

City of London

# East/Southeast London Community & Recreation Facility Siting Project 2011

Final Report

Prepared For:  
Parks & Recreation Department  
City of London

Prepared By:  
Allan Ramsay Planning Associates Inc.  
PM Hubbard Associates Inc.  
urbanMetrics inc.

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## Acknowledgements

### City Project Team

Donna Baxter, Manager of Program & Policy Development (Project Manager)

William Coxhead, Director of Parks & Recreation

Lynne Livingstone, Director of Neighbourhood & Children's Services

Lynn Loubert, Division Manager, Aquatics, Arenas and Attractions

Paul D'Hollander, Manager, East Area Recreation Services

Bill Campbell, Division Manager, Facilities Design & Construction

Andrew Macpherson, Manager, Parks Planning and Design

Bill Warner, Manager, Realty Services

Robert Steinberg, Property Appraiser, Negotiator, Realty Services

### Project Consultants

Allan Ramsay Planning Associates Inc.

PM Hubbard Associates Inc.

urbanMetrics inc.

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## Appendix A: COMMUNITY CONSULTATION ACTIVITIES AND REPORTS

## EXECUTIVE SUMMARY

The 2009 Parks and Recreation Strategic Master Plan Update identified the need for new community and recreation facilities within the East/Southeast part of the city. The required facilities, which are anticipated to be constructed beginning in 2018, include:

- a community centre (with multi-purpose meeting space)
- an indoor pool
- a double gymnasium
- a double-pad arena

The Master Plan Update also directed that site(s) for the various facilities be confirmed through further study. In 2010 Allan Ramsay Planning Associates in conjunction with PM Hubbard Associates Inc and urbanMetrics inc. were retained by the City to:

- Confirm the need for new facilities within the study area having regard for existing facilities, the City's standards and provisional targets for new facilities and the anticipated future demands for facilities.
- Determine if the new community and recreation facilities should be located on one or more sites and, if more than one site, then which facilities should be located together.
- Identify candidate locations that represent the best opportunity to improve the overall availability and accessibility of community and recreation facilities within the study area.
- Identify, evaluate and recommend sites for locations for the new facility(ies).

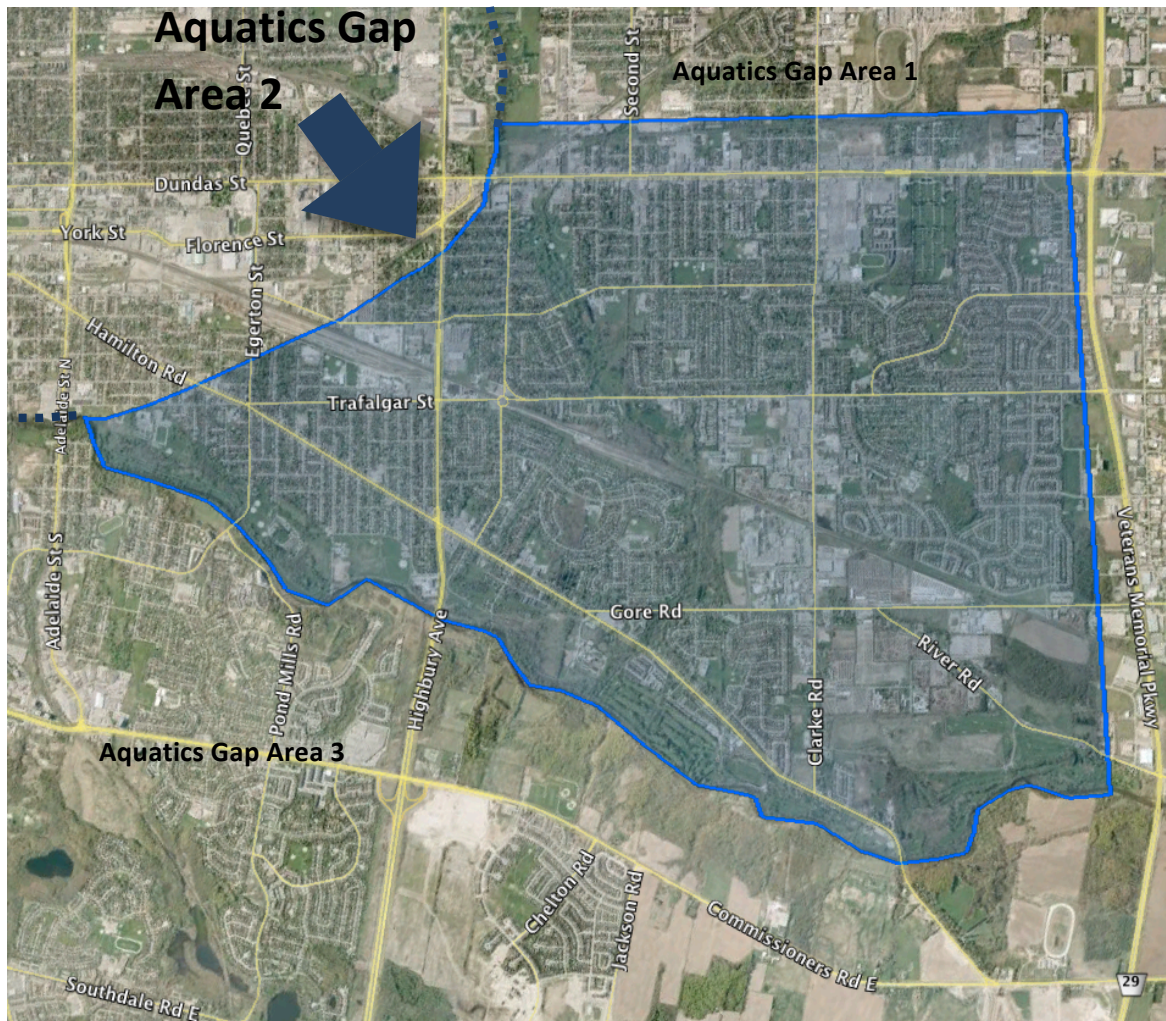
The need for the new community and recreation facilities was assessed. This involved an examination of the inventory of existing facilities within the study area, the provisional target populations established for each facility type and demographic changes occurring within the study area and other factors affecting future demand for new facilities. The recommendations of the Master Plan Update were confirmed, namely that the following facilities are required within East/Southeast London:

- a community centre (with multi-purpose meeting space)
- an indoor pool
- a double gymnasium
- a double-pad arena

Several options were investigated regarding the siting of the facilities. After a review it is recommended that the facilities be accommodated on two sites. The indoor aquatic centre, a portion of the community centre space and a gymnasium to be located on one site and the double pad arena along with the remaining community centre space and a gymnasium to be located on the other site. The inclusion of some community centre space and a gymnasium at both the indoor aquatic centre and the arena complex acknowledges the community's demand for multi-use facilities. Under this approach it will be necessary to include an additional gymnasium beyond what is supported by the provisional target population for gymnasiums.

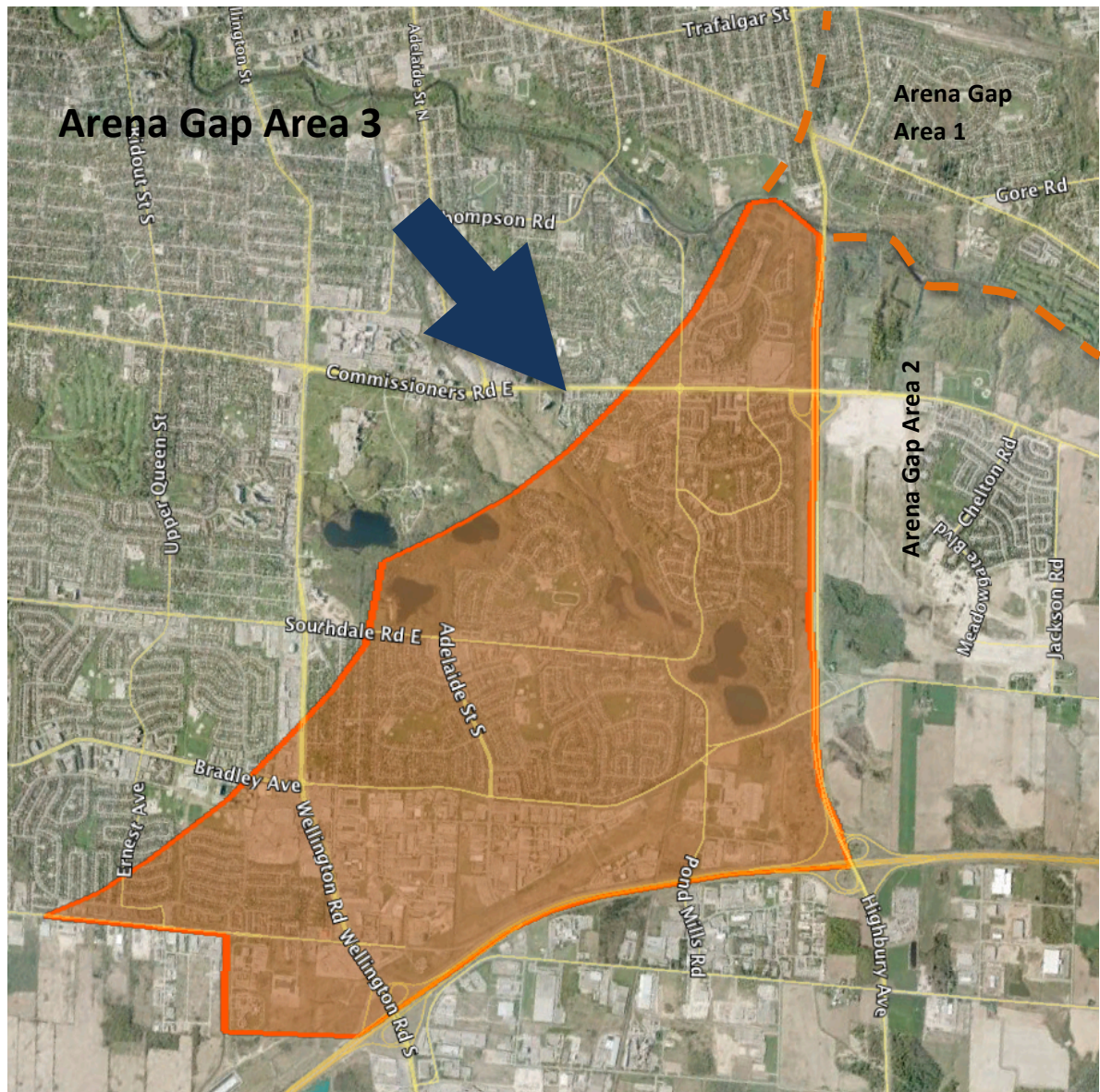
A locational analysis was then completed to identify and evaluate general areas within the study area that would provide appropriate locations for the new community and recreation facilities. “Gap areas” were identified that represent those portions of the study area that are under-served with existing community and recreation facilities. The criteria used to evaluate the gap areas addressed real estate, service delivery and accessibility factors. Recommendations are presented identifying which of the gap areas represents the best opportunity for locating the aquatic centre anchored facility and the arena anchored facility.

In light of the evaluation undertaken, it is recommended that Gap Area 2 be recognized as the preferred TARGET AREA for a new indoor aquatic anchored facility. Gap Area 2 is depicted below and can generally be described as the area located south of Oxford Street and north of the Thames River.



**Preferred Aquatics Target Area: Gap Area 2**

Gap Area 3 was identified as preferred TARGET AREA for a new arena anchored facility. This area is indicated below and can generally be described as the lands south of the Thames River and west of Highbury Road. It is also recommended that sites within the northern and western edges of Gap Area 3 be investigated.



**Preferred Arena Target Area: Gap Area 3**

Public consultation occurred throughout the study process and included:

- a community scan to inform key stakeholders of the project, seek preliminary information and obtain relevant background information.
- a Focus Group meeting with selected stakeholders
- a series of neighbourhood and community workshops

The various workshops were structured on a deliberative work plan where the stakeholders were provided opportunities to deliberate on the pros and cons of each option to arrive at a consensus on the best approach. Dialogue occurred in small groups who reviewed the material and talked about what's important from their perspective. The group then reviewed the pros and cons of each option. Their discussions were structured using a facilitator and a set of questions. The goal in all of these discussions was to reach consensus on the option to move forward with.



