

# RECREATION PLAYBOOK



Newmarket





# RECREATION PLAYBOOK

Town of Newmarket  
Recreation Master Plan  
2015 - 2025

*Shape the way you play!*





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friendship lasts a lifetime



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# A Renewed Definition of Recreation

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community well being.

## A Vision for Recreation

We envision a community in which everyone is engaged in meaningful, accessible recreation experiences that foster:

- Individual wellbeing
- Community wellbeing
- The wellbeing of our natural and built environments

*A Framework for Recreation in Canada 2015  
Pathways to Wellbeing*





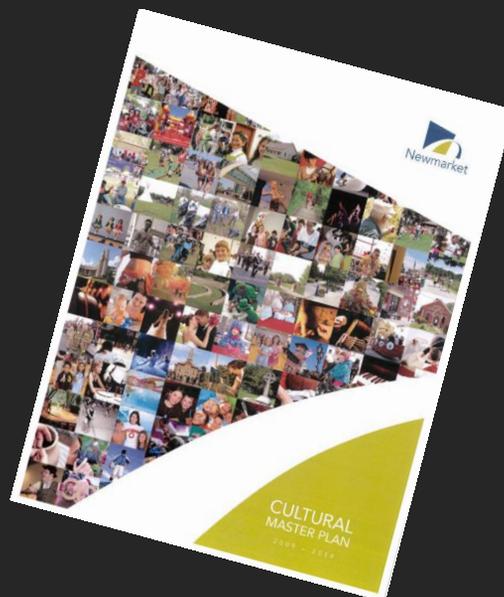
# Introduction

The Recreation Playbook provides overall direction and guidance for the Town of Newmarket in its delivery of recreation services over the next 10 years. The Recreation Playbook balances the needs and concerns of the community with the realities of implementation – the outcome of which is a framework that provides a foundation for:

- Service excellence
- Strategic and operational decision-making
- Communications and engagement
- Support and capacity-building
- Partnership development
- Resource allocations

The basis of recommendations and overall creation of the Recreation Playbook involved extensive community engagement and consultation, research and analysis of socio-demographic trends, leisure trends, as well as service and facility benchmarking.

In 2009, the Town of Newmarket Council approved a first ever Cultural Master Plan. The Cultural Master Plan serves to define “Culture” and to establish strategic direction for the Town’s provision of Culture through 2018. The Recreation Playbook serves as the companion plan to the Cultural Master Plan – the recommendations and deliverables identified within the Recreation Playbook will compliment and support the recommendations and deliverables identified within the Cultural Master Plan.





The sky is the limit.



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# Planning Process

Development of the Recreation Playbook was an inclusive, staff lead process aimed at igniting and engaging the community. The engagement strategy included:

- Online survey
- Digital awareness campaign directing to on-line survey
- Focus groups at all Newmarket high schools
- Focus groups with program participants
- Focused public information sessions with older adults at Newmarket Seniors' Meeting Place; with youth at Newmarket Youth Recreation Centre & Sk8 Park; all sport user groups
- General public information session
- Events street team with presence at Winterfest, Home Show, Farmer's Market, July 1<sup>st</sup> Kanata Day, Discovery Nights, Moonlight Movies, Music in the Park and New Barket
- Community Stakeholder Interviews
- Citizen's Jury on Pricing Philosophy

Moneith/Brown Planning Consultants were also engaged to conduct a Recreation Facility Comparison and Gap Study. The purpose was to consolidate a listing of recreational facilities currently provided in Newmarket, and provide a comparison with what is offered in similar sized municipalities. It was intended to provide guidance with respect to what recreation facilities are required over the next 10 years. The scope of facilities examined included:

- Arenas, indoor aquatic centres and gymnasiums
- Age-specific facilities such as youth and older adult spaces and facilities
- Sports fields
- Parks and open spaces
- Hard surface courts such as tennis and basketball
- Splash pads and playgrounds

