



Leisure Services Master Plan

October 2023



Town of Bradford West Gwillimbury
Leisure Services Master Plan

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Section 1: **The Foundations of Leisure Services in BWG**

The Town of Bradford West Gwillimbury ("BWG") has a long history of providing quality parks and recreation spaces which contribute countless benefits to the community. The local parks and recreation system provides BWG residents with access to many programs, services, events and opportunities for self-scheduled recreational activities ranging from organized sports to picnics in the park. Many of these facilities and programs are not always found in municipalities of similar size and thus BWG is fortunate to have strong support from Town Council, a dedicated team of Town Staff that are focused on service excellence, and a committed base of volunteers that help deliver quality experiences to the people living here.

This Leisure Services Master Plan (the "LSMP") is the second long-range document of its type and is the scheduled 5-year update to the previous Master Plan. The LSMP identifies BWG's parks and recreation needs to the year 2032, guiding decisions required to support investments and action plans over the next 10 years. The scope of the LSMP focuses on:

- Indoor and outdoor recreation facilities;
- Parks and open spaces; and
- Programs and services offered through the municipal recreation and parks system.



The LSMP advances 5 Guiding Principles to address the recreation and parks needs of BWG residents while contributing to the Town's placemaking, planning and economic development objectives as a whole. The LSMP Guiding Principles align with the Framework for Recreation in Canada as follows:

1. Active Living: Foster Active Living by providing and supporting active opportunities in BWG.
2. Inclusion and Access: Ensure that all residents are included and welcomed to participation in leisure opportunities within BWG's facilities and parks.
3. Connecting People and Nature: Ensure that all residents and visitors can explore and benefit from being in BWG's natural and green outdoor spaces.
4. Supportive Environments: Work with partners and community groups to expand the number of leisure opportunities available to Bradford West Gwillimbury's residents and visitors.
5. Recreation Capacity: Continue to be a high performing organization that delivers quality leisure services to BWG residents alongside other community providers, makes residents aware of these services and their benefits, and provides staff with professional development opportunities.



The Importance of a Strong Parks & Recreation System

BWG's parks and recreation system is essential to the health and well-being of each resident living in the community and for the Town as a whole. Parks, recreation facilities and related programs provide BWG residents with numerous physical, health, psychological, economic and environmental benefits. Not only does participation in parks and recreation activities offer opportunities for a healthy lifestyle, it facilitates greater cognitive development and self-esteem among individuals, social interaction, economic spending, conservation of natural lands, and community vibrancy.

The Town of BWG recognizes the benefits of proactively planning its leisure services to provide evidence-based rationale that supports decisions pertaining to its parks and recreation system. The LSMP and annual assessments regularly undertaken by Town staff has helped to develop policy frameworks, quantify benefits and needs, and establish performance measures.

Alignment with the Framework for Recreation in Canada

To support its goal of providing exceptional leisure services to residents of BWG, the LSMP has been aligned with the Framework for Recreation in Canada 2015 (herein referred to as the FRC). The FRC is a collaborative effort of the Interprovincial Sports and Recreation Council (ISRC) and the Canadian Parks and Recreation Association. It provides a foundation for all levels of government to coordinate policies and practices that aim to improve the well-being of individuals, communities, and the built and natural environments through the recreation and parks sector.

On May 23, 2023, the Canadian Parks and Recreation Association released a Supplement to the FRC in Draft form in order to reflect the significant changes that have occurred in Canada since 2015. The Supplement is not intended to replace the 2015 FRC but rather focus on specific actions until a time at which a new FRC is produced.

Part II

A Framework for Recreation in Canada 2015

Vision

Everyone engaged in meaningful, accessible recreation experiences, that foster:

Individual Wellbeing | Wellbeing of Natural & Built Environments | Community Wellbeing

Values

Public Good | Inclusion & Equity | Sustainability

Principles of Operation

Lifelong Participation | Outcome-Driven | Quality & Relevance | Evidence-Based | Partnerships | Innovation

Goals



Priorities

Notable Achievements & Recent Progress

The Town of BWG has much to be proud of in terms of its recent and ongoing efforts to improve its parks, recreation and leisure services in light of pressures placed upon it by population growth, emerging interests and expectations, and a changing provincial legislative environment. A review of the status of the 2017 LSMP's 66 recommendations shows that approximately half have been initiated or completed which is a factor why this 2023 Update to the LSMP has been able to reduce the number of recommendations to 39, something that may prove to be more manageable with the progress that has been made.

This is not to say that the Town has not faced challenges or areas where improvement needs to be focused. Recommendations that were not implemented since 2017 can be attributed to two primary reasons:

- 1) the COVID-19 pandemic; and
- 2) Departmental staffing and other resources not keeping up with the rate of population growth, thereby limiting the Community Services Department's ability to respond to complex requests.

Notable achievements made by the Town since 2017 are as follows:

- Achieved 95% of the amount of net new parkland recommended in the 2017 LSMP through parkland acquisition and development efforts.
- Making leisure services more inclusive through implementation of a Financial Assistance Program to reduce income-related barriers to accessing recreation programs, staff training, and approving an Inclusion Coordinator position for Fall 2023.
- Completion of the first development phase at Henderson Memorial Park that has added considerable capacity to the rectangular sports field system and provided a number of quality facilities.



- 2 new lit ball diamonds and 2 new unlit ball diamonds which have bolstered the local ball diamond supply.
- Enhancement of youth services through hiring recreation staff that have progressed youth programs, leading an application for provincial designation as a Youth Friendly Community, and formation of a Youth Action Committee.
- Preparation of a conceptual plan for Centennial Park and exploration of potential uses for the Bradford & District Community Centre.
- Rejuvenation of Taylor Park and Lions Park that are located in established neighbourhoods of Bradford, with the intention of renewing additional parks based on financial and asset management plans.
- Construction of an outdoor pickleball complex with six high quality courts at the Danube Seniors Centre.
- New tennis and basketball courts at Henderson Memorial Park along with new basketball courts at Lions Park, Middletown Park and Taylor Park.
- Allocating space for a temporary cricket pitch at Joe Magani Park.
- Splash pads constructed at Henderson Memorial Park and Middletown Park along with six new play structures across BWG.
- Offering outdoor fitness experiences via the Berm along Langford Boulevard and Alan Kuzmich Park using outdoor fitness equipment.
- Acquisition of a former elementary school at 177 Church Street with architectural plans developed to redevelop the site as a Community Hub.
- Community garden added at Lions Park with plans to add more at Taylor Park and as part of the Church Street Community Hub.

Town of BWG Council and Staff are to be commended for their proactive efforts in providing quality parks, recreation and leisure services.

Reflecting the Local Context through Research and Consultation

Input from LSMP Consultations

Community engagement was an integral component of the LSMP's methodology with feedback collected from BWG residents, local stakeholder groups, Town Council, and Town Staff. LSMP consultations provided valuable insight into the Town's strengths, needs and opportunities with many people offering helpful perspectives as to how to improve the quality of and access to parks and recreation facilities and services. The engagement tools used in this LSMP included:

- Community Awareness Materials
- Virtual Public Open House to kick-off the project
- Online Community Survey (1,379 individual responses)
- Stakeholder Focus Groups (37 group responses)
- Staff Workshops (22 attendees)
- Town Council and Key Opinion Leader Interviews
- Public Open House & Feedback Form to test the draft LSMP

Outcomes from each consultation activity are presented in Appendix B which were considered throughout the various LSMP assessments.

BWG's Community Profile

While there is no approved population figure available for 2023, for the purposes of this LSMP the Town's current population is estimated at 46,000 using a straight-line average growth assumption based on County of Simcoe data. Historical Census data records a 5% average annual growth rate between 2011 and 2021, accounting for just over 14,800 persons. In accordance with the County of Simcoe's Municipal Conformity Review, the Town of BWG is projected to reach 58,340 persons by 2031, but to attain a population figure for the end of the LSMP's 10-year horizon, a straight-line growth assumption has again been used to arrive at a figure of 59,800 persons in 2032. Beyond the current master planning period, the County of Simcoe allocates a population of 83,470 to BWG for the year 2051 which would almost double the 2021 Census figure.

Other key demographic considerations include:

- BWG's median age of 37.6 is younger than the Provincial and County medians, however, the highest proportional growth rates since the 2016 Census have been in age groups 55 years and over.
- BWG's 2020 median household income of \$114,000 is higher than the County and Province. The 6.3% of BWG residents falling within Statistics Canada's Low-Income Measure is lower than rates for the County and Ontario as a whole. Generally speaking, higher levels of income correlate with higher levels of participation in leisure activities.
- BWG has a slightly lower rate of educational attainment compared to Simcoe County and Ontario averages. BWG averages 50% of the population possessing a postsecondary certificate, diploma, or degree, compared to 52% of Simcoe County and 57% of Ontario as a whole. Generally speaking, higher levels of educational attainment correlate with higher levels of participation in leisure activities.
- One out of three BWG residents were born outside of Canada which is in line with provincial trends. Immigration has been increasing over time and the number of new Canadians has grown by 3,335 persons between the 2011 and 2021 Census periods. The majority of the Town's foreign-born population are of Asian or European descent, 46% and 37%, respectively.
- Racialized populations grew by 84% between 2016 and 2021 and now constitute nearly one out of three BWG residents (31%). Further, 1.3% of the Town's population identifies as Indigenous.



Recovering from Pre-Pandemic Service Levels

The Canadian Parks and Recreation Association's ReImagine RREC (Renew Retool, Engage, Contribute) investigated the impacts of COVID-19 on recreation and sport delivery systems from a service delivery and community engagement perspective. Municipalities experienced lost revenues, increased maintenance requirements, and are still experiencing some resident hesitations to engage in recreation and sport within public facilities. This study is important from a service delivery standpoint and to put service recovery efforts into context. Key service delivery findings include:

Key Theme - People (public/clients and those working in the field)

- Equity, inclusion, and Access: Address the need to reach those hardest hits by the pandemic.
- The changing workplace: The shift from working remotely and a need to support employees' mental health.
- Recruitment and Retention: Recruiting employees and volunteers to fill vital roles and vacancies.
- Changing behaviour patterns: An increase in "household-centric," unstructured recreation and physical activity and the impact on traditionally scheduled recreation programs.

Key Theme - Programs (online, in-person and events)

- Events and other mass gatherings: Returning to large gatherings (sporting tournaments, community events) has been gradual. Strategies for a safe return have been employed.

Key Theme - Policies (procedures and strategies)

- Parks, recreation, and community sport as essential: There is an opportunity to build on the public's increased awareness of the essential role of parks, recreation, and community sport for individual and societal wellbeing.

It is anticipated that recovery from COVID-19 related service closures and service disruptions will take years to achieve pre-pandemic utilization levels. Staff are phasing in the capacity to provide programs and services based on the number of staff available and providing services in a safe manner. Recovery pressures are evidenced as current staffing levels not being able to keep up with service demands. Part-time leadership and training opportunities are two years behind providing trained part-time staff.

The public expects higher levels of cleanliness and standards in facilities and within classes. This has meant that the numbers of participants have had to be phased in. Cleanliness and sanitization practises are in place and have required an increase in staff and supplies. This requirement will be longstanding and a part of the base budget for years to come.

Behaviours seem to have changed in some instances in public institutions. There seems to be less empathy and patience. Preliminary research is showing that the impact of the pandemic with less social contact, less in person eye to eye contact and touching, along with more seclusion and screen time has had an effect in human behaviours. People are demonstrating less patience and less empathy in public. Municipal recreation operators in southern Ontario have observed similar behaviours to the point where employee retention is becoming a challenge in customer service and other positions.

The timing of the implementation of recommendations in the LSMP must take into consideration the need for stabilization before newer initiatives can be undertaken.

Recommendations

- #1.** The Community Services Department will have regard for the Framework for Recreation in Canada in the overall planning, management and implementation of action plans for the Town of BWG's parks and recreation system.

Section 2: Fostering Active Living Through Physical Recreation

Canada continues to be focused on preventing chronic health issues related to inactivity including heart disease, diabetes, mental health issues and varying forms of cancer. Recreation and sport are ideal settings to encourage better health outcomes through regular engagement. The work of Leisure Service providers is to continue to educate, encourage, provide infrastructure, services and programs that promote active lifestyles.

Canadian 24-Hour Movement Guidelines

Canada's 24-Hour Movement Guidelines have replaced Canada's Physical Activity Guidelines and Canadian sedentary behaviour Guidelines to better educate Canadians on how a healthful day looks like in terms of being active, stepping, sleeping and being sedentary (sleeping and sitting). The 24-Hour Movement Guidelines have been developed for health, education, and leisure service providers to promote them in facilities and use them in planning camps as well as recreation and sport experiences.

The new Guidelines also indicate the number of hours of screen time is ideal for various age groups as well. The guidelines depict how much time various age groups should "Sweat, Step, Sleep and Sit" per day. The following table outlines what children and between 7 and 17 years of age should achieve in a day to maintain good health.

Activity	Time / day
Sweat	60 minutes of moderate to vigorous physical activity
Step	Several hours of moderate physical activity
Sleep	9-11 hours for 5 – 13-year-olds 8-10 hours for 14 – 17-year-olds
Sit	Limit sitting for extended periods. No more than 2 hours of recreational screen time per day



Canadian Sport for Life, Long Term Athlete Development and Physical Literacy

One approach to increasing physical activity is to ensure that community members have the basic physical skills to participate in active opportunities. The Canadian Sport for Life Movement has developed a Physical Literacy program for all age groups to ensure that they can run, throw, catch, etc. Physical literacy can be taught in existing programs and environments such as in daycares, seniors centres, schools, sport clubs, etc. Once people are comfortable with the skills to be more active, it is hoped that some barriers to their participation in physical activities will be alleviated.

The ParticipACTION Community Better Challenge

It is encouraging to note that BWG engages in the ParticipACTION Community Better Challenge which is an annual initiative to encourage Canadian communities to become more active. The Challenge is open to all communities and residents are encouraged to track minutes of activity on the ParticipACTION App or website during the month of June. Total minutes achieved per capita count toward the national winner and a top winning community is identified within each province and territory.

The 50 finalist communities are asked to apply explaining why they deserve to be branded as “Canada’s Most Active Community” and carries a prize of \$100,000 to help improve infrastructure, programs, and equipment levels. This initiative has helped community groups and organizations join in and improve activity levels while supporting municipal investments in parks and recreation. With a population of 16,000 residents, the eastern Ontario community of North Grenville has been recognized as Canada’s Most Active Community in 2021 and 2022 having achieved over 9 million physical activity minutes; events included a 12-hour tennis marathon and a cartwheel contest led by North Grenville’s Mayor.

Communities and organizations can apply for grants and tool kits at the beginning of each year to assist with events and challenges. This is a way to animate neighbourhoods, organizations, and community groups in BWG. It is hoped that this initiative will assist in improving fitness levels for all age groups and abilities and become an annual event.

A Comparison to High Performance Practices

The following table provides a list of actions that would support the Framework for Recreation in Canada’s goal of Active Living to a significant degree. The analysis of the inputs into the LSMP has resulted in a rating along a continuum of Not in Place, Under Development, Partially Complete / Implemented, or In a Mature State. Further comments on strengths and challenges and consideration of related promising practices will lead to a set of recommendations that are meaningful to BWG.

Table 1: FRC Assessment for Goal 1 – Active Living

	Not In Place	Under Development	Partially Complete / Implemented	In a Mature State	Selected Observations
Physical recreation opportunities are available for all ages.				•	There is a good range of choice of physical activities including fitness, trails, swimming, dancing, individual and team sports, public swim, and skating at a minimum.
Barriers to full participation have been identified and addressed.			•		Physical and economic barriers have been addressed for persons with disabilities and persons experiencing low income. See “Access and Inclusion” goal.
An overall strategy exists to increase the frequency, duration, and intensity of physical activity for all residents.			•		A Physical Activity Plan does not exist at this point although there are proactive approaches in place.
Staff work with other allied partners (health, education, community groups) to increase physical activity levels for all residents.			•		Staff work with allied partners to discuss common areas of interest. A greater focus should be placed on promoting ways and means of increasing physical activity.
The concepts of physical literacy are incorporated into programs for all age groups and included in staff training programs. Staff and volunteer training include approaches to increasing physical activity levels in programs for all ages and camps etc.				•	Physical literacy is addressed in the HIGHFive Principles of Child Development model. Physical Literacy is being introduced in camps and program outlines.

	Not In Place	Under Development	Partially Complete / Implemented	In a Mature State	Selected Observations
Staff employ the best practices identified by the world health organization (who) or other evidenced-based interventions to increase physical activity levels of all residents.			•		Staff are aware of the importance of physical activity and ensure that the infrastructure and programming meet this requirement. A simple overall plan for all age groups would serve to encourage healthier lifestyles.
A Service Delivery Model is defined and approved by Council.			•		The Service Delivery Model is generally understood, and Council endorses the blend of direct and community-based service provision.
Community groups are supported to provide sport, recreation, and cultural opportunities for all ages through the provision of space, reduced rates for facilities (for not-for-profit groups), promotion of activities, etc.				•	Community groups are provided premium public spaces and receive subsidized fees to access facilities. Opportunities are listed in the Leisure Guide, and the Facility Allocation Guidelines outlines allocation criteria and the related procedures.
An annual grants program formalizes criteria for grant requests by community groups to council.				•	The Town's Small Community Grants program provides support to groups to enable sustainability over time. Grants of between \$300 to \$4000 are provided to aligned groups who meet the criteria.
Allocation of facilities and spaces is based on a formalized allocation policy and equitable criteria.			•		Facility Allocation Guidelines and practices require review to ensure that public spaces are assigned equitably. Current allocation does not enable new uses or groups should there be a pent-up demand.
Aquatics programs offer a continuum of learn to swim and leadership opportunities as well as water safety and drowning prevention education.				•	The Aquatic learn-to-swim continuum is in a mature state and accommodates swimmers of all ages and abilities.
A balance of learn to swim, drop-in swim/aquafit and rental opportunities are offered in the aquatic program.				•	A balance of aquatic opportunities is provided/enabled to accommodate varied interests and addresses universal access through drop in opportunities.
Special events are categorized, and municipal supports are delineated in a special event policy.		•			Special events are a valued service in BWG. Staff support organizational requirements and logistics. Local sponsorships are promoted and encouraged. An overarching policy will address Town supports as the Town grows and more events may be proposed.
Special events are monitored as to attendance, economic impacts, attendee satisfaction and cost recovery.			•		Some elements of event performance and evaluation are completed. A more robust evaluation will provide Council with the quantified value of each event.

Strengths and Challenges in BWG

Strengths

- There is a wide range of choice (active, creative, and general interest) of leisure pursuits either offered directly by the Department or through community groups and organizations.
- Town staff have become well versed in Physical Literacy and have introduced training to aligned sport community groups and organizations. For example, Physical Literacy is part of the summer camp training program and has become part of the program design and content formulation for all directly offered recreation and sport activities. These actions will assist camp aged children in obtaining basic movement skills and gaining confidence in becoming more active.
- The Town of BWG is participating in the ParticipACTION Community Better Challenge to become Canada's Most Active Community but most importantly to promote and record physical activity participation for all ages. This is an excellent opportunity to promote and encourage greater levels of physical activity and in increasing intensity and duration.
- Community Services uses existing data bases to develop a one-page report card on the status of physical activity for all age groups in BWG. This data will be used to present the status, identify gaps, and build a meaningful community plan in concert with other partners.
- There is a high level of satisfaction in programs and Town staff ask participants for their level of satisfaction after each session. Recent satisfaction levels for aquatics and fitness are at 87% based on participant feedback on course content, facility quality and cleanliness, instructor knowledge, and enthusiasm, safety, amongst other evaluation factors. This is a commendable evaluation system, and the results are meet the targets of high performing parks and recreation departments.
- The Community Services Department has prepared an application for the Youth Friendly Communities program through the Playworks Consortium (now administered by Parks and Recreation Ontario), implementing the recommendation from the previous LSMP. The application is ready for submission and while PRO reviews the criteria and application process, Town staff and stakeholders should continue to embrace these quality assurance standards for local youth.

Challenges

- The challenge to keep promoting messaging and programs/services with respect to physical activity is a decades old challenge. Improvements to the overall health outcomes have been minimal if any in Canada. The leisure services sector must remain dedicated and focused on increasing frequency, intensity, and duration of physical activity for all residents in BWG.
- The LSMP community survey tested satisfaction ratings for how leisure services are meeting needs locally as well as general satisfaction rates by age group. The following table summarizes responses for age cohorts and an overall average rating. Municipal Leisure Services Departments strive to attain a minimum of an 80% satisfaction rating. The ratings mentioned under the previous strengths sub-section indicate an 87% satisfaction level for aquatics and fitness. Staff assess satisfaction levels after most sessions and make modifications to the program and service based on this feedback. This is a best practice in the delivery of service.
- These ratings from the LSMP survey do not reflected a greater breakdown of areas where improvements are required. It could very well be that having had service disruptions due to COVID-19 and not having full-service recovery have clouded these ratings due to current circumstances. This is one input and needs to be considered with results of other surveys. Following up with user focus groups and continuing to assess satisfaction levels will support continued improvement within the department.

Age Cohort	% Somewhat Satisfied	% Very Satisfied	Total
0-9 Years	29	17	46%
10-19 Years	17	10	27%
20-34 Years	17	7	24%
35-54 Years	26	12	38%
55- 69 Years	13	10	23%
70+ Years	9	9	18%
Families	30	14	44%

Note: table reflects opinions of LSMP survey respondents which includes people that have and have not participated in Town of BWG programs.

- All efforts should be made to engage elders in active and leisure pursuits given the aging population in BWG. Increasing opportunities may have to rely on a reduced level of volunteerism in the future. Efforts are needed to identify potential gaps and build greater capacity for older adult opportunities in the future.
- BWG typically engages youth that can navigate the system and get engaged. The Town needs to look at ways of engaging nonusers of community dedicated spaces for youth. Best practices indicate that the way to reach disengaged youth are to meet youth where they congregate using youth outreach workers with diverse backgrounds.
- During the consultations to support the development of the LSMP there were concerns raised about late cancellations and needed facilities are apparently sitting unused with no penalty to the user group. With facility space at a premium, consideration for a penalty to the cancelling group and a process to fill the space could be made.
- There is a need to review the Facility Allocation Guidelines to accommodate new and diverse uses. If all spaces are offered to historical uses, there is little space to respond to new and diverse uses.

Program and Service Provision Overview

BWG provides or enables a full breadth of leisure opportunities to residents of all ages. The continuance of the range of services provided for children and adults with a focus on growth of the overall population will well serve the residents over the next 5 years. Particular emphasis should continue to be placed on the provision of leisure services for youth and older adults over the same timeframe. Youth continue to be an important cohort as continued engagement in sport and recreation can lead to greater levels of confidence, less use of harmful substances, higher levels of education and the potential to gain leadership training and employment.

The older adult population will continue to be a predominant segment of the population in BWG over the next decade. Supporting this age group in maintaining active lifestyles will result in better health outcomes physically and emotionally.

Youth

Youth Engagement

Youth engagement in meaningful leisure pursuits is of utmost importance with increasing reports of anxiety, depression, and self-harm amongst youth ages 12-17 years as summarized in the latest Ontario Student Drug Use and Health Survey conducted by the Centre for Addiction and Mental Health.

Youth Friendly Communities

Communities work with partners to address ten criteria within the community to establish and validate a real commitment toward youth. Communities are awarded Youth Friendly status at varying levels by demonstrating their provision of services and youth engagement efforts. Using these criteria in BWG will ensure quality experiences for youth and promote its dedication to youth engagement and positive life chances. The criteria include:

- Youth have options for play.
- Youth are formally connected community wide.
- It is easy for youth to find information about activities in the community.
- The community recognizes and celebrates youth.
- The community formally commits funding for youth play.
- The community supports positive youth development.
- Youth feel valued by their community.
- Schools and school boards support the youth friendly application.

BWG has developed an application and is waiting to submit it to receive the Youth Friendly Community Designation. Work formerly carried out by the Playworks Consortium prior to the pandemic is now carried out by Parks and Recreation Ontario (PRO) under a three-year Ontario Trillium Grant. PRO will refine the Youth Friendly Community designation application process and once the criteria has been either confirmed or modified, applications can be received.



Older Adults

The Principles of Healthy Aging, Parks and Recreation Ontario

Parks and Recreation Ontario has developed a quality assurance program in the offering of recreation programs and services to older adults and seniors. The course offers staff an insight into the unique requirements of service delivery and engagement with the older population. It builds on the Principles of Healthy Child Development for children and strengthens staff's ability to plan programs, respect what elders face with ageism, physical literacy, social connectedness, and overall enhancements to the quality of life for older adults. This is a suggested requirement for any full or part-time staff working with older adults and seniors.

Age Friendly Communities

Many communities including the Town of BWG are working to become Age-Friendly Communities to respond to an aging population. The World Health Organization Global Network has developed common criteria which would result in active and healthy community environments. The key domains in working toward Age-Friendly Community status include:

- The built environment;
- Transportation;
- Housing;
- Social participation;
- Respect and social inclusion;
- Civic participation and employment;
- Communication; and
- Community support and health services.