## SECTION 1: INTRODUCTION

### 1.1 Background

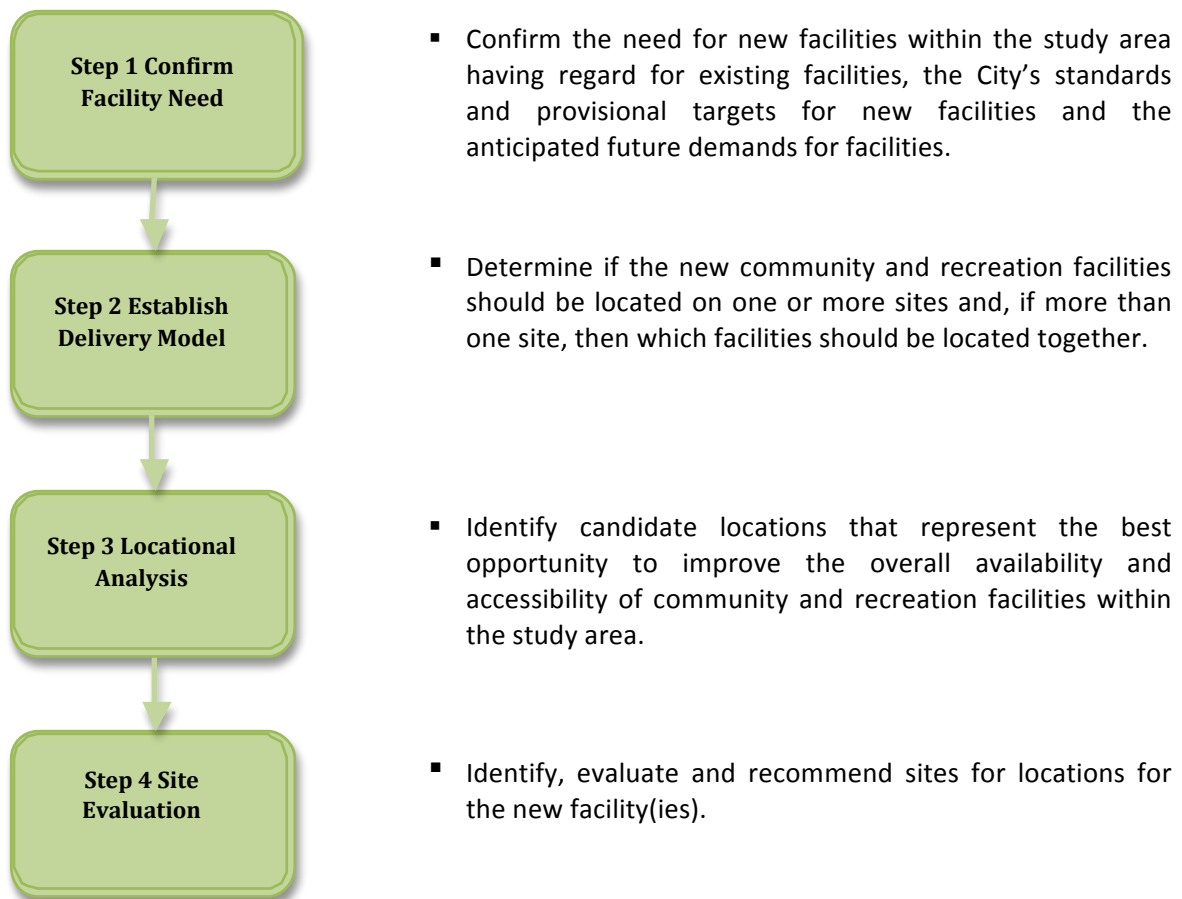
The City of London, through the 2009 Parks and Recreation Strategic Master Plan Update, has identified the need for new community and recreation facilities within the East/Southeast part of the city. The required facilities include:

- a community centre (with multi-purpose meeting space)
- an indoor pool
- a double gymnasium
- a double-pad arena

Construction of these new facilities is anticipated to commence in 2018.

### 1.2 Study Objectives and Methodology

The overall purpose of the study is to identify and recommend site(s) for new community and recreation facilities in East/Southeast London. During the course of the study it will be necessary to:



### 1.3 Report Organization

The report is comprised of six (6) sections:

Section 1: Introduction - Describes the broad purpose and structure of the Study.

Section 2: Context - Provides background information relevant to the Study. Recommendations from the Parks and Recreation Strategic Master Plan Update that call for new community and recreation facilities are highlighted. The nature of the recommended community and recreational facilities is described and background information about the existing recreational facilities in East/Southeast London and future population growth is provided. This section also outlines the public and stakeholder consultations that were undertaken.

The analysis has taken into consideration the existing facilities within the study area, the City's threshold standards for new facilities, projected development and related demographic changes within the study area and other factors affecting future demands for new facilities.

Section 3: Evaluation of Facility Need - Presents an assessment of the need for new community and recreation facilities within the study area. The existing inventory of facilities is compared to the provisional target populations established for each facility type. Consideration is also given to demographic changes occurring within the study area and other factors affecting future demand for new facilities.

Section 4: Delivery Models – Identifies options and makes recommendations addressing two questions:

1. *Should all of the community and recreation components (pool, gym, community centre, arena) be located at one site or on 2 or more sites?*
- and*
2. *If they were to be located on 2 or more sites then which components should be located together?*

Section 5: Locational Analysis - Identifies and evaluates general areas within the study area that would provide appropriate locations for new community and recreation facilities. These “gap areas” represent those portions of the study area that are under-served with existing community and recreation facilities. Recommendations are presented identifying which of the gap areas represents the best opportunity for locating the new facilities.

Section 6: Site Evaluations - Provides a broad overview of the assessment of candidate sites within each of the recommended “gap areas”. These candidate sites represent viable site options to accommodate the facilities. It should be noted that the listing of the candidate sites, the evaluation and related recommendations to the City concerning the ranking of the specific sites which best fulfill the locational requirements are presented in a confidential report delivered under separate cover.

Section 7: Recommendations – Summarizes the recommendations dealing with facility need, delivery models and the locational analysis. As noted above recommendations dealing with site selection are provided in a confidential report delivered under separate cover.

## SECTION 2: CONTEXT

### 2.1 Parks & Recreation 2009 Strategic Master Plan Update

The Parks and Recreation Strategic Master Plan Update (Master Plan Update) was adopted by Council on November 23, 2009 after a year long review of the previous 2003 plan. This Plan provides a long term sustainable strategy for managing the City's parks and recreation resources in a cost effective manner that is responsive to both the current and future needs of the community. Key objectives include the promotion of strong neighbourhoods, healthy lifestyles and sustainable environments through investment in parks and recreation.

With respect to the East/Southeast London the Master Plan Update includes the following recommendations:

“72. Resolve how proposed new recreational and community centre components (gymnasium, activity rooms, and other components to be confirmed through further study) are to be developed in the Southeast/East (e.g., Greenfield site, redevelopment of an existing site, or a partnership agreement).”

“73. Pursue the securing of a site(s) for the various recreational components in the Southeast/East to accommodate a gymnasium, activity rooms and other components to be confirmed through further study. To address this need, three options should be considered: (1) Argyle Arena should be evaluated as a possible location (this would require cooperation with the school board and the relocation of parking and tennis courts); (2) the potential for a partnership with the Bob Hayward YMCA facility for improved community access and municipal programming (similar to the North London Community Centre); and (3) the development of a new facility on a greenfield site (with sufficient space to accommodate sports fields on-site as well).”

“80. Should arena demand decrease below current levels, cost benefit assessments of Silverwood and/or Glen Cairn Arenas should be undertaken and consideration given to decommissioning the arenas and re-purposing one or both of these sites as broader community facilities (with or without ice), with the intent of making them more multi-use and capable of providing neighbourhood programming space. Consideration may also be given to replacing these two single pad arenas with a twin pad at the proposed Southeast/East community centre, should the site allow and demand be sufficient. (see also community centre recommendations) Feasibility studies should be undertaken to establish additional direction and identify potential partners for these projects.”

“84. Include a gymnasium as one part of the proposed recreation components in the Southeast/East.”

“90. Develop site evaluation criteria to identify an appropriate location for an indoor pool in the Southeast/East, with consideration being given to co-locating the pool with the proposed community centre in the area. (see also community centre recommendations

in Section 5.3)”

In support of the above recommendations the Master Plan Update identified the new aquatic, arena and community components for East/Southeast London as a high priority capital facility project that is currently funded between 2016-2018 for \$39 million (construction to begin in 2018).

## 2.2 Nature of the Proposed Facilities

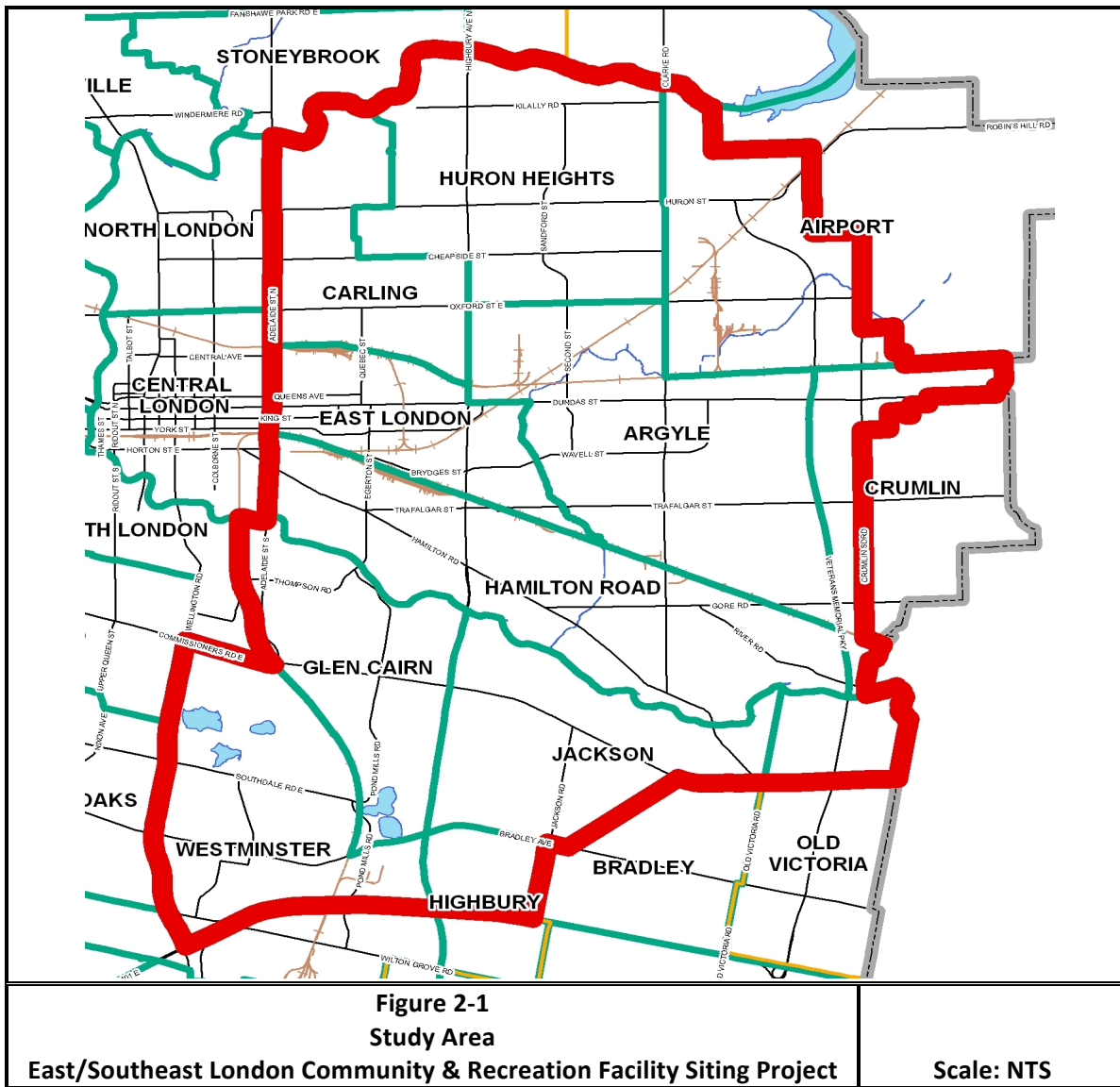
The community and recreation facilities being considered in the study area are:

- Community Centre - community centres offer a focal point for community gatherings. These centres provide locations for a wide range of community recreation activities and other events. Typically, centres accommodate fitness and work out facilities, and recreation and leisure programs for residents of all ages. Programs often include after school sport drop-in programs, adult fitness classes, and preschool play programs. Multi-purpose community rooms are usually available for programming, community meetings. The size of these facilities depends upon the individual recreational components to be included in each facility.
- Gymnasium - double gyms provide for a variety of active sports such as badminton, basketball, volleyball and indoor soccer. Various programmed activities and drop sessions can also be accommodated.
- Double Pad Arena - the arena would be used for public skating, hockey, figure skating, lacrosse, roller skating and other similar activities.
- Indoor Pool - the aquatic centre would include a recreational indoor pool. Typically, these centres offer recreational and family swim sessions, aquatic lessons and other community events.

