



# Corner Brook

## Leisure and Recreation Master Plan

June 2010 / Final Report



In association with:

P E R C

# **CORNER BROOK LEISURE AND RECREATION MASTER PLAN**

June 2010



Contact: Neil Dawe, Project Manager  
PO Box 504, 100 LeMarchant Road  
St. John's, NL A1C 5K4  
Tel. (709) 738-2500  
Fax (709) 738-2499  
Email: [neil@tract.nf.net](mailto:neil@tract.nf.net)  
[www.tractconsulting.com](http://www.tractconsulting.com)

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**Maps:**

- Map 1            -        Existing Assets – Inventory & Assessment
- Map 2            -        City-Wide Development Concept

**Appendices: (included in digital format)**

- Appendix A      -        Decision Making Framework
- Appendix B      -        Trends and Best Practices in Leisure Services
- Appendix C      -        Results of Public Survey
- Appendix D      -        Results from Stakeholder Interviews
- Appendix E      -        Public Benefit Rating of Leisure and Recreation Needs

## 1.0 INTRODUCTION

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### 1.1 PURPOSE AND SCOPE

The purpose of the Leisure/Recreation Master Plan is to provide the City of Corner Brook with a comprehensive set of recommendations, and a decision making framework, for the future provision of parks and recreation facilities and services in the community. The recommendations reflect the strategic priorities identified in the three broad areas of:

- Indoor Facility Provision
- Outdoor Facilities, Parks, and Trails
- Operations and Services

The strategic priorities and resulting recommendations are based on extensive analysis and community involvement. Citizens and stakeholder organizations were consulted throughout the process and included a public survey, a community meeting, and stakeholder group interviews. This collaborative approach in assessing the needs of the community is reflected in a number of recommendations that involve potential partnerships in the development and delivery of indoor and outdoor facilities, and programs and services.

The decision making framework, formally adopted by Council, provides a lens that can be used to assess the relative benefits of proposed amenities and services, as well as ongoing requests by the public or user groups. The decision making framework of two Goals and 21 Service Objectives was reviewed and informally adopted by Council as a framework for the Master Plan process, but has even greater benefits for decision making over the longer term.

### 1.2 DELIVERABLES

The specific deliverables included the following:

1. **Decision Making Framework:** Council and a number of senior staff reviewed the benefits based approach at a workshop in November 2009, and informally adopted a decision making framework to guide future directions in the municipal provision and support of leisure and recreation opportunities. The decision making framework consisting of two Goals and 21 Service Objectives is outlined in Appendix A.
2. **An Analysis of Existing Facilities:** An inventory and analysis of the condition of all existing indoor and outdoor facilities was undertaken. This analysis is provided in Section 2 of the report.

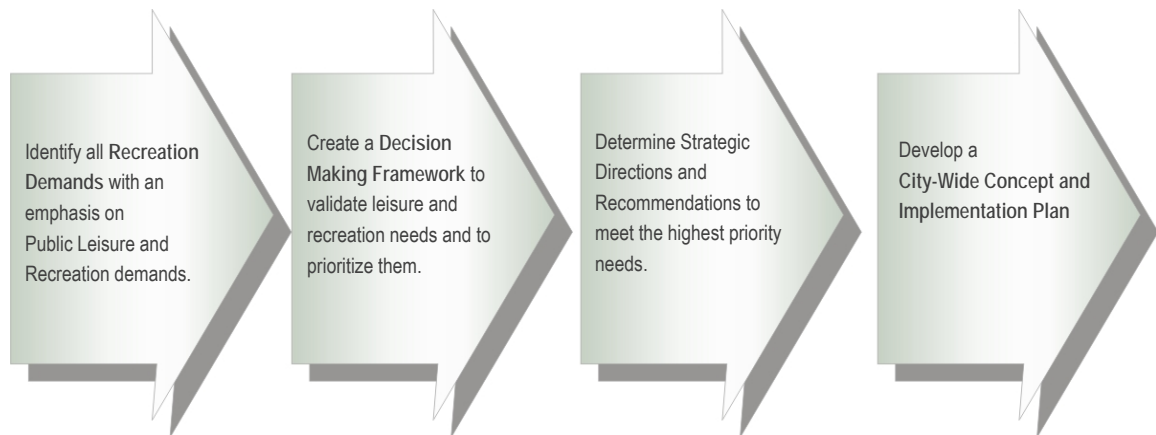
3. **Communication Plan and Public Input:** The City and consulting team wanted to ensure that there was extensive public and stakeholder group input. A Communications Plan was developed to ensure that Council and staff, community organizations, and citizens were kept informed throughout the Leisure/Recreation Master Plan process. The results of the public survey, stakeholder organizations interviews and the community meeting are outlined in Section 3. In addition, groups were invited to provide written submissions outlining their services and needs, and a number of groups did so.
4. **Trends and Best Practices:** The consulting team carried out a review of trends and their implications, including demographic shifts in Corner Brook. The consultants also carried out a review of best practices in a number of service delivery areas. The review of trends and best practices and their implications is provided in Appendix B and Section 4.
5. **Indoor Facility Needs:** Based on the analysis of existing facilities, and public and stakeholder input, the needs for new or renovated indoor facilities were identified, and translated into strategic directions and recommendations. These needs are outlined and prioritized in Section 5 and 6.
6. **Outdoor Facilities, Parks and Trails:** A similar analysis of all outdoor facilities, park areas and trails was undertaken. The needs and strategic priorities are also outlined in sections 5 and 6.
7. **Operations and Services:** The programs and services provided to various age groups were also evaluated and prioritized in sections 5 and 6, with an emphasis on program gaps and accessibility to services.
8. **City-Wide Concept:** Based on the strategic directions and recommendations, a city –wide concept was developed to illustrate proposed developments. This can be found in section 7.
9. **Implementation:** Section 8 provides recommendations for the implementation of the strategic priorities, including the timing, City role, projected costs, and potential partnerships.

### **1.3 APPROACH AND METHODOLOGY**

The consulting team used a three phase approach in the Master Plan process. The three phases were:

- **Phase 1 – Assess Existing Delivery System:** In the initial phase, the consulting team gathered and reviewed all available background information and studies, toured and inventoried all indoor and outdoor facilities, developed the Communications Plan and public input schedule, and reviewed demographics and trends. The consultants also held a start-up meeting with the Project Steering Committee.

- **Phase 2 – Analyze Current and Future Demand, Community Involvement:** This phase involved the extensive public input processes including stakeholder interviews, the public electronic survey, the community meeting, and meetings with related civic departments. It also involved the verification of needs and conditions identified by organizations and the public. It was during this phase that the planning workshop with Council and senior staff was held to develop the decision making framework.
- **Phase 3 – Prepare the Master Plan:** In this stage the consulting team identified the issues and potential strategic directions in the areas of: a) indoor facilities; b) outdoor facilities, parks and trails; and, c) operations and services, including programs. The strategic directions were then fleshed out in terms of recommended actions, cost implications, and delivery mechanisms. The preliminary list of recommendations was reviewed with Council and the Project Steering Committee. The draft report was developed and reviewed by the public through an open house and additional submissions from stakeholder groups. This led to the creation of the final report to Council.





## 2.0 EXISTING FACILITIES

The inventory of existing indoor and outdoor facilities included a review of existing documentation, identification of all public and not-for profit amenities, and a tour of the facilities to determine existing conditions. The following summarizes the leisure and recreational amenities that exist in Corner Brook, and its condition.

CATEGORIES OF FACILITIES	WHAT EXISTS IN CORNER BROOK	CONDITION OF WHAT EXISTS
<b>ATHLETIC FIELDS</b>		
Rectangular Sports Fields (for soccer, rugby, ultimate Frisbee)	<u>Soccer:</u> <ul style="list-style-type: none"> <li>Wellington Complex</li> <li>Dawe Soccer Field, Curling</li> <li>Monarch's Complex, Atlantic Avenue</li> <li>Eastside Athletic Fields, St. Mark's Avenue</li> </ul> <u>Rugby:</u> <ul style="list-style-type: none"> <li>Wellington Complex used</li> </ul>	<ul style="list-style-type: none"> <li>Some surface compaction and drainage issues</li> <li>Accessory buildings old; inadequate or nonexistent</li> </ul>
Ball Diamonds	<u>Softball and Baseball:</u> <ul style="list-style-type: none"> <li>Eastside Athletic Fields</li> <li>Basha A &amp; B Diamond (x2)</li> <li>Atlantic Field (Monarch's Complex)</li> <li>Woodbine (J.J. Curling)</li> <li>Jubilee Field</li> </ul>	<ul style="list-style-type: none"> <li>Accessory buildings old; inadequate or nonexistent</li> <li>Some netting required to address conflict with users</li> </ul>
Tennis Courts	<ul style="list-style-type: none"> <li>Wellington Complex</li> <li>Behind Arts and Culture Centre</li> </ul>	<ul style="list-style-type: none"> <li>11 tennis courts in total</li> <li>Access for casual use is an issue</li> </ul>
<b>AQUATICS</b>		
Outdoor Swimming Area	<ul style="list-style-type: none"> <li>Margaret Bowater Park</li> </ul>	<ul style="list-style-type: none"> <li>Well used</li> <li>Park is currently being redeveloped as per the Master Plan</li> </ul>
<b>Multi-purpose Centres</b>		
Indoor Pools	<ul style="list-style-type: none"> <li>Arts and Culture Centre</li> <li>Sir Wilfred Grenfell</li> </ul>	<ul style="list-style-type: none"> <li>Ageing infrastructure</li> <li>Inadequate for family use</li> <li>Lacking many amenities, such as hot tub, sauna</li> </ul>
Recreation Complex	<ul style="list-style-type: none"> <li>The Pepsi Centre</li> </ul>	<ul style="list-style-type: none"> <li>Is comprised of two (2) arenas, a Pepsi Studio/Soundstage, and seven (7) conference rooms.</li> <li>Caters to concerts, conventions, trade shows and sporting events of all sizes.</li> <li>Operated and Managed by W.S. &amp; E. Inc. a joint University and Community Board whose mandate is to provide for excellence in facility operation and offerings in sport and recreation to the Western Newfoundland region through its premiere recreational facility.</li> </ul>
<b>COMMUNITY CENTRES</b>		
Neighbourhood and Community Centres	<ul style="list-style-type: none"> <li>YM-YWCA</li> <li>Dunfield Park (NLHC )</li> <li>Lions Complex</li> </ul>	<ul style="list-style-type: none"> <li>The Y does not have a facility. It currently operates out of temporary space in Millbrook Mall.</li> <li>New Dunfield Park Community Centre under construction</li> </ul>

CATEGORIES OF FACILITIES	WHAT EXISTS IN CORNER BROOK	CONDITION OF WHAT EXISTS
		<ul style="list-style-type: none"> <li>Lions Club small, home to Saltos Gymnastics Club, Cadets, and Lions Club</li> </ul>
<b>ICE</b>		
Indoor Arenas	<ul style="list-style-type: none"> <li>Pepsi Centre (2 ice surfaces)</li> </ul>	<ul style="list-style-type: none"> <li>Main Arena #1 is a 3100-seat multi-purpose space</li> </ul>
Curling	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Old Curling Centre sold and decommissioned; new facility will be built; opportunity to partner with Blomidon Golf Club.</li> </ul>
<b>OTHER</b>		
Fitness Rooms	<ul style="list-style-type: none"> <li>Forever Young Fitness, Pepsi Centre</li> <li>Pace Fitness Centre</li> <li>YM-YWCA</li> </ul>	<ul style="list-style-type: none"> <li>Private enterprise leases space at Pepsi Centre</li> <li>Private women-only facility</li> </ul>
Indoor Walking Track	<ul style="list-style-type: none"> <li>Pepsi Centre Concourse</li> </ul>	<ul style="list-style-type: none"> <li>Excellent condition and well used</li> </ul>
Gymnasias	<ul style="list-style-type: none"> <li>Schools (8)</li> <li>Large triple gymnasium in Pepsi Centre</li> </ul>	<ul style="list-style-type: none"> <li>Fully booked</li> <li>Four schools slated to close</li> <li>Pepsi Centre could be better utilized for recreation</li> </ul>
<b>OUTDOOR FACILITIES</b>		
Parks	<ul style="list-style-type: none"> <li>Margaret Bowater Park</li> </ul>	<ul style="list-style-type: none"> <li>Redevelopment underway</li> </ul>
Playgrounds	<ul style="list-style-type: none"> <li>J.J. Curling</li> <li>Brosnan Street</li> <li>Carberry's Road</li> <li>Kinsman Play Park</li> <li>St. Mark's Avenue</li> <li>Caribou Road</li> <li>Park Drive/Kawaja Drive Play Court</li> <li>Brandon Playground</li> <li>East Valley Road Playground</li> <li>Margaret Bowater Park – Main Play area</li> <li>Margaret Bowater Park – Pool side</li> <li>Philip Drive Playlot</li> </ul>	<ul style="list-style-type: none"> <li>Margaret Bowater newly designed and built</li> <li>Most playgrounds have basic structures serving one demographic.</li> </ul>
Open Spaces	<ul style="list-style-type: none"> <li>Majestic Square</li> <li>Participark</li> <li>Cook Look Out</li> </ul>	<ul style="list-style-type: none"> <li>Captain Cook Lookout newly designed and built.</li> <li>Majestic Square has design completed.</li> <li>Participark needs upgrading.</li> </ul>
Trails	<ul style="list-style-type: none"> <li>Corner Brook Stream</li> </ul>	<ul style="list-style-type: none"> <li>Corner Brook residents proud of this trail system</li> </ul>
Beach Volleyball Court	<ul style="list-style-type: none"> <li>Wellington Complex</li> </ul>	<ul style="list-style-type: none"> <li>Installed in summer 2009; very popular</li> </ul>
Cross-country Skiing	<ul style="list-style-type: none"> <li>Blow Me Down</li> </ul>	<ul style="list-style-type: none"> <li>New Master Plan being prepared.</li> </ul>
Marina Activities	<ul style="list-style-type: none"> <li>Rowing in Brakes Cove</li> <li>Bay of Islands Marina</li> </ul>	<ul style="list-style-type: none"> <li>New development of Bartlett's Point will increase access to waterfront</li> </ul>

## 3.0 IDENTIFICATION OF DEMANDS

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To identify current and future demand for leisure and recreation services, programs and facilities in the City of Corner Brook, the consultants conducted a public survey, held one community event in which all residents were invited to attend, held twelve focus groups with stakeholders, and conducted meetings and interviews with potential partners and stakeholders in the community.

### 3.1 STAKEHOLDER INTERVIEWS

More than 100 groups were identified and invited to attend meetings or focus groups. The stakeholder groups represented sports, recreation and leisure organizations and service providers, government and non-government agencies, health organizations, community clubs, youth groups, and arts and culture organizations. A total of 24 organizations participated in the interviews. The representatives of the organizations were not only asked to identify the needs of their group, but were also asked to identify broad recreational needs from a citizen perspective. In addition, some organizations provided their input at the Public Meeting. The concerns, issues and demands of these stakeholders were recorded and several demands identified. As well, individuals and organizations made submissions to or contacted the consultants with their concerns.

It should be noted that although a perceived demand exists for a new or improved service, program, or facility, it does not necessarily mean that the demand will be identified as a real need, or that the demand will be rated as a high priority even if it is justified.

#### 3.1.1 Results from Stakeholder Interviews

##### Indoor Facilities

- Provide opportunities for parents to be active while watching children in their activities in a multi-purpose facility.
- Better facility for gymnastics.
- Better swimming pool facilities with hot tub and sauna, tot pool, play features, and amenities suitable for families.
- Small permanent gym facility for combat sports, such as martial arts and wrestling.
- Indoor shooting range for rod and gun club.
- Facilities need to be accessible for persons with disabilities.
- Partner with the YMCA-YWCA; City to provide capital for building, Y to operate.
- Storage space for theatre youth Newfoundland and Labrador.
- Better use of Annex to support recreational needs of residents.

- More gymnasium space.
- The Pepsi Centre Annex to be rebranded under a new name.
- Lack of available ice time in the early evenings for Junior Royals Hockey Club to practice.

#### Outdoor Facilities, Parks and Trails

- Allow multiple forms of transportation on bike paths.
- Expand Corner Brook Stream trail to create linkages to other amenities and to better connect to neighbourhoods.
- 400 m, outdoor running track with a minimum of 6, but ideally 8, lanes.
- More maintenance funding for Corner Brook Stream Development Corporation.
- Waterfront park with boat storage and launch facilities for rowing club, kayaks, etc.
- Upgrade soccer facilities, including fields, change rooms, storage, and washrooms.
- Upgrade softball fields to national standards and improve change rooms, storage, washrooms.
- Support expansion and upgrade of baseball accessory buildings at Jubilee Field.
- Develop a skateboard park in partnership with the community youth network.

#### Operations and Services

- More support for all not-for-profit service providers based on needs of the organization, including:
  - Tax breaks;
  - Better communication;
  - Advertising and promotion of all services; and,
  - Subsidies, in-kind service, and better cooperation.
- Identify and address barriers to participation in activities.
- Promote Healthy Lifestyles.
- Coordinate connections of St. John Ambulance to volunteer groups.
- Address needs of youth at risk.
- Guide to all available recreation and leisure services and programs in City.
- Address accessibility issues for low income families.

### **3.1.2 General Comments from Stakeholders about Leisure and Recreation in Corner Brook**

#### Indoor Facilities

- Need indoor soccer spaces to support growing sport.
- Volleyball needs a better space for leagues.

#### Outdoor Facilities, Parks and Trails

- Need an outdoor rink.

- Need a good special events site – Canada Day, etc.
- More paved bike trails/lanes.
- More tennis courts are needed, but should be free – gates should be open so courts are available.
- Address gaps with playgrounds in some communities.
- More outdoor basketball courts and other amenities (roller hockey) for youth.
- A Green Gym in a park.
- Clear some sidewalks in winter to provide a walking route.
- More downtown gathering spaces.
- More public slips at the Marina.
- Better marine access and a waterfront park.
- Need off-leash dog park.
- Neighbourhood parks need to be larger, with better connecting trails within neighbourhoods and to the main Corner Brook Stream trails.
- A Go Kart Track 1000 – 2000ft long track suitable for child size as well as adult size Go-Karts.
- Need another three Margaret Bowater Parks.

#### Operations and Services

- Healthy food choices in facilities.
- More art classes for children and adults.
- Indoor rock climbing wall.
- More youth opportunities, especially for those 12-18.
- Children and youth physical inactivity is a major health issue.
- Need outdoor education and outdoor skills to children and youth.
- The City should be running more recreation programs either directly or as partners.

### **3.2 PUBLIC MEETING RESULTS**

In attendance: 35 persons (approx.)

#### Indoor Facilities

- Runners want an indoor running track and an outdoor track
- Judo needs a place to work out 3-4 times per week.
- Martial arts can use the same space as judo and can use much of the same equipment. Storage is always a problem.
- Development of the proposed new Curling facility will allow curling to resume in the City.
- Multi-use facility needed. Created through partnership. Create a legacy and ensure maintenance planning is part of development program.
- Focus on core sports.

- Leisure is changing; ensure focus responds to future demographic. In 20 years time, 20% of population will be over 65 years of age. Need to support the development of active lifestyle skills.
- If Sir Wilfred Grenfell gets university status, competitive varsity teams and facilities will be needed.
- Saltos Gymnastics is in desperate need of a new facility;
- Saltos gymnastics could be added to Wellington Street building.
- Gymnastics were held in Annex during the 1999 Canada Winter Games.
- Gymnastics is a foundation sport; would like to develop collaboration with other sports.
- Annex is not well used. Not near capacity. The grid restricts and impairs use of facility.
- Need a public gathering space – a community centre with everything in one place. Would solve many of the accessibility problems.
- Partnership opportunities with YMCA-YWCA, City, University, and Department of Health for combined activities and resources.
- Develop a core recreation facility that can be expanded on and developed in phases.
- Aquatic facilities in the City need to be designed to support family aquatics

#### Outdoor Facilities, Parks and Trails

- Ensure the bicycle trails currently being developed are expanded with public routes identified and properly signed.
- Mountain bike group would like to have land designated for trails. The group would build the trails.
- Upgrade all (slow pitch) softball fields to meet national standards and allow hosting of tournaments.
- Need more softball fields; have 21 men's teams and 3-4 ladies teams registered.
- Upgrade Jubilee facilities (building 65 yrs old; the Dept. of Health and Safety shut them down last year because of safety concerns).
- Build proposed softball and soccer building at Wellington St. to provide change rooms and washrooms. Note: one of the two softball fields at the site will be removed. Saltos could also be housed here if current new building drawings were modified.
- Soccer field and softball field at Atlantic (Avenue) site (near Captain Cook) needs water. Potential to share with the Captain Cook site and the building proposed for the site.
- Off-leash dog-park is needed in the City.
- Playgrounds need to be developed to accommodate the needs of children and adults.
- A green gym for adults is a good idea.
- Trail system needs to continue to be developed and expanded into new areas of the City as they are developed.
- Cross-country skiing facilities at Blow-Me-Down need improvement. A new Master Plan is in the works.

#### Operations and Services

- Improve communication about programs in the City. Need a place where all programs are displayed at a central point, such as City website.
- Integrated transportation planning is needed to ensure road, walks and trails respond to the variety of needs and abilities of users in the community.

- Improve public transit so teenagers can access the many great community-wide programs. Change current bus routes.
- Inform citizens of available programs to improve general health of the community.
- Competitive sports always have the loudest voice; ensure all recreation and leisure needs in the community are met.
- Develop partnership with Western School District to support active communities. Wellington Complex is a good example of the school board and the City partnering on use of facilities.
- Develop an implementation strategy to put the new Rec and Leisure plan in place; in it identify the money needed to develop and maintain facilities.
- Consider re-establishing a Sports Alliance, even though the one tried here before did not work. Look to Mount Pearl as a good example of one that works.
- Inform residents, and especially those needing it, what supports currently exists to enable accessibility to all programs and where it can be found.

### **3.3 PUBLIC SURVEY RESULTS**

Tract Consulting and PERC developed and conducted a survey using Survey Monkey and administered it through the City's website. Respondents answered a total of 274 surveys, which was conducted between January 17, 2010 and February 17, 2010. Respondents were asked questions regarding their participation in services, programs, and facilities, and their opinions on existing programs, facilities, and perceived need for additional and/or enhanced recreational programs and facilities.

#### **About the Sample**

Respondents were not required to answer all the survey questions, and some of the 274 participants chose to skip some of the questions. The demographic of respondents who participated in the survey is presented in Table 2.2.1 below. It is important to note that only 70% of the 274 participants answered questions on their age category and on the number of dependents living in their household and only 71% answered the question on their household income.

- 68.3 % of survey participants were between the ages of 18-39. Of the 70% of the 274 participants answered questions on their age category, 36.7 % were aged 30-39, and 31.6 % were aged less than 29.
- 43.5% of respondents did not have dependants living at home.
- 57.2 % of respondents earned an annual income of \$ 65,000 or more.

The full results of the public e-survey developed and conducted by Tract Consulting and PERC for this Study are found in Appendix A. The results of the survey are summarized as follows:

#### Activities in which Public Survey respondents participate:

- More respondents (50% of 274 respondents) participate in walking than any other activity.
- After walking, running/ jogging (33.9 %) is the next most participated-in activity, followed by swimming (33.4 %), biking/cycling (32.8 %) and weight and fitness training (31.4 %).

#### Reasons for not participating in Programs and Services:

- The answer most often given by respondents (51.8% of 222 respondents) as the reason that prevents them from becoming involved, or more involved, in recreational activities, is lack of facilities.
- 32.9 % cited inconvenient times /hours of operation as a reason for not participating, and 29.7% of respondents selected cost or fees as the reason for not becoming involved or more involved in recreational activities.
- 22.5% of respondents have limited involvement in recreational activities because they do not know of any programs they can participate in.

#### Indoor Facilities:

- The majority of respondents (78.3 % of 240 respondents) think that the City needs more multi-purpose facilities.
- Respondents think the City needs more indoor walking/running tracks (68.8 %); swimming pools (57.5 %) and gymnasias (50.4%).
- The two indoor facilities identified as being the most needed indoor facility in the City are multi-purpose facilities (25%) and swimming pools (21%).
- It is interesting to note that 22.4 % of respondents stated they want an indoor skateboard park and 12.5 % of these respondents think a skateboard park is the most needed indoor facility.
- Other facilities respondents identified as being needed and most needed were tennis courts, basketball courts, and an indoor soccer facility. However the percentage of respondents supporting these as most needed facilities was 4%.

#### Outdoor Facilities:

232 respondents answered the question on the types of outdoor facilities the City needs.

- The majority of respondents (75.9%) think the City needs more bike paths.



- A high number of respondents (72 %) also think the City needs more youth parks with skateboard parks. The skateboard park was identified by 22.4 % of respondents as the most needed outdoor facility in Corner Brook.
- Most respondents think more parks and open spaces are needed. 70.3% think the city needs more neighbourhood parks, 63.8% think the City needs more parks and open spaces, and 51.3% think the City needs more playgrounds.
- Respondents also think the City needs more outdoor skating areas (68.1%); more running tracks (65.1%), more walking trails (60.3%), more dog parks (58.6 %) and more outdoor swimming pools (57.3 %).
- 11.6% of respondents chose dog parks as the most needed outdoor facility.

#### Maintenance

- 44.1 % of 204 respondents think public outdoor parks and recreation spaces operated by the City of Corner Brook are well maintained.

#### Programs and Services

214 respondents rated parks and recreation programs and services in the City of Corner Brook on a scale of Excellent, Good, Fair or Poor.

- The majority of participants gave most programs and services a rating of fair. However, helpfulness of staff and quality of instructors, as well as safety and security, received an overall rating of good.
- Less than 6% of participants rated programs and services excellent.

Rating results are summarized as follows:

Table 3.3a Summary of aspects of programs and services regarded as Excellent, Good, Fair, or Poor by majority public survey respondents.

Table 3.3a		
Rating	Program and Service	% of respondents in agreement with rating
Excellent	NA – less than 5.5 % of respondents rated programs and services as excellent	<5.5 %
Good	Safety/security	36.0 %
	Helpfulness of staff in general	35.5 %
	Quality of instructors	31.8 %
Fair	Overall quality of programs	43.5 %
	Availability of programs and services	41.1 %

**Table 3.3a**

Rating	Program and Service	% of respondents in agreement with rating
	Program times/schedules	39.7%
	Condition of facilities	39.3 %
	Program variety	37.9%
	Cost of programs	36.9%
	Registration system	31.3 %
Poor	Program promotion	36.9 %

### Special Events in Corner Brook

246 respondents answered the question regarding their participation in Special Events. Special Events in Corner Brook are well attended. Between 60-69% of respondents participate in most Special Events. The top five Special Events are:

- Concerts
- Winter Carnival
- Canada Day Events
- Festivals
- Entertainment

### Promotion of Programs and Services

The need for a recreation guide received exceptionally high support: 92.8% of 223 respondents think the City should publish a Guide to all recreation programs and services available in Corner Brook.

### Motivating Residents to use Programs and Services

- 84.5% of 223 respondents would be motivated to use programs and services more if the quality of programs was improved.
- The City could also motivate residents to use programs and services more by offering a broader range of programs and facilities (70.9 %); increasing the quantity of facilities (73.1 %); providing longer hours of facility operation (66.8%); with more advertising and promotion (62.8%), and reducing user fees (55.6 %).
- Although only 26.0 % identified access to transportation as a motivator, compared to 61.0% of respondents who said that transportation is not a motivator, the comment was made that public transportation needs to run longer and on weekends. It was also noted that a bus route needs to be established on the weekend to Marble and Blow Me Down.

### Programs for Specific Groups

214 respondents answered the question “Do you think the City of Corner Brook needs to make improvements to existing programs for any of the following groups?” And 210 respondents answered the question “Do you think the

City of Corner Brook needs additional programs for any of the following groups?" The results are summarized as follows:

- The top four recreational programs identified by respondents as needing improvement are programs for teens (83.2 %); programs for families (72.4 %); programs for adults (71.5 %); and programs for persons with low income (70.6%). These were also the top four recreational programs respondents think the City needs more of.
- Respondents also think the City needs to make improvements in and provide additional programs for persons with disabilities (68.2 %; 61.6%); children aged 5-12 (67.3%; 61.4 %); seniors (63.1 %, 62.4%) and pre-school children (56.1 %; 52.9%).
- Fewer respondents think the City needs to make improvements in Competitive Level Sports (55.1 %); Arts and Crafts (51.7 %); Performing Arts (47.8 %). Fewer respondents also think additional programs are needed in these areas: Competitive Level Sports (52.5 %); Arts and Crafts (46.6 %); Performing Arts (46.1%).

205 survey participants responded to the question regarding the need to make improvements to existing types of programs in Corner Brook, and 204 responded to the question regarding the need for additional programs. The results are summarized below:

- Most respondents think improvements are needed to: outdoor and nature oriented activities (83.9 %); recreational level sports (76.1 %); fitness (76.1 %); general interest programs (i.e. cooking, gardening, etc.) (70.7 %); and special events (69.8 %).
- Respondents identified these same programs as those in which additional programs are needed; i.e. outdoor and nature oriented activities (78.4 %); recreational level sports (70.6 %); fitness (71.1 %); general interest programs (i.e. cooking, gardening, etc.) (66.7 %); and special events (64.7 %).

## Funding

Table 3.3b summarizes the programs and services identified by the highest percentage of respondents (198) as those for which the City should commit extra funding.

Table 3.3b - Facilities identified by the highest percentage of respondents (198) as those for which the City should commit extra funding.	
Facilities in which the City should commit extra funding	% of respondents in agreement
Multi-purpose community facilities	74.7%
Walking and cycling trails	73.2%
Youth parks with skateboard parks	70.2%

**Table 3.3b - Facilities identified by the highest percentage of respondents (198) as those for which the City should commit extra funding.**

Facilities in which the City should commit extra funding	% of respondents in agreement
Parks and open spaces	68.2%
Walking/running tracks	63.1%
Outdoor skating area	63.1%
Swimming pools	57.1 %
Playgrounds	56.6 %
Dog Parks	46.5 %

It is interesting to note that 40.9% of respondents do not support the City committing extra funding to tennis and basketball courts.

### Funding through Tax Increases

70.6 % of 197 respondents would be willing to pay an annual increase in property tax or rent to help build or operate these facilities and programs.

Most respondents (33.3% of 141 respondents) would be willing to pay between \$26-50 per year.

### Additional Comments

Additional Comments were provided and can be found at the end of the survey. They are summarized here, but can be found in its entirety in Appendix B.

#### *Indoor Facilities*

- Basketball courts that are open to public
- Indoor soccer facility
- Large gymnasium, Annex ideal
- A Youth Centre
- An improved YMCA-YWCA
- Indoor skateboard park
- Better gymnastics facilities

#### *Outdoor Facilities, Parks and Trails*

- Walking trail system in Curling/Sunnyslope
- Mountain bike park
- Multi-use trail system
- New skateboard park
- A good dog park
- Outdoor skating rink

- Natural park for outdoor skills development and learning
- The City is doing an excellent job with the walking and biking trails and Bowater Park improvements
- Outdoor/Indoor Running tracks
- Protect existing open spaces
- Mountain bike trails
- All neighbourhood parks need to be updated and maintained
- Reinstate playground on Caribou Road

### *Operations and Services*

- Additional funds must be spent on facilities and programs, like other communities
- Council needs to put less emphasis on organized sports and put more funding towards recreational activities and green spaces for all to enjoy
- Focus on recreational activities and spaces for all to enjoy, rather than focus on organized sport
- Need a bus service available on evenings and weekends so people can participate
- More family events
- City summer programs should run softball and baseball
- Focus on pre-school programs
- Provide affordable recreation services that are accessible to all
- Full inclusion and accessibility for persons with disabilities
- Increased capacity in programs to improve accessibility for everyone
- Hire qualified management to run recreation department
- More promotion of available services
- Community billboard advertising current events or programs
- City web site that promotes all activities in the City, including entertainment Apply recent tax hikes to improving all facilities and programs in City
- Residents should not have a tax increase to get a bit of parks and recreation
- Provide an opportunity for residents to vote on new multi-purpose facility and approve tax hikes, if necessary
- Improve Farmer's Market
- Promotion of Female leagues, not just Male leagues
- More cooperation between City and recreational groups
- Better Maintenance and Capital Replacement Strategy
- Kids downhill ski program one of the most organized around
- Council needs to listen to citizen's needs and input

### **City of Corner Brook Recreation and Physical Fitness Municipal Survey**

This study also referenced the City of Corner Brook Recreation and Physical Fitness Municipal Survey, conducted by Ipsos Reid Public Survey, February 2009.

### 3.4 PRELIMINARY LIST OF NEEDS

Based on the results of the public survey and stakeholder consultations, and the consultant extensive experience in hundreds of communities across Canada, a total of 25 preliminary needs were identified. These needs are summarized below in Table 3.4a.

Table 3.4a - Summary of Preliminary Leisure and Recreation Needs	
<b>Indoor Recreation Facility Needs</b>	
1.	Redevelop Pepsi Annex for leisure and recreation multi-use
2.	New indoor swimming pool
3.	A multi-purpose facility to accommodate a variety of programs
4.	New facility for Saltos Gymnastics
5.	More gymnasias
6.	More indoor walking/running tracks
7.	Indoor Skate Park
<b>Outdoor Facilities, Parks and Trails Needs</b>	
8.	More neighbourhood parks, trails, and open spaces
9.	Expand Corner Brook Stream Trail to create better linkages
10.	Improve soccer fields and baseball/softball facilities
11.	New youth park with skate park
12.	New off-leash dog park
13.	New outdoor skating area
14.	New outdoor running track
15.	More non-motorized multi-use trails including bike trails
16.	Better Special Events site and more downtown gathering places
<b>Programs and Service Needs</b>	
17.	More services and programs for teens and youth
18.	Broader range of programs for children, families, adults, and seniors
19.	More focus on improving access for individuals and families with lower incomes
20.	More accessible and inclusive programs and services for persons with disabilities
21.	Greater and more defined role for City in delivery of Leisure/Recreation programs, including Recreation Commission
22.	Better communication about all services available in City
23.	More maintenance support for Corner Brook Stream Development Corporation
24.	Better support for not for profit program and service providers

## 4.0 DECISION-MAKING FRAMEWORK

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On November 3, 2009, Council and some senior staff participated in a workshop to establish and confirm a rationale and decision making framework for the City role in the provision of leisure services in Corner Brook. This rationale is intended to guide the current and future provision of programs, services, and indoor and outdoor amenities. The details of this workshop can be found in Appendix A.

