$360,000		
Soccer Fields				
Develop recreational level soccer fields at the Guthrie		\$250,000	\$140,000	\$1,020,000

site, beginning with the creation of an open turf area (approx. 15 acres) to support equiv. of 2 senior, 3 large mini, 6 small mini fields (\$250,000 in 2011-2014 & \$140,000 in 2015-2019) - develop the area into designated fields over time, as demand dictates, beginning with the senior fields (\$700,000) – which can eventually be lit (\$320,000)				
Ball Diamonds				
▪ Develop a 3 rd lit senior softball diamond at the Guthrie site (assumes adequate power on-site)		\$475,000		
▪ Minor improvements to Vasey Diamond #1		\$5,000		
▪ Re-align & re-build Vasey Diamond #2 , including bleachers – but no lights		\$250,000		
▪ Remove the diamond in Craighurst Park		\$2,000		
Tennis Courts				
▪ Develop a medium quality double unlit tennis court at Line 4 Park		\$200,000		
▪ In partnership with the owners of Horseshoe Valley Resort, provide a medium quality lit four-court facility - Option B would be to provide this facility at the Guthrie site – if so, lighting could be a later phase (2015-2019)		\$400,000	(\$475,000)	
Walking/cycling trails – assumes 3 m. wide trail @ \$40/sq. m. or \$120,000/km. for paved surface (\$75,000/km. for granular surface)		\$300,000	\$300,000	\$600,000
Remainder of Site Development Cost Associated with the Guthrie Site (access road to & within site, gravel parking for outdoor facilities; playgrounds; picnic areas; sun shelters; furnishings; planning allowance; storm water ponds; miscellaneous items; & related detailed design fees, construction, supervision & contingency) Total: \$1,861,818		\$1,000,000	\$300,000	\$561,818
Master Plan for the Guthrie Site	\$30,000			
Neighbourhood Parkland Development Municipal responsibilities (e.g., turf, landscaping, pathways, playground, sun shelter, water fountain, parking, signage, security lighting, etc.)		\$500,000	\$500,000	\$1,000,000
Wharfs and Boat Launches		undetermined	undetermined	undetermined
Land Acquisition				
▪ Allowance for approximately 5 acre site for proposed northern community centre		\$500,000		
▪ Allowance for other parkland acquisition		\$250,000	\$250,000	\$500,000
Totals:	\$26,304,533 - \$36,408,533	\$113,000	\$20,465,715 - \$20,583,715	\$1,556,000 - \$2,090,000
			\$4,169,818 - \$13,621,818	

Capital Reserve Account

It is a prudent practice to establish and annually contribute to a reserve account to cover the cost of future major repairs and replacement of all facilities. The annual contribution is calculated as the amount required to fund up to 100% of the estimated replacement cost of all municipal facilities approximately twenty years into the future, based on assumed average interest earned on the reserve fund of 7% annually for long-term investments and 3% annually for shorter-term reserve accounts (e.g., for an ice re-surfacer).

7.6 Financing Strategy

As introduced in Chapter Three, investment in parks, recreation and culture in Oro-Medonte over the years has been relatively low, when compared to other communities of 20,000 – although, in recent years, this investment has been gradually increasing with a larger role being defined and assumed by the Municipality through the Recreation and Community Services Department. Over the years, the most significant capital investments have been made in the Oro-Medonte Community Arena and Banquet Hall (built in 1971) and the two lit ball diamonds adjacent to the arena. With the assistance of community and sports groups, smaller investments have also been made in other ball diamonds, soccer fields, new sports pads, playgrounds, the rail trail, and Ramey Memorial and Bayview Memorial parks. The most recent significant community partnership has been the development of Sweetwater Park.

However, the level of capital investment that will be required to make *significant* improvements to parks and facilities, as well as to develop new outdoor and indoor facilities and parks will need to be greater than historical levels.

As noted throughout this plan, the servicing requirements of the Municipality are above the norm, due in part to the relatively small population spread relatively thinly over a large geographic area. Compounding this servicing challenge is the above average dependence on the residential tax base and the above average investment required to maintain and improve the many kilometers of Township roads.

Therefore, it is clear that other sources of funding and assistance will be required for the culture and recreation system to be improved. An increasing reliance on community and corporate fundraising; and partnerships/strategic alliances with community groups, other public entities and the commercial sector will be required for moderate and major initiatives. And the ongoing operating and maintenance costs associated with existing, new and improved facilities will have to be sustainable. As identified throughout the plan, the most serious issue is the relatively poor state of repair of many indoor and outdoor recreation and community facilities which will require many millions of dollars of investment over the next twenty years to maintain in a safe, functional and accessible condition in order to at least meet current service levels.

Numerous funding sources and financing scenarios are presented below, with a focus on the arena complex and the Guthrie site.

Accounting for Scenarios One and Two and the variations within each, the estimate of capital investment for the period 2011-2014 ranges from \$6,710,000 (for Scenario One) to \$20,583,715 (for Scenario Two) (not factoring in an annual contribution to a capital reserve account, the unknown potential for funding assistance from senior levels of government, fundraising, sponsorship, or partnerships/strategic alliances, or the estimated cost of upgrades to wharfs and boat launches).

Accounting for Scenarios One and Two and the variations within each, the estimate of capital investment for the period 2015-2019 varies between \$1,556,000 (for Scenario Two) and \$2,965,000 (for Scenario One) (not factoring in an annual contribution to a capital reserve account, the unknown potential for funding assistance from senior levels of government, fundraising, sponsorship, or partnerships/strategic alliances, or the estimated cost of upgrades to wharfs and boat launches).

Accounting for Scenarios One and Two and the variations within each, the estimate of capital investment for the period 2020-2029 ranges from \$4,169,818 (for Scenario Two) to \$25,234,818 (for Scenario One) (not factoring in an annual contribution to a capital reserve account, the unknown potential for funding assistance from senior levels of government, fundraising, sponsorship, or partnerships/strategic alliances, or the estimated cost of upgrades to wharfs and boat launches).

The total estimated cost for **Scenario One** over the next twenty years is **\$25,574,318 - \$35,226,318**, and for **Scenario Two**, the total estimated cost is **\$26,304,533 - \$36,408,533**.

Although the total minimum and maximum capital investments for Scenario One are slightly less than for Scenario Two, the quality of sport and recreation facilities that can be achieved via Scenario Two will be higher because the new, larger and better arena complex will be available much sooner. For Scenario One, the larger capital investments are delayed until later in the twenty year projection – mostly due to the incremental investment in the existing arena and the delayed investment in a new single or twin pad arena complex.

Investment in the Arena Complex Dominates the Twenty-year Capital Plan

For both scenarios, the required/recommended investment in the arena complex represents half or more of the total projected capital forecast over the next twenty years. For **Scenario One** that retains and maintains the existing arena complex for another 15-20 years and then replaces it by around 2029 with either a single or twin pad complex, the portion of the total capital budget associated with the arena complex varies between 55 and 66%. For **Scenario Two**, that invests minimally into the existing arena complex for a short period of time and then invests in a new and much larger arena complex within the next five years and possibly twins the ice surface after 2020, the portion of the total capital budget associated with the arena complex varies between 49 and 60%. In total, over the next twenty years, more may be invested in the arena via Scenario One (\$14,115,500 - \$23,115,500) than via Scenario Two (\$12,852,246 - \$21,852,246) – accounting for just the ‘arena’ portion, and not factoring in inflation.

The Cost of Community Hall Renovations and Improvements is Significant, but Will Not Be as High as Estimated in the Building Condition Assessments

Although it was estimated that \$2.77 million (in 2008 \$) will be required to maintain the eight community halls in a safe and accessible state over the next twenty years, the cost will be less due to the following factors:

- If Warminster, Craighurst, Carley, Edgar and Eady Halls are either eventually retired as public facilities, either none or only some of the recommended investments will be required (see the recommended divestment criteria on pages 99-100 - this strategy of gradual divestment has already been built into the twenty-year forecast – *on October 28, 2009, Township Council decided to retire Warminster Hall*);
- Some of the recommended repairs and replacements may be able to be achieved at lower cost than estimated, due to local circumstances, services in kind, etc.; and
- Some of the recommended improvements that are not related to safety and accessibility may not be undertaken.

Sources of capital funding include the following broad categories:

- municipal taxes – annual allocation to capital projects,
- municipal debenture,
- contributions from specific user groups such as the potential investment by the Jr. ‘A’ hockey club for a dressing room and office in a new arena complex,
- recreation facility capital reserves (\$915,042 as of December 31, 2009),
- contributions from development charges (\$194,121 in DC reserve for outdoor facilities and \$263,156 in DC reserve for indoor facilities as of December 31, 2009),
- community and corporate fundraising,
- sponsorships,
- naming rights (whole facility and individual components),
- surcharge on rental rates and ticket prices,
- contributions from senior levels of government, and
- contributions from partners (via joint ventures/strategic alliances).

Currently, **development charges** on new single- and semi-detached residential development generate \$696 per unit for outdoor recreation facilities and \$1,001 per unit for indoor facilities. Based on the current rate of 117 units per year, development charges would generate \$81,432 per year for outdoor facilities and \$117,117 per year for indoor facilities. The population projections generated with this Plan and the Simcoe Area Growth Plan predict an average growth rate of around 108 residential housing units per year over the next 22 years to 3031. Based on 108 units per year and current development charges per unit, over the twenty-year life of this Plan, this source would generate \$1,503,360 for indoor facilities and \$2,162,160 for indoor facilities, or a total of \$3,665,520. Combined with current DC reserves, the total would be \$4,122,797. That represents between 11.3% and 16.1% of the total capital costs estimated for the twenty-year Strategic Facility Plan.

Several examples of **current senior government funding programs** include:

- The Ontario Trillium Foundation,
- The Building Canada Fund – Communities Component (one-third assistance for eligible projects - for communities with a population of less than 100,000),

- The Ontario Recreation Program (Ontario REC) – partnering with the Federal Building Canada Fund (one-third assistance for eligible projects - for communities with a population of less than 100,000), and
- The Recreation Infrastructure Program in Ontario (RInC) (for renovations to existing recreation facilities).

The most significant potential contributions from senior levels of government are anticipated to be potentially available in 2010.

Sample Scenarios for How the Development of Phase One of the Arena Complex and the Initial Development of the Guthrie Site could be Initiated and Financed

Assuming the following items and associated estimated capital costs are included in the initial development phase of the Guthrie site and the arena complex, three example financing scenarios have been provided for each of Phases One and Two of this major component of the overall Strategic Facility Plan.

Items Included in the Initial Development Phases for the Arena Complex and the Guthrie Site

Figure 64

Phase One	
Site Master Plan	\$30,000
The service road from Line 5 to half way into the site (to service the first phase of soccer field development)	\$452,800
The first phase of soccer field development (an area to support 2 full-size, 3 large and 2 small mini fields, and nets as required – recreational quality of development only)	\$270,000
The eastern storm water pond and recreation area	\$175,000
The gravel parking areas, picnic area, sun shade structure and playground associated with Phase One of the soccer field development	\$225,000
Initial phase of granular walking/cycling trails	\$35,000
Initial phase of the planting program	\$175,000
Initial phase of miscellaneous items	\$100,000
Detailed design for outdoor facilities and features included in initial development phase	\$100,000
Contingency allowance for outdoor facilities included in initial development phase	\$80,000
Sub-total (Phase One)	\$1,642,800
Phase Two	
Initial conceptual design for the arena complex	\$9,500
Phase One of the arena complex (incl. project management & architectural, engineering fees + building permit and contingency allowance)	\$14,115,700
Paved parking area associated with the arena complex	\$250,000
Landscaping around the arena complex	\$30,000
The second storm water pond and recreation area	\$175,000
Sub-total (Phase Two)	\$14,620,200
Total (Phases One and Two)	\$16,263,000

Below are three sample scenarios that have been developed to illustrate a number of ways to finance Phases One and Two of the initial development of the Guthrie site and the Arena Complex. A portion of the current capital reserves, and current and future DC funding (for the next five years) for indoor and outdoor facilities have been applied to these projects and sample scenarios.

Phase One: Initial Development of Outdoor Facilities at the Guthrie Site (see Figure 64)**Financing Scenario A for Phase One:** (estimated cost \$1,642,800)

<input type="checkbox"/> 2/3 senior government grants	\$1,095,189
<input type="checkbox"/> 60% of current Recreation Reserve (outdoor facilities)	\$ 224,418
<input type="checkbox"/> 60% of current Development Charges Reserve (outdoor facilities)	\$ 116,647
<input type="checkbox"/> Fundraising, naming rights, sponsorships	\$ 25,000
<input type="checkbox"/> 48% of predicted contributions from development charges for outdoor facilities over next 5 years	\$ 181,546

Financing Scenario B for Phase One: (estimated cost \$1,642,800)

<input type="checkbox"/> 1/3 fundraising	\$ 547,599
<input type="checkbox"/> 60% of current Recreation Reserve (outdoor facilities)	\$ 224,400
<input type="checkbox"/> 60% of current Development Charges Reserve (outdoor facilities)	\$ 117,000
<input type="checkbox"/> Fundraising, naming rights, sponsorships	\$ 25,000
<input type="checkbox"/> 60% of predicted contributions from development charges for outdoor facilities over next 5 years	\$ 225,500
<input type="checkbox"/> Remainder to be debentured - annual cost over 20 yrs. @ 6% = \$43,548	\$ 503,301

Financing Scenario C for Phase One: (estimated cost \$1,642,800)

<input type="checkbox"/> 60% of current Recreation Reserve (outdoor facilities)	\$ 224,400
<input type="checkbox"/> 60% of current Development Charges Reserve (outdoor facilities)	\$ 117,000
<input type="checkbox"/> Fundraising, naming rights, sponsorships	\$ 25,000
<input type="checkbox"/> 60% of predicted contributions from development charges for outdoor facilities over next 5 years	\$ 225,500
<input type="checkbox"/> Remainder to be debentured - annual cost over 20 yrs. @ 6% = \$90,929	\$1,050,900

Phase Two: The Arena Complex, Including Associated Site Development (see Figure 64)**Financing Scenario A for Phase Two:** (estimated cost \$14,620,200)

