

City of Sarnia

Parks, Recreation and Culture Master Plan 2018 to 2033 March 2019



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1 Introduction

1.1 OVERVIEW

The City of Sarnia is an urban municipality located in the County of Lambton along Highway 402 and the St. Clair River in southwestern Ontario. It is situated on the Canadian – USA border, connected to Port Huron, Michigan by the Bluewater International Bridge. The current population of Sarnia is approximately 76,000. There are over 90,000 people within the Sarnia service area, including the communities of the Town of Point Edward, and the Municipality of St. Clair.

Sarnia is an industrial service center to the area, being a primary hub for the petrochemical industry in Eastern Canada. It is also home to a wide array of recreational settings, such as the Lake Huron waterfront, the St. Clair River, Canatara Park, the Progressive AutoSales Arena venue and a network of local and regional trails. The 16kms of the local Howard Watson Trail, part of the Bluewater Trails, linking parks and gardens from Camlachie to Sarnia. The Lambton County Trails continues further to the St. Clair region. All the resources contribute significantly to a valued quality of life for residents, families and tourists.

The parks, recreation and cultural facilities and services in Sarnia are increasingly an integral contributor to vibrant, healthy and creative community. They represent services and participation opportunities that are important to residents from several key benefit perspectives:

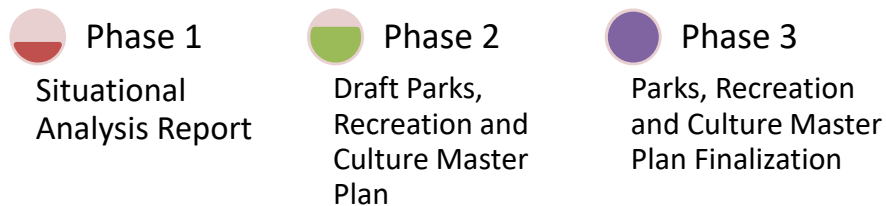
- Health and wellness
- Skills and personal development goals;
- Developing community capacity, affinity, volunteerism and pride;
- Enhancing the design and character of built-up areas;
- Support community economic development and tourism prospects and initiatives;
- Provide important policy frameworks for City decision-making as to its roles, responsibilities, resources allocations and community investments in parks, recreation and culture services;
- Initiate the preparation of ‘shovel-ready’ projects in support of City and / or partner grant applications for infrastructure and other capital funding; and
- Conservation of valued natural areas.

The City initiated a Parks, Recreation and Culture Master Plan in 2018 as a basis to plan, prioritize and build community capacity for future parks, recreation and culture facilities, programs and services. A Master

Plan is a policy and strategy framework intended to identify what services are required; where they should be provided; what levels of quality; and the timing and priority of their development over a ten to fifteen year planning period.

1.2 PARKS, RECREATION AND CULTURE MASTER PLAN PLANNING PROCESS

The preparation of this Master Plan was completed in three phases:



In support of the development of the Master Plan, a comprehensive Situational Analysis Report was completed and is available under separate cover. It established the research, consultation and analytical foundation that was utilized as a basis for the various polices and specific recommendations within the Master Plan.

The key tasks completed in support of the Situation Analysis Report were as follows:

- A population profile, demographic analysis and projections, along with a review of development activity and future growth management planning directions.
- Current parks, recreation and culture facilities inventory and programming and usage analysis.
- A financial review of the City's investments in parks and recreation services, as well as a Department organizational review;
- A summary of emerging financing and service delivery models.
- A review of relevant documents and related initiatives, plans, policies and agreements.
- Focus groups, interviews and community workshops involving community and organized group representatives to gather their input on the strengths and weaknesses of the parks, recreation and culture services availability and delivery model in the City, future needs and priorities, and ideas for potential projects and investments.
- A community survey of residents on participation patterns, services evaluation and priorities.
- Mapping of recreation facilities, parks, trails and related resources, as well as thematic mapping of key demographic characteristics that are evolving geographically within the City.

- A summary of analysis of trends and strategies related to parks, recreation and culture services delivery models, partnerships and other considerations that will shape future use of and involvement in parks and recreation services within Sarnia.
- A summary of the consolidated observations and strategic themes from the research and consultation.

1.3 MASTER PLAN CONTEXT

Section 9, Observations and Conclusions from the Situational Analysis Report is available in Appendix I. Section 9.3 Strategic Themes are provided as follow. These Strategic Themes are key building blocks for the development of this Master Plan:

- The need to respond effectively from a services planning perspectives, to a stable, possibly slightly growing population for at least ten plus years, a population that is also aging and may culturally diversify. These trends will have impacts on activity preferences, participation levels and use of facilities.
- A prevailing question from the consultation and other services as to whether there are too many small parks and open spaces, and that there may be a need to rationalize their numbers in order to move to quality over quantity perspectives.
- How to effectively build on the strengths of Centennial and Canatara Parks in terms of reinvestment, new ideas and being even stronger focal points for both residents and tourists.
- The significant challenges with change that is occurring in neighbourhoods as some age and they experience facility closures, such as Jackson Pool, Kinsmen Centre, or new resources are added or emerge, such as bike lanes, pickleball, and other change initiatives occur.
- The potential need for facility and site consolidations and efficiencies as there are limited resources or ability to pay for ongoing venue and park capital maintenance due to the limited to no growth in property assessment, or periods where there is a negative tax revenue increase.
- The aging facility asset management issues, and the lengthy period of limited reinvestment, creating a need for approximately \$1 million plus a year over the next thirty years.
- The need to determine the future of Jackson Pool and Germain Arena, as to their need and the costs associated with these currently closed facilities.
- The limited capital revenues available to the municipality internally, that will likely place the future facilities focus on capital rehabilitation and less on new facilities development, though some park development opportunities may exist via reserves availability.

- What are the opportunities to look at naturalization, new income streams, naming rights, partnerships and other strategies that could reduce costs and / or increase revenues?
- How to position user fees within a policy framework and set of principles, as well as to whether to place an increased responsibility on users rather than taxpayers to pay for these services?
- How to further develop the City’s services delivery model of providing primarily facilities and venues, and enhancing direct supports to better sustain community service providers’ abilities as the main program providers in Sarnia?
- Determining the preferred organizational structure and staffing resources necessary to fulfill the directions, strategies and specific recommendations of the Master Plan.
- How to ensure evolving culture services and environmental stewardship roles and capacities are addressed as trends and priorities emerge in these service sectors?
- To create greater understanding and capacity to collect, analyze and apply demographic, user and financial data to support recommendations, decision-making and outcomes / benefits evaluations.

1.4 MASTER PLAN GOALS

The following goals and outcomes have been established for the 2019 City of Sarnia Parks, Recreation and Culture Master Plan:

| POLICY FRAMEWORKS AND SERVICING STRATEGIES | COMMUNITY ENGAGEMENT, LEADERSHIP AND ACCOUNTABILITY | ROLES, RESPONSIBILITIES, AND CONTRIBUTIONS | INITIATIVES / RESIDENT NEEDS | ALIGN AND INTEGRATE STRATEGIC PRIORITIES AND TOURISM | IMPLEMENTATION PLAN AND STRATEGIES |
|---|--|---|---------------------------------|--|--|
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- To recommend policy frameworks and servicing strategies that will direct the planning delivery and evaluation of Sarnia’s Parks, Recreation and Culture Services for the next ten to fifteen years.
- To create the framework for community engagement, leadership and accountability in contributing to the planning, delivery and evaluation of Sarnia’s Parks, Recreation and Culture Services.
- To recommend the primary roles, responsibilities and contributions in the planning, delivery and evaluation of Sarnia’s Parks, Recreation and Culture Services.
- To identify specific parks, recreation and culture service initiatives that respond to evolving service delivery organizational capacities, market and facility perspectives, and resident needs.

- To ensure Sarnia’s Parks, Recreation and Culture Services planning, development and evaluation activities align and integrate with City Strategic Priorities, tourism opportunities and economic development goals.
- To provide an implementation plan and strategies that will guide community collaboration and development, decisions-making and service delivery strategies over the life of the Master Plan.

1.5 MASTER PLAN FORMAT

The Parks, Recreation and Culture Master Plan has been developed based on four levels, moving from its strategic foundation through to specific initiatives, and followed by an implementation framework.

| | |
|---------|--|
| Level 1 | <p>Plan Foundation</p> <p>Provides the philosophical and conceptual basis of the Master Plan via a Vision, Mission and Principles.</p> |
| Level 2 | <p>Policies and Delivery Strategies</p> <p>Focuses on establishing a policy foundation for the City’s development, delivery and evaluation of parks, recreation and culture services, as well as the various delivery approaches that could be utilized and participated in by the City related to its roles, priorities and investments.</p> |
| Level 3 | <p>Specific Parks, Recreation and Culture Initiatives</p> <p>Identifies specific actions, investments and approaches that are proposed for consideration by the City of Sarnia and its community partners over the next ten plus years related to parks, trails, facilities, recreation, and culture services.</p> |
| Level 4 | <p>Implementation</p> <p>Provides an implementation framework and related elements developed to guide the Master Plan’s ongoing implementation, updating and positioning.</p> |



1.6 MASTER PLAN DOCUMENT

This document represents the City of Sarnia’s Parks, Recreation and Culture Master Plan. The Master Plan is designed and intended to provide ongoing guidance in decision-making and implementation to be utilized annually as part of City’s operational and capital budgeting. Ongoing community engagement opportunities on these services should be actively undertaken to gain resident and stakeholder perspectives as key policies and service decisions emerge over time.

The draft Master Plan was reviewed by City staff in November 2018 and a public workshop was held at the Clearwater Arena meeting room on December 5, 2018. Forty-two residents participated in the public workshop and provided their input.

Also as part of the draft Master Plan review process, an online community survey was posted on the City of Sarnia’s website from Friday November 30, 2018 to Friday December 14, 2018 for residents to provide their input. The results of the two public consultation initiatives are available in Appendix I, Public Workshop and Online Survey Input Summary.

These three consultation activities all contributed to the further development of this version of the Master Plan.

2 Parks, Recreation and Culture Master Plan Foundation

2.1 CORPORATE ALIGNMENT

The City of Sarnia has developed a Corporate Strategic Plan for the 2017 to 2020 period. It is important that the Parks, Recreation and Culture Master Plan be aligned with the City's overarching Strategic Plan and directions, as the Master Plan needs to be supportive and contributory to the achievement of the broader Vision, Mission and Principles for the City.

The City's 2017 to 2020 Strategic Plan is built on a series of strategic priorities. The following strategic directions and priorities are connected to and have assisted in developing the Parks, Recreation and Culture Master Plan.



2.2 PARKS, RECREATION AND CULTURE MASTER PLAN

2.2.1 Vision Statement

A Vision Statement sets a horizon towards which all the City's stakeholders and partners can gravitate in the planning and delivery of parks, recreation and culture services and facilities. It should be both inspirational and a statement that creates a common bond and sense of direction. The Vision Statement establishes a direction for the Master Plan, and is a basis upon which the Master Plan evolved, both in terms of its development and its ongoing implementation.

Recommendation 2.1 - Vision

A community that collectively offers to all its residents, a diverse array of quality parks, recreation and culture opportunities and experiences.

The key theme within the Vision is that the community collectively will offer a diverse array of parks, recreation, and culture opportunities to meet the varied interests of Sarnia residents, and that these opportunities and experiences will be accessible and evolve over time as community members' needs change.

2.2.2 Mission Statement

A Mission Statement speaks to the fundamentals and the focus of what is going to be achieved via the Master Plan. It articulates both intent and the broad strategic approaches to be utilized within the Master Plan to achieve the Vision and contribute to the achievement of the City's strategic priorities.

Recommendation 2.2 - Mission Statement

The City of Sarnia Parks, Recreation and Culture Master Plan directs the achievement of a **balanced array of accessible and distributed parks, recreation and culture opportunities** that align with the interests of all residents.

The Master Plan builds on the breadth of the community's parks, recreation and culture resources that collectively contribute to the **enrichment of the quality of life** for Sarnia citizens through both collaborative and direct service delivery strategies that:

- **Inspire a true value** for the benefits of parks, recreation and culture participation, and encourage broad-based, active lifestyles that contribute to improved resident health, well-being and personal development.
- Generate a strengthened sense of **community and neighbourhoods, spirit and volunteerism** amongst all residents.
- Facilitate improved **community unity and capacity development**.
- Supports community **economic development and environmental sustainability goals** by contributing to an attractive quality of life for current and new residents.

2.2.3 Principles

The following Principles have been developed as a basis for the directions, strategies and recommendations within the Master Plan, as well as support measuring the Master Plan’s performance and success.

Recommendation 2.3 - Principles

City of Sarnia Parks, Recreation and Culture Master Plan will contribute to...

| | |
|---|---|
| <i>Corporate Strategic Alignment</i> | Developing parks, recreation and culture services that align with and support City priorities and initiatives related to resident health, economic development, the environment, community development and quality of life. |
| <i>A Balanced Array of Park and Recreation Opportunities</i> | Providing a balanced array of park, recreation and culture opportunities, involving recreation, parks, sports, trails and other opportunities linked through partnerships and involving social, health, education and related public and community services. |
| <i>Fairness, Inclusion and Belonging</i> | Ensuring fair and inclusive park, recreation and culture opportunities that encourage and facilitate participation by all residents of the City in terms of ability, age, culture, economic, geographic and related interests and backgrounds and their sense of belonging. |
| <i>Services Integrity and Evaluation</i> | Developing, delivering and honouring our park, recreation and culture services by ensuring they operate with integrity, are continually evaluated relative to outcomes, and respond to evolving resident needs and community growth. |
| <i>Balancing Public Accessibility and Revenue Generation</i> | Providing park, recreation and culture services that achieve a fair and reasonable balance between facilitating broad-based public accessibility and benefit while generating revenues at levels that do not result in an undue burden on the City. |
| <i>Maximizing Existing Facility Resources</i> | Achieving maximum utilization of existing parks, recreation and culture facilities as a priority before new facility development occurs, along with ensuring cost effective facilities operations, and undertaking the ongoing repositioning, integration or closing of facilities and venues to meet evolving market needs and legislative requirements. |
| <i>Continuous Improvement</i> | Ensuring a strong focus on continuously improving services, policies, practices and operations through effective ongoing evaluation, use of best practices, tracking trends and research, and active community consultation. |

City Leadership Role

Undertaking City leadership roles in the planning, development, facilitation, evaluation and supports for parks, recreation and culture services, using an array of innovative delivery strategies involving partnerships, joint ventures, direct delivery and community-based service provider approaches with volunteer supports.

Conservation and Protection of Natural Environment

Ensuring that the City's parks, open spaces and trails continue being valued by the community, conserve key natural resources and environments, are accessible to the public for both programmed and non-programmed activities where feasible, and contribute significantly to a positive urban form within Sarnia.

Flexible and Environmentally Responsible

Developing parks, recreation and culture services that are flexible and environmentally responsible over the longer term through innovative designs, are adaptable and flexible to changing needs, facilitate an ease of maintenance and support the inclusion of all residents.

Within these Principles, it must also be recognized that parks, recreation and culture services do not stand alone as to their rationale, scope and investment by the City and / a community. They also represent important investment instruments in terms of broader community strategies. The Master Plan needs to ensure that the services being proposed are supportive to various senior government and City initiatives, e.g.: Smart Growth, the City's evolving economic development strategy, the Strategic and Official Plans, transportation priorities and investments, and other strategic initiatives.

3 City of Sarnia Parks, Recreation and Culture Services Delivery Policies

3.1 PARKS, RECREATION AND CULTURE SERVICES STRATEGIC POLICY FRAMEWORK

Municipalities face increasing expectations to deliver a widening range of parks, recreation and culture opportunities, many of them involving increasingly sophisticated facilities, integrated services delivery approaches and growing long term capital, operating and sustainability requirements.

As a basis for the City to express its role in the planning, development, delivery and evaluation of parks, recreation and culture services, it requires a policy framework upon which to ensure that it is not seen as the sole party responsible, and that everything related to this service sector does not lead back to the City. However, the policy also needs to recognize that the City is in a unique position within the park and recreation and culture services delivery model in terms of skills and capacities, assets and financial resources, service stability and other key delivery factors and outcomes. Finding a balance that is a basis to undertake this role is part of the long term planning process for parks, recreation and culture services in Sarnia.

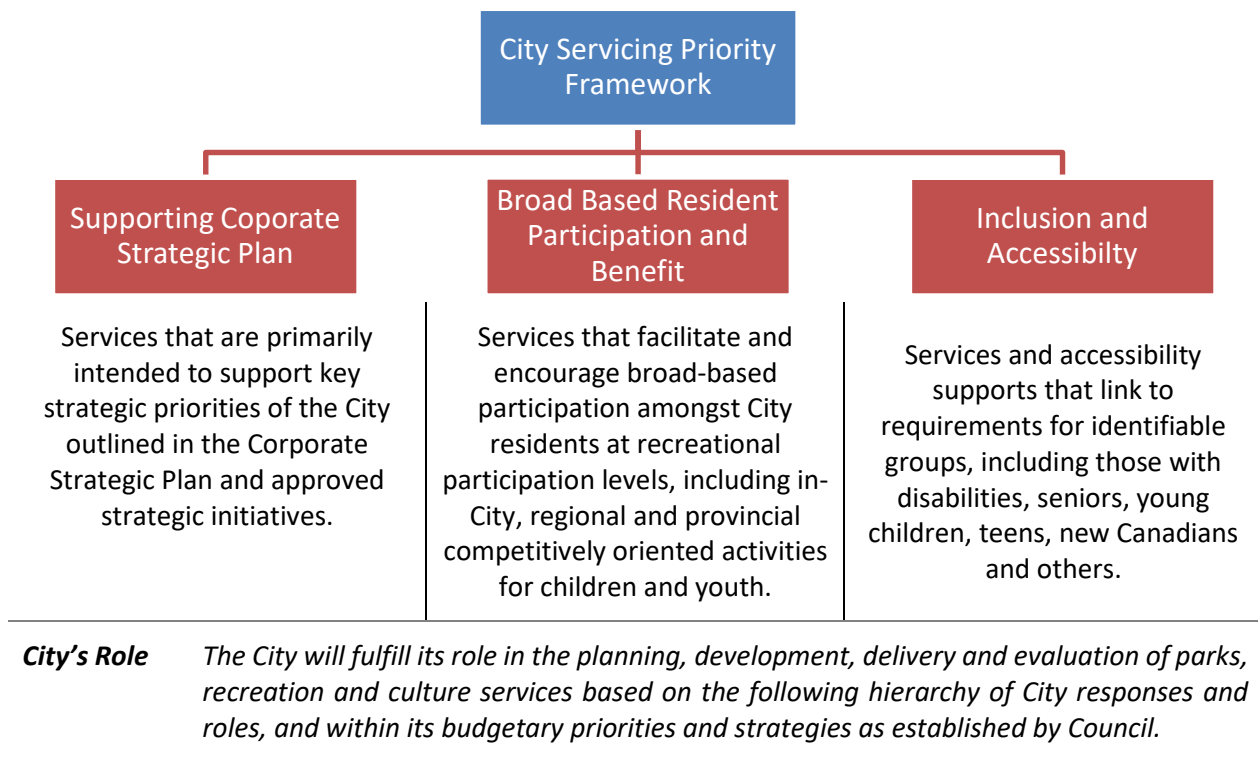
Recommendation 3.1 - Parks, Recreation and Culture Services Policy Framework

Service Delivery Approach

That community-based organizations and volunteers represent the principal programs delivery approach in Sarnia, and represent the primary means for expanding the accessibility, availability, affordability and mix of parks, recreation and culture programming available to Sarnia residents.

Prioritization Process

That the prioritization process for the City's direct participation in parks, recreation and culture services will focus on Sarnia residents first as the primary users and beneficiaries within the following decision framework:



| City of Sarnia | |
|---|--|
| Involvement Criteria | Evaluation Parks and Recreation and Culture Services |
| <p>That any City involvement in park, recreation and culture services delivery should be based on the following criteria:</p> <ul style="list-style-type: none"> • Alignment with the City’s Strategic Plan and Priorities; • Identification of demonstrated need at reasonable participation levels; • Evidence of long term sustainability for the program or service; • Assured public accessibility, participation and affordability; • Involvement by the City at a scale reflective of the benefits to be achieved for both the participants and the community at large; • The use of business case analysis as a basis to support City investments in parks, recreation and culture services initiatives; • Consistent with City revenue generation strategies; • A transferability assessment of directly delivered City programs as to how they might be delivered in the future by an alternate service provider. | <p>The City will establish an evaluation process with appropriate data collection and outcomes / performance monitoring capacity that will effectively assess:</p> <ul style="list-style-type: none"> • The value of the City’s role in the various service delivery strategies; • The degree of participation that is being realized; • The benefits being achieved through the City’s investments, including economic benefits. |

This policy framework focuses on the fact that the City is better served if organized community and other groups and individuals can be fully integrated into and are able to drive the delivery of parks, recreation and culture services where viable. This strategy generally focuses on programs delivery, as many of the necessary facilities / venues are too costly to operate, and often require some form of direct City involvement. The City cannot be all things to all people. Therefore, groups of individuals with a particular interest need to galvanize themselves to a point where they can take on many of the leadership, administrative, program development and delivery roles and accountabilities.

The City has a significant role in supporting community groups to assist them to organize, to provide technical supports and to aid them in terms of overcoming some of the challenges that may occur from

time to time. This role allows the City to engage with these groups at points where the groups can remain independent but do not have the capacity to access key resources which could range from marketing and advertising, to registration, to volunteer training and development, to program evaluation, to accessing grants, to assessing new opportunities, etc. The City has some of these skills and capacities in-house or may have access to such resources that can be beneficial to these groups, especially if they are experiencing difficulties and their sustainability becomes threatened.

The second level of the policy indicates that the City, before it undertakes direct involvement in the delivery of a parks, recreation or culture service, will assess alternative delivery approaches. This task could involve partnerships, joint ventures or other collaborative formats. This is not a new perspective for the City, but asking the question early in a services review and development process, as to whether other delivery strategies are available, should be formalized. It may be that these opportunities are not apparent to proponent groups, and that partnerships and joint ventures may need to be initiated and organized by the City in terms of forming groups or operations that could eventually be a partner.

The third dimension of the delivery hierarchy, is that the City, based on evident need and policy compliance, decides to undertake a direct investment in the development and delivery of a parks, recreation or culture service. This will occur when no other available delivery alternatives exist but need for the services are apparent or required by a policy, standard or a law. Also, this policy position is not intended to become a catch all or “saviour” approach for existing services. All direct City services require evident need, be an identifiable priority and are supportable within available resources, consistent with City Council budgetary priorities and strategies.

This policy further articulates key criteria and related considerations to be addressed whenever the City becomes involved in parks, recreation or culture service initiatives. The affordability and accessibility of the public becomes a major criteria, as does sustainability and other considerations. Another important consideration is that the scale of the City’s involvement needs to be in balance with the benefits that are to be realized. It is possible that some ideas that come forward are out of scale with the benefits that will be realized. This needs to be assessed, all within a business case model.

From a policy implementation perspective, the City will need to further develop the implementation dimensions of the policy, giving particular consideration to the last point which is ensuring the data recording and analytical systems are in place to assess both participation and benefits, as well as performance monitoring of the outcomes desired and how they are being achieved.

3.2 PARKS AND RECREATION DEPARTMENT ROLE

Currently, the Parks and Recreation Department has principal responsibility for the City's role in the delivery of parks, recreation and culture services in Sarnia. Other departments or agencies also have some aligned responsibilities in terms of tourism, finance, legal, information systems and technology, development approvals, planning and others in the overall corporate structure.

Two main services delivery perspectives are outlined in the Master Plan:

- The community continuing to have a primary ongoing role and responsibility for recreation program development and delivery in partnership with the City where viable and preferred;
- The City increasingly engaged in community development, capacity building, as well as continuing its parks and facilities development and operations roles.

The proposed Parks, Recreation and Culture Services Policy for Sarnia focuses on facilitation and partnerships / joint ventures as the primary means of services delivery. The City's role in direct delivery (that is where City staff / contractors provide the program or service directly to the public), can occur as need is apparent. But the primary focus is to support continued and enhanced community engagement in services development and delivery. The policy recognizes that the City has a significant role, whether partnering in direct initiatives, or providing community and capacity development supports that are necessary to sustain and stabilize community service providers over time.

City community development and capacity building roles involve both assisting community service providers to achieve their roles, and to develop their current and future organizational capacities to ensure recreation and culture program quality, availability and accessibility. This role is generally defined to have the following key roles:

- Working with community organizations on a direct basis to support them in their governance, program operations, longer term planning, grants acquisition and related tasks and ultimately their sustainability;
- Providing training and development on governance, volunteer recruitment and development, marketing, program evaluation and other functions;
- Undertaking organizational reviews as requested / required;
- Facilitating access to information, facilities, funding and other available resources within the City, the community or beyond;
- Working with community groups to undertake orientation and training activities in order to build leadership, succession initiatives, and skills-based capacities within the organization;

- Supporting organizations in understanding how to present proposals, to advocate, etc.;
- Facilitating the development of new community organizations and leadership initiatives that lead to the further development and delivery of existing or new parks, recreation and culture services;
- Respond to organizational issues and challenges that could undermine the availability of a balanced array of accessible parks, recreation and culture services in Sarnia;
- Other tasks that are helpful to the ongoing sustainability, growth and capacity of community service delivery organizations to grow and remain relevant and capable.

Recommendation 3.2 – Parks and Recreation Department Community Development Roles and Priorities

That the Parks and Recreation Department undertake its roles and responsibilities as follows:

- **Prioritizes its staffing and services** in alignment with the policy directions and strategies of the Master Plan.
- Intensify its efforts at formulating, managing and evaluating partnerships, joint ventures and other **collaborative approaches** to services delivery within the City, and on a broader geographic market basis as appropriate.
- Establishes an organizational model developed based on consultation, best practices and other inputs that support the **multi-dimensional service approach** necessary to effectively develop and implement a community development and capacity building role for the Department.
- Pursues periodic discussions and assessments with **community service providers** to assist them in their **ongoing service delivery capacities and viability**, so as to ensure the continuity of service to residents so that services are not diminished or lost.

3.3 COMMUNITY AND VOLUNTEER CAPACITY DEVELOPMENT

Volunteers and voluntary organizations represent a key cornerstone in the development and delivery of parks, recreation and culture services in Sarnia. They are engaged in virtually all levels of service delivery whether through voluntary organizations in minor sports, the arts and culture or special events and festivals. Volunteers are also actively engaged, not only in these areas, but also in some City delivered programs or events.

The future services delivery direction within the Master Plan identifies an opportunity for the City to engage with community volunteers and voluntary organizations to enhance their presence, capacities and role in the development and delivery of parks, recreation and culture services. This is a significant policy

direction that reflects the importance of engaging the community in not just identifying parks, recreation and culture services needs, but being actively involved in and responsible for leading and providing these services.

A number of recommendations within this Master Plan contribute to the building of capacity amongst the voluntary sector service delivery organizations. These include the Parks, Recreation and Culture Services Delivery Policy, the recommendations in regards to Department positioning and organizational development, collaborative and shared services and other policies and strategies.

Recommendation 3.3 – Voluntary Sector Service Delivery

- That the City of Sarnia continue to **engage with the various voluntary organizations** at a level consistent with the capacities, experiences and approaches of each voluntary service delivery organization, respecting the fact that each organization is unique and may be at different levels of development and capability.
- That the City continue to support the voluntary service delivery sector, including the possible **provision of common supports**, such as marketing, research and related perspectives as needed and viable that will result in benefits to these groups that they likely could not achieve within their own resources.
- That the City undertake a **multi-tiered recognition program**, potentially in collaboration with partners, for volunteers and voluntary organizations with respect to longevity of service, special initiatives and benefits they achieve so that the community is aware of the important contributions volunteers make to the quality of life in Sarnia.
- That the City host **community services provider forums** and sustain an **online resources library** that focus on:
 - Sharing and networking opportunities amongst forum participants;
 - Overview trends and strategic directions emerging relative to parks, recreation services and culture within municipal and other environments;
 - Identifying and disseminating broader sources of available information and resources online through provincial and national organizations and other sources;
 - Supporting and providing guidance on corporate sponsorships, Trillium grants and other sources of capital and operational financial support;

- Providing workshops on strategic planning, governance, program evaluation, tourism opportunities integration, volunteer recognition and recruitment and other topics of interest; and
 - Undertaking consultation on and / or delivery of strategic directions, policy initiatives and related considerations that the City is engaged in and which could influence their service area direct activities.
- That the City of Sarnia consider **establishing a working group of staff and community service provider representatives operating in the voluntary sector** to review and determine appropriate communications/awareness methodologies and tools, timing/frequency, format, including consideration of in-person and online consultation formats, participants, roles and responsibilities and other details of these forums and online resources library.
 - That the City of Sarnia undertake, through staff and community resources, the development of a Volunteer Policy and Manual for its use of volunteers ensuring a focus on:
 - Recruitment;
 - Orientation;
 - Training and Development;
 - Roles and Responsibilities; and
 - Recognition and Supports.

3.4 CUSTOMER SERVICE AND SERVICING PLANNING

The City has established important capacities in enhancing customer service and for facilitating access. In an era of online transactions, a need exists to continue to explore and implement increasingly user-friendly registration, payment, information gathering and market research processes that enhance both customer service and services planning and evaluation. In addition, service planning would be enhanced by increased market research activities and customer program evaluations, both of which could be undertaken through online surveys, data collection and analytical software programs.

Recommendation 3.4 – Customer Service and Services Planning

- That the City of Sarnia incorporate parks, recreation and culture services needs into its **Corporate Technology Plans** in the planned 2019 initiative to support and continue to build upon the full development of online registration, payment, program evaluation and utilization, and related services.

- That the City of Sarnia continually upgrade and develop new electronic information points of access and **social media that support the marketing and promotion** of both the City and the community service providers' programs, including opportunities for market research and program evaluation analysis, and support a comprehensive, one stop web information portal for all parks, recreation and culture information in Sarnia.
- That the City of Sarnia investigate, on an on-going and periodic basis, **available data sources and online feedback** that can be used as services evaluation and monitoring tools such as: usage of the City website and information available through partner websites regarding frequently searched parks, recreation and culture facilities, programs and services; travel and visitor review websites and forums; social media responses and trending topics on parks, recreation and culture opportunities in Sarnia; and, other available data and information.