The decision making framework has five components. The first element is the Benefits Based Approach. In the benefits based approach, a municipality focuses its efforts and resources on achieving the greatest amount of benefit, at the least possible cost, for the community and the individuals within it. The benefits based approach also recognizes that this occurs when the emphasis is on services that provide indirect benefit to all citizens. In other words, a municipal service, in addition to providing some direct benefit to the participant, should ideally also provide spin-off indirect benefit to the entire community - even if they haven't used the service. Special events, for example, are not only fun for the individual, but also build community identity and spirit and support family involvement.

The Benefits Based Approach is the foundation of the decision making process, and is the most influential component. All 24 needs are assessed using the benefits based approach to determine what the initial priorities are. This part of the Decision Making Framework also factors in order of magnitude costs, so that some measure of the cost/benefits ratio can be determined. The initial set of priorities that result from this level of assessment are then adjusted and refined by the other components of the process.

The second and third components of the decision making process involves assessing need in terms of demographic projections and leisure behaviour trends. Demographic trends indicate if the need will increase or decrease as the population changes, and leisure behaviour trends determine if the need is expected to continue over the short and long term. These two components could raise or lower the priority set initially by the Benefits Based Approach.

The fourth and final step in this process is a technical validation of the need. The validation component considers, where appropriate, total use and capacity of facilities and programs, quality of spaces to meet the need, and the functional lifespan of facilities. The technical validation of need ensures that demands put forth by residents of Corner Brook can and should be met. The final stage in the decision making framework is used to finalize the preliminary priorities, from which the recommendations arise. The recommendations that are finalized in subsequent chapters respond to the highest priority needs.

Table 4.1: Summary of initial priority based on Public Benefit, Capital, and Operating Costs

Table 4.1 summarizes the results of the first component of the Decision Making Framework and Benefits Based-Approach. All 24 needs are assessed to determine the degree of public benefit (see Appendix E for details), and order-of-magnitude costs for each need are applied.

Recreation Need	Public Benefit	Capital Costs	Operating Costs
<b><i>Indoor Recreation Facility Needs</i></b>			
1. Redevelop Pepsi Annex for leisure and recreation multi-use	H	M	H
2. New indoor swimming pool	H	H	H
3. A multi-purpose facility to accommodate a variety of programs	H	H	M
4. New facility for Saltos Gymnastics	M	M	L
5. More gymnasium space	M	M	L
6. More indoor walking/running tracks	L	M	L
7. Indoor Skate Park	L	H	L
<b><i>Outdoor Facilities, Parks and Trails Needs</i></b>			
8. More neighbourhood parks and open spaces	H	M	M
9. Expand Corner Brook Stream Trail to create better linkages	H	M	M
10. Improve soccer fields and baseball/softball facilities	H	M	M
11. New youth park with skate park	M	M	L
12. New off-leash dog park	L	L	L
13. New outdoor skating area	M	H	L-M
14. New outdoor running track	M	H	L
15. More bike trails	H	M-H	L
16. Better Special Events Site	H	H	M
<b><i>Programs and Service Needs</i></b>			
17. More services and programs for teens and youth	M	L	M
18. Broader range of programs for children, families, adults, and seniors	Highest	L	M
19. More focus on improving access for individuals and families with lower incomes	Highest	L	L
20. More accessible and inclusive programs and services for persons with disabilities	H	L	M
21. Better communication about all services available in City	Highest	L	L
<b><i>Essential Operational &amp; Service Needs</i></b>			
22. Greater and more defined role for City in delivery of programs	n/a		
23. More maintenance support for Corner Brook Stream Development Corporation	n/a		
24. Better support for not for profit program and service providers	n/a		



## 4.2 DEMOGRAPHIC TRENDS

This overview of demographic trends focuses on five broad demographic trends areas occurring in Newfoundland and Labrador, and Canada, and how they are reflected in the City of Corner Brook. Perhaps the most significant shift is that provincial population loss experienced in the 1990's appears to have slowed since 2000. The growing strength of the province's economy has clearly reduced the loss of young families to other parts of Canada in search of employment.

Table 4.2a: Census Population and Five-Year Changes

Census	Corner Brook	5 Yr Change	NFLD	5 Yr Change
1991	22,410	NA	568,474	NA
1996	21,893	-2.3%	551,792	-2.9%
2001	20,103	-8.2%	512,930	-7.0%
2006	20,083	-0.1%	505,460	-1.5%

Corner Brook lost 1,790 persons between 1996 and 2001 (8.2% of its population), but only 20 over the following 2001-2006 five year period. It is anticipated that modest growth will be seen in the city and province over the coming five years. The current provincial population as of July 1, 2009 is estimated at 508,925 with growth of 0.28% over the previous quarter.

Table 4.2b provides an overview of the age groups in Corner Brook and NFLD in 2006 and 2001.

Table 4.2b: Age Groups Cohorts in 2001 or 2006

Age Group	CB 2006	CB 2001	NFLD 2006	NFLD 2001
0-14	2,950 (14.7%)	3,140 (14.9%)	78,225 (15.5%)	90,895 (17.7%)
15-24	2,590 (12.0%)	2,805 (13.3%)	65,295 (12.9%)	73,325 (14.3%)
25-44	4,925 (24.5%)	5,370 (25.4%)	136,570 (27.0%)	151,770 (30.2%)
45-64	6,105 (30.4%)	5,560 (26.3%)	155,105 (30.7%)	136,010 (26.5%)
65+	3,525 (17.6%)	3,220 (15.2%)	70,070 (13.9%)	63,055 (12.3%)
Total Pop.	20,085	20,105	505,470	512,930
Median Age	43.6	41.3	41.7	38.4

The demographic patterns identified by David Foote, Canada's leading demographer and author of *Boom, Bust and Echo*, are evident in Corner Brook and NL. Corner Brook had 190 fewer children 14 and under in 2006 than in 2001. Young (15-24) and mid-age adults (25-44) also declined in both the city and the province, while the proportion of older adults (65+) grew in number and proportion.

#### **4.2.1 Implications of Demographic Trends**

- The Baby Boom generation will continue to be active and place a high demand on services. Their preferences, however, will shift to less strenuous physical activities as they age and to cultural activities.
- The school population has declined and school closures have occurred. Stable neighbourhoods, where people tend to stay in the family home after their children leave, will be the most vulnerable to future school closures, leading to a potential loss of community access to school facilities and open spaces. There could also likely be declines in swim lessons, sport participation levels, and other programs as the fertility rate remains low.
- School closures do offer the possibility of re-development for community purpose, provided the location and amenities are appropriate.
- Demands for additional sports fields and arenas need to consider the future reductions in the child and youth population. While there may be the need for additional sport facilities in some specific neighbourhood areas, in many cases improving the quality of existing ones may better meet the needs in an era of declining youth population.
- The proportion of seniors will increase, but new seniors will likely continue to use multi-generational facilities for longer periods of time.
- As the cultural diversity of communities increase, the development of policies, programs and services, and marketing approaches will need to reflect this diversity and reach out to different ethno-cultural groups.
- Many ethno-cultural groups place a premium on large gatherings, (as do many organizations), for gatherings and special events. The provision of large outdoor group areas with adequate shelter and washrooms should be considered within parks systems.
- Accessibility and affordability for young families will need to be a priority. Fee policies will need to be re-examined, especially high discounts for seniors who can easily afford services. Recreation opportunities for children living in poverty needs to remain a high priority.
- Most Canadians view parks as part of the "commons". There is an expectation that they will continue to have free access to parks and trails for individual use. Care needs to be taken in introducing new fees that impact use and access.

There is a clear interplay between demographics and other community characteristics. For example, the overall drop in tennis participation across Canada is a result of Boomers shifting to less strenuous activities such as walking, but communities that have excellent tennis facilities and high quality programs, especially for youth, have altered that trend at the local level.

#### **4.2.2 Implications of Behavioural Trends**

- There will be greater demands on drop-in opportunities in recreation and cultural facilities, and scheduling should ensure that these are available throughout the day.
- The development of greenways, bikeways and pathway systems is a key priority for community open space systems. These systems contribute to personal and environmental health. Corner Brook Streams is an excellent example of a pathways system.
- More experiential programs will be in high demand. These include outdoor adventure programs, cultural learning and participation, and more intensive learning opportunities.
- Where feasible, more programs should be offered in compressed timeframes – a one or two day workshop instead of on a weekly basis for a longer timeframe.
- Conversely, many people enjoy the constancy and social aspects of ongoing programs. Especially for older adults, social elements should be included as part of the post-activity period.
- Volunteer recruitment and development programs will need to be revived, with retired Boomers and young people as two key targets. Volunteer experiences may need to be packaged into shorter timeframes around community projects.
- Programs aimed at rehabilitation and wellness can be offered through partnerships with the health sector. Programs offered in community, rather than clinical settings, are more likely to lead to ongoing healthy lifestyle behaviour. Aquatic and fitness elements can be included in facility design.
- Youth inactivity and obesity are considered by many to be at the epidemic level. Schools play a key role but often have diminished capacity. Partnership approaches by schools, parks and recreation departments, community sport, and parents will be required to address the issue.
- There will be an increasing demand for recreation staff to work with their park counterparts to plan and provide programs that address the growing interest in gardening, plant selection, pruning and home landscaping.

#### **4.2.3 Implications of Organizational and Workplace Trends**

- The recruitment of young people into the field and its post-secondary education programs will be a priority. Young leaders also will need mentoring and professional development opportunities as they enter the field.
- Parks and recreation departments will need to become more skilled at integrating the benefits and outcomes into both operational and strategic planning.
- The analysis of trends and their impacts should be integrated into organizational strategic planning processes to ensure they are considered in identifying strategies and priority setting.
- As the field partners with other sectors, it will need to ensure that there is a mutual understanding of mandates as a starting point in the development of partnership approaches. This includes internal partnerships at the municipal level.

- Partnering with other sectors in the provision of services will require a clear set of expectations and written agreements. The development of an overall set of partnership guidelines can support this.
- Working with other sectors will create the need for developing greater skills in community development, team building and social inclusion.
- The development of a clear set of performance measures for the field will be required so that outcomes can be measured and communicated. The field needs to ensure that these measures are relevant, and are not simply output measures that are imposed by others.
- Mechanisms will be required to allow those in the field to share information about technological advances and opportunities.
- As job schedules become more flexible and people retire, there will be increased demands for day-time use – especially informal drop-in use.

#### **4.2.4 Implications of Infrastructure Trends**

- A careful analysis of the major systems of aging facilities will need to be done and a repair/retrofit plan developed. As systems such as roofs age, deterioration accelerates with time, so repairs that are put off generally become more serious and costly.
- Facilities of any age require a life cycle management plan to review the condition, and repair and replace systems within reasonable timeframes.
- Fossil fuel costs will continue to increase and systems to reduce consumption need to be considered based on payback. These include roof solar panels, heat recovery systems and motion sensitive lighting. Buildings should be designed with appropriate green building or LEED principles, and supplementary energy sources such as solar and geothermal. Water use needs to be reduced in shower, toilet, pool, and grounds/landscaping applications.
- Active transportation systems are a major contributor to individual and community health. Ideally, walkway and bikeway connections should be made to indoor facilities. At a minimum, adequate bicycle parking and storage should be provided.
- Care should be taken before developing stand alone senior centres because of changing expectations of the coming generation of older adults. Seniors' oriented spaces should be grouped with other adult program spaces and include social elements.
- Stand-alone youth facilities have proven to be less effective in most settings than the inclusion of youth elements in multi-generational facilities. Again, these spaces should be grouped with gymnasiums and other active areas.
- The most successful youth parks have enough elements that they attract a range of youth groups and interests. These elements may include a skateboard facility, sport courts and social gathering spaces.
- Partnering with other sectors in recreational facilities requires careful planning and clear agreements. The most successful ones are those that involve program partnerships rather than simply being a landlord-tenant relationship.

#### **4.2.5 Implications of Environmental Trends**

- The stewardship of natural environments requires sound and sensitive management practises; many communities have developed natural areas and urban forest management plans, and integrated pest management plans.
- There is increased interest and opportunities to engage local citizens and groups in environmental stewardship activities such as stream and riparian zone restoration and the removal of invasive species.
- The conservation and wise use of water needs to be infused into park operations, including automated irrigation systems and drought tolerant, native plant selection.
- Energy conservation in facilities and parks operations needs to become a greater priority, especially with older facilities that are “energy hogs”.
- With a heightened interest in nature and the environment, local authorities may consider interpretive programs, signage, and environmental education and information programs.
- Parks operations will soon need to consider the potential impacts of climate changes on flora and fauna and examine longer-term planting programs in terms of these changes. Plans must also be made to deal with tree damage and other damage from significant storms.
- Parks and recreation departments should consider becoming environmental leaders in their communities through a combination of sound environmental practices, educational programming, and citizen involvement.

It should be clarified that trends and demographics are general indicators. For example, while youth sport participation has dropped along with the number of children, the number of activities provided in excellent programs and leadership opportunities has still increased.

Positive, neutral, and negative influences are defined as follows:

- **Positive:** The trend indicators are that the recreation need (activity and facility types) will increase over the next ten years, and that the demographic shifts support the need.
- **Neutral:** There are no clear indicators that the trends or demographic influences will change the needs appreciatively. Some recreation facility needs also retain the status quo by upgrading existing aging facilities.
- **Negative:** The indicators are that the recreation need will diminish because of trends or demographic shifts.

Table 4.3      Synthesis of Priority Assessments before Validation

The table below summarizes the first, second and third components of the Decision Making Framework. The implication of trends to determine if need is expected in the short-term and long-term are factored into the approach and initial priorities.

Synthesis of Priority Assessments Before Validation						Revised April 01, 2010	
Recreation Demand	Public Benefit	Capital Costs	Operating Costs	Leisure Trends	Demographic Changes	Comments	Priority
<b>Indoor Recreation Facility Demands</b>							
1. Redevelop Pepsi Annex for leisure and recreation multi-use	H	M	H	POS	POS	Pepsi Annex now operated by SWGC, via Western Sports and Entertainment Inc. City provides a subsidy of \$700,000 less lease cost of \$ 250,000.  Residents feel annex could be better utilized for recreation and sport tournaments, rather than conventions and events.	H
2. New indoor swimming pool	H	H	H	POS	POS	Existing facilities are old, do not have hot tubs or saunas, and do not have amenities to support family activities. Arts and Culture Centre would prefer to have pool removed, and while SWGC offers public programs, its priority is maintaining its pool for its students.	H
3. A multi-purpose facility to accommodate a variety of programs	H	H	M	POS	POS	Corner Brook currently does not have a multi-purpose centre. 78.8% of public survey respondents, as well as stakeholders, think one is needed.  Opportunity exists to partner with the YM-YWCA.	H
4. New facility for Saltos Gymnastics	M	M	L	POS	NEUTRAL	Existing facility is inadequate for the sport; ceiling height too low; ageing building. Gymnastics good foundation for other sports. Strong organization in place. City currently provides the facility to the group.	H
5. More gymnasium space	M	M	L	POS	NEUTRAL	All gym space in City fully booked; schools and SWGC are at capacity. Annex could potentially fill this need. Permanent space needed for martial arts.	M

Synthesis of Priority Assessments Before Validation						Revised April 01, 2010	
Recreation Demand	Public Benefit	Capital Costs	Operating Costs	Leisure Trends	Demographic Changes	Comments	Priority
6. More indoor walking/running tracks	L	M	L	POS	POS	Received strong support in public survey. Running club has approximately 400 members. 34% of survey respondents participate in running or jogging. Annex concourse well used by walkers. Walking can be incorporated into other facilities.	M
7. Indoor Skate Park	L	H	L	POS	NEGATIVE	Purpose built facility would be costly as it would require large interior space. However, it would provide year round activity for a dedicated and organized youth group. Low public benefit result of small number of service objectives being met.	L
Outdoor Facilities, Parks and Trails Demands							
8. More neighbourhood parks and open spaces	H	M	M	POS	POS	Very high support for this in public survey and stakeholder consultations. 70.3% of public survey respondents think the City needs more neighbourhood parks. And 68.2% of survey respondents would support the City committing extra funding to parks and open spaces.	H
9. Expand Corner Brook Stream Trail to create better linkages	H	M	M	POS	POS	Most respondents participate in walking. Trail is a source of pride for residents. Trail needs to link to existing and new neighbourhoods, recreational amenities, waterfront, and economically disadvantaged residential areas.	H
10. Improve soccer fields and baseball/softball facilities	H	M	M	NEUTAL	NEG	Low public benefit rating due to low number of service objectives being met. Facilities need to be brought to a national standard, and have accessory buildings improved and/or built.	M
11. New youth park with skate park	M	M	L	POS	NEUTRAL	Like the indoor skate park, would serve a dedicated, active, and organized youth group who has already taken initiative to raise funds towards a new skate park. Low public benefit result of small number of service objectives being met. Skate parks ideally located in youth parks with a variety of activity for youth.	M

Synthesis of Priority Assessments Before Validation						Revised April 01, 2010	
Recreation Demand	Public Benefit	Capital Costs	Operating Costs	Leisure Trends	Demographic Changes	Comments	Priority
12. New off-leash dog park	L	L	L	POS	NEUTRAL	Trend is toward dog parks; many large communities now have. Identified in public survey as the second highest facility most needed in the City. Stakeholders strongly supported this.	H
13. New outdoor skating area	M	H	L-M	POS	POS	Outdoor ice surfaces can provide a unique recreational opportunity for physical and social activity and a winter tourism experience for regional visitors. Also can address a lack of recreational skating time available at indoor arenas.	L-M
14. New outdoor running track	M	H	L	POS	NEUTRAL	Cost would run between \$1.5- \$3.5M. Support high in public survey and stakeholder consultations. Running club has 500 on mailing list. Host about 12 successful events a year. Ideally would be an 8 lane 400 metre track.	M
15. More bike trails	H	M-H	L	POS	POS	City currently implementing bicycle plan. Stakeholders would like it to be as inclusive as possible, supporting multiple forms of use. Mountain bikes also want land to build a trail.	H
16. Better Special Events Site	H	H	M	POS	POS	Corner Brook currently hosts several Special Events throughout the year. Between 60-69% public survey respondents participate in these. City does not have adequate outdoor facility for large crowds.	M-H
Programs and Service Demands							
17. More services and programs for teens and youth	M	L	M	POS	POS	Very high support in public survey. Supports national and provincial initiatives to reduce childhood obesity. Important for community development and future resident retention. Council recognizes as a priority in workshop.	H
18. Broader range of programs for children, families, adults, and seniors	Highest	L	M	POS	POS	Public survey showed more citizens would use programs and services if a broader range was offered. Emphasis needs to be placed on greater variety of programs rather than quantity offered. City can support other partners to ensure needs are met.	M



Synthesis of Priority Assessments Before Validation						Revised April 01, 2010	
Recreation Demand	Public Benefit	Capital Costs	Operating Costs	Leisure Trends	Demographic Changes	Comments	Priority
19. More focus on improving access for individuals and families with lower incomes	Highest	L	L	POS	NEUTRAL	Access to programs and services must be available to all citizens. 10-20% of Corner Brook citizens are economically disadvantaged. 70.6% of public survey respondents think improvements are needed for persons with low income.	M
20. More accessible and inclusive programs and services for persons with disabilities	H	L	M	POS	NEUTRAL	Generally involves partners who provide programs for basic skills development, facility orientation and volunteer support. Must ensure facilities are accessible. Policies and protocols of provider to facilitate inclusion of people with disabilities are essential.	H
21. Better communication about all services available in City	Highest	L	L	POS	NEUTRAL	New and long time citizens are not of aware of all programs available. The need for better communication and promotion of services and programs was strongly supported in stakeholder's consultations and the public survey.	H
Essential Operational & Service Issues							
22. Greater and more defined role for City in delivery of programs	n/a	These operational issues must be met and should not compete against all other needs. Therefore they will be assigned an initial high priority rating.				The City has a very small role in the delivery of programs, compared to most communities its size. Citizens want Council to be more involved in the delivery of programs.	H
23. More maintenance support for Corner Brook Stream Development Corporation	n/a					Corner Brook Stream trails are a key asset, well used, and a source of pride in the community. Current maintenance support is insufficient to maintain trail system quality over the long term.	H
24. Better support for not for profit program and service providers	n/a					Most programs and services in City provided by not for profit and volunteer sector. Better communication, tax breaks, and in-kind services are some of demands identified. It is critical that the City supports each based on the individual needs.	H

## 5.0 VALIDATION OF LEISURE AND RECREATION NEEDS

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The following provides an assessment of the leisure and recreation needs as it relates to the existing infrastructure and services in Corner Brook. This assessment will be used to validate the real needs, and will also validate final priorities. This is the fourth and final step in the Decision Making Framework.

### 5.1 REDEVELOP PEPSI ANNEX FOR LEISURE AND RECREATION MULTI-USE

The Pepsi Centre opened in 1997 for the 1999 Canada Winter Games, and is promoted as Western Newfoundland's premier event facility. The Pepsi Centre building is owned by the City but is currently managed and operated by Sir Wilfred Grenfell College. It runs the operations via Western Sports and Entertainment Incorporated (W.S. & E. Inc), a corporate entity whose board of directors is made up of representatives from the university, City and community. The City currently pays an annual subsidy of up to \$700,000 to the Pepsi Centre.

It has two regulation sized arenas, the Pepsi Studio (commonly referred to as the Annex), and seven conference rooms. The Pepsi Centre caters to concerts, conventions, trade shows and sporting events. The Pepsi Studio consists of a soundstage – a large room approximately 20,000 sq. ft with a ceiling height of 32', restrooms with change areas and showers, and a kitchen capable of catering to 1000 guests, a main lobby, a ticket office and office space.

This demand to redevelop the Studio as a multi-use facility to better support leisure and recreational activities in the City deals solely with the Pepsi Studio (the Annex), and not the entire Pepsi Centre. The Studio was built primarily to augment the conference capabilities of the Pepsi Centre, but also to support sporting events such as tournaments. The soundstage of the annex, as its name implies, was at one time intended to operate as a sound stage for a television production, and therefore has a ceiling grid installed, a large metal pipe system suspended from the ceiling to support film-making equipment such as lights, sound equipment, props, etc.

The demand to redevelop the Studio as a multi-use facility to better support leisure and recreational activities was repeated throughout the stakeholder consultations and in general comments in the public survey. Stakeholders have stated that the annex space is wasted, and that it could be a great venue for many activities if the grid was removed and the annex was converted to a field house. Stakeholders do not have adequate gymnasium time available, as all gymnasias in the City are fully booked. This presents a challenge for organizers hosting sport tournaments. Stakeholders also felt that the rates and booking policies need to be reviewed; sporting events are not guaranteed times, even those, such as Volley Fest, that are a key attractor.

One reason the Pepsi Studio is poorly used for recreation is mainly because priority is given to conventions and other events, as they are a revenue generator for the facility; the Studio has about 70 event bookings a year. Hosting events makes it difficult to dedicate regular recreation time in the studio. There are also physical constraints due to the grid, which obstructs the ceiling height and is not retractable; it has not been removed to date as it reduces the

scale of the room, making it more comfortable for event participants, and improves acoustics. Also, the synthetic flooring is in bad repair and is not appropriate to sport and recreation events, and would need to be replaced if used for these purposes.

Renovating the Pepsi Studio for tournaments will support local sport groups, as well as the development of Sport Tourism in Corner Brook. The Pepsi Studio can host events, conventions and sport tournaments, provided sport events are booked well in advance. Removal of the grid will not impact the ability to host comfortable social events, trade shows and conventions, as the ceiling height is approximately the same as the Civic Centre in St. John's and many other event rooms, including hotel conference rooms.

Usage is as follows:

Year	Recreation Bookings	Other Bookings
2006	44 (inc. SWGC Theatre)	21
2007	37	54
2008	61	86
2009	22	84
2010 (Jan and Feb only)	0	11

*Note that bookings include entire Pepsi Annex and not just the studio space.*

The cost to meet this demand is the capital cost of removing the grid, and replacing the floor, and adding equipment and floor plates that support sport and recreational use. Operationally, processes will have to be put in place so that conventions and recreational events can both be hosted at the Annex and a divider curtain should be considered.

## 5.2 NEW INDOOR SWIMMING POOL

Stakeholders have stated that Corner Brook needs a larger pool that provides more opportunities for pre-schoolers, families, rehabilitation, etc. They have stated that the City needs a quality pool that is leisure and family oriented, with a tot pool and other amenities such as play features, a hot tub and a sauna. Many families currently drive to Stephenville, a distance of 64 kilometres "as the crow flies" and more than an hour's drive, to access its pool and aquatic amenities. Indoor swimming pools was one of two indoor facilities identified by public survey respondents as being the most needed indoor facility in the City.

There are currently two indoor pools in Corner Brook, one is located at the Arts and Culture Centre and the other at Sir Wilfred Grenfell College (SWGC). The pool at Sir Wilfred Grenfell College opened in 1975 and is a 25 meter pool with 6 lanes, a 1 meter diving board, and 6 diving blocks. It is open year round. The Arts and Culture Centre pool opened in 1968 and is also a 25 metre, 6 lane swimming pool.

The Arts and Culture Centre offers mostly drop in swimming sessions, and some swim lessons, while Sir Wilfred Grenfell College offers mostly swimming lessons and aquatic programs to the community. Two swim clubs operate

out of the Arts and Culture pool: the Corner Brook Synchronized Swimming Team and the Corner Brook Rapids Swim Team.

SWGCs programs are on average 90% full, and there are often waiting lists for programs such as swim classes, private and semi-private classes, advanced aquatic programs for teens and above (lifeguard, etc.). Participation numbers in the programs are stable; they have on average 400 participants, and this increases to 500 in the spring and fall. There are 200 participants in the Health and Wellness programs. The SWGC pool is also used by community groups such as the swim and synchronic clubs, as well as triathlon training. SWGC depends on revenue from the programs; it allows them to continue offering the programs. The SWGC pool is ageing, and in need of upgrading, including accessibility updates. The pool has no room to expand.

The Arts and Culture Centre also has limitations. The synchronized swimming club has stated that air quality at the pool is poor, pool depth is an issue; there is no interior access to the viewing area, or underwater mikes. This club has challenges getting adequate pool time, even though it also uses the SWGC pool. The Arts and Culture Centre has said that if the pool were gone, they could add much needed spaces to support cultural programming, which is more fitting of their mandate.

The Arts and Culture Centre has roughly 23,400 public swims per year. Some of their programs, especially swimming lessons, have reached capacity, and often have a waiting list. However, staffing is a problem, with young employees heading to university or college, or seeking employment where more hours are available. This staffing shortage is sometimes the reason for the waiting lists. The Rapids Swim team use the pool approximately more than 200 times per month, and Synchro uses it a between 50-80 times a month, except in summer.

In the IPSOS survey conducted Jan-Feb 2009, 6% of respondents regularly participate in swimming/diving activities, and 34% of children between 3-18 years of age swim laps on a regular basis in a typical week (note: survey sample for this question was small, and finding must be interpreted with caution).

If a new pool were built, SWGC could be involved as partner/ and/ or provider of service. It is important however, that, the pool offer accessible times to all members of the community, including those who cannot afford to pay a fee.

### **5.3 A MULTI-PURPOSE FACILITY TO ACCOMMODATE A VARIETY OF PROGRAMS**

The City currently does not have a multi-purpose leisure/recreation centre where a variety of affordable programs can be offered to many different groups and individuals. The YMCA began operations in Corner Brook in 1981 and operated out of the Lion's Recreation Centre on Wellington Street. This space did not provide room for expansion and in 1994 the YMCA relocated to the former Our Lady of Perpetual Help Elementary School on Renouf Crescent and served the same function as a community centre. A move from this site in August 2007 was precipitated by the decision of the Bay St. George Episcopal Corporation to put the building on the market. The Y continues to offer programs and services, but it now operates out of temporary and limited space in the Millbrook Mall, and at other spaces around the City.

Throughout the consultations, the need for a multi-purpose leisure recreation facility was expressed repeatedly by stakeholders. As well, 78.3 % of public survey respondents think that the City needs more multi-purpose facilities, and they also think it is one of two indoor facilities most needed in the City (the second was swimming pools). A multi-purpose leisure/recreation community centre would typically include a large gymnasium, a large fitness centre, a dance/martial arts/fitness studio, several multi-purpose spaces, a small youth space, senior's spaces, a preschool program centre, and one or more arts and crafts studios, and an indoor pool. By having such a center, the City would have the ability to encourage citizens to become more active. 70.9% of survey respondents said they would be motivated to use programs and services more if a broader range of programs and facilities were offered, and 73.1 % would be motivated to use programs and services more if the quantity of facilities increased. As well, the City would have the opportunity to provide accessible and affordable programs to all residents. 70.6% of 214 respondents think the City needs to provide more programs for persons with low income, and 68.2 % of these respondents think the City needs to make improvements in programs for persons with disabilities.

One option to meet this demand is for the City to partner with the YMCA to build and operate a multi-purpose facility. Across Canada there are three major types of YMCA-municipal partnerships:

1. YMCA delivery of health and recreation programming on behalf of the municipality, from delivery of single programs, through to the management and operation of entire municipal facilities;
2. Municipal sponsorship or subsidies for YMCA programming;
3. Municipal support for YMCA facility development, often in exchange for community accessibility guarantees.

Many municipalities in Newfoundland and Canada have taken this partnership approach with the Y. The City of St. John's and The YMCA of Northeast Avalon, and The Town of Grand Falls-Windsor and The YMCA of Exploits Valley, are two municipal-Y collaborations in the province. The City of St. John's provided the Y with a capital donation of \$1.5 million toward a new YMCA- YWCA on Ridge Road, and supported the Y in its application for \$3 million in federal-provincial infrastructure funding. The Y will own and operate the centre. And in Grand Falls-Windsor, the Town and the Y have jointly operated the Frances Nichols Community Centre for more than 13 years. The Town provides an annual operating grant of \$70,000 and facility maintenance, and the YMCA provides all staffing and equipment. This partnership model is currently being considered by the Y as a model for other communities in the province. The YMCA would like to enter a partnership with the City as capital funder and Y as operator, and the operation model could be a combination of membership driven or shared use. The Y doesn't have capital funds, but would assist with a capital fund-raising campaign.

74.7% of residents support the City committing extra funding to multi-purpose facilities. If a partnership with the Y is considered, a key element is that access is available to everyone, and that the operating model ensures this access. The Grand Falls-Windsor is an example of such as facility.

## 5.4 NEW FACILITY FOR SALTOS GYMNASTICS

The Saltos Gymnastics Club was started in 1981 as the Humber Tumblers. The club now occupies the top floor of the Lions Centre. The Club has more than 200 members, but is unable to grow due to space constraints. Their membership consists of children from toddlers to mid-teens, and they also offer adults a stretch class.

The club is in need of a new space. The issues with the existing facility are many: the current area of 3,400 sq. ft. is restricted; equipment can't all be set up and storage areas are lacking; the sprung floor is warped; and there is no foam pit. In addition, the ceiling height is too low, and affects work on beams, uneven bars, trampoline, etc. There are no change rooms, and the two single washrooms located downstairs are inadequate. There is no viewing area or coaches' room; and air quality is poor. The Club sees the facility as a detriment to increasing enrolment, and to recruiting coaches.

Hosting meets is a challenge for Saltos. The club can host meets at the Sir Wilfred Grenfell College and Pepsi Centre, but there are no floor plates at either facility. If the renovation of the Pepsi Annex takes place, floor plates for major gymnastics meets should be added.

If Saltos had an adequate facility, the club could support school programs since they could provide access for two week blocks, and their coaches could assist schools with coaching education. Gymnastics clubs in other municipalities have located in school gymnasiums after school closures, or in unused warehouse spaces that have high ceilings.

The club sees gymnastics as a foundation sport for many other sports, such as figure skating, synchronized swimming, snowboard aerials, and more.

## 5.5 MORE GYMNASIUM SPACE

There are several gymnasia in Corner Brook, but based on stakeholder interviews, demand for this type of facility currently exceeds supply. Sir Wilfred Grenfell College has a gymnasium, which is made available to the community, and used by soccer and volleyball. The priority of the College however has to be in meeting the recreation needs of its students; it therefore strives to balance rentals with student recreation.

The Pepsi Annex has a large, triple gymnasium space, but as discussed above, the annex is limited by the sound grid, and is not fully utilized for recreation due to competing uses. However the potential to maximize use of this space as a gymnasium does exist, but will require physical modifications, as well a change in booking policy.

There are also eight schools in Corner Brook, all with gymnasiums. Five of these are elementary schools, two are junior high schools, and one is a super high school. Generally, high schools are preferred to elementary school gymnasiums because they have larger and better facilities.

Demand in the public survey for more gymnasiums was high; gymnasia were the fourth highest indoor facility that respondents think the City needs more of (50.4% of 240 public survey respondents think the City needs more gymnasiums). This demand was also expressed by stakeholders, who also identified the need for a small permanent gymnasium for combat sports such as martial arts.

Potential school closures may create opportunities for groups needing gymnasium space.

Access to school gymnasiums (in schools that are operational) may also be an opportunity. The City however would need to take a lead role on behalf of the community, and enter into a formal partnership with the WSDNL. Such a partnership would involve establishing formal agreements between the City and the school board to deal with issues of shared use, scheduling, liability, capital and maintenance costs. This approach of formalizing agreements supports the distribution of resources and the mitigation of costs and risks for both parties. WSDNL is open to this idea, but has expressed that its first priority has to be to its students.

The District is currently engaged in a plan to enhance local school infrastructure and this might be an ideal opportunity for the City to begin discussions with the school board to explore the potential of a partnership with WSDNL.

The Western School District has confirmed that even with access to school gymnasiums, the available space would not be able to meet current demand for gym time in the City of Corner Brook.

## **5.6 MORE INDOOR WALKING / RUNNING TRACKS**

Walking is the single most participated-in activity in North America. In the 2003 Canadian Community Health Survey, walking was the favorite youth and adult activity. This statistic is supported in Corner Brook by the public survey conducted for this study. More respondents (50% of 274 respondents) participate in walking than any other activity. After walking, running/ jogging (33.9 %) is the next most participated-in activity.

Residents in Corner Brook now use the indoor walking track at the Pepsi Centre to walk throughout the year, including in the winter. The track is well used by walkers and runners seeking exercise and by patients rehabilitating from injury or illness.

68.8 % of survey respondents think the City needs more indoor walking/running tracks. This is the second highest indoor facility that respondents think the City needs more of. Runners participating in the stakeholder consultations have also stated they want an indoor running track.

Corner Brook has an ageing population. Between 2001 and 2006, adults aged 65+ increased from 15.2% to 17.6% in Corner Brook. Walking is one of the activities that have grown in popularity and will likely continue to grow.

Indoor walking tracks can be incorporated into a new multi-purpose recreation centre, if one should be developed. Such a walking facility will be relatively inexpensive, and will provide additional opportunities for residents. The City should also promote the walking opportunity that is now available at the Pepsi Centre.



