



PARKS & RECREATION MASTER PLAN UPDATE & LAKE SIMCOE ENJOYMENT STRATEGY



**Town of Innisfil
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EXECUTIVE SUMMARY

Overview

Purpose

The purpose of this study is to prepare two complementary long-term Master Plans:

- Update of the 2016 Active Innisfil Parks & Recreation Master Plan
- Develop a Lake Simcoe Enjoyment Strategy

The goal of these Plans is to guide the provision of land-based and water-oriented recreation services to residents and visitors over the next 30 years and ensure a considered, community-directed approach to service provision within the context of significant growth in Innisfil.

While presented as a single document, the Parks and Recreation Master Plan Update and Lake Simcoe Enjoyment Strategy is really three plans: an update to the 2016 Active Innisfil Parks, the Recreation Master Plan (termed the “Land Plan”), and a new Lake Simcoe Enjoyment Strategy (termed the “Lake Plan”) and an update to the Trails Master Plan in coordination with the recently completed 2023 Transportation Master Plan.

Team Overview

Staff and the consulting team worked closely together to develop this Plan. The consulting team provided expertise in developing parks, trails, recreation, and waterfront plans. Working in both the Lake Simcoe area and in other communities with contexts similar to Innisfil, the team’s experience encompasses rural communities with dispersed settlement areas experiencing growth, extensive waterfronts, large seasonal populations, and accommodated visitors. The team covered a range of disciplines and skills including:

- Parks and recreation planning
- Landscape architecture
- Community engagement
- Survey design
- Ecology
- Economics, market research and tourism
- Marina planning and design
- Coastal engineering

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Approach

The study process comprised four overarching phases:

- Background Review
- Community Engagement
- Needs Assessments and Recommendations
- Draft and Final Master Plan

The phases occurred concurrently, as developing the Plan was an iterative process, and community engagement occurred throughout the project. The consultations conducted for the project were extensive. Detail on the consultation activities and results can be found in the Community Consultation Report (Appendix 1).

Research Inputs

The following summarizes the research inputs to the assessments:

- Municipal plans, studies, strategies etc.
- Socio-demographic profile
- Community consultation
- Current park and facility use for programs and events
- Trends
- Mapping
- Parks, waterfront properties, and facilities inventories
- Relevant ongoing projects/studies
- Site visits
- Status of recommendations from previous studies

Socio-demographic Profile Highlights

By 2051, Innisfil's population is expected to grow to 84,570 residents in addition to 20,000 more

jobs as per the County Municipal Comprehensive Review. Table ES-1 shows the estimated population growth per decade during the term of this Plan (from 2021 - 2051).

Alcona is the Town's only Primary Settlement Area identified in the Growth Plan for the Greater Golden Horseshoe (2019). Areas that will see the most growth over the term of the Plan include Alcona North and South (i.e. the Orbit Major Transit Station Area) Expansion Areas and Big Bay Point. Based on 2051 population growth estimates, the Orbit is expected to see the highest population growth (approximately 30,000 people), but not until near the end of the term of this Plan. As is the trend in the Province and County, the population in Innisfil will continue to age through 2051, meaning the proportion of the population over 75+ years of age will grow, while the proportion of the population below that will decline.

Parks & Recreation

Introduction

The Parks and Recreation section of this Plan is organized into four assessments:

- Programs and Events: identifies program and event needs, and provides directions on key resources and procedures to ensure recommended services can be delivered
- Outdoor Scheduled Facilities: assesses the need for additions and improvements to facility supply, and directions for the provision
- Parks: includes assessment of existing parks, future parks, park distribution, and parkland needs
- Trails: covers existing trails and recommended new trails

Programs and Events

Program Delivery

The program delivery assessment is divided into five focus areas:

- Supporting the Expanded Role of Sport and Recreation
- Joint Services Planning
- Marketing, Communications, and Funding
- Accessibility and Inclusion
- Measuring Success

Supporting the Expanded Role of Sport and Recreation

The role of community recreation has expanded in recent years beyond the traditional sports-centred focus. This has been mirrored in the expansion of services provided by

Innisfil's Sport and Recreation Department, with:

- a broad program portfolio (e.g., soccer, volleyball, dance, visual arts, yoga, mental health, general learning classes etc.)
- outreach activities (e.g., school visits, neighbourhood nights)
- HIGH FIVE training
- events (e.g., Speak Your Mind, Music in the Park)
- supporting sport organizations to grow their programs

As well as partnering with other community organizers to provide services.

With an expanded program portfolio and the additional recommendations provided in this Master Plan update, the Department will require additional staff to pursue service objectives. The current staff complement consists of one full-time Recreation Coordinator, and one full-time Recreation and Booking Administrator, who cover all aspects of recreation (planning, implementing, partnerships, outreach, hiring, contracting, training, delivering, evaluating, creating the guide, etc.) as well as a Facility Coordinator and Sport & Recreation Manager. Existing staff are at capacity with the current expectations and service levels and would not be able to take on the additional work required to build recreation in the Town to the level described in this Plan.

The recommended new Recreation Coordinator (PE.1) would assist the existing Coordinator in implementing the recommendations of this Plan, specifically related to programming development, along with helping to coordinate the other staff.

Joint Services Planning

Figure ES-1 summarizes the various actors in recreation in the Town, their mandates/ focus areas, types of programs offered, target population, and locations of operation. Together,

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the providers offer options for a wide variety of activities for all ages and abilities.

The Town, through the Recreation Coordinator, should engage in joint program planning with groups that provide or are interested in providing activities, programs, and/or events in Innisfil. This can occur, for example, through annual or biannual planning sessions, which would provide an opportunity for all types of providers to share their plans for the upcoming year or season (if biannual), discuss challenges, opportunities, potential partnerships or areas for efficiencies etc.

Marketing, Communications, and Funding

The Town and its partners offer a range of program types, for all ages, at various locations and times, and there is the capacity for additional participants. In consultations, however, residents requested programs that are already being offered. There could be other obstacles to their participation (e.g., timing), but it could also be due to a lack of awareness of what is available. There is a need to increase the promotion of existing and new programs/services to optimize participation/use, but there are no staff currently dedicated to this function. As the Town grows and more coverage is required, an integrated comprehensive approach to this work should be developed, which would be most successfully implemented by dedicated Sport and Recreation Staff. It is recommended that the Town add a Recreation Marketing & Communications Associate (part-time) to focus on expanding the activities discussed in the Plan. Ideally, this staff person should work closely with corporate communications to ensure a consistent voice across Town accounts and platforms.

In addition to increased marketing to increase participation rates, The Town can pursue external funding opportunities including sponsorship, revenue-generating advertising, and grants. Sponsorships are key to offsetting costs of service delivery and must be proactively sought/developed.

Table ES-1: Innisfil projected population growth per decade

Year	Population
2021	44,360
2031	54,970
2041	68,880
2051	84,570

Source: County of Simcoe Municipal Comprehensive review (ongoing)

Municipal recreation is a service to the community, and will continue to require subsidies in order to make it accessible. However, adding to the supply of municipal parks and recreation services will cost more and financing this through means other than additional subsidies is preferable in view of the need to control the burden on municipal property taxes over the long term. The Plan recommends developing a pricing policy to set the framework for the relative proportions of service costs to be financed through the tax base or through user fees, depending on the nature of the service. Figure ES-2 provides an example of one approach to developing a pricing policy.