## 2.3 Study Area

The new community and recreation facilities are intended to serve the residents of several neighbourhoods and planning districts in the East/Southeast part of the city. These areas include Carling, Huron Heights, Argyle, East London, Hamilton Road, Glen Cairn, Westminster, Jackson (Summerside), Glanworth, Old Victoria and Bradley. These areas are found on the north and south sides of the south branch of the Thames River. Generally, the area extends from Adelaide Street on the west to the City boundary on the east and south. A map of the study area is found as Figure 2-1.

The study area can be characterized as a mix of well-established and newer areas. Within the well-established areas which include Argyle and East London, the housing is generally older and the demographic make up of the residents includes a wide range of young, middle aged and older residents and a broad diversity of socio-economic and ethnic backgrounds. Within the other parts of the study area the housing is generally newer. These newer areas comprise mostly of families with children.



In 2009 the study area had a population of approximately 130,283 people (See Table 2-1). As growth and other demographic change happens within the area the population is expected to increase to approximately 137,169 in 2019 and approximately 143,447 in 2029. The majority of this growth will occur within new subdivisions within the Jackson neighbourhood. Minor infill development is expected throughout the study area. A potential exists for residential intensification to occur on redevelopment sites such as the surplus London Psychiatric Hospital lands.

It should be noted that many neighbourhoods within the Study Area are expected to undergo a minor decline in population over the next 10-20 years. This situation is attributable to an aging population and smaller household sizes.

**Table 2-1**  
**Study Area Population Estimates**

Planning District	2001	2004	2009	2014	2019	2024	2029	2031	2009-2029
Bradley	147	158	172	405	467	826	1,294	1,433	1,122
Glen Cairn	17,099	17,153	17,273	17,643	17,273	17,029	16,922	16,977	(351)
Old Victoria	279	296	317	339	755	773	784	779	467
Westminster	13,435	13,471	13,236	12,890	12,615	12,446	12,393	12,471	(843)
Jackson	1,451	2,148	5,222	8,245	12,122	15,482	16,711	16,929	11,489
Argyle	26,475	27,111	27,459	26,921	26,337	25,962	25,814	25,932	(1,645)
Carling	18,404	18,733	19,043	18,639	18,206	17,923	17,805	17,889	(1,238)
East London	10,225	10,244	10,053	9,776	9,553	9,413	9,364	9,421	(689)
Glanworth	514	537	564	590	615	640	663	673	99
Hamilton Rd	15,998	16,413	16,212	16,249	15,897	15,671	15,583	15,656	(630)
Highbury	70	76	85	94	103	111	118	120	33
Huron Heights	19,196	19,859	20,646	21,996	23,228	24,393	25,996	26,631	5,350
Total	123,293	126,199	130,283	133,787	137,169	140,669	143,447	144,911	13,164

Source: City of London Planning Department.

Table 2-2 and Figure 2-2 identify the existing community and recreation facilities within the study area.

**Table 2-2**  
**Existing Community and Recreation Facilities**

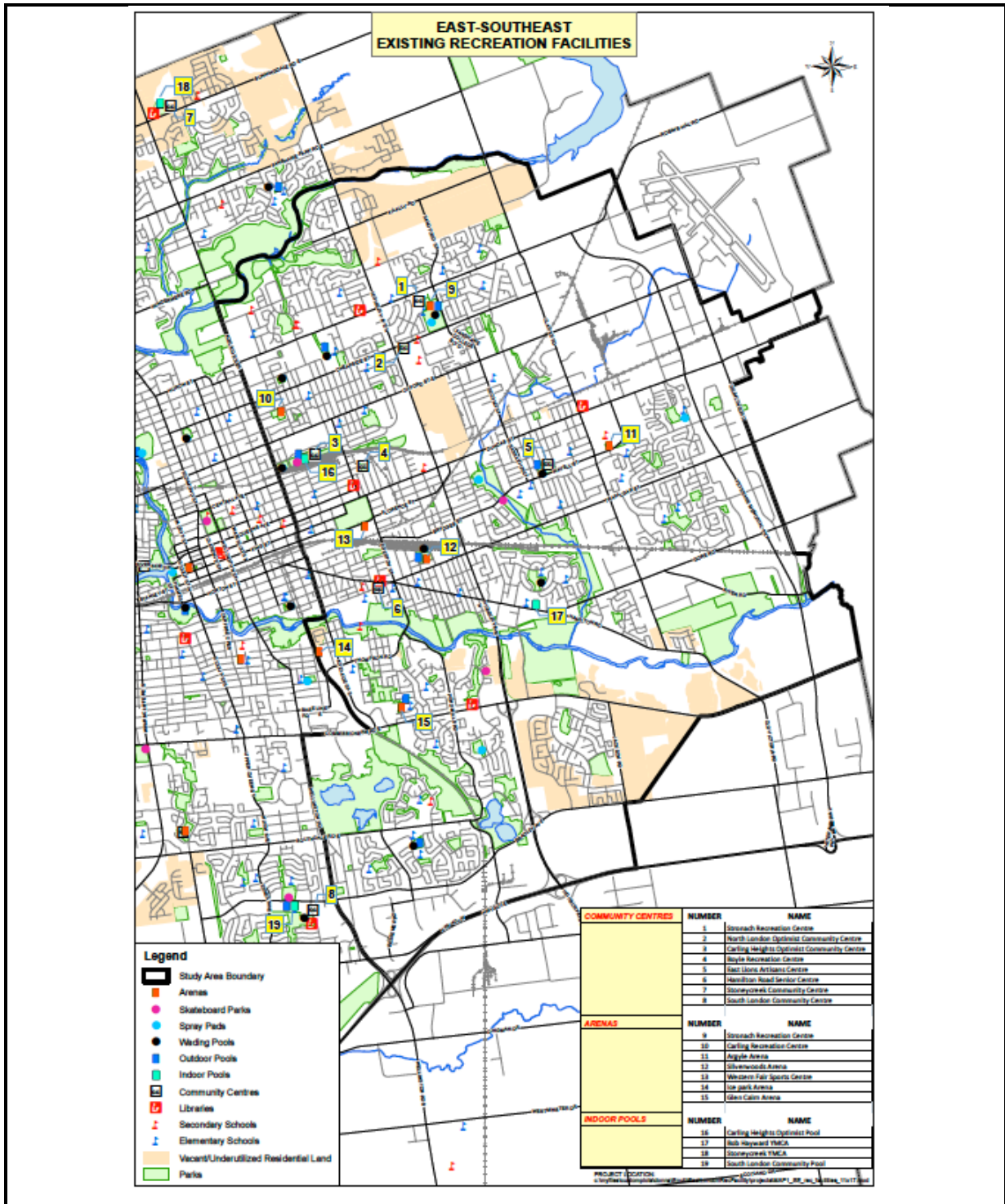
Existing Facility	Community Centre	Arena	Indoor Pool	Gymnasium	Neighbourhood in Study Area
Argyle Arena		✓			Argyle
East Lions Artisans Centre	✓ <sup>(4)</sup>				Argyle
Carling Heights Optimist Community Centre	✓		✓	✓	Carling
Carling Recreation Centre	✓ <sup>(4)</sup>	✓			Carling
Boyle Memorial Community Centre	✓ <sup>(4)</sup>			✓	East London
Western Fair Sports Centre <sup>(1)</sup>	✓ <sup>(4)</sup>	✓			East London
Glen Cairn Arena		✓			Glen Cairn
Ice Park Arena <sup>(2)</sup>		✓			Glen Cairn
Bob Hayward YMCA <sup>(2)</sup>			✓		Hamilton Road
Hamilton Road Senior Centre	✓ <sup>(4)</sup>				Hamilton Road
Silverwoods Arena		✓			Hamilton Road
North London Optimist Community Centre	✓ <sup>(4)</sup>			✓	Huron Heights
Stronach Recreation Centre	✓	✓		✓	Huron Heights
South London Community Pool <sup>(3)</sup>	✓		✓		-
South London Community Centre <sup>(3)</sup>	✓			✓	-
Stoney Creek Community Centre YMCA & Library <sup>(1, 2)</sup>	✓		✓	✓	-

Notes: (1) Non-municipal facility, but operated in conjunction with the City of London.

(2) Non-municipal facility.

(3) Immediately adjacent/in close proximity to study area.

(4) Small community centre



**Figure 2-2**  
**Existing Community and Recreation Facilities in the Study Area**  
**East/Southeast London Community & Recreation Facility Siting Project**

Scale: NTS

## 2.4 Community Consultations

The community consultation for this project was based on the following principles:

- community members were involved in a collaborative way that reflects their desire to have a voice
- the process was open and transparent
- convenient opportunities and effective methods were provided for community engagement
- the public was given appropriate time to review materials and respond
- input from the community was reflected in the process
- major issues were identified and resolved as they were raised - not left to the end of the process.
- visuals were used as much as possible to ensure that messages were communicated clearly and were easy to understand

At the outset of the study a community scan was undertaken to inform key stakeholders of the project, seek preliminary information and obtain relevant background information. Stakeholders were identified by City Staff and included members of City Council and various community groups, sport organizations and others with an interest in the community. Interviews with key stakeholders were held by telephone and/or in-person. This input informed the Project Team on the issues to be addressed and assisted in the development of community engagement strategies. A report on the stakeholder input was prepared in February, 2011 and can be found under separate cover as well as on the project website.

A Focus Group meeting with selected stakeholders was held in March, 2011. This meeting provided an opportunity to ensure that written materials being presented to the public accurately identified the problem/opportunity, appropriately framed the options and were written in a clear, understandable way.

A significant component of the community consultation plan involved a series of neighbourhood and community workshops. In total 5 neighbourhood workshops and 3 community-wide workshops were held. The neighbourhood workshops and one of the community-wide workshops took place in April, 2011. These workshops addressed delivery model options and site selection criteria. The remaining 2 community-wide workshops were held in June, 2011 and discussed the locational analysis. The workshops were generally well attended with approximately 60 people in attendance at each of the community-wide workshops.

The various workshops were structured on a deliberative work plan where the stakeholders were provided opportunities to deliberate on the pros and cons of each option to arrive at a consensus on the best approach. Dialogue occurred in small groups who reviewed the material and talked about what's important from their perspective. The group then reviewed the pros and cons of each option. Their discussions were structured using a facilitator and a set of questions. The goal in all of these discussions was to reach consensus on the option to move forward with.

Appendix A contains a detailed listing of the reports that have been prepared summarizing the results of the community consultation completed during the study. All of the workbooks and summary notes for the various workshops are available under separate cover and can be found on the project website.