## 5.7 INDOOR SKATE PARK

43.9% of respondents who answered the open ended question regarding what other type of indoor facility the City needs more of, think the City needs more indoor skate park.

According to Statistics Canada, in 2006, there were 2445 youth aged 10-19 years, and 3740 aged 10-24 years (approximately 50% of this age group is male). Although the average age of skateboarders is 12-18 years of age, many young adults continue to participate in the sport where skate park facilities exist. This group of 2245 youth represents nearly 12% of the population. And while the population projection is showing a decrease from 1870 males in 2006 to 1443 males in 2021, representing a 23% decline, it is important to provide amenities to this group.

The advantage of indoor skate parks is that they can be used year round, and provide the opportunity for youth to hone their skills and stay fit during winter or inclement weather. Indoor skate parks may be privately or municipally operated. Many indoor skate parks charge a small fee of anywhere between \$3-15 for the day. Indoor skate parks are usually more regulated than outdoor skate parks; generally operators require parents or guardians of skaters less than 18 years of age to sign liability waivers, and safety equipment such as pads and helmets are required.

The capital cost to develop an indoor facility would be high as it would include the cost to acquire a large building. Other costs include the purchase or construction of ramps and equipment. A snack shop in the facility could generate revenue to offset some of the operational costs. The potential exists to combine other uses such as BMX biking and inline skating.

## 5.8 MORE NEIGHBOURHOOD PARKS AND OPEN SPACES:

The need for more neighbourhood parks and open spaces received very high support in the public survey and stakeholder consultations. 70.3% of public survey respondents think the City needs more neighbourhood parks; 63.8% think the City needs more parks and open spaces; and 51.3% think the City needs more playgrounds. 68.2% of survey respondents would support the City committing extra funding to parks and open spaces.

Corner Brook currently has one major community park, Margaret Bowater Park, ten playgrounds located at various neighbourhoods around the City, and three open spaces - Majestic Square, Captain Cook Lookout, and Participark.

The City's parks and open system is currently developed at the city-wide, regional, and neighbourhood levels. This demand focuses on neighbourhood parks and open spaces. Neighbourhood parks are generally described as the basic units of a park system and provide an opportunity for people to recreate and socialize; and for many residents, neighbourhood parks are the main avenue for recreation. According to Planning and Urban Design Standards (American Association of Planning, 2006), typically a neighbourhood park will be approximately 5 acres or more, with 8-10 acres ideal, and 3 acres a minimum desired size. Neighbourhood parks usually service an area of 0.4-0.8 km, and will contain the following amenities:



- A play area for multiple age groups
- Accessible trail loop internal to the Park and a connection to a trail system
- Open maintained green space for free play
- Basketball half-court and hard-court area for games
- General amenities such as benches, picnic tables, lighting
- Ornamental landscape planting near active use areas
- Natural landscaping
- Skateboard spots (where appropriate)

Across North America, easy access to parks and open space has become a new measure of community wealth and is regarded as an important way to attract new businesses and residents. Parks and open spaces guarantee both quality of life and economic health, and is a critical amenity to community development and growth.

The City of Corner Brook has made great strides with its parks and open space system in recent years. The development of the Corner Brook Stream, the James Cook Look Out, and the redevelopment of Margaret Bowater Park are three signature projects that have added or improved upon a great asset to the City for residents and visitors. The City is also planning a new park at Bartlett's Point, adjacent to Bay of Island's Marina. The City currently also has a number of outdoor facilities with multiple amenities, such as Woodbine complex, but most are a combination of sports facilities, and none bring it all together to form a neighbourhood park.

One thing the City will need to do in order to meet this demand is revise its Municipal Plan and development regulations to ensure suitable land is preserved for parkland and open space in new and future neighbourhoods, and that all new neighbourhoods connect into the trail system. It is important to ensure these issues will be addressed in the new Open Space Management Framework currently being developed as part of the ICSP Municipal Plan. Stakeholders have made specific demands to address the need for new or improved parks and open spaces. The following text responds to these demands.

#### **New Waterfront Park with Marine Access:**

Stakeholders have stated that Corner Brook needs better marine access and a waterfront park. Cities across North America have responded to similar demands by revitalizing their waterfronts, turning abandoned and active industrial areas into parks and green spaces. Downtown Vancouver is just one example of a City urban space that has been completely renewed by the creation of a waterfront park system. There are many others.

The new park at Bartlett's Point will meet some of this demand. A second potential location for a Waterfront Park option is the Bay of Islands Yacht Club Marina at Pleasant Cove (Allen's Cove). The Yacht Club currently permits public access to the marina. The public are also permitted to launch boats from its ramp – this includes kayaks, a need that was stated in by stakeholders (most people, however, choose not to launch from this ramp, but rather often choose to launch from a ramp not far from the marina instead).

People are also permitted to stroll through the marina, and many people drive to the far end to access the ocean shoreline. The marina has provided picnic tables for visitors to enjoy.

The Yacht Club has noted that the marina's landscape needs improvement. There may be an opportunity to partner with the Marina to enhance their site so more residents, and visitors, can enjoy the waterfront. This approach was taken at the Foxtrap Marina in Conception Bay South - a boardwalk and a stone rest stop and benches where visitors can sit to view the ocean and marina activity was created. Another opportunity for a waterfront park may exist at the Port Corporation. The Port Corporation supports the idea of creating public spaces at the water's edge; and is also interested in the creation of a trail link to the downtown via the Corner Brook Stream and the new bike path.

As an aside, but related to this demand, is the need to expand the number of public slips at the Bay of Islands Marina. Stakeholders, as well as the Yacht Club executive, have stated that the marina needs more public slips. The marina currently has 65-66 members, and cannot accommodate more members as it is out of space. The Yacht Club does however have plans to expand. It would like to undertake a major expansion but thus far has not received the needed federal support (ACOA rejected an earlier proposal). It therefore intends to implement plans for a smaller expansion, which will increase the number of berths by 20-25. Marinas are an attraction for both residents and visitors, who enjoy strolling around. The opportunity to integrate the marina redevelopment with the development of Bartlett's Point should be investigated. The City could consider a partnership with the Marina to ensure the creation of a waterfront attraction.

#### **Prince Edward Park:**

Stakeholders have identified the need to redevelop and upgrade Prince Edward Park. Prince Edward Park is located on the north side of the mouth of the Humber River. Officially named The Kinsmen Prince Edward Campgrounds and RV Park, this park is a 10 minute drive from Corner Brook, via the North Shore Highway. The park is operated by the local Corner Brook Kinsmen Club, a non profit community service organization.

Prince Edward Park has picnic areas, a playground, and washroom facilities, as well as its amenities to support RVs and campers. The park has potential to meet the need for more access to the waterfront, and to serve a wider group of users, including kayakers, and the rowing club. The park also has potential to be developed as a new Special Events site, a need that was stated by stakeholders and City staff.

The park would need to have a master plan developed to address enhancements required to improve capacity for this wider group of users, including issues such as overall functionality, circulation, and aesthetics. It could also be a place to offer outdoor nature based recreational program and activities.

## 5.9 EXPAND CORNER BROOK STREAM TRAIL TO CREATE BETTER LINKAGES

The Corner Brook Stream Development Corporation, a not for profit entity, with the support of the City of Corner Brook, has developed an extensive trail system, consisting of several kilometres. The trail serves as the primary trail system in Corner Brook and is a source of pride among residents. And while residents regard the trail system as a great amenity, they recognize that connections from many neighbourhoods are poor. 60.3% of 232 public survey respondents think more walking trails are needed.

This is supported by stakeholders, who have stated that additional trails are needed to better connect new and existing neighbourhoods, and neighbourhood parks to the main Corner Brook Stream trails.

The Corner Brook Stream Development Corporation also recognizes the need for better trail connections and would like to see the following future expansion to the trail system:

- Further trail development along the Lewin Parkway along the power line to connect to the Brookside area, Murphy Square mall, and to Confederation Drive.
- A strong connection/integration with the new Bikeway Plan, with the concept of multi-use pathways.
- Better trail connections between new and existing subdivisions and the main trails.
- A trail to the west of the Pepsi Centre along the stream and ravine (private land).
- Development of a natural/narrow switchback trail connection to James Cook lookout.
- Increased access and connections to the Water – Brook Street redevelopment.

In order to meet this demand, the future land for the system must be incorporated into the new Open Space Management Framework. As well, a policy needs to be incorporated into development regulations and the municipal plan that states that all new residential developments include trail linkages into the Corner Brook Stream network, and the costs of developing these linkages is borne by the developer. Corner Brook Stream Development Corporation should oversee the design and construction of these linkages, to ensure a consistency of quality and aesthetics.

It is also necessary that the Corner Brook Stream network create linkages to schools, key institutions such as CONA and SWGC, seniors' homes, and health facilities.

## 5.10 IMPROVE SOCCER FIELDS AND SOFTBALL/BASEBALL FACILITIES

Soccer: There are 965 soccer players registered with the Corner Brook soccer association; membership is comprised of 615 minors, 250 senior men and 100 senior women. Recently an artificial turf soccer field was built at the Wellington Complex. New washrooms are available on the site, and change rooms will be built in Phase 2 of the development.

There are three other soccer fields in the City. Dawe Soccer Field is located in Curling, another field is located in Monarch's Complex at Mayfair Avenue, and the third field is located at Eastside Athletic Fields on St. Mark's Avenue. A fourth field at the high school has not been maintained.

These fields are in need of upgrading. All natural turf fields need improvements made to the turf surface. As well, change rooms, storage, and wash rooms are needed at a number of key sites

The surface of the field at Monarchs Complex is compacted and has only 2" of topsoil. The field was re-topped 3-4 years ago and is aerated regularly, but the surface needs to be upgraded to bring it up to recreational field standards. The field does not have access to water, making it impossible to provide irrigation to the fields and to add washrooms. Use of the soccer field has decreased since Wellington complex opened; however, the field is still used for tournaments. Public Works maintains the field.

The George Dawe Soccer Memorial Pitch, located off O'Connell Drive Extension, is not hooked into the City's water supply, though it has the potential to do so. The field is used by the minor league, and has the potential to be a home field to Ultimate Frisbee, which does not have a field of its own. There is opportunity to expand this site to include more neighbourhood park amenities. It is in a beautiful setting overlooking the Bay of Islands. The field has poor drainage.

The soccer field at St. Marks Avenue should be considered for redevelopment as a prime venue for soccer, and as a neighbourhood park. Other fields should be considered for upgrading as well. Agreements should be made with all three soccer associations, (the Men's, Women's and Minor Associations), regarding the role each will have in maintenance, and what the expectations are from the City and volunteer organizations.

Improvements should be made to achieve recreational field standards to all soccer pitches. The surface of a sports facility is the most important component for effective and safe performance of athletes. Irregular and compact surfaces create a hazard for players: irregular fields create a tripping hazard and unstable footing, which can lead to sprains and broken bones, and excessively hard compact surfaces can result in head trauma, concussions, and leg injuries.

**Softball:** Corner Brook has five softball fields at four different locations around the City. There are 21 men's teams and 3-4 ladies teams registered with Corner Brook Softball. Men's Slo-Pitch has grown in Corner Brook in the last two years, having expanded from 16 teams in 2007. Both Men and Women's Fast Pitch had three teams in 2009. The softball season in Corner Brook is five months, beginning in May and ending in October.

Corner Brook Softball presented their concerns at the public event held in Corner Brook, and also submitted a report to the consultants that identifies a number of deficiencies in the five fields and outlines what they would like improvements they would like.

Corner Brook Softball would like to have all fields brought up to official size. None of the five fields meet the official size requirements of 275' down the lines for Men's Slo-Pitch. However, three fields (Atlantic, Eastside, and Woodbine) meet the requirements of the Men's and Women's Fast Pitch Softball (225' minimum down the line and

220' down the line respectively). Without meeting the official size requirements, Corner Brook cannot host a provincial or National Men's Slo-Pitch tournament. It is interesting to note, that the Provincial Senior Women's Championships will be held in Corner Brook, July 23-25, 2010.

Softball would also like to see all fields upgraded. They want all fields to have proper washrooms and change rooms, storage, canteens and storage. They would also like netting to be installed around all fields to reduce the hazard of flying balls to athletes on adjacent sports field sled, children in adjacent playgrounds, cars parked, vehicles passing by, and nearby houses. In some cases, they believe it is necessary to relocate fields to reduce this hazard.

Corner Brook Softball would like to have three fields dedicated to Men's Slo-Pitch, one field to Women's Fast Pitch and one to Men's Fast Pitch. All three organizations, including baseball, would share the use of fields for tournaments, extra games, and rain out games.

Men's Slo-Pitch can play two games a night early in the season, but only one game later in the season on all fields except Basha A Diamond, which has lights. Thus, 10 games a week can be played on weekdays early in the season, and only seven games later in the season.

The consultants agree that fields need to be brought up to national standards. This would enable national and provincial tournaments to be hosted and supports sports tourism in the City. The accessory buildings should also be upgraded. As well, lights should be installed at a second field in order to expand the number of games that can be played later in the season. A onetime capital expenditure is required to do this. The softball organizations could become officially organized, and form an association associated with the Softball Newfoundland and Labrador. This association could then enter into a lease agreement with the City that establishes responsibility for maintenance. Usually the municipality is responsible for start-up and end of season maintenance while the softball association would carry out regular maintenance, or contract this work out, paid for with funds through membership fees.

Table 5.10 shows the improvements required in the five softball fields as identified by the Corner Brook Softball.

Table 5.10													
Softball Field	Improvements Required												
Diamond	Upgrade to Official Size	Add Netting	Improve Field Condition	Upgrade or Add Washrooms Change Rooms	Add Lighting	Add Seating	Add Storage	Add Warning Tracks	Add Parking	Address Proximity Playground Sports Facilities	Address Proximity to Housing	Increase Fencing Height	Improve Dugouts
Fred Basha A	√	√	√	√					√		√	√	
Fred Basha B	√	√	√	√	√		√		√			√	
Atlantic (Monarch Complex)	√	√	√	√	√	√	√	√	√			√	
Eastside	√	√	√	√	√	√	√	√	√	√	√	√	
Woodbine	√	√	√	√	√	√	√	√	√		√	√	√

## Baseball Fields:

The Corner Brook Baseball Association (CBBA) is a not for profit incorporated body responsible for the delivery of baseball operations in Corner Brook. The CBBA operates out of Jubilee Field. Through its efforts in event planning, corporate sponsorship, and fundraising initiatives, the organization is financially self-sufficient. It uses its funds to successfully operate programs and send baseball teams out of town, purchase much needed equipment and uniforms, host award ceremonies, and operate Jubilee Field. Baseball has been submitting proposals for financial support to the City for the past ten years. They have drawings of facility renovations completed and are willing to cost share with the City.

The CBBA operates a five division minor baseball program for approximately 300 players. It also hires 10 highly qualified coaches each season to support the minor teams, and a technical director to run the minor program. The CBBA also operates a five team senior baseball league of players 21 years of age and older. These teams play a twenty-four game schedule; this coming Spring the league will enter its 50th year of operation.

The CBBA has been hosting tournaments in Corner Brook for several years. Each year, it hosts four provincial tournaments held on one of the two baseball diamonds at Jubilee Field. In addition, it has also hosted a number of successful Atlantic and National tournaments.

The CBBA would like to build a new multi-purpose facility, to refurbish and expand the existing clubhouse building – now 65 years old, and install lighting on Little Jubilee Field.

The multi-purpose facility will serve as a year round training centre, where minor and senior players could improve their hitting and throwing skills. The facility would also provide 1800 sq. ft of storage for its equipment and a 24 passenger bus. Much of its equipment is now stored in the minor baseball room, the homes of volunteers and coaches, the small (7'x7') field shed on jubilee field, or it is left outside on the field. The minor baseball room has only room for approximately one third of its equipment. The CBBA has made a substantial investment in equipment and would prefer to store it one place where the inventory, and environment, is better controlled. Storing all equipment on site is also much more convenient to use. The CBBA requires a building 40' x 100'.

The CBBA have also stated a need to refurbish and expand their existing clubhouse. The clubhouse is over fifty years old, is not heated, has a concrete floor, and is inadequate to meet the locker room and change room needs of local teams. Showers are not operation and male and female washrooms are small (4'x4') and inadequate, especially during tournaments which may have 1200 spectators. A refurbished clubhouse would have locker rooms with personal and team storage areas, appropriate floor covering, upgrading of showers, and better equipped washrooms.

The CBBA want to add a second storey to their clubhouse. This would provide much needed office space for its technical director who now works out of home, meeting spaces for its executive, committees, and coaches meetings. The upper level would also include a special events room with a canteen, indoor spectator space and balcony.

Lastly the CBBA would like to add lighting to the Little Jubilee Field. This field is used daily by more than one hundred minor players and is the site for minor Provincial and Atlantic tournaments. More lighting would enable the CBBA to host more teams and for more house games to be played there during the season.

CBBA estimates it requires approximately \$181,500 to upgrade Jubilee Field as planned. These numbers will need to be confirmed. The CBBA are supporting sport tourism in Corner Brook, and are using their field to host Special Events, some of which are nationally significant, such as the RCMP Musical Ride and visits by the Governor General.

### **5.11 NEW YOUTH PARK WITH A SKATE PARK**

The demand for a new skate park was stated throughout the stakeholder consultations and received high support in the public survey. The City does have a skate park, but the condition of the facility is poor and is a hazard for users. The youth who use the facility are a dedicated and active group who has taken the initiative to raise funds toward a new facility.

A new facility ideally would be located in a youth park with a variety of activities for youth. Amenities available could include basketball courts, bike and walking trail linkages, and a public viewing area. Other amenities in the park could support a variety of edgy recreation opportunities, that satisfy the need for speed and a taste for the extreme, as well as a variety of low impact opportunities to support youth who like to have fun but are less inclined towards extreme activity. (Jumping stilts, for instance has been around for about ten years, but are only now gaining popularity worldwide. This device enables the user to participate in an activity known as powerbocking and bocking.) A high number of respondents (72 %) think the City needs more youth parks with skateboard parks. The skateboard park was identified by 22.4 % of respondents as the most needed outdoor facility in Corner Brook. As well, the top recreational program identified by respondents as needing improvement is programs for teens (83.2 %). A youth park with a skateboard park is supportive of this need.

Outdoor skate parks tend to be well used, and provide an excellent opportunity for youth to develop social skills. The consultants experience with developing skate parks in St. John's, and experience in other cities by parks and recreation departments, shows that youth tend to – unofficially - take ownership and responsibility of these facilities.

There are challenges with rebuilding on the existing site due to the need to access underground infrastructure in the area. The park will have to be relocated to a new site.

### **5.12 NEW DOG-OFF-LEASH DOG PARK**

Currently, the City of Corner Brook does not have a dog park, but residents are supportive of the creation of one. The results of the public survey indicate that 58.6% of the respondents think that the City of Corner Brook is in need of an off leash dog park and 46.5% of respondents would like the City to commit extra funding towards its creation. The creation of a dog park in Corner Brook also came out of stakeholder meetings and the public meetings which further demonstrate the communities desire for an off leash dog park. More and more municipalities are developing dog parks, and use of dog parks is trending upwards.



### **5.13 NEW OUTDOOR SKATING AREA**

Support for an outdoor skating area was high in the public survey, with 68.1% of respondents agreeing more outdoor skating areas are needed. An outdoor skating area would be open to the community during the winter months and would provide opportunities for pleasure skating, skating lessons and shinny/pick-up hockey and group rentals. Outdoor skating areas provide an active and passive recreational opportunity for residents of all ages in a scenic outdoor setting. In Corner Brook, an outdoor refrigerated ice rink would be required.

While the main focus would be for residents of all ages to enjoy skating on their own time, there could also be formal opportunities for beginners to learn the basics and after school programs for young children to learn basic skills.

The outdoor skating area should not be located next to the waterfront, since salt spray effectively lowers the melting/freezing point of water and therefore makes it difficult to maintain useable ice. A salt water waterfront location will significantly reduce the number of useable days and result in higher maintenance costs due to shortening the life of ice maintenance resurfacing equipment such as zambonies.

The capital construction costs of outdoor refrigerated ice rinks is approximately \$1-2M depending on its location; a rink that is designed to be a regional destination with dedicated amenities is more expensive than a neighbourhood rink sharing existing amenities with nearby recreation facilities. Annual gross operating costs are in the range of \$40-110,000 depending upon hours of operation, maintenance standards and staffing levels. Some revenue opportunities, such as facility rentals, exist to offset the higher operating costs of a regional rink.

The redevelopment design of Margaret Bowater Park includes the addition to the outdoor skating area.

### **5.14 NEW OUTDOOR RUNNING TRACK**

Corner Brook has a large community of runners and an active and organized running club, the Corner Brook Running Club. The club has about 500 members on its mailing list, and runs about a dozen events a year including Downtown Dash, Coleman's Half Marathon and the November 11 Run to Remember. Coleman's Half Marathon is an official qualifier for the New York City Marathon. The Club is known for putting on quality events and has the ability to certify course lengths. A running track would enable runners to train for competitions.

The Running Club sees a 400 metre outdoor track as a key need for Corner Brook. Ideally the running track would be an 8 lane synthetic track that could hold regional masters events; the club could make do with a six lane track, but would prefer to have an 8 lane track. The cost of such a track would be in the area of \$1.5 M.

A preliminary evaluation of potential sites indicates that an ideal site for a 400m track does not exist in Corner Brook; therefore a smaller track might be considered for training purposes. The construction of such a facility would accommodate other community users such as student groups, general walkers, senior citizens, and patients rehabilitating from injury. One potential site is adjacent to the Corner Brook Regional High School.

### **5.15 MORE BIKE TRAILS**

The City of Corner Brook and their partners, with the input of the public, have developed a bikeway plan in an effort to make Corner Brook a more bicycle friendly community. The plan is an attempt to encourage non-motorized forms of transportation as an alternative to using automobiles to get around town. The bikeway trails will connect some of the community by linking central neighbourhoods, amenities, services and institutions. The bikeway aims to be inclusive of all abilities, ages and bike riding styles by including signed routes, formal bicycle lanes, a paved off-road section and granular off-road trail routes.

General comments from stakeholders concerning parks and recreation services in Corner Brook indicate that future subdivision planning should identify and incorporate links from neighbourhoods by trails and bikeway systems. Stakeholders feel that the existing (walking) trails are great, but connections from many neighbourhoods are poor. Some stakeholders commented that the trails do not effectively connect neighbourhoods and amenities' making it an ineffective alternative for transportation as it does not lead to the places people need to go. While stakeholders are pleased that a plan has been developed, they feel the current bikeway plan does not meet all the needs of all the intended users. Other stakeholders also feel that the new bikeway should allow for multiple forms of transportation on bike paths such as rollerblading, strollers, and wheelchairs, while others feel that the trails should be dedicated to cyclists only. The simple act of putting a yellow dotted line down the middle of pathway helps to improve safe multi-use by keeping users to the right in both directions.

These sentiments were echoed in the public consultation where residents stated they would like the City to ensure that the bicycle trails currently being developed are expanded with public routes identified and properly signed. Trail systems need to continue to be developed and expanded into new areas of the City as they are developed. Some residents, mountain bikers in particular, would like to have land designated for trails to meet mountain biker's unique wants and needs. Concurrently, results from the public survey indicate that 75.9% of the respondents think the City needs more bike paths. In terms of the type of activities that the respondents of the public survey participate in, 32.8 % participate in biking/cycling.

### **5.16 BETTER SPECIAL EVENTS SITE AND MORE DOWNTOWN GATHERING PLACES**

Special events, (such as celebrations, fairs, and community gathering) can contribute to a feeling of community identity, pride, spirit and culture.

The two main gathering and special events sites in Corner Brook are the Majestic Square and Margaret Bowater Park. The Majestic Square was booked 49 times from June to October of 2009 with 15 different events. The community groups who use the Majestic Square the most frequently are: Farmers Market (18 bookings), Pentecostal Church- Church Service (11 bookings), Easter Seals- Summer BBQ and Fundraiser (5 bookings), and Sounds of Summer music series (4 bookings). The remaining bookings ranged from birthdays and family reunions to Suicide Awareness Walk & Gathering. The Margaret Bowater Park was booked 22 times from June to September of 2009 with 16 different events. The community group who booked the Margaret Bowater Park the most frequently was the Sounds of Summer music series, which booked the park seven times from July to August.

Table 5.16 illustrates the number and type of books by venue in 2009.

Table 5.16: Number and Type of Special Events bookings by venue in 2009			
Venue	Number of Bookings	Number of Different Events	Type of Events
Majestic Square	49	15	Community Events/ Private Events
Margaret Bowater Park	22	16	Community Events/ Sporting Events
Wellington Complex and Fields	7	3	Sporting Events
Eastside Fields	10	1	Sporting Events
Jubilee Fields	3	2	Sporting Events
Basha Fields	12	2	Sporting Events
Atlantic Softball Fields	5	3	Sporting Events
Woodbine	1	1	Sporting Events
Captain Cook 's Monument	1	1	Private Event
Waterfront	1	1	Community Event
Skatepark	1	1	Sporting Event/Community Event
Participark	1	1	Sporting Events

General comments from stakeholders indicate that Corner Brook would benefit from a dedicated special events site to host special community events such as Canada Day celebrations. Stakeholders commented that the City could use another three Margaret Bowater Parks to meet their special event space needs. Stakeholders also mentioned that there is potential to increase the capacity of Prince Edward Park to be used as a major special event site.

In the public survey there were 246 respondents who answered the question regarding their participation in special events. Responses point out that special events in Corner Brook are well attended with between 60-69% of respondents indicating that they participate in most special events. The top five Special Events are attended by respondents are: concerts (69.1%), winter carnival (63.8%), Canada Day Events (61.8%), festivals (61%), and entertainment events (48.4%).

69.8% of respondents think the City needs to make improvements to special events. Special events take a tremendous amount of resources to plan and put off. A site designed with amenities to support special events, such as washrooms, parking, space, etc. would reduce at least those challenges associated with planning events, and make the special event experience more enjoyable for participants. The redesign of Margaret Bowater, as per the Master Plan, and the redevelopment of Prince Edward Park would meet the site needs for special events.

As well as site improvements, more resources are needed to plan the special events, to keep them fresh and interesting year after year. Currently the Supervisor for Recreational Services is responsible for planning and implementing all special events hosted by the City. This is in addition to all other duties. At a minimum, a special events planner should be hired to assist with Special Events.

Special events can also be used to bolster the City's tourism product and attract new first time visits.

### 5.17 MORE SERVICES AND PROGRAMS FOR TEENS AND YOUTH

There is a lack of dedicated program space for teens (youth aged 12 and above) in the City of Corner Brook. This is seen as a critical issue, not only for teens, but for the community as a whole. Youth, especially teens, who are engaged in their community, are more likely to continue living in that community after their high school years. This leads to long term community sustainability. Also, bored and disconnected teens are more likely to contribute to social issues such as drug use, vandalism, higher high school drop-out rates, teen pregnancy and general disrespect for authority and their community. On the bright side, these issues can be curbed by engaging teens to become more active in their communities and by providing them with meaningful activities.

There are a number of programs for teens in the Corner Brook area. These range from team sports such as hockey, baseball, soccer, and basketball and other organized programs. However, not all teens are looking for a structured program to get involved in. By simply providing teens with a social space to call their own and 'just hang out' may be all that is required. The Y and Dunfield Park Community Centre both agree that a dedicated space for youth/teens in the form of a youth centre is really needed. Youth centres that are part of a multi-purpose facility where a variety of activities are offered have proven to be more successful; 83.3 % of respondents think the City needs more recreational programs and 83.2 % and think the City needs additional programs for teens. Programs for teens received the highest support from respondents of all programs, and the Council Workshop identified this as the second most important need to address.

### 5.18 BROADER RANGE OF PROGRAMS FOR CHILDREN, FAMILIES, ADULTS AND SENIORS

*Programs for Children:* There were approximately 2125 children between the ages of 5-14 in Corner Brook in 2006, according to the 2006 Statistics Canada Census. The demand to improve and provide additional programs to children aged 5-12 years will be addressed here. The need to provide services to this age group received strong support in the public survey. 67.3% of respondents think the City needs to make improvements in programs for children, and 61.4% think additional programs are needed for this group.

Currently there are a number of programs available to children in this age group. Marble Mountain, Blomidon Golf Course, Blow Me Down Ski Club, Saltos Gymnastics Club, all offer programs for children. As well, swimming programs are offered by the Arts and Culture Centre and SWGC, and children can participate in a number of organized sports such as soccer, hockey, figure skating, and many more.

Nonetheless, residents have stated that there needs to be additional programs and that existing programs need improvement. The City, according to stakeholders and survey respondents, needs to take a greater role in providing programs to children. These programs should focus on increasing physical activity in the population to address the overall health of children and the epidemic of childhood obesity. Programming should also focus on passive leisure activities, unstructured as well as structured activities, artistic and creative, and social endeavours.

One role the City should fill is to ensure access to programs for children of low income families, and for children with disabilities. Reducing financial barriers is one of the best ways to improve access for children. Children in Corner Brook have access to the charitable Canadian Tire Jump Start, and the KidSmart programs, which provide financial

help to children who want to play sports. The City of Corner Brook could consider starting its own program to help children and youth from economically challenged families. The City of St. John's has made great strides in this area with its REAL (Recreation Experience and Leisure) Program. This highly successful program was created by and is operated by the Department of Recreation; it enables thousands of children with financial barriers to participate in both private, public and not for profit recreation programs. The biggest challenge with the program is in finding enough spaces for participants. The City has three full time staff dedicated to this program.

Providing facilities, such as a multi-purpose community centre, is another way the City will be able to offer additional programs to children. A multi-purpose centre will enable the City to offer a wide variety of programs, including drop-in and free leisure and recreation activities. Pick-up basketball, and free public swim night are just two examples of these types of programs. The City should also utilize existing recreation facilities, such as the Corner Brook Stream Trail. This trail provides an excellent opportunity to offer nature orientated -outdoor education programs, a gap in programming that has been recognized in the stakeholder consultations and the survey, and which is recognized as being needed across North America.

In order to ensure the quality of all programs is meeting the needs of the children, including preschoolers, in the community, the City should identify gaps, and strive to eliminate these gaps, either directly with its own staff and facilities, or through partnerships with the organizations in the community, such as the Western School District and the YMCA-YWCA. The City should provide support and assistance where necessary to ensure the leisure and recreation needs of children are met. The City will need additional dedicated full time staff to provide programs to children and to ensure children's program needs are met.

***Programs for Families:*** Programs for families were one of the top four recreational programs identified in the public survey as needing improvement and requiring additional programs. 72.4% of respondents think the City needs to make improvements in programs for families and 70.5 % think the City needs additional programs.

One of the greatest demands from stakeholders and residents is for an aquatic centre with amenities to support family activities, such as Stephenville has. A multi-generational, multi-purpose facility will also provide opportunities for families to recreate together. Further development of the Corner Brook Stream trail system linking into neighbourhoods and the development of the bike path system so that it links into neighbourhoods and connects recreation facilities will provide opportunities to offer programs for families to recreate together.

The emphasis needs to be on offering a greater variety of programs to families and according to the public survey results, programs respondents would like to see more outdoor and or nature oriented activities, fitness activities, general interest programs, and special events.

Family leisure activities are important not only for improving physical health and well being, and strengthening family bonding, but also in creating a sense of community pride and satisfaction. This is a proven social benefit of leisure in a community, not only for families, but for all individuals. Leisure opportunities within a community are the strongest predictor of overall satisfaction with the community (Allen and Beattie, 1984 in Jordan et al, 2005).

The City will need to work with all leisure service providers to ensure sufficient variety and quality programs for families. Corner Brook will also have to consider the changing structure of families, and ensure that there is a sufficient quantity of affordable programs for families. Lone parent families now make up 18.7% of families in the City. It will also be important to provide the opportunity for child care while parents, couples as well as lone parents, participate in activities and programs in these facilities, and to design facilities so parents can watch children in their programs while they themselves exercise.

***Programs for Adults:*** In the public survey, 68.8% of respondents identified that additional adult programs were needed, and 71.6% felt that improvements are needed to existing programs. It was also noted that there is a lack of clarity concerning what is available. The need for a multi-purpose recreation facility that could accommodate all age groups, including adults and families, was a strong theme in the survey responses and in the stakeholder interviews.

Adult programs where the need for additional opportunities was identified included fitness, nature and outdoors activities, general interest programs (gardening, cooking, computer, etc.), and cultural participation programs: these were all rated highly. Many of these service types are provided by volunteer and corporate organizations in Corner Brook, but the need for additional services was clearly identified to fill existing gaps. In most other communities, the municipality supplements the offerings of other providers in the areas identified above and this is generally a significant proportion of their overall program service offerings. Municipalities also commonly partner with other private, educational and volunteer providers.

***Programs for Seniors:*** Corner Brook has an ageing population. 6240 of its residents were over the age of 55 in the 2006 Statistics Canada Census. 17.5% of the population was over the age of 65 years. According to population projections submitted for the Town ICSP, by 2021, 26.8 % of residents will be seniors.

A high percentage of respondents think Corner Brook needs improved (63.1%) and additional (62.4%) programs for seniors. Trends show that seniors will be more likely to be active and will continue to use multi-generational facilities to a greater degree for specific programs, rather than segregated seniors' facilities. While today's older adults prefer moderate exercise such as walking, retiring baby boomers prefer more active recreation pursuits.

Walking, however, is an important activity to all groups. It is important that both indoor and outdoor opportunities are available. It is also important that the new bike system and walking trails link neighbourhoods, institutions, and other recreational amenities, so that seniors who have difficulty walking have the opportunity to cycle, whether that be on recumbent or traditional bikes. And while today's seniors enjoy traditional passive activities such as card games, billiards, and arts and crafts, retiring baby boomers also enjoy passive activities, such as continuing education programs and classes, and creative activities such as painting, drawing, and pottery. It is also important that seniors be provided with the opportunity to socialize.

### **5.19 MORE FOCUS ON IMPROVING ACCESS FOR INDIVIDUALS AND FAMILIES WITH LOWER INCOMES**

The median family income in Corner Brook grew to \$53,433 in 2006 from \$45,585 in 2001 as the local and provincial economy improved. Lone-parent families, however, which make up 18.7% of the families in the City of Corner Brook, had a median income of \$26,882 in 2006, roughly half of the average median family income. According to the Canadian Council on Social Development, the poverty line for a lone-parent family with one child is \$20,209, and for a couple with one child is \$30,424.

There are five communities in Corner Brook that the consultants have been identified as special needs areas. These areas have a large percentage of residents living close to or beneath the poverty line.