Accessibility and Inclusion

Innisfil is growing and experiencing a change in demographics, and community members of all racial and ethnic backgrounds and faiths should be acknowledged and made to feel welcome in/at programs and events and when using Town facilities and parks. The Town can do this by, for example, trying to ensure advertising and communications reach these groups, by using advertising that features a diversity of people, hiring Town recreation staff that reflects the diversity of the community, and through staff training. The Plan provides additional suggestions for supporting accessibility and inclusion (e.g., piloting MagnusCards, expanding the FAIR

Key Providers	Mandate/Focus Area	Type of Programs/ Events	Target Populations	Locations
Sports and Recreation Department	<ol style="list-style-type: none"> 1. Increasing recreation participation 2. Building Community 3. Encouraging interconnectedness of creation and broader community well-being 4. Where appropriate operating on cost-recovery model; a combination of free and fee-based 	Physical activity & non-physical activities Registered & drop-in Paid & free programs and events	Entire Town; all communities, ages, social demographics, etc.	Municipal facilities Parks Schools
Key Municipal Partners Library	<ol style="list-style-type: none"> 1. Creating a community hub, and provide safe, welcoming space 2. Engaging as many people as possible in learning, promoting traditional and digital literacies 3. Supporting community needs through partnerships, collaboration and connection with other services. 4. Removing any barrier of cost/maintain as a free service for community benefit 	Non-physical activity (literacy, arts and crafts, learning, events etc.)	Entire Town; all communities, ages, socio-demographics, etc.	Library branches Various outreach locations
Key External Partners YMCA	<ol style="list-style-type: none"> 1. Engaging as many people as possible in recreation activities 2. Reducing the barrier of cost 3. Operates as non-profit membership-based 	Social Childcare Fitness/health and wellbeing	Entire Town; all communities, ages, socio-demographics, etc.	YMCA at IRC
Organizations/ Non-Profits/ Agencies	<ol style="list-style-type: none"> 1. Bringing people together with shared interests 2. Building Community 3. Providing programs/activities/ events for all ages 4. Operating on a volunteer cost-recovery, or non-profit model 	Physical activity & non-physical activity Social Learning/general Interests	Generally entire Town (occasionally neighbouring communities) Sometimes focus on local neighbourhoods or specific interests, ages, etc.	Municipal facilities Non-Municipal Facilities Town Parks
Businesses	<ol style="list-style-type: none"> 1. Providing quality service in exchange for payment 2. Maintaining profit model 	Physical fitness Dance Music & art lessons Water sports, etc.	Typically target special interests, ages and income levels	Private facilities Town parks

Figure ES-1: Summary of Key Recreation Providers in Innisfil and their Focus Areas

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program, and developing culturally-sensitive programming options). Given the breadth of actions described including additional training, research and outreach dedicated to developing inclusive programming, it is recommended that an Inclusion Coordinator position be added. This position can be part time to start and will work closely with other staff (e.g. the Recreation Coordinator, Marketing and Communications and Sales and Partnerships Associates) to achieve accessibility and inclusion objectives.

Measuring Success

The ability to evaluate progress will require annual targets that can be measured, as is the approach used now by the Town as part of the annual budget process. The results of each year's programming provide the basis for reporting on outcomes and planning for the upcoming year. The Town should continue using the performance measures already in place while continuing to work on HIGH FIVE registered organization requirements to become accredited through HIGH FIVE.

Many commentators are predicting permanent shifts in the demand for recreation services post-COVID, and the need for municipalities to respond accordingly. The actual implications of the pandemic, however, will only become apparent over time. For example, the expectation that more people will continue to work from home on flexible schedules can be anticipated to translate into greater levels of demand for recreation programs/access to facilities in traditionally non-peak times. Monitoring these factors will contribute to verifying anticipated changes in recreation service needs and the need to adjust municipal delivery responses to this demand.

Arts, Culture, & Heritage

Innisfil is taking strides in developing arts, culture and heritage in the community. There was strong interest reported for arts, culture and heritage

programs in the online survey, particularly for visual arts (43%), as well as for events: in the telephone survey, the majority of residents were in support of having more major events (82%) and more major commercial events to attract visitors/tourists (78%) as a way to offset recreation costs. In the online survey, one-day/weekend special events were the second most selected non-sport activity of interest (50%).

In addition to the strong resident interest expressed, supporting arts, culture, and heritage is a priority for the Town, and providing these types of programs and events advances the actions recommended in the Innisfil Culture Master Plan and Town Campus Plan.

Recommended actions include providing supportive outdoor events spaces, specialized/dedicated spaces for arts programming (e.g., visual arts studio, music production space, etc.), and having dedicated part-time staff on call to assist with community events.

Outdoor Programming and Activities

Outdoor programming provides a critical benefit to the health and well-being of people, particularly children and teens. Time spent outdoors has been shown to improve physical and mental health, boost confidence, reduce stress and build an understanding of, and respect for, the natural environment. Resident interest (from surveys) was very high for outdoor activities, and recent studies have shown that the COVID-19 pandemic has resulted in an even greater appreciation for time spent outdoors in the natural environment. Activities using natural assets such as the lake, trails, and forests (e.g., outdoor skating, sledding, cross-country skiing, snowshoeing, kayaking, stand-up paddle boarding, etc.) can be supported by the Town in several ways - alone or in combination - depending on the program/activity and available resources:

- Encouraging community volunteer groups to develop a program/activity (e.g., Innisfil Kayak Club)
- Establishing agreements with existing providers (e.g., Northern Stand Up Paddle) to offer introductory programs on behalf of the Town (this has also been done in the past)
- Directly contracting instructors to teach needed skills/lead activities (e.g., kayaking, winter survival skills, roller skating etc.)

In addition, the Town could develop a municipal equipment-borrowing library or rental service offering, for example, life jackets, canoes, kayaks, snowshoes, roller/ice skates, etc. The Innisfil ideaLAB & Library offers The Library of Things, which includes board games, tech equipment, gardening equipment and many more items. The Town and Library should discuss opportunities to expand the Library of Things to include outdoor recreation equipment. Ideas for small paddle craft lockers/rentals are also addressed in the Lake Enjoyment Strategy.

Sport Development

The resident survey responses showed a very high interest in ice programs – both indoor and outdoor. It can be difficult to plan registered programs on natural outdoor ice rinks because they are so dependent on the weather. An

outdoor rink with a cooling mechanism and roof over top is ideal to support programs such as shinny, learn to skate, hockey skills, etc. Taken further, the rink can be designed for other uses with ice-out, a seating area, electrical lights and music, and washrooms and change rooms. This would allow daytime and night-time events in the winter and summer. The facility could also be permitted and rented out for private parties. A facility such as this would support many directives in this plan including expanding outdoor events in all seasons, expanding ice activities, activating park spaces and encouraging residents to rent parks/amenities for private parties.

In regard to field sports, resident opinion was that the Town should provide introductory programming for a wider variety of field sports such as football, lacrosse, rugby, ultimate frisbee, cricket, track and field, etc., for all ages to expand the use of fields beyond soccer.

The community would also benefit from more physical activity and sport-based community events to encourage physical activity and entice the use of parks and facilities. Some examples include races, field games, and family fun tournaments (e.g., t-ball, kickball, soccer, hockey, etc.). The Plan recommends hiring a Sports Development Coordinator to assist in implementing sport-related recommendations.


GreenPlay Model		Municipal Mandate
Profit centre	HIGHLY INDIVIDUAL BENEFIT	Weakly Aligned  Strongly Aligned
	MOSTLY INDIVIDUAL BENEFIT	
No subsidy - full cost recovery	INDIVIDUAL/COMMUNITY BENEFIT	
	MOSTLY COMMUNITY BENEFIT	
Full-subsidy = no cost	HIGH COMMUNITY BENEFIT	

Figure ES-2: GreenPlay Model Related to Municipal Mandate

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This position could be part-time to start and re-assessed periodically.