## SECTION 3: EVALUATION OF FACILITY NEED

### 3.1 Facility Standards

The Parks and Recreation Strategic Master Plan Update has established the standards, typically expressed as provisional target populations, that are required to support various parks and recreation facilities. Each standard is based upon a careful analysis of the various supply and demand factors including public input, demographic and participation trends, etc. The Master Plan Update indicates:

<u>Facility Type</u>	<u>City Wide Standard</u>
Arenas:	1 pad for every 450 registered youth users
Indoor Swimming Pools:	1 indoor aquatic centre per 60,000 population
Community Centres/Facilities:	1 major, multi-use community centre per 55,000 population
Gymnasiums:	1 municipal gymnasium per 30,000 population

Based on a general application of these standards, the Parks and Recreation Strategic Master Plan Update has identified the need for the following new facilities in the East/Southeast London area:

- 1 double-pad arena
- 1 indoor pool
- 1 community centre (with multi-purpose meeting space)
- 1 double gymnasium

An analysis has been undertaken to confirm the above facility requirements. The analysis has taken into consideration the existing facilities within the study area, the City's target standards for new facilities, projected development and related demographic changes within the study area and other factors affecting future demands for new facilities.

### 3.2 Arenas

Within the study area there are currently 6 arenas with a total of 12 pads of ice. Single pads are located at Glen Cairn and Silverwoods, double pads are found at Argyle Arena, Carling Recreation Arena and Stronach Arena and a quad pad arena is located at the Western Fair Sports Centre.

The target population of ice surfaces is 1 pad for every 450 registered youth users. As noted below, based upon this standard, there is not a demand for new ice pads. However, the Master Plan Update indicates consideration could be given to the construction of a new double pad arena is to replace two existing single pad arenas in the study area. The Glen Cairn Arena and the Silverwoods Arena are older facilities that have operating conditions and maintenance requirements that make them candidates to be re-purposed for other recreational uses. In their place the City proposes to construct a new double pad facility.

Municipal Standard for Ice Pads:	1 pad:450 registered users <sup>(1)</sup>
Existing Number of Facilities:	12 pads – single pads @ Glen Cairn, Silverwoods <sup>(2)</sup> – double pads @ Argyle, Carling Recreation Centre, Stronach – quad pad @ Western Fair (non-municipal)
Facilities Required (2009):	9.3 pads
Facilities Required (2029):	10.25 pads
Additional Facilities Required to Achieve Standard (2029):	0
Additional Facilities Proposed - Master Plan Update:	2 pads <sup>(2)</sup>
Recommended Additional Facilities:	2 pads <sup>(2)</sup>

Notes: (1) Standard translated to 1 pad:14,000 population

(2) Glen Cairn and Silverwoods Arenas to be re-purposed upon construction of new double pad arena

### 3.3 Indoor Aquatic Centres

Aquatic centres typically include a recreational indoor pool and offer recreational and family swim sessions, aquatic lessons and other community events.

The Carling Heights Optimist Centre is the only municipal indoor aquatic centre within the study area. Although the Bob Hayward YMCA is also within the study area and includes an indoor pool it is not considered as a municipal aquatic centre. This facility is not affiliated with the City of London nor, as noted by the participants of the community workshops, does it provide the same accessibility as other municipally operated aquatic centres. As indicated below, based on current and future service levels there is a need for a new aquatic centre.

Municipal Standard:	1:60,000 population per indoor aquatic centre
Existing Number of Facilities:	(1) @ Carling Heights Optimist Community Centre
Facilities Required (2009):	2.17
Facilities Required (2029):	2.39
Additional Facilities Required to Achieve Standard (2029):	1.39
Additional Facilities Proposed - Master Plan Update:	1
Recommended Additional Facilities:	1

### 3.4 Gymnasiums

Gymnasiums provide for a variety of active sports such as badminton, basketball, volleyball and indoor soccer. Various programmed activities and drop sessions can also be accommodated.

Within the study area there are 4 existing gymnasiums at: Carling Heights Optimist Community Centre, Boyle Recreation Centre, North London Optimist Community Centre and Stronach

Community Recreation Centre. As indicated below, based on current and future service levels there is a need for an additional gymnasium.

Municipal Standard for Gymnasiums:	1:30,000 population per gymnasium
Existing Number of Facilities:	(4) @ Carling Heights Optimist Community Centre, Boyle Recreation Centre, North London Optimist Community Centre and Stronach Community Recreation Centre
Facilities Required (2009):	4.34
Facilities Required (2029):	4.78
Additional Facilities Required to Achieve Standard (2029):	0.78
Additional Facilities Proposed - Master Plan Update:	1
Recommended Additional Facilities:	2 (split between 2 locations)

### 3.5 Community Centres

Community centres provide locations for a wide range of community recreation activities and other events. Typically, centres accommodate fitness and work out facilities, and recreation and leisure programs for residents of all ages. Programs often include after school sport drop-in programs, adult fitness classes, and preschool play programs. Multi-purpose community rooms are usually available for programming, community meetings. The size of these facilities depends upon the individual recreational components to be included in each facility.

Within the study area there are 2 existing multi-use community centres located at Carling Heights Optimist Centre and Stronach Recreation Centre (As well there are several smaller community centres that are not subject to the same target population standard). Based on the municipal standard of 1:55,000 per multi-use community centre the study area is currently underserved. As indicated below, an additional centre is required to achieve the municipal standard for the area.

Municipal Standard for Multi-use Community Centres:	1:55,000 population
Existing Number of Facilities:	2 @ Carling Heights Optimist Community Centre and Stronach Community Recreation Centre
Facilities Required (2009):	2.37
Facilities Required (2029):	2.56
Additional Facilities Required to Achieve Standard (2029):	0.56
Additional Facilities Proposed - Master Plan Update:	1
Recommended Additional Facilities:	1 (split between 2 locations)

### **3.6 Summary of Facilities Need**

The above analysis confirms the recommendations of the Master Plan Update that the following facilities are required within East/Southeast London:

- a community centre (with multi-purpose meeting space)
- an indoor pool
- a double gymnasium
- a double-pad arena

## SECTION 4: DELIVERY MODELS

### 4.1 Introduction

Two of the fundamental questions that the study seeks to answer are:

1. *Should all of the community and recreation components (pool, gym, community centre, arena) be located at one site or on 2 or more sites?*  
*and*
2. *If they were to be located on 2 or more sites then which components should be located together?*

### 4.2 Single vs. Multiple Locations

The two options, as set out below, address the issue of locating the facilities on one or more sites. Each option represents a general approach to how the new community and recreation facilities can be located.

#### Option 1: Site all facilities in one location

Under Option 1 all of the new community and recreation facilities in the East/Southeast study area would be combined at one location. The new facility would consist of a community centre with multi-use rooms, double gymnasium, double pad arena and indoor aquatic centre. The new centre would represent a significant community recreation complex.

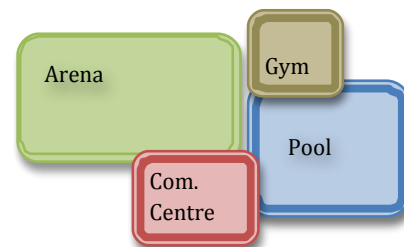


Figure 4-1 Schematic of One Location Option

The new facility would provide a single location to meet the community's recreational needs and would allow users of the facility to participate in several activities during a visit to the facility (e.g. use the gym and go swimming). A single location provides a focal point for community activities and, depending upon the location, could offer a centralized location for the residents of the study area.

Combining the various recreational components in one location provides opportunities to achieve operational economies of scale (i.e. parking, staffing).

#### Option 2: Site the facilities in two locations

Under Option 2 the new facilities would be located on two sites. While there are several options for combining facilities the assessment has been undertaken with the arena anchoring one location and the indoor aquatic centre anchoring the other location. Under this option the gymnasium and/or the community centre could be paired with either the arena or indoor aquatic centre.

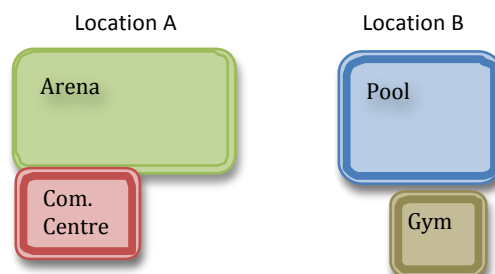


Figure 4-2 Schematic of Two Location Option

Combining the new facilities into two sites would allow residents to participate in several activities during a visit to the facility (e.g. use the gym and pool). Siting the new facilities on two sites potentially provides more flexibility in site selection since two smaller sites are required. Two locations also provide more flexibility to accommodate any differences in the locational requirements of the different facility components.

The arena anchored complex and aquatic anchored centre would both provide focal points for community activities. Combining the community centre space and double gymnasium with the arena and/or aquatic centre provides opportunities to achieve operational economies of scale (i.e. parking, staffing).

The delivery model options were discussed at the 5 neighbourhood workshops and 2 community-wide workshops held in April, 2011. As noted in Table 4-1 several factors were identified that should be considered when selecting the preferred delivery model option.

**Table 4-1**  
**Community Input: Factors to Consider Choosing a Delivery Models**

Factor	Comment
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>the new facilities require convenient access and must serve the parts of the study area that are not well serviced with existing community and recreation facilities</li> <li>the location(s) must be accessible by all forms of transportation: pedestrian (walking), bicycle, public transit and automobile</li> <li>if more than one location then there must also be good access between locations</li> <li>any location that includes an arena must be accessible on more of a City-wide basis. Arenas function more like "drive-to" facilities</li> </ul>
<b>Who It Serves</b>	<ul style="list-style-type: none"> <li>the new facilities must serve the needs of the study area and must serve the parts of the study area that are not well serviced with existing community and recreation facilities</li> <li>the new facilities must serve all ages - seniors and youth together, families</li> <li>the indoor aquatic centre and the arena can both be augmented with inclusion of the community centre space and a gymnasium</li> <li>the arena has a potential as a stand alone facility</li> </ul>
<b>Sense of Community</b>	<ul style="list-style-type: none"> <li>the new facilities, whether they are in one location or two locations, should provide a focal point(s) for community activities and should foster a sense of community</li> </ul>
<b>Facility Operations</b>	<ul style="list-style-type: none"> <li>maintaining operational economies of scale was identified as an important consideration</li> <li>City Staff have indicated that operational efficiencies can be achieved under both options</li> </ul>
<b>Programming</b>	<ul style="list-style-type: none"> <li>programming, whether there is one or two locations must address the needs of the community</li> <li>under the one location option the larger, all encompassing facility could provide more programming opportunities (i.e. one stop shopping)</li> <li>under the two location option programming could be catered to address the specific needs of the surrounding community but could also necessitate travel between locations if all specific programming can't be provided or isn't warranted at both locations.</li> <li>either option allows for additional complementary community and social service facilities to be accommodated</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>environmental issues need to be considered under all options</li> </ul>
<b>Affordability</b>	<ul style="list-style-type: none"> <li>the new facilities, whether they are in one location or two locations, need to offer affordable community and recreational services</li> </ul>
<b>Safety</b>	<ul style="list-style-type: none"> <li>the new facilities, whether they are in one location or two locations, need to offer safe environments</li> </ul>
<b>Partnerships and Economics</b>	<ul style="list-style-type: none"> <li>partnerships offers need to be considered under each option</li> <li>economic benefits may occur on surrounding lands in the form of complementary development and redevelopment</li> </ul>

It is recommended that two (2) locations be provided for new community and recreational facilities in East/ Southeast London. This recommendation is based upon the following:

1. The study area is quite large. Existing and future residential areas are spread out across a very large geographical area. Two locations, appropriately located, can be more accessible to a larger number of people than one centralized location.
2. Two locations provide greater opportunities to accommodate the specific programming needs of the communities surrounding each facility.
3. Each location can provide a focal point for community activities and contribute to a stronger sense of community.
4. Siting the new facilities on two sites provides more flexibility in site selection since two smaller sites are required.
5. Siting the facilities on two sites provides more opportunity to recognize the distribution of existing community and recreation facilities and accommodate the differences in the locational requirements of new facilities including the demand for specific facilities.
6. Two locations provide opportunities to achieve operational economies of scale (i.e. parking, staffing).