These areas are:

1. Dunfield Park
2. Farmdale Road and Hendon Drive
3. Curling East
4. Elizabeth Street
5. Humbermouth – though high needs households are dispersed

All of these housing areas fall under the jurisdiction of the Newfoundland and Labrador Housing Corporation. Approximately 2300 citizens of Corner Brook live in these neighbourhoods, and 1100 are youth at risk. The Executive Director of Dunfield Park estimates that 55% of these youth will not make it past Level II in high school. Unlike youth from families of higher incomes, these residents face huge barriers to participating in mainstream recreation and leisure programs as a result of their socioeconomic condition. The greatest barriers for these youth relate to issues of self-esteem, a lack of positive role models, and transportation. The Corner Brook Transit (CBT) does not service the Dunfield Park area, thus adding to the barriers these residents face in accessing programs offered elsewhere in the City.

Dunfield Park Community Centre has made tremendous strides in making recreation and leisure programming accessible to residents of these five neighbourhoods. Currently the Community Centre is making renovations to its multi-purpose recreational facility. This facility will ultimately include a multi-purpose room, a basketball court, and a youth centre that creates a safe, social centre for youth at risk.

The Centre reports a high success and participation rate, and reports that RNC disturbance calls drop from 70 to 3 when its recreation programs are running – a clear demonstration of public benefit to the entire community.

Residents of Corner Brook are supportive of addressing the program needs of individuals and families of low income. 70.6% of 214 public survey respondents think the City needs to make improvements to programs for persons with low income; and 65.2% of 210 of these respondents think additional programs are needed.



Consideration should be given to provide outreach to the high-risk neighbourhoods within the City. The City, or even another partner organization, would have difficulty in reaching citizens in these communities. The best method is to support the Dunfield Community Centre in their efforts to support high needs neighbourhoods in the City.

Generally, community centres that provide recreation services and programming serve an important role in all the community, but particularly in high-priority neighbourhoods where they provide a sense of community. And in general, kids who participate in organized sports do better in school, have better interpersonal skills, are more team oriented, and are generally healthier. It is the team camaraderie and sportsmanship that contributes to a better self-esteem and willingness to contribute the community as a whole.

Once a new multi-purpose facility is developed in the City, the City should work with all partners to make the facility's programs and activities accessible to low income families and individuals. Partnerships will be essential to successfully addressing the recreation and leisure needs of low income families and individuals. An example may be to offer a free swim night, and to ensure transportation is provided to areas in need.

The issue of accessibility and affordability of programs and activities for young families will also have to be addressed and should be a priority for the City. 55.6% of survey respondents indicated that the City could motivate more residents to use programs and services more by reducing user fees.

As new facilities are developed, the City will need to ensure that measures are taken to support all individuals with low income. Programs and fees should reflect the needs of young families. Recreation activities and programming for children living in poverty and youth at risk must remain a high priority.

## **5.20 MORE ACCESSIBLE AND INCLUSIVE PROGRAMS AND SERVICES FOR PERSONS WITH DISABILITIES**

'Disability' is a broad term that covers many different issues from restricted mobility, impairment or loss of hearing or vision, and developmental and learning challenges. In Canada, 14.3% of the population reported having a disability. Often, the disability itself is only one of the daily challenges that they face, as Canadians with disabilities, are more than twice more likely to live in poverty than other Canadians and face exclusion from quality education, employment and participation in their communities.

There are many barriers that can get in the way when people with disabilities try to access a service, program or opportunity. The Newfoundland Provincial Disability Policy Office works with community organizations, businesses and other government groups to break down all sorts of barriers: in buildings, attitudes, and policies. Recreational programming and policies should also strive to better accommodate people with disabilities. Efforts to include people with disabilities should include such measures as, but not be limited to: audible traffic signals, tactile cues on streets, ramps, curb cuts, and general sports and activities/programs for the disabled. Facilities should not only be fully accessible with automated doors and accessible washrooms, but program spaces should also be designed to support use by persons with a disability. For example, fitness adjustable equipment supports users in wheelchairs.



This issue has been recognized by members of the public and recreational stakeholders. Interviews with stakeholders have indicated that recreational facilities, both public and private, need to be accessible for persons with disabilities. Respondents of the public survey indicated that the City of Corner Brook needs to make improvements in and provide additional programs for persons with disabilities (68.2 %; 61.6%). Similarly, residents at the public workshop indicated that the City should inform residents, and especially those needing it, what supports currently exists to enable accessibility to all programs and where it can be found.

## **5.21 BETTER COMMUNICATION OF ALL SERVICES AVAILABLE IN THE CITY**

New and long time citizens have stated that the City needs to promote all facilities, programs and activities that are available in the City. The need to better communicate and promote services and programs was strongly supported in stakeholder consultations and the public survey - 92.8% of public survey respondents think the City should publish a guide to all recreation programs and services available in the City. Council and senior staff also identified this (in the workshop held on November 3, 2009), as the greatest need.

In order to meet this demand the City should:

1. Develop an attractive Guide and deliver it to all households in the City
2. Improve its website to make it more user-friendly and include a section promoting all current activities and programs available in the City.
3. Produce a full colour guide that highlights outdoor activities and special events. This could also promote the benefits of a healthy lifestyle.

## **5.22 GREATER AND MORE DEFINED ROLE FOR THE CITY IN THE DELIVERY OF PROGRAMS**

Corner Brook has a very minimal recreation operation with only one employee, the Supervisor of Recreational Services, who serves to develop or facilitate program services and liaise with community organizations. As a result, the City has provided no direct program services beyond former summer programs for children. The interviews with stakeholder groups and the public survey identified that there are significant gaps in program services in Corner Brook. These gaps include pre-school, children, youth, adult and senior programs, as well as access for persons with a disability and low income residents. In virtually all communities of a similar or even smaller size, the municipality has recreation staff members that initiate and implement programs, as well as support and partner with other providers in the community.

At a minimum, the City of Corner Brook should hire two full-time programmers reporting to the Supervisor of Recreational Services. The two programmers should develop and implement a variety of direct programs aimed at eliminating gaps. They should also play a community development role by working with other program providers to support their efforts. One programmer should focus on children and youth, along with special events. The other programmer should address adult and senior needs, along with active communities and special needs. Programs could be offered in municipal, school and agency settings. Both staff can also support the development of a leisure programs guide.

### **5.23 MORE MAINTENANCE SUPPORT FOR CORNER BROOK STREAM DEVELOPMENT CORPORATION**

Currently the City contributes \$20,000 for the maintenance of the Corner Brook Stream trail system and the Captain Cook Lookout. The trail system consists of the approximately 15 km of trails, and all the hard amenities such as benches, signage, stairs, etc. The actual annual cost to maintain the trail system is estimated to be \$50,000-60,000. Maintenance of the trail system must be a priority. The CBSDC has to have the capability to replace amenities immediately if they are damaged, or have reached the end of its life expectancy. Regular maintenance also extends the lifecycle of the trail system and structures and is cheaper in the long run – it costs less to repair and upkeep the trail system and amenities than it does to replace them. Regular maintenance also ensures residents will continue to use and enjoy this great outdoor asset. Its aesthetics must be protected and safety has to be assured. It is critical that CBSDC receive sufficient financial support to carry out the maintenance.

The City should support the development of a Maintenance Plan for CBSDC. This plan would confirm the frequency and quality of maintenance on the trails, and the annual costs to maintain them, and would identify a life cycle and capital replacement program. As new trails are added, funds to support maintenance need to be allocated to the CBSDC.

### **5.24 BETTER SUPPORT FOR NOT-FOR-PROFIT PROGRAM AND SERVICE PROVIDERS**

A number of stakeholder groups stated that there is a lack of clarity around the supports provided by the City of Corner Brook. Many groups highlighted that they work with the Supervisor of Recreational Services, but that a single individual is spread very thinly in a liaison role. Working within a community development approach involves developing processes for community input and partnerships that support healthy individuals and communities. It entails working with and through individuals and organizations on local issues, plans and initiatives, and the creation of partnership approaches with the School District, YMCA, University, and Department of Health.

Supports could include: advice, clarity around municipal supports and user group expectations, advertising and communication, and subsidies. The implementation of the staffing recommendations made in section 5.2.2 will provide a solid basis to extend support and liaison with stakeholder groups and organizations.

## 5.25 SUMMARY OF TECHNICAL VALIDATION OF NEEDS

The table below is a summary of the technical validation of needs, and highlights what is really required to meet the need.

Summary of Technical Validation and Needs			
	Have Now	Demand	What is really needed
<i>Indoor Recreation Facility Demands</i>			
Redevelop Pepsi Annex	App. 20,000 sq ft of gymnasium space	Better utilize for recreation and sport tournaments and league play.	<ul style="list-style-type: none"> <li>Develop booking policies to support indoor sport and recreation.</li> <li>Remove overhead sound grid and replace existing synthetic flooring.</li> <li>Develop a future sport use analysis and floor line pattern.</li> <li>Install floor-plates for sport fixtures and install a floor grid of electrical outlets, covered by plates, for trade shows.</li> <li>Install divider curtains and wall mounted, retractable basketball hoops.</li> </ul>
New indoor swimming pool	Arts and Culture Centre  Sir Wilfred Grenfell	New facility to support family activity	<ul style="list-style-type: none"> <li>A new aquatic facility located adjacent to the Annex.</li> <li>An 8 lane lap pool with a deep end for diving and synchro.</li> <li>A free form leisure pool with zero depth entry, water play features, and a lazy river feature for play and rehab.</li> <li>A separate tot's pool (that could flow into the leisure pool).</li> </ul>
A multi-purpose facility	Nothing	A multi-purpose facility to accommodate a variety of programs	<ul style="list-style-type: none"> <li>A community recreation centre with multiple elements. Would be owned by the City, but could be operated by the YMCA with guaranteed public access ensured by the operating model.</li> </ul>
Facility for Saltos Gymnastics	Lions Club	New facility for Saltos Gymnastics	<ul style="list-style-type: none"> <li>An empty warehouse or closed school space that can be converted for their use.</li> <li>The City to assist in finding the Club this space.</li> </ul>
Gymnasium space	8 Schools (4 slated to close)	More gymnasium space	<ul style="list-style-type: none"> <li>A formal partnership between the City and WSDNL for shared access.</li> <li>Renovations of Pepsi Annex.</li> <li>Additional gymnasium space in Multi-purpose Centre.</li> <li>Permanent space for Martial Arts, potentially in the same facility as Saltos.</li> </ul>
Indoor walking/running tracks	Concourse of Pepsi Annex	More indoor walking/running tracks	<ul style="list-style-type: none"> <li>Include walking track in a new multi-purpose recreation centre</li> <li>Promote existing walking opportunity available at the Pepsi Centre.</li> </ul>

Summary of Technical Validation and Needs			
	Have Now	Demand	What is really needed
Indoor Skate Park	Nothing		<ul style="list-style-type: none"> <li>City to purchase or rent large warehouse to accommodate purpose built facility.</li> </ul>
<i>Outdoor Facilities, Parks and Trails Demands</i>			
Neighbourhood parks and open spaces	Margaret Bowater Park 10 playgrounds Majestic Square Participark Cook Look Out	More neighbourhood parks and open spaces  New waterfront park with marine access	<ul style="list-style-type: none"> <li>Identify more central and larger neighbourhood parks (min. of 0.5 ha) in future subdivision planning.</li> <li>Continue with development of new waterfront park at Bartlett's Point.</li> <li>Partner with Bay of Islands Marina to upgrade landscape and public access</li> <li>Consider partnership with Port Corporation for marine access.</li> <li>Redevelop Prince Edward Park.</li> <li>Address in new Open Space Management Framework in ICSP Plan.</li> <li>Revise Municipal Plan and development regulations to ensure suitable land is preserved.</li> </ul>
Corner Brook Stream Trail	15 km of trail and amenities	Expand Corner Brook Stream Trail to create better linkages	<ul style="list-style-type: none"> <li>Expand trail system to link to existing and new neighbourhoods, recreational amenities, waterfront, and economically disadvantaged residential areas.</li> </ul>
Soccer fields and baseball/softball facilities	3 natural turf soccer fields 1 artificial turf soccer field Five softball fields 1 baseball field 1 minor baseball field	Improve soccer fields  Upgrade softball facilities to national standards and upgrade washrooms and other buildings and furnishings  Assist baseball association with expansion and upgrading of building facilities  Relocate the softball field at the Eastside to Monarch and integrate with soccer pitch	<ul style="list-style-type: none"> <li>Bring all softball facilities to a national standard, and have accessory buildings improved and/or built, with the financial participation of the associations.</li> <li>Proceed with Phase 2 of the Wellington Park service building.</li> <li>Consider redevelopment of soccer field at regional high school as a prime venue for soccer.</li> <li>Upgrade other soccer fields.</li> <li>Provide financial assistance to CBBA to upgrade buildings and facilities at Jubilee Field, as per the associations' proposal.</li> <li>Develop a clear agreement with the outdoor sport associations to address maintenance and expectations for volunteer fundraising.</li> </ul>
Youth park with skate park	One skate park in very poor condition	New youth park with skate park	<ul style="list-style-type: none"> <li>Develop a permanent skateboard park with bowls, rails, and social areas (benches) in a more park-like setting.</li> <li>Consider more youth elements in parks including basketball courts, outdoor</li> </ul>

Summary of Technical Validation and Needs			
	Have Now	Demand	What is really needed
			<ul style="list-style-type: none"> <li>volleyball and a climbing wall.</li> <li>Consider a roller hockey facility.</li> </ul>
Off-leash dog park	Nothing	New off-leash dog park	<ul style="list-style-type: none"> <li>Develop a dog park in a suitable area.</li> </ul>
Outdoor skating area	Nothing	New outdoor skating area	<ul style="list-style-type: none"> <li>Develop one or more sites for outdoor skating in a major park with adequate parking and a warm-up building.</li> </ul>
Outdoor running track	Nothing	New outdoor running track	<ul style="list-style-type: none"> <li>Develop a small track suitable for training purposes and located around soccer field at high school.</li> </ul>
Bike trails	New Bike trail underway	More bike trails	<ul style="list-style-type: none"> <li>Ensure bicycle trails currently being developed are expanded with public routes identified and properly signed.</li> <li>Ensure future subdivision planning identifies and incorporates bike/walking trail linkages from new neighbourhoods.</li> <li>Connect into neighbourhoods and amenities' to create an effective alternative for transportation.</li> </ul>
Special Events Site		Better Special Events Site Improvements to Special Events	<ul style="list-style-type: none"> <li>Host events at newly designed Margaret Bowater.</li> <li>Include Special Events in a Redevelopment Plan for Prince Edward Park.</li> <li>Assign more resources and hire more staff to plan and host Special Events.</li> </ul>
Operations, Programs and Services			
Services and programs for teens and youth	<p>City does not offer programs</p> <p>Several Programs offered by private and not for profit organization</p>	More defined role for City and participation in program development and delivery	<ul style="list-style-type: none"> <li>Provide youth room in the proposed multi-purpose community recreation centre.</li> <li>Build permanent skateboard park in a youth park.</li> <li>More support for Dunfield Park Community Centre.</li> <li>Work with partners to develop a solution to participation barrier caused by transportation.</li> </ul>
Programs for children, families, adults, and seniors	Summer kids program	Broader range of programs for children, families, adults, and seniors	<ul style="list-style-type: none"> <li>Linked to development of a multi-purpose community centre and an aquatic centre.</li> <li>Programs could also be developed in other venues such as schools by the City and whoever is the operator of the Community Centre.</li> <li>Provide indoor and outdoor walking opportunities.</li> <li>Focus on fitness, nature and outdoors activities, general interest programs (gardening, cooking, computer, etc.), and cultural participation programs.</li> </ul>

Summary of Technical Validation and Needs			
	Have Now	Demand	What is really needed
Improving access for individuals and families with lower incomes	Nothing	More focus on improving access for individuals and families with lower incomes	<ul style="list-style-type: none"> <li>• Provide financial support to the Dunfield Park Community Centre in their efforts.</li> <li>• Once a multi-purpose community centre is built in the City, work with the Dunfield Park Community Centre to remove barriers and ensure access to the facility's programs and activities.</li> <li>• Work to remove the current transportation barrier; expand bus route.</li> <li>• Ensure fee structures do not create a barrier</li> <li>• Consider developing a REAL Program like the City of St. John's.</li> <li>• City to take a leadership role in ensuring participation in Jump Start and KidSmart Programs are maximized by children in need.</li> </ul>
More accessible and inclusive programs and services for persons with disabilities	City does not provide programs	More accessible and inclusive programs and services for persons with disabilities	<ul style="list-style-type: none"> <li>• Ensure new facilities are fully accessible; renovate old facilities where necessary.</li> <li>• Design program spaces to support use by persons with a disability. Renovate spaces and adjust equipment where necessary. For example, fitness equipment that is adjustable support users in wheelchairs.</li> <li>• Provide financial support if required.</li> </ul>
Communication about all services available in City	Nothing	Better communication about all services available in City	<ul style="list-style-type: none"> <li>• Produce an attractive annual or bi-annual (fall/winter and spring/summer) Directory of Services and deliver it to all households in the City. Include a calendar of events.</li> <li>• Develop it in conjunction with other services and program providers.</li> <li>• Use advertisements from private sector providers to help offset costs.</li> <li>• Improve City website to make it more user friendly and include a section promoting all current activities and programs available in the City.</li> </ul>
Role for City in delivery of programs	<p>City provides some subsidies, owns parks and outdoor facilities, and provides some maintenance of park infrastructure and sports fields.</p> <p>City's program role is limited to running a summer kids program.</p>	More maintenance support for Corner Brook Stream Development Corporation	<ul style="list-style-type: none"> <li>• Identify the roles the City should be playing in program provision and coordination based on gaps in the community.</li> <li>• Hire two additional staff people with programming experience, reporting to the Supervisor of Recreational Services. They will work with other program providers to support their efforts. One programmer should focus on children and youth, and special events. The other programmer should address adult and senior needs, along with active communities and special needs.</li> </ul>

Summary of Technical Validation and Needs			
	Have Now	Demand	What is really needed
			<ul style="list-style-type: none"> <li>Programs can be offered in municipal, school and agency settings.</li> <li>Work with partners to encourage residents to be more active ("Active Corner Brook")</li> </ul>
Maintenance support for Corner Brook Stream Development Corporation	\$ 20,000 per annum from the City. This includes maintenance of Captain Cook Lookout.	More maintenance support for Corner Brook Stream Development Corporation	<ul style="list-style-type: none"> <li>Establish a fair maintenance budget for the trail system that includes both trail surface repairs and improvements, and the maintenance of bridges, signage and trail furniture/furnishings.</li> <li>Assist with the loan of large equipment and operators for major repairs or installations.</li> <li>Develop a Maintenance Plan for CBSDC.</li> <li>As new trails are added, CBSDC needs budget enriched to support.</li> </ul>
Support for not for profit program and service providers	Some in kind services	Better support for not for profit program and service providers	<ul style="list-style-type: none"> <li>Provide advice, clarity around municipal supports and user group expectations, advertising and communication, and subsidies. The implementation of staffing recommendations will provide a solid basis to extend support and liaison with stakeholder groups and organizations.</li> </ul>

## 5.26 PRIORITY OF RECREATION NEEDS AFTER VALIDATION

Based on the validation of needs in this section, the following priorities of needs in terms of public benefit have been identified.

Recreation Needs	Priority
Redevelop Pepsi Annex for leisure and recreation multi-use	Highest
New indoor regional swimming pool	Highest
A multi-purpose facility to accommodate a variety of programs	Highest
Better communication about all services available in City	Highest
Expand Corner Brook Stream Trail to create better linkages	Highest
More maintenance support for Corner Brook Stream Development Corporation	Highest
More focus on improving access for individuals and families with lower incomes	Highest
Greater and more defined role for City in delivery of programs	High
More services and programs for teens and youth	High
More neighbourhood parks and open spaces	High
New youth park with skate park	High
New off-leash dog park	High
More bike trails	High

Recreation Needs	Priority
Better support for not-for-profit program and service providers	High
New facility for Saltos Gymnastics and Martial Arts	Medium-High
Improve soccer fields and baseball/softball facilities	Medium-High
Better Special Events Site	Medium-High
More gymnasium space	Medium
More indoor walking/running tracks	Medium
Broader range of programs for children, families, adults, and seniors	Medium
More accessible and inclusive programs and services for persons with disabilities	Medium
New outdoor skating area	Low
New outdoor running track	Low
Indoor Skate Park	Lowest



## 6.0 STRATEGIC DIRECTIONS AND RECOMMENDATIONS

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### 6.1 STRATEGIC DIRECTIONS

#### Indoor Facilities:

- Modify Pepsi Centre to support and create excellence in organized sport and recreation events in Corner Brook.
- Create a new Corner Brook Multi-purpose Community Centre through partnerships.
- Build a new regional aquatic facility to support family activities, competitive sports, and community programs.

#### Outdoor Facilities, Parks and Trails:

- Enhance linear connectivity of walking and biking trail system
- Create adequate neighbourhood, community-wide, and regional parks to provide opportunities for children, youth, adults and older adults to become socially and physically active.
- Upgrade existing athletic fields and amenities.

#### Leisure Programs and Services:

- Create a variety of city-supported recreation and leisure opportunities for all ages.
- Focus on programs for teens, youth and high needs neighbourhoods.

#### Operations and Services:

- Develop key formalized partnerships with Sir Wilfred Grenfell College and Western School District, and the YMCA-YWCA.
- Enhance maintenance support for Corner Brook Stream Trail System and other City Parks.
- Expand Human Resources to support City's Role in Leisure and Recreation Programs.

### 6.2 RECOMMENDATIONS

#### Indoor Facilities:

##### Renovate Annex (Priority: Highest)

The annex will be renovated to become a true multi-purpose facility for indoor sport and recreation, while maintaining its capacity to host social, trade show, and convention/conference events.

Booking policies of the Annex will be revised so that it can be booked on a regular basis for indoor sport and recreation, as well as drop-in activities. Major commercial/private events will need to be booked well ahead and can take priority over other uses if booked within a reasonable timeframe.

Project phases to support recreation use are:

- Remove overhead sound grid immediately, remove current synthetic flooring
- Do future sport use analysis and floor line pattern (basketball, volleyball, badminton, indoor soccer, other)
- Install floor-plates for sport fixtures – volleyball, badminton post holes, gymnastic meet equipment anchors
- Consider a floor grid of electrical outlets, covered by plates, for trade shows
- Install new synthetic sport-floor of sufficient thickness
- Install divider curtains that fit floor plan and wall mounted basketball hoops.

#### New Indoor Swimming Pool (Priority: Highest)

A new aquatic facility will be built. The Province, through SWGC, will be asked to participate in the capital funding and the new pool will operate as a regional aquatic training centre. The Arts and Culture Centre Pool can be decommissioned when the new pool is opened. Elements of the new aquatic facility will include:

- A 25 metre, 8 lane lap pool with a deep end for diving (one and three metre boards) and synchronized swimming. Alternatively, this could be a 37 metre pool with a 25 metre tank and an 11 metre diving well separated by a bulkhead, or a 25 metre tank with a separate deep water diving tank (“L” configuration)
- A free form leisure pool with zero depth entry, water play features, and a lazy river feature for play and rehabilitation.
- A separate tots pool (that could flow into the leisure pool)
- A hot tub
- A water slide that empties into a run-out chute
- Access lifts for persons with a disability
- Sauna and steam rooms as options
- Male, female and family change rooms, with family change rooms designed for persons with a disability
- Child-minding capacity
- Viewing area

The ideal location for the new aquatic facility will be adjacent to, and attached to the Annex with a common entry. It could also be built at an alternative site as a stand-alone or as part of a new community centre. It could be operated by the City or by a special purpose body with qualified and experienced management.

#### New Community Recreation Centre (Priority: Highest)

A new community recreation centre with multiple spaces will be created in Corner Brook. This facility will be owned by the City, but could be operated by the YMCA with guaranteed public access ensured by the Operating Model. The facility could be a conversion of a school slated for closure.

The spaces will include:

- Medium sized gymnasium
- Pre-school room
- 3-4 multi-purpose program spaces, including ones that can host art classes
- Fitness/dance room (sprung floor)
- Weights/cardio room
- Youth room with easy access to gymnasium
- Seniors social and activity room with easy access to multi-purpose rooms

Humber Elementary is scheduled to close. The Western School District is considering moving their current headquarters from Wellington Street and has expressed an interest in Humber Elementary.

The City should formally assess the feasibility of a three-way partnership between the City, the Western School District, and the Y. The Y will relocate from Millbrook Mall where space is grossly inadequate to meet needs and could occupy the school's first floor and gymnasium. Western School District would occupy second floor. Separate entries could be integrated into an upgraded building if deemed appropriate.

The outdoor facility at Eastside will be adjusted to create a neighbourhood park to support programs. The softball field's outfield fence will be removed to create a free play field and enable better integration with the existing playground. An outdoor walking/inline skating track will be created around the periphery of the plat field. The western end of the park has significant unused open space that could support passive activities, a viewing area and a dog park.

#### Saltos Gymnastics (Priority: Medium-High)

The City will assist the Saltos Gymnastics Club in finding an empty warehouse or closed school space that can be converted for the Club's use. The City's contribution could be assisting with rent – otherwise the group should be self-sufficient for maintenance and operational costs. An alternative is to provide approximately one-quarter to one-third of the Annex space to Saltos as their permanent home; however, this is not recommended.

#### Permanent Gymnasium for Contact Sports (Priority: Medium-High)

The City will provide a permanent small gymnasium space to contact sports groups such as martial arts. This ideally will be located in the new community centre or in a shared facility with Saltos.

#### Gymnasium Space (Priority: Medium)

The City will begin discussions with Western School District to explore the possibility of entering into formal agreements to access the school gymnasiums. The City might also consider the addition of a 500 sq ft community room on select schools in the city. This will begin as soon as possible to ensure the City's need for gymnasiums space is considered before the reorganization strategy has been fully implemented.

#### Indoor Walking Track (Priority: Medium)

The City will promote the existing walking track at the Pepsi Centre and investigate the feasibility of building an indoor walking/ running track with the redevelopment of the Annex.

#### Indoor Skate Park (Priority: Lowest)

When all other recommendations are met, the City should investigate the potential and feasibility of developing an indoor skate park.

### Outdoor Facilities, Parks and Trails:

#### Walking Trails (Priority: High)

The Corner Brook Stream trail system will be expanded to link to existing and new neighbourhoods, recreational amenities, waterfront, and economically disadvantaged residential areas. Specific expansions will include:

- Further trail development along the Lewin Parkway, along the power line to connect to the Brookside area, Murphy Square Mall, and to Confederation Drive.
- Connection and integration with the new Bikeway Plan to create multi-use pathways.
- Improved connections between new and existing subdivisions and the main trails.
- Development of a trail to the west of the Pepsi Centre along the stream and ravine, provided access to private land can be achieved.
- Development of a natural narrow switchback trail connection to James Cook lookout.
- Connection to high needs neighbourhoods

#### Prince Edward Park (Priority: High)

A master plan will be developed for Prince Edward Park to increase its capacity. Three key elements to include are:

- Increase its capacity as a major special event site
- Create a water-based recreation area including a new home for the Rowing Club and a kayak launch area – both need a parking area.
- Enhance services, such as internet services, to support a family oriented RV and camping park.

#### Waterfront Park (Priority: High)

The City will continue with the development of Bartlett's Point to provide a waterfront park to residents. Also investigate the potential to partner with the Bay of Islands Marina to upgrade its landscape, link into Bartlett's Point Park, and further increase marine access for residents and visitors.

The City will also work with the Port Corporation to develop a waterfront park at the cruise ship dock area. The park will enhance a waterfront site that is close to the downtown core and already linked into the Corner Brook Stream trail system.

#### Neighbourhood Parks (Priority: High)

In its future subdivision planning processes, the City will identify a more central and larger neighbourhood park (min. of .5 ha).

- These parks will have elements such as a playground, basketball hoop and an open turf area with landscaping and natural areas.
- Neighbourhoods will have easy internal connections to the park.
- Connecting trails from neighbourhoods to major trails and bikeway systems will also be identified and built.

The new Open Space Management Framework in the ICSP Plan will address the development of new neighbourhood parks, and trails.

Revise Municipal Plan and development regulations to ensure suitable land is preserved for future development of parks and trails.

#### Bike Trails (Priority: High)

Bicycle trails currently being developed will:

- Be expanded with public routes identified and properly signed.
- Be included in future subdivision planning, which will identify and incorporate bike trail linkages from new neighbourhoods.
- Connect into neighbourhoods and amenities' to create an effective green transportation system.
- Increase access and connections to the Water – Brook Street redevelopment.
- Connect and integrate into the Corner Brook Trail System.

#### Off-Leash Dog Park (Priority: High)

The City will design and develop an off-leash dog park at Ambrose O'Reilly and Monarch Complex.

#### Special Events Site (Priority: High)

Special Events will be hosted at the newly designed Margaret Bowater Park, and the Redevelopment Plan for Prince Edward Park recommended above will include Special Events in its design program.

#### Athletic Fields (Priority: Medium-High)

All softball facilities will be upgraded to national standards, and backstops and other furnishings will be added with the financial participation of the associations.

Consideration will be given to moving the field at Mark's Avenue to the current soccer field at Monarch Complex. This will be shared use that integrates softball and soccer, and therefore the relocated softball field will not have an outfield fence. Consider the development of an artesian well that can support the Captain Cook site and provide water services to Monarch.

The City will continue with the Development of Wellington Complex - Phase 2.

The soccer field at the high school will be developed as a prime soccer venue. All other soccer fields will also be upgraded, including the renovation or construction of change rooms, and washrooms. Where new buildings will be constructed, consideration will be given to including storage space for the association.

The City will provide financial support to the CBBA to construct a multi-purpose facility, refurbish and expand their clubhouse, and install lighting on Little Jubilee Field, as per the association's proposal. Costs will be confirmed and updated if necessary.

The City will support not for profit associations in their applications to access government grants to upgrade their infrastructure, by becoming a third partner if necessary.

#### Outdoor Running Track (Priority: Low)

Develop a small track suitable for training purposes and located around soccer field at high school.

#### Outdoor Skating Area (Priority: Low)

Develop an outdoor skating area with artificial ice as per the Margaret Bowater Park Redevelopment Master Plan.

### Leisure Programs and Services:

#### Individuals and families with lower incomes (Priority: Highest)

- The City will provide financial assistance to support the Dunfield Park Community Centre in their efforts.
- Once a community recreation centre is built in the City, work with the Dunfield Park Community Centre to remove barriers and ensure access to the facility's programs and activities.
- The City will work to remove the current transportation barrier; expand bus route.
- Ensure fee structures to programs in the new community recreation centre do not create a barrier; if operated by the YMCA, ensure the City has guaranteed public access through its operating model.
- Consider developing a REAL Program like the City of St. John's.
- City to take a partnership role in ensuring participation in Jump Start and KidSmart Programs are maximized by children in need.

#### Teen/Youth Services(Priority: High)

Besides the youth room in the proposed community recreation centre, the following will be considered:

- Develop a permanent skateboard park (likely at the current location) with bowls, rails, and social areas (benches) in a more park-like setting.

- Consider more youth elements in parks including basketball courts, outdoor volleyball and a climbing wall; these could be consolidated in a youth park that could also be an alternative site for the skateboard facility.
- Consider conversion of a low-use tennis court to a roller hockey facility by removing nets and posts and installing nets.
- Provide financial support for Dunfield Park Community Centre; and partner with this organization to ensure and encourage youth in high needs areas have access to programs and facilities.
- Assist with removing the transportation barrier to facilities in the City. Expand bus routes or find an alternative but affordable mode of transportation.
- Work with partners to develop a solution to the participation barrier caused by transportation
- Promote a more positive attitude towards youth and youth activity in a positive way in the promotional material.

#### Children, families, adults, and seniors (Priority: Medium)

Besides the facilities in a proposed community recreation centre and an aquatic centre, the following will be considered:

- The City and the operator of the Community Centre could offer programs in other venues such as schools.
- Provide indoor and outdoor walking opportunities.
- Focus on fitness, nature and outdoors activities, general interest programs (gardening, cooking, computer, etc.), and cultural participation programs.

#### Off-Leash Dog Park (Priority: High)

The City will design and develop an off-leash dog park.

#### Outdoor Skating Arena (Priority: Low)

- Explore the feasibility of including an outdoor skating area, as per the Margaret Bowater Park Master Plan.
- If determined to be feasible, the skate area should be constructed as part of the redevelopment.

#### Persons with disabilities (Priority: Medium)

- Ensure new facilities are fully accessible; renovate old facilities where necessary.
- Design program spaces to support use by persons with a disability. Renovate spaces and adjust equipment where necessary; for example, adjustable fitness equipment to support users in wheelchairs.
- Provide financial support if required.

#### Communication about Services (Priority: Highest)

The City will:

- Produce an annual or bi-annual (fall/winter and spring/summer) Directory of Services in conjunction with other services and program providers. These include Corner Brook Stream (with trail map), YMCA, Pepsi Centre, University, College, Arts and Culture Centre, recreation clubs, sport associations, etc.
- Directory will include a calendar of events.

- Use advertisements from private sector providers to help offset costs.
- Improve City website to make it more user friendly and include a section promoting all current activities and programs available in the City.

## Operations and Services:

### City Program Role (Priority: High)

The City will identify the roles it should be playing in program provision and coordination based on gaps in the community.

- Hire two additional staff people with programming experience, reporting to the Supervisor of Recreational Services.
- One programmer should focus on children and youth, and special events. The other programmer should address adult and senior needs, along with active communities and special needs.
- They will work with other program providers to support their efforts.
- The City could also work with partners to encourage the population to be more active ("Active Corner Brook").

### Maintenance Support for Corner Brook Stream Development Corporation (Priority: Highest)

This group has done an incredible job of developing a major trail system. The City should:

- Establish a fair maintenance budget for the trail system that includes both trail surface repairs and improvements, and the maintenance of bridges, signage and trail furniture/furnishings.
- Contract Corner Brook Stream Development Corporation to carry out the maintenance.
- The City should also assist by providing in-kind support of large equipment and operators for major repairs or installations.

### Support for not for profit program and service providers (Priority: High)

The City will:

- Provide advice.
- Provide clarity around municipal supports and user group expectations.
- Provide advertising and communication in the Directory of Service and on the City website.
- Provide subsidies based on a formalized granting process.
- Provide staffing services to extend support and liaison with stakeholder groups.
- Formalize agreements with the outdoor sport associations to address maintenance and expectations for volunteer fundraising.
- Undertake an Arts and Heritage Master Plan to address concerns of arts, culture, and heritage community.



### **Additional Recommendations for Future Studies:**

The following recommendations arise out of the feedback from the Public Presentation of the Draft Report. Since these demands were brought forward so late in the process, after the draft report was presented, they have not been part of the assessment, validation, and prioritization.