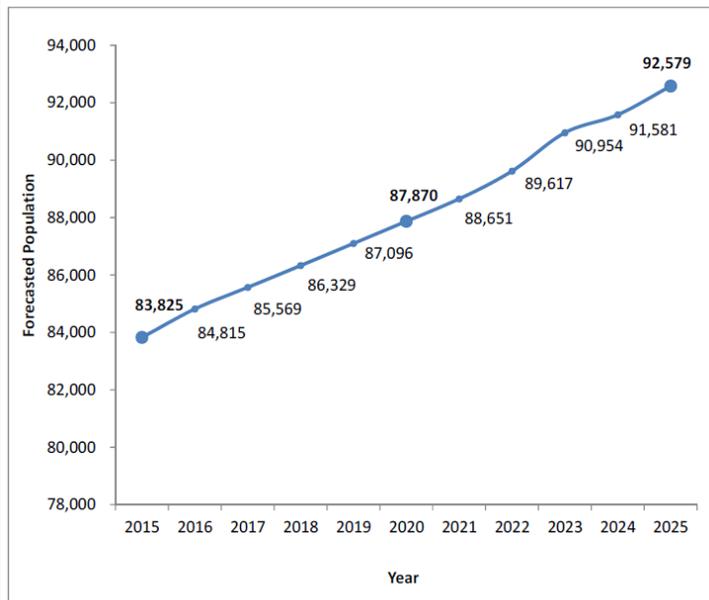




# A Profile of Newmarket

The Town of Newmarket is a growing urban area. New pressures are being placed on the local recreation system as a result of Newmarket's growing and increasingly diverse population. To maintain consistency with other long-range planning frameworks, the Recreation Playbook utilizes population forecasts contained in the Town of Newmarket's 2014 Development Charges Study as the basis for its assessments.

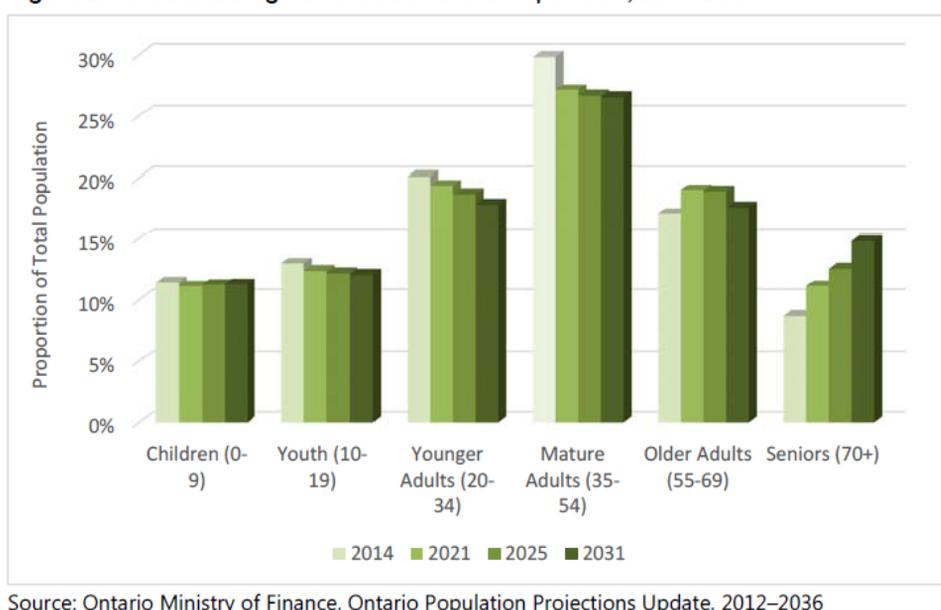
Figure 1: Forecasted Population Growth, 2015-2025



Source: Town of Newmarket Development Charges Background Study, 2014

As is demonstrated in the adjacent chart, it is anticipated that the Town of Newmarket will grow by approximately 9,000 residents over the 10 years served in this plan. The chart below highlights the change in age cohorts – the population in Newmarket, like most of Canada will become older as baby boomers enter older adult stages.