<input type="checkbox"/> 2/3 senior government grants	\$9,746,790
<input type="checkbox"/> 80% of current Recreation Reserve (indoor facilities)	\$ 432,896
<input type="checkbox"/> 60% of current Development Charges Reserve (indoor facilities)	\$ 157,894
<input type="checkbox"/> Fundraising, naming rights, sponsorships	\$1,000,000
<input type="checkbox"/> Contribution from Jr. 'A' hockey club	\$ 384,200
<input type="checkbox"/> 60% of predicted contributions from development charges for indoor facilities over next 5 years	\$ 324,324
<input type="checkbox"/> Remainder to be debentured	\$2,574,096
<input type="checkbox"/> Annual debenture charges over 20 years @ 6% = \$222,724	
<input type="checkbox"/> \$5 surcharge on hourly rental rates and ticket prices would net \$25,000/year	

Financing Scenario B for Phase Two: (estimated cost \$14,620,200)

<input type="checkbox"/> 1/3 senior government grants	\$4,873,400
<input type="checkbox"/> 80% of current Recreation Reserve (indoor facilities)	\$ 432,896
<input type="checkbox"/> 60% of current Development Charges Reserve (indoor facilities)	\$ 157,894

<input type="checkbox"/>	Fundraising, naming rights, sponsorships	\$1,000,000
<input type="checkbox"/>	Contribution from Jr. 'A' hockey club	\$ 384,200
<input type="checkbox"/>	60% of predicted contributions from development charges for indoor facilities over next 5 years	\$ 324,324
<input type="checkbox"/>	Remainder to be debentured	\$7,442,486
<input type="checkbox"/>	Annual debenture charges over 20 years @ 6% = \$643,960	
<input type="checkbox"/>	\$5 surcharge on hourly rental rates and ticket prices would net \$25,000/year	

Financing Scenario C for Phase Two: (estimated cost \$14,620,200)

<input type="checkbox"/>	80% of current Recreation Reserve (indoor facilities)	\$ 432,896
<input type="checkbox"/>	60% of current Development Charges Reserve (indoor facilities)	\$ 117,000
<input type="checkbox"/>	Fundraising, naming rights, sponsorships	\$ 1,000,000
<input type="checkbox"/>	Contribution from Jr. 'A' hockey club	\$ 384,200
<input type="checkbox"/>	60% of predicted contributions from development charges over next 5 years	\$ 324,324
<input type="checkbox"/>	Remainder to be debentured	\$12,315,886
<input type="checkbox"/>	Annual debenture charges over 20 years @ 6% = \$1,065,632	
<input type="checkbox"/>	\$5 surcharge on hourly rental rates and ticket prices would net \$25,000/year	

7.7 Raise Awareness and Keep the Community Informed

After the results of the Township-wide recreation facilities strategy and associated feasibility study for the Guthrie site are received by Township Council, it will be important to raise awareness in the community, and with user and interest groups and other organizations within the Municipality and the surrounding area about the results of the strategy and the feasibility study. It is suggested that a series of 'roll out' initiatives be undertaken in 2010:

- Prepare a media release and conduct a media event and/or interviews with the appropriate media in the region.
- Host an information event and invite key organizations, businesses, and government representatives, and advertise the event to the entire regional community. In the invitations, send an overview of the project highlights so the invited delegates have information, even if they cannot attend.
- Make presentations to sports group, interest groups, service clubs and other key groups in the local and regional community.
- Post information and updates on the Township website and promote the web site.
- Utilize the semi-annual Recreation and Community Services Brochure to promote the Plan and progress in implementation.

Keep the community updated of any major developments regarding the advancement of initiatives, including any potential senior government funding programs and applications, and any new thoughts about community needs. Any new information can be shared with the media to encourage follow-up stories.

Once the parks and open space analysis, the detailed conceptual design for the arena complex, and the master plan for the Guthrie site are completed, they should also be promoted to the community.

7.8 Promotion Strategy

All new and improved facilities will need to be promoted throughout the market area. It will be easy to reach the established groups, but others in the Township and the wider market area who may not yet be involved in leisure activities in the Township (due in part to insufficient facilities or lack of availability of rental time) will need to know about new facilities and rental times that may be available. Initially and on a regular basis, residents within the market area will need to be made aware of the wider variety of recreation facilities, programs and events that will be offered at the Guthrie site (if the new arena complex is built) and throughout the Township, some of which will be new to the community.

Key recreation and arts/culture facilities should be promoted on the Township web site with links to regional sites. Print and radio advertising may also be required to promote expanded availability. Also, advertisements in regional magazines that are widely read will help.

7.9 Implementation Initiatives Specific to the Proposed Arena Complex and Initial Development of the Guthrie Site

The following initiatives are recommended as first steps toward the initiation of the proposed new arena complex and the associated site and outdoor facility development proposed for the Guthrie site.

7.9.1 Assessment of Hydro-geological Conditions, Provision of Potable Water and Sewage Servicing Requirements and Treatment Options

Since insufficient information is known about water capacity in the vicinity of the Guthrie site that is proposed for the new arena complex, it will be necessary to conduct a preliminary assessment of hydro-geological conditions and the capacity for potable water. The hydro-geological information is crucial before a final decision is made about providing a major indoor facility at this site. It is recommended that the hydro-geological assessment be completed in 2010.

If the decision is made to proceed with a new arena complex, an associated task would be an assessment of the requirement for sewage servicing, as well as identification of options (and associated costs) for treatment.

7.9.2 Advance the Conceptual Design for the Proposed Arena Complex

To provide more detail regarding the proposed arena complex, it is recommended that the base conceptual design for the arena complex that has been prepared for this feasibility study (Figure 55) be advanced sufficiently to be able to confirm the design with the Municipality and produce illustrative renderings of what the exterior and interior of the facility could look like. This

process will allow for more detailed input from user and interest groups, municipal staff and Township Council. The results will strongly support the capital campaign by providing strong graphic images of what the facility could look like. It is recommended that this task be completed in 2010, assuming positive results from the hydro-geological assessment.

7.9.3 Prepare a Master Plan for the Guthrie Site

It is recommended that the facility-fit analysis that was prepared for this feasibility study (Figure 54) be utilized as the basis for a more detailed master plan for the site. The master plan process will allow for more detailed input from user and interest groups, municipal staff and Township Council. The very general level of the proposed facility layout and site development illustrated in the 'facility fit analysis' will be refined and detailed through the master planning process. Facilities such as walking trails and nature interpretation sites can be added. Picnic areas, playgrounds, sun shade structures, the storm water management/passive recreation areas, parking areas and internal vehicular access can be sited in more detail, and the planting plan can be conceptualized. The capital cost estimate for outdoor facilities, features and other aspects of site development can also be refined, based on the increased level of detail provided through the master planning process. This process will help to illustrate the nature of proposed development of the entire site and will complement the detailed conceptual design proposed for the arena complex. It is recommended that the park master plan be completed in 2010 – even if a final decision about the proposed arena complex is pending. Much of the development of outdoor facilities, especially the eastern half of the site, can be planned for and completed regardless of the decision about the arena complex.

7.9.4 Establish Priorities for the Guthrie Site

It is not intended that the entire park will be developed at one time. Given the relatively large scope of facility development, it is crucial to identify how best to phase the project. In part, phasing should be based on relative recreation needs, the willingness and ability to extend the life of the existing arena complex, capital funding opportunities, and site development logistics. Based on this Township-wide recreation facilities strategy, including the feasibility study, the following components/features are recommended as highest priority to initiate site development. The focus of **Phase One** of park development would be the eastern half of the site and include the following.

- the access road from Line 5 to and including the eastern-most gravel parking area;
- the eastern half of the internal access road to about the midway point of the site;
- the eastern soccer area (equivalent of 2 senior, 2 large mini and 3 small mini pitches);
- one of the picnic areas with a playground and sun shelter;
- portable washrooms (one or two locations);
- the eastern storm water pond and the initial phase of development of the adjacent passive recreation area;
- definition of the environment zone paralleling the water course within the eastern half of the site; and
- the beginning of woodlot and watercourse enhancement (via the Horticultural Society).

Site development associated with the proposed arena complex could be the **Second Phase**, if the decision is made to proceed with that facility in the near future. That would include:

- Phase One of the arena complex,
- extension of the internal road through to and including the parking areas associated with the arena complex - with access provided to Line 4 north of the existing ball diamonds,
- the second storm water pond and the initial phase of development of the adjacent passive recreation area, and
- the septic system for the arena complex.

The third senior lit ball diamond should be the next facility to be developed. If the arena complex is delayed, the ball diamond should be Phase Two. And if the ball diamond precedes the arena, the following site development would be required to support that facility (at a minimum):

- extension of the internal access road through to Line 4,
- some interim parking to support the expanded ball function, and
- the second storm water pond and the initial phase of development of the adjacent passive recreation area.

7.9.5 Initiate a Fund Development Campaign

A Fund Development Committee should be established in 2010 to begin the process of preparing for a fundraising campaign for the proposed arena complex and/or development of outdoor facilities at the Guthrie site. An important first steps will be the preparation of illustrations of what the facility and park could look like (assuming a positive outcome from the hydro-geological assessment). A second important action will be to select a campaign chair for the Fund Development Committee. It is likely that professional assistance will be required to design and oversee a campaign of this stature.

When the community is ready to proceed with the development of facilities, the fund development campaign should be initiated.

Since investment in the Guthrie site may begin with some of the outdoor facilities, the Fund Development Campaign could be designated to also assist with those projects.

Appendix A: The Benefits of Improved Parks, Open Space and Leisure Facilities

A.1 Introduction

Beyond the obvious benefits of providing more and better leisure facilities and program opportunities for residents, there are many other important and lasting benefits of parks, recreation and the arts.

Below is a **summary** of the **personal, social, economic** and **environmental** benefits of parks and recreation, much of which relate directly to the recommendations in this Strategic Facility Plan for recreation, arts, culture and heritage. It should help put into perspective the value of additional investment in parks, open space, and leisure facilities, programs and services for the Township of Oro-Medonte.

These benefit statements have come from a comprehensive study of the benefits of parks and recreation conducted by the RETHINK GROUP and sponsored by the Parks and Recreation Federation of Ontario. The Benefits Catalogue which documents the benefits and the substantial support evidence was published in 1997 and is available from the Canadian Parks and Recreation Association. An update of the Benefits Catalogue is underway.

A.2 Personal Benefits

- i) Physical recreation and fitness contributes to a **full and meaningful life**.
- ii) Regular physical activity is one of the very best methods of **health insurance** for individuals.
- iii) Relaxation, rest and revitalization through the opportunity of leisure are **essential to stress management** in today's busy and demanding world.
- iv) Meaningful leisure activity is an essential **source of self-esteem and positive self-image**.
- v) Leisure provides the opportunity to lead **balanced lives, achieve our full potential and gain life satisfaction**.
- vi) **Children's play is essential to the human development process**.
- vii) Leisure opportunities for youth provide **positive lifestyle choices and alternatives** to self-destructive behaviour.
- viii) Parks and open space bring beauty to an area while **giving people satisfaction and improving their quality of life**.

A.3 Social Benefits

- i) Leisure provides leadership opportunities that **build strong communities**.
- ii) Community recreation reduces **alienation, loneliness and anti-social behaviours**.
- iii) Community recreation **promotes ethnic and cultural harmony**.
- iv) Recreating together **builds strong families**, the foundation of a stronger society.
- v) Leisure provides opportunities for **community involvement, and shared management and ownership of resources**.
- vi) **Integrated and accessible leisure services** are critical to the quality of life of people with a disability and disadvantaged individuals.
- vii) Leisure opportunities, facilities and the quality of the local environment are the **foundations of community pride**.
- viii) Leisure services enrich and complement protective services for **latchkey children** through after-school and other recreational services.

A.4 Economic Benefits

- i) Pay now or pay more later! Investment in recreation as a **preventative health service** makes sense.
- ii) A fit work force is a **productive work force**.
- iii) Small investments in recreation yield **big economic returns**.
- iv) Parks and recreation services motivate **business relocation and expansion** in your community.
- v) Meaningful leisure services **reduce the high cost of vandalism and criminal activity**.
- vi) Recreation and park services are often the **catalyst for tourism**, a growing sector of our economy.
- vii) **Investments in environmental protection** through the provision of parks and open spaces **pay for themselves**.

A.5 Environmental Benefits

- i) Through the provision of parks, open spaces and protected natural environments, recreation can contribute to the **environmental health** of our communities. This is an essential, life sustaining role.
- ii) The public is often prepared to pay for **environmental protection and rehabilitation** in their communities, and to support parks and recreation organizations that play a lead role in that provision.
- iii) **Investing in the environment** through parks and the provision of open space in residential areas, leads to an increase in neighbourhood property values through accessibility to environmentally-friendly green spaces and associated recreation opportunities.
- iv) The trend toward natural environment-based leisure activities is **insurance for a new and improved environmental future**.

A.6 Conclusion

What this shows is that the proposed parks, open space, facilities programs and related services further **all** of the personal, social, economic and environmental benefits. Of particular note are the **quality of life and community, health, safety/security and economic** benefits that will directly balance the recommended capital and ongoing operating investments outlined in this Strategic Facility Plan for recreation, arts, culture and heritage.

Appendix B:

The Community Consultation Program

B.1 Introduction

The community consultation program was designed to communicate, and solicit opinion and other information about current and future community perspectives, needs and priorities. It was also intended to test the emerging strategy. Progress and results were regularly posted on the Township web site. A community-wide Search Conference was held early in the process. An information survey was sent to all recreation and community groups and agencies. Several focus groups workshops were held to solicit more in-depth opinion and information. Sessions were held with Township Council; the project committee; the Recreation Technical Committee; and an ad hoc group comprised of representatives from Township Council, municipal staff, the community hall boards, the Recreational Technical Committee and sports groups. In the final stages of the process, a community-wide Forum was hosted to present the plan and hear from community and interest group representatives and residents about: i) what they liked, ii) anything they couldn't live with and iii) suggestions to add, subtract and change.

B.2 The Search Conference

On September 23, 2008, a Search Conference was hosted by the Township of Oro-Medonte to solicit input into the Strategic Facility Plan for culture, recreation, arts and library facilities. Including the group leaders, most of who participated in the discussions, 71 delegates attended from across the Municipality. Delegates represented a wide range of groups, leisure interests, and service providers, as well as municipal and elected officials. The evening began with a presentation of key context information about the project, the community, facilities and trends in leisure. Through the process that was utilized, everyone was encouraged to provide input into the three discussion topics, the results of which are integrated and summarized below. For two of the topics, delegates were asked to 'vote' on their top or favourite items that were generated by their group.