The following recommendations are recognized by the consultants as benefiting the public good, and are presented as follows:

1. City Beautification Plan
2. Open Space Management Strategy
3. Arts, Heritage and Culture Master Plan

## 7.0 IMPLEMENTATION PLAN

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### A. General Steps

Once commitment to the Plan is secured from Council:

- City should meet with Western School District to clarify land ownership of schools to be closed (Province and Catholic Church), and the options and expectations for acquisition of Humber Elementary and Presentation Junior High.
- City to meet with Tourism, Culture and Recreation to discuss continued commitment to a pool in Corner Brook as one of the two (Gander) provincial pools as part of the provincial training centre system. Discussions around both capital and operating contributions to the proposed new pool needed.
- At a senior level, Mayor to Premier's office, identify provincial capital funding opportunities for the new pool, multi-purpose centre and Pepsi Centre redevelopment.
- City to meet with SWGC to discuss Pepsi Centre renovations, operations, and interests in pool operation and potential capital contributions.
- City to finalize Curling Club location (Golf Club, Pepsi Centre or other).

### B. Specific Steps for 24 Needs

#### Redevelop Pepsi Centre Annex (Highest)

- a) Confirm building program elements, and potential user groups, and do new floor layout
- b) Confirm site use plan and configuration (Annex, new pool and potentially the Curling Club)
- c) Identify impact of table/chairs storage and fit with garage door access for trade shows
- d) Do a capital cost analysis of renovations including grid removal, electrical and floor plates, and both fixed (hoops) and both moveable (volleyball standards and soccer goals, etc.) equipment, synthetic flooring, upgrades to mezzanine multi-purpose rooms, net divider(s), acoustical treatment
- e) Develop new booking policies and practices to support ongoing use and special events
- f) Finalize funding and the construction schedule

#### New Indoor Swimming Pool (Highest)

- a) Confirm site at Annex
- b) Confirm capital contribution by Province (TRC)
- c) Develop basic design program and do capital cost analysis
- d) Develop operational business plan to determine projected costs, revenues, and related revenue partners (rehab, food services)
- e) Determine how operated (City, SWGC, special purpose body, other)
- f) Finalize funding and construction schedule

#### **A Multi-purpose Facility (Highest)**

- a) Identify Humber elementary school option and land acquisition cost
- b) If Humber not available, identify other optional sites (owned by City)
- c) Meet with YMCA to confirm interest to operate, and basic operating principles, and determine commitment to capital funding contributions
- d) Do a capital cost analysis based on either renovating Humber or new construction
- e) Identify provincial funding opportunities
- f) Finalize operating body and capital funding sources
- g) Do construction schedule

#### **Communication About All Services in City (Highest)**

- a) Develop a bi-annual directory of services (fall/winter and spring/summer) that is available to all households in the City
- b) Work with other community agencies to identify their services and events and include these in the directory
- c) Look at cost-sharing and advertising to support funding of the directory
- d) Update the City website to include a current events and programs site

#### **Corner Brook Stream Trail and Connections (Highest)**

- a) Develop a Trails Master Plan for Corner Brook showing current and future Corner Brook Stream system trails, links from suburban areas, and connections to Bikeway Plan
- b) Trails Master Plan to identify priorities for both development and acquisition

#### **Maintenance Support for Corner Brook Stream Dev. Corp.**

- a) Identify annual maintenance costs for regular maintenance of trails, structures and furniture, signage and repairs
- b) Agree to City contribution on all or a significant proportion of costs
- c) Identify in-kind contributions of City to supplement budget
- d) Support CBSDC in capital funding campaigns and grants

#### **Youth Park with Skate Park (High)**

- a) Identify the potential components/elements of the youth park development that are in addition to the skate park and the site requirements (size and site location types)
- b) Identify optional sites and determine preferred site
- c) Do youth park plan and costing, as well as identify funding sources and timing

#### **Off-leash Dog Park (High)**

- a) Identify site requirements and elements
- b) Identify site options and select site(s)
- c) Identify capital and operating costs and develop site(s)

#### **Role for City in Delivery of Programs**

- a) This is seen as a key step to support needs areas #17, #18, #19, #20, #21 and #24

- b) Council would need to approve two recommended positions and include in budget
- c) Staff would develop job descriptions and key roles, and then carry out recruitment

#### **Improving Access for Low Income Residents (Highest)**

- a) Identify low income areas and services
- b) Develop a Leisure Access program and identify its applicability to public use facilities for drop-in and programs
- c) Work with sport associations to maximize use of KidSmart and Jump Start programs

#### **Neighbourhood parks and Open spaces (High)**

- a) Revise Municipal Plan and development regulations to ensure that there are larger and more central neighbourhood parks in future sub-divisions
- b) Address overall park needs (community and neighbourhood) in Open Space Management Framework in ICSP
- c) City to expand marine access at Bartlett's Point
- d) City to review partnership options with Port Corporation and Bay of Islands Marina for increased public access

#### **Facility for Saltos Gymnastics and Martial Arts (Medium-High)**

- a) City to determine level and type of support it will consider, and what the expectations from groups are for obtaining, renting and renovating a new site with own resources
- b) City to pursue Presentation Junior High and other options
- c) City and Saltos need to agree on scope of building requirements for training facility (e.g. major meets to be accommodated at Pepsi Annex with floor plates)

#### **Services and Programs for Teens and Youth (High)**

- a) Include youth room in new multi-purpose recreation centre in proximity to gymnasium
- b) Identify new directions for youth services with partners
- c) Identify supports for Dunfield Park Community Centre

#### **Support for Not for Profit Program and Service Providers (Highest)**

- a) Better support is largely dependent upon #22 (additional staff) for implementation
- b) Staff develop a menu of supports to provide greater clarity to groups, as well as specific partnership practices and protocols

#### **Gymnasium Space (Medium)**

- a) Issue should be largely resolved through Pepsi Centre renovations and new public gym at multi-purpose centre
- b) City and Western School District (WSDNL) to develop a Joint Use Agreement to support community use of school spaces and school use of community facilities

#### **Bike Trails (High)**

- a) Continue with development as identified in new Bikeways Plan

- b) Identify connection options to main bikeways, including existing neighbourhoods and new subdivisions (identified within subdivision plan)

#### Soccer Fields and Baseball/Softball Facilities (Medium-High)

- a) Confirm and proceed with Phase 2 of Wellington facility
- b) Develop a feasibility study and plan for the High School field area including a turf soccer field and an outdoor running track
- c) Develop a clear agreement with outdoor sport groups to address mutual maintenance responsibilities and capital funding responsibilities
- d) Based on agreed to responsibilities, develop an upgrading schedule for: i) softball fields and accessory structures, ii) upgrade of soccer fields, and iii) CBBA facility development proposal

#### Indoor Walking/Running Tracks (Medium)

- a) Promote use of Pepsi Centre track and review operating practices
- b) Review option of track within new multi-purpose centre as a medium/low priority

#### Special Events Site (Medium-High)

- a) Develop overall master plan for Prince Edward Park as a special event site, and to also include marine access for rowing/kayaking
- b) Identify elements to support medium sized special events at Margaret Bowater Park

#### Programs for Children, Families, Adults and Seniors (Medium)

- a) As per #17, this requires the implantation of #22 for a greater role and additional City staff to develop programs and partner with other agencies in a community development role
- b) New staff to identify gaps, partners and opportunities to expand offerings
- c) Multi-purpose recreation centre operator to develop broad range of program services for all age groups

#### Programs and Services for persons with Disabilities (Medium)

- a) Involve persons with a disability in the design of new and renovated leisure and recreation facilities including the pool, multi-purpose centre, and Pepsi Centre Annex renovations
- b) Identify barriers to accessing programs and services and act to remove

#### Outdoor Skating Area (Low)

- a) If artificial ice is required, carry out no further action at this time
- b) Retain concept as a possible future addition to a downtown site

#### Outdoor Running Track (Low)

- a) Look at option of shorter 3-5 lane track around perimeter of new high school site soccer field (see # 10) and include in feasibility study
- b) Identify surfacing options and costs

#### Indoor Skate Park (Lowest)

- a) Undertake no actions because of low priority and leave to private sector to pursue

## 8.0 CITY-WIDE CONCEPT

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The Implementation Plan identified the specific steps to implement the 24 recreation needs. The City-Wide Concept identifies the infrastructure required to realize the Master Plan recommendations.

To support on-going municipal planning the City of Corner Brook is divided into five distinct planning areas. Each planning area consists of a number of sub-neighbourhoods. For the purposes of this report, and to be consistent in the approach to planning by area in the City, these planning areas become the planning areas for proposed city-wide recreation infrastructure.

These five planning areas are identified in the following map. Developments proposed for each support the strategic directions and recommendations identified in this Master Plan.

### Planning Areas and Population (Map 2)

Area 1	-	2340
Area 2	-	4935
Area 3	-	4095
Area 4	-	6630
Area 5	-	2195

### Proposed Developments by Area:

It should be noted that the proposed developments and suggested approach to realize recommended developments are simply a suggestion – a starting point for planning, programming, design, development and maintenance. The specific feasibility and “how to” of each recommendation will have to be confirmed and negotiated.

Facilities are identified as:

- **City-wide / Regional** – service area includes the entire City and Humber Region.
- **Area-wide** – generally Community Centres that service the neighbourhoods in each of the 5 city planning areas.
- **Neighbourhood Facilities** – provide recreation services to residents within a 0.8 km or a 10 minute walking radius.
- **Trails** - proposed extensions to the Corner Brook Stream Trail and the Bike Path system are identified with symbols on the map.
- **Future Development** – areas of the City where future residential development is planned.
- **Parklands** – existing and future parklands that will be needed to support future developments.

## Information Presented

The following information is presented for each area development:

1. Map Reference Number and Priority for Development (Priority 1 (yr 1-3) Priority 2 (yr 4 – 7); Priority 3 (yr 7 – 10) are cross-referenced with the City-Wide Concept Map.
2. Current Name – current name of the facility, if applicable.
3. Proposed Name – in some instances the consultants are proposing name changes either to more clearly reflect the use, the key partners or operators, or to support branding and promotion of the facility.
4. Keys to Success – usually refers to the barriers that must be overcome to make the proposed development a reality.
5. Key Partners – those that should be involved in and support the development. Partners support operation needs, fund raising, program development, etc.
6. Potential Sources of Funding – where the opportunity to access funds to support the development may be found.
7. Planning/Design or Master Plan Costs: refers to estimated order-of-magnitude fees (+/- 35-40%) to undertake fund raising, planning, public consultation and engagement, program development and concept development and cost estimating. Detailed design and engineering costs not included.
8. Capital Cost – these are preliminary order-of-magnitude costs (+/- 35-40%) that provide an initial indication of costs to construct. In many instances these costs represent a 'best guess' based on experience with similar projects. Cost does not include land purchase.

Area 1: Humber Mouth, Prince Edward Park and north of Lewin Parkway and TCH.	
Map Reference #:	1.1
Development Priority:	1 (Highest)
Current Name:	Ambrose O'Reilly Field
Proposed:	East End Community Centre "Y" and Neighbourhood Park
Key to Success:	Feasibility Assessment and Redevelopment Master Plan for the entire site is needed to confirm proposed partnerships and approach to development. Practicality of developing BMX trails on sloping forested lands to the east confirmed.
Key Partners:	City of Corner Brook, Western School District, YM-YWCA, Kinsmen Club.
Funding Source:	Municipal Infrastructure Fund, Y Capital Fund raising campaign.
Capital Cost:	\$ 3,000,000 (includes site enhancements)
Proposed: <i>Indoor Facilities</i>	East End Community Centre "Y" <ul style="list-style-type: none"> <li>• relocated from Millbrook Mall</li> <li>• housed in Humber Elementary as school scheduled to close</li> <li>• potential to locate headquarters for Western School District Office in same facility</li> <li>• support "access for all" programs</li> <li>• Y pre-school and after school programs</li> <li>• Fitness centre included</li> </ul>

Area 1: Humber Mouth, Prince Edward Park and north of Lewin Parkway and TCH.	
	<ul style="list-style-type: none"> <li>Various program spaces and program offerings</li> </ul>
<b>Proposed:</b> <i>Outdoor Facilities</i>	<p><b>Softball Field</b></p> <ul style="list-style-type: none"> <li>Removal of existing ball diamond to eliminate danger of fly balls, better integrate the playground and free play activities associated with the existing school and Y.</li> <li>Relocate the ball diamond to Monarch as combination ball-field and soccer pitch. Field will have no outfield fence, temporary fencing used to support tournament play.</li> <li>Create hard surface walking, running and in-line skating track around entire site.</li> <li>Integrate tricycle oval in area of playground.</li> <li>Create large free play field adjacent to playground</li> </ul> <p><b>Soccer Pitch</b></p> <ul style="list-style-type: none"> <li>Upgrade soccer pitch to premier natural turf pitch.</li> <li>With new Community Centre "Y", child services currently offered at Kinsmen can be relocated</li> <li>Kinsmen building enhanced with change rooms to support playground activities and soccer.</li> </ul> <p><b>Parks and Trails</b></p> <ul style="list-style-type: none"> <li>Large expanse of vacant land to west can support passive neighbourhood with activities such as picnic area, community gardens and an area dog park.</li> <li>Opportunities to create trail links to neighbourhoods to the north and the west should be explored with Corner Brook Stream Development Corporation.</li> </ul>
<b>Map Reference #:</b>	1.2
<b>Development Priority:</b>	2 (High)
<b>Current Name:</b>	Waterfront Cruise Ship Docking, Visitor Information and Gateway to Corner Brook Stream Trail Network.
<b>Proposed:</b>	Corner Brook Waterfront Park
<b>Key to Success:</b>	The area needed to develop the waterfront park is currently owned by Corner Brook Pulp and Paper. An application for \$71,000,000 to support infill and site re-development has been submitted. The program for redevelopment of the industrial site should provide for some recreation and tourism uses to support the cruise ship industry and local access and viewing.
<b>Key Partners:</b>	Corner Brook Pulp and Paper, Corner Brook Port Corporation, Western Destination Marketing Organization, Oceanex and CBSDC.
<b>Funding Source:</b>	CBPP, CBPC, Oceanex, City
<b>Capital Cost:</b>	\$ 1,000,000
<b>Proposed:</b> <i>Indoor Facilities</i>	The existing Visitor Services Chalet could be expanded to include washrooms accessible from the outside.
<b>Proposed:</b> <i>Outdoor Facilities</i>	<p><b>Marine Parks and Trails</b></p> <ul style="list-style-type: none"> <li>Redevelop shoreline to support public activities.</li> </ul>



Area 1: Humber Mouth, Prince Edward Park and north of Lewin Parkway and TCH.	
	<ul style="list-style-type: none"> <li>• Redesign entry to Mill at this site to address potential visitor and industrial vehicle conflicts.</li> <li>• Create breastwork with viewing area and seating.</li> <li>• Further strengthen link with Corner Brook Stream Trail by creating a more defined link between the proposed shoreline park and the existing trail entry. Opportunities to create trail links to neighbourhoods to the north and the west should be explored with Corner Brook Stream.</li> </ul> <p><b>Bicycle Trails</b></p> <ul style="list-style-type: none"> <li>• Expand current bicycle trail route by widening existing Corner Brook Stream trail route to create link to proposed waterfront part.</li> <li>• Connect to Port Corporation HQ via Riverside Drive with rest area at Rhoady J.Hickey Building.</li> <li>• Continue bikeway connection via Harbourside Drive to the "Man in the Mountain" Lookout.</li> <li>• Also create bikeway connection to Prince Edward Park.</li> </ul>
Map Reference #:	1.3
Development Priority:	2 (High)
Current Name:	Port Authority Headquarters and Loading / Unloading Area for Labrador to Newfoundland Ferry
Proposed:	Port Authority Labrador Gateway Park
Key to Success:	A Redevelopment Master Plan for the entire site once viability of current experimental ferry service is confirmed. Proposal would be to develop needed dockside facilities. Use Port Authority HQ to provide passenger staging area. Encourage tour boats; provide transient berths for sail boats and blue water cruisers and smaller recreational craft. Consider kiosks, washroom and change room access and special events. Create Corner Brook Stream trail links and Bike Path links. Consider supporting the Corner Brook Museum relocation to this site, as a gateway tourism attraction and visitor information centre.
Key Partners:	Port Authority, Works and Services, City, ACOA, INTRD.
Funding Source:	ACOA, ITNRD, City
Planning/Design:	\$42,500
Capital Cost:	\$ 2,500,000
Map Reference #:	1.4
Development Priority:	2 (High)
Current Name:	Brake's Cove
Proposed:	Brake's Cove Rowing / Coastal Park
Key to Success:	A Redevelopment Master Plan to reposition the Park as a regional amenity and attraction for rowing. A key focus would be to support special events, water-based recreation, including a new home for the Corner Brook rowing club and full-service RV and Camping Park. Kayaking and laser sailing could also take place there. The area also includes an archeologically significant

Area 1: Humber Mouth, Prince Edward Park and north of Lewin Parkway and TCH.	
	cemetery, as identified by the Provincial Archaeological office.
Key Partners:	Kinsmen, City
Funding Source:	ACOA, ITNRD, City
Planning/Design:	\$ 42,500
Capital Cost:	\$ 2,000,000
Map Reference #:	1.5
Development Priority:	2 (High)
Current Name:	Prince Edward "Kinsmen" Park
Proposed:	Prince Edward "Kinsmen" Regional Park
Key to Success:	A Redevelopment Master Plan to reposition the Park as a regional amenity and attraction. A key focus would be to support special events, water based recreation, including a new home for the Corner Brook rowing club and full-service RV and Camping Park.
Key Partners:	Kinsmen, Corner Brook Rowing Club
Funding Source:	ACOA, ITNRD, City
Planning/Design:	\$ 42,500
Capital Cost:	\$ 2,000,000
Proposed: Outdoor Facilities	<ul style="list-style-type: none"> <li>• A purpose built special event area to host regional events.</li> <li>• An expanded and upgraded RV and camping park to support accommodation and extended stays in the Region.</li> <li>• Water-based recreation activities, rowing, laser sailing and kayaking.</li> <li>• A focus on outdoor adventure and nature based recreation program activities.</li> </ul>
Proposed: Trails	<ul style="list-style-type: none"> <li>• From Park create dedicated trail link to the Appalachian Trail Network.</li> </ul>
Map Reference #:	1.6
Development Priority:	1 (Highest)
Current Name:	NA
Proposed:	Walking Trail/Bike Path: Links City Hall, Downtown, Man in the Mountain Lookout and Prince Edward Park
Key to Success:	Access to proposed right-of-way must be available. Sections use former railbed as a pathway. Links to proposed BMX park and "Y".
Funding Source:	ACOA, ITNRD, City
Planning/Design:	\$28,500
Capital Cost:	\$474,000

Area 2: South of Lewin Parkway, west of TCH and North and East of Corner Brook Stream.	
Map Reference #:	2.1
Development Priority:	2 (High)
Current Name:	Margaret Bowater Park
Proposed:	Margaret Bowater Park
Key to Success:	The redevelopment of the Park currently underway is scheduled for completion in the spring/summer of 2010. A new park building and artificial outdoor ice rink are proposed as additions to the redevelopment to effectively program this city-wide park and special event venue.
Funding Source:	ACOA, ITNRD, City
Capital Cost:	\$ 2,100,000 (Building \$900,000, Ice Rink \$ 1,200,000)
Map Reference #:	2.2
Development Priority:	3 (High-Medium)
Current Name:	Jubilee Field
Proposed:	Jubilee Field Baseball Complex
Key to Success:	<ul style="list-style-type: none"> <li>The upgrading of Corner Brook Baseball Association facilities through a cost sharing agreement between the CBBA and the City.</li> <li>The City and Western DMO support the CBBA in attracting tournaments to Corner Brook.</li> </ul>
Key Partners:	CBBA, Western DMO and the City of Corner Brook.
Funding Source:	ACOA, ITNRD, City, CBBA
Capital Cost:	\$185,000 (as per CBBA submission)
Proposed: <i>Indoor Facilities</i>	<ul style="list-style-type: none"> <li>Upgrade clubhouse, change rooms and washrooms; enhance storage facilities, office space, viewing area and additional storage.</li> <li>Future – training facility</li> </ul>
Map Reference #:	2.3
Development Priority:	2 (High)
Current Name:	Corner Brook Skateboard Park
Proposed:	Corner Brook Youth Park
Key to Success:	Relocate current skate park and construct youth park on existing City Hall site.
Key Partners:	City of Corner Brook, local youth.
Funding Source:	Province, Youth Fundraising
Capital Cost:	\$ 1,250,000
Proposed Developments Indoor Facilities	<ul style="list-style-type: none"> <li>Access to washrooms</li> </ul>
Proposed Developments Outdoor Facilities	<ul style="list-style-type: none"> <li>Permanent skateboard park in park-like setting</li> <li>Basketball courts, outdoor volleyball, climbing wall.</li> <li>Develop roller hockey facility</li> </ul>

Area 2: South of Lewin Parkway, west of TCH and North and East of Corner Brook Stream.	
	<ul style="list-style-type: none"> <li>• Link to Corner Brook Stream Trail</li> <li>• Viewing area</li> </ul>
Map Reference #:	2.4
Development Priority:	1 (high)
Current Name:	Majestic Square
Proposed:	Majestic Square
Key to Success:	Undertake a Redevelopment Plan for Majestic Square to create public open spaces at both ends of West Street. (A the new public space is being created as a component of the City Hall re-development.) Redevelopment as per recently completed Majestic Square redevelopment plan.
Key Partners:	City of Corner Brook, Downtown Development Commission
Funding Source:	ITRD, SWGC, CoC
Capital Cost:	\$302,000
Proposed: Outdoor Facilities	<ul style="list-style-type: none"> <li>• Upgrade bandstand</li> <li>• Create special event venue to support small outdoor concerts.</li> <li>• Farmers market venue</li> <li>• Public gathering space.</li> <li>• Integrate with sculptural elements and create art - park with rotating works from SWGC arts program.</li> <li>• Cross promote with Sculpture Park proposed at former Participark site.</li> </ul>
Map Reference #:	2.5
Development Priority:	2 (High)
Current Name:	Offices of Western Health and City Open Space
Proposed:	Fern Street Community Centre and Neighbourhood Park
Key to Success:	Ability to purchase former school building and property from Western Health. Redevelop building to provide additional gymnasium facility and community meeting / program space. Link to a redeveloped open space at East Valley Road and from here create a new Corner Brook Trail to complete a circumnavigation of the idea with a trail suitable for walking or running.
Funding Source:	City of Corner Brook, ITRD, ACOA, Corner Brook Stream Development Corporation
Planning/Design:	\$ 32,500
Capital Cost:	\$ 500,000 (Building Modifications)
Proposed: Outdoor Facilities	<ul style="list-style-type: none"> <li>• Playground</li> <li>• Small free play area</li> <li>• Seating Area</li> <li>• Formal Planting</li> </ul>
Map Reference #:	2.6
Development Priority:	1 (Highest)
Current Name:	Fern Street Extension

Area 2: South of Lewin Parkway, west of TCH and North and East of Corner Brook Stream.	
Proposed:	Corner Brook Stream Trail Extension
Key to Success:	Design to create links to the Corner Brook Stream trail network. Work includes enhancements to existing underpasses at Confederation Drive and Lewin Parkway. Access to land and negotiating access key.
Key Partners:	City of Corner Brook, Corner Brook Stream Development Corporation, Dept of Works and Services
Funding Source:	ACOA, INTRD, CITY
Planning/Design:	\$ 38,500
Capital Cost:	\$256,000 (underpass upgrades not included)
Proposed: Outdoor Facilities	<b>Trails</b> <ul style="list-style-type: none"> <li>• Neighbourhood Park to underpasses west along Lewin Parkway</li> <li>• At underpass trail link connects south to existing Corner Brook Stream trail at Hospital Hill.</li> <li>• Trail connects east to underpass at MacPherson Ave.</li> <li>• Trail continues southwest and parallels Confederation Drive to regional VIC.</li> <li>• From VIC trail continues and connects to existing Corner Brook Stream trail at Crocker's Drive.</li> <li>• Trail link to Golf Course and new Curling Rink created.</li> <li>• Proposed links create a linked trail that encircles the entirety of Area 2.</li> </ul>

Area 3: Lewin Parkway to the South, Corner Brook Stream to the east Trans Canada Highway to the East, and Valley Road and Bayview Heights to the west.	
Map Reference #:	3.1
Development Priority:	1 (Highest)
Current Name:	Pepsi Centre (including Annex)
Proposed:	Western NL Recreation and Sport Complex
Key to Success:	Ability to retrofit existing facility to support sport and recreation between the Region, City and University. A capital development and usage agreement would be needed between the Province, SWGC and the City. A Feasibility Study and Concept Development plan should be undertaken to confirm viability of development and operational/partnership model.
Key Partners:	Province, SWGC and City of Corner Brook.
Funding Source:	Municipal Infrastructure Fund
Feasibility Study:	\$ 125,000
Capital Cost:	\$ 20,000,000
Proposed: Indoor Facilities	<ul style="list-style-type: none"> <li>• New aquatic centre</li> <li>• Annex retrofitted to support recreation and sport</li> </ul>
Proposed: Outdoor Facilities	<ul style="list-style-type: none"> <li>• Running track at Corner Brook High soccer pitch</li> <li>• Upgrade soccer pitch</li> </ul>

**Area 3: Lewin Parkway to the South, Corner Brook Stream to the east Trans Canada Highway to the East, and Valley Road and Bayview Heights to the west.**

	<ul style="list-style-type: none"> <li>General Site Improvements</li> </ul> <p>Trails</p> <ul style="list-style-type: none"> <li>Create link to CBSDC trail network.</li> </ul>
Map Reference #:	3.2
Development Priority:	1
Current Name:	Wellington Street Recreation Complex – Phase II
Proposed:	Wellington Street Recreation Complex
Key to Success:	City to complete Phase II of the Wellington Street complex. Work includes new change rooms.
Key Partners:	City of Corner Brook, Sports Groups
Funding Source:	Province, City, ACOA
Capital Cost:	\$1,800,000
Proposed: Indoor/Outdoor Facilities	<ul style="list-style-type: none"> <li>New change rooms</li> </ul> <p>Trails</p> <ul style="list-style-type: none"> <li>Create trail link from the north via Pleasant Street</li> </ul>
Map Reference #:	3.3
Development Priority:	2 (High)
Current Name:	Presentation School (or alternate site in area)
Proposed:	Corner Brook Gymnastics and Martial Arts Facility
Key to Success:	Ability of City to purchase Presentation School, which is scheduled to close, to Saltos Gymnastics, Boxing and Martial Arts. If unsuccessful, with support of City select alternate site.
Key Partners:	City of Corner Brook, WNSDC, RC Episcopal Corporation
Funding Source:	Province, City, ACOA
Capital Cost:	\$ 375,000
Proposed Developments: Indoor Facilities	<ul style="list-style-type: none"> <li>Washroom and change rooms</li> <li>Dedicated space for combat sports</li> <li>Presentation School gymnasium for Saltos gymnastics</li> <li>Recreation program spaces</li> </ul>
Map Reference #:	3.4
Development Priority:	1 (Highest)
Current Name:	Participark
Proposed:	Corner Brook Sculpture Garden Walk
Key to Success:	The current Participark is to be re-branded, upgraded and strong links created to the Long Term Care and Sir Wilfred Grenfell College. Sculptural pieces for display in the Garden a combination of permanent and temporary instalments, from art students at the college. A Master Re-

**Area 3: Lewin Parkway to the South, Corner Brook Stream to the east Trans Canada Highway to the East, and Valley Road and Bayview Heights to the west.**

	development Plan is needed.
Key Partners:	Province, SWGC, City of Corner Brook and Corner Brook Stream Development Corporation.
Funding Source:	SWGC, Western Health, Compu-college
Master Plan:	\$ 37,500
Capital Costs:	\$ 750,000
Map Reference #:	3.5
Development Priority:	1 (Highest)
Current Name:	Dunfield Park Community Centre
Proposed:	Dunfield Park Community Centre and Neighbourhood Park
Key to Success:	Community Centre currently being expanded to accommodate health, wellness and employment opportunities. Landscape Master Plan for a Neighbourhood Park focused on outdoor recreation activities to compliment the new Community Centre currently on-going.
Key Partners:	Province, NLHC, City, Dunfield Park Association
Funding Source:	Province, NLHC
Master Plan:	\$ 22,500
Capital Cost:	\$ 375,000 site planning, \$67,500 trail link
Proposed: Indoor Facilities	<ul style="list-style-type: none"> <li>• Sports and Leisure programs</li> <li>• Multi-purpose Room</li> <li>• Gymnasia</li> </ul>
Proposed: Outdoor Facilities	<ul style="list-style-type: none"> <li>• CBSDC trail links</li> </ul>

**Area 4: Main Street, Valley Road and Bayview Heights to the East and Lewin Parkway to the North, West and South.**

Map Reference #:	4.1
Development Priority:	3 (Medium-High)
Current Name:	Monarch Park
Proposed:	Monarch Community Recreation Park
Key to Success:	Modify existing soccer to accommodate softball. Field used for both softball and soccer. Create new dog park. Upgrade basketball. Artesian well to accommodate water problems here and at Captain Cook Site and allow for development of community gardens. Create CBSDC trail links to Captain Cook Lookout and Bonnes Road Community Centre in the short-term. In the longer-term, create links to Area 5.
Key Partners:	City, Softball and Soccer Association
Funding Source:	City, Softball and Soccer Association
Landscape Plan:	\$22,500

Area 4: Main Street, Valley Road and Bayview Heights to the East and Lewin Parkway to the North, West and South.	
Capital Cost:	\$300,00
Proposed: Indoor Facilities	<ul style="list-style-type: none"> <li>Washrooms</li> </ul>
Proposed: Outdoor Facilities	<ul style="list-style-type: none"> <li>Dogpark</li> </ul> <p>Trails</p> <ul style="list-style-type: none"> <li>Create trail links to Captain Cook Site and Boone's Street Community Centre</li> </ul>
Map Reference #:	4.2
Development Priority:	3 (Medium)
Current Name:	Capt James Cook Monument
Proposed:	Capt James Cook Viewing Park
Key to Success:	Complete the Captain Cook Master Plan. Construct proposed park building to support outdoor theatre. Create links to Monarch. Use site to support cultural programs and to promote Leisure and Recreation opportunities in Corner Brook. In future, consider combining Monarch Recreation Park with Captain James Cook Viewing Park.
Key Partners:	Parks Canada, Western DMO, and City
Funding Source:	Province, ACOA, INTRD, City
Capital Cost:	\$750,000
Proposed: Indoor Facilities	<ul style="list-style-type: none"> <li>Washrooms</li> <li>Maintenance Room</li> </ul>
Proposed: Outdoor Facilities	<ul style="list-style-type: none"> <li>Stage performance area</li> </ul> <p>Trails</p> <ul style="list-style-type: none"> <li>Trail links to Monarch and Boone's Road Community Centre</li> </ul>
Map Reference #:	4.3
Development Priority:	2 (High)
Current Name:	N/A
Proposed:	Bliss Street / Caribou Road Neighbourhood Park and Lookout
Key to Success:	Caribou Road site of former playground. Careful design needed as high traffic area and site adjacent to road along entire length. Safe crossing is an issue. Create trail section and viewing area overlooking river and gorge. Physically and thematically link to Bliss Street.
Key Partners:	City, Corner Brook Stream
Funding Source:	City, Province
Planning/Design:	\$ 22,500
Capital Cost:	\$ 275,000
Proposed Developments:	<ul style="list-style-type: none"> <li>Play area</li> </ul>



Area 4: Main Street, Valley Road and Bayview Heights to the East and Lewin Parkway to the North, West and South.	
Outdoor Facilities	<ul style="list-style-type: none"> <li>• Seating</li> <li>• Viewing area</li> </ul> Trails <ul style="list-style-type: none"> <li>• Trail section created between Caribou St. and Bliss St.</li> </ul>
Map Reference #:	4.4
Development Priority:	2 (High)
Current Name:	Carberry's Road Playground
Proposed:	Carberry's Road Neighbourhood Park
Key to Success:	Land available to expand site to include free playfield, seating and parental viewing area, install basketball hoops. Create trails to proposed CBSDC Trail section.
Key Partners:	City, CBSDC
Funding Source:	Province, City, ACOA
Master Plan:	\$15,500
Capital Costs:	\$ 250,000
Proposed: Indoor Facilities	<ul style="list-style-type: none"> <li>• Playground</li> <li>• Free play field</li> <li>• Basketball</li> <li>• Seating / Viewing area</li> </ul>
Map Reference #:	4.5
Development Priority:	2 (High)
Current Name:	NA
Proposed:	Boone's Road Community Centre & Neighbourhood Park
Key to Success:	Upgrade existing open space that has fallen into disrepair. Create trail links to Monarch Park and CBSDC Trail. Negotiate access for community room at Academy Canada or the local church.
Key Partners:	Academy Canada, Church Group, City, CBSDC
Funding Source:	City, ACOA, INTRD
Proposed: Indoor Facilities	<ul style="list-style-type: none"> <li>• Meeting Room</li> <li>• Washrooms (access from outside)</li> </ul>
Proposed: Outdoor Facilities	<ul style="list-style-type: none"> <li>• Play Area</li> <li>• Parental Supervision</li> <li>• Free-play Field</li> </ul>
Concept Costs:	\$7,500
Development Costs:	\$85,000
Map Reference #:	4.6
Development Priority:	2 (High)
Current Name:	NA

Area 4: Main Street, Valley Road and Bayview Heights to the East and Lewin Parkway to the North, West and South.	
Proposed:	Broadway Pocket Parks
Key to Success:	Land availability.
Key Partners:	City, CBSDC, Chamber of Commerce
Funding Source:	City, Province, ACOA
Proposed: Outdoor Facilities	<ul style="list-style-type: none"> <li>• Public Art</li> <li>• Performance Area</li> <li>• Seating</li> <li>• Vendors</li> </ul>
Concept Plans:	\$12,500
Development Costs:	\$125,000
Map Reference #:	4.7
Development Priority:	1 (Highest)
Current Name:	NA
Proposed:	CBSDC Trail Links: Area Wide
Key to Success:	Land availability. Ability to negotiate for trail access. Create dedicated links to neighbourhoods and public facilities. Given steepness of river ravines, a combination of rivers edge, forested areas and streets will be needed to create needed trail links.
Key Partners:	City, CBSDC
Funding Source:	Province, City, ACOA, INTRD
Trail Concept Plan:	\$ 32,500
Capital Cost:	\$444,000
Proposed: Outdoor Facilities	<ul style="list-style-type: none"> <li>• Trails</li> <li>• Lookouts</li> <li>• Signage</li> </ul>

Area 5: Lewin Parkway West.	
Map Reference #:	5.1
Development Priority:	1 (Highest)
Current Name:	JJ Curling Elementary
Proposed:	JJ Curling School/Park
Key to Success:	Cooperation between Western School District and City of Corner Brook. Re-design and upgrading of school grounds. Neighbourhood access to school gymnasium and rooms to support recreation programming and community-based activities.
Key Partners:	City, WLSDC, CBSDC
Funding Source:	Province, City

