# TOWN OF EAST GWILLIMBURY
COMMUNITY FACILITIES MASTER PLAN

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Totten Sims Hubicki Associates
dmA Planning & Management Services
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1.0 EXECUTIVE SUMMARY

The purpose of this study is to provide a preliminary assessment of the requirement for municipal facilities resulting from growth in the municipality of East Gwillimbury, together with an estimate of associated capital costs and projected timelines for these facilities. This information will be used as background information for the review of the Town’s Development Charges bylaw. Projected population figures have been given to the study team by town staff.

The study also includes some information relating to common practices for municipal facility developments and provides some guidance regarding the steps to be taken for implementation of needed facility projects.

The findings of this report should not be used as justification for projects, as we have not performed the normal master planning or environmental assessments with public consultation which must be done prior to investment decisions and land acquisition. This report does however point out some priorities for facility development and can be used by the Town to focus its attention on those facilities which should be in place prior to the onset of anticipated heavy growth in infrastructure and residential/employment development.

Early priorities for facility needs identified in this report include a new operations facility, an expansion of the existing Civic Centre, new and expanded fire halls and parkland/sportsfield developments.

A summary of findings is contained in the attached Table 1.1 which lists projected facility needs with costs for five year intervals up to 2026. We also indicate needs beyond this date for fire halls and operations facilities.

### Table 1.1 – Facility Needs Forecast, Summary

<table>
<thead>
<tr>
<th>Facility Type and Project</th>
<th>2006 to 2010</th>
<th>2011 to 2015</th>
<th>2016 to 2020</th>
<th>2021 to 2025</th>
<th>2026 to 2030</th>
<th>2031 to 2041</th>
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<td><strong>Recreation Indoor Facilities</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>- Double Pad Arenas</td>
<td></td>
<td></td>
<td></td>
<td>77,000 sf</td>
<td>77,000 sf</td>
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<td></td>
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<td></td>
<td></td>
<td>$13,419,000</td>
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<tr>
<td>- Indoor Pools</td>
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<td></td>
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<td></td>
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<td>29,000 sf</td>
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<td></td>
<td></td>
<td>$10,150,000</td>
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<tr>
<td>- Double Gymnasia</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>not assessed</td>
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<td></td>
<td></td>
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<td></td>
<td>10,500 sf</td>
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<td></td>
<td></td>
<td></td>
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<td>- Multipurpose Program Space, 7500 sf.</td>
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<td>- Arts/Cultural Facility</td>
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<td></td>
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<tr>
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<tr>
<td></td>
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<tr>
<td>- Senior Unit Softball</td>
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<td>- Junior Softball Diamonds</td>
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<td>- Baseball Diamonds</td>
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<tr>
<td>- Junior Play Structures</td>
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<td>- Splash Pads</td>
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<td>- Regional Scale Waterpark</td>
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<td>- Skateboard Park, 13,000sf</td>
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<td>- Multipurpose Courts</td>
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<td>- Tennis 3 Court Facilities</td>
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<td></td>
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<td>$25,000</td>
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<td>- BMX Park</td>
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**Parks and Open Space**

- Regional Scale Central Park  | $3,375,000   |              |              |              |              |              |

**Administration Facilities**

- Expansion of Civic Centre (33,000 sf new, 30,000 sf renovated) | $9,257,000   |              |              |              |              |              |
- Joint Government Services Facility | 2000sf       |              |              |              |              |              |

**Operations Facilities**

- New Central Operations Centre | 20,000 sf    |              |              |              |              |              |
- Expansion of Operations Centre | $4,924,000   |              |              |              |              |              |
<table>
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<th>Facility Type and Project</th>
<th>2006 to 2010</th>
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<th>2016 to 2020</th>
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<th>2026 to 2030</th>
<th>2031 to 2041</th>
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<td>- New Leslie/Doane Rd Station</td>
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<td>- Expand/Renovate Mt Albert Station</td>
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<td>- York Region Training Centre</td>
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<td>- New Green Lane/Woodbine Station</td>
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<td>10,000 sf</td>
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<td>$3,723,000</td>
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<td>- New Ravenshoe Station</td>
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<td>10,000 sf</td>
<td>$3,723,000</td>
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<td>- Renovate Holland Landing Station</td>
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<td>$1,000,000</td>
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<tr>
<td>- Renovate/Expand Leslie/Doane Rd Station</td>
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<td></td>
<td></td>
<td></td>
<td>$2,160,000</td>
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<tr>
<td><strong>Library</strong></td>
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<tr>
<td>- Expansion to Holland Landing</td>
<td></td>
<td></td>
<td>2,500 sf</td>
<td></td>
<td></td>
<td>$891,000</td>
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<tr>
<td>- New central library Sharon/Queensville</td>
<td></td>
<td></td>
<td>25,300 sf</td>
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<td><strong>Totals, Parks and Facilities</strong></td>
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<td>$38,899,000</td>
<td>$26,973,000</td>
<td>$31,703,000</td>
<td>$5,948,000</td>
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All costs are based on November 2006 tender values and exclude land acquisition costs, operations equipment and vehicles, and library collections. Costs include contingencies, consultants’ fees and an allowance for furniture and equipment.
2.0 INTRODUCTION

2.1 BASIS OF REPORT

The Town of East Gwillimbury is preparing for growth that will accompany the arrival of services and transportation improvements. This growth is predicted in the current Official Plan which provides for a residential population of approximately 68,000 people by 2027. In addition, under the province's recent "Places To Grow" document, and ongoing Regional growth management work, the Town is identified as a growth area with ultimate population forecasts which exceed the Official Plan, possibly as much as 150,000 at build-out.

Growth projections are shown on Table 2.1 below and are based on predicted residential development of approximately 300 units per year commencing in 2007. Following the anticipated completion of servicing works by the Region of York, the Town's growth is anticipated to reach approximately 900 units per year after 2011. All projections assume an occupancy factor of 3.1 per unit based on census data.

The growth projections outlined in the approved Official Plan for the Region of York anticipate a population of 27,000 in 2007 and 32,000 persons by 2011; however, given complications with infrastructure development and servicing approvals, this level of growth has not be achieved. Table 2.1 represents predicted growth given servicing constraints.

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<th>Year</th>
<th>Population</th>
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<td>2001</td>
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<tr>
<td>2006</td>
<td>22,100</td>
</tr>
<tr>
<td>2011</td>
<td>30,000</td>
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<tr>
<td>2016</td>
<td>40,000</td>
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<tr>
<td>2021</td>
<td>54,000</td>
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<tr>
<td>2026</td>
<td>68,000</td>
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<tr>
<td>2041</td>
<td>150,000</td>
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</tbody>
</table>

It is important to note that the growth forecast to 2026 shown above marginally exceeds the existing approved Town and Region Official Plans based on the following assumptions:

- Likelihood of additional yield from existing urban areas due higher levels of intensification and more efficient land use
- The introduction of additional mixed use population from Urban Buffer areas within the 2026 planning horizon
- The required Places To Grow Official Plan Conformity Exercise and the Regional Municipality of York Growth Management

In view of these growth forecasts, Totten Sims Hubicki Associates (TSH) has been retained by the Town to undertake a study to consider the Town's recreation, library, emergency services, administration and
works/operations facility needs over the next 20 years and to provide cost estimates for these required facilities. This study is part of a larger undertaking which includes similar projections for transportation requirements and for water and sewer needs. The projections from these studies will be used to provide background for the new Development Charges bylaw. It is anticipated that the cost of these required facilities will be paid for from development charges or from voluntary financial contributions from developers of residential and employment lands.

These facility projections are “high level” forecasts based primarily on comparisons with other municipalities. They have been made without the benefit of public consultation or normal techniques of needs assessment and master planning and are therefore not intended to be used to justify project investment or to identify project timing. Normal master planning and feasibility studies are still required prior to initiating any of the anticipated facility projects.

2.2 10-YEAR PLANNING HORIZON – BASE CASE, ACCELERATED BASE CASE AND ENHANCED BASE

Although our facility timeline estimates are based on the population projections noted in Table 2.1 above, the Town should be aware that growth, over the short term, may exceed this projection and that projected facility timelines may need to be accelerated accordingly.

In order to provide greater certainty for the purposes of planning, growth management and the review and update of the Town’s Development Charges By-law, more detailed growth projections have been prepared for the 10-year period commencing in 2007. The Base Case growth for the 10-year period is outlined on Table A1 in Appendix A and includes employment population. The Base Case is based on the Town’s existing approved Official Plan and the current timing for infrastructure improvements. The Town has also prepared an accelerated Base Case on Table A2 in Appendix A which generally gives a forecast which would reflect a more aggressive growth rate for the existing Official Plan.

The growth projections for the 10-Year period defined as the “Enhanced Case” represent additional development beyond the growth outlined in the Base Case. The Enhanced Case attempts to recognize and address the current planning and land use context which is driven by additional growth mandated for the Region of York under the Provincial Growth Plan. In addition, the enhanced growth scenario recognizes the identification of strategic areas for intensification as required by the Growth Plan together with the provision of additional employment population to ensure a sustainable community. The Enhanced Base Case is outlined on Table A3 in Appendix A.

2.3 ACKNOWLEDGEMENTS

TSH has been assisted in this study by the firms of dma Planning & Management Services for the evaluation of recreation and library services, and by T. L. Powell & Associates Ltd for the evaluation of the town's Emergency Services Department 10 Year Masterplan.

Totten Sims Hubicki Associates
dma Planning & Management Services
In preparing this report, we have had four meetings with town staff, representing all town departments, and have met with elected members of council. Town staff has provided overall direction for the preparation of this report. They have also provided population forecasts, advice regarding previous related work and input into needs and preferences.

Elected officials provided significant input regarding preferences and indicated priorities for facility developments. We thank Mayor James Young and Council Members Cathy Morton, Virginia Hackson, Jack Hauseman and Marlene Johnston for their contributions.

At this time, we have had no meetings with the public. We thank those who have assisted in the shaping of this report and we thank staff of other municipalities who have shared information with us regarding facilities in their jurisdictions.
3.0 RECREATION FACILITIES AND PARKLAND PLAN

3.1 RECREATION FACILITIES AND PARKLAND REQUIREMENTS

3.1.1 Introduction

This chapter describes future requirements for parkland and recreation facilities. Unlike the library facilities discussed in the previous chapter, there are no customary standards or guidelines that can be adopted for projecting recreation and parkland requirements. As is demonstrated below, these are highly community-specific and vary considerably from one Ontario community to the next.

Facility requirements in this chapter were projected using the following approach.

- Municipal staff provided an inventory of existing facilities and parkland in East Gwillimbury. Where possible, staff also commented on the current capacity and use of scheduled facilities. This information is available in Appendix D.
- Information on the supply of recreation facilities in Ontario communities of comparable size was assembled. This information was assembled from two sources: (1) an internal report prepared by dmA in 2005 based on a survey completed by a number of recreation departments in Ontario, and (2) comparisons to selected communities with populations similar to both the existing and projected population in East Gwillimbury.
- A comprehensive review of recreation participation and activity trends was prepared based on dmA's internal databases and ongoing research. Provincial and/or national trends that would be applicable to East Gwillimbury were selected. This information is found in Appendix C.
- Interviews were conducted with recreation and library staff, other municipal staff and members of Council to explore perceived needs in the community.

Based on this information, the consultants compared current levels of provision in East Gwillimbury with those in comparable communities to determine a population-based level of provision (i.e. the number of facilities per capita) that might be appropriate in East Gwillimbury. This was adjusted, based on the consultants' experience and judgment, to reflect trends, available information on the capacity and use of scheduled facilities, and perceived needs as reported by staff and key informants. The result was a preferred level of provision expressed as the number of facilities per capita. This preferred level of provision was applied to population projections to arrive at the projection of facility needs.

In a number of cases, East Gwillimbury does not currently provide facilities that will likely be required as the population grows. In these situations, levels of provision were recommended based on the experience in other municipalities and the consultants' judgement.

The scope of the investigation is Town-wide. No attempt has been made to determine relative deficiencies in various parts of the community or to suggest locations for recommended facilities based on the current supply and use of facilities. This work will need to be done as part of the Town's overall master plan for parks and recreation services.

Totten Sims Hubicki Associates
dmA Planning & Management Services
While this approach provides a reasonable, preliminary estimate of long-term facility requirements, it has a number of significant limitations and should not be seen as an accurate projection of future facility or parkland requirements. These limitations, which we understand will be addressed with further planning studies, include the following:

**The Absence of Local Market Information (Supply and Demand).** This is the most significant limitation. No information was collected from the general public or organized sport, recreation and cultural groups to measure unmet demand for facilities. While our experience indicates that there is some consistency across municipalities and population based levels of provision are an indicator of facility demand, local needs must be confirmed through direct input from current and potential participants and the organizations that use municipal facilities.

**The Absence of Detailed Information on Future Market Characteristics (Customer Profile).** These projections are based on total population and make no attempt to fine tune the market analysis based on the socio-demographic characteristics of future residents. Age, household structure, income and perhaps most significantly cultural background will have an impact on future needs. While these considerations are not reflected in the projections for East Gwillimbury, with respect to age, income and household structure, it is likely that the community will be comparable to other municipalities used in our analysis. It is not as clear that this will be the case of the cultural background of future residents and this may have an impact on the demand for “non-traditional” recreation facilities and programs, as discussed in Appendix C.

**The Inability to Control for Facility Type and Capacity.** Our approach relies on comparing the per capita provision of facilities among municipalities; however, we have no way of knowing if these facilities have the same capacity to accommodate community use. This capacity could be affected in two major ways: (1) facility design and maintenance, and (2) municipal policies and practices. While our inventory indicates the number of indoor pools, for example, in various municipalities, it does not distinguish between these facilities based on the number or size of tanks, deck space, and other amenities which will determine the number of residents that can be effectively served by the facility. Similarly, the quality of field construction and turf maintenance practices may affect the number of games that can be accommodated on an outdoor playing field, and this consideration is not reflected in our approach. In addition, municipalities will adopt different practices and policies that directly affect the capacity of their facilities. Communities that expect their sports leagues to make full use of fields on weekends or use the arena late into the evening will accommodate much more use with the same number of facilities than communities with less demanding scheduling practices.

**No Information on Community Specific Barriers to Use.** Our approach assumes that all residents of East Gwillimbury have access to the proposed facilities. Any unique barriers to use associated with geography or other characteristics of the community that suggest it may be necessary to “oversupply” are not accounted for; yet these are customary in many communities.

These are the major limitations to the analysis and as indicated they must be addressed to refine the preliminary projection discussed in this report.
3.1.2  Recommended Levels of Provision – Existing Facilities, Parks and Open Space

Table 3.1 identifies the existing number and level of provision (per capita based on a 2006 population of 20,555) for facilities and parks currently provided by the Town. It also identifies a recommended level of provision for future planning purposes and consequently the number of additional facilities that will be required to meet the needs of a population of 68,000 in 2026. This figure only addresses existing facilities. Requirements for facilities not currently provided in East Gwillimbury are discussed in a subsequent section of the report.
### Table 3.1 - Recommended Level of Provision – Existing Facilities, Parks and Open Space

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Arena</td>
<td>2</td>
<td>1:10,275</td>
<td>1:12,000</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Hall/Multipurpose Space/Meeting Room</td>
<td>35,755 sq. ft.</td>
<td>1.7 sq. ft. per capita</td>
<td>0.75 sq. ft. per capita</td>
<td>50,850 sq. ft.</td>
<td>15,095 sq. ft.</td>
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<td>1:20,000</td>
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<td>2</td>
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<tr>
<td>Softball Diamond (lit &amp; unlit)</td>
<td>9</td>
<td>1:2,285</td>
<td>1:2,500</td>
<td>27</td>
<td>18</td>
</tr>
<tr>
<td>• Senior/Intermediate</td>
<td>2</td>
<td>1:10,275</td>
<td>1:10,000</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Softball Diamond (lit)</td>
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<td>none</td>
<td>1:50,000</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Soccer Pitch</td>
<td>9</td>
<td>1:2,285</td>
<td>1:2,500</td>
<td>27</td>
<td>18</td>
</tr>
<tr>
<td>• Major</td>
<td>5</td>
<td>1:4,110</td>
<td>1:4,000</td>
<td>17</td>
<td>12</td>
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<tr>
<td>Play Structures</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Junior</td>
<td>16</td>
<td>1:5,140</td>
<td>1:4,500</td>
<td>15</td>
<td>11</td>
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<tr>
<td>Senior</td>
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<td>1:1,285</td>
<td>1:2,260</td>
<td>30</td>
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<td></td>
<td>1:1,025</td>
<td>1:1,500</td>
<td>45</td>
<td>25</td>
</tr>
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<td>Tennis Courts</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Lit</td>
<td>5</td>
<td>1:4,110</td>
<td>1:13,560</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>• Unlit</td>
<td>4</td>
<td>1:5,140</td>
<td>1:6,780</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td>• Total</td>
<td>9</td>
<td>1:2,285</td>
<td>1:4,500</td>
<td>15</td>
<td>6</td>
</tr>
<tr>
<td>Outdoor Basketball Courts/ Multipurpose Pads</td>
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<td>1:4,500</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>Parkland</td>
<td>250 acres</td>
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<td>10.0 ac. per 1,000</td>
<td>680 acres</td>
<td>430 acres</td>
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<tr>
<td>Recreational Trails</td>
<td>12 km</td>
<td>1,715 population per km</td>
<td>1,500 population per km</td>
<td>45 km</td>
<td>33 km</td>
</tr>
</tbody>
</table>

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3 See Appendix D for details. Lit diamonds were counted as the equivalent of two diamonds. This was not done for lit soccer because of more restrictive scheduling practices. Hall multipurpose space includes the areas at the six community centres (excluding library and gymnasium) and the arena. We have not included planned facilities in these calculations. Information provided by staff indicated a new junior softball and intermediate soccer field would be provided in new parkland in 2007, however there are plans (or a preference) to decommission other existing facilities. Parkland includes the roughly 233 acres of municipal parkland, including lands under long-term agreement, as well as the roughly 20 acres of parkland being developed in 2007.

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Totten Sims Hubicki Associates
dmA Planning & Management Services
As noted earlier, the recommended levels of provision are based on current supply and capacity in East Gwillimbury, trends and best practices, the experience of other municipalities and the consultant’s judgement. The data used in our analysis is reported in Appendices C and D. Our rationale is briefly noted below.

**Arenas:** Arenas are currently provided at 1:10,275 and existing facilities are used to capacity in prime time. East Gwillimbury’s existing level of provision is relatively consistent with that in other communities, however, lower levels of provision are generally noted as the population increases (e.g. provision levels of 1:9,179 compared to 1:14,901 in communities between 10-50,000 population and 50-100,000 population respectively). Ice use will likely remain stable during the planning period. We have adopted 1:12,000 as a future level of provision.

**Halls and Meeting Rooms:** The Town appears to be very well supplied with halls, meeting rooms and multipurpose program space. This space is used to near capacity (60-90% in prime time). While some of the areas are modern and well designed and equipped for programming (e.g. the Ross Family Complex), this is not the case for the older halls. In many cases, these spaces will not be ideal for a full range of programming. It would appear that the Town is adequately supplied with both large and small halls to accommodate banquets and receptions. Furthermore, these facilities are increasingly being provided by the private sector. No additional hall space is recommended. The need for multipurpose space in East Gwillimbury will be focused on well-designed multipurpose space for programming. These are areas that will be in addition to gymnasias and specialized space for arts programming (discussed below). This multipurpose space will be built with future major indoor recreation facilities (i.e. pools and arenas). There is no reasonable basis to project requirements based on the experience of other municipalities because of the wide range and variety of space that is defined as “multipurpose”. Instead, we have recommended a level of provision in part based on the current experience in East Gwillimbury and in part on customary allocations of space in major indoor facilities. We have adopted a level of provision of 0.75 sq. ft. per capita, which yields a total requirement for 50,850 sq. ft. of multipurpose space, or an addition of about 15,000 sq. ft. to the existing supply by 2026.

**Gyms:** The Town currently provide a gym at the Ross Family Complex. We understand the facility is well used and complements the supply of gym space in schools. While schools will continue to be the major providers of gym space, most municipalities are building gyms with multipurpose complexes. This allows the municipality to control the scheduling and use of a few facilities to complement those provided by schools and to support programming in larger centres. The existing provision level of 1:20,000 is appropriate.

**Softball:** Participation in softball has remained relatively stable in recent years and this trend should continue. We understand that current diamonds in East Gwillimbury are well used and the levels of provision are comparable to other communities. Consequently, we have projected future requirements based on current levels of provision. This results in a total requirement for 27 senior diamonds, 18 of which will be additions to the supply. The level of provision was calculated for both lit and unlit diamonds where a lit diamond was considered the equivalent of two unlit diamonds. Consequently, for the purposes of this projection, we would provide 4 senior lit diamonds and 10 unlit diamonds. Requirements for junior unlit diamonds based on current levels of provision are 7 in total, 5 of which will be new.
Baseball Diamonds: East Gwillimbury does not currently provide baseball diamonds and we assume that there is not an organized baseball league making use of regulation size and constructed diamonds. (Baseball at the house league level and for younger children is often played on softball diamonds. The facility referred to here would be a major diamond with a pitching mound, lights and fencing, suitable for use by adult or senior youth in organized league play). Trends indicate a steady decline in baseball participation since the mid-1990s. While some commentators believe the decline has stabilized, this is not yet clear. We have allowed for one, regulation size, adult lit diamond in our projection. This would of course only be provided if organized baseball generated sufficient demand for such a high quality facility.

Soccer Pitches: Soccer pitches are currently provided at about 1:2,500 and 1:4,000 for senior and junior facilities, respectively. We have maintained these levels of provision for our projection. Unlike ball diamonds we have not made the assumption that lighting will increase the level of use for soccer pitches. This certainly can be the case in situations where very high quality turf construction occurs, or in the case of artificial turf. However, this is not always the case due to scheduling practices that must protect turf quality. For this projection, we have assumed, therefore, that all fields are unlit.

Playground Structures: Playground structures are currently provided at roughly 1:1,025 (combined senior and junior structures). Comparable municipalities are providing these structures at levels of provision that range from about 1:1,000 – 1:2,000. There is likely a wide range in the size and quality of the structures that are included in these levels of provision. This is probably also the case for the facilities in East Gwillimbury. While playground structures will remain popular as neighbourhood facilities, overall demand may diminish somewhat as the population ages and with fewer children per household. Consequently, we have adopted a level of provision of 1:1,500 (based on 1:2,260 and 1:4,520 for senior and junior structures respectively.) This assumes high quality playground structures and a park development concept that avoids very small parks (tot-lots) in favour of more fully developed neighbourhood parks.

Tennis Courts: Tennis courts are currently provided at 1:2,285 population (combined lit and unlit courts). This level of provision is slightly higher than other Ontario municipalities. Tennis participation has generally declined in Ontario although there is some indication that this decline has stabilized and tennis may grow in the future. We have no information on the use of these courts or local demand in East Gwillimbury. There is an existing tennis club (which uses the lit courts) and we expect that any growth in participation will be focused on club activities. Demand for casual play will continue to be limited. We have adopted a future level of provision of 1:4,500 for tennis courts (both lit and unlit). We expect all future courts will be unlit, unless substantial demand is expressed for club activities. Based on this assumption, six new courts will be required (or two additional tennis facilities, each accommodating 3 unlit courts, will be provided).

Outdoor Basketball and Multipurpose Courts: Basketball and multipurpose courts are increasingly popular and a traditional focus for unstructured youth activities in community parks. Most municipalities provide "half court" facilities that can accommodate basketball (3x3) as well as ball hockey and other pick-up sports. East Gwillimbury currently provides facilities at 1:4,110, which is relatively generous level of supply compared to other Ontario municipalities but consistent with trends. We have adopted a level of provision of 1:4,500 for future planning purposes.
Parkland: East Gwillimbury is currently well supplied with parkland at about 12.2 acres per 1,000. Rural and smaller municipalities have traditionally provided much higher levels of provision than more developed communities and while East Gwillimbury's current level of supply would be consistent with many comparable communities, it would be higher than most urban/suburban municipalities with populations in excess of 50,000. In rapidly developing urban/suburban communities where parkland is acquired primarily through dedication or acquisition, there are constraints on assembly and levels of provision might be expected to decline. There is no standard of supply and considerable variation exists among municipalities. For the purposes of this projection, we have adopted a level of provision of 10 ac per 1,000. This may be a generous target but it is consistent with current practice. Assuming a reasonably split between table land suitable for active recreation facilities and passive and natural areas, future facilities should be accommodated in parkland available at this level of provision. At 10 acres per 1,000, East Gwillimbury will provide 680 acres of parkland in 2026 or an additional 430 acres.

Recreational Trails: The existing practice is a poor guideline for projecting future trail requirements both because current levels of provision vary widely and because most commentators would agree that few municipalities are fully meeting the demand for trails. Simply put, trends would indicate the more trails the better. There is every indication that the better and more extensive the recreational trail system, the higher the level of use. Indeed, it appears unlikely that any community will over-build its trails. That said, each community would have very different opportunities to develop a linked recreational trail system within its boundaries (and ideally connecting to regional trails). East Gwillimbury has initiated a process for preparing a trails master plan through its Trails Committee. Preliminary routes have been identified but a comprehensive plan is not yet in place. Such a plan should be prepared to confirm the most appropriate level of development and a reasonable approach to trail development in East Gwillimbury.

For the purposes of this projection, we have adopted a slightly higher level of provision (1,500 population per km of trail instead of the current 1,715) as a planning guideline. This would result in an expansion of the current trails system from 12 to 45 km by 2026. While this is a reasonable target for this exercise, there is no question that a more aggressive approach to trail development would be welcomed by current and future users.

3.1.3 Facilities Not Currently Available But Recommended in the Future

In addition to the facilities noted in Table 3.1, the following are included in our projection. These facilities are not currently provided in East Gwillimbury but would be customary in communities with populations of 50,000 or more.

An Aquatic Complex: East Gwillimbury does not currently provide an indoor pool and this is a major gap in the currently supply of facilities. At over 60,000 population, East Gwillimbury might support two 25 m indoor pools with basic features and amenities. However, this strategy would not be consistent with recent developments. Indoor pools have changed a great deal in the past 20 years and continue to evolve as a wider range of community needs are addressed and efforts to enhance revenues and control costs are emphasized. The trend is to larger facilities with a wider variety of features. East Gwillimbury's needs could be met with a major aquatic complex with a 25m 8 lane pool with a separate leisure pool and small therapeutic pool. This type of facility would consolidate a full range of aquatic facilities for training.
instruction, recreation and therapy at a single location. This would be the most cost effective arrangement and appears appropriate for East Gwillimbury.