#### 4.3 Distribution of Facilities

As noted in Section 4.2, it is recommended that the new facilities be located on two sites (Option 2). Under this option it is necessary to determine which of the new community and recreation facilities in East/Southeast London will be grouped together. Several options for distributing the new indoor aquatic centre, double pad arena, community centre space and gymnasium were presented and discussed at the April, 2011 neighbourhood and community-wide workshops.

All of the new facilities are compatible with and, to varying degrees, complementary to one another. The indoor aquatic centre is a substantive facility that has the potential, when paired with other facility(ies), to serve as an excellent anchor to a new community and recreation complex. Likewise, the double pad arena also has the potential, when paired with other facility(ies), to serve as an excellent anchor to a new community and recreation complex. The community centre and gymnasium are smaller components that typically augment other uses.

Provided below are several options for grouping the new facilities between two locations. Each of these options is premised on the indoor aquatic centre anchoring one site and the double pad arena anchoring the other site.

**Table 4-2  
Grouping Options for New Facilities**

Options for the Aquatic Anchored Facility:	Options for Arena Anchored Facility
<ul style="list-style-type: none"> <li>▪ Aquatic centre + community centre + gymnasium</li> <li>▪ Aquatic centre + gymnasium</li> </ul>	<ul style="list-style-type: none"> <li>▪ Arena + community centre + gymnasium</li> <li>▪ Arena + community centre</li> <li>▪ Arena + community centre + small gymnasium</li> </ul>

During the community workshops some participants indicated the arena facility could be easily coupled with other components such as community centre space and a gymnasium. Other participants expressed the view that the arena can function as a stand alone facility without community centre components due to its “drive-to” regional nature. With respect to community centre space, many participants expressed the view that having community centre space nearby was an important consideration. Community centres provide opportunities for a wide variety of activities, events, programs and services. In some communities these facilities function as community hubs and serve as a focal point for the surrounding community.

Most participants felt that the arena and indoor aquatic centre sites should both have a gymnasium and community centre. Community centre space is easily divisible and could be apportioned between the two sites. The amount of community centre space provided at any one site would relate to the anticipated programming requirements of the site. Gymnasiums, on the other hand, are more difficult to apportion between sites. While splitting a double gymnasium into 2 smaller gymnasiums is possible, it significantly limits the usefulness of the gymnasium for many activities including competitive sport events.

It is recommended that the new community and recreation facilities in East/Southeast London be accommodated as follows:

- (i) Location A – Community Centre and Gymnasium with a Double Pad Arena,
- (ii) Location B - Community Centre and Gymnasium anchored by an Indoor Aquatic Centre

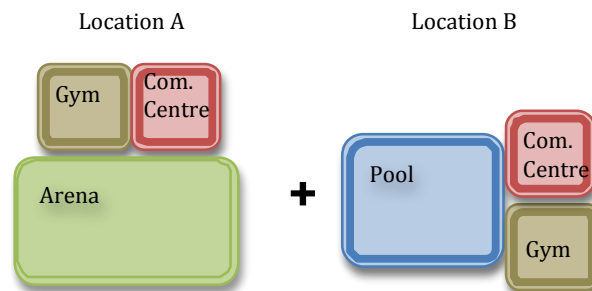


Figure 4-3 Recommended Delivery Model

The above recommendation is based upon the following:

1. Both the Indoor Aquatic Centre and the Double Pad Arena represent excellent anchors to new community centres.
2. Community centre space and gymnasiums are integral components of each of the facilities.

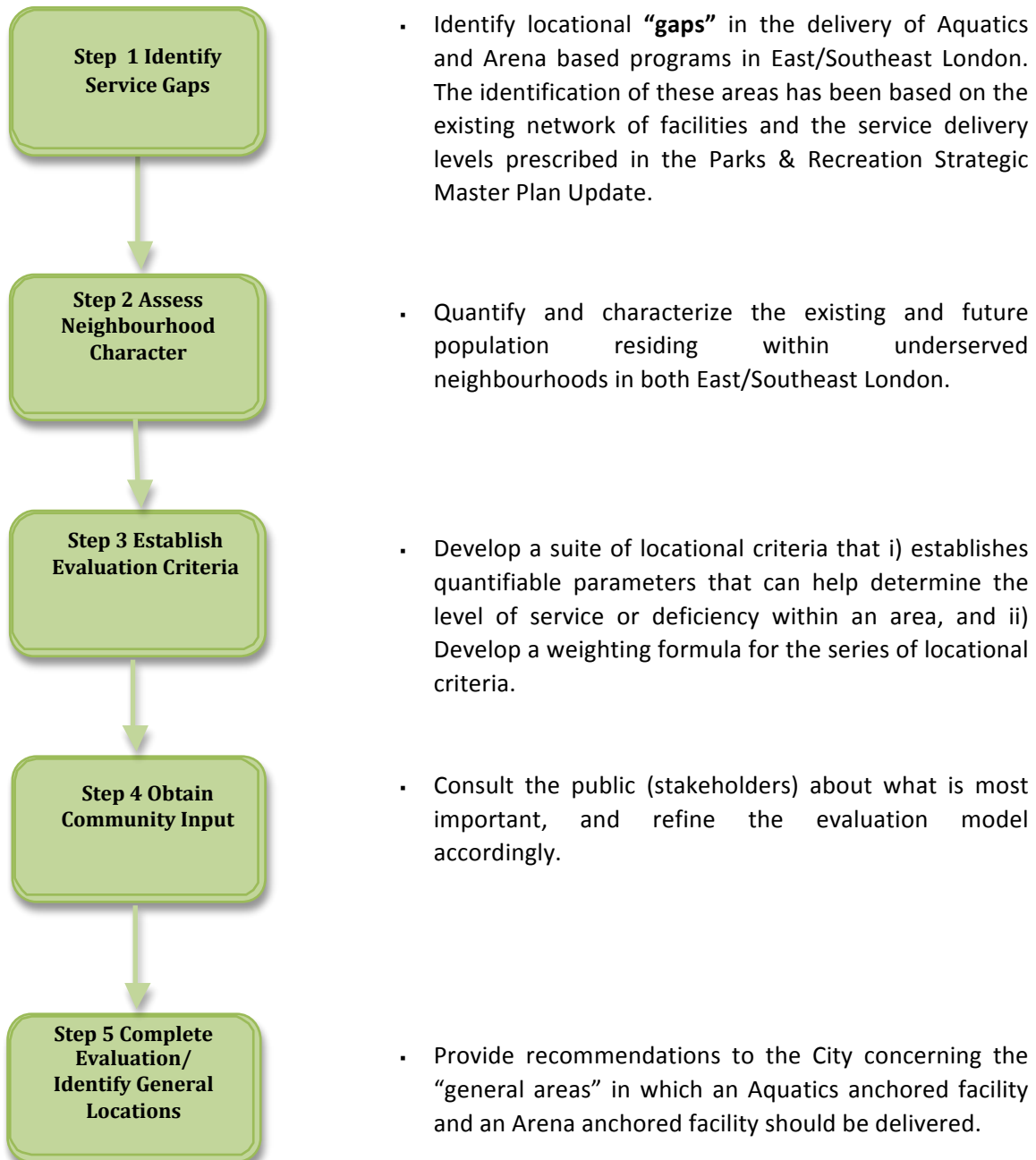


3. The Community Centre and Gymnasium anchored with an Indoor Aquatic Centre provides an appropriate range and mix of compatibility activities and provides opportunities to achieve operational economies of scale (i.e. parking, staffing) while creating a community focal point for activities, events, programs and services.
4. The Community Centre and Gymnasium with a Double Pad Arena provides an appropriate range and mix of compatibility activities and provides opportunities to achieve operational economies of scale (i.e. parking, staffing).
5. The inclusion of an additional double gymnasium (2 double gymnasiums are recommended and only one is warranted according to the provisional target populations outlined in the Master Plan Update) may require additional capital funding, but offers significant benefit to the community.
6. Distributing the community centre space between the aquatic anchored facility and the arena anchored facility provides better opportunities to meet the community's demand for multi-use rooms and meeting rooms.

## SECTION 5: LOCATIONAL ANALYSIS

### 5.1 Evaluation Framework

The purpose of the locational analysis is to identify general areas within the study area that would provide appropriate locations for an Aquatics anchored facility and an Arena anchored facility. The key tasks included in this phase of the study were:



5.2 Search Zones for the Aquatics Anchored Facility

The search zone for a new aquatics anchored facility was predicated on the existing network of indoor aquatics facilities that provide City-delivered aquatics programs.

Figure 5-1 illustrates the geographic extent of the area (generally encompasses the built up portions of London) that is readily accessible to residential neighbourhoods that are not within the service delivery catchment area of existing City run aquatics programs.

The extent of the search zone was limited where necessary to avoid encroachment into industrial precincts or areas that would require extensive water/waste water servicing investment.

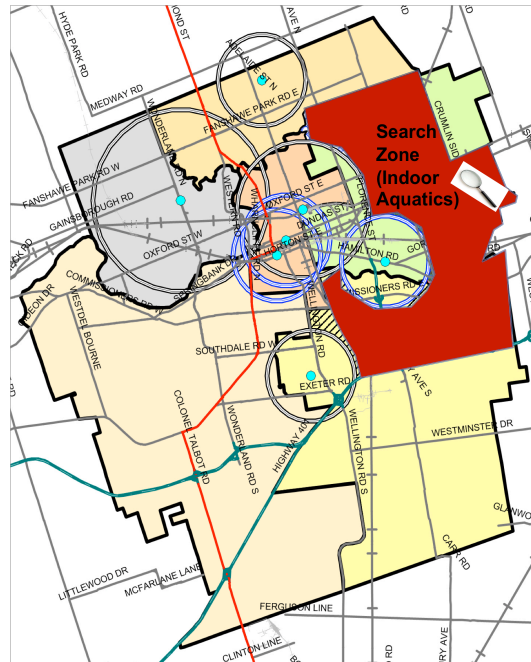


FIGURE 5-1: NEW AQUATICS SEARCH ZONE

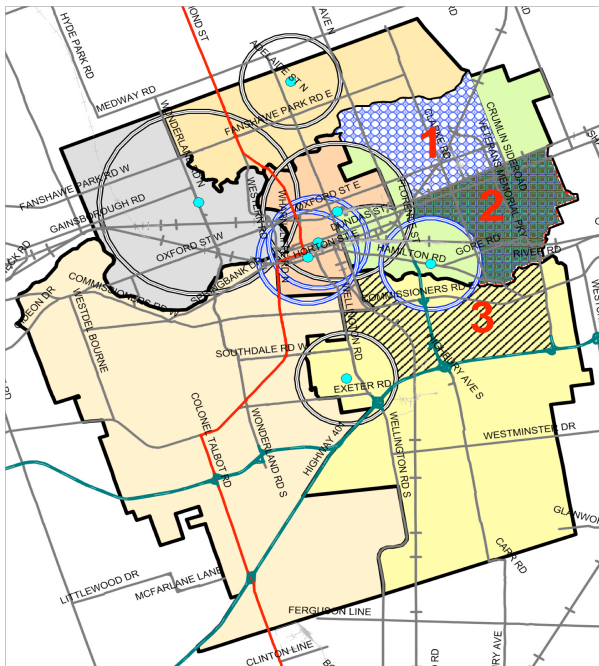


FIGURE 5-2: AQUATICS “GAP” AREAS

In order to better focus the macro-area investigations, the search zone was broken down into **three** service delivery gap areas.

- **Gap 1:** East London (North of Oxford Street)
- **Gap 2:** East London (South of Oxford Street and north of the Thames River)
- **Gap 3:** Southeast London (South of the Thames River)

The Gap Areas presented in Figure 5-2 form the basis of macro area evaluations for a new aquatics anchored facility.

5.3 Search Zones for the Arena Anchored Facility

The search zone for a new indoor arena anchored facility was predicated on the existing service delivery level of City owned and operated arenas in London.

Figure 5-3 to the right illustrates the geographic search zone that generally encompasses the built up portions of London including those that are readily accessible to residential neighbourhoods that are not presently served by existing arena facilities. .