3.5 CAPITAL FINANCIAL AND FUNDING INITIATIVES

A number of capital financial and funding perspectives were identified through the research and consultation program for the Master Plan.

Recommendation 3.5 – Financial and Funding Strategies

That the City of Sarnia pursue **community fundraising, corporate sponsorship** and related community investments for the development of new recreation facilities, major facility expansions or major facility renewals (not rehabilitation or systems replacement), particularly for projects above a threshold capital cost of \$1 million, with a guideline target of 20% to 25% of total project costs where viable.

3.6 USER FEES

Over the last ten years, there has been a substantial increase in and focus on the development and application of user fees for municipal parks, recreation and culture services. Municipalities have increasingly been under pressure due to services downloading from the provincial government, increasing infrastructure reinvestment requirements, health and safety considerations and other financial pressures, which have caused them to increase user fees as a way to limit annual impacts on property tax levels. As a result, user fees have grown steadily, often well above inflation, creating concerns related to fairness and equity, affordability, access and related considerations.

In the Situational Analysis Report some comments on user fees were received as to increases in user fees. In summary, these are as follows:

- Concerns related to affordability, especially for families wishing to place their children in minor sports and other recreation programs;
- Growing financial pressures on families generally resulting in some expectations that municipal parks, recreation and culture services should have a lower cost and be supported by significant community investments;
- Increasing concerns amongst some community service providing organizations, related to why those organizations are expected to pay higher coverage rates for the cost of the facilities they use compared to other groups, such as sports fields, arts and culture, etc. which is identified by some as a possible fairness and equity challenge;
- The ability of emerging parks, recreation and culture activities to be able to launch themselves in their initial years if the venue cost structure is too high.

An assessment of the City’s user fees policy and rates indicated that they have not been developed within a strong policy framework or strategy, but, are more ad hoc and represent a legacy perspective versus a policy approach. Also, a capital surcharge fee strategy could be considered to support capital rehabilitation costs as is emerging in some other communities, recognizing that such surcharges can have challenging competitive and user considerations.

Recommendation 3.6 – User Fees

- That a **User Fee Development Review and Policy Framework** be developed based on the following key principles:
 - Fair and equitable user fees;
 - Maximum revenue generation from ancillary income sources;
 - Direct benefits realized balanced with the operating costs of service delivery;
 - Transparent and simple to understand;
 - Cost effective facilities and program operations by the City; and
 - Potential use and impact of a capital surcharge fee on major facility rentals (arena, sport fields) in support of an Asset Management Plan for aging recreation and park facilities.
- That the overall user fee policy’s development program ensure periodic **stakeholder consultation** in regards to the development of its key principles and approaches.

- That the user fee strategies continue to reflect **market-based strategies**, such as multiple price points to balance utilization, by time of day and to maximize income in high demand categories.
- That the user fees be **reviewed annually**, and comprehensively **assessed at a minimum of every five years** as to their cost inputs to the approved formula that emerges from this recommendation.
- That policies on individual and family participant financial support to participate **aligned with** and considered as per the **specific recommendations** on this topic in Section 3.10 of the Master Plan.

The user fee initiative could be undertaken by staff as an ongoing incrementally development project over several years.

The benefit to residents, fairness and equity and delivery cost structures are key principles for a User Fee Policy’s development. These principles are intended to ensure all residents have access to, can participate in and realize the benefits of parks, recreation and culture activities no matter their ability, background or other considerations.

3.7 POLICY DEVELOPMENT INITIATIVE

Through the course of the master planning process, the need to either undertake existing policy reviews or pursue new policy development initiatives were identified.

One consideration from the Situational Analysis Report, was the need to develop a policy framework to balance public accessibility to major facilities and support broad-based participation with the need to maximize revenue generation in order to more effectively manage the cost impacts of major recreation and leisure facilities on taxpayers. Achieving a balance in this regard was preferred but within a structured and workable policy framework.

Recommendation 3.7 – Policy Development Initiatives

1. Balancing Public Accessibility and Revenue Generation Goals

- That a policy be developed related to integrating and balancing the competing perspectives of **public accessibility and maximizing revenue generation** from major recreation facilities and venues focusing on the following components:

- Ensuring **public accessibility at viable times** in support of non-programmed activities, such as public skating, unstructured sports field utilization and related uses;
- Giving preference to **minor sports, youth and other special needs** groups within selected timeframes for regularly scheduled and program-based activities;
- Developing a **tournament, shows, event and festivals** component that supports program diversification / variety and fundraising, but within limits that do not displace key points of public accessibility, such as for public skating; and has clear displacement impacts on other regularly scheduled uses / users;
- Developing **financial coverage targets** established annually, and as approved by Council, for recreation and culture facilities, programs and parks, initially considering moving to 50% coverage of earned income against direct operating costs within seven (7) to ten (10) years;
- Ensuring **evident linkages** are made between the user fee, fairness and equity, special populations and other key City policies;
- Developing policy using **best practices analyses, community organization consultation and technical assessments** on utilization, revenue generation and related profiles and inputs; and
- Reviewing **corporate sponsorship and naming policy** for the City's physical facilities, programs (such as public skating and outdoor swims) and special events that balance potential revenue opportunities with important public principles.

2. Facilities Allocation

- That current policies, particularly for **facilities (ice, fields, space) allocation policies**, be reviewed at least every five years to ensure the following key value considerations are incorporated and effectively put into practice:
 - **Fairness and equity** amongst all user populations ensuring a balanced programming mix across all ages;
 - **Inclusion and transparency;**
 - **Maximizing** ice, field and community space **utilization** across all groups.
 - **Support** of emerging parks, recreation and culture services, and for less developed or known programs and services that are evolving;

- **Enhancing participation** involvement for new Canadians, residents with physical and other challenges and other populations who require integrated supports to facilitate equitable participation; and
- Facilitating multi-year planning of **space rentals for community organizations**.
- Establishing a Sports Field Advisory Group

3. Policy Format

- That consideration be given to developing policies based on the following framework in order to establish a consistency of format, presentation and understanding:
 - Policy rationale and need;
 - Policy principles and foundation;
 - Policy statement and content;
 - Operational procedures and standards;
 - Linkages to all regulatory and / or statutory acts or legislation, regulations and other City policies;
 - Implementation and monitoring procedures;
 - Mandatory policy review, potentially every five years; and
 - An amendments tracking capacity.

3.8 DATA COLLECTION, ANALYSIS, EVALUATION AND PERFORMANCE MEASUREMENT PROGRAM

Currently, some of the City’s statistical gathering formats are not as comprehensive or offer the needed depth of analysis necessary to formulate and support investment or policy-based decisions and services evaluations. At the level of complexity that is being experienced, an enhanced data collection and analysis system may need to be considered. Complementing the data collection process, is the need for an ongoing monitoring process to ensure that the benefits cited are being realized, risk is not being unduly experienced and preventative actions can be taken prior to major problems evolving. Complementing this initiative is the need to develop a performance measurement and reporting system as a means to align goals, priorities and intended investments so that the intended outcomes and benefits are achieved.

This latter consideration becomes increasingly important as non-profit organizations become more invested in facilities, service delivery leadership and other considerations. Also, in order for Sarnia to fulfill

its service sector planning and integration role, it needs quality data and analytical tools to support these tasks.

Recommendation 3.8 - Data Collection, Analysis, Evaluation and Performance Measurement

- That a comprehensive review and further development of the **Department's data collection, analytical, evaluation and performance measurement activities** be undertaken, to ensure increasingly relevant, accurate and timely data to support current and future-oriented operational and strategic priorities identification, decision-making and performance management, with emphasis on:
 - Parks, recreation and culture services operations to **ensure that revenues are being optimized, expenses are being minimized** and participation opportunities are maximized;
 - Identifying and responding to **changes that are occurring in the parks, recreation and culture services and regional markets** that could influence future participation patterns and may impact financial results, related to reduced revenues, increased expectations or other changing market conditions;
 - **Supporting organizations** that the City is connected with in terms of grants or related to the potential impacts if the organization were to cease operations or run into a major organization or financial challenges;
 - Assessing **service trends, demographics, government policy initiatives, evolving societal priorities** and other service influences as key impacts to ongoing strategic analysis and services development; and
 - Developing and applying **performance measurement criteria, targets and reporting** on the results achieved.

The data collection and evaluation initiatives need to reflect both operational and strategic level analyses.

3.9 PARTNERSHIPS / JOINT VENTURES

Over the last fifteen to twenty years, there has been considerable discussion and experimentation with partnerships, joint ventures and other initiatives. Sarnia has undertaken significant partnerships initiatives with the YMCA, Bluewater Gymnastics Club, Children's Animal Farm, Sarnia Tennis Club, Sarnia Lawn Bowling Club, Sarnia Girls Soccer Club and others.

This is an area that the Sarnia may wish to increase use of where opportunities exist. However, to increase the use of these strategies will require some form of increased flexibility and risk taking. The City will need to assess the levels of risk and their reasonableness on a case-by-case basis. However, it is becoming increasingly demonstrated that partnerships and joint ventures have the ability to expand the array of parks, recreation and culture opportunities, reduce financial pressures on a municipality and provide other benefits. Sometimes, they also require the development of new skills in terms of contract management, partnership evaluation and supervision and other inputs, along with enhanced risk taking and other change perspectives.

Recommendation 3.9 - Partnerships and Joint Ventures

- That the City of Sarnia actively continue to **lead and / or support facility and venue partnerships, joint ventures** and related initiatives where:
 - Need is identified and demonstrated;
 - Public access and affordability are assured;
 - The partnership arrangement is financially sound and sustainable; and
 - The scope of City investment is reflective of the benefits to be realized by the Sarnia residents.
- That the City of Sarnia undertake a comprehensive review of its recreation and culture facilities agreements over the next three (3) years to ensure they align with the policies and directions of this Master Plan and are relevant and contemporary with the evolving operating environment giving consideration to the following:
 - Community organizations operating City-owned facilities with exclusive or extensive priority use with limited or no public accessibility beyond the group's activities be responsible for all venue operating costs.
 - Partnership and Joint Venture Agreements contain a five (5) year review clause in order to achieve ongoing policy, market, regulatory compliance requirements and equity between contracts.

3.10 INDIVIDUAL PARTICIPANT FINANCIAL SUPPORT

Most municipalities and not-for-profit community parks and recreation services providers have developed a financial subsidy program for individuals, families and other groupings who do not have the financial means to pay participant fees. Many minor sports programs have developed internal resources or have worked with service clubs and other bodies to generate the funds necessary to reduce or waive fees in

order to facilitate the participation of children from low income families or other challenging situations. This form of investment is important in order to support the principles of inclusion, fairness and equity and in supporting the personal well-being and healthy lifestyles of all residents.

Recommendation 3.10 - Individual Participant Financial Support

- That the City of Sarnia work collaboratively with service providers to **offer financial support to low income families and individuals** who would benefit from participation opportunities, giving priority to service provider policies, resources; specialized funding support programs such as offered by Canadian Tire, Kids Sports, Jump Start and other sources; and community service clubs and other group contributions.
- That the City of Sarnia offer **individual participant financial support** to access parks, recreation and culture programs based on the following principles:
 - Where other community, corporation or government resources are not available or adequate for demand;
 - Evident benefit to qualifying participants exists;
 - A reasonable assessment of financial or other limitations that are barriers to participation can be determined;
 - Selective tracking of financially supported participation to ensure engagement and to assess the benefits realized.
- That the **individual participant financial support program** be positioned outside the City User Fee Policy in order to separate participant financial subsidies from revenue generation needs.
- That financial support offered to individual participants be **aligned with their assessed capacity** to fund portions of the fees applicable.
- That the financial support program be positioned within formats and strategies that **ensure awareness** of this opportunity and be subject to budgetary approval.
- That an **annual report**, consistent with Freedom of Information and Protection of Privacy Act requirements, be provided to Council on the level of participant financial support provided by:
 - Program and / or service;

- Full or partial fee contributions; and
- Individuals, families and age profiles.
- That through the recommended community development role, the Department **actively promote**, where appropriate and possible, by providing proposed **advice and direction** to community service providing organizations to develop their policy frameworks and the resources necessary, i.e. Jump Start, etc., to facilitate the participation of individuals or families who have limited financial capacity and who would otherwise benefit from program participation.

3.11 FACILITIES PROJECT DEVELOPMENT

Sarnia has undertaken important parks, recreation and culture facility developments based on various inputs, assessments, etc. A Business Plan model for individual facility initiatives has been used. Many communities have this as a requirement prior to final decision-making on major capital investments.

A Master Plan is a process that brings together significant amounts of research to identify priorities, needs and strategies over an extended period of time, in some cases up to twenty years. It identifies not only facilities but also criteria, strategies, etc. Master Plans do not, in and of themselves, typically deal with the policy development and Business Plans for individualized parks, recreation and culture facility initiatives due to the changing characteristics of the market and demand over time, community growth patterns, trends, the City's financial resources and commitments, etc. The Master Plan sets the overarching facilities development framework for parks, recreation and culture services and priorities. Then, individual Business Plans may be undertaken based on timelines established within the Master Plan and the City's business case template. A Business Plan should focus on:

- Assessment of partnerships, joint ventures and community-based development and delivery opportunities and alternatives;
- Location considerations, principles and evaluation;
- Connections to City and Department strategic priorities, policies, objectives, etc.;
- Alternative development strategies in terms of redeveloping existing facilities, building new facilities, undertaking additions, etc.;
- Need and demand profiles, marketing requirements, etc. and related feasibility assessment components;
- Determining competitive market profiles, etc.;

- Identification of space and size needs and special equipment, often involving conceptual / simplified floor plans;
- Identification of the total square footage as a basis to develop more detailed capital costs and funding sources;
- Three year operating pro formas in order to identify annual revenues, expenses, staffing requirements, etc.;
- Governance and management plans.

These and other elements are developed to focus on a specific facility. This is an excellent strategy in order to ensure these major capital investments are targeted with clear outcomes, sound capital cost projections and other key outcomes.

Recommendation 3.11 - Business Plan Development Applications

- That the City of Sarnia continue to require a **Business Plan for all capital parks, recreation and culture service proposals** as follows:
 - New facility or servicing initiative, or major addition to an existing parks, recreation and culture resource with a potential **capital cost of over \$500,000 be supported by a comprehensive Business Plan**;
 - Initiate Business Plans, **seeking broad-based public consultation, and working within partnerships** where appropriate with community proponents and participants;
- That the Business Plan identify and assess the broadest range of **capital revenue sources**, such as corporate sponsorships and naming, foundations, senior government grants, and related opportunities;
- That the results of the Business Plan, when finalized and accepted, become the basis for a new or expanded parks, recreation and culture service being incorporated into the multi-year **capital budget forecast** for the City related to timing, capital cost projections, City's role / involvement, etc., when and if long range capital plans are developed;
- That the capital cost projections should be **reviewed annually, recalibrated as necessary and used in** the City's capital cost forecast program in order to respond to:
 - The potential impact of inflation that may not be predictable or certain over time; and

- Any subsequent alterations in a proposed facility's design or use which should be approved by Council first as to rationale and need for the changes.

3.12 MULTI-USE / MULTI-PARTNER FACILITY DEVELOPMENT / COMMUNITY HUBS

There has been a significant move towards the development of parks, recreation and culture facilities on a multi-use / multi-partner basis. The key rationales for this strategy are as follows:

- Potential capital cost savings, often in the order of 10% to 25%;
- Significant potential for operational savings, up to 25%;
- Improved, more cost effective marketing opportunities and approaches;
- Enhanced customer / user satisfaction relative to convenience and visiting one site only as an individual and/or a family;
- Greater critical mass, visibility and community identification;
- Potential for enhanced facilities development relative to scope, quality and participation volumes.

There are significant benefits to this strategy and it can be creative in its application. These facilities can involve parks and related outdoor recreation facilities as well as indoor facilities such as arenas, community centres, branch libraries, school facilities, social service facilities, community policing offices, fire stations, etc. The City of Sarnia has utilized this model on several occasions.

In 2015, the Government of Ontario released a strategy entitled *Community Hubs in Ontario: A Strategic Framework and Action Plan* for developing community hubs by bringing together services to be co-located within public spaces. While the concept of community hubs is not new to municipalities or other service providers, the Provincial strategy was developed partly in response to school closures and consolidations to provide a framework for re-purposing these and other surplus public spaces to provide a range of integrated services such as education, health and social services. Examples of community hubs include Langs Farm Hub in Cambridge, which integrates a health centre, early years centre, youth and teen centre, adult and seniors programs and resource centre, and in Brantford neighbourhood hub was opened in 2016 at Major Ballachey Public School, developed in partnership with the Grand Erie School Board, as well as a Community Innovation Hub that has recently opened in 2017 at Wilfred Laurier University providing spaces for student, faculty and community use and engagement in innovation and entrepreneurial activities. The City may have the opportunity to develop community hubs with the local public school boards, Lambton College, Pathways, YMCA and others.

Recommendation 3.12 - Multi-Use / Multi-Partner Approaches and Community Hubs

- That the City of Sarnia, for all major parks, recreation and culture facility renewal and new facility development initiatives, investigate the potential for a **wider range of multiple use opportunities** within a single facility venue, as well as **multi-partner** participation as viable.
- That the City of Sarnia work with other agencies and service providers to explore the potential establishment of one or more **community hubs with co-located and integrated services** as a consideration in future community recreation and culture facilities planning, including new facility development and/or as part of the future re- development and/or re-purposing of existing facilities, and in the event of a planned school closure or if other public property is deemed surplus and becomes available.

3.13 COMMUNITY USE OF SCHOOLS AND LAMBTON COLLEGE

Community use of schools has been a long established practice in Ontario and many other jurisdictions. Due to the significant expansion of public schools, colleges and universities until the 2000s, taxpayers have supported the development of a wide array of facilities that have significant potential to support recreation and culture activities. These facilities include gymnasiums, resource rooms, outdoor sports fields, specialized facilities, classrooms, etc., or the indoor pool at Sarnia Collegiate Institute and Technical School.

Relative to outdoor recreation facilities, school venues and the new recreation facility at Lambton College can offer sports fields, playgrounds and open spaces. In some older neighbourhoods and local areas, school sites are sometimes the principal source of parkland and green space, and therefore, have added value and importance.

Sports fields and playgrounds on school sites can augment facilities often found in park areas. Such a strategy can reduce travel times/distances for users. Also, using existing resources can potentially reduce the need for additional publicly-developed facilities. Efforts should be made to maximize the use of existing school-based sports fields where feasible, to provide additional capacity. However, such a strategy also needs to recognize the limitations of such sports fields related to maintenance, field quality, neighbouring land use conflicts (lights, noise, ball intrusion) and the preference of some sports field organizations to consolidate use on a few venues.

Advantages related to the public use of schools include:

- More extensive use of existing public-owned facilities;
- Good locations in proximity to neighbourhood and local area populations;

- Reduced need for County capital investment;
- Access and onsite parking is often available;
- Local residents are often more familiar with the venues.

Recommendation 3.13 - Community Use of Schools and Lambton College

- That the City of Sarnia continue its Joint Use of Facilities Agreement with the Kent Lambton District School Board and expand this agreement, where mutually beneficial, related to the strategies and protocols that would effectively increase community accessibility to publicly funded **schools for recreation uses** as a key support and service to both community service provider organizations and for City services.
- That the City of Sarnia continue to seek opportunities to work with the St. Clair Catholic District School Board to **maximize available opportunities for community use** of school facilities pursuant to possible Joint Use of Facilities Agreement.
- That the City of Sarnia continue to explore **potential partnership opportunities** with Lambton College as a strategy to maximize the capacity and utilization of the available recreational assets and programs to city residents.

3.14 TOURISM INTEGRATION

Many park, recreation and culture resources have unique opportunities to support tourism: whether ice rinks, sports fields, cultural venues, trail systems or unique natural areas. All have the ability to attract tourists to an area, and potentially to extend their stay times. Tourism continues to grow as one of the more significant economic drivers in Canada and Ontario and within local communities like Sarnia. It is important that the City, in planning all its parks, recreation and culture policies, strategies and facilities and services, ensure that the tourism perspective and opportunities are fully assessed and integrated where beneficial. Several key resources and opportunities exist within the City for tourism engagement within parks, recreation and culture activities:

- The waterfront represents unique and growing tourism resources in attracting people to the area.
- The trail system and cycling routes, including the off-road trails along river corridors and in other locations in the City of Sarnia, as well as the on-road cycling routes, have high quality opportunities for hikers and cyclists, whether using the trail system as an individual, family or in organized groups.

- The arena facilities, particularly the PASA, can support hockey tournaments, figure skating events, ice shows and related activities that can draw regional and broader audiences, both as participants and spectators.
- The ongoing development of higher quality sports fields can support tourism initiatives during the summer season for tournaments or program development initiatives.
- The community special events and activities hosted in Sarnia.

There are a range of unique activities, resources and facilities that can draw tourists and a range of services to support visitors.

Tourism can be a unique partner with parks, recreation and culture services which needs to be fully realized in all the facility and service planning, development and evaluation.

Recommendation 3.14 - Tourism Integration

- That the City of Sarnia ensure that the tourism potential of any existing park and recreation resource or service, or any planned park, recreation and culture service or facility fully consider the potential of that facility or service to **enhance the attraction of and supports to tourists.**
- That the Parks and Recreation Department, in its annual forums and support activities with community organizations, ensure the groups are aware of the potential for and **benefits of sport tourism and related tourism activities** within their recreation and culture programs and operations.
- That all business cases developed for parks, recreation and culture initiatives **ensure a tourism assessment component** that identifies the tourism potential of the initiative, and whether **enhancing the capital cost** of the initiative would improve its tourism potential and have a **positive cost-benefit outcome.**
- That City and Department communication programs ensure the **identification of tourism opportunities** for all parks, recreation and culture services and venues.
- That the planning, design and development of parks, recreation and culture facilities **incorporate flexibility and functionality to support special events** and a wide range of activities, where appropriate;
- That all scheduling of park, recreation and culture facilities ensure reasonable **time allocations for sport tourism uses and / or special events.**

- That within the Department's community develop function, it **actively work with community organizations and private special event operators**, to maximize special events within Sarnia as to visitor attraction, facility and site utilization and **positive economic impacts** for both not-for-profit and private organizations.

4 Parks, Open Space & Trails Recommendations

4.1 SECTION OVERVIEW

The Situational Analysis Report summarizes the results of the review and assessment of the City's inventory of existing parks and related outdoor recreation facilities, open spaces and trails, the current parkland classification system and policies in the City's Official Plan, operations facilities and horticultural services, and the input received through community consultation. Using this information, a series of recommendations have been developed to provide a new policy basis and strategic framework for parks and outdoor facilities planning including parkland classification and acquisition, design, development and renewal/rehabilitation, operations and management, and programming and use. In addition, parks projects and initiatives are recommended for implementation over the next ten plus years for new parks and outdoor facilities development and improvements to existing parks. In some cases, these recommendations work on an integrated basis with the Recreation and Culture Programs and Facilities recommendations of Section 5.0.

Many of the recommendations in this section focus on the sustainability of existing parks and related facilities, as there is a significant inventory of parks involving over 380 hectares of parkland and open spaces and an array of related outdoor recreation facilities and amenities, all of which require ongoing asset management and reinvestment over time. Some of the recommendations for new parks and outdoor recreation facilities and the timing for implementation will be driven by population growth and demographic changes as new parklands are acquired and additional capacity is needed to service new development areas and future intensification within the City's existing built-up areas. Collectively, parks and facilities asset renewal and new parks and facilities development should together respond to growth-related needs and changing interests and trends, linking these recommendations as part of the master planned parks system through a strategic, City-led and community-based planning approach.

The recommendations are also supported by broad research into the following value proposition for continued and enhanced investment in parks, trails and related facilities, establishing the important role of parks as part of the essential community infrastructure of a sustainable and resilient city:

1. **Social Environment:** the City's parks, trails and outdoor recreation facilities support individual and community health, physical and mental wellness by providing opportunities for active lifestyles, access to nature and the outdoors, social gathering and engagement, inspiring local pride and identity, community-capacity and team-building, among other social benefits.

2. **Natural and Physical Environments:** by providing and conserving green infrastructure, ecological services, habitat and biodiversity, reducing flooding, urban heat islands and other hazards, and through opportunities for people to travel safely by walking and cycling (active transportation), the City's parklands support a healthy, safe and liveable city environment and basic life support systems (clean air, land and water).
3. **Economic Environment:** by providing and enhancing tourism and related businesses, creating a sense of place and urban quality to attract residents, visitors, investment, jobs and workers to the area, and enhancing property values, the City's parks, outdoor recreation facilities and trails support strong and vibrant city and regional economies.

4.2 PARKLAND ACQUISITION & CLASSIFICATION SYSTEM

The primary means for the City to acquire new parkland is through the land dedication or cash-in-lieu of parkland provisions of the Ontario Planning Act. This legislation enables municipalities to require the conveyance of land for park or other public recreational purposes as a requirement of land development. The Act also provides that municipalities may, alternatively, require the payment of cash in lieu of parkland that is otherwise required to be dedicated. The Planning Act also requires municipalities to develop a Parks Plan (Master Plan) that examines the need for parkland, in order to use the alternative parkland dedication requirements set out in the Act.

The City's Official Plan and Parkland Dedication By-law (62-1991) establish parkland dedication and cash-in-lieu of parkland requirements for development. Updates to the Official Plan policies and parkland dedication by-law are required to address recent changes to the Planning Act and to give effect to some of the recommended policies and approaches identified herein. Through this Master Plan and appropriate references in the Official Plan, direction should also be established to guide the planning and acquisition of parkland based on the various categories of park types, sizes, locations and provision level targets or standards.

Provincial planning policies and the declining supply of urban land will require an increasing focus on accommodating future population growth in Sarnia through intensification within the existing, built-up portions of the urban area, along with more compact and land-efficient urban development and expansion around the city edges. Greater intensification and compact development will require investments to grow the capacity and resiliency of existing parks, new forms of urban greenspace and public outdoor recreation in higher density, core areas, and timely provision of parks and new facilities in development areas where residents increasingly rely on public open space for outdoor activities with the decreasing allocation of land for private amenity space.

The current Parkland Classification System in the City’s Official Plan and existing park classifications are outlined in the Situational Analysis Report based on a review and inventory of the City’s existing parks, and an assessment of the role and function of the various park typologies identified. Updates to the Parkland Classification System are recommended to establish service area and provision level targets to guide planning for future parkland acquisition, design, development, and use/programming using a park system-based approach. Several related policies and strategies are recommended to direct the acquisition of land for parks, trails and natural areas.

Recommendation 4.1 – Parkland Acquisition & Classification System

That the City of Sarnia adopt the **Parkland Classification System and Acquisition Framework** (see Appendix III) as the City’s planning policy direction, organizing hierarchy and strategic approach for parkland acquisition and the design, development, programming and management of City parks.

That the City of Sarnia continue to **acquire parkland through required dedication by development**, or cash-in-lieu thereof, in accordance with the Planning Act, the City’s Official Plan and the Parkland Dedication By-law, and consider amendments to the current policies and by-laws where appropriate to incorporate the recommended Parkland Classification and Acquisition Framework of this Master Plan, including policies and alternative parkland strategies for intensification areas (see Appendix III).

That the City of Sarnia **plan for and pursue the acquisition of natural areas**, and particularly land adjoining the **waterfront**, through the development process and other means of securement, as identified in the Official Plan, the *Waterfront Master Plan* and as further set out in the Parkland Classification and Acquisition Framework (see Appendix III). The City should update the *Waterfront Master Plan* (2005) to assess the current inventory of City-owned waterfront land, public beach areas and other public open spaces and access points and to define and priorities for potential future improvements and waterfront land acquisition/securement.

4.3 PARK DESIGN & DEVELOPMENT

The City leads design and development of new parks and the renewal and rehabilitation of existing parks. Specific park projects may also involve developer and/or community volunteer contributions to fundraising and resourcing of design and construction. This is determined on a park-by-park and project-by-project basis as new parkland is acquired, existing parks are identified for renewal and/or changes, and as new projects come forward through local initiatives, proposals, requests and funding opportunities. Larger projects typically require outsourcing to provide the required specialized expertise involving landscape architecture, engineering, geotechnical, lighting and other advisors required for comprehensive parks, trails and outdoor recreation facilities design and development projects. Park construction is also typically

undertaken by external contractors. New park development and improvements to existing parks that are population growth related should be funded from Development Charges to the extent possible under the applicable legislation and based on the City's budgeting process.

As summarized in the Situational Analysis Report, the City's existing parks and related facilities vary in age, current condition, and timing and level of investment in renewal and rehabilitation. The City continues to plan for and invest in parks renewal and rehabilitation and new parks development, with renewal and restoration involving larger, signature projects to improve parks or areas within parks that are used the most and/or are in greatest need of attention, and smaller projects involving individual park facilities or areas. The establishment of an ongoing, multi-year parks rehabilitation and renewal program is recommended as a renewal and asset management initiative focusing on playgrounds and related safety surfaces, other structures and park furniture, pathways, turf areas and tree plantings. The program should include community engagement involving public notice and neighbourhood input to the park design, providing access to project information on the City's website and through social media, as well as consideration of park (re-)opening events. Parks rehabilitation and renewal should also be guided by the City's Asset Management Plan which currently forecasts and estimates lifecycle and capital maintenance needs for park buildings and is recommended to be expanded to include other parks and outdoor recreation facilities.

The Situational Analysis Report also summarizes key trends and practices that will influence the design, development and renewal of parks in the future, related to accessibility standards, safety, crime prevention, sustainability, connectivity, operational considerations, flexible and multi-use spaces, available materials and surfacing, landscape treatments and use of native plantings, and other trends. The Master Plan provides overall direction for the park design and development process and approach (see Appendix IV). Future park ideas and innovations to consider are visualized through photograph and image examples provided in Appendix V.

Recommendation 4.2 – Park Design, Development & Renewal/Rehabilitation Program

That the City of Sarnia adopt the **Parks Design and Development Guidelines** in Appendix IV for new parks and for any significant changes, renewal, replacement or new facilities in existing parks.