Age-Specific Program Needs

Infant and Pre-school:

Increased marketing of these existing programs may address some perceived needs. In addition, the Town can develop (on its own and in partnership with other providers) additional non- sports programs including, for example, parent and child social activities, and STEAM (science, technology, engineering, arts and math) programs. Another consideration for preschool programs is location – it is often difficult for parents to pack up small children, travel to a program location, and participate within nap time windows and other constraints. The Town should seek to offer more preschool programs at both indoor and outdoor locations dispersed around the Town.

The Town does not currently have any space dedicated to preschool programming. Space designed for use for infant and preschool programs and drop-ins will support the expansion of preschool programs and activities and should be included as part of the Facilities Master Plan.

Children:

Children were identified in the top three age groups most in need of programs in the telephone (30%) and online surveys (31%). There is a wide variety of programs available, and overall, there are more options for sport and active programs than for non-sport (e.g., social drop-ins, STEAM, etc.). Some of the program types that were most requested in the online and telephone surveys are not well represented in current offerings, for example, snow activities, water-based activities (aside from swimming), and social/club activities for children. Arts programming and outdoor activities (such as water-based and snow activities) were previously discussed in this section, and the development

of both these types of programs should include options tailored for children 5-12. Other children's program options should include expanded field sports (discussed previously under sport development.), social clubs and STEAM. With the Innisfil ideaLAB & Library's HackLAB, the Library is the main provider of STEAM programs, but the Town can support this program development by for example, marketing through Town channels. Social clubs can include casual drop-ins, or learning new skills and games (e.g., chess, food preparation, plant identification, etc.).

The Town should increase outreach at elementary schools, and also provide increased/continued digital and print marketing and communications through regular marketing channels as well as through the schools if possible.

Youth:

The Sport & Recreation Department has made strides in youth program development and outreach, for example through Youth Connex, the Mobile Youth Centre, high school outreach and Speak Your Mind events among others. The Town can build on this work by:

- Offering additional volunteer opportunities with the Sport and Recreation Division would provide an opportunity for youth to learn about careers in recreation and activities available in the Town.
- Continuing to offer the Mobile Youth Centre on some afternoons/evenings and on the weekend as well, in order to make it easier for more youth (and children) to attend
- Continue to pursue Youth Friendly Community Accreditation
- Consider developing a youth drop-in space: this was something strongly requested during consultations for both this Plan and through Youth Connex consultations. The room could include games (board games and computer games/consoles), comfortable seating, tables, vending machines, an art wall, etc. It could

primarily be open for drop-in use but made available for youth-directed programming as well. The upcoming Facilities Master plan should assess options for an indoor youth space.

Adult:

Adults were in the top three age groups most in need of programs in the online survey, however, it is worth noting that relative to other age groups adults have many opportunities for both organized and self-directed recreation.

With the increase in adults working from home since the pandemic (and it appears a hybrid work model is here to stay for many), the Town should pilot more adult fitness class options during the day. For parents especially, a daytime class on their lunch hour may be preferable to an evening class where they may be busy with family duties and children's extracurriculars. Consultation with Town staff revealed two key obstacles to daytime programming: difficulty finding contract instructors available during the day, and limited options for suitable indoor space, particularly for fitness programming.

With regard to space, the Town does not have access to any gymnasium during the day, which limits the types of programs that can be provided. The need for daytime programs can be partially met by existing indoor spaces (e.g., Stroud Community Centre, Knock Community Hall, various banquet halls), as well as outdoors at parks; however, there is an apparent need for indoor space that can accommodate sports and fitness such as a studio or gymnasium. The upcoming Facilities Master Plan should consider options for developing such a space.

Seniors:

Seniors can attend the many adult programs discussed previously, as well as those geared specifically to seniors aged 55 and up (e.g., chair yoga, 55+ Fit for Life). Seniors receive a discounted rate on programming, which helps to

keep programs financially accessible. Reported interest in additional programs for seniors was low in both online and telephone surveys. However, of all population age groups, the 75+ age group will see the most growth over the term of this Plan, more than doubling in population. Given the growth expected in this cohort, programming should be expanded. The Town has also implemented a Senior Programming Committee and should continue that work to keep up to date on evolving seniors' needs and interests when developing new programs.

The YMCA has developed the Silver Club at the IRC, a monthly social lunch club for seniors to gather, eat, and socialize, and the Stroud Seniors Club offers once-a-week social and card games. However, aside from these two clubs, and activities in dedicated retirement communities or care homes, there are no other social clubs for seniors in Innisfil. To combat the risk of loneliness and isolation for seniors, it is crucial for there to be opportunities to gather, meet new friends, and socialize. The Silver Club has had a very positive response from the community, and a similar program would benefit others who do not attend YMCA programs. Although there is no dedicated seniors' space in the Town, there are community halls and banquet halls that are suitable. The upcoming Facilities Master Plan should assess options for such a space.

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Outdoor Scheduled Facilities

The assessment of outdoor scheduled facilities is presented under the following headings:

- Net sport courts: tennis, pickleball and sand volleyball
- Baseball diamonds
- Sport fields
- Ensuring equitable access and confirming the demand for outdoor sports facilities
- Facilities not currently available in Innisfil

Table ES-2: Outdoor Scheduled Facilities

Type	no. & locations	prime-time hours/week/field	total # fields	total prime time hours	
				per week	per 14-week season
Ball Diamonds					
Lit baseball	2 IRC	48	2	96	1,344
Lit softball	1 IBP	31	1	31	434
	1 Fennell's Corner	48	1	48	672
Unit softball	1 IBP	12	1	12	168
	4 other locations	31	4	124	1,736
Total softball	7			215	3,010
Sports Fields (Soccer Fields)					
Lit	4 IRC	48	4	192	2,688
Unlit	2 IBP	12	2	24	336
	5 other locations	31	5	155	2,170
Total Unlit	7			179	2,506

Net Sport Courts: Tennis, Pickleball and Sand Volleyball

Strengthening tennis locally is a future direction for the Town, in view of other levels of organization in surrounding communities. Future facility requirements/improvements, however, will depend on confirming the commitment of volunteers to form a tennis club based at Innisfil Beach Park along with an agreement for club use of the courts; implementing required improvements to the courts in conjunction with the Innisfil Beach Park Master Plan; assisting the club in initiating operations and programs. Covering the courts with an inflatable dome, possibly during winter months only, is a potential longer-term option that should be considered if organized use is consistently high enough to warrant it.

Community interest in pickleball courts reflects its growth in participation. Providing courts will also increase the range of facilities and programming available within the Town for outdoor sport and recreation. Organization around pickleball will likely emerge if dedicated facilities are provided. At the same time, the Town can facilitate organization by reaching out to interested groups/individuals and working with them to formalize, develop a program, and plan facilities.

Major improvements to the sand volleyball courts at the IRC will allow the Town to accommodate strong demand from Provincial competitive leagues, and to host charity tournaments and community play - especially among youth and young adults.

The proposed redevelopment includes four additional competitive-size volleyball courts on Campus (IRC), south of existing courts and restructuring existing courts to competitive-size courts, and installing lighting, with power source/outlets to courts for support amenities (e.g., sound system, vendors, etc.). It will provide a total of eight competitive-level courts at the IRC.