Requested Types of Recreation, Culture and Arts Facilities (including libraries)

Note: All delegates within each of the seven discussion groups were allowed to 'vote' for their top/favourite three facilities from the list generated by their group. Delegates were not allowed to vote more than once per facility. The numbers in the 'Score' column represent the number of 'votes' cast. When there are more than seven numbers in a sequence, it means that two or more similar facility descriptions were combined into one generic facility description. Based on the total scores, the facilities have been ranked as noted below.

Requested Types of Recreation, Culture and Arts Facilities

Figure 65

Rank	Score	Facility
1	$6+2+4+3+1+1+4 = 21$	Indoor aquatic facility (hot tub/sauna/salt water/large viewing area)
2	$2+5+3+6+1+2+1+0 = 20$	Arena/indoor ice pad(s) – single or double
3	$3+6+2+2+2+3+0 = 18$	Community halls (multi-purpose/local/small rooms for euchre/indoor games room/modernize existing halls/enlarge/handicap accessible/new halls/meeting rooms/larger halls/community diner)
4	$6+3+2+2+3 = 16$	Program/meeting rooms (divisible/licensed/full kitchen/dance floor/accessible/modern/multi-use/programs)
5	$2+2+1+4+1+2+1 = 13$	Baseball diamonds (3 together for tournaments/washrooms/hardball and softball/lighted/local schools)
5	$6+4+3 = 13$	Multi-purpose outdoor sports pads (local)
6	$2+1+2+1+1+0+2 = 9$	Gymnasium – divisible (floor-based exercise programs/basketball/full size gym/ball hockey/programs for kids and teens)
7	$0+2+0+1+3+0+0+1+1 = 8$	Fitness/wellness facility (squash courts/spa/indoor running track)
7	$2+2+0+1+3 = 8$	Expanded multi-use trails (better linked/walking/cycling/snowmobile/improved rail trails/with equipment/ATV/local)
8	$1+0+2+2+0+2 = 7$	Outdoor soccer fields/pitches (10 more in the south/ full size)
8	$1+2+0+1+2+1 = 7$	Library (mobile around the Township/shared services/family research centre/arts)
9	$1+0+2+2+1 = 6$	Curling rink
10	$2+3+0 = 5$	Senior's Village (in centralized recreation area/older adult social/older adult day programs)
10	$3+2 = 5$	Event conference facility (kitchen/rental function)
11	$2+1+0+1 = 4$	Non-motorized trails (improved links/nature information centre/shaded or sheltered)
11	$0+3+1 = 4$	Theatre (performance centre for music and the arts)
11	4	Outdoor skating rink (artificial and covered)
12	$1+2 = 3$	Museum (general heritage interpretive centre/storage/display space for artifacts)
12	$0+1+0 = 3$	Outdoor aquatic facility (pool/splash pads/in community parks/associated washroom facilities)
12	3	Public market (farmer's/crafts)
13	2	Beach volleyball area
13	2	Leash-free dog park
13	$0+0+1+0+1 = 2$	Tennis court (outdoor)
13	2	Fairground improvement (heritage)
14	1	Emergency evacuation facilities

14	0+1+0 = 1	Bike lanes on township roads (paved cycle trails)
14	1	Cross-country ski trails (public/groomed)
14	1	Paintball facility
14	1	Oro African Church interpretive centre
14	1	Virtual centre/library (computer center/web-based)
14	1	More parks like Sweetwater (newest park just opened)
15	0	Outdoor lawn bowling
15	0	Outdoor basketball
15	0	Horseshoe pitches
15	0	Daycare (children)
15	0	Sidewalks (in residential areas)
15	0+0	Skateboard park (skateboarding)
15	0	Playgrounds
15	0	Outdoor vegetable garden

Response to the Following Concept for Providing Municipal Recreation, Arts and Culture Facilities

The concept of providing public indoor and outdoor recreation and culture/arts facilities on **two levels** is being explored.

Facilities that draw most of their use from the nearby area would be strategically located to serve the various pockets of population throughout the Township.

Most facilities that draw regular use from across the Township and sometimes beyond would be clustered into one principle location and possibly several secondary locations.

Clustering of major facilities would provide somewhat of a 'one-stop-shopping' opportunity; and would improve program offerings, significantly increase cost efficiencies, and greatly improve the ability to attract out-of-town business for tournaments and events.

General Response to the Facility Provision Concept

Although all groups supported the concept of at least a two-tiered system of facility provision, most suggested or alluded to some form of three-tiered system. At the top of the three-tiered system would be one (primary) major multi-use site that would contain high level indoor and outdoor facilities that only need to be provided in one location within the Township. The second tier of facilities would be intermediate in scale and strategically located in areas of the Township where there are sufficient clusters of population. Two of the seven groups suggested that a significant multi-use facility be provided in the northern portion of the Township (former Medonte Township) in addition to a primary facility in the south. The third tier would comprise close-to-home parks and smaller scale facilities located within individual clusters of residential development. Most delegates implied that the community halls are third tier facilities, although only eight residential areas have a municipally-owned hall, and two communities are served by small, privately-owned halls that are similar in size to public halls.

Primary Site

Every group offered comments about this level of site/facility as summarized below.

- There was widespread understanding of the value of clustering types of facilities such as ball diamonds, soccer fields and indoor ice surfaces.
- There was also broad support for the concept of clustering a number of high level facilities into one site (economy of scale/more cost effective to build and operate, one-stop-shopping, able to support a wider variety of programs and events and larger events, support tournaments, bring communities together/global meeting place/blending of ages and social backgrounds).
- A number of points were made about the disadvantages of a larger facility (e.g., fewer will volunteer to help manage and operate, further to travel for most residents, costly to operate a large facility, increased limits on availability, expensive to build)
- One group questioned the need for additional large-scale facilities.
- Such a facility may be able support a partnership with the commercial sector (e.g., food services)
- If the facility is to be located adjacent the arena, better access is required from Highway 11.

Intermediate Sites/Facilities

A number of points were made about this in-between level of facility that would be suitable for a municipality like Oro-Medonte.

- Ideal location for multi-purpose sport pads
- If an intermediate scale facility was located in the northern portion of the Township, this area would be much better served.
- Locate this scale of facility to serve several clusters of population and include some facilities that are of a scale that is beyond what would be provided in a neighbourhood park.
- One example of this level of facility would be to locate one to serve Warminster and Price's Corners.

Close-to-home/Neighbourhood Facilities/Parks/Sites

The following points were made about this level of facility.

- A common theme was the sense of community identity and togetherness that is supported, especially by the eight public and three private community halls.
- Another related theme was about pride of ownership and connection to the historical roots of many communities.
- Some delegates suggested that the existing halls be improved/upgraded and expanded to support more programming/uses.
- Some delegates suggested that more of this scale of facility be provided to serve individual communities of residents.
- It was noted that community-based indoor and outdoor facilities are better able to attract and retain volunteers to help with booking and management, and thus reduce operating costs.
- It was also noted that the local community has more influence over programming and use of community halls compared to a larger facility that would be shared.
- Every group noted the advantage of these facilities being closer to most residents, with some people being able to walk or bicycle to these facilities.
- Some people acknowledged that maintaining so many small facilities is more costly than integrating some.

- Other concerns about community halls were raised, namely: limited hours of operation, security, allocation of time, and dependence on volunteers.

Other comments about facility provision included:

- The desirability of seeking out partnerships with the commercial sector and the school board, although some noted drawbacks such as vulnerability, uncertainty and loss of control.
- Facilities should be gender neutral (e.g., change rooms).
- For all facilities, recognize the aging of the population and therefore, provide for all age groups.
- Don't forget about creative and performing arts facilities.
- The various trail systems throughout the Township need to be better integrated, with the further suggestion of being supported by a nature centre.
- Although not specifically requested, several suggestions were offered under this topic (and via Topic Three) about locations to consider for a major facility.
 - Line 7 and Highway 11 (Oro Centre)
 - Avoid Line 7 due to gravel pits and the airport
 - Coulson area (geographic centre of the Township)
 - Horseshoe Valley corridor (Line 8 to 10 and Line 4)
 - Guthrie
 - Edgar Adult Occupational Centre (Old Barrie Road and Line 4)

Criteria for Locating a Major Multi-Use Recreation, Arts and Culture Facility in the Township of Oro-Medonte

Note: All delegates within each of the seven discussion groups were allowed to 'vote' for their top/favourite three site selection criteria from the list generated by their group. Delegates were not allowed to vote more than once per criteria. The numbers in the 'Score' column represent the number of 'votes' cast. When there are more than seven numbers in a sequence, it means that two or more similar criteria were combined into one generic criterion. Based on the total scores, criteria have been ranked as noted below.

Location Criteria for a Multi-Use Recreation, Arts and Culture Facility

Figure 66

Rank	Score	Criteria
1	6+7+6+6+4+5+3+1+ 6+4+6+0+1+1+1+1 = 58	Accessible and Visible (good roads/winter plowing/proximity to major roads/year round access/proximity to highways/on a well travelled road/a major artery/easy to find/ability to support good signage/ability to promote facility/potential for public transportation/connectivity to potential public transportation and trails/safety/ease of winter travel/relates well to typical traffic patterns).
2	4+6+5+4+3+0+3 = 25	Proximity to the most residents (closest to densest population - present and future development/consider future development locations/closer to younger

		population/research time travel from all parts of the Township).
3	$0+3+3+8+5 = 19$	Central location (geographic).
3	$7+0+4+1+ 7 = 19$	A location that promotes partnership opportunities (municipal/or commercial/Lakehead University and Georgian College/viability for naming rights/public-private).
4	$9+1+1+0+1 = 12$	Large enough to accommodate desired uses, including parking and room for expansion.
5	$3+6 + 2 = 11$	Cost of the site and the feasibility to develop the site/ Township ownership of site.
6	$4+4+2 = 10$	A location that is not close to competing facilities in neighboring municipalities (influence of Barrie/Orillia/Midland and existing facilities/existing commercial areas).
7	$2+0+0+5 = 7$	Environmental impact - without environmental concerns or impact (no contaminated land/eco friendly).
8	$2+1 = 3$	A natural setting (fit into community/natural resources available for programming).
9	$1+0+1 = 2$	Should not negatively impact on adjacent residential areas (minimize impact on neighbors/not in residential area).
9	$1+1+ 0 = 2$	Proximity to existing recreation facilities and schools.
10	1	Reduce speed limit around facility.
10	1	Private ownership
10	1	Appropriate zoning
10	$0+1 = 1$	Location in relation to EMS (emergency access).
10	1	Sustainability
11	0	Existing services

**Notes from the Community-wide Search Conference
Associated with the Township of Oro-Medonte
Strategic Facility Plan
September 23, 2008**

**Question/Discussion Topic #1:
What types of recreation, culture and arts facilities (including
libraries) are needed in the Township?**

The following is a listing by group of the suggestions for needed and/or improved facilities.

GROUP 1

	# of Dots
<input type="checkbox"/> Indoor swimming pool with hot tub / sauna	6
<input type="checkbox"/> Meeting room facility with dividing panels / licensed / full kitchen / dance floor	6
<input type="checkbox"/> Small rooms for euchre – community halls	3
<input type="checkbox"/> Gym with dividing panels / seniors exercise room	2
<input type="checkbox"/> Dog park – leash free	2
<input type="checkbox"/> Baseball Diamonds (3 together for tournaments / washroom facilities	2
<input type="checkbox"/> Arena	2
<input type="checkbox"/> Virtual Centre / Library / Computers Centre / Website	1
<input type="checkbox"/> Splash pads in community parks / washroom facilities	1
<input type="checkbox"/> Soccer facilities	1
<input type="checkbox"/> Emergency evacuation facilities	1
<input type="checkbox"/> Tennis court	0
<input type="checkbox"/> Outdoor lawn bowling	0
<input type="checkbox"/> Indoor games room	0
<input type="checkbox"/> Horseshoe pitches	0
<input type="checkbox"/> Bike lanes on township roads	0

Group 2

	# of Dots
<input type="checkbox"/> Community Halls – modernize – enlarge – handicap accessible	6
<input type="checkbox"/> Indoor Ice pad	5
<input type="checkbox"/> Outdoor all purpose pad	4
<input type="checkbox"/> Modern meeting facilities accessible and modern	3
<input type="checkbox"/> Indoor swimming pool (salt water)	2
<input type="checkbox"/> Baseball Diamonds	2
<input type="checkbox"/> Fairground improvement (heritage)	2
<input type="checkbox"/> Trails – no motorized use – improved links	2
	# of Dots

<input type="checkbox"/> Library (mobile around township)	1
<input type="checkbox"/> Gym – indoor (basketball)	1
<input type="checkbox"/> Snowmobile – ATV – access trails	1
<input type="checkbox"/> Soccer pitch (outdoor)	0
<input type="checkbox"/> Curling rink	0
<input type="checkbox"/> Sidewalks – residential areas	0
<input type="checkbox"/> Tennis courts	0
<input type="checkbox"/> Indoor fitness facility / squash courts	0
<input type="checkbox"/> Theatre – music & arts	0

Group 3

	# of Dots
<input type="checkbox"/> Indoor swimming pool (including large viewing area)	4
<input type="checkbox"/> Double pad ice rinks	3
<input type="checkbox"/> Event / conference facilities (with kitchen)	3
<input type="checkbox"/> Library	2
<input type="checkbox"/> Meeting facilities (accessible)	2
<input type="checkbox"/> Gym	2
<input type="checkbox"/> Soccer fields (10 more) south	2
<input type="checkbox"/> Senior's village (in centralized recreation area)	2
<input type="checkbox"/> Fitness centre	2
<input type="checkbox"/> Beach volleyball area	2
<input type="checkbox"/> Tennis court(s)	1
<input type="checkbox"/> Trail / nature information centre	1
<input type="checkbox"/> Paintball facilities	1
<input type="checkbox"/> Baseball diamonds	1
<input type="checkbox"/> Trails	0
<input type="checkbox"/> Curling rink	0
<input type="checkbox"/> Skateboard park	0

Group 4

	# of Dots
<input type="checkbox"/> Indoor ice surface	6
<input type="checkbox"/> Softball field – lighted	4
<input type="checkbox"/> Outdoor rink – covered & artificial	4
<input type="checkbox"/> Indoor swimming pool	3
<input type="checkbox"/> Curling surface	2
<input type="checkbox"/> Multi use rooms (meeting / programs) kitchen facilities	2
<input type="checkbox"/> Trails expanding / linked – walking / cycling / snowmobile	2
<input type="checkbox"/> Soccer pitch	2
<input type="checkbox"/> New community halls	2
<input type="checkbox"/> Museum	1
<input type="checkbox"/> Gymnasium – full size	1
<input type="checkbox"/> Paved cycle trail	1
<input type="checkbox"/> Splash pad	0