**Arts Resource/Programming Area:** This is multipurpose programming space that is specially designed for arts and cultural programming. No such areas are currently provided in East Gwillimbury and they are required to extend programming opportunities in the arts to supplement the generally strong supply in the sports sector. The space would be provided with a major multi-use recreation complex including the aquatic centre and other multipurpose programming areas.

**Splash Pads/Outdoor Water Park:** These facilities can be assembled from various components and consequently can be major, community serving outdoor water parks (service area population of 20-50,000) or smaller splash pads suited to serving a number of neighbourhoods (service area population of 10-20,000). While even smaller structures, serving populations of 5,000 or less are sometimes provided these are generally not as appealing or as efficient to operate. Ultimately the number of splash pads will be determined by local planning considerations. We have assumed one major community-serving outdoor water park and two smaller splash pads.

**Skateboard Park:** These facilities continue to be popular among youth and are increasingly accepted as standard features in the municipal recreation facility inventory. Originally designed as relatively modest structures and often provided at the neighbourhood level, the trend is toward much larger facilities that are community serving. The attraction and appeal of the skateboard park is rooted in the range of features and consequently larger and more centralized facilities are being built. Experience suggests that teens would rather travel to a major facility than use less interesting local parks. A park of about 13,000 sq. ft. could accommodate a large concrete bowl and features such as grind rails, fun boxes and steps, and steel benches and concrete beams. One such facility is recommended for East Gwillimbury.

**Multi-Purpose Fields:** In addition to the soccer pitches noted above, we have recommended 2 full size multipurpose fields. These facilities can be used for soccer but can also accommodate other field sports, many of which are growing in popularity in GTA communities. Ultimate, field lacrosse and rugby are all growth sports and demand can be anticipated in East Gwillimbury.

These facilities, along with those in Table 3.3, are the core recreation facilities one might expect to find in many communities in Ontario with similar population and socio-demographic characteristics as East Gwillimbury. There are of course a number of specialized facilities (e.g. bocce courts, museums, disc golf, etc.) that are sometimes found in these communities, as noted in the information in Appendix C. When these facilities are provided it is generally because of a localized market demand in large part generated by community residents that have organized programs or associations to further the activities. There is no accurate way of predicting if these facilities will be required in East Gwillimbury without additional study.

### 3.1.4 Facilities Not Included in the Projection

The following facilities are not recommended based on the level of analysis undertaken for this study. Limited demand for these facilities is anticipated based on current trends and the anticipated socio-demographic composition of the community, however, this should be confirmed with local market data and more detailed investigations.
Fitness Centre: Municipalities will frequently provide fitness centres as a complementary component of major complexes with pools, gymnasiums and multi-purpose space. In some cases these facilities are not provided because private sector providers adequately serve the demand. It is the opinion of municipal staff that the private sector will be able to provide for this need in East Gwillimbury.

Squash and Racquetball Courts: It was customary to provide squash and racquetball courts with fitness centres in municipal facilities in the late 1980s but participation has declined rapidly and this is no longer the case. Squash courts, therefore, are not recommended.

Dedicated Seniors Centres: Dedicated space for seniors is much less common today than it has been in the past. Older adults are increasingly active participants in the full range of municipal programming offered at major recreation centres. The proposed pool and fitness centre, the arts resource centre, and the multi-purpose space will serve these individuals in East Gwillimbury. To the extent that there is demand for seniors’ club activities, these can be accommodated in multi-purpose space.

Football Fields: Football participation has declined significantly, including in the educational sector. There are few community-based leagues and we do not expect demand in East Gwillimbury. Any expressed demand will likely be accommodated at Board of Education facilities.

Cricket Pitches: Many GTA communities are experiencing significant demand for cricket, largely in response to a growing population of new Canadians. It is possible, therefore, that East Gwillimbury's ethnic profile will change in a manner that would indicate a need in the future. This should be monitored and addressed as warranted.

Lawn Bowling: Lawn bowling, when available is generally provided in response to local demand and the formation of a club that presses for the facilities. A lawn bowling facility should not be provided in East Gwillimbury unless such a group forms and can demonstrate local demand.

Indoor Soccer/Indoor Fieldhouse: For many years indoor soccer was considered a facility that was beyond the municipal mandate. Consequently, if provided, it was a private or not-for-profit sector responsibility. This is changing and indoor facilities are increasing requested for soccer, as well as a variety of other sports traditionally restricted to the outdoors (e.g. tennis, track, archery, etc.). In some communities, such as Waterloo and Vaughan, indoor field houses are being provided with municipal involvement to accommodate these interests. This will likely be increasingly common. However, at this point it is still not the norm, and we have not identified a field house or indoor soccer facility in our projection for East Gwillimbury. If such a facility was provided, it would likely be at the very end of the planning cycle (or beyond) in that these facilities are most likely in communities with 100,000 population or more.

Performing Arts Centre: While there are a number of exceptions, community theatre is generally not provided in communities of 70,000 population and we have not shown such as facility in our projection. In East Gwillimbury's case, community theatre is widely available in the region and this suggests a market may not exist for a local theatre. Performances of local community groups and special events can likely be accommodated in facilities provided by the Boards of Education or municipal multi-purpose space. In
addition, an outdoor amphitheatre or assembly area for productions could be accommodated in the parks system.

Semi-public Facilities – Curling, Gymnastics and Golf: While these facilities are sometimes provided by the municipal sector, they are generally provided by the private sector or by community based clubs that own and operate their own facilities (sometimes with municipal support for operating costs). We have assumed this will be the case in East Gwillimbury and have not included them in the projection of future requirements.

3.1.5 Summary – Recommended Facility, Park and Open Space Requirements to 2026

Table 3.2 describes additions to the supply to 2026.
### Table 3.2 - Additional Facilities and Parkland Required to 2026

<table>
<thead>
<tr>
<th>Facility Type</th>
<th>Number / Area Available – 2006</th>
<th>Number / Area Available – 2026 (including existing)</th>
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<tbody>
<tr>
<td><strong>Indoor Facilities</strong></td>
<td></td>
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</tr>
<tr>
<td>Arenas (Ice Pads)</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Indoor Pools</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Gymnasia</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Multipurpose Program Space</td>
<td>7 locations/35,755 sq. ft.</td>
<td>9 locations/50,850 sq. ft.</td>
</tr>
<tr>
<td>Arts/Cultural Program Space</td>
<td>0</td>
<td>1 location / 6,000 sq. ft.</td>
</tr>
<tr>
<td><strong>Scheduled Outdoor Facilities</strong></td>
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</tr>
<tr>
<td>Softball Diamonds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Senior</td>
<td>4 lit / 1 unlit</td>
<td>8 lit / 11 unlit</td>
</tr>
<tr>
<td>• Junior</td>
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<td>1 lit</td>
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<td>• Major</td>
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<td>Multipurpose Playing Fields</td>
<td>0</td>
<td>2 unlit</td>
</tr>
<tr>
<td><strong>Unscheduled Outdoor Facilities</strong></td>
<td></td>
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</tr>
<tr>
<td>Play Structures</td>
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<td></td>
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<tr>
<td>• Junior (#)</td>
<td>4</td>
<td>11</td>
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<tr>
<td>• Senior (#)</td>
<td>16</td>
<td>30</td>
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<tr>
<td>Waterpark/Splash Pads</td>
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<td></td>
</tr>
<tr>
<td>• Splash Pad (#)</td>
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<td>2</td>
</tr>
<tr>
<td>• Waterpark(#)</td>
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</tr>
<tr>
<td>Skateboard Park (#)</td>
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</tr>
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<td>Multipurpose Courts (#)</td>
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<tr>
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<td>5 lit / 10 unlit (4 locations)</td>
</tr>
<tr>
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</tr>
<tr>
<td><strong>Parks &amp; Open Space</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parkland</td>
<td>250 ac</td>
<td>680 ac</td>
</tr>
<tr>
<td>Recreational Trails</td>
<td>12 km</td>
<td>45 km</td>
</tr>
</tbody>
</table>
3.2 RECREATION FACILITIES AND PARKLAND DEVELOPMENT CONCEPT

3.2.1 Short Range Development Concept – 2006 to 2026

The following is a brief description of a proposed development concept for future recreation facilities that would be consistent with best practices as described in Appendix C and would appear to have merit in East Gwillimbury.

While a number of the required facilities are local serving and would be provided at the neighbourhood level (e.g. playgrounds, multipurpose courts, junior playing fields that are used by younger children and for pick-up play), many of these facilities can be developed together as part of larger, multi-use complexes. Centralizing facilities (i.e. grouping like facilities together) and multi-use complexes (different but complementary facilities developed under the same roof) are increasingly common. These concepts for developing indoor and outdoor facilities are popular for a number of reasons, including (see Appendix C for a complete discussion):

- lower operating and capital costs
- “one-stop shopping” for busy families with different leisure interests
- opportunities for complementary and “cross-programming”
- improved venues for tournaments and major special events
- higher overall levels of use and consequently improved opportunities for sponsorship, partnerships and revenue production through ancillary services
- stronger contribution to community identity and image

It would advisable therefore for the Town to plan for centralized and multi-use complexes for both indoor and outdoor facilities. Additional research is required to determine the number of locations and the best arrangement of facilities among these locations. However, the following approach should be considered:

- Creating an outdoor sports park with senior level, lit soccer, ball and multipurpose playing fields. Fields should be configured to support tournament play and appropriate ancillary facilities should be provided (e.g. change rooms, washrooms, food service). These sports fields could be co-located with the arena complex, multiuse complex or both.
- A complex with multiple ice surfaces. Single pad arenas should not be developed. The four additional recommended arenas should be developed at not more than two locations and, if possible, at least two of these arenas could be co-located with the existing arenas.
- A multiuse complex incorporating the recommended pool, a majority of the multipurpose program space, the double gym, fitness centre, and arts resource centre should be provided. These facilities best complement one another and this combination is more important than grouping these facilities with arenas. While this complex could be co-located with the arena complex, this may not be possible at the site of the current arenas and may not be desirable from the point of view of allocating facilities relative to available parkland and new residential development. Further, the programming relationships between the multi-use complex and the arena complex are not as significant as those among the components of the multiuse complex. However, co-
location with ice surfaces may provide for the greatest energy efficiency (due to heat exchange between the ice surfaces and pool) and this should also be an important consideration.

- A possible scenario could see two major complexes in East Gwillimbury. One would be at the site of the existing East Gwillimbury Sports Complex with an additional two arenas and some of the multipurpose space. The second would be a major complex located as centrally as possible to the new population growth that could include the pool, complementary indoor facilities as noted above, and the remaining two new arenas.

- A major skateboard park should be developed at a highly visible and highly used location on a public transit route. Development in conjunction with a major indoor complex is recommended.

- The outdoor water park is a drive-to community serving features and should be located at a major community park with parking, shaded seating areas and access to washrooms. The splash pads are smaller structures but would also be located in a community park and some users will arrive by car.

- Locating major facilities in the vicinity of other complementary uses, such as secondary schools, may provide opportunities for partnerships and may increase use, particularly in non-prime time.

### 3.2.2 Long Range Development Concept – Beyond 2026

This projection of facility requirements assumes a population of roughly 68,000 by 2026. As noted earlier, other indications suggest a possible build out population in excess of 150,000. It is unlikely that this larger population would have a significant impact on the proposed development concept. A centralized approach would still be appropriate and multi-use facilities would be recommended. Of course, at 150,000 there would clearly be additional facilities and at least one other major indoor recreation complex anchored by an indoor pool, gymnasium and fitness facilities would be required as well as additional arena space. Requirements for outdoor recreation facilities would also be expanded relative to population growth and this would suggest additional major sports/community parks.

In large part, the core facilities found in most communities are represented in the projection for a community of 68,000. Consequently, additional population simply means additional facilities. However, with a population of over 150,000 the community would also be more likely to support higher order and somewhat more specialized facilities. Indoor field house/indoor soccer would likely be a more viable proposition and specialized arts and cultural facilities, potentially including performance space, might be considered. Finally, at this level of growth and looking beyond the next twenty years it is increasingly likely the socio-cultural profile of East Gwillimbury will have changed and consequently we might expect demand for less-traditional facilities such as cricket to materialize.

### 3.2.3 Capital Cost Projection and Phasing of Development

Table 3.3 describes a phasing program and a capital cost projection for the recommended facilities. Capital costs will of course vary considerably depending on the detailed design, quality of construction and finishes, and site conditions among other variables. Consequently the costs shown are preliminary and are based on the assumptions noted below. It should be noted these costs assume a high quality of construction consistent with that of other GTA municipalities. This quality of construction would generally be higher than that associated with some of East Gwillimbury's facilities in the past.
The phasing of facilities is largely driven by the recommended per capital level of provision and population growth. Phasing is shown in five-year increments between 2006 and 2026. Facilities are generally not provided until the population is in place to support the development. However, some of the major facilities should likely be provided in advance of the full population required for their provision. To do otherwise would delay the construction until too late in the community’s development. This is a particular problem for the indoor pool because a major complex is anticipated and it would not be practical to wait until 2026 to provide the facility. We have also attempted to phase the development of facilities in a manner that spreads capital costs over the 15 years of significant population growth (2011-2026).

3.2.3.1 Capital Cost Assumptions

General

- All costs are in November 2006 dollars and exclude land acquisition.
- All costs assume typical building conditions and available servicing.
- Consultant fees (architect, engineering) are included for major indoor facilities but not for outdoor facilities. An allowance is included for site development for indoor facilities.
- Costs for outdoor facilities do not include ancillary facilities, such as change rooms, washrooms, etc.
- A general allocation for site development of parkland has been included and this would allow parks to be prepared for sport field development and to provide parking, signage, minimal landscaping, etc.
- The size stipulated for indoor facilities includes space for storage, offices, and other required support areas.
- All areas are in gross sq. feet.

Specific Facility Components:

Indoor Aquatic Facilities – $10,150,000 - assumes a 29,000 gross sq. ft. facility for the pool components and change rooms. Change rooms will serve other components of the proposed multiuse complex. At a base construction cost of $250/sq. ft. plus 40% for contingencies, design, equipment and fitments, and site development.

Gymnasium - $2,940,000 - assumes 10,500 gross sq. ft. for a double gym plus storage and office at $200/sq. ft. plus 40% for contingencies, design, equipment and fitments, and site development.

Multipurpose program space - $3,150,000 – assumes 15,000 sq. ft. at a base construction cost of $150 sq. ft. plus 40% for contingencies, design, equipment and fitments, and site development.

Arts Resource Centre - $1,680,000 - assumes 6,000 sq. ft. at $200 sq. ft. plus 40% for contingencies, design, equipment and fitments, and site development.
Double Pad Arena – $13,419,000, assumes two ice surfaces with seating for 300 and 500 per ice surface. 77,000 gross sq. ft. at a base construction cost of $125/sq. ft. plus 40% for contingencies, design, equipment and fitments, and site development.

Soccer and Multipurpose Fields (unlit) – $30,000 and $20,000 for senior and junior respectively. For sport field development only; does not include general site development of ancillary facilities (such as parking, landscaping etc.)

Softball Diamonds - $250,000 for a senior lit diamond, $100,000 for a senior unlit diamond and $75,000 for a junior diamond. For sport field development only; does not include general site development of ancillary facilities (such as parking, landscaping etc.)

Baseball Diamonds (lit) – $300,000 – for a high quality, regulation field with lighting, fencing, and irrigation.

Multipurpose Courts – $10,000 per court

Playgrounds – $50,000 for junior playgrounds and $100,000 for senior playgrounds.

Tennis courts – $25,000 - developed in banks of 3 unlit courts.

Splash Pad/Water Play Park – $300,000 for the outdoor water park and $200,000 each for two smaller splash pads.

Skateboard Park – $425,000. Assumes one major park of approximately 13,000 sq. ft.

Trail Development – $90,000 per kilometre

Trailhead Features - $100,000 for each of approximately eight feature areas including shelters, boardwalks, interpretive stations.

Bicycle (BMX) Park - $200,000.

Park Development - $75,000 per acre applied to all future parkland. This cost is for site preparation/development only; however, we have applied it to all future parkland recognizing that site development costs will be much higher than this for active sports parks but much lower for parks that are passive or largely left in their natural state. An allowance for acquisition is not included as it is not clear to what extent parkland requirements will be assembled through the dedication process as versus acquisition. This allowance is to prepare a site for sport field development where the site is stable and with no significant constraints or remedial work required. Costs of site preparation, parking, and limited landscaping are included, but the actual cost of the sports fields and any associated built structures (e.g. washrooms) are not. Park development costs for sites left in a more natural state or for passive use would presumably be less but might also include some parking, landscaping, fencing and signage. Costs will depend on the size of the site and an average cost was selected.

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3.2.3.2 Phasing Assumptions

- Arenas are provided as two double pad facilities – the first in 2011-2015 and the second in 2021-2026. One of these will be developed with the existing East Gwillimbury Sports Complex and the second with the aquatic/multipurpose complex.

- The aquatic multipurpose complex is developed in 2016-2020, with the core components of the pool and double gym. This complex will also include the fitness centre, arts resource centre and one half of the multi-purpose space. The components are shown as an initial phase in 2011-2015 to spread the capital costs over a longer time period.

- One half of the multipurpose space is provided in 2021-2016.

- Outdoor facilities, scheduled and unscheduled, parks and trails are generally phased to correspond to population growth. Most of these facilities are provided after 2011 to correspond to the period of most rapid population growth, although a large regional scale park is recommended for the period 2006 to 2010.
### Table 3.3 - Phasing Program and Capital Costs
(# of facilities/units of supply provided by five year increment)

<table>
<thead>
<tr>
<th></th>
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</thead>
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<tr>
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<td><strong>Scheduled Outdoor Facilities</strong></td>
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<tr>
<td>Softball Diamonds</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>▪ Senior lit (#)</td>
<td></td>
<td>2</td>
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<tr>
<td>▪ Senior unlit (#)</td>
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<td>3</td>
</tr>
<tr>
<td>▪ Junior (#)</td>
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<td>Baseball Diamonds (#)</td>
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<tr>
<td>Soccer Pitches</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>▪ Major (#)</td>
<td></td>
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<td>▪ Minor (#)</td>
<td></td>
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<td>3</td>
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<td>Multipurpose Playing Fields (#)</td>
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<td><strong>Unscheduled Outdoor Facilities</strong></td>
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<tr>
<td>Play Structures</td>
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</tr>
<tr>
<td>▪ Senior (#)</td>
<td>2</td>
<td>4</td>
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</tr>
<tr>
<td>▪ Junior (#)</td>
<td>2</td>
<td>3</td>
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<tr>
<td>Waterpark/Splash Pads</td>
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<td>▪ Waterpark(#)</td>
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<tr>
<td>Skateboard Park (#)</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Multipurpose Courts (#)</td>
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<td>2</td>
<td>2</td>
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<td>Tennis 3 Court Facility (# locations)</td>
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<td>Bicycle (BMX) Park</td>
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<td></td>
<td></td>
<td>1</td>
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<tr>
<td><strong>Parks &amp; Open Space</strong></td>
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<td></td>
</tr>
<tr>
<td>Regional Scale Park (acres)</td>
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<td>45</td>
<td></td>
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<td>Parkland (acres)</td>
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<td>120</td>
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<tr>
<td>Recreational Trails (km)</td>
<td>3</td>
<td>10</td>
<td>10</td>
<td>10</td>
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<tr>
<td><strong>Total Capital Costs</strong></td>
<td>$7,795,000</td>
<td>$38,879,000</td>
<td>$14,925,000</td>
<td>$26,879,000</td>
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</table>
4.0 ADMINISTRATION FACILITIES PLAN

4.1 ADMINISTRATION FACILITIES REQUIREMENTS

4.1.1 General

Unlike some other municipal facility types, there are no guidelines or recorded sources of data which could be used to determine the size of municipal administration facilities. Expansion of municipal facilities are usually triggered when the need for staff accommodation exceeds available facility space (including leased space) or when a municipality foresees some significant growth event for which it feels its must prepare its administrative infrastructure. Both of these triggering events will shortly be occurring in East Gwillimbury as it prepares for a significant increase in population as a result of the arrival of water and sanitary servicing, and the increasing demands for residential and business development. We understand that there is very little opportunity for leasing administrative spaces within the municipality due to a shortage of suitable office space. Some staff are occupying space in other municipal facilities, but there is no further space available at these locations.

Another factor influencing staff growth pertains to the need for specialized services. As municipalities grow there arrives, at some point, a need for specialized staff services that were not needed when the municipality was small. These include services such as human resources, legal advisory services, risk management, purchasing and materials management, communications specialists and specialized engineering and GIS expertise.

Usually when a municipality has decided to expand its administrative facility space it conducts a feasibility study to examine its space requirements through an interview process with staff and elected officials. Through these interviews a consensus emerges regarding the location, shape, size and functional arrangement of spaces. A budget is set and arrangements for financing are confirmed. An allowance is made for anticipated growth after occupancy so that the new facility has areas for accommodation of staff hired in future years. These growth spaces can be used in the interim for temporary uses which can be conveniently relocated later when staff office spaces are needed. These interim uses could include storage, workshops and recreation areas.

As a full feasibility study for municipal office expansion is beyond the scope of this study, we have chosen to base our space and cost predictions on the size of current administration spaces used by comparable municipalities of various sizes.

4.1.2 Current Accommodations

Most of the Town’s administration functions are currently housed in the East Gwillimbury Civic Centre facility at 19000 Leslie Street in the community of Sharon. Departments and functions which operate out of this facility include:

- Council Chambers, and associated meeting rooms
- Mayors office and offices for councilors
- Chief Administrative Officer and staff

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Community Facilities Master Plan

- Planning and Development
- Community Programs and Infrastructure (partial)
- Treasurer and staff
- Municipal Clerk and staff

Municipal administration functions housed at other facilities are as follows:

- Library Board offices are located at the Holland Landing branch library
- Emergency Services offices are located at the Holland Landing fire hall
- Some Community Programs and Infrastructure staff are housed at the Sharon Arena, the Sharon Works Garage and several other recreation centres in the community.

The Sharon Civic Centre was constructed in approximately 1989 and has a gross floor area of 30,000 sf.

Parking is available for 120 vehicles including four barrier free spaces.

4.1.3 Functional Assessment of Current Facility

The Sharon Civic Centre is in good condition and provides a good standard of accommodations for elected officials and staff. The building is barrier free. Its design ties in well with the adjacent heritage Sharon Temple and it presents a graceful and dignified civic image to visitors and passersby.

The council chamber is considered as adequate for the twenty year study period. It can handle 115 visitors on the ground floor with a further 30 in the gallery. There is a private office for the mayor and two offices shared by four councilors.

Growth in population and in the requirement for provision of services has put pressure on the facility and it is currently nearing its maximum capacity as a municipal administrative centre. Specific organizational and functional concerns with the building are identified as follows:

- The office area is almost fully occupied with approximately 55 staff members and elected officials. Space for approximately ten more staff can be accommodated by consolidation and reorganization of furnishings, however, the building will shortly be unable to handle more staff.
- There is no space for Library administrative staff.
- The building is not well organized from a customer service point of view.
  - Although there are three main entrances to the building, the receptionist is only positioned to serve visitors who enter the east entrance. Those who park at the rear of the building cannot see the reception area when they enter. The entrances to the building are confusing to visitors.
  - There is no single customer service area. Instead, visitors must decide on entering, which municipal department they want to do business with, then must find the appropriate service area in the building. The trend in newer municipal facilities is to have a single service desk in full view of visitors. The desk is staffed with representatives of several departments who are able to provide the most commonly required services such as

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recreation registration, payments and permit applications, without requiring visitors to find their way into the office areas of the facility.
  • The building layout is somewhat confusing to visitors, and some departments are hard to find.
  • Each department has its own waiting/service area which wastes space.
  • There are some lightly used corridors and areas which are out of sight of any supervising staff, yet are accessible by the public. These spaces may therefore be a security risk. Similarly, the existing receptionist/switchboard location is out of sight of any other staff and could therefore leave that staff person vulnerable to abuse.
  • There is a shortage of meeting rooms in the civic centre.
  • The existing clerk’s archive and records storage area in the basement is at full capacity. Records can be sent off-site for storage but this creates concerns regarding confidentiality of documents and lack of retrievability.
  • The existing IT area and server room is too small and is not adequately secured.
  • Heating, ventilation and air conditioning systems are not of high quality.
  • The building lacks an emergency power backup, which would render it unusable during an emergency event.
  • There are no separate staff and public washrooms.
  • Staff lunchroom facility is small and poorly equipped.

As the East Gwillimbury Civic Centre is a relatively new building and is in good condition, we feel that it should be retained as the municipal headquarters for East Gwillimbury and that an addition should be provided to accommodate staff growth.

The town has explored the concept of a Civic Square which links in an organized fashion the existing Sharon Temple heritage precinct, a formal public square feature, an expanded Civic Centre facility, a library/museum/cultural facility, post office and possibly other important public amenities including medical centre, federal/provincial services, adult education or dining facilities. We feel that the existing municipal office will serve as a strong anchor for such a development and once expanded to reflect growth will serve the community well. We recommend that the Town proceed with preparing a master plan showing a phased approach to such a development as a precursor to a feasibility study for expansion of the Civic Centre. This will ensure that any office expansion will not compromise the overall effectiveness of the Civic Square concept.

4.1.4 Staffing Comparisons with Other Municipalities

In order to obtain an understanding of projected staff growth and associated growth in administration space demands it is worth examining the situation at other comparable municipalities. Table 4.1 shows current full-time staff levels and municipal populations for East Gwillimbury and eleven other municipalities. The comparable municipalities were selected because of their proximity to East Gwillimbury and because they represent a range in population levels and community maturities.