Baseball Diamonds

Total hours of use on baseball diamonds in 2017, 2018 and 2019 ranged from 57% to 62% capacity in relation to total estimated prime time. Lit hardball diamonds at the Innisfil Recreational Complex were consistently the most heavily used facilities, followed by those at Stroud and Fennels Corner and the large diamond at Innisfil Beach Park. Softball diamond use was relatively consistently low.

Assuming hardball diamond use levels continue, a population-based provision level for planning purposes is one lit diamond for every 23,734 population. By 2051 a total of 3.7 (4) lit diamonds, or 1.7 (2) more than the existing supply, will be needed and the population point at which a third diamond should be operational will be approximately 47,500. Assuming softball diamond use levels continue, the Town population can more than double before new softball diamonds are required.

Implementing the Town Campus Master Plan will require the relocation of the two baseball diamonds on site, which means both the IBP and the IRC diamonds will need to be reconstructed elsewhere. Collectively, therefore, a total of six (6) new diamonds are needed, including four (4) relocations (comprising 2 IRC and 2 from IBP), and two (2) new hardball diamonds to meet the demand for 2051. This would allow co-locating facilities in a four-diamond, lit configuration, which is the preferred configuration to support both the regular season and community tournament activity. Relocating the two IBP diamonds will also allow hours that are currently not scheduled to be used.

The 39.74 ha parcel at the southwest corner of the intersection at the 7th Line and the 10th Sideroad, (municipal address 7140 10 Sideroad) was purchased by the Town to develop an outdoor sports complex, consolidating relocated and new outdoor facilities in a single location to accommodate anticipated growth and allow more programming for organized activity and tournaments. However the site topography and

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naturalized areas such as forests and streams have proven that the site won't fit both sports fields and baseball diamonds. As a solution, a new property can be purchased and 7140 10 Sideroad can be either re-purposed or sold. A new property would need to be purchased by December 2024 so that new diamonds could be constructed in advance of Phase 2 of "The Innisfil Beach Park (IBP) Implementation Plan" which requires the baseball diamonds at IBP be relocated by 2029. If ideal property cannot be retained by December 2024, the Outdoor field complex will remain at 7160 10 Sideroad and soccer fields will remain at IRC until an appropriate parcel of land can be retained.

Phase 2 will include the four new baseball diamonds, scheduled to start In January 2026. The placement of the four-field diamond facility and anticipated future hardball diamonds at the outdoor sports complex site needs further refinement to detail all space and orientation requirements for the fields themselves, ancillary facilities, and amenities.

When is 'Prime Time'?

Prime Time is typically evenings & weekends.



Sport Fields

Total hours of use on sport fields for soccer in 2016, 2018 and 2019 ranged from 22% to 32% capacity in relation to total estimated prime time. Scheduling showed relatively low use of all fields and especially unlit facilities. Fields at the Innisfil Recreational Complex were consistently the most heavily used facilities, followed by those at Innisfil Beach Park.

Given current low levels of field use, and allowing for some anticipated growth as reported by users, a population-based provision level for planning purposes is one lit field for every 21,249 population. A new lit field, therefore, will not be required until just beyond the Plan's 2051 timeframe. No additional unlit fields will be needed during the timeframe of the Plan due to the available capacity on existing fields.

These facilities have historically been called soccer fields in recognition of the fact that they were provided largely to accommodate soccer, which has also been their dominant use to date. In terms of the future need for additional fields, however, the objective is to ensure they are also made available to other sports organizations that need facilities to operate their existing programs and to support development efforts. To this end, the Plan uses the more general term 'sports' fields or 'multi-purpose sports' fields to reflect multiple uses and to move away from the notion that these fields are exclusively for soccer.

Although no new multi-purpose sport fields will be required within the term of the Plan:

- both fields in Innisfil Beach Park need to be relocated to implement the directions contained in the IBP Master Plan, and
- implementing the Town Campus Master Plan will require the four (4) lit fields on the IRC to be relocated.

Neither of these plans are at the point where fields will be moved in the near future. As such, the need to relocate up to six (6) multi-purpose sport fields (4 of which will be lit) is recommended

for the period beyond 2031. The actual timing of relocation, however, will be tied to the implementation schedules of the IBP Master Plan and the Town Campus Master Plan, and the actual demand and use of facilities over time. In any case, new facilities should be operational before the fields are removed from the supply.

In anticipation of relocating fields from IBP and the IRC property, the Town should begin a search for an appropriate parcel of land to accommodate these facilities. Barrie's 2019 Outdoor Recreation Facility Study recommended securing over 21 hectares of land to meet future outdoor sport facility needs that will not be accommodated in parkland dedications. The Town of Innisfil should consider the potential to develop a joint outdoor recreation complex with the City of Barrie if the options related to acquisition, development, and operations are mutually beneficial to both municipalities.

Generating Use of Multi-purpose Sport Fields

By taking a proactive approach to generating new uses for multi-purpose sport fields, the Town can encourage locally-based league development. This will provide minor sport opportunities close to home and will also offset the Town's reliance on a single sport to generate revenues from field rentals. Organized activity and facility supply in the region suggest potential growth in field sports other than soccer that are more typically found in larger urban areas (e.g., football, lacrosse, rugby, field hockey, ultimate frisbee). The Town of Innisfil should anticipate facility provision for program development for its own population to:

- accommodate the demand for different field sports that will very likely be generated by people who move to the Town as it grows.
- implement the 'place' vs. 'space' vision for the Town, by providing residents with home-based opportunities for a variety of sports pursuits.
- take a proactive approach to support Canada's Sport for Life (CS4L) framework for Long Term Development in Sport and Physical Activity.

Artificial Turf Fields

A continuing focus on multi-purpose facilities and interests in field sports in addition to soccer requires considering ways to accommodate several sports on more 'universal' fields. Innisfil is part of the current and/or potential regional market for a range of field sports, as evidenced by locally based-organizations for lacrosse, rugby, and football. Within the Town itself, there is interest in using playing fields for sports other than soccer.

Providing facilities to accommodate different sports with varying degrees of popularity over time, some of which cannot support single-purpose dedicated fields makes multi-purpose turf fields a reasonable response. This is particularly relevant to municipal service provision, where the focus is to provide a wide range of opportunities for the community to engage in introductory levels of sport for recreation. Providing artificial turf instead of natural fields can serve these ends, as well as help reduce challenges related to wear, and extend the playing season in spring and fall to increase available 'prime time.' Multi-purpose, artificial turf fields can provide different field sports with access to high-quality facilities and extended use while limiting the consumption of available parkland.

In recent years, the Town was interested in possibly redeveloping a field at the IRC grounds as an artificial turf facility and doming it for year-round use. The IRC is currently the Town's prime location for lit fields and so a good candidate site for an artificial turf field. In view of the Town Campus Master Plan's eventual requirement to relocate these fields, any investment in these fields beyond that necessary to maintain quality for use and safety should be limited to lifecycles that align with anticipated relocation dates.

A cursory review of online information suggests a 10-to-20-year life span for an artificial turf field, depending on several factors including turf quality, levels of use, and maintenance standards. Depending on the anticipated timeline for relocating the IRC fields, a replacement of one

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of these fields in the short term with a domed artificial turf designed for multiple uses would provide an opportunity to pilot this approach to future development in terms of accommodating more users/uses, intensifying use in terms of hours, providing year-round play, and monitoring/evaluating player experience relating to emerging evidence that artificial turf poses an increased risk of player injury.

Ensuring Equitable Access and Confirming Demand for Outdoor Sports Facilities

Although soccer will continue to be the dominant use on sport fields in the short term, it is very likely that participation in other field sports will increase over time. It will be important to provide and schedule municipal sport fields in a manner that ensures all community sports in Innisfil are accommodated, and each is allocated time on the best fields through appropriate adjustments to the 2019 Field Allocation Policy.