<input type="checkbox"/> Exercise room / fitness centre	0
<input type="checkbox"/> Cycle lanes on roads	0
<input type="checkbox"/> Tennis court	0
<input type="checkbox"/> Shared library services – mobile	0

Group 5

	# of Dots
<input type="checkbox"/> Public market (farmer's, crafts)	3
<input type="checkbox"/> Performance – live space (arts) theatre	3
<input type="checkbox"/> Improved rail trails	2
<input type="checkbox"/> General heritage interpretive centre – storage/display space for artifacts	2
<input type="checkbox"/> Meeting rooms – community halls (improved) (larger)	2
<input type="checkbox"/> Curling	2
<input type="checkbox"/> Indoor skating	1
<input type="checkbox"/> Ball parks (lit)	1
<input type="checkbox"/> Groomed cross country ski trails – public	1
<input type="checkbox"/> More Sweetwater Parks (newest park - just opened)	1
<input type="checkbox"/> Indoor swimming pool	1
<input type="checkbox"/> Tennis courts (outside)	1
<input type="checkbox"/> Oro African Church interpretive centre	1
<input type="checkbox"/> Library / family research centre	1
<input type="checkbox"/> Indoor gym	1
<input type="checkbox"/> Daycare (children)	0
<input type="checkbox"/> Squash courts	0
<input type="checkbox"/> Indoor running track	0
<input type="checkbox"/> Ball hockey	0

Group 6

	# of Dots
<input type="checkbox"/> Older adult social	3
<input type="checkbox"/> Meeting room	3
<input type="checkbox"/> Outdoor pad (skate)	2
<input type="checkbox"/> Library	2
<input type="checkbox"/> Community dinner	2
<input type="checkbox"/> Rental / Functions	2
<input type="checkbox"/> Ball diamond	2
<input type="checkbox"/> Spa	1
<input type="checkbox"/> Fitness	1
<input type="checkbox"/> Wellness	1
<input type="checkbox"/> Art / Fac.	1
<input type="checkbox"/> Indoor skating rink	1
<input type="checkbox"/> Gym	1
<input type="checkbox"/> Indoor swimming pool	1
<input type="checkbox"/> Trails with equipment	0

<input type="checkbox"/> Skateboarding	0
<input type="checkbox"/> Playground / room	0
<input type="checkbox"/> Basketball outdoor	0
<input type="checkbox"/> Garden (outdoor) veg.	0
<input type="checkbox"/> Outdoor swimming pool	0
<input type="checkbox"/> Soccer field	0
<input type="checkbox"/> Older adult day programs	0

Group 7

	# of Dots
<input type="checkbox"/> Multi-purpose pads (local)	6
<input type="checkbox"/> Indoor swimming pool	4
<input type="checkbox"/> Multi-use pads (local)	3
<input type="checkbox"/> Multi-use trails (local)	3
<input type="checkbox"/> Fitness facilities	3
<input type="checkbox"/> Multi-purpose community halls (local)	3
<input type="checkbox"/> Gym – kids teens	2
<input type="checkbox"/> Soccer fields – full size	2
<input type="checkbox"/> Baseball diamonds lit (local – schools)	1
<input type="checkbox"/> Library (arts)	1
<input type="checkbox"/> Outdoor (shaded or sheltered) parks/trails natural	1
<input type="checkbox"/> Curling club	1
<input type="checkbox"/> Arena single pad	0

Question/Discussion Topic #2: What do you think about the following concept for providing facilities?

The concept of providing public indoor and outdoor recreation and culture/arts facilities on **two levels** is being explored. **Facilities that draw most of their use from the nearby area** would be strategically located to serve the various pockets of population throughout the Township. **Most facilities that draw regular use from across the Township** and sometimes beyond would be clustered into one principle location and possibly several secondary locations. **Clustering** of major facilities would provide somewhat of a ‘one-stop-shopping’ opportunity; and would improve program offerings, significantly increase cost efficiencies, and greatly improve the ability to attract out-of-town business for tournaments and events.

The following notes capture the essence of the discussion in each group.

GROUP 1

- Smaller arenas and outdoor ice pads
- Ease of access across Highway 11 – better traffic flow
- Primary at Guthrie, secondary in Medonte and tertiary in Community Halls
- One major facility at Line 7 and Highway 11 (at the Oro Centre)

GROUP 2

- Need two levels
- Families use / walk to parks
- So spread out need two levels
- Need to cluster things like ball diamonds
- Two level system to accommodate more seniors
- Ownership / volunteers in small “local” facilities
- Sharing / Vulnerability
- Two clusters 1 south 1 central

Location Suggestions

Coulson
Horseshoe Valley Corridor
Avoid Line 7 (gravel pits & airport)
Line 8 to 10 at Horseshoe Valley Road
Guthrie

GROUP 3

- Cluster together swimming pool, ice rink, gymnasium, fitness centre, and multiple soccer fields/ball diamonds.
 - Allow for tournament play
 - Nature centre (major starting point) of trails system
 - Trail network (throughout township)
 - Meeting area
 - Multi-purpose facilities

- Event centre
- Senior's facility
- Library
- Must have multiple uses (including commercial facilities) (including the provision of food services)
- Viability for partnerships

GROUP 4

Neighbourhood Facilities

- Support existing halls by adding new facilities to existing sites
- Support small scale neighbourhood facilities
- Both levels important

Major Facilities

- Should be centrally located
- Cluster large facilities
- Work with private sector (Horseshoe)
- Accessible
- Affordability

GROUP 5

- Large facilities need to be accessible (fairly) (geo.)
- More smaller (transport – accessibility) community-based – simple
- Large facilities – financial benefits (Capital & operational) (one stop shop)
- Need both – (small community – no driving needed) – (large – cost efficiencies)
- Small – keeps local communities united Warminster vs. Oro Station
- Need both – utilize our existing halls more
- Multiuse – blending of social / ages in one stop
- Communities have personal value! Should be preserved – rural neighbourhoods
- Opportunity to group by area/region (Warminster & Price's Corners)
- Facilities should be gender neutral – preference should not be given to one gender over another (change rooms in current arena are not suitable for girls)

GROUP 6

- Nearby neighbourhood <-> clustered
- Research how smaller ones are doing. Arena is at its capacity. Will big centre get used?
- Population age: older. Partnership with private
- Opinions: pro smaller neighbourhood
- Smaller halls -> very important – community feeling
- Smaller halls -> need improvement
- Distance of travelling

- All pro small concept – more affordable
- Bigger events toward arenas - two tier facility
- Clustering: negative: upkeep / accessibility / availability?
- Volunteers? For bigger centre?
- Cost factor -> larger centre

GROUP 7

- Local facilities – to serve pockets of populations throughout the township
- Clustered facilities – larger facilities to serve greater pockets of the township
- Major multi-use facility – designed to serve the entire township

Positives for Neighbourhood Facilities

Close to home
Available / convenient
Walk to / active transport
\$
Local neighbours – meet & greet
Influence (local)
More volunteer involvement
Enriches community
Pride of ownership
Partnership with existing facilities (schools)

Negatives for Neighbourhood Facilities

Expense – to develop many local facilities
Hours of operation
Security
Who gets what?
Depends on volunteers

Positives for a Clustered Facility

Bring communities together
Meeting place (global)
Larger number of people – more skill sets to offer
Cost effective

Negatives for a Clustered Facility

Driving distance / time
Less neighbourhood feeling

Positives for a Multi-use Facility

Facility options
Expense
Display art / cultural works
Theatre site

Negatives for a Multi-use Facility

Cost to build
Accessibility
Focus on recreation (arts/culture?)

**Question/Discussion Topic #3:
What are important considerations when deciding where to locate a
major multi-use facility?**

GROUP 1

	# of dots
<input type="checkbox"/> Accessibility	6
<input type="checkbox"/> Good signage	6
<input type="checkbox"/> Visible / on well travelled road (major artery)	4
<input type="checkbox"/> Cost / feasibility	3
<input type="checkbox"/> Without environmental concerns	2
<input type="checkbox"/> Private Ownership	1
<input type="checkbox"/> Safety / ease of winter travel	1
<input type="checkbox"/> Reduced speed limit around facility	1

GROUP 2

	# of dots
<input type="checkbox"/> Accessibility – roads – winter plowing	7
<input type="checkbox"/> Public / Private partnership	7
<input type="checkbox"/> Cost	6
<input type="checkbox"/> Population growth area	4
<input type="checkbox"/> Facilities close by in other municipalities	4
<input type="checkbox"/> Sustainability – future	1
<input type="checkbox"/> Room for expansion	1
<input type="checkbox"/> Ability to promote	0
<input type="checkbox"/> Existing services – water / sewers	0

GROUP 3

	# of dots
<input type="checkbox"/> Adequate parking	9
<input type="checkbox"/> Good accessible roads	6
<input type="checkbox"/> Close to population density (most of people) growth area present/future	6
<input type="checkbox"/> Influence of Barrie / Orillia / Midland and existing facilities	4
<input type="checkbox"/> Viability for partnerships (naming rights) visible	1
<input type="checkbox"/> Central location	0
<input type="checkbox"/> Easy to find	0
<input type="checkbox"/> Big enough facility to accommodate users	0
<input type="checkbox"/> Room for expansion	0

GROUP 4

	# of dots
<input type="checkbox"/> Partnerships – municipal / or commercial	7
<input type="checkbox"/> Easy access – good roads	6
<input type="checkbox"/> Proximity to major roads	4
<input type="checkbox"/> Centrally located – population	4
<input type="checkbox"/> Centrally located – geographically	3
<input type="checkbox"/> Research – time travel	3
<input type="checkbox"/> Existing commercial areas	2
<input type="checkbox"/> Should not interfere with existing lifestyles	1
<input type="checkbox"/> Near schools – boundaries	0

GROUP 5

	# of dots
<input type="checkbox"/> Major road access	5
<input type="checkbox"/> Near major population centres / centralize (proximity)	5
<input type="checkbox"/> Central location	3
<input type="checkbox"/> Accessible year round	3
<input type="checkbox"/> Consider future development locations	3
<input type="checkbox"/> Natural setting / fit into community	2
<input type="checkbox"/> If Oro-Medonte township already owns land	2
<input type="checkbox"/> Public transportation	1
<input type="checkbox"/> Consider natural resources for programming	1
<input type="checkbox"/> Safe access from roads (traffic patterns)	1
<input type="checkbox"/> Appropriate zoning for land	1
<input type="checkbox"/> Minimize impact on neighbours	0
<input type="checkbox"/> No contaminated land	0
<input type="checkbox"/> Location in relation to EMS	0
<input type="checkbox"/> Environmental impacts	0
<input type="checkbox"/> Locate closer to younger population	0
<input type="checkbox"/> Opportunity to partner with others i.e. Lakehead, Georgian, etc.	0

GROUP 6

	# of dots
<input type="checkbox"/> Guthrie (fix road) Central Hwy 11/ pop density / rentals more Visible / more chance for a private partnership	7
<input type="checkbox"/> Edgar Adult Occupational Centre	6
<input type="checkbox"/> Main road: Highway 11	5
<input type="checkbox"/> Horseshoe Valley Road / Line 4	2
<input type="checkbox"/> Horseshoe Valley Road / Line 7	1

Criteria

General: easy access – wheelchair access

More room to grow – septic (services)

Parking visible – population density
 Banquet facilities – emergency access
 Food services / accommodation / not in residential area

GROUP 7

	# of dots
<input type="checkbox"/> Accessibility to all (proximity)	8
<input type="checkbox"/> Proximity to highways	6
<input type="checkbox"/> Central location	5
<input type="checkbox"/> “Eco” friendly	5
<input type="checkbox"/> Partnerships	4
<input type="checkbox"/> Connectivity to trails – active transportation	1
<input type="checkbox"/> Near existing facilities	1

B.3 Focus Group Workshops

Community Hall Boards

On October 27, 2008, 14 representatives of the community hall board met to hear about the project and to provide information about how each of their hall was being used, as well as issues facing each of the hall boards. The information has been integrated into the report, particularly in Section 4.4.

Minor Hockey

A meeting was hosted for minor hockey to provide information about population trends, and to hear about needs and issues. The Oro Minor Hockey Association indicated that registration had recently declined from around 500 to approximately 350, which is in line with the declining population of the age 4-17 market. However, the amount of ice time rented by the association has increased by 16% over the past three years. They indicated that they could likely utilize another 20 hours of prime time per week to support one full practice/week for local teams, two full practices/week for representative teams, offer an ongoing power skating and skills program, and more tournaments. That would total about 640 additional hours of prime time per season.

B.4 The Community and Recreation Group Survey

A two-page survey was sent to close to two hundred recreation/culture/arts user groups, community groups, stakeholder organizations and institutions in the Township and surrounding area that may have some interest in the preparation of this leisure facilities strategy. The survey was also sent to the parks and recreation departments in the surrounding communities. Forty three surveys were completed.

Information was gathered about each organization (e.g., purpose, membership profile, participation information and trends, future expectations). Questions were asked about facilities

used and their adequacy, the group's ability to meet the current demand for their program, their facility requirements, suggestions for indoor and outdoor facilities that could be part of a township-wide recreation complex, suggestions for culture and recreation facilities that should be located elsewhere in the township, and ways that their group could help to fundraise for a major complex.

Some of this information has been integrated into specific sections of the report, particularly under facility analysis in Chapter Four. Suggestions for indoor and outdoor facilities to be considered for the proposed major multi-use recreation complex, as well as suggestions for facilities to be located elsewhere in the township are summarized below.