Community Services Departments are primarily involved in the built environment, social participation, respect and social inclusion, civic participation, and community support initiatives through the Age Friendly focus.



Aquatics

The role of the municipality in providing aquatic experiences is primarily to ensure that residents can be safe in and around water. Drowning prevention is a key goal in offering learn to swim lessons and water survival. The National Drowning Report produced by the Lifesaving Society of Canada indicates that 1.2 people in every 100,000 population drowns in Ontario annually. Drowning is considered a preventable accidental death and knowledge and swim survival skills can assist in drowning prevention.

Swim to Survive Program

The Swim to Survive Program is offered through the Ontario Branch of the Lifesaving Society in order to drowning and water incident statistics that show “the majority of drownings happen within 15 metres of safety.” The program also addresses the fact that newcomers to Canada are less likely to know how to swim. The program teaches Grade 3 students the skills needed to help them survive an unexpected fall into deep water. The three skills that are taught include rolling into deep water, treading water for one minute and swimming for 50 metres. The Lifesaving Society provides a grant program to cover the costs of instructors and the administration of the program. Over 1 million students have benefited from this program in Ontario to date. There are two similar programs which have been introduced in recent years, one is of which is geared to Grade 7 students and the other is oriented to teaching families how to learn to survive in and around water.

Aquatic Safety Management Accreditation Process

The Lifesaving Society – Ontario Branch has developed an Aquatic Safety Accreditation Process to ensure that pool operators and aquatic service providers can comply with legislative requirements and industry standards. A member of BWG’s Community Services Department team helped to create this provincial program which is something to be proud of. This is critical from a liability standpoint and to prevent the possibility of water incidents. The Society offers an audit service to review all aspects of safety in and around water at pools and waterfronts. An Aquatic Safety Accreditation Process shows recognition for compliance. This is a recommended quality and safety assurance initiative.



Recommendations

- #2.** Promote the use of the ParticipACTION Application and Canada's 24-Hour Movement Guidelines within facilities and in utilizing other communications channels.
- #3.** Ensure that the ParticipACTION Community Challenge engages community partners and reaches all age groups by offering physical opportunities that are easily accessible, with the goal of becoming Canada's Most Active Community.
- #4.** Measure and report out annually on physical activity opportunities for all ages, participation trends, barriers, interventions, and results.
- #5.** Promote Canada 24-Hour Movement Guidelines within facilities, on social media and within the Leisure Guide at a minimum.
- #6.** Complete a review of the Facility Allocation Guidelines to include allocation of space for new and emerging activities, possibly gender equity, cancellation implications, monthly meetings for community groups at no charge, and the hierarchy of allocation at a minimum.
- #7.** Introduce the Principles of Healthy Aging and the Aquatic Safety Accreditation Process as quality assurance mechanisms in the delivery of community services.
- #8.** Review the adequacy of the service delivery model for older adults for future years, considering volunteerism and the capacity to include a greater number of participants.
- #9.** Test satisfaction levels annually to determine where service improvements are needed.

Section 3: Increasing Inclusion and Access to Recreation

Municipalities are making intentional efforts to ensure that public spaces and places are welcoming to all residents and that programs and services reflect the fuller needs of a diverse population. The Community Services Department has been proactive in reaching out to understand recreation and parks needs of persons experiencing low income and persons living with disabilities. However, other underrepresented populations also need to be identified and included in understanding needs and barriers. Municipalities need to engage residents that are underrepresented before making any decisions about programs, services, and policies embracing the notion of “Nothing About Us Without Us”.

Bradford West Gwillimbury Diversity, Equity, and Inclusion Context

To set the context, certain underrepresented groups are identified in the following table to provide an overview of the scope of diversity in BWG. The breadth of diversity impacts community outreach, staff development and modifying the delivery of services. The data has been compiled through Statistics Canada Community Profile for BWG.

Population Segment	Percentage Of BWG Residents	Approximate Population In BWG*
Persons With Disabilities	22%	9,400
Persons Experiencing Low Income	6.3%	2,700
Indigenous (First Nations, Metis, Inuit)	1.3%	600
LGBTQ2SIA+ **	4%	1,700
Racialized Populations	31%	13,200
Women, Girls, And Those Who Identify As Female	51%	21,700

*Rounded to closest 100 persons

**Statistics Canada indicates that through self reporting 4% of the population identify as LGBTQ2SIA+. A 2019 study by the Jasmin Roy Foundation entitled “LGBT Realities” – administered the first Pan Canadian survey of LGBT communities and found that 13% of the population identify as LGBT (the study used this acronym).

When programs and services are developed, staff engage organizations supporting these populations to ensure that proposed services are meaningful. Staff have completed excellent work supporting persons with disabilities, and residents experiencing low income. Greater outreach and collective work need to be undertaken to best serve and represent the leisure needs of Indigenous Peoples, 2SLGBTQI+residents, visible cultures, and girls/women.

Promising Municipal Initiatives

A proactive starting point is to understand what other municipalities are doing to intentionally engage and serve marginalized populations. Promising practices are offered outlining the role of staff in ensuring programs and services are available for all residents and the typical responsibility being that of a corporate role or a departmental role. These include:

Engagement – Listen, Learn, and Work Together

- Ensure that there is continuous engagement with underserved support organizations and respective Committees of Council to understand the needs of underrepresented populations and work to be more inclusive in the delivery of service (Corporate and Departmental).
- Support emerging ideas and opportunities (Corporate and Departmental).

Readiness – The Importance of Data and Information

- Understand the numbers of residents who could be considered an underserved population group(s) (Departmental).
- Identify what is being done currently to include underrepresented populations in Community Services (Departmental).
- Informally observe public spaces and facilities to observe who is included and participating in activities and events, and most importantly who is not (Departmental).

Staff and Volunteer Preparedness

- Ensure that staff and volunteers receive training to be diversity competent. Through engagement efforts, outline which populations are considered underserved, what barriers have been identified and what interventions will be implemented to be more welcoming and to increase participation (Departmental).

- Provide training modules and support materials to all community stakeholder groups providing leisure services to ensure these providers can also reflect the community in their activities (Departmental).
- The development of a summary of terms that are no longer acceptable including suggestions of more appropriate terms. This has proven useful in corporations and organizations for use by staff and volunteers (Corporate).
- An Internal Staff Diversity Team has proven to be beneficial within municipalities to look at internal policies and practices that require review and revision. The thought is that internal practices and training better prepare staff to reach out to underserved groups to serve them to a greater extent (Departmental).

Supportive Practices

- Assist new and diverse groups to form and navigate public systems (Departmental).
- Ensure that all pictures and illustrations in all publications and promotions reflect the diversity of BWG (Departmental).
- Recognize Days of Significance honouring history and days of celebration for underserved communities and other populations within BWG (Corporate).
- Ensure that the criteria for receiving Community Grants includes funding access and inclusion for underserved populations – for example, providing grants for initiatives that serve to increase participation in recreation and sport activities by the identified underserved populations (2SLGBTQI+ residents, girls and women, Indigenous Peoples (Corporate / Departmental).
- Provide translation services for persons speaking non-official languages and providing sign language and Braille within public meetings and gatherings (Corporate).
- Meet the facility and customer service requirements of the AODA (Corporate and Departmental).
- Review of various historical installations/monuments and names of public places and spaces to ensure that they are aligned with current social norms (Corporate).
- Work to ensure that staff and volunteers are representative of the diversity of the Town of BWG (Corporate and Departmental).

Respecting Intersectionality

Intersectionality speaks to the way that people identify which is often as many different identities. One person might identify as two-spirited, experiencing low income and Indigenous while another person might identify as a transgendered person with a disability. Respecting the notion of intersectionality (identifying in more than one way) prompts staff to better understand appropriate language, terms, varying needs, that one size does not fit all and most importantly to create/enable welcoming and safe spaces and programs for all.

Safe Spaces/Positive Spaces

The Ontario Council of Agencies Serving Immigrants developed the Positive Spaces Initiative through Citizen and Immigration Canada to denote public spaces that are safe for and welcoming to the 2SLGBTQI+ community. Signage including the Pride flag in the graphic denotes that the space is positive for this population.

Indigenous Peoples

The Aboriginal Sport Circle is a not-for-profit organization that was founded in 1995. It is designated as Canada's governing body and voice for Aboriginal sport throughout the country. Each Province and Territory is represented and is an excellent resource for recreation providers. It advocates for the Aboriginal community to engage in healthy and active lifestyles. The Regional Coordinators in Ontario work to better engage the community and offer grants to fund programs and activities through the Power to Play Program.

IndigenACTION

The Assembly of First Nations (AFN) is a national organization representing First Nations in Canada. The AFN has developed an IndigenACTION Strategy which serves to develop partnerships with community level sport and recreation leaders to ensure that First Nations youth can live healthier lifestyles and overall well-being through recreation and sport.

Indigenous Cultural Competency Training

The Indigenous Cultural Competency program is provided by Indigenous organizations and businesses. The program provides organizations that work with Indigenous peoples and groups to obtain the skills, knowledge, and respect for the history, terminology, values, and behaviours of Indigenous peoples. It is invaluable as communities begin to develop strong relationships built on respect.

Girls and Women

Certain area municipalities have engaged the Canadian Women in Sport organization to assist in increasing girls and women's participation in recreation and sport. The CWS has completed an audit of facilities, policies, training, and program content to determine what gaps exist. Staff and CWS have worked with the female population to determine priorities and initiatives to retain girls in recreation and sport and re-engage women.

A Comparison to High Performance Practices

The following table provides a list of actions that would support the Framework for Recreation in Canada’s goal of Increasing Inclusion and Access to Recreation. The analysis of the inputs into the LSMP has resulted in a rating along a continuum of Not in Place, Under Development, Partially Complete / Implemented, or In a Mature State.

Table 2: FRC Assessment for Goal 2 – Inclusion and Access

Supporting Statements	Not In Place	Under Development	Partially Complete / Implemented	In a Mature State	Selected Observations
There is a diversity, equity and inclusion policy approved by council which describes the municipality’s role in supporting the inclusion of all residents regardless of their backgrounds and describes how equity will be addressed as services are provided.		•			While elements of inclusion are practiced, an overall Corporate/Departmental Policy is needed to define underrepresented populations in BWG along with clear actions that the municipality will take to be inclusive and equitable. There is a Plan that speaks to better engaging the Black community.
The department monitors changes to demographics and community growth as data is available			•		Staff monitor changing demographics and their impact on service delivery.
Marginalized and under-represented populations are identified and consulted with about barrier free access to recreation opportunities.			•		BWG’s policies and practices accommodate persons with disabilities and persons experiencing low income.
There is an access to affordable recreation policy (AARP) in place for persons experiencing low income. The use of the AARP is monitored as a per-centage of the residents living at the low-income measure (Statistics Canada).				•	The Access Policy provides swim and skate passes at no cost and a 50% reduction for 2 other opportunities. Annual monitoring /reporting of the policy is required to ensure that use is increased annually to include a greater percentage of persons experiencing low income.
There is a range of no fee, low fee and for fee programs to ensure that there is universal access to programs and casual opportunities.			•		There is a range of no fee and low fee services which provides universal access for all residents.

Supporting Statements	Not In Place	Under Development	Partially Complete / Implemented	In a Mature State	Selected Observations
Efforts are made to allocate public spaces fairly and represent genders equitably.		•			A review of the Allocation Guidelines for all public spaces is suggested to ensure fairness in the use of public spaces.
All staff are trained, and facilities and programs have been modified to ensure that they are safe spaces for the 2SLGBTQI+ community.	•				This is strongly suggested to ensure compliance with the Human Rights Code in Ontario.
Persons with disabilities and organizations that represent them have input into the types of services provided and how to increase participation.			•		Scheduled roundtables with persons with disabilities and organizations that serve them would ensure that programs and services are reflective of current and future needs.
The truth and reconciliation report has been reviewed so that staff understand how sport and recreation can strengthen the community's commitment to indigenous peoples. There is an understanding and recognition as to the indigenous history within the community and efforts are made to listen to create a better understanding of the role staff can play.	•				There is no clear plan to engage Indigenous residents in truth and reconciliation efforts.
Indigenous communities and residents have input into program development and provision.	•				Staff are investigating ways to better understand how Leisure Services can engage Indigenous Peoples.
A land recognition is offered at the start of meetings.				•	A Land Recognition Acknowledgement has been developed in concert with the Indigenous Community and is offered before Council meetings.
A review of the names of public spaces and monuments has been undertaken as to their appropriateness in reflecting current values.	•				A Naming Policy has not been developed nor has a review of monuments and the names of public spaces been undertaken.

Supporting Statements	Not In Place	Under Development	Partially Complete / Implemented	In a Mature State	Selected Observations
Efforts are made to build a staff team and a volunteer base that represent the community that they serve.		•			An Internal Staff Diversity team was recommended in the Diversity and Inclusion Action Plan.
A naming policy for parks, public spaces and facilities is a best practice to demonstrate the contributions of residents, historical figures etc., that reflects equity and inclusion i.e., gender, BIPOC representation etc.			•		While a Naming Policy for facilities and buildings is in place, it would be helpful to further advance it to reflect equity between genders, interests and what is important to the Town. A review with an equity lens would be beneficial.
Participation of girls and women and those who identify as female in recreation and sport is audited to ensure that participation levels reflect the principles of equity and fairness.			•		While staff are conscious that females drop out of sport and recreational activities at adolescence, there is no review and proactive approaches in place to keep girls and women engaged in sport and recreation.
Public spaces are observed to determine who are using public spaces and – importantly – who is not.		•			Public spaces are informally observed as to who is using them and most importantly who is not using them. Results should be documented to enable staff to identify gaps and pivot.
Specific efforts are made to ensure marginalized residents face no barriers to participation through consultation and a community reference group where possible.		•			Efforts are made to include persons with disabilities and residents experiencing low income within programs and services. More effort is required to focus on including Indigenous Peoples, the 2SLGBTQI+ community, women and girls, and any other identified underrepresented populations.

Strengths and Challenges in BWG

Strengths

- The Town purchased a former school at 177 Church Street in Bradford with the intent of renovating it as a Community Hub with the Food Bank being an anchor tenant. While this is not necessarily a recreation-focused building, it is planned to include an event room and commercial kitchen in the former gymnasium, a reception/lobby area conducive to seating and socialization, along with an outdoor seating area and community garden which could have public-use potential. These components will strengthen the Hub by providing complementary spaces for its eventual tenants.
- BWG developed a Diversity and Inclusiveness Action Plan in 2020. Town Council approved an anti-racism resolution to end discrimination based on race and colour. The action plan outlines Council's commitment to creating an inclusive workplace culture, extending consultation with Black and racialized communities as services are developed or reviewed, and the reduction of barriers to equitable access to community services. Many promising actions were identified including but not limited to:
 - ensure that staff represent the community that they serve;
 - train all staff in diversity, anti-bias, and equity;
 - improved recruitment strategies;
 - create an internal Diversity Team;
 - ensure a that the governance structures include Black and racialized representation;
 - advocacy efforts with educational and healthcare institutions
 - a youth employment program; and
 - incubation of businesses owned by BIPOC residents.

These approaches can only serve to improve service provision for Black residents.

- BWG's Access Policy reduces barriers to participation for persons experiencing low income. The Policy is listed in the Leisure Services Guide and outlines the application process and what level of subsidies exist for residents. Staff monitor the number of residents that utilize the policy year over year. The overall goal should be to include the same percentage of residents who are underserved as participation by the general population.

- Community Services has developed a full spectrum of programs and services for persons with disabilities. Residents can choose to work with staff to achieve accommodation in programs by receiving modified instruction and/or by welcoming a caregiver into the specific class or camp. The fitness centre has accessible fitness equipment including a SciFit Pro Ergometer, Ski Erg, and Marpo Rope Trainer, and adjustable cables. Further, a resident can choose to attend a program that has been adapted to accommodate varying exceptionalities. The relaxation pool in the Bradford Lions Aquatic Centre is heated to 92+ degrees Fahrenheit which is therapeutic for residents requiring warmer temperatures.
- The BWG Leisure Centre meets the Ontario Building Code requirements with respect to the Accessibility for Ontarians with Disabilities Act (AODA) including automatic sensor doors, an elevator, ramp entry into the pool, automatic doors etc. Family changerooms provide a lift and a water wheelchair is provided to accommodate persons with mobility issues from the changerooms to the pool.

Challenges

- A greater emphasis is needed to reach out and better understand the needs of Indigenous Peoples, Women and Girls, the 2SLGBTQIA+ population as well as understanding the leisure preferences and ways of reducing barriers to participation among such groups. This can only be completed by engaging these underrepresented residents.
- Participation in sport and recreation by girls and women is on a downward trend in Canada. Canadian Women and Sport in concert with the Canadian Tire Jumpstart Charities released a national study in 2019 entitled The Rally Report regarding sport participation for girls aged 6 to 18. The findings noted that girls' participation in sport is much lower than boys at the same age and that girls experience a significant drop out rate by late adolescence. One in three girls leave sport as compared to one in ten boys. Among the barriers cited, girls stated low levels of confidence, low body image, lack of skills and feeling unwelcome in a sport environment. In 1992, over half of females over fifteen participated in sport. By 2019, 28% of females participated in sport while 62% did not. Current studies are demonstrating that 25% of girls are not committed to returning to sport after the COVID-19 pandemic. This declining participation rate is alarming, and the Federal government has declared that we will achieve gender equity in sport by 2035 in Canada.

Promising Inclusive Practices in Other Jurisdictions

The City of Richmond Hill Recreation Services Division demonstrates a commitment to including underserved residents and has reached out to include underserved populations. Policies and practices for persons with disabilities encourage residents to participate in mainstream programs with support workers. The Division has included recreational opportunities in its mix of programs such as Chinese Backgammon for older adults, drop-in table tennis, and female-only swims as a few examples.

The Richmond Hill Recreation Division formed a Diversity Committee of staff to ensure that the workplace is welcoming of a diverse staff team and has the tools to be diversity competent in the delivery of programs and services.

Informal Observation of Public Spaces and Places

Most municipalities in Ontario are witnessing changes to their populations including aging residents, more people with mobility issues, a greater number of residents who are vocal and active in the 2SLGBTQIA+ community, and an increase in visible cultures. This requires staff to be intentional in meeting with groups to ensure that programs, services, staff, and volunteers are representative of the community. Many recreation and parks leaders take the time to complete regular observations of indoor and outdoor spaces to observe who is using services and more importantly who is not included in public spaces. These observations are indicators as to which communities within the municipality require greater outreach and dialogue as to needs and current barriers.

The Equity Lens

As recreation programs and services are developed/enabled and reviewed, it is important to ask the following three questions to address equity principles in a diverse community:

1. What underrepresented groups were consulted as the program, service, or policy was under development or under review?
2. What were the results of this engagement effort and how did it change the implementation and delivery?
3. What underrepresented residents were attracted to the program and what did the evaluations indicate?

Including Residents from Low Income Backgrounds

The Town of Aurora recently completed a review of its Access to Affordable Recreation Policy by including the opinions and lived experiences of persons in low income households. Aurora's Policy includes an annual allotment of funds to allow the residents to budget their leisure preferences with a goal of achieving the same participation rate for low income households as in non- subsidized programs and services.

Female Participation

The Canadian Women and Sport (CWS) supports and enables girls, women and gender diverse people in pursuing sport and active lifestyles, and keeps women actively engaged in building community capacity. CWS priority and focus is to develop and support welcoming environments and sustainable models where women are trained to lead and promote active opportunities in concert with community partners such as municipalities, universities, and not-for-profit organizations. They have many resources that are readily available to audit policies and practices and help to build capacity within community organizations (e.g. The Temperature Check and Game On). Female participation in community-driven sport and recreation should be identified as a priority in BWG as it would serve to engage 50% of the population and all the underserved populations as identified by Council. Female and gender diverse participation in sport and recreation warrants assessment and the development of a multi-year Plan.

2SLGBTQIA+ Community

BWG is supportive of the 2SLGBTQIA+ community. In recent years the Town has raised the Pride flag in recognition of Pride Week and installed an Inclusivity crosswalk. Pride Week events include a Disco Drag Bingo, and DIY Pride tee shirts and other crafting experiences. Extending discussions to identify barriers to participation in sport and recreation will ensure that BWG can be representative of any additional leisure needs.

Recommendations

- #10. Develop signage and promotions about being kind to each other in public spaces.
- #11. Ensure that all public spaces are identified as Safe and Positive Spaces with criteria being met through the Ontario Council of Agencies Serving Immigrants.
- #12. Meet with Indigenous Sport Circle representatives to strengthen recreation and sport for Indigenous Peoples in Bradford West Gwillimbury.
- #13. Meet with representatives of groups supporting the 2SLGBTQIA+ community to ensure that recreation and sport services are considered welcoming, barrier free and engaging to this community.
- #14. Engage the Canadian Women in Sport Organization to audit current policies and practices that will serve to include more women and girls in sport and recreation.
- #15. Refine the Equity Lens to meet BWG's purposes and utilize the lens as programs and services are developed or reviewed.
- #16. Work toward engaging the same percentage of participation in underserved populations in Leisure Services as the general population.



Section 4: Connecting People and Nature through Recreation

The Framework for Recreation in Canada confirms that people have an inherent need to connect with the natural world. Connecting with nature is associated with improved cognitive, mental and physical health, enhanced creativity and positive social behaviors.

The recreation field plays a vital role in meeting that need. Traditionally, recreation has contributed to this goal through the provision and stewardship of outdoor places and spaces, and the development of enabling policies, programs and services related to natural environments. More recently though, the need to increase appreciation and exposure to nature through the full community design process has become increasingly important. The Community Services Department contributes to walkable, safe, livable communities through provision of parks, trails, community gardens and landscaped areas. It supports policies that ensure neighbourhoods are designed to maximize opportunities for healthy, active living and exposure to nature. The continued focus on access to outdoor places and spaces by all age groups in all communities should be a priority for municipal recreation and leisure departments, and can encourage outdoor participation as an easy choice for residents by maximizing many of the existing parks, trails and open space areas.

BWG's Park System

Parks are dynamic places. They are hubs for community gatherings, physical activity and to simply get fresh air. A well-designed and distributed parks system offers social, environmental, health, and economic benefits, as well as having the potential to bring people together.

The Town of BWG owns 88.3 hectares of active parkland¹ spread across 30 park sites that translates into a service level of approximately 1.9 hectares per 1,000 residents (Table 4). The Parkland Classification System recommended through the 2017 LSMP for integration in the Town of BWG Official Plan Update was not brought into that document in its entirety nor was the recommended parkland service level of 2.0 hectares per 1,000 population stated. However, the Town uses the Parkland Classification System (Table 3) to assist with park planning, design and implementation.

¹ Active parkland includes lands categorized under the Town's parks classification system. These parklands exclude green spaces located on private and institutional lands such as woodlots, natural areas school properties and conservation areas.

Table 3: Parkland Classification System & Service Levels

Community Parks	<p>Size: Generally larger than 5 hectares</p> <p>Catchment Served: Entire Town (i.e. serves needs of all residents in BWG).</p> <p>Typical Amenities: Lit sports fields, walking paths, hard surface courts, major splash pads and playgrounds, allotment and horticultural gardens, shade structures, washroom buildings and parking.</p> <p>Target Service Rate: 1.0 hectares per 1,000 population.</p>
Neighbourhood Parks	<p>Size: Between 1 and 3 hectares in size</p> <p>Catchment Served: Residential areas within walking distance of the park.</p> <p>Typical Amenities: Junior/senior playgrounds, gardens, junior sports fields, multi-purpose courts, shade amenities and benches.</p> <p>Target Service Rate: 1.0 hectares per 1,000 population.</p>
Parkettes	<p>Size: Generally less than 1 hectare in size</p> <p>Catchment Served: Adjacent residential areas within a short walk of the parkette.</p> <p>Typical Amenities: Variable depending on design but may include hardscaping features, gardens, and public art.</p> <p>Target Service Rate: Not applicable for this type of park.</p>

Table 4: Parkland Supply and Service Level

Parkland Type	Number Of Parks	Total Area (Hectares)	Current Service Level (Hectares/1,000)	2032 Service Level (Hectares/1,000)
Community	4	49.07	1.1	0.8
Neighbourhood	12	35.80	0.8	0.6
Parkette	14	4.40	0.1	0.1
Total	30	88.26	1.9	1.5

Notes: Current service level is based on a 2023 population estimate of 46,000 while 2032 service level is projected based on 59,800 persons applied to the current parkland supply. Inventory includes Henderson Memorial Park Phase 2 lands.

A Comparison to High Performance Practices

The following table provides a list of actions that would support the Framework for Recreation in Canada’s goal of Connecting People and Nature. The analysis of the inputs into the LSMP has resulted in a rating along a continuum of Not in Place, Under Development, Partially Complete / Implemented, or In a Mature State.