That the City of Sarnia develop a **Park Rehabilitation and Replacement Program** addressing lifecycle requirements, evolving standards and trends across the full range of parks and related facilities, with the objective of sustaining the ability of these resources to effectively support and facilitate enhanced community use, programming and operational requirements. Related investments should continue to be identified, aligned and tracked through ongoing updates to the City's overall Asset Management Plan to include parks and related assets.

That the City of Sarnia continue to **adapt and innovate parks design and development** by investigating and considering new approaches, concepts, ideas and technologies, such as those illustrated by the image examples in Appendix V, including the following elements:

- Accessible / barrier-free
- Floor resilient / green infrastructure / integrate with stormwater management
- Community gardens / food forests / food parks
- Four season parks / amenities
- Layered / elevated / multi-level / terraced parks
- Multi-use / multi-generational / multi-cultural / multi-sport
- Natural playgrounds / topography
- Outdoor adventure / extreme sport parks
- Outdoor education / interpretation / parks history and genealogy
- Permeable surfacing
- Seating / shade and shelter
- Special events / festivals / shows / concerts / community and cultural events / private events
- Stewardship / engagement
- Street parks and corridors / urban plazas
- Terrace and rooftop parks
- Themed playgrounds
- Water access
- Waterplay.

4.4 PARK OPERATIONS, FORESTRY & HORTICULTURAL SERVICES

City Parks, Forestry and Horticulture staff coordinate and undertake the day-to-day maintenance and operations of the parks system, deployed from a centralized operations centre located at Germain Park. This involves a range of staff and equipment to address turf maintenance and sports fields setup, urban forest management including the entire parks tree inventory, street grid and other trees on City properties, horticultural services, gardens and greenhouse operations, playgrounds and splash pads inspections, maintenance and monitoring, trail inspections, beach maintenance, clean-up and waste removal, special events, and other operational functions. The Situational Analysis Report summarizes some of the current operational needs including staffing, urban forest management planning and the operations facility, as well as the City's Standards of Care for parks, ball diamonds and multi-use sports fields.

The City should continue to seek opportunities for operational savings and efficiencies in new capital projects and allocation of sufficient operational resources to address ongoing maintenance as well as lifecycle needs. Adequate resourcing for effective asset management of parks also requires keeping current and accurate information. The City's *Parks Inventory* should be further developed as a database resource to review, track and plan for future parks and facilities management and operational resource needs and activities, lifecycle replacement and renewal requirements, maintenance schedules and protocols, and related administrative functions, and to identify potential efficiencies in service delivery. Reporting on the status of the parks inventory and specific park assets, usage, and their maintenance costs should be documented and reviewed annually to assist in budgeting and decision-making. The City should also continue to align with growing trends and expectations that park facilities and day-to-day operations be environmentally-friendly with reduced environmental impacts.

Forestry and horticultural services are significant components of the City's parks operations. The inventory of trees within the parks, along the streets and on other City-owned lands is estimated to include more than 20,000 trees. As our understanding of the relationship between trees and human wellness advances, trees have become more widely recognized as vital green infrastructure and public health assets, linking the health and quality of the city environment to the state of the urban forest.¹ However, in many urban areas in Ontario, including Sarnia, the urban forest is at risk due to tree mortalities and declining conditions associated with tree age, diseases and infestations such as Emerald Ash Borer (EAB), resulting in hazardous conditions.

To adopt and undertake a more proactive approach to urban forest management broadly addressing the full range of tree-related services, an *Urban Forest Management Plan* is recommended to identify and prioritize responses and proactive measures to protect and sustain the health of the tree inventory, to define additional resources required to improve response times to tree requests and address the backlog of tree issues, and to continue to establish and promote tree planting programs and initiatives through partnerships and community engagement.

Recommendation 4.3 – Park Operations & Urban Forest Management Plan

That the City of Sarnia continue to **assess and monitor operational resource needs** to address the continued growth, expansion and diversification of parks and associated facilities and related **Standards of Care**, and environmental services to address the horticultural, forestry and aligned service and expertise needs of restoring, enhancing and sustaining the health of the parks system.

That the City of Sarnia develop and establish a **Level of Service Guidelines** document for parks and recreation facilities, based on a review of and building on the City's current Standards of Care.

¹ Mathew, Teresa. City Lab. How Should We Pay for Street Trees? www.citylab.com. 2017.

That the City, in undertaking the planning **for parks-related capital projects, define related staffing, equipment and other resource requirements** for ongoing parks management and operations based on a graduated increase of existing operating requirements, on a per unit basis, and assess opportunities for efficiencies and reduced operational requirements, with the goals of allocating and maintaining sufficient resources to sustain existing and new parks and facilities.

That the City of Sarnia **integrate park management and operational considerations with the processing of planning applications** involving parkland acquisition/dedication and at the park design stages. Where necessary, process improvements should be developed and documented to ensure effective operations and management decision support for park planning and design activities.

That the City of Sarnia continue to promote and implement its **Adopt-a-Park or Trail Program** to support community engagement, civic pride and stewardship of the quality and condition of the parks system.

That the City of Sarnia further develop and maintain a **Parks Inventory Database** as a record and mapping of parks and related facilities, building on the inventory and mapping provided in the Situational Analysis Report and consisting of the following information where and when available:

- Geographic Information System (GIS) based mapping of parks, with inventory attribute data identifying park name, address, size, frontage and the number, type and age of facilities, which should also be integrated with protocols and schedules for maintenance and inspections, asset management activities and other data;
- A record of as-built documentation, boundary and topographic surveys, existing conditions and approved plans and budgets for park properties, inspection reports, asset management information such as replacement costs, life expectancy and anticipated timing of replacements; and
- A public information map and inventory identifying available parks, locations and related facilities, amenities, programs and park uses.

That the City of Sarnia undertake a comprehensive **Urban Forest Management Plan**, including a park and street tree inventory and site-specific management plans for forested areas within parks and on other City-owned property, an ongoing parks tree planting and replacement program emphasizing native species plantings and resiliency to changing climate conditions, and identification and allocation of required resources to establish standards for response times for tree inspection, removal and replacement needs, and supportive of maintaining and expanding urban forest cover.

That the City of Sarnia complete a **building condition audit and site master plan for the City's parks operations centre**, greenhouses and related systems, and define future asset management needs and investments to sustain the operations and related services, and to improve operational efficiencies and capacities.

That the City of Sarnia review current and potential future locations of gardens and floral displays to focus horticultural services in priority areas such as gateways, major corridors and nodes, waterfront areas, City / Regional Destination Parks, and tourism and special event venues.

That the City of Sarnia review opportunities to **naturalize** appropriate areas within existing and new parks and open spaces in consultation with the Environmental Advisory Committee where **environmental sustainability, operational savings** or other **community benefits** can be realized.

4.5 PARKS PROGRAMMING & USE

The City's parks support a range of structured and informal activities, and related programs provide opportunities for participation in organized and informal sports and other recreational pursuits. This includes traditional and emerging sports such as baseball, soccer, cricket and other field sports, tennis, pickleball, basketball and skateboarding. Other active recreation opportunities in parks include creative play at playgrounds and splash pads, water access and swimming at the outdoor pool waterfront parks and public beach areas, outdoor fitness and trails activities.

Examples of passive park uses include social gatherings, picnicking, community gardening, fishing, bird-watching, nature interpretation and appreciation, outdoor education, walking, and use of the dog park and off-leash areas. The City's parks also provide venues for a range of special events and festivals.

Permitted park uses, hours of operation, prohibited activities and related rules are established in the City's Public Parks By-law (1999-206). Updates to the by-law should be considered to address new and emerging issues and to reflect changes to legislation and the types and operating parameters of parks and facilities.

The programming dimension of parks is currently undertaken primarily through non-profit, community organizations for sports, special events and other uses. The City supports the programming and use of parks mainly through the provision and maintenance of the parks and facilities, providing information about available park locations, facilities and community-based program offerings, administration of park and facility bookings and allocation of time to specific activities and users for reserved facilities. Certain facilities reserved for organized programs such as sports fields, as well as special events and private rentals are subject to user fees. The City's greenhouse operations also provide opportunity to support community programs, gardening and other horticultural activities.

Recommendation 4.4 – Park Programming & Use

That the City of Sarnia adopt the **Parkland Classification System** provided in Appendix III to this Master Plan as a **guide for potential park uses and activities** for each category of park, for the purposes of parks planning and policy development. The safe and permissible use of the City’s parks will continue to be governed by the City’s by-laws and policies. Programming and organization of park activities and intensity should be aligned with the level of facility development, park type, size and location/area context.

That the City of Sarnia consider **updating the City’s Parks By-law** (1999-206) to establish rules for current and emerging park trends such as food trucks, disposal of discarded syringes only in designated receptacles, dog parks and leash-free areas, smoking or other forms of cannabis use, vaping and e-cigarettes, community park stewardship and park clean-up events, splash/spray pads, disc golf, drones and other remote-controlled devices, restrictions on public access to and use of stormwater facilities, use of electric assist bikes and other mobility aids, use of motorized “hover” boards, tobogganing, etc.

That the City of Sarnia continue to **provide a balance of park facilities to support both informal and structured activities** for residents and visitors, supporting spontaneous, casual and self-directed recreational, social and educational activities, along with scheduled programming, special events and formal uses that may be revenue generating to offset the costs of providing and maintaining facilities for specific or specialized uses.

That the City of Sarnia continue to **pursue expanded park use and programming** by promoting awareness of available park resources, facilities and services through information delivery and availability, coordinating special events and festivals, assisting program providers and tourism organizations with marketing, and other initiatives.

That the City of Sarnia support both **seasonal and year-round use of parks** by providing park facilities that are maintained and equipped to support both warm and cold weather activities, where possible and cost-effective.

4.6 OUTDOOR RECREATION FACILITIES

The Situational Analysis Report provides an inventory and review of outdoor recreation facilities available within the City’s parks, including an analysis for the provision levels and distribution of sports fields and playgrounds, and inventory information for tennis and pickleball courts, basketball and multi-use courts, skateboard parks, splash pads, lawn bowling greens, dog parks and off-leash areas, and public beaches.

4.6.1 Sports Fields: Baseball Diamonds and Multi-use / Soccer Fields

With a relatively stable population and continued aging trend, significant growth in sports field capacity needs is not expected over the next ten to fifteen years. The needs analysis has shown some variability in utilization of specific ball diamonds and soccer fields from 2016 to 2017, and overall stable to decreasing total utilization. Should monitoring reveal a sustained growth trend, the City's focus for addressing future growth in sports field demands should be to enhance the capacity of existing facilities through lighting, potential conversions to additional synthetic turf fields, field scheduling, opportunities to increase usage of school facilities, and allocation reviews, to avoid or defer the costs of land acquisition and new facility development. No major issues were identified through the review of the quality, condition and distribution of the current inventory of ball diamonds and multi-use / soccer fields. To assist with future needs assessments and monitoring, and to establish market-based provision level standards for sports fields, the City should obtain and track participant data and input from sports groups and other field users on an annual basis.

Recommendation 4.5 – Sports Fields

That the City of Sarnia continue to **monitor and assess sports field utilization and capacity** on an on-going and periodic basis, as a key input to facilities planning and points of investment, including consideration of the following:

- For each sports field that is programmed on a scheduled and fee basis, define and track the maximum weekly availability and total seasonal hours for sports fields and continue to track usage to enable monitoring of capacity utilization on an annual basis, tied to the level of facility development and maintenance, and to optimize scheduling;
- Registration data for each sport association reserving sports fields should be acquired and tracked year-to-year and evaluated relative to participant-based service standards and to help anticipate local trends and changes in outdoor sports participation; and
- Periodic reviews of scheduling, field allocation and participation in consultation with user groups to monitor facility performance and capacity, to ensure fairness and efficiency in field allocation, and to assist in identifying facility improvements and future needs. This should include the review of existing agreements for access to and maintenance of sports fields and periodic reviews of these agreements going forward, as outlined in Section 5.9.

That, if a need is identified for additional sports field capacities based on evidence of sustained growth in participation and field utilization, the City of Sarnia should **continue to focus on opportunities to improve existing facilities in consolidated multi-field/multi-use locations**, lighting existing sports fields, re-purposing under-utilized sports fields, maximizing opportunities for community use of school sports fields where available, and reviewing and optimizing scheduling and allocation, prior to developing new sports fields.

That the City of Sarnia should **establish and adopt participant-based standards** and field equivalencies as targets for planning for future sports field capacity needs and to quantify field inventories relative to user needs, based on a review of participant data collected from sports groups, with consideration to the following typical standards:

| Sports Field Type | Provision Level Targets |
|--|---|
| Baseball Diamonds: | 1 ball diamond per 80 to 100 registered participants |
| Soccer / Multi-Use Sports Fields: | 1 sports field per 80 to 100 registered youth participants or 100 to 120 total registered participants, including soccer, football, rugby, field lacrosse, field hockey, ultimate frisbee and other field user groups |
| Sports Field Type | Field Equivalencies |
| Senior Soccer / Multi-use Field, artificial turf, with lighting | 2.00 |
| Senior Baseball Diamond or Soccer / Multi-use Field, natural turf, with lighting | 1.50 |
| Senior Baseball Diamond or Soccer / Multi-use Field, natural turf, no lighting | 1.00 |
| Junior Baseball Diamond or Soccer / Multi-use Field, natural turf, no lighting | 0.75 |
| Mini Soccer / Multi-use Field, natural turf, no lighting | 0.50 |
| Other / Informal / Practice Diamonds / Fields | - |

That the City of Sarnia review the potential for **re-purposing existing, single ball diamonds and single soccer/multi-use sports fields** in Neighbourhood Parks for other active and passive recreation, progressively over the period of the Master Plan, as part of future rehabilitation and renewal of the existing parks.

That the City of Sarnia consider the following strategies to **sustain baseball diamond capacity over the long-term and to address future demands** if sustained growth in baseball demand and participation are evident, and to support tournament functions and sports tourism:

- Maximizing the quality and capacity of existing baseball diamonds, with priority to multi-field parks and premier facility locations, through lighting and repair/renewal of existing softball and hardball diamonds and to sustain existing facilities based on asset management planning;
- Continuing to review and optimize scheduling, in consultation with user groups; and,
- Considering the park-specific ball diamond improvements, renewal and re-purposing recommendations identified in Appendix VI.

That the City of Sarnia consider the following strategies to **sustain soccer/multi-use field capacity over the long-term and to address future demands** if sustained growth in soccer/multi-use field demand and participation are evident, and to support tournament functions and sports tourism:

- Maximizing the quality and capacity of existing soccer/multi-use sports fields, with priority to multi-field parks and premier facility locations, through lighting and repair/renewal of existing fields and to sustain existing facilities based on asset management planning;
- Continuing to review and optimize scheduling, in consultation with user groups;
- Exploring potential for additional partnerships with School Boards for the advancement of higher quality natural turf fields and / or synthetic turf facilities for joint community and school use;
- Reviewing the potential need for new/consolidated soccer/multi-use sports field development as part of the planned future Community Parks in Secondary Plan Areas 1 (Rapids Parkway area) and Secondary Plan Area 2 (Heritage Park area); and,
- Considering the park-specific soccer/multi-use sports field improvements, renewal and re-purposing recommendations identified in Appendix VI.

That the City of Sarnia continue to **work with the Sarnia Cricket Club to sustain the quality and condition of the existing cricket pitch** and facilities at Mike Weir Park and to maximize access to and participation in cricket and related activities.

4.6.2 Playgrounds

A review of the current inventory and condition of playground locations within the parks and a walkability/gap analysis of playground distribution has been completed and is summarized in the Situational Analysis Report along with an assessment of trends in playground design, development and standards. Appendix V provides photographic examples of barrier-free, topographic, natural, themed and terrace/rooftop playgrounds, for future consideration.

Playground replacements and updating, and in some cases re-purposing, should be a focus of the City's *Parks Rehabilitation Program* to address the lifecycle of these assets as well as safety and accessibility standards, trends and community/neighbourhood needs and preferences. Regular inspections and maintenance/repair of existing playgrounds will continue to be an important aspect of maintaining safe, clean and inviting outdoor play areas.

Multi-generational features and amenities such as outdoor fitness equipment, park pathways and seating / passive areas should also be considered, particularly where playground usage has declined with the aging demographic profile of existing neighbourhoods and where new development caters primarily to older adults.

With new housing and mixed use developments, additional playgrounds should be planned based on a walkability distance standard. With future growth in the inventory of playgrounds, operational resource requirements should also be addressed to sustain the level of inspection and maintenance provided.

The City's Parks and Recreation Department has developed Community Partnership & Funding Policy & Procedures (September 10, 2018) for playground development/equipment replacement which is detailed in a staff report to City Council dated July 16, 2018. This document provides an appropriate framework and policy for guiding the City's community engagement activities and fundraising initiatives for playground replacements, improvements and new development, and is intended to work in unison with future accessibility improvements for playgrounds. In addition, the Sarnia Accessibility Advisory Committee (SAAC) has developed Inclusive Outdoor Play Spaces Design Standards which has been endorsed by Parks and Recreation staff and is referenced within the policy. These documents should be integrated with the City's overall Parks Rehabilitation and Renewal Program recommended by this Master Plan and applied to guide and assist with implementation of recommended playground improvements and renewal. As is recognized in the policy, periodic review of these documents should also be considered to evaluate the need for any changes or updates to the policies and procedures based on the City's experiences with project implementation.

The Department has also identified nine (9) tentative sites for accessible playgrounds and inclusive park space in a report dated July 16, 2018, focusing on the introduction of accessible swings and related safety surface improvements to address current accessibility standards. The recommended sites would provide

good distribution of accessible play equipment and spaces throughout the City in appropriate parks. The report identifies an estimated timeline of 3 to 15 years to complete the improvements at the identified parks depending on the level of capital and reserve funding allocated annually. The park-specific improvements in Appendix VI of this Master Plan include accessible swings at the recommended sites.

Recommendation 4.6 – Playgrounds

That the City of Sarnia **adopt a service-level target of one playground location accessible within a walking distance of 400m to 800m** of residential dwellings in new residential development areas, and as a guideline for identifying and resolving potential gaps within existing residential / intensification areas, to provide convenient access for residents and particularly households with children.

That the City of Sarnia continue to **monitor and identify playground equipment repair and replacement needs** on an ongoing basis, as part of the **City's Parks Rehabilitation Program**, and through updates to the *City's Asset Management Plan*, as a basis for capital maintenance and lifecycle planning. See also Appendices II, III, IV and V for park classifications and provisioning standards, related design and development considerations for parks rehabilitation and renewal projects and image examples. and park-specific guidelines for improvements, renewal and -re-purposing.

That the City of Sarnia continue to **develop new playgrounds on parklands acquired for Community Parks and Neighbourhood Parks** in new development areas, where appropriate based on the recommended standards and *Parkland Classification System* of this Master Plan. In Secondary Plan Area 1, one (1) Community Park up to three (3) additional Neighbourhood Parks or parkettes are identified, and in Secondary Plan Area 2 one (1) Community Park and up to four (4) Neighbourhood Parks are identified. Details of the required park locations will depend on the amount, timing, density and types of housing development in these areas and should be guided by the Parkland Classification System and Acquisition Framework in Appendix III.

That the City of Sarnia continue to **coordinate planning for playground locations in parks with those available or planned at local schools** to maximize access, variety and appeal to children of all ages, as well as multi-generational features and amenities.

That the City of Sarnia integrate the **Community Partnership & Funding Policy & Procedures** (September 10, 2018) for playground development/equipment replacement and the **Inclusive Outdoor Play Spaces Design Standards** developed by the SACC with the overall Parks Rehabilitation Program and apply these policies and guidelines to community engagement and fundraising initiatives as well as the planning and design of accessibility improvements for playgrounds in City parks.

That the City of Sarnia continue to **address current standards for safety and accessibility of play structures** through ongoing renewal/replacement of existing structures and in new play equipment installations, and by providing barrier-free pathways to playgrounds (existing and new).

That the City of Sarnia establish a **Capital Funding Program** specific to the upgrade and development of **accessible playgrounds and inclusive park space** with priority consideration to the nine (9) tentative sites identified in the City staff report dated July 16, 2018, as summarized in Appendix VI.

That the City of Sarnia continue to **review and consider trends in playground designs and developments** (see Situational Analysis Report for key trends and Appendix V for examples).

That, with continued expansion of the inventory and types of playgrounds as new development occurs and existing playgrounds are replaced with updated equipment, the City of Sarnia **allocate the required operational resources** and undertake staff training and equipment acquisition to maintain the City's program and level of inspection and maintenance of playgrounds to sustain accessible, safe, clean and inviting play areas.

4.6.3 Multi-use & Sport Courts and Greens

The Situational Analysis Report summarizes the current inventory and condition of outdoor courts for tennis, pickleball, basketball and other multi-use, hard-surface areas, as well as the existing lawn bowling greens. The following recommendations of the Master Plan are intended to provide direction for renewal / rehabilitation of existing outdoor playing courts based on the condition assessment, emerging and potential future needs with population and demographic changes and opportunities for integration of additional facilities in existing parks and/or re-positioning of some existing facilities, and trends in related sports and activities.

Recommendation 4.7 – Multi-use & Sport Courts and Greens

That the City of Sarnia **continue to rehabilitate/re-purpose existing aged/under-utilized tennis courts** as pickleball and/or basketball/multi-use courts, or consider removal of these existing tennis courts where there is no evident need to replace or re-purpose them, and develop new basketball/multi-use courts to ensure geographic distribution and access in new housing development areas (Secondary Plan Areas 1 and 2).

That the City of Sarnia continue to **coordinate planning for outdoor hard-surface play areas in parks with those available or planned at local schools** to maximize access, variety and appeal to children of all ages, and to avoid redundant facilities.

That the City of Sarnia consider the park-specific court rehabilitation and renewal recommendations identified in Appendix VI.

That the City of Sarnia continue to **work with the Sarnia Tennis Club to sustain the quality and condition of existing tennis courts** and facilities at Brentwood Park and to maximize access to and participation in tennis and related activities.

That the City of Sarnia continue to **work with the Sarnia Lawn Bowling Club to sustain the quality and condition of existing greens** and facilities at Germain Park and to maximize access to and participation in lawn bowling, bocce and related activities.

4.6.4 Other Outdoor Recreation Facilities

The City's parks provide a range of other specialized outdoor recreational facilities, including: a splash/spray pad, skateboard parks, picnic areas, special event facilities, community gardens and dog parks and leash-free areas. Other emerging and opportunity-based facilities that may be future considerations in Sarnia include outdoor amphitheatres and special event venues, fitness equipment, disc golf courses, waterplay features, food forests and food parks, toboggan runs, cooled outdoor skating rinks and pathway loops, outdoor education and interpretive features and areas, public art, historic features and parks genealogy, and BMX/mountain-biking/extreme sports and outdoor adventure parks. Some of these facilities may be dependent upon continued or new expressions of community interest and should be evaluated on an ongoing basis to ensure that the level of facility development and investment is scaled to the level of community benefit, and to establish a sustainable operational model / partnership.

Recommendation 4.8 – Other Outdoor Recreation Facilities

That the City of Sarnia **maintain the current splash pad** and continue with the planning for improvements to the changeroom/washroom building at **Tecumseh Park** (south-west), and plan for the **development of up to three new community splash pads over the next ten years** in the north and west areas of the City including consideration of Agincourt Park or Newton Park (north), Germain Park (central) and a potential east location in a new Community Park if warranted depending on the amount, timing and types of housing development in the developing residential areas of Secondary Plan Areas 1 and 2. The splash/spray pads and/or waterplay features should offer variety in the type, scale and overall design and theming of the facilities and features (see Appendix V for examples). The splash/spray/waterplay locations should be selected based on proximity to market (primarily young children) within a short walking distance for smaller neighbourhood/community facilities and in drive-to destination parks for larger facilities, multi-use parks, with access to washroom/change facilities,

required water services and adequate drainage and sanitary services, and based on a sustainable operational model / partnership.

That the City of Sarnia **maintain and consider opportunities for improvements to the existing Harry Turnbull Skate Park and Tecumseh Park skatepark facilities, and the Seaway Kiwanis BMX Track (Canatara Park)**. Longer term, a business plan should be considered for a potential **new skatepark location within a new Community Park in the east area** (Secondary Plan Area 1 or 2) if there is strong evidence of need and demand for a further facility based on the City's growth and demographics in these areas. The location should be selected based on proximity to market (children/youth), high level of access and visibility from the street, adequate buffering from residential and other sensitive land uses, complementary multi-use opportunities within the park, washroom access, and based on a sustainable operational model / partnership. The City should also consider and review the feasibility of incorporating smaller-scale skatepark / scooter features in existing parks as part of park rehabilitation projects and in new Neighbourhood Park developments. Locations should be selected based on geographic distribution and level of facilities / features scaled to suit the park size and surrounding context.

That the City of Sarnia **maintain the existing dog park / off-leash area in Germain Park**. If water services are readily available to the area, consideration should be given to a water bottle refill station and dog drinking fountain. **Additional leash-free dog park and/or leash-free trail locations should be considered if over-capacity use of the existing areas becomes evident** and are supported by an organized, community-based partnership with a sustainable, self-supporting operational model. Locations should be selected based on compatibility with other park / trail uses and the surrounding area, where adequate facilities can be provided including parking, washrooms, fencing / enclosure and waste receptacles and/or in select locations where trails can be dedicated for this purpose without conflicting with other permitted trail uses.

That the City of Sarnia **continue to work with community groups to plan for and establish community gardens and food forests** including locations within existing parks (see Appendix VI) and as part of new park development, and explore related partnership and fundraising opportunities.

That the City of Sarnia **undertake a comprehensive assessment of special event facilities and resource needs** for recurring community events and festivals and potential new events and activities within parks to align facility and operating resources and scheduling with the scale and timing of events, and to avoid conflicts with other park uses. Opportunities for enhanced tourism integration with the City's parks should continue to be considered, and supporting facilities including parking, washrooms, resilient

surfaces, drainage and other functional requirements should be addressed through the design, development and rehabilitation/renewal of parks.

That the City of Sarnia **plan and budget for the capital maintenance and lifecycle replacement of existing park structures and furnishings** as identified in the **City's Asset Management Plan** and including picnic facilities, benches, shelters, signage, pavilions, lighting, washrooms and other buildings and structures, as well as parking areas, pathways and other surfaces areas located within the parks that support active and passive park uses, special events and a range of other park uses and activities.

That the City of Sarnia consider **new and emerging types of active and passive outdoor recreation facilities, such as disc golf, fitness equipment, etc.**, with priority to community-based proposals and the overall criteria being that the investment and level of facility development are scaled appropriately to the level of community benefit and demonstrate a sustainable operating model.

4.6.5 Community Trails

The existing network of community trails in Sarnia is mapped and characterized in the Situational Analysis Report and includes approximately 91 kilometres of trails involving on-street facilities such as bike lanes and on-road routes/paved shoulders, as well as off-street multi-use paved primary trails and granular surface walking secondary trails and tertiary nature trails. The Howard Watson Nature Trail is the spinal trail route through Sarnia and provides a regional connection as part of the Bluewater Trails network managed by the Parks and Recreation Department in coordination with the volunteers Bluewater Trails Committee. A Bluewater Trails brochure illustrates the existing Howard Watson Trail, other multi-use trails, park trails, on-street cycling lanes and bike-friendly streets in Sarnia. The recreational trails system is part of the broader pedestrian and cycling active transportation system and an integrated parks, trails and transportation planning approach is needed to support the development of a seamless network.

The City's 2014 Transportation Master Plan includes an Active Transportation Strategy to improve the walking environment in Sarnia through adoption of a Pedestrian Charter to guide planning and design practices, a walkway and sidewalk infill program, and road crossing improvements. The Transportation Master Plan also provides direction to improve the cycling network in Sarnia through implementation of an urban bikeway network and rural cycling strategy. A classification system and design considerations for trails, walkways and bikeways is also provided in the Transportation Master Plan. The City should focus on trails and active transportation implementation of the recommendations of the Transportation Master Plan to improve connectivity and build-out of the complete network linking existing and new development areas and improving overall safety and convenience.

A complete trails and active transportation system also includes supporting facilities, amenities and initiatives such as: trailheads and signage/wayfinding, tourism integration, education and promotion of trail routes, participation opportunities and key features and destinations; washrooms; maintenance and community/volunteer stewardship roles and events; benches/rest stops; water bottle refill stations; and may also include amenities such as fitness equipment/stations.

Recommendation 4.9 – Community Trails

That the City of Sarnia continue to further develop and **implement the Active Transportation Strategy in the Transportation Master Plan** including improvements to the pedestrian and cycling environment and opportunities for integration of existing and future on- and off-road pedestrian and cycling routes and facilities as a complete and connected system.

That the City of Sarnia continue to **lead and work with the County, St. Clair Conservation, the Bluewater Trails Committee and other partners, stakeholders and residents**, to **provide and leverage the necessary resources and expertise** in these areas including staff or contracted services and related local and regional resources and expertise to undertake the detailed planning, design and implementation of recommended trails and active transportation projects and initiatives, including those recommended in the Transportation Master Plan and the City's other related plans and strategies.

That the City of Sarnia **develop policies in the City's new Official Plan** to:

- a) Require the dedication of land for pedestrian and bicycle pathways as a condition of the subdivision of land, as provided for under the Planning Act (s. 51(25)(b)); and,
- b) Require the identification and provision of pathways and other means of pedestrian access, accessibility supports as well as bicycle parking facilities and other sustainable design elements on municipal streets, as may be required for site plan approvals and developments in accordance with the Planning Act (s. 41(4) #2(e), s. 41(7)(a)(4)).

That the City of Sarnia **develop and maintain a comprehensive inventory and mapping of trails** as a database of trail types / classifications, lengths, conditions, level of difficulty, key features, accessibility (surfacing, grades, width), terrain, risk management/safety and emergency response protocols, related facilities, landmarks and points of interest, and capital and operating maintenance schedules and costs.

That the City of Sarnia continue to **establish and promote community engagement, partnership, education and stewardship initiatives for trails**, including the City's Adopt-a-Park or Trail Program and other initiatives to promote trail etiquette and safety, applicable regulations and community engagement (e.g. trail clean-up days and other community events, online trails forum and social media,

etc.) and outdoor education opportunities through interpretive signage at points of interest (e.g. locations with environmental, historical, cultural, landform or other significance, waterfalls, etc.), community-based programs and partnerships (e.g. walking tours, geo-caching, etc.).