Suggestions for Indoor Facilities in a Major Multi-use Recreation Complex Figure 67

Frequency	Facility/Component
18	Large, divisible multi-purpose room – carpet bowling, archery, banquets, fitness, conferences, music, card games, pre-school program, dance classes, shuffleboard
16	Another ice pad
14	Indoor swimming pool
12	Gymnasium
8	Meeting rooms
8	Fitness centre
6	Curling rink
5	Indoor soccer
5	Library
4	Walking/running track
2	Indoor tennis
2	Performance facility
1	Rock climbing wall
1	Small ice pad for development of goalies, shooting practice, individualized figure skating practice
1	Handball courts
1	Seniors room
1	Sports hall of fame
1	Storage space for user groups
1	Dedicated change room for females
1	One more family washroom than at the arena
1	Sports equipment shop, skate sharpening
1	Snack bar
1	Ensure entire facility is accessible for physically challenged customers
1	Additional parking
1	Ensure the facility is accessible for mobility challenged

**Suggestions for Outdoor Facilities on the 85 Acre Site that Houses
the Oro-Medonte Community Arena, Banquet Hall and Ball Diamonds**

Figure 68

Frequency	Facility
15	Soccer fields
8	Ball diamonds – a third diamond to support tournaments
6	Tennis courts
4	Outdoor rink, one suggestion for covered surface, able to be serviced by Zambonie
4	Lawn bowling green
3	Ball hockey rink
2	Outdoor swimming pool, wading pool
2	Lacrosse bowl
2	Skateboard facility
2	Outdoor track (around a sports field)
2	Multi-use sports pad
2	Basketball court
1	Area to support summer day camp
1	Picnic area
1	Outdoor area for fitness training
1	Ability to support summer sports camp
1	Shuffleboard court
1	Mini golf
1	Open unstructured area
1	Playground
1	Covered gazebo
1	Concert venue
1	Rollerblade area
1	Rugby field
1	Multipurpose sports field

Suggestions for the Provision of Culture and Recreation Facilities to be Located Elsewhere in the Township

Figure 69

Frequency	Suggestions
7	<ul style="list-style-type: none"> ▪ Arena and indoor swimming pool in Horseshoe Valley area around the Line 4 North and Horseshoe Valley Road ▪ Arena and multi-use building in the Horseshoe corridor ▪ Closer to the middle of the Township – Horseshoe area ▪ Horseshoe Valley Road is a ‘magic line’ for residents from the south travelling north, while people from the north will travel south of this point – therefore a central location in this area seems appropriate ▪ Sugarbush/Cathedral Pines/Line 4 Park ▪ Craighurst area ▪ Major recreation centre should be located in Craighurst (accessible for all residents – current arena is not accessible to many residents)
7	<ul style="list-style-type: none"> ▪ Upgrade community halls, especially to support winter programs ▪ Have more facilities spread around the Township ▪ Prefer neighbourhood-based decentralized facilities ▪ Not supportive of the concept of a major facility at Guthrie – prefer smaller facilities spread around the Township ▪ Unstructured facilities for teens, families and seniors – decentralized, low maintenance (beach volleyball, tetherball, soccer fields) ▪ Could better develop the land around the Hawkestone Community Hall for outdoor use
5	<ul style="list-style-type: none"> ▪ A facility closer to the northern part of the Township ▪ Residents from Warminster and the north end of the township will travel to Orillia before they will use a facility in Guthrie.
5	<ul style="list-style-type: none"> ▪ Upgrade many existing facilities (e.g., band shell at the park??), Oro Memorial Park ▪ Upgrade Vasey Park (water well, new lights on main ball diamond, upgrade small ball diamond, irrigation of main ball diamond) ▪ Better playground equipment in Warminster Park
3	<ul style="list-style-type: none"> ▪ Tennis courts ▪ Adequate public tennis facility, ideally in a central location – more than one court – possibly covered for winter use ▪ Improve tennis court in Barrillia Park, expand to two courts (this is the only court in Oro)
3	<ul style="list-style-type: none"> ▪ Current location of the arena at Guthrie is adequate ▪ Guthrie site is best for large scale facilities, with extensive parking and room to expand
3	<ul style="list-style-type: none"> ▪ More trails and bike lanes – partner with others ▪ Outdoor centre to tie into hiking trails
2	<ul style="list-style-type: none"> ▪ Outdoor rink ▪ Outdoor rink in Warminster
1	Soccer fields
1	Lawn bowling
1	Beach volleyball

1	Summer camp at Oro Memorial Park
1	Expand the Ian Beard Centre (meeting space for Scouts, Guides, nursery school, exercise programs, arts/craft classes)
1	Develop Line 4 Park
1	No active facilities in Bidwell Road community (consider: sports field for soccer and football, ball diamond, outdoor ice rink)
1	Craighurst Hall is poor – should reconsider its existence (cold in winter, too close to a busy road, inadequate parking, dangerous for children)
1	Ensure that all facilities are accessible for the mobility challenged
1	Ensure adequate parking at remote sites

B.5 Submissions and Briefs

In addition to the surveys and the delegates who attended the Search Conference and the focus group workshops, five submissions were received from individuals and one was sent by 111 residents of Simcoe Estates. The following summarizes the collective responses.

Simcoe Estates

- playground equipment
- walking trails with benches
- an open, level grassed area or a soccer field
- outdoor ice rink
- create a park that could be shared with the emerging Craighurst development
- reconsider the value of Craighurst Hall (too small, dangerously close to the highway, old)

Other local facilities

- soccer field
- tether ball
- beach volleyball
- skateboard facility
- shuffleboard court
- trails
- additional tennis courts
- upgrade, double and fence the tennis facility at Barrillia Park

Township-wide Facilities

- trails in public open space areas – better linked together
- 5-6 foot wide bike lanes located along appropriate country roads
- indoor swimming pool
- lit multiple tennis courts with club house
- gymnasias for court sports
- facility for indoor soccer
- indoor tennis
- twin pad ice rink
- indoor running track

B.6 The Community Forum

On April 21, 2009, 67 delegates assembled at Warminster Elementary School to provide final input into the Strategic Facility Plan. Registration information indicated that the entire Township was represented along with a wide variety of recreation and other key groups. An overview of the strategy was presented and then the delegates, who were assigned to seven facilitated groups, discussed three questions. An overview/summary of what was provided by each of the groups for each of the questions is provided below. The detailed notes follow the summaries.

What do You Most Like about the Strategy?

Although not everyone agreed with the following comments (as illustrated by the responses to questions two and three), they represent what was reported in the group discussions.

- Thoroughly researched and comprehensive
- Inclusive and balanced – recognizes diversity – even includes ‘culture and heritage’
- Retains the sense of community – like the concept of ‘communities within a community’
- Provides vision – we have a comprehensive plan for now and the future
- The concept of clustering and consolidation of community halls and other facilities – and building new, larger community halls
- The concept of a township-scale multi-use recreation centre at the Guthrie site – inclusive of indoor and outdoor facilities
- Partnerships
- Updating of some facilities (ball diamonds, soccer fields, community halls)
- The incremental approach to implementation
- Shanty Bay to finally get a community room
- The concept of linking the trail systems
- Responded to what we discussed at the Search Conference

Is There Anything in the Strategy that You Can’t Live With?

- About a third of the delegates indicated that they wanted to see a second ice pad sooner than ‘ten years from now’.
- Not everyone liked the concept of a township-wide multi-use recreation centre located at the Guthrie site – too far from the northern parts of the Township – should be geographically more central and nearer to the largest concentration of population
- Not everyone liked the concept of closing some of the community halls and consolidating into larger halls that would serve a larger area.
- Some felt that the cost estimates to maintain the community halls as accessible and safe public use facilities are on the high side.
- Some saw that servicing the northern-most communities would be difficult – especially through consolidation of community halls
- Arts and culture should be better represented
- Not everyone liked the philosophy of depending on neighbouring communities for many types of culture and recreation facilities, programs and events.
- A curling rink should be given more consideration.
- Some were concerned that the public school board cannot be trusted as a potential partner.
- Craighurst is ‘separate’ from Horseshoe Valley and Sugarbush communities.

- Concerned about light pollution and traffic from an expanded facility at the Guthrie site.

Is There Anything that You would Like to Add, Subtract or Change?

The comments below represent the suggestions most often mentioned. Not included are any suggestions that are already covered in the Strategy. Many comments, which are not noted in the overview below, were only made by one person. Please see the detailed notes following the summary.

- Increase the priority for a second ice pad.
- Renew the library agreement with Severn Township (Coldwater library)
- Increase the priority for a curling rink.
- Improve the opportunity for groups to network.
- Through new/expanded facilities, increase the emphasis on arts and culture.
- Don't want to lose the 'community' focus and availability of facilities.
- Consider a more geographically central location for major facilities.
- Re-examine the cost estimates regarding the community hall condition assessments.
- Consider an indoor aquatic facility, likely through a partnership arrangement.

Topic/Question One: What do You Most Like about the Strategy?

The symbols on the right-hand side of the page indicate that more than one person noted a particular point/idea/suggestion.

Group 1

- See Township as one. Include all □□
- Retain sense of community while considering future – build strong community
- Partnerships – across the community
- Keep what you have and build what is needed – soccer
- Balance □□□
- Large central – not MURF
- No library □
- Linking Trails – nature trails □
- Community clustering □
- Use gyms - schools

Group 2

- Expansion of the Lions Sport field
- New Multi-Function Facility □
- Having the overall plan (Vision) □□
- Clustering the Halls / Facilities
- No surprises
- Replace Arena (more user-friendly) □
- Using road access – easy access (5th Line)

Group 3

- Partnerships
- Use of existing facilities
- Touches on what we knew was coming
- Rink - 2 pads
- Swimming Pool
- Residents can stay in our community
- Agree with updating ball diamonds
- Highlight of outdoor trails, etc.
- Set up of registry for facility rental - centralized
- Registration
- Know what facilities are available
- Will help with communication in the community
- Localized source of community halls

Group 4

- Cluster of the recreation facilities area around Guthrie site and using the land that has already been donated □□□
- In addition to the cluster, the idea of the roads being cleared of snow in that area (24 hr/round the clock) especially winter
- Heritage has to be considered (and is!)
- I like the idea of the clustering of community halls, especially giving a meeting hall back to Shanty Bay
- I like the idea of another baseball and a soccer pitch □
- I like the idea of newer facilities in other Oro communities
- I like the idea of linking the trails and pathways
- I like the idea of adding a partnership with the other public or private areas

Group 5

- Guthrie site developed □□□□
- Looking at the whole Township
- Multi-purpose facility
- Community within community serviced □□□□
- Good planning □□
- Changes over number of years □□
- Working old groups and new groups □□
- Partnerships with other communities □□
- Partners with other groups on fund raising
- Curling in picture for older people
- Realize that some facilities should be closed
- Soccer facilities included □□
- Financial plan

Group 6

- Information value
- Consolidation of facilities
- Building on municipally-owned land
- Research thorough and concise. Comprehensive
- Recreation, arts, heritage, library – comprehensive
- Explanation re: vastness, size, population - lack of services in smaller areas
- Guthrie plan is more of a complete plan
- Clustering of communities and building of new, larger community halls
- Joining of the trail systems

Group 7

- Community level □□□
- Upgrading of recreation throughout
- Multi-use of Guthrie site □□□
- Depth of plan - recognition of diversity
- Difficult to form partnerships today

Group 8

- Overall approval □□
- (Now) Guthrie □□□□
- Guthrie entry off Line 5 □□
- \$ saved by retiring existing facilities – options (responsible)
- Demographics-based “cluster” approach
- Twin pad option
- Trails connected
- Partnership – private - Barrie/Oro
- Potential – aquatics, fitness
- Consultant recommendations and presentation

Topic/Question Two: Is There Anything in the Strategy that You Can’t Live With?

The symbols on the right-hand side of the page indicate that more than one person noted a particular point/idea/suggestion.

Group 1

- Only one ice surface
- Relying on other municipalities’ time frame □□□
- Too much at Guthrie □
- If closing a hall, ensure there is something for those residents within the cluster (i.e., if close Carley, provide something else in that cluster)

Group 2

- Closing Warminster Hall (location of new cluster hall/facility)
- Over-inflated costs to repair halls □

- Difficulty servicing (northern) communities
 - each community treasures own area
 - cannot cross boundaries for support/clustering
 - don't understand Oro-Medonte (how it works)

Group 3

- Not having arts and culture as well represented in the plan – drama

Group 4

- Single pad arena; double pad is needed; I don't think they've looked at more than just Oro Minor Hockey
- I don't like the idea to have to share/rely on another area (like arena, library, etc. – concern is we would be the first to get dumped)
- Concerned that our demographic calculation may be wrong. . .believe that seniors will be moving out . . . so provide some things to/for the youth
- Location of the arena/multi-purpose area – if the main population will be in Horseshoe - perhaps that should be a location

Group 5

- Cost of repairs of halls seem out of line
- Don't want to shut down halls
- Don't want everything in Guthrie and not in other areas
- Want another or second ice pad
- Lack of development in Warminster area (soccer park)
- Trail develop for snowmobiles
- That young families leave to other areas because of lack of facilities
- Curling should be public not private partnership – facility (more curling)
- Curling too low on priority list

Group 6

- Smaller community's needs are being met – playing fields, rinks, etc
- Investment needs to be made
- Cognizant that centralization is good for large investment only e.g.,: Guthrie Arena
- Non-Oro-Medonte residents be given priority e.g.,: ice scheduling
- Only one ice surface in existence now and only one being proposed
- Can't live with the Warminster Hall sitting empty and unused
- Without a link between community hall programming - co-ordinated programming between halls
- Without co-ordination of facilities between Boards of Education and the Municipality
- Inflexibility of School Board

Group 7

- Lack of second ice pad
- Size of consolidation/loss of local community
- Craighurst separate from Horseshoe/Sugarbush

Group 8

- Bigger picture – surrounding townships
- Only one ice pad □□□□
- Don't refurbish old arena
- Traffic / light pollution from Guthrie complex for "local" residents
- Carley Hall – heritage facility – impact?
- Prioritize facilities – next step?
- Community Hall – clusters – what does it mean? Where do they go? etc.
- Community Hall fees? - Girl Guides, etc.

Topic/Question Three: Is There Anything That You Would Like to Add, Subtract or Change?

The symbols on the right-hand side of the page indicate that more than one person noted a particular point/idea/suggestion.

