

Planning & Management Solutions for *Your* Recreation Services



dmA Planning & Management Services specializes in planning studies and market assessments that support sport, recreation, and culture. We work with local and provincial governments across Canada, not-for-profit and, for-profit organizations, who wish to contribute to and develop these experiences and opportunities.

dmA's projects involve extensive document analysis, consultation and facilitation, using a wide range of processes. We are committed to working with our clients to ensure recommendations and strategies are effective and realistic. We believe in developing plans that are defensible and implemental.

Our range of planning projects include facility feasibility studies and market assessments, community leisure (parks, recreation, sport, culture) master plans, policy reviews and development, and management/operational reviews.

dmA has completed well over 500 studies during our more than 25 years of planning work. Collectively those studies have involved collaboration and consultation with a vast number of Canada's sport and recreation umbrella organizations, through direct work with those groups, or through our ongoing trend watch and information gathering processes. Each study requires current and comprehensive knowledge of the issues and trends related to the diverse array of sport and recreation activities in which the residents and stakeholders of our client communities are engaged.

Our planning studies are a major contributor to the quality of community life, supporting active healthy living, economic development, and community engagement.

On the following pages **dmA's** recreation, sport, parks, and culture planning experience is highlighted.

Feasibility Studies for Recreation, Sport & Culture Facilities



dmA's feasibility studies have assessed the need and support for a wide range of community sport, recreation and cultural facilities. The scope and context of these studies varies, but typically all include public consultation using online and other survey tools; focus groups; and public meetings or other forms of open consultation. Feasibility studies assess local infrastructure supply and condition and compare infrastructure along with demand indicators to trends and practices in other communities. Once *needs* are identified, the level of support – financial and other – is assessed. Support is based on detailed capital and operating financial analysis and the ability and desire of the community to contribute to the capital and ongoing operating costs. Some feasibility studies investigate alternative operating options including, but not limited to partnerships between municipalities and YMCA's, operation by the private sector, operation by the community. All feasibility studies include an implementation plan outlining next steps and funding opportunities.

Feasibility studies are typically undertaken for single facility components such as an aquatic facility or a theatre or more commonly, in recent years, for multi-purpose facilities. The following lists highlight our facility feasibility studies.

Aquatic Studies

- City of Fredericton, NB, & YMCA Aquatic Needs Assessment
- City of Kingston, ON, Aquatic Feasibility Study
- City of Ottawa, ON, Outdoor Aquatic Facility Review
- County of Shelburne, NS, Aquatic Needs Assessment
- Municipality of Chester, NS, Indoor Pool Feasibility Study
- Quinte West, ON, Aquatics Centre and Library Feasibility Study
- Town of Uxbridge, ON, Aquatic Feasibility Study
- YMCA Parry Sound, ON, Aquatic Facility Planning Study

Arena Studies

- City of Kingston, ON, Arena Capacity & Expansion Study
- City of Windsor, ON, Arena Strategy
- Membertou First Nation, NS, Arena Feasibility Study
- Town of Essex, ON, Arena Feasibility Study

Parks and Fields

- City of Burlington, ON, Major Event Park Study
- City of Mississauga, ON, Outdoor Recreation Facility Study
- City of Nepean ON, Ben Franklin Park Development Plan
- City of North Bay ON, Outdoor Sport Field Feasibility Study
- City of Toronto ON, Sports Fields Strategy
- Saint John Exhibition Association Sport Facility Study
- Ganaraska Region Conservation Authority ON, Forest Centre Redevelopment
- Georgian Development, ON, Equestrian Community Market Assessment
- Sifton Properties, ON, Equestrian Community Feasibility Assessment

Feasibility Studies for Recreation, Sport & Culture Facilities

Culture Facilities

- Municipality of Leamington, ON, Performing Arts Feasibility Study
- St. Catharines, ON, Performing Arts Centre Feasibility Study
- Town of Richmond Hill, ON, Arts Centre Feasibility Study
- Town of Uxbridge, ON, Music Hall Future Development Strategy