That the City of Sarnia **develop and adopt trails management and maintenance standards and guidelines**, based on the considerations identified in the Situational Analysis Report, and continue to expand and optimize the capacity and efficiency of operational resources (staffing with appropriate training / expertise, equipment) for ongoing trails maintenance and repair.

That the City of Sarnia continue to develop and further **establish unified trails signage**, identification and wayfinding with related regulations and City by-laws.

That the City of Sarnia continue to develop and **update trails and cycling route information** map(s), online and mobile presence and promotional material for public access and integration with tourism marketing.

That the City of Sarnia **consider the parks-specific pathways, linkages and related facility improvements** recommended in Appendix VI.

That the City of Sarnia continue to develop **key trail access points** to the trails system known as "**gateways**" to improve the ability to safely access the trail system.

5 Recreation and Culture Programs and Facilities Recommendations

5.1 SECTION OVERVIEW

Based on the results of the Situational Analysis Report relative to the community consultation and technical assessments, a number of recommendations have been developed for the next ten plus years with respect to recreation and culture programs and facilities. In some cases, these recommendations work on an integrated basis with the Parks, Open Space and Trails recommendations of Section 4.0.

The focus of many of the recommendations in this section are on the sustainability of existing facilities, as the City has a significant array of aging facilities, some via partnerships. Some of the recommendations will be dependent on how population growth and demographics track over the next decade or so. It is anticipated that there will be limited to modest growth in population over the planning period, but there will be some aging and potentially increased ethnocultural representation within the population during that timeframe that could affect activity participation rates and interests.

This section also focuses on the future perspectives for the Germain Arena and the Jackson Outdoor Pool which are currently closed, as well as the need to rehabilitate many of the facilities as they age.

5.2 RECREATION AND CULTURE PROGRAMS

Recreation and culture programs are delivered in multiple ways across the community:

- Through non-profit community groups relative to Lawrence House, the YMCA, minor sports organizations, Theatre Sarnia and a host of other service providers.
- Via the City of Sarnia's direct delivery of youth camps, the Strangway Community Centre and other directly delivered programs;
- Via the private sector in terms of fitness facilities and classes, movie theatres and other components;
- In partnership with the County of Lambton, primarily in regards to library, museum, archives and related cultural services.

The City of Sarnia has historically focused on the provision of parks, open space and community trails, along with their aligned outdoor sports fields, playgrounds, gardens, natural areas and other elements; as well as the provision of indoor facilities, such as arenas, community centres, the Lawrence House, Gallery

in the Grove, and other facilities that are owned by the City but typically programmed by community not-for-profit organizations.

This role allocation for services delivery with the City and the not-for-profit sector has been long established, was identified as being successful through the consultation program, and is the basis of the policy frameworks as outlined in Section 3 of this Parks, Recreation and Cultural Master Plan.

The following recommendations are provided for the City of Sarnia with respect to recreation and culture and programming.

Recommendation 5.1 – Recreation Programs

That the City of Sarnia continue its current role in the delivery of recreation programs for youth, seniors, families and other targeted audiences, either directly by the City or as feasible, within current and / or new partnership models that enhance participation opportunities and increase facility / venue utilization.

That the City of Sarnia examine its current direct program delivery operations to determine if there is greater feasibility, efficiencies and enhanced value in working with partners in the delivery of these recreation programs consistent with the policy frameworks in Section 3 of this Master Plan.

That the City of Sarnia more actively pursue opportunities and marketing initiatives to intensify the utilization of its arenas, community centres, Strangway Community Centre and other programs and operations in order to maximize utilization, revenue generation and support evolving new programs.

From a culture services perspective, almost all the City's engagement involves ownership of culture facilities via partnerships, repayable capital mortgage supports, and other contributions. There are significant culture assets in the community in terms of the Judith and Norman Alix Gallery; Imperial Theatre, owned and operated by Theatre Sarnia; Lawrence House for the Arts where the assets are owned by the City but operated by a community non-for-profit group; as well as assets delivered in partnership with the County of Lambton, such as the Lambton Heritage Museum, other museums and the County Libraries, of which the Sarnia Library is a member.

There was also a Culture Master Plan completed for the County that involved Sarnia. Further, the Sarnia Official Plan, Section 5.5 - Cultural Heritage and Archaeology, has a set of directions in regards to key cultural dimensions, involving resources, the Sarnia Heritage Committee, the registration of assets, resource conservation and other land use planning perspectives. Official Plan Section 5.6 - Cultural Vibrancy focuses on the importance of a flourishing cultural life as a magnet to attract tourists, residents and businesses to the City. Section 5.6, also identifies the importance of and encourages the preparation

of an Arts, Heritage and Cultural Plan. As well as the Official Plan supports Public Art Installations, both publically and privately along trails, in public and private facilities, and aligned with other areas and spaces.

All the City and related cultural planning, and the Official Plan dimensions, identify the importance of cultural services to the community as valued resources for both residents and tourists, along with the potential economic development impacts that may be achievable.

Recommendation 5.2 – Cultural Services

That the City of Sarnia continue its partnership-based relationships and practices with the County of Lambton and community organizations in the operation of major cultural assets and the delivery of cultural services.

That the City of Sarnia continue to place important value on the contributions of cultural services to the quality of community life for residents, and as an economic impact investment related to tourism and related economic growth opportunities.

That the City of Sarnia consider the development of the next generation of an Arts, Heritage and Culture Master Plan in partnership with the County of Lambton and community organizations.

5.3 FESTIVALS AND EVENTS

The City has a comprehensive Festivals and Events Policy that is a fairly similar approach to what is found in most municipalities. The focus of these policies is typically on identifying roles and responsibilities, minimizing risk to participants and the City, and to maximize economic opportunities. Increasingly, municipalities view festivals and events, including cultural, sport, community and others as tourism development initiatives that deliver important economic benefits while enhancing the quality of life for local residents.

The City operates several festivals and events. It also partners through the policy with a number of community organizations, who are both broader service providers or are specifically focused on a single festival or event.

The community input with respect to festivals and events indicated that the policy framework was not as much of a concern as was the active engagement of the City with festival and event organizations, Tourism Sarnia Lambton and other involved groups. Issues identified involved accommodating festivals and events relative to their long timeframe needs for guaranteed access in proposal requirements, particularly for sport tourism; potential for funding support / reduced user fees; and possibly a stronger and more active partnership perspective with the City.

Festivals and events, particularly culture and sport tourism, have become significant points of municipal investment in most communities. The expansion of culture and sport tourism activities has been significant. There are now more culture and sporting events that have the potential to attract large audiences. The significant benefit of these are not only the daily event attendance but more importantly the overnight stays, especially for multi-day events, whether it for minor hockey, soccer or baseball, or for more regional, provincial and national championships.

The City's July 20, 2017 Festivals and Special Events Policy is a reasonable foundation to continue moving forward on in the area. Also, the City has an annual Major Events Assistance Fund of \$25,000 to support such initiatives that accepts applications quarterly as per the Festival and Events Policy. This policy was developed with a focus on park-based festivals and events and less so on arena or indoor events.

However, this service area needs to possibly focus on a more active engagement by the City, the provision of additional supports and the accommodating unique needs of the various festivals and events, both from the short and long term event planning perspectives.

Recommendation 5.3 – Festivals and Special Events

That the City of Sarnia continue to actively embrace and support the delivery and ongoing development of festivals and events, both existing and new ones that deliver quality of life, economic, organizational development and other benefits.

That the City's current Festivals and Special Events Policy be sustained as the primary framework for the City's engagement within this service area.

That the City of Sarnia consider enhancing its role and contributions to festivals and special events, based on consultation with festival and event providers, in the areas of:

- Supporting scheduling holds for proposal initiatives that require one or two year lead time commitments for space and / or venues.
- Working increasingly with the Tourism Lambton-Sarnia on the development of proposals and the marketing and related supports for festivals and events.
- Considering creating an annualized City fund of \$25,000 to \$50,000 that could contribute towards part of the costs of event proposal preparations for larger events or support specific community development initiatives.

- Completing a review of the current fees and charges schedule to determine the economic cost-benefit analysis of reducing festival and event fees in order to encourage / facilitate their financial success and sustainability.

That the City of Sarnia develop an Indoor Facilities Use Entertainment and Events Policy and associated strategies to maximize indoor facilities use in support of special events, sport tourism and related initiatives.

5.4 RECREATION AND CULTURE FACILITIES

The City of Sarnia has a strong array of recreation and culture facilities. The focus of this Master Plan is primarily on the renewal of these facilities as they age, and the possible repositioning of the Germain Arena and Jackson Outdoor Pool. Other recommendations focus on recreation and culture services enhancements that will be dependent on population and demographic trends, evolving resident participation levels and other inputs.

The 2017 Asset Management Reports identified a potential need for approximately \$30 million over the next thirty years to sustain the existing array of indoor recreation facilities currently operated by the City of Sarnia. The Asset Management Reports did not consider playgrounds, sports fields, or other outdoor assets that also may need renewal due to continuing changes from the Canadian Standards Association, especially for playgrounds, as well as sport field fencing, seating and related infrastructure; trail boardwalks and routes, and other components.

The Asset Management Reports, Arenas Review and other indicators suggested that the City has possibly not invested in the renewal of major recreation facilities, such as arenas, community centres and related assets at longer term sustainability levels. Based on the Arena Study completed several years ago, some increased capital renewal funding has been provided in recent City annual budgets. As the recreation facilities continue to age, programs operations and interests change and evolve, standards of operation and compliance requirements evolve, e.g. AODA standards, energy efficiency becomes a priority, pricing strategies and other perspectives continue to enter into the facilities operating environment, the need for a strengthened re-investment capability grows in order to ensure facility longevity, functionality and compliance.

Currently, the City has developed 'three buckets' over a ten year capital period for re-investment in recreation facilities. By 2027, there will be an additional \$4.65 million available for parks and recreation facility capital initiatives. This sum represents less than one half of the forecasted capital cost average renewal requirements for these facilities based on the Asset Management Reports. With inflation,

increased energy cost perspectives, changes in accessibility requirements, etc., these funding levels for renewal of existing facilities will not be adequate.

Based on the technical data, a doubling of these funding envelopes may need to be considered, at least for the ten year period to 2027 and preferably for the next fifteen years.

Recommendation 5.4 – Recreation Facilities Asset Management Plan

That the City of Sarnia undertake a detailed, fifteen year Recreation Facilities Asset Management Plan that:

- Identifies specific facility systems replacement and building renewal requirements on an annualized basis across the asset mix as a basis to fund capital re-investment.
- Integrates with Recommendation 4.3 related to parks, urban forest / trees, community trails and related outdoor fields and facilities.
- Ensures maximizing energy and operational efficiencies, enhanced programming supports and current and future accessibility requirements.
- Recognizes the increasing compliance requirements for health and safety, risk management and related perspectives.
- Supports facility and venue renewal required to enhance functionality as programs and services needs change and evolve.

This recommendation focuses on the need for an integrated, planned approach for an aging facilities' renewal and rehabilitation program from multiple perspectives, i.e. health and safety, accessibility, enhanced program supports, etc. The City currently does not undertake a detailed ten year capital forecast. In light of the level of investments that have been identified in the Asset Management Reports, the age of the facilities operated by the City and the important efforts that have been undertaken to increase reinvestment allocations, a detailed plan for these facilities should be undertaken and actively pursued to ensure the long term viability and service capabilities of these valued community resources.

5.5 MUNICIPAL ARENAS AND POTENTIAL INDOOR SOCCER / MULTI-USE FACILITY

The data from the current prime-time utilization profile, in the 65% to 75% range, for the existing operational arenas indicates that there is no immediate capacity concerns, even with the Germain Arena closed. Arena capacity growth is not an immediate or shorter term priority. Future arena capacity needs will be dependent on population growth, demographic changes that could impact demand for ice,

managing aging facility, program growth in terms of new or changed ice uses, and other factors. It is possible that over the longer term, i.e. ten to fifteen years or beyond, capacity growth may be needed dependent on population growth, changes in ice utilization and other factors.

The City is working diligently to grow its population. Recreation facilities and services contribute to creating an attractive community for new businesses and residents, and the retention of existing population. With the growth areas of the City primarily in the eastern areas, the City should consider initiating in about five to ten years, a planning process to determine the need for, feasibility of and business case for a new multi-use recreation complex that would meet the needs of a growing population base and changes in program / use participation and preferences.

With the current closure of the Germain Arena, a reuse of that facility should be considered, potentially as an indoor soccer / multi-use facility and / or gymnasium undertaken in partnership with community soccer and other organizations. Indoor soccer facilities have now become a common community facility in virtually every community over 50,000 people, certainly in service areas that are in the 100,000+ resident range. Cities such as Brantford, Woodstock, London, Windsor, Guelph, Waterloo and many others have developed these facilities in partnership with or lead and owned by community groups. The explosive growth of soccer to 1.5 million registrants in Canada, and the anticipation that soccer will continue to grow as many new Canadians come from soccer-oriented countries, will continue to increase demand for this type of community resource.

This assessment needs to look at multiple options, such as raising the roof and reconfiguring the internal existing space; demolishing the arena ice portion and rebuilding a larger space and creating height for soccer but sustaining the dressing rooms and common / support / mechanical areas; or alternatively demolishing the area ice area and building a domed structure over the playing field portion. A multi-use perspective, involving use by the City, community service providers or the private sector also needs to be considered.

On an integrated basis, the potential need for and development of municipal gymnasium as per Recommendation 5.6 should be incorporated in the Germain Arena Repurposing Feasibility Study. If need and capacity for a gymnasium is identified, it could be an addition to the Germain Arena Repurposing Project or attached to the Strangway Community Centre, ensuring alignment with the Master Plan's Section 3 Policy Frameworks.

Recommendation 5.5 – Arenas and Future Indoor Soccer / Multi-Use Facility

That the City of Sarnia sustain its current operating arenas and support for ice activities, dry land sports, events and related uses, and consider expanding public skating and related non-programmed activities

as feasible in the arenas, and where possible, consolidate day time, Monday to Friday ice use in fewer facilities.

That the City of Sarnia initiate a long term feasibility planning / business plan process for a potential new recreation complex in the eastern area of the City, aligned with population growth and user trends, that could incorporate multi-use community spaces, gymnasium, twin pad arena, outdoor sports fields, indoor walking track and related elements.

That the City of Sarnia, in partnership with community soccer and other community service or recreation / sport organizations, undertake an exploratory feasibility assessment for redeveloping Germain Arena as a possible indoor soccer / multi-use facility, integrated with a possible municipal gymnasium venue as outlined in Recommendation 5.7. This initiative would need to consider:

- The feasibility of raising the roof / ceiling height, and the revamping of the interior space to support soccer and related activities versus partial demolition of the existing facility and constructing either a new structure or a domed indoor field surface, as well as its multi-use potential.
- The capital and operating costs needed to support the facility-based initiative and alternatives being assessed.
- The role of community soccer, other community service provider and private organizations in the possible uses, fundraising, operations and programming of this facility.
- Potential demand levels, and whether broader regional partnerships are available as the only dedicated indoor soccer / multi-use facility within the County of Lambton and related to possible connectivity to a gymnasium venue.

5.6 MUNICIPAL GYMNASIUM AND RECREATION CENTRES

Over the last ten years, there has been a significant increase in the number municipal gymnasiums available to deliver recreation and culture services. This has been driven by the increased demand for gymnasium / large open indoor space programs and activities; the closure of elementary and secondary schools resulting in the loss of gymnasium space; challenges with the use of school gymnasiums due to priority scheduling for school use; gymnasium quality limitations; and other concerns.

The City of Sarnia has experienced the loss of a secondary school gymnasiums at the former at Saint Patrick's Catholic Secondary School. This will also occur with the closure of the Sarnia Collegiate Institute

and Technical School, as well as with a number of elementary school closures. Some gymnasium expansions have occurred at new or expanded schools, including a new Recreation Centre at Lambton College. This latter facility represents a unique opportunity for community access to a quality recreation facility.

The Strangway Community Centre is centrally located. It is a heavily programmed facility that services multiple audiences. From the community consultation and other input, it was identified that there is limited capacity to increase program activities and services within this facility. A gymnasium type / multi-use facility would enhance both older adult and broader community programming opportunities, especially in light of the loss of some gymnasiums in the school systems due to closures.

The Strangway Community Centre site, as a possible gymnasium venue, would need to incorporate parts of the former Jackson Outdoor Pool for the building and increased parking. It would be centrally located and would result in a more destination-based, multi-use facility. Also, an additional gymnasium could be considered in the proposed new long term Recreation Centre Complex as per Recommendation 5.5.

The recommended feasibility assessment and business plan for a municipal gymnasium should be incorporated into the Germain Arena Repurposing Project as per Recommendation 5.5. The Germain Arena could be a locational alternative for the gymnasium and the overall site is contiguous for all these facilities.

This proposal is not be a substitute for or result in the diminishing the current use of existing school gymnasiums. Community organizations have a long history of utilizing these facilities, and there is a reciprocal agreement in place with the Kent-Lambton District School Board. The City could take a more active role in supporting community groups in enhancing utilization of school facilities where and when available. Such an undertaking would be considered part of the community development role for the Parks and Recreation Department in maximizing the use of all the community's resources.

The City operates the Cox Youth Centre, the Strangway Community Centre, the Newton Centre and some other smaller facilities. There is no evident need at this time for increased community centre capacities beyond the Strangway Community Centre capacity constraints, based on availability at the arenas and in other formats, as well as school facilities.

Another valuable community type centre is Camp Saradeca on Blackwell Road. The City operates summer camps in what is a unique environmental setting surrounded by a Carolinian forest and green space. It has the capacity to be a venue for additional programming and services, but will require some capital investment via the Asset Management Plan.

Recommendation 5.6 – Municipal Gymnasium and Community Centres

That the City of Sarnia, through the Parks and Recreation Department, ensures that reciprocal agreements are in place with both local school boards and Lambton College, and actively facilitate where feasible, community organizations access to school and College gymnasiums and related recreational facilities in support of their programs and services.

That the City of Sarnia undertake a feasibility study / business plan for the development of a possible gymnasium at the Strangway Community Centre or within the German Arena Repurposing Project to enhance both older adult and community-based programs and services, considering the development of a double gymnasium with ancillary services and support areas using the Business Plan template in Section 3 of the Master Plan.

That the City of Sarnia explore the potential for Camp Saradeca to be enhanced to support additional recreation, culture, educational and other programs by the City and community service providers.

That the City of Sarnia not pursue the development of standalone community centres, but continue the operation of community centres and aligned spaces on an integrated basis with arenas and other multi-use facilities.

5.7 AQUATICS

Currently the City of Sarnia operates one outdoor pool. The Jackson Outdoor Pool is a second facility but has been closed due to the high costs of needed renewal for that facility. In terms of indoor pools, the City was a significant investor in the development of the Sarnia-Lambton YMCA facility, and continues to provide some annual operational financial support for public accessibility to the aquatics component.

There is also an indoor aquatic facility in the neighbouring Municipality of St. Clair, in the former Moore Township area, and an indoor pool at the Sarnia Collegiate Institute and Technical School used by the community off hours. This pool will be lost with the closure of that educational institution. The Pathway Centre also operates a warm water pool with public access. These latter facilities are all indoor resources. City residents also have access to high quality public beaches in Sarnia.

The future need for aquatic facility and operations for the City, either directly or through partnerships, will be dependent on population growth and demographic changes. Aquatic facilities have a high capital cost, but more importantly, have significant annual operating costs, universally incurring deficits of \$250,000 to over \$500,000 a year. Increasingly, municipalities are moving towards partnerships with YMCAs and other service providers for indoor aquatic facilities in cities such as Waterloo, London, Hamilton and other communities. The City of Sarnia entered into this type of service delivery model many years before this

trend become more pronounced. This arrangement has been successful for both the YMCA and City residents.

Another trend, involves municipalities converting some outdoor pools to splash pads, which have become very popular, especially for younger children. This often happens when older outdoor pools need significant reinvestment and / or population aging and other demographics changes occur within an outdoor pool's neighbourhood. Goderich, London, Windsor, and other centres have undertaken these types of initiatives.

The two outdoor pools owned by the City of Sarnia are in close proximity to each other in the central part of Sarnia. With the growth in the north and west areas of the City, aquatic services are less available in these areas, especially from neighbourhood or district servicing perspectives.

Recommendation 5.7 – Aquatics Facilities

That the City of Sarnia promote public access to and sustain its relationships with the Sarnia-Lambton YMCA for indoor aquatic services, but ensure there is an annual review of the funding support provided in terms of the community benefits being realized.

That the City of Sarnia decommission the Jackson Outdoor Pool with the City, undertaking the development of up to three community splash pads over the next ten years in the north and west areas of City as outlined in Section 4 of the Master Plan.

That the City of Sarnia actively work with the Pathway Centre and promote participation to maximize community use of their indoor warm water pool, especially for younger participants, older adults and those who have disabilities, through direct or potentially partner-based programming.

That the City of Sarnia monitor the future reuse of the Sarnia Collegiate of Institute and Technical School site as it moves forward post closure, and engage in possible discussions with the current or future owners on the viability / potential to sustain the indoor pool with opportunities for public use.

5.8 CENTENNIAL PARK ANIMATION

Centennial Park is a highly valued resource on the St. Clair River Waterfront. It has received a significant investment in recent years, and is the home to community trails, waterfront viewing, special events, a playground and other activities on a multi-seasonal basis. A riverfront of this quality is a significant asset for any community relative to supporting the interests of residents, as well as the attraction of visitors and tourists.

The City has identified and invested in and supports this site for festivals and special events. It is also a site that would benefit from enhanced animation on weekends and during other parts of the year to maximize the attraction of the venue on a four season basis.

One of the proposals that has emerged is the possibility of a Beer Garden. This type of facility is seen in other communities, often associated with specific festivals and events, but sometimes seasonal year round basis, such as the Victoria Boathouse in Kitchener's Victoria Park. Some of these facilities also have cultural dimensions in terms of offering different genres of music and art that supports the attraction of more visitors and enhances the overall feasibility and value of such a service.

One of the challenges with these types of facilities is to ensure that they are effectively operated and minimize their impact on neighbouring land uses, especially residential land uses. This has been expressed in Sarnia related to this proposal.

What needs to be considered is the valued-added benefit of such a facility on the waterfront, and how local impacts are minimized. What also needs to be known is what the programmatic dimensions of such a facility are, the business case, viability and important operating considerations. Such a facility could add significantly to waterfront animation efforts. Other locations in the park that are potentially less impacting need to be considered. The initiative needs to offer strong community, culture and other programmatic dimensions so that it is not simply a 'beverage' place.

Recommendation 5.8 – Beer Garden and Waterfront Animation

That the City of Sarnia request a detailed Business Plan from the sponsors of a potential Beer Garden on the St. Clair Waterfront that assesses and offers the following information and proposal components:

- Enhanced programming and cultural services engagement.
- Profiles the market opportunities, operating plan and sponsor's rationale.
- Assesses alternative locations within the park.
- Provides sustainability, risk management, regulatory compliance and related plans and assurances.
- Identification and analysis overall of community, sponsoring organization benefits and City revenue potential.

That if an acceptable and innovative proposal is received with all compliance and benefit requirements met, the City of Sarnia consider approval of such an initiative.

That the City of Sarnia actively work with sponsors, community organizations and others to develop a strategy to enhance the four season animation of Centennial Park and the St. Clair River Waterfront.

5.9 FACILITY DEVELOPMENT AND OPERATING AGREEMENTS

The City of Sarnia has utilized successfully facility operating and service agreements with a number of community organizations that desired dedicated or semi-dedicated purpose-built spaces. The City has undertaken a range of roles in terms of capital support, mortgages, technical supports and related perspectives. This model has worked with the Bluewater Gymnastics Club, Sarnia Girls Soccer Club, Lawrence House, Sarnia Lawn Bowling, Sarnia Cricket Club, Sarnia Tennis Club and for other initiatives.

This partnership type model has resulted in important recreational and culture facilities emerging within the community, and should be sustained. The importance and uniqueness of these facilities is that they are purpose-built and / or primarily single operator based, with the community groups being responsible for day-to-day operations and associated costs.

Recommendation 5.9 – Facility Development and Operating Agreements

That the City of Sarnia continue the utilization of partnership-based facility development and operating agreements for purpose-built / primarily single purpose user facilities, consistent with the City's role and responsibilities outlined in the Master Plan Policies in Section 3.0, particularly in regards to Recommendation 3.9, while always ensuring maximizing facility / venue use and community access whenever available.

6 Implementation

6.1 MASTER PLAN IMPLEMENTATION FRAMEWORK

The Implementation component of the Master Plan provides a preliminary indication of capital and operating resource requirements and timing for recommended action items identified from the Parks, Recreation and Culture Service Delivery Policies (Section 3), and Parks, Recreation and Culture Specific Initiatives (Sections 4 and 5) of the Master Plan. Direction is also provided for tracking the progress of implementation, and for reviewing and updating the Master Plan.

A number of current and emerging factors were identified during the research, consultation and development of this Master Plan that will impact its implementation and future outcomes. These are:

- The need for flexibility to respond effectively and in a timely manner to evolving changes including an aging population, aging facilities infrastructure, cultural diversity, environmental, compliance and other factors;
- Evolving trends, standards and best practices affecting policies intended to direct the acquisition, design, development, promotion, use and maintenance of parks, recreation and culture assets, infrastructure and programming; and,
- Capital and operating funding constraints that will continue to require City leadership and facilitation of community engagement and collaborative approaches as a basis to support a stronger and more sustainable community-based parks, recreation and culture services delivery model, and the prioritization of activities and investments for the long term.

In this context, the recommended implementation program should be considered in the City's capital planning and annual budgeting process. The actual timing, funding and directive to proceed with specific actions is subject to the results of those deliberations and as authorized by Council. Availability of partnership and funding opportunities related to community fundraising, grant programs, joint ventures and other sources for specific action items may alter the timing and other details for the recommended actions.

In the event that changes to identified action items and/or new action items are identified, reference should be made to sections 2 and 3 of the Master Plan to ensure the changes are consistent with the Master Plan's Foundation and Service Delivery Policies. The Situational Analysis Report should also be referenced as an information resource documenting the results of related research, consultation and analysis as well as trends, strategies and best practices.

6.2 IMPLEMENTATION SCHEDULE

There are a number of recommendations that have direct associated capital costs and/or other resource requirements and related timing/scheduling considerations. These recommendations are summarized in the following Implementation Schedule, outlining the recommendation, the potential funding and resource requirements and the proposed timing for implementation. The first three years of the Plan (2019 to 2021) are shown individually, followed by the next two years (2022 & 2025) aggregated, then the subsequent five year period (2024 to 2028) also aggregated. Finally recommendations that may not require implementation until beyond ten years are outlined. This aggregation reflects that the specific timing of the actions recommended for implementation beyond the next 2 to 3 years should be determined based on further information generated from earlier initiatives and/or as needed based on related triggering events (e.g. acquisition of additional parkland as new development occurs).

As identified in the Schedule, there are some recommendations that will have capital costs or other potential resource requirements that are to be determined. In some cases, these costs will be identified as a result of further more comprehensive surveys and evaluations.

Where possible, the estimated capital expenditures in the Master Plan (including the net non-DC eligible cost for park development) are identified for the duration of the Master Plan. In many cases the capital costs for specific implementation items will arise out of the further studies and more detailed planning and feasibility analysis recommended in this Master Plan, and as such, the related capital costs are noted as to be determined.

| Recommendations Implementation Chart | | Years | | | | | | |
|---|--|---|------|------|------|-----------------------|----------------------|----------|
| | | Potential Funding / Resource Requirements | 2019 | 2020 | 2021 | Up to 5 Years 2022-23 | Next 5 Years 2024-28 | 10 Years |
| 4.4 | Park Programming & Use | | | | | | | |
| 4.5 | Sports Fields | \$2,500,000 | | | | | | |
| 4.6 | Playgrounds | (included in 4.2) | | | | | | |
| 4.7 | Multi-Use & Sport Courts and Greens | (included in 4.2) | | | | | | |
| 4.8 | Other Outdoor Recreation Facilities | TBD | | | | | | |
| 4.9 | Community Trails | | | | | | | |
| | Active Transportation & Trails Implementation Plan | \$75,000 | | | | | | |
| | Community Trails Development & Asset Management | TBD | | | | | | |
| RECREATION AND CULTURE PROGRAMS AND FACILITIES | | | | | | | | |
| 5.1 | Recreation Programs - Annual Marketing | \$25,000 | | | | | | |
| 5.2 | Cultural Services | \$75,000 | | | | | | |
| | Arts and Culture Master Plans | | | | | | | |
| 5.3 | Festivals and Special Events | \$25,000 to \$50,000 | | | | | | |
| 5.4 | Recreation Facilities Asset Management Plan | | | | | | | |
| | Reinvestment Plan | \$25,000 | | | | | | |
| | Annual Capital Contribution | TBD | | | | | | |
| 5.5 | Arenas and Future Indoor Soccer Facility | | | | | | | |
| | Future Recreation Centre | TBD | | | | | | |
| | Germain Arena Repurposing Feasibility Assessment | \$50,000 | | | | | | |
| 5.6 | Municipal Gymnasium and Community Centres | | | | | | | |
| | Feasibility Study / Business Plan | \$50,000 | | | | | | |
| | Gymnastic Capital Cost | TBD | | | | | | |
| 5.7 | Aquatic Facilities | | | | | | | |
| 5.8 | Beer Garden and Waterfront Animation | | | | | | | |
| 5.9 | Facility Development and Operating Agreements | TBD | | | | | | |
| 6.1 | Master Plan Review Process | TBD | | | | | | |

- Notes: 1 Identify waterfront and natural areas acquisition priorities and targeted locations as part of Waterfront Master Plan Update and Urban Forest Management Plan.
- 2 Up to 2 new Community Parks and 5 to 7 Neighbourhood Parks / Parkettes / Urban Greens / Linkages in Secondary Plan Areas 1 and 2; and opportunity-based development of Parkettes / Urban Greens / Linkages in intensification areas.
- 3 Parks Renewal / Rehabilitation estimate excludes park buildings which are included in Recreation Facilities Asset Management Plan (5.4) annual capital contribution to be determined based on Reinvestment Plan; update Asset Management Plan to further define renewal/rehabilitation costs for parks and related outdoor recreation facilities.