Group 1

- Promote area facilities to draw new residents
- Renew library agreement with Coldwater □□
- More consideration for developments in surrounding communities
- How it impacts = partnership opportunities
 - i.e. if Coldwater rink were to be closed could Oro-Medonte partner with Severn
- If partnerships with schools, ensure the community has fair/reasonable access / guaranteed
- Fair/reasonable rates
- Borrow from other's facility design rather than design from scratch
 - i.e. Victoria Harbour or Wyebridge
- Establish a networking opportunity for all the groups who might work together - funding, connections

Group 2

- Add community hall in Horseshoe Valley Area (in the area of the OPP/Fire Hall) □
- Review of costs/repairs (in kind work/volunteers)
- Carley Hall kept as a Heritage Bldg / prefer as a community hall
- Tennis Courts
- Indoor Pool (through a partnership)

Group 3

- Keep facilities within the communities – gives kids something to do
- Design facility to have arts & culture space that will not be disrupted by sports
- Plan focuses on sports
- Want more emphasis on arts & culture
- School board agreement has not worked in the past, not willing to work with
- Municipality
- Work with community partners who have interest of residents in mind
 - are very community based

- Hope to keep volunteers in the plan and keep volunteers in the community
- Aging population will have grandchildren - include them in the plan
- Look more at expansion of surrounding cities with relation to Horseshoe (Valley) corridor - Barrie rapidly growing – consider growth to Oro-Medonte in ability to expand facilities
- Communities will evolve – age demographics of population may change/shift and younger families will move into community
- Tourists looking for activities in our community other than Horseshoe Valley - athletic families coming in to use commercial facilities (ski resorts)
- Attraction of tournaments and additional activities to the new facilities
- Don't want to lose community emphasis for facilities - Oro Minor Hockey, Oro 77s, Skating Club, etc.
- Double ice pad to ensure meet the need of community sports
- Keep smaller clusters facilities
- Consider other sites, lots of additional land - from a community perspective, it's not just about population
- Guthrie site not central for all residents - Horseshoe, Vasey, north end
 - tough access from some areas in the township
 - current arena site gets use from Barrie & Orillia groups – additional revenues
 - with day time use
- Ensure space is shared equally by all user groups
 - entrances, noise
 - think about future uses of buildings, things going on inside & outside

Group 4

- Change - I'd go with a double pad
- Change – Consideration for the placement of the pad at Horseshoe area (to partner with the Horseshoe Valley Resort area – similar to Nottawasaga)
- Change – If we cluster around one area, Guthrie multi-use, other areas will have to drive
- Change – Put it in Coulson at the geographical centre of the Township
- Halls have to have space/areas to have a play/soccer area
- If you build a double pad, market it as a place to rent (it's being proposed for the halls, so it should be for the pad)

Group 5

- Add curling
- Add ball hockey use in summer
- Add second ice surface
- Add playground equipment to small parks
- Change estimates of hall maintenance and repair
- Improve Memorial Park
- Subtract pool because of high maintenance

Group 6

- More financial information regarding comparison spending of other Municipality's recreation budgets
- Another ice pad
- Fitness facility and gymnasium as a higher priority
- 4th Line Park is excluded from report
- Recreation facilitator to co-ordinate communication to market programs and avoid duplication

Group 7

- Add second ice surface
- Add detailed cost study earning of 2 pads
- Volunteer resource assessment over 20 years
- Draw non-traditional people into participating/volunteering in traditional events (e.g., Fair, Heritage day, etc.)

Group 8

- Curling □□□
- "Merging" plan with surrounding municipalities
- Public emergency access facilities?
- Waterfront recreation – boat ramps - Shanty Bay, 9th Line, Carthew Bay, Bass Lake parking?
- Solar panels – energy conservation (back-up power?) Strategies?
- Aquatic facility – partnerships?
- Cost to build new "regional halls" (cost analysis)
- Total cost – refurbish to fire safety standards
- Road enhancements – to support facilities

Appendix C:

Future Demand for Leisure Services and Other Key Trends

C.1 Anticipated Population Growth and Change, and Other Trends Impacting Demand for Leisure in Oro-Medonte

Clues about the likely future demand for leisure services can be gleaned by applying provincial generic leisure and related trends to the unique characteristics and size of the current and anticipated future population of the Township.

As reported in Section 4.2, the current profile of the community provides important clues about leisure activity interests and participation tendencies. The unique profile of Oro-Medonte residents suggests above average interest in individual rather than group activities; fitness and holistic wellness; swimming; sailing and other types of boating; arts and culture, including fine arts, performing arts, and museums; outdoor and nature-oriented activities such as bicycling, walking for pleasure and exercise, hiking, tennis, cross-country skiing and bird watching; and higher priced pursuits such as alpine skiing and golf. The large percentage of the permanent population that is required to commute on a daily basis will impact the ability of children to participate in weekday evening activities outside of the home. The existing pattern of concentrating soccer and ball programs into one or two nights per week reflects this constraint.

The age-specific population projections completed for this strategy paint a picture of a community that will grow slowly for the next few years and then growth is expected to accelerate to above average rates through 2031. The projected 2031 population is 28,100, an increase of 8,069 from 2006. It is anticipated that the community will maintain a median age that is considerably above the provincial average, with above average income and above average attainment levels for education. It is anticipated that a large proportion of the working population will continue to commute out of the community for work, and the population will not become very ethnically diverse. The proportion of the population that is retired and permanently living in the Township should continue to increase.

The projection suggested that there will be far fewer children and youth available to participate in all sports and leisure activities over the next 15 years. A key group is the age 4-12 demographic, which is the sector of the population that participates the most in sports and other leisure activities. This group is projected to decline by around 18% by 2016 and then slowly increase in number back to 2006 levels, but not until around 2026.

Although the number of 18-54 year olds available to participate in adult sports is projected to decline by 5-6% or 550-600 by around 2021 before rebounding back to 2006 levels by 2027, the age 18-34 sub-group is projected to steadily increase by about 1,000 or 26% by 2031, thanks to the aging Echo generation. Growth in this age group would be even larger, if not for the above average out-migration of late teens and early to mid twenty year olds. This continuing out-migration is muting the potential for increasing demand for leisure activities of interest to this

young adult market (e.g., hockey, tennis, cycling, fitness programs, soccer, slow-pitch baseball, etc.) and the pattern is not anticipated to change until more significantly lower cost housing becomes available and local employment opportunities improve.

As reported in Section 2.5, with the aging of the Baby Boom generation and the likelihood of most new residents being middle age or young seniors, the middle age and older adult markets are projected to increase, as will the demand for all of the activities of interest to the adult market. By 2031, the Baby Boom generation will be age 66-85 and is projected to represent 27% of the total population. The adult market age 20-84 is projected to increase steadily from 13,240 in 2001 and 14,864 in 2006 to 21,372 by 2031 (an increase of 6,508 or 43.8% since 2006, with most of the increase in the older ages groups). This age group is projected to also increase as a percentage of the total population from 72.3% in 2001 to peak at 78.3% by around 2021, and then slowly decline to 76.1% by 2031, as the Baby Boom generation gradually ages into the older years of the adult market.

Between 2006 and 2031, the 55+ age group is projected to increase by 6,745 or 123% (from 5,469 to 12,214). The increase in the proportion of the population for this age group is projected to be from 27.3% in 2006, peak at 43.6% in 2026 and decline slightly to 43.5% by 2031. As noted above, the 65+ market is projected to increase by over 6,000 or 225% between 2006 and 2031.

In 2010, the Echo generation is age 16-31. Being much larger than the generation that preceded it (and is following it), this generation has increased the demand for traditional sports and recreation activities and facilities over the past two decades. However, by 2012, the Echo generation will have aged completely out of their child and youth years. The child and youth market will likely reach their lowest numbers by around 2016. Consequently, the demand for the traditional sports and recreation activities for which this age group is the principle customer, should not increase and may, in fact decline over the next 15-20 years. Therefore, demand from this age group should be at its lowest point in five to eight years.

At the same time, the young, middle and older adult markets will continue to place increasing demands on leisure services over the next 20-25 years. The demand for the types of leisure activities of interest to this active adult age group is expected to increase somewhat over current levels, especially as the Echo generation joins the Baby Boomers in this large adult age demographic. Both the Baby Boom and Echo generations (as well as the much smaller 32-44 age generation that bridges both) grew up participating at higher levels and in a wider array of activities than the parents of the Baby Boom. And although most of the Baby Boom generation has been busy raising their families, they have continued to participate in greater numbers in more activities than any previous adult generation - leisure activities from sports and fitness to the arts, and walking and cycling. As this big generation continues to age and is followed by their offspring into adulthood, it is expected that interest and participation levels will remain high, but demand will gradually shift from very active to less physically demanding activities for the mid-life market. And, interest in activities that provide health benefits will become increasingly popular, and people will be willing to invest more time and money in these activities.

Over the next twenty years, demand is expected to increase by two to three-fold for the types of leisure pursuits that will be of interest to the future generation of older adults. It is anticipated that this generation, with their 'Baby Boom' values and life-long leisure and learning interests, will want to participate in a much wider variety of high quality, individualistic and group activities than their predecessors. It is also anticipated that most of at least the younger of this older adult market will not want to join traditional 'seniors' clubs or utilize 'seniors-only' facilities.

C.2 Other Societal Trends

Other societal trends are combining with the gradual aging of the population to influence choices and participation in leisure. Chief among them are:

- shifting personal and societal values, attitudes and issues;
- economic factors and cycles;
- increasing participation by females;
- increased understanding of the personal, social, economic and environmental benefits of parks and recreation;
- an increasingly time-stressed society;
- increasing disparity between rich and poor;
- more aggressive public user-pay policies;
- increasing ethnic diversity and the increasing proportion of the population that is foreign-born;
- an increasingly better educated population;
- changing work and workplace patterns;
- an increasing less fit population;
- the environmental imperative;
- social malaise and the prevention paradigm;
- the decline of institutions; and
- the crisis in traditional leadership.

C.3 Gradual Shifts in Leisure Interests are Taking Place Along the Following Lines

Interest will gradually become less and may even decline for:

- many team sports and large group activities;
- many rugged, strenuous activities;
- activities with a fitness-only focus (as opposed to holistic wellness);
- formal, highly structured or directed pursuits (e.g., highly organized and scheduled programs);
- consumptive activities (e.g., hockey in summer);
- indoor pursuits (other than home); and
- activities that provide a limited range of benefits (personal, social, economic, environmental).

At the same time, interest will gradually increase for the following:

- gentler, more passive activities;
- individualistic, self-directed, self-scheduled pursuits;
- activities that support flexibility and convenience;
- pursuits that provide a cultural experience;
- casual, informal pursuits and activities that take less time;
- team and personal sports for women and girls;
- home-oriented pursuits;
- experiences that provide for learning and personal enrichment;
- higher quality, higher levels of service and more comfort;
- outdoor activities;
- environmentally-friendly facilities and programs;
- pursuits that are self-fulfilling and provide a wide range of benefits, particularly to individuals and families;
- activities/facilities that focus on holistic wellness – mental and physical well-being; and
- pursuits that are more economical and provide good value.

Increasing Demand for Non-Prime Time

With the aging of the Baby Boom generation, more people will be available to participate in what used to be considered off-peak times and in the winter, spring and fall seasons.

Increasing Child and Youth Obesity

With increasing levels of child and youth inactivity and associated low fitness levels, obesity and health issues - the need to increase physical activity and fitness levels for this age group is critical. Increased participation in physical recreation activities by a much greater proportion of this age group will greatly contribute to improved health and lower health care costs as children and youth become adults. The value of municipal recreation programs is increasing and essential as the overall need for physical activity increases, and physical education and activity associated with the everyday life of children and youth and school programs declines. Therefore, one could argue that the municipal sector has an obligation to provide increased opportunities for access by youth to facilities and programs that increase fitness levels.

The Need for Subsidies among Older Adults will Decline

The age 50 plus market controls over half of the personal wealth in Canada, so the need for subsidies for this generation will continue to decline.

C.4 Application of Generic Trends to the Oro-Medonte Market

Since the age profile of Oro-Medonte is currently much older than Ontario as a whole and a similar aging of the population is expected to continue, the upward and downward generic/provincial leisure trends will be more pronounced. Additional influences will come from the above average income and education levels of the population, as well as the low level of ethnic diversity.

Therefore, it is expected that demand for most (if not all) of the following types of activities **should stabilize or decline** in the Oro-Medonte area over the next ten to twenty years. For some activities, the downward trend has already begun.

- most arena activities - especially minor hockey and figure skating as the Echo generation ages into their young adult years, and eventually older adult hockey as the Baby Boom generation ages – however, there should continue to be an increase in girls hockey until the participation rate peaks (but the numbers will be relatively small compared to the decline in child and youth male participation) – and there should be an increase in young adult hockey as the Echo generation ages into their young adult years – but their participation rate will be lower than for minor hockey,
- hardball,
- child and youth softball
- children’s camps (except for specialty camps),
- Scouting and Guiding,
- swimming lessons for children,
- badminton,
- volleyball,
- basketball,
- mountain biking,
- long distance bicycling,
- water skiing,
- tobogganing,
- snowmobiling (unless the sport can find ways to retain enough of the aging market through sled design and other attractions),
- hunting,
- attending sporting events (except for horse racing which will be driven by the growing appetite for gambling),
- watching sporting events on TV, and
- volunteering (the Baby Boom generation is less likely to participate in the way that the current older adult market has, and they could participate less than when they were younger – future participation in volunteering will be most influenced by the application of improved engagement and retention techniques).

Demand for some activities and programs that have not traditionally been offered, as well as other activities and programs that are currently provided will increase a good deal as the adult population increases and continues to age.