Figure 2: Forecasted Age Distribution of the Population, 2014-2031



Source: Ontario Ministry of Finance, Ontario Population Projections Update, 2012-2036





#EndlessAdventure

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# Achieving the Vision

In 2015, a collaborative effort between the provincial and territorial governments, Canadian Parks and Recreation Association, and the Provincial Parks and Recreation Associations developed a paper entitled “A Framework for Recreation in Canada 2015: Pathways to Wellbeing.” Within the context of the paper, a collective vision of recreation was adopted:

*We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster:*

- *Individual wellbeing*
- *Community wellbeing*
- *The wellbeing of our natural and built environments*

In developing the Recreation Playbook with this vision at the forefront, three key themes emerged through the community engagement, research and consultation. Recommendations are categorized based on the themes:

Theme 1: Service Delivery & Community Engagement

Theme 2: Facility Improvement and Development

Theme 3: Pricing Philosophy and Affordable Access

Through careful consideration of the themes and corresponding recommendations in the Town of Newmarket’s planning and budgeting processes over the next 10 years, the Recreation & Culture Department will become a municipal leader in turning this Canadian vision of recreation into a reality for the residents of Newmarket.





# Service Delivery & Community Engagement

Participation in recreation is essential to building healthy individuals and healthy communities. More than any other service, recreation has the ability to reach all citizens, to bring people together and to engage the community. Recreation services are a catalyst for residents to love their community.

The Town of Newmarket’s Recreation & Culture Department strives to provide or facilitate high quality, affordable opportunities for the community to “play”. This requires the creation and implementation of excellent programs and services, development of community and volunteer capacity, active engagement with residents of all demographics and development of key strategic partnerships.

The following recommendations focus on how the Recreation & Culture Department will address service delivery and community engagement over the next 10 years:

Action		Timeframe										Financial Implications	
No.	Task	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Ops	Cap
1	Prioritize community engagement through evaluation of staffing and departmental structure to ensure that support is available for activating community involvement in the delivery of leisure services - ensuring that both a community facilitation and direct service delivery approach are supported.	*										N	N





Action		Timeframe										Financial Implications	
No.	Task	2	2	2	2	2	2	2	2	2	2	Ops	Cap
		0	0	0	0	0	0	0	0	0	0		
		1	1	1	1	1	2	2	2	2			
		5	6	7	8	9	0	1	2	3	4		
2	Develop a Partnership Strategy that addresses the need for a common approach to partnership attraction, relationship management, retention and evaluation, ensuring the Town is leveraging existing partnerships and developing innovative new partnerships for more efficient and innovative service delivery.	*	*									N	N
3	Develop a formal Community Volunteer Management Program including identification of volunteer opportunities, skillset requirements, training and management program and establishment of staff resources required to manage the program.		*									Y	N
4	The Recreation & Culture Department will act as an "information broker" and share its knowledge and expertise with the community to aid in capacity building and connection with other likeminded individuals and organizations. This will be accomplished through administration of technological solutions ,as well as strong relationship building.	*	*	*								Y	Y



# Service Delivery & Community Engagement



Action		Timeframe										Financial Implications	
No.	Task	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Ops	Cap
5	Require all organizations receiving funding from the Town of Newmarket through grants and subsidy programs for the delivery of recreation services to fully comply with all Town standards in the area of accessibility.	*	*									N	N
6	Develop an on-line training portal that will ensure staff are provided with consistent messaging around organizational policies and expectations as well as brand ambassador awareness.	*	*									Y	N
7	Establish service delivery standards in all functions of service delivery that can then be clearly articulated and posted to ensure transparency, accountability and ensure public are informed.				*	*						N	N
8	Develop a Youth Strategy to ensure that youth engagement, empowerment, and the resulting benefits to youth and the community continue to be a priority, including the provision of dedicated space and provision of satellite programming outside of designated space.		*	*								Y	Y