6.3 OPERATING IMPACTS

The operational impacts of the Master Plan's implementation will include the following:

- Recommendations associated with policies and strategies that need to be developed and integrated with current practices. Many of these will not have an immediate or directly measurable financial impact on operating or capital costs;
- Opportunities for shared costs accruing from proposed partnership, joint venture and community support initiatives that may result in reduced capital and operating costs for the City and offer new opportunities for recreation and culture services; and,
- Policy-driven reallocation / additions for some Department resources that may create some efficiencies.

The recommendations which will include direct operating revenue and cost implications include:

- Enhanced community engagement and the facilitation / leadership role undertaken by the City has the potential to increase revenues through facility bookings and thereby reduce net operating costs.
- The proposed program, services and facility user fees assessments will result in net revenue increases (including potentially capital cost surcharges), thereby reducing net operating costs.
- New park development and the City's expanding and changing inventory of public trees, gardens, turf and outdoor recreation facilities will continue to require some additional operational resources (e.g. staffing, equipment) and maintenance expenses to proactively monitor, inspect and sustain these resources.
- New or improved indoor and outdoor recreation facilities and operations facilities, such as a municipal gymnasium, sports fields and parks operations centre and horticultural greenhouses, will have associated ongoing operational costs associated with staffing, maintenance and utility costs, while providing opportunities to create operational efficiencies through facility design and sustainability measures, consolidated facilities and updating/replacement of aged facilities.
- Additional trails developed, as well as increased service to existing trails (such as winter maintenance) to support both year-round recreational use and active transportation would require some additional annual maintenance. This produces off-setting benefits related to supporting active and healthy lifestyles and reducing travel demands by car.

- Natural Areas acquired by the City require ongoing management and conservation activities which vary based on the type and sensitivity of natural area and level of public access. The health of Natural Areas and the environmental benefits offer several cost benefits related to “ecosystem services”, reducing hard infrastructure costs for drainage/stormwater management, water filtration, and basic life support systems (clean air, water, land, etc.).
- If additional programs and facilities are developed as a result of an identified need and feasible business case, they will have associated operating costs which may be offset by related revenues / user fees.

Operating cost impacts are an important aspect of the Master Plan and they will evolve on an incremental basis as recommendations are implemented. Many of the policy recommendations, particularly those related to parkland dedication and community and partnership support may result in reduced costs and increased revenues. The overall effect on operating costs is not anticipated to be a significant constraint on the implementation of Master Plan recommendations, but need to be assessed within the limitations of the operating budget of the City. These costs need to be balanced against the City’s objective to invest in and support a broad array of parks, recreation and culture facilities and services to serve the diverse community needs and the City’s economic development initiatives.

From a staffing perspective, the following change considerations will need to be assessed and potentially implemented in meeting the directions and outcomes of the Master Plan:

- Manager of Recreation and Planning, along with the programming personnel to intensify their efforts on community development and special events activities as outlined in Recommendations 3.2, 3.3, 3.4, 3.8 and 5.3.
- The potential need for additional staffing depending on the outcomes of the Germain Arena Repurposing Feasibility Study and Business Plan, and for a possible municipal gymnasium, as well as for a new recreation complex if it were developed in the long term.
- The potential use of more seasonal staff for grounds maintenance associated with parks, trails and open space systems to overcome some of the exiting workload challenges that result from an older aged workforce, increased compliance and safety requirements, and related operational considerations.
- Consider the potential need for additional operations staff when additional parks, open spaces and trails are developed over time.

6.4 MASTER PLAN REVIEW

The Parks, Recreation and Culture Master Plan is a living document and as such reflects the current and anticipated operating environment. Over time, unanticipated changes will necessitate revisions to the Master Plan. The following Master Plan review process is proposed to deal with these changes.

Recommendation 6.1 Master Plan Review Process

That the Department report to Council and the community annually on the progress being made on the implementation of the Master Plan's recommendations and intent based on Council approvals.

That the Master Plan be updated annually, specifically the implementation components, in order to maintain a current listing of capital and operating initiatives and as a progress tracking tool for staff and Council, and to support information updates to the community.

That at the fifth anniversary of the plan, planning sessions / workshops be held to review more comprehensively the recommendations with respect to changes in the fiscal, demographic, environmental, and legislative operating environment. Modifications to the Master Plan may be made to reflect changing municipal strategic priorities and the impact of recommendations previously adopted.

That at the tenth anniversary, a Master Plan Update be prepared to assess the direction of the plan relative to municipal key strategic objectives and determine if changes in the operating environment require changes in the Master Plan's direction.

APPENDIX I

December 5, 2018 Public Workshop and Online Survey Input Summary

**Sarnia Parks Recreation and Culture Master Plan
December 5, 2018 - Public Workshop and Online Community Survey**

The following points summarize the results of the Community online survey input received regarding the draft Parks, Recreation and Culture Master Plan for the City of Sarnia, as well as the comments received from the Community Workshop held December 5, 2018 at the Bluewater Arena Complex at which forty-seven residents attended. (Note; the number beside a comment indicates that the same comment was made by a number of people)

1. What are the main items, recommendations that you like and / or support in the draft master plan?

- Support more joint ventures (3)
- Reclaim Bright's Grove Beach (3)
- Provide more dedicated tax funding for parks recreation services (2)
- Provide more pickle ball courts (2)
- Like the focus on sharing facilities
- Like the idea of animation of existing facilities / waterfront
- Support a community gymnasiums development
- Support bike lanes development
- Support improvements to arenas as a priority
- Master plan is a good document.
- Consideration should be given to an indoor sports dome. The facility could be used for indoor volleyball, tennis, golf driving range etc. This would keep people active in Sarnia during the winter months.
- Overall it is a comprehensive plan. But there are significant gaps. It is specifically focused on arenas and sporting facilities more than community centres and culture.
- Accessibility and continued care of the parks is well highlighted
- I think supporting existing not for profits and voluntary – based organizations is important. Establishing online volunteer or volunteer centre through the City of Sarnia and establish a volunteer lead snow removal initiative.
- I believe the dog park plan is important for a city like Sarnia. I would consider reviewing opportunities for indoor parks for the winter season as other municipalities have done

- Encourage large scale community events to take place in our City, possibly on the waterfront
- Repurposing of Germain Arena as an indoor soccer facility is good but make it multipurpose. Would be important to play tennis and improve tennis facilities for Sarnia.
- Addressing the natural environment is key, as this addresses overall public health and can mitigate many effects of climate change. For example, green infrastructure encourages outdoor physical activity, social cohesion, mental well-being and traffic calming and can mitigate the effects of heat islands

2. What areas of concern or issue do you have with the draft Master Plan?

- No beer garden in Centennial Park
- Regarding a new indoor facility assume capital funding what is the operating cost?
- Waterfront shoreline protection should be included
- Expand Kennewick Park
- Reconsider allocation of soccer fields (2)
- Too much focus on organized activities
- Concern about splash pads in Sarnia when seniors population is increasing.
- Where will we get money for all of this?
- Provide better arenas
- Sections 5.1, 5.2, 5.4 and 5.9 do not acknowledge the Faithorne House which includes a Gallery in the Grove and the Bright's Grove library. The Lawrence House is mentioned many times. Gallery volunteers have been advocating for an accessibility lift for 20 years. An accessibility lift would allow the organization to provide more extensive community art programming. The Gallery works closely with the library and the library staff utilized gallery space for demographics who can access the stairs. The Gallery offers free programming to over 800 Grade 6 students on an annual basis and has awarded over \$120,000 in scholarships to high school students. We also showcase local and regional artists from around Ontario.
- Pathways in our parks need maintenance particularly around Canatara Park.
- There is a huge need for an indoor sports field facility for soccer and other sports uses in Sarnia. 200 to 300 people have to travel to London for this.

- One item I would like to bring to your attention relates to the parks deemed surplus. In the public meeting, the criteria was outlined to identify the eight potential surplus parks on the map handed out. Centennial Parkette is one of the possible surplus parks. Centennial Parkette in part has 2.4 ha of significant woodland identified in the Sarnia Official Plan as natural areas type B. Lambton County Official Plan calls for the protection of woodlots as does the provincial policy statement. A subdivision was proposed in this Woodland and was rejected by Council at the November 5, 2018 meeting. This woodland is part of the Huron Shore flyway and is one of only 2 remaining natural areas between Canatara Park and Murphy Road. I don't think the draft Master Plan took this factor into consideration when calling Centennial Parkette possibility surplus. I also understand an Urban Forest Management Plan is being developed which may integrate with the Parks Master Plan in order to preserve what's left of our woodland tree canopy

3. What additional topics were areas of improvement would you like to see in the draft Master Plan?

- The overall vision for parks should come from public input and from the adjacent neighbourhood.
- Consider the impact of climate change on our Parks
- Reclaim Bright's Grove Beach (4)
- Consideration should be given by the City of Sarnia to operate its own golf course. Golf is not covered in the Parks, Recreation and Culture Master Plan. The Bright's Grove Golf Course is currently shut down and might be up for development. The City should consider operating this golf course.
- Would like to see outdoor ice rink at Centennial Park (2)
- I would like to see more parking spaces available for Germaine Park. Perhaps consider increased parking near the arena (2)
- Improve soccer field amenities
- Indoor sports facility for all residents.
- The draft Master Plan emphasizes strengthening existing partnerships. As President of the Sarnia Tennis Club we have approached the Parks and Recreation Department with a couple of suggestions for improving the existing license agreement, improvements that cost the City nothing but help secure the Club's future. These suggestions have not been acted upon yet. In order for a partnership to work both sides must actively work to strengthen and preserve the partnership.
- I think installing water drinking stations at convenient locations would be attractive from a foot traffic standpoint. It would encourage the use of non-disposable bottles and reduce unnecessary trash

- Again there could be more focus on green spaces (such as trees) is in a public health asset. Trees have numerous benefits such as increasing physical activity levels (thereby decreasing obesity), increasing mental well-being and mitigating effects of extreme heat.

4. Other Comments

- Keep only those facilities that we can afford to maintain
- Please make the nature trail safer to walk late at night by adding partially or fully solar powered lighting. We need to do better maintenance of the tennis court on Indian Road near Food Basics. Finally shuttle service needs to be provided once again to entertainment facilities like Hiawatha horse Park
- When the YMCA was built there should've been an indoor running track put in. It seems that smaller cities have these running tracks, why not Sarnia? Facility should be multipurpose to expand use.
- We would like the City, as part of the Master Plan, to consider connecting the Sarnia Tennis Club clubhouse to the nearby sanitary sewer as opposed to us continuing to service a problematic septic tank.

APPENDIX II

Situational Analysis Report Excerpt 9.3 Strategic Themes

9.3 STRATEGIC THEMES

The following strategic themes have been identified from the research, consultation and observations. They will be utilized to support the development of the City of Sarnia Parks, Recreation and Culture Master Plan.

- The need to respond effectively from a services planning perspectives, to a stable, possibly slightly growing population for at least ten plus years, a population that is also aging and may culturally diversify. These trends will have impacts on activity preferences, participation levels and use of facilities.
- A prevailing question from the consultation and other services as to whether there are too many small parks and open spaces, and that there may be a need to rationalize their numbers in order to move to quality over quantity perspectives.
- How to effectively build on the strengths of Centennial and Canatara Parks in terms of reinvestment, new ideas and being even stronger focal points for both residents and tourists.
- The significant challenges with change that is occurring in neighbourhoods as some age and they experience facility closures, such as Jackson Park, Kinsmen Centre, or new resources are added such as bike lanes and other change initiatives occur.
- The potential need for facility and site consolidations and efficiencies as there are limited resources or ability to pay for ongoing venue and park capital maintenance due to the limited to no growth in property assessment, or periods where there is a negative tax revenue increase.
- The aging facility asset management issues, and the lengthy period of limited reinvestment, creating a need for approximately \$1 million plus a year over the next thirty years.
- The need to determine the future of Jackson Pool and Germain Arena, as to their need and the costs associated with these currently closed facilities.
- The limited capital revenues available to the municipality internally, that will likely place the future facilities focus on capital rehabilitation and less on new facilities development, though some park development opportunities may exist via reserves availability.
- What are the opportunities to look at naturalization, new income streams, naming rights, partnerships and other strategies that could reduce costs and / or increase revenues?
- How to position user fees within a policy framework and set of principles, as well as to whether to place an increased responsibility on users rather than taxpayers to pay for these services?

- How to further develop the City's services delivery model of providing primarily facilities and venues, and enhancing direct supports to better sustain community service providers' abilities as the main program providers in Sarnia?
- Determining the preferred organizational structure and staffing resources necessary to fulfill the directions, strategies and specific recommendations of the Master Plan.
- How to ensure evolving culture services and environmental stewardship roles and capacities are addressed as trends and priorities emerge in these service sectors?
- To create greater understanding and capacity to collect, analyze and apply demographic, user and financial data to support recommendations, decision-making and outcomes / benefits evaluations.

APPENDIX III

City of Sarnia Parkland Classification Systems and Acquisitions Framework

City / Regional Destination Parks

City/Regional Destination Parks include larger, specialized or unique parks of city-wide significance, including major multi-use active recreation parks and passive recreation parks with features recognized as key landmarks and destinations. These parks generally serve the broadest level of public access and support recreational, social and economic functions for the entire city and surrounding region, and are key tourism venues and attractions. In this category, major multi-use recreation parks have the highest volume and intensity of use and level of facility development.

**City/Regional Destination Parks may also serve as local area Community Parks and/or Neighbourhood Parks, may incorporate Natural Areas, and in waterfront locations are also classified as Waterfront Parks.*

Current Inventory:

| | |
|------------------|----------------------------------|
| No. of Sites: | 13 |
| Total Area: | 106.7 ha |
| Provision Level: | 1.5 hectares per 1,000 residents |

Targets

| | |
|------------------|--|
| Optimal Size: | Min. 8 hectares / varies |
| Service Area: | City-wide / Regional |
| Provision Level: | Maintain existing inventory; no additional land acquisition expected to be required unless opportunity arises to expand existing sites |

Planning and Management Objectives

- Provide major greenspace destinations as city-wide focal points and regional attractions supporting multi-recreational, social, cultural and/or specialized activities
- Facilitate broad-based participation in outdoor recreation and diverse social and cultural activities and events
- Provide venues for historic/cultural artifacts that celebrate city heritage and the arts
- Create visual landmarks that enhance urban form and city identity, and inspire civic pride
- Balance natural, manicured and hard-surface areas and facilities for diverse activities
- May contain naturalized heritage features that should be protected
- Design for universal/barrier-free access and user safety
- Promote access by transit, cycling and walking and address parking needs
- Integrate sustainability features, including facilities that support reduced energy and water consumption and materials (LID)

Location / Access & Acquisition Guidelines

- Connected to pedestrian and cycling network
- On or near public transit route(s)
- Along or near major/arterial roadway(s)
- Align with indoor recreational facilities
- May be integrated with natural features/areas
- Opportunity-based and targeted acquisition for expansion of existing park sites if needed for improved or expanded park functions/capacity

Potential Facilities and Activities

- Passive recreation parks with specialized/ unique features and city landmarks such as horticultural gardens/displays, landscape and water features, historic sites/buildings/ monuments, memorials, public art, community gardens, special event facilities, seating/ tables, recycling and waste receptacles
- Major multi-use active recreation parks with facilities such as outdoor sports fields, paved multi-courts, play structures, splash/spray pads, passive open space, trails, pathways, extreme sport venues, lighting, shelters, signage, seating/tables, washrooms, first aid/emergency response facilities, bike racks, parking and accessibility supports
- Potential activities include outdoor sports, water play, walking/hiking, running/jogging, cycling, nature appreciation, bird watching, fishing, education, photography, hiking, skiing, snowshoeing, skating, special events/ festivals, memorial services, outdoor theatre/ entertainment and other cultural activities, education on natural heritage, culture and history

Programming and Use

- In accordance with City By-laws
- May include fee-based, controlled access facilities and special event venues, and non-programmed / free use facilities
- Incorporate year-round use opportunities
- Restrict to non-motorized access and use except for accessibility/mobility aids and vehicles where permitted in parking areas

Waterfront Parks

Waterfront Parks provide public access to or views of the St. Clair River and Lake Huron for active and passive recreation that may include a range of water and/or shoreline activities. The scale and level of facility development, activities, functions and intensity of use vary from large waterfront destinations with public beach areas, multi-use and special event facilities, to waterfront trail corridors and open spaces of varying lengths and widths, to small access points at the end of road allowances.

**Waterfront Parks may also be part of City/Regional Destination Parks and may serve as Community Parks and/or Neighbourhood Parks for the surrounding area, and integrate Natural Areas.*

Current Inventory:

| | |
|------------------|----------------------------------|
| No. of Sites: | 14 |
| Total Area: | 45.0 ha |
| Provision Level: | 0.63 hectare per 1,000 residents |

Targets

| | |
|------------------|--|
| Optimal Size: | Varies by location |
| Service Area: | Varies from neighbourhood / community to city-wide / regional |
| Provision Level: | 1 future location (Mission Park); acquire additional waterfront land where supported by the parkland acquisition framework |

Planning and Management Objectives

- Provide public access to shoreline areas, safe water entry points and views of the lake and river
- Create local destinations that support and promote tourism and economic development
- Facilitate broad-based participation in outdoor recreation and diverse social and cultural activities and events in waterfront environments
- Provide venues for historic/cultural artifacts that celebrate local heritage and the arts
- Create visual landmarks contributing to enhanced community form, identity and pride
- Balance natural, manicured and hard-surface areas and facilities for diverse activities
- Design for universal/barrier-free access where possible and to maximize user safety
- Promote access by walking, and cycling and/or transit where possible, and address parking needs
- Integrate sustainability features, including facilities that support healthy shoreline environments and reduced energy and water consumption and materials (LID)

Location / Access & Acquisition Guidelines

- Banks and shorelines of the river and lake
- Connected to pedestrian and cycling network
- On or near public transit route(s), where possible
- Along or near arterial or collector roadway(s), where possible
- Accessible for emergency response

- May be integrated with natural features/areas
- Opportunity-based and targeted acquisition

Potential Facilities and Activities

- Potential facilities include those for shoreline and in-water and/or on-water recreational activities such as beaches, swimming areas, boating and docking facilities, fishing, pathways/ trails, parking, bike racks, washrooms, shelters, etc.
- Potential activities include swimming and water play at beaches and permitted swimming areas, canoeing/kayaking, boating/sailing, walking/ hiking, running/jogging, cycling, nature appreciation, bird watching, fishing, education, photography, hiking, special events/ festivals, outdoor theatre/ entertainment and other cultural activities

Programming and Use

- In accordance with City By-laws
- May include fee-based, controlled access and non-programmed / free use facilities
- Maintain primarily for seasonal use, promote year-round use where facilities provided
- Restrict to non-motorized access and use except for designated marina facilities, docks and boat launches, accessibility/mobility aids and vehicles where permitted in parking areas

Community Parks

Community Parks are multi-use active and passive recreation parks with facilities to support formal and informal activities and amenities for multiple neighbourhoods. Linked to their surrounding residential neighbourhoods, these parks are primarily intended for organized and unstructured outdoor sports and activities at the community level with supporting facilities and amenities for a volume and intensity of use that are compatible with the surrounding residential area, and may also host limited city-wide or regional activities such as sports and special events tourism.

**Community Parks may also serve as Neighbourhood Parks.*

Current Inventory:

| | |
|------------------|-----------------------------------|
| No. of Sites: | 15 |
| Total Area: | 40.4 ha |
| Provision Level: | 0.56 hectares per 1,000 residents |

Targets

| | |
|------------------|--|
| Optimal Size: | Min. 2 ha up to 8 ha |
| Service Area: | Multiple neighbourhoods |
| Provision Level: | Maintain existing inventory; Acquire land for 2 new parks, 4-6 ha total; align with indoor facilities where possible |

Planning and Management Objectives

- Provide community focal points for a range and mix of active and passive outdoor recreation for multiple neighbourhoods
- Facilitate broad-based participation in outdoor recreation and diverse social and cultural activities and events
- Consolidate active recreation facilities (sports fields) in locations that are accessible at a community-level with multi-use opportunities
- Provide venues for historic/cultural artifacts that celebrate local heritage and the arts
- Create visual landmarks contributing to enhanced community form, identity and pride
- Balance natural, manicured and hard-surface areas and facilities for diverse activities
- Design for universal/barrier-free access and user safety
- Promote access by transit, cycling and walking and address parking needs
- Integrate sustainability features, including facilities that support reduced energy and water consumption and materials (LID)

Location / Access & Acquisition Guidelines

- Central to service area population
- Connected to pedestrian and cycling network
- On or near public transit route(s)
- Along or near arterial or collector roadway(s)
- Align with indoor recreational facilities / schools, where possible
- May be integrated with stormwater management facilities

- May be integrated with natural features/areas
- Acquisition primarily through parkland dedications by development / parkland funds based on growth-related requirements and provision level target

Potential Facilities and Activities

- Potential facilities include outdoor sports fields, paved courts, play structures, splash/spray pads, passive open space, trails, pathways, lighting, shelters, signage, seating/ tables, special events facilities, landmarks, monuments, memorials, public art, community gardens, landscape and water features, recycling and waste receptacles, washrooms, first aid/emergency response facilities, bike racks, parking and accessibility supports
- Potential activities include outdoor sports, water play, walking/hiking, running/jogging, cycling, nature appreciation, bird watching, fishing, education, photography, hiking, skiing and snowshoeing, skating, special events/ festivals, outdoor theatre/entertainment and other cultural activities

Programming and Use

- In accordance with City By-laws
- May include fee-based, controlled access and non-programmed / free use facilities
- Maintain primarily for seasonal use, promote year-round use where facilities provided
- Restrict to non-motorized access and use except for accessibility/mobility aids and vehicles where permitted in parking areas

Neighbourhood Parks

Neighbourhood Parks provide local, walkable access to smaller scale, active and passive outdoor recreational facilities and amenities such as greenspaces, playgrounds and multi-use courts. The volume and intensity of use is appropriate to the neighbourhood context based on the type and density of housing and the park surroundings. Neighbourhood Parks support local access to outdoor recreation within convenient walking range of most households in the area, and enhance neighbourhood design, unity, identity, socialization and pride.

Current Inventory:

| | |
|------------------|----------------------------------|
| No. of Sites: | 32 |
| Total Area: | 36.0 ha |
| Provision Level: | 0.50 hectare per 1,000 residents |

Targets

| | |
|------------------|---|
| Optimal Size: | Min. 0.5 ha to 2 ha |
| Service Area: | Neighbourhood (400m-800m or 5-10 mins. walking distance) |
| Provision Level: | 1.0 hectare per 1,000 residents in new development areas; acquire parkland for 5 to 7 new parks, 4-5 ha total |

Planning and Management Objectives

- Provide local-scale parkland and outdoor facilities serving as neighbourhood focal points supporting recreational, social and cultural activities for a defined residential area
- Facilitate broad-based, day-to-day participation in outdoor recreation and diverse social and cultural activities
- Create visual landmarks contributing to enhanced neighbourhood design, liveability and place-making
- Balance natural, manicured and hard-surface areas and facilities for diverse activities
- Design for universal/barrier-free access and user safety
- Promote access by cycling and walking
- Integrate sustainability features, including facilities that support reduced energy and water consumption and materials (LID)

Location / Access & Acquisition Guidelines

- Central to service area population
- Connected to pedestrian and cycling network
- Prominent street intersections
- May be adjacent to elementary schools

- Acquire parkland for new or expanded Neighbourhood Parks based on growth-related requirements and provision level target, primarily occur through mandatory dedication by development

Potential Facilities and Activities

- Potential facilities include informal outdoor playing fields, paved multi-use courts, playgrounds / play structures, greenspace, trails, pathways, lighting, shelters, signage, seating/tables community gardens, recycling and waste receptacles, bike racks and accessibility supports
- Potential activities include outdoor sports, spontaneous outdoor play, walking, running/jogging, skating and snowshoeing

Programming and Use

- In accordance with City By-laws
- Non-programmed spaces for free public use
- Incorporate neighbourhood year-round use opportunities
- Restrict to non-motorized access and use except for accessibility/mobility aids

Parkettes / Urban Greens / Linkages

Parkettes, Urban Greens and Linkages incorporate a range of scales and types of other forms of public greenspace such as playgrounds, commons, urban plazas, outdoor rooms, terraced / layered parks, linear parks, green streets, corridors and lookouts. These parks are part of the urban fabric, contribute to place-making, connectivity, safety, enhanced streetscapes, aesthetics and city resiliency, and include a variety of places for outdoor play, rest and shade areas, active transportation, and outdoor urban life.

Current Inventory:

| | |
|------------------|----------------------------------|
| No. of Sites: | 31 |
| Total Area: | 21.8 ha |
| Provision Level: | 0.30 hectare per 1,000 residents |

Targets

| | |
|------------------|---|
| Optimal Size: | Parkettes: 0.2-0.5 ha; Other: varies by location |
| Service Area: | Varies (street / neighbourhood) |
| Provision Level: | Maintain existing inventory; Focus acquisition and greening of streets, corridors and other public lands in high density areas |

Planning and Management Objectives

- Provide greenspaces that offer rest and shade areas within the urban environment
- Create people-friendly places for social gathering and outdoor experiences
- Augment local access to playground facilities and passive open space
- Create visual landmarks to enhance streetscapes, connectivity and place-making
- Design for universal/barrier-free access and user safety
- Promote walking and cycling
- Reduce / mitigate hazards such flooding, urban heat islands and pollution
- Integrate sustainability features, including facilities that support reduced energy and water consumption and materials (LID)

Location / Access & Acquisition Guidelines

- Parkettes: along residential blocks/trails or stormwater management facilities with street frontage(s) where possible
- Urban Greens:
 - Commons: central, 100% street frontage where possible
 - Lookouts: high elevation points providing interesting or scenic views
 - Urban Plazas: downtown core / mixed use / high density areas

- Linkages: linear parks, greenspace connections to and among parks, open spaces and trails and other linear greenspaces within or along public rights-of-way / active or former rail lines / complete streets / green streets / boulevards / watercourses / valleys and other public open space corridors
- Connected to pedestrian and cycling network

Potential Facilities and Activities

- Potential facilities include informal outdoor playing fields, paved multi-use courts, play structures, passive open space, trails, pathways, lighting, shelters, signage, seating/ tables, community gardens, recycling and waste receptacles, bike racks and accessibility supports
- Potential activities include informal outdoor sports, spontaneous outdoor play, social gathering, walking, running/jogging, cycling, cross-country skiing, skating

Programming and Use

- In accordance with City By-laws
- Non-programmed spaces for free public use
- Incorporate neighbourhood year-round use opportunities
- Restrict to non-motorized access and use except for accessibility/mobility aids and permitted vehicles within complete streets / green streets

Natural Areas

Natural Areas include land owned or managed by the City primarily intended to be preserved in a natural state, such as forests, wetlands, flood plains, valley lands, meadows and other open space areas to be protected over the long-term. Conservation of Natural Areas supports ecosystem services and the health, sustainability and resiliency of the city environment, access to nature, trails, passive recreation and eco-tourism.