Area 5: Lewin Parkway West.	
Master Plan:	\$ 25,750
Capital Cost:	\$ 450,000
Proposed: Indoor Facilities	<ul style="list-style-type: none"> <li>• Gymnasium</li> <li>• Program rooms</li> <li>• Washrooms</li> <li>• Changerooms</li> </ul>
Proposed: Outdoor Facilities	<ul style="list-style-type: none"> <li>• Tree Planting Plan</li> <li>• Softball</li> <li>• Free play field</li> <li>• Basketball</li> <li>• Roller Hockey Court</li> <li>• Viewing area</li> <li>• Seating and Parental Supervision</li> </ul>
Map Reference #:	5.2
Development Priority:	2 (High)
Current Name:	Dawes Soccer Pitch
Proposed:	Dawes Neighbourhood Recreation Park
Key to Success:	Repair drainage problems at field, expand site to include playground, walking trails, seating, building with washrooms, change rooms, training/program/meeting room and storage/maintenance room. Land available to expand site. CBSDC Trail linkages.
Key Partners:	City, Soccer Association, CBSDC
Funding Source:	Province, City
Master Plan:	\$ 35,000
Capital Cost:	\$ 750,000
Proposed: Indoor Facilities	<ul style="list-style-type: none"> <li>• Washroom</li> <li>• Maintenance room</li> </ul>
Proposed: Outdoor Facilities	<ul style="list-style-type: none"> <li>• Playground</li> <li>• Free play field</li> <li>• Upgrades soccer pitch</li> <li>• Basketball</li> <li>• Seating area</li> </ul>
Map Reference #:	5.3
Development Priority:	1 (High)
Current Name:	Bartlett's Point
Proposed:	Bay of Island's Coastal Park and Marina
Key to Success:	Willingness of Marina to work in partnership with City. Integrate redevelopment of Bartlett' Point Park with upgrading of the Bay of Islands Marina. Use Marina building to support marine based recreation programs, training, and community events. Promote as the premier marina in Bay of

Area 5: Lewin Parkway West.	
	Islands. Support funding application submitted to ACOA to expand existing marina. Cross-promote with Marina across the bay in Irish Town. Develop Bartlett's Point as passive nature park. Create external marine and land-based links to surrounding areas.
Key Partners:	City, CBSDC, Bay of Islands Marina
Funding Source:	Province, City, ACOA, Province
Master Plan:	Design currently underway, expand design program to include Bay of Islands Marina.
Capital Cost:	\$ 1,200,000 Bartlett's Point Bay of Islands Marina (TBC)
Proposed: Indoor Facilities	<ul style="list-style-type: none"> <li>Public washrooms</li> <li>Program and training room</li> <li>Special events room</li> </ul>
Proposed: Outdoor Facilities	<ul style="list-style-type: none"> <li>Small boat docking</li> <li>Launch area for kayaks</li> <li>Seating and viewing areas</li> <li>Trail links</li> <li>General landscape improvements</li> </ul>
Map Reference #:	5.4
Development Priority:	2 (High)
Current Name:	N/A
Proposed:	Georgetown Neighbourhood Park
Key to Success:	Access to parcel of land at Parkwood Avenue. Developments support new play equipment, small play field, hard court play areas, and seating.
Key Partners:	City, CBSDC, INTRD
Funding Source:	City
Master Plan:	\$ 12,500
Map Reference #:	5.5
Development Priority:	1 (Highest)
Current Name:	N/A
Proposed:	CBSDC Trail Link – Bartlett's Point / Dawe's Park / Georgetown/JJ Curling /Area
Key to Success:	Land available to provide for Trail right of way, ability to negotiate access and safe street crossings.
Key Partners:	City, CBSDC
Funding Source:	Province, City
Master Plan:	\$ 32,500
Capital Cost:	\$360,000
Proposed: Outdoor Facilities	<ul style="list-style-type: none"> <li>Trails</li> <li>Seating</li> </ul>

Area 5: Lewin Parkway West.	
	<ul style="list-style-type: none"> <li>Lookouts</li> </ul>
Map Reference #:	5.6
Development Priority:	1 (Highest)
Current Name:	N/A
Proposed:	Bikeway Link – Barrett's Road to Bartlett' Point and Marina
Key to Success:	Land available to provide for Trail right of way and ability to negotiate access.
Key Partners:	City, Federal Government
Funding Source:	Province, City, Federal Government
Master Plan:	\$12,500
Capital Cost:	\$180,000

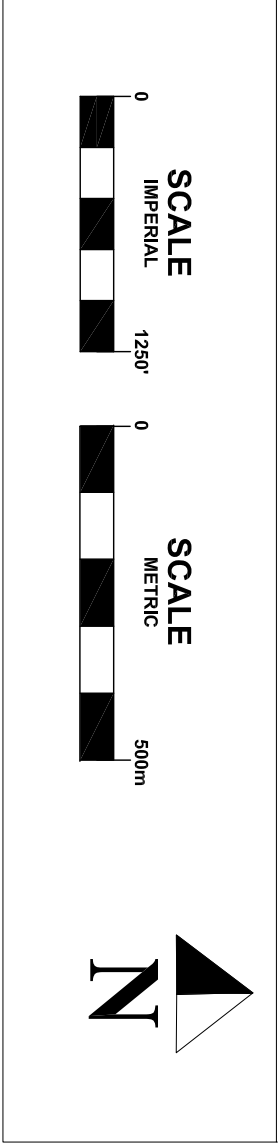
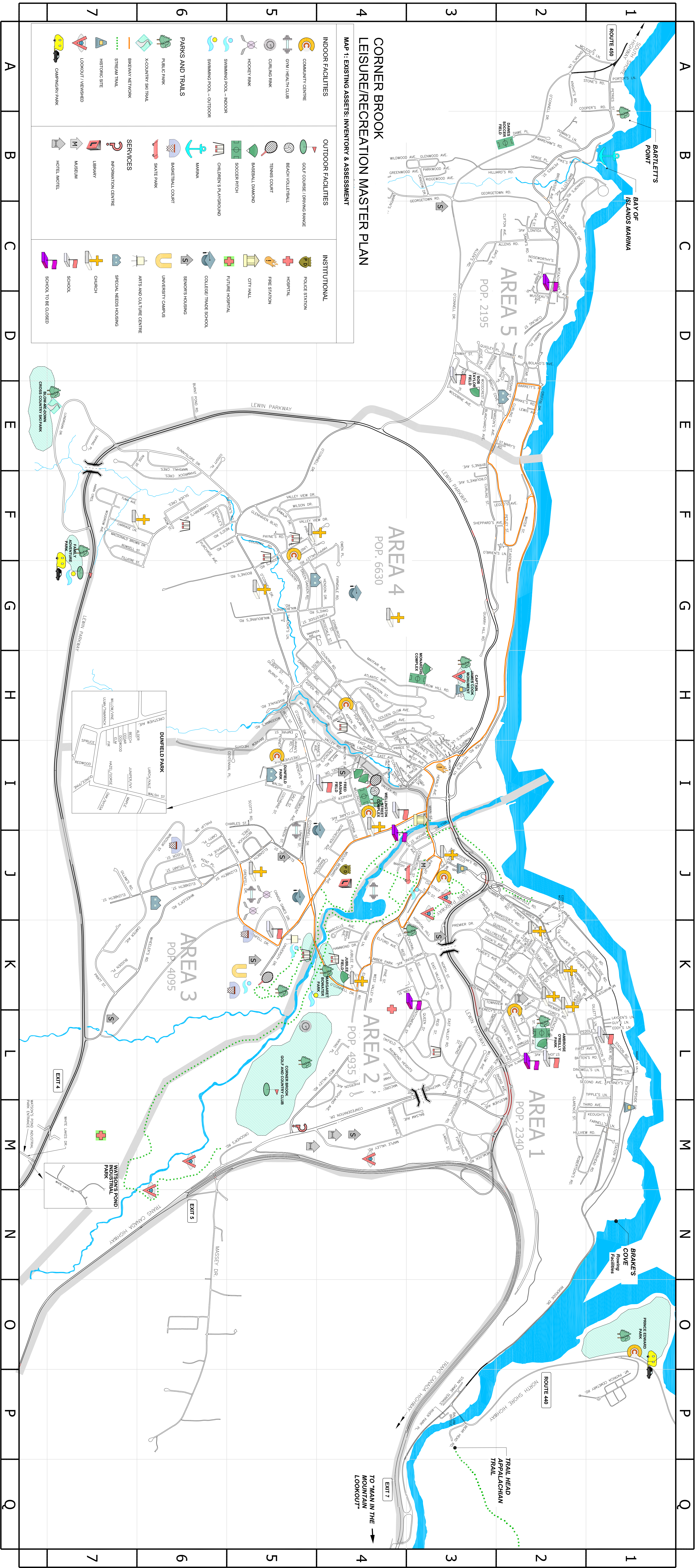
## 8.1 DEVELOPMENT PRIORITIES AND COSTS

Area 1	Humber Mouth, Prince Edward Park and north of Lewin Parkway and TCH.	Phase 1	Phase 2	Phase 3	Total
1.1	East End Community Centre "Y" / Park	3,000,000.00			3,000,000.00
1.2	Corner Brook Waterfront Park		1,000,000.00		1,000,000.00
1.3	Port Authority Labrador Gateway Park		500,000.00		500,000.00
1.4	Brakes Cove Rowing Park		750,000.00		750,000.00
1.5	Prince Edward Kinsmen Park		50,000.00		750,000.00
1.6	Walking Trails	90,000.00			90,000.00
1.6	Bicycle Path	84,000.00			384,000.00
Total		\$ 3,474,000.00	\$ 3,000,000.00	\$ -	\$ 6,474,000.00
Area 2	South of Lewin Parkway, west of TCH and North and East of Corner Brook Stream.	Phase 1	Phase 2	Phase 3	Total
2.1	Margaret Bowater Park		2,100,000.00		2,100,000.00
2.2	Jubilee Field Baseball Complex			185,000.00	185,000.00
2.3	Corner Brook Youth Park		1,125,000.00		1,125,000.00
2.4	Majestic Square			332,000.00	332,000.00
2.5	Fern Street Community Centre / Park		500,000.00		500,000.00
2.6	Walking Trails	256,000.00		517,000.00	773,000.00
Total		\$ 256,000.00	\$ 3,725,000.00	\$1,034,000.00	\$ 5,015,000.00

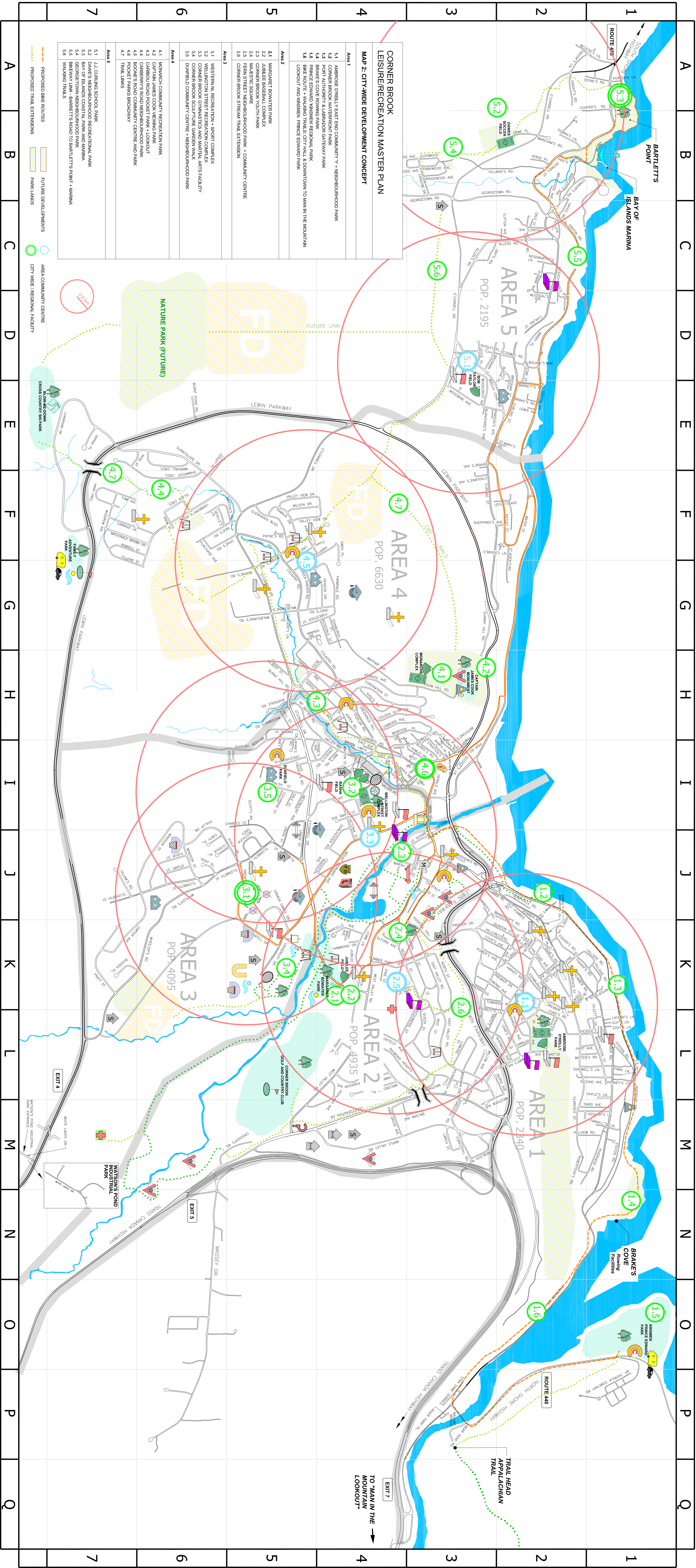
Area 3	Lewin Parkway to the South, Corner Brook Stream to the east Trans Canada Highway to the East, and Valley Road and Bayview Heights to the west.	Phase 1	Phase 2	Phase 3	Total
3.1	Western NL Recreation and Sport Complex	20,000,000.00			20,000,000.00
3.2	Wellington Street Complex		1,950,000.00		1,950,000.00
3.3	Corner Brook Gymnastics/Martial Arts Club		375,000.00		375,000.00
3.4	Corner Brook Sculpture Garden Walk	225,000.00			225,000.00
3.5	Dunfield Park Community Centre / Park	125,000.00			125,000.00
3.6	Walking Trails	67,500.00			67,500.00
Total		\$20,417,500.00	\$ 2,325,000.00	\$ -	\$22,742,500.00
Area 4	Main Street, Valley Road and Bayview Heights to the East and Lewin Parkway to the North, West and South.	Phase 1	Phase 2	Phase 3	Total
4.1	Monarch Community Recreation Park			300,000.00	300,000.00
4.2	Capt James Cook Viewing Park			50,000.00	750,000.00
4.3	Bliss Street / Caribou Road Park		275,000.00		275,000.00
4.4	Carberry's Road Park		250,000.00		250,000.00
4.5	Boone's Road Community Centre and Park		85,000.00		85,000.00
4.6	Broadway Pocket Parks		125,000.00		125,000.00
4.7	Walking Trails	444,000.00			444,000.00
Total		\$ 444,000.00	\$ 735,000.00	\$1,050,000.00	\$ 2,229,000.00
Area 5	Lewin Parkway West	Phase 1	Phase 2	Phase 3	Total
5.1	JJ Curling School Park	450,000.00			450,000.00
5.2	Dawe's Neighbourhood Recreation Park	750,000.00			750,000.00
5.3	Bay of Islands Coastal Park and Marina (Marina re-development costs not included)		1,200,000.00		1,200,000.00
5.4	Georgetown Neighbourhood Park		125,000.00		125,000.00
5.5	Walking Trails	360,000.00			360,000.00
5.6	Bicycle Path	180,000.00			180,000.00
Total		1,740,000.00	1,325,000.00	-	3,065,000.00
Grand Total		\$26,331,500.00	\$11,110,000.00	\$2,084,000.00	\$38,726,500.00

## MAPS









**CORNER BROOK  
LEISURE/RECREATION MASTER PLAN  
MAP 2: CITY-WIDE DEVELOPMENT CONCEPT**

**MAP 2: CITY-WIDE DEVELOPMENT CONCEPT**

- Area 1**
- 1.1. AMBROSE CREEKLY EAST END COMMUNITY Y - NEIGHBORHOOD PARK
  - 1.2. PORT AUTHORITY & LABORATOR STREETWAY PARK
  - 1.3. BRAKES COVE BOWING PARK - COMMUNITY PARK
  - 1.4. BIRCH ROUTE - WALKING TRAILS CITY HALL & DOWNTOWN TO MOUNTAIN LOOKOUT AND ONSHORE PRINCE EDWARD PARK

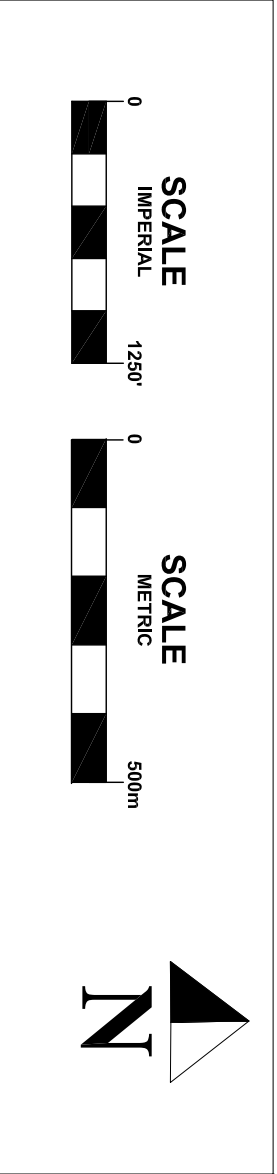
- Area 2**
- 2.1. MARKET SQUARE PARK
  - 2.2. MARKET SQUARE PARK - COMMUNITY PARK
  - 2.3. CORNER BROOK YOUTH PARK
  - 2.4. FERN STREET NEIGHBORHOOD PARK - COMMUNITY CENTRE
  - 2.5. CORNER BROOK STREAM TRAIL EXTENSION

- Area 3**
- 3.1. WESTERN & RESERVE ST - SPORT COMPLEX
  - 3.2. WESTERN STREET NEIGHBORHOOD COMMUNITY
  - 3.3. CORNER BROOK GYMNASIUM AND MENTAL ARTS FACILITY
  - 3.4. WESTERN STREET NEIGHBORHOOD PARK - COMMUNITY CENTRE
  - 3.5. DOWNTOWN COMMUNITY CENTRE - NEIGHBORHOOD PARK

- Area 4**
- 4.1. MONARCH COMMUNITY RECREATION PARK
  - 4.2. CORNER BROOK NEIGHBORHOOD PARK
  - 4.3. CARIBOU ROAD POCKET PARK - LOOKOUT
  - 4.4. CORNER BROOK NEIGHBORHOOD PARK - LOOKOUT
  - 4.5. POCKET PARKS BROADWAY
  - 4.6. POCKET PARKS BROADWAY
  - 4.7. TRAIL LINKS

- Area 5**
- 5.1. J.J. GILLING SCHOOL PARK
  - 5.2. DAVIS NEIGHBORHOOD RECREATIONAL PARK
  - 5.3. RECREATION NEIGHBORHOOD PARK
  - 5.4. RECREATION NEIGHBORHOOD PARK
  - 5.5. BIRCHWAY LINK - BARTLETT'S POINT - MOUNTAIN
  - 5.6. WALKING TRAILS

- Legend**
- PROPOSED BIKE ROUTES
  - FUTURE DEVELOPMENTS
  - CITY-WIDE REGIONAL FACILITY
  - AREA COMMUNITY CENTRE
  - PARK LANDS





## **APPENDICES**

# **APPENDIX A**

Decision Making Framework

## Decision Making Framework:

On November 3, 2009, Council and some senior staff participated in a workshop to establish and confirm a rationale and decision making framework for the City role in the provision of leisure services in Corner Brook. This rationale is intended to guide the current and future provision of programs, services, and indoor and outdoor amenities.

**The Basic Roles of Municipalities:** Before determining if there is a role for a municipality to play in delivering leisure services, it is important to first examine what a municipality is. All municipal governments are created to protect and serve the public interest. In doing so, the activities of a municipality, like all other levels of government, essentially fall into two categories:

1. The Legislative Role – to create an appropriate environment within which to live, work and play.
2. The Service Delivery Role – to collect funds from tax payers on one basis and then to deliver services back to the same tax payers, but on a more equitable basis, in areas such as roads, protective services, water and waste management, and leisure services.

Virtually everything a municipal council does falls under one or both of those two main functions.

The Overall Community Recreation System: Municipally sponsored recreation and park services and facilities are only part of a much larger system within the community, and the municipal role needs to be considered within this context. The community recreation system also includes:

- **Voluntary Non-Profit Sector:** Voluntary organizations are prime providers of opportunities in areas such as sport, culture, outdoor opportunities, social recreation, pre-school services, and services for persons with a disability. The municipal role is often to provide facilities (e.g. sport fields), coordination, and other supports to assist these groups.
- **Other Public Institutions:** The public education system, including K-12 and post-secondary, provides leisure opportunities and facilities for the benefit of students and the community. Other related public institutions include libraries, provincial government services in health and other areas.
- **Private Sector:** The private sector provides services to those who can pay for them in areas such as fitness, outdoor/adventure recreation, private clubs, private lessons, and tourism. In any community, there is also a significant retail industry related to leisure services.

Need for a Rationale for Municipal Leisure Services: Municipally sponsored leisure services have grown dramatically over the last three decades in Canada to the point where typical urban municipalities now allocate in excess of 20% of every tax dollar collected to the provision of parks and recreation programs, services and amenities. Because of the significant growth of these services, much debate has occurred on the fundamental questions of which leisure

services are worthy of tax support and to what degree they should be supported. While there is no universal definition of municipal responsibility in the delivery of leisure services, the most effective municipalities appear to be those who have a clear, and stated, mandate for where they will invest tax funds and provide services – both now and in the future.

The Council Workshop participants identified the following reasons for having a clear decision making framework.

- Having a clear mandate and understanding of roles provides a basis on which Council can agree on services that fit within their role.
- This mandate extends to which areas that Council will approve for public expenditure and investment.
- A decision making framework assists Council to respond to public and user group requests for funding.
- The decision making framework helps to direct future plans and priorities.
- There is an increased level of accountability to tax payers for the decisions made in relation to the best use of municipal funding.

## **1. Benefits Based Approach**

**Demand vs. Need:** Municipalities try to listen to their citizens and to react to public demand. The challenge is to differentiate between demands that primarily result in personal direct benefits to the individual, versus those that result in indirect benefits to all citizens. Those that have greater indirect benefits are called public goods, and often fall within the mandate of the public sector – or within a partnership between the public and the voluntary non-profit sector. There is benefit to the whole community when a child learns to swim, or when individuals of all ages learn leisure skills and remain active. Even when non-profits provide the learning and participation opportunities, it is often local governments that provide the facilities, fields, and trails they use.

The private sector is:

- a. demands driven
- b. focuses on direct benefits to users of a service
- c. measures costs/benefits in dollar terms, and
- d. protects the interests of investors.

The public sector is:

- a. needs driven
- b. focuses on indirect benefits to all
- c. measures costs/benefits in units of public goods (outcomes), and
- d. protects the interests of all citizens.

The voluntary non-profit sector falls in the middle. It tends to focus on public goods related to their area of mandate, (whether it is sport, culture, or community services), but also need to operate at a break-even basis to survive - using grants, fees and public support.

**The Benefits Based Approach:** The Benefits Based Approach focuses on outcomes that both individuals and communities derive from participation in leisure activities within supportive indoor and outdoor community environments. In the benefits based approach, a municipality focuses its efforts and resources on achieving the greatest amount of benefit, at the least possible cost, for the community and the individuals within it. The benefits based approach also recognizes that this occurs when the emphasis is on services that provide indirect benefit to all citizens. In other words, a municipal service, in addition to providing some direct benefit to the participant, should ideally also provide spin-off indirect benefit to the entire community - even if they haven't used the service. Special events, for example, are not only fun for the individual, but also build community identity and spirit and support family involvement.

Municipalities are also inherently committed to ensuring a relative level of access and affordability to services by all citizens, including the economically disadvantaged and persons with a disability. This is reflected in affordable programs and fee structures, accessible facilities, and special efforts to reach the disadvantaged.

## **2. Goals and Service Objectives**

At the November 3 workshop, Council adopted the following Decision Making Framework to better define the rationale for providing municipally sponsored leisure services and to guide future strategic directions within this Master Plan. The Decision Making Framework includes the two major Goals of "Community Growth and Wellness" and "Individual Growth and Wellness" as well as 21 related Service Objectives. The following provides an overview of the two Major Goals and 21 Service Objectives.

### **Goal 1: Community Growth and Wellness**

1. To Encourage Special Events and Celebrations
2. To Support Local Groups and Volunteers
3. To Facilitate Spectator Exposure to Sporting Events
4. To Facilitate Spectator Exposure to and Appreciation of the Arts
5. To Facilitate Opportunities for Social Functions
6. To Protect Community Natural Resources
7. To Beautify the Community
8. To Support Family Oriented Leisure Opportunities
9. To Integrate Generations and Sub Groups within Our Community

### **Goal 2: Individual Growth and Wellness**

10. To Foster and Promote Fitness and Overall Well Being
11. To Foster and Promote Pre-School Leisure Opportunities

12. To Foster and Promote Basic Leisure Skill Development in Leisure Pursuits for School Aged Children
13. To Foster and Promote Advanced Leisure Skill Development in Leisure Pursuits for School Aged Children
14. To Foster and Promote Social and Leadership Opportunities for Teens
15. To Foster and Promote Basic Leisure Skills in Leisure Pursuits for Adults
16. To Foster and Promote Advanced Leisure Skills in Leisure Pursuits for Adults
17. To Foster and Promote Leisure Opportunities for Seniors
18. To Interpret the Environment
19. To Create Opportunities for Reflection and Escape from Daily Pressures
20. To Educate Individuals about the Wise Use of Leisure Time
21. To Communicate about all Leisure Opportunities Available in the City

**Detailed Outline of the Framework:** The descriptions of the two Major Goals and 21 Service Objectives provide greater detail on the meaning and intent of each area. Each is described in detail below.

***To Encourage Special Events and Celebrations***

Special events (e.g. celebrations, fairs, etc.) can contribute to a feeling of community identity, pride, spirit and culture. Therefore, the municipality should be involved in supporting special events to the extent necessary to ensure promotion of this objective.

***To Support Local Groups***

Local clubs, groups and agencies are and will be organizing and sponsoring leisure opportunities. The “people doing things for themselves” aspect of such groups is socially worthwhile and desirable. The City should support such groups in their efforts. Support may occur in a number of ways, including subsidized access to facilities, provision of public land, assistance in problem solving or help with promotion.

***To Facilitate Spectator Exposure to Sporting Events***

Community identity, spirit and culture can be fostered through the environment generated by spectators at athletic events. In such events, sport can be closely linked with community identity and pride. Sport events hosting also contributes to local and regional tourism. Because of these impacts, opportunities should be provided for spectator experiences at athletic events. The City may have a role to play in ensuring such opportunities exist.

***To Facilitate Spectator Exposure to and Appreciation of the Arts***

Artistic endeavors (both performing and visual) represent one of the most significant aspects of developing a culture in any community. Through exposure to the arts, local residents should develop a better understanding and appreciation of the cultural aspects of a community.

***To Facilitate Opportunities for Social Functions***

Because social functions are a valuable vehicle to use in developing community cohesion and identity, the City should strive to ensure that such opportunities exist.

### ***To Protect Community Natural Resources***

The protection of natural aesthetic features, vistas and natural phenomenon and the provision of public access to such features will contribute to a greater understanding of and pride in the community and, therefore, contribute to an enhanced sense of community.

### ***To Beautify the Community***

The extent to which a community is seen by its residents as being visually pleasing is directly related to the potential for creating community identity, spirit and culture. Therefore, to make a community more beautiful is a worthwhile social objective worthy of City support if necessary.

### ***To Support Family Oriented Leisure Opportunities***

The family unit is an integral building block of community growth. Opportunities should be provided for families to pursue leisure as a family unit.

### ***To Integrate Generations and Sub Groups Within Our Community***

Community growth can be fostered through increased contact between people of varying age groups within the community. The more contact and interchange between seniors and younger adults and children, the greater the potential for community growth. Therefore, in the provision of leisure services, attempts should be made to provide such contact and interchange between seniors and younger residents with a view toward transmitting cultural heritage across the generations.

Community growth can further be fostered through an integrative mixing of various ethnic groups so that each better understands and appreciates the difference and strengths of the other. Multicultural recreation and cultural services can be used as a vehicle in making the community more cohesive.

Community growth can also be fostered by integrating various groups of people with special needs into mainstream programming. Whether individuals have physical, emotional or mental special needs, recreation can be used as an integrative force.

## **Goal: Individual Growth and Wellness**

### ***To Foster and Promote Fitness and Overall Well Being***

Fitness, in this context, is used broadly as a synonym for wellness, and refers to mental and emotional, as well as physical fitness. The fitness level of every resident of the community should be increased at least to a pre-determined minimum level with opportunities available for progress beyond this point.

### ***To Foster and Promote Pre-School Leisure Opportunities***

An opportunity should exist for every pre-school aged child to participate with other children in a variety of leisure experiences, in order to:

- Expose the child to social settings
- Foster gross motor development



- Provide a generally happy and satisfying atmosphere where growth can occur
- Teach basic safety skills and attitudes
- Celebrate their natural creative tendencies

#### ***To Foster and Promote Basic Leisure Skill Development in Leisure Pursuits for School Aged Children***

A wide variety of leisure pursuits in such areas as sport, performing arts, visual arts, outdoor nature oriented skills, and hobbies, should be identified, and basic skill level instruction in each should be provided for school aged children in order to:

- Provide exposure to skills which may form the basis for enjoying lifetime leisure activities
- Contribute to gross motor and fine motor physical development
- Provide social settings in which social, moral and emotional growth can be fostered
- Provide the basis for leisure education (i.e. the teachings of the benefits of and wise use of leisure time).
- Other agencies (e.g. the school system) may provide skill instruction in some areas, with the City filling the gaps.

#### ***To Foster and Promote Advanced Leisure Skill Development in Leisure Pursuits for School Aged Children***

Opportunities should be provided for those children who wish to further develop their interest and skills in a wide variety of leisure pursuits beyond the basic level.

#### ***To Foster and Promote Social and Leadership Opportunities for Teens***

The maturing from youth to adult that occurs during teenage years is often a critical time in the life of an individual. It is also a time which individual difficulties may result in social problems. Hence, opportunities should be provided for teens to:

- Learn about themselves and how they will react to various social settings and pressures
- Develop positive social/emotional/moral skills, principles and convictions
- Develop positive leisure lifestyle patterns which will remain with them through adulthood.

#### ***To Foster and Promote Basic Leisure Skills in Leisure Pursuits for Adults***

Opportunities should be provided in a wide range of leisure endeavours and hobbies for adults who wish to be exposed to such endeavours and learn some basic skills in each.

#### ***To Foster and Promote Advanced Leisure Skills in Leisure Pursuits for Adults***

Opportunities should be provided for those adults who wish to further develop their interests or abilities in a wide variety of leisure pursuits.

#### ***To Foster and Promote Leisure Opportunities for Seniors***

Opportunities should be provided for senior citizens to participate in the leisure activities of their choice in order to:

- Maintain overall fitness levels
- Maintain social contacts and continue to be involved in social environments

- Provide a continuing sense of worth and meaning of life through continuing personal growth

#### ***To Interpret the Environment***

Opportunities should be provided for every local resident to learn about, understand, relate to and experience all aspects of his/her environment.

#### ***To Create Opportunities for Reflection and Escape from Daily Pressures***

Often growth can occur through escape, reflection, contact with nature and relaxation in a serene natural environment. Because of this, opportunities should be provided for residents to experience nature.

#### ***To Educate Individuals about the Wise Use of Leisure Time***

All residents should be generally educated as to the best use of leisure time and the benefits (e.g. growth and fulfillment) that accrue.

#### ***To Communicate about all Leisure Opportunities Available in the City***

The city should ensure that all local citizens are aware of all leisure opportunities that are available to them and how to gain access to each opportunity. Without this, the City could be good at everything above, and yet still fail due to lack of awareness.

In order to achieve the above, the City will provide leadership and coordination where necessary. It may also provide services directly where no other agency is able or willing to provide the service and the need is great. The City will also monitor the infrastructure necessary for success in achieving the above objectives. For example, an effective communication system is necessary so that all citizens are aware of the leisure opportunities that are available in Corner Brook and how to get access to them. Therefore, the City might provide leadership and coordination in creating such a system.

### **Additional Council Workshop Results**

In addition to adopting the Decision Making Framework, the Council Workshop participants considered potential priorities for action. When the participants were asked which of the 21 Service Objectives needed the most improvement and where the greatest investments were needed, the following six emerged as having the highest priority in order:

1. Communicate about Leisure Opportunities
2. Social and Leadership Opportunities for Teens (tie with 3 below)
3. Fitness and Overall Wellbeing
4. Beautify the Community
5. Opportunities for Family Units (tied with 6 below)
6. Support for Local Groups and Volunteers

The Council Workshop participants also provided input on some of the key issues and priorities they saw related to the Leisure and Recreation Master Plan. These were:

- Need to have a clear understanding of the user levels and trends
- What are the overall trends affecting parks and recreation
- What is happening with our demographics; how will these affect needs
- Important to think long range; don't need to be reactive
- Make sure that those without a voice are included
- Use criteria (service objectives) to weigh needs
- Make sure we maintain what is built
- Have a rationale for fees and charges
- Ensure affordability for families
- Examine opportunities for better use of the Annex
- What are the "pearls" in our community
- Need to look at regional buy-in and support; currently is unfair
- Look at how to make Corner Brook thrive
- What are the best practices we can learn from
- Communication is a real need; hard for newcomers to learn about services and tourist opportunities
- Need to be accessible and inclusive of persons with a disability and economically disadvantaged
- Can larger sports be more self-determinant: e.g. a sport alliance
- Role of Recreation Commission needs to be clarified
- After school programs, pre-school and child care at facilities need to be strengthened.

### **Guidelines for Implementing the Decision Making Framework**

In order to effectively achieve the outcomes identified in the decision making framework, the City will need to provide leadership and coordination where necessary. It may also provide services directly where no other agency is able or willing to provide the service and the need is great. The following six guidelines constitute overarching considerations that will influence how the decision-making framework will be implemented.