Table 5: FRC Assessment for Goal 3 – Connecting People and Nature through Recreation

Supporting Statements	Not In Place	Under Development	Partially Complete / Implemented	In a Mature State
Staff work with planners in the municipality and the conservation authority to ensure that there are natural spaces and places in neighbourhoods through the provision of parks, trails and naturalized areas. A master plan provides standards for the provision of parks. A trails and/or cycling master plan works to expand and maintain trails and active transportation networks.				•
Parks and open space system connect to adjacent municipalities where possible. Year-round access to nature through design, signage and maintenance of park areas exists to encourage 12-month access to active spaces.			•	
A promotional and communication program promotes the importance of access to nature and the role of recreation in helping people connect to nature. The value of parks in terms of providing low cost, year-round access to spontaneous access to recreational opportunities is important in the community.			•	
Operational policies are in place that reflect the importance of environmental sustainability; standards of development reflect low-impacts on the natural environment when designing and building parks and facilities.			•	

Strengths and Challenges in BWG

Strengths

- **Bolstered Park Supplies:** The Town has fared well compared to many of its GTA counterparts as it has been able to meaningfully build its parkland supply and service levels; whereas many municipalities have experienced a reduction in parkland per 1,000 residents, BWG has increased its active parkland supply by 31 hectares and in fact raised its service rate by 0.3 hectares per 1,000 since the time of the 2017 LSMP. It is also worth noting that the 2017 LSMP recommended a total parkland supply of 95 hectares by the year 2026. With a supply of 88.2 hectares at present and another 1.5 hectares planned for development in Bradford East next year, the Town has achieved 95% of its target thus far. In the current provincial legislative environment post-Bill 23, this is an achievement to be proud of.
- **Parkland Renewal Efforts:** In addition to adding new parks, the Town has made concerted efforts to refresh a number of existing parks found in its established areas. In line with recommendations from the 2017 LSMP, the Community Services Department has formulated a long-range park renewal strategy (also referred to as its Future Capital Forecast) and integrated planned renewals into short and long-range budgeting which will see continued reinvestments in existing parks located in established areas.
- **Improved Outdoor Amenities:** Park additions and renewals have resulted in BWG providing an improved selection of park amenities than were previously offered. Over the past 5 years, dedicated pickleball courts and outdoor fitness equipment have been added to the types of amenities found in local parks while the Town has continued to build new facilities to meet community needs including four ball diamonds, one soccer field, five basketball courts, and two splash pads.
- **Urban Agriculture:** The Town is adding a new community garden at Taylor Park - effectively implementing a recommendation from the 2017 LSMP albeit in a different location - to complement the Lions Park community garden. In addition, a community garden is identified in the approved concept for 177 Church Street Community Hub and thus the Town will be adding substantial capacity in the short-term.

- **Bradford West Gwillimbury Official Plan:** The BWG Official Plan notes goals of continuing to focus on providing a full range of community facilities to create an interconnected system that serves the expanding community. There is also a focus on the outdoor environment through policies related to enhanced environment, preservation of agricultural land and ongoing special attention to the protection of the Holland Marsh.
- **Bradford West Gwillimbury Transportation Master Plan:** The Transportation Master Plan contains an Active Transportation Strategy that identifies multi-use pathways and the off-road trail network. It envisions 20 kilometres of trail and multi-use pathways by 2031 with a future goal of ultimately reaching 80 kilometres (excluding sidewalks and on-road bicycle lanes). The Transportation Master Plan illustrates development of the pedestrian trail network through north-south connections in Bradford and a goal of linking to the Bond Head settlement using multi-use paths and off-road routes. For parks and recreation, alignment with the Active Transportation Strategy recommendations can be achieved through providing bike parking and other supportive infrastructure as well as participating in interdepartmental discussions to develop an Education and Outreach Strategy in partnership with the Health Unit, and identifying routes in conjunction with the Community Services Department's capital projects.²



² Town of Bradford West Gwillimbury. 2022. Transportation Master Plan. pp.53-69

Challenges

- **Land Acquisition:** Due to recent legislative changes such as Bill 23, acquiring large parcels of readily developable land for parks and recreation purposes will become increasingly difficult. Under Bill 23, dedications for parkland for new developments has been reduced by around 50%. What was once 1 hectare of parkland for every 300 units is now 1 hectare for every 600 units. In addition to the smaller parcels of parkland, these lands may be less desirable and harder to develop for recreation purposes as municipalities no longer have the final say of whether or not land meets their needs for parks or community purposes.
- **Festival & Special Event Areas:** The Town delivers over 20 special events annually but are limited by space, onsite infrastructure (e.g. parking, lights, electricity and water, etc.), funding and the absence of a Special Events Policy. Two staff are assigned to work on events in addition to facility and park staff that provide the logistical supports.
- **Naturalization Efforts:** Environmentally progressive municipalities have worked naturalized areas into their existing and new park designs to reflect sustainable practices aimed at increasing climate change resiliency, promoting native plant biodiversity and pollinator species, and increasing habitat while pesticide use in parks has been reduced or eliminated. BWG's Design Criteria Manual encourages naturalization within all parks and open space areas with a target of preserving 25% of existing vegetation within park blocks. Unfortunately, the rationale and benefits of naturalization efforts are not always understood by the public who may view areas such as no-mow zones as being unsightly compared to "manicured" areas within a park. Continued education is required through promotional efforts and even programming so that general public is aware of the importance of having naturalized areas being well distributed across the community. Partnerships with local conservation authorities and environmentally-focused organizations can be an effective way of spreading the message and delivering content.

Ensuring the community is aware of standards of new development that reflect sustainable design (low impact design choices, naturalized open space areas) is an area for improvement. Residents may not understand the importance of planned natural areas and in comparison, to previously "well groomed" green spaces, can cause concern about lack of maintenance when in reality, these are planned by design for long term sustainability.

Parkland Needs

The LSMP continues to recommend parkland provision at a rate of 2.0 hectares per 1,000 population in order to ensure current and future residents of BWG have access to the outdoor recreational infrastructure required to enable an appropriate mix of recreation, sport, cultural and social activities (e.g. allowing for sports fields, splash pads, hard surface courts, special event areas, off-leash areas, open space for gatherings, general respite, etc.). In targeting a rate of 2.0 hectares per 1,000 over the five year master planning period, the Town would need a future supply of 120 hectares by the year 2032 consisting of:

- A total of 60 hectares of Community Parkland, thereby requiring an additional 10.93 hectares to bolster existing supplies; and
- 60 hectares of Neighbourhood Parkland, thereby requiring an additional 24.2 hectares to bolster existing supplies.

It bears noting that Henderson Memorial Park Phase 2 is already counted in the existing inventory and thus the 10.93 hectares of additional Community Park would need to consist of net new parkland. The Town has identified three new Neighbourhood Parks that will contribute towards the 24.2 hectares needed by 2032, including the 1.5 hectare Bradford East Park as well as a future Neighbourhood Park in the southeastern quadrant of Bond Head whose size is still to be determined.

The *Ontario Planning Act* and Town of Bradford West Gwillimbury Official Plan contain the primary tools through which the township secures parkland through the land approvals and development process. These frameworks identify minimum requirements for parkland dedication (or cash-in-lieu of parkland) as well as guidelines for municipal parkland provision. Recent changes to provincial legislation such as Bill 23 may result in declining service levels based on experiences elsewhere in the GTA; therefore, it is in the Town's best interests to use all available tools (including the standard and alternative rates) to supplement other parkland acquisition strategies.



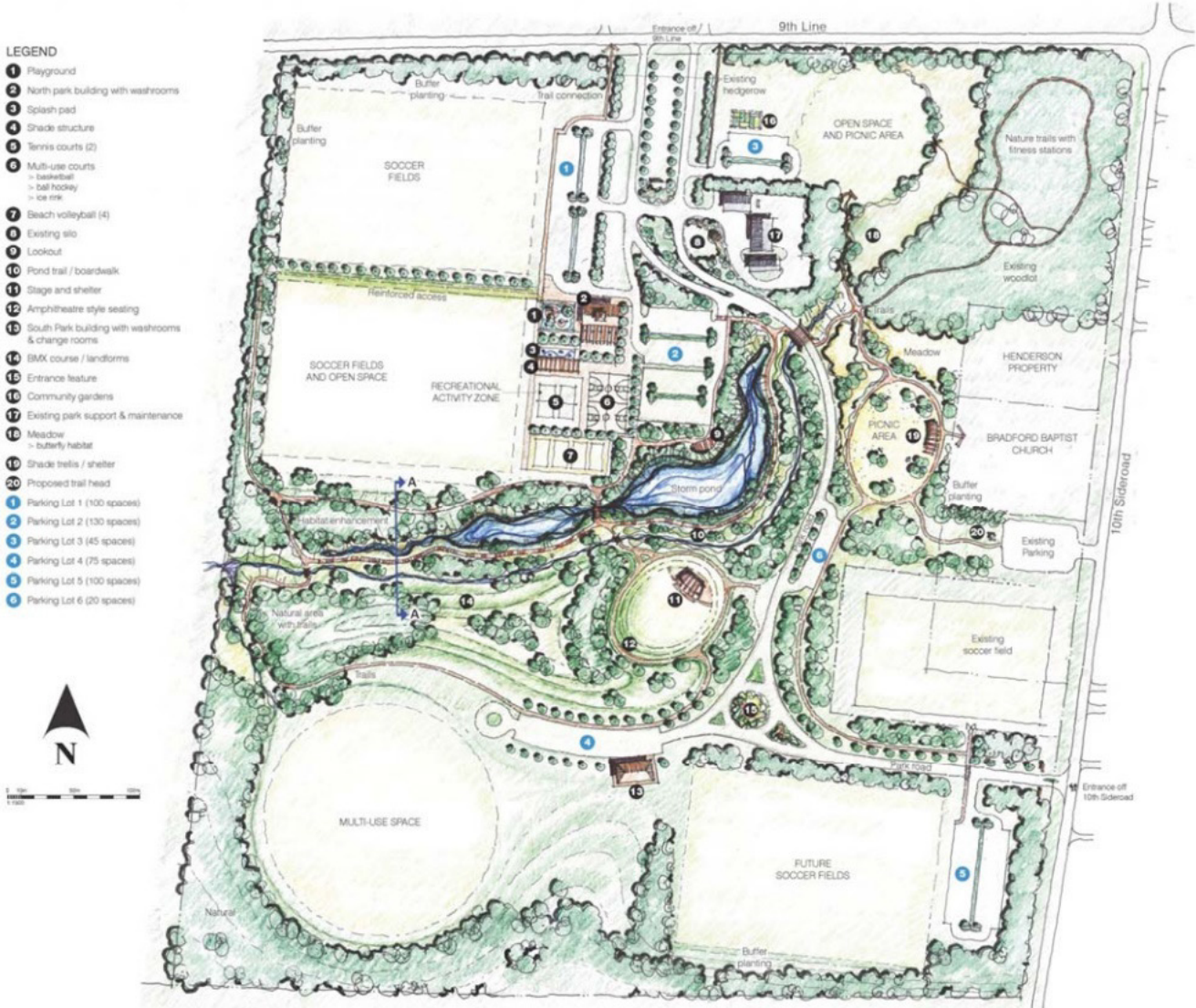
Henderson Memorial Park

The Town's foresight in acquiring Henderson Memorial Park and planning for phased development is commendable. Doing so has provided a land base to accommodate facilities required to service previously unanticipated growth needs and saved the Town millions of dollars that would otherwise have been expended given today's escalated real estate market. Phase 1 of the park's development was successfully implemented in line with the 2017 LSMP recommendation and attention now turns to Phase 2 over the coming years. Needs assessments have rationalized the following components as part of Henderson Memorial Park's Phase 2 development:

- a new outdoor synthetic turf field based on FIFA full-size specifications that is designed in a manner that would allow the Town to enclose it in the future should an air-supported structure be required;
- a circular multi-use field that can be used for cricket and other community activities;
- amphitheatre and areas conducive to community gatherings; and
- space for picnicking and seating, included shaded areas.



Figure 1: Preferred Long Term Option, Henderson Memorial Park Master Plan



Source: Henderson Community Park Master Plan, 2014

Centennial Park

Following a recommendation contained in the 2017 LSMP, the Town retained landscape architectural services to prepare a conceptual plan for Centennial Park through the Town of Bradford West Gwillimbury Community Centre Revisioning Master Plan. The preferred concept is centred around a new civic administration hub and a flex space to the north, a central area focused on community events and festivals, and a southern space oriented to children's play elements all of which are connected by an internal pathway system designed to provide a refrigerated skating trail for winter use. The two existing tennis courts and skateboard park would be relocated and redeveloped.

The LSMP supports this concept in principle as the redevelopment of Centennial Park will be a catalyst for placemaking and rejuvenation of the residential and commercial areas surrounding it. The concept will require relocation of the ball diamonds with this LSMP stating a preference for relocation to another multi-diamond venue such as Joe Magani Park.



Figure 2: Centennial Park Concept Plan



Source: Town of Bradford West Gwillimbury Community Centre Revising Master Plan, 2018

Luxury Park

LSMP site tours and needs assessments carried out support a renewal of Luxury Park which is located in an established area of Bradford. Visibility into the park is constrained by limited street frontage and an antiquated washroom building impeding sightlines. Park infrastructure consisting of a junior ball diamond, playground and basketball court are all in advanced lifecycle state. This park should be prioritized for renewal whereby the Town creates a new park entrance, demolishes the washroom (it may not be necessary to support 10-weeks of use for a junior sports field), and renews the sports field and basketball court.



BWG Leisure Centre / Public Library Campus

The undeveloped “front lawn” between the BWG Leisure Centre and the BWG Library & Cultural Centre offers an excellent opportunity to reinforce placemaking potential along the Holland Street West corridor, supplementing the visual focal points already established by the prominent architectural character of the two public buildings and the greenspace found immediately to the west.

From a leisure services perspective, the front lawn creates an exciting opportunity to create an “urban” open space that can be animated by providing areas conducive to arts and cultural uses, vendor and farmers markets, a multi-functional water feature, as well as incorporation of public art, seating and space conducive for BWG Public Library. The Town would best be served by completing a conceptual design plan for the front lawn involving consultations with BWG Public Library and the broader community to determine the vision and components to be included.



Image Source: Google Maps, 2023

Recommendations

- #17. Parkland supplies should be targeted at a rate of 2.0 hectares per 1,000 population, distributed evenly between Community Parks and Neighbourhood Parks that are conducive to active forms of recreation, cultural and social activities.
- #18. Target a total parkland supply of 120 hectares by the year 2032 thereby requiring the Town to secure an additional 11 hectares of Community Parkland and 24 hectares of Neighbourhood Parkland. Park blocks less than 0.5 hectares in size should only be permitted in exceptional cases such as where there is a distinct shortage of open space alternatives or for meeting certain urban design or community building objectives.
- #19. Implement the Community Services Department's Future Capital Forecast to carry out planned lifecycle renewal and/or enhancement of parkland in established neighbourhoods. The Future Capital Forecast may be adjusted to reflect the findings of the Leisure Services Master Plan, asset management plans, and ongoing market conditions and community needs.
- #20. Prepare a conceptual site plan for the development of the open space found between the BWG Leisure Centre and the BWG Library & Cultural Centre. This concept should explore ways to animate the space, potentially as an urban plaza that is conducive for community gatherings, vendor and farmers markets, and amenities such as public art, seating, and a water feature that could potentially allow for water play in the summer.
- #21. Implement Phase 2 of the Henderson Community Park Master Plan including a circular field for use by cricket and other community activities, a FIFA full-size outdoor synthetic turf field that is designed in a manner that would readily allow it to be enclosed in the future, as well as other identified amenities including picnic and seating areas, and an amphitheatre.
- #22. Implement the Town of Bradford West Gwillimbury Community Centre Revisioning Master Plan's concept for Centennial Park that includes components such as the flex space, relocated skateboard park and tennis courts, and ice skating trail.
- #23. Undertake a renewal of Luxury Park with a focus on enhancing its entranceway to improve visibility along with rejuvenation of onsite recreational infrastructure.

- #24. Enhance public education related to environmental stewardship and importance of naturalization to better inform the objectives of associated municipal policies, programs and service levels encompassing use of no-mow zones, green infrastructure and climate change resiliency initiatives, encroachment, illegal dumping and other topics. Collaboration with the Lake Simcoe and Nottawasaga Conservation Authorities along with other environmental partners is encouraged in the implementation of environmental policies and programs.
- #25. Engage major public and private landholders of open space to increase public access and exposure to areas such as Scanlon Creek and other conservation areas, waterfront areas along Cooks Bay and the Canal, hydro corridors, etc. to facilitate greater exposure to outdoor activities and appreciation of the natural environment.



Section 5: Providing Supportive Physical and Social Environments

Supportive physical and social environments contribute to healthy, active lifestyles by making “the healthy choices the easy choices”. Recreation and leisure activities take place in many settings including homes, schools, neighbourhoods, community spaces and places, rural places and the natural and built environments.

The Community Services Department can take a leadership role in community building within all of these settings. Aligning with community partners avoids duplication of effort and helps to build strong networks, develop volunteerism as well as a sense of community trust and cooperation. Creating supportive environments has many dimensions:

- implementation of policies and guidelines
- innovative programming
- social action
- education
- funding

All of these mechanisms contribute to the opportunity to deliver a comprehensive mix of quality recreation experiences. Creating supportive physical environments includes the provision and maintenance of facilities, maximizing the use of existing spaces and places, and the development of active transportation options.



A Comparison to High Performance Practices

Table 6 lists actions that support the Framework for Recreation in Canada’s goal of Providing Supportive Physical and Social Environments. The analysis results in a rating along a continuum of Not in Place, Under Development, Partially Complete / Implemented, or In a Mature State.

Table 6: FRC Assessment for Goal 4 – Providing Supportive Physical and Social Environments

Supporting Statements	Not In Place	Under Development	Partially Complete / Implemented	In A Mature State
Work collectively with community partners (YMCA, District School Boards, places of worship, etc.) to maximize the use of existing structures, greenspaces and facilities for multiple purposes.				•
An approved Asset Management Plan is in place.				•
An approved Procedure with respect to Partnership Development and / or Alternate Service Delivery exists to demonstrate greater efficiencies.		•		
The condition of the facility and park inventory is regularly assessed to ensure that capital investments are targeted and prioritized.				•
An Energy Management Plan exists and staff are actively engaged in actions to reduce energy use.				•
The Active Transportation Plan is linked to the Transit Plan and strategies.				•
Community Services Department staff participate in Secondary Planning projects to ensure early identification for the placement of community assets, including schools, parks, libraries, and sport and recreation facilities to be in close proximity to active transportation nodes.				•
Relationships exist with County / Regional Governments with respect to providing support materials and research on mental and social well-being within recreation environments.			•	
The benefits of recreation are actively promoted and provide ongoing information to the community about the importance of recreation to the quality of life.			•	
BWG’s Strategic Plan provides an assessment/review and places priority on community well-being.			•	
The work of the Leisure Services department aligns with other community building initiatives such as – Age Friendly Communities, healthy Cities, Safe Cities, Strong Neighbourhoods, etc.			•	

Strengths and Challenges in BWG

Strengths

- As noted in Section 4 and Appendix A, the Town has constructed outdoor infrastructure in the form of sports fields, splash pads, hard surface courts and more which have added capacity and allowed it to keep pace with population growth.
- The BWG Leisure Centre is a premier facility that allows the Town to deliver quality programs not always found in municipalities with populations below 50,000. The Leisure Centre also provides a degree of flexibility to accommodate future population growth, particularly with respect to aquatic programming, though capacity pressures are building.
- Henderson Memorial Park will provide flexibility through its Phase 2 design and development phase to provide components that are supportive to recreation and social activity.

Challenges

- Aquatic staffing shortages, which is a province-wide issue, is affecting the Town's ability to deliver the full range of aquatic programs being sought by the community.
- Demands being placed on the BWG Leisure Centre gymnasium are more than the facility can accommodate, particularly during prime time hours. Re-opening of school gymnasiums following the COVID-19 pandemic may alleviate some of these pressures but population growth is likely to continue to generate needs for gymnasium programs and rentals.
- Aging infrastructure and costs of proactive asset management practices will continue to escalate, particularly in the global inflationary environment. The Bond Head Hall, Bradford and District Community Centre and Danube Seniors Centre are in advanced stages of their lifecycles as are a number of the Town's parks and their associated outdoor recreational components.

Facility Needs Assessments

Facility needs assessments contained in Appendix A have yielded a number of recommendations, some of which are concentrated at a few key community centres and parks.

Lands for New Indoor Recreational Infrastructure

LSMP needs assessments project the need for one additional ice pad, an indoor aquatics centre containing a 25 metre pool with separate leisure tank, a double gymnasium and fitness space within the LSMP planning period. Ideally these components would be co-located in a multi-use community centre setting to provide programming and operational efficiencies along with the holistic wellness experience to residents, similar to that found at the BWG Leisure Centre. BWG Public Library should be engaged in discussions whether to co-locate complementary community services.

The Town will need to identify an optimal site(s) for these facilities as current analysis does not reveal an existing facility that is an exceptional candidate for expansion. For example, there is rationale to twin the Bob Fallis Sports Centre arena – and potentially add-on the other recreational components – however the site is encumbered by the Bradford Sports Dome which sits immediately adjacent to the building. Similarly, the size and scale of components being recommended would likely be too large for the Bradford & District Community Centre site particularly if implementing the conceptual plan identified for its outdoor space through the 2018 Community Centre Revisioning Master Plan.

As such, there is a strong likelihood that the Town will have to secure new lands for a new multi-use community centre. The Town should begin thinking about assembling a parcel of land for a new multi-use community centre, preferably in the short-term before it becomes more challenging to find a sizeable piece of land within the rapidly growing Bradford settlement area boundary. With the majority of future population growth being directed east of the 10th Sideroad corridor in Bradford, a site in this generally vicinity would make sense particularly when considering that the west side of Bradford would also afford relatively strong access to the Bond Head settlement after factoring the road and active transportation network identified in the BWG Transportation Plan.



Bond Head Community Centre & Bud Brown Park

The Bond Head settlement area is experiencing rapid residential growth and was previously forecast to reach 3,500 residents by 2031 (note: the Town has not yet updated its settlement area projections to reflect Provincial Bill 23 at time of writing). The Bond Head Community Memorial Hall is presently the only indoor space available in the settlement, and is centrally situated and adjacent to Bud Brown Park.

Residential growth in Bond Head can be expected to generate needs for additional indoor space. The Bond Head Hall is an aging structure despite proactive maintenance efforts of the Town. Its era of design is such that it does not meet barrier-free accessibility standards, has limited capacity at 135 persons, and is fairly inflexible in terms of its programming/use potential as a single-purpose hall. The level of growth in Bond Head – while not sufficient to support a major recreational component such as an ice pad or aquatic centre – presents an opportunity to provide a modern facility that can be used for a flexible range of recreation, social and arts and cultural uses.

A model similar to the 177 Church Street Community Hub could be replicated in Bond Head that co-locates complementary amenities such as a library branch (if congruent with plans of the BWG Public Library) and/or space occupied by other community partners. A redeveloped community centre would benefit from having a small gymnasium or large hall capable of accommodating community gatherings and selected floor sports, a group fitness studio to allow expansion of municipal fitness programs into the Bond Head settlement, and areas for seating and socialization.



Aerial Image Source: Google Maps, 2023

The redevelopment of the Community Hall creates strong rationale to reimagine the entire site. With recent experience resulting in small parkettes in Bond Head that are unable to offer the full range of park-based infrastructure required to meet outdoor recreational needs, Bud Brown Park can serve as the central park for the settlement. Needs assessments have rationalized the need for a tennis court, splash pad/interactive water feature and basic skateboard elements in Bond Head. Bud

Brown Park is an ideal location for these facilities given its street front visibility and access from County Road 27, availability of parking, and the fact that there are child and youth-centric facilities already onsite (i.e. the sports field, playground and multi-use court). A small skating rink could be considered here if designed in conjunction with a water feature or hard court.

There is strong merit in reflecting the Bond Head settlement's historical legacy in the redesign of the community hall and Bud Brown Park. Bond Head is one of the oldest hamlets in Simcoe County with a history dating back 200 years. The prominence and central location of the community hall and park provide an opportunity to connect new residents of the settlement area to the history of the area, further reinforcing sense of place and potential for community connections.

Danube Seniors Centre

The Danube Seniors Centre building is nearly 70 years old and does not meet modern standards, particularly those relating to barrier-free accessibility and the types of uses being sought by current generations of seniors. This limits the BWG Seniors Association, who are responsible for operating the Seniors Centre, from delivering the desired complement of programming due to building's limitations.

The changing needs of local seniors combined with the antiquated experience offered through the existing Danube Seniors Centre building makes it clear that the time has come to modernize the Seniors Centre and bring it in line with best practices. There is little rationale to renovate the existing building due to its age and thus a complete redevelopment of the entire Danube Seniors Centre site is deemed to be the most appropriate action to ensure it is positioned to deliver on needs of BWG's seniors for decades from now. The Town should initiate an architectural and landscape architectural process that considers the reconstruction of the seniors centre to include recreation, arts and cultural, and social components such as:

- Multi-purpose rooms, lounges and rooms conducive for private meetings, health clinics, and social services appointments.
- A gymnasium or large hall that is conducive to pickleball, badminton, gatherings such as luncheons and banquets, and other seniors centre programs.
- A small group fitness studio conducive to healthy aging fitness programs such as yoga, tai chi, chair-based fitness, etc.