It is predicted that the following types of activities will see a **gradual to dramatic upswing in demand** over the next twenty years. *The increase in demand for these activities in Oro-Medonte should exceed the norm, if there are appropriate facilities to support each activity.*

- nature appreciation/nature study activities, orienteering/adventure travel and eco-tourism,
- gardening,
- visiting botanical/display gardens and related facilities,
- reading,
- walking, hiking and backpacking,
- tennis (although the trend has been down for a decade or two, if the Echo generation is

- encouraged to take up tennis and facilities are provided and promoted, demand could grow),
- racquetball (although the trend has been down for a decade or two, if the Echo generation is encouraged to take up racquetball and facilities are provided and promoted, demand could grow),
 - squash (although the trend has been down for a decade or two, if the Echo generation is encouraged to take up squash, demand could grow a little),
 - cross-country skiing on shorter and gentler trails,
 - alpine skiing (although the trend has been down for a decade or two, if the Echo generation is encouraged to take up alpine skiing, demand could grow),
 - going on self-guided/directed tours (local and travel-oriented),
 - golf (especially for women),
 - lacrosse (influenced by recent increasing interest in professional lacrosse),
 - fitness and related activities that support health and holistic wellness – mental and physical well-being),
 - fitness/physical well-being programs tailored specifically to *older adults*,
 - swimming for pleasure,
 - therapeutic and health-related aquatic programs,
 - outdoor soccer (across Canada, the participation rate is peaking – youth participation appears to have peaked, but there is still some growth in girls and women’s soccer and participation by men),
 - indoor soccer (demand is increasing dramatically from competitive youth and adults, house league children and youth, and adult recreational, especially women – demand will be driven by the availability of local indoor soccer facilities, and the strength of local soccer groups),
 - Ultimate Frisbee (a relatively new sport with growing interest – demand will be driven by the availability of local indoor soccer facilities and excess time at suitable outdoor fields),
 - in-line hockey (relatively new sport with growing interest),
 - recreational in-line skating (relatively new sport with growing interest),
 - attending theatre and concerts,
 - participating in creative art and hand craft activities,
 - attending multi-cultural events/festivals,
 - attending handcraft exhibitions/shows,
 - visiting art galleries/attending art shows,
 - visiting museums and historic sites,
 - attending historic re-enactments and heritage festivals,
 - curling,
 - bowling (if up-scaled and packaged with other complimentary facilities/activities that also appeal to people in their 40s and 50s),
 - casual/recreational skating, especially in attractive, amenity-rich outdoor settings,
 - dancing (ballroom, line, square, etc.),
 - bicycling,
 - fishing and fishing tournaments,
 - camping,
 - boating,
 - eating out in restaurants,
 - driving for pleasure,
 - computer and Internet use, and

- gambling.

C.5 Other Trends

There are other trends in facility and open space planning, and service provision that are shaping the future of open space and facility provision, and leisure delivery systems in communities across Canada. These trends are responding to the shifts in demand and community values and attitudes. They are also responding to:

- the desire for increased operational efficiency and revenues;
- the need for improved programmability and usability;
- the increasing desire for one-stop-shopping for programs, facilities, information, registration, etc.;
- an increasing understanding of the value of creating a higher physical profile and increased visibility for public leisure facilities (both location and critical mass);
- the increasing desire for extended-season and year-round participation in some sports;
- heavy promotion to potential young participants of some sports to try to generate increased interest at an early age (e.g., softball 'Blast Ball' program, baseball, slo-pitch, lacrosse, and rugby);
- increasing demand for activities that require large, nature-oriented spaces;
- the increasing desire to protect lands that are environmentally sensitive, and the trend toward ecosystem-based planning that acknowledges the link between natural systems, communities and people;
- the need to create open space networks and greenway corridors to support healthy ecosystems and low impact linear recreation activities;
- an increased understanding that open space systems can provide essential environmental and health benefits; and
- an increased understanding that park systems and other leisure services provide valuable personal benefits, are essential to a high quality of life; help to build strong, attractive communities; and help to sustain economic growth.

Some Key Leisure Facility Trends

- Toward multi-purpose indoor leisure facilities and away from single-purpose facilities.
- Toward the inclusion of complementary facilities such as a library, a municipal service centre, food services and retail space into leisure-oriented complexes.
- Toward clustering of similar major (often lighted) outdoor facilities into a multi-facility complex with appropriate support facilities (e.g., ball diamonds, soccer fields and tennis courts).
- Toward a greater percentage of outdoor sports facilities being irrigated and lighted to support increased frequency of use and to survive severe summer weather and the trend toward pesticide-free maintenance. However, many minor sports groups cannot afford the associated higher rental fees.
- Since aquatic facilities continue to be one of the most requested facilities and it has become clear that most people like to swim for pleasure and fitness, pool designs have become more supportive of the wider range of swimming interests, including fitness/wellness/health, social, and the needs of the less mobile. Aquatic facilities that cater well to a wide range of

needs attract greater use and generate more revenue than traditional designs.

- ❑ Interest in cultural facilities and spending on the arts has been growing, supported, in part by growing awareness, and an increasing adult market that is better educated and more affluent. Arts and culture have a positive impact on the economy of a community and help to increase the overall appeal of a community to business and residents. With the reduction of arts programming in schools, responsibility is shifting to other public and community providers to ensure balance in the growth and development of youth.
- ❑ Gymnasias are increasingly being provided by municipal leisure service agencies as part of larger multi-purpose complexes. This has been influenced in part by recent difficulties in accessing school facilities in a way that is affordable to many traditional customers, and sufficiently consistent to support scheduled programming. In addition, municipal leisure service agencies are appreciating the flexibility of gymnasias to accommodate a wide variety of leisure and other activities, as well as the benefit of having programming/scheduling control at all times.
- ❑ Emerging sports are demanding more and different types of facilities. For example, sports such as Ultimate Frisbee, in-line hockey, recreational in-line skating, indoor soccer, cricket, field hockey, rugby and field lacrosse are gaining in popularity. Some of the emerging sports are able to utilize existing facilities in 'slow' or off-season times, while others are placing increased pressure on already heavily utilized facilities (e.g., Ultimate Frisbee and field hockey vs. soccer).
- ❑ Toward an increasing number of revenue-generating ancillary spaces in public community centres (e.g., arcades, ATM machines, food and drink dispensers, increased and more attractive food services, licensed food services, and pro shops and other retail shops).
- ❑ Toward increasing acceptance of sponsorship and naming rights for entire facilities and parts of facilities.
- ❑ Throughout Ontario, there are many leisure facilities that were built in the 1960s and '70s that are outdated, inefficient, unappealing, not sufficiently accessible, and in need of considerable repair or replacement.

Some Key Park and Open Space System Trends

- ❑ Toward the increased linking of parks and other public open spaces to create open space networks and natural open space greenways – at the local, community and municipality-wide/regional levels.
- ❑ Increased desire to protect and enhance natural heritage resources such as wetlands, woodlots, valley lands, Environmentally Significant Areas, and Areas of Natural and Scientific Interest. There is an increasing desire to include 'locally significant' natural heritage assets into the public open space system in urban areas.
- ❑ Toward increased habitat protection and naturalization of parkland.
- ❑ The increased desire to acquire and/or protect or restore as open space, waterfront lands along lakes and rivers in urban areas.
- ❑ Toward locating major community leisure facilities and sports-oriented parks on high profile, visible sites with good frontage, rather than hiding them away on lower cost, less visible sites, often with little street frontage.
- ❑ Toward less 'sport' dominance in parks, especially neighbourhood parks.

Some Key Leisure Delivery System Trends

- ❑ Toward an increasing number of facility, operational and programming partnerships and other strategic alliances among municipal and other leisure-oriented providers, health organizations, educational institutions, organizations serving older adults, etc.
- ❑ Toward increased marketing of community leisure opportunities and more joint ventures among leisure service providers to promote leisure opportunities and enhance the concept of ‘one-stop shopping’.
- ❑ Toward an increasing role in facilitation/indirect provision and a return to community development and fostering ‘healthy communities’.
- ❑ Toward fewer combined parks and recreation departments and a lower profile for leisure services operations (often incorporated into departments such as community services, public works, and operational services).
- ❑ Even though recreation demand may be stabilizing for younger age groups, municipalities are still playing catch-up to bridge the gap between demand levels and current supply for some types of facilities (e.g., soccer fields and arts facilities).
- ❑ Increasingly, residents are expecting higher quality in programming, facilities and parks, influenced in part by higher rental rates and program fees.
- ❑ There is an increasing need for specially trained staff who are experienced in the areas of research and planning, fund development, community development, volunteer engagement, special events, marketing/promotion, and technology.
- ❑ Toward a more professional and better funded approach to community development and volunteer engagement, founded on sound philosophy and operating principles.
- ❑ Toward non-traditional and more aggressive revenue generating initiatives and programs such as ‘adopt-a-park’, program and facility sponsorship and naming rights, advertising in public buildings and on equipment, gift catalogues, etc.
- ❑ Toward an increasing appreciation of the significant economic and social benefits of sports tournaments and other regional/provincial sport competitions; major cultural, seasonal and arts events; major leisure-oriented trade shows; and the development of leisure venues that are of a scale to support community and tourism business.
- ❑ Toward an understanding that the annual net operating costs of leisure facilities are an ongoing *investment* in our communities and the local economy, rather than thinking about these ongoing costs as a *deficit*.

Appendix D:

High Level Analysis of Options for the Provision of Indoor Ice Facilities, Township of Oro-Medonte, 2009

This report was prepared in May, 2009 for Township Council before the feasibility analysis of the proposed Township-wide multi-use recreation facility was initiated. Therefore, some of the elements of the facility concept that emerged from the feasibility study and some of the financial figures are different from this report. This report to Council was prepared, based on the best available information at the time about the potential facility, potential revenue, likely operating costs, estimated capital costs, etc.

The **Strategic Facility Plan** has examined most types of culture and recreation facilities in the Township, including the Oro-Medonte Community Arena and Banquet Hall. The analysis of indoor ice facilities in Oro-Medonte and the surrounding area included a building condition assessment, a review of accessibility, a fire safety inspection, and a review of the utilization of the Oro-Medonte Community Arena and Banquet Hall. The analysis also included an examination of likely future demand and an investigation of what is known about the current unmet demand for indoor ice in surrounding communities, as well as the plans of other communities to expand and improve their arenas.

The Strategic Facility Plan proposed a strategy for the long term provision of indoor ice surfaces in the Township. Even though there is unmet demand in the local community and the region, it was concluded that a second ice surface should not be provided in Oro-Medonte for at least ten years, due to:

- the current estimate of unmet local demand for prime time ice that represents only between 33% and 40% of the total prime ice time that would be available in a second pad;
- an expectation of relative stability in local demand in the near future (with some shifting from child and youth demand to young adult anticipated);
- an increase in the supply of indoor ice surfaces in the immediate area over the next one to five years; and
- the limited resources of the Municipality and the considerable and growing unmet and under-serviced demand for other leisure interests that could not be supported if a second ice pad is to be financed in the near future.

Although the young adult market is anticipated to grow by about 1,000 over the next 25 years and the mid-life adult market is projected to increase by around 1,400 during the same time period, the increased demand that these older age groups could place on the arena will be off-set by a significant decline in the number of children and youth over the next 10-15 years (in the order of 750 4-17 year olds). The principle customer of the arena is minor hockey which utilized half of all the time rented in 2008 and 57% of all available prime time. Figure skating utilizes 6.5% of total prime time (for a total of 63% of prime time used by children and youth). It is estimated that adult hockey represents about 30% of total time rented (prime and non-prime time) with over half of that use attributed to non-township residents. With an increase in ice

surfaces in the region in the very near future, some of the non-resident use will be drawn back to new, modern arenas in neighbouring communities.

A good number of issues/deficiencies with the Oro-Medonte Community Arena were identified by customer groups and facility staff (e.g., small dressing rooms, poorly functioning showers, no separate change rooms for female customers, inadequate storage for all uses, narrow hallways, a multi-purpose hall without a sprung floor to support fitness and dance programs, the small kitchen, limited support facilities (e.g., pro shop, skate sharpening), no meeting room, no offices for minor hockey and figure skating, the arena floor sweats in summer and is used far less than it could be, and the ability to keep the facility clean). Many additional deficiencies, inefficiencies and anticipated future requirements were identified through the condition, accessibility and fire safety assessments.

In the Strategic Facility Plan, two options were examined for the provision of indoor ice facilities in the Township over the next twenty years.

Option One would be to continue to invest in the existing building for the next twenty years, including all recommended capital investments as per the condition assessment and the required fire safety and accessibility upgrades. Most of the recommended capital investment focused on structural, mechanical, electrical and safety repair, energy-efficiency upgrades, and other equipment replacement and upgrade. In addition, investment was recommended to meet accessibility requirements under the Accessibility for Ontarians with Disabilities Act (AODA) and the Accessibility Standards for Customer Service (Ontario Regulation 429/07). Some investment in refinishing, refurbishing and painting was also recommended.

In general, building systems were found to be in ‘fair’ condition. One notable issue that will require further investigation, if the building is to be extended beyond the near future, is the movement observed between the change room floor and the main arena enclosure. Recommended repairs and replacement over the next twenty years are estimated to cost \$3,765,500 (in 2008\$), not including what could be required to repair the movement between the building components and any improvements to the functionality of the facility. Over the next ten years, anticipated large expenditures include: roof replacement, refrigeration components, improvements to dressing rooms, replacement of the ice slab/refrigeration distribution piping/under-slab heating system/related components, electrical upgrades and exterior cladding.

The estimated total cost for each time period is as follows. These amounts include design, engineering, approvals, construction, contingency and GST; but do not include non-fixed costs such as program and maintenance equipment, supplies, furnishings, communications, IT and security systems. Also not include is the cost of a new septic system when required (estimated at approximately \$350,000).

Year(s)	Capital Cost Estimate
2009	\$ 133,500
2010-2014	742,000
2015-2020	825,000
2021-2025	920,000

2026-2030	<u>1,145,000</u>
Total	\$3,765,500

Additional recommendations regarding accessibility, energy and environmental considerations were offered, including adaptations to create barrier-free dressing rooms.

The total cost of repair and retrofits over the next twenty years represents 68% of the replacement cost of exactly the same facility, which would cost 5.6 million if built today in the same style. Recreation facilities with repair budgets in the order of 65% of the replacement cost and greater are normally subject to replacement due to the operating savings realized over the next life cycle. Functional updates such as features to address accessibility and male/female requirements, in addition to greater resource efficiency and environmental performance are also realized in new facilities with integrated systems.

Refer to the condition assessment report and the fire safety report for more detail (Appendix E).

Option Two would be to construct a new, modern single pad arena in another location on the enlarged Guthrie site. To date, the Strategic Facility Plan has recommended the following as minimum components and features in a new arena (including adequate multi-purpose space, but not including any other major components such as a gymnasium, a fitness centre, an indoor aquatic facility, an indoor running track, etc.).

- assume a stand-alone structure (for now);
- 85' x 195' ice surface with seating for 500 around the ice surface;
- 6 dressing rooms;
- staff office;
- other typical arena support functions;
- adequate foyer with ice surface viewing, concession and washrooms;
- ground-floor multi-purpose room (4,000 square feet - including kitchenette, storage, washrooms);
- meeting/seminar room;
- office for minor sports;
- a room to support a sport service operation (skate sharpening, basic supplies, etc.);
- direct access to washrooms and change rooms from outside (for park and outdoor facility users); and
- adequate parking and access.