Determining the future needs for various types of facilities requires a formal method for confirming demand in relation to facility capacity by type. Verifying facility needs combines several information components, in addition to that already provided through allocation procedures, such as: documenting actual vs. scheduled field use by activity on each type of field, by prime and non-prime time; periodic consultation with user groups to update/clarify facility needs; tracking unmet demand/requests for access to facilities that cannot be accommodated; tracking participation trends in a facility in other municipalities that are within the same market.

Although reciprocal/joint use agreements with the District School Boards for access to their fields may be an option to accommodate future demand, high-quality school fields that would simultaneously provide access for community use

are typically limited to secondary schools, which may limit such opportunities in Innisfil.

Facilities Not Currently Available in Innisfil

During the Plan's 30-year timeframe, demand for facilities that are not currently part of municipal supply will very likely emerge. Tracking unmet demand will provide indicators of the need for these and other facilities, verification of which can be addressed in periodic updates to the Plan.

Innisfil is within the high-growth southern Ontario market for cricket. In Toronto, cricket is one of three sports for which there is unmet demand for facilities. Demand is both strong and growing for both children and adult involvement, and its extent has been unexpected.¹ The Town, therefore, should anticipate the need to provide a cricket pitch as its population grows and demand becomes apparent, including the possibility of developing a combination sport field/cricket pitch as part of long-term facility provision.

The Town has had requests for a lawn bowling green, for which future interest can be monitored and supported by facility provision if warranted. Provincial sport organizations are focused on program and participation development in these and other areas, the outcomes of which will become apparent in upcoming years and could result in higher levels of demand for outdoor sports facilities.

¹ OLBA Strategic Plan 2019 - 2022

Parks

With significant population growth forecasted a thirty-year framework for parks provision is required which addresses accessibility, health and safety, environmental requirements, amenities and equitable distribution of Innisfil's 146.1 ha of existing inland (35) and lakeside (22) parks, as well as planned – but not yet developed – future parks

Parks Assessment

The assessment of Innisfil's parks is organized into seven topics:

1. Park Classification
2. Parkland Distribution
3. Parkland Needs
4. Park Facilities
5. Park Activation and Place-making
6. Recommendations for Existing Parks
7. Recommendations for Future Parks
8. Recommendations for Open Spaces

1. Park Classification

This Plan identifies four opportunities to improve on the 2016 Active Innisfil Parks Master Plan classification system by removing Parkette as a typology, separating Regional Park and Special Use Park, replacing Linear Park with Conservation Park, and adding the Lakeside Park typology. These categories better reflect the types of Parks in Innisfil and planned future parks.

2. Park Distribution

The distribution of parks across Innisfil was looked at in regard to current/existing distribution and planned/future distribution. From this analysis, it was determined that many neighbourhoods are currently lacking any type of park, while even a greater number are missing

a neighbourhood park. While this deficiency will be minimized in the future once Innisfil's 43 undeveloped inland parks and 29 future lakeside parks are constructed, the neighbourhoods of Sandy Cove (west), Stroud (southeast), Churchill, Fennell's Corners, and Gilford (southwest) will each still require park space to support their community.

3. Parkland Needs

The current parkland service level for the entire Town of Innisfil is 4.0 hectares per 1,000 residents, which exceeds the targeted ratio of 3.5 hectares per 1,000 residents. While it appears Innisfil's parkland provision levels are strong, further analysis reveals there is a large surplus of regional park space which consists of Centennial Park, most of which has not yet been developed for public use which skews the parkland service numbers and hides the fact that Innisfil is deficient in Neighbourhood Parks. Looking toward the future, as Innisfil's population grows, approximately 91 ha of additional parkland will be required by 2051 to meet and maintain service level targets, after the planned future parks get developed.

4. Park Facilities

Innisfil's parks hold a variety of facilities for self-directed and casual use, as well as scheduled community use. The Facilities section of this Plan addresses scheduled facilities for sport fields, tennis and pickleball courts, and ball diamonds, and recommends additional facilities based on the Town's growing population. Building on the outdoor facilities assessment, this section discusses potential locations for the additional scheduled facilities that are recommended. This includes highlighting potential locations in both existing and future parks to address new facilities for tennis, pickleball, sport fields, ball diamonds, and self-directed and casual-use park facilities such as playgrounds, splash pads, skateparks, pump tracks, basketball courts, outdoor rinks, and dog parks. New facility opportunities for

- Community
- Inland Park
- Lakeside Park
- School
- Conservation Areas
- Private Recreational Lands

Inland Parks

- p1 Pitt Street Park
- p2 Linda Street Park
- p3 Aspen Street Park
- p4 Ireton Street Park
- p5 Meadows of Stroud Park (Sunset Park)
- p6 Trinity Park
- p7 Dempster Park
- p8 Warrington Park
- p9 Stroud Community Park
- p10 Lawrence Park
- p11 Innisfil Beach Park
- p12 Crossroads Park
- p13 Noel Andrade Memorial Park
- p14 Town Square
- p15 Hastings Park
- p16 Huron Court Park
- p17 Ashwood Park
- p18 Knock Community Hall and Park
- p19 Webster Park
- p20 Anna Maria Park
- p21 Innisfil Recreational Complex (Civic Campus)
- p22 Nantyr Park
- p23 Previn Court Park
- p24 Centennial Park
- p25 Lormel Gate Park (LSAMI P1)
- p26 Church Street Park
- p27 Morgan Russell Memorial Arena & Community Centre (Lefroy Arena)
- p28 Coral Woods Park
- p29 Circle Park
- p30 Orm Membery Park
- p31 Fennel's Corners Park
- p32 Cookstown Community Park
- p33 Veteran's Memorial Park
- p34 Kidd's Lane Park
- p35 Cookhill South Park