# Service Delivery & Community Engagement



Action		Timeframe										Financial Implications	
No.	Task	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Ops	Cap
9	Ensure that departmental and organizational policies around staff use of technology facilitate communication, interaction and engagement with key stakeholders.	*	*				*				*	N	N
10	In neighbourhoods where the provision of gathering places and programming space at Town-owned sites is not achievable, stronger partnerships with local school boards, not-for-profit agencies and private businesses should be fostered and nurtured through development of formal access agreements.	*	*	*					*			Y	Y
11	Create and develop program and event models annually, that can be utilized by community groups and organizations in the delivery of new and innovative services that the Town currently does not have the resources to provide fully. (i.e. development of a street sport festival that could be run by the residents with facilitation by Town Staff)	*	*	*	*	*	*	*	*	*	*	N	N





Action		Timeframe										Financial Implications	
No.	Task	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Ops	Cap
12	Develop an Older Adults Strategy that explores service demands from very distinct age cohorts (ages 55-65, 66-80, over 80) to ensure that unique space requirements and needs are addressed through provision of a centralized facility and programmed multipurpose space outside of the centralized facility.		*	*					*	*		Y	Y
13	Work as a coordinating agency in bringing community partners together (Southlake Hospital, Public Health, Private Sector) in the development of a Community Physical Activity Plan that promotes physical activity, healthy eating and healthy sleeping for all residents in a prevention based approach.				*	*						Y	Y
14	The CLASS Registration and Facility booking software will no longer be serviced after 2017. When exploring new registration software, focus on a solution that optimizes online capabilities and creates a web experience consistent with the overall brand.	*	*	*								Y	Y
15	Develop a formal public consultation program when considering annual capital replacement projects that gives residents opportunity to provide input. (i.e. playground replacement program)		*									N	N



# Service Delivery & Community Engagement



Action		Timeframe										Financial Implications	
No.	Task	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Ops	Cap
16	Develop a "Living Community Centre" at a Community Park in each quadrant (one quadrant focus per year) – this will include introduction of programming, improved 'animation' of parks through community gathering, involvement and engagement.		*	*	*	*						N	N
17	Develop a "Sport Vision and Strategy" to establish goals and initiatives aimed at enhancing local sport participation while balancing requests for increased sport tourism opportunity.				*							Y	Y
18	Through use of Results Based Accountability Framework, establish key performance indicators in the areas of staffing, expense control and revenue generation that are actively monitored and utilized in all planning processes.	*	*	*	*	*	*	*	*	*	*	Y	N



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# Facility Improvement & Development

Recreation facilities and parks play an important role in delivering opportunities for physical activity and social interaction. The Town of Newmarket has a long history of supporting recreation and sport through the provision of quality facilities.

Recreational infrastructure also contributes to urban design objectives, as exemplified by the Newmarket Riverwalk Commons. Quality infrastructure can generate economic spending throughout the community, particular in the context of sport tourism.

The following recommendations focus on how Town of Newmarket Recreation & Culture Department and Public Works Services will address facility improvement and development over the next 10 years:

Action		*Timeframe										Financial Implications	
No.	Task	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Ops	Cap
19	Maintain an ice supply of seven ice pads over the next 10 years. As Hollingsworth Arena is approaching the end of its lifecycle, preferred implementation would involve decommissioning of that facility and development of a new ice surface in partnership with an appropriate community partner or with addition of a third pad at Ray Twinney Recreation Complex.	*	*	*	*	*	*	*	*	*	*	Y	Y





Action		*Timeframe										Financial Implications	
No.	Task	2	2	2	2	2	2	2	2	2	2	Ops	Cap
		0	0	0	0	0	0	0	0	0	0		
		1	1	1	1	1	2	2	2	2			
		5	6	7	8	9	0	1	2	3	4		
20	Explore how to redevelop the lawn bowling facility in Lion's Park to continue offering lawn bowling while accommodating other recreational opportunities.		*	*								Y	Y
21	Consider development of an additional artificial outdoor ice rink in conjunction with other civic uses – particularly at a location with trained staff already accessible. (ie. Ray Twinney Complex)			*	*							Y	Y
22	Continue with existing natural outdoor ice rink program at pilot sites . Add additional sites in unserved quadrants providing community volunteers step forward.	*	*									Y	N
23	Continue to operate a supply of two municipally-run indoor aquatic facilities and one municipally-run outdoor pool over the next 10 years.	*	*	*	*	*	*	*	*	*	*	N	N