1. The City should become involved in the delivery of leisure services only if and to the extent that a "public good" (i.e. as measured by the twenty-one Service Objectives and the two Goals above) can be demonstrated. In the process of becoming involved, the City should work with and through community groups and the private sector wherever possible.
2. Services should be provided to people at all levels of ability from the most talented participants to people with special needs. However, cost benefit considerations may dictate providing more assistance to the larger numbers of people who are at basic skill levels and below.
3. All other things being equal, the City should put more emphasis on the variety of leisure services rather than the quantity of leisure services when increasing or reducing service levels.

4. All other things being equal, the City should put more emphasis on quality of service than on quantity of service when increasing or reducing service levels.
5. All other things being equal, the City should facilitate and support others to provide the services rather than providing the services directly.
6. The City should attempt to reduce or remove any barriers to public participation in leisure services including financial barriers.
7. The Decision Making Framework does not determine how much money a municipal council allocates to the delivery of public leisure services. Instead, it provides a framework within which to make decisions no matter what level of service is supported by Council. The ultimate objective is to make the most effective use of limited available resources by providing services in a rational, consistent, equitable manner that can be clearly justified and defended to all local residents.

## **APPENDIX B**

Trends and Best Practices in Leisure Services

# Trends and Best Practices in Leisure Services

This section provides a synopsis of trends and best practices related to leisure and recreation. The full description of the trends and best practise areas is found in Appendix B.

## 1. Trends

There are a number of trends that are affecting leisure lifestyles, and parks, recreation and cultural services across Canada and in Corner Brook. Trends are observable patterns of change, some obvious and others more subtle, in areas as diverse as demographics, consumer preferences, economics, organizations and the environment. In this section, the trends are grouped under the following five categories:

1. Demographic
2. Behavioural
3. Organizational and Workplace
4. Infrastructure
5. Environmental

### 1.1 Demographic Trends

***Population Cohorts – the “Boomers” and “Busters”:*** Canada’s population has seen a number of shifts since World War II, including the massive Baby Boom generation born between 1947 and 1966, a more recent reduction in birth rates that has led to fewer school aged children, and the overall trend toward an aging population. Many of these shifts have been witnessed in Corner Brook. The Baby Boomers make up over one-third of the Canadian population and are between age 44 and 63 now. At the height of the Boom in 1959, there were 479,000 births in Canada; that was approximately 135,000 more births than annually occur now. As a whole, Baby Boomers are more affluent, tend to be more active than preceding generations, and think of themselves as younger than their parents at the same age.

Another key cohort is the youngest. The “Millennium Busters” were born between 1996 and 2010 and will be 14 and under this year. The number of births in Canada hit a 55 year low in 2000 and is now growing very slowly. The 2005 birth rate of 1.54 children is less than half the 3.6 rate in 1947. The decline in the number of children, leading to declining elementary and middle school populations, has led to school closures and consolidations across Canada, including Newfoundland and Labrador. Future school closures are also currently under review in Corner Brook.

***An Aging Population:*** The most significant shift in the Canadian population as a whole is that it is aging. Every five years, the median age of the Canadian population increases by approximately two years. Between 2001 and 2006 the median age of Canadians went from 37.6 to 39.5. NFLD aged faster, going

from 38.4 to 41.7. In Corner Brook, the increase was 2.3 years, moving from 41.3 to 43.6. Another indicator of the aging population is the growing proportion of adults aged 65+. As shown in Table 2, the proportion of this cohort grew from 12.3% to 13.9% in the province between 2001 and 2006 and from 15.2% to 17.6% in Corner Brook over the same period. The proportion for Canada in 2006 was 13.7%. Because the “average” Boomer is still only between 48 and 58, the 65+ population won’t really peak until 2026 at 20%, and then grow more slowly to 23% by 2041.

***The Changing Family:*** In Canada, the mix of family types shifted between 2001 and 2006. Within overall population growth, the number of married-couple families grew by only 3.5%, lone-parent families went up by 7.8%, while common-law-couple families shot up by 18.9%. These trends were also seen in Corner Brook where lone-parent families grew by 20.7% (965 to 1,165) and common law couples grew by 32.3% (480 to 635). Other Canadian trends were an increase of one-person households, and more young adults living with their parents. In 2006, 43.5% of young people aged 20-29 still lived at home, in contrast to 41.1% in 2001 and 32.1% in 1986.

***Increasing Diversity:*** Communities, especially large urban centres, have become increasingly ethnically diverse across most of Canada. In 2006, Corner Brook had 190 persons from a visible minority, a growth of 50 persons since 2001. To put this in context, visible minorities made up only 1% of the population in Corner Brook and the province. In comparison, Canada’s most diverse city of Richmond BC has 65.1% residents who identify themselves as visible minorities.

***Personal Economics - Growing Gap between Haves and Have-Nots:*** There has been a general shift in North America to a growing gap between the haves and the have-nots from a personal economic perspective. In both Canada and the US, the gap is age related in that more than half the wealth of North Americans is now owned by people over 50. Young families with children are now twice as likely to live in poverty as defined by the Low Income Cut-off (LICO). The median family income in Corner Brook grew to \$53,433 in 2006 from \$45,585 in 2001 as the local and provincial economy improved. Lone-parent families, however, had a median income of \$26,882, and made up 18.7% of the families in the city.

## 1.2 Behavioural Trends

***Toward Informal and Individual Activities:*** There has been a clear shift from formal and organized activities to more individualized and informal. People are increasingly choosing activities that can be done individually or in small groups, at a time of the individual’s choosing, and often near or at the individual’s home. There is an increased interest in outdoor activities. New trail development consistently ranks at or near the top of public surveys in terms of preferred new facilities. Young families are also looking for inexpensive, informal activities that can be enjoyed as a family unit.

***Changing Preferences and Expectations:*** Another clear trend is the shift toward the experiential aspect of activities. People are seeking personal growth and meaning in the activities they choose. People not only

have high expectations for achieving personal benefits, but also that there will be a high quality of service in terms of quality of instruction, customer service, and facility cleanliness and appearance. As the Baby Boomers age, they will be more active and will likely stay in mainstream facilities rather than join designated seniors' centres.

***Time Segmentation:*** Many people feel rushed, and that their discretionary time is available in smaller chunks. This is reflected not only in the shift to more individual activities, but also to shorter periods of activity that involve "time deepening" where people multi-task during both work and leisure activities, (e.g. reading a report while on a treadmill).

***Volunteerism:*** Canada lost a million volunteers between 1997 and 2000, going from 7.5 to 6.5 million (Stats Canada). The greatest drop-off in volunteerism was found for the 35-49 age group; these individuals are perhaps most affected by time segmentation and having to juggle work and family obligations with leisure and volunteerism. Because of time pressures, individuals will more likely be willing to volunteer for shorter term projects and tasks, as opposed to long-term commitments. This trend is called "episodic volunteering". A number of Corner Brook organizations identified volunteer recruitment and retention as an issue.

***Wellness and Chronic Disease:*** People are increasingly aware of the health benefits of activity and nutrition. This interest in personal wellness is reflected in the proportion of Canadian adults who are at least moderately active. Canadian adults, however, are becoming heavier. Based on 2010 Canadian Health Measures Survey, 24% of age 20-70 adults are obese, along with another 37% who are overweight.

***Children and Youth Inactivity:*** Inactivity levels for children and youth are considered to be a greater problem. The 2010 Canadian Health Measures Survey showed that children and youth of 2009 are less fit, weaker and less flexible than those of 1981. Obesity rates tripled for children and youth during the same time period from 3 to 9% and combined overweight/obesity levels went from 14 to 29%. Canadian children are averaging 5-6 hours of screen time on weekdays and 6-7.5 hours on weekend days, and less time playing outside.

***Growing Leisure Activities:*** Activities that have grown in popularity and will likely continue to grow include:

- Walking and Cycling
- Home Landscaping and Gardening.
- Cultural
- Outdoor Activities and Environmental Learning
- Cultural Learning and Ecotourism
- Parental demands for Youth Physical Activity and Healthy Living
- Rehabilitation and Chronic Disease Management.



### 1.3 Organizational and Workplace Trends

**Leadership Shifts and Gaps:** The early Baby Boomers who have led parks and recreation organizations are soon going to retire. There are a number of capable people to replace them at the senior levels, but there appears to be a gap at the entry level with fewer younger people being attracted to the field or having had a chance to advance. There are also issues with attracting program, instructional and technical staff in areas as diverse as aquatics and arena plant maintenance. This is especially evident in smaller and mid-size communities.

**Partnering:** Parks and recreation has always functioned within a mixed delivery system model and has worked closely with other voluntary sport, culture and recreation organizations in the delivery of services. The most significant shift is the extension of these partnerships beyond the voluntary sector. Newer partners include the health system, social services, justice, education, the corporate sector, and community service agencies.

**Alternative Delivery Systems:** Municipal parks and recreation structures and delivery systems have changed and more alternative methods of delivering services are evident. There is more contracting out of certain services, and more cooperative agreements with non-profit groups and other public institutions.

**Expanding Service Demands:** Throughout Newfoundland and Labrador, local parks, recreation and culture departments are increasingly asked to be an integral part of addressing a myriad of social issues, responding to homelessness, drug use by youth and young adults, child care needs, and other issues traditionally responded to by provincially sponsored programs.

**Accountability:** Another clear shift is that political decision makers and volunteer boards are increasingly demanding that their departments measure and demonstrate their impact on the community.

**Technology:** Parks and recreation has increasingly embraced greater use of technologies. This includes bar-coded entry systems for pass holders, computer and web-based program registration systems, user tracking systems, and enhanced mapping capacities.

**Broad Workplace Shifts:** A large proportion of new jobs in the Canadian economy are self-employed or part-time, and a number of full-time jobs have more become more flexible in time patterns. This has contributed to an increase in weekday use of recreation facilities and open spaces, especially drop-in casual use.

## 1.4 Infrastructure Trends

***Aging Infrastructure:*** Many of Canada's recreation facilities are aging and this is evident in many of Corner Brook's facilities. Many older facilities are deteriorating more rapidly than necessary because of limited preventative maintenance programs. These facilities now have envelope, code, mechanical, and slab problems.

***Historical Facility Shifts:*** A large number of community recreation facilities were built across Canada at the time of the 1967 Centennial. Many of those facilities were stand alone arenas and curling rinks that catered to children and youth. They are not only aging, but suffer from functional obsolescence – and no longer address current needs. The second wave of recreation facility construction in the 1980's saw a shift to multi-purpose, multi-generational facilities that combined a number of uses.

***Senior and Youth Oriented Facilities:*** A more recent shift has been a trend to including both senior and youth related spaces within multi-generational facilities rather than as stand-alone buildings. Individuals now entering their 60s are more likely to remain within mainstream facilities than to join designated seniors centres. It is becoming more common to add older adult oriented social and program spaces within a multi-purpose complex, and to balance these with existing stand-alone senior's centers. In terms of youth facilities, small stand-alone facilities have proven to be less successful than those that are part of a larger facility with gymnasium, fitness and other program spaces.

***Expanded Facility Roles:*** Community leisure facilities are taking on a greater role in attracting tourism and in economic development. In particular, games and tournaments, cultural events, and heritage and agricultural activities are regarded as a means for economic growth and development.. A growing trend will be the inclusion of partners from other fields in combined facilities. This may include public health units, libraries, education and social services.

## 1.5 Environmental Trends

***Growing Sense of Stewardship:*** The environment has remained high on the agenda of individual Canadians. On a personal level, 88% of Canadians recycle or compost. Parks and recreation departments will be challenged on their stewardship practices, and will need to have sound urban forest management and Integrated Pest Management (IPM) policies and practises in place.

***Interest in the Environment:*** There is heightened interest in environmental activities and learning, including an interest in learning about local flora and fauna. There is a growing trend towards shorter-term, but more intensive environmental experiences such as wilderness hiking. People are also investing more in their individual environments as gardening and home landscaping grow in popularity.

**Climate Change:** While there is not common agreement on the causes, there is agreement that global warming is occurring. In the 20<sup>th</sup> century, the average global temperature rose 1 degree Fahrenheit; the expected increase in the 21<sup>st</sup> century is 5-8 degrees F. A rise of this magnitude will impact snow levels and glacial melting, sea levels and eco systems. The only safe prediction appears to be that weather will become more unpredictable.

## 2. Best Practices in Leisure Services

As with the trends, the full description of best practices is found in Appendix B. The best practices are grouped into the following three categories:

1. Indoor Recreation Facilities
2. Outdoor Facilities, Parks and Trails
3. Operations, Programs and Services

### 2.1 Best Practices for Indoor Recreation Facilities

**A. Planning and Design:** As new indoor recreation facilities have been designed and aging facilities have undergone major renovations, a number of general best practices have emerged related to design and planning.

- ***Involvement in the Design Process:*** The client department can not be passive in the design process and needs to fully participate in all stages, especially during program development. Finding an architect who is skilled in working with the client is also critical. After the project scope and spaces have been identified, the program and maintenance staff need to provide detailed information on each space to the architectural team. This is the step that is often not done thoroughly, resulting in poor space function and/or costly change orders.
- ***Business Planning:*** Most communities prepare business plans once the basic scope for the facility project has been identified, and early enough to influence the final design. The business plan identifies potential program uses, projected revenues and expenditures, staffing, and potential enterprise partners (such as rehabilitation and food services). open the facility.
- ***Entry, Control and Circulation:*** The client also needs to be fully involved in how the spaces work together and contribute to the user experience.
  - **Building Entry:** Entries should ideally be large enough to be programmable, have high ceilings and natural light, and offer easy visibility to the program administration desk and the control-point, so that the user can easily identify where to go.
  - **The Control Point:** All paid admission spaces (pool, wt. room, etc) and the change rooms need to be grouped so they are located behind the control-point.

- Other Program Spaces: Gymnasiums and other program spaces should be directly accessible without going through the control-point and the change rooms, with quiet program spaces also grouped together.
- **Products and Surfaces**: Selecting the right products and surfaces is important to how a facility ages. New stamped concrete products can be used for exterior and interior entrance areas at less cost. Carpets should be avoided in entry areas, and all corridors; tile and other hardened surfaces are superior, last longer, and are easier to maintain. Hardened wall panels should be used in high impact zones such as corridors and on at least the first 16 ft of gymnasium walls.
- **Energy Efficiency**: There are a number of new and emerging best practices in ensuring that new facilities are designed and constructed to reduce energy and resource consumption. Many of these same practices apply to the retrofit of existing facilities. While LEED (Leadership in Energy and Environmental Design) certification has been used as a benchmark, many communities have ensured that green building design standards are built into all significant capital projects, even if certification is not sought.
  - Energy Saving Options: Some facilities have used geothermal energy in combination with other systems to save energy costs. New building envelopes can be designed for energy efficiency and the use of solar systems has expanded as an alternative source of energy for both new and retrofitted facilities. Movement sensors to turn lights off in smaller spaces that are vacant will save energy. Most new buildings have improved central digital control systems that save energy and monitor systems. For existing buildings, an energy audit is a key starting point to identify opportunities and options for savings.
  - Water Use: While water conservation issues vary between communities, leisure facilities should follow best practices. Parking lots and landscape areas should be designed to reduce water use and run-off with water infiltration systems. Low flush toilets and faucet/shower cut-off valves have become standard practice.

**B. Indoor Facility Types**: In addition to general design and planning practices, a number of best practices have emerged for the design of specific types of recreation facilities. In the general shift from single purpose, stand-alone facilities to multi-purpose complexes, the four facility types described in this section are commonly found together in the same facility, along with ice surfaces, pre-school rooms, multi-purpose program and meeting spaces, and others.

- **Aquatic Spaces**: Free-form leisure pools and rectangular lap pools work best in combination within the same space, and should not be stand-alone. The flexibility of uses will complement each other and keep user levels higher.
  - Leisure Pools: Leisure or free-form pools should strive for a clean, open look that uses play elements (spray features, etc) to add colour and excitement. They should have a beach entry and a separate tots pool and swirl pool. Another common feature of leisure pools is a circular rapids channel or "lazy river" that serves as both a play element and for rehabilitation programs. Waterslides are a common element, but should be at least 30' high to retain their appeal; they should also empty into a separate deceleration chute rather than the pool itself.

- Rectangular Pools: The standard 25 metre pool allows a variety of activities including competitive aquatics, lap swimming, swim lessons and water fitness. An alternative length is 37m with a bulkhead to allow diving in one area and a larger shallow 25m area for other activities to occur at the same time.
- General Design Features: Immediate storage off the pool deck is critical for immediate access of play equipment (floating mats, toys, etc.). Tiles should be used as the basic pool and deck flooring. The use of saline and electrolytic ionization water purification systems are been used more commonly.
- ***Fitness Areas and Gymnasiums***: The major shift in fitness rooms and gymnasiums is to increase their size and flexibility of use.
  - Fitness/Weight Rooms: Larger fitness/weight rooms create greater impact and net revenues and should be in the 5,000 to 10,000 sq ft range. An absolute minimum size is 3,500 sq ft. Exterior windows can be used to expose portions of the wt. room (cardio) so it can be seen from outside the facility, while interior windows can allow fitness users to look out into activity areas like the pool.
  - Gymnasiums: Gymnasiums have proved popular in recreation centres and are well used, even in communities with good access to school facilities. Double or triple gyms create greater flexibility and program options. Indoor tracks have been included in a number of recent projects, either on the perimeter of large spaces such as gymnasium as a balcony, or as a widened (but separated) corridor. Sprung wood floors are still the most popular gymnasium flooring, but some new synthetics (of the proper thickness) have also been used successfully.
- ***Halls and Large Multi-purpose Rooms***: When a large room is to be used for multiple purposes and programs such as social events, craft fairs, and meetings, the design elements need to be modified somewhat from gymnasiums where the primary use is indoor sport activity.
  - Synthetic flooring has proven to be the most durable surface for these spaces. It needs, however, to be thick enough to allow sport use as well.
  - Unless the hall is going to be used for extensive formal performances, do not add a permanent stage. They are space consuming and receive little use except if intended as a cultural performance space. Temporary low-level risers are preferable for nearly all other uses and create greater flexibility at social events, weddings, public meetings, etc.
  - Full service kitchens are now seldom included in newer facilities based on their low level of use in existing facilities. Typically, warming kitchens based on caterers' needs are sufficient.
  - If the design allows, a larger central storage area that opens into two or more spaces is ideal for table and chair storage racks.
- ***Youth and Seniors Spaces***: At one time, youth centres and seniors' centres were built as stand-alone facilities. The trend now, especially for youth facilities, is to integrate them into multi-generational, multi-purpose facilities. Youth spaces can be grouped close to other relatively noisy areas (gymnasium, pre-school, fitness, etc.). Senior's rooms should be grouped with adult oriented

multi-purpose and art spaces, and ideally be adjacent to a large multi-purpose room suitable for carpet bowling, fitness and other activities.

## 2.2 Best Practices for Outdoor Facilities, Parks and Trails

**A. Open Space Provision and Planning:** Corner Brook has an extensive open space system with parks, trails and a new bikeway system. There are number of best practices related to the planning and provision of outdoor facilities, parks and trails.

- ***Comprehensive Open Space Planning:*** Communities need a comprehensive open space plan that is updated on a regular basis. This includes open space standards, an updated inventory and analysis of gaps, and future priorities for acquisition and development.
- ***Greenways and Bikeway Planning:*** An overall greenways (or pathways) plan is also needed in communities. A bikeways plan is a key element within this plan and includes on-street bike lane systems as well as separated bikeways.

**B. Types of Open Spaces:** There are a number of best practices in the provision of certain types of open spaces.

- ***Youth Parks:*** The more successful youth parks include a number of activity options and blend skateboard parks with outdoor courts, social seating areas, and roller-blade pathways.
- ***Artificial Turf Sport Fields:*** The new generation of artificial turf fields provide a safe consistent surface that provides at least a 4-1 ration of game uses over a conventional field. As with all fields, the quality of the sub-base is critical. Because of a limited lifespan (10-12 years), a turf replacement reserve fund should be considered for the turf surface.
- ***Informal Use Areas:*** Many municipalities have created larger flat turf areas within parks for informal group play including flag football, ultimate Frisbee, and other activities.
- ***Water Use:*** While not a significant issue in Corner Brook, many municipalities have reduced water consumption in parks through drip irrigation, automated irrigation systems that reflect current weather conditions, surface treatments that reduce runoff, and using drought resistant plant materials in appropriate settings.
- ***Security and Safety in Parks:*** Public open spaces have seen a small number of high profile incidents that may cause safety and security concerns for some users. Other parks have seen cycles of rowdy behaviour and damage that have been disruptive to neighbourhoods. Vandalism, metal theft, and graffiti levels have also risen in some communities. A number of best practices have been developed to address these incidents and concerns.
  - **Graffiti and Vandalism:** Graffiti and vandalism have also increased significantly in parks and recreation settings, including “binge tagging”. The best practice in many communities is to paint out graffiti as soon as possible. Tags are photographed so that future identification of individuals is possible. The same principles apply to vandalism, where repairs are done as quickly as possible, and problem sites are monitored with the support of police departments.

- Rowdy Behaviour: Many communities have seen rowdy behaviour in parks during the summer and around spring graduation. Groups of young people are connected by cell-phones and are difficult to catch. Again, proactive work between the schools, police and parks staff can best address these issues.
- **Dog Parks**: Most communities place restrictions on dogs in public parks and on trails. These range from requiring the dogs to be on leash or, at a minimum, under the close control of the owner so that they don't impact on other users. A number of communities have also created specific dog off-leash areas where owners can allow their pets to play off-leash, but still under the relative control of the owner. These designated areas are fenced (low) or located in an out of the way area, and have gates that can easily be opened, and have waste bag dispensers and collector bins.

## 2.3 Best Practices in Operations, Programs and Services

**A. Service Delivery and Organizational Models:** There are various models employed by communities to deliver leisure services. Many of these models are not mutually exclusive and are used in combination within a mixed delivery model. These models include:

- **Functional Models**: The most common organizational models are based on key functions. Larger departments are often divided into major functional divisions such as: parks operations and planning, recreation and community services, cultural services, administration and marketing, and facility maintenance services. Smaller or medium size departments will have fewer divisional splits, but will still have two: recreational/cultural services, and parks operations, with both supported by centralized administrative services.
- **Spatial or Geographic Systems**: From a planning and provision perspective, communities will often base service provision on three levels of geography: city-wide, community, and neighbourhood. Neighbourhoods are smaller identifiable areas with anywhere between 2,000 and 8,000 population served by an elementary school. Communities (or zones) are combinations of 4-6 neighbourhoods, generally served by a secondary school. The spatial distribution of recreation facilities is generally done at the city-wide (for major facilities) and the community level. Indoor facilities are generally not provided at the neighbourhood level unless it is isolated or has special demands, but smaller neighbourhood parks are nearly always provided.

**B. Program Provision and Service Partnerships:** While the most common delivery models are for municipalities to be a prime program provider along with not-for profit and private organizations, the delivery of services is becoming increasingly mixed.

- **Direct or Indirect Program Delivery**: In most communities, recreation program planning is carried out directly by municipal staff, who then hire leaders/instructional staff and use seasonal "leisure guide" publications to advertise these opportunities. Municipalities, however, generally take care not to duplicate program services areas where there is already adequate and accessible program provision by other sectors. Many communities also use partnerships to deliver certain programs, including both non-profits and commercial providers.

- **Community Development Approaches:** Working within a community development approach is a broad concept that involves developing processes for community input and involvement into decisions that support healthy individuals and communities. A best practice approach includes the development of a community development strategy, staff training and development, and the inclusion of community development outcomes in departmental and individual work plans.

**C. Partnering on Facility Operations and Construction:** The most common operating model is still to have municipal governments build and then directly operate major public recreation facilities. In other cases, municipalities have used different operational models. One example is where certain facilities are managed by community non-profits, but with the support and advice of municipal staff. In other cases, municipalities have contracted the operation of facilities to private operators based on an annual fee. The Pepsi Centre is an example of this model. There have also been a number of cases where the YMCA has partnered with municipalities to build and operate community facilities with guarantees of public access. It has also become increasingly common to include public-private partnerships with rehabilitation and food service providers. Another example of public/public partnerships are community-school models where municipalities have built a community space hub in local schools.

**D. Fees and Charges Rates and Policies:** Fees and charges are based on a number of factors. The starting point is the Rationale and Decision Making Framework (see Section 3) agreed to by the municipal council. That framework serves as the basis for developing a formal fees and charges policy.

- **Fees and Charges Areas:** Municipalities generally have three categories of fees for recreation and parks services. These are:
  - Pre-registered Programs: A fee is assigned for each program service and is collected through the registration process. The most common best practise is to add up all the direct costs of the program (instructor wages, materials, equipment and space rentals, etc.) and then divide that number by 75% of the expected or maximum enrolment.
  - General Admission: These refer to the public admission fees for entry into public swims, skates, and drop-in fitness facilities and programs. These fees almost always vary by age group. If the adult fee is set at 100%, the fees for pre-schoolers are free, children 5-12 pay 50%, youth (age 13-18 or with a student card pay 75% and seniors (60+) also pay 75%. There are also family rates (double the adult rate but for up to 5 people), and reduced rates for regular users through multiple use passes based on a time period or number of tickets.
  - Facility Rentals and Special Fees: These are applied when groups rent a facility space for their use such as a room, ice surface, or swim lanes. Rental fees are nearly always charged on an hourly basis. There are also special fees for costs such as lights at sport-fields or filming charges at facilities and parks.
- **The Concept of Subsidy:** Municipalities reflect their stated philosophies within fees and charges policies through the differential rates they charge for various ages and types of user groups.
  - In terms of program fees, they will often charge less than cost recovery for programs targeted at children and families in low income areas. Examples of this are before and



after-school programs in neighbourhoods of the greatest need. For admission rates, the reduced fees for children (50%) reflect the benefits of children being active and engaged in developmental opportunities and skill learning. They also reflect the fact that children are reliant on parental resources for their leisure. Reduced rates for students and seniors also reflect their fiscal capacities. Of special note are family rates that not only involve the family unit in recreation, but also make it more affordable.

- For facility rental fees, the rates charged vary with the user, with 4-5 user group types generally identified in the policy. Community non-profit organizations, for example, pay less than private and commercial organizations, and child and minor sport groups pay less than adults sport groups. Rental fees also vary by time of day (prime and non-prime) and by whether admission is charged. In all cases, the intent is to support the socially worthwhile goals and objectives the municipality has identified.
- ***The Importance of a Formal Fees and Charges Policy:*** Having a formal fees and charges policy provides a basic rationale for how fees and charges will be set based on various age groups, types of users, program fees recovery, and service types. The philosophical basis is often set on the level of public benefit vs. personal benefit derived from various services.

**E. Inclusion and Accessibility:** As a public entity, municipal parks and recreation departments want to ensure that its facilities and services are accessible and inclusive of all residents. This includes residents who are economically disadvantaged, and those with a disability

- ***The Economically Disadvantaged:*** Municipalities have attempted to ensure that their programs and services are available to all citizens, including those who are economically challenged. Some best practices include:
  - Formal Leisure Access Programs: These refer to programs for low income individuals and families that are either referred by social service agencies or apply in a confidential and private setting – often using family income (LICO or Low Income Cut-Off) as the basis. Leisure access programs generally apply to program fees and general admission rates.
  - Sponsored or Low-Cost Swims or Skates: Some communities get corporate sponsors to fund special free swims or skates available to all people in the community. Some communities also provide “loonie” or “toonie” public swims or skates at specific times during the week.
  - Focussed Programs and Communications: The CRPA has developed program resources within its *Everybody gets to play* initiative that focus on reaching low income children and families. A number of municipalities have made this area a priority, and have partnered with school districts to provide before and after-school recreation programs in low income area schools.
- ***Persons with a Disability:*** During the stakeholder interviews, a number of individuals spoke of the need for better access to recreation facilities and better services for persons with a disability.
  - Facility Access and Use: The best practise is to involve persons with a disability in the facility design process and to go beyond the building code for both new buildings and

renovations to existing structures. From an access perspective, entry doors should be automated to provide easy access, and should either open to the side or away from the individual. A common practice in new facilities is to provide family change-rooms in addition to male and female rooms. Some of these should be designed for persons with a disability and their caregiver. The design of activity spaces and equipment selection can make a significant difference to use by persons with a disability. Fitness equipment that can be adjusted for people using a wheelchair, and pools with lifts ramped water entry can enhance use by all individuals.

- Program Development: A number of communities provide supports to integrate persons with a disability into programs. This approach generally involves basic skill development, facility orientations, and the training of volunteers as leisure buddies to support ongoing participation.


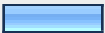

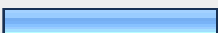
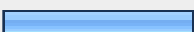
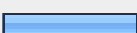


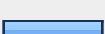
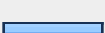


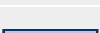
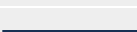






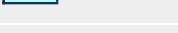
**F. Marketing and Communications:** In the stakeholder interviews and the public survey, an area of major concern to residents and groups was the lack of information about what is available in Corner Brook.




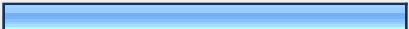
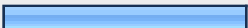
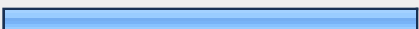
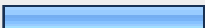



- ***Leisure Guides***: Other communities use a variety of approaches to communicate with the public and to market their services. This includes three or four seasonal “leisure guides”, and other promotional materials for individual facilities and events. Leisure guides are also commonly used to make people aware of the benefits of being active and where the parks and trails are in the community
- ***Comprehensive Marketing Plans***: Promotional and communication efforts are usually identified within an overall marketing plan. A comprehensive marketing plan will outline target audiences and the other elements of the marketing mix.

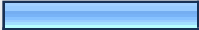
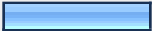

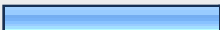

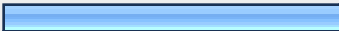








## **APPENDIX C**

Results of Public Survey

# Corner Brook Leisure & Recreation Master Plan: Public E-Survey

1. What types of physical activity or exercise do you participate in on a regular basis (once a week or more depending on season)? (Select all that apply)			
		Response Percent	Response Count
Baseball/Softball		11.7%	32
Basketball		15.0%	41
Volleyball		6.6%	18
Biking/Cycling		32.8%	90
Downhill skiing		28.8%	79
Cross-country skiing		20.1%	55
Dance classes		4.4%	12
Yoga		13.5%	37
Fitness classes		15.0%	41
Ice hockey		15.0%	41
In-line skating		2.2%	6
Martial arts		3.6%	10
Recreational ice skating		13.9%	38
Skateboarding		20.4%	56
Soccer		19.3%	53
Swimming		31.4%	86
<b>Walking</b>		<b>50.7%</b>	<b>139</b>
Running/Jogging		33.9%	93
Weight and Fitness Training		31.4%	86
Tennis		8.0%	22
Other (please specify)		26.6%	73
		<b>answered question</b>	<b>274</b>

2. Do you participate in the following special events? (select all that apply)			
		Response Percent	Response Count
Concerts (Sounds of Summer, etc)		69.1%	170
Entertainment (Buskers, etc)		48.4%	119
Festivals (East Meets West, etc)		61.0%	150
Canada Day		61.8%	152
Corner Brook Day		37.0%	91
Winter Carnival		63.8%	157
Heritage/Cultural Events (Theatre Newfoundland & Labrador, Theatre By The Bay, etc)		30.5%	75
Singing Groups (Community Choir, etc)		11.8%	29
Museum Programs		6.9%	17
Other (please specify)		8.1%	20
		<b>answered question</b>	<b>246</b>
		<b>skipped question</b>	<b>28</b>

3. Are there any reasons that limit you from becoming involved, or more involved, in recreational activities? (select all that apply)			
		Response Percent	Response Count
Cost or fees		29.7%	66
Didn't know of any programs		22.5%	50
Facilities not accessible to persons with a disability		3.2%	7
Inconvenient times / Hours of operation		32.9%	73
Lack of childcare services		8.6%	19
<b>Lack of facilities</b>		<b>51.8%</b>	<b>115</b>
Lack of time		30.6%	68
Lack of transportation		6.8%	15
Limited space in programs		14.9%	33
Location of facilities		11.3%	25
No children		4.5%	10
Not interested		11.3%	25
Too many children		1.8%	4
Too old		1.8%	4
Other (please specify)			24
		<b><i>answered question</i></b>	<b>222</b>
		<b><i>skipped question</i></b>	<b>52</b>

4. Do you think the City of Corner Brook needs more of the following types of indoor facilities? (choose one answer per row)				
	Yes	No	Unsure	Response Count
Gymnasiums	<b>50.4% (121)</b>	30.8% (74)	18.8% (45)	240
Ice Hockey arenas	13.3% (32)	<b>71.7% (172)</b>	15.0% (36)	240
Multi-purpose facilities	<b>78.3% (188)</b>	12.1% (29)	9.6% (23)	240
Racquetball courts	14.2% (34)	<b>51.3% (123)</b>	34.6% (83)	240
Squash courts	16.7% (40)	<b>52.5% (126)</b>	30.8% (74)	240
Swimming pools	<b>57.5% (138)</b>	32.1% (77)	10.4% (25)	240
Tennis courts	21.7% (52)	<b>53.8% (129)</b>	24.6% (59)	240
Walking/Running tracks	<b>68.8% (165)</b>	23.8% (57)	7.5% (18)	240
Indoor soccer	39.2% (94)	<b>40.4% (97)</b>	20.4% (49)	240
Art & Culture facilities	<b>48.3% (116)</b>	35.8% (86)	15.8% (38)	240
Fitness centres	<b>42.5% (102)</b>	42.1% (101)	15.4% (37)	240
Other (please specify)				66
	<b>answered question</b>			<b>240</b>
	<b>skipped question</b>			<b>34</b>

5. Of the indoor facilities that you think are needed, which one do you think is needed most?		
		Response Count
		240
	<b>answered question</b>	<b>240</b>
	<b>skipped question</b>	<b>34</b>

6. Do you think the City of Corner Brook needs more of the following types of outdoor facilities? (select one answer for each)				
	Yes	No	Unsure	Response Count
Baseball fields	12.5% (29)	<b>65.9% (153)</b>	21.6% (50)	232
Dog Parks	<b>58.6% (136)</b>	31.9% (74)	9.5% (22)	232
Children's playgrounds	<b>51.3% (119)</b>	36.2% (84)	12.5% (29)	232
Neighbourhood parks	<b>70.3% (163)</b>	22.0% (51)	7.8% (18)	232
Parks and open spaces	<b>63.8% (148)</b>	27.2% (63)	9.1% (21)	232
Rugby fields	15.5% (36)	<b>55.6% (129)</b>	28.9% (67)	232
Running tracks	<b>65.1% (151)</b>	24.1% (56)	10.8% (25)	232
Youth parks with skateboard parks	<b>72.0% (167)</b>	16.4% (38)	11.6% (27)	232
Soccer fields	15.5% (36)	<b>67.7% (157)</b>	16.8% (39)	232
Softball fields	8.6% (20)	<b>69.4% (161)</b>	22.0% (51)	232
Swimming pools	<b>57.3% (133)</b>	32.8% (76)	9.9% (23)	232
Walking trails	<b>60.3% (140)</b>	34.5% (80)	5.2% (12)	232
Outdoor skating area	<b>68.1% (158)</b>	23.7% (55)	8.2% (19)	232
Tennis courts	20.3% (47)	<b>59.1% (137)</b>	20.7% (48)	232
Basketball courts	<b>47.8% (111)</b>	33.2% (77)	19.0% (44)	232
Bike paths	<b>75.9% (176)</b>	16.4% (38)	7.8% (18)	232
Other (please specify)				18
	<b>answered question</b>			<b>232</b>
	<b>skipped question</b>			<b>42</b>