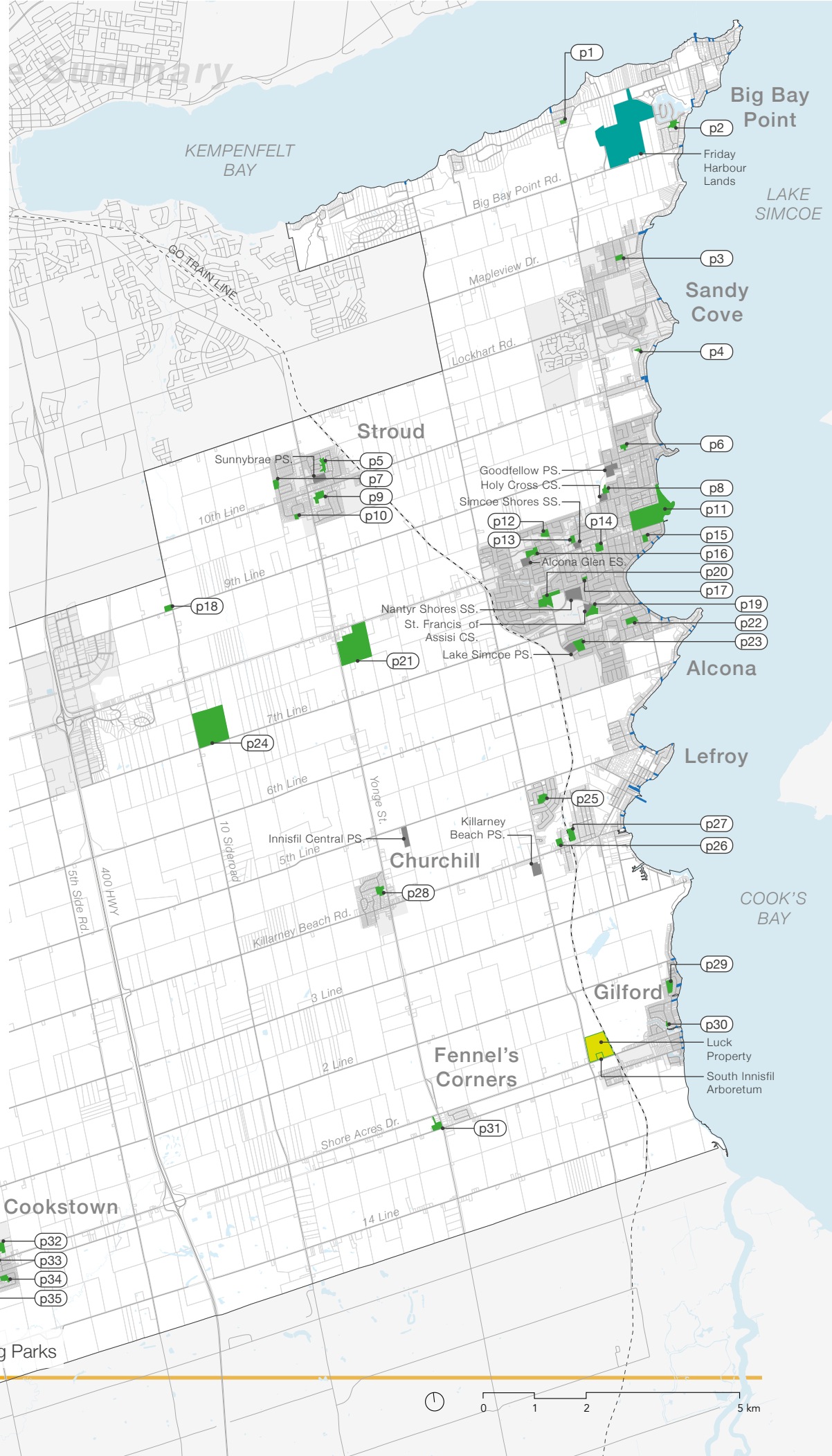


Figure ES-3: Existing Parks

cricket, lawn bowling, and disc golf are also identified.

5. Park Activation and Placemaking

Place-making should be used when developing or redeveloping parks all parks in Innisfil. Parks are community hubs that can be activated through community development, signage, public art, park furniture, etc. This can be achieved through community-based volunteer organizations (i.e. Friends of Parks Groups), which can be formally affiliated with the municipality as a partner in a local park to help plan, engage with the community and provide additional resources to improve the community's use and relationship with the park.

A second strategy for activating and placemaking is the incorporation of public art through a variety of means including both stand-alone pieces such as sculptures, murals and monuments, and art as infrastructure such as signage, site furniture and lighting. A public art strategy is required to help plan, organize, and facilitate the implementation of public art throughout Innisfil's parks.

6. Recommendations for Existing Parks

Specific park improvements are recommended for Innisfil's existing parks (Figure ES-3). This section discusses park facilities for all 35 inland parks and four lakeside municipal parks (12th Line/Mapleview Park, 10th Line/Leonard's Beach, Belle Ewart Park, and Bayshore Park). Improvements to these parks have been grouped into three improvement categories (minor, moderate, and major) to indicate the level of investment required.

7. Recommendations for Future Parks

This Plan identifies 42 future parks for Innisfil. There are 38 future neighbourhood parks, four future community/district parks, and one regional park.

8. Recommendations for Open Spaces

This Plan identifies nine open space parcels as suitable for future parkland. Seven of the nine parcels meet the minimum park size of 1.2 ha. Two open space parcels are recommended for park development in the timeline of this Plan. The parcel at 3122 25 Sideroad (o10) is identified to become a neighbourhood park. The parcel at 2138 Gordon Street (o37) is adjacent to Stroud Community Park. There is an opportunity to expand the park and add a playground, dog park, splash pad, outdoor rink facility and trails. The other seven open space parcels are recommended for development beyond the timeline of this Plan. The Town should use its discretion to determine the right time to develop these locations into parkland, if development is accelerated near the parcel.

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Table ES-3: Recommended Trail Hierarchy

Trail Type	Description	Permitted Uses	Amenities	Min. Width (m)	Surface Type
Multi-Use Trail	<ul style="list-style-type: none"> Support a wide range of uses (recreation, utilitarian) Off-road trails used year-round Often located next to roads 	Walking, hiking, cycling, and other non-motorized forms of transportation	Parking, signage, trail head, washrooms, seating, trash receptacles.	1.8 - 3.0	Asphalt, concrete, limestone screening, or other firm and stable surface.
Secondary Trail	<ul style="list-style-type: none"> Short pathways or loops located off-road or within parks Connect to multi-use trails 	Walking, jogging, hiking, and cycling	Signage and seating.	1.8	Asphalt, limestone screening, or other firm and stable surface.
Sidewalks	<ul style="list-style-type: none"> Pedestrian foot paths along well-travelled ROW in settlement areas May connect to other trail types Facilitate social interactions 	Walking, jogging, hiking	Signage, outdoor patios, seating, lighting, trash receptacles	1.5 - 1.8	Concrete
Paved Shoulder	Paved Shoulder - located in rural areas along ROW	Walking, jogging, hiking Recreational and utilitarian cycling	n/a	1.5 - 2.0	Asphalt
Sharrows	Located along local roads that share ROW with vehicular traffic, denoted by pavement parkings and signage, suitable for low-volume roads	Recreational and utilitarian cycling	n/a	1.5 - 2.0	Existing road condition (asphalt)
Dedicated Cycle Lane	Located within ROW, removed from traffic and denoted by pavement markings and signage, suitable for high-volume roads	Recreational and utilitarian cycling	n/a	1.5 - 2.0	Asphalt

Trails

Trails refer to active transportation infrastructure including multi-use trails, secondary trails, paved shoulders, sharrows, dedicated bike lanes and in some cases sidewalks. Active transportation infrastructure encourages the use of self-propelled modes of transportation, such as walking, cycling, jogging, rolling, and skiing. A multi-modal transportation system will encourage healthy and active living, as well as limit impacts on the environment. Recommendations to improve and build the existing network to connect Innisfil's settlement areas is a key component of this section. In addition, this Plan looks for opportunities to build and improve existing active supportive features, such as signage, benches, picnic areas, rest stops, lighting, and bike racks, to increase the comfort and security of trail users.

Consistent with the 2016 Trails Master Plan, trails in this Plan are recommended while considering natural heritage features, areas of natural and scientific interest (ANSI), significant wetlands and valley lands, habitat for species at risk, hazard lands, and source water protection areas. This Plan also addresses open-space parcels (Town-owned properties) and their potential to further develop the trail network.

Trails Assessment

The Town of Innisfil is growing, and so should its trail network. New trails should be integrated into existing and future parks as well as new neighbourhood developments. This trail network should also link Innisfil's various settlement areas, whenever possible this should be accomplished through off-road connections. However, when this is not possible in the foreseeable future, using signage and other on-road demarcations should be considered.

Some of the trails recommended in this Plan will require access to or the acquisition of private

property for the purpose of trail development. The Land Access Strategy describes this idea in relation to the waterfront and natural heritage features across the Town.

Building this network of trails should be a long-term endeavour. While certain connections may not be possible in the short or medium term, having a long-range outlook to provide trail connections will help ensure that future opportunities are not squandered and that there is an overall plan in place to accommodate future opportunities should they arise.