- Kitchen to support existing food, nutrition and multicultural culinary programs along with a congregate dining area which may allow the Town to access annual funding available through the Province.
- Outdoor amenities such as pathways, community garden, and outdoor fitness equipment of which some could be focused on the eastern part of the site. Note that any redevelopment should strive to work around the pickleball courts given the recent investment expended to build them.

A new governance and/or operational structure should accompany the redevelopment in order to ensure a model is in place that leverages expertise found within the Town of BWG staff and local seniors, aligns with best practices such as Age-Friendly Communities and Parks and Recreation Ontario's Principles of Healthy Aging, as well as a funding framework that may allocate a portion of membership fees to construction and ongoing maintenance/operational costs.



Bradford Lions Park Building

The LSMP supports past analysis by the Town to develop a youth centre at the Lions Park building. This is an optimal site for a youth centre given that the recent reinvestments in the park make it a multi-seasonal neighbourhood hub including through its rejuvenated basketball court that allows it to be flooded for outdoor skating in the winter. Proceeding with conversion of the Lions Park building to a dedicated youth centre will be an excellent initiative to further the Town's progress in serving this age group over the next 10 years.

Bradford & District Community Centre

The Community Centre currently houses the Town's Human Resources, Events & Marketing, and Parks Operations & Administration Divisions. Its ice plant was decommissioned in 2011 and the 'dry-floor' is sporadically used for selected sports, certain municipal programs and community events. The 2017 LSMP did not find a recreational use for the Bradford & District Community Centre and recommended a separate study to determine the future of that facility from an economic development, arts and cultural, or other municipal operations perspective while aligning with a broader master planning exercise contemplated for Centennial Park. The Town subsequently prepared a Community Centre Revisioning Master Plan in 2018, however, this document did not define the future use for the community centre. In April 2022, Town staff presented a Cost Benefit Analysis³ to Town Council that proposed three Options being to renovate the aging building or rebuild it as either a 60,000 or 70,000 square facility.

Through their analysis, Town Staff factored in recommendations of the 2017 LSMP and contemplated a community hall suitable for events and recreational gymnasium sports, fitness area and farmers market space. Staff are to be lauded for exploring ways to breathe new life back into a building with strong sentimental ties to some residents. However, this 2023 LSMP takes a view of incorporating those same spaces for gymnasium, fitness, and farmers markets into other recreational assets namely the Danube Seniors Centre, a redeveloped community centre in Bond Head, the BWG Leisure Centre open space and a future multi-use community centre. In addition, the Community Hub at 177 Church Street delivers some community-focused space that could create duplications if also integrated at the Bradford & District Community Centre.

This being said, the Bradford & District Community Centre remains as one of the only viable spaces for large scale gatherings and events such as trade shows in the Town and thus continuing to investigate the viability of maintaining the structure for such existing uses is warranted. Town staff will have to continue their explorative works to determine whether the range of uses can either be maintained or expanded in relation to the ongoing capital, operational costs of doing so. As stated in Section 4 of this LSMP, previously developed concepts for the adjacent Centennial Park are supported on the basis of enhanced civic placemaking and rejuvenation of the established neighbourhoods that surround it.

³ Town of BWG. Staff Report# COM 2022 14: 125 Simcoe Road Redevelopment Project, Community Centre Cost Benefit Analysis. April 5, 2022.

Recommendations

- #26.** Carry out a comprehensive condition assessment of the BWG Leisure Centre aquatic facility to determine lifecycle renewal work required along with its associated timing and anticipated length of closure.
- #27.** Construct a multi-use community that contains one new ice pad, an indoor aquatic centre, double gymnasium, and fitness space to meet growth-related needs of the Town's population. Timing of the community centre's development should consider outcomes of the aquatic condition assessment (LSMP Recommendation #26) while the facility should be designed in a manner that would readily allow future construction phases in anticipation of the Town's continued growth.
- #28.** Redevelop the Bond Head Community Hall and Bud Brown Park site to increase inclusivity and flexibility to address growing needs for municipal program delivery, community rentals, and gathering. At a minimum, the redeveloped community centre should contain a small gymnasium or large hall, group fitness studio, common areas for socialization, and potentially space assigned to community hub partners. Opportunities to introduce tennis, waterplay, basic skateboarding elements, and outdoor skating should be explored within Bud Brown Park while indoor and outdoor components should showcase the history of the Bond Head settlement through their respective designs.
- #29.** Redevelop the Danube Seniors Centre and its site, guided by an architectural design process informed by input of the BWG Seniors Association and other local older adults. Interior and exterior components should enable recreation, arts and cultural and social activities that reflect the diverse interests of seniors living in BWG.
- #30.** Modernize the Danube Seniors Centre governance framework, staffing supports and operational model in tandem with its facility redevelopment (per Recommendation #29) in order to leverage the expertise of Town Staff and local seniors in program delivery, align with sector best practices, and ensure a sustainable funding framework.
- #31.** Proceed with the development of a youth centre at Lions Park building, developed in consultation with local youth and youth-serving agencies.

- #32. Prepare a cost-benefit analysis of relocating the Bradford Curling Club from Centennial Park to another municipal property versus retaining it in its current location pending desired outcomes for the Centennial Park redevelopment. The Curling Club should be engaged in the process to understand their long-term facility plans and needs of their membership along with their ability to contribute capital and/or operating funding as part of any business case associated with facility renewal or relocation.
- #33. The future Bradford East Park should include a basketball court, shaded areas and seating, and other amenities deemed to be appropriate under its parkland classification.
- #34. In the event that the Centennial Park ball diamonds are removed, one or both of these diamonds should be relocated to Joe Magani Park where a landscape architectural exercise should confirm the ability to accommodate additional diamonds along with integration of batting cages and a washroom.
- #35. Construct up to 4 new tennis courts to be distributed across Alan Kuzmich Memorial Park, Bud Brown Park, and/or a future park to be determined.
- #36. Target the provision of playground equipment within 800 metres – equating to a 10 minute walk – of newly developing residential areas in the Bradford and Bond Head settlement areas, unobstructed by major pedestrian barriers such as arterial roads, railways, and waterways. Existing playgrounds should continue to be replaced based on lifecycle state and worked into the future capital forecast to sustainably distribute asset replacement costs over time.



Section 6: Sustaining Recreation Capacity

The leadership and management of the Community Services Department operation is complex. There are many components to the full operation of facilities, parks, programs, and services including complying to industry standards and legislation associated with significant human, fiscal and physical resources. Infrastructure responsibilities include facility development, construction oversight and management, and maintenance of facilities including continued cleaning and upkeep, repairs and replacements, and preventative maintenance to extend the lifespan of physical plants and assets. The design and offering of programs and services, and the hiring, training and retention of staff and volunteers is critical to the quality and quantity of programs and services offered. Paramount to the success of the operation is the ability to work collectively with community groups and partners to deliver services that are meaningful and well utilized by all residents.



A Comparison to High Performance Practices

The following table provides a list of actions that would support the Framework for Recreation in Canada’s goal of Increasing Inclusion and Access to Recreation. The analysis of the inputs into the LSMP has resulted in a rating along a continuum of Not in Place, Under Development, Partially Complete / Implemented, or In a Mature State.

Table 7: FRC Assessment for Goal 5 – Sustaining Recreation Capacity

Supporting Statements	Not In Place	Under Development	Partially Complete / Implemented	In A Mature State	Selected Observations
Leisure services has developed strong and compelling vision and mission statements.			•		A refined vision, mission and guiding principles are proposed through the refinement of the LSMP.
The department staff and volunteers have worked together to articulate a powerful organizational culture and supporting values.		•			While there is an impressive organizational culture in place, it has not been articulated with input from all staff levels and volunteers.
The corporate strategic plan includes an assessment of community wellbeing (community wellness index).			•		The 2022 to 2026 Corporate Strategic Plan is currently under development. It is anticipated that the quality of life and active lifestyles will be well articulated in the refined plan.
There is alignment with international, national, and provincial community building initiatives such as age friendly communities, healthy cities, safe cities, community safety and wellness plans, etc.			•		An Age Friendly Community Plan was developed by Simcoe County to support municipalities and organizations in developing services, programs, and infrastructure for older adults. A South Simcoe Safety and Well-Being Plan exists to support southern municipalities in Simcoe County.
The department promotes the importance and benefits of engagement in recreation, culture, sports, and parks.			•		Stronger and consistent communications and messaging is required to educate new and existing residents on the importance of engaging in active lifestyles.

Supporting Statements	Not In Place	Under Development	Partially Complete / Implemented	In A Mature State	Selected Observations
The department offers leadership in training courses and provides placement opportunities as applicable.				•	Specific leadership training opportunities are offered in camps and aquatics.
A training and development plan strengthens the skills and competencies of staff and volunteers.			•		Training is provided for staff with discipline-specific training in aquatics, programs, facilities, volunteers, etc.
The volunteer policy and opportunities include recruitment, training, supports and recognition.				•	Volunteer opportunities are listed on BWG's website and potential volunteers are directed to the specific departments for training and orientation. Volunteers are formally recognized on an annual basis.
All operations are compliant with legislative requirements and industry standards. Regularized audits exist.			•		Staff indicate compliance with legislative requirements within their disciplines. A documented review of current requirements and standards would demonstrate if there are any gaps.
Communications and marketing efforts to promote opportunities are effective.			•		Communications to promote programs and services are primarily delivered through the Leisure Guide, social media, and postings within centres. These are effective methodologies.
Partnership and sponsorship policies serve to augment service provision through alternate means and funding.				•	Staff seek out sponsorship funding and partnerships on an ongoing basis. All opportunities for special event sponsorships are listed on BWG's website.
The use of technology maximizes efficiencies within the department.			•		Leisure Services utilize technology to register patrons, rent spaces and allocate public spaces. Data analysis assists in determining capacity and utilization of programs and public spaces. Automated systems reduce energy costs in facilities.
The costs of services are understood and utilized when developing pricing and fee structures and understanding cost recovery levels.			•		Identifying the cost of services and programs is important in identifying further efficiencies and appropriate cost recovery levels.

Supporting Statements	Not In Place	Under Development	Partially Complete / Implemented	In A Mature State	Selected Observations
Quality assurance models are utilized where possible including but not limited to the aquatic safety management audits, the Canadian Sport For Life model, high five for healthy childhood development, active aging, youth friendly communities, etc.			•		Applicants for part-time positions are encouraged to have HIGHFIVE training. The Canadian Sport for Life Model is used for Physical Literacy training. Utilization of the Active Aging model through Parks, Recreation Ontario and the Aquatic Safety Management Audit are suggested. Staging implementation and understanding staff capacity will be undertaken before these models can be implemented.
Policies are reflective of best practices and the types of services provided. There is a regularized review cycle for approved policies.			•		Many policies are in place and reflect community values. A review of current policies and practices are completed by the respective discipline on an annual basis at a minimum.
Operations manuals in each discipline exist to provide ongoing and consistent guidance to staff and volunteers.			•		Operations manuals exist in all disciplines and annual reviews ensure that the most current and community-driven approaches are taken.
All efforts are made to obtain government and other funding sources to augment service provision.			•		Staff are aware of grants and funding sources from other levels of government. A summary of all sources should be updated annually to ensure staff are maximizing the use of alternate funding sources available.
Performance measures include: <i>Inputs:</i> human, fiscal and physical resources <i>Outputs:</i> participation levels, utilization of programs, events, and facilities <i>Efficiencies:</i> the cost to provide units of service, cost recovery levels etc. <i>Effectiveness:</i> public and user satisfaction levels		•			Staff measure program registration, rentals, drop in participation etc. A fulsome performance metric should be developed for the Department to demonstrate improvements in performance and the setting of realistic annual targets.

Strengths and Challenges in BWG

Strengths

- Planning sessions with Town staff are held every year to develop the next year's annual operating calendar. This assures a coordinated approach to delivering quality experiences with the appropriate planning and resourcing in place.
- Staff work with local partners to provide programs and services and to share resources. Partnerships include but are not limited to Southlake's Cardiac rehab and Prevention Program, the Lung Association Fitness for Breath Program, and Southlake Hospital Chronic Pain management program. These relationships provide services and share the cost of space and instruction. Aquatic staff partner with the school boards to offer the Swim to Survive program. Leisure program staff also partner with BMS Karate, Genesis Gymnastics, Elite Dance Corps, Bradford Curling Club, Bradford Skating Club, Caspian Sports (Volleyball), Cooking Programs, Art Programs, Kids Great Minds, Line Dancing, Playball, and Tennis Programs. The advantage of partnerships is to reduce costs to provide the programs to the public.

Challenges

- As the need for additional programs and services rise due to an increased population, a fiscally sustainable approach must be taken for service expansion. This will be reflected in understanding the direct and indirect costs of providing programs and services. The pricing of services will determine the value of the service in terms of public good and individual good and set cost recovery targets accordingly. This is a detailed task but necessary in a growing community.
- To be able to address needs for new programs and services arising from population growth, departmental staffing must also keep pace. The same can be said for parks and facility maintenance and operations, special event support, and increased efforts being placed on inclusion. The Community Services Department's staffing complement has not increased at a rate similar to the overall population and resident/stakeholder expectations are increasing as people come to BWG from other areas of the province.
- Building on the previous point, the Community Services Department's existing staff complement is being asked to do more when many current

levels of service are already at capacity. A staffing review of the Community Services Department will be required to review the FTE complement, roles and responsibilities, and areas where new resources are required to fulfill the Departmental mandate as set by Council and municipal administration.

Performance Measurement

Recreation staff collect participation, utilization, and service satisfaction data to analyze current service delivery levels and to measure performance against the previous years results. This is completed to demonstrate that there has been movement in addressing key goals and initiatives and that residents are well satisfied with service and program provision. Annual attendance and registration statistics are captured and shared with staff, to allow improved planning for the next session and accommodate any pent-up demands. Staff asked the following questions during LSMP planning sessions: “What are our targets and how do we know when we have been successful?” and “What are the clear expectations?”

Articulating specific targets and measures provides clarity and focus on key deliverables. This approach allows staff to share these expectations with all full and part-time staff and volunteers as well as relevant community groups so everyone is working toward the same goals.

Examples of Performance Measures for Recreation Services

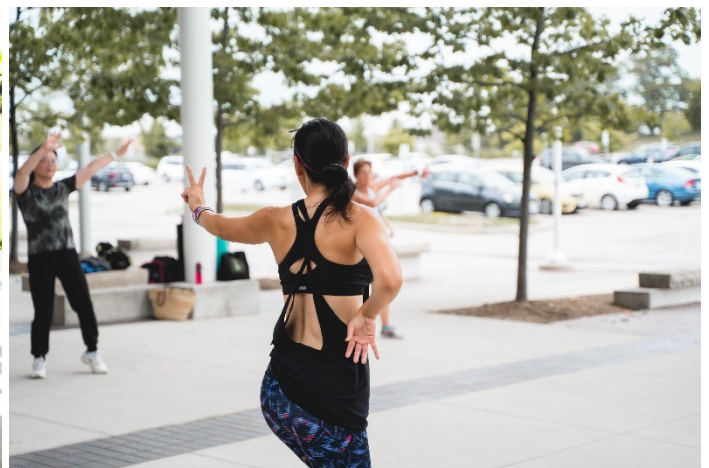
Current priorities within leisure services centre is focusing on recovering services to pre-pandemic levels and responding to staffing and supply shortages. Normalizing services and measuring performance to this degree will take time to implement by agreeing to the targets/measures, setting up data collection methodologies, determining baseline data, and refining subsequent service improvement approaches.

It is suggested that performance measures and targets be considered, and baseline data collected in year one. Staff have requested that a shared file be offered to capture and summarize the data to allow staff viewing access and work locally to respond to expectations. Staff will want to make appropriate and timely modifications and interventions to program, scheduling, customer service, facility cleanliness and community outreach to maximize their performance.

Table 8: Sample Performance Measures & Targets

Measure	Suggested Performance Measure	Suggested Target
Inputs	Budget Full-Time Equivalents (FTEs) Square feet of facility space	These are baseline inputs and will be compared year to year. Increasing outputs, efficiencies and effectiveness with similar resources becomes the focus for staff.
Outputs	Facility utilization against capacity Direct program utilization against capacity Drop-in and casual use opportunities Permit utilization	80-90% of prime-time hours and 50-70% of non-prime hours 80-90% of capacity based on facility time available and budget parameters. 50-75% of capacity pending on the activity 75% use of available hours
Efficiencies	Efficiencies as a result of better equipment, technology, streamlined processes, grants, partnerships, sponsorships etc.	An indication of cost avoidance, increased funding through alternate sources, greater participation through partnerships etc.,
Effectiveness	Facility cleanliness rating Satisfaction levels with programs and services Satisfaction levels with community development and sport development services Staff engagement levels	80-90% rating 80-90% rating 80-90% rating 50-75% rating

Note: table is intended for illustrative purposes; performance measures and targets specific to the municipality will need to be developed by the Department.



Recommendations

- #37. Undertake an exercise to determine the direct and indirect costs of providing services to develop a fair minded and meaningful Pricing Policy.
- #38. Prepare a Staffing Review of the Community Services Department with a focus on identifying areas of gap and resourcing required to effectively service a future population of 60,000.
- #39. Develop a one page set of performance measures that reflect capacity, utilization, efficiencies, and satisfaction levels of Leisure Services.



Section 7: Moving Forward with the Leisure Services Master Plan

This section synthesizes the LSMP's recommendations by summarizing their timing and considerations for implementation. Town staff will set priorities and create a phased plan for implementation. By continuing to work with community providers, the Town can ensure that the intent and main recommendations of this LSMP are achievable over the next 5 years.

Monitoring and Updating the Master Plan

The Town should regularly review and assess, and periodically revise the recommendations of the LSMP to ensure that they remain reflective of local conditions and responsive to the changing needs of the community. This will require monitoring of activity patterns, tracking user satisfaction levels, regular dialogue with community organizations, annual reporting on implementations and short-term work plans. Through these mechanisms – or as a result of other internal or external factors – adjustment of resource allocations and priorities identified in this Plan may be required.

Keeping the plan alive requires a commitment from all staff involved in the planning, financing, and delivery of leisure services, Council and the public. The Town's budget process is an appropriate time for an annual review. The following steps may be used to conduct an annual review of the LSMP:

1. Review of the past year (recommendations implemented, capital projects undertaken, success/failure of new and existing initiatives, changes in participation levels, issues arising from the public and community groups, etc.);
2. Identification of issues impacting the coming year (anticipated financial and operational constraints, emerging opportunities, etc.);
3. cursory review of the Plan for direction regarding its recommendations;



4. Preparation of a staff report to indicate prioritization of short-term projects and determination of which projects should be implemented in the coming year based upon criteria established by staff (e.g., financial limitations, community input, partnership/funding potential, etc.);
5. Communication to staff and Council regarding the status of projects, criteria used to prioritize projects and projects to be implemented in the coming year; and
6. Budget requests/revisions as necessary.

Implementation Strategy

The recommendations identified in this LSMP are not intended to be a definitive list as additional capital repairs, operating expenditures and other initiatives outside the scope of the LSMP may be identified and prioritized on a case-specific basis. By approving the LSMP, the Town is not bound to implementing every action or providing facilities/services in the order, amount or timing indicated; rather, the LSMP provides guidance on community priorities and sets a general course for meeting the needs as they are presently defined.

The Town has limited resources and cannot afford to do everything that the community desires; this is one of the primary reasons for undertaking the LSMP in the first place. Although the Town of BWG may experience challenges in providing the appropriate financial and human resources to achieve the LSMP's actions, the Town should make every reasonable effort to implement these strategies through appropriate and acceptable means. The full implementation of this Plan will require the use of municipal taxation, development charges, grants, fundraising and/or collaborations with community partners.

Determining priorities is an exercise that should be revisited each year prior to the Town's budget development. The Town will make decisions for individual projects and funding sources annually through the budget process. In addition to funding availability, factors that might affect priorities year to year may include:

- capital lifecycle and considerations of safety;
- legislation and mandated requirements;
- changes to service standards;
- public input and community interests;
- emerging trends and changes in participation rates;
- availability of alternate providers; and
- socio-demographic changes and growth forecasts.

Priority is often synonymous with timing – the higher the priority, the sooner the action should be implemented. All recommendations are important and, if properly implemented, will benefit parks, facilities, and recreation services in the Town. The priority/timing of recommendations is organized into the following three categories:

- Short-Term Priority: 2024 to 2026
- Medium-Term Priority: 2027 to 2029
- Longer-Term Priority: 2030 to 2032 and beyond
- Ongoing: Continuous directions that should be implemented throughout the course of the entire planning period

In the following table, recommendations are numbered according to the order in which the related content is presented in the body of the LSMP. They are not listed in any order of priority.

Table 9: Summary of LSMP Recommendations & Timing

Recommendations	Suggested Timing
Foundations of Leisure Services in BWG	
#1 The Community Services Department will have regard for the Framework for Recreation in Canada in the overall planning, management and implementation of action plans for the Town of BWG’s parks and recreation system.	Ongoing
Fostering Active Living Through Physical Recreation	
#2 Promote the use of the ParticipACTION Application and Canada’s 24-Hour Movement Guidelines within facilities and in utilizing other communications channels.	Ongoing
#3 Ensure that the ParticipACTION Community Challenge engages community partners and reaches all age groups by offering physical opportunities that are easily accessible, with the goal of becoming Canada’s Most Active Community.	Short to Medium-Term
#4 Measure and report out annually on physical activity opportunities for all ages, participation trends, barriers, interventions, and results.	Ongoing
#5 Promote Canada 24-Hour Movement Guidelines within facilities, on social media and within the Leisure Guide at a minimum.	Short-Term

Recommendations	Suggested Timing
#6 Complete a review of the Facility Allocation Guidelines to include allocation of space for new and emerging activities, possibly gender equity, cancellation implications, monthly meetings for community groups at no charge, and the hierarchy of allocation at a minimum.	Short-Term
#7 Introduce the Principles of Healthy Aging and the Aquatic Safety Accreditation Process as quality assurance mechanisms in the delivery of community services.	Short-Term
#8 Review the adequacy of the service delivery model for older adults for future years, considering volunteerism and the capacity to include a greater number of participants.	Medium-Term
#9 Test satisfaction levels annually to determine where service improvements are needed.	Ongoing
Increasing Inclusion and Access to Recreation	
#10 Develop signage and promotions about being kind to each other in public spaces.	Ongoing
#11 Ensure that all public spaces are identified as Safe and Positive Spaces with criteria being met through the Ontario Council of Agencies Serving Immigrants	Short-Term
#12 Meet with Indigenous Sport Circle representatives to strengthen recreation and sport for Indigenous Peoples in Bradford West Gwillimbury.	Short-Term
#13 Meet with representatives of groups supporting the 2SLGBTQIA+ community to ensure that recreation and sport services are considered welcoming, barrier free and engaging to this community.	Short-Term
#14 Engage the Canadian Women in Sport Organization to audit current policies and practices that will serve to include more women and girls in sport and recreation.	Short-Term
#15 Refine the Equity Lens to meet BWG’s purposes and utilize the lens as programs and services are developed or reviewed.	Ongoing
#16 Work toward engaging the same percentage of participation in underserved populations in Leisure Services as the general population.	Ongoing

Recommendations	Suggested Timing
Connecting People and Nature through Recreation	
<p>#17 Parkland supplies should be targeted at a rate of 2.0 hectares per 1,000 population, distributed evenly between Community Parks and Neighbourhood Parks that are conducive to active forms of recreation, cultural and social activities.</p>	Ongoing
<p>#18 Target a total parkland supply of 120 hectares by the year 2032 thereby requiring the Town to secure an additional 11 hectares of Community Parkland and 24 hectares of Neighbourhood Parkland. Park blocks less than 0.5 hectares in size should only be permitted in exceptional cases such as where there is a distinct shortage of open space alternatives or for meeting certain urban design or community building objectives.</p>	Ongoing
<p>#19 Implement the Community Services Department’s Future Capital Forecast to carry out planned lifecycle renewal and/or enhancement of parkland in established neighbourhoods. The Future Capital Forecast may be adjusted to reflect the findings of the Leisure Services Master Plan, asset management plans, and ongoing market conditions and community needs.</p>	Ongoing
<p>#20 Prepare a conceptual site plan for the development of the open space found between the BWG Leisure Centre and the BWG Library & Cultural Centre. This concept should explore ways to animate the space, potentially as an urban plaza that is conducive for community gatherings, vendor and farmers markets, and amenities such as public art, seating, and a water feature that could potentially allow for water play in the summer.</p>	Short-Term
<p>#21 Implement Phase 2 of the Henderson Community Park Master Plan including a circular field for use by cricket and other community activities, a FIFA full-size outdoor synthetic turf field that is designed in a manner that would readily allow it to be enclosed in the future, as well as other identified amenities including picnic and seating areas, and an amphitheatre.</p>	Short-Term
<p>#22 Implement the Town of Bradford West Gwillimbury Community Centre Revisioning Master Plan’s concept for Centennial Park that includes components such as the flex space, relocated skateboard park and tennis courts, and ice skating trail.</p>	Short-Term
<p>#23 Undertake a renewal of Luxury Park with a focus on enhancing its entranceway to improve visibility along with rejuvenation of onsite recreational infrastructure.</p>	Short-Term