The extent of the search zone was limited where necessary to avoid encroachment in to industrial precincts or areas that would require extensive water/waste water servicing investment. Through consultation with City of London officials the search zone that was ultimately evaluated is somewhat smaller than that illustrated in Figure 5-3, in particular the area, east of the Argyle arena was excluded from our evaluation based on issues of accessibility.

In order to better focus the area investigations, the search zone was broken down into the following **three gap area**.

- Gap 1: East London (North of the Thames Rivers)
- Gap 2: East London (South of the Thames River and east of Highbury Road)
- Gap 3: Southeast London (South of the Thames River and west of Highbury Road)

The Gap Areas presented in Figure 5-4 form the macro area evaluation sub-area for a new arena anchored facility.

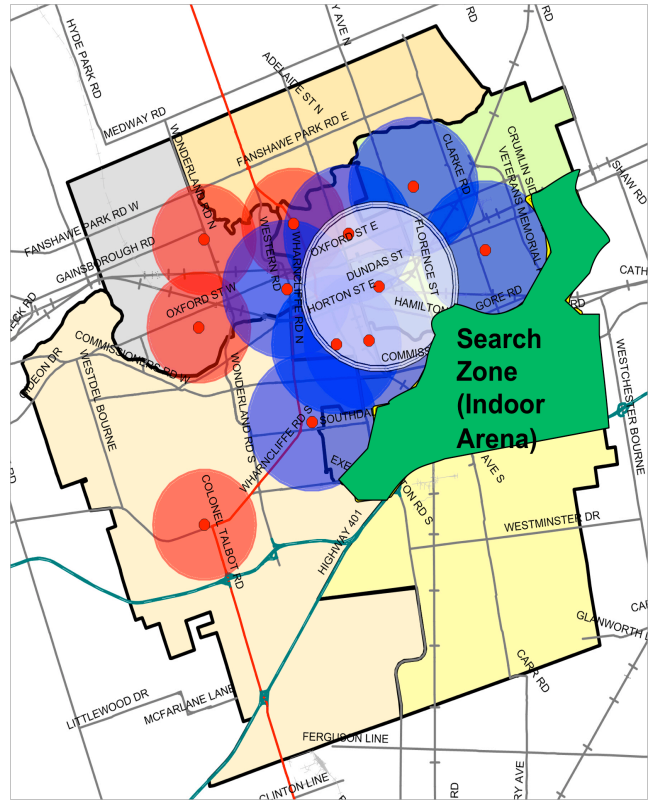


FIGURE 5-3: NEW ARENA SEARCH ZONE

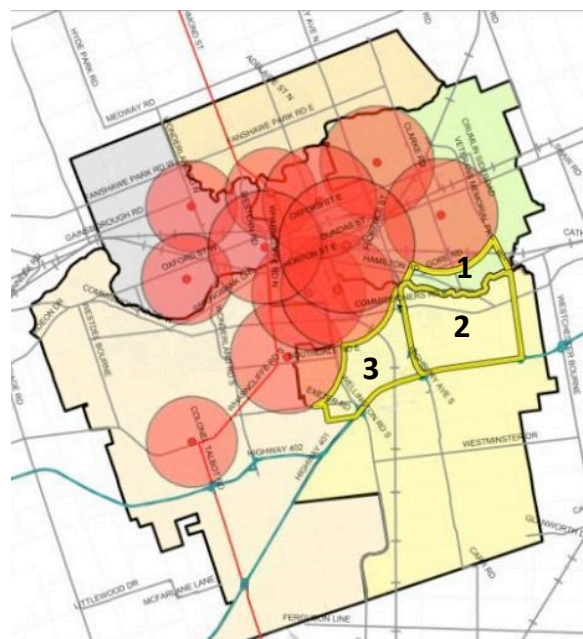


FIGURE 5-4: ARENA "GAP" AREAS

#### 5.4 Evaluation Model

An evaluation model that was used by the project team to quantify and assess which of the identified gap areas represented the best opportunity for a new aquatics-anchored facility and a new arena-anchored facility. The model was introduced to the public on June 7<sup>th</sup>, 2011 and was subsequently refined based on feedback from stakeholders through a workshop session.

The evaluation model for both facilities is based on a maximum score of 100 points. There are three key elements: **real estate** (3 criteria), **service delivery** (3 criteria), and **accessibility** (5 criteria). Figure 5-5 illustrates the relative importance of each of the key elements.

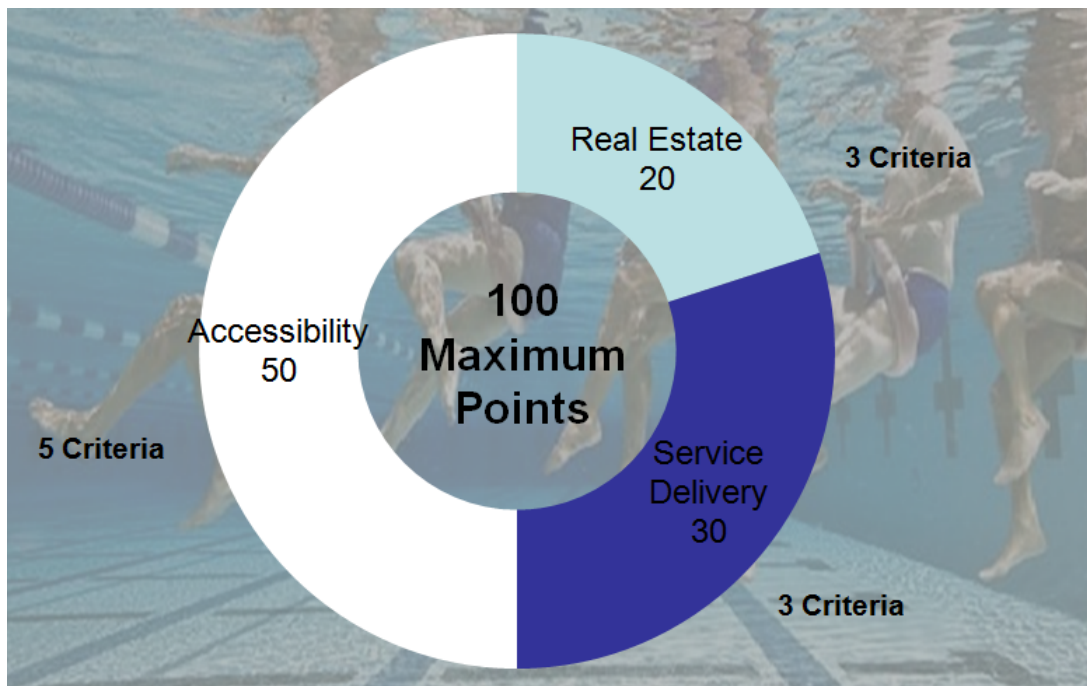


FIGURE 5-5: LOCATION EVALUATION – WEIGHTING MODEL (ARENA & AQUATICS)

The model has been calibrated using defined parameters for each of the criteria developed by the project team. An area would score 100% of the maximum number of points allocated based on its ability to satisfy the defined parameter. For example, under real estate category it was determined that more land options (within each of the Gap Area) would be preferential compared to fewer options. An area with more than 4 site options larger than 6 acres each would score 100% of the Maximum 10 points available (i.e. all 10 points). An area with only 3 site options would score 75% (7.5 pts). An area with 2 site options 50% (5 pts); 1 site 25% (2.5 pts) and 0 sites (0 pts). In developing the model, the parameters play an important role in determining the score.

(i) Aquatics Anchored Facility - Template

The following tables summarize evaluation model and maximum scoring that was used to evaluate the each of the three Gap Areas for *aquatics facilities*, as identified in Section 5.2 above.

REAL ESTATE CRITERIA - Aquatics	100%	75%	50%	25%	0%	TOTAL POINTS: 20
<b>Land Options (more than One Site &gt; 6.0 Acres)</b> <i>Sites must be serviced/serviceable by 2018</i> <i>Sites must be "clean"</i>						10 max
Parameters:	+4 Sites	3 sites	2 sites	1 site	No Sites	
<b>Number of Sites on Arterial Locations</b>						5 max
Parameters:	+4 Sites	3 sites	2 sites	1 site	No Sites	
<b>Site in Municipal Ownership</b> <i>Sites must be "uncommitted"</i>						5 max
Parameters:	+4 Sites	3 sites	2 sites	1 site	No Sites	

SERVICE DELIVERY CRITERIA - Aquatics	100%	75%	50%	25%	0%	TOTAL POINTS: 30
<b>Area Achieves Maximum Service Delivery Benefit</b> <i>Area should result in a reduction in under-served population in 2017 (83,200)</i>						10 max
Parameters:	< 40%	< 30%	< 20%	< 10%	> 10%	
<b>Area Serves a High Number of Youth and Seniors</b> <i>Area should include a high number of youth (0 – 14 yrs) and Seniors (60+). Percent of area population (2006)</i>						10 max
Parameters:	< 35%	< 35%	< 15%	< 5%	> 5%	
<b>Area Minimizes "Encroachment" on Current Facilities</b> <i>Area should permit for locations that are more than 2.5 km from the nearest existing (City owned) centre</i>						10 max
Parameters:	No Enc.	Minimal	Moderate	Significant	High	

ACCESSIBILITY CRITERIA - Aquatics	100%	75%	50%	25%	0%	TOTAL POINTS: 50
<b>City-wide Accessibility</b> <i>The percentage of London population within 15 minute drive of the facility (centroid).</i>						5 max
Parameters:	< 75%	< 50%	< 25%	< 10%	> 10%	
<b>Public Transit Access (No. of Bus Routes)</b> <i>Based on Service levels in 2011</i>						15 max
Parameters:	+8 Rtes	7 Rtes	6 Rtes	5 Rtes	> 5 Rtes	
<b>Bike Networks</b> <i>Based on Service levels in 2011</i>						10 max
Parameters:	+ 10 km	< 7.5 km	< 5 km	< 2.5 km	> 2.5 km	
<b>Walkability</b> <i>Number of Households within a 1.5 km (15 minute walk from area (centroid).</i>						15 max
Parameters:	7,000+	<5,000	<3,000	<1,000	>1,000	
<b>Nearby Student Population (2011)</b> <i>The number of Students (elementary/high school) within a 1.5 km (15 minute walk from area (centroid).</i>						5 max
Parameters:	2,000+	<1,500	<1,000	<500	>500	

(ii) Arena Anchored Facility – TEMPLATE

The following tables summarize evaluation model that was used to evaluate the each of the three Gap Areas for arena facilities as identified in Section 5.3 above.

REAL ESTATE CRITERIA - Arena	100%	75%	50%	25%	0%	TOTAL POINTS: <b>20</b>
<b>Land Options (more than One Site &gt; 6.0 Acres)</b> <i>Sites must be serviced/serviceable by 2018</i> <i>Sites must be "clean"</i>						<b>10 max</b>
<b>Parameters:</b>	+4 Sites	3 sites	2 sites	1 site	No Sites	
<b>Number of Sites on Arterial Locations</b>						<b>5 max</b>
<b>Parameters:</b>	+4 Sites	3 sites	2 sites	1 site	No Sites	
<b>Site in Municipal Ownership</b> <i>Sites must be "uncommitted"</i>						<b>5 max</b>
<b>Parameters:</b>	+4 Sites	3 sites	2 sites	1 site	No Sites	

SERVICE DELIVERY CRITERIA - Arena	100%	75%	50%	25%	0%	TOTAL POINTS: <b>30</b>
<b>Area Achieves Maximum Service Delivery Benefit</b> <i>Area should result in a reduction in under-served population in 2017 (30,200)</i>						<b>10 max</b>
<b>Parameters:</b>	< 40%	< 30%	< 20%	< 10%	> 10%	
<b>Area Serves a High Number of Youth and Seniors</b> <i>Area should include a high number of youth (0 – 14 yrs). Percent of area population (2006)</i>						<b>10 max</b>
<b>Parameters:</b>	< 35%	< 35%	< 15%	< 5%	> 5%	
<b>Area Minimizes "Encroachment" on Current Facilities</b> <i>Area should permit for locations that are more than 2.5 km from the nearest existing (City owned) centre</i>						<b>10 max</b>
<b>Parameters:</b>	No Enc.	Minimal	Moderate	Significant	High	

ACCESSIBILITY CRITERIA - Arena	100%	75%	50%	25%	0%	TOTAL POINTS: <b>50</b>
<b>City-wide Accessibility</b> <i>The percentage of London population within 15 minute drive of the facility (centroid).</i>						<b>15 max</b>
<b>Parameters:</b>	< 75%	< 50%	< 25%	< 10%	> 10%	
<b>Public Transit Access (No. of Bus Routes)</b> <i>Based on Service levels in 2014</i>						<b>15 max</b>
<b>Parameters:</b>	+8 Rtes	7 Rtes	6 Rtes	5 Rtes	> 5 Rtes	
<b>Bike Networks</b> <i>Based on Service levels in 2011</i>						<b>5 max</b>
<b>Parameters:</b>	+ 10 km	< 7.5 km	< 5 km	< 2.5 km	> 2.5 km	
<b>Walkability</b> <i>Number of Households within a 1.5 km (15 minute walk from area (centroid).</i>						<b>10 max</b>
<b>Parameters:</b>	7,000+	<5,000	<3,000	<1,000	>1,000	
<b>Nearby Student Population (2011)</b> <i>The number of Students (elementary/high school) within a 1.5 km (15 minute walk from area (centroid).</i>						<b>5 max</b>
<b>Parameters:</b>	2,000+	<1,500	<1,000	<500	>500	

5.5 Aquatics Anchored Facility – Results – Macro Area Analysis

The tables provided in this section contain the formal evaluation for each of the three Gap Areas for aquatic facilities. The results indicate that Area 2 is the preferred location for a new aquatics anchored facility, scoring highly across all measured criteria. Overall, Area 2 scored a total of 84 out of a possible 100 points.