**Natural Areas may stand alone or part of other types of city parks and may include 'naturalization areas' and buffers where agricultural or turf management practices have been discontinued and primary succession is being managed to augment the naturalization process.*

Current Inventory:

| | |
|------------------|----------------------------------|
| No. of Sites: | 9 |
| Total Area: | 133.7 ha |
| Provision Level: | 1.9 hectares per 1,000 residents |

Targets

| | |
|------------------|--|
| Optimal Size: | Natural features plus buffers |
| Service Area: | Varies |
| Provision Level: | Maintain existing inventory; maximize acquisition within sustainable management framework, prioritize waterfront |

Planning and Management Objectives

- Protect and enhance natural ecosystem features, functions for long-term sustainability
- Adopt a conservation-first approach with public access for compatible recreational and educational activities where sustainable
- Promote environmental stewardship, appreciation, education and understanding of the natural environment and awareness of environmental issues throughout the city
- Support linkages and corridors that connect the natural heritage system and provide opportunities for contiguous public open space and access along the St. Clair River and Lake Huron shoreline areas
- Balance facility provision and accessibility supports with site-based constraints

Location / Access & Acquisition Guidelines

- Maximize access to natural areas, locations, connectivity and provision levels
- Maintain/enhance existing natural areas, acquire additional natural areas and re-introduce the natural environment into the urban area, where possible within the City's financial and resource management capacity
- Secure key waterfront lands along the St. Clair River and Lake Huron (see *Waterfront Master Plan*)
- Targeted and opportunity-based acquisition of significant areas may occur through land donation, development dedication, conservation easements, land exchanges or purchase

Potential Facilities and Activities

- Vary depending on sensitivity and vulnerability of the area to human use
- Limit access, facilities and activities primarily for passive recreation based on natural features
- Potential facilities include trails, interpretive/educational/way-finding signage, tables, benches, recycling/waste receptacles, parking and washroom facilities near entrance areas, water access
- Potential activities include walking/hiking, cross country running/jogging, cycling, education, nature appreciation, bird watching, fishing, photography, hiking, skiing and snowshoeing

Programming and Use

- In accordance with City By-laws
- Non-programmed spaces typically free for public access where permitted
- Programmed areas for outdoor education and stewardship activities and programs may be free or on a fee-basis
- Incorporate year-round use opportunities where permitted based on sensitivity of the natural area
- Restrict to non-motorized access and use except for accessibility needs for persons with disabilities where permitted based on sensitivity of the natural area

Appendix III: City of Sarnia Parkland Classification System and Acquisition Framework

Parkland Acquisition Framework

| | | | | | | | |
|--|--|--------|---|-------------------------------------|---|--|--|
| <p>1. Maximize Supply of Parkland based on Sustainable Operational Model, Tiered Methods of Acquisition</p> | <p>a) Secure additional parkland to maximize the supply, within the City’s capacity to allocate corresponding resources using a scalable and sustainable parks operational model, based on the following hierarchy of acquisition tools, where applicable:</p> <table border="1" data-bbox="511 415 1414 978"> <tr> <td data-bbox="511 415 699 562">Tier 1</td> <td data-bbox="699 415 1414 562"> <ul style="list-style-type: none"> • Parkland dedication from development; • Donations, land trusts and conservation easements¹; • Grants, partnerships and funding agreements; </td> </tr> <tr> <td data-bbox="511 562 699 848">Tier 2 (if Tier 1 not available)</td> <td data-bbox="699 562 1414 848"> <ul style="list-style-type: none"> • Direct purchase using funds received by the City in lieu of parkland dedication, or other special reserves established for the planned acquisition of parks; • Land exchange; • Sale of parklands that are surplus to local/community needs to fund new parkland acquisition in higher priority locations with unmet needs; </td> </tr> <tr> <td data-bbox="511 848 699 978">Tier 3 (if Tier 1, 2 not available)</td> <td data-bbox="699 848 1414 978"> <ul style="list-style-type: none"> • Direct purchase, where no other means of parkland securement is available, using other City funds. </td> </tr> </table> | Tier 1 | <ul style="list-style-type: none"> • Parkland dedication from development; • Donations, land trusts and conservation easements¹; • Grants, partnerships and funding agreements; | Tier 2 (if Tier 1 not available) | <ul style="list-style-type: none"> • Direct purchase using funds received by the City in lieu of parkland dedication, or other special reserves established for the planned acquisition of parks; • Land exchange; • Sale of parklands that are surplus to local/community needs to fund new parkland acquisition in higher priority locations with unmet needs; | Tier 3 (if Tier 1, 2 not available) | <ul style="list-style-type: none"> • Direct purchase, where no other means of parkland securement is available, using other City funds. |
| Tier 1 | <ul style="list-style-type: none"> • Parkland dedication from development; • Donations, land trusts and conservation easements¹; • Grants, partnerships and funding agreements; | | | | | | |
| Tier 2 (if Tier 1 not available) | <ul style="list-style-type: none"> • Direct purchase using funds received by the City in lieu of parkland dedication, or other special reserves established for the planned acquisition of parks; • Land exchange; • Sale of parklands that are surplus to local/community needs to fund new parkland acquisition in higher priority locations with unmet needs; | | | | | | |
| Tier 3 (if Tier 1, 2 not available) | <ul style="list-style-type: none"> • Direct purchase, where no other means of parkland securement is available, using other City funds. | | | | | | |
| <p>2. Parkland Dedication</p> | <p>a) The dedication of lands for parks or other public recreational purposes should be required as follows:</p> <ul style="list-style-type: none"> • 2% of the area of the lot where development/redevelopment is for commercial or industrial purposes; • 5% of the area of the lot where development/redevelopment is for residential purposes; • 1 hectare per 300 dwelling units, or 33.3 square metres per dwelling unit, where residential development exceeds a density of 15 units per hectare; • For mixed use development, parkland dedication should be calculated based on the proportionate ratios above for each use and added together to determine the sum of total parkland required. <p>b) The following policies should be considered by the City, to promote and facilitate residential intensification at higher densities in the downtown and other planned intensification areas, as may be incorporated in the City’s Official Plan and Parkland Dedication By-law:</p> <ul style="list-style-type: none"> • Policies that cap the required parkland dedication to not exceed 25% of the lot area and the required cash-in-lieu of parkland to not exceed 25% of the value of the lot; • Policies that provide for potential reductions in the amount of cash-in-lieu of parkland required for redevelopment projects that meet sustainability criteria, in accordance with Subsection 42(6.2) of the Planning Act. | | | | | | |

¹ Conservation easements are legal instruments registered on title to property or portions of property, by agreement between the landowner and a conservation body (e.g. City, Conservation Authority), that establish permitted and restricted land uses and other terms related to the conservation and management of the land area and related natural features and ecological functions.

Appendix III: City of Sarnia Parkland Classification System and Acquisition Framework

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|--|---|
| <p>3. Cash-in-Lieu of Parkland and Acquisition Alternatives</p> | <p>a) The circumstances where the City may accept cash-in-lieu of the dedication of parkland by development, as well as the determination of the value of the land that would otherwise be dedicated as the basis for the payment amount, should continue to be governed by the City’s Official Plan and Parkland Dedication By-law, and in accordance with the Planning Act.</p> <p>b) Pursuant to the Planning Act (s. 42(6.01)), where the alternative dedication rate is applied to residential development, the required cash-in-lieu payment is to be calculated at a rate of 1 hectare for each 500 dwelling units proposed or at such lesser rate as may be specified in the Parkland Dedication By-law.</p> <p>c) Where the acquisition of parkland is planned for an area based on evident needs and the provision standards of the Master Plan, but mandatory parkland dedication(s) by development would yield a park that is insufficient in size or shape for the intended park function(s), the City should consider acceptance of cash-in-lieu of parkland in conjunction with the following alternative strategies:</p> <ul style="list-style-type: none"> • Use of the parkland funding, along with land acquisition by other means as outlined in #1 above, if necessary, to secure a sufficient land base that will satisfy the park’s functional requirements and identified or anticipated community needs within the same general area; • Opportunities to enhance public access and/or capacity of existing parks and/or related outdoor recreational facilities in the area, with growth-related park improvements funded through Development Charges and/or funds received in lieu of parkland, where possible; • Other opportunities to enlarge the total parkland and public open space available in the area, through co-location with other lands, such as school sites and/or storm water management facilities, and/or alongside publicly accessible natural areas, corridors and other open spaces; • If none of the above are feasible, consider alternatives to public parkland, such as semi-public or private outdoor recreational amenities and greenspaces, as part of the planning applications review for the development(s) in the area, which may require implementation through zoning and/or development agreements. <p>d) The use of cash in-lieu of parkland funds should continue to be governed by the City’s Official Plan and Parkland Dedication By-law and in accordance with the Planning Act.</p> <p>e) The City should consider prioritizing the use of the parkland funds as follows:</p> <ul style="list-style-type: none"> • First – Acquiring new parkland and/or improving existing Neighbourhood Park(s) accessible to the local area being developed; • Second – Acquiring new parkland and/or improving existing Community or City/Regional Destination Park(s) accessible to the local area being developed; • Third – Investing in recreation buildings/indoor recreational facilities or acquisition of machinery for park or other public recreational purposes. <p>f) The City should continue to report annually on the amount of, and use of, the parkland funds, in a financial statement given to Council, as per the Planning Act.</p> |
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Appendix III: City of Sarnia Parkland Classification System and Acquisition Framework

| <p>4. Parkland Provision Levels, Performance Indicators and Criteria</p> | <p>a) The City should review and monitor per capita parkland provision levels on an ongoing basis using the provision level and service area targets recommended in the Parkland Classification System, as a planning and performance indicator and to guide planning for parkland acquisition with land development and population growth.</p> <p>b) Future parkland acquisition should also be guided by the following:</p> <ul style="list-style-type: none"> • Geographic distribution and proximity of access by the population, particularly local access to neighbourhood-level parks; • Providing a balance of active and passive parkland; • Opportunity-based and strategic acquisition of: <ul style="list-style-type: none"> ▪ Land for urban greenspaces, public squares, parkettes, civic and event spaces in the downtown core and other intensification and redevelopment areas; ▪ Waterfront lands, natural and other open space corridors and areas, to create contiguous public open spaces, to expand existing waterfront parks and community parks where possible, and to complete key linkages and connections to create and expand a linked parks, open space and trails system, and; ▪ Land required for specialized facilities that support local, city-wide or regional events, tourism, or specific recreational programs. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|--|----------------------------------|---|------------------------------|------|------|-------------------|--------|--------|--------|--------|--------|-----------------------|-----------------------|-----------------------|--|-------------------------|--|--|----------------|--|--|--|--|-------------------------|----------------|--|--|--|--|------------------------|----------------|---|--|---|--|---|----------------|---|----------------------------------|----------------------------------|------------------------------|--|----------------|--|--|--|--|--|----------------|---|--|--|--|
| <p>5. Future Parkland Estimates</p> | <p>a) The following estimates of the amount of future parkland by type should be considered as a guide for future parkland acquisition, to maintain the recommended provision level standards (hectares / 1,000 population), with forecast population growth:</p> <table border="1" data-bbox="506 1199 1490 1822"> <thead> <tr> <th>Year</th> <th>2016</th> <th>2021</th> <th>2026</th> <th>2031</th> <th>2036</th> </tr> </thead> <tbody> <tr> <td>Population</td> <td>71,594</td> <td>71,569</td> <td>71,934</td> <td>72,300</td> <td>75,143</td> </tr> <tr> <td>Total Parkland</td> <td>5.4 ha / 1,000</td> <td colspan="2">+2.5 to 4.0 ha</td> <td colspan="2">+12.5 to 18.5 ha</td> </tr> <tr> <td>City / Regional Destination Parks</td> <td>1.5 ha / 1,000</td> <td colspan="4"><i>Maintain existing inventory, no additional land acquisition required unless opportunity-based for expansion of existing sites</i></td> </tr> <tr> <td>Waterfront Parks</td> <td>0.6 ha / 1,000</td> <td colspan="4"><i>1 new park location on existing designated parkland (Mission Park), opportunity-based and targeted acquisition based on Official Plan and Waterfront Master Plan, as lands become available</i></td> </tr> <tr> <td>Community Parks</td> <td>0.6 ha / 1,000</td> <td colspan="2"><i>+2 to 3 ha (1 park in Secondary Plan Area)</i></td> <td colspan="2"><i>+2 to 3 ha (1 park in Secondary Plan Area)</i></td> </tr> <tr> <td>Neighbourhood Parks (Target: 1.0 ha/1,000 in new development areas)</td> <td>0.5 ha / 1,000</td> <td>-</td> <td><i>+0.5 to 1 ha (1 park)</i></td> <td><i>+0.5 to 1 ha (1 park)</i></td> <td><i>+3 ha (4-5 parks)</i></td> </tr> <tr> <td>Parkettes / Urban Greens / Linkages</td> <td>0.3 ha / 1,000</td> <td colspan="4"><i>+1 to 1.5 ha total, primarily within intensification areas, plan for smaller park spaces and alternative forms of parkland (urban plazas, greenspace linkages, streetscapes), plus trails in new developments</i></td> </tr> <tr> <td>Natural Areas (excluding Blackwell Trails Nature Park and Wawanosh Wetlands, which are not City-owned parks)</td> <td>1.9 ha / 1,000</td> <td colspan="4"><i>Target +6 to 10 ha total, acquisition as lands become available and targeted acquisition of priority areas (St. Clair River, Lake Huron, unique features and corridors within Secondary Plan Areas).</i></td> </tr> </tbody> </table> <p>SOURCE: 2016 Population data from 2016 Census, Statistics Canada, 2021-2031 population forecast adapted from Sarnia 2018 Development Charges Background Study, Watson & Associates Economists Ltd. 2031-2041 population forecast adapted from 2014 Development Charges Background Study, BMA Management Consulting Inc.</p> | Year | 2016 | 2021 | 2026 | 2031 | 2036 | Population | 71,594 | 71,569 | 71,934 | 72,300 | 75,143 | Total Parkland | 5.4 ha / 1,000 | +2.5 to 4.0 ha | | +12.5 to 18.5 ha | | City / Regional Destination Parks | 1.5 ha / 1,000 | <i>Maintain existing inventory, no additional land acquisition required unless opportunity-based for expansion of existing sites</i> | | | | Waterfront Parks | 0.6 ha / 1,000 | <i>1 new park location on existing designated parkland (Mission Park), opportunity-based and targeted acquisition based on Official Plan and Waterfront Master Plan, as lands become available</i> | | | | Community Parks | 0.6 ha / 1,000 | <i>+2 to 3 ha (1 park in Secondary Plan Area)</i> | | <i>+2 to 3 ha (1 park in Secondary Plan Area)</i> | | Neighbourhood Parks (Target: 1.0 ha/1,000 in new development areas) | 0.5 ha / 1,000 | - | <i>+0.5 to 1 ha (1 park)</i> | <i>+0.5 to 1 ha (1 park)</i> | <i>+3 ha (4-5 parks)</i> | Parkettes / Urban Greens / Linkages | 0.3 ha / 1,000 | <i>+1 to 1.5 ha total, primarily within intensification areas, plan for smaller park spaces and alternative forms of parkland (urban plazas, greenspace linkages, streetscapes), plus trails in new developments</i> | | | | Natural Areas (excluding Blackwell Trails Nature Park and Wawanosh Wetlands, which are not City-owned parks) | 1.9 ha / 1,000 | <i>Target +6 to 10 ha total, acquisition as lands become available and targeted acquisition of priority areas (St. Clair River, Lake Huron, unique features and corridors within Secondary Plan Areas).</i> | | | |
| Year | 2016 | 2021 | 2026 | 2031 | 2036 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Population | 71,594 | 71,569 | 71,934 | 72,300 | 75,143 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Parkland | 5.4 ha / 1,000 | +2.5 to 4.0 ha | | +12.5 to 18.5 ha | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| City / Regional Destination Parks | 1.5 ha / 1,000 | <i>Maintain existing inventory, no additional land acquisition required unless opportunity-based for expansion of existing sites</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Waterfront Parks | 0.6 ha / 1,000 | <i>1 new park location on existing designated parkland (Mission Park), opportunity-based and targeted acquisition based on Official Plan and Waterfront Master Plan, as lands become available</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Community Parks | 0.6 ha / 1,000 | <i>+2 to 3 ha (1 park in Secondary Plan Area)</i> | | <i>+2 to 3 ha (1 park in Secondary Plan Area)</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Neighbourhood Parks (Target: 1.0 ha/1,000 in new development areas) | 0.5 ha / 1,000 | - | <i>+0.5 to 1 ha (1 park)</i> | <i>+0.5 to 1 ha (1 park)</i> | <i>+3 ha (4-5 parks)</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Parkettes / Urban Greens / Linkages | 0.3 ha / 1,000 | <i>+1 to 1.5 ha total, primarily within intensification areas, plan for smaller park spaces and alternative forms of parkland (urban plazas, greenspace linkages, streetscapes), plus trails in new developments</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Natural Areas (excluding Blackwell Trails Nature Park and Wawanosh Wetlands, which are not City-owned parks) | 1.9 ha / 1,000 | <i>Target +6 to 10 ha total, acquisition as lands become available and targeted acquisition of priority areas (St. Clair River, Lake Huron, unique features and corridors within Secondary Plan Areas).</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Appendix III: City of Sarnia Parkland Classification System and Acquisition Framework

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| <p>6. Parkland Minimum Standards of Acceptance</p> | <p>a) The City’s minimum standards for acceptance of land as parkland should continue to be governed by the City’s Official Plan and Parkland Dedication By-law, and based on the following criteria as a guide:</p> <ul style="list-style-type: none"> • The land should be generally flat, well-drained developable land of a suitable shape with no constraints to active park use, seed and landscaped, provided that exceptions should be considered where it can be demonstrated that the natural topography of the land provide unique recreational opportunities and/or design features and will not limit the intended park functions; • Stormwater management facilities should not be accepted as part of the minimum mandatory parkland dedication; however, if land to be dedicated to the City for stormwater management facilities is enlarged beyond the minimum land based required for stormwater management to include additional public open space of recreation value (e.g. trails, linkages, etc.) and/or to enlarge an adjoining park, the City in its discretion may accept the enlarged portion as part of the minimum mandatory parkland dedication; • Hazard lands and sensitive natural features should not be accepted as part of the minimum mandatory parkland dedication except where it can be demonstrated that the parkland needs of the area can be met by existing local parks and/or the acquisition of these marginal lands provides opportunities to enhance access to an existing and sufficient supply of available parks and open spaces in the area; • The conveyance of natural areas and hazard lands should be considered over and above the minimum parkland dedication requirements. |
| <p>7. Waterfront and Natural Areas Acquisition</p> | <p>a) Waterfront open space lands along the St. Clair River, Lake Huron and other natural areas should be acquired into City ownership where this supports enhanced conservation, compatible public access and linkages to the parks, trails, open spaces and water.</p> <p>b) Available means of acquisition, management objectives, public use opportunities and related operating/resource requirements for natural areas should be identified in considering whether acquisition is required.</p> <p>c) The dedication of conservation lands to the City through the development process should not be considered as part of the minimum mandatory parkland dedication required in accordance with the Planning Act, except in the limited circumstances identified in #6 and as governed by the City’s Official Plan and Parkland Dedication By-law.</p> <p>d) Natural areas to be dedicated to the City should be conveyed in a satisfactory condition and with sufficient area for access and proper maintenance.</p> |
| <p>8. Surplus Parklands</p> | <p>a) Where parkland is identified and deemed surplus to the needs of the area based on overlapping service areas, duplication of available parkland and resources, sub-optimal location, changes to the area context or other factors that result in evidence of limited usage, or present opportunities to enhance community use and benefits via revenues to be generated from the sale of the land, any proposed disposition of the surplus land should be evaluated based on the City’s surplus lands policy and the following:</p> <ul style="list-style-type: none"> • Potential needs for re-allocating the land for other City purposes; |

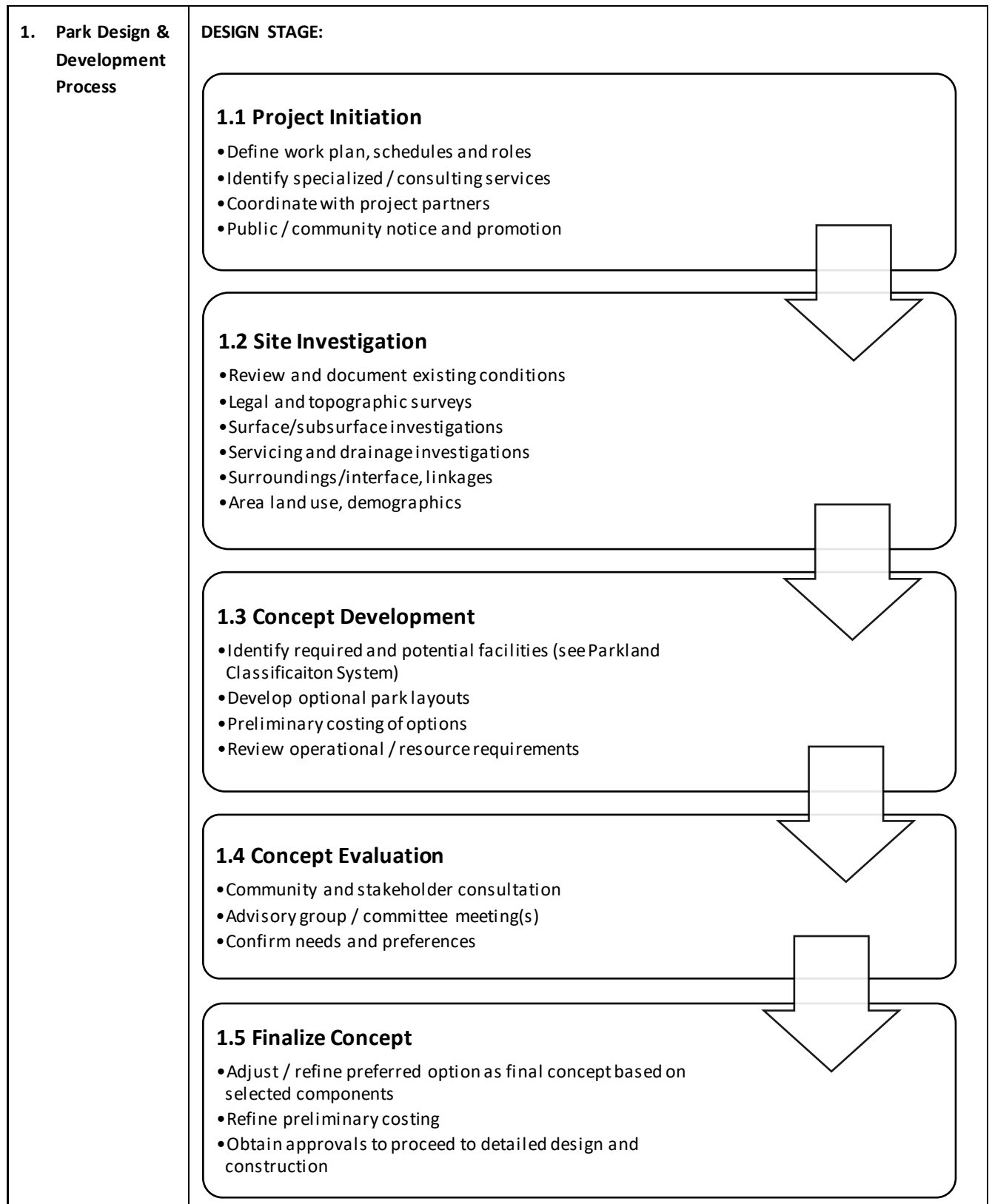
Appendix III: City of Sarnia Parkland Classification System and Acquisition Framework

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| | <ul style="list-style-type: none"> • The land use policies and objectives of the Official Plan as it pertains to the property and surrounding area, and the applicable zoning; • That any revenue to be generated from a proposed sale of the surplus land should be allocated to investments in parks and recreational facilities and programs. |
| <p>9. Collaborative Approaches to Parkland Acquisition</p> | <p>a) Community fundraising, joint ventures and other initiatives to acquire additional parkland should be supported to engage the community in any significant parkland acquisition decision-making process.</p> <p>b) Acquisition of property for parks beyond the provision level standards and targets should only be considered based on a demonstrated community need and benefits, a fit with one or more categories of parks in the Parkland Classification System, and a financial strategy that addresses the capital, operating and long-term maintenance costs.</p> |
| <p>10. Alignment with Schools</p> | <p>a) The acquisition of parks should be coordinated with the appropriate school board to maximize integration between facilities and joint use opportunities, where possible.</p> <p>b) If the closure of school facilities is contemplated by the school board(s), or if land dedicated for new school development is deemed surplus by the School Board, decision-making with respect to potential City acquisition of school sites should consider the service area and provision level targets of this Master Plan in determining how to provide or maintain local access to adequate parks and open space within the area. If available parks and public open space and related outdoor recreation facilities are or will become deficient to meet the current and expected future needs of the neighbourhood/area, consideration should be given to acquiring some or all of the land for parks and recreation purposes.</p> |

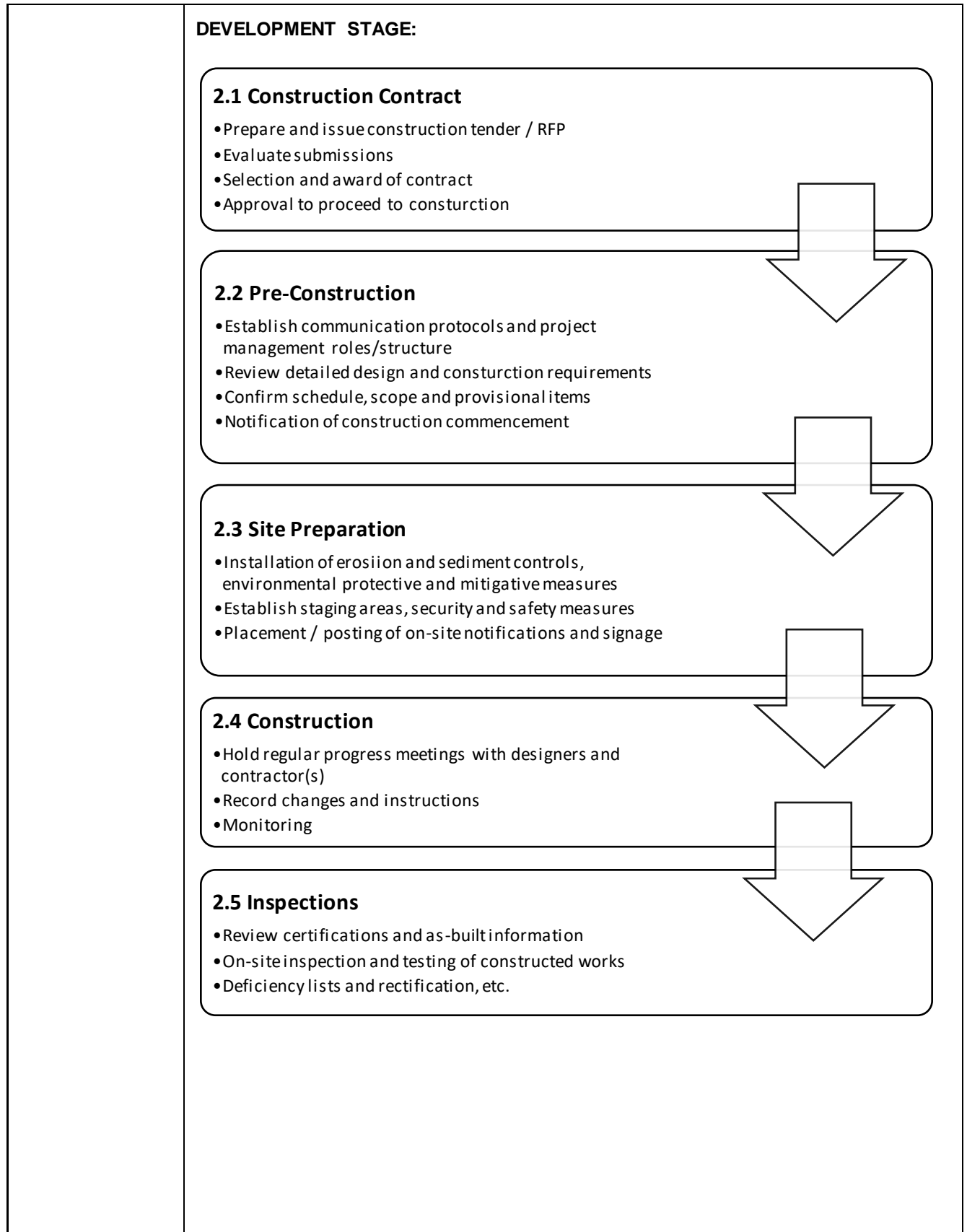
APPENDIX IV

Parks Design and Development Guidelines

Appendix IV: Parks Design and Development Guidelines



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Appendix IV: Parks Design and Development Guidelines

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| <p>2. Staff Roles & Protocols for Design and Development</p> | <p>a) Identify related staff/departmental roles, organizational protocols and detailed procedures to further detail the <i>Parks Design and Development Process</i> and related protocols for community and developer involvement in park design and development.</p> |
| <p>3. Community Engagement and Basis for Park Design & Development</p> | <p>a) Continue to encourage and facilitate the community's participation in park design, development and renewal projects by obtaining public input during the planning and design process, fostering partnerships and joint ventures in park development/renewal, and promoting awareness of park projects and initiatives through effective public communications.</p> <p>b) Define current and future needs for parks and related facilities as a basis for park design and development, considering a range of influencing factors, including:</p> <ul style="list-style-type: none"> • Historic and forecast population growth, demographic characteristics and planned development within the service area; • Current parkland and facility supply/provision levels and available land supply in the service area; • Evolving demographic, recreational and design trends; • Current demand and forecast growth in participation in sports and other programmed activities; • Partnership opportunities and the role of other service/facility providers (e.g. school boards); • Input from the public, stakeholders and municipal departmental staff; • Geographic deficiencies and gaps/overlaps in facility and service provision. |
| <p>4. Developer-Build Parks</p> | <p>a) Consider agreements providing for Development Charge credits in exchange for developer-build parks as a strategy to advance the timing of development of parks and trails in new development areas. The guidelines, standards and procedures for park design and development in this Master Plan should be applied.</p> |
| <p>5. Barrier-Free Parks, AODA Compliance</p> | <p>a) Continue to further develop and incorporate physical accessibility features and operational standards in parks and provide a balance of seasonal and year-round recreational opportunities to support the widest possible range of users, ages, abilities and interests.</p> <p>b) Continue to monitor and assess existing and proposed accessibility standards of the Accessibility for Ontarians with Disabilities Act (AODA) and identify related impacts on park design, development and renewal/rehabilitation requirements.</p> |
| <p>6. CPTED Principles</p> | <p>a) Apply the principles of Crime Prevention Through Environmental Design (CPTED) in the design of parks to maximize public safety and prevent undesired behaviour by the elimination or modification of design features that potentially contribute to crime and disorder, through natural surveillance.</p> <p>b) Park spaces should be visible from the street frontage/entrances and/or parking areas.</p> |

Appendix IV: Parks Design and Development Guidelines

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| <p>7. Sustainable & Innovative Park Design</p> | <p>a) Continue to pursue high quality and innovative park designs that balance functional use, urban form and aesthetic benefits, community safety, accessibility, integration with nature and operational requirements to ensure long term sustainability.</p> <p>b) Consider the following sustainability measures in parks designs, developments and operations:</p> <ul style="list-style-type: none"> • Low Impact Development (LID) standards and other measures to reduce energy, water use and environmental impacts; • Integration of recycled/environmentally-friendly materials and landscape treatments for reduced maintenance requirements and sustainable operations; • Incentives such as enhanced park designs and developments to assist development projects and areas in meeting LID and other emerging sustainability standards such as Leadership in Energy and Environmental Design for Neighbourhood Development (LEED-ND) certification, subject to further policies and criteria as may be established in the Official Plan; • Environmentally-friendly technologies that contribute to the sustainability and reduced environmental impact of parks operations and maintenance, such as selective reduction of mowing and use of low-to-no maintenance landscape treatments, energy efficient lighting/heating, snow removal approaches, and fleet fuel efficiency strategies. |
| <p>8. Arts & Culture in Parks</p> | <p>a) Support integration of the arts and related culture and tourism benefits within parks, with consideration to the following guidelines:</p> <ul style="list-style-type: none"> • Park designs should integrate a balance of active and passive facilities and flexible spaces that can support special events and a wide range of cultural activities; • Opportunities for including public art in parks based on early site selection and integration with park design and development, and consideration of appropriate forms of public art for parks such as: <ul style="list-style-type: none"> ▪ Functional art pieces that support the park use; ▪ Civic landmarks, memorials and monuments that recognize and celebrate local heritage and culture and honour local achievements; and, ▪ Inspirational art reflecting the shared vision for the community and the parks system (e.g. nature, health, sustainability, active living, etc.); <p>with priority to locally- or regionally-sourced art works.</p> |