Preliminary Estimated Cost for a New Building with the Following Components and Features

Figure 70

Components/Items	Minimum Size (square feet)	Order of Magnitude Unit Rate	Total of Magnitude Estimate
Arena with 85' x 195' ice surface, seating for 500 inside the ice enclosure; 6 dressing rooms; lobby area with viewing gallery, concession and pro shop; offices (staff, minor hockey, figure skating); storage, support spaces – offices could be on a second floor	40,000	\$160/s.f.	\$6,400,000
4,000 square foot ground-floor multi-purpose room with high quality dividing wall, kitchenette, storage, washrooms	4,000	\$200/s.f.	\$800,000
Meeting/seminar room	500	\$200/s.f.	\$100,000
Site development (parking, landscaping, services) – septic system and wells			\$1,200,000
Internal project management (1%)			\$85,000
Architecture and engineering fees (8% on building and site costs)			\$680,000
Building permit			Not included
Contingency allowance (10%)			\$850,000
Allowance for equipment, furnishings, etc.			\$10,000
Totals	44,500		\$10,125,000

Advantages and Disadvantages of Option One

Advantages

- The capital investment will be incremental over the next twenty years.
- If the debenture cost for a new building exceeds \$300,000 per year, then the average annual capital costs associated with Option A will be lower (on average) over the next twenty years than the costs associated with a new building. However, depending on how much of the capital cost of a new building is debentured, and factoring in lower operating costs and additional revenue, the average annual differential in cost over the next twenty years could range from a high of around \$700,000 per year to a figure that is slightly lower than the approximately \$200,000-\$250,000 per year (on average) in capital investment estimated to maintain a viable building for the next twenty years. For a 27% larger, more energy-efficient and more functional new building, the annual debenture cost could range from a high of \$802,425 to \$280,849 or lower, depending on the amount debentured and the interest rate. The high figure assumes no assistance from senior levels of government, and neither figure includes contributions from fundraising or sponsorships. Increased revenue in a new building is estimated to be in the order of \$70,000. Annual operating costs for a new building would be 25% lower for consumable items (\$25-\$30,000 for a building of similar size to the existing arena).

Disadvantages

- The exact timing of required capital investments will be uncertain and will be difficult to budget for. To ensure that sufficient resources are available when required, a significant annual contribution to a reserve fund should be allocated (in the order of \$200,000 per year).

- ❑ There are deficiencies in the dated building design, features and components that are not included in the cost estimate associated with the condition, accessibility and fire safety assessments. For example:
 - the multi-purpose room/banquet hall is located on the second floor and it does not have a sprung floor to support fitness and dance programs;
 - the kitchen associated with the multi-purpose room/banquet hall is small;
 - there is limited storage for all functions;
 - the dressing rooms are small (especially for adults);
 - the hallways are narrow (especially for adults);
 - support facilities are lacking (e.g., pro shop, skate sharpening);
 - there is no meeting room;
 - there are no offices for minor hockey and figure skating; and
 - the arena floor sweats in summer – eliminating most ‘ice-out’ uses.
- ❑ Due to the location of the building on the site and the location of the septic system and outdoor facilities, the existing building cannot be enlarged to include other significant components, including a second ice surface.
- ❑ If the building is to be retained beyond five or so years, almost \$1,000,000 of the \$3,765,500 estimated for capital investment over the next twenty years is targeted to be spent in the next five years. That includes priority repairs, assessments and upgrades identified for Year One, which are estimated to cost \$133,500. These figures do not include the unknown cost to address the problem of the movement between the change room floor area and the main arena enclosure. However, if the strategy is to retire the building in the near future, many of the recommended capital investments identified for the next five years should not be undertaken. In this scenario, it is expected that Year One investments could be reduced to around \$38,500 and for the next five year cycle, the investment could be reduced to around \$22,000, for a total of around \$60,500. And that does not include an unknown amount of investment that will be required to extend the life of the roof for a few more years (although not the \$250,000 estimated for a new roof).
- ❑ All of the cost estimates are in current dollars and do not factor in inflation which will add considerably to the cost by the end of the twenty year period.
- ❑ The annual costs associated with energy, incidental repair/upkeep and regular cleaning will increase beyond inflation as the building ages, and will be at least 25% higher than for a new, modern and energy-efficient building. In a new building, the annual requirement for incidental repair will be very low in the first five or so years of operation.
- ❑ The ability to generate revenue in the ‘ice-out’ season is limited due to sweating on the arena floor.
- ❑ The physical characteristics of the second floor multi-purpose room/banquet hall limits functionality and reduces the ability to provide a wide range of culture and recreation opportunities, and associated revenue that could be realized with a more functional and attractive facility.
- ❑ In the near future, as new arenas open in neighbouring communities, the ability of the less appealing forty-year old Oro-Medonte Community Arena to compete for non-resident and even resident use will diminish.
- ❑ A dated and increasingly unattractive arena with limited function as a social and recreation facility will reduce the quality of life and appeal of the Township, which will increasingly

reduce the appeal of the Municipality to existing residents and businesses, as well as new residents and potential new employment opportunities.

Advantages and Disadvantages of Option Two

Advantages

- ❑ A new building with energy efficiency improvements that would put the building systems at 25% better than current building code standards will cost less to operate - in the order of 25% less for consumable items (e.g., electricity, fuel, and maintenance materials and repairs under \$1,000 per occurrence) or \$25-\$30,000 for a building the size of the current arena. A new, energy-efficient building will require considerably less energy to operate, the annual requirement for incidental repair will be very low in the first five or so years of operation, and initial cleaning costs will be lower in a new building. (Also see the points below re: the environmental benefits of contemporary design.)
- ❑ The ability to attract more use and revenue to a main-floor multi-purpose hall will be much higher, especially in association with an overall more attractive facility and access to a functional arena floor during the 'ice-out' season. The ability to generate revenue on the arena floor during the 'ice-out' season will be considerably greater due to a much more functional and attractive facility, supported by a relatively large ground-floor multi-purpose hall and attractive foyer. Additional annual revenue of \$70,000 is estimated as follows:

▪ additional ice rental	\$40,000
▪ additional arena floor rental	8,000
▪ additional rental of multi-purpose hall	12,000
▪ additional revenue from expanded range of programming	<u>10,000</u>
▪ total	<u>\$70,000</u>
- ❑ A new arena, which will be located elsewhere on the enlarged Guthrie site, will be able to support the addition of other major facilities as demand warrants, and these additional facilities can be afforded.
- ❑ A new and relocated arena will be able to better support every day outdoor activities and sports tournaments by providing washrooms and change rooms that can be accessed from the outside.
- ❑ A modern, attractive and more functional facility will provide a greater range of culture and recreation programming and activity opportunity for Township residents.
- ❑ A modern, attractive and more functional facility will contribute to the increased quality of life and appeal of the Township, which will result in increased residential development and an increased ability to retain existing and attract new employment opportunities to Oro-Medonte.
- ❑ A new facility will have a life expectancy that will extend well beyond the next twenty year cycle of the existing building.
- ❑ *Improved Accessibility Compared to the Existing Building* - A new facility will be fully accessible for spectators and participants in ice sport and other activities accommodated by the building spaces. From facility entry, barrier-free access will be provided throughout the floor areas. Strategies for accommodating spectators will include locations throughout the facility so that optimal choice is provided for all to experience events. For other community

activities utilizing the multi-purpose room, details for washrooms, serving areas, canteen counters and other like features will provide universal access.

- ❑ *Prolonging the Economic Life of the Asset* – The facility design strategy can provide an integrated systems approach. Conservation can be used to reduce wear on mechanical systems. By increasing the thermal resistance of the facility envelope, the amount of energy required in the building is reduced. This reduces the design load and size of equipment components. The ventilation systems can include heat recovery to return energy used in the building to be reused in the facility for space heating, domestic water pre-heating, re-surfacer water pre-heating, and the snowmelt system.
- ❑ *Environmental Benefits of a New Building* – Integrated design can be the underpinning approach to the project. For example, the collection of roof water from the ice pad enclosures into storage cisterns will allow for recycling into toilets on site. The building envelope should include R40 roof insulation, R20 wall insulation and a low-E ceiling over the ice sheet. These strategies will assist in reducing overall energy demand and increase interior comfort. The refrigeration system can include ice-battery technology. This concept engages the compressors overnight to utilize off-peak rate electrical energy to create an ice bank which can then be sourced in the daytime to top up cooling for the ice pad or interior spaces in the shoulder seasons. Consideration could be given to integrating a geo-thermal system. For a single pad facility, data from similar facilities in southern Ontario have confirmed that a payback on the capital premium invested in a geo-thermal system design and equipment is in the order of seven years. The heat from the system rejected from ice making can be introduced into preheat systems for the domestic hot water supply, space heating for dressing rooms, spectator heating and other areas of the building. The interior snow melt system (from ice maintenance) will eliminate the need for exterior disposal, thus mitigating the potential for environmental contamination from dyes used for ice sheet and line panting. As noted above, the ventilation systems will include energy recovery and transfer technologies to recycle energy for other system uses.
- ❑ *Reduction of Greenhouse Gas Emissions* – Energy conservation strategies for the facility envelope, and mechanical and electrical systems will reduce energy demand. This in turn will reduce greenhouse gas emissions from equipment operating in the building, and the upstream demand from energy sources (electrical and natural gas) needing to be produced to serve the facility.
- ❑ If other components are associated with the arena and multi-purpose rooms (as would be possible with Option B), the following advantages would be realized:
 - the ability to share common facility elements among all components and uses, and reduce overall space requirements and associated capital and operating costs; e.g., some of the washrooms, the meeting/seminar room(s), the food service area (expanded and enhanced due to additional customer traffic with broader profile), the entrance/foyer, circulation space, mechanical space, storage space, parking, etc.
 - the opportunity for ‘one-stop’ shopping and associated cross-marketing of the various uses supported by a highly visible and appealing multi-functional facility;
 - the ability to cross-program, utilizing various complementary components; and
 - the ability for some components to generate revenue to help off-set operating deficits associated with other components.

Disadvantages

- The annual cost to finance and operate a new and larger facility may be higher than the average annual investment in capital and operating costs required for the existing building over the next twenty years. *However, the overall annual cost for a new building could be similar or lower.* Depending on how much of the capital cost of a new building is debentured, and factoring in the lower operating costs and additional revenue that would be generated from a new building, the average differential in cost over the next twenty years could range from a high of around \$700,000 per year to a figure that is slightly lower than the approximately \$200,000-\$250,000 per year in capital investment estimated to maintain a viable current building for the next twenty years. Annual operating costs for consumable items would be 25% lower for a new and more energy-efficient building (\$25-\$30,000 for a building the size of similar size to the current arena). Also, annual revenue is expected to be around \$70,000 higher. As noted below, the annual debenture cost for a new building would range from \$280,849 to \$802,425, depending on the amount debentured and assuming a 5% interest rate. The lowest figure below assumes two-thirds assistance from senior levels of government and does not factor in local fundraising and sponsorships, which would lower the amount to be debentured.
 - \$10 million over 20 years @ 5% would equal an annual repayment of \$802,425
 - \$7 million over 20 years @ 5% would equal an annual repayment of \$561,698
 - \$3.5 million over 20 years @ 5% would equal an annual repayment of \$280,849

Appendix E: Building Condition Assessments and Fire Safety Inspections

E.1 Introduction to the Building Condition Assessments

In the summer and fall of 2008, building condition assessments were completed on the eight community halls and the Oro-Medonte Community Arena and Banquet Hall by AECOM Canada Architects Ltd.

The audit only examined building systems, accessibility, and energy and environmental concerns. The recommended repairs and replacements and associated capital cost estimates did not include any upgrades to improve usability and aesthetic quality. Most of the recommended repairs/replacements will not be noticed by most customers.

Although what was recommended for each facility was unique, there were a number of common themes for repair/replacement over the next 20 years. Common items included: surveying for asbestos-containing material, adding CO detectors, installing fire suppression hoods over stoves and other cooking equipment, weather stripping, replacement of doors and windows, modifications to meet provincial requirements for accessibility, barrier-free washrooms, roof repairs/replacement, heating system repairs/replacement, plumbing and water supply system improvements/repair/replacement, replacement of septic systems, ongoing maintenance of interior walls and floor finishes, improvements and repair to electrical systems, and replacement of emergency systems. Edgar, Warminster, Eady and Carley halls are particularly high maintenance and require regular and costly repair to brickwork and the stucco finish on the Edgar facility. The estimate for recommended repair and upkeep over the next 20 years varied from \$235,000 to \$534,000.

For each facility, the cost to replace the hall in its current size, configuration, style and construction characteristics was estimated, along with the cost to replace each facility at the same size, but utilizing a one-floor design and a construction style and materials more consistent with conventional community facilities of this nature. At \$240/square foot, the cost to replace the facilities in the general style and construction method noted above varied from \$168,000 for Warminster Hall to \$549,200 for Jarratt Hall. The cost to replace each facility was lower than to repair for all but Craighurst, Old Town Hall, Eady, Jarratt and Hawkestone halls. Jarratt and Hawkestone halls are in considerably better condition than the others and are generally lower maintenance facilities.

Replacements are recommended as systems/components reach the end of their useful life. Life cycles for buildings and components are based on Building Owners and Managers Association (BOMA) standards and Protocols for Building Condition Assessments published by Public Works and Government Services Canada.

In general, a facility life cycle is in the order of thirty years and varies depending on the systems incorporated and the maintenance programs implemented over the operating life.

Costs are derived from life cycle analysis data for municipal facilities of similar size, complexity and program accommodation. Costs are based on:

- ❑ The obligation the Municipality has to maintain a public building in each case. This type of building is referenced as 'A2 occupancy' under the Ontario Building Code. The community halls and the arena are considered public buildings.
- ❑ The values of individual work tasks identified in the condition reports are estimated on the basis of separate work scopes being prepared and publicly tendered by the Municipality as individual projects to bonded contractors.
- ❑ The Municipal building database that was referenced above includes hundreds of facilities of similar size and complexity which AECOM Canada Architects Ltd. have reviewed and for which they have prepared condition reports with the same format.

There may be opportunities at each site to combine tasks in order to reduce expenditures and/or accomplish individual tasks for less than the estimates carried in the report. Ultimately, the completion of each task is intended to enable the Municipality to meet its obligation to continue to maintain each public facility over the next life cycle.

E.2 Fire Safety Inspections

In March, 2009, the Oro-Medonte Township Fire Department conducted Fire Safety Inspections of the community halls and the Oro-Medonte Arena. The following 18 pages contain the individual reports. An estimate of costs associated with addressing the inspections were prepared by the Municipality.