Multipurpose Facilities

- Arichat, NS, Recreation Commission, Facility Feasibility Study
- Central Nova Region, NS, Multi-Purpose Civic Centre Feasibility Study
- CFB Greenwood and Area, NS, Arena Options Study
- City of Belleville, ON, Leisure Centre Feasibility Study
- City of Kawartha Lakes, ON, Arena & Recreation Complex Feasibility Study
- City of Orillia, ON, Multi-Use Recreation Facility Feasibility Study
- City of Ottawa, ON, Multipurpose Sport Development and Training Facility Study
- City of Saint John, NB, Multi-Plex Recreation Facility Needs Study
- City of Thunder Bay, ON, Canada Games Complex Program and Service Assessment
- City of Toronto, ON, North East Scarborough Recreation Facility Feasibility Study
- City of Toronto, ON, Multi-Purpose Centres Feasibility Study
- City of Toronto ON, Stadium and Recreation Facilities Feasibility Study
- County of Pictou NS, Sport, Recreation and Wellness Centre Feasibility Study
- Halifax Regional Municipality NS, Prospect Road Community Centre Needs Assessment
- Municipality of Chatham Kent ON, Exposition and Trade Centre Feasibility Study
- Municipality of Chatham-Kent ON, Multi-Use Recreational/Educational Facility Feasibility Study
- Municipality of Guysborough NS, Civic Centre Feasibility Study
- Municipality of Queens NS, Recreational Facility Feasibility Study
- Regional Municipality of Halifax NS, Facilities Feasibility Study
- Rotary Club of Kentville, NS, Multiuse Wellness and Recreation Centre Needs Assessment
- Town of Bay Roberts, NL, Multi-Purpose Facility Feasibility Study
- Town of Bridgewater / Municipality of District of Lunenburg, NS, Multi-Purpose Facility Feasibility Study
- Town of Caledon, ON, North Hill Community Centre Feasibility Study
- Town of Gravenhurst, ON, Aquatic Centre Feasibility Study
- Town of Halton Hills, ON, Multi-Purpose Community Centre Feasibility Study
- Town of Niagara-on-the-Lake, ON, Multipurpose Space Needs Assessment
- Town of Pelham, ON, Facilities Feasibility Study
- Town of Pelham, ON, Multi-Use Complex Feasibility Study
- Town of Petawawa, ON, Recreation Facility Feasibility Study
- Town of Petawawa ON, Recreation and Cultural Complex Feasibility Study
- Town of Smith Falls ON / YMCA Facility Feasibility Study
- Town of Wasaga Beach ON, Multipurpose Centre Feasibility Study
- Township of Goulbourn ON, Multi-Purpose Community Centre Feasibility Study
- Township of Springwater ON, Multi-Purpose Recreation Complex Feasibility Study
- Township of St. Clair ON, Health and Wellness Centre Feasibility Study
- University of Windsor ON, South Campus Sport and Recreation Complex Feasibility Study

Master Plans for Recreation, Culture & Parks Services



Master plans are comprehensive assessments of community-wide municipal leisure services (*recreation, sport, parks, culture*) resulting in recommendations for future development. Master plans are typically for periods of 5 to 10 years, although some are longer. Some plans focus more strongly on infrastructure, but many incorporate discussion of organizational mandate, operational efficiency, partnerships and coordination with other providers, and policy directions. As with feasibility studies, the scope of these studies influences the level of public consultation but all include a range of consultation activities. Staffing requirements and land acquisition needs as well as facility priorities are typically recommended. Because master plans have implications for land requirements (for facilities and parks), policies from master plans are often then incorporated with in municipal plans.