Recommendations	Suggested Timing
<p>#24 Enhance public education related to environmental stewardship and importance of naturalization to better inform the objectives of associated municipal policies, programs and service levels encompassing use of no-mow zones, green infrastructure and climate change resiliency initiatives, encroachment, illegal dumping and other topics. Collaboration with the Lake Simcoe and Nottawasaga Conservation Authorities along with other environmental partners is encouraged in the implementation of environmental policies and programs.</p>	Short-Term
<p>#25 Engage major public and private landholders of open space to increase public access and exposure to areas such as Scanlon Creek and other conservation areas, waterfront areas along Cooks Bay and the Canal, hydro corridors, etc. to facilitate greater exposure to outdoor activities and appreciation of the natural environment.</p>	Ongoing
<p>Providing Supportive Physical and Social Environments</p>	
<p>#26 Carry out a comprehensive condition assessment of the BWG Leisure Centre aquatic facility to determine lifecycle renewal work required along with its associated timing and anticipated length of closure.</p>	Short-Term
<p>#27 Construct a multi-use community that contains one new ice pad, an indoor aquatic centre, double gymnasium, and fitness space to meet growth-related needs of the Town’s population. Timing of the community centre’s development should consider outcomes of the aquatic condition assessment (LSMP Recommendation #26) while the facility should be designed in a manner that would readily allow future construction phases in anticipation of the Town’s continued growth.</p>	To Be Determined after completing Rec. #26
<p>#28 Redevelop the Bond Head Community Hall and Bud Brown Park site to increase inclusivity and flexibility to address growing needs for municipal program delivery, community rentals, and gathering. At a minimum, the redeveloped community centre should contain a small gymnasium or large hall, group fitness studio, common areas for socialization, and potentially space assigned to community hub partners. Opportunities to introduce tennis, waterplay, basic skateboarding elements, and outdoor skating should be explored within Bud Brown Park while indoor and outdoor components should showcase the history of the Bond Head settlement through their respective designs.</p>	Medium-Term
<p>#29 Redevelop the Danube Seniors Centre and its site, guided by an architectural design process informed by input of the BWG Seniors Association and other local older adults. Interior and exterior components should enable recreation, arts and cultural and social activities that reflect the diverse interests of seniors living in BWG.</p>	Short-Term

Recommendations	Suggested Timing
#30 Modernize the Danube Seniors Centre governance framework, staffing supports and operational model in tandem with its facility redevelopment (per Recommendation #29) in order to leverage the expertise of Town Staff and local seniors in program delivery, align with sector best practices, and ensure a sustainable funding framework.	Short-Term
#31 Proceed with the development of a youth centre at Lions Park building, developed in consultation with local youth and youth-serving agencies.	Short-Term
#32 Prepare a cost-benefit analysis of relocating the Bradford Curling Club from Centennial Park to another municipal property versus retaining it in its current location pending desired outcomes for the Centennial Park redevelopment. The Curling Club should be engaged in the process to understand their long-term facility plans and needs of their membership along with their ability to contribute capital and/or operating funding as part of any business case associated with facility renewal or relocation.	Short-Term
#33 The future Bradford East Park should include a basketball court, shaded areas and seating, and other amenities deemed to be appropriate under its parkland classification.	Short-Term
#34 In the event that the Centennial Park ball diamonds are removed, one or both of these diamonds should be relocated to Joe Magani Park where a landscape architectural exercise should confirm the ability to accommodate additional diamonds along with integration of batting cages and a washroom.	TBD based on Centennial Park redevelopment
#35 Construct up to 4 new tennis courts to be distributed across Alan Kuzmich Memorial Park, Bud Brown Park, and/or a future park to be determined.	Medium-Term
#36 Target the provision of playground equipment within 800 metres – equating to a 10 minute walk – of newly developing residential areas in the Bradford and Bond Head settlement areas, unobstructed by major pedestrian barriers such as arterial roads, railways, and waterways. Existing playgrounds should continue to be replaced based on lifecycle state and worked into the future capital forecast to sustainably distribute asset replacement costs over time.	Ongoing

Recommendations	Suggested Timing
Sustaining Recreation Capacity	
#37 Undertake an exercise to determine the direct and indirect costs of providing services to develop a fair minded and meaningful Pricing Policy.	Short-Term
#38 Prepare a Staffing Review of the Community Services Department with a focus on identifying areas of gap and resourcing required to effectively service a future population of 60,000.	Short-Term
#39 Develop a one page set of performance measures that reflect capacity, utilization, efficiencies, and satisfaction levels of Leisure Services.	Short-Term

Appendix A: Recreation Facility Needs Assessments

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Arenas & Ice Rinks

Arenas

The Town of BWG operates a twin-pad arena at the BWG Leisure Centre, designed to NHL regulation specifications, along with a single pad arena at the Bob Fallis Sports Centre; both arenas are situated within the Bradford Urban Area boundary. The Leisure Centre opened in 2012 and therefore is early in its lifecycle while the Bob Fallis Sports Centre was built in 1996 which would place it in an intermediate stage of its useful life by comparison to other arenas across Ontario.

The Bradford & District Memorial Community Centre ice plant was decommissioned in 2011 but the concrete pad remains available for dry-floor uses such as ball hockey and other non-ice sports; as such, this facility is not counted as part of the active arena supply for the purpose of the ice sport facility assessments.

Key considerations for the arena assessment include:

- Most arena users reported being satisfied with the current supply of arenas though a few comments were received that some teams are going outside of BWG to rent more convenient timeslots available in other municipalities. Some arena groups would like renovations at Bob Fallis Sports Centre to modernize it, expand the number of public dressing rooms to six, and offer a room that is conducive for social gatherings. Arena users also would like more dry-land training space at the two arenas for warm-ups.
- The public survey reported 24% of its households participated in an ice sport such as hockey, ringette and figure skating, making it the fifteenth most popular activity; while not directly comparable due to the self-reported nature of the survey, the current participation rate for ice sports was 15% below that reported in the 2017 LSMP's public survey. Slightly more than half of public survey respondents (53%) support additional investments in BWG's arena system but as a priority was ranked outside of the top twenty facilities indicating that the majority of those surveyed would like to see municipal investments directed elsewhere.
- Bradford Minor Hockey (the Bulldogs) and the Bradford and District Skating Club are the primary ice sport organizations serving local children and youth during the fall/winter playing season, collectively reporting a registration of approximately 820 participants for the 2022/23 season. This represents a slight decline of 30 participants reported through the 2017 LSMP process

but is largely attributed to registrations not yet returning to historical levels prior to the COVID-19 pandemic. In addition, the Greater Metro Junior A Hockey League is a new user since 2017 that primarily makes use of non-prime times, reporting 60 players with the Bradford Rattlers and Bulls, while York Simcoe Express reported 40 players with its AAA program and Central York Girls Hockey with 37 BWG-based players.

- Based on the above, the total minor ice sport registrations reported for 2022/23 are 960 participants which is similar to what was reported in 2017. Ice sport registrations in BWG appears to be resisting broader trends in the GTA that generally show declining participation rates due to cost, lack of time, immigration patterns and general ageing of the population.
- The three ice pads were booked for 3,260 hours in prime time periods⁴ during the 2022/23 season, resulting in a system-wide utilization rate of 80%. A review of the master schedule shows that weekday bookings are strong but that there are 22 hours per week of available timeslots distributed after 10pm as well as on weekends. Combined with a few adult rentals being accommodated in the evenings, all of this would suggest that capacity exists in the arena system to accommodate additional use.
- Across Ontario, prime arena times are typically characterized by bookings from minor sports due to historical allocation practices, with adults usually making use of shoulder hour periods. A standard in the range of one ice pad per 400 to 600 minor participants is used to calculate future ice pad requirements. This standard also accounts for an acceptable range of adult usage, primarily during shoulder hour periods (noting that a number of municipalities also use a standard of one ice pad per 800 total registrants). BWG's level of service is presently one ice pad per 300 minor participants.

Given that most of BWG's prime time usage is allocated to minor sports, the current standard of 1:400 minor users forms the basis of assessment for future arena needs. Applying this standard to an estimated 960 participants from this past season yields a demand for 2.5 ice pads, resulting in surplus capacity that is confirmed through the analysis of prime time hours.

⁴ For the purposes of the LSMP, prime hours shown reflect bookings from 5pm to 11pm on weekdays and 7am to 11pm on weekends, between the months of October and February. Note that prime times applied to rental rates, user fees and allocation policies may be different than stated here.

Assuming both the proportional age structure of the population and the local penetration rate for minor ice sports are carried forward, the Town can expect to have 1,300 to 1,400 minor participants by the year 2032. If this registration threshold is achieved and a service level of 1:400 participants is maintained, the Town would have a deficit equivalent to between 0.25 and 0.5 ice pads in 2032. It is at a time when deficits are in the range of 0.5 ice pads that the Town can reasonably rationalize investment in a new ice pad to meet pent-up community needs, subject to verification of local market conditions at that time. Arena participation trends will thus need to be closely monitored following the COVID-19 pandemic to determine if demand materializes in line with the projections presented above.

Best practice dictates that construction of single pad arenas should be avoided due to operational inefficiencies for both municipalities and arena users. With this in mind, in providing its fourth ice pad it is recommended that the Town add on to the Bob Fallis Sports Centre which would create a twin pad arena and leverage operational economies of scale of this arena facility. It also will allow the Town to increase the number of dressing rooms to make the facility more equitable on the basis of gender-diversity and accessibility.

There are a few notable challenges, however, with potentially expanding the Bob Fallis Sports Centre. In 2032, the Bob Fallis Sports Centre will have been in service for 35 years and experience suggests that typical arena lifecycles in Ontario are between 40 and 50 years. As such, a decision will need to be made based on lifecycle conditions whether to expand upon the existing structure or carry out a comprehensive redevelopment of the site.

Based on current information that suggests the Bob Fallis Sports Centre is unlikely to be twinned, the Town will have to secure new lands for a future arena. As discussed in subsequent sections, new lands will also be required for an indoor aquatic centre, gymnasium and group fitness studio meaning that the Town should begin thinking about assembling a parcel of land for a new multi-use community centre, preferably in the short-term before it becomes more challenging to find a sizeable piece of land within the rapidly growing settlement area boundary. The new community centre should be designed in a manner that would allow its arena to be twinned in the long-term in the event that the Town wishes to re-locate the Bob Fallis Sports Centre ice pad at a future time (e.g. at the end of its useful asset life) to attain operational efficiencies through economies of scale.

Outdoor Ice Rinks

In addition to the supply of arenas, the Community Services Department builds and maintains seasonal ice rinks at Lions Park and Bud Brown Park to allow for outdoor skating in both settlement areas. Demand for outdoor skating has increased in BWG and across Ontario during the COVID-19 pandemic when indoor arenas were closed or their hours and participant capacities were restricted.

Maintenance of the natural ice rinks has put considerable pressure on Department staff resources in recent years as warming climatic conditions make it very difficult to keep the ice in good condition; it has become more common to expend a great deal of effort building and maintaining outdoor ice only to have rinks rapidly degrade by a few warmer spells of weather during the winter months. While a number of municipalities have volunteer rink maintenance programs, the ability to encourage volunteerism is also becoming more difficult with more periods of melt becoming a detriment due to the time and effort that volunteers must expend.

As a result, the business case for refrigerated rinks is becoming stronger despite the high capital cost of constructing rinks with mechanical ice plants - which can be in the hundreds of thousands to millions of dollars depending on size - and associated operational costs of hydro which may reduce costs associated with staff maintenance time. The expense of refrigerated rinks can also be offset by economic multipliers if strategically located in commercial or mixed-used districts by drawing people back to an area not typically visited during the winter. Given local demand for skating, there is merit in exploring a refrigerated ice skating rink or skating trail that would serve as a destination for residents.

The Town's 2018 Community Centre Revisioning Master Plan identifies a skating trail at Centennial Park in its preferred concept which this LSMP concurs would be a good candidate. There is also merit in exploring a refrigerated rink through the redevelopment being recommended through this LSMP for Bud Brown Park where outdoor skating is already an established level of service by designing a hard surface such as a water feature or sports court to allow wintertime skating. Municipalities such as London, Mississauga, Toronto, Brampton and Newmarket have successfully built civic-focused skating rinks/trails in their core areas and each of those examples have designed them in a manner that they can be used for summer events or water features. An outdoor rink and/or trail will enhance BWG's four-season infrastructure and potentially generate spending at nearby businesses during the off-season.

Curling

The privately owned and operated Bradford Curling Club shares the Centennial Park property, and is situated adjacent to – but physically separate from – the Bradford & District Community Centre. The Curling Club contains four curling sheets that are used for league play and bonspiels during a season that generally runs from September to March, while its banquet room and lounge are available for community rentals as well.

Key considerations for curling include:

- National participation in curling has been in decline over the past two decades, largely due to aging population trends, immigration patterns and shifting interests in wintertime activities. The past 15 years has seen a number of curling clubs closing their doors across Ontario while only a few new municipal curling facilities have been constructed.
- Curling Canada reveals that although the sport continues to appeal largely to older adults and seniors, there are many curling clubs that offer youth leagues and programs to recruit new members and help sustain membership levels as older members become less active in the sport. As a result, the outlook for curling at the national level is anticipated to be one of slow growth, however, this will vary in each community.
- Only one out of ten households represented in the LSMP public survey curled in the past 12 months, ranking near the bottom of recreational pursuits. Investment in curling sheets ranked as the second-last priority ahead of only cricket pitches, suggesting respondents view municipal investments as being better spent elsewhere in the parks and recreation system.
- The Bradford Curling Club has been in existence for over a century, starting off using sheets on the frozen Holland River. At time of writing, it is not known how many members are with the Curling Club nor how their membership levels have fared through the COVID-19 pandemic.

The curling building was built in 1956 and is thus at an advanced lifecycle stage as it approaches 70 years of service. As the building is owned by the Curling Club, the Town should engage the organization to better understand their future plans for the facility particularly since a redevelopment of the Centennial Park property and potentially the community centre is envisioned. Given that this LSMP has not determined any need for major recreational uses at the adjacent community centre, there may be merit in relocating the curling building to another site but there may

also be some advantages in retaining it at Centennial Park depending on the ultimate mix of amenities and mutually beneficial outcomes resulting from the park's redevelopment. A cost-benefit analysis of relocation versus retention, prepared in conjunction with the Bradford Curling Club, would inform the future decision of the Town.

Facility Development Strategy

- Plan for the addition of one new ice pad to the arena supply as part of a new multi-use community centre, subject to post-pandemic participation rates for ice sport and verification of local market conditions at that time.
- Include a refrigerated outdoor skating trail as part of the Centennial Park redevelopment.
- The redevelopment of Bud Brown Park provides opportunity to explore a refrigerated outdoor ice rink.
- Prepare a cost-benefit analysis of relocating the Bradford Curling Club from Centennial Park to another municipal property versus retaining it in its current location pending desired outcomes for the Centennial Park redevelopment. The Curling Club should be engaged in the process to understand their long-term facility plans and needs of their membership along with their ability to contribute capital and/or operating funding as part of any business case associated with facility renewal or relocation.



Aquatic Facilities

Indoor Aquatic Centres

The BWG Leisure Centre offers residents a first-class indoor aquatics centre containing a 25-metre rectangular tank with 8 lanes, a separate leisure pool, and one small warm-water 'relax' pool. Amenities include elevated seating along with a range of spray features and a slide in the leisure pool.

Key considerations for the indoor aquatics assessment include:

- The BWG Leisure Centre aquatic facility is multi-functional, multi-generational and sport-friendly making it well suited for aquatic programs, therapeutic uses, as well as competitive training and aquatic sport events. Town staff indicate that the aquatic centre could require major lifecycle renewals to certain components within the next 10 years.
- Recreational swimming was the second most popular activity among public survey respondents with a 56% participation rate in the past 12 months while participation in instructional programs (e.g. lessons and aquafit) ranked fifth with a 45% participation rate. Nearly three out of four people surveyed supported additional spending on indoor swimming pools which made it the fifth-highest priority and the top indoor recreation facility priority.
- The Town faces exceptional challenges in staffing the indoor aquatic centre, particularly in the aftermath of the COVID-19 pandemic. Demand for aquatic programs is strong but the Town is unable to meet current needs due to aquatic staffing shortages, let alone expand aquatic program offerings despite the fact that physical capacity exists in the aquatic centre to do so. This is a province-wide concern facing the aquatics sector as a whole and unfortunately there may not be much that the Town can do to remedy the situation in the short-term.
- Further to the point above, staffing shortages for lifeguards and instructors have resulted in the Town's Aquatics Team being able to only offer basic programs. This is likely contributing to the many requests received through LSMP consultations for expanded aquatic program offerings, including more lane swimming and additional children's offerings.
- Municipalities across the province typically target one indoor aquatic centre per 35,000 to 50,000 population. BWG falls within the upper end of this spectrum, although is expected to fall below this threshold by 2032 as its

population approaches 60,000. A multi-pool, sport-friendly facility such as the BWG Leisure Centre generally satisfies a market size between 40,000 and 45,000 persons (whereas a small, single-pool facility may necessitate a more aggressive standard given the need to provide more of them).

The BWG Leisure Centre provides the Town with an exceptional aquatic facility in relation to most similarly sized municipalities. On the basis that the Town will target indoor aquatic centre provision at a rate of 1:40,000 population, BWG is slightly exceeding this rate with an estimated 46,000 residents at present. The aquatic centre would remain under pressure as the 2032 population of 59,770 would generate a need for 1.5 aquatic centres meaning the equivalent programmable capacity of half of a pool would be undersupplied at that time.

New growth forecasts are indicative that the Town can reasonably expect pent-up demands for aquatic services within the LSMP planning period as the BWG Leisure Centre would have limited ability at that time to meet the full spectrum of aquatic programs needed, even if staffing shortfalls are rectified. The Town's projected population is to essentially reach 60,000 by 2032 at which time As such, the Town should target the provision of its second indoor aquatic centre within the current LSMP planning period. This aquatic facility should contain a 25 metre rectangular pool with a minimum of six lanes along with a separate leisure pool. This will require the Town to assemble lands for a future multi-use community centre when also factoring that facility assessments have determined a need for an additional ice pad, gymnasium and fitness space.

As noted earlier, there could be major lifecycle renewal work required at the BWG Leisure Centre aquatic centre based on observations of staff working in the facility. Renewals could cause a service disruption whereby the aquatic centre may have to be closed for a period of time while work is completed. While there is no timeline assigned to this work, there is merit in accelerating construction of a new indoor aquatic centre so that it is operational before a potential shutdown of the BWG Leisure Centre pools so residents can continue to have access to aquatic programming. It is recognized that this would be a trade-off between potentially building a new facility in advance of growth-related needs and retaining aquatic services, and there will be capital implications that would need to be quantified.

It is recommended that the Town carry out a comprehensive condition assessment of the BWG Leisure Centre aquatic facility to determine work required, timing and anticipated length of closure. Subsequently, the timing of the new community centre / aquatic centre development should be aligned whereby anticipated opening would preferably occur before the Leisure Centre shutdown.

Splash/Spray Pads

The Town's six splash/spray pads are located at Green Valley Park, Henderson Memorial Park, Lions Park, Middletown Park, Ron Simpson Memorial Park, and Alan Kuzmich Memorial Park.

Key considerations for the splash/spray pad assessment include:

- The use of splash/spray pads ranked as the fourth-most recreational pursuit among public survey households with 45% visiting a splash/spray pad in the past 12 months. Splash/spray pads also received the fifth highest level of support for additional investment at 71% compared to 7% opposition. Demand and support for the development of splash/spray pads has remained high since the 2017 LSMP even with the Town having constructed two new splash/spray pads in the last five years.
- Splash/spray pads have many benefits including their fun factor, their cost-effectiveness compared to outdoor pools (no standing water reduces water treatment and staff supervision costs), and their ability to tie in with urban designs through immersive fountains or 'wet plazas'.
- Many municipalities target splash/spray pads at a rate of one per 3,000 children between the ages 0 and 9. Based on the 2021 Census data, the Town offers a healthy service level of one splash/spray pad per 1,000 children.

Assuming that the proportional age structure is carried forward over the planning period, the Town could have upwards of 8,600 children living in the community by 2032 meaning that population-based service levels would remain strong. Given that the splash/spray pad supply is presently concentrated exclusively in the Bradford urban area, there is merit in investing in a splash/spray pad for Bond Head given the degree of population growth being directed to that settlement. A splash/spray pad would form an ideal complement to the Bud Brown Park in conjunction with the recommended redevelopment of the Community Hall, as discussed in the Hall & Multi-Purpose Rooms Section.

Facility Development Strategy

- Carry out a comprehensive condition assessment of the BWG Leisure Centre aquatic facility to determine lifecycle renewal work required, timing and anticipated length of closure.
- Plan for the addition of one new indoor aquatic centre as part of a new multi-use community centre, preferably constructed in advance of any aquatic service disruptions associated with above noted lifecycle renewal work at the BWG Leisure Centre.
- Construct a splash pad at Bud Brown Park in Bond Head.



Gymnasiums

The BWG Leisure Centre contains a high quality, double gymnasium that can be partitioned into two spaces for concurrent uses. The gymnasium is used for municipal program delivery, drop in times, and community rentals.

Key considerations for the gymnasium assessment include:

- The gymnasium benefit from cross-programming synergies with the ice pad and indoor aquatics centre as it is conducive to dryland training opportunities.
- Based on the survey, a new or improved gymnasium space received 69% support for investment, ranking this facility ninth in priority.
- Concerns were raised during stakeholder focus groups that the lack of gymnasium space forced some programs to be run solely out of school gymnasiums, in particular the South Simcoe Basketball Club. The lack of gymnasium space limits their program growth, increases wait lists, and affects their ability to meet demands (particularly with most schools not being available for community use during COVID-19).
- Pickleball is also a large users of gymnasium space. Since the last LSMP, there has been a significant rise in participation with Pickleball Canada reporting a near tripling of pickleball participants over the last two years. This sport continues to be popular with older adults, although it is now also attracting younger adults. Pickleball Canada reported the fastest growing age group participating in pickleball are players aged 18 to 34, with a 26% increase since 2020. There is a core group of pickleball players making use of drop-in times at the BWG Leisure Centre.
- Typically, municipalities across the province target the provision of one facility per 35,000 to 50,000 population, depending upon the accessibility and availability of school gyms. BWG presently falls within the upper end of this spectrum.

If targeting a municipal gymnasium provision at 1:40,000 population, BWG would be slightly underserved over the next five years. This level of service is predicated upon the fact that most user groups are challenged in accessing school gyms due to often cited pressures across the province which generally centre upon cost, availability, a school's right of priority, and restrictions upon permitted activities. Under a 1:40,000 ratio, the Town would be in a deficit situation equivalent to the capacity of 0.5 gymnasiums by the year 2032.

New gymnasiums should be incorporated into new or existing facilities to address the substantial pressure placed on the BWG Leisure Centre for existing and emerging sports, community rentals and programming, to promote benefits of cross programming synergies, and recognize challenges of accessing schools. Developing a small gymnasium in the Danube Seniors Centre would help the Town expand seniors programming, in particular pickleball. This gymnasium should be operated in partnership with the Town to allow for both Danube Senior Centre members and the general community to access this space at dedicated times. Recommended redevelopment of the Bond Head Community Hall to a more fulsome community centre should also integrate a small gymnasium or large hall capable of being programmed for selected recreational sports such as pickleball, badminton or even basketball and volleyball if designed with sufficient ceiling height.

While small gymnasiums recommended at the Danube Seniors Centre and Bond Head Hall will alleviate a degree of demand for gym times, the Town will require another double gymnasium similar to the design specification found at the BWG Leisure Centre in order to meet growing demands for competitive sport and general program delivery. One option for this could be the Bradford & District Community Centre, however, its low ceiling height is a limiting factor and would thus require the facility to be reconstructed; estimates prepared by the Town place the cost between \$23 million and \$26 million (2022 dollars).

Another and potentially more plausible option would be to include the gymnasium as part of a future multi-use community centre identified as being needed around 2032 that would be anchored by a new arena and indoor aquatics centre. A gymnasium would be a logical complement to those recreational amenities through dry-land training potential and the overall wellness experience it would enable. As previously noted, this would require assembly of new lands large enough for a multi-use community centre.

Facility Development Strategy

- Incorporate small gymnasiums - or large halls that allow gym sports to be played - into facility redevelopment projects recommended through this Leisure Services Master Plan for the Danube Seniors Centre and Bond Head Community Hall.
- Include a full-size double gymnasium as part of a new multi-use community centre.

Fitness Space

Through the BWG Leisure Centre, the Town offers a variety of spaces for fitness programs and other activities. The gymnasium is encircled by an upper-level two-lane track that provides year-round opportunities for walking and jogging. Adjacent to the track is the fitness centre which provides cardio and weight-training equipment while the facility also includes a large, well-lit aerobics class that hosts a variety of active living and group fitness programs.