---

Table 4.1 – Staffing Levels

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Population</th>
<th>Number of Full Time Staff</th>
<th>Full Time Staff Per 1000 Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Gwillimbury</td>
<td>19,243</td>
<td>59</td>
<td>3.1</td>
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<tr>
<td>Aurora</td>
<td>48,500</td>
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<td>3.3</td>
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<tr>
<td>Whitchurch Stouffville</td>
<td>20,417</td>
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<tr>
<td>Ajax</td>
<td>90,000</td>
<td>278</td>
<td>3.1</td>
</tr>
<tr>
<td>Pickering</td>
<td>83,381</td>
<td>343</td>
<td>4.1</td>
</tr>
<tr>
<td>West Gwillimbury</td>
<td>25,534</td>
<td>100</td>
<td>3.9</td>
</tr>
<tr>
<td>Newmarket</td>
<td>62,148</td>
<td>323</td>
<td>5.2</td>
</tr>
<tr>
<td>Richmond Hill (2004)</td>
<td>124,740</td>
<td>552</td>
<td>4.4</td>
</tr>
<tr>
<td>Clarington</td>
<td>65,902</td>
<td>276</td>
<td>4.2</td>
</tr>
<tr>
<td>Township of Scugog</td>
<td>20,362</td>
<td>59</td>
<td>2.9</td>
</tr>
<tr>
<td>Georgina</td>
<td>44,000</td>
<td>185</td>
<td>4.2</td>
</tr>
<tr>
<td>Whitby</td>
<td>116,000</td>
<td>424</td>
<td>3.7</td>
</tr>
</tbody>
</table>

It can be seen that full-time staffing levels range from less that 3 per thousand population to over 5 per thousand population. Similarly, when part time municipal staffing is considered, it can be seen that full-time equivalent staffing ranges from 3.6 to 7.6 municipal employees per thousand population. This variance is likely related to municipal objectives for service delivery, amount of outsourcing, etc. By either measure, the Town of East Gwillimbury is at the extreme low end of this spectrum. This reflects the economical management of town government, the primarily rural nature of the community and the availability of recreation and cultural services from nearby communities. With the coming of large-scale municipal servicing, infrastructure and development, there will be new demands on municipal administrative staff that will cause a significant jump in staffing levels over the short-term. These staffing growth factors include:

- Increase in demand for development approvals and building permit reviews;
- Increase in road, water and sewer maintenance;
- Hiring of full-time fire fighters to replace the current volunteer force;
- Provision of new administrative services such as human resources, legal and purchasing.

When the ratio of staff levels to population is charted on Figure 4.1 (below), it can be seen that while there is significant variance in staff levels per thousand, there is generally a linear relationship between population and municipal staffing levels. It is therefore reasonable to use this chart to estimate the growth in East Gwillimbury staff numbers over time.
Using the relationship in Figure 4.1, and allowing for some staff increases during the period leading up to the rapid development period expected to start in 2001, we can estimate future staffing levels in East Gwillimbury. Table 4.2 (below) shows an estimate of town population and associated staff complement over time. Population estimates are from the official plan for years up to 2021, and for full “build-out” estimated to occur by 2041.

<table>
<thead>
<tr>
<th>Year</th>
<th>Population (from Table 2.1)</th>
<th>Estimated Number of Staff</th>
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</thead>
<tbody>
<tr>
<td>2001</td>
<td>20,000</td>
<td>59</td>
</tr>
<tr>
<td>2006</td>
<td>22,100</td>
<td>75</td>
</tr>
<tr>
<td>2011</td>
<td>30,000</td>
<td>120</td>
</tr>
<tr>
<td>2016</td>
<td>40,000</td>
<td>155</td>
</tr>
<tr>
<td>2021</td>
<td>54,000</td>
<td>210</td>
</tr>
<tr>
<td>2026</td>
<td>68,000</td>
<td>290</td>
</tr>
<tr>
<td>2041</td>
<td>150,000</td>
<td>600</td>
</tr>
</tbody>
</table>

4.1.5 Administrative Facilities at Other Municipalities

We have contacted six other municipalities to obtain data regarding their current administrative facilities and anecdotal commentary on what triggered the development of their current facilities. Table 4.3, following, shows for East Gwillimbury and for other comparable municipalities their current population and
the current total gross floor areas of their facilities. An attempt has been made to exclude the floor areas of non-administrative spaces such as libraries, where these are part of a municipal administrative complex. Also shown is the gross floor area in square metres per 1000 population and gross floor area in square metres per full time staff member housed at the administration facility.

**Table 4.3 – Administrative Space Comparison**

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Population</th>
<th>Number of Full Time Staff</th>
<th>Approximate Year of Last Construction</th>
<th>Gross Floor Area (m²)</th>
<th>Admin Floor Area (m²) per 1000 Population</th>
<th>Admin Floor Area per FT Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Gwillimbury</td>
<td>19,243</td>
<td>59</td>
<td>1989</td>
<td>2,755</td>
<td>143</td>
<td>47</td>
</tr>
<tr>
<td>Aurora</td>
<td>48,500</td>
<td>160</td>
<td>1991</td>
<td>5,362</td>
<td>111</td>
<td>34</td>
</tr>
<tr>
<td>Ajax</td>
<td>90,000</td>
<td>278</td>
<td>2005</td>
<td>5,576</td>
<td>62</td>
<td>20</td>
</tr>
<tr>
<td>Pickering</td>
<td>83,381</td>
<td>343</td>
<td>1988</td>
<td>4,556</td>
<td>55</td>
<td>13</td>
</tr>
<tr>
<td>Clarington</td>
<td>65,902</td>
<td>276</td>
<td>2002</td>
<td>5,560</td>
<td>84</td>
<td>20</td>
</tr>
<tr>
<td>Georgina</td>
<td>44,000</td>
<td>185</td>
<td>1973</td>
<td>3,434</td>
<td>78</td>
<td>19</td>
</tr>
<tr>
<td>Whitby</td>
<td>116,000</td>
<td>424</td>
<td>1976</td>
<td>4,360</td>
<td>36</td>
<td>10</td>
</tr>
</tbody>
</table>

The relationship between municipal population and the administrative floor area assigned per full time staff member is illustrated graphically in Figure 4.2 following. Although the correlation is fairly rough, it can be seen that the smaller the municipality, the larger the floor space per full time employee. Although inexact, this chart can be used to predict building size requirements for East Gwillimbury as it grows and matures as a community.
Ultimately, the exact size of the town’s administrative offices will depend on many factors besides population and staff size. It should be recognized that the employees of some municipalities may be housed at facilities other than the main administrative offices. For example, recreation administrative staff members are often housed at recreation complexes and fire fighters are normally located at fire halls. In most cases, operations/works supervisory staff are not housed at the main administrative offices, although management level staff are often at the main town offices. For these reasons, the comparison of administrative office space per municipal employee does not represent the actual floor area occupied by a town hall employee. But because the ratio of town hall staff numbers to off-site staff is generally consistent between municipalities, the use of the gross floor area to staff number relationship can be reasonably used to predict town hall space requirements over time.

Some commentary on the individual municipalities listed in Table 4.3 may reveal some trends.

**East Gwillimbury:** Although the number of municipal employees is small compared to population, the size of the current administrative facility is generous when compared to staff numbers. This is due to the fact that a very high proportion of municipal staff are housed at the Civic Centre and because much of the building is given to non-staffing uses such as council chamber and lobby areas which will not need expansion, as staffing levels grow. As mentioned earlier, there is sufficient space at the facility now to accommodate another five employees. Given the inadequacies of the building, and the imminent expected increase in staffing needed to plan for and support anticipated community growth, expansion of the administrative facility should be considered as a high priority.

**Aurora:** This facility appears to be generously sized. It was constructed in 1991 at a time when staffing numbers were probably much lower than at present so that it can be concluded that the town hall was...
designed to accommodate probably a twenty year growth window. The floor area to FT staff ratio was probably much higher at the time of original construction, probably around 50 m² per FT employee.

**Ajax:** This town's municipal centre was recently expanded to the size shown. Following this expansion, the town's planning and building permit staff were returned to town hall from off-site leased premises. All recreation program staff are housed at the town's recreation centres.

**Pickering:** Most town staff are housed in this complex which is currently considered to be fully occupied. Until the Seaton lands are opened for development, the town however, can be considered to be at full build-out, and further significant staff growth is not expected. For this reason the floor area to staff ratio is low, and any further staffing growth will require the provision of more space.

**Clarington:** The original heritage town hall was expanded in 1995 and again in 2002. Because it is relatively new, there is some unused space in the facility. For this reason the ratio of floor area to full-time staff is high.

**Georgina:** This facility was purchased in 1973 for use by the township and is generously sized based on the floor area to staff ratio. Unlike many municipalities, this town hall houses operations/works administrative staff.

**Whitby:** Constructed in 1976 when town population was around 30,000. It was built with significant unallocated space in the basement, but this building is now fully occupied and large numbers of town staff occupy other buildings in town. For example, all recreation program staff are located at recreation centres and operations staff are housed at a relatively new operations centre. The town has no plans for additional office space.

In summary, it can be seen that a floor area to staff ratio in the range of 20 to 45 square metres per staff member can be used for growing municipalities which prefer a centralized model of staff accommodations. Once municipalities are mature, and more staff are housed in separate accommodations outside of the town hall, the ratio of floor area to staff numbers drops to around 10 to 20 square metres per staff person.

### 4.2 ADMINISTRATION FACILITIES DEVELOPMENT CONCEPT

From the comparative data described above, and for population growth figures provided by the Town of East Gwillimbury, the required municipal administrative office floor area requirements can be predicted as shown in the following Table 4.4.
Table 4.4 East Gwillimbury Administrative Office Space Requirement, By Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Estimated Population</th>
<th>Estimated Number of Staff (from Table 4.2)</th>
<th>Floor Area to Staff Ratio (from Figure 4.2, m² per staff member)</th>
<th>Required Admin Floor Area (m²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>20,000</td>
<td>59</td>
<td>45</td>
<td>2,655</td>
</tr>
<tr>
<td>2006</td>
<td>22,100</td>
<td>75</td>
<td>40</td>
<td>3,000</td>
</tr>
<tr>
<td>2011</td>
<td>30,000</td>
<td>120</td>
<td>36</td>
<td>4,320</td>
</tr>
<tr>
<td>2016</td>
<td>40,000</td>
<td>155</td>
<td>30</td>
<td>4,650</td>
</tr>
<tr>
<td>2021</td>
<td>54,000</td>
<td>210</td>
<td>25</td>
<td>5,250</td>
</tr>
<tr>
<td>2026</td>
<td>68,000</td>
<td>290</td>
<td>20</td>
<td>5,800</td>
</tr>
<tr>
<td>2041</td>
<td>150,000</td>
<td>600</td>
<td>10</td>
<td>6,000</td>
</tr>
</tbody>
</table>

From this table, it can be seen that the Town will outgrow its present facility (2,755 square metres) by 2006 and that additional administrative space will be needed very soon.

As discussed earlier, the existing East Gwillimbury Civic Centre is of sufficient quality that it can continue in service provided it is expanded and reorganized for improved access and circulation. It is not good policy to provide numerous frequent sequential additions to a building as this would create a “patchwork” appearance and would not be conducive to a good working environment. A building addition should instead aim at providing effective service for at least a further twenty years. The experience of other municipalities also indicates that the addition should be constructed before current accommodations reach a crisis point so that there is space to grow into, without disruption to functionality.

Possible development scenarios for an expanded Civic Centre need to be considered in conjunction with other municipal service demands such as libraries and recreation/cultural requirements. The most basic scenario however would be as follows:

In 2007 start planning for an expanded Civic Centre to be constructed by say, 2009. The expanded facility would be sized for a twenty year window with a total gross floor area of 5,800 square metres. This corresponds to an expansion of 3,045 square metres (33,000 square feet). For a period of time, the building would be larger than needed for purely municipal purposes and un-needed floor area could be made available for lease to complementary functions such as:

- Temporary branch library
- Regional services (health, social services)
- Educational services (community college, adult education)
- Health service providers
- Cultural, historical and community groups (museum, archive, creative arts, meeting rooms)

As demand for town administrative space grows, space could be gradually taken over from tenants leading to full town occupancy by 2021 to 2026.
As soon as the new administrative space is constructed, the original facility will be renovated for general replacement of finishes and to improve the functional deficiencies listed in Section 4.1.3. Expanded parking, landscaping and site servicing will also be required.

Cost of an expanded administrative facility can be calculated as follows:

<table>
<thead>
<tr>
<th>Cost Category</th>
<th>Floor / Site Area Sq. M, (sq ft)</th>
<th>Cost Per Sq Metre (Cost Per sq ft)</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Area Expansion</td>
<td>3,045 (33,000)</td>
<td>$1,830 ($170)</td>
<td>$5,572,000.</td>
</tr>
<tr>
<td>Renovation of Existing Spaces</td>
<td>2,755 (30,000)</td>
<td>$330 ($30)</td>
<td>$909,000.</td>
</tr>
<tr>
<td>Site Development, 3 acres</td>
<td></td>
<td>$250,000 per acre</td>
<td>$750,000.</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td>$7,231,000.</td>
</tr>
<tr>
<td>Contingency, 10%</td>
<td></td>
<td></td>
<td>$723,000.</td>
</tr>
<tr>
<td>Equipment &amp; Furnishings, 10%</td>
<td></td>
<td></td>
<td>$723,000.</td>
</tr>
<tr>
<td>Consultant Fees, 8%</td>
<td></td>
<td></td>
<td>$580,000.</td>
</tr>
<tr>
<td><strong>Total Estimated Capital Cost</strong></td>
<td></td>
<td></td>
<td><strong>$9,257,000</strong></td>
</tr>
</tbody>
</table>

### 4.3 Joint Government Services Information Facility

An innovative service that East Gwillimbury can provide to its residents is a joint government services information facility. This would be a facility owned and operated by the town, housing representatives of local, regional, provincial and federal governments. The facility would serve as a single resource centre where residents, visitors and businesses could obtain access to a wide range of government services and information. Staff would be provided by the respective government agency. The facility could stand alone, or be part of or adjacent to the new town administrative office.

<table>
<thead>
<tr>
<th>Cost Category</th>
<th>Floor / Site Area Sq. M, (sq ft)</th>
<th>Cost Per Sq Metre (Cost Per sq ft)</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>190 (2,000)</td>
<td>$1,830 ($170)</td>
<td>$340,000.</td>
</tr>
<tr>
<td>Site Development, 0.5 acres</td>
<td></td>
<td>$250,000 per acre</td>
<td>$125,000.</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td>$465,000.</td>
</tr>
<tr>
<td>Contingency, 10%</td>
<td></td>
<td></td>
<td>$46,500.</td>
</tr>
<tr>
<td>Equipment &amp; Furnishings, 10%</td>
<td></td>
<td></td>
<td>$46,500.</td>
</tr>
<tr>
<td>Consultant Fees, 10%</td>
<td></td>
<td></td>
<td>$46,400.</td>
</tr>
<tr>
<td><strong>Total Estimated Capital Cost</strong></td>
<td></td>
<td></td>
<td><strong>$604,500</strong></td>
</tr>
</tbody>
</table>
5.0 OPERATIONS FACILITIES PLAN

5.1 OPERATIONS FACILITIES REQUIREMENTS

5.1.1 General

The Operations and Fleet Maintenance group is part of the Town’s Department of Community Programs and Infrastructure. It is responsible for road maintenance, water and sewer pipe maintenance, fleet maintenance, park and trail maintenance, tree maintenance and winter maintenance. The group has a manager and approximately 15 full time employees plus seasonal employees. The fleet maintenance is responsible for the Town’s fleet of works and parks vehicles, including fire trucks. Garbage collection is by a private contractor so garbage trucks are not maintained by the Town.

The Town also owns a sand shed at Queensville. This is currently not in use because of its deteriorated condition.

The Town maintains its infrastructure in accordance with provincial standards. The size of the fleet and the existing operations centre is just adequate to achieve these minimal standards. Any further growth of roads and servicing infrastructure, without corresponding fleet and staffing increases will result in failure to meet these standards.

Because of the potential for environmental impacts, the planning of new municipal operations facilities is required to be conducted as an environmental assessment under the province’s Environmental Assessment Act. The act allows for undertakings of a similar nature to be conducted under “Class Assessments”. In the case of municipal operations centres, they are to be planned under the “Municipal Class Environmental Assessment, June 2000” (“Class EA”). Class assessments are to be renewed every 5 years, and at this time the Municipal Class Assessment is two years overdue for renewal, therefore the requirements for planning cannot be stated with certainty. It is fair to say however that changes to the Class EA will not likely be significant and will not affect the recommendations of this report.

The Class EA planning process for a new operations facility is considered as a “Schedule C” undertaking and follows the following primary steps:

Phase 1 – Define problem or opportunity
Phase 2 – Define alternative solutions, identify impacts on social and natural environment, evaluate solutions and select preferred solution. Consult with agencies and public.
Phase 3 – Identify design concepts for preferred solution, identify impacts for the various designs and select preferred design. Consult with agencies and public.
Phase 4 – Prepare and file environmental study report, and advise agencies and public.
Phase 5 – Implement the project including acquisition of land and construction of facilities.

It is clear that any contemplated change to East Gwillimbury’s municipal operations centre must be conducted under the process described above. It is our understanding that if the project is not executed within 5 years of completion of the Class EA, the Class EA must be repeated prior to execution of the project.
The Needs and Demand Analysis presented in this report is an initial, high level assessment of needs largely driven by the significant growth in population and employment anticipated over the next 20 years in East Gwillimbury. The primary deliverables of this report are:

- The identification of required facilities works/operations;
- Recommendations related to the timing of facility needs and provision;
- Projection of capital costs;
- The identification of trends and best practices that will have implications for the Town's provision of services;
- A review of possible service standards and siting guidelines and other factors that may influence the future development in East Gwillimbury.

5.1.2 Current Works Facility

The town has its existing operations centre in Sharon at 1914 Mount Albert Road, just north of the arena complex. The facility was originally designed as a storage garage. Since then, it has been used for vehicle maintenance as well as storage. Floor area is 460 sq metres (4,940 sf). At the Sharon works yard, there is also a general storage shed and a 960 sq. metre sand storage shed. Some concerns regarding this operations facility are listed as follows:

- Facility is too small for size of existing fleet. 5 Bays available. The existing fleet is operating at maximum capacity to meet current service standards. The fleet must be expanded immediately and this will put added pressure on the storage/maintenance garage.
- Staff accommodations are of very poor quality, mainly in mobile trailers.
- Facility is old, poorly constructed, inefficient, uninsulated and deteriorating.
- Health and safety, and environmental concerns relating to fume extraction systems, oily waste disposal, etc.
- Insufficient inside and outside storage space; building and site not expandable.
- Facility location is not compatible with the adjacent recreational uses. Trucks and graders must drive through the middle of a recreation area in order to access the garage.

It is strongly recommended that a new, central facility be constructed and that this existing facility be demolished and the property made available for recreation uses.

5.1.3 Operations/Works Facilities at Other Municipalities

Because the normal feasibility study and Class Environmental Assessment planning process are beyond the scope of this study, we shall predict facility needs by comparing the Town of East Gwillimbury with other, more developed communities and regions which have developed modern operations centres. Table 5.1 provides some data on coverage area and road networks for comparable municipalities. Following Table 5.1 is a discussion of operations centres at some comparable municipalities illustrating how their facilities were developed as the municipality grew.
### Table 5.1 – Municipal Coverage Areas

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Population</th>
<th>Area (km²)</th>
<th>Road Network</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Gwillimbury</td>
<td>19,243</td>
<td>245</td>
<td>187 km of roads</td>
</tr>
<tr>
<td>Aurora</td>
<td>48,500</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>Whitchurch-Stouffville</td>
<td>20,417</td>
<td>207</td>
<td>191 km of roads</td>
</tr>
<tr>
<td>Ajax</td>
<td>90,000</td>
<td>67</td>
<td></td>
</tr>
<tr>
<td>Pickering</td>
<td>83,381</td>
<td>232</td>
<td></td>
</tr>
<tr>
<td>Newmarket</td>
<td>62,148</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>Richmond Hill (2004)</td>
<td>124,740</td>
<td>101</td>
<td>548 km of roads</td>
</tr>
<tr>
<td>Clarington</td>
<td>65,902</td>
<td>611</td>
<td></td>
</tr>
<tr>
<td>Scugog</td>
<td>20,362</td>
<td>474</td>
<td>400 km of roads</td>
</tr>
<tr>
<td>Georgina</td>
<td>44,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Whitby</td>
<td>116,000</td>
<td>146</td>
<td></td>
</tr>
<tr>
<td>Kitchener</td>
<td>191,000</td>
<td>137</td>
<td>1755 lane km</td>
</tr>
</tbody>
</table>

**Whitby.** The Town of Whitby built a major operations centre in 1992 when the population of the town was approximately 80,000. The centre is 5,950 sq metres (21,000 sf) in size with a 7 hectare (17.3 acre) site. Cost in 1992 was $7 million. The centre houses fleet maintenance and storage, road and park maintenance, garbage truck maintenance, and storm sewer and stormwater management pond maintenance. In addition, the facility provides contract maintenance services for vehicles from other municipalities. There are approximately 100 employees associated with this facility. There are no other satellite operations facilities.

**Richmond Hill.** The current Richmond Hill operations facility was constructed in 1983 on 4.7 hectares (12 acres) of land. Floor area is 3,724 sq m (40,000 sf). At that time, the population of Richmond Hill was approximately 60,000, which is similar to the East Gwillimbury population forecast for year 2026. There are two salt domes on site. There are no other operations facilities in the town. As a result of growth (current population 160,000) and pressure on the existing facility the town has completed a feasibility study to examine options for expansion. Key findings of the study are:

- Stay with the existing philosophy of centralized operations rather than constructing a satellite facility. The existing site (Elgin Mills and Leslie) is well positioned for coverage of the town's road network.
- Expand into the existing adjacent vacant facility (former Richmond Hill Hydro) which is owned by the town. Floor area is 7,795 sq m (86,000 sf) and site area is 3.76 hectares (9.3 acres). The new floor area is well in excess of what will be needed for municipal operations uses and the excess (50,000 sf) will be leased for other compatible uses.
- The resulting expanded operations centre will serve an ultimate build-out population of 212,000 (by 2021) and will have 10,416 sq m (112,000 sf) of gross floor area and 8.47 hectares (21 acres) of site area.

**Region of Durham, Conlin Road Depot.** This facility is used for storage and maintenance of public works vehicles serving the roads and water/sewer systems of Durham Region. Building area is 4,900 sq
metres (53,000 sf) and site area is 15 acres. The region will shortly be adding a maintenance wing of 390 sq metres for a total building size of 6,290 sq metres (57,000 sf). The region’s traffic control and sign shop are housed in a separate facility in Whitby.

**Region of Peel, Woodlands Operations Centre.** This facility in Oakville is used for storage and maintenance of public works vehicles and for land ambulance services. It was constructed in 2002 at a cost of $8.8 million. Building area is 62,000 sf and site area is 15 acres.

**City of Kitchener.** The city has completed a series of feasibility studies to find solutions to its current decentralized service delivery model and has repeatedly chosen a centralized concept. It is currently in the site selection phase for a new central facility to replace six existing inadequate and deteriorating satellite facilities. The new facility will have a gross floor area of 5,700 sq m (186,000 sf) with a site area of 11 hectares (27 acres). Staff have estimated a cost savings through operational efficiencies of over $1 million per year with a centralized facility.

### 5.1.4 Transportation Assessment

The specific objectives of the transportation assessment are to:

- Confirm the role and function of the Central Maintenance Facility;
- Assess the delivery of service from the existing facility;
- Assess potential future facility locations in for existing and future long term service conditions; and
- Compare this service delivery to accepted guidelines and practices

The transportation assessment has been performed at a strategic level. The current facility location and equipment supply and needs are known quantities. The future potentials are more difficult to quantify as there are many unknowns related to service requirements, costs, equipment inventory, and other such operating parameters for the service. These parameters are as much a function of future economic and political conditions as they are a function of service needs.

The assessment provides an overview of the existing and future (long-term) conditions and operating performance characteristics for both existing and future potential facility locations as they relate to area coverage and service to the population and employment in the Town. The performance of the facilities in each scenario is measured in terms of service times and coverage from each alternative facility location.

At a strategic level these measures are used as the benchmark for how well the Town services are responding to the service needs of the community. More detailed analysis with respect to response times and to maintenance schedules cannot be performed without more detailed information with respect to future inventories of specific equipment and staff.
5.1.4.1 Service Provided at Existing Location

The following road maintenance services activities are currently provided by the Town:

- The Town maintains all roads under its jurisdiction in accordance with the Provincial Minimum Maintenance Standards.
- Routine roads maintenance is ongoing and all roads are inspected at least on a weekly basis.
- General Road Maintenance
- To control dust on gravel roads liquid calcium is applied but its effectiveness is a function of weather and traffic volumes. Re-applications are common in some areas.
- Spring Road Maintenance
- Street Sweeping is carried out in the spring to remove winter sand and in the fall to remove fallen leaves. Commencement varies depending on weather conditions.
- Spot sweeping may be required at other times.
- Winter Road Maintenance
- Plowing and Salting depends on depth of snowfall, location, temperatures, time of day and many other factors. Salting is ineffective when temperatures drop below -12 °C (±).
- Higher volume roads receive priority
- Sidewalks Snow Removal Services
- Approximately 20% of the Town’s total 56 km of sidewalk receive service.
- All bus stops have snow removal service
- Canada Post only clears in front of super mailboxes that face the road (where there is no sidewalk) or where they face a sidewalk that is cleared by the Town.
- Council reviews all requests for sidewalk snow clearing with the following prioritized policy guidelines in mind:
  - Major arterial roads servicing commercial areas and major pedestrian links
  - Transit routes
  - School and seniors homes access
- Sidewalk Repairs
  - An inventory of deficient sidewalk bays is maintained and updated through routine inspections and public input.
  - Deficiencies are prioritized and replacement depends on available funding approved by Council.
- Sidewalk Locations
  - In newer subdivisions sidewalks have been installed on the collector roads and other pedestrian links.
  - Public requests for new sidewalks are listed, prioritized (e.g., transit routes and arterial roads) and referred to Council for consideration during the budget process.

All roads within the Town fall under the Town’s jurisdiction with the following exceptions:

- Ministry of Transportation
  - Highways 48
  - Highway 404
- Region of York
  - Davis Drive
- Green Lane
- Mt. Albert Road
- Doane Road - Yonge St. to Woodbine Ave.
- Queensville Sideroad - Bathurst St. to Woodbine Ave.
- Bradford Street
- Ravenshoe Sideroad
- Holland Landing Road
- Bathurst Street - south of Queensville Sideroad
- Yonge Street (aka Highway 11)
- Yonge Street - through Holland Landing
- Leslie Street
- Woodbine Avenue
- Warden Avenue
- Kennedy Road
- McCowan Road
- Durham Road 30 (Davis Drive to Queensville Sideroad)

5.1.4.2 Assessment of Service at Existing Location

In order to quantify the performance of the existing facility location, an assessment was made of the service area coverage in terms of travel time in the context of 4 variables: kilometers of road network, hectares of land, resident population, and community employees. A geographic information software (GIS) based transportation program (TransCAD) was used to define incremental time contours (isochrones) from the facility location outward to the Town boundaries. These time contours define the elapsed travel time on the available road network as equipment would be dispatched from the existing facility.