Recent & Selected Clients

- City of Brampton, ON, Parks, Culture and Recreation Master Plan
- City of Clarence Rockland, ON, Rockland Recreation Master Plan
- City of Edmonton, AB, Recreation Facility Master Plan
- City of Elliot Lake, ON, Parks, Recreation, Arts & Culture Master Plan
- City of Fredericton, NB, Recreation Master Plan
- City of Kawartha Lakes, ON, Parks, Recreation & Culture Strategic Plan
- City of Niagara Falls, ON, Parks, Recreation, Arts & Culture Strategic Plan
- City of North Bay, ON, Tourism and Leisure Master Plan
- City of Ottawa, ON, Recreation and Culture Facilities Master Plan
- City of Thunder Bay, ON, Recreation and Parks Master Plan
- City of Woodstock, ON, Recreation and Leisure Services Strategic Plan
- Municipality of Leamington, ON, Culture, Recreation, Parks Strategic Plan
- Municipality of South Huron, NS, Recreation Master Plan
- Town of Ajax, ON, Recreation, Parks and Open Space Strategic Plan
- Town of Caledon, ON, Recreation Master Plan
- Town of Collingwood, ON, Leisure Services Master Plan
- Town of Goderich, ON, Recreation Master Plan
- Town of Hampton, NB, Recreation Master Plan
- Town of Parry Sound & Area, ON, Cultural and Recreation Master Plan
- Town of Petawawa, ON, Parks & Recreation Master Plan
- Town of Richmond Hill, ON, Recreation Master Plan
- Town of Wasaga Beach, ON, Culture and Recreation Master Plan
- Town of Whitby, ON, Culture, Parks, Recreation and Open Space Master Plan
- Township of Clearview, ON, Culture and Recreation Master Plan
- Township of Lake of Bays, ON, Parks Master Plan
- Township of Scugog, ON, Parks, Recreation and Culture Strategic Plan
- Township of Smith Ennismore Lakefield, ON, Parks and Recreation Master Plan
- Township of Springwater, ON, Parks and Recreation Master Plan
- Township of Uxbridge, ON, Parks, Recreation, and Culture Strategic Plan

Management & Policy Development Studies



These studies vary significantly in topic and many represent one-of-a kind studies. **dmA's** management and policy studies have assessed facility models and funding approaches that were then used as provincial level guidelines; created how-to documents for implementing community activity plans; and assessed provincial policy and service directions (e.g., gender equity, access to recreation, performance measures etc.). Other management studies were undertaken for a specific municipal or provincial government, or sport organization to develop local agreements or service models.

Operational Reviews

- ACOA, NS, Recreation Centres in Rural Nova Scotia: Best Practices and Sustainability
- City of Brampton, ON, Arts and Culture Scan
- City of Kitchener, ON, Older Adult Strategy
- City of Kitchener, ON, Volunteer Services Strategy
- City of Niagara Falls, ON, Museum Organizational Strategy
- City of North Bay, ON, Recreation, Sport and Healthy Active Living Services Strategy
- City of Toronto, ON, Artificial Sports Field Assessment
- City of Toronto, ON, Commissioners Park Options for Development
- City of Waterloo, ON, Recreation & Leisure Services - Operational Mandates
- City of Woodstock, ON, Recreation and Culture Organizational and Staffing Review
- County of Kings, NS, Inter-Municipal Physical Activity Strategy
- County of Kings, NS, Partnership Committee Review of Recreation Funding Models
- Grand River, ON, A Canadian Heritage River - Ten Year Monitoring Report
- Halifax, NS, Dartmouth North Community Centre Operational Review
- Halifax Regional Municipality, NS, Physical Activity Strategy
- Heart & Stroke Foundation of NS Healthy Living Rating and Recognition Program
- Province of NL Recreation Division: Options for Renewal Study
- Province of Nova Scotia Evaluation of the Community Museum Assistance Program
- Province of Ontario Resource Manual to Plan and Promote Participation in Physical Activity
- Region of Halton, ON, Joint Use Agreement
- Town of Essex, ON, Recreation Services Operational Review
- Town of Petawawa, ON, Tourism Strategy
- Town of Tecumseh, ON, Recreation Operational Review
- Town of Whitby, ON, Youth Recreation Needs Study
- Township of Lake of Bays ON, Parks and Recreation Service Delivery Review
- University of Windsor, ON, Alumni Association Strategic Planning

Policy Studies

- PRO, Affordable Access to Parks and Recreation Services - Policy Development Framework
- Sport Ontario, Gender Equity Study
- Amherst, NS, Arts & Culture Heritage Study
- City of Oshawa, ON, Ice Allocation Policy Review
- Interprovincial Sport and Recreation Committee: Assessment of Innovative Infrastructure Development
- Maritime Provincial Recreation Associations - Assessment of Access Policies
- Ontario Ministry of Municipal Affairs and Housing Education and Training Strategy
- Ontario Ministry of Municipal Affairs and Housing Performance Measures for Recreation and Parks
- Province of Ontario Recreation Infrastructure Practices