Key considerations for the fitness assessment include:

- Much like gymnasium, the fitness centre benefits from cross-programming synergies with the ice pad and indoor aquatics centre as well. A critical advantage that the Town enjoys over private sector competitors is the fact that the aquatics centre provides tremendous value to fitness centre patrons (and vice-versa). The fitness centre and indoor track are also conducive to dryland training opportunities.
- Based on recent multi-use community centre construction projects, it appears that municipalities have a growing tendency to integrate full-service, club-format fitness centres more so than in the past largely to enhance the user experience as noted above. Further, the group fitness market is one of the fastest growing segments of the industry and has a fairly low operating cost considering such programs are essentially instructor-led, floor-based programs with no weight or cardio equipment as overhead.
- 44% of survey participants reported participating in aerobics, yoga, fitness or weight training in the last year with 58% of participants supporting investment in a group fitness studio.
- Outdoor fitness infrastructure is gaining in popularity with several municipalities investing in outdoor equipment that is located within parks and along trail routes.
- Service targets are not typically used for fitness centres as municipalities tend to provide these based on their corporate philosophies (such as whether to compete with the private sector) along with internal business planning based on prevailing market conditions and whether fitness space complements other recreational offerings.

Indoor Fitness

Municipalities factor many variables in deciding whether to enter the fitness centre market, if so to what extent, the size of the private fitness market, the availability of complementary municipal facilities, etc. Accordingly, many municipalities decide to provide fitness centres if constructing a community centre if fitness is deemed to positively enhance the customer experience through cross-functional synergies as well as contributions to the operational bottom line. Consistent with the Town's philosophy of providing a well-rounded fitness experience, however, the LSMP reinforces the need to proactively monitor membership, program participation, member retention and satisfaction levels, and the financial performance of the Fitness Centre. The capacity of the Fitness Centre should also be evaluated in terms of how many members it can optimally accommodate without compromising the quality of experience and user satisfaction.

The redevelopment of Bond Head Community Centre provides opportunity to include a purpose built group fitness room to provide a higher quality group fitness experience. Doing so will allow the Town to expand its outreach efforts into neighbourhood units to deliver quality fitness programming and by leveraging the community centre, builds convenience and even walkability to reach municipal fitness programming.

Additionally, the incorporation of a fitness studio in tandem with the future multi-use community centre recommended through this LSMP would provide opportunity for cross-functional synergies to complement to recommended pool, gymnasium and arena. The addition of a fitness studio can provide indoor dryland training areas for athletes using this facility or the general public.

Outdoor Fitness

Popular throughout the United States and Europe, Canadian municipalities have begun introducing outdoor fitness equipment that allow people to participate in free outdoor activities and engage people in the public realm. Since the 2017 LSMP recommended initiating a pilot project for outdoor fitness equipment at a park or trail, BWG has developed two locations. The Berm along Langford Boulevard provides six pieces of equipment with instructional signage along the paved trail while four additional pieces of equipment have been added to Alan Kuzmich Park.

Facility Development Strategy

- Include group fitness studios as part of the recommended redevelopment of Bond Head Community Hall and a future multi-use community centre.

Seniors Space

The Danube Seniors' Centre offers two program spaces, a woodworking shop, and a kitchen which is complemented by an outdoor recreation space with 6 pickleball courts and a gazebo. While the Town owns the building, it is operated by the BWG Seniors Association who offer membership-based programs and services for residents that are 55 years of age and over. The Leisure Centre also provides gymnasium space during the daytime for pickleball and line dancing classes for older adults.

Key considerations for the seniors' space assessment include:

- The 2021 Census recorded 10,800 persons in the 55+ age group, accounting for one in four BWG residents. Assuming this proportional age structure remains constant, there would be an estimated 15,000 older adults living in BWG by 2032.
- 55% of public survey respondents that were 55 years or over reported being satisfied with the recreation and leisure programs available in BWG. Consultations and review of Census data also suggests that BWG's seniors population is also becoming more culturally diverse; the Danube Seniors Centre indicates that it is trying to adapt its programs and services to better reflect BWG's cultural diversity.
- Prior to the COVID-19 pandemic, the Danube Seniors Centre had approximately 400 members. With membership levels are slowly returning to pre-pandemic levels with the Danube Seniors Centre reporting around 300 members at present time; due to greater health-related vulnerabilities of the seniors population, this age group has generally been slower to return to activities after COVID-19.
- For most senior centres across Ontario, membership is primarily characterized by the 65+ age group as younger Baby Boomers tend to prefer programs integrated within multi-generational facilities such as the BWG Leisure Centre.
- The Danube Seniors Centre building was built in 1954 and as it approaches nearly 70 years of service, the building will need modifications to meet the needs of the users. Barrier-free accessibility is a major issue – the second floor can only be reached by stairs – and discussion with the BWG Seniors Association indicates that the desired complement of programming cannot be provided due to building limitations.

The changing needs of local seniors combined with the antiquated experience offered through the existing Danube Seniors Centre building makes it clear that the time has come to modernize the Seniors Centre and bring it in line with best practices. There is likely little rationale to renovate the existing building due to its age and thus a complete redevelopment of the entire Danube Seniors Centre site is deemed to be the most appropriate action to ensure it is positioned to deliver on needs for decades from now. It is recommended that the Town initiate an architectural and landscape architectural process that considers the reconstruction of the seniors centre to include recreation, arts and cultural, and social components such as:

- multi-purpose rooms, lounges and rooms conducive for private meetings, health clinics, and social services appoints;
- a gymnasium or large hall that is conducive to pickleball, badminton, gatherings such as luncheons and banquets, and other seniors centre programs (also see Gymnasium Analysis);
- a small group fitness studio conducive to healthy aging fitness programs such as yoga, tai chi, chair-based fitness, etc.
- kitchen to support existing food, nutrition and multicultural culinary programs;
- Outdoor amenities such as pathways, community garden, and outdoor fitness equipment of which some could be focused on the eastern part of the site.



Redevelopment provides an opportunity to relocate a new building closer to Danube Lane to make it more visible, contribute to placemaking and centralize parking in between the outdoor recreation space and future building; relocation would also allow the existing seniors centre building to remain open during construction. The gymnasium and fitness studio in particular will help the Seniors Centre deliver programs attractive to those still seeking moderately active recreational pursuits and potentially attract additional members (the size of the gym would be scaled to seniors centre users and thus would not need to be as large as the gym at the BWG Leisure Centre). The above noted components should be confirmed in consultation with the BWG Seniors Association and other local seniors as part of the site redesign process. The entire property will need to be retained - including the eastern portion of open space - if the Town is to be able to redevelop it in a manner that maximizes its program potential, address onsite parking requirements, etc.

The Town can look to progressive facilities found at the Aurora Seniors Centre and Flower City Seniors Centre (Brampton) as two of many examples that can inspire the design and governance model for the redeveloped Danube Seniors Centre. On the topic of governance, the Town should explore what changes, if any, will be required to the existing model given the capital investment and ongoing operational resources that will be required as a result of modernizing the seniors centre and its service delivery practices. A new governance and/or operational model should leverage expertise found within the Town of BWG staff and local seniors, align with best practices such as Age-Friendly Communities and Parks and Recreation Ontario's Principles of Healthy Aging, as well as employ a sustainable funding framework that may allocate a portion of membership fees to construction and ongoing maintenance/operational costs.

Facility Development Strategy

- Initiate a site redevelopment plan for the Danube Seniors Centre that repositions it as a multi-use hub for local seniors. As part of this process, the BWG Seniors Association should be engaged in the design process as well exploration of ways to modernize the governance model to support service delivery associated with a redeveloped facility.

Youth Space

The Town's parks and recreation facilities provide space for youth to access minor sports, recreational programs and places to hang out. The Town dedicates the BWG Leisure Centre's Activity Room to youth programs between 4pm and 8pm on weekdays, branded as a "Youth Lounge" for Grades 7 to 12. The BWG Library is another place that local youth use.

Key considerations for the youth space assessment include:

- The 2021 Census recorded 5,455 persons between the ages of 10 and 19 years in BWG, amounting to 13% of the population. Assuming a similar age structure, there could be upwards of 7,600 youth living in the Town by 2032.
- Based on the community survey, 52% of households that participated in BWG's youth-oriented recreation programs were satisfied and 35% were dissatisfied.
- Research has revealed that a number of youth between the ages of 10-19 prefer unorganized and self-structured activities, prompting the emergence of drop-in youth spaces that allow users to engage in their desired activities on their own schedule.

The Town views positive youth development opportunities as a priority and is actively exploring ways to keep this age group engaged in positive and safe activities. Since the 2017 LSMP, the Town has hired recreation staff that have progressed youth programs as well as leading an application for designation as a Youth Friendly Community (noting this provincial initiative has been inactive during the COVID-19 pandemic). The Town has also created a Youth Action Committee that have been contributing feedback regularly, including articulating a desire for a dedicated youth space.

While the 2017 LSMP recommended a youth-oriented space at the Bradford & District Community Centre, Town staff have explored a broader range of options available and determined that the Bradford Lions Park building is the best candidate for a dedicated youth centre.⁵ Current LSMP assessments support the Lions Park as an optimal site for a youth centre given that the recent reinvestments in the park make it a multi-seasonal neighbourhood hub including through its rejuvenated

⁵ Town of Bradford West Gwillimbury, Report of Community Services. Youth Centre Development Report dated June 21, 2022.

basketball court that allows it to be flooded for outdoor skating in the winter. Proceeding with conversion of the Lions Park building to a dedicated youth centre will be an excellent initiative to further the Town's progress in serving this age group over the next 10 years.

Facility Development Strategy

- Consistent with previous analysis, redevelop the Bradford Lions Park Building into a Youth Centre.

Hall & Multi-Purpose Rooms

Multi-purpose meeting and program rooms are found within many of the Town's civic and recreational facilities that user groups and residents can use for a variety of activities and events. In total, 19 multi-purpose spaces are available for booking through the Town.

Multi-purpose rooms include:

- Bond Head Hall (2)
- Bradford & District Memorial Community Centre
- Bradford Library & Cultural Centre
- BWG Leisure Centre (2)
- Danube Seniors' Centre (2)
- Newton Robinson

Meeting rooms include:

- Bob Fallis Sports Centre
- Bradford Library & Cultural Centre (2)
- BWG Lions Park Building (3)
- BWG Leisure Centre (4)

The Town has also purchased another elementary school at 177 Church Street and will be converting that building to a Community Hub anchored by the food bank; concepts prepared for the Community Hub over the past two years illustrate a 3,900 square foot community event space and commercial kitchen that will be available for public use as well as a lobby and common area with spaces to sit and socialize.

Key considerations for the multi-purpose room assessment include:

- The availability of halls and meeting rooms within established community centre/arena facilities provides opportunities for residents in the various

settlements to access the space at a centralized location for meetings, limited dry-land training, etc.

- On one hand, the community benefits from having well-distributed multi-purpose program space as it provides residents with conveniently located, competitively priced facilities (as compared to private facilities such as hotels, social clubs, etc.) for a variety of gatherings, celebrations and meetings. This space is equally essential to the delivery of community programs directly provided by community organizations including local senior groups, minor sports, cultural groups, etc. These halls can often be focal points of community activity, offering abilities to deliver programs and services to rural populations that do not reside in the larger secondary urban areas.
- On the other hand, community halls tend to be used for a homogenous range of uses such as social gatherings, buck and does, etc. and are costly to operate from a municipal perspective due to low rents, and high capital maintenance and utility costs.
- From discussions with community, social and service stakeholders, there was discussion of needing a larger space to allow multiple community organizations to provide services in one centralized location. This would help create a more seamless experience for users of these services that may not have access to vehicles.
- Based on results from the community survey, investment for additional space for community meetings and events was ranked 15 with 57% in support and 10% opposed.

Identifying and maximizing existing community spaces to accommodate a wider variety of uses is a preferred approach to providing the public with access to new multi-purpose program space. The Town should continue to make use of its existing assets and invest in appropriate upgrades in order to ensure that a sufficient distribution of rental and program delivery spaces exist. Prior to any investment in existing facilities, the Town will need to assess the costs of carrying out any improvements and rationalize this expense through a cost-benefit evaluation. For example, such spaces could be used for a greater degree of outreach programming delivered by the community or the Town (e.g. youth and older adult programs, arts and cultural services, studio-based fitness opportunities, etc.). Ensuring that these spaces are multi-purpose yet actively programmable is an important part of evaluating whether or not to upgrade.

One area of focus is the Bond Head settlement area as it is projected to grow to 3,500 residents by 2031 (noting that settlement area projections have not been updated in conformity with Provincial Bill 23 at time of writing). This population, while not sufficient to support a major recreational component such as an ice pad or aquatic centre, could support a community hall provided that it is co-located with another small-scale hub component such as a branch library (if congruent with plans of the BWG Public Library) or space occupied by another community partner.

The Bond Head Community Memorial Hall is presently the only indoor space available in the settlement and is centrally situated adjacent to Bud Brown Park. Residential growth in Bond Head is expected to create needs for more indoor space but unfortunately the Bond Head Hall is an aging structure whose era of design is such that it does not meet accessibility standards, has limited capacity persons, and is inflexible in terms of its programming potential as a single-purpose hall. The level of growth in Bond Head presents an opportunity to provide a modern facility that can be used for a flexible range of recreation, social and arts and cultural activities.

A model similar to the Town's 177 Church Street Community Hub in Bradford could be replicated in Bond Head that co-locates complementary amenities such as a library branch (if congruent with plans of the BWG Public Library) and space occupied by other community partners. A redeveloped community centre would benefit from a small gymnasium or large hall capable of accommodating to allow for community gatherings and selected gymnasium sports, a small group fitness studio to allow for expansion of municipal fitness programs into the settlement, and common areas for seating and socialization. The redevelopment of the Community Hall creates strong rationale to reimagine the entire site to include Bud Brown Park.

Facility Development Strategy

- Redevelop the Bond Head Community Hall to provide a modern community centre that can be used for a flexible range of recreational, social, and arts and cultural activities.
- Incorporate multi-purpose rooms as part of the recommended redevelopment of the Bond Head Hall as well as a future multi-use community centre containing an ice pad, aquatic centre and/or gymnasium as recommended through the LSMP.

Rectangular Fields

Outdoor Fields

The Town offers 14 rectangular fields, including:

- Lit regulation fields at Henderson Memorial Park (2), Henderson Field and Joe Magani Park
- Junior unlit fields at Bud Brown Park, Centennial Park (3), Davey Look-Out Park, Henderson Memorial Park (4), and Ron Simpson Memorial Park (2)

The lit fields are considered to be equivalent to 1.5 fields since they allow for play later into the evening and thus BWG has an 'effective supply' of 17 unlit rectangular fields. In addition to the municipal supply, certain soccer clubs deliver programming on quality fields located at Bradford District High School and the Portuguese Cultural Centre of Bradford.

Key considerations for the rectangular field assessment include:

- The Bradford Wolves Soccer Club and Union FC/Bradford Soccer Club participated in a focus group where participants expressed a desire for greater amenities such as artificial turf and ancillary spaces to support tournaments (e.g. change rooms, concessions, spectator seating, etc.).
- Soccer appears to be expanding and returning with strong participation after the pandemic. Since the last LSMP, the Bradford Wolves expanded their programming to introduce a youth league. Additionally, all teams expressed they have been experiencing continual growth with the projection that it will continue over the coming years.
- With the removal of fields at Centennial Park, BWG will have to provide soccer fields at an alternative location to account for the fields lost. Based on the Henderson Community Park Master Plan, the two full-sized soccer fields in the northwest quadrant of Henderson Memorial Park should accommodate any usage displaced from Centennial Park fields.
- Many soccer user groups indicated that the field at Joe Magani Park is not regulation size. Although the field may not be as wide as a regulation field, it still can be used for minor soccer and younger leagues.
- At 25% participation, soccer placed outside of the top ten most surveyed activities pursued by households responding to the public survey, although

it was the highest ranked among organized sports. Additional field investments were also placed outside of the top ten surveyed priorities with 56% support and 12% opposition (the remainder were indifferent).

- The Bradford Wolves and Union FC/Bradford Soccer Club registered approximately 1,400 players in the 2022 which is similar to total registrations documented in the 2017 Master Plan. Communities typically target one field for every 80 registered soccer participants and local registrations result in one rectangular field per 82 participants.

Based on 2022 registrations, the Town's rectangular field supply is well matched to participation rates. Projecting current participation rates forward, the local soccer market is estimated to reach 1,800 players by 2032 which would necessitate a total supply of 22.5 unlit equivalent fields. Factoring into account the two fields at the high school and Portuguese Cultural Centre, sports field needs would be largely met until local player registrations reach 1,600 which is projected to occur after 2027. At the end of the master planning period, 3.0 unlit equivalent fields would need to be added based on projected registration rates.

The recommended strategy is to construct a lit artificial turf field as part of Henderson Memorial Park Phase 2 which would add the equivalent of 2.0 unlit equivalents given synthetic turf field offers more playable capacity since it does not need to be 'rested' nor does it have to be closed after periods of inclement weather. Any outdoor synthetic turf field should be designed with future flexibility in mind, namely ensuring appropriate setbacks from other park amenities and potentially installing a grade beam at time of construction which would allow the field to be enclosed with an air-supported structure should the need exist beyond the 10-year planning horizon. The remaining 1.0 unlit equivalent field should be added at a future park acquired through the land development process.

Indoor Fields

The Bradford Soccer Dome is a public-private partnership whereby the Town provides land at the Bob Fallis Sports Centre for a private-sector enterprise to operate an air-supported indoor turf facility (bubble). The field measures 200' by 300' and can be divided into three smaller fields for concurrent program and rental opportunities. There are two changerooms plus a small area for administration housed in a portable structure that is connected to the bubble via an airlock.

Key considerations for the indoor field assessment include:

- The Bradford Sports Dome reported that they were operating at nearly full capacity in 2022 during the core indoor season with rentals from soccer,

baseball and slo-pitch, football, lacrosse, and Ultimate Frisbee. Demand remains high with additional sports groups looking for indoor space during the winter such as cricket.

- The Bradford Sports Dome serves a regional market given their strong access to Highway 400.
- Multiple soccer clubs have used the dome during winter months to facilitate training and programming. Allocation at the dome is based on historical practices although groups have indicated that they are not able to get as much time as they would like and do not have many other options for facility rentals that will accommodate indoor soccer.
- During site tours, the operator indicated that the bubble is approaching end-of-life and will need replacing in the next few years.

The Town's public-private partnership is in line with best practices found across Ontario and is a logical approach to maintain moving forward. The current lease agreement between the Town and the operator is due for renewal this year and there is every expectation that both parties will come to an agreement to keep indoor turf services in BWG. Based on input from the operator and the Town's population, one indoor turf field should suffice over the next 10 years and thus no new indoor fields are being recommended. That said, in the event that the operator of the Bradford Sports Dome – or another qualified indoor field provider – approaches the Town with a proposal to construct and operate a second indoor turf field in BWG, such a proposal should be considered provided it satisfactorily represents the public interest.

As noted in the outdoor field assessment, the outdoor synthetic field being recommended at Henderson Memorial Park should be designed in a manner that would allow it to be enclosed if future needs rationalize the business case to do so.

Facility Development Strategy

- Construct a lit outdoor synthetic turf field as part of Henderson Memorial Park Phase 2, designed in a manner that would allow it to be enclosed in the future should need for another indoor turf field materialize.

Ball Diamonds

The Town permits 7 lit diamonds and 4 unlit diamonds. The lit diamonds are considered to be equivalent to 1.5 unlit diamonds since they allow play into the late evening and thus BWG has an 'effective supply' of 14.5 unlit equivalent ball diamonds. School diamonds are excluded from the supply as they are not designed or maintained to the same level as Town-owned diamonds and local ball groups do not use them for competitive play.

Key considerations for the ball diamonds assessment include:

- 23% of public survey respondents had at least one household member who used a ball diamond in the past 12 months, ranking sixteenth most popular activity but the third highest-ranked organized sport. 55% of respondents from the public survey supported spending additional public funds on improving or developing new ball diamonds, also ranking sixteenth priority.
- Bradford Sluggers Mixed Slo-Pitch, Bradford Men's Slo-Pitch and Bradford Minor Baseball Association specifically stated a desire for additional ball diamonds as well as batting cages to alleviate pressure currently on the diamonds from practices. They also requested increased diamonds maintenance efforts (e.g. lining, drainage, etc.) with some groups indicating that they would be willing to assist Town staff with certain tasks.
- The same three ball organizations, who are the primary users of local diamonds, reported a collective membership of 990 participants in 2022 which is an increase of nearly 90 players compared to the participation reported in the 2017 LSMP.
- Many communities utilize a service level target of one ball diamond for every 100 participants. Based on the number of participants ball organizations provided and the current supply, BWG is providing a level of service that is generally higher than this metric at approximately one ball diamond for every 70 participants.

Applying a service target of 1:100 players suggests that the existing supply of diamonds is sufficient to meet current and future needs as projections suggest local registration could grow to 1,400 registered players in 2032 based on an assumption that participation rates remain unchanged. While no new ball diamonds are being recommended over the next 10 years, it bears noting that the Bradford Community Centre Revisioning Plan⁶ does not retain Centennial Park's two ball diamonds and implementing its preferred concept would remove a multi-diamond venue that local groups highly value for programming efficiencies. While the LSMP does not find cause to deviate from the "Celebration Park" advanced in the concept, the two ball diamonds should be replaced from a recreational perspective and preferably at a site where they can be co-located to form a new multi-diamond complex.

Joe Magani Park is a candidate to house one or both diamonds being relocated from Centennial Park as further building it as BWG's premier ball diamond complex would offer operational efficiencies to the Town as well as programming and scheduling efficiencies for local ball organizations. The Town should explore the potential to re-orient the existing diamonds and the re-located diamond(s), as well as provision of a washroom, with an aim to enhance the experience and efficiencies to make them attractive for league play and tournaments. Integration of batting cages for batting practice and pitching clinics would allow leagues to conduct drills without having to book the entire diamond, thereby opening up more diamond time for games or recreational play.

Facility Development Strategy

- In the event that implementation of the Town of BWG Community Centre Revisioning Master Plan's preferred concept results in the loss of ball diamonds at Centennial Park, one or preferably both diamonds should be relocated to Joe Magani Park depending on available space. The Town should investigate the potential of re-orienting the Joe Magani Park diamonds to maximize the efficiency of the site as well as providing a washroom and constructing batting cages at that can be used by local ball groups for batting practice and pitching practice.

⁶ Town of BWG. 2018. Town of Bradford West Gwillimbury Community Centre Revisioning Master Plan: Recommendation Report. pp.25-30

Cricket Grounds

The Town opened a temporary cricket pitch at Joe Magani Park in 2023 across from Diamond 3. Key considerations for the cricket assessment include:

- Cricket is experiencing strong growth in Canada due to immigration from cricket-playing countries, largely from South Asian and Caribbean countries that are increasingly being represented in BWG's population. As BWG continues to diversify, the Town can expect the requests that it is already receiving about for cricket facilities to increase further.
- Representatives of the cricket group participating in LSMP consultations were appreciative of the Town's efforts to provide a temporary pitch but are looking for a permanent facility capable of allowing hardball play. It is understood that this is largely a recreational league that is not sanctioned under a governing provincial or national sport body, and their player registration and residency status have not yet been provided to the Town.
- While the public survey did not reveal a high interest or priority for cricket among its respondents, discussions with community representatives – including those speaking from an inclusion lens – noted that cultural diversification is resulting in needs for new types facilities and commonly mentioned cricket as an example.
- While sharing the soccer field at Henderson Memorial Park has helped alleviate some pressure and the Cricket Club is looking forward to the temporary pitch at Joe Magani Park, they indicate that their biggest need is for a cricket grounds that is large enough to allow hardball play which is not possible at existing facilities.

The temporary pitch at Joe Magani Park provides an opportunity to build up the capacity of local cricketers but will only suffice for youth and adult recreational 'tapeball' programs (akin to softball) due to its size. Designing the circular multi-use space identified in the Henderson Community Park Master Plan with cricket in mind will provide an opportunity for the Bradford Cricket Club to grow its programs, including for hardball play. The space should be designed with input from the Cricket Club who should be encouraged to fundraise capital to be allocated towards any desired amenities over and above what constitutes a standard specification.

Facility Development Strategy

- Design the circular multi-use space identified in the Henderson Community Park Master Plan in a manner that is conducive for cricket as one of its uses.

Tennis & Pickleball Courts

Tennis courts are located at Henderson Memorial Park (2), Lions Park (4) and Taylor Park (2) resulting in a total supply of 8. In addition, the Town recently constructed 6 high quality outdoor pickleball courts at the Danube Seniors Centre which effectively implements the recommendation of the 2017 LSMP and supplements opportunities for indoor play at the BWG Leisure Centre.