Figure 5.1 provides the travel time contours from the existing Sharon operations facility. The graphic shows that at the posted speed it takes 6 minutes to reach the south boundary of the Town, 8 to 10 minutes to reach the west boundary, 10 to 12 minutes to reach the east boundary and 10 to 12 minutes to reach the north boundary. There are some locations in the northeast quadrant of the Town that may take as much as 18 minutes to reach. Travel speed is assumed to be the posted speed limit and does not allow for delays related to stop signs, traffic signals, etc. Depending on the equipment being deployed and the traffic and weather conditions, these travel times may increase by as much as 25%.
Figure 5.1 - Existing Travel Time Contours from Existing Facility

These time contours define a service area for the facility. Within each time interval there is a measurable amount of the network or community. Table 5.2 provides a description of the length of roadway and the area of land served within each time interval. Table 5.3 provides a description of the population and employment served from the existing facility. The allocation of the population and employment to specific communities was done based on the Region of York's traffic zone allocation of the municipal totals.
Table 5.2 - Existing Facility Location, Service Area Assessment (Roadway and Town Coverage)

<table>
<thead>
<tr>
<th>Facility Type</th>
<th>%</th>
<th>Roadway (km)</th>
<th>Town (ha)</th>
<th>Service Area (ha)</th>
<th>%</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>2.00</td>
<td>27.3</td>
<td>7.3%</td>
<td>7.3%</td>
<td>1,009</td>
<td>3.9%</td>
</tr>
<tr>
<td>2.00</td>
<td>4.00</td>
<td>53.7</td>
<td>14.3%</td>
<td>21.6%</td>
<td>3,534</td>
<td>13.6%</td>
</tr>
<tr>
<td>4.00</td>
<td>6.00</td>
<td>85.0</td>
<td>22.7%</td>
<td>44.3%</td>
<td>5,889</td>
<td>22.7%</td>
</tr>
<tr>
<td>6.00</td>
<td>8.00</td>
<td>82.1</td>
<td>21.9%</td>
<td>66.2%</td>
<td>5,801</td>
<td>22.3%</td>
</tr>
<tr>
<td>8.00</td>
<td>10.00</td>
<td>73.7</td>
<td>19.7%</td>
<td>85.9%</td>
<td>5,480</td>
<td>21.1%</td>
</tr>
<tr>
<td>10.00</td>
<td>12.00</td>
<td>36.7</td>
<td>9.8%</td>
<td>95.6%</td>
<td>3,151</td>
<td>12.1%</td>
</tr>
<tr>
<td>12.00</td>
<td>14.00</td>
<td>16.4</td>
<td>4.4%</td>
<td>100.0%</td>
<td>964</td>
<td>3.7%</td>
</tr>
<tr>
<td>14.00</td>
<td>16.00</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
<td>131</td>
<td>0.5%</td>
</tr>
<tr>
<td>16.00</td>
<td>18.00</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>18.00</td>
<td>20.00</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>375</td>
<td>100.0%</td>
<td>100.0%</td>
<td>25,958</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Table 5.3 - Existing Facility Location, Service Area Assessment (Existing Population and Employment Coverage)

<table>
<thead>
<tr>
<th>Facility Type</th>
<th>%</th>
<th>Population (2001)</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>2.00</td>
<td>1,834</td>
<td>8.2%</td>
</tr>
<tr>
<td>2.00</td>
<td>4.00</td>
<td>3,826</td>
<td>17.0%</td>
</tr>
<tr>
<td>4.00</td>
<td>6.00</td>
<td>5,804</td>
<td>25.8%</td>
</tr>
<tr>
<td>6.00</td>
<td>8.00</td>
<td>4,728</td>
<td>21.0%</td>
</tr>
<tr>
<td>8.00</td>
<td>10.00</td>
<td>5,088</td>
<td>22.6%</td>
</tr>
<tr>
<td>10.00</td>
<td>12.00</td>
<td>910</td>
<td>4.0%</td>
</tr>
<tr>
<td>12.00</td>
<td>14.00</td>
<td>309</td>
<td>1.4%</td>
</tr>
<tr>
<td>14.00</td>
<td>16.00</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>16.00</td>
<td>18.00</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>18.00</td>
<td>20.00</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>22,500</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

In summary, the following is noted with respect to the existing service assessments of the existing facility:

- In terms of road network, the 375 km of roadway (55% under Town jurisdiction) 85.9% can be reached within 10 minutes from the point of dispatch.
- In terms of land area, 83.6% of the land area can be reached within 10 minutes
- In terms of population, 94.6% of the existing population can be reached within 10 minutes
- In terms of employment, 93.8% of the existing employment can be reached within 10 minutes.

The travel time from the existing works garage is low, indicating that it is favourably located within the community.
5.2 OPERATIONS FACILITY DEVELOPMENT CONCEPT

5.2.1 Available Development Concepts

Historically it has been a common situation for a municipality to own several small works garages/yards spread throughout the community. This situation sometimes came about through a legacy from pre-amalgamation villages and townships, or through a philosophy based on minimizing travel times to work areas. In all municipalities that we have examined however, there is a consistent trend towards the construction of single, large, centralized facilities. Communities such as Kitchener and Oshawa which have decentralized facilities greatly regret this arrangement and are seeking ways to centralize. Communities such as Whitby, Richmond Hill and Waterloo which consciously chose to implement centralized facilities all report their satisfaction with this approach. Reasons for the strong preference for centralized facilities include:

- More efficient deployment of staff and improved supervision, sharing of reception, dispatch and some administrative functions,
- Better coordination of operations and response to work calls,
- Quicker deployment of vehicles due to inside storage,
- Centralized operation promotes “teamwork” attitude to service delivery,
- Vehicle maintenance and repair is located at same location as vehicle storage thereby reducing maintenance costs and improving vehicle availability,
- Elimination of duplication of equipment, fueling systems, stores, stock inventory, tool cribs, and specialized work areas and elimination of redundant staff positions,
- Ability to provide improved support facilities for staff,
- Reduction of building maintenance costs,
- Improved energy efficiency of buildings.

Without conducting a detailed feasibility study or environmental assessment to examine conceptual options, we feel confident in recommending this centralized approach.

5.2.2 Recommended Development Concept - Single, Centralized Facility

As discussed in Section 5.1.2, the existing facility on Mount Albert Road is not suitable for continuing use and needs to be replaced within a fairly short time. This project should be a priority for the town. The ideal development scenario would incorporate the following elements:

- Location in an industrial area where noise and vehicle traffic will not be a concern and where water and sanitary servicing will be available within a few years.
- Location close to the future centre of the road and servicing systems to minimize travel times to work areas.
- Initial design to allow for incremental expansion of both administrative and vehicle functional areas.
- High standard of initial construction to ensure that the building will be suitable for at least a 50 year life expectancy.
- Site area sufficient for long-term expansion of services.
Based on comparisons with Whitby, Richmond Hill and Region of Durham Conlin Road facilities we suggest the following staged development approach:

5.2.2.1 Stage 1 Development

1. Perform Class Environmental Assessment to confirm project scope and preferred location.

2. Acquire a site of 6 to 8 hectares (16 to 20 acres) in a future industrial area, where municipal servicing can be expected to arrive within five years.

3. By 2011 (and within 5 years of completion of the Class EA) construct a new building of approximately 20,000 sf with facilities as follows:

- Administration (offices for Manager, four foremen, clerks, documents, storesman)
- Staff Facilities (washrooms, changeroom, showers, lunchroom)
- Stores
- Shops (signs, material testing, welding)
- Vehicle Service, three bays
- Vehicle Storage, ten bays
- Relocate sand shed
- Development of half of sixteen acre site

Table 5.4 – Cost Estimate, Initial Operations Facility, Year 2011

<table>
<thead>
<tr>
<th>Cost Category</th>
<th>Floor / Site Area</th>
<th>Cost Per Sq Metre</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offices and Staff Facilities</td>
<td>465 (5,000)</td>
<td>$2,150 ($200)</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Workshop Spaces</td>
<td>465 (5,000)</td>
<td>$1,600 ($150)</td>
<td>$744,000</td>
</tr>
<tr>
<td>Storage Bays</td>
<td>930 (10,000)</td>
<td>$970 ($90)</td>
<td>$902,000</td>
</tr>
<tr>
<td>Site Development,</td>
<td>8 acres</td>
<td>$150,000 per acre</td>
<td>$1,200,000</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td>$3,846,000</td>
</tr>
<tr>
<td>Contingency, 10%</td>
<td></td>
<td></td>
<td>$385,000</td>
</tr>
<tr>
<td>Equipment &amp; Furnishings, 10%</td>
<td></td>
<td></td>
<td>$385,000</td>
</tr>
<tr>
<td>Consultant Fees, 8%</td>
<td></td>
<td></td>
<td>$308,000</td>
</tr>
<tr>
<td><strong>Total Estimated Capital Cost,</strong> <strong>Phase 1</strong></td>
<td></td>
<td></td>
<td><strong>$4,924,000</strong></td>
</tr>
</tbody>
</table>

5.2.2.2 Stage 2 Development

By 2026, expand the 2011 facility by approximately 20,000 sf to a total of 40,000 sf, together with development of the remainder of a 16 acre site. At this time, the population of East Gwillimbury will be 68,000 which is approximately the point at which Whitby and Richmond Hill developed their current large facilities.
Table 5.5 – Cost Estimate, Expanded Operations Facility, Year 2026

<table>
<thead>
<tr>
<th>Cost Category</th>
<th>Floor / Site Area Sq. M, (sq ft)</th>
<th>Cost Per Sq Metre (Cost Per sq ft)</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expanded Offices and Staff Facilities</td>
<td>465 (5,000)</td>
<td>$2,150 ($200)</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Expanded Workshop Spaces</td>
<td>465 (5,000)</td>
<td>$1,600 ($150)</td>
<td>$744,000</td>
</tr>
<tr>
<td>Expanded Storage Bays</td>
<td>930 (10,000)</td>
<td>$970 ($90)</td>
<td>$902,000</td>
</tr>
<tr>
<td>Minor Renovation existing facility</td>
<td>1,860 (20,000)</td>
<td>$430 ($40)</td>
<td>$800,000</td>
</tr>
<tr>
<td>New Site Development, 8 acres</td>
<td></td>
<td>$150,000 per acre</td>
<td>$1,200,000</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td>$4,646,000</td>
</tr>
<tr>
<td>Contingency, 10%</td>
<td></td>
<td></td>
<td>$465,000</td>
</tr>
<tr>
<td>Equipment &amp; Furnishings, 10%</td>
<td></td>
<td></td>
<td>$465,000</td>
</tr>
<tr>
<td>Consultant Fees, 8%</td>
<td></td>
<td></td>
<td>$372,000</td>
</tr>
<tr>
<td><strong>Total Estimated Capital Cost, Phase 2</strong></td>
<td></td>
<td></td>
<td><strong>$5,948,000</strong></td>
</tr>
</tbody>
</table>

Note that these cost estimates do not include the cost of acquiring land. We have also not provided a forecast of works vehicles needs.

5.2.3 Future Facility Location Assessment

5.2.3.1 Purpose and Method of Facility Location Assessment

As discussed in Section 5.1, the development of a new municipal operations centre must be preceded by a Class Environmental Assessment (Class EA), which will involve a detailed location study prior to acquisition of lands. A key factor in operational efficiency is the amount of time that work crews sit in their vehicles on the way to the workplace. The workplace can be at any road or water/sewer pipe location within the town. It is therefore important to select an operations centre location that minimizes worker and vehicle travel times, or at least keeps these times within some acceptable range. In the sections that follow, we provide a preliminary location study to assist in evaluation of vehicle travel time from an operations centre to various locations in the town. This study will have to be refined during the Class EA using more accurate projections of future roadway locations and lengths which can be obtained from the Transportation Master Plan now being prepared by the Town.

In order to quantify the performance of the existing facility location, an assessment was made of the service area coverage in terms of travel time in the context of 4 variables: kilometers of road network, hectares of land, resident population, and community employees. A geographic information software (GIS) based transportation program (TransCAD) was used to define incremental time contours (isochrones) from the facility location outward to the Town boundaries. These time contours define the elapsed travel time on the available road network as equipment would be dispatched from the existing facility.
First, in section 5.1.3.2, we assessed the service travel times at the existing garage location for the current population. In section 5.2.3.2 we assess the existing location, a "south" location and a "north" location based on population levels of 62,900 (Region of York estimate for 2026) and 150,000 (Provincial estimate from "Places to Grow", for 2041).

5.2.3.2 Assessment of Service at Existing and Alternative Locations in 2026

In 2004, CN Watson Associates was retained by the Town of East Gwillimbury to review and update the Town’s 2000 Growth Management Study. The update provided a comprehensive review of residential and non-residential growth over a 25 year period. The study recommended that the Town should adopt the Region of York 2000 population forecast, which projects a total population growth from 22,500 in 2001 to 62,900 by 2026. For non-residential (employment), it was recommended that the Town adopt growth from 4,650 in 2001 to 24,250 in 2026.

For the purposes of calculating service coverage, the Region of York’s long term projections for traffic zones within East Gwillimbury were adopted (provided in 5 year increments from 2001 to 2036. Figure 5.2 provides a summary of the horizon year population and employment forecasts for East Gwillimbury. These population forecasts for the various traffic zones were prepared by the Region of York for this traffic model and are different from those provided by East Gwillimbury and shown in Table 2.1. In our opinion, these differences are minor and do not create a significant difference to the service time analysis for the various options.

**Figure 5.2: East Gwillimbury Population and Employment Forecasts [Source: Region of York]**
Beyond the 2036 time horizon, the ultimate growth plan for the town of East Gwillimbury is to accommodate a resident population of 150,000. The timing of this ultimate population projection is estimated to be by the year 2041. Ultimate employment forecasts are not known at this time but it is estimated that employment would grow commensurate with population, resulting in an ultimate employment forecast of approximately 60,000 persons.

Potential Locations

Without having any property alternatives specifically planned or dedicated to the construction of a new facility, two representative locations have been chosen to compare against the existing facility:

- "North" facility location: northeast of the Queensville Sideroad/Leslie Street intersection, located in a future designated employment area in close proximity to the future interchange with the Highway 404 extension,
- "South" facility location: Bales Drive, located northeast of the Davis Drive/Woodbine Avenue Drive intersection.

Role and Function

The future locations would be used to house a complete inventory of maintenance equipment for both Public Works (operations) and Parks and Recreation. This would include office, garage and administrative activities associate with deployment and maintenance of this equipment.

Other activities may be consolidated on site; however the performance review has focused on the critical time elements of the existing maintenance service.

Assessment of Future Service From Existing Sharon Facility

The tables that follow show, for various travel times from the operations facility, the percentage of population and employment that can be serviced from the existing Sharon facility for the years 2026 and 2041. We have recommended previously in this report that this existing facility be relocated, but we have included this future assessment as a benchmark against which to compare the service from other potential locations.
### Table 5.6 - Existing Facility Location, Service Area Assessment
(2026 Population and Employment Coverage)

<table>
<thead>
<tr>
<th>Time</th>
<th>Type</th>
<th>2026 Pop.</th>
<th>Service Assessment</th>
<th>2026 Empl.</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>2.00</td>
<td>2,557</td>
<td>4.1%</td>
<td>1,083</td>
<td>4.5%</td>
</tr>
<tr>
<td>2.00</td>
<td>4.00</td>
<td>22,780</td>
<td>36.2%</td>
<td>12,671</td>
<td>52.3%</td>
</tr>
<tr>
<td>4.00</td>
<td>6.00</td>
<td>22,699</td>
<td>36.1%</td>
<td>5,867</td>
<td>24.2%</td>
</tr>
<tr>
<td>6.00</td>
<td>8.00</td>
<td>6,669</td>
<td>10.6%</td>
<td>2,014</td>
<td>8.3%</td>
</tr>
<tr>
<td>8.00</td>
<td>10.00</td>
<td>6,824</td>
<td>10.8%</td>
<td>2,136</td>
<td>8.8%</td>
</tr>
<tr>
<td>10.00</td>
<td>12.00</td>
<td>1,060</td>
<td>1.7%</td>
<td>352</td>
<td>1.5%</td>
</tr>
<tr>
<td>12.00</td>
<td>14.00</td>
<td>311</td>
<td>0.5%</td>
<td>105</td>
<td>0.4%</td>
</tr>
<tr>
<td>14.00</td>
<td>16.00</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>16.00</td>
<td>18.00</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>18.00</td>
<td>20.00</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>62,900</td>
<td>100.0%</td>
<td>24,228</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

### Table 5.7 - Existing Facility Location, Service Area Assessment
(2041 Population and Employment Coverage)

<table>
<thead>
<tr>
<th>Time</th>
<th>Type</th>
<th>2026 Pop.</th>
<th>Service Assessment</th>
<th>2026 Empl.</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>2.00</td>
<td>10,460</td>
<td>7.0%</td>
<td>5,025</td>
<td>8.4%</td>
</tr>
<tr>
<td>2.00</td>
<td>4.00</td>
<td>40,202</td>
<td>32.8%</td>
<td>21,314</td>
<td>35.5%</td>
</tr>
<tr>
<td>4.00</td>
<td>6.00</td>
<td>48,513</td>
<td>32.3%</td>
<td>20,100</td>
<td>33.5%</td>
</tr>
<tr>
<td>6.00</td>
<td>8.00</td>
<td>20,008</td>
<td>16.7%</td>
<td>6,324</td>
<td>10.5%</td>
</tr>
<tr>
<td>8.00</td>
<td>10.00</td>
<td>20,965</td>
<td>14.0%</td>
<td>5,563</td>
<td>9.3%</td>
</tr>
<tr>
<td>10.00</td>
<td>12.00</td>
<td>4,394</td>
<td>2.9%</td>
<td>1,529</td>
<td>2.5%</td>
</tr>
<tr>
<td>12.00</td>
<td>14.00</td>
<td>457</td>
<td>0.3%</td>
<td>141</td>
<td>0.2%</td>
</tr>
<tr>
<td>14.00</td>
<td>16.00</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>16.00</td>
<td>18.00</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>18.00</td>
<td>20.00</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>150,000</td>
<td>100.0%</td>
<td>60,000</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

In summary, the following is noted with respect to the future service assessments of the existing facility:

- In terms of population, approximately 96-97% of the existing population can be reached within 10 minutes.
- In terms of employment, approximately 97-98% of the existing employment can be reached within 10 minutes.

**Assessment of Existing and Future Service From “North” Facility**

This analysis assumes an operations centre in the Queensville Sideroad/Leslie Street area. We examine the service for the existing population (as a baseline comparator), the 2026 population and the 2041 “build out” population.
Figure 5.3 - Existing Travel Time Contours from Potential "North" Facility Location

Table 5.8 - Potential "North" Facility Location, Service Area Assessment (Existing Roadway and Town Coverage)

<table>
<thead>
<tr>
<th>Time (Min)</th>
<th>%</th>
<th>%</th>
<th>%</th>
<th>%</th>
<th>%</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>14.4</td>
<td>3.8%</td>
<td>3.8%</td>
<td>853</td>
<td>3.3%</td>
<td>3.3%</td>
</tr>
<tr>
<td>2.00</td>
<td>40.1</td>
<td>10.7%</td>
<td>14.5%</td>
<td>3,254</td>
<td>12.5%</td>
<td>15.8%</td>
</tr>
<tr>
<td>4.00</td>
<td>98.9</td>
<td>26.4%</td>
<td>40.9%</td>
<td>6,277</td>
<td>24.2%</td>
<td>40.0%</td>
</tr>
<tr>
<td>6.00</td>
<td>101.7</td>
<td>27.1%</td>
<td>68.0%</td>
<td>7,464</td>
<td>28.8%</td>
<td>68.8%</td>
</tr>
<tr>
<td>8.00</td>
<td>49.2</td>
<td>13.1%</td>
<td>81.1%</td>
<td>4,835</td>
<td>18.6%</td>
<td>87.4%</td>
</tr>
<tr>
<td>10.00</td>
<td>49.0</td>
<td>13.1%</td>
<td>94.2%</td>
<td>2,274</td>
<td>8.8%</td>
<td>96.2%</td>
</tr>
<tr>
<td>12.00</td>
<td>21.7</td>
<td>5.8%</td>
<td>100.0%</td>
<td>894</td>
<td>3.4%</td>
<td>99.6%</td>
</tr>
<tr>
<td>14.00</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
<td>104</td>
<td>0.4%</td>
<td>100.0%</td>
</tr>
<tr>
<td>16.00</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>18.00</td>
<td>-</td>
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### Table 5.9 - Potential “North” Facility Location, Service Area Assessment (Existing Population and Employment Coverage)

<table>
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<th>Radial</th>
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<th>Pop. 2001</th>
<th>Cumulative</th>
<th>2001 Empl.</th>
<th>%</th>
<th>Cumulative</th>
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<td>86.9%</td>
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<td>100.0%</td>
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<tr>
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### Table 5.10 - Potential “North” Facility Location, Service Area Assessment (2026 Population and Employment Coverage)

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<th>Pop. 2026</th>
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<th>2026 Empl.</th>
<th>%</th>
<th>Cumulative</th>
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<td>0.0%</td>
<td>100.0%</td>
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<tr>
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<td>100.0%</td>
</tr>
<tr>
<td>18.00</td>
<td>20.00</td>
<td>-</td>
<td>0.0%</td>
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<td>0.0%</td>
<td>100.0%</td>
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<tr>
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Table 5.11 - Potential “North” Facility Location, Service Area Assessment
(2041 Population and Employment Coverage)

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<th>Location</th>
<th>Nmi</th>
<th>2089 Emp.</th>
<th>2041 Emp.</th>
<th>Cumulative 2089</th>
<th>Cumulative 2041</th>
<th>%</th>
<th>Cumulative %</th>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<td>9.1%</td>
<td>9,949</td>
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<td>16.6%</td>
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<td>33,189</td>
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<td>86.0%</td>
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<td>10.00</td>
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<td>93.6%</td>
<td>6,134</td>
<td>10.2%</td>
<td>96.2%</td>
</tr>
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<td>12.00</td>
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<td>5.8%</td>
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<td>99.6%</td>
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<tr>
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<td>0.0%</td>
<td>100.0%</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>16.00</td>
<td>18.00</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>18.00</td>
<td>20.00</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
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<td>0.0%</td>
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</tr>
<tr>
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<td>60,000</td>
<td>100.0%</td>
<td>100.0%</td>
<td></td>
</tr>
</tbody>
</table>

In summary, the following is noted with respect to the existing and future service assessments of the “north” facility:

- In terms of road network, the 375 km of roadway (55% under Town jurisdiction) 81.1% can be reached within 10 minutes from the point of dispatch.
- In terms of land area, 87.4% of the land area can be reached within 10 minutes
- In terms of existing population, 86.1% of the population can be reached within 10 minutes
- In terms of existing employment, 86.9% of the employment can be reached within 10 minutes.
- In terms of future population, 91-94% of the future population can be reached within 10 minutes
- In terms of future employment, 93-96% of the future employment can be reached within 10 minutes.

The service characteristics of the “north” site are not as good as the existing site but are still very acceptable.

Assessment of Existing and Future Service From “South” Facility

This analysis assumes an operations centre in the Bales Road area. We examine the service for the existing population (as a baseline comparator), the 2026 population and the 2041 “build out” population.

Totten Sims Hubicki Associates
dmA Planning & Management Services
Figure 5.4 - Existing Travel Time Contours from Potential "South" Facility Location

Table 5.12 - Potential "South" Facility Location, Service Area Assessment (Existing Roadway and Town Coverage)

<table>
<thead>
<tr>
<th>Time (Hrs)</th>
<th>Area (Acre)</th>
<th>Coverage</th>
<th>Cumulative</th>
<th>Area (Acre)</th>
<th>%</th>
<th>Cumulative</th>
</tr>
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<td>2.6%</td>
<td>334</td>
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</tr>
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</tr>
<tr>
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<td>13.9%</td>
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<td>100.0%</td>
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<td>100.0%</td>
<td>-</td>
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Table 5.13 - Potential “South” Facility Location, Service Area Assessment (Existing Population and Employment Coverage)

<table>
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<th>Time</th>
<th>2000 Pop</th>
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<th>2002 Pop</th>
<th>2003 Emp</th>
<th>Cumulative 00-02</th>
<th>Cumulative 02-03</th>
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<td>150</td>
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<td>100.0%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
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Table 5.14 - Potential “South” Facility Location, Service Area Assessment (2026 Population and Employment Coverage)

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<th>2002 Pop</th>
<th>2003 Emp</th>
<th>Cumulative 00-02</th>
<th>Cumulative 02-03</th>
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<td>0.0%</td>
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### Table 5.15 - Potential “South” Facility Location, Service Area Assessment (2041 Population and Employment Coverage)

<table>
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<th>2031 Area</th>
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<th>%</th>
<th>Cumulative %</th>
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<tr>
<td>16.00</td>
<td>18.00</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>18.00</td>
<td>20.00</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150,000</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>60,000</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

In summary, the following is noted with respect to the existing and future assessments for the “south” facility:

- In terms of road network, the 375 km of roadway (55% under Town jurisdiction) 60% can be reached within 10 minutes from the point of dispatch.
- In terms of land area, 55% of the land area can be reached within 10 minutes.
- In terms of existing population, 60% of the population can be reached within 10 minutes.
- In terms of existing employment, 59% of the employment can be reached within 10 minutes.
- In terms of future population, 72-78% of the population can be reached within 10 minutes.
- In terms of future employment, 76-78% of the employment can be reached within 10 minutes.

The service characteristics of the “South” site are significantly less favourable than the existing site and the “North” site.

#### 5.2.3.3 Conclusions Regarding Facility Location Assessment

The following conclusions have been reached on the basis of the transportation assessment documented above:

- The existing facility location is well-positioned from a transportation service perspective, considering network accessibility and community and resident coverage.
- Each of the alternative locations provides adequate network coverage in the future, however a north location (Queensville Sideroad and Leslie Street) provides the most efficient access to the greater number of residents and employees. It is expected that a more detailed study done during the Environmental Assessment can provide an actual cost/benefit comparison for the alternative sites.
- The purpose of any facility is to support the operations it houses in delivering services to the public. Operating from decentralized facilities imposes certain inefficiencies and results in...
significant duplication of facility, equipment and staff resources. Combining these operations within a single shared facility would allow for more efficient deployment of staff and equipment and a reduction in the current duplication of equipment, stock inventory, stores, tool cribs and specialty work areas.