# Facility Improvement & Development



Action		Timeframe										Financial Implications	
No.	Task	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Ops	Cap
24	Work with local school boards to explore expansion of the shared use school agreements to gain access to gymnasium space, particularly in the northwest quadrant.		*									Y	N
25	Explore investment into a new gymnasium based on maintaining control over scheduling, Ray Twinney Recreation Complex is the ideal location as part of an expansion and overall redevelopment of that facility .						*	*				Y	Y
26	Explore development of an equipment - based, membership -oriented fitness facility to be run municipally or in a partnership facility at Magna Centre. Identify consider expanding the service to Ray Twinney Complex dependent upon development an approved operating model.		*	*					*	*		Y	Y
27	Develop a sense of community stewardship of parks through creation of park-user feedback and programming groups, enhanced implementation of adopt-a-park programs, increased community involvement in parks.		*		*		*		*		*	N	N



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# Facility Improvement & Development



Action		Timeframe										Financial Implications	
No.	Task	2	2	2	2	2	2	2	2	2	2	Ops	Cap
		0	0	0	0	0	0	0	0	0	0		
		1	1	1	1	1	2	2	2	2	2		
		5	6	7	8	9	0	1	2	3	4		
28	Continue to focus the delivery of youth-oriented programming through the Newmarket Recreation Youth Centre and Sk8 Park while broadening outreach programming out of existing facilities.											N	N
29	Continue to focus core programming of older adults through a centralized facility dedicated to older adults. All other facilities should incorporate older adult programming where space permits. As community evolves and the Newmarket Seniors Meeting Place ages, explore potential of development of a new dedicated older adult facility.									*	*	Y	Y
30	The existing inventory of natural turf plus one additional artificial turf rectangular fields is expected to meet needs of the community over the next 10 years. Development of an artificial turf field in partnership with the school board will improve service delivery in the shoulder seasons for all outdoor sports.	*	*									Y	Y





Action		Timeframe										Financial Implications	
No.	Task	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Ops	Cap
31	The existing supply of ball diamonds is anticipated to meet needs over the next 10 years. A master plan of the Fairgrounds and old Operations Centre should be done upon relocation of Central York Fire Services.								*			Y	Y
32	Conduct a tri-annual review of potential park development opportunities to ensure that Town is positioned to respond to emerging trends. (ie. Bike Park, Mountain Bike Park, Cricket Pitches)		*			*			*			N	N
33	Integrate two tennis courts within an existing or future neighbourhood park, preferably located in an area that is not reasonably served by an existing tennis court.							*				Y	Y
34	When exploring potential development of the Community Centre Lands where Newmarket Tennis Club is currently located, consider movement of the tennis facility to a location where up to 10 or more courts could be constructed with capacity of a private provider to bubble the courts during the winter months.		*	*	*	*			*	*		Y	Y



# Facility Improvement & Development



Action		Timeframe										Financial Implications	
No.	Task	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Ops	Cap
35	Develop at least two outdoor pickleball courts at an existing or future park that is located near an older adult residential area.			*	*							Y	Y
36	Explore the potential to construct outdoor basketball courts within George Richardson Park and Drew Doak Park. Ensure that new residential developments are adequately served by a basketball court within a reasonable walking distance.												
37	Integrate two beginner level "skate zones" or "micro" skateboard parks into appropriate neighbourhood serving parks at opposite sides of Town, as the existing indoor skateboard park is expected to meet intermediate to advanced needs over the long term.				*		*						
38	Provide a minimum of one spray pad in each quadrant of the Town. The size, scale and thematic design of each spray pad should be considered in relation to its desired neighbourhood catchment area.		*		*		*		*			Y	Y