The following text outlines recommendations for Innisfil's active transportation network under the following topics:

1. General Improvements and Guiding Principles
2. Trail Hierarchy
3. Current Town Developments
4. Community and Regional Connectivity
5. Recommended Local Trails
6. Open Space Parcels
7. Safety at Intersections and Crossings

1. General Improvements and Guiding Principles

Innisfil's active transportation network should be connected and safe. Trails should connect with one another and link settlement areas and Town-owned properties to create a network of multi-use trails, secondary trails, and sidewalks. When off-road trails are not possible, signage and road markings should be provided to promote safety and awareness of the shared road.

Building on the vision of the 2016 Trails Master Plan, the following eight guiding principles were considered when identifying trail

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recommendations in this assessment. These include:

- Connectivity/linkages to destinations and regional systems
- Safety
- Visibility and awareness
- Multi-modal options
- Accessibility
- Place-making
- Cost-effectiveness
- Supporting amenities
- Partnership possibilities

2. Trail Hierarchy

Building on the 2016 Trails Master Plan trail hierarchy system, Table ES-3 identifies six types of trail infrastructure:

- Multi-Use and Secondary Trails
- Sidewalks
- Paved Shoulder
- Sharrows
- Dedicated Cycle Lane

This table also indicates recommended surfacing, width, and location. Innisfil should have regard for the recommended Trail Hierarchy in the planning, design, and development of its active transportation network. Wherever possible, the Town should explore opportunities to provide off-road trails first, before any other type of trail (i.e., paved shoulders, sharrows, dedicated cycling lanes). Three types of off-road trails include multi-use, secondary and sidewalks.

3. Current Town Developments

The Town (Civic) Campus Master Plan and the Orbit are two developments in the planning stage that should be carefully considered in the planning and development of Innisfil's trail system.

Innisfil's Civic Campus houses a multi-use recreational facility (MURF), which includes the Innisfil Recreational Complex and YMCA. It is also home to the Rizzardo Health and Wellness Centre, administrative offices for the Town, InnServices and InnPower, Kempenfelt Bay School, and Innisfil's Rotary Trail. Part of this site's future development will include additional trails and paths, which should link to the overall trail network. The future Royal Victoria Regional Health Centre (RVH) south Campus will be developed next door with a pedestrian trail/underpass across Yonge Street.

The Orbit is a future community in Innisfil that will surround the future Innisfil GO Station. The development is guided by the Orbit Potential & Innovation Plan (OPIP), which envisions 15-minute neighbourhoods, placemaking, high-quality density, and sustainable communities. The two main components of OPIP are the Orbit Secondary Plan, and the Orbit Master Servicing Plan. These plans are currently under development and should coordinate with this trails assessment to ensure connectivity throughout the project. Additionally, this trails assessment should be adapted in conjunction with OPIP as plans progress.

In addition the future GO Station is to be located at 20th Sideroad and 6th Line. This Plan recommends multi-use trails along both roads, connecting to all areas of Innisfil as well as the proposed Simcoe Trail and Rail Trail.

4. Community and Regional Connectivity

This Plan recommends five large trails to connect communities within Innisfil and beyond. The recommended regional connections include:

- Alcona to Innisfil Heights Trail
- Rail Trail
- Lakeside Park Trail
- The Simcoe Trail
- Trans Canada Trail Connection

5. Recommended Local Trails

This Plan recommends over 96 kilometres of new trails across the Town, comprised of 58 separate segments. In more urban communities, new recommended trails are primarily secondary trails, sidewalks, and dedicated cycle lanes. Regional connections are predominantly made up of paved shoulders and multi-use trails. Since the majority of the new trail recommendations are community and regional connections, it reasons that the majority of new trails are multi-use and paved shoulders. Sharrows and secondary trails are the second most common types of new trails proposed.

All new trails are in addition to the trails recommended in the 2016 Trails Master Plan. The only adjustment to the 2016 plan is trail t7 on Big Bay Point Road, where a multi-use trail is recommended instead of a dedicated cycle lane.

6. Open Space Parcels

This Plan explores 43 open space parcels that may support additional trails and parks in Innisfil. Nine of these parcels are recommended for park development with the balance supporting new trails. It is recommended that these parcels be classified under the conservation park typology for the Town to preserve until a time when improvements are appropriate. The purpose of a conservation park may include but is not limited to, trail connections, conservation, stormwater management, infrastructure, and

promoting public access to natural areas. The Plan recommends 19 of these trails be developed within the timeline of this Plan. The majority of these trails are secondary trails providing neighbourhood connectivity. These parcels have limited forest cover and no stormwater features, and therefore can be easily developed. The remaining open space parcels should be designated as conservation parks for the purpose of future trail development.

7. Safety at Intersections and Crossings

Future trail planning must consider the safety of trail users at intersections and be coordinated with the 2023 Transportation Master Plan (TMP). This TMP identifies three intersections in close proximity to trails where public safety is of concern. This includes:

- Innisfil Beach Road and 20th Sideroad
- Innisfil Beach Rd and St. Johns Road
- Yonge St at Innisfil Beach Rd (potential improvements were identified based on historical data, the intersection has been improved since 2019, and the traffic operation and safety of this location should continue to be monitored)

Note that further changes are anticipated at Yonge St at Innisfil Beach Rd over the development of the hospital property, the Town Campus, etc. The TMP recommends a tunnel (or other grade-separated pedestrian crossing) under Yonge St.

Highway 400 is a significant barrier to trail users with two potential active transportation connections highlighted in the TMP. A multi-use trail is proposed along the 6th Line that is meant to cross Highway 400. According to the current design, bike lanes will be provided along the new bridge. This will provide an important active transportation connection. Elements such as line painting and sharing the road signage along the bike lanes will help improve user safety.

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Lake Simcoe Enjoyment Strategy

Lake Simcoe is vitally important to Innisfil residents. It contributes to the community's high quality of life and provides space for waterfront recreational activities. Lake Simcoe also supports a vibrant four-season fishing community making Innisfil a major destination for winter access to the lake.

The Lake Simcoe Enjoyment Strategy considers the public's (with a focus on residents) access to and from the lake, and considers opportunities to enhance the public's use and enjoyment of Lake Simcoe. This Plan provides recommendations for updates and improvements for public access with consideration of the key issues identified during the community engagement process which are highlighted in this Plan including:

- Parking
- Natural environment
- Flooding
- Winter access
- Privacy
- Local versus visitor use
- Disregard/disrespect of space

To help address these issues and concerns, the following principles were identified to be applied to all Lakeside Parks. These include:

- Access and accessibility
- All season programming
- Ecological protection and enhancement
- Consideration of community through appropriate design interventions
- Retain, enforce and expand waterfront lands

These principles act as a framework for future waterfront improvements and were identified as being important to the community through

consultation, open houses and surveys. They were also applied as key considerations in the assessment of the waterfront.

Lakeside Parks

Public access to the lake is provided by Innisfil Beach Park (which is addressed through its own Master Plan) and 51 Lakeside Parks. This includes 22 existing Lakeside Parks and 29 future Lakeside Parks. Lakeside Parks are typical road ends (rights-of-way that terminate at the lake) although there are exceptions. While some existing Lakeside Parks look and are used like a park, other access points are less evident and may only be used by a few who are familiar with the space. Future Lakeside Parks are properties that do not currently look or perform like a park, such as sites where the road is still intact or there is significant vegetation. Through the execution of this Plan, these future Lakeside Parks will be systematically updated and developed into public spaces that will be zoned, designed, used and maintained as parks. Based on the identified principles identified above, an extensive review of all Lakeside Parks was undertaken to assess existing conditions and identify opportunities for improvements.