- From a purely transportation perspective, the existing site or a northerly site location are preferred for a future facility.
6.0  EMERGENCY SERVICES FACILITIES PLAN

6.1  Current Facilities

Future facility requirements for the Town of East Gwillimbury Emergency Services Department up to year 2016 have been provided to TSH as part of the Emergency Services Department Ten Year Master Plan, July 2006, prepared by Chief Ken Beckett.

The mandate of the Emergency Services Department is to protect the lives and property of the inhabitants of the town from the adverse effects of fires, sudden medical emergencies or exposures to dangerous conditions created by man and nature in the fastest time possible. Ambulance services are provided by the Region of York and are not part of the mandate of the East Gwillimbury Emergency Services Department.

At the present time, the department operates out of three existing fire stations which are between 10 and 15 kilometers away from each other. Other than the a full time Training Officer, Fire Prevention Officer and administrative assistant, all officers and firefighters are volunteers. Dispatch is handled by a Regional centre in Richmond Hill. This arrangement is not likely to change in the future.

*Holland Landing:* This facility is fairly new. It serves as the department headquarters and is capable of housing full-time firefighters. This station has two double apparatus bays and four primary vehicles. It houses the EMS administration, training and fire prevention functions. It is provided with an emergency power generator.

*Mount Albert:* This station has three double bays and four primary vehicles. The building is aging and requires extensive renovation including new roofing and siding.

*Queensville:* This station has three single bays and three vehicles.

The Ten Year Master Plan indicates that these three stations do not provide adequate coverage (ten fire fighters within ten minutes) for the Sharon area nor for the future growth area at Woodbine/Green Lane/Davis Drive. It is not realistic to achieve the "ten and ten" response in rural areas of the Town, although the Emergency Services Department is working to establish benchmarks to define an acceptable level of response. Through mutual aid agreements, assistance can be obtained from neighbouring municipalities when East Gwillimbury resources are exhausted.

6.2  EMERGENCY SERVICES FACILITIES DEVELOPMENT CONCEPT

Factors influencing future facility needs are listed below:

1. Need to provide acceptable coverage of the Sharon and Woodbine Avenue corridor.
2. Anticipated population growth as illustrated in Table 2.1.
3. New emergency response demands associated with extension of highway 404 and future east/west highway.
4. Transition to full-time firefighters.
5. Need for enhanced training programming
6. Need to renew aging fire hall facilities.

The Emergency Services Department Ten Year Master Plan provides a projection of facility needs over the next ten years. Beyond that time window, we can project further fire department needs based on existing facilities at comparable communities. The ten year facility plan, with associated costs, is projected in Table 6.1.

It should be noted that prior to proceeding with the implementation of any of the proposed expansions, a detailed Fire Master Plan and Fire Station Location Study should be prepared which will provide a scientific rationale for the location, size and services of any new facility.

**Table 6.1 – Emergency Services, Ten Year Facility Forecast**

<table>
<thead>
<tr>
<th>Year</th>
<th>New/Renewed Facility</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>New headquarters station at Leslie/Doane Road. Close existing Queensville station. Size 1490 sq m (16,000 sf). Training spaces, staff areas, offices, three double apparatus bays.</td>
<td>$5,632,000</td>
</tr>
<tr>
<td>2011</td>
<td>Expand/Renovate Mount Albert station. Renovate 465 sq m (5,000 sf) Addition 465 sq m (5,000 sf).</td>
<td>$2,160,000</td>
</tr>
<tr>
<td>2009</td>
<td>Contribution to York Region Training Centre</td>
<td>$123,000</td>
</tr>
<tr>
<td>2016</td>
<td>New station at Green Lane/Woodbine area, 930 sq m (10,000 sf) with 2 acres of sitework. (It should be noted that it may be possible to negotiate a mutual aid agreement with the Town of Newmarket to provide coverage for the Green Lane/Woodbine area, and thereby reduce or eliminate the cost of a new station in this area).</td>
<td>$3,723,000</td>
</tr>
</tbody>
</table>

Costs for the facilities identified above are developed in the following tables. Unit costs are based on recent tenders in Ajax and Oshawa. None of the cost estimates include the cost of acquiring land.

**Table 6.2 – Cost for Leslie/Doane Road Fire Headquarters, 2009**

<table>
<thead>
<tr>
<th>Cost Category</th>
<th>Floor / Site Area Sq. M, (sq ft)</th>
<th>Cost Per Sq Metre (Cost Per sq ft)</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Fire Hall</td>
<td>1490 (16,000)</td>
<td>$2,700 ($250)</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Site Development</td>
<td>2 acres</td>
<td>$200,000 per acre</td>
<td>$400,000</td>
</tr>
<tr>
<td>Contingency, 10%</td>
<td></td>
<td></td>
<td>$440,000</td>
</tr>
<tr>
<td>Equipment &amp; Furnishings, 10%</td>
<td></td>
<td></td>
<td>$440,000</td>
</tr>
<tr>
<td>Consultant Fees, 8%</td>
<td></td>
<td></td>
<td>$352,000</td>
</tr>
<tr>
<td><strong>Total Estimated Capital Cost</strong></td>
<td></td>
<td></td>
<td><strong>$5,632,000</strong></td>
</tr>
</tbody>
</table>
Table 6.3 – Cost for Mount Albert Renovation/Expansion, 2011

<table>
<thead>
<tr>
<th>Cost Category</th>
<th>Floor / Site Area Sq. M. (sq ft)</th>
<th>Cost Per Sq Metre (Cost Per sq ft)</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expansion of Fire Hall</td>
<td>465 (5,000)</td>
<td>$2,700 ($250)</td>
<td>$1,255,000</td>
</tr>
<tr>
<td>Renovation of Existing Spaces</td>
<td>465 (5,000)</td>
<td>$860 ($80)</td>
<td>$400,000</td>
</tr>
<tr>
<td>Contingency, 10%</td>
<td></td>
<td></td>
<td>$166,000</td>
</tr>
<tr>
<td>Equipment &amp; Furnishings, 10%</td>
<td></td>
<td></td>
<td>$166,000</td>
</tr>
<tr>
<td>Consultant Fees, 8%</td>
<td></td>
<td></td>
<td>$133,000</td>
</tr>
<tr>
<td><strong>Total Estimated Capital Cost</strong></td>
<td></td>
<td></td>
<td><strong>$2,160,000</strong></td>
</tr>
</tbody>
</table>

Table 6.4 – Cost of Contribution to York Region Fire Training Centre, 2009

The cost of East Gwillimbury's contribution to the proposed York Region Fire Training Centre is assumed to be based on the ratio of the population of East Gwillimbury to the population of the entire York Region and is estimated as follows:

1. Estimated capital cost of fire training centre $5,000,000
2. Population of East Gwillimbury in 2011 26,000
3. Population of York Region in 2011 5 1,060,000
4. East Gwillimbury share = 26,000/1,060,000 times $5,000,000 = $123,000

Table 6.5 – Cost for Green Lane/Woodbine Fire Hall, 2016

<table>
<thead>
<tr>
<th>Cost Category</th>
<th>Floor / Site Area Sq. M. (sq ft)</th>
<th>Cost Per Sq Metre (Cost Per sq ft)</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Fire Hall</td>
<td>930 (10,000)</td>
<td>$2,700 ($250)</td>
<td>$2,510,000</td>
</tr>
<tr>
<td>Site Development</td>
<td>2 acres</td>
<td>$200,000 per acre</td>
<td>$400,000</td>
</tr>
<tr>
<td>Contingency, 10%</td>
<td></td>
<td></td>
<td>$290,000</td>
</tr>
<tr>
<td>Equipment &amp; Furnishings, 10%</td>
<td></td>
<td></td>
<td>$290,000</td>
</tr>
<tr>
<td>Consultant Fees, 8%</td>
<td></td>
<td></td>
<td>$233,000</td>
</tr>
<tr>
<td><strong>Total Estimated Capital Cost</strong></td>
<td></td>
<td></td>
<td><strong>$3,723,000</strong></td>
</tr>
</tbody>
</table>

5 Places to Grow Website, Schedule 1: Greater Golden Horseshoe Growth Plan Area
Beyond ten years, population growth will continue as shown in Table 6.2. Without the benefit of any formal needs analysis, EMS facility needs, with associated costs, can be estimated very approximately as follows:

Table 6.6 – Emergency Services, Beyond Ten Year Facility Forecast

<table>
<thead>
<tr>
<th>Year</th>
<th>New/Renewed Facility</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>New Station, Ravenshoe Area</td>
<td>$3,723,000</td>
</tr>
<tr>
<td>2031</td>
<td>Renovate Holland Landing station</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>2036</td>
<td>Renovate/Expand Leslie/Doane Rd station</td>
<td>$2,160,000</td>
</tr>
</tbody>
</table>

Costs from Tables 6.1 to 6.6 are carried forward into the overall cost Table 1.1. Costs do not include land acquisition nor required new or replacement EMS vehicles.
7.0 LIBRARY FACILITIES PLAN

This chapter describes future library facility requirements. As discussed further below, our approach involves applying customary and widely used planning guidelines to the Town’s current and future population. For library facilities, unlike recreation and parks, these guidelines are well established and provide a justifiable basis for future projections in a master plan of this type.

In addition to describing future facility requirements, we have discussed a possible development concept for the library and a potential phasing program. The development concept will need to be refined with additional planning studies.

7.1 LIBRARY SPACE REQUIREMENTS

7.1.1 Justification for the Application of Guidelines

In the Province of Ontario, the library space planning guideline of 0.6 sq. ft./capita has been widely applied to estimate library space needs since it was first documented by the Ministry of Citizenship and Culture in 1986. This guideline was more recently reconfirmed (for urban/rural municipalities) in the 2005 Association of Rural and Urban Public Libraries of Ontario (ARUPLO) guidelines.

A number of jurisdictions in Canada and the United States have adopted guidelines consistent with 0.6 sq. ft. per capita. This guideline was in use in many jurisdictions as early as the 1960s. Some jurisdictions adopting this guideline employ a sliding scale, with the space allocation gradually declining with increasing population. The sliding scale assumes more efficient design and utilization of space in larger libraries. The 0.6 sq. ft./capita figure is generally adopted for communities in the 30-75,000 population range, and consequently would be appropriate for the Town of East Gwillimbury.

In recent years the relevance of the 0.6 sq. ft. per capita guideline has been questioned due to the increasing reliance on electronic information. This is a relatively new topic and there has been little discussion of the impact of library trends on space requirements or planning standards in the literature. However, as noted in Appendix B, Best Practices – Library Development, facility trends point to the development of larger, not smaller library facilities in the future. This observation is supported by ARUPLO in their 2005 report, which may be the only recent review of guidelines undertaken in Ontario. While the document retains the 0.6 sq. ft. per capita guideline for urban centres of 35,000 population or greater, it notes with respect to facilities “the trend in library branch distribution models across North America is to larger, full-service branches. The average size of an urban branch library is increasing6. We have adopted the 0.6 sq. ft./capita as the minimum space requirement for library planning purposes.

7.1.2 Future Space Requirements in East Gwillimbury

Table 7.1 below uses assumptions provided by the Town to project growth over the 25 year period from 2001 to 2026. Library space requirements are estimated by applying the 0.6 sq. ft./capita guideline.

---

final column shows the resulting library space surplus or deficit over time, assuming no change to the existing amount of library space over the 25-year period.

Table 7.1 - Population Change and Library Space Requirements

<table>
<thead>
<tr>
<th>Year</th>
<th>Projected Population*</th>
<th>Library Space Requirements</th>
<th>Library Space Surplus or (Deficit) Sq. ft.*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>20,000</td>
<td>12,000</td>
<td>1,167</td>
</tr>
<tr>
<td>2006</td>
<td>22,100</td>
<td>13,260</td>
<td>240</td>
</tr>
<tr>
<td>2011</td>
<td>30,000</td>
<td>18,000</td>
<td>(4,500)</td>
</tr>
<tr>
<td>2016</td>
<td>40,000</td>
<td>24,000</td>
<td>(10,500)</td>
</tr>
<tr>
<td>2021</td>
<td>54,000</td>
<td>32,400</td>
<td>(18,900)</td>
</tr>
<tr>
<td>2026</td>
<td>68,000</td>
<td>40,800</td>
<td>(27,300)</td>
</tr>
</tbody>
</table>

As shown in the table above, the build-out population of approximately 68,850 residents would require a minimum of 41,000 sq. ft. of library space. There is approximately 13,500 sq. ft. of library space in total at the existing two branches (Holland Landing with 7,500, and Mount Albert with 6,000). Assuming the existing amount of library space remains unchanged over the next 25 years, the resulting deficit would be approximately 27,300 sq. ft.

7.2 PRELIMINARY LIBRARY DEVELOPMENT CONCEPT

7.2.1 Limitations with the Existing Facilities

Existing library facilities in the Town of East Gwillimbury include the 7,500 sq. ft. Holland Landing branch, built in 1985, co-located with the Holland Landing Community Centre, and the 6,000 sq. ft. Mount Albert branch, located at the Ross Family Complex and built in 1998. Including both branches, the total supply of library space is 13,500 sq. ft., excluding spaces shared with the community facilities. When compared to the current (estimated) population, this amount of space exceeds the 0.6 sq. ft. per capita guideline. However, based on site visits and interviews with library staff we note a number of limitations with the existing facilities. These include the following:

- Limited computer work stations
- Limited individual work spaces and quite reading spaces
- Limited spaces/tables for group work or study
- No spaces dedicated to computer training
- No dedicated program areas
- Lack of community history space
- Generally, limited appeal and few of the amenities increasingly associated with today’s libraries (e.g. natural light, food service, comfortable reading areas, easy to access and ample display areas, space for "parking" strollers, etc.)
While some of these limitations apply to the newer Mount Albert branch, they are much more apparent at the Holland Landing branch. Previous studies in East Gwillimbury identified the community's general satisfaction with library services, with two exceptions: participants requested longer hours of operation, and more space and resources dedicated to programming. The latter supports staff's assessment of the need for dedicated programming space and the former points to the need for extended hours of operation.

As discussed in Appendix B, all of the elements identified as deficiencies with the existing East Gwillimbury library facilities represent areas where modern, functional libraries excel. In the case of Holland Landing, they are significant enough to address as part of the future planning for the library.

7.2.2 Future Facility Model Options – Preliminary Recommendations

Provincial and State Library Associations provide guidelines for key indicators of library service delivery, but there is no accepted model for library service delivery showing preferred levels of service for different types of libraries. Because of variations in geography, demographics, and other region-specific considerations, municipalities frequently adopt their own hierarchies of library facilities. Municipalities across Ontario with similar populations to East Gwillimbury have adopted very different facility models. For example, some have applied a highly centralized approach with one Central Library dominating service provision, while others may include no Central Library and instead provide library services throughout a number of Community or Neighbourhood-level facilities. The most appropriate facility model for East Gwillimbury must be investigated further with more detailed planning studies; however, we have commented on a possible model in the discussion that follows.

In determining a facility model for the Town of East Gwillimbury, there are a number of issues to consider. First, the current library system is fairly decentralized, with two geographically distinct branches serving different areas of the Town. The municipality has already made a significant capital investment in the existing library branches, and patrons are generally satisfied with these facilities. Although there are functional limitations associated with Holland Landing Branch as described in the preceding section, and these could be addressed.

The second issue is the location of the existing branches in relation to future population growth. The Mount Albert branch likely serves residents in the eastern part of the municipality (east of Highway 48), while the Holland Landing branch generally serves residents in the western part.

By 2026, Mount Albert is projected to grow to about 5,300 residents. The Mount Albert branch likely also serves a large portion of the rural area, with an estimated population of 5,284 by 2026. These figures would suggest that at 6,000 sq. ft. the Mount Albert branch would adequately meet the needs of residents in its service area until 2026. The Mount Albert branch is also a relatively new facility that incorporates many of the features of a modern library. This branch, assuming continued access to shared multi-purpose program space in the Ross Family Complex, should be retained and will adequately meet future needs.

Holland Landing/River Drive Park will grow to about 16,000 residents by 2026 and may draw some residents from the adjoining growth areas. If the service population were about 16,000 a library of about 10,000 sq. ft. would be indicated. We believe an expansion of this order is required, not only to serve...
future population but also to correct the functional limitations of this branch. With an additional 2,500 sq. ft. plus the opportunity to recapture most of the administrative area (which will be relocated), sufficient public area would be available at the Holland Landing branch to correct functional deficiencies and meet future needs.

Centrally located within the municipality is the Sharon/Queensville area. This area is projected to grow to almost 40,000 residents, encompassing about 60% of the Township’s 2026 population. To meet future population needs, therefore, the most likely location for future library development would be the Sharon/Queensville area. Consistent with trends supporting the development of larger, consolidated libraries, the remaining library space requirement (excluding the Holland Landing expansion) of approximately 25,300 sq. ft. should be developed as a Central Library in the Sharon/Queensville area. This Central Library should house administrative functions and offer all of the services of a contemporary modern library, consistent with current library development trends. The arguments in favour of the development of a consolidated, Central Library include the following:

- Centralization reduces duplication of space and staff and allows for more cost effective operation;
- Savings associated with centralization can be transferred to higher levels of customer service, and improved visitor amenities (higher quality furnishings, reading areas with fireplace/comfortable surroundings, food services, etc), which contributes to higher levels of use and customer satisfaction.

There has been some discussion in East Gwillimbury of creating a Civic Centre/Town Square to including a municipal building, potential cultural facilities, and the existing Sharon Temple. Should such a development proceed, the Central Library would be an appropriate component for the following reasons:

- The location would be highly visible, relatively central to planned population growth, and highly accessible;
- The proposed building would be a high profile, architecturally significant structure of high quality design and finishes, consistent with a Civic Centre concept;
- The relationship of the Central Library with other cultural amenities, the municipal building and the Sharon Temple would create a cultural focal point for community residents.
- These facilities provide complementary services and there may be opportunities to integrate facilities and services in a manner that is both cost effective and better serves future residents.

While the proposed Central Library would be a desirable component of a Civic Centre development, it could also be usefully co-located with other major recreational or educational facilities in the community. While this facility must serve the new population growth in Sharon and Queensville, alternative locations and partners should be considered when detailed plans are prepared.

### 7.2.3 Long Range Development Concept – Beyond 2026

Assuming that East Gwillimbury’s population continues to grow after 2026 and reached a ultimate population in the order of 150,000, the following would be considerations for the library facility development model:
As noted here and in the appendices, the trends currently indicate larger more centralized facilities and fewer branches within the system. However, a community of 150,000 would require close to 90,000 sq. ft. of library space (based on current guidelines) or roughly double that proposed here.

The size of a community would support a much larger Central Library that might usefully incorporate other community serving features, such as expanded training areas, community information centres, auditorium or assembly space, etc. Instead of a Central Library of about 25,000 sq. ft., a facility of about 40-45,000 sq. ft. might be more appropriate.

Assuming that both Mount Albert and Hollands Landing were retained, additional branches would still be required to accommodate population growth. These should likely be designed in the 10-15,000 sq. ft. range to provide a full range of services associated with community library. It would appear that two branches of this size might be required, assuming population was in currently undeveloped areas of the municipality that could not be better served by the further expansion of the existing branches.

7.2.4 Capital Cost and Phasing of Library Development

7.2.4.1 Capital Cost Estimate
A base construction cost of $225/sq. ft. is applied to the development of a new Central Library reflecting the high quality architecture associated with a “Civic Centre” facility. Despite a more modest level of development consistent with the current branch, we have used the same construction cost estimate for the Holland Landing expansion. This is a small scale renovation of an existing building and this customarily involves higher costs.

These costs shown in Table 7.2 below are preliminary estimates generally consistent with recently tendered comparable projects. Actual costs for library facility development will vary depending on final design, quality of materials and finishes, specific site conditions, etc. However, these are reasonable cost estimates that will achieve a high quality of institutional development consistent with comparable library buildings in major urban centres in Ontario. The cost estimate also includes customary allowances for other project costs such as fees, contingencies and site development. These costs do not include site acquisition.
Table 7.2 - Capital Cost Assessment of Library Facility Development

<table>
<thead>
<tr>
<th>Cost Category</th>
<th>Cost Per sq. ft.</th>
<th>Holland Landing (2,500 sq. ft. expansion)</th>
<th>Central Library (25,300 sq. ft.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction Cost:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expansion to Holland Landing</td>
<td>$225.00</td>
<td>$625,000.00</td>
<td></td>
</tr>
<tr>
<td>New Central Library</td>
<td>$225.00</td>
<td></td>
<td>$5,692,500.00</td>
</tr>
<tr>
<td><strong>Site Development (10%)</strong></td>
<td></td>
<td></td>
<td>$62,500.00</td>
</tr>
<tr>
<td>Net Construction Estimate:</td>
<td></td>
<td></td>
<td>$687,500.00</td>
</tr>
<tr>
<td><strong>Contingency (10%)</strong></td>
<td></td>
<td></td>
<td>$68,750.00</td>
</tr>
<tr>
<td><strong>Equipment &amp; Fitments (10%)</strong></td>
<td></td>
<td></td>
<td>$68,750.00</td>
</tr>
<tr>
<td>Net Total:</td>
<td></td>
<td></td>
<td>$825,000.00</td>
</tr>
<tr>
<td><strong>Consultant Fees (8%)</strong></td>
<td></td>
<td></td>
<td>$66,000.00</td>
</tr>
<tr>
<td><strong>Total Estimated Capital Cost</strong></td>
<td></td>
<td>$891,000.00</td>
<td>$8,114,905.00</td>
</tr>
</tbody>
</table>

As shown above, capital costs are estimated at $891,000 for expanding Holland Landing and approximately $8 million for developing a new Central Library.

7.2.4.2 Phasing Program

Based on the existing supply of library space and the assumed pace of population growth, there will be a shortfall of about 10,000 sq. ft. in 2016 which will grow to 19,000 sq. ft. by 2021. During this period would probably be the first reasonable point to consider the development of new library facilities. If the Central Library was provided at this time in its entirety, the Town would be over-building by between 15,000 and 6,000 sq. ft. The entire 25,300 sq. ft. Central Library is not required until close to the end of the planning period (around 2024 assuming that the Holland Landing expansion has not been undertaken). The actual phasing program will require further study, however, whenever the library is developed it will likely involve some overbuilding at the date of construction and waiting for population growth to catch-up with facility supply. It would of course be possible to phase the development of the Central Library and this may be the most reasonable course of action. However, this will result in higher costs and some disruption of library service. In addition, this phasing may not fit well with other complementary developments (such as the Civic Square concept). It may also be possible to accommodate library requirements on an interim basis in new facilities overbuilt for municipal administrative or other functions. These issues will need to be investigated further.

The expansion at the Holland Landing branch is a modest project relative to the other major indoor library and recreation requirements. It is likely a lower priority and should not precede the Central Library development, especially if it would delay this more important project. However, a unique opportunity may arise to proceed with this smaller and more manageable project, and this may be warranted.
8.0 RECOMMENDATIONS FOR COMMUNITY FACILITIES

In this section we indicate the next steps that should be undertaken by the Town in order to prepare for increased services demands resulting from increased population growth in the municipality.

8.1 PARKS AND RECREATION

8.1.1 Recreation, Parks and Culture Master Plan.

The Town should immediately prepare a Recreation, Parks and Culture Master Plan for the period 2007-2026 to identify future requirements for park land, open space and trails, recreation and cultural facilities and programming. The Plan should be based on a detailed market assessment that will confirm needs based on the current and anticipated resources; input from town council, input from the community and organized users; social, economic and lifestyle trends; the socio-economic profile of current and future residents; and as warranted, the role of other service providers and regional market considerations. In addition to identifying the need for facilities and parkland the Master Plan, should provide direction on the program and service role of the Parks and Recreation Department, staffing and organizational implications, policy requirements, and possible partnerships.

8.1.2 Regional Park Facility

The Town should initiate steps to acquire or protect suitable lands for a large regional scale central park facility. This would ideally be located at the site of an existing or future large recreation facility and would be adequately sized for multiple sports fields, play areas, water play features and would be in the range of twenty to fifty acres in size. The site will be in an area with municipal and electric services and with convenient access from arterial roads.

8.2 ADMINISTRATION FACILITIES

8.2.1 Civic Square

The Town should prepare a Civic Square Master Plan to provide direction for the future development of the heritage/government precinct in Sharon. The Master Plan will examine the physical and cultural context of the site, provide an inventory of heritage and cultural assets in the Sharon community, identify land availability, potential uses and desired features. The condition of heritage assets will be examined and cost estimates for restoration and protection of assets will be prepared. The study will include a public participation component and input/approval from town council. The Master Plan will identify additional land requirements and servicing requirements. It will provide a general arrangement plan for the development of future facilities within the Civic Square and will also provide guidelines for urban development of the site and of the neighborhoods on the main arterial roads leading to the site so that the core of the Sharon community is developed in a theme that respects and accentuates the historical character of the community.
8.2.2 Civic Centre Expansion

As soon as possible after completion of the Civic Square Master Plan, the Town should conduct a pre-design study for expansion of the Civic Centre administration facility for accommodation of growth in municipal staffing and services. The pre-design study will include interviews with staff and council, the development of a detailed program of requirements for office and support spaces, a condition study of the existing facility and its systems, a preliminary conceptual layout of expanded and renovated spaces, a preliminary cost estimate and a phasing plan for staged construction to minimize construction impacts on operations. The study will also include a site development concept. Recommendations of the pre-design study will be in conformance with the guidelines from the Civic Square Master Plan.

8.3 OPERATIONS CENTRE

The Town should immediately initiate an Environmental Assessment for a new operations centre under the guidelines for the Municipal Class Assessment (Class EA). In the Class EA process, specific location and configuration alternatives should be identified and each site should be evaluated based on detailed deployment time assessments, environmental criteria and economic criteria. The deployment time assessment will use data from the Water/Wastewater Masterplan and the Transportation Masterplan, currently being prepared. The EA will also take into account snow removal and salting/sanding operations. Once the Class EA is complete (approximately six-month duration), property can be acquired and facility development can commence.

8.4 EMERGENCY SERVICES

On completion of the Transportation Master Plan, the Town should prepare a detailed Fire Master Plan and Fire Station Location Study as described in the "Peer Review of the Fire Master Plan, East Gwillimbury, September 2006" prepared by T.L. Powell & Associates Ltd. (Appendix E). This should be prepared prior to commencement of any new fire station development and should include involvement of council and public. On completion of this study, site acquisition and project development can commence for a new station in the Queensville area.