REAL ESTATE CRITERIA – Aquatics	TOTAL POINTS: 20					GAP AREAS (INDOOR POOL)			
	100%	75%	50%	25%	0%	1	2	3	
<b>Land Options (more than One Site &gt; 6.0 Acres)</b> <i>Sites must be serviced/serviceable by 2018</i> <i>Sites must be "clean"</i> Parameters: +4 Sites 3 sites 2 sites 1 site No Sites						10 max	50% 5.0	100% 10.0	100% 10.0
<b>Number of Sites on Arterial Locations</b> Parameters: +4 Sites 3 sites 2 sites 1 site No Sites						5 max	50% 2.5	100% 5.0	75% 3.8
<b>Site in Municipal Ownership</b> <i>Sites must be "uncommitted"</i> Parameters: +4 Sites 3 sites 2 sites 1 site No Sites						5 max	25% 1.3	75% 3.8	50% 2.5
<b>REAL ESTATE SCORES</b>							31% 6.3	<input checked="" type="checkbox"/> 94% 18.8	810% 16.3

SERVICE DELIVERY CRITERIA - Aquatics	TOTAL POINTS: 30					GAP AREAS (INDOOR POOL)			
	100%	75%	50%	25%	0%	1	2	3	
<b>Area Achieves Maximum Service Delivery Benefit</b> <i>Area should result in a reduction in under-served population in 2017 (83,200)</i> Parameters: < 40% < 30% < 20% < 10% > 10%						10 max	50% 5.0	100% 10.0	75% 7.5
<b>Area Serves a High Number of Youth and Seniors</b> <i>Area should include a high number of youth (0 – 14 yrs) and Seniors (60+). Percent of area population (2006)</i> Parameters: < 35% < 35% < 15% < 5% > 5%						10 max	75% 7.5	75% 7.5	75% 7.5
<b>Area Minimizes "Encroachment" on Current Facilities</b> <i>Area should permit for locations that are more than 2.5 km from the nearest existing (City owned) centre</i> Parameters: No Enc. Minimal Moderate Significant High						10 max	100% 10.0	75% 7.5	100% 10.0
<b>SERVICE DELIVERY SCORES</b>							75% 22.5	<input checked="" type="checkbox"/> 83% 25.0	<input checked="" type="checkbox"/> 83% 25.0

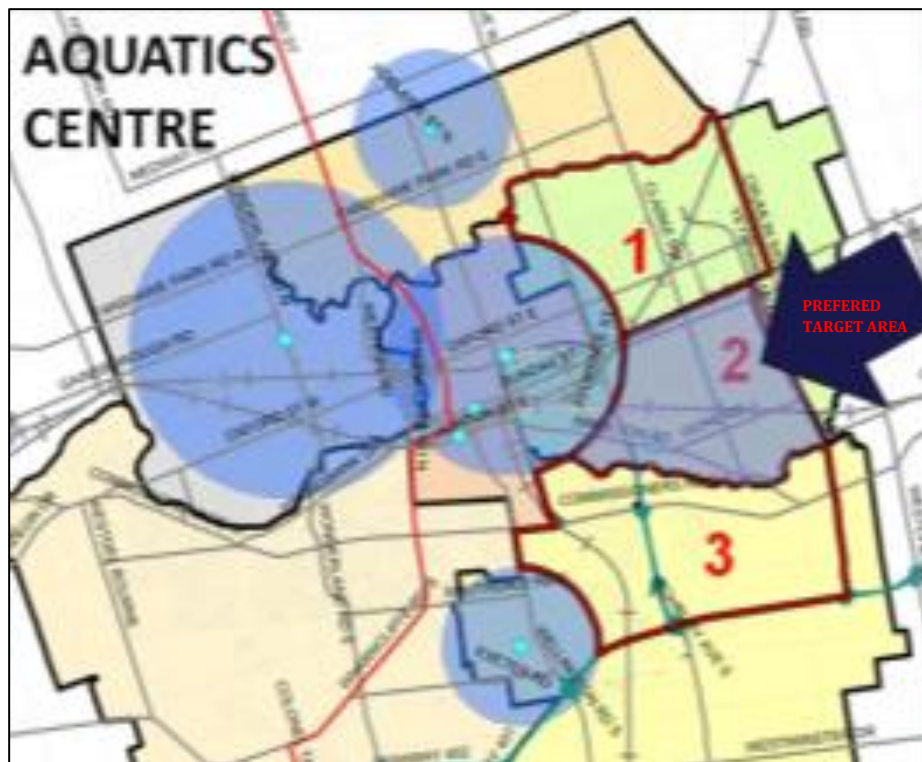
ACCESSIBILITY CRITERIA - Aquatics	TOTAL POINTS: 50					GAP AREAS (INDOOR POOL)			
	100%	75%	50%	25%	0%	1	2	3	
<b>City-wide Accessibility</b> <i>The percentage of London population within 15 minute drive of the facility (centroid).</i> Parameters: < 75% < 50% < 25% < 10% > 10%						5 max	100% 5.0	100% 5.0	100% 5.0
<b>Public Transit Access (No. of Bus Routes)</b> <i>Based on Service levels in 2011</i> Parameters: +8 Rtes 7 Rtes 6 Rtes 5 Rtes > 5 Rtes						15 max	100% 15.0	100% 15.0	100% 15.0
<b>Bike Networks</b> <i>Based on Service levels in 2011</i> Parameters: +10 km < 7.5 km < 5 km < 2.5 km > 2.5 km						10 max	50% 5.0	75% 7.5	50% 5.0
<b>Walkability</b> <i>Number of Households within a 1.5 km (15 minute walk from area (centroid).</i> Parameters: 7,000+ <5,000 <3,000 <1,000 >1,000						15 max	25% 3.8	50% 7.5	25% 3.8



<b>Nearby Student Population (2011)</b> <i>The number of Students (elementary/high school) within a 1.5 km (15 minute walk from area (centroid)).</i> <b>Parameters:</b>						5 max			
	2,000+	<1,500	<1,000	<500	>500		25%	100%	0%
							1.3	5.0	0
							60%	80%	58%
<b>ACCESSIBILITY SCORES</b>							<b>30.0</b>	<b>40.0</b>	<b>28.8</b>

SUMMARY OF GENERAL LOCATION ANALYSIS - AQUATICS			GAP AREAS (INDOOR POOL)		
			1	2	3
<b>REAL ESTATE CRITERIA</b>	<b>TOTAL POINTS:</b>	<b>20</b>		<input checked="" type="checkbox"/>	
			6.3	18.8	16.3
<b>SERVICE DELIVERY CRITERIA</b>	<b>TOTAL POINTS:</b>	<b>30</b>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
			22.5	25.0	25.0
<b>ACCESSIBILITY CRITERIA</b>	<b>TOTAL POINTS:</b>	<b>50</b>		<input checked="" type="checkbox"/>	
			30.0	40.0	28.8
<b>TOTAL SCORES</b>	<b>TOTAL POINTS:</b>	<b>100</b>		<input checked="" type="checkbox"/>	
			58.8	83.8	70.0

In light of the evaluation undertaken, it is recommended that Gap Area 2 be recognized as the preferred TARGET AREA for a new aquatics anchored facility.



5.6 Arena Anchored Facility – Results – Macro Area Analysis

The tables provided in this section contain the formal evaluation for each of the three arena Gap Areas. The results indicate that **Area 3** is generally the preferred location for an Arena Anchored facility, scoring highly across three of the four categories. Overall, Area 3 scored a total of 66 out of a possible 100 points.

REAL ESTATE CRITERIA – Arena	TOTAL POINTS: 20					GAP AREAS (ARENA)			
	100%	75%	50%	25%	0%	1	2	3	
<b>Land Options (more than One Site &gt; 6.0 Acres)</b> <i>Sites must be serviced/serviceable by 2018</i> <i>Sites must be “clean”</i> Parameters: +4 Sites   3 sites   2 sites   1 site   No Sites						10 max	50% 5.0	100% 10.0	50% 5.0
<b>Number of Sites on Arterial Locations</b> Parameters: +4 Sites   3 sites   2 sites   1 site   No Sites						5 max	0% 0	50% 5.0	25% 1.3
<b>Site in Municipal Ownership</b> <i>Sites must be “uncommitted”</i> Parameters: +4 Sites   3 sites   2 sites   1 site   No Sites						5 max	25% 1.3	50% 2.5	0% 0
<b>REAL ESTATE SCORES</b>							33% 8.8	<input checked="" type="checkbox"/> 63% 12.5	31% 6.3

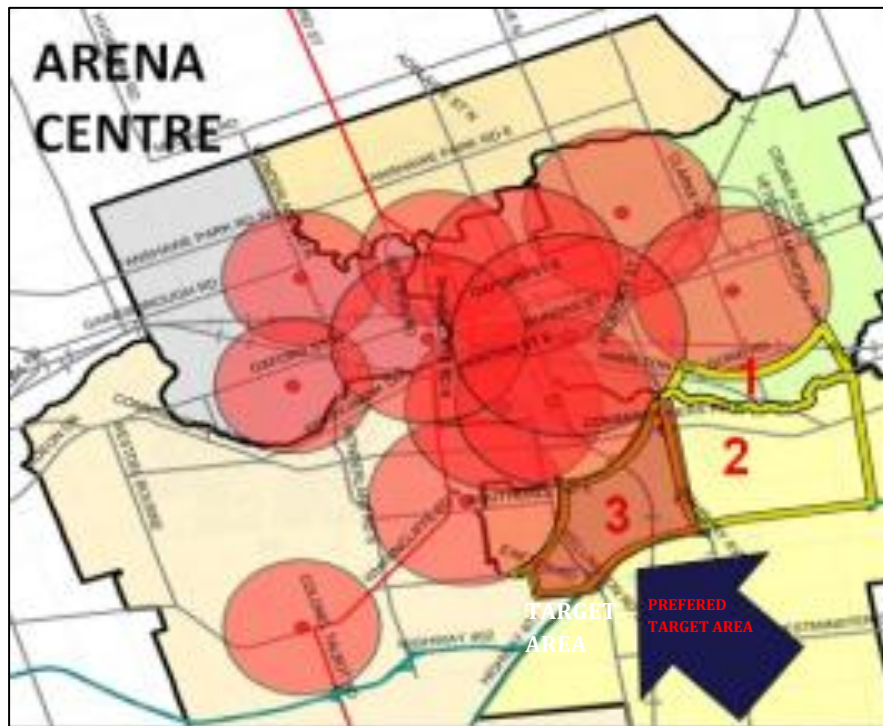
SERVICE DELIVERY CRITERIA - Arena	TOTAL POINTS: 30					GAP AREAS (ARENA)			
	100%	75%	50%	25%	0%	1	2	3	
<b>Area Achieves Maximum Service Delivery Benefit</b> <i>Area should result in a reduction in under-served population in 2017 (30,200)</i> Parameters: < 40%   < 30%   < 20%   < 10%   > 10%						10 max	0% 0	50% 5.0	100% 10.0
<b>Area Serves a High Number of Youth and Seniors</b> <i>Area should include a high number of youth (0 – 14 yrs). Percent of area population (2006)</i> Parameters: < 35%   < 35%   < 15%   < 5%   > 5%						10 max	75% 7.5	100% 10.0	75% 7.5
<b>Area Minimizes “Encroachment” on Current Facilities</b> <i>Area should permit for locations that are more than 2.5 km from the nearest existing (City owned) centre</i> Parameters: No Enc.   Minimal   Moderate   Significant   High						10 max	100% 10.0	100% 10.0	100% 10.0
<b>SERVICE DELIVERY SCORES</b>							58% 17.5	83% 25.0	<input checked="" type="checkbox"/> 92% 27.5