Categorizing the Lakeside Parks

To help understand the type of programming and improvements that may be appropriate for each Lakeside Park, each site has been categorized into one of three types: Neighbourhood, Community and Regional. The decision of which Lakeside Parks fits in each category is based on size, topography, the potential for parking and site amenities (existing and potential).

Neighbourhood Lakeside Parks

The designation of “Neighbourhood” applies to the Lakeside Parks that are smaller and least accessible to the residents of Innisfil. Ideal users of these Lakeside Parks would live within a 10-minute walk and would not need a car to access the park. Parking is not provided at these locations other than some potential on-street parking nearby. These parks may be less used than some other Lakeside Parks and may contain features such as garbage receptacles, seating, sandy beaches and lookouts.

Some restrictions that make these parks less desirable for improvements may include, but are not limited to, environmental areas, challenging topography, no parking and limited or obstructed access to water.

Community Lakeside Parks

The “Community” designation is applied to Lakeside Parks that are larger in size and have better access to the water. While larger in size, parking at these access points may still be limited, with on-street parking and the occasional small lot for a few cars. Furthermore, these Lakeside Parks may have higher quality beaches, and better swimming conditions and may offer other amenities such as lookouts or fishing.

The terrain at these locations would be better suited for public access and may even be suitable for small motorized access. Due to the increased accessibility at these Lakeside Parks, more frequent maintenance will likely be required.

Regional Lakeside Parks

These Lakeside Parks are larger opportunities for expansion. They offer increased accessibility through proximity to larger parking lots and support access for all mobility types. Currently, Innisfil Beach Park is the only Regional Lakeside Park in Innisfil. This park has its own Master Plan and is not addressed here.

Lakeside Park Improvements

Recommended improvements to each Lakeside Park is primarily focussed on pathways, environmental considerations, beaches, lighting, parking, seating, accessibility, and privacy.

For the specific recommended improvements proposed for each of the 51 Lakeside Parks, please refer to Table 4-5 and Appendix 5.

Municipal Marine Facilities

This Plan also considers opportunities to incorporate municipally owned and operated marine facilities such as mooring buoys, a marina or docks for transient boaters to improve opportunities for both residents and visitors to access the lake. This includes reviewing the potential opportunities and limitations of marina and dock facilities along Innisfil’s waterfront from the perspective of site opportunities and constraints (i.e. space available, current use, access to/from the water, water depth, wave action), engineering costs, market feasibility, and operational considerations.

Based on this assessment it was concluded that while there are benefits to offering mooring buoys and a marina or dock facility to residents, these benefits do not outweigh the fact that the current locations available for municipally owned marine facilities have numerous restrictions that would need to be overcome and the costs associated with building, operating and maintaining these facilities would be significant making the facilities cost prohibitive.

While both mooring buoys and a municipal marina/dock are technically possible with certain caveats and limitations, neither one will significantly enhance the community’s use and enjoyment of the waterfront or be a significant economic driver or benefit to tourism in relation to the cost. Therefore mooring buoys and a municipally owned marina are not recommended in this Plan.

Executive Summary

Implementation

Overview

The tables on the following pages illustrate the proposed roll-out of all 224 recommendations 305 projects with associated costs. These tables should be used as a guide only to assist staff to establish capital budgets and to track the progress of this plan's implementation. The proposed roll-out of the recommendations and projects as outlined is based on the information available at the time of Plan development and considers the following:

- Priority Schedule
- Dependencies and Efficiencies
- Budget Considerations
- Staff Resources

Priority and Schedule

Each recommendation has been assigned a priority level of high, medium and low and organized into one of the following five categories: Short Term (Years 1-5), Medium Term (6-10), Long Term (Beyond 10 years), and Ongoing.

High Priority/Short Term recommendations are of the highest priority and need to be initiated as soon as possible to address an immediate need such as aging infrastructure and/or to address a safety concern or gap in service. Recommendations that are easy to implement with minimal or no cost that are considered "low-hanging fruit" are also placed in this category.

Medium Priority/Medium Term recommendations should be addressed within a ten-year time frame but are less urgent as compared to high priority recommendations. These recommendations are to be implemented in the second half of the plan's ten-year horizon. Since there will be a review of all recommendations after five years,

these recommendations can be reassessed as part of the five-year update which may re-affirm their priority or delay their execution until after the next five-year review.

Low Priority/Long Term recommendations address needs that have been identified through the master planning process but are longer-term and less urgent. Therefore they have not been scheduled and will instead be reassessed and re-categorized as required during the five-year review. These recommendations and projects may then be advanced if required.

Ongoing recommendations should be initiated immediately and will continue to be implemented each year on an ongoing basis until such time it is determined this recommendation is no longer required.

Dependencies and Efficiencies

While the recommendations and projects are discussed as individual initiatives, many are interrelated and need to be considered in the larger context of achieving efficiencies in implementation. Some recommendations must be initiated and completed before other recommendations can begin, while others may benefit from being undertaken simultaneously in terms of process efficiency and providing a more fulsome approach to physical improvements. Where there are links between recommendations and projects these are identified using the letter/number code assigned to each recommendation and project.

Budget Considerations

The implementation sequence attempts to evenly distribute the costs of recommendations over a ten-year time frame. This includes costs associated with operations, planning/design and implementation. It should be noted that costs for

some recommendations are not available and are yet to be determined. These have been noted in the forecast and would be in addition to the numbers provided. Another factor to consider are cost premiums/fluctuations due to supply chain challenges and inflation. The current global market situation makes it especially difficult to assign estimates to recommendations. This is particularly true at a Master Plan level where the potential range in design and the quality of materials and finishes have yet to be determined.

The hard costs are high-level estimates which are based on an understanding of the project's requirements at this time. However, further consultation and refinement of a design concept will result in a more accurate construction estimate. It is important to note the following assumptions regarding the budget numbers provided:

- They are based on 2023 dollars.
- They do not include the Town's internal/administrative costs.
- More detailed design and planning would be required prior to establishing a more accurate construction budget.
- Soft cost/design fees cover additional community consultation to confirm project scope, engineering studies, concept design, contract documents and contract administration.
- The budget proposed is based on an amount that would support a design solution that addresses the key considerations in this plan. However, as new information becomes available, and the community's priorities change, these budget amounts may be more or less than required to achieve the community's final expectations.
- Where possible, projects would be combined to maximize potential efficiencies regarding design and implementation.

- In addition, some projects and their respective budget numbers are likely too expensive to be undertaken solely by the Town. Securing financial partnerships will be considered a necessity in order to realize implementation. Having a master plan such as this will allow the Town to undertake partnerships or take advantage of other funding opportunities should they arise.

Staff Resources

The need for staff resources to undertake a significant portion of the Plan's recommendations and project work requires both distribution of tasks over time and, in some cases, hiring additional staff to take responsibility for implementation. It will also require coordinated efforts both internally and externally.

Staff Responsibility

Each recommendation has been assigned to one of six (6) municipal departments in the Town:

- Communications
- Community Development Standards Branch
- Economic Development
- Sport and Recreation (Leisure Services)
- Engineering
- Operations

It will be the responsibility of each department to lead/oversee the implementation of the recommendations assigned and to coordinate with staff in other departments to realize the successful implementation and monitoring of each recommendation and/or project assigned.

Executive Summary

Recommendations and Schedule

The tables in Part 5 summarize the implementation schedule and costs for all 181 Recommendations. They are organized into five separate tables:

1. Programs and Events
2. Facilities
3. Parks
4. Trails
5. Lake Enjoyment Strategy