8.5 LIBRARY

While total requirements for library space for master planning purposes have largely been determined by this study, additional investigations should be undertaken to confirm the facility model. Opportunities for expansion at the Holland's Landing branch should be explored further. In addition, the role of the Central Library should be confirmed and the possible relationship with other municipal, heritage or cultural facilities in the "Civic Square" determined.

8.6 DEVELOPMENT CHARGES BYLAW

We recommend that East Gwillimbury Council adopt the facility, parkland and vehicle cost and timing forecasts contained in this report for use in preparation of the new Development Charges Bylaw.
Report Prepared By:

John Campbell, P.Eng.
Totten Sims Hubicki Associates

Jim Morgenstern, R.P.P.
dmA Planning & Management Services
APPENDIX A

Detailed Population Projections
## Appendix A  Detailed Population Projections

### Table A1 - 10 Year Growth Forecast – Base Case*

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*Existing Official Plans and Urban Buffer Lands/Strategic Economic Corridor*
APPENDIX B

Best Practices –
Library Development
Appendix B  Best Practices – Library Development

Library Trends and Best Practices

A review of emerging trends and best practices in library design sheds some light on the libraries of the future. In contrast to the demise of libraries as some had predicted with the growth of the Information Age, libraries are taking on an even more important and expanded role in their communities. The design and function of these facilities are changing in response to demographic shifts, emerging technologies, and increasing consumer expectations. Some of these expanded roles are described below.

Emerging Trends in Contemporary Library Design

Libraries as a Focal Point in the Community

Increasingly, libraries are being thought of as the “centre” or “focal point” of a community. They are spacious, welcoming, highly visible, accessible places where people come together to gather information and exchange ideas. They can also provide a quiet refuge from the demands of urban life, an “oasis” for quiet reading, rest and relaxation within an otherwise lively urban centre. Whether patrons come to participate in a book club, surf the “Net”, join a parent and tot program, or just curl up in a cozy chair sipping a coffee and browsing the latest periodicals, libraries are becoming community-gathering places.

Libraries as High Profile, Civic Institutions

Canadians have a high awareness of libraries, and libraries are important to the fabric of Canadian cultural and economic life. The libraries of the future are attractive, functional, flexible, barrier-free, high profile public spaces. They increasingly incorporate heritage, art and cultural displays and presentation spaces to promote learning, debate and the exchange of ideas in the community. Libraries and other cultural institutions provide “cultural capital” to their communities. As knowledge institutions, they contribute vitality to community life through their civic, creative, economic, architectural and cultural presence. The outside environment is as important as the internal environment in the overall contribution. Ample parking, accessible pathways, reading gardens and attractive landscaping are considerations that add to an enjoyable, rewarding destination.

Libraries as Multi-Service Providers

Lifelong learning, adult literacy, and reading readiness are examples of some of the traditional contributions libraries make to their communities. Libraries today provide an expanded range of benefits and services. They are emerging as forums for community learning and expression, serving as technological, employment, business development, cultural, art and heritage centres for their communities.

Entrepreneurs and small businesses, which increasingly form the foundation of the Canadian economy, are depending on today’s libraries as they plan their products and services, investigate financial resources, and ultimately expand employment opportunities and prosperity in their communities. Parents, teachers and homeschoolers are using the library’s programs and resources to improve literacy, computer-literacy, and as a complement to more traditional forms of education. Increasingly, libraries are providing employment services through linked databases with other government agencies. Research has
always been a cornerstone of library service, and today's libraries provide an expanded research function with links to educational, institutional, and business databases in Canada and around the world.

**Libraries as Centres for Technology and Innovation**

The advent of the "Virtual Library" and technology in general has changed the way in which core library services are being delivered and will continue to have a major impact on future services. Libraries are offering more services online\(^7\) (and doing so at an accelerating rate), including virtual/digital reference services\(^8\), and electronic databases, and e-books\(^9\). According to a recent survey by Market Probe Canada, the Internet itself, rather than reducing library users, has become a catalyst for positive change, resulting in substantially higher use of the public library in order to access the Internet\(^10\). Libraries are also using technology to improve customer service. Increasingly, support for community social and economic development is becoming a core function of the library in an information economy characterized by rapid change. Libraries are providing workshops and training in computer literacy, e-technology, and navigation through the information age. Through highly trained staff, state-of-the-art technologies, and accessible programming, libraries are contributing to the knowledge base of communities in many ways. The library increasingly plays a role in supporting small businesses, home-based business, the self-employed and individuals who must continually upgrade skills and search for new careers in a changing marketplace.

**Libraries with a Customer-First Focus**

Today's libraries are adopting a customer-first focus. For many, this has resulted in: improved hours of operation; self-checkout technology; on-line booking systems to pay fines, register for programs and computers, renew and reserve items; quiet spaces for study and work; comfortable spaces for socializing; expanded programming and dedicated resources for target groups (children, teens, seniors, cultural groups, etc.); helpful, available staff who "walk the floor"; as well as information-rich technology and training opportunities.

These are just a few of the ways in which libraries are changing to play expanded and slightly different roles today in response to new and emerging trends and changing expectations. The table below presents some of the key design objectives and considerations in modern library design.

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Table B1: Design Considerations for Modern Libraries

<table>
<thead>
<tr>
<th>Design Objectives</th>
<th>Specific Design Considerations</th>
</tr>
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</table>
| A Welcoming Destination, A Community Hub or Focal Point | • Modern building with high quality design will be a major community building: strong street orientation and visibility; use of glass to promote transparency  
• Large reception area with community information area and places for sitting  
• Community garden, reading garden, sculpture garden and other landscaping to create a relationship to the outdoors and functional outdoor areas  
• Designated drop off and waiting area  
• Adequate on-site parking |
| An Attractive and Comfortable Environment for all Users | • Adequate space well designed for working and reading  
• Designated and appropriately designed and furnished areas for children, youth and adults  
• Attractive furnishings and interior design and décor, consideration to window placement and an abundance of natural light  
• Separate coffee kiosk, gas fireplaces, lounge area  
• Modern accessible washrooms  
• Single floor, fully accessible design |
| A Functional Environment for Working, Reading, Research and Study | • Adequate space and well designed areas for individual study and group work  
• Comfortable reading areas with appropriate furnishings, natural light, fireplace, etc.  
• Appropriate task lighting and modern, comfortable furniture  
• Design and equipment fully compatible with current and emerging technologies  
• Adequate, well placed power outlets; plug-ins for laptops or wireless technology  
• Separate, designated Internet workstations and training areas |
| An Operationally Efficient Design that Maximizes Convenience and Flexibility for the User and Service Efficiency for Staff | • Appropriate layout, signage and self-serve features  
• Single floor design with user space situated to maximize casual surveillance by staff; good site lines and visibility throughout the library  
• Appropriate office space and staff spaces  
• Wide aisles and shelving designed for customer convenience  
• Self serve features including self sort bookdrops, self-checkout, and OPACs throughout the library |
| A Sustainable Energy Efficient Design                 | • Layout and design compatible with the ecology of the site  
• Use of locally available building materials or recycled/historic features  
• Energy efficient, passive solar design  
• Energy efficient interior fixtures and equipment  
• Use of "Green" building systems; ability to achieve the LEED Silver or Gold level under the Canada Green Building Council (CaGBC) Program |
General Trend Implications

The trends and best practices outlined above describe library functions, services and design objectives that are space dependent, recognizing that libraries cannot effectively deliver their services, retain existing users or attract new ones without providing at least the minimum required amount of facility space. Libraries that fail to provide the minimum standard in library space seldom achieve their core service objectives and rarely offer any of the enhanced services or amenities described above. These trends point to the development of larger consolidated facilities that take advantage of economies of scale to provide a higher level of service, including longer operating hours and more patron-focused amenities. Furthermore, because many of these design developments can be provided most efficiently and cost effectively in by consolidating services from fewer service points, these trends suggest that library systems will have fewer small branches.
APPENDIX C

Best Practices in Recreation Facility Design and Open Space Provision and Recreation and Leisure Trends
Appendix C  Best Practices in Recreation Facility Design and Open Space Provision and Recreation and Leisure Trends

Introduction

This appendix is presented in two parts:

- Part One describes best practices in facility design and open space provision.
- Part Two describes recreation and leisure trends that will affect the demand for facilities in the future.

Part One:  Best Practices in Indoor Recreation Facility Design and Open Space Provision

Best Practices in Indoor Facility Design and Development

The way indoor and outdoor recreation and cultural facilities are planned, designed, and provided has changed over the past 20 years in response to resource constraints, changing consumer expectations, and a growing awareness of the benefits of consolidating services and involving partners. The following best practices are based on recent developments in recreation, parks, open space, and culture facility planning in Ontario. These best practices were considered to recommend a preliminary provision model for East Gwillimbury.

General – Recreation Complexes

- **Multi-Use Complexes:** Contemporary community recreation facilities incorporate a variety of components under one roof. The shift away from sole-purpose facilities to spaces that blend a multitude of components, such as aquatic facilities, libraries, meeting/program rooms, and active living components, has resulted in "one stop shopping" for leisure patrons. Recently, there has been more emphasis on the inclusion of community accessible arts and cultural spaces (such as studio spaces, display spaces, etc.) in these complexes as well, resulting in an increase in cross programming opportunities for patrons and space sharing opportunities for providers.

- **Recreation Destinations:** Facilities of the future may resemble "recreation destinations" that include traditional leisure amenities (e.g., ice rinks, fitness centres, etc.), along with expanded retail and entertainment options such as cinemas and sporting goods stores, restaurants and climbing walls\(^\text{11}\).

- **Welcoming Facilities/The Hub of the Community:** Today's facilities are designed to be aesthetically pleasing and welcoming, rather than utilitarian, to meet the need for quality, relaxing experiences. Larger, brighter, open concept lobby areas including visitor amenities such as coffee corners, comfortable chairs and tables are increasingly common. Recreation facilities are sometimes providing display spaces for local history and community information.

- **Wellness Centres:** The importance of physical activity to health and well-being and the alignment of Provincial policy to dedicate resources to this area has resulted in recent examples of joint facility development and/or shared facility use by recreation and health practitioners. In these examples, recreation components were designed not only to serve the community but also

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to serve medical practitioners’ patients and staff and to be programmed by the medical practitioners. A wellness centre can be defined\textsuperscript{12} as a facility that through its design, programs and personnel involves participants along the entire illness/health and ability/disability continuum, for the purpose of moving (or maintaining) those participants toward the point of optimum physical, mental, emotional, and social well-being. These facilities reflect this concept in design, programming and operation.

- **Linked Facilities**: Facilities are planned and designed to be accessible by alternative transportation means, including cycling, walking, public transport, and trails.

- **Energy Efficiency**: While not a new development, there is increasing emphasis on energy efficiency, in part because of the ongoing increase in energy costs. New technologies are being adopted particularly in larger complexes where energy exchanges among different facilities are possible.

**Aquatic Facilities**

- **Multi-tank Aquatic Facilities**: The most popular aquatic facilities are those that provide multiple tanks accommodating a range of aquatic experiences. Very often these will include a leisure pool with a waterslide or other leisure amenities, plus traditional 25m pools that accommodates competitive activities, fitness swims and a wide range of instructional programming.

- **Therapeutic Pools**: Therapeutic pools with warmer water, shallow depth entry, handrails and ramps/lifts can accommodate therapeutic use by older adults and people with disabilities, as well as parent and tot users and very young swimmers. These are increasingly popular for preventative and responsive health care and are often provided in facilities aligned with health providers.

**Arena Facilities**

- **Leisure Ice, Freeform Ice, and Shooter Pads**: There is a trend towards including leisure ice in arena complexes, which is usually provided as ice space added to the end of a normal hockey rink. This leisure rink is generally separated from the full ice pad by the end boards, with large doors built into the boards to allow ice resurfacers access to the leisure ice surface. The leisure surface is usually one-third to one-half the size of a full ice pad and is not enclosed by boards. Another recent trend in arena development is the inclusion of small, artificial surface "shooter pads" for hockey goaltender skill development and shooting skill development for forwards and defensemen, which can be rented by the hour for individual training sessions. Outdoor skating areas are also becoming more free-form with skating loops and oval pathways specifically designed for pleasure skating.

- **Multiple Components**: Arena facilities are rarely built as single pads, but rather are twinned or provided in other multiple combinations. Arenas without summer ice are being made more useful to other sports including in-line hockey, box lacrosse, basketball and volleyball through the addition of temporary multi-purpose sectional floor boards, with air conditioning and/or fans to cool non-air conditioned facilities.

\textsuperscript{12} dma presentation to Parks and Recreation Ontario annual conference, April 2005
Best Practices in Parks, Open Space and Outdoor Facility Design and Development

Outdoor Sports Fields

- **Sportsfield Consolidation**: The development of tournament fields with lights, significant parking, and other amenities has replaced the single neighbourhood sport field, removing the impacts associated with these facilities away from residential areas.

- **Multi-use Fields**: Municipalities are providing multi-use fields that accommodate a variety of activities including soccer, football, field hockey, rugby, etc. More recently, ultimate disc sports have been introduced into the design of these fields. Field dimensions and layout meet requirements for all activities to be accommodated, and structures such as goal posts and nets placed so as not to present obstructions. Multi-purpose fields will also promote capacity use of available time by maximizing the suitability of fields for a variety of sports.

- **Artificial Turf**: Traditionally, artificial turf has not been used for community level playing fields. Its use has largely been limited to fields for adult or higher levels of programming in some Ontario municipalities. Increasingly, however, municipalities are providing artificial turf fields for community level sports. The use of artificial turf is considered to be an efficient response to land use management issues, as they pertain to the ever-increasing demand for access to playing fields and the allocation of space for these uses, particularly in built-up urban areas. In some cases, synthetic fields will also be the quickest method of increasing the community’s inventory of playing fields. It raises the standard of service, and so increases community expectations regarding the quality and availability of all sports fields. It causes shifts in the use of fields, as user groups prefer the better quality fields, and demand increases for access to these. The introduction of artificial fields alone may generate increased participation in field sports. For example, Burnaby has experienced an 80% increase in field hockey participation as a result of the availability of these fields. Mississauga has had similar success with its synthetic fields. The presence of these facilities extends playing time into the “shoulder” seasons, often allowing play to continue all year, weather permitting and provides a viable alternative to indoor field or court activity.

 Unscheduled Recreation Facilities and Specialized Park Developments

- **Multi-use Sport Pads**: Municipalities are replacing single, low quality/underutilized public tennis courts with multi-purpose sport pads for growth sports such as in-line skating, skateboarding, basketball, and pick-up ball hockey.

- **Special Event Parks**: Larger special event parks or open spaces to hold community events are becoming increasingly demanded. These events often attract tourists, bringing new money to the community and contributing to community cohesion, civic pride and recognition. Events often require infrastructure - hydro, water, convenience stations, places for large numbers of parked cars, loading and unloading areas. Major events put significant pressure on existing parks systems. Parks and open spaces designed for these activities can contribute to a successful event, and minimize the impact of the event on open space.

- **Trails**: Demand for trails is growing; on road, off road, hard surface, soft surface, use by all ages and all abilities – all types of trails are in demand. Whereas trails were once the domain of Provincial agencies and Conservation Authorities, municipalities are increasingly playing the lead role in developing recreational trails.
- **Skateboard Parks**: Skateboarding is an activity that has been growing in popularity and legitimacy in recent years. Skateboarding offers the preferred type of involvement for youth aged 10-17: unstructured and social, providing a desired element of risk, and resulting in a loose affiliation to a group. Future trends suggest continued growth in this activity, and concurrent concerns regarding increasing obesity among youth due to sedentary lifestyles emphasizes the importance of providing appropriate, attractive facilities to encourage increased participation by this age group. It is for these reasons that municipalities are beginning to provide safe, well-lit places for youth to enjoy this activity.

- **Splash Pads/Outdoor Leisure Pools**: Due to relatively high operating costs, usage that is highly weather dependent, and short operating seasons, there has been a trend across Canada to decommissioning outdoor pools when they have reached the end of their legitimate lifespan. It is increasingly common for these facilities to be converted to major splash pads or to outdoor leisure pools. These facilities are generally "city serving" with service areas encompassing 30-50,000 population and located in major community or regional parks. These spray/splash pads are replacing outdoor pools and traditional wading pools, to provide summer cooling relief and unstructured recreation opportunities.

**Parks and Open Space Planning and Design**

- **Links to Culture and Heritage**: Preserving community cultural and heritage features is a key component of developing public open spaces. Municipalities showing leadership in the development of public open space are integrating arts and heritage into traditional park and trail systems. Linking community parks and heritage sites through a trail network serves as a tourism asset when it is promoted to and used by visitors.

- **Crime Prevention Through Environmental Design**: CPTED is a concept based on the assumption that the proper design and effective use of the built environment can lead to a reduction in the incidence and fear of crime and improve quality of life. CPTED principles include:
  
  - Improving natural surveillance - the "eyes on the street" concept and the simple fear that a criminal is being watched has proven to reduce the incidence of crime.
  
  - Developing territoriality and proprietorship - design of the built environment can alter the perception of the extent of private or semi-private space. The use of landscaping, decorative fencing or landforms, to name a few, can increase the sense of risk for potential criminals and extend a sense of "ownership" into the space from those living or working in the area.
  
  - Enhancing the control people have over places - limiting the points at which the public can enter private or semi-private spaces and denying access to crime target with either physical built form (e.g., walls, fencing) or mechanical devices (e.g., doors, locks) makes it more obvious to casual observer when someone is where they should not be.
  
  - Improving maintenance and management - a poorly maintained park suggests that there is little attention directed there and activities will go unnoticed.

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- **Environmentally Friendly Practices:** Demand for environmentally friendly practices in the provision of parkland and recreation centres is growing. Leisure service departments are responding by adopting ecologically sustainable parkland management techniques (integrated pest management, for example) "green" building practices, and ensuring their facilities, services and programs are consistent with this movement. A recent issue that parks authorities across various jurisdictions have been responding to is the introduction of non-native species into municipal parkland. The response will likely be multi-dimensional, involving some form of intervention and treatment and possibly restrictions on user activities.

- **Increased Education:** Education and community awareness initiatives have become an important component of parkland provision. Informational signage that conveys the intention of specific management techniques is being employed to increase public support for and awareness of these activities.
<table>
<thead>
<tr>
<th>Activity</th>
<th>Percent Adults 18+</th>
<th>Percent Children 5-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-line skating</td>
<td>20%</td>
<td>62%</td>
</tr>
<tr>
<td>Soccer</td>
<td>17%</td>
<td>53%</td>
</tr>
<tr>
<td>Basketball</td>
<td>16%</td>
<td>50%</td>
</tr>
<tr>
<td>Volleyball</td>
<td>16%</td>
<td>---</td>
</tr>
</tbody>
</table>

**Sport and Recreation Participation Trends**

Activity participation trends will influence the demand for facilities and services in the study area. The following presents consolidated trend information from across Canada, Ontario and where possible, specific to the Greater Toronto Area, for a wide range of facility-based activities. As shown in the following sections increasing participation is anticipated in most aquatics activities, gymnasium based activities, and soccer. Where populations are growing, sustained demand for minor hockey and recreational skating is anticipated, due particularly to increasing participation by girls in these sports. Activities in decline include figure skating, indoor racquet sports such as racquetball, and other organized team sports. Drop-in or unscheduled basketball, volleyball, and indoor soccer will continue to be popular.

The participation trend information is based on a variety of sources. In some cases, information is provided by sport and recreation organizations operating at the National or Provincial level; other trends are taken from secondary literature sources, and some trends reflect the consultant’s experience working in North American communities. Trend information was gathered through a variety of methods including Internet searches, phone interviews, and through email correspondence. Participation trends reflect the most recent and available data; in most cases, this is for the 2004/2005 registration season.

Finally, not all sport and recreation activities are reflected in the discussion. We have included those that we believe are most relevant to this study.

**Arena Based Sports and Activities**

**Figure Skating:** Membership in Skate Canada has been gradually decreasing in the last ten years, including a drop of 9.7% in 2003-2004 member registration\(^{16}\). Currently, recreational skating accounts for 75% of all figure skating activity in Canada followed by test skating (21%), competitive skating (2%) and synchronized skating (2%).

**Minor Hockey:** In 2004-2005, a total of 535,752 members registered to play hockey in Canada, approximately 45% of these players were in Ontario\(^{17}\). In the past ten years, overall registration numbers have increased by approximately 4.5%, with the exception of the 2004-2005 season; there was a 2.9% decrease in registration from the previous season. Of the registered minor hockey players, 88% are male. However, there has been rapid growth in female hockey registration in Ontario in the past 10 years (approximately 216%). In the 2004-2005 season, the Ontario Women’s Hockey Association reported a

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\(^{16}\) Skate Canada (September, 2004). Personal Communication with Barbara Draper.

\(^{17}\) Statistics provided to not reflect all of the hockey organizations operating in Ontario. The figures noted here are from the Canadian Hockey Association and the Ontario Minor Hockey Association. Other organizations such as the Greater Toronto Hockey League are not included. It is also noted that a number of municipalities have their own leagues the participation numbers of which are not included in these figures.

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6% increase in player registration and the addition of 130 new teams from the previous season. In communities where young families are prevalent, stable participation in minor hockey is anticipated. However, over the past couple of years, there has been a 10% increase in female participation in the sport and a decrease of about 0.2% among males participating in hockey. As the population ages, participation in team sports such as hockey in anticipated to decline, particularly at the minor level. This decline is expected to be partially offset by increasing participation by girls. In communities where young families are prevalent, stable participation in minor hockey is anticipated.

**Adult Recreational Hockey:** In 2004-2005, there were a total of 176 recreational teams in Ontario. The Canadian Adult Recreational Hockey Association is in the process of updating their current statistics, but reports that league activity among those aged 19-30 has experienced the highest rate of growth, while women's adult hockey in general has "exploded" in the past five years. According to the Ontario Women's Hockey Association, membership for all player categories (novice to senior) increased by 490% between 1992 and 2004 and teams' increases by 150% — this is an increase of approximately 25,000 participants. Continued growth in adult recreation hockey is felt to be limited by the shortage of facilities and available ice time due to focus on minor hockey and other arena based activities.

**In-Line Hockey:** In-line hockey allows players to continue to develop basic hockey skills during the spring and summer months, and this “off-ice” activity is gaining momentum. In 2004-2005, there were approximately 25,000 registered players and another 10,000 unregistered players across Canada. Registration numbers are expected to increase as female participation in the sport grows (currently about 90% of players are male). Limiting factors to the growth of the sport in rural areas are facility costs and availability and travel costs.

**Broomball:** The Executive Assistant of the Canadian Broomball Federation notes that: in Ontario, the sport of broomball is thriving. There are an increasing number of women now playing. The lower cost of participating (than ice hockey) and the lack of other sporting opportunities available have made this a popular sport in rural communities as well. There is some indication (based on the consultant's experience in similar studies) that participation in this sport by children has increased over the past few years.

**Sledge Hockey:** Based on discussions with staff connected with the Ontario Sledge Hockey Association participation in sledge hockey is increasing. This team sport, designed for individuals with physical disabilities and sensory impairments, incorporates the same rules as hockey. Players sit on specially designed sleds mounted onto skate blades and use two hand held sticks for passing, stick handling and shooting, and manoeuvring their sleds.

**Curling:** According to the Ontario Curling Association National Survey (2003-2004), 43% of clubs reported an increase in membership since 2000, mainly because of increased media exposure to the sport. Approximately 82% of Canada's curling clubs operate junior curling programs and 53% operate

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19 Comment by Lorie Lopez, CARHA. Personal communication November 30, 2005.
21 Cathy Derewianchak, CBF executive Assistant email response to question regarding growth of broomball, May 12, 2005.

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youth programs. Seniors and youth make up the largest participant group, suggesting that this sport may continue to grow as the current youth participants become adults.

**Box lacrosse:** Box lacrosse is the most popular of the various lacrosse formats. In 2004, the Canadian Lacrosse Association had 69,088 registered members, of which over 90% participated in box lacrosse (62,516). In the past ten years, there has been an increasing trend, with a participation boom of 58% in the year 2002 due to the increased popularity of the National Lacrosse League. In 2004, there were 9,141 box lacrosse participants in Ontario, of which 6,734 (74%) were minor, 1,647 (18%) were junior and 760 (8%) were senior. In 1999, Ontario experienced a drop of 53% in participation, but since has been steadily increasing. In the same year, Canada’s box lacrosse participation increased by just under 10% from participation registration in 1998\(^{23}\).

**Aquatic Sports and Activities**

**Competitive Swimming:** Swimming/Natation Canada membership numbers in Ontario and across Canada have increased over the past three years. From the 2001-2002 swim year to the 2003-2004 swim year, membership registration increased by 9.1% in Ontario for swimmers who are registered or affiliated and pre-competitive, and 12.9% nationally\(^{24}\). Limited facility capacity as well as increasing participation costs have been identified as factors that will limit future growth.

**Synchronized Swimming:** National participation levels in synchronized swimming have been relatively stable over the last five years. In 2003, there are approximately 14,000 competitive and 6,000 recreational participants in the sport, with the majority of those participants registered in Quebec\(^{25}\). Much like diving, synchro enjoys a high profile through the success of Canadian athletes in international competition. The limiting factor to the growth of the sport is the lack of facilities and programs in many Provinces, and the high costs associated with facility use.

**Swimming Lessons:** The Red Cross in Ontario has experienced an increase in participation of over 10% in the 2003-2004 season, and has noticed a weighting towards the highest-level programs at the Leadership level. Based on the number of participants, the most popular levels are the AquaQuest levels 6 and 7 (ages 11-12 years)\(^{26}\). The Sears I Can Swim Program, first developed by Swimming Canada and now owned by Swim Educators of Lindsay Park, is a non-competitive learn-to-swim program that promotes active, healthy living. Sport modules offered include: I Can Water Polo, I Can Synchro, I can Dive, I can Triathlon and other sports involving aquatics. In the 2002-2003 season, there were just under 14,500 participants in the Sears I can Swim Program nation wide; an 18% increase from the previous season\(^{27}\).

**Therapeutic Aquatics:** Increasingly, specialized aquatic programs are being recommended as a form of therapy for seniors and rehabilitation patients (e.g., for stroke recovery, flexibility for arthritis sufferers, assisting deep breathing and improving circulation for pulmonary patients, increasing muscle tone and...