ACCESSIBILITY CRITERIA – Arena	TOTAL POINTS: 50					GAP AREAS (ARENA)			
	100%	75%	50%	25%	0%	1	2	3	
<b>City-wide Accessibility</b> <i>The percentage of London population within 15 minute drive of the facility (centroid).</i> Parameters: < 75%   < 50%   < 25%   < 10%   > 10%						15 max	100% 15.0	75% 11.3	100% 15.0
<b>Public Transit Access (No. of Bus Routes)</b> <i>Based on Service levels in 2014</i> Parameters: +8 Rtes   7 Rtes   6 Rtes   5 Rtes   > 5 Rtes						15 max	0% 0	0% 0	50% 7.5
<b>Bike Networks</b> <i>Based on Service levels in 2011</i> Parameters: + 10 km   < 7.5 km   < 5 km   < 2.5 km   > 2.5 km						5 max	0% 0	0% 0	0% 0
<b>Walkability</b> <i>Number of Households within a 1.5 km (15 minute walk from area (centroid).</i> Parameters: 7,000+   <5,000   <3,000   <1,000   >1,000						10 max	25% 2.5	0% 0	50% 5.0

<b>Nearby Student Population (2011)</b> <i>The number of Students (elementary/high school) within a 1.5 km (15 minute walk from area (centroid)).</i>  <b>Parameters:</b>						<b>5</b> max			
	2,000+	<1,500	<1,000	<500	>500		0%	0%	100%
							0	0	5.0
							35%	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>ACCESSIBILITY SCORES</b>							<b>17.5</b>	<b>11.3</b>	<b>32.5</b>

GENERAL LOCATION ANALYSIS SUMMARY - ARENA				GAP AREAS (ARENA)		
				1	2	3
REAL ESTATE CRITERIA	TOTAL POINTS:	<b>20</b>	8.8	<input checked="" type="checkbox"/> 12.5	6.3	
SERVICE DELIVERY CRITERIA	TOTAL POINTS:	<b>30</b>	17.5	25.0	<input checked="" type="checkbox"/> 27.5	
ACCESSIBILITY CRITERIA	TOTAL POINTS:	<b>50</b>	17.5	11.3	<input checked="" type="checkbox"/> 32.5	
<b>TOTAL SCORES</b>	<b>TOTAL POINTS:</b>	<b>100</b>	<b>43.8</b>	<b>48.8</b>	<input checked="" type="checkbox"/> <b>66.3</b>	

In light of the evaluation undertaken, it is recommended that Gap Area 3 be recognized as the preferred TARGET AREA for a new arena anchored facility and that locations at the western and northern edges of Gap Area 2 also be considered as appropriate options for consideration.



## SECTION 6: SITE EVALUATION

### 6.1 Introduction

A list of candidate sites within each of the recommended target areas was identified and evaluated. These candidate sites represent viable site options to accommodate either the new Aquatics anchored facility and the new Arena anchored facility.

The evaluation of these sites and the related recommendations to the City concerning the ranking of the sites which best fulfill the locational requirements of both a new Aquatics Anchored facility and a new Arena Anchored facility are presented in a **confidential report delivered under separate cover**. Confidential reporting on the specific site recommendations is appropriate since the early disclosure of the preferred sites could adversely affected the City's ability to acquire the site(s) in an open market situation.

### 6.2 Evaluation Matrix

As was the case with locational analysis discussed in Section 5, the criteria matrix used to evaluate each potential site was comprised of three primary components – *real estate*, *service delivery*, and *accessibility*.

The *real estate* component of the criteria matrix takes into consideration the physical size of the site, whether it is currently available for sale, the existence of constraints to development, and public ownership of land.

The *service delivery* component of the criteria matrix considers the threat of encroachment of the potential sites on the service buffers for existing facilities within the study area. The service delivery component of the criteria matrix also takes into consideration the percentage of the under-served (or service gap) population living in proximity to the potential sites.

The *accessibility* component of the criteria matrix is based on access to existing bus/bike routes, the number of students and households within a 15 minute walk, and the percentage of the City's total population living in proximity to each site.

The models have been calibrated using defined parameters for each of the criteria developed by the project team. A site would score 100% of the maximum number of points allocated based on its ability to satisfy the defined parameter.

## Aquatic Facility Site Selection Matrix

REAL ESTATE CRITERIA – Aquatics	TOTAL POINTS:					40
	100%	75%	50%	25%	0%	
<b>Site Size (+/- 6.0 acre target)</b>  Parameters: < 7 Acres						10 max
<b>Site is For Sale (Available for Development)</b>  Parameters: Dialogue has Commenced						10 max
<b>Site is Free from Development Constraints</b> <i>OP/Zoning, Environmentally Sensitive Area, Clean</i> <i>Sites must be serviced/serviceable by 2018</i> Parameters: No Risks						10 max
<b>Site in Municipal Ownership</b> <i>Sites must be "uncommitted"</i> Parameters: Yes						10 max
			Yes, but other constraints		No	

SERVICE DELIVERY CRITERIA – Aquatics	TOTAL POINTS:					20
	100%	75%	50%	25%	0%	
<b>Area Achieves Maximum Service Delivery Benefit</b> <i>Site would result in a reduction in under-served population in 2017 (83,200) measured at 2.5 km</i> Parameters: < 40%						10 max
<b>Site "Encroachment" on Current Facilities</b> <i>Site would not encroach on other existing aquatic facilities in London (2.5 km)</i> Parameters: No Enc.						10 max
		Minimal	Moderate	Significant	High	

ACCESSIBILITY CRITERIA – Aquatics	TOTAL POINTS:					40
	100%	75%	50%	25%	0%	
<b>City-wide Accessibility</b> <i>The percentage of London population within 15 minute drive of the facility.</i> Parameters: < 75%						15 max
<b>Transit Access (No. of Bus Routes within 300m of site)</b> <i>Based on Service levels in 2011</i> Parameters: +4 Routes						10 max
<b>Bike Networks</b> <i>Based on Service levels in 2011</i> Parameters: +4 Routes						5 max
<b>Walkability</b> <i>Number of Households within a 1.5 km (15 minute walk from area (centroid)).</i> Parameters: 2,000+						5 max
<b>Nearby Senior Population (2014)</b> <i>The number of seniors (65 years old or greater) within 1.5 km (centroid)).</i> Parameters: 1,000+						5 max
		<1,500	<1,000	<500	>500	
		<500	<250	<100	>100	

Arena Site Selection Matrix

REAL ESTATE CRITERIA – Arena	TOTAL POINTS:					40
	100%	75%	50%	25%	0%	
<b>Site Size (+/- 6.0 acre target)</b>  Parameters: < 7 Acres						10 max
<b>Site is For Sale (Available for Development)</b>  Parameters: Dialogue has Commenced						10 max
<b>Site is Free from Development Constraints</b> <i>OP/Zoning, Environmentally Sensitive Area, Clean"</i> <i>Sites must be serviced/serviceable by 2018</i> Parameters: No Risks						10 max
<b>Site in Municipal Ownership</b> <i>Sites must be "uncommitted"</i> Parameters: Yes						10 max
			Yes, but other constraints		No	

SERVICE DELIVERY CRITERIA – Arena	TOTAL POINTS:					20
	100%	75%	50%	25%	0%	
<b>Area Achieves Maximum Service Delivery Benefit</b> <i>Area should result in a reduction in under-served population in 2017 (32,200) measured at 1.5 km</i> Parameters: < 40%						10 max
<b>Site "Encroachment" on Current Facilities</b> <i>Site would not encroach on other existing aquatic facilities in London (1.5 km)</i> Parameters: No Enc.						10 max
		Minimal	Moderate	Significant	High	

ACCESSIBILITY CRITERIA – Arena	TOTAL POINTS:					40
	100%	75%	50%	25%	0%	
<b>City-wide Accessibility</b> <i>The percentage of London (CMA) population within 15 minute drive of the facility (centroid).</i> Parameters: < 75%						15 max
<b>Transit Access (No. of Bus Routes within 300m of site)</b> <i>Based on Service levels in 2014</i> Parameters: +4 Routes						10 max
<b>Bike Networks</b> <i>Based on Service levels in 2014</i> Parameters: +4 Routes						5 max
<b>Walkability</b> <i>Number of Households within a 1.5 km (15 minute walk from area (centroid).</i> Parameters: 2,000+						5 max
<b>Nearby Student Population (2014)</b> <i>The number of Students (elementary/high school) within a 1.5 km (15 minute) walk from area (centroid).</i> Parameters: 1,000+						5 max
		<1,500	<1,000	<500	>500	
		<500	<250	<100	>100	

## SECTION 7: RECOMMENDATIONS

### 7.1 Delivery Model Recommendations

1. That two (2) locations be provided for new community and recreation facilities in East/Southeast London.
2. That the new community and recreational facilities in East/Southeast London be accommodated as follows:
  - (i) Location A - Community Centre and Gymnasium with a Double Pad Arena,
  - (ii) Location B - Community Centre and Gymnasium anchored by an Indoor Aquatic Centre

### 7.2 General Location Recommendations

3. That Aquatic Centre Gap Area 2 be recognized as the preferred Target Area for a new Indoor Aquatic Centre, Gymnasium and related Community Centre,
4. That Arena Gap Area 3 be recognized as the preferred Target Area for a new Double Pad Arena, Gymnasium and related Community Centre and that locations at the western and northern edges of Area 2 also be considered as appropriate options for consideration.

### 7.3 Site Selection Recommendations

Detailed recommendations concerning the specific sites which best fulfil the locational requirements of new community and recreation facilities in East/ Southeast London are provided in a confidential report delivered under separate cover.

**APPENDIX A**

**COMMUNITY CONSULTATION ACTIVITIES AND REPORTS**

**Community Engagement Plan**

Prepared March, 2011

**Focus Group Meeting**

**Making Choices: New Community Recreation Facilities in East/Southeast London**

**Phase 1 - How should we distribute community recreation facilities in the Study Area?**

Focus Group, March 30, 2011

**(5) Neighbourhood Workshops**

**Making Choices: New Community Recreation Facilities in East/Southeast London**

**Phase 1 - How should we distribute community recreation facilities in the Study Area?**

Community Workshops, April 6 & 7, 2011

**Community Workshop**

**Making Choices: New Community Recreation Facilities in East/Southeast London**

**Phase 1 - How should we distribute community recreation facilities in the Study Area?**

Community Workshop Held April 26, 2011

**Community Workshop**

**Making Choices: New Community Recreation Facilities in East/Southeast London**

**Phase 2 – Evaluating Locations**

Community Workshop, June 8, 2011

**Community Workshop**

**Making Choices: New Community Recreation Facilities in East/Southeast London**

**Phase 2 – Evaluating Locations**

Community Workshop, June 22, 2011

Copies of all workbooks, discussion reports, summary notes and presentation from the neighbourhood and community –wide workbooks are available under separate cover and are posted on the project website.