Action		Timeframe										Financial Implications	
No.	Task	2	2	2	2	2	2	2	2	2	2	Ops	Cap
		0	0	0	0	0	0	0	0	0	0		
		1	1	1	1	1	2	2	2	2			
		5	6	7	8	9	0	1	2	3	4		
39	Provide a minimum of one fully accessible playground where children of all abilities can be fully integrated in all aspects of play, per quadrant. Through playground replacement and renewal programs the Town should strive to integrate barrier-free components into other playgrounds			*		*		*		*		N	Y
40	Include fully-accessible equipment in design when redeveloping Quaker Park. Develop a historical reference board acknowledging the history of Quaker Park as one of Canada's first accessible playgrounds.				*							N	Y
41	Begin planning for the provision of community recreation services to serve the corridors affected by intensification through exploration of new operating models and development of key strategic partnerships.							*	*	*	*	Y	Y
42	Identify and evaluate public-private partnership opportunities that improve the availability of emerging sport facilities in Newmarket, in consultation and coordination with potential community providers (ie. Table tennis)						*					N	Y







# Pricing Philosophy & Affordable Access

Recreation facilities and parks play an important role in delivering opportunities for physical activity and social interaction. The Town of Newmarket has a long history of supporting recreation and sport through provision of quality facilities.

Recreational infrastructure also contributes to urban design objectives, as exemplified by the Newmarket Riverwalk Commons. Quality infrastructure can generate economic spending throughout the community, particular in the context of sport tourism.

The following recommendations focus on how the Recreation & Culture Department will address facility improvement and development over the next 10 years:

Action		Timeframe										Financial Implications	
No.	Task	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Ops	Cap
43	Adopt a philosophy in which the Recreation & Culture Department offers a range of services at a range of cost recovery ratios, including services which may generate a net profit. Services that generate a net profit will facilitate greater ability to offer services that run at a net loss but provide significant good to the community.		*									Y	N



# Pricing Philosophy & Affordable Access



Action		Timeframe										Financial Implications	
No.	Task	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Ops	Cap
44	Fully develop and promote the CARE Fund (Creating Accessible Recreation for Everyone). This fund will be accessed by individuals who qualify through a means testing process to receive financial assistance for programs and services offered by the Town of Newmarket. Once program is fully developed, incorporate an annual contribution of 1% of total revenues invested back into the fund to further enhance community participation.			*	*							Y	Y
45	Develop a pricing decision making template that allows programs and services to be priced on their merits rather than age range being served. Programs that benefit only the individual will achieve a greater cost recovery while those that benefit the community as a whole will achieve less cost recovery.		*									Y	N
46	Develop a formal Special Events Strategy that incorporates a series of free Community Events annually, as well as revenue generating events run by the Town. The strategy will also develop a framework for partnering with other providers to deliver events, including permitting processes.		*	*								Y	Y





Action		Timeframe										Financial Implications	
No.	Task	2	2	2	2	2	2	2	2	2	2	Ops	Cap
		0	0	0	0	0	0	0	0	0	0		
		1	1	1	1	1	2	2	2	2	2		
		5	6	7	8	9	0	1	2	3	4		
47	For user groups that have to draw in a regional audience in order to have sufficient participation to operate (ie. Girls hockey) waive residency requirements.		*									Y	N
48	Conduct a comprehensive review of minor sport user fees including benchmarking fees, identification of areas where volume increase is possible and explore implications of fee reductions.		*									Y	N
49	Explore possibility of offering tiered pricing based on the types of services needed in facility permits and special events.						*					Y	N
50	Conduct a bi-annual "Citizen's Jury" process to identify services where prices appear to be problematic and to gather a sense of community value for specific services offered by the Recreation & Culture Department.			*		*		*		*		N	N



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# Summary

The Recreation Playbook provides overall direction and guidance for the Town of Newmarket in its delivery of recreation services over the next 10 years.

Recommendations contained within the Recreation Playbook are to be considered in context with overall planning and budgeting processes within the Town of Newmarket.

The basis of recommendations and overall creation of the Recreation Playbook involved extensive community engagement and consultation, research and analysis of socio-demographic trends, leisure trends, as well as service and facility benchmarking.