APPENDIX V

Park Examples: Images and Future Concepts

Appendix V: Park Examples: Images and Future Concepts

1. Accessible / Barrier-Free



Appendix V: Park Examples: Images and Future Concepts

2. Flood Resilient / Green Infrastructure / Integration with Storm Water Management



Appendix V: Park Examples: Images and Future Concepts

3. Community Gardens / Food Forests, Food Parks



Appendix V: Park Examples: Images and Future Concepts

4. Four Season



Appendix V: Park Examples: Images and Future Concepts

5. Layered /
Elevated /
Multi-level /
Terraced /
Amphitheatre



Appendix V: Park Examples: Images and Future Concepts

6. Multi-use /
Multi-
Generational /
Multi-Cultural /
Multi-Sport



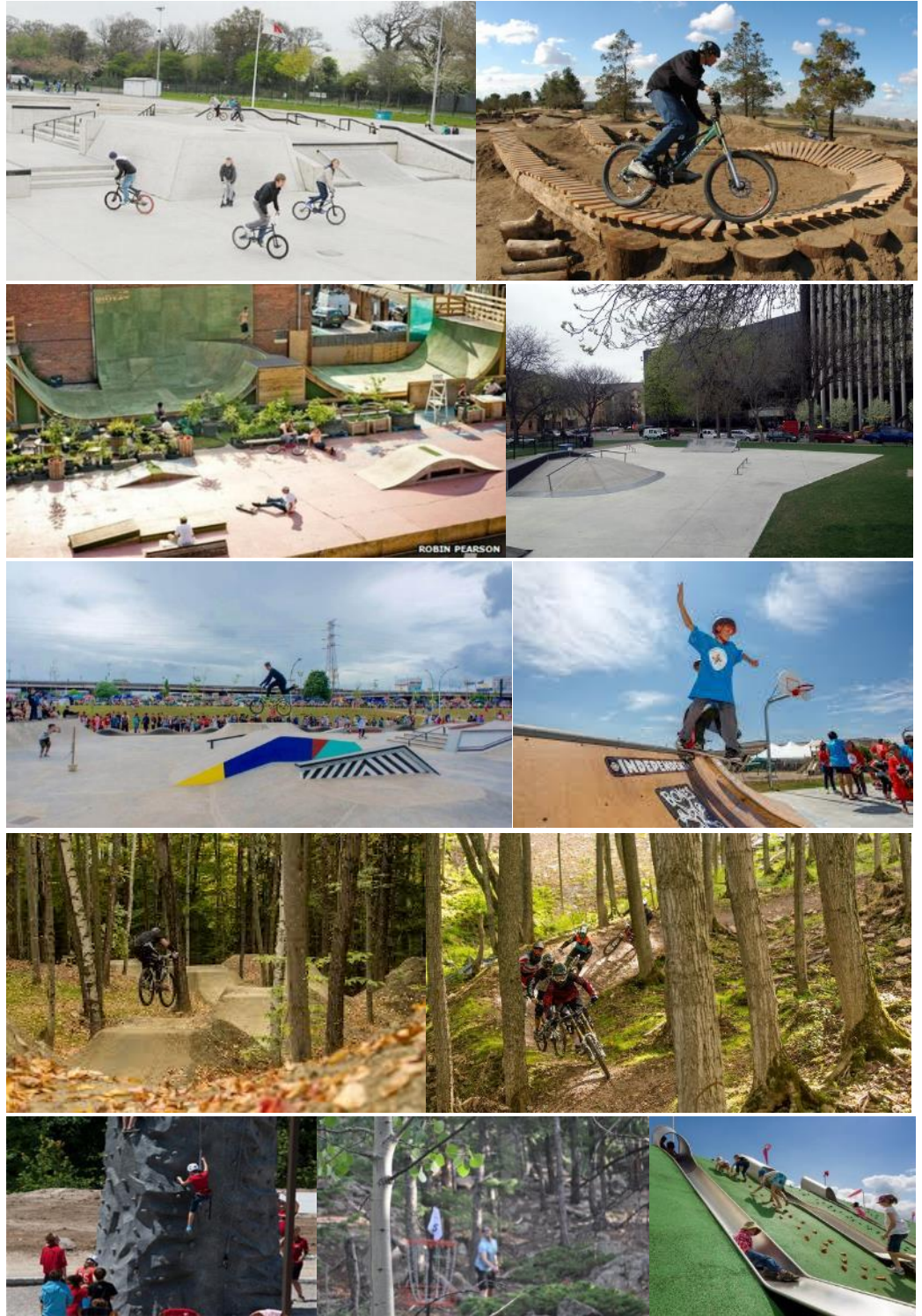
Appendix V: Park Examples: Images and Future Concepts

7. Natural Playgrounds / Topography



Appendix V: Park Examples: Images and Future Concepts

8. Outdoor Adventure / Extreme Sport Parks



Appendix V: Park Examples: Images and Future Concepts

9. Outdoor Education / Interpretation / Parks History & Genealogy



Appendix V: Park Examples: Images and Future Concepts

10. Permeable



Appendix V: Park Examples: Images and Future Concepts

11. Seating / Shade & Shelter




Appendix V: Park Examples: Images and Future Concepts

12. Special Events / Festivals / Shows / Concerts / Community & Cultural Events / Private Events



Appendix V: Park Examples: Images and Future Concepts

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| <p>13. Stewardship / Engagement</p> |  |
|-------------------------------------|---|

Appendix V: Park Examples: Images and Future Concepts

14. Street Parks & Corridors / Urban Plazas



Appendix V: Park Examples: Images and Future Concepts

15. Terrace & Rooftop Parks



Appendix V: Park Examples: Images and Future Concepts

16. Themed Playgrounds



Appendix V: Park Examples: Images and Future Concepts

17. Water Access



Appendix V: Park Examples: Images and Future Concepts

18. Waterplay



APPENDIX VI

Sarnia Parks Inventory and Park-Specific Master Plan Guidelines for Improvements and Renewal /
Rehabilitation

Appendix VI: Sarnia Parks Inventory and Park-Specific Master Plan Guidelines for Improvements and Renewal / Rehabilitation

| Inventory | | | | Master Plan Guidelines | |
|--|----------------------------|-----------|---------|--|---|
| Park Name | Classification / Park Type | | | Recommended Classification(s) | Potential Improvements & Renewal / Rehabilitation Initiatives |
| | Current Classification | Area (ha) | Rating* | | |
| SARNIA URBAN AREA, NORTH OF HIGHWAY 402 | | | | | |
| Blackwell Neighbourhood | | | | | |
| Pullen Park (#74) | Neighbourhood | 0.30 | 2 | Neighbourhood Park (Parkette/Urban Green) | <ul style="list-style-type: none"> Maintain for local neighbourhood use Replace park sign Review play structures for potential removal / replacement, consider adding seating/benches and/or picnic tables, community garden |
| Errol Neighbourhood | | | | | |
| Agincourt Park (#1) | City Wide | 2.75 | 3 | Community Park | <ul style="list-style-type: none"> Maintain for local neighbourhood/community use Review play structures for potential replacement or added features, consider potential splash/spray pad or waterplay features (or Newton Park as alternative location), washrooms, shade structure, parking area, fitness equipment, benches/seating and/or picnic tables, multi-use pathway/ loop Remove former ball diamond facilities Review potential multi-use or re-purposing of soccer/football field (e.g. mini-fields, open space) |
| Len Park (#52) | Neighbourhood | 0.62 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign Review play structures for potential removal / replacement or added features with shade |
| Linden Park (#53) | Community | 1.78 | 4 | Community Park | <ul style="list-style-type: none"> Maintain for local neighbourhood/community use Add park sign Review play structures for potential removal / replacement or added features with shade, consider new seating/benches and/or picnic tables |
| Newton Park (#66) | City Wide | 3.12 | 4 | Community Park | <ul style="list-style-type: none"> Maintain for local neighbourhood/community use Review play structures for potential replacement or added features, consider potential splash/spray pad or waterplay features (or Agincourt Park as alternative location), fitness equipment, multi-use pathway/loop/connection through the park |

Appendix VI: Sarnia Parks Inventory and Park-Specific Master Plan Guidelines for Improvements and Renewal / Rehabilitation

| Inventory | | | | Master Plan Guidelines | |
|---|----------------------------|-----------|---------|---|--|
| Park Name | Classification / Park Type | | | Recommended Classification(s) | Potential Improvements & Renewal / Rehabilitation Initiatives |
| | Current Classification | Area (ha) | Rating* | | |
| | | | | | <ul style="list-style-type: none"> Review condition of basketball court for resurfacing, improved/resilient basketball nets, multi-use opportunities and lines |
| St. Alban's Park (#84) | Neighbourhood | 0.66 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign Review play structures for potential removal / replacement or added features with shade Consider multi-use pathway connection |
| Lakeshore / Cathcart Neighbourhood | | | | | |
| Cathcart- Webster Park (#18) | Neighbourhood | 0.43 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign Review play structures for potential removal / replacement or added features with shade Consider multi-use pathway connection / future linkage if sidewalk or trail added to north side of Cathcart Boulevard Consider removal of soccer goal posts |
| Grace Park (#36) | Neighbourhood | 0.62 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign Review play structures for potential removal / replacement or added features with seating Consider multi-use pathway connection |
| Modeland Road Beach (#64) | Community | 0.15 | 3 | Waterfront Park (Access & Public Beach) | <ul style="list-style-type: none"> Maintain for waterfront access and public beaches Add identification and regulatory signage (unsupervised beach/swimming areas) |
| Murphy Beach (#65) | Community | 0.13 | 4 | | |
| Nisbet Drive Park (#67) | Neighbourhood | 0.08 | 1 | Neighbourhood Park (Parkette) | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign, delineate/demarcate park boundary Review potential for benches/seating |
| Rutherglen Close Park (#79) | Neighbourhood | 0.30 | 2 | Neighbourhood Park (Commons /Urban Green) | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign Review potential for shade structure with seating |
| Sylvan Park (#87) | Neighbourhood | 0.49 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign |

Appendix VI: Sarnia Parks Inventory and Park-Specific Master Plan Guidelines for Improvements and Renewal / Rehabilitation

| Inventory | | | | Master Plan Guidelines | |
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| Park Name | Classification / Park Type | | | Recommended Classification(s) | Potential Improvements & Renewal / Rehabilitation Initiatives |
| | Current Classification | Area (ha) | Rating* | | |
| | | | | | <ul style="list-style-type: none"> Review play structures for potential removal / replacement or added features, seating/benches and/or picnic tables |
| Oak Acres Neighbourhood | | | | | |
| Oak Acres Park (#69) | Community | 2.20 | 4 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Consider new seating/benches and/or picnic tables, multi-use trail connection/loop Add accessible play equipment to playground |
| Woodland Park (#98) | Neighbourhood | 0.81 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign, seating/benches and/or picnic tables Consider multi-use trail connection |
| Oakwood Corners Neighbourhood | | | | | |
| Aspen Park (#4) | Neighbourhood | 0.13 | 3 | Neighbourhood Park (Parkette) | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign Review play structures for potential removal / replacement, consider adding seating/benches and/or picnic tables |
| Connaught Park (#27) | Neighbourhood | 0.63 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Review play structures for potential replacement or added features, consider adding seating/ benches and/or picnic tables, shade structure, multi-use pathway / loop Facilities should complement Vye Park |
| Coventry Park (#29) | Neighbourhood | 0.22 | 3 | Neighbourhood Park (Parkette/ Linkage) | <ul style="list-style-type: none"> Maintain for local neighbourhood use/pedestrians Add park sign Review play structures for potential removal / replacement, consider adding seating/benches and/or picnic tables |
| Vye Park (#93) | Neighbourhood | 1.34 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Review play structures for potential replacement or added features, consider adding seating/ benches and/or picnic tables, shade structure, multi-use pathway / loop Facilities should complement Connaught Park |

Appendix VI: Sarnia Parks Inventory and Park-Specific Master Plan Guidelines for Improvements and Renewal / Rehabilitation

| Inventory | | | | Master Plan Guidelines | |
|---|----------------------------|-----------|---------|-------------------------------|--|
| Park Name | Classification / Park Type | | | Recommended Classification(s) | Potential Improvements & Renewal / Rehabilitation Initiatives |
| | Current Classification | Area (ha) | Rating* | | |
| Rapids Parkway (Secondary Plan Area 1) | | | | | |
| Autumn Breeze Park (#6) | Neighbourhood | 0.69 | 4 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Consider paved pathway to playground area Add accessible play equipment to playground |
| Riopelle Park (#78) | Neighbourhood | 0.81 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add sign, consider multi-use pathway connection |
| Suncor Nature Way West (#86) | Regional | 5.04 | 4 | Neighbourhood Park (linkage) | <ul style="list-style-type: none"> Maintain for community/neighbourhood trail use Add signs, consider seating/benches or picnic tables |
| Rosedale East | | | | | |
| Fairlane Park (#33) | Neighbourhood | 1.25 | 4 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Consider new seating/benches and/or picnic tables, multi-use trail connection/loop |
| Hollands Park (#45) | Community | 2.12 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Replace park sign Consider multi-use trail connection/loop, community garden |
| Rosedale West | | | | | |
| Brentwood Park (#13) | Neighbourhood | 1.25 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use and community/club-based facility (Sarnia Tennis Club) Consider demarcation of park boundary with fencing or markers along common boundary with private properties where no fencing provided Review play structures for potential replacement or added feature, consider seating/ benches and/or picnic tables, multi-use trail connection/loop |
| Guthrie Park (#38) | Community | 0.53 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign Review play structures for potential replacement or added features, consider multi-use trail connection |
| Jaycee Park (#46) | Neighbourhood | 0.71 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Replace park sign Consider multi-use trail connection/loop, basketball/multi-use court, community garden |

Appendix VI: Sarnia Parks Inventory and Park-Specific Master Plan Guidelines for Improvements and Renewal / Rehabilitation

| Inventory | | | | Master Plan Guidelines | |
|--|----------------------------|-----------|---------|--|---|
| Park Name | Classification / Park Type | | | Recommended Classification(s) | Potential Improvements & Renewal / Rehabilitation Initiatives |
| | Current Classification | Area (ha) | Rating* | | |
| Sparky Park (#83) | Neighbourhood | 0.66 | 2 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign Review play structures for potential removal/ replacement or added features, seating/ benches and/or picnic tables Add sidewalk or multi-use trail connection along south side of Michigan Avenue and/or trail connection through fire station property to sidewalk on Colborne Road, pathways to park facilities |
| Twin Lakes Neighbourhood | | | | | |
| Cathcart Park (#17) | City Wide | 3.09 | 4 | Community Park | <ul style="list-style-type: none"> Maintain for local neighbourhood/community use Consider trailhead map and washrooms for Howard Watson Trail access (and for tennis/pickleball courts), multi-use trail loop and formalized connections with signage/wayfinding to Howard Watson Trail and Blackwell Trails Park, fitness equipment / stations Add accessible play equipment to playground |
| Twin Lakes Park (#90) | Community | 10.48 | 4 | Community Park / Natural Area | <ul style="list-style-type: none"> Maintain for local neighbourhood/community use Replace park sign Consider washrooms, trail loop and connection with signage/wayfinding to Howard Watson Trail Consider marketing/promotion and signage, community-based programming for water-based activities (canoeing/kayaking, fishing, etc.) |
| Wees Beach Neighbourhood | | | | | |
| Baxter Park (#8) <small>*Note: Former Kinsmen Community Centre property under review by OMB/LPAT.</small> | Community | 3.05 | 4 | Community Park / Waterfront Park (Access / Public Beach) | <ul style="list-style-type: none"> Maintain for local neighbourhood/community use Consider washrooms, trail loop/connection, regulatory signage for beach access Review condition of basketball court for resurfacing, multi-use opportunities and lines |
| Centennial Parkette (#20) | Neighbourhood | 0.21 | 1 | Neighbourhood Park (Parkette) | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign, delineate/demarcate park boundary Review play structures for potential replacement or |

Appendix VI: Sarnia Parks Inventory and Park-Specific Master Plan Guidelines for Improvements and Renewal / Rehabilitation

| Inventory | | | | Master Plan Guidelines | |
|---|----------------------------|-----------|---------|---|--|
| Park Name | Classification / Park Type | | | Recommended Classification(s) | Potential Improvements & Renewal / Rehabilitation Initiatives |
| | Current Classification | Area (ha) | Rating* | | |
| | | | | | added features, shade and seating |
| Retlaw Park (#77) | Community | 1.24 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign Review play structures for potential replacement or added features, shade and added/new seating Consider removal and re-purposing of ball diamond with trail loop/connection, community garden |
| Wiltshire Park Neighbourhood | | | | | |
| Wiltshire Park (#97) | Neighbourhood | 3.11 | 4 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Consider basketball/multi-use court, multi-use trail loop and formalized connections with signage/wayfinding to Howard Watson Trail |
| Woodland Neighbourhood | | | | | |
| Marcin Park (#59) | Neighbourhood | 1.47 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Consider multi-use trail loop and connections |
| Woodrow Beach / Woodrow Shores Neighbourhood | | | | | |
| Canatara Park (#14) | Regional | 46.69 | 5 | City/Regional Destination Park / Waterfront Park / Natural Area | <ul style="list-style-type: none"> Maintain as primary signature destination park for regional tourism, city-wide access, and local community and neighbourhood use Develop overall site master plan and park management plan to identify and prioritize accessibility and other future improvements, maintenance/operations, additional multi-use trail loops and connections and signage/wayfinding to link park features, special events and tourism integration, community-based programming, outdoor education and stewardship initiatives Add accessible play equipment to Rotary Playground Implement previously planned replacement of Old Log Cabin |
| Christina St Beach (#21) | Community | 0.16 | 1 | Waterfront Park (Access & Public Beach) | <ul style="list-style-type: none"> Maintain in City ownership for monitoring and rectification of erosion issues Review and determine if cost-effective erosion |

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| Inventory | | | | Master Plan Guidelines | |
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| Park Name | Classification / Park Type | | | Recommended Classification(s) | Potential Improvements & Renewal / Rehabilitation Initiatives |
| | Current Classification | Area (ha) | Rating* | | |
| | | | | | protection can address public safety to allow re-opening for public access <ul style="list-style-type: none"> If erosion issues are sustained and cannot be addressed, close permanently to public access and remove from parks mapping and related public information materials, monitor and maintain as required for public safety and property protection |
| SARNIA URBAN AREA, SOUTH OF HIGHWAY 402 | | | | | |
| Blackwell Glen Neighbourhood | | | | | |
| Blackwell Glen Park (#11) | Neighbourhood | 4.06 | 4 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Turf areas around Stormwater Management Ponds should be treed and planted to naturalize and reduce maintenance, restrict public access to water Consider paved pathway access to play structures |
| Cardiff Acres Neighbourhood | | | | | |
| Cardiff Acres Park (#15) | Neighbourhood | 2.84 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Replace park sign Review play structures for potential removal/ replacement or added features and safety surface, new seating/benches and/or picnic tables, community garden, multi-use/nature trail connections/loops, naturalized/wildflower area(s) |
| Central City North Neighbourhood | | | | | |
| Harry Turnbull Park (#41) | Community | 0.65 | 3 | Community Park | <ul style="list-style-type: none"> Maintain for local community/neighbourhood use Replace park sign Review skatepark drainage issues Review play structures for removal/replacement or added features and safety surface, new seating/benches and/or picnic tables, re-surface, multi-use trail loop and connection to park edges and features, |
| Norm Perry Memorial Park (#68) | City Wide | 3.72 | 4 | City/Regional Destination Park | <ul style="list-style-type: none"> Maintain as city-wide signature multi-use sports field facility Remove or rehabilitate/replace former tennis courts |

Appendix VI: Sarnia Parks Inventory and Park-Specific Master Plan Guidelines for Improvements and Renewal / Rehabilitation

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| | Current Classification | Area (ha) | Rating* | | |
| | | | | | <ul style="list-style-type: none"> with basketball / multi-use courts and/or outdoor ball and ice hockey/skating rink with cooled surface • Implement previously planned field house / washroom improvements |
| Terry Fox Park (#89) | Neighbourhood | 0.05 | 3 | Neighbourhood Park (Urban Green) | <ul style="list-style-type: none"> • Maintain for local neighbourhood use and as urban greenspace with community heritage and civic memorial features and gardens (Terry Fox) |
| Central City South Neighbourhood | | | | | |
| Avondale Park (#7) | Neighbourhood | 0.36 | 2 | Neighbourhood Park (Urban Green) | <ul style="list-style-type: none"> • Maintain for local neighbourhood use and as urban greenspace • Add park sign • Consider new and added seating (benches, tables), and shelter structure, civic / heritage features, community horticultural garden(s) and multi-use event/gathering space • Re-surface multi-use trail loop or consider alternative paving treatments / interlocking brick or cooled outdoor skating loop/trail |
| College Park (#26) | Neighbourhood | 0.17 | 4 | Neighbourhood Park (Urban Green) | <ul style="list-style-type: none"> • Maintain for local neighbourhood use and as urban greenspace for community-based gardens (Sarnia & District Horticultural Society) • Signed as private property – review for public access |
| Lion's Park (#54) | Neighbourhood | 0.37 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> • Maintain for local neighbourhood use • Consider improvements/replacement to benches/seating and concrete (ping pong?) table |
| McGibbon Park (#60) | Community | 0.49 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> • Maintain for local neighbourhood use • Consider potential pathway/trail connection |
| College Park Neighbourhood | | | | | |
| Clearwater Arena Park (#25) | Regional | 13.31 | 4 | City/Regional Destination Park | <ul style="list-style-type: none"> • Maintain as secondary city-wide multi-facility ball diamond complex and for local community/ neighbourhood use of playgrounds and open space • Review play structures for replacement or added features and safety surface, new seating/benches and/or picnic tables, consider multi-use trail loop |

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| Inventory | | | | Master Plan Guidelines | |
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| Park Name | Classification / Park Type | | | Recommended Classification(s) | Potential Improvements & Renewal / Rehabilitation Initiatives |
| | Current Classification | Area (ha) | Rating* | | |
| | | | | | and connection to park edges and features, formalize connection to Howard Watson Trail, add trailhead with map/signage |
| Coronation Park Neighbourhood | | | | | |
| Coronation Park (#28) | Community | 3.18 | 3 | Community Park | <ul style="list-style-type: none"> Maintain for local community/neighbourhood use Add park sign Review play structures for replacement or added features and safety surface, new seating/benches and/or picnic tables, multi-use trail loop and connection to park edges and features, undertake asset management for washroom building (renovate or replace) |
| Crescent Park (#30) | Neighbourhood | 0.23 | 2 | Neighbourhood Park (Parkette) | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign Review play structures for replacement or added features, multi-use trail loop and connection to park edges and features |
| Germain Park (#35) | Regional | 24.93 | 5 | City/Regional Destination Park | <ul style="list-style-type: none"> Maintain as primary regional/city-wide multi-facility soccer/multi-use sports fields and ball diamonds complex, destination park for tourism and special events, memorial, heritage and civic features, lawn bowling facility for club use (Sarnia Lawn Bowling Club) and for local community/ neighbourhood use of playgrounds and open space Consider for future splash/spray pad and/or water feature location replacing closed outdoor pool Develop overall site master plan and park management plan to identify and prioritize accessibility and other future improvements, asset management and maintenance/operations, opportunities for additional multi-use trail loops and connections and signage/wayfinding to link park features, special events and tourism integration, community-based programming and outdoor education and stewardship initiatives |

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| Inventory | | | | Master Plan Guidelines | |
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| Park Name | Classification / Park Type | | | Recommended Classification(s) | Potential Improvements & Renewal / Rehabilitation Initiatives |
| | Current Classification | Area (ha) | Rating* | | |
| Kathleen Park (#47) | Neighbourhood | 0.47 | 2 | Neighbourhood Park | <ul style="list-style-type: none"> Add accessible play equipment to playground Maintain for local neighbourhood use Add park sign Review play structures for replacement and added features and safety surface, seating/benches and/or picnic tables, multi-use trail loop and connection to park edges and features, shelter/shade structure |
| Downtown | | | | | |
| Bayshore Park (#9) | Community | 2.63 | 4 | Waterfront Park | <ul style="list-style-type: none"> Maintain as primary/signature downtown waterfront park Improve pedestrian connectivity and wayfinding with downtown and area attractions and destinations Review opportunities for waterfront animation through special events, community-based programs and further tourism/heritage integration |
| Centennial Park (#19) | Regional | 13.70 | 5 | City/Regional Destination Park / Waterfront Park | <ul style="list-style-type: none"> Maintain as primary/signature downtown destination park and waterfront park and for city-wide/community/neighbourhood use of playgrounds and open space Improve pedestrian connectivity and wayfinding with downtown and area attractions and destinations Implement previously planned accessible sun shade shelters Add accessible play equipment to Rotary Playground See also Recommendation 5.8 – Beer Garden and Waterfront Animation |
| City Hall (#22) | City Wide | 0.52 | 4 | Neighbourhood Park (Urban Green) | <ul style="list-style-type: none"> Maintain as urban greenspace for city-wide/community/neighbourhood use and civic features Consider community and visitor digital/interactive information display kiosk/signage |

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| Inventory | | | | Master Plan Guidelines | |
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| Park Name | Classification / Park Type | | | Recommended Classification(s) | Potential Improvements & Renewal / Rehabilitation Initiatives |
| | Current Classification | Area (ha) | Rating* | | |
| Mackenzie Park (#56) | Neighbourhood | 0.13 | 4 | Waterfront Park | <ul style="list-style-type: none"> Maintain as downtown waterfront park Improve pedestrian connectivity and wayfinding with downtown and area attractions and destinations Review opportunities for waterfront animation through special events, community-based programs and further tourism/heritage integration |
| Paul Blundy Park (#70) | Neighbourhood | 0.20 | 4 | Neighbourhood Park (Urban Green) | <ul style="list-style-type: none"> Maintain as urban greenspace for city-wide/community/neighbourhood use and civic features and information kiosk and waterfront /downtown linkage |
| Point Lands Park (#72) | Regional | 7.79 | 4 | Waterfront Park | <ul style="list-style-type: none"> Maintain as downtown waterfront park and for city-wide/community/neighbourhood use of features Add park sign(s) and review replacement/updating of older wayfinding signage Review multi-use trail re-surfacing needs Review opportunities for waterfront animation through special events, community-based programs and further tourism/heritage integration |
| Seaway Park (#81) | Neighbourhood | 0.54 | 4 | Waterfront Park | <ul style="list-style-type: none"> Maintain as downtown waterfront park Review multi-use trail re-surfacing needs Review opportunities for improved connection to downtown at north end of park along George Street |
| Veteran's Park (#92) | City Wide | 0.59 | 5 | Neighbourhood Park (Urban Green) | <ul style="list-style-type: none"> Maintain for city-wide and local community/neighbourhood use and as urban greenspace with heritage and civic memorial features and gardens |
| Heritage Park Neighbourhood | | | | | |
| Heritage Park (#42) | Community | 5.24 | 4 | Community Park / Natural Area (Stormwater Facility) | <ul style="list-style-type: none"> Maintain for local community/neighbourhood use Add park sign Turf areas around Stormwater Management Pond should be treed and planted to naturalize and reduce maintenance, restrict public access to water Consider paved pathway access to play structures and basketball/multi-use court |

Appendix VI: Sarnia Parks Inventory and Park-Specific Master Plan Guidelines for Improvements and Renewal / Rehabilitation

| Inventory | | | | Master Plan Guidelines | |
|-------------------------------------|----------------------------|-----------|---------|---|--|
| Park Name | Classification / Park Type | | | Recommended Classification(s) | Potential Improvements & Renewal / Rehabilitation Initiatives |
| | Current Classification | Area (ha) | Rating* | | |
| Heritage Park SWM 2 (#43) | Community | 2.52 | 3 | Neighbourhood Park / Natural Area (Stormwater Facility) | <ul style="list-style-type: none"> Add accessible play equipment to playground Maintain for local neighbourhood use Add park sign Turf areas around Stormwater Management Pond should be treed and planted to naturalize and reduce maintenance, restrict public access to water |
| High Park East Neighbourhood | | | | | |
| Amsterdam Park (#2) | Neighbourhood | 0.17 | 3 | Neighbourhood Park (Linkage) | <ul style="list-style-type: none"> Consider potential linkage to Pontiac Court to connect south to Pontiac Park |
| Carr Park (#16) | Neighbourhood | 0.15 | 2 | Neighbourhood Park (Parkette) | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign Review play structures for replacement and added features and safety surface, seating/benches |
| High Park (#44) | Neighbourhood | 1.33 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign Review play structures for replacement and added features and safety surface, seating/benches and/or picnic tables, multi-use trail loop and connection to park edges and features, shelter/shade structure |
| Pontiac Park (#73) | Community | 0.81 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign Review play structures for replacement and added features and safety surface, seating/benches and/or picnic tables, multi-use trail loop and connection to park edges and features, shelter/shade structure Review potential multi-use or re-purposing of soccer/football field (e.g. mini-fields, open space) |
| High Park West Neighbourhood | | | | | |
| Assiniboine Park (#5) | Neighbourhood | 0.91 | 3 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign Review play structures for replacement and added features and safety surface, seating/benches and/or picnic tables, multi-use trail loop and connection to park edges and features, shelter/shade structure |
| Laurel Lea Park (#51) | Neighbourhood | 0.34 | 3 | | |

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| | Current Classification | Area (ha) | Rating* | | |
| Lansdowne Neighbourhood | | | | | |
| Lansdowne Park (#50) | Community | 2.38 | 3 | Community Park | <ul style="list-style-type: none"> Maintain for local community/neighbourhood use Add park sign Review play structures for replacement and added features and safety surface, new seating/benches and/or picnic tables, consider paved pathway access to play structures and trail loop/connection Rehabilitate or re-purpose/replace old tennis courts with new multi-use court |
| Sherwood Village Neighbourhood | | | | | |
| Sherwood Village Park (#82) | Community | 5.67 | 4 | Community Park | <ul style="list-style-type: none"> Maintain for local community/neighbourhood use Add park sign(s) Review play structures for replacement and added features and safety surface, new seating/benches and/or picnic tables, consider paved pathway access to play structures and trail loop/connection, consider basketball / multi-use court and community garden |
| South Sarnia Neighbourhood | | | | | |
| Errol Russell Park (#32) | City Wide | 2.79 | 4 | City/Regional Destination Park | <ul style="list-style-type: none"> Maintain as city-wide signature baseball diamond facility Implement previously planned upgrades including new washroom facilities, covered bleachers, a brick backstop, new netting and poles |
| Hanna Park (#39) | Neighbourhood | 0.30 | 3 | Neighbourhood Park (Urban Green / Parkette) | <ul style="list-style-type: none"> Maintain for local neighbourhood use Replace park sign Review play structures for replacement and added features and safety surface, new seating/benches and/or picnic tables, re-surfacing of paved pathway where needed |
| Mackenzie Lane Park (#57) | Neighbourhood | 0.61 | 2 | Neighbourhood Park (Linkage) | <ul style="list-style-type: none"> Maintain for local neighbourhood use as greenspace linkage Add park sign Review vegetation to improve visibility and public |