Key considerations for the tennis and pickleball court assessment include:

- Participation in tennis and pickleball both ranked outside of the top 15 leisure pursuits among public survey households. Priorities for continued investment in these facilities were low which may be an indicator of satisfaction given the Town's recent investments/reinvestments in hard surface courts at Taylor Park, Lions Park, Henderson Memorial Park and the Danube Seniors Centre.
- Tennis participation in the GTA has been observed to be on the rise after a period of stagnation. Based on the public survey, BWG has seen a slight rise in participation from the 2017 survey now with approximately one out of six responding households participating in the sport. Factors contributing to growth potential in the sport are the success of Canadians on professional tennis tours, growing participation in organized tennis clubs, interest among many new Canadians and certain cultural groups, and the ageing of the population.
- Pickleball often brands itself as North America's fastest growing sport and has established itself as a staple activity in many gymnasiums across Ontario. The desire to play outside has led to multi-use overlay templates combined with tennis courts but more municipalities are now testing dedicated pickleball courts. Continuing its spirit of leading by example, the Town of BWG has taken the dedicated court trend further by creating its outdoor pickleball court complex which is more conducive to outdoor leagues and/or tournament play compared to a single or double court design configuration.
- Municipal service targets are in the range of one tennis court per 5,000 to 6,000 population and factoring into account a reasonable degree of geographic distribution. As a relatively new addition to municipal core service portfolios that are still being tested in some areas, there are no generally accepted service level standards for dedicated pickleball courts.

The Town's supply results in one tennis court per 5,750 population within the desired range. The distribution of tennis courts is largely concentrated in the north and eastern portions of Bradford, resulting in a sizeable service area gap in the settlement's south and west along with Bond Head. To meet a service level of one court per 5,000 residents, the Town would need to provide 12 tennis courts in total by the year 2032.

To this end, a review of existing and planned parkland suggests that the following locations be considered for tennis courts that would result in 5 new tennis courts, bringing the total supply to 11 and result in an acceptable service level of one tennis court per 5,400 population in the year 2032:

- Alan Kuzmich Memorial Park: the large open space section in the north of the park that would allow for two additional tennis courts that would be within reasonable distance of people living Bradford's established and new residential growth areas.
- Bud Brown Park: the LSMP has recommended redevelopment of the Bond Head Hall and Bud Brown Park to keep pace with residential growth in Bond Head. As part of the site redevelopment, two tennis courts should be included on the basis of geographic equity to service the settlement (noting there may not be enough space for two courts after considering the other park components also being recommended through this LSMP).
- In the event that design exercises can only accommodate one tennis court at Bud Brown Park, the remaining court should be considered at a future park in the Bradford settlement.

The Town's investment in the high quality outdoor pickleball complex should adequately service needs over the master planning period. Discussions with Town Staff and the Danube Seniors Centre indicate that the courts do not appear to be overly busy, though this could be partly attributed to slow uptake since the courts were opened shortly before the COVID-19 pandemic. The Town should monitor use of the pickleball court complex prior to making any decisions to build additional dedicated courts.

Facility Development Strategy

- Construct 4 new tennis courts to be distributed across Alan Kuzmich Memorial Park, Bud Brown Park, and/or a future park to be determined.

Basketball Courts

The Town of BWG provides 13 basketball courts at seven parks using the following configurations:

- Double basketball courts configurations are provided at Alan Kuzmich Park, Henderson Memorial Park, and Ron Simpson Park (i.e. these collectively account for six courts of the total supply).
- Single basketball court configurations at Luxury Park and Middletown Park.
- Multi-use court configurations which contain curbs that allow for ball hockey and flooding for winter skating at Bud Brown Park (2 courts), Lions Park (2 courts) and Taylor Park (one court under construction at time of writing).

Key considerations for the hard surface court assessment include:

- Basketball participation ranks seventeenth most popular pursuit recorded through the public survey with roughly one-quarter of responding households participating in the sport. Investment in additional courts ranks fairly high being within the top ten with 60% support for investment in additional courts.
- The popularity of basketball has been steadily growing in the GTA, fueled by factors such as its affordability and access to free outdoor courts, growth in immigrant populations, a growing Toronto Raptors fan base, and a strengthened national men's and women's program. As such, basketball courts are frequently requested through park designs across Ontario and could become increasingly sought in BWG given the Town's proximity to the GTA and future immigration profile.
- Basketball courts can also be found at local schools that supplement the municipal supply but are designed and maintained to a different standard than that of the Town.
- Municipal service targets are in the range of one basketball court per 800 youth between the ages of 10 and 19, while factoring into account a reasonable degree of geographic distribution since youth and teens tend to be the primary user base and often do not have regular access to vehicular transportation.

With 5,500 youth recorded as living in BWG through the 2021 Census, the Town's resulting service level is one basketball court per 425 youth which is excellent particularly with geographic analysis revealing a well-distributed supply of basketball courts in the Bradford settlement area. However, the new residential area developing around the Bradford East Park in the settlement's southeast will require a basketball court to maintain good geographic distribution. In addition, the recommended redevelopment of Luxury Park provides an opportunity to renew its aging basketball court.

Basketball courts are considered as neighbourhood amenities that should be located within walking or biking distance of residential areas in order to ensure access for the children and youth who use them. As such, new residential growth areas will warrant basketball courts in their design where required to ensure good distribution that factors the Town's active transportation system into account.

Facility Development Strategy

- Construct a basketball court at Bradford East Park and renew the existing basketball court at Luxury Park. New courts should be developed to service newly developing residential areas to ensure good geographic distribution.



Skateboard Parks

The Centennial Park skateboard park contains modular equipment (ramps and rails) placed on an asphalt surface. The skateboard park is used for a variety of wheeled action sports for those using skateboards, bicycles, and scooters.

Key considerations for the skateboard park assessment include:

- Public survey respondents reported 13% participation in skateboarding, biking or scootering over the past 12 months, which is over double the amount of participation compared to the survey conducted for the 2017 LSMP. Investments for a mountain bike park and skateboard/BMX park were ranked 17 and 21 with 53% and 50% support respectively.
- A service level target of one skateboard park for every 5,000 youth between the ages of 10 and 19 is commonly used along with considerations; the 2021 Census recorded 5,500 youth as living in BWG.

The Centennial Park skateboard park results in the Town meeting the youth-based service level target. However, the asphalt surface and modular equipment skateboard park are beginning to show their age and it is reasonable to expect renewal of the surface and certain components will be required within the next 10 years. The 2018 Community Centre Revisioning Master Plan recommended relocating the skateboard park which provides an opportunity to renew it and enhance its visibility. The LSMP supports the relocation and redevelopment of the skateboard park at Centennial Park, potentially employing a higher quality concrete template to complement the modern aesthetics being envisioned at the site.

Recognizing that future residential developments in Bond Head will attract families with children and youth, basic skateboarding elements should be incorporated into the redevelopment project being recommended for Bud Brown Park. This would involve creating a “skate zone” concept which is not a skateboard park but rather designing a few simple curbs, rails, and/or a small shallow depression oriented to beginners to hone their skills before they advance to larger skateparks such as Centennial Park. Doing so will further reinforce Bud Brown Park as a family-friendly and multi-generational destination in Bond Head.

Facility Development Strategy

- Proceed with the redevelopment of the Centennial Park skateboard park in line with the concept articulated in its Master Plan. A “skate zone” consisting of basic elements should be included in the redesign of Bud Brown Park.

Playgrounds

BWG provides playground equipment at 23 parks that vary in size and type. Playgrounds are designed with junior and senior-level elements, offering a creative play experience at each location. Bolstering the Town's supply are playgrounds located at various school sites across BWG.

Key considerations for the playground assessments include:

- Nearly half of the public survey respondents visited a playground in the past year, making it the sixth most popular recreation pursuit. Playgrounds also received the third highest level of support for additional investments with 77% in favour versus 5% opposed.
- Playgrounds generally serve as neighbourhood-level park amenities that benefit early childhood development by encouraging physical activity and fostering cognitive and social skills among children.
- The Community Services Department has a long-range playground replacement plan in place to guide renewals using proactive and financially sound asset management practices.
- Playgrounds are best located within a 10-minute walk (800 metres) of residential areas within the two settlement areas where residents do not have to cross major barriers such as highways, arterial roads, railways, and bodies of water.

Application of an 800-metre service area around each playground reveals that the Town has excellent geographic distribution in Bradford and Bond Head. Since the 2017 LSMP, five playgrounds have been added throughout BWG including structures at Green Valley Park, Henderson Memorial Park, Middletown Park, Ron Simpson Memorial Park, and Summerlyn Parkette North. New residential areas in the two settlement areas should also be provided with access to playgrounds using the aforementioned service radius.

In addition to new play structures, the Town should continue its planned playground replacement. As suggested in the 2017 LSMP, the playground at Joe Magani Park was renewed to include both a junior and senior playground apparatus to better serve the rural communities in the north. Between 2026 and 2029 the Town has identified capital plans to replace play structures at Summerlyn Parkette South, Grand Central Parkette, Ron Simpson Park, and Brookfield Park.

Facility Development Strategy

- Playground equipment within future parks should be targeted within 800 metres of newly developing residential areas located within the Bradford and Bond Head settlement boundaries (generally a 10 minute walking distance of residences).



Other Recreation Facilities

The Town of BWG may be pressed for additional indoor and outdoor facilities which are not currently provided through the core municipal service mandate or are not of sufficient demand to warrant a specific recommendation in the LSMP at this time. However, the Town must be prepared to appropriately respond to future requests pending future market characteristics related to population growth, cultural diversification, emergence of new sports, future recreational trends and preferences, and other demands may arise for existing activities / facilities. Examples may include, but not be limited to: bocce courts, fields for Ultimate Frisbee or Frisbee Golf, outdoor pools, artificial turf fields, etc.

When requests are brought forward for investment in non-traditional, emerging and/or non-core municipal services, the Town should evaluate the need for these pursuits on a case-by-case basis. This should involve an examination into (but not be limited to):

- local, regional or provincial trends pertaining to usage and popularity of the activity/facility;
- examples of delivery models in other municipalities;
- local demand for the activity / facility;
- the ability of existing municipal facilities to accommodate the new service;
- the feasibility for the Town to reasonably provide the service / facility as a core service and in a cost-effective manner;
- the willingness and ability of the requesting organization to provide the service / facility if provided with appropriate municipal supports.

Appendix B: Summary of Consultations

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Advertising and Promotion

The perspective of residents, community stakeholders, Town staff and Council are critical to the success of the LSMP. A number of initiatives were used to raise awareness of the LSMP to engage the community, including the project webpage, social media, print material, and word of mouth. To encourage residents to get involved consultation opportunities were provided including a community survey, stakeholder workshops, key informant interviews, and engagement with staff and Council. The following section will highlight key themes found from these consultation activities.

Stakeholder Workshops

Three workshops were held in January and February 2023 to discuss BWG's recreation and parks system with community stakeholders. These workshops were organized by areas of common interest and included the following representatives:

Parks & Outdoor Recreation

1. Bradford District Wolves
2. Bradford Men's Slo Pitch
3. Bradford Minor Baseball Association
4. Bradford Sluggers League
5. Bradford Soccer Club / Union FC
6. Cricket Group Representatives

Indoor Recreation & Sport Stakeholders

1. Bradford Bandits 3on3 Hockey
2. Bradford Ladies Ball Hockey
3. Bradford Minor Hockey
4. Bradford Pickleball Association
5. BMTHL (Men)
6. Farmers Hockey League
7. GMHL – Junior Hockey League (Bulls)
8. Men's Recreational Hockey
9. South Simcoe Basketball Club
10. York Simcoe Express AAA

Community & Social Service Stakeholders

1. Bradford Board of Trade
2. Bradford Farmers Market
3. BWG Community Initiatives
4. BWG Seniors Association
5. Cross Trainers Youth Centre
6. Hadiqa Ahmad (Ahmadiyah Muslim Jama'at)
7. Muslim Youth Association
8. New Tech & West Gwillimbury Historical Society
9. Royal Canadian Legion
10. South Simcoe District Women's Institute
11. Tec-We-Gwill Women's Institute
12. Toastmasters
13. WOW Living

The stakeholder workshops allowed user groups to candidly discuss issues and opportunities facing their group's usage of BWG facilities and spaces. Summaries for each question are provided below.

Strengths of BWG's Parks and Recreation System

Participants highlighted the positive experiences they have working with town staff indicating they always have open lines to listen and are very helpful finding solutions to groups problems. This open communication has made groups experiences seamless in helping to provide recreation and leisure services to the community.

The BWG Leisure Centre was specifically recognized as a phenomenal facility for the community to socialize and participate to promote good mental and physical health. With not only a focus on recreation, participants commended their community as a whole, with great people that come together for community events and are willing to help and volunteer to make the opportunities in BWG possible.

Trends and Best Practices Groups are Observing

With the rapid population growth BWG has and will continue to experience, it is no surprise that many of the recreation groups are expressing growth in participation which in many cases has reached or exceeded pre pandemic levels. Many representatives indicated that the majority of participants in their recreation group are residents of Bradford signifying that the rise in population is likely the reason for the increase in demand. With the rise in participation, clubs and organizations are having more demand for more prime time slots as well as additional facilities.

The COVID-19 pandemic has impacted many BWG residents which was made evident by the community and social service groups. Many indicated that they have had a rise in people accessing their services, specifically during and after the pandemic. A key issue that arose from the discussion was food security. There is rising demand for community gardens throughout town to allow residents to grow their own food that may not be able to afford it.

Changes and Improvements to Better Meet Needs

Recreation facility users focused on optimizing investing in their current facilities before developing new ones. It was suggested that facility usage be analyzed to ensure facilities are being used to their maximum capacity and if not determining a better use for the space. Additionally, general maintenance and upkeep should be a top priority to ensure the safety and quality of facilities is being met.

During the discussions, multiple user groups requested a new facility that offers ample gymnasium space. Basketball indicated that they solely operate out of school owned gymnasiums due to the lack of town facilities, which has impacted the growth of their organization. If a new gymnasium were to be developed, participants expressed interest for multiple gymnasiums in one facility to allow for multiple sports and collaboration.

An additional space requested was a large meeting room incorporated in an arena or community centre. For recreation purposed, this room could be used for training or warm up space for athletes that could also act as a meeting area for athletes and spectators before and after sporting activities. Community and service groups expressed interest in this type of space to allow them to gather and offer multiple services in one space, providing transportation ease to their users.

Suggestions were made to improve the internal system to allow recreation and community groups more online options for paying rental and other fees to the Town. Community and service groups also suggested implementing an overarching network that would showcase all community organizations in one location to help raise awareness of what is being offered by other organizations, volunteer opportunities and advertising/exposure to raise awareness.

Main Priorities

Each sport organization had similar priorities of expanding the number of facilities they have while maintaining their current facilities. Some unique suggestions included added pitching and hitting tunnels near the baseball diamonds to alleviate some pressure that is being made from teams renting diamonds for practices. Soccer suggested adding in turf field that provides amenities to support tournaments such as score boards, seating, change rooms, etc. Cricket being an emerging sport and gaining interest in BWG, would like a proper cricket pitch that would allow players to play with a hardball instead of soft.

Many community partners priority was raising awareness of their programs to help make their presence aware and to gain awareness of volunteer opportunities. They suggested the Town play a leadership role to help bring the community partners together and connect them with the community.

LSMP Community Survey

A community survey was held between January and February 2022 to collect input on a variety of topics related to recreation and parks. Specifically, the survey explored local participation and usage patterns, barriers, opinions and priorities. The survey was hosted online and hardcopies were made available as an alternative format. The survey was promoted through the project webpage, social media and word of mouth. Due to the self-administered format of the survey, it should not be considered to be statistically representative of the entire population.

There was an excellent response rate with a total of 1,379 surveys being completed and analyzed. This section summarizes key findings from the survey.

Summary of Respondents

The following is a high-level summary of the demographic profile of responding households:

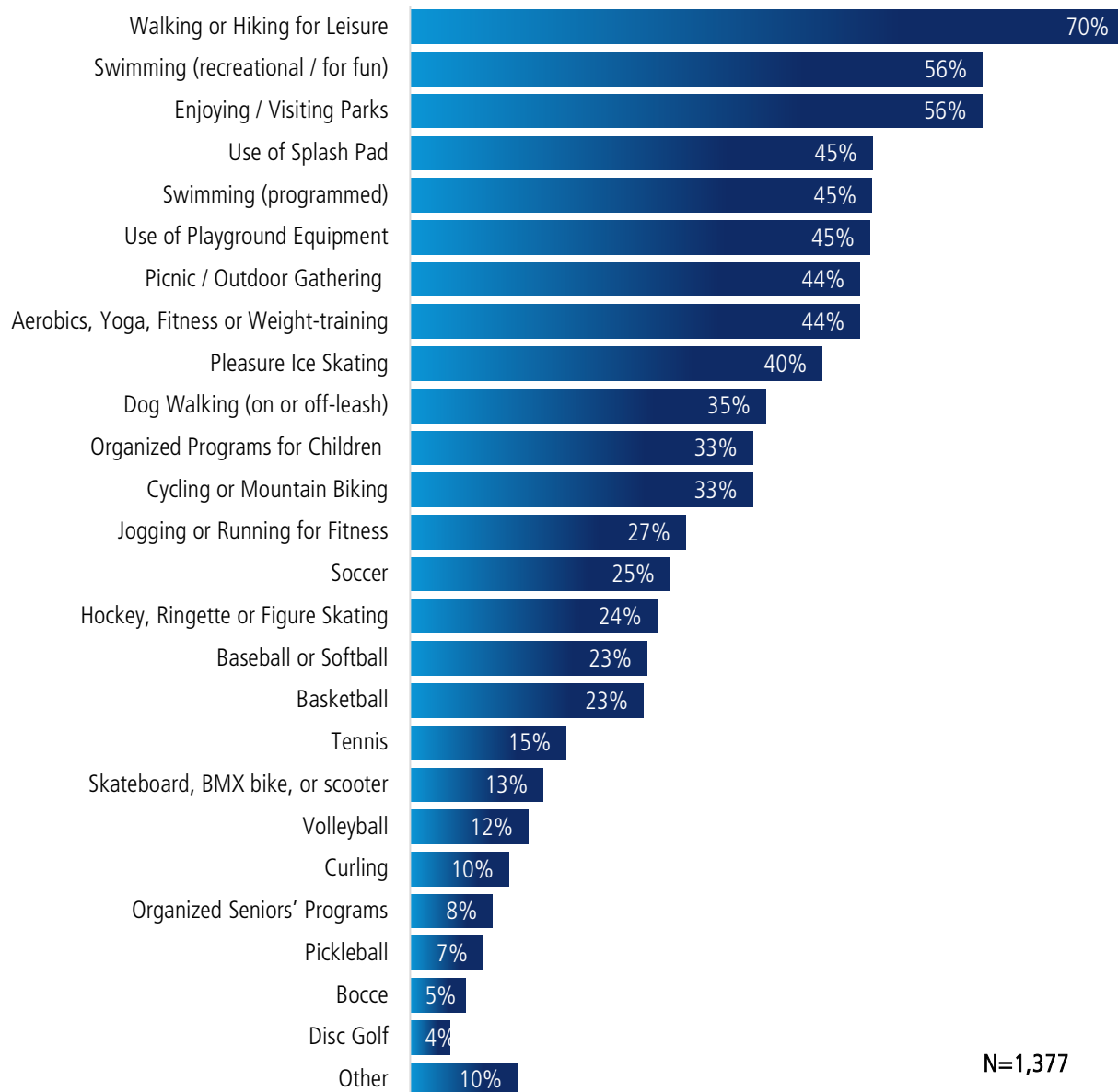
- The average household size was 3.9 persons, which is higher compared to the 2021 Census (3.2 persons).
- The median age of respondents was 42 years which is higher than the 2021 Census median age (37 years).
- Compared to 2021 Census data, survey households were over-represented in mature adults (35-54 years) and young adults (25-34 years). By contrast, there was an under-representation of children and youth (0-25 years) and older adults and seniors (55+ years).
- The majority of survey respondents were from Bradford (89%) and Bond Head (5%). Just over 3% of respondents were non-residents.

Participation in Leisure Activities

In the past year, or prior to the pandemic, walking or hiking for leisure was the most popular activity among survey respondents or their household. This is a common result in surveys as walking and hiking is an activity that can be done by all ages. Other popular leisure activities that were identified included swimming recreationally, enjoying or visiting parks, using a splash pad, and attending programmed swims.

The top ten activities, apart from programmed swims, are unstructured and self-scheduled activities which is consistent with provincial participation trends. Organized sports such as soccer, hockey and baseball tend to rank lower as they are generally activities that interest a subset of the community though a portion of the past 12 months were still affected by the COVID-19 pandemic. Figure 3 contains a full list of participation preferences in leisure activities in 2022. Other population activities that were self reported by respondents included cricket, badminton, golf, gymnastics, fishing and snow shoeing.

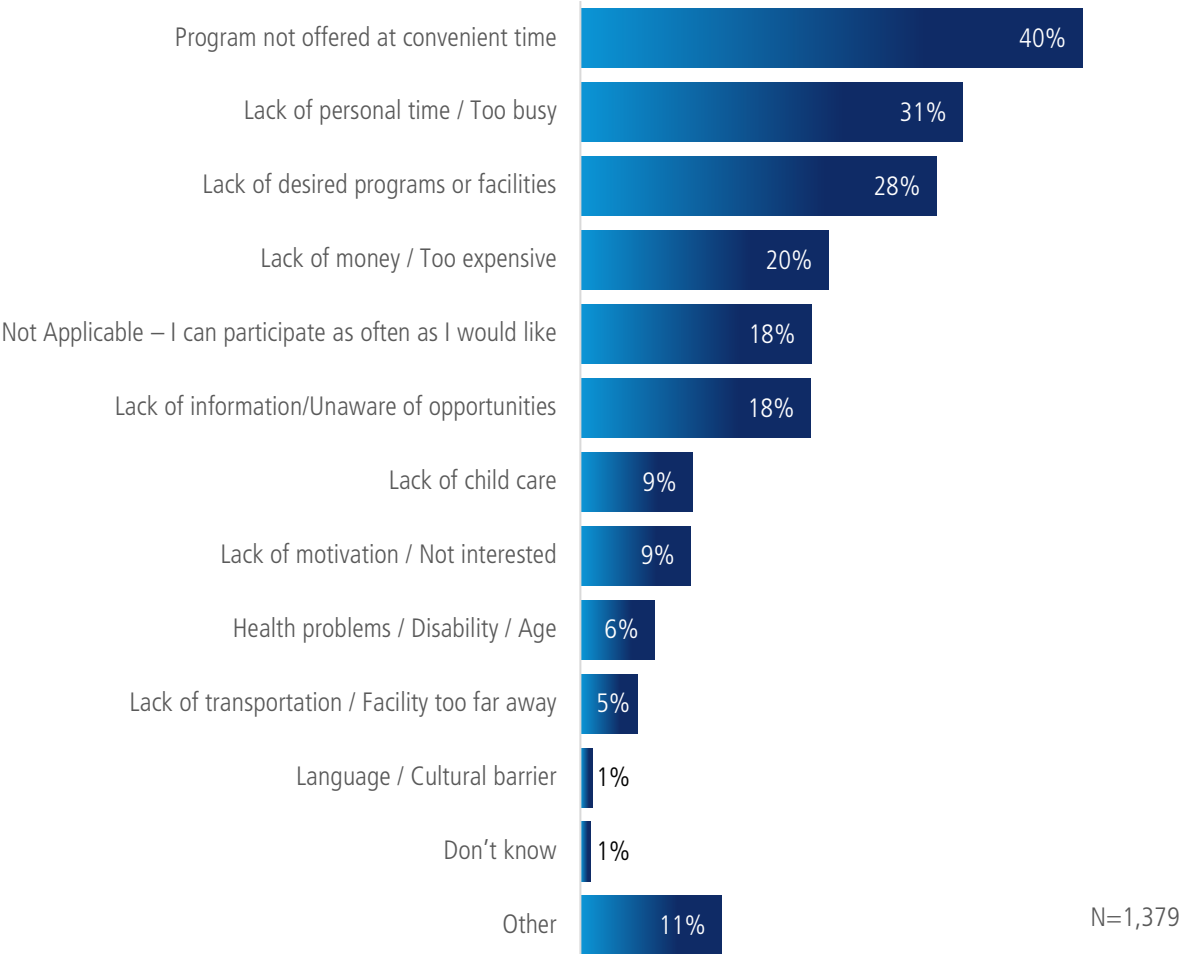
Figure 3: Participation in Leisure Activities



Barriers to Participation

Four out of five respondents indicated that there were factors that prevented them from participating in leisure activities as often as they would like. Among these respondents, programs not being offered at convenient times was identified as the most common participation barrier. Other common barriers included a lack of personal time/too busy, lack of desired programs or facilities, and lack of money/too expensive. Figure 4 summarizes the participation barriers identified by respondents. Other top self reported barriers include lack of active transportation routes to safely travel to facilities and programs filling up too fast.

Figure 4: Participation Barriers for Leisure Activities



Satisfaction and Importance of Leisure Opportunities

Figure 5 illustrates the percentage of parks, recreation and leisure needs met with the Town of BWG. Just under half of respondents have all or most of their needs met, with only 1% having none of their leisure needs being met.