The Recreation Playbook is a summary of this work carried out over the previous 18 months including the following background documents, available to the public:

- Recreation Facility / Field Assets Comparison and Gap Study
- Playbook Survey Report
- Environics Analytics Executive Trade Area Report – Demographic Analysis
- A Rationale for the Delivery of Municipal Leisure Services
- A Framework for Recreation in Canada 2015: Pathways to Wellbeing
- Citizen’s Jury Information Report

The Recreation Playbook was a collaborative effort in which the community of Newmarket truly engaged to “Shape the Way you Play!”





Bringing families closer together.



[www.newmarket.ca/recreation](http://www.newmarket.ca/recreation)



# Acknowledgements



## Town of Newmarket Council

Tony Van Bynen, Mayor  
John Taylor, Regional Councillor  
Tom Vegh, Councillor, Ward 1  
Dave Kerwin, Councillor, Ward 2  
Jane Twinney, Councillor, Ward 3  
Tom Hemen, Councillor, Ward 4  
Joe Sponga, Councillor, Ward 5  
Kelly Broome-Plumley, Councillor, Ward 6  
Christina Bisanz, Councillor, Ward 7

## Senior Leadership Team

Bob Shelton, CAO  
Ian McDougall, Commissioner Community Services  
Anita Moore, Commissioner Corporate Services  
Peter Noehammer, Commissioner Development & Infrastructure Services

## Cross Departmental Contributions

Chris Kalimootoo, Director Public Works  
Mark Agnoletto, Senior Manager Public Works  
Gail Akins, Acting Manager Parks & Property Services  
Harry Vanwensem, Manager Facilities  
Bonnie Munslow, Manager Customer Services  
Mike Mayes, Director Financial Services  
Wanda Bennett, Director Corporate Communications  
Cindy Wackett, Corporate Project Consultant

## Project Consultants

Monteith /Brown Planning Consultants  
PERC Consulting  
Environics Analytics

## Project Team

Development of the Recreation Playbook was lead by the Recreation & Culture Department and involved all full time staff:  
Colin Service, Director Recreation & Culture  
Kristi Carlen, Manager Recreation  
Becky Bell, Manager Culture  
Yvonne Dixon, Facility Clerk  
Stephanie Dyriw, Supervisor Marketing & Sponsorship  
Dave Sheridan, Acting Supervisor Programs  
Linda Van Ry, Supervisor Programs  
Rob Wilson, Acting Supervisor Booking & Aquatics  
Lindsay Burwash, Programmer Culture  
Sarah Ernst, Programmer Aquatics  
Megan Ewing, Admin Coordinator  
Martha Garcia, Business Support Coordinator  
Kelly Girard, Admin Coordinator  
Meaghan Graham, Programmer Camps  
Tina Good, Seniors Clerk  
Darlene Horner, Programmer Aquatics  
Rick Koury, Theatre Coordinator  
Christina Lee, Administrative Assistant  
Jaclyn Lotto, Programmer Facility Bookings  
Janis Luttrell, Programmer Culture  
Jason Malone, Programmer Youth  
Pat McIntosh, Programmer Inclusion  
Jen McIntyre, Marketing & Sponsorship Coordinator  
Eddie McLaughin, Graphic Designer  
Tracy Pattison, Programmer Fitness, Sports & Leagues  
Rhonda Pogue, Programmer Special Events  
Robbie Ruuskanen, Admin Coordinator  
Beth Sinyard, Museum Curator  
Deanna Smith, Programmer Special Events  
Nadine Steenhoek, Admin Coordinator  
Christian Stipetic, Admin Coordinator  
Gail Tarrant-Boddy, Facility Clerk  
Breanna Visser, Admin Coordinator  
Kathleen Willins, Programmer Seniors





# Newmarket

TOWN OF NEWMARKET  
395 Mulock Drive  
P.O. Box 328, STN Main  
Newmarket, ON  
L3Y 4X7  
(905) 895-5193  
[www.newmarket.ca](http://www.newmarket.ca)