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23 Information provided by David Mriguey and Ema Hall of the Canadian Lacrosse Association (December 17, 2004).
24 Swimming/Natation Canada. (November, 2004). Personal communication with Anne Nichols.
26 Not all municipalities use Red Cross Swimming. The Royal Lifesaving Society provides many of the advanced leadership programs and newer programs such as Sears Learn To Swim are used by some municipalities. Some municipalities also develop their own learn to swim programs.
27 Swimming/Natation Canada. (November, 2004). Personal communication with Anne Nichols.
bone density in eating disorder patients). Aquatic therapies often serve as a stepping-stone for patients to move onto land-based rehabilitation therapies. Facility requirements include pools be kept at 92-94 degrees Fahrenheit, adequate depth depths (shallow, mid-level and deep water), no-slip tiles, adequate accessibility into the facility, foam dumbbell weights for increasing muscle strength and seniors programs that are scheduled for daylight hours.

**Recreational Swimming:** Recreational swimming continues to be one of the most popular leisure activities for all ages. The 2000 Physical Activity Monitor, swimming was the number one sport for children and youth (5-17 years) with an 89% participation rate in Ontario. It was the number one sport for facility-based participation among adults over 18 years of age. As the population ages and older adults remain active well into their 80’s and beyond, services that support this low impact, aerobic activity will be in increasing demand.

**Gymnasium Based Sports and Activities**

**Indoor Soccer:** There were 65,718 registered indoor soccer players in 2003-2004. Indoor soccer registration has been rapidly increasing over the past seven years with registration nearly doubling (48% increase). The demand for indoor soccer is expected to continue to grow and specialized facilities for this purpose will continue to be requested, including indoor facilities. A common service delivery model for indoor soccer facility development has been a partnership between community soccer associations and municipalities. The private sector has also occasionally entered the indoor soccer market.

**Gymnasium / Indoor Sports:** Because much of the participation is on a casual, drop in basis, detailed statistics for gymnasium-based sports are not available. Participation in basketball, volleyball and badminton is increasing, particularly among youth and young adults and where there are opportunities for unstructured or more flexible participation.

**Gymnastics:** According to Ontario Gymnastics, there has been an increasing participation trend in most gymnastics disciplines. The discipline of men’s gymnastics has experienced the greatest growth in participation since the Olympics in Athens in summer 2004; a Canadian male gymnast was a recipient of a gold medal in Artistic Gymnastics. Approximately 98% of Ontario’s participants are within the discipline of general gymnastics, which is a non-competitive, recreation form. The remaining 2% are competitive athletes within the following disciplines: women’s artistic, men’s artistic, trampoline and tumbling, rhythmic gymnastics and aerobic gymnastics.

**Fitness Centre Activities**

**Fitness Activities:** Fitness participation has changed significantly in recent years and while there is still a strong market for equipment based fitness facilities, the growing trend is in unstructured lifestyle based fitness (e.g., fitness walking, rollerblading, biking, etc.). An increased awareness of the importance of daily fitness, and the need for fitness amidst busy schedules, longer commuting times and work and family responsibilities has created a greater demand for walking and cycling trails.

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30 Undertaken by the Canadian Fitness and Lifestyle Research Institute.
Wellness Activities: Yoga, Pilates, Mind/Body: Although specific statistics are not available, the trend towards increasing personal "wellness" has spurred growing participation in programs supporting holistic health such as yoga, Pilates, and other mind/body centered activities. While private facilities have capitalized on this trend in the past, it is increasingly common for public recreation centres to offer these activities in facilities once used primarily for dance, aerobics, and general fitness.

Indoor Court-Based Activities

Squash/Racquetball: Squash is played by more than a quarter of a million Canadians over the age of 15. According to Squash Ontario, of the 1,620 courts in Canada in 2005, 900 (55%) are found in Ontario and eight out of every 10 squash players in Canada live in cities of over 100,000 people. Most active players join squash clubs, and play either at municipal squash courts or private facilities. Participation in squash peaked in the late 80s, declined slightly, and has levelled off. As current dedicated squash players are ageing, they are playing more "doubles" squash. This is not affecting overall numbers, since the number of players is not necessarily increasing, just older players are more likely to play "doubles" rather than "singles" because it is slightly less physically demanding. If an older adult has never played squash, trends indicate that he or she is not likely to take up the sport in their senior years. The profile of the typical squash player is a young to early middle age adult, more likely male, more likely well educated. The impact of an aging population, then, is that over the long term, squash participation will decline. Unlike squash, participation in racquetball has plummeted over the past 10 years, to a point where most municipal providers and even private sector clients are converting racquetball courts to other uses.

Outdoor-Based Sport and Activity Trends

Baseball: Baseball is a traditionally popular sport that continues to show stabilization or decline in participation rates, particularly at the minor level where youth are increasingly choosing soccer over ball. In some large urban municipalities, adult-based demand for facilities is showing a slight increase, although predictions are this will drop in time as fewer youth are choosing baseball. According to Baseball Canada, Ontario players comprise 56% of the national registration. From 2003-2005 the number of registered players in baseball in Ontario decreased 7.5%. The division of male to female players remained stable with 97% male to 3% female. Baseball Canada and its member associations are presently promoting several entry level programs. Winterball and the BLASTBALL! program, hoping to increase the participation levels by providing a more fun, more activity and more skill instruction to the game. In the 2004-2005 season of Winterball, Baseball Canada involved 225 schools and 45,000 students across Ontario.

Softball/Slow Pitch: In 2004, there were 148,307 players registered in Ontario, who participated in either fast pitch or slo-pitch. Of those players who registered in 2004, 62% (91,191) were male and 38% (56,846) were female. Softball Ontario indicated that its membership has been increasing slowly in recent years, primarily due to an increase in adult softball leagues. Softball Ontario and its member associations are introducing a new entry-level program, "Learn to Play", hoping to increase the participation levels by providing more fun, more activity, and more skill instruction to the game.
Cricket: In 2005, there were 7 organized cricket leagues in Ontario with multiple divisions and approximately 400 teams, with over 3,000 players registered in these leagues. The Canadian Cricket Association also estimates there are an equal number of teams playing social/non-league cricket in the Province. The Association estimates that approximately 30 teams a year are turned away from joining leagues due to lack of facilities. In Metro Toronto there are 120 schools playing cricket. The most significant barrier to growth in the sport is the lack of cricket fields, coaches and equipment. Cricket is becoming a stronger presence in many municipalities with strong immigrant populations. In a number of municipalities (e.g., Toronto, Mississauga, Vaughan) the surge in interest has resulted in municipalities re-evaluate the sport’s priority and in each of these examples has moved to provide one or more additional cricket pitches. The majority of cricket participants in Ontario come from Commonwealth nations, including: Pakistan, India, South Africa, England, West Indies, Bangladesh, Australia, and New Zealand.

Field Lacrosse: 2004, Canadian Lacrosse Association had 69,088 registered members, the majority of whom play field lacrosse as well as box lacrosse. Throughout Ontario teams compete in Men’s and Women’s Field Lacrosse, Box Lacrosse and Inter-lacrosse. Lacrosse has grown in most aspects of the sport. According to the Ontario Lacrosse Association, the Women’s Field Lacrosse Program is one of the fastest growing sectors.

Golf: A participation report prepared by Sport Canada (2005) found that golf is the second most popular sport of choice in Canada, and has remained so since 1996. A recent (2004) Statistics Canada study reported rapidly increasing participation in golf at the National level. According to the 2003 Golf Participation in Canada Survey Report prepared by the Royal Canadian Golf Association, 4,895,000 Canadians (18.6%) played at least one round of golf in 2001. The 2000 Physical Activity Monitor prepared by the Canadian Fitness and Lifestyle Research Institute found the Ontario golf participation rate to be 30% of the population. In Ontario, 75.4% of 1,862,000 golfers are male (mostly between 35 to 49 years of age), and the remaining 24.6% are female. Golf participation rates rise with income. Increasing participation in golf is expected to continue.

Soccer: Soccer participation is on the rise in most Canadian communities. The Canadian Soccer Association estimates that well over one million Canadians are active soccer players – surpassing the number of Canadians who are registered hockey players. In Canada, approximately, 85% of the registered players are youth and 15% are adults. According to the Canadian Soccer Association (CSA), there has been an increase in female registration in the last ten years, with a 1.2% increase from 2003 to 2004 in Canada. In 2005, the Ontario Soccer Association reported that there were 364,960 registered outdoor soccer players in the Province, an increase of 2.3% over the previous year. There was noticeable registration growth in senior recreation soccer (7.5% increase) and in mini soccer (3.7% increase). In 2004, 42% of Ontario’s registered soccer players were female (a 0.5% increase from 2003) and 58% were male.

---

36 Howard Petrook, 1st Vice President Canadian Cricket Association, email response to request for information, May 12, 2005.
37 The report noted an almost 21% increase in golf course revenues in 2004 over the year before, linked to the growing popularity of golf and an increase in the number of active older adults.
**Field Hockey:** According to Field Hockey Canada, membership rates have been variable over the past 5 years, with declines in 2001 and 2002, and increases in 2003 and 2004, resulting from new senior and junior teams. There were 39 senior teams (adult) and 19 junior teams (minor) affiliated with Field Hockey Canada in 2004. Field Hockey is predominately played by females in Ontario, but Field Hockey Ontario is creating programs to promote the sport to male participants\(^{41}\).

**Football:** Participation in football is primarily a school-based activity. A number of school boards are providing less funding to support this high school athletic activity than in the past, pointing to lower participation rates in the future. Total football participation of youth and high school students in Canada in 2004 was 57,507. In Ontario, there were 13,845 participants in the sport of football. Football Canada has introduced new youth community flag football programs to many communities across Canada, in an effort to boost participation rates\(^{42}\).

**Tennis:** More than 1.6 million Canadians (age 12-64) played tennis regularly in 2003-2004. Canadian tennis participation increased by 13% between 2001-2004. Ontario tennis participation increased by 15% (89,000 players) over the same period. Ontario makes up the largest proportion (60%) of the Canadian tennis market. The tennis population has traditionally been older players (45-64 years old) but recent data from Ontario showed a 25% increase in teen tennis participation since 2003. Tennis is also experiencing a resurgence in the Greater Toronto Area due to growing numbers of immigrants and the popularity of the sport in their countries of origin.

**Lawn Bowling:** Lawn bowling is experiencing a decrease in participation across Canada, although the Ontario Lawn Bowls Association indicated stable participation levels over the past three years. Participation rates among men and women are relatively equal and members are typically seniors\(^{43}\). The Association expects participation to increase in the coming years as an outcome of its 2004 growth campaign. The campaign was geared to recruit younger players.

**Ultimate Frisbee:** The sport of Ultimate Frisbee is increasing in popularity throughout Ontario. Over the past five years (to 2006), the Ultimate Player's Association notes that its membership has increased by an average of 15%-20% each year. Ultimate Frisbee is a non-contact sport that stresses the importance of sportsmanship and fair play. The sport has flourished in major urban centres in Ontario. It's expected that the participation in ultimate Frisbee will continue to grow at a similar rate over the next decade as programs and outreach increases.

**Beach Volleyball:** One of the fastest growing areas of volleyball is played on any number of beaches or sand courts in Ontario. As with indoor volleyball, the majority of participants participate in recreational divisions and therefore are not represented in the statistics of the provincial. Women comprise almost half of the participants. An active sport, which attracts people between the ages of 15 and 34, can be played at Olympic calibre, doubles competition, or recreational co-ed pick-up.

---

\(^{41}\) Field hockey Canada. (2004). Personal communication with Ayana Nurse.

\(^{42}\) Football Canada. (September 2004). Email correspondence with Anje Van Soelen.

\(^{43}\) Ontario Lawn Bowls Association. (July 2003). Personal communication with representative.

Totten Sims Hubicki Associates
DMA Planning & Management Services
Individual Sport and Recreation Activities

The term "individual recreation activities" is used to include those activities that individuals undertake with limited preparation and alone. This type of activity is often referred to as "unstructured" for the same reasons. As noted above, participation in unstructured recreation is increasing for a variety of reasons. The information provided below suggests participation rates in all trail-based activities, such as walking, running, cycling, and in-line skating have increased rapidly in recent years, and this trend is anticipated to continue into the future. In addition to the natural "fit" between hectic lifestyles, environmental stewardship and trail activities, demand for this type of involvement is also being driven by the needs of an aging population. Activities such as walking and cycling are suitable for participation among older adults. Similarly, an aging population is generating greater participation in other unstructured and more passive forms of leisure.

Adventure recreation and sport such as climbing, surfing, kayaking, snowboarding and BMX biking are increasing in popularity among youth and becoming recognized team sports through school supported programs. Offering "extreme" sports in a disciplined environment gives youth an alternate mode of participation in team sports and physical activity. The rapidly growing popularity of adventure sports at the amateur and professional levels has created a stable trend in youth-directed programs and services.

Walking/Jogging: Between the 1998 and 2001 Physical Activity Monitor studies, walking increased in popularity to the most popular activity among Ontario adults (77% of adults reported participation in 2001 compared to 69% in 1998). Based on other trend research from 2003, walking among men increased 3.8% from 26.2% in 1987 to 30.1% in 2000. For women, walking increased by 6.6% during the same time period, from 40.4% to 46.9%. For young people the picture may be different with over half of Canadian teenagers reportedly accumulating the equivalent of less than 1 hour of walking a day, although walking continues to be the most commonly reported activity among teens. Participation in walking as a recreational activity is expected to be one of the fastest growing areas of outdoor recreation.

Triathlon: Triathlon participation is experiencing an increase in membership numbers. Over the last decade, Triathlon Canada has experienced a 98% increase in national annual membership. The Ontario share of national membership has slowly been decreasing, from 27% in 1997 to 20% in 2004. Out of the four disciplines (triathlon, duathlon, long distance and aquathlon), triathlon holds the most number of participants.

Skateboarding: Popularity and legitimacy of skateboarding has been growing in recent years, likely as a result of movement away from organized structured, comparatively more expensive team-based activities. Skateboarding offers the preferred type of involvement for youth aged 10-17 - unstructured and social, providing a desired element of risk, and resulting in a loose affiliation to a group. Trends suggest continued growth in this activity, and concurrent concerns regarding increasing obesity among youth due to sedentary lifestyles emphasizes the importance of providing appropriate, attractive facilities to

46 Triathlon Canada. (December 2005). Email Communication with Kerry Allen, National Office Manager Triathlon Canada.
47 Triathlon Canada. (2004). Personal communication with representative.
encourage increased participation by this age group. It is for these reasons that municipalities are beginning to provide safe, well-lit places for youth to enjoy this activity.

**BMX Biking:** Although BMX surfaced in Canada in the late 1970's, it did not become popular until around 1985\(^1\). The sport lost some momentum in the 1990's but with the introduction of the sport as an official Canada Games activity, BMX has been steadily rising in popularity. It is a highly technical sport involving high levels of balance and coordination. Competitive BMX included five skills levels: Novice, Intermediate, Expert Junior, and Elite.

**Climbing and Bouldering:** Climbing walls, once the domain of private climbing clubs and entertainment complexes, are slowly making their way into municipally-owned recreation complexes. Climbing walls can be added to gymnasium or indoor field houses or built as stand-alone outdoor facilities located in parks. Climbing walls are not always “walls” -- some are freestanding, multi-sided structures that can be permanent or moved from site to site. While climbing walls usually involve protective gear and rappelling lines, there are walls designed for the edge of pools for use without gear and lines, and movable structures designed for “boulder-ing” practice. Fitness climbing walls attract adults as well as children and youth and are more likely to be combined with other facilities e.g., field houses, gymnasium, rather than as stand-alone structures.

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\(^1\)Canadian Cycling Association. (December 2006) www.canadian-cycling.com
Activity Participation Trends Summary
The table following shows a summary of the preceding trends. Major sport categories and specific activity groupings are identified. For each of these categories, the participation trend is acknowledged by one of the following five trend arrows: ↔ indicates stability in participation rates, ↑ indicates a rapid increase in participation rates, ↑↑ indicates a slight increase in participation rates, ↓ indicates a rapid decrease in participation rates, and ↓↓ indicates a slight decrease in participation rates.

<table>
<thead>
<tr>
<th>TYPE</th>
<th>ACTIVITY</th>
<th>GROUP</th>
<th>TREND</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ice</td>
<td>Hockey</td>
<td>Minor League</td>
<td>↔</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Adult Men's Recreational</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Girl's/Women's Competitive</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Girl's/Women's Recreational</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Figure Skating</td>
<td>Recreational (female &amp; male)</td>
<td>↓↓</td>
</tr>
<tr>
<td></td>
<td>Curling</td>
<td>Recreational (all ages)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Broomball</td>
<td>Men's Recreational</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Women's Recreational</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Youth Recreational</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sledge Hockey</td>
<td>Recreational &amp; Competitive</td>
<td>↑</td>
</tr>
<tr>
<td>Indoor Arena/</td>
<td>In-Line Hockey</td>
<td>Recreational (all ages, male &amp; female)</td>
<td></td>
</tr>
<tr>
<td>Gymnasium / Activity Room</td>
<td>Box Lacrosse</td>
<td>Recreational (all ages, male &amp; female)</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Indoor Soccer</td>
<td>Recreational (all ages, male &amp; female)</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Gymnastics</td>
<td>Men's Disciplines Recreational &amp; Competitive</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Women's Disciplines Recreational &amp; Competitive</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Group Fitness</td>
<td>(young adult and adult, female)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Group Wellness</td>
<td>(young adult and adult, female)</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>(Yoga, Pilates,</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Martial Arts</td>
<td>Recreational &amp; Competitive (all ages, male &amp; female)</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Basketball</td>
<td>Indoor &amp; Outdoor Recreational (all ages, male &amp; female)</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Badminton</td>
<td>Recreational (all ages, male &amp; female)</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Volleyball</td>
<td>Recreational (all ages, male &amp; female)</td>
<td></td>
</tr>
<tr>
<td>Court Sports</td>
<td>Squash</td>
<td>Recreational (all ages, male &amp; female)</td>
<td>↔</td>
</tr>
<tr>
<td></td>
<td>Racquetball</td>
<td>Recreational (all ages, male &amp; female)</td>
<td>↓↓</td>
</tr>
<tr>
<td></td>
<td>Tennis</td>
<td>Indoor &amp; Outdoor (all ages, male &amp; female)</td>
<td></td>
</tr>
<tr>
<td>Field Sports</td>
<td>Soccer</td>
<td>Adult Recreation (male)</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Child/Youth Recreational (male &amp; female)</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Girl's/Women's Recreational</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Baseball</td>
<td>Recreational/Adult</td>
<td>↔</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Minor League</td>
<td>↓</td>
</tr>
<tr>
<td>TYPE</td>
<td>ACTIVITY</td>
<td>GROUP</td>
<td>TREND</td>
</tr>
<tr>
<td>------------------</td>
<td>--------------------------------</td>
<td>------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Softball</td>
<td>Slo-Pitch Adult Recreational</td>
<td></td>
<td>↔</td>
</tr>
<tr>
<td></td>
<td>Fast Pitch</td>
<td></td>
<td>↗</td>
</tr>
<tr>
<td>Field Hockey</td>
<td>Female Senior/Junior</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lacrosse</td>
<td>Women's Field</td>
<td>Youth recreation (male &amp; female)</td>
<td></td>
</tr>
<tr>
<td>Golf</td>
<td>Recreational (all ages)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Competitive Adult</td>
<td></td>
<td>↔</td>
</tr>
<tr>
<td>Football</td>
<td>Youth Recreational</td>
<td></td>
<td>↔</td>
</tr>
<tr>
<td>Lawn Bowling</td>
<td>Recreational</td>
<td></td>
<td>↔</td>
</tr>
<tr>
<td>Cricket</td>
<td>Men's (all ages)</td>
<td></td>
<td>↑</td>
</tr>
<tr>
<td>Beach Volleyball</td>
<td>Adult (male &amp; female)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bocce</td>
<td>(adult &amp; senior, male)</td>
<td></td>
<td>↑</td>
</tr>
<tr>
<td>Ultimate Frisbee</td>
<td>Recreational (male &amp; female)</td>
<td></td>
<td>↑</td>
</tr>
<tr>
<td>Aquatics</td>
<td>Competitive (all ages, male &amp; female)</td>
<td></td>
<td>↔</td>
</tr>
<tr>
<td></td>
<td>Synchronized</td>
<td></td>
<td>↔</td>
</tr>
<tr>
<td></td>
<td>Recreational</td>
<td></td>
<td>↔</td>
</tr>
<tr>
<td>Instructional</td>
<td>Red Cross – all levels</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Red Cross – leadership</td>
<td></td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Sears I Can Swim</td>
<td></td>
<td>↑</td>
</tr>
<tr>
<td>Therapeutic</td>
<td>(all ages, male &amp; female)</td>
<td></td>
<td>↑</td>
</tr>
<tr>
<td>Fitness</td>
<td>(adults, male and female)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recreational</td>
<td>(all ages, male &amp; female)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual Sports</td>
<td>Skateboarding (all ages, male &amp; female)</td>
<td></td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Climbing (all ages, male &amp; female)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Triathlon (all ages, male &amp; female)</td>
<td></td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Jogging (all ages, male &amp; female)</td>
<td></td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Walking (all ages, male &amp; female)</td>
<td></td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>In-Line Skating (all ages, male &amp; female)</td>
<td></td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>X-Country Skiing (all ages, male &amp; female)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>BMX Biking (Youth/Young Adult, male &amp; female)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gardening (adults, male &amp; female)</td>
<td></td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Cycling (all ages, male &amp; female)</td>
<td></td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Individual Fitness/Conditioning (young adults, male &amp; female)</td>
<td></td>
<td>↑</td>
</tr>
</tbody>
</table>
APPENDIX D

Inventory Information
Appendix D  Inventory Information

Introduction

This appendix includes information on current facilities in East Gwillimbury as provided by municipal staff. In addition inventory information from other communities is noted.

Town of East Gwillimbury – Inventory

Figure D1: Inventory of Scheduled Facilities

<table>
<thead>
<tr>
<th>Facility</th>
<th>Type/Quality</th>
<th>Lit/Unlit</th>
<th>Capacity</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>&gt;90%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>70-90%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>&lt;60%</td>
<td></td>
</tr>
<tr>
<td>Arenas</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>East Gwillimbury Sports Complex</td>
<td>§ 2 ice pads</td>
<td>N/A</td>
<td>&gt;90%</td>
<td>• Unmet demand (ice time) No specific data available to support “pent-up” demand. Couldn't accommodate direct requests from new users for 7 hrs. of ice time this season. Existing user groups would like an additional 5 hrs. of ice time if available at this time.</td>
</tr>
<tr>
<td>65,000 sq. ft. facility</td>
<td>§ Multi purpose hall</td>
<td></td>
<td>&lt;60%</td>
<td></td>
</tr>
<tr>
<td>Multi Purpose Program/Hall</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>East Gwillimbury Ross Family Complex</td>
<td>§ Library Branch</td>
<td>N/A</td>
<td>Mon-Fri &gt;90%</td>
<td></td>
</tr>
<tr>
<td>16,000 sq. ft.</td>
<td>§ Multipurpose/program space</td>
<td></td>
<td>Sat-Sun &lt;60%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>§ Gymnasium</td>
<td></td>
<td>Mon-Fri &gt;90%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>§ Multipurpose/program space, banquet hall</td>
<td></td>
<td>Sat-Sun &lt;60%</td>
<td></td>
</tr>
<tr>
<td>Holland Landing Community Center</td>
<td>§ Library Branch</td>
<td>N/A</td>
<td>70-90%</td>
<td></td>
</tr>
<tr>
<td>22,800 sq. ft.</td>
<td>§ Multipurpose/program space</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>§ Gymnasium</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Union Community Center</td>
<td>§ Multipurpose/program space, banquet hall</td>
<td>N/A</td>
<td>&lt;60%</td>
<td>• Renovated rural school house circa 1930</td>
</tr>
<tr>
<td>1,764 sq. ft.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mount Albert Community Center</td>
<td>§ Multipurpose/program space, banquet hall</td>
<td>N/A</td>
<td>70-90%</td>
<td>• Original facility constructed in 1937. Addition constructed in the 70’s.</td>
</tr>
<tr>
<td>6,700 sq. ft.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharon Temperance Hall</td>
<td>§ Multipurpose/program space, banquet hall</td>
<td>N/A</td>
<td></td>
<td>• 15 year lease with the Sharon Temple for their use and operation of the facility. Community stills has access. Town remains the facility owner</td>
</tr>
<tr>
<td>1,850 sq. ft.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facility</td>
<td>Type/Quality</td>
<td>Lit/Unlit</td>
<td>Capacity</td>
<td>Comments</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>--------------------</td>
<td>-----------</td>
<td>-----------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>River Drive Park Community Center</td>
<td>Multipurpose/pr</td>
<td>N/A</td>
<td>&gt;90%</td>
<td>15 year lease with Kinsmen Club for their use and operation of the facility. Community stills has access. Town remains the facility owner.</td>
</tr>
<tr>
<td></td>
<td>ogram space,</td>
<td></td>
<td>70-90%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>banquet hall</td>
<td></td>
<td>&lt;60%</td>
<td></td>
</tr>
<tr>
<td>Ball Diamonds</td>
<td>(Softball)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mount Albert Park</td>
<td>1 senior</td>
<td>Lit</td>
<td>Weeknights &gt;90%</td>
<td>To be taken out of commission in 2008</td>
</tr>
<tr>
<td></td>
<td>1 junior</td>
<td>Unlit</td>
<td>Weekends &lt;60%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Weeknights &lt;60%</td>
<td></td>
</tr>
<tr>
<td>Anchor Park</td>
<td>1 senior</td>
<td>Unlit</td>
<td>Weeknights &lt;60%</td>
<td></td>
</tr>
<tr>
<td>Queensville Park</td>
<td>1 senior</td>
<td>Lit</td>
<td>Weeknights 70-90%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Weekends &lt;60%</td>
<td></td>
</tr>
<tr>
<td>Sharon Community Park</td>
<td>1 senior</td>
<td>Lit</td>
<td>Weeknights &gt;90%</td>
<td>Would consider disposing of the Int. diamond if a more appropriate field was constructed at another location.</td>
</tr>
<tr>
<td></td>
<td>1 Intermediate</td>
<td>Lit</td>
<td>Weekends &lt;60%</td>
<td></td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>Weeknights &gt;90%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Weekends &lt;60%</td>
<td></td>
</tr>
<tr>
<td>French Park</td>
<td>1 junior</td>
<td>Unlit</td>
<td>Weeknights 70-90%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Weekends &lt;60%</td>
<td></td>
</tr>
<tr>
<td>Soccer Pitches</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anchor Park</td>
<td>1 senior</td>
<td>Unlit</td>
<td>70-90% weekly</td>
<td>Would de-commission the field due to property constraints if a replacement field was developed at another location.</td>
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<tr>
<td>Sharon Community Park</td>
<td>1 senior</td>
<td>Unlit</td>
<td>70-90% weekly</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>As above. Used 1 night /week</td>
</tr>
<tr>
<td>Brenner Park</td>
<td>1 Intermediate</td>
<td>Unlit</td>
<td>&lt;60% weekly</td>
<td>Seasonal use permit/Maintenance Agreement with school board. As future fields are developed by Town these fields will no longer be required.</td>
</tr>
<tr>
<td>Queensville Public School</td>
<td>5 Junior</td>
<td>Unlit</td>
<td>Weeknights &gt;90%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Weekends &lt;60%</td>
<td></td>
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</table>
Town of East Gwillimbury
Community Facilities Master Plan

<table>
<thead>
<tr>
<th>Facility</th>
<th>Type/Quality</th>
<th>Lit/Unlit</th>
<th>Capacity &gt;90% 70-90% &lt;60%</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Mount Albert Lions Park</td>
<td>4 Senior</td>
<td>1 Lit</td>
<td>Weeknights &gt;90% Weekends &lt;60%</td>
<td>• Park/Facility Use Agreement with Lions Club</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• (Property owner). Potential site for future field development in partnership with the club.</td>
</tr>
<tr>
<td>E.G. Ross Complex</td>
<td>1 senior</td>
<td>Unlit</td>
<td>Weeknights 70-90% Weekends &lt;60%</td>
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Unscheduled Facilities

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<tr>
<th>Total Number</th>
<th>Classification</th>
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<td>Play structures</td>
<td>20</td>
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<tr>
<td>Tennis Courts</td>
<td>9 Courts</td>
</tr>
<tr>
<td>Basketball Courts (full)</td>
<td>2 Courts</td>
</tr>
<tr>
<td>Basketball Courts (3 on 3)</td>
<td>3 Courts</td>
</tr>
</tbody>
</table>

E.G. Tennis Club runs program on lit courts approx. 24 hrs./wk.