Figure 5: Percentage of Leisure Needs Met

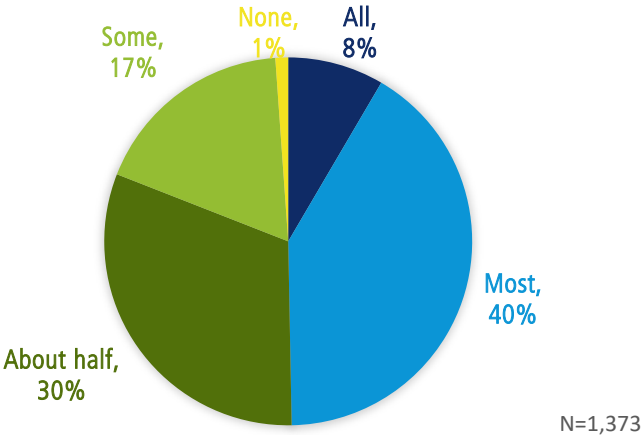
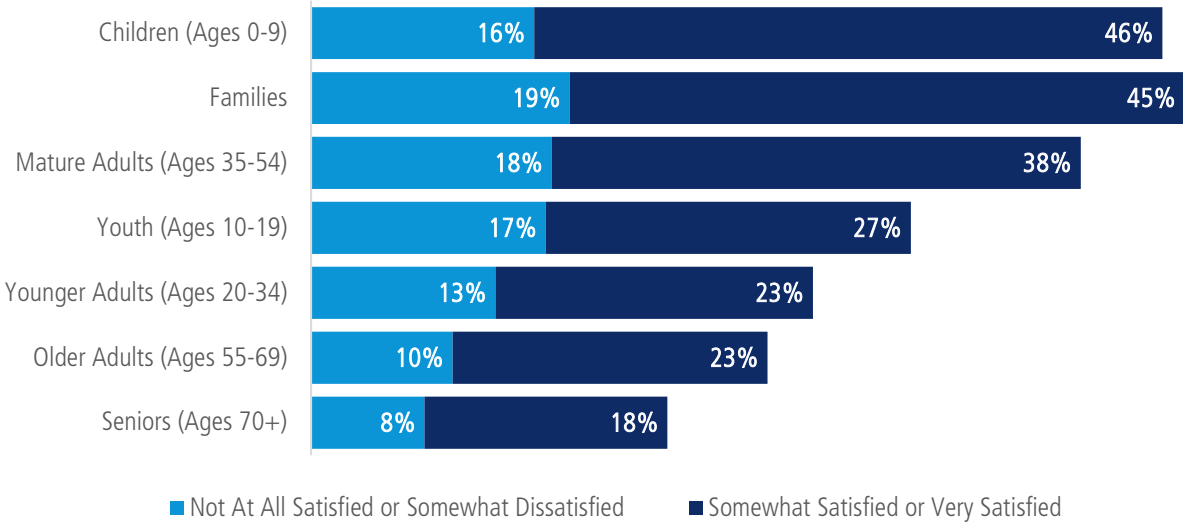


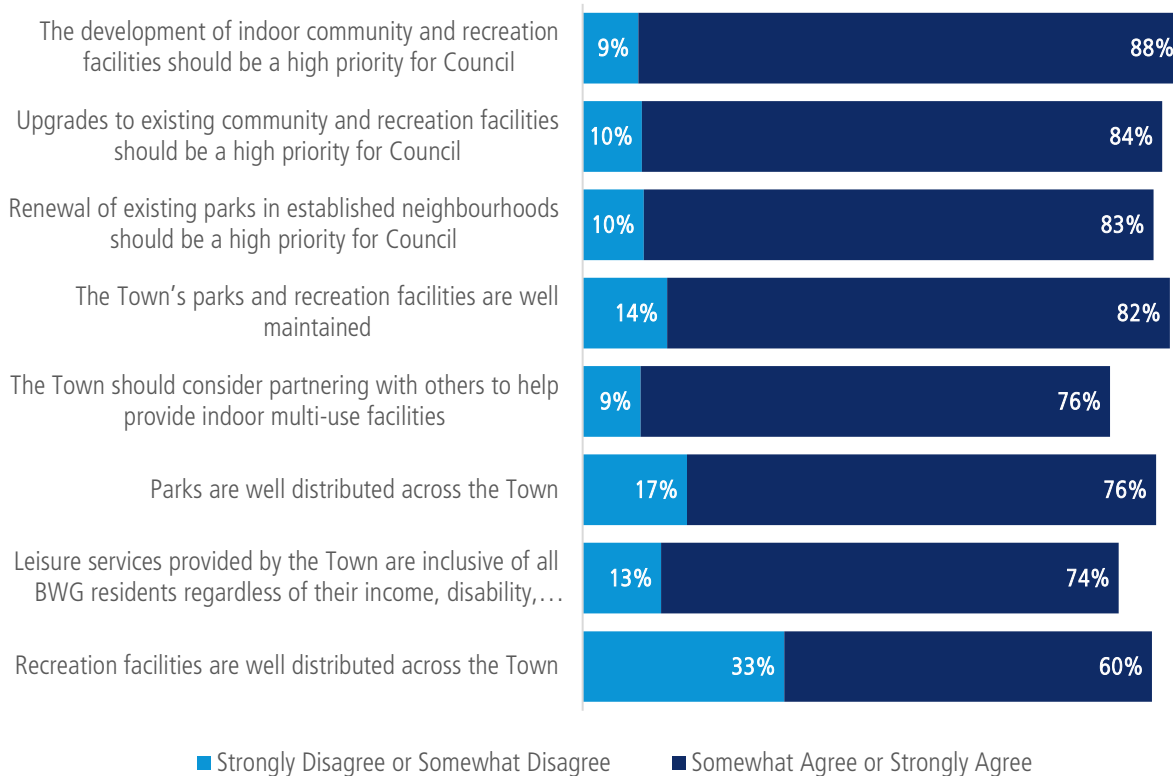
Figure 6 illustrates levels of satisfaction with recreation and leisure program opportunities by age group. Respondents were most satisfied with opportunities for children, followed by families and mature adults. Satisfaction levels were lowest for older adults and seniors ages 55+. With less than half of respondents being somewhat satisfied or very satisfied for each age group, the results suggest that there is room to improve recreation and leisure programs for all age groups.

Figure 6: Level of Satisfaction with Recreation and Leisure Programs



Respondents most strongly agree that the development of indoor community and recreation facilities should be a high priority for Council. Other statements that respondents strongly agreed with as high priorities were upgrades to existing facilities and renewal of existing parks in established neighbourhoods. It is evident that respondents value their existing recreation and park facilities and would like to see them be maintained in addition to new indoor opportunities. The statement respondents least agreed with was that recreation facilities are well distributed across the Town, which identifies an area for improvement.

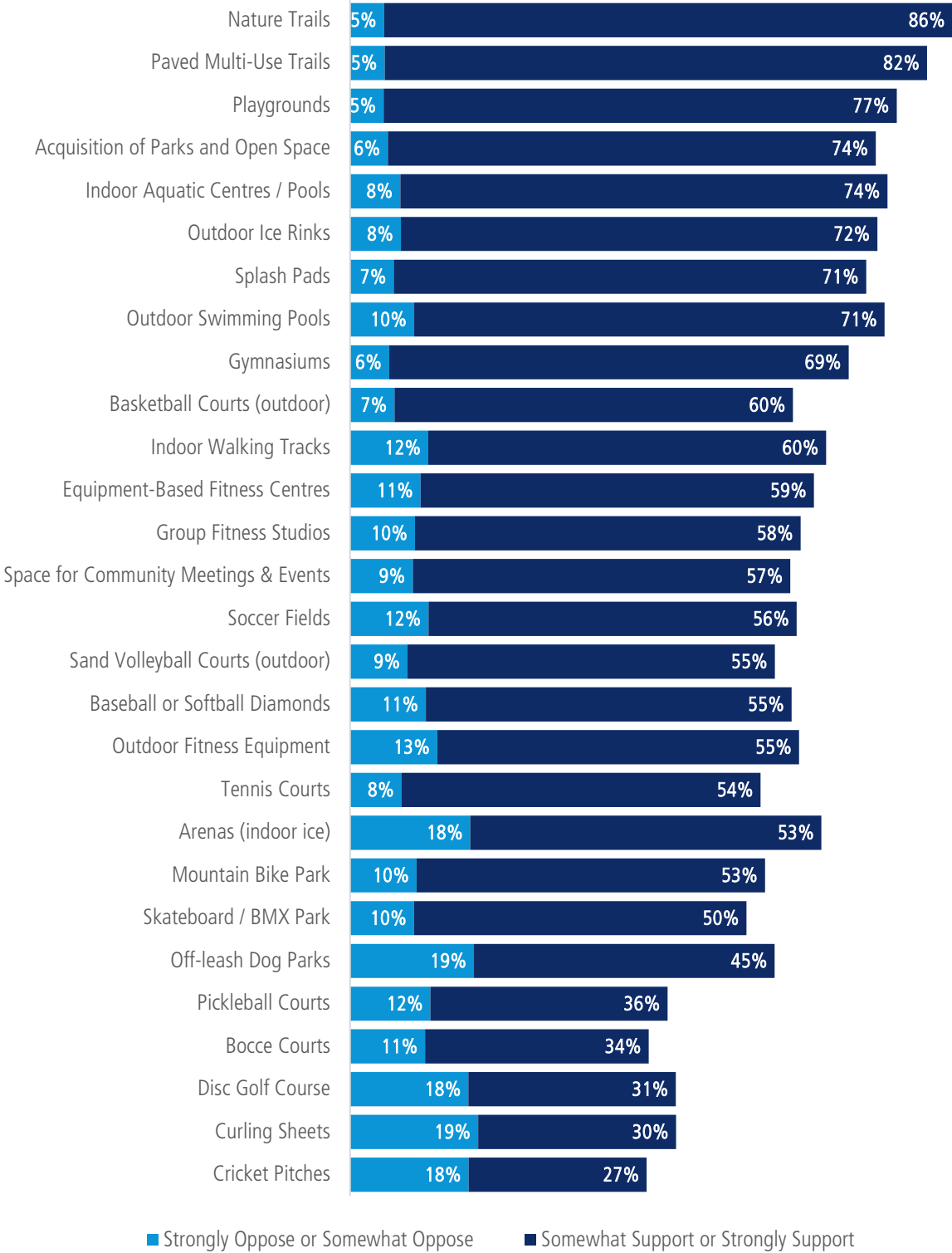
Figure 7: Agreement with Each Statement



Support for Public Spending

Figure 8 illustrates respondents' level of priority for spending additional public funds on improving existing or developing new leisure facilities. Consistent with trends in the sector, the highest priorities identified were generally facilities or amenities that facilitate unstructured and self-scheduled activities such as nature trails, paved multi-use trails, playgrounds, acquisition of parks and open space, and splash pads. Niche activities and organized sports rank lower in priority, although it is understood that some activities such as pickleball and cricket are very popular among a subset of the community.

Figure 8: Support for Additional Spending



Other Survey Responses

Respondents had an opportunity to provide additional input to be considered in the development of the LSMP. The large portion of comments received expressed a lack of programs resulting in respondents not being able to participate, particularly in aquatics activities such as lane swims, aquafit and other classes. Comments regarding affordability of programs resulted in many respondents suggesting disc golf due to its low cost to participate and can be played by all ages. Additionally, connectivity and access to facilities was often brought up suggesting the Town expand its trail network or on street bike lanes to promote active transportation to facilities and amenities, in particular, Henderson Memorial Park. Additional or improvements to recreation facilities such as splash pads, outdoor skating rinks, cricket and curling sheets were also requested.

Staff Workshops

To ensure that Town Staff were engaged in the preparation of the LSMP, two workshops were held January 19 and 25, 2023 to understand the state of BWG's leisure system from their perspective. The workshops were attended by 22 staff members, representing a broad cross section of the Leisure Service Department including facility operators, coordinators, programmers, supervisors, and customer service representatives. A broad discussion on community strengths and challenges was conducted to identify what the Town does well and where improvement areas lie. Key themes from these discussions are summarized below.

Connect Residents with Nature

Staff are proud of the wide range of parks and recreation opportunities they provide the residents of BWG. Suggestions were made to activate these natural features and parks by adding additional programming and education aspect to these spaces. By involving and educating the community, residents will become more connected and accountable. Staff would like to see more programming in parks, such as art in the park, and incorporating education signage along trails or open space.

Creating an Inclusive Leisure System

Efforts have been made to strive for a fully inclusive parks and recreation system. Financially, the Town does offer discounted membership to applicable families or individuals in addition to working with other institutions such as jumpstart to provide financial support so all members in the community can have access to recreation opportunities. The parks department has been working towards meeting AODA compliance and continually try to include barrier free features in parks such as seating, shade structures and splash pads. Staff did suggest that an area of growth would be working towards creating a fully accessible trail network.

Event Space and Areas to Grow

BWG staff host nearly 30 events directly run by the Town throughout the year that helps bring the community together and creates a sense of place. Staff indicated the Town has some great larger outdoor spaces but these are limited by a lack of parking. It was identified that there may be an opportunity in providing permitted parking for events, large and small, so that more of the parks can be used for private events such as parties or family gatherings. An underdeveloped space that staff indicated should be a priority is the open space beside the Leisure Centre. Some visions for this space included allowing vendors or farmers markets, create seating areas for gathering space, or have provide access to power and water so events or programs can use the space.

Staff Limitations

With BWG's growing population and rise in demand for additional facilities, a significant challenge limiting the Town from expansion is staffing capacity. If the Town is unable to attain more staff and limit turnover, it will be difficult to develop additional facilities and operate them to their desired standard. Currently many different areas within the leisure sector are experiencing staffing shortages, with an emphasis on aquatics staff. Staff indicated that they are currently not able to offer the variety and quantity of aquatics programs simply because they do not have the staff to operate and run the programs. Volunteering can help alleviate some of these pressures although staff indicated that they do not have a significant number of volunteers and they are mainly students.

Partnership Opportunities

Staff agreed that partnership opportunities can help the Town operate more facilities and provide more opportunities for BWG residents. The Town is currently working on forming a partnership with the local school board to allow the Town to use school facilities after hours and on weekends. This partnership would alleviate some pressures the Town is currently being faced with for gymnasium space. The Town is also open to a partnership if they were to consider developing a new sports dome, similar to the operating agreement they currently have for the existing dome.

Key Opinion Leader Interviews

To identify key issues related to leisure facilities, parks, programs, and services offered by BWG, a series of interviews were conducted in February 2023 with members of Town Council and other key opinion leaders. These interviews helped provide context to the challenges facing BWG leisure services, provided perspective from the viewpoint of different stakeholders, and helped identify future opportunities. Due to the confidential nature of these interviews, statements attributable to specific stakeholders are not reproduced. However, a number of common themes were raised, including:

- **Accessibility and Inclusion:** Many groups are putting an emphasis on creating a fully accessible opportunity both physically and financially. The Town will continue to focus on having an equity, diversity, and inclusion lens moving forward to represent its changing community.
- **Collaboration:** some key opinion leaders expressed interest in creating a more collaborative platform between different service providers to offer more integrated programming and leverage strengths. Developing new partnerships could help with the development of future facilities and alleviate some pressure on the Town.
- **Co-location:** Many think it is a great opportunity to integrate multiple facilities and services within one large community facility. This model can help reduce costs, centralize resources, and promote collaboration.
- **Quality Facilities:** BWG currently provides many great facilities, most notably the Leisure Centre and Henderson Memorial Park, although with their growing population their current facilities will not be able to provide enough opportunities for future residents.
- **Valued Parkland:** Many opinion leaders place an emphasis on parkland acknowledging that large sections of parkland will be harder to acquire with the recent changes to development charges.
- **Facility Distribution:** Picking up on a common theme that emerged throughout the consultation process, key opinion leaders articulated a need to balance the distribution of leisure facilities across the Town. In particular, Bond Head needs to be a focus due to the substantial increase in population expected over the planning period.

Appendix C: Demographic Inputs

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Education, Income and Occupation _____ 127

Cultural Diversity _____ 128

Population Growth

The Town of BWG’s 2021 Census population is 42,880 persons, almost doubling its the 2001 Census recorded population. While there is no official population figure available for 2023, for the purposes of this LSMP the Town’s current population is estimated at 46,000 using a straight-line average growth assumption based on County of Simcoe data.

In accordance with the County of Simcoe’s Municipal Conformity Review prepared to meet the requirements of Provincial Bill 23, its growth management forecast projects the Town of BWG to reach 58,340 persons by 2031. To attain a population figure for the end of the LSMP’s 10-year horizon, a straight-line growth assumption has again been used to arrive at a figure of 59,800 persons in 2032.

Through the upper-tier conformity exercise, the County allocates a population of 83,470 to BWG for the year 2051 which would almost double the 2021 Census figure. This would result in the Town attracting the largest share of growth of any lower-tier municipality in Simcoe County over the next 30 years. The table below provides a breakdown of the Town’s projected population growth by Census period.

Table 10: Current and Projected Population, 2001 to 2021

Year	Population	Δ Previous Period
2001	22,228	10%
2006	24,039	8%
2011	28,077	17%
2016	36,325	29%
2021	42,880	18%
2026	51,140	19%
2031	58,340	14%
2036	65,490	12%
2041	72,240	10%
2046	78,000	8%
2051	83,470	7%

Source: County of Simcoe Report CCW-2022-235, Schedule 1

Table 11 illustrates the current and proposed population distribution within BWG. The Bradford Built Boundary is currently home to BWG’s largest share of population although the Bradford Greenfield Area will grow towards a similar population level by 2031. The Bond Head Settlement is projected to increase more than five-fold to reach 3,500 residents while Rural populations are anticipated to slightly decline. It bears noting that sub-geographic growth forecasts were last prepared in 2019 but the Town has not yet updated them to reflect changes brought upon by Bill 23.

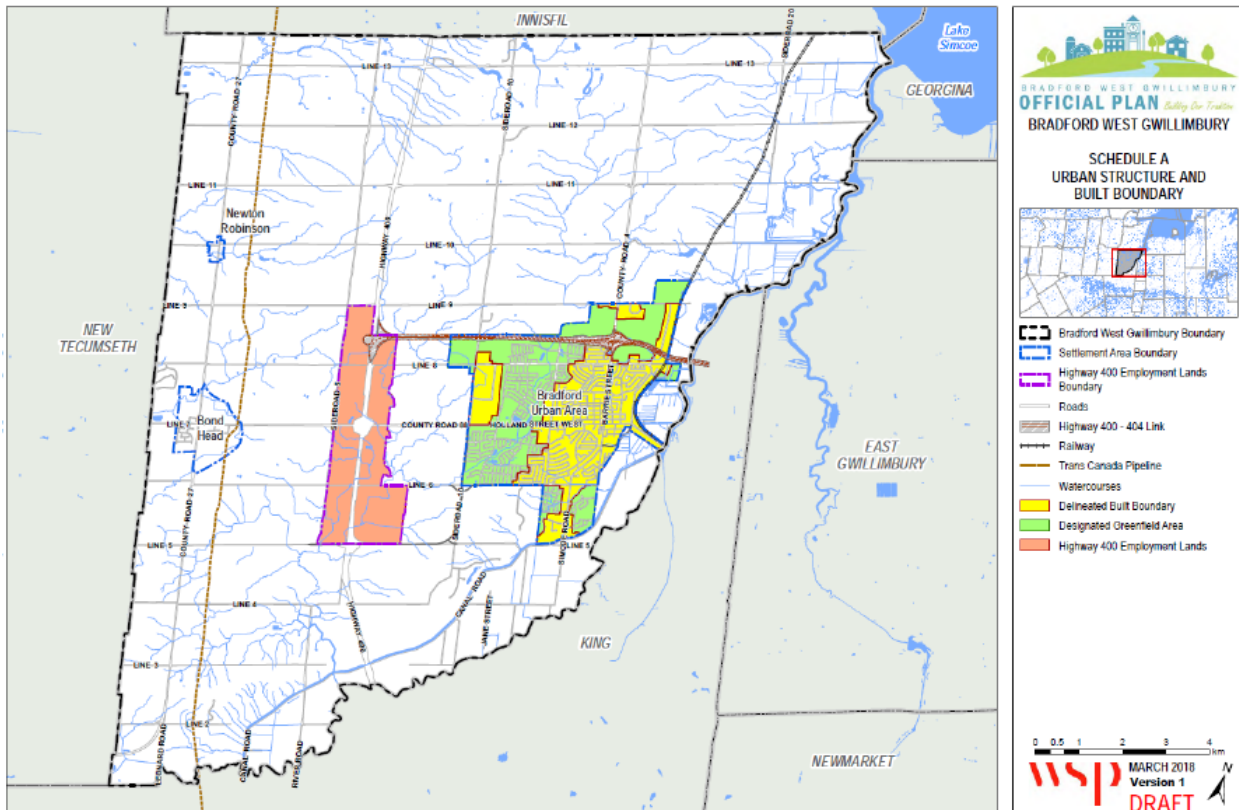
Table 11: Population Distribution Current and Projected, 2019 to 2031

	2019	2028	2031	12 Year Growth Annual	12 Year Growth Total
Bradford – Greenfield Area	14,980	20,972	20,799	3%	39%
Bradford – Built Boundary	18,820	20,682	20,556	1%	9%
Bond Head Settlement Area	660	1,729	3,540	36%	436%
Rural	3,939	3,762	3,665	-0.5%	-7%

Note: figures have not been updated to align with the County of Simcoe Municipal Comprehensive Review

Source: Transit Development Charges Technical Appendix, 2019

Figure 9: Bradford West Gwillimbury Urban Structure



Source: Bradford West Gwillimbury Official Plan 2019 Schedule A

A Young but Aging Population

The age profile of a community assists in determining the optimal mix of leisure facilities, programs and services. BWG's median age is younger than the Ontario and Simcoe County medians (37.6 versus 41.6 and 43.2, respectively) although BWG's population is aging as a whole in line with national trends. Between 2011 and 2021, all age groups experienced a significant increase in population, however, age groups over 55 years grew the fastest. For example, the population between 20 and 54 years of age increased by 40% whereas over the same period, the 55+ population grew by 80%.

The Canadian population is changing due to baby boomers getting older and immigration boosting numbers in the younger generations. Millennials, or people aged 25 to 40, represent the fastest-growing population. The number of people in this generation increased 8.6% between 2016 and 2021, compared with 5.2% for the overall population, due to higher rates of immigration among the Millennial generation compared to others. Population projections suggest that Millennials could represent the largest generation in Canada by 2029, which would outnumber baby boomers for the first time.

Education, Income and Occupation

Education, income and occupation influence how much physical activity may get in a day, their knowledge of health and wellness, as well as their access to a variety of physical activities. Due to the costs associated with program registration, transportation, equipment, and competitions, lower-income families face significant barriers to participating in sports and recreation. This reality is strongly reflected in the difference between sports participation by children in high-income households and children in lower-income households.

BWG has a slightly lower rate of education attainment compared to Simcoe County and Ontario averages with 50% of the Town's population having attained a postsecondary certificate, diploma, or degree, compared to 52% of Simcoe County and 57% of Ontario, respectively. However, BWG's median household income, at \$114,000, is significantly higher than Simcoe County and Ontario, at \$93,000 and \$91,000, respectively. The percentage of BWG residents that fell below Statistic Canada's Low-Income Measure After Tax in 2020 was 6.3% compared to 8.1% and 10.1% in Simcoe County and Ontario, respectively. Higher levels of income generally correlate with higher levels of participation in leisure activities.

Labour force participation in 2021 was higher in BWG than Simcoe County and Ontario (69.4% versus 62.9% and 62.8%, respectively) while the unemployment rate is slightly lower (11.4% versus 11.8% and 12.2%, respectively). BWG workers are also slightly more likely to be engaged in full-time work. The type of work that residents are engaged with (e.g. office work versus physical labour) also plays a role in how much physical activity residents get overall. The top three occupation categories in BWG for 2021 were: sales and service occupations (24.5%); trades, transport and equipment operators (23.4%); and business, finance and administration (16.9%). The high labour force participation rate may influence how much time individuals and households have available to participate in leisure activities and it is likely that full-time workers face pressure to balance work, family, and leisure activities.

Cultural Diversity

In 2021, Census data found that one out of three (33%) BWG residents were born outside of Canada which is slightly above the 2016 rate of 28% and in line with Provincial trends. Just over three out of four immigrants arrived prior to 2000, indicating that the majority are established in the community and familiar with sports and activities offered in Canada.

Over the last 40 years immigration in BWG has been slowly increasing. Between 2016 and 2021, BWG's immigration population raised by 44% accounting for an additional 4,205 immigrants. The majority of immigrants are of either Asian or European descent, 46% and 37% respectively, a shift from the last ten years when the majority (67%) were of European descent. 32% of BWG residents identified a non-official language as their mother tongue; however, 81% of residents speak English at home. 31% of BWG residents identify as visible minorities, an 84% increase from 2016, with 1.3% identifying as Indigenous.

As BWG is forecasting a substantial population increase by 2051, it is likely that the makeup of new residents may be more diverse than the current population. This means that leisure facilities, programs, and services will need to take into account how these population changes will impact demand and participation.

Bradford west Gwillimbury



mbpc

Monteith♦Brown
planning consultants

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TUCKER-REID & ASSOCIATES