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| Park Name | Classification / Park Type | | | Recommended Classification(s) | Potential Improvements & Renewal / Rehabilitation Initiatives |
| | Current Classification | Area (ha) | Rating* | | |
| | | | | | safety |
| Mission Park** (#63) | Regional | 6.32 | 0 | Neighbourhood Park (Linkage) Future Waterfront Park | <ul style="list-style-type: none"> • Appears to be small greenspace at south end, but public access and use and public safety are not readily apparent or welcoming with active rail line and industrial facilities, secluded location • Develop site master plan to delineate park area and future facilities / trails in conjunction with or as recommended following updates to 2005 Waterfront Master Plan |
| Queen Park (#75) | Neighbourhood | 0.10 | 2 | Neighbourhood Park (Urban Green) | <ul style="list-style-type: none"> • Maintain for local neighbourhood use • Add park sign • Consider new seating (benches, tables), civic / heritage features, community horticultural garden(s) and multi-use gathering space • Re-surface multi-use trail loop or consider alternative paving treatments / interlocking brick |
| Rainbow Park (#76) | Regional | 2.77 | 4 | Community Park | <ul style="list-style-type: none"> • Maintain for local community/neighbourhood use • Review park sign for potential replacement • Review play structures for new safety surface, new seating/benches and/or picnic tables, consider paved pathway access to play structures and trail loop/connection |
| Tecumseh Park (#88) | City Wide | 4.47 | 4 | City/Regional Destination Park | <ul style="list-style-type: none"> • Maintain as regional/city-wide multi-use destination park for outdoor aquatics and splash/spray pad, skatepark, tennis/pickleball and basketball/multi-use courts, and community/neighbourhood use • Plan for future repair and replacement of facilities based on asset management plan, implement previously planned improvements to washroom building • Add accessible play equipment to playground |
| Westbury Park (#95) | Neighbourhood | 0.30 | 2 | Neighbourhood Park (Parkette) | <ul style="list-style-type: none"> • Maintain for local neighbourhood use • Replace park sign • Review play structures for replacement and added |

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| Park Name | Classification / Park Type | | | Recommended Classification(s) | Potential Improvements & Renewal / Rehabilitation Initiatives |
| | Current Classification | Area (ha) | Rating* | | |
| | | | | | features and safety surface, new seating/benches and/or picnic tables, multi-use trail connection to play structures <ul style="list-style-type: none"> Review possible encroachment issues and need for demarcation/fencing along park edges at private property interface |
| Wellington Park Neighbourhood | | | | | |
| Woodstone Park (#99) | Community | 1.79 | 3 | Community Park | <ul style="list-style-type: none"> Maintain for local community/neighbourhood use Add park sign(s) Review play structures for replacement and added features and safety surface, new seating/benches and/or picnic tables, paved pathway access to play structures and trail loop/connection Consider re-purposing of soccer fields as general open space, basketball / multi-use court and community garden |
| Brights Grove | | | | | |
| Blackwell Road Beach (#12) | Community | 0.16 | 2 | Waterfront Park (Access & Public Beach) | <ul style="list-style-type: none"> Maintain in City ownership for monitoring and rectification of erosion issues Review and determine if cost-effective erosion protection can address public safety to allow re-opening for public access If erosion issues are sustained and cannot be addressed, close permanently to public access and remove from parks mapping and related public information materials, monitor and maintain as required for public safety and property protection |
| Clarence Park-East (#23) | Neighbourhood | 0.26 | 3 | Neighbourhood Park (Parkette) | <ul style="list-style-type: none"> Maintain for local neighbourhood use Review play structures for potential removal / replacement and/or new safety surface, consider adding seating/benches and/or picnic tables, formalize connection to Howard Watson Trail |
| Clarence Park-West (#24) | Neighbourhood | 0.03 | 2 | Neighbourhood Park (Parkette) | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign |

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| Park Name | Classification / Park Type | | | Recommended Classification(s) | Potential Improvements & Renewal / Rehabilitation Initiatives |
| | Current Classification | Area (ha) | Rating* | | |
| | | | | | <ul style="list-style-type: none"> Review swing set for potential removal / replacement and/or new safety surface, consider new / added seating/benches and/or picnic tables |
| Farris Park (#34) | Neighbourhood | 1.31 | 4 | Neighbourhood Park | <ul style="list-style-type: none"> Maintain for local neighbourhood use Review condition of park signage and position relative to fencing, need for and extent of fencing Review play structures for potential removal / replacement and/or new safety surface, consider adding seating/benches and/or picnic tables |
| Green Street Park (#37) | Neighbourhood | 0.03 | 1 | Neighbourhood Park (Parkette) | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign, delineate/demarcate park boundary Consider potential play structure or other features, seating/benches and/or picnic tables |
| Hardick Park (#40) | Neighbourhood | 0.25 | 1 | Neighbourhood Park (Parkette / Linkage) | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign Review potential need for play structures, consider adding seating/benches and/or picnic tables and multi-use trail connection |
| Kenwick Park (#48) | Community | 1.63 | 5 | Community Park | <ul style="list-style-type: none"> Maintain for local community/neighbourhood use Add park sign(s) Review potential re-surfacing of basketball / multi-use court |
| Kenwick Park Beach (#49) | Neighbourhood | 0.14 | 3 | Waterfront Park (Access & Public Beach) | <ul style="list-style-type: none"> Maintain for waterfront access and public beach Add identification and regulatory signage (unsupervised beach/swimming areas, extent of public beach area) |
| Mandaumin Road Beach (#58) | Community | 0.11 | 2 | Waterfront Park (Access & Public Beach) | <ul style="list-style-type: none"> Maintain and delineate for waterfront access and public beaches Add identification and regulatory signage (unsupervised beach/swimming areas, extent of public beach area and access point), existing signage indicates private beach access for Farris Drive residents only |
| Meadowview Park (#61) | Neighbourhood | 2.29 | 4 | Neighbourhood | <ul style="list-style-type: none"> Maintain for local neighbourhood use |

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| Inventory | | | | Master Plan Guidelines | |
|-------------------------------------|----------------------------|-----------|---------|--|---|
| Park Name | Classification / Park Type | | | Recommended Classification(s) | Potential Improvements & Renewal / Rehabilitation Initiatives |
| | Current Classification | Area (ha) | Rating* | | |
| | | | | Park | <ul style="list-style-type: none"> Consider new/added seating/benches and/or picnic tables, shade/shelter, multi-use trail loop/connections to park entry points and play structures |
| Mike Weir Park (#62) | City Wide | 13.31 | 4 | City/Regional Destination Park / Waterfront Park | <ul style="list-style-type: none"> Maintain as primary destination park and waterfront park and for Bright's Grove community and city-wide/community/neighbourhood use of playgrounds and open space, and cricket pitch facility and pavilion/picnic/special event venue Implement previously planned Cricket Club shelter Add accessible play equipment to playground |
| Wildwood Park (#96) | Community | 4.31 | 4 | Community Park / Natural Area | <ul style="list-style-type: none"> Maintain for local community/neighbourhood use Add park sign(s) Review potential rehabilitation or re-purposing of baseball diamond and soccer field, undertake asset management for washroom building (renovate or replace) Review play structures for potential replacement and/or new safety surface, multi-use trail loop/connection to parking area and park entry points |
| Rural Area | | | | | |
| Art Teasel Preserve (#3) | Regional | 10.74 | 4 | Natural Area | <ul style="list-style-type: none"> Consider development of Management Plan to establish conservation and maintenance activities and resource requirements, enhanced public access opportunities and facilities (trails, parking, washrooms), outdoor education and community stewardship initiatives, promotion |
| Blackwell Park (#10) | City Wide | 2.39 | 4 | City/Regional Destination Park | <ul style="list-style-type: none"> Maintain as city-wide baseball diamond facility and multi-use soccer field Consider rehabilitation and re-purposing of tennis courts as basketball and/or ball hockey courts or multi-use courts |
| Dennis Rupert Nature Preserve (#31) | City Wide | 9.62 | 3 | Natural Area | <ul style="list-style-type: none"> Consider development of Management Plan to establish conservation and maintenance activities and resource requirements, public access |

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| Inventory | | | | Master Plan Guidelines | |
|---|----------------------------|-----------|---------|--------------------------------|--|
| Park Name | Classification / Park Type | | | Recommended Classification(s) | Potential Improvements & Renewal / Rehabilitation Initiatives |
| | Current Classification | Area (ha) | Rating* | | |
| | | | | | opportunities and facilities (trails, parking, washrooms) if appropriate, outdoor education and community stewardship initiatives, promotion |
| Lottie Neely Park (#55) | City Wide | 2.78 | 5 | Community Park | <ul style="list-style-type: none"> Maintain as community soccer facility for junior soccer |
| Perch Creek Management Area (#71) | City Wide | 81.24 | 4 | Natural Area | <ul style="list-style-type: none"> Consider development of Management Plan to establish conservation and maintenance activities and resource requirements, enhanced public access opportunities and facilities (trails, parking, washrooms), outdoor education and community stewardship initiatives, promotion |
| Saredaca Park (#80) | Community | 6.18 | 3 | Community Park / Natural Area | <ul style="list-style-type: none"> Maintain as community camp and outdoor centre Implement previously planned improvements to existing park building |
| Suncor Nature Way East (#85) | Regional | 11.25 | 4 | Neighbourhood Park (linkage) | <ul style="list-style-type: none"> Maintain for community/neighbourhood trail use Review vegetation obstructing sign |
| Veteran's Field (#91) | City Wide | 16.03 | 5 | City/Regional Destination Park | <ul style="list-style-type: none"> Maintain as city-wide soccer/multi-use sports field complex |
| South Waterfront Area | | | | | |
| Wayne Park (#94) | Neighbourhood | 0.28 | 3 | Neighbourhood Park (Parkette) | <ul style="list-style-type: none"> Maintain for local neighbourhood use Add park sign Review play structures for potential replacement and/or new safety surface, consider adding seating/benches and/or picnic tables, multi-use trail connection |
| City of Sarnia Total – 99 parks (383.53 ha)***, Average Rating: 3.24 | | | | | |

*The park rating is averaged across all identified facilities in the park and do not necessarily reflect the condition of a specific individual facility.

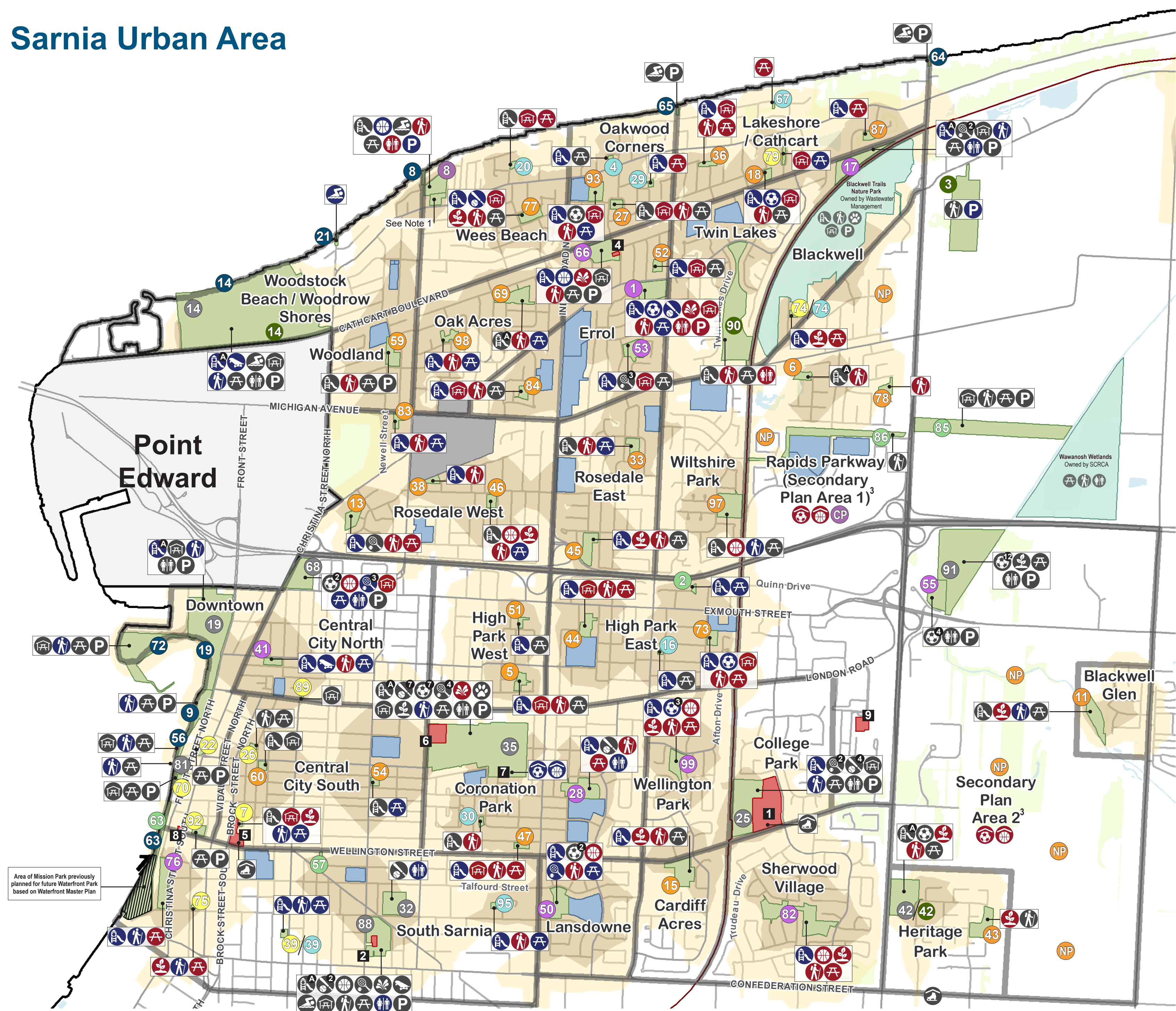
** On the date of the site assessment, Mission Park was inaccessible in a fenced-off industrial site and has been assigned a rating of 0. However, newly implemented signage for the park was found on Devine Street. 2005 Waterfront Master Plan recommendations for this park include shore protection walkway and road/scenic drive, parking/viewing of river, naturalization initiatives, floral displays, landscaping, benches, seasonal retail, display ship(s) with historical displays/museum, restaurant, gift shop, observation platform, Great Lakes interpretive centre, a aquarium, petrochemical/environmental interpretive centre, boat building, offices, recreational facilities, retail and service outlets.

*** Excluding Blackwell Trails Nature Trails Park (Waste Management) and Wawanosh Wetlands (St. Clair Conservation) as these parks/conservation areas are not owned by the City of Sarnia.

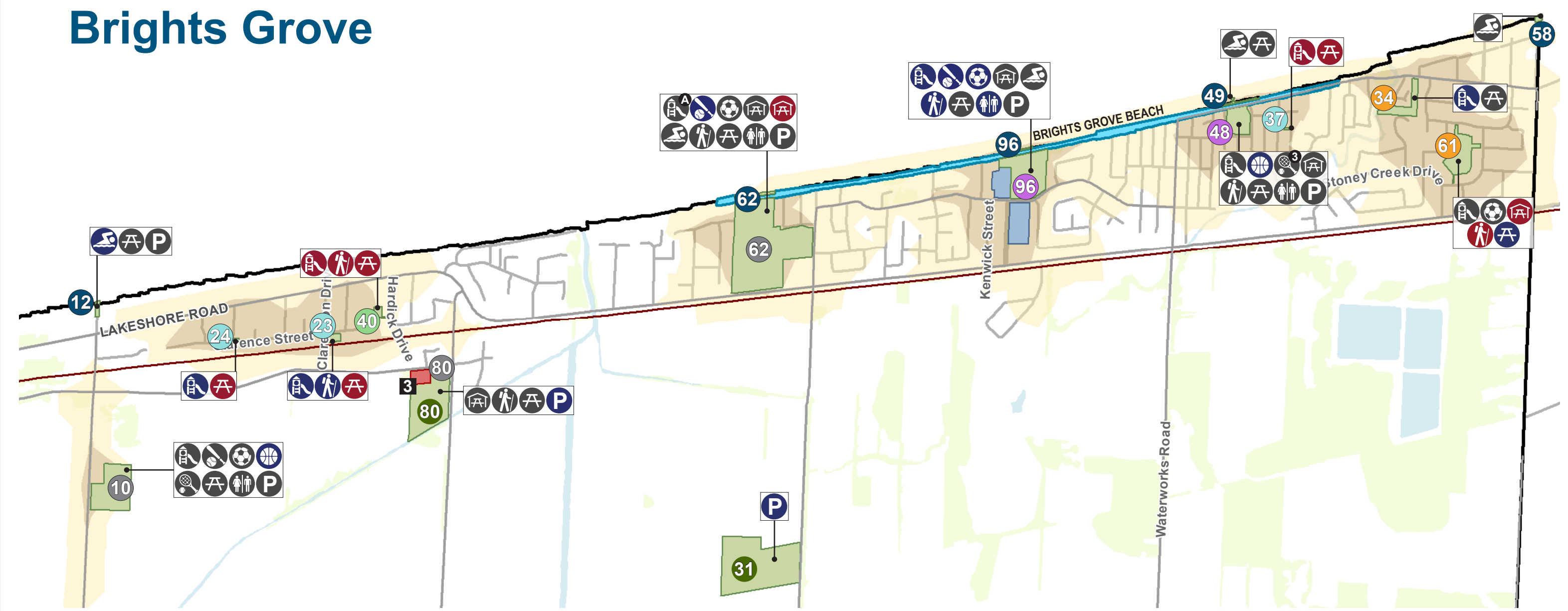
SARNIA PARKS AND RECREATION MASTER PLAN



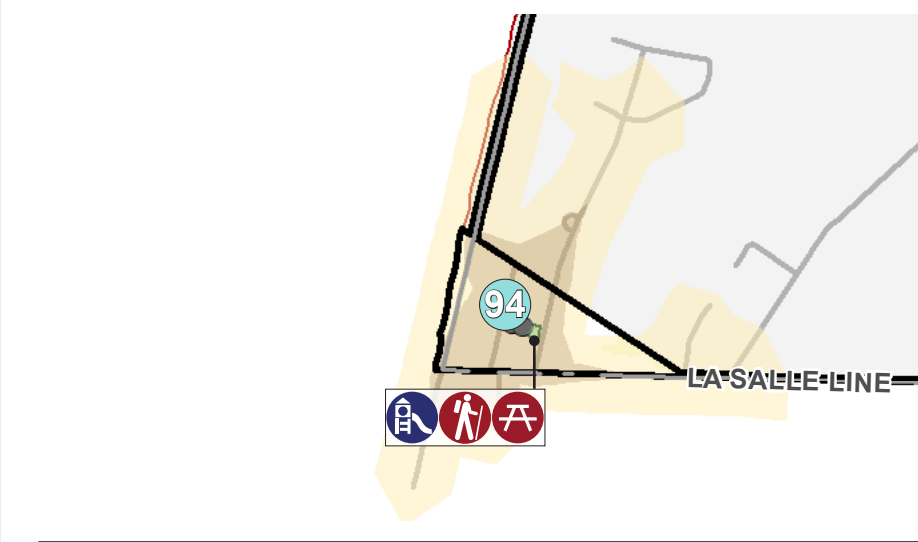
Sarnia Urban Area



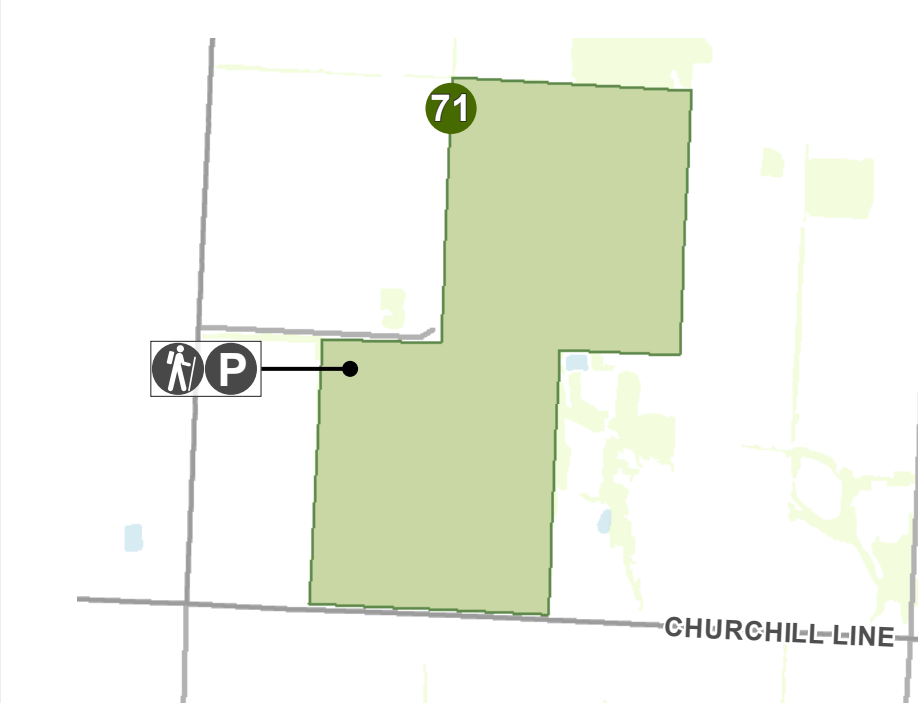
Bright's Grove



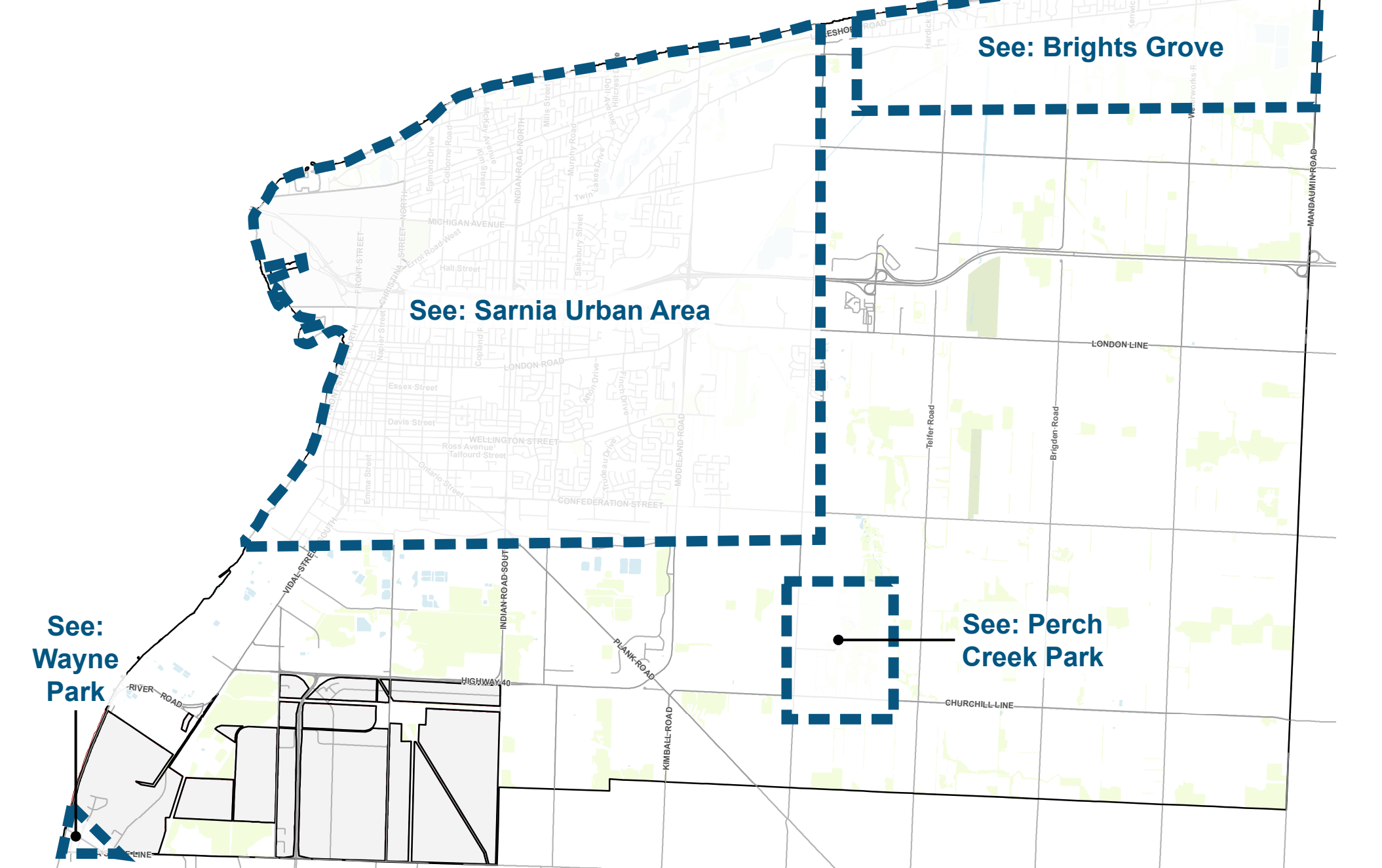
Wayne Park



Perch Creek Park



City of Sarnia



PARKS

- | | | | | | | |
|----------------------------|--|----------------------------------|-------------------------|-----------------------------|-----------------------------|-------------------|
| 1 Agincourt Park | 17 Cathcart Park | 31 Dennis Rupert Nature Preserve | 46 Jaycee Park | 62 Mike Weir Park | 77 Retlaw Park | 93 Vye Park |
| 2 Amsterdam Park | 18 Cathcart - Webster Park | 32 Errol Russell Park | 47 Kathleen Park | 63 Mission Park | 78 Riopelle Park | 94 Wayne Park |
| 3 Art Teasel Preserve | 19 Centennial Park | 33 Fairlane Park | 48 Kenwick Park | 64 Modeland Road Beach | 79 Rutherglen Close Park | 95 Westbury Park |
| 4 Aspen Park | 20 Centennial Parkette | 34 Farris Park | 49 Kenwick Park Beach | 65 Murphy Beach | 80 Saredaca Park | 96 Wildwood Park |
| 5 Assiniboine Park | 21 Christina St. Beach | 35 Germain Park | 50 Lansdowne Park | 66 Newton Park | 81 Seaway Park | 97 Wiltshire Park |
| 6 Autumn Breeze Park | 22 City Hall | 36 Grace Park | 51 Laurel Lea Park | 67 Nisbet Drive Park | 82 Sherwood Village Park | 98 Woodland Park |
| 7 Avondale Park | 23 Clarence-East Park | 37 Green Street Park | 52 Len Park | 68 Norm Perry Memorial Park | 83 Sparky Park | 99 Woodstone Park |
| 8 Baxter Park ¹ | 24 Clarence-West Park | 38 Guthrie Park | 53 Linden Park | 69 Oak Acres Park | 84 St. Alban's Park | |
| 9 Bayshore Park | 25 Clearwater Arena & Community Centre | 39 Hanna Park | 54 Lion's Park | 70 Paul Blundy Park | 85 Suncor Nature Way (East) | |
| 10 Blackwell Park | 26 College Park | 40 Hardick Park | 55 Lottie Neely Park | 71 Perch Creek Park | 86 Suncor Nature Way (West) | |
| 11 Blackwell Glen Park | 27 Connaught Park | 41 Harry Turnbull Park | 56 Mackenzie Park | 72 Point Lands Park | 87 Sylvan Park | |
| 12 Blackwell Road Beach | 28 Coronation Park | 42 Heritage Park | 57 Mackenzie Lane Park | 73 Pontiac Park | 88 Tecumseh Park | |
| 13 Brentwood Park | 29 Coventry Park | 43 Heritage Park - SWM #2 | 58 Mandaumin Road Beach | 74 Pullen Park | 89 Terry Fox Park | |
| 14 Canatara Park | 30 Crescent Park | 44 High Park | 59 Marcin Park | 75 Queen Park | 90 Twin Lakes Park | |
| 15 Cardiff Acres Park | | 45 Hollands Park | 60 Mcgibbon Park | 76 Rainbow Park | 91 Veteran's Field Park | |
| 16 Carr Park | | | 61 Meadowview Park | | 92 Veterans Park | |

- ### Parks & Outdoor Recreation Facility Recommendations
- | | | | | | | | |
|----------------------------|--------------------------------------|--|------------------------------------|-----------------------------|-------------------|----------------|----------------------------|
| Playground | Baseball Diamond(s) | Soccer/ Multi-Use Sports Field(s) | Basketball / Multi-use Court(s) | Tennis/ Pickleball Court(s) | Splash/ Spray Pad | Skatepark/ BMX | Outdoor Pool/ Beach Access |
| Dog Park / Leash-Free Area | Pavilion / Shelter / Shade Structure | Community Garden / Naturalized Area(s) | Trails / Pathway Loop / Connection | Tables / Seating | Washroom(s) | Parking Area | Accessible Play Equipment |
- ### Park Classification
- | | | |
|---------------------------------|-------------|---------------------------|
| City/ Regional Destination Park | Parkette | Future Community Park |
| Waterfront Park | Urban Green | Future Neighbourhood Park |
| Community Park | Linkage | Natural Area |
| Neighbourhood Park | | |
1. Former Kinsmen Community Centre property under review by OMB/LPAT

- ### INDOOR RECREATION CENTRES Recommendations
- | | | |
|-------|----------------------------------|---------------------------|
| Arena | Indoor Multi-Use Sports Field(s) | Indoor Multi-Use Court(s) |
|-------|----------------------------------|---------------------------|
2. Germain Arena - Feasibility assessment for facility redevelopment for indoor turf/ municipal gymnasium
3. Potential new East Multi-Use Recreation Complex (Secondary Plan Area 1 or 2)

Area of Mission Park previously planned for future Waterfront Park based on Waterfront Master Plan