Inventory of Parks and Open Space and Trails – East Gwillimbury

Total Acres of Municipal Parkland - 233 acres +/-

- Approx. 105 acres –Community Parks – Approx. 85 acres active, 20 acres passive
- Approx. 35 acres – Neighborhood Parks – approx. 8 acres passive, 27 acres active
- Approx. 93 acres - Open space/Park – Undeveloped lands used for passive recreation
- New park to be constructed and on line in 2007- 19.8 acres (not included in Total Acres of Municipal Parkland) This park will be approx. 10 acres active and 9.8 acres passive. The park will include: Senior and junior play structures, junior softball diamond (unlit), intermediate soccer field (unlit), and walking paths. These features are not included in the Inventory of Scheduled Recreation Facilities table.
- Included in the total is 21 acres used for active parkland under an agreement with the Mount Albert and District Lions Club
- Approximately 12 kms. Of trail owned and maintained by the municipality. These properties are included in the total park acreage provided above.
Inventories – Comparable Ontario Municipalities

The inventory information that follows has been compiled from a survey conducted by dma in 2005 and from selected municipalities where dma has recently completed planning studies and have up-to-date inventory information. The limitations of using this data for planning purposes were noted in the main body of the report. The following observations are pertinent in this respect:

- Not all municipalities responded to our survey and the results are not necessarily representative.
- Levels of provision are only noted for those municipalities that provide a facility. This obviously skews the data in that lower levels of provision would be noted if those not providing the facility were included.
- There are extremely wide variations in the reported levels of provision and this clearly indicates the danger of using these data for projecting future requirements.
- Levels of supply are as reported at the time the information was collected. Planned or proposed facilities are not included. This also affects the accuracy of the information (e.g., the relatively low level of arena provision in Niagara Falls does not reflect ice surfaces that were being developed when the information was compiled.)

### Figure D2: Inventory Information – Comparable Communities

<table>
<thead>
<tr>
<th>Facility</th>
<th>2005 dma¹ Pop. 10,000-50,000</th>
<th>Pop. 50,000-100,000</th>
<th>Township of East Gwillimbury Pop. 2005 20,555</th>
<th>Township of Uxbridge Pop. 2001 17,380</th>
<th>Township of Scugog Pop. 2001 20,175</th>
<th>City of Woodstock Pop. 2001 33,061</th>
<th>City of Milton Pop. 2004 41,900</th>
<th>City of Kawartha Lakes Pop. 2004 67,000</th>
<th>City of Niagara Falls Pop. 2001 76,815</th>
<th>Town of Whitby Pop. 2004 109,705</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indoor Ice Surface</td>
<td>1:9,179</td>
<td>1:14,901</td>
<td>1:10,275</td>
<td>1:8,690</td>
<td>1:6,725</td>
<td>1:11,020</td>
<td>1:10,450</td>
<td>1:6,107</td>
<td>1:19,70</td>
<td>1:10,970</td>
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<tr>
<td>Outdoor Ice Surface</td>
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<td>1:23,562</td>
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<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>1:5,510</td>
<td>N/A</td>
<td>N/A</td>
<td>1:6,588</td>
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<tr>
<td>Indoor Pool</td>
<td>1:12,025</td>
<td>1:41,602</td>
<td>N/A</td>
<td>1:17,380</td>
<td>N/A</td>
<td>N/A</td>
<td>1:16,531</td>
<td>1:41,800</td>
<td>1:33,590</td>
<td>1:39,40</td>
</tr>
<tr>
<td>Outdoor Pool</td>
<td>1:10,269</td>
<td>1:34,581</td>
<td>N/A</td>
<td>N/A</td>
<td>1:20,175</td>
<td>1:330,00</td>
<td>N/A</td>
<td>N/A</td>
<td>1:15,763</td>
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<tr>
<td>Single gym</td>
<td>1:5,988</td>
<td>1:37,623</td>
<td>1:20,555</td>
<td>N/A</td>
<td>N/A</td>
<td>1:16,531</td>
<td>N/A</td>
<td>1:67,170</td>
<td>N/A</td>
<td>1:13,713</td>
</tr>
<tr>
<td>Double gym</td>
<td>1:10,927</td>
<td>1:10,965</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>1:41,800</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>Triple gym</td>
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<td>1:28,394</td>
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<td>N/A</td>
<td>N/A</td>
<td>1:79,81</td>
<td>N/A</td>
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<tr>
<td>Squash Court</td>
<td>1:16,341</td>
<td>1:14,591</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>1:33,590</td>
<td>1:39,40</td>
<td>N/A</td>
</tr>
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</table>

Totten Sims Hubicki Associates
dma Planning & Management Services
<table>
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<tr>
<th>Facility</th>
<th>2005 dmA&lt;sup&gt;1&lt;/sup&gt;</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pop. 10,000-50,000</td>
<td>Pop. 50,000-100,000</td>
<td>Township of East Gwillimbury</td>
<td>Township of Uckbridge</td>
<td>Township of Scugog</td>
<td>City of Woodstock</td>
<td>City of Kawartha Lakes</td>
<td>Town of Milton Pop. 2004</td>
<td>City of Kawartha Lakes Pop. 2004-67,000</td>
<td>City of Niagara Falls Pop. 2001</td>
<td>76,915</td>
<td>Town of Whitney Pop. 2004</td>
<td>109,795</td>
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<tr>
<td>Fitness Centre</td>
<td>1:14,907</td>
<td>1:44,220</td>
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<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>1:33,59 0</td>
<td>1:39,40 8</td>
<td>N/A</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Community Hall</td>
<td>1:5,971</td>
<td>1:30,954</td>
<td>1:3,071</td>
<td>1:1,931</td>
<td>1:1,834</td>
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<td>N/A</td>
<td>1:5,188</td>
<td>1:19,70 4</td>
<td>1:2,189</td>
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<tr>
<td>Meeting Room</td>
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<td>1:12,942</td>
<td>N/A</td>
<td>1:2,172</td>
<td>1:1,552</td>
<td>N/A</td>
<td>N/A</td>
<td>1:4,479</td>
<td>1:19,70 4</td>
<td>1:12,189</td>
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<tr>
<td>Senior Room</td>
<td>1:14,496</td>
<td>1:42,229</td>
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<td>1:17,38 0</td>
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<td>1:39,40 8</td>
<td>1:109,70 5</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Youth Room</td>
<td>1:13,930</td>
<td>1:53,618</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>1:109,70 5</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Soccer Pitch – full/major</td>
<td>1:3,002</td>
<td>1:3,521</td>
<td>1:2,285</td>
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<td>1:3,363</td>
<td>1:4,133</td>
<td>1:2,613</td>
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<td>1:6,568</td>
<td>N/A</td>
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<tr>
<td>Soccer Pitch – mini/minor</td>
<td>1:4,362</td>
<td>1:9,404</td>
<td>1:4,110</td>
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<td>1:2,242</td>
<td>1:6,612</td>
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<td>1:8,757</td>
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<tr>
<td>Soccer Pitch – Total</td>
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<td>1:3,483</td>
<td>1:1,470</td>
<td>1:5,793</td>
<td>1:1,345</td>
<td>1:2,543</td>
<td>1:1,548</td>
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<td>1:3,753</td>
<td>1:3,226</td>
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<tr>
<td>Football Field</td>
<td>1:9,699</td>
<td>1:20,681</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>1:1,020</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Cricket Oval</td>
<td>1:37,726</td>
<td>1:87,139</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>1:33,061</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<td></td>
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<tr>
<td>Baseball Diamond (lit and unlit)</td>
<td>1:3,710</td>
<td>1:10,562</td>
<td>N/A</td>
<td>1:1,931</td>
<td>1:2,018</td>
<td>1:3,673</td>
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<td>Softball Diamond (lit and unlit)</td>
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<td>N/A</td>
<td>1:3,306</td>
<td>1:2,459</td>
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<td>1:2,627</td>
<td>1:3,324</td>
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<tr>
<td>Tennis Court (lit and unlit)</td>
<td>1:3,682</td>
<td>1:3,167</td>
<td>1:2,285</td>
<td>1:3,476</td>
<td>1:3,363</td>
<td>1:4,133</td>
<td>1:2,322</td>
<td>1:6,918</td>
<td>1:1,922</td>
<td>1:3,918</td>
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<tr>
<td>Splash Pad</td>
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<td>1:81,563</td>
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<td>N/A</td>
<td>1:16,531</td>
<td>N/A</td>
<td>1:87,17 9</td>
<td>1:21,941</td>
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<tr>
<td>Play Structures</td>
<td>1:1,532</td>
<td>1:1,587</td>
<td>1:1,025</td>
<td>1:1,086</td>
<td>1:1,681</td>
<td>1:2,204</td>
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<td>1:1,258</td>
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<td>1:997</td>
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<tr>
<td>Outdoor Basketball/mult purpose courts</td>
<td>1:8,398</td>
<td>1:8,277</td>
<td>1:4,110</td>
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<td>1:20,17 5</td>
<td>1:8,265</td>
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<td>1:4,379</td>
<td>1:4,987</td>
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<tr>
<td>Outdoor Volleyball</td>
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<td>1:31,562</td>
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<td>1:34,59 0</td>
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</tbody>
</table>

Totten Sims Hubicki Associates
dmA Planning & Management Services
<table>
<thead>
<tr>
<th>Facility</th>
<th>2005 dmA¹</th>
<th>Pop. 10,000-50,000</th>
<th>Pop. 50,000-100,000</th>
<th>Township of East Gwillimbury Pop. 2006</th>
<th>Township of Uxbridge Pop. 2001</th>
<th>Township of Saugeen Pop. 2001</th>
<th>City of Woodstock Pop. 2001</th>
<th>City of Milton Pop. 2004</th>
<th>City of Kitchener Lakes Pop. 2004</th>
<th>City of Niagara Falls Pop. 2001</th>
<th>Town of Whitby Pop. 2004</th>
</tr>
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<tbody>
<tr>
<td>Lawn bowling Green</td>
<td>1:10,978</td>
<td>1:24,48</td>
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<td>1:17,38</td>
<td>1:20,17</td>
<td>1:33,061</td>
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<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Outdoor Track/Athletic Field</td>
<td>1:11,905</td>
<td>1:65,41</td>
<td>N/A</td>
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<td>1:11,020</td>
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<td>1:4,799</td>
<td>1:78,81</td>
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<td>N/A</td>
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<tr>
<td>Population per km of trails</td>
<td>924</td>
<td>6,251</td>
<td>1,715</td>
<td>122</td>
<td>3,419</td>
<td>689</td>
<td>N/A</td>
<td>720</td>
<td>N/A</td>
<td>4,810</td>
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</tr>
<tr>
<td>Acres parkland Acres per 1000 pop</td>
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<td>N/A</td>
<td>12.2</td>
<td>28.9</td>
<td>9.9</td>
<td>12.1</td>
<td>N/A</td>
<td>16.1</td>
<td>6.8</td>
<td>8.1</td>
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</tbody>
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Totten Sims Hubicki Associates
dmA Planning & Management Services
APPENDIX E

Peer Review of Fire Master Plan
PEER REVIEW
FIRE MASTER PLAN
EAST GWILLIMBURY
September 2006
Peer Review Town of East Gwillimbury,
Fire Master Plan

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<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
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<td>Peer Review Fire Master Plan</td>
<td>2</td>
</tr>
<tr>
<td>Emergency Response Statistical Data</td>
<td>4</td>
</tr>
<tr>
<td>Fire Station Locations</td>
<td>7</td>
</tr>
<tr>
<td>Conclusions</td>
<td>8</td>
</tr>
<tr>
<td>Opinion</td>
<td>11</td>
</tr>
</tbody>
</table>
Peer Review Fire Master Plan

T L Powell & Associates Ltd was retained by TSH on August 14th 2006 to complete a peer review of the Town of East Gwillimbury Fire Master Plan.

The Town of East Gwillimbury Fire Master Plan is dated June 2006 and addresses the need for staffing and location or relocation of fire station in the municipality. The plan also includes the statement that the Fire Marshal of Ontario requires the municipality to have a ten year Master Plan approved by Council.

The Ontario Fire Marshal’s (OFM) office has published guidelines PFSG 03-02-13 that describes what components a Master Fire Plan should include in the plan:

- The mission statement values and roles of the department
- The necessary programs or projects approved by council
- Projected expenditures that the public can afford
- Schedules for developing, implementing and maintaining appropriate services

Upon review of the East Gwillimbury Master Plan it is clear that the plan addresses the four points outlined in PFSG 03-02-13. However, there are some very important aspects of fire protection that are not addressed in the plan that will be identified later in this review.
Many of those subjects can be found in the reference materials included in PFSG 03-02-13 they are also guidelines of the OFM as follows:

- 01-01-01 Fire Protection Review Process
- 02-04-01 Capabilities of existing fire protection services
- 02-03-01 Economic Circumstances
- 02-02-12 & 03 Risk Assessment
- 03-01-13 Report on Existing Fire Protection Services
- 04-39-12 Fire Prevention Effectiveness Model

For a Fire Department to deliver an emergency service there are numerous support functions that are provided by other divisions of the Fire Department and indeed other departments of the municipality such as the Utilities Department responsible for water supplies and possibly Human Resources Department or persons and of course the Financial and Clerks support provided by the Town.

The Fire Master Plan may not necessarily speak directly about all of the support services it should however address those support services that impact directly the delivery of service, for example; water supplies, administration, organization chain of command, communications, apparatus maintenance, self contained breathing apparatus program, small equipment repair and training programs.

The Town of East Gwillimbury Fire Master Plan is silent or comments in a small way on many of these aspects of the delivery system.
Emergency Response Statistical Data
The emergency call statistics in the Fire Master Plan are brief and are not projected to the 10 years being outlined as expansion years requiring additional staffing. Demand for emergency services is one of the criteria that will trigger the need for increased staffing. The emergency response statistics produced in the plan is limited to three years, which is insufficient data to establish trends.

The Town of East Gwillimbury Fire Master Plan contains the following data indicating a three year trend escalating on an average of 8% per year:

<table>
<thead>
<tr>
<th>Station</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holland Landing</td>
<td>278</td>
<td>286</td>
<td>319</td>
<td>688</td>
</tr>
<tr>
<td>Mount Albert</td>
<td>205</td>
<td>234</td>
<td>260</td>
<td>735</td>
</tr>
<tr>
<td>Queensville</td>
<td>205</td>
<td>215</td>
<td>227</td>
<td>806</td>
</tr>
</tbody>
</table>

However when the data is projected forward for ten years one is able to establish possible trends in the demand for emergency services in the Town. When the data is demonstrated in graphic form (shown below) it becomes very evident that there is a steady increasing trend towards a demand for emergency services in the Town of East Gwillimbury.
The increased number of calls from 2003 to 2004 is 47; from 2004 to 2005 it is 81 with an average of the two years being 64 calls or 8% annually. Given these facts the following chart projects the number of calls to 2017 with an average increase of approximately 8%.

<table>
<thead>
<tr>
<th>Year</th>
<th>Projected number of responses</th>
<th>Year</th>
<th>Projected number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>688*</td>
<td>2010</td>
<td>1184</td>
</tr>
<tr>
<td>2004</td>
<td>735*</td>
<td>2011</td>
<td>1279</td>
</tr>
<tr>
<td>2005</td>
<td>806*</td>
<td>2012</td>
<td>1381</td>
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<tr>
<td>2006</td>
<td>870</td>
<td>2013</td>
<td>1491</td>
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<td>2014</td>
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<td>2008</td>
<td>1015</td>
<td>2015</td>
<td>1740</td>
</tr>
<tr>
<td>2009</td>
<td>1096</td>
<td>2016</td>
<td>1879</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2017</td>
<td>2029</td>
</tr>
</tbody>
</table>

*Recorded Actual Statistics

The graphic demonstration below clearly indicates the increased demand for emergency services that can be expected in the Town of East Gwillimbury in the years to come.
The increased response data indicated in the Master Plan is a portion of the rational that has resulted in the conclusion and recommendations reached in the Master Plan on the need for full time firefighters to respond to emergencies in the Town of East Gwillimbury. Unfortunately there is insufficient data available to make a serious attempt at determining the projections as the next two years of statistics can make a considerable change in the projections. For example in discussions with the Fire Chief the number of responses in 2006 is now anticipates to be at or below the 800 level which a considerable reduction from the 870 responses predicted in the above tables.

Also the implementation and timing of introducing the staff is indicated in the plan as being tied to the growth rate of the municipality. The caution provided in the plan to have the staffing compliments relative to the growth of the municipality is a rational and responsible recommendation.

In this instance it appears that the growth of the community is anticipated to expand at a rapid pace. There is a lack of supporting data in the Fire Master Plan to support this position in terms of approved development plans for the municipality or even proposed developments that may be before the Town of East Gwillimbury Council. However, the chart shown on page 18 relative to benchmarking other municipalities demonstrates a projected growth of 50,000 by 2020.

In addition the graph shown on page 26 indicates the short term growth rate of residential units 2007 to 2010. These numbers show an increase of growth assuming additional YDSS allocation of 731 annually. When a projection is made using an anticipated 3 persons per dwelling this will account for approximately increased population of 2,200 annually. Project the growth rate for ten (10), years that indicates an increased population of approximately 22,000 residents for the municipality.
Fire Station Locations

The location of stations is discussed in the plan with several specific recommendations for implementation beginning in 2009 with the relocation of the Queensville station. There is little discussion on the rational for the relocation which is explained very briefly on page 23 of the Master Plan.

The location of Fire Stations is an integral aspect of the delivery of fire protection services and emergency response to the Town of East Gwillimbury. The criteria for the establishment of full time stations is generally based on geographical rational and the risks to be protected as the stations are staffed 24/7.

In addition to the above the locations of volunteer fire stations criteria must include the availability and residences of the volunteers who will respond to the station to ensure emergency response times are within the generally accepted guidelines of the Canadian Fire Service.

The criteria used to determine the timing and location or relocation of the stations in the Town of East Gwillimbury is not clear in the Fire Master Plan. The locations being proposed may well prove to be the most suitable location it is difficult to evaluate this recommendation as insufficient data and rational is included in the plan.

What is clear to the writer is that the Town of East Gwillimbury can benefit from a comprehensive fire station location study based on response data including road response times and availability and location of the volunteer members as well as the fire risks both life and property impacted (both negative and positive) to be protected by the relocation.
Conclusions

A Fire Master Plan should include a review and discuss all of the services and support services that a Fire Department delivers to the public as well as those aspects of the Fire Department that are considered support services to the department.

Generally the subjects to be covered in a Fire Master Plan include all of the subject matters mentioned below. The depth in which each of the subjects is covered would be driven by the issues and concerns discussed by the stakeholders during the gathering of the input from the stakeholders by the Master Plan authors and the data and documents reviewed during the base study stage of the plan.

- Fire operations and response, including level of service provided
  - Specialty Teams such as
    - Hazardous Materials Team
    - Fast water or cold water rescue
    - Trench crew rescue
    - High angle rescue
    - Emergency Medical Response level (BLS or ALS)
- Fire prevention and public education program
- Station locations and response polygon areas
  - Full time stations
  - Volunteer stations
- Staffing requirements, in both volunteer and full-time sectors
- Water supplies
  - Tanker shuttle
  - Hydrant service
  - Underground tanks or other water source
  - Dry Hydrant locations or needs
• Administration and Organization
  o Management staffing
  o Administrative support staffing
  o Office workload reporting obligations
  o Financial management status
  o Organization suitability

• Training and professional development
  o Standard of training
  o Special qualification i.e. NFPA 472 Haz-Mat
  o EMS?
  o Training facilities status

• Communications
  o Radio
  o Call out or paging system
  o Dispatch status and needs

• Apparatus and equipment
  o Number, type and location of apparatus
  o Maintenance program status and needs
  o Small equipment status

Clearly the Town of East Gwillimbury Fire Master Plan falls short in many of the categories listed above. In those areas addressed in the plan there are arrears that require further work to provide rational and the criteria used to reach the recommendations stage of the report.
The staffing recommendations within the Fire Master Plan indicate the staff that will be needed in the future to provide a full time fire protection service to the Town of East Gwillimbury. However, the recommendations are not supported with sufficient rational to determine the implementation dates to enable a full evaluation of the recommendations. The schedules for developing, implementing and maintaining appropriate services will depend upon the rate of growth and demand for services by the public.

The response statistical data demonstrated in the Fire Master Plan is limited to three years ideally five years of data can best demonstrate the trends of the services being provided and allow for a more accurate projection for the future.

The fire stations location or relocation recommendations appear to be reasonable, however the recommendations are not supported with sufficient scientific rational or the criteria that was used by the authors to establish the recommended locations therefore it is not possible to fully evaluate the accuracy of the recommendations.

The two largest expenditures that the municipality will face over the near future to provide the fire protection and prevention services to the municipality will be in the area of staffing and fire station construction costs. The ongoing impact on the tax rate for staffing and maintaining a full time station is considerable.

It is very important that both of these costs are fully justified with strong and supportable rational and a clear understanding of the implementation strategy to be used. There is not sufficient information provided in the Master Plan to fully understand or evaluate the financial impact to the Town of East Gwillimbury budget.
Opinion

The Town of East Gwillimbury Fire Master Plan should address all aspects of the delivery of service and all of those support services that are required to deliver the fire protection program. All aspects of fire protection should be included in any plan that speaks to improving the delivery of fire protection.

The statistical analysis aspect of the plan is best delivered with a minimum of five (5) years of data to provide reasonable trends. A shorter period will mean that the projected data may not be as accurate. In order to determine some facts additional data should be recorded, for example the time of day of the emergency call and the number of volunteer Firefighters that respond will provide the Fire Chief with the information to make changes to the staffing model to ensure the day time period is covered. Often this statistic alone can drive the decision to employ full time Firefighters on a day shift.

Response time data should include:
- Time and date of the call to 9-1-1
- Time call received on the Fire Department pager system
- Time of the fourth volunteer Firefighter arrives at the fire station
- Time the truck leaves the station with 4 Firefighters on board
- Time the truck arrives on scene and confirms the location of the incident
- Time the incident is declared under control
- Time last vehicle leaves the scene of the incident.

The staffing and fire station location aspect of the plan requires further explanation, rational and justification in the form of criteria used to arrive at the conclusions and recommendations within the plan.
It is our opinion that the Town of East Gwillimbury could benefit from a comprehensive Fire Master Plan and Fire Station Location Study, conducted by an independent and qualified consultant. The "Fire Master Plan" and "Fire Station Location Study" should include the following analysis of the Fire Department activities:

- Fire prevention and public education programs
- A computer based study of the station locations and response polygon areas
- Staffing requirements, in both volunteer and full-time sectors
- Administration and organization
- Training and professional development of the Fire Department staff
- Fire operations and response, including level of service provided
- Communications
- Apparatus and equipment
- Maintenance program
- Water supplies
- Emergency Management Program
APPENDICES "A"
# Public Fire Safety Guidelines

<table>
<thead>
<tr>
<th>Subject Coding</th>
<th>PFSG 03-02-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section</td>
<td>General</td>
</tr>
<tr>
<td>Date</td>
<td>March, 2000</td>
</tr>
<tr>
<td>Subject</td>
<td>Master Planning Process for Fire Protection Services</td>
</tr>
</tbody>
</table>

## Purpose:
To outline a process and identify the components that may be used in the development and preparation of an effective master fire plan for approval by council and implementation by appropriate persons.

## Introduction:
This guideline is a framework for municipal decision making which should link council policy setting responsibility and the fire service operational expertise to accommodate short, medium or long term planning.

## Principles:
### Goal:
- The master fire plan is a strategic blueprint for fire protection that addresses all local needs and circumstances based upon costs the community can afford

### Guiding Principles:
- The residents of any community are entitled to the most effective, efficient and safe fire services possible
- The content of existing collective agreements will be respected and the collective bargaining process will be recognized as the appropriate channel for resolving labour relations issues under collective agreements and the Fire Protection and Prevention Act
- Collective bargaining issues affecting public safety will be identified
- Those responsible must work within these parameters in making recommendations for improving municipal fire services

## Process:
The master fire plan is a component of the optimizing public fire safety model and the master fire plan process should generate the following:
Components:

The master fire plan components should include:

- the mission statement, values and roles of the department
- the necessary programs or projects approved by council
- projected expenditures that the public can afford
- schedules for developing, implementing and maintaining appropriate services

The master fire plan should also confirm a council commitment to monitor, evaluate and revise this plan to improve community fire safety continuously.

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Optimizing Public Fire Safety

Are the RESULTS what we wanted?

NOTE: See PFSG # 01-01-01 for the complete Optimizing Model

Codes, Standards and Best

Codes, Standards, and Best Practices resources available to assist in establishing local policy on this