7. Of the outdoor facilities that you think are needed, which one do you think is needed most?			
			Response Count
			232
	<b>answered question</b>		<b>232</b>
	<b>skipped question</b>		<b>42</b>

8. Would any of the following services motivate you to use programs and services provided in Corner Brook, or to use them more often?				
	Yes	No	Unsure	Response Count
Broader range of programs and services	<b>70.9% (158)</b>	19.3% (43)	9.9% (22)	223
Child care services	28.7% (64)	<b>57.8% (129)</b>	13.5% (30)	223
Improved quality of facilities	<b>84.3% (188)</b>	12.6% (28)	3.1% (7)	223
Increased quantity of facilities	<b>73.1% (163)</b>	17.0% (38)	9.9% (22)	223
Location of facilities	<b>45.7% (102)</b>	41.3% (92)	13.0% (29)	223
Longer hours of facility operation	<b>66.8% (149)</b>	22.0% (49)	11.2% (25)	223
More advertising / Promotion	<b>62.8% (140)</b>	24.7% (55)	12.6% (28)	223
Reduced user fees	<b>55.6% (124)</b>	31.8% (71)	12.6% (28)	223
Access to transportation	26.0% (58)	<b>61.0% (136)</b>	13.0% (29)	223
Other (please specify)				12
	<b>answered question</b>			<b>223</b>
	<b>skipped question</b>			<b>51</b>

9. Do you think City Council should publish a Guide to all recreation programs and services available in Corner Brook?			
		Response Percent	Response Count
Yes	<div><div></div></div>	92.8%	207
No	<div><div></div></div>	3.1%	7
Unsure	<div><div></div></div>	4.0%	9
answered question			223
skipped question			51


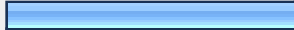



10. Generally, how would you rate parks and recreation programs and services in Corner Brook with regard to the following points?						
	Excellent	Good	Fair	Poor	No Comment	Response Count
Availability of programs	3.3% (7)	24.8% (53)	<b>41.1% (88)</b>	19.2% (41)	11.7% (25)	214
Condition of facilities	2.8% (6)	22.9% (49)	<b>39.3% (84)</b>	26.6% (57)	8.4% (18)	214
Quality of instructors	3.7% (8)	<b>31.8% (68)</b>	29.9% (64)	7.5% (16)	27.1% (58)	214
Helpfulness of staff in general	3.7% (8)	<b>35.5% (76)</b>	30.4% (65)	7.5% (16)	22.9% (49)	214
Overall quality of programs	2.3% (5)	26.2% (56)	<b>43.5% (93)</b>	9.8% (21)	18.2% (39)	214
Program cost	3.3% (7)	28.5% (61)	<b>36.9% (79)</b>	11.7% (25)	19.6% (42)	214
Program promotion	1.9% (4)	9.8% (21)	34.6% (74)	<b>36.9% (79)</b>	16.8% (36)	214
Program times / schedules	2.3% (5)	20.1% (43)	<b>39.7% (85)</b>	16.4% (35)	21.5% (46)	214
Program variety	2.3% (5)	17.8% (38)	<b>37.9% (81)</b>	24.8% (53)	17.3% (37)	214
Registration system	2.3% (5)	19.2% (41)	<b>31.3% (67)</b>	18.2% (39)	29.0% (62)	214
Safety/Security	5.1% (11)	<b>36.0% (77)</b>	26.6% (57)	9.3% (20)	22.9% (49)	214
answered question						214
skipped question						60

11. Do you think the City of Corner Brook needs to make improvements to existing programs for any of the following groups? (select one answer for each)				
	Yes	No	Unsure	Response Count
Seniors	63.1% (135)	14.5% (31)	22.4% (48)	214
Adults	71.5% (153)	16.8% (36)	11.7% (25)	214
Teens	83.2% (178)	6.5% (14)	10.3% (22)	214
Children aged 5 to 12	67.3% (144)	13.6% (29)	19.2% (41)	214
Pre-school children	56.1% (120)	18.7% (40)	25.2% (54)	214
Families	72.4% (155)	12.6% (27)	15.0% (32)	214
Persons with disabilities	68.2% (146)	9.3% (20)	22.4% (48)	214
Persons with low income	70.6% (151)	10.7% (23)	18.7% (40)	214
Other (please specify)				10
	answered question			214
	skipped question			60

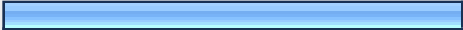
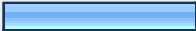
12. Do you think the City of Corner Brook need additional programs for any of the following groups? (select one answer for each)				
	Yes	No	Unsure	Response Count
Seniors	62.4% (131)	16.2% (34)	21.4% (45)	210
Adults	68.6% (144)	17.1% (36)	14.3% (30)	210
Teens	83.3% (175)	5.7% (12)	11.0% (23)	210
Children aged 5 to 12	61.4% (129)	14.8% (31)	23.8% (50)	210
Pre-school children	52.9% (111)	17.6% (37)	29.5% (62)	210
Families	70.5% (148)	11.4% (24)	18.1% (38)	210
Persons with disabilities	61.9% (130)	10.5% (22)	27.6% (58)	210
Persons with low income	65.2% (137)	12.4% (26)	22.4% (47)	210
	answered question			210
	skipped question			64

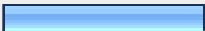
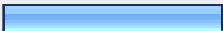
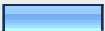
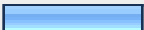
13. Do you think improvements need to be made to the following existing types of programs in Corner Brook?				
	Yes	No	Unsure	Response Count
Arts and Crafts	51.7% (106)	22.0% (45)	26.3% (54)	205
Competitive Level Sports	55.1% (113)	23.9% (49)	21.0% (43)	205
Fitness	75.1% (154)	19.0% (39)	5.9% (12)	205
Outdoor and/or Nature Oriented Activities	83.9% (172)	7.3% (15)	8.8% (18)	205
Performing Arts	47.8% (98)	31.7% (65)	20.5% (42)	205
Recreational Level Sports	76.1% (156)	10.2% (21)	13.7% (28)	205
Special Events	69.8% (143)	13.7% (28)	16.6% (34)	205
General Interest Programs (i.e., cooking, gardening, etc.)	70.7% (145)	14.6% (30)	14.6% (30)	205
	<b><i>answered question</i></b>			<b>205</b>
	<b><i>skipped question</i></b>			<b>69</b>

14. Do you think the City of Corner Brook needs additional programs in any of the following areas?				
	Yes	No	Unsure	Response Count
Arts and Crafts	<b>46.6% (95)</b>	27.0% (55)	26.5% (54)	204
Competitive Level Sports	<b>52.5% (107)</b>	26.5% (54)	21.1% (43)	204
Fitness	<b>71.1% (145)</b>	17.2% (35)	11.8% (24)	204
Outdoor and/or Nature Oriented Activities	<b>78.4% (160)</b>	11.8% (24)	9.8% (20)	204
Performing Arts	<b>46.1% (94)</b>	33.8% (69)	20.1% (41)	204
Recreational Level Sports	<b>70.6% (144)</b>	11.3% (23)	18.1% (37)	204
Special Events	<b>64.7% (132)</b>	14.7% (30)	20.6% (42)	204
General Interest Programs (i.e., cooking, gardening, etc.)	<b>66.7% (136)</b>	17.6% (36)	15.7% (32)	204
	<b>answered question</b>			<b>204</b>
	<b>skipped question</b>			<b>70</b>


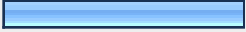
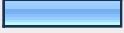




15. Would you say that the public outdoor parks and recreation spaces operated by Corner Brook Recreation and Parks are? (choose one response)			
		Response Percent	Response Count
Very well maintained		5.9%	12
<b>Well maintained</b>		<b>44.1%</b>	<b>90</b>
Not well maintained		27.9%	57
Very poorly maintained		11.3%	23
Neutral / No Opinion		7.4%	15
Unsure		3.4%	7
	<b>answered question</b>		<b>204</b>
	<b>skipped question</b>		<b>70</b>


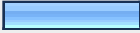




16. Should the City of Corner Brook commit extra funding to any of the following? (select one response per row)				
	Yes	No	Unsure	Response Count
Arts and cultural programs and facilities	40.9% (81)	<b>43.4% (86)</b>	15.7% (31)	198
Indoor gymnasiums	<b>43.9% (87)</b>	39.9% (79)	16.2% (32)	198
Indoor swimming pools	<b>57.1% (113)</b>	32.3% (64)	10.6% (21)	198
Parks and open spaces	<b>68.2% (135)</b>	23.2% (46)	8.6% (17)	198
Sports fields	36.4% (72)	<b>46.5% (92)</b>	17.2% (34)	198
Walking and cycling trails	<b>73.2% (145)</b>	20.2% (40)	6.6% (13)	198
Multi-purpose community facilities	<b>74.7% (148)</b>	18.2% (36)	7.1% (14)	198
Walking/Running tracks	<b>63.1% (125)</b>	28.8% (57)	8.1% (16)	198
Indoor soccer facilities	26.8% (53)	<b>52.5% (104)</b>	20.7% (41)	198
Dog parks	<b>46.5% (92)</b>	39.9% (79)	13.6% (27)	198
Children's playgrounds	<b>56.6% (112)</b>	32.8% (65)	10.6% (21)	198
Youth parks with skateboard parks	<b>70.2% (139)</b>	20.7% (41)	9.1% (18)	198
Outdoor skating area	<b>63.1% (125)</b>	27.8% (55)	9.1% (18)	198
Tennis and basketball courts	39.9% (79)	<b>40.9% (81)</b>	19.2% (38)	198
Other (please specify)				21
	<b>answered question</b>			<b>198</b>
	<b>skipped question</b>			<b>76</b>

17. Would you be willing to pay an increase in your property tax or rent per year in order to help build or operate these facilities and programs?			
		Response Percent	Response Count
Yes		70.6%	139
No		29.4%	58
		<b>answered question</b>	<b>197</b>
		<b>skipped question</b>	<b>77</b>

18. If YES, how much more are you willing to pay?			
		Response Percent	Response Count
\$25		30.5%	43
\$26-50		33.3%	47
\$51-75		14.9%	21
More than \$76		21.3%	30
		<b>answered question</b>	<b>141</b>
		<b>skipped question</b>	<b>133</b>



19. In which age category do you belong?			
		Response Percent	Response Count
18 - 29		31.6%	62
30 - 39		36.7%	72
40 - 49		17.9%	35
50 - 59		9.7%	19
60 - 69		1.5%	3
70 or older		0.5%	1
No Comment		2.0%	4
		<b>answered question</b>	<b>196</b>
		<b>skipped question</b>	<b>78</b>

20. How many dependent children do you have living in your household?			
		Response Percent	Response Count
None		43.5%	84
One		20.7%	40
Two		24.9%	48
Three		9.8%	19
Four		0.5%	1
Five		0.5%	1
More than five		0.0%	0
		<b>answered question</b>	<b>193</b>
		<b>skipped question</b>	<b>81</b>

21. Which of the following categories best describes your annual household income?			
		Response Percent	Response Count
\$24,999 or less	<div><div></div></div>	9.3%	18
\$25,000 - \$49,999	<div><div></div></div>	16.0%	31
\$50,000 - \$64,999	<div><div></div></div>	17.5%	34
\$65,000 or more	<div><div></div></div>	57.2%	111
		<i>answered question</i>	194
		<i>skipped question</i>	80

22. Do you have any additional comments regarding parks and recreations services and facilities in the City of Corner Brook?		
		Response Count
		109
	<i>answered question</i>	109
	<i>skipped question</i>	165

## **APPENDIX D**

Results from Stakeholder Interviews

## STAKEHOLDER INTERVIEWS

More than 100 groups were identified and invited to attend meetings or focus groups. The stakeholder groups represented sports, recreation and leisure organizations and service providers, government and non-government agencies, health organizations, community clubs, youth groups, and arts and culture organizations. A total of 24 organizations participated in the interviews. The representatives of the organizations were not only asked to identify the needs of their group, but were also asked to identify broad recreational needs from a citizen perspective. In addition, some organizations provided their input at the Public Meeting. The concerns, issues and demands of these stakeholders were recorded and several demands identified. As well, other individuals and organizations made submissions to or contacted the consultants with their concerns.

It should be noted that although a perceived demand exists for a new or improved service, program, or facility, it does not necessarily mean that the demand will be identified as a real need, or that the demand will be rated as a high priority even if it is justified.

### Results from Stakeholder Interviews

This section outlines the input from stakeholder organizations about their direct needs and services. The organizations are divided into three categories: a) indoor facility user and provider organizations, b) outdoor facility, parks and trails organizations, and c) programs and service related organizations.

#### a) Indoor Facility User and Provider Organizations

**Arts and Culture Centre:** The facility is funded and operated by the Province and includes a 380 seat theatre and a 25 metre indoor pool. Corner Brook needs a larger pool that provides more opportunities for pre-schoolers, families, rehab, etc. and that is more accessible. The theatre is on the touring circuit, primarily from September to June, but also works with local groups. Do a lot of work with schools and support their presentations along with dance performances. The facility lacks other performance and rehearsal spaces, carpenter shop and storage, and needs program/meeting rooms to do other classes. The stage is not accessible, and improvements are needed to the loading areas and lighting systems. Building systems and lighting could be a lot more energy efficient. If the pool was replaced at another location, it would allow for needed improvements to the cultural facilities including program spaces for the arts.

**Sir William Grenfell College:** The College has both a pool and a gymnasium. The pool is used by community groups such as the swim and synchro clubs, as well as for triathlon training. The Pool needs to be upgraded, including making it more accessible, but has no room to expand. The gymnasium has community use by soccer and volleyball, but need to balance rentals with student recreation. They do an extensive summer camp program in 19 sports, dance and drama attracting 560 participants. SWGC is also a major player in the summer months in conferences and sport tourism events. Have 440 beds (residence

+) of which 250-300 are available in summer. Also have lecture hall (120) and breakout rooms for conferences. The gymnasium can seat 800. See the need for further bike and trail connections to College.

**YMCA:** Have had a Y in Corner Brook for 28 years, and are currently located in the Millbrook Mall after their old building needed to be demolished. Their mall space is very limited in comparison to needs and lacks a gymnasium. Do use other facilities for child care and after school programs (4 schools). Have had discussions with City for a community centre at the Ellington site, and feel that school closures could provide another opportunity for a new community centre development. Y doesn't have capital funds, but would assist with capital campaign. See a partnership with City as capital funder, and Y as the facility and program operator. Facility should have a youth room in addition to gymnasium and other program spaces. Need to address needs of at risk youth, and provide services such as after-school and counselling and support services. After school programs are now run at four elementary schools

**Salto's Gymnastics:** The club has existed since 1981 and now has over 200 members from 18 months to mid-teens. They use the top floor of the Lions Recreation Centre and this space has major limitations including limited size, low ceiling for some events (beam, uneven bars, trampoline, etc.) , poor air quality, sprung floor is warped, no foam pit, inadequate washrooms and storage areas, and lack of change rooms, viewing areas and coaches room. See gymnastics as a foundation sport and could assist school programs and teachers. See Pepsi Annex as a wasted space and one option for a future home for them.

**Lions Club – Recreation Centre:** Club is concerned with the future of their facility which was built in 1978. They have a 99 year agreement with the City for the current space. They use the downstairs for club activities, while the upstairs is used by Saltos. Other users are the Air Cadets and groups looking for meeting spaces. The Lions make major contributions to community organizations and needs.

**Synchronized Swimming:** Mainly use Arts and Culture Centre Pool and some time at the College pool, but have challenges getting adequate pool time. Have 25 girls in the club, starting at ages 3-4 and going to teens. Facility issues (ACC) include inadequate deep water area, air quality, and no viewing area or underwater sound system.

#### ***Corner Brook Junoir Royals Hockey Club***

- Team of youth aged 16-21.
- Lack of available ice time in the early evenings to practice.
- The times available are usually late, and not beneficial to this type of program.

**Corner Brook Curling Association:** The land and the Curling Association's 5 sheet facility were sold by the City to SWGC in 2008, leaving the area with no curling facility. They have 10 teams of Super League, 10 men's and ladies, 16 commercial, and 18 mixed. The City has undertaken to replace the facility and they hope to be in a new building for the 2010/11 season.

**Martial Arts Sports:** Ran school originally at old YMCA, now use St Gerard's, but it is hard to get time. Have 30 members in tae kwon do and 35 in judo. Equipment and mats are a real problem and are difficult to lug around, so they need storage. The ideal facility is a small gymnasium with storage for mats and room for a portable ring. A facility could be shared by a number of combat sports – wrestling, judo, TKD, Karate, kick boxing, boxing, etc.

**Pace Fitness Centre:** Are a private fitness facility that rents space on Union Street and is a women's-only facility for 15 and up. They are outgrowing their current space which limits programs and growth. Are open 7 days a week - semi-retired persons largely come during the daytime and younger women in evenings. Have a growing focus on teens, and use flyers through schools and free passes to promote physical activity to this age group. Have a circuit set up for weight equipment, cardio equipment, and a stretching area used for aerobics and other classes. All their instructors are certified. Are involved in community activities and events such as major runs, and provide corporate donations and sponsorships for groups and events.

#### **Corner Brook Rod and Gun Club**

- Need an indoor shooting range; the old shooting range fell into a state of disrepair and was abandoned due to cost to repair
- Have been without an indoor space for 3 years
- Currently have 40 members, but receive many calls of interest
- RNC, RCMP, Departments of Fisheries and Wildlife, and Cadets all need an indoor
- Was talk at one time of having new club at Blow me Down, but did not happen
- Regulations requires owners of registered firearms to be a member of Rod and Gun Club;
- Require a space of approximately 25 m x 25-40m.
- Must have good air exchange, deflectors, sound barriers
- Nearest indoor range in Deer Lake

**Corner Brook Museum:** Consultation with the Museum took place after the Draft Report was presented. The Corner Brook Museum is located adjacent to the new City Hall. It is run by a volunteer board and curator, and operates year around with part time paid employees. Ideally the museum needs to be relocated to an environmentally sound building so it can carry out its mission statement and ensure its sustainability. The building is over 100 years old and is not environmentally suitable for a museum. An evaluation of the building by the Canadian Conservation Institute determined that mold will, within the next 10 years, invade the building and harm the collection. A new site would enable the museum to protect its collection, offer programming, expand its exhibits to be more regional in content and to bring in temporary travelling exhibits. The City supports the museum by providing an annual subsidy in the amount of \$15,000 and pays the heat/ lights and public liability insurance. The City needs an Arts and Heritage Master Plan to address all arts and heritage concerns.

## **b) Outdoor Facility, Parks and Trail Organizations**

***Corner Brook Stream Development Corporation:*** This non-profit group has developed an extensive trail network using volunteer leadership and labour, corporate contributions and government grants. The trail primarily follows the Corner Brook Stream on both the east and west sides from downtown to the stream's upper reaches. It serves as the primary trail system in Corner Brook, with a number of connectors to other trails (e.g. the old ParticiPark). There is also a connector loop from the waterfront tour-boat harbour to the downtown, and between West St. and the Lewin Parkway. The system has a number of bridges that connect the east and west trails, allowing for several loop walks. There is extensive directional and interpretive (natural and heritage) signage as well as benched and viewing areas. The Society identified a number of further developments in the future. The Society receives some maintenance assistance from the City, but believes that more consistent levels of support are needed to ensure that trail surfaces and furnishings (bridges, furniture) are maintained.

***Corner Brook Running Club:*** Corner Brook has a large community of runners, including competitive and recreational. Club has been informal, but has now formed an executive and is developing a more formal membership system for the 500 people on its mailing list. They run about a dozen events a year including Downtown Dash (inherited from Triathlon, Half Marathon and Nov. 11 Run to Remember. Participant numbers in runs is growing; added Corporate Challenge to Downtown Dash this year which increased numbers, as well as "Couch to 5K" event. Are known for putting on quality events and have ability to certify course lengths. See the need for a 400 metre outdoor track and noted that the original plans for Wellington had a perimeter track. Would like an 8 lane synthetic track that could hold regional masters events, but a six lane track could.

***Corner Brook Soccer Association:*** Corner Brook has 615 minors, 250 senior men and 100 senior women registered. They need change rooms, storage, wash rooms at a number of key sites throughout the City and provided a list of needs. Some fields need upgrading including Atlantic, Eastside, high school, Curling, and Dawe. Wellington has been a great addition, but phase 2 of the building, including change rooms, is seen as a key need.

***Corner Brook Softball and Corner Brook Baseball:*** The two organizations also provided detailed needs and submissions. Softball (slow pitch) would like all fields upgraded. Fields are too short down the line to meet national standards and allow hosting of tournaments. Also need more fields to support the 21 men's teams and 3-4 ladies teams that are registered. They would like to see one of two Wellington softball fields upgraded as a major site. Baseball's primary field is Jubilee. It is 65 yrs old. The building's interior and exterior are in very poor condition. Baseball has been submitting proposals for support to the City for the past ten years. They have drawings completed and are willing to cost share with the City.

***Western Environment Centre:*** Are a grass roots organization promoting sustainability and have been around for about 10 years (incorporated as a charity in 2006). Developing an Environmental Education Centre is a prime goal. Latest two projects are the Farmers Market (at Majestic City) and a community

garden. Saturday market serves as a community gathering place. Have a number of interested stakeholders such as senior's homes that would be interested in accessible farmers markets. Are looking for a site for a community garden, would like City help to find site and provide soil and equipment to prepare site.

**Marble Mountain:** This is the major downhill ski facility in Newfoundland. Have seen a growth in season pass holders, and have an early pass opportunity to reduce costs. Children's programs fill up quickly and could grow, but have difficulty in getting enough instructors. Loss of direct flights from UK has reduced their market. Have a good relationship with the City and Marble Mountain participates in many special events in Corner Brook.

**Humber Valley Rowing Club:** A member from another organization also spoke on behalf of the Rowing Club. The Club has lost its South Brook Park location and do not have a new home. They would like other options to be explored. Think that Prince Edward Park would be a potential new location for rowing club with boat storage and launch facilities.

***Blow Me Down Ski Club***

- Lack of cooperation with the city, especially concerning keeping roads plowed to BMD.
- Getting main road to Club plowed often a challenge, especially on a Saturday morning. Interferes with Jack Rabbit Program participant's ability to get to club. Road is not a priority for City after heavy snowfall;
- Route to Clubhouse is difficult, as it must pass through an industrial park;
- Get many buses; road is difficult for busses to drive over.

**c) Programs and Service Related Organizations**

**Community Youth Network:** Their priority project is the development of a quality skateboard facility that is large enough (10,000 sq ft) and well designed. There is a large skateboard community (30+ at meeting alone). The current facility is poor and was just a stop gap measure. They need concrete bowls that offer transition, and rails and other features that would allow sets. The skateboard facility should be in a plaza or park like setting with trees and benches, with lights for evening use. Like the idea of youth-park with skateboard area, basketball hoops, etc.

**Theatre Youth Newfoundland-Labrador:** Established in 1979 as a youth theatre program, and now involve 130+ youth in 8 classes a week. Do outreach work in schools and do workshops at no cost. Fees are kept low to ensure accessibility and access to youth who are at risk. Have four staff members that are funded provincially and nationally who carry out the various programs. Some major initiatives include: an annual musical involving 50-100 residents, the "Sexy and Dangerous" event at the Art and Culture Centre, and the dinner theatre at Winter Festival. They have no storage for sets in their current location.

**SWGC Art Gallery:** The art gallery provides a public face to the College and is well used by residents and schools in Corner Brook. Have 1,000+ works in permanent collection and work closely with schools on



visitation and outreach programs (elementary to high school). Do a number of exhibitions each year that involve artists from NFLD and beyond. The gallery also are part of core curriculum in the Fine Arts degree program. The Gallery contributed to public art policy at the College. Moreover, they see themselves as a key part of arts community in Corner Brook

**Multiple Sclerosis:** MS is very concerned about accessibility for persons with all types of disabilities, including but beyond those individuals with MS. They identified that exterior doors, even with buttons, that open towards you are difficult to use, and should be sliding. Beyond interior washrooms that are large enough and designed for those with a disability, that public facilities should have unisex (or family) change rooms (e.g. Airport) to accommodate caregivers of opposite sex. Pools need to have lifts to support recreation access; water buoyancy is a real plus for those with MS. Recreation facilities need places to socialize. The new City Hall and adjacent Museum need to be fully accessible.

**St. Johns Ambulance:** Their focus is first aid training of various types including: workplace first aid requirements, wilderness first aid, teacher training, child care workers, CPR, and summer play staff. Courses range from basic first aid to Health Care Provider status. Getting first aid instructors is not an issue, and they get many retired teachers or nurses to provide courses. They also provide first aid coverage at all major special events through Brigade. The City could help with coordinating connections to volunteer groups such as minor sport to help their leaders become trained.

### **General Comments from Stakeholders about Recreation and Leisure in Corner Brook**

In addition to asking the stakeholder groups about the needs of their specific organizations, they were asked to reflect as citizens on the general recreation and leisure needs and gaps in Corner Brook. Their responses are categorized under: a) indoor facilities, b) outdoor facilities, parks and trails, and c) operations, programs and services.

#### **Indoor Facilities**

- Need a quality pool that is leisure and family oriented, with tot pool and other amenities such as play features – now have to drive to Stephenville
- Potential school closures may create opportunities for groups needing gymnasium space
- Indoor soccer spaces are lacking in spite of popularity of sport
- Pepsi Centre Annex is totally wasted, could be a great venue for many activities if converted to a field house and grid removed
- Volleyball needs a better space for leagues
- Pepsi Centre could have an indoor rock climbing wall

### Outdoor Facilities, Parks and Trails

- Proud of Corner Brook Stream trails
- Trails are great, but connections from many neighbourhoods are poor
- Need more paved bike trails/lanes, but pleased that a plan has been developed
- Neighbourhood parks need to be larger, with better connecting trails within neighbourhoods and to the main Corner Brook Stream trails.
- Need an outdoor running track
- An outdoor rink for pleasure skating would be great.
- Need a good special events site – Canada Day, etc.
- More tennis courts are needed, but should be free. Why are courts locked up so much – gates should be open so courts are available
- Some gaps with playgrounds in some communities
- Need more outdoor basketball courts and other amenities (roller hockey) for youth
- What about a Green Gym in a park
- Need more downtown gathering spaces
- Better access for kayaks is needed
- Corner Brook needs better marine access, and a waterfront park
- The Marina needs more public slips
- Would like an off-leash dog park
- Some soccer fields need to be upgraded including Ambrose, Monarch and the high school field
- Need another three Margaret Bowater Parks

### Operations, Programs and Services

- Guides to services are lacking. There is no directory of services or recreation brochure. This makes it especially difficult for newcomers.
- Should have healthy food choices in facilities.
- Accessibility is an issue for low income families
- The City should be running more recreation programs either directly or as partners
- Rates and booking policies at Pepsi Annex need to be reviewed. Couldn't guarantee times for "Volley Fest" event that would have been key attractor
- Whatever you build, have a plan to maintain
- Should clear some sidewalks in winter to provide a walking route
- There is a need/interest for more art classes for children and adults
- Volunteers are good for special events, but not to do everything
- The lack of youth opportunities is seen as a real issue, especially those 12-18. Need skills and adult contact in time when many experience anxiety and low self esteem
- Children and youth physical inactivity is a major health issue
- Schools and other should promote outdoor education and outdoor skills to children and youth

## **APPENDIX E**

Public Benefit Rating of Leisure and Recreation Needs

INDOOR RECREATION FACILITY DEMANDS							
<b>Service Objective</b> <b>3 – in a major way</b> <b>2 - in a moderate way</b> <b>1 -in a modest way</b> <b>0 - not at all</b>	1. Redevelop Pepsi Annex for leisure and recreation multi-use	2.New indoor swimming pool	3. New multi-purpose leisure/recreation centre	4. New facility for Saltos Gymnastics	5. More gymnasium space	6. More indoor walking/running tracks	7. Indoor skate park
<b>Community Growth and Wellness</b>							
1. Special Events and Celebrations	3	1	3	1	2	1	1
2. Support for Local Groups	3	2	3	2	3	2	1
3. Spectator Sports	3	2	3	2	3	0	2
4. Spectator Arts	1	0	2	0	1	0	0
5. Social Interaction	3	3	3	1	3	3	3
6. Protection of Natural Resources	0	0	0	0	0	0	0
7. Beautification of the City	0	0	0	0	0	0	0
8. Family Opportunities	3	3	3	1	2	2	1
9. Integrate Sub-Groups	3	3	3	2	2	1	1
<b>Individual Growth and Wellness</b>							
10. Fitness and Well Being	3	3	3	3	3	3	3
11. Pre-School Opportunities	2	3	3	2	1	0	1
12. Basic Skills for Children	3	3	3	3	2	1	1
13. Advanced Skills for Children	3	3	3	3	2	1	1
14. Social/Leadership Opportunities for Teens	3	3	3	1	1	0	2
15. Basic Skills for Adults	3	3	3	1	2	2	1
16. Advanced Skills for Adults	2	2	3	1	2	1	1
17. Leisure for Seniors	3	3	3	0	1	3	0
18. Interpret the Environment	0	0	1	0	0	0	0
19. Reflection/ Escape for Urban Form	0	0	1	0	0	0	0
20. Educate about Leisure	3	2	3	1	1	0	1
21. Communicate Opportunities	3	1	2	1	1	0	1
22. Foster Leadership Training	3	3	3	2	1	1	0
<b>Totals</b>	50	45	51	27	33	21	21
<b>Rating</b>	H	H	H	M	M	L	L
<b>Highest: 53-66; High: 40-52; Medium: 27-39 Low: 13-26; Lowest: less than 13</b>							

PARKS AND OPEN SPACE DEMANDS									
<b>Service Objective</b>  <b>3 – in a major way</b> <b>2 - in a moderate way</b> <b>1 -in a modest way</b> <b>0 - not at all</b>	8. More neighbourhood parks and open spaces	9. Expand Corner Brook Stream Trail and improve connections	10. Improve soccer fields and baseball/softball facilities	11. New youth park with skate park	12. New off-leash dog park	13. New outdoor skating area	14. New outdoor running track	15. More non-motorized multi-use trails including bike trails	16. Better Special Events Site
<b>Community Growth and Wellness</b>									
1. Special Events and Celebrations	2	2	1	2	0	2	1	1	3
2. Support for Local Groups	2	3	2	2	1	2	2	2	3
3. Spectator Sports	1	1	3	1	0	0	1	0	3
4. Spectator Arts	1	1	0	0	0	0	0	0	3
5. Social Interaction	3	3	3	3	2	3	3	3	3
6. Protection of Natural Resources	3	3	1	2	1	1	1	3	3
7. Beautification of the City	3	3	1	2	1	1	1	2	3
8. Family Opportunities	3	3	2	2	2	3	2	3	3
9. Integrate Sub-Groups	3	3	3	3	1	3	1	3	3
<b>Individual Growth and Wellness</b>									
10. Fitness and Well Being	3	3	3	3	2	2	3	3	1
11. Pre-School Opportunities	3	3	3	2	0	2	1	2	1
12. Basic Skills for Children	3	3	3	2	0	2	1	3	1
13. Advanced Skills for Children	1	0	3	2	0	1	1	1	0
14. Social/Leadership Opportunities for Teens	3	2	2	3	1	2	1	3	2
15. Basic Skills for Adults	2	2	2	0	1	1	2	2	0
16. Advanced Skills for Adults	1	1	2	0	0	0	1	1	0
17. Leisure for Seniors	3	3	2	1	2	2	2	3	3
18. Interpret the Environment	3	3	0	1	0	1	0	1	2
19. Reflection/ Escape for Urban Form	3	3	1	1	1	1	1	3	2
20. Educate about Leisure	2	2	1	1	1	1	1	1	2
21. Communicate Opportunities	1	1	1	2	1	1	1	1	2
22. Foster Leadership Training	1	1	2	0	0	0	1	1	1
<b>Totals</b>	50	49	41	35	17	31	28	42	44
<b>Rating</b>	H	H	H	M	L	M	M	H	H

PROGRAMS AND SERVICE DEMANDS								
<b>Service Objective</b> <b>3 – in a major way</b> <b>2 - in a moderate way</b> <b>1 -in a modest way</b> <b>0 - not at all</b>	17. More services and programs for teens and youth	18. Broader range of programs for children, families, adults and seniors	19. More focus on improving access for individuals and families with lower incomes	20. More accessible and inclusive programs and services for persons with disabilities	21. Better communication about all recreation services available in City	22. Greater and more defined role for the City in the delivery of programs	23. More maintenance support for Corner Brook Stream Development Corporation	24. Better support for not for profit program and service providers
<b>Community Growth and Wellness</b>								
1. Special Events and Celebrations	0	3	0	0	3			
2. Support for Local Groups	2	3	3	3	3			
3. Spectator Sports	1	2	0	0	3			
4. Spectator Arts	1	2	0	0	3			
5. Social Interaction	3	3	3	3	3			
6. Protection of Natural Resources	0	2	0	0	0			
7. Beautification of the City	0	0	3	0	0			
8. Family Opportunities	1	3	3	3	3			
9. Integrate Sub-Groups	3	3	3	3	3			
<b>Individual Growth and Wellness</b>								
10. Fitness and Well Being	3	3	3	3	3			
11. Pre-School Opportunities	0	3	3	3	3			
12. Basic Skills for Children	0	3	3	3	3			
13. Advanced Skills for Children	0	3	3	3	3			
14. Social/Leadership Opportunities for Teens	3	3	3	3	3			
15. Basic Skills for Adults	0	3	3	3	3			
16. Advanced Skills for Adults	0	3	3	3	3			
17. Leisure for Seniors	1	3	3	3	3			
18. Interpret the Environment	1	3	3	3	0			
19. Reflection/ Escape for Urban Form	0	0	0	0	2			
20. Educate about Leisure	3	3	3	3	3			
21. Communicate Opportunities	1	3	3	3	3			
22. Foster Leadership Training	1	3	3	3	3			
<b>Totals</b>	27	57	54	48	56	n/a	n/a	n/a
<b>Rating</b>	M	Highest	Highest	High	Highest			